

The logo for the City of Edmonton, featuring the word "Edmonton" in white text on a blue rectangular background.

City of Edmonton
Encampment
Response:
Engagement with
Neighbours &
Businesses

**What We Heard
Report
Spring/Summer
2022**

[edmonton.ca/city_government/
initiatives_innovation/homeless-
on-public-lands](https://edmonton.ca/city_government/initiatives_innovation/homeless-on-public-lands)

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INTRODUCTION

The City's response to the complex problem of homeless encampments aims to balance a variety of priorities:

- Connecting people experiencing homelessness to safe, adequate, and culturally appropriate housing
- The safety and well being of people living in encampments
- The safety and well being of people living near encampments
- The concerns of businesses and their customers located near encampments
- Keeping public lands safe and clean

In early 2022 the City undertook an evaluation of the way it responds to encampments on public land, with a focus on the year prior. The evaluation included a jurisdictional scan and a review of the City's historical and current involvement in encampment response and homelessness more generally.

One of the evaluation recommendations was, "That encampment occupants be engaged to help inform the encampment response, including assessments, timelines, needs, and barriers to housing to better align with domestic and international law, ethics guidelines, and the Calls to Action of the Truth and Reconciliation Commission of Canada." This led to the contracting of M.A.P.S Alberta to engage with people who live in encampments. M.A.P.S. Alberta has expertise in community based research, working with vulnerable populations, and many relationships within the social sector. The engagement, which took place throughout July and August, is a critical element in the City's application of human-centred design and ensures that the City is involving the individuals who live in encampments in reshaping how the City responds.

To complement the voices of those with lived experience the City initiated engagement to better understand the unique needs and concerns of neighbours and businesses highly impacted by encampments, as well as the front-line staff involved in the encampment response. Administration's goal was to better understand the different motivations, behaviours, feelings, and experiences of people who are highly engaged with the encampment response process.

The Encampment Response Team (ERT) is a partnership between the City of Edmonton, Homeward Trust, Boyle Street Community Services, Bissell Centre, and Edmonton Police Service (EPS). ERT responds to low-risk homeless encampments across the city and coordinates closures and clean-up. Its goal is to support the safety and well-being of people staying in encampments, housing them directly from encampments before enforcement and clean-up action is taken.
- City of Edmonton webpage, "Responding to Homelessness in Our Communities".

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While this work was underway, City Council received updates on the City’s response to encampments and homelessness overall. This led to a motion from Council at the May 9/11 Council meeting:

That Administration provide an interim report and update on engagement with Edmontonians living rough and neighbours living close to encampments, initial findings and next steps for applying a human-centred design methodology that includes the development of prototypes, centering on Edmontonians’ lived experiences, including a summary of findings from research and opportunities related to housing as a human right.

Shortly after that, at the July 4th City Council meeting, the following motion passed:

That Administration bring forward three separate unfunded service packages as part of the 2023-2026 budget process to

- a. implement the prototypes identified through summer 2022 encampment response strategy;**
- b. take a hotel-based approach to expanding responses to unsheltered houselessness; and*
- c. deliver a tiny home village.*



PROJECT OVERVIEW & METHODOLOGY

This What We Heard Report provides a high-level summary of insights from City Administration’s engagement with neighbours and businesses that have been impacted by the City of Edmonton’s response to encampments.

How We Engaged

**SHARE YOUR VOICE.
SHAPE OUR CITY.**



The public is consulted by the City to share feedback and perspectives that are considered for policies, programs, projects, or services.

ADVISE

The “Spectrum of Public Engagement” defines the role of the public in the public engagement process. In this case, the public played an **“Advise”** role, where the public was consulted by the City to share feedback that will be considered for prototype ideas and service improvements. As a project moves along the spectrum, there is an increasing level of public influence and commitment from the City and the public. Potential prototypes and service improvements will move some of the participants into a **“Create”** role, where the public collaborates with the City to develop and build solutions. 74 individuals total participated in either a ride-along, a site visit or a virtual focus group.

