



ARTIST TRUST
STRATEGIC PLAN

2016-2019

INTRODUCTION

Thirty years ago a group of artists and arts supporters envisioned creating support for art at its source: the individual artist. Such support was very rare and very needed, and out of that need Artist Trust was born. Since its inception in 1986, Artist Trust has stayed true to its core **MISSION to support and encourage artists of all disciplines to enrich community life throughout Washington State.** Thirty years of thoughtful and responsive effort bolstering the work of Washington artists of all disciplines has given us strength, expertise and stability to look forward to a bright future of continued support for the individual artist.

We will advance Artist Trust's good work as a connector, supporter, and funder for artists through a new and refreshed lens of **VALUES: OPEN, TRANSPARENT, RESPONSIVE, and FORWARD-THINKING.** These values drive our actions and decisions, and are woven into our mission and goals.

GOALS

This strategic plan [was created](#) in cooperation with and in response to the needs of artists state-wide and with input from over 1400 individuals. Artist Trust has created three strategic goals to articulate Artist Trust's direction to actively and responsively support and encourage Washington State artists of all disciplines.

Goal One: To provide direct support to artists.

Goal Two: To create deeper and broader connections between artists and communities.

Goal Three: To make visible current issues impacting the livelihood of working artists.

These strategic goals are supported by specific long-term objectives and annual initiatives. Additionally, Artist Trust reflects, reports, and refreshes program initiatives annually in an iterative, values-based process to best meet our mission, goals and objectives.

2016-2019 Objectives:

GOALS	To provide direct support to artists.	To create deeper and broader connections between artists and communities.	To discover and make visible current issues impacting the livelihood of working artists.
OBJECTIVES	Provide funding recognizing artistic talent through a peer-review selection process.	Provide artists with opportunities to network and connect with each other locally, regionally, and nationally.	Develop ongoing feedback loops artists to determine what artists need to be successful.
	Connect artists with resources and opportunities to support their art-making.	Enhance Artist Trust's geographic diversity and presence throughout Washington State.	Identify issues impacting artists' livelihood , and facilitate the networks, policies, connections, and resources to create a better environment for artists to thrive.
	Deliver art business practice training opportunities, giving artists the necessary support to launch and sustain successful careers. Introduce and encourage mentorship between artists. Create peer and professional critique opportunities for artists.	Support artists of all races, ethnicities, and backgrounds and establish pathways with organizations and communities to better serve all artists.	Further Washington State's development as a world class arts region .
	Provide tools and connections to help artists build audience, cultivate patrons, and connect with the broader community .		

2016 Annual Initiatives:

2016 PROJECTS AND INITIATIVES TO ADDRESS GOALS	FUNDING Provide \$183k in funding to 66 artists through five grantmaking programs.	GEOGRAPHY Continue Spokane Project, providing 8 programs to 115 artists in Spokane; explore expansion of the project to other cities in upcoming years. Provide four webinars to 200 artists statewide.	FEEDBACK LOOPS Develop and implement online artist needs survey. Develop and implement "Institutionalizing Informal Conversations", engaging with 30 artists.
	RESOURCES Continue to provide online artist resources and opportunities. Document current participation and set benchmarks for growth for FY17 and beyond. Provide 9 Office Hours Programs to 113 artists in 6 cities.	EQUITY Release racial equity framework and track progress toward goals defined in the framework. Continue work with Artists Up to create grantmaking by and for artists of color.	ARTIST ISSUES Deliver one Town Hall regarding Artist Workspace, engaging 40 artists and stakeholders in Spokane. Identify issues for FY17 programs.
	TRAINING Provide ten art business training workshops to 140 artists in four cities statewide. Deliver 100 hours of LIEDGE and ViEDGE programs to 30 artists. Continue Boeing EDGE business plan development for college curriculum delivery. Launch "Speed Dating" program to introduce and facilitate mentorships and critiques (one city; 40 artists).	ARTIST NETWORKING Connect artists with other artists through three events (salons, happy hours, and mentorship) in three cities (Tacoma, Spokane, and Seattle).	THRIVING ARTS REGION Continue Artist Trust on Tour in Seattle and Port Townsend, highlighting 8 artists with an audience of 100. Produce 30th Celebration highlighting ten artists with an audience of 100. Participate in conferences and convenings (show evidence). Participate in Seattle Art Fair as a cultural partner and host committee.
		BUILDING AUDIENCE Develop and offer a series of workshops where artists learn practical skills (e.g. website; presentation; pitches) to build audiences. Profile one artist per week in social media. Create platforms, such as Artist Trust on Tour, the 30th birthday party, EDGE presentations, and Town Halls, where artists can connect with stakeholders.	

