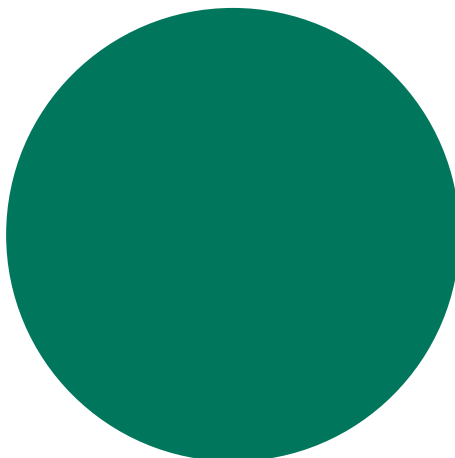


Final
Report
Summer 2013

ByWard Market
Ambassador
Program



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

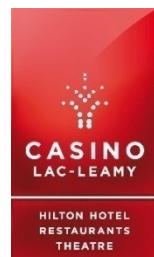
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Introduction

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 tenth 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 City of Ottawa and BIA 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. Additionally, the Program often assists in facilitating resolution of BIA issues.

The Ambassador team is further categorized into seven Street Ambassadors (this summer: Bouskill, Brunet, Miller, Narducci, Wilde) and four Street Ambassador Leads (this summer: Ayala, Hainse, Lang, Rozeluk). The Leads typically 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 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 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 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](#).

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
- Tour of Ottawa Police Headquarters and familiarization with relevant laws, by-laws and police procedures
- 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 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. 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 Markets Management Officer, to

notifying the relevant authorities. Typical contributions include 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.

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 Markets Management and/or the BIA, 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 City of Ottawa and BIA 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
- 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 Markets Management.

The Ambassador Leads and Ambassadors meet with management every other Friday to discuss problems or incidents from the week 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 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 parking enforcement, the busking program and the behaviour of certain clients in the market.

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 Will and Kate's visit to the market, the fire in Bang On and Allegro on William Street, and the drug bust made by the Ottawa police in collaboration with the BIA.

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 overseen 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 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 rarely if ever 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 480 unauthorized posters from May 2013 until September 2013.

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 2013 marks the second 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 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 Freiman Mall
- **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 Aubry’s Meats and Tucker’s Marketplace
- **P10:** York Street, north side, between Tucker’s Marketplace and the Hard Rock Café
- **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, between Scotiabank and 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 31st, 109 buskers have registered for the 2013 season. For comparison, 104 buskers had signed up for the season by August 31st last year and 100 buskers for the season 2011.

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 12th until June 22th 2013. 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 42 on ByWard Market Street in the heart of all the agri-food vendors. The Ambassadors set up chairs and a table with tablecloth and a “Master Gardeners” a-frame sign was set up to clearly identify the volunteers as gardeners giving free advice in front of their table. The volunteers were offered tea or coffee provided by Café 55 and they were 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 free gardening advice.

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 staff are informed and about such occasions, better equipping everyone to serve visitors and other business members. Most notably, this summer the Market has played host to:

- The 17th 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 second year in a row, the Aboriginal Experience visited the ByWard Market to promote Aboriginal culture and events happening in Ottawa. A big tepee was set up in George Street.
- The Festival Franco-Ontarien, with performances by *Les tambourineurs du Burundi* and *Les Bayuda du Congo*, as well as *Le Carnaval de Grosses têtes*.
- More than one million people feted Canada Day in the Market, taking advantage of excellent views of the fireworks.
- Spin n’ Motion was a collaborative project between filmmakers and DJs. DJs created original music while filmmakers created short films inspired by the select music from their DJ partners.

Present Issues

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

- **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 between the Salvation Army Ottawa Booth Centre and the Beer Store and LCBO on Rideau Street and the seclusion provided by the Waller Mall and the various parking lots lead to a troublesome combination. Intoxicated individuals loiter daily on the sidewalk, on and around tree planters, and outside the Honest Lawyer.
- **Recurring Persistent Aggressive Panhandlers**

Certain clients known for aggressive panhandling, including 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.

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 other 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 682 separate fields on [a specialized tick sheet](#), which has been modified since the last Report in July.

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:

(* denotes fields that were added or modified throughout the summer.)

- **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 **1187** total contacts, generating **181** inquiries, as well as **604** non-contact reports.

The group we interacted with most is tourists, accounting for **31%** 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 **87%** 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, but our three busiest individual days were Thursday, Wednesday and Monday.

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

MAY

May saw **340** individual contacts recorded, up from 237 in May 2012. Of these, **228** (or **67%**) were positive and **112** (or **33%**) were negative. The latter included:

- **51** instances of aggressive panhandling
- **1** instances of public drug use
- **5** instances of public alcohol consumption
- **6** instances of disruptive behaviour
- **6** instances of inappropriate loitering
- **43** “nuisance” calls (unauthorized busking, vending, etc.)

In May, the Ambassadors also noted **127** police sightings, dealt with **194** “reporting” issues (including garbage, maintenance, traffic, etc.) and responded to **74** specific inquiries.

JUNE

June saw **383** individual contacts recorded, up from 199 in June 2012. Of these, **254** (or **66%**) were positive and **129** (or **33%**) were negative. The latter included:

- **36** instances of aggressive panhandling
- **2** instances of public drug use
- **12** instances of public alcohol consumption
- **31** instances of disruptive behaviour
- **7** instances of inappropriate loitering
- **41** “nuisance” calls

In June, the Ambassadors also noted **179** police sightings, dealt with **213** “reporting” issues and responded to **39** specific inquiries.

