



# A MESSAGE FROM CHAIRMAN JENNIFER W. STEANS AND PRESIDENT AND CEO

# AND PRESIDENT AND CEO WELZ KAUFFMAN



After thrilling, surprising, and reminiscing with over half a million guests at more than 140 separate events this summer, we are proud to report that Ravinia is fiscally healthy and dedicated to staying fresh for generations to come.

As we write this, we can see the construction site where we have begun major renovations to our dining pavilion, so "fresh" is the word of the day. Over the past decade, Ravinia has invested more than \$30 million in our infrastructure to meet the expectations of new guests while improving the overall experience for our loyal friends. The freshening of our dining pavilion is the next big step, and it will be followed by a new building in 2019, a music experience center.

The word "fresh" extends to our three stages as well, with more than 80 artist debuts, including many wonderful entertainers that in the past might not have been associated with Ravinia: Chicago's own Oscar-winning hip-hop legend Common; the "gentleman of salsa" Gilberto Santa Rosa; the Tony-winning Hamilton sensation Leslie Odom Jr.; the loud and proud comedian and jazz stylist (and television star) Lea DeLaria, whose musical wit is as sharp as her barbs and observations; YouTube phenomenon Pentatonix, one of the fasted sell-outs of the year; the august Lucerne Symphony Orchestra, visiting us all the way from the home of Rachmaninoff; bass-baritone Ryan Speedo Green, whose story of turning his life around from juvenile delinquent to singing at the Metropolitan Opera hit the New York Times bestseller list; and a "white witch" fulfilling a Ravinia wish, superstar Stevie Nicks in back-to-back concerts.

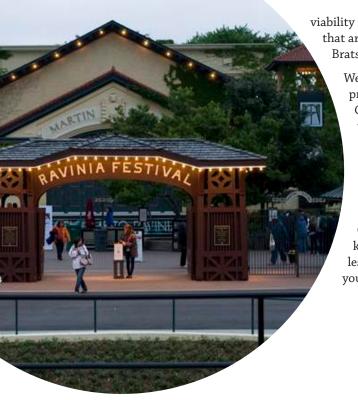
Of course, this type of variety keeps our audiences fresh, too, as fans flock to see the favorites we've never had before. And even regular visitors come with fresh expectations because Ravinia offers such a variety of experiences. On any given night, about half the patrons in the park could be first-timers drawn by a particular artist. Our hope is they while they're here they'll discover a beautiful, easy-to-use, and reputable venue worthy of a return visit—maybe even to try something outside of their comfort zones. Our hope is that they'll try something classical. Will everyone who attends a concert by Los Tigres del Norte return for a concert by the Chicago Symphony Orchestra? It's unlikely, but if just five percent of them do, that would be a game-changer in our mission to connect classical music with new listeners.

As it was, in 2017 Ravinia attracted nearly 140,000 guests to classical concerts, approaching the total attendance that many orchestras achieve over their eight-month subscription series. Classical programming made up well over half the season—including the summer residency of the incomparable Chicago Symphony Orchestra, which Ravinia has proudly hosted since 1936. This year we signed an unprecedented agreement with the orchestra that will extend our coveted relationship to 2026. CSO highlights this summer included the last-minute teaming of conductor James Conlon and violinist Itzhak Perlman for a gala fundraiser that grossed over a million dollars.

Ravinia also helps keep the music industry fresh by contributing to the careers of exciting new artists. As RSMI approaches its 30th anniversary in 2018, Ravinia welcomed back 19 alumni from its three training programs in concerts throughout the season, including the worldwide sensation and classical pianist Yuja Wang making her Ravinia debut, bassist Linda May Han Oh sharing the stage with the great Pat Metheny, and soprano Nadine Sierra in Haydn's Creation.

With an eye toward the exciting innovations that our 2019 experience center will bring, this summer we hosted the Virtual Orchestra for two weeks, giving guests an entirely new way to spend their pre-concert time in the park. Through the magic of virtual reality goggles, guests got to experience what it's like to sit onstage with London's Philharmonia Orchestra with Esa-Pekka Salonen conducting. It was an unreal sensation that provided a point of view so few music lovers could otherwise experience.

