A Proposal to Facilitate the Secure Commerce Collaborative:

Enhancing Safety and Security for Inner-City Stores and Businesses

Submitted By Renee Greyeyes and Gerry Kaplan

1) The Impetus for This Project:

When **Renee Greyeyes** was President and CEO of the **Indigenous Chamber of Commerce** (ICC) she was approached by a local retail business owner regarding a serious incident involving suspected shoplifting, a physical confrontation, and subsequent retaliation against employees' vehicles. This incident demonstrated the consequences of having no trusted relationship or established process between a business and the surrounding community aimed at proactively addressing crime aimed at local stores and businesses. It was her view that community outreach, restorative dialogue and food-security initiatives could complement law enforcement and business-security measures. The early work began through meetings with **Winnipeg Police Service** representatives and Renee's participation on the **Provincial Retail Crime Task Force**. The ICC did not proceed with the project because of concern that the issue could be perceived as a racial conflict. In addition, the scope of the project was extended to include all stores and businesses located in the target neighbourhoods. Renee approached **Gerry Kaplan**, President of **Kaplan Research Associates Inc.**, and they jointly developed this proposal. The underlying premise of the proposal is that crime prevention requires a coordinated response. The ***Secure Commerce Collaborative*** is a way to bring businesses, Indigenous organizations, police, government and community-safety specialists together.

2) An Introduction to Our Proposal:

In light of the increasing challenges faced by inner-city stores and businesses, and those owned or managed by Indigenous persons, regarding crime, vandalism, and safety concerns, this proposal outlines a research and strategic planning process to enhance security and support for these establishments. It is designed to identify key issues and to provide actionable solutions to improve safety and to create a more secure business environment in Winnipeg's inner-city. It would be undertaken in collaboration with an **Advisory Committee.** A **project sponsor would be identified** to administer this project. The Advisory Committee would be involved in establishing the scope and content of the proposed activities; identifying potential survey respondents and focus group participants; and participating in the strategic planning process. Advisory Committee members would be asked to review draft reports and presentations prior to publication. The research component of this initiative would be undertaken by **Kaplan Research Associates Inc**.

We would seek to work in partnership with organizations and associations representing stores and businesses in the target neighbourhoods. They could provide their perspectives on the related challenges facing their members, while also facilitating contact with prospective survey respondents. They could include, in part, the Winnipeg Chamber of Commerce; the Indigenous Chamber of Commerce; Downtown Winnipeg Biz; and local business associations with members located in the inner-city. We would also seek the participation of representatives of Winnipeg Police Services to serve as key resources to our processes. Representatives from these groups or associations could be members of the Advisory Committee or, at the very least, participate in focus groups or the strategic planning process. This would be an 18 month process.

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3) Project Goals:

The primary goals of this initiative are:

- **Enhancing Safety:** To safeguard inner-city and Indigenous-owned stores and businesses from theft, vandalism, violence, and other forms of criminal activity.

- **Empowering Staff:** To provide managers and staff with essential skills and knowledge to:
  - Prepare their premises to prevent and respond to criminal incidents.
  - Identify and contact the appropriate resources when issues arise.
  - Implement preventative measures to avoid criminal activities.
  - Effectively de-escalate potentially dangerous situations.
  - Foster supportive networks with community businesses.

- **Additional Goals:** We welcome any additional goals that may be relevant and should be included in this project.

4) Project Objectives and Deliverables:

- To undertake a **Literature Review and Internet Search** to identify and report on other jurisdictions that have developed crime prevention processes, including related documents, processes, protocol, any related evaluation outcomes, and possibly the causes of their inner-city crime.

- To undertake a **Survey-Research Process** to explore the experiences of inner-city and/or Indigenous-owned stores and businesses regarding criminal or otherwise unsafe situations and occurrences they have experienced; how they addressed them; and how this has impacted their employees, their customers, and their ability to provide their goods or services.

- To conduct **Focus Groups**, in preparation for a strategic planning process to review the findings of the literature review and Internet search and the survey findings. The outcomes of the focus groups would provide content to be shared through the strategic planning process. Focus group questions would be developed in conjunction with the Advisory Committee, which would also assist in selecting focus group participants. Focus group participants would receive an honorarium in recognition of their time.

- To facilitate a **Strategic Planning Process** to develop a ***made-in-Winnipeg approach*** to enhance the safety of inner-city and Indigenous-owned stores and businesses, and empowering their staff. This would be based on the results of the literature review and Internet searches; the survey research; and the results of the focus groups. The ultimate purpose of this project would be to develop the initial components of ***Winnipeg Inner-City Crime Prevention Guidelines***.

