



# M/S

Maison  
de l'innovation  
sociale

19

## 2019 Activity Report

from idea ○-----✱ to impact

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Members of the MIS team | Photo credit: MIS

## — About us

Eliminate the obstacles that arise between an idea with a positive social and environmental impact and its implementation.

The MIS loves starting lines, first sketches and early beginnings. It is interested in the precursor stage of a social innovation, from identifying the root causes of a persistent social and environmental problem, to generating ideas to address it, to removing the barriers between an idea and its realization, to the implementation of the idea as a vector of systemic transformation.

It loves both generating and capturing ideas that call for rethinking our ways of doing things to be more compatible with humanity's future, as well as encouraging people with ideas to move their concepts off the drawing board and develop them so that they can be transformed into social innovations in the real world.

This is why the MIS becomes involved very early on in the journey of an agent of change with a plan to implement an idea with social and environmental impact.

By creating the first bridges as levers of development in the advancement of a project, the MIS positions itself as a vital force and champion of social R&D. It facilitates the emergence of social innovations and creates the optimal conditions for the implementation of a greater number and a greater diversity of projects with a high potential for social and environmental impact, and for the creation of structuring, promising and unusual collaborations within Québec's social innovation ecosystem.



## — The theory of change

The MIS theory of change is based on its ability to:

- 1 Stimulate the emergence of social innovations on social and environmental issues and to harness those that, due to a lack of support and expertise, would not have the opportunity to be implemented; reduce the structural obstacles encountered by social innovators in setting up their projects.
- 2 Reveal and amplify the potential for positive impact of emerging social innovations and nurture them, with the involvement and commitment of those who are introducing them, so that they can reach the next threshold of implementation.
- 3 Empower organizations, communities and agents of change by encouraging the transfer of expertise and capacity building as undeniable forces for catalyzing change.
- 4 Connect positive-impact ideas to the levers of implementation to encourage their scaling up and thus accelerate systemic change.

## INNOVATIVE AND RESILIENT COMMUNITIES

Communities are active partners in the creation of conditions that foster healthy living in their environment. They have access to a diversity of innovations that meet their needs and enable them to better adapt to change.

Human activity in communities is a source of environmental recovery and regeneration rather than degradation and destruction.

Innovation collectives based on trust and collaboration are formed and are self-organizing and replicating in the territorial communities.

A wealth and diversity of innovative ideas, concepts and prototypes are generated whose potential, feasibility and scope are delineated.

Implementation strategies are defined for innovations with high impact potential.

Project leaders in the communities are identified, recruited trained and equipped.

New social enterprises are being created.  
Projects are implemented within existing organizations.

Projects are scaled up in new contexts.  
Civil society and public institutions adapt in order to support and sustain the innovations that are being implemented.

IMPACT

EFFECTS

**Stimulate** the emergence of social innovations on social and environmental issues in collaboration with the communities concerned and local stakeholders, and harness innovative prototypes that, due to a lack of support, would not have the opportunity to be implemented.

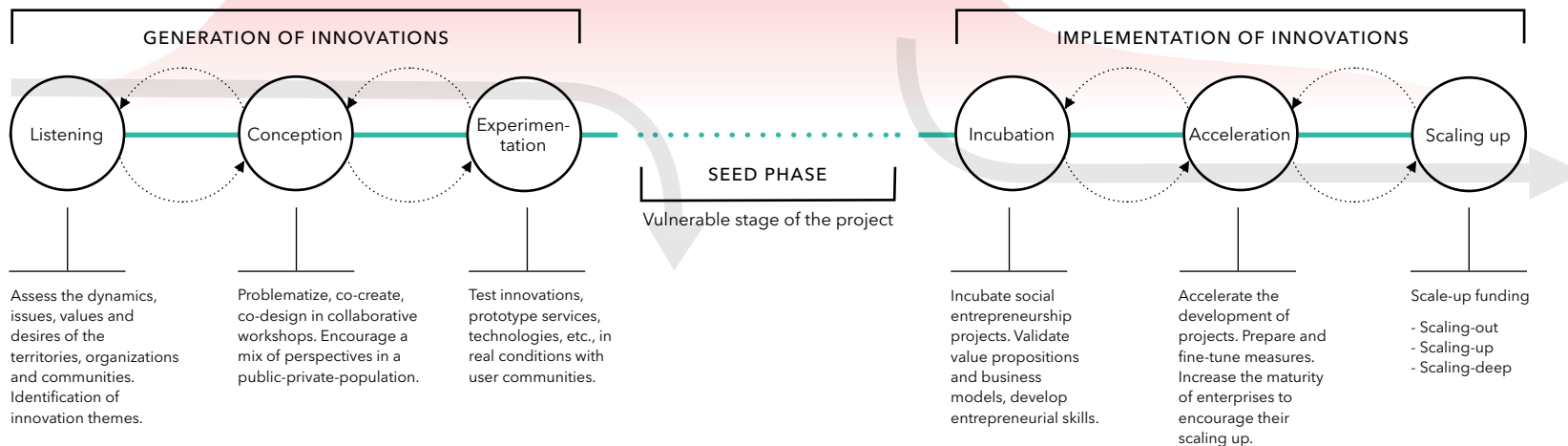
**Reduce** the structural obstacles encountered by social innovators in setting up their projects.

**Empower** organizations, communities and agents of change by encouraging the transfer of expertise and capacity building as undeniable forces for catalyzing change.

**Reveal and amplify** the potential for positive impact of emerging social innovations and nurture them, with the involvement and commitment of those who are introducing them, so that they can reach the next threshold of implementation.

**Connect** positive-impact ideas to the levers of implementation to encourage their scaling up and thus accelerate systemic change.

TARGET PHASES SUPPORTED BY THE MIS



INNOVATION PROCESS

ACTIVITIES

REMOVING BARRIERS BETWEEN AN IDEA WITH A POSITIVE SOCIAL/ENVIRONMENTAL IMPACT AND ITS IMPLEMENTATION

MISSION

# — What do we offer and for whom?

Social R&D activities, coaching and the various MIS programs make it possible to meet the needs of a variety of actors in the realization of their projects with social and environmental impact, from ideation to implementation. By relying on its expertise in intermediation, obtaining feedback, user research, open innovation, co-creation, prototyping, service design and social design, the MIS meets the social innovation needs of the following clienteles:



**Engaged citizens and collectives** who wish to move from idea to impact, and who wish to develop their project with social and environmental benefits along with their full potential as agents of change while taking advantage of a rigorous coaching program within the MIS Civic Incubator to better support the implementation and prototyping of their project.



**Local development organizations** that wish to strengthen their capacity to innovate, consolidate and optimize their overall service offer to better meet the emerging needs of their community, or that wish to co-create and experiment with new solutions.



**Public institutions** that wish to strengthen the public sector's capacity to innovate, that seek to generate new integrated processes while promoting buy-in from their stakeholders, and that wish to consolidate and maximize the impact of collaborative ties between the various levels of government and territorial or sectoral communities while focusing on complex and systemic issues of their own such as inclusion, employability, housing, aging populations, immigration, ecological transition at regional, rural and municipal levels.



**Companies** (all legal forms) that wish to go beyond corporate social responsibility (CSR) and support their competitive differentiation by putting social and environmental impact at the heart of their business model to increase the positive impact of their products and services, as well as investing in social R&D practices or developing links with agents of change within their markets.



**Foundations and impact investors** who wish to diversify their investment portfolios, reduce risk in their investment projects upstream, develop new financial products with social and environmental returns, or strengthen the capacity of their beneficiaries.



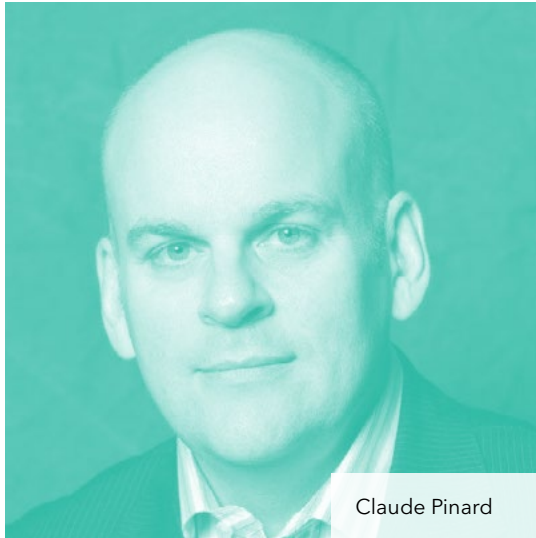


# — Word from the Chairman of the Board and the Executive Director



Claude Pinard  
Chairman of the Board

Patrick Dubé  
Executive Director



Claude Pinard

The MIS has already completed its second annual activity report. While 2017 and 2018 were devoted primarily to establishing its structure and partnerships, recruiting a committed multidisciplinary team and launching its first activities, 2019 has seen the full implementation of its operations and programs, all on solid foundations. Our initial ambitions? To support and promote social innovation as a field of practice contributing to positive social and systemic transformation, to reduce the barriers that arise between an idea with great potential for social and environmental impact and its realization, to offer specific and adapted support to emerging projects in the seed phase, and to contribute to the emergence of increasingly diverse social innovations. Since then, these ambitions have materialized with the collaboration of multiple actors from the community, demonstrating the relevance of the Maison de l'innovation sociale in societal transformation as a complement to other ecosystem initiatives.

