

# ALBERTA ARTISTIC SWIMMING

## ANNUAL REPORT 2024



### CONTACT:

780-415-1789

[www.albertaartisticswimming.ca](http://www.albertaartisticswimming.ca)



## 2024 ANNUAL REPORT

---

Alberta Artistic Swimming's strategic directions, embedded in our mission and vision statements and values, are at the forefront of the organization's actions, activities, initiatives and engagement with our artistic swimming communities within the province and across Canada.

**Mission Statement:** *To lead and develop people in the sport of artistic swimming in Alberta*

**Vision Statement:** *Leading the nation in all aspects of the sport of artistic swimming*

**Success Statement:** *Alberta Artistic Swimming will have an increased number of people - athletes, coaches and officials involved in the sport*

---



## TABLE OF CONTENTS

---

<b>PRESIDENT'S REPORT</b>	<b>5</b>
<b>SUMMARY OF ASSOCIATION REPORT</b>	<b>6</b>
• Athlete Development	10
• Marketing and Events	19
• Organizational Excellence	21
• Qualified Technical Officials and Coaches	
• Representation and Lobbying	
<b>GOVERNANCE &amp; RISK MANAGEMENT REPORT</b>	
<b>FINANCE CHAIR REPORT</b>	
<b>AUDITED FINANCIALS</b>	

---



# PRESIDENT'S REPORT

# 2023 - 2024 PRESIDENT'S REPORT

---

Dear members of the Alberta Artistic Swimming community,

I am delighted to present the 2023-2024 annual report for Alberta Artistic Swimming. This report encapsulates the embodiment of our core values and principles throughout our activities and experiences. Our core values of integrity, collaboration, excellence, and innovation, along with our unwavering commitment to the health and safety of all participants, have guided and framed all our endeavors during the 2023-2024 year. Over this period, we have witnessed continued growth and success in the sport of artistic swimming.

The most encouraging development was the increase in the number of participants in our provincial team program. We were able to create two 11-12 and 13-15 teams. We were also excited to form a Junior team for the first time in many years.

We continued to struggle with the new rules announced last season, but we saw an overall improvement in implementing the program. We look forward to the tweaks in the scoring system which will be introduced after the Summer Olympics.

2024 saw the return of the Alberta Winter Games. It was heartening to see the athletes participating in this Olympic style event. We also look forward to the process of creating a 2025 Canada Summer Games team.

On the administrative side of things, we look forward to the implementation of a new Canada wide registration system which should make the whole process of registration smoother and less cumbersome.

I extend my sincere gratitude to our coaches, athletes, volunteers, and funders for their unwavering support and passion for our sport. It is through your diligence and dedication that artistic swimming thrives as a successful and fulfilling endeavor for all involved.

Respectfully submitted,

Chris Profiri  
President, Alberta Artistic Swimming



# **SUMMARY OF ASSOCIATION ACTIVITIES**

# INTRODUCTION

---

The 2023-24 artistic swimming season marked a strong resurgence for Alberta Artistic Swimming (AAS) as the organization worked toward regaining its pre-2020 standards. Memberships saw continued growth, and all three major competitive events hosted by AAS experienced significant expansion. Additionally, the Alberta provincial team program, managed by AAS, saw remarkable expansion as multiple teams were formed in different age groups. Intra-provincial camaraderie also flourished, as AAS and its members collaborated to tackle challenges associated with events and programming. The achievements and milestones of this past season filled us with immense pride, and we are excited to build on this success in the upcoming season.

## ATHLETE DEVELOPMENT

---

The 2023-2024 season we continued to see growth and rebuild of our programming. We were able to deliver multiple athlete development opportunities this season and even had the opportunity to pilot new programming. We were able to deliver all our events fully in person and witnessed growth in many of the age categories specifically the 13-15 age range. In addition to this we fully implemented the new scoring system. While there were technical bumps along the way there were many learnings that came out of the implementation that have helped develop best practices for the 2024-2025 competitive season.

We discontinued with the dryland skills program developed during covid but do have plans to re-implement in some format in the future.

We were able to offer all four of our provincial events in person. This allowed for a meaningful in person competition experience for the athletes. A new scoring system was implemented internationally, and we fully implemented this system. The implementation of the new system required training of several stakeholders to properly operate. We completed internal reviews after each event to help develop best practices for the 2024-2025 season. Providing awards on site at all events was not possible due to the implementation of the new system however plans have been implemented to rectify this for the 2024-2025 season.

Upon the completion of each event officials' comments were provided to the coaches for education purposes. In addition to this, coaches had access to the detailed routine results. This again was provided for educational purposes. Coaches can use this information for athlete development by explaining the areas of strength and areas that require improvement based on the information in the detailed results. Finally, coaches were sent photos/scans of their marked coach cards.

