

ONTARIO
ARTISTIC
SWIMMING

ANNUAL REPORT 2025-2026



In Memory of Mary Jane (MJ) Ling



This season marked the passing of Mary Jane Ling, who had supported Ontario Artistic Swimming for many years as a Sport Development Specialist. Mary Jane's passion for athlete development, coach education, and growing artistic swimming left a lasting impression on our organization and the many people whose lives she touched. We remember Mary Jane with gratitude and appreciation for her many contributions to our sport.

TABLE OF CONTENTS

04	ABOUT US
07	REGISTRATION STATISTICS
09	EXECUTIVE DIRECTOR'S REPORT
30	FINANCIAL REPORT
33	TECHNICAL REPORT
38	MARKETING, COMMUNICATIONS, AND EVENTS REPORT
44	ONTARIO OFFICIALS COMMITTEE REPORT

ABOUT US

Ontario Artistic Swimming is the Provincial Sport Organization (PSO), that oversees artistic swimming in the province of Ontario.



OUR MISSION

To develop, promote, and support the pursuit of excellence in artistic swimming throughout Ontario.



OUR VISION

Ontario Artistic Swimming's passion for excellence and focus on continuous learning and improvement will create champions and inspire success.



OUR VALUES

Excellence
Empowerment
Health & Wellbeing
Sport for Life

Our Clubs

OAS is proud to support its member clubs in delivering exceptional artistic swimming programming throughout the province.

We currently serve more than 20 clubs province-wide!

Our Programs

OAS supports programs for athletes of any age, including:

AquaGO! & Recreational League
Regional League
Provincial Competitive
National Competitive
Masters (18+)

MEMBER CLUBS



BRANT ARTISTIC SWIMMING CLUB



CHACO ARTISTIC SWIMMING CLUB



DURHAM ARTISTIC SWIMMING CLUB



GO CAPITAL ARTISTIC SWIMMING CLUB



GRANITE ARTISTIC SWIMMING



HALTON HILLS ARTISTIC SWIMMING CLUB



IGNITE ARTISTIC SWIMMING CLUB



KAWARTHA ARTISTIC SWIMMING CLUB



LONDON ARTISTIC SWIMMING CLUB



MARKHAM ARTISTIC SWIMMING CLUB



MISSISSAUGA ARTISTIC SWIMMING CLUB



NEPEAN ARTISTIC SWIMMING CLUB



OLYMPIUM ARTISTIC SWIMMING CLUB



REMIX ARTISTIC SWIMMING CLUB



ROYAL CITY ARTISTIC SWIMMING CLUB



SUDBURY ARTISTIC SWIMMING CLUB



TILLSONBURG SYNCHERS ARTISTIC SWIMMING CLUB



TORONTO ARTISTIC SWIMMING CLUB



TORONTO TSUNAMIS MASTERS SYNCHRO CLUB



WATERLOO REGIONAL ARTISTIC SWIMMING CLUB



YORK ARTISTIC SWIMMING CLUB

ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

President/Chair	Pat McCann
Vice President	Chris Foster
Treasurer	Sydney Denstedt-Barr
Secretary	Charlotte Miller
Director at Large	Carla Geddes
Director at Large	Trevor Scheffel
Director at Large	Liudmyla Verbinska
Executive Director	Melissa Wolk

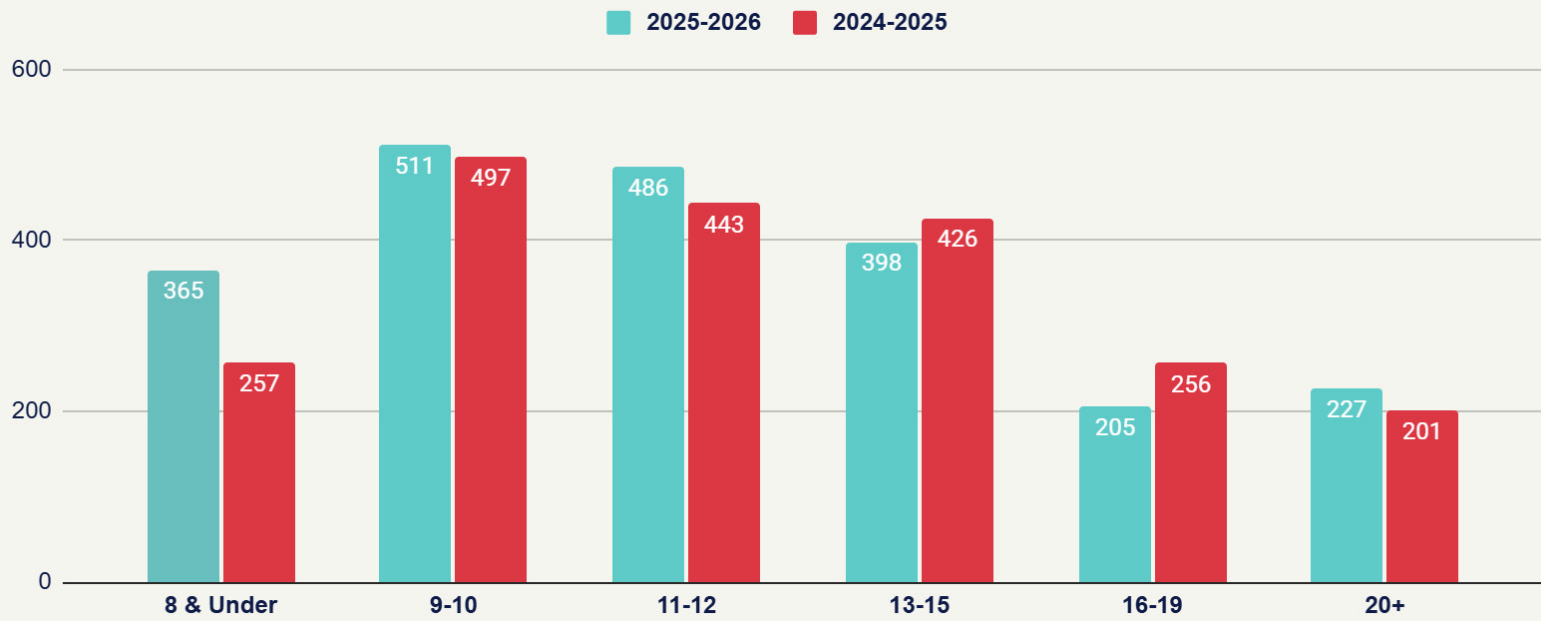
OAS STAFF

Executive Director	Melissa Wolk
Technical Director	Laura Steacy
Events & Communications Lead	Shamara Ameer
Finance and Administration Lead	Susan Marnica-Wall
Marketing, Branding, & Special Projects Lead	Evelyn Young
High Performance Provincial Head Coach	Yingli Hou