JULY

July saw **271** individual contacts recorded, up from 246 in July 2012. Of these, **162** (or **60%**) were positive and **109** (or **40%**) were negative. The latter included:

- **42** instances of aggressive panhandling
- **0** instances of public drug use
- **7** instances of public alcohol consumption
- **23** instances of disruptive behaviour
- **2** instances of inappropriate loitering
- **35** “nuisance” calls

In July, the Ambassadors also noted **127** police sightings, dealt with **101** “reporting” issues and responded to **37** specific inquiries.

AUGUST

August saw **211** individual contacts recorded, down from 301 in August 2012. Of these, **147** (or **70 %**) were positive and **64** (or **30 %**) were negative. The latter included:

- **29** instances of aggressive panhandling
- **1** instances of public drug use
- **0** instances of public alcohol consumption
- **1** instances of disruptive behaviour
- **8** instances of inappropriate loitering

- 25 “nuisance” calls

In August, the Ambassadors also noted 99 police sightings, dealt with 114 “reporting” issues and responded to 32 specific inquiries.

Statistical Analysis

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 June being our most positive month.

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. June being our most negative month.

COMPARATIVE REVIEW

The summer of 2013 shows an increase in total negative contacts. 2012 saw 297 such contacts, or 30% of all contacts. In 2013 these numbers increased to 413 and 35%, respectively. The different contacts and issues that make up this total have varied, with some increasing and others subsiding, as follows:






Behaviour	Incidence, Summer 2012	Incidence, Summer 2013	Increase / Decrease, 2012–2013
Aggressive Panhandling	74	155	100% increase 
Drug Use	21	3	85% decrease 
Alcohol Consumption	25	24	4% decrease 
Inappropriate Loitering	30	16	47% decrease 
Disruptive Behaviour	25	77	100% increase 
TOTAL NEGATIVE BEHAVIOUR	175	275	57% decrease 

As the preceding table displays, occurrences in most negative behaviours were less frequent this summer. However, cases of aggressive panhandling and disruptive behaviour increased significantly. Although, those we did encounter tended generally to be repeat offenders who needed to be approached constantly.

The frequency of different categories of nuisance calls did not vary significantly, with the exception of negative busking issues: to date we have had **13** such encounters compared to **19** in May–June 2012. This is likely due to increased awareness of the busking program.

The ratio of English to French interactions has also changed over the past year. So far, **85%** of all contacts with tourists have been in English, with **15%** in French. During the same period last 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 2012	Incidence, Summer 2013	Increase / Decrease, 2012–2013
Graffiti Noted	15	17	13% increase 
Posters Requiring Removal	619	480	22% decrease 
Maintenance & Repairs	12	31	158% increase 
Parking & Traffic Issues	20	16	20% decrease 
Garbage Disposal	25	30	20% increase 
Other	62	30	51% decrease 
TOTAL REPORTING ISSUES	753	604	20% decrease 

The decrease in unauthorized posters may be due to consistent efforts over the previous off-season to remove, record, and report such posters to By-law services. The decrease in parking and traffic issues may be due to increased public awareness of traffic rerouting around the William Street Pedestrian Area.

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 Veggie Valet service; 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 12,208 individuals and assisted with 15, 826 inquiries. On June 20th, 2013 Markets Management installed 4 outdoor signs which indicate the

location of the information kiosk. From June 20th to August 31st, 2013 the kiosk has seen an 11% increase in visitors compared to the same period in 2012. These signs may be accountable for the kiosks popularity.

9662, or 79%, of these were visitors while 2546 or 21%, were vendors. 18% of all visitors were from the National Capital Region, while 61% were from elsewhere; 73% spoke English and 27% spoke French. This summer the Saturday of the Canada Day long weekend, June 29th 2013, saw over 200 visitors at the kiosk; an average of 20 people per hour. This was the busiest day this season followed by Sunday May 19th, one of the final days of the Tulip Festival, which had over 190 visitors; approximately 18 visitors per hour. Consequently, both of these days had the highest amount of inquiries seen this summer; 249 inquiries on Saturday June 29th and 258 inquiries on Sunday May 19th.

These 15,862 inquiries can be broken down as follows:

- 49% were for maps, brochures or directions
- 23% were about restaurants and/or retail businesses in the Market
- 28% were 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:

- **110** buskers have registered for the 2013 season as of September 1st, compared to 104 last year and 96 in 2010
- P5 (Beavertails) and P9 (WSPA) were the most popular spots
- 5,030 performance-hours booked by SP buskers between April 1st and September 1st.
- In average 28 **performance-hours** were booked per day during our core period of May-August.
- July, August and June were our busiest months (in that order)
- Saturdays, Sundays and Fridays were our busiest days (in that order)
- 12:00-16:00 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 219 parking tickets. May saw the most tickets handed out with 30, or 13% of the total. 58% of all tickets were given on Sundays, while 25% were given on Saturdays; 17% were given on all other days combined. The most frequently-ticketed locations were the east side of Byward Street (11%), the north side of York Street (7%) and the south side of York Street (7%).

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.

MAY-JUNE

- A man who spoke mostly Spanish tripped and fell on the sidewalk at the intersection of York Street and Byward Street next to a vendors stand. The man broke his finger. Ambassadors brought ice and waited with the gentleman until the ambulance arrived. One of the ambassadors was asked to translate for the paramedics since neither the gentleman or his companions spoke English.
- Ambassadors received a call from one of the vendors that an elderly woman had tripped over the sidewalk on George Street in front of EQ3. Ambassadors went to assess the situation with the first aid kit. The woman has a laceration on her eyebrow and bruising on her knees. She was given some gauze to stop the bleeding and an icepack to calm the bruising. Paramedics were called to assess the lady and was taken to the hospital in a taxi.
- Ambassadors were notified that a woman had fallen off the curb on William Street next to vendor stands. A manager and ambassador arrived to assess the woman's well-being until the paramedics arrived. She appeared to have a broken wrist; a splint and ice was applied to stabilize the injury and reduce swelling.

