



**FORT MCMURRAY**  
Chamber of Commerce

2025  
ANNUAL  
*Report*



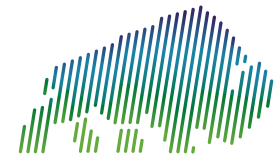
The Fort McMurray Chamber of Commerce (Chamber) acknowledges we work together on the Treaty 8 Territory, ancestral and traditional land of the Cree, Dene and Métis people.

We are thankful for these borrowed lands along with the traditional teachings and lessons of resilience they offer us in the spirit of maintaining good relations with others for future generations.

As long as the sun shines, the river flows and the grass grows we will honour these lands.

*Land Acknowledgement adopted from the 2023 Arctic Winter Games*

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Chamber of Commerce

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# *Vision* **Purpose & Values**

In 2025, the Fort McMurray Chamber of Commerce entered the first year of its 2025–2027 Strategic Plan, marking a pivotal step in sharpening our purpose and reinforcing our core values to better serve the business community. With a clear direction and renewed focus, the Chamber has prioritized membership retention and engagement, strengthened its advocacy efforts, and continued to strengthen connections that directly support local businesses.

Guided by defined strategic objectives, actionable initiatives, and measurable outcomes, the Board of Directors and staff have worked collaboratively to bring this plan to life. This ongoing commitment ensures the Chamber remains a strong, responsive, and influential voice for businesses across Fort McMurray Wood Buffalo.

# Vision

The champion for every local business.

# Mission

The Fort McMurray Chamber of Commerce is the collective voice of business in our region.

We:

- Advocate for pro-business policies.
- Support businesses through programs and services.
- Collaborate with stakeholders to drive economic growth.

# Core Strategic Priorities

- **Elevate Advocacy** – Expand our role as a leading business advocate.
- **Build Organizational Strength** – Enhance financial sustainability and leadership capacity.
- **Evolve Our Brand** – Strengthen Chamber identity and impact.

# Message from our Board Chair



Dear Members and Community Partners,

As Chair of the Fort McMurray Chamber of Commerce, I am proud to reflect on a year of momentum, focus, and meaningful progress for our business community.

2025 marked the first year of our 2025–2027 Strategic Plan, and with it, a renewed commitment to ensuring the Chamber continues to be The Champion for Every Local Business. This foundational year has been centred on strengthening our impact through enhanced advocacy, a deliberate focus on membership retention and engagement, and building stronger connections across our region.

Throughout the year, we have elevated our voice on key issues affecting local businesses, ensuring that the priorities of our members are represented at all levels of government. At the same time, we have deepened our engagement with our membership—creating more opportunities for connection, collaboration, and support—while continuing to deliver programs and events that drive business growth and community visibility.

As we look ahead, the importance of a strong and unified business voice remains critical. With ongoing economic shifts and the evolving needs of our region, the Chamber will continue to advocate for policies and initiatives that support a resilient and thriving business environment. I encourage all members to stay engaged, share their perspectives, and take an active role in shaping the future of our business community.

I would like to extend my sincere thanks to our President and CEO, Chamber team, and Board of Directors for their leadership and dedication, as well as to our members and partners whose ongoing support makes this work possible.

Together, we are building a stronger, more connected business community in Fort McMurray Wood Buffalo.

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**Crystal Young**

Board Chair, Fort McMurray Chamber of Commerce



# Message from our Chief Executive Officer

Dear Chamber Members and Community Leaders,

As we reflect on 2025, I am proud to share how the Fort McMurray Chamber of Commerce has continued to champion business success across our region. This year marked the first year of our 2025–2027 Strategic Plan—setting a strong foundation for the future while sharpening our focus on advocacy, membership retention and engagement, and delivering meaningful value to our business community.

Throughout the year, our advocacy efforts remained a top priority. We worked to ensure the voice of local business was represented at all levels of government, advancing conversations around economic growth, workforce development, and reducing barriers for businesses operating in our region. In a rapidly evolving economic landscape, the Chamber has remained a trusted and consistent voice for Fort McMurray Wood Buffalo.

I am also pleased to share we ended 2025 with 687 members across the Fort McMurray Wood Buffalo region—ranging from small local entrepreneurs to large industry leaders and membership satisfaction increased from 86% to 88%. This growth and engagement reflect the value of Chamber membership and the strength of our business community.

We also placed a strong emphasis on strengthening our membership. By enhancing engagement opportunities, expanding programming, and creating more meaningful connections, we have continued to build a resilient and connected business network. Our events, initiatives, and partnerships have brought businesses together—fostering collaboration, increasing visibility, and supporting long-term success.

From signature events and trade shows to targeted supports and advocacy initiatives, 2025 has been a year of action and alignment. Every effort has been guided by our commitment to ensuring businesses in our region have the tools, resources, and representation they need to succeed.

Looking ahead, we remain focused on building momentum. We will continue to strengthen our advocacy efforts, expand member value, and create opportunities that support business growth and economic resilience in Fort McMurray Wood Buffalo.

At the heart of everything we do are our members. Your resilience, innovation, and commitment to this region continue to inspire our work every day. When businesses succeed, our entire community thrives.

Thank you for your continued trust, support, and partnership.