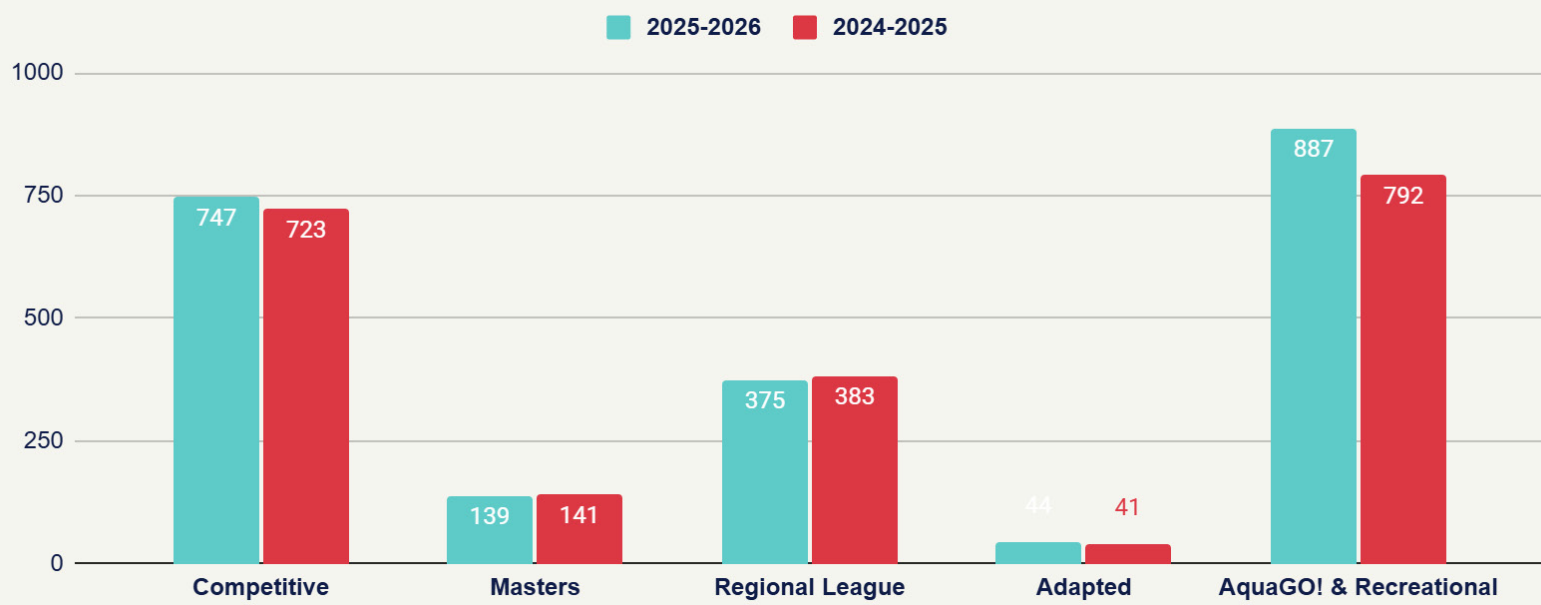


REGISTRATION STATISTICS

ATHLETES BY AGE



ATHLETES BY CATEGORY



MEMBERS BY CATEGORY

CATEGORY	2025-2026	2024-2025
Total Registered Athletes	2,192	2,080
Competitive Coaches	194	201
Recreational Coaches	98	78
National Officials	19	17
Provincial Officials	38	48
Associate Members	152	140
Volunteers	596	788



EXECUTIVE DIRECTOR'S REPORT

It is my pleasure to present the Executive Director's Report for the 2025-2026 season.

This past year was one of meaningful progress for Ontario Artistic Swimming, with much of our work focused on strengthening how we support athletes, coaches, and clubs while ensuring the organization is positioned to respond to an increasingly complex and changing sport environment.

Most importantly, we continued to evolve the way OAS supports athlete development across the province. Our provincial pathway is shifting toward a more integrated, development-focused model that brings provincial expertise closer to athletes and their home clubs, strengthens alignment with Canada Artistic Swimming, and creates more accessible opportunities for athlete identification and development. This included expanding the High Performance Academy from eight to eleven participating clubs and advancing plans to use existing OAS competitions for province-wide talent identification, reducing the need for additional travel and cost for families.

We also strengthened the systems that support our clubs beyond the pool. Safe Sport continued to be a significant area of focus, with OAS providing greater education and guidance to help clubs understand complaint processes, procedural responsibilities, and available supports. New resources, including the Mental Health Emergency Action Plan and Return-to-Sport Protocol, further strengthened our approach to participant well-being and organizational readiness.





At the same time, we invested in the long-term strength of the provincial sport system. OAS lead the initiative to modernize coach education, including moving AquaGO! theoretical training to a more accessible e-learning model and is currently working directly with CAS to implement the same modernizations with Competition Introduction. In addition, we strengthened our strategic and operational planning framework; continued to build organizational reserves; diversified revenue; and prepared for significant changes to the provincial funding environment, including the loss of approximately \$72,500 in annual OHPSI funding beginning in 2026-2027.

The following report highlights the progress we have made together over the past year and the important work that continues as we build a strong and sustainable future for artistic swimming in Ontario.

Section 1: Building a Stronger Organization

The 2025-2026 season represented an important milestone in the evolution of Ontario Artistic Swimming. While our athletes continued to achieve success in the pool, much of the year's most significant work occurred behind the scenes—strengthening the systems, governance, planning, and financial stewardship that support the long-term success of our sport.

As the operating environment for Provincial Sport Organizations continues to evolve, OAS has remained focused on building an organization that is not only responsive to today's needs, but prepared for tomorrow's challenges. Throughout the year, we invested in strengthening our strategic planning framework, modernizing governance practices, improving operational accountability, and ensuring the organization remains financially sustainable despite increasing costs and changes to the provincial funding landscape.

Collectively, these initiatives have positioned OAS to better support our member clubs, athletes, coaches, officials, and volunteers while reinforcing our role as the provincial leader for artistic swimming in Ontario.

Strategic Leadership: From Vision to Action

The 2025-2026 season marked the midpoint of OAS's 2024-2028 Strategic Plan and provided an opportunity to evaluate not only what we wanted to achieve, but how we would achieve it.

One of the most significant accomplishments of the year was the development of OAS's first standalone Operational Plan. While the Strategic Plan continues to define the organization's long-term priorities, the Operational Plan translates those priorities into measurable annual initiatives, timelines, and performance indicators. This new planning framework creates a clear line of sight between strategic priorities, day-to-day operations, organizational resources, and measurable outcomes, ensuring greater accountability across all areas of the organization.

