



Prepared for

The ByWard Market Business Improvement Area

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**OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA**
*Working together for a safer community
Le sécurité de notre communauté, un travail d'équipe*

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Introduction

Initiated in 1997, the ByWard Market Ambassador Program serves as a hands-on safety and security resource for the ByWard Market. In 2004 it was re-branded the ByWard Market Street Ambassador Program to reflect the boundaries in which it operates.

The program is now in its fourteenth consecutive year of operation and continues to be a lasting community partnership which includes: The ByWard Market Business Improvement Area (BIA), the Ottawa Police Service, the Salvation Army Ottawa Booth Centre, the Shepherds of Good Hope, the Ottawa Mission, the Sexual Health Centre, Youth Services Bureau of Ottawa and Operation Come Home.

This multifaceted program fulfills its primary safety and security mandate first and foremost through front-line response and first aid treatment. Secondly, it provides a valuable lifeline of communication and assistance services to tourists, the Capital's patrons, and all ByWard Market stakeholders.

This report will provide the program's supporting partners with a detailed description of our operations and a critical statistical analysis of relevant seasonal activity.



Parameters

MANDATE

Originally conceived by Crime Prevention Ottawa as a measure to reduce street crime throughout the downtown core, the program came under the joint jurisdiction of the ByWard Market BIA and City of Ottawa Markets Management in 2004 when its territory was limited to the ByWard Market. Since then, it has grown significantly to encompass a wide variety of functions (for full lists please refer to the "[Responsibilities](#)" section of this report). Since 2018, the program has been operated exclusively by the ByWard Market BIA. As BIA employees, the Ambassadors represent the typically convergent public and private interests of the ByWard Market. The Ambassadors also act as the public face of the BIA. In matters not covered by these documents, the Ambassadors seek to resolve any conflict situation by providing information and diplomacy, and if necessary, contacting the relevant authorities.

GEOGRAPHY

The Program operates within the ByWard Market district established by both the BIA boundaries and the ByWard Market Program By-Law. With a few exceptions, this territory extends west to east from Sussex Drive to Cumberland Street and south to north from George Street to St. Patrick Street (continuing to Cathcart Street exclusively along Dalhousie Street). From May 1st until Labour Day, Ambassadors are on the street from noon until 5:00pm from Monday to Wednesday and from 10:00 a.m. until 7:00 p.m. Thursday to Sunday.

Statistical data are collected by a variety of means and categorized by time, date and location in order to deliver effectively targeted services. This includes dividing the Market area into two statistical zones as well as the kiosk:

- **Zone #1** consists of the area between George and Clarence bound by Sussex and Cumberland. This excludes the area around the ByWard Market Building such as ByWard Market Square and William street bound by York and George, as well as both plazas at each end of the ByWard Market Building.
- **Zone #2** consists of the area between Clarence and St-Patrick bound by Sussex and Cumberland. It also includes Dalhousie street from St-Patrick to Cathcart street.
- **Kiosk:** The Ambassadors's Kiosk was located on the York street median at the OTTAWA Letters near the Millenium Fountan.

These Zones are used to denote the locations of contacts and incidents that the Ambassadors encounter. In a typical day these could include providing information to tourists, fielding concerns from ByWard Market stakeholders, attending to traffic issues, and maintaining positive relations with the public. It could also include assertively engaging with aggressive or disruptive persons, directing individuals in need to local resources and shelters, offering first aid, ensuring the continued maintenance of Market facilities, assisting with BIA events, and much more. A full map outlining the zones has been included in [Appendix i](#).

Operations

QUALIFICATIONS

- Post secondary education or enrolment with a minimum of one year completed by time of hiring; criminology, psychology, or sociology related studies preferred
- Bilingualism essential
- Police record check

TRAINING

- First Aid, Mental Health First Aid, CPR and AED (automated external defibrillator) training
- Information sessions with local shelters and related services
- BIA summer staff training and tours
- Frontline tourism information sessions and events, including familiarization with local attractions ("fam" tours, Ottawa Tourism Stars of the City, etc.)
- Accessibility training
- Ottawa Police training including familiarization with relevant laws, By-Laws and police procedures

COMMUNICATION

- Two-way radio communication between all active Ambassadors and Management at all times.
- Pre-established radio codes to ensure efficiency and discretion when managing sensitive situations.

- Mobile telephone programmed with contact numbers for all partner organizations and other necessary contacts (ex. outreach vans, non-emergency police issues)
- Ongoing dialogue and weekly meetings with management to address issues and ensure all efforts are coordinated
- Additional/regular communication via email

Responsibilities

SAFETY AND SECURITY

The Ambassadors contribute to the safety and security of the ByWard Market by ensuring a constant presence on the street. Teams of two patrol all areas of the Market, watching for conflicts, first-aid issues, emergencies, criminal activity and more, in addition to offering directions and assistance to visitors. These teams are frequently dispatched to deal with specific incidents and are consequently equipped with first-aid supplies and a two-way radio. The Ambassadors are trained in conflict resolution and various first-aid and utilize a range of action in such situations: from personal intervention, to involving a Manager, to notifying the relevant authorities. Typical contributions include providing first aid, finding missing children, halting By-Law violations, and reporting illegal or dangerous activity to the Ottawa Police, providing witness statements, and monitoring the location of various individuals and clients. In addition, Ambassadors provide information on social services and programs available to those who are homeless, need support and assistance or those with mental illness.

TOURIST INFORMATION

In addition to assisting with safety and security issues, the Ambassadors act as an information resource for Market patrons, visitors and tourists. Ambassador teams provide directions, answer questions, hand out maps and brochures and otherwise assist individuals throughout the Market, both on the street and at the information kiosk at the OTTAWA Letters. In order to fulfill this responsibility, the Ambassadors are well versed in ByWard Market services, businesses, history and geography, in addition to carrying maps and other reference materials. Continuous radio contact with the information kiosk and/or the office allows proxy access to online resources when needed and ensures that no query goes unanswered. The Ambassadors refer patrons to ByWard Market businesses and vendors on a daily basis.