JULY–AUGUST

- Markets staff received a call from a vendor that a briefcase had been left unattended on the side of the street for several minutes. This incident occurred on York Street right in front of the Market building. The vendor also notified the police about the unknown briefcase. When the police arrived, they immediately evacuated the area next to the briefcase. Market Management staff was ask to evacuate the building as a precaution.
- A gentleman was caught stealing from a maple vendor by an Ambassador after a vendor employee notified us that the man had stolen before from another vendor. Two Ambassadors tried to identify the man and followed him. After spending some time looking at some maple products, one of the ambassadors saw him put something in his pocket, he immediately contacted the Police Foot Patrol and the items were recovered and returned to the vendor.

Recommendations

Based on the preceding information, the ByWard Market Ambassadors present the following recommendations for the 2013 Market Season:

INTERNAL

- **Increased promotion of bilingual service**
It has been our experience that many Francophone Market patrons are unaware of the bilingual status of the Program. It may be worthwhile to increase the visibility of available services in this area, perhaps through additional signage.
- **Ambassador attendance at Safety and Security meetings**
It may be beneficial to resume Ambassador attendance at the BIA's monthly Safety & Security Committee meetings. This would provide Ambassadors with a more comprehensive perspective on Market matters and facilitate the sharing of information and would be particularly useful for developing a strategy to counteract recurring or aggressive clients.

EXTERNAL

- **Increased "after-hours" enforcement**
The Ambassadors' effectiveness only extends to on-duty hours (9:00 a.m. to 6:00 p.m. / 8:00 p.m. on weekends). Outside of this time period, by-law enforcement is the sole purview of By-Law Officers. The newly implemented Foot Patrol program involving the Ottawa Police Services in collaboration with by-law and OC Transpo was a very welcomed solution by ambassadors, vendors and businesses. Without "after-hours" en-

forcement of busking, vending, and other by-law violations, a comprehensive approach towards reduction is impossible. Therefore, this new pilot program helped to target certain problem areas.

JOINT ACTION

- **Increased attention to Waller Mall and George Street East**

With regard to the Waller Street Mall in particular, this summer has been considerably quieter when compared to last summer. The addition of new rails on the garden curbs has helped reduce loitering and group gathering. This corridor was constantly monitored by Ambassadors which noticed no major incident besides the occasional empty bottles or cans of alcohol.

- **Resumption of email notifications of missing children**

During previous summers, the Ambassadors received weekly email notices of missing children and youths in the area from the Ottawa Police Service. Given the large area covered by the Ambassadors and the extensive time spent on the street, it may be advisable to resume this practice, particularly given that very young individuals were observed panhandling at least twice over the course of this past summer.

- **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 was a very positive approach into tackling many of the issues surrounding the By Ward Market. Tourists, vendors, business owners and Ambassadors welcomed the project and its implications into making the Market a safer and more pleasant place to visit. The success and difference making of this project will hopefully continue on.

- **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 of the many challenges dealt with by the Program. The Ambassadors suggest, however, that vendors, buskers, and other Market licensees should reasonably 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; acknowledge that screaming, profanity, threats, personal attacks and racist, sexist or otherwise discriminatory comments toward Markets Management and BIA staff will not be tolerated.
- Be strictly prohibited from any violent actions or confrontation with one another while on the Market
- 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
- Be fully clothed at all times while on the Market and wear name tags
- Be sober and refrain from consuming intoxicants while on the Market
- Maintain a basic level of hygiene while on the Market; acknowledge that work areas should be kept functionally clean and licensees should wash their hands after using the washroom; acknowledge that unhygienic non-work-related activities should be avoided within stand areas.
- 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 reduce unwarranted on-the-job harassment experienced by the Ambassadors, as well as provide a more customer- and family-friendly atmosphere for Market patrons. It would also serve to ease communication and facilitate problem-solving between all parties involved.

Conclusion

As always, 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, ameliorated 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 a living piece of Canadian heritage. We have worked to maintain the Market's status as a world-class tourist destination and strive to enhance its function as a hub for local produce.

