

2009 Annual Report



Endeavour Volunteer Consulting for Non-profits (Endeavour) is a non-profit organization that provides management consulting for non-profit groups that cannot afford professional consulting. Since our inception in 2007, Endeavour has:

- Provided the equivalent of \$1,350,000 in consulting to non-profit organizations
- Delivered consulting services to 23 organizations serving causes such as the arts, children and family services, disabilities, education, environment, healthcare, immigrant services, rural development, poverty relief and youth development
- Advised non-profit executives and board members on strategic projects in a number of management areas
- Recruited over 200 professional and student volunteers
- Offered over 20 educational and training sessions

Our business model is to engage both university students and experienced business professionals in our service, by matching their skills to the needs of the non-profit organization.

Our theme for our first annual report is the ripple effect. Each time we assist a non-profit organization it not only affects that organization, but the individuals the organization serves, and the impact ripples out into the entire community.

In the pages ahead we will tell you what we've accomplished and what's yet to be done. We ask for your participation and support in achieving our vision.

Vision

Endeavour envisions a world where access to professional consulting services is not a barrier to non-profit organizations in achieving their goals, regardless of their financial capacity.

Mission

Endeavour is dedicated to enabling non-profit organizations to strengthen and sustain their community impact.

Goals

To achieve our mission, we are committed to the following goals:

- Providing consulting to non-profit organizations that otherwise may not be able to afford consulting services.
- Engaging the community in providing consulting.

The Ripple Effect

A Message From Our Founding President and Chair

Endeavour was founded in 2007 by a small group of young professionals motivated and united by the common desire to make a significant contribution to society, while achieving personal and professional growth.

Endeavour was modeled on a successful, student-run volunteer consulting group at the University of Toronto. Endeavour has taken that approach beyond the campus and has been able to recruit increasing numbers of talented volunteers, serve more organizations, and ultimately affect our community on a larger scale.

Endeavour's first annual report theme is "The Ripple Effect," reflecting the impact Endeavour has on the community. Endeavour reaches out and fulfills a need, and brings about positive impact on the community. From the dramatically increasing number of volunteers we recruit, to the ever-growing number of non-profit clients we serve, we feel our remarkable growth is due to an overwhelming need for our management services.

Non-profit organizations provide great value to our communities, but do not always have the in-house expertise or resources to address strategic management issues. Endeavour strives to improve and sustain the social impact of these organizations by engaging students and professionals to provide management consulting services. Our work enables early-stage non-profits to achieve sustainable growth and assists well-established charities achieve greater impact. In our estimate, we have fulfilled less than 1 percent of the potential need.

Opportunities to contribute to our community never cease. In order to focus on these opportunities, Endeavour must continue to invest in the capacities that drive non-profit results: strategy, capital and talent.

Endeavour has a number of priorities going forward to bring us closer to our vision, including management of talent, knowledge and outcomes, increased community awareness, and strategic partnerships to extend our reach to the community.

Ultimately, it is the people who make Endeavour. We are a diverse group, drawing expertise from top business schools and consulting firms, as well as non-profit organizations. Our volunteers include undergraduate students, PhD candidates, young professionals, and experienced business leaders. We are grateful to our clients, whose aspirations, dedication and results inspire us. We are grateful to every volunteer consultant, advisor and board member for their expertise and unflagging contribution to our organization and our community.

The work and influence of our volunteers, as well as Endeavour's approach and achievements are featured in this first annual report. We trust that these insights provide a greater appreciation for the challenges facing non-profit organizations today. We demonstrate the far-reaching need for our services in the community, to inspire your support and contributions.

Once again, we encourage you to explore the pages ahead to learn how our volunteers donate their time and expertise to achieve positive change. You may feel the same way.

Give a little of your time, and start a ripple.

Yours truly,



A handwritten signature in black ink that reads "Andrea Wong".

Andrea Wong
Co-Founder & President



A handwritten signature in black ink that reads "Ada Tsang".

