



WASHINGTON STATE  
ARTS COMMISSION

STRATEGIC PLAN

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2022-2027





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*Front cover: Dancers prepare for a video shoot as part of Tieton Arts & Humanities' 2020 Día de los Muertos exhibition. Photo courtesy of Paul Christian Gordon.*

*Back cover: Revelers march in Langley, Washington's first Pride Parade in 2014. Langley became a Certified Creative District in 2020. Photo courtesy of David Welton.*

*Left: Spokane Youth Ballet Company performs The Prince and the King, 2021. Spokane Youth Ballet is a Grants to Organizations funding recipient. Photo courtesy of Melissa Allen Photography.*



# A Message from ArtsWA Leadership

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**Art, culture, and heritage are the beating heart of Washington.** Our duty is to keep this heartbeat strong for generations to come.

At ArtsWA, our mission is to be a catalyst for the arts, advancing the role of the arts in the lives of individuals and communities throughout the state. This is the work we do every day.

The next five years are critical for the recovery of arts, culture, and heritage in Washington State. As the tide of the COVID-19 pandemic recedes, we see doors to culture across the state opening at long last. It comes not a moment too soon. But it will not be simple.

Building a roadmap for our agency's future comes with many challenges. The COVID-19 pandemic is still taking a tremendous toll on the livelihoods of creative workers statewide. Global events continue to bring uncertainty to our lives and work. But, as you will see in our plan, we are unwavering in our service and steadfast in our vision.

We built our strategic plan with careful attention to the needs of our sector. As we developed our goals and strategies, we invited our constituents to let us know what mattered most to their communities. These voices came from every corner of the state. Each voice was critical to shaping the plan you now see.

We formed goals and strategies to both expand our reach and deepen our impact. The goals are gathered under four *aspirations*: Equity, Impact, Practice, and Programs. Within each aspiration are goals, and within each goal are strategies. Together, these aspirations, goals, and strategies represent our determination to face our challenges and serve Washington State.

We have set out a bold vision for the years ahead. As you will see, there is much we want to accomplish. Our constituents are counting on us. With this comprehensive Strategic Plan now in hand, we are more prepared than ever to deliver for Washington—to support, enrich, and celebrate the state we all call home.



A stylized, handwritten signature in black ink.

**Karen Hanan**  
Executive Director, ArtsWA



A stylized, handwritten signature in black ink.

**Justin Raffa**  
Board Chair, ArtsWA

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*Left: Students from Blue Heron School worked with teaching artist Margie McDonald in the "Tales, Texts, and Theatre Workshop." Photo courtesy of David Conklin.*

# Executive Summary

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**ArtsWA is the Washington State Arts Commission.** Its mission is to be a catalyst for the arts. ArtsWA envisions a vibrant Washington State where the arts are thriving and celebrated. Together, the agency's mission and vision form the guiding principles for its work—to weave arts, culture, and creativity into communities throughout the state.

This five-year plan reflects the needs and ambitions of ArtsWA and its constituents. It builds on the spirit of the last strategic plan while recognizing changes in both the agency and Washington State. In short, it is ArtsWA's roadmap, guiding the course of action the agency will take for the next half decade.

This plan reflects ArtsWA's growth and the need for updated internal systems to support its progress. It addresses COVID-19's effect on the arts and the need to support cultural institutions as they rebuild. It affirms the creative sector's importance to the state economy and outlines steps to keep it strong. Finally, it speaks to the diversity of ArtsWA's constituents and the importance of equitable agency programs.

ArtsWA went through a thorough and inclusive process to develop this plan. The agency worked with the National Assembly of State Arts Agencies (NASAA) and Confluence Consulting Northwest. Through this collaboration, a comprehensive view emerged of the agency's present work and its vision for the future.

Staff and commissioners drew on their professional values to align the plan with their work and vision. They used words like *high-caliber*, *nimble*, *innovate*, and *leadership* to describe the agency's strengths and aspirations. They wanted to increase impact through programs that support real constituent needs. They named equity as fundamental for communities, arts organizations, and artists to succeed.