This work also provided an opportunity to further define the role of OAS as a Provincial Sport Organization. Rather than attempting to deliver every aspect of the sport directly, the organization continues to focus on strengthening provincial systems, supporting member clubs, developing coaches and officials, creating athlete pathways, promoting Safe Sport, and providing leadership that benefits the artistic swimming community as a whole. This clearer organizational focus will help guide decision-making well beyond the current strategic planning cycle.

Preparing for the Future

The refinement of our planning framework came at an important time, coinciding with the preparation of OAS's 2026–2028 Ontario Amateur Sport Fund (OASF) application.

More than a funding application, this process became one of the most comprehensive organizational planning exercises undertaken by OAS. Staff conducted a detailed review of every area of the organization—including governance, financial sustainability, athlete and coach development, accessibility initiatives, Safe Sport, member engagement, and organizational performance—to ensure our strategic priorities, operational plans, and funding objectives were fully aligned.

The resulting application demonstrates a mature, evidence-based approach to organizational planning by linking measurable outcomes with provincial priorities and clearly articulating the value OAS provides to its members and the broader sport system. It also positions the organization strongly for the next provincial funding cycle.

Governance & Organizational Accountability

Strong governance provides the foundation for every successful organization. Throughout the season, OAS continued to modernize its governance framework by strengthening organizational accountability, improving administrative processes, and ensuring compliance with evolving provincial requirements.

Key initiatives included completing all required corporate filings, updating organizational governance records, strengthening payroll governance to enhance confidentiality while maintaining appropriate Board oversight, and continuing the review and modernization of organizational policies. Together, these initiatives have improved internal accountability while providing greater clarity between governance and operational responsibilities.

Although much of this work occurs behind the scenes, it is essential to maintaining member confidence, supporting effective decision-making, and ensuring OAS continues to operate as a transparent and accountable Provincial Sport Organization.



Financial Stewardship & Sustainability

The 2025–2026 season presented a number of financial challenges, including increasing facility costs, rising insurance premiums, inflationary pressures, and the confirmation that Ontario Artistic Swimming would lose approximately \$72,500 in annual Ontario High Performance Sport Institute (OHPSI) funding beginning in the 2026–2027 fiscal year.

Rather than responding reactively, OAS used this challenge as an opportunity to strengthen long-term financial planning. Through disciplined budgeting, careful expense management, and continued revenue diversification, the organization maintained balanced operations while continuing to invest in programs and services that directly benefit our members.

Over the past three years, OAS has consistently strengthened its financial position by building organizational reserves, pursuing new sponsorship opportunities, expanding partnerships, and supporting continued growth in participation and events. During the 2025–2026 season, partnerships with organizations such as Jolyn Canada and Nothers Award Store enhanced the member experience while contributing to the organization's long-term sustainability. At the same time, multi-year facility agreements and strategic operational planning have provided greater certainty for future event delivery and budgeting.

This measured approach has allowed OAS to prepare for significant changes to the funding environment without compromising the quality of programs and services delivered to our membership.

Section 2: Strengthening the Provincial Sport System

Ontario Artistic Swimming's role extends well beyond delivering programs and competitions. As the Provincial Sport Organization, our responsibility is to create the systems, resources, and opportunities that enable athletes, coaches, officials, and clubs to succeed.

Throughout the 2025-2026 season, OAS continued to strengthen the provincial sport system by modernizing athlete pathways, expanding coach education, supporting officials, increasing collaboration with member clubs, and investing in initiatives that reduce barriers to participation. Together, these efforts are creating a more connected, accessible, and sustainable artistic swimming community across Ontario.

Strengthening the Athlete Pathway

One of OAS's highest priorities this season was refining the provincial athlete development pathway to better align with Long-Term Athlete Development principles and the evolving direction of Canada Artistic Swimming.

Building on the work outlined in the 2024-2028 Strategic Plan, significant progress was made in redesigning Team Ontario and High Performance Academy programming to create a clearer, more development-focused pathway for athletes. Programming increasingly emphasizes long-term athlete development rather than short-term performance, ensuring athletes have opportunities to progress at every stage of their journey.

Several important pathway enhancements were introduced during the season, including:

- Continued implementation of standardized provincial athlete benchmarks through Figures and Skills assessments.
- Integration of flexibility testing into the 12U pathway to support development-based athlete evaluation.
- Removal of the 11-12 Solo event to better align competition structures with athlete development principles.
- Planning for a province-wide Talent Identification system that utilizes existing OAS competitions to identify and monitor emerging athletes throughout the season, reducing additional travel and financial barriers for families.

Ontario also continued strengthening alignment with Canada Artistic Swimming's national pathway. Through ongoing collaboration with CAS, provincial programming is becoming increasingly integrated with national athlete identification and development systems, ensuring Ontario athletes remain well positioned to progress to the highest levels of the sport.

These changes represent an important shift from isolated programming toward a coordinated provincial athlete development system that provides greater consistency, transparency, and accessibility for athletes across Ontario.

Supporting High Performance Through Club Partnerships

Recognizing that athlete development occurs primarily within clubs, OAS continued shifting toward a more collaborative, club-integrated model of high-performance support.

Rather than relying exclusively on centralized provincial training, technical expertise was delivered directly to clubs through regional training opportunities, club visits, virtual education, and ongoing athlete monitoring. This approach strengthens relationships between provincial coaches and member clubs while reducing travel requirements and improving access for athletes throughout Ontario.

Under the leadership of Head Provincial Coach Yingli Hou, the High Performance Academy expanded from eight to eleven participating clubs during the season, significantly increasing provincial collaboration and athlete engagement. Individualized athlete support was enhanced through regular club visits, virtual education sessions, and the use of the CoachNow platform, allowing athletes and coaches to receive timely technical feedback throughout the year. In partnership with CSIO sport scientists, standardized physical testing protocols were also introduced to provide objective data supporting athlete development and training recommendations.

Ontario athletes also continued to achieve strong results on the national stage. Team Ontario delivered an outstanding performance at the 2025 Canada Games, earning a silver medal in the Team event, a bronze medal in Solo, and a fourth-place finish in Duet. In addition, approximately half of Ontario's Youth athletes ranked within the Top 25 of Canada Artistic Swimming's Youth Talent Identification program, demonstrating the continued strength of Ontario's athlete pathway.

Investing in Coaches

Coaches remain one of the most important influences on athlete development, and OAS continued investing in initiatives designed to make coaching more accessible, sustainable, and professionally rewarding.

One of the year's most significant accomplishments was the continued modernization of the provincial coach education pathway. The AquaGO! certification program was converted to a flexible e-learning format, allowing coaches to complete theoretical components online before attending a condensed in-person practical session. This significantly reduced travel, scheduling, and financial barriers for new coaches entering the sport.

To further strengthen the coaching pathway, OAS also introduced the Regional League Coach Upgrade Module, creating a clearer progression between introductory certification and Competition Introduction while expanding educational opportunities for coaches working within Regional League programming.

