

# A Year of Resilience

2025 Impact Report

**To inspire and encourage all people to fulfill their potential, thrive, and contribute to their community.**

Inclusion  
Respect  
Solidarity  
Boldness  
Caring  
Performance

Table of Contents

3	Message from the President and Chair	→
4-5	A Look Back at 2025	→
6-8	Youth Success	→
9-10	Kanawana Summer Camp	→
11	Temporary Housing	→
12-14	Exclusion Prevention	→
15-16	Health and Adoption of Healthy Lifestyle Habits	→
16	Training and Skills Development	→
17	Recognition and Internal Contributions	→
18	Anniversaries	→
19	2025 Financial Statements	→
20	Volunteer Leadership	→
21	The YMCAs of Québec Foundation	→
22	New Website	→

# Message from the President and Chair

In 2025, our organization was put to the test. It faced complex, often unexpected problems, which required difficult choices, courage, and a great capacity to adapt. Above all, the past year has reminded us of a fundamental truth: **Resilience is built through solidarity** and the trust we place in one another.

Guided by our mission, we took the time to refocus on **what matters most: our impact**. This is what influenced our at-times difficult, but necessary, decisions to ensure the organization's sustainability and to continue addressing, with fairness and humanity, the most pressing social needs.

Despite these challenges, 2025 was marked by an incredible mobilization. Across Québec, our teams, volunteers, partners, and donors showed a deep commitment to the YMCA. Together, we continued to support young people's success, foster inclusion, promote health and healthy lifestyles, offer training so people could develop their skills, and provide safe, welcoming spaces to those who need them most.

We see the future clearly, and we are convinced that the YMCA must remain a key player in social well-being. This impact report is a testament to our collective strength. It recounts a year of **active resilience**, a year of achievements that enable us to transform ourselves and move forward with clarity.



**François Tremblay,**  
Chair of the Board of Directors  
The YMCAs of Québec



**Pascale Audette**  
President and CEO  
The YMCAs of Québec

# A Year of Solidarity

The past year has reminded us of one essential thing: Mutual assistance is our main lever.

When I started working at the YMCA in January 2025, I never imagined the scale of what lay ahead. However, one thing I was certain of was that I was now part of a deeply committed team, a team that is dedicated to the high-quality of its work and that stands firm in the face of adversity.

## **The unity and courage I witnessed left me speechless.**

The sudden loss of substantial revenue at the beginning of the year has had a major impact on our budgets and abilities. It forced us to conduct a thorough analysis of our programs and services so that we can **focus on the areas where our impact is the most sustainable**, while ensuring our organization's financial viability. This was a difficult and courageous exercise, as it meant closing the YMCA International Language School, discontinuing our day camp programs, reducing some of our fitness activities, and ending some of our community programs.

These programs left a real mark on all of us. They supported youth, helped families, created spaces for learning, and built bridges between generations. Even though we had to shut them down, **their legacy is an integral part of the YMCA's DNA**, as are the many people who brought them to life.

## **Refocusing to Move Forward More Effectively**

Today, we have the opportunity to build a YMCA that is **clearer in its mission and more confident in its actions.**

We are taking a necessary step back to reinforce our foundations and continue to serve our communities, all while remaining a place of belonging where everyone can shine.

We have always been present where social issues require the strongest and most humane responses. And we will continue to be, as it is our duty to act, support, and actively contribute to long-term solutions in the face of growing challenges. Our multigenerational, complementary, and diverse offering is both a strength and a responsibility.



TABLE OF CONTENTS

NEXT →





Young people gathered  
at the YMCA after school, 1970

## What Now?

The future is taking shape with the implementation of the **2026–2028 strategic plan**, inspired by the basics of social entrepreneurship.

This model rests on:

- The responsible management of profits, focused on the common good
- Financial sustainability to create lasting value and jobs
- A clear social goal, which will guide each of our decisions
- A shared, democratic, inclusive, and transparent governance

These principles fuel our vision for the YMCA of tomorrow.

As we celebrate our **175<sup>th</sup> anniversary in 2026**, I can say with conviction that I am not worried about the future. While resilience has characterized our present, **our mission will continue to guide our future**. It is the driving force behind our innovation.

So let us go beyond adaptation. Let us actively shape our future, broaden our horizons, and create opportunities that redefine what is possible. As long as we do this together, nothing is out of reach.

**Thank you for believing in us and thank you for your ongoing commitment to inspire all people to fulfill their potential, thrive, and contribute to their community.**

— **Pascale Audette**, President and CEO



# Igniting Young People's Potential

There is potential in every young person—the potential to persevere and succeed in school, work, and life. Through our wide range of programs, children and teenagers develop essential skills, make meaningful connections, and interact with adults whose support can make a world of difference.

**Jason is a striking example of the support we aim to provide to youth.** In high school, he was going through a difficult period, marked by isolation and substantial challenges in his school and home life. Discovering the TeenZone at the du Parc YMCA was a turning point for him. With the support he received from the youth workers, he was able to channel his energy, regain confidence, and, in turn, become a positive influence on others.

Today, Jason is still connected to the Y: He is the director of operations for the eastern Montréal region.

*“Without the support I received, my journey would honestly have been completely different. I understood that violence is often a solution for those who have no other options. I was also able to rebuild a relationship of trust with my parents, which at the time seemed impossible.”*

— **Jason**, Director of Operations, Eastern Montréal and Former Participant in the du Parc YMCA's TeenZone

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## Spaces for Teens and Young Adults

TeenZones are **free, safe spaces** for teens **aged 12 to 17** and young adults **aged 16 to 24**. With opening hours tailored to neighbourhood needs, they offer a welcoming, dynamic environment where everyone fits in.