### FUNDAMENTALS / LEARN TO TRAIN

We were able to deliver our Recreational Event Camp in May 2024. The camp was able to run in full and offered several fun opportunities for the athletes. This allowed for water show performances, pizza party lunch, dance, bracelet making, orienteering, flexibility and glitter painting. Six clubs participated in the event. During the water show routine presentation portion we had a total of 16 teams, 2 duets and 2 trios perform. There was a total of 91 athletes participating in the event which was a 20% decline from the previous season. Feedback indicated that it was the later timing of the event. It conflicted with club water shows.

## LEARN TO TRAIN / TRAIN TO TRAIN

We were able to deliver our 11-12 provincial team program and for the first time we offered two teams in this category. This allowed AAS to have a high-performance team and a developmental team thus providing training and opportunity to more athletes. Eight 11-12 athletes were on the developmental team and 9 participated in the high-performance team. Athletes from Red Deer, Calgary Elite, Killarney, Synatics and Aquabelles participated in the program. These athletes came together and trained for the first 2.5 weeks in July in preparation for the SYNC event in Gatineau Quebec. The athletes competed in the team, duet and solo event at SYNC where they competed against other Provincial Teams such as team Ontario and team Quebec. Some of these athletes also participated in a development camp that ran in conjunction with the SYNC event.

## TRAIN TO TRAIN / TRAIN TO COMPETE

We were able to deliver our annual Provincial Team Program and for the first time we were able to offer a development team in the youth category. Eighteen athletes from across Alberta participated in the Youth Provincial Team training program. There was representation in youth program from multiple clubs in Alberta. Both teams attended SYNC and the high-performance youth team qualified to represent Alberta at Pan Ams. In addition to this we were able to offer a junior team that consisted of 9 athletes from across the province. The three teams trained for close to three weeks leading up to the event and represented Alberta at the SYNC event in Gatineau where they competed against our top competitors in the country such as team Ontario and team Quebec to name a few. There was representation from clubs in Calgary, Edmonton, and Red Deer. Canada Artistic Swimming uses SYNC as the selection event for international travel and as such Team AB was selected to represent Canada at Junior Pan AM in Lima Peru in both the Junior and Youth categories. The teams continued training in Calgary/Edmonton in preparation for Pan Am and represented Alberta in the team, solo and duet events. This was the highest number of participations in our Provincial team program in several years.

## **MARKETING AND EVENTS**

AAS delivered all of our events in the 2023-2024 season as well as the Alberta Winter Games. A new scoring system was fully implemented in all programs aside from Masters as this has not been changed at the international level. We were able to train and certify more provincial level technical controllers and also started the training process of another Provincial level scorers.

### Alberta Winter Games Trials (December 2023)

- This event took place in December 2023 for teams wanting to try out for Alberta Winter Games. All components of the event were delivered with implementation of the new system.
- Athletes from Calgary, Edmonton, Red Deer, Okotoks, and Lethbridge participated in the events.
- We had a total of 10 clubs participate in this event with approximately 87 athlete participants. There was zone representation from all zones except for zone 2 and zone 7.

### Northern Lights (January 2024)

- This event took place in January of 2024 for routines and figures. All components of the event were delivered with implementation of the new system. There were delays in results etc due to technical reviews as well as issues with the synchronization input in the scoring system.
- Athletes from Calgary, Edmonton, Red Deer, Okotoks, and Lethbridge participated in the events.
- We had a total of 10 clubs participate in this event with approximately 250 athlete participants.

### Alberta Winter Games (February 2024)

- This event took place in February of 2024 for routines and figures. All components of the event were delivered with implementation of the new system. We were able to deliver without any delays and results/awards were handed out on site at the event.
- Athletes from all zones except Zone 2 and 7 attended the games. We were able to fill the zones spaces using our fill policy for AWG.
- 64 athletes in total participated along with 16 coaches.

### Rocky Mountain Qualifier (February event)

- This event took place in February of 2024 for routines and figures. All components of the event were delivered with implementation of the new system. We were able to deliver without any substantial delays and results/awards were handed out on site at the event.
- We had 11 clubs participate in the event. Approximately 310 in the figure and routine portion of the event which is a 5% increase from the previous season.
- The implementation of the single stream allowed for athletes to qualify to National and we witnessed athlete attend Nationals who historically would have declined to do so in September in previous seasons.

### Wildrose Classic (April 2024)

- This event took place in April of 2024 for routines and figures. All components of the event were delivered with implementation of the new system. We experienced several delays as a result of the new scoring system, internet connections etc that ultimately resulted in no awards being distributed at the event. Assessment of the event was completed to develop best practice to avoid this in the future.
- We continued with combining our Learn to Train and Train to Train programming and Active for Life Programming at an event. We had Master's clubs from Edmonton, Calgary, Red Deer, and Lethbridge attend the event. This was a great opportunity to have the Learn to Train and Train to Train athletes see the active for life side of the LTAD pathway. This also allowed a more meaningful competitive experience for our Master athletes as they had access to more officials etc.
- We had 14 clubs participate in the event and we are now starting to see growth as many of your competitive stream clubs are now offering Masters programming. Approximately 278 participated in the event which is approximately an 8% increase from the previous season.

