

2011

Annual Report



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Project Manager: Mon école à pied, à vélo !
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Project Manager,
Collège Montmorency



Founder

Claire Morissette was Quebec's most ardent cycling activist ever. She co-coordinated Le Monde à Bicyclette with Robert Silverman for 25 years from the '70s to the '90s, fighting for the rights of cyclists in Montreal. Always ahead of her time, she helped launch Montréal's car sharing organization Communauto, founded Cyclo Nord-Sud and published the vélorutionary essay *Deux roues, un avenir*.

Vision

Cyclo Nord-Sud promotes sustainable development based on respect for the biosphere and its inhabitants.

Mission

Cyclo Nord-Sud collects used bicycles (as well as bike parts, tools and accessories) and ships them to poor communities in the developing world where they serve as a means of transportation and a tool for generating income and escaping poverty.

Values

Social Justice

Support for greater equality, and especially, providing women in the developing world with the ways and means to help promote equality between the sexes and further community development.

Autonomy

Acting to promote the autonomy of individuals and communities, by transferring resources and skills that facilitate active participation in community development and improve the quality of life.

Citizen and Collective Engagement

An approach seeking to mobilize citizens and communities around concrete actions of benefit to society as a whole, socially and environmentally.

Sustainable Development

A desire to seek concrete and realistic solutions responding to community needs without compromising the well-being of future generations. Also, the desire to ensure that one's actions have a positive environmental, social and economic impact.

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President's Message

Since our founder and close friend Claire Morissette started Cyclo Nord-Sud, we've just kept growing! Today, we have a solid reputation among Quebecers thanks to our actions promoting sustainable development, and our quest for greater social justice worldwide. The strength of Cyclo Nord-Sud resides in its humanitarian mission: helping less fortunate populations reach a reasonable level of autonomy and growth. With this intent, we are reaching out to new members attracted to our cause. Every drop of water is essential to the stream which one day will become a mighty river.

We have so much to do. Step by step, we are achieving our goals. Again this year, we met our objectives for bicycle collection and delivery to our partners in the South. It was so encouraging to hear from the Foundation of Greater Montreal that we had been awarded a donation for a truck – we can now be more self-sufficient! On behalf of the board, I wish to thank the Foundation's directors for the trust and confidence they have shown in our work.

I especially wish to express deep gratitude to our tireless volunteers and team of coordinators. They make sure we succeed in improving the quality of life of thousands of people in the South each year. What an incredible team!

I also want to recognize the board of directors and the dues-paying members who are at the heart of what we do. As committed supporters of Cyclo Nord-Sud, we've helped increase its visibility and impact once again this year. I'd like to propose that each of us takes up the challenge of enrolling one new member in the next two months. We just need to look to a friend, an acquaintance, a family member or a colleague. If we achieve this goal, we will go from 750 to 1,500 members in two months, all part of the same fantastic organization. This new income will allow us to balance the books and ensure that the wonderful initiative Claire started in 1999 continues.

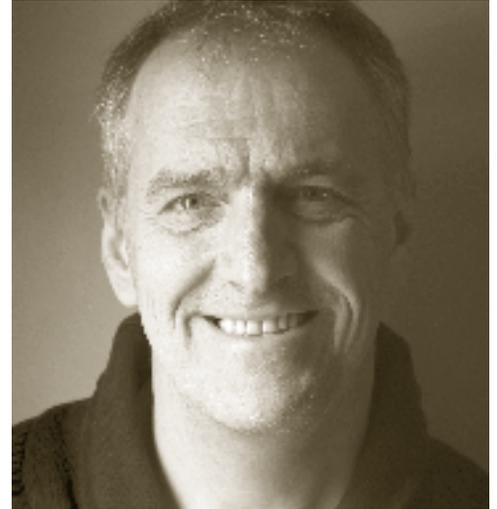
In conclusion, I am not soliciting another term as President of Cyclo Nord-Sud quite simply because I believe there needs to be a changing of the guard every now and then. However, I'll never be far away since I hope to continue on as a member of this excellent board.

I wish Cyclo Nord-Sud a year filled with success, new volunteers... and new members.



Sylvain Guernon

President, Board of Directors



Coordinators' Message

Growing our positive impact



Budget	\$302 761
Self-financing	44%
Grants	17%
Contributions	39%
Permanent staff	5
Members	665

Cyclo Nord-Sud's on a roll!

In recent years, we mainly focussed on consolidating our resources and reinforcing Cyclo Nord-Sud's mission. In 2011, we prepared ourselves for a new period of growth.

"Why grow?", you may ask. Simply to better accomplish our mission: to improve the quality of life in the South by collecting even more bicycles in the North, thereby increasing the positive impact of our actions.

Perhaps of equal significance, we want our message linking ecology and solidarity to reach more people.

To this end, we have designed and produced a learning kit we call "Un Monde à vélo / A world on bikes" bringing together bikes, the environment and international solidarity. With this learning tool, young people aged 13 to 18 can develop their capacity to think critically about the world while taking concrete action by participating in bike drives. We are currently promoting the kit and its six modules with the goal of reaching as many young people as possible. We are very grateful to Caroline Boudreau, the creator of this innovative and inspiring tool.

