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ANNUAL REPORT

2021





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EDITORIAL COMMENTS

FROM THE CO-COORDINATORS

Let's not pretend to hide it: our agendas are turned upside down, and the notion of time as well. We are writing these words about 2021 when 2022 is well underway.

Going into 2021, we didn't necessarily know what to expect. Or rather, we knew that the surprises were not over. Indeed, the pandemic continued to take its course and to require a lot of adapting. Despite the uncertainties, we remained in action.

Listened

We actively listened in the field, to our partners and participants, about community fatigue, mental health issues, needs, social changes. We slowed down when necessary, shared our resources, took care of ourselves, and others, as much as possible.

Achieve

We continued to be on the ground, in the streets, in our partners' workplaces. We rolled out workshops, returned to communities, and reached as far as Nunavik, drove in the streets of Montréal, and prepared new projects.

Consolidated

We adapted our activities, without knowing if they would take place. Our team gained new members, and focused on improving our working conditions and methods. We reflected on our actions

and specializations, as well as ways to preserve them.

In the last quarter of 2021, we began the end of our first 15-year chapter led by Nadia Duguay and François-Xavier Michaux, our co-founders. Succession was a great challenge! We started 2022 with deep conviction that it was necessary to take the time for a beautiful transition.

The one year transition plan will soon come to an end with the closing of 2022. It had a main objective to ensure that our teams feel fully competent and confident in their expertise in order to initiate a healthy change in the general management of the organization. We took the time to assemble, discuss and discover new ways of working together that have already had a positive impact on the way we work with our participants.

2022 was a year of refocusing, which will allow the organization to find its essence in a post-pandemic context. Even more great adventures to be led with you!

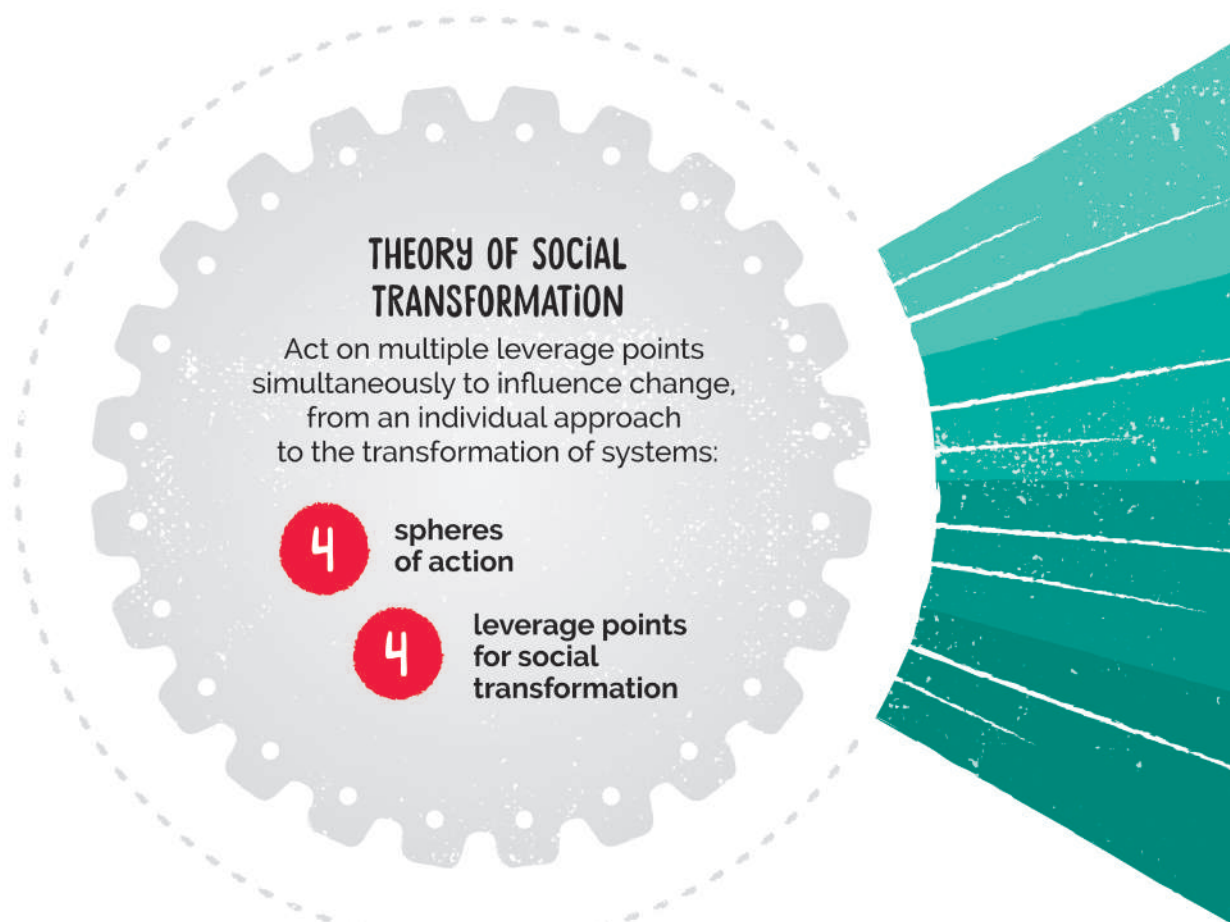
Tiffanie Guffroy and Marc-André Simard – *General Coordinators*







FUNDAMENTALS





INDIVIDUALS

Particularly those who are the most at risk of exclusion

➔ LEVERAGING
FØR INCLUSION

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

CIVIL SOCIETY

➔ LEVERAGING
FØR INTER-RECOGNITION

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

INSTITUTIONS & ORGANIZATIONS

➔ LEVERAGING
FØR COMPLEMENTARITY

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

GOVERNMENT & POLICY

➔ LEVERAGING
FØR INFLUENCE

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



« Exeko would never have been what it is without the adventure being collective. Today, I want to recognize all those who have been, and are part of the adventure.

A committed and daring team, an involved and inspiring Board of Directors, partners and collaborators, without whom none of Exeko's actions would have been possible.

And of course, all of the people who are systematically marginalized and discriminated in society - Exeko would not make sense without you.

I am confident in the future of Exeko's continuous commitment and solidarity in the vast field of justice, social inclusion and equity. »



François-Xavier Michaux,
*Co-founder, former CEO
and member of the Board
of Directors*





MISSION

1

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.

