

Southwest Florida Symphony

Annual Meeting

October 10, 2018 5-6 p.m.

Gather, Silver King Blvd, Cape Coral

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The Mission of the Southwest Florida Symphony Orchestra is to present outstanding music for the entertainment, enrichment and education of the broadest possible public

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2017-2018

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Stephen Qua



Board of Trustees President's Report

On behalf of the entire Board of Trustees of your symphony, a huge THANK YOU for the support the entire symphony family has offered this year.

Our successes are many, and many had a hand in what's been accomplished. Maestro Nir programmed a benchmark season for us, and our musicians performed to everyone's delight.

The trustees and staff underwent a very intense and detailed strategic planning exercise, which is ongoing. You will see results as our plans roll out.

Once again, our Endowment Foundation provided financial and moral support. As the endowment grows, so does the financial stability of the organization. PLEASE talk to us about how you can provide for your symphony in the future.

Finally, I need to thank our newly re-energized staff. Executive Director Amy has assembled the most talented, most cohesive team we've ever had. Please take the time to introduce yourself to them; you'll like what you see.

Thanks again for your support; we couldn't do without you!

Tom Uhler

ANNUAL MEETING MINUTES NOVEMBER 3, 2017 6:05 P.M.

BARBARA B. MANN PERFORMING ARTS HALL

Present: Mark & Christine Strom, Sharyl Leifeld, Stacey Gossmann, Sue Matthews, Pamela Simon, Dick Devlin, Katherine Caldwell, Craig Choate, Jeff Cull, Emmanuel & Sue DuBois, Charlotte & Steve Qua, Carolyn Wilson, Kim & Jerry Wittstadt, Tom Uhler, Anne Wardlow, Amy Ginsburg, David & Gail Hall, Jane King, Joe Broughton, Joanna Lindsey, Scott Osler, Steve Brettholtz

President Uhler called the meeting to order at 6:05pm.

Tom asked for approval of the October 19, 2016, Annual Meeting minutes. Craig Choate made the motion and Steve Brettholtz seconded. The motion carried. Highlights of the 2016-2017 Annual Report were discussed at this meeting.

Finance Report: Amy reported we had \$331k in checking this fiscal year end, compared to \$303k at the end of 2015-16. This includes subscription renewals and the legacy gift. At the end of 2014-15, we had a \$195k deficit, at the end of 2015-16 we had a \$156k deficit, and in 2016-17 we had a \$114k deficit. We plan to fill that gap through Legacy gifts that were not earmarked, this is not unusual compared to other Orchestras. Some of this year's difficulties are due to lower subscriptions and donations. Ticket pricing will be drastically restructured for 2018-19 to help fill that shortfall. We are designing highly trackable giving campaigns. Expenses remain on or below budget, using a "skeleton" staff. This is a greater challenge each year as we attempt to expand our artistic footprint. 70% of our expenses go towards the artistic product, 15% on staff. This year, individual ticket sales are tracking well, donations are on track, however subscriptions are declining.

Mark Strom had questions about competition from the other orchestra that plays at the Mann Hall. Their recent 3-concert series was advertised similarly to ours. Their e-mail ads appeared misleading, as though they are the resident orchestra of the Mann Hall, which the Mann Hall is selling for them. Our reputation may be affected by the way the Mann Hall is marketing to the community. Amy responded that we sold almost 1,300 more MW tickets last year compared to the previous year. Our e-blasts come with our logo for \$150 per concert, the competitor community orchestra also comes out with their logo and the Mann Hall. Mr. Strom would like a mention in advertising, that the other orchestra is a volunteer community orchestra (as advocated by the union), for differentiation, because people are confused. Nir and Amy asked the question, "how do we influence the Mann Hall?" In agreement with Mr. Strom, Tom reminded the group that the college does not run the Hall, an outside Rhode Island company (Professional Facilities Management—PFM) runs the Hall and programming. Scott Saxon, the manager, is helpful. Tom suggested we add our logo to the Mann Hall ads to make it look like we are the presenting orchestra. The other orchestra pays some union members under scale and the union does not help us in this matter. Guidelines need to be enforced. We are the second biggest tenant in the hall,

which carries some clout; we need legitimate advertising. Tom will bring up this matter at our next meeting and marketing materials will be changed. After next season's dates are set, Tom will bring this matter up with Scott Saxon. We do not have the ability to go to our legislators for help. PFM sends a check directly to the school; PFM is a for-profit organization and taxpaying entity. Mr. Cull expressed concerns about presenting a strong case for improved dates with management. We can go to Dr. Jeff Allbritten with our concerns. Tom thanked Mr. Strom for bringing up this point and will follow up.

Endowment: Tom thanked David Hall and endowment members for their work in keeping our orchestra fiscally alive. A presentation was given by David to the Society today. This board is independent: 1) the Symphony's Treasurer serves on the Endowment Board and 2) there are more outside members serving than Board members. Tom Kracmer is Vice President, musician member, Cory Vertich is Treasurer, John Boyd is Secretary, and, Scott Gregory, Kathy Caldwell and Rob Diefenbach are independent advisors. Cory is commended for very good investment selections this year. The investment group represent four different companies and manage the funds well: Cory Vertich, Lenny Katz, Rob Diefenbach, and John Boyd. Investments were restructured in June 2016 resulting in a \$400k improvement this year. David thanked the Board for the ability to speak with patrons last year at the MW Concert. The result was to add seven new Legacy members and one more was added yesterday from the Society lecture. We have not had new members in years, but added eight in 4 months! The Endowment is currently at \$2.650 million; our goal is to reach \$5 million by year 2020. Another Legacy "meet and greet" will be held on February 3, 2018. David plans to meet more regularly with the (20+) Legacy members, so no one is forgotten. Tom and Barbara Wells were very helpful. The Endowment helped to pay for her position. This year's return is up \$122k/\$2.6 million gives a return of 5% in 4 months – a great year! 4-5% of this amount is given to the Symphony each year (currently ~\$109k). The Van Sickle fund is growing well and has given \$3k to a vocal winner, with another \$2k added this year for a second-place winner. Tom explained the S. Judd piece of the endowment (a house sale) from years ago, which went to the Community Foundation. Steve Qua has improved the return on this investment by moving the fund to Collier County. This \$354k will be turned over to us completely in our own endowment in the next 5 years.