Cyclo Nord-Sud greatly appreciates the generous grant received this year from the Foundation of Greater Montreal allotted for the purchase of a truck, a donation that falls under a program to increase organizational capacity. We were thrilled to receive this contribution, as the new vehicle will allow us to develop our bike collection network and offer home pick-up services for the elderly, while increasing Cyclo Nord-Sud's autonomy and enhancing employee/volunteer safety.

This acquisition also opens the door to new partnerships: Cyclo Nord-Sud wishes to share the truck with other nonprofit organizations and groups to ensure the project's viability. As well, we will soon welcome a new employee responsible for managing and coordinating the transportation of bicycles.

We are now in the final year of the lease for our office and warehouse space. We are examining our options, whether to purchase or lease, in our current location or elsewhere. We are reviewing the pros and cons of all possibilities.

Excluding the Foundation of Greater Montreal's donation, carried over to the 2012 financial year, the operating deficit increased slightly in 2011. This explains the very real importance of the ongoing recruitment campaign whose objective, set in the 2009 five-year plan, is to increase the number of dues-paying members to 1,000.

Since the beginning of the campaign, the membership retention rate has grown. However, despite our efforts, at the end of 2011, we had 665 members, a slight drop from the previous year. Funding from our members and donors grew by 16% thanks to contributions for the Cyclo-Outils project (see page 5). Other donation categories also rose, especially contributions from private foundations and individual contributions to support bike collection and shipment, due to the increase from \$12 to \$15 for the minimum amount requested per bike.

As this report goes to press, Cyclo Nord-Sud has 728 paying members, already up 10% over December 2011.

The number of bikes collected in 2011 decreased slightly due in part to poor early spring weather. Nevertheless, our focus on working closely with bike drive organisers is paying off with an organizer retention rate of 79%.

In short, Cyclo Nord-Sud is constantly evolving. Energy devoted in 2011 to producing the teaching kit, acquiring the truck, and organizing new projects and partnerships has enabled us to solidify the organization's foundations, while we remain true to its mission. Meanwhile, our ability to reach our goals – and we can never overemphasize this – is absolutely due to our members, our bike donors, and to our volunteers who gave over 3,468 hours of their time in 2011.

We honoured the following volunteers in 2011 for their particularly generous contributions of time and energy to Cyclo Nord-Sud: Nathalie Brière, Olivier Chapdelaine, Mathieu Chaurrette, Michel Veilleux and the Salcedo family. Many thanks also to the Katimavik volunteers, to Etienne Lafortune who replaced Gerardo Frankenburger during his paternity leave, to Louis-Philippe Charette for his consistency and multitasking, and, as well, to François Morin, Daniel Pelletier, Normand Filteau and Serge Rhéaume for communications support. Thanks to the entire list of all those who helped, which is too long to include here.

Thanks a million! Our work together permits thousands of bikes to be recovered and thousands of lives to be transformed each year. If we had just one wish for the future, it would be that the cooperation, generosity, collaboration and sharing upon which all of our accomplishments depend never cease to grow!

2011 Highlights

Up North

Un Monde à vélo learning kit

A long-held dream has become a reality: Cyclo Nord-Sud has developed a learning kit on cycling, the environment and international solidarity. Aimed at teenagers, the tool is intended to foster youth involvement, for example by encouraging schools to organize bicycle collection drives.

The content is divided into six major themes: the history of cycling, overconsumption and reuse, the benefits of cycling up north and down south, women and cycling, two-wheeled social change and North-South solidarity.

With the help of Recyc-Québec, we've already presented the chapter on overconsumption and reuse in Trois-Rivières and Granby to some 200 high school students, who took well to the subject matter.

The kit was made possible through financing from the Ministère des Relations internationales du Québec (via the Association québécoise des organisations de coopération internationale), Caisse d'économie solidaire Desjardins, Vélo Québec and Fondation François Bourgeois. It's available as a free download at trousse.cyclonordsud.org.

Special thanks go to Caroline Boudreau (learning kit developer), Raphaël Messier (web programmer) and Serge Rhéaume (graphic designer).

The Claire Morissette Reserve Fund

Cyclo Nord-Sud has created a reserve fund to ensure that founder Claire Morissette's dream will live on even when the organization faces major financial difficulties. Dozens of generous donors have helped us reach the halfway mark of our 20 000\$ target.

Down South

Cyclo-Outils

After their most recent stay in Nicaragua, Hélène Gagnon and Paul-André Locas decided to become agents for change. They approached us to create a three-way partnership with our collaborator SOFONIC to address some of the country's needs.

That's how Cyclo-Outils was born. The project aims to help the underprivileged by creating a centre that sells, rents and distributes building tools — equipment that, according to Hélène and Paul-André, is either "very expensive or simply unavailable in Nicaragua at the moment."

