



Engaging Local Businesses in Community Development and Crime Prevention

A Literature Review

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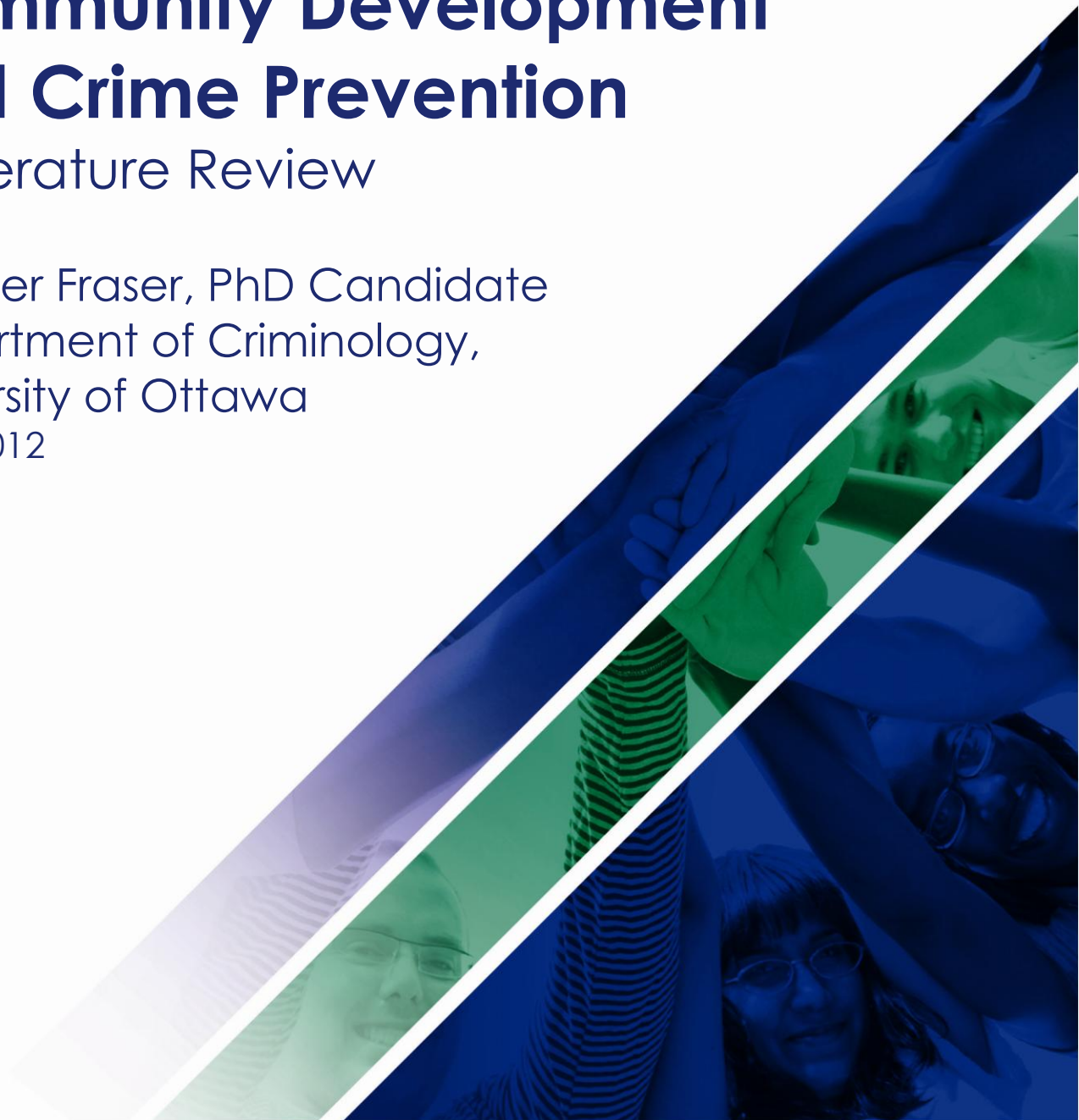


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Executive Summary

Crime Prevention Ottawa (CPO), in partnership with Ottawa's Community Development Framework, commissioned a literature review to discover what has been done to engage local businesses in community development and crime prevention initiatives. Covering research and examples from several countries, this review looks at why businesses should be involved in community development, the challenges of engaging businesses, examples of innovative approaches to engaging businesses, and some tools and processes that can help community groups engage businesses.

