

THE  
ROSIN  
BOX  
PROJECT



Impact Report  
2024

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# CHAIR'S REPORT

Dear TRBP Family,

At the close of our lucky seventh season, the Rosin Box Project finishes a momentous year with a sense of confidence and anticipation. For the first time, we stepped outside of our intimate black-box spaces and presented our flagship new works program, DEBUTS, on a proscenium stage in a classic auditorium. The unparalleled quality of the programming and our audience's enthusiasm confirmed that we scale up well, and we'll continue to showcase our exciting contemporary ballet works in large venues next year. Yet we also had the most successful Ghost Light Masquerade yet in the post-industrial Soap Box Factory in Logan Heights, confirming that our shows should continue to activate nontraditional, interesting new spaces across San Diego's diverse neighborhoods. And our IN FOCUS film from last year, "Where Once There Was Water," continued to rack up official selections at national and international dance film festivals. It's thrilling to see dance audiences across the world recognize the value that our local dance community reaffirms every day. On that note, a huge thank-you to all the generous donors who stepped up this year to ensure our education programming could continue to reach San Diego's grade- and middle-schoolers despite the district's budget challenges.

This season closes out my term as the inaugural Chair of the TRBP Board. Anyone who helps start an enterprise as ambitious and conscientious as the Rosin Box Project dreams of handing it off to the next generation of leaders in such strong shape. It is with great pride, deep gratitude, and a full heart that I pass the gavel, and I can't wait to see what comes next.



**Ted McCombs,**  
Board Chair



# ARTISTIC DIRECTOR'S REPORT

I am honored to reflect on the remarkable accomplishments of our 2024 Season: Exalt—a year defined by innovation, artistic excellence, palpable community impact, and profound resilience. This season marked a significant milestone in our journey as a contemporary ballet company, cementing our reputation as a cultural leader in San Diego and beyond.

We celebrated the creation of seven new works this year, showcasing the talents of internationally renowned Guest Choreographers such as Emily Adams, Cherice Barton, Alice Klock, and Florian Lochner, alongside the visionary contributions of our resident artists Bethany Green, Katie Spagnoletti, and myself. These premieres reflected our unwavering commitment to amplifying diverse voices in contemporary ballet while pushing the boundaries of artistic expression. Each piece resonated with our audiences, offering innovative and thought-provoking performances that challenged and inspired.

Among our standout productions, Empower highlighted the creativity and vision of female choreographers, showcasing their unique storytelling and movement. DEBUTS marked a pivotal moment as we took to a proscenium stage for the first time, yet we still managed to reimagine the performance experience through incorporating innovative motion-capture technology, cinematic score from Sundance Fellow Katy Jarzebowski, and breathtaking choreography. Meanwhile, Ghost Light Masquerade continued to captivate audiences with its immersive, theatrical magic, reaffirming its place as a beloved highlight of our season with record high attendances.

We were overjoyed to return to McCallum Theatre for the second consecutive year to perform my work from Empower, 'Asymptote', as a presenting top ten finalist at the Palm Desert Choreography Festival. The dancers also had a busy season with numerous outreach performances like ENVZN - part of the 2024 San Diego-Tijuana World Design Capital programming, Oceanside Museum of Art, Innovation Day at Petco Park, La Jolla Art and Wine Festival, Chula Vista ArtFest, and En Pointe for Ava Dance Against Brain Cancer benefit performance.

The recognition of our artistic endeavors also extended beyond the stage. Our 2023 IN FOCUS dance film, Where Once There Was Water, was selected for nine international film festivals, earning two awards for Best Dance Film. This achievement not only celebrated our cinematic artistry but also amplified our impact on the global dance community. TRBP was also nominated for San Diego Business Journal's Nonprofit of the Year award.

In addition to artistic accomplishments, 2024 saw The Rosin Box Project deepen its commitment to accessibility and community engagement. We brought contemporary ballet to diverse San Diego neighborhoods through 32 free community events, ensuring that our performances remained accessible to all. Our outreach programs, such as Dance Out Loud! and Level Up Arts Camp, engaged nearly 2,750 students, fostering creativity, inclusivity, and a lifelong appreciation for the arts. Audience engagement was further enriched through open rehearsals, artist talkbacks, and studio showings, offering an intimate glimpse into the creative process and cultivating deeper connections between audiences and artists. Notably, 53% of attendees were first-time audience members, reflecting our success in expanding our reach!

As we look to the future, this season stands as a testament to the transformative power of contemporary ballet. The Rosin Box Project continues to thrive as a space for bold artistic exploration, inclusivity, and community connection. I am deeply grateful to the artists, staff, supporters, and audiences who make this work possible. Together, we are not only elevating the art form but also shaping its future in ways that are innovative, inclusive, and deeply impactful.



**Carly Topazio,**  
Artistic Director, CEO, Founder





# 2024 SEASON. EXALT

2024 Season Concert Reel



# OUR STORY SO FAR

## Our Mission

To elevate and enrich the arts in the San Diego community and beyond through;

- A contemporary ballet company that encourages artistic growth and exploration, fostering a nurturing and equitable environment to amplify artistic voices reflective of our contemporary world,
- Uniquely curated and visceral performance experiences considering the human condition, presented in an approachable and accessible way,
- Innovative artistic experiences presented to the greater San Diego audience and beyond that set new standards for artistic excellence, innovation, and creativity,
- Educating and developing dance artists as well as enthusiasts to create a connected community of belonging,
- An inclusion of a diverse community of voices and advancing equity in dance to captivate a devoted, supportive, continually growing, and diverse audience.

2024 IS TRBP'S  
7TH YEAR  
AS A COMPANY  
5TH YEAR  
AS A 501(C)(3)

## Our Vision

To reimagine the way artists and audiences connect with and experience dance.





# OUR NEW VALUES

The Rosin Box Project's values support our vision. They shape our culture and our decision-making processes. Our values inform our strategies and align our board members, staff and volunteers, guiding us in how we serve our communities and what we want to contribute to the people of our contemporary world.

## **Serve and Center Community**

The Rosin Box Project prioritizes community well-being by offering transformative dance experiences in San Diego, emphasizing representation, collaboration, and innovation to foster social change.

## **Reflect and Nurture**

The Rosin Box Project thrives by mirroring community diversity and nurturing artists, involving audiences in performances, and treating all with compassion and empathy to foster a nurturing and inclusive artistic environment.

## **Inclusion, Diversity, Equity, and Accessibility**

The Rosin Box Project commits to inclusivity by actively embracing diverse people and ideas, dismantling internal inequities, and promoting external positive change through its policies and practices.

## **Respect and Trust**

The Rosin Box Project builds trust by listening attentively, engaging authentically, and fostering respectful and transparent relationships with artists, audiences, and partners.