Building on the experience acquired and the lessons learned from the numerous projects carried out with different stakeholders from civil society – citizens, collectives, non-profit organizations, foundations and academic institutions – the MIS was able to expand the

scope of its activities in 2019 to better respond to the societal and ecological challenges we are facing. Such an ambition requires targeting interventions on different scales and must rely on the mobilization of a multiplicity of stakeholders, including those most likely to accelerate the socio-ecological transition. In this context, the MIS has extended its activities over the past year in the regions of the province and in certain sectors of the public apparatus from different levels of government. In so doing, the MIS supported more than 15 public services in 2019, thereby demonstrating the potential of MIS activities for systemic impact.

With its new three-year strategic plan, its partnership with the pan-Canadian network Social Innovation Canada, a strengthened team with multiple fields of expertise and the pursuit of numerous social R&D projects anchored in different transversal themes such as finance, regulation and inclusion, the MIS is well positioned to drive the practice of social innovation on a larger scale. In 2020, it plans to consolidate its activities and update its impact model by taking advantage of its learnings to support people and organizations who wish to accelerate a just socio-ecological transition. To do this, it will rely even more on its strengths in social

R&D, in training and skills transfer, in networking between social innovators and implementation levers, and on its structuring offer in coaching support with regard to the incubation of projects with social and environmental impact. More than ever, the MIS wishes to position its social innovation interventions to promote community resilience and the regeneration of urban and rural environments.

To conclude, we would like to take this opportunity to highlight the immense contribution of Violaine Des Rosiers, Executive Co-Director of the MIS until the end of 2019, who left us for new personal and professional horizons. As a pioneer in the history of the MIS, Violaine has marked the organization with a strong and ambitious vision.

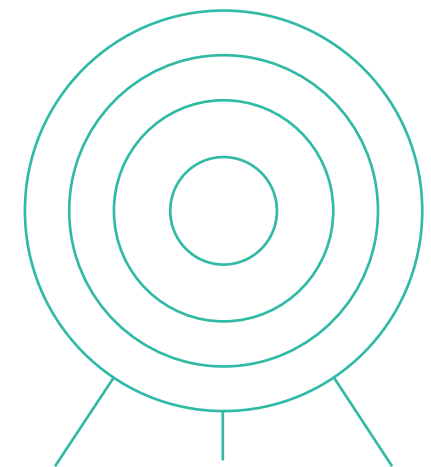
We would also like to thank the members of the board of directors who are actively involved with the MIS on a volunteer basis and who make governance a lever for development that is both rigorous and agile. We would also like to thank the members of the MIS partner committee from the field of social entrepreneurship and from the academic and philanthropic milieus, all of whom contribute to the deepening and dynamism of the activities of the MIS.

We would like to particularly express our gratitude to the members of the MIS team and its collaborators. They are committed, dedicated, generous and talented people who, each and every day, carry out the organization's many ambitious projects in keeping with their own high ideals.

Finally, and most of all, we would like to thank the agents of change coming from a variety of backgrounds with whom we collaborate on a daily basis and who have placed their trust in us since the beginnings of the MIS. It is thanks to you and the synergy of your strengths and talents that we can contribute to the emergence of sustainable and innovative solutions to the challenges of socio-ecological transition. Our sincere thanks go out to all of you.



Patrick Dubé



**MIS**



**202**

social innovation initiatives  
conceived and/or supported

**56** PROTOTYPES  
GENERATED

**335**

committed social innovators  
who have benefited  
from MIS programs

**48**

agents of change  
intensively coached in  
the critical seed phase  
of their projects

Coaching of  
**64**  
local organizations  
and associations

**82**

citizen participation  
initiatives implemented  
in the public space as  
part of 100in1day Mtl

An average of  
**13 months**  
of coaching per initiative  
supported by the MIS

**150** participants mobilized around  
urban innovation challenges

MORE  
THAN **15**

agencies/services/committees  
from different levels of  
government supported

**60%**

of the projects incubated  
or having received support  
from the MIS are in the full  
implementation phase

**20** projects with urban impact  
that took advantage of an  
accessible workspace



Detail of a workshop | Photo credit: Youssef Shoufan

## — Social R&D, a pillar of social innovation

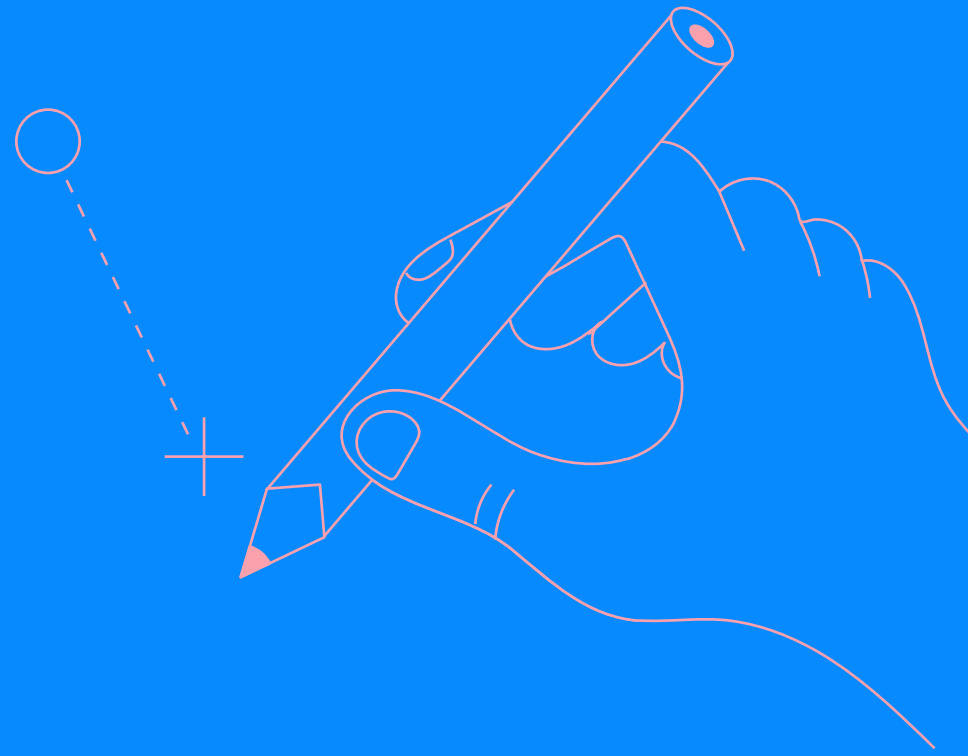
To accelerate systemic transformation and face the challenges of the twenty-first century, it is important to maintain our collective capacity to innovate socially and environmentally.

And, to innovate and allow new ideas with high positive impact to emerge, it is important to experiment. This necessitates taking certain risks, maintaining a stance that is favourable to an iterative approach and to trial and error, an ability to foresee the outcome of an innovation process over time and to anticipate the duration and the commitment required of stakeholders to foster the emergence and concretization of a social innovation.

With the collective objective of developing new prototypes that are adaptable and have a high systemic impact, as well as new models, processes, knowledge and practices, the MIS has invested in numerous social R&D initiatives in collaboration with local communities, private sector companies, non-profit and philanthropic organizations, organizations from the social and solidarity economy and the community milieu, financial institutions, universities and representatives of all levels of government.

These social R&D initiatives were first part of its Future Cities program (a program which is to be replaced by a unit exclusively dedicated to social R&D as of 2020) according to different pillars of experimentation.

In 2019, the MIS team was involved in a dozen research and development projects, some of which are briefly presented below.





# — LANVA

Digital assistance laboratory for independent living

Launched in November 2018 by CEFRIO, in collaboration with the MIS, and supported by the Ministère de l'Économie, de la Science et de l'Innovation and the Mirella and Lino Saputo Foundation, LANVA is a living laboratory intended to stimulate innovation through digital technology by developing new products or services with high impact potential for seniors and other clientele who wish to remain autonomous and active in the public space.



A LANVA participant with an employee of the Maison de l'innovation sociale. | Photo credit: MIS



## Main achievements and impact of LANVA in 2019:

- **A co-creation workshop** in which 36 organizations from community, public and private sectors took part. The approach aimed to build a common vision around autonomy and digital technologies and establish the priority themes for the laboratory.
- **The sustained involvement of four technological suppliers**, three of which took part in the user research phase and two participated in digital development and real-world experimentation.
- **A four-month user research phase** including contextual interviews and workshops, generating substantial field data collected from a dozen people aged 65 and over.
- **A digital development phase** in collaboration with two technological suppliers to adapt their existing product or service to the needs of seniors.
- **A 12-week experimentation phase** that began in December 2019 in a residence for independent seniors. Another experiment is planned for 2020 in a housing cooperative.

In keeping with one of the main objectives of the project, a **process notebook** will be produced in 2020 in order to share LANVA's various tools and learnings with potential leaders of living laboratory projects, practitioners in social innovation and technological development companies.

