



FORT MCKAY  
FIRST NATION

# DOING BUSINESS

NATION OWNED COMPANIES 2022







# PACE



**PEOPLE • ACCOUNTABILITY • CULTURE • EQUITY**

## PEOPLE

### **We show we value people by**

Offering people-centred programs and services in response to their identified needs. Supporting the physical, mental, and spiritual wellbeing of our members and employees. Celebrating the contributions and achievements of our members and employees.

## ACCOUNTABILITY

### **We show we value accountability by**

Sharing information with FMFN members (e.g. QGM). Being transparent in our governance and business actions. Delivering on our shared mission, vision, and strategic priorities.

## CULTURE

### **We show we value culture by**

Engaging elders as cultural advisors. Actively promoting traditional languages. Having culturally-relevant policies, programs, and services.

## EQUITY

### **We show we value equity by**

Ensuring our policies and procedures are fair and without bias. Sharing information about our policies, processes, and decision-making. Posting all employment opportunities.

## MISSION

Assert Treaty rights, revitalize culture and language, promote education, build economic capacity, and support wellness to create opportunities for our Nation's healthy and sustainable future.

## VISION

A healthy and sovereign Nation enjoying cultural, educational, employment, and economic successes.







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In 2021, Fort McKay First Nation worked hard to implement their new business diversification plan. The Nation invested in three new service companies in 2021, BGE Indoor Air Quality Solutions, Surepoint Group, and GlassMasters Autoglass. These investments are outside of the oil and gas industry, and outside of the Wood Buffalo Region. These new partnerships will allow us to help diversify the Nation's business portfolio and ensure its long-term financial growth and stability.

## FORT MCKAY FIRST NATION

Each year, the Nation allocates capital to be deployed to expand its portfolio and acquire interests in new companies across Western Canada. As income investors, the Nation invests in companies that can produce a stable distribution to shareholders each year and limit our involvement to board oversight and governance, and business development for our growing portfolio of businesses. Fort McKay's main investment focus is in the construction, trades, industrial services and maintenance industries.

### 2021 BUSINESS HIGHLIGHTS:

Almost

**60%**

of the Nation's annual  
budget is received from  
business revenues

Manager in Training  
programs implemented  
for Fort McKay First  
Nation members

Indigenous employment  
increased, with Soogadin  
in particular increasing  
their Indigenous  
employment from

**7%- 20%**







## FORT MCKAY FIRST NATION MANAGEMENT TEAM

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[fortmckay.com](http://fortmckay.com)



[Fort McKay First Nation](#)



[FortMcKayFirstNation](#)



[FortMcKay](#)

## JOINT VENTURES



Scaffolding, insulation, fireproofing and paint & blast provider.



Camp management, maintenance, and hospitality services.



Remote lodging, business cooperation, and community engagement.



Dynamic commercial and industrial parks.



Quality aggregate supply and services.



Indoor air quality testing, management and monitoring; air filter supply and install; air system integrity and maintenance.



Your compression parts source.



Affordable autoglass repair and replacement for all makes and models.





**SOOGADIN**  
POWERFULLY BUILT

**Soogadin will be the largest  
Indigenous scaffolding, insulation,  
fireproofing and paint & blast  
provider in Canada.**

**FOUNDED 2018**  
**FMFN + Brock Canada**  
**[soogadin.com](http://soogadin.com)**

Soogadin (pronounced 'Soo-gah-tin') means  
"powerfully built" in Cree.

Formed by Fort McKay First Nation and Brock  
Canada, Soogadin leverages the expertise of  
two progressive businesses to bring leadership,  
operating efficiency, and a focus on community

to the industry. Our joint venture is founded on  
a shared vision of value and innovation with a  
focus on providing the energy industry with  
powerful and progressive solutions.

Soogadin offers services for green-and brown-field capital projects, shutdown/turnaround work, and specialized long-term facility maintenance, offering solutions that contribute to operational optimization, asset integrity enhanced production, and cost certainty and reduction, while enhancing safety and minimizing environmental impact. Soogadin will be the largest Indigenous scaffolding, insulation and fireproofing provider in Canada. All aspects of our business and plans for sustainable growth will be Powerfully Built.

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### **SOOGADIN SERVICES:**

- Scaffold Management, Labour & Material Supply
- Insulation Project Management, Labour and Materials
- Fireproofing Material, Labour & Project Management
- Paint & Blast Solutions – Field and Shop Application Services
- Asbestos & Lead Abatement Programs
- Rope Access Services
- Energy Loss Prevention & Emission Reduction Programs
- Hard Covers, Soft Covers (Insulation Blankets)
- Glycol Heat Tracing

### **COST BENEFITS TO CLIENTS:**

- Scaffold Cost Reductions through 3D Design, Modelling and Work Face Planning
- Accountability leading to Productivity through enhanced tracking and reporting management systems
- Reduced Labour requirements through enhanced scope capture capabilities, resource planning, field fit crew blending, and solutions innovation
- Continuous Improvement using the latest data analytics, performance measurement tools and service optimization surveillance programs
- Reduced energy costs and emissions using ARRM model (Assess, Report, Repair, Monitor) including Insulation Assessment Program to improve operator' return on Investment (ROI)





**POPLAR POINT  
CAMP SERVICES**

**Your Trusted Partners in Workforce  
Camp Facility Operations.**

### **POPLAR POINT ESTABLISHED 2002**

Poplar Point is owned by FMFN and ESS, along with Athabasca Chipewyan First Nation (ACFN). All of these companies have a long history of successfully operating in the oil sands and meeting the unique needs of clients.