Feedback from constituents was critical to understand the creative sector's needs. The feedback process began with an extensive survey built and distributed by NASAA. The survey gathered insight from constituents about ArtsWA's role and how the agency can support them. Data from this survey framed the direction and refined the focus of the strategic plan.

The consultants guided ArtsWA through the SOAR (Strengths, Opportunities, Aspirations, Results) framework to identify four key areas of focus: **Equity**, **Impact**, **Practice**, and **Programs**. The consultants held a series of regional focus groups to unveil the four focus areas to the public. They facilitated discussion about each focus area to ensure they spoke to constituents' needs.

**Equity** refers to the agency's crosscutting objective to increase efforts around social justice, equity, and diversity. ArtsWA retained this objective from the previous strategic plan. Equity is central to the agency's core values and touches every aspect of its work.



*Mural on Fourth Avenue East in the Olympia Creative District in downtown Olympia, Washington. Photo courtesy of the City of Olympia.*

**Impact** centers on agency activities that reach stakeholders, funders, and the public. Impact is about the value of arts. It is a measure of how the agency tells the story of the arts and how it seeks funding for programs to grow and strengthen the creative sector.

**Practice** outlines the internal agency policies and practices that direct ArtsWA to be an efficient, effective steward of state resources.

**Programs** concerns the external programs of the agency. This aspiration lays out goals and strategies to make each program more successful and give constituents more access to arts and culture.

These four aspirations will guide ArtsWA's work for the next five years. The agency will revisit this plan each year to assess progress and alignment. ArtsWA will adopt new ideas and approaches as needed to keep the plan responsive to emerging needs in the field.

This strategic framework is the product of a thoughtful and intentional process. The agency is grateful for the work of staff, commissioners, and especially NASAA and Confluence Consulting Northwest to shape the agency's vision into a concrete plan. ArtsWA is excited to get to work to see these strategies and goals through to fruition.

# Meet ArtsWA

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**ArtsWA is the Washington State Arts Commission.** It is a state agency formed by the Washington State Legislature in 1961. The agency works to conserve state artistic resources and develop the creative economy. This work is vital to statewide social and economic growth.

The agency's programs reflect the needs of diverse populations, both urban and rural. Funding for the agency comes primarily from state and federal appropriations. The agency is committed to being an accountable steward of public resources. ArtsWA works with partner state agencies and philanthropic groups to ensure arts access and education for all.

ArtsWA knows firsthand the power and value of the arts. The arts add to the quality of life and cultural heritage of Washingtonians. They drive the state economy by giving jobs to over 185,000 people.\* They promote critical thinking and foster academic success. They spark civic discourse and collective problem-solving.

ArtsWA values diversity, equity, and inclusion. ArtsWA focuses on social justice to ensure that its programs model inclusion and address inequities. This stems from the belief that Washingtonians should have access to and enjoy artistic expression in their lives.

\* NASAA

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*Ballet Folklórico de Tacoma with ArtsWA Executive Director Karen Hanan (front, second from right) and Grants to Organizations Program Manager Miguel Guillén (front, right) at Arts & Heritage Day, 2019.*



## Mission & Vision

**Mission:** ArtsWA is a catalyst for the arts, advancing the role of the arts in the lives of individuals and communities throughout the state.

**Vision:** Art & creativity are essential to wellbeing, woven into the fabric of vibrant communities throughout Washington State.

## Programs and Activities

ArtsWA has a range of programs that support the arts throughout Washington State. These are the primary programs of the agency.

[Art in Public Places](#). The public art program manages and protects the State Art Collection, a shared cultural resource. The Collection contains 5,000 artworks in more than 1,300 state buildings, colleges, universities, and K-12 schools across the state.

[Grants to Organizations](#). ArtsWA provides grant funding to nonprofit and fiscally sponsored arts and community organizations statewide. Funding for grants comes from state, federal, and private funds.

