

***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

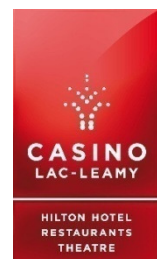
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OTTAWA POLICE SERVICE  
SERVICE DE POLICE D'OTTAWA  
*Working together for a safer community  
La sécurité de notre communauté, un travail d'équipe*



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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 a full list please refer to the "[Responsibilities](#)" section of this report). As BIA employees and 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 the BIA and City of Ottawa 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. Additionally, the Program often assists in facilitating resolution of BIA issues.

The Ambassador team is further categorized into eight Street Ambassadors (this summer: Brunet, Côté, Huneault, Lang, Soucie, Tremblay, Ayala, Rozeluk) and four Street Ambassador Leads (this summer: Bradley, McKean, Houlahan, Dawson). The Leads are employed by the BIA, receive additional training and convene for extra weekly meetings.

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## GEOGRAPHY

The Program operates within the Market area established by 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 1<sup>st</sup> 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 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 areas. This expansive area encompasses the 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, fielding concerns from ByWard Market stakeholders, attending to traffic issues, coordinating buskers, maintaining positive relations with the public, 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 all three blocks has been included in [Appendix i](#).

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## *Operations*

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### 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

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## 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
- Training from Ottawa Police and familiarization with relevant laws, by-laws and police procedures
- Parking Control Officer Training

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## 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 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***

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## 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. These teams 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 Management Officer, to notifying the relevant authorities. Typical contributions include: addressing aggressive panhandling and other negative behaviours, providing first aid, finding



missing children, halting by-law violations, reporting illegal or dangerous activity to the Police, providing witness statements, and monitoring the location of potentially dangerous individuals. Please refer to the “[Notable Incidents](#)” section for specific examples.

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## 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.

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## STAKEHOLDER ASSISTANCE

The Ambassadors are also responsible for maintaining relations with ByWard Market stakeholders, including businesses, vendors, buskers, residents, 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.

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## MUNICIPAL AND BIA SERVICES

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

- Daily art and craft / agri-food vendor allocations
- 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
- The seasonal set-up and tear-down of City infrastructure, such as bollards 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

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## 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 and Ambassadors meet as a collective with management every other Friday to discuss problems or incidents from the weeks prior that have raised concerns among the staff. These problems address the enforcement of by-

laws, the maintenance of the market, or other communication or operational issues. The Ambassador assigned to keep the agenda and minutes for the summer is responsible for drafting the meeting's schedule of topics and recording the discussions 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.

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## MEDIA MONITORING

News articles and other media releases pertaining to the Market are monitored, collected and reviewed by the Ambassadors to ensure comprehensive and up-to-date awareness of current perceptions and perspectives of the Market's neighbourhood and organizations. The "Media Wall" at 55 ByWard Market Square represents the Market's year in pictures and articles from across the country. Publications involving the Market are posted to this wall and updated every week to keep management and staff up-to-date on the events and notices that affect their workplace. This wall draws attention to both the positive and negative occurrences of the Market season, showcasing the public's response to these events and allowing the City to determine what aspects of the Market environment require improvement. Some of the most prevalent occurrences in the media this year were the Night Market, the opening of Sens House, deer loose in the ByWard Market and zero tolerance police blitzes.

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## 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.

Five 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 south side of George Street between ByWard Market Square and William Street

Ambassadors are authorised 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 weekly and sent to Goodbye Graffiti, a graffiti removal company contracted by the BIA. This report allows the BIA and 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 art 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 are 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 posterage 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 115 unauthorized posters from May 2014 until September 2014.

### **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 2014 marks the third 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 unserved. (Presently, these rules differ slightly at the William Street Pedestrian Area “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 Street Pedestrian Area, between Your Meats 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 the subject of mixed reviews from the busking community, the Ambassadors having received both positive and negative feedback, however it has been generally well-received by vendors and businesses. It is coordinated and enforced by the Ambassadors. As of August 31<sup>st</sup>, 123 buskers have registered for the 2014 season. For comparison, 110 buskers had signed up for the season by August 31<sup>st</sup> last year and 104 buskers for the season 2012.

For statistical information about the Busker Licensing Program, please refer to the “[Additional Statistics](#)” section.

### ASSISTANCE TO THE “MASTER GARDENERS”

The annual “Master Gardeners” program brings experienced gardeners into the ByWard Market to share their expert advice with other plant growers and enthusiasts. This summer, the program took place on Saturdays from May 10<sup>th</sup> until June 21<sup>st</sup> 2014. The Master Gardeners’ volunteers reported their days spent in the Market proved successful as they spoke with many people interested in free gardening and plant advice.

To ensure the success of this program, the Master Gardeners were located at a new location this year. They were set up in stand 86, next to the Demo Corner initiative, on the corner of ByWard Street and George Street. The Ambassadors set up chairs and a table with tablecloth, a “Master Gardeners” a-frame sign was set up to clearly identify the volunteers as gardeners giving free advice in front of their table, and the volunteers were offered tea or coffee provided by Café 55. They were also given a meal voucher which could be used for food at Le Moulin de Provence. These vouchers were given on behalf of Markets Management to show appreciation and support to the presence of Master Gardeners in the Market.

The Master Gardeners program was an excellent addition to the ByWard Market as it proved to be a useful service to all those interested in gardening advice. It also contributed to making the ByWard Market a multifaceted agricultural hub in the centre of downtown Ottawa.

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## 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:

- The 18<sup>th</sup> annual ByWard Market Auto Classic. This enlarged edition of the perennial favourite featured over 40 classic cars parked all over the Market.
- The Heart & Stroke Big Bike made a second appearance in the Market to raise money. Although, it was raining, this did not discourage people from coming to support this fundraiser.
- The Aboriginal Experience. For a third year in a row, the Aboriginal Experience visited the ByWard Market to promote Aboriginal culture and events happening in Ottawa. A tepee was installed on George Street, and various animal pelts and examples of indigenous craftsmanship were displayed.
- The Festival Franco-Ontarien, with performances by *Les tambourineurs du Burundi*, as well as other mobile programming in the market.
- Tens of thousands of people celebrated Canada Day in the Market, taking advantage of excellent views of the fireworks.
- The ByWard Market also hosted The Lemon Bucket Orchestra for Ottawa Chamberfest, the Big Nazoo for Bluesfest, some iconic cars for Ottawa ComicCon and other third party events.





## Present Issues

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

- **Waller Street Mall and George Street East**

This area, consisting of George Street between Dalhousie and Cumberland as well as the Waller 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 troublesome location. Intoxicated individuals loiter daily on the sidewalk, on and around tree planters, and outside of the Honest Lawyer.