Engaging businesses in community development and crime prevention work makes sense when the multiple risk factors for social problems are recognized. Businesses have a lot to offer community groups: resources, ideas from a fresh perspective, and specific skills honed in a business environment. Many businesses are now committing to social responsibility, but their involvement in community development also "makes good business sense" in improving their image, attracting customers, and retaining employees. Overall, pairing business development with community development can create business opportunities and improve the vibrancy of communities.

Of course, engaging businesses in community development and crime prevention work can be challenging. Businesses and community groups tend to "speak different languages" – businesses work in a fast-paced, competitive environment toward specific, short-term goals, while community groups often work on long-term projects toward more abstract goals. Businesses may not see their role in community development and crime prevention and may be reluctant to participate in perceived "negative" issues. Community groups looking to engage businesses might want to consider picking specific components of a project in which a business can concretely participate; clearly establish expectations, roles, and timelines for all parties' involvement; and, frame their project in positive terms.

Despite these challenges, there are many examples of innovative ways communities have engaged businesses in development and crime prevention work. Community groups have successfully worked with Business Improvement Areas (BIAs) or Districts (BIDs) in New York City, Baltimore, and Winnipeg. Innovative partnerships devoted to curbing alcohol-related violence in entertainment districts have been established in Montreal and Edmonton. Some Toronto-based projects have highlighted the importance of getting businesses to invest in youth and working on focused neighbourhood revitalization projects.

Community-business partnerships have also been facilitated by governments in Vancouver and the United Kingdom.

A number of tools exist to help community groups identify, approach, and maintain relationships with businesses they would like to engage in development and crime prevention work. For example, the International Centre for the Prevention of Crime and the Institute for the Prevention of Crime outline five steps for effective implementation of crime prevention initiatives and the Tamarack Institute has produced a six step process for obtaining business involvement as well as a “needs-features-benefits” tool for making the case for business involvement.

This literature review shows that, despite challenges, community-business partnerships for community development and crime prevention initiatives can be advantageous for all stakeholders involved. Understanding what is already known about engaging businesses in community development and crime prevention is important for CPO and will help to inform future relationships among local business owners, community partners, and residents and to promote joint community development and crime prevention initiatives in the Ottawa region.

Introduction

In the fall of 2011, Crime Prevention Ottawa (CPO) launched its “Safety is Good for Business” project in partnership with the Ottawa Police Service (OPS). This project involved reaching out to business owners, finding out about some of the community safety issues they are faced with, and providing them with crime prevention information. This project highlighted a need to know more about what has been done to engage businesses in community development and crime prevention initiatives. Now, in partnership with Ottawa’s Community Development Framework, CPO is asking: How do we effectively involve local businesses in community development and crime prevention projects? This literature review covers both theoretical and empirical studies that have been conducted on engaging businesses at the local level in Canada, as well as in the United States, New Zealand, and the United Kingdom. Since this is a relatively new area of research, evaluations of public-private partnerships at the community level are scarce. As such, examples of innovative approaches are highlighted, but “best practices” cannot be identified. Still, understanding what is already known about engaging businesses in community development and crime prevention will enhance CPO’s ability to reach out to other communities in the Ottawa region. It will also contribute to CPO’s ability to build mutually beneficial relationships among local business owners, community partners, and residents and to promote joint community development and crime prevention initiatives.

Why should Businesses be involved?

The idea of fostering partnerships with businesses is not a new theme in the community development and crime prevention field. With a move away from focusing on purely reactive approaches to public safety, crime prevention practitioners have highlighted the role for multiple stakeholders (e.g., governments, non-governmental organizations [NGOs], research centres, and the private sector) in fostering community development and safety (International Centre for the Prevention of Crime, World Bank, & Bogotá Chamber of Commerce, 2011). The leading model for crime prevention and community development programs comes from the World Health Organization (WHO). In WHO’s Ecological Model, risk factors at the individual, relational, community, and social level interact to set the stage for social problems (see Krug, Dahlberg, Mercy, Zwi, & Lozano, 2002). The many interconnected reasons for why communities experience crime, violence, poverty, or social degradation suggest the need for an interlocking solution (Loewen, 2008). One of the first crime prevention approaches that embraced the role of businesses as part of the solution was James Q. Wilson and George L. Kelling’s (1982) broken windows

theory. While much of the broken windows approach focuses on the role of community policing, it has relevance to the role of businesses in community restoration. Broken windows is based on the idea that if signs of public disorder (e.g., broken windows, graffiti, panhandling, visible sex work, visible alcohol or drug use) are not addressed immediately, they indicate to the public (and potential criminals) that “no one cares” about that neighbourhood (Wilson & Kelling, 1982). Not all signs of public disorder are within the reach of businesses to address, but some are and businesses would certainly benefit from a greater sense of order in the communities in which they operate.

