



Waste Less Series Toolkit: Road Map (NGO)

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Introduction

The **Waste Less Murals Series: NGO Project Roadmap** is a practical, values-driven guide for nonprofit organizations and municipalities seeking to plan, produce, and activate a community-centered public art initiative focused on food waste and local food systems. Rooted in Urban Green Lab's experience, this roadmap outlines a clear end-to-end process—from early visioning and funding to installation, activation, and long-term stewardship.

While timelines and tactics may vary by city, capacity, and funding landscape, the core approach remains constant: center community voice, ensure fair artist partnership, and embed public education into every stage of the work.



About Urban Green Lab

Urban Green Lab is a 501(c)(3) nonprofit that exists to teach communities how to live sustainably in the Nashville, TN area. We organize teams, train them on making sustainable choices, and connect people with services and peers to walk with on their sustainable journey. We envision a Nashville where everyone has access to opportunities for learning about sustainable living.

Education & Training



The Education and Training division trains educators and individuals providing confidence, tools, and community to bring a sustainable lens into any classroom or everyday learning space.

Collective Action



The Collective Action division educates and builds communities and cultures of sustainability in individuals and organizations throughout the Nashville area.

Best Practice



The Best Practice division creates sustainable living education platforms that inspire business and to be part of the solution.



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What is the Waste Less Mural Series

The Waste Less Murals Series is a community-centered public art initiative designed to elevate food waste awareness, celebrate the beauty and value of food, and inspire collective action across Nashville. At its core, the series uses art as an accessible educational tool—meeting people where they are in daily life and transforming public space into a platform for storytelling, sustainability, and civic engagement.

Urban Green Lab, in partnership with NRDC, Arts and Business Council, and the TN Arts Commission, is commissioning a series of murals across Nashville to celebrate the value of food through public art installation and encourage the public to waste less. Through these collaborations, the project bridges environmental advocacy, local food systems, creative practice, and community voice.

The framework behind the Waste Less Murals Series is intentionally relational and equity-centered. Each mural is developed through partnership with a host site, guided by community input, and created by artists whose work reflects lived experience and local context. Beyond installation, each project includes public education components—such as QR-linked resources, events, and storytelling—to ensure the mural serves not only as a visual landmark, but as a catalyst for behavioral change.

This roadmap outlines the structure, phases, and guiding principles that make the series replicable while preserving its core values: community partnership, ethical storytelling, fair artist compensation, and measurable environmental impact.

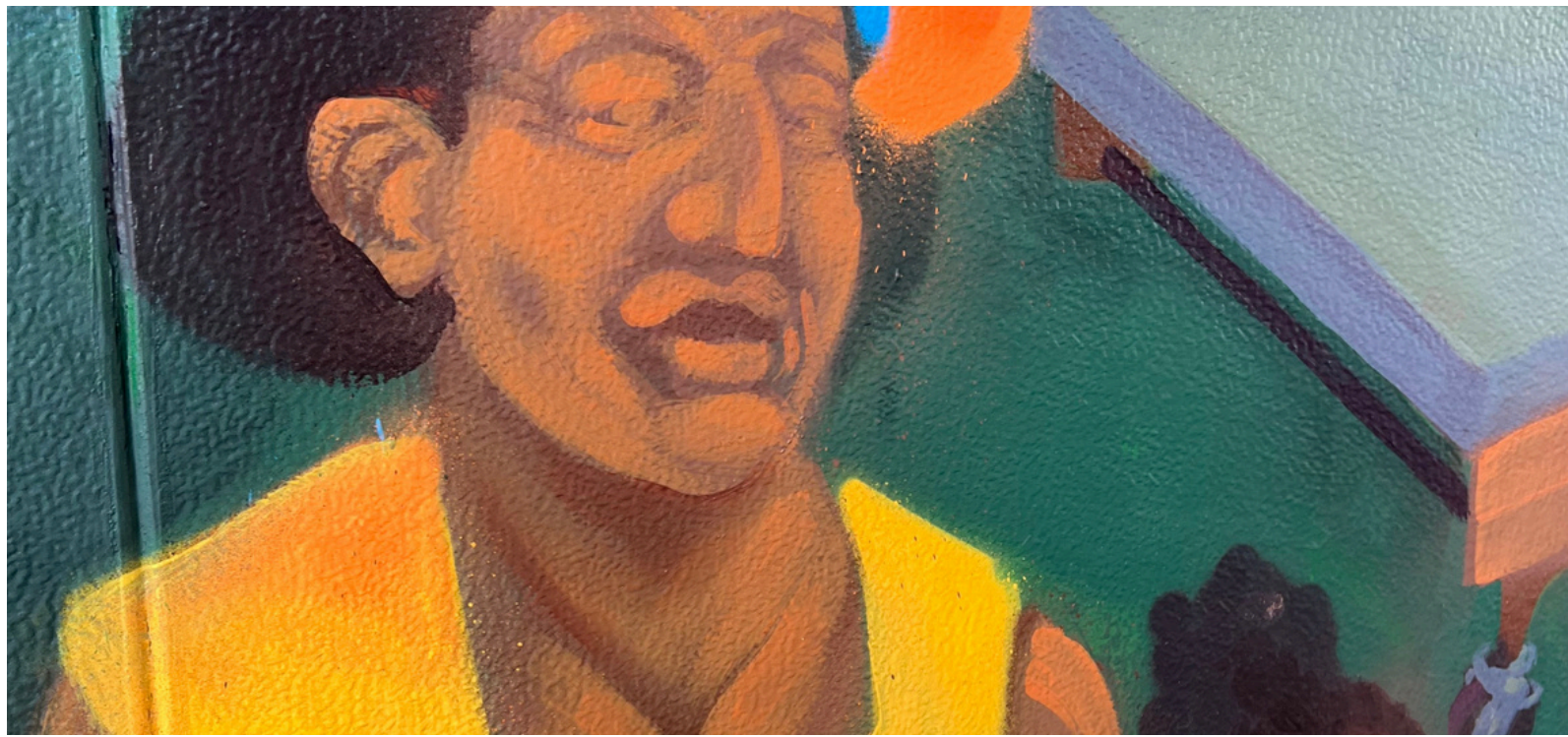


“Artists are visual historians, so public art tells the community what’s really happening now. It reflects and preserves the times”

**Thomas Wyans AKA Detour|
National Endowment for the Arts**

Role of Art in Activating
Public Spaces





Why Public Art as a Vehicle?

Public art has a unique power to shape how we see the world around us. It transforms everyday spaces into places of reflection, conversation, and shared identity. Unlike reports or campaigns that people have to opt into, murals live in the open—meeting people on sidewalks, outside grocery stores, and along neighborhood corridors. They create moments of pause in busy routines and make complex issues feel human, visible, and local.

Public art was chosen for the Waste Less Murals series because it helps shift the tone of the food waste conversation. Instead of leading with guilt or finger-wagging about what we throw away, murals let us celebrate food for what it really is—beautiful, valuable, and deeply connected to our communities. A mural can spark curiosity in a way a statistic or flyer often can't. It invites people into the conversation in a way that feels welcoming, not shaming. Through art, the message becomes less about “don't waste” and more about appreciating and honoring the food we grow, cook, and share.





Messaging is Key. Food is _____, Waste Less

The messaging of Food is “_____”, Waste Less is what makes these murals really connect with the communities they represent.

Each community helps pick the word that fills in the blank, so it truly reflects how each neighborhood relates to and values food. This is how we capture the “flavor” of each community—their culture, traditions, and unique connection to the food system—making each mural a genuine reflection of the people and stories behind it. Centering the community in this way keeps the project real, meaningful, and rooted in the places we’re celebrating.

This approach ensures that each site highlights the unique perspectives of producers, distributors, and consumers, while also advancing our educational goals and celebrating the city’s diverse food landscape.



Phase 1: Visioning & Internal Alignment (9–12 months before installation)



Goals: Clarify purpose, capacity, and success metrics.

At the outset of the project, **take time to clearly reaffirm the core goals driving the work.** **This includes aligning around the intended impact**—whether that is reducing food waste, strengthening community education, elevating public art, amplifying storytelling, or a combination of all four. Establishing shared purpose early ensures that every decision that follows reflects the project’s values.

