

# 2021 strategic plan update



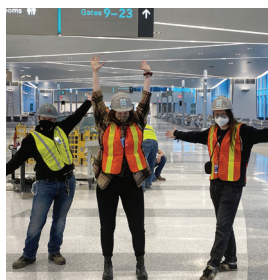
## from the executive director

When we embarked on the 2018 strategic plan, the UAC team and board committed to looking critically at our work and growing its impact for our primary stakeholders - artists and neighborhoods. Our strategic goals focus on elevating equity across the organization's body of work, specifically how equity manifests through the artists supported by public art, how public art is developed with the communities in which it lives, and where those funds are allocated in our city. The strategic plan has pushed us to expand the kind of public art we help create and the ways in which Memphians experience it.

It is important for us to take time to reflect and report to our stakeholders and partners how our strategic goals and values are manifesting in our work through this midway report. Three years into our work being guided and shaped by that plan, seeing how processes and approach have shifted to further the goals and values outlined therein, I feel incredibly proud of what has been accomplished and confident about how we will continue to build from here. This work is complex and UAC recognizes that there will always be more to do. We remain committed to moving with intention and care, keeping these goals at the forefront of our minds.

I am sincerely grateful for the hard work and immense support of the UAC board and team for everything they have done to both further our work and produce this report. I would like to thank Brett Hanover, Wendy Young, Gabrielle Brooks, Whitney Williams, A.M. O'Malley-Miller, Shanette Parks, and Ebony Archie in particular for their hard work and dedication reflected in this report.

Sincerely,  
**Lauren Kennedy**  
Executive Director, UAC



UAC Team Members



Douglass Juneteenth



Artist Happy Hour



Whitten Brothers Mural |  
Yancy Villa-Calvo



Social Distance Photo  
Booth | Brandon Dill



# goals

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## ARTISTS:

**AN INCREASING NUMBER OF MEMPHIS-BASED ARTISTS HAVE THE CAPACITY TO PARTICIPATE IN PUBLIC ART.**

Supporting more local artists through public art including helping artists to expand their practice to public spaces, and creating different opportunities for artists to work with UAC beyond traditional sculpture and mural projects.



## NEIGHBORHOODS:

**UAC WILL INCREASE VISIBILITY AND CONNECTIONS TO PUBLIC ART IN NEIGHBORHOODS ACROSS THE CITY THROUGH SUSTAINED RECIPROCAL RELATIONSHIPS.**

Expanding engagement with residents in the development of public art projects beyond the selection committee, and collaborating closely with neighborhood partners to shape new opportunities for public art in their communities.



## SCOPE:

**THE SCOPE OF PUBLIC ART PRODUCED BY UAC ACROSS THE CITY WILL EXPAND.**

Supporting different kinds of media and work beyond traditional public sculpture and murals, equitable distribution of public art funding across the city, and expanding public and private investment in public art.

# artists

## ACTIVE PROJECTS

FY21



FY17



## ARTIST CONTRACTS & ENGAGEMENTS

FY21



FY17



## LOCAL ARTISTS

FY21



FY17



## BIPOC ARTISTS

FY21



FY17

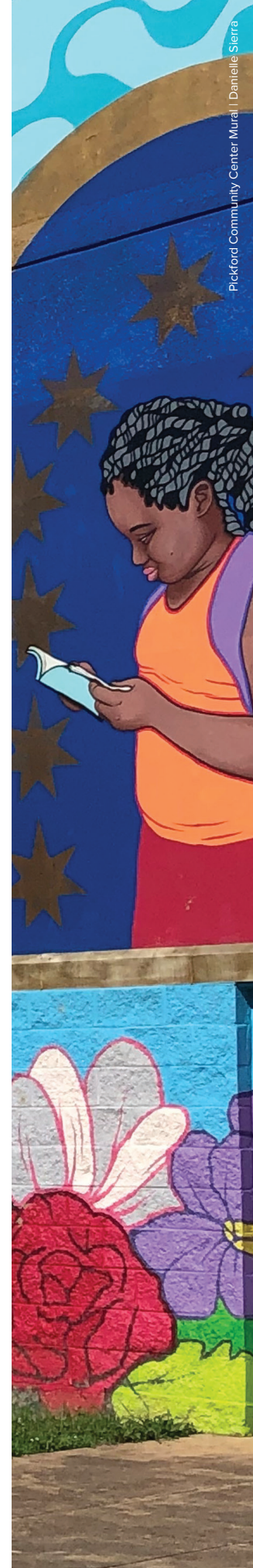


## WOMXN ARTISTS

FY21



FY17







# neighborhoods



# scope

## MEDIA

- Murals
- Arts Journalism
- Sculptures
- Dance & Performance
- Fiber Art
- Temporary Installations
- Ceramics
- Zines & Publications
- Photography
- Virtual Reality Experiences
- Short Films & Documentaries