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**Dianna de Sousa**

President & CEO, Fort McMurray Chamber of Commerce

# Forging Ahead

## Forging Ahead: Expanding Our Impact Beyond the Region

- In 2025, the Fort McMurray Chamber of Commerce took a deliberate, outward-facing approach to advocacy—ensuring that the voice of our business community is not only represented locally, but actively present at key tables across Alberta and Canada.
- As part of our 2025–2027 Strategic Plan, a core priority has been to expand our reach beyond the region—telling the Fort McMurray Wood Buffalo story, strengthening relationships with decision-makers, and positioning our region as a critical contributor to provincial and national economic growth.
- Throughout the year, we increased our engagement with key stakeholders across Alberta and at the national level, ensuring our region's priorities are clearly understood. This included active participation in provincial and national conversations on workforce development, economic competitiveness, and infrastructure.
- At the same time, we remained focused on delivering strong local advocacy. In the Chamber's third and final year as Chair of the Pro-Business Advisory Committee, we worked closely with Municipal Council to advance initiatives that support a competitive business environment.
- Our advocacy efforts also extended to addressing local regulatory matters, including the signage bylaw and other issues impacting day-to-day business operations.
- Through our work with the Alberta Chambers of Commerce and the Canadian Chamber of Commerce, we continued to advance policy priorities on behalf of our members—contributing to discussions on industrial carbon policy, federal regulatory frameworks, and investment competitiveness.
- Beyond advocacy, we also strengthened our presence and leadership within the broader chamber network. Through participation on the Chamber of Commerce Executives of Canada (CCEC) Board, and through national speaking engagements, we continue to position Fort McMurray Wood Buffalo as a leader in innovation, growth, and business resilience.
- As we look ahead, we remain committed to ensuring our region is seen, heard, and represented—building relationships, influencing decisions, and creating the conditions for sustained economic growth.



*As an integral part of the broader chamber network, the Fort McMurray Chamber of Commerce takes pride in our affiliations with larger chamber organizations. Our membership in the Alberta Chamber of Commerce (ACC) and the Canadian Chamber of Commerce (CCC) connects us to a vast network of businesses and chambers across the province and country.*

*The ACC encompasses a dynamic collective of 121 regional and community chambers, representing the interests of over 25,000 businesses throughout Alberta. Similarly, the CCC unites 450 community chambers, advocating for more than 200,000 businesses nationwide. These extensive networks encompass businesses of various sizes and sectors, reflecting the diverse fabric of our provincial and national economies.*

*Both the ACC and CCC are dedicated to advocating for public policies that cultivate a robust and competitive economic environment. Their efforts are directed towards creating favorable conditions that benefit businesses and communities alike. Through these affiliations, we are part of a powerful voice advocating for the needs and priorities of businesses at the provincial and national levels. This collective approach allows us to champion the interests of our members more effectively and contribute to shaping policies that have a direct impact on the economic well-being of our community and beyond.*

# Why Join the Chamber

Whether you're a startup, existing business, or corporation, our Chamber offers extensive resources, tools, events, and partnerships designed to support and drive your business success.

# Chamber Team



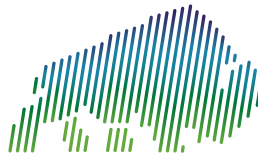
**Dianna de Sousa**  
President & CEO



**Anthony Cherniawsky**  
Director, Stakeholder Relations



**Cristina Meade**  
Marketing & Communications  
Manager



**Tammy McGlennon**  
Member & Vendor Experience  
Specialist



**Jonathan Davies**  
Programs & Logistics  
Specialist

## Our Dedicated Team

With over 687 member businesses with thousands of employees, the Fort McMurray Chamber of Commerce serves as a powerful advocate for local businesses. Guided by a committed team and a dedicated Board of Directors, we work tirelessly to advance initiatives that support the growth and success of our diverse membership. Together, we amplify the voice of the business community and drive meaningful change.



Chambers of Commerce are the pillars of economic progress, bridging businesses and communities together to foster growth, innovation, and collective prosperity. They are the catalysts that transform individual success into communal triumph.

# Honouring Our Board of Directors

In 2025, our Board of Directors played a vital role in guiding the Fort McMurray Chamber of Commerce through the first year of our 2025–2027 Strategic Plan. Their leadership has been instrumental in advancing our priorities and reinforcing our role as The Champion for Every Local Business.

Beyond governance, our Board remained actively engaged in advocacy efforts, working alongside government stakeholders and contributing to policy discussions that support a strong and sustainable business environment. Their insight and leadership have helped drive key initiatives, strengthen our strategic direction, and enhance the value we deliver to our members.

Balancing their professional responsibilities with their commitment to the Chamber, these leaders exemplify the impact of dedicated volunteerism. Their continued support plays a critical role in strengthening our organization and advancing business success across Fort McMurray Wood Buffalo. We extend our sincere gratitude for their service.



**Crystal Young**  
Chair



**Graham Ure**  
Vice Chair



**Christopher Wruck**  
Secretary



**Denean Robinson**  
Treasurer



**Gene Dobie**  
Director



**Alona Cruz-Farthing**  
Director



**Amir Shami**  
Director



**Nayef Mahgoub**  
Director



**Blair Drew**  
Director



**Paige Cyr**  
Director



**Sangram Hansra**  
Director



**Vincent Eggleston**  
Director

# The Champion for Every Local Business

## Strategic Direction

At the Fort McMurray Chamber of Commerce, our vision remains clear: to be The Champion for Every Local Business. We are focused on delivering meaningful results for businesses across Fort McMurray Wood Buffalo by advocating for a strong economic environment, fostering collaboration, and providing valuable resources to our members.

We are proud to be recognized as the 6th fastest-growing Chamber in Canada and the 2nd fastest in Alberta—a reflection of the trust our members place in us and the growing impact of our work across the region.

## 2025–2027 Strategic Plan

Through our 2025–2027 Strategic Plan, we are focused on three core priorities:

### Elevating Advocacy:

Strengthening our role as the leading voice for local businesses by building key relationships, influencing policy, and ensuring our members' priorities are represented at all levels of government.

### Building Organizational Strength:

Enhancing internal capacity, supporting leadership continuity, and expanding our expertise to deliver exceptional value and long-term sustainability.

### Evolving Our Brand:

Continuing to refine our identity, strengthen communications, and reinforce our position as the go-to organization for business support and leadership in Fort McMurray Wood Buffalo.



