



## Santropol Roulant's mission statement

*Santropol Roulant is a Montreal-based not-for-profit organization founded and run by young people in the community. We bring people together across generations and cultures through our innovative meals-on-wheels service, our intergenerational activities and our volunteer programs.*

*Santropol Roulant uses food as a vehicle to break social and economic isolation between generations and to strengthen and nourish our local community. We engage a diversity of people to take an active role in their communities through initiatives that address the health and food security needs of seniors and Montrealers living with a loss of autonomy.*



*Santropol Roulant's unconventional approach to social service provision has been widely recognized as an innovative model of organizational development and youth engagement. Since 1995, we have made and delivered over **275,000 meals, engaged 1600 volunteers, created 175 meaningful jobs** for young people in the community - while providing nourishing food and friendship to those in need.*

## ANOTHER FRUITFUL YEAR

*“L'espoir, c'est eux”* begins Josée Blanchette in her *Le Devoir* article *“Cultivés et bien élevés: une popote roulante prend racine sur les toits”*\*. She goes on to describe the hopes, dreams, goals, and philosophies of a group of young people who have imagined and created the community in which they want to live and work. Their words reveal compassion and commitment. They are creating new spaces in the community, green and fertile ones, to nourish us on many levels. In this case, they've invented an urban garden on a rooftop that teaches individuals to grow their own food, and through their collective and voluntary efforts, they grow this organic produce to feed others who cannot, for a variety of reasons, feed themselves.

It is not just a dream, because Santropol Roulant is making it a reality, and we've invited the community to dare to dream with us.

This year Santropol Roulant saw some major shifts in the way we work and the kind of work we are doing. The Rooftop Garden project played a big role as we moved from buying, cooking and delivering our food for the meals-on-wheels, to developing and working in a fully integrated food system. From growing our own produce and using our own compost, to engaging neighbours and citizens in urban food production, this project is the first rooftop garden of its kind: organic, urban agriculture grown on a rooftop by volunteers for a community service. It has allowed us to define anew, Community Food Security, in a purposeful, innovative and engaging way.

Our vision is to fully integrate our “green” initiatives into our operations so they become central to how we work in a sustainable way towards urban food security and a strong, connected community. This approach embodies the kinds of relationships we aim to have with people and our environment – long-term, supportive, and healthy. Furthermore, our meals-on-wheels, intergenerational, volunteer and green projects are part of a broader movement of bringing people together in new ways for the collective good. They exemplify how social services like ours are an essential part of - and take a leadership role in - a larger vision of social change.

It became very obvious throughout the 2003-4 year that Santropol Roulant's mission is moving and evolving in significant and innovative ways. We are working on three scales connecting an essential Social Service to Community Building and Social Change. Today's funding climate, however, focuses primarily on “new projects” and not on the holistic integrity of a mission, core operations (rent!), or human resources (volunteer co-ordinator's salary!) - in other words, the foundational elements that make an organization work. As such, we have been working with a consortium of grass-roots organizations on the Funding Change National Demonstration Project to support organizations like ours to grow and respond to the needs of their communities and not according to funding directions (see p. 12).

In response to these shifts, our Board and staff created new structures to better integrate our work into our mission and operations by having a monthly “Staff Day” to plan, strategize, support, and develop our programs – and to do this work together. Notorious for being a busy, creative, generative and high-energy volunteer-driven organization, these were important steps to ensure staff and volunteers avoid burn-out, and are better able to take our unique experience from



*Santropol Roulant's 9th birthday, "Cloud Nine", June 2004. The celebration spills out onto Duluth Street.*

the front-lines to effect change in the broader systems that create isolation and food insecurity among young and old in Montreal in the first place.

The results have been phenomenal, and the message clear. People of all ages want to be part of shaping their community. Finding a space with the open spirit of Santropol Roulant invites them to share the best of themselves and make a difference in the lives of others. And it is the people who make this magic happen. Thank you to the hundreds of incredible volunteers whose energy and creativity drives the place, our staff whose passion is tangible, our board of directors who put in countless hours, donors supporters who believe and invest in our vision, and our clients who are our *raison d'être* and whose stories, feedback and appreciation keep us on our toes!

We look forward to another year with all of you translating possibilities into realities! Indeed, l'espoir, c'est nous tous!

*Vanessa Reid, Executive Director*

*Eric Steedman, Chair of the Board*

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\* *"They Are The Hope", "Well-Cultivated: A Meals-on-Wheels Finds its Roots in a Rooftop Garden"*

# Santropol roulant

## Santropol Roulant Annual Report 2003-2004

Another Fruitful Year	2
Santropol Roulant Delivers ...	4
People Power	6
An Intergenerational Palate	8
Sustainability	9
Community Spaces	10
Fundraising for Social Change	12
Our Partners	13
Financial Report	14
Governance & Membership	15
The Santropol Roulant Team	16

## sidebars

Mission Statement	2
Our Clients Have a Say	4
Eco & Logical Transport	5
A Letter from Kurt Wong	6
Summer Jobs & Social Change	7
Harvesting Mr. Lam's History	8
The Rooftop Garden	9
Meet the Jenkins Family	10
Governor General's Quote	11
The Mobster Lobster	12
À La Carte Express	13
Stephanie G.'s Board Experience	15



## Our clients have a say!



*"Thank you for the service. The girls were great. Everything was exactly what I needed." -E.C.*

*"This is the only dinner I have, thank you sincerely... I like very much the variety and the service, I feel there is an 'esprit' of caring in the food."*

*"Magnificent job on the brunch! It's people like you that put light in this world." -L.B.*