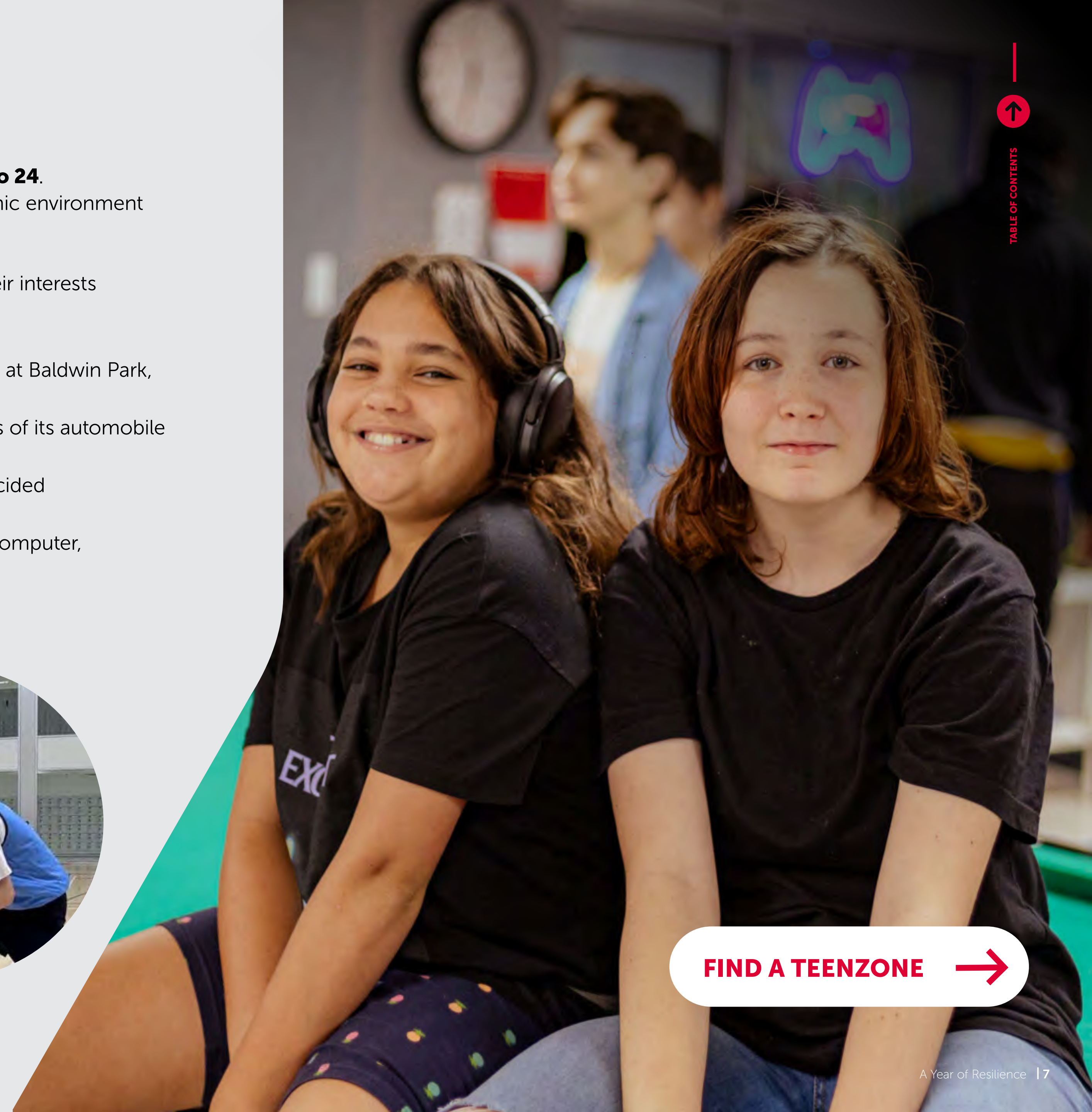
In 2025, we **increased our direct presence** to attract more participants based on their interests and reach them when and where it matters most:

- In Montréal's Plateau-Mont-Royal borough, a new TeenZone, located in the chalet at Baldwin Park, now welcomes **a dozen teens every lunch hour**.
- A new TeenZone was also inaugurated at the ACCESS CET-A Saint-Hubert campus of its automobile mechanics vocational program, becoming a hub for students.
- In Saint-Laurent, **12 participants** completed barber training and eight of them decided to pursue this career path.
- At the West Island YMCA, **four participants** learned how to assemble a desktop computer, developing their computer, financial, and problem-solving skills.

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## A 12<sup>th</sup> Season for the Naismith Basketball League

Named after the YMCA instructor who invented basketball, the Naismith League brings together TeenZone participants around this popular sport. Beyond the game, the support from the coaches fosters the development of key skills: team spirit, management of emotions, and self-confidence. The year 2025 marked the league's 12<sup>th</sup> season.



**FIND A TEENZONE** →

# Alternative Suspension Becomes Back on Track by the YMCA

Offered in 70 communities around the world, this school dropout prevention program has supported **more than 60,000 students since 1999**, helping them persevere. For its 25<sup>th</sup> anniversary, the Alternative Suspension program adopted a new, more positive and meaningful name—Back on Track by the YMCA—and a revamped brand identity.

Designed to transform the risk of a suspension into a constructive experience, Back on Track is a three- to five-day program that gives students the opportunity to take a step back, refocus, develop new skills, and prepare for a personalized and structured return to the classroom.