Beyond certification, OAS completed a province-wide Coach Compensation Study involving both clubs and individual coaches. The study established provincial compensation benchmarks, identified workforce challenges, and provided valuable data to inform future discussions surrounding coach recruitment, retention, and professional development.

Collectively, these initiatives reflect OAS's commitment to supporting coaches not only through certification, but throughout their entire coaching journey.





Strengthening Ontario's Officials Community

Officials play an essential role in maintaining fair, consistent, and high-quality competitions. Throughout the season, OAS continued investing in both the development and retention of officials through ongoing education, mentorship, and enhanced event support.

Regular calibration sessions, technical case reviews, and post-event debriefs were integrated throughout the competition season to improve judging consistency while creating opportunities for newer officials to learn alongside experienced mentors.

Recognizing that officials contribute thousands of volunteer hours each season, OAS also enhanced the event experience through improved communication, dedicated hospitality spaces, and expanded recognition initiatives. These investments help strengthen Ontario's officiating community while supporting long-term volunteer retention and succession planning.

Supporting Stronger Clubs

Strong clubs are the foundation of a strong provincial sport system. Throughout the season, OAS continued working collaboratively with member clubs to ensure provincial initiatives reflected the realities of delivering artistic swimming at the community level.

For the third consecutive year, OAS hosted provincial Club Roundtable Sessions, bringing together club leaders, coaches, and volunteers from across Ontario to discuss organizational priorities and emerging issues. Rather than serving as information sessions, these meetings were structured as collaborative discussions where member feedback directly influenced future planning.

Topics included:

- Team Ontario pathway changes
- Safe Sport and complaint management
- Mental Health Emergency Action Plan and Return-to-Sport Protocol
- Event registration timelines
- Competition structure
- Governance initiatives
- Financial sustainability and future budget considerations

This ongoing dialogue continues to strengthen relationships between OAS and its member clubs while ensuring provincial decisions are informed by those delivering artistic swimming every day.

Expanding Opportunities for Participation

OAS continues to be recognized as a national leader in creating meaningful participation opportunities for athletes of all abilities.

The 2025 Adapted Provincial Team continued to provide athletes with opportunities to train and compete within an integrated high-performance environment while demonstrating that inclusion and excellence can successfully coexist. Participation in adapted programming continued to grow, with athlete numbers increasing by approximately 76% over previous seasons. OAS also continued collaborating with community partners to expand accessible programming and reduce barriers to participation across the province.

At the grassroots level, initiatives such as AquaGO and regional introductory programming continued introducing new participants to artistic swimming while providing clubs with flexible tools to grow membership and strengthen local programming.

Together, these initiatives reflect OAS's belief that a healthy sport system provides opportunities for every participant—from first-time recreational athletes to those pursuing provincial and national excellence.

Section 3: Growing Participation & Member Experience

The continued growth of artistic swimming across Ontario is a reflection of the strength and dedication of our clubs, coaches, officials, volunteers, and athletes.

Throughout the 2025-2026 season, OAS continued investing in competitions, partnerships, branding, and member engagement initiatives that enhance the athlete experience while supporting the long-term growth and sustainability of our sport.

Record Growth Across Provincial Competitions

Participation at OAS competitions continued to reach new highs during the 2025-2026 season, reinforcing Ontario's position as one of Canada's strongest artistic swimming provinces.

Several of OAS's premier events recorded their highest participation levels to date, demonstrating both the continued growth of the sport and the confidence clubs have in Ontario's competition system.

Highlights included:

EVENT	2024-2025	2025-2026
Leslie Taylor Ontario Cup	750	759
Jolyn Invitational	724	898
Ontario Championships	541	630



The Jolyn Invitational experienced particularly significant growth, welcoming nearly 900 athlete entries and further establishing itself as one of Canada's premier artistic swimming competitions.

Growing participation has also resulted in increased interest from clubs outside Ontario. During the season, OAS welcomed 8 out-of-province and international clubs, including teams from the People's Republic of China and the Cayman Islands, enhancing both the competitive experience and national profile of Ontario events.

Building the OAS Brand

The 2025-2026 season also saw continued investment in strengthening the Ontario Artistic Swimming brand and creating a more connected member experience.

The partnership with Jolyn Canada continued to grow through custom OAS competition suits, exclusive event merchandise, and integrated branding across provincial championships. What began as a sponsorship has evolved into a partnership that enhances both the athlete experience and the visibility of artistic swimming in Ontario.

OAS also introduced a refreshed awards program through a new partnership with Nothers Award Store, modernizing medals and awards presented at provincial competitions while strengthening the visual identity of OAS events.

These partnerships not only improve the overall event experience but also demonstrate the growing confidence that organizations have in supporting artistic swimming in Ontario.





Strengthening Member Engagement

Connecting with members extends well beyond competitions.

Throughout the season, OAS continued expanding its digital communications through more consistent storytelling, increased athlete recognition, and enhanced social media engagement. By sharing athlete achievements, club successes, coach education opportunities, and behind-the-scenes content, OAS has continued strengthening its connection with members across the province.

This work has contributed to approximately 25% year-over-year growth in social media reach, helping increase awareness of artistic swimming while celebrating the accomplishments of athletes, clubs, and volunteers throughout Ontario.

Growing the Artistic Swimming Community

Beyond competitions and communications, OAS continued investing in initiatives designed to strengthen connections across the provincial sport system.

The launch of The Next Wave network created a new opportunity for athletes transitioning from secondary school into post-secondary education to remain connected to artistic swimming. By building stronger relationships between university athletes, alumni, and clubs, the initiative aims to improve athlete retention while supporting lifelong involvement in the sport.

This initiative reflects OAS's commitment to creating opportunities for participation at every stage of an individual's artistic swimming journey—from first experiences in the pool through to lifelong involvement as athletes, coaches, officials, and volunteers.

Section 4: Safe Sport and Athlete Well-being

OAS continued strengthening the systems that protect our participants, support our member clubs, and ensure the organization remains prepared to respond to an increasingly complex sport environment.

Advancing Safe Sport

Safe Sport continues to be one of OAS's highest organizational priorities. Throughout the season, OAS continued strengthening its Safe Sport framework by focusing on education, independent complaint management, and enhanced support for clubs navigating increasingly complex situations.

Working in partnership with ITP Sport Services, OAS continued utilizing an independent third-party complaint management system for matters involving maltreatment, harassment, discrimination, and other serious concerns. This independent model ensures complaints are managed through fair, transparent, and impartial processes aligned with the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS), while reducing potential conflicts of interest and increasing confidence in the complaint process.

Beyond complaint management, considerable effort was directed toward education and prevention. During the annual Club Roundtable Sessions, coaches and club leaders participated in discussions surrounding complaint procedures, available organizational supports, insurance considerations, and procedural fairness. These sessions were designed to improve understanding of Safe Sport processes while reinforcing that OAS remains committed to supporting clubs as they navigate increasingly complex situations within today's sport environment.

