

July 18, 2025

File: 5040-02; 7500-25; 4900-01

Cariboo Regional District  
Attention: Murray Daly, Chief Administrative Officer  
Suite D, 180 North Third Avenue  
Williams Lake, BC  
V2G 2A4

Dear Murray:

**RE: Community Safety Task Force to Address Social Challenges**

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Council considered the above matter at its regular meeting held July 15, 2025. Quoted hereunder are Resolutions No. 280/25 and 281/25 as passed at that meeting.

**RES #280/25**

*"That the report of the Community Well-Being and Safety Plan Coordinator dated July 10, 2025 be received for information, and pursuant to Committee of Whole Council Report #25-2025 and the report of the Community Well-Being and Safety Plan Coordinator dated July 3, 2025, Council direct staff to immediately implement a Community Safety Task Force; and further, that Council approve the proposed start-up budget of up to \$18,000 to be allocated from reserves or current year surplus."*

**RES #281/25**

*"That information on the established taskforce be sent to the Cariboo Regional District (with focus on areas D, E and F) for information and potential cost-sharing."*

Enclosed for your information are the reports of the Community Well-Being and Safety Plan Coordinator as referenced above.

City staff will be reaching out to you in this regard. Should you have any questions in this regard in the meantime, please do not hesitate to contact Evan Dean, Director of Protective Services at 250-392-1794 or [edean@williamslake.ca](mailto:edean@williamslake.ca).

Yours truly,



Ross Coupé  
Corporate Officer

cc Gary Muraca, Chief Administrative Officer  
Evan Dean, Director of Protective Services  
Silvia Dubray, Community Well-Being and Safety Plan Coordinator





**CITY OF WILLIAMS LAKE  
COMMITTEE OF WHOLE COUNCIL  
REPORT #25-2025**

**PRESENTED:** Regular Meeting of Council – July 15, 2025      **DATE:** July 11, 2025  
**FROM:** Committee of Whole Council      **FILE:** 5040-02; 7500-25;  
4900-01  
**SUBJECT:** Community Safety Task Force to Address Social Challenges

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The Committee of Whole Council met on July 8, 2025 to consider the above matter and makes the following recommendation to Council:

**RECOMMENDATION:**

“That pursuant to the report of the Community Well-Being and Safety Plan Coordinator dated July 3, 2025, Council direct staff to immediately implement a Community Safety Task Force; and further, that Council approve the proposed start-up budget of up to \$18,000 to be allocated from reserves or current year surplus.”

Respectfully submitted,

Ross Coupé  
Corporate Officer



## CITY OF WILLIAMS LAKE COUNCIL REPORT

**DATE OF REPORT:** July 3, 2025  
**DATE & TYPE OF MEETING:** July 8, 2025 Committee of Whole Council Meeting  
**AUTHOR:** Silvia Dubray, Community Well-Being & Safety Plan Coordinator  
**SUBJECT:** COMMUNITY SAFETY TASK FORCE TO ADDRESS SOCIAL CHALLENGES  
**FILE:** 5040-02; 7500-25; 4900-01

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### Recommendation

That Council direct staff to immediately implement a Community Safety Task Force; and further, that Council approve the proposed start-up budget of up to \$18,000 to be allocated from reserves or current year surplus.

### Purpose

For consideration of the proposed Community Safety Task Force.

### Discussion

#### **Background**

Concerns about community safety—including street disorder, crime, and pressure on emergency services—have been increasingly brought forward at the Council table. Following the report of the Community Well-Being and Safety Plan Coordinator presented at the May 27, 2025 Council meeting, many local stakeholders have expressed both concern and a strong interest in becoming more actively involved.

This enables the City to make an informed decision to proceed with the establishment of a Community Safety Task Force (CSTF). The CSTF will lead the development and implementation of collaborative strategies to promote safety, reduce harm, and address some of the root causes of social challenges in our community. This multi-agency initiative seeks to improve both the reality and perception of safety through a coordinated, equity-focused, and community-centered approach. The CSTF will be led by the Community Well-being and Safety Coordinator for the City of Williams Lake.

