

New CCS booth at Global Petroleum Show makes big impression.

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Global Petroleum Show  
June 8, 2004  
Calgary, Alberta, Canada

Dave Lowery photo

# CCS sponsored athlete's journey to Athens.

By Christine Nordhagen

*As mentioned in the last edition of the Sequel, Christine Nordhagen is being sponsored by CCS Income Trust and has a good chance to win Olympic gold for Canada.*

Wow . . . only about a month until the start of the Olympic Games. I can't believe that it is almost here. I have mixed feeling about this. At times I can't wait until the moment arrives and then at other times I want more time to prepare. I'm not sure I will be ready in time. Doubts pop in my head . . . crazy stuff like that. The biggest battle right now is staying positive and always believing in myself. I can do it. It helps to write this down so I remember. I am lucky to be in this situation and am very fortunate for all the opportunities this sport has given me. If training is not going as well as planned and I get panicked this is what I have to keep reminding myself.

This month's trip to Europe was great. We travelled to Germany, Italy and Austria. Everything about it worked out well. The training camp in Germany gave me a chance to train with new bodies. We had a few days break in Italy which was very beautiful and relaxing. It was nice to top off the trip by winning the tournament in Austria. It really helped boost my confidence. After the tournament was over I told Leigh that I was ready to win the Olympics. Two days later after our return to Canada we packed our bags once again and flew to Atlanta, Georgia for four days to participate in the Titan Games. I was honestly not that keen about the trip in the beginning. I was just gone for two weeks and then came home a bunch of missed messages and emails. I spent a solid two days trying to get caught up before leaving for another trip. As we arrived in Atlanta, we realized that this was a pretty snazzy event. We were put up in the Marriott Marquee, a five star hotel in downtown Atlanta, and were treated great. The Titan Games was a US verses the world in a variety of combative sports. "Not all the Olympic sports, just the most painful ones," was the games motto. Boxing, judo, fencing, taekwondo and of course wrestling. It gave me a chance to watch other sports that I have never seen live before which was really neat to see. The competition was in Phillips arena which is where the Atlanta Hawks play their games. The set up of the event was really impressive with four different combat zones; a wrestling mat, a boxing ring, a judo mat, and a stage for weightlifting and fencing. Our Canadian Olympic team competed against the U.S. Olympic team on Sunday afternoon. It was a long trip just for one match. The team did very well, however my performance was lacking. I just couldn't find the tiger in me for that match and ended up losing a one sided bout to Tocarra Montgomery. I wasn't pleased with the result but I know I will learn more from the loss than if I won the match. I have done some definite soul searching after the loss and it just reminds me of how mentally tough I need to be in competition. Losing to her now is much better than in August, and I guess I'm glad it happened there.

On the home front things are looking better. One of my best training partners, Helen Hennick, is done her teaching job now so I'm excited about all the training with her during the next few weeks. She is super motivating and it's fun training with her. We are competitive and we enjoy pushing each other always to do better, whether it is weight lifting, cardio or wrestling. It definitely helps to surround yourself with great people. Leigh, my husband and coach, and I have had a few battles in the wrestling room lately, especially after returning from Atlanta. For about a week I was not enjoying training. He was trying to get me to make some adjustments and I was getting frustrated. I'm not always easy going and at times I'm difficult to coach. Don't tell him I said this! I sometimes find myself stressing out when things are not going perfect

(I think everyone does). I get scored on in practise or make a mistake and I panic that I will mess up at the Olympics and then I start focusing on trying to not make any mistakes and forget to wrestle. When I do this my wrestling starts to fall apart, and things get worse after that. Leigh is a very patient man right now, but I know it is hard for him not to get frustrated. He really wants to help me to be successful. I'm making a promise to myself. Things will be different from now on because I want them to be. I'm going to focus on working hard but also having fun and enjoying wrestling. I really do love it and I love wrestling stronger people because it is a challenge. And if I wrestle well it is just that much sweeter. Right now I have some good partners. A new one is Wil. He weighs 79 kg and is coming out regularly to train with me. He is bigger, stronger and the perfect training partner for me now. At times I don't train with big enough opponents and then I'm a little surprised by the strength of my best competitors. I'm really lucky to have all the support I'm getting.



Dave Lowery photo

I have a bunch of media stuff happening this month. I am in Impact magazine with a bunch of other Calgary Olympians. Doing the photo shoot was a blast and it is nice to sometimes talk to them about the stresses they are going through. I realize I am not alone in any of this. Time magazine is going to have an article in July on me, which is really cool. Yesterday the Calgary Herald was at our house and they did an article about me and my favourite room at home. I know, I know, sounds silly but they are looking at a bunch of local celebrities/athletes and going into their homes to see how they live. The reporter, Karen, was telling me about some of the amazing places they have seen, the ole Nordhagen-Vierling residence really isn't that impressive. Finally I did an episode of the Campbell Scramble for CTV. I played one hole of golf against the host of the show Glenn Campbell. The winner of the hole gets to make a donation to a charity of their choice. Guest what! I won! Well not really, we tied on the hole with a bogey so I got to make a donation to my charity which is the "see you in Athens fund." It was a blast!

