



# ANNUAL REPORT 2025

---

ANNUAL GENERAL MEETING  
JUNE 5, 2025

# Table of Contents

PRESIDENTS REPORT	3
HEAD COACH	6
Programs	6
Competitions	6
Training	7
Appreciation	8
VOLUNTEER RECOGNITION	9
Board of Directors	9
Club Activities & Events Volunteers	9
HUMAN RESOURCES	10
Volunteers	10
Coaches	10
FINANCIAL REPORT	12
E-Gaming	12
Bookkeeping and Auditing	13
FINANCIAL STATEMENTS - YEAR END 2024	14
Statement of Financial Position	14
Statement of Revenue and Expenditure	15
MARKETING	16
COMMUNICATIONS/ADMINISTRATION	17
Registration and Membership	17
Team Snap	18

# PRESIDENT'S REPORT

On behalf of the Mississauga Artistic Swimming Club Board of Directors, I am pleased to present our 2024-2025 Annual Report.

## A Team of Families

Artistic swimming is a team sport and MASA is a team of families. Without each other's support, time, and commitment, none of our club's accomplishments would be possible. Thank you, parents! We appreciate everything you do - the early mornings, the late afternoons, the rush to get dinner ready at night for hungry, tired kids, the long weekends (and the lack of long weekends), as well as the team support. Thank you for giving your young athletes the opportunity to participate in the sport they love.

## A Team of Volunteers

A huge thank you is particularly owed to all the volunteers who made this artistic swimming season so successful. The several hundred volunteer hours that parents and caregivers collectively dedicate to the club ensure that our athletes have pools in which to swim, equipment with which to train, and ways in which to bond with teammates, is what makes our club work. The member volunteers made our events, meets, and teams run smoothly for the benefit of our athletes.

The Board of Directors, for their part, contributed much of their time to discuss and debate issues that are critical to the growth of artistic swimming and our club. Thank you to the other members on the club's executive: Diana, Victoria, Julie, Cassey, and our Head Coach, Alyssia. While we were all constantly adapting, we managed to make it through with mutual support, teamwork, and a willingness to just get things done.

The Board values your ideas and suggestions. One of our goals for the upcoming season is to increase our member engagement. We need you and there are so many ways to contribute! Please consider adding your voice to the growth of the club and of course, the growth of artistic swimming.

In particular, please plan on attending the Annual General Meeting on June 5, 2025 to discuss the season at a glance. The meeting will start at 7:00pm on the night of the Swim Show rehearsal.

## A Team of Coaches

Our MASA coaching team was wholly dedicated to our club and our swimmers' success. In addition to developing and coaching routines and figures, they focused on resiliency, sportsmanship, and fair play. Thank you for your devotion to the club and your enthusiasm for the sport.

Alyssia, while this year brought on a different set of challenges compared to the last, you were able to deal with them with patience, poise and the utmost grace. Thank you for approaching these challenges head on and making this season one of our best ones yet. It was a difficult year for many reasons, but you made it look easy: from growing the Club to unprecedented numbers, to managing our ever-growing coaching staff, to bringing back a National Stream of athletes. Your resilience has been astounding, and the athletes have all fed off your energy to make this season a success. You are a true role model to our athletes, and your efforts have not gone unnoticed. Thank you for an incredible season!

## Key Partners

Thanks must be extended to three key MASA partners: the Mississauga Charitable Gaming Association (MCGA), the City of Mississauga, and Ontario Artistic Swimming. Working with the MCGA - and all those Bingo/e-Gaming volunteer hours that members do - provides us with substantial revenue to offset pool rental costs. Further, due to our recognition by the City of Mississauga as an "Affiliated Sport Provider - Regional" through their Registered Community Group program, we benefit from reduced pool and room rental rates. The benefits provided by both these partners are invaluable for keeping membership rates more affordable.



