



10 YEAR IMPACT REPORT

*Celebrating a decade of pro bono
and skills-based volunteering in
Toronto and neighbouring regions.*

»»» 2007–2017



»»» Endeavour is an innovative and effective way to deal with two strategic challenges facing Ontario. We do a great service to non-profits that can't afford professional consulting, helping them get to the next level. And in an era where there are fewer and fewer volunteers and their average age is increasing, we offer a great way for younger people to engage in the non-profit sector."

— **Alex Gill**, Principal, Mendicant Group, Endeavour Advisor and Former Board Member

MESSAGE FROM THE CO-FOUNDERS

Ten years ago, upon graduating from university, we launched Endeavour with the desire to contribute to our community, develop our skills, and connect with like-minded individuals. Not only have we been able to accomplish all of this for ourselves, but since Endeavour started in 2007, we have helped over 1,000 volunteers and 115 non-profit leaders achieve these goals as well.

We founded Endeavour because at that time we knew of no other organization in Toronto that offered the opportunities that Endeavour currently provides to individuals and the community. We were also aware of a need and demand from both professionals and non-profit organizations for the volunteer consulting services that Endeavour now provides. Since Endeavour started, we have completed 130 pro bono strategy projects with volunteers from diverse backgrounds, non-profit clients from a variety of sectors, and in partnership with leading corporations.

Building and growing Endeavour has been an exciting venture. Over time, we became recognized in the local and global community as a Canadian pioneer and leader in the pro bono and skills-based volunteering field. We have participated in and contributed to the Global Pro Bono Network, Global Pro Bono Summit and Canadian Pro Bono Marketplace, a few of the initiatives that have emerged from the growing pro bono movement.

For Endeavour's 10-year anniversary in 2017, we created this special report to recognize and celebrate the impact that all of our volunteers, non-profit clients, partners and supporters have achieved together in the past decade.

We are immensely grateful for each and every one for making this milestone possible.

After a decade of this work, what motivates us to continue is the potential for greater impact. We know that there are many more communities, non-profit organizations and individuals across Canada that can reach their full potential through pro bono and skills-based volunteering. As we reflect on and celebrate how far we have come in the past decade, we also acknowledge and look forward to the greater impact that we can achieve in partnership with our community in the decade to come.



Andrea Wong

Andrea Wong
Co-Founder & President



Ada Tsang

Ada Tsang
Co-Founder and Vice-President,
Talent & Strategy

10 YEARS OF PRO BONO IMPACT

2007

- **Founded Endeavour** and launched pilot project

2008

- **Incorporated** as a not-for-profit corporation in Ontario
- **Projects completed to date: 7**

2009

- **Rebranded** as Endeavour Volunteer Consulting for Non-Profits (Endeavour) from Endeavour Volunteer Consulting Network (EVCN)
- **Projects completed to date: 18**

2010

- **Hosted a non-profit case competition** with participants from the community and corporate sectors
- **Projects completed to date: 33**

2011

- **Became a registered charity** in Canada
- **Projects completed to date: 43**

2012

- **Launched a corporate skills-based volunteering program** in partnership with AstraZeneca Canada
- **Projects completed to date: 53**

2013

- **Represented Canada in the inaugural Global Pro Bono Summit** co-hosted by BMW Foundation and Taproot Foundation in New York City, becoming the first Canadian member of the Global Pro Bono Network
- **Celebrated Pro Bono Week in Canada** with the release of the Business Case for Pro Bono and Skills-Based Volunteering in Canada in partnership with AstraZeneca
- **Piloted the Done-in-a-Day pro bono program** in partnership with Capital One Canada
- **Projects completed to date: 69**

2014

- **Piloted the Scope-A-Thon pro bono program** at MaRS Discovery District
- **Represented Canada** in the 2nd Global Pro Bono Summit in San Francisco
- **Projects completed to date: 95**

2015

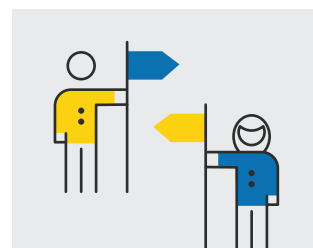
- **Hosted Scope-A-Thon pro bono workshops** in partnership with Capital One Canada
- **Total projects completed to date: 110**

