

A stylized illustration featuring several human profiles in shades of teal and yellow. A prominent yellow diagonal band runs across the center. On the right, a large virus particle with spikes is depicted, with a plant growing from it. The background is decorated with teal leaves and a starburst pattern.

M/S

Maison
de l'innovation
sociale

2020 Activity Report

from idea

to impact

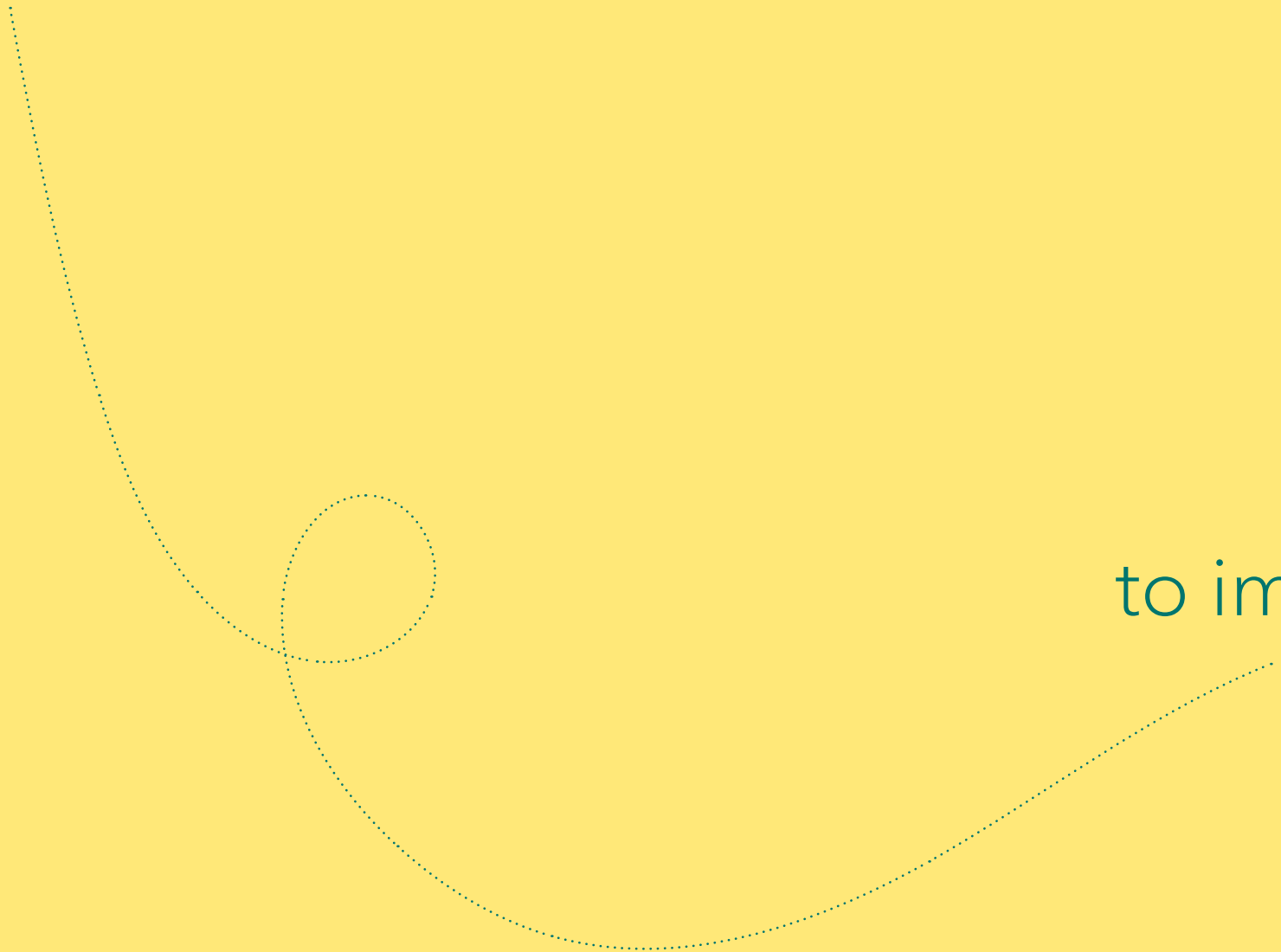


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Member of the MIS team (Credit: Youssef Shoufan)

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 MIS implementation model



At the time of its creation in 2017, the MIS had an objective to:

- Support and enhance social innovation as a field of practice that contributes to positive social and systemic transformation;
- Reduce the barriers that stand between an idea with high social and environmental impact potential and its implementation;
- Offer specific and adapted support to emerging projects in the seed phase;
- Contribute to the emergence of a greater number and diversity of social innovations.

These initial goals are still relevant in 2020.

Having broadened the scope of its activities by targeting different contexts and sectors of intervention and banking on the mobilization of a multiplicity of stakeholders, including those most likely to accelerate the social-ecological transition, the MIS updated its implementation model in 2020 in order to propel the practice of social innovation on a larger scale and increase its impact on systemic transformation.


Today, the MIS wants to build on the winning conditions for social innovation and systemic transformation by further leveraging its strengths in social R&D. To this end, it is now developing laboratories focused on reducing structural barriers to social innovations such as financial and regulatory innovation, rural and urban social infrastructure, and the design of new levers for action on existing systems.

The MIS is also expanding its service offering in the areas of training, capacity building and the development of structuring coaching paths for the incubation and launching of projects with social and environmental impact, with a greater diversity of change makers.

An institutional incubation path model for public actors who wish to integrate support for social innovation in their territory, and an organizational incubator for organizations from the private sector will be launched in 2021 and 2022.

The members of the alumni community who will have benefited from these training and support programs will then be equipped to sustain their projects, establish a culture of innovation and multiply social impact initiatives within their organizations, their communities and their territories. By transiting through the MIS programs, these alumni will in turn strengthen the capacity of their teams to act and support the emergence of sustainable solutions to the recurring socio-environmental issues they face. It is at this stage of the presentation of its service offering that the scaling up and maximization of the expected systemic impact of the MIS business model will gain full momentum.





The MIS implementation model is based on its ability to:

1

Foster the emergence of social innovations on social and environmental issues in collaboration with the communities concerned and the stakeholders of the territory; harness innovative prototypes whose introduction would be more difficult and riskier due to a lack of support.

2

Generate new knowledge to reduce the structural barriers faced by innovators in implementing their innovations.

3

Equip organizations, territories and agents of change by promoting the transfer of expertise and capacity building as undeniable forces for catalyzing change.

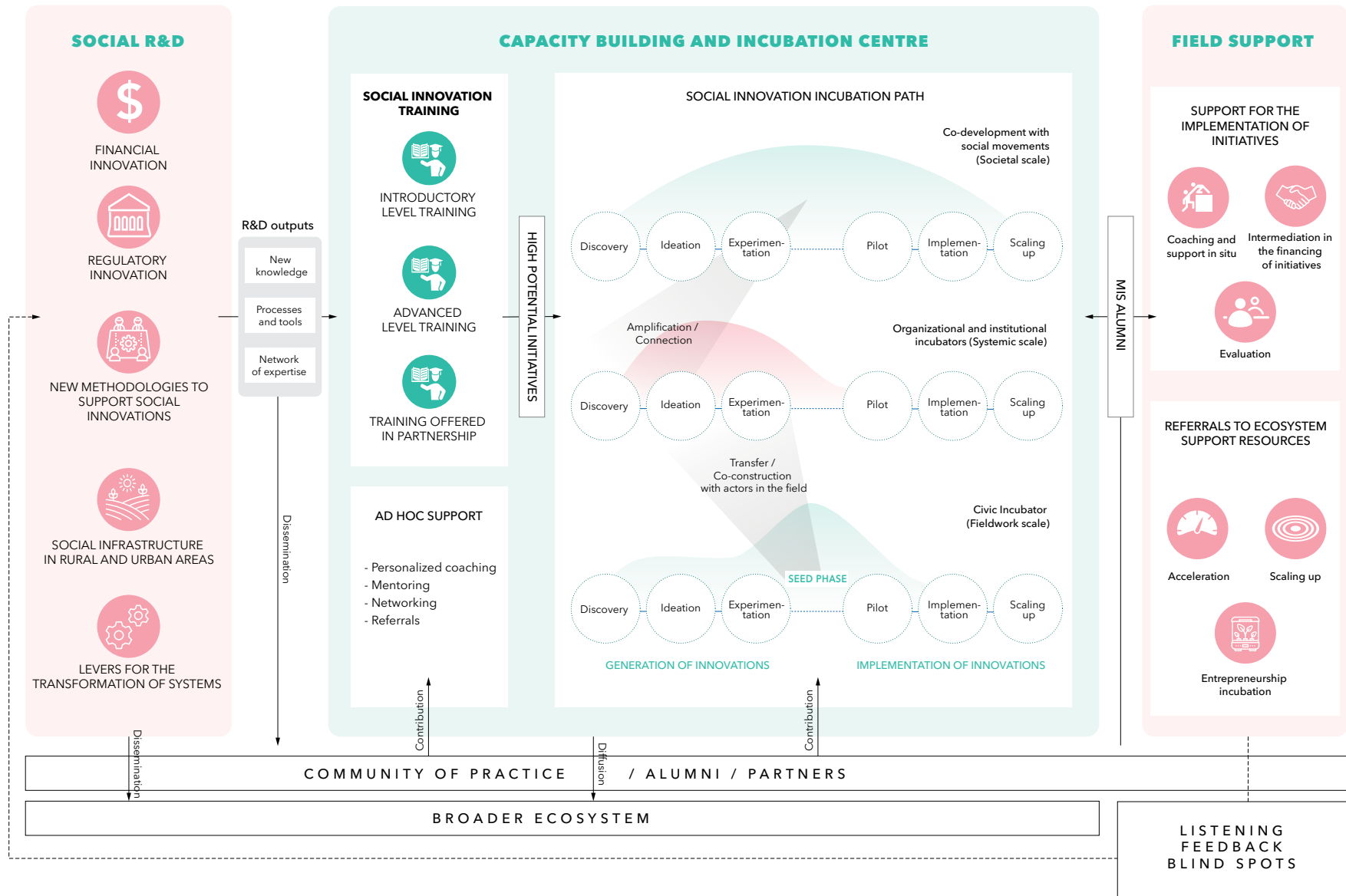
4

Reveal and amplify the voice and potential for systemic transformation and positive impact of social movements rooted in the socio-ecological transition and that of social innovations emerging from communities; bring them to maturity with the participation and commitment of those who lead them so that they can access the next phase of implementation.