Next week the team leaves for Guelph, Ontario for the Canada Cup tournament and national team training camp. It will be a very tough camp but that's exactly what I want and need right now so that I will be ready to rock in August. Wow this is a great journey I'm on. Thanks for being apart of it.

Chris

p.s. Some great supporters of mine in Calgary are organizing the Christine Nordhagen Olympic dream golf tournament! The event will be July 29<sup>th</sup> at the Heather Glen golf course. They are looking for players and donors. I am going to get a number of other Olympians to attend. It should be a great day.

# CCS Income Trust - going from good to great

by Dave Werklund

**G**ood is the enemy of great. The vast majority of companies never become great, precisely because the vast majority become quite good. That is our dilemma at CCS; how can we go from good to great?

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. There were seven concepts as outlined in the previous issues. This issue will focus on the sixth concept; the technology accelerators concept.

Technology-induced change is nothing new. The real question is not what is the role of technology? Rather, the real question is how do good-to-great organizations *think differently* about technology? When used right, technology becomes a momentum *accelerator*, not a creator of it. The good-to-great companies never began their transitions with pioneering technology for the simple reason that you cannot make good use of technology until you know which technologies are relevant.

The key question about any technology is does the technology fit directly with your strategic plan? If yes, then you need to become a pioneer in the application of that technology. If no, then you can settle for parity or ignore it entirely. The good-to-great companies used technology as a momentum *accelerator*, not a creator of it. *None* of the good-to-great companies began their transformations with pioneering technology yet they *all* became pioneers in the application of technology.

How a company reacts to technological change is a good indicator of its inner drive for greatness versus mediocrity. Great companies respond with thoughtfulness and creativity driven by a compulsion to turn unrealized potential into results. Mediocre companies react and lurch about motivated by fear of being left behind.

Crawl, walk, and run can be a very effective approach even during times of rapid and radical technological change. Let me give an example of this at CCS. When the executive team requested funds to radically improve our systems in both divisions it was during the peak period of technology interest (1999-2001). Both divisions did a great job of listing technology projects that would fix our shortcomings and accelerate CCS and Concord into the new decade. What impressed me most was the prioritization of their technology needs into different phases. Rather than do it all at once and overwhelm the organization, both division teams used a phased approach to meet their immediate and long term



Dave Werklund shows off our new tradeshow booth at the Global Petroleum Show.

Dave Lowery photo

needs. This was a great example of crawl, walk and run when executing new and unproven technologies.

As CCS moves toward becoming a good-to-great organization, we need to remember about avoiding technology fads and bandwagons yet ensure that we become pioneers in the application of *carefully selected* technologies.

## Dean's team



The Concord administration team on rig 31 in Acheson. Back Row (l to r): Linda Lea-Wilson, Connie Wilson, Crystal Caron, Leah Thompson, Connie Martin, and Margaret Kingdon. Front Row (l to r): Tina Andiel, Dean Parkinson, Rhonda Prince, Trish Carleton, Michelle Morin. Missing: Sylvia Behrens, Brenda Davis, Roberta Kreiser, Natasha Akins, and Darlene Pshyshlak.

## Congratulations



Born on May 5, 2004, Kale Ryan, shown with older brother Seth, weighed in at 8lbs 14ozs and is the fourth son for Shannon and Dena-Leigh Williams, rig 42.

## Latest happenings for Concord

*By Dean Parkinson*

**W**e are looking forward to August when we move our Valleyview head office to a new location. We are lucky enough to have leased space in a relatively new building with highway frontage in Valleyview. This new building will feature more room for everyone, not to mention high speed internet access, paved roads, a secure yard, a board/meeting room, bays capable of handling a service rig and many more attributes. We have also opened an office in Whitecourt recently. Both Paul Dumas and Connie Wilson are based there.


To celebrate our 25<sup>th</sup> anniversary and our new office openings, we have a full week planned for September 13 to 17. Current plans call for the celebration to begin on September 13<sup>th</sup> in Blackfalds and then moving to Acheson on the 14. September 15 we will officially open the Whitecourt office and from there we will head to Grande Prairie for the 16. To close out the week we will head to Valleyview to open the new office on the 17. Please join us at one of these facilities if you are in the area.

June 23 and 24 saw our monthly operations meeting take place in Acheson. Many items were covered but perhaps most interesting was the rigging up of rig 31. Rig 31 gleamed with pride as Darwin Dufort and his crew prepared to take the rig out to the field for the first time. It was an interesting day as we all had the chance to see the results of the hard work the Acheson team puts into their rebuilding/

fabrication programs. We also had a steak sandwich lunch in the shop for all Concord staff in attendance.

Rig 10 is currently in the shop. The motor and drawworks are back in place and plumbing for new air lines and hydraulic lines is underway. We hope to have rig 10 ready for the field by mid-summer.

On the training front, we have a number of initiatives underway. We are currently gearing up our program for floorhand competency training. The CAODC requires us to complete this training by Dec 31, 2004. We are also working on the PITS petroleum safety training interactive module again required to be completed by Dec 31, 2004. In May we rolled out a program called Savestart. This program has been extremely well received. So much so, that we have had to add sessions to meet the demand.

