



# STRATEGIC PLAN 2025-2028

## 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.

## CONTEXT

This strategic plan is a direct continuation of the 2020-2023 strategic plan. Approaches have been added, removed, or modified to better align with the organization's current resources as well as with the evolution of the ecosystem that Santropol Roulant inhabits.

The common purpose of all Santropol Roulant's actions remains to offer a **transformational experience** to all individuals or groups who interact with the organization. This includes any change, great or small, sparked by the Roulant's activities - be it a volunteer learning a new cooking or gardening skill, a community member having better access to quality food, or partner organizations exchanging insights with the Roulant.



## Transformational Experience

Solidarity

### 1 Community Support

Santropol Roulant responds to pressing social issues by collaborating actively with local organizations

Belonging

### 2 Inclusion & Community Life

Santropol Roulant fosters a vibrant community that is inclusive of diversity, while continuing to play a significant role in neighbourhood life

Autonomy

### 3 Education & Social Change

Santropol Roulant invests in making its food system engaging and in creating large-scale social change

Sustainability

### 4 Organizational Performance

Santropol Roulant is a *learning organization* that thinks critically about its practices and strives to improve its performance, particularly with regards to employment and justice, equity, diversity, and inclusion (JEDI)

For more information about the creation of this strategic plan and the different perspectives that went into crafting it, head to the following link: [bit.ly/SR-consultation](https://bit.ly/SR-consultation)

Pillar	1 Community Support	2 Inclusion & Community Life	3 Education <sup>4</sup> & Social Change	4 Organizational Performance
Summary Statement	Santropol Roulant responds to pressing social issues <sup>1</sup> by <b>collaborating actively</b> with local organizations	Santropol Roulant fosters a vibrant community that is inclusive of diversity, while continuing to <b>play a significant role</b> in neighbourhood life	Santropol Roulant invests in making its food system engaging and in <b>creating large-scale social change</b>	Santropol Roulant is a <b>learning organization</b> that thinks critically about its practices and strives to improve its performance, particularly with regards to employment and justice, equity, diversity, and inclusion (JEDI)
Priorities & Objectives	<p><b>Priority 1: Strengthen the Roulant's partnerships in the sector for the benefit of people in highly vulnerable situations</b></p> <p>1.1 Consolidate the supply and quality of food offered to partner organizations working with vulnerable populations</p> <p>1.2 Make Santropol Roulant's spaces and resources available to organizations working with people in highly vulnerable situations</p> <p>1.3 Refine the admission criteria for the Meals-on-Wheels service in order to reach and better serve those who are most in need</p>	<p><b>Priority 2: Reinforce the Roulant's inclusive and diverse nature</b></p> <p>2.1 Improve accessibility to the Roulant's spaces for people with reduced mobility and/or a loss of autonomy</p> <p>2.2 Explore further opening the Roulant's spaces as food-centred third places where appropriate</p> <p>2.3 Reach populations facing discrimination based on identity or disability by developing partnerships and creating opportunities for involvement, including employment opportunities, within the Roulant</p> <p><b>Priority 3: Continue to facilitate community life in the neighbourhood with a focus on social mixing</b></p> <p>3.1 Organize community activities that provide opportunities for connection between people of diverse ages and backgrounds.</p> <p>3.2 Highlight the knowledge and practices of diverse cultures, particularly those of Indigenous peoples</p>	<p><b>Priority 4: Reinforce the social aspects of the Roulant's food system</b></p> <p>4.1 Optimize the use of the Roulant's spaces for educational purposes.</p> <p>4.2 Foster food systems knowledge sharing and opportunities for learning through experience</p> <p><b>Priority 5: Collaborate with external stakeholders for the cross-pollination of best practices</b></p> <p>5.1 Encourage the exchange of expertise between the Roulant and interested stakeholders doing work in similar sectors</p> <p>5.2 Participate in more consultations and public-facing activities</p> <p>5.3 Educate privileged populations, especially funders and actors in positions of power, about current realities and the potential of our collective impact</p>	<p><b>Priority 6: Strengthen organizational capacity and internal processes</b></p> <p>6.1 Increase mission-based funding</p> <p>6.2 Continue developing infrastructure at the agro-educational farm</p> <p>6.3 Develop internal expertise to better work with target beneficiaries</p> <p>6.4 Use documentation to streamline knowledge transfer and ensure best practices when onboarding new employees</p> <p><b>Priority 7: Create an attractive work environment conducive to staff retention by fostering well-being and professional development</b></p> <p>7.1 Implement policies and resources to improve working conditions and develop leadership</p> <p>7.2 Critically review and then strengthen JEDI policies</p>
Direct Beneficiaries <sup>2</sup>	<p><b>Current life circumstances, in order of priority</b></p> <ul style="list-style-type: none"> <li>• Those facing financial precarity, social isolation, a loss of autonomy, and/or food insecurity</li> <li>• Those seeking social or professional reintegration; those facing homelessness</li> <li>• Immigrants with precarious migratory statuses</li> </ul>		<p><b>Individual characteristics</b></p> <ul style="list-style-type: none"> <li>• Children, youth, and seniors</li> <li>• Indigenous peoples and people of colour</li> <li>• 2SLGBTQIA+ people</li> <li>• People with disabilities</li> </ul>	
Secondary Beneficiaries <sup>3</sup>	<ul style="list-style-type: none"> <li>• Employees</li> <li>• All volunteers</li> <li>• Organizations working in similar sectors</li> </ul>		<ul style="list-style-type: none"> <li>• Funders</li> <li>• Public authorities</li> <li>• Privileged populations</li> </ul>	



1. Santropol Roulant refers here to the interconnected issues of food insecurity, social isolation, the housing crisis, the healthcare crisis and the ecological crisis; the impacts of which are detrimental to the health and well-being of the Montreal community.

2. People at the heart of the Roulant's purpose who fall into one or more of these groups. Beneficiaries are prioritized by program according to these guidelines, with careful consideration of each program's operational reality.

3. People or organizations that the Roulant influences and/or supports to empower action in other communities.

4. Santropol Roulant refers to autonomous popular education to guide its educational approaches and practices. The idea is to offer alternative learning frameworks that enable people to participate actively in knowledge exchange and become equipped to act from a perspective of social change. For further information head to the following link: [bit.ly/edu-pop-eng](https://bit.ly/edu-pop-eng)