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@projetexeko
## SUMMARY

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It was many years ago that I started to take an interest in the practices of Exeko. I see Exeko as part of this generation of social innovation organizations that work at the crossroads of culture and art to address issues of inclusion and citizenship. I think that the particularity of Exeko’s actions lies in the egalitarian relationship that the organization establishes, as a starting point, with people in situations of serious exclusion. In this relationship, the organization does not stop at making culture and knowledge accessible, but creates new ways of acting – questioning and seeking more inclusive social alternatives together with people in situations of exclusion.

At Exeko, we create a space for dialogue from human to human, from citizen to citizen, to tackle existential questions from a perspective that is not based solely on the concepts of charity, medical treatment or intervention. It is an approach that takes into account the ability to reflect, think and contribute to an interesting and intellectually meaningful dialogue that brings specific knowledge to the table.

At Exeko, social transformation takes place in each encounter, by inviting dialogue and by connecting different sectors which normally would not meet. There are organizations working in mental health, others with youth, others with newcomers, others with the homeless or with Indigenous communities. Exeko has developed practices and initiatives that engage and reach out to all of these groups to form a transversal, original and innovative vision.

These dialogue zones, these cross-sectoral alliances make it possible to create and share new practices, to pursue the process of questioning the growing inequalities and exclusion; above all, they allow us to progress, together, toward a broader and more diverse vision of social and epistemic justice.

**Lourdes R. del Barrio** – Member of the Board
Full Professor – School of Social Work at the Université de Montréal
Research Director – ERASME & ARUCI-SMC
Scientific Director – Centre de recherche et de partage des savoirs InterActions, CIUSSS du Nord-de-l’île-de-Montréal
VISION
Together, to build a more inclusive, creative and reflexive society that recognizes and respects the potentials, knowledges and diversities of all, and that provides the tools and conditions necessary for an active and informed participation by everyone.

APPROACH: PRESUMPTION OF EQUALITY IN INTELLIGENCE
Suspend our prejudice and recognize, above all, every person's potential to think, analyze, act, create and be an effective member of society, regardless of their situation or their journey – we assume equality in intelligence.

THEORY OF SOCIAL TRANSFORMATION
Act on multiple leverage points simultaneously to influence change, from an individual approach to the transformation of systems:

- spheres of action
- leverage points for social transformation
Act on multiple leverage points simultaneously to influence change, from an individual approach to the transformation of systems: spheres of action for social transformation.

1. **Inclusion**: redefining social norms together, with individuals at risk or in a situation of exclusion + **Capacity building**: developing reflective, creative and critical abilities and skills + **Citizen participation**: as citizens, making our voices heard and taking part in public life + **Emancipation**: freeing ourselves from intellectual domination and prejudice, and becoming a free thinker + **Freedom of expression**: exercising our freedom of speech

2. **Deconstructing prejudices**: creating opportunities for encounters between the public and those at risk of exclusion, reversing tendencies and sharing a positive image of marginalized individuals + **Social acceptance**: accepting that those around us have different beliefs, knowledge, cultures and history + **Civic engagement**: encouraging involvement in collective projects

3. **Acknowledging expertise + mutual enrichment + acceleration of impact**: working together and in collaboration to increase its efficiency + **Sharing knowledge and wisdom**

4. **Participating in studying and defining public policies + amplifying the voices of the most marginalized**: enabling everyone’s voices to be heard, particularly those most at risk of exclusion
The noise, the language barriers, the accents, the inability to easily discern the issues, have never really posed obstacles to discussion.

Participants were determined to find their own voice or communication channel. They grabbed onto a word or part of a phrase spoken by their neighbor and added to the discussion their own ideas and responses.

What might seem to others as useless stand-offs was in fact a space for exchange and self-expression. A place where speech is set free."

Ducakis Desinat et Frédérique Lévesque
Regard sur l’interculturalité dans la pratique de la médiation chez Exeko, Exeko blog, July 2019
We propose innovative and collaborative approaches for creating the conditions necessary for inclusion and intellectual emancipation, by employing at once:

- **practical approaches of cultural and intellectual mediation**, which offer adapted tools that recognize, value and empower differences (of cultures, knowledges, etc.)

- **systemic approaches** inspired by social innovation and that aim for transformation at both an individual level and at different levels of society (particularly, civil society, organizations and institutions, and governments).

We address several issues, such as:
- intellectual emancipation
- prevention of exclusion (homelessness, crime, suicide, addiction)
- citizen and cultural participation
- inter-recognition
- identity reinforcement
- educational determination
- etc.

Founded in Montreal in 2006, we use intellectual and artistic creativity to work toward an inclusive and emancipatory social transformation.

Our approach recognizes, above all, every person’s potential to think, analyze, act, create and be an effective member of society, despite the situation they’re in or their journey – we assume equality of intelligence.
“Exeko creates social inclusion on a human, organizational and institutional scale.”
Danielle Poulin, Board member
For years, I aimed to take a stance from which every spoken word, every gesture, every action would be carried out with the objective of social inclusion and collective emancipation. I preached that we must commit ourselves, challenge ourselves and build solidarities. I am proud of this stance. Unfortunately, hidden in those words and gestures, I inevitably imposed a certain vision of the world without concerning myself enough with its origin and its effects. Of this, I am not so proud. However, it is here where the work must be done, in these shady zones that we are not so proud of.

Whether reforms or revolutions, mutual aid or solidarity, environmentalism and/or feminism, we conceive of our transformational social actions through western frameworks of theory and practice – central to which is the denial or belittling of non-European world views, cultures and philosophies. Recognizing this is essential, because this act of denial represents an arrogance that cuts across all our good intentions.

Yet it is in weaving together of our unique ways of understanding the world where we will find that elusive word: inclusion. To get there, we must locate, confront, know, recognize, and question and re-question ourselves.

Reflection, excerpt from Nadia Duguay’s research, co-founder of Exeko, fellow CKX
“A complex set of discreditation phenomenona (alienation, relegation at a subaltern state, disqualification, etc.) of individuals or groups based on the idea that these individuals are not able to think on their own or that their intelligence is weaker and irrelevant.”