Our financial results so far this year have been excellent. We are either meeting or exceeding our goals for 2004. Expectations are for 23,000 wells to be drilled this year, resulting in strong service sector results for 2004. We are eagerly anticipating the upcoming months and expect to continue to report strong results for the balance of 2004. 

# Saskatchewan quadding and hunting.

By Brett Murrell

On May 25 - 27, Tim Johnson, Clark Sittler and I packed up our trucks and trailers with a whole lot of goodies, quads and good company. We started the long journey from Kindersley heading north towards the end of the world, Vermette Lake, Saskatchewan, which is north of Meadow Lake approximately two and a half hours. Once we finally got there it was hunting time. Feeling a little nervous, or maybe scared would be a better term, we all headed out to our tree stands. Tim, being the bravest (must get braver the older you get) headed out to his tree stand alone. The rest of us had a back-up partner.

The first night everyone spotted a bear except for me and Steve Kullman. It was definitely exciting just sitting there talking to Johnson on our radios. He was videotaping a bear as we were sitting there trying to stay awake.

We had some wonderful meals and some ice cold water. On day two we woke up to rain outside . . . as well as inside! One leak was right on top of poor Sittler. We all thought it was funny but, for some reason, Sittler didn't find it as funny.

After our leaky sleep, we headed out on one of the best journey's I have ever been on. We left camp around 10:30 am on our quads and found lots of mud holes and rivers to cross. We also found a lake that could only be accessed by atvs. This was awesome to say the least. So good I don't think any of us took

pictures. We were like little children in a mud puddle. After about six hours of playing like school kids it was time for us to get back to business in our tree stands.

A small search party had to be sent out to find Kullman, whose quad had broken down. We found him in one piece . . . a little cold, but okay. The group, now having more stories to share, sat down for another great meal and a good campfire to dry out our clothes. 🍷



Left to right: Steve Kullman (Husky Energy), Chad Murrell (Harvest Energy), Chris Weinkauff (CE Franklin), Brett Murrell (CCS), Bret Elchyson (Elchyson Contracting), Tim Johnson (CCS), Clark Sittler (CCS).

## Tim Johnson movin' on

By Brett Murrell

A big thank you goes out to Tim Johnson. He has been the leader of our area for the last 10 years and I have been privileged enough to have dealt with him over the past four years. He has taken our area to new standards, above and beyond what I am sure most have expected. He has been a great leader as well as a great friend, has taken a handful of us from "dirt washers" to plant managers, MIT's and marketers. I must admit he has always been looked upon as a great person instead of just a great boss. He usually wears a big smile and is quick to dole out smart remarks. On behalf of myself, and I'm sure the whole CCS team, good luck Tim, and all the best. I look forward to dealing with you in the future. 🍷



. . . and more congratulations

The Concord team would like to congratulate Dean Fraser for graduating from her human resources management course from the U of A on June 17/04.

# Employee survey results position us for continued growth

By Brian Blattler and the human resources team

The employee survey results are in and they provide us with another opportunity to learn and grow as a company. There is a science to employee surveys and our responses were put through this statistical and confidential technology and no matter which way you cut the data – the story is a good one.

We should be very proud of the results of our first survey. 71% of our employees participated and this is the first sign of employee engagement. Thank you! The survey also helps pinpoint more specifically where the strengths of our company are today and where we need to pay attention for improvement. And we are paying attention. We are totally confident that we have the ability to grow from GOOD TO GREAT.

Here is a snapshot of the survey results.

## Response

- 628 surveys were distributed online or by paper and pencil to CCS, Concord, and Prodrill.
- 445 surveys were completed and returned – many by Greyhound bus!
- Overall response rate = 71%

## Next steps

- The executive team and HR have spent a lot of time studying the results of the survey and are preparing a set of specific recommendations for addressing the challenges outlined in the survey results. (The tables which describe strengths and challenges are below)
- Over the summer many of these recommendations will be detailed with a supporting implementation plan. Expect to see and hear over the next few months about these changes and ideas.

The survey results will act like a compass, helping us calibrate the direction we are taking and pointing us toward specific improvements.

Thank you to everyone who participated!

## Overall results

- Results in all 10 areas surveyed were strong, placing CCS Income Trust in “best of the best” status of any company in Canada.
- Areas of relative vulnerability point out where the company overall, and each of the divisions, can potentially improve.
- As a company overall, the opportunity to improve communication on all fronts came through loud and clear, particularly as we continue to grow.
- CCS Energy Services experienced a notably positive result in the safety and environment category, with communication coming out as an area for improvement.
- Concord Well Servicing also received very favourable results as a division, with strategy being the only category as an area for improvement.

## Overall results

The following are summary tables showing the median scores for each section. By performing a median shift analysis, we can determine statistically significant differences in the sections.

To measure a median shift, we first must look at the overall median score. This is located at the bottom of the table and is called the grand median. With high level analysis like this, a significant median shift would be 0.5. So if the overall grand median is 4.5, and one of the sections has a median score of 5, then we would consider this a positive median shift and an area of strength. If the grand median was 4.5 and the section in question had a median score of 4, then this would be considered a negative median shift and an area of vulnerability.