Ada Tsang
Co-Founder & Chair

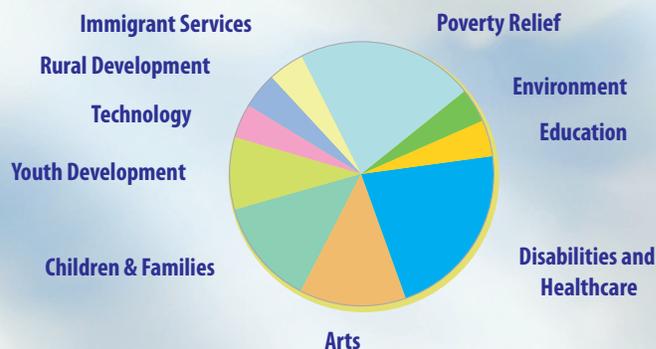
Inception and Accomplishments

Founding Executive Team

Endeavour was founded by eight University of Toronto business, engineering and MBA graduates who shared the goal of helping non-profit organizations build capacity: Rob Chang, Jesse Chen, Chris Joe, Eric Ng, Jessica Poon, Narad Sonnilal, Ada Tsang and Andrea Wong.

Time Line

- Established as a non-profit corporation and formed a Board of Directors with members from academia, consulting, industry, government and the non-profit sector.
- Set up Advisory Board and Subject Matter Expert Committee of non-profit and consulting professionals, with expertise from academia, top consulting firms, and the non-profit and social service sectors.
- Formed strategic partnerships with CMC-Canada, Ted Rogers School of Management at Ryerson University, Volunteer Toronto, Management Advisory Service, TechSoup Canada, and Institute of Industrial Engineers.
- Recruited and managed over 200 volunteers from industry, consulting, government and the non-profit sectors to provide thousands of hours of consulting to client organizations.
- Utilized in-kind sponsorships for event space, marketing communications, market research, public relations, and photography services, generously donated to support Endeavour's mission.



Clients

Endeavour has provided consulting to non-profit clients that help communities in many areas, including the arts, children and families, education, environment, disabilities/healthcare, immigrant services, poverty relief, rural development, technology and youth development. Some of these clients are as follows:

Arts

- Arts Network for Children & Youth
- Contact Contemporary Music
- Fly By Night Theatre

Children & Families

- Association for Bright Children of Ontario
- Kids' Internet Safety Alliance Foundation
- Somali Family & Child Skills Development Services

Disabilities/Healthcare

- Canadian Hearing Society
- Epilepsy Halton Peel
- Hospice Richmond Hill
- Psychosocial Rehabilitation Canada
- The Hearing Foundation of Canada

Education

- Canadian Association for Professional Pet Dog Trainers

Environment

- Ecologos Institute

Immigrant Services

- Working Skills Centre

Poverty Relief

- Dress Your Best
- Meal Exchange
- Food For the Poor Canada
- Seeds of Hope Foundation
- Windfall Clothing Service

Rural Development

- The Ontario Rural Council

Technology

- TechSoup Canada

Youth Development

- Eritrean Youth Coalition
- Vaughan Youth Cabinet



Our Focus and Approach

Endeavour provides volunteer consulting to non-profits that require strategic analysis and advice in a particular business or management area. We focus primarily on: Corporate Strategy, Operations Strategy, Marketing Strategy and Organizational Strategy.

Consulting Model and Process

Endeavour's consulting is executed in two six-month cycles each year beginning in March and September. The number of clients and volunteers in each consulting round varies depending on the suitability of project applicants and Endeavour's capacity.

Three-Phase Cycle

Each project cycle is represented by three phases:

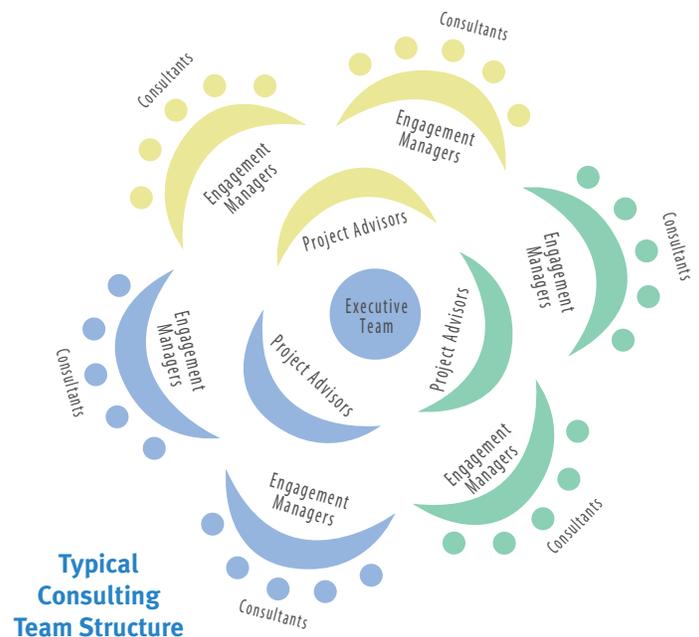
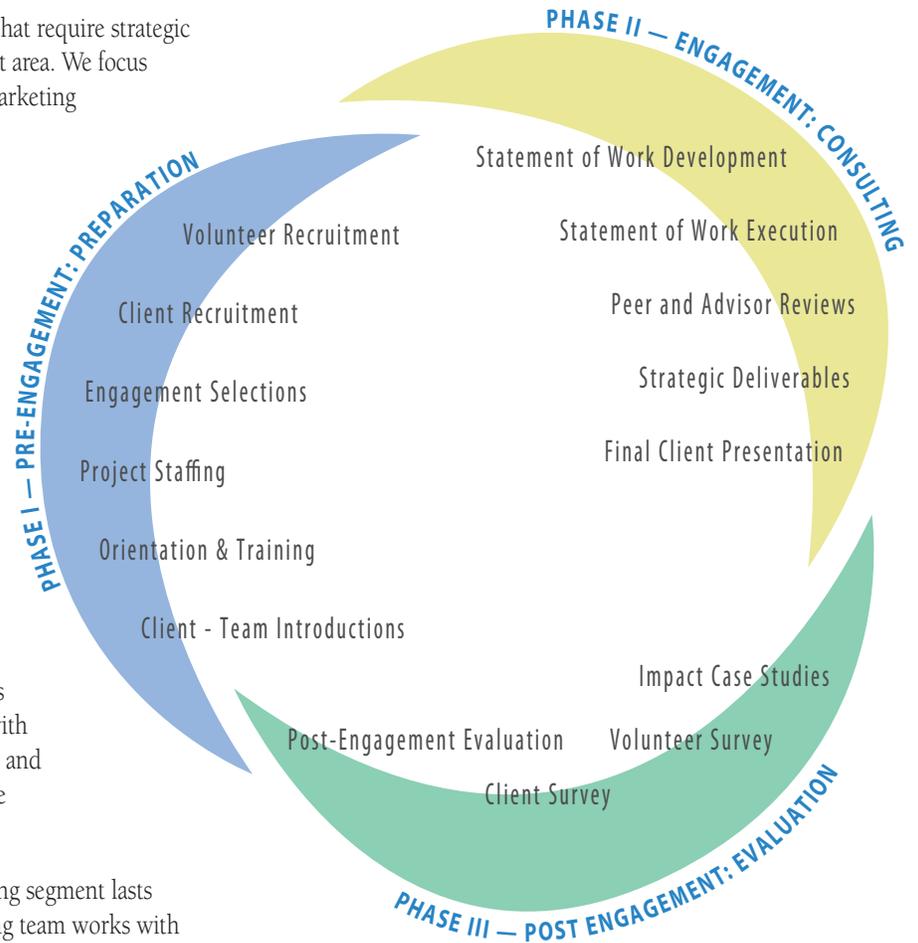
Phase I — The Pre-Engagement Phase involves about four months of work carried out by the Executive Team preparing for each new set of consulting engagements. As outlined to the right, the pre-engagement phase begins with volunteer recruitment and orientation, client recruitment and engagement selection, and ends in the introduction of the consulting team to the client.

Phase II — The Engagement Phase, the actual consulting segment lasts for approximately six months. In this phase the consulting team works with the client to:

- Develop the Statement of Work
- Execute the Statement of Work
- Deliver the Strategic Recommendation

Extensive communication, reporting and review occur between the consulting team, project advisors, the client and the Endeavour Executive Team during this phase.

Phase III — Post Engagement is all about evaluation. During the previous phase, the consulting team works with the client to develop metrics for the client to use in evaluating their implementation of the deliverable, as well as for Executive Team to use to evaluate the consulting team and Endeavour's impact as a whole. An Endeavour representative follows the client's progress for at least two years after the engagement has closed.



Case Study:

Psychosocial Rehabilitation Canada (PSR/RPS Canada) Enhancing Membership Value



“A major benefit for the Board of PSR/RPS Canada was the expertise of Endeavour in helping with practical strategies that will enable us to provide the best possible services to our members. As a result of the survey, we are now in the process of updating our website to include a membership forum/blog and a membership e-bulletin as a means of keeping in touch. We expect our membership to continue to grow as a result of the implementation of the above noted action plans. We continue to make inroads and look forward to development of chapters in other provinces.”