Executive Director's Report: Amy reported that subscriptions are down this year. Single ticket sales (particularly MW) and Small Stage Concerts are selling well. The Bonita Springs venue did not perform well, so we are changing to St. Leo's for the Holiday Pops. Pops subscriptions and single ticket sales were down this last year. The Beatles Concert was very successful. Corporate Sponsorships (9) are strong. Chair Sponsors increased to \$121k this year; people enjoy meeting the musicians. New cost-effective and creative marketing includes teaming with bars/restaurants, targeting a younger crowd, using social media, starting with an earlier season, extending the season, and focusing on new trends. Nir confirmed that there is a new trend for more single ticket buyers and fewer subscribers. Programming was crammed into a small period last year, which was difficult on the staff and musicians. Box Office trends are being followed to drive ticket sales, i.e., the Nashville Symphony is discounting tickets for younger people as a sales tactic. We expect about 1,100

ticket sales for MW1, like last year.

Board Chair's Report: Tom stated this year we had strong successes; thanks to Steve Qua and Jeff Cull we have a fair collective bargaining agreement for 2 years (...plus professional coaching). Nir was thanked for his artistic excellence and his contract was renewed for 3 years. Members are encouraged to bring guests to concerts. Financial stability is expected to continue to "gel," but we need more concert sponsors, chair sponsors and Society contributions. Increased ticket sales are challenging. Our Board lost two great leaders: "wonderful human beings" – Don King and Joan Calder. Our Board brings much wisdom and financial support. The Board Retreat was successful with much thanks to Amy for bringing the Nashville Symphony's Board Chair and Executive Director. We continue with a staff evolution: our staff is hard-working and put in long hours during season. Many thanks to Amy. Our challenge is the invaluable loss of Don and Joan. Joe Broughton will be taking over the Governance Committee and Steve Brettholtz will take over as Treasurer. Board growth is key to our continued success. Please talk to people who may be dedicated to serve, buy one season subscription and be a part of the Conductor's Circle. At the Retreat, the Board made a commitment to support the Strategic Planning process, sell more tickets, bring guests, support Chair Sponsorships, find Corporate sponsors and think about the Legacy endowment. Tom, with Amy, reminded people about their "SWAT team" who will help with gaining sponsors. Money management has been very successful. David reminded people that only 5-10% of an IRA (or more) can be very helpful for the endowment to "grow the base." People can give up to \$100k per year without tax consequences. The challenge for hiring quality staff is limited due to lack of benefits: health insurance and retirement. Tom is asking for a \$50,000 budgetary commitment this year: \$10k for strategic planning, \$5k for staff raises and \$35k for health insurance. Nir asked about the campaign for increasing donations. Amy plans the community support month, "level" giving with gifts (swag bag), building the Tuesday campaign, and the Happy Birthday campaign in April. Barbara suggested a higher frequency of asking. The new \$50k commitment will come from targeted asks. Board membership/Conductor's Circle commitment will increase to \$2k in January. Our Board members contribute an average of \$8k per year.

There was a short break before the regular Board Meeting.

The meeting adjourned at 7:00 p.m.

Respectfully submitted by Pamela Simon, Secretary

Southwest Florida Symphony Financial Report Assets / Liabilities

		June 30	
Assets	2018	2017	2016
Checking/Savings	150,703	248,234	277,925
Cash Reserves	-	82,402	164,720
Fixed Assets	14,851	19,244	13,280
Accounts Receivable	23,448	7,755	38,310
Other Assets	23,898	9,154	29,143
Community Foundation	368,656	432,203	412,962
	581,556	798,992	936,340
Liabilities			
Accounts Payable	4,375	8,450	-
Current Liabilities	789	8,409	8,944
Deferred Performance Revenues	239,666	241,341	267,351
Notes Payable	-	-	49,685
Equity	336,726	540,792	610,360

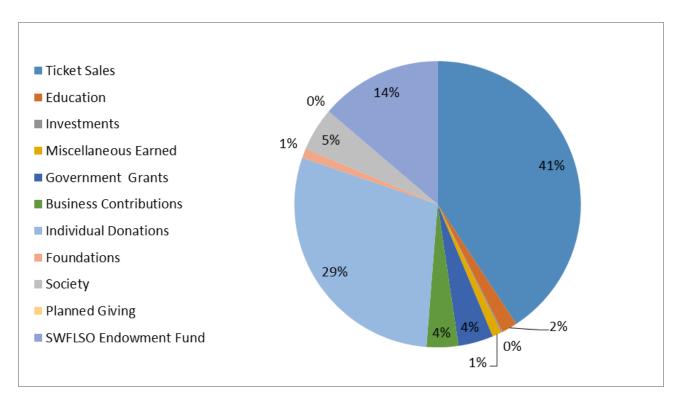
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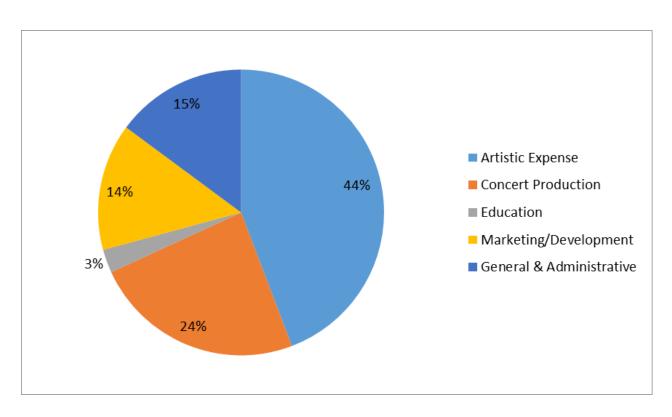
ACTUAL INCOME 2017-2018

Ticket Sales	619,292	41%
Education	26,591	2%
Investments	2,591	0%
Miscellaneous Earned	15,879	1%
Government Grants	59,956	4%
Business Contributions	54,500	4%
Individual Donations	440,938	29%
Foundations	16,426	1%
Society	74,523	5%
Planned Giving	-	0%
SWFLSO Endowment Fund	209,000	14%
Total Income	1,519.696	100%
Planned Giving SWFLSO Endowment Fund	-	0%



ACTUAL EXPENSES 2017-2018

Autistia Funanca	700 511	4.40/
Artistic Expense	780,511	44%
Concert Production	422,035	24%
Education	46,827	3%
Marketing/Development	253,544	14%
General & Administrative	262,182	15%
Total Expense	1,765,099	100%





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Endowment Foundation Annual Report June 30, 2017

The Southwest Florida Symphony Endowment Foundation ended fiscal year 2017 with a market value of \$2,570,799, including \$2,383,907 in the General Fund (unrestricted), \$164,092 in the Van Sickle Fund, and \$22,800 in the John Hudson Fund.

