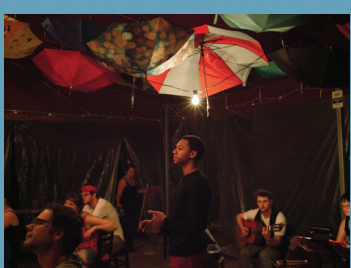




HANGAR
THEATRE



HANGARTHEATRE.ORG

2013 ANNUAL REPORT

Mission

The Hangar Theatre is committed to providing exceptional theatre experiences of high professional quality to enrich, enlighten, educate, and entertain the diverse audience in the Finger Lakes region. Strong education and training programs are central parts of our commitment to the local and national artistic communities.

Core Values

We create theatre for our stage, our community, and our time to engage people of all ages and backgrounds.

We believe that the shared experience of an audience is of great value to the individual and creates a more vital community.

We are committed to championing great art to awaken a passion for live theatre and to deepen the understanding of the human experience.

We believe that our programs help children learn to collaborate, communicate, and create. We make a commitment to youth programming and arts education, including using theatre as a tool to teach.

We nurture young and emerging artists through experience, mentoring, challenge, and support.

We ensure the theatre's future by making sound financial decisions in support of our artistic and educational programming.

From the President and the Board of Trustees

For an organization to remain healthy, regardless of the internal and external environment, it must periodically take a hard look at its mission, vision, and core values to ensure the relevancy and financial stability of that organization. To that end, the Board of Trustees held a retreat in February 2013 to begin the process of creating a long-range plan — a blueprint for the next 3 – 5 years with artistic excellence at the center of the plan. Over a year of work has resulted in a plan that emphasizes artistic innovation, the best professional standards, and the highest quality experience for all who participate.

Our audiences and patrons are essential to our success, and we want to actively engage each one of you in our work so that your passion for live theatre continues to grow. We also believe that one of our primary responsibilities is to inspire future artists and audiences by providing the resources for children, teachers, and life-long learners to experience and practice the art of theatre.

These core values saw us through one of the Hangar Theatre's most challenging seasons in our 40-year history. In spite of the damaging flood of 2013 and the need to respond to a new economic environment, we remained true to our continued investment in the artistic product. Even with extensive cost control, we were able to produce the season that we originally planned, and the audience enjoyed an extraordinary range of plays that showcased the Hangar's great artistic vision and depth of artistic talent. We emerged from 2013 with a balanced budget and a renewed commitment to our artistic mission.

The ongoing dedication and commitment of the Hangar Board of Trustees has been crucial to seeing the Hangar through this year. The Board is an exceptional group, and I am proud to serve among them. I would like to acknowledge Josh Friedman, who joined the Hangar at the end of 2012, and our new artistic director Jen Waldman for their contributions, which have steadily strengthened the Hangar artistically and institutionally. They lead an incredible staff and team of supremely gifted artists.

I close with a heartfelt thanks to all our loyal subscribers and patrons and our generous donors. Your support is the reason the Hangar is here, offering extraordinary educational experiences and entering a 40th year of Mainstage programming, inspiring young and old alike with the magic of live theatre.



Shelley Semmler

President

Hangar Board of Trustees

“Everything flows, nothing stands still” is a quote attributed to the Greek philosopher Heraclitus of Ephesus, known for his doctrine of change being central to the universe. We often think that constant change is something new, an aspect of modern life that we’ve come to embrace and perhaps consider as one of the few things we can count on, but this is a very old concept, as old as theatre and storytelling.

In 2010, when the Hangar was just completing the renovation of the building, Robert Lynch, president of Americans for the Arts, announced that over the next year, 10,000 arts organizations would close. The realities of the economic downturn were beginning to hit hard, and the Hangar was not immune to the trends. In 2011 and 2012, the Hangar endured losses totaling more than \$180,000 and was in danger of becoming a statistic. We knew that change was inevitable and that to survive in the new economic reality meant that we needed a structural rebalance.

