



Where Futures Begin

#### MISSION STATEMENT

*JobStart provides dynamic career services to achieve employment success.*

#### VISION STATEMENT

*To lead the creation of innovative opportunities for successful and sustainable futures.*



JobStart Graduates

41 Chauncey Ave.  
Toronto, ON M8Z 2Z2

219 Dufferin St., Ste. 1C  
Toronto, ON M6K 3J1

2930 Lake Shore Blvd. W.  
Toronto, ON M8V 1J4

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[www.jobstartworks.org](http://www.jobstartworks.org)

# Annual Report *2010–2011*

## A Message from the Board President and Executive Director



President,  
Board of Directors  
Lucy Coschignano

Executive Director  
Heather Sant

### Board of Directors 2010 – 11

President	Lucy Coschignano
Vice-President	Jacqueline Esler
Treasurer	Shane Siva
Secretary	Dan Sibley

### Members 2010 – 11

Beno John
Jim Gilmour
Kate Nourbakhsh
Kathryn Minialoff
Michelle Mittermair
Nicole Washington
Norman Woo
Rumina Ratansi

### Honourary Members

Jim Edney
Lisa Myers

### Executive Team 2010 – 11

Executive Director	Heather Sant
Director, Finance	Stephanie Hawkey
Directors, Programs and Services	Julia Knapp and Michael Raymond
Executive Assistant	Diane Moore

Over the past year JobStart has experienced a daily dose of change in every aspect of our work. Two of JobStart's key funders, Employment Ontario and Citizenship and Immigration Canada, significantly transformed their service delivery approaches. The JobStart team has enhanced the organization to provide the full range of employment and training services required by Employment Ontario. This resulted in major changes including restructuring the agency.

JobStart has adjusted and responded to many opportunities and challenges; and embraced these changes. We have implemented new employment delivery and staffing models to meet the needs of our customers and we continue to deliver leading edge employment and training services. The unfortunate loss of our Enhanced Language Training Program, which closed March 31, 2011 due to a change in delivery focus by Citizenship and Immigration Canada, represented a further challenge to our internal environment and fiscal circumstances.

**While 2010/2011 was a year with many challenges, this year also represented many opportunities:**

**JobStart received an Ontario Trillium Foundation capital grant for \$136,500**

JobStart was a recipient of a capital grant from the Ontario Trillium Foundation to fund two projects to make improvements at two of our locations providing healthier and safer environments for our staff, clients and community. Improvements include replacing outdated windows at 2930 Lake Shore Blvd. West and to provide a drainage solution for our parking lot at 41 Chauncey Avenue. JobStart is most grateful to the Ontario Trillium Foundation for making these dreams a reality!

**JobStart was selected as one of eight Ontario wide agencies to pilot the Green Shine Project**

The Green Shine program is an initiative coordinated by First Work and funded by Service Canada. It operates in 8

communities across Ontario. JobStart was selected as one of the GTA pilot project sites. The program entailed a series of employability skills workshops and solar panelling training for youth followed by supported work placements in the solar industry.

**JobStart's 219 Dufferin location was renovated to enhance customer service**

On August 1, 2010 JobStart's Dufferin Street and Lake Shore Blvd. sites officially opened their doors as Employment Ontario Service Delivery locations. We are grateful to Employment Ontario for providing funds to allow JobStart to renovate our 219 Dufferin Street to change the layout of our office space to adapt to the new Employment Ontario service delivery model. Major renovations will also occur at our Lake Shore site over the summer of 2011 to better serve our customers.

**Selected by Ontario Disability Support Program (ODSP) to lead the initiative toward an alternative service delivery model**

Since 1991 JobStart has provided employment services for students with disabilities. Since 2004, JobStart as the lead agency for the Entry Point project; in partnership with Alternative Youth Centre for Employment (AYCE), St. Stephen's Community House and Youth Employment Service YES, have provided employment services to post secondary students and graduates with disabilities. Due to our experience serving students with disabilities, JobStart is developing a position paper for ODSP to provide recommendations for changes and enhancements to their service delivery models for employment programs for students with disabilities to ensure their ongoing success in participating in and obtaining sustainable employment.

### Created JobStart's 2011-2015 Strategic Plan

This year, the Board of Directors facilitated the development of a new strategic plan to guide the agency over the next four years. The Strategic Planning Process was a collaborative approach involving the board, employees, clients, volunteers, employers and other stakeholders. The environmental scan from the various focus groups reinforced our strategic direction: Customer Service; Capacity Building; Internal Systems; and Finance. Specific strategies have been recommended for implementation over the next four years; some of which will be incorporated into the agency's 2011/2012 Operational Plan. In addition, the Board initiated a process to create JobStart's Value Statements, which articulate our commitment to our customers: our clients, community, employers, funders and partners and to our employees.

