

## A new family member ... Hazco

By Nick Wieler

On September 29, CCS announced the addition of Hazco Environmental Services Ltd to the Income Trust family. The transaction is expected to be completed between mid November and mid December. "We've been looking for a specialized company to diversify and complement our energy services division to help us achieve our long-term strategies," said Dave Werklund, CEO and president at CCS Income Trust. "As a leader in environmental remediation services, HAZCO not only met this criterion but also our financial expectations. Their low cost structure, expected earnings, future growth projections and strong leadership team makes HAZCO an attractive option for us."

On the CCS Intranet site there is an excellent presentation

## 2004 United Way - a record donation for CCS

By Brandi Bugera

Before coming to CCS Income Trust, I had the pleasure of participating in many charity events and fundraising campaigns, but those experiences didn't prepare me for what our company had in store this year for our United Way campaign in Calgary.

*Continued on page 10*

Below: Marshall McRae, Rene Amirault and Brian McGurk.

### Contents

*Continued on page 2*

Petroleum engineering technology program .....	2
Concord's big birthday party .....	3
Gull Lake landfill 9/plant 10 update .....	4
Human resources – key training initiatives .....	4
Marshall landfill – plant 24 .....	4
Thursday, September 23 <sup>rd</sup> 2004	
FUGITIVE WARNING! .....	5
Gull Lake road trip .....	5
Leadership lingo .....	6
Rig manager best practices .....	6
Valleyview update .....	7
Life in Gods country - plant 23	
Rocky Mountain House .....	7
Moving in spirit for the cure: October 3, 2004 .....	8
CCS Energy Services to align with women's hockey ..	8
Operations restructuring .....	8
Leadership celebration .....	8
Plant #8 update .....	9
United Way continued .....	10
Dine with the Stamps .....	13
IT world .....	13
CCS Income Trust – Going from good to great .....	14
Poor little Nicky .....	15
Securities compliance project launched .....	15
South east area update .....	15
Plant 6 - High Prairie .....	16
Lindbergh plant #26 .....	16
CCS' new official sport . . . paintball sumo wrestling	16
Rainbow Lake update .....	17
Hardisty plant 37 update .....	17
You can't dampen a CWS spirit! .....	18
Management strategic planning meeting .....	18
Bobsledding sponsorship update .....	19
CCS sponsors big rig thunder! .....	19
Concord comings and goings .....	20



*Hazco . . . contd.*

regarding the acquisition. Here is a highlight of some of the commonly asked questions.

**How will the two companies be integrated?**

A: HAZCO will continue to function operationally as they have in the past, administratively and for reporting reasons they will become a division of CCS similar to Concord, Energy Services and ProDrill. HAZCO will retain its current management team and employees to execute their existing business plan.

**How does CCS and HAZCO plan to address the obvious overlap that exists with each company's involvement in landfills?**

A: Within one week of the closing of the deal to acquire HAZCO a synergy team with representation from both HAZCO and Energy Services will be formed. This team will be charged with the responsibility of reviewing the mission, mandate, inputs, outputs, key responsibilities and open issues of each organization. Once that process is complete a plan to organize this overlapping business and realize any identified synergies will be initiated.

The goal of the synergy team and the expected outcome of the process is as follows: all landfills will be branded under the HAZCO name and operated and identified as a division of CCS Income Trust. Both the current CCS executives and Hazco owners are committed to doing what is best for the employees and the company.

**Will any staff or corporate functions be introduced at HAZCO?**

A: No not until after closing, but it will be our intent to get the people from both organizations working closer together. Both companies have functional areas of expertise that may be useful to the other. In addition there may be professional development opportunities for employees to transfer from one company to another in the future.

**If I have further questions who shall I contact?**

A: Contact your manager, if they are not able to address your questions, please contact Rene Amirault or Brian McGurk directly.

## Petroleum engineering technology program

**T**hey're off to school. Concord's Wade Scott (rig 12), Adam Welty (rig 33) and Shawn Primosch (rig 18) are back cruising the hallowed halls of academia under the helpful hand of our PET program. Wade and Adam are going to SAIT and have been seen cruising the halls of the Calgary office while Shawn is going to NAIT.

While our students see some real value in the program, Concord also sees a tremendous value as well. Partnering up with these eager students will give us the competitive advantage when it comes to the talents of our upcoming rig managers and operators. In today's challenges of recruiting and retention in the upstream oil and gas industry, and our aging workforce in the more senior positions, we will be able to provide our clients with better skill and talent in the field. Technology is not going backwards and neither are we! Our clients will be able to have confidence that our rig managers and operators will be up to date with technology, new processes and regulations and leadership skills.

Congratulations fellas! We sure are proud of you!

## 2004 Lloydminster Heavy Oil show door prize winner



Above: Conrad Gartner (right) of Schnick Enterprises, winner of our door prize with Brett Murrell. Thank you and congratulations to the CCS team that participated in the 2004 Lloydminster Heavy Oil show.



Happy birthday to our fearless leader in Kindersley, Charlie Schell. On September 18 he turned another year older. Glad he took a break from his busy schedule for this photo. From your favorite marketer and staff. Got ya!

# The big birthday party!

Concord Well Servicing is celebrating its 25<sup>th</sup> anniversary and to make sure as many of our employees were able to attend the party as possible we took the party to them.

The whirlwind week started on September 13 in Blackfalds with the grand opening and anniversary celebration led by Steve Flood. We were pleased to be able to feed dinner and birthday cake to about 100 guests, employees and their families. Every child left with a balloon and there were smiles around the room, (except for Bob when he found a little practical joke on the door handle of his truck!)

From there the procession headed up highway #2 to the grand re-opening of our Acheson refit and fabrication facility on Tuesday. Tom and Linda, and their winning team, made sure that we were treated like kings and queens. (They even had a TV and satellite dish so we could watch the hockey game.) About 200 people were treated to wonderful food, good fellowship and, yes, the hockey game. We were pleasantly surprised to hear the unsolicited testimonials from suppliers that we do business with regarding their positive relations with Concord and how they look forward to working with us for the next 25 years. Those testimonials speak volumes to the excellent job done by our materials management department, led by Neil Cartwright and Russ Glazier and their team, Randy Glazier, Brent Lea-Wilson, Trevor Cook, Katharine Cartwright, Rod Gilmour and Jim Crough. The late-stayers were entertained by a guest's dog that could fetch a beer and know whether it was a beer or a pop! Amazing, I couldn't even train my kids to do that!

Wednesday saw us in Whitecourt. Paul and Connie whipped up some burgers and 'dogs and were joined by about 75 well wishers on their grand opening and our 25<sup>th</sup> anniversary. One guest in particular was not on the guest list and where she . . . er, ya, she got her invitation remains to be determined. Apparently she thought it was a birthday party for Paul and not an anniversary party for us. Anyway, no real harm was done and the evening ended well.

The rain started on Thursday but it didn't dampen our spirits on the way to Grande Prairie. Kerry and Brenda had the house all cleaned up and fit for a crowd. With food for all, balloons and treats for the kids and mud from here to breakfast, we celebrated all the same. We were joined by about 100 well wishers on a day when the industry in Grande Prairie was busy with other social engagements.

