



# SUSTAINABILITY REPORT

2020-2021

INFORMED BY THE  
GLOBAL REPORTING INITIATIVE (GRI)  
STANDARDS

The YMCA of Greater Toronto strives toward leadership in environmental sustainability. This report shares our sustainability journey, reporting on our actions informed by GRI standards – standards that enhance transparency by making the report comparable to other GRI-reporting organizations.

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## 1. Introduction and Background

### About This Report

The YMCA of Greater Toronto has prepared this 2020-2021 Sustainability Report, our third such report, in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards: *Core/Comprehensive* option, including the non-governmental organization (NGO) supplement. GRI Standards help businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues using standard language, processes, and units which enhance the ability to compare between various GRI-reporting entities.

This reporting period (April 1, 2020 through March 31, 2021) was during the peak of the COVID-19 pandemic which caused many of our locations to temporarily closed, greatly reducing our energy consumption. Our total energy consumption and emissions intensity were reduced by 65% (see page 43) and 70% (see page 46) year-over-year, respectively.

As a charity that focuses on the health and well-being of our communities, we strive towards leadership in environmental sustainability and community resilience to support these neighbours, especially those most vulnerable and marginalized. We are proud to have been selected as one of Canada's Greenest Employers for eleven consecutive years and one of Greater Toronto's Top Employers for the last 13 consecutive years. We believe it is important to share information regarding our sustainability journey, hence our decision to continue publishing an annual Sustainability Report. It supports our efforts to be accountable and transparent for our sustainability actions. It provides the opportunity to record and report on our actions as we continue along the path towards recurring and comparable measuring, monitoring, and reporting on progress towards our sustainability and resiliency goals. We are continuing to work towards leadership as an environmentally conscious charitable organization through our adoption of a GRI-compliant framework for our sustainability reporting.

The process of gathering and identifying the aspects of sustainability that are most important or "material" (to use GRI's standard language) to our organization included engagement with key stakeholder groups, which is discussed in detail in the *Stakeholder Engagement* section.

Being a community-focused charity, sustainability has long been a central pillar of our strategy. For over 170 years, we have worked to improve the health of our communities and strengthen the social fabric of our neighborhoods. We are committed to creating healthy communities that include and involve all, embracing our core principles of access, choice, social inclusion, and prevention. We root our programs, services and YMCA Centres of Community in the Social Determinants of Health framework, a leading health-focused framework to reduce inequality.

As such, the disclosure on many material aspects of our sustainability initiatives has already been made available through various other means including annual reports and other publicly available information. Previous disclosure will be referred to throughout this report. We envision integrating all sustainability reporting in the future and will continue to communicate the development of our reporting strategy to our stakeholders as it evolves.

This report utilizes the most updated data from our 2020-2021 Financial Year (ending March 31, 2021). Although we have mentioned some of our sustainability-related successes in past reports, this is only our third YMCA of Greater Toronto Sustainability Report, which presents our environmental initiatives. As such, the featured stories and initiatives referred to in this report will cover the last seven years of our operations to ensure that we provide the most comprehensive and accurate representation of our sustainability initiatives.

### **Sustainability in the wake of COVID-19**

The 2020-2021 financial year was unique because of the unprecedented impact that the global pandemic had on our communities. We take a holistic approach to sustainability, meaning that we equally prioritize social, environmental, and governance/financial initiatives with the aim of improving the well-being of the communities we serve. With this approach in mind, much of our ongoing sustainability work from the 2019-2020 financial year and before was slowed so we could focus on the most pressing issue at hand: the COVID-19 pandemic and supporting our communities through it. However, we recognize the climate crises hasn't gone away, and plan to continue to do our part to address it.

Our response to the pandemic consisted of several concurrent efforts, including opening pop-up food banks across the GTA, hosting COVID-19 testing and vaccination clinics, and providing emergency child care support to essential workers. These and other initiatives are outlined in the figure below, and they are elaborated upon throughout this report.

**Figure 1: YMCA COVID-19 response initiatives: (clockwise from top) pop-up foodbank, vaccination clinic, testing**



## Our COVID-19 pandemic response



### Health & Fitness

Offered free virtual programs to the community, and launched Virtual Y Memberships with access to 100+ live, online fitness classes per month



### Child & Family Development

Opened more than 30 Emergency Child Care Centres for the children of hundreds of essential workers and reopened 110 child care centres for registered families



### Older Adults

Launched The Bright Spot, an online community for older adults



### Employment & Community

Operated shelter and transitional housing for youth without interruption, offered remote support to job seekers and newcomers, and introduced new programs



### Food Security

Opened 3 food banks across the GTA and one food sorting centre



### Camp

Operated 21 Summer Day Camp locations including YMCA Camp Pine Crest in Muskoka, and offered cabin and equipment rentals and virtual camp



### Partnerships

Hosted COVID-19 testing and vaccination clinics



### International Support

Ongoing support to Partner YMCAs including YMCA Peru, YMCA Risaralda (Colombia) and YMCA Liberia

Read more:

<https://blog.ymcagta.org/blog/2021.03/15/how-the-ymca-of-greater-toronto-stepped-up-in-response-to-covid-19/>

Report content has not been subject to external assurance, except for content taken from the annual financial statements (Read our latest [Annual Impact Report](#)).



The YMCA of Greater Toronto engaged the climate risk and opportunity strategic consulting firm [Mantle Developments](#) (“Mantle”) to coordinate, develop and prepare this report.

## Tell Us What You Think!

To provide feedback, ask questions, or enquire about further information regarding this report, please contact:



**Alex Versluis**

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YMCA of Greater Toronto  
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## Message on Sustainability



Ryan Brain  
Board Chair



Medhat Mahdy  
President and CEO

This third Sustainability Report demonstrates our commitment to understanding both the positive and negative impacts of our work, continuing to tell our sustainability story and document how it evolves over time. We know that meaningful and transparent reporting requires that we measure and report the outcomes of our work and provide comparable data over time. That is why we have used the Global Reporting Initiative (GRI) Standards – the first globally accepted standards for sustainability reporting – to continue to guide the format and reporting style of this report.

Over the past year, our charity was focused on responding to the changing needs of our communities due to COVID-19. However, we also felt it was important to release this report to shine a light on our 2020-2021 fiscal year’s sustainability work. Resilient communities should be prepared for any emergency, whether it be a pandemic or the impacts of climate change. We were able to quickly respond to the pandemic due to climate resilience- and sustainability-oriented discussions and partnerships that begun prior to the onset of COVID-19. For example, climate-resilience conversations with community health networks that begun pre-pandemic gave us a head start on supporting them with pop-up testing centres and emergency triage facilities as inflating case numbers began to overwhelm hospitals. Our support for local food banks, which begun as part of our Community Resilience Centres program, continued throughout the pandemic, ensuring they remained operational when most of their senior volunteers could not work due to their elevated risk profile.

We recognize that we continue to live through a period of increasing economic, social, and climatic change – we see the impact of this change daily on the communities we serve, and it began before the pandemic. We are focused on ensuring our children thrive during this period of rapid change – it is core to what we do. Climate change threatens to disrupt our food supply, deplete our freshwater resources, make us sicker, upend our electricity, heating, and cooling, and displace our communities during extreme weather events. It threatens our prosperity and well-being, undermining the hard work of our employees and volunteers.



Our growing focus on sustainability, climate change and community resilience is in response to the need for broad-based environmental leadership from charities, businesses, governments and individuals. And this work positions us well to respond to community needs during times of need – including a pandemic. We have undertaken a number of sustainable initiatives over the years to reduce our pollution, enhance the natural environment and fight climate change. In 2019, we adopted our Climate Resiliency Strategy. Our work was recognized when we were invited to join the City of Toronto’s Resilience Steering Committee, and we were highlighted in the [Toronto Resilience Strategy](#). This Sustainability Report highlights our efforts in 2020-2021 to bolster resiliency and sustainability.

As part of our effort to strive for sustainability leadership, and as discussed further in the body of this report, we will enhance our capacity and capabilities to respond to acute climate shocks (like flooding or power outages) through our YMCA Centres of Community – a key initiative of our Resilience Strategy. We will also continue to develop and manage our facilities and programs to create stronger communities as a way to help protect against chronic climate stresses such as warmer summers. We understand that with climate change leading to more frequent and intense extreme weather events, we will need to accelerate our efforts to assist in bolstering resiliency in the Toronto region.

Our internal sustainability program is one of the ways we endeavour to lead in the fight against climate change to create a healthier, prosperous, and sustainable future for today’s youth. The program has helped us significantly reduce energy use, carbon emissions and costs at our sites and has contributed to a significant reduction in our environmental footprint.

We believe we can provide leadership and can act as a catalyst for positive change; therefore, we are applying new urgency to the critical issue of sustainability and climate change action. We welcome your insights relating to our sustainability successes and challenges and look forward to further refining our sustainability reporting in the future.



Ryan Brain  
Chair, Board of Directors  
YMCA of Greater Toronto



Medhat Mahdy  
President & CEO  
YMCA of Greater Toronto



## About the YMCA of Greater Toronto

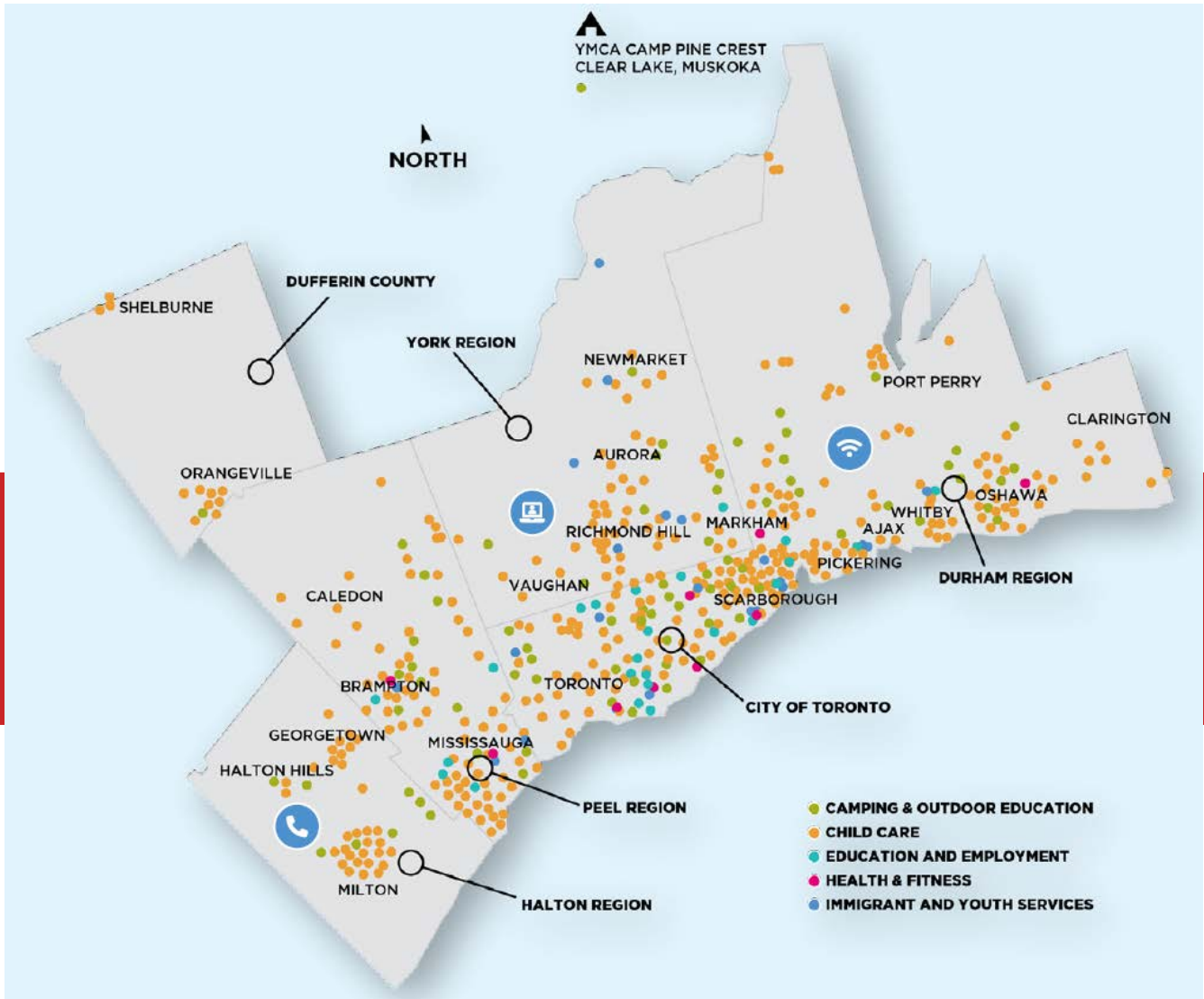
The YMCA of Greater Toronto is a charity tackling the most critical social issues in the Greater Toronto Area (GTA). Operating for more than 170 years, we offer children, teens, young adults, and families the opportunity for personal growth, community involvement, and leadership. Through child care services, education and training programs, employment and immigrant services, family and youth services, and health and fitness programs, we are helping build healthy communities across our region.

We take a holistic approach to community health that embodies all aspects of physical, mental, and social well-being. We engage with the community to provide customized programs that support local needs while embracing diversity. We are dedicated to making our communities home to the healthiest children, teens, and young adults.

*Figure 2: YMCA of Greater Toronto's Mission, Vision and Values*

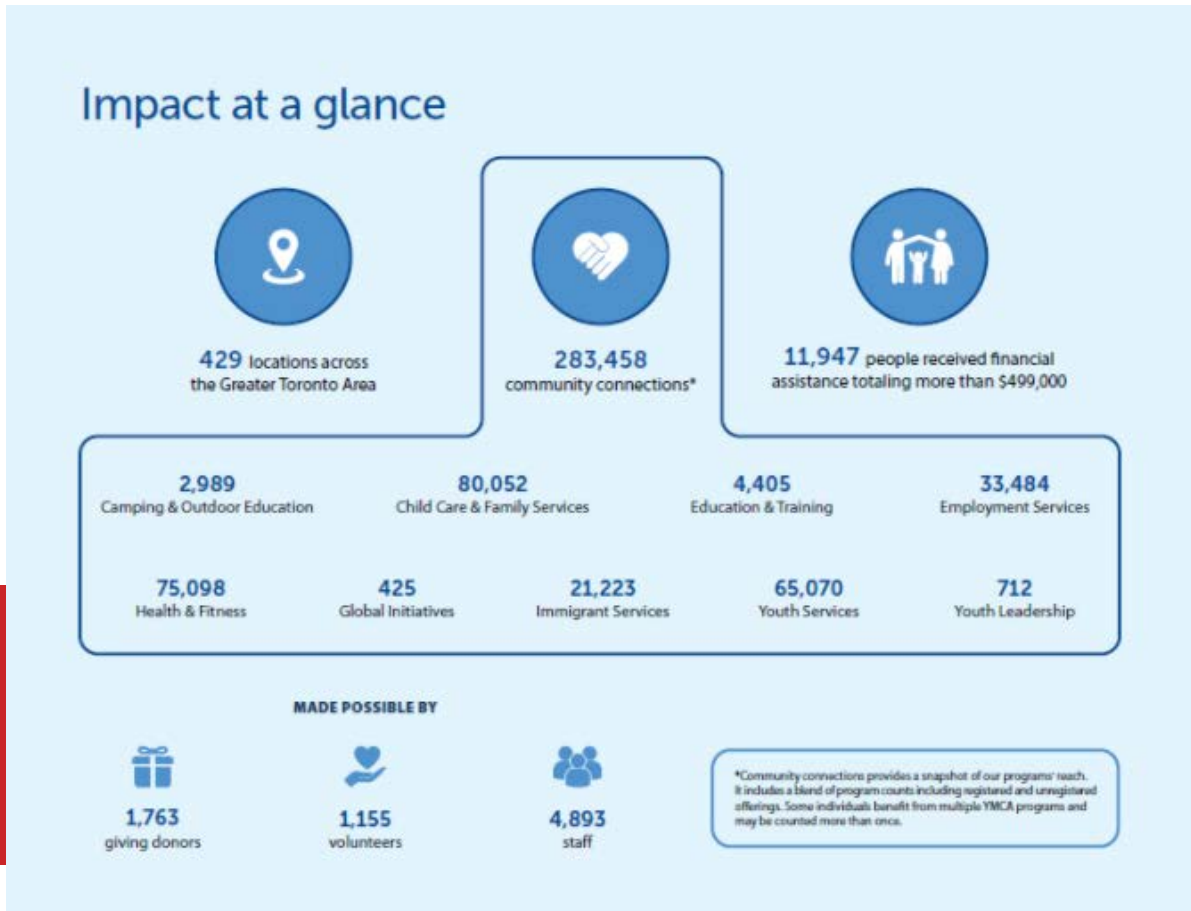


Figure 3: Map of YMCA of Greater Toronto centres<sup>1</sup>



<sup>1</sup> YMCA of Greater Toronto 2020-2021 Annual Impact Report

Figure 4: Impact at a glance<sup>2</sup>



<sup>2</sup> YMCA of Greater Toronto 2020-2021 Annual Impact Report

## Strategic Framework

The Social Determinants of Health framework, a concept endorsed by numerous leading health-focused organizations in Canada and around the world, underpins how our programs, services, and Centres of Community contribute to the health of young people and the communities we serve. The framework identifies 12 key determinants, and while our programs touch on all of them, our strategic program goals are focused on the following four: (1) Social Support Networks; (2) Healthy Child Development; (3) Personal Health Practices and Coping Skills; and (4) Income and Social Status.

We are excited to continue to utilize this framework to sharpen our focus on building healthy communities across the GTA.

## Climate Resiliency Strategy

In 2017, we undertook a strategic exercise to assess our organization and strategies through a climate resiliency lens. Climate resiliency informs sustainability and will be referred to throughout this report. A summary of key priorities is outlined below. Our Climate Resiliency Strategy clarifies our role in helping communities minimize the effects of chronic stresses that add to climate vulnerability -- like poverty -- and respond to and recover from acute climate-related shocks -- like extreme weather events. Climate resilience will continue to play a key role in how we achieve our strategic priorities and will inform our strategy development going forward.

