

SEATTLE SYMPHONY

LUDOVIC MORLOT, MUSIC DIRECTOR

ANNUAL REPORT

2013-2014 SEASON



OUR MISSION

THE SEATTLE SYMPHONY
UNLEASHES THE POWER OF MUSIC,
BRINGS PEOPLE TOGETHER,
AND LIFTS THE HUMAN SPIRIT.



SIC,





From the Music Director

Dear Friends,

The 2013-2014 season, my third as Seattle Symphony Music Director, was a season to remember. I am so thankful to the Symphony family and our community for such tremendous support as I continued my journey with this incredibly talented orchestra.

Our third season together was remarkable for so many reasons, especially our performances in New York, at Carnegie Hall and (Le) Poisson Rouge. Having full houses in both venues – both for our main concert and our [untitled]-style experience – and also at home in our send-off concerts, meant a great deal to all of us, and in turn, we were very proud to represent our city.

Here in Seattle, we had several concerts that pushed boundaries, including performances of Pierre Boulez's *Notations*, Dutilleux's Symphony No. 2 and Raskatov's Piano Concerto, "Night Butterflies." There were also programs that showed the magnificence of our choral and orchestral forces, in particular the Verdi Requiem and Ravel's *Daphnis and Chloe*. Ending the subscription season with three Stravinsky ballets, *The Firebird*, *Petrushka* and *The Rite of Spring*, could not have been more thrilling!

In several concerts, we shared solos from several of our talented musicians, including Jordan Anderson, Efe Baltacıgil, Elisa Barston, Zartouhi Dombourian-Eby, Susan Gulkis Assadi, Emma McGrath, Cordula Merks, Mark Robbins and Alexander Velinzon. Our [untitled] and Chamber series concerts further showcased our individual voices as they performed a wide range of music that is both demanding and inspiring. I'm also

grateful to our conducting staff for helping to shape and guide this wonderful orchestra. Thanks to Joseph Crnko, Associate Conductor for Choral Activities, who year after year prepares the Seattle Symphony Chorale for their astounding performances; to Jeff Tyzik, who brings such warmth to our Pops stage as Principal Pops Conductor; to our Associate Conductor Stilian Kirov, who leaves us at this end of this season for a Music Directorship of his own; and to our Conductor Laureate Gerard Schwarz, who made such a strong mark on this city.

Finally, thank you. You are an important part of what we do at the Seattle Symphony, whether you are a volunteer, donor, patron or musician, and our bold journey would not be possible without the help and support of people like you.

Cordialement,

A handwritten signature in black ink, reading "Ludovic Morlot". The signature is fluid and cursive, with a long horizontal stroke at the end.

Ludovic Morlot
Music Director



From the Board Chair

Dear Friends,

My fifth year as Board Chair of the Seattle Symphony was a very special one indeed, marked by unprecedented artistic and financial success which I feel privileged to be a part of.

This success is due to the artistry of our musicians; the creativity and commitment of our Music Director, Ludovic Morlot; the forward-thinking leadership of our President & CEO Simon Woods and our management team; the governance and generosity of a dedicated Board of Directors; and our devoted audiences and donors.

In particular, this year I'd like to recognize the executive leadership of Simon Woods, which along with the artistic leadership of Ludovic Morlot, is exceptionally strong. This season it was my great pleasure to create the Leslie Jackson Chihuly Chair, which endows this executive leadership position in perpetuity. We also took the opportunity to change Simon's title to President & CEO, in recognition of his significant achievements since his arrival in 2011.

Due to extraordinary vision and incredible teamwork, we executed one of the most successful seasons in the history of the organization, with the launch of our own record label, a critically acclaimed performance at Carnegie Hall and hosting the National Conference of the League of American Orchestras.

In addition to these major milestones, last season's work included creating an ambitious strategic plan which was approved by the Board last November, and is now being rolled out across the organization. I'm so proud of this work because it represents an incredible collaboration

between our musicians, Board and orchestra, and although it was an enormous group effort, I'd like to specifically thank our Strategic Plan Committee Co-Chairs, Board members Kjristine Lund and Jeff Lehman.

As a result of this plan, we have a roadmap for the next four years. **We also have a bold new mission, to Unleash the Power of Music, Bring People Together, and Lift the Human Spirit.**

This statement is a powerful reminder that the reason we work so hard to play great concerts is not for our own benefit, but to enhance the lives of others. If there's one single outcome from our strategic planning process, it's bringing a renewed focus to deepening and enriching the incredible impact that our organization has on the people of this region.