[Creative Districts](#). ArtsWA helps communities turn arts and culture activities into economic growth. This program provides grants and technical assistance to these state-designated communities.

[Arts in Education](#). ArtsWA supports arts learning as a part of basic education for all PreK-12 students. This program expands arts education access through grants, professional development, youth leadership opportunities, and ongoing research.

[Center for Washington Cultural Traditions](#). The CWCT surveys, studies, and supports folk and traditional arts to increase access to Washington's rich and diverse cultural heritage. ArtsWA and Humanities Washington jointly manage this program.

[State Poet Laureate](#). Poets laureate work to build awareness of Washington State's poetry legacy through public readings and presentations throughout the state. ArtsWA and Humanities Washington jointly manage this program.

[Wellness, Arts, and the Military](#). This program works to support the health and wellbeing of military-connected populations through creative art therapies and community arts programs.

# Strategic Planning Process

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## 2017-21 Strategic Plan

In 2017, ArtsWA built a strategic plan that covered a five-year period through 2021. This plan had five main goals and one crosscutting objective:

- **Goal 1:** Expand arts participation in communities across Washington State, with a focus on cultural equity, to ensure all people have access to the arts.
- **Goal 2:** Build leadership and resources in and for the arts.
- **Goal 3:** Activate and enhance public buildings and campuses through the acquisition, stewardship, and presentation of the State Art Collection.
- **Goal 4:** Strengthen arts education as part of and fundamental to K-12 basic education.
- **Goal 5:** Advance efficient, effective, and relevant practices across all agency programs and services.
- **Crosscutting Objective:** Increase our specific and intentional efforts around social justice by ensuring that ArtsWA-funded activities and work are reflective of Washington's diverse populations including cultural diversity, artistic disciplines, geographic locations, and underserved populations.

The strategic plan reflected the work and needs of the agency at the time. It focused on actions that programs could take to achieve the crosscutting objective. The agency also added programs during that time to support the creative sector's growth.

## COVID-19's effects on the Creative Sector

Washington State has one of the most robust creative sectors in the nation. It makes up almost 9% of the state economy and employs over 185,000 Washingtonians. It produces more than \$53 billion in yearly revenue for state businesses and communities.\*

COVID-19 restrictions in 2020 and 2021 hit the sector hard. Arts and culture organizations were the first to close and among the last to re-open. ArtsWA worked diligently to prevent the collapse of the sector. The agency changed its existing grants into relief and recovery grants. The agency sought and received additional relief funding from the federal government and the state legislature. This added funding became grants and extensive technical support that stabilized the sector and prevented massive losses.

The sector is still in recovery and the future is uncertain. The pandemic devastated communities of color, rural areas, and regions with fewer economic resources. ArtsWA believes that a commitment to equity is key to full recovery. This commitment to equity is central to the agency's processes and practices.

\* NASAA

The agency is keenly aware that full sector recovery will take time. As reflected in this strategic plan, the focus is on long-term support of the sector as it rebounds from the pandemic.

COVID-19 taught the world to be prepared for disruption. ArtsWA heeded this lesson and incorporated it into its strategic planning process, goals, strategies, and outcomes.

## What Was the Process?

In spring 2021, ArtsWA began its strategic planning process. The agency worked with Confluence Consulting Northwest (CCN) and the NASAA. CCN is a woman-owned consulting firm based in Olympia. NASAA is the national service organization for state arts agencies. It is based in Washington, D.C. CCN was the main consultant and facilitator of the process. This included an online constituent survey, interviews with staff and commissioners, statewide community round tables, and multiple planning sessions.

### Constituent Survey

ArtsWA worked with NASAA to design and analyze a statewide survey. The online survey gathered input from citizens during June and July of 2021. The respondents gave candid feedback on specific questions related to programs, services, and satisfaction. Approximately 599 people across Washington State took the survey.