Back on the road Friday, headed for the really big shew (er . . . show!) and our our roots in Valleyview. For many of us, it was our first glimpse at our new office. My, my, what a beautiful building. If you get a chance, drop in for coffee. It is really impressive! More impressive was the work that Margaret, Leah, Crystal and Michelle did to put together a most impressive celebration. With Len and Pete on the barbeques and the band playing background music, old friends met again, stories were swapped and family and friends shared in the fun. After dinner, several presentations from local dignitaries were made along with some words of wisdom from Dave Werklund.

Werklund highlighted how 25<sup>th</sup> anniversary celebrations are not had because of one person or even two but because of the hard work, dedication and shared value of employees and the organization alike. He credited his employees over the years for consistently striving for excellence and providing a service that clients want to come back to.

Vivian gave a brief history of Concord Well Servicing and how it grew. He was very pleased to advise that one other member of the first crew of rig #1 was in attendance. Rick Harjula and Gordon Vivian were the only members of the original crew in attendance. Unfortunately, the other three were unable to attend. Werklund was presented with a

limited edition print of a CWS rig with the mountains in the backdrop.

Everyone at Concord Well Servicing involved in organizing the celebrations want to extend our heartfelt thanks to Dave, Elmita, Rick, Brian, Rene and Marshall for taking time out of their busy schedules to join us. We also thank our Energy Services family for attending when you could. We look forward to your 20<sup>th</sup> anniversary celebration so that we can visit you! Most of all, we want to thank our family of employees and their loved ones. Without your dedication, commitment and hard work, we would never have been able to reach such a milestone. We owe our success to you. Thank you again!



Above L-R: Gordon Vivian, Steve Flood and Dave Werklund



Above L-R: Trudy Grimson, Laurie McInnes, Darlene Pshyshlak, Rhonda Prince and Nathalie Atkins.

Below L-R: Brian Huseby, Brian Blattler and Brent Duffin



# Gull Lake landfill 9/plant 10 update

By Pam Gedny

It's been a long summer for the Gull Lake landfill expansion project. We are happy to have Rod Benroth & Pete Cameron from Associated Engineering here to take charge of everything. We are hoping for a completion date of October 18th, and Chris & Adam are hoping that we will be using the new cell not long after that.

I have been busy working with Mohsen Boustani on the changes to BAS, a project that was championed by Chris Bye earlier this year, to make the landfill reporting better than ever. Some of the changes include keeping an inventory, a new depletion report and doing a daily

balancing report. Mohsen has worked very hard on this and I would like to thank him for all of his time and patience as we go through all of these changes. I would also like to thank Donna McCoy who has also taken the time to help us out as much as she can.

On Tuesday, September 21st, we were invaded by a bus load of head office employees who had the chance to come down for the day (actually, it was only two hours) and get a tour of both the plant and the landfill. Unfortunately, we had received quite a bit of rain the day before and they were unable to tour the construction site of the new cell. Jeff Mittelholtz received rave reviews on his tour leading skills even though the highlight of the tour seemed to revolve around our plant kitten! We were glad to have them all come and hopefully they'll want to ride the bus and come back again sometime.

Congratulations to Jason Berger (operator) and Amanda Peterson who were married on September 4, 2004, and to Pam Dunn (administrator) and Trevor Gedny who were married on September 11, 2004.

## Human resources – key training initiatives

Over the last few months the human resources team has been developing and delivering two key training programs - harassment and discrimination free environment and workplace violence. This training is a key component in our drive to ensure productivity through the right people as well as growth and innovation to keep us in compliance with the human rights and HSE legislation.

The initial launch of the harassment training started in the spring with the management and administration teams and continued with energy services. Each plant, as well as the Calgary office, have received live presentations over the past three months. Concord will continue its training, both in person as well as electronically, to ensure that all current employees are up to speed on this very important topic.

In the development stage and coming soon to your plant, rig and office is the workplace violence training. Stay tuned for more information on this topic.

Both training programs will become part of the employee orientation packages and will be available for any employees who missed the initial training.

If you have any questions on this topic, please contact Dean Fraser at Concord or Susan Hollister or Jacqueline Lines at CCS Energy Services/ Prodrill.

## Marshall landfill – plant 24

By Richard Newby

Hello to all from Marshall, Saskatchewan. It's King Richard here, just giving you an update from the world's largest sand castle.

There have been a lot of changes to report from such a small site. The first news is our new office and cell. Both have given us room to do business in a more comfortable and professional fashion. All the staff at Marshall really like the new set-up. The operators are very thankful for the new cell that has given us a little breathing room for a while. But I am sure that by the time spring hits we will be looking forward to another expansion.

Please join us in wishing all the best to operator Robbie Tannas, who finally got up the nerve to ask his girlfriend (of three years!) to marry him. No definite plans have been made yet.

We'd like to take this opportunity to welcome Hazco and their employees to the family of CCS Income Trust. I'm sure you'll find CCS an enjoyable and rewarding company to work with.

Hope everyone has a safe and happy holiday season!

The production and revenue team up to no good in Dave Baldock's office. (Below)



Below: A couple of CCS operators hard at work! Happy Halloween from plant #26. Jason Hayman



# Thursday, September 23<sup>rd</sup> 2004

## FUGITIVE WARNING!

I am pleased to announce that I, Brian Blattler, was sprung from prison on September 23<sup>rd</sup> 2004 because of the overwhelming generosity of many of our CCS family. I was able to raise funds for the Canadian Cancer Society from our board of directors, executive, management, Calgary staff and many from the field. I would like to thank all of you for your generous support. Some of our suppliers

also contributed to this fund raiser for the Canadian Cancer Society.

There is one drawback in having *income* in your company name, the judge upped the bail because of it. My bail was set at \$7,500 and because of all of you, we raised \$8,160.

*Thank you jailbird Brian*



## Gull Lake road trip

*By Gary Perras*

On September 21, 2004, 14 people from head office set out on a road trip to Gull Lake, Saskatchewan to tour the CCS Gull Lake TRD and landfill facility. The trip allowed the Calgary employees to see, first-hand, the daily activities at a plant and gave them a better understanding of how we provide treatment, recovery and disposal options to our customers.

Participants in the trip included: Tom Thorpe, Tanis Ladick, Chris Wong, Alicia Chalmers, Alice Bethell, Darlene Folkes, Heather Kruyssen, Ern Rideout, Nettie Ruiter, Kerria Twa, Kelly Markevich, and Robert Wiebe. Tour guides were Linda Meville and Gary Perras.

Special thanks to Chris Bye, Pam Gedny, Jeff Mittelholtz and the rest of the staff of the Gull Lake facility for your gracious hospitality.

Based on the response from the participants, similar trips will be planned in the future.



# Leadership lingo

By Dean Fraser, CWS

**W**e hear it more and more lately, and it is mentioned in our leadership guide, but what is empathy really?

Empathy differs from sympathy in that it acknowledges someone else's feeling without feeling them yourself. For example, you may know how it feels to land a big contract and be commended by your boss, but if you weren't the one that landed the contract, you have empathy for the person that did! You know how he/she feels, right!

Sympathy, on the other hand, is when you are having the same or similar feelings to someone else.