2

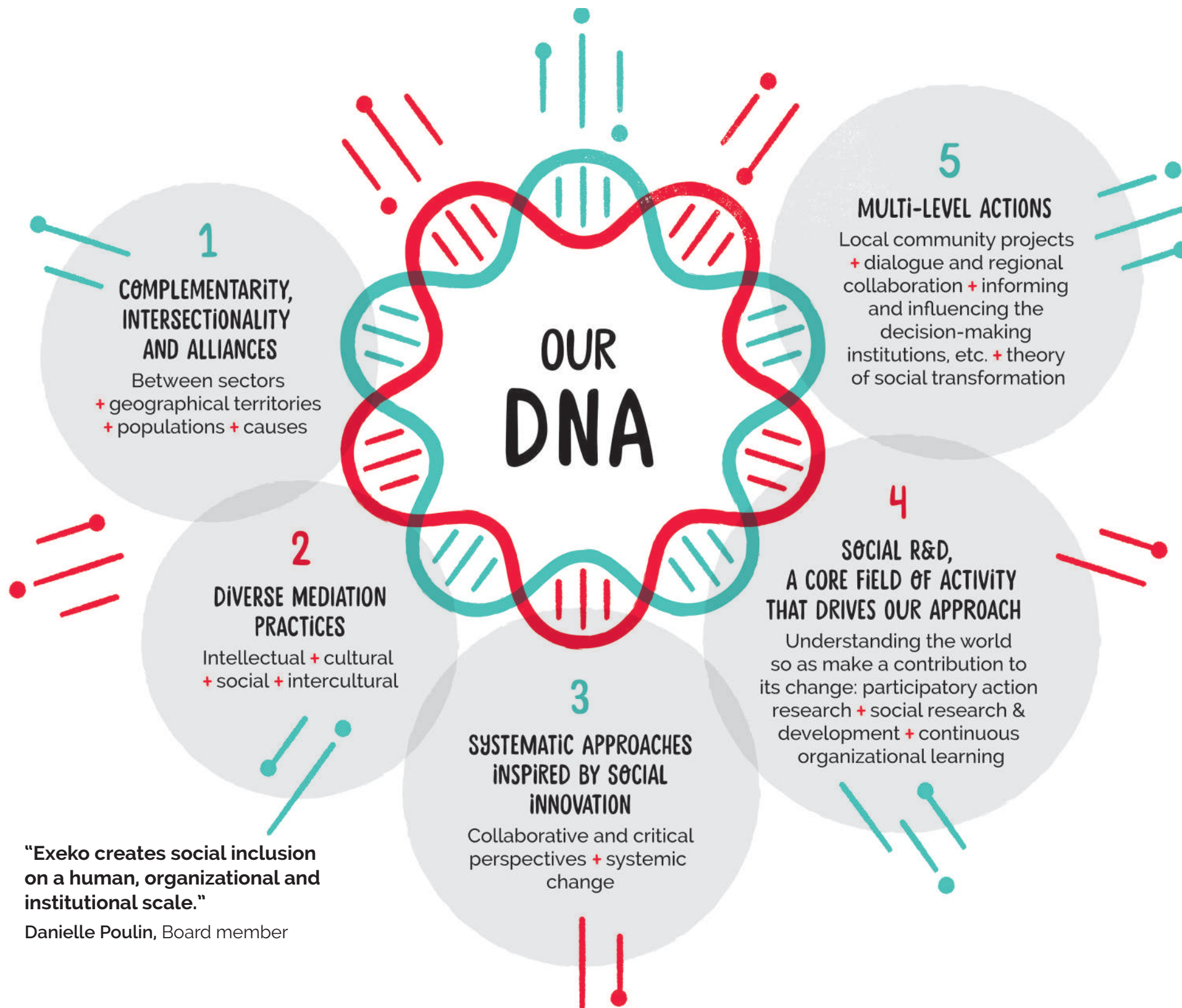
We propose innovative and collaborative approaches for creating the conditions necessary for inclusion and intellectual emancipation, by employing at once:

- **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).

3

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.





In fact **Exeko is a school, a kind of university of the people.**

I think the world is opening up, and the best of us is coming out. I like that this is emulated in their project.

I discovered that cultural mediation existed at the theatre that it existed. It changed my life and improved it. [...] We discussed the play we were going to see, saw the play, and after, had a discussion with the artists of the play. Then you know, you [the Exeko team] treated us so well. It was rewarding, pleasurable and kind. I couldn't believe it, we even took a cab together and our exchanges, for me, were revelatory. It was very human, warm, and equal. Everything was done with fun, good humour. It will remain engraved in my memory until I pass away. We laughed and dared all the emotions. Ideas flowed and nothing was forced. It was incredible. »

Testimony from Josée Cardinale, a Camelot at l'itinéraire, Volunteer and Participant of our Free Library writing projects and in the Shared Culture inclusive cultural outings



AGAINST

INTELLECTUAL MARGINALIZATION AND EXCLUSION...

“A complex set of discreditation phenomena (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



Symbolic violence
Pierre Bourdieu, 1997

Hermeneutic injustice
Miranda Fricker, 2007

Cultural
Iris Marion Young, 1990



FOR

“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

- 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

THE ARTISANS

THE TEAM

BOARD OF DIRECTORS: Antoine Roy-Larouche • Danielle Poulin • Dinah Morency • François-Xavier Michaux • Jeanne-Marie Rugira • Lourdes Rodriguez del Barrio • Maïtee Labrecque-Saganash • Mélanie Valcin • Nadia Duguay • Ricardo Lamour • Sara Lyons • Tonia Di Guglielmo • Yann Allard-Tremblay • **EXECUTIVE DIRECTOR** (Until December 2021): François-Xavier Michaux • **CO-COORDINATORS** : Marc-André Simard • Tiffanie Guffroy

● COMMITTEES

Audit Committee: Antoine Roy-Larouche • Dinah Morency • François-Xavier Michaux • Mélanie Valcin • Tonia Di Guglielmo • **Governance and ethics committee:** Danielle Poulin • François-Xavier Michaux • Lourdes Rodriguez del Barrio

● **PROGRAMS & PROJECTS** : Alessia De Salis • Dorothée de Collasson • Emma Tilquin • Jani Greffe-Bélanger • Maude Blanchet-Léger • Simon Chalifoux • Tiphaine Barrailler • Élie Jardon • Nellie Sollard • Marine Coeurdassier • Emily Laliberté • Jules Laurent-Allard

● **SOCIAL INNOVATION LABORATORIES AND R&D:** Camille Simard • Caroline Granger • Ducakis Desinat • Eli Cortes Carreon • Éloïse Lamarre • Kaltoun Mohamed Yussuf • Kenta Diella Irakoze • Lisa-Marie Lapointe • Magali Marquis • Noémie Fortin • Robyn-Lee Hotte • Safae Maslouhi • William-J. Beauchemin

● **PARTNERSHIPS:** Sabrina Remadna • Sophie Girondin • Tiffanie Guffroy

● **COMMUNICATION:** Lucas Marais • Mailis Burgaud • Maude Blanchet-Léger • Sophie Girondin

● **ADMINISTRATION:** Marc-André Simard • Nathalie Vendruscolo • Sarah Cailhier • Étienne Fugère-Smith • Jessica Lee Moye • Cassandre Leroux-Thomas • Daniela Vargas-Rojas

● **MEDIATION TEAM:** Alessia de Salis • Alison Read • Anne Florentiny • Anne Cloutier • Ariella Orbach • Batone Néto • Carolina Chmielewski • Ducakis Desinat • Frédéric Peloquin • Isabelle Anguita • James Galwey • Jani Bellefleur-Kaltush • Janie Dolan-Cake • Jani Greffe Bélanger • Jean-Bruno Chartrand • Jean-Michel Morin • Jose Fuentes • Jules Laurent-Allard • Katherine Lapalme • Kena Molina • Marie-Paule Grimaldi • Marylin Butler • Mathieu Riel • Maya Laoufi • Thierry Gendron Dugre • Tiphaine Barrailler • Valérie Richard • William-J Beauchemin



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*





BUILDING TOGETHER

« We don't always have the opportunity to be in contact with groups from the community. Our initial meeting was very pertinent. These projects are very inspiring and give a lot of hope [for a more inclusive culture] »

Caroline Louis, *the Orchestre symphonique de Montréal (OSM)*





→ **Academic and research:** Centre InterAction • Centre for Interdisciplinary Research on Citizenship and Minorities (CIRCEM) • UNESCO Chair in Applied Research for Education in Prison • Canada Research Chair on Cultural Citizenship of Deaf People and Cultural Equity Practices • Canada Research Chair in Civic Museology • Élisabeth Bruyère School of Social innovation, St-Paul University • École secondaire Pierre-Laporte • ERASME • Far North Training Programs - Cégep Marie Victorin • HEC Montréal • Institut national de la recherche scientifique (INRS) • Innoweave • Observatoire des médiations culturelles (OMEC) • Sentinel North - Université Laval • Social R&D Canada → **Indigenous:** Kativik Regional Government / ESUMA • Akuk (Kangiqsualujjuaq) • Arsaniq School (Kangiqsujuaq) • Kinawit Cultural Site • Opitciwan Health and Social Services Centre • Native Friendship Centre of Montréal • Val-d'Or Native Friendship Centre • Conseil des montagnais de Natashkuan • Wemotaci Youth Council • Frontier College • Kangiqsualujjuaq Northern Village • Kangiqsualujjuaq Youth Center • Kativik Ilisarniliriniq, the school board of Nunavik • Kativik Municipal Housing Bureau • Kuujuarapik Northern Village • New Pathways Foundation • Niwitcewakan-Wapi, Wemotaci Youth Centre • Makivik Corporation • Mianirsivik Family House (Kangiqsujuaq) • MYRIAGONE-McConnell-Université de Montréal Research Chair in Youth Knowledge Mobilization • Nunavik Regional Board of Health and Social Services • Pituat Family House (Puvirnituaq) • Projets Autochtones du Québec • Indigenous Support Worker Projects • Puvirnituaq Adult Education Center • Puvirnituaq Northern Village • Qarjuit Nunavik Youth Council • Qarmaapik Family House (Kangiqsualujjuaq) • Montréal Indigenous Community NETWORK • Resilience Montréal • Yes Nunavik! • Youth Fusion → **Social:** Auberge communautaire du Sud-Ouest de Montréal • Auberge Madeleine • Baobab Family • Boulot Vers • Old Brewery Mission Café • CAP Saint-Barnabé • CARI St Laurent • Community Development Corporation of Côte-des-Neiges (CDC Côte-des-Neiges) • Center

de francisation Louis-Frédette • Carrefour Jeunesse Emploi of Montréal-Nord • Club Ami • Coalition Defund the Police Montréal • Coalition We Leave No One Behind • Collective Bout du monde • Interregional Working Committee on Social Cohabitation Montréal • Conseil jeunesse de Montréal-Nord • Cabot Square Public Security Action Committee • Plateau Mont-Royal Homelessness Committee • Coopérative de

