In mid-September 2019, the Minnesota Orchestra launched its 117th season before a large, enthusiastic audience in Orchestra Hall. Halfway through the season, the Hall went dark as the COVID-19 pandemic reached Minnesota, stay-at-home orders were issued, and the Orchestra’s central activity—bringing audiences together to share in live music—was curtailed.

Facing an existential crossroads, we chose a path of reinvention, adaptation and flexibility. Although grounded in a set performance tradition for over a century, the Minnesota Orchestra and our exceptional musicians quickly re-oriented to a different world. We grappled with how to better work towards racial justice in our organization, and at each shifting stage of the pandemic, we identified new ways to connect with community and live out our mission.

Like others in the performing arts, the Orchestra has been deeply impacted by the economic hardships of the pandemic. We have established budget cuts and salary reductions across the organization to meet the moment—and been humbled by the magnificent generosity of individual supporters who have been steadfast in their contributions and enthusiastic in their embrace of the Orchestra’s re-imagined offerings.

Many things in our world have been shut down this year, but music and creativity continue to prevail at the Orchestra, lifted by broad community support. That spirit of resilience will see us through to the other side, when we hope to emerge from the pandemic even more deeply connected to audiences and community because of the ways the Minnesota Orchestra is stretching and adapting now.

Thank you for your support in this season like no other.

Margaret A. Bracken  
Board Chair

Michelle Miller Burns  
President and CEO

Osmo Vänskä  
Music Director
In the six months before the pandemic, Music Director Osmo Vänskä and the Minnesota Orchestra’s flagship classical series featured performances of Ralph Vaughan Williams’ *Dona Nobis Pacem* with singers from South Africa and the U.S. (above), a highly varied New Year’s Eve concert inspired by the BBC Proms festival finale, and a program of music by top young composers capping the Orchestra’s annual Composer Institute.

The Live at Orchestra Hall series included popular Movies & Music concerts, most conducted by Sarah Hicks. An expanded focus on mindfulness and well-being included yoga classes and a partnership with the University of Minnesota’s Earl E. Bakken Center for Spirituality and Healing, as well as a Music and the Mind concert led by Hicks and host-violist Sam Bergman. Pianist Jon Kimura Parker was announced as creative partner for the reimagined Summer at Orchestra Hall season.

Engagements with the next generation were highlighted by Young People’s Concerts, Relaxed Family Concerts and Sensory-Friendly Concerts. A weekend of concerts in collaboration with performers from Minneapolis’ North Community High School included the first performances of writer-narrator Aaron Dworkin’s *The American Rhapsody*.

LEED v4 O+M certification was conferred on Orchestra Hall for its environmental and sustainability practices, making it the first U.S. arts organization to achieve this status.

3 new CD recordings released, featuring Mahler’s Symphonies No. 4 and 7 and a live-in-concert recording with Dessa.

52 schools took part in the donor-funded bus subsidy program, bringing over 14,000 students and teachers to Orchestra Hall to experience an Orchestra concert.

22,708 students attended eight Young People’s Concerts at Orchestra Hall.

In mid-March, during the week the pandemic forced shutdowns in Minnesota, the Orchestra performed one final concert without an in-person audience, broadcast live by Classical Minnesota Public Radio. The concert was “such an emotional evening for all parties involved that it sounded like they were playing as though their lives depended on it,” stated MPR’s Melissa Ousley.

The Orchestra toured to Indiana University and the University of Michigan at Ann Arbor, playing concerts and working with students. A Side-by-Side performance brought the MMEA All-State Orchestra and the University of Minnesota Symphony Orchestra onstage alongside their Minnesota Orchestra counterparts, while “Hall Pass,” a new initiative funded by Orchestra musicians, distributed more than 1,500 free concert tickets to students under age 18.
In times of crisis, people reach out to each other. Musicians do it through our music, knowing our community is our strength and support. We hope to be a resource for all who love great music.”

—ORCHESTRA VIOLINIST PAMELA ARNSTEIN
“The concert on Peavey Plaza was wonderful! We are being very cautious and essentially have not gone anywhere other than [store] parking lots to pick up groceries and supplies for the past five months...The musicians were fantastic and the entire performance was a delight. We feel human again!”

—PEAVEY PLAZA CONCERT AUDIENCE MEMBER

16 free chamber music performances attended by 2,300 people activate downtown Minneapolis’ Peavey Plaza in August
return to Orchestra Hall

During August, the Minnesota Orchestra activated Minneapolis’ Peavey Plaza with live in-person nightly performances of chamber music as a thank-you to the Orchestra’s dedicated supporters. Small groups of musicians played repertoire ranging from Mozart to modern, showcasing a diverse lineup of composers, and audiences of up to 250 attended using rigorous safety and physical distancing procedures.

