

# **HRM's Graffiti Management Plan**

# INTRODUCTION

HRM's Mayor and Council are committed to providing a clean, vibrant, safe and welcoming atmosphere for all residents, workers and visitors. As part of this commitment, HRM has created its first Graffiti Management Plan.

Since 2002, HRM has dedicated resources towards the removing of graffiti and advising how to reduce the likelihood of property from being targeted by graffiti vandals. The issue continues to grow and pose challenges.

The Graffiti Management Plan encapsulates a whole community approach, meaning it recognises that graffiti occurs on a range of public and private property and affects the whole community. Accordingly, the responsibility for managing graffiti will be most effective when all the stakeholders participate and a multi-faceted approach is applied.

# CHAPTER ONE

## THE BACKGROUND

### 1.1 What is Graffiti

Graffiti is a form of vandalism (property damage) where property is marked or defaced through the use of spray cans, markers or any form of paint, without the permission of the property owner. The word 'graffiti' derives from the ancient Greek (*graffo*, meaning 'to write') and from Latin (*graffito*, 'scratch'). There are a number of forms of graffiti. The most commonly seen are "tags" and "throw-ups" which usually appear on highly visible areas such as buildings and railway sidings.

- A) Tagging** – style of calligraphy writing that is an identification mark representing the name of an individual or group
- B) Throw-ups** – 'fat' bubble style outline of a word (usually a tag name) drawn quickly.
- C) Political or social comments** – slogans used to signal concern about particular issues
- D) Piece**– generally a more complex work involving some form of 'artistry'. They are usually a highly stylized and colourful version of a tag or crew name
- E) Etching** - scratching of a surface through use of rock, etching tools and or sharp objects.

### 1.2 Who is Writing Graffiti?

People who write graffiti are often named "graffiti bombers", "graffitists", "graffiti vandal", "graffers" or simply "writers". In HRM, there does not appear to be a typical demographic for writers. While many teenagers are involved, some bombers continue well into their twenties and thirties.

### 1.3 Why is Graffiti a Problem?

There are many people in HRM, particularly graffiti vandals, who do not view graffiti to be a problem. Rather, they strongly support graffiti as a form of expression. However, most of HRM's residents and many business owners view graffiti, as the criminal offence that it is. The problems with graffiti can be generally categorized into the following:

#### **a) Physical danger**

Graffiti is often performed in dangerous and difficult to access locations, such as beside railway lines and on high buildings. Vandals who manage to tag in higher and more difficult locations achieve a higher stature amongst the graffiti subculture.

#### **b) Community perceptions of "disorder"**

Graffiti adds to community perceptions of “disorder”, fear of criminal activity and feelings of general “lawlessness” in our society. Graffiti leads to social decline including alcohol, drugs, litter, broken glass.

**c) Graffiti may involve young people in cross offending behaviour.**

Young people who are involved with graffiti are more likely to be involved in anti-social behaviours such as shoplifting for materials, fighting between crews or individuals, alcohol, drugs, trespassing, vandalism and other forms of property damage.

**d) The costs to the community**

The financial costs of graffiti are significant including the resources of staff- police, legal systems, corrections, graffiti removal, administration and management expenses, insurance premiums, and treatment of properties for prevention.

## **1.4 HRM's Graffiti Experience**

The experience of graffiti in HRM is not unlike that experienced by many other municipalities. Graffiti is found on a variety of public and privately owned property throughout the municipality. There is not necessarily any particular pattern to where it appears, although some places have become popular and regular canvasses for graffiti. These places include but are not limited to:

- Railway lines
- Capital District Retail Core
- Regional and Major Commercial Streetscapes
- Community Recreation Centres and Schools
- Parks and Playgrounds
- Highway overpasses/bridges
- Fences
- Street furniture and equipment (ie. light poles, mailboxes, traffic signs, and bus shelters)
- Utilities (electrical boxes and pumping stations etc.)
- private property
- murals
- commercial vehicles

## **1.5 The History of HRM's Graffiti Initiative**

In 2002 the Public Safety Office Community Response Team (CRT) was established. The CRT was created to respond to community crime prevention issues, including taking a lead role in graffiti eradication

As a first step, the CRT retained Staff Sergeant Kuck from the Toronto Police Service, a well known expert in Graffiti, to conduct training and education workshop sessions. The workshops were intended to provide HRM staff with a good understanding of Toronto's approach to graffiti

management, which focused on:

- eradication
- education
- empowerment
- enforcement, and
- economic development.