### Recreational Event

- This event took place live in April of 2023 and offered Routine performances, pizza party lunch, dance, bracelet design, orienteering, Flex training and glitter painting.
- Athletes from Calgary and Edmonton participated in the event.
- We had 6 clubs participate in the event with 91 athlete participants in total which is approximately a 20% decrease from the previous season. The decrease was due to timing of the event and not actual decline in program numbers at this level.

## **RECOGNITION**

This year's award winners were extended an invitation to attend the Awards Luncheon, which took place in early November in Calgary. The luncheon served as a celebration of the outstanding achievements by the athletes and contributions made by individuals in their respective fields throughout the year. It was a moment for the award winners and guests to come together and honor the exceptional talent and dedication demonstrated by the award recipients.

For those looking to learn more about the individuals and organizations recognized this season, a full list of award winners is available on our Awards page. You can find this comprehensive list under the Events tab on our website, where we have detailed information about each award category, recipient, and their remarkable accomplishments. The page serves as a valuable resource for those interested in revisiting the highlights from this year's ceremony or for those who may have missed the event.

We invite you to explore the site and celebrate the continued success of our award recipients, whose achievements help elevate the standards and impact of their industries.

# ORGANIZATIONAL EXCELLENCE

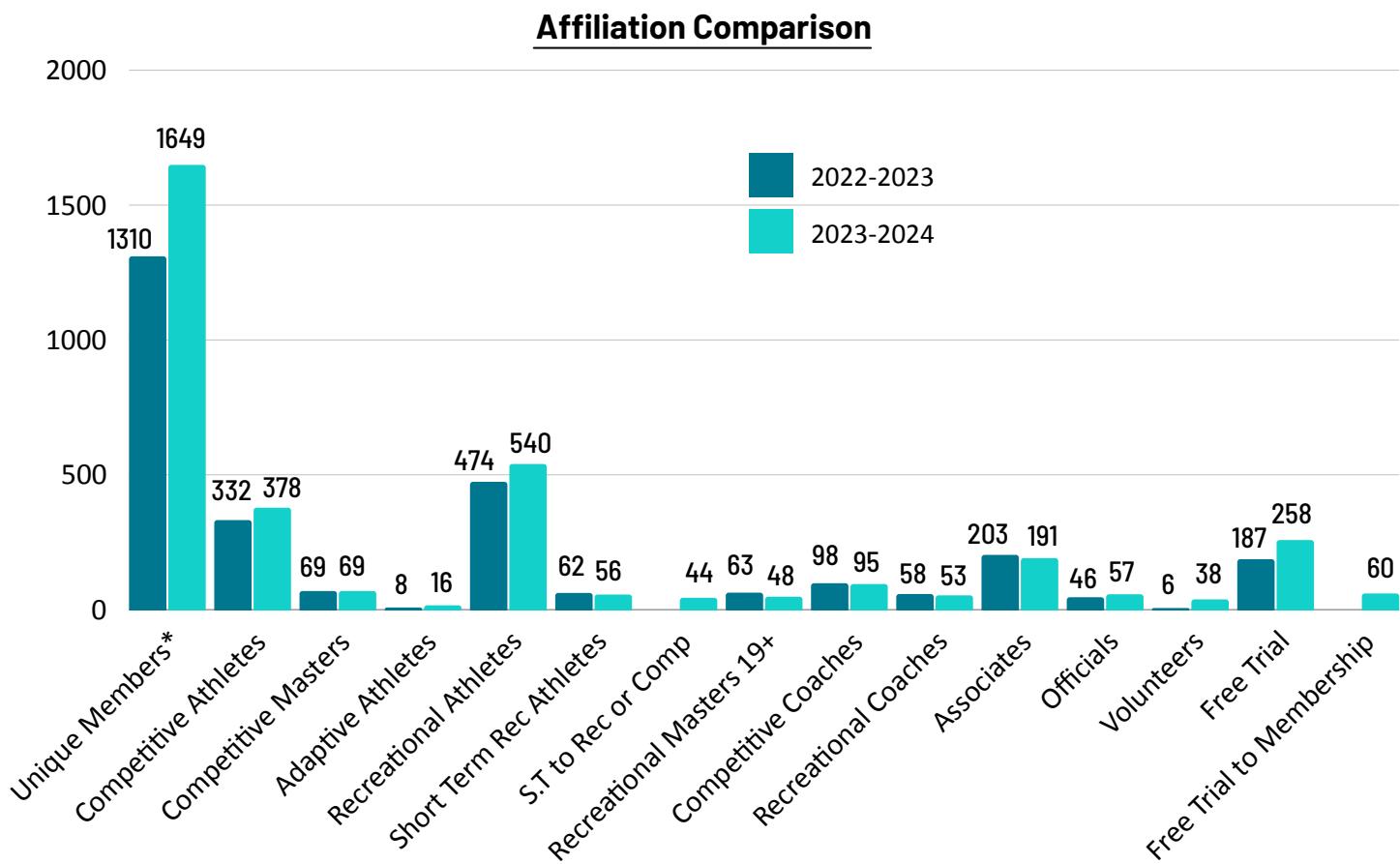
## 2023-2024 AFFILIATION

Total Clubs: 19 (15 Competitive Clubs & 4 Recreational Clubs)

Overall membership grew by 12%, with the largest increases came from recreational athletes and those participating in free trial programs.

