



Shining Together, For Good.

ANNUAL REPORT 2025



The YMCA of Three Rivers is a place where people belong, connect, and grow at every stage of life. It is where children begin their journey, where youth discover their strengths, and where individuals and families build routines that support health, confidence, and well-being.

Every day, moments unfold across our communities that ignite possibility. A warm welcome. A shared experience. A program that meets someone where they are. Together, these moments spark connection and help individuals shine, strengthening families and communities.

In 2025, the YMCA began a new chapter guided by a shared vision for the future. Shaped by listening to our communities, our new Strategic Plan reflects a commitment to investing in people, strengthening places of belonging, working in partnership, and creating pathways that support well-being across the lifespan.

Thank you for being part of a YMCA that continues to show up, adapt, and care today, and for generations to come.

THIS IS YOUR Y.



Message from our Board of Directors

As someone from Stratford who has served on the Board since before our unification, I have had the privilege of witnessing the YMCA of Three Rivers grow and evolve while remaining deeply connected to its communities. I have seen firsthand how local relationships, trusted programs, and dedicated employees continue to shape meaningful experiences for people of all ages.

Today, that work is guided by our new Strategic Plan, built on a commitment to people, places, partnerships, and pathways. These priorities reflect both where we have come from and where we are going, helping ensure the YMCA remains responsive, inclusive, and grounded in community needs.

Looking ahead, I am inspired by what is possible when we work together. With the ongoing support of our communities, donors, partners, and volunteers, the YMCA will continue to strengthen belonging, open doors, and create opportunities for people to shine.

On behalf of the Board of Directors, thank you for being a part of our journey to grow with purpose.

Kelly Schultz

Chair, YMCA of Three Rivers Board of Directors

Message from the CEO

2025 marked a year of momentum for the YMCA of Three Rivers. It was a year shaped by listening, learning, and taking meaningful steps forward as our new Strategic Plan moved from vision into action.

Over the past year, we listened closely to our members, employees, volunteers, donors, partners, and the communities we serve. What we heard was clear. People are looking for places where they feel supported through change and across every stage of life. Our Strategic Plan reflects that need, with a focus on investing in people, strengthening places of belonging, working in partnership, and creating pathways that support well-being from the earliest years through later life.

One of the greatest joys of my role is seeing this work come to life. Recently, I spent time with our child care educators and was reminded how powerful early experiences can be in shaping confidence, curiosity, and belonging. The same sense of purpose is reflected across our organization, from youth programs and employment services to health management and opportunities for older adults to stay active and connected. At the Y, we take pride in serving everyone at every age and stage.



Our service, and our commitment, extend far past the walls of our centres. In the fall, YMCA Ontario organized a Queen's Park advocacy day, and I was pleased to join the 13 other CEOs of Ontario YMCAs to amplify our message. Speaking about the importance of a sustainable child care plan, the need for improved youth employment opportunities, and the role we play in community sport and recreation infrastructure, I was reminded that we are not on our journey alone.

Thank you for being a part of our vision to create communities where everyone belongs. Because of you, we're not just meeting needs; we're building futures.

Mike Ennis

CEO, YMCA of Three Rivers



Celebrating Five Years of Unification

In October, the YMCA of Three Rivers marked a significant milestone—five years since our unification. This anniversary was celebrated across all six branches in Guelph, Stratford, Cambridge, Kitchener, Waterloo, and St. Mary’s, with events that brought together families, employees, volunteers, and community members.

The day was more than a celebration of our history; it was a testament to the strength and reach that unification has brought to our YMCA. From creative activities like the “Shine On Adventure Passport” in Stratford to the exciting preview of our new expansion on the Stork Family YMCA, each location showcased the vibrancy and diversity of our programs and the deep connections we’ve built in our communities.

Beyond the festivities, the event was a chance to reflect on how far we’ve come since uniting in 2020 and to look ahead to the future. Guided by our new Strategic Plan, built on the pillars of people, places, partnerships, and pathways, we’re committed to creating even more opportunities for connection and well-being.

Thank you to everyone who joined us to celebrate five incredible years. Together, we’re building stronger communities and this birthday was just the beginning of what’s to come!



“The Y said they would still be there after COVID and they still are and have gotten better and better every year since.

I'm sure it wasn't easy but making sure they stay in our community was a great thing.”

