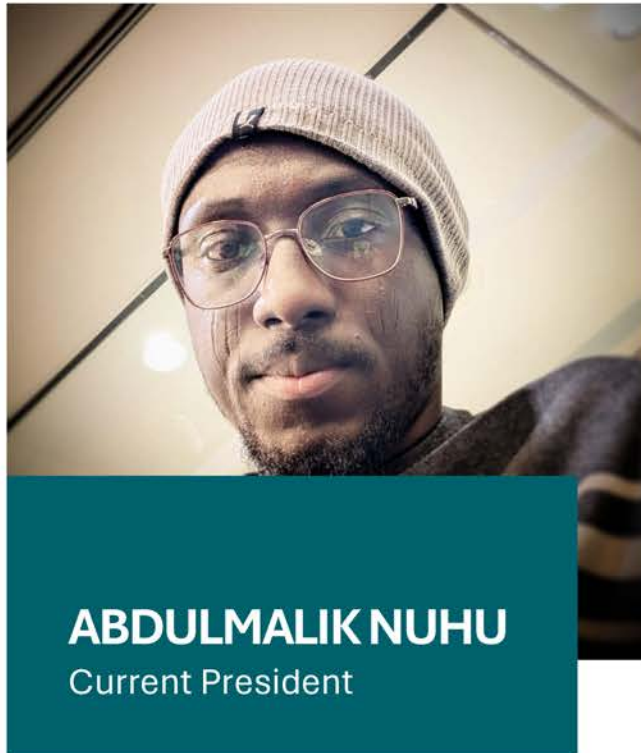


OCTOBER 22, 2026

ANNUAL REPORT 2025/26



MESSAGE FROM THE PRESIDENT



ABDULMALIK NUHU
Current President

It is with a sincere heart and profound gratitude that I appreciate the opportunity to have led this precious organization over the past year. Our journey as an Executive began after the Annual General Meeting of the 2025 session.

We began by looking at what our predecessors achieved and the foundation they left for us to build upon. Then we looked inward. The Executive and the Board thought it wise to straighten the books and clean up the house before building anything new. That decision shaped our entire year.

We revitalized the Chamber office space provided through the Town of The Pas. We cleaned it up, removed old files no longer needed, and made it a place where people can come in and connect with the Chamber.

Funding does not yet allow us to employ a staff person to run the office day-to-day, and I name that gap plainly. What I can say is that the space is active and held under a long-term contract approved by the Town of The Pas Council.

We also completed the administrative work that had accumulated. Company registration filings were brought up to date and into good standing, three years of accounting were completed, and our internal working documents and structures were reset so the next Executive inherits systems rather than guesswork. This is the work that makes grant applications possible and makes funders willing to deal with us.

We set out to grow the membership we received from the previous Executive, targeting an increase of 40 to 50 percent, and to make sure every member feels proud to be a member rather than simply being on a list. Membership stands at 101 members as of this meeting.

We designed a Chamber decal that members can display on their premises or their vehicles to show that they are proud members. It is a small thing that does a large job. It makes membership visible and turns our members into our best recruiters.

The Chamber was represented, and our voice was heard at the major community events of the year, including the Canada Day parade, the rodeo, and other events across the tri-community.

Our biggest event was the Trade Show, held at the Roy H. Johnston Arena from May 7 to 9, 2026. It was a considerable success, and my thanks go to everyone who put in the effort. A good number of businesses were represented, live entertainment ran across all three days, and the silent auction was supported by donations from across the community. Door prize entries alone recorded 458 visitors who chose to enter, roughly 86 percent from The Pas and the rest from Opaskwayak Cree Nation, other northern communities, elsewhere in Manitoba, and from three other provinces. That is evidence of reach we can now take to any sponsor or funder.

After the Trade Show, we hosted Chamber After Dark, an evening built for conversation rather than formal proceedings, with discussion centred on attracting talent to our community.