*"I'm 90 years old and I really need you. I'm very satisfied." -J.G.*

*"You have very tasty meals, and wonderful service. Everything looks so fresh! Congratulations! You are doing a very good job. You helped me a lot." -J.Z.*

*"You know what this place does for me? It restores my faith in humanity." -E.C.*



## SANTROPOL ROULANT DELIVERS ...

*Catherine Simard, Kitchen Manager*

Central to Santropol Roulant's innovative meals-on-wheels program, the kitchen is a dynamic and lively place where we continually produce quality and nutritious meals for the elderly and for people living with a loss of autonomy. Our 250 clients receive meals up to 6 days a week, 52 weeks a year. A stones throw from Mont-Royal, our kitchen is a kind of Ali Baba cave where little miracles happen every day. With a selection of 36 different meals, and with special care given to those with special diet requirements, we try our best to cater to everyone's needs. The kitchen is also a great meeting place – people come in great numbers to help with the meals-on-wheels, to cook special meals for fundraising events, and for educational activities and festive gatherings.

➔ Last year, we delivered 26,976 regular meals and 6240 customized meals to our clients with varied diet restrictions.

➔ Each day over 15 volunteers deliver meals to 9 Montreal districts, bringing our clients food, friendship and warm smiles which go a long way, especially during the long, cold winter months.

➔ The Cakes from the Corner, baked by our volunteers and sold to local cafés and neighbors, raised \$2000 this year; with this money we were able to buy new delivery bags.

➔ In order to better cater to our clients' nutritional needs, we have adjusted the size of our meals. The regular meat portion is now 150 grams; a large portion is 200 grams and a double portion is 300 grams – an additional cost of \$0.50 is charged for the double portion. Included in the meal is a sweet dessert or a diabetic dessert, a vegetable salad, a fruit salad or pudding. Yummy!

➔ During the hot summer days, the kitchen received fresh organic produce from our rooftop garden, making it easier for us to provide lighter summer meals.

➔ We have recently been partnering with several organic farms & organizations such as; La Ferme Morgan, La Ferme du Bullion and The Art of Living. They have generously given us their surplus food allowing us to provide our customers with high quality, organic products.

The kitchen's heart and door are always open to the volunteers who generously give their time, share their ideas and knowledge of food with us; their presence is the spice that makes our daily task in the kitchen a joy and a blessing!

*"It's my turn to give thanks to Santropol Roulant. I feel needed and useful again after volunteering here: from going on delivery, working in the kitchen, at the St-Laurent street sale and the annual Bazaar, to accompanying a client on a trip to the dentist... When I hear another client say "thank you, you are very kind", I feel much better about myself."*

*—Stéphane D., client and volunteer*



*Volunteer Hannah Jenkins (see p. 10) models the new Santropol Roulant bag. Our new delivery bags, custom-made by the women of De fil en montagne, can carry 3 extra meals allowing us to open routes that were formerly full and to serve a potential of 18 more clients in 6 of our 9 different neighborhoods.*

## **The database & delivery bags – improving quality AND quantity**

*Cheryl Williams, Health Link Coordinator*

Last November Santropol Roulant updated its way of managing meals-on-wheels information and preparing kitchen and route reports by introducing a meals-on-wheels database system, courtesy of À La Carte Express. Though not without its own challenges, this system has improved the quality of our work in three very tangible ways.

First, it has allowed us quick and easy access to the most updated client information. Other pertinent information that can be quickly accessed is a client's dietary restrictions, medical status, CLSC and emergency contacts.

Another benefit is improved communication with the kitchen regarding a client's dietary preferences & restrictions. Upon entering the list of ingredients for the day's menu into the computer, we are able to print out a report that indicates which clients, due to their particular diet, will require alterations to their meal.

Our new database also allows us to provide an accurate meal count for the kitchen a day in advance, allowing them to order the food accordingly and limit waste.

There are yet other advantages to this new system and more being discovered all the time. Still, no relationship can grow without its challenges. The database is only as accurate as the data entered and thus demands constant daily upkeep. It is also a little rigid, requiring that many of the special preferences requested by clients continue to be processed manually.

## **Eco & logical transport**



*Rain, snow or heatwave, Santropol Roulant volunteers bike through the streets of Montreal delivering hot meals and big smiles. Our bike workshop has evolved with the seasons, but this year, the squeaky wheels were well-oiled.*

*Marek Potapowicz, summer student and long-time bike aficionado through bike co-op Right To Move, took on the task of creating a sustainable community bike workshop that would not only upkeep our bike fleet of 7 bikes, but serve as a learning hub for interested volunteers to gain new skills.*



## A Letter From Volunteer Kurt Wong

Dear SR staff,

*I just wanted to express my gratitude, for adding so much to my time in Montreal. I'm sure you guys hear it all the time, but you are such a gift to the Plateau, and to Montreal in general. In every aspect, in everything that you do, you guys put heart and compassion, something that I really picked up on and something that really drew me to the Roulant every week. I was so proud to be associated with SR that it actually almost became something to brag about.*

*And as Jane told me at the beginning when I was just first getting involved: it's hard to say no to the Roulant. Which is why I found myself immersed in so many projects, which in turn allowed me to meet all of you in some way. It was a great pleasure to have met and worked with you all. I hope — well actually I know the Roulant will continue to work its magic in the community. I swear, it's people like you that are going to save the world.*

*Bonne continuation, all the best with everything you touch.*

Kurt



## PEOPLE POWER

*Martin Janvier, Volunteer Coordinator*

Santropol Roulant is a thriving and vital community space that attracts young people – and the young at heart – from all walks of life to work, volunteer and create positive change in the world. The sheer energy and passion that comes through our doors create a dynamic and empowering space where people of all ages can learn and grow, develop meaningful relationships, and take an active role in shaping not only our organization, but also our community.