## Strategy

### Strength

The overall perception about CCS growth strategy can best be described as excitement. People believe the company is committed to continuous improvement and desires to remain competitive.

### Challenge

There is not universal understanding of the strategy, particularly across divisions. Significant opportunity exists to increase communication and awareness of the big picture. Many are worried about the consequences/impact of growing bigger on employee relations.

**Customer Focus**

**Strength**

Customer satisfaction is clearly a priority and seems to be embedded in the culture. CCS people work hard and fast to get the job done safely and correctly – they have an *always on call* perspective.

**Challenge**

Hard customer satisfaction metrics do not appear to be available within CCS. For the most part, most people have commented based on their feelings and perceptions. An opportunity exists to improve head office field perceptions and to track specific, meaningful metrics.

**Leadership**

**Strength**

CCS employees have confidence in their leadership and the decisions that are made. They believe they are in strong and successful hands.

**Challenge**

Opportunities exist to strengthen trust and to improve communication. Some people do not understand the process for promoting people leading to perceptions that qualified candidates are being overlooked.

**Supervision**

**Strength**

Overall, employees have rated the quality of supervision as a strength.

**Challenge**

Specific areas for improvement include ensuring expectations are communicated clearly and giving feedback on where people stand.

**Safety and Environment**

**Strength**

Both safety and environment score high in the minds and hearts of employees. They are clearly a cultural priority, with CCS being viewed as an industry leader.

**Challenge**

Many employees believe there is always room for improvement and have made concrete suggestions that should be explored.

**Teamwork**

**Strength**

There is a strong teamwork ethic noted in the favourable comments and it is identified as a critical component to achieve safety, efficiencies and to the overall success of CCS.

Favourable comments on teamwork are pervasive among all operations and divisions.

**Challenge**

Unfavourable feedback about teamwork clustered into the following categories: Teamwork between field and head offices (note: these could be Valleyview or Calgary), internal competition, performance management, leadership and supervision, conflict, growth and organizational structure and individual contributions to teamwork. These comments point to the opportunity to reinforce the development of teamwork as a leadership/supervisory accountability and to determine ways in which teamwork can continue to be one of the defining core competencies of CCS overall as the company grows.

**Communication**

**Strength**

Communication is an area of significant opportunity. Attention needs to be paid to identifying and removing barriers to communication, particularly between head office and field locations.

**Challenge**

People view communication as important and have indicated they want more of it. Many employees commented on the importance of improving timeliness, flow, and distribution of information especially around why decisions have been made. Email can and should be used more effectively as a communication tool.

Communication issues with supervisors center on whether employee opinions matter. Several people indicated the criticism or consequences associated with providing input or opinions are not worth it.

**Personal development and training**

Barriers to ongoing development and training are similar to or supportive of the general comments and themes in the communication and supervisory sections. They are also a reflection of the comments under growth and compensation and benefits.

Consistent themes in this section of comments include: the need to address personal development and training expectations, the link to promotions and the pathways process and the need to ensure time is allocated to training priorities.

**Compensation and benefits**

**Challenge**

Savings/share purchase plan, benefits, compensation and the bonus plan all require more communication to ensure employee understand and are educated about policies, coverage, procedures for reimbursement, competitive compensation practices, etc. Education focused on the total compensation package may improve employee understanding of the relative competitiveness of CCS and its divisions

Competitive salary and hourly rates in the field locations is a consistent theme within compensation

Employees need to be updated and education on bonus plan revisions.

As a place to work overall, CCS Income Trust scored high. CCS Energy scores were a little lower, as noted by the negative median shift, but this seems to be because of people who answered neutrally (14.6% neutral response). Overall, people really like CCS Income Trust as a place to work.

Final Questions - Overall Rating as a Compared to Other Companies

Question	Sub-Header	Count (Total N)	Median	Mode	1	2	3	4	5	Favorable	Neutral	Unfavorable
3 Overall how would you rate CCS/General/Work as a place to work, relative to other companies of which you are familiar?	All Data	460	3.3	3	100%	0%	0%	0%	0%	85.9%	14.1%	0.0%
	CCS Energy	160	4.0	5	100%	0%	0%	0%	0%	82.5%	17.5%	0.0%
	General	340	3.0	3	100%	0%	0%	0%	0%	80.0%	19.0%	1.0%
	Income	2	4.0	4	100%	0%	0%	0%	0%	100.0%	0.0%	0.0%

# IT world - new technical services analyst

*By David Winter*

**C**raig Seidler (at right) from Calgary Alberta, joined the CCS IT department in May 2004. Craig brings five years of helpdesk/technical support experience from one of Canada's biggest banks. Craig is currently completing his bachelor of applied information systems with a major in network management from SAIT. He will be finishing the practicum component of his degree at CCS.

Craig's responsibilities will include technical support, helpdesk, as well as on site field training for CCS users. Please join me in welcoming Craig to the CCS team and watch out for him at a plant or office near you.

