RECOMMENDATION:

(a) That the Clean City Strategy be adopted “in principle” for implementation by staff as a means of reducing litter and graffiti within the City of Hamilton;

(b) That the matter of developing a Graffiti By-law be referred to the Clean City Liaison Committee for consideration and recommended action;

(c) That the item relating to the Graffiti By-law be removed from the Public Works Committee Outstanding Business List.

Scott Stewart, C.E.T.
General Manager
Public Works

EXECUTIVE SUMMARY:

This report proposes the development and adoption of a “Clean City Strategy” to collectively promote community and City of Hamilton projects, programs and initiatives focused on the remediation, containment and avoidance of litter and graffiti in our community. The aim of the Clean City Strategy is to effect behaviours and attitudes conducive to a cleaner, healthier and safer community.

This report introduces a promotional strategy to achieve the vision of a community that works together to create a social and aesthetic environment in which graffiti, litter and associated criminal behaviours are repressed. The goal of the program is for Hamilton to be known as the cleanest community in Canada. This goal supports Council's
strategic goals for Hamilton as “a great City in which to live” and “a healthy, safe and green City.”

The proposed “Clean City Strategy” concept enhances the outcomes of existing programs and initiatives primarily through adding value by improving:

- **Resource Optimization** through leveraging and coordinated management involving stakeholders and partners through the Clean City Strategy Committee.
- **Community Awareness & Participation** through a coordinated and professionally designed advertising and marketing campaign.
- **Anti-littering behaviours** nurtured through effective social marketing initiatives, rewards, recognition and enforcement.

The Clean City Strategy will utilize existing staff and financial resources for the coordination of community litter abatement and graffiti abatement projects and programs servicing public property. A professionally designed advertising and marketing campaign will be created to promote the Clean City Strategy using existing financial resources. The report presents the “Clean City Strategy” in overall concept and through elaboration on its component parts including:

- The Clean City Concept
- Strategic Direction
- Marketing and Education
- Program management
- Program Evaluation

**BACKGROUND:**

The information/recommendations contained within this report have City wide implications.

**THE “CLEAN CITY” CONCEPT**

There are numerous ongoing programs, initiatives and events sponsored by various stakeholders directed towards Litter and Graffiti management as summarized within Report PW07056 as Appendix “A” which serve to maintain the City’s public spaces to the current level of cleanliness. In attempts to improve the effectiveness of existing programs and initiatives, staff have researched program best practices and identified a clear opportunity for Hamilton to combine existing and future graffiti and litter abatement activities into a coordinated strategy as successfully employed by the City of Toronto. Although litter abatement and graffiti abatement programs require different resources and campaign tactics, the similar vision of a clean and safe City provided an opportunity to market an umbrella strategy that focuses on a single goal. The proposed “Clean City Strategy” adds value to existing programs and events by encouraging the creation of an environment in which graffiti, littering, dumping and their concomitant mischief and criminal behaviours do not flourish. The program focuses on discreet grassroots initiatives deployed by existing neighbourhood groups. These cause-oriented local initiatives are designed to empower residents to take pride in their neighbourhood in a positive, safe and non-threatening program of volunteer effort. These neighbourhood initiatives could be identified through reporting through the graffiti and litter hotlines and analyzed by staff and the Clean City Liaison Committee to match resources with needs. Current models of best practices such as the Westdale, Lisgar Park and Downtown BIA...
programs can be shared with other neighbourhoods and community groups to adopt or customize to their neighbourhood’s needs.

Local business leaders, community leaders and media will be encouraged to tangibly demonstrate their support for the program as good corporate citizens and stewards of their environment. The engagement of all major stakeholders (and eventual involvement of all participants) will be recognized through signing of a Clean City Charter.

Engaging Hamilton’s business leaders (Chamber of Commerce, Tim Hortons, Pioneer Petroleum, HABIA, Hamilton’s top employers), community leaders (Ti-Cats and other sports teams, SISO), friends of the environment (Conservation Authorities, Green Venture) and education sector leaders (HWDSB, HWCDSB, McMaster University, Mohawk College, Redeemer College University, Columbia College) will strengthen the credibility of the initiative as well as provide opportunities for resources to sustain the program.

PROGRAM STRATEGIC DIRECTION

The strategic direction of the litter abatement component of the program engages the community-at-large and all stakeholders in a three-component community pride initiative:

1. Remediation
   Site clean-ups - City staff, community events, personal initiatives.

2. Containment
   Litter collection systems, individual compliance, diversion (recycling) systems, enforcement, vigilance and reporting.

3. Avoidance
   Individual responsibility, social behaviours, community intolerance for litter/graffiti, punitive measures.

The program’s strategic objective is to guide the community and stakeholders through neighbourhood/market project maturation from remediation and containment to the less resource intensive avoidance state of the program.