During the fiscal year ended June 30, 2017, the Endowment Foundation shared the symphony's development director who expanded the members of our Legacy Society. We successfully added seven new members with a total estate commitment of in excess of \$3 million.

During the year ended June 30, 2017, the Endowment Foundation had the following cash flow:

Total Assets as of June 30, 2016\$2,523,183
Grants Paid(112,000)
Return of Funds Managed for Symphony(166,936)
Operating Expenses (including \$33,350 for marketing reimbursement)(37,929)
Donations Received74,986
Investment Results:
Interest, Dividends47,655
Realized Net Losses due to repositioning portfolio(47,090)
Unrealized Net Increases in Investment Values
Total Assets as of June 30, 2017\$2,570,799

During the last fiscal year, the Endowment Foundation made a grant to the Symphony of \$106,000. The \$106,000 grant represented 4.81% of the general fund at the beginning of the year and was in the middle of the 4% to 5% range that the Endowment Foundation set as a target grant amount. During the current fiscal year ended June 30, 2018, the Endowment Foundation committed to granting \$109,000, or 4.53% of the general fund as of June 30, 2017. As of today, \$60,000 has been paid to the Symphony with the remaining \$49,000 to be paid by the end of the symphony's fiscal year.

The Van Sickle Fund made \$6,000 of grants to college students who are music majors. We thank the Symphony Society for holding the vocal competition and selecting the recipients.

As of June 30, 2016, the Endowment Foundation managed \$166,936 of the Symphony's funds, all of which was returned during the past fiscal year.

The Endowment Foundation continues to be managed by volunteers. David Hall is President. Thomas Kracmer is Vice President. Scott Gregory is Secretary. Corey Vertich is Treasurer and Chairman of our Investment Committee. Also on the Board are John Boyd, Kathy Caldwell, and Robert Diefenbach. We really miss Don King and look forward to the Symphony's new Treasurer joining our Board.

Because we are a volunteer organization, our operating expenses are minimal at less than 2% of assets. Expenses predominantly include: (1) the cost to prepare and file our tax return; (2) the cost of the music competitions to select the grant recipients; and (3) the reimbursement to the Symphony for shared marketing costs.

Our return on assets (interest, dividends and net realized and unrealized gains on sales) was 11.47%. The market value of the investments continued to increase during the first quarter of the current fiscal year by \$74,692.

Endowment assets are currently invested in a widely diversified portfolio of both Exchanged Traded Funds (ETFs) and Open-End Mutual Funds. The portfolio is monitored quarterly and performance is measured against customized benchmarks.

If you would like to talk with someone about including the Endowment Foundation in your estate plans, or another long-term donation, please call David Hall at 239-210-2345.



The shell-covered Love Bug with patrons







Nir with Romantic and Beyond flyer

At Sidney & Berne Davis Art Center



Executive Director's Message

Beyond the spotlight of our performances, our 57th season was truly an exercise in learning to analyze what works (and doesn't) in non-profit arts operations. It inspired the pursuit and implementation of a three-year strategic plan, the establishment of substantial administrative and board structure, the creation of a streamlined governance calendar and the procurement of the best, most qualified staff we can afford. It also served as a reminder that we must be innovative and nimble. We must change with the times if we are to remain relevant in the future. "Because we've always done it that way" is now gleefully forbidden vernacular in our office and boardroom.

We successfully experimented with creative ways to inspire broader community support with an array of new initiatives. Better branding, higher levels of donor engagement, innovative programming and proof of concept all delivered success in 2017-2018.

Ticket sales in relation to direct concert expenses soared at 64% of budget. Ticket sales covered more than half the costs associated with executing each of our performances. This is unheard of with regional orchestras and demonstrates that our community trusts and believes in us, has forged an even stronger relationship with Maestro Kabaretti and as a staff, we are more in touch with what our audiences desire.

As a charitable organization, we've become accustomed to asking our community for support, but we recognize our obligation to support our community in return. Last October, we partnered with the United Way to hold a successful benefit performance for Hurricane Irma victims, raising \$8,000. Our orchestra and its fundraising auxiliary, the Symphony Society combined, awarded \$31,700 in scholarship funds to aspiring local young artists. 487 individuals took advantage of our Discovery Club and Music for Life programs, giving entrée to young families, underprivileged and special needs members of our community who would otherwise have difficulty accessing our performances. Never has the has the restorative power of music been so evident. Through these initiatives, we as an institution have firsthand knowledge of how good it feels to give back. In the coming season, we will do even more to improve the lives of Southwest Floridians.

We gained significant traction with the presentation of new music initiatives. Younger audiences are taking notice – attending our performances, connecting with our artistic and administrative staff, joining our board and supporting our mission.

We have created an energetic, mutually supportive culture in the office the likes of which has arguably never existed with this institution. We come together, even off-hours to laugh, think, strategize, collaborate and encourage one another in our respective pursuits. Like-minded individuals have taken notice and have stepped up to become more involved as volunteers, all for the love of Lee County's only professional orchestra and the fourth oldest in the state of Florida. We are already attaining early goals we set in our strategic plan. Those victories inspire deeper camaraderie and the desire to set our sights on even greater achievements. This orchestra, each of its brilliant facets, is the crown jewel of arts and culture in Lee County and it is destined for greatness.

Our time is now.

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Executive Director

Development Report

The Big Picture

We again remain cautiously optimistic with regards to our balance sheet, with more than \$150,000 in the bank at the end of our 2017-2018 fiscal year. Advance ticket sales for the 18-19 season, as well as individual paid sponsorships account for 88% of those funds, which remain in escrow until expenses relating to corresponding concerts requiring coverage are paid.

We end the 2017-2018 fiscal year completely debt free, and in good financial standing with vendors. Though we have continued to operate at a deficit during the past 5 years, we are able to balance our bottom line with planned gifts not specifically earmarked for the Endowment, and are further advancing the groundwork to a balanced budget. For the first time in many seasons, we have the best experienced and most cohesive staff that we are able to afford, and are all working together to meet the goals of the Symphony, including a balanced budget. We are extremely excited about the fact that 64% of the 2017-2018 season earned revenue came from ticket sales. This statistic meets, and in some cases surpasses, the results of many larger institutions around the country, and we look forward to continuing that trend.

We have welcomed a new Development Director, Jessica Stanfield, who joins us from Saratoga Springs, New York. Jessica was most recently the Programming and Outreach Coordinator at the National Museum of Dance and Hall of Fame. She has jumped right in during her first quarter with the Symphony, working to research a new donor management system, compile a campaign calendar, facilitate new and deepened donor connections and corporate partnerships, and new fundraising initiatives.

