



Adrienne Arsht Center

FOR THE PERFORMING ARTS OF MIAMI-DADE COUNTY

ANNUAL REPORT 2017



Adrienne Arsht Center. Photo by WorldRedEye.

FROM THE LEADERSHIP

Enduring excellence underscores another season at the Adrienne Arsht Center for the Performing Arts of Miami-Dade County. Our success—sound financial health, the strength of Miami’s philanthropic leadership and the vibrant diversity of our audience—is a fitting testament to the Center’s efforts to deliver the best in theater, music and dance.

Driving this excellence is community, the engine of our successful cultural narrative—a continuous exchange between donors, civic leaders, new partners and our guests. Excellence is a collaborative effort.

And we’re savoring its benefits. This season we saw the most subscribers to the Broadway in Miami Series in our 10-year history. Beloved Broadway triumphs from *Jersey Boys* to *Annie* stole our hearts all over again.

Miami eagerly responded to the groundbreaking originality of the *Plus!* series. Imagine Mozart and hip-hop, radio plays and cabaret, jazz concert and contemporary dance mashups that gave us brand-new experiences of distinct genres.

In community we can orchestrate the power of the arts to guide and transform young minds. We are proud of the legacy of learning behind Jazz Roots: Sound Check where aspiring musicians from Miami-Dade County Public Schools are invited to experience the very heart of jazz from legendary professionals. AileyCamp Miami was recognized with the 2016 National Arts and Humanities Youth Program Award, the nation’s highest honor for creative youth development programs. And we’re sparking connections for families through Free Gospel Sundays and Family Fest.

Since opening in 2006, we have served over four million guests, offering more than 5,000 stellar performances. Those are satisfying numbers, but what inspires us beyond measure—knowing our community has experienced something entirely unique, magical and empowering at the Center.

Adrienne Arsht
Founding Chairman, Adrienne Arsht Center Foundation

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Alan H. Fein
Chairman, Performing Arts Center Trust

Tony Argiz
Chairman, Adrienne Arsht Center Foundation

Cover image: John S. and James L. Knight Concert Hall. Photo by Robin Hill.



Eleven Years Of Excellence

Guests

4,134,447

Artists

21,342

*South Florida Children and Lifelong
Learners*

320,279

*Free Performances
Enjoyed by 183,212 Members of Our
Community*

221

World Premieres

21

Broadway Performances

621





Instagram Followers

28,600

Twitter Followers

29,000

Facebook Fans

92,500

Interns

353

Volunteers

3,632

Graduation Ceremonies

90

Commissions

19

Financial Statement

In the 11 years since opening, the Adrienne Arsht Center has maintained its financial strength and integrity using quality reporting and controls. The result continues to be audit opinions without qualification and an operating surplus almost every year. The investment pool consists of \$3,168,000 of permanently restricted funds and \$8,239,000 of board-designated reserves. To maintain its position as the flagship performing arts campus in Miami-Dade County, leasehold improvements and capital equipment additions to the Center's facilities have totaled over \$8.1 million since opening. In addition, the Center expended over \$1.7 million for arts education programming and \$2.1 million for community engagement in FY2017.



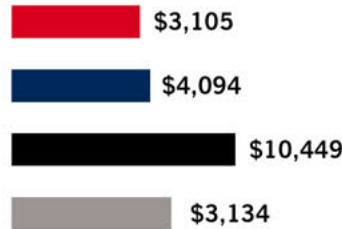
Alvin Ailey American Dance Theater in Alvin Ailey's *Revelations*. Photo by Gert Krautbauer.

