



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Housing Services Division**  
**and**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**  
**Licensing and By-law Services Division**

<b>TO:</b>	Chair and Members Emergency and Community Services Committee
<b>COMMITTEE DATE:</b>	March 24, 2022
<b>SUBJECT/REPORT NO:</b>	Encampment Response Update (HSC20038(d)/PED21188(a)) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Edward John (905) 546-2424 Ext. 4860 Monica Ciriello (905) 546-2424 Ext. 5809
<b>SUBMITTED BY:</b>  <b>SIGNATURE:</b>	Angela Burden General Manager Healthy and Safe Communities Department
<b>SUBMITTED BY:</b>  <b>SIGNATURE:</b>	Jason Thorne General Manager Planning and Economic Development Department

**RECOMMENDATION(S)**

- (a) That an Encampment Coordination Team be created as a pilot to the end of 2022 with an estimated cost of \$305,000, funded first from COVID-19 Government Funds (eligible costs), then COVID-19 Reserve (eligible costs), then departmental budgets surplus and finally by the Tax Stabilization Reserve; and,
- (b) That all reporting from staff related to encampment coordination and response in Hamilton be brought forward to the General Issues Committee for discussion and decisions.

## **EXECUTIVE SUMMARY**

To further improve the City's response to encampments, the City will create and pilot a new Encampment Coordination Team. This team will consist of three new temporary FTEs including a Director, Response Coordination, Supervisor, Municipal Law Enforcement and a Senior Project Manager, Housing Services Division. This Director will work to improve the encampment response through better coordination of all services involved in the six-step encampment process approved by Council in Report PED21188/HSC20038(c) including, but not limited to, bylaw, housing, shelters, social navigator, outreach, and waste collection teams. The Encampment Coordination Team pilot will be funded until the end of 2022 through the identified funding source(s) with ongoing evaluation. Staff will report back on the success of the pilot in December 2022 and refer any future resource requests to the 2023 budget process.

Due to the complex nature of the encampment response in Hamilton, multiple divisions and departments at the City of Hamilton have had staff provide updates to Councillors through their appropriate Sub-Committees. This Report also recommends streamlining all communication and discussion on the encampment coordination and response by Councillors through the General Issues Committee.

### **Alternatives for Consideration – Not applicable**

## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** Recommendation (a) in Report HSC20038(d) would have an approximate cost of \$305,000 to pilot an Encampment Coordination Team until the end of 2022. This pilot would be funded first from COVID-19 Government Funds (eligible costs), then COVID-19 Reserve (eligible costs), then departmental budgets surplus and finally by the Tax Stabilization Reserve.

**Staffing:** Recommendation (a) in Report HSC20038(d) would have a staffing impact with 3.0 new temporary FTE including 1.0 FTE Director, Response Coordination 1.0 FTE Supervisor, Municipal Law Enforcement and 1.0 FTE Senior Project Manager, Housing Services Division until the end of 2022. These positions are conditional on the continuation of the Encampment Coordination Team.

**Legal:** N/A

## **HISTORICAL BACKGROUND**

On February 4, 2021, Emergency and Community Services Committee received Report HSC21000 Analysis of United Nations Special Rapporteur's Report on a National Protocol for Homeless Encampments.

On February 4, 2021, Emergency and Community Services Committee received Report HSC20038(b) Encampment Update, providing an overview of the operationalization of the Encampment Protocol.

On March 25, 2021, Emergency and Community Services Committee received Report HSC21008 Housing Focused Street Outreach, which provided an updated overview of the role of Hamilton's Street Outreach Team within Housing Services Division.

On September 9, 2021, Emergency and Community Services Committee received Report PED21188/HSC20038(c) Encampment Response Update.

On January 13, 2022, Emergency and Community Services Committee approved the motion: Comprehensive, Human-rights Based, Health-focused Housing Solutions for Residents Living Encamped across Hamilton.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Any actions taken to improve coordination of the encampment response will be aligned with the outcomes and strategies outlined within Hamilton's Housing and Homelessness Action Plan and Coming Together to End Homelessness: Hamilton's Systems Planning Framework.

## **RELEVANT CONSULTATION**

Staff consulted with:

- City Manager
- General Manager, City Manager's Office
- General Manager, Planning and Economic Development Department
- General Manager, Healthy and Safe Communities Department
- Director, Licensing and Bylaw Services
- City Clerk

All were supportive of the Recommendations.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

### **Encampment Coordination Team**

To further improve the City of Hamilton's response to encampments, the City will create and pilot a new Encampment Coordination Team. The overall goal of this team will be to improve and better coordinate the systematic response to encampments in Hamilton. The encampment response is challenging and complex, and the intent of this pilot is to improve coordination and streamline efforts of the many services involved in the encampment response and allow for existing Municipal Law Enforcement and Housing Service Division staff to focus on their core business.

This team will include, three new temporary FTE including:

- Director, Response Coordination;
- Supervisor, Municipal Law Enforcement; and,
- Senior Project Manager, Housing Services Division.

The Director, Response Coordination will report to the General Manager, Healthy and Safe Communities Department. With support from the Supervisor, Municipal Law Enforcement, Senior Project Manager, Housing Services Division, and other staff as needed, the Director will be responsible for improving the coordination of the wide range of services and partners involved in the implementation of the six-step encampment process that was approved by Council in Report PED21188/HSC20038(c)). In addition to leading the implementation of that process, the Encampment Coordination Team will be responsible for:

- Publishing monthly reports on the implementation of the encampment process;
- Engaging with stakeholders, including a distinct focus on Indigenous communities, as directed at the Emergency and Community Services Committee on December 9, 2021 respecting a Comprehensive, Human-rights Based, Health-focused Housing Solutions for Residents Living Encamped across Hamilton;
- Providing periodic updates to Council as required; and,
- Responding to Council, media and stakeholder requests for information.

The partnership to provide dedicated leadership for encampment coordination at the Director level will have positive impacts on both the Municipal Law Enforcement and the Housing Services Division. This pilot will allow the Director, Housing Services Division to re-focus on oversight of the Service System Manager role, executing the Housing and Homelessness Action Plan and Systems Planning Framework, ensuring the delivery of development projects and engaging in provincial and federal policy work. Similarly, this will also allow the Director, Licensing and Bylaw Services to re-focus on oversight of other licensing and bylaw priorities.

A successful pilot of an Encampment Coordination Team would result in clear roles, responsibilities and accountabilities in encampment response; improved responsiveness to encampments and encampment related inquiries; improved coordination of services involved in an encampment response; and a greater focus of existing Municipal Law Enforcement and Housing Service Division staff on core business.

### **Streamlined Encampment Reporting to Council**

Due to the complex nature of encampment responses, multiple Divisions and Departments have had staff provide updates to Councillors through their appropriate Sub-Committees. This has resulted in information on the City's encampment response being brought forward to Audit, Finance and Administration Committee, Planning Committee, the Emergency and Community Services Committee and the General Issues Committee. The recommendation in Report HSC20038(d) will help to streamline communication and discussion on the encampment coordination and response by Councillors within a single Committee.

### **ALTERNATIVES FOR CONSIDERATION**

None

### **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

#### **Healthy and Safe Communities**

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

### **APPENDICES AND SCHEDULES ATTACHED**

None