Individual Donations and Sponsorships

Our Chair Sponsor Benefit continued to be a wildly successful event, raising a pledged \$158,000 this past season, and exceeding the \$121,000 raised in 2017. This evening has truly become a cornerstone of the season, and something our patrons and major supporters look forward to year after year. Unfortunately, after the evening's pledges, one donor rescinded their significant commitment of \$8,000 in sponsorship.

Conductor's Circle Club membership grew from 79 members during the 16-17 season, to 89 members during the 17-18 season. Dues for Conductor's Circle have increased to \$2,000 for the 18-19 season, and so far, renewals are holding steady, with some members increasing their support above defined dues to help support other initiatives.

We again saw a great deal of individual concert sponsorship from significant supporters of the Symphony, with many concert offerings sponsored completely or in part by individual sponsors. Unfortunately, similar to the Chair Sponsorship Benefit, a major concert sponsorship donation pledge of \$5,000 was withdrawn unexpectedly. The Symphony's budget does not account for these unfilled pledges as it is unanticipated, highly unusual for us and entirely out of the organization's control.

The 17-18 season also brought the implementation of our newest, all-encompassing giving initiative – Sustaining Partnership. Individuals with greater capacity to contribute embraced the idea that they could access all of the VIP perks the Symphony has historically provided them, while enriching their community simultaneously. In addition to Conductor's Circle Club and Ambassador Party access, Sustaining Partners facilitate Majors for Minors programs in the schools of their choice (and are invited to attend the programs they facilitate). Partners underwrite tickets for young families, individuals with special needs, and those who may not otherwise have access to professional symphonic music, an experience they all recognize as truly lifechanging. Finally, they support the Symphony Society, participate in Legacy Giving activities, get to know our island community at the Friends of the Symphony on Sanibel reception, sponsor a musician chair and best of all, are invited to the plethora of offerings and experiences their generosity helped to provide.

Corporate Sponsorship and Support

The 17-18 season brought many returning corporate sponsors, as well as increased opportunities for support. The presentation of Steve Hackman's Brahms v. Radiohead concert on March 4th provided opportunity to receive sponsorship from Enterprise Rent-a-Car, a previous Masterworks sponsor who was unable to support during the 16-17 season. It's hopeful that they will continue to sponsor new works initiatives with the Symphony for many seasons to come.

We continued to see strong support from both Fort Myers and Sanibel businesses, receiving both fiscal and in-kind sponsorship. Mastello Ristorante and Jason's Deli provided food donations valued at \$6,000 for the Conductor's Circle Club, demonstrating their commitment to sustaining a professional symphonic orchestra in our community. Florida Weekly continued to be pivotal to the media representation of the Symphony, providing reduced cost and free pick-up ads, as well as strong and effective editorial coverage in its many publications throughout the state.

While we don't host an overabundance of big businesses in Lee and Collier Counties, the Symphony continues to foster healthy and impactful relationships with many of the community pillars. During the 17-18 season, the Symphony received fiscal sponsorships from the following businesses:

- iBERIABANK
- Sanibel Captiva Beach Resorts
- Bailey's General Store
- Burgess Brant Consulting Engineers
- Enterprise Rent-A-Car
- Uhler & Vertich Financial Planners
- Sanibel Captiva Community Bank
- Florida Weekly

- Henderson Franklin Attorneys at Law
- Myers, Brettholtz & Company, PA
- Cadence Music
- Stroemer and Company, LLC
- Cape Coral Community Foundation
- Edison National Bank
- Galloway Ford and Lincoln

Grants and Foundations

Grants and foundation funding saw a decrease compared to the 16-17 season. Funding from the State of Florida decreased from \$82,000 to \$47,456, a trend that was seen across the board by other arts and cultural organizations. The L.A.T. Foundation continued to fund Sanibel concerts with an award of \$8,000 for the 17-18 season. The Foundation also generously awarded us \$5,000 in unrestricted general support funds. The Visitors' Convention Bureau continued its support with a \$12,500 award, up from their \$10,000 award from the 16-17 season. The Claiborne and Ned Foulds Foundation generously provided the Symphony with enough funding to establish its own permanent sheet music library, allowing us to begin to build our in-house collection and save the orchestra significant dollars over time in rental fees. Small awards from the Suncoast Credit Union and Sanibel Kiwanis remained consistent with seasons past.

Events and Appeals

While our primary events season to season are, of course, our concert offerings, we implement small scale appeals to the community at large. While each comes with its share of accomplishments and challenges, we continue to present them and strive for the highest level of success.

Community Support Month continues to grow, with an increase in giving this year compared to the 2016-2017 season. This season's appeal brought in \$12,673 compared to \$6,058 the season prior, an over 50% increase in support. We look forward to growing this program in the coming season, and making it an impactful appeal year after year.

Smaller scale donations continued their large impact on the Symphony. It is truly a demonstration of the power of the support of many and a testament to every single dollar making a difference. We again saw that patrons welcome the ability to demonstrate who they support by wearing an institution's branding on their sleeves (or umbrellas, grocery bags, coffee mugs and even Christmas trees!), so we gave them that ability through the distribution of a variety of branded items as a thank you for their donations.

We continued to utilize the DipJar devices at our concerts and events, helping to grow our annual campaign. DipJar is a cleaver wireless internet device that instantly accepts credit card donations, and provides the supporter with a celebration of sorts after they make their gift, sporting video-game like lights and sounds upon swiping their card. It's truly a fun and unique experience for our event-based donors!

As in seasons past, #GivingTuesday continued to see lackluster results, however, it provided valuable insights into ways in which we can restructure to see an increase in donations for the 18-19 season.

The Symphony Society continued to fiscally support the Symphony, pledging \$70,000 for the 17-18 season, and delivering \$64,723 in actual support. The Society has committed a pledge of \$50,000 in support for the 18-19 season.

Marketing Report

Late last year, the Symphony welcomed Beth Phillips to their staff. Originally hired to handle Patron Relations, Beth took on the additional role and responsibilities of Marketing Director soon after starting in the office. She immediately began seeking new ways to build our audience through print, internet, and radio, and to expand our reach in Collier and Charlotte counties.

Print

We continued to enjoy extensive print media coverage during the 2017-18 season. Overall, we averaged 2-4 features weekly for the season. Many local publications printed our press releases and/or editorials: Florida Weekly, Happenings Magazine, Island Sun, The River, and News-Press. (Charles Runnells from News-Press has a huge interest in the symphony, and is interested in attending a rehearsal in the upcoming season.) We also received a full-page color editorial in Fort Myers Scene Magazine, with 50,000+ copies distributed at RSW, businesses, and hotels in Lee County.