- **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, have been repeat offenders this summer. Many continue after having been verbally informed of the relevant laws, warned repeatedly, and apprehended by Police. The Ambassadors have little recourse in these situations, other than to be persistent and to keep them moving along.

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 under 63 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.)
  - **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](#).

## Monthly Statistics

### SUMMARY

The Ambassadors worked all **124** days this summer, for a total of **1218** hours on duty. Within this period, we recorded **767** total contacts, generating **990** inquiries.

The group we interacted with most is tourists, accounting for 28% of all contacts, and our most frequent type of contact was “casual” interactions (routine, non-urgent check-ins, typically with vendors). Predictably, Block #1 was our busiest location, with **41%** of all contacts.

Our busiest day of the week (on average) was Thursday, and our busiest time of day (on average) was noon to 15:00. June 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

May saw **206** individual contacts recorded, down from 340 in May 2013. Of these, **168** (or **81%**) were positive and 38 (or **18%**) were negative. The latter included:

- **15** instances of aggressive panhandling

- **0** instances of public drug use
- **9** instances of public alcohol consumption
- **4** instances of disruptive behaviour
- **6** instances of inappropriate loitering
- **4** instances of nuisance behaviour

In May, the Ambassadors also noted **64** police sightings, and **42** sightings of Emergency Medical Service personnel.

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## JUNE

June saw **239** individual contacts recorded, down from 383 in June 2013. Of these, **185** (or **77%**) were positive and **54** (or **29%**) were negative. The latter included:

- **14** instances of aggressive panhandling
- **1** instances of public drug use
- **5** instances of public alcohol consumption
- **15** instances of disruptive behaviour
- **6** instances of inappropriate loitering
- **13** instances of nuisance behaviour

In June, the Ambassadors also noted **115** police sightings and **55** sighting of Emergency Medical Service Personnel.

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## JULY

July saw **197** individual contacts recorded, down from 271 in July 2013. Of these, **172** (or **87%**) were positive and **25** (or **12%**) were negative. The latter included:

- **9** instances of aggressive panhandling
- **1** instances of public drug use
- **3** instances of public alcohol consumption
- **4** instances of disruptive behaviour
- **2** instances of inappropriate loitering
- **6** instances of nuisance behaviour

In July, the Ambassadors also noted **115** police sightings and **31** sightings of Emergency Medical Service Personnel.

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## AUGUST

August saw **125** individual contacts recorded, down from 211 in August 2013. Of these, **94** (or **75 %**) were positive and **31** (or **25 %**) were negative. The latter included:

- **12** instances of aggressive panhandling
- **6** instances of public drug use
- **3** instances of public alcohol consumption
- **6** instances of disruptive behaviour
- **3** instances of inappropriate loitering
- **1** instance of nuisance behaviour

In August, the Ambassadors also noted **55** police sightings and **12** sightings of Emergency Medical Services Personnel.

### ***Statistical Analysis***

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#### POSITIVE STATISTICS

Our most frequently provided service this summer was responding to inquiries, most often about restaurants and retail businesses. 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 May being our most positive month.

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#### 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 was from 15:00 p.m. to 18:00 p.m. August being our most negative month.

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#### COMPARATIVE REVIEW

The summer of 2014 shows a decrease in total negative contacts. 2013 saw 413 such contacts, or 35% of all contacts. In 2014 these numbers decreased dramatically to 148 and 19%, respectively. The different contacts and issues that make up this total have varied, with some increasing and others subsiding, as follows:








Behaviour	Incidence, Summer 2013	Incidence, Summer 2014	Increase / Decrease, 2013–2014
Aggressive Panhandling	155	50	68% decrease 
Drug Use	3	8	167% 
Alcohol Consumption	24	22	8% decrease 
Inappropriate Loitering	16	12	25% decrease 
Disruptive Behaviour	77	25	68% decrease 
Nuisance Behaviour	n/a	20	N/A
TOTAL NEGATIVE BEHAVIOUR	275	128	53% decrease 

As the preceding table displays, occurrences in almost all negative behaviours were less frequent this summer.

Unauthorized busking issues decreased to **11** incidences this year compared to **13** such encounters in 2013. This is a sustained decrease from 19 in May–June 2012. This is likely due to increased awareness of the busking program.

This year **82%** of tourist contacts were in English and **17%** were in French. This percentage is similar to previous years. In 2013 **85%** of contacts were in English and **15%** in French. In the 2012 year **80%** were in English and **20%** in French.

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

Issue	Incidence, Summer 2013	Incidence, Summer 2014	Increase / Decrease, 2012–2013
Graffiti Noted	17	35	106% increase 
Posters Requiring Removal	480	131	73% decrease 
Maintenance & Repairs	31	14	55% decrease 
Parking & Traffic Issues	16	5	69% decrease 
Garbage Disposal	30	24	20% decrease 
TOTAL REPORTING ISSUES	574	183	68% decrease 

The decrease in unauthorized posters may be due to the additional number of ambassadors this summer. Their increased presence and efforts to inform those wishing to post of the appropriate areas, could have contributed to preventing unauthorized posterage in general. The increased amount of staff and their preventative measures could have also contributed to the decrease in parking and traffic issues.

## ***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 1292 hours all summer. During this time, the Kiosk assisted 12,422 individuals and assisted with 15,340 inquiries. This shows an increase of 214 contacts from 2013, but a slight decrease in inquiries with 486 less inquiries than 2013. This increase in contacts can most likely be attributed to the increased number of ambassadors this summer.

12,178, or 98%, of these were visitors while 244 or 2%, were vendors. 16% of all inquirers were from the National Capital Region, while 82% were from elsewhere; 78% spoke English and 19% spoke French. This summer May 17<sup>th</sup> was the busiest day of the summer with 202 visitors at the kiosk. This means the ambassadors at the kiosk helped on average 19 people per hour that day. The frequency of visitors that day was most likely due to the long weekend and Tulip Festival that was under way at the time. The next busiest day at the kiosk this summer was August 16<sup>th</sup> with 139 visitors and on average 14 people served per hour.

These 15,340 inquiries can be broken down as follows:

- 60% asked about maps, brochures or directions
- 25% asked about restaurants and/or retail businesses in the Market
- 21% asked about tourist attractions and services (museums, Parliament, festivals, tours, etc.)

### 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:

- **123** buskers have registered for the 2014 season as of September 1<sup>st</sup>, compared to 110 last year and 96 in 2010
- P5 (Beavertails) and P1 (EQ3) and P7 (Moulin de Provence) were the most popular spots
- 6,663 performance-hours booked by SP buskers between April 1<sup>st</sup> and September 1<sup>st</sup>.
- An average 34.4 **performance-hours** were booked per day during our core period of May-August.
- Our busiest month was July, followed by June and then August.
- 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.