## Viruses are among us

*By David Winter*

**W**est Nile is not the only virus we have to worry about this summer. Everyday new computer viruses are being introduced to the internet which causes headaches for companies and individuals around the world.

What is a computer virus? It is a program or piece of code that is loaded onto your computer without your knowledge and running against your wishes. Viruses can also replicate themselves. All computer viruses are man-made. A simple virus that can make a copy of itself over and over again is relatively easy to produce. Even such a simple virus is dangerous because it will quickly use all available memory and bring the system to a halt. An even more dangerous type of virus is one capable of transmitting itself across networks and bypassing security systems.

An interesting fact is that in the last six weeks the CCS corporate mail servers has blocked over 10,000 infected email messages with identifiable viruses and trojans. That's over 350 per day! Without anti-virus software, which helps fight the numerous viruses that are circulating around the world, most companies would not be able to provide email services to their users.


Before opening emails you should ask yourself;

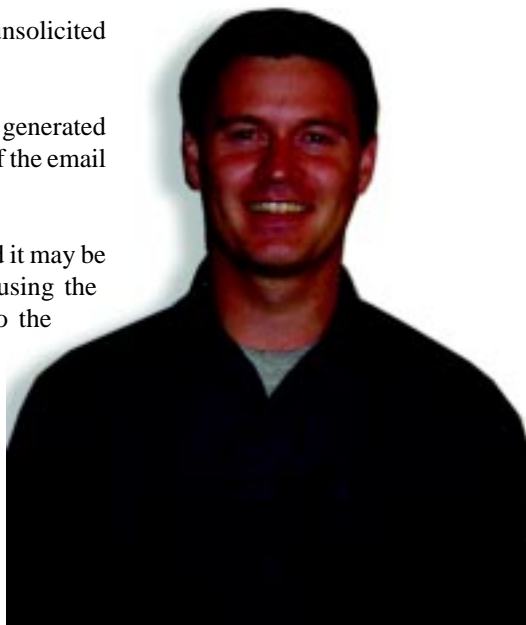
Q: Do I know this person? You shouldn't open an unsolicited email.

Q: Does the email make sense? Most virus emails are generated inserting the company or individual's name into the body of the email to allow mass distribution.

Q: Do you trust the sender? Even if the source is trusted it may be a forged email address. Most email viruses are spread using the victims address book randomly inserting addresses into the 'FROM:' field.

Q: Do I recognize the file extension? If the attachment is not a commonly used extension like '.doc .xls .pdf .jpg .ppt' then DO NOT open the attachment.

If you are unsure whether an email is safe or not, feel free to contact the CCS Help Desk (1-800-427-0747) so we can help determine this. 



**Right: David Winter**

# Marshall update

By Richard Newby

It's that time of year again with the sun shining, the birds chirping and waste moving.

It's been a great start to 2004 with CNRL hauling more and more waste than was first projected. This has really made us a very busy facility with limited room. I think the boys have excellently handled the problem of limited space. Great job guys.

We have also started cell 5 construction. It looks like we should be able use the new cell by July 20. Let's cross our fingers that the rain stays away until then. With the addition of cell 5 it should improve the operational side of things for a couple of months and allow us to worry about all the grass we have to cut before it gets out of control.

We have also purchased a new 721D Case loader that has been a real blessing being that it is one loader size bigger then the current 544H John Deere loader. It also has a couple little features that real help the boys when is gets really busy down in the landfill.

We have also had a couple of additions to the CCS Marshall family with Darren & Melinda Tomlinson having a baby boy named Wyatt Earl Tomlinson. If Bailey and Wyatt are anything like Darren, Melinda is really going to have her hands full. We also had another

addition when Sheldon and Nicole Ganie had a baby girl named Madison Taylor Marie Ganie. This is Sheldon and Nicole's first baby. We would like to wish both Wyatt and Madison all the best and welcome them both to the CCS family.

LeeAnne Harbin has also found the time to take a trip to jolly old England to visit family and friends. She will be leaving on June 26 returning July 17. We will miss her while she is away. But in the interim we have Jill Klassen stepping into LeeAnne shoes while she is having tea and crumpets with the queen. We hope LeeAnne has a great trip and brings us back lots of presents.

And before I sign off I would like to thank and congratulate the Kindersley plant on a great open house. We wish them all the best of luck with their new plant. I would also like to say a good bye to both Tim Johnson and Stan Good. It has been a pleasure working with you both and I hope we can use the tools you gave us to improve ourselves. Thank you and good luck in your future endeavors!

Until next time, this is King Richard sitting high on my sand castle saying good bye.

