



# 2025 ANNUAL REPORT

**WORKING TO GET YOU WORKING**

# MISSION

To deliver programs and services to individuals and organizations to meet the evolving needs of the labour market.

# VISION

Empowering individuals and organizations with the skills, know-how and confidence to succeed and elevate economic prosperity.

# VALUES

## Our People

We honour the contribution of our employees whose knowledge and effort build innovation, enhance collaboration, and inspire excellence every day.

## Respect

We nurture safe and open spaces where we elevate people through trust, honesty and relationship building.

## Excellence

We commit to the highest standards and strive to be the best in all we do.

## Integrity

We act with uncompromising honesty and ethics.

## Innovation

We work together to inspire teamwork and unity.

## Collaboration

We are dedicated to creating an equitable, diverse and inclusive culture by eliminating barriers and promoting equal opportunities.

## Equity

We provide an environment where everyone feels safe, supported and accepted.

## Belonging

We turn challenges into opportunity and ideas into creative solutions.



# WORKING TO GET YOU WORKING

## BOARD OF DIRECTORS



**Angelo Mariano**  
Board Chair



**Pat Neil**  
Past Chair



**John Krill**  
Vice-Chair / Secretary



**Susan Kates**  
Vice-Chair



**Monica Ren**  
Treasurer



**Racquel Peters**  
Director



**Maggie Yang**  
Director



**Joseph Adler**  
Director



**George Lyberogiannis**  
Director



**Ronit Climan**  
Director



**Chuck Coolen**  
Director



**Ziah Sumar**  
Resigned December 2025

## SENIOR MANAGEMENT



**Bethany Obermayer**  
Executive Director



**Sri Ramachandran**  
Chief Financial Officer



**John Mitteregger**  
Senior Vice President,  
Programs and Services



**Ray Rauth**  
Vice President,  
Corporate Engagement  
& Partnerships



**Daniel Verdes**  
Vice President,  
Information Technology  
& Operations



**Dilaila Grundy**  
Senior Executive  
Administrator

# MESSAGE FROM THE CHAIR

Stepping into the role of Board Chair at Job Skills is both a privilege and an inspiration. I want to begin by expressing my heartfelt thanks to Past Chair Pat Neil for her guidance and steady leadership throughout my first year in this role. Her mentorship and deep commitment to Job Skills helped ensure a smooth transition and set a strong foundation for the year ahead.

Reflecting on the challenges of 2025—a year that brought significant economic hardships for countless Canadians—I witnessed firsthand the true character of this organization. Amid the challenges posed by tariffs, unstable labour markets, and mounting unemployment across York and Peel Regions, Job Skills rose to the occasion. The organization responded with resilience and determination, meeting adversity head-on and ensuring that vital support reached communities when they needed it most.

The Board's responsibility is to ensure Job Skills has the strategic direction, sound governance, and financial oversight to fulfill its mission year after year. In 2025, that foundation held strong. Over 4,000 clients were served across eight locations. New programs were launched. New partnerships were forged. And the recognition Job Skills received as Not For Profit of the Year from the Georgina Chamber of Commerce was a meaningful affirmation of the impact this organization creates every single day.

Like many organizations in the sector, we're facing significant funding challenges as traditional sources shift and demands on community services continue to grow. The Board and leadership team are working together to identify creative new ways to diversify revenue—exploring partnerships, alternative funding models, and innovative collaborations—to ensure Job Skills can continue helping individuals and families weather the current economic conditions and build brighter futures.

What strikes me most, having now stepped fully into this role, is the culture at Job Skills. The commitment to doing things right—for clients, for employers, and for the community—runs through every level of this organization. That culture doesn't happen by accident. It's built deliberately, through strong leadership and a team that genuinely believes in the work.

To our funders, donors, corporate sponsors, and community partners: your investment in this mission is what makes everything else possible. To Bethany and the entire senior management team: your leadership sets the standard. To my fellow Board members: your counsel, commitment, and governance make this organization stronger—I'm honoured to serve alongside you. To each member of the Job Skills team: your unwavering dedication distinguishes you, and the impact of your work reaches far beyond what you might realize. Every day, your passion shapes lives and strengthens the communities that you serve in so many ways.