In 2003, the CRT formally launched HRM's Graffiti Eradication Program, which was based on Toronto's approach. The program recommended several key actions including:

- establish and train staff in removal of graffiti
- coordinate education
- establish and maintain graffiti removal equipment
- liaise with Dept of Justice in the placement of people for community service
- catalogue and file all incidents of graffiti
- coordinate cleanup in a timely fashion
- coordinate CPTED audits
- promote anti-graffiti program
- liaise with HRP, RCMP and other business units

## **1.6 HRM's Progress**

HRM staff has been busy with graffiti removal off HRM assets since the launch of the eradication program. Further, the HRM call centre takes reports of graffiti on HRM owned assets from the general public at which time Public Works staff are assigned to remove the graffiti. Further, a partnership has been established with the Halifax Regional School Board, Aliant, Nova Scotia Power, Canada Post, Halifax Water and the Business Improvement Districts such that the HRM call centre will accept calls from the general public of graffiti on their respective assets. This information is forwarded to each Partner for removal. The cost of removing graffiti from HRM owned assets has been significant (includes the cost of staff, equipment, vehicle expenses, police calls, mural programs etc).

A number of HRM staff regularly delivers education programs about graffiti. The RCMP currently deliver a Graffiti Awareness Program targeting school aged children, while HRP conducts modules on anti-graffiti aimed at Junior and High School Students. A Graffiti Information Brochure was produced to educate the public, and community meetings are attended by the CRT to educate residents on how to prevent and report graffiti incidences. The CRT also annually mans a booth during Police Week to promote awareness of the detriment of graffiti to a neighbourhood.

Upon the laying of charges HRM conducts mediation sessions with the offenders, parents and Community Justice representatives. These sessions are intended to raise the level of awareness among the violators and parents, of the true impact of graffiti.

## **1.7 Why is a Graffiti Management Plan Necessary?**

Despite HRM's progress on many fronts, graffiti remains a challenge to HRM. Graffiti is viewed as blight on the urban landscape perpetuating feelings of a community that is dangerous and uncared for.

The cost of graffiti is considerable for HRM in terms of removal from assets. Even more challenging are the immense number of privately owned buildings, as well as assets owned by public utilities and other levels of governments to which HRM has no direct control. When HRM spends funds on maintaining its own assets, and adjacent private property owners don't, it ultimately increases HRM costs. It has been proven that where graffiti is not removed, it spreads onto abutting properties.

This Plan is required because there is a need for a more coordinated, multifaceted approach to graffiti management. There needs to be a clear message to all citizens that graffiti is a crime, is unwelcome and will not be tolerated. In HRM the Plan must articulate Council's commitment to getting tough on graffiti and to generate lasting change in attitudes and behaviour towards graffiti.

## **1.8 What Best Practices Research Says?**

Communities worldwide continue to grapple with graffiti and in response have adopted graffiti management strategies. Given that HRM still has much to do in the area of managing graffiti, the best practice research may provide added insight into areas for improvement. The following is a brief overview of some of the key findings of a best practice research. These findings have been considered in the overall context of the policies contained within the graffiti management plan.