## — L'AcadieLab

L'AcadieLab is the only ENOLL-accredited agricultural laboratory in Canada in which MIS is an active collaborator. It is a collective project aimed at rehabilitating ecosystems in the agricultural environment of the L'Acadie River watershed in the Montérégie region. The project's promoters, including the Université du Québec à Trois-Rivières (UQTR), Groupe Pleine Terre Inc, Techno-Champ 2000 agro-environmental club and the MIS, are using co-creation and experimentation processes for innovations that are implemented directly on farms by agricultural producers in collaboration with some 70 agricultural businesses. The project contributes to an improved and shared understanding of the ecosystem and the reality of agricultural producers, and to the emergence and adoption of new regenerative agro-environmental practices.

In particular, this open innovation approach embodied by L'AcadieLab contributes to:

- **establishing a true dynamic** of co-construction between researchers, stakeholders and farmers around a common action plan for the territory;
- **developing new knowledge** by bringing together the knowledge of experts and non-experts;
- **restoring the role** of citizen knowledge;
- **generating long-term collective impact** both environmentally and in terms of social capital;
- **creating benefits** for all stakeholders in this collective effort.



A participating agricultural producer from L'AcadieLab | Photo credit: MIS

- **70 adoptions** of agro-environmental management practices resulting from experiments monitored over time
- **55 agricultural producers** participating in the living laboratory
- **40 professionals** from 30 public and private agricultural and environmental organizations
- **6 Québec universities** involved in the project
- **20 experiments** in real conditions monitored over time



Agriculture, Pêcheries  
et Alimentation  
Québec

PLEINE TERRE  
AGRICULTURE - ENVIRONNEMENT  
CULTIVER LE SAVOIR FARM

Economie  
et Innovation  
Québec



Québec  
Environnement  
et Développement

**Testimony of Aurélie Dumont, doctoral student at UQTR who follows 20 of the 70 or so agricultural producers involved in L'AcadieLab and who confirms the positive influence of L'AcadieLab on changing the values and practices of the farmers involved:**

*"Research shows that the personalized experimentation advocated by the L'AcadieLab system is welcomed by the agricultural community and that it reinforces the process of changing the agricultural practices of the most hesitant producers. Launching a new practice is often synonymous of fear and regression. The individual then experiences different emotions. Therefore, experimentation adapted to the farm system with a follow-up in real conditions and adapted to the needs expressed by the farmers allows them to both better understand the stakes of new farming practices and to better control the risks with regard to the yields of these new practices. For the producer, it is important to 'see' their impact before adopting them for good."*

**Testimony of a representative of the Ministère de l'Environnement et de la Lutte contre les changements climatiques (MDELCC):**

*"Despite all our efforts over the years, the quality of Québec's waterways is deplorable. It is time to take radical action and change our ways of doing things by pooling all the skills and resources of the community. L'AcadieLab is a model for mobilizing research, public authorities and agricultural producers, and it can guide us in this regard."*

**Testimony of a farmer involved in L'AcadieLab:**

*"At first, I came because I trusted my agronomist, but I didn't have too many expectations... Today, I come to the L'AcadieLab workshops because I learn a lot, I can chat with other producers, meet researchers as equals and come up with ideas. I don't feel judged as an anti-environmental polluter here."*

**Testimony of an agronomist involved in L'AcadieLab:**

*"From my beginnings in this profession, I've been able to convince the more enlightened farmers to change their practices. But as soon as the provincial subsidies stopped, the practices they had put in place disappeared. It was depressing. What I find stimulating in the L'AcadieLab is working on deeper issues and the change in values impact and see practices change in a long-lasting way."*





## — 100in1day MTL

100in1day MTL was inspired by the global movement born in Bogota in 2012 that places active citizenship at the heart of social transformation. The concept is simple: over the course of one single day, citizens of the participating cities collectively carry out positive, inspiring or thought-provoking civic initiatives to help create a better world. A symbolic number of 100 initiatives is targeted, although it is not a mandatory target. By taking part, citizens assume their role as agents of change and as stakeholders in better living, together. It also strengthens the social capital of their living environments and tests certain ideas with a positive impact on the community in real-life conditions.

On June 2, 2019, the MIS, in collaboration with the Institut du Nouveau Monde (INM) and the financial support of the Ville de Montréal, facilitated the deployment of this citizen festival by using its expertise to rally stakeholders and agents of change around this event, to support community and territorial organizations in the undertaking of positive citizen initiatives complementary to their priority issues, and to spread the word about the movement to a greater number of people.



Participants in 100in1day MTL 2019 | Photo credit: Geneviève Giguère

### The 2019 edition of 100in1day MTL generated:

- **9 ideation workshops** ("idea factories") on the themes of democratic life, health and well-being, the environment, and solidarity and living together were deployed in five boroughs and brought together **98 participants**.
- **82 actions** organized in 13 boroughs, in which **488 individuals** participated.
- **1 conference** bringing together around 50 people, organized with the co-founder of 100in1day, Diego Cuadros Rojas, who was visiting from Colombia to take part in and be inspired by the Montréal edition of the initiative.
- **A 60% increase** in new visitors to the website of this global movement due to the traffic generated by the Montréal edition and an increase of **370 fans** to the movement's Facebook page, all in just four weeks and completely organically (without paid advertising).

## — CityStudio Montreal

CityStudio Montreal is a new experiential learning program in urban innovation modelled on the CityStudio initiative developed in Vancouver. Born from the desire to harness the imagination and energy of university students in the service of cities, the project aims to inspire the actions needed to solve urban problems by creating more resilient, inclusive, sustainable and healthy cities.

In 2019, 150 students from Concordia University were able to take part in an experiential learning framework that combined the knowledge and expertise of Montréal municipal employees with their ambition to innovate, while developing 25 possible solutions to five concrete urban challenges proposed by the Ville de Montréal.

As a founding partner alongside Espace temps and Concordia University, and as co-investor of CityStudio Montreal, the MIS supported the initiation of this collaborative pilot project. In particular, it used its expertise to structure the project and define its impact strategy according to the partners' objectives, it actively participated in the design of the CityStudio Montreal user experience to deliver the desired impacts and it supported the operational team in the impact assessment of the project.

*"The experience was extremely rewarding! It's not every day that we have the chance to go outside of the academic framework and get recognition and validation of our solutions from experts."*

**Harry Karakokkinos, a Concordia University student who presented an ingenious project to improve pedestrian safety around multiple construction sites in Montréal.**


*"CityStudio Montreal promotes encounters and dynamic collaborations between different stakeholders who do not normally work together in order to identify innovative solutions to urban issues of social and environmental significance. The project is therefore completely in line with the activities of the MIS, which seeks to create the optimal conditions that give rise to structuring, promising and unusual collaborations within Québec's social innovation ecosystem. In addition, the MIS has the capacity to host the innovative projects that emerge from the various CityStudio Montreal programs in order to support their development in the seed phase, a decisive step for any innovation process."*

**Patrick Dubé,**  
**Executive Director of the MIS**



Coordinated by  **Espace temps**

In collaboration with  **Concordia**  **Montréal**

With the support and expertise of  **M/S**

With the financial support of  **Économie et innovation Québec**  **M/S**

## — Cité-ID Living Lab

Cité-ID Living Lab is a research-action laboratory and an incubator for the emergence of new cross-sectoral approaches that build on knowledge and the development of innovative practices in urban resilience. As a member of the advisory committee of Cité-ID Living Lab, the MIS participates in research projects with this team led by Prof. Marie-Christine Therrien of the École nationale d'administration publique (ÉNAP).

In 2019, the Cité-ID Living Lab team, with the support of the MIS, continued to implement a research-action project to meet various objectives of the Montréal Resilient City Strategy (Ville de Montréal, 2018), including assessing the relevance of the concept of social capital as a vector of urban resilience in different contexts. Relying on the development of an adapted social capital measurement tool, an understanding of the mechanisms for creating social capital and the observation of mechanisms for institutionalizing the very concept of social capital, the project was implemented in three research sub-projects:

**Component 1** “Emergency preparedness and community resilience”  
in partnership with Transition NDG

**Component 2** “Youth social capital”  
with The YMCAs of Québec’s C-Vert program

**Component 3** “Soupe locale Centre-Sud”  
with the Corporation de développement communautaire Centre-Sud



A workshop as part of Cité-ID Living Lab | Photo credit: MIS

The research project completed in 2019 led to a report published in early 2020 and available at [cite-id.com](https://cite-id.com). It confirms that the “existing interventions and programs already in place in the Ville de Montréal territory” contribute to sustaining a safe and supportive community at the neighbourhood or group level and that they could be adapted to broaden their access to a greater number of people. The report also offers some keys for municipal authorities to support the achievement of its urban resilience objectives.





MIS Civic Incubator 2019-2020 cohort | Photo credit: MIS

## — Development and incubation

The seed phase of a social innovation project is often crucial. This is why MIS places emphasis on pre-startup support in its overall offer and why it structures its programs and activities to intervene very early in the journey of a person wishing to tackle a complex societal issue for which a social innovation approach seems appropriate.

The support the MIS provides to agents of change in their seed phase not only contributes to consolidating their capacity and desire to take action and carry out their project, but also contributes to democratizing social innovation as a field of practice and as a vector for accelerating change so that a greater number and a greater diversity of people can fully embrace this approach and make it their own.

The scope and complexity of an innovation process vary depending on multiple factors. Whether the resulting innovation is frugal, incremental or disruptive, and whether its impact is moderate or significant, the approach that precedes it is decisive. There can be no innovation without the adoption and appropriation of the process by the people and users concerned. This reality highlights the need to design the outcome of an innovation process over time and to anticipate the duration and the stakeholder commitment necessary for a social innovation to emerge and take form.