Artist Trust measures progress toward strategic goals and objectives through annual program evaluation, including quantitative and qualitative measures. Annual initiatives are iterative, modified as necessary to achieve the best program efficacy to support and encourage Washington State artists. It is important to note that racial equity emerged as an organizational priority, and Artist Trust has created a [racial equity framework](#) to guide our strategic initiatives through a lens of equity. The equity framework is a living document evaluated annually.

To support the strategic direction articulated in this plan, Artist Trust has embarked on a Campaign for a Creative Future. Through this campaign, Artist Trust will raise funds to support programmatic ventures, and to build the capital that will ensure a financially stable future for Artist Trust. Progress is already being made toward a Campaign goal of \$3.5 million to be raised by 2019. Artist Trust's valiant new strategic vision coupled with increased capacity for a creative future will boldly advance Artist Trust's work as a connector, supporter, and funder for artists of all disciplines in Washington State.

APPENDICES:

1. [Mission, Values, Goals, and Initiatives One Sheet](#)
2. [Values Descriptions](#)
3. [Strategic Plan Process and Participants](#)
4. [Artist Survey Report](#)
5. [Racial Equity Framework](#)
6. [Campaign for a Creative Future](#)

APPENDIX ONE: MISSION, VALUES, GOALS AND INITIATIVES ONE-SHEET

<p>Artist Trust's MISSION is to support and encourage artists working in all disciplines to enrich community life throughout Washington State. Artist Trust is a connector, supporter, and funder for Washington State artists of all disciplines.</p>			
<p>Artist Trust VALUES: OPEN, TRANSPARENT, RESPONSIVE, and FORWARD-THINKING. These values drive our actions and decisions, and are woven into our mission and goals.</p>			
GOALS	To provide direct support to artists.	To create deeper and broader connections between artists and communities.	To discover and make visible current issues impacting the livelihood of working artists.
OBJECTIVES	Provide funding recognizing artistic talent through a peer-review selection process.	Provide artists with opportunities to network and connect with each other across disciplines and geographies.	Develop ongoing feedback loops with artists to determine what they need to be successful.
	Connect artists with resources and opportunities to support their art-making.	Enhance Artist Trust's geographic diversity and presence throughout Washington State.	Identify issues impacting artists' livelihoods , and the networks, policies, connections, and resources to create a better environment for artists to thrive.
	Deliver business practice training , giving artists the necessary support to launch and sustain successful careers. Introduce and encourage mentorship between artists. Create peer and professional critique opportunities for artists.	To better serve all artists, support artists of all backgrounds and identities , and establish pathways with organizations and communities.	Further Washington State's development as a thriving arts region .
2016 PROJECTS AND INITIATIVES TO ADDRESS GOALS	FUNDING Provide \$183k in funding to 66 artists through five grantmaking programs.	GEOGRAPHY Continue Spokane Project, providing 8 programs to 115 artists in Spokane; explore expansion of the project to other cities in upcoming years. Provide four webinars to 200 artists statewide.	FEEDBACK LOOPS Develop and implement online artist needs survey. Develop and implement "Institutionalizing Informal Conversations", engaging with 30 artists.
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		BUILDING AUDIENCE Develop and offer a series of workshops where artists learn practical skills (e.g. website; presentation; pitches) to build audiences. Profile one artist per week in social media. Create platforms, such as Artist Trust on Tour, the 30th birthday party, EDGE presentations, and Town Halls, where artists can connect with stakeholders.	

APPENDIX TWO: VALUES DESCRIPTIONS

Artist Trust is **OPEN, TRANSPARENT, RESPONSIVE, and FORWARD-THINKING** in all we do. These values drive our actions and decisions, and are woven into our mission and goals.

Transparency makes trust possible. Artist Trust is **transparent** in our operations, programming, and decision-making. We readily provide information about our business practices, make clear the processes and rationale for our grant making and programming, and convey changes immediately and consistently. We are an open book.

Artist Trust is **responsive** to the needs of artists and arts communities. We proactively propose solutions in creative and responsible ways. We are mission-focused, we develop our goals with artists, and we follow through on our goals.

Artists are agents of change. They reflect our shifting culture and push boundaries to expose new perspectives. Our **forward-thinking** approach keeps us at the leading edge of change in the arts and in our communities. We listen to what artists want and stay knowledgeable about emerging needs and resources. We are active in community leadership to anticipate and respond to national and regional issues and trends that impact artists. In turn, we articulate the “edges of change” that artists are creating and predicting.