BYWARD MARKET WALKING TOURS

The Ambassadors were also tasked with offering guided walking tours of the ByWard Market. The tour was drafted by all of the Ambassadors in July and was available to the public in early August. The tours were available Thursday to Sunday at 10:00am, 11:00am, 12:00pm, and 3:00pm. The walking tour highlighted some of the ByWard Market's history and pointed out significant features, landmarks, and businesses in the Market.

INDIVIDUAL TASKS

- Ambassador Carlson was responsible for compiling negative and overall statistics as well as providing safety reports
- Ambassador Dawson was responsible for surface operation reports and follow ups
- Ambassador Devost was responsible for informing hotels and businesses about upcoming events and distributing brochures
- Ambassador Emard was responsible for keeping updated records of clients (homeless), the client database, victim impact statements, as well as drafting the final report
- Ambassador Duncan was responsible for stocking the kiosk with tourism brochures as well as organizing the information kiosk
- Ambassador Jacobs was responsible for recording meeting minutes at our weekly meetings

STAKEHOLDER ASSISTANCE

The Ambassadors are also responsible for maintaining relations with ByWard Market stakeholders, including businesses, shelters, City services, embassies, residents, museums and the National Capital Commission (NCC). This may involve providing information, forwarding concerns to the BIA, resolving unpleasant or potentially dangerous situations, assisting with various tasks, securing relevant infrastructure in inclement weather and executing logistical assignments.

BIA SERVICES

The Ambassadors are also assigned various other tasks including:

- Set-up and take-down of periodic special events;
- Deliveries, notices and surveys to businesses and vendors;
- Various special projects.

FILING AND RECORDKEEPING

Extensive records of all Ambassador activities and contacts are kept in either digital or hard-copy formats. These records are filed along with written reports from stakeholders and the public (including victim impact statements, incident reports, and the like).

The Street Ambassadors meet with the BIA management every Friday to review the past week, to discuss concerns or incidents, and to review or clarify policies and procedures etc. One Ambassador is responsible for meeting agendas and

minutes. Other Ambassador responsibilities include the monthly report of negative behaviours (presented to the monthly Safety and Security Committee) and all recorded statistics such as total contacts, types of contacts and types of inquiries.

Audits and Inventories

Throughout the summer, the Ambassadors undertake numerous audits to ensure the accuracy of information pertaining to the maintenance, cleanliness and functionality of the ByWard Market. These include:

SURFACE OPERATIONS AUDIT

NEEDLES

For the most part, issues with needle collection have been more than met by the needle hunters as our bio hazard bin has not been used very often, nor have I (Ambassador Dawson) had to make calls to the city regularly. The area located on private property just behind 136 St. Patrick that drew Ambassador attention as a possible hazard: Bylaw was made aware and agreed to notify the owners of the property to clean it up.

SIDEWALKS & ROADS

Sidewalk and road maintenance had a quick response time by the city. At the beginning of season (May) there were many potholes which were promptly taken care of. It is worth noting that the cracks made during the winter time make accessibility for those in wheel chairs difficult.

PAPER BOXES

Paper Boxes need to be better maintained. They are abundant in the Market and once they become empty people use them as trash receptacles. The individual paper companies need to be more responsible for the boxes they put out. They should be ensuring that the boxes are replenished, get the appropriate permits, clean them, and remove them if they are no longer in use.

STREET LAMPS

The lamps were the biggest surface ops challenge this summer. Many of the lamps in the ByWard Market are encased in globes. Coming out of winter months, many of the globes were unhinged or no longer there. It took until August for this to be repaired, which was unfortunate as in some areas it was a very evident blemish. Furthermore, as the season comes to a close there seems to be more and more problems with globes becoming unhinged or falling off, leaving me (Ambassador Dawson) to believe that the upkeep of these globes by the city is minimal. There were a couple of incidences of exposed wires in some of the light posts. Because nothing was done about them, I (Ambassador Dawson) assumed that they probably weren't live, however it does not reflect well on the area to have this.

GRAFFITI

Graffiti is the most prevalent issue and has had mixed response times. This summer was particularly marked by one person going around and vandalizing things like hydro boxes, signs, pay and display machines, by means of a sharpie. Complaints with regards to that were quickly addressed, however there were a few places where graffiti was reported, and it was never cleaned up.

GARBAGE AND DEBRIS

I (Ambassador Dawson) feel as though the Clean the Capital initiative was a positive one both for the community and for its aesthetic appeal. It may be beneficial to hold more than one event of this nature. However, this endeavour might be less necessary if the Bucket Brigade had more of a presence downtown. Garbage and debris are often a problem as it collects on sidewalks or around patios which does not provide a good aesthetic for those visiting the Market. Furthermore, the property on 111 Parent Ave. (abandoned building) was a massive blemish on the community. Thankfully, the building is seeing some attention and has plans for the future starting in early August. However, buildings

down town should not be left to self destruct and play host to the homeless population who leave their garbage all over the property. On the other hand, I (Ambassador Dawson) would be remiss not to mention the good work done by the city's garbage disposal team as very rarely have overflowing garbage cans been a problem.

POSTER REMOVAL

In accordance with Signs on City Roads By-Law (By-Law Number 2003-520), affixing posters is only permitted on posts with metal or plastic "collars" and posters on other city property are removed. Unauthorized posting has been especially prevalent on the traffic light posts throughout the Market. This has been addressed with ongoing daily removal of such posters.

MAINTENANCE

Due to the large amount of pedestrian and vehicular traffic throughout the Market, most municipal infrastructure in the area requires frequent maintenance. The Ambassadors take note of the location and nature of repairs needed to roads, sidewalks, lampposts, signage, and any other city property and forward this information to 311. Ambassadors follow-up these reports to ensure repairs etc., are completed.