**Figure 5: YMCA of Greater Toronto completed its first Climate Resiliency Strategy in 2017, in which the following eight Climate Resiliency Goals are identified:**



01 Foster a Connected and Prepared Community  
*Society & Economy*



02 Promote Clean Technology and the Efficient Use of Resources  
*Environment & Infrastructure*



03 Adapt to the Impacts of Climate Change  
*Environment & Infrastructure*



04 Improve Health and Well-Being  
*Health & Well-Being*



05 Support and Integrate Vulnerable Populations  
*Society & Economy*



06 Work with Government to Better Serve the Community  
*Leadership & Strategy*

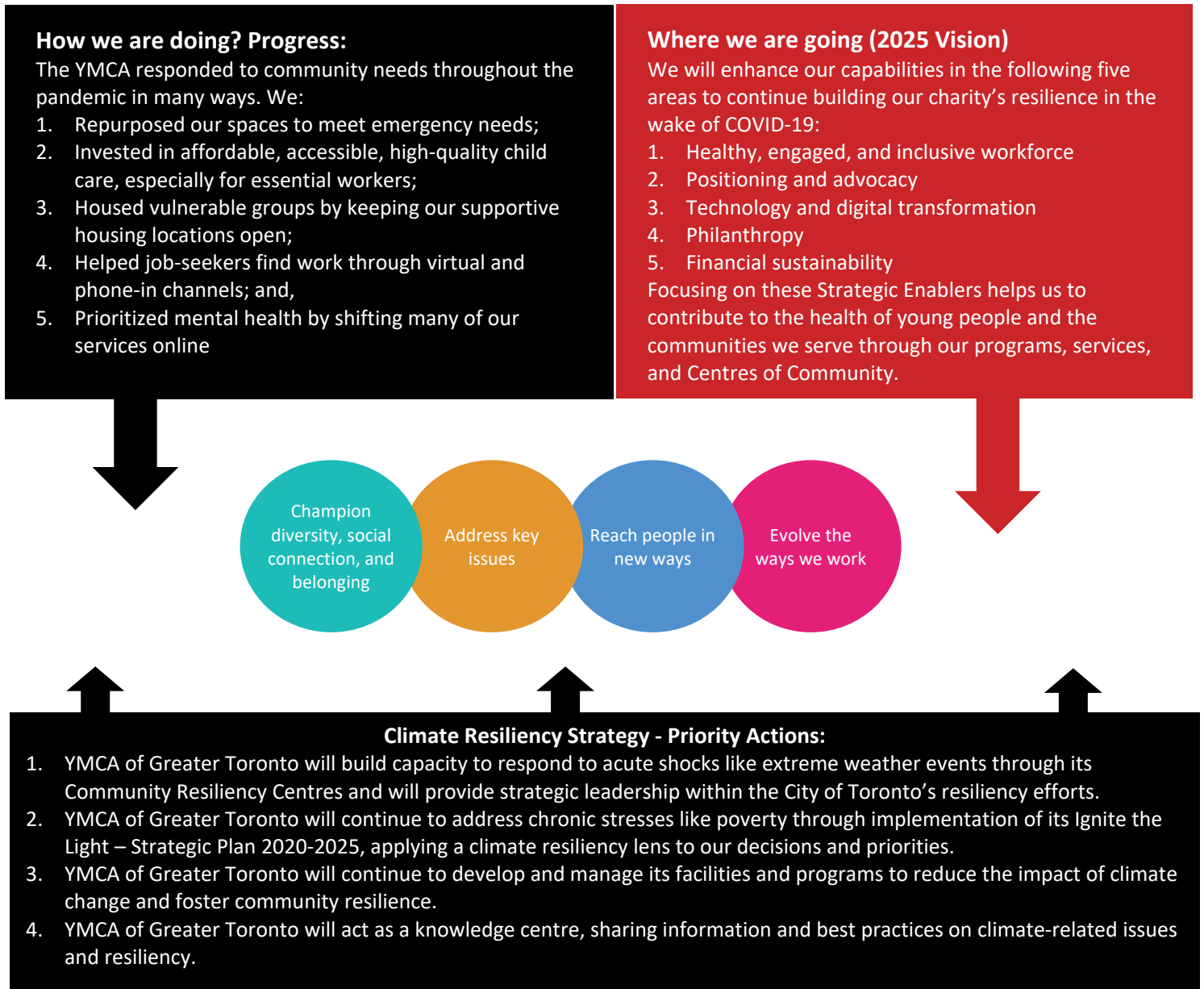


07 Catalyze Innovation and Private Sector Action  
*Environment & Infrastructure*



08 Build Regional Resilience  
*Leadership & Strategy*

**Figure 6:** To boost well-being and promote equality in the GTA, the YMCA has established goals under the four Strategic Directions listed in the circles below:<sup>3</sup>



<sup>3</sup> YMCA of Greater Toronto [Ignite the Light](#) – Strategic Plan 2020-2025

## Governance

We believe that good corporate governance is not just about rules and regulations. Culture and ethical behaviour, in addition to policies and procedures, are cornerstones of effective governance.

As a Canadian charity with a 170-year history, the YMCA of Greater Toronto has a robust governance structure, summarized in our [Governance Guidelines](#). For a full list of the members of our Board of Directors, see our [2020-2021 Annual Impact Report](#).

The overall governance, responsibility, and accountability our organization lies with its Board of Directors. This group of community volunteers provides vision, strategic leadership, and stewardship for our organization. The Board sets the “tone at the top” and helps to ensure we adhere to our commitments and operate in an ethical and responsible way.

## Governance of Sustainability

The YMCA of Greater Toronto Board’s interest in sustainability and climate change-related issues evolved into an extensive discussion in 2018. This discussion generated significant interest from Board members and other attendees. We plan to continue such discussions in 2021 and beyond.

We currently have several internal governance bodies related to sustainability issues:

- Environmental Sustainability Advisory Council
- Environmental Sustainability Leadership Team
- Green Teams

Our plan for 2020-2021 was to elaborate on the roles and responsibilities of each of the above groups for them to be further described in future reports, with a focus on transitioning towards a governance structure that incorporates our Climate Resilience Strategy and community resilience work. However, the onset of the pandemic meant that our focus was drawn towards more immediate community needs, such as supporting local health networks and food banks. Despite this, climate action, sustainability, and improving community resiliency remained core tenets of many leadership discussions throughout the past year. We plan to continue exploring how we can grow our climate, sustainability, and resilience work in 2021-2022 and beyond.

## Environment – Green Senior Executives

Our senior leadership team is highly committed to environmental sustainability. Our President & CEO and Board members have decided to make environmental stewardship and sustainability one of our key priorities. This priority is clearly outlined under the *Champion diversity, social connection, and belonging* Strategic Goal of our Ignite the Light – Strategic Plan 2020-2025.



Additionally, we foster our commitment to environmental sustainability by dedicating resources and senior leadership positions to support our sustainability commitments, including our Senior Vice President, Property Management and Development. This individual drives much of this work and collaborates closely with the rest of the senior leadership team to discuss the organization’s green strategy and specific initiatives related to the implementation of this strategy.



## 2. Assessing Sustainable Factors: Our Approach and Methodology

### Material Sustainability Aspects and Stakeholder Engagement

Our first Sustainability Report, which covered our 2018-2019 fiscal year, required us to consider sustainability reporting of comparable organizations and consultation with internal and external stakeholders. The content of this sustainability report has been defined through a GRI-compliant materiality analysis, which determines the topics that are most significant to the organization from a sustainability perspective.

The first step taken to define the report’s content was an analysis of the current sustainability reporting of peer organizations. The publicly available documents and websites of three local peers were mined for disclosures that align to the GRI standards. At the same time, senior leadership team members were also asked to rank each of the 33 GRI Standards and 11 NGO-specific Standards for inclusion in the stakeholder engagement process as: yes, no, or maybe.

At this stage, the materiality principle was employed to determine a shortlist of 20 topics to present to stakeholders. We closely examined our mission and values to decide what topics could reasonably be considered important for reflecting our economic, environmental, and social impacts. The senior leaders’ ranking was used to understand the importance of certain topics to our strategy and the external societal expectations with which we are expected to comply.

Stakeholder consultation helped determine what topics would be reported in our first iteration of sustainability reporting. We reached out to a diverse pool of stakeholders to help inform which sustainability topics are material to the Y. Please see Appendix D, for a more comprehensive discussion of the stakeholder consultation and materiality process.



### 3. Reporting on Material Aspects

#### Local Communities

At the YMCA of Greater Toronto, we are dedicated to physical, mental, and social well-being. Communities are at the core of our mission, vision and values and are behind everything we do as a charity. We serve local populations through our programming and activities across the GTA with the aim of helping to foster a sense of community and belonging.

Our approach to local communities is extensively covered in our Annual Reports. Below we outlined highlights of our programs and services with their associated progress and key milestones. For more details, please refer to our [Annual Report](#).

“Material topics reflect a reporting organization’s significant economic, environmental and social impacts; or substantively influences the assessments and decisions of stakeholders.”

- The Global Reporting Initiative

#### Community Connections and Programs

Our programs and community connections align with our key Social Determinants of Health – social support networks; healthy child development; personal health practices and coping skills; and income and social status.<sup>4</sup> For our programs, special focus is paid to social support networks since all our programs aim to help create a sense of community and belonging. Our programs’ connections are as diverse as the people we serve, and engagements range from a short visit at a Newcomer Information Centre to years-long relationships with members and families.

<sup>4</sup> [YMCA of Greater Toronto Community Impact Report 2016–2017](#).

**Figure 7: Community Connections and Programs**



**Figure 8: Overview of Programs ([YMCA of Greater Toronto Annual Impact Report 2020-2021](#))**

## Healthy Child Development

### Child Programs

Our Child Care, Camps, and Health & Fitness programs all focus on providing a diverse mix of engaging, evidence-based experiences that mesh with and enrich children’s everyday lives.



## Social Support Network

### Centres of Community

We continually expand our locations and program offerings in neighbourhoods across the GTA.

We are currently building three new Centres of Community.

### Youth Support

Support includes free access to Health & Fitness on Teen Night, help finding a job, accessing shelter and support services, receiving leadership opportunities, and obtaining a high school diploma.

### Immigrant Connections

As our neighbourhoods welcome more newcomers from all over the world, we are responding with programs and services to help immigrants find the support they need to build key connections with their communities.



## Personal Health Practices

### Health and Fitness

Our Health & Fitness Centres are great places to get in shape, and our programs are geared toward a holistic approach to personal health for people of all ages and abilities.

## Income and Social Status

### Employment and Training

We provide personalized, values-based services for job seekers, resources for immigrants, and financial assistance to members and families.



An integral part of serving our community is maximizing accessibility to our programs, services, and facilities to residents of the GTA. As such, we aim to continue providing access to high quality, state of the art facilities that will increase accessibility and will support the growing population in the region.

## Projects Under Development



**The Steve & Sally Stavro  
Family YMCA**



**Vaughan Metropolitan Centre  
YMCA**



**McDonald Family YMCA**

We are actively pursuing additional projects as part of our strategy on capital development. We are currently working on opening three new centres of community: The Steve & Sally Stavro Family YMCA, Vaughan Metropolitan Centre YMCA, and McDonald Family YMCA. These new Centres are targeting a high level of LEED certification, meaning they will follow industry-leading sustainable building practices.

Our YMCA Centres of Community are leading examples of healthy infrastructure, meaning they are community features designed and operated to enhance community health. These centres create a healthier physical (built) environment which is a key social determinant of health. They also house numerous programs that address other social determinants of health. We will continue to seek out new sources of funding to invest in improvements to our existing centres and to ensure that our properties use less energy, that they continue to be safe spaces, and that they meet the emerging needs of the communities we serve.

Green design features of these new projects include highly energy efficient lighting, heat recovery ventilation, water-efficient plumbing fixtures, and low volatile organic compound (VOC) building materials. The Stavro Family YMCA is designed with a high efficiency and resilient energy system that can create electricity on-site through the use of a combined heat and power generator. The heat generated helps warm the building and water, while the electricity powers our lights and appliances. In the case of a local power outage, the YMCA can remain operational and can even act as a community reception centre.

