Ravinia is an internationally renowned, not-for-profit music festival that presents outstanding performances by the world’s greatest artists. Ravinia’s principal objectives are:

• to present performances of a full range of classical music in its open-air Pavilion and enclosed recital halls by the world’s greatest composers and musicians, along with a variety of other kinds of light classical, jazz and popular music;

• to maintain a beautiful park that is welcoming to all and attractive to families in which the music experience is enhanced by a beautiful environment and excellent dining opportunities;

• to enable gifted young performers to study under great teachers and perform in concert settings; and

• to develop broader and more diverse audiences for classical music through education and outreach programs and by maintaining affordable ticket prices.
We’re drafting this message on an auspicious autumn day. Tonight the Ravinia Family witnessed more than 200 children from five underserved schools in Lake County receive their instruments and perform their first notes together as the first Sistema Ravinia orchestra to be founded, with help from the Negaunee Foundation and the Ravinia Women’s Board, on the festival’s grounds. They also performed with students from our three-year-old Sistema orchestras from Chicago Public Schools, and they made a real connection with piano prodigy Daniela Liebman when she spoke to them in Spanish. The response from students interested in joining the immersive music education program was more than double our projections. Ravinia’s REACH*TEACH*PLAY education programs serve more than 75,000 people each year throughout the Chicago region, and our commitment to CPS and the community of North Lawndale will continue as strong as ever.

Of course, autumn brings not only the start of the school year but also the end of Ravinia’s fiscal year, and we’re here to tell you that 2015 has been a good year indeed. In addition to expanding our education programs, Ravinia exceeded its goals in both earned and contributed income and entertained nearly 570,000 guests. They came to enjoy more than 120 concerts, ranging from the most popular concert in Ravinia history—two performances by Lady Gaga and Tony Bennett—to the runaway success of Ravinia’s $10 BGH Classics series. That series provides about 30 quality concerts with reserved seats costing less than the price of a movie ticket, attracting new audiences of all ages to classical music.

Ravinia’s first full-length presentation of Wagner’s The Flying Dutchman in concert marked the finale of James Conlon’s 11 years as music director of the Chicago Symphony Orchestra’s residency, and indeed his longer tenure as a guest conductor that goes back to 1977. And though Ravinia and our audiences feted the wonderfully talented maestro with ovations, parties, and praise—not to mention our coveted Edward Gordon Award—we didn’t really say goodbye. Not only did we install James as a Life Trustee of the festival, we look forward to his returning as a guest conductor in future seasons and to his December appearance leading the CSO downtown at Symphony Center. We thank him for his astounding tenure and wish him the greatest success in all his future endeavors.

We celebrated two other distinguished Ravinia Family members this year as they marked their 80th birthdays. The great Chicago sculptor and Ravinia Life Trustee Richard Hunt was honored with Ravinia’s Marion Lloyd Award Life Trustee Award. It was Hunt who started Ravinia’s sculpture collection—which now includes works by such artists as Botero, Chadwick, and Plensa—with his massive two-piece steel sculpture Music For A While. We celebrated Life Trustee Ramsey Lewis’s 80th by commissioning his Concerto for Jazz Trio and Orchestra, which he premiered in his CSO debut in August. The Chicago Tribune said Lewis “has created a valuable, potentially significant piece that deserves a life well beyond this first performance.”

The critically acclaimed season also featured Bobby McFerrin leading the CSO in Gershwin’s Porgy and Bess in concert with Nicole Cabell, Brian Stokes Mitchell, and Vocality, a new choral ensemble created and led by Josephine Lee; YouTube sensations The Piano Guys and Igudesman & Joo; unique artist pairings, such as Itzhak Perlman and Emanuel Ax, Lenny Kravitz and Andrea Day, Brian Wilson and Rodriguez, Augustin Hadelich and Joyce Yang, and David Gray and Amos Lee; a CSO tribute to the five-decade career of Marvin Hamlish; more than 60 artist debuts, including pianist Igor Levit, Broadway star Alan Cumming, and showman Seth MacFarlane; and 50 works new to Ravinia, including a Ben Moore commission for Ravinia’s Steans Music Institute (RSMI).
Offstage, patrons and neighbors benefited from infrastructure improvements in 2015, including an enhanced Wi-Fi system; a reconstructed bus turnaround that safely segregates pedestrians from motorists and allows Park ‘n’ Ride users a more efficient load-in while reducing noise and emissions for our neighbors; a widened entrance to our south parking lot to match the width of the street that feeds it, removing the bottleneck; and beautification of the back of the Harza Building with architectural features that speak to the nearby South Gateway. After years of research, Ravinia also installed a new ticketing system that accounted for a hassle-free opening day of ticket sales to the public.