On the business side, there is a large body of literature demonstrating a theoretical interest in the theme of “corporate social responsibility” (CSR). Businesses that adopt CSR policies are committing to a certain degree of self-regulation when it comes to adhering to the laws of the land, ethical standards, and international norms about how they treat their employees, consumers, stakeholders, communities, and the environment (see Canadian Business for Social Responsibility, 2002 for a checklist). A number of national-level mechanisms have also been created to encourage businesses to get involved in crime prevention (e.g., Canada's Business Network on Crime Prevention; see Capobianco, 2005). Large companies in Canada already provide a significant level of support through donations and sponsorships to charities, non-profit organizations, and community groups (Hall, Easwaramoorthy, & Sandler, 2007). However, what is committed to at the top does not necessarily filter down to local or independent businesses at the community level. The International Finance Corporation (IFC, 2000) published a resource guide for businesses looking to get involved in community development programs. This guide encourages businesses to:

- Engage in community consultations;
- Build trust between the community and other stakeholders;
- Manage expectations by clearly defining roles and responsibilities;
- Develop appropriate capacity through partnerships;
- Mobilize business competencies for community development goals;
- Set measurable goals and report on progress; and,
- Plan for sustainability (IFC, 2000).

Many of these points are also advocated by community development and crime prevention practitioners – the trick is how to get the business sector and community development and crime prevention sector connected. This review will focus on what practical steps can be and have been made to engage local businesses at the community or neighbourhood level for community development purposes.

Engaging businesses that are committed to social responsibility and community development is an admirable goal, but the case should also be made that community development “makes good business sense” (IFC, 2000). Businesses can be negatively affected by community disorder and high levels of crime and violence and even the perception of high levels of crime and violence. For example, businesses may experience theft, vandalism of their property, or violence or harassment perpetrated against their employees (see Tilly & Hopkins, 2008; Vidaver-Cohen, 1998). These factors can make it difficult for a business to attract customers, recruit and maintain employees, and even stay in business altogether (Capobianco, 2005). A study conducted in the United States found that service and retail businesses suffer the most negative consequences when they are located in neighbourhoods that experience a “surge” in violence (Greenbaum & Tita, 2004). It stands to reason, then, that businesses could benefit greatly from becoming involved in preventive initiatives that improve the physical and social conditions of the community in which they operate before conditions get out of control. In addition, participating in community development projects can improve community relations between business owners and community members, perhaps increasing the likelihood that residents will frequent the businesses. Good community relations can also help in dealing with other problems in the future, avoiding unnecessary conflict and hostility, and creating a more positive working environment for employees (IFC, 2000).

Businesses actually have a lot to offer the community development sector. Business owners and employees can offer resources to community development projects that cannot be found in other stakeholders. In a “Guide to Action” produced in partnership by the International Centre for the Prevention of Crime (ICPC), the World Bank, and the Bogotá Chamber of Commerce (2011) several factors are identified as to why businesses are well-suited for involvement in community development and crime prevention:

- Businesses can provide new and fresh ideas;
- Businesses tend to have more resources than other sectors; and,
- Planning skills that are necessary for a successful business can be transferred to the community sector (ICPC et al., 2011).

In addition, when businesses are bolstered through community development participation, it can generate more opportunities for local employment and training, especially when community development concerns are integrated into business decision-making processes. This can happen when business owners take it upon themselves to encourage and support their employees’ involvement in community development work, integrate community concerns

into their business plans, and make “impact on community” part of their business performance measures (IFC, 2000).

Research suggests that pairing business development with community development results in “more than the sum of its parts”. In other words, community development can create business opportunities and business development can improve the vibrancy of communities. Community development can reduce businesses’ operating costs (i.e., by operating in a neighbourhood with a good reputation) and expand their consumer base (i.e., by attracting and retaining customers). Business development can expand job opportunities for community residents, improve consumer services and create new business markets by targeting to specific communities, restore community spaces, and foster role models and community leaders (Bendrick & Egan, 1993). While there are a number of potential benefits to both community groups and businesses, there are also some challenges to engaging businesses in community development and crime prevention work. The next section will explore some of these challenges.

