

Celebrating **40** Seasons
HANGAR
THEATRE



HANGARTHEATRE.ORG

2014 ANNUAL REPORT

MISSION

The Center for the Arts at Ithaca, Inc., d.b.a. the Hangar Theatre, is committed to providing exceptional theatre experiences of high professional quality to enrich, enlighten, educate, and entertain the diverse audiences in the Finger Lakes region. Strong education and training programs are central parts of our commitment to the local and national artistic communities.

VISION

The Hangar Theatre produces world-class theatre offering plays and musicals, revivals, and new works that reflect the diversity of our region. A Hangar production is synonymous with artistic excellence. Our work leaves an impact and has a strong presence locally, nationally, and online.

We support and enhance the Ithaca arts community by using our building as a community arts space, bringing a diverse group of people into our theatre to experience arts of all kinds.

We develop the next generation of theatre goers and arts lovers by creating a culture of arts engagement.

We are the flagship theatre of the Finger Lakes region, paving the way for other arts organizations to flourish with our support.

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

I'm proud to say I've been a subscriber since the Hangar Theatre opened 40 years ago. So for our 40th season, I want to pay grateful tribute to this special place.

In May 2013, I was fortunate to travel to Turkey with other Ithacans on a trip organized by the Chamber of Commerce. The highlight was a visit to the famous ruins of Ephesus, an important cultural center of the ancient world. Our group of about 40 met up in the Great Theatre, a 24,000-seat amphitheater, and were treated to one of our travel mates reciting Helena's monologue from *All's Well That Ends Well*.

As I stood in that amphitheater, surrounded by the sound and magnitude of the space, it struck me at a very deep level that from the beginning of civilization, theatre has helped us discover and understand ourselves and our relationship with the world, with others, and dare I say God (or the gods). Unlike any other art, theatre puts its total, intense focus on the human being—his or her existence and relationship with life. It is human nature to need to examine who we are in relationship with where we are. Consequently, basic elements of theatre and drama exist in every society. The theatre arts engage a person in positive discovery and expression of the self.

The Hangar's extraordinary productions and educational outreach have extended my admiration for our human condition. In the guise of entertainment, they have embraced thousands of my friends and neighbors in the common quest of wondering just who we are, and even why we are. It is not an exaggeration to claim that the Hangar Theatre, along with other arts organizations in our region, has established a unique moral compass for all of us.

Thank you for being one of those people who believes that theatre matters. What we experience at the Hangar influences the way we think and feel about our lives. Let's keep it that way!



Shelley Semmler
President
Hangar Board of Trustees

Reprinted from 2014 Playbill Magazine

LETTER FROM THE ARTISTIC DIRECTOR



When I began the selection process for our 40th anniversary Mainstage season, the stack of plays on my desk was literally several hundred high. How to narrow down the contenders? First and foremost, the season had to be in alignment with our commitment to maintaining the highest artistic quality possible. Secondly, it needed to reflect the rebalancing for sustainability goals the Hangar had outlined in our 2013-2018 Long-Range Plan. To meet that challenge for our 2014 Mainstage season, I set four artistic goals. We would focus on plays that:

- would be enhanced by being presented in our thrust space, with audience members sitting on three sides
- allow the scenic elements to transform the space completely
- provide each actor with a “tour de force” moment
- require a diverse company of actors

With those goals in mind, I selected *Red*, *Around the World in 80 Days*, *Little Shop of Horrors*, and *Other Desert Cities*. The plays carried our audience members to the interior of Mark Rothko’s art studio at 222 Bowery, the Victorian world of Jules Verne (and a journey from London to India to Hong Kong to New York), Mushnik’s Flower Shop down on Skid Row, and the modern Palm Springs living room of the Wyeth family. From the exhilarating explosions of David Studwell’s Mark Rothko in *Red*, to the madcap hilarity of Michael DiLiberto’s Detective Fix in *Around the World in 80 Days*, to the powerhouse vocals of Jennifer Theriot as Crystal singing “Downtown” in *Little Shop of Horrors*, to the searing and heartbreaking performance of Susan Cella as the matriarch in *Other Desert Cities*, each of the 21 actors in our 2014 season had the opportunity to sink his or her teeth into a beautifully crafted role. The tremendous actors who shared their gifts with us in these plays represented seven racial backgrounds and three generations.

We achieved artistic success in 2014 by fulfilling the mandates of the Hangar’s mission. We ENRICHED the local community by providing excellent productions of our four Mainstage plays. We ENLIGHTENED our audience by tackling themes of art, ambition, success, morality, and loyalty. We EDUCATED by offering pre-show Prologue discussions, post-show talk backs with the casts and creative teams, and thoughtfully written articles in our *Playbill Magazine*. And we ENTERTAINED with lots and lots of laughter.