Extract from the definition of intellectual marginalization by Maxime Goulet-Langlois, research and knowledge transfer lead, as part of RCIM research (Research Committee on Intellectual Mediation)

Anchorage and impacts of mechanisms of exclusion

BELITTLING
Racism of intelligence
Pierre Bourdieu, 1984
Social invisibility
Guillaume Leblanc, 2009
Intellectual enslavement
Jean-Pierre Darré, 2011

DISCREDITING
Society of contempt
Jacques Rancière, 1987
Testimonial injustice
Miranda Fricker, 2007

INCLUSION
Symbolic violence
Pierre Bourdieu, 1997
Hermeneutic injustice
Miranda Fricker, 2007
Cultural
Iris Marion Young, 1990
For

- A DECOLONIZATION OF MINDS AND HABITS
- A SOCIAL AND COGNITIVE JUSTICE FOR ALL LIFE
- CO-CONSTRUCTION WITH THE AFFECTED INDIVIDUALS AND GROUPS
- A BETTER UNDERSTANDING OF THE MECHANISMS OF EXCLUSION
- EXPERIMENTING WITH EGALITARIAN CONTEXTS, CREATIVE SOLUTIONS AND INCLUSIVE, CROSS-SECTORAL AND MULTI-STAKEHOLDER RESEARCH PRACTICES
- VALUING AND SHARING KNOWLEDGE

“Exeko makes people understand and see that they are worth more than they believe. After that, opening up becomes easier for them.”
Anonymous participant in idAction workshop
Maison des amis du Plateau Mont-Royal, Montréal
THE TEAM

BOARD OF DIRECTORS: Antoine Roy-Larouche • Christian Sénéchal • Danielle Poulin • François-Xavier Michaux • Gabriel Marchand • Nadia Duguay • Nadine St-Louis • Ricardo Lamour • Lourdes Rodriguez Del Barrio • CO-FOUNDERS: Nadia Duguay • François-Xavier Michaux • CEO: François-Xavier Michaux • EXECUTIVE COMMITTEE: Dorothée de Collasson • François-Xavier Michaux • Jani Greffe-Bélanger • Mailis Burgaud • Naima Kristel Phillips • Tiffany Guffroy

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PROGRAMS & PROJECTS: Amandine Gazut • Beryl Brou • Danielle Aznavourian • Dorothée de Collasson • Emma Tilquin • François Cogne • Geneviève Morais • Imane Hammar • Jani Greffe Bélanger • Tiphaine Barrailler • Simon Chalifoux

LABORATORIES, RESEARCH & TRANSFER: Beryl Brou • Frédérique Lévesque • Maxime Goulet-Langlois • Nadia Duguay • Noémie Maignien • William-Jacomo Beauchemin

ADMINISTRATION: Indira Brigida • Ismaila Sylla • Marc-André Simard • MEDIATORS: Alessia de Salis • Alexandra Pronovost • Ariella Orbach • Batone Néto • Cédric Jamet • Dorothée De Collasson • Ducakis Desinat • Frédéric Peloquin • Isabelle Anguita • James Galwey • Jani Bellefleur-Kaltush • Janie Dolan-Cake • Jani Greffe Bélanger • Jérôme Cotte • Jose Fuentes-Caceres • Katherine Lapalme • Kena Molina • Marie-Paule Grimaldi • Mathieu Riel • Maxime Goulet-Langlois • Nadia Duguay • Simon Chalifoux • Thierry Gendron Dugre • Tiphaine Barrailler • Valérie Richard • William-Jacomo Beauchemin

GUEST ARTISTS: Kenny Thomas (Simon 16) • Jani Bellefleur Kaltush • Marie-Paule Grimaldi • Meky Ottawa • Simon Chalifoux

COMMITTEES

Audit committee: Antoine Roy-Larouche • Christian Sénéchal • François-Xavier Michaux

Governance and ethics committee: Gabriel Marchand • Danielle Poulin • François-Xavier Michaux • Christian Sénéchal
From the moment I stepped into the office, I felt the passion emanating from all of those working there; it was contagious.

Martin Chabbert, volunteer

From the office to the field, 58 people have joined the team in 2019
A partnership is an unique and complementary encounter that is created and co-constructed on a level playing field and by combining our respective strengths and values, in order to together create and carry out a common vision.

When conditions are conducive to this sort of collaboration, our leaderships come together, our barriers subside, our blind spots are revealed, our actions support each other mutually, and the resulting collaboration of the partnership and collective intelligence allows us to harness change and increase impacts.