Challenges of Engaging Businesses

Community groups and businesses tend to “speak different languages” which can make engaging business in community development and crime prevention initiatives challenging. Garry Loewen (2008) describes this as a “culture clash”. When deciding to approach a business to participate in a community development or crime prevention projects, it is important to “pick your battles” and “do your research” beforehand. Consider the type of business and how best they could contribute to a specific project. For example, a local grocer or restaurant might be willing to donate supplies for a community BBQ, while a clothing boutique may be interested in an initiative to prevent violence against women. Businesses may also be more likely to participate if they can expect a direct benefit from their involvement. For example, if a local business has suffered vandalism, they might want to be involved in a community effort to clean up and beautify the surrounding public space. Consider the values that the business already holds and be practical about the amount of resources a small local business can be expected to donate (ICPC et al., 2011).

When approaching a local business to engage in a specific project, it is important for a community group to be clear about expectations, roles, and timelines. Many community issues require long-term strategies and sustained implementation with ongoing evaluation. Businesses tend to work in a high-paced and highly competitive field on short-term projects with clearly identifiable outcomes – usually the opposite of community development and

crime prevention projects. Relationships between local businesses and community groups need to be based on realistic goals and expectations for investment. Successful community-business partnerships are often based on businesses helping on specific tasks within an overall community development vision (Bush, Grayson, Jordan, & Nelson, 2008). Therefore, it would be helpful for community groups to make sure indicators of project success are clear and measurable so it can be evaluated to determine whether the project has met its intended goals (ICPC et al., 2011).

Finally, businesses may lack knowledge about community issues and not see that they have a role to play in crime prevention. Businesses may also be hesitant to get involved with perceived “negative” issues, like crime or the reintegration of former prisoners into the community. However, this challenge can be overcome by framing the project in more positive terms and emphasizing community development components of the project (ICPC et al., 2011). Maintaining ongoing and positive relationships between community groups and businesses can be tricky and time-consuming, but important to ensure that every partner is “on the same page” and to get sustained commitment for participation (Loewen, 2008).

How have Businesses been engaged?

The private sector is largely considered to be a relevant and key potential partner for community-based development and crime prevention initiatives (see Johnson & Fraser, 2007; Schuller, 2002; Shaw, 2001; UN ECOSOC, 2002). There are different ways to engage local businesses in community development and crime prevention initiatives. Businesses can be involved **directly**, through project planning and implementation or involved in specific tasks or stages of the implementation of a project. A good example of this level of participation would be a project that encourages businesses to hire former prisoners, young offenders, or at-risk youth. Businesses can be involved **indirectly**, by donating resources such as money, space, equipment, personnel, or services. In this case, the actual implementation of the project would be undertaken by another stakeholder, such as a community group. Or, businesses can have a **mixed** level of participation, combining the donation of resources and direct involvement in implementation (ICPC et al., 2011). Another framework for consideration is the “Collaboration Continuum” which outlines three levels of business involvement: philanthropic (providing resources for an abstract benefit), transactional (providing resources as part of a partnership), and integrative (involvement in joint initiatives; see Loewen, 2008).

The focus of public-private partnerships for community development or crime prevention can be wide-ranging:

- Preventing crimes against property or crimes against people through social crime prevention or crime prevention through environmental design (CPTED);
- Helping to strengthen community capacity by transferring business skills and resources to the community sector;
- Fostering empowerment and citizenship (e.g., creating job, volunteer, and internship opportunities);
- Restoring public spaces for community use;
- Improving community safety services; and,
- Facilitating communication activities and interactions with the media (e.g., advertising) (Capobianco, 2005; ICPC et al., 2011).

Projects can have many different intended beneficiaries, depending on the group the project is aimed at: children and youth, young offenders and at-risk youth, former prisoners, and the broader community (ICPC et al., 2011). Further, there are different strategies or approaches to community development and crime prevention that can be harnessed through engaging local businesses: advocacy or public education, training and skills upgrading, mobilization and coordination, and research and dissemination.