#### **Analysis**

##### **Objectives of the Task Force**

This report recommends the establishment of a Community Safety Task Force (CSTF) to address the increasingly complex social, safety, and health challenges within our community. Rooted in collaborative leadership and equity-driven principles, the CSTF aims to improve coordination amongst stakeholders, inform local policy, and implement sustainable strategies that promote community safety and well-being.

The CSTF will work to identify and address systemic barriers that impact community safety and wellness, ensuring that responses are not only effective but also equitable. Through the development and



implementation of targeted, data-informed strategies, the CSTF will address priority issues with precision and accountability. By operating transparently and responsively, the CSTF aims to build and maintain public confidence in the City's commitment to inclusive, community-led solutions.

Communities across the province are experiencing increased pressure from crime linked to a small but high-impact group of offenders. These individuals often cycle through multiple systems—justice, health, housing, and social services—without long-term resolution, which continues to create a negative impacts on communities. A CSTF offers a collaborative, multi-agency approach that not only reduces crime, but also strengthens partnerships and increases public confidence in local safety strategies.

Over the past several years, the City has witnessed growing concerns related to public safety, including street disorder, mental health crises, substance use, and homelessness. These issues have placed increasing strain on RCMP, firefighters, ambulance attendants, bylaws officers, public works employees and social support systems, and have been raised consistently at the local government level. Following the May 27<sup>th</sup> report from the Community Well-being and Safety Plan Coordinator, local agencies expressed both concerns around the issues, as well as interest in becoming more actively involved in collaborative solutions. Many of the challenges our community faces are interconnected and rooted in systemic factors such as poverty, trauma, and inadequate access to health and social services. Addressing them requires a coordinated, multi-sectoral response that leverages local knowledge, builds trust, and ensures equitable access to supports from senior levels of government, funding partners and First Nation partners.

### **Structure and Membership**

The CSTF will be a multi-sectoral body chaired by the City's Community Well-being and Safety Plan Coordinator. Membership will include:

- Local government (City and CRD representatives, Indigenous leadership),
- First responders (RCMP, Fire, EMS),
- Health and social service providers (Interior Health, CMHA, ANHH, CFS),
- Education sector (SD27), and
- Youth and family representatives - Community organizations and advocates.

Working groups will be formed to focus on specific themes, such as:

- crime reduction,
- substance use,
- mental health
- housing,
- poverty, and
- other categories.

### **Key Activities**

The Task Force will undertake several key activities to guide its work and ensure meaningful impact. This includes conducting a comprehensive landscape scan to assess existing programs, identify service gaps, and understand emerging community needs. Stakeholder engagement sessions will be hosted to gather diverse perspectives, build trust, and foster collaborative solutions. Based on these insights, the CSTF will work to develop a shared vision and establish measurable outcomes that reflect community priorities. The existing Community Well-being and Safety Plan will be updated to align with current realities and strategic directions. Throughout the process, the CSTF will maintain transparency and accountability by reporting regularly to Council and the public on progress, outcomes, and next steps.

### Initial Timeline

- July/August 2025 – Engagement, membership confirmed, stakeholders meeting, terms of reference drafted.
- August/September 2025 – Strategic priorities identified and distributed to best fit stakeholders.
- September/October 2025 – Development of action plan and launch of priority initiatives.
- October/November 2025 – Review, reflect and report on progress.
- Moving Forward – Ongoing as needed.

### Resourcing and Support

#### Municipal Support

Initial financial support from the City will be essential to maintain the current level of service provided by the Community Well-being and Safety Plan Coordinator. This role is central to the coordination and successful launch of the CSTF, ensuring that foundational work continues without disruption.

#### Stakeholder Engagement and Working Committee

Additional funding will be required to host a meaningful stakeholder engagement session, which will bring together key partners, First Nations, community members, and agencies to shape the direction of the CSTF. Resources will also be needed to support the formation and ongoing operations of the CSTF's working committee, including meeting facilitation, communication, and documentation.

#### Additional Capacity

To help move the work forward more efficiently, we recommend hiring a part-time contract position. This individual would be responsible for gathering and organizing information shared during meetings, identifying current strengths and gaps, and compiling findings into a clear, actionable report. Dedicated support for these tasks would ensure the process stays on track and helps translate discussion into progress.

