

# Annual Report

Minnesota Orchestra  
2012-13

# A Letter from the Chair and President



To look back on the Minnesota Orchestra's Fiscal 2013 is to reflect on a year of challenge played out on a public stage. For all music lovers, it has been a troubling time, as our organization seems pitted against itself, engulfed in the perfect storm of a labor dispute that followed the perfect storm of a recession. In the midst of this, it is easy to lose sight of the horizon. But

we must consider how we landed here and where we aim to lead the organization.

In Fiscal 2010 we wrote in these pages about the serious structural financial issues the Minnesota Orchestra faced. The Board recognized that in the aftermath of the recession, the Orchestra could no longer survive based on optimistic economic assumptions and the hope of limitless benefactor generosity. Accordingly, the Board launched a rigorous assessment of our financial house, analyzing in particular the ticket and donation revenue our community could realistically be expected to provide. Musicians contributed artistic ideas and aspirations, and the resulting strategic plan was designed to deliver artistic excellence and financial solvency with an emphasis on sustainable endowment draws.

The Board ratified the plan in December 2011 and, in the face of mounting deficits, immediately launched the cost reduction and revenue generation initiatives that were the plan's hallmarks. Budgets and administrative staffing levels were cut substantially; concerts were rescored to match supply with demand. Ambitious fundraising goals were set and achieved in both annual giving and our comprehensive \$110 million campaign to support endowment, artistic projects and the renovation of Orchestra Hall.

Another critical element of the plan was negotiating a musicians' contract that recognized the new financial realities of 2012. Negotiations began in April 2012, six months before the contract expired. At that point, no one could have envisioned that nearly 20 months later we would not yet have reached a contract settlement and would have been forced to cancel an entire season of concerts. Yet, in an unparalleled dispute in which musicians chose not to offer a financial counterproposal for 18 months, that is what Fiscal 2013 brought.

The Board entered negotiations seeking a concessionary contract that, in conjunction with expense reductions and

revenue increases in other parts of the organization, would eliminate the large deficits that threaten to deplete our endowment. However, in summer 2013, in the interest of reaching a settlement that would allow the Orchestra's 2013-14 season to open on time, the Board suggested a compromise, moderating the goal of eliminating deficits by 2013

and proposing three new offers to improve musician salary and benefits over the original proposal. With these proposals, the organization would still incur deficits, which would need to be covered through endowment draws and further short-term bridge funding. In the hope of resuming concerts and bringing the organization together again, however, we deemed this acceptable. These proposals were rejected by the musicians.

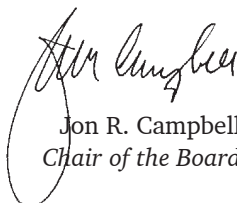
Having further opened the door to compromise, the Board remains hopeful that musicians will choose to join us in negotiating an agreement that seeks a middle ground and enables the players to return to music-making onstage at Orchestra Hall soon.

Orchestra Hall is ready. Despite having been cast negatively in the strife of negotiations, the renovation of this great but aging venue, completed squarely on budget, has been a significant achievement of the past year and will be recognized in years to come as a major positive milestone for the Minnesota Orchestra. With its focus on expanded audience spaces and improved amenities, the renovated Orchestra Hall presents an opportunity to focus on what is certainly the most important issue facing all symphony orchestras today: developing new audiences and donors.

For the Minnesota Orchestra, this should be a period in which we galvanize all energies to focus on music and create imaginative programming that appeals to broad and new audiences. It should be a time to commit to community engagement and outreach initiatives on a previously unseen level, expanding the Orchestra's artistic role and reaching throughout Minnesota. When a settled contract is in hand, we must travel down these paths without delay to ensure a thriving Minnesota Orchestra and classical music art form in the 21st century. We hope fervently to be able to begin that journey soon.

With our thanks for your loyal support,



  
Jon R. Campbell  
Chair of the Board

  
Michael Henson  
President and CEO

## A Message from the Treasurer



For Fiscal 2013, the Minnesota Orchestral Association's net operating results show a deficit of \$1.1 million, compared with a \$6 million deficit the previous year.

The overall financial picture for 2012-13 was affected on many levels by the extended labor dispute, which resulted in the cancellation of all concerts planned to

be performed that season. This led the Board of Directors to offer to return a grant of \$961,888 to the Minnesota State Arts Board. In the Summary of Operating Results, this is reflected as revenue in Contributions and Gifts and as an expense in Repayment of Grants for Specified Purposes.