The litter abatement program also has a strong environmental stewardship message that will be promoted through marketing and education as well as operationally. Remediation and containment components will encourage diversion of waste from landfill through recycling, and proper disposal of cigarette butts. The avoidance component will be strengthened by messaging consistent with residential at-source waste sorting habits and land and water stewardship messaging.

The graffiti abatement component is being led by the Hamilton Police Service through its Graffiti Prevention Strategy (GPS) (outlined in Report PW07056 as Appendix “B”) launched in June 2006. The goals of this three year program are to reduce the amount of visible graffiti in various neighbourhoods, educate citizens on graffiti related issues.
such as the perception of fear of crime and incident reporting mechanisms, and mobilize citizens by encouraging them to participate in the program. Graffiti remediation, community outreach and stakeholder mobilization will be undertaken by a team of four summer students (the GPS Rapid Response Team) with the assistance of School Resource Officers and members of the HPS Auxiliary Branch.

The Public Works Department has committed supporting the GPS initiative through equipment, supplies and training for the GPS Rapid Response Team. In addition, Public Works’ Operations and Maintenance Division will continue to provide ad hoc graffiti remediation for public assets.

MARKETING AND EDUCATION

The program will be marketed as a theme-based community initiative with sufficient flexibility to meet neighbourhood-specific needs and objectives. The program will establish its own brand that will support existing initiatives (e.g.: Adopt-a-Road, Adopt-a-Park, Keep Hamilton Clean, Community Clean, Buddy Up to Clean Up, Graffiti Prevention Strategy, BIA initiatives, etc.) and provide opportunities for new initiatives and the involvement and engagement of local business, institutions and individuals.

Through social marketing techniques, the Clean City Program aims to raise the collective consciousness of the community to instil a sense of pride and responsibility that drives personal and group behaviours that collectively reward all residents with a cleaner, safer and sustainable environment in which to live, work and play. The Clean City program proposes to target key audiences and develop customized social marketing programs to better understand littering and graffiti behaviours and strategies required to evaluate success. Due to the difference between the demographic and psychographic profile of the litterer and the graffitist, these two behaviours will need separate social marketing programs yet under the same theme and vision of the Clean City initiative.

Reward and recognition is an integral part of the marketing program and a critical success factor of the overall program. Tactics of the reward and recognition component may include, but are not limited to:

- Partner coupons or discounts to reward appropriate behaviours;
- Letters or certificates from the Mayor;
- Acknowledgement in the media and on the Web site;
- Clean-up participant prize draws;
- Chamber of Commerce award;
- Donated refreshments;
- School pennants/flags;
- Science fair awards, bursaries;
- Community barbecues and celebrations;
- Pitch-In Canada’s National Civic Pride recognition program;
- National, provincial and local environmental stewardship awards.

Litter Program Marketing

Previous anti-litter campaigns have focused on awareness and are pejorative in tone (“Don’t litter, it’s just plain ugly,” “Don’t be a Litterbug”). The anti-litter component of the Clean City strategy is focused on desired behaviours that support a cleaner and environmentally sustainable community. While establishing demographic or psychographic characteristics of a typical “litterer” is general observations are available
and useful in targeting behavioural marketing initiatives. The Clean City anti-litter campaign proposes to address the following target audiences in its marketing efforts:

- Students
- Driving public
- Sport/Entertainment Audiences
- Quick serve restaurant customers
- Transit riders

A key success factor will be the development of a new campaign brand that that communicates the goal and desired behaviours of the program while supporting the overall vision, and theme of the Clean City initiative while also being aligned with the current 65% Waste diversion campaign.

**PROGRAM MANAGEMENT**

The success of the Clean City Strategy depends on the coordination of discreet abatement programs, City resources, volunteer resources and partnerships. The operational component of the City’s litter and graffiti abatement activities is largely the responsibility of the Public Works Department. To that end, the Director of the Operations and Maintenance Division will continue to coordinate resources required for day-to-day litter remediation and containment and graffiti removal on public assets. Hamilton Police Service will coordinate the activities of the Graffiti Prevention Strategy in partnership with the City of Hamilton’s Public Works Department.

Development of the Clean City brand, community outreach and business community partnerships will be pursued by Public Works staff and other City staff as required, on the recommendation of the Clean City Liaison Committee (outlined in Report PW07056 as Appendix “C”) This volunteer committee will be representative of Hamilton’s citizen and business community and its mandate will include providing advice and recommendations to staff and Council on developing, maintaining and sustaining collaborative community programs designed to maintain a clean, healthy and safe City.

Once assembled, the Clean City Liaison Committee will advise staff on the Clean City Program Priorities (outlined in Report PW07056 as Appendix “D”) and will assist staff in the development of a multi-year work plan (outlined in Report PW07056 as Appendix “E”) from the Proposed Clean City Program Objectives (outlined in Report PW07056 as Appendix “F”).