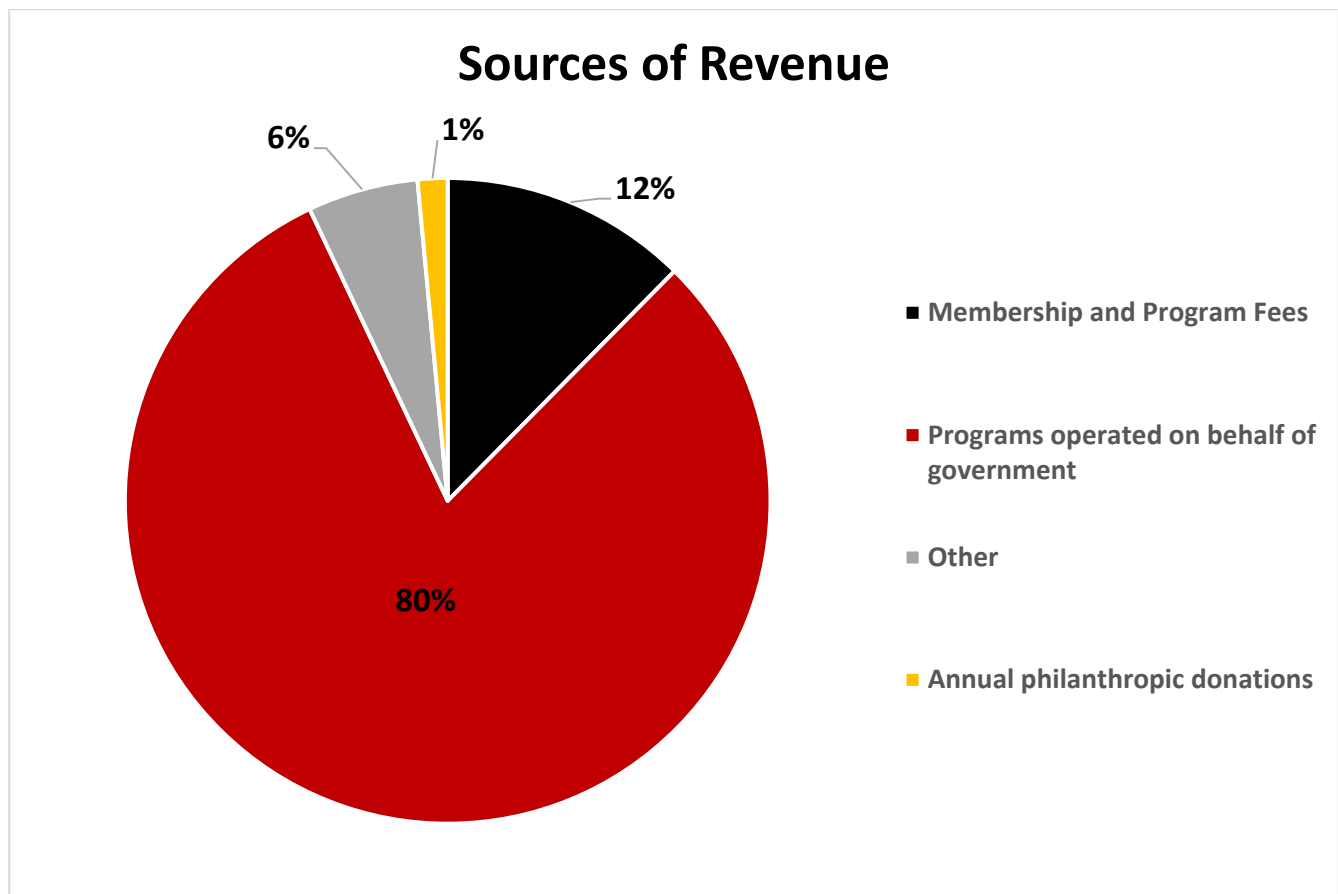


## Economic Performance and Fundraising

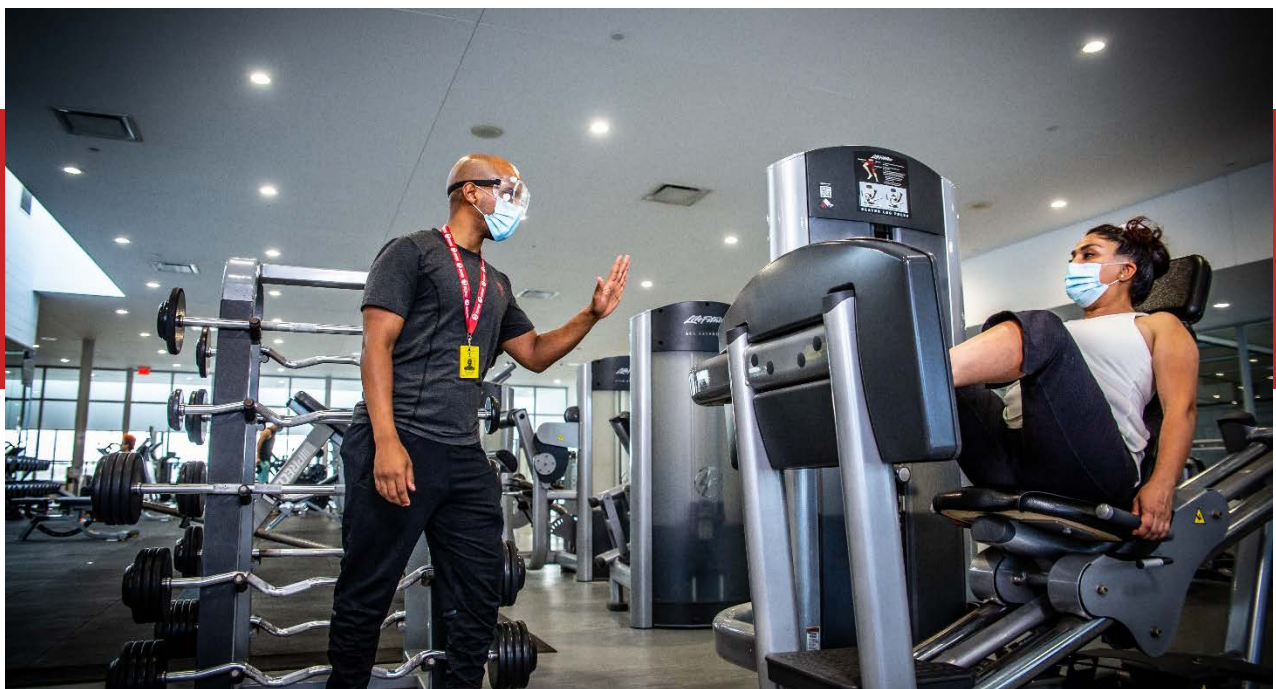
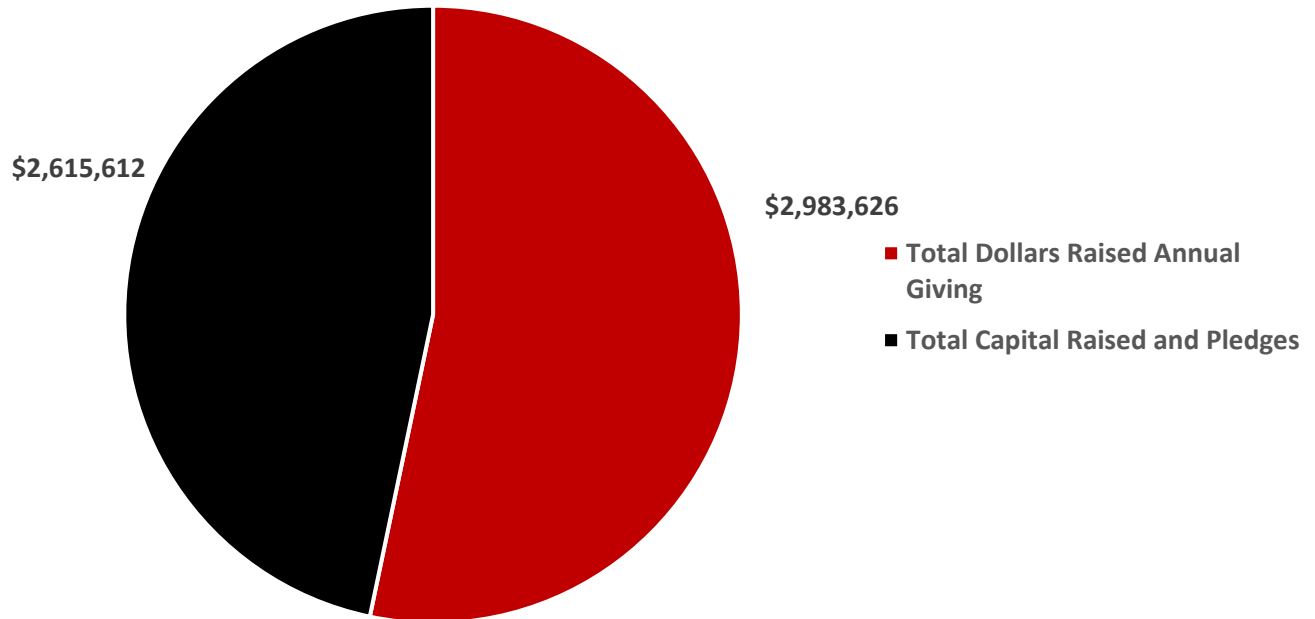
As a registered charity, the YMCA of Greater Toronto relies on the generosity of our donors who play a vital role in ensuring that we can provide critical services for children, adults, and families across the GTA. These services include child care, summer camps, outdoor education, safe spaces for teens, youth leadership development, support for street-involved and 2SLGBTQ+ youth, access to health and fitness programs, and more. Charitable support from individuals and families, charitable foundations, and corporate partners means that children, teens, young adults, and families can access the programs they need to support physical, social, and mental health.

In addition to donations, we receive funding for specific programs from various levels of government, endowment funds, organizations, etc. A summary of key sources of our funding is outlined below. For a full list of our donors, please refer to our [Annual Impact Report](#).

**Figure 9: YMCA of Greater Toronto Revenues**



## Total Philanthropic Contributions



## Financial Statements

A complete set of financial statements are available online at [ymcagta.org](http://ymcagta.org) or can be requested by contacting us directly.<sup>5</sup>

### Statement of Financial Position As of March 31, 2021 (in thousands of dollars)

#### ASSETS

Current assets	2021	2020
Cash and cash equivalents	49,091	25,431
Accounts receivable	35,298	15,455
Mortgage receivable	70,613	—
Prepaid expenses	802	1,076
	155,804	41,962
Long-term accounts receivable	60,847	53,505
Investments	21,096	16,418
Capital assets	249,028	234,467
	<b>486,775</b>	<b>346,352</b>

#### LIABILITIES

Current liabilities	2021	2020
Accounts payable and accrued liabilities	35,966	39,364
Long-term debt*	13,227	1,199
Deferred revenue	15,688	9,212
	64,881	49,775
Long-term debt	98,431	90,163
Deferred capital contributions	123,904	108,350
	<b>287,216</b>	<b>248,288</b>

#### NET ASSETS

Unrestricted	99,863	(10,944)
Internally restricted	78,886	92,822
Endowment	20,810	16,186
	199,559	98,064
	<b>486,775</b>	<b>346,352</b>

<sup>5</sup> Source: PricewaterhouseCoopers LLP, YMCA of Greater Toronto Audited Financial Statements, March 31, 2021



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, 2021 (in thousands of dollars)

Revenue	2021	2020
Government	188,886	132,728
Program fees	26,103	97,532
Membership fees	2,970	34,469
Other	6,413	5,553
Amortization of deferred capital contributions	1,985	3,138
Donations	2,356	2,615
Investment Income	1,430	980
United Way	537	890
	<b>230,680</b>	<b>277,905</b>
Expenses	2021	2020
Salaries and benefits	153,879	186,049
Program costs	33,371	56,920
Occupancy costs	16,599	24,321
Amortization of capital assets	5,274	7,019
Allocation to YMCA Canada	952	1,201
Financing costs	837	650
	<b>210,912</b>	<b>276,160</b>
Excess of revenue over expenses before undernoted items	19,768	1,745
Change in fair value of investments	4,308	(638)
Gain on sale of capital asset	85,262	—
Write off of capital assets	(7,869)	—
<b>Excess of revenue over expenses for the year</b>	<b>101,469</b>	<b>1,107</b>

## Climate Resilience

As the risks from a warming world intensify, so will the consequences for humanity and the natural environment – from disruptions in food, water, and energy supplies, to increases in damage from extreme weather and sea level rise. Climate change will impact and influence community health and stability. 2020-2021 was yet another record-setting year in terms of high average annual temperatures both in Canada and globally. Extreme weather events such as hurricanes and severe wildfires that historically would seldom affect Canadian communities found their way with more frequency and vigour into several provinces. This year, we saw more severe and frequent wildfires in British Columbia and north-western Ontario, floods across the country, and more hurricanes made landfall in the Maritimes. Public awareness about climate change and the need for strong action also strengthened as mass protests from the previous year continued in major cities across the globe.

Climate change and extreme weather have translated into steep economic costs affecting public safety, public health, food security and emergency management. Our youth are central to this unfolding crisis, as our actions are affecting the future they are inheriting, and they are demanding action. The unprecedented amount of youth-led legal action and public demonstrations shows that today's youth want to see more aggressive climate action now. Preparing our communities to cope with and respond to climate change is becoming more important. We must embrace climate resilience to prepare for the future and minimize the long-term costs of climate change, which will be substantial.



### What is Resilience?

Resilience is the ability of a community to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks it experiences. Resilience requires communities to take transformative short- and long-term actions that allow them to endure and thrive in all conditions.

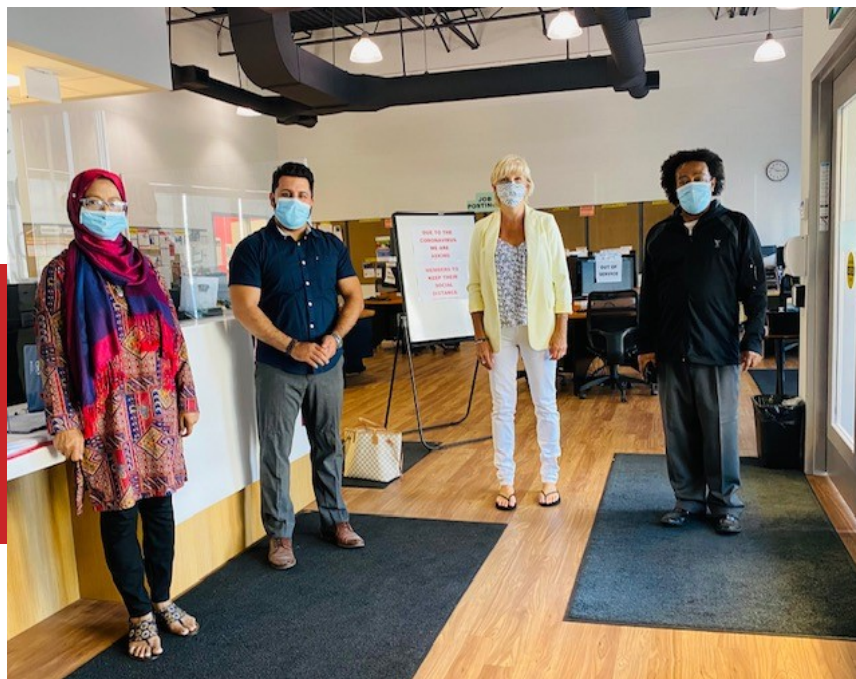
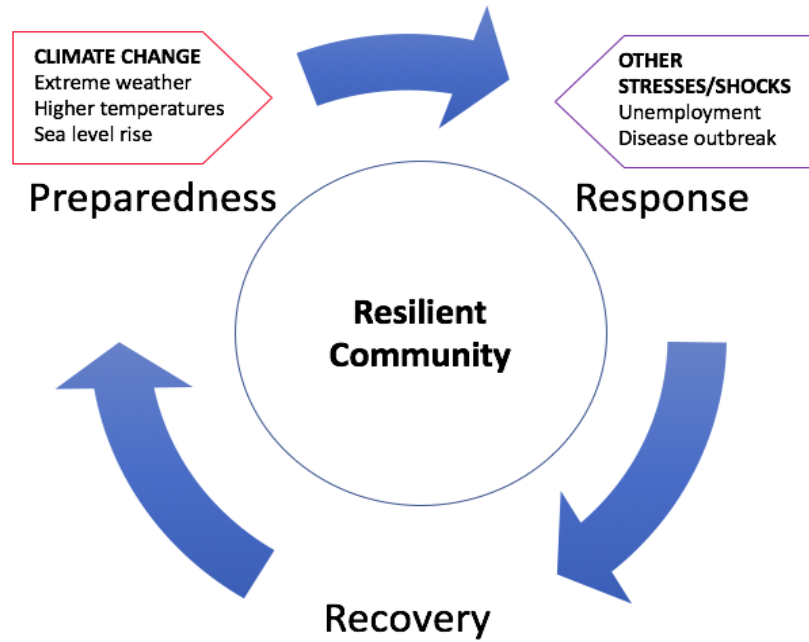


While the changing climate will impact everyone in some manner, vulnerable populations will be disproportionately impacted. In Canada and around the globe, vulnerable populations tend to live in places more exposed to climate risks, and they have fewer resources to adapt to changing conditions or recover from extreme weather events. Governing institutions often lack the tools, resources, and other capacities they need to effectively serve these populations. The people themselves have limited power, voice, and access to information. Community organizations such as ours have an important role play in preparing communities for the impacts of climate change and protecting the people who need it most.

We believe all organizations should consider the impacts of climate change and how to respond to these climactic risks. Leading organizations are embracing their interdependencies with society and enhancing the resilience of the communities in which they operate. We are part of this effort to bolster our community and protect its health and prosperity. In this process, we can become both a partner in, and a beneficiary of, resiliency.



Figure 10: Elements of a Resilient Community





### Strategy through a Climate Resiliency Lens

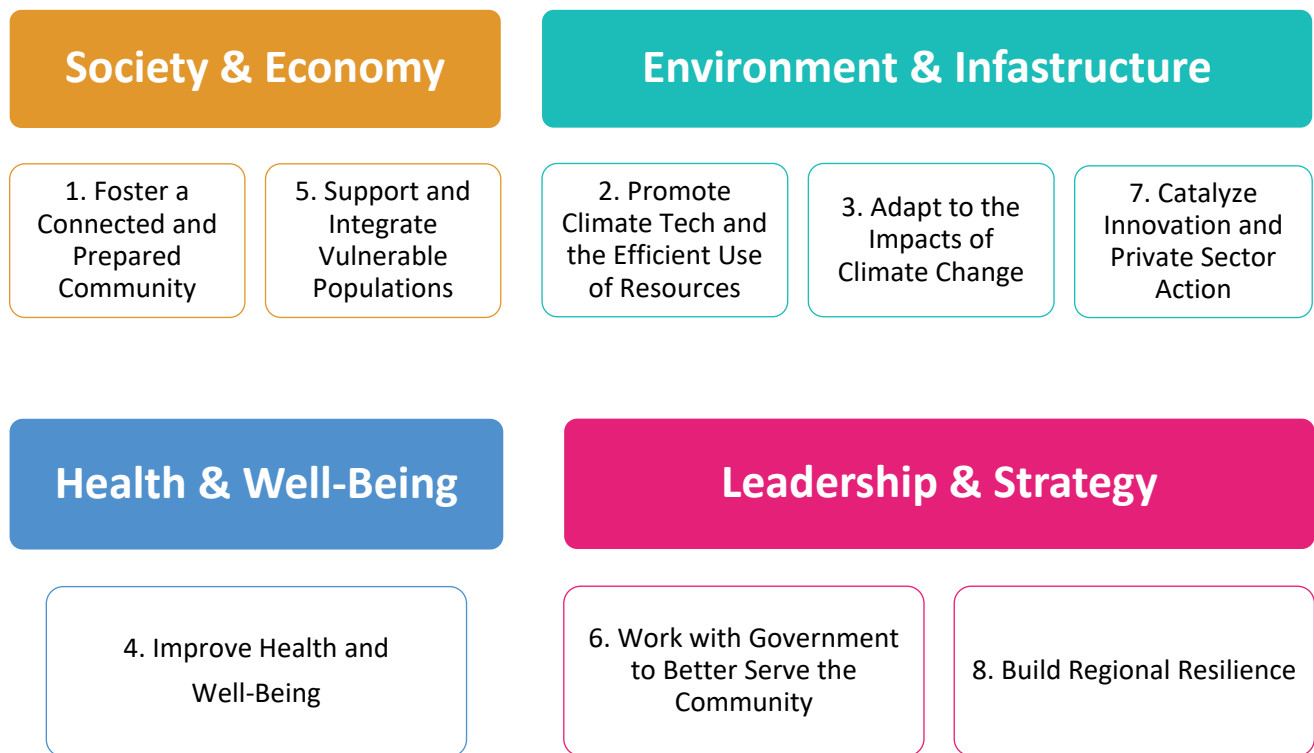
Our journey to cut our pollution, fight climate change, and increase operational efficiencies has allowed us to reduce significant amounts carbon emissions. We have done this work while aiming to educate and inform our community members – to bring them on our journey. We are also continually learning from a knowledgeable and experienced community of sustainability leaders in government, academia, non-profits, and the private sector. As a result of our journey, we are empowered to continue reducing our footprint and building community resilience. As climate change impacts increase in intensity, threatening our communities and their health, we are well positioned to help support the GTA’s ability to respond to acute climate-related shocks, emergency situations and related chronic stresses.

The YMCA of Greater Toronto’s Climate Resiliency Strategy aims to help us, as an organization, become more resilient to the physical, social, and economic challenges of climate change, as well as provide leadership in developing community resilience throughout the GTA. In other words, the strategy focuses both on our internal goals and operations, as well as how we interact with and improve the local communities we serve and operate in. The strategy builds on and expands our sustainability goals.



Our Climate Resiliency Framework is grouped into four dimensions of climate resiliency that touch on all aspects of sustainability: (1) society and economy; (2) environment and infrastructure; (3) health and well-being; and (4) leadership and strategy. This framework will compliment how we think about our individual environmental, social, and economic goals. It will help us to continue improving how we serve our communities and will further enhance the effectiveness of our programs and services.

**Figure 11: Climate Resiliency Framework**



**Climate Resiliency Milestones**

As we implement our Climate Resiliency Strategy, we build upon a strong foundation. Following are several initiatives we are undertaking, or have already completed, that enhance our climate resiliency and reaffirm our sustainability leadership.

**Figure 12: Examples of YMCA of Greater Toronto Climate Resiliency Milestones**

<p><b>Society &amp; Economy</b></p>	<p>Partnership with the City of Toronto and other municipal governments and community partners to build additional resiliency into the YMCA of Greater Toronto and expand our role as a provider of emergency response centres.</p> <p>Learning from the roles played by the Alberta YMCA supporting those affected by the Fort McMurray wildfires, by the New York City YMCA after Hurricane Sandy and by Houston and Florida YMCAs after the 2017 hurricanes.</p>
<p><b>Environment &amp; Infrastructure</b></p>	<p>Solar panels and electric vehicle charging stations installed at some sites, with more under consideration.</p> <p>Green roof at Central YMCA and Cooper Koo Family YMCA and launch of a strategy for the Green Team.</p> <p>Renewals and retrofits including HVAC renewal, lighting and controls retrofits, sub-metering and energy optimization, building automation system installation and upgrades, pool upgrades.</p> <p>Installation of resilient combined heat and power engines at five YMCA Health &amp; Fitness Centres begun across the GTA to provide resilient backup power during times of acute climate shock and other emergencies.</p>
<p><b>Health &amp; Well-being</b></p>	<p>Enriching and expanding natural playgrounds.</p> <p>Community Health Monitoring Framework launched.</p> <p>Improving community fitness and health through programming.</p>
<p><b>Leadership &amp; Strategy</b></p>	<p>Low-carbon building material analysis supported by The Atmospheric Fund for future YMCAs led to sustainably-certified wood pool ceiling at the Vaughan Metropolitan Centre YMCA, to be opened in 2021.</p> <p>Camp and leadership programming including showcasing sustainability and organic urban farming at YMCA Cedar Glen.</p>

## Training and Education

YMCA staff and volunteers play an integral role in delivery of our services across the region. They are engaged and committed to impacting our communities and delivering on our mission. Each day, they make a valuable contribution and help transform the lives of children, youth, and adults in our Centres, and beyond. We take pride in providing our employees and volunteers with opportunities to make meaningful contribution to our communities. As of our 2019-2020 financial year, we employed 6,634 staff members, and 5,355 volunteers donated their time at YMCA locations across the GTA. Unfortunately, the pandemic and social distancing protocols put many of our locations under stress, and these numbers dropped significantly as a result. However, since reopening our facilities and restarting our in-person programming, one of our top priorities has been re-engaging volunteers and rehiring staff to ensure they have livable incomes and to reintroduce our services back to our community members.