- To **Write and Disseminate the Final Report**, including all components of this project for dissemination to stakeholders and beyond. The scope and methods of disseminating the report would be determined by the Advisory Committee. The full report along with a highlights report would be produced in both paper and pdf formats. Links to the pdf versions of these reports would be shared with the participating stores and businesses; partnering organizations; other stakeholders; and the general public.

- To **Develop a Resource Booklet** to provide inner-city and Indigenous-owned stores and businesses with the information and tools to make positive personal connections with other local stores and businesses; to better understand the community culture; and to develop supportive partnerships.

5) Expanding On Our Proposed Activities:

5.1) Undertaking a Literature Review and Internet Search:

The proposed literature review and Internet search would identify other jurisdictions in Canada, the United States and beyond, which have developed inner-city crime prevention strategies. We would review how they went about developing their strategies; what their strategies include; the methods they use to reduce crime; their lessons learned; and their outcomes. We would use this information to identify their respective best practices and determine their applicability for Winnipeg's inner-city neighbourhoods. A comparative analysis of the varying strategies would be part of this project.

5.2) Developing and Administering a Survey of Store or Business Owners or Managers:

A survey would be administered to managers or owners of inner-city or Indigenous-owned or managed stores and businesses. One survey would be developed using two survey formats. The first format would be an online survey using ***Qualtrics*** software. The second format would be a scannable (paper) version of the same survey, using ***TELEform*** software, to be completed by store or business owners or managers who may not have Internet access.

Survey questions would be developed in consultation with the Advisory Committee, Winnipeg Police Services, and other stakeholders. All data from both formats would be merged into a single database using the ***Statistical Package for the Social Sciences*** (SPSS) for quantitative analysis. Open-ended responses would be subjected to content analysis.

The online surveys would be administered through organizations that represent or advocate for local stores and businesses such as the various Chambers of Commerce and those representing specific sectors, trades and professions. We would provide financial compensation for them to share our survey link through their email lists. The scannable surveys, in paper format, would be distributed and picked up by research assistants. Another option for the paper surveys would be to provide the forms in stamped self-addressed envelopes. Prize draws may be instituted to increase our response rate. Partnering organizations would be given access to the aggregated data along with data pertaining to their memberships.

Preliminary findings would be shared with the Advisory Committee and other stakeholders for feedback, through a ***PowerPoint*** presentation.

5.3) Conducting Focus Groups - Sharing and Discussing Our Findings:

We would conduct focus groups to review and discuss our findings. Each focus group would include from five to eight participants who would be identified by the Advisory Committee or other stakeholders. The focus groups would develop preliminary plans and strategies to address the issues identified through our survey-based research, and the applicability of some of the crime prevention initiatives identified through the literature review and Internet search. The results of the focus groups would form the basis, in part, for our strategic planning process.

5.4) Facilitating a Strategic Planning Process:

This strategic planning process would be planned and facilitated by the sponsoring organization along with members of the Advisory Committee and other key stakeholders. The role of the researchers would be to present the main findings from the survey, the literature review, and the focus groups. Based on this information the focus of the plenary component of the planning process would be to address specific concerns and develop tailored solutions for Winnipeg's inner-city stores and businesses. The results of this process would be included in the final report.

5.5) Writing Our Report:

The final component of this proposed project would be consolidating the results of the literature review; the survey-based research; the focus groups; and the strategic planning process into a ***Fully-Annotated Technical Report*** along with a ***Highlights Report***. Each component of our project would comprise a chapter of the report, each of which could be produced individually as stand-alone documents. The survey data would be presented in graphic or tabular formats along with a written interpretation of the findings. PDFs of the reports would be made broadly available. The Highlights Report would be adapted into the ***Resource Booklet***.

6) Conclusion:

This proposal outlines a structured approach to improving the safety and security of inner-city and Indigenous-owned stores and businesses. We believe that by implementing these steps we can make a significant impact in reducing crime and enhancing the overall safety and security of these establishments, and the neighbourhoods in which they are located. We look forward to discussing this proposal further and exploring how we can work together to achieve our goals. Some of the questions we'd like to explore at the September 11th meeting of the Winnipeg Police Board could include:

1) This proposed project includes: a literature review/Internet search; survey-based research of inner city and Indigenous-owned businesses; focus groups; and a strategic planning process. Have similar local studies been undertaken? If so, when were the most recent studies completed?
2) Do you believe there is a need for this proposed project at this time? If you do, would WPS be a partner to this project, possibly having representation on its Advisory Committee?
3) What do you see as the current major criminal or safety issue for inner-city stores and businesses?
4) We've identified some potential partners to this project, such as the Winnipeg Chamber of Commerce. What are a couple of other potential organizations or groups to include on the Advisory Committee?
5) Given the origin of this proposal, when the focus was solely on Indigenous-owned businesses, the plan was for ICC to sponsor this project. With the expansion to include all inner-city businesses this is no longer an option. We're currently looking for a registered charity to sponsor this project. What are some potential sponsors that come to mind for you?
6) Are you aware of any foundations or other funding sources that may be open to supporting this project? Can you think of any possible corporate funding sources?