- a) Communities are looking to HRM for leadership on the graffiti issue, and to work with communities to address the problem;
- b) HRM is seen as having an essential financial role to play in supporting private properties in the removal of graffiti. At this point in time there is no legislation in place forcing property owners to maintain their property free of graffiti;
- c) The prompt removal of graffiti is widely seen as an effective deterrent to further hits;
- d) HRM encourages artistic opportunities through approved designated spaces for public art initiatives;
- e) No artistic work shall be located within a heritage conservation area unless discussed first with HRM Heritage Planners;
- f) Education is seen by many as a key to reducing graffiti:
  - Education on the implications of not removing graffiti;
  - Education of property owners, business owners and communities as to how to prevent and cost-effectively deal with graffiti;
  - Education of graffiti vandals and their parents/guardians (if applicable) regarding the damage vandals cause and the penalties they may face;

- Education of the legal system as to the importance of prosecutions and deterrent penalties
  
- g) There is support for more aggressive policing for apprehending and charging graffiti vandals and requiring them to remove graffiti as part of their punishment or providing monies to cover the cost of removal;
- h) Business improvement associations are viewed as important mechanisms for reducing graffiti on retail properties;
- i) Working with private property owners to encourage removal of graffiti from assets they own, including offering graffiti removal kits and community clean ups.
- j) Providing information and advice on how to prevent graffiti vandals from targeting their property is important;
- k) Property taxes may be increased to enhance the Plan.

# CHAPTER TWO

## THE POLICY

The Graffiti Management Plan is a municipal wide approach to graffiti management that incorporates a range of actions to be implemented over the next several years that will not only prevent and clean-up graffiti but improve our engagement with the people who are involved in the crime of graffiti. While Council is providing leadership to this Plan, its ultimate success will come from all stakeholders – residents, businesses, institutions, graffiti vandals and property owners participating in graffiti management.

### 2.1 The Goal

The **goal** of the Graffiti Management Plan is:

To reduce the prevalence of graffiti in HRM

### 2.2 The Objectives:

- 1) To adopt best practice initiatives deployed in other municipalities
- 2) To remove graffiti as quickly as possible;
- 3) To encourage preventative techniques as a deterrent to graffiti;
- 4) To involve the business community, community organizations, individual residents, and youth as partners in reducing graffiti;
- 5) To ensure a good understanding of the factors that motivate individuals to commit illegal activities and anti-social behaviours;
- 6) To ensure legal instruments necessary for discouraging and responding to graffiti are in place.

### 2.3 The Guiding Principle Statements

While it is not possible to eliminate graffiti altogether, the policies contained herein are intended to reduce the prevalence of graffiti. The approach to graffiti management is guided by a series of statements which will guide all decisions and policy directions.

GP1 HRM recognizes that in order to reduce the prevalence of graffiti, a range of strategies and a 'whole-of-community' approach is required;

- GP2 HRM recognizes that there is great value in programs which focus on the prevention of graffiti before it occurs;
- GP4 HRM acknowledges that as far as possible, measures taken to remove graffiti need to be prompt and environmentally friendly;
- GP5 HRM acknowledges that Graffiti is a crime;
- GP6 HRM is committed to working at the community level to address graffiti issues.

## **2.4 The Strategic Focus**

HRM has a critical leadership role to play in the successful engagement of government, the private sector and the broader community necessary to prevent and remove graffiti. To fulfill this role this Plan provides a comprehensive approach based on the following 7 strategic areas of focus.

1. Zero Graffiti Tolerance
2. Rapid Removal and Monitoring
3. Community Awareness and Education
4. Prevention and Diversion
5. Active Enforcement
6. Community and Corporate Partnerships
7. Understanding & Engaging Graffiti Sub Culture

# **Part One**

## **ZERO GRAFFITI TOLERANCE**

Graffiti is a major concern for all of HRM. Therefore, HRM's approach to graffiti management will focus on HRM in its entirety being designated a 'no tolerance' graffiti zone.

By creating a 'no tolerance' graffiti zone HRM wide, it is intended to send a clear message that graffiti is not tolerated in any area of HRM. Specifically, all communities HRM wide will be encouraged to take civic pride as it pertains to graffiti clean-up, with HRM providing available resources for monitoring and policing. Local business communities and other government and corporate partners are encouraged to focus their efforts in this direction as well.