WATCH THE EXPLANATORY VIDEO



## Youth Success in Numbers

- **25,217 young people** supported by programs that foster their success
- **4,419 teens and young adults** visited our 11 TeenZones, for a total of **66,554 visits**
- **292 participants** involved in the C-Vert environmental leadership program, offered in **6** service points
- **128 players** participated in the Naismith League's 12<sup>th</sup> season
- **3,429 students** received support in the Back on Track program



VISIT THE BACK ON TRACK WEBSITE →



TABLE OF CONTENTS



*“It’s so precious that this place is unwaveringly supportive and open. It’s able to bring the best out of people and help them grow into their most amazing selves. My time here has taught me to spread as much love as I can because there isn’t enough in this world.”*

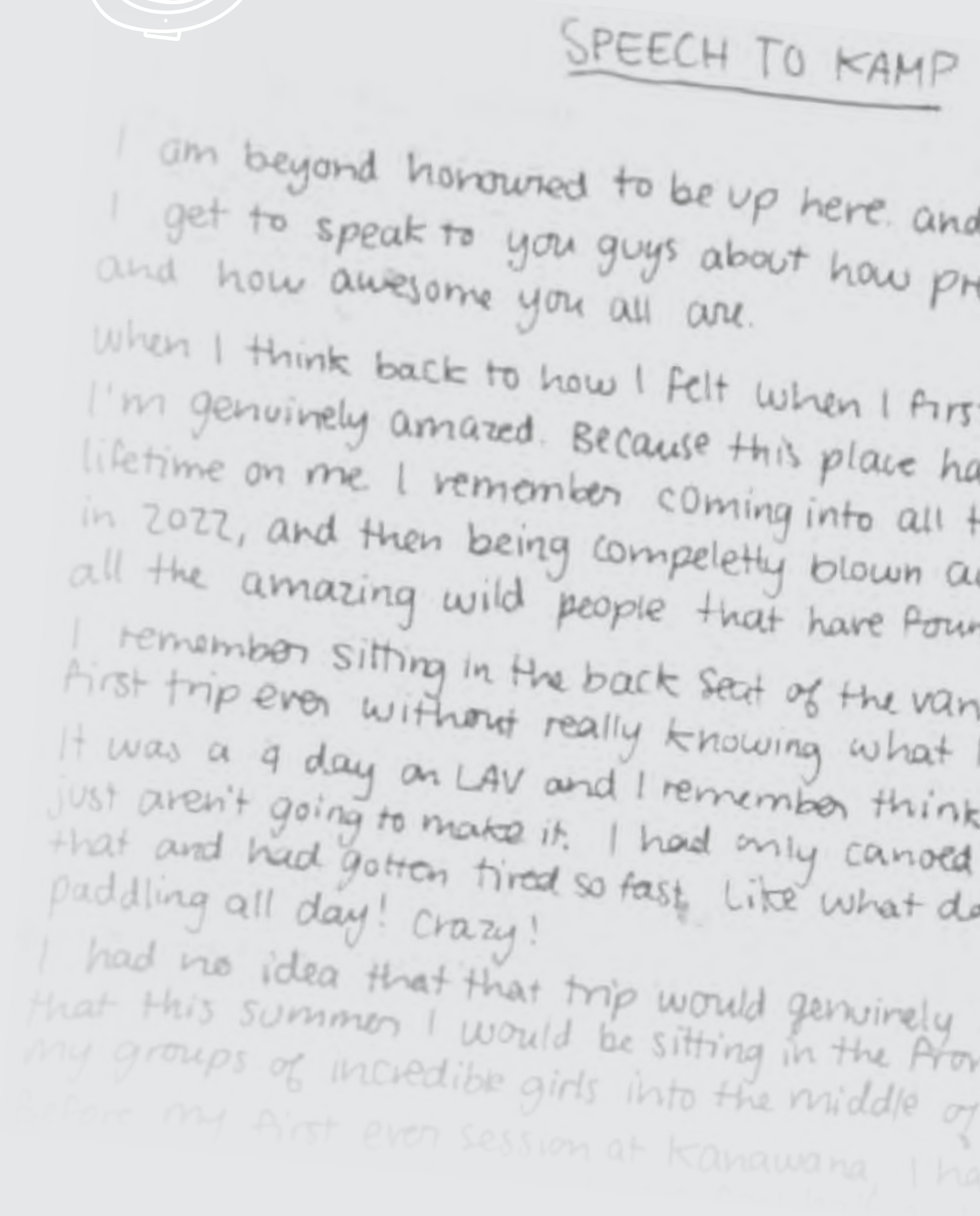
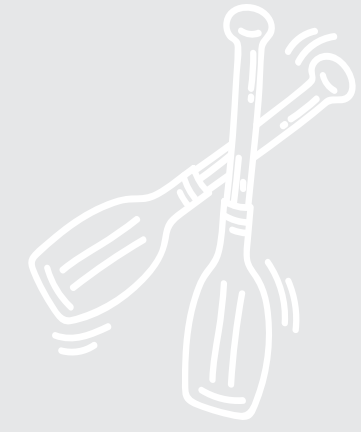
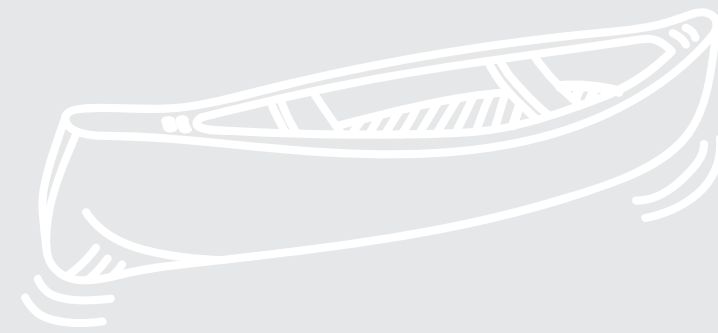
— **Flora**, Counsellor and Former Camper at Camp YMCA Kanawana

# The Magic of Kanawana

Camp YMCA Kanawana is so much more than a summer camp. Since 1894, it has been a caring, inclusive community where generations of campers have discovered new passions, developed new skills, and built confidence.