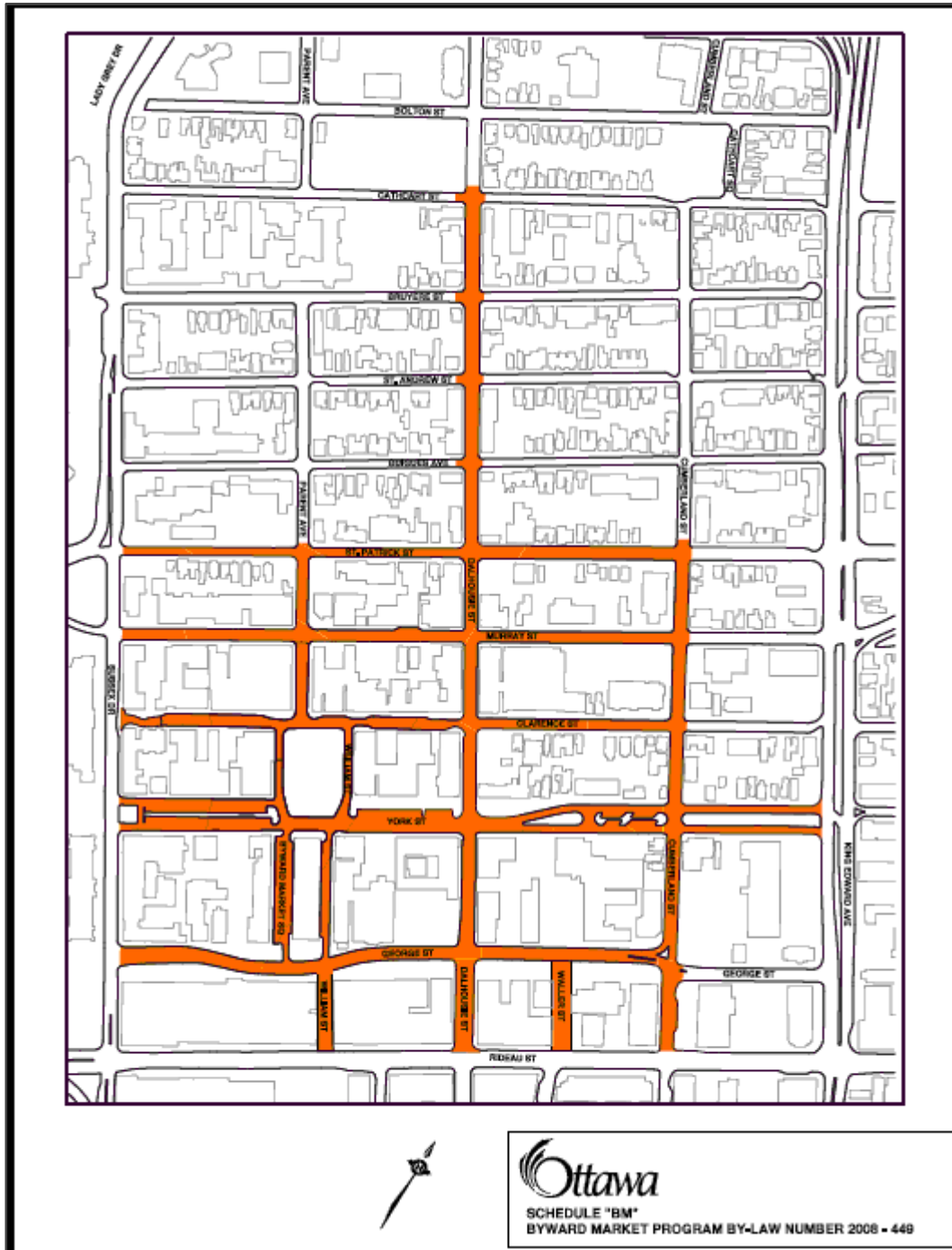
For more information about anything included in this report, please contact the City of Ottawa Markets Management. More detailed reports about many of the subjects discussed are also available upon request. We hope that this report has provided a functional snapshot of the day-to-day operations of the 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 2013 ByWard Market Ambassador