Ravinia again provided children and students through college free admission to the lawn for all classical concerts, including the CSO residency, and most Pavilion seats to all CSO concerts were priced at only $25. Most lawn seats to classical concerts remained at $10, and families can always bring their own picnics and not have to pay stadium prices for refreshments. Ravinia is determined that price will not impede the enjoyment of live classical music. Along with enticing admission prices, Ravinia provided a wide variety of symphonic programming to attract listeners of all ages and experience, including the many young families who attended the presentation of Fantasia/Fantasia 2000 featuring the CSO performing classics live to scenes from the films. The increasingly popular $10 BGH Classics series also gives families a chance to experience such artists as 11-year-old jazz phenom Joey Alexander up close and personal in our most intimate setting. How inspiring is that to a young musician in the audience?

Ravinia could not exist without its donors and corporate sponsors, who provide nearly half the money it takes to run the festival each year. Special recognition goes out to Allstate for becoming Ravinia’s first Lead Classical Sponsor. We applaud the fine teaching artists and fellows who make Ravinia’s Steans Music Institute one of the world’s most immersive postgraduate music conservatories, giving young professionals a chance to reach discerning audiences. We acknowledge the cooperative relationship we have with our hometown, Highland Park, and we are proud to contribute $1,012,038 in 2015 (adding to nearly $5 million in the past five years) for the city to use as it chooses. The city earmarks a major portion of those funds to support local not-for-profits dedicated to youth, education, the arts, and social services, meaning that dollars raised at Ravinia support such great causes as the Tri-Con Child Care Center, Highland Park/Highwood Child Care Association, Highland Park Strings, and Focus on the Arts.

As always, we must honor those who oversee Ravinia’s continued success, the most insightful group of business leaders and philanthropists one is likely to see gathered in a single room, our forward-looking and fiscally responsible Board of Trustees. A huge debt of gratitude is owed to our Women’s Board, an insightful and active-beyond-description group of volunteers whose hosting of the annual gala and management of the gift shop and chair-rental service have made them the biggest single donor in Ravinia history. Thanks also go to our Associates Board, who made a record donation through the success of their annual Music Matters dinner-dance and auction. Their support helps make possible such REACH*TEACH*PLAY programs as the Jazz Scholars and Mentors, KidsLawn, and, of course, the Sistema Ravinia student orchestras.

We hope you enjoyed the 2015 season! We look forward to 2016, when our new Sistema Ravinia student orchestra will be starting its second year of learning and playing, while at the other end of the spectrum the revered Chicago Symphony Orchestra will celebrate the 80th anniversary of its summer residency at Ravinia. We hope to see you then.
Bobby McFerrin

Ramsey Lewis

JAMES CONLON’S
FINAL YEAR OF
CHICAGO SYMPHONY
2015 CSO HIGHLIGHTS
HIGHLIGHTS
JAMES CONLON’S FINAL YEAR OF CHICAGO SYMPHONY REGENCY 2015 CSO HIGHLIGHTS

Movie Nights

Pablo Heras-Casado

Maxim Vengerov
2015 NON-CLASSICAL HIGHLIGHTS

Santana

Aretha Franklin

Brandi Carlile

Alan Jackson
Tony Bennett and Lady Gaga

Lenny Kravitz

ZZ Top

Seth MacFarlane

Needtobreathe

2015 NON-CLASSICAL HIGHLIGHTS
Ravinia congratulates its Women’s Board on a successful gala benefit, held Saturday, August 1, 2015. Over 650 guests attended the black-tie event, grossing over $1 million for the not-for-profit Ravinia and its REACH*TEACH*PLAY education programs. Maxim Vengerov highlighted an all-Tchaikovsky evening with the Chicago Symphony Orchestra, conducted by James Conlon in the final season of his music directorship of the orchestra’s residency.
MUSIC MATTERS