5

Connect ideas with high potential for positive impact to strategic levers of territorial and institutional implementation in Québec and Canada to promote their scaling up and thus accelerate systemic change.

Illustration of the MIS implementation model



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

The 2020 pandemic will undoubtedly have had an impact on the entire community. Yet, despite the significant impact of the critical measures taken by authorities to stem the ravages of COVID-19, the extent of the social capital and resilience that has emerged in all spheres of society reminds us of the importance of building on our capacity to innovate. It allows us to respond to, anticipate and remedy such structural shocks before they occur. The year 2020 will have shown us the relevance of integrating social innovation as a field of practice to take collective action and transform our way of living together with flexibility and insight.

Like many others, it was also in this exceptional and unprecedented context that the MIS quickly adjusted in order to first allow the team to adapt to the new context of remote working and stay the course on its ongoing projects; to define avenues of contribution to support the social innovation ecosystem and strengthen its impact; and to launch new and equally ambitious projects aimed at initiating the recovery and acceleration of the socio-ecological transition. This 2020 activity report reflects some of the efforts of the MIS team and its multiple partners who have worked together, despite the physical distance, to successfully implement social R&D projects, capacity building coaching paths and the incubation of projects led by inspiring leaders, as well as territorial initiatives sensitive to the inequities and socio-environmental issues exacerbated by the pandemic.

In 2020, the MIS began a new cycle of ambitious development aimed at establishing and increasing the potential for the structuring impact of its activities in Québec and in the rest of Canada. This is how it has integrated, in a coherent and interconnected manner, its strategic projects focused on social R&D, training and incubation, and coaching in organizational and territorial environments. What's more, these projects are anchored in a vision of systemic transformation with respect to socio-ecological transition issues. For the MIS, this implies that its intermediary role should from now on contribute to strengthening the socio-ecological impact of the projects for which its collaboration is called upon.

Moreover, the MIS intends to serve as a springboard for extending the reach of the scope of social innovation practice from Québec across Canada and vice versa, by involving a diversity of actors who are somewhat distant from the social innovation ecosystem, but who are just as likely to benefit from it and to enrich the practice. The work devoted to this in 2020 has made it possible to prepare the ground for the establishment of promising infrastructure for collaboration and networking by 2021.

While difficult decisions have been made in recent months and more await us collectively in 2021, we must recognize that the choices we make today are critical to our future. The wrong decisions will have long-term consequences. But the reverse is also true.

This is the right time to redefine a collective social contract that will allow us to make choices that will have a positive impact in the long term, and the MIS intends to contribute to this endeavour to the best of its ability.

In this regard, we must thank the many financial and support partners, collaborators, project leaders, research partners and citizens who have placed their trust in the MIS and its ability to generate structuring innovations and to rally a greater number of adherents to the transformative power of social innovation. We would also like to acknowledge the tremendous resilience and adaptability of the MIS team, who has remained focused on its organizational goals even while working from home, while lending a hand to those who need it. Their commitment, creativity and spirit of generosity and solidarity embody the humanism of the MIS and contribute to its unwavering will to act.

Thank you

2020 Outcomes

70+

prototypes generated or under development through the projects supported by the MIS

NEARLY
90%

of the projects incubated by the MIS are in the experimentation or full implementation phase

52

PROJECT LEADERS

intensively coached in the critical seed phase of their projects

Close to
40%

of the supported projects target the municipal level, whereas more than

30%

target the provincial level

MORE THAN

75

INITIATIVES

accompanied, led or co-led by the MIS

Collectives

FOCUSED ON THE SOCIO-
ECOLOGICAL TRANSITION WERE
EXTENSIVELY COACHED

30+

hours of free coaching in resilient leadership offered to some 10 leaders of social impact organizations

Production of nearly

50

TRAININGS VIDEOS

on various social innovation concepts

260+

ORGANIZATIONS

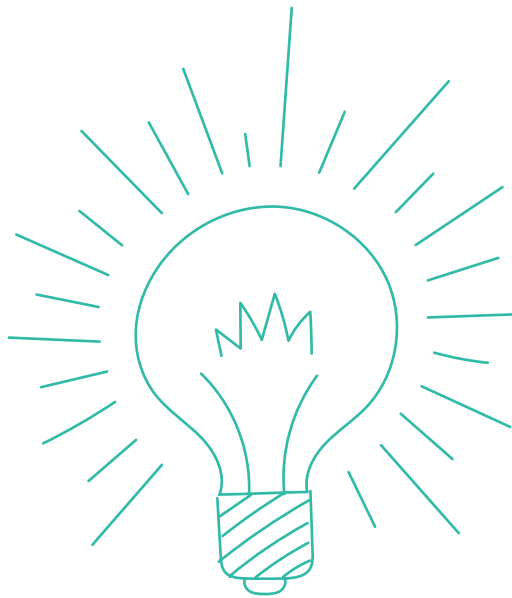
registered for the introductory webinar on social impact as a strategic lever

SOCIAL R&D

A project leader of the Fall 2020 cohort of the Civic Incubator and MIS alumni
(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 bring out new ideas with highly positive impact, there must be room for experimentation, research and development, which implies a certain amount of risk-taking. It also requires a mindset that is conducive to an iterative approach and trial and error as well as an ability to conceive the outcome of an innovation process over time and to anticipate the duration and commitment required from stakeholders to see a social innovation emerge and take shape. At the MIS, we are privileged to have the trust of many stakeholders with whom we have ventured to build on this willingness to innovate in order to advance this field of practice that is social innovation.

In particular, and beyond the innovations brought about by communities and organizations, our experience in recent years has shown us the importance of innovating to adapt the structural frameworks that hinder the implementation of these same positive grassroots initiatives. Whether it is a question of policies, regulations, development plans, investment and financing models, socio-cultural norms, practices and methodologies, these are all barriers and opportunities that can either impede or support the full unfolding of sustainable and effective solutions to today's societal challenges.

That is why, with the involvement of local communities, private sector leaders, non-profit and philanthropic organizations, social economy and community-based organizations, financial institutions, universities, and representatives from all levels of government, the MIS is now investing in social R&D initiatives that focus on the socio-ecological transition under five pillars of experimentation:



**Financial
innovation**



**Regulatory
innovation**



**New methodologies to
support social innovations**



**Social infrastructure in
rural and urban areas**



**Levers for the
transformation of systems**

The “Future Economy Lab”

is innovating financially to foster climate entrepreneurship in Québec

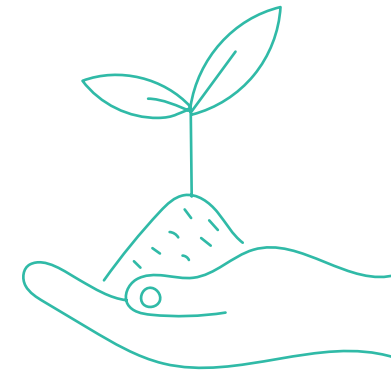
The Future Economy Lab (FEL) is a social R&D laboratory that aims to design new approaches to the financing and development of inclusive and resilient innovation and entrepreneurship ecosystems in Québec in order to accelerate the socio-ecological transition.

“The laboratory’s approach revealed that the development of an ecosystem must be at the heart of the new economic model to be built. Rather than simply incubating and accelerating individual companies in which the fund would invest, we want to support the growth and even diversification of the entire ecosystem to create and propel an inclusive and resilient climate economy in Québec.”

Patrick Dubé,
Executive Director of MIS

The first chapter of this lab unfolded in 2020 **around financial innovation and climate economy**, with contributions from SecondMuse Capital, Real Ventures, the McConnell Foundation and the MIS. The MIS contributed its expertise in social R&D as well as in strategic mobilization and co-creation. Among other things, a process of collaborative research, interviews and co-creation workshops with more than thirty leaders in finance and entrepreneurship has made it possible to launch the concrete foundations of a new fund (the “CLIO” fund), which has an inclusive approach and focuses on supporting innovative projects in the seed phase, as well as of a mechanism for developing an ecosystem of diversified initiatives working towards positive climate action.

The interaction between the CLIO fund and this ecosystem development program will increase the capital reserved for seed phase initiatives whose intended impact is part of the socio-ecological transition, while at the same time de-risking them. By putting in place winning conditions to increase access to financing for



project leaders from marginalized communities and develop an inclusive and collaborative entrepreneurial ecosystem, and by enhancing the return on investment in terms of social and environmental impact, the FEL will become a vehicle to accelerate the emergence of a climate-resilient economy in Québec.

In 2021, SecondMuse Capital plans to bring this approximately \$50 million pre-seed and seed funding to fruition as the MIS begins building the ecosystem development program to support and scale-up innovative solutions to climate change issues.