**PROGRAM EVALUATION**

A key deliverable within the Committee’s 2007 workplan is the confirmation of Key Performance Indicators that will serve as a basis for ongoing program tracking, evaluation and management. The committee will review various possible measures such as costs, tonnages, public satisfaction etc, using a range of possible methods such as Litter Audits, Financial Reports, Satisfaction Surveys, social marketing analyses, etc. Targets are a key component to an evaluation program. The Clean City Liaison Committee will be charged with setting appropriate targets relative to these measures. Setting these targets will be one of the first orders of business for the Clean City Liaison Committee, reporting back to the Public Works Committee in the fall of 2007.
ANALYSIS/RATIONALE:

This strategy builds on existing programs, initiatives and community support by adding strategic program components that would leverage resources and cooperation from all stakeholders and citizens to improve the City’s image and pride as illustrated in the following diagram:

A Sustainable

Clean City Strategy

Building to one common goal based on a foundation of partnerships

<table>
<thead>
<tr>
<th>Graffiti Removal</th>
<th>Litter “Clean Ups”</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Police G.P.S.</td>
<td>• City Programs</td>
</tr>
<tr>
<td>• City Programs</td>
<td>• Community Events</td>
</tr>
<tr>
<td>• i.e. Roads, Traffic, Parks</td>
<td>• Volunteer Programs</td>
</tr>
<tr>
<td>•</td>
<td>• i.e. Adopt a Road, Park etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graffiti Containment</th>
<th>Litter Containment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Monitoring/Reporting</td>
<td>• City Programs (Parks, Trails, Downtown)</td>
</tr>
<tr>
<td>• Mural Programs</td>
<td>• Businesses</td>
</tr>
<tr>
<td>• Environmental Design &amp; Programs</td>
<td>• Institutions &amp; Schools</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graffiti Avoidance</th>
<th>Awareness &amp; Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Marketing</td>
<td>• Unified Marketing Campaign</td>
</tr>
<tr>
<td>• Environmental Design</td>
<td>• Coordinated Product Advertising</td>
</tr>
<tr>
<td>Public Compliance</td>
<td>• Enforcement of Bylaws</td>
</tr>
<tr>
<td>• Bylaw and By-law Enforcement</td>
<td>• Neighborhood Involvement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1 Remediation</th>
<th>2 Containment</th>
<th>3 Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graffiti Removal</td>
<td>Litter “Clean Ups”</td>
<td>Litter Containment</td>
</tr>
<tr>
<td>• Police G.P.S.</td>
<td>• City Programs</td>
<td>• City Programs (Parks, Trails, Downtown)</td>
</tr>
<tr>
<td>• City Programs</td>
<td>• Community Events</td>
<td>• Businesses</td>
</tr>
<tr>
<td>• i.e. Roads, Traffic, Parks</td>
<td>• Volunteer Programs</td>
<td>• Institutions &amp; Schools</td>
</tr>
<tr>
<td>•</td>
<td>• i.e. Adopt a Road, Park etc.</td>
<td></td>
</tr>
</tbody>
</table>

Strategic coordination of community volunteer resources and City resources will provide taxpayers with better value by moving from remediation to avoidance. The result should be the ability for Public Works staff to direct resources currently used in the remediation of litter and graffiti to other priority infrastructure needs. The social marketing campaign coupled with strategic priorities will assist Operations & Maintenance staff contain the litter problem and reduce “one-offs” for litter abatement services (container requests, litter pick-up, complaints) that often result in added maintenance costs and little or no added value.

ALTERNATIVES FOR CONSIDERATION:

Alternatively, Council may elect to maintain the status quo, which would not necessarily improve the current condition of City streets and public properties with respect to litter and graffiti abatement. The traditional jurisdictional basis of handling litter and graffiti issues without a focus on avoidance has been proven to be costly.
FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Budget and staffing requirements for the implementation of the Clean City Strategy shall be incorporated into existing budgets. Current annual costs for Litter and Graffiti Remediation Services delivered by the City are outlined in Report PW07056 as Appendix “G”

POLICIES AFFECTING PROPOSAL:

N/A

RELEVANT CONSULTATION:

The Clean City Strategy concept has been discussed with and endorsed by the City of Hamilton’s Public Works Department (Operations & Maintenance, Waste Management, Fleet & Facilities and Transit Divisions), the City of Hamilton’s Planning and Economic Development Department (Standards & Licensing Division), the City of Hamilton’s Community Services Department (Culture & Recreation Division), Hamilton Police Service, CP Police, Keep Hamilton Clean Committee, Pitch-In Canada, TDL Group and Pioneer Petroleums.

CITY STRATEGIC COMMITMENT:

By evaluating the “Triple Bottom Line”, (community, environment, economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. Yes ❑ No ❑
Cleanliness and City image is enhanced.
Partnerships are promoted.

Environmental Well-Being is enhanced. Yes ❑ No ❑
Waste is reduced and recycled.

Economic Well-Being is enhanced. Yes ❑ No ❑
Improved City image enhances marketability for Economic Development.

