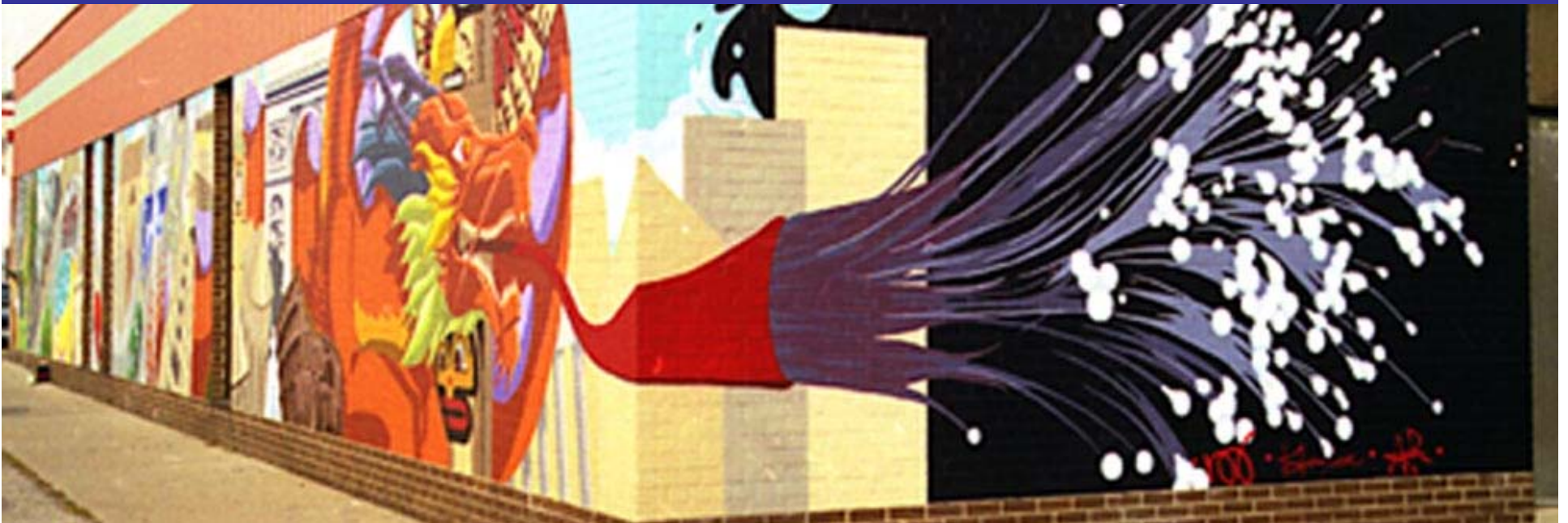


Planning and Managing Mural Projects

Off the Wall: Leadership Training in Mural Making



MuralRoutes

Planning and Managing Mural Projects

Toronto context

More than 20 groups create murals around the City each summer.



What is Project Management?

"A discipline which requires budgeting, planning and resource management skills to enable a specified end deliverable to be completed within the allocated timeframe".

www.my-project-management-expert.com

Karin's definition

*"Budgeting, Planning, Organizing, Scheduling,
Supervising.....*

*everything that needs to be done to **get a project completed** as agreed by all parties.....*

ON TIME and WITHIN BUDGET"

What is Project Management?

Budgeting, Planning, Organizing, Scheduling,
Supervising.....

everything that needs to be done to **get a
project completed** as agreed by all parties.....

ON TIME and **WITHIN BUDGET**

What is Project Management?

Key words:

Knowledge of the project

Time management

Communication

Decision making

Troubleshooting

INITIATING THE MURAL PROJECT

Client

- Set Criteria
- Secure community partners
- Secure funding
- Find a wall
- Choose a theme
- Select an artist
- Negotiate the fee
- Create a contract

Artist

- Set personal criteria
- Secure a client
- Negotiate the fee
- Secure a contract



Setting Criteria – in the beginning

Before starting a mural or mural project, ask these important questions:

- What do you want to accomplish by creating this mural?
- How will the mural be paid for?
- Are you accountable to a private client, a committee, the public?
- OR.. Can you make decisions on your own?
- Is this part of a larger project?
- Do you have the experience and the commitment of time and energy?
- Who takes final responsibility for the mural?



The mural “A Sense of Place” by Frank Perna 1997 was painted outside the Kennedy Subway Station in Toronto as a result of a community safety audit.

The purpose was to create a space that would increase the comfort level of pedestrians and commuters.

Community Involvement

The most lasting and successful mural projects have a connection with the local community. There are many opportunities for community involvement on planning committees, fundraisers, artist liaison or “cheer leaders.”

For the artist, it is a great advantage to have this kind of community support.