Our leadership focuses on creating a workplace of choice for our treasured volunteers and our committed staff. We are a growing organization that has been one of Canada's top employers and garnered the following awards and recognitions in 2021:



We invest in our staff and volunteers by providing extensive training and education programs that support them in delivering high quality services.

## Employee Training

We provide lifelong learning opportunities, including training and leadership programs to support the growth of our employees. Future reports will provide a summary of our internal training programs and organizational metrics that help us to monitor the training and education of our staff.

## Volunteers

We are committed to be a great workplace and providing an environment where people enjoy their work and find room for personal growth. We provide volunteer positions for members of the community that allow them to learn and experience a variety of job functions. This allows our

volunteers to be part of a vibrant and diverse network of people and sets them up for success in their employment search. We also make employment opportunities available for our volunteers internally.

### Diversity and Social Inclusion

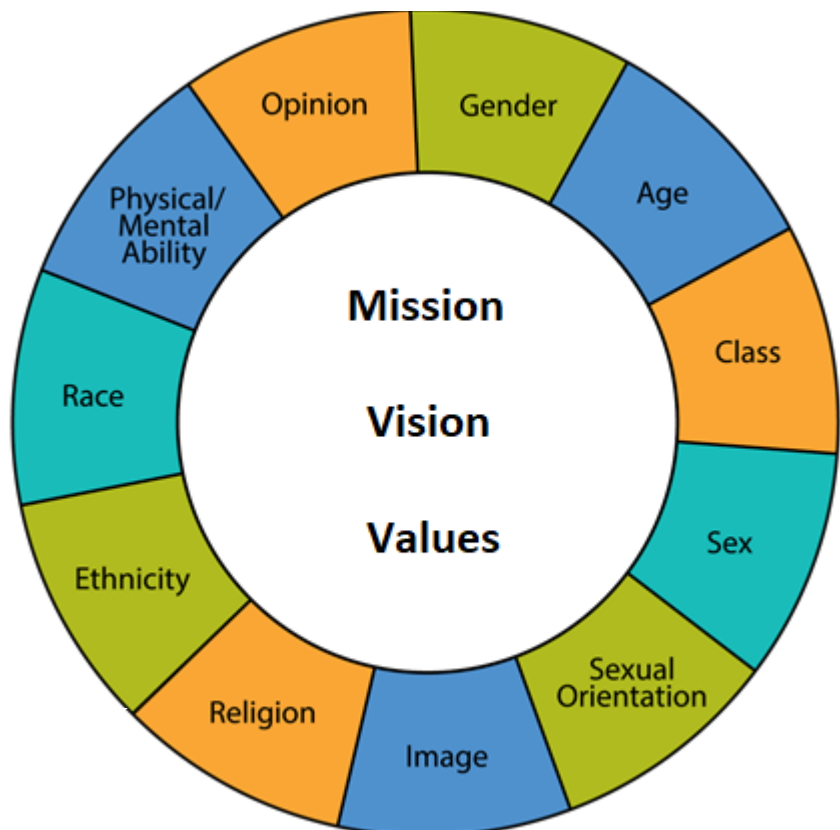
We envision that our communities will be home to the healthiest children, teens, and young adults.<sup>6</sup> To realize our vision, the YMCA of Greater Toronto is committed to broadening and deepening our work in diversity and social inclusion, reflecting the diversity in the GTA and supporting healthy transitions for children, teens, and young adults as well as older adults across all the dimensions of diversity.

We value both visible and non-visible dimensions of diversity. We have prioritized the following dimensions: age, gender, race, ethnicity, religious heritage, class, sexual orientation, sex, physical/mental ability, image, and opinion.

We are focused on creating and sustaining a culturally competent organization that reflects the populations and communities we work with. We take pride in providing a diverse and socially inclusive environment where employees and volunteers can experience positive work relations and be themselves.

In future reports, to ensure we uphold our values and our mission to be an organization that is diverse and offers equal opportunity to its internal stakeholders, we will track and report on key diversity metrics.

**Figure 13: Dimensions of Diversity, from the YMCA of Greater Toronto’s approach to diversity & social inclusion**



<sup>6</sup> Content for this section has been gathered from the YMCA website at: <https://ymcagta.org/about-us/diversity-and-social-inclusion>





### **Information for Future Collection and Reporting**

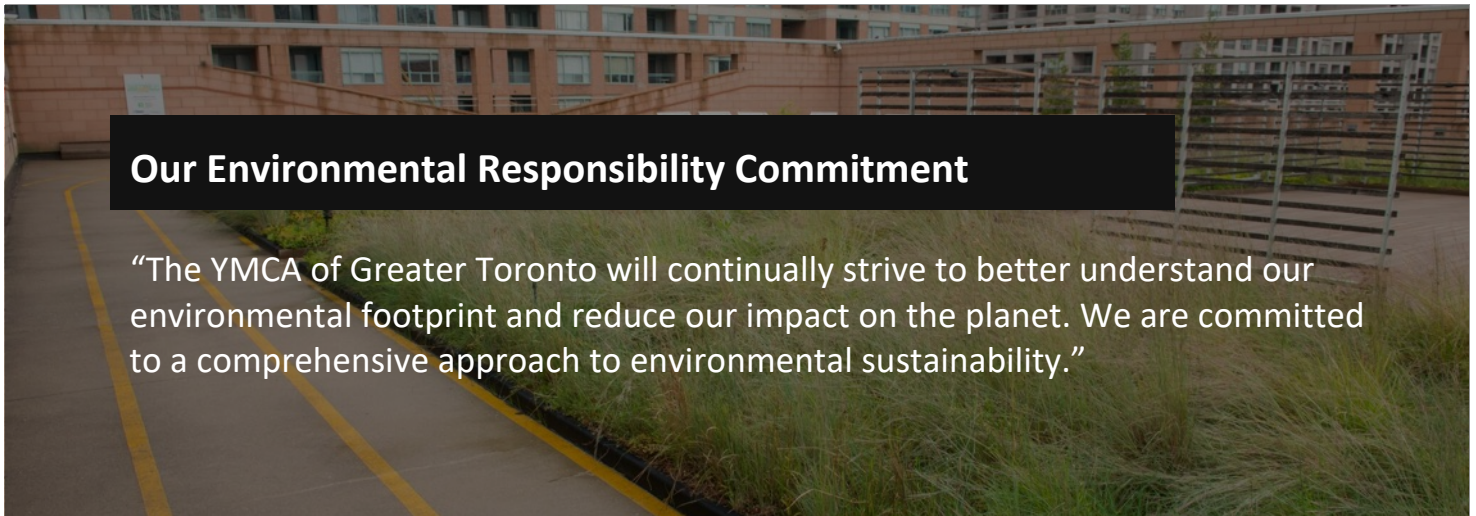
We will continue to seek to include information related to the following categories to improve future reporting, noting that this information was deemed material to stakeholders and should continually be assessed and reported as possible:

- Information on employees, contractors, supply chain and volunteers, including information related to training, diversity, benefits, employee evaluation, review and remuneration policies, and other related information;
- Information on external initiatives, such as externally developed environmental and social charters or initiatives we support or endorse;
- Information on memberships, associations and national or international advocacy organizations; and,
- Additional information on governance of sustainability initiatives and specific roles, risk management approaches and communication strategies.

## Environment

We have worked to be environmental leader for much of our history. At the YMCA of Greater Toronto, we believe a great future is a green future. Our investments in new technology, waste conservation initiatives and energy retrofit projects will help ensure that we operate in a sustainable manner. By focusing our efforts on environmental initiatives that will deliver cost-savings to our operations, we can reinvest funds to support both sustainable and social initiatives.

We formalized our commitment to become “greener” through our environmental policy. The policy was created in 2010 and is the foundation upon which the YMCA seeks to continue making a positive impact on the environment and the health of our community. We focus on taking a comprehensive approach and examining all the ways that we can make a difference.

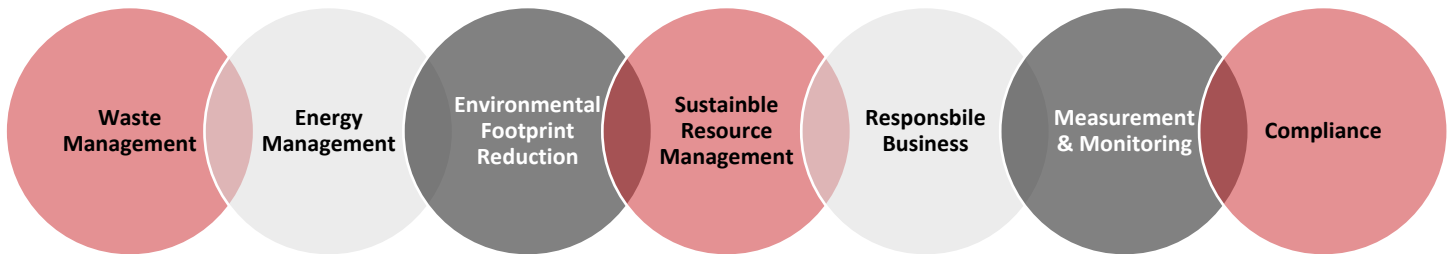


Our green commitments cover the broader areas of:

- **How we work:** Environmental stewardship, management practices, work processes and education.
- **How we build:** Asset development strategy – to design and construct our new and renewed facilities using environmentally sustainable practices.



Figure 14: Components of Green Policy



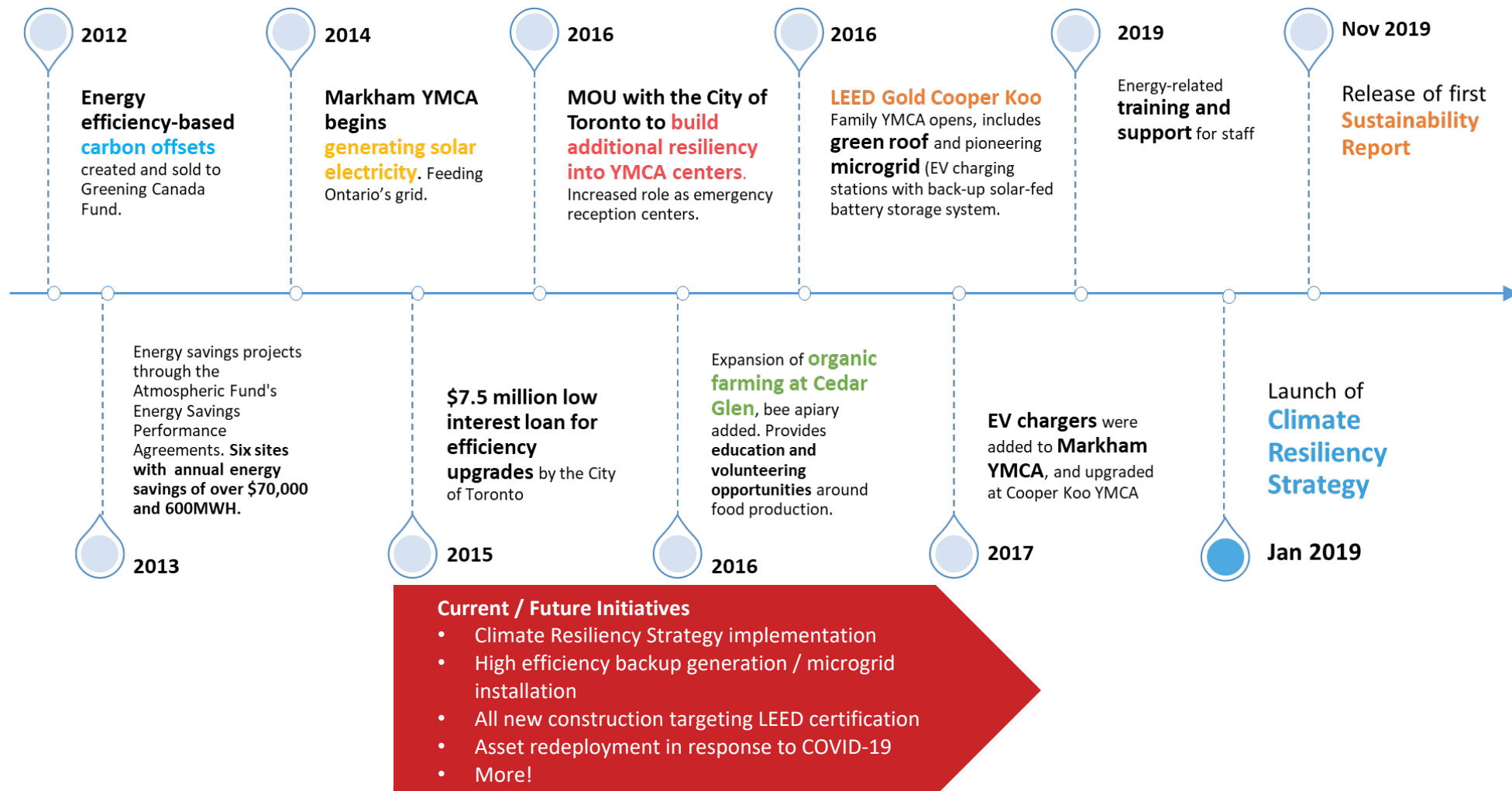
### One of Canada’s Greenest Employers for the Last Ten Years

For the eleventh year in a row, the YMCA of Greater Toronto was selected as one of Canada’s Greenest Employers. This designation lists Canadian employers that have:

- Developed unique environmental initiatives and programs;
- Been successful in reducing their environmental footprint; and
- Engaged employees to contribute their unique skills towards environmental initiatives.



Figure 15: Snapshot of Our “Green” Journey



## 2021 Environmental Targets

The following targets were set in 2008 with the goal of achieving them by 2020. Our focus on responding to the pandemic kept us from establishing new targets for 2021, so we have continued to improve on the 2020 targets with the goal of setting new targets next year.

Note that our progress in 2020-2021 seems substantial. This was primarily caused by the closure of our facilities due to social distancing protocols, meaning that our resource consumption and greenhouse gas emissions dropped significantly.

### Clean Air Target

- **Target:** 33% reduction in carbon dioxide (CO<sub>2</sub>) emissions (reduce by 5,000 metric tonnes).
- **Status Update:** Goal Surpassed. As of the end of our fiscal 2020 year, emissions dropped by 47% below 2008 levels and continued dropping. As of the end of our fiscal 2021 year, emissions dipped to 84% below 2008 levels, however much of this reduction is due to drastically reduced natural gas consumption as significant amounts of heating/cooling was not needed in our facilities while they were not in use throughout the pandemic.

### Natural Spaces Target

- **Target:** 15% enhanced natural spaces by land area (140 acres).
- **Status Update:** We have accomplished 42% of our goal, so far 59 acres have been enhanced to improve the natural environment. No new green space enhancements were made in the past year as we prioritized redeploying our facilities to support food banks and health networks in response to COVID-19.

### Fresh Water Target

- **Target:** 27% reduction in water consumption (92 million litres/year).
- **Status Update:** As of the end of our fiscal 2020 year, water use had increased since 2008. As of the end of our fiscal 2021 year, water consumption had dropped by 79% relative to our 2008 baseline. We owe this progress to the drop in facility usage during the lockdowns, and we realize that this does not represent a true drop in our facilities' water consumption under normal circumstances. We are continually looking for strategies to implement water conservation measures.

We will be setting new environmental targets in the coming year.

## Our New, Green, Centres of Community

### Case Study: Cooper Koo Family YMCA



- Opened in 2016
- Certified LEED Gold
- Fully accessible green roof
- EV charging stations
- Solar photovoltaics and battery storage
- Energy and water efficient design

### Future Centres of Community

- The Steve & Sally Stavro Family YMCA
- Vaughan Metropolitan Centre YMCA
- McDonald Family YMCA

All three of these centres are being designed and constructed with high levels of energy and water efficiency and are targeting LEED certification.



## Green Teams

YMCA first introduced Green Teams in 2008 – with membership and involvement growing every year. Green Teams ensure that our environmental initiatives are front of mind and help us operate in a more sustainable manner – from internal operations to green initiatives we undertake with our members. The teams are based on the belief that a healthy planet is essential for healthy youth, healthy communities and personal growth.



Currently, there are Green Teams with volunteers across our organization, including employees who regularly give their time to reduce our environmental impact. When we combine all employees and other volunteers, we have a team of over 250 individuals, many of whom are involved in “greening the Y”. The Green Teams have spent over 20,000 hours on green initiatives including working on green roof projects, gardening activities, greening the YMCA Cedar Glen Outdoor Centre, and other projects and initiatives. There has been some variability in uptake across all the YMCAs and we are looking to improve consistency going forward.



## Reporting Environmental Topics

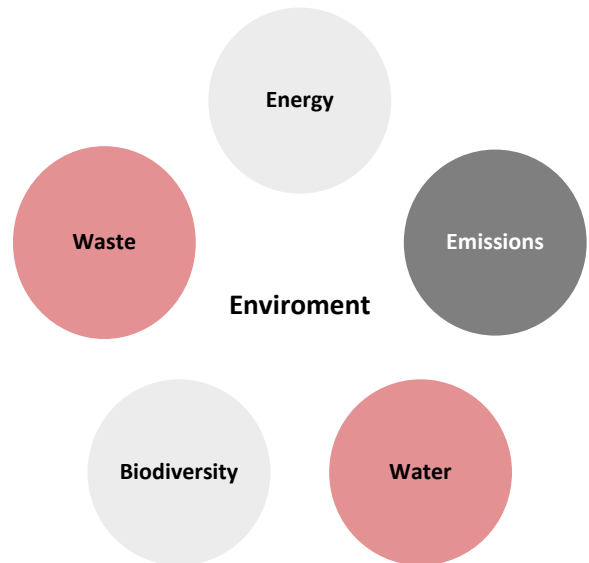
Although environmental topics were not ranked among the highest topics in our materiality assessment, we have decided to report on them since we believe that environmental responsibility is an important aspect of sustainability and is an important task that we should be continually working towards.

