



Prepared for

The ByWard Market Business Improvement Area

The City of Ottawa Markets Management

The Ottawa Police Service

The Salvation Army Ottawa Booth Centre

The Shepherds of Good Hope

The Ottawa Mission

The Lowertown Community Association

The Sexual Health Centre

Youth Services Bureau of Ottawa

Operation Come Home

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SERVICE DE POLICE D'OTTAWA**
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La 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 Ottawa's Downtown core. 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 eleventh consecutive year of operation and continues to be a lasting community partnership which includes: the ByWard Market Business Improvement Area (BIA), the City of Ottawa Markets Management, the Ottawa Police Service, the Salvation Army Ottawa Booth Centre, the Shepherds of Good Hope, the Ottawa Mission, the Lowertown Community Association, 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; the statistics sections contain pertinent tourism and security data.

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 City of Ottawa and the BIA 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). As ByWard Market and BIA City of Ottawa employees, the Ambassadors represent the typically convergent public and private interests of the Market. The Ambassadors also act as the public face of Markets Management, the municipal division responsible for, among other things, enforcing the ByWard Market Program By-Law ([By-Law Number 2008-449](#)) and as such serve to inform the public about the relevant regulations. The Ambassadors are deputized through Emergency and By-law Services to issue tickets for parking infractions in the ByWard and Parkdale Markets, and act as agents for all city property (as well as certain specifically-authorized private property) with regard to trespassing and activities in violation of the provincial [Safe Streets Act](#). 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.

The Ambassador team is further categorized into thirteen Street Ambassadors (this summer: Antoine, Cadieux, Cortes-Kaplan, Côté, Czach, Dawson, Klassen, Marsters, Munro, Pigeon, Poirier, Ranger, Sartori) and four Street Ambassador Leads (this summer: Cortes-Kaplan, Marsters, Munro, Poirier). The Leads work more closely with the BIA, receive additional training and convene for extra weekly meetings.

GEOGRAPHY

The Program operates within the Market area established by ByWard Market BIA boundaries, mirrored by the ByWard Market Program By-Law. With a few exceptions, this territory extends west to east from Sussex Drive to Cumberland Street (continuing to King Edward Avenue exclusively along York Street) and south to north from George Street to St. Patrick Street (continuing to Cathcart Street exclusively along Dalhousie Street). Ambassadors are on the street from 9:00 a.m. until 6:00 p.m. Sunday through Wednesday, and until 8:00 p.m. Thursday through Saturday, from May 1st until Labour Day.

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 three statistical zones, or “Blocks”:

- **Block #1** consists of the area around 55 ByWard Market Square bounded by ByWard, Clarence and Dalhousie. This block contains all of the outdoor vendors, the Market Building (55 ByWard Market Square), the Ambassador-monitored 15-minute parking zones, City of Ottawa Parking Lot #4, the William Street Mall and the William Square (previously known as: William Street Pedestrian Area). Block #1 is the core of the Market, and a major hub for tourists, vendors, buskers, panhandlers and other clients.
- **Block #2** comprises the western edge of the Market, between Sussex Drive and ByWard Market Square / Parent Street, including all six Sussex Courtyards. Notably, this block also includes the York Street West Pay and Display Parking Compound as well as the tour bus parking zone on George.
- **Block #3** includes the remainder of the Market, including its northern and eastern residential areas. This expansive area encompasses the North Dalhousie Shopping District, Waller Street Mall, the Salvation Army Ottawa Booth Centre, the Shepherds of Good Hope, the Sexual Health Centre, the York Street East Pay and Display Parking Compound, and City Parking Lot #5.

These Blocks 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, assertively engaging with aggressive or disruptive persons, directing individuals in need to local resources and shelters, offering first aid, fielding concerns from ByWard Market stakeholders, attending to traffic issues, coordinating buskers, maintaining positive relations with the public, ensuring the continued maintenance of Market facilities, assisting with BIA events, and much more. A full map outlining all three blocks 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, CPR and AED (automated external defibrillator) training
- Crisis Prevention Institute “Prepare Training: Respect, Service & Safety at Work” Foundation Course and Violence Response Procedures 1
- Information sessions with local shelters and related services

- Markets Management summer staff training
- Frontline tourism information sessions and events, including familiarization with local attractions (“fam” tours, etc.)
- Accessibility training
- Ottawa Police training and familiarization with relevant laws, by-laws and police procedures including dispatch and call-centre
- Parking Control Officer Training

COMMUNICATION

- Two-way radio communication between all active Ambassadors and Markets Management at all times
- Pre-established radio codes to ensure efficiency and discretion when managing sensitive situations
- Mobile telephone to communicate with the BIA and 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
- Daily 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. Two-person teams 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. The team leads are frequently dispatched to deal with specific incidents, and are consequently equipped with first-aid supplies and a cellular phone. The Ambassadors are trained in conflict resolution and various first-aid and violence response procedures, and utilize a range of action in such situations: from personal intervention, to involving a Markets Management Officer, 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 potentially dangerous individuals. In addition Ambassadors provide information on social services and programmes available to those who are without homes, need support and assistance for those with mental illness. Please refer to the “*Notable Incidents*” section for specific examples.

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 frequently 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 55 ByWard Market Square. 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 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.

STAKEHOLDER ASSISTANCE

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

MUNICIPAL AND BIA SERVICES

The Ambassadors are tasked with executing numerous BIA and City of Ottawa functions, including:

- Monitoring the 15 min parking zones
- Daily rounds to turn signage, collect pylons and water outdoor planters
- The daily set-up and take-down of the William Street Pedestrian Area as well as periodic special events
- Daily art and craft / Agri-food vendor allocations
- The seasonal set-up and tear-down of infrastructure, such as bollards, umbrellas, and vendor stand frames
- The installation and ongoing maintenance of water and electrical systems for vendors
- Facilitating local food sampling and aiding with cooking demonstrations at The Demo Corner.
- Deliveries, notices and surveys to vendors and businesses
- Various special projects

FILING AND RECORDKEEPING

Extensive records of all Ambassador activities 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, service requests, complaints, and the like). These files are reviewed by the BIA and Markets Management.

The Ambassador Leads meet with the BIA every second Friday, and City Ambassadors and BIA Lead Ambassadors meet with Markets management every other Friday to discuss policies, problems or incidents from the weeks prior that have raised concerns among all staff. These problems address the enforcement of by-laws, the maintenance of the Market, or other communication or operational issues. The Ambassadors assigned to keep the agendas and minutes for the summer (Czach & Cortes-Kaplan) are responsible for drafting the meeting's schedule of topics and recording the discussions and actions and conclusions reached in the meeting.