As we continue to shape the future of this incredible organization, and build our reputation nationally and internationally, our thoughts continually turn to what makes us relevant in our own community. One of the many meaningful examples is Link Up, where we worked with over 6,000 third through fifth graders in various ways, as they learned to sing and play along with the orchestra. This program was so successful, it's grown by leaps and bounds, and this season we'll have 10,000 kids participating, from over 100 different schools. Approximately 60% of those schools are participating with some form of financial assistance from the Seattle Symphony, made possible by our donors and sponsors.

Our Community Connections programs continue to grow by making symphonic music accessible to underserved populations from young children to senior citizens, and from organizations that serve homeless women and children, to the incarcerated. Every day our education and community programs show us the power of music to change people's lives, and we couldn't do it without you.

On behalf of the Seattle Symphony staff, orchestra and Board, thank you for your support. Whether you are a donor, volunteer or patron, we value your impact on this organization tremendously. Our success is your success, and without your generosity, participation and effort, the magic we create and enjoy through music would not be possible.

Best,

Leslie Jackson Chihuly
Chair, Board of Directors



From the President & CEO

Dear Friends,

As we reflect on the 2013-2014 season, it's quite clear that this was a transformational year for the organization: performing at Carnegie Hall; winning a Pulitzer for *Become Ocean*; launching our new CD label, Seattle Symphony Media; hosting the entire U.S. orchestra community for the League of American Orchestras annual conference; implementing Link Up, our interactive new schools program; getting three million views on YouTube for our Sonic Evolution collaboration with Sir Mix-A-Lot; and intense work on our strategic plan – all of these add up to a year to remember.

I am proud and humbled by the way the whole organization rallied around these important projects. These achievements have changed the way we are perceived as an organization – locally, nationally and internationally.

We're also seeing our reputation fueling our fundraising efforts. For the 2013-2014 season, we balanced our budget for the third consecutive year.

Also last season, we reached a contract extension with our musicians, many months ahead of schedule. This is a tribute to the spirit of collaboration that we now enjoy at the Seattle Symphony – and we're very grateful to our musicians for their continued partnership in our financial success, as well as their extraordinary achievements on stage.

Some facts about the 2013-2014 season. The Symphony returned a \$600K operating surplus. Fundraising increased by 18% from \$10.78 million to \$12.75 million, thanks to

continuing support from our community. Within the various fundraising lines, we can be particularly pleased by significant increases in the categories of individual giving, corporate support, special events and in-kind support. Overall Symphony expenses increased by 8% from \$23.68 million to \$25.61 million, driven largely by increased Live @ Benaroya Hall activity, higher fundraising expenses and the New York trip.

Very gratifyingly, average paid attendance in our core Masterworks season has continued to increase, with an average of 71% of capacity in the 2013-2014 season, up from 65% in the previous season. This trend appears to be continuing with an increase in paid Masterworks attendance in the current season. We attribute this to strong programming, extremely exciting concerts and the return of consumer confidence, and we expect to end the current season with attendance significantly above last year.

Benaroya Hall is known as one of the finest concert halls in the world. We were thrilled to welcome nearly 430,000 people attending 751 public or private events at Benaroya Hall last season. The operating budget for Benaroya Hall in the 2013-2014 season was \$5.29 million, and a small deficit of \$55K was posted, due to fluctuations in facility rentals. We have continued to provide funding for ongoing leasehold improvements and capital renewal reserves in order to ensure that Benaroya Hall is maintained as a first-class facility. Our Live @ Benaroya Hall series was in its second season last year, and presented an exciting and

diverse lineup of jazz, rock, blues, country, pop, alternative and world music.

The Seattle Symphony Foundation (our independently managed Endowment) contributed \$1.68 million to Symphony operations, compared to \$1.91 million the previous year, reflecting our commitment to gradually taper annual distributions to a sustainable level.

The consolidated company (comprising Seattle Symphony, Seattle Symphony Foundation and Benaroya Hall) showed an increase in net assets of \$6.48 million during the year, primarily due to new gifts and strong investment returns.

Jumping ahead now to the present and future, we are in the midst of an exciting season full of compelling concerts and community programs. We just unveiled a new website along with our 2015-2016 season, and we're planning now for our multi-city Asia Tour next season. As we start to bring our newly minted strategic plan to life, there is a real feeling of optimism in the company, which increases with every fresh achievement.

One of the key components of our strategic plan for next season is bringing about a transformation of our current educational space, *Soundbridge*, which opened in 2001 as one of the only facilities of its kind in the U.S. Now, nearly 15 years later, we're developing a new vision for that space, which will open up many possibilities for new types of activities and educational experiences, both for kids and adults. We can't wait to share it with you in 2016.

Thank you for all that you do to support the Seattle Symphony. Our relationship with our audience and community is what inspires us to reach even higher in the future, as one of our region's most prominent and highly regarded arts organizations.