2016

- **Participated in the “founder’s session”** on building a Canadian Pro Bono Marketplace, an initiative of the J.W. McConnell Family Foundation hosted on Wasan Island
- **Partnered with Lough Barnes Consulting Group**, receiving in-kind office space and advisory support
- **Projects completed to date: 120**

2017

- **Celebration of 10-year anniversary** with over 1,000 volunteers and 130 projects completed
- **Honoured with the Partnership Award** at the 2017 PAVRO Annual Conference
- **Participated in the 2nd Wasan Island session** on building a Canadian Pro Bono Marketplace
- **Launched a new website** showcasing leadership in pro bono with sponsorship from IWD Canada



MILESTONES

10-YEAR IMPACT AT A GLANCE



PROJECTS COMPLETED

(Some projects have multiple strategy types)



»»» Leading a project as an Engagement Manager was a great opportunity. Having a talented team, helpful advisors, and a cooperative and motivated client made it a very fulfilling experience. Endeavour's support and their professional, well-structured approach were keys to the success of our project.

— **Michael Lewin**, Engagement Manager



SECTORS SERVED

(Some clients selected more than one sector)

49 CHILDREN/YOUTH/ FAMILY SERVICES	43 EDUCATION	33 HEALTH
31 SKILLS DEVELOPMENT/ TRAINING	26 ARTS/CULTURE/ HERITAGE	23 SOCIAL JUSTICE
18 WOMEN	17 POVERTY RELIEF	14 DISABILITIES
13 HUMAN RIGHTS/CIVIL LIBERTIES	12 ENVIRONMENT	12 SENIORS
10 COMMUNITY DEVELOPMENT	9 RESEARCH/POLICY DEVELOPMENT	5 IMMIGRANT SERVICES
4 INTERNATIONAL DEVELOPMENT	4 SUBSTANCE ABUSE/ ADDICTION	3 RURAL DEVELOPMENT



The Endeavour team provided us with an exceedingly high quality product and service, something that we could not afford to hire a team to do. This has been invaluable for a small non-profit organization like us.

— **Christine LeDrew**, Executive Director, John Howard Society of Sarnia & Lambton



NON-PROFIT IMPACT

95%

satisfied or very satisfied with the project

100%

would recommend Endeavour

100%

agree that the project increased their capacity to develop a plan or strategy for the organization

100%

agree that the project helped them to apply new knowledge and perspectives

VOLUNTEER IMPACT

88%

are interested in volunteering with Endeavour again

86%

agree the experience improved the positive impact they can have on society

76%

agree the experience improved leadership abilities

74%

agree the experience improved skills relevant to their career



SCOPE-A-THON RESULTS

100%

of non-profit organizations reported that the Scope-A-Thon program:

- Increased their readiness to engage in pro bono
- Helped define their problem to be addressed through pro bono consulting
- Helped identify and prioritize solutions
- Created a better project scope
- Increased their awareness of where to access pro bono consultants

100%

of volunteers reported increased pride in ability to help others

95%

of volunteers reported increased pride in working for the company

89%

of volunteers reported team-building amongst colleagues

89%

of volunteers reported increased likelihood of seeking volunteer opportunities that use professional skills



Capital One Canada partnered with Endeavour to offer the Done-in-a-Day and Scope-A-Thon programs to employees and charitable partners.

PROGRAMS AND PARTNERSHIPS

SIX-MONTH PRO BONO ENGAGEMENTS

Each year, Endeavour mobilizes nearly 100 volunteers to provide pro bono consulting to about 10 non-profit organizations over a six-month cycle. Volunteers represent a diverse range of backgrounds, fields and industries. Clients range from emerging, local non-profits to established national and international charities from a variety of sectors. The projects help non-profits build capacity and improve impact in areas such as strategic planning and marketing.

AstraZeneca Canada has been a key partner in Endeavour's six-month program. AstraZeneca partnered with Endeavour to launch a skills-based volunteering program for the company's employees and charitable partners. The **Business Case for Pro Bono and Skills-Based Volunteering in Canada**, available online, outlines the business case, the integration and launch of the skills-based volunteer project at AstraZeneca, the impact of the project on key stakeholders, as well as success factors and advice for other companies looking to launch an employer-supported pro bono or skills-based volunteer program.