Balance Sheet*

Assets:

2016 Assets:

- Cash
- Investments
- Accounts Receivable
- Other Assets

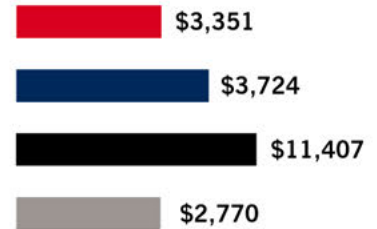


2016 Assets Total:

\$20.782

2017 Assets:

- Cash
- Investments
- Accounts Receivable
- Other Assets



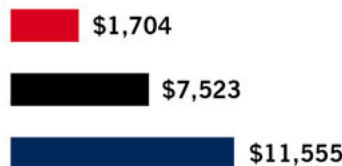
2017 Assets Total:

\$21.252

Liabilities:

2016 Assets:

- Accounts Payable & Accr Liabilities
- Deferred Revenue
- Net Assets

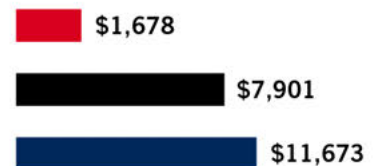


2016 Liabilities Total:

\$20.782

2017 Assets:

- Accounts Payable & Accr Liabilities
- Deferred Revenue
- Net Assets



2017 Liabilities Total:

\$21.252

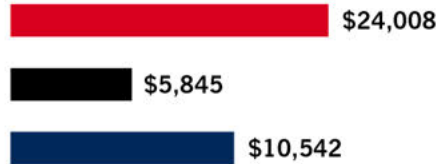
*In millions

Statement*

Revenues:

2016 Revenues:

- Earned
- Private Support
- Public Support

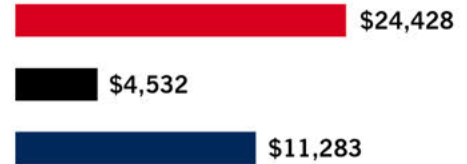


2016 Revenues Total:

\$40,395

2017 Revenues:

- Earned
- Private Support
- Public Support



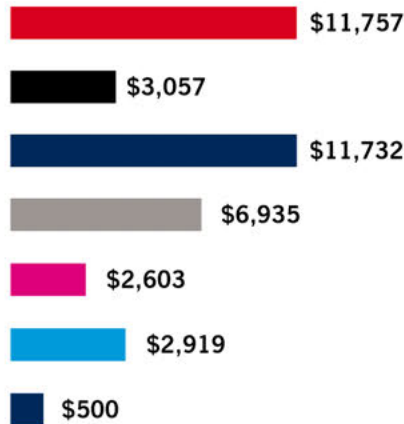
2017 Revenues Total:

\$40,243

Expenses:

2016 Expenses:

- Salaries & Benefits
- Marketing & Communications
- Event Costs
- Occupancy Costs
- Development & Professional
- G&A
- Miami Dade Commitment



2016 Expenses Total:

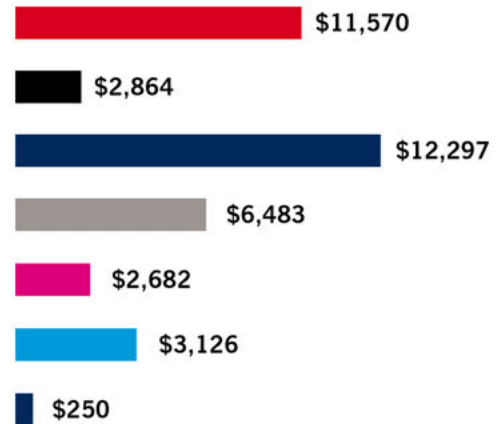
\$39,503

2016 Operating Surplus:

\$892K

2017 Expenses:

- Salaries & Benefits
- Marketing & Communications
- Event Costs
- Occupancy Costs
- Development & Professional
- G&A
- Miami Dade Commitment



2017 Expenses Total:

\$39,272

2017 Operating Surplus:

\$971K

*In millions



José Bedia's design for the terrazzo floor of the Knight Concert Hall lobby. Photo courtesy of Odebrecht.

Excellence in Arts and Education

AileyCamp Miami

Championing the Arsht Center's arts education vision from Miami to the White House, AileyCamp Miami was recognized with the 2016 National Arts and Humanities Youth Program Award, the nation's highest honor for creative youth development programs. That summer, 100 middle school students honed their interpersonal communication skills - and their dance moves - in the six-week camp, which uses dance as a vehicle for improving the lives of vulnerable adolescents in our community.