François-Xavier Michaux, Co-founder and CEO - Exeko
Academic and research: Artenso • Canadian Commission for UNESCO • The Élisabeth-Bruyère School of Social Innovation - Saint Paul University in Ottawa • ESG-UQÀM • HEC Montréal • INRS - Institut de recherche scientifique • OMEC – Observatoire des médiations culturelles • Réseau québécois en innovation sociale (RQIS) • Université du Québec en Outaouais • McGill University • Université du Québec à Montréal (UQAM) • Université du Québec à Rimouski (UQAR) ➔ Indigenous: Kativik Regional Government / ESUMA • Akuk hub • Val-d’Or Native Friendship Centre • Centre de santé de Wemotaci • Centre de santé montagnais de Natashquan • Wemotaci Atikamekw Council • Conseil des Innus de Pessamit • Conseil des montagnais de Natashquan • Conseil des Montagnais d’Ekuantshit • CSSS d’Ekuantshit • CSSS d’Opitciwan • CSSS Pessamit • École secondaire Mikisew • École secondaire Nikanik • École secondaire Vashkaikan • École Teueikan • École Vauhtshitun • Kangiqsualujuaq Youth Center • Maison de la culture innue • Qarmaapik House • Maison des jeunes de Pessamit • Maison des jeunes d’Opitciwan • Maison des jeunes Niwitcawan-Wapi • New Pathways Foundation • Projets Autochtones du Québec • Qarjuit Nunavik Youth Council • Qarmaapik • Nunavik Regional Board of Health and Social Services • Montreal Indigenous Community NETWORK • Table de concertation Miro de Wemotaci • Kangiqsualujuaq Village • Kuujjuaq Village ➔ Social: Accueil Bonneau • AJOI – Action Jeunesse de l’Ouest-de-l’Île • Action Secours Vie d’espoir • ALPA • Montreal Association for the Intellectually Handicapped • Ateliers Créatifs Montréal • Auberge du cœur L’Escalier • Auberge Madeleine • BACI – Burnaby Association for Community Inclusion • Baobab Familial • Boulot Vers • Café Mission Old Brewery • Cap Saint-Barnabé • Carrefour d’Entraide Lachine • Centre Beau Voyage • Centre communautaire Petite-Côte • Centre de jour l’Échelon • Centre Louis-Fréchette • Cercle des coordonnateurs de mobilisation (Québec en forme et SAA) • Carrefour jeunesse-emploi (CJE) Bourassa-Sauvé • Club Ami • Breakfast Club of Canada • Collectif Bout du Monde • Collège Frontière/Frontier College • Comité de vie de quartier Duff-Court • Comité itinérance du Plateau Mont-Royal • Comité d’action sur la sécurité publique autour du square Cabot • Comité itinérance du RÉSEAU • Comité de travail interrégional sur la cohabitation sociale • Community Knowledge Exchange (CKX) • Dans la rue • Diners St-Louis • Distributions L’Escalier • Église Chrétienne du Roi des Rois (CARE Montréal) • Espace Entremise • Espace Temps • Esplanade • Femmes du monde à Côte-des-Neiges • Institut du Nouveau Monde • Groupe l’Itinéraire • Hoodstock • La Dauphinnelle • La maison des amis du Plateau Mont-Royal • La Maison grise • La Maisonnée • Le Chainon • The YMCAs of Québec • Loisirs St-Jacques • Logis Rose-Virginie • M361 • Benedict Labre House • Maison de l’innovation sociale • Maison de la Syrie • Maison Passage • Maison Tangente • MultiCaf • Nuit des sans-abri • Oxfam-Québec • Park People • PCEIM • La Pépinière • Espace Collectif Plein Milieu • posAbilities • RAP Jeunesse • RAPSIM • Nunavik Regional Board of Health and Social Services • Réseau des carrefours jeunesse-emploi du Québec • Resilience Montréal • Table de concertation des organismes au service des personnes réfugiées ou immigrantes • Peter-McGill Community Council • La Porte ouverte / The Open Door • Ville de Montréal ➔ Cultural: BAnQ • Centre Pompidou • Culture Montréal • Illusion Festival • Festival international de la littérature • Festival Soir • Les Grands Ballets Canadiens de Montréal • Les Impatients • The Muses: Performing art center • Réseau des Maisons de la culture • Maison Théâtre • Ministry of Culture and Communications • Musée d’art contemporain de Montréal • Montreal Museum of Fine Arts • Musée McCord • Opéra de Montréal • Orchestre Métropolitain • Orchestre symphonique de Montréal • Sacred Fire Productions / Ashukan Cultural Space • Bourgie Hall • Société de la Place des Arts de Montréal • Théâtre du Nouveau Monde • Our Collaborators on the Field

163
in 2019
→ Toward a Transformation of the Institutional Landscape of Culture

312 people participated in co-editing the Charter for an Inclusive, Accessible and Equitable Culture during a forum and 5 co-editing workshops.

3 years of participatory action research with the Lab Culture inclusive, supported by 10 cultural institutions and 9 community agencies.

Dozens of hours of training and support with the McCord Museum, Réseau des Maisons de la culture, Ministère de la Culture et des Communications and the Centre Pompidou in France.

Projects on the Field with Individuals Most at Risk of Exclusion, The Heart of Our Activities

Strengthening the programming team, more than 31,000 people reached in 5 provinces and 9 Canadian regions since 2006 (3,970 participants in 2019) and 9 of 17 administrative regions of Quebec, 6 two-week long community projects, 2,294 hours of mediation with a team of 27 mediators, 9 of whom are new recruits.

2019

→ Leveraging Complementarity with Our Partners for Action

Long-standing financial partners that trust us • stable collaborations on the field • close relationships with organizations in the cultural, knowledge and community sectors • accomplishments across the country with 163 partners and collaborators.

→ Contributing to Making Montreal a More Inclusive City

An ever-growing presence with 38 projects rolled out in city streets or at one of our 90 partner organizations across Montreal, 1,510 hours of workshops reaching 3,453 people, attendance/participation in 16 round tables and committees.

450 hours of support, training, knowledge transfer, 49 conferences, workshops, training sessions, facilitated activities, 3 years of knowledge and skills exchange in Nunavik for the creation of local hubs.

→ Sharing Our Knowledge to Increase Our Impact

312 people participated in co-editing the Charter for an Inclusive, Accessible and Equitable Culture during a forum and 5 co-editing workshops.

3 years of participatory action research with the Lab Culture inclusive, supported by 10 cultural institutions and 9 community agencies.
→ AMPLIFYING THE VOICES OF THOSE WE HEAR THE LEAST

The creations and reflections of our project participants are shared far and wide: podcasts, t-shirts, resistance circulating in Montreal and in communities, two collections of poems written and published with participants, exhibitions, blog articles, co-creation of a community mobilization toolkit, a citizen council, and a hub. Recommendations of 80 co-researchers from community organizations led to the drafting of a charter. Over 55 consultation activities conveying the voices of populations too often ignored.

→ BECOMING EDUCATED, WELL-EQUIPPED AND ACTIVE ALLIES OF INDIGENOUS COMMUNITIES AND ORGANIZATIONS

Learning: a better understanding of the Truth and Reconciliation report and the conclusion that we can do better, has led us to recognize that we are continuing to perpetuate colonial behaviours and that we are at risk of perpetuating them and that we must understand what needs to happen prior to reconciliation.

Our intentions: to take a step back and listen better, to aim for long-term impacts and collaborations, to always leave more room for our Indigenous partners and to the wider Indigenous community when it comes to defining our programs and actions.

→ R&D INDISPENSABLE AND TRANSVERSAL TO OUR APPROACHES, PRACTICES AND ACTIONS

Publication of a 350-page research report, 4 research projects by affiliated individual researchers, 11 collaborations with external research groups and communities of practice both internal and external to Exeko.

→ CROSSING SECTORS TO BETTER UNDERSTAND THEM AND CREATE LINKAGES

Collaboration with community organizations and with the public, health, community and academic sectors, projects with youth, newcomers, people who are homeless or at risk of homelessness, Indigenous communities, projects addressing issues of neurodiversity, social justice, anti-racism... from Nunavik to Vancouver, and 12 boroughs of Montreal.
Juggling action research, interactive research, creation research & partnership research to mobilize practical and theoretical knowledge and to address the inherent complexity of social exclusion.

Creating egalitarian and entertaining spaces for reflection which employ creativity as a tool for empowerment and social analysis, citizen education and citizen participation.

Spaces for experimentation and inclusive labs research, labs seek to mobilize around issues of exclusion and to test social transformation strategies in democratic, cultural and knowledge environments.