~ Health & Wellness Member

The Donor Difference

Just as a pebble dropped into a river creates far-reaching ripples, so does each and every donation to the Y.

Our generous and caring community collectively donated over \$2.3 million in 2025 - a new record for the YMCA of Three Rivers. The impact of this giving is enormous; you can read about these ripples throughout this report. To help put this astonishing final number into perspective, here are just a few examples of the inspiring stories that are behind it:

- » A young family whose kids are learning to swim at the Stratford YMCA donated \$25 to help other families have the same opportunity.
- » A camp alumnus made a powerful six-figure gift in their will to ensure that the magic of a Camp Waabanaki experience remains available for years to come.
- » A dedicated employee rounded up their \$2-per-pay donation to \$4-per-pay when they reached a service milestone of 3 years at the Y.
- » A Women of Distinction alumna gave \$250 in lieu of attending this year's event, knowing the proceeds would continue to support youth in Guelph.
- » A community member whose 75-year-old father benefited from our Health Management programs donated \$75 in gratitude for helping his father reach this year's birthday.
- » A local family directed funds through their donor-advised fund at the Waterloo Region Community Foundation to support Fee Assistance at their local YMCA.
- » A board member signed up to contribute \$10 per month as a signal of their confidence in the direction of our YMCA.

Gifts ranging from \$1 per pay from dedicated employees to six-figure grants from governments and foundations make up the philanthropic story of 2025. We are proud to treat each and every donor with the care and appreciation that they deserve, and we are committed to making excellent use of contributions exactly as they're intended.



Every Dollar Counts

Together, an incredible group of 611 donors and funders has ignited potential in our Y community. We thank you for your support, and for standing alongside us as we ensure our region is a place where everyone can create a Y story.

2025 FACTS & FIGURES

\$6.25

Median gift amount

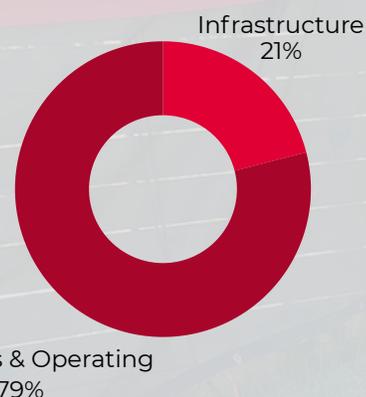
\$24,334

Donated through employee payroll.

52%

of overall revenue from government, corporation and foundation grants.

WHERE THE MONEY WENT



2025 Highlights

Reading the 2025 Impact Report we hope you feel a sense of partnership. Connection is what makes us special. It's in the smiles shared at a fitness class, the supportive hand welcoming newcomers and the friendship made at camp.

Behind each statistic is a vision shared by our community. Here's a glimpse of what we accomplished in 2025. Together we're making a difference.



15,112

children in full day, before- and after-school Child Care



8,280

individuals who enjoyed camp: 4,472 campers and 3,808 outdoor centre visitors



22,488

people served in EarlyON programs



12,067

newcomers served from 2,794 families



100,000

meals/snacks served on average each day for Student Nutrition



1,171

clients served in Employment Services



34,115

members served in Health & Wellness



4,500

members receiving financial assistance



1,847

participants and a total of 13,552 visits to Health Management classes



853

children and 1,085 adults served by Early Years Child Care Navigators.