### Volunteers

While the latest statistics show once again that conventional volunteering is on the decline in Canada and that youth volunteerism in Quebec remains stubbornly 20% lower than the rest of Canada, we see something very different happening at Santropol Roulant. Over 100 volunteers sign up *every week* all year round for the meals-on-wheels program alone and 90% of them are between the ages of 14-29. They contribute to our mission in unique ways by bringing their ideas, values, questions, talents and enthusiasm. In other words, they don't just bring their skills and labour, they bring themselves.

Volunteers cook, deliver meals, fix bikes, organize events, create art and design, silkscreen our t-shirts, help out at brunches, drive, clean-up, participate in activities, and volunteer on our board of directors. Overall, they give more than 17, 000 hours a year to make Santropol Roulant tick!

New volunteer shifts this year included a baking shift for *Cakes from the Corner*, which we sold to local cafes, and a whole slew of Green volunteers who gardened at the Blanc de Blanc Café herb garden, and the Rooftop Garden and tinkered in the bike workshop.

Santropol Roulant's open and flexible schedule means it is an ideal place for high school and CEGEP students to gain their first volunteer experiences through school projects or community service. Students from 14 public, private and alternative schools volunteer with us. Some, like Anna, 19, now in medical school, stay on past the “mandatory hours” (and entice their parents to volunteer, too!)

We work closely with a range of youth organizations to help integrate over 30 young people a year into the community including students from Alternative schools, autistic youth looking to get involved, and Trajet Jeunesse and YMCA youth who are serving community hours.

**Project GO** is going strong in its 8<sup>th</sup> year of engaging McGill students in creating a volunteer delivery club of 60 students to deliver our two McGill area routes. Adam, a 4<sup>th</sup> year student, began doing 2 routes a week and culminated his experience in his final year project, a video discussing with his favourite clients the themes of life, love, culture and food.

Young travellers, students and interns from all over the world including Australia, Pakistan, Chile, Japan, Switzerland, South Africa and Mexico volunteer at the Roulant to ground themselves, meet people, and find community in Montreal.

# YOUNG PEOPLE WORKING

Allison Griffith, Director of Operations

With new projects and initiatives being generated at a furious pace, and the massive responsibility of ensuring the best meals are served and volunteers know what they're doing, Santropol Roulant is a bustling workplace. Internships, youth employment contracts, projects and full-time work mean that we have a solid, core team of 7 that is constantly infused with the energy of new staff and interns (up to 12 a year!)

Like many non-profits, it is a work environment that is exciting, creative, supportive and sometimes exhausting which is why we took measures to ensure that our staff stay healthy and our work stay focused. We created a monthly "Staff Day" to carve out time to do essential work that we rarely had time for in the bustle of our 6 day a week schedule: collective planning, evaluation, discussion and reflection.

**Emploi-Quebec** provided six 6-month contracts including kitchen co-ordinator, events and communications, volunteer co-ordinator. Cutbacks to youth employment mean that we are seeing shorter and shorter contracts, and fewer per year. We were fortunate to be able to keep on two of these as we found funding to extend their projects into full-time work.

**HRDC Summer Career Placement** allowed us to hire two talented and artistic summer students: Erin, a long-time volunteer was hired to organize the 2003 Bizarre Bazaar and François developed the Summer Cycle project.

The **YES** (Youth Employment Services) internship program, supported by HRDC, allowed us to employ 2 recent graduates to work with us on our intergenerational projects and communications, both of whom we have since hired full-time.

**CEI** (Community Experience Initiative) is an internship program that places business students in the non-profit sector. For two summers we have benefited from this exchange through Adrienne (McGill) and Paola's (HEC) fantastic work.

**Lutte Contre La Pauvreté** provided a year of funding to hire Cheryl as our Health Link Co-ordinator which allowed us to develop better systems of communications between clients, their families, social workers and the health care network.

We hosted two stagiaires from **ITHQ** (the School of Hotel and Restaurant Management) who worked with us in the kitchen setting up new inventory systems and cooking some great food!

*"I learned about community engagement from a truly experienced force in the community, and was able to see my commitment to the organization pay off first hand in a very immediate way." –Adrienne Rosenswieg, McGill MBA*

*"I realized that "maximizing shareholders' profits" for a corporate organization was not a goal I wanted to dedicate my life to. This experience has changed my career goals since I want to work in the non-profit sector in the future, most probably in fundraising. It has changed my outlook on life, because I want to believe that for the rest of my life I will be working for a greater and most significant goal than making lots of money." –Paola Baraya, HEC MBA*

## Changing the Agenda! Summer jobs & Social Change

### *Community Experience Initiative*

*Our first CEI intern was Adrienne, whose critical eye and networking skills "added value" to the many projects we ran the summer of 2003. Adrienne's boundless enthusiasm also went toward organizing the Smoothie Cycle in her department at McGill, partnering with Mountain Equipment Co-op to get human-powered blender via a stationary bicycle. Enticing the Dean, profs and many business students, she raised \$1000 and awareness about issues, solutions and getting involved in the community.*

*Paola (below) took on the task of organizing our 2004 Bazaar, an annual community event to which all our neighbours contribute their "old stuff" and we re-cycle it to others! It involves hundreds of people in support of Santropol Roulant as donors, deal-hunters, volunteers, musicians, performers and happy consumers. This year, we raised \$5,500. She also worked closely with Montrealite at the St. Laurent Street fair (see the sidebar on p. 10).*