### Explanation of the Material Topic and its Boundary

The discussion of environmental topics in the following sections of this report is limited to all 14 YMCA-owned facilities, plus our leased facilities, where possible. However, we currently do not have metrics associated with the energy, emissions and water used by facilities we, and therefore the leased facilities are not included in this report. Leased facilities are typically comprised of a small area within a larger building, for example a child care space within an elementary school. We are working towards estimating the above metrics used by these leased facilities and will include them in the future sustainability reports, where possible.

Ultimate responsibility for the environmental initiatives and related monitoring and reporting lies with the Senior Vice President of Property Management and Development. There is a dedicated Energy Management and Facilities Systems team which works to reduce resource use and associated emissions across all facilities. Each facility also has a Facility Manager who is responsible for on-site environment related issues.

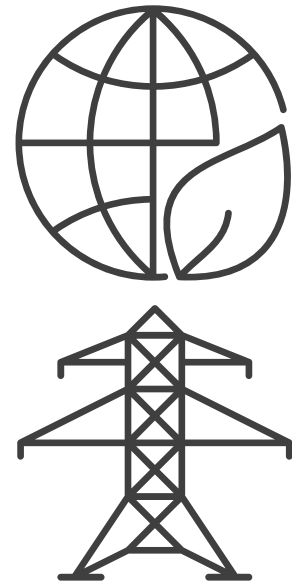
Figure 16: Environmental Topics





## Resource Efficiency

In 2016, an external energy management consultant was engaged. This consultant gathers and checks monthly utility data for each site owned by the YMCA and makes that data available online through a cloud-based utility tracking platform. This data is used for monitoring building performance, including setting and managing targets. Fifteen-minute electricity consumption data is drawn directly from the meters, and operations data at larger sites is tracked by drawing directly from the sites' automation systems. This data is used to support the YMCA's facilities and operations team with high resolution energy and water consumption analytics.



## Energy

The 14 facilities owned by the YMCA of Greater Toronto consume a mix of natural gas, electricity, and district energy. The most significant source of energy consumption is natural gas. At the end of our 2019-2020 financial year, we were pleased to share that our total energy use had reduced by 10% year over year. This progress was continued in our 2020-2021 financial year as our total energy use reduced by 65% year over year. We recognize the role that facility closures due to the lockdown played in achieving this, but we are confident that our ongoing energy efficiency and conservation measures have played an important role as well.

We set a goal of reducing total greenhouse gas (GHG) emissions by 33% from 2008 levels by 2020. However, no energy-specific goal exists at this time. The GHG reduction goal was surpassed five years ahead of schedule, in 2015. Ontario’s phase-out of coal-fired electricity generation, completed in 2014, contributed to achieving this goal ahead of schedule. Additional energy efficiency projects are continually being undertaken, and thus energy use and associated emissions will continue to drop.

Overall, we have seen a downward trend in energy since 2009. Some of the initiatives that have contributed to the reduction in energy consumption include the closure of the Charles Street location in 2013 and a multi-year energy reduction strategy that was implemented in 2015. Another initiative that has shown great success is our use of pool heat-recovery systems in our Health & Fitness sites. Each day water is refreshed in our swimming pools, 20 litres per swimmer, as required by the health code. The pool heat-recovery systems transfer the heat from the draining water to warm up the incoming fresh water. This significantly cuts down the thermal energy demand of our pools, contributing to our annual energy consumption reductions. In addition, we use an inert liquid pool cover that floats to the surface to reduce evaporation, further reducing waste and energy.

	FY2019-20		FY2020-21		
	GJ	GWh	GJ	GWh	% change
<b>Fuel consumption from non-renewable energy</b>	119,160	33.0	33,480	9.3	- 72%
Natural gas	100,440	27.9	29,880	8.3	- 70%
District energy (heating + cooling)	14,760	4.1	1,512	0.42	- 90%
Other fuels	3,960	1.1	2,160	0.60	- 45%
<b>Electricity consumption</b>	59,760	16.6	29,520	8.2	- 51%
<b>Renewable energy</b>	331	0.092	342	0.095	+ 3%
Solar thermal*	0	0	0	0	0%
Solar photovoltaic	331	0.092	342	0.095	+ 3%
<b>Total energy consumed</b>	179,251	49.7	63,342	17.6	- 65%
<b>% reduction since 2008</b>	25%		74%		

\*solar thermal systems are not currently operating due to damage

## Total Energy Consumed

In the 2020-2021 Financial Year (April 1, 2019 - March 31, 2020), the YMCA's 14 owned facilities consumed:

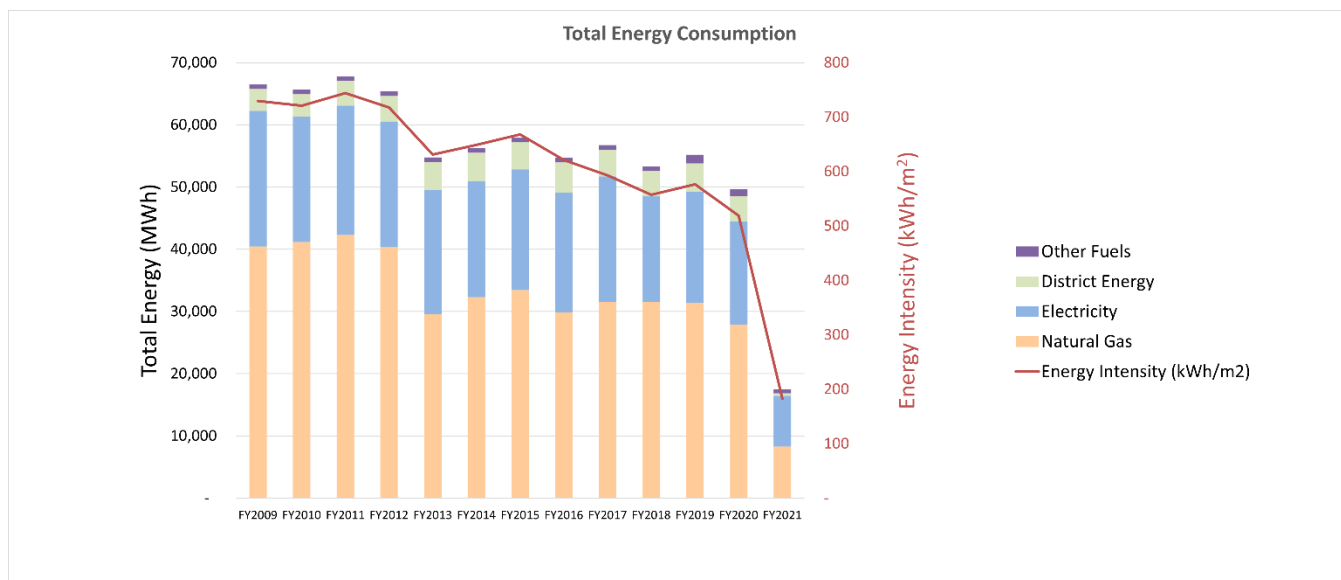
- Fuel consumption from non-renewable sources (fuels) = 33,480 GJ (9.3GWh)
  - Natural Gas: 29,880 GJ (8.3 GWh)
  - District Energy (Heating + Cooling): 1,512 GJ (0.42 GWh)
  - Other Fuels: 2,160 GJ (0.60 GWh)
- Electricity Consumption: 29,520 GJ (8,2 GWh)

And produced:

- Renewable Energy
  - Solar photovoltaic: 342 GJ (95 MWh)

Total Energy Consumed: 63,342 GJ (17.6 GWh); 75% reduction since 2008.

**Figure 17: Energy Consumption & Intensity 2009-2021**



The downward trend of the energy consumption and intensity (energy per square metre) shown in Figure 16 reflects the effectiveness of our energy reduction strategies. We expect to see continued drops in energy intensity as we roll out additional energy conservation programs.

Most YMCA sites generate heating and cooling through the use of natural gas and electricity, respectively. Our two rural sites, YMCA Camp Pine Crest and YMCA Cedar Glen Outdoor Centre, do not use natural gas, and instead rely on a combination of electrical heating, propane, heating oil, gasoline, and diesel. Currently, only one site, the Markham YMCA, purchases a portion of its heating and cooling directly from a district energy system. The “purchased heat and cool” values in this report correspond to these district energy purchases at the Markham YMCA.

## Energy Intensity



**Energy Intensity Ratio: 0.66 GJ/m<sup>2</sup> (182 kWh/m<sup>2</sup>)**  
**Organization-specific metric (denominator): 95,696 m<sup>2</sup>**

Our total energy intensity (total energy used over our 14-building owned portfolio divided by their total area) is 182 kWh/m<sup>2</sup> (0.66 GJ/m<sup>2</sup>). This is based on direct measurement (actual energy meter readings). Energy intensity has been reduced by 75% since 2008.

These values were reduced significantly from last year's value of 519 kWh/m<sup>2</sup>, owing primarily to the temporary closure of several of our facilities due to lockdown protocols. However, the continued reduction also demonstrates our ongoing successful efforts to reduce energy use.

We will continue to expand and improve our monitoring of fuel use and energy generation to better enable future reporting and facilitate a better understanding of our energy use moving forward.

We were successful in integrating the following into the metrics reported in the Total Energy Consumed box above:

- Markham YMCA solar photovoltaic (PV) electricity consumption;
- Renewable and thermal energy generated by the Scarborough Centre YMCA and Central YMCA thermal collectors; and,
- Cedar Glen wood consumption (used for thermal energy).

We aim to improve our monitoring and reporting by targeting diesel used for emergency generators in future reports.



## Renewable Energy

We utilize a number of renewable energy systems, all of which are listed below. The total energy generated by these systems is not yet integrated into our utility tracking. However, we hope to include these values in future reports. We do not use renewable fuels such as biogas at any of our owned facilities. However, wood is burned to heat some small buildings at Cedar Glen. We sell electricity generated by our PV panels at our Markham facility in the amount of roughly 95 MWh annually.

Renewable Energy System Type	Location	Description	FY2020-2021 energy production	Used on site or sold to grid
Electric	Markham	75 kW roof-mounted solar PV	341 GJ (95 MWh)	Sold to grid
Electric	Cooper Koo	3 kW roof-mounted solar PV	N/A – to be tracked in future	Used on site for EV charging
Thermal	Central	Unglazed solar thermal collectors	N/A – not currently operating due to damage	Used on site
Thermal	Scarborough Centre	Glazed solar thermal collectors	N/A – not currently operating due to damage	Used on site
Thermal	Cedar Glen	Wood burning heat for greenhouse	60 GJ (17 MWh) Assumes roughly 20 GJ per face cord of wood. Approximately 3 cords of wood consumed in 2020.	Used on site to heat greenhouse

## Electric Vehicle (EV) Charging Stations

The Cooper Koo Family YMCA was built with six ‘level 2’ electric-vehicle charging stations, plus Toronto’s first ‘level 3’ or ‘DC-fast charger’. In 2017, two ‘level-2s’ and one ‘level 3’ were installed at our Markham YMCA. Details about the chargers, including their use during the last year of operation, is shown below. These numbers are significantly lower than last year’s, owing to the stay at home order and lockdowns that were in effect across Ontario in response to the pandemic.

	Cooper Koo Family YMCA	Markham YMCA	Total YMCA
Level-2 EV Chargers	6	2	8
Level-3 / DC Fast EV Chargers	1	1	2
Total charging sessions	82	1	83
Average charge time (minutes)	167	16	166
Total charge duration (hours)	229	0.3	229
Energy provided (kWh)	1,628	11	1,639
Emissions savings (kg GHG)	1,065	7	1,072
Gasoline savings (gallon)	120	1	121



## Energy consumption outside of the organization

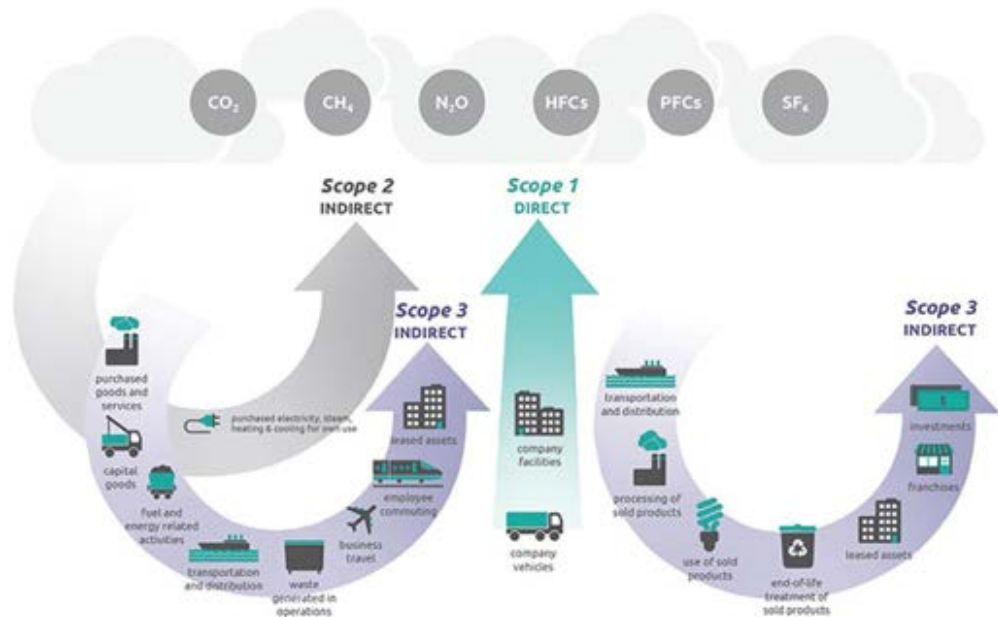
We do not sell heating, cooling, or steam at any facilities.

We do make use of many sources of energy consumption outside the organization, however no data, or very limited data, is available for most of them – as is typical for many organizations. The current state of monitoring and reporting of other sources of energy consumption can be found in Appendix B. We are committed to improving our processes relative to energy consumption monitoring and reporting and we will continue improving internal processes and disclosure as we move forward. The energy expended during YMCA employee car business trips for this reporting period totalled: 1,911 GJ. This corresponds to a total of 469,636 km of car-based business trips reported for reimbursement by YMCA staff.<sup>7</sup>

## Methodology

Electricity, natural gas, and district energy and fuel use, where applicable, is tracked monthly at each site. The above energy consumption values are based on actual monthly energy bills from each of the 14 YMCA-owned facilities in our portfolio.<sup>8</sup>

**Figure 18: Overview of Greenhouse Gas Protocol scope and emissions across the value chain.**



<sup>7</sup> Assumes full-sized car with average fuel consumption of 11.9 L/100km and 34.2 MJ/L. Source: *NRCan Fuel Efficiency Guide*.

<sup>8</sup> Conversions Used: 1 MWh = 3.6 GJ and 1 m<sup>3</sup> of natural gas = 0.0373 GJ

## GHG Emissions

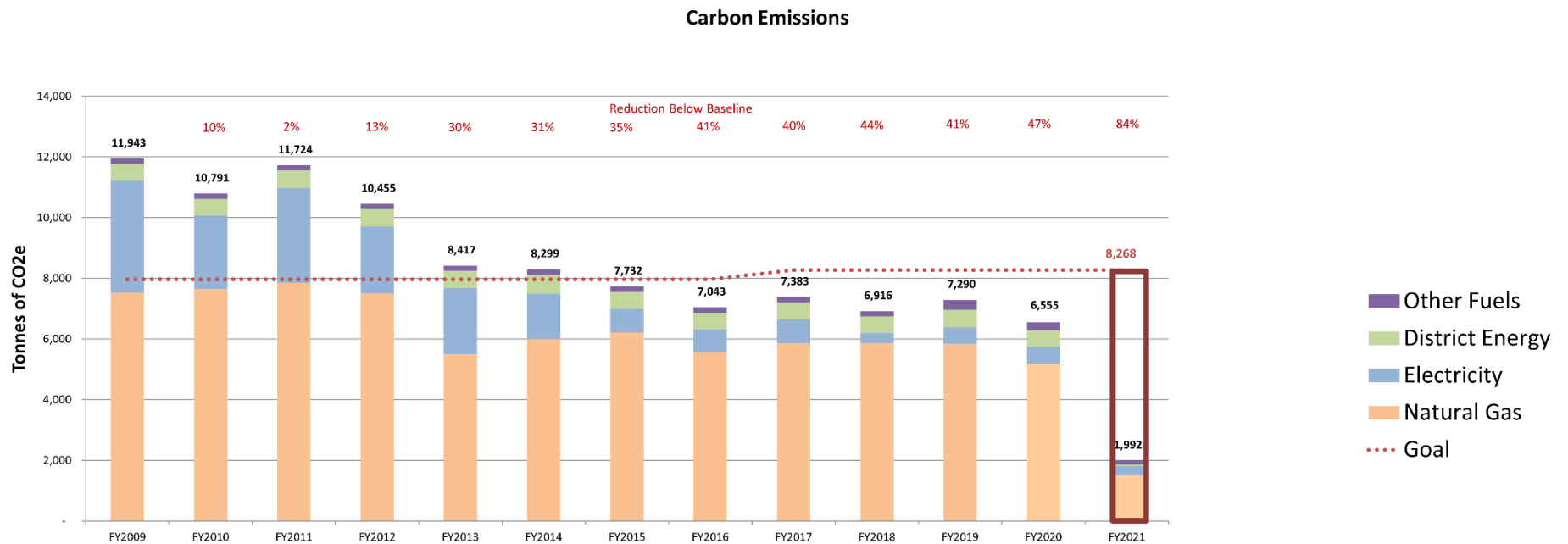
The YMCA of Greater Toronto tracks and reports all direct (Scope 1) and indirect (Scope 2) energy emissions created at YMCA-owned facilities.<sup>9</sup> We also continue to look for opportunities to improve our tracking of other indirect (Scope 3) greenhouse gas (GHG) emissions and work towards including them in future reports. For a more comprehensive definition of Scope 1, Scope 2, and Scope 3, and a further discussion of our GHG emissions, please see below and refer to Appendix A.