## **Innovate and Inspire**

Through dance, The Rosin Box Project transcends traditional boundaries and inspires innovation and creativity, constantly reimagining dance experiences and setting new artistic standards.

## **Accountability and Sustainability**

The Rosin Box Project promotes a culture of accountability and sustainability, focusing on adaptability, excellence, and resource stewardship to support organizational growth and efficiency.

Photo Doug McMinimy  
Artists Bethany Green & Katie Spagnoletti rehearsing



# OUR STORY SO FAR

FORTY FIVE  
**PREMIERES**  
COMMISSIONED TO DATE

The Rosin Box Project is primarily a creation-based contemporary ballet company led by Artistic Director and CEO, Carly Topazio. Founded in 2018 by Topazio, and officially incorporating to a 501(c)(3) arts nonprofit in 2020, The Rosin Box Project (TRBP) has been a rising leader and resource in the creation, production, and education of contemporary ballet in San Diego via innovative, authentic, and artist-driven work that allows for deeper human connection. The boutique contemporary ballet company continues to raise the bar and push the limits of how dance is experienced, quickly blossoming TRBP into San Diego's premier Contemporary Ballet Company.

TRBP's distinctive style and approach has made a unique and valuable contribution to the development of dance locally and beyond. Attracting international talent, our dancers are a group of open-minded and curious artists, each unique for their dynamic movement while sharing an intuitive passion for their art form. We are a creative place and we work in a collaborative environment. We are a company that aims to create dance at its most essential: visceral, powerful, thought-provoking and transformative.

The company presents a diverse repertoire featuring more than 45 new works created since 2018 from both emerging resident choreographers, and nationally renowned guest choreographers, and is deeply committed to fostering creation and collaboration.

TRBP is a leader and resource in the community through dance education opportunities, community, student, and audience outreach, and professional development programs, which serve to make dance as accessible as possible to all. Beyond the professional company's performance and season programming, TRBP hosts open adult dance classes and workshops at its home studio (The Rosin Box Studio) in ARTS DISTRICT, Liberty Station, with classes for individuals of all experience levels. TRBP also offers a variety of arts-integrated education and outreach programming around San Diego county and neighboring districts, serving more than 2000 students annually.

A rosin box is unique to dancers. We have them in our rehearsal studios and backstage at theaters, used most often on pointe shoes to create more friction to prevent slipping. To Step Inside a rosin box is to share our space in the most intimate way, and enter the creatively charged world we call home.



# 2024 AT A GLANCE

31 Live performances  
in 2024

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7,785 Attendances

---

92 Pointe shoes  
purchased & used

---

8 Commissioned new  
works in 2024

---

45 Premieres of  
commissioned work to date

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53% Of attendances were  
first time audiences

---

194,804 Total social media  
engagement

---

9 Film festival official  
selections

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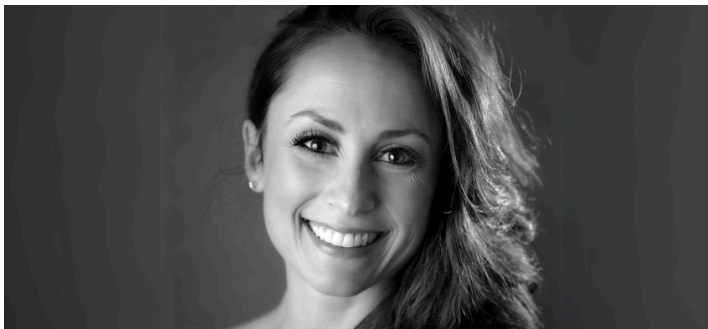




**CARLY TOPAZIO**  
Artistic Director, CEO, & Founder



**HILARY BROMAN**  
Education & Outreach Coordinator



**ELIZABETH FITTRO**  
Philanthropy Officer



**KATIE SPAGNOLETTI**  
Grant Administrator



**RONY LENIS**  
Social Media Coordinator

# OUR TEAM STAFF

**GINGER CHODY**  
Stage Technical Manager

**EMILY ELKIN**  
Stage Manager

Photo Amber Bliss  
Company performing Emily Adams' *SO CLOSE*





# OUR TEAM BOARD OF DIRECTORS



**Ted McCombs**  
Chair



**Michael Angelo  
Camacho**  
Vice Chair



**Samuel Topazio**  
Treasurer



**Camille McPherson**  
Secretary



**Catherine Cheng**



**Ryan Field**



**Taryn Goode**



**Gary Kinley**



**John Velasco**

## **Advisory Board:**

Ryan Beck,  
Judy Berman-Silbert,  
Khamla Somphanh,  
Rebekah Brown



**DANIELLE ARCHULETA**



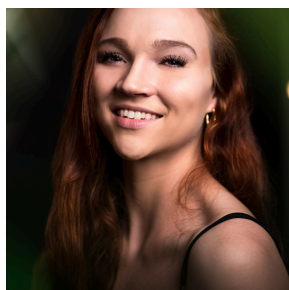
**BRIAN BENNETT**



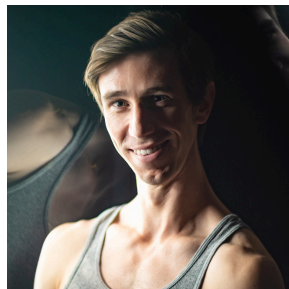
**NICOLE BUI**



**CHELSEA FENNER**



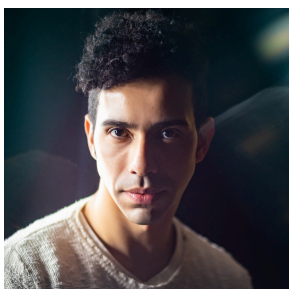
**BETHANY GREEN**



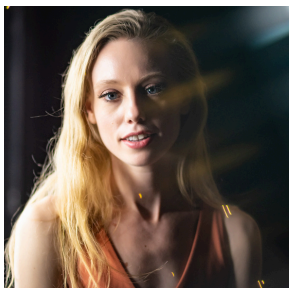
**BRIAN HEIL**



**SONA JAEGER**



**RONY LENIS**

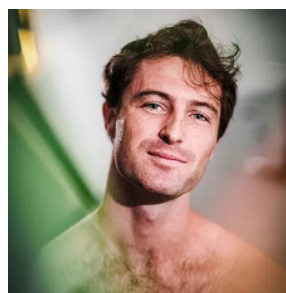


**KATIE SPAGNOLETTI**



**CARLY TOPAZIO**

# OUR TEAM COMPANY ARTISTS



**MARSHALL WHITELEY**



**JEREMY ZAPANTA**

Photo Doug McMinimy  
Artists Bethany Green & Carly Topazio rehearsing REM by Alice Klock and Florian Lochner