With the support of the owners, Poplar Point provides high quality and cost effective remote camp services and related support assistance to clients in Northern Alberta.

## PRODUCTS AND SERVICES

### 1. Camp Operations and Facilities:

Poplar Point have the ability to provide clients with high quality camp facilities and operate the facilities for the client. ESS can provide the workforce solutions and support services required for the operation of world class remote accommodations.

### 2. Camp Operations:

Both organizations recognize that clients needs vary on a project by project basis and as a result are able to meet unique needs by providing camp operations services.

### 3. Office and Retail Food Services Areas:

At the higher end of the spectrum, Poplar Point excel in the delivery of full service remote camp accommodations. They also have the ability to provide office space and exceptional food services.

## MANAGEMENT

- Camp Management
- Project Management
- Camp Reception and administration
- Camp Lease
- Recreation and Leisure Management
- Camp refurbishment
- Waste Management

## MAINTENANCE

- Building Assets
- Kitchen Equipment
- Mechanical, Electrical and Plumbing (MEP) Systems
- Municipal Services
- Pools and Gym Equipment
- Power Generators
- Grounds Maintenance
- Sewage Treatment Plants
- Water Treatment Plant

## HOSPITALITY AND GENERAL SERVICES

- Catering (all formats)
- Housekeeping, Laundry and Janitorial
- Commissary and bar
- Retail Food, Service and Vending
- Food and spares logistics
- Medical Support
- Pest control
- Manpower supply





## True Northern Leadership Meets Quality Lodging.

**FOUNDED 2016**  
**FMFN + Civeo**  
**[denekoe.com](http://denekoe.com)**

Bringing together Fort McKay First Nation's trusted relationship-driven approach to business and Civeo's regional industry expertise, our team delivers unmatched hospitality and comfort. Dene Koe offers reliable, high-value remote lodging services, business cooperation, and community engagement. Our model supports the longevity and sustainability of communities in the oil sands by ensuring long-term development that considers the interests of the community.

We are a service provider at Civeo's Fort McMurray Village near Suncor's Base Plant, a five-lodge, 3,500 room property as well as Athabasca Lodge and Beaver River Executive Lodge located near Fort McKay on highway 63. Dene Koe also operates client-owned properties including: Hudson Lodge (624 rooms) and Borealis Lodge (1504 rooms). Dene Koe offers comfortable rooms, excellent food, and all the amenities that workers need to stay active and healthy, unwind, and rest well.

**Flexible workforce accommodations and facilities management**

**Effective business systems for efficient logistics**

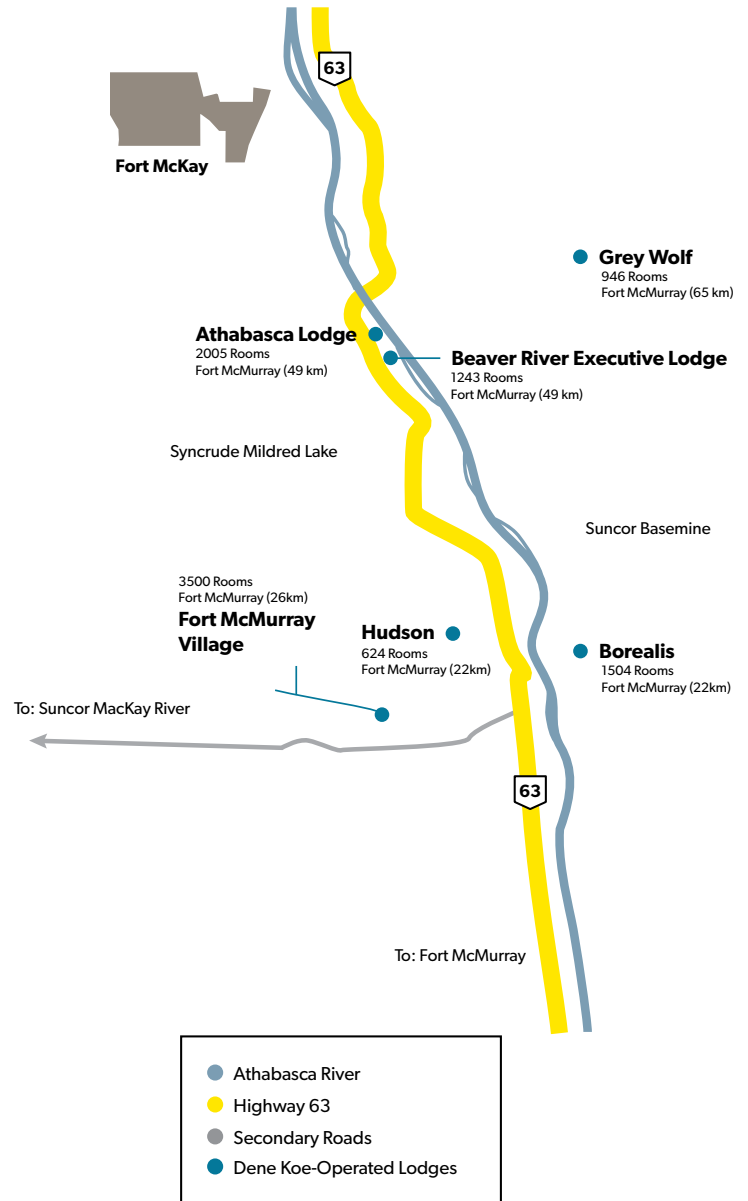
**Affordable pricing to help you keep your competitive edge**

## FACILITIES MANAGEMENT AND WORKFORCE SERVICES

Dene Koe can bring all of the sought-after service and hospitality of our open lodges directly into client-owned facilities. By providing a comfortable, reliable lodging experience, we improve the attraction, retention, productivity, and safety of your workforce. At every scale and scope of service required, we execute made-to-measure lodging solutions.