18,360

Youth Program visits



2,140

employees and volunteers who serve the YTR community



81,448

Employee & Member Insights Surveys completed



2.3M+

raised in donations and support

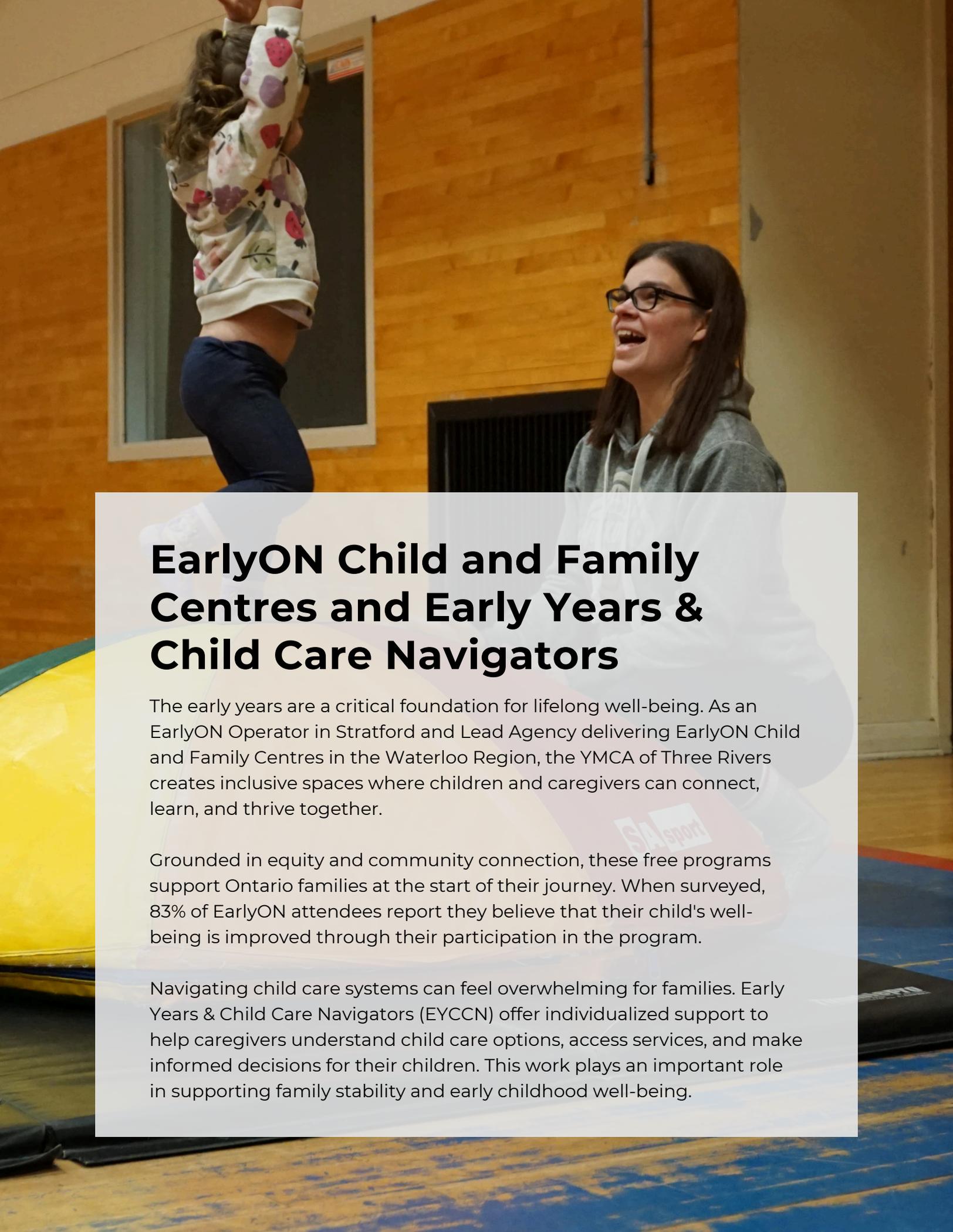
YMCA Child Care

We pride ourselves on offering child care programs where children feel safe to explore, connect, and be themselves. In welcoming environments across our communities, children are supported by caring educators who foster belonging, resilience, and curiosity through play. For families, our centres provide trusted programs based on the latest research in child development and rooted in community engagement.

2025 HIGHLIGHTS

- As part of the pilot for access and inclusion within Waterloo Region, we reconsidered our strict "first-come, first-served" policy to more equitably serve the full breadth of our community. As part of this we piloted crisis spaces at several centres. These intentionally vacant spaces are filled through SNAP (Special Needs Access Point) for families working with Family and Children's Services to offer children consistent routines and supports.
- Collaborated with local foster homes to help place foster children in care, enabling foster parents to support children they might otherwise be unable to accommodate.
- Our Y was asked to participate in a child care review of the Northeastern Ontario Y. It was an honour to be a part of the team to provide recommendations and feedback, while also seeing another Y program in action.

Childcare accounts for the largest employee base at our Y, with an incredible 807 people proud to provide safe, welcoming, and inclusive environments that encourage child development and learning.