2013 was a year of transition at the Hangar with changes to programming and artistic leadership, incentives to attract new audiences, and organizational restructuring. We are pleased to report that most of the change has been met with positive reaction from our patrons and supporters. While we were forced to cut the Mainstage season back from five to four plays, new efforts in marketing helped to achieve a 7% increase in average nightly attendance, and our Kiddstuff series enjoyed a 12% increase in overall attendance and a 180% increase in subscribers. We began a new subscription program for young professionals called the Hangar ACES, attracting 27 new subscribers. We conducted a national search for a new artistic director and, out of hundreds of qualified candidates, hired Jen Waldman, who brings a new level of creativity, resourcefulness, experience, and contacts to the organization. We spent much of the year working on a new long-range plan that will guide us through this transition, boldly looking at how we can proactively use our resources, talents, and treasure to ensure that the Hangar remains a thriving part of our community. We will publish this plan soon and look forward to sharing it with you.

A great theatre company must have appropriate revenue streams and cost structures in place to achieve superior performance and make a distinctive artistic impact over a long period of time. A great theatre also needs a board committed to being best in class, a staff of disciplined individuals dedicated to a single mission, an audience that thrives on live theatre, and generous donors who believe in our mission. The Hangar has all of these, which in 2013 let us produce a summer season of 13 productions with more than 25,000 people attending 95 performances; present concerts and community events for 17 days in the fall, serving more than 3,000 people; and provide space for local performing arts groups, nonprofits, and private parties. As this community’s largest performing arts group, we are proud of these accomplishments and fortunate to have such generous support.

We would like to express our appreciation for the outstanding leadership of Board President Shelley Semmler and the entire Board of Trustees. They are all special people who give of their time and resources to help make it possible for the Hangar to exist and thrive.



Josh Friedman and Jen Waldman

In addition, let us express our sincere gratitude to our thousands of subscribers, donors, and ticket buyers who came to the Hangar in 2013 to experience the magic of live theatre, which is only possible when actor and audience come together and engage in great storytelling. On behalf of the entire staff of the Hangar, we thank you.

Josh Friedman and Jen Waldman

2013 PROGRAMMING

Mainstage

Last of the Red Hot Lovers
Gypsy
4000 Miles
Clybourne Park

KIDDSTUFF

Pinkalicious the Musical
With Two Wings
A Year with Frog and Toad
James and the Giant Peach
The Wiz

The Wedge

Bodies
The Same Progeny of Evils
Artichoke Hearts:
A Fabulous Destiny
Hiding Like Elephants
("Cacher Comme Des Elephants")

Fall Cabaret

Back to the Garden,
The songs of Carole King,
Joni Mitchell, and Laura Nyro

The Burns Sisters Holiday Concert

Pilot Reading Series

The Stranger Plays: Brother Love
and the Strangest Thing
The Winstons
Family Play
Death & Venice

Education Programs

Next Generation Theatre Camp
Project 4
(Artists-in-the-Schools
Residencies)
School Tour, *We Carry the Dream*
Speak to Succeed
Spring Break-a-Leg Camp

Schools Served by Our Education Programs

Belle Sherman Elementary School
Beverly J. Martin Elementary School
Caroline Elementary School
Dryden Elementary School
Enfield Elementary School
Fall Creek Elementary School
Groton Elementary School
Lansing Elementary School
Newfield Elementary School
Northeast Elementary School
South Hill Elementary School
Trumansburg Elementary School



Audience members at *Back to the Garden*; *Last of the Red Hot Lovers* (Leenya Rideout, Jordan Gelber); KIDDSTUFF performance of *James and the Giant Peach* (Wood Van Meter, Natalie Walker); audience member at *We Carry the Dream* performance at Trumansburg Elementary School.