Of course, none of this could have happened without the generous support of Ravinia's nearly 7,000 donors, volunteer board members, and corporate sponsors. Because Ravinia is perceived as a healthy, star-studded, and adventurous venue that can quickly adapt to change, many people do not realize that it is a not-for-profit, governed by three all-volunteer boards. The Ravinia Board of Trustees is peopled with exciting personalities with a wide variety of demographic backgrounds, cultural connections, and corporate experience. The Women's Board is not just at the social heart of the festival, but an actively engaged partner that runs the gift shop and chair rental business and hosts the annual gala benefit, making them Ravinia's single largest funding force. The Associates Board brings together the brightest young professionals from Chicagoland to help ensure Ravinia's



viability for the future. This group is successfully hosting audience-development events that are exposing new ears to classical music through such themed nights as "Beer, Brats & Beethoven."

We must thank Allstate, lead sponsor of our Reach\*Teach\*Play education programs that now serve 85,000 people each year throughout Cook and Lake Counties. A major plank in Ravinia's mission, these education programs include the Sistema Ravinia student orchestras for schools that don't have music programs of their own, as well as the Jazz Mentors and Scholars program, which creates a viable ensemble (so good they perform at Ravinia!) of the best high-school musicians, teaming them with the best jazz professionals in the city. Ravinia also thanks the Polk Bros. Foundation, which was honored at this year's Music Matters fundraiser, for its dedication to these programs.

Of course, the biggest thanks must go to those half-million concertgoers. We keep the experience, onstage and off, fresh for you because you demand nothing less. It is our pleasure that you spend your coveted summer nights with us. See you next year.

**Jennifer W. Steans** Chairman, Board of Trustees Welz Kauffman President and CEO





# REACH TEACH PLAY

RAVINIA'S EDUCATION PROGRAMS NOW SERVES 85,000 PEOPLE EACH YEAR

Ravinia's Reach\*Teach\*Play education programs provide over 85,000 people with equitable access to music each year. In 2017, thousands of RTP students and families came to Ravinia during the summer concert season for several performances. One of the highlights of the summer was the two-day residency of conductor Lina Gonzalez-Granados who worked with the Sistema Ravinia orchestra students. The students and Lina immediately bonded and they rose to the challenge of being directed by such and accomplished conductor. Our Sistema Ravinia program expanded this fall and is now serving four middle schools in Waukegan along with Circle Rock, Cove School and three Waukegan elementary schools. The Music Discovery Program for kindergarten through 3rd grade classrooms increased again to 200 classrooms in 34 Chicago Public Schools.





Ravinia's popular pricing returned in 2017, with most Pavilion seats for all CSO concerts selling for just \$25 apiece. Most lawn tickets were priced at \$10 each, and lawn admission for all classical concerts—CSO, special events, recitals, and chamber music—is free for children and students through college. A 10-punch lawn pass was also sold, granting lawn admission for as little as \$7 per concert. On film nights, the \$25 price for a reserved seat in the Pavilion was the same for a lawn ticket, so patrons could choose the experience they prefer—a seat under the roof with a view of the orchestra or a picnic on the lawn before the giant movie screen—without cost being an issue. The \$10 BGH Classics series offered upclose-andpersonal musical experiences in Ravinia's most intimate concert space, the 450-seat Bennett Gordon Hall, for only \$10 for a reserved seat, less than the cost of a movie ticket.

"We simply don't want cost to be the decision-making factor that prevents people from enjoying live classical music," Ravinia President and CEO Welz Kauffman said. "I'm gladdened by seeing familiar faces at these concerts, confirming that audiences would prefer to have several musical experiences here for the price of one elsewhere."





# **C**50

The 2017 summer residency of the Chicago Symphony Orchestra featured such CSO soloists as Itzhak Perlman, headlining the gala fundraiser; Joshua Bell; Sir James Galway; Pinchas Zukerman; Ray Chen; Garrick Ohlsson; and pianist Yuja Wang, the RSMI alumna who has become an international sensation.

Ravinia has hosted the CSO in its summer residency since 1936, and the two institutions recently agreed to an eight-year extension of their current contract—which would have expired in 2018— extending the unique relationship through 2026.

