

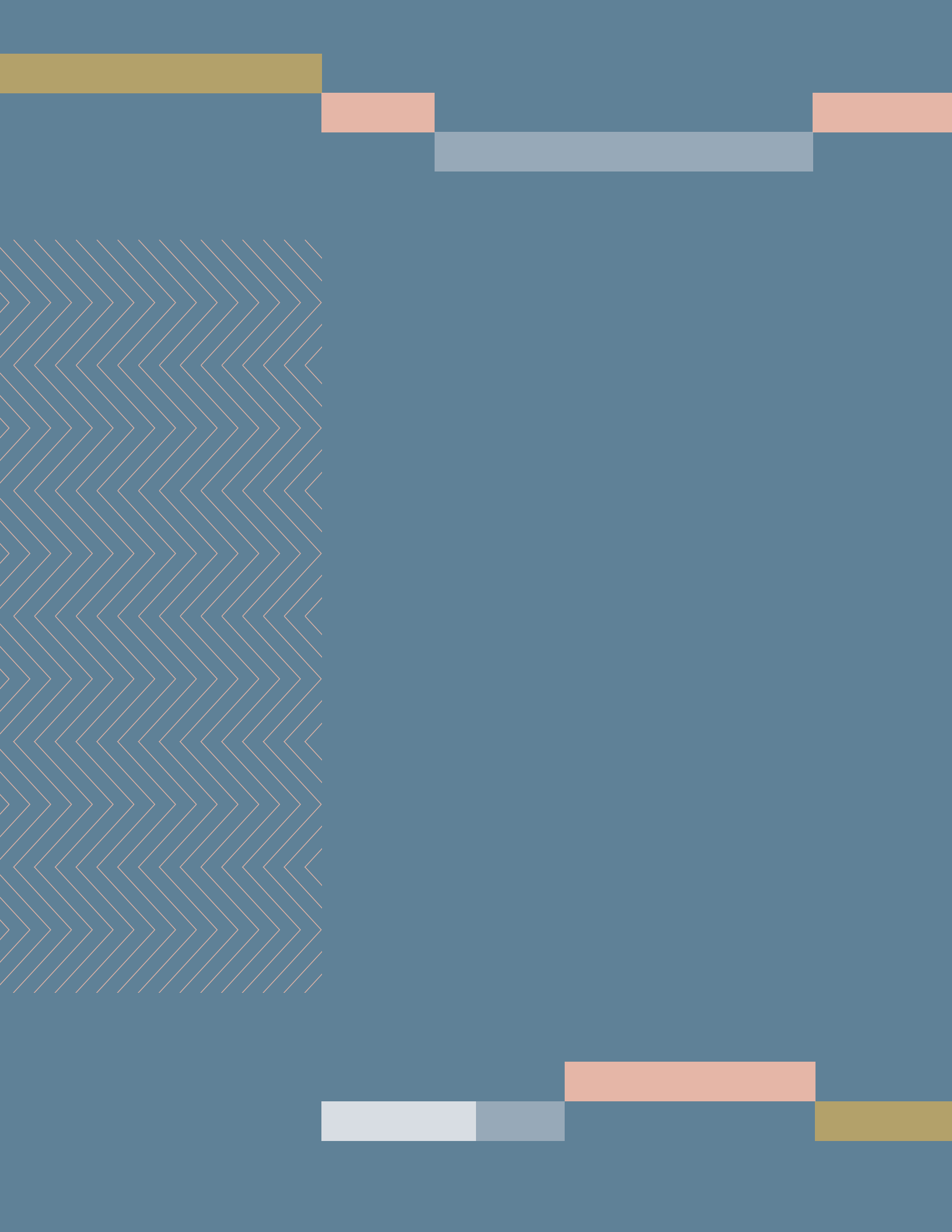


FORT MCKAY
FIRST NATION

DOING BUSINESS

NATION OWNED COMPANIES 2023







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.