When you have empathy for someone, you are often able to predict behaviors based on how you might feel. For example, if you have to give someone constructive feedback, in planning for the meeting, you need to have empathy in order to know the best way to proceed with the negative situation in a positive and productive way. Empathy makes us act largely the way we would want to be treated in the same situation.

*"You can persuade someone much more easily by aligning with his or her feelings than by trying to convince with reason or logic."*

**Peter Urs Bender**

# Rig manager best practices

By Dean Fraser, CWS

**L**ast winter, rig managers were asked to define the 10 best practices in a rig manager (and alternately the 10 worst). The results were compiled and presented to the rig managers at their annual spring meeting in April.

We now have a committee to look at how we are going to bridge the gap between the best practices and those that need to be improved. The committee will be composed of Dean Fraser, Ian McGhee, Fred Dawson, Len Henderson, Tony Schimmel, Doug Fuller and Dave Richards. On October 19, 2004, the committee will have identified the top five best practices and will be doing a gap analysis to determine what we can do to assist rig managers, present and future, in bridging the gap to success. We will keep everyone informed as to our progress and recommendations.

I want to especially thank Tony Schimmel, rig manager #36, Doug Fuller, rig manager #44 and Dave Richards, rig manager #12 for taking on the task. I know that working away for long periods of time and having computer access only after you get home will cause you some grief. I appreciate the time you will spend on this project and we look forward to hearing your voices (here's hoping for cellular reception!) at our conference meetings. This collaborated venture is close to a first. If we are successful, Concord Well Servicing wants to involve our field staff in more strategic planning and program implementation. (No pressure though, Tony!). Thanks again, guys.

	Rig#	Level Ending Jul /04
<b>125 Day Safety/Service Awards</b>		
Barnes, Chris	50	125
Reid, Kent	25	125
Larson, Andy	6	125
Walters, Steven	16	125
Trojan, Michael	26	125
Edwards, Luke	26	125
MacNeil, Kurt	21	125
Wearden, Dallas	22	125
Reeve, Michael	30	125
Mackay, Michael	29	125
<b>250 Day Safety/Service Awards</b>		
Bisschops, Darryl	47	250
Paetz, Benjamin	53	250
MacQuarrie, Doug	52	250
Welty, Adam	41	250
Callahan, Travis	4	250
Lagace, David	10	250
Herchak, Wayne	35	250
Tabler, Ryan	37	250
Smith, Conor	9	250
Townsend, Tyler	11	250
Laarhuis, Keith	Ach Maint	250
<b>375 Safety/Service Awards</b>		
Perrault, Greg	47	375
Boucher, Paul	51	375
Pugh, Alan	27	375
Son, Duy	42	375
<b>500 Safety/Service Awards</b>		
Andruchow, Robert	22	500
Whitworth, Farron	11	500
<b>750 Safety/Service Awards</b>		
Partica, Tim	32	750
Taylor, William	50	750
McNaughton, Robert	11	750
McCoy, David	21	750
Spilchen, Dale	37	750
Kerekanich, Bernie	3	750
Bradley, Robert	11	750
<b>1000 Safety/Service Awards</b>		
Donald, Dave	20	1000

**Below: Plant #1 paintball players discuss strategy prior to a takedown.**



# Valleyview update

by *Tim Foort*

**G**reetings all from Valleyview. I'd like to start off by mentioning THE BIG ONE. I've just about lost my voice answering all the questions from awe struck wannabe fishermen and I just want to let everyone know that catching THE BIG ONE doesn't make me great. It's just an average guy doing a great thing.

The plant is doing great (even with huge amounts of rainfall) and there's lots of planned new activity in the area so the future looks promising. It's been an interesting first nine months for me as we've had a lot of operator turnaround. It's been a little trying at times but it has given me the chance to bring in some great new people. So along with Karen, Bud, Hubert (Newfie), Dean Till and Rod Boman I'd like to welcome Bob Kerr, Troy Ingram, Jason Beauchamp, David Fell and John Belcourt to the team.

The tankwash has been doing well and with Total and Elite tank rentals expanding their tank inventories that part of the business is looking good too.

Team Valleyview wishes everyone the best.

**Below: Tim Foort and THE BIG ONE.**



*The Sequel /7*

# Life in Gods country - plant 23 Rocky Mountain House

By *Rob Menzies*

**S**ummer has come and gone with very little nice weather from mother nature. The weather has definitely led to some interesting days of trying to keep the leachate under control! This has slowed our usual hectic and busy summer to a more calm and steady pace. Instead of the trucks being lined up the mile and a half to the highway they have usually fit inside our gates. This has led to some good training opportunities for everyone here as we are always up for learning new things. We did, however, have a tour from CLRA which involved three greyhound buses touring our site (approx 100 people). The tour was a success which produced excellent, positive feedback about CCS. Our thanks to the marketing and environment teams for the great support and help leading up to and during the tour! The summer project of cell construction and cell capping are now behind us, with a one-meter frost protection starting to be placed in the new cell.

We have had some personnel changes here and are glad to have Tim and Tammy Volz along with their three children from CCS Silverberry! Tim fits very well into our opening here at Rocky to complete a great team. It is very encouraging to come to work with a team that always has a smile on their face and a warm hello to go with it.

The outlook for our final quarter of this year, along with the first quarter next year, looks to be very busy as many of the generators excavated their sites in the rain this summer and plan to haul them to us when it dries or freezes, whichever comes first. We are excited for this to start as we had some of our best months during our historical slow period (winter) last year.

On a final note, we have started an annual scholarship here at Rocky for an individual pursuing post-secondary education in an oilfield related field. This has brought some great feedback and advertising to the company as a whole!

We all at Rocky wish everyone the best and hope to see you soon into the future!

**Left to right: Scholarship recipient Carsten Acker, Rob Menzies, landfill manager, and Kyla West, landfill administrator.**



# CCS Energy Services to align with women's hockey

CCS Energy Services has entered into a sponsorship agreement with a Southern Alberta hockey team. In light of the recent National Hockey League lockout, CCS has agreed to provide sponsorship to an expansion team in the Southern Alberta Women's Hockey Association. ([www.sawha.com](http://www.sawha.com)).

"I'm excited to be joining forces with CCS as this team makes a run for the championship," said CCS Oilers volunteer head coach Trevor Barclay. The team consists of several seasoned veterans, but has some exciting young prospects this year, and the team feels they will be contenders.

Be sure to catch the CCS Oilers women's hockey team as they play opponents from Red Deer, Banff, Okotoks, Olds and Calgary. For more information on their game schedule and team standings, contact Trevor Barclay or Mark Wagener.



# Concord operations restructuring

Effective October 1, 2004, our operations management team is restructuring the way they execute their duties.

In the employee satisfaction survey, it was voiced loud and clear that field staff want to see more of the operations coordinators (OC) in the field. We heard you and tried making some changes, but this one, should be the one that works! Every rig will now have two OCs. One will be responsible for field issues and one will be responsible for administrative issues.

Field OC's are responsible for equipment issues and inspections, rig visits, crew training, level three inspections, pre-trip issues, client consultant contact and liaison and coordination with mechanical staff. Admin OC's are responsible for tour sheets, MasterCards, want sheets, documentation distribution (ie. hazard ID, near miss, pre trips, employee status change forms).