Through a wide range of activities punctuated by adventure and creativity, Kanawana is a **transformative experience** where campers can disconnect from their screens to connect with nature and their peers, in an English-speaking environment that fosters learning. Even the most introverted campers come out of their shells during shared moments around the campfire, in the woods, or on the water.

For Flora, Kanawana was a turning point. First a camper and now a counsellor, she describes Kanawana as a place where confidence is built little by little, day by day. From her first canoe trip—when she worried, “what do you mean we’ll be paddling all day? Crazy!”—to becoming a counsellor, Kanawana offered her a space to grow, assert herself, and truly belong.





Thanks to the generosity of its partners and donors, the Kanawana team was able to carry out some wonderful updates to camp, including adding a natural playground, an outdoor library, and a fishing area.

## Kanawana in Numbers

- **862 campers** experienced the magic of Kanawana
- **58 families** received financial assistance to help them send their kids to camp



DISCOVER CAMP KANAWANA



# A Warm Welcome and a Place to Regroup



In December, in response to the exceptionally cold temperatures and the increased needs of people experiencing homelessness, the City of Montréal opened a **temporary warming centre** at the Downtown YMCA. This heated space, operated by St. John Ambulance, welcomed close to **135 people per evening**, providing them with a safe place to shelter, rest, and warm up for a night.

This is a nice example that shows our ability to **mobilize** and help people facing social exclusion, complementing existing municipal services.

The Downtown YMCA is also an access point to other key resources and services, such as access to basic hygiene. More than **6,000 showers** are provided annually to **300 people**, and demand is growing.

## Temporary Housing: To Find Your Bearings

The **YMCA Residences** offer short-term housing services for people in transitory situations, newcomers to Canada, or people in need of a temporary place to stay. They provide a **safe environment** where individuals can find their bearings and where everyone is treated with respect and dignity as they rebuild their lives.

In 2025, the YMCA's temporary housing services welcomed:

- **1,876 asylum seekers**
- **276 people** waiting for a new place to live (April to December 2025).

We would like to thank our partners PRAIDA (regional program for the settlement and integration of asylum seekers) and the Office municipal d'habitation de Montréal (OMHM) for their essential collaboration.

## A Special Place for Young Newcomers Aged 12 to 17

The Welcome and Discovery Zone is an eight-week program geared towards teenagers who just moved to Canada. It aims to provide a stimulating and positive first experience of the city and promotes integration, fosters connections, and helps participants adapt to their new living environment.

This year, **229 teens** participated in the program in one of **six service points in Montréal**.



**DISCOVER THE ZONES** →

# Fulfilling Your Potential, Regardless of Background

At the Y, we believe **everyone has the potential to shine**. People in precarious or transitory situations or those looking for stability can count on our assistance programs and intervention teams.

Through listening, support, and referrals, we assist individuals whose paths are often marked by personal or social difficulties with a people-centred, respectful, and forward-looking approach.

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## La Boussole: Making Social Reintegration Easier

Since 1985, La Boussole has been assisting hundreds of adults with criminal records every year. The program helps them find employment or return to school through a wide range of tailored services, including preparatory training, one-on-one meetings, and access to essential tools such as computers.

Additionally, our exclusion prevention team hosts an annual holiday lunch to celebrate the small and big progress made by participants throughout the year. In 2025, la Boussole helped **534 participants** and celebrated its 40<sup>th</sup> anniversary.



[THE TRANSITION PROGRAM: LEARN MORE](#) →



Available in French only

*“The rise in homelessness requires concerted action. By signing the declaration, we are clearly stating that the YMCAs of Québec is part of the solution and is committed to protecting the most vulnerable communities.”*

— **Pascale Audette**, President and CEO

## Taking a Stand to Reverse the Homelessness Trend

We believe it is crucial to take a public stand on big social issues to raise awareness and find sustainable solutions. It is in this spirit that we signed **Réseau Solidarité Itinérance du Québec’s joint declaration**, which aims to reverse the homelessness trend. This is a clear call to action, based on solidarity and collective responsibility.



Our team also participated in several awareness-raising initiatives, including a panel on law as a tool for social change and the Canadian Alliance to End Homelessness’s annual conference.

In 2025, our exclusion prevention programs helped and supported:

- **1,910 people experiencing homelessness**
- **5,491 people with criminal records in the process of social reintegration**

**Thank you to our partners:** Aéroports de Montréal, CIUSSS de la Capitale-Nationale, CIUSSS du Centre-Sud-de-l’Île-de-Montréal, Reintegration Support Fund of the Montreal Detention Centre, ministère de la Justice, ministère de la Sécurité publique, ministère de l’Emploi et de la Solidarité sociale, Montréal Centre-ville, Reaching Home Program, the City of Montréal, and the City of Québec.