#### External Funding Opportunities

To complement municipal contributions, external funding opportunities will be actively pursued. This includes provincial and federal grant programs that prioritize community safety, public health, equity, and well-being. Leveraging outside funding will help sustain the initiative over time, while reducing financial pressure on the City.

### Budget Overview

#### Preliminary Budget: Community Safety Task Force – Start-Up Phase (4 Months)

Item	Description	Estimate Cost
Community Well-being and Safety Coordinator	Additional 1 day per week (flexible scheduling) at \$80/hour for 7.5 hours/week over 16 weeks (July 14 to October 31)	\$9,600.00
Stakeholder Engagement Sessions	Two sessions (July & August) for 20 participants   Coffee/snacks (\$500) + Catered lunches (\$1,200)	\$1,700.00
Leadership Follow-Up Session	One session in October for 10 – 12 leaders   Catered lunch	\$400.00

Item	Description	Estimate Cost
Part-time Project Assistant	10 hours/week at \$35/hour over 16 weeks (July 14 to October 31)	\$5,950.00
Total Estimated Cost		<b>\$17,650.00</b>

**Notes:**

- This budget reflects estimated costs associated with the start-up phase of the Community Safety Task Force.
- Additional in-kind contributions and external grant funding will be pursued to support sustainability beyond the initial four months.

**Conclusion**

Establishing a Community Safety Task Force is a critical and timely step in addressing the pressing social and safety concerns facing our city. By bringing together diverse voices and aligning efforts across sectors, the CSTF will strengthen the collective capacity to foster a safer, more inclusive, and resilient community for all.

**Financial Considerations (Cost and Resource Allocation)**

☒ Yes – See Budget Overview table in Analysis section above – staff are estimating an initial commitment by the City of up to \$18,000 for the first four months of start-up stage for the CSTF; staff will pursue in-kind contributions and external grant funding to support sustainability beyond the initial four months.

☐ N/A

**Legislative Considerations (Applicable Policies and/or Bylaws)**

☐ Yes

☒ N/A

**This project aligns with the following Focus Areas of Council's Strategic Plan:**

☒ Collaboration and Partnerships

☒ Indigenous Relations

☒ Livability / Positive Atmosphere

☒ Housing

☐ Infrastructure

☒ Organizational Effectiveness

OR

☐ \*Core Service (not identified in Focus Areas, but necessary local government function)

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**This report has been prepared in consultation with:**

- Director of Protective Services

**Approved for Agenda by:**

Chief Administrative Officer

Respectfully submitted,

Silvia Dubray  
Community Well-being and Safety Plan Coordinator



## CITY OF WILLIAMS LAKE COUNCIL REPORT

**DATE OF REPORT:** July 10, 2025  
**DATE & TYPE OF MEETING:** July 15, 2025 Regular Council Meeting  
**AUTHOR:** Silvia Dubray, Community Well-Being & Safety Plan Coordinator  
**SUBJECT:** COMMUNITY SAFETY TASK FORCE TO ADDRESS SOCIAL CHALLENGES – ADDITIONAL INFORMATION REQUESTED  
**FILE:** 5040-02; 7500-25; 4900-01

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### Recommendation

That Council receive this report as supplementary information to the report presented to the July 8, 2025 Committee of Whole Council.

### Purpose

Additional information, as requested by Committee of Whole Council on July 8<sup>th</sup>.

### Discussion

#### **Background**

In response to escalating concerns around crime, street disorder, and strain on emergency services, the City—guided by stakeholder feedback and the May 27, 2025 report from the Community Well-Being and Safety Plan Coordinator—is moving forward with the launch of a Community Safety Task Force (CSTF).

This multi-agency team will be led by City staff and tasked with implementing targeted, collaborative actions designed to reduce harm, enhance public safety, and address root social challenges through a coordinated, equity-based approach.

#### **Analysis**

With rapid deployment of a multi-agency task force to confront rising street disorder, crime, and social instability with on-the-ground interventions, collaborative strategies, and visible results.