In 2015 the Ravinia Associates Board honored Ravinia President and CEO Welz Kauffman for his contributions to arts education at its annual fundraising dinner-dance and auction, Music Matters. This year featured surprise performances by Ravinia’s Steans Music Institute and Ravinia Jazz Scholars alumnus Marquis Hill and contemporary string trio Time for Three. The annual event grossed over $540,000 for the not-for-profit Ravinia and its REACH*TEACH*PLAY education programs.
Facebook remains our strongest social platform, showing 30% growth this year to 83,190 fans, followed by Twitter with 25% growth to 15,500 followers.

Ravinia’s Instagram attracted over 3,000 new followers, reaching 4,864 users.

While Instagram analytics are in their infancy, Ravinia’s Facebook and Twitter content combine for a potential 61-million-user reach worldwide.

Ravinia’s social media audience engages most with concert photo albums, ticket giveaways, and the new #FromTheLawn campaign.

Ravinia introduced a new contest format in which our fans entered their friends into the promotion (rather than themselves) by tagging their friend on the post. As friends tagged each other, we saw these contests garner impressive reach on numerous occasions.

#RevealRavinia2015, a photo campaign culminating in a seven-day countdown for a 2015 Season Lawn Pass using the new “Tag-a-Friend” format, accumulated over 533,381 impressions between Facebook, Twitter, and Instagram.

This method proved successful yet again on a Chicago Blackhawks Stanley Cup Final #ONEGOAL campaign in which Ravinia gave away a pair of lawn tickets per goal scored by the Blackhawks during their 4–2 series win to seven coveted shows. This contest reached over 427,800 fans during its run on our social channels.

Who follows @RaviniaFestival on Twitter?

How is Ravinia Festival seen on Facebook?

How far does Ravinia Festival’s social reach?
The Festival enjoyed another healthy fiscal year. Total Festival operating revenues for fiscal 2015 reached $22.6 million, down by $587 thousand against 2014. However, the profit from the shows was $2.19 million, $832 thousand more than last year. This reflects the strategy to focus on fewer (38 in 2015 vs 43 in 2014), high quality shows. This produced a per show profit of $150 thousand in 2015 vs. $121 thousand in 2014, generating a record profit of $5.7 million vs. $5.3 million for 2014. The Chicago Symphony produced a deficit of $3.5 million in 2015, similar to the loss in 2014. Production costs of nearly $18.2 million were lower in 2015 compared to $19.5 million in 2014, down by $1.35 million, reflecting the 5 fewer shows in 2015. In addition, Ravinia contributed 5% of gross ticket revenues, or over $1 million, to the City of Highland Park, part of the ten-year agreement with the City.

Contributed income had a record year totaling over $13 million versus $12.6 million in 2014, up by over $400 thousand or over 3%. A addition, the Women’s Board contributed $1.07 million to the Festival in 2015, including $635,000 thousand to current Festival operations, with the balance going to RTP programs, special concert related to a new Park amenity, and $25 thousand to Ravinia’s Steans Music Institute. The Associates contributed $250 thousand to Festival operations, $100 thousand to the Experience Center refresher fund, and $25 thousand to RSMI. Other operating expenses including costs related to the new ticketing system were up by $880 thousand, totaling $12.4 million in 2015, compared to $11.8 million the previous year.

Ravinia ended the year with an operating surplus of $1.04 million, before the endowment draw and after counting depreciation expenses, reflecting an increase of over $1 million against the 2014 deficit of $70 thousand. Ravinia’s endowment fund draw, which is 4.5% of the three year rolling average, is $3.167 million. Including the surplus of $1.04 million, $4.2 million will be transferred to the Festival’s fixed asset fund. This transfer, coupled with the $1.9 million of funded depreciation expense, will bring the fixed asset fund balance to approximately $21.3 million. A large portion of this fund is invested with the endowments and per their investment objectives and policy in order to gain larger returns.