The results are communicated to all staff as an official record of each meeting's outcome. Some reoccurring topics at this summer's meeting have been the behaviour of certain clients in the Market, parking enforcement, and the busking program.

TRAFFIC COORDINATION AND PARKING ENFORCEMENT

The Ambassadors are responsible for supervising and maintaining traffic flow and parking enforcement around 55 ByWard Market Square. When at all possible Ambassadors engage with drivers to ease congestion and prevent or resolve parking infractions in a constructive manner. Street closures are sometimes also required and are monitored by Ambassadors.

Six areas comprise the 15-minute parking zone under exclusive Markets Management jurisdiction, and as such these are enforced by Ambassadors:

- The north and south sides of York Street between ByWard Market Square and William Street
- The west and east sides of ByWard Market Square between George Street and York Street
- The north and south side of George Street between ByWard Market Square and William Street



Ambassadors are authorized to issue parking tickets throughout the ByWard Market when necessary. Almost all Ambassador-issued tickets are written for vehicles "parked in excess of posted time limits" within the 15-minute parking zone. Exceptions include infractions issued to vehicles parked in no-parking or no-stopping areas so as to block vendor stands, traffic flow, or crosswalks. Vehicles parked in the middle of the road and on sidewalks are also common.

After issuing a ticket the Ambassadors fill in a Certificate Control List including the following information: name, cadre number, issued ticket number and whether the ticket is valid or has been spoiled. This paperwork must be submitted with every ticket. All tickets are forwarded to the City on a regular basis (no more than three days after being issued).

The Ambassadors track relevant parking statistics throughout the summer, including locations and dates of issued tickets. The Ambassadors also keep records of vehicles towed by Markets Management.

For statistical information about parking enforcement, please refer to the "Additional Statistics" section.

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:

GRAFFITI AUDIT

Due to its location in the heart of downtown Ottawa, the ByWard Market is a popular target for graffiti and vandalism. The Graffiti Audit serves as a record of all incidents of vandalism taking place over the summer and where they occur. This audit is updated monthly and sent to the BIA and Goodbye Graffiti, a graffiti removal company contracted by the BIA. This report allows the City of Ottawa to keep track of any trends in the locations and signatures chosen by individual offenders, in addition to the length of time it takes for the vandalism to be removed. It has been noted that storefronts are frequently targeted, though such graffiti is typically removed very quickly. Elevated areas such as roof and secluded areas such as parking lots are also targeted, and since these areas do not fall under Goodbye Graffiti's responsibility, they less frequently cleaned.

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 postering has been especially prevalent on the black metal "heritage" lampposts throughout the Market. This has been addressed with ongoing daily removal of such posters, coupled with periodic full-Market sweeps and replacement of any damaged or illegible "NO POSTERING – AFFICHAGE INTERDIT" stickers. This summer, the Ambassadors removed **165** unauthorized posters from May 2015 until September 2015.

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 the relevant departments. Ambassadors will at times also affect direct repairs to hardware under the administration of Markets Management.

ONGOING PROJECTS

BUSKER LICENSING PROGRAM

The summer of 2015 marks the seventh year of comprehensive enforcement of the busker licensing program, as introduced and mandated by the ByWard Market Program By-Law. This program consists of regulating buskers through paid licenses and permits as well as delineated performance locations and scheduled rotation.

Any prospective busker must purchase an annual Busking License for \$50.00 as well as daily busking permits at \$10 per day up to a maximum of \$150, after which daily permits are free for the remainder of the Market year. This equals a total of \$200 for one year of busking. Busking is allowed at twelve different spots around the Market, for which buskers may sign up at the Kiosk. Buskers are limited to one hour per spot, unless the consecutive hour at a given spot remains unreserved. (Presently, these rules differ slightly at William Square "WSPA" busking spot.) The available busking spots are as follows:

- **P1:** George Street, north side, outside the southeast corner of EQ3
- **P2:** George Street, south side, east of the tree planter by the Chapters parking lot
- **P3:** George Street, south side, outside the entrance to The Hudson's Bay Company

- **P4:** William Street Mall, west side, between the Aulde Dubliner and the Highlander Pub
- **P5:** William Street, east side, in front of the Beavertails stand
- **P6:** York Street, south side, outside the northeast corner of Irving Rivers
- **P7:** York Street, south side, directly outside Moulin de Provence
- **P8:** ByWard Market Street, east side, next to Olive & Chili
- **P9:** William Square (WSPA), between Your Corner Butcher and Tucker’s Marketplace
- **P10:** York Street, north side, between Tucker’s Marketplace and Lowertown Brewery.
- **P11:** York Street, north side, between The Keg and the Great Canadian Cabin
- **P12:** Dalhousie Street, west side, outside Money Mart

There are two additional locations reserved for “Street Artist Performers” (typically sidewalk artists) who require multiple consecutive hours to produce their art. These are **PS1** on the William Street Mall, east side, outside of Sugar Mountain, **PS2** on George Street, south side, in front of The Bay, and **PS3** on the eastern tip of the York West median. All spots are marked by a square of four yellow dots on the sidewalk.

For a complete map, please refer to [Appendix i](#).

The program remains generally supported from the busking community, the Ambassadors having received both positive and negative feedback, however it has been typically well-received by vendors and businesses. It is coordinated and enforced by the Ambassadors. As of September 30th, 88 buskers had registered for the 2015 season. In comparison, 123 buskers had signed up for the season by September 30th last year.

For statistical information about the Busker Licensing Program, please refer to the “*Additional Statistics*” section.

ASSISTANCE WITH SPECIAL EVENTS AND FESTIVITIES

Every summer the Ambassadors assist with numerous special events, and this year has been no exception. One Ambassador is responsible for updating all staff members about upcoming events and festivals that concern the ByWard Market’s many stakeholders and tourists. The Market is a popular location for special events, fundraisers and celebrations, and this Ambassador ensures that all staff are informed about these occasions. This better equips everyone to serve visitors and business members. Most notably, this summer the Market has played host to:

- Magnetic North – La Fiamma this bi-annual festival returned to Ottawa and kicked off with La Fiamma a travelling singing, fire dancing pied-piper type of event that began in the Courtyards of the Market and filed its way through the area finally making its way to the underpass near the NAC
- Company of Fools – Shakespeare in the Park came to the programming spaces of the Market
- CHIN Radio had an event in the Market showcasing its diverse and international subjects and languages along with the diversity of people working and frequenting the Market.
- 2 Minute CPR with Ottawa Paramedic Service put on an afternoon event giving an easy 2 minute demonstration on how to properly perform CPR on people of all ages.
- The Heart & Stroke Big Bike made a fifth appearance in the Market to raise money. Although, it was cloudy, this did not discourage people from coming to support this fundraiser.