#### **Measurable Outcomes**

To evaluate effectiveness, the task force will track the following quantitative and qualitative metrics:

##### **1. Reduction in Reoffending**

- % decrease in new criminal charges among identified prolific offenders within 6–12 months
- % decrease in police contacts or arrests post-intervention

##### **2. System Use Reduction**

- Reduction in emergency services usage (e.g., ER visits, EMS calls)
- Reduction in court appearances and remand admissions



- Number of offenders diverted from custody to community-based programs

### 3. Engagement and Stabilization

- % of individuals with active case plans
- % engaged in treatment, mental health, or substance use services
- % housed or transitioned to stable living situations
- % of individuals participating in employment, education, or life skills programs

### 4. Interagency Collaboration

- Number of interagency case conferences held
- Partner satisfaction with collaboration process
- Implementation of formal information-sharing agreements

### 5. Community Impact

- Improvement in community safety perception scores (via surveys)
- Decrease in complaints or calls for service in high-impact neighborhoods

## Launch & Structure

- Establish CSTF immediately, led by the Community Well-being and Safety Plan Coordinator.
- Engage targeted agencies—WLRCP, Crown, Health and Mental Health Services, SD27, BCEHS, and Indigenous leaders—to activate direct interventions and service coordination.
- Form solution-specific working groups aligned to:
  - Combat street crime and public safety concerns flagged by Council.
  - Mobilize a rapid-response strategy for chronic and prolific offenders.
  - Target urgent issues: substance use, mental health, housing, and poverty.

## Immediate Action Plan

- Map existing services and gaps to enable swift realignment of resources.
- Launch engagement sessions with stakeholders and community partners to co-design solutions and build cross-sector trust.
- Drive targeted problem-solving with CSTF members focused on:
  - Reducing community harm linked to high-impact offenders.
  - Coordinating emergency response across multiple systems.
- Update the City's Safety Plan with real-time data and accountability metrics.
- Begin regular progress reporting to Council and the public by October.

## Tactical Timeline

Phase	Tangible Deliverables
July–Aug	Stakeholder sessions launched, membership confirmed, TOR drafted
Aug–Sep	Task forces deployed, priorities assigned, agency integration begins
Sep–Oct	Action plan activated; first wave of initiatives roll out
Oct–Nov	Review public safety impact, present findings to Council
Ongoing	Adjust interventions as needed, pursue deeper system change

**Start-Up Budget Overview (4 Months)**

Initiative	Impact	Cost
Coordinator extension	Maintains continuity of leadership	\$9,600
Stakeholder sessions	Activates collaboration and input	\$1,700
Leadership follow-up	Solidifies top-level commitment	\$400
Part-time project assistant	Ensures consistent execution	\$5,950
Total	Fast-tracked startup delivery	\$17,650

Funding from reserves/surplus with immediate pursuit of external grants to support long-term expansion and sustainability.

**End Goal**

Deliver rapid, visible improvements to community safety by mobilizing all key sectors under one actionable plan—with equity, urgency, and accountability front and center.

**Financial Considerations (Cost and Resource Allocation)**

☒ Yes – See Budget Overview table in Analysis section above – staff are estimating an initial commitment by the City of up to \$18,000 for the first four months of start-up stage for the CSTF; staff will pursue in-kind contributions and external grant funding to support sustainability beyond the initial four months.

☐ N/A

**Legislative Considerations (Applicable Policies and/or Bylaws)**

☐ Yes

☒ N/A

**This project aligns with the following Focus Areas of Council's Strategic Plan:**

- ☒ Collaboration and Partnerships
- ☒ Indigenous Relations
- ☒ Livability / Positive Atmosphere
- ☒ Housing
- ☐ Infrastructure
- ☒ Organizational Effectiveness

OR

☐ \*Core Service (not identified in Focus Areas, but necessary local government function)

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**This report has been prepared in consultation with:**

- Director of Protective Services

**Approved for Agenda by:**

Chief Administrative Officer

Respectfully submitted,

Silvia Dubray  
Community Well-being and Safety Plan Coordinator