Dear friends,

It’s a thrill to look back on our 2016–2017 season and consider all that we achieved together. With passionate performances, Grammy success, inspiring education programs that reach beyond Benaroya Hall, audience and donor growth, and fiscal stability that builds our capacity to serve, the 2016–2017 season was filled with many reasons to celebrate.

Our thanks first and foremost to our Music Director Ludovic Morlot, the conducting staff, the orchestra and the chorale for their excellent music-making. During the 2016–2017 season Ludovic and the orchestra completed a two-year Beethoven Cycle, during which they performed all the composer’s symphonies and piano concertos. 2015 Piano Competition winner Kevin Ahfat joined Associate Conductor Pablo Rus Broseta for an exciting Shostakovich Concerto Festival. A full house and more than a million people online experienced Music Beyond Borders, a free concert inspired by Symphony musicians which celebrated the diversity of our world through the musical traditions of Iran, Iraq, Somalia, Sudan and Syria. Partnering with local nonprofits, the Symphony presented All of Us Belong, part of the Symphony’s Simple Gifts initiative, pairing Ives’ New England Holidays with poetry and visual elements, created and inspired by individuals experiencing homelessness.

As our organization finds new ways to serve, engage and inspire, orchestra musicians remain dedicated to their work in the community. They commit their time to presenting chamber concerts in prisons and working with parents at Mary’s Place to get in touch with their creativity through writing lullabies for their children. Seattle Symphony teaching artists regularly bring music to dozens of community partners, giving the gift of music to our most underserved, including children, the elderly and those experiencing homelessness. In addition to these and other service projects involving the board, staff and musicians, Seattle Symphony Volunteers logged an incredible 9,751 hours in service to the organization during the 2016–2017 season, equivalent to almost $300,000.

Link Up concerts for 3rd through 5th graders grew to serve 11,000 students, who had the incredible experience of playing recorders and singing with the orchestra in Benaroya Hall. This curriculum, provided by Carnegie Hall, is a cornerstone of the Symphony’s work with students from across the region, providing the building blocks for a lifetime of creativity through music.

I am proud and inspired by the way our entire organization and Symphony supporters have rallied around these projects, our mission and values, and the entirety of the Strategic Plan, which truly brings the Symphony into the heart of this community. This is very evident in our overall financial results as we posted a surplus of over $753,000 for the 2016–2017 season. We deeply appreciate the tremendous community support that has helped us to balance our budget in the last four out of five seasons.

I want to give my sincerest thanks to the more than 9,000 individuals and companies who supported the orchestra last season, providing vital funding for the concerts...
and programs enjoyed by thousands. In the 2016–2017 season, Annual Fund donations, sponsorships, grants and attendance at special events totaled $9.8 million, which was similar to previous years. In addition, we received $5 million in special fundraising for future sustainability. Thanks to the support of ticket buyers, our total performance revenue was $12.8 million, an increase of 14% from the prior year. In the 2016–2017 season we had an increase of 12% in subscription revenue including the popular Create Your Own packages, and an increase of 17% in single ticket revenue. While overall expenses increased by 8%, this was planned, mostly due to increased personnel costs, and expenses stayed within budget.

Benaroya Hall is known as one of the finest concert halls in the world. We were thrilled to welcome 438,707 people attending 491 public or private events at Benaroya Hall last season. The operating budget for Benaroya Hall in the 2016–2017 season was $3.6 million, with a small deficit of $39,000 after transfers were posted. We have continued to provide funding for ongoing leasehold improvements and capital renewal reserves to ensure that Benaroya Hall is maintained as a world-class facility. Our Live @ Benaroya Hall series, now in its fifth season, 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 $1.5 million to Symphony operations in 2016–2017, equal to the previous year’s contribution. The consolidated company (comprising Seattle Symphony, Seattle Symphony Foundation and Benaroya Hall) showed an increase in net assets of $4.7 million.

As I conclude my ninth and final year as Board Chair in August 2018, I am grateful and thrilled that together we have stewarded this organization towards greater artistic and financial health. With the entire organization embracing our mission and values, we’ve made significant strides in our internal culture which will continue to radiate outward. With the selection of Thomas Dausgaard as our next Music Director and René Ancinas as our next Board Chair this period of transformation will surely lead to exciting possibilities and further success. Our organization is tuned up and aligned for a brilliant future.

On behalf of the Board of Directors, thank you for your steadfast support which allows us to deliver on our mission. It is only with dedicated people like you at our side that we can bring our music to this community.