ASSISTANCE WITH SPECIAL EVENTS AND FESTIVITIES

Every summer the Ambassadors assist with numerous special events. One Ambassador is responsible for updating all staff members about upcoming events and festivals that concern the ByWard Market's many stakeholders and tourists throughout the year. The Market is a popular location for special events, fundraisers and celebrations, and this Ambassador ensures that all staff are properly informed about these occasions. This better equips everyone to serve visitors and business members. Most notably, this summer the Market has played host to numerous events:

- **Tulip Festival** – Earlier this summer, the ByWard Market was an official site for the Tulip Festival. Many visitors came to the Market to see the budding tulips, take pictures with the decorated OTTAWA Letters, and take advantage of discounts at local shops and businesses.
- 3rd Annual **ByWard BARKet**. – The day was another big success. With many different types of dogs, dog themed programs and treats from various businesses, *Pup-Up* shops and charitable organizations as well as wonderful participation from multiple service and PTSD dogs.
- A lot of people came out to celebrate **Canada Day** in the Market. With the summer's temperature hitting its peak at 47°C with humidex, the number of people visiting the market was only slightly higher than on other busy days. Despite the scorching weather, several people came to visit the Market and enjoy all that was happening in the area, taking in live performances from buskers and parking lot patio parties and enjoying the fireworks from all over the Market.

In addition, Ambassadors help to support smaller activities, and programs in the Market such as 3rd party activations and not-for-profits.

Present Issues

The ByWard Market faced several challenges this summer, many of which fall under the purview of the Ambassadors. While many of these were resolved, others require additional attention. The following are current issues from an operational perspective:

- **Loss of Neighbourhood/ Foot Patrol Contact(s)**

In previous years, Ambassadors had great success in addressing persistent aggressive panhandlers in cooperation with neighbourhood/foot patrol officers. Foot patrol officers had a dedicated cell number that Ambassadors could call when struggling to deal with one (or more) clients. In 2017 and 2018, without that contact, Ambassadors could only make non-emergency calls to dispatch which often resulted in lengthy waits for responding officers; leaving visitors, businesses and Ambassadors being continually harassed and verbally abused while waiting, or by the time responding officers arrived the aggressive client was long gone. This gap in communication/deployment resulted in drastic increases to the negative stats recorded in 2017 as well as 2018.

- **Recurring Persistent Aggressive Panhandlers**

Certain “clients” known for aggressive panhandling from patrons on patios, at paid parking machines, at vendor stands, from school groups of children, and in the York St. parking lot, have continued to be persistent repeat offenders this summer. Many continue even after requests to cease the activity, being verbally informed of the relevant By-Laws, warned repeatedly, and apprehended by Ottawa Police. This summer Ambassadors saw a large number of aggressive panhandling specifically among restaurant patios, and particularly those on Clarence Street. The Ambassadors have little recourse in these situations but to remain persistent and vigilant themselves. Many of our staff have been subject to either verbal or sometimes physical confrontations with these aggressive panhandlers. Some aggressive individuals have also harassed and heckled staff when they are not in uniform or not on the job.

- **Garbage**

This summer the returning Ambassadors noticed a few specific incidents regarding waste and garbage issues, particularly in planters as well as on Dalhousie Street and in front of Menchies.

Potential action being taken on these issues is outlined in the [“Recommendations”](#) section.

OUTLINE

While on the street, the Ambassadors record all encounters with individuals in the Market as well as a variety of “non-contact issues” such as traffic problems and maintenance requirements. This information is codified under separate fields on [a specialized tick sheet](#).

Within this framework, “contacts” refer to personal interactions. These are divided into “positive” and “negative” contacts, depending on the purpose thereof. Positive contacts are further defined as either “services” or “interactions” depending on whether a service was provided. Negative contacts are defined as dealing with either “negative behaviour” – activities which are visibly detrimental to the affairs and atmosphere of the Market – and “nuisances” which are largely administrative challenges.

DEFINITIONS

Our classification of contacts can be broken down as follows:

- **Negative Contacts**
 - **Negative Behaviour:** Activity which is illegal and/or harmful to the residents, businesses or atmosphere of the Market, and is visible and a potential deterrent to visitors, including;
 - **Aggressive Panhandling:** Explicit unsolicited requests of money and/or goods in a threatening, confrontational, or persistent manner and/or from patrons on patios, at Pay & Display machines, near vendor stall, etc.
 - **Observed Drug Use/Intoxication:** Public abuse of illegal substances or severe public and disorderly intoxication due to drug use
 - **Observed Alcohol Consumption/Intoxication:** Consumption of alcohol outside of designated areas or Severe public and disorderly intoxication due to alcohol consumption
 - **Inappropriate Loitering:** Inherently disruptive presence of an individual for an extended period of time; this includes sleeping in public areas such as pedestrian thoroughfares.
 - **Disruptive Behaviour:** Excessive yelling, fighting, profanity, property damage, public urination, etc.
 - **Police Contact:** Instance of interaction with Ottawa Police Services officer(s) for the purpose of reporting and/or preventing an infraction or emergency situation. This does not imply a negative contact with Police Officers as such, simply that it has taken place in response to a negative situation (Does not include interactions with By-Law Services, RCMP or Gatineau Police.)

- **Positive Contacts**
 - **Services:** Any service rendered to directly assist any individual in the Market, including;
 - **Directions:** Provision of directions to a given location
 - **Brochures:** Request for or distribution of maps or other brochures
 - **Inquiries:** Response to any received inquiry; refer to “Inquires” subsection below.
 - **First Aid – Urgent:** Administration of emergency first aid requiring an ambulance
 - **First Aid – Non-Urgent:** Administration of first aid not requiring an ambulance
 - **Miscellaneous:** Any positive service not otherwise defined
 - **Interactions:** Any positive interaction not related to a direct service
 - **Inquiries:** The subject of received inquiries is recorded separately. Separate inquiries do not necessarily represent one contact each; one contact may lead to several inquiries.
 - Festivals & Attractions
 - Restaurants & Retail
 - Services
 - Parking & Traffic
 - General ByWard
 - Miscellaneous

Other information recorded includes when, where and with whom the contact occurred:

- **Qualifiers**
 - **Targets:** With whom was the contact?
 - **Locals:** Any visitors who reside in the National-Capital Region, business owners or employees, authorities, as well as any itinerant individuals (homeless)
 - **Non-Locals:** Any individual visiting the ByWard Market to eat, shop, sightsee, etc. that does not reside in the National-Capital Region.
 - **Locations:** In which zone the contact occurred (Please see the “Parameters” section for more information.)
 - **Zone 1:** George to Clarence
 - **Zone 2:** Clarence to North Dalhousie
 - **Language:** Whether the contact took place in English or French. This is recorded for *tourist interactions only*.
- **Non-Contact Issues**
 - **Police Presence:** Instance of visual confirmation of Ottawa Police Services officer(s) and/or vehicle(s) without interaction. (Does not include By-Law Services, RCMP or Gatineau Police.)
 - **Emergency Medical Services:** Instance of visual confirmation of Paramedics and Emergency services personnel, on bikes or in Emergency Services vehicles.
 - **Fire Service:** Instance of visual confirmation of Ottawa Fire Service personnel and/or vehicle(s).
 - **Reporting:** Any reported and/or resolved issue that does not involve a contact with another individual, including;
 - **Graffiti:** Any formerly unreported graffiti
 - **Maintenance:** Municipal property in need of maintenance
 - **Garbage:** Any instance of improperly-placed garbage
 - **Other:** Any negative issue not included elsewhere

A sample of the tick sheet used by the Ambassadors had been included in [Appendix i](#).

AMBASSADOR STATISTICS

SUMMARY

The Ambassadors worked **126** days this summer, for a total of **810** hours on duty. Within this period, we recorded 8,047 total contacts, generating **7,044** inquiries, as well as **2,735** non-contact reports. Ambassadors also noted a total of **122,500** people visiting the OTTAWA Letters at the intersection of York and Sussex.

The group we interacted with most is tourists, and our most frequent type of contact was giving out directions, accounting for **22%** of all contacts. Predictably, Zone #1 was our busiest zone. The Ambassadors also received a total of **1,400** inquiries regarding our sponsor (Lac-Leamy Casino) over the summer!

The busiest day of the summer was Saturday May 12th, with **454** contacts that day. Our busiest day of the week (on average) was Saturday, and our busiest time of day (on average) was 12:00 to 15:00. August was our busiest month with the extreme heat diminishing, and the return of temperatures in the mid twenties.

MAY

May saw **1,544** individual contacts recorded, a decrease from 1,751 in May 2017. Of these, **1,147** (or **92%**) were positive and **102** (or **8%**) were negative. The latter included:

Instances of...	May 2006 (Benchmark)	May 2016	May 2017	May 2018	Change (2017-2018)
Inappropriate panhandling	83	29	405	40	-90.2%
Observed drug abuse	75	1	35	6	-82.9%
Observed alcohol consumption	30	3	84	9	-89.3%
Loitering	68	2	62	8	-87.1%
Disruptive behaviour	26	0	21	33	+57.1%
Total negative behaviour	282	35	621	102	-73.7%

In May, the Ambassadors noted **11,314** people visiting the Ottawa Letters at York Plaza.

The Ambassadors also noted **270** Ottawa Police sightings with **3** direct contacts, **108** sightings of Emergency Medical Service personnel, **27** sightings of the Ottawa Fire Service, and **53** sightings of By-Law Officers.

The average weather in May was 21°C with a single rainy day.

***NB:** Numbers of contacts for the month of May is noticeably lower than other months due to approximately 2 weeks of training whereby Ambassadors had limited time on-street.

JUNE

June saw **1,408** individual contacts recorded, a decrease from 1682 in June 2017. Of these, **1,204** (or **85%**) were positive and **205** (or **15%**) were negative. The latter included:

Instances of...	June 2006 (Benchmark)	June 2016	June 2017	June 2018	Change (2017-2018)
Inappropriate panhandling	74	51	247	41	-83.4%
Observed drug abuse	32	6	35	26	-25.7%
Observed alcohol consumption	35	8	67	16	-76.1%
Loitering	57	16	164	91	-44.5%
Disruptive behaviour	19	6	21	28	+33.3%
Total negative behaviour	217	87	563	205	-63.6%

In June, the Ambassadors noted **32,988** people visiting the Ottawa Letters at York Plaza.

The Ambassadors also noted **476** Ottawa Police sightings with **11** direct contacts, **134** sightings of Emergency Medical Service Personnel, **53** sightings of Ottawa Fire Service, and **143** sightings of By-Law Officers.

The average weather in June was 24°C with 6 rainy days.

JULY

July saw **2,482** individual contacts recorded, an increase from 1,849 in July 2017. Of these, **2,296** (or **92%**) were positive and **186** (or **7%**) were negative. The latter included:

Instances of...	July 2006 (Benchmark)	July 2016	July 2017	July 2018	Change (2017-2018)
Inappropriate panhandling	108	57	130	36	-71.3%
Observed drug abuse	43	4	14	12	-14.3%
Observed alcohol consumption	50	10	181	10	-94.5%
Loitering	12	10	100	96	-4.0%
Disruptive behaviour	20	5	21	29	+38.1%
Total negative behaviour	233	86	446	186	-57.8%

In July, the Ambassadors noted **39,150** people visiting the Ottawa Letters at York Plaza.

The Ambassadors also noted **423** Ottawa Police sightings with **3** direct contacts, **141** sightings of Emergency Medical Service Personnel, **48** sightings of Ottawa Fire Service, and **187** sightings of By-Law Officers.

The average weather in July was 30°C with 6 rainy days.

***NB:** The number of observed alcohol consumption was significantly higher in July 2017 since Wine Rack was handing out free samples to tourists on Canada day.

AUGUST

August saw **2,613** individual contacts recorded, an increase from **1,274** in August 2017. Of these, **2,397** (or **92%**) were positive and **181** (or **7%**) were negative. The latter included:

Instances of...	August 2006 (Benchmark)	August 2016	August 2017	August 2018	Change (2017-2018)
Inappropriate panhandling	87	13	165	24	-85.5%
Observed drug abuse	37	1	33	20	-39.4%
Observed alcohol consumption	31	1	41	9	-78.0%
Loitering	48	3	87	111	+27.6%
Disruptive behaviour	37	9	20	17	-15.0%
Total negative behaviour	240	27	364	181	-57.8%

In August, the Ambassadors noted **38,100** people visiting the Ottawa Letters at York Plaza.