This year, we've introduced two new categories to track affiliation numbers:

1. The number of free trial athletes who later registered as members (either recreational or competitive).
2. The number of short-term (ST) recreational athletes who later registered as members (either recreational or competitive).



\*Unique Members means registrants are only counted once.

## REGISTRATION PLATFORM

This year marked our final year with Interpodia, as AAS chose not to renew the contract. We were disappointed to learn that they would not be able to provide event registration for the 2024-2025 season.

At the same time, CAS was exploring new registration platforms and sought feedback and guidance from the provinces. AAS played an active role in the selection process, and after conducting research and interviews, we decided on RAMP. AAS will pilot this platform on behalf of CAS, with the intention of having the other provinces adopt it within the next year or two.

## COLLABORATION

Both Blair and Jaime played pivotal roles in fostering collaboration across the provinces, each bringing their unique expertise and focus to the table. Alberta Artistic Swimming (AAS) was proud to collaborate with Canada Artistic Swimming (CAS) and other provincial and territorial artistic swimming organizations (PSOs) to strengthen the sport across the country. Together, we delivered innovative programs, shared best practices, and enhanced opportunities for athletes, coaches, and officials at all levels. This collaboration reflected our shared commitment to fostering a vibrant and inclusive artistic swimming community that inspired excellence and promoted a lifelong love of the sport.

In this collaborative framework, Jaime focused on her own area of expertise, meeting regularly with provincial Technical Directors, ensuring that her contributions complemented Blair's efforts and further strengthened the partnership between the provinces and the broader organization.

These ongoing discussions are centered around key areas of athlete development, ensuring that all provinces are aligned in their approach to training, competition, and growth. In particular, Jaime and the Technical Directors focus on critical topics such as skill development, grassroots programs, and competition programming. By discussing these areas on a consistent basis, they work to ensure that there is a unified approach to athlete development across Canada, minimizing disparities and maximizing the opportunities available to athletes at all levels, from grassroots participants to elite competitors. This ongoing dialogue helps create a seamless developmental pathway for athletes as they progress from one province to another, ensuring a consistent experience and a smooth transition in their athletic journeys.

Additionally, Jaime plays a key role in communicating and coordinating with AAS coaches on a regular basis. These meetings focus on sharing technical information that is crucial for the success of athletes and coaches alike. Topics discussed include the latest updates on competition standards, evolving approaches to skill development, and adjustments to provincial programming designed to enhance training environments and outcomes. Jaime also addresses important aspects of coach programming, ensuring that coaches have the necessary tools, resources, and technical knowledge to effectively support athletes at every stage of their development.

This dual role—working with both provincial Technical Directors and AAS coaches—enables Jaime to bridge the gap between athlete development at the grassroots level and the more advanced, competitive stages of training. Their efforts help maintain a high standard of coaching, programming, and competition across all provinces, ultimately supporting the growth and success of athletes throughout their developmental journey.

## ANNUAL GENERAL MEETING

The AAS Annual General Meeting (AGM) continues to be held virtually, a format that has proven highly effective in fostering greater participation among our members while also helping to keep costs manageable.

This year, we were pleased to have representatives from 11 of our 19 registered clubs participate in the meeting, alongside members of our Board of Directors, delegates, and several observers. The virtual format allowed for broader engagement and facilitated a more inclusive discussion on key matters.

During the meeting, voting took place on several important items, including:

- Approval of the 2022-23 Annual Report
- Approval of the audited financial statements
- Retention of our current accounting firm for the 2023-24 audit
- Election of new board members

We are happy to report that all four motions were successfully approved, marking a productive and forward-moving AGM for our organization.

## HUMAN RESOURCES

AAS once again leveraged the Mitacs grant program, in partnership with NAIT, to bring on a summer student to support the organization. Katelyn Golby joined AAS on May 1, 2024, and made valuable contributions across several roles. She served as the Provincial Team Program Coordinator, managed marketing efforts by maintaining AAS's social media platforms and website, and conducted research into potential funding opportunities. Following the conclusion of her summer position, Katelyn transitioned to a contractor role as the Social Media and Events Coordinator. In this capacity, she will continue supporting AAS's social media and marketing efforts while assisting with event operations in the upcoming season.

## COMMITTEE REPORTS

### Governance and Risk Management Committee

The AAS Governance and Risk Management Committee (GRMC) conducted a thorough review of existing policies to ensure they remain relevant and aligned with AAS's current operations. The GRMC also evaluated new policies introduced by CAS to confirm AAS's compliance and assess their intended impact within Alberta. Additionally, the committee developed several new policies during the 2023-24 season, addressing various organizational risks and enhancing overall governance.

