

The McMaster Journal of Communication  
Vol 13  
2022

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# Public relations responsiveness during crime spikes: How and to what extent do social media and news reporting exacerbate liquor store thefts in Winnipeg?

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## Abstract

For a period of approximately 18-months, the city of Winnipeg experienced an alarming spike in Liquor Mart thefts, that took a toll on the Winnipeg Police Service workforce because of the sheer number of investigations opened due to these crimes. Manitoba Liquor and Lotteries management were reeling from the impacts of these thefts on customers, employees, and their bottom line. Communications Director Andrea Kowall stated at a news conference on October 28, 2019, that she believed news reporting and social media posts by civilians were factors that contributed to the theft surges. This exploratory, single case study sought to examine how and to what extent social media and news reporting exacerbated liquor-store thefts at Liquor Marts in Winnipeg through the social phenomenon of theft and robbery crime spikes between August 31, 2018, and December 1, 2019. The social phenomenon provided an environment to analyze steps taken by policing organizations in situations impacting public safety.

Interviews and a questionnaire were utilized to explore the Balance Zone Theory as it applied in this situational context. Crisis communications tactics such as social media were explored as well as testing for the presence of news waves by examining published articles in a chronological sequence. This case study could provide valuable insights to policing organizations implicated in media hypes when coupled with incidents of public interference in crime situations through the use of social media.

*Keywords:* policing, crisis communications, balance zone theory, public relations, stealing thunder, news waves, social media

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# Public relations responsiveness during crime spikes: How and to what extent do social media and news reporting exacerbate liquor store thefts in Winnipeg?

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## Background

The news cycle was not kind to Manitoba in 2019. The province's capital city of Winnipeg has a problematic past with crime and frequently ranks at the top of national tallies for homicides and other crimes. At the time of writing in 2021, 42 homicides had been counted in Winnipeg, setting a new record from the previous 41 homicides set in 2011 (Crabb, 2019, para. 2). Nevertheless, what of other crimes tallied in Winnipeg? Police-reported crime across the country uses determinant values on the volume and the seriousness of offences to arrive at two different indexes or ratings (*Definitions*, 2010). In 2018, Winnipeg had a Crime Severity Index of 119.43 compared to Canada's national average of 75.0, and a Violent Crime Index of 161.44 against Canada's national average of 82.44 (*Crime Severity Index*, 2021). In particular, the Violent Crime Index, which includes robberies, was 51 per cent higher in Winnipeg versus that of the country and has climbed over the last four years (*Crime Severity Index*, 2021).

The crime rates in Winnipeg suggest that businesses and individuals within the city's core are at a significantly greater risk of injury, death, and property losses in one form or another. While this conclusion might be a generalization that does not consider situational circumstances, evidence exists in expert opinions noted by local media. CBC Manitoba News interviewed Ron D'Errico, CEO of Impact Security Group, which employs more than 1,500 security officers who are engaged in retail loss prevention efforts in Winnipeg. Mr. D'Errico remarked to CBC News

that “his company has seen a 68 per cent jump in requests for those officers at places like pharmacies, grocery stores, clothing stores and liquor outlets” (“Retailers face the darkest time,” 2019, para. 2). In the twelve months from August 2018 to September 2019, there were 6,943 shoplifting incidents reported to the police, which is an 82 per cent increase from 2017 where shoplifting incidents under \$5,000 totalled 2,874 (“Retailers face the darkest time,” 2019, para. 29).

A significant social phenomenon that this case study will focus on is the shoplifting and robberies at Winnipeg Liquor Marts run by the crown corporation Manitoba Liquor and Lotteries (MBLL). During a press conference on October 28, 2019, one of the public affairs constables of the Winnipeg Police Service (WPS) highlighted that robbery occurrences were frequently happening - 10 to 20 times daily - at Manitoba Liquor Mart stores in Winnipeg (“Retailers face the darkest time,” 2019, para. 15). On the same day, Andrea Kowal, the director of communications for MBLL, held another press conference to implore the general public and the media to stand down and not escalate matters by sensationalizing the thefts in social media and through news headlines.

Below are excerpts from the transcript of Andrea Kowal's remarks to the media following a rash of videos posted to Facebook of Liquor Mart thefts from the previous weekend.

There is a lot of chatter on many pages about outraged customers wanting to, outraged citizens wanting to sort of take back our city, so we're concerned...oh ya, I think it's an issue that's why we're talking to you [media] today. We do not want people intervening. It's dangerous. Our extreme frustration is that the media, I'm sorry, but have focused on that this is a Liquor Mart theft problem, and every single story is about that this is a Liquor Mart theft problem and I'm afraid that that really diminishes how serious this is as far as a retailer theft and crime problem in our city. ...I talked to the police today in response to all these media inquiries that are going on. Part of the problem we're finding is all these videos on social media and all the media attention are actually encouraging and helping the thieves sometimes as well...nothing seems to be working. We have police officers in some of our stores and their robbing us while the police officer, an armed officer with a gun and a Taser, is standing there. So, I'm not quite sure what is supposed to fix this. (Crabb, 2019).

This case study examined how and to what extent social media and news reporting exacerbated liquor thefts at Liquor Marts in Winnipeg between August 2018 and December 2019. These incidences of crime provided the situational context to examine the relationship between the Winnipeg police, Manitoba Liquor and Lotteries, the media and citizens. Social media offered an additional environment to evaluate these relationships. There is interrelatedness to all these relationships because of how information flows between the four players. The four players identified were: (1) Manitoba Liquor and Lotteries (the organization), (2) the Winnipeg Police Service (police), (3) news media, and (4) publics such as citizens, customers, and employees. The role of social media offers an additional layer of complexity because it was a tool leveraged by all of the players in this case to distribute, engage with, and amplify information.

Crisis communications, the relationship between public relations and journalism, and the role of social media in the evolving media landscape have all been explored extensively in the literature. However, what makes this case study unique is the confluence of these topics explored through a situation where the variable of crime is unpredictable, and there is no known determinant to assign blame. In addition, this case produced a highly volatile environment among citizens, which sparked a groundswell among residents to take to social media. Facebook, Twitter, and Reddit became avenues for their displeasure to be heard and actions to be seen by the broader population, news media, MBL, and the Winnipeg Police. Therefore, this case study provides value for policing organizations implicated in media hypes, coupled with incidents of public interference through social media. The social phenomenon provides an environment to analyze steps taken by policing organizations in situations impacting public safety.

The four models of public relations developed by Grunig and Hunt (1984) serve as guidelines to create programs, strategies, and tactics and were used to evaluate how and to what extent the Winnipeg Police Service engaged with various publics. In addition, the balance zone theory proposed by Flynn (2006) provided a window into understanding the complexity of relationships between the four players in this case study. As Flynn observed, there is a “delicate equilibrium in a multi-dimensional perspective where dialogue, collaborating and negotiating with multiple stakeholders...occur simultaneously” (2006, p. 193).

Social media is an emergent tactic for crisis communications strategy because the tool connects citizens in two-way communications with organizations. Examining WPS social media posts in the context of liquor mart thefts was part of this case study analysis. Stealing thunder (Arpan and Pompper, 2003; Fowler, 2017) and transforming-dialogue strategy (Romenti, 2013) were suggested as useful approaches for practitioners when engaging with publics in social media environments.

Lastly, the role of local media was evaluated for its contributions to the theory of media hypes and news waves (Vasterman, 2005; Wien, 2009) as they relate to the increased Liquor Mart thefts in Winnipeg.

## **Literature review**

### **Publics**

The definition offered by Valentini et al. (2012) effectively describes the nuance of interrelated publics, which is true of the dynamic between these four players outlined in this case study. The authors defined publics as “segments of society [which] have common interests and concerns about an organization that may be affected in a like manner by that organization and, significantly, whose opinions, attitudes, and acts may impact that organization” (Valentini et al., 2012, p. 874).

### **The Balance Zone model**

The approach to public relations and relationship management that Flynn (2006) demonstrates in his balance zone model accurately positions the complexity of the environment

that public relations professionals encounter today. For this case study, the four players' interconnectedness is complex, and the environment is only complicated further by the use of social media by all players. As Flynn (2006) stated:

We need to move well beyond the current two-way thinking about publics and begin to reconceptualize public relations in a multi-dimensional perspective where dialogue, collaboration, and negotiation with multiple stakeholders and stake seekers co-occur and that the new role of the public relations practitioner is to maintain an equilibrium that satisfies the mutual interest of all parties (p. 193).

### **Crisis communications**

Coombs (2007) defined a crisis as “an event that is an unpredictable, major threat that can have a negative effect on the organization, industry or stakeholders if handled improperly” (p. 3). For this case study, it is helpful to summarize the theories and approaches to crisis communications.

This theoretical foundation will serve as a jumping-off point to analyze new and emerging tactics and their usefulness for policing when interacting with media and various publics. The literature review outlines three complicating factors of “communication activities during crisis: (1) risk, (2) timing, and (3) control,” and numerous studies are highlighted that demonstrate mitigating effects for the crisis such as “crisis life cycles, message strategies, response timing strategies, and integrated message/response timing strategies” (Arpan & Pompper, 2013, p. 292-293). All of these attributes shore up an organization's ability to function and maintain its legitimacy and reputation.

An important insight that Heath (2006) pointed out was that “crises have a way of giving voice to many people. Some are experts, and some truly may not be able to provide credible or useful information. However, that information can get into media accounts” (p. 247).

### **Stealing thunder**

One tactic of note explored through this case study is to steal thunder in crisis communications. Often the approach is used by politicians and in legal contexts. However, Arpan and Pompper (2013) argued that the technique can be a helpful tool in crisis communications and the ongoing journalist-practitioner relationship. “For an organization to steal thunder in a crisis, it must break the news about its crisis, rather than waiting to respond to inquiries from the media or other key publics” (Arpan & Pompper, 2013, p. 295). According to Arpan and Pompper (2003), there are three theoretical explanations for the value of stealing thunder. Commodity theory, which suggests that the more messages there are out in public the less value they carry; disconfirmation of expectations theory, which reveals that negative information shared about the person or organization can change audience expectation levels and restore credibility; and change of meaning theory, which states that when negative information is revealed to media journalists might discount the importance and downplaying the crisis (Arpan & Pompper, 2003).

One study by Fowler (2017) looked at how police departments are using Twitter as a channel for stealing thunder. The police “establish[ed] itself as a credible and legitimate news source by being the first to break the news” (Fowler, 2017, p. 726), and then made a conscious effort to regularly update publics through Twitter, which draws in recommendations made by Coombs (2007) when dealing with the information void and filling the silence.

### **Media hypes and news waves**

Vasterman (2005) explained that “media-hype can therefore be defined as a media-generated, wall-to-wall news wave, triggered by one specific event and enlarged by the self-reinforcing processes within the news production of the media” (p. 515). He goes on to list four criteria of when a triggering event can be called media hype. “To be considered media-hype, it seems reasonable that a news wave conforms at least to the following criteria: a key event; a consonant news wave; a sudden increase in reports on comparable cases; and a strong rise of thematically related news” (Vasterman, 2005, p. 515).

Wien et al. (2009) elaborated on the 2005 concept outlined by Vasterman to suggest that there is anatomy to the life cycle of media-hype events. “Within each wave, we recognize the same sequence in terms of the use of sources: at the beginning of each wave, politicians and the public debate, followed by the experts. Compassion fatigue sets in after two or three waves of new perspectives of the original case” (Wien et al., 2009, p. 197).

### **Crime reporting and corporate police communications**

Emerging new media and the ability for direct communications with citizens can be pointed to as reasons why “police forces have undoubtedly invested substantial resources in corporate communications and no longer necessarily regard the traditional media as the primary channel of communication” (Mawby, 2010, p. 135). However, Mawby (2010) explained through his research that police forces still maintain good relations with traditional media for “demonstrating transparency; reassuring people; achieving publicity for unsolved crimes; projecting positive stories; and projecting a positive police image” (p. 135). To make these observations, Mawby (2010) drew in the pioneered work of Chibnall (1975), who argued that “the police are in an asymmetric relationship with the news media” (p. 49). However, Mawby (2010) goes further and cautioned that it is “over-simplistic to baldly point to the asymmetry and conclude that police dominate the relationship” (p. 136). Mawby (2010) concluded by describing the environment for the relationship between traditional media and police corporate communications as necessary tension, stating “media have fewer resources, and the police have more, but balanced by the technological media changes mean the police remain under scrutiny” (p. 136).

Bringing the research findings back to Canada, Huey and Broll (2012) elaborated on research by Mawby (2010) and shared that police feel the “quicker pace at which members of the media must work to meet deadlines, [this] often raises concerns that the media will compromise an investigation” (p. 389). One qualitative interview in their research found that media outlets look to generate more newsworthy information to feed the news cycle by interviewing key

witnesses involved in the investigation. This practice leads to questions about a police officer's ability to perform their job functions being compromised (Huey & Broll, 2012).