ONE-DAY PRO BONO PROGRAMS

Endeavour also offers one-day pro bono programs for companies and volunteers looking to get a taste of pro bono without a time intensive commitment.

The **Scope-A-Thon** workshop prepares volunteers and non-profit leaders to engage effectively in pro bono consulting. Participants learn about pro bono readiness, common pitfalls, best practices, how to develop a good problem statement and project scope, and pro bono resources. With guidance from Endeavour, teams of volunteers and non-profit partners develop a scope of work for a pro bono project that the non-profit partner can take to a pro bono provider.

The **Done-in-a-Day** program brings together teams of volunteers to use their expertise and skills to help a non-profit address an organizational challenge through a bite-sized project in one day. Endeavour supports non-profits in defining the scope of the problem and provides guidance to volunteer teams.

»»» *Participation in [employee volunteer] programs, like the Endeavour initiative, boosts morale and engagement by creating opportunities for employees to deploy their skills to purpose-driven work beyond their day-to-day roles. It also provides a platform to further develop leadership, mentoring, communication and problem-solving skills."*

— **Greer Hozack**, Executive Director, HR and Communications, AstraZeneca Canada

CAMP AMICI IMPACT STORY

Established in 1966, Amici Camping Charity sends children from financially challenged families to partner summer camps for two to four week stays. Central to their program is the belief that a multi-year model, where children have an opportunity to return to camp year after year, provides greater and longer lasting benefits in terms of lifelong friendships and life skills development than one-off camping experiences.

The Challenge

In spring 2012, Camp Amici approached Endeavour for assistance in developing a strategic plan that would allow Amici to double in size over the next three to five years. This request was in response to the increased demands for the summer camp program and the realisation that the organization was quickly outgrowing its current grassroots operating model and organizational structure, while their funding model remained volunteer-driven.

»»» *We couldn't be happier with the structure that the Endeavour plan provided us with.*

Our Approach

The Endeavour team identified three major goals that continue to be relevant to the organization today:

1. To evolve a long-term, sustainable funding model;
2. To optimize the charity's organizational structure to support program growth; and
3. To enhance a targeted strategic communication plan.

»»» *It's very helpful to have a list of priorities (segmented) in different buckets to review whereas before we had more of a laundry list.*

A SWOT analysis was conducted and recommendations were made to support each goal. Endeavour recommended the hiring of a development coordinator and an additional program person, devised a strategy to reach segmented groups so Amici could tailor engagement messages to different types of donors, and created a 120-day plan to help track progress in the execution of the strategic plan.

The Outcome

The Endeavour team provided Amici with their first ever strategic plan in September 2012 for the years 2013–2016. Amici reported that since their Endeavour consultation they have stayed on track and have even exceeded their goals. Amici enrolled more than 250 campers by 2016—their 50th anniversary. The Board has changed from an operational board to a strategic thinking board. The number of agency staff has grown from two full-time staff in 2012 to 4.5. The consultation also helped Amici to see what was unique in the programs they offered that could be shared with others, including potential donors.

The consultation resulted in increased organizational confidence, professional status, and a new willingness to work with outside partners.

»»» *It opened our eyes as to the value of a fresh perspective.*

EPILEPSY ONTARIO IMPACT STORY

Founded in 1956, Epilepsy Ontario is the voice of epilepsy in the province, with a network of 16 affiliated, legally independent regional agencies across Ontario. Working with these partners, Epilepsy Ontario offers counselling and referrals for people living with seizure disorders, raises public awareness and drives policy change.

The Challenge

Enhance efficiency of service delivery. Reduce duplication of effort. Eliminate donor confusion. Optimize possibilities for joint fundraising and advocacy. These were all opportunities Epilepsy Ontario wanted to address by formulating a new multi-partner governance model with Endeavour's assistance.



Endeavour tackled a very difficult organizational design and governance assignment for us; the team's research and facilitation helped us open new doors for discussion with our stakeholders.