Does the option you are recommending create value across all three bottom lines? Yes ❑ No ❑

Do the options you are recommending make Hamilton a City of choice for high performance public servants? Yes ❑ No ❑
Litter & Graffiti Management Programs

LITTER

Litter Public Awareness Campaigns

The City of Hamilton’s Public Works Department initiated an anti-litter program in the spring of 2004 in response to Council concerns of litter and illegal dumping in several City Wards. This public awareness campaign was focused on coordinating City and community resources to clean up heavily littered areas, enforcement of litter and dumping By-Laws and Statutes, and a multimedia anti-litter campaign.

The program has succeeded in coordinating staff resources and establishing a process for residents to report littering and illegal dumping activities for staff action through a Litter Hotline (905 546-CITY) and e-mail address (litter@hamilton.ca). These tactics have streamlined requests from individuals and community groups and organizations to obtain bags, gloves and promotional materials for community clean-up events.

No formal performance measurement of these tactics has been in place. It is recommended that these performance indicators need to be developed by the Clean City Liaison Committee.

The Keep Hamilton Clean Committee (whose mandate expired October 2006) ran several parallel community awareness programs. Outreach and promotional activities included a Youth Affiliate program, maintaining the keephamiltonclean.com Web site, sponsorship of the Trillium Awards program, participation in local Santa Claus parades and distribution of pamphlets at City facilities, Libraries and at local festivals through the Public Works Community Relations trailer.

The Clean City Strategy aims to coordinate these promotional, educational and community outreach activities through the Clean City Liaison Committee to leverage resources to move the community from the remediation phase to avoidance of litter in our neighbourhoods and communities.

Community Litter Remediaion Programs

Public Works’ Operations & Maintenance Division is responsible for litter abatement along the City’s more than 3,000 kilometres of roadways. The Division’s Business Services section trains and coordinates volunteers to assist with litter remediation activities through community programs such as the Adopt-a-Road and Adopt-a-Park programs. Wider promotion of these programs are planned for 2007/2008.

The Keep Hamilton Clean Committee coordinated several litter pick-up community events including the coordination of Hamilton’s participation in national Pitch-In Week, an annual Litter Hot Spots tour, monthly (April to October) trail clean-ups and are participants in Public Works’ Adopt-a-Road program.

Staff recognizes that through the Clean City Strategy, all of the Public Works managed community programs, roads and parks litter remediation and containment programs, and grassroots community litter remediation events, could realize greater efficiencies if coordinated through the Operations and Maintenance section with advice from the Clean City Liaison Committee.

GRAFFITI

At its March 1, 2005 meeting, the Planning and Economic Development Committee directed staff to conduct discussions with various stakeholders to consider the adoption of the Toronto anti-graffiti program and the possibility of designated and non-designated graffiti free zones. A verbal report was presented at PED’s September 20, 2005 meeting with a grouping of Property Standards Regulations concerns.
On September 13, 2005, a staff Working Group identified concerns related to graffiti, current processes to deal with graffiti and the potential for developing an anti-graffiti campaign in Hamilton. Representatives from the Mayor’s Office, Planning and Economic Development (Building and Licensing), Community Services (Culture & Recreation), Public Works (Operations & Maintenance and Public Affairs) and Hamilton Police Service comprised the Working Group. The Working Group was convened on two other occasions; the last meeting was dedicated to a presentation from Toronto Police Service Staff Sergeant Heinz Kuck on the Toronto model.

In 2006, several discreet anti-graffiti programs were initiated or revived. In March 2006, Chief Brian Mullan announced the initiation of a Graffiti Prevention Strategy, a three-year pilot program operated by a student team with a $125,500 Federal grant and $109,700 services in-kind from the City’s Public Works Department. The program was launched at a media event in Beasley Park on June 7, 2006. The vision, strategy and objectives of GPS are sufficiently congruent with the Clean City Strategy so that further development of the objectives and logistics of the Clean City Strategy with respect to graffiti abatement would result in considerable duplicity of effort and resources.

An overview of the GPS program is outlined in Report PW07056 as Appendix “B”.

At the May 24, 2006 Planning & Economic Development Committee, a verbal report was presented on the Working Group’s activities with respect to PED Outstanding Business item “Graffiti By-Law.” With the consent of the General Manager of Public Works, this item was transferred to the Public Works Infrastructure & Environment (PWIE) Committee’s Outstanding Business list for inclusion in the Clean City program.

Currently, Public Works staff is working closely with Hamilton Police Service staff to assist in the launch of the Graffiti Prevention Team’s second year of operation through training and the provision of equipment. In addition Public Works staff, Building and Licensing staff and Corporate Services staff are working with Hamilton Police Services, local utilities, conservation authorities, CN rail and CP rail to establish a graffiti hotline and action protocol coordinated through the City’s Customer Contact Centre.

CURRENT LITTER ABATEMENT PROGRAMS

PARKS & OPEN SPACES

The Parks section is responsible for the maintenance of 456 sites, representative of approximately 4,500 acres of parkland, trails and open spaces across the city. Trash receptacles are located at most parks and a recycling collection program is being piloted in 20 parks.

