

What do you want to accomplish at your charity?

given  
raise money  
charity. noun  
provide help  
actions or  
the

# What are you experiencing now?

**How does your organization's financial future look?**

**What insight would you like to have on your fundraising programs?**

**What kind of steps would you like to take to maximize your group's impact?**

**What human resource capacity considerations are important to any changes you'd like to see?**

**What has you worried?**

No matter what your organizational issues Osborne's Charity Impact Group is here to listen and to help you.

Osborne's principals are unique in that—for better or worse—they've been there, done a lot of that and learned a great deal from the experience. Now we have put together a group of principals specifically organized to help charities manage, and adapt to, an increasingly complex and dynamic sector, and help position your group for the future.

The members of The Charity Impact Group have decades of experience in the charity and public sectors. It is made up of leading specialists in finance, fundraising, human resources, communications, governance and organizational management with decades of c-suite experience in problem solving for health charities, international NGOs, arts and cultural groups, community and social justice organizations.

They've dealt with a range of stubborn and immediate issues in multi level, regional and national groups with staff-driven organizations and groups that use large volunteer forces. Specifically, The Charity Impact Group is expert in:

- Assessing congruity of activities to mission
- Assessing revenue generation activities and ROI
- Coping with an array of human resources and health and safety issues, compliancy, either urgent and operational
- Reviewing organizational structure, compensation programs, talent acquisition, retention job descriptions and engagement
- Conducting department reviews and developing plans for re-organization
- Providing recommendations for organizational re-structuring and overseeing implementation

- Planning for financial salvage
- Managing HR through transition closure and major change
- Mitigating issues arising from leadership or other crisis
- Pre-merger planning, merger management, post-merger positioning
- Bringing an understanding of charities' market position, unique selling proposition, competition and market share to the table
- Rectifying governance weaknesses for more effective voluntary leadership

We also provide management support for senior executive roles—Executive Director, Chief Executive Officer, Chief Operations Officer, Human Resources Executive or Chief Financial Officer—on an interim basis, working with Boards of Directors and other leadership to develop multi-year strategic plans and mentoring the management team.

***“Whether you are working in health and community services, arts and culture, international development, research or social justice, we understand the complexity of the charitable sector and are here to help carve a successful path for you and your organization.”***

**Osborne's Charity Impact Group principals have a deep knowledge of the charity sector and are among the country's most practiced experts in the strategic, human resources and financial issues arising in it. Whatever you need to work on, they will hit the ground running for you and your organization.**

### **Gail Picco**

Gail Picco is an award-winning strategist and thought-leader whose fundraising, communications and advocacy campaigns have raised hundreds of millions of dollars and generated millions of calls to action. Her organizational and sector expertise has resulted in successful re-structuring initiatives. She is widely recognized as one of Canada's foremost experts on how to carve a path through the increasingly complex dynamics of the charitable sector. Civil Sector Press recently published her latest book, *Cap in Hand: How Charities are Failing the People of Canada and the World*. She works as a Principal with The Osborne Group in Toronto and former Chair of the Regent Park Film Festival.

### **Pat Vanelli**

Pragmatic, results-driven and respected, Pat is human resources specialist experienced in national and international, and union and non-union environments. Pat is recognized for her business acumen and her focus on an organization's needs, optimizing human capital in the achievement of business objectives. Pat has successfully negotiated more than twelve collective agreements as chief spokesperson with SEIU, OPSEU, UNIFOR, HSA and Teamsters; and led the merger and reorganization of a US multi-national consumer package goods organization from four operating units to a single business unit improving selling and general administrative costs (SG&A). She also prepared the WSIB business unit for WSIB Workwell, an audit covering more than 100 locations and 700 employees in Ontario.

### **Lucy White**

An entrepreneurial and highly effective senior executive in the arts sector, Lucy has a demonstrated ability to establish, grow and sustain organizations. She achieves superior results through a strategic, creative and consultative approach and outstanding analytical, communications, relationship management and team-building skills. She's designed the vision, mission, strategic goals and operational structure for Professional Association of Canadian Theatres (PACT), Established and managed the organizational structure, partnerships, human resources and programs for

### **Ken Goodwin**

Ken Goodwin is a strategic financial executive with an extensive background in managing business growth, change management, regulatory affairs and portfolio management. A skilled project manager with strong analytical expertise, Ken has a consistent track record recommending and successfully implementing significant improvements in process and technology. He has acted as CFO for a wide variety of organizations in the profit and not-for profit sector and supported the review and re-negotiation of banking and other loan arrangements for several privately held companies experiencing significant working capital issues.