## JobStart Offers Job Seekers a Menu of Employment Services

- Employment Assessment
- Individual Job Coaching
- Work Trials
- Job Placement Services
- Job Search Resources and Equipment
- Job Postings
- Customized Workshops
- Mentoring Opportunities
- Accommodation Needs
- Apprenticeship
- Networking Groups
- Computer Training
- Summer Employment for Students
- Employment Preparation Skills
- Access to Education and Training – Second Career

## JobStart Offers Our Employers a Full Range of Services

- Recruitment Services
- Pre-Screened Qualified Candidates
- On the Job Support
- Job Retention Services
- Mentorship Matches
- Complimentary Job Postings on our Website
- Job Fairs
- Apprenticeship
- Placement Subsidies for Summer or Year Round Jobs

## What Clients and Employers Say About Us



## Client Testimonials

“As a new immigrant to Canada, I was successful in finding employment in my career as a Technical Help Desk Analyst at a financial institution within three months of arriving from Thailand (Bangladeshi). I am very grateful for the support I received from my Job Coach at JobStart. Becoming successful in finding employment and regaining my self-confidence is to be free of enormous stress and uncertainty.”

– **Job Search Workshop**

“While participating in the Workplace Employment Placement Services program, I achieved a better understanding of the job search process in this changing and challenging environment. By participating in the mock interview process I was provided with valuable feedback and gained experience which enabled me to find full time employment as an Office Manager.”

– **Workplace Employment Placement Services**

“Having a disability made it much more challenging as I was unsure of how to approach employers. My Job Coach assisted me through the job search and application process and made me feel comfortable, and reassured me that things would work out for the best – which they did! Entry Point made a huge difference for me in finding full time employment as a billing agent.”

– **Entry Point**

“My Job Coach was a wonderful resource in guiding me through what I needed to

## Programs and Services

**Job Search Workshop (JSW)** provides recent immigrants the link to community resources such as housing, licensing and educational institutions. The JSW program also offers newcomers pre-employment workshops on topics such as improving their interview skills and self-confidence, develop a resume and cover letter, focus on realistic Canadian career choices, learn about Canadian employment standards and expectations and how to succeed in the Canadian job market.

Funded by: Financé par :



**Local Immigration Partnership (LIP)** aims to maximize the benefits of existing settlement services to develop a comprehensive and collaborative settlement strategy for newcomers settling in Central South Etobicoke. JobStart was selected by the community to lead the Central South Etobicoke LIP. This initiative presents settlement services providers, residents, employers and newcomers the opportunity to be part of the research and development of a successful and sustainable settlement strategic plan for social and economic integration of newcomers settling in the Central South Etobicoke area by strengthening capacity and improving access to relevant services.

Funded by: Financé par :



**Community Access Program (CAP)**, funded by Industry Canada, ensures that local residents have free access to the information highway and computer

terminals which allowed 1,601 individuals to use the internet for web searching for community and government services for employment and non employment matters.



**Green Shine** is a partnership project with First Work and Service Canada for youth who are out of school and work. Through the Green Shine program, JobStart is part of the Green Skills Network. This project is a Skills Link initiative teaching employability skills to at-risk youth exposing them to jobs in Ontario's greening economy through a solar panel installation training course, and a subsidized work placement. JobStart is one of eight Ontario wide service providers to deliver the new "Green Shine" project from January 2011 to June 2011.



**Enhanced Language Training (ELT)** offered internationally trained IT professionals services to assist them to obtain and retain employment in their IT field of expertise. Services included sector-specific IT language training, job search workshops, and workplace culture orientation and work placements. The ELT program was delivered in collaboration with Skills for Change. The ELT program ended March 31, 2011.

Funded by: Financé par :



**The Employment Resource Centre, Career Action for Newcomers, Career Solutions and Job Connect ended July 31 2010.**

**Employment Resource Centre (ERC)** was a free self-serve "walk in"



secure work in my field. I was successful in finding employment as an IT Business Analyst with a financial institution. ”

– **Employment Ontario - Dufferin**

“ As a new immigrant I was not familiar with job searching in Canada. JobStart helped me develop a strong resume and cover letter and helped me build confidence to do interviews in Canada. JobStart researched companies that would be a good fit for me and using my new skills I was successful in finding full time employment as a Computer Programmer. ”

– **Enhanced Language Training**

“ My Job Coach helped me critique my resume and interview skills and with the help of a Job Developer at JobStart I found a full time job, learning a trade in tile laying; I see it as a life long skill. ”