TABLE OF CONTENTS

6 FORT MCKAY FIRST NATION

- 8 Soogadin Services LP
- 10 Poplar Point
- 12 Dene Koe LP
- 14 Fort McKay Caribou Energy Park
- 16 Hammerstone Infrastructure Materials Ltd.
- 18 BGE Indoor Air Quality Solutions
- 20 Surepoint Group
- 22 GlassMasters Autoglass
- 24 Desika LP
- 44 Board of Directors, Executive
Team, Owner(s) and Contact Information

32 FORT MCKAY GROUP OF COMPANIES

- 34 Fort McKay Logistics LP
 - 36 Fort McKay Strategic Services LP
 - 38 Fort McKay Mechanical Services LP
 - 40 Fort McKay Group of Companies - Graham
 - 42 Birch Mountain Enterprises LP
 - 48 Contact Information
- 



Fort McKay First Nation began 2022 in a positive position after weathering the pandemic with a minimum impact on business operations. As Alberta's economy reopened for business, we quickly ramped up to full operations.

At the same time, we continued to enhance our ongoing commitment to diversification with new investment opportunities and new industries across Western Canada. A major announcement was our joining 22 other Indigenous partners in a new business entity, Athabasca Indigenous Investments (Aii), which also saw us gain an equity stake in seven major pipelines operated by Enbridge. We also added an additional residential-commercial real estate development called Urban Village as part of our diversification strategy. Other new and ongoing partnerships continued to help diversify the Nation's business portfolio and ensure our long-term financial growth and sustainability.

In the fall of this year, we were honoured to receive an award from the Knowing Our Spirits Conference recognizing our long-term success in business. We were very proud to receive this national recognition from our peers. We are also grateful for the ongoing efforts and support of our community, employees, investors, consultants, and clients.

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.

2022 BUSINESS HIGHLIGHTS:

Approximately

90%

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

Manager in Training

program was successfully implemented, and a Fort McKay First Nation member is now working on the program with one of our portfolio companies

We aim to have a minimum of

10%

Indigenous employment at all of our portfolio companies





FORT MCKAY FIRST NATION BUSINESS PORTFOLIO INVESTMENT TEAM

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fortmckay.com



Fort McKay First Nation



FortMcKayFirstNation



FortMcKay

PORTFOLIO COMPANIES



Scaffolding, insulation, fireproofing
and paint & blast provider.



POPLAR POINT
CAMP SERVICES

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

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.

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

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

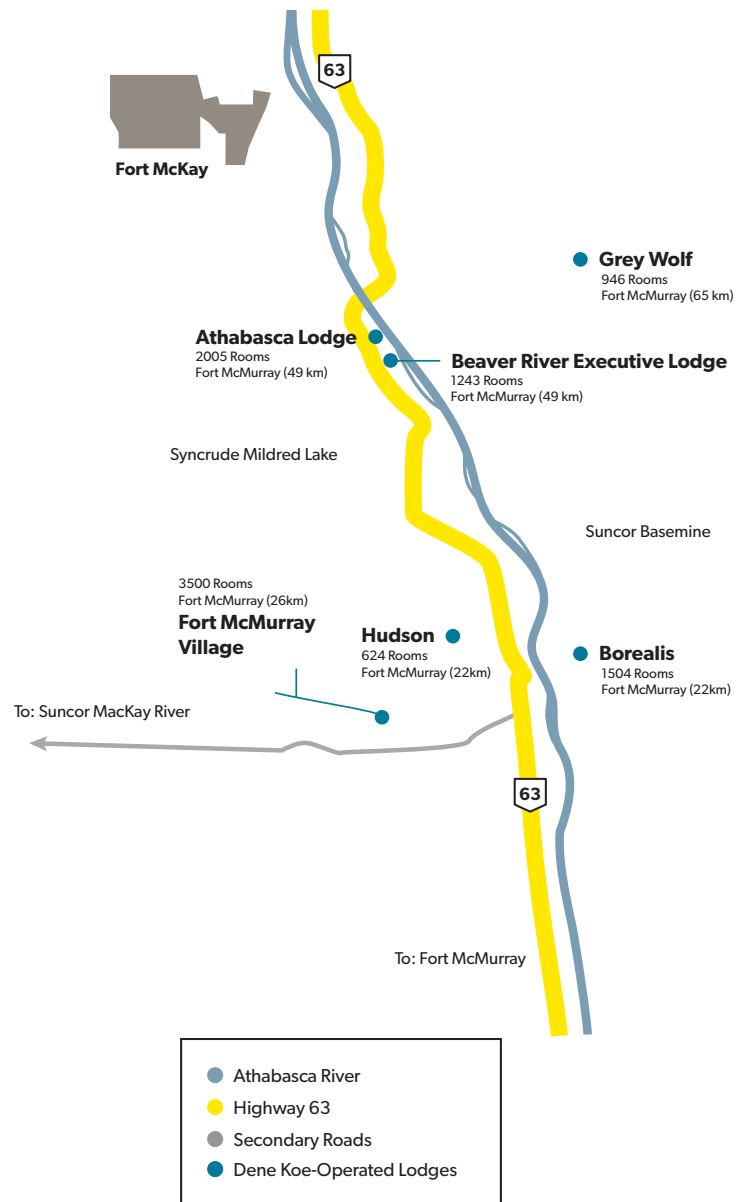
Affordable pricing to help you keep your competitive edge

