

SEATTLE SYMPHONY

LUDOVIC MORLOT, MUSIC DIRECTOR

ANNUAL REPORT

2012-2013 SEASON



OUR MISSION IS TO PROVIDE
SYMPHONIC MUSIC IN A DIST
THE CULTURAL ENRICHMENT,
AND ENJOYMENT OF AUDIENC
AND INTERNATIONALLY.



THE HIGHEST QUALITY
INCLUSIVE WAY FOR
EDUCATION, ENGAGEMENT
ACES LOCALLY, NATIONALLY





From the Music Director

Dear Friends,

The 2012-2013 season, my second as Seattle Symphony Music Director, was a season to remember. I am so thankful to the Symphony family and to our community for such tremendous support as I continued my journey with this incredibly talented orchestra.

We built a strong reputation for innovative programming in the 2011-2012 season, and in 2012-2013 we continued to take bold leaps, performing some very important music that our audiences may not have heard before. A few highlights: We brought Seattle audiences to their feet and cheering for the Symphony's first-ever performances of Messiaen's *Turangallila* Symphony. We continued to familiarize ourselves with Henri Dutilleux, a composer whose music I dearly love, with a program featuring *The Shadows of Time*. We performed Britten's deeply moving *War Requiem* along with three chorales, three vocal soloists and a full orchestra. And, proving our commitment to new music, we gave the world premiere of a large-scale symphonic piece we commissioned – John Luther Adams' astounding *Become Ocean*.

I was also impressed by the strong welcome our audiences showed for [untitled], a late-night contemporary music series we introduced last season in the fabulous space of our Grand Lobby. These chamber-sized concerts were a fantastic opportunity for both musicians and audiences to connect with music that is at times challenging, surprising, unexpected – and always rewarding.

In several concerts, audiences were able to hear solos from several of our talented musicians, including Joseph Adam,

Efe Baltacıgil, Elisa Barston, David Gordon, Demarre McGill, Emma McGrath, Kimberly Russ and Michael Werner. Our [untitled] and Chamber series concerts further showcased our musicians' individual voices as they performed a wide range of technically demanding and truly beautiful music. 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 brought a noteworthy blend of humor and warmth to the stage as Principal Pops Conductor Designate; to the ever-cheerful and devoted Assistant Conductor Stilian Kirov; and to 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, appearing to read 'Ludovic Morlot', with a stylized flourish at the end.

Ludovic Morlot
Music Director



From the Board Chair

Dear Friends,

I enjoyed my fourth season as Board Chair of the Seattle Symphony last year, and I am continually amazed and impressed by the level of excitement and participation our organization is bringing about in our community. The combination of a great orchestra under the leadership of Music Director Ludovic Morlot, a fantastic management team led by Executive Director Simon Woods, and a dedicated, talented Board of Directors has led to unprecedented artistic and financial success, making the 2012-2013 season one to celebrate. Ludovic Morlot has continued to build audiences and greater community support with his contagious musicality and bold programming. Simon Woods has shown an impressive dedication to creating a winning organizational culture, and has continued to find creative and innovative ways of meeting financial challenges while serving a broad and diverse community of fans, subscribers and supporters. Our Board of Directors has remained steadfast in its commitment to good governance, financial responsibility, generosity, and long-term business and strategic planning, thereby delivering on the mission of the Seattle Symphony in the areas of education, artistic excellence, fundraising and community building.

In 2013-2013 our world-class orchestra garnered accolades for memorable performances and creative programming, ranging from thrilling presentations of much-loved classics to contemporary music and commissioned premieres. We are dedicated to serving up a wide variety of musical experiences to our community, and because we take this responsibility so seriously, we are committed to listening

to the feedback we receive from our audiences about what we do and how we do it. In the 2012-2013 season our orchestra gave many memorable performances free of charge outside of Benaroya Hall, including our annual concert at City Hall, a well-attended performance at the Seattle Center and several Community Concerts at local high schools. At the Hall, we invited over 12,500 fifth graders to attend free Arts in Education concerts. We saw the annual Merriman Family Young Composers Workshop culminate in an inspiring performance of the students' works by chamber-sized groups of Seattle Symphony musicians. And, through our Community Connections programs, we made symphonic music accessible to very important underserved populations – this long list included post-prison education programs, Puget Sound tribal groups, senior citizens, organizations that serve homeless women and children, and more. Our programs and events continue to remind us of the value of music education and outreach to current generations of music lovers, which we know will lead to powerful future generations who can appreciate the power of live music to change lives.