We look forward to the possibility of working with Endeavour in the future and do not hesitate to make a recommendation to other community-based and nonprofit groups.”

**Carole Eaton
President/Chairperson
PSR/RPS Canada**



“My engagement with Endeavour has helped me to achieve both personally and professionally. I have gained communication, project management and time management skills. Professionally, I’ve learned a lot about the non-profit industry. The consulting approaches that typically work for the for-profit industry do not apply to the non-profit industry because it works very differently. Finally, I believe my team’s work has provided our non-profit client insight and recommendations that would improve the organization as a whole. Because of the positive feedback I received from PSR/RPS Canada, I experienced a sense of accomplishment, knowing the impact I have made. ”

**Frank Zhang, Consultant
Engineering Grad, OME Group Consultants Inc.**

About PSR/RPS Canada

Psychosocial Rehabilitation Canada / Réadaptation Psychosociale Canada (PSR/RPS Canada) is a non-profit organization that promotes, supports and strengthens community-oriented rehabilitation services, specifically in the mental health arena. The organization provides services for industry professionals and members of the psychosocial community.

The objectives of PSR/RPS Canada are informing public policy, promoting the rights for people who use mental health services, providing educational activities, supporting psychosocial rehabilitation organizations, and developing provincial chapters. PSR/RPS Canada provides members with the Psychiatric Rehabilitation Journal, a quarterly journal published by Boston University.

The Endeavour Process

Statement of Work Development — Endeavour was retained by PSR/RPS Canada in Winter 2008 to recommend methods to improve their existing membership retention and revenue generation strategies. Endeavour's research methods included discussions with the PSR/RPS Canada Board of Directors, a comprehensive survey of existing PSR/RPS Canada members, and secondary research of similar non-profits.

Statement of Work Execution — The Endeavour team reevaluated the current member benefits structure to allow PSR/RPS Canada to better respond to member needs, potentially leading to increased member base and retention. The Endeavour team focused on three key activities; they carefully analyzed data collected from three fiscal years financial statements to identify gaps causing slowdown in revenue growth; investigated activities of PSR/RPS Canada's peer organizations with a similar mandate to determine alternate service offerings; and developed an online member survey for members of PSR/RPS to capture member needs and reasons for joining.

Statement of Work Deliverables — The Endeavour consultants, along with the guidance of their Endeavour advisor, integrated feedback from the online survey, peer research and other best practices into several recommendations to present to the PSR/RPS Board of Directors. Endeavour recommended a focus on enhanced membership benefits (e.g. more networking opportunities, increased communication with members) with a potential corresponding increase in membership fees, a reduction in operational costs related to delivery of membership benefits, and finally, an exploration of alternative funding opportunities. The Endeavour team developed an action plan and list of priorities for the organization to ensure ease of implementing these sustainable solutions.

Volunteer Development

Endeavour not only attracts and selects top talent to provide consulting, we also invest in volunteer training and development to achieve higher levels of performance, and in turn, higher quality results for our clients. Through a partnership forged with CMC-Canada and the Ted Rogers School of Management in 2009, Endeavour is also extending its training sessions to the general public. To date, we have hosted over 20 educational sessions with expert speakers from business schools, top management consulting firms, and non-profit consulting organizations, all of which was provided at no cost to nearly 400 volunteers and community members.

Education Throughout the Consulting Process

All volunteers attend a one-day orientation to prepare consulting teams for engagements. Additional educational sessions are held throughout the consulting cycle featuring expert speakers on topics such as marketing, effective presentations, and evaluative metrics, which serve to enhance understanding of topics as they apply to non-profit organizations.



Mentor Model

Endeavour carefully designs and builds project consulting teams based on the skills and abilities of each team member. The team structure allows for a high level of mentorship and knowledge sharing over the course of the project.

- Project advisors are experienced and skilled in project management and consulting, and offer their expertise to guide the work of the engagement managers and consultants.
- Engagement managers work closely with the consultants and have the additional responsibilities of client relations and project advisory relations.
- Consultants are seasoned professionals, undergraduate and graduate students, and young professionals entering the work force who are looking to grow their professional skills and experience while giving back to the community.