## OPEN LODGING

The philosophy behind our full-service open lodge accommodations is that workers, in even the most remote environments, deserve the comforts of home. That's why we've equipped each of our strategically located lodges with friendly faces, great food, and every conceivable comfort. Flexible and accessible lodging options make booking easy for crews of all sizes.







## Dynamic Commercial and Industrial Parks in the Heart of Alberta's Oil Sands.

**ESTABLISHED 2005**  
**FMFN + Waiward Management Inc.**  
**[fortmckayproperties.com](http://fortmckayproperties.com)**

Located 58 Kilometers north of Fort McMurray, Fort McKay Caribou Energy Park is ideally situated to support the operation of various commercial industries supplying northern oil sands developments. Our Energy Park features more than 52 lots designed to suit your business needs. The secure park offers customizable spaces and integrated infrastructure for long and short-term lease, excellent amenities, and access to valuable oilfield supply partners.

With direct entry to Highway 63, Fort McKay Caribou Energy Park is the only industrial park in

close proximity to Alberta's northern oil and gas projects including CNRL's Horizon project, Suncor's Fort Hills project, Syncrude's Mildred Lake Mine and many others.

Fort McKay First Nation prides itself on forging long-term collaborative relationships with our tenants, providing them with built environments that optimize productivity and maximize revenue for their business.

## FEATURES:

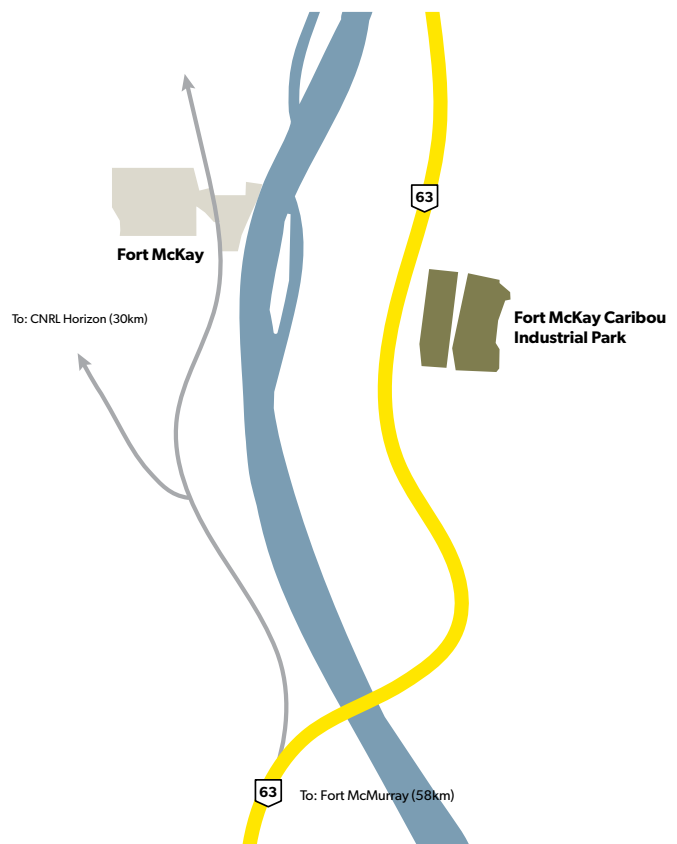
- Prominent Location
- Direct Access to Highway 63
- Open Lots Ready for Immediate Development
- Lease and build to suit options
- Office Buildings & Workshops
- Petro-Canada & 24-hour Cardlock
- Convenience Store & A&W
- 24-hour Security
- Natural Gas & Electricity
- High-Speed Internet

The purpose of this complex is to provide the necessary infrastructure for the development and operation of various commercial industries that will supply the Fort McMurray oilsands developments, as well as other local commercial interests, with required goods and services. The spaces are perfect for office buildings, workshops, yard, and storage spaces. The park is owned by Fort McKay First Nation together with Waiward Management Inc. and uses green technology to support infrastructure, while ensuring safety and security across all lots.

## 50+ LOTS

### Distance from oil sands projects:

- Syncrude: Aurora North Mine (68km)
- Syncrude: Mildred Lake Mine (18km)
- Suncor: Fort Hills Mine (44km)
- Suncor: Millennium Mine (39km)
- Suncor: Firebag SAGD (76km)
- CNRL: Albion Mine (31km)
- CNRL: Horizon Mine (30km)
- Imperial: Kearl Mine (78km)
- Cenovus: Sunrise SAGD (72km)







**Hammerstone provides quality aggregate solutions to customers with a focus on high safety standards and performance requirements.**

**FOUNDED 2009**  
**hammerstone.ca**

Hammerstone Infrastructure Materials Ltd. (Hammerstone) is part of the Brookfield Asset Management group of companies. Hammerstone's Muskeg Valley Quarry was established in 2009 and is centrally located within the mineable oil sands area.

FMFN is a minority shareholder in Hammerstone, which provides reliable, year-round, local source of aggregate materials

that help enhance the sustainability and environmental performance of the oil sands industry.

The quarry covers an area of about 3,600 acres and, with over 750 million tonnes of directly accessible limestone and gravel reserves, is well positioned to supply the North Athabasca market for decades to come.



