

Service Level for Civic Property Graffiti Program

Scope

Service Level (SL) documents are prepared to allow the citizens of Saskatoon to review and understand the services *currently* provided by the City of Saskatoon (City). This document includes the **Graffiti Management Program** completed under **Facilities Management's** budgeted service line.

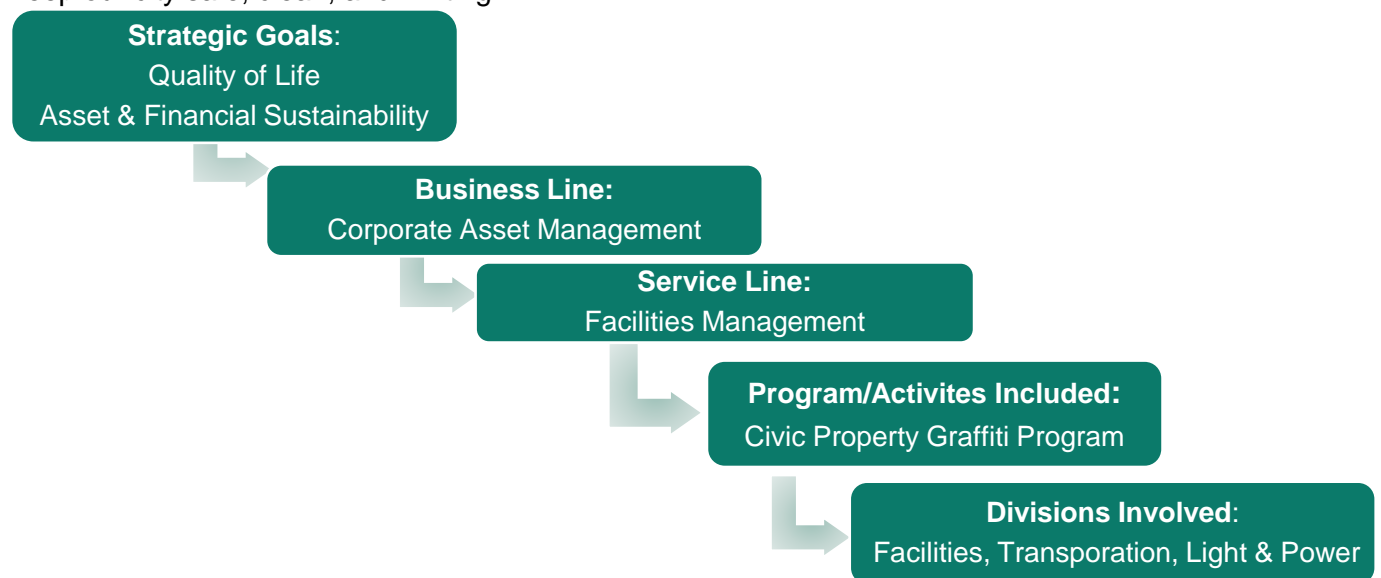
Service Overview - what we do

The City's **Graffiti Management Program** focuses on removing graffiti from civic property, alerting external partners of graffiti reported on its public property through an internal reporting system, and providing citizen-centric service. The program handles citizen reports of graffiti on all civic property, such as bridges or park benches, or on external public property such as schools, churches, and Canada Post mailboxes. Graffiti incidents are responded to and removed on a complaint and priority basis, currently completed by the Facilities Management, Transportation, and Saskatoon Light & Power (SL&P) Divisions. Removing graffiti quickly on a consistent basis discourages further vandalism from reoccurring in the area, and ensures a safe and welcoming community (more details included on page 3).

Graffiti vandalism falls under the Property Maintenance and Nuisance Abatement Bylaw. Graffiti on residential and commercial property is handled by the Saskatoon Fire Department (SFD) Fire Prevention Division. Community Services also provides public engagement and education through its various programs. Both Community Services and SFD support the impact that graffiti has on our city as a whole; however, this program and service level strictly focuses on coordinating graffiti removal from civic property.

Purpose - why we do it

This program aims to mitigate graffiti on civic property by creating a central point in the corporation to receive graffiti reports, and coordinate efforts to efficiently remove it in order to keep our city safe, clean, and inviting.