The Chamber is now duly represented on The Pas Community Development Corporation as a voting member, and the Chair of the CDC is a voting member of the Chamber board. This reciprocal arrangement was put in place during this term. It means the business community is in the room when land, servicing and development decisions are being shaped, rather than learning of them afterwards. Part of our collaboration included the renewal of our agreement to both help fund and implement the Storefront Improvement Program, something we would like to continue going into 2027.

This term, the Chamber also signed a statement of partnership with HBR, giving each organization representation with the other.

We engaged with the political parties that came through the region during the by-election, and put the interests of this region directly into those conversations. We organized the MLA candidates forum, convened a public information session at UCN on September 15 so residents could ask what is required to run for office and pick up nomination forms, and co-hosted the Mayoral and Reeve candidates forum with UCN on October 14, carried on Facebook, YouTube and Zoom. In every case, the Chamber was neutral. We create the platform. We do not take sides on it.

We were privileged to receive a Service Canada grant under the Canada Summer Jobs program and hosted one summer student in the office for the full duration of the placement. That student digitized our historical membership records, so the Chamber now holds its membership history as searchable data rather than boxes of paper. Every one of those records is a business that once believed in this Chamber.

We also hosted the Manitoba Chambers of Commerce and delivered artificial intelligence training for businesses and business owners in town, a practical response to a real gap for small northern operators.

The Chamber also awarded scholarships to three recipients this year, an investment in the next generation of our region's workforce and business leaders.

What is being handed forward

- An active office under a long term contract, with the files and the space in order.
- Registrations current, three years of accounting complete, and internal structures reset.
- A grown membership, with a decal program giving visible pride of membership.
- Reciprocal voting representation with The Pas CDC and the Storefront Improvement Program
- A flagship Trade Show with documented attendance and reach.
- A standing as convenor of this region, built on three election events and strict neutrality.
- A digitized membership history and an established link to the Manitoba Chambers of Commerce.

The unfinished work is honest and short. The office has no paid staff, and funding a coordinator position is in my view the highest priority for the incoming Executive. Revenue needs to keep diversifying, because grants come and go, and a board is only as strong as the people willing to serve on it.

Thank you

To the Executive and the Board, thank you for the hours you gave without payment and often without recognition. To our members, thank you for your confidence. To the Town of The Pas, Opaskwayak Cree Nation, the Rural Municipality of Kelsey and the Manitoba Métis Federation, thank you for treating this Chamber as a partner worth working with. To University College of the North, the Community Development Corporation, the Manitoba Chambers of Commerce, Service Canada, and every business and volunteer who gave time, space or a donation, thank you.

We do this work on Treaty 5 Territory, and our tri-community mandate is not a courtesy. It is who we are. To the incoming Executive: the house is in order. Build on it.

Respectfully submitted,

Nuhu Abdulmalik

FINANCIAL OVERVIEW



THE PAS AND DISTRICT CHAMBER OF
COMMERCE

FINANCIAL INFORMATION

UNAUDITED

AUGUST 31, 2026

Baker Tilly HMA LLP
334 Ross Avenue, PO Box 1200
The Pas, MB R9A 1L2

T: 204.623.5437
TF: 1.800.663.2679
F: 204.623.6390

thepas@bakertilly.ca
www.bakertilly.ca

COMPILATION ENGAGEMENT REPORT

On the basis of information provided by management, we have compiled the balance sheet of The Pas and District Chamber of Commerce as at August 31, 2026 and the statements of changes in fund balances and revenue and expenditures for the year then ended and Note 1, which describes the basis of accounting, applied in the preparation of the compiled financial information ("financial information").

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires us to comply with relevant ethical requirements. Our responsibility is to assist management in the preparation of the financial information.

We did not perform an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the information provided by the organization. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that this financial information may not be appropriate for their purposes.