AileyCamp Miami 2017 Final Performance. Photo by Justin Namon, ra-haus.

Kitty Hawk

The Arsht Center's first STEAM learning initiative prepared for takeoff with a newly-commissioned script and the completion of casting, curriculum and set design. In the fall of 2016, a focus group of 40 seventh-graders and their teachers helped hone songs and scenes while more than a dozen funders stepped up to support the program, including aerospace technology leaders Boeing and Airbus.



Miami Dade students and teachers participate in a Q&A session with the creative team behind Kitty Hawk at the Arsht Center. Photo by Miami-Dade County Public Schools/Jimmy Abraham.

Jazz Roots: Sound Check

In 2016-2017, more than 650 young music students from 42 different high schools interacted with some of the world's best jazz artists and saw them perform live, including Wynton Marsalis, Chick Corea, Gonzalo Rubalcaba, Branford Marsalis, Steve Miller and Jimmie Vaughan. On the 10th anniversary of Jazz Roots, its accompanying education program hit a total reach of 8,000 aspiring young musicians.



Jazz Roots Living Legends Student Sound Check. Photo by Daniel Azoulay.

Rock Odyssey

Homer's epic poem sprang to life in a modern musical for more than 20,000 fifth-graders and their teachers as 17 performances over two weeks marked the ninth successful season of this Learning Through the Arts program. For more than half the students, it was their first time attending a live, professional theater experience.



Rock Odyssey 2017. Photo by Sergi Alexander, EyeworksProduction.

Accessing the Arts

Teaching artists spent the school year sharing music, movement and drama with more than 200 K-12 students with disabilities in 18 different public schools as part of the residency program. Students improved their concentration, participation and self-expression skills, wowing their teachers and parents at final performances held in the Arsht Center's Peacock Foundation Studio at the end of each semester.



Photo by Sergi Alexander, Eyeworks Production.



Cory Jeacoma, Matthew Dailey, Aaron De Jesus and Keith Hines in *Jersey Boys*.
Photo by Jeremy Danie.



Kevin James performs *Operation* in *The Illusionists*.
Photo by Company Management.



Excellence in Entertainment and Engagement



Broadway

Powered by six stage spectaculars, Broadway in Miami marked a major milestone in the most subscribers in its 10-year history! Two South Florida premieres—*The Illusionists* and *An American in Paris*—along with power-packed musical blockbusters *Beautiful – The Carole King Musical*, *Jersey Boys*, *The King and I*, *Dirty Dancing* and *Annie* delighted loyal Broadway fans and birthed new enthusiasts.

Nick Spangler and the *An American in Paris* Touring Company.
Photo by Matthew Murphy.



Dance @ the Arsht

The Arsht Center presented the best of classical and contemporary ballet as well as groundbreaking modern and world dance. The Center boasted the acclaimed Miami City Ballet as a resident company, an annual engagement of the renowned Alvin Ailey American Dance Theater, and an illustrious roster of visiting local, national and international companies.



