



In Motion

A Strategic Plan
to Guide Job Skills
through 2020



Executive Summary

Developing a Strategic Plan requires a combination of thoughtful reflection and analysis, along with creative visioning and planning for the future. At Job Skills, this activity is also a collaborative process involving input and consultation with all Staff – from front-line workers to middle and senior management and the Board of Directors.

The process started more than six months in advance, in the Fall of 2016, when all Staff had the opportunity through cross-divisional groups (or PODs) to provide ideas for service integration and partnerships, future programming, improvements and revenue generating opportunities. Middle Management was also involved in discussions with the Senior Management Team to review and determine key priorities and goals for the upcoming year and Board members attended several preparatory presentations. The final Strategic Planning session, with the Board of Directors and members of the Senior Management Team took place in March 2017.

Guided through the process by Strive Consulting Group, the Board and Senior Management Team developed the following Strategic Directions, along with concrete Indicators of Success and Business Plan Strategies. Annual Operational Plans provide the parameters and framework for the Plan's implementation to support the Agency's success for 2017 and beyond.

The Strategic Plan is reviewed annually – to ensure the Directions are still relevant, with a major review undertaken every three years.

Strategic Direction #1

Maintain or Exceed Appropriate Funding Levels and Pursue Discretionary Funding Opportunities

Aim:

A. Job Skills will achieve appropriate funding levels for the next three years in keeping with our core values and areas of expertise. Budget levels will be reviewed annually.

B. Job Skills will ensure that unrestricted funds are available to provide the minimum contribution required to meet new funding requirements for additional/new Programs and Services in order to meet/respond to identified community needs, support ongoing Professional Development and Research and Development.

Strategic Direction #2

Ensure Excellence in Service Delivery

Aim:

Ensure excellence in service delivery for Job Seekers, Employers, Community Partners and Funders. Achieve successful outcomes and Customer Satisfaction through a mixed menu of Programs and Services that meet community labour market needs.

Strategic Direction #3

Maintain Infrastructure to Maximize Organizational Performance

Aim:

Job Skills will maximize organizational performance with a full complement of skilled, service and goal-oriented Staff that keeps pace with business, service delivery and funding requirements. Job Skills will invest in infrastructure and talent development to maximize organizational performance.

Strategic Direction #4

Develop and/or Maintain Strategic Partnerships

Aim:

Job Skills will develop opportunities for mutually beneficial private, public and not-for-profit sector partnerships.



AT WORK IN OUR COMMUNITY

Annual Report for 2017

Message from
the Chair of the
Board of Directors
and the Executive
Director



Wayne Thiessen
Board Chair



Nella Iasci
Executive Director

During 2017, Job Skills met many new challenges and opportunities head on and pursued them relentlessly. As a result, we have much to celebrate. Although challenges and opportunities are often seen as competing forces, they remind us that we are a work in progress. As we get ready to celebrate our 30th year of working in the community, we recognize our achievements and embrace the hurdles we have yet to overcome.

This year, we embarked on a new three-year Strategic Plan, with four Strategic Directions focusing on: Excellence in service delivery, with a customer satisfaction rate of 90%; funding diversification and fundraising; strengthening infrastructure and organizational capacity building with ongoing professional development of our Staff through a newly established JS University. In tandem with the Strategic Plan, we also embarked on an Organizational Review to assess how well the organization is ready to execute and deliver on the three-year Strategic Plan. These two activities ensured that Job Skills is well positioned for the future