We set a goal to reduce total GHG emissions by 33% from 2008 levels by 2020. We surpassed this GHG reduction goal in 2015 five years ahead of schedule. We continually undertake additional energy efficiency projects, and thus emissions keep dropping. We have a robust program in place to measure and reduce our energy use at all owned facilities, however, no separate plan exists for emissions. We recognize that although most of our emissions are associated with our energy use, there are other sources of emissions that we should also measure and seek to reduce.

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<sup>9</sup> The information in this section is generally sourced from *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard*, World Resources Institute, Business Council for Sustainable Development, 2001

Figure 19: Greenhouse gas emissions



**Note:** As noted above, a large portion of the reduction in GHG emissions from electricity over the past decade is due to Ontario’s phase-out of coal-fired electricity generation leading to a grid carbon content reduction of nearly 75% between 2009 and 2018. The YMCA’s electricity use was reduced by 24% between 2009 and 2020, and 62% between 2009 and 2021. The latter figure showcases how much the pandemic impacted the YMCA’s electricity consumption.



## Direct (Scope 1) GHG emissions



**Direct (Scope 1) GHG emissions:**<sup>10</sup> 1,666 tonnes of carbon dioxide equivalent (t CO<sub>2</sub>e)<sup>11</sup>

**Scope 1 emissions in base year (2008): 7,693 t CO<sub>2</sub>e**

Some of the measures which have led to reductions in Scope 1 emissions include:

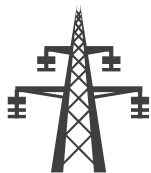
- Building automation system programming enhancements and optimizations;
- Installation of high efficiency condensing boilers at the Scarborough Centre YMCA;
- Training YMCA facility staff including advanced program scheduling, temperature resets;
- Installation of new, energy efficient roof top units at the West End and Brampton YMCAs; and,
- Designing our new YMCA locations to energy efficient LEED green building standards.



**Reduction of GHG emissions**

**Scope 1 emissions reduced since 2008: 6,027 t CO<sub>2</sub>e<sup>12</sup>**

## Indirect (Scope 2) GHG emissions



**Indirect (Scope 2) GHG emissions:**<sup>13</sup> 326 t CO<sub>2</sub>e<sup>14</sup>

**Scope 2 emissions in base year (2008): 4,250 t CO<sub>2</sub>e**

As mentioned above, a significant contributor towards these emissions reductions was the greening of the Ontario electricity grid, which has seen significant decarbonization since the base year of 2008. Since that time, Ontario has phased-out the use of coal as a fuel in the provincial grid and added

<sup>10</sup> This value includes emissions from all the natural gas used at YMCA-owned facilities, plus all fuels used at YMCA Cedar Glen and YMCA Camp Pine Crest.

<sup>11</sup> For reference, last year's Scope 1 emissions were 5,445 t CO<sub>2</sub>e

<sup>12</sup> For reference, last year's Scope 1 emissions reduction was 2,248 t CO<sub>2</sub>e

<sup>13</sup> This value includes emissions from all the electricity used at YMCA-owned facilities, plus the emissions from the district energy purchased at our Markham centre of community.

<sup>14</sup> For reference, last year's Scope 2 emissions were 1,111 CO<sub>2</sub>e

renewables. This act is responsible for the majority of the decrease seen in our Scope 2 emissions since the base year, however our absolute electricity consumption has also decreased by 62% since then, which also contributed to this reduction.<sup>15</sup>

We have undergone full lighting retrofits at nearly all our facilities and replaced lamps with high efficiency LED bulbs. This has been the initiative which has saved us the most electricity to date.



### Reduction of GHG emissions

Scope 2 emissions reduced since 2008: 3,924 t CO<sub>2</sub>e<sup>16</sup>

### Other Indirect (Scope 3) GHG emissions



Gross other indirect (scope 3) GHG emission: 117 t CO<sub>2</sub>e

Corresponds to a total of 469,636 km of car-based business travel reported by YMCA staff (not including commuting).<sup>17</sup>

Many other sources of Scope 3 emissions exist which are not yet tracked by the YMCA and are therefore not included in this report. We will work towards better tracking of these sources with an aim to include more detail in future reports. Examples which could be considered for future tracking include paper and janitorial products, cleaning products, and pool chemicals, for example.

Additional Scope 3 emissions are associated with construction of capital, such as those associated with the construction of a new building. We have undertaken a pilot project to calculate the embodied emissions associated with our under-construction The Steve & Sally Stavro Family YMCA. The 6,040 square metre (m<sup>2</sup>) building was calculated to have a total global warming potential of 2,929 t CO<sub>2</sub>e, or 485 kg CO<sub>2</sub>e/m<sup>2</sup>. The study also highlighted strategies that can be used to reduce the embodied carbon of future YMCA buildings such as specifying lower carbon concrete or maximizing the use of timber throughout the building. This strategy is also being applied at the Vaughan Metropolitan Centre YMCA (currently under construction) where the standard concrete ceiling over the pool was replaced with a lower-carbon and sustainably-certified timber solution.

<sup>15</sup> For reference, last year's absolute electricity consumption reduction relative to the 2008 base year was 28%.

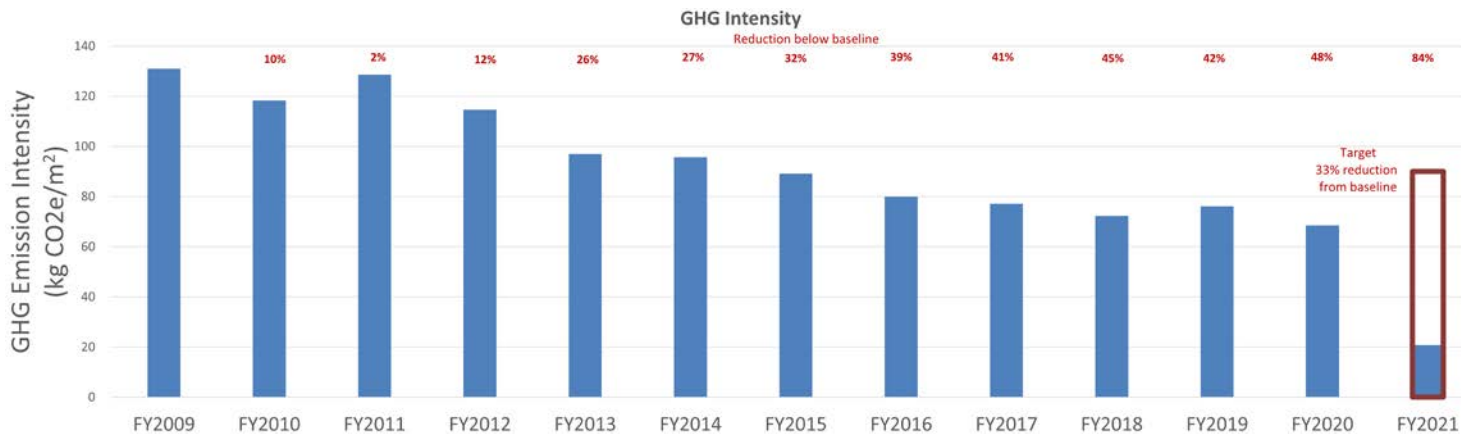
<sup>16</sup> For reference, last year's Scope 2 emissions reduction since 2008 was 3,139 t CO<sub>2</sub>e

<sup>17</sup> Assumes full-sized car with average fuel consumption of 11.9 L/100km and 34.2 MJ/L. Source: NRCan Fuel Efficiency Guide.

### GHG emissions intensity

Since the size of our portfolio changes over time, one of the most important values to track and report is our GHG emissions intensity, which is found by dividing our total GHG emissions by the area of our owned portfolio. Our current GHG emissions intensity ratio<sup>18</sup> is 21 kg CO<sub>2</sub>e/m<sup>2</sup>, which represents a 70% drop from last year’s value of 69 kg CO<sub>2</sub>e/m<sup>2</sup> (the difference from 2018-2019 to 2019-2020 was a drop of 9%). We have seen this value significantly decrease since 2008 and have exceeded our 2020 target as shown in Figure 19. We will continue to monitor our GHG emissions intensity to better enable future reporting and facilitate a better understanding of our energy use moving forward. We will endeavour to monitor and report on emissions-related items such as diesel used for emergency generators, refrigerants and emissions generated outside our organization such as YMCA employees commuting for business travel.

Figure 20: GHG Emission Intensity



### Emissions of ozone-depleting substances

We use ozone-depleting substances as refrigerants in our chillers. Refrigerants are periodically “topped-up.” A consolidated list of all recent refrigerant top-ups from all facilities is not available at this time but has been flagged as a metric to start tracking. We look forward to reporting on this metric in future reports.

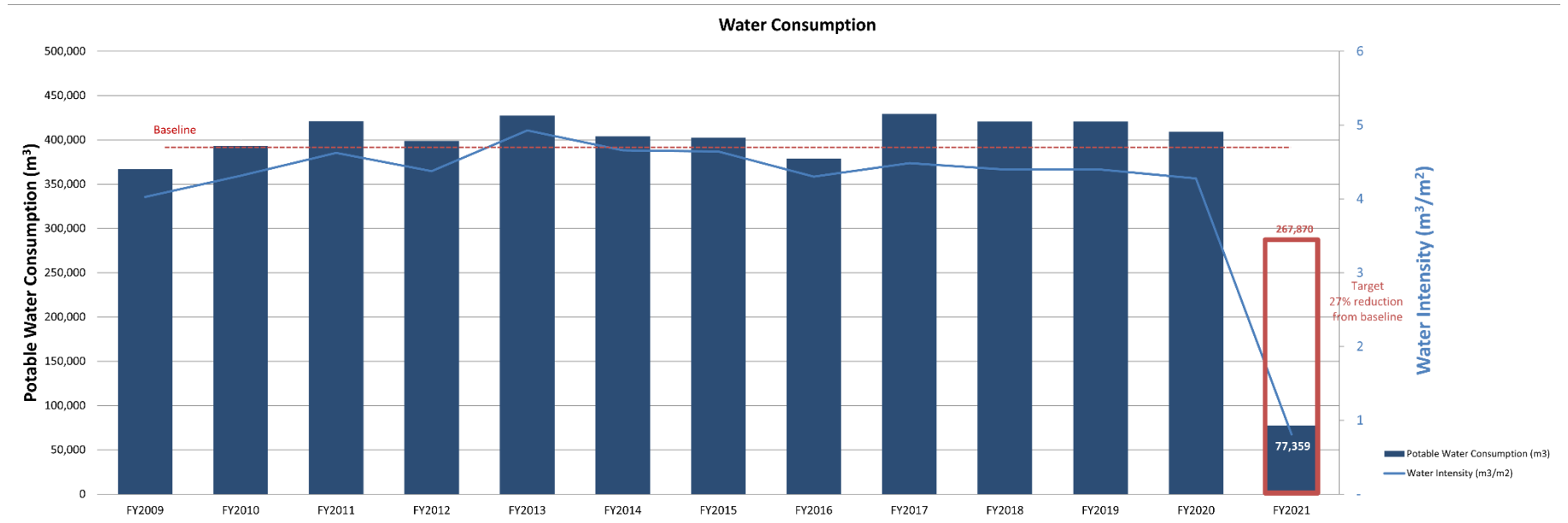
<sup>18</sup> This ratio is calculated by dividing all the Scope 1 and 2 emissions produced by our owned facilities by the total heated area of those buildings (currently 95,700 m<sup>2</sup>). This includes all emissions associated with natural gas, electricity, district energy, and fuel consumption (except emergency diesel). It does not include any emissions from outside the organization (Scope 3). Alternatively, the ratio could be provided based on total membership or other metrics such as total full-time equivalent staff, for example.

## Water

Each of the twelve urban facilities we own use municipal potable/drinking water. Our rural locations do not use municipal potable/drinking water: YMCA Cedar Glen Outdoor Centre draws its water from a well and YMCA Camp Pine Crest draws its water from a combination of well water and nearby surface water. We currently do not have metrics associated with the water used by YMCA leased facilities and therefore have not included water use from leased facilities in this report.

We have set a goal to reduce total water consumption by 27% from 2008 levels by 2020. Unlike our similar GHG reduction goal, which was reached five years early, we have not seen the same success at reducing our water use. Although we have seen water reductions for the past four years, and a drastic drop in water consumption due to the pandemic, we continually to prioritize water conservation.

Figure 21: Water Consumption & Intensity



Focused efforts to reduce water consumption through fixture replacement and optimizing the frequency of pool water replacement began in our 2012-2013 Financial Year and have yielded some positive results. We have reduced the number of times the main pools are emptied and have increased our laundry water efficiency.



Water consumption dropped each year since 2012-2013, but rose again in our 2016-2017 fiscal year, when the Cooper Koo Family YMCA opened. Although we do not have strong data on this yet, we believe most of the water consumed at our facilities are through user consumption through showers and washroom faucets. Water reduction opportunities continue to be identified and implemented, and future water efficiency participant engagement strategies are being considered. We are happy to report that water use has fallen in each of the last four years. We will continue to focus on finding water saving initiatives in the coming years.

### Water withdrawal by source



**Total volume of water withdrawn: 77,359 m<sup>3</sup>**

Municipal (potable) water is used at our 12 urban owned facilities. Water bills show these facilities used a total of 69,508 cubic metres (m<sup>3</sup>) of municipal potable water during our 2020-2021 fiscal year. An additional 7,851 m<sup>3</sup> of water was drawn from ground and surface water at our two rural locations.

### Biodiversity

Biodiversity is managed at all 14 YMCA-owned facilities and all leased facilities where possible. Leased facilities are typically comprised of a small area within a larger building, for example, a child care space within an elementary school, and therefore we only can impact a small portion of those sites, if any.

Although no policies or goals exist specifically for biodiversity, we have set a goal of providing natural / green enhancements to an additional 15% of our owned portfolio footprint above 2008 levels by 2021. Unlike our similar GHG reduction goal, which we reached five years early, we have not yet seen the same success at enhancing green space. We have increased the amount of green space since 2008 by 10 times and are at 42% of our target which corresponds to approximately 6% of our owned portfolio.

In the 2020-2021 financial year, we opted to prioritize supporting our communities in response to the pandemic over adding additional green spaces to our portfolio. However, even throughout this time, we have not stopped looking for opportunities to enhance our green spaces in hopes of progressing towards our goal. Much of this work is taking place at our YMCA Cedar Glen Outdoor Centre, where we are continually conducting reforestation work, among other smaller green space initiatives.

Another solution we have been using, which enhances both green space and biodiversity, is green roofs. In addition to numerous benefits such as reducing flood risk to city infrastructure and providing

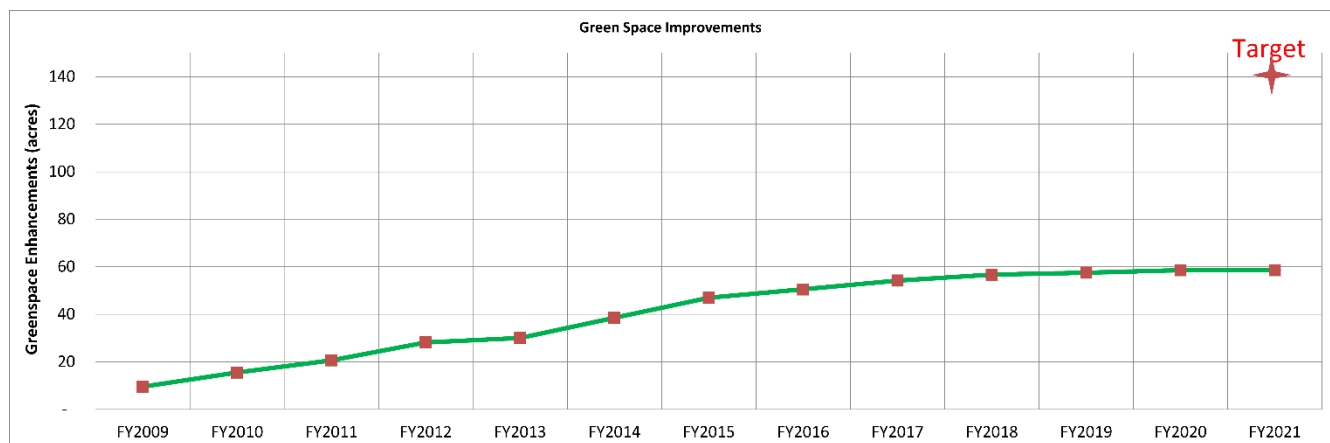
enhanced spaces for our members, these also provide critical habitat to increase biodiversity of insects, birds, and pollinators in urban areas.

### Significant impacts of activities, products, and services on biodiversity

The majority of our facilities are located in highly dense urban areas to provide easy access to community members. As such, any impacts on biodiversity due to these locations are minimized since they are occurring in existing, dense urban environments. Two rural facilities exist: YMCA Cedar Glen Outdoor Centre and YMCA Camp Pine Crest. Both these facilities provide excellent opportunities to enhance local wildlife and biodiversity.

We work to create natural environments and increase greenspace throughout its portfolio of properties by restoring natural habitats, converting child care playground facilities to natural playgrounds, and installing green roofs.

**Figure 22: Greenspace Improvements**



Greenspace enhancements in our portfolio have increased every year since 2009. Greenspace consists of vegetated exterior surfaces which help create more pleasant environments while also providing co-benefits such as reducing the urban heat island effect and stress on municipal sewers. These benefits include:

- green roofs at health and fitness centres (Figure 22 and Figure 23);
- natural play spaces at child care facilities (Figure 24); and,
- forest area improvements at camp properties.