7) **Proposed Activities, Timelines and Related Fees, for an 18 months process:**

NOTE: This is a draft budget which may be subject to change based on feedback from the Research Advisory Committee and other stakeholders.	**Proposed Fees[1]**
Administrative fees for the sponsoring organization (at 15% of the total project fees to cover costs related to: staff support, office supplies, postage, courier services, etc.)	TBA
I) Initial Planning And Development	
1) Meeting with the sponsoring organization and the Advisory Committee to establish the scope of the survey and literature review, and to develop our areas of inquiry 2) Recruiting partners 3) Identifying and engaging with prospective participants 4) Engaging with Indigenous organizations, businesses and business advocates; community safety organizations, and Winnipeg Police Services 5) Identifying/engaging with organizations representing inner city stores and businesses to distribute the link to our survey to their membership based on their email lists 6) Ongoing contact and consultation with these entities	$15,500
II) **Development Phase Of the Survey**	
7) Identifying areas on inquiry to include in our survey 8) Creating the initial survey and following up with up to five draft documents for review by the Advisory Committee and other key stakeholders 9) Developing the scannable version of the survey, up to 3 drafts. 10) Converting the scannable survey to an online format 11) Developing the SPSS database 12) Provide the link to the online survey to designated organizations such as the ICC, WCC and others 13) Coordinate distributing scannable surveys to stores and businesses located in identified stores and businesses 14) Paying students to distribute and pick up completed surveys for local stores and businesses in the target neighbourhoods	$12,500
15) Remuneration for partner organizations to send out our survey link to their members via email	$15,000
iII) Data Entry and Processing; Powerpoint Development; and Draft Report Writing	
16) Survey administration. Creating/monitoring online survey, Exporting data to SPSS	$25,500
17) Data entry (forms scanning and verification) Exporting data to SPSS.	
18) Merging online and scanned data to single SPSS file	
19) Data processing and analysis, including processing all quantitative data from the merged SPSS file, in the aggregate and cross-tabulations and correlations.	

[1] These fees may represent the combined time of up to three members of the Research Team.

20) Creating graphs and the PowerPoint presentation	
21) Presenting the PowerPoint presentation to the sponsoring organization, Advisory Committee and other stakeholders (includes note taking and reporting on feedback)	
22) Writing the draft report with feedback from the sponsoring organization and the Advisory Committee	
III) Undertaking the Literature Review	
23) Confirming scope of the Literature Review through the Advisory Committee	$14,500
24) Conducting the Literature Review	
25) Analyzing the Literature Review findings. Writing the related chapter.	
IV) Conducting Five Focus Groups	
26) Developing focus groups questions through the Advisory Committee and sponsoring organization	$12,500
27) Conducting five focus groups, including note-taking and writing outcomes	
V) Strategic Planning Process: Sharing and Discussing Our Findings	
28) Working with the Advisory Committee and sponsoring organization and to plan strategic planning process	$25,000
29) Presenting the research findings, including modifying the PowerPoint presentation	
30) Presenting Literature Review Results, including the PowerPoint presentation	
31) Presenting the focus group results, including developing the PowerPoint presentation	
32) Collating the results of the strategic planning process	
33) Synthesizing what the research findings review tell us about the needs of shops and businesses and what do the results from the literature tell us about the most applicable approaches to create safer and more secure business environments.	
VII) Completing Our Final Report	
34) Completing the full report, along with a Highlights Report	$14,500
Subtotal (Consulting Services)	**$135,000**
VIII) Other Proposed Costs:	
Printing scannable surveys	?
Research Assistants delivering and picking up scannable surveys ($25.00/hr @ 20 hrs)	$500,00
Recorders for focus groups and strategic planning ($35.00/hr @ 20 hrs)	$709.00
Visa Gift Cards (five prize draws $100 value per card)	$500.00
Rental of space for focus groups sessions	?
Honorariums for focus group participants (@ $50.00 x 40 participants)	$2,000
Costs associated with venue for strategic Winnipeg strategic planning session	?
Costs associated with meals and snacks for Winnipeg strategic planning session	?
Fees for strategic planning session hosts	?
Gift for Elder and Traditional Drummer	?
Printing draft and final reports	?

Subtotal (Consulting Services)	
Subtotal (Other Proposed Costs)	
Total Proposed Fees and Costs	

VII) Contact Information: TBA