Next, **define the scope of the initiative.** Determine how many murals you plan to produce, which neighborhoods or areas of the city you hope to prioritize, and what overall budget range is realistic. Clarifying scale at this stage helps prevent scope creep and keeps planning grounded in capacity.

It is also essential to **identify a clear internal project lead and outline cross-team roles.** Successful mural projects require coordination across programs, communications, and development staff. Naming responsibilities early—who manages partners, who oversees storytelling, who tracks funding—creates accountability and smooth collaboration. Finally, establish preliminary indicators of success. **Consider how you will measure engagement, educational outcomes, and partner participation.** Even if metrics evolve over time, defining what success looks like at the beginning provides direction and helps anchor the project in measurable impact.



Key Actions

- Reaffirm project goals (food waste reduction, community education, public art, storytelling).
- Define scope: number of murals, city/neighborhood focus, budget range.
- Identify internal project lead(s) and cross-team roles (programs, communications, development).
- Identify external partners and collaborators in the public/private space.
- Set preliminary success indicators (engagement, education outcomes, partner participation).

BE CLEAR AND CONCISE.
Use the project brief to communicate essential information efficiently to all stakeholders.

KEEP IT FLEXIBLE.
Treat the budget and timeline as guides that can evolve as the project progresses.

Staying flexible with budgets and timelines is crucial for nonprofit mural projects because unexpected opportunities, community needs, or logistical challenges often arise. Funding, volunteer availability, and permitting can shift, and creative ideas may evolve as artists and organizers collaborate.

By keeping plans adaptable, organizers can respond effectively, make the most of limited resources, and ensure the mural reflects both the community's vision and the project's goals.

Deliverables

- Project Brief – A clear overview of the project's objectives, scope, and key outcomes. See [Sample Project Brief](#) with hyperlink to the document or Appendix A
- Internal Budget Range – An estimated financial framework to guide planning and resource allocation. See [Sample budget](#) See appendix B for sample budget
- Draft Timeline – A preliminary schedule outlining major milestones and deadlines. See Appendix B for Draft Timeline



Phase 2: Funding & Resource Development (8–10 months out)



Goals: Secure financial and in-kind support.

Successful mural projects rely on thoughtful planning and strategic support, and these key actions provide a roadmap for making that happen.

First, identifying funding sources—whether grants, corporate sponsors, municipal programs, or foundations—ensures the project has the resources it needs to come to life. Developing sponsorship tiers and outlining community benefits helps potential supporters see the value of their contribution while creating opportunities for meaningful engagement.

Securing in-kind contributions, like paint, lifts, wall prep, or documentation, stretches the project's budget and builds partnerships with local businesses and organizations.

Finally, **aligning the mural project with funder reporting requirements** keeps the process transparent, accountable, and ready for future opportunities. Together, these actions lay a strong foundation for a project that is well-supported, sustainable, and deeply connected to the community.



Key Actions

- Identify funding sources (grants, sponsors, municipal support, foundations).
- Develop sponsorship tiers and community benefits.
- Secure in-kind contributions (paint, lifts, wall prep, documentation).
- Align mural project with funder reporting requirements.

INCLUDE EVERYTHING.
Make sure your mural budget covers materials, labor, permits, and contingencies.

GET IT IN WRITING.
Use MOUs or agreements to clearly define each partner's contributions and responsibilities.

Deliverables

- Confirmed Project Budget – A finalized outline of all anticipated expenses for the mural, including materials, artist fees, site preparation, and installation, to guide planning and ensure the project stays on track. See Appendix C
- Funding Agreements / MOUs – Formal agreements or memorandums of understanding that secure financial or in-kind support for the mural, clearly defining the roles, contributions, and expectations of sponsors, partners, and community collaborators. See appendix D for MOU



Phase 3: Site & Site Partner Recruitment (7–9 months out)



Goals: Identify and select a host site that aligns with values and visibility goals.

To identify and select a host site aligned with project values and visibility goals, begin by releasing a clear Call for Sites to community businesses and organizations or reach out to locations and partnering organizations who have signaled past interest.

Offer an info session to answer questions and ensure alignment before approval or reviewing applications based on visibility, wall condition, community connection, and long-term commitment.

Once selected, formalize the partnership through a written agreement outlining responsibilities for wall prep, access, and ongoing maintenance.



Key Actions

- Release Call for Sites to community businesses and organizations.
- Host info session or office hours for interested sites.
- Evaluate applications based on visibility, wall condition, community alignment, and commitment.
- Secure site agreement outlining responsibilities (wall prep, long-term maintenance, access).

THINK LONG TERM STEWARDSHIP.
Select partners who are enthusiastic about maintaining and protecting the mural, not just hosting it during installation.

PRIORITIZE ALIGNMENT OVER AESTHETICS.

Choose a site who balances mission, audience, and community presence genuinely connect to the mural's message, not just a highly visible wall.

Deliverables

- Selected Site Partner – A confirmed host location that aligns with the project's values, visibility goals, and commitment to stewarding the mural long term.
- Signed Site Agreement – A fully executed agreement outlining roles, responsibilities, access, maintenance expectations, and mutual commitments between the mural team and the host site. See Appendix E
- Site Determination Rubric – A rubric that will help determine the ideal mural site and partner.



Phase 4: Establish the community team (6-8) months out



Goal: Build a representative and engaged community team to support mural artist selection, design input, and activation planning.

The mural success hinges on two focal points:

- 1) Local artists whose work not only engages food waste, climate action, and community storytelling, but creating murals that inspire and reflect local voices. This artist is selected through a call for artists, generally run by a creative-centered partner, for instance an Arts and Business Council.**
- 2) The call for artists submissions should be reviewed by a diverse jury of artists, partners, and community members. This assembled community team may serve not only as jurists but as community activation planners. Once selected, the artist's contract, stipend, and timeline are confirmed, ensuring each mural is thoughtfully executed, visually compelling, and deeply connected to the community it celebrates.**



Key Actions

- Identify and invite diverse community stakeholders to serve as mural jurors and activation planners (e.g., residents, local artists, youth leaders, faith leaders, business owners).
- Define clear roles and expectations for jurors and community activation team members.
- Facilitate an orientation session outlining project goals, selection criteria, and the Waste Less vision.
- Develop a transparent artist review and scoring process.
- Begin brainstorming community activation opportunities tied to the mural (art crawl events, educational workshops, volunteer paint days, etc.).

ACTIVATE COMMUNITY VOICES.
Involve plugged in jurists from food system partners to library and neighborhood leaders to help plan events and share local stories to keep the project rooted in the neighborhood.

Deliverables

- **Confirmed list of community jurors and activation team members:** A finalized roster of stakeholders committed to supporting artist selection and activation planning.
- **Juror framework/orientation materials and scoring rubric:** A guidance packet and evaluation tool outlining project goals and artist review criteria.
- **Jurist timeline:** A clear summary of the timeline and decision-making steps to ensure transparency. See Appendix G.
- **Preliminary community activation plan:** An outline of proposed events and engagement strategies tied to the mural.



Phase 5: Artist Selection (6-8 months out)



Goals: Collaboratively select an artist whose practice aligns with food waste, climate, and community storytelling with the host community.

The success of each Waste Less mural is grounded in two key elements: local artists and a community-led jurist team. Local artists, selected through an open Call for Artists often facilitated by a creative-sector partner, bring the ability to translate themes of food waste, climate action, and community storytelling into murals that reflect local identity and inspire action.

Submissions are reviewed by a diverse jury of artists, partners, and community members who ensure cultural relevance and shared ownership. This team may also support community activation. Once selected, the artist's contract, stipend, and timeline are finalized, ensuring thoughtful, high-quality execution.



Key Actions

Getting Started

- Release Call for Artists (local priority encouraged).
- Assemble selection jury (artists, past partners, community members, subject experts).
- Review proposals and conduct interviews if needed.
- Confirm artist contract, stipend, and timeline.

BUILD DIVERSE TEAMS
Bring together artists, community members, and experts to ensure the mural reflects multiple perspectives.

CAST A WIDE AND LOCAL NET.
Prioritize outreach to local artists and use clear selection criteria to ensure proposals align with project values and community context.

Deliverables

- Artist Selection Rubric: Choose an artist whose work engages food waste, climate action, and community storytelling, ensuring a meaningful and community-connected mural.
- Artist RFQ: Develop a clear call to artists that outlines the logistics, messaging, project vision, thematic alignment, and community impact.