Because the MIS intervenes at the earliest stages of projects with strong social and environmental impact, and because the projects that go through its development and incubation programs have not yet developed a large market or a user base when it comes to the implementation stage, the expected effect of its intervention often goes unnoticed. However, the effects of structuring support during the seed phase are very real and help guarantee the successful implementation of an idea with a strong social and environmental impact. Why? Because this support helps to overcome the many obstacles to developing a project, like crossing the so-called “valley of death”, that first prerequisite for entrepreneurial projects in search of funding. It also helps reduce the risks of these projects for donors and potential investors.

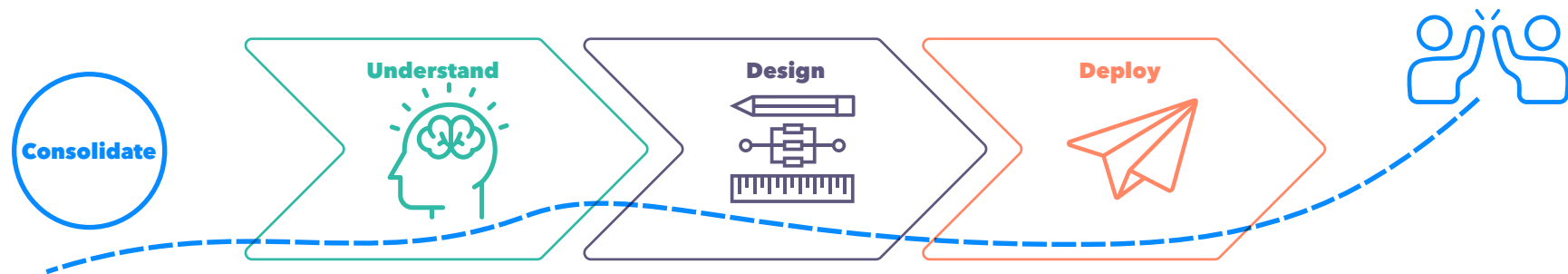
**This is this same support that is at the heart of its Civic Incubator program!**

## — The MIS Civic Incubator

The Civic Incubator is a MIS program designed to strengthen the capacities of project leaders to implement innovative projects with a high potential for positive social-environmental impact in urban areas.

Selected within the framework of calls for projects, the winners, having submitted their project in teams of two, engage in a free coaching process at the MIS to build their project from an early stage of development to such a level of readiness that it can be implemented and/or financed.

The course, valued at \$10,000, involves a commitment of some seven hours a week for almost four months. The training workshops focus in particular on the posture conducive to social innovation, understanding the context in which the project will be implemented, as well as the conception and implementation of a project with a positive social and environmental impact.



More specifically, the Civic Incubator program is structured in four modules:

### Consolidate

in order to develop the soft skills and know-how that facilitate the successful implementation of a project with a positive social and environmental impact

### Understand

in order to analyze the context in which a project is implemented, using data from field research in particular

### Design

in order to design an innovative project with a positive social and environmental impact using, in particular, the principles of service design

### Deploy

in order to determine the main steps of a promising strategy to carry out a project



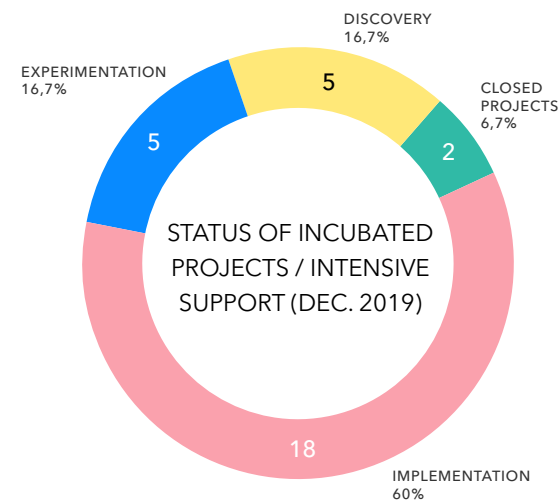
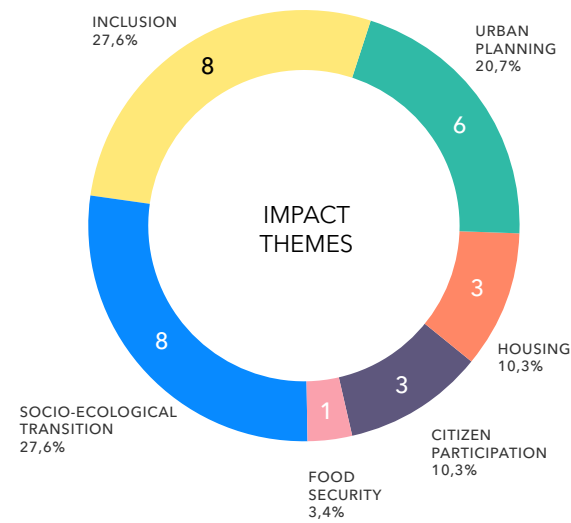
Participants in the Civic Incubator | Photo credit: Youssef Shoufan

In 2019, the MIS saw its first cohort of project winners complete their journey and gain momentum to launch prototypes and move on to the subsequent implementation stages of their projects. It also hosted a second cohort in October that pursued its path in the program until February 2020.

### The Civic Incubator in numbers

- > **20 projects** with a high potential for social and environmental impact have been incubated
- > **35 project leaders** took part in the coaching process of the Civic Incubator in 2019
- > **60% of the projects** supported within the framework of the Civic Incubator have moved on to the implementation stage, while 22% are in the experimentation and discovery phase (a process of listening and clarification of the problems experienced)
- > **104 project leaders** submitted their applications (in pairs) as part of the fall 2019 call for projects, which offered 20 spots
- > **2,600 online consultations** of the 2019-2020 call for projects document in some two months of campaigning, a sign of the popularity of such a program offered free of charge for seed stage support

### IMPACT THEMES ADVOCATED BY THE AGENTS OF CHANGE



Québec

DES VILLES  
POUR TOUS

CITIES FOR  
PEOPLE



**Emmanuelle Falaise, *Demain Verdun* citizen movement – 2018-2019 Cohort of the Civic Incubator**

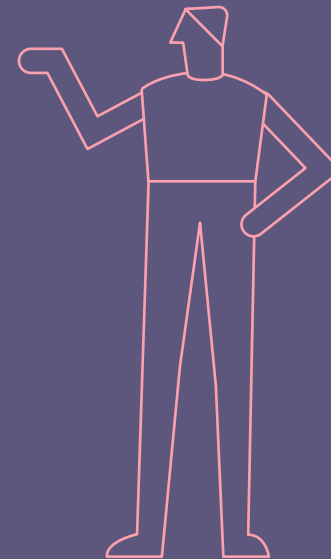
*"From my first contacts with the MIS team, they saw a leader in me, something that I did not recognize in myself at the outset. (...) I was pushed out of my comfort zone, encouraged to see that I could be something other than a good soldier and that I could be a visionary and truly contribute to a better world. The leadership skills and confidence I gained in the Civic Incubator are undeniable and will serve me well beyond my project. They literally transformed my life. My journey course through the Civic Incubator is one of the most beautiful experiences I've ever had!"*

**Jérémy Gelb, *Oasis Urbain* (a project to label urban spaces, taking into account noise levels and atmospheric pollution, while integrating popular science, awareness and citizen engagement activities) - 2019-2020 Cohort of the Civic Incubator**

*"The regular format of the workshops [of the Civic Incubator] forces us to move forward even if the time investment is substantial and adds to our already busy schedules. The program structure is fluid and the tools are built efficiently, allowing you to anchor the project. Spending time in pairs also builds trust within the team, refocusing everyone's point of view towards a common vision."*

**Claudine Robillard, inclusive research and artistic creation laboratory operating within *Les Muses* performing arts school (a project to encourage the arts to become more open to artists with disabilities) - 2019-2020 Cohort of the Civic Incubator**

*"(...) Showing great generosity, a real ability to listen, curiosity and undeniable expertise, the MIS team has, throughout the program, actively participated in the evolution of our vision of the project. The tools they made available to us helped us develop and deploy a clear vision of the different stages of the project's development, which is very reassuring and a confidence-building vector."*





## — Support for the development of projects from the Je fais Mtl movement

The *Je fais Mtl* movement is an initiative of Montréal civil society created in 2014 under the impetus of the Bank of Montréal (BMO) and the Chamber of Commerce of Metropolitan Montréal, as part of preparations for Montréal's 375<sup>th</sup> anniversary celebrations. A platform for exchange and collaboration, *Je fais Mtl* has been able to identify and activate leaders from all walks of life engaged in the implementation of promising and inspiring initiatives, and to help this entrepreneurial spirit take root for the benefit of a more enterprising and inclusive Montréal.

Because of its expertise in supporting projects in the pre-startup and seed phases, the MIS was asked to collaborate, along with animation partners such as Yulism and Morin Public Relations, and content partners like Esplanade, PMI Montreal, PME MTL, on the coaching program for a cohort of 53 projects with high potential for positive impact.

Through work sessions with project leaders, the facilitation of meetings and events, speed coaching sessions and support in bringing project leaders together with deployment levers, the MIS was able to participate in the emergence of promising and inspiring models for the community, while promoting the involvement of the various actors in the entrepreneurial and civic ecosystem in support of initiatives.