AAS Updated and/or approved the following policies:

- Provincial Team Policy;
- Rule of Two Policy;
- Out-of-Town Officials Travel Policy;
- Safe & Welcoming Policy Suite Overview.

## **Marketing and Events Committee**

The Marketing Committee collaborated with AAS staff, including the summer student, to maintain a comprehensive annual communications plan and social media strategy. The committee also focused on updating the strategy to ensure its relevance in the continually evolving social media landscape.

## **Nominating Committee**

- The committee brought forward one candidate to join the AAS Board of Directors: Miranda Spensley.
- None of the current board members were up for re-election at this time.
- As the one candidate met the requirements of the Nominating Committee, and AAS received one nomination package for one opening, no vote was required.
- Moving forward, the nominating committee has committed to increasing recruitment efforts for the upcoming season to fill any Board vacancies.

\*See the full report for more information

## **Officials Committee**

The 2023-2024 year has been a period of growth and continued development for the Officials Committee. This report highlights key initiatives, accomplishments, and areas where clubs can contribute to the continued success of competitions and the development of officials.

### **Training and Development:**

#### **1. Online Training Programs:**

- The use of online training for both coaches and officials has continued throughout the year. This method has been highly effective in reaching and educating a wide audience.
- Specific online training programs were conducted for new Level 1 judges, with plans to continue this initiative moving forward.
- Additionally, online training was successfully completed for new technical controllers.

#### **2. Experienced Officials Development:**

- A total of seven experienced judges were trained to advance to the role of referee, ensuring a more skilled and versatile pool of officials.

#### **3. Technical Controller Certification:**

- Nine individuals began the technical controller training course, with three successfully achieving certification by the end of the training period.

#### **4. Annual Judge Feedback:**

- The Officials Committee has committed to providing personalized feedback to each judge. This report, which is created through many hours of work by committee members, is scheduled to be sent by the end of September.

#### **5. National Official Progression:**

- One judge successfully completed the practical component required for upgrading to a national official during the 2024 National Qualifier in Winnipeg. The outcome of this upgrade will be determined in early Fall 2024.

## Competitions and Participation:

- In-Person Competitions:
  - Over the course of the year, eight in-person competitions were held, providing ample opportunities for officials to gain experience and for the community to engage in competitive events.
- Increase in Official Numbers:
  - The number of officials has grown from 50 to 60 this year, reflecting an increase in volunteer involvement and support for competitions.
- Judge Upgrades:
  - In recognition of the continued development of officials, two judges were upgraded to Level 3, one to Level 4, and one judge achieved the prestigious Level 5 international judge status.

## Appeals and Requests for Clubs:

The Officials Committee is seeking the support of all provincial clubs in the following areas:

### 1. Volunteer Hours for Officials:

- Clubs are encouraged to allow volunteer hours to be used for practice judging, judging, refereeing, technical controlling, and scoring. This will help expand the pool of qualified officials and ensure smooth operations at competitions.

### 2. Support for Volunteer Officials:

- It is essential to note that all registered officials are volunteers, even if they are not tied directly to a specific club. To prevent burnout among our core officials, it is crucial that more people, especially parents, get involved in officiating and other volunteer roles at competitions.

### 3. More Officials for Better Competitions:

- The bottom line is that increasing the number of officials will directly improve the quality and efficiency of competitions. A larger pool of trained and active officials ensures that events run smoothly, with reduced pressure on individual volunteers.

The 2023-2024 year has demonstrated significant growth and development in the number and quality of officials, as well as the training programs available. With continued efforts to increase volunteer engagement and expand training opportunities, the Officials Committee looks forward to building a stronger foundation for future competitions. Collaboration from all provincial clubs is essential to ensuring the sustainability and success of these initiative

## **Staff Liaison Committee**

The Staff Liaison Committee met to address the following issues:

- Language within the AAS contractors and coaches contracts;
- AAS staff workloads;
- AAS staff assignments and portfolios;
- Staff Compensation Adjustments.