"I'm so proud that one of my first opportunities in becoming chairman of the Ravinia Festival Association was to work with my predecessor John Anderson and Welz Kauffman in negotiating this unprecedented agreement with our CSO counterparts, Helen Zell and Jeff Alexander," said Jennifer Steans. "I literally grew up attending CSO concerts at Ravinia and find particular satisfaction in seeing today's youngsters discovering the ensemble that stands as one of Chicago's eternal assets."











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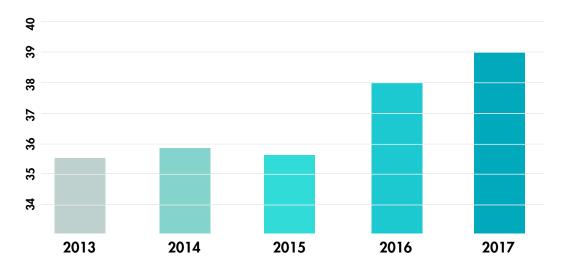
The Ravinia Festival ended fiscal 2017 with record ticket and related revenues of \$24.8 million, ahead of 2016 by \$1.28 million. The handling fee increase from \$7 to \$12resulted in \$380,000 more in revenue, and the \$5 increase in parking fees resulted in \$200,000 more in revenue for 2017. Net Revenue Generating Shows (NRGS) were 33 of the 114 shows in 2017, generating approximately \$4.8 million in profit, or \$147,000 per show. In 2016, NRGS earned a profit of \$4.8 million, or \$149,000 per show, from 32 shows. There were 8 New World/Jazz shows in 2017, focused on audience inclusion, that produced a profit of \$83,000. The Chicago Symphony Orchestra (CSO) produced a deficit of \$3.5 million with 18 shows in 2017 vs. a deficit of \$3.36 million with 17 shows in 2016. This exceeds the Guardrail, which is the Fund to Assure Ravinia's Future (FARF) endowment draw of \$3,096 million. The CSO deficit is meant to live within our Board-approved CSO Guardrail. The Guardrail was established by the Finance and Executive Committees as the FARF draw because FARF was initially built on the CSO residency at Ravinia and because it shows the CSO management and musicians that we are using our endowment to cover the losses on the CSO, the crown jewel of our classical programming. In addition, it underscores our not-for-profit status by clearly stating the CSO investment/loss. In addition, Ravinia's contribution of 5% of gross ticket revenues to the City of Highland Park increased by over \$20,000 from 2016 to \$1.096 million. This is part of the 10-year agreement with the City that will end in 2019.

# **FISCAL 2017 FINANCIAL HIGHLIGHTS**

Contributed income increased to over \$14.1 million vs. \$14 million in 2016. Included in this, the Women's Board contributed \$860,000 to the festival, including \$635,000 to current festival operations, \$225,000 to Reach\*Teach\*Play (RTP) programs, \$150,000 to celebrate Ravinia Steans Music Institute (RSMI)'s 30th anniversary, and \$25,000 to RSMI operations. The Associates Board contributed \$410,000 to RTP and \$20,000 to RSMI. Other departmental operating expenses were down against 2016 by \$217,000 due to lower costs in administration from one time benefit payment in 2016. This resulted in expenses totaling \$13.5 million in 2017, compared to \$13.7 million the previous year.

Ravinia ended the year with an operating surplus of \$1.7 million, before the endowment draw and depreciation expenses, reflecting an increase of over \$1 million against 2016. Ravinia's endowment fund draw, which is 4.5% of the three-year rolling average, was \$3.096 million. This transfer, coupled with the \$2.4 million of funded depreciation expense, will bring the Fixed Asset Fund balance to approximately \$28 million.