In 2020, with the financial support of the Ville of Montréal, the McConnell Foundation, the Mirella and Lino Saputo Foundation and the BMO, the MIS will continue its role of supporting project leaders in the *Je fais Mtl* community by welcoming 20 projects into its Civic Incubator program. This structuring support program will be adapted according to the needs of project leaders from the *Je fais Mtl* movement.

### A few numbers for 2019

- **3 speed coaching events**, offered in collaboration with our partner Esplanade, for more than thirty project leaders
- **Over 15 meetings** with experts on targeted themes to help project leaders overcome specific obstacles in their implementation process
- **Multiple working sessions** with a dozen project leaders on specific issues
- **Referral of many project leaders** to other actors in the support ecosystem, allowing them to address issues outside their field of expertise



Crédit: MIS

Montréal  je fais mtl

McConnell

 Mirella et Lino Saputo

BMO 



Participants in the employability agency project | Photo credit: MIS



## — Territorial and organizational coaching under real conditions

Social innovation emerges in all types of environments and is intended to be **inclusive** of the various stakeholders who are invested in such an approach. It is this same openness that makes it an appropriate approach for tackling systemic problems in an integrated manner and at different levels of intervention.

This inclusion also invites us to recognize that the **transfer of expertise and capacity building** for a wider range of stakeholders are undeniable strengths in **catalyzing and accelerating systemic change**. With this perspective in mind, the MIS has developed a specific service offer to equip the innovators, collectives, and organizations with whom it collaborates, particularly in terms of coaching in the field, with a focus on the following areas of expertise:

- > Impact strategy and positioning
- > Project management
- > Service / social design

- > Co-creation / co-design
- > Open innovation practices and social laboratories
- > Prototyping / experimentation
- > Communication

In addition to this expertise, and with the objective of fostering the emergence of an environment conducive to any systemic change initiative, the MIS is active in **generating, testing, experimenting and documenting new methods and tools** that help overcome the structural obstacles encountered by agents of change and facilitate social innovation approaches. Thus, the MIS is capitalizing on the acquisition of its knowledge and the constraints identified in each of its territorial and organizational coaching approaches in order to optimize, each time, its own innovation tools on the basis of the issues specific to the context, the territory and the profiles of the people concerned by the social innovation in question.

This **iterative approach** favoured by the MIS enables it to address complex problems with multiple variables and to strengthen its capacity to act as an intermediary with the organizations it coaches. **Indeed, experimentation under real conditions** and iterative solutions allow the organization and the stakeholders with whom the MIS collaborates to successively optimize the innovations under development as well as the approach and the tools inherent to the process.

Its **Social Innovators in Residence program**, presented below, is a good example of organizational and territorial coaching in the field.

## — The Social Innovators in Residence (SIR) program

To strengthen the capacity for action of the organizations it works with, the MIS favours an approach centered on user participation in the process of social innovation and is mainly inspired by service design, social design and innovation laboratories where the user occupies a central place in the process. In an organizational context, this requires a decisive commitment and desire on the part of organizations, without which the scope and sustainability of the process are compromised. In fact, the MIS likes to remind its clients that it does not innovate for them, but that it collaborates with them so that they can innovate on their own in a continuous manner.

It is with this in mind that it developed the SIR program, which fosters the immersion of a team of multidisciplinary social innovators from the MIS in local development organizations, public institutions or even companies that want to set up a social innovation unit within their organization and that are ready and motivated to follow a path to change.

Concretely, immersing a team of social innovators within organizations or communities is an opportunity for them to:

- 1 **Test innovation approaches** that address the social, economic and environmental issues specific to their clientele or users;
- 2 **Validate the potential for adoption** of the proposed innovations by their target users;
- 3 **Strengthen** the capacity of teams to innovate through an approach that applies innovation to real-life conditions;
- 4 **Encourage the acquisition of new design and project management approaches** to sustainably amplify the social and environmental impact of their activities;
- 5 **Foster the adaptation of local and regional organizations** so that they can support emerging innovations.

With their knowledge of the dynamics of consultation and consensus-building, their mastery of user-oriented service design, their open innovation tools and their sensitivity to political issues in projects that appeal to multiple partners, the SIRs of the MIS are able to invest fully in the host environment of organizations.

Through the SIR program, the MIS accelerates systemic transformation through social innovation in the following areas:

- **Organizational** (governance, managerial capacity and organizational processes)
- **Projects** (listening and ethnographic activities, ideation, experimentation, user-oriented design and business models for social enterprises)
- **Community, collectives and territorial organizations** (strategic design, learnings and collaborative practices)

Two levels of support are offered depending on the needs and capacity of the organization.

## TERRITORIAL AND ORGANIZATIONAL COACHING

“Discovery” type of coaching, which consists of:

- introducing the organizational team to social innovation and its practices;
- revealing the organization’s key assets to bring out or improve ideas with high potential for positive impact;
- consolidating the winning conditions needed to move to the acceleration phase.

“Acceleration” type of coaching, which consists of:

- equipping the organizational team with tools inherent to a social innovation process;
- supporting the process of designing a socially innovative and reproducible prototype.

In 2019, the MIS supported nearly 10 organizations, communities and territories in a social innovation process. On the following pages are a few examples.



## TERRITORIAL AND ORGANIZATIONAL COACHING

### A learning circle with the Corporation de développement communautaire Centre-Sud (CDC Centre-Sud)

In partnership with the CDC Centre-Sud team, in 2018, the MIS supported a coaching process for the conception of a meeting and dialogue space for citizens, including vulnerable and excluded individuals, with the aim of generating local collective initiatives or projects. Focused on empowerment and citizen participation, this space was also to be backed with an innovation coaching service in order to bring to fruition the ideas with a strong social impact that would emerge from it.

This collaboration between the MIS and the CDC Centre-Sud has given rise to the Grassroots Collective Intelligence Laboratory (GCIL), which took shape in 2019, a social innovation device in itself that has since brought forth new ideas from the citizens of the Centre-Sud. The Centre-Sud GCIL team now hosts a monthly participatory democracy event, the “Soupe locale,” to put forward citizens’ ideas and offer one-time activities such as workshops and conferences. It also offers training and coaching in project ideation and co-creation.

**In 2019, the SIRs of the MIS coached the CDC Centre-Sud team within the framework of a learning circle on social innovation in a community context.** This approach, anchored in an ongoing organizational coaching process, allowed the MIS to adequately transfer its knowledge of social innovation to the community, thereby optimizing the autonomy and capacity of the CDC Centre-Sud team to create more collaboration and to increase or even perpetuate the positive impact of the GCIL’s initiatives. In return, the CDC Centre-Sud workers transferred their own knowledge and expertise on community dynamics to the MIS. Through the exchange of knowledge and the transfer of skills and practices, the learning circle approach promotes the emergence and successful implementation of social innovation projects.

This learning circle, which was implemented throughout 2019, has enabled the CDC Centre-Sud team to adequately support the innovative projects that have emerged under the GCIL. For example, an innovative project for a collective animal daycare service for people living in a situation of homelessness, which includes an intervention component, was prototyped. Other social innovation projects are under development, including a project to co-design a centre for young people living with mental health problems and a preliminary coaching project for a caregiving community, which promotes the creation of bridges between the clinical care offered to a patient and the community.

**In 2020, the MIS, in collaboration with the CDC Centre-Sud, the Canada Research Chair in Patient and Public Partnership and Humanovis, will coach this community caregiver project to identify the ecosystem of non-clinical services and resources that can support patients. The objective is also to model all possible interactions between the different types of community actors that can support patients in their living environment.**