## Our Progress in 2025

Over the past year, we have continued to build on our momentum and advance key priorities:

### Advocacy & Policy Influence:

We strengthened our role as a leading voice for business through active engagement with municipal, provincial, and national partners. This included advancing policy resolutions, participating in key consultations, and creating platforms for dialogue between business leaders and decision-makers.

### Membership Growth & Engagement:

Our membership grew to 687 members, strengthening our collective voice and expanding opportunities for connection and collaboration. Through targeted events, networking opportunities, and professional development programming, we continued to enhance the value of Chamber membership.

### Brand & Communications Evolution:

In 2025, we launched a refreshed visual identity and strengthened our communications strategy, significantly enhancing the Chamber's visibility and presence in the community. This evolution has helped clearly articulate our role, reinforce our value to members, and elevate how we show up across all platforms.

As we move forward, we remain committed to supporting our members, strengthening our community, and creating the conditions for long-term business success. Together, we are building a more vibrant, resilient, and connected business community.





## The Power of Shopping Local: Building a Thriving Community

In an increasingly digital world, choosing to shop local has never been more important. Every dollar spent at a local business is an investment in the strength, sustainability, and future of Fort McMurray Wood Buffalo.

At the Fort McMurray Chamber of Commerce, we are proud to champion local businesses through initiatives like Dashing Through the Stores, the Small Business Week Spotlight Tour, and Summer Staycation. These campaigns create opportunities for businesses to connect with customers while encouraging residents to support the community they call home.

Shopping local fuels job creation, supports entrepreneurship, and keeps money circulating within our region. It also strengthens the unique character of our community and builds meaningful connections between businesses and residents.

Together, we continue to build a thriving, resilient local economy. By choosing local, we are investing in our businesses, our community, and our future.

These initiatives not only boost the local economy but also strengthen community bonds and showcase the diversity of Fort McMurray's business landscape.

By actively promoting these campaigns, we continue to reinforce the importance of supporting local businesses year-round.

# Supporting Local Businesses Through Shop Local Initiatives

The Fort McMurray Chamber of Commerce remains committed to strengthening our local economy by encouraging residents to support businesses right here in our region. Through our Shop Local initiatives, we create opportunities for businesses to increase visibility, attract new customers, and drive revenue—while fostering a strong sense of community pride.

In 2025, we continued to expand and enhance our Shop Local campaigns, delivering impactful results for businesses of all sizes.

### Dashing Through the Stores

Our signature holiday campaign returned stronger than ever, encouraging residents to shop local during the busiest retail season. Featuring a wide range of participating businesses, the campaign generated over \$50,000 in local spending, directly supporting our business community and reinforcing the importance of keeping dollars local.

### Valentine's Love Local Giveaway

This campaign highlighted local gift ideas, dining experiences, and unique offerings, while engaging the community through a giveaway that inspired residents to celebrate locally.

### Mother's Day & Father's Day Campaigns

Seasonal campaigns continued to showcase local retailers, service providers, and experience-based businesses—driving awareness and encouraging thoughtful, local-first purchasing for special occasions.

### Summer Staycation

Encouraging residents to explore Fort McMurray Wood Buffalo, this campaign promoted local attractions, restaurants, and shops—supporting increased summer traffic and spending within the region.

### Small Business Week Spotlight Tour

A key initiative, this campaign celebrated the diversity and resilience of our local business community through video spotlights and storytelling—providing businesses with valuable exposure and strengthening community connections.

Through these initiatives, the Chamber continues to champion local businesses by creating campaigns that not only drive immediate economic impact but also build long-term consumer habits around shopping local. Together, we are fostering a more vibrant, resilient, and connected business community.



Shop Local And  
Empower  
Your  
Community!

# Unlocking the Benefits of Fort McMurray Chamber of Commerce Membership:

## *Your Path to Growth and Success*

The Fort McMurray Chamber of Commerce is committed to empowering businesses with the tools, connections, and advocacy needed to succeed. Membership is more than a connection—it's a gateway to growth, increased visibility, and meaningful impact within our business community.

Guided by our 2025–2027 Strategic Plan, we continue to enhance the value of membership through initiatives focused on advocacy, engagement, and business support.

Exclusive Membership Benefits-

### **Comprehensive Group Insurance Plan**

Access competitive, cost-effective coverage for businesses, employees, and families—supporting financial security and helping you remain an employer of choice.

### **Weekly Newsletter & Promotion Opportunities**

Reach nearly 2,000 subscribers through our weekly newsletter. Members can share updates, promotions, and announcements at no cost—amplifying their visibility within the community.

### **Targeted Marketing & Increased Visibility**

Showcase your business through Chamber marketing channels, including our online directory, social media platforms, newsletters, and sponsorship opportunities.

### **Strategic Business Advocacy**

As the collective voice of business, we advocate on behalf of our members at the municipal, provincial, and federal levels—ensuring your priorities are represented and heard.

### **Networking & Collaboration Opportunities**

Connect through business mixers, luncheons, trade shows, and industry events designed to foster partnerships, collaboration, and growth.

### **Professional Development & Business Resources**

Access workshops, luncheons, and programs that support leadership development, innovation, and staying ahead of industry trends.

### **Community Impact & Engagement**

Through Shop Local initiatives, events, and advocacy efforts, members play a key role in strengthening the local economy and contributing to a vibrant, connected community.

### **Your Business, Our Commitment**

The Fort McMurray Chamber of Commerce is more than an organization—it's a dedicated partner in your success. As we continue into our Strategic Plan, we remain focused on delivering value, strengthening connections, and advocating for a thriving business environment.

**Join us and take your business further—through connection, advocacy, and opportunity.**

# Advocacy: Advancing Business at Every Level

In 2025, the Fort McMurray Chamber of Commerce took a strategic, outward-focused approach to advocacy, ensuring our region's business voice was not only heard locally, but represented at key tables across Alberta and Canada.

Guided by a commitment to influence where decisions are made, the Chamber expanded its national presence through increased engagement by President & CEO Dianna de Sousa. This investment strengthened relationships and elevated our profile.