SECONDMUSE
CAPITAL

real
VENTURES

La Fondation
McConnell
Foundation

MIS

The *Laboratoire d'innovation civique pour l'expérimentation réglementaire* (LICER)



(Credit: Charles-Olivier Bourque)



(Credit: Charles-Olivier Bourque)

The *Laboratoire d'innovation civique pour l'expérimentation réglementaire* (LICER), i.e. the Civic and Regulatory Innovation Laboratory, is one of the "leverage projects" of Montréal in Common, an innovation community led by the Ville de Montréal as part of the Government of Canada's Smart Cities Challenge, and whose partners are experimenting with solutions to rethink cities. Led by the MIS in collaboration with Cité-ID LivingLab of the *École nationale d'administration publique* (ENAP) and Dark Matter Labs (DML), this innovation and experimentation laboratory focuses on regulatory issues and opportunities that are encountered by mobility and food access projects emerging from Montréal in Common.

→ The LICER aims to support these projects focused on the socio-ecological transition and to accelerate their implementation, while putting citizens at the heart of the decision-making process to change the regulatory frameworks that have a direct impact on their living environment.

- For community innovators, it is a means to experiment with new regulatory provisions that meet the needs of their projects while respecting the acceptance threshold of citizens.
- For the City, it is a way to de-risk a future scaling up of a new regulatory process through experimentation that involves citizens around concrete projects, all in real conditions.
- And for all stakeholders, it is an opportunity to strengthen our collective capacity and agility to adapt positively and more easily to the changing needs of communities and thus accelerate the socio-ecological transition.

A project of



carried out by

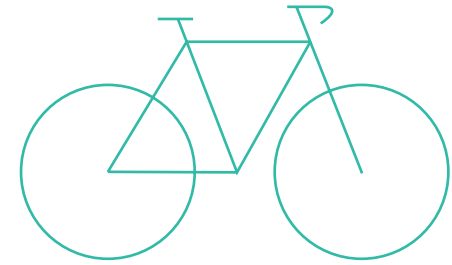
MIS

in collaboration with

**CITÉ-ID
LIVING
LAB**

**00
Dm**

Learn more about LICER by visiting
www.mis.quebec/en/programs/projects



Member of the MIS team (Credit: Charles-Olivier Bourque)



(Credit: Charles-Olivier Bourque)

In 2020, the MIS, in collaboration with Cité-ID LivingLab and DML, conducted an in-depth listening process with six organizations leading Montréal in Common projects as well as an analysis of the data collected, which made it possible to establish the framework for the lab's intervention, its success criteria and an action plan for the next three years.

Here are some of the milestones achieved in 2020:

- Identification of partners with the capacity to engage in concrete regulatory experimentation and mapping of their ecosystems;
- Identification of the implementation challenges anticipated by the organizations carrying out the projects and analysis of the various factors (standards, laws, regulations, market) that may affect their projects;
- Deepening of the understanding of the regulatory issues encountered and identification of common themes to be explored, including land use, building regulations and the occupation of public and private space.

In 2021, a first cycle of regulatory experimentation will be launched around projects focused on the occupation of public and private spaces and led by the organizations Solon and AU/LAB. To do so, the LICER team will undertake a citizen mobilization process. It will also develop an experimentation and evaluation protocol with municipal actors in order to implement a "regulatory sandbox" within the Montréal municipal system, i.e. a controlled environment where regulatory experiments can take place over a predetermined period.



L'AcadieLab

"This application will only be useful if it brings about a change in behaviour and therefore in farming practices. We know that this change is a long process in which the farmer goes through different phases. While developing the application, we will try to understand at what stage and how the results produced by [the digital application] influence this change in behaviour so that we can develop a method for using the application."

Julie Ruiz, Professor in Environmental Sciences at the Université du Québec à Trois-Rivières (UQTR)

LICER

"With the Laboratoire d'innovation civique pour l'expérimentation réglementaire (LICER), the Maison de l'innovation sociale is developing a strong lever for the Montréal en commun innovation program by providing the expertise and framework to take a fresh look at municipal regulations. Thanks to the 'regulatory sandbox' approach that will be developed, Montréal en commun's partners will have the opportunity to maximize the social and environmental impact of their projects."

Stéphane Guidoin, Director of the Laboratoire d'innovation urbaine de Montréal (LIUM)

Future Economy Lab

"The MIS has been an essential and invaluable partner in the co-creation of our new climate fund, particularly in leveraging innovative models for maximum social and environmental impact. The MIS intuitively understands the power of collaboration because it fully values its partners. This leads to strong relationships that invariably lead to excellent results."

Todd Khozein, CEO and co-founder of SecondMuse

L'AcadieLab, a testing ground to accelerate the adoption of best agro-environmental practices and to innovate on the financial and regulatory levels

Carried out by



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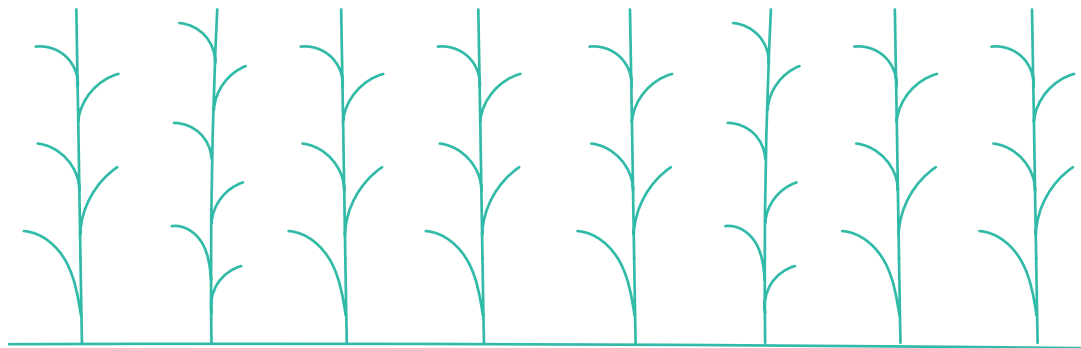
and funded by



(Credit: UQTR)

L'AcadieLab is a living laboratory for the rehabilitation of the agro-ecosystems of the L'Acadie River, located on the south shore of Montréal, in which the MIS participates, in collaboration with the *Université du Québec à Trois-Rivières* (UQTR), the *Pleine Terre* inc group and the *Club agro-environnemental Techno-Champ 2000*. It brings together some 70 agricultural businesses, agronomists, researchers and several stakeholders in the field who collectively co-create and experiment with innovations that are implemented directly on the farms. By working over the long term with some of Québec's largest agricultural enterprises, the laboratory addresses the sociocultural challenges that hinder their commitment to and the adoption of regenerative agro-environmental practices, as well as promoting the emergence of sustainable solutions that are adapted to their reality. The lab also serves as a testing ground for social R&D projects in which the MIS collaborates.

M/S



Encouraging the adoption of agro-environmental practices with a digital application

In 2020, the development of a prototype of an interactive tool in the form of a digital application was initiated to allow agricultural producers to identify for themselves the suspended solids (SS) in the waterways bordering their fields. Linked to the colour of the water, these SS will be used as visual indicators to measure soil and phosphorus loss in their fields. Eventually, the application will allow the user to simulate changes in agricultural practices on a farm to understand the impacts on the loss of soil.

By integrating environmental and socio-cultural knowledge into the development of a tool to meet the needs of agronomists and agricultural producers, the application will make it possible to prioritize concrete actions to remedy non-point source pollution in agricultural areas. To date, the results of the studies confirm that the simulations provided by such an application could serve as a trigger in the process of change that leads to the adoption of agro-environmental practices.

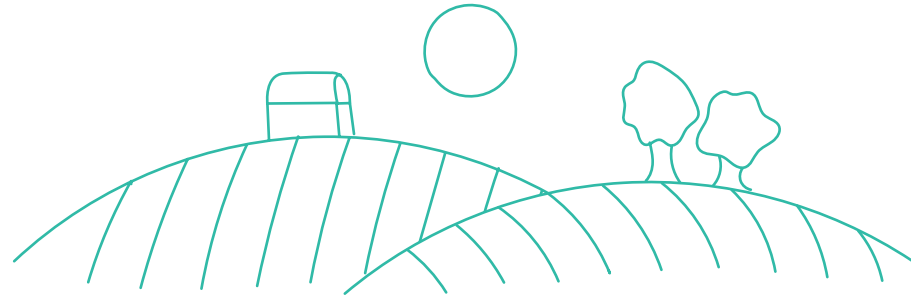
It is an intersectoral and transdisciplinary research project that mobilizes stakeholders in environmental geography, computer science, land use planning with agronomists and agricultural producers. It is supported by the ministère de l'Économie et de l'Innovation (MEI) and by the Fonds de recherche du Québec (Audace program).

In 2021, it is planned to test the prototype of the interactive tool with L'AcadieLab users and to make development recommendations for its implementation.

This project is carried out in partnership by the Université du Québec à Trois-Rivières (UQTR), the Pleine Terre Inc. group, the Club agroenvironnemental Techno-Champ 2000 and the Maison de l'innovation sociale (MIS) and is subsidized by the ministère de l'Économie et de l'Innovation (MEI) and by the Fonds de recherche du Québec (Audace Program).



(Credit: MIS)



Financial and regulatory innovation to support a collective management model for the black soil land of Jardins-de-Napierville

Also in 2020, L'AcadieLab was identified as a testing ground for a social R&D project in financial and regulatory innovation surrounding the collective management of market gardens black soil land in the regional county municipality (RCM) of Jardins-de-Napierville. In collaboration with Dark Matter Labs, the MIS has begun steering an innovation process aimed at supporting the resilience of this agroecosystem, which is particularly vulnerable to climate change.