Research has found that businesses that are “networked”, as in they already have existing partnerships with other local businesses, can provide more leadership and support to communities than non-networked businesses (Besser, Miller, & Perkins, 2006). A case study conducted in New Zealand supported this notion based on the reasoning that networks promote communication between those involved. Ongoing communication between business and community groups from the outset can help to alleviate the competing interests and priorities of different stakeholders (Lee, 2005). In addition, networked businesses have more support themselves and are more likely to prosper than businesses that are not linked with others. This experience working within partnerships also suggests that networked businesses could be especially productive partners for community groups. The next section will explore some examples of innovative approaches to engaging local businesses in community development and crime prevention.

Businesses that are interested in community development work look for the following qualities in community organizations with whom they might partner:

- A track record of excellence;
- A vision for social change work;

- A compelling case that they can get behind;
- Capacity in terms of the appropriate knowledge and skills for community development work;
- Knowledge of the target community;
- Credibility; and,
- Organizations with sound financial management (Cabaj, 2004; IFC, 2000).

With all of these qualities behind them, community organizations can feel confident and prepared when they begin approaching local businesses to participate in projects. The rest of this section will highlight some specific examples of innovative ways community groups have engaged businesses in their work.

Engaging BIAs/BIDs

Business Improvement Areas (BIAs) or Districts (BIDs) vary in size, structure, and function depending on their jurisdiction. However, most ensure that a portion of taxes collected from business owners is used for maintenance in the community in which they operate. Larger BIAs with greater budgets may also invest in marketing and promotional activities (Blackman, 2008). While these funds are usually used to improve the physical environment of the neighbourhood, they could also be allocated to community development and empowering community members. In New York City, the Grand Central BID established an exemplary partnership in the mid-1980s to direct funds for daily street cleaning, collecting litter and emptying trash cans, and removing graffiti. They also operate a drop-in centre for people who are homeless that provides hot meals, counselling, job training, and housing placements; provide support for community events, including art festivals and film screenings; and provide funding for the improvement of the physical appearance of the neighbourhood (Kelling & Coles, 1996; see [http:// www.grandcentralpartnership.org](http://www.grandcentralpartnership.org)). Below are some examples of similar successes in other cities.

Downtown Partnership of Baltimore

Baltimore, Maryland, USA

Baltimore's BID was created in 1982 to create a positive public environment for all citizens and was expanded to cover community safety issues in 1993 (Kelling & Coles, 1996). Like in New York City, this Partnership funds a "Clean Team" to ensure daily street cleaning, trash and litter pick-up, and graffiti removal. The BID also boasts a Public Safety Coalition that links the BID with the police and community members, informs the public about community safety issues, and provides crime prevention training for businesses and their employees. They have also established a Video Patrol program by installing cameras in public spaces to improve the public's sense of safety and deter crime. Also, a "Street Smarts Training and Education" program is offered to community residents,

workers, and visitors through various public education materials and seminars.
Website: <http://www.godowntownbaltimore.com>

West End Business Improvement Zone (BIZ)

Winnipeg, Manitoba, Canada

Established in 1991, the West End BIZ is the largest in Winnipeg and is committed to community economic development. The BIZ organizes community safety patrols by staff and volunteers who conduct "safe walks", respond to safety concerns of community members, and conduct safety audits upon request. The BIZ also offers a free graffiti removal service by people enrolled in a Fine Option Program. Through this program, individuals who have received a fine for an illegal offence can choose to perform unpaid community service instead of paying a monetary fine. During the summer, groups of students volunteer for street beautification, maintenance, and to assist during community events and festivals, including an annual street festival and open-air global market. The BIZ, in partnership with the Winnipeg Police Service and a private security firm, produced a crime prevention guide for businesses, "Partners in Prevention: Crime Prevention & Safety Awareness for Businesses", that can be found on their website. The BIZ also works with other neighbourhood associations to deal with issues of homelessness and affordable housing shortages in their community.

Website: <http://www.westendbiz.ca>

Entertainment Districts

Violence at night in and around entertainment districts is often alcohol-related. Growing evidence suggests that multi-agency partnerships involving communities, health care workers, criminal justice officials, and businesses can help prevent community-based, alcohol-related violence (Bellis & Hughes, 2008). To focus on businesses, a study conducted in Toronto found that risk factors in the physical and social environment of a licenced establishment can influence patrons' aggression (Graham, Bernards, Osgood, & Wells, 2006; also see Homel, Carvolth, Hauritz, McIlwain, & Teague, 2004 for an Australian example). Risk factors for violence include a long line-up to gain entrance, rowdiness and crowding, sexual competition, lack of monitoring by staff, and large groups of people loitering outside after closing time (Graham et al., 2006). Some of these factors could be harnessed by community groups looking to form partnerships with local restaurants, bars, and nightclubs experiencing problems with violence. Interventions have been developed and evaluated for the prevention of bar violence (e.g., Safer Bars developed at the Centre for Addiction and Mental Health; see Graham, 2000; Graham, Osgood, Zibrowski, Purcell, Gliksman, Leonard, et al., 2004), but require community mobilization for implementation. Below are some examples of successful community-business partnerships in entertainment districts.