Juggling action research, interactive research, creation research & partnership research to mobilize practical and theoretical knowledge and to address the inherent complexity of social exclusion.
TO MOBILIZE AROUND ISSUES OF EXCLUSION AND TO TEST SOCIAL TRANSFORMATION STRATEGIES IN DEMOCRATIC, CULTURAL AND KNOWLEDGE ENVIRONMENTS.
SPOTLIGHT ON LAB CULTURE INCLUSIVE

3 years with a mobilized community:

of 80 co-researchers + 9 community organizations + 10 of Montreal’s cultural institutions + 312 people, who, over the course of one year, drafted a charter for an accessible, inclusive and equitable cultural sector.

TWO FUTURE LABS UNDER DEVELOPMENT

Paroles inclusives: aims to develop processes that help members of marginalized groups make their voices heard.

+ Savoirs inclusifs: aims to develop participatory methodologies for knowledge production.

FIRST COLLABORATION WITH INNOWEAVE

toward increasing the Laboratoire Culture inclusive’s social impact (developmental evaluation).

DEVELOPMENT OF PARTICIPATORY DEMOCRACY PROJECTS

with youth from the Habitations Jeanne Mance housing project in Montreal.
A three-year project in partnership with "Groupe des onze" and 80 co-researchers from 9 community organizations in Montreal. Based on an inclusive and intersectoral research approach, this lab fosters accessibility to cultural institutions by identifying and disseminating better inclusion practices.

CULTURAL AND COMMUNITY PARTNERS

Le Groupe des Onze (BAnQ) • Les Grands Ballets Canadiens de Montréal • La Maison Théâtre • Montreal Museum of Fine Arts • Opéra de Montréal • Orchestre Métropolitain • Orchestre symphonique de Montréal • Bourgie Hall • Société de la Place des Arts de Montréal • Théâtre du Nouveau Monde – TNM

+ Accueil Bonneau • Collectif Bout du Monde • Itinéraire Group • Les Impatients • La maison de la Syrie • La Maison Tangente • Montreal Association for the Intellectually Handicapped • The Muses: Performing art center • PCEIM
YOUR APPROACH IS UNIQUE, I HAVE NEVER SEEN ANYTHING LIKE IT IN THE WORLD, [...] THE MOST BEAUTIFUL ITERATION OF WHAT CAN BE DONE AT THIS TIME IN TERMS OF EQUITY, INCLUSION AND ACCESSIBILITY.

Sébastien Goupil
General Secretary of the Canadian Commission for UNESCO

“YOUR APPROACH IS UNIQUE, I HAVE NEVER SEEN ANYTHING LIKE IT IN THE WORLD, [...] THE MOST BEAUTIFUL ITERATION OF WHAT CAN BE DONE AT THIS TIME IN TERMS OF EQUITY, INCLUSION AND ACCESSIBILITY.”

2019

3rd year of the lab
= 3 years of a collaborative and inclusive process

5 workshops and one co-writing forum

7 charter articles for a more accessible, inclusive and equitable cultural sector

Launching and disseminating the Charter + Launching a website that will enable institutions to sign on + Promoting access to procedures and resources + Supporting and advising institutions + Presenting the charter and the Lab at UNESCO’s head office + Replicating the project with the Paroles inclusives and Savoirs inclusifs labs.

COMING IN 2020

350 pages of text and 10 institutional profiles, one research report with recommendations on the accessibility of cultural institutions: a book published by Presses de l’Université Laval

1 affiliated research project on participatory strategies in cultural institutions for better access to culture

Noémie Maignien, Ph. D. in Museology, Mediation and Heritage – Université du Québec à Montréal

1 academic article in the Animation, territoires et pratiques socioculturelles (ATPS) journal

10 inclusive cultural fieldtrips
TO CREATE EGALITARIAN AND ENTERTAINING SPACES FOR REFLECTION WHICH EMPLOY CREATIVITY AS A TOOL FOR EMPOWERMENT AND SOCIAL ANALYSIS, CITIZEN EDUCATION AND CITIZEN PARTICIPATION.
COMMUNITY MOBILIZATION AND SOLIDARITY PROJECTS IN INDIGENOUS COMMUNITIES

Trickster + ENCEP

“I’ve never had the courage to share this in front of a group.”

Anonymous participant
Val-d’Or Native Friendship Centre

DEVELOPMENT OF CRITICAL THINKING, SOCIAL ANALYSIS AND CITIZEN MOBILIZATION

TO COLLECTIVELY CO-CREATE, RETHINK, AND RE-APPROPRIATE PUBLIC SPACES, THE HEART OF OUR COMMUNITIES + TO INVEST IN COMMON PLACES TO TRIGGER MEETINGS AND PROMOTE A SOCIAL COEXISTENCE.

- idAction
- idAction mobile
- Free library

MÉTISSEMENTS URBAINS
- Special projects
A creative program to encourage critical thinking and community engagement with Indigenous youth, developed in collaboration with communities and urban services. Through artistic, fun and educational activities, youth are invited to engage in an immersive, experiential and creative learning process that leads to a co-creation inspired by the knowledge, languages and traditions passed on by their peers, their elders and other invited members of the community.

COMMUNITY PARTNERS • Amik-wiche School • Breakfast Club of Canada • Centre de santé de Wemotaci • Centre de santé montagnais de Nutashkuan • Centre Miyupimaatisiun Communautaire (CMC Mistissini) • Cercle des coordonnateurs de mobilisation (M361 et SAA) • Council - Montagnais of Nutashkuan • Council - Montagnais of Ekuanitshit • CSSS of Lac Simon • CSSS of Ekuanitshit CSSS of Opitciwan • CSSS of Pessamit • Lac Simon Council - Anishinabek Nation • Maison de la culture innue • Mikisiw Secondary School • Mistissini Youth Center • New Pathways Foundation • Nikanik Secondary School • Niwitcewakan-Waki youth centre • Nutashkuan Youth Council • Opitciwan Youth Centre • Pessamit Innu Council • Pessamit Youth Center • Québec Val-d’Or Native • Friendship Centre • Table de concertation Miro • Teueikan School • The Grand Council of the Cree • Uashkaikan School • Uashkaikan Secondary School • Voyageur Memorial High School • Wemotaci Atikamekw Council

FINANCIAL PARTNERS
2019

10 years of collaboration with Nutashkuan

Acquired, developed and mobilized new knowledge in anthropology and in artistic techniques such as silkscreen printing.