## THE HAMMERSTONE ADVANTAGE

- High production capacity for major projects and demanding schedules
- Dedicated QA/QC technicians at the quarry to ensure customers receive exceptional product quality
- Technical support and logistics solutions from qualified, experienced personnel
- Safe and reliable product delivery with professional carriers, 7 days per week

## CORE PRODUCTS



### Base/Surface Crush

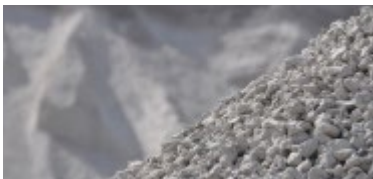
- Available from 25mm to 150mm sizes
- Limestone or Gravel
- Specifications comply with Alberta Transportation
- Used for constructing building pads, well pads, service roads, highways and mine haul roads



### Select Sub-Base

- Economic and easily placed sub-base material
- Unique bridging capability over soft ground
- Used for fill and constructing sub-base of haul roads, service roads, pads, etc.

## SPECIALTY PRODUCTS



### Stone

- Screened or washed
- Very low fines content
- Limestone or Gravel
- Used for filtering, walkway surfacing insulating, and landscaping



### Large Stone

- Available in many sizes - gabion, rip rap
- Limestone or Gravel
- Used primarily for landscaping and slope stabilization



### Manufactured Sand & Fines

- 10mm minus material
- Bedding Sand
- Winter Traction Sand or Rock chips
- Impermeable Liner
- Used for common fill, pond liner, or traction material for top dressing icy roads.



**BGE delivers end-to-end indoor air quality (IAQ) solutions including IAQ testing & monitoring, air purification, and filter supply, changeout & maintenance.**

**ESTABLISHED 1968**  
**[bgecleanair.com](http://bgecleanair.com)**

### **AT BGE, WE BELIEVE CLEAN AIR MATTERS**

BGE Indoor Air Quality Solutions is committed to keeping people healthy in their workplaces, buildings, and communities. BGE creates and manages long term, sustainable solutions to keep a building's indoor air quality at its best.

With an integrated approach to manufacturing, supply, and service, BGE's Clean Air Advisors

work with building and facility operations teams across Western Canada to:

- Keep people safe, healthy, and productive
- Protect and optimize the lifespan of equipment and assets
- Reduce stress on the environment

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**8 locations across Western Canada**

**50+ years of expertise**

**200 Clean Air Experts**

**30+ industries served including public institutions, energy, large commercial, manufacturing, education, and healthcare**

**100M+ sq ft of clean indoor air delivered**

**4M+ people across western Canada breathing BGE Clean Air every day**

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## INDOOR AIR QUALITY SOLUTIONS:

- BGE Aircheck™
- Indoor Air Quality Testing
- 24/7 Remote Monitoring Sensors
- Filtration
- Retrofits
- Air Purification
- Integrity Repairs & Upgrades
- System Hygiene/Cleaning
- Preventative Maintenance Program
- Filter Lifecycle Monitoring
- Vendor Managed Inventory

## IAQ360: A SMARTER WAY TO MANAGE YOUR INDOOR AIR QUALITY PROGRAM

BGE helps customers understand their current indoor air quality and design a customized plan to get them to their goals. IAQ360 is a four-stage process that helps organizations manage their indoor air quality goals, no matter how their environment may change.



Your indoor air quality is always changing; IAQ360 helps you adapt to those changes, and ensures your occupants are always breathing the highest quality air.

### Assess

A comprehensive snapshot and assessment of your indoor air quality and systems.

### Plan

A prioritized plan to achieve your organization's indoor air quality goals.

### Deliver

Full-service implementation from supply and install to post-service verification.

### Manage

Continuous monitoring and maintenance to anticipate and mitigate risks, and keep your indoor air quality at its best.





**Committed to your success.**

**ESTABLISHED 2003**  
**surepoint.ca**

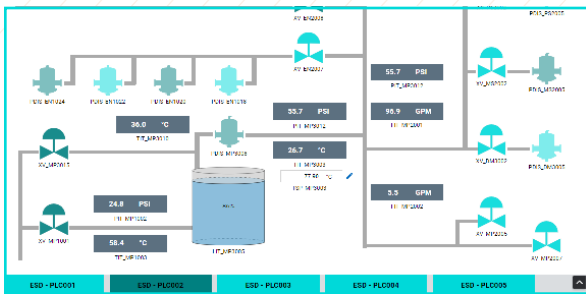
## **YOUR COMPRESSION PARTS SOURCE**

Our Mission is to work for the success of our clients by providing safe, dependable, high quality service that best satisfies their needs.

Established in 2003, Surepoint Group is a premier industrial contractor specializing in compression and controls, power generation, electrical & instrumentation, telecom, modular buildings, and equipment fabrication.

Working within many sectors and branches located in strategic areas throughout Western Canada, Surepoint Group provides clients with dependable, high quality, and responsive service.

## SERVICES:



## Automation & Programming

We showcase a proven track record and years of experience in automation design, programming, HMI development, integration, and commissioning services.



## Electrical and Instrumentation

We bring a vast range of E&I services specializing in: New Construction, Maintenance, Turnarounds, Commissioning, Skid/Module Construction, Inspection Services, Trouble Shooting and Project Management.



## Renewables

Our team diligently stays up to date on a variety of alternative energy technologies in the wind, solar, and geothermal sectors. From custom packaged solutions to field services, our team can help with your renewable energy needs ensuring you have the power you need.



## Compression and Controls

Heavy-duty, analytical and controls services for all types of rotating equipment. Major equipment overhauls and exchanges, engine and compressor preventative maintenance, generator package construction and more.



## Telecom

Our certified team of telecom technicians work on fiber optic distribution design and installations for a wide range of network applications.



## Rig Construction

Premier AC and DC rig construction as well as ongoing field service and support. Our technicians are trained on Ross Hill, IPS (Integrated Power System), Tech Power SCR, and on various Variable Frequency Drives and Automation Systems.