At both the Alberta Chambers of Commerce and Canadian Chamber of Commerce policy conferences, the Chamber successfully advanced a suite of nation-building policy resolutions. All were adopted and included in provincial and federal business platforms, reinforcing priorities such as regulatory efficiency and the development of a National Trade Corridor.

Our leadership and impact were recognized nationally. Dianna was re-elected to the Chamber of Commerce Executives of Canada (CCEC) Board and invited to speak at the national conference on artificial intelligence and membership growth, highlighting the Chamber's innovation and momentum.

The Chamber also amplified the region's voice through national media engagement and direct participation in key federal events, including Hill Day and the Prime Minister's Memorandum of Understanding announcement. These opportunities reinforced the growing importance of our region in conversations around industry, energy, and carbon capture.

Provincially, our appointment to the Talent Development Taskforce contributed to shaping Alberta's future workforce strategy, while regionally, we continued to advocate through municipal policy engagement and leadership of the Pro-Business Advisory Committee.

During the municipal election cycle, the Chamber hosted highly attended candidate forums and developed a Business Platform to clearly communicate the priorities of our business community to those seeking office.

Through collaboration and connection, we also supported regional participation in interprovincial trade missions and strengthened local economic resilience through initiatives such as emergency preparedness outreach and three successful trade shows that drove business exposure and economic activity.

## *A Strong Voice for Business*

From local council chambers to national policy tables, the Fort McMurray Chamber of Commerce continues to be a trusted and influential advocate, championing the interests of our business community and helping shape a strong, competitive future for our region.



# Reigniting Our Membership Focus

In 2025, the Fort McMurray Chamber of Commerce built on its momentum, strengthening member engagement and delivering enhanced value through expanded programming, strategic events, and a growing team dedicated to member experience.

## Expanding Events & Engagement: 35+ events in 2025

To better serve our members and respond to evolving needs, the Chamber continued to refine and expand its event offerings, including:

- Luncheons & Speaker Series: Featuring industry leaders and subject matter experts, providing timely insights on key business issues.
- Targeted Member Events: Creating opportunities for more focused networking and meaningful connections.
- Trade Show Growth: Building on the successful return of the Christmas Trade Show, the Chamber delivered a full slate of three major trade shows, increasing opportunities for business exposure, sales, and community engagement.

## Enhancing Member Engagement: 88% Satisfaction & Growth from 643 to 687

In 2025, we strengthened how we connect with and support our members. With a continued emphasis on responsiveness, relationship-building, and delivering value at every touchpoint, the Chamber has worked to ensure members feel supported, and engaged.

## Strengthening Our Team

A major milestone in 2025 was the expansion of the Chamber team, enabling a more focused and strategic approach to both membership and program delivery. Tammy McGlennon joined as Member & Vendor Experience Specialist, bringing a dedicated focus to membership engagement, vendor relations, and overall experience. Her work has strengthened connections with members and enhanced the quality of engagement across all Chamber initiatives.

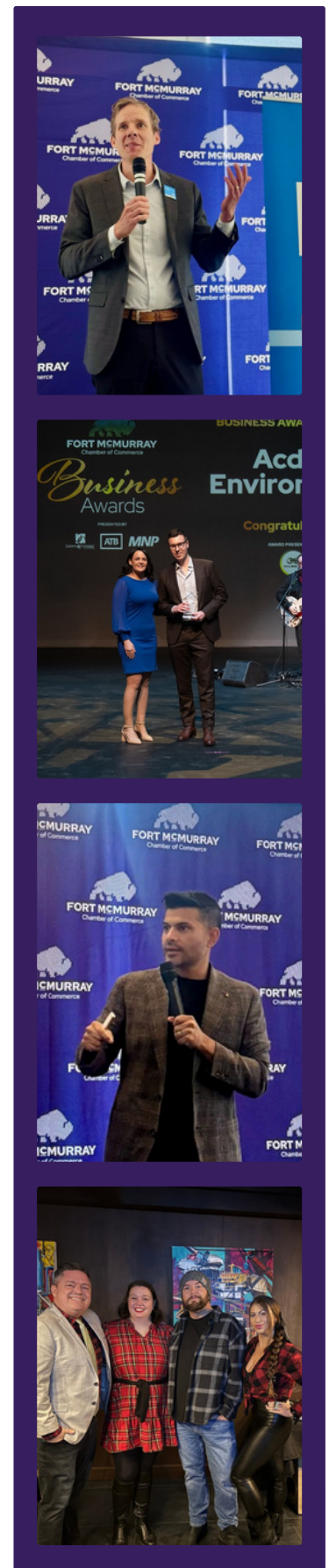
Jonathan Davies joined as Programs & Logistics Specialist, playing a critical role in ensuring the seamless execution of events and programming. His attention to detail and operational oversight have been instrumental in delivering a consistent, high-quality experience across the Chamber's growing portfolio.

Together, this expanded team has been integral to the success of what has been a banner year for trade shows, events, and member programming.

## Strengthening Member Value

Through a continued focus on high-quality programming, meaningful connections, and operational excellence, the Chamber remains committed to ensuring membership delivers tangible value.

As we look ahead, we will continue to evolve our offerings, strengthen engagement, and support the continued success of our business community.



# *A Bold New Chapter*

## A Brand That Reflects Our Strength, Vision, and Momentum

THEN:

FORT MCMURRAY  
**CHAMBER**  
*of* **COMMERCE**

NOW:



In 2025, the Fort McMurray Chamber of Commerce unveiled a bold new brand. One that reflects the strength of our business community and the momentum of our organization. Inspired by the natural beauty of northern Alberta and the collective power of our members, the new buffalo mark symbolizes strength in numbers and shared progress.

Its form, constructed through dynamic bars, evokes both the data and energy of commerce, while subtly reflecting the movement of the aurora borealis and a forward-looking trajectory.