EarlyON Child and Family Centres and Early Years & Child Care Navigators

The early years are a critical foundation for lifelong well-being. As an EarlyON Operator in Stratford and Lead Agency delivering EarlyON Child and Family Centres in the Waterloo Region, the YMCA of Three Rivers creates inclusive spaces where children and caregivers can connect, learn, and thrive together.

Grounded in equity and community connection, these free programs support Ontario families at the start of their journey. When surveyed, 83% of EarlyON attendees report they believe that their child's well-being is improved through their participation in the program.

Navigating child care systems can feel overwhelming for families. Early Years & Child Care Navigators (EYCCN) offer individualized support to help caregivers understand child care options, access services, and make informed decisions for their children. This work plays an important role in supporting family stability and early childhood well-being.

2025 EarlyON and EYCC Navigators Highlights

- The YMCA of Three Rivers has been successful in remaining the Lead Agency for Waterloo Region's EarlyON programming, which is coupled with the Province's renewed funding for this essential program for young families.
- Opened the first school-based mobile site operating in Perth County at Anne Hathaway Public School in Stratford. Increasing attendance at this location highlights the demand in this area.
- Helped families get outside by offering Outdoor EarlyON options in Stratford and Waterloo Region for the summer months. These programs included new outdoor mobile locations as well as outdoor walks starting at our centres.
- The Early Years Child Care Navigators focused on collaboration and partnerships including with our own YMCA Child Care team to move the Crisis Access Pilot and Subsidy Access Pilot programs forward.
- Ga'nigqhi:yo, Healing of the Seven Generations (H7G) Indigenous-led Child Care and Family Centre, opened its doors on February 18th, welcoming 16 children, eight of whom were registered with guidance from the EYCC Navigator assigned to support families. The time the EYCC Navigator spent with families helped break down barriers, providing further opportunities for Indigenous children and their families to engage with Indigenous culture and customs, and gain access to early identification and intervention services.
- The EYCC Navigator team continued to build additional connections in 2025, offering workshops and onsite supports, including regular office hours, at many new locations.
- In Stratford, new partnership locations for EarlyON such as Subsidized Housing locations and Optimism Place were introduced as program locations.
- Hosted Child Health Fairs in March and November, bringing together over 25 community partners to share information and make meaningful connections with families.



Overnight & Day Camps

YMCA overnight and day camps offer children and youth a chance to step away from daily routines, unplug, and fully engage in the world around them. Each camp location provides a unique setting, with programs shaped by the land, facilities, and community that surround it. Through hands-on activities, outdoor exploration, and shared experiences, campers build new skills, try new challenges, and form friendships that last well beyond their time at camp.

As a leader in camp and outdoor recreation since 1924, the YMCA continues to welcome campers, families, employees, and alumni—today and for generations to come.



THE DONOR DIFFERENCE

\$24,000+ to Camper Fee Assistance

\$699,000+ to Operations

2025 Camp Highlights

- Camp Belwood piloted a modified overnight camp week (Monday to Thursday) and expanded the day camp footprint and leadership program. All programs were incredibly successful and sold out faster than our other camps. We saw a record number of leadership participants from this new, affordable, and accessible model. We are thrilled to continue this into 2026 and beyond.
- With the generous support of donors, we built a new climbing wall at Camp Belwood, which campers adored.
- Generous support from the Ontario Trillium Foundation enabled us to open a brand new, safe, and inclusive washroom and shower facility at Camp Ki-Wa-Y. OTF also backed the new pilot project at Camp Belwood, which provided free busing for campers and staff and supported new camp inclusion roles.
- We deepened our land sharing partnership with Crow Shield Lodge as more structures were erected, and more programs were offered throughout the year. Events hosted by Crow Shield, including a two-day Youth and Elder event at Ki-Wa-Y, fostered meaningful connections between generations, providing a platform for sharing knowledge and building community bonds.
- This year we welcomed Fred the Moose (overnight camp) and Ember the Bear (day camp) as our new mascots. They made multiple appearances throughout the year, including at the Our Kids Expo and a local Rangers game, winning the smiles of many future campers.
- Our camps continue to be a place where young adults, often former campers, find valuable employment experience. This year we hired over 300 young people in leadership roles across our camps.