**GlassMasters**  
autoglass™

**At GlassMasters, we find  
ways to say yes.**

– Roger Tulk, President

**FOUNDED IN CALGARY IN 2001**  
**glassmastersautoglass.com**

GlassMasters Autoglass was founded in 2001, in Calgary, as an auto glass replacement and repair company. Twenty years later, the landscape has changed dramatically – our industry has evolved, the vehicles we work on have become more complex, and consumer behaviour has changed – and we have changed. Yet, 20 years ago, GlassMasters was started with the belief that intuitive and engaging customer experiences will help move our business forward – and we still believe that today.

Our purpose is to keep customers safe by providing expert auto glass service that is affordable, fast, and friendly. We work hard and have fun doing it. We believe leadership is a behaviour, not a job title. We lead by example. We seek to be masters of our skills – patient teachers and committed learners of our craft. Most important of all, we are each personally accountable.

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**GlassMasters specializes in fleet services,  
no matter what the size of your fleet.**

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## SERVICES:

- Mobile Glass Service
- Windshield Replacement
- Side & Rear Glass Replacement
- Clear Armor
- ADAS Calibration
- Side Mirror Replacement
- Windshield & Chip Repair
- Insurance Claims

**Do you manage a dealership service department or New/Used car lot, and are in the market for outsourcing your auto-glass needs? Look no further.**

- Full service, rock chips, windshield replacement, side mirrors, door glass and back glass replacement.
- Mobile services, we will come to you!  
Our modern fleet of install units come fully equipped to handle whatever job you need done. All services are available except Rock Chip Repair and ADAS calibrations.
- Pickup & Delivery Service, we will come to pick it up and drop it back off, same day.
- We work with Aftermarket and OEM glass.
- ADAS calibrations and diagnosis. We fully calibrate your vehicle's forward-facing camera systems back to OEM functionality. ADAS calibration is available for in-store only.
- Competitive pricing and rates.
- We direct bill your insurance provider.
- Credit applications available on request or online from the form above. Contact your local GlassMasters for more information.

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## 10 Locations:

- Airdrie, AB
- Calgary South (Head Office)
- Calgary North West
- Lethbridge, AB
- Edmonton West
- Edmonton South
- Sherwood Park, AB
- Red Deer, AB
- Regina, SK
- Saskatoon, SK

**Plus, they are mobile!**

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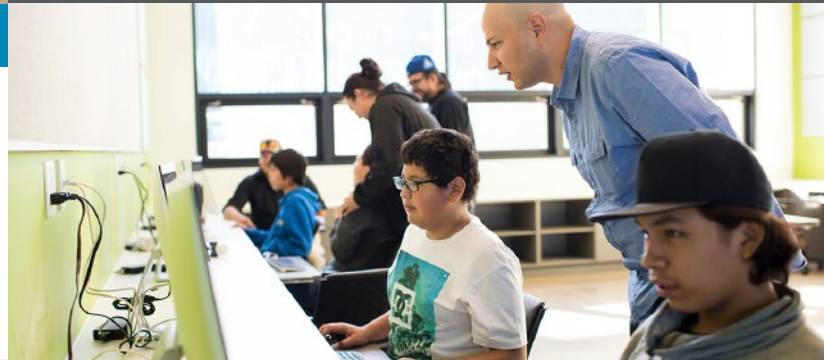
## FORT MCKAY GROUP OF COMPANIES

The Fort McKay Group of Companies (GOC) was formed in 1986 and has evolved over the course of its lifetime. It has always been the wholly owned and operated arm of the Nation's business portfolio. It has its own management and executive teams which are responsible for day to day operations.

FMFN is the only shareholder in GOC and its shareholder interests are represented on the Board of Directors.



### 2021 HIGHLIGHTS



# 21%

Indigenous  
Employment  
Increased  
in 2021

# 50+

# of Different  
Indigenous  
Communities  
Identify  
Across Canada

# 10%

Indigenous  
Women  
Employees

# 20%

of Leadership  
Identify as  
Indigenous

**SUSTAINABILITY:** The Fort McKay Group of Companies is focusing on optimizing current relationships and profitability, increasing organic revenue by 20% through existing relationships, reputation management and joint venture opportunities. Through the implementation of improvement initiatives FMSS introduced to the front line, we were able to provide Suncor with a total of \$11 million in cost savings, avoidance and efficiencies.



**COMMUNITY INVESTMENT:** A bison statue in Fort Edmonton Park was named in The Fort McKay Group of Companies' honour for our contribution to preserving Indigenous history. The Fort McKay Group of Companies partnered with Fort McKay and BME to support Northern Lights Health Foundation Festival of Trees.

**OTHER HIGHLIGHTS:** The Bison Ranch celebrated 17 years without a recordable injury.

In partnership with Fort McKay First Nation, we unveiled our newest painted haul truck in honor of Murdered Missing Indigenous Women and Girls and 2SLGBTQQIA.

We also unveiled a newly remodeled 777 Haul Truck in recognition and awareness of the legacy of residential school victims and survivors.







