

# Annual Impact Report

2023-2024

Shine On  Greater  
Toronto



Cover photo: Many young people are drawn to **YMCA Teen Nights** by the opportunity to shoot hoops with their peers. Y programs like basketball help participants reach their full potential in more ways than they may expect, enhancing their physical, mental, and social well-being.

# Reach at a glance



more than **500**  
locations across the  
Greater Toronto Area



**816,868**  
participants\*



**27,596**  
people received financial assistance  
totaling more than **\$3,758,000**

**37,489**

Camping & Outdoor  
Education

**341,482**

Child Care & Family  
Services

**2,621**

Education &  
Training

**42,621**

Employment &  
Services

**177,611**

Health &  
Fitness

**1,157**

Global Initiatives

**78,327**

Immigrant Services

**128,853**

Youth Services

**1,830**

Youth Leadership

**4,877**

YMCA Teen Night™  
members

## Made possible by:



**1,842**  
giving donors

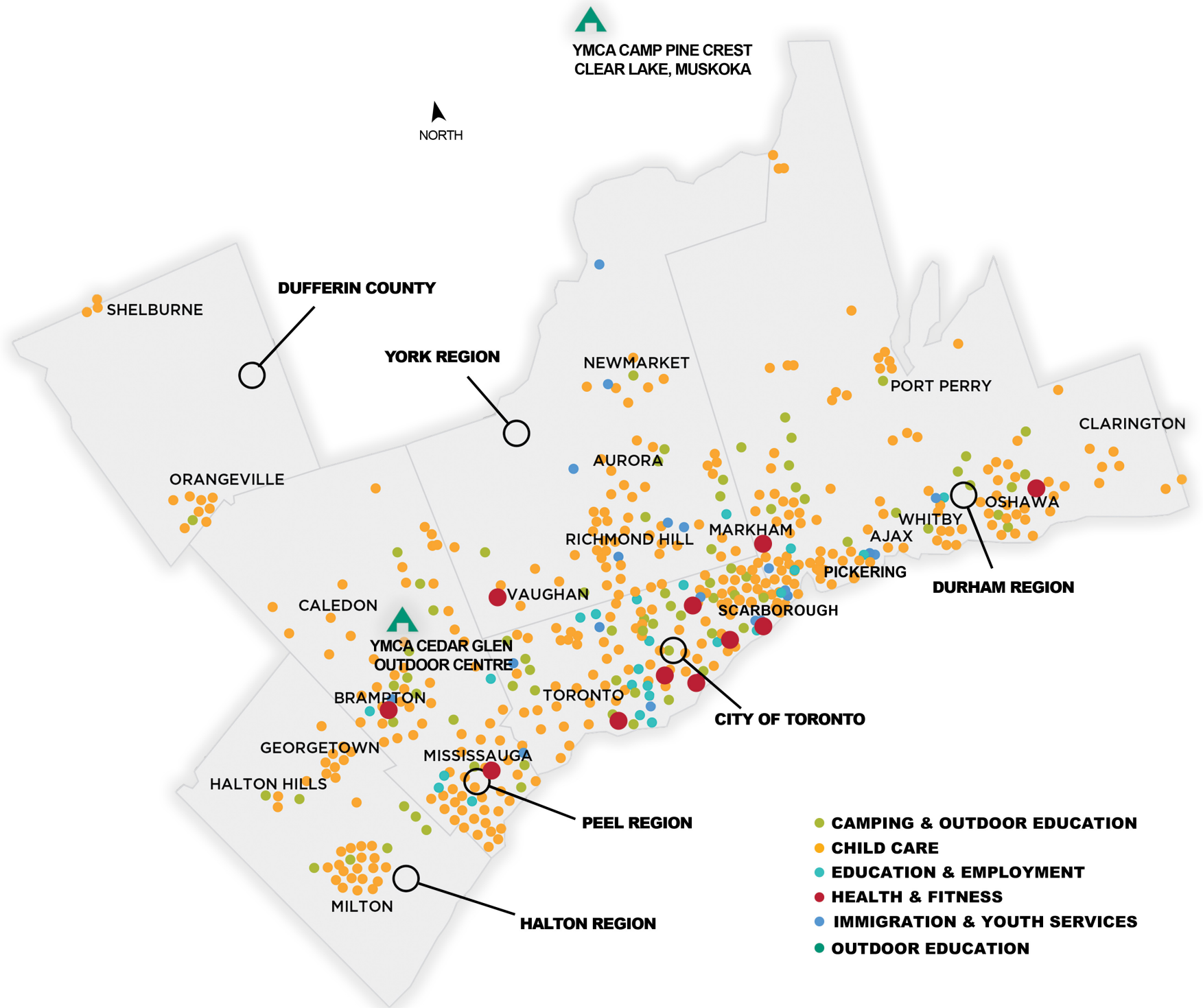


**2,636**  
volunteers



**6,593**  
staff

\*Participants captures our programs' cumulative reach during the year. Some individuals benefit from multiple YMCA programs and may be counted more than once.



**YMCA CAMP PINE CREST**  
 CLEAR LAKE, MUSKOKA



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- **HEALTH & FITNESS**
- **IMMIGRATION & YOUTH SERVICES**
- **OUTDOOR EDUCATION**

# Message from Our Board Chair and President and CEO

Canadian and YMCA leader James Naismith probably never imagined how far the game he invented would reach. Today, basketball is loved and enjoyed world-wide. Enthusiastic preschoolers bounce basketballs during play time, while children and youth participate in co-ed league competitions and meet friends after school to play three on three. And, cross-generational pick-up games happen in our gyms across the Greater Toronto Area (GTA) whenever a hoop is available. Not a day goes by without basketball at the Y.

The sport is much more than an athletic activity. It's social, it's fun, and it fosters community and creativity. Studies have proven that these kinds of opportunities to learn and play create a sense of connection and belonging that is critical for people's mental health.