Sincerely,



Simon Woods
President & CEO



Seattle Symphony musicians and crew on the way home from New York



Kathy Fahlan Dewalt and Judith A. Fong, Opening Night Gala Co-Chairs



Link Up students



Seattle Symphony Friends in the Desert Recital

WE CAN'T DO IT WITHOUT YOU!

The Seattle Symphony is enjoying unprecedented philanthropic support from our community — this is energized by the artistic vision of Music Director Ludovic Morlot and inspired by the music-making by the musicians in the orchestra. Donations, sponsorships, grants and attendance at special events resulted in a stunning 18% increase in contributed revenue to the Seattle Symphony in 2013–2014, or \$12.75 million. This support not only makes it possible to present wonderful concerts 42 weeks out of the year, it also enables the Symphony to reach over 100,000 children and adults through education and community programs that aim to invite everyone to enjoy live classical music at Benaroya Hall. Highlights in fundraising during 2013–2014 include:

- Increases in year-over-year support from Friends (donors under \$3,500) of 4%, Founders Circle (\$3,500–\$9,999) of 14% and Maestros Circle (\$10,000–\$24,999) of 6%.
- More than 800 people came to New York with us for the Carnegie Tour, including 30 people on our VIP tour and 70 on our patron tour. This is the second year we've offered travel to donors and that trend will continue in 2014–2015 (Europe) and 2015–2016 (China in conjunction with the orchestra tour).
- Corporate support followed the increasing trend over previous years, with a 15% increase.
- Participation in Special Events exploded — with Holiday Musical Salute more than doubling support from the previous year, and the Opening Night Gala gaining a 56% increase in donations. New this year to Opening Night was a Raise-the-Paddle portion which raised \$250,000.
- In-kind support from our corporate partners resulted in a 37% increase in values of donated goods and services to the Symphony. We simply could not do without this support.
- 260 Seattle Symphony Volunteers donated 15,400 hours to the Symphony in 2013–2014, worth \$347,270.

We truly could not do what we do, in the concert hall, in schools and in our community, without the generous support of our donors! Thank you!

SYMPHONY FINANCIAL RESULTS

| OPERATING REVENUE (in 000s) | FISCAL YEAR Sept. 2012 - Aug. 2013 (audited) | FISCAL YEAR Sept. 2013 - Aug. 2014 (audited) |
|---|--|--|
| Tickets and Fees | 10,213 | 11,201 |
| Fundraising | 10,780 | 12,751 |
| Seattle Symphony Foundation | 1,917 | 1,681 |
| Other Income | 830 | 618 |
| TOTAL OPERATING REVENUE | 23,740 | 26,251 |
| | | |
| OPERATING EXPENSES (in 000s) | | |
| Musicians' Costs | 11,008 | 11,080 |
| Direct and Indirect Concert Costs | 5,885 | 6,227 |
| Education Programs (Excluding Musicians' Costs) | 383 | 549 |
| Administration | 4,499 | 5,435 |
| Fundraising Costs | 1,904 | 2,317 |
| TOTAL OPERATING EXPENSES | 23,679 | 25,607 |
| | | |
| OPERATING RESULTS | | |
| Transfers Interfund | (200) | (49) |
| Net After Transfers | (138) | (595) |

The Seattle Symphony is a 501(c)3 not-for-profit organization and contributions are tax-deductible.



Sir Mix-A-Lot at Sonic Evolution



Ludovic Morlot



Simons Woods and Ludovic Morlot with Pamela and Dan Baty at the Maestros Circle Celebration

CUMULATIVE & ANNUAL SUPPORT

PRINCIPAL BENEFACTORS

The Seattle Symphony acknowledges with gratitude the following donors who have made cumulative contributions of more than \$1 million as of August 31, 2014.

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Joan S. Watjen, in memory of Craig M. Watjen
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**In Memoriam*

GUEST ARTISTS CIRCLE

The following donors generously underwrote the appearances of guest artists during the 2013–2014 season.

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Tateuchi Foundation
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Paul Leach and Susan Winokur

Jeff Lehman and Katrina Russell
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Sheila B. Noonan and Peter M. Hartley
James and Sherry Raisbeck
Patricia Tall-Takacs and Gary Takacs

PRINCIPAL MUSICIANS CIRCLE

The following donors generously underwrote the appearances of principal musicians during the 2013–2014 season.

Bob and Clodagh Ash
Diana P. Friedman
Paul Leach and Susan Winokur
Jean E. McTavish
Sally G. Phinny
Patricia and Jon Rosen
Anonymous (1)

INDIVIDUAL ANNUAL CONTRIBUTIONS

The Seattle Symphony gratefully recognizes the following individuals for their generous gifts to the Annual Fund in support of the 2013–2014 season.

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