We are well into the 2013-2014 season, and though we maintain a strong focus on the challenges and opportunities of the present and the future, it is important to recognize the resounding success of last season. On behalf of the Seattle Symphony staff, orchestra and Board, I 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 Executive Director

Dear Friends,

The Seattle Symphony is engaged on a remarkable journey. We are artistically vibrant, our social reach is expanding, and this year we took some further significant steps along the way toward a truly financially resilient future.

For this organization, everything springs from the quality of the music making that we experience onstage, and it's gratifying to be able to report that the 2012-2013 was a historic season in this regard. Messiaen's *Turangalila* Symphony, Britten's War Requiem and John Luther Adams' *Become Ocean* were three amazing highlights in the season; but what is equally important is the rich quality of collaboration that has continued every week between Ludovic Morlot and the Seattle Symphony musicians, who together are able to turn any program into an event. It's a great pleasure to be part of an organization making this quality of music, and to hear such extraordinary enthusiasm on a regular basis from our audiences across our region. And it's equally gratifying that our artistic successes are being underpinned by similarly excellent financial results.

Last spring, we were pleased to announce that in the 2011-2012 season we had balanced the budget for the first time in four years, and I'm pleased to report that this trend has continued with a second consecutive balanced budget during 2012-2013.

Following a lengthy contract negotiation with our musicians, we were able to announce agreement in

May 2013, and we are very grateful to the musicians for concessions that played a key role in balancing the 2012-2013 budget.

For the 2012-2013 fiscal year, the Symphony returned a small, \$62,000, operating surplus. Symphony expenses declined by 1% from \$24.46 million to \$24.28 million, reflecting tight expense controls and financial management.

Fundraising increased by 7%, from \$10.25 million to \$10.96 million, thanks to continuing support from our community. Within the various fundraising lines, we can be particularly pleased by significant increases in foundation support and special events.

Paid attendance for the core Masterworks series in the 2012-2013 season increased by 2% over the previous season. This trend appears to be continuing, and we attribute the small but steady growth of Masterworks audiences to the strength of the programming and return of consumer confidence.

Another significant product line for the symphony is the Seattle Pops series, which underwent a decline in attendance during the 2012-2013 season following the passing of Principal Pops Conductor Marvin Hamlisch. Ticket sales for Pops were down 10% in that season. The Pops series is now being re-tooled in both number of performances and programming.

The Seattle Symphony Foundation (the Symphony's Endowment) contributed \$1.92 million to operations, down from \$2.39 million in the 2011-2012 season, reflecting our commitment to taper annual distributions over a three year period to a sustainable number of around 5.5% of a 36-month rolling average of the Endowment by the 2014-2015 season. Foundation net assets increased from \$25.62 million to \$25.99 million.

The Seattle Symphony's net assets continue to remain negative at \$5.89million. However, income in the early part of the 2013-2014 season is expected to make a significant improvement to the Symphony's balance sheet in the 2013-2014 financial year.

The consolidated company of the Seattle Symphony, Seattle Symphony Foundation and Benaroya Hall Music Center showed a small loss of \$119,000, mainly driven by depreciation on Benaroya Hall. This was offset by investment gains in the endowment and a decrease in the musicians' pension plan liability.

In our digital community, we expanded our reach, providing more opportunities for online engagement than ever before. We surpassed 10,000 fans and followers on Facebook and Twitter, and expanded our other social and digital platforms.

In person, we engaged with our communities in creative ways. One example of this was our second annual Club Ludo fundraiser in June 2013. Featuring performances by local rock stars and Seattle Symphony musicians, it raised over \$145,000 in support of Seattle Symphony education and community programs. Seeing leaders from Seattle's diverse music scene join together in the name of music education again reminded us of the creative potential of collaboration and cross-pollination.

Another example of creative engagement was a trip that a group of Seattle Symphony musicians took to Palm Springs in February. A highlight of this trip was a "Very Open Rehearsal" for students from Palm Springs-area high schools, in which the kids were encouraged to ask questions and participate in the rehearsal of a work of chamber music.

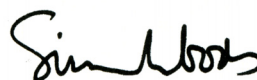
We are very focused on giving more access to underserved populations in our own backyard. Our Family

Connections program, offering free tickets to children attending with adults, continued to expand its reach with around 800 children attending Masterworks programs for free. Community Connections, a program that offers free tickets to pre-selected area organizations, reached over 1,500 people in the 2012-2013 season. We also introduced MySymphony, a program that gives patrons in their 20s the opportunity to attend select Seattle Symphony performances at a reduced cost. We had 627 members sign up during this inaugural season of MySymphony.