Phase 6: Design Development & Approvals (3–4 months out)



Goals: Finalize mural design and secure all approvals.

In this phase, the selected artist develops draft mural concepts aligned with the project vision. Structured feedback loops are facilitated with the site partner, community representatives, and internal staff to ensure the design reflects shared values and local context.

Concurrently, the project team secures any required city permits, historic district approvals (if applicable), and appropriate insurance coverage. Installation logistics — including scheduling, equipment access, wall preparation, and site coordination — are confirmed to ensure a smooth execution phase.



Key Actions

- Artist develops draft designs.
- Facilitate feedback loops with site partner, community reps, and internal staff.
- Secure city permits, historic approvals (if applicable), and insurance.
- Confirm installation logistics.

ALIGN EARLY ON VISION.
Ensure the artist clearly understands project goals and site context before draft designs begin to reduce major revisions later.

SET CLEAR FEEDBACK WINDOWS.
Establish timelines and decision-makers for design input so feedback is constructive and doesn't delay approvals.

Deliverables

- Installation Checklist: A step-by-step planning and execution tool that outlines required tasks, safety measures, and coordination steps to ensure a smooth, compliant, and well-organized mural installation. See Appendix H

PLAN BEYOND THE ARTWORK.
Start permits, insurance, and installation logistics alongside design development to avoid last-minute complications.



Phase 7: Mural Installation (1–2 weeks)



Goals: Execute mural safely and visibly.

This phase focuses on executing the mural safely, smoothly, and with strong community visibility. The project team supports the artist throughout installation while sharing progress updates through social media and partner networks to build momentum and public engagement.

When appropriate, informal site visits or community paint days can deepen connection and ownership. The result is a completed mural accompanied by high-quality visual documentation for storytelling and reporting.



Key Actions

- Support artist during installation.
- Share progress updates via social media and partners.
- Host informal site visits or paint days (if appropriate).

PRIORITIZE SAFETY AND FLOW.
Keep clear communication with the artist and site partner to ensure installation runs smoothly and safely each day.

CAPTURE THE STORY, NOT JUST THE FINAL PRODUCT.

Document key moments – sketch transfer, community paint days, finishing touches – to tell a fuller impact story.

Deliverables

- Social Media Campaign: Whet the community appetite by incorporating an interactive social media component, like this scavenger hunt ahead of the official rollout or unveiling. Use portions of the mural to activate interest in the work.
- Create a landing page hosted by your organization or collaborating orgs to celebrate the work and extend storytelling opportunities on digital channels.





URBAN GREEN LAB™



COME FIND ME

WHERE IN THE MURAL CAN I BE?
FIND THE **PUPPY ON A WALK**



**WASTE LESS MURAL LAUNCH
WATERMELON FEST
NASHVILLE FARMERS MARKET
TOMORROW**





COME FIND ME

**WHERE IN THE MURAL CAN I BE?
FIND THE WATERMELON**



**WASTE LESS MURAL LAUNCH
WATERMELON FEST
NASHVILLE FARMERS MARKET
TODAY**





URBAN GREEN LAB™



COME FIND ME

WHERE IN THE MURAL CAN I BE?

FIND THE **RED TRUCK**



**WASTE LESS MURAL LAUNCH
WATERMELON FEST
NASHVILLE FARMERS MARKET
SATURDAY, AUGUST 23RD**



Finished mural: Can you find the vignettes from the campaign?



Phase 8: Public Launch & Activation (0–3 month max post-install)



Goals: Maximize public engagement and education.

The Public Launch phase is designed to maximize community engagement and educational impact. This includes hosting a mural unveiling or celebration, activating tours or panel discussions, and introducing digital interpretation tools such as QR codes or a microsite to deepen learning.

Coordinated media outreach helps amplify the message beyond the immediate audience. Key deliverables include a successful launch event and a suite of press and digital assets to extend the mural's reach and impact.



Key Actions

- Host public unveiling or community celebration.
- Roll out educational programming, tours, or panels.
- Launch digital interpretation (QR codes, microsite or added to landing page).
- Coordinate media outreach.

MAXIMIZE VISIBILITY THROUGH PARTNERSHIPS.
Collaborate with local organizations, influencers, and community groups to broaden attendance and media coverage.

LEVERAGE MULTIPLE ENGAGEMENT CHANNELS

Combine in-person experiences with digital tools—like QR codes, social media, and virtual tours—to reach audiences who can't attend physically.

Deliverables

- Launch Event Run of Show: The plan for a public unveiling and community celebration to showcase the mural, engage local audiences, and highlight the project's impact in person.
- Press and Digital Assets: Media materials and online content that tell the mural's story, promote visibility, and extend engagement beyond the physical site.
- City Council Endorsement: Have local officials support the work through a proclamation each time a new mural is unveiled.



Phase 10: Evaluation, Stewardship & Legacy (1–6 months post- install)



Goals: Measure impact and sustain relationships.

This final phase focuses on understanding the mural’s impact and ensuring its lasting value. Activities include collecting engagement metrics, gathering feedback from partners and the artist, completing funder reports, and planning for long-term care or future series expansions.

Deliverables such as a comprehensive impact report, partner thank-you notes, and archived documentation preserve the project’s legacy while strengthening relationships and informing future initiatives.



Key Actions

- Gather metrics (attendance, engagement, surveys).
- Creatively develop new metrics around foot traffic and continued education in the new mural site.
- Conduct partner and artist debriefs.

USE THE EVALUATION AND ARCHIVE PHASE TO IDENTIFY STORIES AND INSIGHTS. These can be shared through workshops, tours, or digital content—keeping the mural’s message alive and extending its educational impact.

Deliverables

- Impact Report: A summary of engagement metrics, attendance data, and survey insights to evaluate the project’s reach and effectiveness.
- Partner Thank-Yous: Personalized acknowledgments that celebrate collaborators’ contributions and reinforce ongoing relationships for future initiatives.
- Archive Documentation: Organized records of the mural, process, and community engagement—including photos, videos, and design files—for long-term reference and legacy.
- Continued Education in the Space: Opportunities for ongoing learning and storytelling through on-site programming, interpretive materials, or digital content that keep the mural’s message active and accessible to the community.





The Condensed Mural Timeline

When the Opportunity Strikes. Sometimes Faster is Better.

Two Timelines, One Vision

The Waste Less Mural Series was designed to move at the pace of community – and the full 9–12 month timeline reflects that, giving teams the space to build partnerships, secure funding, engage neighbors, and shepherd an artist from selection to installation with care. It is the recommended path for organizations replicating this work in a new city or starting without existing infrastructure in place.

The condensed 3–6 month timeline is built for moments when the foundation already exists and the opportunity presents – aligned funding, committed partners, a defined site – and what's needed is a framework for moving with urgency without sacrificing integrity. Both timelines share the same core values: community voice, artistic integrity, and place-based storytelling. The difference is simply how much runway you have to get there.





Waste Less Mural Series Condensed Timeline

Visioning & Internal Alignment (Producers & Organizers)

Condensed Timeline: 3–6 Month Mural Delivery

Purpose

This accelerated timeline is designed for projects with existing partnerships, defined sites, and aligned funding—allowing for a streamlined, yet still community-centered process. The 3–6 month timeline is designed for projects that require a more agile approach while maintaining the core values of the Waste Less Mural Series: community voice, artistic integrity, and place-based storytelling. This model accelerates delivery by overlapping phases, streamlining decision-making, and leveraging pre-existing partnerships, sites, and funding.

Rather than reducing the depth of engagement, this approach prioritizes efficiency with intention—ensuring that local artists are still thoughtfully selected through a juried process and that community perspectives remain embedded throughout design, storytelling, and activation.

This condensed model is best suited for moments of opportunity—such as aligned funding cycles, public campaigns, or time-sensitive partnerships—where readiness allows teams to move quickly without compromising quality. Ultimately, the accelerated timeline provides a flexible framework for delivering murals that are visually compelling, community-centered, and impact-driven, while responding to real-world constraints and momentum.