Radio

We continued our relationship with WGCU, as the exclusive sponsor of their online streaming classical broadcast. Along with continuous advertising on traditional WGCU radio, we were able to reach our target audience, as well as classical music listeners. WGCU hosted a lengthy interview with Amy Ginsburg and Steve Hackman to promote Brahms v. Radiohead, pleasantly resulting in a number of tickets purchased by Naples residents.

We were a large presence on the iHeart Media family of stations for several Pops concerts, notably "A Classical Mystery Tour" and Holiday Pops, featuring Jim Martinez. iHeart hosted a lunch and learn for both events, the public was invited to participate in a live Q & A session, lunch was provided by the host, and guest artists stayed to take photos afterwards. Although attendance was modest (perhaps we make this free going forward), we consider both events a success. We would love to experiment with similar promotions again, as iHeart is more than willing to do other events with us. Our ability to produce future events is dependent on guest artists arriving early enough, and their willingness to participate.

We reduced our advertising on WAVV radio due to a low return on investment the year before, and in 2017-18, our ads once again resulted in very few ticket sales. This reinforced our belief that the funds spent should (and will) be reallocated. Already for the new season, we have used some of those funds to advertise in new ways, to potential new patrons.

Internet

We continued to reach more and more patrons with Constant Contact e-blasts. Barbara B. Mann sent them out on our behalf as well, greatly increasing our reach. Additionally, several friends of the symphony worked with our marketing department to arrange co-marketing initiatives through e-blast and postcard campaigns. Efforts like this are not easily trackable related to sales, but it was a quick, free way to reach a large, unique audience. Open rate percentage was up from last year, averaging 23% to 37%, with a steady click through rate.

Beth attended a meeting with the Marketing Department for the Lee County Visitors and Convention Bureau, and received invaluable information regarding social media trends. The VCB also offered advice to make the Symphony Facebook pages more engaging: decreasing posts with direct calls to action (like sales pitches and requests for individual donations) and increasing human-interest posts and videos. Beth implemented this plan immediately. As a result, Facebook likes have increased and more visitors are replying to, commenting on, and sharing our content.

Other internet marketing strategies included posting on a number of free sites, such as WhoFish, Visit Florida, Lonely Planet, eBella Magazine, Gulf Shore Life (print and web), and others.

Guerilla Marketing

Though it was a challenge to carve it out, whenever staff time allowed we left brochures and flyers with a multitude of businesses, hung posters in public spaces, distributed business cards at networking events, and cultivated relationships with Downtown Fort Myers and Sanibel businesses to help us promote. With a small staff, it was difficult to do this on a regular basis, but we expect to continue and expand these efforts through volunteer support. Although it is not easily trackable, it was successful, particularly for the Sanibel venues and the Davis Art Center. Walk-up ticket sales were noticeably higher after a blanket marketing campaign took place. Additionally, material was displayed at every event (when it was allowed; some venues simply do not permit us to do so). Print materials are available at The Davis, Alliance for the Arts, The Fort Myers Beach Chamber of Commerce, The Greater Fort Myers Chamber of Commerce, and others.

Miscellaneous

Reaching out to individuals and businesses that we already had a solid relationship with proved to be immensely helpful. The owners of Jason's Deli, one of our Conductor's Circle Club caterers, hung concert flyers in their restaurants. Kyle Szabo, the Conductor of our Youth Symphony, put us in touch with the head of the Music Department at FGCU who accepted and displayed flyers on campus. Cadence Music displays our brochures and posters. Broadway Palm Dinner Theater displays our flyers in their lobby. The VCB puts all of our graphics on the screens at RSW Airport, as well as on their website. The touring production that visits Barbara B. Mann Hall annually, "Salute to Vienna", did a cross-promotion with us as well, exchanging printed materials to insert into holiday program books.

In February, we joined The Fort Myers Beach Chamber of Commerce. The chamber promoted our concerts on their website and allowed us to display marketing materials in their office at the beach. Attending their networking and promotional events allowed us to distribute marketing materials and drive group sales. The chamber will help to promote upcoming concerts in their weekly e-newsletter and assist in getting our Season 58 information into hotel racks along the beach.

A Look Ahead - 2018-19

Along with all of the above, marketing plans for Season 58 involve the orchestra's regular and consistent participation with other local chambers and groups – all of whom can help us promote the symphony for very low fees. In addition to print ads within local papers, we'll be experimenting with flyers/inserts in special editions, and ads on their websites. We have an ad in the program book for the Island Hoppers Songwriter's Festival on Sanibel and Captiva (the cost of this ad included 30 spots on iHeart stations). We will begin to maintain a heavy presence on the beach as this is a largely untapped market. Beth created an ad specifically targeting tourists, which will be placed in beach publications and used for hotel rack cards in time for Masterworks 1.

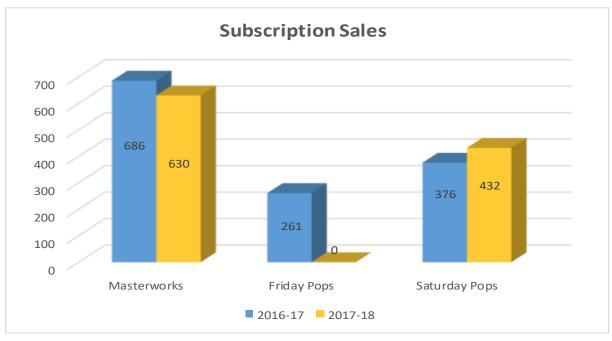
Through our relationship with the Southwest Florida Arts & Attractions Association, we attended several trade shows this summer to promote group sales and have a list of more than 100 Activity Directors in Lee, Collier, and Charlotte counties with whom to work. As a direct result of our presence at these events, three new groups have already purchased tickets.

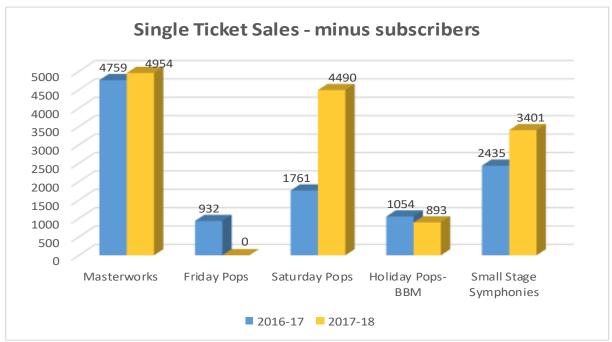
In 2018-19, we will also be part of the Cape Coral Chamber of Commerce, who will help us expand awareness in the Cape. We are joining the Creative Visionaries Association (CVA), another networking group based in Bonita Springs. We will maintain our presence with the Fort Myers Beach Chamber of Commerce, and will renew membership with the Greater Fort Myers Chamber of Commerce.