Organizations such as the Seattle Symphony require financial resources in order to stay at the top level of artistic performance and community impact. With two consecutive balanced budgets under our belts, we can now move forward with a judicious balance of ambition and continued financial caution as we seek to take this organization to the next level of success and repute.

It is an honor to be a part of this extraordinary journey at such an exciting time in our organization's history, and I'm very grateful for your support.

Sincerely,



Simon Woods
Executive Director



Principal Harp Valerie Muzzolini Gordon, Jack Clay, Elizabeth Stokes and John Delo at a Musical Legacy Society Intermezzo event.



Club Ludo.



Students from the Puyallup Tribe at the April 2013 Native Lands cultural exchange in Saquaxin Island.



Seattle Symphony at the Sunnylands in Palm Springs give a Very Open Rehearsal.

YOU'RE OUR SHINING STAR!

Donations, sponsorships, grants and attendance at special events are critical to the financial health of the Seattle Symphony. This support makes it possible for us to present our season at Benaroya Hall and serve hundreds of thousands of adults and youth across the community. In the 2012-2013 season the Symphony was supported by \$10.96 million in contributed revenue, an increase of 7% over the 2011-2012 season, which is a cumulative 40% increase over the 2010-2011 season.

- Friends of the Symphony donors maintained increases over the previous season; Maestros Circle donations (those over \$10,000) increased by 20% over last year.
- Strong participation by individuals in employer matching programs resulted in an 18% growth in revenue received by matching corporations.
- The addition of Ten Grands to our Special Events stable, combined with 15-48% increases in revenues for the Opening Night Gala, Holiday Musical Salute and Club Ludo, resulted in a 50% increase in Special Event revenues and an increase of 3,000 individuals participating in Symphony Special Events. Thank you to all dedicated committee members and sponsors who made these events possible!
- We thank our corporate partners, who increased their support by more than 5%.
- A \$600,000 grant from the Andrew W. Mellon Foundation helped the Seattle Symphony establish a working capital fund of \$2,000,000.
- 244 Seattle Symphony Volunteers contributed an impressive 15,266 hours during the 2012-2013 season, supporting education programs, music and administrative staff, and much more.
- The Seattle Symphony relies upon partnerships with local businesses that provide In-Kind services and support; we welcomed 22 new In-Kind partners into our family of supporters this season.

Our successes are yours to celebrate. We depend on you and thank you for what we, together, are able to achieve!

SYMPHONY

FINANCIAL RESULTS

	FISCAL YEAR Sept. 2011 – Aug. 2012 (audited)	FISCAL YEAR Sept. 2012 – Aug. 2013 (audited)
OPERATING REVENUE (in 000s)		
Tickets and Fees	10,957	10,213
Grants, Sponsorships and Special Events	1,750	2,615
Unrestricted Gifts to Annual Fund	8,500	8,343
Seattle Symphony Foundation	2,393	1,917
Other Income	944	1,262
TOTAL OPERATING REVENUE	24,544	24,350
OPERATING EXPENSES (in 000s)		
Musicians' Costs	11,041	11,008
Direct and Indirect Concert Costs	6,623	6,372
Education Programs (Excluding Musicians' Costs)	345	464
Administration	4,596	4,540
Fundraising Costs	1,856	1,904
TOTAL OPERATING EXPENSES	24,461	24,288
OPERATING RESULTS	82	62
Transfers Interfund	(30)	(200)
Net After Transfers	53	(138)

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



2012-2013 Link Up Pilot at Broadview-Thompson K-8 School.



Byron Stripling at the Musical Legacy Society Spring Luncheon and Recital.



Mahesh Krishnamurthy, Najma Lalji, Ambi Subramaniam, and Firoz Lalji at Celebrate Asia 2012.



BENAROYA HALL

Benaroya Hall is known as one of the finest concert halls around the world. Last season, more than 421,000 people attended 693 public and private events at Benaroya Hall, including concerts, lectures, graduation ceremonies, receptions of all kinds and two gaming competitions.

The mission of BH Music Center (BHMC), incorporated in 1996 to manage and operate Benaroya Hall for the Seattle Symphony, is to promote and protect Benaroya Hall as a cultural and community resource. BHMC's operating budget in the 2012-2013 season was \$5.4 million, and BHMC posted a surplus of \$431,000. BHMC has 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.