Warehouse winter conferences

To make the most of its warehouse space during winter — and especially to have a reason to meet and talk cycling — Cyclo Nord-Sud invited several speakers to discuss their extraordinary adventures. Each presentation drew between 20 and 40 people. The experience was unanimously appreciated and will be repeated in the coming years.

Marché Cyclart: a resounding success!

The success of our first Marché Cyclart certainly guarantees it won't be our last! On December 10, artists and artisans displayed and sold works inspired by cycling or made from recycled parts. Around 350 cycling enthusiasts happily did their holiday shopping in a festive atmosphere. World-renowned sculptor Armand Vaillancourt's new installation didn't disappoint his fans; artist Alec Stephani created a large-scale, bicycle-themed live painting; and Cuban percussionists showed off their talent.



Haiti: École à vélo

Cyclo Nord-Sud and CENTRECH have gotten another inspiring initiative off the ground. The École à Vélo project aims to provide fleets of bicycles to schools in the Cap-Haïtien region and open a training centre for bicycle mechanics in Limbé (see page 11 for more details). We travelled to Haiti to see how the project was developing and where we could possibly take it next.

A renewed partnership

A donation from the Dutch foundation Cycling Out of Poverty enabled the Association d'Aide aux Veuves et Orphelins to resume its bicycle program in Burkina Faso after a five-year hiatus. The association supports women's autonomy through microcredit projects and education for young girls.

Bicycle Drives and Container Shipments

In 2011, 56 bike collections were organized across Quebec (30 during the spring and 26 during the fall), a small decrease from the previous year. This figure is also slightly below the objective set for 2011, which was 60. The first collections during the spring were disappointing due to the rainy weather. Despite all of this, a total of 4,039 of bikes were received, a decrease of approximately only six percent.

The increase in the requested contribution for each donated bicycle, which went from \$12 to \$15, could have been another reason for the decrease in the number of bicycles collected. However, this measure did not have a significant impact. Instead, it allowed Cyclo Nord-Sud's income from its collection activities (donations made per bicycle) to increase by 14%, for a total of \$59,786. As for the number of bikes sent South, nine containers filled with 3,980 bikes were shipped.



SUPER COLLECTIONS

Action Planète, a committee from Rochebelle High School in Sainte-Foy, collected 195 bicycles, the most in one drive in 2011. Congratulations to the organizers, volunteers and donors for their great teamwork! Let us also thank Le Poids Vert, a Rimouski-based organisation, which collected 153 bikes, as well as over \$1,000 in sponsorships.

3 980	bikes shipped
9	containers
4039	bikes collected
882	bikes received at the Montreal warehouse
56	bike drives
55%	bike drives organized in school-bases setting
79%	bike drive organizers repeating the experience
51	bikes for aid workers

Partnerships with Montreal bike shops

For the ninth year in a row, 18 bike shops in the Montreal region participated in the bike parts donation program by contributing parts and accessories twice a month, thus extending the life of the bikes we ship down South.

Among the eighteen, La bicycletterie J.R., Momentum Solutions Vélo, Dumoulin Bicyclettes and Vélo Espresso generously agreed to organize an extended hours bike sale on May 11th, 2011, with 20% of the proceeds going to Cyclo Nord-Sud. The event generated \$1,200 for our organization. We hope to reinforce our relations with bicycle shops over the next several years. Through Cyclo Nord-Sud, these shops play a vital role in linking the people of Quebec to development projects in poverty-stricken communities in the South.