<table>
<thead>
<tr>
<th>Annual Cost</th>
<th>Community programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$611,000.</td>
<td>Adopt-a-Park</td>
</tr>
<tr>
<td></td>
<td>Friends of the Waterfront Trail</td>
</tr>
<tr>
<td></td>
<td>Pitch-In and Pick-Up events</td>
</tr>
</tbody>
</table>

ROADSIDES

The Road Operation & Maintenance division is responsible for litter pick-up along the City’s 3,000 kilometres of roadway. Staff also maintain (empty and clean) more than 600 refuse containers at a cost of $3.00 per container. Of the more than 600 containers, 40 are 3-stream containers from which recyclables are collected separately and delivered to the City's Materials Recycling Facility.

<table>
<thead>
<tr>
<th>Annual Cost</th>
<th>Community programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.75 million (operating)</td>
<td>Adopt-a-Road</td>
</tr>
<tr>
<td>$69,300 (capital)</td>
<td></td>
</tr>
</tbody>
</table>
The City also contracts Creative Outdoor Advertising to maintain 284 bench advertising installations around the city. COA generates revenue from the advertising and releases a portion of those revenues annually to the City (average of $21,000 per year).

**TRANSIT**

HSR has recently introduced litter bags on 20 new buses. Prior to this pilot, HSR operating policy is focused on deterring passengers from producing trash or carrying trash on vehicles. Maintenance and human resource issues have prevented HSR from providing trash receptacles on board vehicles.

Anecdotally, transit managers suggest most bus stop litter is produced by alighting passengers. Currently, approximately 500 of the 2,100 HSR stops have a trash receptacle at or near the stop. A recent inventory indicated there are 243 transit shelters across the City with no trash receptacle nearby.

A long-term contract with CBS forbids the addition to or alteration of the 484 HSR transit shelters therefore all litter receptacles near transit shelters are installed and maintained either by Public Works’ Operations & Maintenance division or by a private bench advertising contractor (Creative Outdoor Advertising).

CBS posts Keep Hamilton Clean Committee posters in shelters as part of its PSA requirements. There are no other Transit related outreach or public educational initiatives in place.

**Community programs**

None

**CORPORATE RECYCLING**

Waste Management’s Corporate Recycling program approved by Council in 2005 is aimed at placing more than 1250 recycling containers in City facilities and parks across the City. In arenas, recreation centres, museums and seniors centres, the Community Services division is responsible for the maintenance of these three-stream containers. In Public Works facilities and City Hall, the Fleet & Facilities division is responsible for the maintenance of the containers.

**COMMUNITY CLEAN**

This initiative encourages community groups and individuals to organize and conduct litter pick-up events in their neighbourhood. Information pamphlets, promotional posters, work gloves and garbage bags are available through the Customer Contact Centre.

**DOWNTOWN AMBASSADOR PROGRAM**

Tourism Hamilton initiated this program in 2004. Other than providing visitor services, each summer, students also assist in the City’s commitment to keep our Downtown clean by picking up litter from sidewalks, sweeping public spaces, remove posters and tape from utility poles and remove graffiti from the public road allowance.

**KEEP HAMILTON CLEAN COMMITTEE**

This volunteer committee of Council reports through the Public Works Infrastructure and Environment committee. The committee’s mandate is to advise the Public Works Department and City Council on matters related to littering, dumping, defacing property and generally on keeping Hamilton clean. The committee is involved in several litter pick-up community events including the coordination of Hamilton’s participation in national Pitch-In Week, an annual Litter Hot Spots tour and monthly (April to October) trail clean-ups. The committee members lead by example maintaining a portion of Queenston Road through the Adopt-a-Road program. Outreach and promotional activities include a Youth Affiliate program, maintaining the keephaltontclean.com Web site, sponsorship of the Trillium Awards program, participation in local Santa Claus parades and distribution of pamphlets at City facilities, Libraries and at local festivals through the Public Works Community Relations trailer.
HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2006 March 13
REPORT TO: Chairman and Members
           Hamilton Police Services Board
FROM: Brian J. Mullan
      Chief of Police
SUBJECT: Graffiti Prevention Strategy (G.P.S.)
         (PSB 06-029)

BACKGROUND:

Our Police Service has made a number of previous attempts to combat the presence of graffiti in Hamilton. These programs were generally delivered by Officers in our Investigative Services Division. Due to organizational priorities, Officers attending to graffiti issues were reassigned and our efforts were not sustained, yet many best practices came out of these programs.

A new approach has been developed to combat graffiti in Hamilton. The Hamilton Police Service, in close partnership with the Hamilton Safe Communities Coalition and the City of Hamilton, will launch the Graffiti Prevention Strategy (G.P.S.) in May, 2006.