– **Employment Ontario - Lake Shore**

“ My Job Coach encouraged me and gave me confidence in myself. He taught me about Canadian culture, labour laws, job searching and how to prepare for interviews to be successful in finding employment. I was successful in finding employment as a Mobile Software Developer. ”

– **Employment Ontario - Dufferin**

## Employer Testimonials

“ JobStart supports clients to find a job related to their field, in a timely fashion, and provides guidance for newcomer settlement. Knowing JobStart and its successful achievements, we are able to recommend colleagues and newcomer friends to register for one of JobStart’s employment and training programs. ”

– **Sporometrics**

“ JobStart provided the perfect client match for our management position at our restaurant. ”

– **The Pickle Barrel**

“ JobStart provides excellent customer service; qualified candidates and the subsidies allow us to complete our mission. We have hired clients from JobStart who are working in research and communications, human resources and the warehouse. It is a pleasure to work with great candidates and JobStart. ”

– **Daily Bread Food Bank - JobStart’s Employer of the Year 2010**

“ A JobStart representative told me about their range of employment services. As the Senior Manager, Talent Development and Human Resources for Starwood Hotels

(e.g. Sheraton Centre Toronto, The Westin Harbour Castle, The Meridien King Edward), I was impressed with the services offered. I am working with JobStart to design an information session for our staff, so they can understand first-hand how we, as an organization, can benefit from hiring persons with disabilities, as part of our commitment to be reflective of the communities we serve. ”

– **Toronto Area - Starwood Hotels and Resorts Canada**

“ We are very pleased with JobStart’s placement services. For several years JobStart has successfully assisted us to fill the positions we have available promptly. Your agency provides great services to the employers in the community. Keep up the great work! ”

– **Cintas Canada Limited #881**

“ Our experience with JobStart has been very positive. We have received great service from the Job Developer who helped us with pre-screening their clients for the positions and by providing on the job follow up coaching services. We have hired two clients with strong employment skills. ”

– **Wolseley**

centre open to everyone in the community providing access to employment and labour market information.

**Career Action for Newcomers (CAN)** provided workshops to internationally trained professional newcomers and trades people on job search techniques and oriented them to the Canadian workplace culture.

**Career Solutions** assisted unemployed individuals 40 years of age and older prepare for and obtain full time employment.

**Job Connect** provided employment and training to individuals 16 years of age and older to obtain sustainable employment and support to employers.



**Employment Ontario** provides integrated client centered services designed to provide employment and training to individuals 16 years of age or older, with the goal to find sustainable employment in a streamlined and results oriented model. On August 1, 2010 JobStart opened the doors at two of our locations, 2930 Lake Shore Blvd. West and 219 Dufferin Street, to provide the full range of Employment Ontario Services to our communities. This model offers a broad range of resources, supports and services which can be customized to respond to the career and employment needs of individuals and the skilled labour needs of employers. JobStart provides the five components of the Employment Ontario Service Delivery Model at our Dufferin and Lake Shore locations: Client Service Planning and Coordination, Resource and Information (RI), Job Search, Job Matching and Placement, and Job Retention. The

Mentoring Partnership is offered at our Employment Ontario - Dufferin site.



**The Mentoring Partnership** is delivered in collaboration with community partners, Consortium of Agencies Serving Internationally-trained Persons (CASIP), the Toronto Region Immigrant Employment Council (TRIEC) and matches skills of recent immigrants in Toronto, Peel and York with established professionals in occupation-specific mentoring relationships. Mentors share insights on Canadian work values and culture, provide access to professional networks, feedback on preparing for interviews, and impart knowledge of industry trends.



**Summer Jobs Service** is delivered to students, 15-30 years of age, and employers through a provincial network assisting students secure summer employment.



**Entry Point** provides employment opportunities for post secondary students and graduates with disabilities. JobStart is the lead

agency for the Entry Point program; working in partnership with Alternative Youth Centre for Employment (AYCE), St. Stephen’s Community House and Youth Employment Services YES.

Entry Point assists students obtain either part time for full time employment through job search support, job matching, placement and job retention. Students learn to market themselves more effectively, and secure interviews that could lead to employment. Pre-employment and post-employment accommodation assistance is available for clients.



**Workplace Employment Placement Services** is a program for persons 25 years of age or older, experiencing many barriers reentering the workforce. Clients are referred by their caseworker at Toronto Employment and Social Service offices with the goal of securing employment. Employment services include job coaching, job search workshops, job placement and matching, and job retention.