Programs within Service Line	Service Attributes/ Customer Values	Service Level Outcomes	Customer Performance Measures
Graffiti Management Program	<ul style="list-style-type: none"> • Safety • Responsiveness • Reliability • Aesthetics 	<ul style="list-style-type: none"> • Citizen reports are handled promptly and responded to appropriately. • Saskatoon aims to maintain an appearance that is clean, safe, and inviting for citizens and visitors. • The city aims to provide a community sense of safety and security. Quick removal of graffiti will reduce the risk of further vandalism in that area. 	<ul style="list-style-type: none"> • Graffiti is responded to and removed on a complaint basis year-round. • Complaints are inspected within the target number of days from being received, based on priority: <ul style="list-style-type: none"> ○ Priority 1: 1 business day ○ Priority 2: 1-3 business days ○ Priority 3: Up to 30 days • Graffiti that is verified on a civic asset will be removed upon inspection, if possible. All other graffiti reports will be prioritized for removal through the maintenance program and scheduled as resources allow. • Currently, 275 incidents per 100,000 population. • Future measure on the number of repeated locations to track hot spots as more data and technology becomes available.

Note: Municipal Benchmarking Network of Canada does not report out on graffiti performance or cost measures for comparison to other municipalities. Graffiti on civic property falls within facilities maintenance measures. Influencing factors for comparison between municipalities include the extent to which asset management services are centralized, threshold for capital expenditures impacting the types of maintenance activities, and the nature of municipal bylaws and enforcement models.

Resource Allocation – what does it cost

Cost to provide this service in the previous year:

Service Activity/ Program	Budgeted Cost per Activity	Actual Cost per Activity	Variance	Actual Cost per Unit (\$/unit)
Graffiti	\$40,000	\$140,000	(\$100,000)	\$200

Financial Assumptions::

While the City has a formalized Graffiti Management Program, with the growth of Saskatoon over the past number of years, budgets are not sufficient to maintain the current level of service. With graffiti removal being a priority for many divisions, and in order to contribute to a safe community where the well-being of citizens is a shared responsibility, many areas are deploying current resources from other existing programs to support graffiti removal. This forces areas to overspend in other programs, in order to keep up with the required removal of graffiti. Aligning budgets with the current expenditure required to maintain the existing service level will ensure all priority areas are inspected and cleaned within the required timelines, and provide the community a sense of safety and security.

Supporting Information - what exactly we do

The Graffiti Management Program is responsible for receiving graffiti reports from citizens, removing graffiti, and responding to citizens.

Reports: Citizens are directed to report graffiti found on public property by calling 306-975-2828 (24/7 Fire Dispatch Call Center) or to report it on the online web form. Citizens have the ability to attach pictures, select type of surface/structure, and describe the nature of the incident for prioritization. This information is entered into the graffiti tracker database for tracking purposes and generates an auto-respond email to the division responsible for removing graffiti from that type of structure. For more information about graffiti online services, visit the [graffiti webpage](#).

Removal: Responses to complaints are based on the priority level and date with which they are received, with Priority 1 complaints being the most urgent. Priority is assigned based on safety, aesthetics, and how offensive the nature of the incident is:

- Priority 1: Hate, vulgar, or offensive
- Priority 2: Gang-related, high-visibility areas, reoccurring graffiti on the same site
- Priority 3: All other reports of graffiti

Removal of graffiti is completed by one of three divisions responsible for removal from that structure: Facilities Management, SL&P, or Transportation. The incident is verified with a visual inspection to ensure it is on civic property and then cleaned up or scheduled for a later date if more resources are required. Removing graffiti quickly on a consistent basis discourages graffiti from reoccurring in the area, but can often require returning to the same site several times over a few days to remove graffiti that has been reapplied. After a few days of continual vigilance, the graffiti at the site stops and the area remains clear of graffiti.