In addition to the full 2012-2013 season of Seattle Symphony performances, Benaroya Hall played host to many arts organizations in the region, including Seattle Youth Symphony Orchestra, Seattle Men's Chorus, Seattle Arts & Lectures, Seattle Classic Guitar Society, Seattle Repertory Jazz Orchestra and Seattle Chamber Music Society, among others.

The 2012-2013 season also marked the launch of a new concert series, Live @ Benaroya Hall, which offered an exciting and diverse lineup of jazz, rock, blues, country, pop, alternative and world music. In our first year, we featured Ann and Nancy Wilson (of Heart), Mary Chapin Carpenter and Shawn Colvin, Aaron Neville, Dwight Yoakam, Los Lobos, Marc Cohn, Suzanne Vega, The Monkees and more. There truly was something for everybody at Benaroya Hall last season!

CUMULATIVE & ANNUAL SUPPORT

PRINCIPAL BENEFACTORS

The Seattle Symphony acknowledges with gratitude the following donors, who made cumulative contributions of more than \$1 million as of August 31, 2012.

4Culture
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Samuel* and Althea* Stroum
The Kresge Foundation
ArtsWA
Joan S. Watjen, in memory of Craig M. Watjen
Arlene A. Wright
Virginia and Bagley* Wright
Anonymous (3)

**In Memoriam*

GUEST ARTISTS CIRCLE

The following donors generously underwrote the appearances of guest artists during the 2012-2013 season.

The Atsuhiko and Ina Goodwin Tateuchi Foundation
Children Count Foundation
Jane and David R. Davis
Judith A. Fong
Benson and Pamela Harer

Ilene and Elwood Hertzog
Douglas F. King
Dana and Ned Laird
Paul Leach and Susan Winokur
Marcus and Pat Meier
Sheila B. Noonan and Peter M. Hartley
James and Sherry Raisbeck

PRINCIPAL MUSICIANS CIRCLE

The following donors generously underwrote the appearances of principal musicians during the 2012-2013 season.

Bob and Clodagh Ash
Sue and Robert Collett
Diana P. Friedman
Dr. Kennan H. Hollingsworth
Chuck and Pat Holmes
David J. and Shelley Hovind
Paul Leach and Susan Winokur
Jean E. McTavish
Sally G. Phinny
Patricia and Jon Rosen

INDIVIDUAL ANNUAL CONTRIBUTIONS

The Seattle Symphony gratefully recognizes the following individuals for their generous gifts to the Annual Fund in support of the 2012-2013 season.

STRADIVARIUS CIRCLE

Platinum (\$250,000+)

Leslie and Dale Chihuly
Eliza Flug
Paul Leach and Susan Winokur
Gladys* and Sam* Rubinstein
Anonymous (2)

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Bronze (\$25,000 - \$49,999)

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Virginia and Bagley* Wright
Anonymous (2)

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[untitled]: Oct 19, 2012.

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Ludovic Morlot, Barney Ebsworth and Rebecca Amato.

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[untitled]: Pierrot Luneire, Feb. 15, 2013.



New Year's Eve 2012.



Ten Grands 2013.



P.O. Box 2108 Seattle, WA 98111-2108

FRONT COVER: photo of Ludovic Morlot and the Seattle Symphony by Larey McDaniel, PAGE 2: photo of Ludovic Morlot and the Seattle Symphony by Ben VanHouten, PAGE 4: photo of Ludovic Morlot by Sussie Ahlburg, PAGE 5: photo of Leslie Chihuly by Scott Leen, PAGE 6: photo of Simon Woods by Ben VanHouten, PAGE 8: (clockwise from top) photo of Musical Legacy Society Intermezzo by Alan Alabastro; photo of Native Lands by John LaFollette; photo of Sunnyslands by Brandon Patoc; photo of Club Ludo by Photolainment, PAGE 11: photos of Link Up Pilot, Musical Legacy Society and Celebrate Asia by Brandon Patoc, PAGE 12: photo of Benaroya Hall by Laura Swimmer, PAGE 27: photo of [untitled] by Ben VanHouten, PAGE 28: photos of Ludovic Morlot, Barney Ebsworth and Rebecca Amato by Brandon Patoc, PAGE 31: (clockwise from top) photo of [untitled] by Brandon Patoc; photo of Ten Grands by Robert Wade; photo of New Year's Eve by Ben Van Houten.

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