Our Hangar Lab Company had quite a successful season as well. In an effort to keep the artistic quality as high as possible both on and off the stage, the program was entirely revamped. We refocused our efforts on providing these young artists with the absolute best training possible in the classroom and offering the most challenging and fulfilling performance experiences in our Kiddstuff and Wedge seasons, with each Lab Company member having at least one (and, in most cases, more than one) principal role. The changes were an overwhelming success, with 2014 Lab Company members calling the program “life-changing,” “extraordinary,” “invaluable,” and “the single greatest decision I have made for my professional career so far.”

Thank you for being part of the community that ensured we had the resources and support to bring our 40th anniversary season to life.

A handwritten signature in white ink that reads "Jen Wildman". The signature is fluid and cursive, with a long, sweeping underline that extends down the left side of the page.

LETTER FROM THE MANAGING DIRECTOR



40TH ANNIVERSARY SEASON

In 2014 we celebrated our 40th consecutive season producing great theatre in the “old hangar.” We highlighted our rich history in our Playbill Magazine and honored our founders at the season kick-off reception. We dedicated this season to the thousands of people who have contributed their talents, time, and resources to the Hangar, including the professionals and students who have enriched our lives with great performances. We are grateful that they have paved the way for future generations to have access to this rich community resource.

In last year’s annual report, I focused on change and how the Hangar, like many of our colleagues in the performing arts, faced great challenges in the wake of the economic downturn and in the rise of competition for leisure time. This year I’m pleased to share some of the exciting work that happened at the Hangar in 2014 as we respond to industry changes and new economic realities.

REBALANCING FOR SUSTAINABILITY

In 2014, we really dug into the work we laid out in the Hangar’s 2013–2018 Long Range Plan, and we are seeing terrific progress toward our stated goals:

- We have just completed an extensive staff restructuring to better serve current needs and increase capacity and efficiency. We have redefined job responsibilities, cut costs, and created a staff position dedicated to our annual fund and patron stewardship.
- To increase community use of the facility, we have developed a partnership to present concerts by celebrated musicians with Dan Smalls Presents; we are collaborating with other performing arts companies, providing our space at deep discounts; and we’ve hosted fundraisers and events for non-profits including Food Bank

of the Southern Tier, Planned Parenthood, Cancer Resource Center of the Finger Lakes, SPCA of Tompkins County, Women’s Opportunity Center, AFP NY, Finger Lakes Chapter, Tompkins County Chamber of Commerce, and The Elisabeth Ann Clune Montessori School of Ithaca.

- We matched funding for a New York State Council on the Arts grant with individual contributions and purchased lighting and sound equipment, reducing future annual expenses.
- We integrated our marketing and fundraising software to better serve our customers, track sales, target market to specific groups, and process donations and thank-you letters. This software saves us hundreds of hours of data entry.
- We ended our fiscal year with an operating surplus and over the past two years have paid down over half of our accumulated debt as we work toward our goal to effectively capitalize all aspects of the organization, setting the stage for long-term stability.

ENHANCING OUR ARTISTIC AND EDUCATION PROGRAMMING

As our organization changes, we remain focused on providing a high quality, world-class theatrical experience. The feedback from our community has been overwhelmingly positive this year. In an end-of-the-year survey, we heard from many patrons expressing high satisfaction with the artistic product and the experience of attending the Hangar.

Even as we focus on the past year’s efforts, I want to share four exciting plans we’re working on for the next three years:

- We plan to restore our summer season to five Mainstage productions in 2016.

- We are working to add a large-scale holiday show in 2017, incorporating many of our talented local actors and children who study with us in our Next Generation School of Theatre. This production has the potential to generate substantial economic activity in our community while providing Ithacans and visitors an annual holiday theatre tradition.
- We aim to increase arts education programming to include middle and high school students so that students have at least one Hangar experience in each level of school.
- In partnership with one or more local colleges, we want to bring students and professionals together to create smart, challenging, and thoughtful productions for young audiences with school field trip opportunities and weekend family performances.

With your help, we look forward to a future of continued artistic achievement, local and national impact, innovative educational services for all ages, and long-term institutional sustainability.



2013 – 2018 LONG-RANGE PLAN OBJECTIVES

ARTISTIC PRIORITIES

1. Ensure that the artistic product that we produce is always the highest quality possible.
2. Utilize the Center for the Arts at Ithaca as a community arts center for theatre we produce and present, and as a venue for other companies and individuals to program arts and other events.
3. Develop and grow collaborative and mutually beneficial strategic partnerships.