Artist Trust is **open** and welcoming. We value relationships with ALL artists and communities to truly reflect the rich diversity of artistic expression in Washington State. Artist Trust is equitable in all we do. We facilitate support for ALL artists, particularly those who have been historically underrepresented in the arts funding world through discrimination and structural inequities. We actively seek new relationships, perspectives, ideas, and opportunities.

APPENDIX THREE: STRATEGIC PLAN PROCESS AND PARTICIPANTS

Artist Trust Artist Trust is ever-grateful to the multitude of people who contributed their time, talents, and insights to help inform and create our strategic direction:

ARTIST TRUST STRATEGIC PLANNING COMMITTEE *Led by Chris Abrass, the Strategic Planning Committee reported to the Artist Trust Board and led the formation of our future vision. Special thanks to the Board Members, staff and community volunteers who served on the Strategic Planning Committee (June 2016 Committee Members):*

*Chris Abrass, Chair
Susan Bradley
Stephanie Ellis-Smith
Allison Eltrich
Zach Frimmel
Kristina Goetz*

*Shannon Halberstadt
Mark Haley
Gar LaSalle
Len Lewicki
Erika Massequoi
Brian McGuigan*

*Quinton Morris
Sarah Traver
Lorraine Vagner
Freya Wormus*

CREATIVE GROUND *Frances McCue and Lisa Fitzhugh from Creative Ground consulted with Artist Trust to bring a thoughtful, art-infused, artist-focused approach to the Strategic Planning process. Thank you!*

STRATEGIC PLANNING TASKFORCES *Artist Trust was sitting on the verge of our 30th anniversary when we embarked on its Strategic Planning process in late 2014. A recent assessment placed Artist Trust in the “Mature” stage of an organizational lifecycle, and we were looking for a bold new strategic vision to spur organizational renewal. To build our infrastructure and to flex our strategic planning muscles, Artist Trust created a Bridge Plan for 2015/16 with four taskforces to address immediate organizational needs. Special thanks to those taskforce participants who completed transformational work, and to the taskforce chairs:*

Allison Eltrich, Chair of the Diversity and Inclusivity Taskforce

Bruce Funkhouser and Mike Casteel, Chairs of the Information Technology Taskforce

Cezanne Garcia and Sarah Traver, Chairs of the Fundraising Strategy Taskforce

Lorraine Vagner, Chair of the Geographic Diversity Taskforce

(Taskforce charters and reports are available on request.)

STRATEGIC PLANNING SURVEY PARTICIPANTS *Because Artist Trust intended to articulate a new strategic plan direction that was responsive to artist needs, Artist Trust created and administered an online [Artist Survey](#). We hoped to receive responses from at least 500 participants, and were pleasantly surprised to far exceed our goal. Sincere thanks to the 1395 survey participants who helped inform our artist-serving strategic direction.*

STRATEGIC PLANNING POP-UP PARTICIPANTS *Artist Trust and Creative Ground held “Pop-Up” events in three cities statewide where artists led arts community participants in creative activities and conversations. These Pop-ups brought to light artist needs and opportunities to inform our new strategic vision. Huge thanks to the “Pop-up” artists and participants:*

Artist Trust Board and Staff Strategic Planning Pop-up

November 19, 2015 @ Hugo House

Artist: Elissa Washuta

Attendees:

Artist Trust Staff and Board

Spokane Strategic Planning Pop-up

January 7, 2016 @ the Bartlett

Artist: Adam Boyd, filmmaker

Attendees:

Zan Agzigian	Don Derosier	Jennifer Knickerbocker	Lynn Sexton
Joeseeph Arnoux	Julia Derosier	Nile Livingston	Sharon Canda
Beth Baker	Thomas Dineen	Karen Mobley	Melissa Baker
Oana B-M	Mary Farrell	Megan Perkins	Adelle Hurst
Chris Bolduc	Jeff Ferguson	Jeremy Stebbins	Chris Johns
Jamie Burton	Marion Flanary	Cheryl Stebbins	Shannon Ross
Rebecca Chadwell	Dennis Held	Ben Stuckart	LaTisha Conto
Chriss Chorvat	Kelli Helzerman	Kathy Swelha	Jeff Sebring
Rebecca Cook	Michael Holloman	Jay Waldroup	Lisa Maddux
Diane Covington	Jacob Johns	Adam Wallstein	Jennifer Covington
Anna Czoski	Brooke Kiener	Mary Anne Ruddis	Alexandra Vorhees
Kelly Marie Dawson	T.V Kippes	John Lipp	Marshall Peterson
Leon Atkinson	Todd Rattrat		