- Community outreach
- Community Consultation
- Community Celebration



Funding options for community murals

- 1) Grants**
- 2) Donations & sponsorships**
- 3) Fundraising events**
- 4) Earned revenue through the sale of merchandise; prints, posters, cards, calendars etc.**
- 5) Lottery funding (Nevada, bingo, raffles)**
- 6) Donations of goods and services**
- 7) Other.....**

Selecting a wall or mural site

Consider these things:

- Visibility – minimal visual distractions, good view for the public
- Wall construction – what is it made of?
- Wall condition and environment
- Wall surface
- Ownership



Selecting a wall or mural site

Murals can also be created on **panels** and installed on the walls.

Materials include: Marine grade plywood, Sign board (Crezone) and Dibond (Aluminum)

Marine Grade Plywood



Dibond

Selecting a wall or mural site

Some of the potential hazards to the life of a mural include:

- Damp in the wall or from the roof
- Ground water and snow build-up
- Poor construction
- Old brick
- Slick surface



Choosing a Theme or Subject

The theme of the mural should be chosen by considering:

- Relevance to the mural location
- Purpose of the mural project
- Significance to the community being impacted
- Artistic expression

In rare cases the artists are given freedom to choose the subject themselves



Artist Bill Wrigley was given artistic freedom to choose his subject for this extremely challenging underpass site – “Kidsplay”, 2006



Selecting the Artist

Ways to select an artist

- Competition (open, invitational or limited to a category of artist)
- Call of Interest
- Commission

Competition Brief or Call for Artists should include:

- Size and location of the wall
- Theme or other considerations for subject matter
- Fee or request for budget
- Expectations and roles of the artist
- Roles of the Client
- Information about the Client organization
- Application process

Getting a Mural Commission

Competitions – Word of Mouth – Developing a reputation and client base

IN MURAL PAINTING, EXPERIENCE COUNTS

Some helpful hints for responding to competition applications:

1. READ the competition brief THOROUGHLY
2. Include EVERYTHING that is requested in the application
3. Create a PROFESSIONAL looking PORTFOLIO
4. Include your most RELEVANT experience in the application
5. Write a letter that shows ENTHUSIASM for the project
6. BE ON TIME FOR INTERVIEWS
7. Prepare some QUESTIONS for the interview
8. Demonstrate an ability to COMPLETE the work ON TIME
9. If a SKETCH is required, GO THE EXTRA MILE, add COLOUR or CONTEXT
10. Even if you don't get the job, keep a good relationship with the client – THEY MAY HAVE OTHER MURALS IN THE FUTURE

ADMINISTRATION & PROJECT MANAGEMENT

• ADMINISTRATOR'S ROLES

- Budget & Financial Management
- Site Selection
- Artists' selection
- Contracts and Permits
- Human Resources
- Insurance
- Health & Safety Concerns
- Reporting & communication
- Events and Celebration
- Promotion
- Maintenance schedule

• PROJECT MANAGER'S ROLES

- Liaison with artists/ clients/ partners
- Scheduling – time management
- Day to day supervision
- Troubleshooting
- Public relations & media relations
- Event Management
- Reporting & communication

Frequently the Artist is the Project Manager

The roles of Administrator and Project Manager may vary, but it is **important** to appoint one person to be the liaison with the artist and the client, community or owner of the wall.

Budget

Developing the budget requires attention to detail.

INCLUDE:

- Administration expenses
- Project Management costs
- Design fee / maquette
- Competition costs
- Artists' fees
- Health & Safety measures
- Insurance
- Permit fees
- Wall preparation
- Paint, brushes and other materials
- Scaffolding, ladders or other lifting equipment
- Signage / identification
- Promotion including mural launch and website update
- MAINTENANCE

Important considerations before setting the budget

- 1) Quality of the mural desired.
- 2) Size, location and condition of the wall(s).
- 3) Selection process for the artist.

Artists' fees

Considerations to take into account:

- Artist's experience
- Size of the mural
- Complexity of the Site
- Expectations and roles of the artist
- Individual criteria
- Available funding
- Industry standard

Contracts

Written contracts help clarify the roles and responsibilities between the artist and the client and set the terms of engagement.

A checklist of items to be covered:

- ✓ Liability – who is responsible for insurance and onsite supervision?
- ✓ Resource person – who has authority to make decisions?
- ✓ Working conditions – timeline, provision for bad weather etc.
- ✓ Division of responsibility – roles and expectations of each party
- ✓ Copyright – are there any waivers?
- ✓ Fees and payment schedule.

Artists' Contracts – Agreements for Visual and Media Artists

By Paul Sanderson & Ronald N. Hier

Published by CARCAC Ontario

<http://www.carfac.ca/>

Copyright

Copyright laws are extremely complicated.