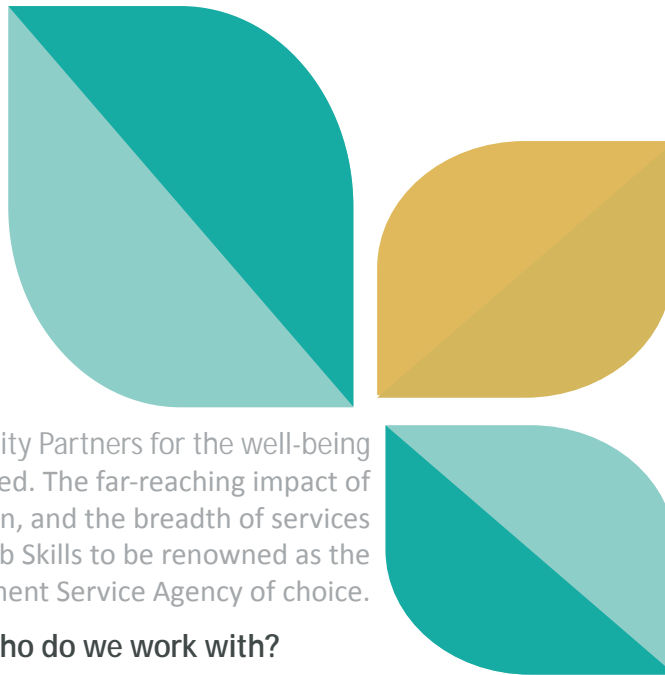
As part of our renewed commitment to service excellence, we began the development of a Service Integration Model across the Agency. This multi-year strategy will result in an integrated Case Management system designed to ensure a more personalized plan. This includes more customized learning, and more effective and sustained employment placements for our Clients, while at the same time maintaining our focus on matching their skills, education and work experience to Employers' needs and Labour Market demands.

In Year Two of our Strategic Plan, we are excited to keep moving the Integration Service Delivery Model forward, alongside new and innovative pilots for newcomers (both on line and with new partners) as well as the continued growth in Youth programming and our commitment to work in partnership with Employers to meet their workforce needs.

We would like to extend our heartfelt thanks to our Board of Directors as well as our talented staff, under the leadership of our Senior Management Team, for their expertise and dedication. To our Funders, Donors, Volunteers and Community Partners -- thank you for investing in Job Skills. To the umbrella organizations, thank you for the ongoing advocacy efforts and membership support.

And thank you, most of all, to our Clients for always telling us what is needed and how we can do better.

In 2017, Job Skills Worked With...



... our Clients and Community Partners for the well-being of the communities served. The far-reaching impact of the Agency's mission, and the breadth of services available, has led Job Skills to be renowned as the Employment Service Agency of choice.

Who do we work with?

From Job Seekers to Employers – our outreach and referral services extend to more than 20,000 individuals annually.

Our Clients and Community Partners know how Job Skills makes a difference in people's lives and ultimately strengthens our communities. Since 1988, Job Skills Programs and Services have been helping individuals with new employment opportunities, new careers and new businesses to build strong foundations and become contributing members of society.

Working with Employers, who are challenged with the demands of an ever-changing market, we provide an essential link in creating economically viable communities. We help develop a strong, diverse and talented workforce, preparing Clients with the hard and soft skills necessary to meet the demands of today's labour market, ultimately providing Employers with qualified staff to support key industry sectors.

Together, our efforts are building communities and creating economic growth in Peel and York Regions. In 2017 alone, Job Skills continued to serve our communities with:



24 Programs
Delivered



7 Locations



5,200+ Clients Who
Received 1 - 1
Assistance

[See who Job Skills is working with inside ...](#)



IS WORKING WITH...

Offering resources and supports through three Employment Service Centres and specialized programming, Job Skills works with Job Seekers of all ages to maximize their potential. Service intensity varies to match individual needs, ranging from individual support to group sessions, workshops and training. Our Clients identify their own employment goals, look for new opportunities and develop the in-demand skills that Employers need.

Job Seekers



Employers

2,782

People received Assisted Employment Services in 2017

800+

Employers received support from Job Skills to meet their hiring needs in 2017

Job Skills works hand-in-hand with Employers to meet labour market demands providing assistance with recruiting, hiring incentives, professional development, training and matching Job Seekers to vacancies. In true partnership fashion, Employers hire Job Skills' Clients, offer work placements and/or mentorships, provide sponsorships

New Entrepreneurs



Training and personalized business start-up coaching is provided to individuals who want to create their own work environment and achieve their entrepreneurial dreams. At-risk youth, persons with disabilities and newcomers become new business owners who receive practical and motivational support through Job Skills' various Self-Employment Programs.