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## PARKING ENFORCEMENT STATISTICS

From May 1<sup>st</sup> to August 31<sup>st</sup> Ambassadors handed out 177 parking tickets. June saw the most tickets handed out with 54, or 30% of the total. 52% of all tickets were given on Sundays, while 23% were given on Saturdays; 18% were given on all other days combined. The most frequently-ticketed locations were the east side of ByWard Street (7%), the north side of York Street (5%) and the west side of ByWard Street (3%).

For more information on the parking enforcement, please refer to the "[Responsibilities](#)" section.

## ***Notable Incidents***

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

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### MAY–JUNE

- Ambassadors Liam Hamilton and Michael Bradley assisted an intoxicated client found at the seating in front of the Market Building to The Ottawa Mission at approximately 8:30am.
- Ambassador Liam Houlahan was present when an elderly woman tripped off of the sidewalk on ByWard Street West hitting her head and scraping her arms and hands. He called for backup, secured the area, and tended to the woman's injuries until bicycle paramedics arrived to take over the situation.

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### JULY–AUGUST

- Ambassadors Michael Bradley and Brent McKean happened upon one of the ByWard Market's most problematic clients inside of the Moulin de Provence restaurant one evening. The client was being very violent. He was attempting to break restaurant property, intimidating patrons and was being aggressive. They two successfully intervened in the problem addressing the client and managing the situation until authorities arrived.

- Ambassadors Jean-François Côté and Derek Dawson dealt with a very intoxicated and aggressive client on ByWard Street who was threatening vendors and members of the public while panhandling. They managed to contain the situation from escalating until police could respond to the call

## Recommendations

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

### JOINT ACTION

- **Increased attention to clients during Ambassador shift end**  
This summer saw a decrease in the number of clients overall. This is most likely due to the increased awareness of the ambassador program which deters clients from panhandling in the market most of the day. However nearing 18h it was observed that many clients would begin appearing in the market because they knew the ambassadors patrols would be ending around that time. It may be worth having additional foot patrol around this time of day to discourage panhandling at this busy time of day in the market.
- **Continuation of the Foot Patrol pilot project**  
The Foot Patrol program involving the Ottawa Police Services in collaboration with Bylaw Enforcement Officers, OC Transpo Constables 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 vendors, patrons and ambassadors.
- **Additional training**  
During ambassador training this spring at the Sexual Health Centre we were made aware that additional training dealing with hazardous materials such as used hypodermic needles, might be of use to the ambassadors. This could be something to pursue in conjunction with the Sexual Assault Centre for next summer.
- **BMSA Code of Conduct recommendations**  
Although the ByWard Market typically provides a distinctly positive workplace, the Ambassadors acknowledge that certain individuals, particularly those with addiction and/or mental health issues, are not necessarily predisposed to fostering productive communication or a pleasant working environment. This is understood to be one the many challenges dealt with by the Program. The Ambassadors suggest, however, that vendors, buskers, and other Market licensees should be expected to maintain a professional level of conduct. Consequently, the Ambassadors recommend that the upcoming BMSA Code of Conduct include stipulations that licensees...
  - Carry out interactions with customers, other licensees and Ambassadors in a respectful and professional manner.
  - Abide by all relevant laws and by-laws, including smoking restrictions and stand boundaries
  - Be responsible, insofar as legal and by-law infractions, for the actions of their employees, including temporary, transient and/or assistant employees
  - Dispose of any garbage promptly and through appropriate channels
  - Load and unload vehicles parked in the 15-minute parking zone as quickly as possible; acknowledge that licensees abusing this privilege may face parking enforcement measures
  - Respect the morning allocation process

This would serve to provide a more customer-friendly atmosphere for Market patrons. It would also serve to ease communication and facilitate problem-solving between all parties involved.

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## 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 ticksheet 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.

- **Additional Opportunities to record statistics**

The Lead Ambassador Team and Kiosk are responsible for recording statistics, however, many contacts and inquiries are not being captured as Ambassadors have contacts while fulfilling *all* the various duties. Individual tick sheets filled out by each and every Ambassador throughout the day would present a much truer picture of the number and variety of contacts and inquiries the Ambassadors have.

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## EXTERNAL

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

This summer's New Demo Corner initiative proved to be a great success. Not only did the Demo Corner contribute to the vibrancy and animation of the main market square, but it was also valuable promotion for the market vendors, businesses, and farmers. For next year's season it may prove worthy to involve some ambassadors in the planning process as part of their office tasks.

## **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 on 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 some of our more intractable 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 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 produce.