## **Social media**

Valentini and Kruckeberg (2012) found that social media is seen as valuable to a public relations professional “because of interactions and exchanges of opinions among users” (p. 3). Users can be described as organizations, employees, citizens, consumers, and police as well. Siah et al. (2010) found that the unique attributes of social media, such as interactivity and integration of multimedia, can be used to “escalate crisis” for an organization (p. 143). Pang et al. (2014) continued to build on this framework for understanding how social media impacts public relations. They posited that the “sharing of user-generated content via YouTube, Twitter, Facebook and blogs, enabled and empowered more people with the capacity to demonstrate their unhappiness with the organization and create organizational crises” (Pang et al., 2014, p. 106). According to Pang et al. (2014), the media's role in crises shows that “issues can gain traction in the mainstream media if a suitable or prompt response was not taken to contest the accusation online or if the response to the issue was not sufficient to reduce the dissonance or negative experience” (p. 107).

Romenti et al. (2014) built on the legitimacy of using social media for crisis communications tools. Crises can generate many discussions, and organizations need to be proactive by joining the conversation not just observe the dialogue taking place between stakeholders online. According to Romenti et al. (2014), a dialogue strategy could be used to participate in online conversations to reinforce a corporate image during a crisis (framing dialogue strategy), to offer solutions and present a position (constructive dialogue strategy), or even to engage stakeholders in helping the organization to find best solutions when responding to a crisis (transforming dialogue strategy).

## **Research problem**

This case study examined how and to what extent social media and news reporting exacerbated liquor-store thefts in Winnipeg from a policing perspective. The situational context took place from August 2018 to December 2019. The relationship between news media, the policing organization, and public citizens were explored through the lens of strategic communications, in particular the balance zone: a delicate equilibrium theory. This exploratory, single case study analyzed the use of stealing thunder in crisis communications, media hypes and news waves in a local news cycle, and the role that social media plays in crisis (Yin, 2014).

The findings aimed to identify best public relations practices for strategic communications in policing during escalating criminal activity and frequency of crime events, with potential recommendations for organizations implicated in crises.



**RQ1: How and to what extent did the Winnipeg Police Service view its relationship management practices in the environment of crime spikes during liquor-store thefts in Winnipeg?**

This question determined the publics that the WPS identified in the discussion of their relationship management approach, and whether or not the delicate equilibrium satisfied the mutual interest of all parties in the balance zone theory of public relations during the incidences of increased Liquor Mart thefts in Winnipeg.

1. *In your opinion, who are the multiple publics that the Winnipeg Police Service identifies as being touched by in the Liquor Mart thefts in Winnipeg?*
2. *If you had to define how you communicated with each of these publics, where would you place your interaction with each of them: (a) one-way advocacy; (b) two-way asymmetrical; (c) two-way collaborative; (d) facilitation/cooperative with mutual gains?*
3. *What are some of the ways that you seek feedback from the publics you identified?*
4. *How and to what extent has this feedback been useful in your policing and communication efforts?*

**RQ2: How and to what extent was social media and, by extension, ‘stealing thunder’ used by the Winnipeg Police Service in crisis communications tactics?**

This question examined whether crisis communications tools on social media, such as stealing thunder and strategic dialogue, played a role in the police satisfying their own interests while trying to help its publics and coordinate with the media.

1. *How do you think that social media impacts public safety in Winnipeg and what are the ways that the WPS monitor this?*
2. *How does your organization use social media as a primary communication channel during and immediately after a crisis?*
3. *How can Twitter be used as a primary communication channel, and what are its limitations? Can another social media channel be used in similar ways to similar effectiveness?*
4. *Exploring the theory of stealing thunder,*
  1. *What kinds of things does the WPS service post about on social media, and how often does the organization post?*
  2. *How and to what extent have social media posts raised the WPS’ credibility amongst previously identified stakeholders?*

**RQ3: How and to what extent did media hype and news waves play a role in the crisis?**

This question examined the timing and quantity of local online news stories and the presence of media hype through news waves.

1. *How would you describe coverage by local reporters and newsrooms of the Liquor Mart thefts in Winnipeg?*

2. *How would you describe your relationships with local reporters and newsrooms during the ongoing Liquor Mart thefts in Winnipeg? How and to what extent are the reports published an accurate account of the issues?*
3. *How and to what extent did crime-reporting change when WPS broke the news of liquor thefts compared with when MBLL or social media posts by the public broke the news of the Liquor Mart thefts?*
4. *How and to what extent are the WPS' relationships with their publics (identified in question 1) impacted when they are breaking news of Liquor Mart thefts and when they do not?*

## **Questionnaire**

A rating-scale questionnaire, with 1 being the lowest score and 5 being the highest (as shown in Appendix B), was used to examine the factors contributing to effective strategic communications, as well as determine how each of the three interview subjects rated the Winnipeg Police Service.

## **Justification of interview questions**

The literature review influenced the three groupings of interview questions identified in the above section and then the subsequent questions within each grouping. As Yin (2014) outlined, responses to these questions represent the research method of evaluating the empirical evidence through collection and analysis of the qualitative data to interpret the presence of the theoretical frameworks proposed.

The interview questions formed analytic generalizations that, according to Yin (2014), either “corroborate, modify, reject or advance” the theoretical concepts identified in the literature review. The questions were for serving members of the Winnipeg Police Service who acted in three different capacities: (1) a uniformed police officer engaged in communications work, (2) a senior civilian member of the Winnipeg Police Service engaged in communications work who is a former journalist, and (3) a uniformed police officer who is also the most senior member of the police force and a spokesperson during the liquor store thefts, the police chief. While their experiences may be different, their answers to the questions should elicit parallel themes for assimilating insights into the findings of this single case study.

## **Case study method**

This exploratory, single case study (Yin, 2014) tested the theoretical frameworks of balance zone theory, strategic dialogue in crisis communications, stealing thunder, and the presence of news waves. An additional layer of consideration is to what extent these elements increased crime incidents of Liquor Mart thefts from October to December 2019 in Winnipeg, when a period of escalated incidents of thefts occurred. The social phenomenon was analyzed from the perspective of policing and public safety. The Winnipeg Police Service is directly involved with distributing information about the crimes to the public, the organization affected (MBLL), and the media. In single case studies, it is essential to put parameters around the scope of the phenomenon. Yin (2014) advised researchers to “think of your case study as the

opportunity to shed empirical light on some theoretical concepts or principles” (p. 37). The value of utilizing a single case study model is that analytical generalizations can be found by exploring similar environments with similar conditions (Yin, 2014). Therefore, the Winnipeg Police Service is the singular organizational lens analyzed for its use of crisis communications during Liquor Mart thefts in Winnipeg from October to December 2019.

A critical acknowledgement is one of the perceptions of bias on the part of the researcher. The purpose of this case study is to evaluate if and to what extent news hypes or news waves played a contributing factor in exacerbating incidents of Liquor Mart thefts in Winnipeg. The author of this case study works with the local newsroom of CBC in a communications capacity and therefore has a predisposition to root out stories that serve the public interest. The author acknowledges this bias in rooting out news agenda stories and will be mindful of judgements that come to mind that place blame or incur speculative thinking about the protocols that organizations or the Winnipeg Police Service are following to address the crisis this case study will examine. Thus, the author will “give sufficient attention” to interviewee accounts and not judge their observations through her own previously formed preconceptions of law enforcement (Yin, 2014, p. 86).

### **Data collection procedures**

The chain of evidence in research unfolded to give the researcher a sightline to view the phenomenon to provide a unique vantage point from which to draw conclusions based on the theoretical frameworks. Multiple sources of evidence enhanced the validity and reliability of the research and was a persuasive strength for case study research - in-depth and contextual - studying a phenomenon in a real-world setting over a specific amount of time (Yin, 2014). For this case study, of the six sources of evidence used to achieve data triangulation, three were used - open-ended interviews, a survey interview or questionnaire, and documentation (Yin, 2014).

One variable to be mindful of is the assumption of unmitigated truth attributed to the interview subjects on behalf of their organization. In addition, any evidence given by an invested party has a “specific purpose and some specific audience other than those of the case study” in mind (Yin, 2014, p. 116). Therefore, the researcher tried to introduce awareness to these organizational biases as best she could to not mislead the qualitative data and, while continuing to be mindful of her own bias as a public broadcaster employee, interpret intent.

### **Interviews**

The first source of evidence used interviews because they often involve “direct observation of the events being studied and with people who may still be involved in the events” (Yin, 2014, p. 12). In addition, they can be helpful because they may illuminate suggestions or explain actions for why and how key events took place and highlight the participant's perspectives (Yin, 2014). Shorter case study interviews, which are what these are, will be conducted with the three members of the WPS listed above using the line of questions listed in this proposal and appendix A.

Audio recordings of the interviews were conducted and then destroyed after the case study was completed. Due to the ongoing nature of this public safety crisis and the propensity for local reporters to want access to more information on the issue, it is necessary for the researcher's notes, conversations, and general observations to remain.

The researcher was mindful of how her “perspective unknowingly influences the interviewee's responses,” also known as reflexivity (Yin, 2014, p. 120) and therefore, conducted interviews with human subjects using the utmost sensitivity. Yin (2014) pointed out that “case study interviews require you to operate on two levels at the same time: satisfying the needs of your line of inquiry (Level 2 questions) while simultaneously putting forth friendly, nonthreatening, but also relevant questions in your open-ended interviews (Level 1 questions)” (p. 118).

### **Documentation**

The second source of evidence was the documentation for its usefulness in providing a timeline and "specific details to corroborate information from other sources" such as news reports posted online, social media posts by civilians, and press releases by the WPS and MBLL (Yin, 2014, p. 114). More specifically, the timing of press releases published by the WPS and MBLL was tracked and then the subsequent or breaking media reports that followed. In addition, specific social media interactions completed a timeline of events during the social phenomenon. “Social media information can overwhelm you, so the first caution is to set some limits” (Yin, 2014, p. 136). For example, public social media posts by civilians galvanized media coverage. Therefore, social media posts written by the WPS and MBLL about the liquor-store thefts were called up to establish a timeline of events.

### **Survey interview**

The third source of evidence was a survey interview or questionnaire completed by the three interview subjects identified previously at the WPS. Yin (2014) stated that a structured questionnaire can produce quantitative data as part of the convergence of evidence and the only difference from a conventional survey is the “role concerning the other sources of evidence” (p. 120). The survey presented to WPS officials analyzes their perception of the official role and response during the social phenomenon of liquor store thefts.

### **Data analysis techniques**

Unlike other forms of research, case study analysis sheds the constraints of overly rigorous rules. According to Yin (2014), the quest for “promising patterns, insights, or concepts - the goal being to define your priorities for what to analyze and why” is part of the fun (p. 164). There are four strategies to guide the researcher through their data: relying on theoretical propositions, working from the ground up, developing a case description, and examining plausible rival explanations (Yin, 2014). The first seemed the most plausible for this case study because it is the theoretical propositions that shaped the data collection methods.

There are five specific techniques to analyzing case studies: pattern matching, explanation building, time-series analysis, logic models, and cross-case synthesis (Yin, 2014). While there is likely merit to applying pattern matching and explanation building, it is the time-series analysis that is of particular interest because there is an “ability to trace changes over time” (Yin, 2014, p. 181). Furthermore, chronological sequences are a particular type of time-series analysis used “to investigate presumed causal relationships” (Yin, 2014, p. 184). Due to the complex and, in some cases, overlapping information during the liquor-store thefts and robberies in Winnipeg, this technique is an essential means to find correlating occurrences between the four players identified and analyze strategic decision-making for crisis communications and the role of social media. To a lesser extent, pattern matching is viable because plotting out data points of time with chronological sequence might generate repetitive behavioural insights that lend credibility to the propositions formulated from examining existing theories (Yin, 2014).

Finally, data was collected and manipulated using the analytics strategies chronological tables, memos, and graphs (Yin, 2014).

## **Results**

Three data types were collected and then triangulated to achieve a convergence of evidence for this case study: open-ended interviews, survey interviews, and documentation. Qualitative content analysis was applied to determine whether links existed to public relations theories of relationship management, crisis communications and, by extension, stealing thunder, and media waves or news hypes.

The senior civilian public relations manager and the uniformed communications specialist chose to be interviewed together. That interview lasted approximately 65 minutes. The final interview with the police chief was conducted separately, with the senior civilian public relations manager auditing the conversation. That interview lasted approximately 26 minutes. All three interview subjects received the same set of interview questions (Appendix A) and completed a survey (Appendix B).

Interview subjects ranked their evaluation of how the Winnipeg Police Service performed strategic communications based on nine factors. The tabulated responses were placed into a line graph depicted corresponding and divergent answers (Appendix C). Overall, the graph depicts how three organizational leaders, who hold public-facing positions, view the excellence of their strategic communications.

Using chronological sequencing, documentation such as news releases, media advisories, and social media posts were analyzed in an excel spreadsheet. In total, 115 pieces of data were collected from the Winnipeg Police Service, Manitoba Liquor and Lotteries, Manitoba Government Employees Union, and three major media outlets.

Only data points from media outlets that broadcast in television, radio, and online as well as the paper of record, the Winnipeg Free Press, were used as data points for this case study. While there are other much smaller media publications in Manitoba, this selection would be duplicates from these larger media sources. Lastly, social media posts that captured liquor mart

thefts in progress, the criminal act, were critical to examining theories such as stealing thunder and news waves. (Appendix D). The timeline was created by using an excel spreadsheet to populate a table representing the timing and frequency of civilian social-media posts that captured the crimes in progress (therefore being the first to break the news), versus when Winnipeg Police informed newsrooms with a media release (Appendix E).