The Ambassadors also noted **369** Ottawa Police sightings with **4** direct contacts, **122** sightings of Emergency Medical Service Personnel, **38** sightings of Ottawa Fire Service, and **143** sightings of By-Law Officers.

The average weather in August was 27°C with 9 rainy days.

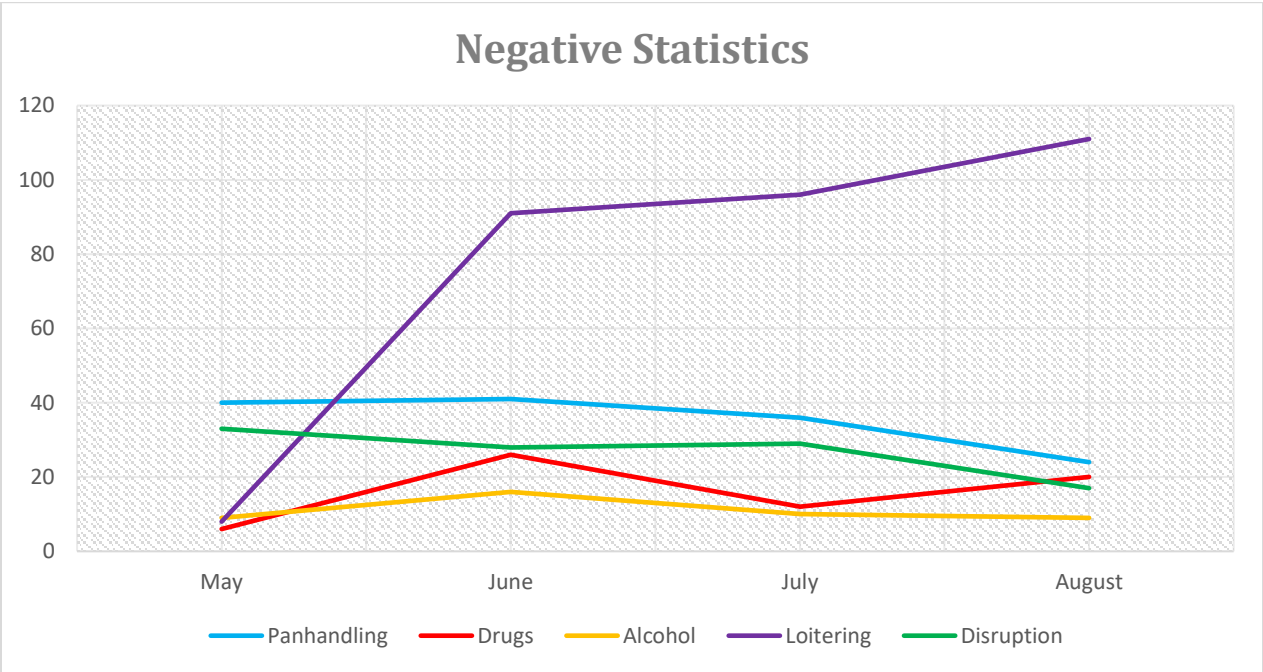
STATISTICAL ANALYSIS

POSITIVE STATISTICS

Our most frequently provided service this summer other than security and first aid was responding to inquiries, with a total of 7,044 contacts of this kind, most often about directions and handing out our 2018 ByWard Market Brochure. Relatively speaking our most positive area (with the highest ratio of positive to negative contacts) was Zone #2. Our most positive day of the week (with the highest ratio of positive to negative contacts) was Monday, and our most positive time of day was the period from 10:00 to 13:00 with July being our most positive month.

NEGATIVE STATISTICS

Our most frequently observed negative behaviour throughout the summer was loitering. Relatively speaking our most negative area (with the highest ratio of negative to positive contacts) was Zone #1. Our most negative day of the week (with the highest ratio of negative to positive contacts) was Friday, and our most negative time of day; i.e. dealing with clients (homeless), was from 17:00 to 19:00. and June being our most negative month. ****NB:*** *It should also be remarked that the number of negative contacts noted does not necessarily represent a specific number of individuals but rather illustrates a small number of persistent repeat offenders that the Ambassadors deal with several times a day on a daily basis.*



This graph displays the frequency of the five recorded categories of negative behaviour over the course of the summer.

COMPARATIVE REVIEW

The summer of 2018 shows a drastic decline in total negative contacts from the previous year (2017) and even some decrease from our benchmark year (2006). The summer 2018 season saw a total of 673 negative contacts. These make up 8% of all contacts recorded in summer 2018 (a significant decrease compared to 29% last year). The different contacts and issues that make up this total have mostly decreased over the last year and are statistically presented as such:

Instances of...	Summer 2006 (Benchmark)	Summer 2016	Summer 2017	Summer 2018	Change (2017-2018)
Inappropriate panhandling	352	151	947	141	-85.2%
Observed drug abuse	187	14	106	64	-39.7%
Observed alcohol consumption	146	23	373	44	-88.2%
Loitering	185	33	413	306	-26.0%
Disruptive behaviour	102	21	78	107	+37.1%
Nuisance behaviour	n/a	37	44	11	-75.0%
Total negative behaviour	972	279	2019	673	-66.6%

As the preceding table shows, negative behaviours were far less frequent this summer (2018). There are many reasons for the decrease in negative contacts. The most notable reason for the decrease is the decline of tourists relative to last year (Canada 150). The decrease in number of visitors to the Market at any given time correlates with a decrease of client interactions. In addition, Ambassadors did not patrol 55 ByWard Market Square (The Market Building), its outdoor perimeter and the outdoor vending spaces. This area is known to be a popular area for negative contacts and with no Ambassadors patrolling that area, potential negative contacts were not taken into consideration.

Moreover, this summer saw some of the most extreme heat the city had ever seen. The extreme weather conditions could have dissuaded problematic clients from coming to the Market. However, this summer saw an increase in the number of loitering, especially in July and August. This could have been due to clients behaving quietly while Ambassadors were passing by, therefore being noted as loitering; they could have been panhandling while the Ambassadors weren't around.