Kelly Grier Treasurer Chairman, Finance Committee



## FIVE YEAR SUMMARY OF KEY FINANCIAL DATA

Operating Results (Amounts in Thousands of Dollars)



**REVENUES** 2013 2014 2015 2016 2017 Earned Income 23,312 23,204 22,616 23,603 24,888 Contributed Income 11,821 12,653 13,184 14,089 14,132 Special Project/Artistic Initiatives Funds 560 315 35,857 35,800 **Total Revenues** 35,693 38,007 39,020



EXPENSES					
Variable Costs Other Operating Expenses	21,288 11,705	21,838 11,871	20,418 12,426	23,146 13,783	23,686 13,566
Total Expenses	35,048	35,927	34,756	39,351	39,710
Surplus/(Deficit) Before Endowment Transfer	645	(70)	1,044	(1,344)	(690)

Total Exponedo	00,010	00,021	01,700	00,001	00,7 10
Surplus/(Deficit) Before Endowment Transfer Covered by Earnings Transfer	645	(70) 70	1,044	(1,344) 1,344	(690) 690
	645	-	1.044	_	-

Attendance Summary					
Total Attendance	563,025	521,895	563,604	580,192	535,757
No. of Performances	119	123	110	136	114

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The Ravinia Women's Board, founded in 1962, has raised more than \$30 million for Ravinia over the past 55 years. Major fundraisers include the annual summer Gala, the Ravinia Gift Shop and Wintrust Chair Rental, the Tribute Fund, and the Ravinia Cruise. Proceeds from these fundraising efforts help support Ravinia and its Reach\*Teach\*Play music education programs, which serve 85,000 people throughout the Chicago area. The board is especially proud of the creation of the Sistema Ravinia student orchestra program, based on Venezuela's acclaimed El Sistema model, which fosters positive social development through exceptional music training.

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Mrs. Philip W.K. Sweet Jr.



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The Ravinia Associates Board is a premier group of over 90 young professionals in the Chicago area who share a passion for Ravinia and the musical arts. Its mission is to support Ravinia by promoting awareness of the festival and its musical programs, encouraging the development of new audiences for classical music, and contributing to Ravinia's Reach\*Teach\*Play education programs. To date the board has raised over \$3 million for the festival and those programs. To learn about becoming a member of the Ravinia Associates Board, please email associates@ravinia.org or call 847-266-5021.

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The Tribute Fund offers a way to commemorate special people or events in your life while helping Ravinia. Donations to the Tribute Fund can mark milestones, such as birthdays, weddings, anniversaries, or graduations, or honor the memory of dear friends and loved ones. The names listed on this page are donations received between October 1, 2016, and August 1, 2017.

The Tribute Fund, founded by Ravinia Women's Board, enables people to celebrate the passages of life in a unique and meaningful way. Donations may be made in any amount. When you make a Tribute gift, an attractive, personalized card is sent in your name to the honoree or family apprising them of your tribute. A letter will also be sent to you as a record of your tax-deductible gift. For more information or to receive a Tribute Fund brochure with remittance envelope, please call 847-266-5045.

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The invaluable instruction and performance opportunities provided by Ravinia's Steans Music Institute are only possible because of generous donors. Relying directly on contributions from these dedicated supporters to fund these vital programs, RSMI provides its participants with everything they need—from practical housing and meals to priceless lessons with the world's greatest musicians— so that they can focus fully on their craft. By removing financial considerations, Ravinia affords RSMI participants an opportunity to learn from the world's best pedagogues at a critical time in their career development. In addition to annual support, RSMI relies heavily on its endowment to make these important programs possible. To solidify and strengthen RSMI's bright future, Ravinia launched a campaign to bolster the RSMI endowment in order to assure that these programs will be available free of charge to gifted musicians for many years to come. We thank our donors who have helped provide for the future of RSMI with a gift of \$300 or more to the Everything for the Artist 25th Anniversary endowment campaign. We also greatly appreciate the donors below who have given a gift of \$300 or more to RSMI's annual operating fund between October 1, 2015, and September 30, 2017, to help bring these programs to life this summer.

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# **RAVINIA EVENT SPONSORS**

Prior to the summer season, Ravinia hosts two major events that raise funds for the festival's Reach\*Teach\*Play education programs: the Music Matters benefit, a project of the Ravinia Associates Board, and the Reach for the Stars Golf Outing, a project of the Ravinia Board of Trustees. Held at the Radisson Blu Aqua Hotel on May 13, 2017, the 25th annual Music Matters benefit grossed over \$600,000. The evening included cocktails, live music, dinner, an auction, and a special tribute to the Polk Bros. Foundation in honor of its lifelong dedication to music education. The 18th annual Reach for the Stars Golf Outing was held on May 22, 2017, at Glen View Club and raised over \$245,000. Ravinia would like to thank the following sponsors for supporting these events.