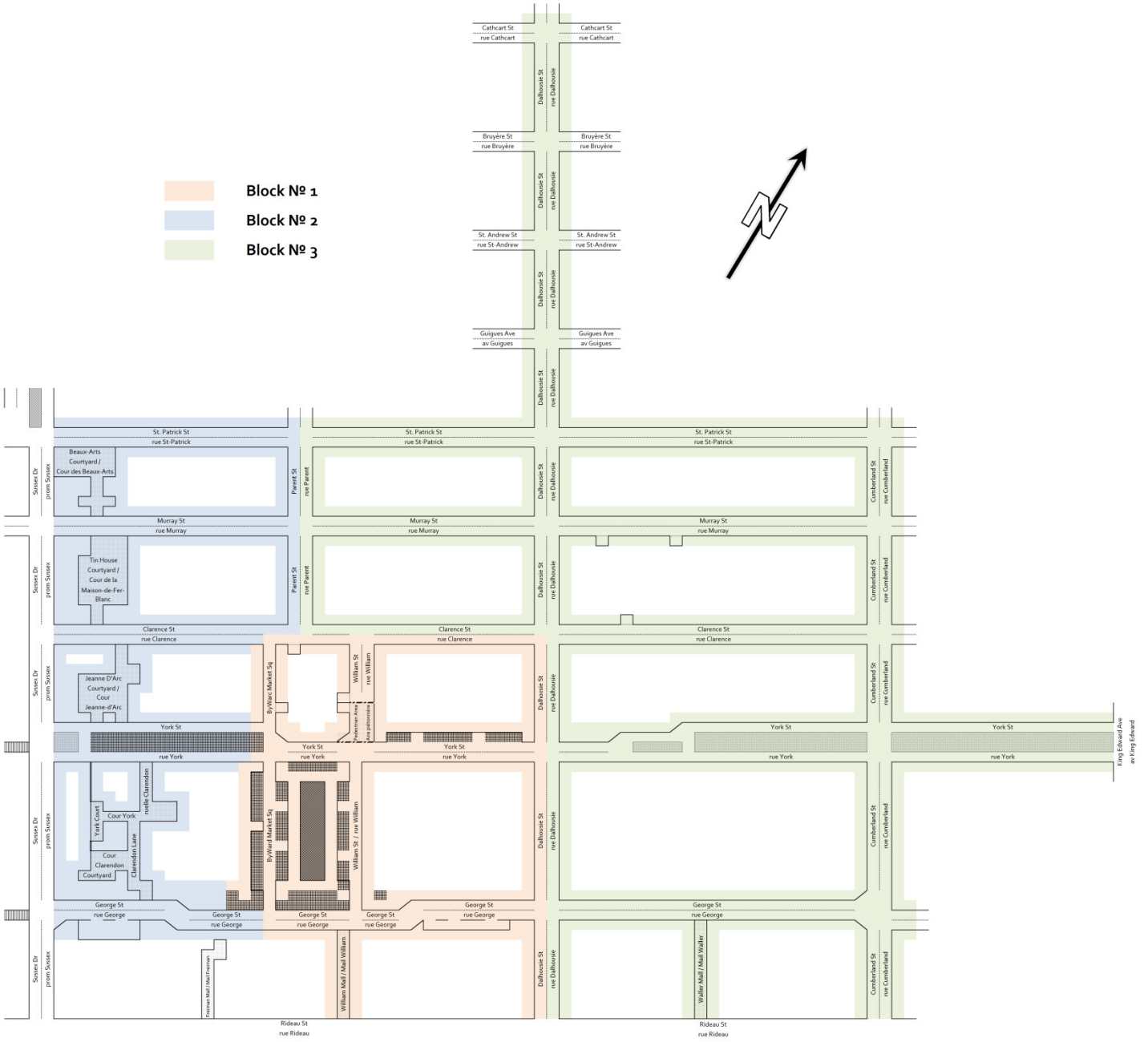
Appendices

APPENDIX i: Operational Documents

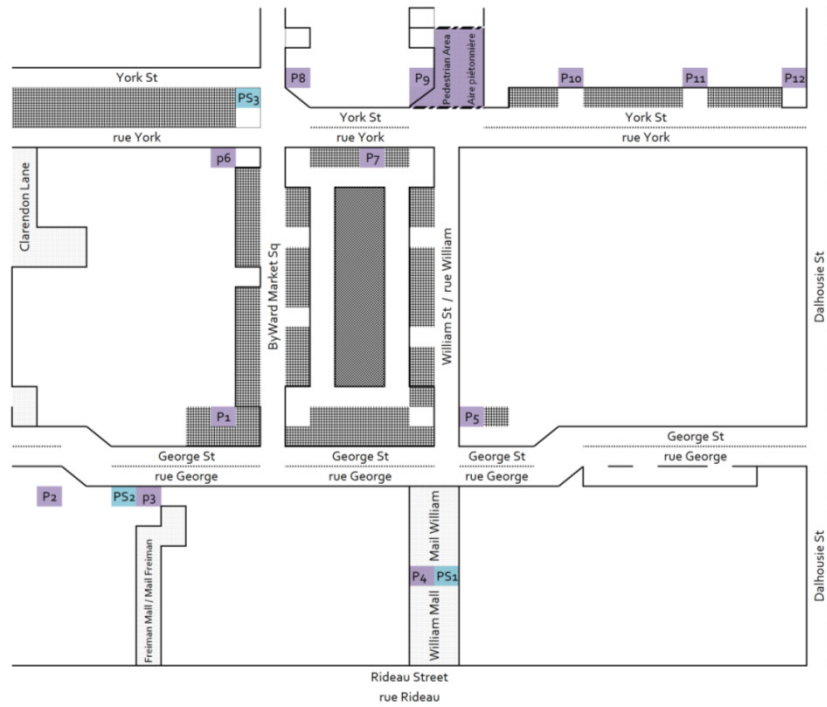
The full ByWard Market area is defined as follows by the ByWard Market Program By-Law:



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:

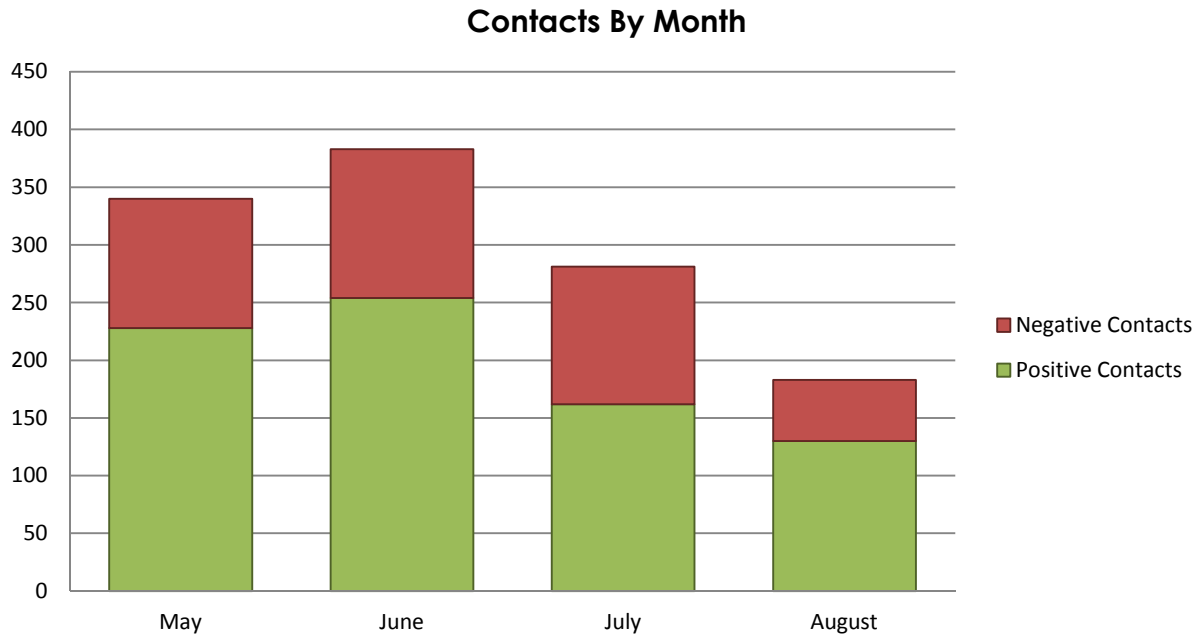
2011 / ___ / ___ M T W T F S S		Weather: _____		Leads: JF / AH / FA / EM	
Negative Contacts					
Time	Behaviour	Nuisances	With Whom?	Where?	Tourists Only
	Par Broch Ing* Misc	Buskn Vendn PoCon Out/Vn Compl	Trst* Vendr Busn Client Auths Other	Blk1 Blk2 Blk3	Fr En
9-10					
10-11					
11-12					
12-13					
13-14					
14-15					
15-16					
16-17					
17-18					
18-19					
19-20					
Total					
Positive Contacts					
Time	Services	Interactions	With Whom?	Where?	Tourists Only
	Dir Broch Ing* Misc	Buskn Vendn PoCon Out/Vn Casual	Trst* Vendr Busn Client Auths Other	Blk1 Blk2 Blk3	Fr En
9-10					
10-11					
11-12					
12-13					
13-14					
14-15					
15-16					
16-17					
17-18					
18-19					
19-20					
Total					
Non-Contact Only					
Time	Reporting	Inquiries	Time	Signatures	Notes
	Po/Pr Graf Post Maint Pk/Traf Garba Other	Fest/Att Res/Ret Serv Pk/Traf ByWard Misc			
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		
18-19			18-19		
19-20			19-20		
Total			Total		Traffic Control

