

A LOOK BACK AT OUR 2021

Our 2021 can be characterized as a year of alignment and acceleration for Urban Matters CCC. We spent some time developing our language, revamping our visual brand and ensuring our direction was established. We grew our team to meet increasing community demand, invested time in building our culture, and had our most impactful year from a project perspective. Our practice is pushing boundaries and advancing upon its impact metrics, and we're proud to announce our largest community contribution to date. While not immune to the continuing effects of COVID-19, our team stood together to demonstrate care not only for each other, but for those in communities who need it most.

Our work continues to address the spectrum of Social Well-Being; the social determinants of health and associated spectrum of services offer a useful way of describing the areas we find ourselves working in:

SOCIAL DETERMINANTS OF COMMUNITY HEALTH



MOST ACTIVE

Affordable Housing Development
Full Spectrum Housing Studies

Inclusion and Accessibility
Addressing Poverty and Homelessness

Mental Health and Addiction
Social Programs and Services

Youth Engagement and Involvement
Reconciliation and Decolonization

Early Childhood Development
Culture Creation Stations

Local, Regional, and Industrial Food Systems

SPECTRUM OF SERVICES

LEAST ACTIVE



14 Full-time Practitioners Working Across

10 Western Canadian Offices

66 Total Projects in 2021

Project Highlights

COMMUNITY EMERGENCY SHELTER PLAN AND PEER NAVIGATOR PROGRAM DEVELOPMENT

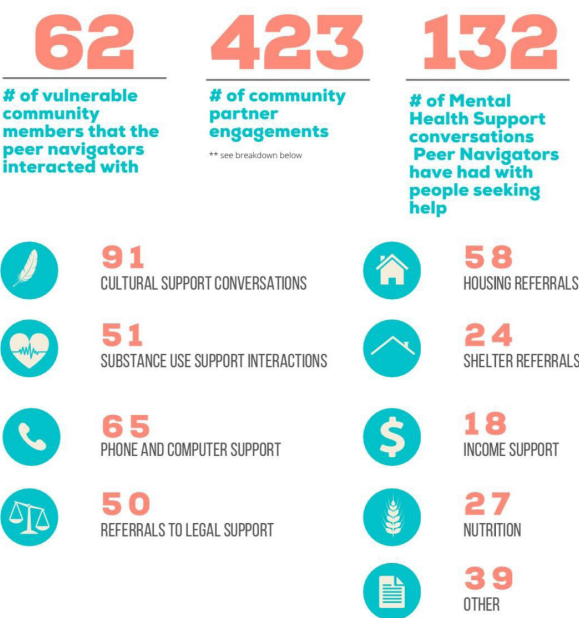
COMMUNITY PARTNERS:
City of Kelowna and PEOPLE Employment Services

Urban Matters is working with the City of Kelowna (CoK) on several complex social issue projects such as the Community Emergency Shelter Plan and an Indigenous Peer Navigation and Cultural Mentorship. The Central Okanagan Journey Home Society (COJHS) and the CoK have collaborated with service providers, people with lived/living experience of homelessness (PWLLE), and other system stakeholders to better understand Kelowna's current emergency shelter system, its strengths and gaps in service provision, and are designing a system that responds to the vision held by both PWLLE and those delivering the services. The Community Emergency Shelter Plan is intended to guide critical systems-level shifts in emergency shelter services in Kelowna by recognizing the various system actors.

The Indigenous Peer Navigation and Cultural Mentorship Program (funded by Health Canada through the Substance Use and Addiction Program grant stream) aims to transform the delivery of harm reduction in the community, both by involving people with lived and living experience as peer navigators, and by introducing Indigenous cultural teachings to support healing and wellness. A community- level approach, the initiative is building the capacity, skills, and confidence of peers, while removing stigma within host organizations, and embedding cultural knowledge in unlikely spaces. Peer Navigators have been working at 3 locations within the community. Key outcomes include:

BY THE NUMBERS INDIGENOUS PEER NAVIGATORS IN ACTION

Within the first 3 months of the Indigenous Peer Navigation Program (April to June 2021)



ANTI-RACISM NON-DISCRIMINATION ENGAGEMENT

COMMUNITY PARTNER:
Vancouver School Board

The Stronger Together community engagement process was administered by Urban Matters as a third-party organization.

The focus of the engagement was to listen to students, families, staff, and the community related to their experiences and understanding of racism and discrimination in The Vancouver School Board (VSB) community. A series of engagement opportunities were offered to support listening and documenting the lived experiences of the VSB community who have been affected by bias, racism, and discrimination.

The engagement process was open to all students, families, staff, and community members within the VSB community. Special emphasis was placed on listening to the voices of people with lived experiences of racism and/or discrimination, in particular, people who identify as Indigenous, Black/People of African Descent, People of Colour (IBPOC); Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual among others (2SLGBTQIA+); people with disability; newcomers and refugees; and anyone who identifies as belonging to a marginalized group. There are approximately 2,800 voices represented through the surveys and qualitative engagement activities. These voices represent a diverse mix of experiences from across the VSB and the community.