As a mom of a child with special needs, one of my greatest hopes is for my son to enjoy as many “typical” childhood experiences as possible. When I was younger, I had the chance to go to summer camp at the YMCA, and those memories have always stayed with me. I can’t express how much it meant to see my own child have that same opportunity this summer at Camp Wildwood with the incredible support of an Inclusion Counsellor.

~ Camp parent

Student Nutrition Program

Access to nutritious food is an essential part of feeling ready to learn and belong. As Lead Agency, the YMCA of Three Rivers runs Student Nutrition Ontario Programs in schools across Wellington/Dufferin/Guelph, Halton, Peel and Waterloo regions. These programs remove hunger barriers that can affect focus and participation in the classroom, creating opportunities for student success across our communities.

2025 HIGHLIGHTS

- In 2025, our student nutrition programs proudly served approximately 100,000 students per day.
- Each year, The Great Big Crunch brings communities across Canada together to take a simple, powerful action—biting into a crunchy fruit or vegetable—to show support for universal, healthy school food programs. From October 16–30, 2025, schools, partners, and community members joined us online to Crunch with Us, highlighting the impact of student nutrition programs and why they are essential in our schools.
- In collaboration with Breakfast Clubs of Canada, we facilitated donor visits at our programs to strengthen volunteer engagement from various businesses. In the Peel Region volunteers packed nutritious items for classroom delivery and in Waterloo Region they served a warm oatmeal breakfast to students, creating a welcoming and nutritious start to the day.

The Great Big Crunch isn't just about a single moment, it's about a shared commitment to student nutrition. Together with our partners, we're building a movement that supports healthy eating, learning readiness, and stronger communities.

Employment Services

In a changing employment landscape, the YMCA of Three Rivers continues to support individuals seeking guidance, direction, and opportunity. Employment Services programs focus on helping people navigate transitions, strengthen skills, and connect with resources that support their goals. This work reflects our commitment to dignity, access, and person-centred support.

With the increase in American tariffs in 2025, and reduced immigration targets, we saw a shift in the job market in Waterloo Region. Uncertainty for local companies has meant some changes in typical employment cycles and unpredictability, but we are working with flexibility to meet the needs of local job-seekers.

2025 HIGHLIGHTS

- Hosted a hiring event that saw 200 applications for a new organization opening a Cambridge location. The employer expressed gratitude for the Y's coordination and delivery of services to allow for expedited hiring for their vacant 40 positions.
- Recognizing the importance of financial supports to clients through the purchase of interview clothing, steel-toed boots, and pre-employment training programs, we hired a new role into the team to focus on this, ensuring client service is smooth and that our clients have what they need to be ready for their new job.
- We were the successful applicant to become the provider of Employment Services in Stratford, beginning in 2026. This accomplishment is very exciting as a reflection of the strong work of our other teams in Stratford and the Employment team in Waterloo Region. We began planning our expansion of service in late 2025, and will launch it in 2026.

Immigrant Services

Welcoming newcomers is central to building inclusive and connected communities. Guided by equity and thanks to generous support from Immigration, Refugees, and Citizenship Canada (Immigration, Réfugiés et Citoyenneté Canada) and other funders, our team provides services to newcomers in Stratford-Perth and Waterloo Region. These free programs focus on connection, inclusion, and practical support, helping individuals and families build relationships and navigate life in Canada with confidence.



THE DONOR DIFFERENCE

\$100,000+ to The Newcomer Journey



Starting over in a new country is never easy. Like many international students, I had to support myself while studying. There were cultural differences, a different education system, a new climate and of course, the financial pressures of student life.

To manage my stress and stay healthy, I joined the YMCA where I would swim, work out, and find some peace in the chaos.

One day, I attended an information session hosted by the YMCA on “The Hidden Field of MDRT – Medical Devices Reprocessing Technician” and something clicked.

That same week, I enrolled in the MDRAO online course, studied hard, passed the exam, and proudly earned my certification. Today, I work as a Medical Devices Reprocessing Technician at Waterloo Regional Health Network.