# CCS Energy Marketing debuts

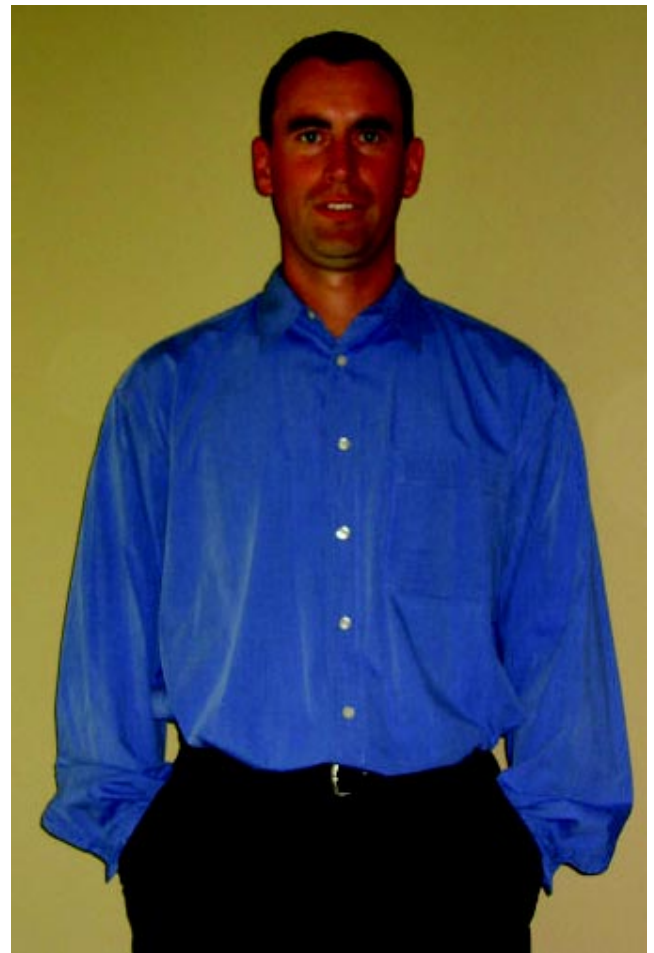
By Garry Smith

CCS Energy Services has a new group! CCS Energy Marketing (CEM) was created in June and will be building a crude oil marketing business to compliment our existing CCS services. CCS has grown to a size that it now can fully take advantage of its network of TRD's and capture additional marketing value through various optimization and arbitrage opportunities. I am in the Calgary office and will be responsible for leading this group. My background includes 12 years of related experience in both production and marketing companies, most recently with Link Energy Canada, but prior to that Alberta Energy Company and Amber Energy.

CEM will be marketing all CCS recovered oil volumes as well as the volumes collected through the waste oil credit program. CEM will also be purchasing some lease volumes from customers moving through our TRD's. CEM will be able to net off any CCS charges to our customers and pay for their crude in one statement, thereby creating further efficiencies for our customers and speeding up our receivables. CEM will also provide real-time pricing information for internal purposes (accruals, budgets, project economics.)

In the past, there have been many instances where smaller producers have delivered oil to our facilities and asked if CCS could just buy their oil. The answer to this question then was no, but clearly now, the answer is absolutely! Thanks to Pat Nyuli for a lead on CEM's first new lease purchase customer at Big Valley! Everyone is encouraged to help promote our new business and if you have any questions, please feel free to give me a call at (403) 231-8441.

Below: Garry Smith



# Plant #8 Mitsue / Slave Lake update

by "Honest" Ray Juneau

Things are finally starting to green up as the spring and winter season was desperately trying to hang on longer than usual. This was great for revenue as the producers in the area had a little longer to drill and look after the waste byproducts generated with this activity. On the negative side of things many of the fruit trees that I had planted, sang to and caressed daily to hopefully make root and flower like the ones you see in the Hole's greenhouse book, croaked. Yes you read right . . .sang to. Now if any of you have ever had the chance to here me sing you'll probably know why my trees died. Like some of the contestants from Canadian Idol, I do think I'm great so I'll just plant a hardier tree like willows or something so that I can continue to pursue my singing.

It's a great time of year with everything being fresh and clean and of course . . .CAR SEASON. It's a rush to pull the cover off the rod and fire it up for that first cruise of the year. A couple of shows are planned for our area so we are planning to take part in these. It's a great time for the family as there are usually many different activities planned for everyone. I asked my 10-year-old son Ryan if he was going to ride with me to Athabasca again this year. You see, it's kind of a ritual for a few of us motor heads to get together with eight to 10 cars and drive over for the day. My Beaumont doesn't have a stereo in it for a couple of reasons;

1. I love the sound of the motor and
2. I am such a great singer. . .I don't need one.

On the last trip over, a couple of Ryan's buds wanted to ride in our car so I said sure. When asked if I had a stereo I perked right up and offered a tune to the unsuspecting little guys.

I started my first set with Bony Maroney. I couldn't figure out where everyone went when I looked in my mirror and didn't see anyone. I knew that at 70 MPH they couldn't jump. They kind of slithered under the floor mats. I knew however that it was probably the choice of the song so I finished with my rendition of Oh Canada Ozzy style. I got to practice all the way home by myself. I think back and chuckle as Ryan had this horrific look on his face when I overheard one of his friends ask him if I really thought that I could sing. He came right out and said that his dog sounded better when the train went through town. I was crushed! To this day when he comes over to the house he gives me a sideways look.

All jokes aside, things at plant 8 and 18 are smoking right along. Crystal Twa, formerly of Coronation, has taken over the plant administrator responsibilities and I'm very pleased with being able to work with Crystal on a daily basis. Great to have you as part of our team, Crystal.