**RIVER ADAPON**



**HILARY BROMAN**



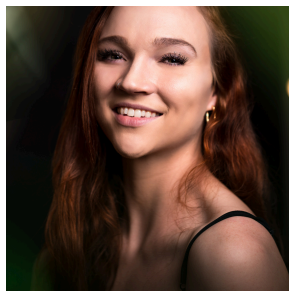
**JAMELENE DEVERA**



**ANDRES LAGANG**



**EMILY ELKIN**



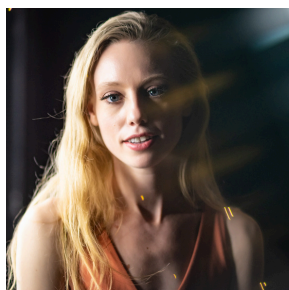
**BETHANY GREEN**



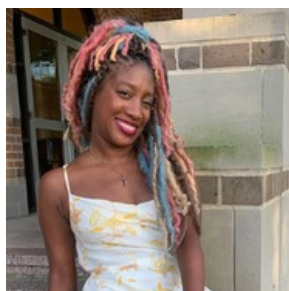
**RONY LENIS**



**NICOLE ROERICK**



**KATIE SPAGNOLETTI**



**WHITNEY EDWARDS**

# OUR TEAM TEACHING ARTISTS



**PATRICK WARD**



Teaching Artist Hilary Broman during a Ballet Machine workshop at Jefferson Elementary

Contributing  
to our cultural  
landscape



# IMPACT NUMBERS

8 World premieres  
commissioned in 2024

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10 Artistic collaborations in  
2024

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45 World premieres of  
commissioned work to date

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142 Public Performances  
to date

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7,785 Attendances

---

6 Festival appearances

---

41 Employment  
opportunities

---

15 Volunteers

---

34 Weeks of work for  
company artists

---

10 Company Dancers  
employed

---

60% Of budget invested in artistic salaries including dance artists, educators  
and teaching staff, production staff and support for the broader dance  
sector by commissioning independent choreographers

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# AUDIENCE ENGAGEMENT

Our Audience Engagement initiatives complemented and enhanced our 2024 mainstage experience and invited our audience to delve deeper into the art form through artist talk-backs, open rehearsals, adult ballet classes, mixer events, and behind the scenes experiences. Audiences gained insights into The Rosin Box Project's world of unwavering discipline, elite training and dedication, and learned more about our talented artists and rising stars. In 2024 we continued community engagement activities including studio showings for invited guests and Season Subscribers, presenting eight new contemporary works from seven choreographers as part of our commitment to creating fresh and relevant contemporary dance and elevating diverse choreographic voices. Internationally acclaimed Guest Choreographers Cherice Barton, FLOCK: Alice Klock and Florian Lochner, and Emily Adams- along with rising Resident Choreographers Bethany Green, Katie Spagnoletti, and Carly Topazio spent a cumulative sixteen weeks in our studio creating new works on the company.

13

San Diego communities engaged through delivered programming

53

Season Subscribers

10

Talk-backs with company artists

32

Free community events



Guest Choreographer Cherice Barton during an Open Rehearsal for her premiere of *So Late So Soon*

## Connecting with community



*"This experience was amazing! Thank you TRBP for bringing artists of this level to San Diego, it's a huge bonus to our arts community. I hope this can happen many more times since this is exactly what we need! Flock's class was beautifully crafted, welcoming, and inspiring to myself and everyone involved. Looking forward to more of these!!"*

*"Today was my first ever class at The Rosin Box Project. EVERYTHING about my experience was fantastic! Teaching open ballet can be tricky. Bethany was lovely, the studio is a very nice and welcoming environment and I enjoyed my fellow dancers, I felt like part of the community immediately! Thank you!!"*

*"I absolutely love attending the Open Rehearsals and talk-backs with the dancers - TRBP creates such an inviting space where you can't help but feel overwhelmed with inspiration. It goes beyond the stage- I feel like I know each of the dancers personally, and it is so clear that they all love their craft and love the work they do with this awesome little company!"*



Photo Amber Bliss (top, and middle)



# ON STAGE

## EMPOWER

MARCH 21 - 24, 29 & 30

LIGHT BOX LIVE ARTS

Liberty Station, San Diego

## DEBUTS

AUGUST 24 & 25

CALIFORNIA CENTER FOR THE ARTS

Escondido

## GHOST LIGHT MASQUERADE

OCTOBER 24 - 27, 29 & 30

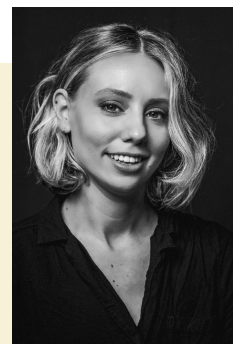
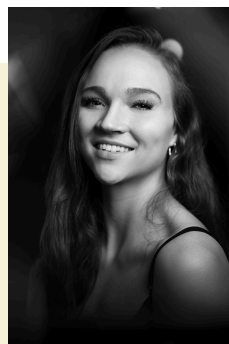
THE SOAP FACTORY

Logan Heights, San Diego

## EIGHT Premieres in 2024 by:

EMILY ADAMS  
CHERICE BARTON  
ALICE KLOCK  
FLORIAN LOCHNER

BETHANY GREEN  
KATIE SPAGNOLETTI  
CARLY TOPAZIO





MARCH 21 - 24, 29 & 30

LIGHT BOX LIVE ARTS

Liberty Station, San Diego

# EMPOWER

## Female Voices

TRBP thrives on expanding the definition of what dance is—who it's made for and by—while presenting world-class dancers and choreography in an authentic space.

In March, The Rosin Box Project proudly opened its 2024 Season with its **Empower** performances, celebrating the creativity and vision of female choreographers. Featuring the dynamic works of *Cherice Barton*, *Bethany Green*, and *Carly Topazio*, this program highlighted the diverse voices shaping contemporary ballet today. **Empower** not only showcased powerful storytelling and innovative movement but also reinforced TRBP's commitment to amplifying underrepresented perspectives in the arts. These performances resonated with audiences and artists alike, creating a vibrant platform for female-led artistry. TRBP is proud to be a female led organization presenting a program that celebrates and spotlights inspiring female dancemakers that are evolving the artform with their own uniquely inspiring artistic voices.