**Computer Learning Training Centre** offered computer training free to JobStart clients, and at reasonable rates to non profit organizations and businesses. Upon satisfactory completion participants received a Microsoft Community Technology Skills program certificate. This program ended March 31, 2011.



## Clients Served

1,741 Clients in 2010 – 2011

Employment Ontario (Lake Shore/Dufferin) 41%

Summer Jobs Service 33%

Job Search Workshop 11%

Workplace Employment Placement Services 6%

Enhanced Language Training 4%

Entry Point 2%

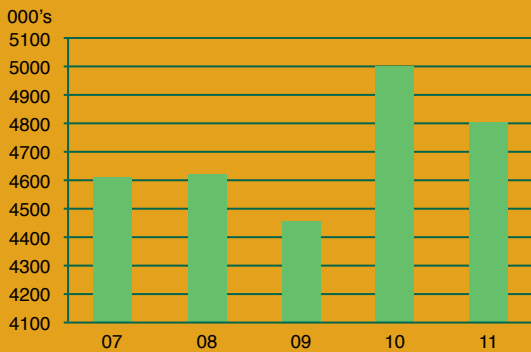
Computer Learning Training Centre 1%

Green Shine 1%

The Mentoring Partnership 1%

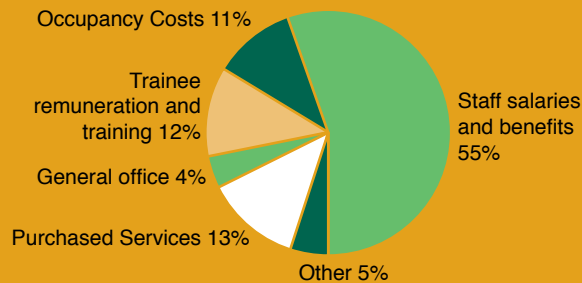
## Annual Operating Expenditures

Five Year Review



## Distribution of Expenses

2010 – 2011



## Financial Statement

### JobStart Summary statement of revenue and expenses Operating funds — Year ended March 31, 2011

	2011	2010
<b>REVENUE</b>		
Grants	\$4,331,442	\$ 4,463,381
Fees for service	379,735	453,589
Amortization	114,351	75,454
Other receipts	11,434	12,373
<b>TOTAL INCOME</b>	<b>4,836,962</b>	<b>5,004,797</b>

<b>EXPENSES</b>		
Salaries	2,243,942	2,475,225
Benefits	414,294	436,959
Trainee wages/benefits	563,143	600,816
<b>TOTAL EXPENSES</b>	<b>3,221,379</b>	<b>3,513,000</b>

Occupancy	522,735	466,167
General office	209,379	249,998
Promotion	55,363	113,594
Purchased services	616,431	479,135
Staff training	10,333	26,514
Staff travel	13,661	20,796
Educational program	30,721	43,521
Amortization	114,777	75,954
Other	11,132	8,440
<b>TOTAL EXPENSES</b>	<b>4,805,911</b>	<b>4,997,119</b>

### EXCESS OF REVENUE

OVER EXPENSES \$31,051 \$ 7,678

### NOTE TO FINANCIAL STATEMENT

#### Basis of the summary financial statement

JobStart (the "Organization") has prepared this summary financial statement to be included as part of its annual report. The Organization has determined that the level of aggregation presented is adequate for the readers of the annual report.

The audited financial statements can be obtained from the Organization.

## Report of the Independent Auditor on the Summary Financial Statement

To the Members of JobStart

The accompanying summary financial statement, which comprises the statement of revenue and expenses for the year ended March 31, 2011, and related note, is derived from the audited financial statements of JobStart (the "Organization") for the year ended March 31, 2011. We expressed an unmodified audit opinion on those financial statements in our report dated May 20, 2011. Those financial statements, and the summary financial statement, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statement does not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statement, therefore, is not a substitute for reading the audited financial statements of the Organization.

### Management's Responsibility for the Summary Financial Statement

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summary financial statement.

### Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statement based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

### Opinion

In our opinion, the summary financial statement derived from the audited financial statements of the Organization for the year ended March 31, 2011 is a fair summary of those financial statements, on the basis described in the note to the summary financial statement.

*Deloitte & Touche LLP*

Chartered Accountants  
Licensed Public Accountants  
May 20, 2011

# 2010 Recognition Awards



**Annual Client Achievement Award**  
**Ransford Mensah**

Presented by:  
Lucy Coschignano, Board President



**Employer of the Year Award**  
**Daily Bread Food Bank**  
**Mike Schaefer**

Presented By:  
Stephanie Hawkey, Director, Finance  
Sheila Paxton, Executive Assistant to  
City Councillor Mark Grimes



**Staff Award of Excellence**  
**Selina Tejani**

Presented By:  
Boris Wells, Manager, Programs and Services  
Julia Knapp, Director, Programs and Services

JobStart's Board of Directors and Executive Team acknowledges and thanks the Funders, Community Partners, Member Associations, Employers, Volunteers and Employees.