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

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

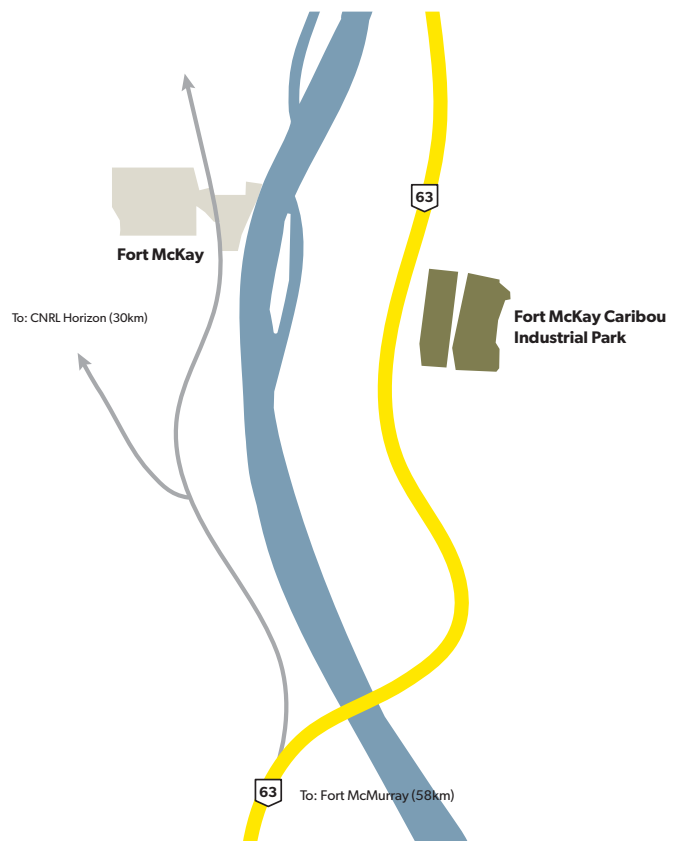
The purpose of this complex is to provide the necessary infrastructure for the development and operation of various commercial industries that will supply the Fort McMurray oil sands developments, as well as other local commercial interests, with required goods and services. The spaces are perfect for 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.

Caribou Energy Park Ltd is involved in a funded initiative with CAREERS - The Next Generation to provide Fort McKay youth with opportunities to become skilled in trades & occupations within the region.

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

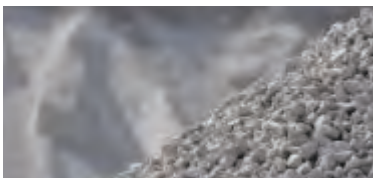
- Available from 25mm to 150mm sizes
- Limestone or Gravel
- Specifications comply with Alberta Transportation
- Used for constructing building pads, well pads, service roads, highways and mine haul roads



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
Indoor Air Quality Solutions



BGE indoor air quality (IAQ) solutions specializes in IAQ assessments and the planning, delivery and maintenance of clean, healthy indoor air environments.