Engagement Goals

For this public engagement project, the City of Edmonton was looking to better understand the unique needs and concerns of neighbours and businesses highly impacted by encampments. The scope of the engagement includes human-centred design and prototype opportunities. We let all participants know that there would be minimal influence over immediate safety concerns and committed to exploring medium and long-term process improvements. We let participants know this could include prototype development in the Fall with engaged community members.

Promotion

- Direct email invitations to stakeholders
- Invitees were encouraged to spread the word to anyone they thought may be interested in attending
 - Some received the invite through a forwarded email
 - Others saw the opportunity on Facebook
- Notification of the engagement and invites were sent to City Council in a memo



Who Was Engaged

- Community Leagues of highly impacted geographical areas
- All business associations
- Individuals that were on the mailing list for community conversations with the City's Affordable Housing and Homelessness team
- Two online surveys with 32 respondents
- One mutual aid organization

Three site visits and one ride-along with 22 participants:

- Dawson Park
- Queen Mary Park
- Kinnaird Ravine
- Nekem (mutual aid organization)

10 virtual focus groups with 52 participants:

- **Business associations**
 - North Edge Business Association
 - Stony Plain Road
 - Old Strathcona

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- Chinatown
- Kingsway
- Alberta Avenue
- Crossroads
- Northwest Industrial
- Downtown
- **Community Leagues**
 - McCauley
 - Parkdale
 - Cromdale
 - Queen Mary Park
 - Bellevue
 - Delton
- Individual residents from a variety of communities (affiliated or unaffiliated with community leagues)
- Mutual aid volunteers
- One council assistant
- One media representative

What We Asked

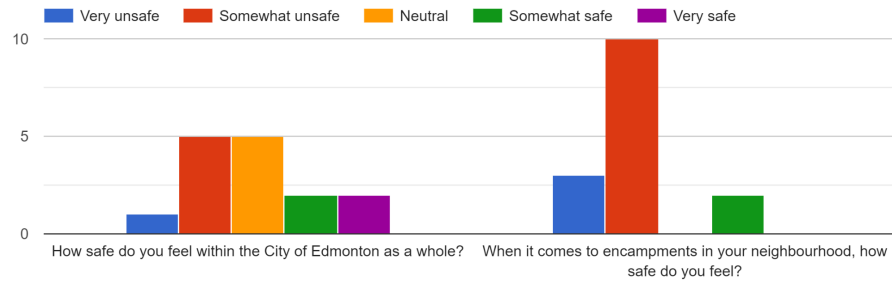
We prepared a list of questions to guide the discussion and lead participants from sharing their experiences to sharing solutions.

Some questions were proving difficult to ask and answer in the focus group setting (i.e. questions on a Likert scale from strongly disagree to strongly agree). We removed them from the discussion guide and put them in a Google Form questionnaire to be completed after the discussions. This questionnaire received 15 responses. The results of the two Likert scale questions are available here:

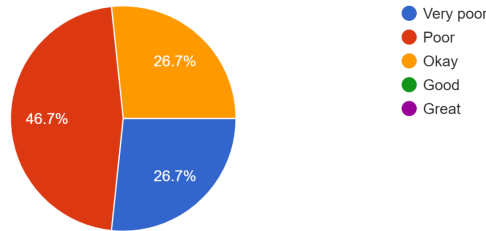




Safety



How do you think the City and its partners are doing in addressing homeless encampments?
15 responses



The discussion guide questions were:

1. What neighbourhood/ community do you live or work in? What organization(s) are you involved with?
2. Tell us about your experiences with encampments.
3. How can the current response be improved?
4. What makes an encampment unsafe?
5. One of the main long-term solutions to encampments is to have enough safe, supportive and affordable housing options available. Currently, the demand for these housing options is higher than our supply. Until we are able to match the demand with the appropriate supply: What does success look like?
6. Is there anything else you would like to share with us?

The key themes Administration heard in the responses are captured in the following pages.