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## Promoting Harmonious Cohabitation in Montréal's Boroughs

Inaugurated this year, the **Centre Sanaaq** is a community centre offering a wide range of cultural and leisure activities and community spaces. Our outreach team was on site to foster connections with residents more vulnerable to exclusion and contribute to a harmonious coexistence in the neighbourhood and an inclusive and respectful atmosphere.

In all, our team met with and supported **155 individuals**, for a total of **1,769 interventions**.



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In October, we carried out a pilot community outreach project in the Plateau-Mont-Royal Borough. Across eight sites, including the **Plateau-Mont-Royal Library**, our outreach workers built and maintained relationships of trust with people in the neighbourhood facing social exclusion, directing them to the appropriate resources.

Our presence also meant we could raise awareness with library staff and users on the best practices for interacting with these communities. In all, our team met with and supported **89 individuals**, for a total of **492 interventions**.



[STREET WORK AND OUTREACH WORK: LEARN MORE](#)



# Active, Accessible, and Inclusive Facilities

Every day, our fitness and aquatic activities bring people of all ages together, encouraging them to support one another and get active as a community. By focusing on consistency, fun, and the feeling of belonging, **the YMCA contributes to building healthy lifestyle habits and fighting isolation.**

In 2015, Luc agreed to go to a cycling class with his spouse. That first class quickly became a regular habit: He developed a real fondness for the activity and decided to become a member.

**Over the years, Luc realized that the YMCA is so much more than just a place to work out.** He describes it as a real catalyst for the neighbourhood—a place where community services and universally accessible activities meet and where a warm atmosphere, one that fosters interaction, reigns.

Today, Luc goes to the YMCA five to six times per week. He feels truly at home here.

**BECOME A MEMBER** →

*“Cardio is good for your body and mind. My quality of life has greatly improved since I started coming to the Y.”*

— Luc, Member Since 2015, Notre-Dame-de-Grâce YMCA



TABLE OF CONTENTS

# Certifications That Save Lives

Once again this year, the YMCA's aquatic training and certifications enabled many people to learn **critical emergency response skills**.

Thanks to our free lifesaving training, several young people started the process of earning their **National Lifeguard Certification**. Combined with our **first aid and CPR certifications**, **1,826 people** have been equipped to respond to emergencies and ensure the well-being of their communities.



## Fitness and Aquatic Activities in Numbers

- 29,964 people** got active with the Y
- 5,542 hours** of personal training provided
- 13,188 people** signed up for a POLY, MULTY, or OMNY membership
- 5,605 kids** learned to swim or participated in swim lessons
- 1,033 people** participated in our fitness certifications



**OBTAIN AN AQUATIC CERTIFICATION** →



Thanks to the dedication of our teams, we supported **71,450 people**, including **38,340 young people**.

Our employees and volunteers enable us to create positive change together.

A special thank you to the employees who, for years, carried out the programs that are no longer part of our service offerings. Your legacy is significant.



**950**  
employees



**390**  
volunteers

Thank You

to Our Teams



**62%** of our employees took the employee engagement survey and awarded an overall score of **76%** to the organization, placing the Y in the "Healthy Organization" category, according to WorkWell.

# Important Anniversaries

This year, we celebrated anniversaries that demonstrate the **scope** of our programs and spaces and the **positive impact** they have in our communities.



15  
YEARS

### Cartierville YMCA

The opening of this centre was made possible thanks to community engagement and the support of key partners. Since its opening, the neighbourhood has been transformed: It has become safer and livelier, demonstrating our ability to create spaces where people can build connections.



20  
YEARS

### C-Vert Program

This program, which aims to train the environmental leaders of tomorrow, has encouraged hundreds of young participants to reconnect with nature and develop their independence and leadership skills, all while fostering a commitment to the environment. And it is still going strong!



25  
YEARS

Back on track



### Back on Track by the YMCA

The Back on Track program, formerly known under the name Alternative Suspension, continues to transform every unconventional journey into a springboard for development and growth. Today, the program has over 55 service points, including seven abroad.



40  
YEARS

### La Boussole Program

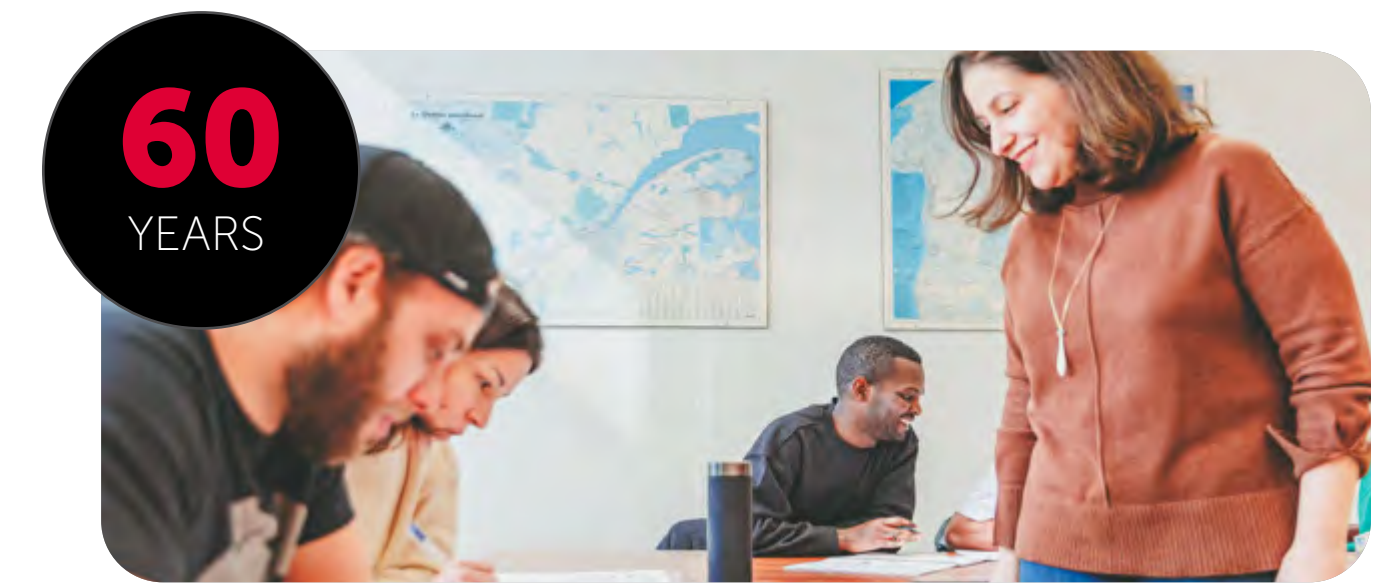
Since 1985, this program has been helping hundreds of adults with criminal records every year, assisting them with their social reintegration by igniting their potential, treating them with dignity, and recognizing their ability to rebuild their lives.