Simplified – but only as a guideline:

- If you create an original artistic work, you own the copyright
- This is essentially an economic right to reproduce your artistic image
- The Copyright Act protects forms of artistic expression, such as a mural, but not ideas
- You can waive copyright
- Moral Rights exist side by side with Copyright and deal with Integrity and Paternity
- Many organizations ask artists to give the right to reproduce images for PROMOTIONAL purposes
- Some organizations ask artists to waive all copyright so that they do not benefit from sales of reproductions

KNOW YOUR RIGHTS AS AN ARTIST

Canadian Copyright Act

<http://www.cb-cda.gc.ca/info/act-e.html>

Insurance

Personal Accident Insurance - coverage in case of a work injury

Usually the responsibility of the artist.

Third Party Liability Insurance – coverage in case of injury to a third party

Usually the responsibility of the group or business managing the project.

If the artist is on payroll, insurance will be required through Workers Safety and Insurance Board (WSIB) or other similar coverage.

Health & Safety

RISK MANAGEMENT IS OF PRIME IMPORTANCE ON A MURAL SITE

Learn to recognize potential problems and put steps in place to avoid those problems or to minimize their impact.

SOME BASIC POINTS:

- Good planning is needed to minimize on-site hazards
- Keep the site clean – tidy up all loose items
- Be aware of toxic paints and solvents – always read the labels
- Scaffolding requires knowledge to construct and use properly
- Above 3 metres (10 feet) fall arrest equipment is needed.
- Ladders should be used with caution
- Lift equipment such as scissor lifts or swing stages, require special training
- Use protection from extreme temperatures
- You are at greater risk when you are tired
- WHMIS – Workplace Hazardous Materials Information System is Canada's national hazard communication standard

http://www.hc-sc.gc.ca/ewh-semt/occup-travail/whmis-simdut/index_e.html/

CREATING THE MURAL

Design

Wall preparation

Painting



Design

Sketch - Maquette - Mural



Ensure there is time and space for the design process

Wall Preparation

Fixing – Cleaning - Priming



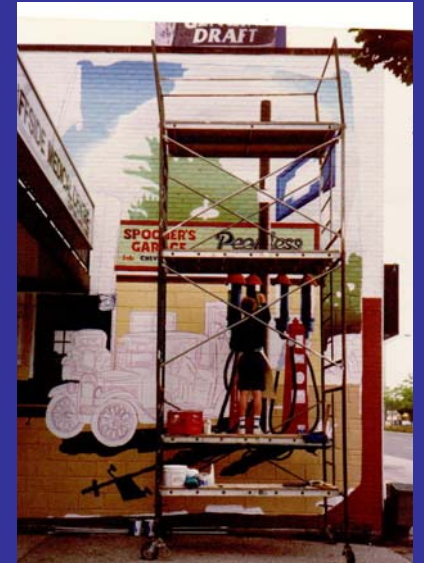
QUESTIONS

What is the substrate?

What prep has to be done?

Can the artist do this work or do you have to hire a specialist?

Painting



CLOSURE

After the long process of planning, designing, managing and painting a mural the process ends when:

1. The artist is satisfied and declares the mural complete
2. The client inspects and accepts the mural as completed
3. Final payment is made to the artist
4. A mural launch or unveiling is held to celebrate the work (optional)
5. There may still be obligations for maintenance, depending on the contract



Useful Resources

Mural Routes www.muralroutes.com

- **Mural Production: A resource handbook**
- **Workshops & Symposia**
- **Mural Map of Canada**
- **Community Consultation**
- **Community Mural Projects**

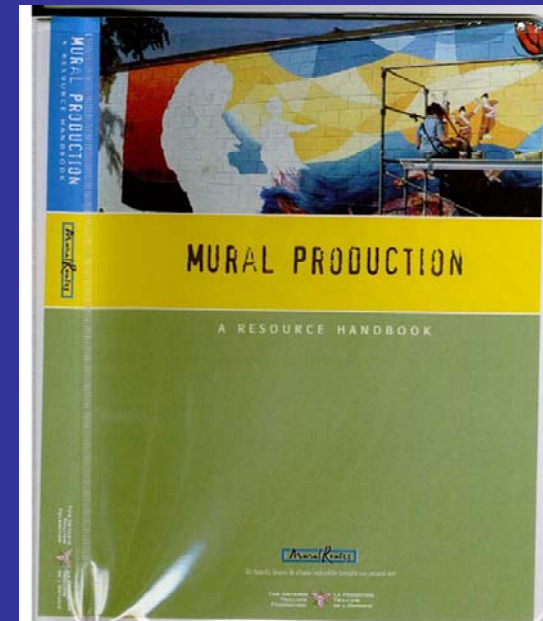
Visual Arts Ontario www.vao.org/

- Call for Artists
- Professional advice and workshops

CARFAC www.carfac.ca

- Copyright and contract information
- Professional standards

www.hc-sc.gc.ca/ewh-semt/occup-travail/whmis-simdut/index_e.html/



Planning and Managing Murals

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Improving communities through mural art



Mural Routes