Facilitator Discussion & Proposed Encampment Resolution Pilot

JANUARY 12, 2020
OVERVIEW

1. Why a Facilitator is Necessary for Encampment Work
   Timeline of Action to Date, Ongoing Necessity

2. Proposed Encampment Resolution Pilot
   Including Case Study Key Lessons, Messaging, Logistics & Timing

3. Strategic Planning
   Facilitator work & Encampment Resolution Pilot as Aligned Initiatives

4. Discussion
   Next Steps
The purpose of this discussion deck is to present information related to the strategic planning of addressing encampments in Toronto.

It proposes:
• the utilization of a facilitator to work with the City and stakeholders to design and implement a targeted encampment resolution pilot at a designated encampment site.
WHY A FACILITATOR IS NECESSARY – TIMELINE OF ACTION

- Conceptualized need of facilitator for Encampment Discussion Table (EDT)
- Secured facilitators & briefed
- Planned for 1st meeting with advocates/supporting organizations

**December 7, 2020**
- 1st meeting w/facilitators & community
- Established utility of the EDT & need to establish trust between both City & advocates/supporting organizations

**December 11, 2020**

**December 22, 2020**
- 2nd meeting w/facilitators & community
- Documented actions for both parties to consider, including shared actions
- Recommendation from facilitators for a full-time/dedicated resource to continue this work & next meeting between City & stakeholders

**January 12, 2021**
(CURRENT STATE)
- Brief reprieved from social media/online communication between advocates & City
- Ongoing reports of fires
- Ongoing neighbourhood concerns
The interim facilitators initially secured by the City identified the utility of having a full-time resource dedicated solely to the function of mediating conversations between the City and encampment residents, advocates, and individuals/organizations supporting encampment residents.

Rationale for a dedicated resource as follows:

- **Provides a neutral body that can keep all parties on track and working towards productive goals**
  - Meeting spaces need an individual responsible for keeping conversations professional and respectful

- **Relationship building is complex and time-consuming**
  - Managing this work requires the full attention of a dedicated resource
WHAT IS ENCAMPMENT RESOLUTION?

Encampment Resolution Team
San Francisco’s Approach to Homeless Encampments

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WHAT IS ENCAMPMENT RESOLUTION?

The Encampment Resolution process was created in 2016 by San Francisco to address encampments in a consistent manner. This approach prioritizes connecting encampment residents to supports and services including alternative living arrangements.

Encampment Resolution standards include:

1. Planning & implementing inclusive resolution strategy
2. Collaborating across sectors & systems
3. Consistent, coordinated, intensive outreach
4. Creating low-barrier pathways to services & housing
5. Collecting/documenting input; continually learning & growing
6. Preventing encampments from reforming via sustained engagement
ENCAMPMENT RESOLUTION – OVERVIEW OF 3 PHASES

**PLANNING**

**Key Components** -
- Leadership group from cross-divisional municipal services
- Legal considerations/court challenges
- Scope the pilot – keep numbers manageable

**Lessons learned** -
- Don’t reinvent wheel
- Effective coordination is essential
- Keep expectations in check
- It is challenging – but necessary – to involve residents of encampments

**IMPLEMENTATION**

**Key Objectives** -
- Set clear expectations of resolution date
- Provide lead time for service matching/provision
- Targeted efforts to match individuals to services & alternative living arrangements

**Lessons learned** -
- Resolving encampments means balancing competing interests
- Individual placements do little to relieve encampment pressures
- Remove barriers to access services
- More housing is key

**SUSTAINMENT**

**Key Objectives** –
- Provide continued monitoring & engagement of individuals targeted during implementation phase to
- Ensure encampment site remains clear/does not supplant gains made in closure process

**Lessons learned** -
- Most encampment population are involved with municipal service system
- Use of by-name list (BNL) essential for coordinating service
- Data makes a difference
- Be deliberate in setting outcomes and setting benchmarks
- Use crisis to create opportunity
BENEFITS TO UTILIZING A ‘PILOT’ APPROACH

Utilizing the term ‘pilot’ to frame the approach to encampment resolution is beneficial for communication purposes and longevity of the solution being utilized. The semantics of the term allow the solution being tested to be framed as:

(1) Innovative and novel
   - Signals that the solution being tested allows for innovative and new ways of working & building on lessons learned from other jurisdictions

(2) Temporary
   - Signals that the solution being tested is not a permanent solution, and can be modified, based on lessons learned

(3) Movement in a Productive Direction
   - Supports the assertion of municipalities needing to act
   - Provides opportunity to set expectations regarding resource availability

(4) Facilitates Intentional Lessons Learned
   - Evaluation component from the beginning sends clear message that intention is to learn from the process & iterate the process
PROPOSED ENCAMPMENT RESOLUTION PILOT – OVERVIEW

APPROVAL OF CONCEPT

FACILITATOR HIRING
Jan – Early Feb
- Draft, post & select vendor for position

DETERMINE SCOPE OF PILOT (TARGET SITES)
Jan – Early Feb

OPERATIONS PLANNING SECURE RESOURCES
Feb.
- Secure necessary resources –
  - Dedicated outreach teams to target site(s)
  - Housing alternatives/options
  - Service treatment spaces
  - Additional temporary shelter beds

PRE-OPERATIONS PLANNING
Mid-late Feb.
- Short term encampment supports incl. washrooms & fencing to delineate from surrounding area
- Develop & administer site survey to encampment residents & establish by-name list

FORMATION OF LEADERSHIP GROUPS
Jan – Early Feb
- Development of targeted outreach schedule
- Communications with all stakeholders, including presentations on the ERP with all stakeholder groups

RESTART ENCAMPMENT DISCUSSION TABLE MEETINGS
Jan – Early Feb
- Planning while Implementation Phase is in progress – logistics of the clearing date

ENCAMPMENT CLEARING LOGISTICS
6
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LAUNCH
TARGET IMPLEMENTATION DATE
MARCH 1, 2021*
Resolution Date – April 5, 2021

*(posting of sites w/30 day engagement period)
Aligning the work of a neutral facilitator with the Encampment Resolution Process (ERP) supports a number of key, strategic pieces of work:

1. Supports facilitated conversations between a variety of stakeholder groups, leading to more productive & efficient conversations

2. Facilitates the City message as being one of action in a productive conversation with an end-goal of resolving the encampment in a manner that adopts a rights-based approach to encampment resolution through the provision of targeted supports and housing alternatives

3. Provides a forum where all voices are heard & compromises are made by all stakeholders to reach agreement

4. Creates a tangible & measurable actions with respect to encampments

5. Creates opportunity to learn & plan for the future

6. Helps build & create trust in an engagement & collaboration process between the City and stakeholders
DISCUSSION/NEXT STEPS

If the use of a facilitator and the Encampment Resolution Pilot is approved in concept, next steps are:

(1) Posting & Hiring of a Facilitator

(2) Initial design of Encampment Resolution Pilot