Tacoma Strategic Planning Pop-up

February 18, 2016 @ Feast Arts Center

Artist: Darcy Anderson

Attendees:

Alice Adams	James Gersen	Philip Red Eagle	Lorraine Toler
Kathy Anderson	JW Harrington	Margie Scala	Chelsea Tornga
Peter Baker	Jake Hupp	Jennifer Schaal	Mark Tracy
Kelly Blasko	Brian Hutcheson	Marianne Seifert	Anne Tyler
Heather Cornelius	Dayton Knipher	Rick Semple	Julianna Verboot
Devonna Currah	Angela Larsen	Gerry Sperry	Ingrid Walker
Kathryn Dean	Kathleen Mitchell	Diana Surma	Christer Wheat
Dean DeShazo	Scott Nelson	Asia Tail	Terese Cuff
Peg Doman	Chandler O'Leary	LaQuita Thurman	
Joseph Essein	Nichole Rathburn	Katrina Toft	

Seattle Strategic Planning Pop-up

March 8, 2016 @ On the Boards

Artist: ilvs strauss

Attendees:

Minh Nguyen	Owen David	Calandra Childers
Tonya Lockyer	Zach Frimmel	Elisheba Johnson

Tracy Rector
Tristan Gallagher
Dani Tirrell
Kim Berardi
Sara Keats
Cheryl Delostrinos
Vanessa DeWoolf

Annie Holden
Amber Cortes
Owen David
Brian McGuigan
Sonja Roach
Michelle de la Vega
Fausto Rivera

Erica Reich
Erin Johnston
Frank Video
Jaqueline Wong
Kathy Hsieh
Kellen Braddock
Lila Hurwitz

SPECIAL THANKS TO THE ARTIST TRUST BOARD *for their leadership, vision, and support in the Strategic Planning process.* (BOARD MEMBERS AS OF JUNE 2016)

Officers:

President: Stephanie Ellis-Smith
Vice President: Bruce Funkhouser & Pablo Schugurensky
Treasurer: Mark Haley
Secretary: Allison Eltrich
Immediate Past President: Susan Wagner

Board Members:

Allison Eltrich	Juli Cook	Quinton Morris
Ben Stuckart	Len Lewicki	Rick Workman
Bryan Webster	Lorraine Vagner	Robert Tull
Cezanne Garcia	Mark Olthoff	Susan Bradley
Chris Abrass	Michael Casteel	Susan Christian
Gar LaSalle	Michael Lane	Tanya Trejo
Greg Bell	Nancy Chang	Zabrina Jenkins

SPECIAL THANKS TO ARTIST TRUST STAFF *(who are brilliant in their efforts to realize Artist Trust's mission in the very best way) for their work in helping shape a collective future vision.* (STAFF TEAM AS OF JUNE 2016)

Shannon Halberstadt, Executive Director

Andrew Valdez-Pape	Cristina Friday	Kristina Goetz
Anne-Claire Mitchell	Freya Wormus	Owen David
Annie Holden	James Scheall	Sonja Roach
Brian McGuigan	Katy Hannigan	Zach Frimmel

APPENDIX FOUR: ARTIST NEEDS SURVEY SUMMARY

2015 Artist Needs Survey Summary

Prepared by Artist Trust Staff Zach Frimmel and Katy Hannigan

In mid-2015, Artist Trust (AT) conducted a statewide Artist Needs Survey to better understand the needs of WA state individual artists of all disciplines and backgrounds. Our hope was to gather information to optimize our impact and inclusivity in our service delivery to WA state artists. The data collected from the survey will be used to help Artist Trust's Strategic Planning direction.

HIGHLIGHTS

- ✓ **1395** responses
- ✓ **7+ disciplines/sub-disciplines** represented
- ✓ Artists from **31** out of **39** counties participated
- ✓ **83% (958) positive responses** for "name 3 things about AT"
- ✓ Taking the survey was the first direct interaction with AT for **over 40% (558)** of respondents, **7% (84)** of which it was their **first time hearing of AT**
- ✓ **41% (571)** selected art as **one of their career pursuits**, but **74% (1,032)** selected they wanted art to be **their main career pursuit**

MAIN CHALLENGES ARTISTS FACE

We asked artists to rank a variety of potential challenges then asked them to provide suggestions about how we should address these issues. In the aggregate, artists in all groups identify a need for greater support and training in the areas of audience-building, marketing, connecting with community, business management and financial challenges.