- Policy 1        HRM in its entirety will be designated a 'no tolerance' graffiti zone.
  
- Policy 2        Pursuant to Policy 1, HRM will seek the commitment of corporate and other government partners to take civic pride as it pertains to graffiti removal off their property.
  
- Policy 3        Pursuant to Policy 1, HRM will provide available resources for monitoring and policing, to proactively identify graffiti incidents.
  
- Policy 4        In an effort to make HRM graffiti free, artists will be provided with opportunities to express and showcase their creativity in a positive manner, through the identification of new opportunity sites for their work.
  
- Policy 5        Notwithstanding Policy 4, no graffiti opportunity site shall be located within a heritage conservation or streetscape area unless discussed first with HRM Heritage Planners.

## **Part Two**

# **RAPID REMOVAL AND MONITORING**

Experience shows that quick removal of graffiti from the time of its occurrence is very important in the overall reduction of graffiti. This is due primarily to the fact that graffiti vandals tend to become easily discouraged and will not continue in a particular area where their work has been rapidly and repeatedly removed.

The challenge with rapid removal is that the degree of effectiveness depends on graffiti being removed from the entire area. This obviously is more complicated where graffiti is found on properties other than those owned by HRM.

HRM has focused graffiti removal on HRM owned assets.

### **Removal Service from HRM Owned Assets**

- Policy 6      HRM will regularly monitor, report, record and assess the level of graffiti vandalism on HRM owned assets
  
- Policy 7      HRM will remove graffiti from HRM owned assets within 3 business days of notification, and 5 business days in the outer core subject to resources and weather permitting;
  
- Policy 8      Notwithstanding Policy 7, HRM will remove graffiti from HRM owned assets that contains racist, obscene or offensive material immediately upon notification, not exceeding a maximum of 24 hours.
  
- Policy 9      All solvents, additives or products used by HRM for removing graffiti will be handled with ecologically sound practices to minimize harm to the environment and to comply with relevant environmental law and policies.
  
- Policy 10     HRM will ensure that prior to removal of graffiti from heritage buildings and monuments (structures of special significance), staff will discuss same with HRM's Heritage Planners.

### **Integrated Removal Service**

- Policy 11     Litter, stickers, bubblegum, posters, broken glass, liquor bottles and drug paraphernalia are intrinsically linked with graffiti in their negative impact on HRM's environment. Therefore, stickers, posters, litter etc found within the vicinity of the graffiti will be removed as a component of the overall removal service.
  
- Policy 12     Pursuant to Policy 7, while removing graffiti, within a distance of at least 10

metres from the point of the incident as well as 10 metres back from where a side street intersects, HRM will scan and remove other incidents of graffiti, bubblegum, litter, etc.

### **Graffiti Removal From Private property**

- Policy 13 HRM will provide assistance to private property owners with the removal and prevention of graffiti through introduction of a graffiti removal program, focusing on, but not limited to:
- a) providing Graffiti Removal Tool Kits (subject to availability)
  - b) conducting targeted 'blitzes' through community cleanups
  - c) intervening where graffiti is racist or obscene.

### **Other Government, Agencies and Corporations**

- Policy 14 HRM has with partnered with Halifax Regional School Board, Aliant, Nova Scotia Power, Canada Post, Halifax Water and the Business Improvement Districts. Other governments, agencies and corporations will be approached to become partners and work toward a common standard as set out in Policies 1 and 2.
- Policy 15 Notwithstanding Policy 3, HRM may consider establishing agreements with public authorities, other levels of government, agencies and commissions to remove graffiti where the costs can be recouped and where resources are available.

## Part Three

# COMMUNITY AWARENESS & EDUCATION

Education is absolutely key to a successful graffiti management program. A more informed community is more likely to adopt prevention measures and change from being passive victims to becoming active participants in the removal of graffiti within their community. The proposed policy aims to raise community awareness of the graffiti vandalism problem, its impact on the whole community, and the prevention and diversionary measures that are available.