Container destinations

Burkina Faso	1
Ghana	1
Haiti	2
Nicaragua	2
El Salvador	3

Bicycle Drives 2011

Regions	Municipalities	Organizers
Abitibi	Rouyn-Noranda	The students of Cégep de Rouyn-Noranda **
Bas-Saint-Laurent	Rimouski	Le Poids Vert de Rimouski-Neigette
Centre-du-Québec	Drummondville	Jeanne-Mance High School and the Association des retraités et retraités de l'éducation et des autres services publics du Québec (AREQ 04-E)
Chaudière-Appalaches	Lévis	Collège de Lévis and its pastoral service
Côte-Nord	Sept-Îles	Corporation de Protection de l'Environnement de Sept-Îles
Estrie	Sherbrooke	Centre de réadaptation Estrie
Lanaudière	L'Assomption Mascouche Repentigny Terrebonne	The secondary 5 students of L'Assomption OPP ** Corporation de l'aéroport de Mascouche and ALM Par Avion (piloting school) Groupe Enjolivert École Marie-Soleil-Tougas, Comité Vert (P.É.I.)*
Laurentides	Sainte-Agathe-des-Monts Saint-Jérôme Val-Morin	Sainte-Agathe-des-Monts' Comité consultatif sur l'environnement The students of l'Académie Lafontaine The citizens of Val-Morin
Laval	Laval Laval-Vimont	Collège Montmorency's Comité Équilibre The students of école Terry Fox
Mauricie	Shawinigan Trois-Rivières	Séminaire Sainte-Marie Comité Solidarité Trois-Rivières and Séminaire Saint-Joseph
Montérégie	Boucherville Cowansville Farnham Granby La Prairie Longueuil Mont-Saint-Hilaire Saint-Antoine-Abbé Saint-Bruno Saint-Constant Saint-Hubert Saint-Hyacinthe Saint-Jean-sur-Richelieu Saint-Lambert Sainte-Angèle-de-Monnoir Sainte-Julie Salaberry-de-Valleyfield Varenes	Environnement Nature Boucherville École Jean-Jacques-Bertrand (P.É.I.)* École Jean-Jacques-Bertrand (P.É.I.)* L'Envolée and Joseph-Hermas-Leclerc (IEP)* High Schools * La Prairie's Maison des Jeunes l'Adrenaline Jacques-Rousseau (IEP)* High School (P.É.I.)* Maison des jeunes des Quatre-Fenêtres Nostra Terra ** Pensionnat des Sacrés-Coeurs ** IEP of école De la Magdeleine ** The secondary 3 students of école André-Laurendeau Saint-Hyacinthe's Vélo Club Les filles du Basquet ** L'équipe de Solidarité of Collège Durocher St-Lambert Famille à vélo and the municipality of Sainte-Angèle-de-Monnoir The Morin family and friends EVB committees at école Edgar-Hébert and école Baie St-François The International Solidarity Committees at école Le Carrefour and Collège Saint-Paul
Montreal	Ahuntsic Dollard-des-Ormeaux Îles-des-Soeurs Mile-End Notre-Dame-de-Grâce Plateau Mont-Royal Pierrefonds Pierrefonds Pointe-Claire Pointe-aux-Trembles Outremont Verdun Westmount	The parents of the OPP at école primaire Saint-André-Apôtre Collège de l'Ouest de l'Île's Club Interact Verdun's Maison de l'environnement ** Du Parc Y Centre The members of Coop la Maison Verte and the residents of the neighbourhood of Notre-Dame-de-Grâce Société de transport de Montréal The Salcedo family and the citizens of Pierrefonds The students of Collège Beauvois The citizens of Pointe-Claire ** Éco de la Pointe-aux-Prairies ** The students of école Lajoie Verdun's Maison de l'environnement and the Beurling Academy ** The Environmental Committee of the Westmount Healthy City project **
Outaouais	Aylmer	Grande-Rivière High School
Québec	Beauport Donnacona Sainte-Foy Sainte-Foy	The students of école Beausoleil ** Comité Environnement (Les Avertis!) Comité Action Planète, De Rochebelle High School Laval University and the citizens of Sainte-Foy
Saguenay-Lac-Saint-Jean	Saguenay	Chicoutimi's Club Rotary
Ontario	Ottawa Ottawa	The students of école Garneau ** Groupe Éco-Franco

* IEP : International Education Program

** New bike drive organizers

We would like to thank école Cœur-Vaillant Campanile in Sainte-Foy for the \$930 cheque donated to Cyclo Nord-Sud.

Communications

Seeking greater visibility

Web 2.0 connected

Cyclo Nord-Sud now has over 1,200 Facebook fans that read, “like” and comment on our increasingly frequent and varied updates. This communication tool is a good way to share pictures and information while strengthening our online community.

Our website is getting a makeover

In 2011, 18,456 people visited Cyclo Nord-Sud’s website — a drop of 8% from the previous year. With the help of volunteers Serge Rhéaume and Daniel Pelletier, we’ve reworked the site’s architecture and page layouts. We are currently revising, translating and updating content and hope to launch the new site by summer 2012 at the latest.

Media visibility

Cyclo Nord-Sud continues to receive good media coverage in Quebec, in print as well as on radio and television. Our relationship with Boucar Diouf, host of the Radio-Canada variety show *Des Kiwis et des hommes*, afforded us a golden opportunity to present our organization to thousands of television viewers. Indeed, in the days following the broadcast, we noticed a significant increase in the number of bicycle donors coming to our warehouse.

Newsletter

Published every spring and fall, Cyclo Nord-Sud’s newsletter keeps some 4,000 members, volunteers and bicycle donors informed about the organization and its activities.

Solidarity calendar

Though we weren’t able to renew our distribution agreement, 4,000 copies of our promotional Solidarity calendar were once again sold or offered to donors and members this year. The calendar netted a small profit, thanks in part to the yearly support of sponsors who share our desire to promote cycling.

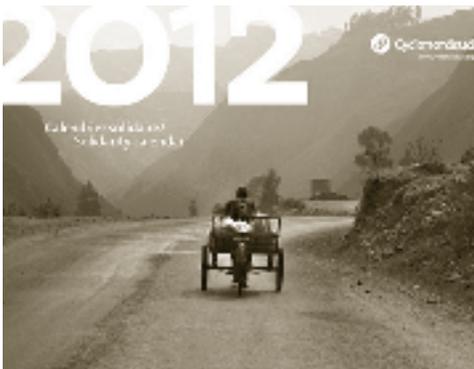
Un Monde à vélo learning kit

With the help of our talented and stalwart volunteer graphic designer Serge Rhéaume, we created a promotional bookmark that will be distributed to teachers. The bookmark serves as a reminder of the key elements of our learning kit. We are currently seeking opportunities to promote the kit to teachers during events like symposiums and conferences. Our goal is to have this learning tool included in school curricula.