Looking ahead to 2026, we recognize that new challenges are on the horizon. However, Job Skills is prepared to face these obstacles with the same steadfast dedication that has defined our approach for years. We will continue to move forward with clear purpose, rely on the strength and determination of our team, and remain deeply committed to supporting the communities we are honoured to serve.

**ANGELO MARIANO**



**BOARD CHAIR**

# MESSAGE FROM THE EXECUTIVE DIRECTOR

2025 was a challenging year for Canadians. Employers and job seekers navigated significant uncertainty as tariffs, provincial and federal elections, and an unstable economy took their toll. Unemployment rates spiked and productivity dropped. And as we have for nearly four decades, Job Skills stayed fluid, adapted our service delivery to meet the community's needs, and rose to meet the moment.

Job Skills also stood firmly beside local employers. By connecting businesses with qualified candidates and removing the burdens of hiring, Job Skills allowed employers to focus on what truly matters: running their operations and serving their customers. Through Job Skills' Shop Local campaigns, launched in partnership with employers across York Region, Job Skills helped promote local businesses and encouraged consumers to strengthen Canada's economy by choosing to buy local.

Partnerships remain central to everything Job Skills does. By working to eliminate service duplication and ensuring clients receive the right supports at the right time, Job Skills has earned recognition as a trusted leader in the community. That commitment was recognized externally when a member of our Keswick team received the WCG Partnership and Collaboration Excellence Award for building a meaningful partnership with Georgina Island – a reflection of the dedication our entire team brings every day.

Innovation continues to drive Job Skills forward. From establishing the Client Emergency Fund to help remove financial barriers for job seekers, to launching Job Skills' first-ever Side Hustle Summit providing aspiring entrepreneurs networking opportunities to building relationships with the education and private sectors to design specialized programming, Job Skills is constantly evolving. The expansion of Job Skills' fee-for-service infrastructure offerings for small businesses and the launch of Job Skills' Employee Engagement Surveys and training programs are further examples of that commitment to creative, forward-thinking solutions.

Job Skills was honoured to be named the 2025 Not-for-Profit of the Year by the Georgina Chamber of Commerce, a meaningful recognition of the hard work and dedication of Job Skills' staff, board members, funders, and donors. It is because of them that Job Skills is able to have a lasting, positive impact on each client and every community we serve.

2026 will bring its own set of challenges. But Job Skills is ready. We will continue to show up, adapt, and make a difference – for every job seeker who walks through our doors, for every employer who chooses to partner with us, and for every community we are privileged to serve. That is who Job Skills is. On behalf of the entire organization, I want to extend my sincere gratitude to our staff, funders, corporate sponsors, community partners, clients, volunteers, and Board of Directors. Your belief in Job Skills' mission makes everything we do possible.

**BETHANY OBERMAYER**



**EXECUTIVE DIRECTOR**

# JOB SKILLS IMPACT

Job Skills is about more than employment, it's about helping people achieve economic independence and build the lives they envision. When clients walk through our doors, they are often at one of the most difficult crossroads of their lives. The job search can be isolating, stressful, and discouraging. Job Skills meets clients at that moment with genuine care, practical expertise, and a commitment to finding not just any job, but the right job.

No matter what the labour market brings, Job Skills remains a steady bridge between job seekers and the employers who need them. By partnering with businesses across the region, Job Skills connects motivated, skilled candidates with opportunities that strengthen the local workforce. That dedication to both people and community is what sets Job Skills apart, and what drives every member of our team.



**4180**  
Clients served across all programs/services



**252**  
Partnerships with community stakeholders

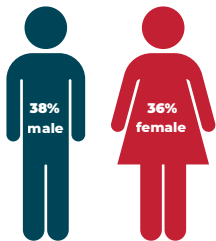


**9**  
Programs and services delivered across York & Peel regions



**\$35M**  
Estimated Wages Earned By Clients (Based On \$17.20 hourly wage)

## Gender



25% undisclosed  
1% non-binary

## Specialized Client Groups (Not Unique)



## Top Sectors



Administrative & Support



Retail Trade



Professional, Science, Technical



Manufacturing

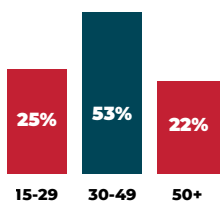


Health Care & Social Assistance



Finance

## Age



## Education

**5%**  
High School or less

**12%**  
Certificate or Diploma

**32%**  
Bachelor's Degree

**25%**  
Post Graduate

**1%**  
Trades

## Country

114 countries represented

**Iran**  
**China**  
**India**  
**Sri Lanka**  
**Pakistan**

Top countries (not including Canada)

## Languages

44 languages spoken by our clients

**Farsi**  
**Mandarin**  
**Cantonese**  
**Spanish**  
**Tamil**

Most common (not including English)

# PROGRAMS & SERVICES

## Welcome Centre Immigrant Services

Provides employment services to newcomers through the Welcome Centre system.