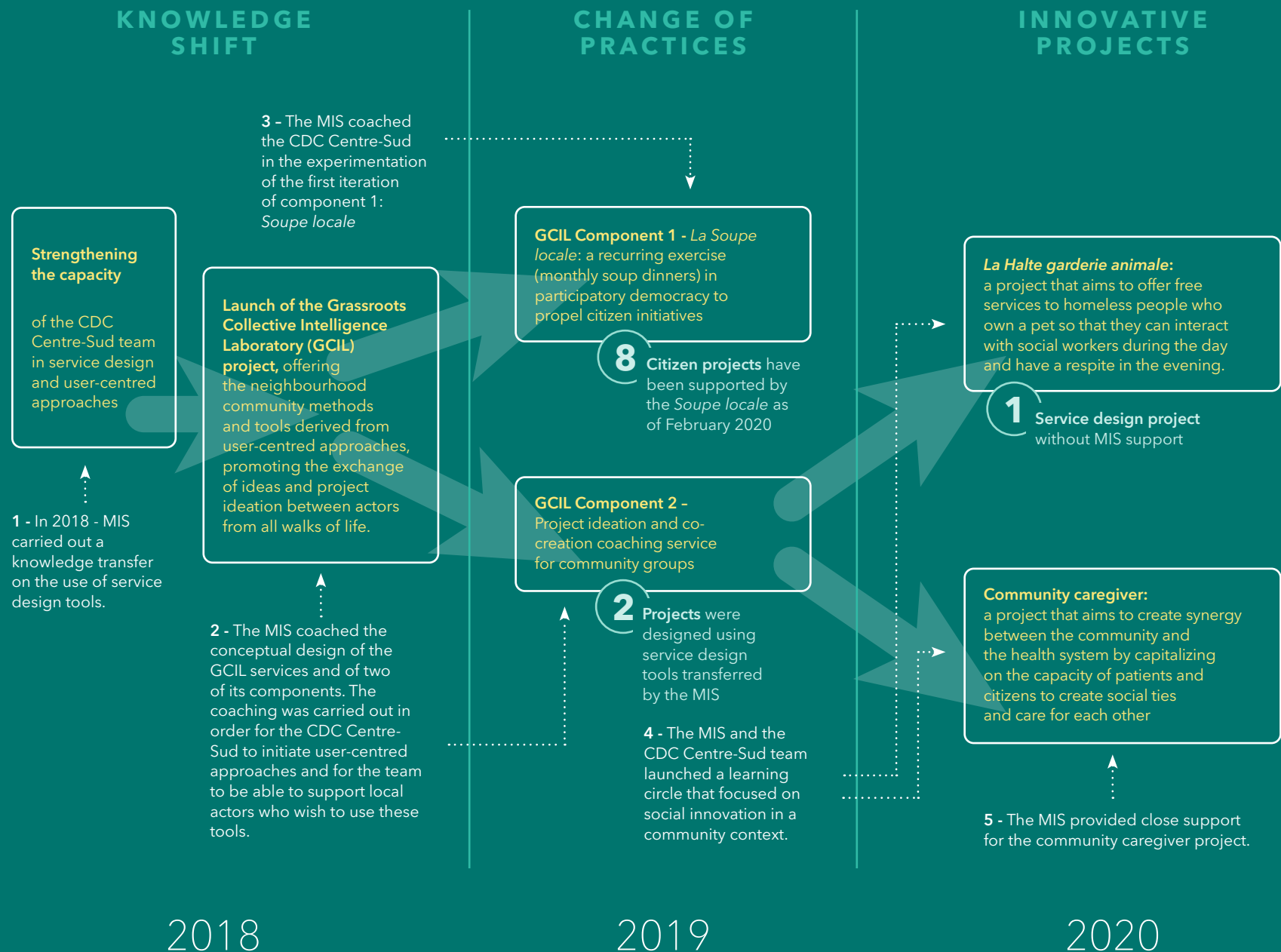


Learning circle workshop | Photo credit: MIS





# EXAMPLE OF ORGANIZATIONAL COACHING BY THE MIS - THE CASE OF CDC CENTRE-SUD (INITIATED WITHIN THE FRAMEWORK OF THE CENTRAIDE-CIP PROGRAM)



### Immigrant employability agency

As part of a reflection initiated by Côte-des-Neiges community employment organizations, the MIS was asked to support the creation of a process to design a new placement service for job seekers from immigrant backgrounds. The objective of this network of partner employability organizations is to co-create a new agency aimed at accelerating and multiplying placement opportunities that meet the full potential of immigrants, while supporting businesses in the recruitment and integration of these candidates over the long term.

Through a user research process, multiple interviews with employers and job seekers, workshops to create digital stories aimed at documenting the personal journeys of people with immigrant backgrounds in their professional lives and co-creation workshops, the MIS and its partners were able to begin, on a solid foundation, this first decisive step in the creation of new or improved solutions to the constraints experienced by the people concerned.

The next phases will be implemented in 2020 and will feature prototyping and experimentation activities with major employers in the Côte-des-Neiges–Notre-Dame-de-Grâce borough. Working meetings are also planned around the business model of the placement service.



A workshop during the employability agency project | Photo credit: MIS

*"Without the MIS, we were moving towards a more traditional approach. Social innovation brings us a much broader perspective. Certainly, we want to respond to the problems in Côte-des-Neiges, and [the SRI support] is an opportunity to broaden the ways of doing things, with tools and new approaches."*

**Partner in the employability agency project**



### Two approaches to organizational coaching in the agricultural sector

On the strength of what it has learned and the proven results of L'AcadieLab, a living laboratory in which the MIS is actively participating and which aims to rehabilitate ecosystems in the agricultural environment of the L'Acadie River watershed in the Montérégie region, the MIS deployed two strategic coaching and skills transfer initiatives in 2019 for the creation of living laboratories in the agricultural sector and in the regions.

A first mandate came from the Québec Ministère de l'Environnement et de la Lutte contre les changements climatiques, which aimed at positively transforming agricultural practices in the Baie-Missisquoi watershed as part of Québec's water strategy.

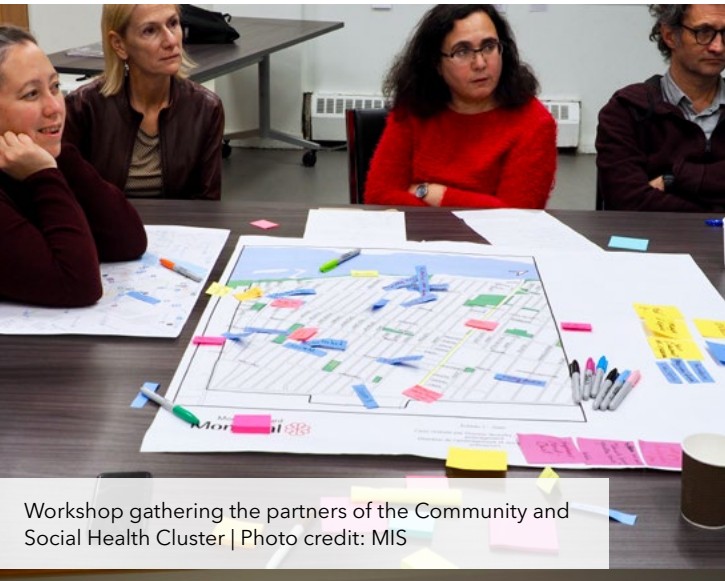


A second mandate came from the Union des producteurs agricoles (UPA), which wanted to develop innovative practices likely to reconcile agricultural uses and the protection of Lac Saint-Pierre habitats. In both cases, the requests included a strategic advice component and a training component for the establishment of living laboratories in targeted areas.



## TERRITORIAL AND ORGANIZATIONAL COACHING

### Community and Social Health Cluster in Montréal-Nord



Workshop gathering the partners of the Community and Social Health Cluster | Photo credit: MIS



Workshop gathering the partners of the Community and Social Health Cluster | Photo credit: MIS

The Community and Social Health Cluster project, launched in 2019, aims to build bridges between public, parapublic and community organizations in the health sector, as well as public services such as libraries to benefit the overall health of the population of Montréal-Nord. It brings together various organizations and sectors of activity in the borough that wish, despite the strength of the community fabric and abundant services to the population at the overall neighbourhood level, to respond to certain difficulties experienced in the field with respect to the physical, psychological and social well-being of residents in the western sector of Montréal-Nord, an area where there is a certain deficit in terms of community and institutional services that has been documented and validated by all the partners in the community health cluster.

More specifically, the cluster's partners are seeking to co-create an integrated service offer in order to reach so-called "ghost" clientele, i.e. clientele that do not avail themselves of services because the offer is not adapted to their needs or because of barriers related to access to services such as language, culture, lack of social ties or other factors. In addition, the partners wish to optimize their ways of working and co-creating by combining their respective resources.

The first stages of this project began in 2019 and will continue into 2020. The MIS plans to invest in a territorial residence in order to support the partners of the community health cluster and to integrate users in a collective approach that will make it possible to specify, clarify and instill a more precise understanding of the obstacles and issues in terms of the overall health of users in this sector of Montréal.

This is an action-research project in which the MIS is volunteering to test, experiment and document new methods and tools based on issues specific to the context, the territory and the profiles of target users. It goes without saying that accessibility to social health services and the readiness of the partners in this community health cluster to work together are determining factors in the population's resilience and well-being.

#### The partners mobilized around the project

Centre de pédiatrie sociale de Montréal-Nord

CIUSSS du Nord-de-l'Île-de-Montréal

Bibliothèques de Montréal-Nord

Centre d'action bénévole de Montréal-Nord

Entre Parents

Faculty of Dentistry, McGill University

La Maison Bleue

Paroles d'excluEs

### Initiative carried out by the Commission des partenaires du marché du travail (CPMT) and the Ministère du Travail, de l'Emploi et de la Solidarité sociale

At the request of the CPMT, the MIS was mandated in 2019 to lead a social innovation process with the organization's sectoral labour and advisory committees. Ultimately, the objective was to strengthen the ties between labour market partners, particularly between the sectoral labour force committees and the advisory committees, in order to respond more adequately to labour shortage issues experienced by employers and, at the same time and in a complementary manner, to issues of integration of marginalized and underrepresented clienteles in the labour market, such as the disabled, immigrants, persons with criminal records, and First Nations and Inuit people.

The MIS conducted some 15 interviews with the seven advisory committees and several sectoral labour committees. Subsequently, it conceived and organized a co-design workshop with the representatives of the advisory committees and some sectoral labour committees, and orchestrated and moderated the forum that brought together the members of the CPMT in the fall of 2019.

Consolidating and maximizing the impact of collaborative links between different sectoral communities are a decisive step in the position to be taken to bring about social innovations in an institutional and public context - all the more so when these new avenues for solutions concern systemic issues as complex as those of inclusion and employability.