2013 SPONSORS

Partners In Flight

CFCU Community
Credit Union
Cayuga Radio Group

Partner In Education

Cornell University

Mainstage Premier Sponsors

Travis Hyde Properties
Tompkins Trust Company
Cayuga Medical Center
M & T Bank

Mainstage Associate Sponsors

Finger Lakes Radio Group
Family Medicine Associates
Ithaca Times
Holt Architects
C.S.P. Management

Kiddstuff Series Sponsors

Wegmans
Cayuga Radio Group
Ithaca Child

Pay What You Can Sponsors

Ithaca Bakery
Schlather, Stumbar,
Parks & Salk, LLP

Kiddstuff Show Sponsors

Alphabet Soup
Trader K's
Ithaca Community
Childcare Center
Buttermilk Falls Pediatrics
Northeast Pediatrics &
Adolescent Medicine

Education Program Sponsors

Therm, Incorporated
Drs. Richards &
Mccutcheon Dentistry
Target
The Strebel Foundation for
Community Enrichment of
The Community
Foundation

Charades Premier Sponsor

Serendipity Full
Service Catering

Charades Team Sponsors

CFCU Community
Credit Union
Tompkins Trust Company
Travis Hyde Properties
Warren Real Estate

CabarETC Sponsors

Ehrhart Propane & Oil
Murphy-Ainslie Group at
Wells Fargo Advisors

Hospitality Sponsor

La Tourelle Resort and Spa

Supporting Sponsors

Bridges Cornell Heights
Ciaschi Dietershagen Little
Mickelson &
Company, LLP
Diane's Downtown
Automotive

Dryden Mutual
Insurance Company
Harris Beach PLLC
Island Health & Fitness
Ithaca Journal
Ithaca-Tompkins
Regional Airport

Longview, an Ithacare
Community
Mastercraft Custom Framing
& Fine Art
Miller Mayer LLP
P.W. Wood & Son
Rachel Philipson
Photography & Design

Sheldrake Point Winery
Swarthout Coaches, Inc.
Tompkins Weekly
William Henry Miller Inn
WRVO
WSKG



4000 Miles (Robbie Tann, Susan Blommaert); *Gypsy* (Michele Ragusa, Wally Dunn, David Studwell); *Clybourne Park* (Edward O'Brien, Olivia Washington, Amy da Luz); *Last of the Red Hot Lovers* (Natalie Walker)

HANGAR THEATRE

2013 BOARD OF TRUSTEES

President

Shelley S. Semmler

Vice President

Margaret Shackell

Treasurer

Paul Kirk

Secretary

Judith Pastel

Past President

Ann Costello

Emeritus

Andrea Fleck Clardy
Roy Dexheimer
David G. Flinn
Linda Mack
Tom Niederkorn

Honorary Member

Martha (Marty) Allee

Trustees

Robert D. Bloom
Diana Brinckman
Janna Burch
Jessica Casey
Randy Ehrenberg
Mary Kane
Susan J. Kaplan
Sally McConnell-Ginet
Jennifer Gunn
Kathryn Pearce
Michael Pliss
Jacqueline K. Powers
Marjory Rinaldo-Lee
Carolyn W. Sampson
Deborah J. Schmidle
Rebecca Schwed
Arno Selco
Laurel Southard
George W. Taber
Jamie Wells
Stephen Yale-Loehr
Jeanne Yarussi

Johnson Board Fellows

Divjyot Singh
Marcus Welles

STAFF

Leadership

Joshua Friedman,
Managing Director

Jennifer Waldman,
Artistic Director

Stephanie Yankwitt*,
Acting Artistic Director

Artistic

Jesse Bush,
Associate Artistic Director/
Head of Education

Production

Adam Zonder,
Production Manager/
Executive Technical
Director

Business and Administration

Jennifer D. Anderson,
Business Director

Jaime Wolffe,
Audience Services Manager

Denise McEnerney,
Assistant to the
Business Director

Madeline Spencer,
House Manager

Jen Hopkins,
Concessions Manager

Marketing and Development

Sharon Marmora*,
Director of Marketing
and Communications

Nancy Szary,
Development Associate

Rachel Philipson,
Photography and
Graphic Design

Interns

Gregory Carter
Alyssa DeAlessandro
Yukino Kondo
Alyssa Stoeckl

**Thank you to our colleagues
who moved on during 2013*



We Carry the Dream performance at Trumansburg Elementary School; 2013 Spring Break-a-Leg performance; Project 4 at Caroline Elementary School; CabarETC performance Back to the Garden.