Partners & clients: City of Memphis, Memphis Medical District Collaborative, Clean Memphis, Mural Arts Philadelphia, Memphis International Airport, Renasant Convention Center, Memphis Tourism, Downtown Memphis Commission, Tone, Rhodes College, South Memphis Alliance, Cherokee Heights Civic Club, Carpenter Art Garden, HUG Park Friends, Gestalt Community Schools, Mallory Heights Community Development Corporation, The Time Is Now Douglass Redevelopment Corporation, Uplift Westwood Community Development Corporation



# programs

## NEW PUBLIC ARTISTS



A fellowship program launched in 2020 in partnership with the University of Memphis Department of Art and funded by an Enhancement Grant from Arts Memphis. NPA provided 12 weeks of professional development, workshops and resources for 8 artists interested in expanding their practice to public sculpture. NPA, similar to the District Mural Program, provides opportunities for in-depth learning about scaling, budgeting, materials, techniques, and proposal development, paired with funding to directly use new skills and knowledge to create a public art project.

The 2021 program was facilitated by UAC team members Brett Hanover and Wendy Young with established Memphis-based artists Scott Carter, Suzy Hendrix, and Richard Lou serving as lead faculty. Over the first 12 weeks, fellows heard presentations from a number of public artists and sculptors and attended studio visits. Each fellow then developed a temporary project proposal to be installed on the University of Memphis campus in fall 2021.

- Highlights from the program included a two-part proposal writing workshop with Georgia Cresson, workshops on community engagement and project management with Forecast Public Art, an introduction to 3d modelling in Sketch-Up, group critiques, and discussions with visiting artists Heather Hart, Yvonne Bobo, Tylur French, and Ben Butler.
- NPA helps to develop the pool of potential applicants for future UAC projects, and is an important step in addressing a lack of diversity among artists applying for large sculpture commissions.

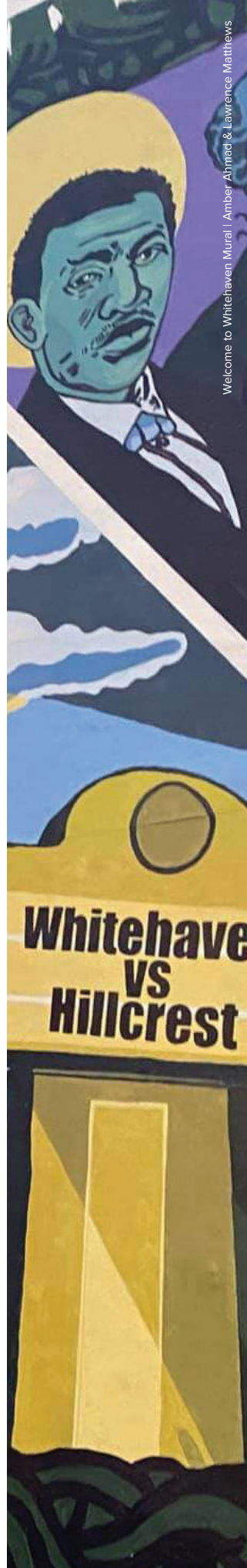
## NEIGHBORHOOD ART INITIATIVE



The traditional process of developing public art follows significant capital developments and funds, answering a number of important questions such as project scope, location and budget before inviting broader neighborhood input. NAI invites neighborhood-based organizations and leaders to apply for public art funds for their communities. UAC then works collaboratively with the selected neighborhoods to create a public art project that is responsive to and reflective of expressed neighborhood needs, input and plans. This program was launched in 2019 through support from the Assisi Foundation, and expanded in 2020 through allocating funding from the City of Memphis' percent-for-art program.

Current NAI projects include:

- Neighborhood signage in partnership with the Cherokee Heights Civic Club created by Lawrence Matthews & Amber Ahmad, fabricated by Lorenzo Scruggs
- Two murals led by Jamond Bullock and Anthony Lee in partnership with the youth apprenticeship program with Carpenter Art Garden in Binghampton
- A mural by Jamond Bullock for the pool facility in Gooch Park in partnership with HUG Park Friends Group in the Hollywood neighborhood
- New projects currently being developed in partnership with Time is Now Douglass RDC, Uplift Westwood CDC, Mallory Heights CDC, and Gestalt Community Schools in Hickory Hill







## MAJOR DEVELOPMENTS



**Renasant Convention Center:** UAC worked with the Board of Commissioners and City of Memphis to create a \$1 million public art program for the renovated facilities, including four site specific commissions and a rotating exhibitions program throughout the building.