What challenges do you face as a practicing artist?	Identified as "Very Challenging" or "Somewhat Challenging"
Building audience statewide/nationally/internationally	90.80%
Marketing your work and yourself	90.10%
Building audience locally	84.50%
Finding support from non-arts community	80.10%
Business management of your art career	79%
Day-to-day financial challenges	78.30%
Maintaining consistent focus on your art practice over time	62%
Finding support from artist community and peer network	58.30%
Finding mentors	58%
Access to affordable studio/practice space	57.20%
Determining clear career goals	57.10%
Limited access to specialized tools, equipment, and/or facilities	47.90%

APPENDIX FIVE: RACIAL EQUITY FRAMEWORK

Inclusion, Diversity, Equity: Artist Trust

Racial Equity

Ensuring artists of all backgrounds and identities are included in our cultural narrative is central to having an accurate and fair depiction of our society. Artist Trust exists to bolster the work of all artists throughout Washington State. We do this by providing funding, business practice trainings, and other resources to artists of all disciplines regardless of their socioeconomic status, race, ethnicity, nationality, geography, language, sex, sexual orientation, gender identity and expression, religion, mental and physical status, or age. **Artist Trust recognizes and is committed to addressing historical and ongoing disparities in access to institutional funding, recognition, business practices, and job opportunities.** In an effort to create equitable outcomes for all, we especially invite artists of African diasporic, Latinx, Asian, Arab, and Native American identities to apply for our grants, participate in programs, and engage us as partners in building competitive applications, navigating their careers, and making lives as professional artists.

Shifting paradigms in programs, operations, and communications

Artist Trust acknowledges that people of African diasporic, Latinx, Asian, Arab, and Native American backgrounds are underrepresented throughout the cultural sector due to barriers such as: historical and ongoing disparities in access to resources, pervasive cultural biases resulting in institutional and structural racism, and other challenges specific to each of those communities. To address this, we are:

- Embracing the values of forward-thought, openness, responsiveness, and transparency;
- Nurturing cultural pluralism as an institutional norm;
- Building cultural competence and fluency at all levels of the organization;
- Increasing transparency and accessibility in all program areas;
- Collaborating and sharing resources with peer organizations dismantling institutional racism;
- Accounting for the ways in which individual decision-makers' biases lead to inequitable institutional decisions;
- Cultivating diversity in our staff, board, and donor base in order to balance decision-making power among stakeholders of all backgrounds.

What we've done so far

- Implemented [Final Report](#) findings from Artists Up, a coalition between Artist Trust, Seattle Office of Arts & Culture, and 4Culture, which held focus-group discussions with artists of color to gather recommendations on how to make funding more accessible. Artist Trust is actively integrating these findings into its flagship funding programs;
- Participated in *Turning Commitment into Action for Arts & Cultural Groups 2015*, a learning cohort facilitated by the City of Seattle's Office for Civil Rights and Office of Arts & Culture. This training series provided guidance to 30 organizations on reviewing programs and processes through a lens of racial equity;
- Updated all grant- and program-related messaging towards a tone of openness and approachability, with an emphasis on using accessible and inclusive language;
- Removed Artist Trust Membership as a barrier to accessing feedback on grant applications;
- Balanced grant selection panels to more fully include people of color, and empowered their voices with a stronger institutional stance on equity throughout grant guidelines and selection processes;

- Ensured that our business practice trainings implement equitable hiring practices, with an emphasis on hiring people of color as instructors;
- Established scholarship support for artists of color to increase financial accessibility to business practice trainings.

What we're doing right now

- Conducting an organization-wide cultural bias assessment to identify how our practices might disadvantage people of color, whether they are approaching Artist Trust as artists seeking funding or business practice trainings, as candidates for positions on the staff or Board of Directors, or as vendors, contractors, volunteers, or engaged community members;
- Establishing racial equity as a core tenet of the Artist Trust Board of Directors' Strategic Vision Committee;
- Building racial equity assessments of programs and operations into annual planning, budgeting, and review cycles.

What we will continue to do

- Engage with communities and artists of color for feedback on our policies, practices, and programs;
- Participate in the national conversation on racial equity among grantmaking organizations through both formal (conferences, summits, etc.) and informal settings;
- Experiment with programming models to increase overall accessibility;
- Leverage our visibility to advocate on behalf of artists, particularly around issues that disproportionately impact artists from historically marginalized communities.