Photo Amber Bliss  
(top, and middle)



**ASYMPTOTE**

Carly Topazio

**AFTER THE BREAK**

Bethany Green

**SO LATE SO SOON**

Cherice Barton

**PRESS**

[San Diego Union Tribune](#)

[San Diego Magazine](#)

[THERE San Diego](#)

[KUSI News](#)

[KPBS](#)

[CBS 8 - Zevely Zone](#)

[San Diego News](#)



**AUGUST 24 & 25**

CALIFORNIA CENTER FOR THE ARTS

Escondido

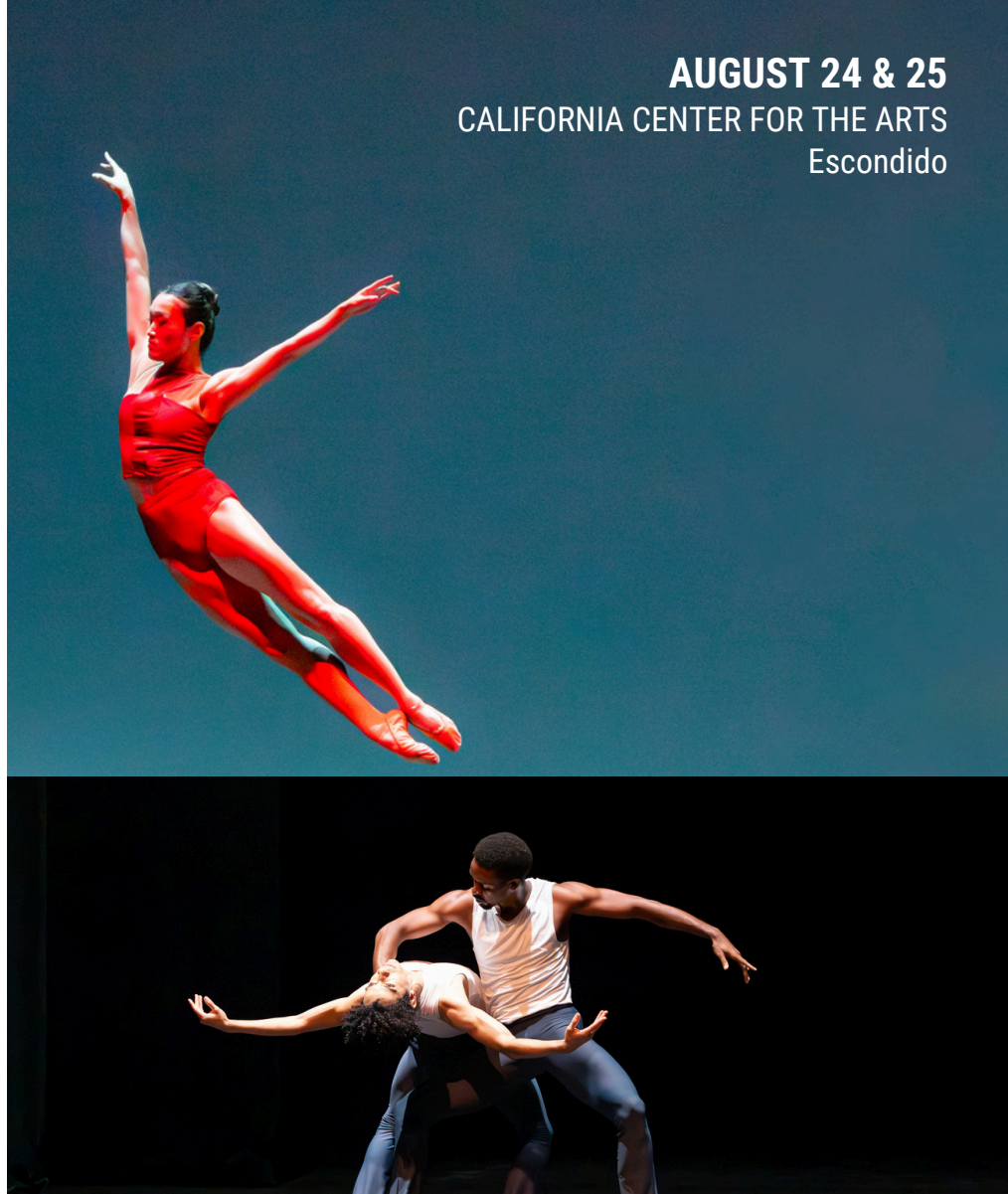
# DEBUTS

In August, The Rosin Box Project presented our most anticipated show of the Season, **DEBUTS**.

The performances featured four innovative world premieres by *Emily Adams* of Ballet West, *FLOCK: Alice Klock and Florian Lochner*, *Katie Spagnoletti*, and *Carly Topazio*.

With immense excitement, TRBP celebrated new beginnings and unbound creativity, delivering works that pushed the boundaries of contemporary ballet. This groundbreaking program marked TRBP's own debut on a proscenium stage, presenting edgy choreography enhanced by motion-capture technology, an original cinematic score, and world-class performances from a stellar roster of dancers.

**DEBUTS** embodied the unyielding spirit of artistic innovation, leaving audiences inspired and energized by the power of dance.



Photos Amber Bliss

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## SO CLOSE

Emily Adams  
*with original score by*  
Katy Jarzebowski

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## REM

FLOCK: Alice Klock &  
Florian Lochner

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## COMME L'ESPOIRE

Katie Spagnoletti

---

## GRAYISH

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Carly Topazio

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## PRESS

[Fox5 News](#)  
[Spotlight on Community Podcast](#)  
[San Diego Union Tribune](#)  
[San Diego Magazine](#)  
[THERE San Diego](#)  
[KUSI News](#)  
[North County Daily Star](#)  
[KPBS](#)  
[Inside Art](#)

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# GHOST LIGHT MASQUERADE

In October, The Rosin Box Project's **Ghost Light Masquerade** returned to rave reviews, captivating audiences with its signature blend of innovation and theatrical magic, but with a updated and supercharged rework that wowed audiences. Our immersive annual production invites audiences to share the performance space, creating an intimate and spellbinding experience where graceful movements intertwine with hauntingly beautiful choreography. Inspired by the eerie tradition of the Ghost Light, this year's Masquerade brought new untold tales and theater superstitions to life, and ramped up interactive elements, enchanting attendees with its imaginative storytelling and immersive design. A true audience favorite and a beloved holiday staple, **Ghost Light Masquerade** continues to raise the bar for artistic innovation and unforgettable performance experiences.



**OCTOBER 24 - 27, 29 & 30**  
THE SOAP FACTORY  
Logan Heights, San Diego



Photos Sam Zauscher

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**CHOREOGRAPHY** Carly Topazio

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**SOUND DESIGN** Carly Topazio

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**LIGHTING** Ginger Chody  
Carly Topazio

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**COSTUME DESIGN** Tiffany Smith  
Carly Topazio

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“How does it keep getting better, year after year?! I could have gone to all 6 shows and had a new experience every time. This is our absolute favorite performance that TRBP does, it's an absolute blast and there's truly nothing else like it!”