# QUALIFIED TECHNICAL OFFICIALS AND COACHES

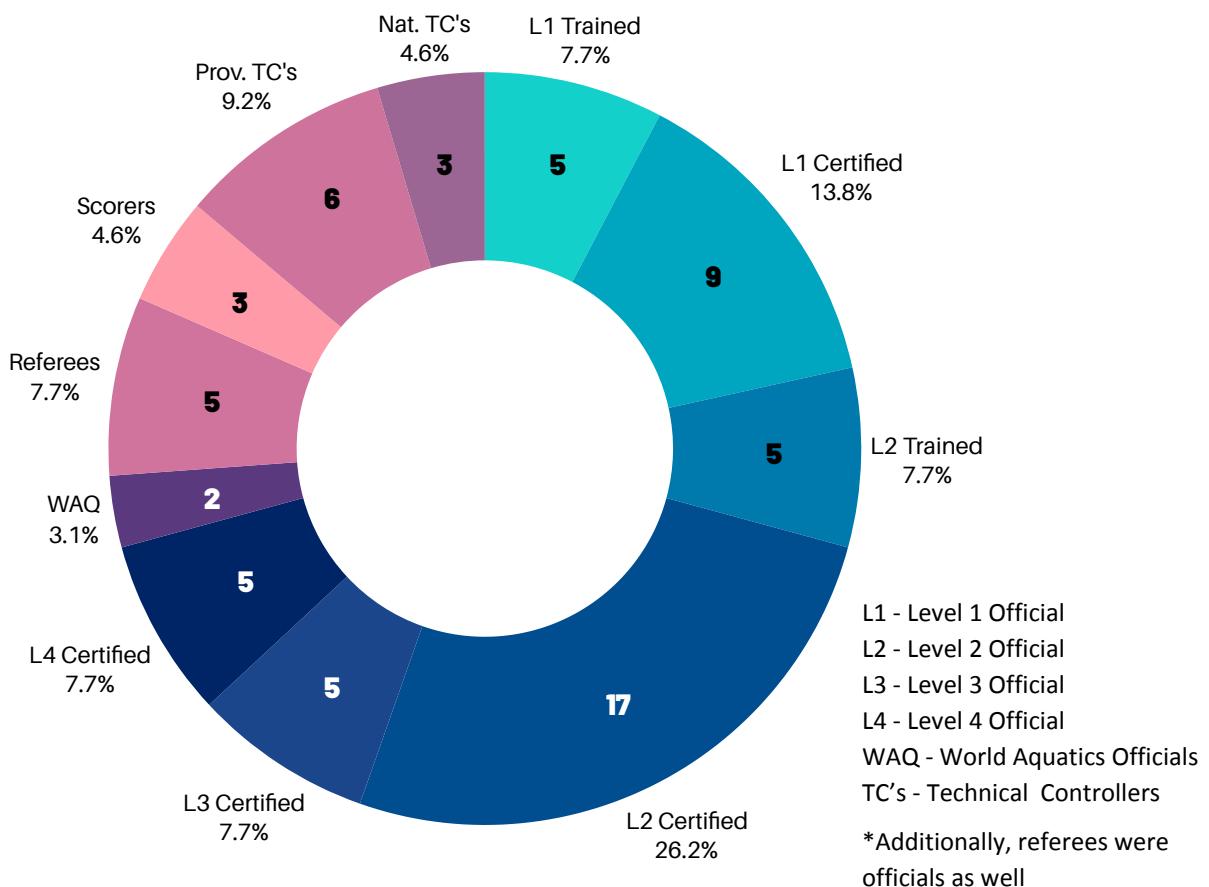
## OFFICIALS DEVELOPMENT

AAS continues to face challenges in recruiting new officials. Currently, interest is limited, with only one officials course held annually, and a certification rate of about 50% for those who complete the training. The majority of interest still comes from Calgary, which has created some logistical and financial challenges. With most of our officials based in Calgary, the cost of hosting competitions outside of the Calgary area increases, as travel expenses must be covered to bring officials to those events.

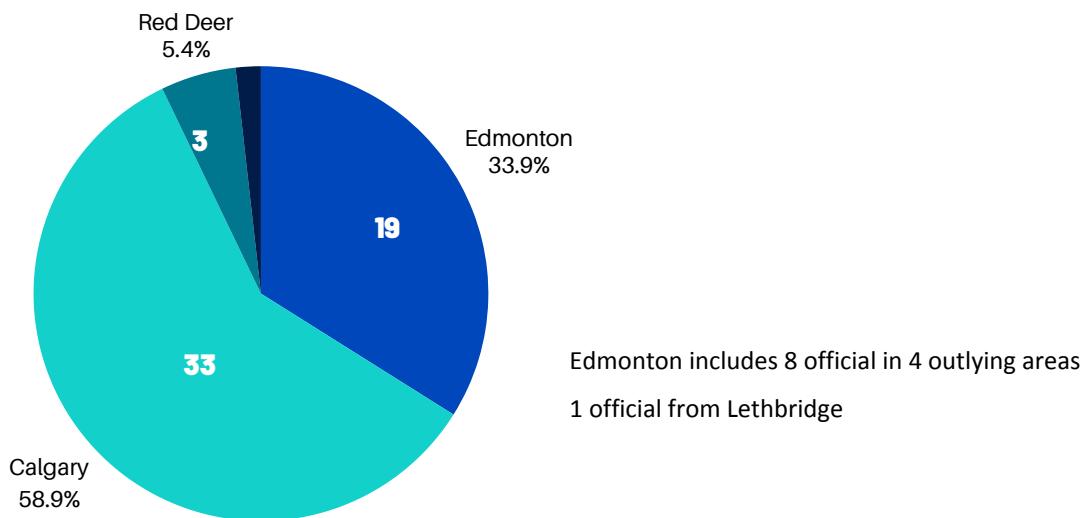
To help address this issue, AAS is encouraging clubs in other regions to actively promote officiating opportunities and encourage their members to become certified officials. Expanding the pool of officials beyond Calgary can not only help reduce competition costs but also ease the burden on existing officials, ensuring that events can run smoothly without overloading any one region.