Promotional events

Cyclo Nord-Sud organized informational booths at several promotional events during the year. Of particular note were In Town Without my Car, the STM’s bicycle collection at the Mont-Royal metro, the MEC Bikefest, the Montreal Bicycle Show, the second edition of our Gear Swap, *Marché CyclArt*, *L’Autre Marché Angus* as well as conferences held at our warehouse.

Our yearly participation in these events has helped raise awareness about poverty in Latin America and Africa. It has also made more and more people aware of our organization and led to an increase in membership. Our promotional materials, including our booth, were reworked to reflect the new branding implemented in 2010.



Southern Partners

Projects mobilizing people

Six partner organizations, dozens of initiatives, one common vision: projects that promote self-sufficiency and sustainable development. In 2011, bicycles went to five Southern countries.



Nicaragua

In 2011:

2 containers

839 bikes shipped

Asociación nicaragüense de no videntes (ANNV)

In 2011, we celebrated ten years of partnering with ANNV, Cyclo Nord-Sud's longest partnership.

ANNV bicycles are offered at affordable prices to farmers and cigar factory workers who must travel over long distances to reach work. Profits from bicycle sales go to a school for the visually impaired. The students come from different regions and spend several months preparing to integrate into the school system. In addition to learning Braille, these young people are given the tools necessary to better understand and defend their rights. The goal is to ensure they have greater access to health services, education and employment opportunities.

Cyclo Nord-Sud and ANNV wish to thank the students at Coeur Vaillant-Campanile in Sainte-Foy, Quebec for raising \$930 to support one of the two bike containers sent to ANNV in 2011.



El Salvador

In 2011:
3 containers
1 344 bikes shipped

CESTA Amigos de la Tierra

CESTA was founded in 1980 by a group of teachers in order to promote technologies adapted to El Salvador's social and environmental context.

Over time, the organization has increasingly focussed on environmental projects, especially due to the country's civil war.

CESTA's initiatives include Ecobici, a workshop and school that attempts to address the transportation needs of the rural population by promoting bikes as an alternative means of transportation.

In 2011, 30 apprentices aged 12 to 20, from the poor neighbourhoods of San Marcos, received a free six-month course in bike mechanics, with CESTA paying transportation and meal costs. The course lets young people perfect their skills, thereby improving their job prospects.

The organization has produced tangible results since its founding 32 years ago: the environment is in better shape, people have an easier time getting around and many micro-businesses have been created in the region that now generate income.

Bikes received from Cyclo Nord-Sud donors represent much more than just a form of alternative transportation: they are also a tool to raise awareness. CESTA works with schools and youth centres to organize bike tours. Participating young people put time and energy into a sports activity, and thus avoid being drawn into criminal activity. The most recent tour involved over 70 young people who paraded through downtown San Salvador.



Haiti

Carrefour d'entraide et des retrouvailles du Cap-Haïtien (CENTRECH)

The Haitian bike project is in constant progression. Obéi and Cicéron, two priests from the Congregation of Holy Cross (one of CENTRECH's Haitian partners) came to Montreal to take a course in bike mechanics given by Cyclochrome – the social economy enterprise that repairs BIXI bikes in Montreal. This was Cyclo Nord-Sud's first time contributing financially to such an initiative in Quebec. The two priests in turn trained four young apprentices in Fort-Liberté, and five others in Caracol.

They then reorganized the bike repair shop in Caracol, making it more functional by adding new tools and spare parts. The result is more efficient repair services for the bikes that, when sold, serve to finance the village maternity/child health centre.

Also for the first time, we shipped bicycles to Collège Saint-Eugène-de-Mazenod, in Fort-Liberté, a city located 30 kilometres from Caracol. Bikes were sold at very low prices to families of students and to staff. This pilot project illustrates the feasibility of our latest Haitian initiative. École à vélo gives bikes to schools for inexpensive resale to families of students living far away.

Sewing classes

In Blue Hill, a community near Cap-Haïtien, the Sisters of the Holy Cross give sewing classes. This training project took shape with some assistance from Cyclo Nord-Sud, which delivered sewing machines. An industrial park promising sewing jobs for local residents will open in Caracol in 2012. Our newly trained students will surely be able to find a job there!

In 2011:
2 containers
911 bikes shipped

Ghana

In 2011:
1 container
412 bikes shipped



Maata-N-Tudu (Women of the North)

We are proud of our eight-year partnership with Maata-N-Tudu, which empowers women through micro-credit projects and educational support for girls. Altogether, more than 5,000 benefit from financial and academic help.

Maata-N-Tudu has 13,000 members - mostly women farmers in isolated areas where distance and the lack of transportation are the main issues. Many women must travel between their villages and the local markets in areas where the cost of transportation is high. To get to school, some children have to walk up to 15 kilometres daily and often have no other choice but to drop out at a young age.