### Bridge to Health Care Alternatives

Supports internationally trained health care professionals in finding a related career in Canada.

### Job Search Workshops (JSW)

As a first step to employment in Canada, the JSW program is designed to assist new and recent immigrants to Canada in their job search.

### Employment Settlement Services

Assistance and coaching for individuals during their job search.

### Practice Firms

Job Skills' Practice Firms provides a safe and supportive environment designed to assist newcomer clients in developing hands-on experience and integrating seamlessly into the Canadian workplace.

## Employment Programs & Services

Provides employment services programs and services to job seekers across York and Peel Regions

### Employment Ontario Services

Locations in Keswick, Markham, Stouffville, Mississauga, and Brampton. Assisting individuals in their job search as well as helping employers.

### Point, Click, Connect (PCC)

PCC is a digital literacy training program that helps individuals learn basic computer skills.

### Right Fit For You (RFFY)

The RFFY program supports youth with disabilities and/or complex barriers in overcoming barriers to employment.

### Registered Social Worker

Providing support to staff and clients to support positive mental health and overall wellbeing.

#### Funded By



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada



# WORKING TO GET YOU WORKING

“Partnering with Job Skills has allotted us the opportunity to further reach and connect with job seekers in our community! We value meeting candidates and getting to know their stories and aspirations and Job Skills has been a meaningful partner in allowing us to accomplish this!” – **York Region**

# EMPLOYERS

Finding the right people is one of the biggest challenges any business faces. Job Skills helps employers find, hire, and keep great people — offering recruitment support, job board posting, hiring events, and employee engagement surveys, all delivered by a team that works alongside employers to attract screened, job-ready talent and build a stronger workplace culture. Because Job Skills is government-funded, most services come at no cost to employers, making it a high-value partnership that allows businesses to focus their time and resources where they matter most.

Job Skills' recruitment services manage mostly everything from job design to candidate outreach to onboarding support, removing the burden of hiring from employers. For businesses looking to move quickly, Job Skills' hiring events bring employers and job seekers face to face — virtually or in person — helping employers meet many qualified candidates in a single day while the Job Skills team handles all logistics, promotion, and candidate matching. Employers can also post positions to Job Skills' job board, where each listing is reviewed by an Employer Relations Specialist and published to reach a broad pool of active job seekers.

Job Skills' support for employers extends well beyond the hiring process. Through Job Skills' fee-for-service Employee Engagement Surveys & training services, Job Skills helps organizations turn employee feedback into real results — uncovering what matters most to their workforce and providing actionable insights and customized training to strengthen morale, improve retention, and build a more connected, high-performing team.

Job Skills also partners with businesses through its Shop Local Campaign, working with employers across the Greater Toronto Area to highlight the value of supporting local and Canadian-owned companies, helping attract new customers and strengthen local economies.



**Active  
Employers**



**Clients  
Hired**



**Job Fairs**

# CLIENT EMERGENCY FUND

Searching for a job can be tough. For many clients at Job Skills, it's even more challenging because of barriers that make the process harder, such as financial struggles, lack of resources, or unexpected hurdles. These obstacles can threaten to derail their job search when they're already in a vulnerable position.

At Job Skills, we believe in going the extra mile to help people achieve meaningful, sustainable employment. That's why Job Skills created the **Client Emergency Fund**—a discretionary fund to provide the financial support some clients need not covered by other government funding to stay on track. Whether it's covering the cost of transportation to an interview, purchasing equipment required for a specific job, funding certifications or testing, or even offering assistance with food security, the Client Emergency Fund offers clients the hand up they need to secure their next job.