- Thousands of people came out to celebrate Canada Day in the Market, taking advantage of excellent views of the fireworks and fantastic live performances on Parliament Hill.

In addition, Ambassadors help to coordinate and support smaller events and continued programmes within the Market such as Sunday Stories, North Dalhousie Event, Chamber Fest, Master Gardeners, Author's Corner and others.

PRESENT ISSUES

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

- **William Street Mall and George Street East**

This area, consisting of George Street between Dalhousie and Cumberland as well as the William Mall to Rideau, is the site of more than its share of loitering, panhandling, disruptive behaviour, violent confrontation, and in particular public drug and alcohol abuse. Its location in proximity to the Salvation Army Ottawa Booth Centre, the Beer Store, the LCBO on Rideau Street, the secluded Waller Mall, and various parking lots makes this a challenging location. Intoxicated individuals loiter daily on the sidewalk and outside of the businesses in this area.

- **The Bay**

The benches in front of the Ottawa School of Art (North George St.) had to be moved across the street to the Bay due to construction. There was a significant increase in the amount of delinquent behaviour, panhandling, and loitering in this area. Officers from the Ottawa Police Service were notified of this development and worked with the BIA, Markets Management and the Ambassadors to address this. These efforts resulted in a decrease in activity in this area especially with the increased police presence. As of July 20th the benches were moved back in front of the school of art, and the panhandling and other disruptive behaviour in this area has decreased significantly.

- **Recurring Persistent Aggressive Panhandlers**

Certain clients known for aggressive panhandling from patrons on patios, at pay machines, at vendor stands, and from school groups of children, and in the York St parking lot, have been repeat offenders again this summer. Many continue after having been verbally informed of the relevant laws, warned repeatedly, and apprehended by Ottawa Police. The Ambassadors have little recourse in these situations but to be persistent in moving them along and keeping constant and accurate statistics about the situation.

- **Garbage**

This summer Ambassadors had an issue with some businesses repeatedly leaving their garbage on the sidewalk, and on the curb by the fire hydrant on ByWard West. When found Ambassadors would look through the garbage to see if any specific business was identifiable and then speak directly with the business about it.

- **Waller Mall**

This area of the Market continues to be a challenge with frequent loitering, aggressive behaviour, and public drug and alcohol abuse. Ambassadors consistently attempt to prevent and reduce negative activity in this area but due to the Salvation Army across the street and the Beer Store at the southern edge, delinquent and negative activity persists.

- **Patio Panhandling**

This summer Ambassadors saw a marked increase in aggressive panhandling among the courtyard restaurants and the patios of restaurants on the street.

Potential action to be taken on these issues is outlined in the "*Recommendations*" section.

STATISTICAL OVERVIEW

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 in 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 stalls, etc.
- **Drug Use:** Public abuse of illegal substances
- **Drug-Induced Intoxication:** Severe public and disorderly intoxication due to drug use
- **Alcohol Consumption:** Consumption of alcohol outside of designated areas
- **Alcohol-Induced Intoxication:** 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.
- **Negative Nuisances:** Activity which is in violation of Market regulations or City of Ottawa bylaws, but which may not be readily apparent to the public, including;
 - **Busking:** Unlicensed or otherwise non-permitted busking and/or negative busking issues
 - **Vending:** Unlicensed or otherwise non-permitted vending and/or negative vending issues
 - **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.)
 - **Outreach Van:** Interaction with the personnel of an Ottawa shelter Outreach Van for the purpose of resolving a negative client situation
 - **Complaint:** Any official or unofficial complaint
- **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, including;
 - **Busking:** Positive interaction pertaining to busking

- **Vending:** Positive interaction pertaining to vending
- **Police Contact:** Instance of interaction with Ottawa Police Services officer(s) not related to an infraction or emergency situation. (Does not include interactions with By-Law Services, RCMP or Gatineau Police.)
- **Outreach Van:** Interaction with the personnel of the Salvation Army Outreach Van not related to a negative situation
- **Casual:** Any casual positive interaction
- **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:** Whom was the contact with?
 - **Visitor:** Any individual in the Market to eat, shop, sightsee, etc.
 - **Vendor:** An owner or employee of a vendor stand in the Market
 - **Business:** An owner or employee of a permanent business in the Market
 - **Busker – Registered:** Any licensed ByWard Market busker
 - **Busker – Non-Registered:** Any individual engaging in street performing activity without being registered with the Busker program
 - **Clients:** Itinerant individuals and/or shelter users
 - **Authorities:** Any individual in a position of public authority, including municipal, provincial, federal, NCC, etc.
 - **Other:** Any individual not covered by the preceding categories
 - **Locations:** In which block the contact occurred. (Please see the “Parameters” section for more information.)
 - **Block No.1:** George-ByWard-Clarence-Dalhousie
 - **Block No.2:** George-Sussex-St. Patrick-ByWard/Parent
 - **Block No.3:** George-Dalhousie-Clarence-Parent-St. Patrick-Cumberland
 - **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
 - **Poster:** Removal of any poster or advertisement in an unauthorised location (i.e. heritage lamp posts).
 - **Maintenance:** Municipal property in need of maintenance.
 - **Parking / Traffic:** Infraction and/or negative situation pertaining to parking and/or traffic in the Market.
 - **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 **125** days this summer, for a total of **1452** hours on duty. Within this period, we recorded **7379** total street contacts, generating **640** inquiries, as well as **1683** non-contact reports.

The group we interacted with most is tourists, and our most frequent type of contact was “casual” interactions (routine, non-urgent check-ins, typically with vendors, and other questions coming from visitors) accounting for **34%** of all contacts. Predictably, Block #1 was our busiest location, with **67%** of all contacts.

Our busiest day of the week (on average) was Friday, and our busiest time of day (on average) was 11:00 to 14:00. July was our busiest month.

For a complete statistical record, please refer to [Appendix ii](#). For visual representations of selected statistics, please refer to [Appendix iii](#).

MAY

Instances of...	May 2006 (Benchmark)	May 2014	May 2015
Inappropriate panhandling	83	13	113
Observed drug abuse	75	0	13
Observed alcohol consumption	30	9	19
Loitering	68	1	23
Disruptive behaviour	26	2	3
Total negative behaviour	282	25	171

May saw **2086** individual contacts recorded, increase from 206 in May 2014. Of these, **1903** (or **91%**) were positive and **182** (or **9%**) were negative. The latter included:

- **113** instances of aggressive panhandling
- **13** instances of public drug use
- **19** instances of public alcohol consumption
- **3** instances of disruptive behaviour
- **23** instances of inappropriate loitering
- **11** instances of nuisance behaviour

In May, the Ambassadors also noted **281** Ottawa Police sightings with **1** direct contact, **116** sightings of Emergency Medical Service personnel and **37** sightings of the Ottawa Fire Service.