**It is important here to recognize the audacity and vision of the CPMT management in its commitment to such an approach and its willingness to change.**



A workshop with CPMT employees | Photo credit: Youssef Shoufan

*"It sets the table for future partnerships, it puts forward the spirit of collaboration for the years to come (as opposed to working in silos) of the different actors, which is very refreshing and mobilizing. We pool everyone's strengths and work together to realize larger projects."*

**An executive director of a sectoral labour committee**

*"The forum gave me a better understanding of the reality of sectoral workforce committees and their issues and needs. We identified several avenues for collaboration in the development of training."*

**A representative of an advisory committee**

## — Outreach

To promote social innovation as a lever for systemic transformation and as a vector for accelerating change, and to make this approach accessible to a greater number of people, it is important to democratize the concept, give it visibility and foster the creation of links within the social innovation ecosystem, particularly among people who do not immediately recognize themselves as agents of change.

In order to help entrench a genuine culture of collaboration and social innovation to better face the major challenges of the twenty-first century, the MIS relies not only on its programs, but also on different digital delivery tools as well as on its participation in different events and networks.

In 2019, the MIS has focused on three levers to promote social innovation to a diversity of audiences:

- > The production of accessible digital tools and content
- > Participation in events, as a speaker and facilitator
- > Supporting the implementation of a pan-Canadian social innovation network



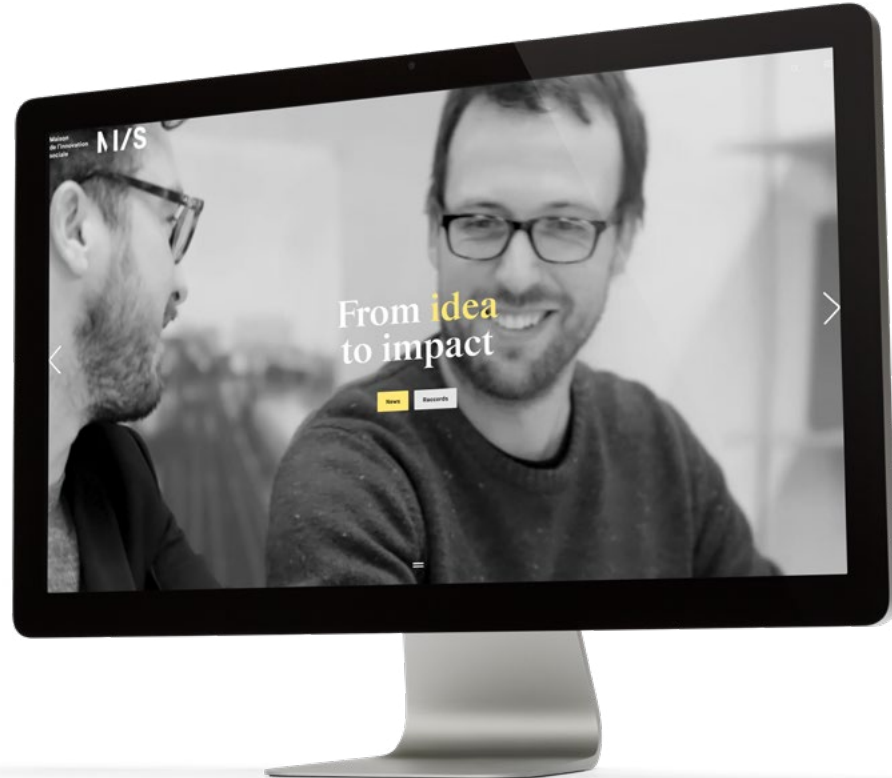


## — A new website rich in accessible content

In 2019, the MIS completely redesigned its website and took the opportunity to make it bilingual in order to extend the reach of its activities on a larger scale. In the six months that the new site was online in 2019, it received an average of more than 2,100 visits per month, including 1,300 visits by new users.

The news published to the website recounts and illustrates the many social innovations that are incubated within the Civic Incubator program as well as the social R&D projects on which the MIS collaborates, in partnership with a variety of actors within the ecosystem. Since the projects the MIS supports are mainly in the seed phase, the content on the website often gives much-needed visibility and organic referencing to project leaders looking for levers for development and funding. In addition, this news is published across all the organization's social networks, thereby giving projects even greater exposure.

The "Dig deeper" section of the website will eventually host new documents and tools available free of charge and will allow those interested to familiarize themselves with the approaches and methods specific to social innovation.



→ [www.mis.quebec/en](http://www.mis.quebec/en)

## — 2019 Press review

Six histoires de l'innovation sociale au Québec

November 25, 2019 |  
The Philanthropist

Métamorphose du stationnement Éthel

October 15, 2019 | Journal Métro

Des agriculteurs québécois bouleversent les traditions pour sauver l'environnement

September 16, 2019 | L'actualité

Une aide à domicile à portée de main

September 14, 2019 | Les Affaires

Residents as changemakers - MIS Civic Incubator offers new model of civic engagement.

June 2019 | Municipal World

100EN1 jour MTL - un 1er juin de grands gestes et de petites actions pour un meilleur vivre ensemble

May 31, 2019 | RCI Radio  
Canada International

100en1 día: nació en Bogotá, ahora 12 ciudades canadienses (y otras 58 del mundo) lo replicaron

May 31, 2019 | RCI Radio  
Canada International

Twelve Canadian cities will host more than a hundred citizen actions this Saturday : be part of it!

May 30, 2019 | RCI Radio  
Canada International

Comment la philanthropie peut-elle mieux soutenir la R et D sociale ?

April 26, 2019 | Fondations  
philanthropiques Canada

Un mouvement citoyen verdunois en croissance

February 1<sup>st</sup>, 2019 | Journal Métro



Detail of an article about L'AcadieLab, a project supported by the MIS, published in the magazine L'actualité.

## — Raccords, a free bimonthly digital newsletter devoted to social innovation

Also in 2019, the MIS launched the publication of a free bimonthly digital newsletter, devoted entirely to social innovation. Entitled “*Raccords*”, the newsletter is produced in partnership with Atelier 10, publisher of the Québec magazine *Nouveau Projet*. Its content is hosted on the MIS website.

*Raccords* offers inspiring, researched and documented content on various issues surrounding social innovation. Each edition presents four sections on the same theme and invites authors and personalities from all walks of life to share their points of view and expertise. This newsletter is anchored in a new form of digital literature that offers a diverse audience the chance to broaden the scope of their knowledge in social innovation and, at the same time, helps readers discover the richness of this approach in redefining how we live together.

In 2019, three issues were published:

- > [Can citizen participation change the world?](#)
- > [How to finance the socio-ecological transition in different ways?](#)
- > [How to support the regenerative development of our habitats?](#)



Check out all the editions online and subscribe!

<https://www.mis.quebec/en/publications/raccords/>

## — Social Innovation Canada (SI Canada), a pan-Canadian network for the social innovation ecosystem

To help position social innovation as a field of expertise across the country, the MIS entered into a partnership with [Social Innovation Canada](#) (SI Canada) in 2019.

This new collaborative infrastructure brings together social innovation practitioners across the country. It helps identify the winning conditions that enable agents of change to accelerate the impact of their activities and shift the stance of institutions and civil society in favour of social innovation. To do so, the organization relies on the work of key individuals who promote networking among actors (“weavers”) in different regions of the country, including the coordinator of relations with the social innovation ecosystem at the MIS.

The work carried out by the MIS during this first year of activation of the SI Canada network has allowed questions to emerge that highlight the relevance of creating a space for dialogue and exchange despite the geographical distance and distinct identities of the various communities of social innovation in Canada, while making room for “unusual” suspects such as *intrapreneurs* from government and the corporate world, to increase their synergistic power with the ecosystem.

The MIS intends to continue its work with the SI Canada team in order to highlight the issues of the local ecosystem, thus enriching the programming of the SI Canada interface in Québec, which will be implemented in 2020.





# — The MIS as speaker and contributor

Engaging and provoking structuring exchanges in the field of social innovation

## JANUARY 2019

Training in social innovation, course session included in the *Développement et gestion d'un programme en agriculture urbaine* program at Cégep de Victoriaville.