This fund exists to give clients the resources they need to move forward confidently toward securing employment. It's not just about financial help—it's about empowerment. When vulnerable job seekers have access to the support they need, they're better equipped to overcome barriers and reach their goals.

What makes the Client Emergency Fund stand out is the way it's managed. Every dollar donated goes directly to helping clients in need. Job Skills does not take any administrative fees for managing this fund. That means 100% of contributions are used to create meaningful change in someone's life.

The Client Emergency Fund is more than just financial aid—it's a bridge to opportunity and a lifeline for those who need an extra boost to stay focused on their future. Together, with the help of generous donors, Job Skills is creating brighter paths for job seekers who need it most.



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SCAN TO LEARN  
MORE OR TO DONATE



# EMPLOYEE ENGAGEMENT SURVEYS & TRAINING

Job Skills is not only focused on matching job seekers with employers, but also focused on employee retention

Most workplace problems do not announce themselves. They build slowly, through unspoken frustrations, disconnected teams, and employees who feel unseen or unheard. By the time turnover rises or morale visibly drops, the warning signs have often been present for months. For many organizations, the challenge is not a lack of care for their people; it's a lack of insight into what their people are actually experiencing.



In 2025, Job Skills launched its affordable Employee Engagement Surveys & Training Services, a forward-thinking addition to our growing suite of employer supports. Job Skills gives organizations a clear, confidential window into what their employees are experiencing — surfacing honest feedback across areas that matter most, from leadership and communication to job satisfaction, workplace culture, and professional growth. But this service goes beyond simply collecting data. Participating organizations receive a fully customized survey, a detailed results analysis, and two hours of tailored training built directly around their findings — practical, actionable support that turns insight into real change. On-demand training workshops are also included, giving leadership teams the tools they need to keep building on what they have learned.

For organizations that want to improve employee morale and productivity, Job Skills offers optional add-on services to deepen the impact. Pulse surveys allow organizations to track progress over time, while town hall facilitation opens meaningful dialogue across all levels of the organization. Expanded training options are also available for teams committed to ongoing leadership development. Together, these offerings give employers a comprehensive, flexible approach to understanding and improving the employee experience — one that evolves alongside their organization's needs.

Organizations that listen to their employees perform better. It is a straightforward truth with meaningful consequences. When employees feel heard, organizations can expect lower turnover, stronger team cohesion, improved productivity, and a workplace culture that attracts and retains great people. Since its launch, Job Skills' Employee Engagement Surveys have quickly established themselves as a valuable resource for employers across the region — not just a reporting tool, but a roadmap to becoming a stronger, more connected organization, and a clear demonstration of what it means to invest in the people who make a business run.

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**SCAN TO LEARN MORE**



# WORKING TO GET YOU WORKING

"What I liked most about the program was how practical and engaging it was. The sessions provided clear, real-world strategies for improving interview skills, communication, and professional presence. I especially appreciated the supportive environment created by the instructor, which made it easy to participate, ask questions, and build confidence. The hands-on activities and mock interviews were incredibly valuable in helping me feel more prepared for job opportunities." - **Nayani**

"Overcoming the job gap and termination was a huge hurdle for me and I'm glad that owning the truth did not result in being disqualified early on. I applied the phrases my Employment Consultant provided in our last session and they worked beautifully!" - **Anonymous**

"My job search history was a relatively long and painful experience, with constant rejections, no answers and few if any interviews. No matter how hard I tried nothing seemed to work, Job skills however changed that, as it was a program that offered. It was with them that not only go more interviews, managed to land my current job. I didn't expect this when i started, but being able to work for the first time and earn a living has made a huge difference and I am immensely grateful." - **Anonymous**

# 2025 MILESTONES



## Alice Honoured at WCG Summit

Job Skills is proud to celebrate Alice Souvannakhily, who received the Partnership & Collaboration Excellence Award at the Peel and York WCG Summit in Mississauga. This well-deserved recognition highlights Alice's outstanding commitment to delivering exceptional employment services for the Georgina Island community. Her dedication to building meaningful partnerships reflects the very best of what Job Skills strives to achieve every day.



## Job Skills Named Not-For-Profit of the Year

Job Skills was honoured to receive the Not-For-Profit of the Year Award from the Georgina Chamber of Commerce. Nearly 38 years after opening its doors, this recognition reflects the dedication of Job Skills' staff, who work tirelessly to serve job seekers and employers across York and Peel Regions. The award is a testament to the meaningful impact Job Skills continues to make in the community.