## FORT MCKAY GROUP OF COMPANIES EXECUTIVE TEAM

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### **Marguerite MacDonald**

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### **Bobby Shott**

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and Client Relations  
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## BOARD OF DIRECTORS

### **Mel Grandjamb**

Chief, Fort McKay First Nation

### **David Bouchier**

Councillor, Fort McKay First Nation

### **Raymond Powder**

Councillor, Fort McKay First Nation

### **Melinda Stewart**




Councillor, Fort McKay First Nation





### **Crystal McDonald**

Councillor, Fort McKay First Nation

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 Fort McKay Group of Companies LP  
 FortMcKayGroupofCompanies  
 GOC





Fort McKay Logistics



Fort McKay Strategic Services



Fort McKay Mechanical Services



**Birch Mountain Enterprises LP**  
Proud Member of Fort McKay Group of Companies



**KMFM**  
PROUDLY MINE



Fort McKay Logistics

**First Nation Owned.**

**Providing integrated supply chain services to businesses big and small.**

**FOUNDED 1997**  
**fortmckaylogistics.com**

Fort McKay Logistics is a First Nation owned 3PL Company that has unbreakable connections to heritage and continually work to honour that while attending to their growth.

We pick up your materials and equipment from suppliers and manage it through the supply chain process to the end user. Although primarily North American focused, we can manage material from anywhere in the world via truck, rail, marine and air.

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**Fort McKay Logistics  
 ranked #13 in Canada's  
 Fastest-Growing  
 Logistics Companies**

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Fort McKay Logistics becomes the exclusive distributor for Mobil bulk packaged lubricants in the Region.

**174**  
**Pieces of Equipment**

**355**  
**Logistic Employees**

**20+**  
**Years of Experience**

## WAREHOUSING

Fort McKay Logistics provides the backbone for products to be stored, inspected, verified, and delivered to the end user.

We complete the planning and control of the functions supporting the complete cycle of materials, and the associated flow of information. We provide experienced personnel to oversee and execute the daily demands of warehouse management, issue counter, inventory management, cross docking, material management, liaison between vendors and clients, and claims management.

## TRANSPORTATION

Safely managing your freight from point of pickup to final destination.

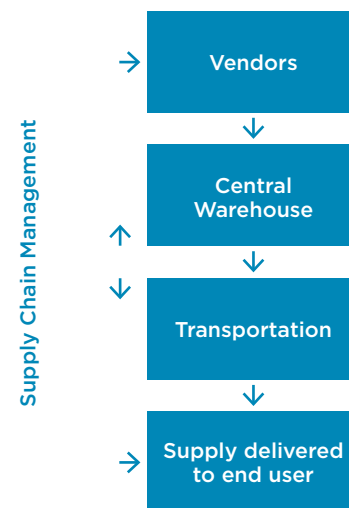
LTL, FTL, Line Haul, and dedicated trucks for clients transporting anything from the smallest package to the largest load using a variety of equipment.

## LUBRICANTS

Bulk and packaged lubricants for the geographical area covered by the oil sands mining operations north of Fort McMurray.

## SUPPLY CHAIN MANAGEMENT

Our supply chain management teams are experienced and dedicated to our clients ensuring we plan, implement, and control the flow of material and information between the point of origin to the point of consumption.



Our integrated value-add process allows for maximum efficiency, minimizing the duplication of effort and hand offs, which will lower your overall cost of the supply chain. In return, this speeds up the process so material is available to the user earlier; thereby avoiding/minimizing plant downtime and improving schedule.





Fort McKay Strategic Services

**Our expertise includes Earthworks, Site Services, Heavy Equipment, Fuel and Lube Services, Client Embedded Equipment Operators, and our Reclamation Support Services.**

**FOUNDED 1986**  
**fortmckaygroup.com**

We offer diverse services to meet our client needs. Strategic Services, a division of Fort McKay Group of Companies, offers a diverse

set of services that deliver reliable and cost competitive advantages to its clients in the oil sands.

## **EARTHWORKS**

A major force in the heavy equipment industry. Our fleet has over 100 pieces of equipment available to work on any site, 24 hours a day, 7 days a week, 365 days a year.

By providing extensive ongoing training to our employees, we ensure that our equipment is operated in a professional and safe manner at all times. Despite operating some of the world's largest equipment around-the-clock, all of our operating crews at the CNRL Albion site have been able to reach one year at Goal Zero. Our focus on safety is what makes us really stand out from the crowd. We are diversified in our skills and are growing everyday into more specialized areas of the oil sands industry. Our current equipment fleet includes heavy rigid frame haul trucks, articulating trucks, dozers, excavators, graders and loaders.

## SITE SERVICES

We offer direct access to experienced operators or general labourers for both long and short-term contracts. Our experience is diverse and includes everything from grounds keeping, coverall delivery, flagging, guardrail repair/installation and general labour services.

### Reclamation Support Services and Beaver Creek Wood Bison Ranch

We offer a full range of multidisciplinary environmental services and maintain excellent safety record in our business ventures.

### Fuel and Lube Services

We have a long history of providing safe, professional, valuable services that ensure our clients fuel, lubricants and hydraulic oils are always at operating levels, whether at mines, tailings or plants. This service is provided by skilled technicians.

### Process and Equipment Operators

Our client embedded operators run client equipment and our process operators oversee and manage facilities, which includes monitoring equipment to ensure quality, efficiency and plant safety.

## ROADS AND GROUNDS

- Snow clearing and removal
- Road signage supply and installation  
Asphalt repair
- Grounds maintenance
- Snow fencing supply and installation  
Brush cutting and removal
- Shutdown and operations support such as confined space monitor and entry, fire watch, man watch

## LABOUR SERVICES

- Warehouse services
- Tool cribs
- Shovel cleaning labour
- Landscaping services
- Flagging
- Coverall distribution and inventory control
- Light equipment operators
- Snow/ice removal from building rooftops

## LIGHT CIVIL AND MINING SERVICES

- Muskeg removal and stockpile
- Reclamation: Terrain contouring and material replacement
- Road building for light vehicles and heavy haulers Ore and reject loading, hauling and placing
- Road Maintenance: Sanding, grading and berm building
- Technical road building with Claycrete stabilizer: Crushing, loading, hauling and placement of unique chemical solution
- Dyke construction including internal drains, sand blanket, shear keys and toe berm construction
- Dewatering including ditching and sump building Tailings mud farm removal
- Earthworks for pipeline corridor construction/substations
- Embedded fuel and lube services and heavy equipment operators
- Technical support including Project Management and budgetary cost estimates



Fort McKay Mechanical Services

**Specialty Mechanical and Heat Treating service provider.**

## FOUNDED 2021

Fort McKay Mechanical Services LP (FMMS) is a Specialty Mechanical and Heat Treating service provider started in 2021 and is fully owned and operated by The Fort McKay Group of Companies LP.