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# In memoriam

Steve Sehler, Ravinia Trustee and Golf Outing cofounder







# RAVINIA THANKS OUR MEDIA SUPPORT































# RSMI COMPOSITION COMPETITION

In celebration of 30th anniversary of the summer conservatory Ravinia's Steans Music Institute (RSMI), where the best young professional musicians from around the world enjoy training with the great teachers and artists of the festival, Ravinia is pleased to announce Bridges: An International Jazz and Classical Fusion Composition Competition. Bridges is an exciting venture into the fusion of jazz and classical music and will exhibit works for string quartet and jazz trio written by young artists, awarding winners the David Baker Prize. The competition and its top prize were devised by the directors of RSMI's Program for Jazz in honor of the late jazz great who had served as the director of the program since its creation.

In the past, such composers as Ned Rorem, Ramsey Lewis, Aaron Jay Kernis, Jake Heggie, Stephen Paulus and Augusta Read Thomas have been commissioned to write world-premiere pieces for RSMI. Bridges also continues a genre-blending tradition of the past century, from the music of George Gershwin, Kurt Weill, and Darius Milhaud to new pieces Seiji Ozawa brought to Ravinia in the 1960s and, especially, the work of Leonard Bernstein, whose centennial Ravinia will celebrate over the next two seasons.

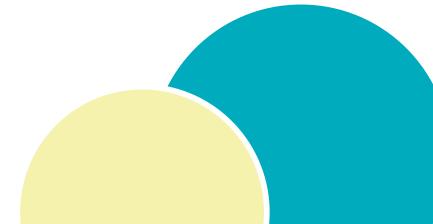
"For decades, Ravinia's impressive impresario Edward Gordon dreamed of having a college-level conservatory right here at Ravinia, and made it happen in 1988. We're here today to launch the 30th anniversary of Ravinia's Steans Music Institute with this important opportunity for composers," said Ravinia President and CEO Welz Kauffman. "This competition doesn't just commemorate an important anniversary, it helps give young professionals a place on the map—if not the world stage—which is precisely what RSMI has been granting singers and instrumentalists for the past three decades."

Submissions will be judged by the directors of RSMI's Program for Jazz: Grammy award—winning pianist Billy Childs, saxophonist Nathan Davis, and bassist Rufus Reid. Bridges winners will have their compositions performed in Ravinia's prestigious Martin Theatre during a concert on Saturday, June 9, at 8:30 p.m.

Up to three competition winners will be selected, and each will be awarded a prize of \$2,500. Entrants must be between ages 18 and 30—the same range as participants in the Program for Jazz—and must submit a new piece written for string quartet and jazz rhythm section at a length of 10 minutes. Submissions must include the full score and all instrument parts and will be accepted between Nov. 1, 2017, and Feb. 1, 2018. Audio and/or video recordings may be included.

Complete instructions can be found at www.ravinia.org/page/steans. If there are no submissions that meet the application or judges' requirements, there will be no winners.







# VIRTUAL ORCHESTRA

London's Philharmonia Orchestra visited Ravinia in 2017 at least "virtually." Ravinia ticketholders were invited to virtually take a seat within the orchestra, playing the thrilling climax of Sibelius's Fifth Symphony under the baton of Esa-Pekka Salonen, for a once-in-a-lifetime vantage point through this unique virtual reality experience from July 11 through 23 at the Ravinia Tent on the North Lawn. Hundreds of guests participated in the admission-free precursor to the type of preconcert activities the 2019 Experience Center might bring. "The Philharmonia's digital projects have taken place all over the world and I am delighted that we are now bringing our latest virtual reality experience, The Virtual Orchestra, to Ravinia," said Salonen. "The incredible power of virtual reality is that it is disappointing to leave it, to come back to reality. There is no doubt that for classical music, virtual reality will be a very powerful, useful medium, and I am very excited to be taking part in this project."