115
in 2021

OUR COLLABORATORS ON THE FIELD

solidarité l'Affluent • Distributions Escaliers • Diners St-Louis • Escale famille le Triolet • Women of the world in Côte-des-Neiges • Front d'Action Populaire en Réaménagement Urbain (FRAPRU) • Fédération des Femmes du Québec (FFQ) • L'Itinéraire Community Group • Hoodstock • HUMANIA • Territoires innovants en économie sociale et solidaire (TIESS) • La Maison des amis du Plateau-Mont-Royal • La Maisonnée • La Porte ouverte The Open Door, City of Montreal • Maison de l'innovation sociale (MIS) • MultiCaf • OXFAM • PAS de la rue • Pavillon Patricia Mackenzie • Programme d'Information sur le Travail et la Recherche d'Emploi à Montréal (PITREM) • POLO - Pôle communautaire et de santé sociale à Montréal-Nord • posAbilities • Prise II - Youth Space • RAPSIM • Secrétariat à la Région Métropolitaine • SINGA Quebec • Social Innovation Canada (SIC) • Solon Collectif • Spectrum Productions • SUCO • Table de concertation des organismes au service des personnes réfugiées et immigrantes • Table Inter-action du quartier Peter-McGill • City of Montréal • Wapikoni Mobile → **Health:** CIUSSS du Nord-de-l'île-de-Montréal • CIUSSS du Centre-Sud-de-l'Île-de-Montréal Regional Public Health Department • Nunavik Board of Health and Social Services → **Cultural:** PHI Center • The Centre Pompidou • Culture pour Tous • The Canadian Commission for UNESCO • Conseil des Arts de Montréal • MEM - Centre des Mémoires Montréalaises • Ministry of Culture and Communications • Musée d'Art Contemporain de Montréal • McCord Museum





→ **FOCUSED
INTERNALLY AND
SOLIDIFIED THE
TEAM**

An evolved governance structure, a shift to co-coordination and a revision of our strategic framework

A new team at NCEP, two new positions in developing best practices and finance, a new cohort of Mediators with talents as graphic designers, journalists, researchers and two new members on the Board of Directors

→ **COLLABORATIVELY IMPLEMENTED PROJECTS IN URBAN
AREAS AND IN INDIGENOUS COMMUNITIES THAT ENCOURAGE
CITIZEN PARTICIPATION AND THE EMERGENCE OF THE LEAST
HEARD VOICES**

12 projects in collaboration with First Nations, Métis and Inuit communities and in the city, **21 projects** for an inclusive city in Montreal in the neighbourhoods of Rosemont-Petite-Patrie, Côte-des-Neiges, Mercier-Hochelaga-Maisonneuve, Ville-Marie, Plateau-Mont-Royal, Parc-Extension, Pointe-Saint-Charles and Greenfield Park

2021

→ thanks to a team of **57 people and 115 partners** from the community, public, health, cultural and academic sectors. Projects have been virtual and face-to-face. They involved youth, newcomers, people experiencing or at risk of homelessness and Indigenous communities. They addressed issues of neurodiversity, social justice, and anti-racism. Projects covered multiple geographies, from Nunavik to Montreal.





→ DEVELOPED PARTNERSHIPS IN NUNAVIK AND REFLECTED WITH LOCAL ORGANIZATIONS, AND STAKEHOLDERS, ON THE DEPLOYMENT OF THE NUNAVIK COMMUNITY EMPOWERMENT PROGRAM (NCEP)

Delivery of **26 workshops** across three visits to

Kangiqsualujjuaq and Puvirnituk, for a total of **65 hours of mediation and meetings.**

→ IN COLLABORATION WITH THE CENTRE INTERACTIONS FROM THE UNIVERSITÉ DE MONTRÉAL, WE CREATED THE SHARED VOICE LIVING LAB

It gathered **6 organizations**, including Exeko. It aims to support and accelerate innovative practices of citizen participation of youth, with youth, in the context of interculturality in Montreal.

AT A GLANCE

→ LAYING THE FOUNDATIONS FOR A MORE DEMOCRATIC ORGANIZATION

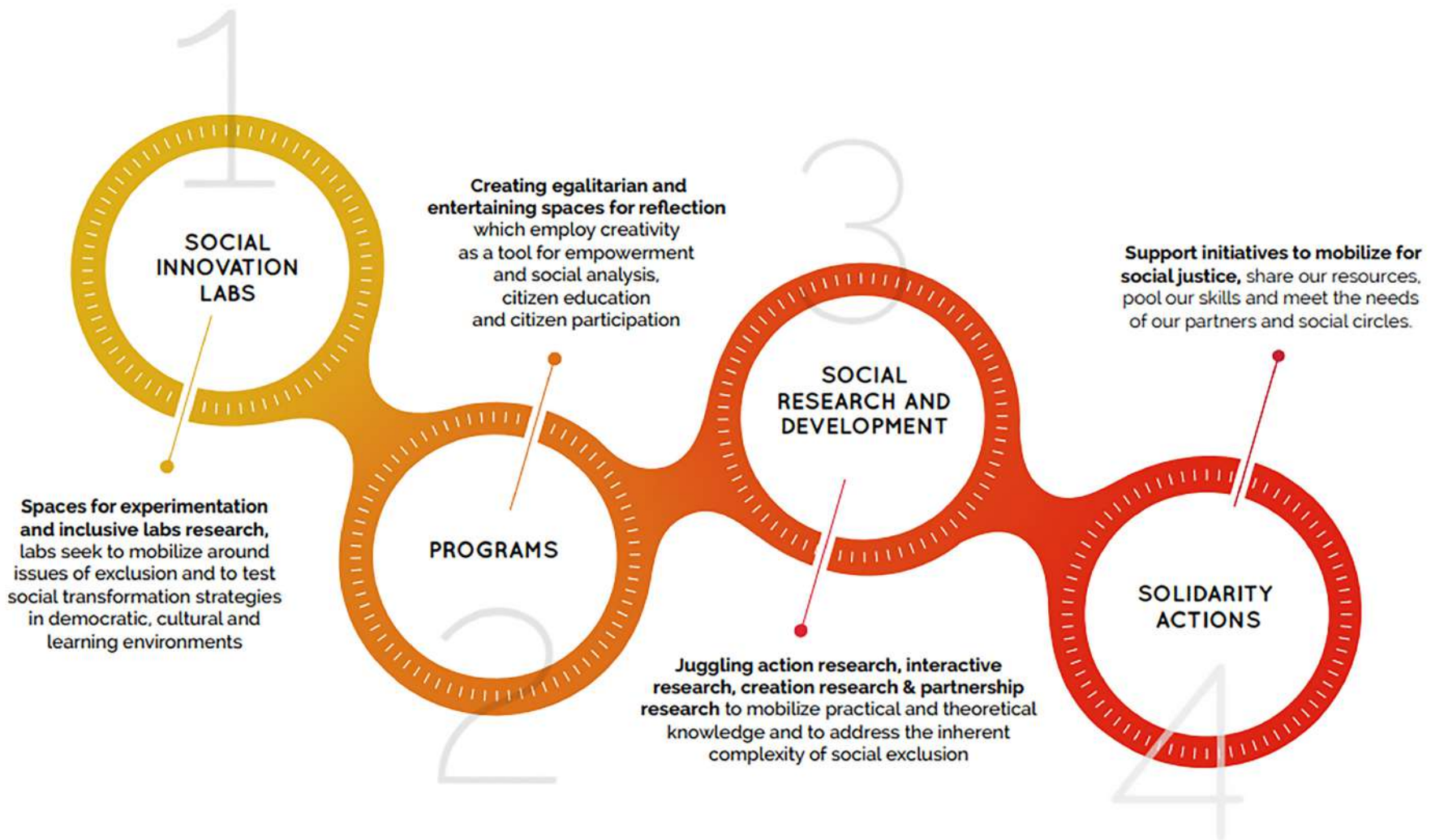
In preparation for the opening of the membership, **6 months** of accompaniment, and diagnostics, were undertaken in collaboration with IDEA and TIESS. We revised our governance, targeting evolving towards an organization that is increasingly collaborative, democratic and a driver of agency.