Sincerely,

Leslie Jackson Chihuly
Seattle Symphony Board Chair
## Financial Results

<table>
<thead>
<tr>
<th></th>
<th>Fiscal Year 2015–2016 (Audited)</th>
<th>Fiscal Year 2016–2017 (Audited)</th>
</tr>
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<tbody>
<tr>
<td><strong>Operating Revenue (in thousands)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tickets and Fees</td>
<td>11,232</td>
<td>12,812</td>
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<tr>
<td>Rental Revenue</td>
<td>1,679</td>
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<tr>
<td>Fundraising</td>
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<td>14,775</td>
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<tr>
<td>Seattle Symphony Foundation</td>
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<td>1,516</td>
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<tr>
<td>Other Income</td>
<td>624</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>27,957</strong></td>
<td><strong>31,686</strong></td>
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<table>
<thead>
<tr>
<th><strong>Operating Expenses (in thousands)</strong></th>
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<tbody>
<tr>
<td>Orchestra Operations</td>
<td>13,314</td>
<td>13,737</td>
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<tr>
<td>Direct and Indirect Concert Costs</td>
<td>5,922</td>
<td>6,242</td>
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<tr>
<td>Education &amp; Community Programs (excluding Musicians' Costs)</td>
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<td>428</td>
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<tr>
<td>Administration</td>
<td>6,368</td>
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<tr>
<td>Fundraising Costs</td>
<td>2,518</td>
<td>2,580</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>28,690</strong></td>
<td><strong>29,657</strong></td>
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<table>
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<tr>
<th><strong>Operating Results (in thousands)</strong></th>
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</tr>
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<tbody>
<tr>
<td>Capital Expenditures, Transfers &amp; Other Expenses</td>
<td>-390</td>
<td>-1,276</td>
</tr>
<tr>
<td><strong>Net After Transfers</strong></td>
<td>-1,123</td>
<td>753</td>
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Financial Results

Associate Conductor Pablo Rus Broseta conducts Community Concert

2016–2017 Featured Artist Hilary Hahn

Side-by-Side Concert

U.S. Premiere of Aaron Jay Kernis' Violin Concerto with James Ehnes

Family Concert

Music Director Ludovic Morlot
Leslie Jackson Chihuly, Chair*  
René Ancinas, Chair-Elect*  
Jon Rosen, Secretary*  
Michael Slonski, Treasurer*  
Woody Hertzog, Vice Chair, Development*  
Kjristine Lund, Vice Chair, Audiences & Communities*  
Dick Paul, Vice Chair, Governance*  
Stephen Whyte, Vice Chair, Finance*  

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James Bianco  
Paula Boggs  
Rosanna Bowles  
Renée Brisbois  
Isaiah Crawford  
Susan Detweiler  
Rebecca Ebsworth  
Larry Estrada  
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Jeremy Griffin  
Terry Hecker  
Jean-François Heitz*  
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Douglas Jackson  
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Ronald Koo  
Ryo Kubota  
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Brian Marks  
Michael Mitrovich  
Hisayo Nakajima  
Coakie Neil  
Nancy Neraas  
Laurel Nesholm*  
Jay Picard  
Dana Reid*  
Elisabeth Beers Sandler  
Jim Schwab  
Robert Wallace  

DESIGNEES  
Sasha S. Philip, President, Seattle Symphony Chorale  
Bonnie Peterson, President, Seattle Symphony Volunteers  
Open Position, President & CEO  
Zartouhi Dombouian-Eby, Musician Representative  
Jonathan Karschner, Musician Representative  

LIFETIME DIRECTORS  
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Chair  
Richard Albrecht  
Susan Armstrong  
Robert Ash  
William Bain  
Bruce Baker  
Cynthia Bayley  
Alexandra Brookshire  
Phyllis Byrdwell  
Phyllis Campbell  
Mary Ann Champion  
Robert Collett  
David Davis  
Nancy Evans  
Dorothy Fluke  
David Fulton  
Jean Gardner  
Ruth Gerberding  
James Gillick  
Jerry Grinstein  
Patty Hall  
Cathi Hatch  
Steven Hill  
Ken Hollingsworth  
Patricia Holmes  
David Hovind  
Henry James  
Hubert Locke  
J. Pierre Loebel  
Kenneth Martin*  
Yoshi Minegishi  
Marilyn Morgan  
Ira Nelson  
Marlys Palumbo  
Sally Phinny  
James Raisbeck  

Sue Raschella  
Bernice Rind  
Jill Ruckelshaus  
Jon Runstad  
Martin Selig  
John F. Shaw  
Linda Stevens  
Patricia Tali-Takacs  
Marcus Tsutakawa  
Cyrus Vance, Jr.  
Karla Waterman  
Ronald Woodard  
Arlene Wright  
*Executive Committee Member  
† In Memoriam  

SEATTLE SYMPHONY FOUNDATION  
BOARD OF DIRECTORS  
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Kathleen Wright Vice Chair  
Muriel Van Housen Secretary  
Michael Slonski Treasurer  

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Mark Reddington Vice Chair  
Nancy B. Evans Secretary  
Michael Slonski Treasurer  
Dwight Diveley  
Jim Duncan  
Chris Martin  
Tom Owens  
Fred Podesta  
Leo van Dorp  
Designees:  
Open Position, President & CEO  
Zartouhi Dombouian-Eby, Musician Representative
Link Up

Music Beyond Borders

Path with Art students during 16-week composition residency

Music Director
Ludovic Morlot

Ravel’s L’enfant et les sortilèges
Our Mission

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