That's the real beauty of basketball. Like so many programs at the Y, it is a tool to bring people together and help them overcome obstacles to achieve their full potential. At free **YMCA Teen Nights**, for example, many youth come to shoot hoops, and then discover other benefits from the program including access to workshops on education, job searching, health, and more – all organized by teen volunteers honing their leadership skills. Often, simply the fact that there are adults around to listen to how their day went can make a difference.

Places to gather with one another are an important part of our human experience. We have made exciting strides in our work to bring vital programs to more people in more communities by continuing construction on the McDonald Family YMCA in downtown Toronto.

We also broke ground on our new Bridletowne YMCA in Scarborough, the culmination of over a decade of community advocacy and engagement. These new Ys will join more than 500 locations across the GTA.

In the face of a challenging year filled with inflation, economic uncertainty, and rising isolation, our 170-year old charity continued to adapt and evolve. Together with our talented and dynamic YMCA team, caring volunteers, and exceptional donors and partners, we are making an impact by creating beautiful spaces and meaningful programs where people connect, find a sense of belonging, and shine. And for this, we are extremely grateful for their support.

Just as basketball laid the foundation for a global phenomenon, our charity continues to build on a legacy that shapes a brighter future for all.



Akosua Matthews,  
Board Chair,  
YMCA of Greater Toronto

Lesley Davidson  
President and CEO,  
YMCA of Greater Toronto



**The obstacle:**

Parents need high quality, affordable and accessible child care to provide for their families and pursue their career dreams.



**Our contribution:**

Families have seen fees drop dramatically under the federal and provincial governments' Canada-wide Early Learning and Child Care (CWELCC) system. As the largest not-for-profit licensed child care provider in Ontario, our Y continued to advocate for a sustainable funding model to ensure long-term success.

# Where People Belong

We are seeing loneliness on the rise in the Greater Toronto Area.