# A LOOK AHEAD TO OUR NEW DINING PAVILION



With all construction work being completed between consecutive seasons, the renovated dining pavilion will open with the 2018 concert season, and the experience center will open with the 2019 season, helping to commemorate the 150th anniversary of the founding of Ravinia's hometown, Highland Park. Neither project will increase audience capacity or eat into salable lawn space at the not-for-profit music festival. The privately raised funding is in place for both projects. Ravinia secured city approval this summer.

Ravinia has turned to three longtime trusted partners for the two projects: architect Michael Barnes of Wight and Company, who designed the 2007 building with architect Dirk Lohan; Northbrook-based contractors W.B. Olson Inc.; and Levy Restaurants, which has just signed a long-term food-service agreement with the festival, which included a \$3 million contribution to the rebuilding and rebranding of the restaurants.

The goal of the dining pavilion renovation is to make it more inviting to all audiences by opening up a seamless flow to the lawn and offering an environment better suited to changing dining trends, including a new Lawn Bar, a meeting place with quick eats and drinks. The current "chef's table" buffet experience will be reimagined as the Tree Top restaurant and will be moved to the second floor in the underused banquet space, freeing up the ground floor for an expanded grab-and-go Ravinia Market, while doubling the size of the gift shop, which is run by the Ravinia Women's Board in support of the not-for-profit festival and its Reach\*Teach\*Play education programs. One of the most anticipated assets of Tree Top will be its covered Porch, offering more alfresco dining opportunities.

More than 400 people in the Ravinia Family—including members of the Ravinia Board of Trustees, Life Trustees, Women's Board, Associates Board, and staff—have participated in charrettes and brainstorming sessions with BRC for the past 10 years to discuss how best to expose new listeners to classical music. Ravinia also worked closely with global management consultants McKinsey & Company and Chicago-based Rabin Research on demographic analysis of existing and potential audiences, how they like to spend their time in the park, and ideas for revitalizing interest in classical music, which makes up more than 60 percent of the festival's programming. The experience center is the culmination of that work.

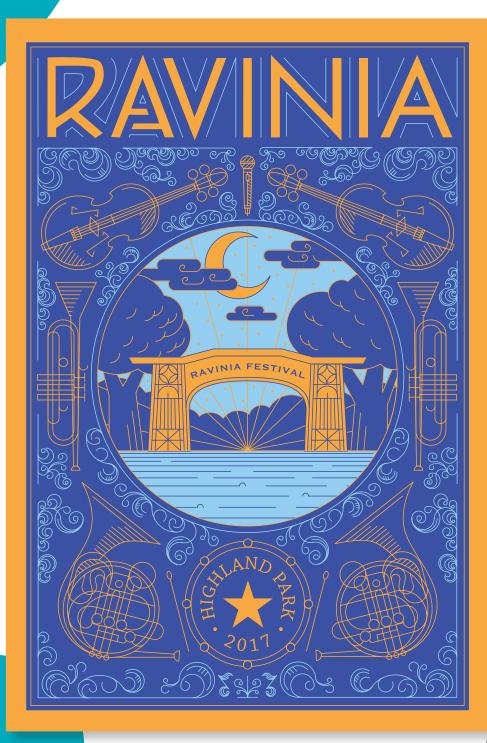
During Kauffman's 17-year tenure, Ravinia has invested more than \$30 million in improving infrastructure and making audience-pleasing updates that include the 2007 dining pavilion, video screens flanking the Pavilion stage, the grand entrance and pedestrian underpass, mobility cart service on classical concert nights, the paving of parking lots, and the acquisition of major artworks, including the new aquatic sculpture *Chorus*, installed last summer.



# 2017 POSTER WINNER

The Ravinia Women's Board congratulates the winner of its 2017 Ravinia season poster competition. The winning design came from Evan Clark from Lansing, MI. He won a \$1,000 cash prize and his design was featured in the promotion of the 2017 Ravinia season and displayed in hundreds of Chicagoland stores and public spaces, and was on sale exclusively at the Ravinia Gift Shop.

After winning an honorable mention for his design in 2013, Clark continued to enter the annual contest until ultimately prevailing as the winning artist in 2017. Second place went to Cheryl Beverly of Deerfield, IL, third place to Jamari Wilson of Calumet City, and honorable mentions to Ryan Widmer of Barlett, MI, and Lila Roblin of Schaumburg, IL.



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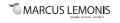


















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