~ Gurkirat Singh

2025 Immigrant Services Highlights

- In 2025, Immigration, Refugees and Citizenship Canada renewed funding for another 3 years with the YMCA so that we can continue to support newcomers to the area. This funding created some changes in the services we offer and is connected to a decrease in immigration targets by the federal government. This will shift the amount of newcomers arriving in our region. We worked to ensure that any changes we put into place were informed by the local needs, our team, and our key partnerships, and we will continue to be flexible as demand shifts.
- Collaborating with our Youth team, 50 Peer leaders were trained in the NOW (Newcomer Orientation Week) Peer Leader Training. Peer Leaders were selected from 6 different secondary schools with the Multi-Language Learning Magnet program. Each leader participated in a three-day training program and then returned to their school where they planned an orientation program they delivered to newcomer students starting high school for the first time in Canada. Over 222 students participated in the orientation sessions.
- Collaborated with community partners to support Ukrainian newcomers transitioning out of IRCC-funded services following changes to CUAET (Canada-Ukraine Authorization for Emergency Travel) eligibility after March 31, 2025, and sustaining support for this group given the ongoing need for the community. This work underscored the importance of collaborative planning and sustainable funding approaches to ensure continued support for newcomers across immigration categories.
- The Summer English Conversation Circles had over 100 participants and nearly 20 volunteers, creating so many opportunities for meaningful connection within our community.
- With the resurgence of measles cases in our community we held a health clinic in partnership with Waterloo Region Public Health to offer immunization, as well as dental screening, for children who are newcomers.

Youth Programs

Strong communities depend on young people feeling seen, supported, and connected. Our Youth Programs team focused on creating consistent, welcoming spaces where all youth in our region can engage in activities that are meaningful to them. By offering programs for both general interests and identity groups, including 2SLGBTQ+, Black, and Newcomer youth, we work to foster belonging and reflect the diverse needs of our communities.



THE DONOR DIFFERENCE

\$213,000+ to Youth Programs

2025 HIGHLIGHTS

- Our Girls in Sports program continues to grow and had many highlight moments in 2025, including featuring an inspiring panel discussion with six talented athletes from Conestoga College. The athletes led an engaging gym session and shared their personal journeys into sports, including the challenges they faced and how they overcame them.
- Our women's swimming program for female-identifying youth quadrupled in size compared to summer 2024, supporting water confidence and swimming skills for newcomer youth.
- Our Alternative Suspension program, providing rapid, short-term intervention for students experiencing academic or behavioural challenges while they are away from school, re-launched in the fall of 2025 under the new name, Back on Track. In response to the growing demand and demonstrated success of the program across Guelph and the Waterloo Region, we worked closely with both school boards in Stratford to expand the program and meet the needs of the Stratford community.
- Traditionally aimed at female identifying youth, in 2025 we expanded our Power of Being You annual event focused on youth empowerment to all youth at the request of the school board. We hosted the event at our Guelph Y this year to bring the youth participants into our space and show them all we can offer in the Youth Wellness Hub. It was well received by youth and their teachers, resulting in a near immediate uptick in Youth Program attendees.



CREATIVITY STARTS HERE.

A Special Partnership

Youth Wellness Hub Ontario Opens at the Guelph YMCA

“The Y is so proud to be a place where youth can gather, find connection and support, especially when rates of loneliness, anxiety and poor well-being are on the rise. Our partners at YWHO and CMHA WW are essential to removing barriers to well-being through this innovative model, and without the generous community financial support, it would have never happened”

Mike Ennis

CEO, YMCA of Three Rivers

The Grove Youth Wellness Hub Opens



In Guelph, the completion of the facility renovation enabled us to welcome a new community partner, The Grove Youth Wellness Hubs Ontario in collaboration with CMHA Waterloo Wellington.

The space opened for select use over the summer, with drop-in hours starting with the new school year. In October, we had a grand opening event to celebrate the support of some incredible donors and champions without whom this space would not have been possible. Almost immediately, youth started attending and through outreach at local schools, we've seen strong attendance.

Youth, age 13-26, are welcome for scheduled programming (like Cook, Eat, Connect, a five week program where participants learn basic cooking skills and recipes using pantry staples), special programming (like crafting gratitude journals in the Maker Space), or drop-in hours where they can use any of the spaces to hang out, play games, see friends or find support. At all times, our youth workers are prepared to provide support and resources related to well-being: housing, addictions and substance-use, healthy relationships, mental health concerns and more.

The beauty of this model is that it builds on the strength of YMCA youth programming, and by partnering with YWHO, youth can also access clinical mental health support in an environment where they feel safe and where the barriers of system navigation are greatly reduced.