JUNE

Instances of...	June 2006 (Benchmark)	June 2014	June 2015
Inappropriate panhandling	74	14	35
Observed drug abuse	32	2	3
Observed alcohol consumption	35	2	13
Loitering	57	6	12
Disruptive behaviour	19	15	5
Total negative behaviour	217	39	68

June saw **1678** individual contacts recorded, increase from 220 in June 2014. Of these, **1593** (or **95%**) were positive and **76** (or **5%**) were negative. The latter included:

- **35** instances of aggressive panhandling
- **3** instances of public drug use
- **13** instances of public alcohol consumption
- **5** instances of disruptive behaviour
- **12** instances of inappropriate loitering
- **8** instances of nuisance behaviour

In June, the Ambassadors also noted **236** Ottawa Police sightings with **9** direct contacts, **104** sightings of Emergency Medical Service Personnel, and **20** sightings of Ottawa Fire Service.

JULY

Instances of...	July 2006 (Benchmark)	July 2014	July 2015
Inappropriate panhandling	108	32	32
Observed drug abuse	43	0	8
Observed alcohol consumption	50	0	7
Loitering	12	0	12
Disruptive behaviour	20	1	3
Total negative behaviour	233	33	62

July saw **2249** individual contacts recorded, increase from **177** in July 2014. Of these, **2170** (or **96%**) were positive and **72** (or **4%**) were negative. The latter included:

- **32** instances of aggressive panhandling
- **8** instances of public drug use
- **7** instances of public alcohol consumption
- **3** instances of disruptive behaviour
- **12** instances of inappropriate loitering
- **10** instances of nuisance behaviour

In July 2015, the Ambassadors also noted **257** Ottawa Police sightings with **7** direct contacts, **117** sightings of Emergency Medical Service Personnel and **12** sightings of Ottawa Fire Service.

AUGUST

Instances of...	August 2006 (Benchmark)	August 2014	August 2015
Inappropriate panhandling	87	13	33
Observed drug abuse	37	2	5
Observed alcohol consumption	31	7	5
Loitering	48	3	7
Disruptive behaviour	37	6	2
Total negative behaviour	240	31	52

August saw **1366** individual contacts recorded an increase from 125 in August 2014. Of these, **1305** (or **96%**) were positive and **55** (or **4%**) were negative. The latter included:

- **33** instances of aggressive panhandling
- **5** instances of public drug use
- **5** instances of public alcohol consumption
- **2** instances of disruptive behaviour
- **7** instances of inappropriate loitering
- **3** instance of nuisance behaviour

In August, the Ambassadors also noted **242** Ottawa Police sightings with **6** direct contacts, **60** sightings of Emergency Medical Services Personnel, and **16** sightings of Ottawa Fire Service.

STATISTICAL ANALYSIS

POSITIVE STATISTICS

Our most frequently provided service this summer other than casual contacts was responding to inquiries, with a total of 640 contacts of this kind, most often about directions and parking. Relatively speaking our most positive area (that is to say, with the highest ratio of positive to negative contacts) was Block #3, and our most positive groups of interaction were, in descending order, tourists, vendors and clients. Our most positive days of the week were Tuesdays and Thursdays, and our most positive time of day was the period from 9:00 a.m. to 12:00 p.m. with July being our most positive month. Positive contacts also included Ambassadors passing on information and direction to social services and programs available within the Market and the city as a whole.

NEGATIVE STATISTICS

Our most frequently observed negative behaviour throughout the summer was aggressive panhandling. Our most prevalent “reporting” requirements were poster removal and garbage disposal. Relatively speaking our most negative area (with the highest ratio of negative to positive contacts) was Block #1, and our most negative groups of interaction were, in descending order, clients, buskers and vendors. Our most negative days of the week were Wednesday and Saturdays, and our most negative time of day, i.e. dealing with clients, day was from 16:00 p.m. to 20:00 p.m. with May being our most negative month. It should also be remarked that the number of negative contacts noted does not represent a number of individuals but rather illustrates the volume of contacts or instances from a small number of persistent repeat offenders that the Ambassadors deal with on a daily basis.

COMPARATIVE REVIEW

Every year the methodology and collection of data is reviewed and assessed to determine the effectiveness and accuracy of data collection methods. In 2015, contacts have increased significantly due to extensive changes in data collection. In the past only the 1 Ambassador Lead Team and kiosk contacts were recorded, but in 2015 all roster duties (ie demo corner, 15 minutes parking monitoring etc...) recorded statistics. In addition with a larger City of Ottawa Markets Management Team, it allowed for 2 teams of Ambassador Leads to be on patrol simultaneously and consistently throughout the summer, providing more on-street presence and double the opportunity for interactions and contacts.

The summer of 2015 shows an increase in total negative contacts (2015: 593, 2014: 361). (Total negative contacts include both *behavioural* contacts and *reporting events*.) Most of the increase can be accounted for by the changes in data collection. However the proportion of negative versus positive contacts has decreased (2014: 18% negative contacts, 2015: 8%). The 2015 summer season saw a total of 385 total negative *behaviours* contacts (or 65%), and 208 or 35% were reported events. The different contacts and issues that make up this total have varied, with some increasing and others subsiding, as follows:

Behaviour	Incidents Summer 2014	Incidents Summer 2015	
Aggressive Panhandling	54	213	
Drug Use	3	29	
Alcohol Consumption	22	44	
Inappropriate Loitering	12	54	
Disruptive Behaviour	25	13	
Nuisance Behaviour	20	32	
TOTAL NEGATIVE BEHAVIOUR	136	385	

As the preceding table displays, occurrences in all negative behaviours were more frequent this summer but this can be attributed to an increase in Ambassador staff, increases in noting incidents and, more accurate and precise noting of incidents compared to the previous year, not necessarily more negative occurrences. It should be noted as well that the format of the tick sheet used to document incidents was altered, to better reflect services provided and incidents encountered. This change could cause a rise in the number of incidents recorded.

Unauthorized busking issues increased to **14** incidences this year compared to **11** such encounters in 2014. This is a small increase from 2014. While the number increased slightly, Ambassadors worked hard to ensure a seamless and efficient busking program was run.

This year **65%** of tourist contacts were in English and **35%** were in French. This percentage is similar to previous years with a higher percentage of English tourists overall, but this year we saw a significant increase in French tourist contacts. In 2014 **82%** of contacts were in English and **17%** in French. In the year 2013 **85%** were in English and **15%** in French.