EDUCATION PROGRAM PRIORITIES

1. Increase attention and focus on existing programs and services to maximize impact.
2. Provide the Ithaca and surrounding school districts with opportunities for quality arts education programs at the middle and high school levels.

ORGANIZATIONAL PRIORITIES

1. Evaluate and make changes to staff and staffing structure in order to better serve current needs and increase capacity and efficiency.
2. Continue to strengthen the Board of Trustees to best serve the current and future needs of the organization.

INSTITUTIONAL ADVANCEMENT PRIORITIES

1. Increase and improve patron engagement by integrating our marketing and development efforts.
2. Strengthen brand recognition for both the Center for the Arts at Ithaca as a venue and the Hangar Theatre as an organization.
3. Continue to grow contributed income toward reaching a balance with earned revenue to better support the artistic product.
4. Capitalize on the rich history and success of the Hangar’s professional training programs by engaging alumni and encouraging participation.

FACILITIES AND PHYSICAL PLANT PRIORITIES

1. Maintain the facility renovations to protect the investment.
2. Develop a long-range plan for facility needs including guest artist housing, office space, rehearsal space, and education program space.

FINANCIAL AND ADMINISTRATIVE PRIORITIES

1. Ensure the long-term fiscal health of the Hangar by evaluating and improving ongoing fiscal policy.
2. Fundraise to provide necessary resources to support the Hangar Theatre 2013–2018 Long-Range Plan objectives.

2014 PROGRAMMING

MAINSTAGE

RED
Around the World in 80 Days
Little Shop of Horrors
Other Desert Cities

KIDDSTUFF

Yo, Vikings!
Bunnacula
Hare and Tortoise
The Little Prince
The Pirates of Penzance, Jr.

THE WEDGE

This Property is Condemned
Oedipus
The Grind, or How We
Became Posthuman
The Map of Lost Things

FALL CABARETC

Back to the Garden
The Burns Sisters Holiday Concert
& CD Pre-Release

HANGAR EVENTS

Hangar Aces Red Event Fundraiser
Hangar Hits the Runway:
Jane Morgan's Little House Trunk
Show
Theatre Magic: A Behind-the-Scenes
Party and Tour
Insider Event: Donor Appreciation Event
2014 Mainstage Season Launch Party
Working Rehearsal:
Director's Circle Event
Acting Out on the Hangar Stage:
Community Game of Charades
Board Holiday Party

PROFESSIONAL TRAINING PROGRAMS

Design Fellowship Program
Hangar Directing Program of the
Drama League Directors Project
Lab Company

EDUCATION PROGRAMS

Next Generation School of Theatre
Project 4: Artists in the Schools
Spring Break-a-Leg

SCHOOLS SERVED BY HANGAR EDUCATION PROGRAMS

Belle Sherman Elementary School
Beverly J. Martin Elementary School
Caroline Elementary School
Cayuga Heights Elementary School
Enfield Elementary School
Fall Creek Elementary School
Newfield Elementary School
Northeast Elementary School
South Hill Elementary School

2014 RENTALS, CONCERTS, AND COMMUNITY EVENTS

The Actor's Workshop of Ithaca:
Love, Loss, and What I Wore

Cancer Resource Center of the Finger
Lakes: *That 70's Benefit Show*

Cornell University Samuel Curtis
Johnson Graduate School of
Management: *Destination Johnson*
Social Event

Dan Small Presents:
The Bad Plus
Cowboy Junkies
George Winston
Gunpoets
Leon Russell
Richard Thompson
Suzanne Vega

Elizabeth Ann Clune Montessori School
of Ithaca: *Family Fun Fest*

Habitat for Humanity of Tompkins and
Cortland Counties: *Raise the Roof*
Fundraiser

Hope College Wind Ensemble

Ithaca Shakespeare Company:
The Tempest

Joe Crookston: CD Release Party

Megan Shull: Book Signing - A Super
Sweet Awesome Really
Special Evening

SPCA of Tompkins County Film
Screening: "Redemption:
The No Kill Revolution in America"

Temple Tikun v'Or:
High Holiday Celebration

Theatre Incognita:
Romeo & Juliet and *Our Town*

Tompkins County Chamber of
Commerce: Jean McPheeters
Retirement Celebration

Vitamin L: *25th Birthday Concert*

Wegmans Employee Speaking
Engagement: Dorothy Cotton
Inspirational Lecture

2014 SPONSORS

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Credit Union

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2014 GRANTS AND FOUNDATION SUPPORT