Timeline Snapshot

Month 1 | Alignment, Site Readiness & Call for Art Launch

- Confirm project leadership, roles, and decision-making structure
- Finalize site host(s), conduct site visit, and assess installation needs
- Align on goals, narrative direction (“Food is ___, Waste Less”), and budget
- Secure initial funding and confirm artist/community stipends
- Identify and confirm community jurist team
- Draft and launch Call for Art (in partnership with creative partner)

Milestone: Project aligned + Call for Art live

Month 2 | Artist Submissions, Jurist Review & Narrative Development

- Continue Call for Art promotion and submissions intake
- Community jurists begin round 1 review process
- Refine neighborhood narrative and community storytelling direction
- Begin planning community activation and celebration framework
- Align on success metrics and tracking methods

Milestone: Strong submission pool + jurist process underway

Month 3 | Final Selection, Design & Approvals

- Complete final rounds of mural jury selection process
- Conduct 1:1 sessions with finalists to clarify concepts and thematic alignment
- Confirm winning artist and execute contract
- Begin design review and approval process with site host
- Secure any necessary permits or regulatory sign-offs

Milestone: Winning artist selected + design approved

Month 4 | Pre-Installation & Site Preparation

- Finalize installation logistics with artist and site host
- Confirm materials, equipment, and installation timeline
- Prepare site for installation
- Continue building community activation and celebration framework
- Finalize success metrics and tracking methods

Milestone: Site ready + installation plan confirmed

Month 5| Installation & Pre-Celebration Preparation

- Execute mural installation with artist and site host
- Conduct final site walkthrough and quality review with artist
- Coordinate logistics for ribbon-cutting event (venue, vendors, partners, programming)
- Finalize community activation plan and food waste reduction messaging
- Begin establishing tracking methods and baseline metrics
- Set up project landing page framework for reporting and storytelling

Milestone: Mural complete + celebration ready to launch

Month 6| Celebration, Impact & Storytelling

- Execute ribbon-cutting event and community activation around food waste reduction messaging
- Align all stakeholders for celebration and community gathering
- Collect and analyze quantitative metrics (e.g. foot traffic, event attendance, social reach)
- Gather qualitative storytelling from the artist, community members, and site host
- Publish impact report and artist narrative on project landing page
- Share stories of the mural's community connection and food waste education across social and partner channels
- Identify opportunities for continued community programming and education inspired by the mural
- Document lessons learned and best practices for future Waste Less Mural Series replication

Milestone: Mural celebrated + impact documented + story living beyond the wall

What Success Looks Like

The condensed timeline is built for speed, but success is never measured by pace alone. A truly successful Waste Less mural project — even one delivered in three to six months — leaves behind more than paint on a wall. It leaves a community more connected to its own story, more aware of the role food waste plays in everyday life, and more equipped to act. Success in this model looks like a process that moved efficiently without cutting corners on the things that matter most: community voice, artistic integrity, and place-based storytelling. It looks like a juried process that was transparent and equitable, a site host that feels proud of what their building now represents, and an artist whose vision was supported — not rushed.

Beyond the installation itself, success is a celebration that brought people together, metrics that tell a clear story of impact, and a landing page that continues to educate and inspire long after the ribbon has been cut. It is partnerships that are stronger for having moved through this process together, and a documented roadmap that makes it easier for the next city, the next coalition, or the next community to do the same.

Markers for success in this timeframe look like:

- Clear, shared vision established and maintained across all stakeholders from day one
- Community jurors meaningfully engaged in a transparent, equitable artist selection process
- Local artist selected whose work authentically reflects the neighborhood's voice and food waste narrative
- Mural installed on time, within budget, and to the satisfaction of the site host and community
- Ribbon-cutting and community activation generate measurable engagement and attendance
- Food waste reduction messaging resonates with and educates the surrounding community
- Quantitative and qualitative impact documented and publicly accessible via project landing page
- Artist's journey and creative philosophy captured and shared as an ongoing storytelling resource
- Partnerships strengthened and cross-sector relationships positioned for future collaboration
- Process documented in a way that supports replication of the Waste Less Mural Series in other communities

Conclusion

The Waste Less Mural Roadmap is more than a sequence of steps—it's a guide for turning creative vision into tangible, community-centered impact. From initial planning to installation, public engagement, and long-term stewardship, this toolkit provides the strategies, checklists, and resources needed to ensure every mural is both visually compelling and socially meaningful.

What We Hope You Have Learned Through the Toolkit:

- **Collaboration is the foundation:** Engaging artists, site partners, community representatives, and local organizations ensures murals are authentic, equitable, and relevant.
- **Clear communication drives impact:** Thoughtful messaging connects public art to food waste prevention education, creating lasting behavioral change.
- **Sustainability is ongoing:** Evaluation, maintenance, and continued programming extend the mural's reach beyond its walls, fostering a legacy of awareness and action.
- **Flexibility and creativity matter:** Every site, artist, and community is unique. Adapting processes while staying true to core goals strengthens the project's overall success.

This roadmap demonstrates that public art is not just decoration—it is a vehicle for storytelling, education, and community resilience. Each mural contributes to a larger conversation, inspiring Nashvillians to reduce waste, embrace sustainability, and take collective action.

We hope this toolkit empowers you to create murals that are impactful, lasting, and celebrated by the community. Thank you for being part of the movement to Waste Less.

Urban Green Lab Natural Resources Defense Council

www.urbangreenlab.org <https://action.nrdc.org/>





APPENDIX

FOOD IS EVERY DAY
WAS TELES

LEARN HOW TO
REDUCE YOUR
FOOD WASTE AT:
URBANGREENLAB.COM/WRWLB

Appendix A: Mural Project Brief



URBAN GREEN LAB™

Waste Less Mural Initiative – 2026

A Justification for Public Investment in Food Waste Prevention Public Art Overview

The Waste Less Mural Initiative leverages public art to raise awareness about food waste prevention, engaging communities in meaningful, visually compelling ways. By integrating climate-conscious messaging into high-visibility murals across our city, this project transforms public spaces into beautification projects, educational platforms, and third spaces that inspire action, dialogue, and community pride.

Why Invest in Food Waste Murals?

- **Public Engagement:** Murals attract attention, foster community discussion, and serve as cultural landmarks that reinforce civic values.
- **Behavioral Impact:** Studies show visual campaigns in public spaces increase awareness and encourage sustainable behaviors, such as reducing food waste and supporting local food recovery programs.
- **Equitable Community Outreach:** Murals in diverse neighborhoods ensure that food waste education reaches residents across socio-economic and cultural backgrounds.
- **Tourism and City Branding:** High-quality, photo-worthy murals enhance the city's cultural capital, attracting visitors and highlighting Nashville's commitment to sustainability.
- **Cost-Effective Communication:** Compared to traditional advertising, murals provide long-term messaging at a fraction of recurring costs.

Project Goals

1. **Reduce Food Waste:** Encourage residents, businesses, and institutions to adopt food waste prevention practices.
2. **Foster Civic Engagement:** Use art to inspire community-led environmental action and dialogue.
3. **Celebrate Local Artists:** Highlight creative talent while advancing public understanding of climate and food sustainability issues.
4. **Amplify City Initiatives:** Align with Metro Nashville's waste reduction and sustainability objectives, reinforcing policy goals with creative public messaging.



Summary & How to Use This in Your Justification

- **Public murals have well-documented social value.** Research shows they build social cohesion, foster community identity, and drive civic engagement.
- **They can be effective tools for messaging,** including environmental messaging, because they are highly engaging, visible, and emotionally resonant.
- **They're equitable.** Participatory mural projects involve diverse communities, giving marginalized populations a voice and role in public spaces.
- **They support economic development and tourism,** acting as public landmarks that attract foot traffic, visitors, and investment.
- **They are cost-efficient for public messaging.** Once built, murals persist, and many cities are now measuring their long-term value in foot traffic and economic activity.



Summary & Justification Continued / One-Pager

- **Cite empirical backing:** Use the mediation model from **Zhang et al. (2025)** to support claims that ecological public art *can drive behavior change*.
- **Use communication theory:** Reference **Thompson et al. (2023)** to make the case that murals are a credible **science / environmental communication channel**.
- **Community buy-in:** Use **Petronienė & Juzelėnienė (2022)** and **YAFE (2024)** to argue for participatory design — increasing equity, ownership, and relevance.
- **Waste-specific resonance:** Use **Furukawa et al. (2025)** to highlight how art connected to waste (even made from waste) can shift behavioral intentions — directly relevant to *food-waste murals*.
- **Public infrastructure parallel:** Use the Chapel Hill storm-drain mural project as a **precedent** for city-backed public art that educates about pollution and changes behavior.
- **Global / thematic framing:** Use **Hansen (2022)** and the Nature of Cities piece to argue for strategic alignment with sustainability goals and city climate strategies.