APPENDIX ii: Raw Data

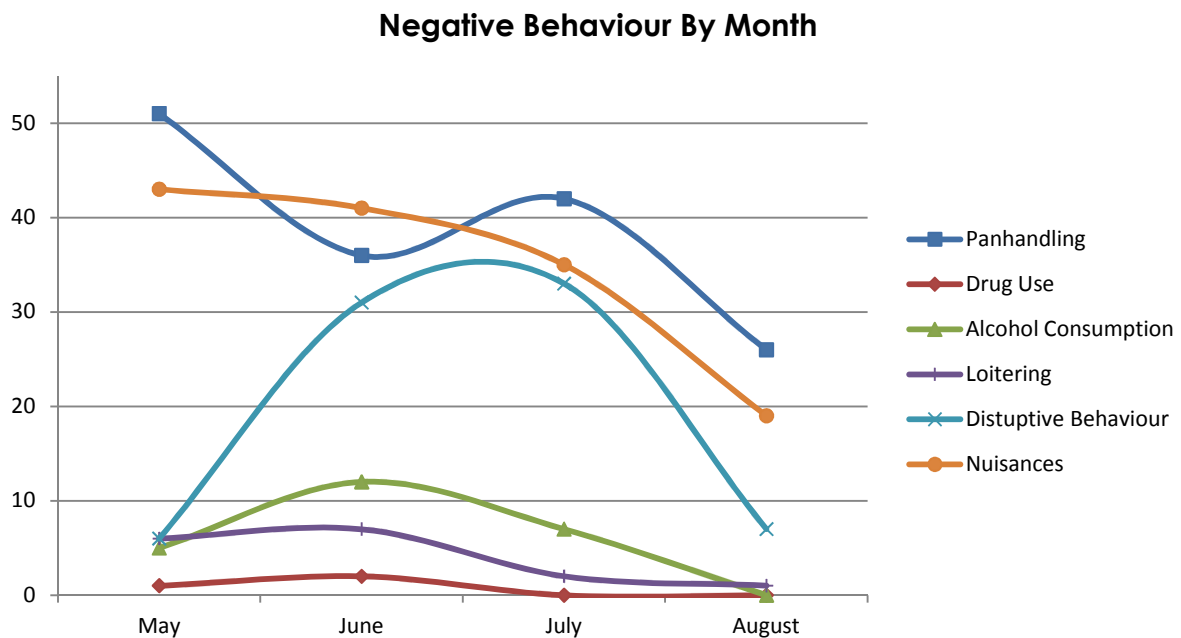
The following table displays the full monthly spread of Ambassador statistical data collected over the course of the summer:

		MAY	JUN	JUL	AUG	TOTAL		
Contacts	Neg. Behaviour	Panhandling	51	36	42	26	155	
		Drug Use	1	2	0	0	3	
		Alcohol Consumption	5	12	7	0	24	
		Loitering	6	7	2	1	16	
		Disruptive Behaviour	6	31	33	7	77	
		Total Negative Behaviour	69	88	84	34	275	
	Neg. Nuisances	Busking	3	10	3	5	21	
		Vending	1	1	0	0	2	
		Police Contact	0	2	4	1	7	
		Outreach Van	0	2	0	0	2	
		Complaints	39	26	28	13	106	
		Total Nuisances	43	41	35	19	138	
	Total Negative Contacts		112	129	119	53	413	
	Negative Contacts	With Tourists	2	0	1	0	3	
		With Vendors	2	2	0	0	4	
		With Businesses	1	2	0	0	3	
		With Buskers	3	13	4	2	22	
		With Clients	56	59	50	29	194	
		With Authorities*	0	2	0	1	3	
		With Others	1	1	0	0	2	
		In Block #1	62	70	49	35	216	
		In Block #2	3	3	0	1	7	
		In Block #3	1	1	4	0	6	
		Pos. Services	Directions	41	48	34	26	149
			Brochures	3	2	0	0	5
	Inquiries		77	48	31	27	183	
	First Aid		0	1	0	2	3	
	Miscellaneous		6	5	2	2	15	
	Total Services		127	104	67	57	355	
	Pos. Interactions	Busking	2	9	4	3	18	
		Vending	8	5	1	1	15	
		Police Contact	5	3	3	3	14	
		Outreach Van	0	2	0	0	2	
		Casual	86	131	87	66	370	
		Total Interactions	101	150	95	73	419	
	Total Positive Contacts		228	254	162	130	774	
	Positive Contacts	With Tourists	78	76	54	45	253	
		With Vendors	57	80	59	46	242	
		With Businesses	10	10	2	3	25	
		With Buskers	12	16	7	4	39	
		With Clients	2	3	1	2	8	
		With Authorities*	6	3	6	5	20	
With Others		6	10	6	2	24		
In Block #1		143	169	95	68	475		
In Block #2		18	10	13	12	53		
In Block #3		15	3	12	10	40		
TOTAL CONTACTS		340	383	271	183	1187		
Non-Contact Issues		Graffiti	1	1	15	0	17	
	Posters	157	173	71	79	480		
	Maintenance	9	10	5	7	31		
	Parking & Traffic	7	5	1	3	16		
	Garbage	6	15	4	5	30		
	Other	14	9	5	2	30		
	Total Reporting Issues	194	213	101	96	604		
	Police Presence	127	179	127	81	514		
Inquiries	Festivals & Attractions	10	2	6	3	21		
	Restaurants & Retail	19	15	11	9	54		
	Services	2	3	3	3	11		
	Parking & Traffic	26	2	1	3	32		
	General ByWard	7	8	10	5	30		
	Miscellaneous	10	9	8	6	33		
Total Inquiries		74	39	39	29	181		

*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.

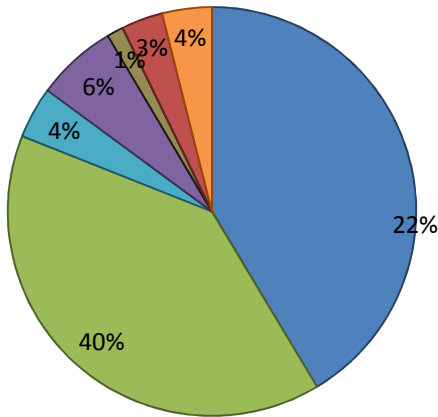


This graph displays the incidence of positive and negative contacts each month of the Summer of 2012.



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.

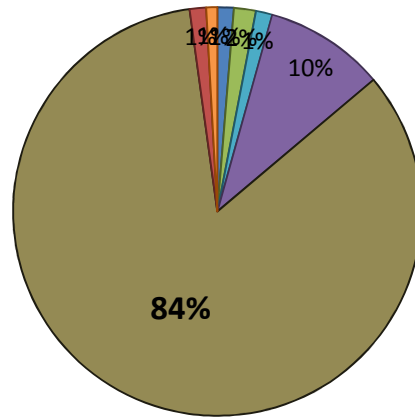
**Groups Contacted,
Positive Contacts Only**



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

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

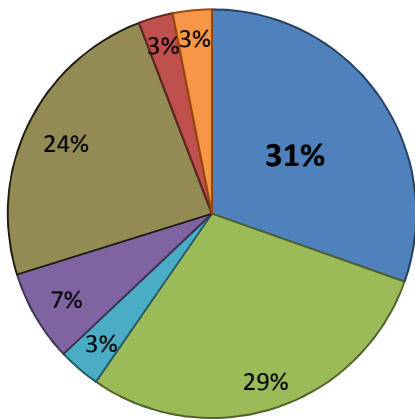
**Groups Contacted,
Negative Contacts Only**



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

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

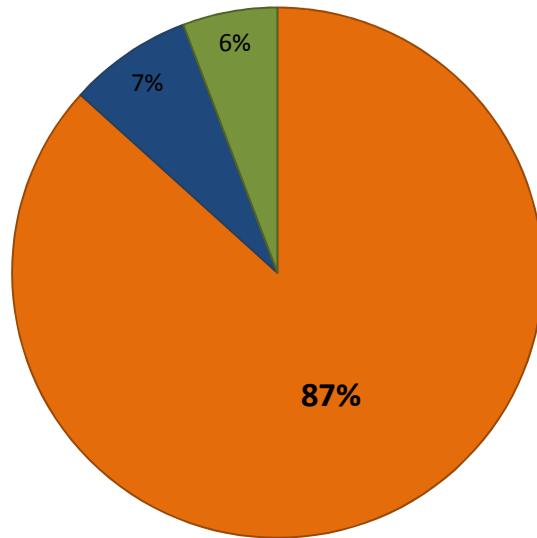
**Groups Contacted,
All Contacts**



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

This chart displays the distribution of groups for all contacts.