Even though no concerts were performed, the Association incurred expenses of more than \$2.2 million for musicians' salaries and benefits, because salaries were paid as usual for the fiscal year's first month, prior to the work stoppage, and unemployment compensation was reimbursed to the state from that point on. A further \$1.1 million in concert-related expenses that were not offset by concert income, as would typically be the case, was incurred as a result of advance marketing for the planned 2012-13 concerts and non-refundable deposits on guest artist fees.

Another significant factor in Fiscal 2013 finances was the long-planned repositioning of the Symphony Ball from June, its traditional time slot, to September. The new time frame offers several advantages: the Ball can now be coordinated

with the opening of the Orchestra's season, and its position earlier in the fiscal year means income from the Ball can be factored in immediately, allowing adequate time to achieve overall fundraising goals. With the Symphony Ball effectively skipping a year to make this adjustment possible, income in 2012-13 was reduced by at least \$600,000, the minimum the Ball typically nets.

Total revenue, gains and other support totaled \$12 million for the year. Operating revenue was \$14,000, due to the absence of concerts and loss of rental income during the Orchestra Hall renovation. Contributed income dropped to \$5.7 million from \$8.2 million, due to the absence of a Symphony Ball, as explained above; and to a reduction of \$1.5 million in donations from corporations, foundations and individuals. At the same time, more than two-thirds of all donors, 68 percent, maintained support despite the year's challenges.

Total expenses for Fiscal 2013, at \$13.1 million, reflect greatly reduced musician costs and other concert-related costs, as indicated above; a 24 percent drop in non-musician salaries and benefits; legal and other costs related to work stoppage issues totaling \$885,000; and \$550,000 in interest and financing on loans incurred to fund previous annual deficits.

Board-designated draws from investments for operating support totaled \$3.7 million, down \$800,000 from Fiscal 2012, based on a reduced draw of 5 percent for operations across all investments, endowments and trusts. Total invested assets for 2012-13 increased from \$137.3 million to \$146.9 million, driven primarily by strong investment returns, new contributions totaling \$5 million and a commitment to reduce draws from the unsustainable levels of recent years.

A handwritten signature in dark ink that reads "Patrick E. Bowe". The signature is fluid and cursive, with the first name "Patrick" being the most prominent.

Patrick E. Bowe  
*Treasurer*

## Summary of Financial Position

	AUGUST 31 2013	AUGUST 31 2012
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	\$2,186	\$2,384
Contributions and Other Receivables	2,765	3,782
Prepaid Expenses and Other	875	1,101
Hall Renovation Pledges and Receivables	1,655	15,705
<b>Total Current Assets</b>	<b>7,482</b>	<b>22,972</b>
Long-Term Pledges and Receivables	1,180	2,696
Long-Term Hall Renovation Pledges and Receivables	2,304	3,984
<b>Total Long-Term Assets</b>	<b>3,484</b>	<b>6,680</b>
<b>INVESTMENTS</b>		
Endowments	58,051	59,036
Beneficial Interest Held in Trust		
Oakleaf	62,567	58,252
Building for the Future	14,586	8,281
St. Paul Foundation	1,316	1,213
Hall Maintenance Fund	7,434	7,790
Other Investments	2,963	2,733
<b>Total Investments</b>	<b>146,916</b>	<b>137,304</b>
Hall Renovations	50,232	9,792
Hall Renovation Funds Held in Escrow	4,407	32,946
Capital Assets, Net of Depreciation	4,804	5,331
Leasehold Improvement Asset, Net of Depreciation	461	514
Other Assets	531	545
<b>TOTAL ASSETS</b>	<b>\$218,316</b>	<b>\$216,085</b>

	(rounded to nearest \$000) AUGUST 31 2013	AUGUST 31 2012
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current Liabilities</b>		
Accounts Payable and Accrued Expenses	\$2,323	\$2,224
Line of Credit	1,700	-
<b>Deferred Concert Revenue</b>	<b>1,631</b>	<b>2,758</b>
<b>Long-Term Liabilities</b>		
Long-Term Debt	10,940	10,940
Pension Liability	5,589	8,761
Leasehold Incentive Liability	461	514
Hall Renovation Accounts Payable	3,967	5,225
Hall Renovation Construction Debt	7,600	11,400
<b>TOTAL LIABILITIES</b>	<b>\$34,212</b>	<b>\$41,821</b>
<b>Unrestricted Net Assets</b>		
Pension Plans	\$(5,589)	\$(8,761)
Operations	(24,226)	(23,160)
<b>Total Operations and Pension Plans</b>	<b>(29,815)</b>	<b>(31,921)</b>
Hall Financing, Capital Assets and Charitable Annuities	50,783	14,013
Board-Designated Endowment	1,852	3,953
<b>Total Unrestricted Net Assets</b>	<b>22,820</b>	<b>(13,955)</b>
Temporarily Restricted Net Assets	4,471	42,301
Permanently Restricted Net Assets	156,813	145,917
<b>TOTAL NET ASSETS</b>	<b>\$184,103</b>	<b>\$174,264</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$218,316</b>	<b>\$216,085</b>