### **Information**

- Policy 16      HRM will minimize misconceptions around graffiti and community safety that arise from a lack of information and knowledge through the ongoing provision of information on a) the complex nature of graffiti, b) the causes, and c) the costs of graffiti to society.
- Policy 17      HRM will raise public awareness on the importance of reporting graffiti and how to report graffiti.

### **Messaging**

- Policy 18      HRM will reinforce the message that graffiti is a crime and not acceptable in HRM through police educational materials and communications.
- Policy 19      HRM will engage local media and corporate partners to assist in educating and informing the public on graffiti management and to reinforce the message that graffiti is a crime and not acceptable in HRM.

### **Social Marketing and Accountability**

- Policy 20      HRM will aim to reverse anti-social behaviours such as graffiti, littering, etc through a sustainable social marketing campaign.

## **Part Four**

# **PREVENTION AND DIVERSION**

Prevention and diversion are an important component of any graffiti management plan. The rationale behind this preventative and diversionary technique is to gradually change the attitudes and behaviours of graffiti vandals.

Preventative techniques refer mostly to environmental measures that are used to minimize the opportunity or occurrences of graffiti vandalism. For instance, urban and building design features and through the following of CPTED principles, are all measures that can be very effective in preventing graffiti.

Alternatively, social diversion focuses on engaging graffiti vandals to participate in positive community-based projects; developing a positive community image for youth, and implementing education about graffiti through the school system.

### **Preventative Measures**

- Policy 21      HRM will consider the goal and objectives of the graffiti management plan and their relationship to community planning, public space, urban character and neighbourhood amenity.
  
- Policy 22      HRM will consider amending municipal permitting processes (ie. vending, construction, development) to ensure responsible graffiti management practices and implementation of CPTED principles are inherent.
  
- Policy 23      HRM will reduce the potential for creating environments that support criminal activity by implementing CPTED principles.

### **Restitution**

- Policy 24      HRM will continue to pursue opportunities for graffiti offenders to make reparation for their offences and to assist in rehabilitation.

# **Part Five**

## **ACTIVE ENFORCEMENT**

Apprehending, prosecuting and obtaining restitution from offenders is a key element of successful graffiti management. Therefore, Police, HRM staff and partners are required to work together to discourage graffiti.

An important aspect of an overall approach to enforcement is a coordinated supply of graffiti evidence. Police collect data on both the prevalence and nature of graffiti, linking the data to vandals.

The involvement of an entire community, both residents and business owners is necessary to fight this crime.

Legislative options to enhance graffiti reduction outcomes of this Plan have been discussed. New legislation may facilitate greater coordination and partnership between HRM, statutory and voluntary organisations, and private business.

### **Enforcement**

- Policy 25      HRM will actively enforce all applicable laws as they relate to graffiti.
- Policy 26      Where resources allow, HRM will apply more aggressive and persistent enforcement practices in specific areas.
- Policy 27      As available resources dictate, HRM will move towards a gradual focusing of police resources to the following areas:
- a)      building on existing database to assist investigations and prosecutions
  - b)      placing increased emphasis on arresting and charging suspects wherever possible
  - c)      targeting prolific graffiti crews
  - d)      encouraging the in prosecuting offenders
  - e)      involving Crime Stoppers in dealing with graffiti.

### **Surveillance**

- Policy 28      Repeat graffiti is a problem that adds to the costs of removal and management of graffiti. Therefore, where feasible and resources allow, HRM will perform surveillance in areas known to be especially prone to repeat or prevalent graffiti vandalism.

## **Data Management**

- Policy 29      Police will retain dated photographic evidence of each case of graffiti where charges are laid, for evidence in support of the prosecution of graffiti vandals.
- Policy 30      HRM will refine data collection methods to ensure the availability of statistics relating specifically to graffiti offences are readily available.
- Policy 31      HRM will continue to develop partnerships with other policing agencies to encourage the exchange and communication of data.