## Funders

### Government of Canada

- Citizenship and Immigration Canada
- Industry Canada
- Human Resources and Skills Development Canada
- Service Canada

### Government of Ontario

- Ministry of Training, Colleges and Universities
- Ministry of Community and Social Services (Ontario Disability Support Program – Employment Supports)

### City of Toronto

### Information and Communications Technology Council

### Microsoft Canada

### United Way Toronto

## Community Partnerships

- Advisory Committees
- Advisory Groups and Networks
- Boards of Education
- Business Groups
- Central South Etobicoke Local Immigration Partnership
- Colleges and Universities
- Community Agencies and Organizations
- Consortium of Agencies Serving Internationally – trained Persons (CASIP)
- Etobicoke Employment Service Delivery Network
- Partnership Service Planning Groups
- Toronto Region Immigrant Employment Council (TRIEC)
- TRIEC – The Mentoring Partnership
- Toronto West Partners Service Delivery Network
- West Toronto Local Immigration Partnership
- Youth Employment Partnership (YEP)

## Member Associations

- First Work:  
The Ontario Association of Youth Employment Centres (OAYEC)
- Job Opportunities Information Network (JOIN)
- Ontario Council of Agencies Serving Immigrants (OCASI)
- Ontario Network of Employment Skills Training Project (ONESTEP)
- Toronto Board of Trade

## Our Employers

JobStart would like to thank the employers in our community for providing employment opportunities to help our clients build their careers and achieve their goals.

## Our Volunteers

On behalf of everyone at JobStart we acknowledge and thank our dedicated volunteers for the countless hours they donate every year. JobStart volunteers truly make a difference!

## Employees

### Management

Avril White	Said Aman *
Balu Mistry	Sarah Rudge *
Boris Wells *	Srna Stambuk
Kim Cho *	Stephen Clow
Francis Solari	Terry McLean
Geoff Webb	Tracy Houston
Jiawei (Joe) Yu	Yuyi Fu *

### Staff

Adam Dunn *	Lucy Zhuang *
Afusath Jolasun *	Maria Nunes *
Al Keval *	Maria Vicente-Mazzoli *
Ali Behroozian	Marjorie Kelly *
Alpar Donath **	Mary Pyper
Betsy Chan	Meena Dowlwani
Cathy Brown	Mi De (David) Ha
Claudia Lio	Mia Ali
Denise Randell	Michele Morley
Denyse Ramjit	Monika Hajduk *
Donald Duffy	Morganna Kelly
Emily Luna	Natalia Baklanova
Ena Papp *	Natalia Schiopu
Enrique Trujillo *	Odetta Broglio
Gina Tran	Patricia Bexis **
Hasita Shah	Selina Tejani
Helen Craig	Shehzad Bandukda
Jaklin Takyah	Sisi Malade
Jocelyn Beckles	Susan de Kort
John Plant *	Susan Siachitema *
Joseph Conrad *	Vaughn Simpson
Kate Taylor	Weronika Wielkopolska
Kathy Zhao	William Linton
Leena Taherie *	Yasmeen Tian
Liora Pappo	

\* Staff departures during this fiscal year

\*\* Summer Staff

Charity Business Number  
10688 1139 RR0001



## 2011 – 2015 Strategic Plan Four Strategic Directions

### Customer Service

Deliver programs and services that meet the needs of our clients, community, employers, funders, and partners.

### Capacity Building

Effective use of all JobStart resources with a particular focus on human resources (employees).

### Internal Systems

Continually develop and enhance organizational processes and technologies to achieve service delivery excellence.

### Finance

Strengthen financial capacity to maintain and expand the service delivery infrastructure.

## Value Statements

### Customer Centred

Our customers are our clients, community, employers, funders and partners; our programs and services are designed to respond to their changing needs.

### Partnerships

Our relationships create opportunities to maximize community resources and deliver unique and innovative approaches to service delivery coordination.

### Respect

We respect the dignity and rights of each individual; we honour and acknowledge diversity in the backgrounds, experiences and abilities of our JobStart team and those we serve.

### Professionalism

We are accountable for our actions, focus on achieving results for the success of our customers, and deliver high quality service through a dedicated JobStart team.

### Leadership

We provide strategic guidance and collaborate with community partners to share our knowledge, expertise and best practices.