OUR ACTIVITIES







**TO MOBILIZE AROUND ISSUES OF EXCLUSION AND TO TEST
SOCIAL TRANSFORMATION STRATEGIES IN DEMOCRATIC,
CULTURAL AND KNOWLEDGE ENVIRONMENTS.**



→ THE FINAL YEAR OF THE INCLUSIVE CULTURE LAB

was a year of cultural institutions adopting the charter, disseminating it to networks of interest and transfer of knowledge to actors in the cultural sector.

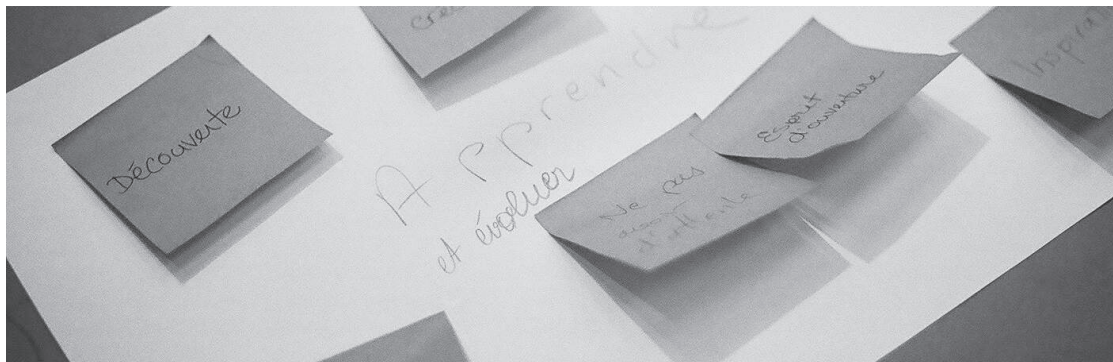
Year 1 of the **implementation of our brand new Shared Voice Living Lab**, in collaboration with the Centre Interactions (CIUSSS du Nord-de-l'île-de-Montréal) and five community, public and/or para-public organizations (Hoodstock, Solon, Aire Ouverte, City of Montréal and Chalet Kent).



2021

→ 2 AFFILIATED RESEARCH PROJECTS WITH 11 STUDENT-INTERNS

from the Interdisciplinary Research Center on Citizenship and Minorities (CIRCEM) and fellows from the *Observatoire des médiations culturelles (OMEC)*.



The Canadian Commission for UNESCO, and the *Fonds d'initiative et de rayonnement de la métropole (FIRM)*, continued their support for our research laboratories, by providing moral and financial support to our new Shared Voice Living Lab.

→ 5 NEW RESEARCH AND DEVELOPMENT PARTNERS IN MONTREAL







Some people thought they were not smart enough and opened their eyes and said: “hey, but in fact culture is for me too”.

Culture is for everyone after all we are all human.

One impact that it [the social innovation lab] has had on me and my brother is that when we look at, and appreciate, works of art, we now have the reflex to analyze.

As much as you can, try to be in environments, activities, where you will meet people, people from all kinds of backgrounds. Experiences with Exeko did me a lot of good. It helped me in my self-esteem. I wish that more people could experience this.

That did something. That someone would take the trouble to listen to what I have to say, and what we have to say. We feel that there are some people in life who have not often had the opportunity to be listened to. I think that's great with Exeko's activities. »

Testimony from Shirley Jeannite, *CMIP participant, Inclusive Culture Lab participant, Shared Culture outings participant, and a Volunteer for Exeko*



LAB CULTURE inclusive

A four-year participatory action-research project sponsored by the Canadian Commission for UNESCO, in partnership with the Group of Eleven, and nine Montreal-based organizations from the social and community sectors. The Lab's objective was to reflect on improving accessibility and inclusion practices in cultural settings.



CULTURAL AND COMMUNITY PARTNERS

The Group of Eleven (BANQ • Les Grands Ballets Canadiens de Montréal • La Maison Théâtre • Montreal Museum of Fine Arts • Opéra de Montréal • Orchestre Métropolitain • Orchestre symphonique de Montréal • Salle Bourgie • Société de la Place des Arts de Montréal • Théâtre du Nouveau Monde – TNM)

+ L'Accueil Bonneau • Les Muses • La Maison Tangente • Les Impatients • La maison de la Syrie • PCEIM • l'Association de Montréal pour la Déficience Intellectuelle • L'itinéraire • Le Collectif Bout du monde

FINANCIAL PARTNERS



Montréal



Canada Council
for the Arts
Conseil des arts
du Canada

Québec



FONDATION
J. ARMAND
BOMBARDIER

SI SOCIAL
INNOVATION
CANADA



Organisation
des Nations Unies
pour l'éducation,
la science et la culture

United Nations
Educational, Scientific and
Cultural Organization



COMMISSION
CANADIENNE
POUR L'UNESCO

CANADIAN
COMMISSION
FOR UNESCO

IN 2021

The last year of the Lab, a **year of cultural institutions adopting the charter, disseminating it to networks of interest and transfer of knowledge to actors in the cultural sector...**

(through, among others, the Canada Council for the Arts, the international network of the Canadian Commission of UNESCO, the Centre de documentation sur l'éducation des adultes et la condition féminine (CDEACF), the Association des groupes en arts visuels francophone, the Chaire de recherche sur la gouvernance des musées et le droit à la Culture, the Fondation J.Armand Bombardier, Québec Danse, En piste - (Regroupement national des arts du cirque)

...and **transferring the principles of the charter** via 12 **conferences, training and/or accompaniments** to equip the actors of the cultural milieu. (Launch of a series of Action meetings - Accessibility, inclusion and equity in cultural institutions, in collaboration with OMEC; conference with Stéphanie Germain; and events concerning Indigenous cultural intervention strategies. Events on the governance of cultural research from a multicultural perspective are works in progress...)

« **BEFORE WE WERE AFRAID TO GO TO A SHOW WITH OUR GROUPS. NOW IT'S OVER, WE GO AND LIVE THE EXPERIENCE** »

Amélie Guindon

Intervention Worker at the Association for the Intellectually Handicapped Montréal (AMDI)

5 **articles, publications and podcast** in the media, and on the airwaves, of the Conseil québécois des événements écoresponsables (CQEER), Les Vivats, Le Devoir, in a special feature of the magazine Organisations & Territoires, and in the podcast "Culture Inclusive : une recherche participative en milieux culturels montréalais," a podcast from the Boutique des sciences and in Le Baladeur de Kérout.

1 **affiliated research project** mapping the regional actors in cultural mediation. Nearly 10 regions (Bas-St-Laurent, Eastern Townships, North Shore and Magdalen Islands, City of Laval, Gaspésie and Central Quebec) have been mapped so far. The project implicated seven students, and collaborated with the City of Laval.

1 **accompaniment** with the youth from Bout du monde

SHARED VOICE LIVING LAB

The Shared Voice Living Lab is the result of a collaboration with the Centre InterActions of the CIUSSS-NIM. It aims to support and accelerate innovative practices of citizen participation of youth in the context of interculturality in Montreal.

For this project, Exeko took on a dual role. First, as a stakeholder in the project, in collaboration with researchers who work specifically on the issues of diversity and intercultural dynamics. This project also relied on the involvement of partners from the community network and public institutions, through the delivery of five pilot projects.



The main purpose of this project is to:

- Support and strengthen existing citizen participation initiatives in order to identify and contribute to the dissemination of good practices
- As pilot projects, support the creation of spaces for reflection, creating connections (between organizations and between participants) and documenting innovation in mobilization practices and intervention frameworks.
- In collaboration with youth that joined the pilot projects, implement participatory research and mobilize knowledge around the issues addressed in these projects (ecological transition, mental health, social movements, etc.)