Although each of these has a fee to join, usually under \$300, the contacts and opportunities they represent are priceless. Belonging to multiple groups, attending their functions, and nurturing new relationships offers limitless opportunities for the symphony to thrive and prosper.

Ticket Sales Summary

Masterworks • Pops • Holiday Pops • Small Stage Symphonies™





Masterworks—5 evening concerts

*16-17 Pops—6 concerts *17-18 Pops concerts—4 concerts (2 Harry Potter concerts)

17-18 Small Stage Symphonies total—includes Holiday Pops at St. Leo the Great and Shell Point

16-17 Small Stage Symphonies total—includes Holiday Pops at Shell Point and Bonita



8290 College Parkway – Suite 103 – Fort Myers, FL 33919 – 239-418-1500 WWW.SWFLSO.ORG

NEWS RELEASE

FOR IMMEDIATE RELEASE

Date: Monday, July 10, 2017

Contact: (239) 418-0996

E-mail: Amy Ginsburg at aginsburg@swflso.org

The Southwest Florida Symphony Announces its 57th Concert Season

The Southwest Florida Symphony's 57th year continues the orchestra's tradition of artistic excellence as internationally acclaimed Maestro Nir Kabaretti leads the Symphony in another exciting season of spectacular performances. Maestro Kabaretti is the fifth music director in the organization's history. He has led critically acclaimed performances throughout his first three seasons with the Southwest Florida Symphony. In April 2017 he signed a new three-year agreement with the Symphony, extending his contract as Music Director through the 2019–2020 season.

The Southwest Florida Symphony is the only professional symphony orchestra in Lee County and one of the oldest on Florida's Gulf Coast. Founded by conductor Arlo Deibler, the Symphony made its debut as a community orchestra on April 15th, 1961 with a roster of 24 musicians who performed in community centers and schools throughout Lee and Collier Counties. It has since grown to become Lee County's premiere symphonic ensemble, with a roster of 65 world-class musicians playing to packed houses at Barbara B. Mann Performing Arts Hall. The Southwest Florida Symphony's mission is to celebrate the joy of music and to inspire audiences with a variety of professional-quality concerts that are accessible to all.

The Symphony's 2017-2018 season features exciting concerts in all of its signature series: the Masterworks Classical Concert Series at Barbara B. Mann Performing Arts

Hall (November 4, Fanfare for the New World; January 6, Pianorama; February 3, Requiem; March 3, Romantic and Beyond; and April 14, Happy Birthday, Leonard Bernstein), a special Holiday Pops concert A Charlie Brown Christmas (Tuesday, December 12 at The Village Church at Shell Point; December 14 at St. Leo Catholic Church, Bonita Springs; December 15 at BIG ARTS, Sanibel; and December 16 at Barbara B. Mann Performing Arts Hall), its Pops Series, also at Barbara B. Mann (October 21, Classical Mystery Tour – A Tribute to the Beatles; January 20, Symphonic Wizardry – Harry Potter at the Symphony; February 17, Broadway Boys), and the Small Stage Symphonies Series, performed at venues throughout Lee County (November 14, 15 and 16, From Baroque to Jazz; January 10, 11 and 12, For the Love of Beethoven; March 7, 8 and 9, From Copland to Classics). Further details on all of these concerts can be found at www.swflso.org

Maestro Nir Kabaretti Bio

Nir Kabaretti comes to Southwest Florida from the Santa Barbara Symphony in California, where he also serves as music and artistic director. He enters his eleventh season with Santa Barbara and his fourth with the Southwest Florida Symphony. He has been described as "a conductor with immense musicality and warm personality" by Maestro **Zubin Mehta.** Kabaretti has earned an impressive reputation across several continents for his command of a vast symphonic and operatic repertoire.

Upon graduation from the prestigious University of Music and Performing Arts in Vienna, Kabaretti began working as coach and Chorus Master at the Vienna State Opera and the Salzburg Festival. He later advanced to positions as Assistant to the Music Director at the Teatro Real in Madrid and Personal Assistant to Maestro Zubin Mehta at Teatro del Maggio Musicale Fiorentino in Florence, Italy.

Nir Kabaretti has worked with some of the world's most sought-after musicians, such as Lang Lang, Placido Domingo, Itzhak Perlman, and Hélène Grimaud. His guest conducting appearances have included the Israel Philharmonic Orchestra, Orchestra del Maggio Musicale Fiorentino, Tokyo Philharmonic Orchestra, Orquesta Filarmonica de Buenos Aires, Orquestre National du Théâtre du Capitole de Toulouse, Orchestre de Chambre de Lausanne, Orchestra del Téâtro dell'Opera di Roma, Orchestra del Teatro Petruzzelli di Bari, Orchestra del Teatro Carlo Felice di Genova, Orchestra Sinfonica Giuseppe Verdi di Milano, Rochester Philharmonic Orchestra, Jerusalem Symphony Orchestra, Israel Chamber Orchestra, Haifa Symphony Orchestra, Vienna Chamber Orchestra, La Orquesta Sinfonica de Madrid, Real Orquesta Sinfònica de Sevilla, La Orquesta Filarmonica de Gran Canaria and the Bochumer

Symphoniker. He was appointed Principal Conductor of the Raanana Symphonette Orchestra in Israel in 2002, and later its Music Director till 2008.

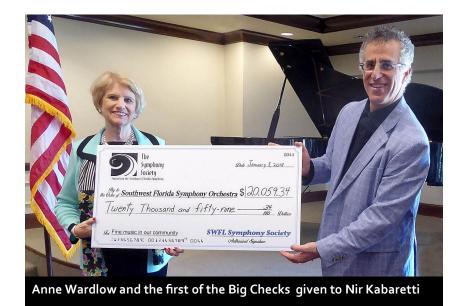
Kabaretti's operatic experience includes productions at the Maggio Musicale Fiorentino, Teatro Real in Madrid, The Israeli Opera, Opéra de Lausanne, Avenches Opera Festival in Switzerland, Tokyo New National Theatre and Opera Santa Barbara.

He conducted *The Diary of Anne Frank*, a guest production of the **Vienna State Opera** performed at both the Bregenz Festival and Expo 2000 in Hannover. In 2005, Kabaretti led **Teatro San Carlo di Napoli** on its first tour to Japan, conducting *Il Trovatore* both in Kyoto and Tokyo.