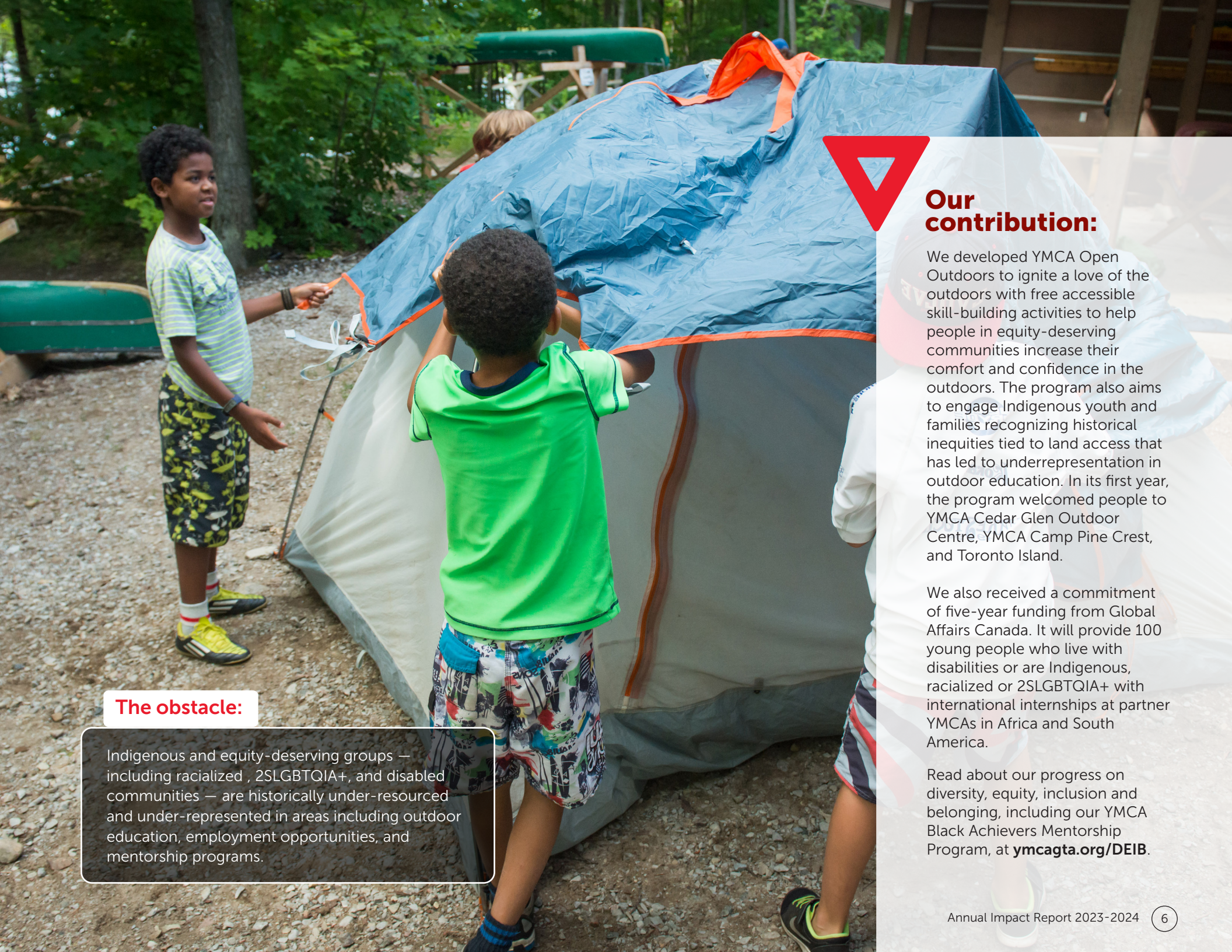
In fact, the World Health Organization declared loneliness a global health threat and launched a **Commission on Social Connection**. The commission is led by the U.S. surgeon general who compares the negative health impacts of loneliness to smoking 15 cigarettes a day.

Alongside other leading charities in the Greater Toronto Area, we proudly partnered on the Toronto Foundation's 2023 Vital Signs report: **The Power of Us**. It found that Toronto was one of the loneliest places in the country with 37% of adults reporting that they felt lonely three or four days in the last week.