The G.P.S. Program is a multi-pronged approach that will not only target the reduction of graffiti in our community but, engage at-risk youth on a social development level and improve the intelligence-led policing process of dealing with street gang-related graffiti. The GPS Program proposes to hire four (4) summer students over a three (3) year period to deliver this program. This team of students, called the G.P.S. Rapid Response Team, will be supplied with a vehicle and the necessary equipment to go out into the community and identify, document and remove graffiti. Additionally, these students will work with the community and local community groups to prevent graffiti from recurring. The G.P.S. Rapid Response Team will provide on-the-spot prevention and education information, as well as solicit the support for the program from members of the community. Since the G.P.S. Rapid Response Team will only be employed for four (4) months of the year, the responsibilities will be assumed and maintained by Members of our Auxiliary Branch, in the off season.
To assist with the youth educational component, our School Resource Officers will work closely with the local Boards of Education to launch a graffiti education component. This component will offer students an opportunity to become actively involved by participating in poster campaigns, art mural contests and “Paint Over Days”. “Paint Over Days” will involve members of the community, students and stakeholders painting over identified large graffiti areas. The Living Rock Ministries have partnered with this program to involve as many of their at-risk youth in creating wall art murals to beautify decayed locations.

Lastly, the Police Service will maintain its focus on an offender-based program. Officers will maintain close checks on graffitists that are arrested and work with the courts and the community to facilitate a restorative justice process. The graffiti data that is collected by the GPS Rapid Response Team will then be analyzed and mapped to identify crime trends. This information will then be fed to Divisional Analysts and the Guns and Gangs Unit to improve the intelligence-led policing process.

Grant funding, through the National Crime Prevention Centre, has been applied for to carry the majority of the cost to run this program for three (3) years. The total cost of the project is $235,258.00, of which the Hamilton Safe Communities Coalition has made application for $125,558.00 in grant funds. The remainder of the project funds will be made up through the various partners providing services in-kind.

By creating this program to specifically address the increasing presence of graffiti in our community, it will have a substantial positive impact on graffiti and graffiti-related crimes. Working with our numerous partners, developing the capacity of at-risk youth, linking it to a sound tactical enforcement and an intelligence-led process, will improve community safety and reduce the fear of crime in Hamilton.

______________________________
Brian J. Mullan
Chief of Police

BJM/Deputy Chief Ken Leendertse
Committee Name:
Clean City Liaison Committee

Committee Mandate:
Reporting through the Public Works standing committee, the Clean City Liaison Committee will provide advice and recommendations to staff and Council on developing, maintaining and sustaining collaborative community programs designed to maintain a clean, healthy and safe city.

Purpose
The Clean City Liaison Committee will provide a forum for engaging all stakeholders in a sustainable program aimed at keeping Hamilton clean and safe. The committee will assist in the development and sustainability of a litter and graffiti abatement program (the Clean City program) by providing counsel and guidance on community involvement, private sector involvement and identification of resources to sustain the program.

Membership:
The membership of the Clean City Liaison Committee will include:

- Citizen Chair
- Citizen members-at-large (up to four)
- Business community members (up to two)
- Council representative (up to two)
- Hamilton Police Service representative* (one)
- Staff representatives* (one each from Public Works, Operations & Maintenance Division; Planning & Economic Development, Building & Licensing Division; Corporate Services, Risk Management Section; Corporate Services, Customer Service Section; and Community Services, Culture & Recreation Division)
- Public Works Public Affairs Coordinator* (Staff Liaison)

Membership can be expanded to include further community representation as deemed appropriate.

The term-of-office for citizen, staff and Council members will expire with the term of Hamilton City Council. Business community member terms are a minimum of one and maximum of four years.

Operations of the Committee:
The Liaison Committee will meet monthly or at the call of the Chair as required.

The City will provide clerical support to the Liaison Committee in terms of agenda preparation and minute taking.

The Liaison Committee will report on its activities through minutes and recommendations submitted to the Public Works Standing Committee and other Standing Committees of Council as required.

The Liaison Committee will be funded through the Legislative Volunteer Committees budget. Committee activities and events can be supported by in-kind donations of services and materials.
PROPOSED CLEAN CITY PROGRAM PRIORITIES

City-wide programs such as this can cause considerable strain on operational resources without appropriate parameters for strategic resource allocation. In addition, the graffiti and litter components are at very different stages of development and maturity – the litter program already has several established community engagement programs and initiatives whereas the graffiti program requires the development of an intensive health and safety and risk management component before the general public can fully participate. Given these variables, it is proposed that the Clean City program be rolled out in phases to accommodate the development and growth of the program over time and to ensure that City resources are not overwhelmed in the short term.

In 2007, the litter component of the program will focus on the following:

- Minimization of personal risk and corporate liability through adequate health and safety information and training of community volunteers.
- Developing strategic alliances with private and public sector partners to market the Clean City concept to their audiences.
- Increase enforcement and encourage prosecution.
- Remediation and maintenance by City forces will focus on priority areas and assets (see below).