## Harvesting Histories: Mr. Lam



*Mr and Mrs Lam immigrated from Vietnam in the early 1980s, leaving behind family and friends. Mr Lam explains how the exodus of families from Vietnam during the war caused a major break in the passing down of traditional recipes and food traditions from one generation to the next: “People were too busy trying to escape to be thinking about food”, he says. It is the older generation of expatriated Vietnamese that have retained the knowledge of these recipes and traditions. As a result the authentic food and flavours of Vietnam can be found in restaurants around the world, Montreal included.*

*After Mr Lam’s operation, it became hard for the couple (they’ve been married 57 years!) to prepare their traditional meals, let alone any meal! When Santropol Roulant started delivering to them, they had to adjust to new tastes and smells, being so used to the tastes and smells of their home cooking. The Lams say they enjoy our meals but now and again, they crave the tastes of home. An outing at the local Vietnamese restaurant usually does the trick!*

## AN INTERGENERATIONAL PALATE

*Marc-André Desrochers, Intergenerational Coordinator & Marc Nisbet, Harvesting Histories Coordinator*

Our intergenerational programs have evolved from social gatherings and events to on-going conversations and relationship building between generations. Our clients participate in the development of all our programs. We have moved beyond a service-oriented model of doing things for clients to an integrated model of giving people a space and voice to share, exchange and create.

Our projects and activities over the past year have brought together over 200 seniors and volunteers ranging in age from 2 to 99 years old. Our vision is that we will no longer need to insert “intergenerational” when we talk about a healthy community, rather, it will be implicit!

### Giving Voice: La Parole Roulant / words-on-wheels

Our new meals-on-wheels newsletter **Words-On-Wheels** is written by and for volunteers, staff and clients to inform and exchange. Special features have offered avenues for volunteers to visit clients and collect their stories, such as Kurt Wong’s “*Spinning Yarns: Meet Mrs. Quinn*” and “*On the Go in Morocco with Mrs. O’Sullivan*.” It also connects clients to services and resources in their neighbourhoods. An article we wrote on the pensions and allowances available to seniors resulted in clients applying for the guaranteed shelter allowance and receiving an additional \$80.00 a month.

### Out and About: Highlights

Our annual **Christmas brunch** had Montreal Jazz great, Vic Vogel, playing a mean piano accompanied by a volunteer choir as 50 clients, volunteers and neighbours shared a traditional Christmas feast with us at Else’s, a local lounge ... Our 2003 **Brunch in the Park** gathered over 60 clients and volunteers for a gourmet meal in Jeanne Mance Park, with the help of over 30 volunteer chefs and restaurateurs from Share our Strength adding their special touch ... The spring pilgrimage to the **Cabane à Sucre** was a tradition for the majority of the 30 clients and volunteers but for Lucas Jenkins, 2 years old, and Mr. Chatterjee, over 80, it was their first encounter with sugar on a stick ... Thanks to a gracious gift of 120 roses by our neighbours at the Florateria, volunteers brought **a rose and personalized Valentines Day card** to each of our clients ... Summer visits to the Jazz fest, the Biodome, the Musée des Beaux-Arts, Mount-Royal park ...

It’s been ages since some clients had been tourists in their own city. “*The year I retired I had a stroke, it’s the first time I’ve been able to go to the Jazz fest in 8 years. I love Dixieland.*” Mme. M.

### The Map of the World and Harvesting Montreal’s History

Last year’s **Map of the World** and this year’s **Harvesting Histories** project tap into the richness of Montreal’s history. They break social isolation and create new kinds of relationships between people of different backgrounds and life stages using art, food and nourishing conversation. Harvesting Histories is an ongoing storytelling and oral history project that culls the experiences, recipes, and memories of food from people of different generations and cultures. This project entails a series of cookings, eatings and storytellings in our kitchen, gardens, and people’s homes to capture the richness of our community, and to give voice to the phenomenal lives and experiences of the Montrealers we meet everyday through delivering meals – clients and volunteer, alike.



# SUSTAINABILITY: A green, vibrant and food secure city!

Jane Rabinowicz, Rooftop Gardens Coordinator

## Our rooftop garden



Environmental concerns have been permeating and improving the way in which we deliver our meals, giving rise to exciting new projects and opportunities to promote urban sustainability while delivering a health service to seniors. Our **Green Directions** have focused on food and food systems: where and how our food is grown, transportation from field to market to table, as well as nutritional considerations of conventionally-grown versus organic foods.

The last year saw us engage in projects that enrich our mission by focusing on food and bringing people together in new ways, while raising awareness about the urban food cycle. Involving clients and volunteers, we did everything from recipe testing, menu-planning, workshops on canning and preserves to using the kitchen to bring people together and learn new skills.

Our 3<sup>rd</sup> year gardening at **Blanc de Blanc Café** produced tomatoes and fresh herbs for our summer meals. A hugely productive growing season gave us ripe produce for our “*Conserving Community*” canning, pesto and preserves project in the summer of 2004.

“*Mile-End Bio!*” was a partnership with Equiterre in which we promoted local and organic agriculture among residents of the Mile-End neighbourhood in Montreal. We hosted several organic-themed events and the project culminated with “*Aujourd’hui, mangez bio!*” in which Mile-End cafes used local organic ingredients for the day’s menu, distributing information about how to make responsible food choices and where to find local and organic food in the city.

To complete the cycle, we’ve been working to integrate a sustainable compost system into our kitchen by sending compost to a community garden in NDG, working with Eco-quartier’s new Sunflower Community Compost Centre, and setting up our own vermicomposters in the kitchen. These provided the nutrients for the rooftop garden’s simplified hydroponics and growing technology.

Our **Going Organic** project connects our community food security goals with the meals-on-wheels by building solidarity with farmers, local businesses, volunteers and our donors. By translating 45 of our meals in 2005 into organic meals, we aim to serve only the best, most nutritious food to our clients and raise awareness about buying local food and ethical ecological farming.