Our work to create healthy, dignified spaces for people is especially important now. The Y provides a critical, welcoming "third place": the term coined by sociologist Ray Oldenburg to describe a place away from work and home where people can make important community connections.

Our own **research** provides strong evidence to suggest that participation in YMCA programs and services leads to a positive impact on overall well-being. It also shows that in neighbourhoods where there's a YMCA, there's better well-being, health and belonging for everyone, not just those individuals who use Y programs, services and facilities.

We continue to offer programs to meet emerging needs in our communities, including child care, camps, employment programs, shelter services, health and fitness programs, and so much more. By connecting people, we're boosting their well-being and creating vibrant communities where everyone can shine.



## Our contribution:

We developed YMCA Open Outdoors to ignite a love of the outdoors with free accessible skill-building activities to help people in equity-deserving communities increase their comfort and confidence in the outdoors. The program also aims to engage Indigenous youth and families recognizing historical inequities tied to land access that has led to underrepresentation in outdoor education. In its first year, the program welcomed people to YMCA Cedar Glen Outdoor Centre, YMCA Camp Pine Crest, and Toronto Island.

We also received a commitment of five-year funding from Global Affairs Canada. It will provide 100 young people who live with disabilities or are Indigenous, racialized or 2SLGBTQIA+ with international internships at partner YMCAs in Africa and South America.

Read about our progress on diversity, equity, inclusion and belonging, including our YMCA Black Achievers Mentorship Program, at [ymcagta.org/DEIB](https://ymcagta.org/DEIB).

### The obstacle:

Indigenous and equity-deserving groups — including racialized, 2SLGBTQIA+, and disabled communities — are historically under-resourced and under-represented in areas including outdoor education, employment opportunities, and mentorship programs.



### The obstacle:

Although they represent just **10%** of the Canadian population, almost one out of every three homeless young people in Canada identifies within the 2SLGBTQIA+ communities.

### Our contribution:

A Government of Canada Rapid Housing Initiative (RHI) and City of Toronto funding announcement paves the way for a 31-unit supportive housing project at our Wagner Green YMCA shelter. The project will create affordable rental housing for 2SLGBTQIA+ youth who are at risk of or experiencing homelessness.

RHI is delivered by the Canada Mortgage and Housing Corporation (CMHC) under the National Housing Strategy.

The Wagner Green YMCA is an emergency shelter and drop-in centre where unhoused youth find a hot meal and a safe place to sleep — as well as wrap-around supports that help them return to school, find work, and, ultimately, live independently in safe housing of their own.





### The obstacle:

Some people, including youth, newcomers, and people in remote areas, are not always able to easily access our employment centres or programs for various reasons.

### Our contribution:

In addition to offering in person employment programs, we leaned into online micro learning with the national launch of YMCA Ignite in partnership with YMCA BC. Thanks in part to \$1.2 million in funding from the RBC Foundation, through RBC Future Launch, it brought digestible learning modules to people's digital devices, complementing our existing employment programs.

Together with Toronto Metropolitan University's DMZ, we also created Launchpad for Women Entrepreneurs – a program designed for aspiring and ideation-stage women entrepreneurs from diverse backgrounds and industries.

# Thank You to Our Inspiring Donors

The Y is a charity addressing urgent needs in our communities – from housing to employment, poverty, inequity, and more. For the thousands of people across the GTA facing obstacles, support from generous donors is life changing.

By investing in our charity's proven programs and in the safe, welcoming places where they are delivered, donors open opportunities for people from all walks of life including young newcomers like Alex, who says the biggest challenges he faced upon arriving in Canada were "having to learn English and making new friends." Thanks in part to donor support, Alex has options for himself. He could join a YMCA Newcomer Youth Leadership Development group, get his first paid job through our internship program, and explore several other opportunities and initiatives he says made him feel like he wasn't alone.

Check out **Alex's Y story on our website** or by scanning the QR code below with your smartphone.



