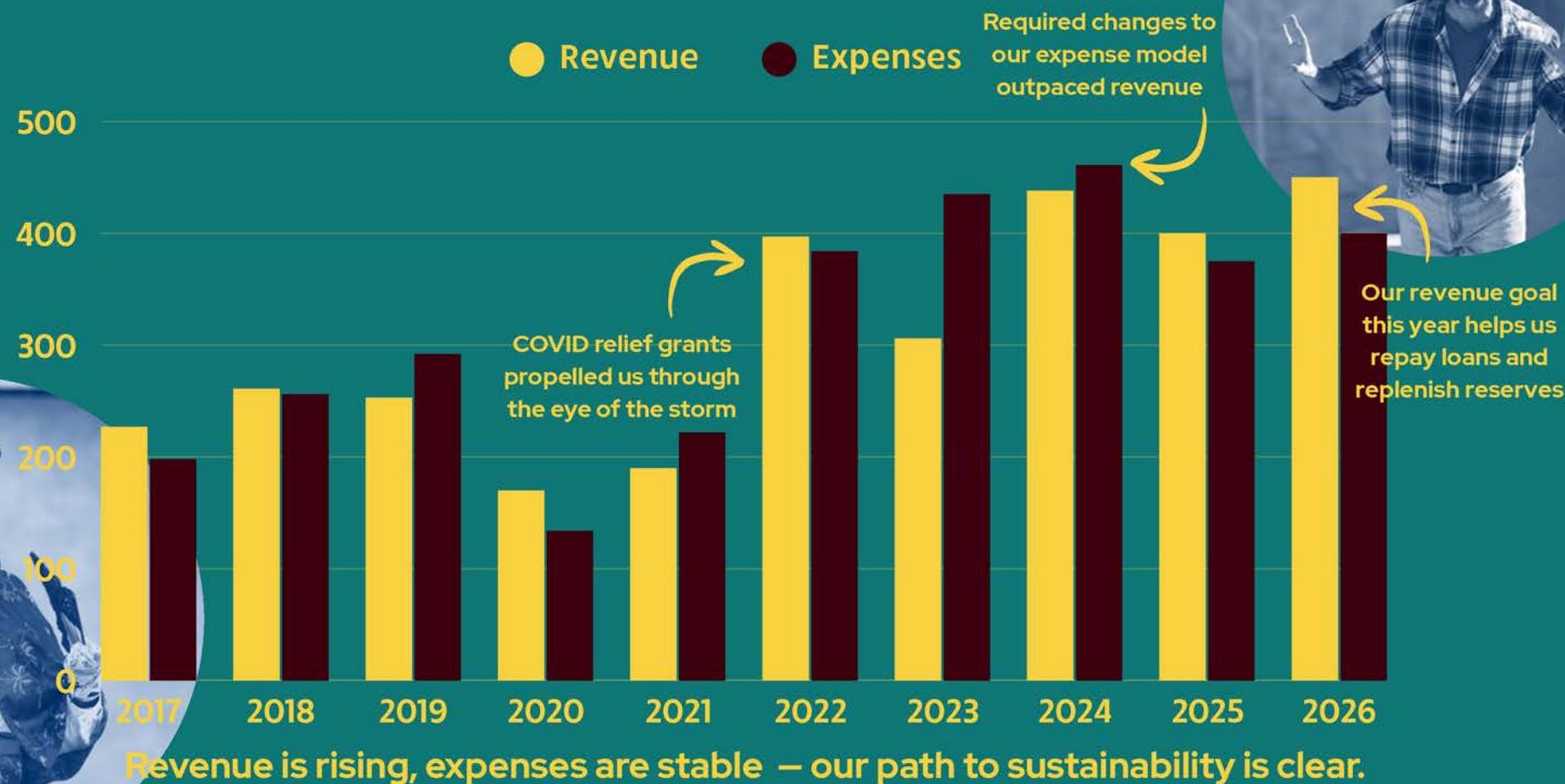


# TURNING MOMENTUM INTO SUSTAINABILITY

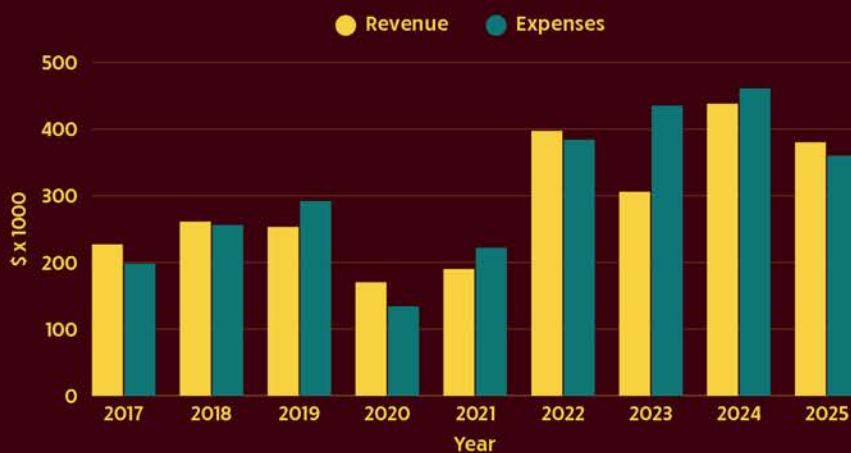
Island Shakespeare Festival has transformed from surviving to sustaining—aligning our finances with our values.



This chart reflects ISF's path toward recovery and resilience. After pandemic-era losses and new labor law transitions, we've made measurable progress. Revenue has grown 34% since 2023. Expenses have decreased 25%. We're on track to end 2025 with a surplus – a remarkable turnaround from the \$140,000 deficit of 2023.