ESTABLISHED 1968
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

7 locations across Western Canada

54+ years of expertise

200+ employees

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

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

BGE helps customers to understand their current indoor air quality environment through an onsite Aircheck™ assessment followed by customized plans to manage and maintain their IAQ goals.

Our IAQ 360 approach to indoor air quality recognizes that the IAQ quality of a building is continually influenced by a number of internal and environmental factors and our goal is to help customers adapt to those changes to ensure that occupants and equipment are benefiting from the highest quality air.



Assess

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

Plan

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

Deliver

Full-service implementation from supply and installation of filtration products 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

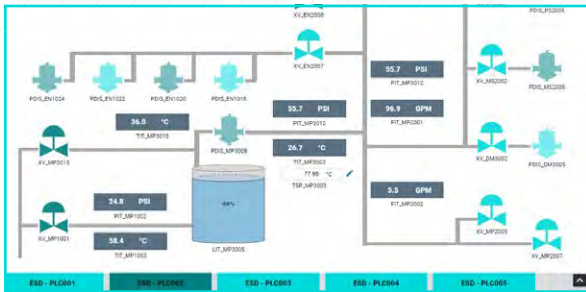
YOUR COMPRESSION PARTS SOURCE

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.

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

SERVICES:

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

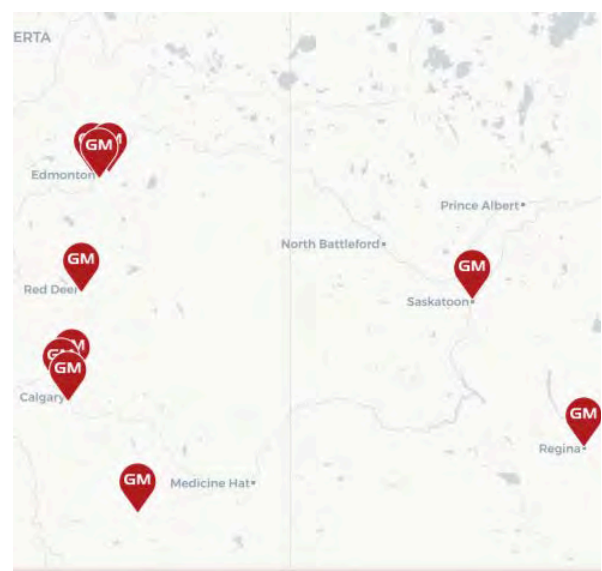
Do you manage a dealership service department or New/Used car lot, and are in the market for outsourcing your auto-glass needs? Look no further.

- 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.

Current 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!





Fort McKay First Nation, Mikisew Group (the business entity of the Mikisew Cree First Nation) and Advisian (the global advisory and consulting arm of Worley) have come together to form Desika. This new company will provide

environmental services in the Athabasca Region such as: water, geoscience, decommissioning and restoration. Desika's consulting work will provide clients with science-based technical solutions, uniquely influenced by Indigenous knowledge and connection to the land.



The services offered by this new business include:

- Decommissioning, Remediation and Reclamation
 - Water (groundwater, surface water and water treatment)
 - Geoscience (civil and geotechnical engineering)
 - Ecology (wetlands, wildlife, birds, fisheries)
 - Regulatory support and stakeholder engagement
-



FORT MCKAY GROUP OF COMPANIES

Established in 1986, the Fort McKay Group of Companies (FMGOC) is wholly owned by the Fort McKay First Nation. FMGOC has been setting the standard for Indigenous business success in Canada in the oil and gas sector, and beyond. The company's management and executive leadership team are responsible for day-to-day operations.

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



2022 HIGHLIGHTS

27%

Indigenous
Employment
in 2022

80+

of Different
Indigenous
Communities
Represented

12%

of Employees are
Indigenous Women

21%

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: The Fort McKay Group of Companies values its relationships with Fort McKay First Nation, communities, partners and clients. FMGOC partnered with Fort McKay First Nation and FMGOC-owned BME to raise funds to support the Northern Lights Health Foundation Festival of Trees.