**RQ1: How and to what extent did the Winnipeg Police Service view its relationship management practices in the environment of crime spikes during liquor-store thefts in Winnipeg?**

To assess how the Winnipeg Police Service viewed its practices, the researcher asked the interview subjects to identify, in their opinion, the publics with which their organization interacted. All three interview subjects had similar responses. Citizens functioned as the general public, Winnipeg Police Service officers and management served as the second set of publics, and Manitoba Liquor and Lotteries was the organizational public. Nevertheless, this is where the similarity in responses ends. The manager of public affairs and the public affairs constable both indicated that Manitoba Liquor and Lotteries publics account for management and employees.

In contrast, the Winnipeg police chief indicated that customers were also a public he considered in addition to the management and employees. Public affairs constable, the uniformed police officer, acting in a public affairs capacity, separated the general public and thieves who commit the crimes into two publics. He stated that “part of our reason for our messaging too is to try to dissuade thefts from occurring in the first place.” The manager of public affairs, questioned, “I wonder is the media a public themselves because we have to cater a message that piques the interest of the media to get it out to the public.” The thinking process used to determine the publics that the WPS served was first passed through the idea that publics had perspectives on the crime spikes of liquor-store thefts. Then, interview subjects evaluated their perspective through the lens of public safety. Interview subjects used language such as “first and foremost it comes down to our responsibility, ensuring that the public has as much information to keep themselves safe,” and “if you take it out of the perspective of looking out for the well-being of the general public,” and “certainly the safety of both the staff and the customer starts to come in, the relationships spin-off of that concern.”

Once each interview subject identified the various publics considered or as the manager of public affairs described, “when I talk about publics, I’m thinking about competing needs or competing perspectives,” the questions moved toward placing the multiple publics on a scale designed to align the multidimensional aspects to the balance zone theory. All three interviewees interpreted the scale differently, and so there was little consensus to be found in terms of how the WPS viewed their interaction with the publics they identified. Where the interviewees aligned was in placing media, the general public, WPS officers and customers, as well as thieves in the one-way advocacy column. All three interviewers commented about how the WPS does not take feedback from the general public, but the sentiment summed up by the Winnipeg police chief who said, “[we] don’t really invite a lot of feedback from the public. It’s more about providing the public with information of what’s going on and what we’re involved in.” Even though the interviewees expressed the view that no dialogue takes place with the public, there isn’t an indication that the WPS is operating using manipulative or coercive tactics with the public. The

placement of the media, public, WPS officers and customers in the one-way advocacy side of the scale speaks to a misunderstanding of the terms and their application in practice. In the same way, the manager of public affairs and the public affairs constable placed the MBLL into the two-way collaborative side of the scale but felt that optimal relations should be towards cooperative mutual gains. Both indicated that “we want to work with them to improve safety conditions in the stores” and “the relationships have gotten a lot better.” However, the Winnipeg police chief elected to put MBLL into two-way asymmetrical because, as he said,

Ideally, it's to collaborate, but you know, from my perspective, to also try to be respectful to the fact that they're a business, I can't tell them how to run their business. But I can certainly point out the risks that are involved, particularly to people. You know, that's where things diverge a little bit, because they are protecting their brand and we saw the way that played on a little bit. Ya, I wasn't impressed. There was a lot of work in the background to try and really influence them to change their model of retail. There was a little bit of tension there because I don't think they were necessarily wanting to do that.

Next, interview subjects turned their attention to considering the ways WPS seeks feedback from their publics. Each interview subject interpreted this question differently because of the individual's job level and how much they depended on feedback to inform their superior properly. For instance, the Winnipeg police chief indicated that he got “a lot of feedback through the [public information office] on day-to-day things,” and the manager of public affairs remarked that “discussing with [their] colleagues about what they've been hearing from the public such as reaction on Twitter and even personal interactions - the way they consume messages we're putting out.” The public affairs constable that reports to the manager of public affairs, shared that,

We often monitor social media...we look at the replies to our Facebook and Twitter. I'm on the site Reddit too. But I also recognize that social media can be biased in some regards too. So listening to how media interprets things, looking at comments, I think you have to try to balance it all to get a sense for what people are thinking.

When the interview subjects responded to how feedback informed their policing efforts, the responses gave the researcher a window into the WPS values used to decide their actions when managing relationships and influencing publics. For example, the manager of public affairs said, “I don't think we've changed anything too much based on the feedback we received. We sort of had the moral authority or high ground...what else should we be saying, we want people to be safe,” and the public affairs constable agreed to say that “it's been useful; I just don't know that it's caused us to shift our messaging at all.” The Winnipeg police chief shared that their organization's feedback did not necessarily influence the MBLL to change course until the crisis or adverse PR event of an employee being assaulted got MBLL to change the environment in the store. This reflection speaks to how the WPS viewed their position on crimes at liquor-stores though, and that it was the responsibility of MBLL to rollout measures for the sake of public safety. Summarizing things, the manager of public affairs felt that “as long as the public sees that we're trying our best to bring these people to arrest, in conjunction with safety messaging and knowing we are resource-constrained, that protects the relationship with citizens.”

Analyzing the chronological sequence revealed that WPS posted original content to Facebook and Twitter in three scenarios and in doing so opened up a channel to view feedback given from publics, which is more than what the interview answers suggested the police had. The three instances were, on March 21, 2019, the police announced new security measures in liquor stores, an act of solidarity with MBLL; on October 28, 2019, as a response tactic when the general public broke news about liquor-store thefts with videos or photos posted to social media; and on November 21, 2019, for a Facebook Live press conference to inform the media and the public of the assault on an MBLL employee - the climax point of the crisis (Appendix D). Analyzing the replies and comments posted to Twitter and Facebook revealed feedback about policing efforts from the public. Even though the public affairs constable expressed his hesitation with using feedback from social media, it is worth noting that the majority of responses were split almost equally between two sentiments: (1) negative opinion of the WPS and critical of their actions, and (2) undermined opinion of the WPS and expressed solutions, pleaded with them to fix the situation, desired to use vigilante justice, or blamed the provincial government. Meanwhile, feedback was sympathetic and patient towards MBLL.

An important note is that the researcher did not define the term publics before the interviews began and so observed in the interview transcripts that practitioners did not have the same vocabulary as academics and did not grasp the term publics in the context of public relations. Simply put, there was a misunderstanding of definitions, which made observations by the researcher about the strategic public relations processes within the WPS difficult.

The practical model for public relations used by the WPS and the academic definition of the theories such as balance zone: a delicate equilibrium led to confusion for those being interviewed. According to the senior public relations officer, public relations is strategically managed by determining the perspectives of publics that need information from the WPS and then the converse, which is the distribution of the WPS perspective back to strategically important publics. Essentially, strategic communications on the part of the WPS is transactional and not designed for systems of relationship building and two-way communication as described in public relations theories. However, indications of strategic relationship building appeared in the interview responses concerning the nature of the WPS relationship with MBLL.

In the end, two factors emerged as influencing the WPS in their perception of relationship management with publics: (1) the value determinant of moral authority, which is represented in the call of duty to keep the public safe, and (2) the framing of relationships through perspective taking that resulted in transactional exchanges between the WPS and most of their publics. This case study did not find enough evidence to support the hypothesis that the WPS considered the multidimensional elements of the balance zone in their public relations strategies.

### **Survey interview - questionnaire**

The questionnaire showed that the three interviewees ranked the nine factors of balance zone theory generously. All three participants scored #4 - regulatory regime a 5, and for #1 - relational mindset, two out of the three interview subjects ranked it as 5. As expected based on interview responses, all three interviewees ranked #9 - media visibility either a four or a five on the scale. Three lower-graded factors were less significant #6 - economic/market pressures, #7 -



risk management, and #8 - and level of internal/external activism. Overall, the scale reflected a relatively high stability level as viewed by the organization's interviewees.

**RQ2: How and to what extent was social media and, by extension, 'stealing thunder' used by the Winnipeg Police Service in crisis communications tactics?**

The crime spikes of Liquor Mart thefts in Winnipeg started as a slow burn in August 2018 and culminated in a climax incident on November 21, 2019. The chronological sequence started with a media release put out by the Winnipeg Police Service that included a commercial robbery at Liquor Mart. Subsequently, there were 11 additional media releases by the WPS in that time frame.

A chronological sequence was used to catalog reports from multimedia news outlets to evaluate if the WPS stole thunder during the time studied. In addition, entries of incidences where citizens broke news on social media by posting videos and photos of thefts in progress were added. Analyzing the timeline showed that WPS broke news first with a press release. In 10 of the 12 instances, about 1.1 articles written by local newsrooms were published per incident of theft. Out of this norm, the media release on January 14, 2019, resulted in 4 articles published. However, there was no indicator in the chronological sequence to suggest another factor for why this release got more coverage. The media release and Facebook Live on November 21, 2019 were one day after the crisis climax where an employee was seriously assaulted. MBLL issued a statement and held a press conference on the same night as the incident. The WPS issued a media release and Facebook Live one day after on November 21, 2019. This incident was the crisis climax, and so newsrooms responded as expected with published coverage due to the significant public interest element and newsworthiness.

Citizens broke the news of thefts in progress using social media for 6 publicly documented occasions: (1) September 26, 2019, on Reddit, (2) October 21, 2019, on Facebook and (3)(4)(5) October 26, 2019, on Facebook, and (6) November 5, 2019, on Reddit. No WPS press release coincided with thefts or robberies at liquor stores on these dates. On average, news outlets published 5.5 stories per occasion. A more representative breakdown is that five articles were published after (1), four articles published after (2), ten articles published after (3)(4)(5) and three articles published after (6). On March 21, 2019, MBLL used a media event and press release to announce new measures in loss prevention at liquor stores. The WPS contributed with Facebook and Twitter posts to show support for the decision, and three news articles were published.

The WPS stole thunder in 10 of a total 18 critical events of publicly documented liquor-mart thefts. Successful thunder stealing occurred when the WPS put out a media release disclosing the incident to the news media. Conversely, when civilians broke the news by social media, the WPS was forced to engage with media and the public differently by using Facebook and Twitter. However, these events did result in more news articles published.

The interview responses showed that the WPS uses social media to monitor their environment. The constable that directly monitors social media in the course of his work, stated "we're constantly monitoring feedback on social media platforms, whether it's things that we've

been tagged in, where stories involve the WPS, just to see what kind of comments are coming from that” The public affairs constable said Facebook Lives provides a way for “the public to get and hear the whole thing” and “it helps media agencies that can't come too.” In addition, the public affairs constable explained that with the liquor-store incidences, there was a lot of misinformation about citizens arrest laws citing that “that information can spread like wildfire on social media” and if “somebody is walking out with a bottle and the next thing you know they're getting taken to the ground it's a matter of time before somebody else tries it.” The Winnipeg police chief echoed that sentiment, stating he felt that social media was a double-edged sword and the thefts violated the social norms saying, “people really got a sense of how brazen some of these thefts were. Society only works if people kind of follow the rules. It was really hard for [citizens] to comprehend.” A crucial insight came from the chief when he attributed social media for “really starting to advance the traditional coverage. It got right up to the minister,” and “I think it was social media that got the organization [MBLL] to really start to adapt its model. As much as we were asking them to until they ran into some real bad PR, they didn't do it.”

Still, when it came to the crisis of liquor-store thefts, all three interviewees viewed social media as a transactional relationship where citizens or media get something from the WPS, and the WPS uses the environment to analyze threats and seek out evidence to help in investigations. The Winnipeg police chief felt that [they] “have pretty active social media accounts” but also shared that [they're] “not actually sitting there communicating back and forth.” Perhaps the manager of public affairs summed up the WPS view of using social media in the liquor-store thefts best by saying “the more you interact with someone, the more you get to understand that person or agency and can sort of influence. We're here to be transparent and to help people understand our position. I think that's what social media allows us to do, to communicate one-on-one with our public.”

To summarize, citizen actions on social media contributed to escalating the crisis with the government and at MBLL and news media decision-makers. By extension, the WPS was implicated in responding to media inquiries and meeting with MBLL and governments to search for solutions to this public safety issue. While the police chief clearly articulated how the citizens have power through social media, there is a persistent mindset expressed in the interviews that is still to undervalue insights gained from these channels.

### **RQ3: How and to what extent did media hype and news waves play a role in the crisis?**

According to data in the chronological sequence, three key events set off a chain reaction in news coverage, indicating that a news wave or media hype was present. In each event, the reaction started by a civilian post on social media.

The news waves or media hypes happened around three key events and dates (1) September 26, 2019, after a post to Reddit, (2) October 21, 2019, after a post to Facebook, then October 26, 2019, with three subsequent posts on Facebook, and then again within the same wave on November 5, 2019, after a post to Reddit, and finally (3) November 24, 2019, with a Facebook video post. Wave (2) was the largest, with 17 articles generated due to the four civilian posts on social media that built upon each other.