## Job Skills Hosts 5th Annual Innovation Summit

Job Skills hosted its 5th Annual Innovation Summit, bringing together staff for a dynamic day of learning and connection. Howard Brown of Brown & Cohen Communications & Public Affairs led an engaging session on networking and partnerships, with staff putting their skills to the test through elevator pitch exercises. The day was headlined by world-renowned poet and author Wali Shah, who delivered an inspiring presentation and poetry performance.

# 2025 MILESTONES



## **Side Hustle Summit Inspires the Next Generation of Entrepreneurs**

In September Job Skills hosted a Side Hustle Summit at the Marriott in Markham, welcoming more than one hundred aspiring entrepreneurs, seasoned professionals and determined side hustlers. The evening equipped attendees with practical strategies and renewed confidence to turn their passion into income. Featuring an inspiring lineup of speakers covering marketing, publishing, partnerships and business growth,



## **Job Skills' 2nd Annual Charity Golf Tournament**

Job Skills hosted its 2nd Annual Charity Golf Tournament, bringing together sponsors and golfers for a memorable day on the course. The tournament was made possible through the generous support of Metro, Zehrs, Cardinal Golf Club, MegaLab Group Inc., Starbucks, Sanctuary Day Spa, Nature's Source, Home Instead, Newmarket Optical, Club Link, Nature's Emporium and Fivel. Proceeds from the event go directly to Job Skills' Client Emergency Fund.



## **The New Network: Connecting Newcomer Entrepreneurs**

Job Skills launched the first of series' The New Network, a networking event designed to support newcomer entrepreneurs on their path to self-employment. Brought together through teamwork and a shared commitment to community, the event was a true collaborative effort led by Job Skills' Self-Employment Pathways team. The New Network reflects Job Skills' dedication to creating meaningful opportunities for newcomers building businesses in York and Peel Regions.

# 2025 MILESTONES



## Ontario Trillium Foundation Invests in Job Skills' Mental Health Services

Job Skills was proud to celebrate the Ontario Trillium Foundation's Resilient Communities Fund alongside Newmarket-Aurora MPP Dawn Gallagher Murphy and Janice McGurran from the Ontario Trillium Foundation. Thanks to a \$186,000 investment, Job Skills employed a Registered Social Worker specializing in mental health and stress management, expanding critical supports for clients, staff and volunteers across York and Peel Regions since May 2022.



## Job Skills Opens New Employment Ontario Centre in Mississauga

Job Skills celebrated the grand opening of its newly relocated Employment Ontario Centre in Mississauga on April 25, 2025. Now operating from 1325 Eglinton Avenue East, the centre offers job seekers personalized employment supports, including job search training, resume writing, interview preparation, workshops and employer connections. The new location strengthens Job Skills' presence in Peel Region, expanding access to employment services for the Mississauga community.



## Job Skills Launches Simppressions, Its Second Practice Firm Program

Job Skills launched Simppressions, its second Practice Firm program, offering newcomer clients up to eight weeks of hands-on job preparation in a safe and supportive workplace environment. Based in Markham Employment Services, Simppressions gives participants the opportunity to build practical skills, workplace confidence and professional networks across sectors including administration, marketing, accounting and human resources, while receiving personalized career coaching and one-on-one support.

# 2025 MILESTONES



## Job Skills Joins the 2025 Stouffville Santa Claus Parade

Job Skills was proud to participate in the 2025 Stouffville Santa Claus Parade, joining the community for a festive celebration of the holiday season. Staff and volunteers connected with families along the route, embracing the spirit of togetherness that defines the communities Job Skills is honoured to serve. It was a wonderful reminder of the meaningful connections built beyond the walls of our offices.



## Job Skills' Business Support Services Enters Its Third Year

Job Skills marked its third year operating Business Support Services, offering small businesses across the region cost-effective, tailored solutions in human resources, marketing, accounting and bookkeeping, and IT. Drawing on nearly four decades of experience, Job Skills' Business Support Services helps organizations strengthen their infrastructure, improve operational efficiency and maximize return on investment, giving small businesses the expert support they need to grow.