40  
YEARS

### YMCA Day Camps\*

For 40 years, our teams, driven by a deep sense of collective pride, brought our day camp programs to life. The camps' educational and social value is undeniable. Every summer, our camps transformed the lives of thousands of children and families, leaving them with cherished memories that are sure to last a lifetime.



60  
YEARS

### The YMCA International Language School\*

For many years, the expertise, commitment, and passion of our teams made the YMCA International Language School a unique place of learning and integration. As a result, thousands of students were able to broaden their horizons by learning a new language.



5  
YEARS

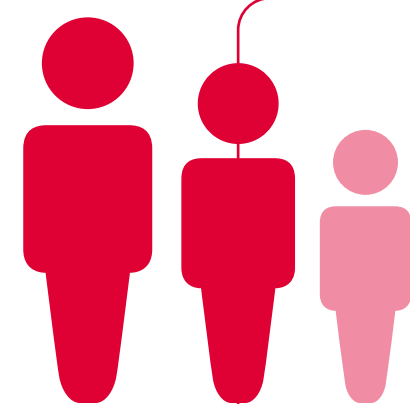
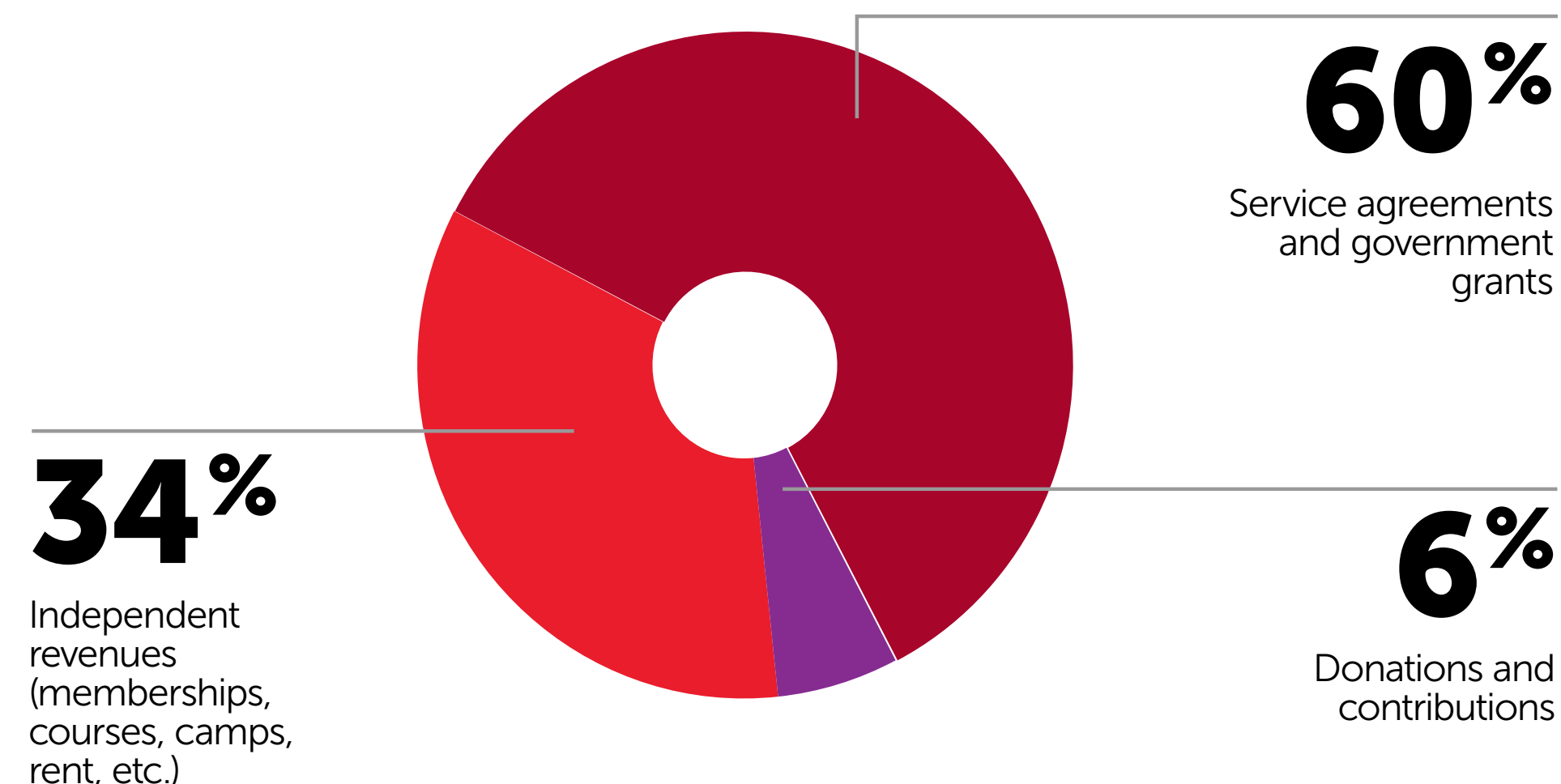
### YMCA Saint-Roch