This rebrand was a strategic investment in our future: designed to elevate our visibility, strengthen our reputation, and support sustainable growth for years to come. The response has been overwhelmingly positive, both within our region and across the country, reinforcing that our brand now matches the influence and leadership the Fort McMurray Chamber brings to every table.

# 2025

## OUR YEAR IN NUMBERS



### STRATEGIC PLAN

In 2025, the Fort McMurray Chamber of Commerce began executing its 2025–2027 Strategic Plan, advancing a clear vision for advocacy, business support, and growth.

Focused on elevating advocacy, strengthening organizational capacity, and evolving our brand, this work ensures we continue to be The Champion for Every Local Business in Fort McMurray Wood Buffalo.

35+ 

HOSTED OVER 35  
VIRTUAL & IN-PERSON  
MEMBERSHIP EVENTS



In 2025, our membership grew from 643 to 687.

6.8%

MEMBERSHIP  
INCREASE



In 2025, the Fort McMurray Chamber of Commerce delivered three major trade shows—Spring, Fall, and the continued return of the Winter Market. These events welcomed over 30,000 attendees and highlighted more than 600 vendors from across the region and beyond.

For more than 40 years, Chamber trade shows have played a vital role in supporting local commerce—creating opportunities for businesses to connect with customers, increase visibility, and contribute to the economic vibrancy of Fort McMurray Wood Buffalo.

30000+

Spring, Fall & Christmas Shows  
Visitors



600+

Vendors



88%

According to the 2025 Membership Satisfaction Survey, 88% of the member respondents were “satisfied” or “very satisfied” – keeping our engagement with our members sustained at a high level.

# Year In Review

## A Year of Growth, Advocacy, and Engagement



2025 was a year defined by momentum, strategic focus, and meaningful impact for our business community. As the first year of our 2025–2027 Strategic Plan, this year laid a strong foundation for advancing advocacy, strengthening engagement, and delivering increased value to businesses across our region.

We are proud to continue being recognized as the 6th fastest-growing Chamber in Canada and the 2nd fastest in Alberta, reflecting the strength of our business community and the growing impact of our work.

### **Strengthening Member Engagement & Expanding Events**

In 2025, we placed a strong emphasis on enhancing the member experience through expanded programming, targeted events, and meaningful networking opportunities. From luncheons and speaker series to member mixers and industry events, we created more ways for businesses to connect, collaborate, and grow.

Our trade shows continued to be a cornerstone of engagement and economic activity. Across our Spring, Fall, and Christmas shows, we welcomed over 30,000+ attendees and supported 600+ vendors, providing businesses with valuable exposure and sales opportunities.

### **Advocacy & Government Relations**

Advocacy remained a key priority throughout the year. We strengthened our role as the voice of business through active engagement with municipal, provincial, and federal partners—advancing policy discussions, participating in consultations, and creating opportunities for dialogue between business leaders and decision-makers.

Through these efforts, we continued to champion policies that support economic growth, workforce development, and a competitive business environment in Fort McMurray Wood Buffalo.

### **Membership Growth & Engagement**

Our Chamber continued to grow, reaching 687 members in 2025, strengthening our collective voice and expanding opportunities for connection and collaboration. With a strong focus on retention and engagement, we enhanced how we connect with our members—ensuring they feel supported and valued at every stage of their business journey.

### **Supporting Local & Driving Economic Impact**

Through our Shop Local initiatives—including Dashing Through the Stores, Summer Staycation, and seasonal campaigns—we continued to drive local spending and increase visibility for businesses across the region.

These campaigns, combined with our events and programming, played a vital role in supporting small businesses, strengthening community connections, and encouraging residents to invest in their local economy.

### **Investing in Organization Capacity**

In 2025, we expanded our Chamber team to enhance program delivery, strengthen member support, and improve operational execution. This growth has increased our capacity to deliver on our strategic priorities.

We also refreshed our brand and strengthened our communications—ensuring a clear, consistent, and impactful presence across all platforms.

### **Looking Ahead**

As we move forward, we remain committed to building on this momentum. With a strong strategic foundation in place, we will continue to elevate advocacy, strengthen member value, and create opportunities that support business growth and economic resilience.

We thank our members, partners, and the Fort McMurray Wood Buffalo business community for their continued trust and support. Together, we are building a strong, connected, and thriving future.

# 2025 Event Recap

## January

- State of The Region Address by Mayor Sandy Bowman



## February

- Level Up Your Business - A Workshop for Business Leaders with Merin Coutts

## March

- Economic Update with Phillip Petursson Networking Luncheon
- Chopped Leaf Grand Opening
- Spring Job Fair

## April

- Mastermind Open Day with Mardere Birkill
- Level Up Your Business - A Workshop for Business Leaders with Merin Coutts
- Spring 2025 Trade Show & Artisan Market



## May

- Fort McMurray Chamber of Commerce Annual General Meeting 2025
- Lifemark Vocational Services Grand Opening
- Canada Pump & Power Grand Opening
- Mother's Day Shop Local



## June

- Pride Coffee Connect
- Municipal Election Forum Roundtable
- 2025 Birdies Fore Business Chamber of Commerce Golf Tournament
- Father's Day Shop Local
- Woolf Buffalo Pride Shipyards Festival

## July

- Inaugural Networking at the Ballpark Member Mixer
- Radium North 1 Year Anniversary
- Summer Stay-cation Shop Local



## August

- Acden's Annual Show & Shine
- Generation Dance Studio New Location Grand Opening

## September

- ATC Festival
- Municipal Election Forum - Council Candidates
- 2025 Fort McMurray Fall Job Fair Presented by the Fort McMurray Chamber of Commerce
- Q Social Grand Opening
- ATB Economic Update Networking Luncheon
- Fall 2025 Trade Show & Artisan Market