### Internal Interviews and Planning Sessions

Confluence Consulting interviewed ArtsWA staff members and commissioners in early summer 2021. They organized the feedback into four major focus areas. CCN held a retreat for staff and commissioners in August 2021 to give feedback and discuss the findings. CCN then held planning sessions with each agency program to refine their goals. Through one-on-one meetings and group discussions, ArtsWA chose the four *aspirations* outlined in this plan.

### Community Focus Groups

ArtsWA convened five regional online focus groups in January 2022. The agency hosted two meetings for the Northwest region and one for each of the three remaining regions. Members of the public reviewed the four aspirations and high-level goals and gave feedback. Around 150 people registered for these events. CCN and ArtsWA incorporated public feedback into the plan.



*Washington State Poet Laureate Rena Priest speaks at "Poetry and Civic Life" at Hugo House in Seattle, Washington. Priest is Washington's first indigenous Poet Laureate.*

# Language and Definitions

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ArtsWA believes it is important for the Strategic Plan to be accessible and easy to read. Several key terms are defined here to help understand the goals and strategies. If you have questions about any other terms or language in the strategic plan, please contact us at [info@arts.wa.gov](mailto:info@arts.wa.gov).

**BIPOC** – *BIPOC* is an acronym that stands for Black, Indigenous, and People of Color. The term, first formed in 2013, emerged in 2020 to acknowledge that these communities continue to face historic inequity.

**Community Arts Organizations** – *Community Arts Organizations* are local hubs for art- and culture-based activity. They take on different forms and responsibilities in response to the needs and makeup of the communities they serve.

**Creative Economy** – The *Creative Economy* is the money and resources produced by the Creative Sector. It refers to common economic components like jobs, income, tax revenue, and gross domestic product (GDP). The health and growth of the Creative Economy is one of the agency's main concerns.

**Creative Sector** – The *Creative Sector* refers to the types of businesses and individuals that do creative work. This includes arts non-profits (like theatres), businesses (like media production companies), and individual artists (like sculptors). It also includes businesses such as software developers, tattoo parlors, and more. The Creative Sector generated 10.3% of Washington's GDP in 2020.

**DEI** – *DEI* is an acronym that stands for Diversity, Equity, and Inclusion. Diversity and Equity are defined below. *Inclusion* means that everyone has value. It states that all voices should be heard and given respect.

**Diverse groups / Diversity** – *Diverse groups* and *diversity* are broad terms that describe the many groups and subgroups that ArtsWA serves. Race, ethnicity, and gender are common topics in discussions around diversity. But there is much more to consider. Gender identity, age, sexual orientation, spoken language, geographic area, cultural background, physical ability, neurodiversity, and military connectedness are all included in this definition. Each individual person has a unique relationship to these groups and subgroups. That is why when ArtsWA speaks about diversity, it is speaking about serving as many people as possible.

**Equity** – *Equity* is fairness and justice. Equity recognizes that there is not one size that fits all. We are all different and do not have the same advantages and challenges. Equity is a way for ArtsWA to think about these imbalances and adjust how the agency serves its constituents. It is different from equality. Equality means giving everyone the same amount.

**Underserved** – *Underserved* means “populations whose opportunities to experience the arts are limited by geography, historical exclusion and marginalization due to race, ethnicity, sexual orientation, gender identity, economics, disability, or other social or institutionally imposed barriers.” (WAC 30-02-010)



## Aspirational Framework, Goals, and Strategies

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ArtsWA sees the challenges and growing complexity of the modern world. The agency is determined to be responsive to structural inequities and the pandemic's ongoing impact.

ArtsWA staff formed an aspirational framework to guide their work for the next five years. The goals and strategies include input from the Board of Commissioners and constituent surveys. The framework guides the agency toward increased funding, improved constituent services, and effective organizational systems.

The four identified aspirational areas are **Equity, Impact, Practice, and Programs**.

Washington's new PEAR (Pro-Equity Anti-Racist) Initiative is built directly into this plan. Governor Inslee's Executive Order states that the "PEAR Plan & Playbook is designed to bridge opportunity gaps and reduces disparities so everyone in Washington flourishes and achieves their full potential." These values and ambitions are at the core of ArtsWA's work. Goals and strategies that directly align with PEAR are noted throughout the plan with a ● symbol.