## FEBRUARY 2019

Training on collaborative approaches and living laboratories in agriculture, MELCC directorates, MAPAQ, MFFP, ROBVO, Québec

## MARCH 2019

Presentation and advocacy of the L'AcadieLab project to the international jury of the Fonds de recherche du Québec (Audace program), Montréal

## MARCH 2019

Training and workshop on living laboratories, Union des producteurs agricoles (UPA), MELCC, MAPAQ and Agriculture Agri-Food Canada, Longueuil

## MARCH 2019

Speech at the YMCA Annual General Meeting, Montréal

## APRIL 2019

Workshop on social business models for HEC-EDHEC, Montréal

## APRIL 2019

Panel on citizen engagement as part of *Le 4@6 des influenceurs de Laval*, in connection with 100in1day Laval, Laval

## APRIL 2019

Hosted the Direction des maillages et des partenariats industriels of the ministère de l'Économie et de l'Innovation, Montréal

## MAY 2019

Panel on the social impact in the framework of the *Rendez-vous Je fais Mtl*, Montréal

## JUNE 2019

Presence at Expo Entrepreneurs Pro, social entrepreneurship theme, Québec City

## JULY 2019

Interview on social innovation in agriculture (L'AcadieLab) with the magazine *L'actualité*, Napierville

## SEPTEMBER 2019

Conference on the L'AcadieLab project at the launch of the "Engagement citoyen" program of the Fonds de recherche du Québec, Montréal

## SEPTEMBER 2019

Hosting of a French delegation on senior autonomy and digital literacy (Autonom'lab), Montréal

## SEPTEMBER 2019

Interview on co-creation approaches in agriculture (L'AcadieLab) for a Sup agro research-school project (France), Montréal

## SEPTEMBER 2019

Hosting a delegation of innovative organizations in culture - Aquitaine Culture (France), Montréal

## SEPTEMBER 2019

"Train the trainer" course on collaboration between universities and social impact organizations, Yunus Social Business Creation Competition (HEC Montréal), Montréal

## SEPTEMBER 2019

Member of the jury for the YSBCC final (HEC Montréal), Montréal

## OUTREACH

### SEPTEMBER 2019

Training given on Outcome Harvesting at the Société Québécoise en Évaluation de programme, Montréal

### OCTOBER 2019

Hosted a delegation of philanthropists from Australia in collaboration with the J. Armand Bombardier Foundation and philanthropic foundations Canada, Montréal

### OCTOBER 2019

Member of the selection and follow-up committee for the Labo Climat project - INRS, Ville de Montréal, Ouranos, Montréal

### OCTOBER 2019

Presentation of the living laboratory approach at the Centre de recherche - Institut universitaire de gériatrie de Montréal (CRIUGM), Montréal

### OCTOBER 2019

Panelist at the lunch conference of the Centre de recherches interdisciplinaires en études montréalaises (CRIEM) on municipal innovation, Montréal

### OCTOBER 2019

Conference - training on social innovation approaches for environmental projects at the 22<sup>e</sup> Rendez-vous des OBV - ROBVOQ - spectrum of citizen participation and documenting floods, Saint-Alexis-des-Monts

### OCTOBER 2019

Hosting of the High Commissioner of France for Social and Solidarity Economy and Social Innovation, Montréal

### OCTOBER 2019

Keynote speaker at the EBN congress (network of businesses and organizations in innovation), Rome

### NOVEMBER 2019

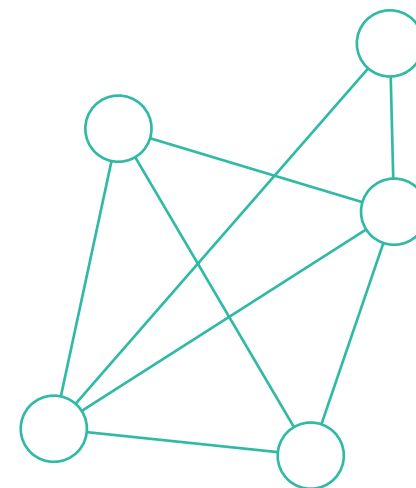
Presentation of the MIS and research linkage at the launching and activity day of the Centre d'innovation techno-social of the Université de Montréal, Montréal

### NOVEMBER 2019

Conference on the challenges of social innovation approaches and citizen participation at the 7<sup>th</sup> *Ville, Région, Monde* workshop - "Encouraging Citizen Initiatives", Montréal

### NOVEMBER 2019

Mentoring at Dynamo's "Diversity and Inclusion" hackathon, Montréal



## — Board of Directors



Courtesy: Claude Pinard

**PRESIDENT**  
**Claude Pinard**

Executive Director of the Mirella and Lino Saputo Foundation, a private family foundation in Montréal, Mr. Pinard is involved in supporting various initiatives aimed at improving the quality of life of seniors, people living with disabilities and people of immigrant background. A graduate in Political Science and trained in communications, he has management experience in both the private and public sectors. Together with several partners, the Mirella and Lino Saputo Foundation participated in the launch of the Maison de l'innovation sociale in Montréal. Mr. Pinard also sits on the Board of Directors of the Philanthropic Foundation of Canada as well as on the Global Council of the Social Innovation Exchange, based in London.



Courtesy: Bram Freedman

**TREASURER**  
**Bram Freedman**

A lawyer by training, Mr. Freedman spent most of his professional career at Concordia University as a senior administrator. From 2013 to 2018, he served as vice-president of development and external relations and oversaw the university's fundraising and outreach efforts, including the Office of Community Engagement. He is an active volunteer who has held several executive positions in the following organizations: CLSC Métro, Jewish Eldercare Centre, Destination Centre-Ville, Conseil Emploi Montréal and the Mallet Institute. In the spring of 2018, he was appointed president and CEO of the Jewish General Hospital Foundation of Montréal.



Courtesy: Lyse Brunet

**DIRECTOR**  
**Lyse Brunet**

With a passion for transforming lives for a better world and fascinated by the creative potential that lies within everyone, Ms. Brunet has been involved in community and philanthropic action throughout her 40-year career. She has directed the Fonds pour le développement des jeunes enfants (Avenir d'enfants) created by the Government of Québec and the Lucie and André Chagnon Foundation, and was Vice-President Social Development at Centraide of Greater Montréal. A very committed woman, now retired, she continues to be involved in the community by serving on boards and through mentoring.



Courtesy: Luciano Barin Cruz

**DIRECTOR**  
**Luciano Barin Cruz**

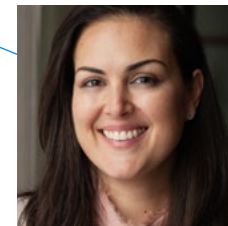
Associate Professor of Management and Social Impact at HEC Montréal, he serves as the Director of Pôle Ideos (Social Impact Centre) at HEC Montreal, the Director of the Yunus Social Business Centre (HEC Montreal), the Director of the 'Sustainability Challenge' module of the EMBA McGill-HEC Montreal. He also holds a research professorship in Organizational Models and Social Impact. Professor Barin Cruz has served as an expert on projects supported by the InterAmerican Development Bank (IDB), the Government of Quebec, and Desjardins International Development as well as with several other organizations integrating social impact into their value chains. His research projects focus on social impact/innovation, sustainability, and social responsibility and they have been published in numerous specialist journals.



Credit : Mathieu B. Morin

**DIRECTOR**  
**Josée Duplessis**

Executive Director of the Maison du développement durable, Ms. Duplessis has more than 25 years of experience in management and public policy. A sociologist by training, she holds an EMBA from the McGill-HEC joint program and is also an *Administratrice de société certifiée*, ASC. She was Senior Director, Public Affairs for Canada at CN after her involvement in politics at both the federal and municipal levels. She has occupied the following positions: Chief of Staff for the Minister of Family, Children, Social Development, Employment Insurance and the Canada Mortgage and Housing Corporation, Chair of the Board of Directors of Recyc-Québec, Executive Director of the Micmac Nation of Gespeg, City Councillor and Chair of the Executive Committee of the Ville de Montréal.



Courtesy: Erica Barbosa Vargas

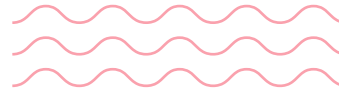
**DIRECTOR**  
**Erica Barbosa Vargas**

Director of Solutions Finance at The J.W. McConnell Family Foundation, she leads strategies for financial innovation and for integration of the Foundation's financial assets to support social and economic system's transformation. She joined the Foundation with 13 years of global professional experience in the private sector and international development, primarily in Latin America, Canada and the UK. She holds a MPA in Public and Economic Policy from the London School of Economics and Political Science, and completed an undergraduate studies in behavioural psychology and neuroscience. Co-founder of *Educating the Streets-Building Society* in Bolivia, she sits on Advisory Boards of various investment funds in Canada, and of organizations working in social innovation globally.





## — MIS Team



**BENJAMIN GROULX**  
Program support agent



**ÉLISABETH LISTON**  
Director of communications  
and marketing



**MARC-ANDRÉ DELORME**  
Project Coordinator



**MARIE-HÉLÈNE  
LAURENCE**  
Social innovator in residence



**HUGO STEBEN**  
Director of social  
entrepreneurship



**JUSTINE LEGGETT DUBÉ**  
Coordinator-designer of  
the LANVA project



**MÉLISSA KATE WHEELER**  
Organizational Development  
and Operations Support Officer  
(until winter 2018-2019)



**GHYSLAIN BOILEAU**  
Director of operations  
and administration

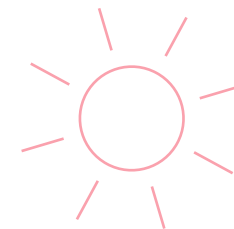


**MAUD REYMOND**  
Communications Advisor  
(newly hired)



**NATHALIE RODRIGUES**  
Director of programs, generation  
of social innovations





**STÉPHANIE VIAU**  
Coordinator - administration  
and logistics



**VIRGINIE ZINGRAFF**  
Senior advisor - Skills transfer,  
design and innovation



**PATRICK DUBÉ**  
Executive Director



**ZAHRA PEAL  
HENDERSON**  
Social innovator in residence  
(until spring 2019)



**ELENA BEAULIEU**  
Operations assistant



**JÉRÔME LEBLANC**  
Evaluation and learning  
coordinator



**MÉLANIE BISSON**  
Coordinator, relations with the  
social innovation ecosystem



**VIOLAINE DES ROSIERS**  
Executive Co-Director  
(until December 2019)



**TIMOTHÉE GUTH**  
Communication agent



**ÉDOUARD CLÉMENT**  
Social Entrepreneur in residence





Maison  
de l'innovation  
sociale

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