



SUSTAINABILITY REPORT

2019-2020

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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www.ymcagta.org | Charitable registration number: 11930 7080 RR0001



1. Introduction and Background

About This Report

The YMCA of Greater Toronto has prepared this 2019-2020 Sustainability Report, our second 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.

We are pleased to report that our total energy consumption was reduced by 10% year over year (see page 40) and our total emissions intensity dropped by 9% year over year (see page 52).

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 ten consecutive years and one of Greater Toronto's Top Employers for the last 12 consecutive years. We believe it is important to share information regarding our sustainability journey and have therefore decided to publish an annual Sustainability Report – last year being our first. 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 2019-2020 Financial Year (ending March 31, 2020). Although we have mentioned some of our sustainability-related successes in past reports, this is only our second 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 six years of our operations to ensure that we provide the most comprehensive and accurate representation of our sustainability initiatives.

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 [Mantle314 Inc.](#) (“Mantle314”) 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

Senior Vice President, Property Management and Development
YMCA of Greater Toronto
alex.versluis@ymcagta.org



Message on Sustainability



Ryan Brain
Board Chair



Medhat Mahdy
President and CEO

This second 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.

While our charity is currently focused on responding to the changing needs of our communities due to COVID-19, we also felt it was important to release this report to shine a light on our 2019-2020 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.

We recognize that we continue to live through a period of 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, threaten our water 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 2019-2020 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.

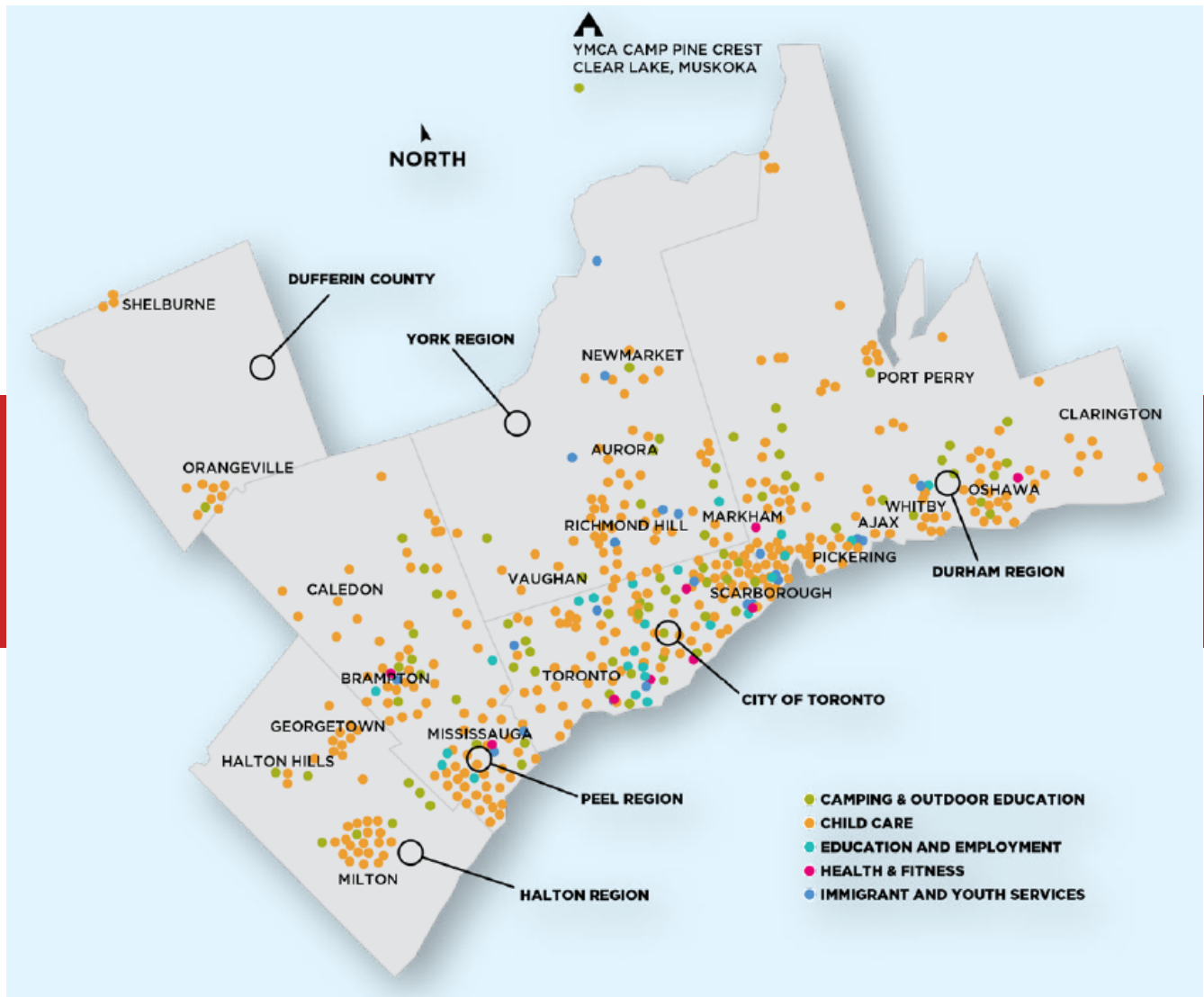
We take a holistic approach to community health that embodies all aspects of physical, mental, and social well-being. We engage with the community to provide customized programs that support local needs while embracing diversity. We are dedicated to making our communities home to the healthiest children,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

Figure 1: YMCA of Greater Toronto's Mission, Vision and Values





Figure 2: Map of YMCA of Greater Toronto centres¹



¹ YMCA of Greater Toronto 2019-2020 Annual Impact Report



Figure 3: Impact at a glance²



² YMCA of Greater Toronto 2019-2020 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 4: YMCA of Greater Toronto has recently completed its first Climate Resiliency Strategy and identified the following eight Climate Resiliency Goals



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 5: Key Highlights from the YMCA Strategy and Program Goals³



³ YMCA of Greater Toronto [Strong Start, Great Future](#) - Strategic Plan Roadmap to 2020



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 [2019-2020 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 2019 and beyond.

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

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

We plan to further describe the roles and responsibilities of each of the above groups in future reports, with a focus on transitioning towards a governance structure that incorporates our Climate Resilience Strategy and community resilience work in 2020-2021.

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 in our *Strong Start, Great Future* strategic plan.

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.



*Note that all photos in this report were taken prior to the COVID-19 pandemic.
The YMCA strictly adheres to all social distancing guidelines to reduce the spread of the COVID-19 virus.*





2. Assessing Sustainable Factors: Our Approach and Methodology

Material Sustainability Aspects and Stakeholder Engagement

Our first Sustainability Report, which was released last 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.⁴ For our programs, special focus is paid to social support networks since all of 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.

In late March of 2020, we began offering more virtual spaces to our community members as social distancing guidelines were established.

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



Figure 6: Community Connections and Programs

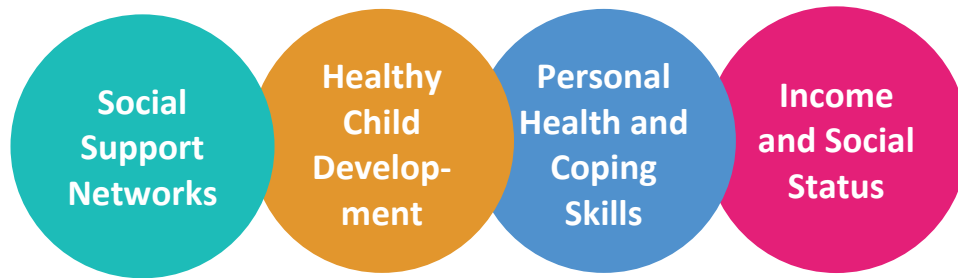


Figure 7: Overview of Programs [YMCA of Greater Toronto Annual Impact Report 2017-2018](#)

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. All of these new Centres are targeting 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.