The cultivation and exploitation of market gardens black soil land in this RCM, which is at the heart of its economy, has profoundly altered the landscape and diminished its resilience. With an approximate useful life of 50 years, this black soil land is susceptible to wind and water erosion. If nothing is done, and beyond

the ecological impact, the entire regional economy and the well-being of the population may be affected. Moreover, they are considered wetlands whose protection and conservation must be integrated into land use planning according to current regulations. However, due to the private tenure of market garden land and regulatory complexity, regulations are not always followed. Moreover, political, and economic structures are often ill-suited to the emergence of innovative practices to address this regulatory challenge. How then can ecosystem function and agricultural production be integrated in a way that supports the ecological, economic and social sustainability and resilience of this territory?

This is precisely what this black soil land project is about: first by identifying and documenting areas at risk to better guide land-use planning, then by implementing a new collective management model that makes room for adapted and flexible regulatory and financial provisions, and that responds both to environmental issues and to the acceptance threshold of agricultural producers. Ultimately,

the project hopes to unite all public and private stakeholders to review land use planning and experiment with new approaches to regulatory frameworks in order to encourage the adoption of concrete and sustainable solutions to current socio-ecological issues in the RCM.

- In 2020, the multiple partners in this experimentation project, including the MIS, have launched its planning, structured the partnership, established the project indicators, and planned the first year's research and development activities.
- Plans for 2021 include initiating the first phase of soil characterization, mobilizing agricultural businesses and community stakeholders, and analyzing assets, barriers, and regulatory and financial levers.

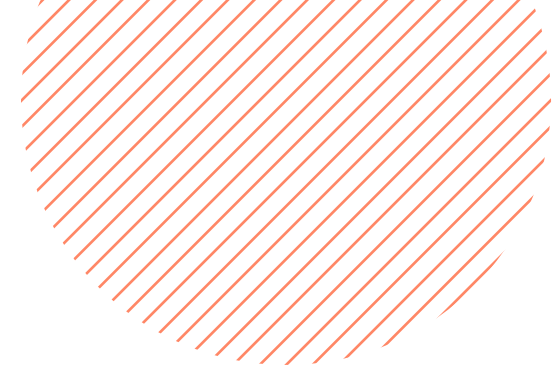
This last component of the project is supported by the Pôle d'excellence en lutte intégrée (PELI) of the Centre Local de Développement (CLD) and the MRC of Jardins-de-Napierville, Pleine Terre, Phytodata, Dark Matter Labs (DML), and the Maison de l'innovation sociale (MIS), and is subsidized by the ministère de l'Environnement et de la Lutte contre les changements climatiques (MELCC).

CAPACITY BUILDING AND INCUBATION

A group of five people are gathered around a large, light-colored table in a workshop setting. They are engaged in collaborative work, with some looking at a large diagram spread across the table. The diagram appears to be a flowchart or a process map with various boxes and connecting lines. There are also some smaller papers, notebooks, and a laptop on the table. The people are dressed in casual attire, and the overall atmosphere is one of focused collaboration. The image has a teal overlay.

Photo of a pre-COVID-19 workshop, when physical distancing was not required. (Credit: Youssef Shoufan)

Capacity building and incubation paths to generate and sustain structuring innovations



The seed phase of a social innovation project is crucial. This is why the MIS focuses on pre-start-up support in all of its services and structures its programs and activities so that it can intervene very early in the life of an individual or organization that wants to act on a complex societal problem and for which a social innovation approach seems appropriate. The support and capacity building it provides to agents of change in the seed phase of their initiative not only helps to consolidate their capacity and willingness to take action and carry out their project, but also contributes to strengthening social innovation as a field of practice and as a vector for accelerating change so that a larger number and greater diversity of people can understand and adopt it.

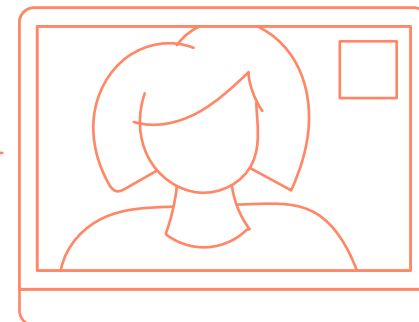
Over the past few years, and particularly during the pandemic, the MIS has found that the need for capacity building and training in methodologies to support social innovations is not only increasingly in demand, but that a corresponding offer to the stakeholders it works with is a prerequisite for the emergence and successful implementation of innovative

projects with highly positive social and environmental impact. Limited access to conditions conducive to experimentation presents structural barriers to innovation. These may include the right to make mistakes and take risks in a controlled context; a lack of time or resources to optimize the impact strategy of promising projects; a work culture that fears interdisciplinary processes and co-creation with all the stakeholders concerned by the same issue; or approaches that are poorly adapted to the complexity of a societal transformation project. These are not only structural barriers to innovation, but also to community resilience, that the MIS wishes to overcome. This is why it has reviewed its business model and expanded its capacity building and incubation services to a variety of change makers.

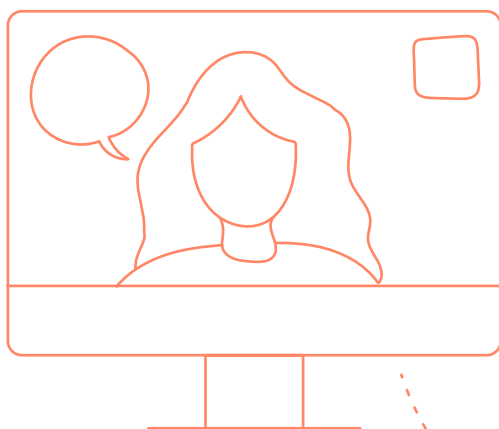
In 2020, when COVID-19-related sanitary measures led to a strict lockdown, the MIS made its expertise available to selected organizations in the ecosystem in the form of personalized coaching, mentoring and co-development. This format has since become a complementary part of its ongoing offering.

In addition, the popularity of its Civic Incubator program, which focuses on supporting high-impact projects led by citizens, has highlighted the need for adapted paths for the organizational sector. The MIS has therefore initiated the development of an institutional incubation model for public actors who wish to increase their impact and integrate support for social innovation in their territory. This process should be completed in the next year. The private sector has not been left out. Indeed, the team has also laid the groundwork for an organizational incubator that will address organizations from the private sector that wish to play a structuring role in the socio-ecological transition.

Express coaching, webinars and co-development



As early as March 2020, the MIS was determined to put in place a range of services to support the social innovation community in the context of the crisis and thus mitigate the shock of the pandemic and lockdown. Whether it was to respond to the needs of agents of change who were experiencing the repercussions of the measures deployed during COVID-19, or to support social organizations that were experiencing critical and emerging needs on the part of the people they served, the MIS deemed it appropriate to strengthen its role as an intermediary organization in order to contribute to the collective and supportive effort that was expressed throughout the ecosystem.



Some examples of the MIS 2020 support offering to address pandemic issues

→ Coaching clinics to enable organizations to adapt their value proposition to the pandemic context

Nearly 20 individual coaching clinics were offered to project leaders from the *Je fais Mtl* community. These clinics focused on the ability of project leaders to quickly pivot their activities in response to the pandemic, notably by revising their impact strategy, adapting their value proposition to respond to the context and reorienting their business model.

→ Express coaching sessions to kick-start a positive impact project

Some 15 free online express coaching sessions with various members of the MIS team were offered on a weekly basis to social impact organizations in a seed phase or to already established organizations that were considering the initiation of a social impact project as part of their ongoing activities.

→ An event to engage the private sector in social impact

In November, the MIS, in collaboration with the Pôle IDÉOS (social businesses management cluster) and HEC Montréal's Executive Education School, offered an ambitious free webinar to more than 260 participants, mostly from the private sector. The content of the webinar focused on the importance of going beyond corporate social responsibility (CSR) and valuing social impact as a strategic opportunity in the relaunch of their activities. Based on this success, the MIS, in partnership with HEC Montréal's Pôle IDÉOS, has collaborated in the creation of an intensive coaching program in social innovation for the private sector, which will be introduced in the spring of 2021 by HEC's Executive Education School.



→ **Co-development with citizen movements and initiatives as a lever to accelerate socio-ecological transition**

Still in the context of the pandemic, the MIS offered its expertise free of charge in the co-development and co-creation of projects or initiatives aimed at mobilizing and engaging various communities and regions, as well as public institutions, in establishing concrete actions anchored in the acceleration of the socio-ecological transition. Among other organizations and citizen movements, the MIS supported the *Front commun pour la transition énergétique* in the development of its "Québec ZéN" initiative, which, in collaboration with a variety of organizations and universities from across the province, consists of co-constructing a roadmap towards carbon neutrality in Québec.

This experience shed light on the scope of the impact of social movements with a view to systemic transformation and the relevance of supporting them in a structuring way to amplify their voices and strengthen their impact strategies. This is why, in 2021, the

MIS will integrate into its business model more intentional and sustained support for citizen movements working toward a socio-ecological transition by positioning them both as decisive levers of systemic transformation and as an integral part of its change theory.

→ **A summer school of societal transformation for the CIRODD**

Also in 2020, the MIS team participated in the design of a very first summer school in societal transformation rooted in socio-ecological transition, which will be offered in the summer of 2021 by the *Centre interdisciplinaire de recherche en opérationnalisation du développement durable* (CIRODD).