Partnership between Terrasses Bonsecours and Women in Cities International

Montreal, Quebec, Canada

Terrasses Bonsecours is a series of outdoor patios with a bar, restaurant, and nightclub that operate during the summer in the Old Port of Montreal. This establishment teamed up with Women in Cities International, a network specializing in women's safety in cities, to improve the safety of the isolated workplace for their employees. The partners decided to buy golf carts that could be used to transfer employees safely to their car, the bus stop, or the taxi stand from their workplace after their nighttime shifts.

Website: <http://www.femmesetvilles.org>

Responsible Hospitality Edmonton

Edmonton, Alberta, Canada

In 2007, the City of Edmonton approved the Responsible Hospitality Edmonton framework to reduce opportunities for crime and violence in entertainment districts in the city. This framework brings together business owners under the Alberta Gaming and Liquor commission with the city government, Edmonton Fire Rescue Services, and the Edmonton Police Service to promote education around the enforcement of standards for licensed establishments.

Website: <http://www.responsiblehospitalityedmonton.ca>

Investing in Youth

Investing in youth is widely considered to be an important component of any crime prevention or community development approach (UN ECOSOC, 2002). A range of social, economic, and individual risk factors can undermine the well-being of youth and contribute to their participation in crime and violence. Businesses can offer what so many youth need: a job, and the opportunity to develop skills that can carry them forward in a career. The following examples show how businesses have helped by investing in youth.

Remix Project

Toronto, Ontario, Canada

The Remix Project works with young people from disadvantaged, marginalized, or under-served communities. Through this project, youth can develop skills to prepare for a job in the creative industries: photography, music recording, videography, fashion design, writing, illustration, and the "art of business". Local businesses contribute by providing professional internships for graduates of the program, donating space, equipment, or other materials, and through advertising.

Website: <http://theremixproject.ca>

Partnership to Advance Youth Employment (PAYE)

Toronto, Ontario, Canada

Since 2007, impressive progress on youth employment has been made as a result of a partnership between the City of Toronto and local business owners in the city. Originating in Toronto's 13 priority neighbourhoods, PAYE has expanded to reach youth from disadvantaged communities across the city who are finding it difficult to "get their foot in the door" or jumpstart their careers. Dozens of local businesses have participated by creating job spaces for youth under 30 who are recruited through PAYE.

Website: <http://www.torontopaye.ca>

Government-Facilitated Partnerships

A review of the evolution of policy frameworks to promote business engagement with the community in the United Kingdom identified six major areas where governments can intervene:

- 1) Leadership, by promoting better relations between businesses and the community sector;
- 2) Capacity building and facilitation, by bringing together different stakeholders and facilitating their ongoing relations;
- 3) Facilitating information sharing of best practices;
- 4) Modeling management approaches to community investment;
- 5) Regulation, legislation, and fiscal incentives to promote partnerships; and,
- 6) Measurement and reporting, by providing advice and support for evaluation (Bush et al., 2008).

Below are some examples of government-facilitated partnerships.

Vancouver Agreement

Vancouver, British Columbia, Canada

In 2000, the governments of Canada, British Columbia, and the City of Vancouver signed an agreement to develop and implement a coordinated strategy to promote economic revitalization, safety and security, health and quality of life, and to provide housing. This agreement was based on successful partnerships between all three levels of government, community agencies, and the private sector. Several Vancouver BIAs participated by addressing economic issues in their neighbourhoods. For example, the Hastings North BIA was able to establish a community dialogue around business, residents, and sex workers. The Vancouver Agreement expired in March 2010.