+500 participants in 7 projects rolled out in 6 communities

3 leadership camps
2 with the Breakfast Club of Canada + 1 with Nouveaux Sentiers and Festival Innucadie

Mobilizing the voices of 17 youth through a consultative process in Val-d’Or, using fun activities and games.

Developing strong collaborations with community partners, identifying needs and conceiving and carrying out projects together.

+ Returning to Lac-Simon (Anishnabe, Abitibi), Mingan (Innu, Côte-Nord), Mistissini (Cree, Nord du Québec), Nutashkuan (Innu, Côte-Nord), Pessamit (Innu, Côte-Nord), Opitciwan (Atikamekw, Mauricie), Val d’or (Anishnabe, Abitibi), Wemotaci (Atikamekw, Mauricie), Québec/Wendake (Wendat, Capitale Nationale), Kuujjuarapik and Kangiqsuallujuaq (Inuit, Nunavik).

Coming in 2020

A collaboration with Innu artist Kathia Rock, a language and culture keeper in Pessamit.

Dozens of artistic creations and tools were created by youth:
A community mobilization and project management toolbox • an exhibition at the Maison de la Culture Innue • logos, t-shirts and masks • audio compositions using beat box or slam
An initiative created as a result of close collaborations with ESUMA, KRG and the community of Kangiqsualujjuaq. Initially developed as a pilot project, in 2016, in the Inuit community of Kangiqsualujjuaq, ENCEP has become a program that supports the creation and consolidation of local hubs in Nunavik communities.

Young professionals and community organizations come together to find common ground for collaboration with the objective of fostering learning, motivation, personal and professional development as well as supporting collective leadership and community engagement.

Service workers share and pool their knowledge, experiences and efforts to create activities and educational projects with and for youth.

McCombie Anannack
“Share my opinion, get better at that. We usually don’t have time or space for that at work.”
**2019**

3rd year of collaboration and independence of the Akuk hub

15 participants mobilized in Kangiqsualujjuaq

**Close collaboration** with Esuma • KRG • the community of Kangiqsualujjuaq

**Program launch in Kuujjuarapik:** moving from a pilot project to a broader initiative that will be replicated in other communities

**1 tour of Nunavik communities**

For Exeko:
- new territories
- a position of listening and support
- regular questioning of our approach to ensure that we meet the needs and are at the service of the local teams

**COMING IN 2020**

**Launching the program in Kuujjuarapik:** meeting + discussing + begin mobilizing with community service workers who will together build the project's roadmap

In Kangiqsualujjuaq: supporting initiatives developed by the Akuk hub, including a cultural exchange project with Indigenous youth in South America + one week with the Akuk team in Montreal, visiting and meeting with agents of social innovation of the city

**Continuing to assess the interest** of other communities in creating their own program
idAction

A program that fosters critical thinking, social analysis and civic participation, for people who are experiencing, have experienced or are at risk of experiencing a situation of exclusion.

Open conversation, debates about current events, philosophical explorations, or discussions about a work of art... idAction is a citizen toolbox that aims to better understand society by using tools to articulate our thoughts.

COMMUNITY PARTNERS
ALPA • Auberge Madeleine • Le Boulot vers • Le CAP Saint-Barnabé • Centre le Beau Voyage • Centre de santé Wemotaci • Le Chainon • CJE Bourassa-Sauvé • Dîners Saint-Louis • Distributions L’Escalier • Hoodstock • Kinawit • Maison des amis du Plateau Mont-Royal • Nikanik Secondary School • Niwitcawakan-Wapi Youth Centre • Table de concertation Miro • Val-d’Or Native Friendship Centre • Wemotaci Atikamekw Council • YMCA Pointe-Saint-Charles

FINANCIAL PARTNERS
Anti-oppression content developed thanks to the support of the Catherine Donnelly Foundation

Hybrid projects combining critical thinking and artistic experimentation in Indigenous communities (Wemotaci and Val-d’Or)

Increasing our presence

On the Plateau Mont-Royal:
with l’Auberge Madeleine • le Chainon • la Maison des amis du Plateau Mont-Royal • le Centre Le Beau Voyage • Dîners St-Louis

In Hochelaga-Maisonneuve:
91 hours of workshops in the borough • ALPA • Le boulot vers... • CAP St-Barnabé • Distributions L’Escalier

In Montreal North: continuation of a project with Hoodstock, partners for 3 project cycles and 2 years of co-mediation

13 partners on the field
of which 6 are new collaborations

Adapting our practices to be inclusive of neurodiversity
+ Co-constructing anti-oppression workshops with the people directly affected + Favours longer project cycles + Consolidating certain groups + Aiming for the autonomy of certain groups + Continuing to diversify our collaborations with different sectors, generations, cultures and environments

445 people participated in 177 workshops and 339 hours of mediation

COMING IN

2020
A philosophical and cultural van roaming the streets of Montreal, intended for all citizens and especially people experiencing homelessness. The van carries on board a library, magazines, notebooks, pencils and art materials as pretexts for opening a dialogue and social mixing.

COMMUNITY PARTNERS ➔ Ville-Marie: Accueil Bonneau et ses maisons (Eugénie Bernier, Joseph Vincent...) • Anonyme • Auberge du cœur Le Tournant • Projet Square Cabot • Cactus • Montreal Native Friendship Centre • Chez Doris • Cirque Hors Piste • Dans la rue • En Marge 12-17 • Foyer pour femmes autochtones de Montréal • La rue des femmes et ses maisons (Dahlia, Jacqueline, Olga) • Le PAS de la rue • L’Itinéraire • Maison du Père • Mission Saint-Michael (Toit rouge) • Refuge – Projets Autochtones du Québec • Mission Old Brewery – Pavillon Patricia Mackenzie • Mission Old Brewery • Spectre de rue • Résilience Montréal

➔ Plateau-Mont-Royal: Auberge Madeleine • La maison des amis du Plateau Mont-Royal • Diners Saint-Louis • La Porte ouverte • Plein Milieu ➔ Mercier-Hochelaga-Maisonneuve: Auberges du cœur Maison Tangente • Le Chic Resto Pop • La Table de quartier Hochelaga-Maisonneuve • CAP Saint-Barnabé • SOS Itinéraire

➔ Côte-des-Neiges: Baobab familial • Club Ami • Femmes du monde • MultiCaf ➔ Parc Extension: Accès-Soir • Héberjeunes ➔ Other boroughs: RAP Jeunesse (Ahuntsic-Cartierville) • Table du Faubourg Saint-Laurent • Wapikoni mobile

FINANCIAL PARTNERS
“WE DON’T JUST NEED FOOD; WE ALSO WANT KNOWLEDGE AND WE HOPE THAT YOU WILL SEE US AS REAL HUMAN BEINGS.”