The Saint-Roch YMCA, opened in partnership with the City of Québec, has quickly become a bustling hub where people from all walks of life connect. It is a welcoming, caring space that meets the needs of the neighbourhood.

\*This year, the YMCA International Language School shut down, and the day camp programs have been discontinued. However, the contributions of these programs are part of the YMCA's DNA.

# 2025 Financial Statements

The financial statements audited by Deloitte LLP are available at [ymcaquebec.org](http://ymcaquebec.org)



**Financial Assistance Program:**  
**\$1M** provided to 3,192 individuals (children, youth, and adults)  
**\$42,647** provided to the YMCA of Haiti, our overseas partner for 25 years

For the year ended December 31, 2025

	2025	2024
	\$	\$
<b>Revenue</b>	<b>46,870,996</b>	62,272,676
<b>Expenses</b>	<b>56,226,676</b>	61,570,622
(Deficiency) excess of revenue over expenses before the following items	<b>(9,355,680)</b>	702,054
Amortization, interest and financing costs	<b>(1,241,285)</b>	(1,026,065)
(Deficiency) excess over expenses before results from discontinued operations and the gain on disposal of capital asset held for sale	<b>(10,596,965)</b>	(324,011)
Gain on disposal of capital assets held for sale	<b>2,059,128</b>	3,284,583
(Deficiency) excess of revenue over expenses from discontinued operations	<b>(311,853)</b>	930,854
<b>(Deficiency) excess of revenue over expenses</b>	<b>(8,849,690)</b>	<b>3,891,426</b>

	2025	2024
	\$	\$
As of December 31, 2025		
Total assets	<b>60,639,135</b>	<b>69,322,688</b>
Total liabilities	<b>27,347,501</b>	<b>27,181,364</b>
Net assets	<b>33,291,634</b>	<b>42,141,324</b>
Total liabilities and net assets	<b>60,639,135</b>	<b>69,322,688</b>

Please note that the Foundation's fiscal year ends on March 31. The financial statements will be published in a separate annual report, which will be available at the end of June 2026.



**Agréé**  
**IMAGINE CANADA**  
**Accredited**

# Sound Governance Supported by Collective Leadership

Volunteer involvement is at the heart of the YMCA's vitality and governance.

Through their dedication, time, and expertise, the members of our board of directors elevate our organization by supporting our decisions so that we can fully carry out our mission. Thank you to our local advisory committees, who offer a unique perspective on the needs of their neighbourhoods.

**Thanks to you, we can move forward in a clear, consistent, and responsible manner**

## Board of Directors

- François Tremblay**  
(National Film Board of Canada)  
Chair
- Diane Nyisztor**  
(Company Administrator)  
First Vice-Chair
- Tara Mandjee**  
(BRP)  
Second Vice-Chair
- Alain Giguère**  
(Sandvik)  
Treasurer
- Jean-Charles Angers**  
(Company Administrator)  
Board Member
- Denis Blackburn**  
(Financial Horizons)  
Board Member
- Lise Brisebois**  
(Kruger)  
Board Member
- Cadleen Désir**  
(Centre de pédiatrie sociale Laval)  
Board Member
- Anne Duprat, CPA, CFA, CIA**  
(KDC/ONE)  
Board Member
- Christine Dupuis**  
(Mila - Quebec Artificial Intelligence Institute)  
Board Member
- Harold Fortin**  
(AtkinsRéalis)  
Board Member
- Luiza Grecu**  
(World Anti Doping Agency)  
Board Member
- Andrée Mayer-Périard**  
(Réseau réussite Montréal)  
Board Member

## External Committee Member

**Patricia Alleyn**  
(HR Committee)

## Local Advisory Committees

- |                            |                      |
|----------------------------|----------------------|
| <b>CARTIERVILLE</b>        | <b>WEST ISLAND</b>   |
| <b>Catherine Limperis</b>  | <b>Nadine Ishak</b>  |
| <b>Trevor Pascall</b>      | <b>Shiela Larson</b> |
| <b>Patricia Tansey</b>     | <b>Peter Warren</b>  |
| <b>Annie Tétreault</b>     |                      |
| <br>                       |                      |
| <b>NOTRE-DAME-DE-GRÂCE</b> |                      |
| <b>Halah Al-Ubaidi</b>     |                      |
| <b>Shabira Lalani</b>      |                      |
| <b>Lynda Porter</b>        |                      |
| <b>Karen Staddon</b>       |                      |
| <b>Daniel Villeneuve</b>   |                      |

## Honorary Members

- Nicole Brennan**  
(2009)
- Feu Marcel Côté**  
(2010)
- Michael Novak**  
(2012)

## Thank You

We would like to acknowledge the contributions of our outgoing board members and thank them for supporting our decisions over the past few years and for their commitment to our mission.