In this model, hands-on learning and training takes place where knowledge, industry expertise and social capital are shared between all team members. These relationships provide much substance for career growth both for the mentor and the mentee. The mentor shows leadership by giving back and by positively influencing junior colleagues. The mentee receives experience and advice, a chance to network with other professionals and exposure to a variety of career paths. Our volunteers find these mentor relationships to be an enriching and deeply meaningful experience.

Alex Gill, of the Mendicant Group, delivers a training session on the non-profit sector



Endeavour has recruited and trained over 200 volunteers to deliver management consulting



“Training workshops on the consulting framework and approach have been very valuable to me because I previously knew nothing about management consulting as an engineer. The workshops offered on effective presentations have also been very insightful; I have already applied these lessons in areas unrelated to Endeavour.”

Tatjana Ljaskevic, Consultant Engineering Student, University of Toronto

“The best part about working with Endeavour is the large pool of talented people that it attracts each year.”

Neeharika Tummala, Consultant Engineering Student, University of Toronto



“The skills and knowledge that I learned with Endeavour I can take with me everywhere I go.”

Sofia Stefou, Engagement Manager MBA Grad, Sofina Productions



We commend Endeavour for providing quality advice to us and other non-profit groups. As you know, the non-profit sector in Canada is generally unable to afford the advice that Endeavour provides for free to its clients (which is of tremendous value and is badly needed by many non-profits). We emphasize and underscore our thanks for your work in the community and hope that Endeavour grows in capacity in the future to continue to provide this valuable counsel to non-profits in need.



"I highly recommend volunteering with Endeavour... I hope your experience will be as rewarding as mine."

Kelvin Lui, Consultant Engineering Student, University of Toronto

Keep up the great work!
The Vaughan Youth Cabinet



"You will develop various valuable personal skills such as communication, time management, interpersonal and problem solving skills"

Frank Zhang, Consultant Engineering Grad, OME Group Consultants Inc.



"The private sector uses professional consulting all the time to improve, focus and learn. Unfortunately, this is a resource that many nonprofits cannot afford. That's why I am proud to support and mentor teams from Endeavour. The organization provides enthusiastic, professional volunteers who can help nonprofits address many of their consulting challenges - and that's a situation where everyone wins."

Alex Gill, Advisor Principal, Mendicant Group

"I started volunteering with Endeavour in Spring 2008 and I'm currently participating in my second project. My experiences as a volunteer with Endeavour have been enjoyable. I get the opportunity to use the skills that I have developed over the years in both my professional and volunteer careers in a different and unique fashion, while continuing to support and build capacity in the voluntary sector. Equally important, is the opportunity to work with a diverse team of people - university students, new grads, young and other seasoned professionals from a variety of academic/employment backgrounds. This diversity has enriched the experience for me. It has also helped me to strengthen my leadership style to accommodate working with people with different levels of readiness and capacity."



Allyson Collymore, Engagement Manager Public Policy Professional, Ministry of Children & Youth Services

"Endeavour is an amazing concept! The entire team was dedicated and flexible and our engagement manager was great with communication. The tireless consultants that worked with The Ontario Rural Council helped us to carry out a project in just a few months that would have taken us a year, or more, to do on our own. We will take the product that they helped us to create and make a real difference for communities across Ontario."

Thanks Endeavour!"
Rural Youth Working Group,
The Ontario Rural Council

Leadership

Executive Team

President	Andrea Wong Ontario Hospital Association Policy & Public Affairs
Vice-President Board Relations	Ada Tsang Deloitte Consulting, National Health Services
Vice-President Client & Volunteer Relations	Diana Wong Richard Ivey School of Business MBA Candidate
Director Volunteer Management	Katherine Choi Suame Magazine Industrial Development Organization
Director Business Development	Andrew D'Souza General Electric Project Management
Director Finance	Jeff He University of Toronto Medical Sciences
Interim Director Volunteer Management	Tatjana Ljaskevic University of Toronto BASc Candidate
Director Marketing	Sara Maki Schulich School of Business International MBA Candidate
Co-Director Education	Daniel Moro Maple Leaf Foods Management Program
Director Knowledge Management	Wasib Muhammad Rockwell Automation Project Management
Director Development	Jessica Poon Accenture Consulting
Director Information Technology	Neil Qian University of Toronto BCom Candidate
Co-Director Education	Tara Shanahan Maple Leaf Foods Management Program