Supporting Mental Health and Participant Well-Being

This season marked an important step forward in expanding OAS's approach to participant welfare with the development and implementation of two significant mental health initiatives: the Mental Health Emergency Action Plan (MHEAP) and the Return-to-Sport Protocol.

Developed in consultation with legal counsel, mental health professionals, and Canada Artistic Swimming, these resources provide clear guidance for responding to mental health emergencies occurring within OAS-sanctioned programs and events.

The Mental Health Emergency Action Plan introduces a practical Recognize – Respond – Refer – Reintegrate framework, acknowledging that coaches and volunteers are not mental health professionals, but play an important role in identifying concerns, ensuring immediate safety, and connecting participants with appropriate clinical support. Complementing this work, the Return-to-Sport Protocol establishes a structured, clinician-led process to support an athlete's safe return to training and competition following a mental health-related incident.

Together, these initiatives represent an important step forward in expanding OAS's commitment to athlete welfare beyond physical health and injury prevention.

Safe Sport education surrounding these new protocols was also incorporated into the annual Club Roundtable Sessions to ensure coaches and clubs understood both the procedures and the limitations of their role when supporting athletes experiencing mental health challenges.



Section 5: Staff and Office Operations

Behind every program, competition, initiative, and organizational achievement highlighted throughout this report is a dedicated team of professionals who share a common commitment to advancing artistic swimming in Ontario.

As a small Provincial Sport Organization, our staff are required to balance strategic planning with day-to-day operations, often working across multiple portfolios to support our athletes, coaches, officials, clubs, and volunteers. Throughout the 2025-2026 season, the team's collaborative approach, willingness to embrace new challenges, and commitment to continuous improvement enabled OAS to deliver another successful year while continuing to strengthen the organization for the future.

The accomplishments highlighted throughout this report are a reflection of their expertise, professionalism, and dedication.

Staff Transitions & Organizational Growth

The past year brought several important changes to the Ontario Artistic Swimming team.

Following several successful seasons with OAS, Lauren Lindner accepted a full-time position with Canada Artistic Swimming as Events & Communications Manager. Lauren played an integral role in the evolution of OAS events, communications, and marketing over the past several years, and while we were certainly sorry to see her leave, we are incredibly proud to see one of our own continue her career at the national level.

To ensure a seamless transition, OAS welcomed Shamara Ameer as our new Events & Communications Lead. Following an extensive recruitment process involving more than one hundred applicants, Shamara joined the organization in December 2025 and quickly became an integral member of the team. Her enthusiasm, creativity, and willingness to learn have already made a meaningful impact on our communications, event operations, and member engagement. We are excited to continue supporting Shamara as she grows into this important leadership role.

Throughout the year, Evelyn Young's contracted Marketing, Branding, & Special Projects Lead role continued to evolve in response to the organization's growing marketing and branding needs. Evelyn has played an increasingly important role in strengthening the Ontario Artistic Swimming brand, supporting sponsorship activation, enhancing promotional initiatives, and helping elevate social media engagement with our membership.

Throughout these transitions, the entire staff team demonstrated exceptional collaboration, flexibility, and professionalism. Whether supporting one another during onboarding, assuming additional responsibilities, or adapting to changing priorities, everyone contributed to ensuring organizational stability while continuing to deliver exceptional service to our members.

Leading Technical Excellence

Technical Director Laura Steacy continued to play a pivotal role in shaping the future direction of artistic swimming in Ontario.

Throughout the season, Laura led the refinement of athlete development pathways and competition structures to better align with Long-Term Athlete Development principles and the evolving direction of Canada Artistic Swimming. This work included advancing standardized athlete benchmarks, redesigning elements of the provincial competition pathway, supporting Team Ontario programming, and helping guide the implementation of OAS's new Operational Plan.

Laura also continued leading coach and club development initiatives, working closely with provincial coaches and member clubs to ensure technical resources, education opportunities, and provincial programming remained aligned with the needs of the artistic swimming community.

Advancing High Performance

High Performance Provincial Coach Yingli Hou continued to elevate Ontario's high-performance programming while strengthening relationships with athletes, coaches, and clubs throughout the province.

During the season, Yingli expanded the High Performance Academy from eight to eleven participating clubs, increasing access to provincial programming and strengthening collaboration across Ontario. She supported athletes through regular club visits, virtual education sessions, and individualized technical feedback using the CoachNow platform, ensuring athletes and coaches had consistent access to provincial expertise throughout the year.

Responsibilities or adapting to changing priorities, everyone contributed to ensuring organizational stability while continuing to deliver exceptional service to our members.

Strengthening Operations and Member Services

Finance and Administration Lead Sue Marnica-Wall led one of the organization's most significant operational initiatives this season with the successful implementation of the new RAMP registration system.

The transition required the development of new registration processes, member role structures, and compliance procedures while supporting clubs and members through a province-wide system change. Sue worked closely with clubs to troubleshoot issues, review member qualifications, and ensure registrations were completed accurately and efficiently.

In addition to leading this significant project, Sue continued overseeing the organization's financial administration, audit preparation, and day-to-day financial operations, ensuring OAS maintained the strong financial stewardship highlighted earlier in this report.

Investing in Our Team

OAS recognizes that a strong organization begins with a strong team.

Over the past several years, OAS has intentionally invested in creating a workplace culture that values collaboration, accountability, innovation, and professional development. While we are a relatively small organization, we continue to strive to be an employer of choice within the amateur sport sector by providing meaningful work, opportunities for growth, and a supportive team environment.

One of the most significant investments made this season was the introduction of the Ontario Artistic Swimming Group RRSP Matching Program.

Approved by the Board of Directors and implemented in Spring 2026, the program represents an important milestone in the organization's evolution as an employer. By introducing a structured retirement savings program, OAS has taken an important step toward enhancing long-term financial security for employees while aligning our compensation practices with those commonly found throughout the non-profit and sport sectors.



Looking Ahead

As we look toward the 2026–2027 season, Ontario Artistic Swimming is well positioned for the future.

The work undertaken throughout the past year has strengthened the organization's foundation in meaningful ways. From refining our strategic and operational planning framework to modernizing athlete pathways, investing in coach development, enhancing Safe Sport resources, and strengthening financial sustainability, OAS has continued to evolve into a more resilient, responsive, and forward-thinking Provincial Sport Organization.

While challenges remain—including an increasingly complex funding environment, rising operational costs, and growing expectations across the sport system—I am confident that the organization is well prepared to meet them. Our commitment to thoughtful planning, responsible stewardship, and collaboration with our member clubs will continue to guide our decisions as we build upon the progress achieved this season.