WHAT WE HEARD

Key themes of experiences living and working near encampments

Clean-up

- One of the most discussed concerns was the amount of garbage that active encampments collect and what is left behind when they are evicted
- Deeply concerned about the biological hazards created by the vast number of needles, feces, batteries and propane tanks



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- Businesses are frustrated in having to clean-up after encampments themselves
- Many encampment sites in the river valley are not fully cleaned up for months

"Perhaps a warehouse with small holding garages where people can access their belongings, so they aren't forced to drag them along everywhere with them. Open meal/food lines 7 days per week: I get approached for food/ supports on weekends in my area. Provide Alternatives for using open fires or gas/propane for cooking - keeping warm. This is super dangerous for both nearby buildings and can cause death by suffocation in a tent. I hear incidents of petty crimes and losses from stores in my area. A small jobs program to earn day-to-day money would give people more options. Communicate a "no tolerance" approach to scary dangerous behaviour by police, and outreach workers. Most people have empathy for this issue, but there is too much violence."

-survey respondent



Photos taken by City staff near Dawson Park

Physical and Psychological Safety

- Participants shared stories of staff and customers being physically threatened or assaulted by encampment residents
- Vicarious trauma and WCB claims from witnessing and/or reversing drug poisonings
- Feelings of helplessness
- Individuals acting aggressively and unpredictably makes people feel scared and hypervigilant
- Hear frightening sounds like people screaming, fighting, sawing down trees, and propane tank explosions
- Some individuals have personally found a deceased encampment resident or have witnessed deceased encampment residents being removed from their camps/tents
- Numerous individuals, particularly seniors and women, noted they no longer walk in community parks or the river valley alone
- In addition to the increased number of encampments, people noted that campers are getting more aggressive and brazen towards neighbours, customers, and staff
- Many participants indicated they are ready to work together to make change but the window of opportunity may be closing as people burn out and for others the window has already closed
- Other things that make an encampment feel unsafe include:
 - Weapons
 - Stolen items
 - "Chop Shops"
 - Fire sources
 - The number of structures
 - When the individuals living in the encampment are behaving in an unpredictable or aggressive manner

More supports for encampment residents are desperately needed

- Every focus group expressed concern for the lack of access to basic human rights like water, food and shelter
- Participant perception that mental health and addictions appear to be driving the crisis
- Participants can see there is an acute need for more housing options, mental health supports, addiction programs, and detox
- While community members may have good intentions and many help when they can, there needs to be system-level changes to address the root causes
- Don't see enough enforcement or outreach workers on foot to feel assured that *everyone* in the community is safe and getting the support they need

"The average community member is totally lost on what is causing this and what to do in the moment and what they can do longer term"
 -focus group participant

Damage due to fires

- Concerns about fire damage to businesses, public infrastructure, and to the river valley
- Concern with the number of propane tanks in the river valley as fire rescue needs to change their approach on fighting active fires when tanks are present

Environmental degradation

- Banks of the river valley have been severely eroded
- Trees and vegetation have been destroyed



Photos taken by City staff in Kinnaird Ravine

"If we want to address compassion fatigue, frustration and polarization we have to actually decentralize areas"
 -focus group participant

Costs

- A survey completed by 17 business owners showed that:
 - 65% of businesses have incurred costs directly from encampments around their business
 - 31% of businesses spend \$250 - \$500 a month on clean-up and repairs due to encampments
 - 25% of businesses spend \$500 + a month on clean-up and repairs due to encampments

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Encampment Response: Engagement with Neighbours & Businesses

- Many businesses have had to increase staffing to make sure employees are never working alone as a measure to increase safety
- Security enhancements
 - Cameras
 - Additional locks
 - Additional fencing
 - Additional property managers/security
- Replacements of glass window panes and broken locks
- Theft happens regularly

"This being a complex issue, it's going to be challenging for the city to address the needs of everyone. Better communication with residents and business owners on what the strategy is to address encampments would be helpful, as well as helping cover the costs of any clean-up on private land. The City needs to understand the impacts they have on businesses. It impacts the perceptions of safety in our districts, which we are working to promote and bring people to. Maybe a better line of communication to the city when businesses and residents have challenges with an encampment on their property or near it, other than just 311? Clear communications on who to call and steps to take would be helpful."