In 2007, the graffiti component of the program will focus on the following:

- Utilizing the City of Hamilton’s Customer Contact Centre, establish a (graffiti) program hotline (telephone & Web based) as a single point of contact for reporting incidents as well as obtaining information on the program.
- Remediation and maintenance by City forces will focus on priority areas and assets (see below). NB: Graffiti reported on City property will be removed in accordance with accepted standards according to severity (i.e.: hate crime, racism, obscenities removed within 24 hours of reporting).
- Support the proposed school education initiatives and community mobilization program components of the Hamilton Police Service’s Graffiti Prevention Strategy.

Priority areas and assets

- Priority A
  - City-owned facilities & assets in Beasley, Gibson, Stinson and Westdale neighbourhoods
  - Transit shelters
  - Transit rolling stock
  - Downtown
  - Red Hill Valley Project
  - New capital installations
- Priority B
  - Transit stops
  - BIA’s and other business areas
  - Gateways to the City
- Priority C
  - City-owned facilities & assets not covered in Priority 1 or 2 assets.
April 2007
- Advertising and selection of committee members.

May 2007
- Develop the Committee's Terms of Reference for approval of Public Works Committee.
- Approve Clean City Strategy brand identification.
- Launch Graffiti and Litter Hotline.
- Implement a triage system for action on reported incidents.
- Establish Key Performance Indicators and targets for litter and graffiti reduction.
- In partnership with McMaster University, develop a behavioural evaluation model to measure the effectiveness of anti-litter campaigns on defined audiences.
- With the endorsement of the SEAT committee, establish mandatory standards for waste, recycling and organics collection at special events requiring any City permit.

June 2007
- Implement a community volunteer engagement program for litter remediation and containment.
- Develop and implement a Clean City Strategy marketing, communications and community outreach program.
- Develop a student educational initiative for initial phase implementation in September 2007.
- Initiate strategic alliances with public and private sector partners to market the Clean City Strategy concept to their audiences.
- Develop standards and parameters for litter and graffiti remediation, maintenance and avoidance activities to be accepted as credit for secondary students' civic volunteer hours requirement.

July 2007
- Research and develop sustainability models (grants, awards, Federal & Provincial funding, P3, volunteer resources, advertising revenues, etc.) to report back to Council for the Budget 2008 process.
- Develop speakers' bureau and educational displays on littering and environmental stewardship.
- Develop on-board litter collection program for HSR fleet.
- In partnership with a petroleum company, develop a vehicle collection and disposal system for litter and recyclables.
- Establish service levels and responsibilities in the absence of the seasonal GPS Rapid Response Team.

August 2007
- No meeting.

September 2007
- Report to Public Works Committee on Performance Indicators and targets.
- Develop and initiate a program to encourage stadium and arena spectators to dispose of waste appropriately.
- In partnership with Culture & Recreation, encourage arena and recreation facility user groups to collect and appropriately dispose of waste created by sports team and club members.
October 2007

- Present 2008 Budget request to Public Works Committee.
- Linc community clean-up.
- Conduct a litter audit.
- Develop a framework and guidelines for neighbourhood implementation of the Clean City Strategy (contacts, incident reporting, solicitation of donations, safety & health issues/training, etc.).
- With the assistance of Risk Management and Occupational Health & Safety, establish a protocol to allow volunteers to provide graffiti eradication services on City assets.

November 2007

- Santa Claus Parades
- Develop tip sheet and educational materials for paint and hardware store managers on tactics retailers can use to help reduce neighbourhood graffiti and reduce product shrinkage.
- Develop mural wall projects and Adopt-a-Box programs and assist in the coordination of community clean-up days.

December 2007

- No meeting

January 2008

- Review 2007 objectives and targets.
- Confirm workplan for 2008.

February 2008

- In partnership with Culture & Recreation, develop a program that encourages sports field user groups to collect and appropriately dispose of waste created by sports team and club members.
- Implement a bus shelter litter collection system.
- Initiate Pitch-In Week planning and preparations.

March 2008

- Conduct a litter audit.

April 2008

- Pitch-In Week
PROPOSED CLEAN CITY PROGRAM OBJECTIVES

- Through strategic partnerships, create a brand for the Clean City Strategy.
- Develop and implement a marketing and communications plan.
- Develop a reward and recognition program for all levels of participation.
- Research and develop sustainability models (grants, awards, Federal & Provincial funding, P3, volunteer resources, advertising revenues, etc.) to report back to Council for the Budget 2008 process.

LITTER OBJECTIVES

Students

- Prepare anti-litter education and information program for environmental stewardship curriculum to be introduced into elementary and secondary schools.
- Develop speakers' bureau and educational displays on littering and environmental stewardship.
- Develop standards and parameters for litter and graffiti remediation, maintenance and avoidance activities to be accepted as credit for secondary students' civic volunteer hours requirement.