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## PRESS

[FOX5](#)  
[San Diego Union Tribune](#)  
[San Diego Magazine](#)  
[THERE San Diego](#)  
[KPBS](#)  
[SD News](#)  
[KPBS Arts](#)

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# Notable Festivals

## Oceanside Museum of Art

**OCT/NOV, 2024**

Oceanside Museum of Art  
Oceanside, CA

*Free!* (2022 commission by Myles Thatcher) was included as part of “My Intimate Partner” exhibition at OMA, directed and curated by Smadar Samson. This multi-media art exhibition examines the intersection between intimacy, power and control that leads to Intimate Partner Violence. Through an artistic and transformative prism, the exhibition broadens the perception of intimate partner violence beyond a women’s issue into the social landscape that may shape such violence and explores the visitor’s own relationship to power and control. TRBP’s 2022 IN FOCUS Film of *Free!* will remain on display at OMA through March, 2025



Photos Sam Zauscher

## ENVZN - World Design Capital 2024

**SEPTEMBER 14**

The Soap Factory  
Logan Heights, San Diego

TRBP was selected to perform as part of the ENVZN Festival in celebration of San Diego - Tijuana being designated as the World Design Capital of 2024. TRBP will presented a new work by Carly Topazio celebrating San Diego - Tijuana being the first cross border region to be designated with the honor, and fusing media elements for a multi-sensory performance premiere.



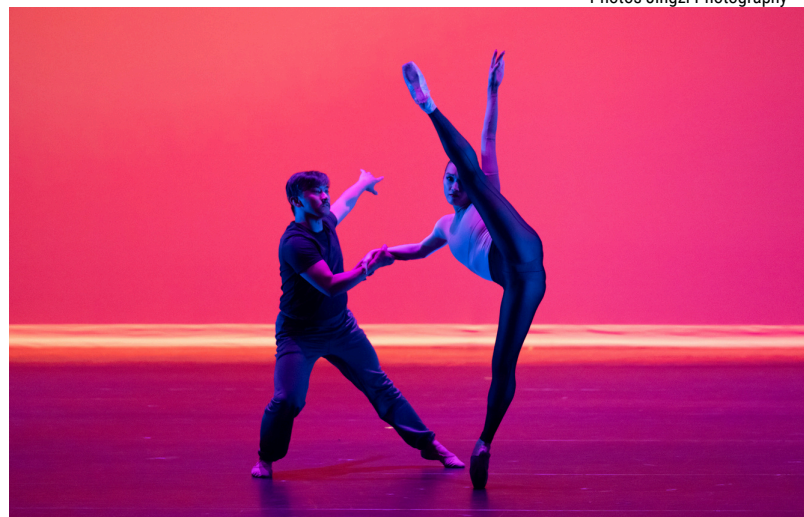
Photos Carly Topazio

## Palm Desert Choreography Festival

**NOVEMBER 9 & 11**

McCallum Theatre  
Palm Desert, CA

TRBP and Carly Topazio were selected again as a top ten finalist of the prestigious Palm Desert Choreography Festival. The company presented Carly Topazio’s ‘Asymptote’ in November of 2024. Asymptote was selected as a top-ten finalist out of over 300 submissions, and TRBP was invited to perform live for the second year in a row at McCallum Theater in Palm Desert.



Photos Jingzi Photography



# ON FILM

## WHERE ONCE THERE WAS WATER

**Where Once There Was Water** was TRBP's 2023 IN FOCUS Film, commissioned from Mike Tyus and Luca Renzi in June of 2023. The film was an adaptation of Tyus and Renzi's world premiere commission for stage entitled 'ORCA'. ORCA premiered as part of TRBP's DEBUTS performance program in August of 2023.

**Where Once There Was Water** has made the official selection for nine prestigious film festivals, and won two awards for Best Dance Film.

### Top Shorts

Los Angeles Film Awards

CHOREOSCOPE -

Barcelona Film Festival

San Francisco Dance Film Festival

Portland Dance Film Fest

DANCINEMA

FilmFest by Rogue Dancer

ADF's Movies by Movers

Dance Camera West



WHERE ONCE THERE WAS WATER

**CHOREOGRAPHY** Mike Tyus, Luca Renzi

**ORIGINAL SCORE** Amyra Leon

**DIRECTORS** Mike Tyus, Luca Renzi

**FILMING & GRIPS** Luca Renzi, Brandon Lazo, Taylor Stewart



# Digital Engagement

2

Film festival awards



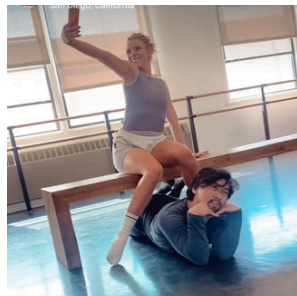
9

Film festival screenings



7,626

Youtube views in 2024



37,303

Website visits in 2024



194,804

Total social media engagement in 2024

73

Places outside of San Diego streaming performances



3.6k followers



1.1k followers



178 followers



98 followers

In 2024, The Rosin Box Project harnessed the power of digital and social media to deepen audience connections and expand its reach. Through engaging content, including behind-the-scenes videos, artist features, interactive stories, and performance highlights, TRBP brought the artistry and creativity of contemporary ballet to a global audience. With increased followers, higher engagement rates, and innovative campaigns, our digital platforms have become vital tools for sharing the creative process, building community, and inspiring audiences both near and far. This growing digital presence ensures that TRBP remains accessible and relevant in an increasingly connected world.

In 2024 main stage performances continued to be livestreamed on our Virtual Box digital platform. Streamed online, performances reached audiences unable to attend in person, and gave new audiences the opportunity to experience The Rosin Box Project for the first time. The increased access to our streamed content meant audiences across the states and overseas could access world-class contemporary ballet from the comfort of their own home.



# EDUCATION & OUTREACH

The Rosin Box Project's Outreach and Education Programs are dedicated to enriching communities and inspiring future generations through dance. In 2024, these innovative initiatives reached diverse audiences and students across San Diego and beyond, creating meaningful connections and transformative experiences. Through **The Ballet Machine**, UTK-5th grade students explored the intersection of language arts and movement, fostering critical thinking and creativity. **After School Dance Classes** introduced UTK-3rd graders to the joy of movement and self-expression in a supportive and accessible environment. **Dance Out Loud!** empowered middle and high school students to collaborate globally by learning choreography and sharing their artistry through professional dance films. **Out of the Box** brought professional performances to public spaces, engaging audiences with artist-led discussions and interactive workshops. Additionally, our first ever **Summer Intensive** provided pre-professional dancers with mentorship and rigorous training to refine their craft, and experience life of professional dancers. Collectively, these programs broke barriers, amplified voices, and instilled a lifelong appreciation for the arts in thousands of participants!

3,970

Total participation

15

Free community performances

94

Outreach education workshops and classes

89%

Of participants, teachers, and partners reported that they would not have had access to a similar program if The Rosin Box Project did not come to their community



Our Education and Outreach programs aim to increase participation, knowledge and awareness of dance, while supporting educational and wellbeing outcomes. Employing diverse delivery methods, programs are presented at schools, neighborhood gathering places, community establishments and online, teaching all ages as well as providing professional development for teachers. Over the past year, our team has been working diligently to increase access to creative and high-quality arts activities for thousands of San Diego and Southern California residents. In 2024, 89% of teachers reported they would not have had access to a similar program if The Rosin Box Project had not come to their school, with the majority identifying both cost and physical distance as the barriers. 100% of teachers surveyed reported the children enjoyed the workshops and 90% reported increased confidence and self-esteem amongst students.





