
STRONG TOWNS

STRATEGIC PLAN – JULY 1, 2015

Our Mission

Support a model of development that allows America's cities, towns and neighborhoods to become financially strong and resilient.

Our Vision

We seek to make the Strong Towns approach the default for every city, every state and nationally.

Our Identity

We are a media organization that is growing a national movement for change.

Our Strategy

We believe that the change we seek will occur when a million Americans care enough to share our message with others. Our efforts are to create those million people.

Strong Towns Principles

We believe the following to be true:

- Strong cities, towns and neighborhoods cannot happen without strong citizens (people who care).
- Local government is a platform for strong citizens to collaboratively build a prosperous place.
- Financial solvency is a prerequisite for long term prosperity.
- Land is the base resource from which community prosperity is built and sustained. It must not be squandered.
- A transportation system is a means of creating prosperity in a community, not an end unto itself.
- Job creation and economic growth are the results of a healthy local economy, not substitutes for one.

The Strong Towns Approach

The Strong Towns approach is a way of rationally responding to the challenges created by America's suburban experiment. A strong city, town or neighborhood:

- Relies on small, incremental investments (little bets) instead of large, transformative projects,
- Emphasizes resiliency of result over efficiency of execution,
- Is designed to adapt to feedback,
- Is inspired by bottom/up action (chaotic but smart) and not top/down systems (orderly but dumb),
- Seeks to conduct as much of life as possible at a personal scale, and
- Is obsessive about accounting for its revenues, expenses, assets and long term liabilities (do the math).

Our Programs

In pursuit of our mission, we are undertaking the following programs:

Create Powerful Content

1. **Expand the Content Stream.** Provide powerful and influential content in an expanding web of distribution channels.
2. **Curbside Chat Program.** Share our message in person with people around the country.
3. **Issue Campaigns.** Operate targeted messaging campaigns around high velocity issues.
4. **Aggregate Content.** Package and repackage content in ways that accelerate the distribution of our message.

Share Our Message Widely

5. **Public Relations.** Use traditional and non-traditional public relations strategies to broadly distribute our message.
6. **Advertising.** Pay for the strategic distribution of our message.
7. **Targeting Key Influencers.** Identify and engage influential individuals and organizations that will benefit from distributing our message.
8. **Issue Summits.** Gather individuals together to draw attention to specific messages.

Nudge People to Action

9. **Member Support.** Support our members as they share our message with others.
10. **Curbside Chat Follow Up Campaign.** Start local conversations following our in-person events.
11. **Meetup Groups.** Assist strong citizens in initiating local conversations.

Statement of Intent

It is the intention of Strong Towns to be a nationwide movement. While our limited staff and board currently reflects the demographic makeup of our founder as well as the geographic area and professional realm in which our ideas originate, it is our intention to grow to reflect the full spectrum of the American experience. As an organization, we will make a concerted effort to engage individuals, organizations and groups outside of our current demographic makeup, not only so others can benefit from our ideas, but so our understanding can be informed by the full spectrum of American life.

How will we know we are succeeding?

We will use the following measurements to indicate whether or not we are making sufficient progress with our current approach:

Goal #1: Double our membership annually to reach 32,000 at the end of 2020.

Indicators:

- Number of members
- Total audience size
- Conversion rate (audience to membership)
- Member retention rate
- Number of people reached in-person annually

Goal #2: Increase the organization's annual revenue.

Indicators:

- Number of major donors (annual)
- Number of major donor meetings (annual)
- Foundation support (annual)

Goal #3: Witness people sharing our message with others.

Indicators:

- Number of individuals in our database
- Number of meetups reported
- Number of success stories documented