Registered  
**Community Group**

## Key Accomplishments

Some of the initiatives and activities made possible by our club's volunteers & staff this year included:

- Grew our club membership by almost 40% over last season
- Ensured compliance with a variety of Canada Artistic Swimming and Ontario Artistic Swimming policies
- Held a drama session for athletes to understand the 'artistic impression' component of scoring at competitions
- Organized a session with Sheilagh Croxon, a world-renowned artistic swimming coach and advocate for female participation in coaching programs, to train our athletes
- Held a meeting for parents to fully understand the new, complicated scoring system
- Brought in talented and accomplished coach, Julia Thornton, to run a specialty session for our athletes
- Successfully implemented a National Stream for our Club
- Successfully implemented a High-Performance program for the Club
- Implemented Canada Artistic Swimming imposed changes to our Provincial program
- Held several sessions at full capacity of a recreational program for new athletes
- Ensured all our coaches were OAS certified and completed all required training and verifications
- Gave opportunities to senior swimmers to become certified to coach
- Conceptualized, designed, and delivered competition suits for all national, provincial and regional swimmers as well as recreational Swim Show suits
- Held the club's marquis social activities, including WOW Night, the Swim Show and the end-of-year Banquet

Next season promises to bring new challenges and opportunities. We anticipate 2025-2026 being another growth year, with a renewed push on membership recruitment, the recreational and regional programs, as well as coach recruitment and development. There is so much to look forward to!

Please have a safe and happy summer. The club hopes to see you all back in the fall. Stay tuned for information about the upcoming season in your inbox!

**Sonal Thomas**  
**Club President & Director of Club Management**  
**Mississauga Artistic Swimming Club**

# HEAD COACH

## Programs

During our 2024-2025 season, we were able to continue to rebuild our club: we saw much fuller teams, more athletes and were able to offer, more than ever before, extra routines to all athletes who were interested, in all age group categories. We had 3 provincial levels teams in the 10U, 12U and Youth aged categories. We also ran 4 successful regional league programs in the 10U, 11-12 and 13-15 aged categories. We also reintroduced a national stream program that MASA has not been able to offer for more than 10 years. All athletes worked hard and competed with strong performances this season. We continued from last season offering recreational programs with 4 program offerings, based on age, this season. Our coaches have done a fantastic job with these athletes teaching and preparing them to branch out into our regional, provincial and one day national programs.

In the coming season, the club hopes to continue to attract these younger athletes to build the fundamental artistic swimming skills needed. These athletes are the base and foundation of our sport and club, the focus on this stream will be reflected again next season.

## Competitions

The provincial stream athletes and coaches took on a new challenge this season. With the new rebranding of the sport to Artistic Swimming, there has been a major change in the way the sport is judged in terms of difficulty, execution, and artistic impression. As we saw last season, there was a difficulty rules change in how routines at the provincial and national stream are judged. In October 2024, this system changed again, adding another layer to our coach's work. All of our athletes and coaches worked hard learning new skills, more challenging routines, and the ever-present adaptations of our routines after every meet. All our athletes rose to the challenge, and though they are still learning and working on these skills, it has been great to see them progress throughout the season and increase their confidence.

Our 10U provincial league team competed at 3 competitions this season: Leslie Taylor Cup, Jolyn Invitational and Ontario Championships. This was the first year of competing for many of

our 10U athletes and this season was a resounding success for them. Our 11-12 provincial league team competed at 4 competitions this season: Lisa Alexander Technical Meet, Leslie Taylor Cup, Jolyn Invitational and Ontario Championships. Our Youth provincial league team competed at 4 competitions this season: Lisa Alexander Technical Meet, Leslie Taylor Cup, Jolyn Invitational and Ontario Championships. Our regional league teams competed at 3 meets this season: Central/West Winter Meet, Ignite Invitational and Central/West Spring Meet. These meets were the first time that many of our athletes were competing, and this season was filled with lots of success all around.

## Training

To continue to be competitive we must evaluate the intensity level of our swimmers' commitment and gauge where we want to be as a club going forward. Each season, the top-level swimmers in the province increase their degree of difficulty, adapt to how difficulty is judged, and improve the strength of their moves with more power and height. It takes more effort every year to just hold your position in the province. I encourage our athletes to continue to work on their extension and flexibility at home as this is a weakness demonstrated in the ever-changing difficulty system. Extension and flexibility are foundational to our work in the water, and having these skills already mastered will lead to an improvement in their ease of picking up new in-pool skills, their ability steadily improve, and ultimately to be able to focus on more aspects of the competition such as refining execution.