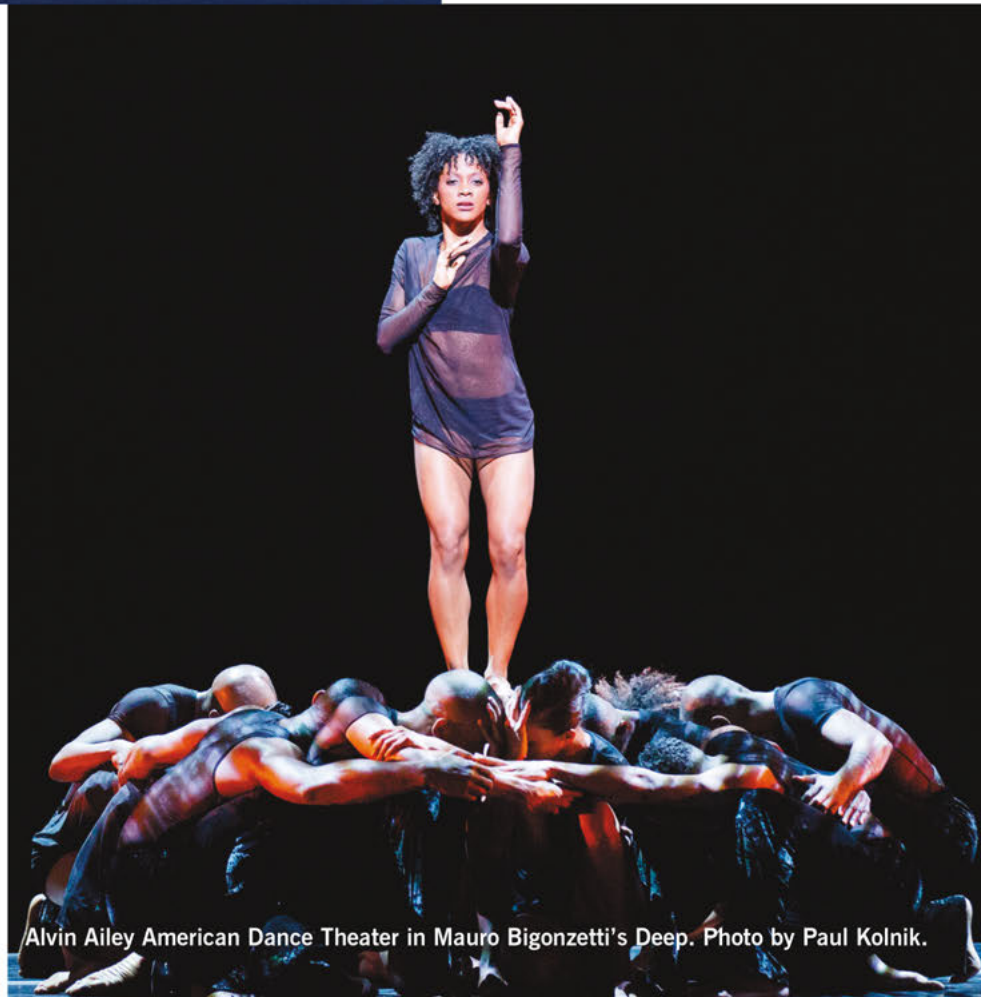
Stars of Flamenco. Photo Credit by Daniel Azoulay.

Flamenco Festival Miami

For its 10th anniversary, the annual Flamenco Festival Miami featured the finest flamenco artists direct from Spain, positioning the Center as one of the preeminent stages in the world for Spain's most popular art form. The technical expertise and fiery essence of flamenco captivated audiences with the feverish footwork of more than 30 dancers, including stars Juana Amaya, Jesús Carmona and Olga Pericet.

Alvin Ailey American Dance Theater

A crowning glory of the Center's Knight Masterworks Dance Series, Alvin Ailey presented an exclusive *tour-de-force* for Miami audiences, including Hope Boykin's *r-Evolution; Dream*, inspired by Dr. Martin Luther King, Jr., and the civil rights movement with music composed by Ali Jackson (Jazz at Lincoln Center); and *Revelations*—an enduring masterpiece that transcends color and creed to unite all in hope.



Alvin Ailey American Dance Theater in Mauro Bigonzetti's *Deep*. Photo by Paul Kolnik.

Live at Knight

The Center's category-defying Live at Knight series captivated audiences with an A-list of electrifying, internationally-acclaimed performers, including Billy Crystal, Chaka Khan, Gipsy Kings, Rick Astley and Alan Cumming.



Alan Cumming. Photo by Manny Hernandez.

Classical Music

The Knight Masterworks Classical Music Series featured three of the world's most exciting orchestras and a veritable piano superstar. Opening with the Minnesota Orchestra led by Osmo Vanska, this season saw the return of the beloved maestro Christoph Eschenbach leading the Bamberg Symphony Orchestra, a resonating performance by Lang Lang, and the Academy of St Martin in the Fields with the distinguished pianist Inon Barnatan.

Maestro Christoph Eschenbach. Photo courtesy of artist management.