Fort McKay Mechanical Services LP continues the legacy of Fort McKay Group of Companies by bringing together a leadership group with over 160 years of industry expertise.



## THE SPECIALTY SERVICES INITIALLY OFFERED INCLUDE:

- Field Heat Treatment including Post Weld Heat Treatment
- Pre Heating
- Refractory cures
- Bake outs and System heat ups
- Specialty mechanical services include, Field Machining, Hydrostatic testing, Torquing & tensioning
- Portable milling and Cold Cutting to construct and maintain the equipment in heavy industries up to and including Petrochemical, Forestry, Power, and Mining



These Specialty Services will allow the company to step into the highly skilled trade sector, with the opportunity for expanding outside Wood Buffalo and Alberta into every region of Canada and North America. The training opportunities from the unions involved in these trades will open doors to present and future generations in the community and Alberta as a whole.



**Delivering your vision from concept  
to completion.**

## **ESTABLISHED IN 2021**

The Fort McKay Group of Companies - Graham partnership will operate within the Oilsands region as Alberta's premier construction solutions provider. Our combined capabilities enable us to provide an unparalleled level of large-scale earthwork, reclamation, and mining support services with safe, efficient execution as the hallmark of how we do business. Looking forward, we will leverage Graham's unique multi-disciplinary expertise and

collaborate on underground piping, concrete batching and installation, mechanical, electrical & instrumentation, buildings and within our industry leading maintenance & turnaround services. Together Graham and the Fort McKay Group of Companies provide distinct benefits to the people of the region.





## CAPABILITIES

### Large-scale earthwork

- Mass excavation
- Tailings facility construction
- Stormwater Management Structures

### Reclamation

- Removal and replacement of reclamation materials
- Mine footprint remediation

### Mining support services

- Haul road construction
- Dust control and road clearing services





**Birch Mountain Enterprises LP**

Proud Member of Fort McKay Group of Companies

**Your solid and fluid waste  
handling experts.**

**FOUNDED 2020**

**GOC + BME**

**bmel.ca**

When it comes to clean up and recovery, there's no job we can't handle and no location we can't reach. With nearly 15 years of operating experience, Birch Mountain Enterprises LP is Northern Alberta's leader in fluid handling, and the largest privately-owned fleet in the Fort McMurray Region.

**190+ units**

**24-hour dispatch**

**GPS tracking**

**360 employees**

**100% client satisfaction**

Aboriginally owned, Birch Mountain is proud to be employing local residents and supporting their community today and for future generations. With a premium safety record and extensive knowledge of Alberta and Saskatchewan, Birch Mountain has a longstanding commitment to provide 100% client satisfaction.

Fort McKay Group of Companies owns 51% of Birch Mountain and 49% is owned by company President Chris Wilson. Recently, Birch Mountain embarked on a joint venture with CEDA, creating Birch Mountain CEDA Services Ltd. to pursue industrial chemical and cleaning work, and similar opportunities within the Regional Municipality of Wood Buffalo.

## SERVICES

Birch Mountain offers a full range of fluid handling and waste management services including:

### Water Hauling

With over 50 water trucks and tankers, we are able to deliver to your site or project 24 hours a day.

### VAC Trucks

The largest and most comprehensive range of vacuum truck sizes and configurations in the market. Our fleet can assist with the removal of water, oil, sludge, hazardous waste, and many other vital applications.

### Wash Carts

Providing permanent and temporary washroom facilities in the Fort McMurray region. Wash carts are completely self-contained, heated and serviced according to our client's desired schedules and needs.

### Waste Disposal

Offering a variety of dumpster sizes to provide clients with an easy solution to handle their waste.

### Flatbed Hauling

Fleet equipment and experienced operators can haul pipe, equipment, cable and demolition debris and ensure it arrives safely and on time.

### Steam and Pressure Trucks

The largest fleet of steam truck that can remove anything from graffiti to cleaning the heaviest grime from equipment.



**KMFM boasts one of the largest and most diverse ultra-class equipment fleets in Canada.**

**FOUNDED 1949**  
**[kmcmining.com](http://kmcmining.com)**

KMC Mining Corporation is pleased to announce that we have partnered with Fort McKay Group of Companies to form KMFM Joint Venture. This new relationship seeks to improve regional capabilities through expanded service offerings as a Tier 1 contractor in pursuit of mining and heavy civil opportunities within the Regional Municipality of Wood Buffalo. Also, this joint venture aims to support long-term economic and social benefits for Fort McKay First Nation and other Indigenous communities in the region.

In November, KMFM was formally awarded its first project, a reclamation contract with Syncrude Canada. KMC looks forward to a long and meaningful relationship as KMFM and to make this project, and others in the future, a success for all stakeholders.