A review of the headlines shows that news outlets were building story ideas from primary sources such as reactive messaging by the WPS and MBLL to caution against vigilantism. Secondary story ideas also spun out from newsrooms that scanned comment threads on the social media posts to test some of the solutions civilians proposed. The WPS and MBLL held separate media conferences on October 28, 2019, to address the surge in civilian posts to social media, seven days after the initial civilian post on October 21, 2019, which started the sequence of events. Wave (1) was at the beginning of the rapid escalation in liquor-store thefts and generated five news articles. The WPS did not issue a comment or statement following this event. Wave (3) generated ten articles resulting from the assaulted MBLL employee speaking out on Facebook. The WPS did not issue a comment or statement following this event.

The interview analysis showed that the WPS recognized the liquor-store thefts escalating early. The public affairs constable said, "I think we broke the story before it started floating around social media...frustrations of the detectives that were investigating a hundred plus incidents a month." As the manager of public affairs pointed out, "when the police service releases something, there's a credibility attached...we put it at the forefront of everybody's radar and then from that stories followed." This observation echoed the public affairs constable, who said, "the media obviously has an appetite for things like this," and "I find the focus is always on the quick, it's either a video that's captured something happening that's closing down a Liquor Mart." The public affairs constable said that he encourages the media to follow the offenders through the system to show the public the consequences because the citizens "only see that one side of the story."

Another part of the interviews highlighted that, as the manager of public affairs indicated, "analytics on traditional media [up take] is usually at 98% or 100%," which suggests that news media are keen to receive any and all information that the WPS puts out publicly. Both the manager of public affairs and the public affairs constable noticed that when the police stop putting out information about media coverage, media coverage will decrease. For example, when the public affairs constable said, "we're not talking about liquor thefts as much now, and I've noticed the resulting coverage kind of decline." The public affairs constable said he was always trying to determine what the new hook will be, stating "it will be reduced traffic, and we'll be the ones driving that initially with the media then they'll pick up on it and do their stories." The manager of public affairs pointed out that in some cases, the police can't release information saying the "nuance of policing means that not all information can be shared with the public or media because it could compromise an investigation." This answer might be why certain thefts at liquor stores recorded by citizens did not get published in WPS media releases.

Mostly, the three interview subjects felt that the WPS broke the liquor-store theft crises for the news media and the MBLL and saw themselves as the catalyst for the organization and even the government to pitch in and help with deescalating the crisis that was heavily impacting the police. The breakdown of 3 news waves or media hypes in the chronological sequence supports specific incidences of elevated coverage. However, the WPS views the entire time frame of the crisis, August 2018 to December 2019, as one large wave.

## **Discussion**

The literature review outlines the balance zone theory of public relations and the theories of stealing thunder and news waves or media hype. This single case study produced the subunits of analysis, stealing thunder and news waves or media-hype, that made the data collection more complex (Yin, 2014). However, these subunits generated opportunities for more extensive analysis of the social phenomenon of liquor-store thefts than only focusing on the theories of publics, balance zone, and crisis communications in public relations through the lens of policing.

This single case study took the common cause form to “capture circumstances and conditions of an everyday situation” (Yin, 2014, p. 49). The setting of shoplifting at liquor stores became the setting for learning about social media and crime reporting, and how they are related to relationship management and crisis communication in policing. The data collected was checked against the key concepts presented in the literature review to “confirm, challenge or extend” the theories propositioned in the objective of this case study (Yin, 2014, p. 49): to determine how and to what extent social media and news-reporting exacerbated liquor-store thefts in Winnipeg. “Increasingly, 21st century relationships are about online communities, social networks, and other types of online linkages” (Valentini et al., 2012, p. 876). However, suppose the identity of the public is not clear to the organization, presenting a difficulty for the practitioner in determining how much power is held and whose culture those publics belong. All the data revealed that the WPS struggled to identify with certainty who their publics, those who “have common interests and concerns about an organization or who may be affected...by that organization” (Valentini et al., 2012, p.874), were and what type of relationship model influenced their interactions with them. The WPS stated they desire to operate as transparently as possible so that citizens can take the information they provide and be as safe as possible. However, the task is difficult because various publics, such as the MBLL, the media and to a greater degree, the citizens, have more opportunities now to vocalize their observations and apply pressure, which had an impact on how WPS responded to the liquor-store thefts crisis (Flynn, 2006).

Regardless of the WPS' desire to be transparent and act according to their moral assertion to perform a public good, citizens responded by suggesting and, in some cases shouting, on social media that the police needed to do more to resolve the situation. As Flynn (2006) pointed out, “organizations are under continuing economic and ethical pressure to maintain mutually beneficial relationships” (p. 194). However, the actions of citizens using social media did not instigate immediate action on the part of the WPS or MBLL to carry out immediate change. Behaviours of these organization only started to evolve after a significant assault occurred to an employee that shocked citizens and this is what finally led to structural safety and procedural security changes for MBLL.

In contrast, the four models of public relations proposed by Grunig and Hunt (1984) reveal an applicable framework for the Public Information Office's handling of interactions with various publics. A transactional exchange more akin to the public information model and two-way asymmetrical model is depicted (Grunig & Hunt, 1984). The questionnaire was completed by the three employees who were interviewed as well. The questionnaire revealed that the interviewees viewed the balance zone that the WPS operates within as being reasonably stable.

As stated by Flynn (2006), “my proposition is that those organizations that have a higher degree of the [factors listed in the questionnaire] will have a more stable and more predictable balance zone” (p.196). In a future case study, researchers could distribute a balance zone factors questionnaire, like the one applied in this case study, to members of the public who interact with the WPS in various ways, such as criminals, civilians, news media, and politicians.

Now to shift towards applying the theory of stealing thunder to the social phenomenon or liquor-store thefts in Winnipeg. While a crisis communications theory was not specifically tested in the data collection, aspects of crisis communications tools such as dialogue strategy and technical tools in crisis, such as social media, were brought into the data collection process and analyzed for their presence. Romenti et al. (2014) pointed out that dialogue strategy might be particularly useful in online environments with the intent to reinforce an organization's image (p. 27). The data revealed that the WPS did not engage with citizens online, as Romantic et al. (2014) describes the dialogue approach to be stating, “dialogue is considered an exchange of ideas between an organization and its stakeholders even when the exchange consists of one single interaction” (p. 13). The observed comments on social media highlighted the reputational bruises that the WPS took. Although the dialogue approach might have helped, the researcher more readily saw reflections of framing dialogue strategy. The WPS chose the topics they wanted to be visible in the form of news releases and, as the strategy outlines, “within the online environment, explicitly participate[d] in dialogue to state their positions and to move participants’ attention towards desired contents” (Romenti et al., 2014, p. 15). “Issues can gain traction in the mainstream media if a suitable or prompt response was not taken to...reduce the dissonance or negative experience to the issue” (Pang et al., 2014, p. 107). This quote from the literature review supports that the incidences of thefts at liquor stores where the citizens filmed or photographed the situation gained traction in the mainstream media. These were the instances when the WPS was not able to steal thunder successfully. Even though the public affairs constable pointed out that it was the WPS that began to highlight increased instances of liquor-store thefts, it can be deduced that during the escalated crisis events from October 21, 2019, and November 20, 2019, that the WPS did not break news even though the police came out with the news-information first. Instead, news reporting and social media broke news and therefore stole thunder. The WPS is established as a credible and respected source for news, as evidenced by the news release pick-up rate that the manager of public affairs referenced in his interview. As Fowler (2017) pointed out through his single case study analysis of the Columbia Mall shooting, there is another opportunity where police departments can steal thunder using social media to improve their relationships with journalists.

Vasterman (2005) outlined six dynamics of media hype: positive feedback loops, a key event, the news theme, lowering of news thresholds, interactive media momentum, and the decline of the news wave. The chronological sequence of liquor store thefts showed evidence of news waves. Vasterman (2005) depicted critical events with a graph that had spikes in the number of published news pieces with a slow decline until another critical event occurred and then the coverage would spike again. This spiking pattern matches the findings analyzed in this case study. Overall, the data collection in Appendix D showed that news waves spiked from key events attributed to the startling revelations of visually seeing brazen thefts at liquor stores in programs on social media.

## **Conclusion**

This case study was selected because the researcher works for CBC and directly observed the press conference held by Manitoba Liquor and Lotteries on October 28, 2019. The communications director, Andrea Kowall, bluntly pointed to news reporting and social media posts by civilians as factors that were contributing to the theft surges in Winnipeg Liquor Mart over, at the time, recent months.

The researcher thought to test that hypothesis to determine how and to what extent social media and news reporting played a role in exacerbating liquor-store thefts. Yin pointed out that “with these revelations, you have every right to conclude that your initial design needs to be modified” (2014, p. 62), and went on to say that changes need to be in order to understand the nature of the alteration precisely. In the end, the research question was analyzed through the lens of policing. Theories were then applied to policing efforts such as relationship management theories like balance zone, stealing thunder as a crisis communications tactic, and finally observing news waves or media hype. The original theoretical proposition was too broad for this researcher's single case study methodology. As the findings only scraped the surface of these theories, and to the degree that they were applied, the researcher was able to correctly identify if they were present or not in the social phenomenon but was not able to thoroughly test to confirm or extend their validity (Yin, 2014).

For a future reconceptualized state of this case study, a researcher could singularly test a theory and apply it to this social phenomenon. One of particular interest to the researcher is to go back and test the work of Fowler (2017) against how the Winnipeg Police Service applied crisis communications theory in the incidences of liquor-store thefts in Winnipeg. The analysis overall revealed another insight for further testing: whether or not there is a cause-and-effect relationship between stealing thunder as a crisis communications tactic and the theory of news waves or media hype.

Finally, a noteworthy caveat to highlight is that the researcher did not ask the WPS how the Public Information Office determined which liquor-store robberies to include in the news releases and why other incidences, such as those posted to social media, were not part of a media release. News reports indicated that police were investigating hundreds of thefts, and the MBLL indicated that some stores had shoplifting events as much as twenty times a day. This information would have been helpful as secondary data points to better triangulate the stealing thunder theory in the context of crisis communications.

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## Appendices

### Appendix A: Interview questions

<Introductory Paragraph Withheld>

So with that, it is in the context of being a Master's student that I would like to interview you in order to complete a case study research assignment. I would like to ask you several questions to help me determine how and to what extent do social media and news-reporting exacerbate the frequency and similarity of crime as demonstrated through the social phenomenon of liquor-store thefts in Winnipeg during October to December 2019.

Your participation in this research study is completely voluntary and you are free to end this interview at any time. To reiterate, all your information will be kept confidential and will only be shared with my research supervisor, Dr. Terry Flynn. With your permission, I would like to record our interview, as it will allow me to listen more attentively to our discussion. Following our interview, I will transcribe our discussion. Once my research study has been completed, both the audio files and transcripts will be securely erased. Are these conditions acceptable to you?

Do you have any questions before we begin?

### Interview questions

#### **RQ1: How and to what extent did the Winnipeg Police Service view its relationship management practices in the environment of crime spikes during liquor-store thefts in Winnipeg?**

This question will find out the publics that the WPS identifies in the discussion of their relationship management approach and whether or not the delicate equilibrium that satisfies the mutual interest of all parties in the balance zone theory of public relations is activated during the incidences of increased Liquor Mart thefts in Winnipeg.

1. *In your opinion, who are the multiple publics that the Winnipeg Police Service identifies as being touched by in the Liquor Mart thefts in Winnipeg?*
2. *If you had to define how you communicated with each of these publics, where would you place your interaction with each of them: (a) one-way advocacy (b) two-way asymmetrical (c) two-way collaborative (d) facilitation/cooperative with mutual gains?*
3. *What are some of the ways that you seek feedback from the publics you identified?*
4. *How and to what extent has this feedback been useful in your policing and communication efforts?*

**RQ2: How and to what extent was social media and by extension ‘stealing thunder’ used by the Winnipeg Police Service in crisis communications tactics?**

This question will examine whether crisis communications tools on social media, such as stealing thunder and strategic dialogue, played a role in the police satisfying their own interests while trying to help its publics and coordinate with the media.

1. *How do you think that social media impacts public safety in Winnipeg and what are the ways that the WPS monitor this?*
2. *How does your organization use social media as a primary communication channel during and immediately after a crisis?*
3. *How can Twitter be used as a primary communication channel and what are its limitations? Can another social media channel be used in similar ways to similar effectiveness?*
4. *Exploring the theory of stealing thunder,*
  - a. *What kinds of things does the WPS service post about on social media and how often does the organization post?*
  - b. *How and to what extent have social media posts raised the WPS credibility amongst previously identified stakeholders?*

**RQ3: How and to what extent did media-hype and news waves play a role in the crisis?**

This question will examine the timing and quantity of local online news stories and whether a pattern of media-hype through news waves can be established.