## Dedication to Coach Sofia Bhadra

This season Mississauga Artistic Swimming suffered a terrible loss. In November 2024 we lost former athlete and coach Sofia Bhadra. Sofia was a crucial member of the MASA community, and we hope as a club to embody her spirit on the pool decks and encompass all that Sofia was. Sofia was a kind, caring, knowledgeable and passionate member of the Artistic Swimming community and this loss was not a light one. We send our deepest condolences to Sofia's family as they grieve this loss.

## Appreciation

I would like to acknowledge and commend our coaching staff who all rose to adapting to their roles as coaches. This season has been one focused on the development of athletes but also coaches and I applaud them for taking on such a hard task this season. You kept our swimmers engaged and motivated them to learn many important skills in and out of the water and you took on new challenges in different age groups. You put your trust in me and in this club, and the teams have only benefitted from your knowledge and dedication. We would not have had the success we continue to have in and out of competitions without this team of dedicated and committed coaches.

Thank you to the parents for supporting and encouraging your athletes. Ensuring that they can still have this connection and build on their active lifestyles is important and appreciated. To the MASA Executive, you have covered many roles this year and have put your trust in what the club is working on to help us build our programs. I have truly enjoyed seeing what we have accomplished this year and cannot wait to see it continue in the coming years.

**Alyssia Leithwood**  
**Head Coach**  
**Mississauga Artistic Swimming Club**



# VOLUNTEER RECOGNITION

A very big thank you to all our club volunteers who keep our club running, ensure our events are successful, and who teach and mentor new parents on the ins and outs of our sport.

## Board of Directors

Club President	Sonal Thomas
Finance	Diana Tao
Human Resources	Victoria Wynne
Marketing	Cassey Tan
Administration & Communications	Julie Takata

## Club Activities & Events Volunteers

Bingo Coordinator	Ling Liu
Equipment Manager	Mike Kolcun
WOW Club Spirit Event	Blue and Orange Team Families
Swim Show	Red, Purple, and Pink Team Families
Club Banquet	Yellow, Green, & Junior Training Team Families

## Team Parents

Red Team	Bilge Gungor
Orange Team	Michelle Sotnick & Radwa Azzazy
Yellow Team	Thank you for sharing the responsibilities
Green Team	Heather Lacktin
Blue Team	Ilona Yu
Purple Team	Donna DaCosta
Pink Team	Stella Zhang
Junior Training	Amy Stasiuk

# HUMAN RESOURCES

## Volunteers

As a non-profit organization, MASA thrives on the generous time and energy donated by our amazing parent volunteers. This year, our parents stepped up in remarkable ways – leading the charge in events like WOW Night, the Swim Show, our end-of-year banquet, and supporting the day-to-day activities that keep our club running smoothly. From organizing team events, managing clubwear orders, and coordinating out-of-town meets to running gemming tutorials and so much more – your dedication made it all possible.

We are deeply grateful to every parent who gave their time, talent, and heart. Your support has been the backbone of this season's success – thank you!

## Coaches

Despite facing some incredibly challenging situations this season, our coaching team showed remarkable flexibility, resilience, and unity. They supported one another and our athletes with unwavering dedication, motivating and pushing our swimmers every step of the way to bring out the very best in each of them.

A heartfelt thank you goes out to **Morgan Armstrong, Katherine Sheng, Nanis Monir, Rhea Anand, Tia Anis, Naomi Bowman, Sherry Riley, Christy Ayoub, Paige Liu-Ernsting, Myra Jin, Joy Yang, Chantal Gad**, and our **Head Coach, Alyssia Leithwood**, for rolling with the punches, adapting seamlessly to an ever-changing environment, and demonstrating incredible resolve—all while wearing a smile.

We would not be where we are without the passion and commitment of this amazing group of coaches. Their dedication to the sport and to our swimmers has made all the difference.

This year also saw a stronger emphasis on conditioning and figures, as well as valuable opportunities for skill and personal development. Our swimmers had the opportunity to grow through specialized workshops with expert coaches Sheilagh Croxon and Julia Thornton, as well as a dynamic drama workshop led by Karen Mathiasen.

