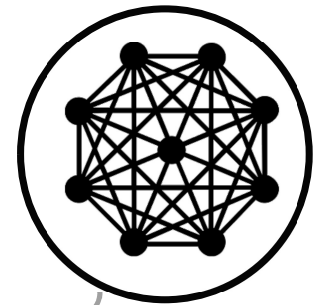
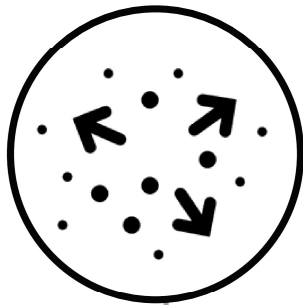


# Facilitator Discussion & Proposed Encampment Resolution Pilot

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

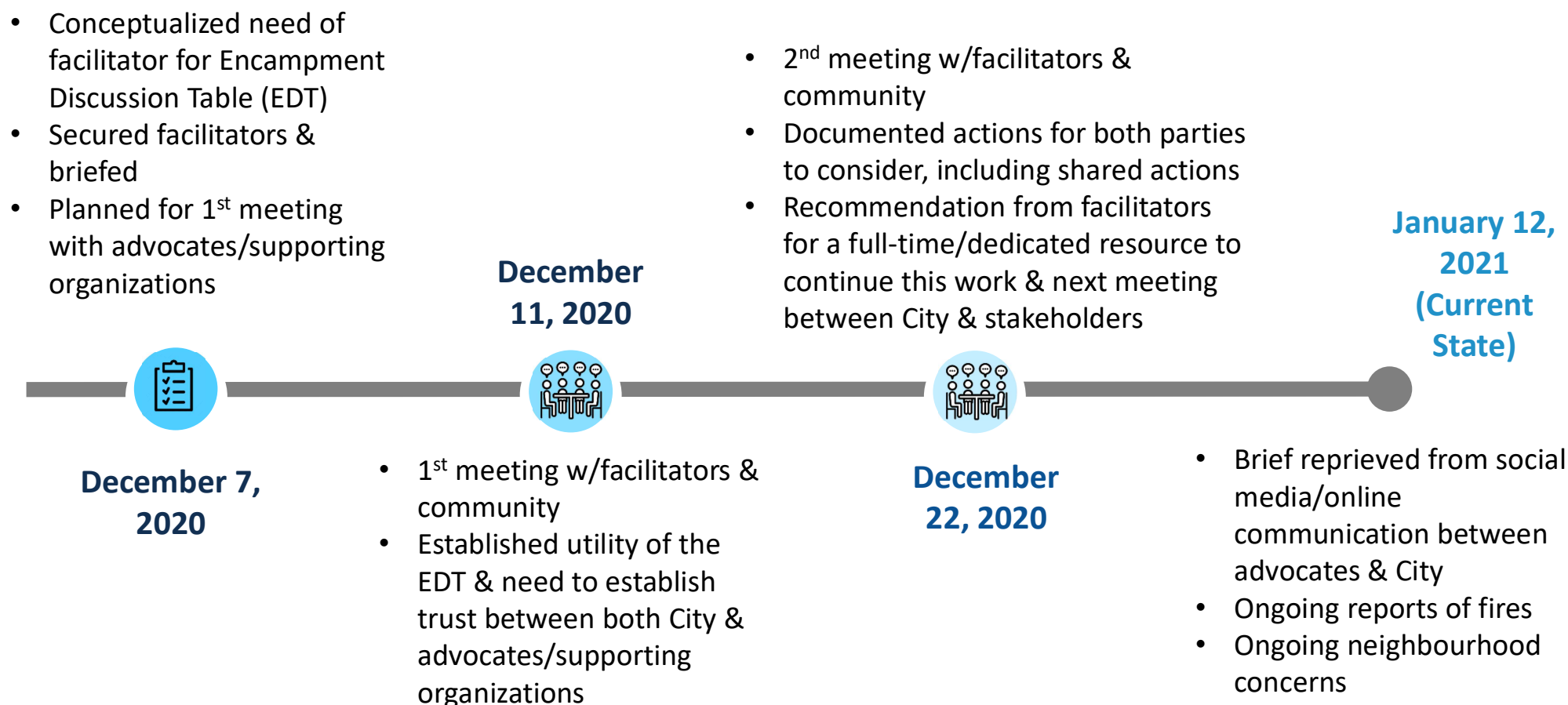
# PURPOSE

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



## WHY A FACILITATOR IS NECESSARY – ONGOING NECESSITY

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?