Theater Up Close

Theater Up Close continued to earn raves from audiences and critics—plus 14 Carbonell Awards and 47 nominations to date! The Center's inspired partnership with Zoetic Stage, one of South Florida's most critically-acclaimed theater companies, generated the most thrilling and bold productions, delighting patrons at every turn. This season series included a world premiere comedy by Elena Maria Garcia and Stuart Meltzer, *iFuácata! Or a Latina's Guide to Surviving the Universe*; *The Caretaker*; and the return of The House Theatre of Chicago with an encore engagement of *Death & Harry Houdini*.



Death and Harry Houdini Ensemble. Photo by Michael Brosilow.

Jazz Roots

More than 80,000 people have attended the annual six-part concert and educational series, which has also benefited more than 8,000 high school music students. This season's star-studded line-up included Dave Grusin leading a tribute to the late Jazz Roots co-founder Larry Rosen in the season opener followed by Dave Koz, Jazz at Lincoln Center Orchestra with Wynton Marsalis, jazz titans Chick Corea and Gonzalo Rubalcaba, Branford Marsalis and Steve Miller.



Steve Miller and Jimmie Vaughan. Photo by Daniel Azoulay.

Free Gospel Sundays

Free Gospel Sundays spotlighted the art form of gospel music, Miami's rich gospel scene and the strength of South Florida's giving community. Almost 50,000 people have attended the annual four-concert series for free over the past decade, thanks in part to the generosity of Miami-based foundations. With ABC Local 10 evening news anchor Calvin Hughes as MC and Pastor Marc Cooper as director of the all-star Miami Mass Choir, every rousing concert brought together a gospel superstar and one of Miami's incredible choirs with audiences who were on their feet from the first chorus!



Miami Mass Choir. Photo by WorldRedEye.com.

Market Mondays at the Arsht Center. Photo by Sergi Alexander, Eyeworks Production.



Free Community Events

The Arsht Center remained dedicated to making performing arts accessible to all with Family Fest, a signature series of free family-friendly performances; ArtsLaunch, Miami's biggest event launching the arts season and offering a space for the community to meet over 100 arts and cultural organizations; and Market Mondays featuring healthy, year-round locally-sourced food for everyone.

Excellence in Performing Arts Partnerships

Miami City Ballet

Led by Artistic Director Lourdes Lopez, Arsht Center Resident Company Miami City Ballet marked a stunning season which included the classic full-length ballet *Giselle*, a world premiere by Alexei Ratmansky and five Company premieres from George Balanchine, Jerome Robbins, Twyla Tharp, Peter Martins and Sir Kenneth MacMillan.



Miami City Ballet. Patricia Delgado and Renan Cerdeiro in *Giselle*. Photo by Alberto Oviedo.

Florida Grand Opera

The oldest performing arts organization in Florida, Arsht Center Resident Company Florida Grand Opera celebrated its 75th anniversary with four operas chosen to appeal to the diverse tastes of South Florida audiences: *Before Night Falls*,

based on the autobiography of Cuban poet Reinaldo Arenas, *Carmen* by Georges Bizet, Tchaikovsky's *Eugene Onegin* and Stephen Sondheim's *Sweeney Todd*.

New World Symphony

Artistic Director Michael Tilson Thomas and the Fellows of Arsht Center Resident Company New World Symphony, America's Orchestral Academy, performed alongside an array of internationally-acclaimed conductors and guest artists in its star-studded season featuring Renée Fleming, Roberto Abbado, Jean-Yves Thibaudet, Osmo Vänskä and Garrick Ohlsson.

Michael Tilson Thomas. Photo by Spencer Lowell.



The Cleveland Orchestra in Miami

Cleveland Orchestra Miami's season included international stars Gil Shaham, Nikolaj Znaider, and Jennifer Johnson Cano as well as Miami's professional vocal ensemble, Seraphic Fire.

Getty Images for The Cleveland Orchestra. Photo by Rodrigo Varela.