-survey respondent

Politics and polarization

- Many individuals shared they felt abandoned by the City and City Council; they are tired of the "political football" and frustrated that encampments are only growing in number
- Competing rights of neighbours, businesses, and people living in encampments
 - Administration heard the following phrase in almost every focus group, "It seems like *they* have more rights than *we* do"
 - Participants can feel growing cultural tension
- Many felt that Camp Pekiwin created a sense of entitlement for encampment residents and the City has encouraged this through policy changes
- The three levels of government are not aligned and are finger-pointing instead of acting
- Don't feel heard or understood and feel forgotten
- Tired of being seen as 'NIMBY's' when they are voicing legitimate safety concerns
- City says one thing and does another
- Businesses indicated they are being targeted for vandalism and fires

Core communities are taking on too much

- Individuals that live or work in the geographic areas known as "hot spots" expressed high levels of burnout, feeling overwhelmed, and indicators of vicarious and direct trauma
- Overconcentration of encampments and services in already neglected communities
- Communities that were once proud of their empathy and compassion are totally overwhelmed
- The City is not honouring the 16% Affordable Housing Policy
- The Spectrum temporary shelter was disruptive to the nearby community and is not seen as a success. Meanwhile, the jockey dorms that were repurposed as bridge housing were seen as a success by nearby community members

311 and 211 are not working as they need to

- Should consider decentralizing encampment calls so that individuals can talk directly to a business unit/ person who is more connected to the case files
- Report to 311 and observe that their files are closed without action or that the entire process starts over again when someone moves only a few feet from their original site
- Slow response times from 211 and their lack of ability to actually respond in a meaningful way is frustrating
- The encampment response process and the communications with the City are impersonal and bureaucratic

Citizens have stepped up to help

- Administration heard many examples of the different ways that neighbours living near encampments, business owners, and volunteers from mutual aid organizations have tried to help people experiencing homelessness and living in encampments. Some examples of the way people have tried to help include:
 - Providing direct resources to people experiencing homelessness whether it's food, water, a ride, a reprieve from the heat or cold, or harm reduction supplies
 - Calling emergency or crisis services for people in distress
 - Administering Naloxone and reversing drug poisonings
 - Fundraising for crisis vans, affordable housing, social services, etc.
 - Advocacy to City Council and to the other orders of government
 - Organizing and hosting inclusive community events
 - Community clean-ups and beautification efforts
- People said that they want to help, but they don't know how to be impactful anymore
 - Individuals indicated that this is creating an environment of apathy and compassion fatigue
- There was also a frustration with the lack of meaningful options to learn more about homelessness, the encampment response, or the status of an encampment that they've reported

*"I am an advocate for a new innovation of a homeless village that is complete with resources and opportunities that answers that question ("...what do the homeless do after...?"). Such a village goes beyond just housing and incorporates social activities, joy, usefulness, and integration into society."
-survey respondent*

Key themes for opportunities & improvements

Process/operational Improvements

- Prevent the growth of an encampment and entrenchment in certain geographic "hot spots" with a zero-tolerance encampment policy
- Increasing garbage collection
- Increasing enforcement of all types
- Focus on enhancing supports *after* people are housed
- Be more long term strategic and less reactive to a minority of loud voices
- Enforcement and Outreach teams need to be more visible and on foot or on bike rather than in their vehicles
- Social workers should also attend high-risk camps, not just the low-risk

Infrastructure Improvements

- Providing toilets and access to hygiene
- Using a variety of vacant buildings for shelter/bridge housing
- More Rapid Housing Initiatives, more interim structures like urban igloos, 3D concrete structures, tiny homes, etc.
- Increased activation of green spaces
- The river valley should be fire smarted so that when fires occur they do not burn out of control
- Continue exploring sanctioned encampments
 - "People are camping anyway"