## Summary of Operating Results

	YEAR ENDING AUGUST 31 2013	YEAR ENDING AUGUST 31 2012
<b>REVENUE, GAINS AND OTHER SUPPORT</b>		
<b>Operating Revenue</b>		
Ticket Sales and Service Income	\$45	\$6,550
Tour Revenue	-	433
Other Revenue	(31)	1,548
<b>Total Concert and Other Operating Revenue</b>	<b>14</b>	<b>8,531</b>
<b>Contributed Revenue</b>		
Contributions and Gifts	2,584	4,167
Oakleaf and St. Paul Fdn. Distributions	3,108	3,066
Symphony Ball	-	958
<b>Total Contributed Revenue</b>	<b>5,692</b>	<b>8,191</b>
Contributions Released from Restrictions	2,596	4,367
Board-Designated Draws for Operations	3,695	4,471
<b>TOTAL REVENUE, GAINS AND OTHER SUPPORT</b>	<b>\$11,997</b>	<b>\$25,561</b>
<b>EXPENSES</b>		
Musician Salaries and Benefits	\$2,219	\$15,340
All Other Salaries and Benefits	5,689	7,495
Direct Concert Expense	486	3,933
Tour Expense	-	482
Advertising and Promotion	616	1,580
Symphony Ball	-	327
Interest and Financing	550	515
Negotiations and Negotiations Related	885	147
Repayment of Grants Previously Received for Specified Purposes	1,073	-
General Administration and Facility Operations	1,544	1,715
<b>TOTAL EXPENSES</b>	<b>\$13,063</b>	<b>\$31,533</b>
<b>NET OPERATING ACTIVITIES</b>	<b>\$(1,066)</b>	<b>\$(5,972)</b>

This is a summarized version of the financial statements audited by CliftonLarsonAllen LLP



## 2012-13 Guaranty Fund Committee

### Chair

Nancy Lindahl

### Committee

Nicky B. Carpenter  
Kathy Cunningham  
Luella G. Goldberg  
Karen L. Himle  
Karen Kepple  
Lloyd G. Kepple  
Cindy Olmanson  
Jo Ellen Saylor  
Greg Sumners  
Mary S. Sumners  
Georgia Thompson  
John Wilgers  
Trudy Wilgers

## THANK YOU.

As a Guarantor, you demonstrate your personal commitment to protecting the Minnesota Orchestra for today's audiences and securing the future for generations to come. Your continued support will make it possible for us to emerge from this challenging time with a future that is both artistically vibrant and financially stable.

Thousands of you have made it a priority this year to support—and to help protect—the Orchestra, a cultural treasure built by donors like you over the past 110 years. I give you my heartfelt thanks.

We look forward to the day when we will again celebrate all that the Minnesota Orchestra has to offer: renowned and transformative performances of great classical music in one of the world's finest concert halls; award-winning educational programs for more than 80,000 students annually; and outreach and service to every corner of Greater Minnesota.

Thank you for being a part of the solution as we journey together to build a stronger Minnesota Orchestra for you and our audiences, not just for today, but for generations to come. No one party alone can realize this vision. Only together, with musicians, board, audience and donors united, will we succeed.

A handwritten signature in dark ink that reads "Nancy E. Lindahl".

Nancy Lindahl  
*2012-13 Guaranty Fund Chair*

## Maestro's Circle

### Dimitri Mitropoulos Society

**\$50,000+**

Kathy and Charlie Cunningham  
Julia W. Dayton  
N. Bud and Beverly Grossman Foundation  
Margaret and Angus Wurtele Family Foundation