PARTNERS:



PARTNER ORGANIZATIONS

Aire Ouverte • Hoodstock •
the City of Montréal • Chalet Kent and Solon

« THE PROJECT HAD AN EXTREMELY POSITIVE RECEPTION BY PROJECT PARTNERS. THERE IS A STRONG DESIRE TO GET INVOLVED BECAUSE THE PROJECT RESONATES WITH THEIR OWN NEEDS AND INTERESTS. THEY ALSO UNDERSTAND AND TAKE OWNERSHIP OF THE CHALLENGES AND LIMITATIONS OF THIS TYPE OF ACTION-RESEARCH PROJECT. »

Ducakis Desinat, Project Manager

IN 2021

The first year of the **Shared Voice Living Lab** project

Consolidation of partnerships with Hoodstock, Solon, Aire Ouverte, the City of Montréal and Chalet Kent. We met partners individually, to better target needs and establish trust to better build the project.

Created and facilitated of a **first cohort of innovation partners**. The partners and project leaders met, identified and addressed their common challenges.

Hired a project manager with a research and mediation background.

Created a **thematic workshop programming**, for youth, around social issues identified by them for 2022 and 2023.

Concluded the exploratory project of participative democracy between Manon Massé, Member of Parliament for Sainte-Marie-Saint-Jacques, and a group of youth from Go Jeunesse.

5 interns from the Centre interdisciplinaire de recherche sur la citoyenneté et les minorités (CIRCEM) and the University of Ottawa. They published an internal research report with an overview of citizen participation in different Montreal neighbourhoods.

1 Since 2019, we have **accompanied Aire Ouverte** in the organization of laboratory days to reflect and mobilize knowledge.

Moral support for the **Canadian Commission of UNESCO**

COMING IN 2022

+ 8 workshops on themes such as well-being and citizen participation, social movements, climate transition, volunteer and community involvement, formal and informal education or gender perspectives on citizen engagement.

+ Creation of a website as a space to diffuse, and showcase, the **6 pilot projects from the 8 project partners**. Publications and resources will also be shared on youth citizen participation in the context of interculturality.

+ Webinars to sharing experiences and debate, and **6 capsules** presenting the pilot projects

+ 1 research report in 2023



**TO CREATE EGALITARIAN AND ENTERTAINING SPACES
FOR REFLECTION WHICH EMPLOY CREATIVITY AS A TOOL
FOR EMPOWERMENT AND SOCIAL ANALYSIS, CITIZEN
EDUCATION AND CITIZEN PARTICIPATION.**



From the moment I began my role, I realized that Exeko places the individual at the center of the action and values all ways of thinking. All opinions are welcome. I appreciated the fact that critical thinking is valued, and that concepts can be challenged. I really like this spirit of co-creation and the collective thinking spaces to experiment, exchange, share knowledge, find solutions and ideas, and navigate freely through the discomfort and the unknown. »



Marine Coeurdassier, *Project Officer Intern 2021-2022*



→ MOBILIZATION AND ALLYSHIP
PROJECTS IN INDIGENOUS
COMMUNITIES AND IN URBAN AREAS

Trickster + NCEP

« THE PANDEMIC ALLOWED US TO
STRENGTHEN TIES MAINLY IN COMMUNITIES
WITH WHICH WE ALREADY HAD A HISTORY
OF COMMON PROJECTS. WE EVALUATED
PROGRAMS SEVERAL TIMES PER YEAR,
WHICH ALLOWED US TO BETTER IDENTIFY
THE NEEDS OF THE COMMUNITY AND OUR
MEDIATION TEAMS.

WE WANT TO WORK AND BUILD ON THE
LONG TERM, WITH THE SAME COMMUNITIES,
TO ANCHOR OUR ACTIONS IN A
ENVIRONMENTS, WITH THE SAME YOUTH, SO
THAT THE YOUNG PEOPLE CAN EVOLVE, AND
BUILD THEMSELVES. »

Jani Greffe-Bélanger

*Responsable des projets en collaboration avec
des autochtones*



- idAction
- idAction mobile
- Free library

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.

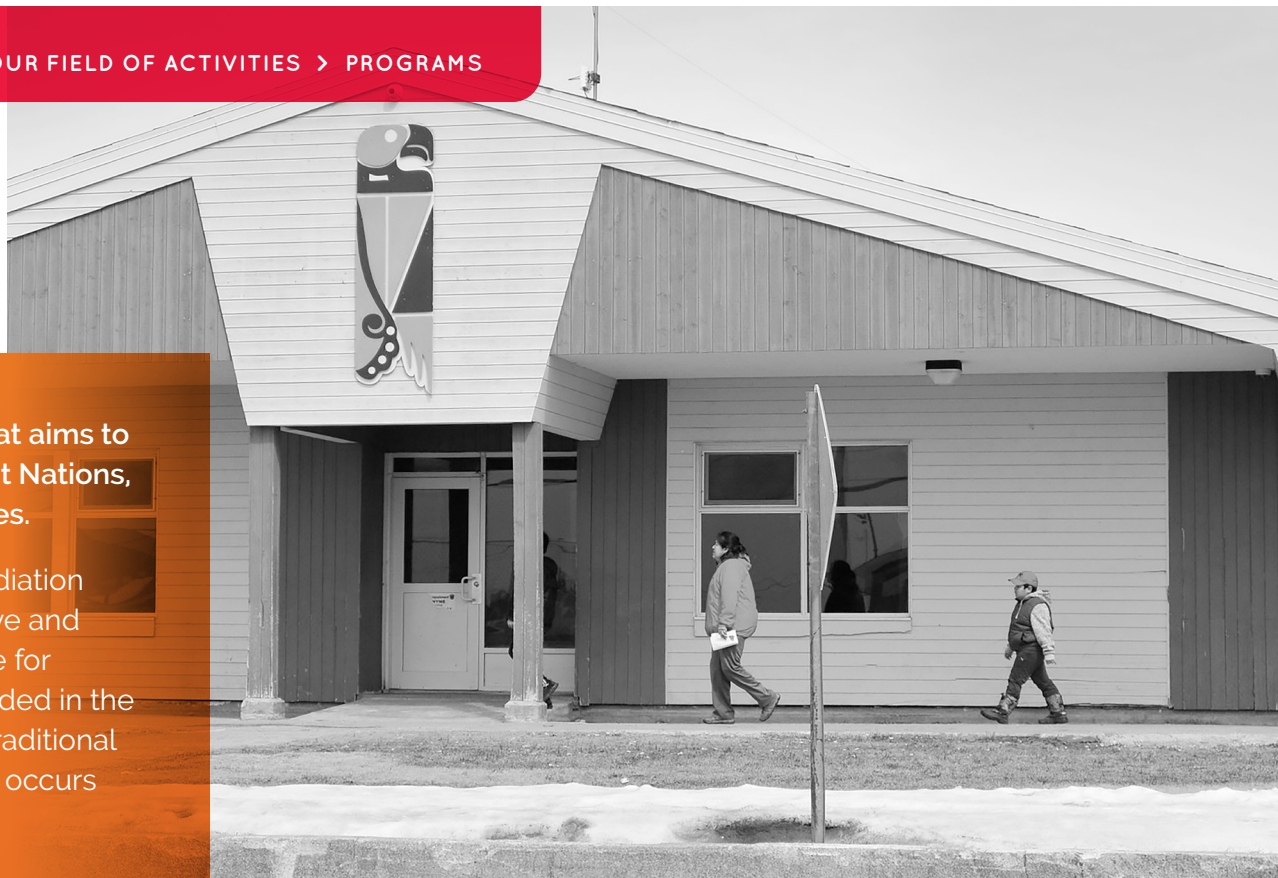
- Improbable Dialogue
- Special projects



TRICKSTER

Trickster is a cultural and educational program that aims to engage and mobilize Indigenous youth of different Nations, between the ages of 12 and 35 in their communities.

The program is distinguished by its intellectual mediation approaches (through experiential, creative, reflective and co-creative activities) that are culturally appropriate for working with Indigenous youth. Participants are guided in the exploration, appropriation, and reinterpretation of traditional and contemporary knowledge. Close collaboration occurs with community workers and stakeholders.