Expected Outcomes & Outputs

- **Community Reach:** Each mural engages thousands of residents and visitors annually through physical presence and online sharing.
- **Behavioral Shifts:** Increased participation in city food recovery programs, waste reduction practices, and sustainability workshops.
- **Public Awareness:** Strengthened recognition of the environmental and economic impacts of food waste.
- **Cultural Impact:** Enhanced public spaces through visually compelling, educational artwork that strengthens neighborhood identity and pride.
- **Media & Outreach:** Opportunities for local media coverage, social media amplification, and cross-promotion with city sustainability initiatives.

Next Steps / Tools Needed for 2026

- Strategic site selection in high-traffic and underserved neighborhoods
- Partnerships with local artists, schools, and community groups
- Metrics and evaluation tools to measure awareness, engagement, and behavior change
- Communications toolkit for social media, press, and city outreach
- Funding justification materials to demonstrate ROI and public benefit

Conclusion

Investing public dollars in the Waste Less Mural Initiative provides measurable community benefits, aligns with city sustainability goals, and enhances Nashville's public spaces. This innovative approach to public art and environmental education turns walls into vehicles for awareness, action, and pride—yielding long-term impact at relatively low cost.



Evidence to Support Key Claims About Murals / Public Art

1. Public Engagement: Murals attract attention, foster community discussion, and reinforce civic values

- *Participatory Art & Community Development*: A 10-year systematic review found that participatory public art (including murals) enriches public spaces, fosters social interaction, and builds “inclusive and multifunctional community resources” that engage even marginalized or low-income populations. Frontiers
- *Public Participation & Identity*: The National Civic League discusses how participatory public art builds neighborhood identity, supports ownership, and discourages vandalism, because community involvement gives people a stake in the work. National Civic League
- *Sustainability & Social Cohesion*: In “Community Engagement via Mural Art to Foster a Sustainable Urban Environment,” researchers show that co-creating murals with local communities increased cohesion, raised awareness, and created new social connections. MDPI
- *Philadelphia Mural Arts Program*: A case study shows that community-engaged mural projects in Philadelphia contributed to civic engagement and social change. International Journal of Da'wah



2. Behavioral Impact: Visual public campaigns influence behavior (e.g., sustainability)

- *Environmental Communication via Street Art*: A structured review found that street art / mural art can serve as a powerful environmental communication tool, making complex ecological ideas more visible, accessible, and emotionally resonant. [RSIS International](#)
- *Art + Sustainability Frameworks*: Emerging academic work proposes cognitive–affective frameworks where art helps people internalize sustainability issues — art isn’t just decorative, but changes how people feel and think about systemic challenges. [arXiv](#)
- **Caveat / Gap**: While these studies support *awareness-raising*, fewer peer-reviewed studies specifically track **food-waste behavior change** resulting from murals. But analogous behavior-change research (e.g., via gamified data dashboards) suggests that when people see visual feedback about food waste, they can change behaviors. [arXiv](#)



3. Equitable Community Outreach

- *Inclusivity & Identity*: Participatory art studies (as noted above) show that mural projects actively involve diverse communities — including under-resourced or marginalized groups — in co-creation, which promotes a sense of belonging and representation. [Frontiers+1](#)
- *Social Resilience*: A report on community art suggests that collaborative public art (such as murals) helps build social resilience, bridging divides and connecting residents across backgrounds. [Lurn Network](#)
- *Empowerment & Local Narratives*: Organizations like Common Wealth Murals report that murals in under-resourced neighborhoods are designed with community input, helping rewrite local narratives, build pride, and strengthen cultural ties. [Common Wealth Murals+1](#)



4. Tourism and City Branding

- *Foot Traffic and Economic Vitality*: A recent study from the University of Cincinnati found that neighborhoods with murals had **significantly higher pedestrian activity**, especially near cafés, shops, transit hubs. [Phys.org+1](#)
- *Economic Trust and Impact*: The Greater Public Studio reports that the Petersburg Mural Festival in Florida generated \$2.1M in economic impact, including from out-of-county visitors. [Greater Public Studio](#)
- *Urban Landscape and Investment*: According to a public art review in the *International Journal of Arts and Social Science*, murals contribute to “urban vitality,” attract tourists, stimulate commercial activity, and can raise property values. [IJASS Journal](#)
- *Cultural Value*: Analysts argue that public art becomes a part of place-identity and city branding, turning walls into cultural landmarks that both residents and visitors recognize. [Saint James Fine Art+1](#)



5. Cost-Effective Communication

- *Low Marginal Cost, High Longevity*: As highlighted by Darden School research, public art (murals, installations) can deliver a high “social return” for relatively modest investment. Because murals are permanent (or semi-permanent), they yield long-term visibility and impact **without recurring costs**.

Darden Ideas to Action

- *Quantifiable Value*: Modern public art impact-mapping tools (e.g., foot-traffic mapping, economic data) are helping cities demonstrate ROI on murals. CANVS Art’s platform, for example, links murals to foot traffic, business vitality, and safety data. Canvs Art
- *Economic Multiplier Effect*: Community mural programs invest in local artists, which not only creates a public good but injects money into the local creative economy — this can be a very efficient use of public dollars. Common Wealth Murals+1



Annotated List of Relevant Academic / Scholarly Sources

1. **Zhang, H., Tian, S., et al. (2025).** *The Impact of Ecological Public Art on Public Pro-Environmental Behavior: Evidence from a Serial Multiple Mediation Model.* *Sustainability*, 17(22), 10125.
 - **Key insight:** This study (from the 5th Shanghai Urban Space Art Season) shows that people's *perception* of ecological public art significantly increases pro-environmental behavior via two mediators: **environmental psychological ownership** and **ecological awareness.** MDPI+1
 - **Relevance:** Gives empirical, quantitative backing for murals (or ecological public art) leading to measurable behavior change — which strengthens the case for investing in public art to influence sustainable practices.
2. **Thompson, B. et al. (2023).** *Street art as a vehicle for environmental science communication.* *Journal of Science Communication.*
 - **Key insight:** Uses case studies to show how street artists communicate environmental science themes in public murals and how that fosters audience engagement, understanding, and a sense of agency around environmental issues. Journal of Science Communication
 - **Relevance:** Supports the “behavioral impact” and “public engagement” argument: murals communicate complex sustainability ideas in accessible, emotional ways.



3. **Petronienė, S. & Juzelėnienė, S. (2022).** *Community Engagement via Mural Art to Foster a Sustainable Urban Environment.* *Sustainability*, 14(16), 10063.

- **Key insight:** This paper investigates how participatory mural-making (community members co-create) contributes to social cohesion, local identity, and sustainable urban spaces. Wisdom Library
- **Relevance:** Reinforces the value of *equitable outreach* — murals created with community input help build belonging, resonate with local context, and strengthen messaging about sustainability.

4. **Hansen, S. (2022).** *The Role of Street Art in Sustainable Development: Art and Social Change.* *SAUC – Street Art and Urban Creativity*, 8(2), 132–143.

- **Key insight:** Reviews how street art aligns with the UN Sustainable Development Goals (SDGs), and argues that visual public art is a powerful means for dialoguing about environment, social justice, and community values. Wise Thorough Journals
- **Relevance:** Useful for framing murals not just as aesthetic projects but as part of a broader sustainable development strategy — appealing to city managers thinking about SDG-aligned investments.

5. **de-Miguel-Molina, M. (2020).** *Visiting Dark Murals: An Ethnographic Approach to the Sustainability of Heritage.* *Sustainability*, 12(2), 677.