To each and every one of our donors:

**Thank you for making inspiring journeys like Alex's possible.**



**The obstacle:**

While social connection through extracurricular and recreational activities support healthy growth and development, young people are feeling isolated and disengaged.



**Our contribution:**

Free Y programs like YMCA Teen Nights and YMCA Newcomer Youth Leadership Development groups help young people grow a network of friends and adult allies and find their sense of community.

Structured programming helps them build skills they need to succeed in school, work, and life — from financial literacy workshops to career fairs, volunteer opportunities, civic engagement activities, and more.

While they participate in these activities, youth also meet positive role models, make new friends, discover healthy ways to spend their free time, and find a sense of belonging — all keys to supporting their mental, social, and overall well-being. Last year, almost 5,000 youth participated in their local YMCA Teen Night program, while almost 3,000 joined a YMCA Newcomer Youth Leadership Development group.

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As of June 5, 2024

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April 1, 2023 to March 31,  
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Sherry Perez-Zavaleta  
Normandy Perreras  
Nandranie Persaud Paray

Narayan Persaud  
Nirvani Persaud  
Rockey Persaud  
Savitri Persaud  
Diane Peters  
Danielle Petley  
Joanna Phung  
Parbatie Prashad  
Christine Pratt  
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Rudy Purwanto  
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Humza Qureshi  
Muizz Qureshi  
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Lindsay Reidy  
Joanne Reinhold  
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Melissa Richardson  
Katelynn Rockett  
Janie Romoff  
Natalie Ross  
Roshan Roy  
Aurelia Rozembaigher  
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Talat Yasmin  
Lily Yeh  
Christopher Yewwoon  
Tao Yin  
Jenny Yoon  
Alberto Zapanta  
Xuehua Zhang  
Alessandra Zingone  
Filomena Zita  
Mehdi Zobeiry  
Anonymous (41)

This list was compiled to recognize and celebrate donors who gave to the YMCA of Greater Toronto in our 2023-2024 fiscal year. If you believe there has been an error or omission, please contact us at [giving@ymcagta.org](mailto:giving@ymcagta.org) or 647-960-1109.

## YMCA Network

Africa Alliance of YMCAs  
Latin American and Caribbean Alliance of YMCAs  
North American YMCA Development Organization  
World Alliance of YMCAs  
YMCA Canada  
YMCA North American Network  
YMCA Ontario  
YMCA World Urban Network

## YMCA International

**Partners:**  
YMCA Ghana  
YMCA Liberia  
YMCA Medellin (Colombia)  
YMCA Mexico City  
YMCA Peru  
YMCA Risaralda (Colombia)  
YMCA Senegal

## Funding Partners

Government of Canada  
Government of Ontario  
Municipal and Regional Governments:  
City of Toronto  
City of Vaughan  
Dufferin County  
Region of Halton  
Regional Municipality of Peel  
City of Kawartha Lakes  
Regional Municipality of Durham  
Regional Municipality of York





## The obstacle:

Not everyone has access to quality programs and welcoming spaces that sustain supportive, healthy communities.

## Our contribution:

After more than 10 years of community advocacy and engagement, the Bridletowne Neighbourhood Centre (BNC) in Scarborough broke ground in June 2023. BNC is a first-of-its kind project in Ontario and will house an innovative collaboration between our YMCA, the Scarborough Health Network, and United Way Greater Toronto. When completed, it will bring vital programs, healthcare, and inclusive community spaces together under one roof as a leading example of community-based wrap-around care.

As we've done previously, the new building will be constructed with the environment in mind. Read our annual sustainability report to learn more about our resiliency work, including The YMCA at The David Braley Vaughan Centre and The Steve & Sally Stavro Family YMCA which were certified LEED Platinum, at [ymcagta.org/green](https://ymcagta.org/green).