Chartered Professional Accountants

The Pas, Manitoba
October 20, 2026

THE PAS AND DISTRICT CHAMBER OF COMMERCE

STATEMENT 1

BALANCE SHEET

(UNAUDITED)

AUGUST 31

	2026	2025
ASSETS		
CURRENT		
Cash	\$ 12,815	\$ 9,217
Short term investments	199,187	186,534
Accounts receivable	362	
Inventory	<u>500</u>	<u>500</u>
	212,864	196,251
CAPITAL ASSETS	<u>580</u>	<u>755</u>
	<u>\$ 213,444</u>	<u>\$ 197,006</u>

LIABILITIES

CURRENT		
Accounts payable and accrued liabilities	\$ <u>10,980</u>	\$ <u>3,273</u>

FUND BALANCES

Unrestricted	194,464	185,733
Internally restricted	<u>8,000</u>	<u>8,000</u>
	<u>202,464</u>	<u>193,733</u>
	<u>\$ 213,444</u>	<u>\$ 197,006</u>

STATEMENT OF CHANGES IN FUND BALANCES

(UNAUDITED)

YEAR ENDED AUGUST 31

	2 0 2 6	2 0 2 5
UNRESTRICTED, <i>beginning of year</i>	\$ 185,733	\$ 191,803
Surplus (deficit) for year <i>(Statement 3)</i>	<u>8,731</u>	<u>(6,070)</u>
UNRESTRICTED, <i>end of year</i>	194,464	185,733
INTERNALLY RESTRICTED, <i>beginning and end of year</i>	<u>8,000</u>	<u>8,000</u>
	\$ <u>202,464</u>	\$ <u>193,733</u>

THE PAS AND DISTRICT CHAMBER OF COMMERCE

STATEMENT 3

STATEMENT OF REVENUE AND EXPENDITURES

(UNAUDITED)

YEAR ENDED AUGUST 31

	2026	2025
REVENUE		
Membership		
- Dues	\$ 14,767	\$ 7,148
- Group insurance commissions	3,135	2,823
Grants	4,740	
Events (net) <i>(Schedule 1)</i>	6,060	10,048
Investment income (loss)	12,652	6,493
Other Income	887	167
	<u>42,241</u>	<u>26,679</u>
EXPENDITURES		
Amortization of capital assets	176	233
Community Events		477
Dues and memberships	854	1,028
Insurance		343
Meetings and conventions	1,730	3,287
Office and general	2,632	5,976
Outside contract	2,394	11,281
Professional fees	8,265	268
Program Costs		2,187
Projects		2,002
Promotion and sponsorship	5,659	3,329
Scholarships	5,000	
Telephone and utilities	738	2,228
Wages and benefits	6,062	110
	<u>33,510</u>	<u>32,749</u>
SURPLUS (DEFICIT) FOR YEAR	\$ <u>8,731</u>	\$ <u>(6,070)</u>

THE PAS AND DISTRICT CHAMBER OF COMMERCE

SCHEDULE 1

SCHEDULE OF EVENTS REVENUE AND EXPENDITURES

(UNAUDITED)

YEAR ENDED AUGUST 31

	REVENUE	EXPENDITURES	2 0 2 6	2 0 2 5
Annual general meeting	\$	\$ 525	\$(525)	\$(1,035)
Golf tournament				(3,155)
Trade show	22,379	15,794	6,585	15,223
Lunch & Learn	<u>-</u>	<u>-</u>	<u>-</u>	<u>(985)</u>
TOTAL EVENTS	<u>\$ 22,379</u>	<u>\$ 16,319</u>	<u>\$ 6,060</u>	<u>\$ 10,048</u>

THE PAS AND DISTRICT CHAMBER OF COMMERCE

NOTES TO FINANCIAL INFORMATION

(UNAUDITED)

AUGUST 31, 2026

1. BASIS OF ACCOUNTING

The basis of accounting applied in the preparation of the financial information is on the historical cost basis, reflecting cash transactions with the addition of:

- Accounts receivable less an allowance for doubtful accounts,
- Short term investments at market value,
- Inventory is valued at the lower of cost and net realizable value,
- Capital assets are amortized over their useful life,
- Accounts payable and accrued liabilities.
- Events are presented on a net basis.