Collaborating with Acadia University, Concordia University, the Hydro-Québec institute for the environment, development and society (Institut EDS) at *Université Laval* and *Université du Québec à Chicoutimi* (UQAC), the MIS provided its expertise in the design of experiential learning activities to develop an offer adapted to the realities of municipalities, one that is able to strengthen the capacity of participants to take action.

CAPACITY BUILDING AND INCUBATION

Bringing together experts in sustainable development, people from the municipal sector and graduate students, this training course will be based on the resolution of concrete cases proposed by participating municipalities and will build on multi-sectoral collaboration and the development of the skills necessary to resolve complex issues at the municipal level by integrating sustainable development goals (SDGs).

This innovative course will be made available thanks to the financial support of the *Secrétariat du Québec aux relations canadiennes* through the Canadian Relations Support Program, Sustainable Development Solutions Networks Canada (SDSN Canada), Concordia University, Universities Canada and a contribution from the MIS.

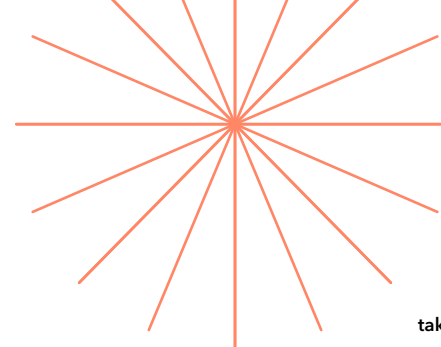


Photo of a member of the MIS team taken before COVID-19, when physical distancing was not required.
(Credit: Youssef Shoufan)



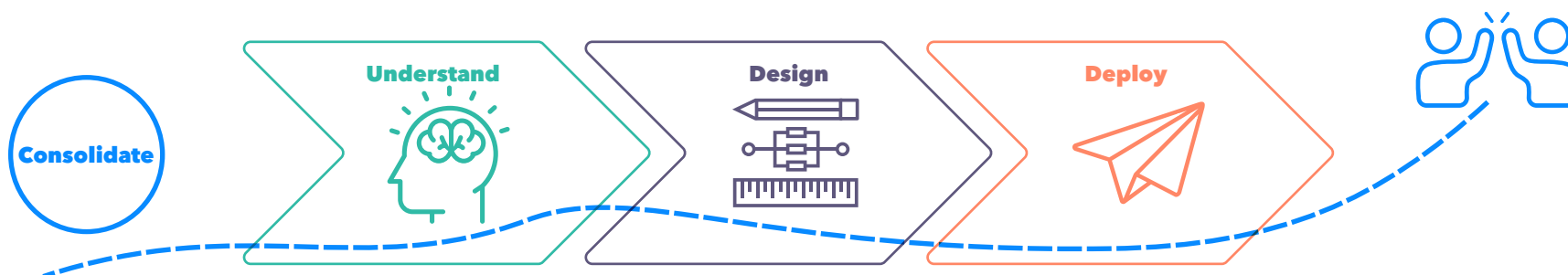
The Civic Incubator

The Civic Incubator is a program that aims to prototype and bring to maturity ideas for innovative projects that have the potential for positive and transformational social and environmental impact. It enables projects to be supported from an early stage of development to a level of maturity from which they can move on to the implementation and financing stages. Chosen through a process of calls for

projects, the selected project leaders take part in a free MIS coaching program valued at \$15,000. For nearly five months, investing some seven hours per week, the project leaders participate in training sessions, practical workshops and mentoring, along with group and individual coaching, in order to clarify their concept, define the social impact strategy of

their project, test their ideas in the field and prepare the implementation of their project.

[Watch a video featuring three leaders of selected projects on the MIS YouTube channel.](#)



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

CAPACITY BUILDING AND INCUBATION

In 2020, the MIS was able to double its capacity to host projects within its Civic Incubator program thanks to a multi-partner support agreement between the Ville de Montréal, the Mirella & Lino Saputo Foundation, the McConnell Foundation and BMO, with funding that will be provided over a three-year period. In addition, the MIS has been able to adapt quickly to the context of the pandemic by transposing its coaching program into a 100% virtual format within a short period of time. Thus, a new online learning platform was launched to accommodate videos, interactive templates, learning capsules and a wealth of information. These elements enriched and complemented the series of weekly virtual workshop sessions which, in order to mitigate the limitations of working remotely, encouraged interactions and the creation of ties between participants.

The Civic Incubator: A few numbers from 2020

→ **36 project leaders** took part in the Civic Incubator coaching program in 2020 as part of the cohort ending in the spring and the cohort starting in the fall.

- **More than 50% of the projects** supported in the 2019-2020 cohort of the Civic Incubator that completed the program in the spring have already passed to the implementation stage and more than 30% are in the experimentation phase.
- **More than 150 project leaders** submitted their applications under the 2020-2021 call for projects, which offered two successive and overlapping cohorts between fall 2020 and winter 2021.
- **More than 30% of the applications** received were from people self-identifying as racialized or visible minorities, an indicator reflecting the MIS team's inclusion efforts as part of the call for projects.
- **More than 5,365 online consultations** of the document for the 2020-2021 call for projects were recorded, a clear sign of the enthusiasm for such a program offered free of charge to support projects in the seed phase.

The MIS would like to thank the following partners for their financial support to the Fall 2020 cohort

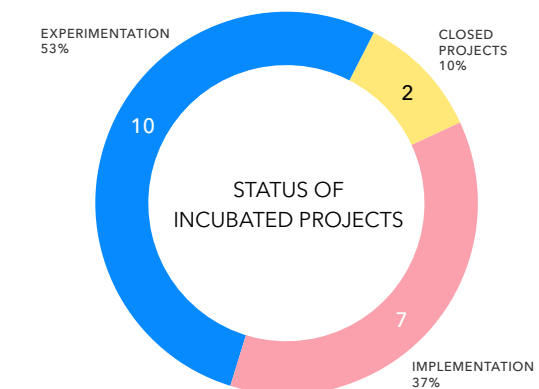
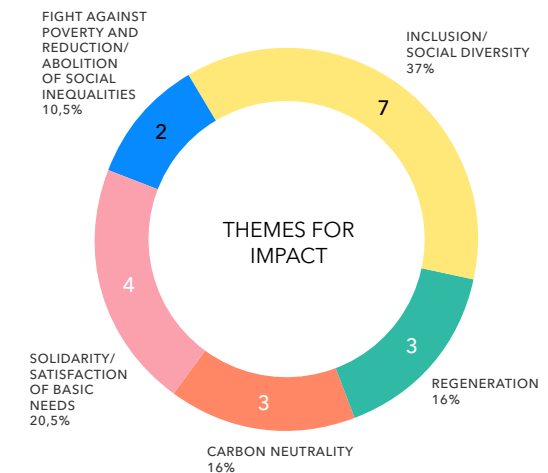


And for the 2019-2020 cohort



THEMES FOR IMPACT ADVOCATED BY THE AGENTS OF CHANGE AND STATUS OF INCUBATED PROJECTS

2019-2020 COHORT + FALL 2020 COHORT



Dynamo's Social Hackathon, a key collaboration to support the emergence of projects that foster inclusion

The Social Hackathon hosted by Dynamo, a community mobilization resource organization, is a competition of ideas and innovative projects with social impact in Montréal that focuses on the issues of inclusion for people from immigrant backgrounds and from ethno-cultural minorities. Accessible free of charge, this competition mobilizes individuals and organizations wishing to get involved in initiatives focused on the issues of representation, accessibility and mobilization with regard to inclusion.

Dynamo's model helps to promote and stimulate social innovation to address issues of inclusion in Montréal, an impact that aligns perfectly with the mission of the MIS. This is why the two organizations have decided to combine their complementary offers to support the development of projects beyond their ideation phase. Thus, in addition to receiving a cash prize and a scholarship, the winners of the Social Hackathon benefit from nearly 30 hours of individual and group coaching from the MIS.

This type of collaboration helps to prevent the solutions that emerge from the Hackathon from remaining unrealized. In addition, it helps enrich the seed phase for social innovators

in the Montréal ecosystem and promotes the implementation of a greater number of initiatives with a strong positive impact.

At the end of this first edition of the Social Hackathon, five projects were supported by the social entrepreneurship team of the MIS to help their leaders structure their initiatives while focusing on maximizing the social impact of their projects. These projects are:

1

"Écho": supported by the Hoodstock organization, Écho is a collaborative space in the making that aims to support social impact projects led by young people from the Montréal-Nord neighbourhood through a program of activities and targeted support.

2

"Philo-Boxe": led by Karim Coppry, this project offers workshops that combine the art of boxing with philosophy. The goal is to strengthen the capacity of young people in the Côte-des-Neiges–Notre-Dame-de-Grâce borough to thrive and grow through communication and expression.

3

"Les oubliés du travail"
(The forgotten of the workforce): led by Tommy Savaro and his team, this project aims to reduce the many barriers to employment for people with disabilities from immigrant backgrounds. It focuses particularly on mobilizing stakeholders in wage subsidy programs for people with disabilities (including the accessibility and adaptation programs of the positions of the person hired) so that these can be extended beyond those with Canadian residency or citizenship.

dynamo

MIS



Photos of Social
Hackathon workshops
taken before COVID-19,
when physical distancing
was not required.
(Credit: Youssef Shoufan)

4

"Mona": this project led by Lena Kraus and her team aims to democratize art to reach a wider and uninitiated public by facilitating accessibility to public works of art through an interactive technological application.