In 2013,

we did some incredible work:

Community Relations

Supplied Hangar subscriptions as prizes to encourage donations to Family and Children's Services, which increased its support for the Therapeutic Toy Drive by **63%**, bringing in over **\$1,100** in new gifts.

Helped the Food Bank of the Southern Tier to raise nearly **\$1,000** and **272** pounds of food during the Burns Sisters Holiday Concert.

Provided a home for the Actors Workshop, Civic Ensemble Theatre, and Theatre Incognita to perform.

Financial

Boosted season earned income by **\$21,000**, even with one less play than 2012.

Made some difficult decisions and sacrifices, cutting over **\$134,000** in expenses over the previous year, including through staff furloughs and layoffs.

Ended the year with a balanced budget and paid down some accumulated debt to achieve an overall increase in Net Income of over **\$263,000** compared with 2012.

Institutional Advancement

Hosted donor engagement events including a Behind the Scenes Party and Tour, Insider Event, Working Rehearsal, and the Season Opening Night Reception.

Increased grant income by **28%** or **\$18,053** from the prior year.

Realized a **13.8%** increase in overall cash sponsorship income for a gain of **\$20,250**, led by increases from our largest sponsors including CFCU Community Credit Union, Cayuga Radio Group, Tompkins Trust Company, CSP Management, Wegmans, and Family Medicine Associates.

Audience Development

Promoted compelling subscription benefits for KIDDSTUFF, including access to a demand seating section within the General Admission house.

Created the Hangar ACES young professional subscription and sold **27** memberships in our first year.

Published an 80-page playbill in magazine format to promote the season and educate constituents about our programs, staff, and sponsors.

On Stage

Presented two regional premieres: *4000 Miles* and *Clybourne Park*.

Took new looks at two classic American plays: *Last of the Red Hot Lovers* and *Gypsy*.

Saw average Mainstage attendance increase from 65% in 2012 to **72%** in 2013. Two shows played at or above 83% capacity.

Increased KIDDSTUFF attendance **12%** and KIDDSTUFF subscriptions 180% compared with 2012.

We asked the staff to share some of what they felt were their proudest accomplishments in 2013. Here's what they told us:

"I was proud to have safely removed all patrons from a flooding theatre as calmly and professionally as possible with the help of other staff members."

"I organized and updated the information on our website regarding internships, creating a universal internship application for the various departments, as well as a system to process, distribute, and track applications."

"I am proud of choosing and producing the KIDDSTUFF season."

"I was able to attract and book the Burns Sisters concert and helped to get a sponsorship for the concert."

"I am proud to have a better understanding of the organization and like to be involved in our events and have patrons know who I am."

"I successfully expanded the technical apprentice program."

"I established and supervised a seasonal Front of House staff that worked well as a team and provided excellent front line customer service."

FINANCIALS

Statement of Financial Position as of December 31, 2013*

ASSETS

Assets

Cash and Cash Equivalents	\$30,000
Pledges Receivable (net)	\$247,189
Other Receivables	\$53,336
Prepaid Expenses and Inventory	\$6,355
Capital Reserve Fund	\$30,000
Security Deposits	\$7,648
Fixed Assets (net)	\$2,995,924
Due from Other Funds	\$132,203
Endowment Funds	\$85,282
Total Assets	\$3,587,937

LIABILITIES & EQUITY

LIABILITIES

Accounts Payable	\$30,590
Accrued Expenses	\$180,497
Due to Capital Reserve Fund	\$30,000
Due to Other Funds	\$132,203
Loans Payable	\$584,427
Total Liabilities	\$957,717

EQUITY

Retained Earnings	\$2,511,331
Net income	\$118,890
Total Equity	\$2,630,221

Total Liabilities and Equity	\$3,587,937
-------------------------------------	--------------------

*all numbers are prior to 2013 audit

FINANCIALS

Statement of Activities

for year ending December 31, 2013
(with comparison to 2011 and 2012)