## October

- Municipal Election Forum - Mayoral Candidates
- Radium Motors Grand Opening
- Chamber of Commerce Small Business Week Business Growth Summit
- Inaugural Chamber Welcome Table
- Fort McMurray Chamber of Commerce 2025 Business Awards Celebration

## November

- 2025 Dashing Through the Stores: Shop Local & Enter to Win with the Chamber!
- 2025 Winter Market
- Smart Business: AI in Action Networking Luncheon



## December

- Flannel & Frost Member Mixer
- Sponsor Appreciation Holiday Celebration



# *Congratulations to our 2025 Business Awards Winners*

**Indigenous Owned Business, presented by McKay Metis Group**  
Acden Environment

**Female Leadership, presented by 3Petals**  
Katie Ekroth, 20|20 Management & RE/MAX Connect

**Emerging Entrepreneur, presented by Canadian Natural**  
Integral Maintenance Systems Ltd.

**Environment and Sustainability, presented by CNOOC**  
Acden Vertex

**Adaptation Award, presented by Chambers Plan**  
Aurora Training Corp.

**Corporate-Social Collaboration, presented by Birch Mountain Enterprise**  
Coverall Uniform Linen and Mats Ltd.

**Hospitality and Tourism, presented by Fort McMurray Wood Buffalo Economic Development and Tourism**  
Athabasca Tribal Council Cultural Festival

**Youth Entrepreneur, presented by Community Country 93.3FM and Rock 97.9FM**  
FOY Medi Spa

**Lifetime Business Achievement presented by Pinkney Financial Services**  
Cooper & Company Law Firm

**Franchise Business, presented by Play 103 and 100.5 Cruz FM**  
FMT SALES Ltd.

**Business of the Year – Under 20 Employees, presented by Community Futures Wood Buffalo**  
Tavern on Main

**Business of the Year – 21-99 Employees, presented by Acden Environment**  
Cooper & Company Law Firm

**Business of the Year – Over 100 Employees, presented by Pathways Alliance**  
Acden Environment

**People's Choice: Business Leader of the Year, Presented by Stringam LLP**  
Shawn Chaulk, Stratford Contracting Ltd.

**People's Choice: Small Business of the Year, Presented by Stringam LLP**  
Second Cup Café

**People's Choice: Medium – Large Business of the Year, Presented by Stringam LLP**  
Landmark Cinemas Fort McMurray



## *Celebrating Business Excellence:* **2025 Business Awards**

The 2025 Business Awards Celebration, hosted by the Fort McMurray Chamber of Commerce and presented by ATB Financial, Cooper & Company Law Firm, and MNP, was a standout moment of Small Business Week, bringing together more than 300 business and community leaders for an evening of recognition, connection, and celebration.

The event showcased the strength, innovation, and resilience of the Wood Buffalo business community, with awards presented across a range of categories highlighting excellence in leadership, entrepreneurship, and community impact. The evening featured dynamic entertainment, meaningful moments, and powerful stories that reflected the impact local businesses continue to make across our region.

We extend our congratulations to all nominees and award recipients for their outstanding contributions to Fort McMurray Wood Buffalo's economic growth and vibrancy.

Thank you to our sponsors, partners, and attendees for helping make this event a continued success. We look forward to building on this momentum and celebrating even more achievements in the year ahead.





# The 2025 Financial Report

***Fort McMurray Chamber of Commerce Society***  
***Financial Statements***  
***December 31, 2025***

To the Members of Fort McMurray Chamber of Commerce Society:

We have reviewed the accompanying financial statements of Fort McMurray Chamber of Commerce Society (the "Chamber") which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

## Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the Chamber, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

## Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of Fort McMurray Chamber of Commerce Society as at December 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Fort McMurray, Alberta

May 13, 2026



Chartered Professional Accountants

**Fort McMurray Chamber of Commerce Society**  
**Statement of Financial Position**

As at December 31, 2025

	<b>2025</b>	<b>2024</b>
<b>Assets</b>		
<b>Current</b>		
Cash	101,637	142,569
Short-term guaranteed investment certificates <b>(Note 3)</b>	659,422	205,100
Accounts receivable <b>(Note 4)</b>	37,741	22,803
Prepaid expenses and deposits	30,933	4,367
	<b>829,733</b>	374,839
<b>Capital assets (Note 5)</b>	<b>9,772</b>	6,203
<b>Long-term guaranteed investment certificates (Note 3)</b>	<b>105,404</b>	526,742
	<b>944,909</b>	907,784
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accruals	97,528	119,066
Advances from Community Futures Wood Buffalo <b>(Note 6)</b>	3,815	3,815
Unearned membership fees <b>(Note 7)</b>	138,324	128,015
Deferred revenue <b>(Note 7)</b>	48,975	3,965
	<b>288,642</b>	254,861
<b>Commitments (Note 8)</b>		
<b>Net Assets</b>		
Invested in capital assets	9,772	6,203
Internally restricted <b>(Note 9)</b>	17,278	17,278
Unrestricted	629,217	629,442
	<b>656,267</b>	652,923
	<b>944,909</b>	907,784

**Approved on behalf of the Board**

signed by "Crystal Young"

Director

signed by "Denean Robinson"

Director

*The accompanying notes are an integral part of these financial statements*

**Fort McMurray Chamber of Commerce Society**  
**Statement of Operations**

*For the year ended December 31, 2025*

	2025	2024
<b>Revenue</b>		
Fundraising	965,526	932,488
Memberships <i>(Note 7)</i>	270,820	258,434
Grant revenue <i>(Note 7)</i>	138,713	177,985
Group insurance commission	54,851	51,749
Investment income	32,017	34,611
Gift cards	26,965	6,250
Other revenue	-	15,617
	<b>1,488,892</b>	1,477,134
<b>Expenses</b>		
Salaries and benefits	563,315	515,948
Fundraising expenses	503,246	477,537
Contracted services	120,870	92,117
Advertising	70,458	86,233
Conferences and travel	54,820	14,305
Office	45,726	80,450
Rent	37,595	41,656
Bank charges and interest	33,119	29,585
Professional fees	30,486	28,311
Chamber dues	11,841	10,760
Bad debts	8,594	11,696
Insurance	3,320	4,030
Amortization	1,882	1,728
Board and executive expense	276	1,260
	<b>1,485,548</b>	1,395,616
<b>Excess (deficiency) of revenue over expenses</b>	<b>3,344</b>	<b>81,518</b>