Communications and Training

- De-escalation training
- How to be a more impactful advocate
- Who To Call list (more detailed than 211 or 311)
 - Who is offering what and at what time (food, shelters, laundry, a bed, etc).
- A specific individual assigned to liaise between Edmontonians and the City of Edmonton
- Interested in the bigger system and why we are stuck at the enforcement level
- Interested in why it takes 30+ days to house someone
- An information campaign in the geographic areas most affected
- Wants to know what people are actually being told when they're displaced, wants to know where they are going to go
- Improve communications between community leagues, business areas, EPS, bylaw, City Councillors, City Administration

Data and Reporting

- Journey mapping
- Evaluating only what is in City jurisdiction
- Evaluating the cost of doing nothing
- Evaluating trade-offs for decisions
- Want to see data reported the same way HELP's data was promoted
 - Participants see this program as very successful
- The response should be more data-driven to reduce the burden of reporting on individuals
- The City should keep a better record of fire data

Prototype Ideas

- Land protection and restoration in partnership with neighbouring Nations, the Metis Nation of Alberta and the Metis Council
- Park Caretaker
- Grants for private property clean up and repairs (vandalism, broken windows)
- Decentralizing 311, giving concerned neighbours and businesses the same person to talk to M-F, 9-5 about encampments and homelessness
 - "Need to have continuous engagement with neighbours, communicate what is happening"
- Attendant at the Dawson Park Washrooms (heard this from both neighbours and mutual aid volunteers)
- If a home is broken into the houses within 200 m are more likely to be broken into so when a break-in occurs there could be a communication campaign to warn the surrounding houses
- Find the tipping point of number of structures, keep it below that all summer
 - Ex. One community found that when a site grows beyond 6 structures in their geographical park area things start to get worse but anything under that seems bearable

- Warming stations (and cooling stations) to address back alley fires being used for survival
- Try different response models to encampments
 - “Why are police and peace officers/park rangers the first response when we have a high-risk encampment of people that are likely opposed to power/authority?”
- Free courses on de-escalation
- Bus shelters that provide additional shelter from the sun
- Benches that allow sleep hygiene
- More solutions like the fire hydrants being converted into water sources
- More solutions like the HELP team
- Explore Paladin's Compassion for Action program
- Little walls or decorative fences around people’s encampments to give them some privacy
- Sanctioned encampment but following the policy of decentralization
- Use Green Shacks in the winter for Neighbourhood-level crisis response
 - Would have first aid, harm reduction, support workers



PERSONAS

Four different personas have been created to represent the diversity of views heard during the engagement activities (see Appendix 1). While Jackson, Colleen, Kim, and Daniel are fictional characters, each of the challenges, feelings/ beliefs, and motivations attributed to them were voiced by engagement participants. A deliberate effort was made to ensure that everyone engaged could see themselves in at least one or more of the personas created.

*Read more about **Jackson, Colleen, Kim and Daniel** in the Appendix*

As City Administration examines what prototypes will be completed, what process improvements are made or what actions are taken, there will be a conscious effort to understand what potential impacts will have on these four individuals. Once M.A.P.S Alberta completes their final report on the research they conducted with people with lived experience, additional analysis will be completed to understand the impacts of future actions on everyone impacted: those who live in encampments, the neighbouring businesses and the neighbours. As you read the personas, it is evident that there are contrasting viewpoints, and while every future action may not be able to appease everyone, it is critical that their perspectives are considered.