2023-2024

# Board of Directors

As of March 31, 2024

## **Akosua Matthews, Board Chair**

Senior Associate  
Kastner Lam LLP

## **Irene Markus, First Vice Chair**

Managing Director & Head,  
Private Capital, Corporate  
Banking  
CIBC Capital Markets

## **John MacIntyre, Past Chair**

Partner  
Birch Hill Equity Partners

## **David Green, Second Vice Chair**

Principal  
Greenrock Investments Limited

## **Dr. David McKeown, Third Vice Chair**

Associate Chief Medical Officer  
of Health  
Ontario Ministry of Health

## **Ravina Bains**

Senior Vice President, Payments  
& Specialized Client Solutions  
Scotiabank

## **Tamara Finch**

Executive Managing Director,  
Global Head of Financial  
Sponsors  
TD Securities

## **Jeanette MacDonald**

Regional Team Lead, Income  
Property Finance, Greater  
Ontario Region  
Canadian Commercial Banking,  
BMO Bank of Montreal

## **Peter MacLeod**

Principal and Founder  
MASS LBP

## **Ahila Poologaindran**

Director, Program and  
Evaluation, Anti-Racism  
Directorate  
Ministry of Citizenship and  
Multiculturalism

## **Steven Ranson**

President & CEO  
HomeEquity Bank

## **Anjum Sultana**

Director, Youth Leadership  
and Policy Advocacy Plan  
International Canada  
Fellow at the Public Policy  
Forum

## **Martha Tory**

Corporate and Philanthropic  
Director

## **Max Zhu**

Director, Strategy, Planning  
and Analytics  
Fiera Real Estate

## **Salima Rawji**

President and CEO  
York University Development  
Corporation

## **Audit Committee**

April 1, 2023 to March 31, 2024

### **Committee Chair:**

- Jeanette MacDonald

### **Board Members:**

- David Green
- Akosua Matthews, (Board Chair) (ex-officio)
- Ahila Poologaindran
- Steven Ranson
- Salima Rawji
- Martha Tory

### **Community Members:**

- Jennifer Babe
- Sharon Hennessey
- Kundai Marume
- Basima Roshan (until August 2023)

### **Staff:**

- Lesley Davidson (ex-officio)
- Sandra Kalpouzou
- Ali Kashani
- Yency Ma
- Rahima Mamdani
- Debbie Sevenpifer

## **Development Committee**

As of March 31, 2024

### **Principal Gift Committee**

- Kirsten Chapman
- Peter Cortellucci
- Lesley Davidson
- John MacIntyre
- Medhat Mahdy
- Akosua Matthews
- Stephen McDonald
- Richard Nesbitt
- Hon. David Peterson
- Steven Ranson
- David Skurka
- Jeff Watchorn

## Leadership Gift Committee

- Ravina Bains
- Kyle Boynton
- Ryan Brain
- Paul Brink
- Linli Chee
- Lesley Davidson
- Tamara Finch
- Medhat Mahdy
- Irene Markus
- Akosua Matthews
- Kimberly Nemeth
- Salima Rawji
- Stuart Reynolds
- Satwik Sharma
- Martin Shaw
- John Wilkinson

## Investment Committee

April 1, 2023 to March 31, 2024

### Committee Chair:

- Tamara Finch

### Board Members:

- David Green
- John MacIntyre
- Akosua Matthews, (Board Chair) (ex-officio)

## Community Members:

- Mark Foerster
- Robert Lord
- Emilie Ong
- Michael Walsh
- Max Zhu

### Staff:

- Lesley Davidson (ex-officio)
- Sandra Kalpouzou
- Yency Ma
- Debbie Sevenpifer

## Governance & Nominating Committee

April 1, 2023 to March 31, 2024

### Committee Chair:

- Irene Markus

### Board Members:

- Ravina Bains
- Peter MacLeod
- Akosua Matthews, (Board Chair) (ex-officio)
- David McKeown
- Ahila Poologaindran
- Anjum Sultana
- Martha Tory

## Staff:

- Kleine Achilles
- Lesley Davidson
- Yency Ma
- Rahima Mamdani
- Debbie Sevenpifer