Looking ahead to next season, we remain committed to building a strong and skilled team. MASA will continue working to recruit outstanding candidates for provincial, regional, and high-performance coaching roles. At the same time, we are deeply invested in the professional development of our current coaching staff, supporting them as they pursue higher coaching qualifications and facilitating mentorship between senior and junior coaches.

Coach-team assignments for next season will be determined based on the number of swimmers registered and the range of programs we are able to offer.

Wishing all our coaches, swimmers, and their families a restful and safe summer!

**Victoria Wynne**  
**Director, Human Resources**  
**Mississauga Artistic Swimming Club**

# FINANCIAL REPORT

## E-Gaming

Our partnership with the Mississauga Charitable Gaming Association (MCGA) continues to be a vital revenue stream for MASA. This season, we've achieved outstanding results:

- \$61045.59 generated as of March 2025
- Additional \$21,000 projected by June 2025
- Funds cover 95% of our annual pool rental costs

These contributions directly supported our athletes by offsetting \$86,685.97 in pool fees for the 2024-2025 season. Our e-gaming volunteer initiative has seen remarkable growth this season, with significantly more members dedicating their time at the RAMA E-Gaming Centre. The collective effort of our volunteers has been truly inspiring, contributing countless hours that directly support our athletes' success.

## Pools & Dryland Space

Pool and dryland space rentals remain among our most significant operational expenses. We are grateful for our continued partnership with the City of Mississauga, which provides access to quality training facilities. Special thanks to Head Coach Alyssia Leithwood for her additional efforts as Pool Coordinator. Her leadership in scheduling and facility coordination has helped ensure our athletes have consistent access to the training spaces they need. Alyssia's dedication to this expanded role has been instrumental in maintaining smooth operations across all our training locations this season.

## Bookkeeping and Auditing

A&J CPA has provided outstanding auditing services since joining us in 2021. Their rigorous review process and professional guidance have significantly strengthened our financial governance, ensuring full compliance while identifying opportunities for improved fiscal management. The attached audited statements for fiscal year end July 2024 demonstrate our commitment to financial transparency.

Jason Besson handles the club's routine bookkeeping functions. While maintaining basic financial records, we recognize opportunities to enhance efficiency in our day-to-day financial operations as the organization continues to grow.

**Diana Tao**  
**Director, Finance**  
**Mississauga Artistic Swimming Club**

# FINANCIAL STATEMENTS – YEAR END 2024

## Statement of Financial Position

### Mississauga Artistic Swimming Club

#### Statement of Financial Position

As at July 31, 2024

	Note	2024	2023
		\$	\$
<b>Assets</b>			
Current assets			
Cash		88,606	76,550
Cash - bingo account	4,5	21,057	20,097
prepaid expenses		-	11,196
		<b>109,663</b>	<b>107,843</b>
Total Assets		<b>109,663</b>	<b>107,843</b>
<b>Liabilities</b>			
Accounts payable and accrued liabilities		8,401	9,409
Government remittances		1,493	990
Total Liabilities		<b>9,894</b>	<b>10,399</b>
<b>Net assets</b>			
Unrestricted net assets		78,712	77,347
Externally restricted net assets, bingo account	5	21,057	20,097
		<b>109,663</b>	<b>107,843</b>