Miami Stars Shine

The Arsht Center highlighted Miami talent and partnerships, including City Theatre's *Summer Shorts*, the International Hispanic Theatre Festival and a genre-bending Arsht Center commissioned world premiere, *The Vivaldi Project*, a collaboration between Miami's Nu Deco Ensemble and the Arsht Center. Celebrating the diversity and world-class talent of Miami, the Center also presented unforgettable partnerships with Mainly Mozart, Siempre Flamenco and Henry Mancini Institute Orchestra.

Plus!

Mozart and hip-hop, radio plays and cabaret, jazz concert and contemporary dance came together in a remarkable blend of performing arts. This mashup included Courtney Love in a music theatre piece called *Kansas City Choir Boy* and Mike Mills of R.E.M. performing with acclaimed violinist Robert McDuffie.

Vibrant@10

The Center culminated its 10th anniversary, an important milestone milestone in the history of this dynamic performing arts institution. The Center celebrated with a day-long 10th Birthday Party featuring free family-friendly performances and a finale evening concert starring Ceelo Green.

Facilities



“ This place is magnificent! ”

- George Benson

Ziff Ballet Opera House (2,400 Seats)

Photo by Benjamin Thacker.



Two-time winner!
Best New Theater
for Drama by *Miami New Times*.

Carnival Studio Theater (200 seats)

Photo by Justin Namon, ra-haus.



“ The Arsht Center is a beautiful venue! It makes me want to come back again and again! ”

- Vanessa Williams

John S. and James L. Knight Concert Hall (2,200 seats)

Photo by Ben Thacker.

Program & Show Sponsors

Accessing the Arts Green Family Foundation and TD Charitable Foundation.

AileyCamp Miami The Batchelor Foundation; Green Family Foundation; The Children's Trust; TriMix Foundation; The Miami Foundation; The Ware Foundation; Marian & David Rocker; The Israel, Rose, Henry & Robert Wiener Charitable Foundation; Goya; National Arts and Humanities Youth program Award, and Friends of AileyCamp Miami.

Broadway in Miami Bank of America and Nicklaus Children's Hospital.

**Knight Masterworks
Classical Music** Knight Foundation; Meidar & Alfi Family Foundation; Funding Arts Network; Caring Friends Foundation, Bank of America, N.A., Co-Trustee; Steinway & Sons, and Perrier-Jouet.

Jazz Roots Epic; Steinway & Sons; WLRN; Jazziz Magazine, and rbb Communications.

Jazz Roots: Sound Check Green Family Foundation; Wells Fargo; Citizens Interested in Arts, and ASCAP Foundation.

Kitty Hawk Betsy & George Sherman; Mary Spencer; Boeing; Alicia Celorio on behalf of Do Unto Others Trust; Peacock Foundation, Inc.; The Kirk Foundation; Ira D. & Carole F. Hall Family; ATR; SunTrust; The Ansin Foundation; Broadway Across America; AAR; Airbus; Greenspoon Marder; South Florida Aviation Maintenance Council; Key Biscayne Community Foundation; Coral Gables Community Foundation, and Epon.

Rock Odyssey Florida Blue; Ocean Reef Community Foundation; Green Family Foundation, and Key Biscayne Community Foundation.

(Cont.)

Live at Knight South Florida BMW Centers and Café Bustelo.**Theater Up Close** Adrienne & Jerry L. Cohen; Alan & Diane Lieberman; Hotel Croydon, and WLRN.**Knight Masterworks
Dance at the Arsht** Knight Foundation; Green Family Foundation; Total Bank, and Miami-Dade County
Tourist Development Council.**Free Gospel Sundays** Rodney & Michelle Adkins; Green Family Foundation; Israel, Rose, Henry & Robert
Wiener Family Foundation, and WMBM AM1490.**Free/Community** The Children's Trust

NOTE: All programming in 2016-17 was sponsored in part by grant support from the Miami-Dade County Mayor, Board of County Commissioners and the Miami-Dade County Department of Cultural Affairs, as well as the State of Florida, Department of State, Division of Cultural Affairs and the Florida Council on Arts and Culture.

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