KIOSK STATISTICS

The Information Kiosk at the OTTAWA Letters is staffed by both ByWard Market BIA Ambassadors and Cultural Ambassadors from Ottawa Cultural Alliance. Ambassadors were generally present from noon until 5:00pm from Monday to Wednesday and from 10:00 a.m. until 7:00 p.m. from Thursday to Sunday for a total of **810** hours all summer. During this time, the Kiosk assisted with **5,670** inquiries. Additionally, Ambassadors counted over **122,500** people visiting the OTTAWA Letters at the intersection of York and Sussex over the summer.

9% of all inquirers were locals (National Capital Region), while **91%** were from non-locals; **76%** spoke English, **23%** spoke French. Canada Day was the busiest day of the summer with **4869** visitors at the OTTAWA Letters. The Ambassadors helped **101** people at the kiosk on that day.

These 5,670 inquiries can be broken down as follows:

- **23%** asked about maps and brochures
- **22%** asked about directions
- **13%** asked about tourist attractions and services (museums, Parliament, festivals, tours, etc.)
- **9%** asked about restaurants and/or retail businesses in the Market

TOUR STATISTICS

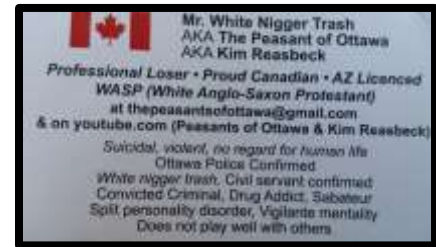
Starting August 16th, Ambassadors began offering ByWard Market Walking Tours (See "Responsibilities"). For the few weeks that the tours took place, **39** tours were given with **104** people attending. There are several ways by which people heard about the new tours: 21 people heard about them through Facebook or the internet, and 10 people heard about them at the kiosk itself.

Notable Incidents

The following are a few examples of incidents the Ambassadors have dealt with during the summer months.

MAY–JUNE

- While Ambassadors Emard and Devost were out on patrol, they witnessed a man falling down the stairs at Downward Dog Yoga Studio and hit his head onto the cement. The Ambassadors provided first aid and contacted emergency medical services immediately.
- Ambassador Devost helped push a man back home after finding out that his motorized wheelchair had ran out of battery.
- Over 100 “business cards” for Kim Reasbeck were left on the windshield of cars parked in the Market. The cards had extremely vulgar language and the Ambassadors removed the cards immediately after noticing them. The police and Market Security were also notified about the cards.



JULY–AUGUST

- Ambassadors Jacobs and Emard helped Viola, who suffered from a spinal injury, do her grocery shopping at the vendor’s stands.
- Ambassadors Dawson and Duncan witnessed a woman in a wheelchair get hit by a vehicle on the corner of Dalhousie and Murray. They provided first aid and contacted emergency medical services immediately.
- A budgie was found in the Jeanne-D’Arc courtyard by Ambassadors Devost and Carlson. The Ambassadors managed to identify the owner and return the bird safely to them!
- Ambassador Devost gave a private tour of the ByWard Market to Sheesh and his family.
- Ambassadors noticed a vandalised car parked around the York median. The car had branches, chips and toothbrushes on top of it. A message had been written with Sharpie on the hood of the car that said: “To my dearest fan, you took my eyes but I can still SEE you!” The car was eventually towed, six hours after being reported by the Ambassadors.
- Ambassadors took down 74 illegally posted posters from the “Take Me to Church” group in a single day. Ambassador Emard contacted the organization via e-mail to explain the postering rules. The posters were not seen in the Market thereafter.
- Several clients (homeless) were spotted on the old Pier 21 lot. Many would seek refuge, leave their belongings and used needles on the lot. It would be important to note that these abandoned lots seem to attract a lot of clients which has an overall impact on the image of the Market.

Recommendations

Based on the experiences and statistics gathered during the 2018 season, the ByWard Market Ambassadors present the following recommendations for the 2019 Market Season:

INTERNAL

- **The Kiosk**

The Kiosk this year seemed very confusing to many tourists. It was unclear what service the Ambassadors were offering. The addition of the A-frame, the Cultural Ambassadors, the feather banner, and the walking tour sign were all too overwhelming. For future years, the Kiosk as well as the Ambassador's shirts should clearly indicate that the Ambassadors provide information. The Ambassadors noticed that the first thing people's eyes are drawn to is any information on the front of the Kiosk. Having the Walking Tours sign on the front of the Kiosk was overall ineffective in identifying the Ambassadors as an information resource. Many tourists believed providing walking tours to be our sole purpose. Additionally, if Cultural Ambassadors were to return in the future, it would be more effective to have a joint Kiosk rather than two separate Kiosks.

- **Handling Loitering Clients (homeless)**

Every day Ambassadors would notice clients (homeless) who had been loitering (i.e. sitting, sleeping, walking around aimlessly). However, the boundaries were often unclear on how to handle such situations. Ambassadors were not certain if they needed to address situations in which clients were loitering, as well as what was even considered to be loitering. It would be a good idea to set a few rules with the Ambassadors, the BIA management, and the Ottawa Police on how loitering should be handled. While Ambassadors felt comfortable handling any panhandling or disruptions, there were a lot of questions regarding loitering such as: "How should Ambassadors handle someone sitting for several hours in a non-obstructive location?", "How should Ambassadors handle someone sleeping on a bench?", "What are the laws and by-laws regarding loitering?", "How can the Ambassadors reduce loitering without feeling like they are harassing clients?" All these questions would be great to bring up at the beginning of the summer during a meeting with the Police! It would also be a great idea to have more outreach vans in the neighbourhood.

- **Rainy Days and Extreme Heat Days**

Throughout the summer there were several rainy days as well as extremely hot days. These days would be a good opportunity for Ambassadors to go to neighbourhood events, museums, or any other tourist attractions. This would allow Ambassadors to provide more detailed information to tourists in the future, all while allowing them to get out of extreme heat or raging downpours.

EXTERNAL

- **Return of *dedicated* Beat Cops and the Foot Patrol**

The Ottawa Police Beat Cops and Foot Patrol program was noted to be a very positive force in summers past in the ByWard Market. The added school resource officers and regular dedicated enforcement presence contributed to substantial decreases in observed panhandling and other negative behaviours over the years. However, in 2018 with different officers patrolling in the area, the relationship between Ambassadors and dedicated neighbourhood officers was lost. This resulted in reactive responses and removed the proactive approach that had been taken in years past. Response times in non-emergency situations increased and the direct and regular contact and interactions with police were lost. Ambassadors would like to see the return of a dedicated number to contact officers patrolling in the area and a return to regular interactions with the same/dedicated officers.