WHAT HAPPENS NEXT

Short-term	<ul style="list-style-type: none"> • Using the inputs from all the engagement efforts and the service blueprints, low and high-fidelity prototypes will be identified in the early Fall. • An evaluation plan for the 2022 encampment response has been developed and concentrated data-gathering and analysis will begin in the Fall. • City Council budget deliberations Fall 2022 • City Council report responding to the Council motion from May 9/11 will be presented to Community & Public Services Committee
Medium-term	<ul style="list-style-type: none"> • Finalize prototypes and prepare launch for Spring 2023
Long-term	<ul style="list-style-type: none"> • Evaluate the prototypes and make adjustments

For project updates, contact:

- Dallas Dyson, Social Planner, City of Edmonton
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- Rebecca Visscher, Partnership Strategist, City of Edmonton
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- Checking the Items Due list on the City of Edmonton [Council & Committee meetings webpage](#) to stay up-to-date on relevant City Council motions and reports
- [Housing Overview](#), City of Edmonton webpage



JACKSON

Neighbour of Encampments

Home backs onto a river valley ravine
Frustrated with the lack of action

CHALLENGES

Crime and disorder that exists

- Neighbours house has been broken into five times
- Can't keep porta potty in the local park as they get vandalized/ destroyed
- A Neighbour has had a naked man with a weapon in their backyard

Worried about fire risk along the river valley

- Have seen lots of propane tanks on walks. Firefighters often won't fight the fires until the propane tanks are gone
- The area needs to be fire smarted where some of the overgrown brush is burned away to make it safer

The City and its partners need to have more of a presence

- Need to have continuous engagement with neighbours, communicate what is happening

The issue of encampments can't be fixed by just one group

- Tired of the band-aids and constantly pushing individuals around.

Gets roadblocked after comments/ complaints are made

- Little to no follow-up received except for the complaint file #
- 'If I made 50 calls, I only got three follow-ups'

Local community park not following Crime Prevention Through Environmental Design (CPTED) principles

- We need to brush out/ clean out the trees

MOTIVATIONS

Every encampment presents significant health and safety issues for the surrounding community and its members, as the complex needs of encampment residents cannot be met in an encampment

Want to see an active river valley where it is safe for children to roam in the park without being fearful of encounters with people with mental health/ addictions issues due to their unpredictability

Is worried about fire risk along the river valley.

Concerned about environmental degradation and the amount of garbage

- Has seen people take four truckloads of garbage out of one encampment

FEELINGS/ BELIEFS

Does not feel safe

- I don't want to walk in the river valley after dark
- I have people banging on my back door in the middle of the night
- My two gates are locked at all times
- Everything in my yard needs to be bolted down
- I used to feel safe here, but now there are too many needles, fires, feces, etc

People need help- access to addiction treatment, adequate shelters options, affordable housing

We need to be proactive and address encampments immediately after they are set up by having zero tolerance for them and asking people to move along

- Enforce the existing bylaws that already exist
- Disagrees with leaving low-risk encampments since they collect garbage and get entrenched

Affordable housing & services should be spread throughout the City

'Every encampment presents significant health and safety issues for the surrounding community'



COLLEEN

Neighbour of Encampments

Downtown core resident for 25+ years

Wants more supports for encampment residents

CHALLENGES

Colleen recognizes that encampment residents face multiple barriers to getting into housing, a lack of support to help with addictions, and barriers to getting into detox programs.

The issue is only compounded when encampment residents are told to move on and go somewhere else without giving them any options

Recognizes that many neighbours don't feel safe

- High-risk individuals are difficult to reason with
- Her neighbours are not sure how to manage or to help on their own
- Some neighbours don't help anymore because of past interactions where they were physically threatened

Not enough understanding among citizens of what the city can and cannot do

- Residents often don't know how to navigate the current systems

When walking in her neighbourhood, she wonders what help is available if she were to need it, whether it be for personal safety or if she witnesses an overdose

MOTIVATIONS

We need to take action. We need the proper infrastructure, support, and services for people who live in encampments

Maybe the community can support the encampment residents by talking with each other more

We need to create more infrastructure to ensure encampment residents have their basic human rights met- garbage bins, access to water, provide with tarps, sanitation, sharps bins, etc

Want to see a clean, beautiful neighbourhood where everyone feels welcome

FEELINGS/ BELIEFS

It is shocking and sad that people have no place to go. The system is broken and unable to address individuals' needs

- 'How can this happen in a civil society? We are not doing our job!'
- We need to care for them and provide them with self-respect

Tired of the political football game being played by the City as she is often told to call the Province