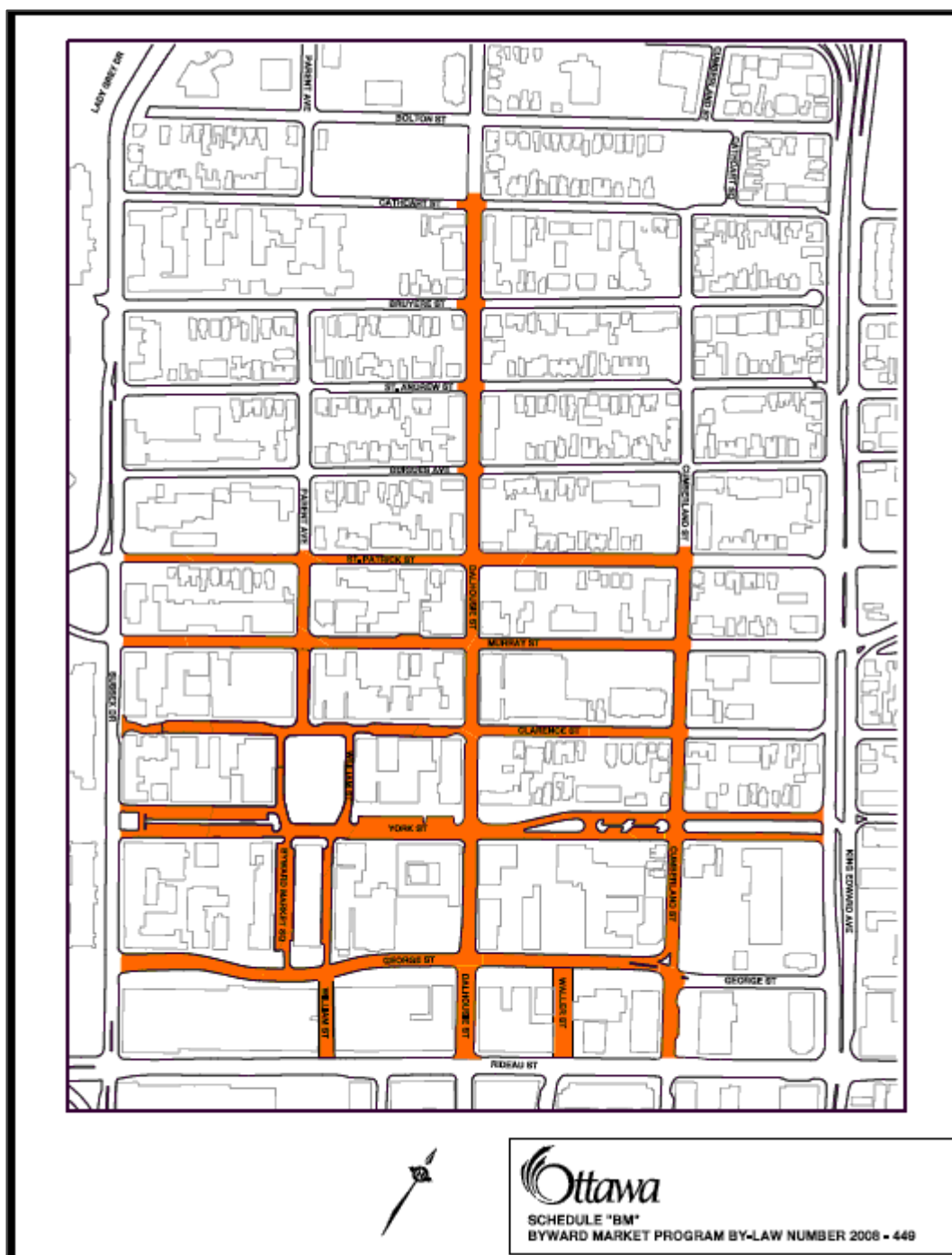
For more information about anything included in this report, please contact the City of Ottawa Markets Management. More detailed reports about many of the subjects discussed are also available upon request. We hope that this report has provided a functional snapshot of the day-to-day operations of the 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 2014 ByWard Market Ambassadors

