



Fort McMurray
First Nation
GROUP OF COMPANIES

STRATEGIC PLAN 2021 - 2022



Fort McMurray First Nation

GROUP OF COMPANIES

PURPOSE

Create economic success while continuing to preserve our culture.

VISION

Deliver sustainable growth and prosperity for future generations.

MISSION

Provide high quality, reliable, safe services that create opportunity and economic benefit.

COMMUNITY

Embracing our diversity and recognizing we are stronger together.

CONTINUOUS IMPROVEMENT

Striving for excellence by empowering our employees to reach their full potential.

CORE VALUES

CARE

Providing a healthy, safe work environment for everyone.

COLLABORATION

Working together to achieve common goals.



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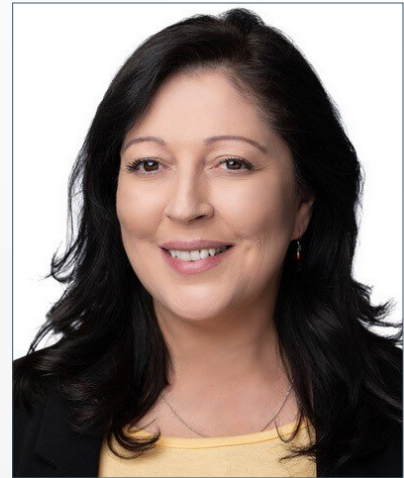
MESSAGE FROM THE BOARD OF DIRECTORS



Chief Ron Kreutzer



Councillor Samantha Whalen



Councillor Angela Ross

The Fort McMurray First Nation Group of Companies Board of Directors is pleased to have participated in the 2021 – 2022 Strategic Planning session along side a strong and well-diversified Executive Leadership team who delivered essential input regarding strategy and priorities. Our goal was to develop a shared understanding of the general direction and the priority areas for the organization that will allow us to continue to grow as an organization and to enhance or expand our service offerings to Fort McMurray 468 First Nation – the community which we proudly serve.

We are happy to announce our Strategic Plan for 2021-2022, which sets four goals laid out in this plan going forward: **Focusing on Excellence, Driving Efficiencies, Sustainable Growth, and Strengthening Relationships.** Each priority area provides direction with success measures that demonstrates clarity on what outcomes will be delivered. Setting our future direction, the 2021-2022 Strategic Plan highlights aspirations and goals for the organization, setting a roadmap toward growing in a safe and resilient manner that delivers value to our partners and prosperity for all Fort McMurray 468 First Nation members.

On behalf of the Fort McMurray Group of Companies Board of Directors, we want to thank our FMFN468 shareholders and stakeholders for their continued support and trust they have shown. We would like to acknowledge the hard work and dedication from the Executive Leadership team and look forward to working together to strengthen the organization and provide leadership that shapes our future together.

Respectfully,
The Board of Directors



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GOALS AND OBJECTIVES

The Fort McMurray First Nation Group of Companies is committed to work together to achieve the goals of this plan, contributing to the sustainable growth and prosperity for future generations through creating opportunities that provide economic benefits.

GOAL
01

FOCUSING ON EXCELLENCE

Strong governance and safety measures in place that demonstrate sound decision making and defined practices to minimize risk and strengthen the organization.

OBJECTIVES

- 1.1 Strengthen governance structure and practices
- 1.2 Update internal finance controls and systems
- 1.3 Review, update and enforce HSE practices

GOAL
02

DRIVING EFFICIENCIES

Engaged employees and increased stakeholder communications that empowers change, enhances our reputation, and creates awareness.

OBJECTIVES

- 2.1 Refresh Human Resources tools and promote employee-centric activities
- 2.2 Develop, implement, and track training
- 2.3 Deepen communications leveraging improved tools and channels



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GOALS AND OBJECTIVES (CONT.)

GOAL
03

SUSTAINABLE GROWTH

Value created through maximizing current business opportunities and defining diversified growth for the organization.

OBJECTIVES

- 3.1 Promote services and identify/evaluate new business ventures
- 3.2 Enhance services and increase profit margins
- 3.3 Increase revenue and manage costs:
 - PETRO CANADA – expand products and services
 - CONSTRUCTION – maximize equipment utilization and increase participation on partnership awarded work
 - TRANSPORTATION – minimize maintenance costs and maximize fleet usage
 - MAINTENANCE – review pricing and efficiencies
 - CUSTODIAL – create tracking system and new product promotion

GOAL
04

STRENGTHENING RELATIONSHIPS

Strong connections that build trust, identify mutual values, and leverage common interests.

OBJECTIVES

- 4.1 Work closely with the Community and align priorities
- 4.2 Seek greater collaboration with our partners
- 4.3 Actively engage industry



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CONTACT US

FORT MCMURRAY FIRST NATION GROUP OF COMPANIES

P: 780.334.2446 | E: info@fmfngroup.com | P.O. Box 6040 Fort McMurray, AB T9H 4W1