5

"Je me souviens de moi"

(I remember me): this project led by Diana Martinez is centred around fun activities that target young people in schools by drawing on the stories of inspiring characters and role models and highlighting their cultural diversity. By identifying with the characters of their choice, young people explore their roots in Québec culture and learn to be welcoming of others.

After having coached the winners of the first edition of the Social Hackathon in 2020 and having supported the Dynamo team in optimizing their model and strengthening the capacities their support team – all in the context of a virtual hackathon – the MIS will renew its support for the winning projects of the 2021 edition.



Resilient leadership

From May to September 2020, the MIS, in collaboration with Sandra Dunsmore, offered a free resilient leadership coaching course to a dozen managers and leaders of social organizations and enterprises who felt the need to increase their ability to adapt quickly and positively in the context of the pandemic. Indeed, since the directors of these organizations are called upon to demonstrate sustained leadership on a daily basis to work to resolve complex socio-environmental issues, their resilience has proven to be all the more in demand due to the impact of confinement measures on their operations and their teams.

And, given that they have had to respond to the challenges of risk management in a context of uncertainty, access to limited resources and the rise of new or exacerbated needs from their users in times of crisis, the MIS considered it appropriate to focus on strengthening their personal resilience and fostering their full potential, since their resilience as individuals is closely linked to that of their teams and organizations. The intermediary support role of the MIS aimed at increasing the impact of the organizations with which it collaborates took on its full meaning here in a spirit of solidarity.

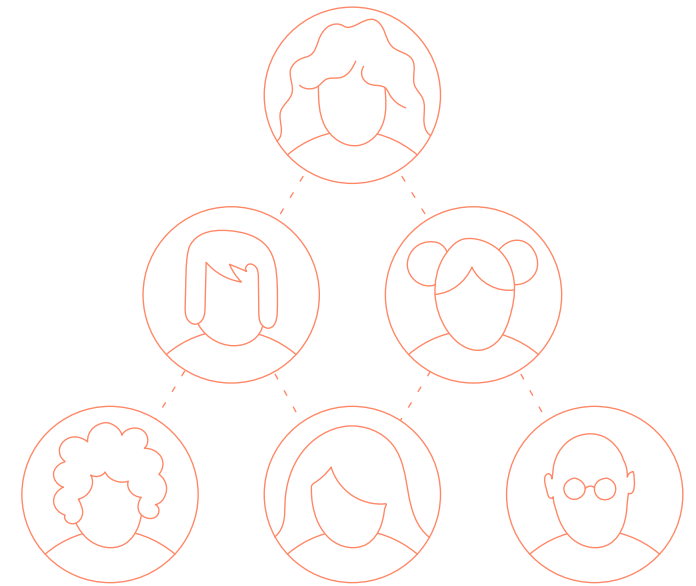


Photo of a MIS employee and a collaborator taken before COVID-19, when physical distancing was not required.
(Credit: MIS)

Inspired by the module on resilient leadership offered in the MIS Civic Incubator program and integrating theory, practice and discussions, this online course offered in 2020 included eight sessions lasting nearly two hours each. The plan for 2021 is to extend this course beyond the Civic Incubator program and adapt it to various existing and upcoming MIS programs.

Social Hackathon

"Dynamo is proud to combine the expertise of the Maison de l'innovation sociale for the Décodons l'inclusion Social Hackathon. They are an essential partner, especially in helping the teams of the winning projects to get past what's called the 'valley of death', the transition between planning and implementation. The experience and know-how of the MIS allow them to offer adapted coaching, which is a significant lever for projects to go from dream to reality so that they can shine and have their intended impact."

Chantal Grandchamp, Strategic Advisor - Partnership Development at Dynamo

Civic Incubator

"The MIS's post-incubator support is a valuable resource for Village Urbain, especially in the implementation phase. We are fortunate to have access to professionals who are experts in their fields (communications, business strategy, etc.), who are familiar with the project and have followed its development, while maintaining a high level view. In addition, being able to count the MIS among our partners, even after the Incubator, is a guarantee of credibility and professionalism for many stakeholders."

Estelle Le Roux - Village Urbain - 2019-2020 Cohort of the Civic Incubator

Civic Incubator

"I had already talked a lot about ECOist Club, but there came a point where I doubted its relevance. I wasn't sure I wanted to create this application anymore. Thanks to the Civic Incubator's course and the wise advice of my coach Hugo Steben, I was able to take a step back and rethink my strategy. The workshop on the theory of change was particularly decisive in my approach to the project. It was a very powerful tool that encouraged me to clarify the impact I was seeking and the steps I needed to put in place to achieve it. I enjoyed the dynamic exchange of ideas. What do I need to act on, and what do I need to change in the form of the project now, in order to achieve its objective in both the medium and long term?"

Daria Marchenko - ECOist Club - Fall 2020 cohort of the Civic Incubator

Resilient leadership

"The Resilient Leadership program not only allowed me to take a step back from my role as a manager, but also gave me concrete tools to know myself better and to better approach the professional challenges I face. The exchanges with other inspiring leaders were also very enriching; it was a space for discussion, mutual aid and listening that did me a lot of good. I appreciated all the content that was new to me and different from what I had received in other processes aimed at managers, especially the practical aspect that allows us to integrate the content into our daily lives. [...] The co-hosting [by the MIS staff] was also complementary and really fostered interactions between leaders. [...] The whole process was a real highlight for me this year and I've been telling tell several managers around me about it!"

Karine Lavoix, General Manager of Cirque Hors Piste



COACHING IN THE FIELD

A woman wearing a headscarf and a face mask, looking directly at the camera. The image is overlaid with a red tint.

Photo of a workshop organized as part of the territorial residence of the Community and Social Health Cluster in Montréal-Nord in 2020.
(Credit: Youssef Shoufan)

Coaching in the field to support innovation by and for communities

To strengthen the capacity for action of the organizations with which it works, the MIS favours an approach focused on the participation of users in the process of social innovation and is mainly inspired by service design, social design and innovation laboratories where the users concerned occupy a central place in the process. At the organizational or institutional level or as part of a concerted action at a territorial scale, this requires a commitment and decisive will on the part of the organizations and stakeholders, without which the scope and sustainability of the process would be compromised. In this regard, the MIS thinks it is important to remember that it does not innovate for communities, but rather that it collaborates with them so that they can innovate on their own on an ongoing basis.



It is with this intention in mind that it developed the Social Innovators in Residence (SIR) program, which is set to evolve in 2021 and which favours the immersion of an MIS team of multidisciplinary social innovators within local development organizations, public institutions or even companies that wish to establish a social innovation unit within their organizations and that are ready and motivated to follow the steps towards change. Concretely, the immersion of a team of social innovators within organizations or communities is an opportunity for them to:

- Test innovation approaches that make it possible to respond to the social, economic and environmental challenges specific to their clientele or their users;
- Validate the potential for adoption of the proposed innovations by their users;
- Strengthen their teams' capacity to innovate through an innovation approach in real-life conditions;
- Foster the acquisition of new design and project management approaches to sustainably amplify the social and environmental impact of their activities;
- And promote the adaptation of local and regional organizations so that they can support emerging innovations.

Through the SIR program, the MIS aims to accelerate systemic transformation through social innovation in the following areas:

- Organizational (governance, managerial capacity and organizational processes)
- Projects (listening and ethnography activities, ideation, experimentation, design based on user experience and a business model for social enterprises)
- Community, collectives and territorial organizations (strategic design, learning and collaborative practices)

In 2020, the MIS was particularly involved in supporting social health projects, deployed at the territorial level in various Montréal neighbourhoods, some of which are presented below. In addition, the expertise of the MIS was able to benefit several projects in pursuing the implementation of their initiatives despite the constraints imposed in the context of the pandemic. For some organizations, this context was even seized as an opportunity to support community resilience.

In 2021, on the strength of its new capacity-building and incubation service offering, which will be deployed shortly, the MIS will optimize this program in order to sustain the capacity of organizations to transform their activities in the service of a constantly renewed positive impact.

The “Innovation Neighbourhood”, a living laboratory in social geriatrics in Côte-des-Neiges



Since 2019, the MIS has been supporting the *Centre de recherche de l'Institut universitaire de gériatrie de Montréal* (CRIUGM) in setting up a living laboratory that invites a research team from the CRIUGM, community organizations and seniors from the neighbourhood to co-construct social infrastructures aimed at reducing the social isolation of seniors, while supporting research in geriatric health. This is an innovative research model that fosters connections and crucial interactions between the health field and the community environment, one that can be replicated in other neighbourhoods.

This social infrastructure, focused on cognitive impairment, communication and mobility, is intended to be sustainable and adapted to the reality and needs of seniors living in this Montréal neighbourhood. Given that 45% of aging people in this territory live alone, many of them in vulnerable situations or facing language barriers or other factors that hamper their social interactions and their overall health, the potential for impact of this lab is very significant.

In 2020, the MIS supported the CRIUGM in setting up social infrastructure, taking into account the multicultural and demographic context specific to the project stakeholders. In particular, it offered its expertise to set up the governance of the program and to train researchers on the methodology of living laboratories. It also supported the intermediation team and developed intervention plans along the three lines of research. In 2021, the MIS will continue its methodological support for research and intermediation teams and participate in the implementation of intervention plans.

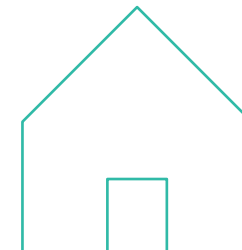


Photo of a pre-COVID-19 workshop, when physical distancing was not required.
(Credit: Youssef Shoufan)

The “Caring Community” of the Centre-Sud district in Montréal

This social innovation project deployed in the Centre-Sud neighbourhood of Montréal is based on the international movement of integrated community health care models. It aims to rethink the health system centred on the interventions of professional staff, moving towards a system that revolves around supportive relationships of the patient.