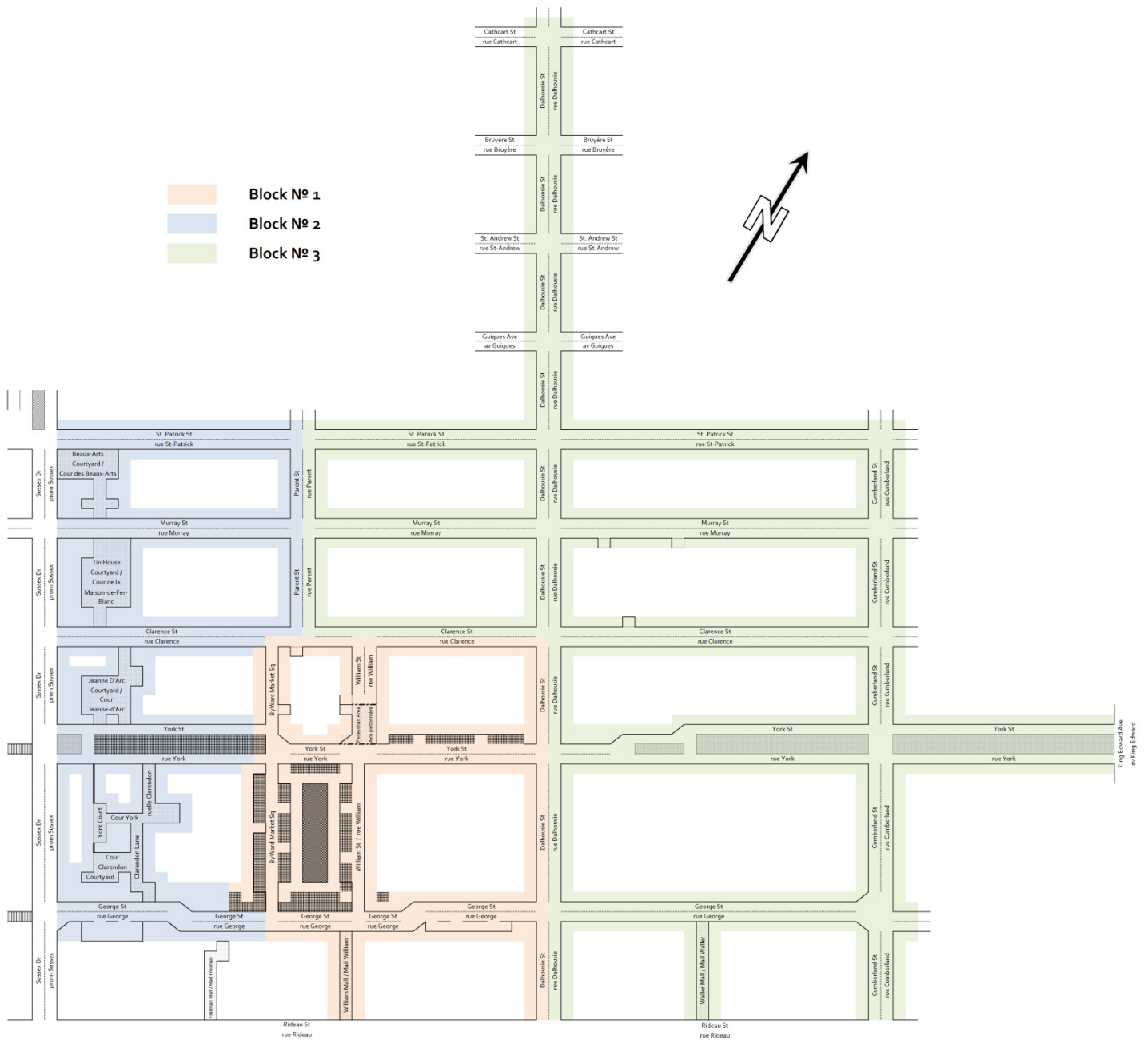
## Appendices

## APPENDIX i: Operational Documents

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

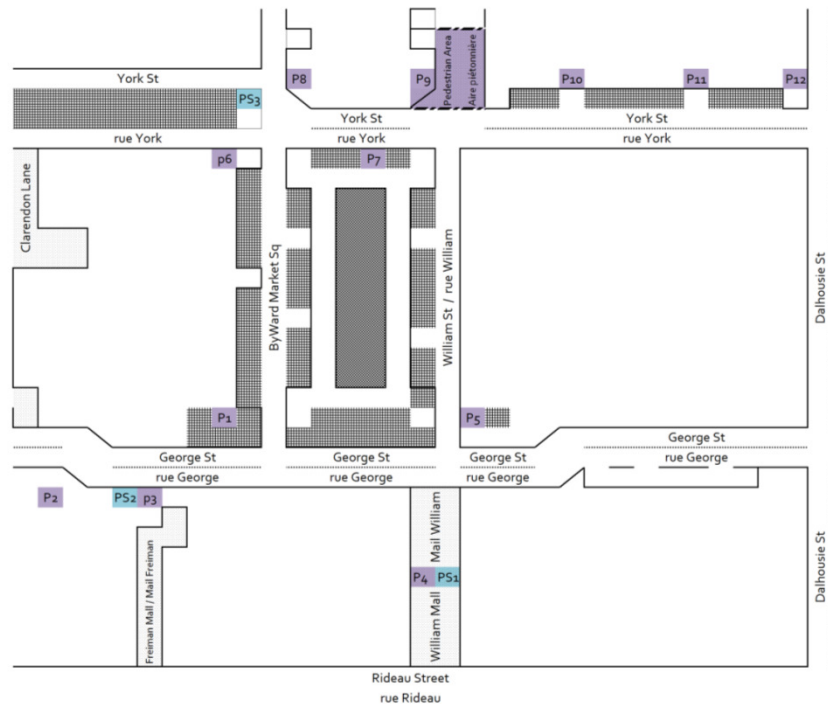


The three statistical “blocks” as used by the Ambassadors are defined as follows:





The following detail displays the twelve designated street performer locations (in purple) and the three designated street performer artist locations (in blue) as defined by the ByWard Market Program By-Law:



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

B01 - - - -		M T W T H F S A S U							MARKET MANAGEMENT KIOSK TICK SHEET										SUN / CLOUD / RAIN / SNOW Weather: ____ °C	
TIME SLOT	GROUPS	DESCRIPTION					VENDOR					MARKET BUILDING					INITIAL	TIME SLOT		
		NOR		OUT OF TOWN		Other	English		French		Hours		SERVICES							
		English	French	English	French			English	French			Washrooms	Phone	ATM	Hours	CAROL	1st Aid	Lost & Found	Other	
9-9																				9-9
9-10																				9-10
10-11																				10-11
11-12																				11-12
12-13																				12-13
13-14																				13-14
14-15																				14-15
15-16																				15-16
16-17																				16-17
17-18																				17-18
TOTAL																				TOTAL

TIME SLOT	TOURIST SERVICES										RETAIL			TALKING		APPLICATIONS / SERVICES			STANDHOLDER		INITIAL	TIME SLOT			
	Museum	Bus	Hotel	Tours	OC	Public Transport	Cycling	Maps/Direction	Refreshment	Current	Post Office	Bank	Other	Food	Restaurant	Other	Change	Info	ATM	ATM			ATM	Weather	Washroom
9-9																									9-9
9-10																									9-10
10-11																									10-11
11-12																									11-12
12-13																									12-13
13-14																									13-14
14-15																									14-15
15-16																									15-16
16-17																									16-17
17-18																									17-18
TOTAL																									TOTAL

Washrooms: Loc = Location, Clean = Clean, Handicap = Handicap  
 Services: Compl = Complaint, OC = Out of Control  
 Tourist: Bus = Parliament, OC = Out of Control

NOTE 8: \_\_\_\_\_

Tourist region of origin: \_\_\_\_\_

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

201__ - __ - __		AMBASSADOR TICKSHEET				RAIN / CLOUDY / SUNNY		JL / MB / DD / LH / BM						
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	OTHER
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

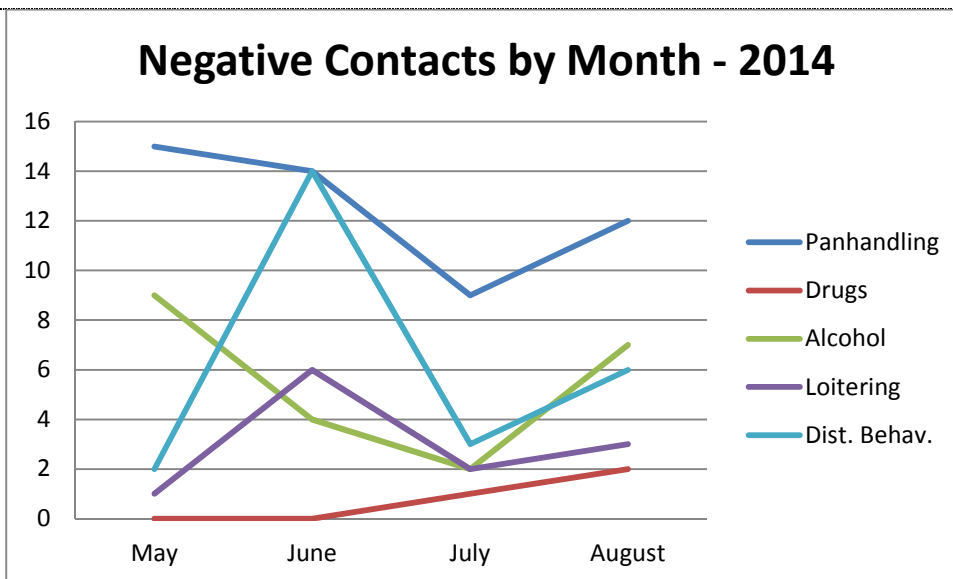
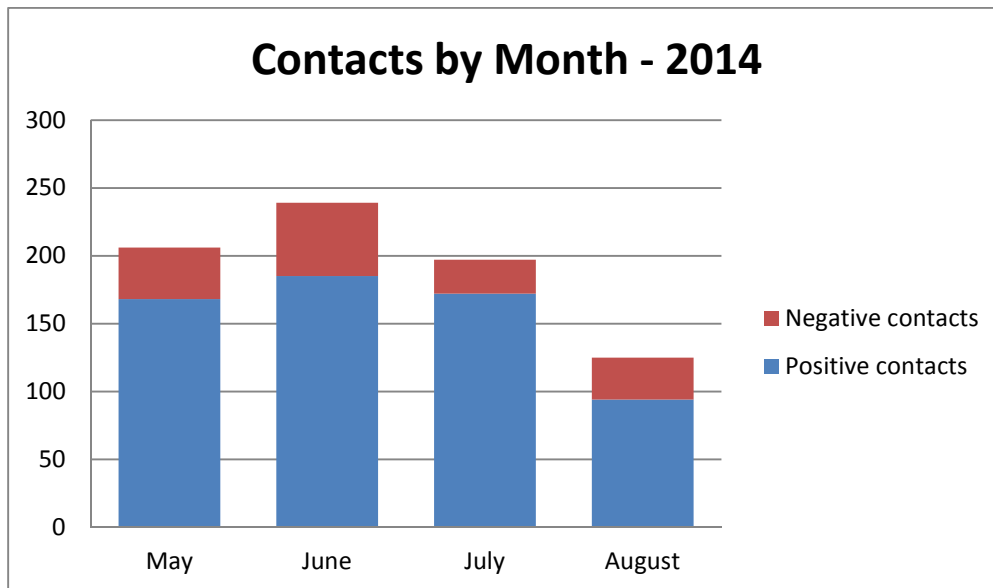
The following table displays the full monthly spread of Ambassador statistical data collected over the course of the summer:

		May	June	July	August
Description	total contacts	206	239	197	125
	total positive	168	185	172	94
	total inquiries	75	93	83	39
	total negative	38	54	25	31
	authorities	9	8	1	6
	vendor	56	28	35	77
	business	9	5	2	5
	busker	8	3	14	8
	client	26	21	2	19
Tourist	Eng Tourist	48	56	60	22
	Fr tourist	18	10	5	23
location	block1	81	103	62	72
	block2	14	10	8	7
	block3	3	4	3	2
	casual	100	97	67	48
Inquiries	maps	42	48	43	28
	restaurants	9	13	25	6
	retail	6	10	6	3
	services	8	11	4	0
	parking	10	11	5	2
Behaviour	panhandling	15	14	9	12
	drugs	0	0	1	2
	alcohol	9	4	2	7
	loitering	1	6	2	3
	distub. Behav.	2	14	3	6
Nuisance	busker	1	5	3	0
	vendor	0	1	0	0
	other	3	7	0	0
	police contact	12	9	11	4
Non-Contact	police	62	105	117	55
	EMS	40	66	26	12
	Fire	10	11	9	14
	PCO	23	31	12	8
	grafitti	8	10	17	0
	posters	31	78	12	10
Reporting	maintenance	1	12	0	1
	parking	5	0	0	0
	garbage	18	3	3	0
First Aid	urgent	0	0	0	0
	non-urgent	2	0	0	0

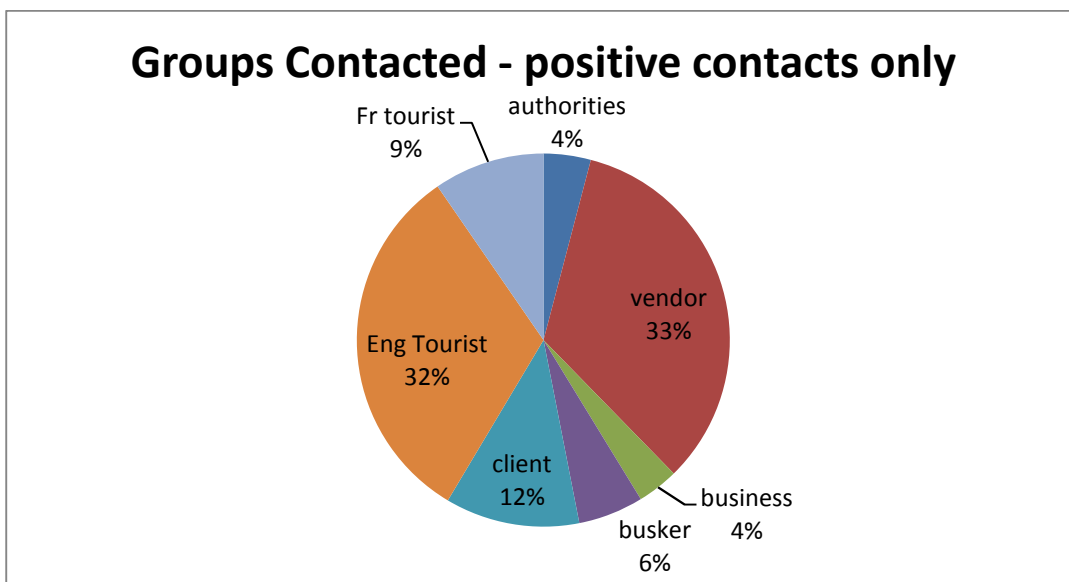
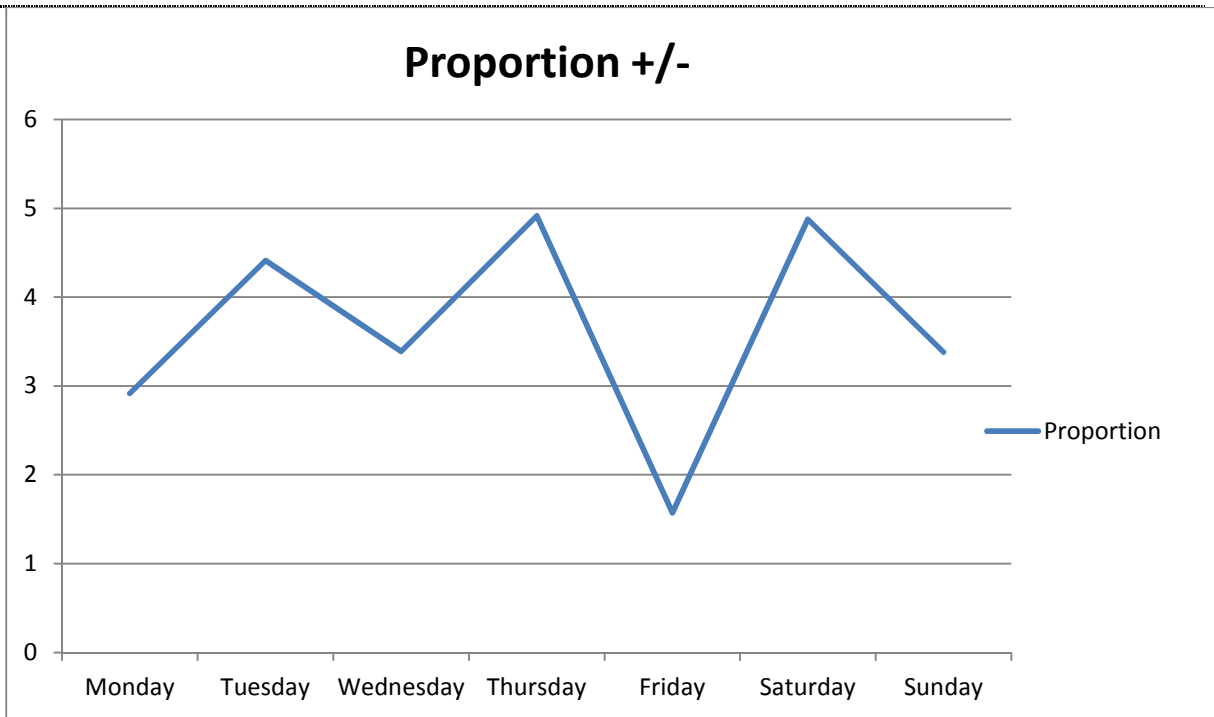
\*Please note that negative contacts with authorities refer to contacts with authorities related to, or for the purpose of resolving, a negative situation, not that the contacts were negative in and of themselves.