During the 2004-05 season he made his debut at **Teatro alla Scala di Milano.** In 2007 he was invited again for the ballet production of Mendelssohn's *A Midsummer Night's Dream* (broadcast by Italian television RAI, and released as a commercial DVD).

Maestro Kabaretti received the America-Israel Cultural Foundation Grant for Young Conductors. In 1993, he won the Forum Junger Künstler Conducting Competition in Vienna. In 1994 he was among the finalists in the International Competition for Conductors in Douai, France.

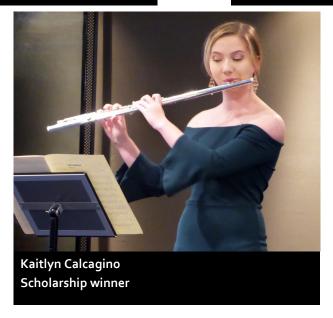




Volunteers at the Young People's Concert dj Arnold, Carol Edmier, Nancy Gardella



Kim Wittstadt hands over proceeds from the Symphony of Treats





SOUTHWEST FLORIDA SYMPHONY SOCIETY ANNUAL REPORT 2017-2018

Financial Support

The mission of the Southwest Florida Symphony Society is to provide financial and other support for the benefit of the Southwest Florida Symphony Orchestra. The Symphony Society relies on the selfless contributions of time and treasure by many supportive members to accomplish its goals.

Throughout the 2017-2018 season, the Society's members presented a total of 20 fundraising events, including 16 smaller, more intimate gatherings that are generously hosted by individual members, and 4 major fundraisers that were promoted to the public. In addition, we raised funds through a Bridge Marathon and our annual Key Signatures drive. As a result of all of these efforts by our members, we were able to present checks totaling \$63,515 to the orchestra for the 2017-2018 season.

Scholarships

In addition to fundraising for the Symphony, the Society was involved in awarding \$22,000+ in music scholarships to talented young musicians. Our involvement took two forms:

- First, our members generously donated to a separate scholarship fund to benefit
 young musicians. The Youth Orchestra benefited from these donations, as the
 scholarship fund contributed \$1000 to pay orchestra registration fees for
 deserving students. In 2017-2018, the donations funded three \$2000 scholarships,
 which were awarded to the winners of a scholarship competition. In addition, a
 special \$1400 scholarship was awarded in memory of Joan Calder, a former Society
 president, symphony board member and beloved friend of the Society who passed
 away last year.
- Secondly, the Symphony Society organizes and conducts music scholarship competitions for two independently funded scholarship funds. The winner of the Van Sickle competition was awarded one \$3,000 college scholarship per year for up to four years of music studies. In addition, the Jillian Prescott competition presented a top award of \$1,800 to the overall winner, eight \$600 awards to category winners, and awards of \$400 each to ten "Rising Stars".

With a record number of entrants and increasing levels of talent in all three competitions, the scholarship program is clearly growing in recognition and respect

within the community. This reflects well on the Society, the Symphony and the scholarship benefactors.

Additional Goals

At the beginning of the Symphony Society's 2017-2018, season, I established three additional goals for the Society that I hoped we would accomplish, and, with the help of our members, we did quite well on them.

Goal 1: Increase awareness and visibility of the Society in our community.

Our 2nd Vice-President, Ellen Schneider, singlehandedly accomplished this goal for us. Ellen did an outstanding job in getting more publicity that we ever dreamed of. Twenty-four press releases were issued. Articles and pictures of our luncheons and other events were prominently featured in several area newspapers.

Goal 2: Strengthen bonds between the Symphony and the Society.

Here are some of the ways that we accomplished this:

- We changed the Society's logo to identify us more directly with the Symphony.
- Three of our luncheon programs featured presenters from the Symphony family: The Endowment Foundation, the Youth Orchestra and our Conductor, Nir Kabaretti, all made presentations to us.
- Several Symphony Board members were present at each luncheon meeting. President of the Board of Trustees, Tom Uhler, attended 3 of our 7 luncheons.
- Symphony Executive Director Amy Ginsburg attended all luncheons and was always available whenever we needed her assistance.
- We secured three new housing hosts for traveling musicians.

Goal 3: Enhance friendship opportunities.

With this goal in mind, we hosted two summer lunches for new members; started a book club in conjunction with the Friends of the Library to read books about the composers whose works were performed during the season; and organized a pre-concert dinner. But our greatest success was in the members who brought many outside friends to our events.

The Symphony Society remains committed to providing meaningful contributions to the success of the Southwest Florida Symphony.

Respectfully submitted,

Anne Wardlow

Southwest Florida Symphony Society President, 2017-2018

EDUCATION COMMITTEE REPORT

The goal of the Southwest Florida Symphony Education Program is to offer music education and enrichment opportunities to Lee County students through our existing programs and the development of new ones.

Our Education Programs include the following:

MAJORS FOR MINORS: This program is presented to the schools and features our Symphony Ensembles in a 45-minute program of musical elements, composers, and other areas of music. Due to scheduling challenges presented by Hurricane Irma and administrative staffing shortages, we were unable to send Ensembles in Schools, (rebranded as Majors for Minors this season) to the number of schools we hoped to reach during the 2017-18 school year.

YOUNG PEOPLE'S CONCERTS: These concerts are presented annually to Lee County Students at Barbara B. Mann Hall. The concerts feature our professional musicians performing pieces like "Peter and the Wolf" and themed programs like "A Tribute to Nature". The audience is comprised of primarily students, though teachers, and guests attend as well. There are generally 2,500 students in attendance. Once again, as a result of changes in the school district's standardized testing schedule due to Hurricane Irma, only 1,209 guests were able to participate this year. In the future, our goal is to secure funding for this event during spring and summer so we can present it at the beginning of the school year before testing schedules becomes an obstacle.

YOUTH ORCHESTRA PROGRAMS: This program provides young musicians with the opportunity to play in the Sinfonietta, the Youth Concert and Symphony Orchestras and the YO Ensembles. Historically, two to three concerts are presented each year for the community. The students with the help of the parents, Education Committee, and other volunteers hold annual fundraisers. During the 2017-18 season, the Education Committee was unable to execute an annual major fundraiser for the Youth Orchestra, once again, in large part due to scheduling challenges as a result of Hurricane Irma and staffing shortages. However, a fundraiser has been scheduled for the 2018-19 school year on October 13, 2018 at Heritage Palms Country Club in Fort Myers. There is also a Play-a-Thon being planned for spring semester.