1. *How would you describe local reporters and newsrooms coverage of the Liquor Mart thefts in Winnipeg?*
2. *How would you describe your relationships with local reporters and newsrooms during the ongoing Liquor Mart thefts in Winnipeg? How and to what extent are the reports published an accurate account of the issues?*
3. *How and to what extent did crime-reporting change when WPS broke the news of Liquor Mart thefts compared with when MBLL or social media posts by the public broke the news of the Liquor Mart thefts?*
4. *How and to what extent is the WPS relationships with their publics (identified in question 1) impacted when they break news of Liquor Mart thefts and when they don't?*

Thank you for taking the time to speak with me today, and for participating in this case study research assignment. Please do not hesitate to contact me if you wish to add anything else that comes to mind. Likewise, may I contact you if I have any follow-up questions regarding our discussion?

## Appendix B: Questionnaire

How would you rate the Winnipeg Police Service on the following factors that contribute to strategic communications in the situation of Liquor Mart thefts where a 1 rating being poorly to 5 being excellent.

1. *Relational mindset - the degree to which the organization fosters and supports mutually beneficial relationships with the previously identified key stakeholder groups.*

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5  
**poor - - - - - average - - - - - excellent**

2. *Reputation management - the degree to which the organization has a positive reputation among the previously identified key stakeholder groups.*

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5  
**poor - - - - - average - - - - - excellent**

3. *Civic/social responsibility - the degree to which the organization behaves in the best interests of its civil society.*

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5  
**poor - - - - - average - - - - - excellent**

4. *Ethical foundation - the degree to which WPS engages in ethical dialogue and decision making.*

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5  
**poor - - - - - average - - - - - excellent**

5. *Regulatory regime - how does the WPS adhere to governmental regulation and furthermore the activities that are strictly monitored.*

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5  
**poor - - - - - average - - - - - excellent**

6. *Economic/market pressures - the degree to which collaboration happens with external securities and loss prevention officers.*

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5  
**poor - - - - - average - - - - - excellent**

7. *Risk management - the degree to which real or perceived risk highlighted by the WPS is interpreted and acted upon by stakeholder groups previously identified.*

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5  
**poor - - - - - average - - - - - excellent**

8. *Level of internal and external activism - the degree to which groups (employees inside the organization) and groups (outside the organization, but act in partnership with the WPS) seek to promote an independent agenda that is contrary to the objective of the WPS in this situation.*

1 - - - - - 2 - - - - - 3 - - - - - 4 - - - - - 5

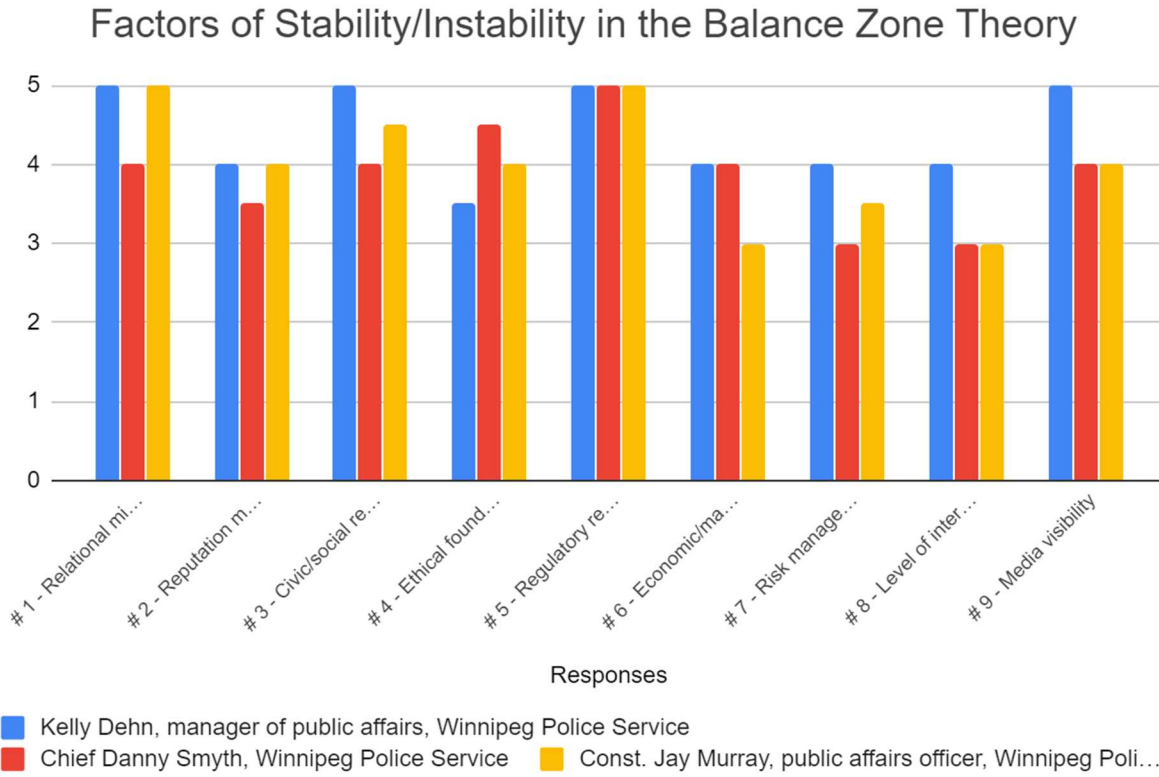
*poor* - - - - - *average* - - - - - *excellent*

9. *Media visibility - the degree to which the WPS encourages media coverage or is the recipient of increased media coverage.*

**1** - - - - - **2** - - - - - **3** - - - - - **4** - - - - - **5**

*poor* - - - - - *average* - - - - - *excellent*

### Appendix C



**Appendix D**

<b>Table</b>				
<b>Interpretation of Media Coverage During Liquor Mart Thefts in Winnipeg</b>				
<b>Date</b>	<b>Type of event</b>	<b>Media release</b>	<b>Citizen social media</b>	<b>News articles</b>
31-Aug-18	Commercial robberies	X		1
11-Sept-18	Numerous thefts	X		1
14-Sept-18	Robbery arrests	X		1
18-Sept-18	Thefts/Robberies	X		2
19-Sept-18	Thefts/Robberies	X		2
25-Sept-18	Robbery arrest	X		1
9-Oct-18	Thefts/Robberies	X		1
29-Nov-18	Robbery arrest	X		1
14-Jan-19	Theft/Assault Police Officer	X		4
21-Jan-19	Robbery	X		1
19-Sept-19	Robbery arrests	X		
26-Sept-19	Reddit Post/Live video		X	5
21-Oct-19	Facebook post/Live video		X	4
26-Oct-19	Facebook post/photos		X	
26-Oct-19	Facebook post/live video		X	10
26-Oct-19	Facebook post/live video		X	
5-Nov-19	Reddit post/live video			3
21-Nov-19	Armed robbery arrest	X		10
24-Nov-19	Facebook post/live video		X	12

**Appendix E**

<b>Chronological Timeline of Events Liquor Mart Thefts in Winnipeg from August 2018 to November 2019</b>					
<b>Date</b>	<b>Org.</b>	<b>Tactic</b>	<b>Headline</b>	<b>Link</b>	<b>Notes</b>
2018-Aug.-31	Winnipeg Police	Media release	Commercial robberies - Two Manitoba Liquor Marts robbed, liquor valuing between \$3,500 to \$4,000 in first theft and \$1,200 in second theft. Police apprehended the youth and identified the individual as being responsible for 23 different theft incidents at Liquor Marts. Total approximate value \$11,275	<a href="https://www.winnipeg.ca/police/press/2018/08aug/2018_08_31.aspx">https://www.winnipeg.ca/police/press/2018/08aug/2018_08_31.aspx</a>	
2018-Aug.-31	Winnipeg Police	Twitter - tweet	The youth, a 16-year-old male, was identified as being responsible for 23 other theft incidents where he attended Liquor Marts often with the help of other suspects and stole extensive amounts of alcohol (valued at approx. \$11,275). <a href="https://winnipeg.ca/police/press/2018/08aug/2018_08_31.aspx#commercial">https://winnipeg.ca/police/press/2018/08aug/2018_08_31.aspx#commercial</a>	<a href="https://twitter.com/wpgpolice/status/1035614329901645825?s=20">https://twitter.com/wpgpolice/status/1035614329901645825?s=20</a>	
2018-Aug.-31	Global	News	'Significant increase' in thefts at Manitoba liquor stores, say Winnipeg police	<a href="https://globalnews.ca/news/4421675/significant-increase-thefts-manitoba-liquor-stores/">https://globalnews.ca/news/4421675/significant-increase-thefts-manitoba-liquor-stores/</a>	
2018-Sept-11	Winnipeg Police	Media release	Numerous thefts - two individuals arrested for frequent Liquor Mart thefts, each 18 years of age and charged with 52 theft incidents and 80 theft incidents, respectively between February 14 and August 20, 2018	<a href="https://www.winnipeg.ca/police/press/2018/09sep/2018_09_11.aspx">https://www.winnipeg.ca/police/press/2018/09sep/2018_09_11.aspx</a>	
2018-Sept-11	CBC	News	Two men charged after 132 thefts from Winnipeg liquor stores	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-store-thefts-arrests-winnipeg-1.4818998">https://www.cbc.ca/news/canada/manitoba/liquor-store-thefts-arrests-winnipeg-1.4818998</a>	
2018-Sept-13	Manitoba Liquor and Lotteries	Media advisory	Statement regarding Liquor Mart thefts - several arrests in recent weeks for individuals responsible for hundreds of thefts totalling \$200,000 in liquor. Frustrating for police and concerning for customers. Safety of employees number one priority. Do not intervene.	<a href="https://www.mbl.ca/content/statement-regarding-liquor-mart-thefts">https://www.mbl.ca/content/statement-regarding-liquor-mart-thefts</a>	

2018-Sept-14	Winnipeg Police	Media release	Robbery arrests - three male youths entered a Liquor Mart location and stole liquor bottles and then produced a weapon, police seized the three youths and laid charges.	<a href="https://www.winnipeg.ca/police/press/2018/09sep/2018_09_14.aspx">https://www.winnipeg.ca/police/press/2018/09sep/2018_09_14.aspx</a>	
2018-Sept-14	Winnipeg Police	Twitter - tweet	Three youth males have been arrested for Robbery with a Firearm following a theft from a liquor outlet in 900 block of Jefferson Ave. <a href="https://winnipeg.ca/police/press/2018/09sep/2018_09_14.aspx#robbery">https://winnipeg.ca/police/press/2018/09sep/2018_09_14.aspx#robbery</a>	<a href="https://twitter.com/wpgpolice/status/1040686154092302340?s=20">https://twitter.com/wpgpolice/status/1040686154092302340?s=20</a>	
2018-Sept-14	CBC	News	Three boys charged with armed robbery of Winnipeg liquor store	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-store-robbery-winnipeg-1.4824247">https://www.cbc.ca/news/canada/manitoba/liquor-store-robbery-winnipeg-1.4824247</a>	
2018-Sept-18	Winnipeg Police	Media release	Thefts/Robberies - one 25-year-old female was arrested in connection to numerous Liquor Mart thefts between June 15 and August 27, 2018, totaling about 19 incidents and \$3,760 worth of liquor stolen	<a href="https://www.winnipeg.ca/police/press/2018/09sep/2018_09_18.aspx">https://www.winnipeg.ca/police/press/2018/09sep/2018_09_18.aspx</a>	
2018-Sept-18	Winnipeg Police	Twitter - tweet	A 25-year-old female has been charged with theft and robbery-related offences after numerous thefts at Liquor Mart and other retail stores in the Winnipeg area. Details: <a href="https://winnipeg.ca/police/press/2018/09sep/2018_09_18.aspx#thefts">https://winnipeg.ca/police/press/2018/09sep/2018_09_18.aspx#thefts</a>	<a href="https://twitter.com/wpgpolice/status/1042074756177121281?s=20">https://twitter.com/wpgpolice/status/1042074756177121281?s=20</a>	
2018-Sept-18	CBC	News	Woman charged for dozens of thefts from liquor marts, clothing stores	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-mart-clothing-stores-thefts-woman-winnipeg-1.4828246">https://www.cbc.ca/news/canada/manitoba/liquor-mart-clothing-stores-thefts-woman-winnipeg-1.4828246</a>	
2018-Sept-18	CBC	News	Fed up with 'brazen' liquor mart thefts, employees' union wants security, safety improved		
2018-Sept-19	Winnipeg Police	Media release	Thefts/Robberies - one female youth was arrested in connection with nine Liquor Mart theft incidences between July 17 and September 18, 2018, for liquor totalling \$4,050 and a 28-year-old female arrested for eighteen incidences between April 18 and July 1, 2018, for stealing \$5,150 worth of liquor	<a href="https://www.winnipeg.ca/police/press/2018/09sep/2018_09_19.aspx">https://www.winnipeg.ca/police/press/2018/09sep/2018_09_19.aspx</a>	
2018-Sept-19	CBC	News	Thieves target customers during liquor mart robberies in Winnipeg	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-">https://www.cbc.ca/news/canada/manitoba/liquor-</a>	