### Level Up Arts Camp

This summer, The Rosin Box Project proudly led two Level Up Camps for the third consecutive year at Garfield Elementary and Bethune K-8. In partnership with the VAPA Foundation, these free, multi-disciplinary arts camps provided UTK-2nd grade students in the San Diego Unified School District with an enriching experience in dance, music, and visual arts. The camps fostered creativity, collaboration, and confidence, ensuring equitable access to the arts for young learners in our community. Through these impactful programs, TRBP continues to inspire the next generation of artists and art enthusiasts.



*The Rosin Box Project was a WONDERFUL experience!! The content is engaging and exciting for the students, and perfectly integrates into our STEAM curriculum. The instructors are knowledgeable, professional, patient, and have amazing teaching skills. We can't wait for next year's class!!*

### Pre-professional Summer Intensive

In June, The Rosin Box Project hosted its first Pre-Professional Summer Intensive, providing aspiring dancers with an unparalleled opportunity to grow under the mentorship of TRBP Company Dancers. This program offered students personalized, one-on-one guidance to refine their technique, artistry, and confidence, fostering their development as the next generation of dance professionals. Committed to accessibility and inclusivity, TRBP was proud to offer scholarships to ensure that talented students, regardless of financial circumstances, could participate in this transformative experience. By investing in young artists, TRBP continues to nurture creativity and expand access to high-quality dance education.







The Rosin Box Project's Open Adult Dance Classes continue to make dance accessible to all by providing a nurturing and welcoming environment for dancers of all levels. These classes offer students the chance to explore movement, build confidence, and experience the joy of dance in a supportive studio setting. TRBP is committed to fostering inclusivity and accessibility, offering discounted rates to artists, seniors, military members, and students to ensure dance remains within reach for everyone. By creating an open and encouraging space, TRBP empowers individuals to connect with their creativity, community, and the transformative power of dance.

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346

Open Ault dance classes held

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1143

Open class students

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1480

Students engaged through community and education programs

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4.9

Class rating from 64 reviews

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170

Class discounts provided (artist, military, senior, student)

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*"I was looking for a non-judgemental studio where I could learn and practice ballet at my own pace without feeling intimidated for not being good enough, thin enough, artistic enough. The Rosin Box Project is the perfect spot where you learn from beautiful dancers and teachers with a sense of humor and a positive attitude. Bethany is such a great teacher and a even more beautiful dancer. Her creative mind, kindness and techinque inspire me. I look forward all week to practice on Saturdays and so glad I came across this studio while walking around the La Jolla Art Walk. If you are looking to get back into ballet or learn ballet for the first time, I highly recommend this studio."*

-Tatiana L



@therosinbox\_studio

# GOALS 2024-2029 STRATEGIC PLAN

## 2024-2029 Strategic Plan Executive Summary

The Rosin Box Project's 2024-2029 Strategic Plan charts a bold path for growth, innovation, and community impact. As a leader in contemporary ballet, TRBP is committed to fostering a sense of belonging, advancing equity, and expanding access to high-quality artistic experiences throughout San Diego and beyond. This strategic roadmap demonstrates how TRBP will continue to inspire audiences, support artists, and strengthen the organization's foundation for long-term sustainability.

In the coming years, TRBP will deepen its community engagement efforts by expanding outreach programs to underserved areas, creating meaningful collaborations with arts and non-arts organizations, and enhancing access to arts-integrated education and dance training. These initiatives aim to bridge gaps in access and cultivate a broader, more diverse audience for the arts.

TRBP's commitment to artistic excellence remains a cornerstone of its mission. The organization will deliver groundbreaking performances that push the boundaries of contemporary ballet while fostering creative partnerships that amplify its cultural impact. By sharing the creative process with audiences through digital and in-person platforms, TRBP will build stronger connections between artists and the community.

To sustain this growth, TRBP is focusing on building organizational capacity. Key priorities include expanding the administrative team, increasing artist compensation, and securing larger rehearsal and office spaces. A robust and diversified revenue strategy will support these goals, combining increased earned income with a growing base of major donors and institutional funders.

At the heart of TRBP's vision is a commitment to equity, diversity, accessibility, and inclusion. The organization seeks to reflect the diversity of its community, foster an equitable and nurturing culture, and eliminate barriers to participation for all individuals. By embedding these principles into its practices and policies, TRBP aims to serve as a model for inclusivity in the arts.

This strategic plan underscores TRBP's dedication to creating transformative artistic experiences while building a resilient organization poised to serve its community for years to come. With the support of grantors, funders, and collaborators, The Rosin Box Project is ready to take the next leap in its journey of impact and innovation.



# GOALS 2024-2029 STRATEGIC PLAN

The Rosin Box Project's Strategic Plan was constructed to chart the course of the organization from 2023-2029. It was approved by the Board of Directors and adopted in May of 2023. To realize this Plan, a Steering Committee with the aid of key informants outside TRBP, a Strategic Planning Committee and the entire Board of Directors provided input into its content. The members of the Strategic Planning Committee included Ryan Field, Liz Fittro, Rony Lenis, Ted McCombs, Katie Spagnoletti, and Sam Topazio. The Steering Committee was composed of Thom Dancy, Gary J. Kinley, and Carly Topazio. Key informants from the community included representatives of the arts, education, community organizations and donors. A thank you is offered to each of them for their work in envisioning the next five years of The Rosin Box Project.

**1** Deliver innovative and diverse artistic experiences at the forefront of contemporary ballet to San Diego and beyond that contribute and communicate in important and meaningful ways to the future of dance, artists, and audiences.

## OBJECTIVES:

1. Build relationships with innovative collaborators who share our mission and vision on dance making and community building through dance, while deepening our relationships with existing collaborators who are supporting the evolutionary role contemporary ballet plays in culture.
2. Present works in spaces and create platforms that foster conversation, nurture artists and participants, inspire innovation, ignite creativity and expand outreach to the greater San Diego community.
3. Build community through dance to include diverse audiences, artists and participants by increasing access to programs, expanding areas served, creating innovative offerings, establishing enduring partnerships, and demonstrating artistic excellence, authenticity, and ingenuity.

**2** Serve as a cultural leader and engage with San Diego neighborhoods to promote a community of belonging by continually deepening the artistic experience for our artists, collaborators and community members through various avenues of engagement at every level.