- **Key insight:** Examines how politically / historically charged murals (“dark murals”) can attract visitors, become heritage sites, and drive economic development when supported by narrative and community strategy. MDPI



6. **Sánchez, E., et al. (2020).** *Use of muralism to promote awareness about aquatic ecosystems. Environmental Education Research.* (via ScienceDirect)
- **Key insight:** Murals that depict local ecosystems and connect identity / place help reconnect people to nature, increasing environmental awareness. [ScienceDirect](#)
 - **Relevance:** Though focused on aquatic ecosystems, this demonstrates that murals can reframe environmental systems in a way that feels personally meaningful to communities — relevant for food systems and food-waste narratives too.
7. **Furukawa, R., et al. (2025).** *Impact of Paintings Made from Waste Materials from a Region on Viewers' Behavioral Intentions. Sustainability, 17(15), 6822.*
- **Key insight:** Artists made paintings using waste-derived pigments and materials; when viewers learned about the background (waste origin), their *behavioral intentions* toward sustainability (waste reduction, environmental concern) increased. [MDPI](#)
 - **Relevance:** Very relevant to food-waste messaging: demonstrates that art made *from waste* (or referencing waste) can directly influence people's intentions to act more sustainably.
8. **Nature of Cities (2025).** *How can murals be catalysts for climate and community action?* (article)
- **Key insight:** Argues that murals are “catalytic,” acting as ecologies of memory, power, and possibility — not just decorative. They can activate watershed, community, and climate narratives, embedded in place. [The Nature of Cities](#)
 - **Relevance:** Helps justify murals as part of a *strategic climate engagement tool*, not just public art — great for making the “why mural” argument to city leadership.



9. **YAFE – Youth Art for the Earth (2024).** *#PaintTheChange.* (IRDO / youth-engagement program)
- **Key insight:** Youth co-create environmental murals; the program is designed to engage young people in social and environmental responsibility, emphasizing sustainable behavior through public art. [#PaintTheChange+1](#)
 - **Relevance:** Supports “equitable outreach” and long-term engagement: involving youth in mural design builds ownership, and potentially influences sustainable practices among younger generations.
10. **Chapel Hill Arts & Culture (2023).** *Preventing Pollution with Public Art.*
- **Key insight:** A storm-drain mural project that educates the public about water pollution. The art both captures attention *and* teaches practical behavior (don’t dump waste). [Chapel Hill Arts](#)
 - **Relevance:** While not food-waste, this is a directly analogous public art + pollution prevention campaign. It shows how local government can fund murals to drive environmental behavior change in a very tangible way.
11. **Gunther, A. (2022).** *Murals & Mother Nature: Urban environmental art in Lisbon.* (Student / capstone research)
- **Key insight:** Documents mural projects in Lisbon that explicitly aim to reconnect urban dwellers with nature; argues that seeing images of nature in the city fosters environmental care and awareness. [SIT Digital Collections](#)
 - **Relevance:** Analogous to food-waste messaging: connecting food systems to nature, land, and ecology through mural imagery can help people internalize environmental messages.
12. **WFP USA & Street Art for Mankind (2021).** *Murals for Zero Hunger.*
- **Key insight:** The World Food Programme (USA) teamed with street artists to make murals raising awareness of food insecurity and sustainable food systems. [World Food Program USA](#)
 - **Relevance:** Very directly relevant — publicly-facing murals used to talk about food systems, hunger, and by extension, sustainable consumption (including waste).



Appendix B: Waste Less Mural Series Draft Timeline

Visioning & Internal Alignment (Producers & Organizers)

Timeline: 9–12 Months Before Installation

Purpose

This timeline is designed for nonprofit organizations, city agencies, and cross-sector coalitions replicating the Waste Less Mural Series in their respective cities. It focuses on early-stage coordination, public value alignment, and building the internal and external infrastructure needed to deliver a community-centered public art initiative.

What Mural Project Producers Are Responsible For

- Setting vision, scope, and public impact goals
- Coordinating across departments and stakeholders
- Aligning with city priorities and funding requirements
- Establishing partnerships and governance structures
- Creating the roadmap for implementation

Timeline Snapshot

Month 1-2 | Internal Alignment & Governance

- Confirm project leadership and team roles
- Align on goals (sustainability, education, public art)
- Establish decision-making structure
- Draft Project Brief
- Identify budget range and regulatory considerations
- Begin grant making, sponsorship, and public funding outreach

Month 2-3 | Scope & Feasibility

- Define number and location of mural site host(s)
- Align with municipal or organizational priorities
- Develop budget and secure funding streams: pay attention to artists and community team stipends
- Site Visit to assess host needs for Call for Art

Appendix C: Sample Budget



This sample budget is designed to serve as a starting framework for planning your Waste Less mural project. Use it to identify core expense categories—such as operations, artist compensation, stipends, insurance, and materials—and adjust the numbers based on your site size, artist scope, and community engagement goals.

The two material options demonstrate how costs may shift depending on whether you select a single muralist through a jury process or incorporate a broader community engagement mural. Review notes carefully to understand what each line item includes (e.g., anti-graffiti coating, scaffolding, prep materials) and customize accordingly.

Operations	\$6,000	salary for staff	
Creative Collaboration Stipend	\$1,500	Creative Call, Selection process, and Art Management	
Muralist compensation	\$5,000	ABC distributed	16' x 20' mural
Finalist stipends	\$750	ABC distributed	3 finalists chosen from 1st round of from portfolio; round 2 finalist paid
liability insurance	\$150		Addendum to current policy
Materials			
Option 1: Muralist by community jury selection	\$1,000	Paint, Anti-Graffiti coating (\$280), potentially scaffolding	Material list: prep materials (gesso/preservation additives and extender) Connected with Plaza Art in Germantown; materials sponsors up to \$500
Option 2: community engagement mural (add on original materials in line item 11 to this cost)			Community murals: painting tape, h acrylic paint, rollers (for street install print out of layout, gloves/smocks)
Promotion & Marketing	\$500	Printing, PR Spots	
Community Activation Materials	\$300	Materials for community activations	
2025-2026 projected expenditure totals			
option 1: Mural by community jury selection	\$15,000		
option 2: mural by community engagement	\$15,750		
2025-2026 Additional Requests			



Appendix D Sample: MEMORANDUM OF UNDERSTANDING

Waste Less Mural Project

This Memorandum of Understanding (“MOU”) is entered into as of _____, by and between:

Mural Site Owner/Operator

Legal Name: _____

Address: _____

(“Site Owner”)

NGO Organizer: Urban Green Lab

Legal Name: _____

Address: _____

(“UGL”)

Creative Collaborator: Arts and Business Council

Legal Name: _____

Address: _____

(“ABC”)

Collectively referred to as the “Parties.”

1. Purpose

This MOU establishes the terms and conditions governing the planning, design, and installation of a Waste Less Mural (“Project”) at the property located at:

Project Site Address: _____

The Project is part of a community-based public art initiative promoting food systems awareness and waste reduction education.



2. Scope of Work

The Project includes, but is not limited to:

- Artist selection and contracting (administered by ABC)
- Design development and approval
- Surface preparation and mural installation
- Community engagement activities (as applicable)
- Public unveiling and promotional efforts

No work shall commence until written design approval is granted by the Site Owner and UGL.

3. Property Access & Site Conditions

The Site Owner represents and warrants that:

- They are the lawful owner of the property or have full legal authority to grant access and permission for mural installation.
- The wall is structurally sound and suitable for mural installation.
- There are no known structural defects that would compromise safety or longevity of the mural.

The Site Owner agrees to:

- Provide reasonable access during mutually agreed installation hours.
- Ensure utilities (if applicable) are safely accessible.
- Obtain any required landlord or mortgage holder approvals prior to execution of this MOU.

UGL and ABC are not responsible for structural repairs or wall remediation beyond minor surface preparation.



4. Financial Terms

- The Project budget is attached as Exhibit A (if applicable).
- Financial and in-kind contributions are outlined in Exhibit B (if applicable).
- ABC shall administer artist compensation.
- UGL shall oversee overall project coordination and budget management.

No Party shall be obligated to expend funds beyond those expressly agreed upon in writing.

5. Insurance & Risk Allocation

UGL shall maintain general liability insurance during the installation period.

ABC shall ensure that artist agreements include appropriate insurance and liability provisions.

The Site Owner acknowledges that mural installation involves inherent risks. To the fullest extent permitted by law:

- The Site Owner agrees to hold harmless and indemnify UGL and ABC from claims arising out of structural defects, property conditions, or third-party negligence related to the Site Owner's property.
- UGL and ABC agree to indemnify the Site Owner for claims arising solely from their own negligence during installation.

Each Party shall be responsible for its own acts and omissions.



6. Indemnification

To the fullest extent permitted by law, each Party agrees to indemnify, defend, and hold harmless the other Parties from and against claims, damages, losses, liabilities, and expenses (including reasonable attorneys' fees) arising out of that Party's negligent acts, omissions, or breach of this MOU.