## Youth Advisory Committee

April 1, 2023 to March 31, 2024

### Community Members:

Valeria Delgado  
Afgizy Enjugu  
Sufiat Fusigboye  
Craig Gauder  
Shaunette George  
Jared Klein  
Nigel Lake  
Heon Lee  
Nika Lennox  
Zahra Niazi  
Dumebi Onyeagwu  
Nicole Plant  
Aqsa Samad  
Simran Viridi  
Max Zhu

### Staff:

- Lesley Davidson
- Sarah Earl
- Moira MacDougall
- Medhat Mahdy
- Jamison Steeve

*YMCA Board members join members of our Youth Advisory Committee members and staff at YMCA Cedar Glen Outdoor Centre.*

## Senior Management Team

April 1, 2023 to March 31, 2024  
Titles as of March 31, 2024



Lesley Davidson, President and CEO  
Ali Kashani, Chief Development Officer  
Rahima Mamdani, Chief People Officer  
Janie Romoff, Chief Operations Officer  
Debbie Sevenpifer, Chief Financial Officer  
Craig Bradley, Senior Vice President, Information Technology  
Jim Janzen, Senior Vice President, YMCA Ontario Resource Development Centre  
Renee Beneteau, Vice President, Philanthropy  
Tony di Cosmo, Vice President, Campaign Giving  
Linda Cottes, Senior Vice President, Child & Family Development  
Tina Goldis, Vice President, Property Management – Leased Sites  
Nora Gorman, Senior Vice President, Marketing and Communication  
Michael Hall, Vice President, Program Research & Development  
Darlene Holowachuk, Senior Vice President, Employment & Community  
Sandra Kalpouzou, Vice President, Finance  
Tammy MacDonald, Senior Vice President, Health and Fitness  
Brandon McClounie, Vice President, Camping & Outdoor Education  
Dino Melissa, Vice President, Property Development  
Todd Pierce, Vice President, New Asset Development and Real Estate  
Rania Shuggi, Vice President, Risk Intelligence  
Alex Versluis, Senior Vice President, Property Management & Development  
Tammy Walker, Vice President, Human Resources  
Mehdi Zobeiry, Vice President / General Manager Central YMCA



# Financial Statements

## Statement of Financial Position As of March 31, 2024 (in thousands of dollars)

### ASSETS

Current assets	2024	2023
Cash and cash equivalents	87,687	86,869
Accounts receivable	41,652	41,761
Prepaid expenses	1,758	1,540
	131,097	130,170
Long-term accounts receivable	51,929	53,937
Investments	24,642	17,853
Capital assets	283,950	274,254
	491,618	476,214

### LIABILITIES

Current liabilities	2024	2023
Accounts payable and accrued liabilities	41,446	37,398
Current portion of Long-term debt	22,509	22,339
Deferred revenue	25,273	20,404
	89,228	80,141
Long-term debt*	88,787	92,568
Deferred capital contributions	144,511	139,894
	322,526	312,603

### NET ASSETS

Unrestricted	42,068	47,764
Internally restricted	107,606	98,730
Endowment	19,418	17,117
	169,092	163,611
	491,618	476,214

\*Included in the long-term debt is the City of Vaughan's share of the principal outstanding for The YMCA at The David Braley Vaughan Metropolitan Centre of Community in the amount is \$53,935



A complete set of financial statements are available online at [ymcagta.org](http://ymcagta.org), or by contacting us at **1-800-223-8024**.  
The Canada Revenue Agency also provides information on all registered charities in Canada at [canada.ca/en/services/taxes/charities](http://canada.ca/en/services/taxes/charities).

The YMCA of Greater Toronto is accredited by Imagine Canada's Standards Program for excellence in accountability, transparency, and good governance. The Standards Program Trustmark is a mark of Imagine Canada, used under licence by the YMCA of Greater Toronto.

