



# Santropol Roulant Strategic Plan 2020-2023

## Our Mission

Santropol Roulant uses food as a vehicle to break social and economic isolation between generations. Creatively and collaboratively, we strengthen and nourish our local community with our novel approaches to active youth engagement, urban and peri-urban food systems, food security and community care.

## The Values at the Heart of Our Work

1. People As Gifts
2. Relational Productivity
3. Comfort With Change
4. Cultivating Individual Learning and Organizational Creativity
5. Collaborative Leadership
6. The Importance of Space
7. Gravitational Structuring
8. Coherence
9. Community Building



## Empowerment

## Sustainability

### Belonging

### Autonomy

## 1 Inclusion and Community Life

Santropol Roulant is an even more vibrant and inclusive intergenerational community that takes on a leadership role in neighbourhood life.

## 2 Knowledge Exchange

Santropol Roulant becomes a better place for collective and inter-generational learning and provides educational spaces and resources for all.

## 3 Food Systems Change

Santropol Roulant creates an even healthier, more sustainable, and more just local food system and works more closely with community collaborators for broader transformation in the food security sector.

## 4 Organizational Performance

Santropol Roulant becomes an employer of choice and continues to improve its performance.

This three-year strategic plan for Santropol Roulant was developed between October 2019 and March 2020, on the basis of consultations with the Roulant's staff, board of directors, partners, and membership. The process was coordinated by a strategic planning committee composed of board and staff members.

Following the plan's finalization, the strategic planning committee re-assessed the relevance and feasibility of the plan in light of the Covid-19 pandemic. The committee concluded that the plan's overall priorities remained strategically relevant in light of Santropol Roulant's core mission and values, and that some aspects indeed became even more important in this context. However, the committee recognizes that the way in which activities will be carried out will be affected by the pandemic for a long time. Small adjustments to the plan were thus undertaken to reflect the current context.

Pillar	1 Inclusion and Community Life	2 Knowledge Exchange	3 Food Systems Change	4 Organizational Performance
Summary Statement	Santropol Roulant is an even more vibrant and inclusive intergenerational community that takes on a leadership role in neighbourhood life.	Santropol Roulant becomes a better place for collective and intergenerational learning and provides educational spaces and resources for all.	Santropol Roulant creates an even healthier, more sustainable, and more just local food system and works more closely with community collaborators for broader transformation in the food security sector.	Santropol Roulant becomes an employer of choice and continues to improve its performance. <sup>1</sup>
Priorities and objectives	<p><b>Priority 1 — Reach out to new groups to expand and diversify the Roulant community.</b></p> <p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>1.1 Increase the number of people served by the Meals-on-Wheels.</li> <li>1.2 Reach marginalized people by developing partnerships and creating opportunities for involvement, including employment, within the Roulant.</li> <li>1.3 Improve accessibility to the Roulant's spaces for people with reduced mobility or a loss of autonomy.</li> <li>1.4 Improve affordability of the Roulant's products for people with lower financial capacity.</li> </ol> <p><b>Priority 2 — Animate community life at the Roulant and in the neighborhood by strengthening the intergenerational character and building on the values at the heart of the Roulant's engagement.</b></p> <p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>2.1 Increase participation of seniors, youth and children in Roulant activities.<sup>4</sup></li> <li>2.2 Animate neighbourhood life by collaborating with neighbouring organizations and residents.</li> </ol>	<p><b>Priority 3 — Facilitate knowledge exchange in everything the Roulant does, including sharing its spaces (terraces, farm, roof, kitchen, building).</b></p> <p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>3.1 Provide access to and optimize the use of the Roulant's spaces as educational spaces.<sup>4</sup></li> <li>3.2 Develop educational tools.</li> <li>3.3 Engage seniors, youth and children in activities that promote learning and knowledge exchange.<sup>4</sup></li> </ol>	<p><b>Priority 4 — Strengthen the Roulant's food system.</b></p> <p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>4.1 Ensure that the Roulant's food system is exemplary from an environmental and social perspective.</li> </ol> <p><b>Priority 5 - Contribute to the strengthening of food systems outside of the Roulant.</b></p> <p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>5.1 Document and share the Roulant's model with other actors interested in using it in their own communities.</li> <li>5.2 Participate in advocacy activities to promote solutions for food security and social inclusion.</li> <li>5.3 Build awareness among financial partners about food security issues and how they can maximize their social impact.</li> </ol>	<p><b>Priority 6 — Strengthen organizational capacities and internal processes to improve the Roulant's performance.</b></p> <p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>6.1 Increase mission-based funding.</li> <li>6.2 Develop infrastructure for the construction of an agri-educational farm.</li> <li>6.3 Develop digital infrastructures and facilitate their implementation.</li> <li>6.4 Develop a system to measure and evaluate the Roulant's performance.</li> </ol> <p><b>Priority 7 — Create an attractive work environment that promotes staff retention, well-being and development.</b></p> <p><b>OBJECTIVES</b></p> <ol style="list-style-type: none"> <li>7.1 Establish policies and mechanisms to improve working conditions and staff leadership development.</li> </ol>
Specific beneficiaries	Neighbourhood residents and organizations	Actors of social change <sup>3</sup>	<ul style="list-style-type: none"> <li>Actors of social change<sup>3</sup></li> <li>Public authorities</li> <li>Financial partners</li> </ul>	Staff
Cross-cutting beneficiaries	<ul style="list-style-type: none"> <li>Roulant members<sup>2</sup></li> <li>Marginalised people (people with lower financial capacity, people in the LGBTQ community, racialized people)</li> <li>People experiencing a loss of autonomy, including people facing physical, cognitive or socio-economic challenges</li> <li>People of all ages (seniors, youth, children, families)</li> </ul>			



<sup>1</sup> Organizational performance has four dimensions: relevance to community needs, effectiveness, efficiency and financial viability.

<sup>2</sup> Santropol Roulant members are all those who, in the past year, have received a meal (clients), volunteered (volunteers, including collectives, and members of the Board of Directors), contributed financially (donors), or were part of the team (staff).

<sup>3</sup> Actors of social change are groups of people motivated by issues, values, or interests similar to those of Santropol Roulant (e.g., improving local food systems, strengthening the social fabric of a community, or volunteer involvement). These groups may be from educational institutions, public organizations, or other community-based organizations.

<sup>4</sup> While the Roulant will prioritize in-person interactions, 'spaces', 'activities' and 'community' can encompass both physical and remote approaches in order to respect public health recommendations during the Covid-19 pandemic.