This was a first of its kind project for the Urban Matters in both subject area and assembly of team. A group with lived and living experience from within the Urban family of companies came together to lead this sometimes sensitive work. A significant investment was made by the project team in order to see this project through to its most impactful result. As a group, we had a responsibility to ensure not only the safety of the participants from the VSB, but also that of our own team members. Our team is grateful to all the participants of this process and the stories they shared that have helped inform not only our team but the VSB in pursuit of continuous improvement within the school system.

When closing the Sharing Circles, student participants shared the following about Urban Matters' approach:

(I) Felt like this (sharing circle) was a safe place to talk and share opinions on anti-racism and discrimination.

Measuring Our Impact

DEPLOYING OUR IMPACT METRICS

For those of you following our story, you'll recall that in 2020 we outlined nine key qualitative filtering questions to gauge how well we're progressing against our impact goals (listed to the right).

It's been interesting to see how these evaluation questions have filtered into the front end of our practice development conversations, and have in fact become filters through which new project opportunities are evaluated and shaped. The old adage, 'Measure What Matters', rings true here.

We've since used the data captured by the metrics to create a visual dashboard that continually provides us with a sense that we are moving towards our North Star as both a sustainable and impactful business. We share some highlights and learnings from 2021 below:

OUR IMPACT GOALS



FOCUS ON SYSTEMS-CHANGE

Support community-led systems change efforts intended to cultivate social cohesion & foster community resiliency.



DO NO HARM

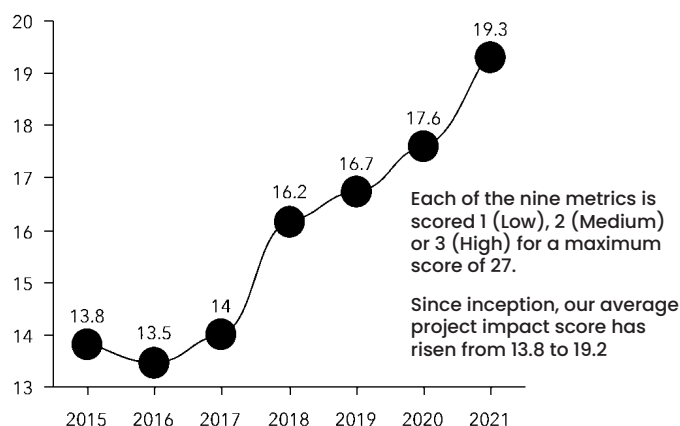
Leave the systems that we interact with in better shape once we move on.



PROVIDE THOUGHT LEADERSHIP

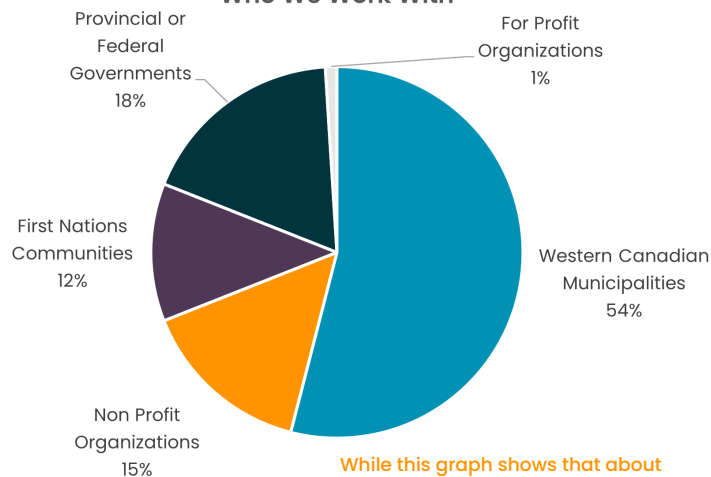
Inspire others to be systems-oriented and to value lived experience.

Average Project Rating Year Over Year

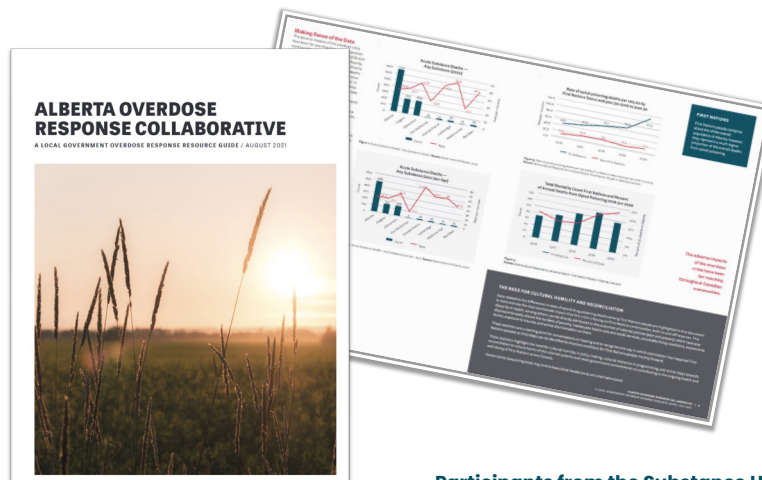


In 2021, the work of the Alberta Overdose Response Collaborative (a collective of 12 municipalities and 3 sector partners) resulted in the creation of a local government overdose response resource guide. It is intended to support local governments to get involved in initiatives that reduce the negative impacts of the overdose crisis.