## Statement of Operations For the year ended March 31, 2024 (in thousands of dollars)

Revenue	2024	2023
Government	199,650	164,248
Program fees	75,755	72,245
Membership fees	32,285	21,991
Other	12,179	9,919
Amortization of deferred capital contributions	3,837	3,306
Donations	2,401	2,734
Investment	5,220	3,387
	<b>331,327</b>	<b>277,830</b>
Expenses	2024	2023
Salaries and benefits	226,405	203,976
Program costs	61,448	62,230
Occupancy costs	29,388	28,342
Amortization of capital assets	8,066	6,912
Allocation to YMCA Canada	1,250	1,250
Financing costs	1,135	1,140
	<b>327,692</b>	<b>303,850</b>
Excess (Deficiency) of revenue over expenses before undernoted items	3,635	(26,020)
Change in fair value of investments	1,635	(1,003)
<b>Excess (Deficiency) of revenue over expenses</b>	<b>5,270</b>	<b>\$ (27,023)</b>

**Statement of Changes in Net Assets** For the year ended March 31, 2024 (in thousands of dollars)

				2024
	Unrestricted \$	Internally restricted \$	Endowment \$	Total \$
<b>Net assets - Beginning of year</b>	47,764	98,730	17,117	163,611
Excess of revenue over expenses	5,270	—	—	5,270
Interfund transfers	(10,966)	8,876	2,090	—
Endowment contributions	—	—	211	211
<b>Net assets - End of year</b>	42,068	107,606	19,418	169,092

				2023
	Unrestricted \$	Internally restricted \$	Endowment \$	Total \$
<b>Net assets - Beginning of year</b>	74,830	97,840	17,937	190,607
Deficiency of revenue over expenses	(27,023)	—	—	(27,023)
Interfund transfers	(43)	890	(847)	—
Endowment contributions	—	—	27	27
<b>Net assets - End of year</b>	47,764	98,730	17,117	163,611

## Audited Statement of Operations For the years 2020 to 2024 (in thousands of dollars)

Revenue	2019/20	2020/21	2021/22	2022/23	2023/24
Government	132,728	188,886	170,332	164,248	199,650
Program fees	97,532	26,103	52,035	72,245	75,755
Membership fees	34,469	2,970	6,352	21,991	32,285
Other	5,553	6,413	5,847	9,919	12,179
Donations	2,615	2,356	2,570	2,734	2,401
United Way	890	537	9	—	—
Amortization of deferred capital contributions	3,138	1,985	1,823	3,306	3,837
Investment	980	1,430	3,276	3,387	5,220
	277,905	230,680	242,244	277,830	331,327

Expenses	2019/20	2020/21	2021/22	2022/23	2023/24
Salaries and benefits	186,049	153,879	178,986	203,976	226,405
Program costs	56,920	33,371	45,957	62,230	61,448
Financing costs	650	837	867	1,140	1,135
Occupancy costs	24,321	16,599	21,728	28,342	29,388
Allocation to YMCA Canada	1,201	952	1,250	1,250	1,250
Amortization of capital assets	7,019	5,274	4,703	6,912	8,066
	276,160	210,912	253,491	303,850	327,692

	2019/20	2020/21	2021/22	2022/23	2023/24
Excess (deficiency) of revenue over expenses before the undernoted items	1,745	19,768	(11,247)	(26,020)	3,635
Change in fair value of investments	(638)	4,308	(744)	(1,003)	1,635
Gain on sale of capital and intangible assets	—	85,262	3,000	—	—
Write-off of intangible assets	—	(7,869)	—	—	—
<b>Excess (deficiency) of revenue over expenses</b>	<b>1,107</b>	<b>101,469</b>	<b>(8,991)</b>	<b>(27,023)</b>	<b>5,270</b>



## Our Mission

The YMCA of Greater Toronto is a charity that ignites the potential in people, helping them grow, lead, and give back to their communities.

## Our Vision

Vibrant communities where everyone can shine.

## Our Values

Inclusiveness. Integrity. Kindness. Optimism. Respect. Well-Being.

### YMCA of Greater Toronto

90 Eglinton Avenue East, Suite 300  
Toronto, Ontario M4P 2Y3  
1-800-223-8024

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