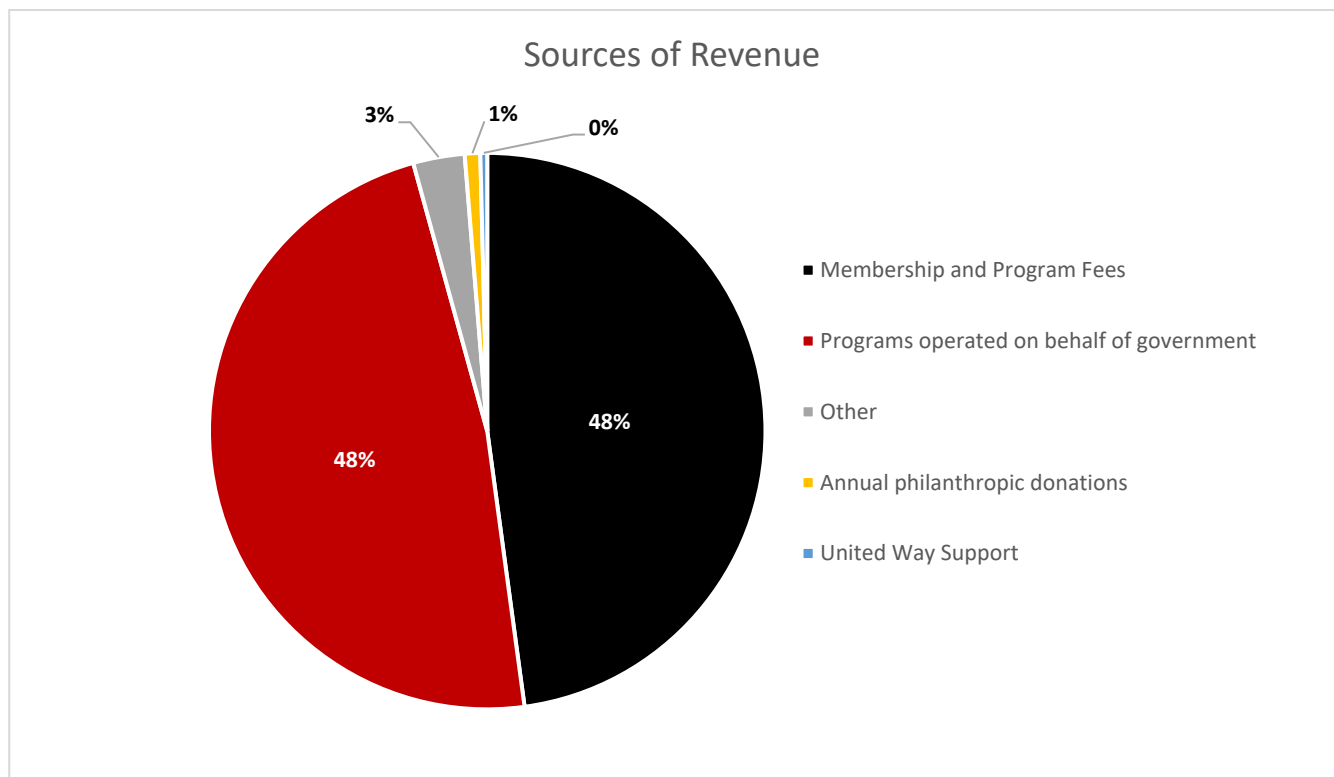


Economic Performance and Fundraising

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.

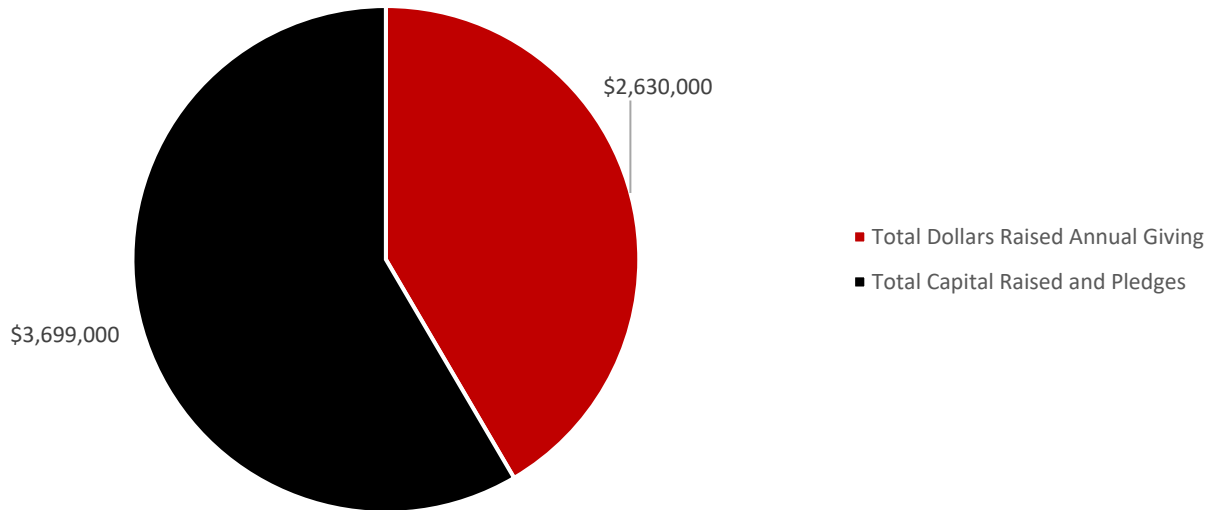
In addition to donations, we receive funding for specific programs from various levels of government, endowment funds, organizations, etc. A summary of key sources of our funding is outlined below. For a full list of our donors, please refer to our [Annual Impact Report](#).

Figure 8: YMCA of Greater Toronto Revenues





Total Philanthropic Contributions





Financial Statements

A complete set of financial statements are available online at ymcagta.org or can be requested by contacting us directly.⁵

YMCA of Greater Toronto

Statement of Operations

For the year ended March 31, 2020

(in thousands of dollars)

	2020 \$	2019 \$
Revenue		
Government	132,728	131,036
Program fees	97,532	90,277
Membership fees	34,469	35,675
Other	5,553	8,615
Amortization of deferred capital contributions (note 10)	3,138	6,076
Donations	2,615	2,469
Investment income	980	710
United Way	890	1,222
	<u>277,905</u>	<u>276,080</u>
Expenses		
Salaries and benefits	186,049	170,978
Program costs	56,920	61,703
Occupancy costs	24,321	23,282
Amortization of capital assets	7,019	13,073
Allocation to YMCA Canada	1,201	1,283
Financing costs	650	648
	<u>276,160</u>	<u>270,967</u>
Excess of revenue over expenses before undernoted item	1,745	5,113
Change in fair value of investments	<u>(638)</u>	<u>(346)</u>
Excess of revenue over expenses for the year	<u>1,107</u>	<u>4,767</u>

⁵ Source: PricewaterhouseCoopers LLP, YMCA of Greater Toronto Audited Financial Statements, March 31, 2020



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 was yet another record-setting one in terms of high average global annual temperature. The year was marked by extreme events such as hurricanes and severe wildfires in Australia and California. Climate change also took centre stage with the public as mass protests were organized 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 wants to see more aggressive climate action now. Preparing our communities to cope with and respond to these 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