We believe that with greater involvement from all regions, we can build a more sustainable officiating structure, benefiting both officials and the broader sport community.

## Officials Membership Breakdown



## Breakdown of Officials by Location



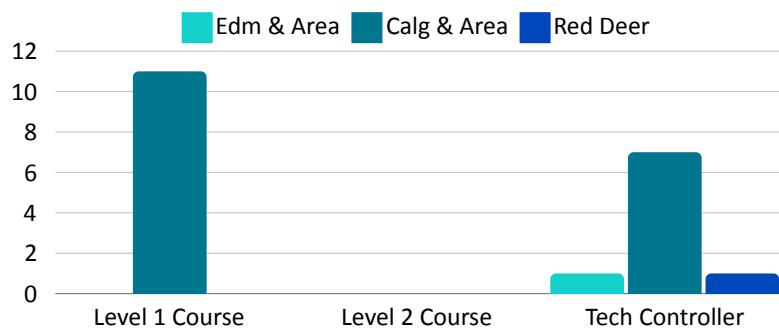
### **Officials Training and Certification**

Official training continues to be delivered online, allowing us to reach participants across the province simultaneously. This approach provides greater accessibility and flexibility for those interested in becoming officials.

This fall, 13 individuals enrolled in the officials' course; however two were from out of province and from those in province, not all chose to continue on the officiating pathway. In the 2022-2023 season, we hosted a Level 2 clinic to accommodate all certified Level 1 officials, which resulted in a smaller pool of individuals eligible for a Level 2 clinic this year. As a result, we did not have enough participants to run a clinic for this season.

We are committed to growing our pool of qualified officials and will continue to explore ways to increase engagement and participation in future training sessions.

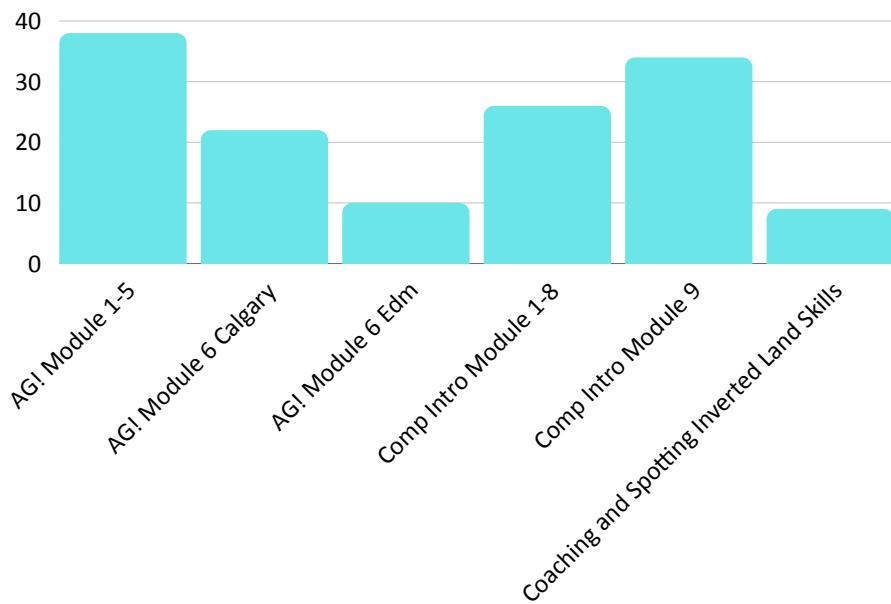
### Officials Courses 2022-2023



## COACH DEVELOPMENT

The first step in coach development is through coach courses, which are now regularly offered online across the country. As a result, we're seeing increased interprovincial participation in the AquaGO! and Competition Introduction courses. This broader participation not only boosts enrollment, avoiding cancellation, but also helps ensure that AAS coaches can continue to take courses during times that they are not offered in Alberta.

### Coach Course Participation Numbers 2023-2024



\*The above numbers include some participation from other provinces

## Evaluations

This season, we saw a limited number of completed evaluations: one coach certified as an AquaGO! coach, one as a Competition Introduction Coach, and three as Competition Development Coaches. However, we anticipate a significant increase in evaluations next season, as coaches must be certified within two years of completing their courses to be eligible to be on deck at AAS competitions.

## DEVELOPMENT CONFERENCE

AAS delivered informative sessions to coaches, officials, and club board members at this year's conference in Edmonton. While club participation was lower than expected, those who attended gained valuable insights from Steve Wallace, CEO of Canada Artistic Swimming, and our new insurance broker, Jason Jansson from Gallagher, both of whom attended in person.

The coaching sessions focused on mental health, though participation was limited, with only 24 coaches attending. Despite the small turnout, attendees benefited from a diverse range of guest speakers covering important topics such as Mindful Leadership and Mental Health Skills.