Fabien, met in June on the streets of Montreal

2019

8 years on the streets
4 outings a week
5 boroughs: Côte-des-Neiges • Villeray–Saint-Michel–Parc-Extension • Hochelaga–Maisonneuve • Le Plateau–Mont-Royal • Ville-Marie • Sud-Ouest
7 attendance at cultural, social or community events:
  - Nuit des sans-abris • Festival international de la littérature • Festival SOIR
  - Fête de quartier du Square Cabot • Festival Illusion • Forêt urbaine du Musée McCord • Mercredis Atelier d’Art – MR-63

+8,300 participants reached since 2012 of which 2,035 in 2019

2,900 books in circulation

46 community partners

5 new members joined the mediation team

6 projects were incubated:
  - t-shirts for resistance • pyrography at the PAQ shelter • urban photography journey in Côte-des-Neiges
  - musical projects and guitar on board
  - masks to entice artistic, reflexive and political encounters • Milton Park project

COMMING IN 2020

Sharing our project for learning and replicability, testing it with our partners and presenting it to homeless networks across Canada + Collaborating with different platforms through which citizens can make their voices heard, to open forums for our project participants – Journal Eko, two radio partnerships in the works + Continuing to offer a frontline service + Exploring new locations and formats + Fostering connections in public spaces, during cultural events and existing programming
Critical literacy program and microlibrary network, Free-library promotes access to knowledge and culture by using books as pretexts for literary and poetic encounters.

“This allows me to be expressive, to find the right words. I don’t usually express myself. I never would’ve thought of writing whatsoever.”

Workshop participant at La Maisonnée

COMMUNITY PARTNERS: Centre Louis-Frèchette
- Cercle de femmes neuroatypiques (autogéré)
- Dans la rue – logements
- La Maisonnée

FINANCIAL PARTNERS

CHAWKERS FOUNDATION

“This shows them that they can be competent in French in a creative context in which speaking or writing French is not just about having the right answer.”

Isabelle Francoeur, French language teacher at the Centre Louis-Frèchette

In the program: Amateur artistic practice: toward a cultural citizenship in the neighborhoods
2019

3 big projects
At Montréal-Nord  •  Rosemont  •  Ville-Marie  •  Hochelaga-Maisonneuve

with 4 groups of people experiencing very different circumstances:
• neuroatypical women
• newcomers
• homeless youth

Accompanying 2 groups working toward autonomy:
Journal EKO editorial committee and neuroatypical women’s writing circle

A first project with newcomers: complementing language learning in a fun manner

Incubated projects: creation of a podcast “pourquoi lit-on?”  •  launch of Eko – a magazine for and by people experiencing homelessness  •  publication of a poetry compilation (TRACES, readings and performances at each launch  •  a zine created at Centre Louis-Frèchette

Transferring the microlibrary network to a partner
+ Promoting the autonomy of groups when they desire it, and documenting the process  +  Exploring the links between our Bibliolibre workshops and French language learning  +  Pushing co-mediation to the next level (project cycle design, workshop co-construction and co-mediation by an Exeko facilitator and an on-site social worker) to promote the transfer of knowledge and practices

COMING IN
2020
A program that welcomes artists-in-residence in urban spaces. Accompanied by a mediator, the artists co-create a work of art (painting, sound, projection, architecture...) with passerbys to open a space for exchange and unlikely encounters between citizens.

PUBLIC SPACES, EVENTS AND COMMUNITY PARTNERS

Place de la Paix • le Square Cabot et le Parc de l’Espoir • Parc Metro Station • Côte-des-Neiges
Metro Station • Place-des-Arts Metro Station • Place Émilie Gamelin • Place Valois • Dans la rue
• MultiCaf • Projets Autochtones du Québec (PAQ)
• Femmes du monde à Côte-des-Neiges • Maison Passages • Nuit des sans-abris • Résilience Montréal

FINANCIAL PARTNERS

“FREEDOM:
THE FEELING OF BEING YOURSELF AND KNOWING THAT IT IS POSSIBLE TO SPREAD YOUR WINGS.”

Excerpt from Ajamun Mistuk
Jani Bellefleur-Kaltush’s poetic tree whose leaves are made of words and their definitions, as proposed by a passerby
“What motivates you to work for Exeko?”

“What interests me is that moment where the people we meet realize just how creative they are, just how smart they are and that they can think for themselves.”

Frédéric Péloquin, mediator – excerpt from an interview with Robin Beninca

2019

4 residences
5 artists
2 artistic disciplines: music and writing

Exploration of music as a non-verbal connector of people

55 hours of creation sessions = 391 visitors took part to these residences

15 meeting places in the street and with community partners

New spaces at Côte-des-Neiges:
- MultiCaf
- Femmes du monde
- Côte-des-Neiges metro station

Artistic projects led by members of the mediation team:
- Simon Chalifoux
- Jani Bellefleur-Kaltush
- Marie-Paule Grimaldi
- Frédéric Péloquin, in collaboration with Simon16 (Kenny Thomas)
- Batone Néo

Fundraiser organized by the Festival Illusion

A dictionary of 12 forgotten words
- letters to those we have left behind
- collective musical sampling
- drawings as musical scores to the sounds to Batone’s guitar
- a word tree

Coming in 2020

Combining Métissages urbains, our activities in public spaces and our presence at cultural events under one banner

Increasing our presence in public spaces

Anchoring artistic residences and projects in a specific place – experience your neighbourhood and make it shine

+ Putting in motion the Milton Park project for three years: a project focused on co-creative encounters and activities to foster harmony, diversity and social inclusion in the neighbourhood. Activities will center on the history, dynamic and development of the neighbourhood and its organizations, co-ops, citizens, residents and those experiencing homelessness within it.
Projects in public space: our Agora

A series of projects that seek to create diversity, foster social coexistence and re-appropriate shared spaces, a neighborhood and a park. These projects take the shape of events in public spaces, cultural activities or the creation of spaces for egalitarian encounters.