Looking ahead, our focus will remain on supporting the long-term development of artistic swimming across Ontario. We will continue to strengthen our athlete and coach pathways, expand opportunities for participation, support clubs through evolving governance and Safe Sport expectations, and pursue innovative partnerships that enhance the experience of our members while ensuring the long-term sustainability of the organization.

None of the accomplishments highlighted throughout this report would have been possible without the dedication and support of so many individuals and organizations.

To our Board of Directors, thank you for your leadership, governance, and continued commitment to the organization.

To our staff, thank you for your professionalism, passion, and unwavering dedication. Your willingness to embrace new challenges, support one another, and continually seek opportunities to improve our organization is the driving force behind everything we accomplish.

To our coaches, officials, volunteers, and member clubs, thank you for the countless hours you devote to developing athletes, delivering programs, and creating positive experiences within your communities. Your commitment is the foundation upon which artistic swimming continues to grow across Ontario.

Finally, to our athletes and their families, thank you for your enthusiasm, perseverance, and passion for our sport. You are the reason we do this work, and your achievements—both in and out of the pool—continue to inspire us every day.

It is a privilege to serve as Executive Director of Ontario Artistic Swimming and to work alongside such an exceptional community. I would also like to extend my sincere thanks to the Board of Directors for their ongoing confidence and support, and to our staff team for their commitment, professionalism, and collaborative spirit throughout another remarkable season.

Together, we have accomplished a great deal this year. More importantly, we have strengthened the foundation upon which the future of artistic swimming in Ontario will be built.

I look forward to continuing this journey with all of you in the year ahead.

Respectfully submitted,



FINANCIAL REPORT

Fiscal Year Ended March 31, 2026

The audited financial statements for the year ended March 31, 2026 reflect another year of sound financial management and responsible stewardship of Ontario Artistic Swimming's resources. While the statements provide the detailed financial results, I would like to highlight several key financial outcomes and the strategic decisions that strengthened the organization throughout the year.

Financial Highlights

Ontario Artistic Swimming concluded the fiscal year with an operating surplus of \$44,846, a significant improvement over the previous year's operating deficit. This positive result was achieved despite continued investment in programs and services, increased facility and event delivery costs, and the broader inflationary pressures experienced across the sport sector.

The organization's financial position also continued to strengthen. Cash and short-term investments increased to more than \$442,000, while total net assets grew to over \$304,000, providing OAS with a strong financial foundation and the flexibility to respond to future opportunities and funding challenges.



Revenue growth was driven by several positive operational factors, including continued growth in event participation, increased event-related revenues, stronger hotel commission revenue, and the successful hosting of national events in partnership with Canada Artistic Swimming. These initiatives contributed to continued growth in self-generated revenue and further diversified the organization's funding base.

Financial Stewardship in Action

The year-end surplus is only one indicator of the organization's financial performance. Equally important are the operational decisions made throughout the year to strengthen OAS's financial sustainability and governance.

During 2025-2026, the organization continued modernizing its financial management practices through the implementation of electronic payment and approval processes, the adoption of the Plooto payment platform to improve efficiency and internal controls, and the development of a comprehensive update to the OAS Finance Policy to reflect current banking practices and not-for-profit governance standards.

Throughout the year, expenditures continued to be closely monitored to ensure resources were directed toward programs and services that provide the greatest value to members, while administrative costs remained well managed despite increasing operating costs.

The Board also remained committed to maintaining appropriate operating reserves. Building and protecting reserves is an important component of sound financial management, ensuring the organization has the flexibility to manage unexpected challenges, support strategic initiatives, and maintain stability during periods of funding uncertainty.

Looking Ahead

Although OAS enters the 2026-2027 fiscal year from a position of financial strength, the organization also recognizes the changing funding environment.

Following year-end, OAS was advised that Ontario High Performance Sport Initiative (OHPSI) funding will not continue for the 2026-2027 fiscal year, representing an anticipated reduction of approximately \$72,500 in annual funding.



Rather than reacting after the fact, the Board and staff immediately undertook a comprehensive review of the upcoming operating budget. Through careful financial planning, expenditure reviews, and operational adjustments, the organization successfully realigned resources and presented a balanced 2026–2027 budget despite this significant funding reduction.

This proactive approach reflects a broader philosophy that has guided OAS's financial management over recent years: building financial capacity during stronger years, planning conservatively, and making strategic investments that support the long-term sustainability of the organization.

While annual financial results will naturally fluctuate from year to year, our objective remains consistent—to ensure that Ontario Artistic Swimming is financially stable, well governed, and positioned to continue delivering high-quality programs and services to our members for years to come.

On behalf of the Finance Committee, I extend my thanks to the staff, Board members, and volunteers who contributed to the sound financial management of OAS this year.

Respectfully Submitted,

Sydney Barr

Treasurer

Ontario Artistic Swimming

TECHNICAL REPORT

The 2025–2026 season was marked by outstanding performances and significant achievements by Ontario athletes, coaches, and officials. From success on the national and international stage to continued advancements in programming, rules, and competition delivery, the season showcased the strength and continued growth of artistic swimming in Ontario.

High Performance

The summer of 2025 was highlighted by Team Ontario's participation at the 2025 SYNC Invitational, the 2025 Canada Summer Games, and the 2025 Youth World Artistic Swimming Championships.

Hosted by Alberta Artistic Swimming at the Seton YMCA in Calgary, the 2025 SYNC Invitational brought together athletes from across the country. Nearly 60 athletes and 15 coaches proudly represented Ontario, earning an impressive collection of podium finishes.

Gold Medals

11–12 Figures

Yatong Wang

11–12 Duet

April Lei and Zoe Lei

11–12 Team

Emily Fox, April Lei, Zoe Lei, Katherine Sheng, Natasha Thomas, Peiqi Wang, Yatong Wang, Chloe Zheng, Victoria Ho (R), and Katya Cole (R)

Youth Team

Anastasia Alabina, Emmy Brown, Maya Kang, Abigail McCrea, Veda Nandakumar, Emma Xu, Kaley Yan, Joanna Zeng, Laraine Huang (R), and Eva Busuiocanu (R)

C4 Figures

Christina Skikos

P4 Figures

Joy Szabo

P5 Figures

Feya Macodrum

AdAS Solo Technical

Feya Macodrum

P4 Duet

Audrey Hodgson and Sophia Kamal

P4 Team

Erin Drury, Audrey Hodgson, Sophia Kamal, Feya Macodrum, Christina Skikos, and Joy Szabo

Junior Solo Technical

Kaylynne Greensmith

Senior Duet Free

Claudia Flood and Lauren Irvine

Silver Medals**11-12 Solo**

Chloe Zheng

Youth Figures

Maya Kang

Youth Duet

Maya Kang and Emma Xu

C4 Figures

Erin Drury

P4 Figures

Audrey Hodgson

Bronze Medals**11-12 Figures**

Katya Cole

P4 Figures

Sophia Kamal

Acrobatic Team

Madeline Delazzari, Eleanor Giggs, Kaylynne Greensmith, Lauren Irvine, Isobel Padgett, Katelyn Rice, Kate Sheu, Jessie Yu, Madison Murphy (R), and Audrey Malcolm (R)