- **Increased attention to clients (homeless) during Ambassador shift end**

It has been observed that nearing 19h00 that many clients (homeless) would begin appearing in the Market because they knew the Ambassador patrols would be ending. It would be worth having additional police presence

around this time of day to discourage panhandling at this busy time of day in the Market. Or to focus that presence around the patios and popular areas (such as William Square) as it has been noted that increased panhandling coincides with the arrival of the dinner crowd especially on or around the patios of restaurants.

- **Maintaining good relationships with Ottawa Markets**

The relationship between the Ottawa Markets Ambassadors, Market Security, and the ByWard Market Ambassadors was very beneficial this year. Good relationships were maintained between the two organizations thanks to returning Ambassadors who already had preexisting relationships. This allowed both teams to work cooperatively despite the division in jurisdictions. It would be a good idea to maintain good relationships with Ottawa Markets in future years to address certain situations with more ease.

Conclusion

Once again, this Market season has proven highly eventful and has highlighted the best that Ottawa has to offer in food, art, entertainment, tourism, community and commerce. It has also presented several challenges to stakeholders including a variety of recurrent concerns. With the assistance and coordination of our community partners, we continue our efforts to address and minimize negative impacts while also providing and contributing to a positive experience for all visitors and stakeholders of the ByWard Market. However, further efforts are necessary to address some of our more intractable issues.

Ambassadors are not only reactionary, but also work diligently in a proactive manner to not only solve problems, but also ensure that they do not arise in the first place. This can take many forms, from maintaining functional and productive relations with stakeholders, to neutralizing day-to-day incidents before they become a concern to the public. Whether it is finding a missing child, helping a hungry person find a meal, or simply guiding tourists to local attractions, the ByWard Market Ambassadors continue to make a lasting positive impact on the community.

As Ambassadors, we are proud to represent the heart of the Capital. We have worked earnestly to maintain the Market's status as a highly significant historical and tourist destination. Our team strives to enhance its function as a site for local products.

For more information about aspects included in this report, please contact the ByWard Market BIA. Additional information and background regarding each of the subjects discussed are also available upon request. We hope that this report has provided a functional snapshot of the day-to-day operations of the ByWard Market Ambassador Program. We welcome any feedback, in the hopes that we can improve the productivity of the ByWard Market for all parties involved.