## REPRESENTATION AND LOBBYING

---

AAS recognizes the vital role partnerships play in the growth and sustainability of the sport and actively advocated for the organization across various audiences throughout the 2023-24 season. This included engaging with representatives from the provincial Ministry of Tourism, Sport, and Outdoor Recreation, as well as other provincial and municipal government officials.

To address issues related to pool access, AAS held discussions with facility management representatives and collaborated with other provincial water sport organizations to safeguard and grow the interests of artistic swimming. Additionally, AAS partnered with other Alberta PSOs, artistic swimming PSOs across Canada, and the national organization to advocate for AAS and its community within the broader sporting landscape.

## SUMMATION

---

As AAS continues its journey of recovery and growth, board members and staff have worked collaboratively to serve the best interests of the Association and the sport.

The 2023-24 season saw significant progress and success, but AAS recognizes there is always room for improvement. We are proud of the events we delivered and remain committed to refining them further. We also commend the resilience of Alberta's member clubs as they navigate their own challenges while prioritizing the athletes and the sport. AAS is dedicated to working closely with these clubs to support their governance, administration, and growth.

Growing the sport remains a central focus, with efforts directed toward expanding programming and enhancing marketing strategies to ensure artistic swimming in Alberta continues to be safe, inclusive, and successful. A particular emphasis is being placed on reaching previously underserved groups, fostering inclusivity, and solidifying Alberta's position as a leader in artistic swimming across Canada.

We are proud of all that was achieved in 2023-24 and are excited to embrace the opportunities and challenges the 2024-25 season will bring.

The background of the page features a large, stylized word 'CANADA' in blue and white. The letters are partially submerged in water, with white bubbles rising around them. The water is depicted with blue and white splashes at the bottom right. The overall theme is aquatic and national.

# GOVERNANCE AND RISK MANAGEMENT REPORT

## **2023-2024 GOVERNANCE & RISK MANAGEMENT REPORT**

---

The Governance and Risk Management Committee (GRMC) focused this year on the interpretation and application of existing policies, as well as providing strategic advice to the AAS organization. While scheduling meetings posed a challenge due to the diverse commitments of its members, the committee remained dedicated to ensuring effective governance and risk management practices.

Respectfully submitted,  
Sandra Kam  
Chair, Governance and Risk Management Committee



# **FINANCE CHAIR REPORT & AUDITED FINANCIALS**

# 2023-2024 FINANCE CHAIR REPORT & AUDITED FINANCIALS

---

## Overview

The 2023-2024 fiscal year marks a significant financial milestone for Alberta Artistic Swimming (AAS), with the organization achieving a positive net surplus of \$10,328—its first since 2019. This outcome represents a remarkable turnaround from the budgeted \$100,000 deficit and underscores the AAS team's exceptional efforts in driving financial stability.

## Revenue Performance

Revenue exceeded expectations across the following key areas:

1. Athlete Development: Initially budgeting for one provincial team per category, AAS successfully hosted two teams in the 11-12, Youth, and Junior categories. This expansion contributed to higher revenues, offset slightly by unforeseen travel expenses for the Junior Pan Am Games, resulting in a deficit of \$7.9K in this area.
2. Marketing and Events: Unbudgeted events generated substantial additional income, though related expenses created a small shortfall of \$4.3K.
3. Membership: Membership revenue exceeded forecasts by \$20K, bolstered by higher numbers.
4. Canada Games Grant: This grant helped to boost the revenue by \$20K.

## Fiscal Responsibility and Controls

The AAS team has made commendable strides in maintaining fiscal discipline. Under Expenses the following categories came in less than budgeted: Meeting and Volunteers came in 8K less, Organizational Excellence and other Expenses was \$10.5K less and Salaries, wages and benefits was \$51K less.

## Context and Challenges

Since the onset of COVID-19 in 2020, AAS has faced financial headwinds, relying on reserves and government grants to sustain operations. This fiscal year reflects a transition towards long-term sustainability, with a renewed focus on moving towards balanced budgets and rebuilding depleted reserves.

To support future resilience, AAS maintains two reserve funds outlined in the Finance Policy:

- Operational Reserve: Ensures stability during unforeseen funding delays or emergencies.
- Grievance Resolution Reserve: Covers unanticipated costs related to SafeSport investigations or complaints.

# 2023-2024 FINANCE CHAIR REPORT & AUDITED FINANCIALS

---

## Looking Ahead

While some deficits were incurred in program categories this year, the groundwork laid by the AAS team is expected to yield long-term benefits. Achieving break-even or surplus across all programs remains a priority. Efforts will also focus on aligning program fees with inflation and rebuilding the Operational Reserve to strengthen financial security. The Financial Committee has also recommended the introduction of an administration fee to AAS programs to assist in covering business costs.

## Conclusion

This year's success reflects the dedicated efforts of AAS's CEO, staff, and volunteers. Their focus on innovation, fiscal discipline, and member engagement has reversed a challenging financial trend, laying a solid foundation for the future. We commend their work and look forward to continued progress in 2024-2025.

Respectfully submitted,

Sandra Kam

Chair, Finance Committee