In recent years, Trickster has also become a vehicle to transfer practices, train and coach stakeholders, and partners, with whom we work with. The project responds to training needs related to mobilization, citizen participation, facilitation and community development, by anchoring learning in the experience of the project.

FIELD PARTNERS • Val d'Or Native Friendship Centre • Wemotaci Youth Council • CSSS of Opitciwan • New Pathways Foundation • Montréal Indigenous Community NETWORK

FINANCIAL PARTNERS



Fiducie FIC

FONDATION
DUFRESNE
ET GAUTHIER

FONDATION
JEUNES
EN TÊTE

FONDATION
MARCELLE ET JEAN-COUTU



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Patrimoine
canadien

Canadian
Heritage

Secrétariat
à la jeunesse

Québec

Secrétariat
aux affaires
autochtones

Québec



TELUS

IN 2021

6 projects

↳ 1 including a leadership camp

have reached 50 participants, youths, adults and social workers in Wemotaci, Wendake, Opitciwan, Val d'or, Gesgapegiag and Nutashkuan.

A 5th year of collaboration with the Val d'Or Native Friendship Centre (a camp for youth, a camp for leaders, an Odabi camp to develop skills, and a project for intercultural connection between youth attending the Val d'Or Native Friendship Centre and Montréal youth from the CJE Montréal-Nord).

1 Collaborated with Quarjuit accompanied the youth center in organizing their annual general meeting and providing moderation support on the day of the event.

A mediation team specifically trained to collaborate with First Nations, Métis and Inuit on projects.

1 Strong collaboration with New Pathways:

Strong collaboration with New Pathways. The pandemic allowed us to take time to discuss our challenges as collaborators, our respective areas of expertise, and how we complement each other.

COMING IN
2022

+ Simultaneous workshops in Val d'Or and Montréal

+ Three camps with New Pathways

+ Long term work with communities, to anchor our actions in specific environments, with the same youth, across two years.





The Nunavik Community Empowerment Program (NCEP) supports the creation and consolidation of collaborative and learning spaces in Nunavik communities. The program aims to foster learning and motivation, support collective leadership and encourage community engagement.

A pilot project was initiated with ESUMA, KRG (Kativik Regional Government) and the Inuit community of Kangiqsualujjuaq. Since 2016, NCEP has developed as a program that accompanies young professionals and organizations in the community. Service workers share and collaborate their knowledge, experiences and efforts, to create educational activities and projects with, and for, youth.

« NCEP TRAINING IN SELF-ESTEEM: IT'S POSITIVE. IT NEEDS TO COME BEFORE ANY SPECIFIC OR TECHNICAL TRAINING. IF NOT, IT CREATES GAP AND FEELING OF INCOMPETENCY. OUR TRAINING SHOULD BE FIRST, BEFORE SPECIFIC TECHNICAL TRAININGS. »

Hilda Snowball
Kativik Regional Government

FIELD PARTNERS

Akuk (Kangiqsualujjuaq) • Arsaniq School (Kangiqsujuaq) • Frontier College • Kangiqsualujjuaq Northern Village • Kangiqsualujjuaq Youth Center • Kangiqsujuaq Northern Village • Kativik Ilisarniliriniq • Kativik Municipal Housing Bureau • Kuujuarapik Northern Village • Makivik Corporation • Mianirsivik Family House (Kangiqsujuaq) • Nunavik Regional Board of Health and Social Services • Pituat Family House (Puvirnituk) • Puvirnituk Adult Education Center • Puvirnituk Northern Village • Qarjuit Nunavik Youth Council • Qarmaapik Family House (Kangiqsualujjuaq) • Yes Nunavik! • Youth Fusion / Fusion Jeunesse

FINANCIAL PARTNERS





IN 2021

Strengthening project management, mediation and communication skills:

3 new recruits with previous experience in Nunavik joined the NCEP team

26 workshops, trainings and activities took place in Kangiqsualujjuaq, Puvirnituk and Kangiqsujaq, during a

↳ 6 week trip

30 meetings with active collaborators and/or potential partners in four communities (Kuujjuaq, Salluit, Kangiqsujaq and Puvirnituk) with the Family Houses, Northern Villages and Adult Education Centers.

Main lessons: NCEP teams clarified processes to collaborate with First Nations, including a virtue circle of knowledge sharing and good practices

The program was developed in tangent with ESUMA, KRG (The Kativik Regional Government) and the Inuit communities of Nunavik.

The program was implemented in the communities of Kangiqsujaq and Puvirnituk.

COMING IN 2022

+ Supporting the Family House of Puvirnituk, Pituat, and Kangiqsujaq, Mianirsivik in their missions and developing activities.

+ Collaborative needs analysis for Salluit in the fall, with the goal of starting NCEP in this community later in 2022.

+ Consolidation of partnerships with other Nunavik organizations working in youth leadership and community mobilization (Sustainable Employment Department, Qarjuit Youth Council, YES Nunavik, NIP, RRSSS).

65 hours of mediation **55** participants reached, **52** icebreakers and **40** group reflection activities.

« Your trainings are essential and really positive. My team, and even myself, we lose motivation and sometimes we don't want to come to work. But with your workshops it really really helps. It should be mandatory and we should do this more often. »

Jimmy Emudluk
Community Center Coordinator



idAction

A program of reflection, social analysis and citizen participation intended for all citizens, particularly for people at risk, living, or having lived, in a situation of exclusion.

During this workshop at La Maison des Amis du Plateau Mont-Royal, we proposed to the participants to play with words. Using cut-out words, we did various creative activities and ended the workshop with the creation of this collective poem.

OUR FIELD OF ACTIVITIES > PROGRAMS

« WE DREAM IN COLOURS
WITH THE RAINBOW OF OUR PASSIONS
THE BEAUTY OF OUR DIFFERENCES
THE RANGE OF OUR EXPERIENCES
LEARNING ABOUT LOVE COMES FROM OUR
CHILDHOOD
AND BEING LOVED IN THE RIGHT WAY
HUMANITY WILL NOT BE AT PEACE
AS LONG AS CAPITALISM EXISTS
TAME THE UGLINESS
BEAUTIFY WITH AGE
HEALING THROUGH IMAGINATION
OF OUR DREAMS...
AND THE WISDOM TO RECOGNIZE THE
DIFFERENCE. »

FIELD PARTNERS

Auberge Madeleine • Boulot vers • Centre Louis Fréchette • CARI St-Laurent • Chalet Kent • CJE Montréal-Nord • CJE Mercier Est - PITREM • Les Écoles Pierre Laporte et Matane • Maison des amis du Plateau • Nos Jeunes à Coeur • Hoodstock • Prise 2 Espace Jeunes • Projet Autochtone du Québec (PAQ) • Singa Québec • Spectrum Productions

FINANCIAL PARTNERS

Le Plateau-Mont-Royal
Montréal



Patrimoine
canadien

Canadian
Heritage



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Québec



IN 2021

150+

people

reached through 14 projects in 12 community organizations, schools, francization centers and shelters

A year of support: maintaining a presence in the community environment that was saturated by the crisis. Bringing new energy and positive impacts to mental health.

Recruited 6 mediators and a program manager.

COMING IN
2022

+ Reflection on the Inclusive City hub and all of its projects.

Lasting relationships and new partners :

CARI St-Laurent, AGIR, Spectrum, organizations for, and by, the migrant community, for the defence of the rights of LGBTQIA+, newcomers, for the expression of neuro-diverse people, Boulot Vers, La Maisonnée, Prise II (via its platform Espace Jeunes), Hoodstock, Nos Jeunes à coeur, CJE de Montréal-Nord.

2nd year of collaboration in a three year project with the Auberge Madeleine and the Maison des amis du Plateau.

The amplification of voices from the field through multiple art projects and intellectual creations:

A photo exhibit in Côte-des-Neiges, a podcast, posters designed and posted for International Women's Rights Day in March; greeting cards with Auberge Madeleine; video clips to mobilize around the municipal elections with the Youth Leaders Committee in collaboration with Hoodstock and Nos Jeunes à coeur; a blog post by Gilles Lamarche; a participant at the Maison des amis.