OTHER HIGHLIGHTS: In partnership with Fort McKay First Nation, we unveiled painted haul trucks in honor of Murdered Missing Indigenous Women and Girls and 2SLGBTQQIA and in recognition and awareness of the legacy of residential school victims and survivors.

Our 14th Annual FMGOC Golf Tournament raised \$110,000 towards the Elsie Fabian School in Fort McKay First Nation.





KNOWING OUR SPIRITS CONFERENCE

Chief Mel Grandjamb participated in the Grand Entry at the **Knowing Our Spirits Conference** in Edmonton on Nov 24. Chief Grandjamb was honored to be accepting an award on behalf of our nation for “best practices of Indigenous business in provincial, national and international standards.” In accepting the award, Chief Grandjamb gave an overview of Fort McKay First Nation’s business successes and shared that it is a goal to help other First Nations achieve economic freedom through business. Fort McKay First Nation is a proud sponsor of the annual event, which was sold out with 850 registrants attending. It is an important event for Indigenous peoples to share success stories and support each other.



EVERY CHILD MATTERS

As part of its commitment to leadership in changing attitudes and bringing awareness to important issues, FMFN created a float dedicated to Every Child Matters for the RMWB’s annual Canada Day parade. Volunteers and spectators were encouraged to wear orange to honour the children who never came home from residential schools.

We were happy to see spectators along the parade route wearing orange, and we saw their appreciation for our message. July 1 is a day for contemplation, not celebration. It is time to tell Canada’s complete history. And it is time for reconciliation and healing.

The parade contingent included Chief and council, members, the volunteer fire department, bylaw services, Group of Companies, Bouchier, and others. A big thank you to everyone who turned out to help spread the message that Every Child Matters.

ELSIE FABIAN SCHOOL OPENING

FORT MCKAY, AB / August 23, 2022

Fort McKay First Nation (FMFN) is hosting a grand opening of its new school on Thursday, Sept. 1.

“We are very excited to welcome our learners and their families to Elsie Fabian School,” said FMFN Chief Mel Grandjamb. “We are also proud to showcase this first-class educational facility to our community and stakeholders.”

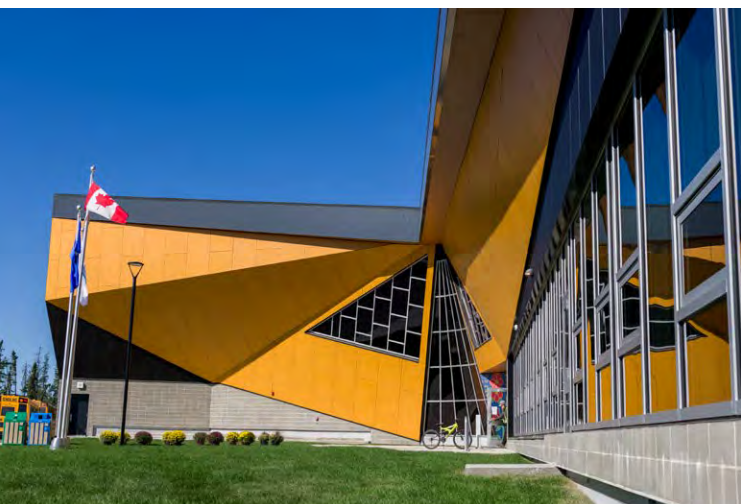
The new school’s mission is to promote and preserve FMFN languages, history and culture, and to continue to provide opportunities by advancing the education, economy and health of our people. Programs at the new school will include Cree language, Dene language, and land-based education.



“Our land-based learning approach will benefit our students for their lifetimes. It is also essential for the future of our community,” said Chief Grandjamb. “Our deep connection to the land and traditional ways of knowing will help us preserve our culture and our languages, and build a strong foundation for our future.”