				<a href="https://www.winnipeg.ca/police/press/2018/09sep/2018_09_25.aspx">mart-robbery-winnipeg-1.4829914</a>	
2018-Sept-19	Global	News	Winnipeg police arrest two after \$9,000 worth of liquor thefts	<a href="https://globalnews.ca/news/4465938/winnipeg-police-arrest-two-after-9000-worth-of-liquor-thefts/">https://globalnews.ca/news/4465938/winnipeg-police-arrest-two-after-9000-worth-of-liquor-thefts/</a>	
2018-Sept-25	Winnipeg Police	Media release	Stolen vehicle arrest led to three suspects, one 21-yr-old, one 19-yr-old and one youth also being charged in connection to Liquor Mart thefts in amount of \$28,800 in 55 different incidences	<a href="https://www.winnipeg.ca/police/press/2018/09sep/2018_09_25.aspx">https://www.winnipeg.ca/police/press/2018/09sep/2018_09_25.aspx</a>	
2018-Sept-25	CBC	News	3 people charged in Winnipeg Liquor Mart thefts worth \$29k	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-mart-thefts-stolen-car-winnipeg-1.4837812">https://www.cbc.ca/news/canada/manitoba/liquor-mart-thefts-stolen-car-winnipeg-1.4837812</a>	
2018-Oct.-9	Winnipeg Police	Media release	Thefts/Robberies - one male youth attended various Liquor Mart locations in Winnipeg and stole approximately \$19,270 of liquor over the course of 18 incidents between June 16 and September 18, 2018	<a href="https://www.winnipeg.ca/police/press/2018/10oct/2018_10_09.aspx">https://www.winnipeg.ca/police/press/2018/10oct/2018_10_09.aspx</a>	
2018-Oct.-9	Global	News	Teen charged after \$20k booze swiped from Manitoba Liquor Marts	<a href="https://globalnews.ca/news/4529230/teen-charged-after-20k-in-booze-swiped-from-manitoba-liquor-marts/">https://globalnews.ca/news/4529230/teen-charged-after-20k-in-booze-swiped-from-manitoba-liquor-marts/</a>	
2018-Nov.-29	Winnipeg Police	Media release	Robbery arrest - 41-year-old male selected several liquor bottles from a Liquor Mart and walked out without paying.	<a href="https://www.winnipeg.ca/police/press/2018/11nov/2018_11_29.aspx">https://www.winnipeg.ca/police/press/2018/11nov/2018_11_29.aspx</a>	
2018-Nov.-29	CBC	News	Man charged in liquor store robbery, stick-up at North End non-profit	<a href="https://www.cbc.ca/news/canada/manitoba/winnipeg-police-robbery-liquor-store-1.4925839">https://www.cbc.ca/news/canada/manitoba/winnipeg-police-robbery-liquor-store-1.4925839</a>	
2019-Jan.-14	Winnipeg Police	Media release	Theft/Assault Police Officer - three male youth were arrested in connection to a Liquor Mart theft with liquor taken totalling \$740 and one youth was charged with assaulting a peace officer during the incident.	<a href="https://www.winnipeg.ca/police/press/2019/01jan/2019_01_14.aspx">https://www.winnipeg.ca/police/press/2019/01jan/2019_01_14.aspx</a>	

2019-Jan.-14	Winnipeg Police	Twitter - tweet	Three youths – aged 14, 16 and 16 – have been arrested after a theft at a Liquor Mart store. The three had fled and were caught in different locations. One threatened to kill officers, and another threw a bottle at an officer during a foot pursuit. Details: <a href="https://winnipeg.ca/police/press/2019/01/jan/2019_01_14.aspx#theft">https://winnipeg.ca/police/press/2019/01/jan/2019_01_14.aspx#theft</a>	<a href="https://twitter.com/wpgnolice/status/1084889072563339264?s=20">https://twitter.com/wpgnolice/status/1084889072563339264?s=20</a>	4 replies / 6 retweets / 28 likes // undetermined - generic comments about situation
2019-Jan.-14	CBC	News	Police chase down teens after Winnipeg liquor store robbery	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-mart-robbery-assault-threats-winnipeg-1.4977591">https://www.cbc.ca/news/canada/manitoba/liquor-mart-robbery-assault-threats-winnipeg-1.4977591</a>	
2019-Jan.-25	Global	News	Jan 2019: Pepper-spray incident highlights Liquor Mart theft issue	<a href="https://globalnews.ca/news/4529230/teen-charged-after-20k-in-booze-swiped-from-manitoba-liquor-marts/">https://globalnews.ca/news/4529230/teen-charged-after-20k-in-booze-swiped-from-manitoba-liquor-marts/</a>	
2019-Feb.-10	CBC	News	Pilot program put police in Winnipeg Liquor Marts to deter thefts	<a href="https://www.cbc.ca/news/canada/manitoba/safety-theft-liquor-police-manitoba-1.5008091">https://www.cbc.ca/news/canada/manitoba/safety-theft-liquor-police-manitoba-1.5008091</a>	
2019-Feb.-11	CBC	News	Liquor theft 'epidemic' creates confounding problem for courts	<a href="https://www.cbc.ca/news/canada/manitoba/winnipeg-liquor-theft-epidemic-1.5012477">https://www.cbc.ca/news/canada/manitoba/winnipeg-liquor-theft-epidemic-1.5012477</a>	
2019-Mar.-18	CBC	News	'We have to have some feeling of security': Liquor mart employee says staff stressed by thefts, robberies	<a href="https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-mart-robberies-1.5059135">https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-mart-robberies-1.5059135</a>	
2019-Mar.-21	Manitoba Liquor and Lotteries	Media advisory	Manitoba Liquor & Lotteries Launches Enhanced Strategy To Target Liquor Mart Theft - working closely with police, video surveillance technology has led to 113 arrests since October 2018, however there is an increase the number and aggressiveness of thefts. Seven new loss prevention measures were announced, and remarks included from WPS Chief, Crown Affairs Minister and MGEU President.	<a href="https://www.mbl.ca/content/manitoba-liquor-lotteries-launches-enhanced-strategy-target-liquor-mart-theft">https://www.mbl.ca/content/manitoba-liquor-lotteries-launches-enhanced-strategy-target-liquor-mart-theft</a>	

2019-Mar.-21	Manitoba Liquor and Lotteries	Facebook Post	We're announcing changes to our Liquor Marts to help combat theft while protecting the safety of employees and customers. You can learn more by reading our news release.	<a href="https://www.facebook.com/liquormartsmb/photos/a.193796611045080/600937790330958/?type=3">https://www.facebook.com/liquormartsmb/photos/a.193796611045080/600937790330958/?type=3</a>	16 comments / 35 shares
2019-Mar.-21	Manitoba Liquor and Lotteries	Twitter - tweet	We're announcing changes to our Liquor Marts to help combat theft while protecting the safety of employees and customers.	<a href="https://twitter.com/liquormarts/status/1108736506972262400?s=21">https://twitter.com/liquormarts/status/1108736506972262400?s=21</a>	2 replies / 4 likes // sympathetic to MLCC situation
2019-Mar.-21	Manitoba Liquor and Lotteries	Twitter - tweet	We've announced changes to our Liquor Marts to help combat theft while protecting the safety of employees and customers. Learn more at <a href="http://mbll.ca/stoptheft">http://mbll.ca/stoptheft</a>	<a href="https://twitter.com/LiquorMarts/status/1108761949502885889?s=20">https://twitter.com/LiquorMarts/status/1108761949502885889?s=20</a>	3 replies / 0 retweets / 2 likes
2019-Mar.-21	Winnipeg Police	Facebook	Winnipeg Police supports the steps Manitoba Liquor Mart is making to enhance security and ensure the safety of employees and customer.	<a href="https://www.facebook.com/wpgpoliceofficial/posts/2046943932091519">https://www.facebook.com/wpgpoliceofficial/posts/2046943932091519</a>	59 comments / 115 shares
2019-Mar.-21	Winnipeg Police	Twitter	Theft and violence effects all of us. @liquormarts announces enhancements to combat thefts and robberies. WPS is supportive of the initiative to improve public safety. #mbllstopthft <a href="http://MBLL.ca/stoptheft">MBLL.ca/stoptheft</a>	<a href="https://twitter.com/wpgpolice/status/1108744402359537664?s=20">https://twitter.com/wpgpolice/status/1108744402359537664?s=20</a>	4 replies / 13 retweets / 37 likes // undetermined - public expressing fears
2019-Mar.-21	Manitoba Government Employees Union	Media advisory	Manitoba Liquor Marts Putting New Safety Measures in Place - President of MGEU issues a statement that the union is encouraged by the new safety measures put out by Manitoba Liquor and Lotteries at their Liquor Mart stores to keep employees safe.	<a href="https://www.mgeu.ca/news-and-multimedia/news/read,article/1843/manitoba-liquor-marts-putting-new-safety-measures-in-place#sthash.0zd5nOTh.dpbs">https://www.mgeu.ca/news-and-multimedia/news/read,article/1843/manitoba-liquor-marts-putting-new-safety-measures-in-place#sthash.0zd5nOTh.dpbs</a>	
2019-Mar.-21	CBC	News	Manitoba Liquor & Lotteries' plan to stop thieves includes ID checks at the door	<a href="https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-lotteries-thefts-1.5065720">https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-lotteries-thefts-1.5065720</a>	
2019-Mar.-21	CTV	News	Manitoba Liquor and Lotteries unveils measures to curb thefts	<a href="https://winnipeg.ctvnews.ca/manitoba-liquor-and-lotteries-unveils-measures-to-curb-thefts-1.4345607">https://winnipeg.ctvnews.ca/manitoba-liquor-and-lotteries-unveils-measures-to-curb-thefts-1.4345607</a>	"all of this layered impact I'm hoping will deter thefts" - Danny Smyth

2019-Mar.-25	Global	News	Police officers spotted in Liquor Marts: psychologist calls thefts a 'slow-moving train wreck'	<a href="https://globalnews.ca/news/5088538/police-officers-spotted-in-liquor-marts-psychologist-calls-thefts-a-slow-moving-train-wreck/">https://globalnews.ca/news/5088538/police-officers-spotted-in-liquor-marts-psychologist-calls-thefts-a-slow-moving-train-wreck/</a>	
2019-May-30	Manitoba Liquor and Lotteries	Media advisory	Liquor Mart Anti-Theft Strategy Update - since the seven loss prevention measures were announced reporting a 23 per cent reduction in theft and a 20 per cent increase in the number of arrests made.	<a href="https://www.mbl.ca/node/8726">https://www.mbl.ca/node/8726</a>	
2019-Jan.-21	Winnipeg Police	Media release	One adult male brandished a weapon in a Liquor Mart. Police were called and subdued him without discharging their weapons. The item the suspect had in his possession was a bicycle pump	<a href="https://www.winnipeg.ca/police/press/2019/06Jun/2019_06_21.aspx">https://www.winnipeg.ca/police/press/2019/06Jun/2019_06_21.aspx</a>	
2019-Jan.-21	CTV	News	Officers considered shooting Liquor Mart theft suspect armed with bike pump: police	<a href="https://winnipeg.ctvnews.ca/officers-considered-shooting-liquor-mart-theft-suspect-armed-with-bike-pump-police-1.4477251">https://winnipeg.ctvnews.ca/officers-considered-shooting-liquor-mart-theft-suspect-armed-with-bike-pump-police-1.4477251</a>	
2019-Sept-19	Winnipeg Police	Media release	Robbery arrests - three suspects (one female and two males) were apprehended in connection with a Liquor Mart theft and one of the suspects threatened an employee with an item.	<a href="https://www.winnipeg.ca/police/press/2019/09Sep/2019_09_19.aspx">https://www.winnipeg.ca/police/press/2019/09Sep/2019_09_19.aspx</a>	
2019-Sept- 26 or 27	Social media	Reddit	Post appeared from a civilian and showed a group of female youths swarming a display of liquor and bagging it inside a liquor-store	No link to Reddit post found, sourced this fact from news articles	
2019-Sept-27	Global	News	Video footage from social media of youth swarming Liquor Mart store and stealing liquor	<a href="https://globalnews.ca/news/5961889/teens-arrested-after-video-of-chaotic-liquor-mart-theft-posted-online/">https://globalnews.ca/news/5961889/teens-arrested-after-video-of-chaotic-liquor-mart-theft-posted-online/</a>	
2019-Sept-28	CBC	News	Five teenage girls arrested after Winnipeg liquor store theft	<a href="https://www.cbc.ca/news/canada/manitoba/tyndall-liquor-mart-robbery-1.5301424">https://www.cbc.ca/news/canada/manitoba/tyndall-liquor-mart-robbery-1.5301424</a>	