Even today, too many women waste time and energy walking long distances with heavy loads on their heads, often with a baby on their back.

Bikes are key to helping them. Affordable and long lasting, bikes ensure a higher quality of life by providing better access to markets, education and health care. They also improve chances of self-employment and help stimulate the local economy.



Burkina Faso

Association aide aux veuves et orphelins (A.V.O.)

If ever you go to Burkina Faso, you will likely see bikes from Quebec on the roads. Since 2003, Cyclo Nord-Sud has shipped almost 3,500 bikes to this West African country, which is one of the poorest nations in the world.

Our partner, Association d'aide aux veuves et orphelins (A.V.O.), is a civil society organization located in the province of Boulkiembe. Made up of volunteer women, the association gives economic assistance to impoverished single-parent families. It also sees to the care and education of HIV/AIDS orphans. A.V.O. promotes autonomy for women through income-producing activities.

The A.V.O. approach is based on sustainable community development, which is why environmental protection is an essential part of its activities. For example, its program "Le vélo comme outil de développement et de promotion de la femme" promotes the use of bikes among women needing transportation to earn income.

Our partnership with A.V.O. was on hold for several years due to a marked increase in import duties and maritime shipping costs. However, the Burkinabé government provided an exemption from import duties in 2011, letting us deliver our eighth bike container.

We greatly appreciated the valuable financial assistance of Cycling Out of Poverty, A.V.O.'s Dutch partner, which supports various African bike and transportation projects.

Women on bikes reap the economic and social rewards! Their self-esteem and health improve greatly, and they save time and money. Bikes make a world of difference!

En 2011:
1 container
474 bikes shipped

2012–2013 Action Plan

The 2012-2013 Action Plan is derived from Cyclo Nord-Sud's five-year Development Plan (2009-2013), conceived by the organization's Board of Directors, employees and volunteers.

In this final year of the five-year plan, Cyclo Nord-Sud emphasizes consolidating the advances of the past four years in order to begin a period of moderate growth that will allow us to realize the Development Plan's underlying vision. Key elements of that vision include strengthening Cyclo Nord-Sud's recruitment and retention (members, volunteers), organization (partnerships, operations) and finances (funding, donations, memberships). The strategies and activities described below will enable Cyclo Nord-Sud to achieve its core objectives in 2012-2013 while simultaneously preparing the organization for the next five-year period. We aim, as always, to improve the services we offer to communities in the South, and in these times of crisis, to increase the level of public awareness and education in the North.

Strategy 1

**Increase financial autonomy to meet the five-year objective
(a revenue increase of \$100,000 between 2009 and 2013)**

a) Increase specific revenues (bike drives, sponsorships, services, donations)

Actions

- Recruit new bike drive organizers to increase the number of drives and resulting income;
- Develop a more attractive sponsorship package, including visibility opportunities on the Cyclo Nord-Sud truck;
- Maximize truck rental income;
- Regularly solicit private foundations and major individual donors;
- Strengthen ties with the cycling sector (businesses, workshops, associations, clubs, etc.), working with our ambassador Véronique Labonté, to obtain cash and in-kind contributions;
- Send an appeal to members, volunteers and friends, in order to raise \$20,000 in dedicated gifts for the Claire-Morissette Reserve Fund as of December 2012.

b) Reach and maintain a base of 1,000 members

Actions

- Involve new Board members and close associates in renewing memberships and recruiting new members;
- Organize fundraising campaigns for special projects;
- Diversify and intensify recruitment activities;
- Ensure that recruiters are present at bike drives;
- Investigate the possibility of investing in an integrated database to better manage membership recruitment and volunteer resources.

Strategy 2

Awareness and engagement as core goals

Actions

- Write and implement a 3-year communications plan focusing on making better use of social networking tools, increasing public awareness and education, and enhancing Cyclo Nord-Sud's visibility;
- Complete and promote the learning kit to improve school and student involvement in bike drives, fundraising and other environmental and solidarity actions;
- Complete the website redesign;
- Organize a motivational event before the end of 2012.

Strategy 3

Creation and strengthening of partnerships, North and South

Actions

- Develop an information campaign aimed at international cooperation organizations in Quebec, to build new partnerships and bike projects in the South, including the forming of three-way partnerships (North-North-South);
- Prioritize visits to current and potential Southern partners, as well as other forms of exchange, to enhance their capabilities and results, assess and publicize their projects and build closer relationships;
- Create new partnerships and projects in the South of special benefit to women;
- Increase the number of bikes sent South, with up to 12 containers shipped yearly;
- Profit from the availability of new services (truck rental) and tools (learning kit) to form new community and school partnerships, thereby increasing Cyclo Nord-Sud's impact.

