

Annual Report 2019

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PRESIDENT'S MESSAGE

Welcome to 2020! What a year it's been for Urban Matters CCC! Our journey continues to shape us, as we shape our journey. We are now in our 6th year of building up this hybrid social impact business; attempting to blur the line between social change/impact and financial sustainability. Innovation on the fly is never easy, but we've managed to make a go of it so far. Nothing is perfect and we have lots of learning under our belts too, but we're harmonizing and coming into focus for 2020 and beyond, and we're pretty excited about that. I hope you find this Year End Report as interesting as we do!

But what do you do? What does Urban Matters CCC do? Probably the most frequently asked question I've dealt with. Seems like it should have been obvious from the start, but this business launch was always a bit of an innovation lab within itself. We set out to help communities of people approach the complex social problems that they grapple with, and as an intermediary we felt that we needed to do that from a perspective of co-creation and partnership. Said differently, we needed to take some time to let the communities we aspire to serve inform us about what they needed, and shape our business model in support of their needs and interests. We couldn't assume that we knew what they needed, or we'd be prone to falling into a familiar trap that many consultants and intermediaries fall into; 'we've got your solution!', or 'we hold the expertise that you don't!'

So here we are. Typically we work across the spectrum of Community Well Being, or the Social Determinants of Community Health. Sounds like jargon I know, here's a more approachable infographic that I hope helps out a bit. This is what we do. Later in this document you'll see a little more about how we've learned to go about things.

Social Determinants of Community Health



MOST ACTIVE

SPECTRUM OF SERVICES

LEAST ACTIVE

Affordable Housing Development	Inclusion and Accessibility	Mental Health and Addiction	Youth Engagement and Involvement	Early Childhood Development	Local, Regional, and Industrial Food Systems
Full Spectrum Housing Studies	Addressing Poverty and Homelessness	Social Programs and Services	Reconciliation and Decolonization	Culture Creation Stations	

Thanks for your attention and we wish you a prosperous and impactful 2020!

Sincerely,

Ken Gauthier
President
Urban Matters CCC



community contribution

PEOPLE Employment Services

As a CCC, Urban Matters is required to re-invest a percentage of our profit back into community innovation ventures. That means we don't only work on solutions, we live and reinvest in the communities where we work.

In 2019, we had \$40,000 available for a community contribution investment and chose to invest this money to the newly formed PEOPLE Employment Services. PEOPLE Employment Services (PEOPLE) is a Kelowna-based social enterprise that provides training, mentorships, and partnerships that lead to paid employment opportunities for people who use drugs and for people with lived/living experience of homelessness. Creating employment opportunities is widely recognized as a critical building block in helping to support this group and further reduce the incidents of homelessness.

“My favourite feature of the PEOPLE story is how it really exercised our muscles throughout our value chain. From supporting open-ended community-based dialogue around opioid response at a community scale, to the Kelowna Community Action Team, to supporting the conversation through research and the development of employment opportunities, through to social enterprise development and incubation.”

- Erin Welk Urban Matters CCC

Welk goes on to say, “we’ve had a pretty strong hand in developing PEOPLE. We’ve been at the table since inception and it is particularly rewarding to now be in a position to help it use its wings and leave our nest. And we think this is a very significant moment in Urban Matters’ evolution as we begin to seed the networks that we’ve had a hand in developing and can influence their progress more directly.”

Since 2018, Urban Matters CCC has been supporting the incubation of PEOPLE as a social enterprise. We’ve assisted with launching the initiative, designing a sustainable business model, developing partnerships and exploring suitable incorporation models. The \$40,000 will be used to help hire the Executive Director. As the new ED, Dhoreia Ramanula is already fast at work establishing basic infrastructure to support this enterprise such as new employment contracts for peers and the training programs essential to their success.

“We fully expect that PEOPLE will be a national platform in five years, working with peers across the country to help to bridge thousands of individuals back into sustainable livelihoods,” says Welk.

We’re incredibly proud of how the program has grown. PEOPLE is now its own non-profit entity and the contribution will help with the transition to independency.

For more visit peopleemploymentservices.com

what we do

Urban Matters CCC was created to help communities deliver tangible solutions to help people live happier and healthier lives.

Our team works with governments, social entrepreneurs and socially-conscious business leaders to identify, introduce and scale innovations in communities that address complex social issues.

At Urban Matters we start engagements in at least one of three ways:

Convene



Consult



(research, analysis, strategy & policy)

Create



(incubate new ventures & partnerships to deliver needed solutions).

project spotlight

Rural and Indigenous Overdose Action Exchange

On October 2, Urban Matters CCC hosted the Rural & Indigenous Overdose Action Exchange (the Exchange) at Thompson Rivers University (TRU) in Kamloops. The goal of the day was to bring people from remote, rural, and Indigenous communities together to talk about the numerous ways in which the opioid overdose crisis is hurting families and communities throughout the province. The event included almost 200 people from over 55 locations throughout BC. Guests included community organizations, government representatives, health authority representatives, physicians, community leaders, and people with lived experience of using drugs (in the context of this work, people with lived experience of using drugs are called peers or PWLE). Close to 50% of attendees at the Exchange identified as peers.

The importance of peer involvement

In communities throughout BC and elsewhere, peers are recognized as experts of their experiences and of the crisis. They are working with healthcare and community professionals to design initiatives that are saving lives, breaking down stigma, and building spaces of inclusion.

Not only is recognition of peers' expertise central to breaking down stigma and building more inclusive systems, it's essential to ensuring services and systems meet the needs of people who use drugs.