### Second Century Society

**\$15,000-\$49,999**

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Susan and Jon Campbell  
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Al and Mary Agnes McQuinn  
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Charles A. Geer Family Fund of  
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Harold and Eleanor Hamilton  
Alfred and Ingrid Lenz Harrison  
John and Karen Himle  
Hoeft Family Fund of The Minneapolis Foundation  
Orville C. Hognander, Jr.  
Hella Mears Hueg and Bill Hueg  
Jay and Cynthia Ihlenfeld  
Mr. and Mrs. Philip Isaacson  
Doug Kelley  
Mary and Steven Kennedy  
Lloyd and Karen Kepple  
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James and Rebecca Matson  
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Eric and Jeremie Mercer  
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Mort and Alice Mortenson  
Timothy and Francine O'Brien  
Olseth Foundation/Nancy\* and Dale Olseth  
Anita M. Pampusch, Ph.D., and Frank J. Indihar, M.D.  
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Ernest C. and Caryl K. Pierson  
Chris and Anne Policinski  
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Paula Prahl and Robert R. Hopper  
Mr. and Mrs. Gregory J. Pulles  
Patricia S. Ringer  
Jean Roberts  
RTP Company  
Jon and Jennifer Salvesson  
Jo Ellen and H.L. Saylor  
Stanislaw and Krystyna\* Skrowaczewski  
Dee and Gordy Sprenger  
Mary and Greg Summers  
General and Mrs. John W. Vessey  
Betsy and Paul von Kuster  
Donald Weesner Charitable Trust  
Timothy and Elizabeth Welsh  
John and Trudy Wilgers  
Laurel and Frank Winsor  
Paul and Barbara Zeller

Melanie and Charles Barry;  
Twin City Fan Companies, Ltd.  
Marvin\* and Betty Borman  
Mr. and Mrs.\* Bradley C. Bowman II  
Tyrone and Delia Bujold  
Douglas and Dorothy Chapman  
Paul and Edna Christopherson Fund  
of The Minneapolis Foundation  
Douglas and Sands Coleman Fund of  
The Minneapolis Foundation  
Dr. James and Roberta Craig  
Robert F. and Teri Crosby  
John and Jill Davis  
Duncan N. and Renea Topp Dayton  
The Dellwood Foundation  
Gerald and Kathleen Erickson  
Ellen and Jerry Gallagher  
James and Julie Gasper  
Ms. Jennifer Gross and Mr. Jerry Lefevre  
Susan Hagstrum and Robert Bruininks  
Bev and Hal Harris  
Lorraine Hart  
Liz and Van Hawn  
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Barbara and Marshall Johnson  
Ronald and Kirsten Johnson  
Judith and Harold Kuller  
Mr. and Mrs. Brian Mark  
Anne McKinsey, in memory of Mary Earl McKinsey  
Laurie McNeill  
Bob and Carolyn Nelson  
Rodney L. Nelson  
Edwin W. Norberg Charitable Trust  
Kathy Payne  
Bill and Barbara Pearce Fund of  
The Minneapolis Foundation  
Gary N. and Barbara J. Petersen  
Nancy Pflager Fund of The Minneapolis Foundation  
Marge Pihl  
Judith and David Ranheim  
Sandra and John\* Roe  
Earl S. and Barbara Flanagan Sanford Fund of  
The Fidelity Charitable Gift Fund  
Mendon F. Schutt Family Fund of  
The Minneapolis Foundation  
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Robert Snyder  
Matthew Spanjers  
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Janet\* and Peter Spokes  
Donald F. and Virginia H. Swanson  
Marsha and Gary Tankenoff  
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The Whitney Foundation  
John and Renata Winsor Fund of  
The Minneapolis Foundation  
Peg and Dick Woellner  
Dr. James A. Zeese  
Mr. and Mrs. Louis N. Zelle\*

### Diamond Circle

**\$5,000-\$14,999**

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The Minneapolis Foundation  
John E. Andrus, III\*  
Eric and Emily Backstrom  
Julie M. and Douglas M. Baker, Jr., Fund of  
The Minneapolis Foundation  
In memory of June and Sid Barrows  
Donald E. Benson  
Ruth and John Bergerson  
Jeff and Rochelle Blease  
David L. and Shari Boehnen  
Patrick and MaryLouise Bowe  
Will and Margee Bracken  
Rodney and Barbara Burwell Family Foundation  
Richard and Mari Carlson  
Jan Conlin and Gene Goetz  
Mark and Karri Copman  
Ken and Linda Cutler  
Andrew Czajkowski  
Kenneth\* and Betty J. Dahlberg  
Ruth and Bruce Dayton

### Gold Circle

**\$2,500-\$4,999**

Anonymous (1)  
William and Suzanne Ammerman  
Brad and Janet Anderson  
Susan and Lloyd Armstrong  
Sharon and Terry Avent



# 2012-13 Guaranty Fund // Individual Giving

## Concertmaster's Circle

\$1,000-\$2,499

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## Artist's Circle

\$500-\$999

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## Partner

\$250-\$499

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