Staffing will be a collaborated responsibility of both of the OC's responsible for that rig.

The division of rigs is: Len Henderson (admin) and Kerry Reeve (field) are responsible for rigs 1,2,3,4,5,6,10,21,22,30,35,37 and 42 while Paul Dumas (admin) and Grant Primosch (field) are responsible for rigs 8,9,11,12,14,15,16,17,18,19,20,24,38 and 39. In the south, Steve Flood (admin) and Bob Kaczmar (field) are handling the needs of rigs 26,29,31,34,41,43,45,46,47,48,50,51 and 52 while Dwayne Sehn (admin) and Ian McGhee (field) are responsible for rigs 7, 23,25,27,28,32,33,36,40,44,49,53 and 54.

If you have any questions or concerns, beefs or bouquets about the new arrangement, please give me, Steve Flood, Len Henderson or Gordon Vivian a call. We need to hear from those guys in the field to know if we are meeting your needs, your crew's needs and the needs of your consultant.

# Moving in spirit for the cure: October 3, 2004

*By Jacqueline Lines*

At the onset of organizing this year's CIBC Run for the Cure, I was wary in calling it a run. I wanted to attract those who would walk, crawl, sprint or simply amble to the finish, all in the spirit of raising money for a great cause. This year – in this truly all-inclusive event – our group of 24 CCS team members pushed through a crowd of over 13,000 people and did a semblance of the listed movement forms in order to reach the finish line.

There is an impossibility associated with running in the CIBC Run for the Cure. Although we tried, I am not sorry that we didn't finish in record time. Unlike other running events, this one is more about being a part of the unanimity that comes from participating rather than the feeling associated with finishing or getting a personal best.

In this event, the personal best comes from watching the varied ages and ability levels within the hoard of people. It comes from seeing a sea of white shirts with the now too familiar pink ribbon – a ribbon that symbolizes hope for all women that suffer from breast cancer. It comes from the knowledge that, albeit at different times, there were 170,000 Canadians across the country banding together to find a cure. It comes from seeing the pink shirts within the crowd – the shirts that were donned by breast cancer survivors. It comes from reading the "I'm running for . . ." bibs on countless people's shirts.

I know that we all ran for someone - be it our mom, our favourite aunt, our grandmother, our cousin, our best friend or someone more distant who left a similar footprint on our heart. It was a silent knowledge between us. We each ran for someone and yet all ran together.

Thanks to CCS' generous support of this event, we contributed over \$1000 in donations and pledges. We look forward to participating again next year and hope that for every stride we take, that we move closer to a world without breast cancer. Thank you again to all of you who participated.

# Leadership celebration

*By Jacqueline Lines*

The road to leadership has always been evident at CCS, but never so much as at the launch of CCS' leadership guide on October 6 in Edmonton then again in Calgary on October 15. The evening was a celebration of where we as an organization have come from and where we are going. More than anything, it was a celebration of the people that have gotten us to where we are today.

CCS strives to live our common values of positive image, productivity through the right people, trusting employee relations, superior service, growth and innovation and superior financial performance. In the various speeches during the evening one message was clear - these values are more than words strung together on the wall. They are lived and breathed by our employees throughout our many different offices and facilities. In a flash presentation at the end of the evening, our employees' quotes were depicted on the screen echoing the sentiment of the leaders that stood in front of them – our values have great meaning.

# Plant #8 update

By *Honest Ray*

**H**ello again everyone from the great white north. Hard to believe it's already that time of year again. Time to put the hot rod back to bed for the winter and bring out the snow toys! I always find myself struggling to want to try and hang onto summer longer than it wants to stay. It may be due to the weird weather we've encountered for what has seemed like an eternity. If we're not burning up, we're flooding. If I buy boat, we have no water. If I buy a sled, we have no snow.

This summer was a trying one as we really never had a summer. In fact, we had over 40 days of consecutive rain in August and September. Reports stated that we accumulated more rain in a shorter period of time than that of the 1988 flood. This leads me to thank everyone at plant #8 and #18 for the extra efforts that are involved when treacherous weather such as this past summer hits us for extended periods of time. We also landed one of the biggest jobs that our landfill has got and, boom, the heavens opened up. Herb, Rick, Brett and anyone else who helped out really deserve a huge pat on the back for keeping things from getting in total chaos as the material that was coming in was the worst there is. It was oil/water saturated muskeg. Your efforts did not go unnoticed. Good job boys! The TRD plant #8 has had its ups and downs but is setting its sights on achieving budget just the same. We had a couple of rather important tours by customers this summer and I am happy to report that we passed with flying colors. The pride in ownership is evident and one customer was almost in disbelief at how clean our facility was. Great efforts by everyone are to be applauded. Most recently, as can be seen in the picture, we had Gary, Cory and Norm Richards of Associated Engineering come up to Slave and do a tour of duty in the Swiss Army made Hagland vehicle. This machine is quite unique in the fact that, as we tested, it can hit speeds of 50 mph in less than a quarter mile and still be totally amphibious. The latter could not be tested as we were looking at additional land for landfill purposes and to be testing water isn't a good sign when it comes to landfills. We now have a new division called the commandos. All you need is muskeg shoes and a no fear attitude to join.

Speaking of efforts, it just doesn't seem to matter where you look in our organization. Kudos' are due everywhere. I had the pleasure, as a lot of others in CCS did, to attend one of the many open houses Concord put on throughout the province. I attended the one in Whitecourt and it turned out to be a great day and was a lot of fun. It was great to see old friends and meet new ones. Pete and Gord . . . I'm not insinuating either one of you are old rather I should have said acquaintances of a longer time. The Concord staff showed us a ton of respect and treated all of us as if we were one of the family.

## *. . . Leadership celebration continued*

The leadership guide that was rolled out at the end of the celebration is an answer to one of the issues that was highlighted by employees in this year's employee survey. The guide is a complement to the core values that we already aspire to – it presents a new set of building blocks upon which we can all grow with and strive for, hence it was issued to all employees. This is the most obvious reinforcement that we are empowered to show leadership at CCS.

At CCS we are responsible for growing together and supporting each other. It will be a learning curve for all of us and in that regard we must be patient with each other. The varied stories, quotes and anecdotes from our speakers also relayed messages that we all have experienced leadership in our lives thus far. Some of us have been leaders and others have followed yet learned valuable lessons along the way.

Congratulations on your 25 year milestone.

October started with a managers meeting in Edmonton that was pleasantly attended to by our team lead Brian Blattler along with other counterparts from the Calgary office. We covered a lot of topics and we all had a few good laughs. These meetings are a great way to share ideas and information.

And then there was the leadership guide rollout in Edmonton. All we can say is, wow! Saying that we were impressed would be an understatement! It was awesome to see good friends and to listen to the testimonials that Dave, Rene, Marshall, Gord, Brian and the rest of the team shared with everyone. There was a true sense of pride that wasn't only heard but felt as well. The sense of trust and loyalty was eminent. The Concord video presentation . . . well, what can I say? I wanted to see more! If anyone at the Shaw Conference Center did not experience this same feeling then I would have to say that he was the window washer outside at the top of the building. Rumors have it that even he was clapping his hands and was peering in. All of the people that put this event on are to be congratulated on its success. We, as a team, are on the road to greatness!