The City does not own all public infrastructure that graffiti is reported on and is only responsible for removing graffiti on civic property. Although this can complicate the process, the City alerts external partners to try and provide the best service possible. Last year, there were 780 citizen reports entered into the database for graffiti vandalism on civic and other public property. Of this total, approximately 90% of those reports were on civic property, with the majority being on properties managed by Facilities, followed by Transportation (e.g. overpasses), and lastly, SL&P utility boxes. The 10% of reports received on other public property were directed to the owner, such as Canada Post.

Responding: Complaints of graffiti vandalism are entered into the database and responded to according to priority level. Citizens will receive an email response, including the timeframes for when they can expect it be removed. The City's current customer service model does not provide follow-up calls to confirm that the incident has been closed, unless specifically requested by the customer (approximately 5% of the time). The future Customer Relationship Manager (CRM) system will greatly improve the ability to respond.

Although civic property graffiti removal is the focus of this program, it also works closely with other parties to mitigate and control graffiti in Saskatoon. Other supporting objectives include education and community partnerships led by the Recreation & Community Development Division, enforcement led by the Saskatoon Police Service (SPS), and private property graffiti removal led by SFD. Working together to align efforts will maximize the effectiveness and success of graffiti removal in the city.

Additional social enterprise opportunities continue to be explored in alignment with the City's new Procurement Policy.

Constraints and Influencing Factors

The following are risk or influencing factors that may impact the level of service delivered:

- Increase in number of incidents or complexity of incidents; i.e. accessibility of location (bridges) or type of surface requiring specialized staff to remove;
- Increase in geographical area (population density and total square km);
- Systems, including process and data, used to track complaints and incidents;
- Availability of contracted services;
- Socio-economic factors; ability to maintain property to required standards
- Seasons and weather; i.e. graffiti spikes during summer months.

Optional Service Levels

The following table provides service level options and associated costs should there be a need or desire to adjust the service level. It is recommended that the current service level be maintained and that the options to address the funding gap be considered for approval in 2019, with a phased increase for Option 2 in 2020.

No.	Service Level Option	Change in Service Level	Annual Budget Allocation	Estimated Annual Cost	Overall Funding Result
1	<p>Status Quo</p> <ul style="list-style-type: none"> Rationalize funding with current service level Centralize civic property graffiti removal to increase efficiency 	<ul style="list-style-type: none"> No change in service level. <ul style="list-style-type: none"> Additional funds required to maintain existing service level; meet citizen expectations, remove within priority-based timelines, and eliminate the operating budget overspend. Centralized service managed by the Facilities division, responsible for civic graffiti response and removal on a complaint basis; dedicated two-person graffiti crew. Continuous improvement efforts focused on improving internal coordination, efficiencies, and quality with centralized service. 	\$40K	\$140K	<ul style="list-style-type: none"> Additional \$100K required to maintain current service level: <ul style="list-style-type: none"> Labour (\$75K) Vehicle & Equipment (two leased vans and pressure washer for five months) (\$15K) Materials (\$20K) Contractors & Sign Shop (\$30K)
2	<p>Increase Service Level</p> <p>Additional staff to do proactive sweeps of the city</p>	<ul style="list-style-type: none"> Shift the program from reactive-based to proactive-based. Four-person dedicated graffiti crew that do city-wide sweeps removing reported incidents and graffiti observed in the field. Increase level of service through routine bi-weekly inspection and cleaning schedule of all neighborhoods and City infrastructure, including 256 parks. Potential to expand this service and remove graffiti from other utility company's infrastructure on a cost recovery basis.* 	\$40K	\$280K	<ul style="list-style-type: none"> Additional cost to status quo above of \$140K for two-person graffiti crew. <p>Total = \$240K additional</p>

3	Reduced Service Level	<ul style="list-style-type: none"> Focus on Priority 1 level; approx. 40% of incidents reported. 	\$40K	\$40K	<ul style="list-style-type: none"> Focus on Priority 1 complaints until allocated budget is used. One-person part time with vehicle. Potential for community organizations to take care all other complaints.
4	Social Enterprise Partnerships	<ul style="list-style-type: none"> Work with community organizations to identify opportunities to enhance proactive graffiti removal approach. 	TBD	TBD	<ul style="list-style-type: none"> Funding to be determined once details of partnerships are established.

Note: *To be determined through consultation with stakeholders.