Who We Work With



While this graph shows that about half of our client partners are Municipalities, many of our projects are multi-funded and consist of a team of stakeholders that are brought together to address complex community issues.



Participants from the Substance Use and Addiction Program Peer Navigator project after a successful training session. This is a multi-year project funded by Health Canada and completed in partnership with the City of Kelowna and the PEOPLE Employment Society.





Our Community Contribution

Focusing on Lived Experience

As a company, our vision is to co-create enduring solutions that heal communities and build resilience. As change agents, we aim to connect the people who design the system with those who are most influenced by it. Indeed, one of our core values is to empower the voices and agency of people with lived and living experiences. Our work to-date has demonstrated the strong positive outcomes we can generate in the systems we are trying to shift when we lead alongside these individuals.

For these reasons, much of our work focuses on empowering people with lived and living experience (PWLE) to meaningfully shift systems related to homelessness, substance use, and mental health challenges. Indeed, we consistently hear during engagement with PWLE that stigma is one of the key factors that inhibits a sense of belonging for these individuals in community and its effects have a significant detrimental impact on their abilities to thrive on their healing and wellness journeys. We know that stigma not only permeates the views of the general public but is perpetuated and entrenched through media, health care, government, and other social service systems. As such, there is not just one silver bullet intervention but instead a portfolio of various projects and programs which will, over time, support a culture shift towards acceptance and belonging of PWLE with homelessness and substance use challenges.

This year, we are proud to announce two community contribution investments that will empower the lived experience voice in under-funded areas.

SUPPORTING PWLE TO DELIVER EXPANDED OUTREACH PROGRAMMING

COMMUNITY PARTNER:

Alberta Alliance Who Educate and Advocate Responsibly (AAWEAR)

CONTRIBUTION AMOUNT: \$100,000

AAWEAR is an Alberta based organization run almost entirely by people with lived and living experience of substance use. They operate across the province, currently in Calgary, Lethbridge, Edmonton and Red Deer, and have aspirations to expand their operations to Grande Prairie. Their core activities include conducting peer outreach, peer navigation, peer support, community-based peer research, education and collaboration in the community they serve. Urban Matters CCC has collaborated with AAWEAR as part of the Intermunicipal Overdose Collaborative (in Grande Prairie) we have facilitated over the past 18 months. We recognize the value they play in Alberta to elevate and empower PWLE, and their strategic potential to deepen the local and community based responses to reduce both stigma and overdose deaths. After several discussions with their Executive Director, Urban Matters will provide AAWEAR with a \$100,000 contribution to increase their outreach capacity and scope of services. We will also work alongside side the team to provide in-kind mentorship support throughout the year.

MICRO-GRANTS TO FUND PWLE LED PROJECTS TO REDUCE STIGMA IN BRITISH COLUMBIA



COMMUNITY PARTNER:

Community Action Initiative (CAI)

CONTRIBUTION AMOUNT: \$100,000 (+ \$100,000 matched by CAI)

The Community Action Initiative (CAI) is a granting organization which to date has primarily received funds from the provincial government in BC. Urban Matters CCC has worked with CAI for several years delivering programs they have funded such as the Community Action Teams (Central Okanagan, Penticton, Fort St John, Vernon), and through the Community Harm Reduction Grants (Penticton, West Kelowna). They are a reliable and well respected granting agency with significant experience.

Urban Matters CCC proposes to work with CAI, the Overdose Emergency Response Centre (OERC) and other partners to deliver a micro-grant program for PWLE to undertake projects to help reduce structural stigma PWLE face on a daily basis within their local communities. The CCC contribution would be managed and distributed by CAI and will leverage a peer mentorship program and associated funding that will be administered by the CAI next year as well.

Through conversations with CAI and OERC, funding specifically to undertake action-oriented projects is something that PWLE organizations have highlighted as a gap in the current funding they access from the OERC. The intent would be to support projects across the province that are designed and run by PWLE. Urban Matters CCC would provide in-kind support to the grantees, particularly to support relationship building between local governments, First Nations, health authorities, community champions and the PWLE undertaking the project.

We look forward to sharing impact stories related to both of these contributions with you all in 2022!

With that comes our annual disclosure statements, in legal ease for clarity, and coincident with our 2021 fiscal year end (December 1st 2020 to November 30th 2021). 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 2021 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: \$198,034.

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 2021.

4. The amounts transferred with a fair market value in excess of the prescribed amount, other than to a qualified entity, to persons who are related to the company or to any other persons unless the provision of that financial assistance is in furtherance of the company's community purposes.

Urban Matters CCC did not transfer any such money or other assets in fiscal 2021.



Ken Gauthier
President
Urban Matters CCC