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**\$200+mm FMV assets**  
**500 employees**  
**Acheson, AB headquarters**

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- KMC is a family and executive leadership owned and managed business founded in 1949
- Experienced roster of mining professionals who can provide tailored solutions and optimizations to meet any financial plan
- Pioneering and innovative mining contractor long trusted by world class energy providers
- Ultra-class equipment fleet availability to support your project requirements
- Strong desire to expand service offerings outside traditional areas to continue our mining legacy

**KMC has over ~175 pieces of heavy mining equipment.**

**Utilization of ultrasize trucks and hydraulic shovels leads the sector in productivity.**

**KMC has moved over 545 M BCM of material over the past 15 years**

From early development to site closure, KMC possesses the expertise and equipment to complete large and complex development and operations work in a safe and efficient manner to meet and exceed customers' requirements.

Pre-Development	Mine Development	Contract Mining	Reclamation	Specialty Services
<ul style="list-style-type: none"> <li>• Early contractor involvement</li> <li>• Mine planning and engineering</li> <li>• Production schedule optimization</li> <li>• Budgetary cost estimates</li> </ul>	<ul style="list-style-type: none"> <li>• Access road construction</li> <li>• Site clearing, stripping and muskeg removal</li> <li>• Rough/final grading</li> <li>• Site drainage and utilities</li> <li>• Initial dyke construction</li> </ul>	<ul style="list-style-type: none"> <li>• Overburden removal</li> <li>• Ore mining</li> <li>• Haul road construction</li> <li>• Access/haul road maintenance</li> <li>• Tailings management</li> </ul>	<ul style="list-style-type: none"> <li>• Muskeg / topsoil removal and placement</li> <li>• Site remediation</li> <li>• Soil salvaging/ placement</li> </ul>	<ul style="list-style-type: none"> <li>• Equipment rentals</li> <li>• Maintenance and repairs</li> <li>• Civil construction services</li> </ul>

KMC offers a full suite of open-pit mining with services covering the entire project lifecycle

## FORT MCKAY FIRST NATION COMPANIES

### SOOGADIN SERVICES LP

#### BOARD OF DIRECTORS

**Joe Brickner**  
President, Brock Canada

**Ricardo Iglesias**  
CFO, Brock Group

**Mel Grandjamb**  
Fort McKay First Nation

**David Bouchier**  
Fort McKay First Nation

#### EXECUTIVE TEAM

**Joe Brickner**  
President

**David Bouchier**  
Vice President

**Corey Koble**  
Treasurer and  
Corporate Secretary

#### PRIMARY FMFN CONTACT

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### POPLAR POINT

#### POPLAR POINT CAMP SERVICES BOARD OF DIRECTORS

**Michael Hachey**  
Chief Innovation Officer and Chair  
ESS North America

**Garry Flett**  
President, CEO, Acden

**Bryn Botham**  
Vice President, CFO, Acden

**David Bouchier**  
Councillor, Fort McKay First Nation

**Crystal McDonald**  
Councillor, Fort McKay First Nation

#### EXECUTIVE TEAM

**Sanjay Gomes**  
President

**Paul Finn**  
Vice President of Sales

**Saajid Khan**  
Chief Executive Officer,  
Compass Group Canada  
and ESS North America

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## DENE KOE LP

### BOARD OF DIRECTORS

**Al Schoening**

President, Civeo Canada

**Mark Menard**

CFO and SVP of Finance,  
Civeo Canada

**Melinda Stewart**

Fort McKay First Nation

**Raymond Powder**

Fort McKay First Nation

### EXECUTIVE TEAM

**Al Schoening**

President

**Collin Gerry**

Senior Vice President,  
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## FORT MCKAY CARIBOU INDUSTRIAL PARK

### BOARD OF DIRECTORS

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Owner,  
Waiward Steel Fabricators Ltd.

**Paul Zubick**

Business Executive

**Melinda Stewart**

Fort McKay First Nation

**David Bouchier**

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## FORT MCKAY FIRST NATION COMPANIES

### HAMMERSTONE INFRASTRUCTURE MATERIALS LTD.

#### OWNERS

**Brookfield Asset Management**  
(majority)

**FMFN**  
(minority)

#### EXECUTIVE TEAM

**Terry Owen**  
Chairman

**Shawna Meyers**  
CFO

**Scott Rose**  
VP Mining and  
Sustainability

**Nick Laganieri**  
CEO

**Roger Downham**  
COO

#### PRIMARY CONTACT

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### BGE INDOOR AIR QUALITY SOLUTIONS

#### ADVISORY BOARD

**Darren Rawson**  
**P.Eng., ICD.D**  
Corporate Director  
Principal, Ozone Advisory Group

**Nancy L. McKenzie**  
**FCPA-FCA, ICD.D**  
Corporate Director, Strategic Advisor

**Greg McGlone**  
**P. Eng**  
VP International Projects, Nutrien

#### EXECUTIVE TEAM

**Roberta MacGillivray**  
CEO

**Ken Blake**  
VP Finance

**Ian MacGillivray**  
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### BOARD OF DIRECTORS

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**Sean Penn**  
Chandos Construction

**Terry Freeman**  
ATB Private Equity

**Nataliya Kovalenko**  
ATB Private Equity

**Trevor Muir**  
CEO Surepoint

### EXECUTIVE TEAM

**Trevor Muir**  
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Board Chairman  
CEO The Western Investment  
Company of Canada Limited  
Canadian Senator

**Shafeen Mawani**  
President/CEO Fortress  
Insurance Company Limited

**Jason Herle**  
COO Fountain Tire

**Roger Tulk**  
President/CEO GlassMasters  
ARG Autoglass Two Inc

**Raymond Powder**  
Fort Mckay First Nation

**Mel Grandjamb**  
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**Roger Tulk**  
President

**Jamie Goddard**  
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