Artist Trust is looking at organization-wide practices through a racial equity lens as a way of addressing socio-cultural and economic barriers for artists at all intersections of identities. We invite artists and community members of all backgrounds and identities to join us in conversation around issues of equity. Members of Artist Trust's staff and Board are always open to feedback, thoughtful dialogue, and ideas that will move this work forward both within our organization and the community at large.

This racial equity framework is as dynamic as the work it supports. It is bound to change as we continue to learn and grow in our understanding of and approach to equitable practices in the arts sector.

APPENDIX SIX: CAMPAIGN FOR A CREATIVE FUTURE

\$3.5 MILLION CAMPAIGN FOR A CREATIVE FUTURE: Sustaining and Fueling Individual Artists in Washington State

Overview

I don't like to think about where my attempt to write would have gone if the Artist Trust envelope hadn't appeared on my front door. Artist Trust gave me money - a Fellowship. With the money came the rent and insurance and new brakes... But even more importantly was the vote of confidence I needed to finish the first draft of "Little Altars Everywhere"... Creativity and money can't be separated. Artist Trust, like no other organization, acknowledges this... The state of Washington changed when Artist Trust was born. —Rebecca Wells, 1987 Artist Trust Fellowship recipient and #1 New York Times bestselling author

Call to Action: Join Us in Building a Creative Future Artist Trust (AT) has been boldly delivering transformative grants and services for individual artists for 30 years. Your participation in the Campaign for a Creative Future will be pivotal for AT to build sustainability and fuel innovation for individual artists.

Importance of Artist Support Arts and culture enrich our lives with individual artists being essential to this cultural vitality. Artists create and present new work, providing our society with meaning, perspective and inspiration. Today, there are more than [50,000*](#) artists working in all disciplines to enrich Washington State.

- **Funding:** Financial investment in individual artists is rare. Demand for AT's career-changing financial support far outweighs current resources to meet the needs of individual artists state-wide.
- **Training and Resources:** AT Creative Career Center provides valuable and much-needed training so artists can acquire the business acumen necessary to build and sustain successful careers.
- **Recognition:** Being awarded a grant via AT's adjudicated selection process or completing an AT career workshop offers artists much needed encouragement and public recognition, helping propel their careers forward with subsequent opportunities and awards.

Organizational History

- Artist Trust was created in 1986 "to support and encourage individual artists working in all disciplines in order to enrich community life throughout Washington State."
- Artist Trust has invested more than \$10 million in support of artists in all creative disciplines, providing promising artists with grants and training at critical points in their careers. These artists have gone on to change our cultural landscape, spark dialogue and achieve prominence by becoming bestselling authors, award winning choreographers, composers and visual artists and other stellar achievements as primary contributors transforming and enriching community.
- Artist Trust has been a leader in creating an innovative arts and cultural landscape in Washington, and is a nationally recognized model for direct funding of working artists.

Artist Trust Today Filling a need that no other Washington State organization provides, AT runs three major programs in support of individual artists:

Grant Funding:

To recognize artistic excellence and support artist-defined projects, AT awarded over \$365,000 to 110 artists in 2014 through grants and residencies. The grants range from \$1,500 to \$50,000 each, making it possible for artists to pursue the creation of new work.

Career Advancement:

AT's Creative Career Center offers business professional training, workshops, resources, and other peer support opportunities.

Professional Resources:

As an international hub for artists, AT provides online listings with calls for art, residencies, jobs and housing along with professional development resources on healthcare, legal issues and more. Also available is on-site individual coaching.

Investing in a Creative Future The *Campaign for a Creative Future* seeks to raise \$3.5 million to enhance AT's support for individual artists in two significant ways:

- 1) **Grants Fund—\$2,500,000:** AT will *increase its investment* in individual artists by creating a Board Designated Grants Fund of \$2.5 million. Complementing the current Endowment Fund of \$1.5 million, a total fund of \$4 million invested for grants will enable AT to increase and sustain the impact of our granting program for individual artists.
- 2) **Venture Fund—\$1,000,000:** AT will create a *new*, unrestricted source of funds that enables meaningful and rapid responses to dynamic needs of artists producing innovative work. Fund initiatives will provide artist support and career development: to foster diverse artistic expression through culturally inclusive career support and via responsive workshops, resources, convenings and connections to stimulate artists across disciplines to create, collaborate, innovate and push the boundaries of their field.