Junior Solo Technical

Madison Murphy

Junior Duet Free

Eleanor Giggs and Jessie Yu

Junior Team Technical

Madeline Delazzari, Claudia Flood, Eleanor Giggs, Evelyn Goddard, Lauren Irvine, Audrey Malcolm, Madison Murphy, Kate Sheu, Kaylynne Greensmith (R), and Katelyn Rice (R)

Junior Solo Free

Madison Murphy

Junior Duet Technical

Isobel Padgett and Jessie Yu

Following their gold medal performance in the Youth Team event, the Youth Performance Team, coached by Manny Wu and Julia Thornton, earned the opportunity to represent Canada at the 2025 Youth World Artistic Swimming Championships, held August 26-30 in Athens, Greece. This marked the third time Ontario athletes have represented Canada through the Canada Artistic Swimming selection process introduced in 2022. Competing against the world's best, the team placed 14th overall in the Figures and Team events.

August also featured the 2025 Canada Summer Games in St. John's, Newfoundland and Labrador. Team Ontario was represented by 10 athletes who had been training together as part of the Canada Games Athlete Pool since 2024. Ontario reached the podium in all three events, earning bronze medals in Solo and Duet and a silver medal in the Team event.

Ontario Artistic Swimming congratulates all Team Ontario athletes and coaches on their exceptional accomplishments throughout the 2025 season.

Building on this success, the 2025-2026 High Performance Academy launched to continue supporting athletes progressing along Ontario's high-performance pathway. The program was delivered in partnership with the Canadian Sport Institute Ontario (CSIO) through Ontario High Performance Sport Initiative (OHPSI) funding.

The season began with the annual High Performance Academy Kick-Off Camp in Toronto, where selected athletes participated in training focused on body awareness, sculling, technical elements and figures, flexibility, acrobatics, and artistic expression. Throughout the season, athletes received ongoing support within their daily training environments from Head High Performance Coach Yingli Hou and CSIO performance experts. Support included club outreach visits focused on technical development, routine refinement, competition feedback, and virtual technical support. In addition, CSIO specialists provided integrated sport science services in nutrition, mental performance, physiological testing, and strength and conditioning through both in-person and virtual programming.



Rules and Competitions

The 2025-2026 season saw continued evolution of the competition structure as Ontario Artistic Swimming adapted to ongoing rule changes introduced by World Aquatics, while ensuring implementation remained developmentally appropriate across all levels of the sport.

Key updates included:

Updates to basemark protocols and 11-12 synchronization scoring

Provincial Stream Solo and Duet events transitioned to full basemark protocol, improving alignment with Canada Artistic Swimming and World Aquatics as the new judging system continues to evolve. The change also improved event efficiency and helped competitions remain on schedule as participation numbers continue to grow. In addition, revisions to 11-12 Team synchronization scoring increased the positive impact of excellent synchronization while reducing the disproportionate effect of synchronization deductions.

Removal of the 11-12 Solo event from Ontario competitions

This change was implemented to place greater emphasis on technical development through Figures, Duet, and Team events during the foundational stages of athlete development. The objective is to strengthen technical skills across the province and better prepare athletes for the increased technical demands of the Youth category.

Implementation of the World Aquatics scoring system at the Regional League and Masters levels

The 2025-26 season marked the full implementation of the World Aquatics scoring system across all competitive levels in Ontario. This created greater consistency throughout the athlete, coach, and official development pathways while reducing administrative demands on provincial officials.



Further rule updates from World Aquatics are anticipated for the upcoming season. The Ontario Technical, Rules, and Competitions Committee will continue to monitor these changes and evaluate their impact to ensure Ontario competitions remain athlete-centred, developmentally appropriate, and efficiently delivered while providing the highest-quality competition experience for athletes, coaches, and officials.

As Ontario Artistic Swimming looks ahead to the 2026-2027 season, the organization remains committed to building on this year's successes by providing high-quality athlete development opportunities, supporting coaches and officials, and delivering exceptional competition experiences across the province. With continued collaboration among clubs, volunteers, officials, coaches, athletes, and partners, Ontario is well positioned to navigate the evolving international landscape while strengthening a sustainable, athlete-centred pathway from grassroots participation to high performance. The accomplishments of the 2025-2026 season reflect the dedication and passion of our entire artistic swimming community, and provide a strong foundation for continued excellence in the years ahead.

Respectfully Submitted,

Laura Steacy

Technical Director

Ontario Artistic Swimming

MARKETING, COMMUNICATIONS, AND EVENTS REPORT

The 2025-2026 season marked a year focused on consistency and continuity within the Marketing, Communications, and Events department. With the move of the Events, Marketing, & Communications Lead to Canada Artistic Swimming, the hiring of a new Events & Communications Lead, and the repositioning of the Marketing, Branding, and Special Projects Lead, there was a heavy focus on ensuring a smooth transition.

Marketing

The 2025-2026 season focused on maintaining a strong and consistent digital presence while increasing awareness of Ontario Artistic Swimming and its athletes, clubs, and programs. Marketing efforts emphasized community storytelling, athlete recognition, and creating meaningful opportunities to engage members across the province.

Key initiatives included:

Making Waves: Club Spotlight Series

Launched a province-wide Club Spotlight Series to celebrate the unique culture, achievements, and impact of artistic swimming clubs across Ontario. The series highlighted clubs through dedicated social media features, increasing visibility for local programs while fostering a stronger sense of community and connection across the province.



OAS: Next Wave Program Launch

Developed and launched OAS: Next Wave, a new initiative designed to support athletes transitioning from their home clubs to university, college, new communities, or life beyond competitive artistic swimming. The project included developing the program concept, branding, and registration process to connect athletes with opportunities through university teams, masters programs, coaching, officiating, volunteering, and other roles within the artistic swimming community. The initiative promotes lifelong participation in the sport while strengthening connections across Ontario's artistic swimming network.

Celebrating Ontario Success

Increased coverage of Ontario athletes and clubs at National Qualifiers and Championships through real-time competition updates, athlete recognition posts, and results coverage. This enhanced visibility celebrated provincial achievements while reinforcing Ontario's leadership within the national artistic swimming community.

Communications

Communications continued to significantly aid marketing and branding efforts as well as events during the 2025-2026 season. Information packages, warm-up maps, and schedules followed consistent formats, allowing for the continued building of the OAS brand. It also ensured clubs, parents, athletes, and officials could easily find and understand important information relating to the events.