## OBJECTIVES:

1. Increase the reach of -and access to- our existing community outreach and education initiatives and programs, and adapt programs to serve identified gaps, targeting underserved or barriered areas
2. Establish new collaborations and authentic partnerships with fellow arts organizations, as well as non-industry institutions
3. Invest in advancing practices, programs, and offerings in dance training and arts-integrated learning
4. Educate and engage audiences in the creation process through various digital and in-person avenues (blogs, social media platforms, short videos, web-series) by showcasing the pre-performance preparations that the company undergoes for any production.

# GOALS 2024-2029 STRATEGIC PLAN

3

Foster an environment of equity, diversity, accessibility, and inclusion within our organization and all of its practices

## OBJECTIVES:

1. Evolve to become an informed, educated, and proactive organization driving social change, that continues to learn and shares a narrative that reflects the diversity of our community, and encourages involvement, feedback, and conversation at all stages.
2. Foster an equitable, inclusive, collaborative, and nurturing culture which leads by example to establish new paradigms that underscore artistic contributions by supporting and investing in the people behind the work.
3. Remove barriers and provide reasonable accommodations to ensure the full participation and engagement of individuals with disabilities or different needs.
4. Incorporate our principles of equity, diversity, accessibility, and inclusion into the framework of all organizational policies and practices.

4

Build and grow sustainably for the future by increasing organizational capacity and operations

## OBJECTIVES:

1. Create a diverse and high functioning governing body by identifying and implementing strategies to identify, recruit and seat potential members for the Board of Directors, as well as a plan for officer and director development, and succession.
2. Establish a sound financial and operational structure that supports the growth of both artistic and administrative aspects of TRBP to increase organizational capacity.
3. Develop a robust, diverse, and growing revenue stream that includes institutional and individual contributed income, earned income, and invested capital to sustainably increase annual budget.
4. Develop a robust plan to drive a vision for sustainable studio, performance, and office space expansion for all elements of TRBP, including how to pay for it.

## Current Priority Items

- **Building Capacity**
  - Expanding administrative team including executive personnel, development department, and program managers
  - Increasing artist salaries and contracted season length
  - Expanding/ acquiring larger rehearsal space and administrative facilities
- **Increasing & Diversifying Revenue**
  - Earned revenue: ticket sales, paid programming, performance for hire
  - Contributed: increasing Major Gifts and Recurring Major Gifts



# 2024 FINANCIAL SNAPSHOT

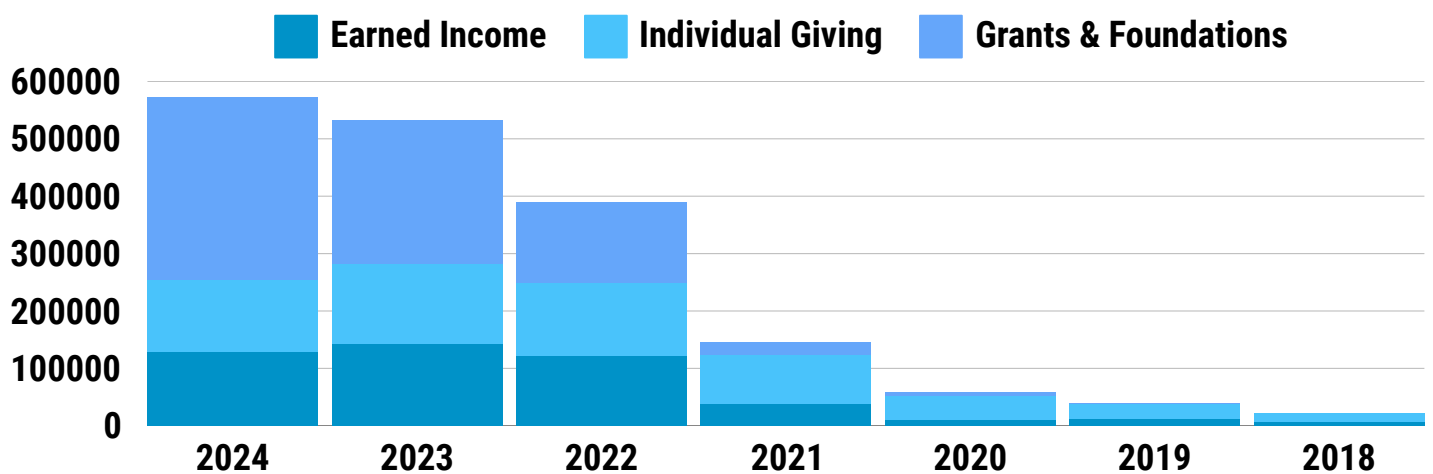
\$569,000

2024 Revenue

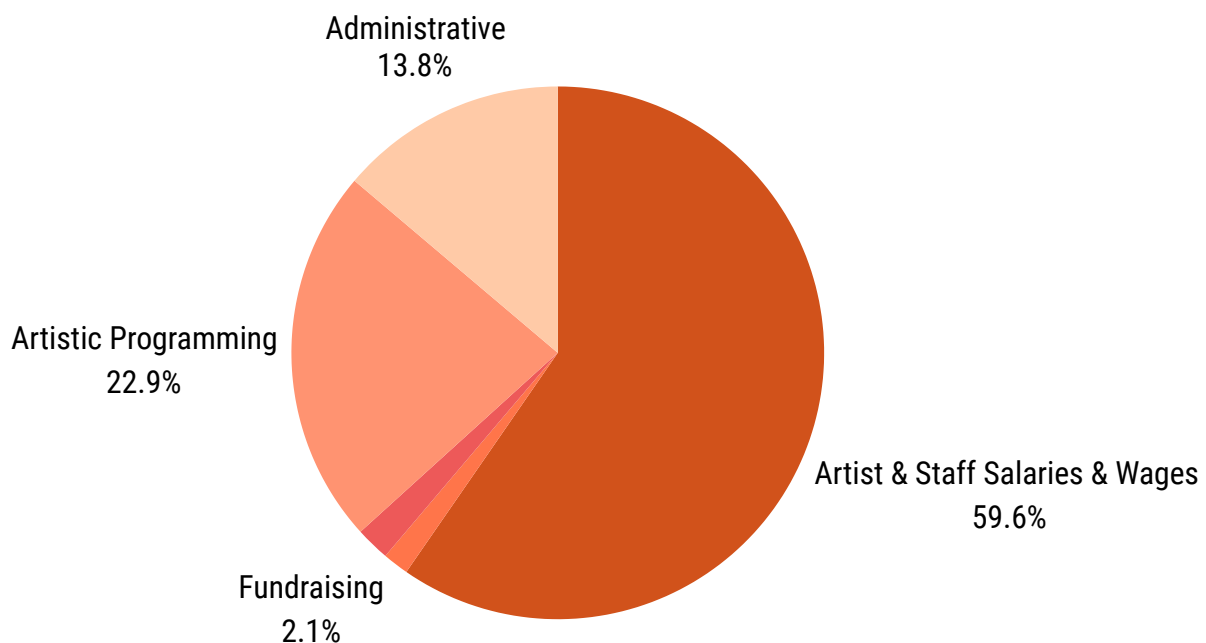
\$492,000

2024 Operating Expense

## Total revenue over time



## 2024 Expense Breakdown



# 2024 FINANCIAL SNAPSHOT

97%

Average Year over  
Year Growth since  
2020

22.9%

Of budget spent on artistic  
program expenses

13.8%

Of budget spent on  
administrative expenses

59.6%

Of budget spent on  
artistic & staff salaries  
and wages

201

New donors in 2024

7,785

Attendances

35%

Donor retention rate

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## 2024 Grant and Foundation Support