Until next time . . .



**This rented vehicle is called a Hagland and is built by the Swiss Army. It was used to explore the land we are looking at purchasing for the landfill. Pictured are Gary Parras, Cory Higham, Ray Juneau, and Norm Richards of Associated Engineering.**

The human resources team will be offering further tools to assist in developing our people. There will be improved resources. For example, 360 degree feedback – to assist in the development of leadership skills. Training will also be aligned to support the leadership principles presented in the guide. A video that captures the essence of the evening and the key messages will be made available and will be sent to all CCS facilities in the near future. In summary, we are not expected to get there entirely on our own.

We, like other successful organizations aim to replicate the theme of Jim Collins book "Good to Great." We also understand that on the way to greatness, there will be challenges. Our executive team understands these challenges and in turn, challenges each of you to be better every day. The success of CCS was built on this concept, and still relies on it today.

## Day 1 – October 25<sup>th</sup> 2004 – United Way kickoff breakfast

All CCS, Concord and Prodrill employees in Calgary were invited to attend a breakfast to help us kick off our United Way campaign week. All attendees enjoyed a coffee and a muffin or pastry while listening to our special guest speaker, Doreen Spence, from the Canadian Indigenous Women's Resource Institute. This is just one of the many agencies supported by the United Way of Calgary & area.

People came for different reasons – perhaps they skipped breakfast and wanted to grab a bite, or maybe they had a project due and wanted to escape from their office for an hour or so. But perhaps the biggest draw to this event was the live auction. This auction would allow individuals or groups to get together to bid on the opportunity to dress Dave Werklund on Friday, October 29<sup>th</sup> – the day all of the executives would be dressed in their department-made costumes (more details and photos listed under day 5). A big congratulations went out to Donna McCoy for her winning bid of \$400!

The very popular pledge form *prize ball* was also introduced to the crowd. Each person who filled out a pledge form throughout the week got to peel a layer off the ball. Prizes ranged from chapstick, lottery scratch tickets to a generous donation from Plains Marketing for their Saddledome suite for a Hitmen hockey game! Later in the week, Trevor Barclay of our production and revenue department peeled the right layer to unveil this grand prize and will enjoy a Hitmen game with 10 of his closest friends! A very special thank you must go to Mike Hallahan of Plains Marketing for this kind donation to our United Way campaign – thank you for your support!



Super accountant and Dave “Travolta” Werklund.

## Day 2 – October 26<sup>th</sup> 2004 – Krispy Kreme donut & Starbucks coffee sale

What does one do with 50 dozen Krispy Kreme donuts and enough Starbucks coffee for over 300 people? You have a fundraiser for United Way!

We set up shop in the lobby of our building with CCS Income Trust and United Way banners and sharpened our sales skills by selling single (and by-the-dozen) Krispy Kreme donuts and Starbucks coffee to the general public. One major advantage we had in this sale was that anyone in, or around, our building could purchase a dozen, bring them back up to their offices and be considered a real hero for supposedly driving to northeast Calgary *just* to get their co-workers Krispy Kreme donuts. So really it was a win-win situation for everyone involved. A very special thank you must go to Krispy Kreme in Calgary for providing the donuts at a reduced cost for our fundraiser. Also, we must thank Dawson's Coffee who not only provided Starbucks coffee for 300, but also provided us with large carafe machines giving us the ability to serve fresh coffee to all buyers for over three hours that morning. *They provided the equipment and the product all free of charge.*



Dave Werklund feelin' the groove!



**Rick Wise a.k.a Marilyn Monroe.**

### **Day 3 – Wicked Wedge pizza sale**

You may have heard the phrase “if you build it, they will come.” This also rings true for events involving food. If you include food they will come! Wicked Wedge pizza is a very well-known establishment in Calgary. Well known not only for their exotic and unusual pizzas, but for the huge slices that are considered normal to their regular patrons. We purchased a variety of different pizzas to sell in our boardroom over the lunch hour on this day and we almost sold out. Wicked Wedge also climbed aboard the charity wagon and reduced their charges significantly for our sale. Thank you to those that purchased a slice and supported our campaign by filling your belly.

### **Day 4 – CCS apprentice competition**

This event seems to have been the second most popular event we held all week (see day five for the most popular event). Five teams of four hit the streets at 11:30a.m. to sell 300 CCS brand chocolate bars in one and a half hours. Whoever made the most money in their sales won the competition. Once everyone returned at 1p.m. sharp, many stories were told describing the teams’ misadventures.

For example, Paul Kaethler, Kathleen Martin, Clayton Malanowich and Jessica Aube were kicked out of TD Square (twice) and Bankers Hall (once) by building security for not having permission to sell, forcing them to hit the street.

Brian Johnson, Linda Meville, Chris Wong and David Najera put on their thinking caps and ventured over to our new family members office (Hazco) and not only met a ton of their employees but also made some killer chocolate bar sales. Good job guys!

The team of Nick Wieler, Alice Bethell, Dean Parkinson and Barb McFayden were intimidating from the beginning but as soon as Dean sent an email out to all Concord employees challenging them to beat CCS the game was on. This team actually oversold their quota of 300 bars but thankfully a few other teams were not able to sell all of theirs so we were able to make up the difference and get everyone over at Concord some chocolate. Thank you Concord for supporting our campaign. I hope you didn’t eat it all at once.

### **Day 5 – Dress your VP day**

This event was a first for CCS and, due to the popularity of this years *dress your VP day*, it just may turn into an annual United Way event. During our campaign week, each VP’s direct and indirect reports were



**The Btex Flasher showing his true colors!**



**“Hello everyone - I’m miss CCS! Would you like an autograph?”**

instructed to get together and come up with a costume for their VP to wear on Friday. We put no restrictions on this event whatsoever so the fate of each VP was truly in their employees’ hands on Friday morning.

The first fabulous VP to be unveiled was super accountant, a.k.a. Marshall McRae. Equipped with tights and a accounting fun tool belt he was ready and willing to take on the other VP’s. But watch out . . . he had a calculator.

The second VP to arrive on the 24<sup>th</sup> floor on Friday morning was the *Btex Flasher* a.k.a. Brian Blattler. As with Marshall, Brian was also equipped with his own tool belt of fun. With a dark trench coat, bare legs and rubber boots, the flasher was ready to do what he needed to do for a donation to the United Way. Way to go Brian and of course his team of wardrobe consultants.

The third gentleman to unveil himself was none other than Dave “Travolta” Werklund. Sporting a mop top and a stylin’ white polyester suite with coordinating red shirt and socks, Dave truly had his his groove on.

The fourth VP to get into character on Friday was Brian McGurk, otherwise known as Miss CCS. From the tiara atop “her” head to the tips of “her” beautifully manicured nails, Miss CCS truly captured the meaning of what a United Way fundraiser is all about. Fabulous effort put forward by the HR team.

The fifth VP to find out what his new look would be was our very own French Toast, a.k.a. Rene Amirault. From the beret atop his head to his French toast coating, Rene really captured his true heritage. Vive la France! Kudos to Paul Kaethler for supplying this fabulous home-made

costume. Just goes to show it pays to have a Home Depot credit card.