135

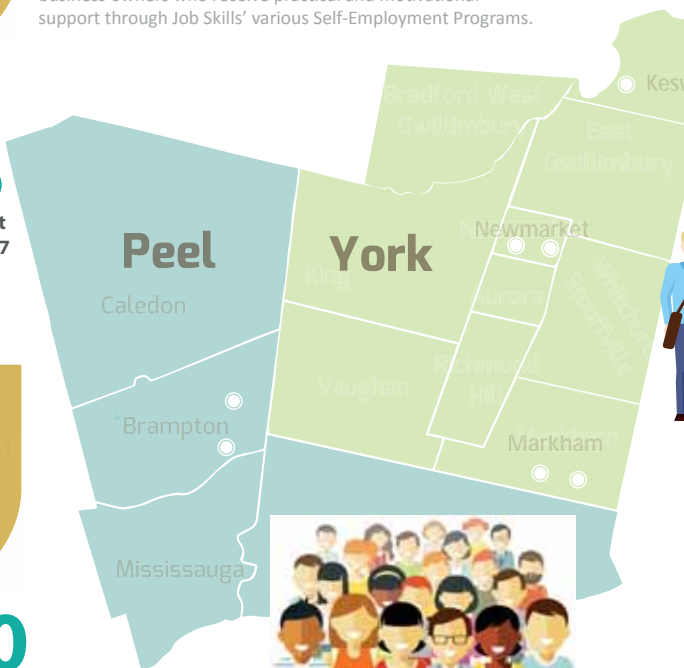
Clients saw self-employment as an option in 2017

Immigrants/ Newcomers

1,970

Newcomers received specialized job search assistance in 2017

As well as managing the Markham North Welcome Centre, Job Skills provides employment supports to Newcomers at all five Welcome Centres in York Region. We work with Newcomers and Internationally Trained Professionals helping them find financially viable work commensurate with their skills and training. Specialized job search programming, practical hands-on work experience, networking and mentoring opportunities provide direction for success in the Canadian workplace.



Youth

389

Youth Clients enhanced their job search prospects in 2017

Job Skills places a major focus on overcoming the employment challenges of vulnerable youth (age 15 – 29), such as skills gaps and lack of work experience. Specialized supports include the development of life skills, job search strategies, connections with Employers, assistance to find mentorship and/or work placements and connections to post-secondary education/training opportunities.

...AND JOB SKILLS DOES ALL THIS WITH...

Community Partners ...

We can't do it alone. It is through a large network of stakeholders that we can achieve success together. Job Skills works with the Employment Services Sector placing a high value on advocacy, program development and referral networks with umbrella organizations such as CASIP, First Work, OCASI and ONESTEP. To help shape the Employment Services landscape, Job Skills works with its colleagues in government and non-government consultation groups, advisory groups and committees. Job Skills also connects with Workforce Planning Boards, Sector Councils, Local Immigration Partnership Councils, Social Service Agency Networks, Chambers of Commerce/Boards of Trade, Professional Associations and more to enhance our commitment to make a positive impact on the well-being of the community.

... a wide range of funding supports ...

Job Skills services are provided at no cost to unemployed individuals with the support of the provincial and federal governments, the Ontario Trillium Foundation, the Region of York, and the United Way of Greater Toronto. Some funds are also generated through special initiatives and donations.

... and a Dedicated Staff and Board of Directors

Staff take their jobs seriously, bringing passion and commitment to make a difference in our Clients' lives. By sharing knowledge and experience, they assist thousands of individuals each year to reach their employment goals. Job Skills' dedicated volunteer Board of Directors provides a governance role, ensuring the Agency delivers on its commitment to its Mission and Strategic Plan.

...TO MAKE A DIFFERENCE IN OUR COMMUNITY.

JOB SKILLS



PROGRAMS AND SERVICES

"Job Skills has been an invaluable resource to our company."

~Tom,
York Region
Employer

"I got Canadian experience and references. They helped me a lot and I thought of them ... as family."

~ Salah, Practice
Firm Client

For Immigrants/Newcomers

To support the unique employment needs of Immigrants/Newcomers transitioning into the Canadian workplace

Job Find Club – Mobile employment service geared to Internationally Trained Individuals

Simpact – A Practice Firm – A virtual work environment, permitting Newcomers/Immigrants to hone their international skills in a range of sectors and gain real Canadian work experience

Employment Support Services and **Job Search Workshops** – Individualized and group employment supports to support the job search process at the Welcome Centres in York Region

Welcome Centre Immigrant Services York Region – A service delivery model based on a holistic, flexible approach that provides a broad range of cross-sector services and expertise to immigrants/newcomers under one roof

"Job Skills gave me the support and confidence I needed to be successful at finding a job."