*The accompanying notes are an integral part of these financial statements*

**Fort McMurray Chamber of Commerce Society**  
**Statement of Changes in Net Assets**

*For the year ended December 31, 2025*

	<i>Invested in capital assets</i>	<i>Internally restricted</i>	<i>Unrestricted</i>	<i>2025</i>	<i>2024</i>
<b>Net assets, beginning of year</b>	<b>6,203</b>	<b>17,278</b>	<b>629,442</b>	<b>652,923</b>	571,405
<b>Excess (deficiency) of revenue over expenses</b>	<b>(1,882)</b>	<b>-</b>	<b>5,226</b>	<b>3,344</b>	81,518
<b>Purchase of capital assets</b>	<b>5,451</b>	<b>-</b>	<b>(5,451)</b>	<b>-</b>	-
<b>Net assets, end of year</b>	<b>9,772</b>	<b>17,278</b>	<b>629,217</b>	<b>656,267</b>	652,923

*The accompanying notes are an integral part of these financial statements*

**Fort McMurray Chamber of Commerce Society**  
**Statement of Cash Flows**  
For the year ended December 31, 2025

	2025	2024
<b>Cash provided by (used for) the following activities</b>		
<b>Operating</b>		
Cash received from fundraising	965,525	932,488
Cash received from members	260,993	294,783
Cash received from grants	183,726	149,636
Cash received from group insurance and other	81,816	73,616
Interest received	10,925	32,911
Cash paid for program service expenses	(1,528,226)	(1,364,525)
	<b>(25,241)</b>	118,909
<b>Investing</b>		
Purchase of guaranteed investment certificates	(215,339)	(731,842)
Redemption of guaranteed investment certificates	205,100	600,941
Purchase of capital assets	(5,451)	-
	<b>(15,690)</b>	(130,901)
<b>Decrease in cash resources</b>	<b>(40,931)</b>	(11,992)
<b>Cash resources, beginning of year</b>	<b>142,568</b>	154,560
<b>Cash resources, end of year</b>	<b>101,637</b>	142,568

The accompanying notes are an integral part of these financial statements

**Fort McMurray Chamber of Commerce Society**  
**Notes to the Financial Statements**  
*For the year ended December 31, 2025*

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**1. Incorporation and nature of the organization**

The Fort McMurray Chamber of Commerce Society (the "Chamber") is a non-profit organization incorporated on November 6, 1974 under the Societies Act of Alberta. The Chamber promotes Fort McMurray, operates programs and provides services to its members in the region. Members consist of businesses in the Fort McMurray area. The Chamber is affiliated with the Alberta Chamber of Commerce and the Canadian Chamber of Commerce. It is exempt from income taxes under the Income Tax Act (Canada).

**2. Significant accounting policies**

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations set out in Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board in Canada using the following significant accounting policies:

**Revenue recognition**

The Chamber follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenue from memberships, group insurance commission, and gift cards is recognized in the period in which the services are rendered.

Investment income is recorded when earned.

**Contributed materials and services**

Contributions of materials and services are recognized both as contributions and expenses in the statement of operations when a fair value can be reasonably estimated and when the materials and services are used in the normal course of the Chamber's operations and would otherwise have been purchased. During the year, gifts-in-kind of \$nil (2024 - \$1,000) were recorded and recognized as revenue with an offsetting expense. No contributed services were recognized in the year.

**Cash resources**

Cash resources include balances with banks.

**Capital assets**

Purchased capital assets are recorded at cost.

Capital assets are amortized over their estimated useful lives at the following rates and methods:

	<b>Method</b>	<b>Rate</b>
Computer equipment	declining balance	30%
Furniture and fixtures	declining balance	20%
Leasehold improvements	straight-line	leaseterm

**Long-lived assets**

Long-lived assets consist of capital assets, which are measured and amortized as described in the applicable accounting policies.

The Chamber writes down long-lived assets held for use when conditions indicate that the asset no longer contributes to the Chamber's ability to provide goods and services. The asset is also written-down when the value of future economic benefits or service potential associated with the asset is less than its net carrying amount. When the Chamber determines that a long-lived asset is impaired, its carrying amount is written-down to the asset's fair value.

**Leases**

A lease that transfers substantially all of the benefits and risks of ownership is classified as a capital lease. At the inception of a capital lease, an asset and a payment obligation are recorded at an amount equal to the lesser of the present value of the minimum lease payments and the property's fair market value. Assets under capital leases are amortized on a declining balance basis, over their estimated useful lives. All other leases are accounted for as operating leases and rental payments are expensed as incurred.

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**Fort McMurray Chamber of Commerce Society**  
**Notes to the Financial Statements**

*For the year ended December 31, 2025*

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**2. Significant accounting policies (Continued from previous page)**

***Financial instruments***

The Chamber recognizes financial instruments when the Chamber becomes party to the contractual provisions of the financial instrument.

***Arm's length financial instruments***

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

At initial recognition, the Chamber may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. The Chamber has not made such an election during the year.

The Chamber subsequently measures investments in equity instruments quoted in an active market and all derivative instruments at fair value. All other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess of revenue over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

***Related party financial instruments***

The Chamber initially measures investments or debt instruments with a quoted market value or derivatives originated in a related party transaction ("related party financial instruments") at fair value. All other related party financial instruments are measured at cost on initial recognition.