Once the clock struck noon, the fashion show was about to begin. But we were missing one VP – Rick Wise. Just as the crowd began to turn, Wise walked into the room to many boos and hisses. He immediately knew he had to get into character and his team sprung into action to get their leader dressed. Just as the Marilyn Munroe song, *happy birthday Mr. President* began, Miss Marilyn Munroe arrived glammed up and ready to entertain. A special note of appreciation must go to Corey Higham who was prepared to take one for the team and dress up in Rick’s absence. Way to go Corey. And boy does that shade of lipstick bring out the color of your eyes!

Our judges arrived at noon and were eager to view the talents of each department within CCS. The panel of judges included Don Friesen, Hazco, Jody Wivcharuk, Burnet, Duckworth & Palmer, Jim McCracken, Prodrill, Susan Norman and Deanne Vanden Elsen.

The music started and out they came ready to entertain and bring victory to their departments. Congratulations to Rick Wise and his team of fashion consultants. They walked away with the grand prize for best VP costume for Marilyn Munroe. Of course, honorable mentions must go to Miss CCS, the Btex Flasher, Super Accountant and the French Toast. All costumes were very well put together and creative. A great job by all departments.

I am very pleased to announce that after five days of fundraising, CCS Income Trust will be donating a total of \$46,706.44 to the United Way of Calgary & area. This amount is over five times the amount of our



**“Ah, bonjour - comment t’appelle tu?”**

donation last year and that is due to the hard work and dedication of our United Way committee consisting of Jacqueline Lines, Rick Wise, Brian Johnson, Rene Amirault and Brian McGurk. Thanks also to the many individuals and groups who donated funds by filling out a pledge form, buying a donut or selling chocolate bars. Every single dollar you donated will help an individual, family or children in need in the city of Calgary.

One final thank you I would like to extend is to our executive team and Dave Werklund. Without their leadership, encouragement, high energy and overall support, this campaign's success would not have been possible.

## Dine with the Stamps

By Brandi Bugera

On October 7, 2004 CCS Income Trust was thrilled to be a part of a very special evening in support of the Calgary Women's Emergency Shelter. *Dine with the Stamps* is an annual event that is held at La Brezza Ristorante in Calgary and this year we had the opportunity to sponsor this event filling a total of 40 seats with our customers and staff. Proceeds from this event went directly to the shelter.

Now you may wonder what the Calgary Stampeders had to do with this . . . well, they served us dinner! Yes, it's true, the Stampeders shed their helmets for serviettes and fine wine for this annual event. CFCN, Global, A-Channel and Sportsnet TV were all there to take in the festivities with a few broadcasting the story on October 8!

CCS Income Trust donated \$2,000 to the Calgary Women's Emergency Shelter. We hope this is just the beginning of our relationship with the shelter and hope to be a part of more events supporting this organization.

A very special thank you must go to Marco Abdi, owner of La Brezza Ristorante. Marco not only approached CCS with the opportunity to sponsor this event but he provided the exquisite fare and, of course, the ambiance and personal touch that is standard practice at La Brezza. A final thank you must go to the Calgary Stampeders and head coach Matt Dunigan. Not only did they serve us dinner, but many of the players went out of their way to ensure everyone had a great time, not to mention Matt spending much of his time in the kitchen cooking and also taking part in photo ops.

Below: Kerria Twa with Stamps head coach Matt Dunigan.



The Sequel /13

## IT world

### Wedding bells

By David Winter

On October 10, 2004 Craig and Lynn Seidler were married at the Redwood Meadows golf course in Brag Creek. Sorry ladies, Craig is now officially off the market. On behalf of CCS we would like to congratulate this young couple and wish them luck with many wonderful years of marriage. From the picture it looks like Craig is off to a good start.



### New central field analyst

Lawrence McGowan from Leduc Alberta joined the IT department on October 18, 2004. Lawrence brings a wealth of knowledge and experience with over six years of technical support field experience. He will be located at the Concord office in Acheson supporting rig laptop users, Concord office in the central area as well as various CCS plants. Please join me in welcoming our newest member to CCS.



## Rain, rain, go away!



Submitted by Paul Boucher, rig manager, rig #51. They were taken coming out of a lease location near High Prairie.



# CCS Income Trust – going from good to great

By Dave Werklund

The good-to-great companies have some common characteristics that helped transform them to greatness. These did not happen over night and were part of a long term learning and continuous improvement process. Last issue we wrote about the use of technology and why it is used to accelerate business but it is generally not the creator of business. This issue we will cover the sixth and last concept, *the flywheel and the doom loop*. So what do we mean by this concept and how does it tie back to all the other concepts?

Sustainable transformations follow a predictable pattern of buildup and breakthrough. Like pushing on a giant, heavy flywheel, it takes a lot of effort to get the thing moving at all, but with persistent pushing in a consistent direction over a long period of time, the flywheel builds momentum turn by turn eventually hitting a breakthrough point.

The comparison companies followed a different pattern – the doom loop. Rather than accumulating momentum from the turn by turn of the flywheel, they tried to skip buildup and jump immediately to breakthrough. Then, with disappointing results, they'd lurch back and forth failing to maintain a consistent direction.

When you let the flywheel do the talking you don't need to fervently communicate your goals. People can just extrapolate from the momentum of the flywheel for themselves. "Hey, if we just keep doing this, look at where we can go!" As people decide among themselves to turn the fact of potential into actual results, the goal almost sets itself.

Here's what's important. We've allowed the way transitions look from the outside to drive our perception of what they must feel like to those going through them on the *inside*. From the outside they *look* like dramatic, almost revolutionary, breakthroughs. But from the inside, they *feel* completely different. More like an organic development process.

The good-to-great companies had no name for their transformations. There was no launch event, no tag line, no "flavor of the month" feel whatsoever. Some employees have said they weren't even aware that a major transformation was under way until they were well into it. It was often more obvious to them after the fact than at the time.

The good-to-great companies were subject to the same short-term pressures from the investor world as the comparison companies. Yet, unlike the comparison companies, they had the patience and

disciplines to follow the buildup-breakthrough flywheel model despite these pressures. And in the end, they attained extraordinary results by anyone's own measure of success.

Clearly the good-to-great companies did get incredible commitment and alignment. They artfully managed change but they never really spent much time thinking about it. It was utterly transparent to them. We learn that under the right conditions, the problems of commitment, alignment, motivation and change just melt away. They largely take care of themselves.



To further explain the flywheel concept I will use the leadership guide as an example of where we can go at CCS Income Trust. The leadership guide was written as a reference for all employees to take their leadership to another level. Each of us, whether we supervise direct reports or not, have demonstrated leadership every day at our company. We have had tremendous success over past years because of persistent leadership by hundreds of employees pushing in the same direction. The breakthroughs around continuous improvement, total cost leadership and many of the safety programs were from employees pushing the flywheel turn by turn in a consistent direction over a long period of time.