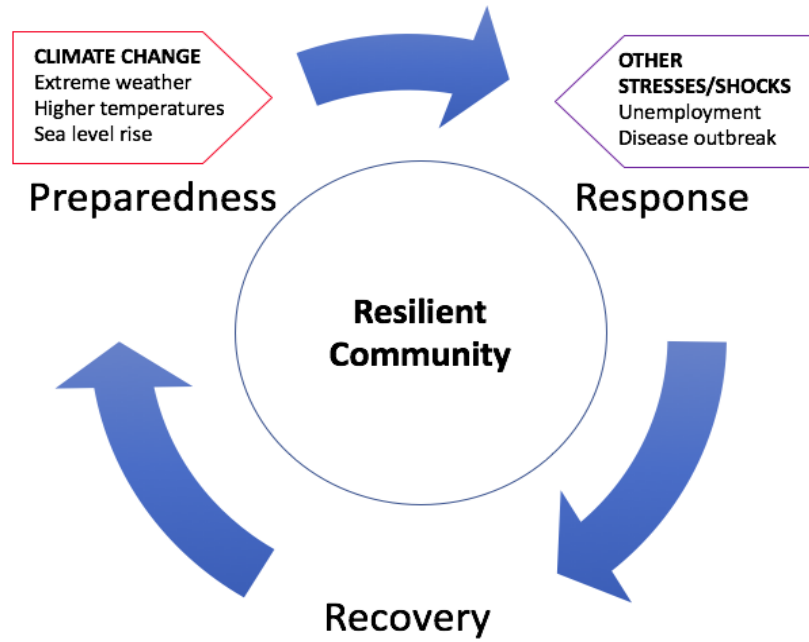
or recover from extreme weather events. Governing institutions often lack the tools, resources, and other capacities they need to effectively serve these populations. The people themselves have limited power, voice, and access to information. Community organizations such as ours have an important role 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 9: 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 10: 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 11: Examples of YMCA of Greater Toronto Climate Resiliency Milestones

Society & Economy	Partnership with the City of Toronto and other municipal and community partners to build additional resiliency into the YMCA of Greater Toronto and expand our role as a provider of emergency response centres.
	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.
Environment & Infrastructure	Solar panels and electric vehicle charging stations installed at some sites, with more under consideration.
	Green roof at Central YMCA and Cooper Koo Family YMCA and launch of a strategy for the Green Team.
	Renewals and retrofits including HVAC renewal, lighting and controls retrofits, sub-metering and energy optimization, building automation system installation and upgrades, pool upgrades.
Health & Well-Being	Enriching and expanding natural playgrounds.
	Community Health Monitoring Framework launched.
	Improving community fitness and health through programming.
Leadership & Strategy	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.
	Camp and leadership programming including showcasing sustainability and organic urban farming at YMCA Cedar Glen.



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.

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 2020:



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

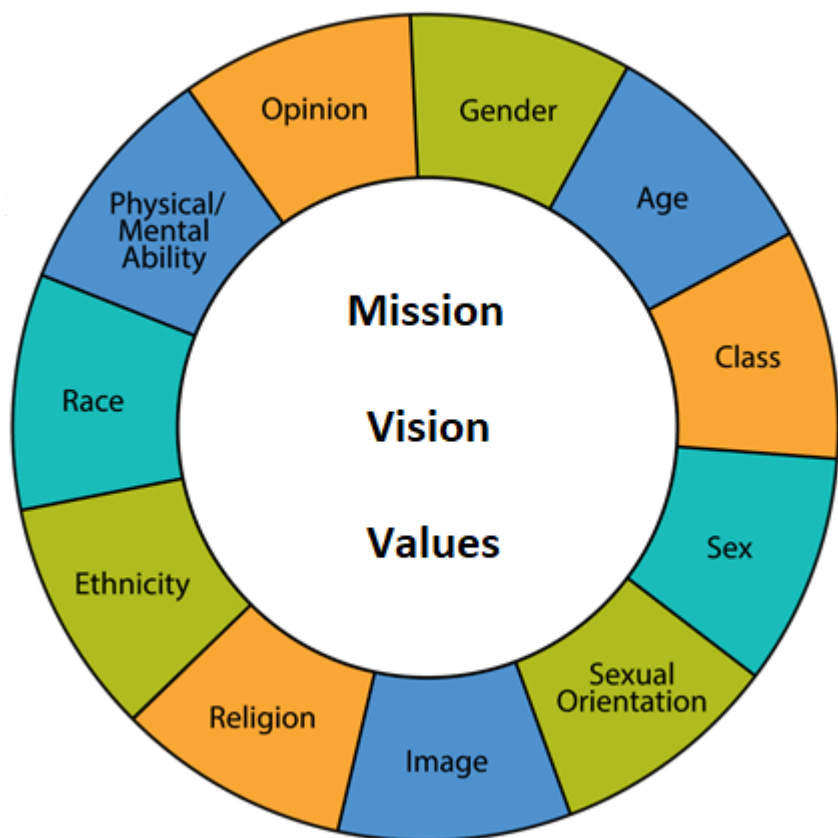
We envision that our communities will be home to the healthiest children, teens, and young adults.⁶ To realize our vision, the YMCA of Greater Toronto is committed to broadening and deepening our work in diversity and social inclusion, reflecting the diversity in the GTA and supporting healthy transitions 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 12: Dimensions of Diversity, from the YMCA of Greater Toronto's approach to diversity & social inclusion



⁶ 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 Environmental Responsibility Commitment

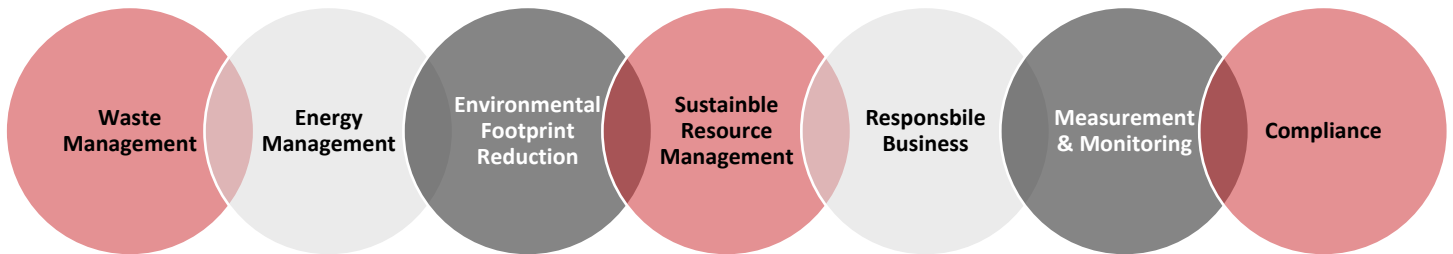
“The YMCA of Greater Toronto will continually strive to better understand our environmental footprint and reduce our impact on the planet. We are committed to a comprehensive approach to environmental sustainability.”

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 13: Components of Green Policy