TRADE SHOW FINANCIAL REPORT

THE PAS OCN CHAMBER OF COMMERCE — EVENT TRACKER

Trade Show & Sale 2026 · May 7–9, 2026

 Blue cells = enter your data |  Black cells = calculated automatically

Event Name	Trade Show & Sale 2026
Event Date(s)	May 7–9, 2026
Venue	RHJ Arena, The Pas MB
Event ID/Code	2026-TS

TOTAL REVENUE	TOTAL EXPENSES	NET RESULT	ATTENDANCE	EXPENSE RATIO
\$23,122.90	\$12,451.30	\$10,671.60	2,412	53.8%
		Surplus / (Deficit)	Total people	% of revenue

REVENUE BREAKDOWN				
Category	Amount (\$)	% of Total	2025 (\$)	Variance (\$)
Booths	\$16,297.80	70.5%	\$15,756.45	\$541.35
Grants	\$1,500.00	6.5%	-	\$1,500.00
Sponsorships	-	-		-
Attendance / Door	\$3,822.90	16.5%	\$2,864.00	\$958.90
Draws & 50/50	\$1,502.20	6.5%	\$1,480.00	\$22.20
Other Revenue	-	-	\$84.00	(\$84.00)
TOTAL REVENUE	\$23,122.90	100.0%	\$20,184.45	\$2,938.45

EXPENSE BREAKDOWN				
Category	Amount (\$)	% of Total	2025 (\$)	Variance (\$)
Venue & Rental	\$4,124.99	33.1%	\$3,971.00	\$153.99
Food & Beverage	\$799.82	6.4%	\$949.99	(\$150.17)
Supplies & Materials	\$252.50	2.0%	\$502.17	(\$249.67)
Marketing & Printing	\$2,408.44	19.3%	\$2,941.07	(\$532.63)
Entertainment	\$2,425.00	19.5%	\$425.62	\$1,999.38
Staff / Contractors	-	-	\$3,275.00	(\$3,275.00)
Draws & Door Prizes	\$2,440.55	19.6%	\$1,513.08	\$927.47
Other Expenses	-	-		-
TOTAL EXPENSES	\$12,451.30	100.0%	\$13,577.93	(\$1,126.63)

NET SURPLUS / (DEFICIT)	\$10,671.60			
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P.O. Box 996, The Pas, Manitoba R9A 1L1
431-355-0645 | contact@thepasocnchamber.ca
www.thepasconchamber.ca

Elevate Your Business, Empower Your Community

By joining The Pas OCN Chamber of Commerce, you're not just becoming a member; you're becoming part of a vibrant community of businesses and individuals working together to drive growth and prosperity.

Here's what you can expect:

- **Enhanced Visibility:** Increase brand awareness and attract new customers through community events, networking opportunities, and targeted marketing initiatives.
- **Stronger Networks:** Build meaningful relationships with other business leaders, share insights, and collaborate on projects that benefit the entire community.
- **Exclusive Perks:** Access exclusive member deals, discounts, and services from local and national businesses.
- **Advocacy and Support:** Benefit from a strong voice representing your interests at the local and regional levels, ensuring your business's needs are heard.
- **Community Engagement:** Participate in community events and initiatives that strengthen our community's bond and contribute to a positive image.

Together, we can create a thriving business environment, foster economic growth, and make our community an even better place to live and work.

Join us today and unlock the full potential of your business.

Become part of the Pas OCN Chamber of Commerce and connect with a thriving business community. Benefit from advocacy efforts that drive local growth, networking events and exclusive offers from participating partners, for example:



Representing the business community of The Pas, Opaskwayak Cree Nation, the Rural Municipality of Kelsey and the Manitoba Métis Federation (The Pas Region).