Event documents also continued to be distributed via two different means - Email and Sportity - to ensure they were being received by all who required them. These documents were also released in a regular manner so clubs, athletes, and parents had an idea of when they would be received and could plan around them (e.g. event schedules were always sent 2 weeks in advance of the event).

Outside of events, emails, social media posts, and website articles that all pertained to the same information were scheduled and released at the same time. This system ensured that all members of the OAS community received the news at once, unless waves of release were necessary, and increased traffic to the website, as it was linked in the social media posts.

Events

The 2025-2026 event season was characterized by building partnerships, event expansion, and a smooth staffing transition. It marked the second year of OAS's Jolyn-branded invitational, a new awards supplier and partner, the addition of Wednesdays to competitive events, and the onboarding of a new staff member.

Event Partnerships

2026 Jolyn Invitational - Building on a Strong Foundation

The 2026 Jolyn Invitational continued to build on the success of its inaugural year, further establishing itself as Ontario Artistic Swimming's premier branded competition. Marketing and branding efforts focused on expanding the event's visibility, enhancing the athlete experience, and strengthening the OAS and Jolyn partnership.

Key marketing and branding initiatives included:

- Comprehensive event promotion through social media, email communications, and digital marketing campaigns.
- Continued use of cohesive event branding, including custom signage, competition materials, athlete gift bags, and the athlete photobooth.
- Promotion of the exclusive OAS x Jolyn merchandise collection, reinforcing the partnership while providing athletes with unique event merchandise.
- Ongoing collaboration with Jolyn Canada to deliver an engaging event experience for athletes, coaches, and families.

By building on the foundation established in 2025, the 2026 Jolyn Invitational continued to grow as a flagship event, strengthening the OAS brand and delivering a high-quality competition experience.

Nothers Partnership - New Partnership & Athlete Recognition

The 2025-2026 season marked the beginning of Ontario Artistic Swimming's partnership with Nothers The Award Store, who became the Official Awards Supplier through 2028. With new ribbons and medals, including special medals for the Jolyn Invitational and Masters Championships, the partnership focused on celebrating athlete achievement while enhancing recognition opportunities at provincial events through meaningful branding and engagement initiatives.

Key marketing and partnership initiatives included:

- Supporting the integration of Nothers branding at key provincial events, including the Ontario Championships presented by Nothers The Award Store.
- Launching the Podium Pics Challenge at both the Leslie Taylor Ontario Cup and Ontario Championships, encouraging athletes to share their podium photos on social media while showcasing the Nothers partnership and celebrating athlete success.
- Increasing partner visibility while reinforcing OAS's commitment to recognizing the achievements of athletes, coaches, officials, and volunteers.

The Nothers partnership introduced a new level of athlete recognition and sponsor activation, creating engaging opportunities to celebrate success while strengthening the visibility and value of OAS partnerships.

Addition of Wednesdays at Competitive Competitions

The 2025-2026 season also introduced Wednesday as an additional competition day. With OAS prioritizing athlete participation and well-being, this expansion to a five-day competition schedule was necessary to accommodate the growing number of athletes and routines at competitive events. The additional competition day provided athletes with the opportunity to showcase all their skills while allowing adequate time to rest and prepare between routines, helping them perform at their best.

The addition of Wednesday, which hosted the Junior and Senior Solo Free competitions, enabled a record 32 Youth Duets to compete on Thursday and 35 11-12 Duets on Friday.



Onboarding of New Events & Communications Lead

Most of the focus this season was on ensuring that there was a smooth transition between the outgoing Events, Marketing, & Communications Lead and the incoming Events & Communications Lead. Using the season to aid the onboarding process, the incoming staff member was able to experience hands-on training, allowing for real-time lessons and problem-solving, while shadowing the outgoing member. Having successfully planned and executed the Jolyn Invitational, OAS's biggest event of the season, and the Ontario Championships with minimal issues, the onboarding process was deemed smooth and successful.

Season Event Statistics

11

Provincial events hosted by OAS

26

Clubs in attendance, including 8 out-of-province clubs, generating \$24,735 in additional entry fees

1,480

Routines swam across 24 days of competition

160

Athletes swam in 53 routines, in addition to figures and dryland testing, over 4 days at the 2026 Ontario Winter Games in Orillia, Ontario

Looking Ahead

For the 2026-2027 season, OAS will:

- Create a revised pre-event timeline that will allow for clubs and staff to better prepare for events.
- Grow the OAS: Next Wave initiative by increasing participation from athletes, clubs, post-secondary institutions, and community organizations to support lifelong involvement in artistic swimming.
- Increase visibility of our partners (e.g. Jolyn, Nothers, etc.) at competitions.
- Continue to grow the Jolyn Invitational as OAS's premier branded competition by enhancing event experiences, expanding digital storytelling, and strengthening the OAS x Jolyn partnership.
- Expand the Nothers partnership through creative sponsorship activations and athlete recognition initiatives that increase partner visibility while enhancing the competition experience.
- Expand the use of video content and storytelling across social media platforms to increase reach and engagement.

Respectfully Submitted,

Shamara Ameer

Events & Communications Lead
Ontario Artistic Swimming

Evelyn Young

Marketing, Branding, and Special Projects Lead
Ontario Artistic Swimming



ONTARIO OFFICIALS COMMITTEE REPORT

The Ontario Officials Committee has had a productive and busy year, including a full slate of Competitive and Regional League events.

In addition to the 11 OAS-hosted events, Ontario once again supported the Artistic Swimming World Cup Superfinal in Toronto. This International competition, hosted by Canada Artistic Swimming, was a huge success with many of our provincial officials, committee members, and OAS staff playing an integral part in the success of this competition by supporting it in a number of volunteer roles. This season also saw CAS National Master Championships hosted in Toronto prior to the Superfinal and was the first National Masters Competition using the new scoring system.

Within Ontario, our officials participated in competitive meets and selection for our HP programming, which will see our athletes travel to the Canada Cup Competition in Montreal at the end of August.

The demand on officials remains high with Ontario being one of the largest Artistic Swimming communities in Canada. The dedication of the Officials within Ontario to continually provide consistent judging at every meet is commendable. This past season saw many Level 1 Practice Judges working through their requirements to be certified as well as an increased number of Technical Controllers completing their training, increasing our number of Difficulty Technical Controllers and Synchronization Technical Controllers.





As a committee, the OOC would like to thank all the many coaches, officials, and volunteers who have contributed so much over the course of this past season. We remain committed to providing our athletes with many opportunities to compete as well as being a resource for our coaches within Ontario.

We continue to encourage more members in the community to take one of our upcoming Judges Courses to join in this volunteer role. Level 1 judging courses will be offered this fall, and we look forward to welcoming more interested volunteers to this rewarding role.

Many thanks to each and every Official who has contributed in the past year. Your volunteerism is very much appreciated.

Respectfully Submitted,

Erika Lindner

Chair

Ontario Officials Committee