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*Left: Barbara Earl Thomas at the 2016 Governor's Arts & Heritage Awards. Thomas was an Individual Artist Award honoree. Photo courtesy of Eva Blanchard Photography.*



*Dancers from the Asia Pacific Cultural Center perform at the 2016 Governor's Arts & Heritage Awards. Asia Pacific Cultural Center was a Heritage Organization Award honoree. Photo courtesy of Eva Blanchard Photography.*

# Equity

*Embody a culture of diversity, equity, and inclusion that serves all Washingtonians.*

Equity is a primary value of the agency. In ArtsWA's previous strategic plan, equity was the crosscutting objective. It underpinned the plan's goals and objectives. It was the lens the agency used to make decisions about program activities.

For this plan, ArtsWA sought to deepen its focus on equity. The agency has kept equity as a lens to inform agency decision making. It will now shift those efforts on equity into clearly actionable goals and achievable outcomes.

As a state agency, ArtsWA can increase fairness and justice for Washingtonians in meaningful ways. The goals listed under "Equity" are concrete steps ArtsWA will take to support and reflect the diversity of Washington State while providing equitable access to the arts for as many people as possible.

**Goal: Represent all Washingtonians in our Staff & Programming.**

1. ● Hire and retain diverse staff to form a workforce that reflects the state's demographics.
2. ● Include people from diverse backgrounds on all panels and committees.
3. ● Reflect Washington's diverse communities in the State Art Collection.

**Goal: Deepen Relationships with Tribes.**

1. ● Hire a tribal / indigenous communities liaison.
2. ● Grow opportunities for tribal engagement in Heritage Arts and other agency programs.
3. ● Expand tribal engagement through programs.
4. ● Develop a framework to work with tribal governments on State Art Collection re-siting, loans, and acquisitions.
5. ● Support Native military Veterans and Native military-connected populations that engage in arts and creative programs.

**Goal: Engage Diverse Communities in the Creative Economy.**

1. ● Support diversity among ArtsWA vendors, contractors, and artists.
2. ● Build and refine cross-program methods to track and grow vendor diversity.
3. ● Make outreach and engagement plans.
4. ● Work with Department of Enterprise Services to make sure that ArtsWA's purchasing follows procedures designed to include diverse providers.
5. ● Develop systems to track compliance with vendor diversity policies.
6. ● Find additional funding for the Center for Washington Cultural Traditions to expand its capacity and impact.
7. ● Create a Language Access Plan that aligns with best practices for state agencies.
8. ● Strengthen and grow participation in the Creative Economy.



# Impact

## *Amplify the power of arts and culture through communications and funding strategies.*

ArtsWA's mission is to advance the role of arts in the lives of all Washingtonians. To do this well, ArtsWA must tell the story of the economic and social value of the arts, culture, and creativity. The agency must also make sure that it has adequate funds to support and grow the state's creative sector. Goals in this aspirational area focus on actions the agency will take to increase its reach to stakeholders, funders, and the public.

### *Goal: Communicate Effectively with Organizations and Communities.*

1. Develop an annual communications plan that reflects ArtsWA strategic priorities and program activities.
2. Develop compelling narratives about ArtsWA programs, the arts, and creativity.
3. Refine Community Relations activities such as the Governor's Arts & Heritage Awards (GAHA) and Arts, Heritage & Science Day to reflect ArtsWA strategic priorities.
4. Ensure content on the agency website and social media accounts is timely and accessible.

### *Goal: Communicate Effectively with Authorizing Funders and Partners.*

1. Diversify advocacy efforts.
2. Anticipate and advocate for operational funding needs that arise from legislative and agency changes.
3. Highlight efforts specific to the cultural and inclusive value of arts funding.
4. Increase commissioner knowledge about advocacy through the onboarding process.
5. Increase commissioner-level interactions with state legislators and authorizing funders.
6. Advocate for the needs of the growing and aging State Art Collection.