The situation is getting worse

- More minor thefts in the neighbourhood occurring
- Empathy fatigue from neighbours
- The community is always on edge and is hyper-vigilant
- She feels alone and needs to manage a community in crisis on their own

The broader community is tired of being seen as NIMBYs. We are compassionate, but I am very overwhelmed

Often don't tell the success stories enough (i.e. from Hope, Mustard Seed) when people are successfully re-housed

'I am tired of the political football game being played by the City as I am often told to call the Province'



KIM

Small Business Owner

Still recovering from impacts of COVID
Customers and staff feel unsafe

CHALLENGES

I phone 211 and 311, and nothing happens.

- I am told to call, but I don't see the results
- People don't come- sometimes it takes 3 or 4 weeks to respond
- Now I call the police directly. Even after EPS gets the encampment to move, other encampments return shortly after
- Long wait times sometimes (up to an hour) to call
- I often talk to someone who is not familiar with the situation. I should be able to talk directly with someone in the business area.
- The City should decentralize 311 and 211 when it comes to encampment complaints

Frustration with clean-up and disorder

- There are biohazard concerns with the number of needles and defecation outside my business

Financial burden

- Can spend up to \$500 a month on repairs and clean-up from encampments
- Some other neighbouring businesses have had to hire additional security guards

Customers and staff are unsafe

- People are setting up encampments right in front of my business
- I have had lots of break-ins. One time I had nine break-ins in 3 days. Every 2 or 3 days, I have to replace a lock because it is broken
- Have had fires in the parking garage, sometimes up to 5 or 6 in one day
- Staff have been physically assaulted
- Some have people on disability right now after administering naloxone, and the individual woke up and assaulted them
- Getting people to work there has been an issue, and customers are more hesitant about coming into my business

FEELINGS/ BELIEFS

Concerned about additional funding/ attention only paid to one district will just displace individuals into other business districts

We need to decentralize social services

There is more fear in dealing with encampments than before. Encampment residents are becoming more aggressive

There is unfair treatment/ no equity in how rules are enforced

There need to be higher adoption rates of the minimum shelter standards

Lots of effort to remove with no real change since people can come back right after

MOTIVATIONS

Every business has the right to be open, doors unlocked and able to go in and out without feeling unsafe

Encampments should not be allowed in Business Improvement Areas

'I can spend up to \$500 a month on repairs and clean-up costs due to encampments'



DANIEL

Small Business Owner

Believes in supports over enforcement

Thinks we need to look at the issue differently

CHALLENGES

Daniel recognizes that there are numerous systemic issues that encampment residents face and that while he tries to help where he can, the problem is at a societal level and need many organizations and levels of government to work together

Daniel often does not know whom to call for different issues. He regularly calls 211 and has a list of agencies to contact, but this has not helped address all the concerns he faces

By reporting an encampment, individuals could be connected with an outreach worker, but he doesn't want to report since he doesn't know where they will go if encampment residents are forced to move

'We need to support healing and reconciliation'

MOTIVATIONS

Staff have taken Compassion in Action and de-escalation training so they can navigate the situation themselves in an empathetic manner

Willing to advocate alongside City Administration for structural, systemic change.

- Things go to Council in a piecemeal fashion and are rarely discussed as a whole puzzle

The goal should be to create a space where everyone is comfortable gathering together regardless of their social-economic status

We need to create a better community space where we look at homelessness differently and not just tolerate homeless individuals. We need to be able to look at each other and care for each other

FEELINGS/ BELIEFS

Encampments are set up around many businesses. Most encampment residents are friendly and just looking for a place to stay.

- Some encampment residents have become aggressive because they have been treated aggressively.

However hard it is for businesses to deal with this, it is much harder for people living in encampments

Daniel is very tired of governments passing the buck by blaming other levels of government and not taking action

We need to support healing and reconciliation

We need more street outreach teams and the ability to build relationships with them so that when issues arise, there can be someone available

Supports over enforcement! Heavy-handed enforcement is not the answer