One of Canada's Greenest Employers for the Last Ten Years

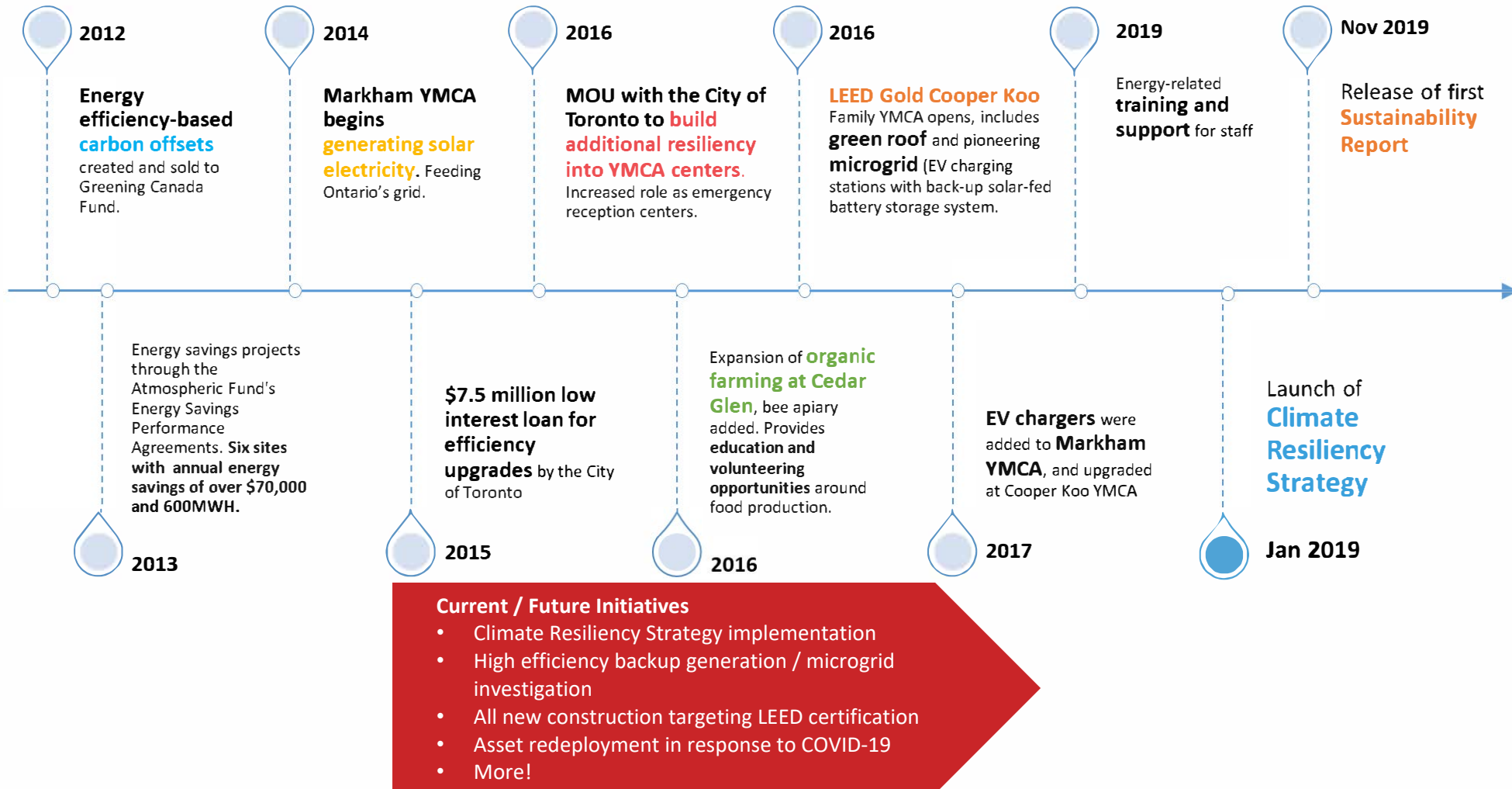
For the tenth year in a row, the YMCA of Greater Toronto was selected as one of Canada's Greenest Employers. This designation lists Canadian employers that have:

- 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 14: Snapshot of Our “Green” Journey





2020 Environmental Targets

The following targets were set in 2008 with the goal of achieving them by 2020:

Clean Air Target

- **Target:** 33% reduction in carbon dioxide (CO₂) emissions (reduce by 5,000 metric tonnes).
- **Status Update:** Goal Surpassed. As of the end of our fiscal 2020 year, emissions have dropped by 47% below 2008 levels and continue dropping.

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.

Fresh Water Target

- **Target:** 27% reduction in water consumption (92 million litres/year).
- **Status Update:** Water use has increased since 2008. 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

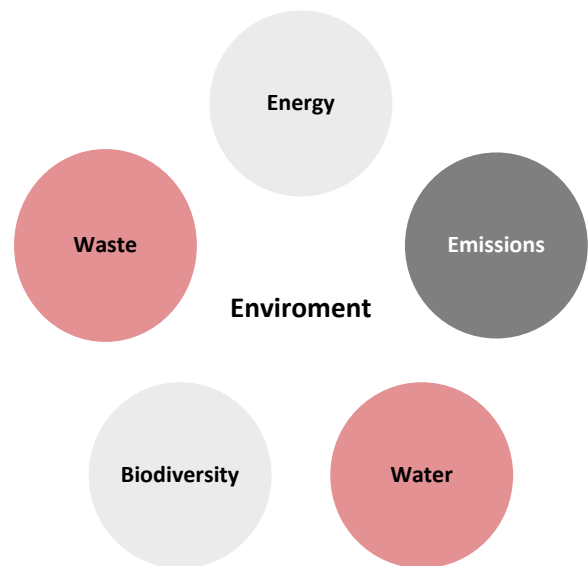
Although environmental topics were not ranked among the highest topics in our materiality assessment, we have decided to report on them since we believe that environmental responsibility is an important aspect of sustainability and is an important task that we should be continually working towards.

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.

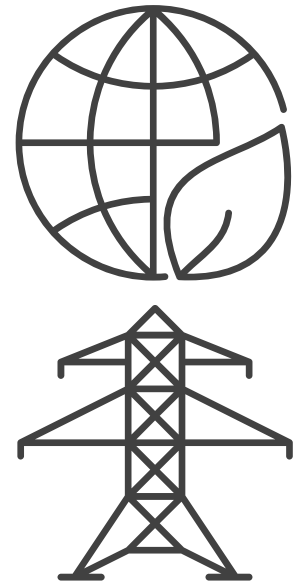
Figure 15: Environmental Topics





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.

We are pleased to share that our total energy use reduced by 10% year over year.

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.

	FY2018-19		FY2019-20		
	GJ	GWh	GJ	GWh	% change from
Fuel consumption from non-renewable energy sources	134,700	37.5	119,000	33.0	-12%
Natural gas	113,400	31.5	100,300	27.9	-11%
District energy (heating + cooling)	16,400	4.6	14,600	4.1	-11%
Other fuels	4,900	1.4	4,000	1.1	-21%
Electricity consumption	64,400	17.8	59,800	16.6	-7%
Renewable energy	148	0.041	333	0.092	+125% *
Solar thermal	148	0.041	0	0	N/A **
Solar photovoltaic	N/A*	N/A*	333	0.092	N/A*
Total energy consumed	199,200	55.3	179,100	49.8	-10%
% reduction since 2008	17%		25%		

*solar photovoltaic was not reported in FY2018-19, so renewable energy increased substantially from FY2018-19 to FY2019-20.
** solar thermal systems are not currently operating due to damage



Total Energy Consumed

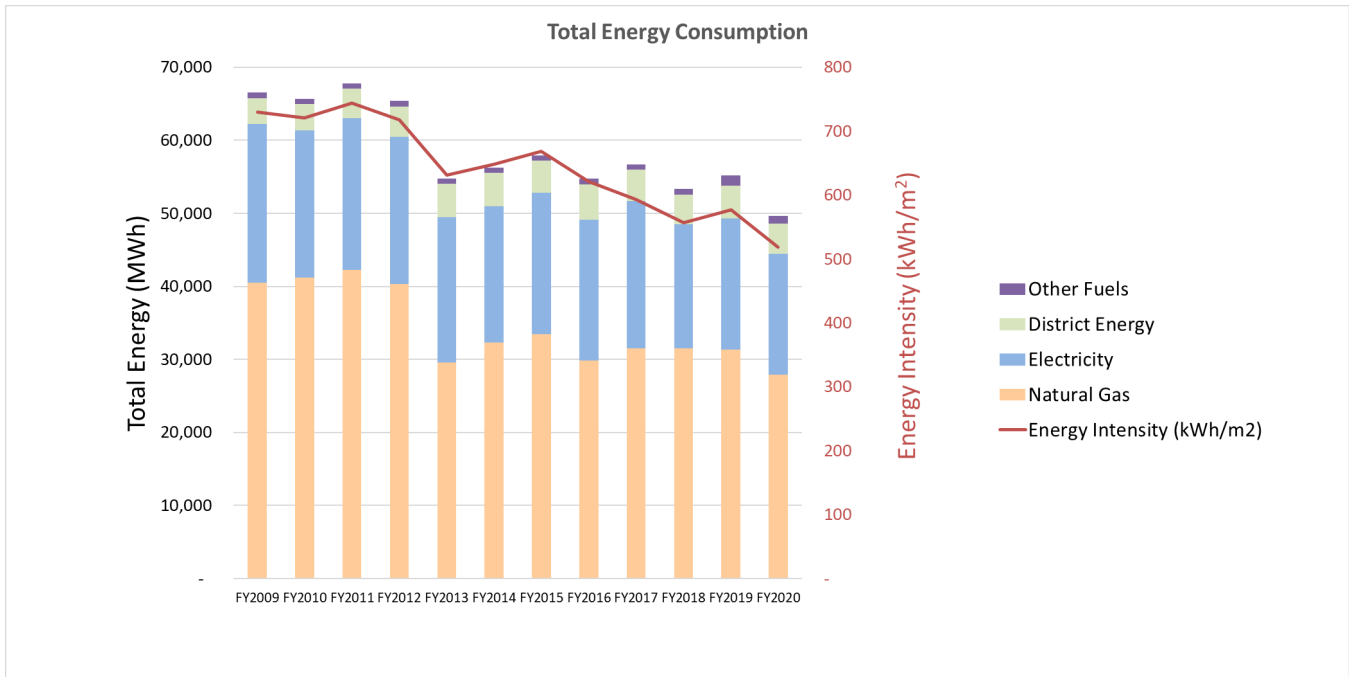
In 2020 (2019-2020 Financial Year = April 1, 2019 - March 31, 2020), the YMCA's 14 owned facilities consumed:

- Fuel consumption from non-renewable sources (fuels) = 119,000 GJ (33.0 GWh)
 - Natural Gas: 100,300 GJ (27.9 GWh)
 - District Energy (Heating + Cooling): 14,600 GJ (4.1 GWh)
 - Other Fuels: 4,000 GJ (1.1 GWh)
- Electricity Consumption: 59,800 GJ (16.6 GWh)
- Renewable Energy
 - Solar photovoltaic: 333 GJ (92 MWh)

Total Energy Consumed: 179,100 GJ (49.8 GWh); 25% reduction since 2008.



Figure 16: Energy Consumption & Intensity 2009-2020



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: 1.87 GJ/m² (519 kWh/m²)
Organization-specific metric (denominator): 95,696 m²

Our total energy intensity (total energy used over our 14-building owned portfolio divided by their total area) is 519 kWh/m² (1.87 GJ/m²). This is based on direct measurement (actual energy meter readings). Energy intensity has been reduced by 25% since 2008.

These values were reduced significantly from last year, demonstrating our ongoing successful efforts to reduce energy use. Last year's values were 2.08 GJ/m² and 577 kWh/m².

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	Annual energy production	Used on site or sold to grid
Electric	Markham	75 kW roof-mounted solar PV	333 GJ (92 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	54 GJ (15 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.

	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	490	36	526
Average charge time	119 minutes	79 minutes	116 minutes
Total charge duration	969 hours	47 hours	1,016 hours
Energy provided (kWh)	5,117	273	5,390
Emissions savings (kg GHG)	3,349	179	3,527
Gasoline savings (gallon)	377	20	397





Energy consumption outside of the organization

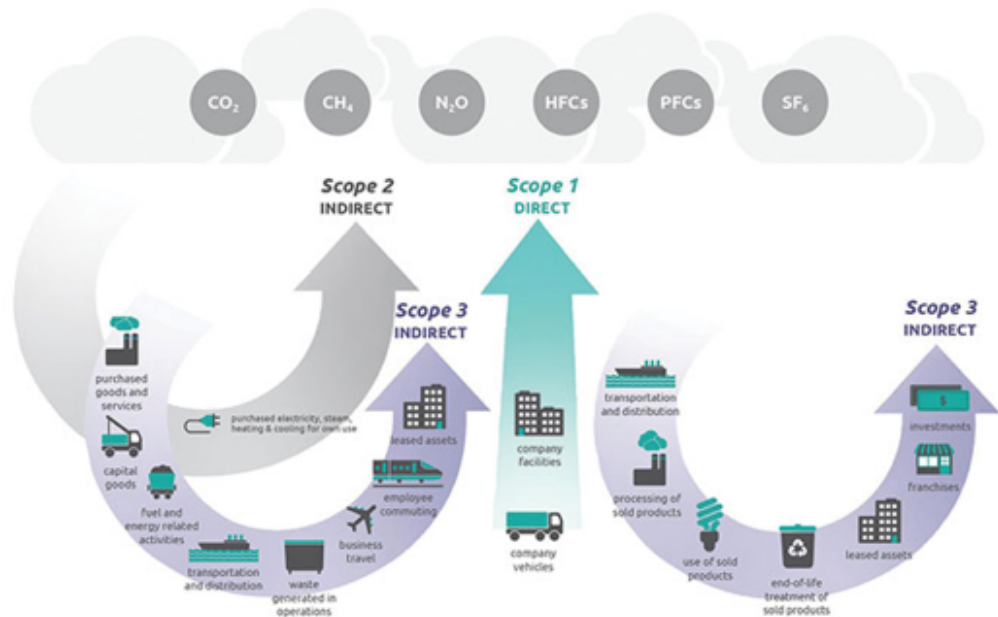
We do not sell heating, cooling, or steam at any facilities.

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: 5,808 GJ. This corresponds to a total of 1,427,057 km of car-based business trips reported for reimbursement by YMCA staff.⁷

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.⁸

Figure 17: Overview of Greenhouse Gas Protocol scope and emissions across the value chain.



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

⁸ Conversions Used: 1 MWh = 3.6 GJ and 1 m³ of natural gas = 0.0373 GJ



GHG Emissions

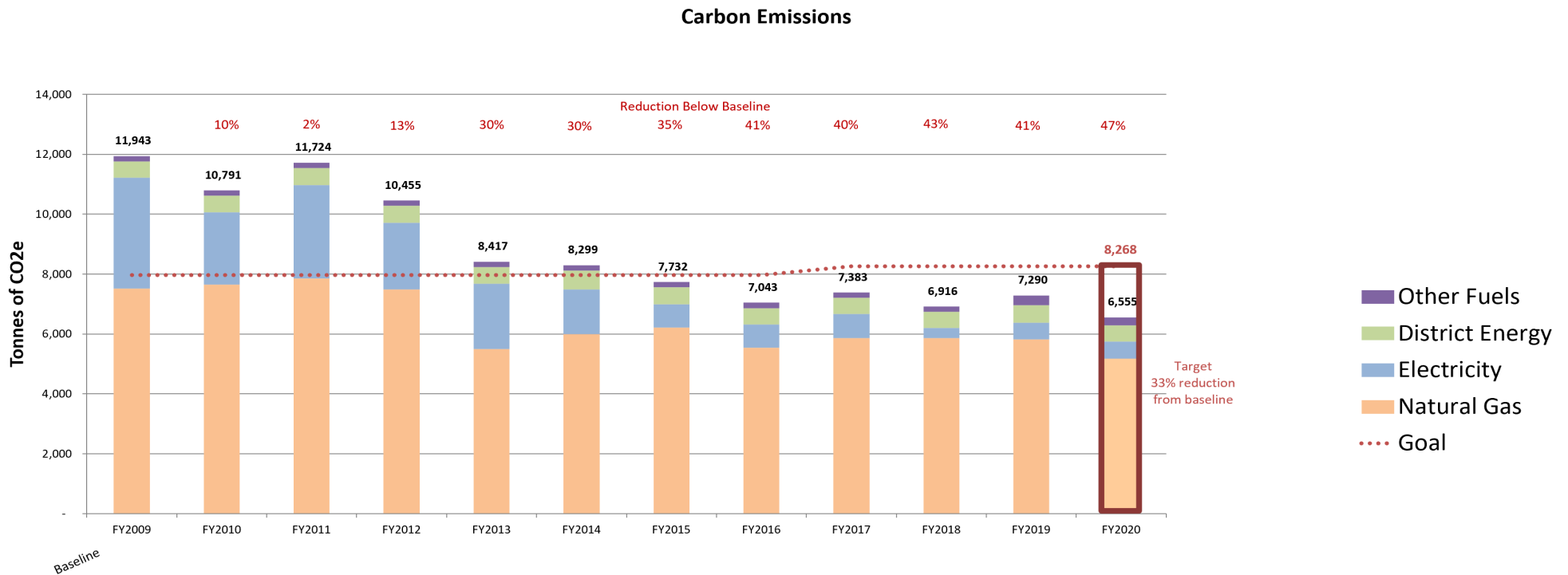
The YMCA of Greater Toronto tracks and reports all direct (Scope 1) and indirect (Scope 2) energy emissions created at YMCA-owned facilities.⁹ We also continue to look for opportunities to improve our tracking of other indirect (Scope 3) greenhouse gas (GHG) emissions and work towards including them 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.