Board of Directors

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Vice-Chair	Andrea Wong Ontario Hospital Association Policy & Public Affairs
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Secretary	Jessica Poon Accenture Consulting
Director	Dr. Ann Armstrong Rotman School of Management University of Toronto
Director	Alex Gill Mendicant Group Principal
Director	Shain Widdifield Department of Justice Canada
Director	Diana Wong Richard Ivey School of Business MBA Candidate
Director	Jane Zhang TechSoup Canada

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Jesse Chen
Chris Joe
Swapnil Kotecha
Eric Ng
Narad Sonnilal

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Borden Ladner Gervais LLP

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www.rudoandkate.ca

A Look Ahead

Endeavour has enjoyed tremendous success for a young non-profit consultancy. Our momentum has been fueled by the tireless dedication of volunteers, individuals who recognize the need to foster growth and sustainability in the non-profit sector. In our short time we have accomplished much. However, there is much still to be done.

According to Imagine Canada's *National Survey of Nonprofit and Voluntary Organizations, 2003*¹, over 40,000 non-profits in Ontario have annual revenues less than \$1 million. We estimate a potential market of \$3 billion². Since our inception, we estimate that Endeavour volunteers have contributed \$1,350,000³ in consulting, thus we have reached less than 1% of our potential philanthropic market.

An incredible opportunity exists to support these non-profits, and to realize our vision of a world where access to professional consulting services is not a barrier to non-profit organizations in achieving their goals regardless of their financial capacity. To reach our full potential, Endeavour must continue to invest in the three capacities that drive non-profit results: strategy, capital and talent. Please consider supporting Endeavour by volunteering or with a financial contribution.

Since 2007, Endeavour has provided strategic management consulting to **23** non-profit clients. We've reached less than **1%** of the potential **\$3 Billion** opportunity.



"My volunteer consulting experience has taught me that there is a significant need for capacity-building among charitable and non-profit organizations, and that organizations such as Endeavour provide a valuable service to the community"

Tatjana Ljaskevic, Consultant
Engineering Student, University of Toronto



"Through the 6-month long engagement, I not only practiced leadership and teamwork capacity, I also witnessed the challenges facing non-profits and learned about the supports needed to help them."

Claire Shen, Engagement Manager
MBA Student,
Rotman School of Management

"Despite early successes, it is clear that this is just the beginning for the determined group of individuals at Endeavour."

Tara Shanahan, Consultant
Business Grad, Maple Leaf Foods



"Our team is comprised of busy professionals and students of various backgrounds and expertise but united in our enthusiasm to learn from each other and committed to delivering a meaningful product to our client."

Hilary Jacob, Consultant
MBA, CFA, Murray & Company

Steven Ayer, of Imagine Canada, delivers a talk on non-profit resources



Financials

Cumulative since inception as of 30 September 2009

Balance Sheet	Cash
Assets	
Cash	218.25
Prepaid Expenses	253.80
Total Assets	472.05
Liabilities	
Accounts Payable	198.95
Total Liabilities	198.95
Net Asset	273.10
Total Liabilities & Net Assets	472.05
Statement of Activity	
Income	
Donations	800.11
Fundraising	1,787.52
Interest Income	0.27
Total Income	2,587.90
Expense	
Administrative	1321.31
Programs	689.18
Fundraising	304.31
Total Expense	2314.80
Change in Net Assets	273.10

Impact

As of 30 September 2009

\$1,350,000³

in consulting provided to non-profit organizations.

Endeavour has delivered approximately \$75,000 in volunteer consulting services to each of 18 non-profit organizations as of September 2009. Six other consulting engagements, currently in process, will bring our total in-kind donation of time and services to approximately \$1,800,000 by March of 2010.

We provided \$1,350,000 worth of services with only a \$2,500 budget.

Imagine the ripple your generous donation will make.

Supporting Endeavour will contribute directly to enhancing social change. To either volunteer or make a financial contribution:

Please email
contact@endeavourvolunteer.ca
or donate online at
www.endeavourvolunteer.ca/donate

¹ Source: *Imagine Canada National Survey of Nonprofit and Voluntary Organizations, 2003* (http://nonprofitscan.imaginecanada.ca/files/en/nsnvo/factsheet_voluntary_sector_ontario.pdf)

² Potential market based on consulting engagements for 40,000 non-profit organizations valued at approximately \$75,000 each.

³ Estimated value based on a blended consulting rate of \$80 per hour for more than 16,875 volunteer hours contributed by consultants, engagement managers and project advisors.



www.endeavourvolunteer.ca
contact@endeavourvolunteer.ca