2019-Sept-29	CBC	News	Liquor store theft rate 'high as it's ever been': Manitoba Liquor and Lotteries	<a href="https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-lotteries-thefts-1.5301953">https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-lotteries-thefts-1.5301953</a>	
2019-Oct.-2	Global	News	Social media an open market for Winnipeg thieves looking to sell, says site administrator	<a href="https://globalnews.ca/news/5977714/social-media-winnipeg-thieves-open-market/">https://globalnews.ca/news/5977714/social-media-winnipeg-thieves-open-market/</a>	
2019-Oct.-4	Global	News	Calls for downtown Liquor Mart closure criticized	<a href="https://globalnews.ca/news/5987984/calls-for-downtown-liquor-mart-closure-criticized/">https://globalnews.ca/news/5987984/calls-for-downtown-liquor-mart-closure-criticized/</a>	
2019-Oct.-21	Social Media	Facebook Post	Photo posted of theft in progress to community group with 5,000+ members - I'm a loser scumbag who likes to rob liquor stores. Please share my picture as much as possible and help identify me and my loser friends.	<a href="https://www.facebook.com/groups/153239605140276/permalink/335612516902979/">https://www.facebook.com/groups/153239605140276/permalink/335612516902979/</a>	
2019-Oct.-22	Global	News	Video shows apparent mob of teen thieves robbing Fort Richmond Liquor Mart	<a href="https://globalnews.ca/news/6062223/video-shows-apparent-mob-of-teen-thieves-robbing-fort-richmond-liquor-mart/">https://globalnews.ca/news/6062223/video-shows-apparent-mob-of-teen-thieves-robbing-fort-richmond-liquor-mart/</a>	
2019-Oct.-23	Global	News	Winnipeg man stops Liquor Mart theft, says he'd 'think twice' about doing it again	<a href="https://globalnews.ca/video/6083105/winnipeg-man-stops-liquor-mart-theft-says-hed-think-twice-about-doing-it-again">https://globalnews.ca/video/6083105/winnipeg-man-stops-liquor-mart-theft-says-hed-think-twice-about-doing-it-again</a>	
2019-Oct.-25	CTV	News	Guns and pepper spray: Liquor store thefts appear to be turning violent in Winnipeg	<a href="https://winnipeg.ctvnews.ca/guns-and-pepper-spray-liquor-store-thefts-appear-to-be-turning-violent-in-winnipeg-1.4656539">https://winnipeg.ctvnews.ca/guns-and-pepper-spray-liquor-store-thefts-appear-to-be-turning-violent-in-winnipeg-1.4656539</a>	

2019-Oct.-26	Social Media	Facebook Post	Photo posted of thieves stealing at Liquor Marts - Do you know these TEENS? Report them. More teens just helping themselves to booze at an LC this is crazy, why are the security guards not allowed to stop them, why is it when a citizen grabs one the store manager say what do you want me to do about it, just let them go, I heard this has happened? To watch the video, click the link <a href="https://www.facebook.com/SCJH1983/videos/1015750163232535/">https://www.facebook.com/SCJH1983/videos/1015750163232535/</a>	<a href="https://www.facebook.com/603601899/posts/10157351972136900">https://www.facebook.com/603601899/posts/10157351972136900</a>	1.1K comments / 4.2K shares
2019-Oct.-26	Social Media	Facebook Video	Video of a theft in progress, taken by a civilian at a Liquor Mart - Just now at superstore on st james *UPDATE* Jennifer did not get hit, it's the way the Camera was angled!	<a href="https://www.facebook.com/543361283/posts/10156363638456254">https://www.facebook.com/543361283/posts/10156363638456254</a>	136 comments / 2.8 shares
2019-Oct.-26	Social Media	Facebook Video	Video of a theft in progress and a civilian takes down the suspect to hold them until the police arrive - just witnessed a civilian take down at the LC on Plessis. too bad it had to come to this.	<a href="https://www.facebook.com/579280476/posts/10157666519268477">https://www.facebook.com/579280476/posts/10157666519268477</a>	1.4K comments / 4.4K shares
2019-Oct.-26	CBC	News	Police warn against photographing criminals as videos of Liquor Mart thefts make social media rounds	<a href="https://www.cbc.ca/news/canada/manitoba/winnipeg-police-videos-thefts-1.5336948">https://www.cbc.ca/news/canada/manitoba/winnipeg-police-videos-thefts-1.5336948</a>	
2019-Oct.-27	Social Media	Facebook Page	Citizen Facebook Page created to post about Liquor Mart Thefts	<a href="http://www.facebook.com/liquorstoretheftwinnipeg">http://www.facebook.com/liquorstoretheftwinnipeg</a>	
2019-Oct.-28	Manitoba Liquor and Lotteries	News conference	Manitoba Liquor & Lotteries' Andrea Kowal speaks to media on Monday	<a href="https://winnipeg.ctvnews.ca/video?clipId=1816188">https://winnipeg.ctvnews.ca/video?clipId=1816188</a>	
2019-Oct.-28	Winnipeg Police	Twitter - tweet	We continue to urge customers at Liquor Marts and other retail outlets not to intervene if they witness a theft. You could be injured in the process.	<a href="https://mobile.twitter.com/wpgpolice/status/1188903216534216709">https://mobile.twitter.com/wpgpolice/status/1188903216534216709</a>	21.7K views 74 replies / 58 retweets / 172 likes 22 negative of WPS / 3 negative of MBLL / 34 undetermined, but attributed to pleas to do something or for vigilantly behavior, blame government, or solution

					finding / 15 hidden tweets
2019-Oct.-28	CTV	News	Shoppers cautioned against taking matters into their own hands to stop Liquor Mart thefts	<a href="https://winnipeg.ctvnews.ca/shoppers-cautioned-against-taking-matters-into-their-own-hands-to-stop-liquor-mart-thefts-1.4659308">https://winnipeg.ctvnews.ca/shoppers-cautioned-against-taking-matters-into-their-own-hands-to-stop-liquor-mart-thefts-1.4659308</a>	
2019-Oct.-28	CTV	News	Winnipeg police warning against vigilante justice in booze thefts	<a href="https://www.ctvnews.ca/canada/winnipeg-police-warning-against-vigilante-justice-in-booze-thefts-1.4659932">https://www.ctvnews.ca/canada/winnipeg-police-warning-against-vigilante-justice-in-booze-thefts-1.4659932</a>	
2019-Oct.-28	CBC	News	Manitoba Liquor and Lotteries 'not giving up' as weekly thefts reach hundreds	<a href="https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-and-lotteries-thefts-videos-1.5338706">https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-and-lotteries-thefts-videos-1.5338706</a>	
2019-Oct.-29	CTV	News	Plenty of ideas but no easy answer to prevent Liquor Mart thefts	<a href="https://winnipeg.ctvnews.ca/plenty-of-ideas-but-no-easy-answer-to-prevent-liquor-mart-thefts-1.4661164?cache=%3FclipId%3D89531">https://winnipeg.ctvnews.ca/plenty-of-ideas-but-no-easy-answer-to-prevent-liquor-mart-thefts-1.4661164?cache=%3FclipId%3D89531</a>	
2019-Oct.-29	CTV	News	It's an opportunity for us to educate the community': Winnipeg police	<a href="https://winnipeg.ctvnews.ca/it-s-an-opportunity-for-us-to-educate-the-community-winnipeg-police-1.4660296">https://winnipeg.ctvnews.ca/it-s-an-opportunity-for-us-to-educate-the-community-winnipeg-police-1.4660296</a>	
2019-Oct.-30	Global	News	Should Manitoba liquor stores stock booze in the back?	<a href="https://globalnews.ca/news/6099286/manitoba-liquor-stores-theft-problem/">https://globalnews.ca/news/6099286/manitoba-liquor-stores-theft-problem/</a>	

2019-Oct.-30	CBC	News	Retailers face 'darkest time in Winnipeg history' as theft rates surge, security firm CEO says	<a href="https://www.cbc.ca/news/canada/manitoba/shoplifting-thefts-liquor-stores-retailers-security-winnipeg-1.5340767">https://www.cbc.ca/news/canada/manitoba/shoplifting-thefts-liquor-stores-retailers-security-winnipeg-1.5340767</a>	
2019-Oct.-31	Global	News	Winnipeg man shares warning after being injured trying to stop Liquor Mart theft	<a href="https://globalnews.ca/news/6103670/winnipeg-man-shares-warning-after-being-injured-trying-to-stop-liquor-mart-theft/">https://globalnews.ca/news/6103670/winnipeg-man-shares-warning-after-being-injured-trying-to-stop-liquor-mart-theft/</a>	
2019-Nov.-2	CBC	News	Why Manitoba liquor stores don't plan to move booze back behind the counter to fight theft	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-store-thefts-behind-counter-1.5341669">https://www.cbc.ca/news/canada/manitoba/liquor-store-thefts-behind-counter-1.5341669</a>	
2019-Nov-5 or 6	Social Media	Reddit	Community for Winnipeg Liquor Mart thefts — video and photo were posted of a Brazen theft at Tyndall Park Liquor Mart	<i>*Note: I couldn't find link to the direct source but had two media sources post about the image and sited Reddit as the source.</i>	
2019-Nov.-6	Global	News	'Offenders will be prosecuted': Manitoba justice minister on Liquor Mart theft	<a href="https://globalnews.ca/news/6129221/offenders-will-be-prosecuted-manitoba-justice-minister-on-liquor-mart-thefts/">https://globalnews.ca/news/6129221/offenders-will-be-prosecuted-manitoba-justice-minister-on-liquor-mart-thefts/</a>	
2019-Nov.-7	CBC	News	No 'quick fix' for what's driving spate of Winnipeg liquor store thefts, expert says	<a href="https://www.cbc.ca/radio/thecurrent/the-current-for-nov-7-2019-1.5350104/no-quick-fix-for-what-s-driving-spate-of-winnipeg-liquor-store-thefts-expert-says-1.5351289">https://www.cbc.ca/radio/thecurrent/the-current-for-nov-7-2019-1.5350104/no-quick-fix-for-what-s-driving-spate-of-winnipeg-liquor-store-thefts-expert-says-1.5351289</a>	
2019-Nov.-15	CTV	News	New barrier spotted going up at entrance to Liquor Mart on Tyndall	<a href="https://winnipeg.ctvnews.ca/new-barrier-spotted-">https://winnipeg.ctvnews.ca/new-barrier-spotted-</a>	



				<a href="#">going-up-at-entrance-to-liquor-mart-on-tyndall-1.4687635</a>	
2019-Nov.-20	Manitoba Liquor and Lotteries	Statement	Statement from Manny Atwal, President & CEO Regarding Serious Incident at Tyndall Market Liquor Mart - response to armed robbery that took place at a Liquor Mart store where liquor was stolen and three youths assaulted employees, knocking one unconscious. The president announced that the store would be closed until further notice and a security vestibule would be installed at the entrance to check IDs before entry to the store.	<a href="https://www.mbl.ca/node/8911">https://www.mbl.ca/node/8911</a>	
2019-Nov.-20	Manitoba Liquor and Lotteries	Facebook Post	Statement from Manny Atwal, president & CEO regarding serious incident at Tyndall Market Liquor Mart	<a href="https://www.facebook.com/193769121047829/posts/751286015296134/">https://www.facebook.com/193769121047829/posts/751286015296134/</a>	601 comments / 1.6K shares
2019-Nov.-20	Manitoba Government Employees Union		Liquor Mart Workers Assaulted in Aftermath of Theft - this situation is completely out of control, not just in our Liquor Marts, but also in private retail stores too. We welcome the secure entrance initiative from Manitoba Liquor and Lotteries, but this crisis is bigger than Liquor Marts. This is a Manitoba crisis that calls for urgent provincial leadership.	<a href="https://www.mgeu.ca/news-and-multimedia/news/read/article/1931/liquor-mart-workers-assaulted-in-aftermath-of-theft#sthash.EtVPTGSs.dpbs">https://www.mgeu.ca/news-and-multimedia/news/read/article/1931/liquor-mart-workers-assaulted-in-aftermath-of-theft#sthash.EtVPTGSs.dpbs</a>	
2019-Nov.-20	CBC	News	VIDEO: Liquor Mart employee hospitalized after violent robbery in Winnipeg	<a href="https://www.cbc.ca/news/canada/manitoba/tyndall-park-liquor-store-incident-1.5367472">https://www.cbc.ca/news/canada/manitoba/tyndall-park-liquor-store-incident-1.5367472</a>	
2019-Nov.-20	Global	News	Winnipeg Liquor Mart to close after brutal assault of employees; 'secure' entrance to be built	<a href="https://globalnews.ca/news/6197693/liquor-and-lotteries-to-speak-after-assault-at-tyndall-park-liquor-mart/">https://globalnews.ca/news/6197693/liquor-and-lotteries-to-speak-after-assault-at-tyndall-park-liquor-mart/</a>	
2019-Nov.-20	CTV	News	'This has to stop': MBL announces new security measures after serious attack on employees	<a href="https://winnipeg.ctvnews.ca/this-has-to-stop-mbl-announces-new-security-measures-after-serious-attack-on-">https://winnipeg.ctvnews.ca/this-has-to-stop-mbl-announces-new-security-measures-after-serious-attack-on-</a>	