### *Goal: Identify Funding Needs for Ongoing & New Work.*

1. Ensure programs and operational processes are in place to support staff needs.
2. ● Fund new positions specific to meeting DEI and impact goals.
3. Fund existing and new positions for sustainability.
4. Increase granting capacity through greater funding.

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*Left: Ballet Folklórico de Tacoma performs at Arts & Heritage Day, 2019.*



The State of Washington



Proclamation

WHEREAS, Arts Education Month continues to celebrate and amplify the innovative work of arts educators in service of students and families in communities across the state; and

WHEREAS, the state of Washington recognizes arts learning as an essential element and core content of a complete and balanced education for all students, including dance, music, theater, visual arts, and media arts; and

WHEREAS, arts learning also includes engagement with literary arts, folk and traditional arts, service-oriented projects, and crosscut interdisciplinary connections; and

WHEREAS, arts education supports communication, collaboration, creativity, and critical thinking skills that are essential for the modern workforce; and

WHEREAS, students, families, and community members benefit most when arts learning opportunities are designed to be accessible to all, and make connections to the lived experience of students across the state; and

WHEREAS, while arts learning supports academic growth in a variety of content areas, each arts discipline has tremendous value as stand-alone academic content; and

WHEREAS, equitable access to arts learning opportunities is sustained by a wide range of partners, including school leadership, educators, families, teaching artists, arts organizations, local and statewide organizations, and government agencies; and

WHEREAS, the state of Washington recognizes the professional expertise of arts educators and advocates around the state, and invites community leaders to continue to strengthen efforts that increase access to arts education for every student, regardless of geographic location;

NOW, THEREFORE, I, Jay Inslee, Governor of the state of Washington, do hereby proclaim May 2022 as

Arts Education Month

in Washington, and I encourage all people in our state to join me in this special observance.

Signed this 13<sup>th</sup> day of April, 2022  
Jay Inslee  
Governor Jay Inslee



## Practice

### *Strengthen policies and practices to effectively support and grow constituent services.*

A government agency, like any organization, performs best when it has strong policies and practices. Policies are the rules that define what ArtsWA can and cannot do. Practices are the ways that ArtsWA interacts with outside groups, such as nonprofits and other agencies. Practice also refers to the way ArtsWA staff operate as a team. The goals in this area show how ArtsWA plans to use policies and practices to be efficient and sustainable.

### *Goal: Support Learning & Growth for Agency, Artists, and Creative Organizations.*

1. Formally allocate time and resources for regular professional development and best practices.
2. Create opportunities for professional and leadership development for artists, creative workers, youth, teaching artists, educators, and organizations.
3. Build succession planning into key roles.

### *Goal: Provide Comprehensive Foundational Support for Budget and Operations Systems.*

1. Establish and maintain robust operations policies and procedures.
2. Leverage technology for proactive solutions to operating systems and processes.
3. Work with an IT coordinator to train agency staff on the use of available technologies.
4. Plan for growth strategically.
5. Lead planning and evaluations on agency-wide growth support.

### *Goal: Foster an effective and innovative agency culture.*

1. Integrate the strategic plan into agency work.
2. Be accountable at all levels of the organization.
3. Make decisions that support organizational health.

### *Goal: Develop and share metrics of success that align with agency values, vision, and mission.*

1. Use data to measure success and pathways to success.
2. Align impact analysis measures.
3. Create metrics to assess diversity of engagement.
4. Encourage better data collection and impact analysis from organizations and community groups.

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*Left: Avanti High School Arts teacher Cecily Schmidt holds the 2022 Arts Education Month proclamation.*



# Programs

*Evolve agency programs and grant-making to increase constituent opportunity and access to the arts.*

ArtsWA's programs are its most important tools for supporting Washington's creative sector. From theatres and galleries to schools and shops, each program targets a specific part of the creative sector for support. Each program has specific goals and strategies to deepen their impact and broaden their reach.