The school was built at a cost of \$35 million. It was funded by FMFN, the Government of Canada, and sponsors including Indigenous Services Canada, Imperial Oil Ltd., Syncrude Canada, Bouchier, Canadian Natural Resources Ltd., Hammerstone Infrastructure Materials Ltd., and Teck Resources.

The new school is named after the late and memorable Elsie Fabian – a mother, grandmother, and great-grandmother. Elsie was passionate about education. For more than 25 years, she served as Chairperson of the Fort McKay Local School Board Committee and as a member of the Northland School Division No. 61 Board of Trustees. It is the community’s hope that Elsie’s commitment to life-long learning, as well as her cultural and traditional connectedness, will be an inspiration to many.



A Junior Kindergarten through Grade 9 facility, the school has many features to benefit students and the community, including:

- Classrooms that are inviting to learners.
- Fitness centre and indoor walking/running track.
- Career and Technology Foundations facilities.

In its first year, the school expects to see 140 students at all grade levels. The 38-member staff includes a literacy specialist, inclusive education teacher, physical education teacher, music teacher, cooks, custodians, library technician, principal, vice principal, and an administrative assistant.

FORT MCKAY FIRST NATION JOINS PIPELINE CONSORTIUM

FORT MCKAY, AB / SEPT 28, 2022

Fort McKay First Nation (FMFN) announced today that it is joining 22 other First Nation and Métis communities in acquiring an equity stake in seven Northern Alberta pipelines.

The 23 Indigenous partners have created a new business entity, Athabasca Indigenous Investments (Aii), to steward this investment. FMFN owns a five per cent stake in Aii. “This investment is the largest Indigenous energy focused investment in Canadian history,” said Chief Mel Grandjamb. “We are proud that FMFN played a key role in negotiating and structuring this deal over the last several months.”

Pipelines included in the transaction are the Athabasca, Wood Buffalo/Athabasca Twin and associated tanks; Norlite Diluent; Waupisoo; Wood Buffalo; Woodland; and the Woodland extension. These assets are underpinned by long-life resources and long-term contracts, which provide highly predictable cash flows.

Enbridge, the largest pipeline company in Canada, remains the operator and majority owner. “This investment gives FMFN the opportunity to participate in the financial benefits of the oil which is extracted from its traditional territory,” said Chief Grandjamb. “FMFN appreciates Enbridge’s efforts in providing this investment opportunity and in working closely with all 23 Indigenous communities. We look forward to being co-owners with them for decades to come.”

The Indigenous consortium is collectively acquiring an 11.6 per cent non-operating interest in seven pipelines operated by Enbridge in the Athabasca region of Northern Alberta. Aii is making a \$1.12 billion investment, financed through a \$880 million bond financing and \$250 million equity loan guarantee from Alberta Indigenous Opportunity Corporation (AIOC).

The deal was 100 per cent financed and the debt will take 30 years to repay. Over this time the investment will be generating annual distributions to the 23 investors. Once the debt is repaid the returns will substantially increase. The lifetime of the assets are for the projected 50-70 year lifetime of the oil sands and will continue to generate income to the 23 investors over this time.





FORT MCKAY GROUP OF COMPANIES EXECUTIVE TEAM

Sami Saad

Chief Executive Officer

Marguerite MacDonald

Chief Financial Officer

Bobby Shott

Director of Business Development and
Indigenous relations

David Armstrong

Director of Corporate Services

Jonathan Grant

Director of Operations

David Morley

Director of Steep Bank Earth

Mary Beth Green

Director of Human Resources

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



FMGOC



Fort McKay Logistics



Fort McKay Strategic Services



Fort McKay Mechanical Services



Birch Mountain Enterprises LP

Proud Member of Fort McKay Group of Companies



Fort McKay Logistics

First Nation Owned.

Providing integrated supply chain services to businesses big and small.

FOUNDED 1997

fortmckaygroup.com/companies/logistics

A division of Fort McKay Group of Companies, Fort McKay Logistics provides an integrated supply chain service to all businesses - big and small.

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.