This single project, which has been in the making since before unification, speaks to all four pillars of the YMCA Strategic Plan: people, partnerships, pathways, and places. It's inspiring to see the community come together to ignite the potential of Guelph youth.

Health Management

Well-being looks different for everyone, particularly for individuals living with or managing chronic health conditions. Health Management programs at the YMCA of Three Rivers support people through evidence-based programs that focus on movement, confidence, and daily function. Through inclusive programming and supportive environments, participants are encouraged to build strength, maintain independence, and stay connected to their community.



THE DONOR DIFFERENCE

\$250,000+ to Health Management

2025 HIGHLIGHTS

- In 2025 the A.R. Kaufman YMCA was officially designated as a Senior Active Living Centre (SALC), strengthening our commitment to supporting older adults to stay active, connected and supported—especially those living with chronic health conditions and disabilities. This designation connects us to the provincial SALC network and provides funding that helps sustain and expand inclusive programs at A.R. Kaufman such as Neuro Fit and Rock Steady Boxing, as well as new offerings like Tai Chi, Arts & Crafts, Movement Support Consultations, Wellness Centre Support and the upcoming Chat and Play Café.
- In our first SALC impact survey participants reported meaningful improvements in physical and mental well-being. 90% reported feeling more engaged in their community and 98% agree that the programs help reduce social isolation.
- With support from Sun Life Financial, we delivered 16 Diabetes Fit programs across five locations and virtually, reaching 197 participants. Building on our ongoing work to strengthen our referral network and deepen community connections, we engaged in 30 outreach activities, including Seniors' Wellness Fairs in Cambridge and Waterloo and presentations at community health centres, faith-based organizations, and senior groups. As awareness of Diabetes Fit continued to grow, 2025 saw a notable rise in referrals from health care providers.
- We expanded opportunities for social engagement by increasing the number of social sessions offered alongside our exercise-based programs, creating more spaces for participants to connect. This is especially important for older adults and individuals living with chronic conditions, who are at higher risk of social isolation.



The pain got progressively worse. The next morning I stood up and fell. My legs weren't working. The doctor told us what it was. After the surgery I would never walk again.

I decided to join the Neuro Fit program at the YMCA. It took a lot of courage but I knew I had to do something.

Meeting other people has been a game changer. Coming to the Y has totally changed my life. It has provided a social environment where I feel comfortable with others and make friends with similar conditions.

~ Cathy Bullard, Neuro Fit Participant
For Cathy's full story visit <https://youtu.be/pRG3BUbam6k>



Health and Wellness

The Y is rooted in the belief that everyone deserves to be healthy in spirit, mind, and body. Our Health & Wellness Centres provide inclusive spaces to move, train, recover, and care for your health in ways that reflect individual goals. Whether walking on a track, building strength, engaging in functional movement, or participating in group classes, members are supported at every stage of their personal fitness journey.



THE DONOR DIFFERENCE

\$16,000+ to member fee assistance

2025 Health and Wellness Highlights

- Waterloo Region provided a grant to give free bus passes and free gym access to youth aged 13-18 for the summer months. Together with our Youth team, we registered close to 80 memberships through this program.
- Our swim lessons are consistently near full capacity, demonstrating the quality of our programs. In 2025 we improved the swim lesson registration process for families, allowing children to roll into the next session without re-registering each year.
- In partnership with the YMCA Stratford Aquatics team, our Settlement Workers in Schools (SWIS) delivered an engaging and informative water safety session at the local high school. The session was designed specifically for newcomer youth who are statistically at a higher risk of drowning in Canada.
- To strengthen how we support and connect with our members, Y Canada introduced a new national approach to member experience called The Y Way. At the YMCA of Three Rivers, nearly 400 employees participated in this training program, reinforcing a shared commitment to delivering consistent, compassionate, and values-driven experiences. We know that what truly sets the Y apart is how people feel when they walk through our doors. The Y Way helps ensure that sense of belonging is felt across all locations.
- By the end of 2025, two major government-funded renovation projects were successfully completed, significantly enhancing the spaces where our members connect, train, and belong. In Guelph, an 18-month renovation renewed all main-floor spaces, including a fully updated front desk and Universal Change Room, improving accessibility, flow, and first impressions for members. Upstairs areas were also refreshed, creating brighter, more welcoming environments. The Stork Family Y in Waterloo expanded to include a new free-weight area and a dedicated training space designed to reflect current fitness trends and support our health management and small-group training programs. These upgrades and additions have modernized our buildings and provide members with more choice, flexibility, and opportunities to pursue their wellness goals in ways that work for them.