Erin Aljoe Schlather
Dedicated Memorial Fund
of the Community
Foundation of Tompkins
County
The Hess Legacy Fund of
the Community Foundation
of Tompkins County
JM McDonald Foundation
Legacy Foundation
New York State Council
on the Arts (NYSCA)
Park Foundation
The Richenthal Foundation

The Shelley Semmler Fund
of the Community
Foundation of Tompkins
County
The Shubert Foundation
The Strebel Fund for
Community Enrichment of
the Community Foundation
of Tompkins County
Theatre Communications
Group (TCG)
Tompkins County Chamber
of Commerce

Tompkins County Tourism
Program and the
Community Arts
Partnership
The Vector Magnetics Fund
of the Community
Foundation of Tompkins
County

2014 HANGAR THEATRE

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STAFF

Leadership

Joshua Friedman, Managing Director

Jennifer Waldman, Artistic Director

Artistic

Jesse Bush*, Associate Artistic Director/
Head of Education

Business and Administration

Jennifer D. Anderson, Business Director

Denise McEnerney, Business Assistant
and Office Manager

Madeline Spencer*, House Manager

Jaime Wolffe*, Audience Services
Manager

Education

Helen T. Clark, Education and
Community Engagement Manager

Marketing and Development

Rachel Philipson, Photography and
Graphic Design

Abigail Scaduto, Annual Fund Manager

Alyssa Stoeckl, Marketing Manager

Nancy Szary, Development Associate

Production

Adam Zonder, Production

Manager/Executive Technical Director

**Thank you to our colleagues who moved on during 2014*

2014 HIGHLIGHTS

Hosted the first international Drama League Director

Partnered with Dan Smalls Presents to bring seven intimate concerts by celebrated performers to the Hangar stage

Moved the Wedge series to the Hangar Tent where each performance had record attendance with standing room only

Presented the regional premiere of *Other Desert Cities*

Provided a home for Ithaca Shakespeare Company, Vitamin L, Theatre Incognita, and Actor's Workshop of Ithaca productions

Secured grants for equipment purchases, professional training, subsidizing Project 4, and general support, increasing grant income by 22% or \$18,735 from 2013

Provided over \$11,000 in scholarships to students and emerging professionals in our education programs

Hangar Aces membership grew to 34. The Aces held their first Red Event, a fundraiser benefiting Hangar Professional Training Programs.



“ This was the single greatest decision I have made for my professional career so far. The Lab Company has given me the opportunity to push myself - both as an actor, and a person - to the greatest degree. I didn’t just learn about acting. I learned what it means to be an artist.”
– Anastas Varinos



“Hangar Lab is life-changing. It helped me discover who I am, on and off stage.”

– Stephen Emery

We received some touching testimonials from parents of Next Generation School of Theatre students this past summer. One mother whose daughter received a partial scholarship wrote to say, “Ivy had the time of her life this summer in the NextGen program, and because of it, she not only wants to continue to grow in musical theatre, but she is also inspired to excel in school. Thanks to you, and the entire staff, she has blossomed into a more confident young woman, and it is such a beautiful thing to see.”



We created the **Prologue**, a preshow discussion series led by our Drama League Directors, where audience members have the opportunity to engage in a conversation about the themes surrounding the production.