The ability of all of Epilepsy Ontario and its affiliate agencies to carry out their mission depends upon effective partnering. By working together, they can pool scarce resources and minimize duplications to achieve a vision that would not be possible as independent entities.

The right governance structures and leadership practices can facilitate collaboration. At the same time, developing sustainable collaborations is challenging for many non-profits.

Our Approach

Endeavour addressed this dilemma with three key steps. First, the consulting team distributed a governance-focused survey to all 16 agencies to connect with and engage these stakeholders and to identify their issues and concerns.

Second, the Endeavour team organized a meeting with representatives of Epilepsy Ontario and the regional agencies for a face-to-face discussion of collaboration problems and opportunities. Third, the consultants conducted a cross-jurisdictional scan of governance strategies employed by other provincial epilepsy organizations as well as a respected national non-profit in the health sector in order to determine best practices.

Equipped with this research the Endeavour consulting team defined a working model with specific milestones and success metrics.

The Outcome

Endeavour earned high praise from Epilepsy Ontario for opening the lines of communication with regional agencies. The consulting team's research identified areas of inter-agency tension and provided a framework for productively addressing it.

This forward momentum led to Epilepsy Ontario and its regional agencies working together to acquire an Ontario Trillium Foundation grant to develop a shared information portal. Now operational, this online hub supports sharing of best practices and consistent external messaging for Epilepsy Ontario and its agency partners. Endeavour's recommendations also led to a new common branding standard, which balances individuality and uniformity among these parties.

The new governance model also helped to solidify a provincial advocacy strategy, which is an important success for all of the partners. And possibly the most significant achievement: Endeavour assisted in establishing a solid foundation for more collaborative initiatives in the future. These allies can now continue working together productively toward a shared mission of promoting independence and optimal quality of life for those living with seizure disorders.

The team's stakeholder research was helpful in providing perspective and their facilitation of a provincial conversation was invaluable.

YORK REGION FOOD NETWORK IMPACT STORY

York Region Food Network (YRFN) was founded in 1986 to promote healthy eating within a sustainable and equitable food system. Among its varied programs are community gardens, a breakfast drop-in for low-income individuals, a low-cost monthly food box, hands-on healthy eating workshops, reclamation of wasted food from supermarkets and farms, and advocacy work towards accessible and sustainable food systems in the York region.

The Challenge

In 2012, YRFN renovated its office space, adding an on-site, commercial-grade kitchen. YRFN requested Endeavour's services to assess the feasibility of using the kitchen as a business incubator, where healthy food entrepreneurs could test their recipes and launch new products without the high cost of investing in their own kitchen facilities.

»»» *Endeavour was equal to or better than what we have paid for.*

Our Approach

Bringing together literature reviews, an environmental scan, and interviews with similar non-profit organizations, the Endeavour team assessed the mission fit, financial and operational feasibility of five different uses for the kitchen: as a kitchen rental service, as a venue for both free and fee-for-service cooking classes, as a kitchen incubator, and as a catering company.

The Endeavour team also provided a detailed roadmap for launching the most recommended option—a kitchen rental service—including securing necessary certificates, insurance, safety precautions, advertising, and human resource needs.

»»» *I was impressed with the report and the dedication of the team.*

The Outcome

With the guidance of the Endeavour roadmap, YRFN rented out the kitchen space and used it to host free cooking classes. The recommendation against the incubator kitchen and catering options were perceived as credible, and helped to close the door on what would have been supremely challenging endeavours. YRFN found the engagement helpful for answering important questions that they lacked the staff time to thoroughly consider and the environmental scan helped them to align themselves to other organizations with similar missions.

In 2016, YRFN returned for another Endeavour engagement to develop a three-year branding and marketing strategy. With solid recommendations coming out of the project, YRFN updated their website and logo, and adopted a new social media strategy. This new image attracted new followers on Facebook and Twitter, increasing their engagement and reach with the community.