With the TRD side of things increasing we have also brought on an additional operator by the name of Mike Snow. Mike is familiar with the oil patch as he was previously involved with the service rig industry. Mike has proven to be a true asset to our team and we all look forward to working with Mike long-term. Last but not least, we have plant #18 (Mitsue landfill) with Herb Ey and a new addition by the name of Rick Kemple. These guys have spun things around and the landfill looks great. Of course we have our marketing representative, Brent Douglas, who needs a pat on the back for increasing our numbers as well. We sometimes forget to mention our marketers as they are like mice at times. Often heard but not seen. These people put on a lot of miles and make many calls to clients that we sometimes are not aware of.

All the staff of plants 8 & 18 are to be commended for the continual improvement that they strive for. The plant is regarded as one of the nicest in the industry and the pride shows not only in the appearance but in the awe that it leaves on many of our customers faces when they arrive for a tour of our facility.

Most recently, the famous "Grumpy" Neil Price was at our plant to head up the construction team to install a state of the art VRU (vapor recovery unit). Neil came through as always with a great looking project being completed on time. We have a fairly constricted area to work with so projects such as these are no easy feat for our engineering and construction group. Thanks to Frank, Myron, Neil and everyone that was involved.

One can hardly believe where CCS has come from to the greatness of the company that it is today. Kudos to visionaries like Dave and the rest of the executive team for the outstanding performance we have been able to experience. For that we salute you all and wish everyone a fun and healthy summer. You all know our number if you're in or around Slave be sure and call as the coffee and hot dogs are always on. Cheers! 🍷

# 16<sup>th</sup> annual Jim Ens golf tournament rocked!

By Brandi Bugera

It was a gorgeous day on May 27<sup>th</sup> at Wolf Creek Golf Resort in Ponoka, Alberta – our 16<sup>th</sup> Annual Jim Ens Memorial Golf Classic kicked off with buses arriving for registration at 9AM. By 11AM approximately 180 golfers were taking over the greens!

At the end of the day, David Werklund along with Michael, Lyn and Rose Ens were all very proud to present a cheque in the amount of \$47,000 to Ms. Marilee Littmann of the Canadian Cancer Society. That is an increase of \$15,000 from last years tournament!

A special thanks to someone who is integral to this event – Mr. Dale Fittes. Dale has been organizing the teams and juggling the many people at our annual tournament for a long time. His formulated spreadsheets and easy going attitude make him an absolute pleasure to work with. He has helped make this tournament the success it is today. We really could not do it without him! Thank you Dale.

I said this last year and I'm going to say it again – this tournament **could not** happen without the volunteers, hole sponsors and individual players. Thank you once again to everyone who assisted, sponsored or played in the 2004 tournament. A special thank you also to those foursomes that got a little creative for their team photos!

Most creative pose winners!



# Kindersley update

By Lori Lambden

It has been very steady here at Kindersley. On June 17, 2004 we had our grand re-opening. We had over a hundred people attend the awesome day. The weather was great (no wind). Thanks to Dave Werklund, Brian Blatter, Greg MacPhee, Gary Perras and Brian Johnson for making the trip from Calgary to join us. I would also like to thank our southern area for the gift and for coming. Last but not least, thanks to Brett Murrell for your help in organizing the big event.

We would like to say good-bye to Tim Johnson who is leaving us. It has been a pleasure working with you. We wish him all the best in his new endeavors.

member to the CCS team having been here for three months. Front row left to right. Mike Cullen, operator, has been with the company for one year. Lori Lambden, plant administrator, has been with the company for two and a half years. Duane Kozicki, operator, has been with the company for two and a half years. Duane is married with one boy.

Back row left to right: Charlie Schell, plant manager, has been with the company for thirteen years. Charlie is married with two boys. Brett Murrell started at Unity in 2000 as an operator. In April 2003 he became the SE marketing representative. Chris Halter, operator, started out in Unity as a summer student in 2000 and then became full time in 2002. On June 1, 2004 he transferred to Kindersley. Nick Gilbert, operator, is the newest

# CCS Lindbergh update

By Clark Sittler and Wade Krider

Hello everyone from Lindbergh. Things are a little slower around here than usual disposing of 600 – 700M3/day. This gives us time and a chance to catch up on the little things around the plant so that everything keeps running smoothly.

We also have Paul Prefontaine (donkey) back again this summer helping us out covering holidays, painting and just about anything else we can think of.

The cavern wash is still making space with a total of approximately 131,000M3 wash to date. This space has not come without some headaches though. When the river started to move and break up it pulled stones into the river sump and wore out the pumps quickly. I guess it is all a part of learning a new process and a hard learning curve. Next year we will probably shut the wash down through break up and do our maintenance.

Speaking of hard learning curves . . . the centrifuge has not exactly been a bowl of roses either. In March and April, after months of

struggling, we finally started to get the machine lined out and producing oil. We were so proud, and I think even let our heads swell just a little bit, that we were disappointed when the oil in the cavern started returning dirty and forced us to stop. Barry Ewanowich has now been looking at hydrocyclones that will pre-clean the oil before it gets to the centrifuge. We are really hoping this works and we can start cleaning oil again.

