



2025-2028

Strategic Plan



A Note from Town Hall Seattle's Executive Director



Town Hall Seattle is built on optimism — the belief that coming together, in conversation and in action, creates deeper connection. At a time when attention feels scattered and civic life can feel polarized, spaces like Town Hall matter more than ever.

When I stepped into the Executive Director role in June of 2024, our Board of Directors and staff saw the need for a new strategic plan to guide Town Hall's future. Over the 2024-25 season, we created that plan, reflecting on what makes Town Hall essential and considering how we can evolve while staying true to what people love about this place. Together, we asked big questions: Who is Town Hall for? How do we deepen the connections people find here? And how do we ensure Town Hall thrives for future generations?

The resulting 2025–2028 Strategic Plan charts the course forward.

Throughout the strategic planning process, we listened — to patrons, rental partners, new and long-time members, and our peer organizations across the country. We conducted surveys, held countless conversations, and gathered data to understand where Town Hall fits in today's cultural landscape. People reflected on what they value — and how Town Hall supports their values. We learned that people still want to be in a room together. That curiosity is still alive. That civic life can still be vibrant, joyful, and deeply human, and spaces like Town Hall can help make it all possible.

Our strategic plan centers on four priorities, each designed to help Town Hall move forward with intention:

- an evolving approach to programming,
- a commitment to growing and diversifying our audience,
- a drive to ensure the long-term financial health of our organization, and
- a focus on strengthening our internal foundation.

Beneath the four pillars is a foundational goal: to keep Town Hall shaped by the people who walk through our doors, who ask big questions, and who want to see themselves reflected onstage and in the audience. We heard it loud and clear throughout the strategic planning process: Seattle needs a space that's willing to stretch, adapt, and stay bold.

We hope you'll read the strategic plan and updated mission, vision, and values as more than a roadmap — they're an invitation. Join us in making this vision real: attend our events, share your voice, and bring someone new with you the next time. **The building is at its best when you walk through the doors.**

With gratitude,

A handwritten signature in black ink that reads 'Kate Nagle-Caraluzzo'.

Kate Nagle-Caraluzzo
Executive Director



Pillar 1: Innovate Programming Model

- Expand creative programming
- Engage new voices
- Deepen investment in programming

Pillar 3: Strengthen Organizational Foundations

- Build organizational capacity
- Advance equity commitments
- Cultivate board leadership

Pillar 2: Expand Our Audience

- Enhance brand visibility to extend our reach
- Deepen community connections and partnerships
- Broaden and diversify the audiences we serve

Pillar 4: Ensure Financial Sustainability

- Stabilize the operating budget
- Diversify revenue streams
- Establish sustainable funding mechanisms

Metrics & Accountability

This strategic plan is a living document designed to guide us over the next three years while staying flexible and responsive to our community's needs. Town Hall's Board of Directors and staff have defined annual benchmarks for each pillar, and we'll report back to our membership and patrons each year to ensure accountability.

Mission, Vision, and Values



Mission

Town Hall Seattle amplifies ideas, fosters civil discourse, and connects people through events in a vibrant historic building — inspiring lifelong learning, discovery, and dialogue.

Vision

Town Hall Seattle connects an engaged public through curiosity and conversation, ensuring equitable access to arts, culture, and the exchange of ideas.



Values

Accessibility: Make programs, events, and spaces available to all, regardless of financial, physical, or cultural barriers.

Collaboration: Partner with communities and organizations to create shared experiences that center around inclusivity.

Connection: Bring people, ideas, and experiences together to build relationships, and strengthen community ties.

Curiosity: Explore ideas, foster inspiration, and open pathways for discovery and lifelong learning.

Equity: Expand access, share resources, and elevate marginalized voices to ensure fair participation and representation.



Programming Philosophy

Our programming philosophy reflects the approach that guides everything we produce and present — making Town Hall a civic and cultural home for Seattle, where curiosity and connection thrive.

We believe in the power of public programs to spark curiosity, build community, and amplify diverse voices.

From literary talks and music performances to cultural conversations and civic dialogues, our programming spans a wide range of interests, balancing broad public appeal with thoughtful and cultural depth.

Town Hall is both a venue and a producer. We create space for independent voices, emerging thinkers, and world-class talent, making room for big ideas and the people wrestling with them. We're committed to accessibility — not just through affordability, but by ensuring a welcoming, inclusive space where people see themselves reflected in the conversation. Our programs don't just present ideas; they invite connection and shared understanding.



Acknowledgements

This plan is grounded in the creativity, insight, and commitment of our 2024–25 season staff. Their ideas, questions, and bold thinking shaped its direction and brought its possibilities to life.

We're also deeply grateful to Christine Martin and Amy Wheeler at Valtas; Board President Yazmin Mehdi; Strategic Plan Chair Omari Stringer; and our full board for their thoughtful stewardship of the planning process and their steady guidance every step of the way.



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