At initial recognition, the Chamber may elect to subsequently measure related party debt instruments that are quoted in active market, or that have observable inputs significant to the determination of fair value, at fair value. The Chamber has not made such an election during the year, thus all such related party debt instruments are subsequently measured at amortized cost.

The Chamber subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, at fair value.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of related party financial instruments are immediately recognized in excess of revenue over expenses.

***Financial asset impairment***

The Chamber assesses impairment of all its financial assets measured at cost or amortized cost. The Chamber reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

Any impairment, which is not considered temporary, is included in current year excess of revenue over expenses. The Chamber reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess of revenue over expenses in the year the reversal occurs.

***Measurement uncertainty (use of estimates)***

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of capital assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in deficiency or revenues over expenses in the periods in which they become known.

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**Fort McMurray Chamber of Commerce Society**  
**Notes to the Financial Statements**

*For the year ended December 31, 2025*

**3. Guaranteed investment certificates**

	2025	2024
<b>Short-term guaranteed investment certificates</b>		
Guaranteed investment certificate, bearing interest at 4.50%, maturing February 2026	439,318	-
Guaranteed investment certificate, bearing interest at 2.75%, maturing August 2026	109,935	-
Guaranteed investment certificate, bearing interest at 3.60%, maturing May 2026	110,169	-
Guaranteed investment certificate, bearing interest at 4.6%, matured during the year	-	205,100
	<b>659,422</b>	<b>205,100</b>
<b>Long-term guaranteed investment certificates</b>		
Guaranteed investment certificates, bearing interest at 3.25%, maturing September 2027	105,404	-
Guaranteed investment certificate, bearing interest at 4.5%, maturing February 2026	-	420,400
Guaranteed investment certificate, bearing interest at 3.60%, maturing May 2026	-	106,342
	<b>105,404</b>	<b>526,742</b>
	<b>764,826</b>	<b>731,842</b>

**4. Accounts receivable**

	2025	2024
Accrued interest	9,283	10,936
Membership and other	20,504	8,969
Goods and services tax receivable	9,218	4,169
Allowance for doubtful accounts	(1,264)	(1,271)
	<b>37,741</b>	<b>22,803</b>

**5. Capital assets**

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Computer equipment	18,434	17,738	696	995
Furniture and fixtures	50,460	41,384	9,076	5,208
Leasehold improvements	60,624	60,624	-	-
	<b>129,518</b>	<b>119,746</b>	<b>9,772</b>	<b>6,203</b>

**Fort McMurray Chamber of Commerce Society**  
**Notes to the Financial Statements**

*For the year ended December 31, 2025*

**6. Advances from Community Futures Wood Buffalo**

Advances from Community Futures Wood Buffalo ("CFWB") consist of amounts payable for the Chamber's share of leasehold improvements, rent, and administrative fees incurred for the Business Innovation Centre, which is the premises shared with CFWB. The advances are non-interest bearing, unsecured, and have no specified terms of repayment.

**7. Deferred revenue**

Deferred revenue represents memberships revenue and restricted funding which has not been expended at year-end:

	<i>Opening balance</i>	<i>Amounts received or receivable</i>	<i>Recognized as revenue</i>	<i>2025</i>
Government of Alberta	-	106,900	(82,900)	<b>24,000</b>
Alberta Chambers of Commerce	-	73,813	(55,813)	<b>18,000</b>
Membership	128,015	281,129	(270,820)	<b>138,324</b>
Other	3,965	6,975	(3,965)	<b>6,975</b>
	131,980	468,817	(413,498)	<b>187,299</b>

During the year, the Chamber received funding of \$106,900 from the Government of Alberta for the Chamber's 2025 AI Luncheon keynote speaker, Small Business Leadership Development, and Job fair grants. Revenue of \$82,900 and expense of \$82,900 has been recognized in the statement of operations and \$24,000 is recognized as deferred revenue in the statement of financial position.

The Chamber received \$73,813 from the Alberta Chamber to support two local job fairs, and Business Resiliency and Diversity programs. Revenue of \$55,813 and expense of \$55,813 has been recognized in the statement of operations and \$18,000 is recognized as deferred revenue in the statement of financial position.

**8. Commitments**

The Chamber has entered into lease agreements with estimated minimum annual payments as follows:

2026	55,128
2027	55,599
2028	57,485
2029	59,371
2030	45,589
	273,172

The Chamber occupies leased premises subject to minimum monthly rent of \$4,594 with a scheduled increase to a maximum of \$5,065 during the 5-year term expiring September 30, 2030.

**Fort McMurray Chamber of Commerce Society**  
**Notes to the Financial Statements**  
For the year ended December 31, 2025

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**9. Internally restricted net assets**

The Chamber has internally restricted net assets for the following purposes:

	2025	2024
<b>Socio Economic Impact Assessment Fund</b>		
Amounts restricted to undertake a socio economic impact assessment and to hold a strategic planning session so the Chamber can appropriately address the challenges and issues faced by the local community	17,278	17,278
	17,278	17,278

**10. Financial instruments**

The Chamber, as part of its operations, carries a number of financial instruments. It is management's opinion that the Chamber is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

**Credit risk**

The Chamber is exposed to credit risk through its accounts receivable. The maximum amount of credit risk exposure is limited to the carrying value of the balances as disclosed in these financial statements. The Chamber has a significant number of members which minimizes concentration of credit risk. The Chamber manages its exposure to credit risk by assessing, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts (Note 4).

**Interest rate risk**

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. The Chamber is exposed to interest rate price risk with respect to GICs which bear interest at fixed rates (Note 3).

**Liquidity risk**

Liquidity risk is the risk that the Chamber will encounter difficulty in meeting obligations associated with financial liabilities. The Chamber manages its liquidity risk by monitoring operating requirements. The Chamber prepares budgets to ensure it has sufficient funds to fulfill its obligations.

# Thank you to our 2025 Chamber Partners



**FORT McMURRAY**  
Chamber of Commerce



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

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