## **Legislation**

- Policy 32      HRM will act as an advocate for legislative changes to give HRM greater power to deal effectively with graffiti vandalism.
- Policy 33      Notwithstanding Policy 33, HRM will take all reasonable steps to avoid using a Graffiti Bylaw and its powers contained within, by focusing on co-operative and constructive partnership arrangements with private property owners and occupiers to prevent, manage and remove graffiti.

## **Part Six**

# **COMMUNITY & CORPORATE PARTNERSHIPS**

Local communities have a significant role to play in graffiti management as they are best placed to understand their local environments and as such develop relevant solutions to local graffiti issues.

Local community organizations such as Neighbourhood Watch groups and Citizens on Patrol, should be supported and encouraged to facilitate the development of innovative and sustainable local approaches to graffiti management. Engaging residents in a range of volunteer based activities including surveillance and reporting has been an effective management technique.

Parental/guardian involvement and education is also a key component in preventing the crime of graffiti vandalism through observation, child-parent communications and parental observation that may help detect the involvement of youth in graffiti vandalism activities.

Individuals of all ages are involved in graffiti. Education on the detriments of graffiti on a community is an important aspect in graffiti management.

Widespread involvement of other government partners, agencies and corporations is also essential to addressing the complex issues associated with the effective management of graffiti. While corporations continue to invest significant resources in prevention and clean-up of graffiti, considerable scope exists to engage other levels of government and the private sector.

### **Civic Accountability**

Policy 34      HRM will foster a greater sense of civic-mindedness in HRM adults and youth through focused education on the value of community and skills for value-oriented thought and action within a context of social responsibility.

Policy 35      HRM will focus resources towards rebuilding social control and increasing citizen accountability for its actions by facilitating the establishment of neighbourhood advocacy groups or organizations, and support them in activities.

Policy 36      HRM will enhance community awareness about their roles and actions and initiatives which might be taken to reduce and prevent graffiti including but not limited to:

- Detecting and reporting incidents of graffiti vandalism and identifying those responsible for the crime if possible
- Delivering educational programs to inform youth and adult audiences of the negative impact of graffiti to a community, its prevention, and the consequences related to graffiti vandalism
- Helping with distribution of graffiti cleanup kits to assist in removing

graffiti

- Coordinating citizen efforts to combat graffiti vandalism
- Participating in community graffiti clean-up days
- Participating in anti-graffiti vandalism efforts wherever needed
- Working with respective neighbourhood groups,
- Providing alternative legal artistic opportunities.

Policy 37 HRM will continue to assist communities and neighbourhoods to develop locally appropriate responses to graffiti prevention and management through ongoing education, information sessions, and community capacity building initiatives.

### **Corporate Partnerships**

Policy 38 HRM will continue to encourage private sector support for the development and implementation of initiatives to address graffiti.

Policy 39 HRM will pursue formal agreements with the corporate sector and other level of governments partners to enter partnerships on joint graffiti management initiatives.

Policy 40 HRM will pursue funding from other levels of government in support of establishing strong community partnerships and developing innovative responses to graffiti in high priority areas that can be replicated elsewhere.

Policy 41 HRM may provide opportunities for private sector contributions through direct funding and/or in kind support for strategies to address graffiti at the local level.

# **Part Seven**

## **UNDERSTANDING & ENGAGING GRAFFITI CULTURE**

Understanding the graffiti culture is crucial to developing some solutions to this problem as hard enforcement and removal will never totally eradicate graffiti.

While significant research has been undertaken into the nature and culture of graffiti, further work is required to investigate the factors that influence antisocial behaviours such as graffiti. The availability of such research will help in designing targeted intervention strategies to encourage more positive social outcomes.

### **Research**

Policy 42 HRM will continue to research the graffiti culture.

### **Engaging Graffiti Vandals**

Policy 43 HRM will engage graffiti vandals where possible in an effort to:

- a) reduce graffiti
- b) encourage and invite former vandals to act as mentors to younger individuals.