And of course, we do it all on bicycle!

*Our Rooftop Garden project “Liberating Spaces in Healthy Cities” in partnership with Alternatives, an international development organization, is the first-ever volunteer-run rooftop garden that produces food for a community service. This innovative and highly successful project used simplified hydroponic growing techniques to grow over 15 varieties of fresh, organic food for our Meals-on-Wheels kitchen and engaged over 40 volunteers in urban agriculture. The Rooftop is also an educational space in which individuals and organizations can “green” our city and create new systems of community food security.*



*Volunteer Jack Sanford's photo of the rooftop garden won a Tides Canada photo competition award in 2004.*

## A tight community: Meet the Jenkins family

*After driving home Mr. B. from our summer Brunch, David Jenkins (Jenx), father, neighbour, social entrepreneur and Santropol Roulant volunteer, yelled over to us "Today I was a proud father!". His daughter Caitlin, 16, who has volunteered with us since she was nine, had a summer job with us and helped organize the Brunch which included 60 volunteers, staff and clients and a gourmet meal. Her sister Hannah, 10, has been doing regular deliveries for the last 2 years. Jenx's partner, Nicky, and their son, Lucas, 2, participated in the brunch, and Addie, 13, is a regular Bazaar volunteer. To top it off, David has launched his unique business model for Montrealite, a t-shirt company of which \$5 of every sale goes to a youth-led non-profit in the city. This summer, he raised over \$2000 for Santropol Roulant. After a moment, Jenx yelled over again and said "I realize why I know Mr. B.: I served him at the Café (Santropol) for years!"*



*Caitlin (right) in the kitchen.*



## COMMUNITY SPACES

Santropol Roulant works with innovation and imagination at the local level in a way that has relevance and impact on broader issues, with a vision for how things can work, of what is possible when we work, dream and act collectively.

### The Local and the Universal

Santropol Roulant's kitchen is the heart of our neighbourhood, sending the aromas of homemade food and the sounds of many languages into Montreal's dense urban environment. Through our Organic Evaluation (2003) we learned that we are different things to different people: an essential service meeting **basic needs** of food and human contact; a space for interpersonal, **intergenerational connections** and exchange; for personal and professional **learning** and growth, and for connecting people to a broader **community** and to **social change**.

We see our mission as only one way of explaining what we do at Santropol Roulant because it is clear that the undercurrents of belonging, care, humanity and compassion are (at) the heart of what we do. And we are moving towards working in ways that allow us to explore and deepen our mission - with tangible and immediate impacts on individuals, our community, and of course, the world ...

### Deepening and Evolving our mission: the natural evolution of a community's kitchen

In order to address the root causes of food insecurity in our community, we realized we needed to look at the larger context of urban food security and build and deepen our spectrum of relationships around food. The food cycle at Santropol Roulant has evolved from food preparation and delivery to planting, sprouting, growing, composting and harvesting our own food from our Rooftop Garden and community garden. In so doing, we are strengthening local food resources to meet local needs and making a strong statement on how citizens and community organizations can make a difference in urban sustainability - and in the lives of their neighbours.

The Santropol Roulant volunteer experience is rendered richer because now, not only can volunteers cook and deliver meals, but they can also grow and harvest the fresh ingredients that make each meal of the day more special and nutritious. This in turn strengthens the relationship between volunteers and meals-on-wheels clients, as they receive organic, fresher tasting meals with higher nutrient value, perhaps delivered by a person who had a hand in growing their food. This summer we engaged an entirely new group of volunteers in their community (40+) because the rooftop demonstration garden allowed individuals to explore a new range of interests, namely technological innovation, urban agriculture and city greening.

We don't see these initiatives as a side projects. Rather, fully integrating them into our operations is part of how we aim to work in a sustainable way towards our mission. We also hope they will be part of a larger movement of bringing people together in new ways for the collective good of our cities and their citizens. **It is also about the kinds of relationships Santropol Roulant aims to have with people and our environment - long-term, supportive, and healthy.**

# KNOWLEDGE ECOLOGY

## Strengthening the internal to respond to the external

Working on different scales simultaneously poses a challenge to a grassroots, youth and volunteer-led organization and we definitely feel the tensions of balancing the day-to-day with working on systems and social change. Few community organization have the time, resources or the capacity to do the necessary long-term planning, reflection or evaluation. We were fortunate last year to receive a Capacity Building Grant from the McConnell Family Foundation for exactly that purpose. Via that grant, we developed our ability to build our internal strength and to respond to the many questions and queries we get from the external world about our experience, particularly around the participation and engagement of so many young people in our work. Out of this, and our organizational-wide reflections, was spawned the Living Labs.

The Living Labs is an opportunity to work and learn with diverse organizations, thinkers, doers and our own volunteers and community to transform the culture, language and paradigms around “youth engagement” - to move away from “how do you get young people to volunteer” to “what kinds of spaces can we create in our communities that engage people meaningfully?” What could change and for whom as a result of working collectively to challenge assumptions and generate new avenues for action? We see this less as a project, and more of a *movement*.

## The Bigger Picture: sharing our perspective and participating

From food to volunteerism to rooftop gardening to friendships between young and old, Santropol Roulant’s spirit, culture and good works were shared widely in the media:

- ➔ L’Epicierie on Radio Canada
- ➔ Le Devoir
- ➔ La Presse photo spread
- ➔ Montreal Gazette business section
- ➔ Just Montreal magazine
- ➔ partnership with CBC Montreal Matters
- ➔ CBC Radio “Home Run”
- ➔ McGill Daily
- ➔ CIBL community radio
- ➔ we were winners of the TIDES Canada photo contest!