### Five Year Summary of Key Financial Data

#### Operating Results (Amounts in Thousands of Dollars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Earned Income</th>
<th>Contributed Income</th>
<th>Special Project/Artistic Initiatives Funds</th>
<th>Total Revenues</th>
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</thead>
<tbody>
<tr>
<td>2009</td>
<td>16,215</td>
<td>9,754</td>
<td>200</td>
<td>26,169</td>
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<tr>
<td>2010</td>
<td>17,089</td>
<td>10,531</td>
<td>-</td>
<td>27,620</td>
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<tr>
<td>2011</td>
<td>17,444</td>
<td>10,829</td>
<td>265</td>
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<td>2012</td>
<td>17,908</td>
<td>11,286</td>
<td>560</td>
<td>29,459</td>
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<tr>
<td>2013</td>
<td>23,312</td>
<td>11,821</td>
<td>-</td>
<td>35,693</td>
</tr>
<tr>
<td>2014</td>
<td>23,204</td>
<td>12,653</td>
<td>-</td>
<td>35,857</td>
</tr>
<tr>
<td>2015</td>
<td>22,616</td>
<td>13,184</td>
<td>-</td>
<td>35,800</td>
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#### Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>Variable Costs</th>
<th>Other Operating Expenses</th>
<th>Depreciation</th>
<th>Total Expenses</th>
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<tbody>
<tr>
<td>2009</td>
<td>15,136</td>
<td>9,937</td>
<td>1,760</td>
<td>26,833</td>
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<tr>
<td>2010</td>
<td>15,624</td>
<td>9,696</td>
<td>1,818</td>
<td>27,138</td>
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<tr>
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<td>15,983</td>
<td>9,957</td>
<td>1,837</td>
<td>27,777</td>
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<tr>
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<td>10,332</td>
<td>1,919</td>
<td>28,613</td>
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<td>11,705</td>
<td>2,055</td>
<td>35,048</td>
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<tr>
<td>2014</td>
<td>21,838</td>
<td>11,871</td>
<td>2,218</td>
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<tr>
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<td>20,418</td>
<td>12,426</td>
<td>1912</td>
<td>34,756</td>
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#### Surplus/(Deficit) Before Endowment Transfer Covered by Earnings Transfer