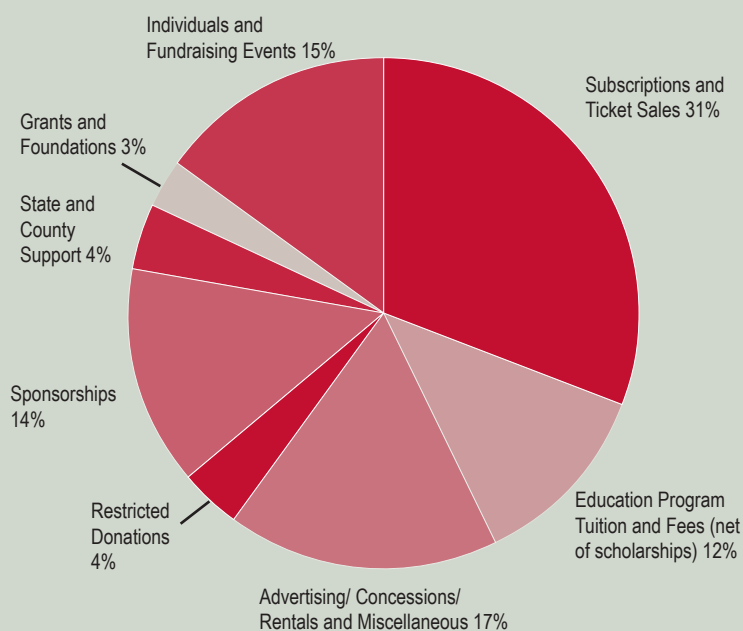


2014 FINANCIAL STATEMENT

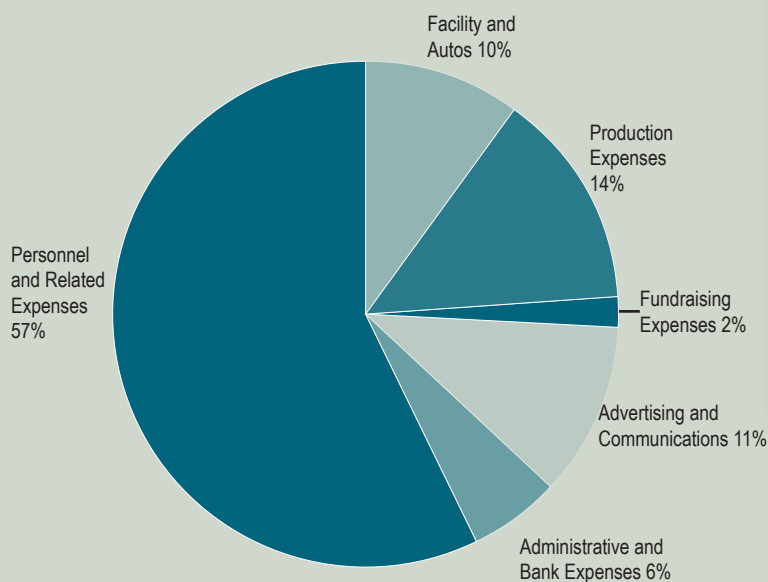
In 2014, our annual operations provided the Hangar a 2.4% surplus (\$34,000) before depreciation and audit adjustments. While we continued to see sluggish performance at the box office, increases in earned revenue from education programs, rentals, and concession sales helped achieve an overall increase of 5% over 2013 results. Contributed income grew by 6% in 2014 with increases in Grants and Foundation support as well as strong growth in individual contributions.

While our overall expenses grew slightly in 2014 with increases in Advertising, Box Office, and Payroll, we were able to capture savings in Administrative and Interest expense to keep the overall growth in expenses to under 3% of our annual budget.

OPERATION REVENUE



OPERATION EXPENSES



CENTER FOR THE ARTS AT ITHACA, INC. AUDITED STATEMENT OF FINANCIAL POSITION

ASSETS	2013	2012
Cash	\$ 20,620	\$ 26,676
Endowment Funds	85,282	85,244
Accounts Receivable	53,362	38,289
Pledges Receivable	255,123	341,336
Due from Other Funds	132,203	168,203
Inventories & Deposits	7,173	7,648
Prepaid Expenses	20,785	355
Equipment & Leasehold Improvements	2,883,667	2,989,056
TOTAL ASSETS	3,458,215	3,656,807
LIABILITIES		
Accounts Payable	\$ 61,797	\$ 114,475
Deferred Revenue	138,911	129,548
Due to Other Funds	132,203	168,203
Line of Credit Payable	170,414	204,261
Notes Payable	414,013	530,536
TOTAL LIABILITIES	917,338	1,147,023
NET ASSETS		
Unrestricted Assets	\$2,540,877	\$2,509,784
Restricted Assets	152,792	479,148
TOTAL NET ASSETS	2,540,877	2,509,784
TOTAL LIABILITIES & NET ASSETS	\$3,458,215	\$3,656,807

ENRICH, ENLIGHTEN, EDUCATE, AND ENTERTAIN



Cover photos *Red* (David Studwell, Paul-Emile Cendron), *Yo, Vikings!* (Kelsey Lake), *Bunnacula* (Anna DeBlasio, Anastas Varinos, Stephen Emery, Daniel Ghezzi, Mia Kang, Sara Matar, Lecil James), *Hare and Tortoise* (Anne Norland, Samuel Ellis), *Little Shop of Horrors* (Steve Pacek), *Other Desert Cities* (Susan Cella, Piper Goodeve, Greg Bostwick, Ryan Krause), *Pirates of Penzance, Jr.* (Next Generation campers), *The Little Prince* (Anna DeBlasio, Jake Scott-Hodes), *Around the World in 80 Days* (Claro Austria, Kevin Melendez, Michael DiLiberto, Mark Shanahan, Ajna Jainsinghoni)

Back cover Acting Out on the Hangar Stage (Jamie Wells, Bruce Warren, Kelly Jackson)

Photos and design by Rachel Philipson, compiled and edited by Abigail Scaduto.

#HANGARTHEATRE