« You learn a lot! For me, each workshop is also an occasion, a rich opportunity for personal learning to review my values, and to question many things. I always come out of the field at Exeko shaken up. Always touched by something that makes me question, that makes me think. Makes me reflect on my privileges, my weaknesses, my insecurities and my strengths. So it's wow! It explores some essentials. »

- Batone Neto, Mediator



idAction

mobile

A philosophical and cultural trailer that travels the streets of Montreal. It is intended for all citizens, especially for people living on the streets. It carries a library, magazines, notebooks, pencils and art materials to be used as a gateway to open a dialogue and social mixing.

« Many who live in Park Extension know how rich stories and meaning the streets and neighbourhood holds. The many waves of immigration over the past 70 years have brought many layers of experience and influence to a neighbourhood that is known for its multicultural social fabric. [...] »

Parcours Urbain is an urban exploration workshop that will call on immigrant women to explore the streets of Parc-Extension to share their knowledge of the neighbourhood and reflect on the social issues it faces. »

- **Nelly Daou**, *intercultural mediator at Singa Québec*

PARTENAIRES
FINANCIERS

Montréal

Canada

Secrétariat
à la région
métropolitaine
Québec

Ville-Marie
Montréal
Le Plateau-Mont-Royal
Montréal

CAISSE.
D'ÉCONOMIE.
SOLIDAIRE.



« THERE IS SOMETHING
MAGICAL ABOUT
WONDERING
WHAT BEAUTIFUL
ENCOUNTERS I
WILL MAKE TODAY
OR TONIGHT, OR
WHAT PREEXISTING
BOND WILL BE
STRENGTHENED
[...] THIS IS WHAT
GOING OUT WITH
THE TRAILER IS ALL
ABOUT: ENTERING
ONE UNIVERSE,
THEN ANOTHER,
THEN ANOTHER,
WITHOUT FEARING
THE UNKNOWN AND
THE UNCOMFORTABLE.
IT'S ABOUT WANTING
TO EXCHANGE, SHARE,
LAUGH, DEBATE, AND
ALL OF THIS WITHIN
THE RESPECT AND
LIMITS OF EACH
PERSON. »

Nellie Soland, *social
Intervention Intern*

IN 2021

Incubator for projects:

- + One year of the project **Parcours Urbains** in Côte-des-neiges, a project with SINGA Québec. The project assembles, and showcases the voices, of the neighbourhood using photography to display the different faces of homelessness
- + An ephemeral art center with the women who frequent the center in front of the McKenzie Pavilion
- + A mini digital mobile presenting cinematographic works from the street
- + The launch of the book *Péripétie Métropolitaine, 13 ans dans la rue*

COMING IN 2022

Open forums for the **project participants to collaborate** in citizen's consultations + Continue to provide front-line services + **Explore new venues** and new formats + **Facilitate links** in the public space, during cultural events, and in existing programs

10 years on
the road

130 outings in
Montreal

↳ 5 boroughs: Côte-des-Neiges • Parc-Extension-Villeray-St-Michel • Le Plateau-Mont-Royal • Mercier-Hochelaga-Maisonneuve • Ville-Marie

+9750
participants
since 2012

Weekly presence at the Côte-des-Neiges and Plateau-Mont-Royal drop-in centres.

Drafted a 100-page guide book of lessons, outlining the approaches of the mediation team for the mobile trailer. It was developed in collaboration with the critical eye of Obedjiwan and the New Paths Foundation.





A critical literacy program, Free Library promotes access to knowledge and culture by using books and writing as a gateway for literary and poetic encounters.

« THIS IS THE FIRST TIME I FEEL LIKE WE CAN SHARE OUR STORIES, OUR MIGRATORY JOURNEYS, AND MAKE OURSELVES UNDERSTOOD. »

Anonymous Author
from a writing workshop at la Maisonnée

FIELD PARTNERS: CARI St- Laurent • PAS de la rue

FINANCIAL PARTNERS

CHAWKERS FOUNDATION

Montréal

Culture et Communications Québec

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



« TO TRANSFORM THINGS, ACCORDING TO WHICH EYES ONE SEES THEM WITH »

« OFTEN THOSE WHO CAN'T WRITE ARE THE ONES WHO WRITE BEST. YOU'RE GOING TO COME OUT WITH JEWELLERY »

Anonymous Author, from a writing workshop at la Maisonnée



IN 2021



Live broadcast and presentation of the project, and the podcast, "**Pourquoi lit-on**". It was the result of a cycle of workshops with **PAS de la rue**, and broadcasted in collaboration with **CIBL**.

Public readings of the first **17** stories of **Exquisite Stories**, a collaborative writing project that builded bridges, and encouraged the expression of multiple voices.

A first collaboration with the CARI St Laurent. ~30 hours of poetic writing inspired by the migratory paths of the 15 participants. This gave rise to the publication of a collection of intimate and multilingual texts.

A resumption of collaboration with **PAS de la Rue** which enabled collective writing of a novel by **twenty people** being published.

Worked on writing a life story, publication and launch of the book 13 ans dans la rue (13 years on the street), by Joël Basile and Marie Paule Grimaldi. Their testimonies were captured by the author and mediator.

Reflected on the Free Library project orientations: [the heart of the program remains words, however, it is now expanded to include narratives and imaginary worlds, crossed with approaches of autoethnography. The new objectives of the program that were ideated in **2021** included the promotion of egalitarian cultural relationships and the deconstruction of the economic relationship of learning French.

Digitally publish our paper publications + Launch the second part of Exquisite Stories, based on the transmission of oral stories, in collaboration with a storyteller **+ Revisit the ephemeral library of the International Literature Festival**, and evolve our partnerships with CARI St-Laurent and PAS de la rue.

COMING IN 2022



IMPROBABLE DIALOGUES

This project stimulates delayed conversations between communities whose perceptions seem to be in opposition: people experiencing homelessness, newcomers, and residents. It creates a link between individuals or cultures that do not have opportunities to meet, talk and listen to each other.



« THE VOICE CAN MOVE MOUNTAINS
AND BREAK WALLS. »

- **Ciro**, encountered at Parc Metro

IN 2021

12 workshops and

↳ 7 meetings to create a collective project

↳ 1 closing event

19 participants from la Maison des Amis du Plateau Mont-Royal et SINGA Québec

FINANCIAL
PARTNERS

Le Plateau-Mont-Royal
Montréal
Intercultural Development

Creation of a podcast with 2 episodes

SPECIAL PROJECTS

Reach Out and Feel Good

9 short stories of resilience and caring that took place during the COVID-19 pandemic. People from three Montréal neighbourhoods made a difference in their lives, and the lives of others, with simple gestures. Inspiring stories that contribute to a sense of empowerment

10 audio capsules,
7 days of recording
a podcast

Produced in collaboration with the
CIUSSS du Centre-Sud-de-l'Île-de-
Montréal Regional Public Health
Department

Collaboration with Raphaëlle De Groot from the *Centre des mémoires montréalaises*

A participatory project by Raphaëlle De Groot, "Constellation of the hippocampus," currently captures the memory of the city through the five senses of its inhabitants. We approached this theme during our visits to partner organizations, and in the streets, in order to develop this work.

9 workshops

↳ 5 workshops in l'Auberge Madeleine

↳ 1 workshop in la Maison des amis du Plateau Mont-Royal

↳ 2 workshops in PAS de la rue

2 meetings with dAction Mobile

1 final project presented at the Centre des mémoires montréalaise (MEM) in 2022





**ACCEPT AND ADDRESS COMPLEXITY, RESEARCH,
DISSECT, EXPERIMENT, MOBILIZE AND SHARE
PRACTICAL AND THEORETICAL KNOWLEDGE
ON ISSUES OF SOCIAL EXCLUSION.**





Whether scientific, personal or experiential, Exeko's specialty in R&D is undertaken through + the **development of social practices to meet the needs of the communities** in which we work + an **adapted and playful methodology inspired by the human sciences and the arts** (action research, participatory research, research-creation, partnership research). The methods are used to understand **the people concerned**, and complex social issues + through the development of critical thinking and meaning-making for the people involved in our projects skills with the participants of our projects.