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

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

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

Fort McKay Logistics has two terminals in Alberta - one in Edmonton and one in the Fort McKay Industrial Park, 58 km north of Fort McMurray. We offer Less than Truckload freight (LTL), Full Truckload freight (FTL), Line Haul and dedicated trucks for clients transporting anything from the smallest package to the largest load using a variety of equipment.

Fort McKay Logistics LP prides itself on delivering safe, reliable transportation services to our customers by upholding high safety standards and training to every member of our team.

EQUIPMENT FLEET

We are proud to offer a wide range of equipment to meet all of your transportation needs. We provide a range of vehicles from one ton vehicles to specialty vans designed to handle up to 60,000 lbs.

Our fleet includes:

- 1 Ton Vehicles
- 5 Ton Vehicles
- 10 Ton Vehicles
- Dry Van
- Long Combination Vehicle Services
- Curtainside Deck
- Flat Deck
- Container Decks
- Refrigerated Vans
- Heated Vans



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

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, mine operations and infrastructure services, guardrail repair/installation and general labour services.

RECLAMATION

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

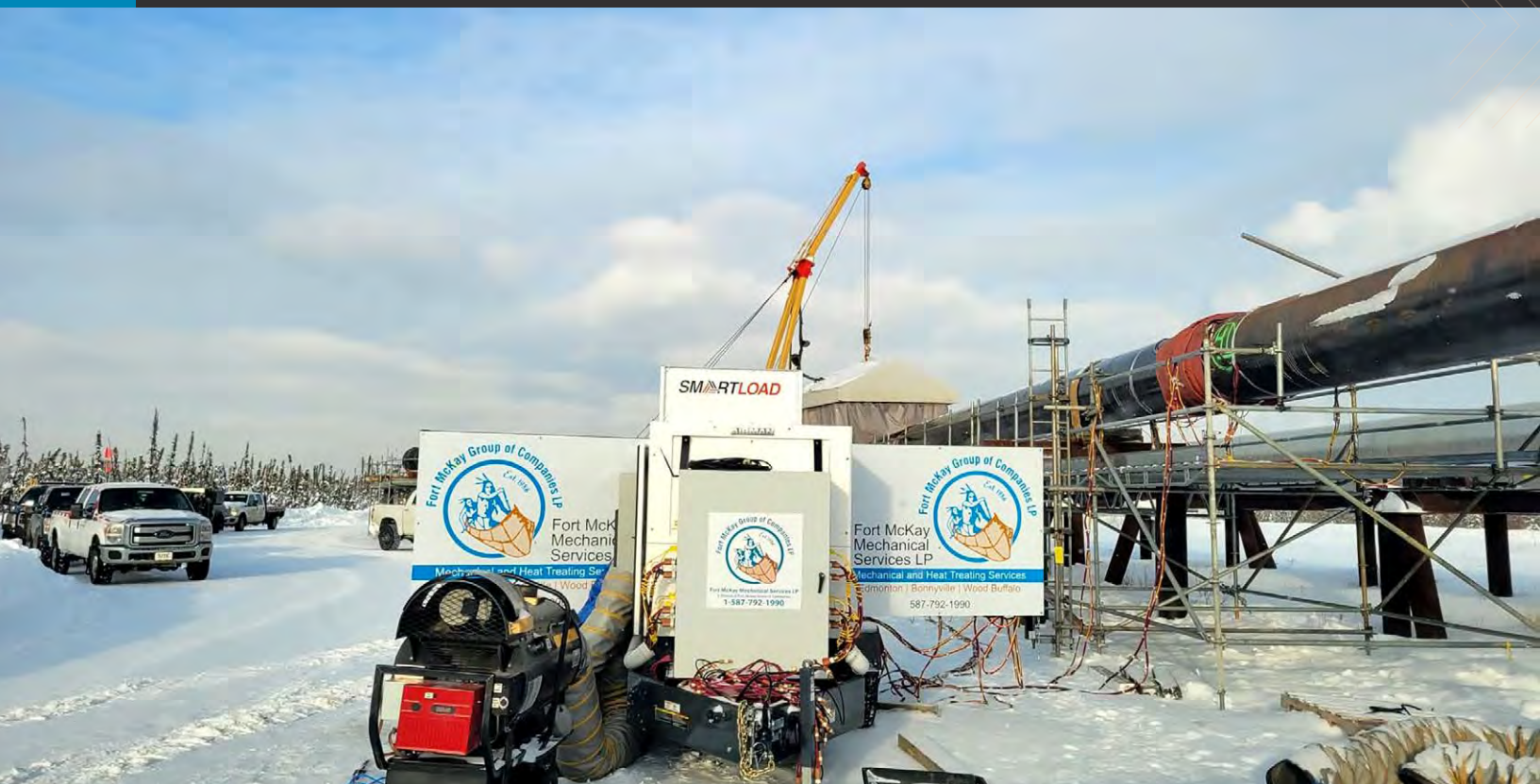
- Snow clearing and removal
- Road signage supply and installation
- Asphalt repair
- Grounds maintenance
- Snow fencing supply and installation
- Brush cutting and removal