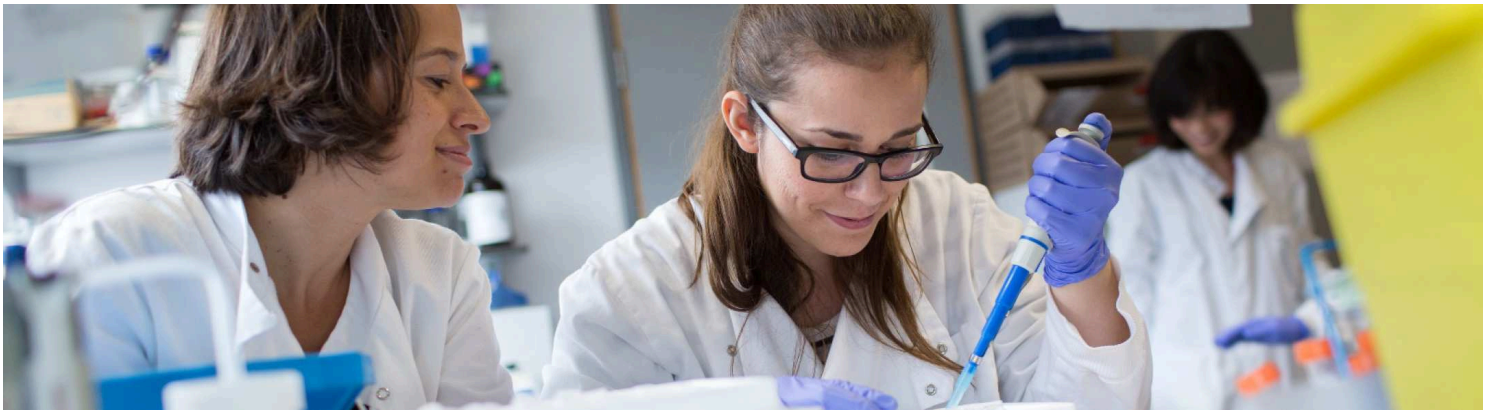
## The Osborne Group

For the past 25 years, The Osborne Group has been working with organizations of all sizes and mandates in the private, public, non-profit and charity sectors.

In the past two years, we have done work with more than 40 nonprofits and charities that has encompassed organizational restructuring, mergers, specialized project management, campaign direction, CEO support, emergency human resource support and interim executive assignments. The Osborne Group is a Vendor of Record for the Government of Ontario.

Our Principals bring extensive and relevant senior management experience to any situation. From day one, they are ready to step in, do the hands-on work that gets desired results, meeting the highest standard of quality and integrity to provide you with high value services.





## Charity and Non-Profit Clients: 2016 and 2017

A-Way Express Courier	Hanover Family Health Team	St Jude Community Homes
ACCES Employment	Hassle Free Clinic	St. Stephen's Community House
Algoma Community Legal Clinic	Health For All Family Health Team	The Counties - Stormont Dundas Glengarry
Assoc. of Family Health Teams of Ontario	Houselink Community Homes	The Township of Otonabee South Monaghan
Beaver Valley Outreach	Humber River Family Health Team	Toronto Arts Council
Blue Hills Child and Family Services	Income Security Advocacy Centre	Town of Aurora
Bond Child and Family Development	John McGivney Children's Centre	Treasury Board Secretariat
Boys and Girls Clubs of Canada	Legal Aid Ontario	True North
Burk's Falls Family Health Team	Mainstay Housing	United Church of Canada
Canada's Children's Hospital Foundation	Markham Family Health Team	United Way Centraide
Canadian Diabetes Association	MaRS Entrepreneurship Education	United Way of Greater Simcoe County
Carsons Camp Limited	Michener Institute	United Way North East Ontario
Central Brampton Family Health Team	Microskills	United Way Toronto / York Region
Centre for Family Medicine Family Health Team	Ministry of Health & Long-Term Care	United Way of Cambridge and North Dumfries
Centre for Social Innovation	Ministry of Community & Social Services	United Way Kingston-Waterloo
Child & Family Services Guelph Wellington	Mt. Denis Medical Group	United Way of Greater Simcoe County
Children's Miracle Network Canada	My Friend's House	United Way North East Ontario
Children's Treatment Network	North Bay Nurse Practitioner-Led Clinic	United Way Toronto / York Region
Chinese & Southeast Asian Legal Clinic	North York Women's Shelter	Wawa Family Health Team
City of Vaughan	Northlea United Church	Village Family Health Team
CMHA - Thunder Bay Branch	Northumberland Family Health Team	Wellfort Community Health
CMHA - Ontario	NorWest Community Health Centres	West Durham Family Health Team
Community Care City of Kawartha Lakes	Ongwanada	West Neighbourhood House
Community Living Burlington	Ontario Centre of Excellence for Child & Youth Mental Health	Winnipeg Arts Council
Community Living Central Highlands	Ontario College of Family Physicians	World Vision
Community Living Peterborough	Ontario Non-Profit Housing Association	YMCA Canada
Community Living Toronto	Ontario Track 3 - Ski Association	YWCA Toronto
Crossroads International	Osteoporosis Canada	
Central West Specialized Developmental Services	Peterborough 360 Degree NPL Clinic	
Cystic Fibrosis Canada	Port Hope Community Health Centre	
FAME	Powassan Family Health Team	
Family Transition Place	Green Square Family Health Team	
Fred Victor Mission	Rainbow Railroad	
Georgian Bay General Hospital	REEL Canada	
Habitat for Humanity Canada	Scarborough Community Legal Services	

*Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes it should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm."*

**PETER F. DRUCKER**

## A Message from The Charity Impact Group

*Dear Charity Leader,*

*Osborne's Charity Impact Group wants anyone working in a charity leadership position—board of directors or executive—to know that we are here to help solve problems and maximize your impact.*

*You might want a full fundraising program audit, have a program start-up, be experiencing a stalled campaign or a new campaign, feeling a sense of aimlessness or even a sense that there is a problem, but you just can't put your finger on it. Perhaps there's about the level of engagement among your volunteers or members or consideration of a merger? Or you might have an immediate HR problem.*

*If so, please call. We are here to listen and can offer you feedback based on our experience. Whatever the problem, are here to help.*

*Our professional mission is to help our clients solve their problems. And help charities improve their impact.*

*We are here to help our clients deal with tough issues, carve out a path for success and have the greatest possible impact they can.*

**GAIL PICCO, LUCY WHITE, PAT VANELLI, KEN GOODWIN**



## The Charity Impact Group

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