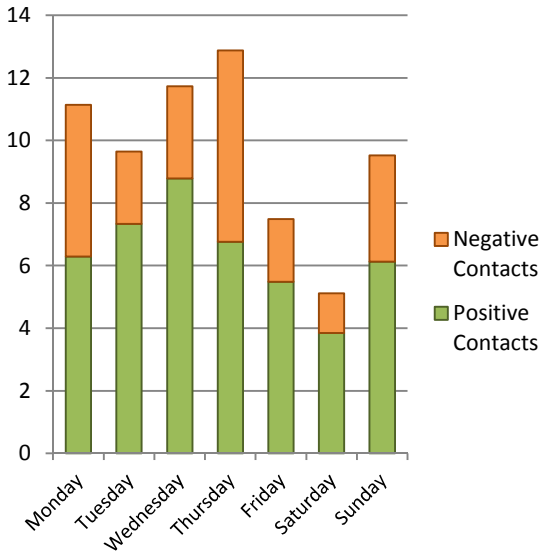
Locations of All Contacts



■ Block #1 ■ Block #2 ■ Block #3

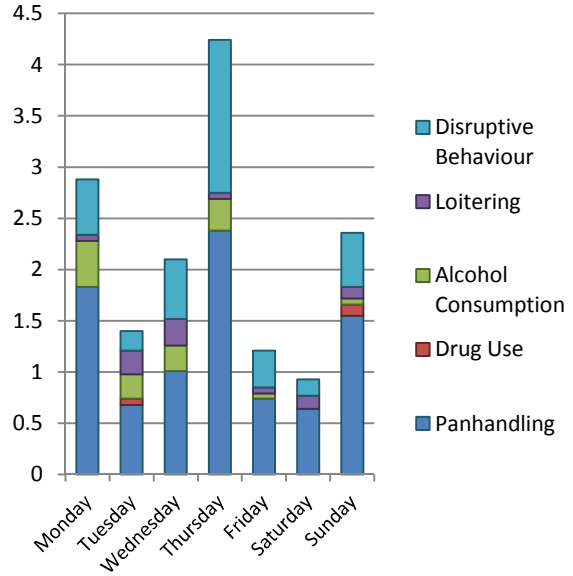
This chart displays the distribution of the locations of all contacts.

Contacts By Day



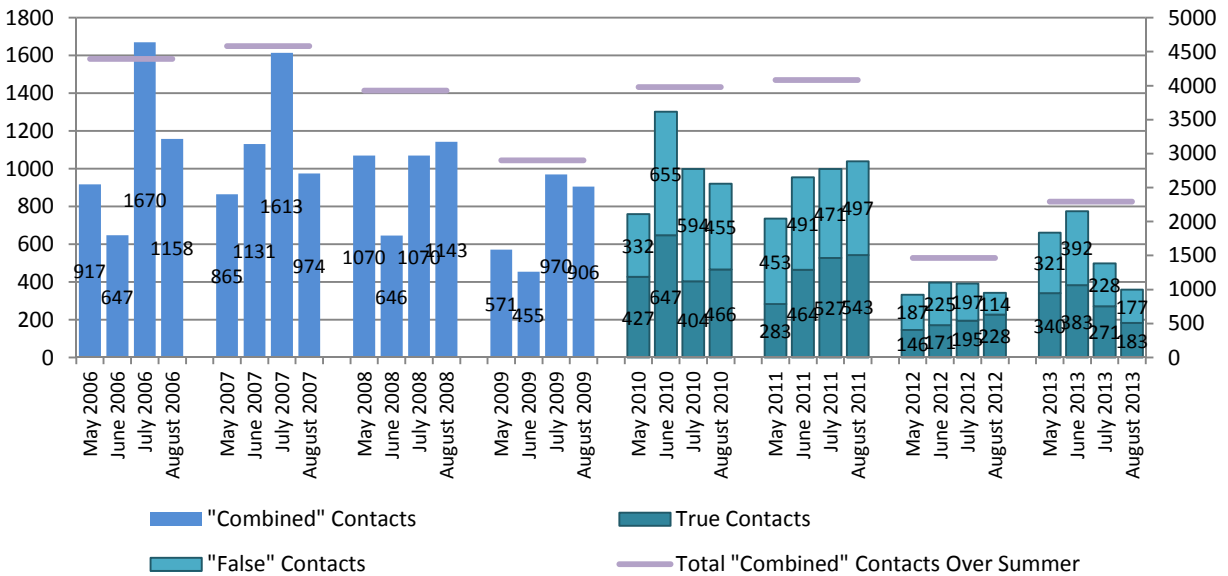
This chart displays the average distribution of negative and positive contacts recorded each day of the week this summer.

Negative Behaviour By Day



This chart displays the average distribution of five different categories of negative behaviour recorded each day of the week this summer.

Total Contacts By Year



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



17th annual Byward Market Auto-Classic. Over 40 cars were parked all over the Market.



New seating benches and umbrellas were installed at the William Street Pedestrian Area and on George Street.



New seating benches were installed on George Street.



Additional bike racks were installed on Byward Market Street.



People gather to watch and hear the *Spin n' Motion* event. A collaborative project between filmmakers and DJs that took place at William Street Pedestrian Area.

APPENDIX v: Relevant Links

- **City of Ottawa**
www.ottawa.ca
- **ByWard Market BIA**
www.byward-market.com
- **The Ottawa Police Service**
www.ottawapolice.ca
- **The Salvation Army Ottawa Booth Centre**
www.ottawaboothcentre.org
- **The Shepherds of Good Hope**
www.shepherdsofgoodhope.com
- **The Ottawa Mission**
www.ottawamission.com
- **The Lowertown Community Association**
www.lowertown-basseville.ca
- **The Sexual Health Centre**
http://ottawa.ca/health_safety/sexual/centre/index_en.html
- **Youth Services Bureau of Ottawa**
www.ysb.on.ca
- **Operation Come Home**
www.operationcomehome.ca
- **Casino du Lac-Leamy**
www.casinosduquebec.com/lacleamy/en/
- **Fido MobileIt**
www.mobile-it.ca
- **Savour Ottawa**
www.savourottawa.ca
- **Crime Prevention Ottawa**
www.crimepreventionottawa.ca
- **City of Ottawa By-Laws**
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