#### On Behalf of the Board:

Name: Sonal Thomas

Signature  Title: President

Name: Diana Tao

Signature  Title: Finance Director

# Statement of Revenue and Expenditure

## Mississauga Artistic Swimming Club

### Statement of Revenues and Expenditure

For the Year Ended July 31, 2024

				2024		2023
	Schedule	Note	Bingo funds	General funds	Total	
			\$	\$	\$	\$
<b>Revenues</b>						
Bingo revenue	A	3	68,722	-	68,722	52,579
Registration and tryout fees			-	171,511	171,511	123,451
Fundraising activities	B		-	12,526	12,526	13,640
Rebate for shortened year			-	193	193	(988)
			68,722	184,230	252,952	188,682
<b>Expenses</b>						
Coaching and training			-	95,120	95,120	72,536
Pool rental- City of Mississauga			81,137	-	81,137	57,762
Fundraising expenses	B		-	38,436	38,436	26,210
Synchro association fees	C		-	22,016	22,016	19,263
Professional fees			-	5,533	5,533	6,110
Bookkeeping			-	3,876	3,876	7,329
Club expenses			-	2,315	2,315	1,430
Administration expense			-	1,986	1,986	3,814
Pool rental-others			172	-	172	3,119
Advertising and promotion			-	31	31	2,026
Bank charges			-	5	5	28
Audio video - capital equipment expensed			-	-	-	4,977
			81,309	169,318	250,627	204,604
<b>Excess (shortfall) of revenue over expenses</b>			(12,587)	14,912	2,325	(15,922)
Unrestricted net assets, beginning of year			-	77,347	77,347	103,028
Net change in bingo bank balance, from external restricted net assets			-	(960)	(960)	(9,759)
<b>Unrestricted net assets, end of year</b>			(12,587)	91,299	78,712	77,347
<b>Externally restricted net assets</b>						
Externally restricted net assets, beginning of year		5	20,097	-	20,097	10,338
Net change in bingo bank balance, to unrestricted net assets			960	-	960	9,759
<b>Externally restricted net assets, end of year</b>	A		21,057	-	21,057	20,097

# MARKETING

## Continuing traditions

We again begun the year at our annual kick-off and orientation for club members at Huron Park. We have booked the park for next season on September 6, 2025.

## Trial Classes

The club continued trial classes for those interested in joining artistic swimming with great interest and participation. We will continue to manage this program through the 2025-2026 season to get any swimmer interested in the sport into the water as soon as possible.

## Spirit Wear

We had initially budgeted spirit wear over the past few seasons to engage our swimmers with clothing to help promote the club and sport outside of practice sessions, we were pleased to see our broader parent community build interest in some of the items to wear at swim meets and programs. For the 2025-2026 season we will look to add a few items on a pre-order basis for the broader community to purchase.

## Plans for 2025-2026

MASA has a strong social following on Instagram, ranking amongst the highest followers for clubs in Mississauga and among our peers in Artistic Swimming in the GTA. While some of this is through organic activities, we made modest media investments during key recruiting periods to build awareness of MASA programs and services. We will look to develop a more sustainable organic content plan and execute a steadier media program for the upcoming season. We will start opening opportunities for businesses to sponsor or participate in the club to build new revenue opportunities for 2025-2026.

Please follow MASA on social media  
Facebook: [facebook.com/swimmasaartswim](https://facebook.com/swimmasaartswim)  
Instagram: @swimmasa

**Cassey Tan**  
**Director, Marketing**  
**Mississauga Artistic Swimming Club**



# COMMUNICATIONS / ADMINISTRATION

## Registration and Membership

### Competitive Program (Provincial and Regional Teams)

Membership in our competitive programs increased this year from 42 to 57 swimmers (31 provincial/national and 26 regional). 36 of our competitive swimmers were returning swimmers. 12 of our AquaGO swimmers from last season joined our competitive teams this year. An additional 9 swimmers joined after participating in a Try Art Swim class or hearing about MASA through our social media channels, website, or from a friend.

### Recreational Program (AquaGO)

The AquaGO Program is an 8-10 week introductory program for new artistic swimmers to learn the basic skills of artistic swimming. With the addition of our new AquaGO coaches and volunteers we were able to run AquaGO sessions through all four seasons this year. Our summer sessions were held at Erindale Outdoor Pool.

Beginning in the fall we altered our program slightly to provide recreational classes based on age and at an increased capacity. The most popular was our 10 - 13 age group which ran at or near capacity for each of the 3 sessions, followed by our 6 - 9 age group. Throughout the Fall, Winter and Spring there were 42 total registrations representing 25 different swimmers. 16 recreational swimmers and will perform with our regional and provincial teams at our year-end Swim Show. We hope to see many of these swimmers move up into our competitive program this fall.

To promote AquaGO we offered trial classes to swimmers looking to try a class before enrolling. 8 families took advantage of this opportunity, and 5 new swimmers joined AquaGO after attending their trial class. This recreational stream will continue to be crucial to our club's development and growth in the years to come.

## Team Snap

We will continue to use TeamSnap next season. TeamSnap continues to be a highly effective way for our members to register for programs, communicate with their coaches and other team members and receive important communications throughout the year.

**Julie Takata**  
**Director, Administration & Communication**  
**Mississauga Artistic Swimming Club**