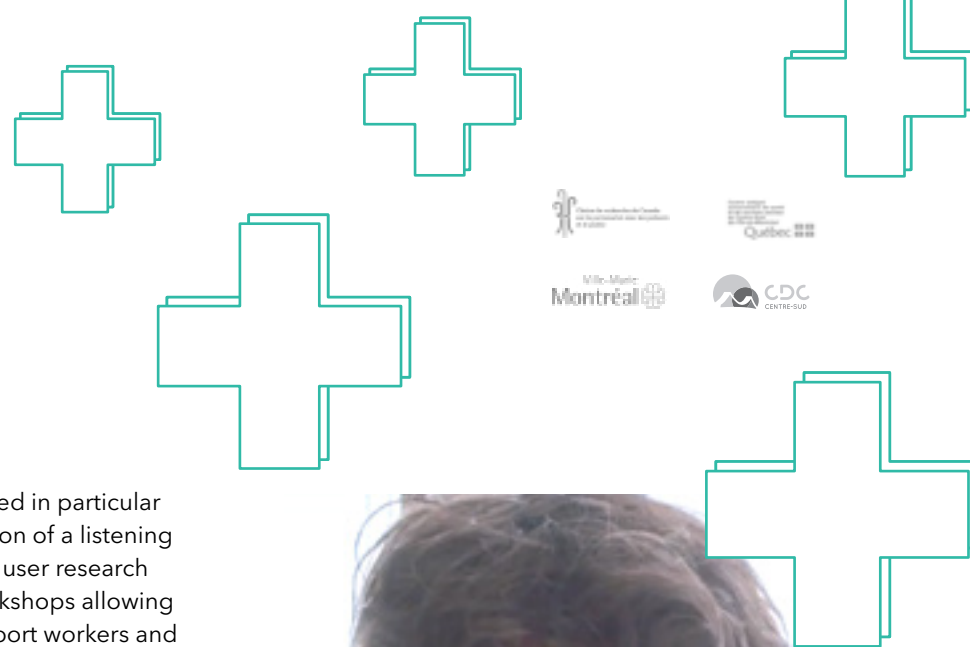
More precisely, this model breaks down the barriers between the health network and the community, and focuses on the transformative potential of social ties and mutual aid as vectors for strengthening the skills of stakeholders to take care of one another. This capitalizes on the exchange of expertise and on the contribution of actors from the municipal sector and community organizations, and of citizens and nursing staff, by integrating them into the heart of the patient support process, all from an innovative perspective of a health care offer that is more complete, human and engaging.

The MIS is supporting the key partners of this project by drawing on the principles of human-centred design and an inclusive approach to community development.

→ In 2020, it contributed in particular to the implementation of a listening approach as part of user research and carried out workshops allowing clinicians, peer support workers and community organizations to analyze and better understand the relationships between the different networks that make up the potential ecosystem of integrated community care. The team also participated in establishing the governance and funding model for the healthcare community, an exercise led by HEC Montréal.

→ In 2021, the MIS will continue its support by modelling the trajectories towards the various service offerings of the health and community networks as well as the risk and success factors leading to the establishment of new collaborative relationships between these stakeholders.

Image from a video shot before the COVID-19, when physical distancing was not required (hosted on [the MIS YouTube channel](#)).





Community and Social Health Cluster in Montréal-Nord

"The interview conducted for the cluster's project made me understand the challenging path the mother had to follow to get her child diagnosed, which is all the more complicated in the context of a pandemic. Beyond the support offered to the child, I now realize that it is also necessary to reflect on the needs of the parents and the importance of making known the obstacles encountered in order to facilitate the journey of families in similar situations."

Alice Fessard, Psychomotrician at the Centre de pédiatrie sociale de Montréal-Nord

Caring Community

"When I see people with medical symptoms in addition to social problems, whether it is isolation, poverty, exclusion, marginality, what I do is I reach out to one of my allies who is a patient partner (...) who helps patients in building their own self-care capacity. We then reach out together to the community to work with citizens and local community organizations, to allow the person to regain a foothold in his or her community, and become a full-fledged citizen once again."

Antoine Boivin, Co-Director of the Centre of Excellence on Partnership with Patients and the Public (CEPPP) and Associate Professor, Family medicine, Université de Montréal

Innovation Neighbourhood

"Being supported by the Maison de l'innovation sociale allows us to be strategic in the organization of the project, to ensure that it is truly in line with the living laboratory approach and allows the entire research team to maintain the spirit of openness essential to carrying out the project with the community. The MIS is a real partner and not a consultant. Its support is characterized by a sincere interest in the project, an empathetic attitude and a sustained consideration for the sharing and transfer of expertise."

Nathalie Bier, researcher, CIUSSS Centre-sud-de-l'île-de-Montréal - Centre de recherche de l'Institut universitaire de gériatrie de Montréal (CRIUGM)



Community and Social Health Cluster in Montréal-Nord

The community and social health cluster project (Pôle communautaire et de santé sociale or POLO), which started in 2019 and continued throughout 2020 despite the constraints imposed by the pandemic, is an initiative that aims to build bridges between public, parapublic and community organizations to benefit the overall health of the population in the western sector of the borough of Montréal-Nord. Despite the richness of the community fabric and services to the population at the global scale of the neighbourhood, the members of this cluster mobilize to respond to real-life difficulties identified in the field in terms of the physical, psychological and social well-being of the residents of this area. The many partners wish to go beyond their own action limits and rally their respective strengths to co-create an integrated service offer that responds as adequately as possible to the reality on the ground.

One of their main objectives (which took on its full meaning in 2020 due to COVID-19) is to reach clientele who, for various reasons, do not avail themselves of services, either because the offer is not adapted to their needs or because of obstacles in terms of access to services such as language, culture, lack of social ties or others.

- In 2020, and despite the community's difficulties in the face of the health crisis, the MIS was able to set up a territorial residence aimed at defining, clarifying and instilling a more detailed understanding of the obstacles and challenges in terms of the overall health of users of this sector of Montréal, by adapting its approach and its tools accordingly.
- Preliminary data collection and analysis were then conducted, confirming the relevance of such a project as a determining vector of resilience and well-being for the population of Montréal-Nord at all times, and particularly in times of crisis.
- In 2021, efforts will be renewed in order to co-construct and test a first model of this cluster with its operating modes, including a scenario of intersecting services and intervention approaches with populations not currently reached.

The project is supported by the Centre de pédiatrie sociale de Montréal-Nord, the CIUSSS du Nord-de-l'Île-de-Montréal, the Bibliothèques de Montréal-Nord, the Centre d'action bénévole de Montréal-Nord, Entre Parents, the Faculty of Dentistry of McGill University, La Maison Bleue, Paroles d'excluEs, the Centre des Femmes Interculturel Claire and the Carrefour jeunesse emploi Bourassa-Sauvé de Montréal-Nord.



Photo of a workshop organized as part of the territorial residence of the Community and Social Health Cluster in Montréal-Nord in 2020.
(Credit: Youssef Shoufan)

OUTREACH



“Raccords”, an innovative news format to increase the reach of social innovation

In order to democratize, promote and increase the scope of social innovation as a preferred field of practice to resolve the complex socio-ecological dilemmas of our current society, the MIS also uses “Raccords” (“connections”), its digital publication, which offers inspiring, thoughtful and well-researched content on various issues related to social innovation. Distributed free of charge in French and English and hosted on the MIS website, each issue contains four capsules on a specific theme. Each edition features collaborators from a variety of backgrounds who invite us to explore a problem in depth and consider possible solutions.

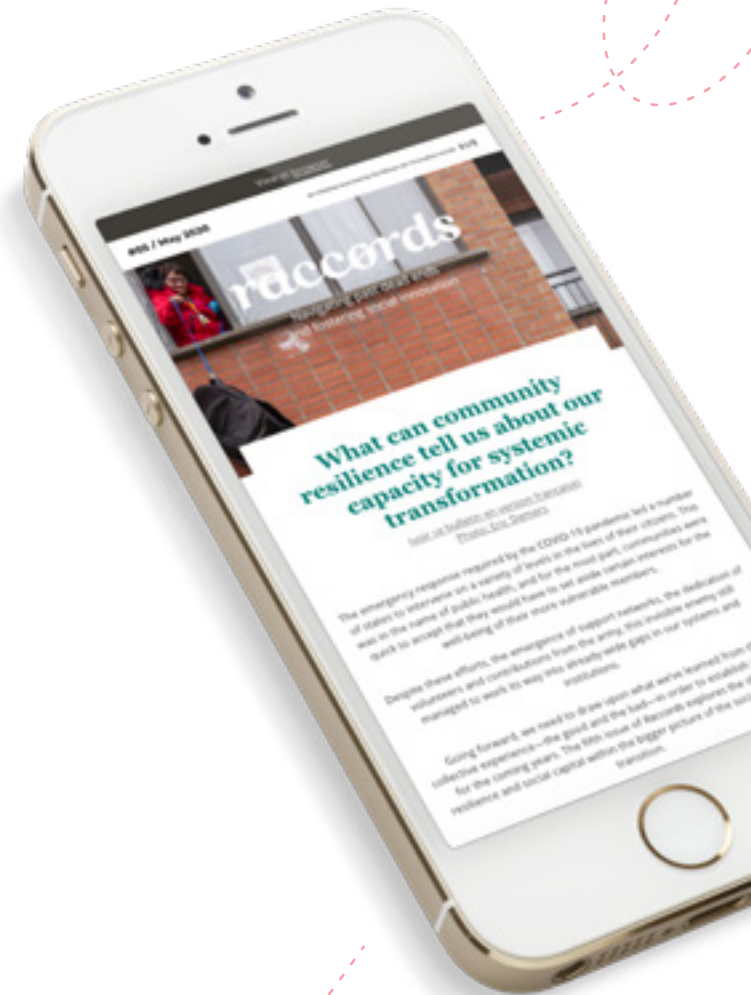
For the MIS, this publication offers a new form of digital news. Content ranges from interviews and essays to illustrations and videos, with each edition written and designed to appeal to a wider audience and enrich the reader’s experience.