⁹ 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 18: 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 28% between 2009 and 2019.



Direct (Scope 1) GHG emissions



Direct (Scope 1) GHG emissions:¹⁰ 5,445 tonnes of carbon dioxide equivalent (t CO₂e)
Scope 1 emissions in base year (2008): 7,693 t CO₂e

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

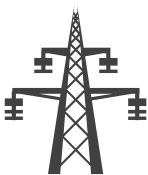
- Building automation system programming enhancements and optimizations;
- Installation of high efficiency condensing boilers at the Scarborough Centre YMCA;
- Training YMCA facility staff including advanced program scheduling, temperature resets;
- Installation of new, energy efficient roof top units 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: 2,248 t CO₂e

Indirect (Scope 2) GHG emissions



Indirect (Scope 2) GHG emissions:¹¹ 1,111 t CO₂e
Scope 2 emissions in base year (2008): 4,250 t CO₂e

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 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 28% since then, which also contributed to this reduction.

¹⁰ 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.

¹¹ 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.



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: 3,139 t CO₂e

Other Indirect (Scope 3) GHG emissions



Gross other indirect (scope 3) GHG emission: 356 t CO₂e

Corresponds to a total of 1,427,057 km of car-based business travel reported by YMCA staff (not including commuting).¹²

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 (m²) building was calculated to have a total global warming potential of 2,929 t CO₂e, or 485 kg CO₂e/m². 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.

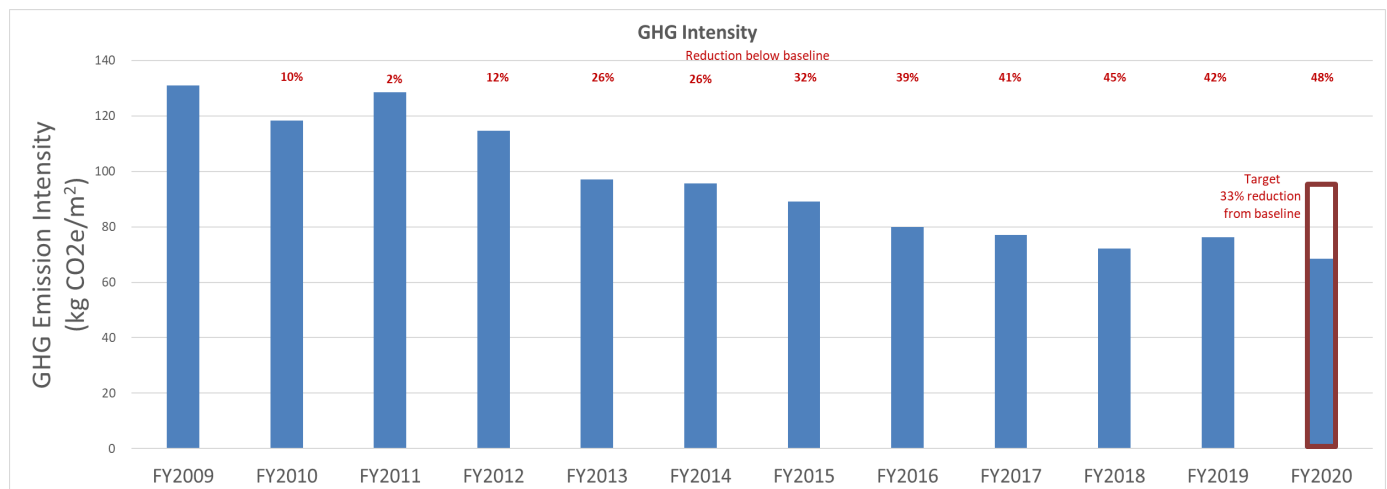
¹² Assumes full-sized car with average fuel consumption of 11.9 L/100km and 34.2 MJ/L. Source: NRCan Fuel Efficiency Guide.



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 ratio¹³ is 69 kg CO₂e/m², which represents a 9% drop from last year's value of 76 kg CO₂e/m². 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 19: 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.

¹³ 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 m²). 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.



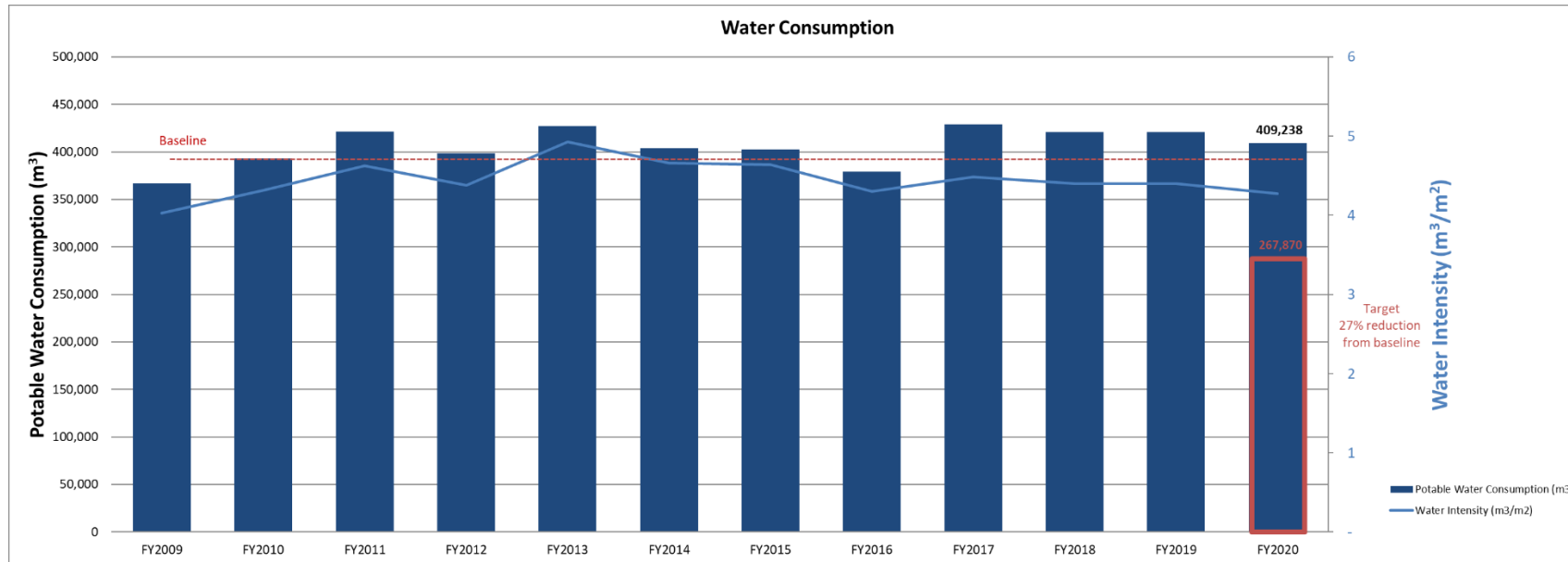
Water

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, unfortunately, our water consumption has increased from our 2008 baseline.



Figure 20: 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: 409,238 m³

Municipal (potable) water is used at our 12 urban owned facilities. Water bills show these facilities used a total of 394,275 cubic metres (m³) of municipal potable water during our 2019-2020 fiscal year. An additional 14,963 m³ 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 2020. 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.

One of the solutions 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.