One last quick note is that we will be drilling into L1, which is a cavern that CCS has purchased from Windsor salt, our next door neighbor. Precision Drilling will have one of their biggest rigs on probably one of the smallest leases that they have ever worked on, so it should be an interesting sight. I will try and get some pictures for the next *Sequel*.

Other than that everyone is enjoying the summer fishing, camping and golfing. Bye for now and Lindbergh wishes everyone a safe and happy summer.

# Plant 14 – Unity

By Char Halter

It finally feels like we can write the summer edition to the Sequel. School is out, the sun is shining and it finally feels like lake (golf for Dale) weather. Definitely time for summer vacation.

Things are running the same as usual at the cavern. The waste and maintenance is as consistent as usual and purring along just fine. Upcoming projects include a new cavern well into cavern 1 and a new boiler building.

We have had a few changes and would like to wish Chris Halter good luck with his transfer to our Kindersley facility and welcome Trevor Borden from our Fox Creek facility. We would also like to wish the best of luck to our fearless leader Tim Johnson. You will be missed by all here at the cavern. Stop by and barbecue anytime!

Hope everyone has a great summer, and stay safe.

# Plant 23 update

By Kyla West

CCS Rocky has had its busiest year ever, with estimated high volumes for the rest of the year. With construction of our new cell starting in the beginning of May and our constant flow of trucks, our new cell will be completed just in time. The team at plant 23 would like to congratulate Robert Menzies on his promotion to senior landfill operator. Rob has been at the Rocky facility for two years and has shown great dedication to CCS and his team.

Wishing you all a great summer.



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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 the Concord team:

Connie Wilson, HR/admin assistant in our new Whitecourt office. Connie will be assisting with recruitment, training and crew control along with accounts payable duties. Connie lives in the Whitecourt area with her two children, Ty and Dusty-Lynn.

Roberta Kreiser, receptionist in our Grande Prairie office. Roberta assists with all administrative duties on a relief and overflow basis.

Laurie McInnes, HR assistant in our Blackfalds office. Laurie does recruiting, orientation, training and assists operations with crew control. Laurie comes to us from one of our competitors. We are very sorry for their loss, but sure glad to have her!

Trudy Grimson, HSE assistant in Blackfalds office. Trudy will assist the whole HSE department but will largely administer the modified work program and safety/service awards. On top of this, Trudy will be an assistant to Lonnie Campbell – now there's a job! But Trudy's up to it . . . she's done it before in their "previous life" at one of our competitors.

Jim Fraser, transportation safety coordinator temporarily located in our Blackfalds office but will soon relocate to our Acheson office. Jim comes to us with extensive experience in the oilfield transportation and safety field. He will be charged with the duty of ensuring driver and commercial vehicle compliance with all provincial and federal rules and regulations.

Kristina (Tina) Andiel, CA, assistant controller, Calgary. Kristina comes to us with a wealth of knowledge and an eagerness that is unmatched, (not to mention her pleasant and fun loving personality). Tina lives in Calgary and is hoping to learn how to spend free time all over again!

## We bid so long to . . .

Trish Carleton, HR assistant in our Blackfalds office. Trish has chosen love over Concord and is getting married to Dave and moving to Ft. St. John. Yes, I did say Ft. St. John! We have become very fond of Trish's laughter and warmth and will miss her very much. Email her at: tacarleton@shaw.ca

## Congratulations to:

Mr. & Mrs. Wes Schallock on the much anticipated arrival of Chloe Ann Marie on April 13, 2003 at 4:57 a.m. Chloe weighed 9 lbs 14 oz and is a sister to Kaley and Kendra

Darryl and Rachel Snethun welcomed Matthew Michael Snethun on June 3, 2004 at 11:42 a.m.. Matthew weighed in at 8 lbs 10 oz.

Brenda Davis, HR/admin assistant – Grande Prairie on receiving her register professional recruiter (RPR) designation. Brenda's constant learning has made our department much stronger and more efficient.

## Sincere sympathy . . .

Concord Well Servicing extends its sincere sympathy to the crew of rig #4 based out of Grande Prairie. Rig #4 lost their operator, Greg Welsh, to a fatal motor vehicle accident. Greg leaves to mourn his wife, Tammy, his parents, siblings and extended family and friends. Funeral services were held in Grande Prairie on Thursday, July 1, 2004 and a service was also held in Newfoundland the week of July 5, 2004.

## Wedding bells . . .

Steve Howard, operator, rig #48, and Jessica Mummery will be entering nuptials in Kimberly on September 4, 2004.

Michelle Morin, payroll administrator, Valleyview, and Steve Gervais are "securing the ball and chain" on July 3, 2004. They will be honeymooning in warmer climates in the winter.

Brent Lea-Wilson, purchasing assistant, Acheson, and Dana Ewaniuk will be sharing the first day of the rest of their lives on July 10, 2004 in Edmonton. They will be honeymooning in Fairmont.