## Connecting Employers and Job Seekers Through Job Fairs

Job Skills hosted 3 multi-employer and 27 single employer job fairs throughout 2025, bringing together a diverse cross-section of industries and opportunity-seekers across the region. In total, more than 200 employers and 2,800 job seekers participated in Job Skills' organised job fairs — connecting businesses with the talent they need and connecting people with the careers they deserve.

# COPMASS MAGAZINE



Job Skills has published Issues 9, 10, 11, and 12 of Compass Magazine. Cover stories have featured Daniel Lewis, a former musician turned entrepreneur who shares his journey from creating music, through a life-altering stabbing, to founding Tea by Daniel. Howard Brown recounted his decades of networking, from introducing himself to a former Prime Minister at a hockey game, to working in politics, founding a PR firm, and receiving the Queen's Jubilee Award. Wali Shah shared his love of poetry, from opening an event for a former President to authoring a new book. Mountain Head explored the lives of travelling Canadian musicians, their songwriting process, and their passion for performing. In total, 60,000 printed and 10,000 digital copies have been distributed across the GTA.

## THANK YOU TO OUR SPONSORS & DONORS



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# **JOB SKILLS' PLEDGE FOR THE YEAR AHEAD**

The workforce landscape is shifting faster than at any point in recent memory. Automation, artificial intelligence, evolving trade relationships, and the lingering ripple effects of pandemic-era disruption have combined to create a labour market that is simultaneously tight and turbulent — full of opportunity for those with the right skills, and deeply uncertain for those who lack access to the right supports.

For Job Skills, this moment is not a challenge to weather — it is a call to act. In the year ahead, Job Skills will lean into the complexity of this environment with innovation, purpose, and the deep community roots that have defined our work since 1988.

Job Skills will expand and evolve service offerings to meet clients where they are — geographically, digitally, and professionally. Job Skills' eight locations across two regions remain vital community anchors, complemented by hybrid and virtual service models that extend our reach to those who cannot access in-person supports.

Job Skills' employment programs will emphasize sector-specific pathways, connecting job seekers to growth industries while equipping them with the technical and soft skills employers demand. Newcomers will benefit from enhanced bridging supports and mentorship opportunities, and our work with employers will deepen to create inclusive, retention-focused hiring practices.

For entrepreneurs, Job Skills' Self-Employment programs will continue to provide the planning, coaching, and networking opportunities that turn good ideas into sustainable livelihoods — with expanded regional summits designed to connect aspiring business owners with the networks and knowledge they need to succeed.

No single organization can address the scale of today's workforce challenges alone. Job Skills is committed to deepening its partnerships with government funders, community organizations, chambers of commerce, and the private sector — because sustainable impact is built through collaboration, not competition.

Job Skills will work closely with municipal and regional economic development offices to align workforce programming with local employer needs, and pursue provincial and federal funding streams that allow us to pilot new service models and scale what works. Job Skills' relationships with corporate partners will grow through employee engagement initiatives, co-sponsored events, and shared investments in community wellbeing.

Together with our partners, Job Skills will help fuel the regional economy — creating a labour market that is more equitable, more resilient, and more responsive to the people and businesses that depend on it.