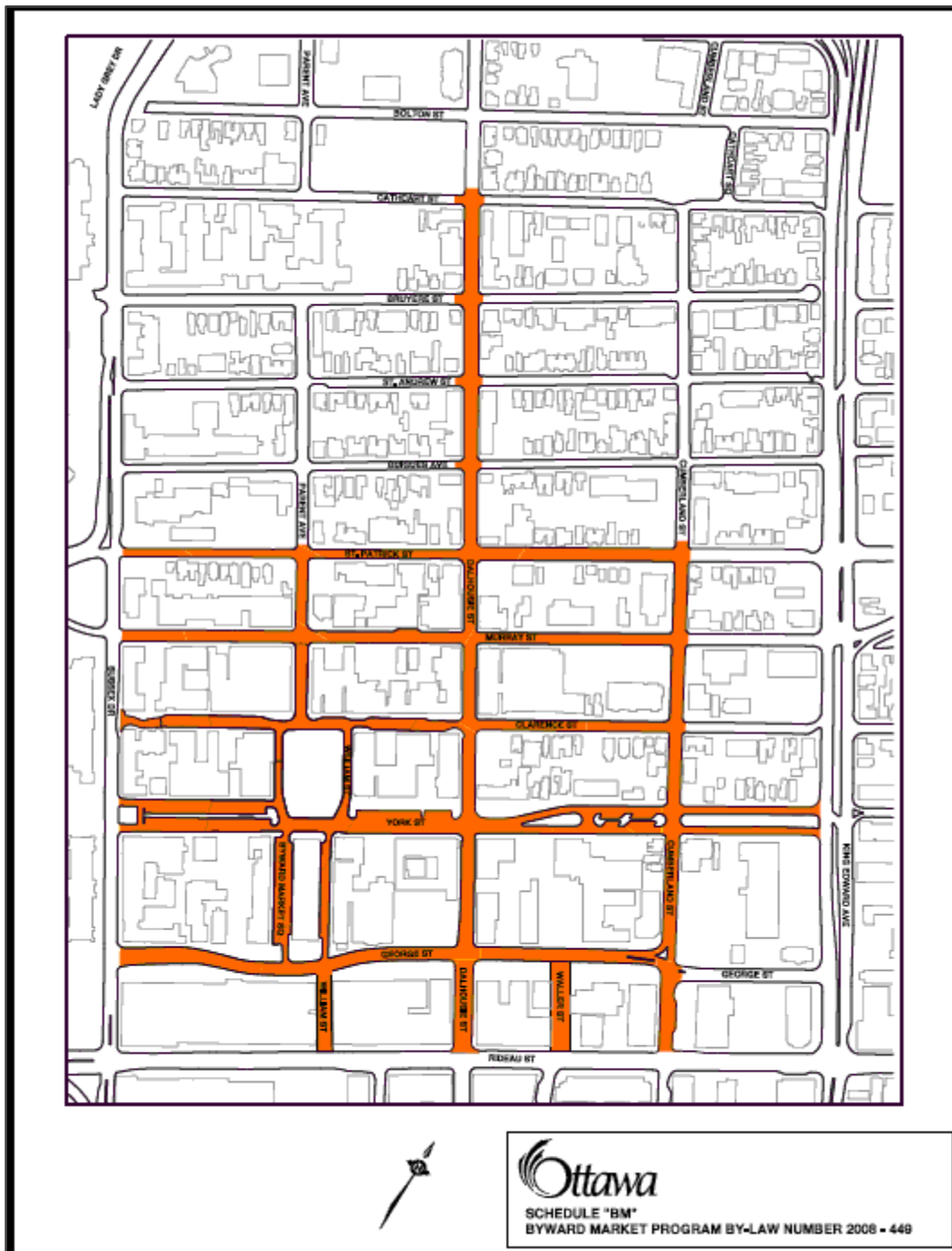
Sincerely,

The 2018 ByWard Market Ambassadors

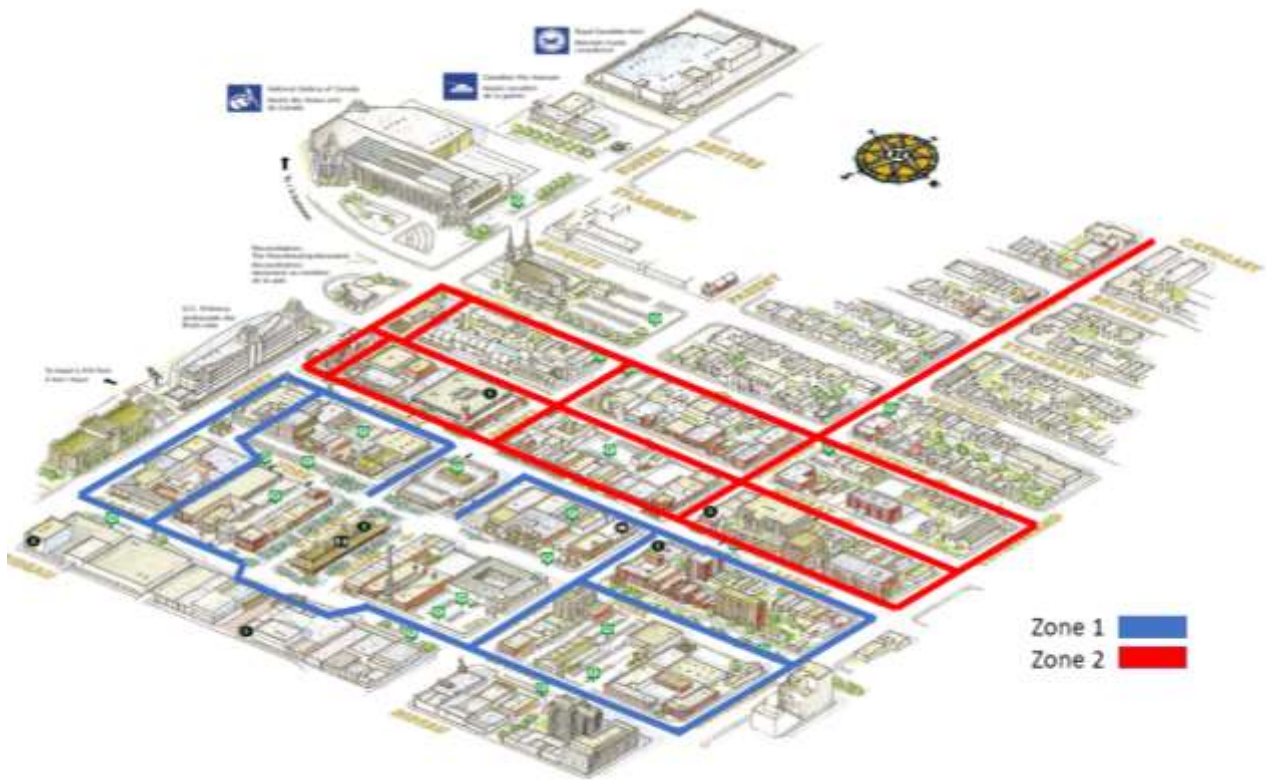
Appendices

APPENDIX i: Operational Documents

The full ByWard Market area is defined as follows by the ByWard Market Program By-Law



The statistical “zones” as used by the Ambassadors are defined as follows:



The following is a rescaled sample of the tick sheet used by the Ambassadors at the kiosk:

Date: <u> </u>		AMBASSADOR TICK SHEET										Sun / Cloud / Rain / Snow <u> </u> °C		Elevation									
TIME	REVENUES										TIME	NEGATIVE CONTACT					NON-CONTACT			POLICE CONTACT			
	ATM	BOOKS	CASINO	CASUAL	CYCLING	CDs	EVENTS	FEES	HOTEL	POWERS		LAJ	MARKET	PAWBI	DISJUS	ALL	LOTT	DISB	OTHER		POL	EMS	FIRE
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17:18																							
18:19																							
19:20																							
TIME	REVENUES										TIME	FRUIT AND		SURFACE OPS					ADDRESS				
	DC	PHOTO	POST	PRIMS	PRIMAD	REST	RETAIL	TOURISM	ART/LOU	W/SHRMS		MYSTERY	OTHER	LAND	NO/LAND	TWR	CATEGORY	DESCRIPTION					
9:10																							
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	TWLT	LOCAL	NON-LOCAL	ENG	FB																		
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APPENDIX ii: Relevant Links

- **City of Ottawa**
www.ottawa.ca
- **ByWard Market BIA**
www.byward-Market.com
- **The Ottawa Police Service**
www.ottawapolice.ca
- **The Salvation Army Ottawa Booth Centre**
www.ottawaboothcentre.org
- **The Shepherds of Good Hope**
www.shepherdsogoodhope.com
- **The Ottawa Mission**
www.ottawamission.com
- **The Lowertown Community Association**
www.lowertown-basseville.ca
- **The Sexual Health Centre**
http://ottawa.ca/health_safety/sexual/centre/index_en.html
- **Youth Services Bureau of Ottawa**
www.ysb.on.ca
- **Operation Come Home**
www.operationcomehome.ca
- **Casino du Lac-Leamy**
www.casinosduquebec.com/lacleamy/en/
- **Crime Prevention Ottawa**
www.crimepreventionottawa.ca
- **City of Ottawa By-Laws**
http://www.ottawa.ca/residents/By-Law/index_en.html
- **ByWard Market Program By-Law, #2008-449**
<http://www.byward-Market.com/images7/file/ByWard%20Market%20By-Law%20English.pdf>
- **Ontario Safe Streets Act**
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_99s08_e.htm