The frequency of non-contact “reporting” events has remained steady overall, though certain specific categories have increased and decreased as follows:

Issue	Incidents Summer 2014	Incidents Summer 2015	Increase / Decrease, 2014–2015
Graffiti Noted	35	6	83% decrease
Posters Requiring Removal	131	165	26% increase
Maintenance & Repairs	14	8	43% decrease
Parking & Traffic Issues	5	3	40% decrease
Garbage Disposal	24	12	50% decrease
TOTAL REPORTING ISSUES	209	194	7% decrease

The increase in unauthorized posters may be due to a change in a promotional company, or change of owner who may not be aware of the regulations. The Ambassadors’ increased presence and efforts to inform those wishing to post off the appropriate areas, could have contributed to preventing unauthorized posting in general, but there was still an increase. The increased amount of staff and their preventative measures could have also contributed to the decrease in parking and traffic issues, and increased awareness and presence of the Ambassadors could account for decrease in graffiti as well.

ADDITIONAL STATISTICS

In addition to on-street activities, statistics are recorded about other responsibilities overseen by the Ambassadors, including the Information Kiosk at 55 ByWard Market Square; the Busker Licensing Program; Parking Enforcement on George Street, York Street and ByWard Market Square; the Demo Corner Initiative; and brochures ordered and distributed to the public.

KIOSK STATISTICS

The Information Kiosk at 55 ByWard Market Square is staffed by an Ambassador from 7:30 a.m. until 6:00 p.m. every day of the week for a total of 1,314 hours all summer. During this time, the Kiosk assisted **27,524** individuals and assisted with **11,337** inquiries.

10,535, or **93%**, of these inquiries were visitors while **802** or **7%**, were vendors. **17%** of all inquirers were from the National Capital Region, while **83%** were from elsewhere; **46%** spoke English, **16%** spoke French, and **38%** spoke other languages. This summer Sunday May 17th was the busiest day of the summer with **257** visitors at the kiosk; this was the Victoria Day long weekend. This means the Ambassadors at the kiosk helped on average 29 people per hour that day. The next busiest day at the kiosk this summer was August 1st with **240** visitors and on average 27 people served per hour; this was the August long weekend. Third busiest day was July 1st, Canada Day, with a total of **218** people with an average of 24 people served per hour

These 11,337 inquiries can be broken down as follows:

- **55%** asked about tourist attractions and services (museums, Parliament, festivals, tours, etc.)
- **31%** asked about maps, brochures or directions
- **14%** asked about restaurants and/or retail businesses in the Market

BUSKING STATISTICS

The Busking Statistics project aims to record the attendance of all the Market's street artists and performers, as well as their frequency at each of the 12 available busking locations. Keeping track of these kinds of records provides valuable information as to the efficiency and effectiveness of the Busking Program.

This summer's statistics reveal the following:

- **88** buskers had registered for the 2015 season as of Sept 7th compared to 123 last year
- P5 (Beavertails), P9 (W.S.P.A), and P1 (EQ3) were the most popular spots in that order respectively.
- 4,474 performance-hours booked by SP buskers between April 1st and September 1st.
- On average 25.9 performance-hours were booked per day during our core period of May-August.
- Our busiest month was July followed by August and then May.
- Saturdays, Sundays and Fridays were our busiest days (in that order)
- 12:00-18:00 was our busiest time of day



For more information on the Busker Licensing Program, please refer to the "Ongoing Projects" section.

PARKING ENFORCEMENT STATISTICS

From May 1st to August 31st Ambassadors handed out 347 parking tickets. July saw the most tickets handed out with 73 or 21% of the total. 48% of all tickets were given on Sundays, while 22% were given on Saturdays; 30% were given on all other days combined. The most frequently-ticketed locations were the east side of ByWard Street (32%), the north side of York Street (20%) and the west side of ByWard Street (18%).

For more information on the parking enforcement, please refer to the “*Responsibilities*” section.

DEMO CORNER STATISTICS

The Demo Corner is an outdoor kitchen and programming area located in front of the ByWard Market building at 55 ByWard Market Square, used to promote local food available on the Market stands.

Every week, the Demo Corner welcomes different food-related activities. Farmers, restaurants, food retailers and non-profits animate the space to promote and highlight in-season fresh local products available on the stands while increasing visibility for their own business. Activities include live cooking demonstrations, gardening workshops, tastings, presentations on food and health related issues, educational booths, and more.

The Demo Corner Statistics project aims to record the number of tourists served at the Demo Corner as well as those who inquire about products and events of the week.

Month	Total Interactions
May	1,652
June	2,349
July	3,421
August	2,691
TOTAL INTERACTIONS	10,113

NOTABLE INCIDENTS

The following are a few examples of incidents the Ambassadors have dealt with during the summer months. Please note that this list is far from comprehensive.

MAY–JUNE

- All of the Ambassadors had encounters with a client frequently in the Market, who would aggressively panhandle for money at York street parking. Ottawa Police service was called multiple times to deal with the situation as this client was frequently aggressively and intoxicated.
- Ambassadors Liam Houlahan, Emmaleigh Munro and Michael Bradley assisted an elderly woman when she tripped off of the sidewalk on ByWard Street West scraping her arms and hands, as well as twisting her ankle. Ambassadors secured the area, and tended to the woman’s injuries until an ambulance arrived to take over.
- One very aggressive client pursued Ambassadors Emmaleigh Munro and Benjamin Poirier into Jeanne D’Arc courtyard verbally assaulted them. Ambassadors were able to diffuse the situation and had more agreeable interactions with this client in the future.

JULY–AUGUST

- Ambassador Ben Poirier attended to a call about a medical emergency by Irving Rivers. A gentleman had fallen over and could not move. Ambassador Poirier was able to ask the gentleman a question by asking him to blink. 911 was called and it was determined that the man had suffered a stroke.
- Ambassadors Jean-François Côté and Liam Houlihan responded to a medical situation involving a vendor on York Street. She had sat down on a step ladder that folded and got her finger stuck resulting in the tip of her finger being sliced off. The Ambassadors provided first aid and kept the fingertip on ice until paramedics arrived.
- Ambassadors at the kiosk were notified of a distressed woman using the phone beside Continental Bagel. The woman had repeatedly called 911 during the day asking where she was and seemed very disoriented. Ottawa Police came to the Market Square building and responded to the situation. At the same time Ambassadors and Ottawa Police responded to an incident on William Street where a client had stolen from one of the stores.

RECOMMENDATIONS

Based on the preceding information, the ByWard Market Ambassadors present the following recommendations for the 2015/2016 Market Season:

INTERNAL

- **Providing Foreign Language Tourism Resources**

It was remarked that a large amount of the tourists seeking information at the kiosk this past summer spoke German and Spanish. In addition to French and English materials, it may be worthwhile to provide German language versions of Ottawa tourism pamphlets and information in cases where this option is available. Specific categories on the kiosk tick sheet for speakers of languages that are not English or French may also be useful in providing statistics that could help to better serve the language needs of foreign tourists in the ByWard Market. That being said this year's group of Ambassadors had someone who spoke Spanish as well as someone who spoke German.