The leadership guide was to inform and communicate what makes a great leader at work and outside work. The initial feedback from most employees on the guide was that we are doing some of this today, but we understand that this is a journey and need to learn more. The intent of the leadership guide was to have a common tool that could be used to understand what you are doing today and what do you need to learn about leadership. For some this will be formal training. For others, the classroom of life will reinforce leadership behaviors through interaction and repetition. HR is committed to education, training and career development that supports the achievement of your overall objectives and improving your leadership capability.

The good to great concepts were taken from the book "*Good to Great*" by Jim Collins. His beliefs are very similar to mine and our executive team. Enduring great companies don't exist merely to deliver returns to shareholders. Indeed, in a truly great company, profits and cash flow become like blood and water to a healthy body. They are absolutely essential for life but they are not the *very point of life*. Enduring great companies preserve their core values and purpose while their business strategies and operating practices endlessly adapt to a changing world. This is the magical combination of preserving the core and stimulating progress. At CCS Income Trust we must preserve our values and principles but keep the push on as we go from good to great!

*If you would like a copy of the book "Good to Great" please email me at [dwerklund@ccsincometrust.com](mailto:dwerklund@ccsincometrust.com)*

## Poor little Nicky

**N**ick Wieler is back at work and still recuperating from an operation to his left shoulder in early September. While back at work, he suffered a small set-back when his fragile shoulder was hit by a closing elevator door. In order to prevent a similar incident from reoccurring, Nick was advised to wear a rubber tire around his waist which will serve as a protection buffer around his body (see photo). Also, as a goodwill gesture, the employees at CCS' head office presented Nick with a care package to help him cope with the side effects he has been suffering from as a result of his pain medication. The care package appears to have helped Nick, as he is now walking more naturally, and his face is looking much more relaxed.

If you would like further information on the products presented to Nick, or the ailments he is currently suffering from, or would like to wish him well, please give him a call or drop him an email. I'm sure he'd be happy to hear from you.



Rene Amirault checks out Nick's bag of goodies.

## Securities compliance project launched

*By Chris Wong*

**I**f you had picked up a newspaper from three years ago, names like Enron, WorldCom, Nortel would have been in the headlines for various acts of accounting errors and fraud. Billions of dollars in market capital, pensions and personal savings were wiped out instantly. The end result out of all of this was new legislation from the US & Canadian governments to try and promote good corporate governance and help restore investor confidence.

CCS, like most major Canadian and US companies, will have to comply with this legislation much like we have to comply with EUB or OGC regulations in the course of our regular operations. Given this, a project has been launched to ensure that CCS, Concord and ProDrill will all be in compliance with this legislation.

However, this legislation fits well with existing CCS values and culture. A few Sequel issues back, Dave Werklund talked about a culture of discipline and how it helps CCS position itself as a great organization.

This project fits right into this concept of a culture of discipline, helping people do what they do, assisting in defining their responsibilities and the framework of the system itself. Other benefits found to come from projects of this nature include easier training of new staff members and a more shared understanding of what goes on in the various divisions at CCS.

Although the project consists of many components and aspects, documentation of processes directly affecting the financial statements will be the main task at hand for a number of CCS / Concord / Prodrill employees. Other phases will include scoping, risk / process analysis, and testing.

Scoping sessions are underway for all divisions of CCS which is positioning us well for the internal deadline we've set of June 30, 2005 for completion. If you have any questions about this project or the regulations behind it, please give me a call!

## South east area update

*By Lori and Sharon*

**C**ongratulations goes out to Pam at Gull Lake on her September 11 wedding at Cypress Hills, Sask. Pictured in the photo (L to R) Sharon Ballas (Lindbergh), Lori Lambden (Kindersley) Pam & Trevor Gedny and Brett Murrell (SE Marketer).

Congratulations also to Clark Sitter on his big day. Clark and Rita tie the knot on September 1<sup>st</sup> at Niagara Falls. Sorry no photo because we didn't have the privilege of being invited.

Congratulations to Rick Trach on his new role at CCS. He is our area manager and is doing a great job. Keep up the awesome work!



# Plant 6 - High Prairie

By Karen Gray, plant administrator

We would like to welcome our new plant manager, Vince Lisch to the High Prairie team. Also joining our staff as a full time operator is Jeremy Payne. Jeremy has worked at Plant 6 for the last three years on a part time basis.



Aerial View of Plant 6

On June 11, 2004 CCS High Prairie hosted a golf tournament at the High Prairie & District Golf Course. We had 54 golfers participate in the pouring rain. All attendees reported a great day.

November 26-28, 2004 CCS High Prairie is planning to host a curling bonspiel. If you would like to enter a rink just give us a call.

The summer of 2004 was very busy at plant 6 with the installation of a new heavy oil treater, a new tank, a new MCC building and also a new shop. Neil Price managed to complete the job on schedule despite the 20 inches of rain we received. We would like to thank Neil Price and Dave Schooley for a job well do



New heavy oil treater.



Dedication to Myron Newman



New tank arrival on August 19, 2004.

## Lindbergh plant #26

Hello from Lindbergh. Things are fairly busy around here these days. We have our rig drilling into our new L1 cavern. They are currently at 1312 meters and they will land casing at 1760 meters. Gareth Beverly is doing a good job keeping us all up to date on the drilling progress and answering our many drilling related questions. Tony "the Tiger" Wilson is overseeing the installation of our brine return pipeline and it should be completed shortly. The cavern wash is going full speed ahead, we are currently at 188337m3 and we are expanding the caverns by a rate of 1100m3/day.

We would like to congratulate Rick Trach on his new position as area manager. Rick has brought some new and exciting ideas to the area and is a pleasure to work with. It has been hard keeping all the operators that hunt focused on their job with all the geese flying overhead and the visions of trophy bucks running through their heads! We are working away at getting everything ready for the long cold winter that is rapidly enclosing in on us.

We are also looking forward to the arrival of Derek "Bear" Yockey and his family into our area. Bear, we look forward to your tales of the great white north. Other than that it is business as usual here at the quarry. Have a great winter!

## CCS' new official sport . . . paintball sumo wrestling



Les Riewe (TRD) lays a lickin' on Martin Dean (landfill).

## You can't dampen a CWS spirit!

The weekend of August 20, Thunder Lake Provincial Park (Barrhead) was the place to be. It was CWS's annual staff campout. About 75 folks were in attendance. The rain never stopped anyone from having a good time. Provisions were in place and the company was excellent! Thanks again go to Grant Primosch and Fred Dawson for their hours of planning and to Rob and Lorna Melnyck for leading the kids in games and activities. Those of us that were not there noted that since Steve Flood, reigning champion of the

CWS Fear Factor, was not there to lead them in grasshopper eating they all chickened out!

There is some discussion around moving the campout weekend to the second weekend in July. It is hoped that more of our field staff would be able to attend if we moved it up. What do you think? Email or call your supervisor or operations coordinator and let us know!



## Management strategic planning meeting

September 21, 2004 found the bunch of us in Jasper for our annual offsite management strategic planning meeting. Unlike other years, there was actually a golf game involved! It was very therapeutic for those involved while those that didn't golf shopped or worked on the budget!