The level of peer involvement at the Exchange was the highest and most diverse it has ever been. We hosted peers and representatives from five health regions (Northern Health, Fraser Health, Vancouver Coastal Health, Interior Health, and Vancouver Island Health), many of whom also work with the First Nations Health Authority.

It truly takes a village to host an inclusive event

We are proud to say that the success of the Rural & Indigenous Overdose Action Exchange was an example of incredible support and collaboration across the Urban teams and with community partners with whom we have longstanding connections.

Check out the complete event report here to find out more: <https://www2.gov.bc.ca/assets/gov/overdose-awareness/rural-indigenous-overdose-action-exchange.pdf>

RURAL AND INDIGENOUS OVERDOSE ACTION EXCHANGE

OCTOBER 1-2, 2019 / KAMLOOPS / BRITISH COLUMBIA



REFRAME COMPETITION 2019

End Homelessness Winnipeg

Two years ago, we launched the Reframe Housing Competition (Reframe). The competition is designed to increase innovative affordable housing options. Cross-sectoral applicants from across Western Canada and the Territories pitch their most creative housing innovations and ideas to a committee of Urban Matters CCC and BC Non-Profit Housing Association (BCNPHA) staff. Our intent is to encourage innovation in Canada's housing sector and provide resources to help the winning submission take their innovation to the next level. The prize is \$8,000 cash and \$2,000 of assistance with promotional efforts. This year, the applications came from across Western Canada with submissions from BC, Alberta, and Manitoba.

Contestants had just over three months to develop and pitch their housing ideas to the Reframe committee. This year's winner was the Housing Through Collaboration project, submitted by End Homelessness Winnipeg. Their goal is to shift from managing homelessness to ending it. The group is spearheading a new financing model to engage private investors and government to build much needed low-income housing. They're piloting the model by developing a housing complex for women and families who are experiencing or at risk of experiencing homelessness or gender-based violence.

The winner was selected because of their successful demonstration of:

- Innovation
- Social impact
- Financial sustainability



The project involves:

Financing + Development: engaging private sector expertise and investment to pilot a new financing structure for building housing.

Services + Supports: coordinating nine Indigenous and women's organizations to offer coordinated supports, break down silos, and build off existing resources to support tenants.

But the story doesn't end here. We'll now help End Homelessness Winnipeg accelerate and scale their housing initiative to help ensure success. We're excited about the conversations that the competition sparked and look forward to seeing the direct impact that all applicants will have on Canadian housing. Keep an eye on our website for news about the 2020 Reframe Housing Competition.

LOOKING AHEAD

With the experience of 2019 under our belts, 2020 will see us take a more measured and deliberate step into our growth. We have a solid Team in place, supported by a solid practice.

Some of our market goals for 2020 include:

✓ Social Innovation Labs

We want to be recognized as the partner of choice when communities are struggling with intractable, challenging social issues. We want to help them convene the actors in a neutral way, to examine and understand the problem(s), to develop prototype solutions and support in the decision-making process to experiment with the prototypes, and then be available to support in implementation.

✓ Metrics and Measurement

As a dual bottom line organization, we need to know to what extent we're having an impact and if it's consistent with our self-prescribed mandate. How do we measure it? How do we articulate it? We really haven't gotten very far with this though, and we are beginning to feel that this may become a limitation. In 2020, we're going to take our first formal attempt at establishing a benchmark in measurement of our impact upon society, in community.

✓ Implementation and Social Venture Ecosystem

Similar to the front-end investments, we get plenty of reinforcement that our implementation support at the tail end makes us unique, and has been cited as the reason we were chosen as a problem-solving partner in many cases. With a few years under our belts now, and good market reinforcement that we're on the right path, we will be making more concerted efforts to establish the infrastructure essential to make implementation a hallmark of our brand. Similar to efforts at the front end, we're considering storytelling and more purposefully sharing experiences, deliberate efforts in training and adding key personnel resources.

✓ Storytelling and Communications

We know storytelling is a critical piece of what we need to be providing, but we have struggled to find the right resources in 2019. From external contractors to emerging internal resources, we are not well equipped at the moment. In 2020, we will be much more targeted with our storytelling efforts. Check us out on the following social media sources to follow along with us.



THE FINE PRINT

Financial Statements

With that comes our annual disclosure statements, in legal ease for clarity, and coincident with our 2019 fiscal year end (December 1st 2018 to November 30th 2019). Each and every year, Urban Matters CCC must disclose:

1. The remuneration and position held of each person whose remuneration during that year was at least \$75,000, or, if there are more than 10 persons whose remuneration during that year was at least \$75 000, the remuneration and position held during that year of each of the 10 most highly remunerated persons

Urban Matters CCC held no positions in fiscal 2019 for which the remuneration exceeded \$75,000.

2. The financial position of the company in that year by attaching to the report the financial statements prepared in relation to that year

Urban Matters CCC's net-profit, after-tax, financial earnings were: \$25,209.

3. The following information about dividends declared in relation to shares of classes or series of shares:

i. For each of those classes and series of shares, the aggregate amount of the dividends declared in that year in relation to shares of that class or series of shares.

ii. The identity of all entities that hold or beneficially own shares of that class or series of shares.

Urban Matters CCC did not declare any dividends in fiscal 2019.

4. The amount prescribed for a transfer of all money and other assets transferred to a single transferee during a financial year, whether by way of one or more than one transaction in that financial year, is \$10 000.

Urban Matters CCC did not transfer any money or other assets in fiscal 2019.