# BEHIND THE CURTAIN



**Over our first decade (2010-19),** ISF appeared financially stable: revenue and expenses were closely aligned. But that balance was only possible because artists and staff were paid as independent contractors, well below a living wage. That chapter taught us what true sustainability means—and what it costs to build it.

During the pandemic years **(2020-2021)**, we produced minimally but continued fundraising and supporting artists while reassessing our values and committing to a more sustainable, equitable model.

**In 2022,** we mounted our postponed 2020 season and benefited from one-time COVID-relief grants that provided temporary stability.

**In 2023,** new Washington State labor laws required all artistic collaborators to be on payroll, **significantly increasing our costs.** We met the challenge by reducing programming and company size, but as relief funding ended, **expenses outpaced even our strongest fundraising year** to date, resulting in a \$140,000 deficit.

**In 2024 and 2025,** we've operated on the most **bare-bones** budget possible while preserving the artistic integrity and community impact at the heart of our mission. These years have required real sacrifice—we returned to a mix of volunteer and paid positions, and our designers stretched every dollar to bring productions to life within exceptionally tight budgets. There has never been waste in our operations; every expenditure directly supports artists, audiences, or access. As we move forward, our budget will need to grow to sustain fair pay and production quality, but **we're committed to doing so mindfully**—ensuring that revenue growth continues to outpace expenses.





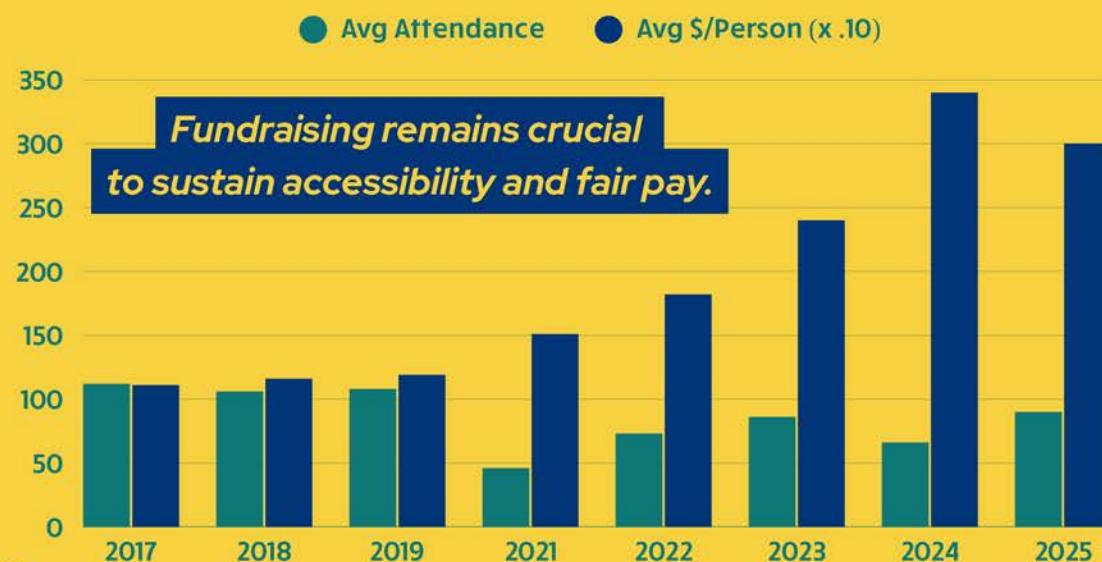
# GROWING TOGETHER: MORE ACCESS, GREATER IMPACT

We've refined our Pay-What-You-Will model to match our evolving operations—**ensuring access** for those who can't pay, while giving others the transparency to pay it forward.

**The system works**, as shown by the growth in per-person revenue.



80% of our budget is wages: along with a year-round staff of 4, ISF creates living-wage jobs for over 40 artists annually!



**Earned revenue** (performances, ads, and sponsorships) now covers nearly half of ISF's annual income, a major increase from just one-third in 2024. **Access, engagement, and generosity are rising together**: proof that our community-powered model works.

Our Pay-What-You-Will model makes classical theatre truly accessible, inviting everyone to share in the story regardless of ability to pay. Your contribution toward our \$200,000 goal for 2026 will keep this model thriving—supporting artists, expanding access, and nurturing the community that makes it all possible.



# OUR IMPACT: THEATRE THAT BUILDS COMMUNITY

Island Shakespeare Festival is more than a stage—we're a hub for connection, creativity, and shared purpose. Through partnerships, accessible programming, and sustainable practices, we strengthen our island community and its cultural life.



## By the Numbers

- 🎟️ 4,000 annual audience members
- 🌍 45% travel from off-island, contributing ≈\$350K/year to Whidbey's local economy<sup>1</sup>
- ❤️ 43% of tickets sold at accessible prices, keeping theatre open to everyone
- 🌟 500+ artists and collaborators employed since founding



**Access meets sustainability:** nearly half of our audience in 2025 attended at the accessible rate, supported by those who gave more.

## Partnerships Deepen Impact

- ❤️ **Community Partners** – Each season, ISF spotlights a local nonprofit whose mission echoes our plays' themes. Past partners include CADA and Island Senior Resources, connecting art with empathy and social change.
- ♻️ **Sustainability Partner: rePurpose Whidbey** – Together, we're reducing waste, improving signage, and modeling sustainable practices that care for the island we call home.

**Together, we build empathy, connection, and a stronger, greener community through story.**

\*Sources: Washington State Tourism 2023; Americans for the Arts AEP6, 2023