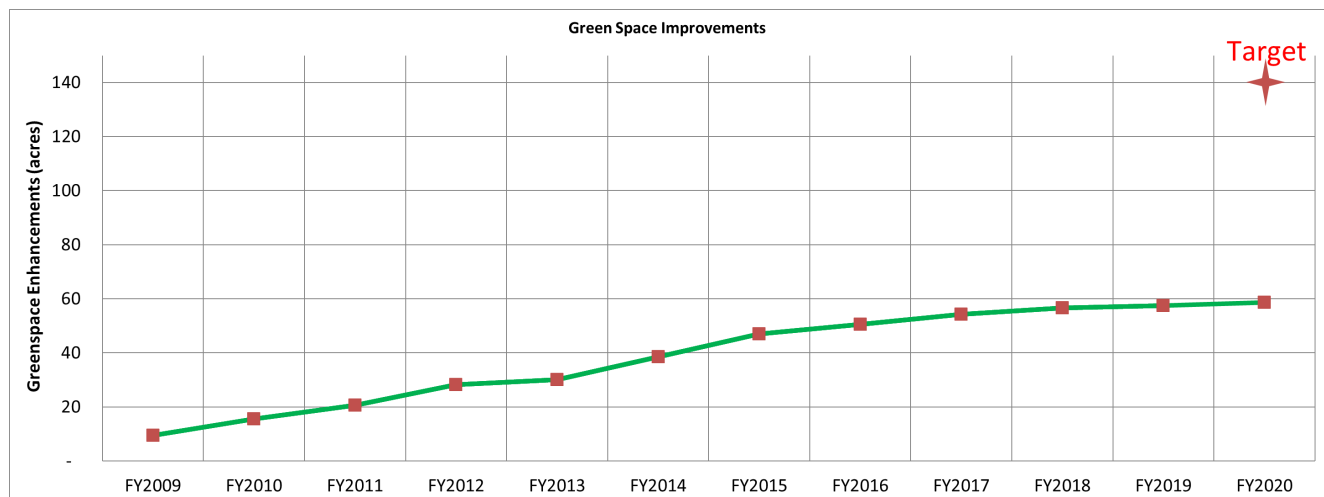


Significant impacts of activities, products, and services on biodiversity

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 21: 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 22: Central YMCA roof before and after green roof installation



Figure 23: Cooper Koo Family YMCA roof before and after green roof installation





Figure 24: 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 25: 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



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 over 15 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.¹⁴ 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.¹⁵ 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.

¹⁴ *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard*, World Resources Institute, Business Council for Sustainable Development, 2001

¹⁵ *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:¹⁶

- 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 2019-2020
- YMCA of Greater Toronto, YMCA Governance Guidelines

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

¹⁶ 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 ₂ e/m ³	GHG Protocol
Furnace oil	2.755	kg CO ₂ e/L	MOECC
Gasoline	2.462	kg CO ₂ e/L	MOECC
Diesel	2.754	kg CO ₂ e/L	MOECC
Propane	1.548	kg CO ₂ 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 ₂ e/kWh	Environment Canada
2019 Ontario electricity grid	0.0340	kg CO ₂ e/kWh	TAF
2008 Markham District Heating	195	kg CO ₂ e/MWh heat	Email correspondence with Markham District Energy
2017 Markham District Heating	150.7		
2008 Markham District Cooling	40	kg CO ₂ 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	6
		102-3	Location of headquarters	About YMCA	7
		102-4	Location of operations	About YMCA	7
		102-5	Ownership and legal form	About YMCA	2
		102-6	Markets served	About YMCA	7
		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	102-14	Statement from senior decision-maker	Message on Sustainability from the Board and CEO	4
			Key impacts, risks, and opportunities	Strategic Framework	9, 10
	GRI 102: Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	About YMCA	6
			Mechanisms for advice and concerns about ethics	TBD	N/A
	GRI 102: Governance	102-18	Governance structure	Governance	12
			Delegating authority	Governance	12
		102-20	Executive-level responsibility for economic, environmental, and social topics	Governance	12, 13
		102-21	Consulting stakeholders on economic, environmental, and social topics	Consulting stakeholders on economic, environmental, and social topics	75



GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page
		102-22	Composition of the highest governance body and its committees	Governance	12
		102-23	Chair of the highest governance body	Governance	12
		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	12, 13
		102-27	Collective knowledge of highest governance body	Governance	12
		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	14
		102-32	Highest governance body's role in sustainability reporting	Governance	12, 13
		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
		GRI 102: Stakeholder Engagement	102-40	List of stakeholder groups	Material Sustainability Aspects and Stakeholder Engagement
	102-41		Collective bargaining agreements	TBD	N/A
102-42	Identifying and selecting stakeholders		Material Sustainability Aspects and Stakeholder Engagement	14	



GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page
GRI 400: Social		102-43	Approach to stakeholder engagement	Material Sustainability Aspects and Stakeholder Engagement; Appendix D	14, 71
		102-44	Key topics and concerns raised	Material Sustainability Aspects and Stakeholder Engagement; Reporting on Material Aspects	14-18
	GRI 102: Reporting Practice	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	14
		102-47	List of material topics	Material Sustainability Aspects and Stakeholder Engagement; Reporting on Material Aspects; Appendix D	14-18, 71
		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, 3
		102-52	Reporting cycle	Introduction and Background	2, 3
		102-53	Contact point for questions regarding the report	Introduction and Background	3
		102-54	Claims of reporting in accordance with the GRI Standards	Introduction and Background	2
		102-55	GRI content index	Appendix C	67-71
		102-56	External assurance	Introduction and Background	3
GRI 400: Social	GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Each Social Category	15-18, 30
		103-2	The management approach and its components	Each Social Category	15-18, 30
		103-3	Evaluation of the management approach	Each Social Category	15-18, 30
	GRI 404: Training and Education	404-1	Average hours of training per year per employee	Training and Education	29
		404-2	Programs for upgrading employee skills and transition assistance programs	Training and Education	29



GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page
		404-3	Percentage of employees receiving regular performance and career development reviews	Training and Education	29
	GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Diversity and Equal Opportunity	30
		405-2	Ratio of basic salary and remuneration of women to men	TBD	N/A
	GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Local Communities	15
		413-2	Operations with significant actual and potential negative impacts on local communities	N/A	N/A
GRI 200: Economic	GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Economic Performance and Fundraising	20, 21
		103-2	The management approach and its components	Economic Performance and Fundraising	20, 21
		103-3	Evaluation of the management approach	Economic Performance and Fundraising	20, 21
	GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	Economic Performance and Fundraising	20, 21
		201-2	Financial implications and other risks and opportunities due to climate change	Climate Resiliency	25-27
		201-3	Defined benefit plan obligations and other retirement plans	TBD	N/A
		201-4	Financial assistance received from government	Economic Performance and Fundraising	20-22
Ethical Fundraising	NGO8	Sources of funding by category and five largest donors and monetary value of their contribution	Economic Performance and Fundraising	20-22	
GRI 300: Environmental	GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	Environment	38
		103-2	The management approach and its components	Environment	31 - 39
		103-3	Evaluation of the management approach	Environment	31 - 39
	GRI 302: Energy	302-1	Energy consumption within the organization	Energy	40-43
		302-2	Energy consumption outside of the organization	Energy	46
		302-3	Energy intensity	Energy	43



GRI Standard	GRI Standard Title	Disclosure Number	Disclosure Title	Section	Page
		302-4	Reduction of energy consumption	Energy	40-42
		302-5	Reductions in energy requirements of products and services	Energy	40-42
	GRI 303: Water	303-1	Water withdrawal by source	Water	52-54
		303-2	Water sources significantly affected by withdrawal of water	Water	52-54
		303-3	Water recycled and reused	Water	52-54
	GRI 304: Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	54
		304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity	55
		304-3	Habitats protected or restored	Biodiversity	57
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity	54
	GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	GHG Emissions	49
		305-2	Energy indirect (Scope 2) GHG emissions	GHG Emissions	49
		305-3	Other indirect (Scope 3) GHG emissions	GHG Emissions	50
		305-4	GHG emissions intensity	GHG Emissions	51
		305-5	Reduction of GHG emissions	GHG Emissions	47, 48
		305-6	Emissions of ozone-depleting substances (ODS)	GHG Emissions	51
		305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	N/A	N/A
	GRI 306: Effluents and Waste	306-2	Waste by type and disposal method	Waste Reduction and Recycling	58, 59

