

STRATEGIC BUSINESS PLAN HIGHLIGHTS (2025-2029)

MISSION

To make new theatre. Through commissions, development, and production, Thrown Stone empowers artists and audiences to engage with the pressing questions of our time.

VISION

To be a recognized center for new plays, highly desired by audiences and artists as a place to gather and grow.

RESIDENCY & COMMUNITY ENGAGEMENT

Thrown Stone's year-round residency at the **Crystal Theatre** in **South Norwalk** launches a new era of engagement, offering two annual mainstage productions, a new play festival, commissioned works, and developmental workshops. This strategic move deepens and diversifies our connection to the region and enhances Connecticut's cultural landscape.

STRATEGIC PILLARS

1. **Expand Programming.** A year-round offering, including two mainstage productions, a Short Play Festival, a commission, and a developmental workshop.
2. **Strengthen the Brand.** Collaborate with Norwalk's Economic Development Office, implement regional campaigns, and appoint dedicated roles to expand reach and foster community connections.
3. **Ensure Financial Sustainability.** Launch a five-year endowment campaign to raise \$1 million, secure grants, and cultivate a diverse donor base to build long-term stability.
4. **Enhance Organizational Capacity.** Invest in key roles, including an Audience Development Coordinator, Social Media Manager, and Development Director, to drive engagement and fundraising.
5. **Elevate Regional Impact.** Strengthen local partnerships, position Thrown Stone as a cultural anchor in Connecticut, and expand its reputation in the national new play development scene.

PROGRAM HIGHLIGHTS

- **Two Annual Mainstage Productions.**
- **Short Play Festival:** Showcases 10-minute plays from emerging and established voices.
- **Workshops:** Develop new works with collaborative input from actors, directors, and dramaturgs.
- **Commission:** An annual new play commission, with rights to further develop or produce.

MARKETING AND AUDIENCE DEVELOPMENT

- **Move to South Norwalk:** Expand Thrown Stone's audience base through a year-round presence.
- **Diverse Outreach:** Partner with local organizations to engage new audiences.
- **Digital Campaigns:** Collaborate with Norwalk Economic Development, WSHU Public Radio, and regional publications.
- **Streetlight Banners:** Achieve visibility in Norwalk's built environment.
- **Data-Driven Insights:** Surveys and feedback mechanisms to refine marketing strategies.

INTEGRATED OUTREACH & EDUCATION

- **Short Play Festival:** Teen and young adult session introduces emerging talent to professional theatre, nurturing a pipeline of future creators and patrons.
- **An Invitation to the Conversation:** Provides free tickets and transportation to underserved audiences, cultivating a diverse patron base.
- **Workforce Development:** Internships, crew positions, and casting opportunities support local talent and deepen community engagement.
- **Workshops & Talkbacks:** Audience-centric events encourage dialogue and a deeper understanding of the creative process.

SUPPORT AND PARTNERSHIP OPPORTUNITIES

- **Donation and Sponsorship:** Supports our productions, education, and community programs.
- **Board Leadership:** Strategic involvement in shaping Thrown Stone's direction and governance.
- **In-Kind Partnerships:** Resource-sharing opportunities to strengthen community ties.
- **Inaugurate our Endowment:** Build lasting financial foundation for our mission.

FINANCIAL PROJECTIONS

INCOME

	2025	2026	2027	2028	2029
Ticket Income					
Ticket Sales	\$ 68,621	\$ 100,483	\$ 83,032	\$ 91,335	\$ 100,469
Festival Income	16,700	17,535	18,412	19,332	20,299
Total Ticket Income	85,321	118,018	101,444	110,668	120,768
Concessions & Merchandise	2,000	2,200	2,420	2,662	2,928
Handling Fees	1,052	1,158	1,273	1,401	1,541
Interest & Endowment Income	2,500	17,421	28,410	38,984	50,248
Total Earned Income	90,873	138,797	133,547	153,714	175,485
Contributed Income					
Cash Donations	85,000	242,500	85,000	90,000	95,000
Cash Sponsorships	3,000	3,500	4,000	4,500	5,000
In-Kind Sponsorships	21,900	21,900	21,900	21,900	21,900
Grants & Foundations	185,000	195,000	220,000	240,000	265,000
Total Contributed Income	294,900	462,900	330,900	356,400	386,900
Total Revenue	385,773	601,697	464,447	510,114	562,385

EXPENDITURES

Employee Payroll	82,460	84,933	107,481	115,106	142,809
Outsourced Actor Payroll	41,915	44,173	45,498	46,863	48,269
1099 Payroll	101,262	108,600	112,858	117,243	121,761
Royalties	5,099	5,609	6,170	6,787	7,465
New Play Festival	12,300	12,915	13,561	14,239	14,951
New Play Commission	7,490	7,865	8,258	8,671	9,104
New Play Workshop	7,055	9,000	9,450	9,923	10,419
Production/Technical	59,950	62,475	65,599	68,879	72,323
Marketing	42,160	44,268	46,481	48,805	51,246
Occupancy	13,000	13,650	14,333	15,049	15,802
Administrative	7,375	7,744	8,131	8,537	8,964
Endowment Fundraising Costs	5,000	5,000	7,500	7,875	8,269
Co-Production*		162,500			
Total Expenditures	385,065	568,731	445,319	467,977	511,380

NET SURPLUS (DEFICIT)	\$ 708	\$ 32,966	\$ 19,128	\$ 42,138	\$ 51,004
------------------------------	---------------	------------------	------------------	------------------	------------------

*2026 Off-Broadway Co-production: Thrown Stone has been invited by The WP Theatre to co-produce the world premiere of Phanésia Pharel's *The Waterfall* Off-Broadway in 2023. This extraordinary opportunity has received a pledge of full funding by a private donor, and is reflected in the budget projections above.