***We thank TD Bank Group which has been the lead funder of our YMCA Centres of Community urban green spaces since 2015.***

***Figure 23: Central YMCA roof before and after green roof installation***



***Figure 24: Cooper Koo Family YMCA roof before and after green roof installation***





*Figure 25: YMCA child care centre in Brampton before and after natural play space project*



Major forest-based initiatives took place since 2009 at Cedar Glen and Camp Pine Crest. Smaller urban initiatives like green roofs and natural play spaces have accounted for incremental increases between 2012 and 2016.

### **Habitats protected or restored**

Our habitat protection and restoration initiatives take the form of natural playgrounds, green roofs, forest restoration and groundwater improvements. The restoration projects were not approved by independent external professionals. Please refer to Appendix B for a more detailed list of all the protected and restored sites.

## Waste Reduction and Recycling

### In-House Waste Reduction and Recycling Program

Minimizing the amount of waste we send to landfill is a top priority. Reduction, reuse, and recycling are the preferred methods of waste minimization; however, when solid waste cannot be eliminated, we are committed to careful management and disposal.

We are committed to:

- reducing the amount of waste we send to landfill, i.e. through increasing our use of recyclable products, and promoting the reuse of furniture and other fixtures;
- recycling paper, cardboard, glass, plastic and metal throughout the YMCA;
- disposing of electronic equipment and devices in an environmentally responsible manner, including computers, ink cartridges, cell phones, batteries, and other items; and
- properly disposing of hazardous materials.

**Figure 26: A sign at the Central YMCA gym promoting the use of environmentally friendly products**



We have a strong culture of recycling and have developed a waste standard that encourages users to separate recycling from waste at the source. We are fortunate to live in a region where separate waste streams are collected for diversion from landfill. At sites where we prepare food in the service kitchen, we have organic composting.

At numerous child care centre sites and the YMCA Academy (a high school for students with learning challenges/learning differences we support), we have small vermicomposting demonstration units to engage the children and students and educate them on the food cycle. The worm castings are then used in our gardens and indoor food growing programs.

At our YMCA Cedar Glen Outdoor Centre site, we have a four-acre farm (certified organic) where we have an extensive education program as well as organics bins. We also have a significant composting

At our YMCA Cedar Glen Outdoor Centre site, we have a four-acre farm (certified organic) where we have an extensive education program as well as organics bins. We also have a significant composting

program at Cedar Glen that was built by volunteers in 2015 and is incorporated into our farming education and farming work.

We have placed a significant amount of time and effort into understanding the current state of our assets and developing a strategy for replacement of our appliances. Since 2009 we have invested millions of dollars to: replace boilers, roof top units, and chillers; introduce & upgrade building automation systems; replace pumps; and, add variable speed drives. We have also replaced outdated lighting with high efficiency LED lighting fixtures throughout our portfolio. We have completed Level 2 energy audits on all of our owned sites. We have also reduced our energy consumption significantly and plan to do much more.

### **Y We Recycle Batteries**

The YMCA of Greater Toronto has been recycling batteries since 2011, with 15 of our YMCA facilities across the GTA having battery recycling bins. This program, funded through Stewardship Ontario, has upcycled roughly 16 tonnes of batteries since program inception. One of the battery disposal bins is prominently displayed at our Central YMCA location. The display was designed by Sheridan College students to educate the public about battery recycling, and it features all of the various elements of the battery available to be upcycled by companies such as Raw Materials Company Inc. These raw materials include zinc, manganese, and potassium, which can be recovered as micronutrients for crop production. By recovering steel and nickel from batteries, we can offset the demand for mining.





## Appendix A – Additional Information

### Key Terms

#### Scope 1: Direct GHG emissions

Scope 1 accounts for direct GHG emissions from sources that are owned or controlled by the reporting company.<sup>19</sup> Scope 1 emissions are principally the result of the following activities:

- production of electricity, heat, or steam;
- physical or chemical processing, e.g. cement, adipic acid and ammonia manufacture;
- transportation of materials, products, waste, and employees, e.g. use of mobile combustion sources, such as trucks, trains, ships, airplanes, buses, and cars; and,
- fugitive emissions: intentional or unintentional releases such as equipment leaks from joints or seals, methane emissions from coal mines, HFC emissions during the use of air conditioning equipment, and methane leakages from gas transport.

#### Scope 2: GHG emissions from imports of electricity, heat, or steam

Scope 2 accounts for indirect emissions associated with the generation of imported/purchased electricity, heat, or steam.<sup>20</sup> Emissions attributable to the generation of exported/sold electricity, heat, or steam should be reported separately under supporting information.

These emissions must also be included in Scope 1. To increase data transparency, emissions data associated with imported and exported electricity, heat, or steam should not be netted. The emissions associated with the generation of imported electricity, heat, or steam are a special case of indirect emissions. For many organizations, electricity usage represents one of the most significant opportunities to reduce GHG emissions.

Organizations can reduce their use of electricity and/or use it more efficiently by investing in energy efficient technologies. Additionally, emerging green power markets enable some companies to switch to less GHG intensive electricity suppliers. Companies can also install an efficient co-generation plant on-site to replace the use of more GHG intensive electricity from the grid. Scope 2 facilitates the transparent accounting of such choices.

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<sup>19</sup> *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard*, World Resources Institute, Business Council for Sustainable Development, 2001

<sup>20</sup> *Ibid.*

### Scope 3: Other indirect GHG emissions

Scope 3 allows for the treatment of other indirect emissions that are a consequence of the activities of the reporting company, but occur from sources owned or controlled by another company, such as:<sup>21</sup>

- employee business travel;
- transportation of products, materials, and waste;
- outsourced activities, contract manufacturing, and franchises;
- emissions from waste generated by the reporting company when the point of GHG emissions occurs at sources or sites that are owned or controlled by another company, e.g. methane emissions from landfilled waste;
- emissions from the use and end-of-life phases of products and services produced by the reporting company;
- employees commuting to and from work; and,
- production of imported materials.

#### Existing Reporting

A number of external reports were used to compile this report, and these reports are listed immediately below for convenience:

- YMCA of Greater Toronto, Community Impact Reports from 2016-2017 to 2020-2021
- YMCA of Greater Toronto, YMCA Governance Guidelines

Links to the external reports have been provided throughout the body of this report.

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<sup>21</sup> Ibid.

## Appendix B – Supplementary Information

### Energy

Many sources of energy consumption outside the organization exist, however either no data, or very limited data, is available for most of them. GRI references the following upstream and downstream categories and activities from the ‘GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard’ for potential categories to report. The categories for which the YMCA of Greater Toronto is thought to have the most significant impacts are listed below, along with suggestions for potential next steps that would allow for more fulsome data tracking going forward:

Location	Category	Most Significant	Notes / Future steps to improve data tracking
Upstream	Purchased goods and services	X	Not yet tracked. Consider tracking volume of all purchases as a first step.
	Capital goods	X	Not yet tracked. A pilot project was carried out to calculate the embodied carbon in the new Kingston Road Centre of Community. Consider carrying out similar analysis for all future construction with added calculation of embodied energy.
	Fuel- and energy-related activities (not included in Disclosure 302-1)		
	Upstream transportation and distribution		
	Waste generated in operations	X	Not yet tracked. Consider tracking all waste generated at sites.
	Business travel	X	Not yet tracked. Employee mileage is tracked for business travel. Consider tracking all business travel.
	Employee commuting	X	Partially tracked. Employee mileage is tracked for business travel. Consider tracking commuting distance and public transit as well.
	Upstream leased assets		
	Other upstream		
Downstream	Downstream transportation and distribution	X	Consider tracking quantity of used equipment and where it goes (donation vs recycling vs waste).
	Processing of sold products		
	Use of sold products		

Location	Category	Most Significant	Notes / Future steps to improve data tracking
	End-of-life treatment of sold products	X	Consider tracking quantity of used equipment and where it goes (donation vs recycling vs waste).
	Downstream leased assets		
	Franchises		
	Investments		
	Other downstream		

## GHG Emissions

### Method (Scope 1)

Emission factors were taken from the GHG Protocol and Ontario Ministry of the Environment, Conservation and Parks (formerly Ministry of the Environment and Climate Change, MOECC).

Fuel	Emission Factor	Unit	Source
Natural gas	1.92	kg CO <sub>2</sub> e/m <sup>3</sup>	GHG Protocol
Furnace oil	2.755	kg CO <sub>2</sub> e/L	MOECC
Gasoline	2.462	kg CO <sub>2</sub> e/L	MOECC
Diesel	2.754	kg CO <sub>2</sub> e/L	MOECC
Propane	1.548	kg CO <sub>2</sub> e/L	MOECC

The above emission factors were applied to direct consumption measurements in the form of energy bills. The YMCA's owned facilities are not shared with tenants. Therefore, no consolidation was required, and the full readings can be applied to the YMCA.

### Method (Scope 2)

Provincial electricity grid emission factors were taken from Environment Canada, for the baseline year, and the Toronto Atmospheric Fund (TAF), for the current year. Emission factors for district energy were provided by the district energy provider, Markham District Energy. Values provided below:

Description	Emission Factor	Unit	Source
2008 Ontario electricity grid	0.1707	kg CO <sub>2</sub> e/kWh	Environment Canada
2019 Ontario electricity grid	0.0340	kg CO <sub>2</sub> e/kWh	TAF
2008 Markham District Heating	195	kg CO <sub>2</sub> e/MWh heat	Email correspondence with Markham District Energy
2017 Markham District Heating	150.7		
2008 Markham District Cooling	40	kg CO <sub>2</sub> e/MWh cool	Email correspondence with Markham District Energy
2017 Markham District Cooling	11.5		

The above emission factors were applied to direct consumption measurements in the form of energy bills. The YMCA’s owned facilities are not shared with tenants, therefore no consolidation was required and the full readings can be applied to the YMCA.

## Biodiversity

### Habitats protected or restored

The following is a list of all habitat area protected or restored in the form of natural playgrounds, green roofs, forest restoration and improvements that have taken place since 2008, our baseline year. This list includes both owned and leased YMCA facilities. Restoration projects were not approved by independent external professionals. Note that in some cases, tree removal is listed since invasive species were removed to support local habitat rehabilitation.

Location	Project Name	Year	Description	Acres	Cumulative Acres
YMCA Cedar Glen Outdoor Centre	Tree Removal for Safety	FY2008	Green Space Improvement	5.27	5.3
YMCA Cedar Glen Outdoor Centre	Tree Removal for Safety	FY2009	Green Space Improvement	2.04	7.3
YMCA Cedar Glen Outdoor Centre	Trail & Tree Removal for Safety	FY2009	Green Space Improvement	2.17	9.5
YMCA Cedar Glen Outdoor Centre	Tree Removal by Main Roadway	FY2010	Green Space Improvement	1.51	11.0
YMCA Cedar Glen Outdoor Centre	Removal of 33% Plantation Forest	FY2010	Green Space Improvement	2.06	13.1
Central YMCA	Green roof	FY2010	Green Roof	0.32	13.4
Scarborough Bridlewood YMCA Child Care Centre	Bridlewood-Playground	FY2010	Natural Playground	0.17	13.5
Central YMCA	FDC-Playground Phase 1	FY2010	Natural Playground	0.05	13.6
Scarborough Lucy Maud Montgomery YMCA Child Care Centre	Lucy Maud-Playground	FY2010	Natural Playground	0.08	13.7
Stouffville Oscar Peterson YMCA Child Care Centre	Oscar Peterson-Garden Playground	FY2010	Natural Playground	0.07	13.8
North York Parkway Forest YMCA Child Care Centre	Parkway-Toddlers' Playspace	FY2010	Natural Playground	0.19	13.9
North York University City YMCA Child Care Centre	University City Child Care-Toddlers' Playspace	FY2010	Natural Playground	0.10	14.0
Toronto High Park YMCA Child Care Centre	High Park - PLAYGROUND-CC2825	FY2010	Natural Playground	0.11	14.2
YMCA Camp Pine Crest	Septic System Upgrades	FY2010	Forest Improvement	1.15	15.3
YMCA Cedar Glen Outdoor Centre	Planted Cedar Forest	FY2010	Forest Improvement	0.11	15.4
Richmond Hill Silver Pines YMCA Child Care Centre	Silver Pines - Playspace resurfacing-CC2812	FY2010	Natural Playground	0.07	15.5

Location	Project Name	Year	Description	Acres	Cumulative Acres
YMCA Cedar Glen Outdoor Centre	Tree Removal - Health & Safety of Forest	FY2011	Green Space Improvement	0.80	16.3
YMCA Cedar Glen Outdoor Centre	Tree Removal - Health & Safety of Forest	FY2011	Green Space Improvement	0.75	17.0
YMCA Cedar Glen Outdoor Centre	Rehabilitation of 33% Plantation Forest	FY2011	Green Space Improvement	3.25	20.3
Good Shepherd Child Care	Playspace	FY2011	Natural Playground	0.05	20.3
North Etobicoke YMCA Child Care	Playspace	FY2011	Natural Playground	0.09	20.4
Brownridge Child Care	Playspace	FY2011	Natural Playground	0.05	20.5
Mississauga Child Care	Playspace	FY2011	Natural Playground	0.09	20.6
Stouffville Oscar Peterson YMCA Child Care Centre	Garden Playground	FY2011	Natural Playground	0.07	20.6
YMCA Cedar Glen Outdoor Centre	Pruning Apple Trees	FY2012	Green Space Improvement	0.38	21.0
YMCA Cedar Glen Outdoor Centre	Removal of Buckthorn	FY2012	Green Space Improvement	1.28	22.3
YMCA Cedar Glen Outdoor Centre	Forest Thinning and Pruning	FY2012	Green Space Improvement	0.58	22.9
YMCA Cedar Glen Outdoor Centre	Removal of 33% Plantation Forest	FY2012	Green Space Improvement	0.65	23.5
YMCA Cedar Glen Outdoor Centre	Forest Thinning and Pruning	FY2012	Green Space Improvement	3.69	27.2
Oshawa YMCA	Groundwater Connection to treatment plan	FY2012	Groundwater Improvement	0.16	27.4
YMCA Camp Pine Crest	Septic Improvements - Maintenance Bed	FY2012	Groundwater Improvement	0.23	27.6
Brampton YMCA	Green Terrace	FY2012	Green Roof	0.02	27.6
Toronto Alexander Muir Gladstone YMCA Child Care Centre	Natural Playspace	FY2012	Natural Playground	0.09	27.7
Thornhill Brownridge YMCA Child Care Centre	Natural Playspace	FY2012	Natural Playground	0.05	27.8
Richmond Hill Kettle Lakes YMCA Child Care Centre	Natural Playspace	FY2012	Natural Playground	0.13	27.9
Richmond Hill Silver Pines YMCA Child Care Centre	Natural Playspace	FY2012	Natural Playground	0.07	28.0
North York St. Wilfrid YMCA Before and After School Program	Natural Playspace	FY2012	Natural Playground	0.06	28.0
Newmarket Mazo De La Roche YMCA Child Care Centre	Natural Playspace	FY2012	Natural Playground	0.07	28.1
Stouffville Oscar Peterson YMCA Child Care Centre	Natural Playspace - phase 2	FY2012	Natural Playground	0.07	28.2
YMCA Cedar Glen Outdoor Centre	Tree Cleanup Along Forest and Trails	FY2013	Green Space Improvement	1.46	29.6
FDC	Playspace	FY2013	Natural Playground	0.04	29.7
Brownridge YMCA Child Care	Playspace - phase 2	FY2013	Natural Playground	0.05	29.7



Location	Project Name	Year	Description	Acres	Cumulative Acres
Vaughan Dr. Roberta Bondar YMCA Child Care Centre	Playspace	FY2013	Natural Playground	0.04	29.7
Brampton YMCA	Playspace	FY2013	Natural Playground	0.08	29.8
West End YMCA	Playground Renewal	FY2013	Natural Playground	0.07	29.9
Scarborough Maryvale YMCA Child Care Centre	Playground	FY2013	Natural Playground	0.07	30.0
Newmarket Mazo De La Roche YMCA Child Care Centre	Playspace - phase 2	FY2013	Natural Playground	0.07	30.0
YMCA Cedar Glen Outdoor Centre	Forest and Trail Maintenance Due to Ice Storm	FY2014	Green Space Improvement	7.74	37.8
YMCA Cedar Glen Outdoor Centre	Invasive Species Removal	FY2014	Green Space Improvement	0.75	38.5
Cooper Koo Family YMCA	Green Roof	FY2015	Green Roof	0.69	39.2
Bolton YMCA Child Care Centre	Redesign Playground CC	FY2015	Natural Playground	0.04	39.3
YMCA Cedar Glen Outdoor Centre	Plantation forest reduction. Hardwood forest ice storm damage & dead fall trees removal. Trail safety improvements (C24)	FY2015	Green Space Improvement	7.67	46.9
Scarborough Centre YMCA	renewed child care playspace	FY2016	Green Roof	0.07	47.0
Vaughan Child Care	Playspace	FY2016	Natural Playground	0.05	47.0
YMCA Cedar Glen Outdoor Centre	Hardwood forest ice storm damage & dead fall trees removal. Trail safety improvements (C22)	FY2016	Green Space Improvement	3.44	50.5
YMCA Cedar Glen Outdoor Centre	Thinning of coniferous forest (C25)	FY2017	Green Space Improvement	3.71	54.2
Oshawa YMCA	Playspace	FY2018	Natural Playground	0.25	54.4
YMCA Cedar Glen Outdoor Centre	Thinning of coniferous forest (C25)	FY2018	Green Space Improvement	2.21	56.7
YMCA Cedar Glen Outdoor Centre	Thinning of coniferous forest (C42)	FY2019	Green Space Improvement	0.83	57.49
YMCA Cedar Glen Outdoor Centre	Thinning of coniferous forest (C42)	FY2020	Green space Improvement	1.09	58.58

We look forward to reporting on additional green space improvements in future reports.

## Appendix C - GRI content index

Following is a complete list of the required reporting covered in this report. It includes all mandatory reporting (GRI 102 and 103), all topics deemed material (including those from the NGO-specific disclosures), and all applicable environmental topics.

GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page	
GRI 102: General Disclosures	GRI 102: Organizational Profile	102-1	Name of the organization	Introduction and Background	2	
		102-2	Activities, brands, products, and services	About YMCA	8	
		102-3	Location of headquarters	About YMCA	9	
		102-4	Location of operations	About YMCA	9	
		102-5	Ownership and legal form	About YMCA	2	
		102-6	Markets served	About YMCA	10	
		102-7	Scale of the organization	About YMCA	2	
		102-8	Information on employees and other workers	TBD	N/A	
		102-9	Supply chain	TBD	N/A	
		102-10	Significant changes to the organization and its supply chain	TBD	N/A	
		102-11	Precautionary Principle or approach	TBD	N/A	
		102-12	External initiatives	TBD	N/A	
		102-13	Membership of associations	TBD	N/A	
	GRI 102: Strategy	GRI 102: Strategy	102-14	Statement from senior decision-maker	Message on Sustainability from the Board and CEO	<b>Error! Bookmark not defined.</b>
			102-15	Key impacts, risks, and opportunities	Strategic Framework	11
	GRI 102: Ethics and Integrity	GRI 102: Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	About YMCA	8
			102-17	Mechanisms for advice and concerns about ethics	TBD	N/A
	GRI 102: Governance	GRI 102: Governance	102-18	Governance structure	Governance	14
			102-19	Delegating authority	Governance	14
			102-20	Executive-level responsibility for economic, environmental, and social topics	Governance	14
			102-21	Consulting stakeholders on economic, environmental, and social topics	Consulting stakeholders on economic,	78

GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page
				environmental, and social topics	
		102-22	Composition of the highest governance body and its committees	Governance	14
		102-23	Chair of the highest governance body	Governance	14
		102-24	Nominating and selecting the highest governance body	TBD	N/A
		102-25	Conflicts of interest	TBD	N/A
		102-26	Role of highest governance body in setting purpose, values, and strategy	Governance	14
		102-27	Collective knowledge of highest governance body	Governance	14
		102-28	Evaluating the highest governance body's performance	TBD	N/A
		102-29	Identifying and managing economic, environmental, and social impacts	TBD	N/A
		102-30	Effectiveness of risk management processes	TBD	N/A
		102-31	Review of economic, environmental, and social topics	Governance	16
		102-32	Highest governance body's role in sustainability reporting	Governance	14
		102-33	Communicating critical concerns	TBD	N/A
		102-34	Nature and total number of critical concerns	TBD	N/A
		102-35	Remuneration policies	TBD	N/A
		102-36	Process for determining remuneration	TBD	N/A
		102-37	Stakeholders' involvement in remuneration	TBD	N/A
		102-38	Annual total compensation ratio	TBD	N/A
		102-39	Percentage increase in annual total compensation ratio	TBD	N/A
		<b>GRI 102: Stakeholder Engagement</b>	102-40	List of stakeholder groups	Material Sustainability Aspects and Stakeholder Engagement
102-41	Collective bargaining agreements		TBD	N/A	

GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page
		102-42	Identifying and selecting stakeholders	Material Sustainability Aspects and Stakeholder Engagement	16
		102-43	Approach to stakeholder engagement	Material Sustainability Aspects and Stakeholder Engagement; Appendix D	16, 75
		102-44	Key topics and concerns raised	Material Sustainability Aspects and Stakeholder Engagement; Reporting on Material Aspects	16
	<b>GRI 102: Reporting Practice</b>	102-45	Entities included in the consolidated financial statements	TBD	N/A
		102-46	Defining report content and topic Boundaries	Material Sustainability Aspects and Stakeholder Engagement	16
		102-47	List of material topics	Material Sustainability Aspects and Stakeholder Engagement; Reporting on Material Aspects; Appendix D	16, 17, 18, 75
		102-48	Restatements of information	N/A	N/A
		102-49	Changes in reporting	N/A	N/A
		102-50	Reporting period	Introduction and Background	2
		102-51	Date of most recent report	Introduction and Background	2
		102-52	Reporting cycle	Introduction and Background	2
		102-53	Contact point for questions regarding the report	Introduction and Background	6
		102-54	Claims of reporting in accordance with the GRI Standards	Introduction and Background	2
		102-55	GRI content index	Appendix C	70-74
		102-56	External assurance	Introduction and Background	5
<b>GRI 400: Social</b>	<b>GRI 103: Management Approach</b>	103-1	Explanation of the material topic and its Boundary	Each Social Category	17-20, 33
		103-2	The management approach and its components	Each Social Category	17-20, 33
		103-3	Evaluation of the management approach	Each Social Category	17-20, 33
		404-1	Average hours of training per year per employee	Training and Education	32

GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page
	<b>GRI 404: Training and Education</b>	404-2	Programs for upgrading employee skills and transition assistance programs	Training and Education	32
		404-3	Percentage of employees receiving regular performance and career development reviews	Training and Education	32
	<b>GRI 405: Diversity and Equal Opportunity</b>	405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity	33
		405-2	Ratio of basic salary and remuneration of women to men	TBD	N/A
	<b>GRI 413: Local Communities</b>	413-1	Operations with local community engagement, impact assessments, and development programs	Local Communities	17
		413-2	Operations with significant actual and potential negative impacts on local communities	N/A	N/A
<b>GRI 200: Economic</b>	<b>GRI 103: Management Approach</b>	103-1	Explanation of the material topic and its Boundary	Economic Performance and Fundraising	22, 23
		103-2	The management approach and its components	Economic Performance and Fundraising	22, 23
		103-3	Evaluation of the management approach	Economic Performance and Fundraising	22, 23
	<b>GRI 201: Economic Performance</b>	201-1	Direct economic value generated and distributed	Economic Performance and Fundraising	22, 23
		201-2	Financial implications and other risks and opportunities due to climate change	Climate Resiliency	26-30
		201-3	Defined benefit plan obligations and other retirement plans	TBD	N/A
		201-4	Financial assistance received from government	Economic Performance and Fundraising	22-23
	<b>Ethical Fundraising</b>	NGO8	Sources of funding by category and five largest donors and monetary value of their contribution	Economic Performance and Fundraising	22-23
<b>GRI 300: Environmental</b>	<b>GRI 103: Management Approach</b>	103-1	Explanation of the material topic and its Boundary	Environment	41
		103-2	The management approach and its components	Environment	35 - 42
		103-3	Evaluation of the management approach	Environment	35 - 42
	<b>GRI 302: Energy</b>	302-1	Energy consumption within the organization	Energy	43-46

GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page
		302-2	Energy consumption outside of the organization	Energy	49
		302-3	Energy intensity	Energy	46
		302-4	Reduction of energy consumption	Energy	43-46
		302-5	Reductions in energy requirements of products and services	Energy	43-46
	<b>GRI 303: Water</b>	303-1	Water withdrawal by source	Water	55-57
		303-2	Water sources significantly affected by withdrawal of water	Water	55-57
		303-3	Water recycled and reused	Water	55-57
	<b>GRI 304: Biodiversity</b>	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	57
		304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity	58
		304-3	Habitats protected or restored	Biodiversity	60
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity	57
	<b>GRI 305: Emissions</b>	305-1	Direct (Scope 1) GHG emissions	GHG Emissions	52
		305-2	Energy indirect (Scope 2) GHG emissions	GHG Emissions	52
		305-3	Other indirect (Scope 3) GHG emissions	GHG Emissions	53
		305-4	GHG emissions intensity	GHG Emissions	54
		305-5	Reduction of GHG emissions	GHG Emissions	50, 51
		305-6	Emissions of ozone-depleting substances (ODS)	GHG Emissions	54
		305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	N/A	N/A
	<b>GRI 306: Effluents and Waste</b>	306-2	Waste by type and disposal method	Waste Reduction and Recycling	61, 62

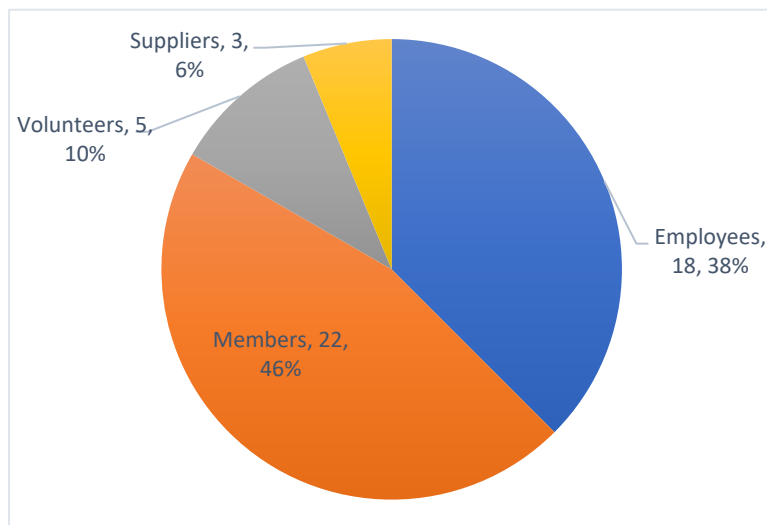


## Appendix D: GRI Stakeholder Engagement Process

During the preparation of our [first Annual Sustainability Report](#), we conducted the GRI materiality stakeholder engagement process via a survey and through one-on-one interviews. Internal engagement involved identifying key contacts across organization with representatives across each department who shortlisted groups of employees and volunteers to be engaged in this process. External engagement included surveying members at three facilities. To engage senior leadership, prioritization of sustainability topics was conducted via in-person working-sessions.

The final list of stakeholders who were engaged for the materiality assessment, and their sample size, are shown in Figure 26.

**Figure 27: Materiality Assessment Stakeholder Group**

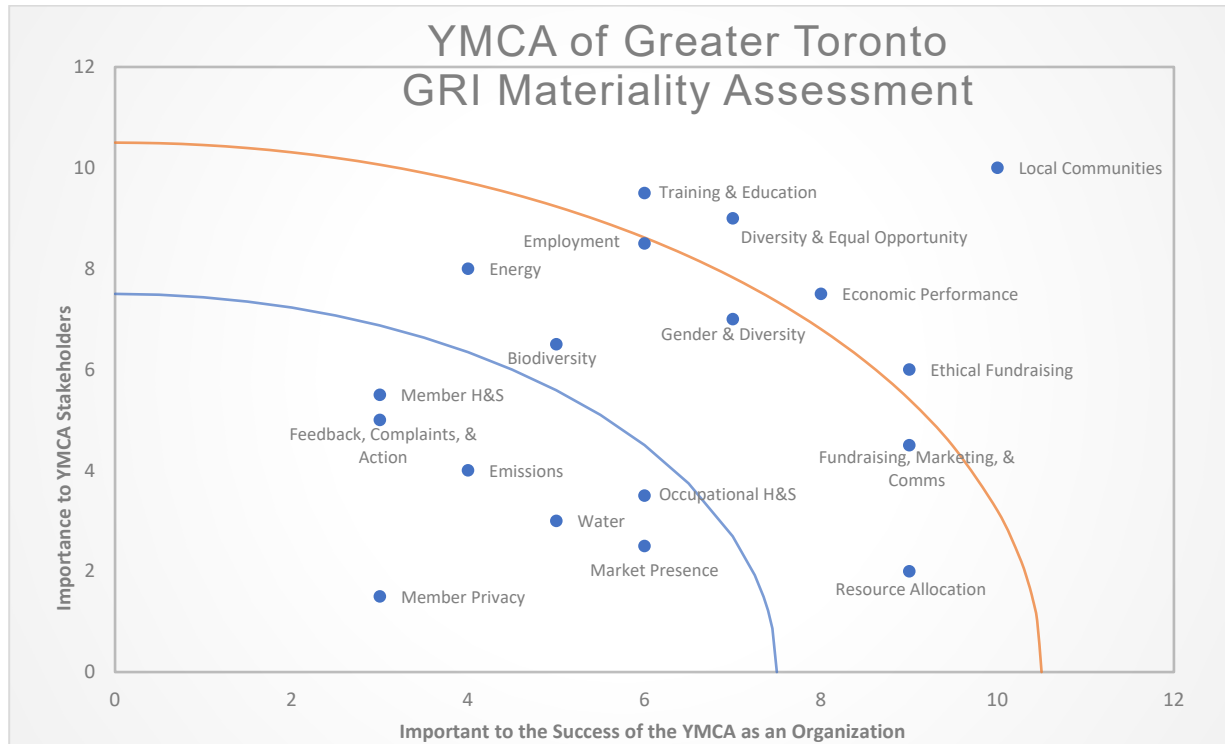


Donors and financial assistance<sup>22</sup> recipients were not contacted as part of this first materiality assessment but may be in future iterations of this report.

Figure 27 shows how topics were prioritized by those consulted. The vertical spread of the topics is based on the results of the stakeholder surveys, and the horizontal spread is based on the senior leadership’s determination of the importance of the topics to the success of the organization.

<sup>22</sup> As a result of time constraints for the engagement process and already a diverse pool of stakeholder groups participating, financial assistance recipients were not included in this year’s assessment. However, we intend to expand the engagement to all stakeholder groups going forward.

**Figure 28: YMCA of Greater Toronto GRI Materiality Assessment**



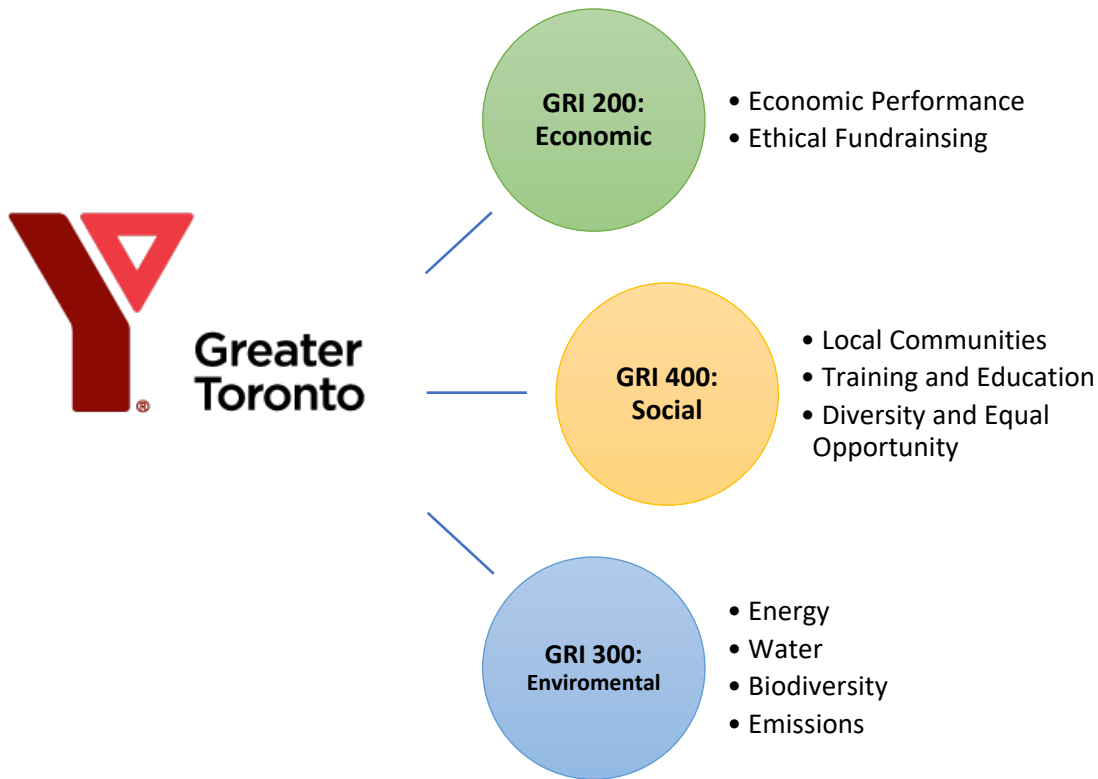
Three different methodologies were considered for prioritization of material topics – one vote per each participant regardless of the stakeholder group, 50:50 weighting per internal and external stakeholder groups and each stakeholder group normalized equally. The results of all three methods were compared and identified that all three methods yielded nearly identical rankings for top five topics. The first method, one vote per each participant regardless of the stakeholder group, was picked as the method to be used for identification of top five material topics.

In addition, from the 20 topics identified by senior management, all applicable environmental topics were deemed to be material, regardless of their ranking through the materiality assessment process, due to the high priority that YMCA places on ensuring our operations are in accordance with the highest environmental practices. Environmental topic applicability to the YMCA was determined based on if the YMCA operations and practices were expected to result in a significant environmental impact for any given topic, in comparison to other types of organizations of similar size and scope. Applicability is shown in Figure 28.

**Figure 29: Environmental Standard Applicability**

GRI Standard	Deemed Material	Note on Applicability
301 – Materials	NO	YMCA does not use a significant amount of materials
302 – Energy	YES	YMCA uses significant amounts of energy
303 – Water	YES	YMCA uses significant amounts of water
304 – Biodiversity	YES	YMCA facilities can impact biodiversity
305 – Emissions	YES	YMCA’s energy consumption leads to emissions
306 – Effluents and Waste	NO	YMCA does not have significant waste generation
307 – Environmental Compliance	NO	YMCA operations are typically not subject to environmental compliance issues
308 – Supplier Environmental Assessment	NO	YMCA suppliers are typically not subject to environmental assessment issues

**Figure 30: YMCA of Greater Toronto 2017 Material Sustainability Topics**



## **Consulting stakeholders on economic, environmental, and social topics**

Stakeholder consultations were delegated to Mantle Developments (“Mantle”), an independent consulting firm that works with the YMCA of Greater Toronto on several sustainability projects including reporting, energy efficiency, energy innovation and climate resiliency.

Mantle created and administered a survey to the stakeholders identified, was responsible for surveying YMCA members onsite and for guiding senior leadership through the in-person assessment. Wherever feasible, Mantle works with YMCA green volunteers by delegating tasks to them. This helps engage and train these volunteers in sustainability issues. The Mantle team reports directly to Alex Versluis, Senior Vice President of Property Management and Development. He is part of the YMCA’s senior management team, reports to the Chief Financial Officer and chairs the Sustainability Advisory Council. Results of the stakeholder consultations will be presented to senior management and the Board through the GRI report.