- **Revision of the Ambassador tick sheet layout**

Many members of the staff found the layout of the Ambassador and kiosk tick sheets complicated. It may be worthwhile to revise/edit the categories or to re-format the sheets to facilitate quick and efficient usage and to ensure numbers are not being repeated.

EXTERNAL

- **Increased Promotion of the Demo Corner Initiative**

The Demo Corner initiative remains a positive and a well received program. Not only does the Demo Corner contribute to the vibrancy and animation of the main Market square, but it is also valuable promotion for the Market vendors, businesses, and farmers. For next year's season it may prove worthy to increase promotion of the events and products at the Demo corner so that tourists as well as locals are better informed about it. The Demo Corner also provides an opportunity for the Ambassadors to have additional on-street presence to help with service calls and visitor inquiries.

JOINT ACTION

- **Increased attention to clients during Ambassador shift end**

This summer saw an increase in the number of clients overall. Even with increased numbers of Ambassadors for the summer season, it was observed that nearing 18:00h, many clients would begin appearing in the Market because they knew the Ambassador patrols would be ending or there would be decreased Ambassador presence around that time. It would be beneficial for increased police presence at this time of day to discourage panhandling and other negative behaviours in the Market. It was also noted that the supper hour sees a marked increase in panhandling on or around restaurant patios.

- **Continuation of the Foot Patrol pilot project**

The Foot Patrol program involving the Ottawa Police Services in collaboration with By-Law Enforcement Officers continued to be a positive force this summer in the ByWard Market. The added enforcement presence allowed for faster response times in non-emergency situations. This initiative contributes greatly to the safety of Market patrons, vendors and Ambassadors by deterring negative activities within the problem areas of the Market.

- **Mental Health Programming and Information**

It was also recognized that most clients are suffering from mental illness and more information about mental health programs and addiction services would be beneficial. Furthermore, there needs to be better communication between the various social-services agencies, shelters and the Ambassadors, so everyone has a better understanding of the various and variety of programs both within and in proximity to the Market. The clients that the Ambassadors deal with in collaboration with Ottawa Police Service are often actively using drugs and/or have mental health issues that cannot be properly addressed without addiction services or targeted mental health programs.

- **Additional training**

During Ambassador training this spring at the Sexual Health Centre we were made aware that additional hazardous materials training (such as used hypodermic needles) might be of use to the Ambassadors. This training existed in the past, and it was suggested that it be brought back as part of more in-depth training. This could be something to pursue in conjunction with the Sexual Assault Centre for next summer.

CONCLUSION

Once again, this Market season has proven highly eventful and has showcased the best that Ottawa has to offer in food, art, entertainment, tourism, community and commerce. It has also presented many unique and unprecedented challenges to stakeholders including a variety of recurrent concerns. With the assistance and coordination of our community partners, we have met, improved upon, or resolved many of these challenges, and when compared to past circumstances it becomes clear how much tangible progress has been made in ensuring a more pleasant, productive and tourist-friendly environment. However, further efforts are needed to address our more challenging issues.

In many ways, the largest contribution of the Ambassador program is behind the scenes, not only solving problems but ensuring 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 and to be living pieces of Canadian heritage. We have worked earnestly to maintain the Market's status as a world-class historical and tourist destination and we strive to enhance its function as a site for local products.

For more information about anything included in this report, please contact the ByWard Market BIA or City of Ottawa Markets Management. More detailed reports about many 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