# FINANCIALS

## Statement of Operations and Changes in Fund Balances for the Year Ended December 31, 2025

	<u>Operating Fund</u>		<u>Capital Fund</u>		<u>Special Initiatives</u>		<u>Total</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
<b>Revenue</b>	<b>\$ 9,202,252</b>	<b>\$ 8,882,537</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,134</b>	<b>\$ 105,714</b>	<b>\$ 9,234,386</b>	<b>\$ 8,988,251</b>
<b>Expenses</b>								
Administrative Salaries	4,618,230	4,598,840	-	-	-	-	4,618,230	4,598,840
Advertising and promotion	100,510	75,447	-	-	-	-	100,510	75,447
Amortization of tangible capital assets	-	-	63,378	101,182	-	-	63,378	101,182
Board and staff development	28,475	30,346	-	-	-	-	28,475	30,346
Employee benefit costs	771,145	758,818	-	-	-	-	771,145	758,818
Employer supports	386,229	547,612	-	-	-	-	386,229	547,612
Equipment lease / rentals	9,487	22,611	-	-	-	-	9,487	22,611
HST unrecoverable portion	53,691	76,960	-	-	-	-	53,691	76,960
Insurance	84,314	79,736	-	-	-	-	84,314	79,736
Memberships	14,562	10,726	-	-	-	-	14,562	10,726
Occupancy costs	1,698,982	1,580,683	-	-	-	-	1,698,982	1,580,683
Participants' support	639,194	604,848	-	-	-	-	639,194	604,848
Professional services	41,710	107,590	-	-	-	-	41,710	107,590
Service charges	7,490	15,752	-	-	-	-	7,490	15,752
Supplies	161,989	114,189	-	-	26,151	22,536	188,140	136,725
Telephone and internet	108,706	97,767	-	-	-	-	108,706	97,767
Travel and vehicle	80,934	71,262	-	-	-	-	80,934	71,262
	<b>8,805,648</b>	<b>8,793,187</b>	<b>63,378</b>	<b>101,182</b>	<b>26,151</b>	<b>22,536</b>	<b>8,895,177</b>	<b>8,916,905</b>
<b>Excess (deficiency) of revenue over expenses</b>	<b>396,604</b>	<b>89,350</b>	<b>(63,378)</b>	<b>(101,182)</b>	<b>5,983</b>	<b>83,178</b>	<b>339,209</b>	<b>71,346</b>
<b>Net assets, beginning of the year</b>	<b>-</b>	<b>-</b>	<b>9,245</b>	<b>57,282</b>	<b>875,579</b>	<b>756,196</b>	<b>884,824</b>	<b>813,478</b>
<b>Interfund transfers</b>	<b>(396,604)</b>	<b>(89,350)</b>	<b>128,349</b>	<b>53,145</b>	<b>268,255</b>	<b>36,205</b>	<b>-</b>	<b>-</b>
<b>Net assets, end of the year</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 74,216</b>	<b>\$ 9,245</b>	<b>\$ 1,149,817</b>	<b>\$ 875,579</b>	<b>\$ 1,224,033</b>	<b>\$ 884,824</b>

## Statement of Financial Position As at December 31, 2025

	<u>Operating Fund</u>	<u>Capital Fund</u>	<u>Special Initiatives</u>	<u>2025</u>	<u>Total</u>	<u>2024</u>
	<b>Assets</b>					
<b>Current</b>						
Cash and cash equivalents	28,507	-	92	28,599	282,413	
Investments	1,006,852	-	-	1,006,852	602,139	
Due from other funds	-	-	1,147,108	1,147,108	869,588	
Accounts receivable	637,574	-	2,617	640,191	658,869	
Prepaid expenses	390,557	-	-	390,557	179,507	
	<u>2,063,490</u>	<u>-</u>	<u>1,149,817</u>	<u>3,213,307</u>	<u>2,592,516</u>	
<b>Tangible capital assets</b>	<u>-</u>	<u>74,216</u>	<u>-</u>	<u>74,216</u>	<u>29,097</u>	
	<u>\$ 2,063,490</u>	<u>\$ 74,216</u>	<u>\$ 1,149,817</u>	<u>\$ 3,287,523</u>	<u>\$ 2,621,613</u>	
<b>Liabilities and Net assets</b>						
<b>Current</b>						
Accounts payable and accrued liabilities	459,545	-	-	459,545	435,101	
Deferred contributions	456,837	-	-	456,837	412,248	
Due to other funds	1,147,108	-	-	1,147,108	869,588	
Current portion of capital lease obligations	-	-	-	-	19,852	
	<u>2,063,490</u>	<u>-</u>	<u>-</u>	<u>2,063,490</u>	<u>1,736,789</u>	
<b>Long term capital lease obligations</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
	<u>2,063,490</u>	<u>-</u>	<u>-</u>	<u>2,063,490</u>	<u>1,736,789</u>	
<b>Net Assets</b>						
Internally restricted	-	-	1,149,817	1,149,817	875,579	
Internally restricted - invested in tangible capital assets	-	74,216	-	74,216	9,245	
	<u>-</u>	<u>74,216</u>	<u>1,149,817</u>	<u>1,224,033</u>	<u>884,824</u>	
	<u>\$ 2,063,490</u>	<u>\$ 74,216</u>	<u>\$ 1,149,817</u>	<u>\$ 3,287,523</u>	<u>\$ 2,621,613</u>	



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