7 events in public spaces

Festival international de la littérature • Nuit des sans-abri • Différents comme tout le monde • Cabot Square – neighbourhood party • two nights at Festival SOIR • PARK(ing) Day Montréal

427 people participated in activities

Initiation of a project to create spaces or events to mobilize neighbourhoods that would allow people to meet in new ways, beyond their differences

THE VOICE CAN MOVE MOUNTAINS AND BREAK WALLS.

Ciro
encountered at Parc Metro Station
SPECIAL PROJECTS

Citizen consultations

AT VAL-D’OR

Objectives = To identify the needs, aspirations and interests of youth, making them the main agents in the development of new youth programming for the Val-d’Or Native Friendship Centre

In collaboration with the Val-d’Or Native Friendship Centre

17 young people consulted between the ages of 10 and 18

AT MONTREAL

Objectives = To gather the opinions and perspectives of the individuals directly affected by homelessness: those who are experiencing it. Their needs and recommendations will be recorded in the Portraits locaux en itinérance, to be completed by the Ville de Montréal in 2020.

Made possible with the collaboration of 22 agencies: CAP Saint-Barnabé • Auberge du cœur l’Escalier • La Dauphinelle • CARE Montréal • Action secours, Vie d’espoir • Maison l’Échelon • La Porte ouverte • Auberge Madeleine • Diners St-Louis • Plein Milieu • Maison Benoît Labre • AJOI – Action Jeunesse de l’Ouest-de-l’île • Carrefour alimentaire Lachine • COVIQ – Comité de vie de quartier Duff-Court • MultiCaf • Club Ami • Baobab familial • L’Accès-soir • Logis Rose Virginie • La Maison grise • Hoodstock • Café Mission Old Brewery

10 profiles of homelessness in Montreal

12 neighbourhoods studied with 243 people

WE HAVE A VOICE AND IT IS IMPORTANT.

Anonymous participant consulted on the Plateau-Mont-Royal
ACCEPT AND ADDRESS COMPLEXITY, RESEARCH, DISSECT, EXPERIMENT, MOBILIZE AND SHARE PRACTICAL AND THEORETICAL KNOWLEDGE ON ISSUES OF SOCIAL EXCLUSION.
Whether academic, personal or experiential, Exeko’s R&D is characterized by the development of social practices that contribute to meeting the needs of the different communities with which we work. Our methodology, inspired by the social sciences and the arts, is playful and adapted to these environments: action research + participatory research + creative research + collaborative research.

We work, alongside the people directly impacted, to understand complex social issues while developing critical thinking and meaning-making skills with the participants of our projects.

- Affiliated research projects
- Publications
- Knowledge transfer
Publications


Affiliated research projects

4 research projects initiated by researchers

- Fellowship CKX
  **Nadia Duguay**, 2018-21

- Doctorate in Museology, Mediation and Heritage from l’Université du Québec à Montréal under the supervision of Ève Lamoureux
  **Noémie Maignien**, 2018-...

- *Intellectual marginalization and neurodiversity*
  **Sandrine Le Tacon**, 2018-...

- *Intercultural mediation at Exeko*
  **Frédérique Lévesque**, research internship, 2019

Collaboration, project implementation and experimentation with groups and communities of practice

- Caisse de résonance de la cellule du Québec, Social innovation Canada (SIC) • Centre de recherche sur les innovations et les transformations sociales de l’École d’innovation sociale Élisabeth-Bruyère de l’Université Saint-Paul (CRITS) • Comité d’acteurs de changement, MIS • Comité de pilotage initial, Réconciliation, Ashoka • Communauté de pratique – Développement de capacités pour un changement systémique – Communagir • Exeko mediators’ Community of Practice • Social R&D community of practice of Canada • Expressive Organizing Community of Practice • McCord Museum • Our Lab Culture inclusive

- *Observatoire des médiation culturelles – OMEC* (codirection with Nathalie Casemajor)
Knowledge transfer

ISSUES AND CHALLENGES WE’RE PASSIONATE ABOUT

Youth citizen participation • Inclusive practices for citizen consultations • Collaboration in a community of practice • Scaling strategies • Social inclusion • Cultural accessibility • Intellectual emancipation and marginalization • Critical thought development • Approaches for intellectual and cultural mediation • Social innovation • Ethical approach of the presumption of equality of intelligence

By contributing to the development and dissemination of our practices in different sectors, these knowledge transfer projects are an integral part of our social transformation strategies.
2019 Knowledge transfer

24 training or knowledge sharing sessions, facilitated activities and courses in 5 sectors

- **Cultural:** Centre Pompidou • Momenta | Biennale de l’image • McCord Museum • réseau des Maisons de la culture

- **Social:** Centres Jeunesse Emploi du Québec • Breakfast Club of Canada • École d’été en itinérance • ERASME (Consultation on systemic racism) • Espace Temps • Esplanade • Frontier College National Forum • Maison de l’innovation sociale • La Grande Transition • Table de concertation - TCRI • OXFAM • Regroupement des Carrefours jeunesse emploi du Québec

- **Health:** CIUSS – projet Aire ouverte • M361 (previously Québec en Forme)

- **Academic and research:** Artenso | Centre de recherche Art et Engagement social • École d’innovation sociale Élisabeth-Bruyère • Faculté de musique de l’Université de Montréal • Université Saint-Paul – HEC

- **Indigenous:** Conseil jeunesse de Wemotaci • Qarjuit Nunavik Youth Council
25 conferences, presentations and panels

**Philosophy:** Practical philosophy seminar – Université de Sherbrooke

**Social innovation:** Opening conference – Social innovation week – HEC Montréal • Opening panel – L’innovation sociale au cœur de la ville, École d’automne de l’innovation sociale La FabriQc, Presentation – CRITS – Saint-Paul University

**Social coexistence and homelessness:** Presentation – Forum Montréal Solidaire et Inclusive – Montreal • Inclusion panel – Conférence Cœur de la Ville – Park People

**Mediation practice:** Conference and round table – Pratique de la médiation: racines, contexte, limites et frontières – Regroupement des médiateurs, rices culturel.les du Québec (rMcQ) • Discussion – Bibliothèque humaine – OXFAM UdeM • Seminar - Journée d’études OMEC – INRS

**Intellectual marginalization:** Conference – 87e Congrés de l’Acfas – Université du Québec en Outaouais • Conference, Minority is Majority – Conférence de la Communauté des politiques 2019 • Conference – 2019 Policy Community Conference – National Arts Centre Ottawa • Conference and panel – Symposium des pratiques intersectionnelles – Université du Québec à Rimouski