»»» *The team was excellent. There is a definite advantage in bringing together the different team members because they have such different perspectives. It's also great to see the consultants learning too.*



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ENDEAVOUR CLIENTS

ACCESS Community Capital Fund	Epilepsy Ontario	Rural Youth Working Group, The Ontario Rural Council
Act To End Violence Against Women (formerly Jewish Women International of Canada)	Epilepsy South Central Ontario (formerly Epilepsy Halton Peel)	Scribble Me Silly – Art for Kids
AIDS Committee of York Region	Eritrean Youth Coalition	Seeds of Hope Foundation
Albion Boys and Girls Club	Family Outreach and Response Program	Self-Help Resources Centre
Alli's Journey	Fly By Night Theatre Company	Shakespeare Experience Performing Arts
Amici Camping Charity	Food For the Poor Canada	ShelterBox Canada
Arts Network for Children & Youth	Freeing the Human Spirit	Skills Upgrading Centre – Literacy Council York-Simcoe
Association for Bright Children of Ontario	Frontlines (Weston Frontlines Centre)	Sky's the Limit Youth Organization
Asthma Society of Canada	Girls Incorporated of Durham	Social Impact Enterprises
Autism Teenage Partnership	Herbert H. Carnegie Future Aces Foundation	Society of Sharing Inner-City Volunteers
b current	Horn of Afrika Women's Advancement	Somali Family & Child Skills Development Services
Bikechain	Hope Story (formerly Kids Alive Canada)	Street Kids International
Boys and Girls Clubs of East Scarborough	Hospice Richmond Hill	Tangled Art + Disability
Boys and Girls Clubs of Kawartha Lakes	International Association for Medical Assistance to Travellers	TechSoup Canada
Brands for Canada (formerly Windfall)	John Howard Society of Ontario	The 411 Initiative for Change Inc
Broadview Community Youth Group	John Howard Society Sarnia & Lambton	The A.N.A.S.A. Collective – A Trustee Program of Schools Without Borders
Camp Awakening	Kidney Cancer Canada	The Hearing Foundation of Canada
Canadian Association of Family Resource Programs (FRP Canada)	Kids' Internet Safety Alliance	The Mighty Pen Project
Canadian Association of Professional Pet Dog Trainers	Learning for a Sustainable Future	The Mosaic Institute
Canadian Civil Liberties Education Trust, Canadian Civil Liberties Association	Literature for Life	Toronto Centre for Active Transportation
Canadian Cultural Society of the Deaf	Meal Exchange	Toronto Intergenerational Partnerships in Community
Canadian Hearing Society – Toronto Chapter	Mercer Union	Toronto Kiwanis Boys and Girls Clubs
Canadian Roots Exchange	mindyourmind	Toronto Rape Crisis Centre/Multicultural Women Against Rape
Canadian Students for Sensible Drug Policy	Mixed Company Theatre (The Maple Leaf Theatre for Social Responsibility)	Toronto Vegetarian Association
Canadian Tamil Professionals Association	Moorelands	Toronto's First Post Office, Town of York Historical Society
Canadian Tamil Youth Development Centre	Motions Youth and Community Centre	Tourette Canada
CatalystsX	National Junior Golf Academy	Urban Alliance on Race Relations
CGPA: Group Therapy, Group Training, Group Facilitation (Canadian Group Psychotherapy Association)	New Beginnings Support Program	Vaughan Youth Cabinet
Community Association for Riders with Disabilities	North York Harvest Food Bank	Women's Arts Network of Toronto
Community Builders Youth Leadership	One Voice One Team Youth Leadership Organization	Women's Healthy Environments Network
Community Opportunity & Innovation Network Inc	Parent Action on Drugs	Working Skills Centre
Connect in Motion	PAVRO (Professional Association of Volunteer Leaders – Ontario)	WWF Canada
Contact Contemporary Music	Physical and Health Education Canada	York Region Food Network
Dr. Clown – Toronto Division	Power Unit Youth Organization	Youth Without Shelter
Dress for Success Toronto (formerly Dress Your Best)	PREVNet Inc	
East York Meals on Wheels	Psychosocial Rehabilitation (PSR)	
Eastview Neighbourhood Community Centre	Réadaptation Psychosociale (RPS) Canada	
Ecologos Institute	Public Affairs Association of Canada	
Endeavour Volunteer Consulting for Non-Profits	Regenesi	
	Regent Park Focus Youth Media Arts Centre	
	Regent Park School of Music	
	Rideau Environmental Action League	
	Rise Asset Development (Rotman CAMH Social Enterprise Development)	

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