The [volunteer fitness instructors] bring such genuine passion and energy to every class... not because they have to, but because they truly care about helping others feel stronger, healthier, and more confident.

Their commitment goes far beyond leading workouts; they build community, encourage personal growth, and make every member feel seen and supported.

It's that sense of connection and shared purpose, led by these volunteers, that makes the YMCA feel so much more than just a gym... it feels like a place where people come together to lift each other up.

~Health and Wellness Member

YMCA WorkWell

Healthy workplaces are built through strong leadership, supportive cultures, and ongoing learning. YMCA WorkWell partners with internal teams and external organizations to support employee and organizational well-being through coaching, training, and facilitated learning experiences. In 2025, WorkWell placed a growing focus on coaching-based supports, helping leaders and teams reflect, build skills, and navigate change in ways that strengthen both people and workplaces.

2025 HIGHLIGHTS

- 81,448 Employee and Participant Insights surveys were completed across Canada.
- Delivered 153 Insights Reports to Canadian YMCAs through national work with YMCA Canada.
- Delivered an additional 173 Insights Reports to organizations across Canada outside of the national YMCA scope of work.
- Delivered over 100 coaching sessions to leaders across Canada, supporting leadership development and workplace well-being.
- Continued to grow and expand our national partnership with YMCA Canada by collecting Employee, Member, and Child Care Insights from YMCAs across the country, and expanding Insights to Day and Overnight Camps for the first time.
- Launched a new and refreshed WorkWell website and introduced the WorkWell email list, sharing monthly data-driven insights and actionable recommendations with leaders across Canada.

Growing Talent, Investing in People, Building Relationships.

As part of our strategic plan, we continue to nurture our people by growing talent, investing in employees and volunteers, and strengthening connections within the YMCA and across our communities.

2025 YEAR IN REVIEW

- We grew from an average of 1,530 employees in 2024 to 1,590 employees in 2025 (4% headcount growth).
- Through the dedication of over 550 volunteers, we expanded our impact in our Y and our communities.
- 3,400 applications were received across 322 job postings
- 598 new employees and 185 new volunteers were welcomed into our Y
- 115 summer camp seasonal employees from 2024 returned for our 2025 season (that is 46% of our seasonal headcount!)

JAIDE

Justice, Access, Inclusion, Diversity and Equity

Since 2020, as the YMCA of Three Rivers, we have rooted ourselves in the principles of JAIDE - Justice, Access, Inclusion, Diversity and Equity as we work towards becoming an equity-advancing organization. JAIDE is not a project; it is a way of being. It guides our actions, interactions, and decisions. When we started this work, we used the core values of Equity and Accountability to shape our way forward. The milestones reached in 2025 have strengthened our organizational foundation, ensuring JAIDE values are actively lived and reinforced across the YMCA of Three Rivers.

2025 HIGHLIGHTS

- **JAIDE in Action Roadmap:** In 2025, we launched our second JAIDE in Action Roadmap, informed by employee survey data and building on the completion of our 2022–2023 JAIDE Action Plan. The refreshed roadmap outlines organizational actions and aspirations across six focus areas, embedding JAIDE values more deeply into our work. Each focus area is supported by a group of champions representing senior and operational leaders, People Team members, and employees committed to advancing this work. The roadmap will continue to evolve as we prepare to launch our 2026 JAIDE survey.
- **Training and Capacity Building:** Building on our commitment to train leaders, access to the three-module JAIDE Leading Change training was expanded to all employees in 2025. Each module was offered twice during the year, engaging 134 employees in learning focused on Intersectionality, Accountability, Allyship, and how these concepts apply to our work. To support ongoing learning, a dedicated JAIDE SharePoint page was also launched, providing centralized resources, toolkits, and learning opportunities.



Visit our Website

www.ymcathreerivers.ca

See our Strategic Plan

www.ymcathreerivers.ca/strategic-plan

Donate Today

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