Just prior to the end of the fiscal year, we were able to recruit new, highly experienced education staff who are in the process of creating and implementing a major restructuring of the entire education department.

DISCOVERY CLUB: This offers the opportunity for students K-12, for a one-time fee of \$15, to attend the Symphony concerts and other events to learn about music. Discovery Club membership has seen a slow decline with a decrease of 54 households from 2008 until now. We currently serve 196 families. During the 2017-18 school year, we served 250. This program will also be restructured in order to entice students and families to participate.



Nir addresses the YPC audience



Fifth graders at the Young People's Concert







STUDENT RUSH: Communication and information is provided to the Lee County Schools and the local colleges/universities to promote the Symphony Orchestra concerts and events. 91 students took advantage of rush tickets this year.

MUSIC FOR LIFE: This is a partnership with other community non-profit organizations in Lee County to provide complimentary tickets to groups, families, and individuals to attend the Symphony Concerts. This year, we served 259 individuals through this program.

MASTER CLASSES: These classes featuring guest soloists, performing with our Symphony Orchestra, are given to the Youth Orchestra students and students at FGCU. One of our guest artists, Pablo S□inz-Villegas, gave a small but inspiring classical guitar masterclass to students at Cypress Lake High School's Center for the Performing Arts.

FUTURE GOALS: Our goals for this season are the following:

- Increase grant and foundation support
- Increase individual support, particularly through Sustaining Partnership, to include a minimum of 12 Sustaining Partners
- Present a Majors for Minors program in at least six elementary schools
- Restore the YPC audience to its original size of 2,500 students/guests
- Implement a second educational field trip specifically designed for band, orchestra and chorus students with a focus on "real" experiences in a professional orchestral environment
- Expand the YO program to include an adult education component
- Increase the number of master classes offered by our visiting guest artists to a minimum of three

The Symphony is very grateful to the Education Committee, the parents, the conductors, the staff and all the volunteers who help to make our programs successful.

We thank you for your support and we hope that it will continue so that the Symphony Education programs continue to serve our youth. These young musicians are not only our future orchestra members who will ensure that professional and inspirational music continues in our community, they are also our future doctors, engineers, teachers, world leaders and visionaries who will reach their full potential because we enhanced their lives through music.

Carol Edmier
Retiring Education Chair

Donors July 1, 2017—June 30, 2018

AMBASSADOR CLUB Diamond Baton \$25.000+

Southwest Florida Symphony Society
State of Florida Division of Cultural Affairs
Eleanor Fox
Southwest Florida Symphony Endowment Foundation
Stephen Qua

Emerald Baton \$10,000 -\$24,999

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Ruby Baton \$5,000– \$9,999

Katherine Caldwell, In Memory of Jerry Havill Jeffrey F. Cull & Ella Nayor John & Esther Dick

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Applause \$100-\$249

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Margaret Yang



NEW TIME! ALL CONCERTS START AT 7:30PM. MASTERWORKS & POPS CONCERTS HELD AT BARBARA B. MANN PERFORMING ARTS HALL AT FSW.

MASTERWORKS

NIR KABARETTI, CONDUCTOR PRE-CONCERT LECTURE AT 6:30PM

NOVEMBER 4, 2017 FANFARE FOR THE NEW WORLD

Copland: Fanfare for the Common Man Shostakovich: Violin Concerto No. 1 Dvořák: Symphony No. 9

JANUARY 6, 2018 PIANORAMA

de Falla: Nights in the Gardens of Spain Mozart: Concerto for Two Pianos Tchaikovsky: Piano Concerto No. 1

FEBRUARY 3 MOZART REQUIEM

Featuring The Symphonic Chorale of Southwest Florida



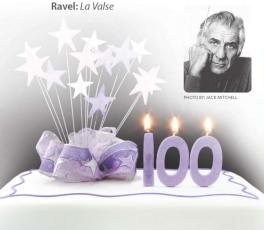
MARCH 3 ROMANTIC AND BEYOND

Rouse: The Infernal Machine Sibelius: Violin Concerto Brahms: Symphony No. 1

APRIL 14 HAPPY BIRTHDAY, LEONARD BERNSTEIN

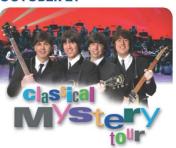
L. Bernstein: Fancy Free "Three Dance Variations"

Elmer Bernstein: Guitar Concerto Ravel: Daphnis et Chloé, Suite No.2



POPS

OCTOBER 21



A Tribute to The Beatles with The Southwest Florida Symphony

JANUARY 20

SYMPHONIC WIZARDRY

Harry Potter at the Symphony

FEBRUARY 17 BROADWAY BOYS



Trent Brown, conductor Jim Martinez, piano

DEC 12 | The Village Church at Shell Point

DEC 14 | Saint Leo the Great Catholic Church, Bonita Springs

DEC 16 | Barbara B. Mann Performing Arts Hall at FSW

■ SMALL STAGE SYMPHONIES

NOVEMBER 14-16 FROM BAROQUE TO JAZZ

Featuring The Yaron Gottfried Jazz Trio

NOV 14 | Sidney & Berne Davis Art Center

NOV 15 | BIG ARTS, Sanibel

NOV 16 | The Village Church at Shell Point

JANUARY 10-12

FOR THE LOVE OF BEETHOVEN

JAN 10 | BIG ARTS, Sanibel

JAN 11 | The Village Church at Shell Point

JAN 12 | Sidney & Berne Davis Art Center

Beethoven: Overture to Coriolan **Beethoven:** Symphony No.1

Beethoven: Piano Concerto No. 5 "The Emperor"



MARCH 7-9

FROM COPLAND TO CLASSICS

Cassie Drake, Prescott Awards winner

MAR 7 | BIG ARTS, Sanibel

MAR 8 | The Village Church at Shell Point

MAR 9 | TBD

Copland: Quiet City Stamitz: Concerto for Viola Mozart: Symphony No. 29 in A Major



aestro Nir Kabaretti and the Southwest Florida Symphony Orchestra are preparing an amazing 57th season. Now is the time to reserve your seat! Purchase a 2017/18 Season Subscription and you will:

- Save up to 18% over the single ticket price (when you order by June 1).
- Get first choice of the best available seats.
- Have the flexibility to exchange tickets between Masterworks and Pops Series concerts.

Masterworks subscriptions start at \$129. Pops start at \$78. Call the Southwest Florida Symphony Orchestra Box Office Mon. - Thurs. 10am-3pm at **239.418.1500.** We're located at 8290 College Pkwy, Suite 103, Fort Myers, FL 33919 and online at **www.SWFLSO.org**

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