7. Ownership, Intellectual Property & Moral Rights

The commissioned artist retains copyright to the mural design unless otherwise specified in a separate artist agreement.

The Site Owner grants UGL and ABC a perpetual, royalty-free license to photograph, reproduce, and use images of the mural for promotional, educational, archival, reporting, and fundraising purposes.

The Site Owner agrees not to alter, modify, destroy, or obscure the mural without providing ninety (90) days written notice to UGL and ABC, except in cases of emergency structural damage.

If the property is sold, the Site Owner agrees to inform the purchaser of the existence of the mural and request continued preservation for the agreed term.



8. Maintenance & Duration

The Site Owner agrees to maintain the mural in good faith for a minimum term of ____ years from installation.

Maintenance includes:

- Reasonable cleaning
- Prompt reporting of vandalism
- Avoiding repainting or covering without prior written notice

UGL and ABC are not financially responsible for long-term maintenance unless separately agreed in writing.

9. Removal or Destruction

The mural may be removed if:

- Structural conditions require removal
- The building is demolished
- The Parties mutually agree in writing

Except in emergency situations, ninety (90) days written notice must be provided prior to removal.

UGL and ABC shall not be liable for deterioration due to weather, vandalism, or circumstances beyond reasonable control.



10. Timeline

The anticipated timeline is as follows:

- Artist Selection: _____
- Final Design Approval: _____
- Installation: _____
- Public Launch: _____

Timeline is subject to change due to weather, funding, or unforeseen circumstances.

11. Termination

This MOU may be terminated:

- By mutual written agreement; or
- By any Party with thirty (30) days written notice prior to installation; or
- Immediately in the event of material breach.

If termination occurs after financial commitments have been made, the terminating Party may be responsible for documented costs already incurred.

12. Dispute Resolution

The Parties agree to attempt good faith mediation prior to initiating legal action. Venue for any dispute shall be in the State of _____.

13. Independent Contractors

Nothing in this MOU shall be construed as creating a partnership, joint venture, or employment relationship among the Parties.



14. Amendments

This MOU may only be amended in writing signed by all Parties.

15. Entire Agreement

This MOU represents the entire understanding of the Parties and supersedes prior discussions relating to the Project.

Signatures

Mural Site Owner/Operator

Name: _____

Title: _____

Signature: _____

Date: _____

Urban Green Lab

Name: _____

Title: _____

Signature: _____

Date: _____

ABC

Name: _____

Title: _____

Signature: _____

Date: _____



Appendix E: Mural Site Agreement Sample

Waste Less Mural Project

This Mural Site Agreement (“Agreement”) is entered into as of _____, by and between:

Urban Green Lab (“UGL”)

Legal Name: _____

and

Site Owner/Operator (“Host Site”)

Legal Name: _____

Property Address (Mural Location): _____

1. Purpose

This Agreement governs the design, installation, display, and stewardship of a Waste Less Mural (“Mural”) at the Property.

2. Authority & Representations

The Host Site represents and warrants that it has full legal authority to authorize installation of the Mural and that the wall is structurally sound and suitable for installation. The Host Site shall indemnify UGL against claims arising from breach of these representations.



3. Term

This Agreement shall remain in effect for a minimum of ____ years from Mural completion (“Minimum Display Term”), unless earlier terminated pursuant to this Agreement.

4. Project Responsibilities

UGL shall coordinate artist selection, contracting, and installation.

The Host Site shall provide reasonable access, ensure wall readiness, and cooperate in installation logistics.

5. Maintenance

The Host Site agrees to maintain the Mural in good faith during the Minimum Display Term but acknowledges that natural weathering and environmental exposure are expected.

UGL is not responsible for long-term restoration or repainting unless separately agreed in writing.

6. Indemnification

To the fullest extent permitted by law:

- The Host Site shall indemnify and hold harmless UGL from claims arising from property conditions, structural defects, or the Host Site’s negligence.
 - UGL shall indemnify the Host Site for claims arising solely from UGL’s negligence during installation.
-



7. Removal or Alteration

The Host Site may not intentionally alter, conceal, or destroy the Mural during the Minimum Display Term without providing ninety (90) days written notice to UGL. After the Minimum Display Term, the Host Site retains the right to remove or modify the Mural, subject to applicable law and the VARA Waiver described below.

Emergency removal due to structural or safety concerns is permitted with prompt notice.

8. Sale or Transfer of Property

If the Property is sold or transferred:

- The Host Site agrees to notify UGL prior to transfer;
- The Host Site shall inform the new owner of the existence of the Mural and this Agreement;
- The Minimum Display Term shall run with the Property where legally permissible.

10. Termination

Prior to installation, either Party may terminate in writing.

After installation, early termination by the Host Site without cause may require reimbursement of documented project expenses incurred by UGL. Indemnification and VARA-related provisions survive termination.



11. Dispute Resolution

The Parties agree to attempt mediation prior to litigation.

Venue shall be in the State of _____.

12. VARA Acknowledgment & Waiver

The Parties acknowledge that the Mural may constitute a “work of visual art” under the Visual Artists Rights Act of 1990 (17 U.S.C. §106A) (“VARA”), which grants artists certain moral rights, including rights of attribution and integrity.

UGL shall require, as part of the Artist Agreement, that the commissioned artist execute a written waiver of rights under VARA to the extent permitted by law, specifically including:

- Waiver of the right to prevent modification, alteration, removal, or destruction of the Mural;
- Waiver of claims arising from removal or destruction of the Mural after the Minimum Display Term;
- Waiver of claims arising from incidental damage due to building repair, renovation, or demolition.

Host Site acknowledges that VARA rights cannot be waived unless the waiver is in writing and signed by the artist. If no effective VARA waiver is secured, removal or destruction of the Mural may expose the Host Site to liability under federal law.



12. Entire Agreement

This Agreement represents the full understanding of the Parties and may only be amended in writing signed by both Parties.

Signatures

Urban Green Lab

Name: _____

Title: _____

Signature: _____

Date: _____

Host Site Owner/Operator

Name: _____

Title: _____

Signature: _____

Date: _____



URBAN GREEN LAB™

Appendix F: Mural Jurist Sample Timeline (3-6 mons. lead time)

Sunday March 16th: RFQ Submission Deadline

- *First round of voting towards artist selection will begin March 17th-March 28th
- *ABC will be sending out the candidates' portfolios and scorecards during this time.
- *Two week period for jurists review.

Zoom check in to discuss submissions (Thursday 3/27)

All jurists are welcome to join and share their thoughts on the selections. Community Team leadership: ABC, UGL, NFM should be present.

Monday, March 31st: Finalists (3) selected and announced.

- *1:1 sessions with finalists are scheduled this week and conducted shortly after
- UGL, ABC, NFM jurists are invited to these 1:1 sessions for finalists to ask clarifying questions and discuss thematic expectations.

Sunday, April 20th: Final proposals due from 3 finalists

- *Jurist panel: One week period of review and voting for winning muralist

Sunday, April 27th: Jury panel's final votes are due by 11:59pm

Monday, April 28th: Selected artist notified, promotion of mural winner can be shared on communication channels.

Tuesday, May 13th TBD First community team Launch Party planning meeting

- * Jurists are welcomed to join the launch party planning committee. This committee will meet once a month for 1 hr until August 23rd (slated date for the Watermelon Fest where we will "launch" the mural to the public).

May 4-June 13th Mural Installation

- *Specific dates and times to be determined with NFM and muralist.

Saturday June 14th Potential Ribbon Cutting or Soft Launch to satisfy grant expectations.

Urban Green Lab's Waste Less Mural Project

Appendix G: Sample RFQ draft from the Arts & Business Council of Greater Nashville

The Arts & Business Council of Greater Nashville, Urban Green Lab & The Turnip Truck are thrilled to announce a Request for Qualifications (RFQ) for an artist to paint a dynamic mural for Urban Green Lab's Waste Less Mural Project, a mural series across Nashville dedicated to raising visibility on the issue of food waste.

About the Mural

The third in the series, this mural will be installed at The Turnip Truck Charlotte Avenue location and will play an important role in public education on reducing food waste through the Nashville Food Waste Initiative. Near Sylvan Park & adjacent to North Nashville neighborhoods, this site serves as a community gathering spot and nexus of stationary and mobile food markets making it an ideal location for a mural celebrating the beauty of food and encouraging the public to waste less.