In 2020, the MIS modified the editorial calendar for “Raccords” in order to devote an entire edition to the resilience of communities in pandemic times.

This edition addressed in particular the issue of community resilience from a perspective of socio-ecological transition, or even systemic transformation. It also devoted sections to inclusion and systemic inequalities and to people-powered campaigns as levers for systemic transformation, two key issues for society in 2020.

The three issues of “Raccords” in 2020:

- > [How can people-powered campaigns accelerate social transformation?](#)
- > [What can community resilience tell us about our capacity for systemic transformation?](#)
- > [How can we rethink inclusion to step up the fight against systemic inequalities?](#)



Media, conferences and webinars

Press review

[Un appel à projets lancé par la Maison de l'innovation sociale pour incubier gratuitement les projets à impact social et environnemental à Montréal](#)

August 4th, 2021 | L'initiative

[Un incubateur pour des projets sociaux](#)

August 18, 2020 | Journal Métro Hochelaga

[Recovery Plan 2020: 20 Bold Ideas from 20 Social Impact Leaders](#)

September 21, 2020 | Future of good

[Balado « À quoi on rêve ? » avec Hugo Steben](#)

October 7th, 2020 | Magali & CO

[Entrevue au sujet de l'Incubateur civique à l'émission Regards croisés](#)

October 8th, 2020 | Canal M, la radio de Vues et Voix

[Entrevue vidéo à propos du projet Communauté soignante](#)

October 15, 2020 | CDC Centre-Sud - Communauté Soignante : mettre en synergie la communauté et le système de santé

Support to promote incubated projects

[Deux femmes et un stationnement](#)

October 3rd, 2020 | Le Devoir, Cahier innovation sociale

[Entrevue avec Claudine Robillard, Les Muses, Laboratoires inclusifs de recherche et création artistique](#)

November 16, 2020 | Emission «Regards croisés», Canal M, la radio de Vues et voix

Engage and provoke structuring exchanges in terms of social innovation ... even from a distance

JANUARY 2020

Hosted and facilitated workshops of the Social Innovation Canada (SIC) stewardship group over two days, Montréal

MARCH 2020

Social Innovation Retreat with Social Innovation Canada (SIC), Val-Morin

APRIL 2020

Conference on living laboratories and territorial regeneration with the *ministère de l'Environnement et de la Lutte contre les changements climatiques* (MELCC)

MAY 2020

Co-hosting with the *Laboratoire d'innovation urbaine de Montréal* (LIUM)) of a Smart Cities Challenge workshop on collaboration and citizen engagement, Montréal

AUGUST 2020

Co-hosting of a HEC/McGill EMBA course – Sustainability Module, Ecosystem for Social Innovation, Montréal

SUMMER - FALL 2020

Organization and hosting of eight webinars presenting the Civic Incubator's program

NOVEMBER 2020

Conference on the Civic and Regulatory Innovation Laboratory (LICER) "Innovative solutions for a smart city" as part of the Smart City Experience online event

NOVEMBER 2020

Organization and co-hosting of the online event organized by Credo and the Maison de l'Innovation sociale concerning the publication of the report, *Villes d'impact : soutenir la vitalité des écosystèmes d'impact social* ("Cities of impact: supporting the vitality of ecosystems of social impact")

NOVEMBER 2020

Webinar presented in collaboration with the Executive Education School and the Pôle IDEOS of HEC Montréal, "Social impact: a strategic opportunity."

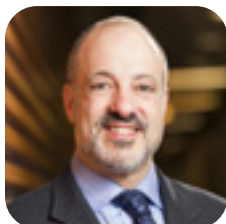
Board of Directors



Courtoisie: 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.



Courtoisie: 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.



Courtoisie: 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.



Courtoisie: 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 photo: 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.



Courtoisie: Erica Barbosa Vargas

DIRECTOR

Erica Barbosa Vargas

Global Head of Sustainable Finance & Innovation at SecondMuse Capital since 2021, she works to engage global investors in building inclusive economies of the future. Previously, Erica was Director of Solutions Finance at The J.W. McConnell Family Foundation, where she led strategies for financial innovation and for integration of the Foundation's financial assets to support social and economic system's transformation. She also has a 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

TIMOTHÉE GUTH
Communication Agent

ELENA BEAULIEU
Operations Assistant

NATHALIE RODRIGUES
Director of Programs, Generation
of Social Innovations

HUGO STEBEN
Director of Social
Entrepreneurship

GHYSLAIN BOILEAU
Director of Operations
and Administration

BENJAMIN GROULX
Program Support Agent

MÉLANIE BISSON
Senior Advisor - Development
of Relations with the Social
Innovation Ecosystem

PÉNÉLOPE SÉGUIN
(newly hired) Social Innovation
Project Coordinator

VIRGINIE ZINGRAFF
Senior Advisor - Skills Transfer,
Design and Innovation

PATRICK DUBÉ
Executive Director

**MARIE-HÉLÈNE
LAURENCE**
Social Innovator in Residence

STÉPHANIE VIAU
Coordinator - Administration
and Logistics

JUSTINE LEGGETT DUBÉ
Coordinator - Designer
of the LANVA Project

ÉLISABETH LISTON
Director of Communications
and Marketing

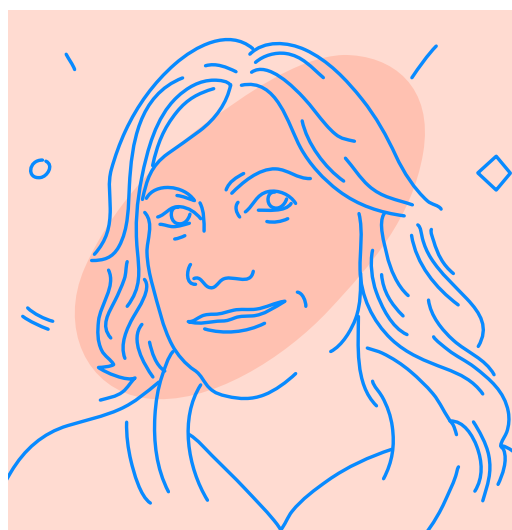
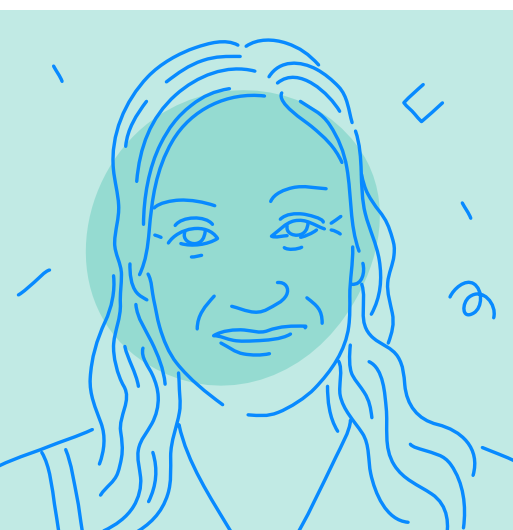
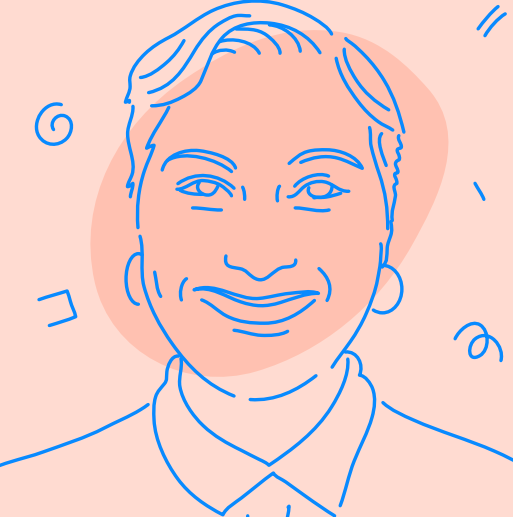
MAUD REYMOND
Communications Advisor

Not shown in the illustration

JÉRÔME LEBLANC
Evaluation and
Learning Coordinator
(until July 2020)

MARC-ANDRÉ DELORME
Project Coordinator
(until March 2020)





Financial and support partners

The Maison de l'innovation sociale (MIS) would like to thank the Mirella and Lino Saputo Foundation and the McConnell Foundation for their financial support and their continued trust over the past years.



She would also like to thank the members of her Partners Committee for their support. This committee is a governance body that aims to enrich its strategic vision while promoting exchange and collaboration among its members on promising social innovation projects throughout Québec. In addition to representatives of its main funding agencies as members of this committee, other members include the CIRODD (*Centre interdisciplinaire de recherche en opérationnalisation du développement durable*), the CIRM (Centre for Interdisciplinary Research on Montreal), Esplanade, HEC Montréal and Concordia University.



The MIS also counts on many business partners who are involved in a variety of social innovation projects. These partners are mentioned in this activity report, within the pages dedicated to the programmes or social innovation projects they support.

Thank you



Maison
de l'innovation
sociale

MI/S

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