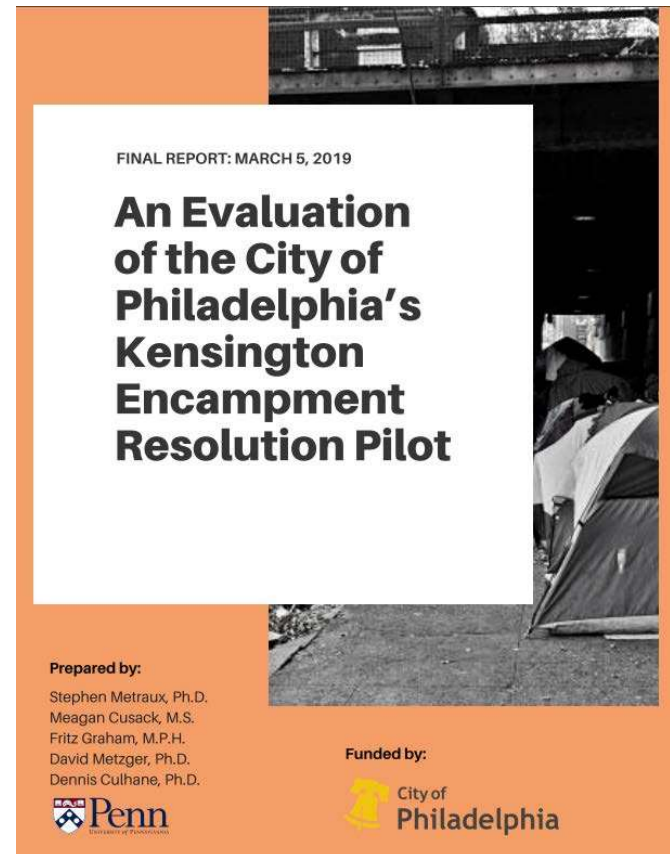
DEPARTMENT OF  
HOMELESSNESS AND  
SUPPORTIVE HOUSING

## **Encampment Resolution Team** **San Francisco's Approach to Homeless Encampments**

**Jeff Kositsky**

Director, Department of Homelessness and Supportive  
Housing

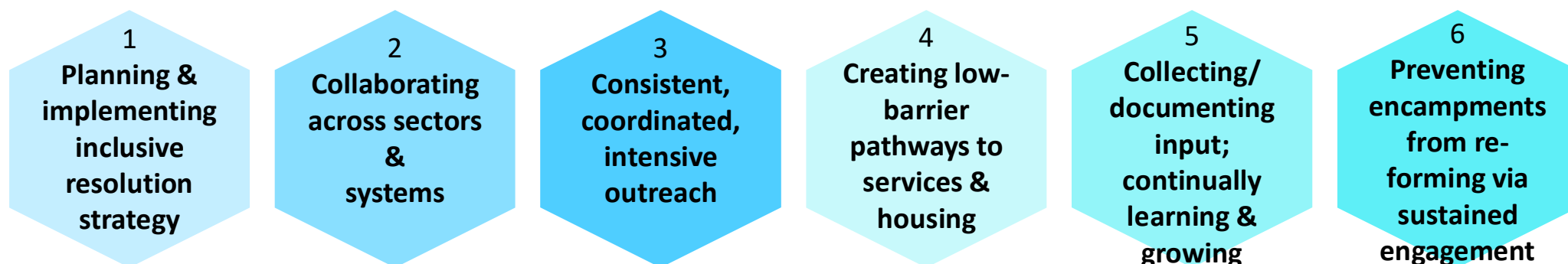
Jeff.Kositsky@sfgov.org



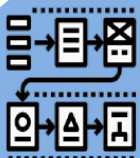
# WHAT IS ENCAMPMENT RESOLUTION?