# CHAPTER THREE

## IMPLEMENTATION

This Plan identifies areas where further work is required to enhance HRM's approach to graffiti management. A number of HRM business units currently have a role in aspects of graffiti management. The success of this Plan will depend on HRM working collaboratively to maximize the effectiveness and efficiency of the Plan.

### 3.1 Who is Responsible for Implementing the Plan?

The HRM Community Response Team (CRT) will play the leadership role in the overall coordination and implementation of the Graffiti Management Plan. The CRT will be responsible for ensuring that the organization is aware and is subscribing to the policies contained within the Plan, and that the actions listed in this chapter are completed. The CRT will also be responsible for monitoring the Plan, reporting to Council on the success of the Plan, and identifying potential gaps or weaknesses that may require changes to policy and approach.

Beyond the CRT, the Graffiti Management Plan will require the ongoing cooperation and joint administration of a number of HRM business units and staff:

- a) Halifax Regional Police
- b) RCMP
- c) Community Development (Community Arts Facilitator)
- d) Transportation and Public Works
- e) Corporate Communications
- f) Call Centre

In addition, the Plan's whole community approach will require that a number of key community and corporate partners and stakeholders play an active role in its implementation such as (but not limited to):

- a) Halifax Regional School Board
- b) Canada Post
- c) Aliant
- d) Nova Scotia Power
- e) Clean NS
- f) Business Improvement District Commissions
- g) Halifax Water
- h) Residents Associations
- i) Community watch groups
- j) Parents
- k) Graffiti Vandals
- l) Youth
- m) NS Justice Department

- Policy 44      The CRT will coordinate and oversee the overall implementation of HRM's Graffiti Management Plan.
- Policy 45      The CRT will establish and support a Graffiti Task Force comprised of police, other staff, Council and Partners to:
- a)      Implement this Plan,
  - b)      Work jointly on sponsored events and programs,
  - n)      Share knowledge and information;
  - o)      Facilitate ongoing inter-divisional/organizational education on graffiti trouble spots, writing instruments and investigative techniques; and
  - p)      Develop long term collaborative initiatives.
- Policy 46      The CRT will annually ensure that each HRM Business unit representative on the Graffiti Task Force, ties in a departmental budget and business planning process in its comprehensive approach to graffiti management. Further, that the Partners will be encouraged to do the same.

### **3.2 Evaluation and Monitoring**

It is important to evaluate and monitor the progress of the Plan and to keep Council and the community informed. A reporting element will be a key component of implementation. The effectiveness of the Graffiti Management Plan will be evaluated regularly and improvements made to the Plan where required. Evaluation will enable staff and Council to understand 'what works' in graffiti management and builds an evidence base for future programs.

In terms of monitoring, the focus should be on the impacts of the program against its objectives, and the benefits and costs of the intervention.

- Policy 47      HRM will adopt the following performance measures to accurately assess the success of this Graffiti Management Plan:
- a)      the number of reported incidences of graffiti on HRM assets;
  - b)      Participation in graffiti tool kit/community clean-up programs;
  - c)      Level of successful legal action that has been taken against apprehended offenders
  - d)      Participation in art projects and youth programs
  - e)      Participation by Partners
  - f)      Participation on Graffiti Task Force
  - g)      Level of participation by local businesses in graffiti removal and prevention
  - h)      Number of people accessing information about graffiti removal and prevention; and
  - i)      Initiatives undertaken to educate the community.

Policy 48 HRM will provide an annual report on the progress of HRM's approach to graffiti management.

### **3.3 Communications**

Effective communication is particularly important for the long term implementation of this Plan. A good communication program will encourage ongoing community involvement in graffiti management and help to reduce the perceptions of disorder and fear of crime that graffiti can generate.

Policy 49 HRM will develop a graffiti communication plan that delivers a consistent message to all stakeholders and works to achieve the following:

- a) keep the community informed of the issues involved in graffiti management;
- b) advise the community of solutions to the problem of graffiti;
- c) encourage active community involvement in managing graffiti.

Adopted August, 2006