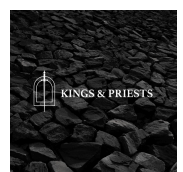
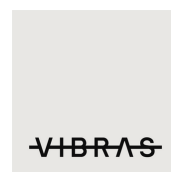
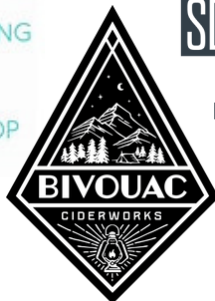
California Arts Council  
City of Chula Vista  
City of San Diego  
Commission of Arts and Culture  
NTC Foundation  
VAPA Foundation  
San Diego Foundation  
The Parker Foundation  
The Prebys Foundation  
Friends of the Cultural Center, Inc.

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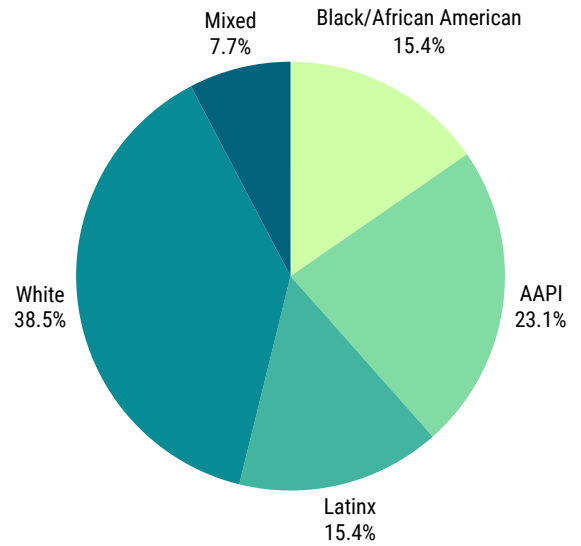


# SPONSORS & COMMUNITY PARTNERS

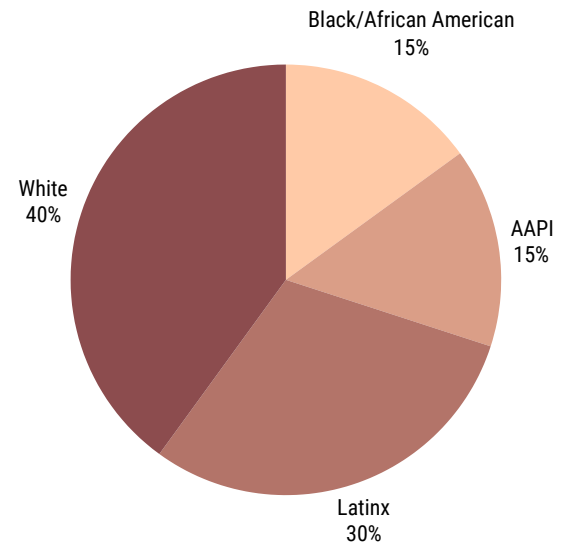


# METRICS DEMOGRAPHICS

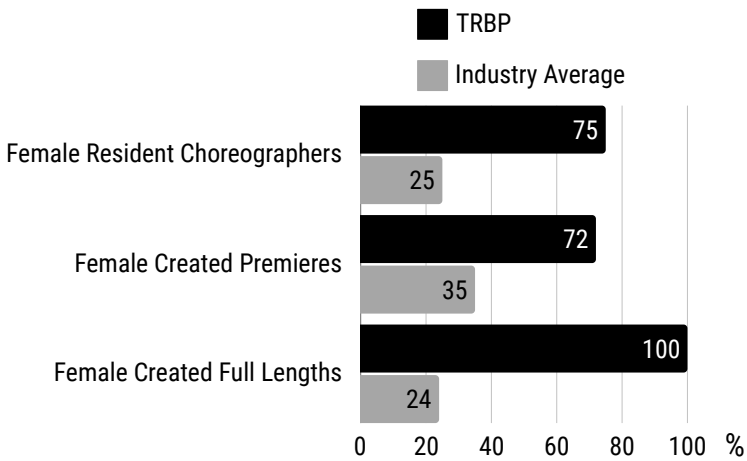
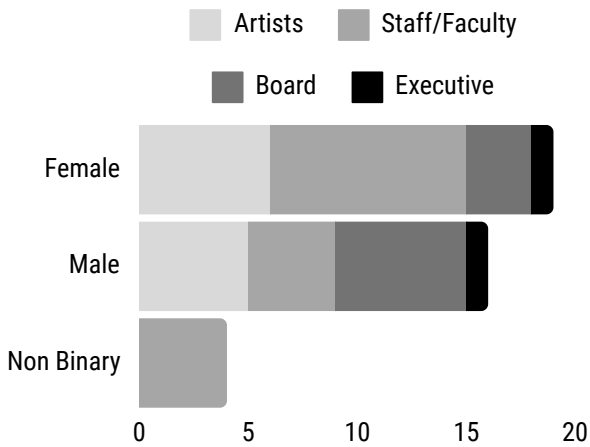
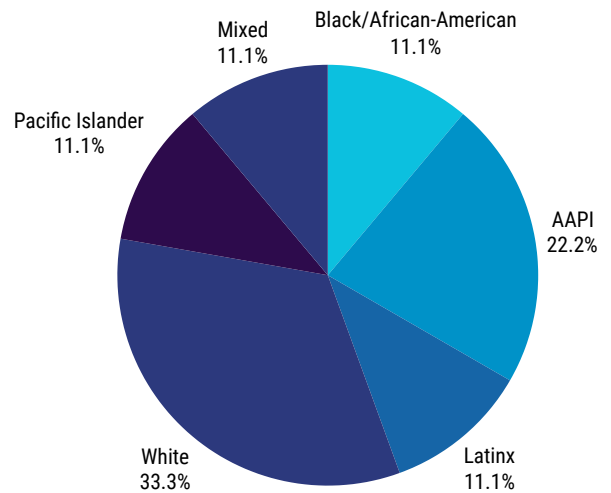
## Artists



## Staff & faculty



## Board



Industry averages based on data published by the Dance Data Project's 2023 reports.