<table>
<thead>
<tr>
<th>Year</th>
<th>Surplus/(Deficit)</th>
<th>Covered by Earnings Transfer</th>
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</thead>
<tbody>
<tr>
<td>2009</td>
<td>-664</td>
<td>664</td>
</tr>
<tr>
<td>2010</td>
<td>482</td>
<td>-</td>
</tr>
<tr>
<td>2011</td>
<td>496</td>
<td>-</td>
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<td>2012</td>
<td>846</td>
<td>-</td>
</tr>
<tr>
<td>2013</td>
<td>645</td>
<td>-</td>
</tr>
<tr>
<td>2014</td>
<td>(70)</td>
<td>-</td>
</tr>
<tr>
<td>2015</td>
<td>1,044</td>
<td>-</td>
</tr>
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#### Attendance Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Attendance</th>
<th>No. of Performances</th>
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<tbody>
<tr>
<td>2009</td>
<td>571,197</td>
<td>93</td>
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<tr>
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<td>572,169</td>
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<tr>
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<td>113</td>
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<tr>
<td>2013</td>
<td>563,025</td>
<td>119</td>
</tr>
<tr>
<td>2014</td>
<td>600,139</td>
<td>123</td>
</tr>
<tr>
<td>2015</td>
<td>563,604</td>
<td>110</td>
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Agave Loco, LLC (Rumchata)
Airoom
ARK Chicago Family Services
Baird & Warner
Banner Day Camp
Banner Plumbing Supply
Berger Schatz
Breakers at Edgewater Beach
Chiaravalle Montessori School
Chicago Architecture Foundation
Chicago Gold & Diamond
Chicago Shakespeare Theater
Chicago Symphony Orchestra
Clare at Rush & Pearson
Coldwell Banker
College of Lake County
Colliers International
Deerfield Riverwoods Montessori School
Dream Kitchens
Florentine Opera Company
Frank Lloyd Wright Trust
Fred Astaire Dance Studio
Freedom Home Care
Fresh Thyme
Frost Gelato
General Growth Properties/
Northbrook Court
Gordon Aveda Salon
Hearing Health Center
Heft er, Leshem, Margolis
Indiana University Jacobs School of Music
Jameson Sotheby’s Intl. Realty
Joseph A. Palminteri Insurance Agency
KIA
La Casa de Isaac & Moishe
Lake Forest Country Day School
Lurie Children’s Hospital
Main Street Libertyville
Marla Fox
Merion of Evanston
Merrill Lynch—The Klein Group
Midwest Young Artists
Montessori School—Lake Forest
Morton’s/Landry’s Restaurants
New Balance North Shore
North Shore Senior Center
Northbrook Symphony Orchestra
Northeastern Illinois University—
Ensemble Español
Perl Mortgage
Pinstripes
Private Bank & Trust Company
Razny Jewelers
Revive
Schiller, DuCanto and Fleck
Serosun Farms
Shaun Raugstad
Snippets Mini-Cuts
Spex Optical
Studio 41
Subaru of America, Inc.
Sullivan’s/Del Frisco Restaurant Group
Sunrise Tree Care
Trust for Public Land
Village of Lake Bluff
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The Ravinia Women’s Board, founded in 1962, has raised over $28 million for Ravinia over its storied history. Major fundraisers include the annual summer Gala, Ravinia Gift Shop and Chair Rental, the Tribute Fund, and the Ravinia Cruise. All proceeds from these fundraising efforts help support Ravinia and its REACH*TEACH*PLAY education programs. We are extremely proud of the creation of the first Sistema Ravinia student orchestra in October 2012—based on Venezuela’s acclaimed El Sistema model, the program fosters social development through exceptional music training.

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The Ravinia Associates Board is a forward-thinking group of more than 90 young professionals from the Chicago area who are dedicated to supporting the musical arts. The Associates Board focuses on expanding the size and diversity of audiences for music, emphasizing Ravinia and its REACH*TEACH*PLAY education programs, and enhancing broad appreciation for classical music. This year the group hosted a pair of exciting events in addition to Music Matters on May 9: “Beer, Brats and Beethoven” on July 17 and “Making Memories” on July 26.

For information on these events or to learn about becoming a member of the Ravinia Associates Board, please e-mail associates@ravinia.org or call 847-266-5021.

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Created in 2011 in memory of the festival’s distinguished chairman from 1971 to 1975, the Marion Lloyd Circle recognizes Edward Gordon Society members who have designated one or more major planned gifts to Ravinia with a value at or exceeding $100,000. We are sincerely grateful to the following Marion Lloyd Circle members for their exemplary generosity.

For more information about the Marion Lloyd Circle or Edward Gordon Society, please contact Mercedes Rohlfs at 847-266-5027 or mrohlfs@ravinia.org.

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Ravinia’s Steans Music Institute (RSMI), the festival’s summer conservatory for young professional classical and jazz musicians, opened in 1988 and has become one of the world’s most sought-after summer study programs. RSMI has hosted outstanding musicians from 63 countries, who study with an internationally renowned faculty of artist-teachers and transform into full-fledged performers on the Bennett Gordon Hall stage during free concerts and master classes, as well as on the $10 BGH Classics concert series.

The invaluable instruction and performance opportunities at RSMI are only possible because of generous donors. Relying directly on contributions from these dedicated supporters, RSMI provides its participants with everything they need—from practical housing and meals to pivotal lessons and master classes with renowned faculty—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 donations, RSMI relies heavily on its endowment to make these important programs possible. To solidify and strengthen RSMI’s bright future, Ravinia launched an important campaign to bolster the RSMI endowment, The endowment is meant 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 RSMI’s future 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, 2013, and September 30, 2015, to help bring these programs to life this summer.

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