~ Christine,
Employment
Services Client

For Job Seekers

To support individuals looking to enter/re-enter the job market, or develop special skills to achieve their career goals

Employment Ontario Employment Service Centres (EOES) – Offering a range of resources, supports and service components to respond to the career and employment needs of individuals

Smart Start – Specialized program to support those seeking work in Food Services or Customer Service

Right Fit – A group-based employability program for Persons with Disabilities

For Employers

To assist Employers with their hiring needs

EOES Employer Supports – Specialized supports to help employers meet their labour market needs including workforce planning, recruitment services, facilities for job fairs, apprenticeship information and financial supports

"Job Skills helps people realize the potential they didn't realize they had."

~ Cameron,
Youth Client

For Youth

To assist youth to gain life skills, job search strategies and supports to make connections with employers or return to school/training

Fast Forward – Specialized employment program for youth aged 15 – 30

Services for Youth – Specialized services to support youth aged 15 – 29 including **Experience Ontario**, **Youth Job Link**; **Youth Job Connection/Youth Job Connection Summer/Part-time**

"I may be a woman with a disability but I'm definitely NOT a disabled woman. Thanks again Job Skills."

~ Patricia,
Entrepreneur

For Entrepreneurs

To assist start-up, existing and growing business ventures

Self-Employment Program for Persons with Disabilities – Specialized program for Persons with Disabilities interested in pursuing self-employment as an option

Youth Entrepreneurship Program – Supporting the entrepreneurship dreams of at-risk youth age 15 – 30

Self-Employment Pathways for Newcomers – Supporting Newcomers interested in starting a business in Canada

2017 Statement of Financial Position



This data has been extracted and summarized from the
2017 Audited Financial Statements of Job Skills.

	Operating Fund	Capital Fund	Special Initiatives	Total 2017	Total 2016
	\$	\$	\$	\$	\$
Assets					
Current					
Cash	1,161,901		289,362	1,451,263	1,230,167
Investments	135,084		300,359	435,443	431,451
Accounts receivable	384,940		233	385,173	946,218
Due from other funds	2,304			2,304	42,402
Prepaid expenses	86,340			86,340	85,175
	1,770,569		589,954	2,360,523	2,735,413
Property, plant and equipment		66,680		66,680	117,526
	1,770,569	66,680	589,954	2,427,203	2,852,939
Liabilities and Fund Balances					
Current					
Liabilities	713,636			713,636	1,153,865
Due to other funds			2,304	2,304	42,402
Deferred revenue	1,056,933			1,056,933	1,027,859
	1,770,569	-	2,304	1,772,873	2,224,126
Commitments					
Fund Balances					
Internally restricted			587,650	587,650	511,287
Internally restricted*		66,680		66,680	117,526
	1,770,569	66,680	589,954	2,427,203	2,852,939

*Invested in property, plant and equipment

2017 Statement of Operations and Changes in Fund Balances

	2017	2016	2017	2016	2017	2016
	Operating Fund	Operating Fund	Capital Fund	Capital Fund	Special Initiatives	Special Initiatives
	\$	\$	\$	\$	\$	\$
Revenue	9,024,113	10,057,943			39,237	69,755
Expenses						
Administrative salaries	3,961,822	4,391,774				
Advertising and promotion	137,794	143,396			100	200
Amortization			91,251	98,155		
Board and staff development	18,979	28,641				
Employee benefits and costs	590,112	639,219				
Employers supports	1,937,938	2,421,768				
Equipment lease / rentals	87,965	61,021				
HST unrecoverable	80,152	88,397				173
Insurance	39,445	40,892				
Memberships	10,040	8,381				
Occupancy costs	1,364,941	1,338,723				
Participants' supports	238,559	251,820				
Professional services	51,685	44,191				
Service charges	6,933	8,160			181	
Supplies	177,476	240,836			4,371	1,586
Telephone and internet	141,659	155,783				
Travel, vehicle	96,430	114,405				
	8,941,930	9,977,407	91,251	98,155	4,652	1,959
Excess	82,183	80,536	(91,251)	(98,155)	34,585	67,796
Fund balances, beginning of year	-	-	117,526	96,453	511,287	482,183
Interfund transfers	(82,183)	(80,536)	40,405	119,228	41,778	(38,692)
Fund balances, end of year	-	-	66,680	117,526	587,650	511,287

Our Mission:

Job Skills offers employment solutions connecting the skills of job seekers with the needs of employers to create a more vibrant community.



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