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## APPENDIX iii: Statistical Representations

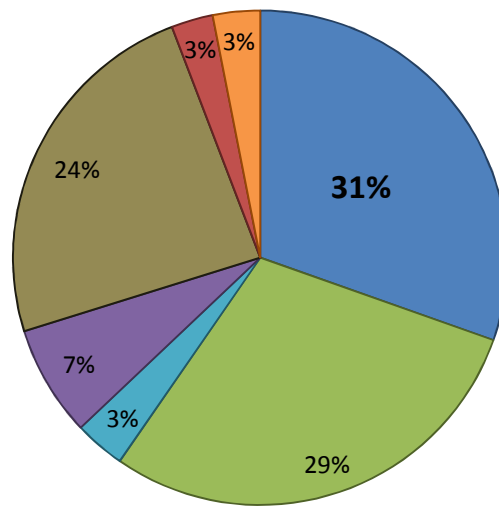


This graph displays the frequency of the six recorded categories of negative behaviour over the course of the summer, as well as the frequency of all combined nuisance contacts.



This chart displays the distribution of groups for all positive contacts.

**Groups Contacted -  
All Contacts**

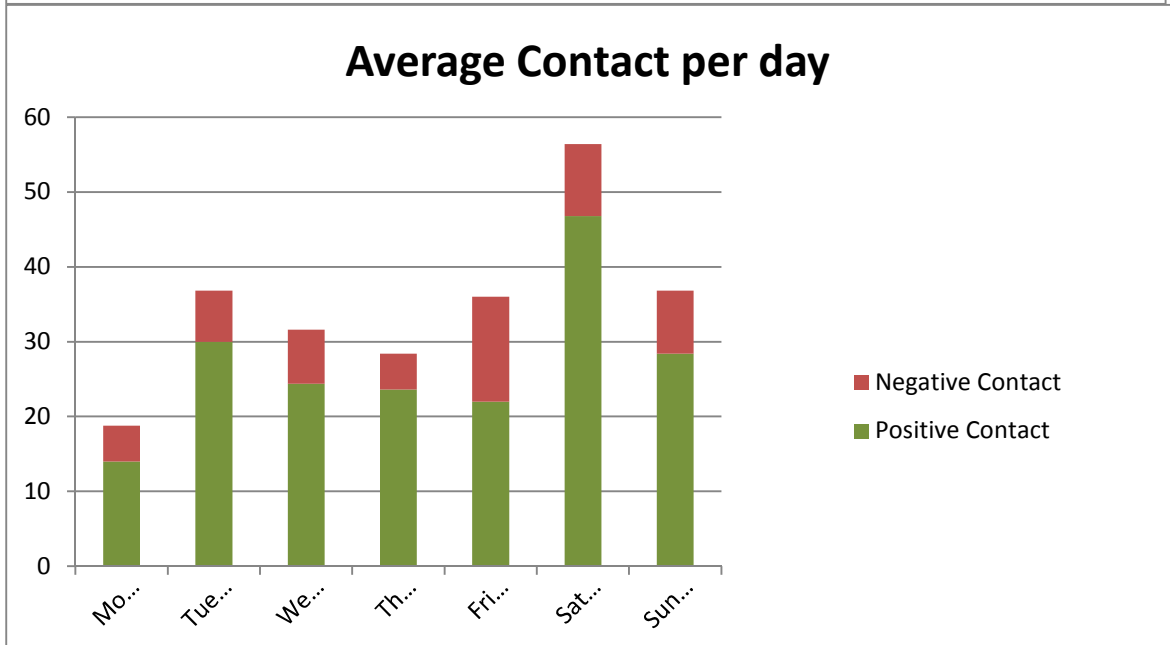
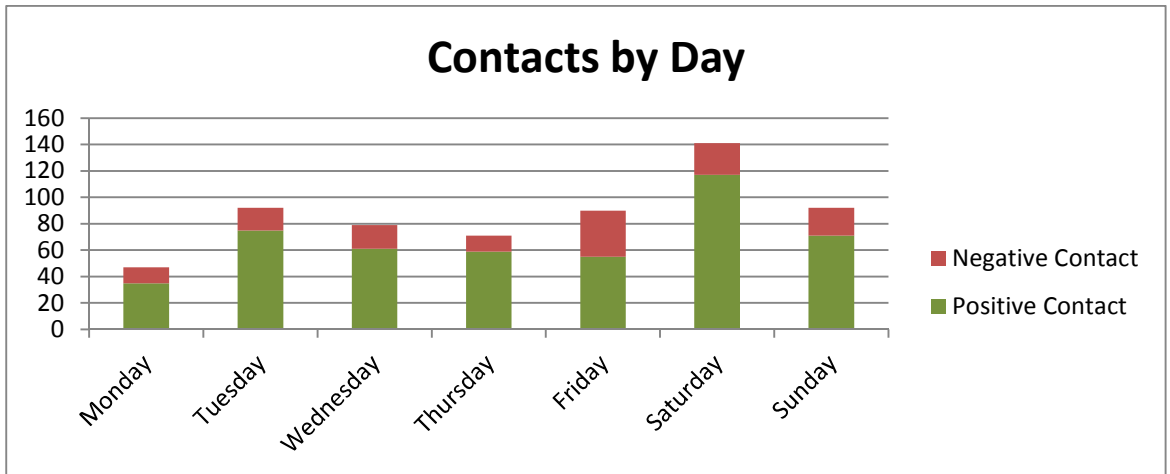