-  **Diane Nyisztor**  
(2016–2026)
-  **Anne Duprat**  
(2016–2026)
-  **Andrée Mayer-Périard**  
(2020–2026)
-  **Harold Fortin**  
(2021–2026)
-  **Cadleen Désir**  
(2021–2026)



# The Foundation: Transforming Generosity into Action

Since 1984, the **YMCAs of Québec Foundation** has supported our organization's work by offering it the resources it needs to achieve its goals.

**Its mission: Engage the community to increase the social impact of the YMCAs of Québec in a sustainable way.**

Thanks to the trust and commitment of its donors, the Foundation makes our essential programs and services available to thousands of kids, teens, families, and people in vulnerable situations, specifically through:

- Back on Track, our academic perseverance program
- Camp YMCA Kanawana, our summer camp in Saint-Sauveur
- The C-Vert and Coop-Café leadership programs
- Our financial assistance program, which makes many of our fee-based programs more accessible

[DISCOVER THE FOUNDATION](#)



[DONATE](#)

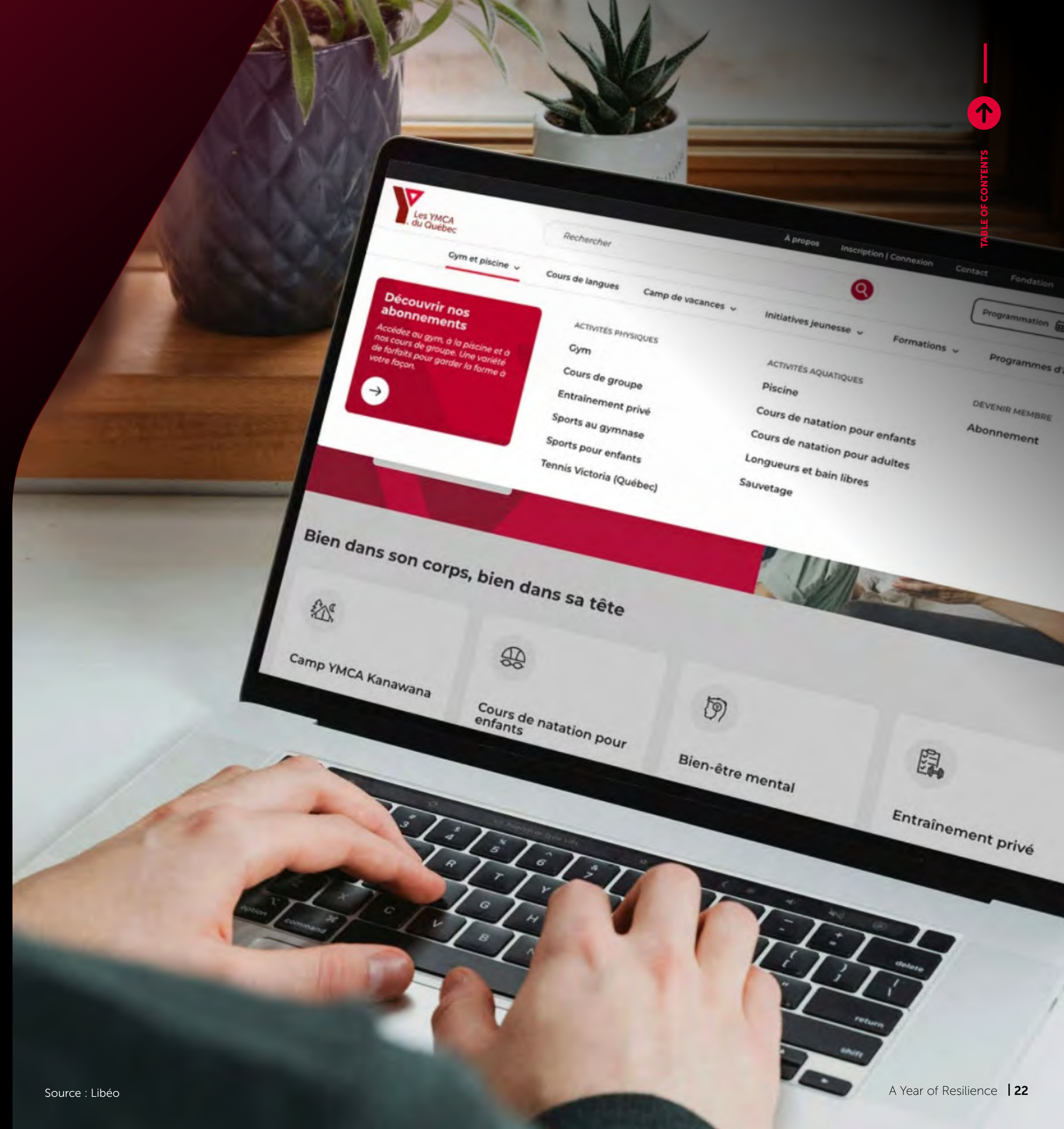


TABLE OF CONTENTS

# A Modernized Web Platform to Better Serve Our Communities

In November 2025, we launched a new website to better reflect our mission and make it easier to access our programs and services. Clearer and more intuitive, it allows users to quickly find information, easily get in touch with us, and better understand **our impact**.

[YMCAQUEBEC.ORG](https://ymcaquebec.org)



    [ymcaquebec.org](https://ymcaquebec.org)

Québec  | Montréal  | VILLE DE QUÉBEC  | 

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Shine On  The YMCAs  
of Québec