Strategy 4

Involvement and commitment, a return to our roots

Actions

- Involve members, volunteers as well as some current and potential Northern partners in Cyclo Nord-Sud's activities and decision-making;
- Rally members and volunteers throughout Quebec to better support Cyclo Nord-Sud's activities and expand awareness of the organization;
- Profit from the arrival of the sixth member of the coordination team to better support and guide volunteers (especially novices) who are organizing bike drives or working in the warehouse;
- Broaden Cyclo Nord-Sud's involvement in community and social economy associations;
- Take strength in the mission and values of Cyclo Nord-Sud, and from the militant stand of its founders, to periodically and appropriately support members' and partners' efforts to promote cycling and non-motorized transportation, human solidarity, and sustainable environmental development.

Strategy 5

Planning for the future of Cyclo Nord-Sud

Actions

- In this last year of the current lease, choose the best real estate options operationally and financially (including analysis of income generation potential) to meet short- and medium-term reception, warehousing, and operational needs;
- Assess and renew equipment infrastructure (for example, computer hardware);
- Search for ways to improve employee compensation and benefits;
- Analyze and optimize bike collection, transportation and administrative activities.

Thanks to our Funders

Each year, our funders enable thousands of disadvantaged families in the developing world to transform their lives. In the name of these families, Cyclo Nord-Sud thanks the organizations whose commitment to international solidarity, the environment and sustainable development inspires and motivates!

Government

PROVINCE OF QUEBEC

Emploi-Québec
Programme de subventions salariales

Ministère du Développement durable, de l'Environnement et des Parcs
Programme de soutien à la mission des organismes nationaux (PSM-N)

Ministère des Relations internationales
Fonds pour l'éducation et l'engagement du public à la solidarité internationale (FEEPSI, via the Association québécoise des organismes de coopération internationale (AQOCI))

Recyc-Québec
Action locale pour l'information, la sensibilisation et l'éducation aux 3RV

CITY OF MONTREAL

Aide financière aux OBNL locataires

MNA's and Ministers

Pierre Arcand, ministre, Développement durable, Environnement et Parcs

Raymond Bachand, ministre, Finances
MNA, Outremont

Line Beauchamp, ministre, Éducation, Loisirs et Sports

Monique Gagnon-Tremblay, ministre, Relations internationales

Nathalie Normandeau, ministre, Ressources naturelles et Faune

Jean Charest, MNA, Sherbrooke

François Bonnardel, MNA, Shefford

Charlotte L'Écuyer, MNA, Pontiac

Monique Richard, MNA, Marguerite-d'Youville

Irvin Pelletier, MNA, Rimouski

Benoit Charette, MNA, Deux-Montagnes

Scott MacKay, MNA, L'Assomption

Émilien Pelletier, MNA, Saint-Hyacinthe

Henri-François Gautrin, MNA, Verdun

Raymond Bernier, MNA, Montmorency

Geoffrey Kelley, MNA, Jacques-Cartier

Mathieu Traversy, MNA, Terrebonne

Alain Paquet, MNA, Laval-des-Rapides

Non-Government

Abbaye de Saint-Benoît-du-Lac

Alliance des professeures et professeurs de Montréal

Association des retraitées et retraités de l'éducation et des autres services publics du Québec, Secteur Bas-Richelieu

Caisse d'économie solidaire Desjardins

Carrefour de développement économique communautaire Centre-Nord

Filles de Jésus

Fleming-McKenty Foundation

Foundation of Greater Montreal

Fondation François Bourgeois

Jewish Community Foundation of Montreal

Rimouski Rotary Club

Roncalli International Foundation

Sœurs de Notre-Dame du Saint-Rosaire

Sœurs de Sainte-Anne du Québec

Sœurs de Saint-Joseph de Saint-Hyacinthe

Syndicat canadien de la fonction publique - Québec

Syndicat de l'enseignement du Haut-Richelieu

Syndicat des chargés et chargées de cours de l'Université du Québec à Rimouski (UQAR)

Syndicat des professeurs et des professeures de l'Université du Québec à Rimouski (SPPUQAR)

Syndicat des professionnelles et professionnels du gouvernement du Québec

Vélo Québec

Zeller Family Foundation

Sponsors

Caisse populaire Desjardins de Notre-Dame-de-Grâce

City of Rimouski

Club Lions Lasarre

Communauto

Crêpe Chignon

Déménagement Myette

Druide

Dumoulin Bicyclettes

FibrEthik

Imprimerie Dalou

Le Grand Cycle - L'Atelier

Les Brasseurs du Nord

Opus

Outdoor Gear Canada (OGC)

Recyc-Québec

Société de transport de Montréal

Sur la route

Vélo Mag

Vélo Québec

AUDITORS' REPORT

To the administrator of Société d'Éducation pour le cyclisme à Montréal (Cyclo Nord-Sud)

We have audited the accompanying financial statements of SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (CYCLO NORD SUD), which comprise the balance sheet as at December 31st, 2011 and the statements of income, retained earnings and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