We have also shared through publications such as *The Southern Wall: Organizational Engagement at Santropol Roulant* by Rennie Nilsson and our **Spring Cycle** and **Food Cycle** newsletters, and by leading workshops on Fundraising for Social Change, Organizational Lifecycles and Organic Evaluation at Concordia Institute in Community Development and Management.

This year, Santropol Roulant has participated in: Municipal food security coalitions; COMACO advocating for seniors and home support services, The Social Innovators Forum; Canadian Millennium Scholarships Foundation Think Again Conference; Volunteer Canada national Conference; the Selection committee for the Thérèse Casgrain national volunteer award; and the nomination committee for the Arthur Kroeger Awards for community and civic engagement.

## A uniquely urban innovation

*“Here in Montreal, you have **Santropol Roulant**, which is an innovative model for creating a new kind of community between youth and seniors. The bridge between these two groups is something basic that we all need: nutritious food. The idea originated from young people wanting to help with something like “Meals on Wheels”, but, because of their irregular schedules, they could not commit themselves to, say, every Thursday from twelve to two. So they developed a floating group of 100–200 young people delivering meals on a rotating basis out of a kitchen, which they staff themselves. And they’ve produced a kind of interaction that has reduced the isolation of senior and immobile citizens – people who really need meaningful and personal contact with young people. Often what started as a delivery round has developed into relationship where young and old go to concerts together or to the botanical gardens in the summer. I spoke with the young people and the seniors at a roundtable and found both the groups felt that they benefited from the relationship. Which just shows that it’s true – that, in life, the best families are the ones that you choose for yourself.”*

—Her Excellency the Right Honourable  
Adrienne Clarkson

Challenging Cities in Canada Conference,  
Montreal, February 12, 2004



## The Mobster Lobster: a show you can't refuse



*All our fundraising events are volunteer-driven. The Mobster Lobster gala included over 50 volunteer actors, musicians, cooks, technicians, and servers.*

*For the third year in a row, Paul Hopkins, friend, neighbour, and Roulant volunteer extraordinaire pulled together another unique show, with an original opera, a one-time-only show tune, and of course a homemade lobster dinner. Together we raised over \$10 000.*

*Look out for the 2004 Cabaret Roulant!*



## FUNDRAISING FOR SOCIAL CHANGE

*Fiona Keats, Director of Fundraising*

**Fundraising for Social Change** is about more than just raising money. Giving, receiving and asking for money are all amazing opportunities to share what is important to us and to act in solidarity. How we raise funds is as important as the funds themselves so when we share what matters most to us, we build support and bring change that is collective, effective and creative.

At Santropol Roulant support & encouragement is demonstrated in numerous ways. From the lovely Leonora who is 96 and sends us cakes with white icing and rainbow sprinkles to the hard core volunteers who help us schlep & sort through mountains of “stuff” for the annual bazaar, the loyal donor whose support we can count on year after year or Nissan Canada who upgraded our delivery car to a 2004 Altima! Each member of our community seems to find a meaningful way to contribute and add value to our work and for that we are grateful.



*Santropol Roulant's Annual Bazaar.*

### Funding Change: imagining a strong and confident sector

The last 10 years of wide-scale government cuts to the sector and to core funding for organizations have left non-profits fatigued and struggling to fulfil their missions. Downloading of services to the community has increased the workload of thousands of community organizations – without the requisite government funding.

What does this mean for us? Action! Santropol Roulant, together with Concordia's Institute for Community Development and Management, and a consortium of partners in Montreal, Ottawa and Toronto, are imagining a strong and confident sector. **Funding Change: The Fundraising for Social Change National Initiative** aims to radically transform the way small organizations raise funds, secure resources, and manage financial uncertainty. Together, we aim to build the capacity of individual organizations, nurture a diverse and engaged community of supporters and donors, strengthen our collective voice to keep government accountable and together, develop a new funding paradigm for the non-profit sector in Canada! For more information check out [www.santropolroulant.org](http://www.santropolroulant.org).

# OUR PARTNERS

## Corporate Philanthropy

À la Carte Express  
Actra Performers Guild (Montreal)  
Alcan Aluminum Inc.  
Aliment Merci  
Basha Restaurant  
Bummi's  
Café Santropol  
Centraide  
CGI  
Colby, Monet, Demers, Delage & Crevier  
DJS Holdings  
Eastman Systems  
Else's  
Florateria  
Glenn Talent Management  
K&B Fruits and Vegetables  
Labatt  
Le Point vert  
Les Viandes St. Laurent  
Le Vieux St. Laurent  
Locatel  
MBNA Canada  
Micro Compo Inc.  
Montreal volunteer Bureau  
Mountain Equipment Co-op  
Patati Patata  
Petro-Canada  
Pfizer  
Pic Sou  
Point Vert  
Poterie Manu Reva  
Publicité Ascension Inc.  
Puca Puca  
Scotia Bank  
Solo Communication Marketing Inc.  
Soupe Soupe  
Sun Life Insurance  
Supermarchés P.A.  
Transcontinental  
TSX

## Foundations

Alice and Euphemia Stewart Family Foundation  
Blairmore Foundation  
Burton Charitable Foundation  
Berthiaume du-Tremblay  
Fondation Cardinal Léger  
Change Canada Charitable Foundation  
Community Experience Initiatives  
EJLB Foundation  
Fontaine D'Espoir, Fondation des employes de la  
Banque de Montreal  
Foundation of greater Montreal  
George Hogg Family Foundation  
Gustav Levinschi Foundation  
Harbinger Foundation  
Hay Foundation  
Hylcan Foundation  
J.W McConnell Family Foundation  
Kaufman Foundation  
La Fondation Marcelle & Jean Coutu  
Les Soeurs de Ste-Anne de Québec  
Masonic Foundation of Québec  
Mazon Canada, A Jewish response to Hunger  
Nissan Foundation  
Zeller Family Foundation