Website: <http://www.vancouveragreement.ca>

Community Safety Partnerships

United Kingdom

In 1998, the United Kingdom passed the *Crime and Disorder Act* that committed all municipalities to establish multi-agency Community Safety Partnerships (CSPs). These partnerships bring together police, fire departments, local authorities, and local health boards. CSPs operate under six "Hallmarks of Effective Partnerships":

- 1) Empowered and effective leadership;
- 2) Intelligence-led business processes;
- 3) Effective and responsible delivery structures;
- 4) Engaged communities;
- 5) Visible and constructive accountability; and,
- 6) Appropriate skills and knowledge.

While not required by legislation, community organizations and businesses are encouraged to "follow the spirit" of the partnerships laid out in the *Crime and Disorder Act*.

See: *Home Office (2007)*.

Neighbourhood Revitalization

Communities and neighbourhoods are the level at which everyday people conduct their day-to-day activities. Improving physical aspects of the neighbourhood using CPTED strategies and social aspects through community development and social crime prevention strategies can greatly impact the quality of life for people living in the community. Below is an example of an innovative neighbourhood revitalization project.

San Romanoway Revitalization Association (SRRA)

Jane-Finch Community, Toronto, Ontario, Canada

The Jane-Finch community is one of the most culturally diverse, and most disadvantaged, in Toronto. Many residents in this community are low income and living in single-parent households. The community has a reputation for violence and crime which has negatively impacted the owners of the apartment buildings in the area. In 1999, a community development manager met with the property owners, residents, local businesses, police officers, and other community organizations to discuss how they were going to address the high levels of violence in their community. With funding from the National Crime Prevention Centre, SRRA was formed.

SRRA engages in a number of approaches to improve community safety. They have improved outdoor lighting and landscaping and established a number of social programs including breakfast and after-school programs, summer

camps, and violence prevention programs for youth. Local businesses have helped construct a playground, expanded and provided for SRRA's office space, and provided job opportunities for people who have dropped out of high school or been involved with the criminal justice system.

An evaluation of SRRA has found reductions in violent crime and property crime. Community members also have an increased sense of safety and are satisfied with the community programming that is now provided. The community still experiences high rates of crime and violence, but the SRRA seems to be making an impact (Capobianco, 2006).

Website: <http://srra.ca>

Some Tools and Processes to Engage Businesses

ICPC & IPC's Effective Implementation of Crime Prevention Initiatives

According to the ICPC and the Institute for the Prevention of Crime (IPC) at the University of Ottawa, an effective implementation of any community development or crime prevention initiative follows five steps:

1. Identifying and mobilizing key partners;
2. Conducting a safety audit;
3. Preparing an action plan;
4. Implementing the initiative; and,
5. Evaluating the outcomes.

The identification and mobilization of key partners, including municipal government workers, community organizations, criminal justice agents, community members, and local businesses is the first step to any community development or crime prevention initiative. When businesses have been identified as potential partners for a certain initiative, the community group needs to ask the businesses to participate. Community groups need to strategize about how they will engage businesses. For example, community groups could hold a seminar, workshop, or community fair and invite businesses to attend or arrange individual or small group meetings to discuss a perceived common issue. It is worthwhile to frame the issue as one of "community development" or "community safety" to project the image that the proposed initiative addresses a cross-cutting issue that businesses have a stake in promoting (see Janhevich, Johnson, Vezina, & Fraser, 2008).

Businesses can be engaged either before or after the safety audit is conducted. A safety audit is conducted to determine what specific issues need to be addressed in the community. The audit will identify crime, violence, and quality

of life issues in the community that need to be addressed (see European Forum for Urban Safety, 2007; Fondation Docteur Philippe-Pinel & ICPC, 2004). If business owners are involved in the initiative before the safety audit, they will be able to offer their unique perspective on community development and safety issues during the audit. However, it may only be after a safety audit has been conducted that specific issues related to local business are identified. The community group initiating the project should decide what approach makes the most sense for the issue they hope to address.

After the audit is completed, the community group must decide on an action plan. The action plan will involve setting clear priorities for the community initiative and deciding what will be markers of success. It is best if the action plan addresses the underlying factors contributing to the community's problems around safety or insecurity. At this stage, it must also be decided how all the different stakeholders will be involved in the community initiative. Partnerships with business owners should be based on creative, meaningful, and easy ways for the business to participate. For example, municipalities in the United States like Seattle, Washington have set up Neighbourhood Matching Funds for specific community-based initiatives. These programs commit city governments to provide funding that matches what the community donates or provides in-kind (Diers, 2004). Businesses could also be asked to "match" what is donated by the city or by community groups, but by providing what is easiest for them to contribute. For example, a printing business could print public education materials for free or an art gallery could offer their space for a special community event. A matching program commits all parties to a specific, time-limited project; an approach that might be more attractive to business owners than long-term or more abstract involvement in community development (Diers, 2004). However the roles and responsibilities are divided up, it is important to lay out the common goals for the project and have all parties sign a statement of commitment.