The weather was nice and the meetings fruitful. Dean Parkinson oriented us to the new codes for payables and Lonnie reviewed the basic safety audit results. Lonnie also let us know about some leg work he has completed on insulated coveralls and parka/bib pant combinations in Nomex. He has found a supplier that can supply them with the required safety striping and in red with CONCORD on the back. Lonnie will be getting the information out to the field as soon as he is able to confirm a large quantity availability (because we know you will all want them!)

the CWS Christmas Party will be December 18, 2004 in Whitecourt. More details will follow by flyer and/or email.

We were all reminded of the December 8 deadline for performance appraisal submission and the January 1, 2005 deadline for goal evaluations to be in for review. This deadline is for anyone that supervises someone else. Rig managers, don't forget your crew!



It was confirmed that

# Bobsledding sponsorship update

By Trent Wiebe

With the season fast approaching I would like to take this time to remind everyone that winter is on its way. I compete with our national bobsled team and yes, it's hard to believe, but soon we will be back out sliding at our facilities at Canada Olympic Park. CCS has become my major primary sponsor for the lead up to the next Winter Olympics in Torino Italy, 2006. Thanks to the generosity of CCS Energy Services and their belief in my chosen amateur sport, the financial stress of not knowing where I may find funding to pursue my dream has been lifted. Thank you so much.

This will be my first full season on the world cup circuit competing with my teammate pilot Serge Despres. We are eagerly anticipating the upcoming season. Throughout the season I will be offering event updates that have taken place in different countries. I will be informing you of the results and offering some insight into the travels which include several European countries and or crashes for Gary Perras who appears to be a big fan of carnage.

Our season will begin in mid-October with the track being prepared and a goodbye to our balmy temps which we have endured over the summer. I apologize if it feels like I'm excited about winter, but this is what we train intensely for all year. Several races will be here before we set off for Europe. They include the VISA Canadian Nationals scheduled for Nov. 6-7th at Canada Olympic Park. This will be a good test before we set off for the world cup circuit which opens in Winterberg Germany. I will also offer a chance for people to come out and experience the thrills that bobsleigh inspires. It's an exciting time of year since we have committed a full year to training and now have the chance to showcase our sport competing amongst other nations.

For anyone interested in taking in some races, here are some reminders: first of all, it's free. Remember to dress warm. Even though we don't, you should. If you enjoy car racing, you'll enjoy this fast paced sport! And yes, Gary, occasionally there is some carnage (let's hope not).

I'm excited for this season and hope that you too can share in some of the highs and lows of an amateur athlete seeking his first Olympic games.

Below: Trent Wiebe at left in black helmet.



Dave Lowery photo

# CCS sponsors big rig thunder!

By Gary Perras

On September 5, 2004, CCS Energy Services sponsored the Big Rig Thunder at Race City motorsport park in Calgary, Alberta. In this unique event, competitors race around an oval track in 800 hp rigs at speeds over 80 mph. The term "thunder" is most appropriate when trying to describe these behemoths of the racing world. It is an awesome site to see 10 trucks come barreling out of a corner, diesel engines roaring, tires squealing and smoke pouring out of the exhaust. It definitely gets the heart pumping.

A big crash in the main event made things very interesting. The start and stop of the race kept the field tight all the way through. Congratulations to race winner Troy Pidherney from Rocky Mountain House. Merv Pidherney was in the hunt early but was forced to the back of the pack due to his involvement in the pile-up. (Sources tell me that Merv has the tape proving his innocence). Greg MacPhee had the special honour of presenting the cash and trophy to the winner of the race.

As race sponsors, CCS received a great deal of publicity including television, radio and newspaper spots. It was also very well received by the customers who attended the event. Special thanks to Ray Kuntz and his staff at Race City for making the day such a success.



Above: Start of one of qualifying races.



Swervin Mervin - putting on a show!



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The *Sequel's* purpose is to inform, entertain, unite and boost the morale of CCS Energy Services, Concord Well Servicing and ProDrill employees. The newsletter is named the *Sequel* because sequel means continuation and CCS/Concord/ProDrill have a philosophy of continuous improvement that applies to the entire company — its people, equipment, facilities, processes and services. Thus, the *Sequel* is the continuous story of a continuously improving company. The *Sequel* is published four times per year.

The *Sequel* contains information, stories and photographs concerning CCS/Concord/ProDrill, past and upcoming events, operational and financial plans and performance, employee additions, promotions, transfers, departures, achievements, experiences and profiles, operational activities, expansions, improvements, solutions, and related regulatory and industry news.

If you would like to contribute material to the *Sequel*, please contact Brandi Bugera at (403) 231-1127.

The values and views expressed by various contributors in the *Sequel* do not necessarily reflect the views of the editor or CCS/Concord/ProDrill employees, officers or directors.

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# Concord comings and goings

By Dean Fraser

Welcome to Concord!

There are a few new faces in the offices at Concord. I would like to introduce you to them!

Laurie McInnes has joined the Blackfalds office in the capacity of human resources assistant. Laurie comes with well servicing staffing experience and has taken Trish's desk over without missing a beat (not that we don't miss Trish!). She is a very pleasant and efficient member of our team and we are certainly glad to have her. Laurie is a country-bumpkin turned city girl (her heart is still in the country) from Red Deer where she lives with her two children, Colby and Mikayla.

Again in Blackfalds, we are very happy to introduce Trudy Grimson as our WCB/claims management advisor. Trudy comes to us with several years well servicing claims management experience and has already made a positive financial impact on our organization. Trudy lives in Sylvan Lake with her husband Ken. The two of them enjoy getting away from things on their highway motorcycle. They have three grown children.

Don Allibone comes to Concord as our HSE coordinator in the north. Don currently lives in Calgary but will be relocating to Valleyview or Grande Prairie very soon. Don comes with extensive experience in safety in the upstream oil and gas industry.

Jim Fraser is a new face in the field and Acheson office. Jim has taken the position of transportation safety coordinator responsible for training and development of programs around driving competencies and transportation regulatory requirements. Jim comes to us with 25 years in the transportation business with the last 10 of those years in the rig hauling business. With his two grown daughters on their own, Jim lives on an acreage east of Ponoka with his wife and three dogs.

Katharine Cartwright is our new parts and delivery driver in Acheson. Katharine lives in St. Albert and is a very good new auntie. Welcome Katharine!

Connie Wilson may be new to some. She was hired late in the spring and works out of our new Whitecourt office. Connie helps Paul with administrative duties but her position is largely that of a human resources assistant. She was very happy to move home to Whitecourt with her son and daughter, Ty and Dusty-Lynn.

Congratulations!

Congratulations to the following for receiving their referral bonus' for referring someone that has received their first service award.

Darcy Dunbar for referring Mike Trojan  
Ron Kendall for referring Travis Callahan  
Devin McNeil for referring his brother, Kurt.  
Paul Boucher for referring Matthew Smith and Scott Boyd  
Dustin Goodman for referring his brother Darcy.  
Clayson Jeffers for referring Ben Paetz  
Sandy Schultz for referring Alie Petrie  
Danny Bryce for referring BJ Phillips.

Remember, if you know someone who has what it takes to work the rigs, has a driver's license and H2S Alive certificate, is willing to learn and you would look forward to working with someone like them, you could be eligible for a referral bonus as well.

When the person you refer receives their 125 day service award, you will be awarded with a cash bonus for your efforts. Referral cards are available in all offices or call your HR assistant.