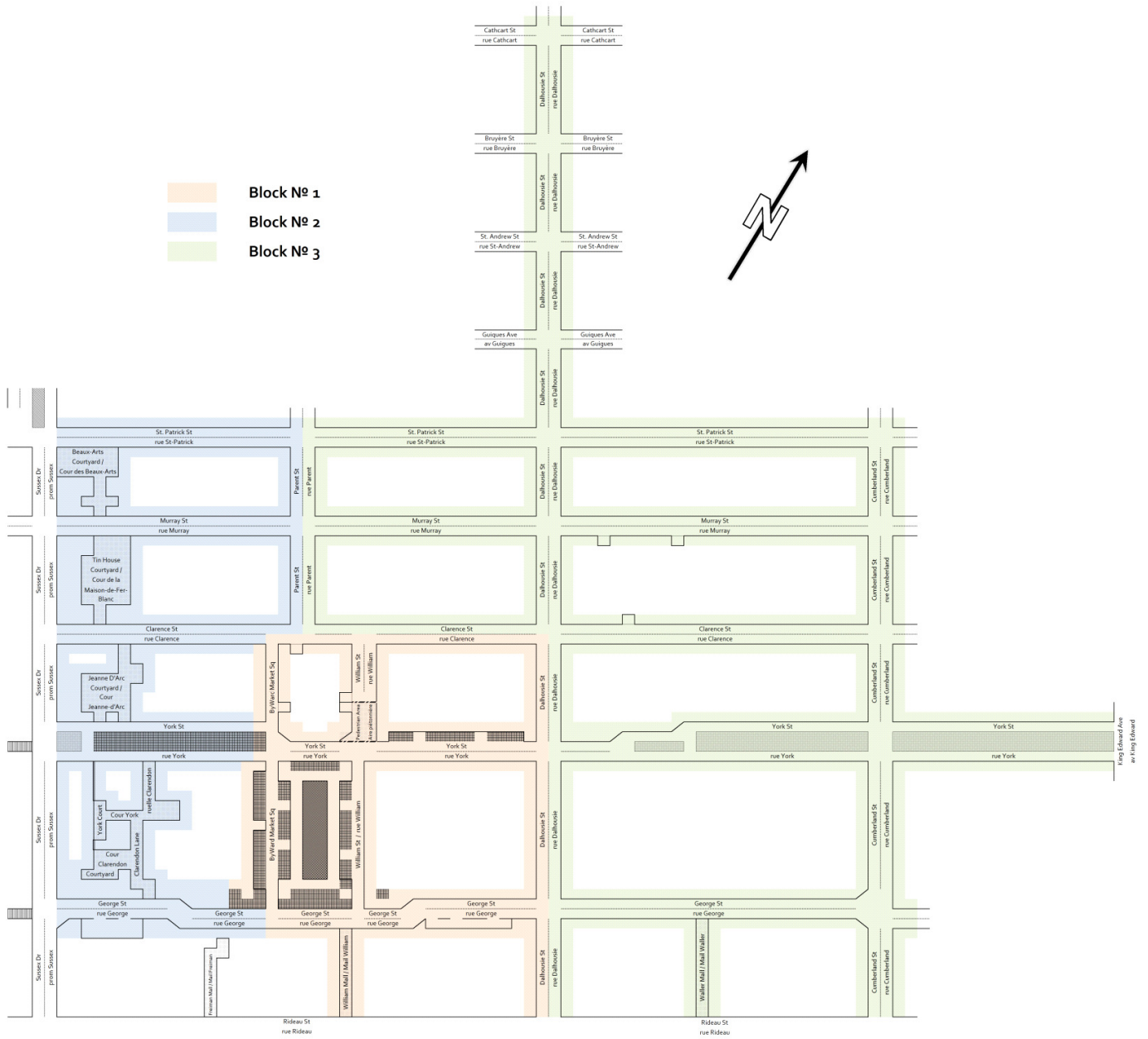
Sincerely,

The 2015 ByWard Market Ambassadors

APPENDIX i: Operational Documents

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

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



The following is a re-scaled version of the tick-sheet which the Ambassadors would carry:

201__ - __ - ____			AMBASSADOR TICKSHEET					RAIN / CLOUDY / SUNNY			HC / BP / EM / AM		
TIME SLOT	DESCRIPTION										LOCATION		
	AUTHS	VEND	BUSN	BUSK	CLIENT	TOURIST		BLK 1	BLK 2	BLK 3			
						EN	FR						
9 - 10													
10 - 11													
11 - 12													
12 - 13													
13 - 14													
14 - 15													
15 - 16													
16 - 17													
17 - 18													
18 - 19													
19 - 20													
TIME SLOT	CASUAL	INQUIRIES					NEGATIVE CONTACTS						
							BEHAVIOUR			NUISSANCES			
		DIR	REST	RETAIL	SERV	PARK	PAN	DRUGS	ALCO	LOIT	DIS B	BUSK	VEND
9 - 10													
10 - 11													
11 - 12													
12 - 13													
13 - 14													
14 - 15													
15 - 16													
16 - 17													
17 - 18													
18 - 19													
19 - 20													
TIME SLOT	POCOT	NON-CONTACT				REPORTING					FIRST AID		
		POL	EMS	FIRE	PCO	GRAF	POST	MAINT	PARK	GARB	URG	NON- URG	
9 - 10													
10 - 11													
11 - 12													
12 - 13													
13 - 14													
14 - 15													
15 - 16													
16 - 17													
17 - 18													
18 - 19													
19 - 20													
Notable Incidents						Notes							

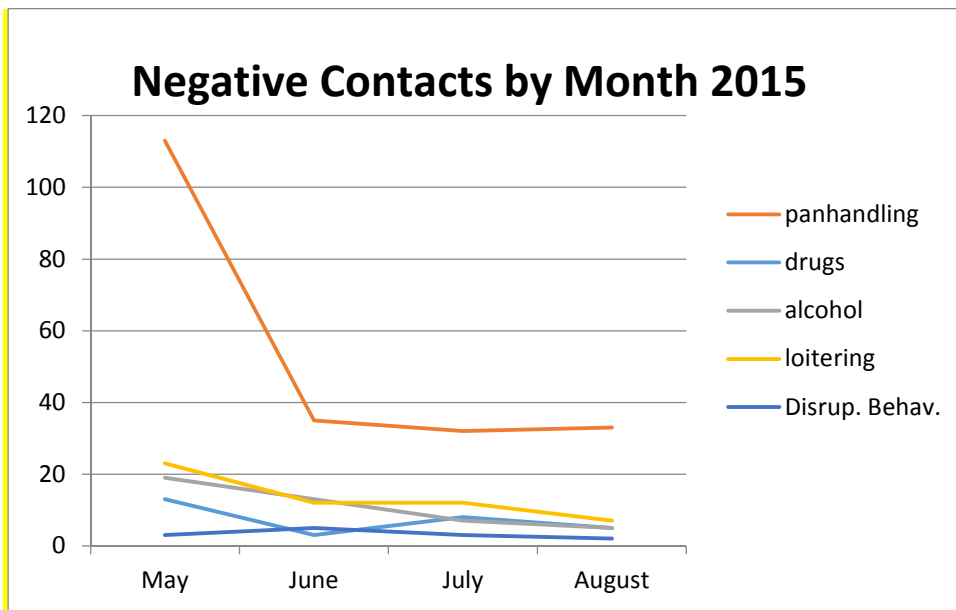
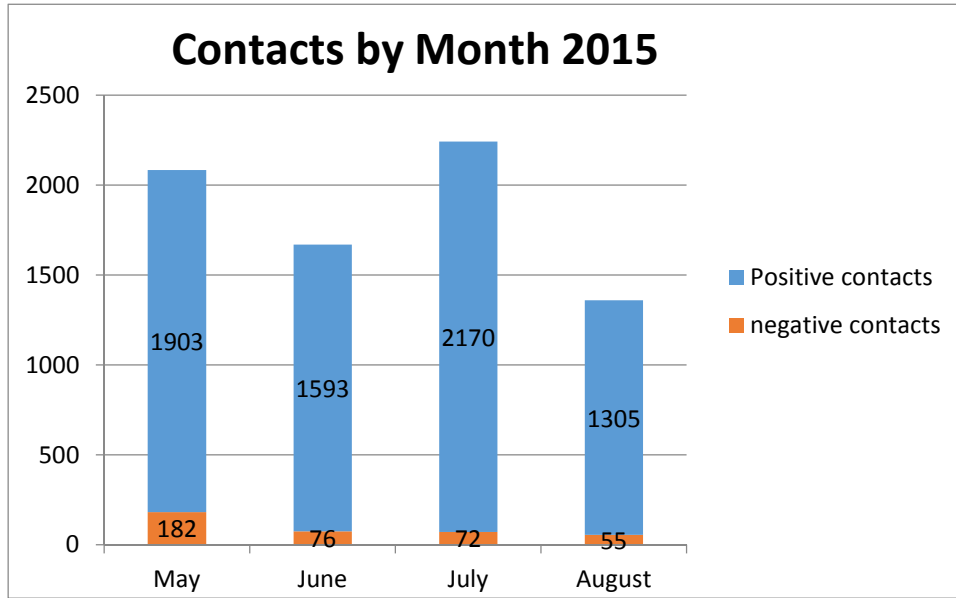
Appendix II: RAW DATA

The following table displays the full monthly spread of Ambassador statistical data collected over the course of the summer:

		May	June	July	August
Description	total contacts	2086	1678	2249	1366
	total positive	1903	1593	2170	1305
	total inquiries	159	133	219	129
	total negative	182	76	72	55
	authorities	440	375	268	337
	vendor	300	382	593	337
	business	14	32	45	20
	busker	72	44	72	38
	client	184	77	87	45
Tourist	Eng Tourist	142	87	231	108
	Fr tourist	27	29	35	39
location	block1	324	325	553	380
	block2	133	159	140	56
	block3	66	24	100	94
	casual	734	550	886	399
Inquiries	maps	86	55	130	62
	restaurants	25	14	38	17
	retail	8	21	14	23
	services	9	5	7	7
	parking	31	38	30	20
Negative Behaviour	panhandling	113	35	32	33
	drugs	13	3	8	5
	alcohol	19	13	7	5
	loitering	23	12	12	7
	Disrup. Behav.	3	5	3	2
Nuisance	busker	2	5	4	3
	vendor	4	1	2	0
	other	5	2	4	0
	police contact	1	9	7	6
Non-contact	police	281	236	257	242
	EMS	116	104	117	60
	Fire	37	20	12	16
	PCO	54	60	46	25
Reporting	Graffiti	4	1	1	0
	posters	9	31	116	9
	maintenance	0	3	3	2
	parking	2	0	1	0
	garbage	4	2	6	0
First Aid	urgent	0	0	0	0
	non-urgent	4	1	0	0

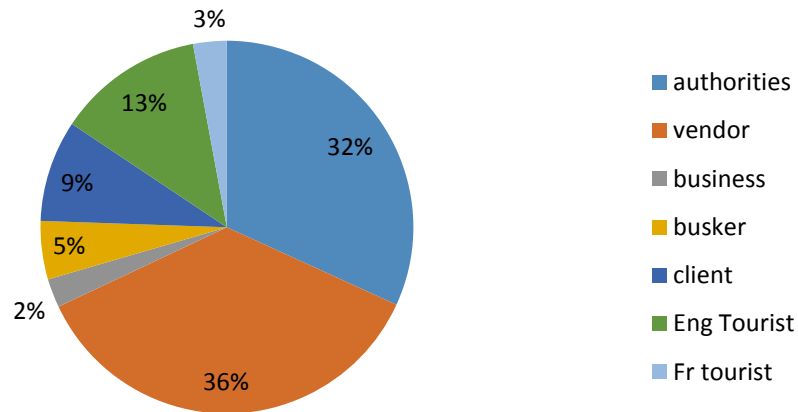
*Please note that negative contacts with authorities refer to contacts with authorities related to, or for the purpose of resolving, a negative situation, not that the contacts were negative in and of themselves.

APPENDIX iii: Statistical Representations



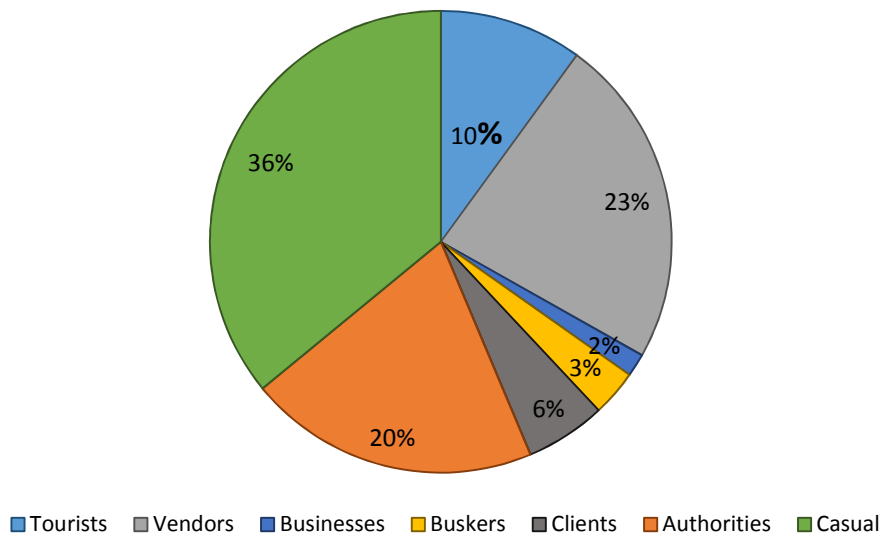
This graph displays the frequency of the five recorded categories of negative behaviour over the course of the summer, as well as the frequency of all combined nuisance contacts.

Groups Contacted Positive 2015



This graph represents all interactions with positive contacts groups over the summer.

Groups Contacted - All Contacts 2015



This graph displays the distribution of groups for all contacts.

APPENDIX iv: Photographic Record

The 2015 BMSA Corn Roast



Street Performer show at the William Street Pedestrian Area



CHIN Radio Event at William Street Pedestrian Area



The Festival of India at Demo Corner



APPENDIX v: Relevant Links

- **City of Ottawa**
www.ottawa.ca
- **ByWard Market BIA**
www.byward-Market.com

- ***[The Ottawa Police Service](http://www.ottawapolice.ca)***
www.ottawapolice.ca
- ***[Casino du Lac-Leamy](http://www.casinosduquebec.com/lacleamy/en/)***
www.casinosduquebec.com/lacleamy/en/
- ***[Fido Mobile](http://www.mobile-it.ca)***
www.mobile-it.ca
- ***[The Salvation Army Ottawa Booth Centre](http://www.ottawaboothcentre.org)***
www.ottawaboothcentre.org
- ***[The Shepherds of Good Hope](http://www.shepherdsogoodhope.com)***
www.shepherdsogoodhope.com
- ***[The Ottawa Mission](http://www.ottawamission.com)***
www.ottawamission.com
- ***[The Lowertown Community Association](http://www.lowertown-basseville.ca)***
www.lowertown-basseville.ca
- ***[The Sexual Health Centre](http://ottawa.ca/health_safety/sexual/centre/index_en.html)***
http://ottawa.ca/health_safety/sexual/centre/index_en.html
- ***[Youth Services Bureau of Ottawa](http://www.yzb.on.ca)***
www.yzb.on.ca
- ***[Operation Come Home](http://www.operationcomehome.ca)***
www.operationcomehome.ca
- ***[Savour Ottawa](http://www.savourottawa.ca)***
www.savourottawa.ca
- ***[Crime Prevention Ottawa](http://www.crimepreventionottawa.ca)***
www.crimepreventionottawa.ca
- ***[City of Ottawa By-Laws](http://www.ottawa.ca/residents/bylaw/index_en.html)***
http://www.ottawa.ca/residents/bylaw/index_en.html
- ***[ByWard Market Program By-Law, #2008-449](http://www.byward-Market.com/images/file/ByWard%20Market%20By-law%20English.pdf)***
<http://www.byward-Market.com/images/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)***
http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_99s08_e.htm