Urban Matters CCC is a social enterprise based consultancy focused on delivering impactful strategies and projects in communities across Canada.

**Objective: Assist Urban Matters team in moving towards a sustainable business model**

**Activities:**
- Understand Urban Matters and expectations for the project
- Interview industry experts on hybrid spaces
- Interview Urban Matters/Urban Systems employees
- Develop a line of thinking to create a business model
- Facilitate a discussion with Board of Directors on the business model

**Insights:**
- Existence of creative tensions and uncertainties between vision & reality
- Need for clearly communicating vision and rational strategies across the stakeholders
- Coexistence of Urban Matters & Urban Systems
- Leadership as the Community Catalyst

**Recommendations:**
- Develop a systems thinking strategy
- Develop Urban Matters as a learning organization
- Align the organization for successful execution
- Develop leadership capabilities to enact change

Source: The MIT Regional Entrepreneurship Acceleration Program Stakeholder Model.
Source: Sull, D. Executing Strategy in Volatile Markets