Like many charitable organizations, the organization derives revenue from donations for which the completeness is not susceptible of satisfactory audit procedures. Accordingly, our audit of these revenues was limited to tracing the recorded revenues to bank deposits. Consequently, we were unable to determine whether any adjustments were necessary in respect to donations, excess of revenues over expenses, current assets and net assets.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of SOCIÉTÉ D'ÉDUCATION POUR LE CYCLISME À MONTRÉAL (CYCLO NORD SUD) as at December 31st, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Financial Report

Balance Sheet*

as at December 31, 2011

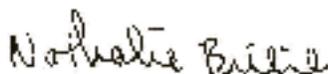
	2011	2010
Assets		
<i>Short Term</i>		
Cash and Cash Equivalents	\$72 416	\$23 823
Term deposit	8 000	
Debits and Deposit	7 345	8 762
GST and QST receivable	2 634	2 872
Total Assets	\$90 395	\$35 457
Liabilities		
<i>Short term</i>		
Accounts Payable and Accrued Liabilities	\$12 049	\$2 221
Salaries and vacations payable	3 103	2 705
Gouvernement remittances	3 469	3 122
Deferred Income	40 000	10 000
Current portion of Long-term debt	4 814	-
Total Liabilities	\$65 435	\$18 048
<i>Long-term debt</i>	18 605	
Unrestricted Net Assets		
Opening Balance	\$17 409	\$20 162
Surplus of income over expenses	-9 054	-2 753
Closing Balance	\$8 355	\$17 409
	\$90 395	\$35 457

In-Kind Contributions in 2011

	2011	2010
In-Kind Contributions (bikes and parts)	\$210 520	\$226 950
In-Kind Contributions (volunteering)	\$33 090	\$39 083

Bikes and parts: According to the summary of official receipts as reported on the Registered Charity Information Return form (T3010).

Volunteering: Value of volunteer work as reported on the Commission de santé et sécurité au travail (CSST) declaration form.



Nathalie Brière
Administrator



John Fleming
Administrator

* Summary of Auditor's Report and financial statements produced by Papillon Dion / CA

Financial Report

Statement of Revenues and Expenditures*

For the financial year ended December 31, 2010/1

	2011	2010
Revenue		
<i>Self-generated</i>		
Revenue from bicycle collections	\$59 786	\$52 301
Sponsorships and matching gifts	6 900	5 017
Compensation for international transportation	49 857	46 966
Product and promotional sales income	16 678	15 834
<i>Sub-total self-generated</i>	\$133 221	\$120 118
<i>Fund-raising</i>		
Membership fees and gifts	\$65 299	\$56 169
Foundation contributions	38 500	31 500
Religious community contributions	2 900	1 000
Union and business contributions	10 008	17 627
<i>Sub-total Fund-raising</i>	\$116 707	\$106 296
<i>Government grants</i>		
Ministère du Dév. durable, de l'Environnement, des Parcs	\$40 000	\$40 000
Emploi-Québec	4 559	12 183
AQOCI-MRI	997	8 978
City of Montreal	2 354	3 296
Recyc-Québec	1 723	0
CDEC	0	6 189
Discretionary Funds	3 200	3 700
<i>Sub-total government grants</i>	\$52 833	\$74 346
Total Revenue	\$302 761	\$300 760
Expenses		
<i>Project: Public Engagement – Bikes for the South</i>		
Salaries and benefits: Logistics	\$66 982	\$75 245
Rent and electricity	24 434	22 937
Collection, tool and warehouse costs	4 292	6 051
Transportation in Canada	8 378	9 276
International transportation	51 172	43 271
International development	2 877	1 424
<i>Sub-total Public Engagement – Bikes for the South</i>	\$158 135	\$158 204
<i>Project: Public Education and Awareness</i>		
Salaries and benefits: Communications	\$65 194	\$55 805
Rent and electricity	1 357	1 274
Publications, design, photos	15 741	12 791
Promotional events	7 030	2 986
Postage, telecommunications, transport, material	10 789	16 144
<i>Sub-total Public Engagement</i>	\$100 111	\$89 000
<i>Operations</i>		
Salaries and benefits: Coordination	\$34 784	\$33 260
Employee training	1 633	855
Rent and electricity	1 357	1 274
Insurance, taxes and permits	7 503	6 282
Public representation, democratic functioning	2 707	3 190
Bad debts	0	127
Bank fees and interest	2 675	2 824
Accounting and fundraising	1 332	5 257
Equipment, repair, building improvements	1 447	3 014
Currency exchange loss (gain)	131	226
<i>Sub-total Operations</i>	\$53 569	\$56 309
Total Expenses	\$311 815	\$303 513
<i>Surplus of revenue over expenses</i>	\$-9 054	\$-2 753

* Summary of Auditor's Report and financial statements produced by Papillon Dion / CA

Recycling Bikes Up North. Transforming Lives Down South.

Cyclo Nord-Sud

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Montreal (Québec) H2S 3K6

Warehouse

7235 St-Urbain
Montreal (Quebec) H2R 2Y5

Telephone: 514 843-0077
1 888 843-0077

E-mail: info@cyclonordsud.org
Website: www.cyclonordsud.org