## Government

### Government of Québec

SACA (Programme de soutien aux projets développement  
de l'action)  
PAPA (Programme d'aide aux personnes âgées)  
SOC (Soutien aux organismes communautaires)  
Emploi-Québec (Subventions salariales - insertion emploi)  
Emploi-Québec (Fonds de lutte contre la Pauvreté  
insertion au travail)  
MAMSL (Secrétariat au loisir et au sport)

### Federal Government

HRDC Summer Career Placement  
Youth Employment Services

### Members of Parliament

Jacques Chagnon, député de Westmount-St-Louis

## Help us help our neighbours



*Michel Lepine founded **À la Carte Express (ALCE)** 9 years ago, the same year that Keith Fitzpatrick and Chris Godsall founded Santropol Roulant. A young entrepreneur, Michel grew his meal delivery and take out business into a Montreal staple – now connecting the food of over 80 restaurants to Montrealers looking for a great meal on the fly, at the office or in the comfort of their homes. As a neighbour of Santropol Roulant, Michel took note of our work as a non-profit meals-on-wheels serving a very different clientele. He loved what Santropol Roulant stood for and watched us grow over the years. Michel became a regular donor to the Roulant, and last year decided he wanted to make a **REAL** difference. With the enthusiasm of his team of drivers, staff, distributors, restaurants, customers, family and friends, the **À la Carte Help us Help our Neighbours** campaign raised \$13 000 to buy and set up a database which tracks clients' dietary requirements and restrictions. Thanks ALCE!!! (and call them at 514.933.7000 to order a meal and make a donation to the Roulant this November, 2004!)*

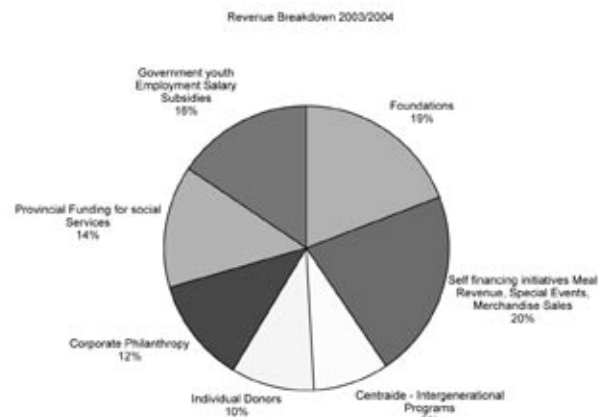
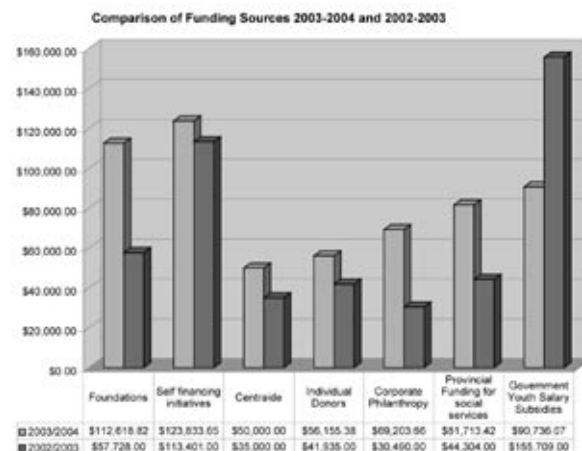
# FINANCIAL STATEMENT OF EARNINGS

*This is an extract from the audited financial statements prepared by Jocelyne Loiselle, chartered accountant (July 9, 2004).  
Complete financial statements are available for consultation at Santropol Roulant: 4050, St-Urbain, Montréal, Québec.*

Santropol Roulant Inc. / Santropol on Wheels Inc.

Statement of Earnings for the financial year ending March 31, 2004

	<u>2004</u>	<u>2003</u> adjusted
<b>Self-financing</b>		
Foundations and public organizations (page 13)	167 618	96 728
Individual Donors	48 006	35 333
The Robert L. Ward succession	-	2 602
Gifts from private companies (page 13)	71 328	30 490
Net contributions from customers- Meals on Wheels revenue	85 581	76 894
Benefits and fund raising events	38 253	36 507
Miscellaneous income	<u>1 025</u>	<u>-</u>
	<b>411 811</b>	<b>278 554</b>
<b>Grants</b>		
Federal program – Human resource development canada (HRDC)	-	13 214
Federal program – HRDC youth employment services	7 642	-
Federal program – HRDC summer job placement	6 967	4383
Federal program – HRDC Canada youth service	-	79 529
Provincial program – Work market development funds	45 763	49 288
Provincial program – Funds to fight poverty	35 214	2 295
Provincial program – MESSF aid program for elderly people	16 614	16 304
Provincial program – Régie Régionale	38 500	-
Provincial program – Secretary's office for autonomous community action	18 000	28 000
Community experience initiative	3 750	-
Carleton University – Evaluation program	-	<u>7 000</u>
	<b>172 450</b>	<b>200 013</b>
	<b>584 261</b>	<b>478 567</b>
<b>Expenses</b>		
Operating costs – Meals on wheels project	98 020	80 034
Operating costs – Community and intergenerational project	18 126	17 334
Operating costs – Training project -Canada youth service	-	11 664
Operating costs – Organizational development project	16 045	-
Salaries, allowances and social contributions	338 127	333 655
General and administrative spending	<u>62 007</u>	<u>46 029</u>
	<b>532 325</b>	<b>488 716</b>
<b>PROCEEDS EXCESS (INSUFFICIENCY)</b>		
<b>ADDED TO THE FINANCIAL YEAR'S EXPENSES</b>	<u>51 936</u>	<u>(10 149)</u>