- All four public art commissions were awarded to Memphis-based artists Taropop, Kaleob Elkins & Franklin Wallace, Ben Butler, and Jared Small, three of whom had never before been contracted by UAC on a large-scale project.
- The rotating exhibitions program offers an exciting opportunity for artists and arts organizations to showcase their work for both Memphians and out-of-town visitors to the convention center.

**Memphis International Airport:** The Memphis-Shelby County Airport Authority contracted with UAC to develop a \$1.5 million public art program for the new B Concourse, including five site-specific commissions and purchasing a permanent collection of artwork for display in the gates of the concourse.

- All commissioned artists or artist teams are primarily based in Memphis, and the permanent collection is comprised of artists with strong local connections including those currently living and working in, originally from, or educated in Memphis.
- One site-specific project opportunity was released as a design-only commission, opening the call to artists up widely as an opportunity for studio artists to translate their work to public art. This was the first public art commission for selected artists Susan Maakestad, Melissa Dunn, and Danny Broadway.
- Many of the artists commissioned for these projects were building on the success of smaller UAC projects they had completed in the past. Yancy Villa-Calvo worked with UAC on Memphis 3.0 and a community mural project in Orange Mound, and went on to receive her first large-scale public sculpture commission for the Memphis International Airport. Muralist Jamond Bullock was also commissioned for a mixed-media mural designed in collaboration with Philadelphia-based artist Eric Okdeh. Bullock and Okdeh originally met through UAC's inaugural District Mural Program.

**\$2.5  
MILLION**

**IN NEW  
PUBLIC ART**

**54**

**MEMPHIS BASED  
& CONNECTED  
ARTISTS**

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## TEMPORARY PROJECTS



Our storefront Tiny Gallery and a rotating billboard project, both located on North Cleveland, provided opportunities for artists to create temporary installations in media not typically supported by other UAC programs. 14 artists have been given space to experiment with new ideas and materials in the Tiny Gallery and on the Cleveland billboard, including digital artwork, paintings, mixed-media installations, and photography.

The Bridging the Distance program, developed in response to the COVID-19 pandemic and racial justice demonstrations throughout the summer of 2020, provided \$500 project grants to 37 local artists. These grants supported online exhibitions, performances, short films, participatory projects, zines and mail art, and other non-traditional forms of public art focused on creating and sharing work with various communities as determined by each artist.



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## CITY OF MEMPHIS PERCENT-FOR-ART



UAC has managed the City's percent-for-art program since its inception in 2002, recommending new projects to pursue, facilitating the artist selection process, design, fabrication, installation and maintenance. UAC has worked closely with City partners to leverage public art funds through projects that intentionally support Memphis-based artists and artists of color, be more responsive to neighborhood needs and plans, and the more equitable distribution of projects across the city.

- Residents of Raleigh and Whitehaven were invited to vote for their favorite design proposal during the artist selection process for the first time, yielding almost 900 responses between both neighborhoods.
- Known primarily as studio painters, Terry Lynn and Arnold Thompson were both commissioned for their first large-scale sculpture project for South City and L.E. Brown Park respectively.
- First-time public art commissions from UAC for local artists Lorenzo Scruggs at the Whitehaven YMCA, Youngblood Studios at the Cordova Library, and Desmond Lewis at Dunbar Elementary.
- Reallocation of project funding in Whitehaven based on resident input to create two landmark public art projects in the neighborhood.
- Intentional distribution of project funding to both support more equitable public art in historically disinvested neighborhoods and to increase the density of public art in key areas.
- 7 new murals in each City Council district through the District Mural Program, which includes in-depth mural training paired with the opportunity to create a large-scale mural for artists expanding their practice beyond the studio



Kim Kindred - Sarah Elizabeth Caviglio



## MOVABLE COLLECTION



A City of Memphis percent-for-art program that funds the purchase of studio work by Memphis-based artists for display in public facilities, relaunched by UAC in 2019. The Movable Collection has been critical for directly supporting more Memphis artists making work across a wide variety of media including painting, drawing, photography, fiber, mixed media, and graphic design. In 2019, UAC purchased work from 31 artists, most of whom had not previously received UAC funding, totaling \$58,650. In 2020, UAC purchased work from another 26 artists totaling another \$41,335 - this Call to Artists was released months earlier than originally planned to help provide some financial relief to artists who were negatively impacted by the pandemic.

- Of the 57 artists supported by this program in 2019-20, 47 had not received any previous funding or commissions from UAC.
- Between both rounds of purchases, 53% of artists were BIPOC (receiving 43% of funding) and 59% of artists were women (receiving 52% of funding).
- New purchases have been focused on installations of rotating galleries at neighborhood libraries including Levi, South, Cherokee, Parkway Village, North, Hollywood, and Frayser.

**57**  
**ARTISTS**  
**\$58,650**