LABOUR SERVICES

- Shutdown and operations support such as confined space monitor and entry, fire watch, man watch
- 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

The Fort McKay Mechanical Services team has earned a trusted reputation and is known for providing solutions to complex industry and client challenges.

fortmckaygroup.com/companies/mechanical-services

The Fort McKay Mechanical Services LP is owned and operated by the Fort McKay Group of Companies LP (FMGOC). We provide highly regulated, specialty mechanical and heat-treating services. Our leadership group has over 130 years of industry-leading expertise within the oil and gas, power, mining, forestry and petro-chemical industries.

- We utilize industry experts to safely execute specialized services.
- We provide highly regulated code driven services that are high in demand.
- Client driven with decades of delivery.
- Results oriented.
- We support career growth and skill development that better the lives of Indigenous people and the community.

THE SPECIALTY SERVICES OFFERED INCLUDE:

- Field Machining
- Flange Facing
- Line Boring & Welding
- Cold Pipe Cutting
- Isolation Hydrotesting of flange & welds
- Controlled Bolting
- Bake Outs for Degassing Materials
- Preheat for Welding
- Post Weld Heat Treatment
- Refractory Dry Out
- Coating Cures
- Process Start Ups
- Line Thawing



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 oil sands 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.

Indigenous 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.

FORT MCKAY FIRST NATION COMPANIES

SOOGADIN SERVICES LP

BOARD OF DIRECTORS

Joe Brickner

President, Brock Canada

Ricardo Iglesias

CFO, Brock Group

Mel Grandjamb

Chief, Fort McKay First Nation

David Bouchier

Councillor, Fort McKay First Nation

EXECUTIVE TEAM

Joe Brickner

President

David Bouchier

Vice President

Corey Koble

Treasurer and
Corporate Secretary

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POPLAR POINT CAMP SERVICES BOARD OF DIRECTORS

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COO

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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

Michael Hachey

COO

Paul Finn

Vice President of Sales

Saajid Khan

Chief Executive Officer,
Compass Group Canada
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DENE KOE LP

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Mark Menard

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Melinda Stewart

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Raymond Powder

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EXECUTIVE TEAM

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President, Chairman of the Board,
Managing Partner
Caribou Energy Park Ltd.

Paul Zubick

Director
Waiward Management Inc

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Councillor, 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

Nick Laganieri
CEO

Roger Downham
COO

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BGE INDOOR AIR QUALITY SOLUTIONS

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Ian MacGillivray
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Jan Arciszewski
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SUREPOINT

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Chandos Construction

Sean Penn
Chandos Construction

Terry Freeman
ATB Private Equity

Nataliya Kovalenko
ATB Private Equity

Trevor Muir
CEO Surepoint

EXECUTIVE TEAM

Trevor Muir
CEO

Cameron Crag
CFO

Tim Kelly
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Canadian Senator

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President/CEO Fortress Insurance
Company Limited

Jason Herle
COO Fountain Tire

Roger Tulk
President/CEO GlassMasters ARG
Autoglass Two Inc

Raymond Powder
Councillor, Fort McKay First Nation

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BIRCH MOUNTAIN ENTERPRISES LP









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