**Goal: Acquire and care for a State Art Collection that is impactful, accessible, and valued.**

1. ● Advance and support art and artists across Washington.
2. Strengthen partner engagement and appreciation of the State Art Collection.
3. Nurture a lasting State Art Collection.
4. Advocate for the needs of the growing and aging Collection.
5. Celebrate and share the State Art Collection.

**Goal: Increase the Capacity for Impact of the Center for Washington Cultural Traditions.**

1. ● Increase capacity for outreach to rural and underserved communities with additional staff.
2. Create and launch a folk and traditional arts grant program.
3. Build partnerships to increase or create performance and demonstration opportunities for folk and traditional artists throughout the state.
4. Develop a statewide roster of folk and traditional artists throughout the state.
5. Formalize and expand our outreach and communications plans in coordination with Humanities Washington staff.
6. Leverage and develop partnerships to build a statewide folk and traditional arts archive with wide public access.

**Goal: Build Leadership and Resources for the Wellness, Arts, and the Military Program.**

1. Identify state, public, and other funding sources.
2. Integrate WAM into the Community of Care initiative.
3. Build partnerships with Federal, State, and local Veterans Services Organizations (VSO).
4. Invest in Community Arts programs that support arts and creative experiences for military-connected populations.
5. Develop best practices and standards for engagement with military-connected populations.

*Continued on the next page.*

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*Left: ArtsWA Conservation Manager Adam Fah cleans Rainbow Bridge (1980) by Donald Barrie in preparation for display. The artwork was installed in its new home at Amistad Elementary in Richland in 2021.*



**Goal: Support Statewide Access to Arts Education for all PreK-12 Students.**

1. Foster collaboration within the arts education landscape.
2. Expand learning opportunities for educators working to close the opportunity gap.
3. Strengthen youth, educator, and family civic engagement with the arts and cultural sector.
4. ● Ensure arts learning is accessible to all PreK-12 students in Washington State.
5. Elevate the role of arts education in Washington State through Data, Research, and Accountability

**Goal: Increase the Capacity and Impact of the Community Development Program.**

1. Coordinate the Community Development program's work and communications with the Community Relations team.
2. Support the development of an external 501(c)(3) foundation.
3. Increase funding and resources for Creative Districts and their local initiatives.
4. Increase capacity and reach of the ArtsWA-led Change Leader Institute professional development program.
5. Expand the reach and impact of Building for the Arts.

**Goal: Expand the reach of grant programs to strengthen rural, diverse, and historically excluded populations.**

1. ● Ensure ArtsWA grants serve diverse populations.
2. ● Strengthen local and statewide creative economies through strategic grant programming.

**Goal: Strengthen the creative sector across the state, with a focus on cultural equity and community diversity.**

1. ● Expand arts participation in Washington communities and ensure that all have access to the arts.
2. ● Continue to develop relationships with historically underfunded constituents through improved data use and comprehensive record-keeping.
3. ● Place constituents at the center of agency work and nurture Washington's creative communities.

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*Left: Street musicians perform in Chewelah, Washington. Chewelah is one of Washington's Certified Creative District communities.*



## Looking Ahead

This strategic framework will guide ArtsWA's activities for the next five years. It combines the aspirations of agency staff, commissioners, and stakeholders into a collective vision. The purpose of the plan is to provide the agency with a roadmap for the future.

This plan is a living document. Each year, the agency will revisit and update the plan to reflect new goals and changing conditions. The result will be a vibrant and healthy Washington State, where arts are thriving, celebrated, and essential to the lives of everyone.

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*Left: Cause and Effect, 2012. Do Ho Suh. Artwork copyright Do Ho Suh. Photo courtesy of Western Washington University, by David Scherrer.*



[arts.wa.gov](http://arts.wa.gov)

711 Capitol Way S., Suite 600  
Olympia, WA 98501-1293

Mailing address:  
PO Box 42675  
Olympia, WA 98504-2675

Phone: 360-753-3860  
Fax: 360-586-5351