2027 ANNUAL MEMBERSHIP DUES SCALE

Commercial Enterprises, Entrepreneurs, and Professional Practitioners

Number of Employees	Amount	GST	Total	New Member 25%	GST	Total
Individual, Associate or Self-Employed	\$100.00	\$5.00	\$105.00	\$75.00	\$3.75	\$78.75
2 to 5	\$160.00	\$8.00	\$168.00	\$120.00	\$6.00	\$126.00
6 to 15	\$240.00	\$12.00	\$252.00	\$180.00	\$9.00	\$189.00
16 to 40	\$360.00	\$18.00	\$378.00	\$270.00	\$13.50	\$283.50
41 to 100	\$600.00	\$30.00	\$630.00	\$450.00	\$22.50	\$472.50

Non-Profit Entities, Community Organizations, and Regional Government Agencies

Number of Employees	Amount	GST	Total	New Member 25%	GST	Total
1 to 15	\$80.00	\$4.00	\$84.00	\$60.00	\$3.00	\$63.00
16 to 40	\$160.00	\$8.00	\$168.00	\$120.00	\$6.00	\$126.00
41 to 100	\$280.00	\$14.00	\$294.00	\$210.00	\$10.50	\$220.50
Over 100	\$400.00	\$20.00	\$420.00	\$300.00	\$15.00	\$315.00
Local Gov't	\$500.00	\$25.00	\$525.00	N/A	N/A	N/A

The discounted price for new members applies only if the business joins the Chamber prior to January 30, 2027. A new member is defined as a business that has not been a member of The Pas OCN Chamber of Commerce for the past five years.



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2027 MEMBERSHIP APPLICATION

☐ Renewal ☐ New Membership

Company Name: _____

Physical Address: _____

Mailing Address: _____

City/Town: _____ Province: _____ Postal Code: _____

Business Phone: _____ Mobile: _____

Fax: _____ Email: _____

Website: _____ Facebook: _____

Instagram: _____ Other: _____

What is the best way to contact you? ☐ Phone ☐ Text ☐ Email ☐ Mail

Principal Contact: _____

Alternate Contact: _____ Number of Employees: _____

Main Products/Services: _____

Important Dates/Anniversaries: _____

☐ I consent for our information to be used for promotional purposes by The Pas OCN Chamber of Commerce. (directory, social media). Exceptions: _____

☐ I consent to receive electronic communications, news, and updates from The Pas OCN Chamber of Commerce.

Signature: _____ Date: _____

Membership is valid from January 1st, 2027 to December 31st, 2027

To ensure accurate enrollment, please return a copy of this form to us by

Email: contact@thepasocnchamber.ca or **Mail:** PO Box 996, The Pas, MB R9A 1L1

Payment: by cheque to the above mailing address or by E-transfer to: pay@thepasocnchamber.ca



P.O. Box 996
The Pas, MB R9A 1L1
431-355-0645

www.thepasconchamber.ca
contact@thepascocnchamber.ca

Volunteer Board of Directors' Application Form

The mission of The Pas OCN Chamber of Commerce is to educate and develop the economic, civic, cultural and social welfare for the citizens of The Pas, Opaskwayak Cree Nation and the Rural Municipality of Kelsey.

As a member of The Pas OCN Chamber of Commerce Board of Directors, you are expected to:

- Attend Board meetings and participate in committees based on your expertise.
- Contribute to discussions and decisions on policies, procedures, and the annual budget.
- Evaluate programs that serve members and committees.
- Prepare for meetings by staying informed and engaged.
- Represent the interests of the membership in all matters.
- Avoid conflicts between your personal and Board responsibilities.

Board members can contribute meaningfully through committees, which allow for focused involvement without overwhelming participation in every aspect. This structure helps the Board work more efficiently by sharing specialized knowledge.

Serving on the Chamber Board requires commitment, but it should also be a rewarding and enjoyable experience for you and your business.