- **Affiliated research projects**
- **Publications**
- **Knowledge transfer**



Affiliated research projects

2 researcher-initiated research projects

- **Inventory, and analysis, of citizen and democratic participation practices in several Montreal neighbourhoods.** This project is in collaboration with the Interdisciplinary Research Centre on Citizenship and Minorities (CIRCEM): Marie-Aimée Simbi (Montreal North), Noëlle Buzohera (Saint-Laurent), Bénédicte Dussault (Hochelaga-Maisonneuve), Laurent de Casanove (Saint-Léonard), Lael Addis Mikwete (Plateau-Mont-Royal) under the supervision of Thierry Gendron-Dugre

- **Mapping of cultural mediation actors** in the Bas-St-Laurent, Estrie, Côte-Nord and Magdalen Islands, in a collaboration with William-Jacomo Beauchemin (Exeko), Marcelle Dubé (UQAC), Louis Jacob (UQAM), Éloïse Lamarre, Caroline Granger and Noémie Fortin.

Collaborating, producing and experimenting with groups and communities of practice:

Center de recherche sur les innovations et les transformations sociales de l'École d'innovation sociale Élisabeth-Bruyère du Université St-Paul (CRITS) with Jonathan Durand-Folco: Resilience project in Petite-Rivière-Saint-François with the Affluent solidarity cooperative • Research Chair in Civic Museology of the University of Montreal - Inter-university research project "New uses of museum collections" • UNESCO Chair in Applied Research for Education in Prison • Collaboration with Aire Ouverte from the CIUSSS du Nord-de-l'île-de-Montréal • Permanent Committee on Cultural Citizenship - Culture Montréal • Exeko Mediators' Community of Practice • Canadian Social R&D Community of Practice • Exeko Inclusive Speech Lab • Observatoire des médiations culturelles (OMEC) • POLO • Oxfam-Québec (work in progress)

COMING IN
2022

+ Mapping of cultural mediation actors in the City of Laval, Gaspé, Centre du Québec and Abitibi-Témiscamingue.

Knowledge transfer

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.

ISSUES AND CHALLENGES WE'RE PASSIONATE ABOUT

Youth citizen participation • Inclusive practices for citizen consultations • Collaborating in a community of practice • Scaling strategies • Social inclusion • Cultural accessibility • Intellectual emancipation and marginalization • Development of critical thinking • Intellectual and cultural mediation approaches • Social innovation • Ethical framework of presuming the equality of intelligence • Blind spots and shadows of social innovation



2021

Knowledge transfer

13

trainings, conferences,
knowledge transfers,
facilitation, and courses

in **5** contexts and
sectors



+ **Facilitated** a round-table discussion at the annual forum of the *Regroupement des Centres d'artistes autogérés du Québec* (with Stéphanie Germain, Charlotte Jacob-McGuire, Emmanuel Dufour, and Caroline Nepton-Hotte). June 2021

+ **Trained and accompanied** to the Culture Lab cohort from Culture pour tous. Meetings across 2020-21, accompanied projects (in the fall), trained the cohort from the Étincelles program in September

+ **Knowledge sharing and exchanging practices** with the *Fédération des Femmes du Québec (FFQ)*

+ Conference at the *University of Lyon's Science Shop* in April 2021.

+ Training at the *Regroupement des Centres d'artistes autogérés du Québec* (November 2021)

+ **Collaborated** on two files with the *Canada Research Chair in Deaf Cultural Citizenship and Equity Practices* : group collaboration to develop a cultural accessibility resource + training mandate for graphic facilitation when mediating with deaf and hard of hearing people)

+ **Lectured** in a HEC course on the management of cultural organizations, in March 2021

+ Presence and representation at *Culture Montréal Science* for the Inclusive Society. Committee work and collaboration with the Chair in Civic Museology of the *Université de Montréal* for a CRSH application.



+ **Collaborated** with the Center for Research on Innovations and Social Transformation at *Saint Paul University*

+ Collaboration with the *UNESCO Chair in Applied Research for Prison Education* at Cégep Marie-Victorin.

+ **Sharing experience and knowledge** with HEC students in the Masters' of Management (M.Sc.) - Social Innovation Management

+ Training at the Mouvement Courtepointe.

+ **Presented** to the Regroupement des tables de concertation de la Petite-Patrie

+ Collaboration with the Côtes-de-Neiges Intercultural Committee

+ Presentation at the *CIRODD Summer School on Societal Transformation* (Centre for Interdisciplinary Research on the Operationalization of Sustainable Development)

participated in **3** *juries*

→ Les Arts et la Ville

→ Culture pour Tous and

→ The OMEC Selection Committee





**SUPPORT THE FIGHT FOR MORE SOCIAL JUSTICE, SHARE OUR
RESOURCES, PUT OUR SKILLS IN COMMON, ANSWER TO THE
NEEDS OF OUR PARTNERS AND SOCIAL ENVIRONMENTS.**



IN 2021

+Influenced

We collaborated in the elaboration of the participatory budget for the Plateau-Mont-Royal's *ecological transition* joining FRAPRU. We continued our engagement with the Defund the Police coalition by promoting the perspective of defunding of the SPVM by refinancing the socio-community sectors. We strongly supported the League of Rights and Freedoms and the campaigns to "Déconfiner la démocratie/Mettre fin à l'état d'urgence sanitaire".

+Mutualized

We responded to requests for fiscal sponsorship from the Indigenous Support Workers Project and SINGA Quebec. We remain open to requests from our partners and advocacy organizations.

+Shared our strengths in the field

Provided human resources and coordination for two of the City of Montreal's drop-in centres for people experiencing homelessness, particularly Indigenous people experiencing homelessness in the Plateau-Mont-Royal borough.



HAND IN HAND

PARTNERS





A HUGE SPECIAL THANK YOU...

→ TO OUR DONORS

Agnès Lorgueilleux • Alain Chalifoux • Annette Hong Kim • Claude Labbé • Danielle Poulin • Doug Foster • Éric Labonté • Fondation Rossy • Éric Labonté • Fondation Rossy • François-Xavier Michaux • Garry Beitel • Geneviève-Langlois • James Kerr • Manon Bouchard • Marc-Antoine Ruel • Marianne Audette-Chapdelaine • Marie-Claude Gervais • Nadia Duguay • Pierre-Alexis (Pier) Liné • Rodwell Bent • Sandra Dunsmore • Simon Chalifoux • Simone Fillion-Raff • Stephanie Tholand • Tiffanie Guffroy • Tonia Di Guglielmo • Valérie Bilodeau • Vincent chiche • Vincent Demers • William-Jacomo Beauchemin

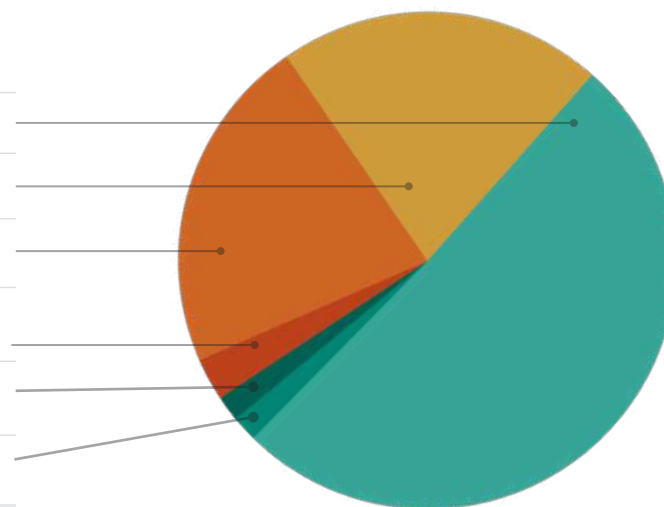


FINANCIAL STATEMENTS

→ REVENUE

Government grants	1,035,047 \$	50.96%
Donations by foundations and companies	430,468 \$	21.19%
Partnership and services revenue	444,455 \$	21.88%
In-kind contributions	54,556 \$	2.68%
Donations	35,405 \$	1.74%
Other revenues	31,432 \$	1.55%

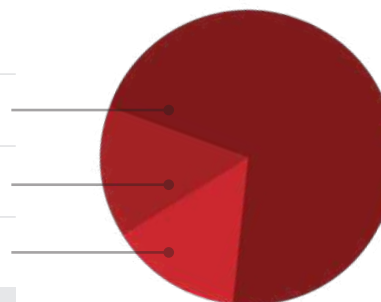
Total	2 031 363 \$
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→ EXPENSES - PROGRAM DEVELOPMENT AND OPERATIONS

Human ressources	1,371,870 \$	71.36%
General expenses	277,436 \$	14.21%
Operating expenses	273,263 \$	14.43%

Total	1 922 569 \$
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