Throughout the pandemic, the Orchestra has done extensive work to determine how musicians can once again play safely together, and when audiences can be welcomed back to Orchestra Hall. A safety study brought University of Minnesota researchers into the Hall as they worked with Orchestra musicians to determine the concentration and flow of aerosols emitted by wind and brass instruments. The results of the study have allowed the Orchestra to present This Is Minnesota Orchestra, a series of twice-monthly concerts hosted by Sarah Hicks for TV, radio and streaming audiences, presented in partnership with Twin Cities PBS and Classical Minnesota Public Radio.

As the calendar turns to 2021, the Minnesota Orchestra’s music-making continues, both in the Hall and through at-home videos, as optimism builds for a waning of the pandemic and a return of in-person audiences.

“Your music continues to bring us all together; even when we have to stay apart for awhile.”
—ORCHESTRA SUPPORTER

This Is Minnesota Orchestra performances as of December 31, 2020, viewed by over 140,000 people
The following financial results are summarized from the Fiscal 2020 audited financial statements.

### SUMMARY OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>August 31 2020</th>
<th>August 31 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$21,925</td>
<td>$25,601</td>
</tr>
<tr>
<td>Noncurrent Receivables</td>
<td>1,823</td>
<td>2,777</td>
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<tr>
<td>Investments</td>
<td>115,649</td>
<td>118,443</td>
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<tr>
<td>Other Assets</td>
<td>48,077</td>
<td>49,518</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$187,474</strong></td>
<td><strong>$196,339</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
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<tbody>
<tr>
<td>Current Liabilities</td>
<td>$12,135</td>
<td>$8,799</td>
</tr>
<tr>
<td>Deferred Concert Revenue</td>
<td>3,208</td>
<td>4,318</td>
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<tr>
<td>Long-Term Liabilities</td>
<td>5,590</td>
<td>6,707</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>$20,933</strong></td>
<td><strong>$19,824</strong></td>
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</table>

Net Assets Without Donor Restriction $(14,464) 9,711
Net Assets With Donor Restriction 181,005 166,804
**TOTAL NET ASSETS** $166,541 $176,515
**TOTAL LIABILITIES AND NET ASSETS** $187,474 $196,339

### SUMMARY OF OPERATING RESULTS

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>Year Ending August 31 2020</th>
<th>Year Ending August 31 2019</th>
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</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>$6,819</td>
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<tr>
<td>Contributed Revenue</td>
<td>13,955</td>
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<td>Board-Designated Draws for Operations</td>
<td>1,720</td>
<td>2,666</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$22,494</strong></td>
<td><strong>$26,725</strong></td>
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<table>
<thead>
<tr>
<th>EXPENSES</th>
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</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$24,429</td>
<td>$23,978</td>
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<tr>
<td>All Other Expenses</td>
<td>9,786</td>
<td>11,509</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$34,215</strong></td>
<td><strong>$35,487</strong></td>
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</table>

**NET OPERATING ACTIVITIES** $(11,721) $(8,762)

### FINANCIAL OVERVIEW

#### INCOME BY SOURCE

- **10%** Other Revenue
- **36%** Earned Revenue
- **54%** Contributions

#### EXPENSE BY ACTIVITY

- **9%** Administration
- **5%** Fundraising
- **86%** Program
FINANCIAL SUMMARY: The Impact of COVID-19

The Orchestra entered Fiscal 2020 on a strong financial footing, but the impact of the COVID-19 pandemic proved highly disruptive, as it has for performing arts organizations across the country. The Orchestra was ultimately forced to cancel nearly one-third of its revenue-producing concerts, as well as its single largest annual fundraising event, the Symphony Ball.

The Orchestral Association introduced a series of organization-wide cost-containment measures when the pandemic hit, helping to reduce year-over-year expenses. All full-time employees participated in salary reductions for the final two months of the fiscal year, including a negotiated 20 percent reduction in musician salaries, and 194 part-time events staff members were put on hiatus when performances were paused in March. These measures helped to mitigate some of the year’s revenue losses and the contractual wage increases that were enacted at the beginning of the fiscal year.