Interested? Please provide the following information:

Preferred Contact Information:

Full Name:

Business Name:

Address:

Position:

Phone:

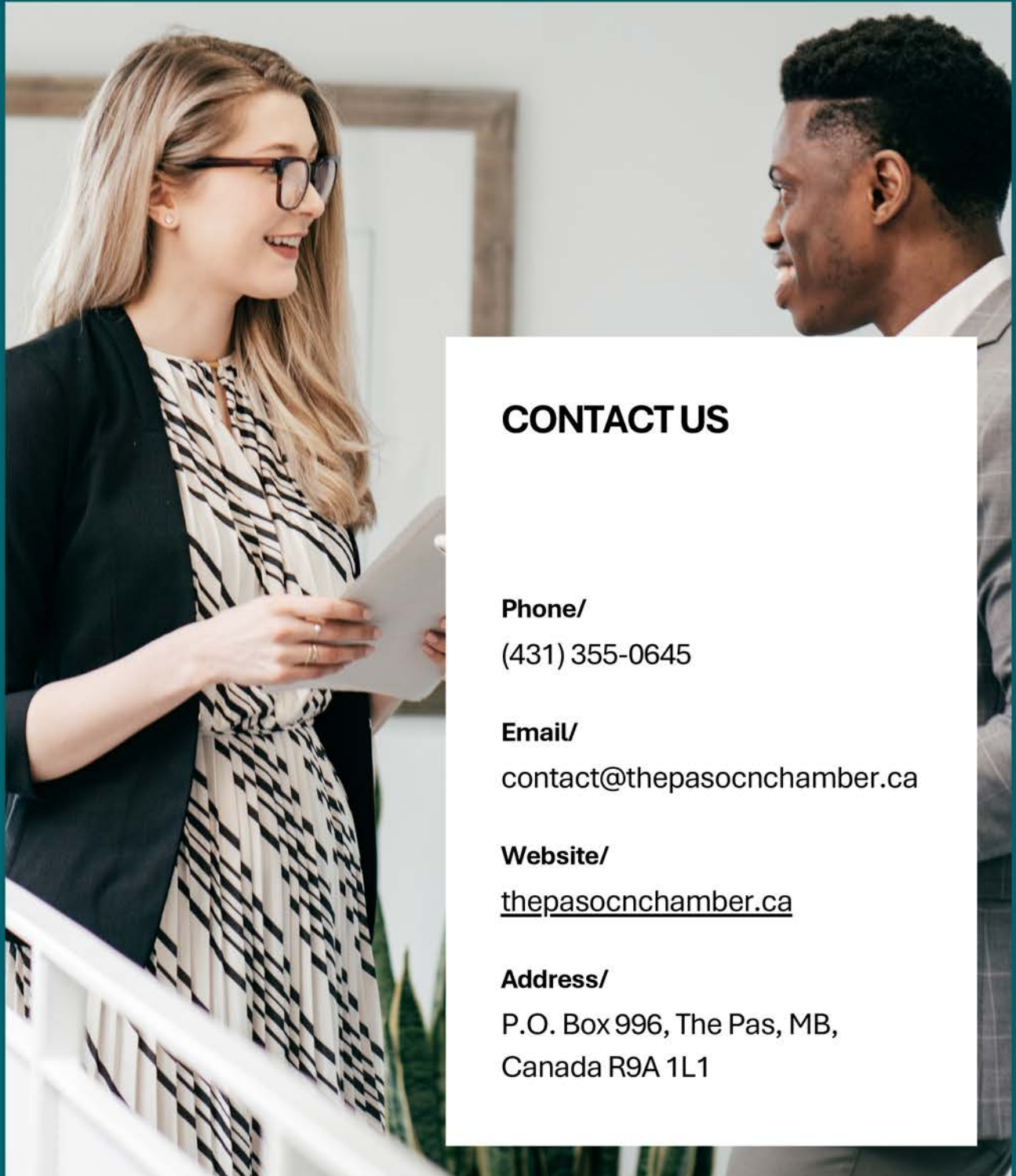
Work Phone:

Email:

Work Email:

Other Volunteer work:

HAVE QUESTIONS? REACH OUT!



CONTACT US

Phone/

(431) 355-0645

Email/

contact@thepasocnchamber.ca

Website/

thepasocnchamber.ca

Address/

P.O. Box 996, The Pas, MB,
Canada R9A 1L1