**Accessibility, inclusion, cultural equity:** Round table – Social innovation learning program (SILP, McConnell Foundation) • Panel – Colloque arts, sociétés et partages des savoirs, 50 ans après le rapport Rioux • Round table – Interroger l’accès – OBORO et Spectrum • Conference – Réseau des Maisons de la culture de Montréal • Conference – Grand forum de corédaction de la charte pour une culture inclusive, accessible et équitable du Lab Culture inclusive – Exeko and Conseil des Arts de Montréal • Presentation – Journée inclusion – Conseil des Arts de Montréal • Conference – À go pour un MTL accessible – AlterGo Forum • Panel – Canadien national Arts Summits – Les Grands Ballets Canadiens de Montréal

**Philanthropy:** Presentation – Board of directors – PFC

**Social R&D:** Presentation – Employment and Social Development Canada • Panel – Research in and for community – Action Research Network of the America’s – McGill University

**Other:** Presentation – Rassemblement annuel des employé.e.s du Ministère Culture et communications • Conference – Hub Forum 2019, Mères avec pouvoir – Maison du développement durable
HAND IN HAND

PARTNERS

VISIONARIES
$100,000 and more

- Department of Canadian Heritage
- Government of Québec
- Fondation Marcelle et Jean Coutu

PARTNERS
$50,000 to $99,999

- Kativik Regional Government
- Fondation Mirella et Lino Saputo
- RBC
- Ville de Montréal

INCLUSIVE
$20,000 to $49,999

- Community Knowledge Exchange (CKX)
- Catherine Donnelly Foundation
- McConnell Foundation – Innoveave
- TD Bank Financial Group
- Office franco-québécois pour la jeunesse
- Telus

COMMITTED
$10,000 to $19,999

- Fondation Dufresne et Gauthier
- Conseil des arts de Montréal
- Fondation Bombardier
- Fondation jeunes en tête
- Arrondissement Ville-Marie
- Arrondissement Plateau-Mont-Royal
- PME MTL

ENTHUSIASTIC
$5,000 to $9,999

- Caisse d’économie solidaire Desjardins
- The Chawkers Foundation
- Canadian Commission for UNESCO

CURIOUS
$1,000 to $4,999

- Énergir
- Fondation RBA
- Canadian Tire
- Jumpstart Foundation
A SPECIAL THANKS TO...

→ OUR VOLUNTEERS

78 volunteers

= 1,888 hours of commitment

of which 1,120 hours were on board idAction Mobile

Agathe Roux  •  Alexandra NM  •  Aliz Fournier  •  Amy Mailloux  •  Ana Arias  •  Anais Kowalczyk  •  Anouk Costet  •  Antoine Fallu  •  Antoine Roy-Larouche  •  Catherine Bergeron  •  Catherine Lambert  •  Catherine Marchand  •  Chana Wittenberg  •  Chloe Pouliot  •  Christian Sénéchal  •  Claudia Torregrosa  •  Danielle Aznavourian  •  Danielle Poulin  •  Elsa Joly  •  Emilie Smith-Lauzon  •  Emily Thorne  •  Enora Hamon  •  François Cogne  •  Frédérique Lévesque  •  Gabriel Marchand  •  Géraldine Bureau  •  Ines Faro  •  Jacynthe Leclerc  •  Jade Maheux  •  Jade Préfontaine  •  Jani Bellefleur Kaltush  •  Joël Basile  •  Julie Murphy  •  Julien Beaupré  •  Julie Phoeng  •  Juliette Costenoble  •  Karen Diop  •  Laura Lepennietier  •  Liette Ishpatao  •  Lisandre Bouchard  •  Lourdes Rodriguez Del-Barrio  •  Maggie Kogut  •  Maha Foury  •  Manon Ste-Marie  •  Manuel Laugier  •  Marie Dumouchel  •  Marisa Gelfusa  •  Martin Chabbert  •  Martine Perreault  •  Mathilde Carignan  •  Mathilde Prudhomme  •  Matthieu Carlier  •  Matthieu Delaunay  •  Maude Talbot  •  Maud Rodriguez  •  Maud St-Cyr Bouchard  •  Maxime Pene  •  Maxine Bouchard Verdi  •  Meriem Ferkli  •  Miguel Gilbert  •  Nadia Duguay  •  Nadine St-Louis  •  Noemie Lira  •  Océane Gendron  •  Olivia Charlebois  •  Phelicia Gingras  •  Ricardo Lamour  •  Richard Sabeh  •  Samuel Couture-Brière  •  Sarah Claude  •  Sarah Morineau  •  Tanguy Pasquier  •  Typhaine Louargant  •  Ulysse Revat-Dontreuil  •  Valérie Coté  •  Véronique Laliberté  •  Vincent Demers  •  Viviana (BV)  •  Yann Allard-Tremblay

→ OUR DONORS

Amy-Eloise Mailloux  •  Bruno Gagnon  •  Camille Alexie Chalifoux  •  Caroline Bénard  •  Charles-Eric Lavery  •  Charles Quenneville  •  Martin Chabbert via Cisco Foundation Matching Gifts program  •  Clotilde Comet  •  Danielle Poulin  •  Éric Labonté  •  Fx Michaux  •  Geneviève Langlois  •  Guy Girard  •  Ines Faro  •  IT Cloud Consultants  •  Laurent Hirsch  •  LeLouis Courschesne  •  Magda Sayad  •  Manon Bouchard  •  Roxanne King  •  Sébastien Vandal  •  Simon Chalifoux  •  Thérèse Gaudreault  •  Tiffanie Guffroy  •  Vincent Chiche  •  William-J. Beauchemin
### REVENUE

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<th>Percentage</th>
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<td>Government grants</td>
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<td>Donations by foundations and companies</td>
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<td>Donations</td>
<td>$291,315</td>
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<td>Partnership and services revenue</td>
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<td>In-kind contributions</td>
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<td>Other revenues</td>
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### EXPENSES – PROGRAM DEVELOPMENT AND OPERATIONS

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<td>General expenses</td>
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<td>Operating expenses</td>
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**ANNUAL BUDGET**

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<tr>
<td>2019</td>
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**OTHER SIGNIFICANT FACTS**

**3.7%**

of surplus redirected to capital assets, reserve funds and R&D

**$1 M**

of confirmed financing for future activities

**1.34**

Working capital ratio