Next, the community is ready to implement their initiative. The implementation should be the result of a coordinated and planned effort on the part of all stakeholders. Make sure all stages of the project are monitored and records of work are kept to ensure accountability and transparency: planning, implementation, follow-up meetings with all stakeholders, and progress reports. Having these records will facilitate the final stage: evaluation. The community initiative should be evaluated to determine if it achieved its goals. An evaluation should involve figuring out what markers of success that were identified in the action plan can actually be observed. For example, if a partnership between a community group and several local businesses aimed to create more economic opportunities for youth in the community, the stakeholders would want to keep track of how many youth were hired at each business during the time period of

implementation. Record-keeping and evaluations demonstrate a commitment to accountability and transparency, heightening the credibility of community groups who may want to involve other businesses in the future.

Tamarack Institute's Six Step Process for Obtaining Business Involvement

The Tamarack Institute in Waterloo, Ontario published a guide to help community groups engage businesses in social change initiatives (see Loewen, 2008). The six steps are:

1. Determine your approach. Will a business be asked to participate in one project, be able to choose from a menu of options, or will the community group and business explore what roles would best suit each partner after a commitment to participate is already established?
2. Clarify what you would like the business to contribute. For example, businesses can be asked to contribute financial resources, expertise, facilities, advocacy, access to networks, employment, purchasing, and market or product development.
3. Identify specific business gains. Will participation likely result in new market opportunities, enhanced public image, or a stabilized community that will benefit the business?
4. Articulate how you can help businesses realize their objectives (e.g., community trust, new marketing channels).
5. Gather and prepare evidence (e.g., personal stories, research).
6. Make the approach. This involves making a list of businesses to contact, preparing a script, contacting the businesses, and then following-up.

Engaging businesses in social development work takes time and requires patience and persistence. Community groups should see themselves as “selling an opportunity” to a business, so it is important to demonstrate passion, commitment, and a forward-looking vision (Loewen, 2008).

Tamarack Institute's Needs-Features-Benefits Tool

The Tamarack Institute also developed a tool to help community groups develop a case for business involvement in their projects based on the “Needs-Features-Benefits” framework (see Cabaj, 2004). This tool focuses on:

- Needs – What the desires or needs of the business?
- Features – What the components of the community development or crime prevention initiative?
- Benefits – What positive outcomes can the business expect as a result of participating in various features of the project?

To answer these questions, the tool recommends community groups follow a series of steps:

1. Determine the strategy for the project. Is there one specific project in which businesses will be engaged, multiple components of a larger project, or will the specific areas of involvement be decided after the partnership is established?
2. Identify the specific business needs and determine how they align with the vision and goals of the community group. Does the business need to enhance its image in the community? Or does it need to improve its ability to recruit employees?
3. Clarify the features of the project that fit the business' needs.
4. Describe the benefits that the business will enjoy.
5. Gather evidence to convince the business that their involvement will likely result in some benefit for their participation.

Completing the "Needs-Features-Benefits" tool through the above five steps allows community groups to think through important issues before approaching a business to request their involvement.

Conclusion

This review has made the case that partnerships for community development and crime prevention initiatives between community groups and local businesses can be advantageous for all stakeholders involved. Businesses can benefit from a safer and more vibrant community in which to serve their customers and recruit employees. Community groups can benefit from the unique skills and resources businesses can provide to their projects. There are a number of innovative approaches to engaging businesses, from harnessing the networks of Business Improvement Areas or Districts to working with local business owners in entertainment districts, from investing in youth to government-facilitated partnerships, or even working on large-scale neighbourhood revitalization projects. Equipped with the tips for presenting a persuasive case to potential business partners outlined in this report, community groups can be more prepared and feel more confident in asking local businesses to participate in their community development and crime prevention projects. By outlining the process of engaging businesses, as well as highlighting some innovative approaches, this review will strengthen the ability of Crime Prevention Ottawa and participants in Ottawa's Community Development Framework to engage local businesses in various community development and crime prevention initiatives throughout Ottawa.

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