				<a href="#">employees-1.4695487</a>	
2019-Nov.-21	Winnipeg Police	Media release	Armed robbery arrest - three male youth suspects entered a Liquor mart armed with knives. While two suspects stole numerous bottles the other suspect became angered with employees. He assaulted one female employee and knocked her unconscious while another employee fled into the back room. When fleeing the Liquor Mart, the three suspects continued to attack patrons in the attached mall. After exiting the mall one suspect confronted a female and attempted to steal her car but walked away and then attempted to rob two females of their purses. At this point several civilians intervened and held the suspect until police arrived.	<a href="https://www.winnipeg.ca/police/press/2019/11nov/2019_11_21.aspx">https://www.winnipeg.ca/police/press/2019/11nov/2019_11_21.aspx</a>	
2019-Nov.-21	Winnipeg Police	Facebook Live	Live feed of the WPS press conference to update media about the assault that occurred at the Tyndall Park liquor store involving an employee	<a href="https://www.facebook.com/wpgpoliceofficial/videos/3247924188615579/">https://www.facebook.com/wpgpoliceofficial/videos/3247924188615579/</a>	299 comments / 88 shares
2019-Nov.-21	Manitoba Liquor and Lotteries	Statement	Statement from Manitoba Liquor & Lotteries Regarding Controlled Entrances at Liquor Marts - recent months have witnessed new trends in thefts at Liquor Mart stores including use of weapons, minors involved. Number one priority is the safety of employees and customers. Speeding up the controlled entrances program at Liquor Mart stores.	<a href="https://www.mbl.ca/node/8936">https://www.mbl.ca/node/8936</a>	
2019-Nov.-21	Manitoba Liquor and Lotteries	Facebook Post	Thank you for the outpouring of support. Please see this message from our Liquor Mart retail staff	<a href="https://www.facebook.com/liquormartsmb/posts/751975825227153">https://www.facebook.com/liquormartsmb/posts/751975825227153</a>	21 comments / 303 shares
2019-Nov.-21	CBC	News	'Completely out of control': 15-year-old charged in violent robbery at Winnipeg liquor store	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-marts-thefts-emergency-summit-crisis-1.5367647">https://www.cbc.ca/news/canada/manitoba/liquor-marts-thefts-emergency-summit-crisis-1.5367647</a>	
2019-Nov.-21	CBC	News	All Winnipeg Liquor Marts will be outfitted with locked, controlled entrances	<a href="https://www.cbc.ca/news/canada/manitoba/winnipeg-liquor-marts-secure-entrances-1.5368987">https://www.cbc.ca/news/canada/manitoba/winnipeg-liquor-marts-secure-entrances-1.5368987</a>	

2019-Nov.-21	CBC	News	The poor have no excuse to rob Liquor Marts: Pallister	<a href="https://www.cbc.ca/news/canada/manitoba/pallister-liquor-mart-violence-poor-no-excuses-1.5368888">https://www.cbc.ca/news/canada/manitoba/pallister-liquor-mart-violence-poor-no-excuses-1.5368888</a>	
2019-Nov.-21	CBC	News	Liquor store employees 'under siege' with violence, theft, former workers say	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-store-employee-reaction-violence-theft-1.5368887">https://www.cbc.ca/news/canada/manitoba/liquor-store-employee-reaction-violence-theft-1.5368887</a>	
2019-Nov.-21	Global	News	Thieves assault Tyndall Park Liquor Mart employees	<a href="https://globalnews.ca/video/6199480/thieves-assault-tyndall-park-liquor-mart-employees-2/">https://globalnews.ca/video/6199480/thieves-assault-tyndall-park-liquor-mart-employees-2/</a>	
2019-Nov.-21	Global	News	Liquor Mart customer says thieves came in 'screaming their heads off...you want to get stabbed?'	<a href="https://globalnews.ca/news/6199550/customer-in-liquor-mart-says-thieves-came-in-screaming-their-heads-off-you-want-to-get-stabbed/">https://globalnews.ca/news/6199550/customer-in-liquor-mart-says-thieves-came-in-screaming-their-heads-off-you-want-to-get-stabbed/</a>	
2019-Nov.-22	Manitoba Liquor and Lotteries	Facebook Post	We are honoured to be part of such a beautiful and vibrant community like Tyndall Park. Thank you so much for the support you've shown to our retail staff.	<a href="https://www.facebook.com/193769121047829/posts/752654491825953/">https://www.facebook.com/193769121047829/posts/752654491825953/</a>	24 comments / 194 shares
2019-Nov.-22	CBC	News	Liquor Marts must walk a fine line between safety and rights with new security measures, experts say	<a href="https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-marts-security-measures-civil-liberties-1.5368978">https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-marts-security-measures-civil-liberties-1.5368978</a>	
2019-Nov.-22	CBC	News	Messages of support cover Tyndall Park Liquor Mart amid renewed calls for emergency summit	<a href="https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-mart-theft-stress-support-1.5369793">https://www.cbc.ca/news/canada/manitoba/manitoba-liquor-mart-theft-stress-support-1.5369793</a>	

2019-Nov.-22	CTV	News	Poverty not an excuse for theft, says Manitoba premier	<a href="https://winnipeg.ctvnews.ca/poverty-not-an-excuse-for-theft-says-manitoba-premier-1.4697892">https://winnipeg.ctvnews.ca/poverty-not-an-excuse-for-theft-says-manitoba-premier-1.4697892</a>	
2019-Nov.-22	Global	News	Winnipeg legal expert says victims of Manitoba Liquor Mart thefts could sue	<a href="https://globalnews.ca/news/6202611/legal-expert-liquor-mart-thefts-winnipeg/">https://globalnews.ca/news/6202611/legal-expert-liquor-mart-thefts-winnipeg/</a>	
2019-Nov.-24	Randi Chase	Facebook Video Post	This is my story, I needed to get it off my chest. Please share!	<a href="https://www.facebook.com/804275202/posts/10162527097700203/">https://www.facebook.com/804275202/posts/10162527097700203/</a>	
2019-Nov.-26	CTV	News	Liquor Mart assault victim speaks out on video	<a href="https://winnipeg.ctvnews.ca/that-should-not-have-happened-liquor-mart-assault-victim-speaks-out-in-video-1.4702703">https://winnipeg.ctvnews.ca/that-should-not-have-happened-liquor-mart-assault-victim-speaks-out-in-video-1.4702703</a>	
2019-Nov.-26	CTV	News	Liquor Mart workers heading to Manitoba legislature	<a href="https://winnipeg.ctvnews.ca/liquor-mart-workers-to-voice-concerns-at-manitoba-legislature-after-employees-attacked-on-the-job-1.4703590">https://winnipeg.ctvnews.ca/liquor-mart-workers-to-voice-concerns-at-manitoba-legislature-after-employees-attacked-on-the-job-1.4703590</a>	
2019-Nov.-26	Global	News	'I just froze': Manitoba Liquor Mart employee assaulted during robbery speaks out	<a href="https://globalnews.ca/news/6219161/i-just-froze-manitoba-liquor-mart-employee-assaulted-during-robbery-speaks-out/">https://globalnews.ca/news/6219161/i-just-froze-manitoba-liquor-mart-employee-assaulted-during-robbery-speaks-out/</a>	
2019-Nov.-26	CBC	News	'We should be protected,' says employee after violent Winnipeg liquor store robbery	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-mart-tyndall-park-assault-1.5374524">https://www.cbc.ca/news/canada/manitoba/liquor-mart-tyndall-park-assault-1.5374524</a>	
2019-Nov.-27	Manitoba Liquor and Lotteries	Media advisory	Media Advisory Regarding Liquor Mart Controlled Entrances - Liquor Mart where armed robbery and assault occurred is reopening. No more operational details about the controlled	<a href="https://www.mbl.ca/content/media-advisory-regarding-liquor-">https://www.mbl.ca/content/media-advisory-regarding-liquor-</a>	

			entrance program will be released to media and media are prohibited from filming or photographing inside any Liquor Mart location	<a href="#">mart-controlled-entrances</a>	
2019-Nov.-27	Manitoba Liquor and Lotteries	Twitter - tweet	The Tyndall Market Liquor Mart is re-opening today with its new controlled entrance. With the introduction of this new anti-theft measure, the way customers shop at Liquor Mart has changed. Please read more here: <a href="http://mbll.ca/stoptheft">http://mbll.ca/stoptheft</a>	<a href="https://twitter.com/LiquorMarts/status/1199766133257228290?s=20">https://twitter.com/LiquorMarts/status/1199766133257228290?s=20</a>	3 replies / 11 retweets / 14 likes
2019-Nov.-27	Manitoba Liquor and Lotteries	Facebook Post	The Tyndall Market Liquor Mart has re-opened today	<a href="https://www.facebook.com/liquormartsmb/photos/a.193796611045080/756589121432490/?type=3">https://www.facebook.com/liquormartsmb/photos/a.193796611045080/756589121432490/?type=3</a>	15 comments / 12 shares
2019-Nov.-27	Manitoba Liquor and Lotteries	Facebook Post	The Tyndall Market Liquor Mart has re-opened today with its new controlled entrance. With the introduction of this new anti-theft measure, the way customers shop at Liquor Mart has changed.	<a href="https://www.facebook.com/193769121047829/posts/756674851423917/">https://www.facebook.com/193769121047829/posts/756674851423917/</a>	139 comments / 70 shares
2019-Nov.-27	Manitoba Government Employees Union	Media advisory	MGEU member speaks out about violent attack, need for immediate joint action - Randi Chase speaks out and says that the thefts and violence are a much larger issue that what is portrayed in the media. "I quickly realized that I did not have the tools to effectively handle, and safely deescalate." Liquor workers will be meeting to discuss violent incidents in liquor stores across the province and bringing those issues to MLAs.	<a href="https://www.mgeu.ca/news-and-multimedia/news/read.article/1933/mgeu-member-speaks-out-about-violent-attack-need-for-immediate-joint-action#sthash.p4jFf3Dj.dpbs">https://www.mgeu.ca/news-and-multimedia/news/read.article/1933/mgeu-member-speaks-out-about-violent-attack-need-for-immediate-joint-action#sthash.p4jFf3Dj.dpbs</a>	
2019-Nov.-27	CTV	News	Victim of Liquor Mart assaults calls for action to deal with root causes of theft	<a href="https://winnipeg.ctvnews.ca/victim-of-liquor-mart-assault-calls-for-action-to-deal-with-root-causes-of-theft-1.4704881">https://winnipeg.ctvnews.ca/victim-of-liquor-mart-assault-calls-for-action-to-deal-with-root-causes-of-theft-1.4704881</a>	
2019-Nov.-27	CBC	News	Tyndall Park Liquor Mart reopens with heightened security, new entry	<a href="https://www.cbc.ca/news/canada/manitoba/tyndall-park-liquor-mart-reopens-secure-entrance-winnipeg-1.5375264">https://www.cbc.ca/news/canada/manitoba/tyndall-park-liquor-mart-reopens-secure-entrance-winnipeg-1.5375264</a>	

2019-Nov.-28	CTV	News	Manitoba Justice eyeing effective prosecution for repeat offenders of Liquor Mart thefts	<a href="https://winnipeg.ctvnews.ca/manitoba-justice-eyeing-effective-prosecution-for-repeat-offenders-of-liquor-mart-thefts-1.4706486">https://winnipeg.ctvnews.ca/manitoba-justice-eyeing-effective-prosecution-for-repeat-offenders-of-liquor-mart-thefts-1.4706486</a>	
2019-Nov.-28	CBC	News	Criticism mounts as Manitoba government unveils plans to tackle liquor theft 'crisis'	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-store-theft-epidemic-manitoba-government-1.5376618">https://www.cbc.ca/news/canada/manitoba/liquor-store-theft-epidemic-manitoba-government-1.5376618</a>	
2019-Nov.-29	CBC	News	Manitoba government employee union secures summit amid rise in liquor thefts	<a href="https://www.cbc.ca/news/canada/manitoba/mgeu-liquor-theft-summit-commitment-1.5378987">https://www.cbc.ca/news/canada/manitoba/mgeu-liquor-theft-summit-commitment-1.5378987</a>	
2019-Nov.-29	CBC	News	While the city demands action on crime, politicians promise more talk	<a href="https://www.cbc.ca/news/canada/manitoba/winnipeg-crime-police-surge-1.5377085">https://www.cbc.ca/news/canada/manitoba/winnipeg-crime-police-surge-1.5377085</a>	
2019-Dec.-11	CBC	News	'Substantial increase' in demand for officers in stores tied to spike in theft: Winnipeg police	<a href="https://www.cbc.ca/news/canada/manitoba/winnipeg-police-special-duty-officers-1.5392858">https://www.cbc.ca/news/canada/manitoba/winnipeg-police-special-duty-officers-1.5392858</a>	
2019-Dec.-11	CBC	News	Indigenous shoppers say they were racially profiled at Superstores by Winnipeg police	<a href="https://www.cbc.ca/news/indigenous/winnipeg-superstore-police-racial-profiling-1.5391157">https://www.cbc.ca/news/indigenous/winnipeg-superstore-police-racial-profiling-1.5391157</a>	
2019-Dec.-16	CBC	News	'Zest for making sure bad guys get caught' at Liquor Marts could mean over sharing with police: privacy expert	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-marts-security-privacy-rights-civil-liberties-1.5396208">https://www.cbc.ca/news/canada/manitoba/liquor-marts-security-privacy-rights-civil-liberties-1.5396208</a>	
2019-Dec.-24	CBC	News	'Not as welcoming': Secure entrance added to 2nd Winnipeg Liquor Mart	<a href="https://www.cbc.ca/news/canada/manitoba/liquor-mart-secure-entrance-">https://www.cbc.ca/news/canada/manitoba/liquor-mart-secure-entrance-</a>	

				<a href="mailto:winnipeg-1.5407788">winnipeg-1.5407788</a>	
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