Driving public

- Implement a partnership program between Pioneer Petroleums and the City of Hamilton to reduce littering on roadways and encourage appropriate disposal of waste.

Sport/Entertainment audiences

- With the endorsement of the SEAT committee, establish mandatory standards for waste and recycling collection at special events requiring any City permit.
- Develop and initiate a program to encourage stadium and arena spectators to dispose of waste appropriately.
- In partnership with Culture & Recreation, encourage arena and recreation facility user groups to collect and appropriately dispose of waste created by sports team and club members.
- In partnership with Culture & Recreation, encourage sports field user groups to collect and appropriately dispose of waste created by sports team and club members.
- Develop a partnership program between local movie theatre owners and the City of Hamilton to encourage appropriate disposal of waste within theatre properties.

Quick Serve Restaurant Customers

- Develop a partnership program between the TDL Group and the City of Hamilton to encourage Tim Hortons' customers to appropriately dispose of waste and become involved in neighbourhood litter pick-up events.
- With the assistance of TDL Group, encourage participation of other Quick Serve industry outlets in Hamilton.

Transit Riders

- Review the on-board litter collection pilot program for total fleet implementation.
- Develop a bus shelter litter collection system.
- Include Clean City (litter & graffiti) messaging in all Transit marketing materials (on-board advertising, schedules, Web site, transit shelters/stops, etc.) in Clean City marketing program.

General

- With the assistance of Hamilton's Settlement and Integration Services Organization
(SISO) explore the need to develop information and educational programs for new Canadians.

- Implement a reward and recognition program consistent with the Clean City brand.

Evaluation

- Conduct annual litter audits.
- Establish five year goal for litter reduction.
- Track corporate-wide expenditures for litter remediation (through Hansen, Archibus and Amanda).
- Log community litter pick-up events (frequency, waste collected, recyclables recovered).
- Develop targets for community outreach activities (school presentations, neighbourhood presentations, fairs & festivals attendance, etc.)
- In conjunction with McMaster University, develop a behavioural evaluation model to measure the effectiveness of anti-litter campaigns on each audience.

GRAFFITI OBJECTIVES

Reporting, delegating and tracking

- In partnership with Corporate Services and the Hamilton Police Service, establish a Graffiti Hotline (telephone and e-mail).
- Create a comprehensive list of City, utility, contract and other asset/property management operational contacts for the removal of graffiti.
- Develop and implement a city-wide work order and incident tracking system.

Standards and priorities

- With the assistance of Public Works, Hamilton Police Service and Standards & Licensing, confirm response standards for graffiti removal according to priority concern (e.g.: Priority 1 – obscene, racist, hate – removal within 24 hours).
- With the assistance of Operations & Maintenance, Customer Contact Centre and HPS, establish service levels and responsibilities in the absence of the seasonal GPS Rapid Response Team.

Outreach

- Develop tip sheet and educational materials for paint and hardware store managers on tactics retailers can use to help reduce neighbourhood graffiti and reduce product shrinkage.
- In partnership with the Hamilton Police Service, develop mural wall projects and Adopt-a-Box programs and assist in the coordination of community clean-up days.
- Develop a framework and guidelines for neighbourhood implementation of the program (contacts, incident reporting, solicitation of donations, safety & health issues/training, etc.).
- With the assistance of Risk Management and Occupational Health & Safety, establish a protocol to allow volunteers to provide graffiti eradication services on City assets.
### 2005 Operations & Maintenance Costs for Litter and Graffiti Remediation

<table>
<thead>
<tr>
<th>Operating</th>
<th>Roads</th>
<th>Parks</th>
<th>Traffic</th>
<th>O &amp; M Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Litter and Debris Pick-up (City Wide)****</td>
<td>$831,024.65</td>
<td>$610,925.25</td>
<td>$0.00</td>
<td>$1,441,949.90</td>
</tr>
<tr>
<td>Litter Container Program (City Wide)</td>
<td>$550,165.31</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$550,165.31</td>
</tr>
<tr>
<td>Litter Pick-up Downtown Core Only</td>
<td>$325,300.55</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$325,300.55</td>
</tr>
<tr>
<td>Graffiti</td>
<td>$42,611.55</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$42,611.55</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$2,360,027.31</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital</th>
<th>Roads</th>
<th>Parks</th>
<th>Traffic</th>
<th>O &amp; M Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Litter Container/Cigarette Receptacle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases</td>
<td>$69,343.58</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$69,343.58</td>
</tr>
<tr>
<td>Graffiti</td>
<td>$18,968.04</td>
<td>$0.00</td>
<td>$15,880.88</td>
<td>$34,848.92</td>
</tr>
<tr>
<td><strong>TOTAL CAPITAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>$104,192.50</strong></td>
</tr>
</tbody>
</table>

**** Roads Costs include dumped bulk and ground litter picked up from the road right of way. Parks costs include ground litter picked up in parks, playgrounds, sportsfields, pathways, and trails etc. and the emptying of litter containers within Parks.