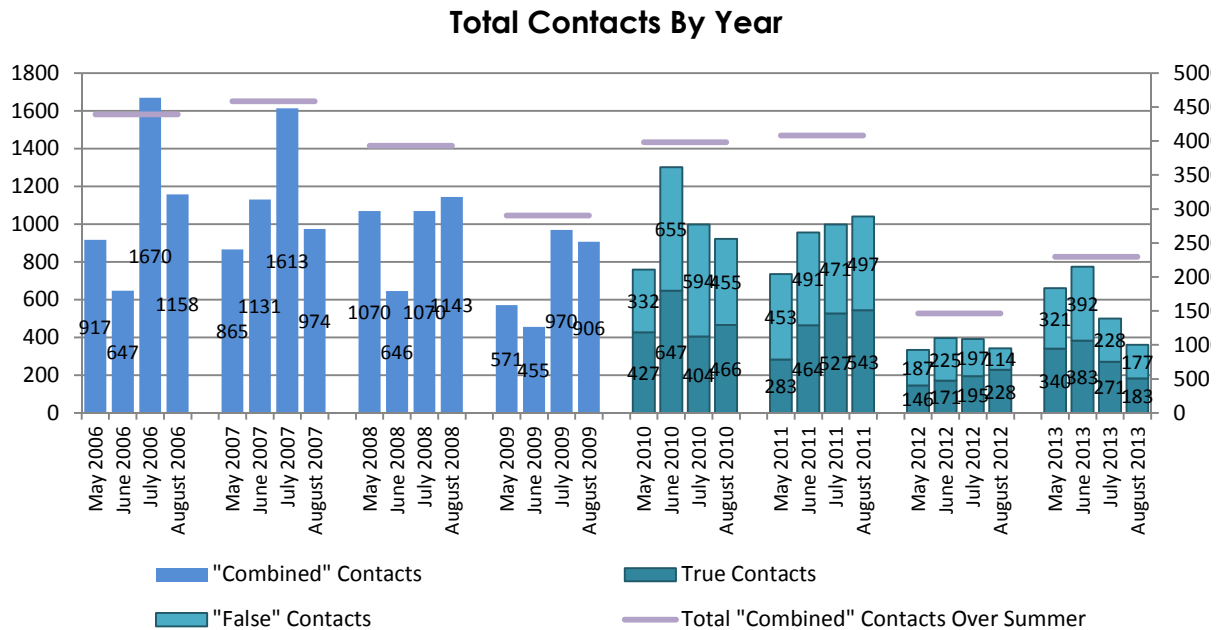
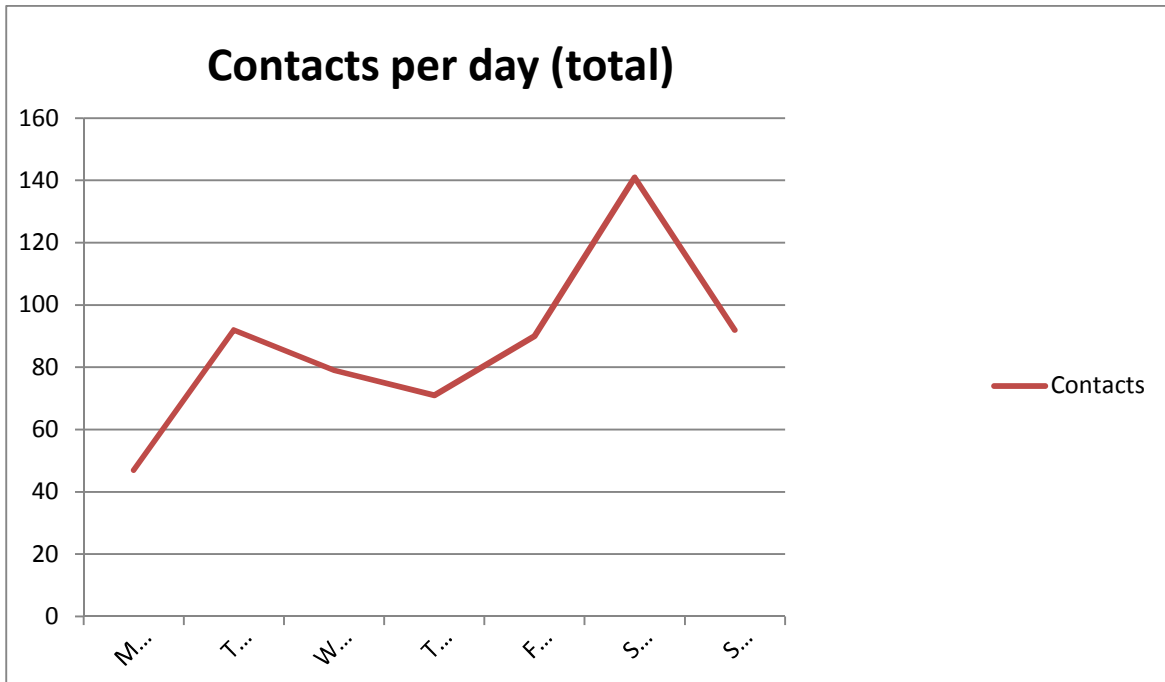
■ Tourists ■ Vendors ■ Businesses ■ Buskers ■ Clients ■ Authorities ■ Other

This chart displays the distribution of groups for all contacts.

This chart displays the average distribution of negative and positive contacts recorded each day of the week this summer.







This graph compares this summer's level of activity with those of previous years. Please note that prior to 2010, no statistical distinction was made between contacts (i.e. directions given to tourists) and non-contact issues (i.e. poster removal) consequently these numbers are included here as *"combined" contacts*. Non-contact issues since 2010 have been included as *"false" contacts* solely for the sake of comparison.

APPENDIX iv: Photographic Record



The 2014 BMSA Corn Roast



Canada Day busking show at the William Street Pedestrian Area





The Lemon Bucket Orchestra performs at the William Street Pedestrian Area.



The Festival of India at the Demo Corner





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#### APPENDIX v: Relevant Links

- **City of Ottawa**  
[www.ottawa.ca](http://www.ottawa.ca)
- **Casino du Lac-Leamy**  
[www.casinosduquebec.com/lacleamy/en/](http://www.casinosduquebec.com/lacleamy/en/)

- **ByWard Market BIA**  
[www.ByWard-market.com](http://www.ByWard-market.com)
- **The Ottawa Police Service**  
[www.ottawapolice.ca](http://www.ottawapolice.ca)
- **The Salvation Army Ottawa Booth Centre**  
[www.ottawaboothcentre.org](http://www.ottawaboothcentre.org)
- **The Shepherds of Good Hope**  
[www.shepherdsofgoodhope.com](http://www.shepherdsofgoodhope.com)
- **The Ottawa Mission**  
[www.ottawamission.com](http://www.ottawamission.com)
- **The Lowertown Community Association**  
[www.lowertown-basseville.ca](http://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**  
[www.ysb.on.ca](http://www.ysb.on.ca)
- **Operation Come Home**  
[www.operationcomehome.ca](http://www.operationcomehome.ca)
- **Fido MobileIt**  
[www.mobile-it.ca](http://www.mobile-it.ca)
- **Savour Ottawa**  
[www.savourottawa.ca](http://www.savourottawa.ca)
- **Crime Prevention Ottawa**  
[www.crimepreventionottawa.ca](http://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>
- **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)