Note: for fundraising evaluation purposes totals are calculated slightly different from those on the financial statements



# GOVERNANCE & MEMBERSHIP AT THE ROULANT

*Campbell Stuart, incoming Chair of the Board*

In theory, there are three distinct groups of people which make the Roulant function. One of these is our “government”, manifest in our Board of Directors, which is responsible for overall policy-making and which is legally accountable for its failures. A second group is the “executive”, being the officers such as the Executive Director and the senior Coordinators who are appointed by the directors to put policy into practice with the employees and volunteers. The third group is the “electorate”, whose role is mainly to select our government by electing the Board of Directors from among their ranks. The Members are, by definition, the electors and, as such, they play a pivotal role in the quality and continuity of our organization.

Who are the Members of Santropol Roulant? Until recently, the Members and the Directors had always been the same people. That has changed. After consulting over the last two years with community organizations on governance we learned a great deal from this and decided to make some important changes. All of our volunteers, employees, clients and donors have now become Members with full voting rights.

As soon as practical in the new year there will be a meeting of all the Members to fill vacancies on the board. All you new Members out there, start thinking about who should run, and who deserves your vote. Stay tuned. Democracy has arrived!

## Our Board of Directors

Our Board of Directors is made up of passionate, committed volunteers who give an extraordinary amount of time to ensure Santropol Roulant soars ahead and keeps grounded on the important things! In 2003-2004, our board consisted of:

Eric Steedman (*outgoing Chair*) · Stephanie Garrow · Max Wallace · Danièle Mackinnon · Peter King (*also Secretary*) · Campbell Stuart

New members in 2004 are Michel Lepine and Fred Bild.

A big thank you to Max Wallace and Stephanie Garrow, who are stepping down from the board after many years of enthusiastic, constructive, and generous contributions!

*“I never cease to be amazed by the vision that Santropol Roulant has for making our world a more humane, connected and socially responsible place. My experience on the Board has taught me so much about the possibility of affecting social change through local community work and the importance of getting involved in a volunteer organization in which you can learn, contribute and have a lot of fun too!”*

*—Stephanie Garrow*

## Stephanie Garrow

*“It all started in the summer of 1996 when my buddies Chris Godsall and Keith Fitzpatrick (the founders of Santropol Roulant) hired me to set up a new youth volunteer program at the Roulant called Project GO. During my four month contract, I ate a tonne of banana bread, met fascinating people, old and young, and fell in love with an organization that was bursting with creative energy and potential.” Since that fateful summer, Stephanie has been a committed and truly inspiring volunteer and tireless supporter of Santropol Roulant. She has seen the organization evolve from a meals-on-wheels run on the energy of 20 Youth Service Canada participants out of a small kitchen to a community organization willing to challenge conventional wisdom on what is possible. We have benefited from Stephanie’s professional expertise, as an international development and organizational evaluation consultant. In 2002, she helped us develop a unique approach called **Organic Evaluation** which we continue to evolve and share with other organizations through workshops at Concordia Summer Institute and other learning networks. z*



# Santropol Roulant ANNUAL REPORT 2003-04

## The Santropol Roulant team : April 1, 2003 - March 31, 2004

Passionate, enthusiastic and with open minds and hearts, the staff at Santropol Roulant work tirelessly to make a difference in the lives of the people with whom we work. We are fortunate to have the talents of our community to draw from, and the skills and energy of hundreds of volunteers to make it all happen. Thank you for yet another incredible year!

### Full-time Staff

Vanessa Reid, Executive Director  
Allison Griffith, Director of Operations  
Brian McFarlane, Fundraising Director (2000- 2003)  
Minnie Richardson, Intergenerational Coordinator (2002-2003)  
Marc-André Desrochers, Intergenerational Coordinator (2003-2004)  
Jane Rabinowicz, Volunteer & Rooftop Garden Co-ordinator  
Catherine Simard, Kitchen Coordinator  
Mark Bock, Client Manager

### Part-time or short-contract Staff

Sylvie Palardy, Book-keeper, Treasurer  
Reza Kasrai, IT & database  
Fiona Keats, Mobster Lobster event

### New staff (2004)

Fiona Keats, Director of Fundraising  
Marc Nisbet, Intergenerational Coordinator

### YES Internships

Allison Griffith, Marc Nisbet

### Lutte Contre La Pauvreté

Cheryl Williams, Health Link Coordinator, Client Manager

### Emploi-Quebec Contracts (24 weeks)

*Assistant Kitchen Co-ordinator :*  
Adele Prud'homme, Dominique Caron, Anurag Dhir  
*Communications and Media:*  
Amina Chaoui, Stephanie Felkai, Todd Stewart  
*Meals-on-Wheels Coordinator:*  
Julien Boisvert  
*Volunteer Co-ordinator:*  
Nicole Marek, Martin Janvier

### Summer Project and Students

HRDC Summer Students:  
Erin Candela, Francois Lemieux

### CEI Interns

Adrienne Rosenswig (2003), Paola Baraya (2004)

### Drivers

Tom Liacas, David Maggs, Sam Sanjabi,  
Charles Faubert, Reza Kasrai

### Annual report team

*Photos:* Julian Haber, Ismael Hauteceur, Jacques Nadeau, Jack Sanford  
*Translators:* Richard Mercier, Lionel Conrad-Bruat  
*Design and layout:* Todd Stewart



**Santropol**  
roulant

### Santropol Roulant

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Tél: (514) 284-9335 Fax: (514) 284-5662

Ce document est aussi disponible en français.