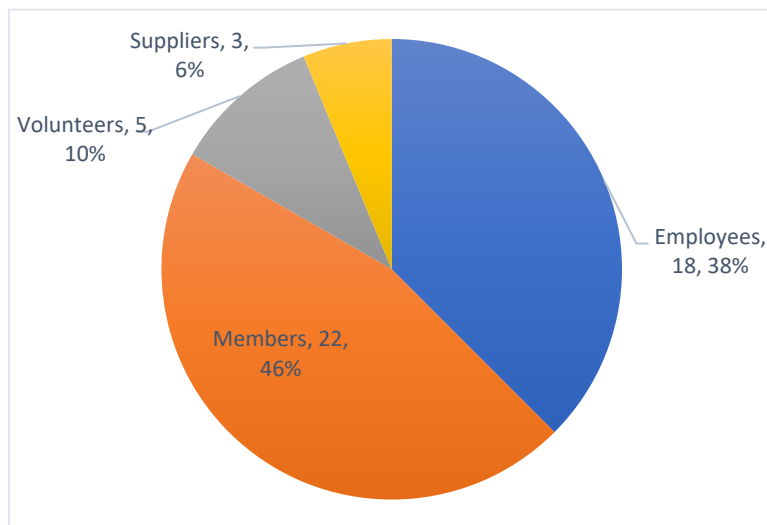


Appendix D: GRI Stakeholder Engagement Process

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 26: Materiality Assessment Stakeholder Group



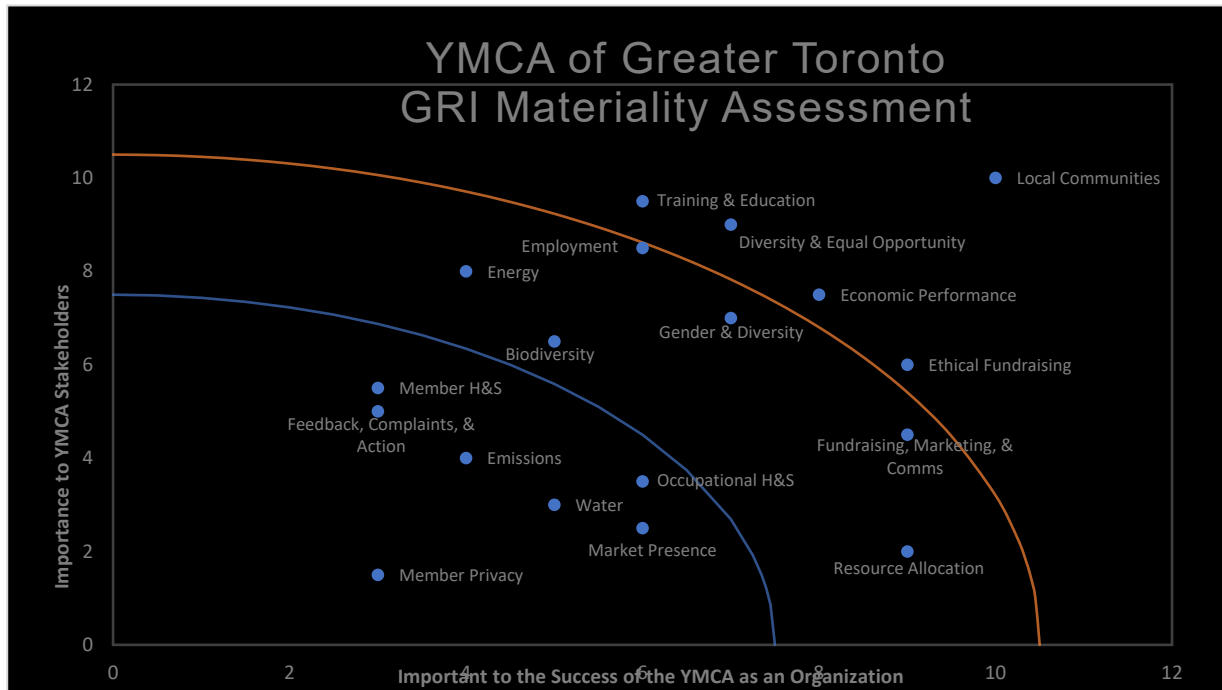
Donors and financial assistance¹⁷ recipients were not contacted as part of this first materiality assessment but may be in future iterations of this report.

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.

¹⁷ 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 27: 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.

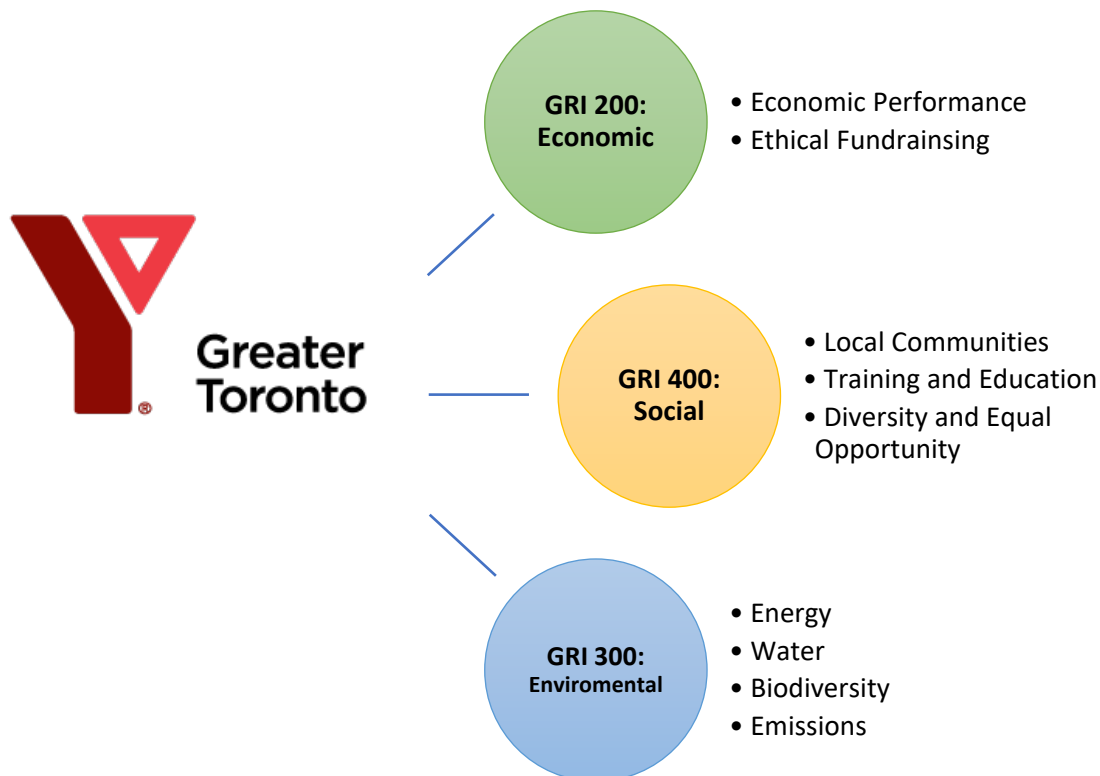
In addition, from the 20 topics identified by senior management, all applicable environmental topics were deemed to be material, regardless of their ranking through the materiality assessment process, due to the high priority that YMCA places on ensuring our operations are in accordance with the highest 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 28: 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 29: YMCA of Greater Toronto 2017 Material Sustainability Topics





Consulting stakeholders on economic, environmental, and social topics

Stakeholder consultations were delegated to Mantle314, 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.

Mantle314 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, Mantle314 works with YMCA green volunteers by delegating tasks to them. This helps engage and train these volunteers in sustainability issues. The Mantle314 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.