How to Apply

To be considered, interested artists must submit 3–5 representative works from their existing portfolio, an artist statement, and a short narrative regarding their idea(s) for the mural and its significance and relation to the theme of "Food is Local. Waste Less."

Selection Process

Applications from the RFQ will be evaluated by a diverse Selection Committee, including stakeholders from Urban Green Lab, The Turnip Truck, Richland Park Farmers Market, Nashville Public Library's Richland Park Branch, Sylvan Park Neighborhood, and the local arts community. The Committee will select 3 finalists to expand upon and create full proposals for final review — including a representative mock-up of the proposed mural design. Upon completion and submission of the "Final Proposal," each finalist will be awarded a stipend of \$250 for their work.

The Committee will choose one mural design from the three "Final Proposals," with the selected artist receiving an additional stipend of \$3,960 upon completion of the mural. This final artwork must integrate the phrase "Food is Local. Waste Less." into its design.

Mural Installation

The selected artist will have from May 25 to June 13, 2024 to complete the mural. The mural will be located on the east-facing wall of The Turnip Truck Charlotte Avenue.

Mural size: Approx. 132 sq. ft. area wrapping around an exterior window. [150 sq ft minus approximately 6' x 3' (18 sq. ft) window space. Treat the window as negative space. Some sidewalk slope.]

Surface: Unpainted concrete panel

Theme: Food is Local. Waste Less. (Text must be prominently included in the final mural design.)

Location: The Turnip Truck, 5001 Charlotte Ave, Nashville, TN 37209 **Rights & Licenses:** The artist maintains all rights and grants a limited license to the Arts & Business Council of Greater Nashville, Urban Green Lab, The Turnip Truck, and their subsidiaries and agents. **Questions may be sent to info@abcnashville.org.**

This project is made possible in part through funding from the Tennessee Arts Commission.



Application Form

Name*

First Name

Last Name

Address*

Country

Address

Address Line 2 (optional)

City

State, Province, or Region

Zip or Postal Code

Email*

Phone Number*

Preferred Pronouns*

CV or Artistic Resume*

Upload a file. No files have been attached yet.

Acceptable file types: .doc, .docx, .pdf, .txt, .wpd, .wpf

Portfolio or Representative Images*

Select up to 5 files to attach. No files have been attached yet. You may add 5 more files.

Acceptable file types: .gif, .jpg, .jpeg, .png, .svg, .tif, .tiff

A minimum of three (3) images is required, but you may submit up to five (5) images.

If applicable, please share a link to your website or online portfolio:

Artist Statement*

Limit: 2000 characters

Please tell us more about you, your creative practice, and your experience with mural projects.

Narrative Mural Proposal/Statement of Intent*

Limit: 2000 characters

Please detail for our selection committee your mural idea(s) and how you envision communicating the desired theme(s) through your art should you be selected as a finalist.

Describe your geographic location.

Rural

Urban

Suburban

Gender Identity

Non-binary

Male

Female

Prefer not to say

Gender identity is self-defined by the individual.

Age

Children/Youth (Age 0-18)

Young Adults (Age 19-24)

Adults (Age 25-64)

Older Adults (Age 65+)

Prefer not to say

*I identify my race/ethnicity as:**

Middle Eastern North African

Asian or Asian American

Black or African American

Native Hawaiian or Pacific Islander

Hispanic or Latinx

Indigenous, First Nations, American Indian, Alaska Native

White or Caucasian

Other

Prefer not to say

Racial/ethnic Identity is self-defined by the individual.

Checkboxes

*I certify that the above statements are true and correct to the best of my knowledge, and the artworks submitted are created by me/the applicant. I understand that a false statement or misrepresentation of my artwork may disqualify me from this RFQ.**

*By submitting my portfolio to this RFQ, I agree that I will be available for the installation of the mural between May 25–June 13, 2024.**

*By submitting my portfolio to the RFQ, I agree to abide by the decision of the selection committee and that all decisions of the selection committee, Arts & Business Council, Urban Green Lab, & The Turnip Truck are final.**

In the event of my selection as the muralist, I hereby grant a perpetual, limited license to the Arts & Business Council of Greater Nashville, Urban Green Lab, The Turnip Truck, and their subsidiaries and agents. This license allows them to promote the mural, use any photographs of The Turnip Truck building containing the mural for normal business and marketing purposes, and promote, educate, and inform the public about the Nashville Food Waste Initiative (NFWI), the Waste Less Mural Project, and other programs of Urban Green Lab and the Arts & Business Council.

Appendix H: Mural Installation Checklist



This Installation Checklist helps project managers, artists, and site partners coordinate a smooth mural installation. It outlines key steps before, during, and after installation to support safety, compliance, and quality. Use it to stay organized, clarify roles, and minimize delays for a successful Waste Less mural installation.

Check List

Project Name: _____

Site Location: _____

Artist: _____

Installation Dates: _____

Pre-Installation

- Pre-Installation Preparation
- Final mural design approved
- Site partner sign-off confirmed
- All required permits secured
- Historic approvals obtained (if applicable)
- Certificate of insurance on file
- Site walk-through completed
- Wall cleaned and prepped (washed, repaired, primed)
- Equipment reserved (lift/scaffolding)
- Materials ordered and staged (paint, brushes, rollers, sealant)
- Weather forecast reviewed
- Contingency days built into schedule



Roles & Coordination

- Artist lead confirmed
 - Assistant artists confirmed (if applicable)
 - Project manager identified
 - Site access details confirmed (hours, keys, electricity, restrooms)
 - Volunteer roles defined (if applicable)
-

Safety & Risk Management

- Safety plan reviewed with team
 - PPE available (gloves, masks, harnesses as needed)
 - Lift/scaffold operator confirmed and certified
 - Work zone secured (cones, signage, barriers if needed)
-

Installation Execution

- Site setup complete
- Layout/grid applied
- Base coat applied
- Main painting completed
- Details and touch-ups completed
- Protective/anti-graffiti coating applied (if applicable)

Community Engagement (Optional)

- Community paint day scheduled
- Volunteer sign-in process prepared
- Photo/video documentation captured



Post-Installation

- Final walkthrough with site partner completed**
 - Equipment removed**
 - Site cleaned and restored**
 - Final mural photographed**
 - Maintenance plan documented**
 - Final approval/sign-off collected**
-

Sign-Off:

Artist: _____

Site Partner: _____

Project Lead: _____

Best Practice Tips for Installation

- **Communicate often.** Hold brief check-ins with the artist and site partner each day of installation to address weather, safety, or timeline adjustments in real time.
- **Document the process.** Capture photos and short updates throughout installation for reporting, social media, and future toolkit storytelling.
- **Plan for longevity.** Use high-quality exterior paints and protective coatings, and clarify maintenance responsibilities upfront to preserve the mural's impact over time.



Waste Less Mural Metrics & Impact Toolkit

Track and evaluate the impact of your *Waste Less* mural project with these key metrics. Use the tools below to collect data, score achievements, and demonstrate success.

1. Audience Reach & Engagement

Metric	Current Period	Target Goal	Score (1-5)
Foot Traffic / Visitors			
Social Media Mentions & Shares			
Event Participants			
Avg. Dwell Time at Mural			

2. Behavior & Action Change

Metric	Pre (%)	Post (%)	Score (1-5)
Awareness of Food Waste Issues			
New Composting or Food Recovery Actions			
Pledges or Commitment Voluntarily Made			

3. Community & Equity Impact

Metric	Number	Score (1-5)
Local Groups Involved		
Underrepresented Voices Featured		
Demographic Reach (e.g., youth, seniors)		

4. Longevity & Mural Care

Metric	Current Status	Score (1-5)	Actions Taken
Condition of Mural			
Maintenance Visits			
Educational Events Held			

5. Media & Advocacy Impact

Metric	Count	Score (1-5)	Notes
Media Mentions / Articles			
Partnerships Formed			
Policy / Campaign Actions			

6. Mural Impact Scorecard

Category	Score (1-5)	Comments
Reach & Engagement		
Behavior Change		
Equity Impact		
Mural Care		
Media & Advocacy		

Total Impact Score: _____ / 30

Impact Level:

- 26-30: Outstanding Impact
- 21-25: Significant Impact
- 16-20: Moderate Impact
- Below 16: Limited Impact