EARNED REVENUE

In the first half of the year, the Orchestra performed 89 ticketed concerts and held 35 rental events at Orchestra Hall. In the wake of the pandemic, the organization was forced to cancel 52 ticketed concerts and 19 rental events (sixteen outdoor concerts were later added to the August calendar and performed for free), which led to a nearly $3 million decline in ticket, concession and rental revenue over the prior year.

As in-person concerts came to a halt, the Orchestra ramped up its digital engagement, identifying new ways to connect with audiences, resulting in growing social media audiences and engagement.

CONTRIBUTED REVENUE

Philanthropic giving remains a cornerstone of the Orchestra’s success, despite the challenges of the pandemic. A $550,000 decrease in year-over-year total contributions is due to the COVID-forced cancellation of the 2020 Symphony Ball and a decline in corporate funding. However, the generous individual donor community increased their annual fund giving to $5 million in Fiscal 2020, an increase of nearly $400,000 from the prior year. Generous support from the donor community continues to power the organization forward in Fiscal 2021.

ANNUAL GUARANTY FUND CONTRIBUTIONS FROM INDIVIDUAL DONORS

“I can’t think of a better way to ‘gift’ our community at this oh-so-difficult time than with livestream and on-demand music from our world-class Orchestra!”

—GUARANTY FUND DONOR
Thank you for your generous support!

We are grateful to the following individuals, and to the nearly 10,000 donors whose Guaranty Fund gifts help sustain the Minnesota Orchestra each year.

**PARTNER WITH A SECTION**

Anonymous, Clarinet section
Trudi Anderson and Joseph Green, Librarians
Cy and Paula DeCosse Fund of The Minneapolis Foundation, Flute and Piccolo section
Martha Head, Trumpet section
Al and Kathy Lenzmeier, First Violin section
Nancy and John Lindahl, Bass section
Marilyn Carlson Nelson, Second Violin section
Dr. Jennine and John Speier, Cello section
Margaret VB Wurtelle, Oboe section

**PRESIDENT’S CIRCLE**

$50,000 and above
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E. Tim Carl
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Karri and Mark Copman
Jill and Jonathan Eisenberg
Effmann Family Fund
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Laurie and Ed Greeno
The Gerald and Patrice Halbach Charitable Fund

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Family Foundation
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Dr. Ralph and Jodi Chu
Dorothy J. Horns and Jon and Beverly Holt

**$7,500 – $9,999**
Anonymous (1)
Margaret VB Wurtelle

**MAESTRO’S CIRCLE**

$7,500 – $9,999
Anonymous (1)
Tim Geoffrion

$5,000 – $7,499
Anonymous (1)

$2,500 – $4,999
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Suzanne Ammerman
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Karen Baker
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Allen and Andrea Barnard
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Carl and Joan Behr
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Michael J. Blum and Abigail Rose
Tyro and Delia Bujold
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Estelle Winiecki
Arlan and Andrea Winikoff
Roma Witzig
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Doris Engibous

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Adele and Richard Evidon
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Charles Geyer
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Don and Marilyn Grundeman
Rosane and Stephen Gudeman
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Timothy J. Hallett
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Daryle Hamlin
Dale Hammerschmidt and Mary Arneson
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Dr. Jordica C. Hansen
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Mabel Huber
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Melissa and Clifton Hull
John and Pam Humphrey
Norma Rae Hunt and
Garth C. Schumacher
Catherine Hunter
Coralie Hunter
Margaret Hunter and Doug Wallace
Robert Hussey and Jennifer Collins
Warren and Mary Ibele
Robert J. Ingram
Mona J. Innan
Guillermo Iriarri
Russell and Martha Isbrandt
Akshy Iyengar
Aaron and Becka Janse
Phillip Jenkins
Katie and Stefan Johannson
Ardis Johnson
Guy and Jean Johnson
Kay and Ray Johnson
Kristin A. Johnson
Lavone I. Johnson
Margaret Johnson
Mark S. Johnson
Nicole Johnson
Peggy and Frank Johnson
Richard Johnson
Robert Johnson*
Virginia and Roger Johnson
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$20,000 – $49,999

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$10,000 – $19,999

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$5,000 – $9,999

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$1,000 – $4,999

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“The circumstances of life in 2020 are so unusual, and I am so grateful that the Orchestra is doing everything that we can do to be present and to perform. I’m proud to be part of an institution that is finding ways to live out its mission in a really hard circumstance. It will help hold us all through until the time when we can be back together in Orchestra Hall.”

—ACTING ASSOCIATE PRINCIPAL BASS KATHRYN NETTLEMAN