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:



# 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

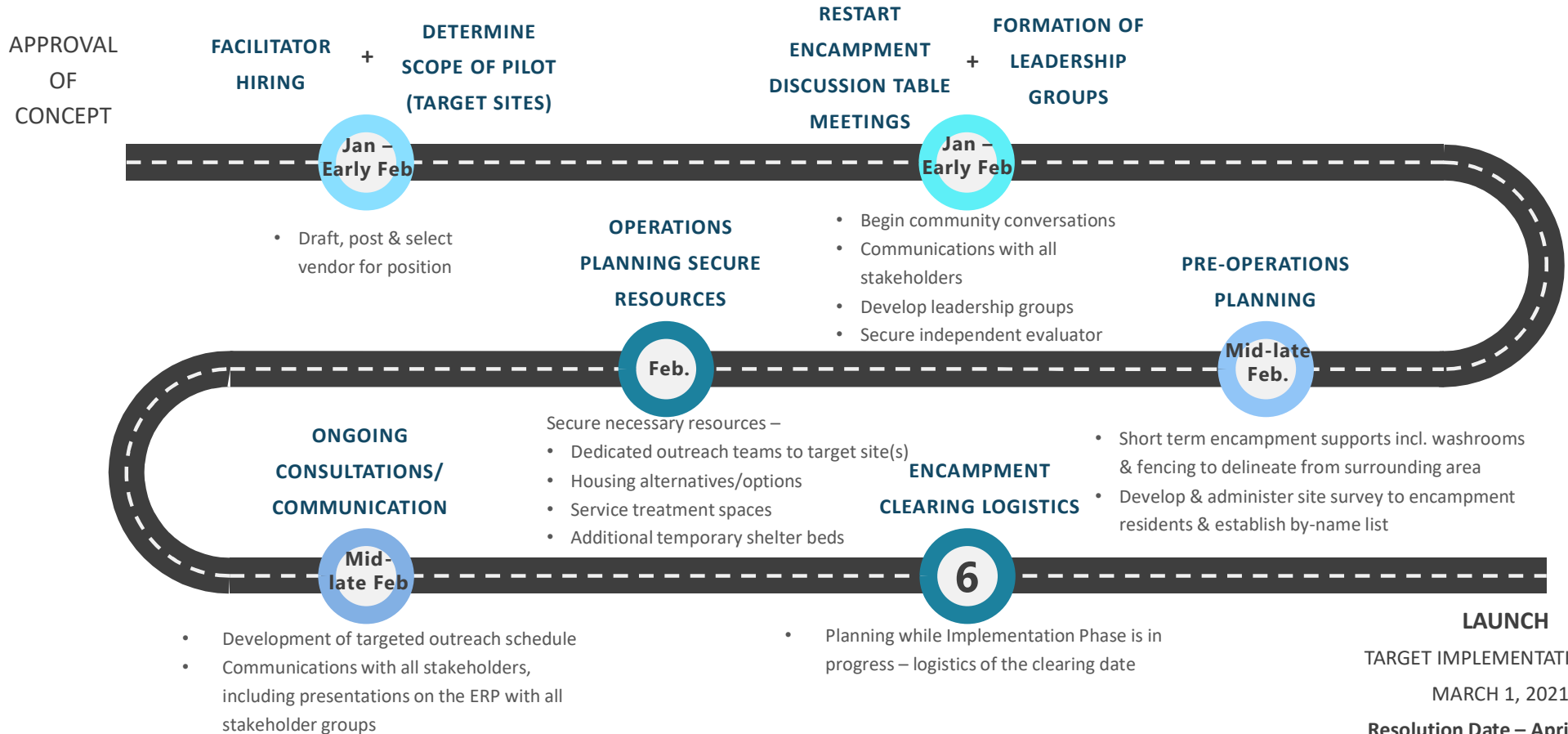
## (3) Movement in a Productive Direction

- 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



# STRATEGIC ALIGNMENT – MEDIATOR & ERT PILOT

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**