	FY 2011	FY 2012	FY 2013* (not audited)
REVENUE			
EARNED REVENUE			
Subscriptions	\$174,995	\$187,271	\$175,757
Single/Group Tickets	\$322,847	\$269,769	\$223,301
Advertising/Concessions/Rentals/Other	\$92,974	\$161,931	\$190,338
Hangar Lab Company/Professional Training	\$94,450	\$27,450	\$99,298
KIDDSTUFF/Classes/NextGen/ Project 4 - Artists in the Schools	\$127,012	\$184,672	\$129,644
Ithaca City School District Performing Arts Center Management Contract	\$68,000	\$69,660	**
TOTAL EARNED REVENUE	\$880,278	\$900,753	\$818,339
CONTRIBUTED REVENUE			
Government	\$59,469	\$46,883	\$49,196
Grants and Foundations	\$42,000	\$18,450	\$34,190
Corporate/Sponsorships	\$113,633	\$197,600	\$201,350
Fundraising Events (Net)	\$30,699	\$21,026	\$22,819
Individuals - Board and Staff	\$44,268	\$51,052	\$51,403
Individuals - Other	\$141,212	\$200,438	\$142,689
TOTAL CONTRIBUTED REVENUE	\$431,281	\$535,449	\$501,647
TOTAL REVENUE	\$1,311,559	\$1,436,202	\$1,319,986
EXPENSES			
ARTISTIC EXPENSES			
Production Materials & Supplies, Audition/Recruitment Directors/Designers/Actors/ Production Personnel	\$367,208	\$324,204	\$248,580
Housing and Auto	\$103,278	\$68,102	\$52,402
Royalties and Scripts	\$51,856	\$50,712	\$41,101
TOTAL ARTISTIC EXPENSES	\$609,926	\$557,318	\$431,063
ADMINISTRATIVE EXPENSES			
Marketing/Public Relations/Printing/Postage	\$88,367	\$162,550	\$136,460
Office Expense/Credit Card/ Bank Charges/Insurance	\$96,885	\$111,085	\$134,829
Rent and Facilities Expense	\$66,429	\$69,167	\$96,558
Staff Compensation/ Professional Fees/Staff Development	\$582,191	\$584,843	\$520,278
TOTAL ADMINISTRATIVE EXPENSES	\$833,872	\$927,645	\$888,125
TOTAL EXPENSES	\$1,443,798	\$1,484,963	\$1,319,188
CHANGE IN NET OPERATING ASSETS	\$(132,240)	\$(48,761)	\$798

*2011 and 2012 Mainstage seasons featured five productions, while 2013 featured four productions.

**Contract with the Ithaca City School District ended in 2012.

ENRICH, ENLIGHTEN, EDUCATE, AND ENTERTAIN

The Hangar Theatre is a member of Theatre Communications Group (TCG), the national organization for the American theatre.



The Hangar Theatre is grateful to receive support from



State of the Arts



Acting Out, Team Charades Challenge Fund Raiser:
Rebecca Gibel from the Red Hot Lovers Team

Photos, design and layout by Rachel Philipson.

Front Cover Photographs: *4000 Miles* (Susan Blommaert, Robbie Tann), *A Year with Frog and Toad* (Olivia Washington, Eric Dann, Eliza Martin, James Edwards), *James and the Giant Peach* (Coleman Hemsath), *Gypsy* (Michele Ragusa), *With Two Wings* (DeRon Horton), *Last of the Red Hot Lovers* (Natalie Walker, Jordan Gelber), *Pinkalicious the Musical* (Maryn Shaw), *Hiding Like Elephants* (Jeremiah Light, Heather Baisley, Eliza Martin), *Artichoke Hearts: A Fabulous Destiny* (DeRon Horton), *The Wiz* (Jewell Payne), *Clybourne Park* (Amy da Luz, Jesse Bush, Jeremy Ellison-Gladstone, Kullan Edberg, John Bolton, Olivia Washington, Edward O'Brien).