



## Thermal and Acoustical Insulation and Metal Fabrication

- ✓ Piping, Equipment, Vessels, Tanks, Ducting
- ✓ Custom Fabrication – Removable Instrument Boxes, Valve Covers, Insulation Blankets
- ✓ Gore Ells & Heads

## Plant Maintenance

- ✓ Insulation & Cladding
- ✓ Removable Valve Covers & Boxes
- ✓ Project Consulting
- ✓ Asbestos Removal
- ✓ Siding Removal & Installation
- ✓ Tracing & Fireproofing
- ✓ Tank Roof Repairs
- ✓ Metal Building Erection & Repair
- ✓ Eavestroughs and Downspouts

## Tracing

- ✓ Steam & Glycol Tracing Supply and Installation

## Asbestos Removal

- ✓ Project Planning
- ✓ Hot or Cold Removal
- ✓ Encapsulation

## Firestopping

- ✓ Electrical Conduit & Cable Tray
- ✓ Mechanical Penetrations

## Cladding

- ✓ Exterior Wall & Roof Systems
- ✓ Boilers, Precipitators, Stacks
- ✓ Utilidors



**N**orthern Industrial Insulation is a wholly owned subsidiary of The Churchill Corporation, which is a publicly owned company trading on the Toronto Stock Exchange as CUQ. Northern operates without union affiliations, primarily in western Canada, and is a proud member of the Merit Contractors Association. We are a Certificate of Recognition Holder in the Partners in Injury Reduction Program, and are an ardent supporter of the Alberta Apprenticeship Program.

## Vital Statistics

Founded 1984  
Year of Incorporation 1988, Alberta  
Parent Company—The Churchill Corporation

## Locations

### Edmonton (Main)

17408 - 106A Avenue  
Edmonton, AB T5S 1E6  
Phone (780) 483-1850  
Fax (780) 484-0004  
Contact Sheldon Dobish  
Senior Vice President

Website: [www.northern-insulation.ca](http://www.northern-insulation.ca)  
Email: [sheldon.dobish@northern-insulation.ca](mailto:sheldon.dobish@northern-insulation.ca)

### Bonnyville

Phone (780) 826-6110  
Fax (780) 826-6236

### Calgary

Phone (403) 243-3391  
Fax (403) 243-3392

### Fort McMurray

Bay A, 225 MacDonald Crescent  
Fort McMurray, T9H 4B5  
Phone (780) 714-6557  
Fax (780) 791-5934

## Bonding

AXA Pacific, through  
Aon Reed Stenhouse Inc.  
900 Merrill Lynch Tower  
Edmonton, AB T5J 0Y2

Andre Giasson, (780) 423-9801  
Bonding Available

## Insurance

Aon Reed Stenhouse Inc.  
900 Merrill Lynch Tower  
Edmonton, AB T5J 0Y2  
Barb Courtney, CCIB (780) 423-9801

See Certificate of Insurance for coverage  
Details.

## Banking

HSBC  
407—8th Avenue, SW  
Calgary, AB  
Peter Borsos Phone (403) 693-8575



# KEY PERSONNEL

**Sheldon Doblsh, C.E.T.    Senior Vice President**

Mechanical Engineering Technologist  
With Northern since 1987, estimating and managing projects up to \$17,000,000.

Projects include Amoco at Wolf Lake, Primrose and Empress.

Training includes, but is not limited to:

- Leadership for Safety Excellence
- WHMIS Train the Trainer
- Supervisor Training in Accident Reduction Techniques
- Project Management Certificate

**Andrew Buchanan, C.E.T.    General Manager**

An Engineering Technologist, and with Northern since 1996, Andrew has bid and managed projects up to \$10,500,000, and is responsible for the Edmonton project management and estimating department.

Training includes:

- Leadership for Safety Excellence
- Occupational Health & Safety for the Asbestos Worker
- Project Management Certificate

**Iain Maskell**

**Project Manager / Estimator & Journeyman**

Over 27 years of construction experience with the last 15 in Industrial Insulation and Asbestos Abatement.

Training includes:

- Journeyman Brick/Stone Mason
- N.I.O.S.H 7400A PCM Fiber Analysis for Asbestos
- Asbestos Hazard Management in Commercial Building
- Recognized Trainer Alberta Asbestos Exposed Worker Certification
- Project Management Certificate

**Jeff Bassani**

**Project Manager / Estimator**

An Engineering Technologist, Jeff has been with Northern since 2002. Jeff estimates and manages projects out of the Edmonton office.

Training includes:

- Construction Engineering Technology
- Leadership for Safety Excellence
- Occupational Health & Safety for the Asbestos Worker
- Effective Project Management and Project Management Certificate

**Martina Steinhilber,  
C.E.T.**

**Project Manager / Estimator**

Martina has been working with Northern as an Estimator since 2006. After completing a Construction Engineering Technology Diploma from NAIT in 2005, she gained experience working as a project coordinator in the construction industry. In 2007, Martina finished a Project Management Certificate course.

## KEY PERSONNEL

### **Trent MacDougall**

#### **Project Manager / Estimator**

Trent graduated with honors from NAIT in the Chemical Engineering Technology program in 2004 and has been working as an Estimator with Northern since May of 2007. He has also completed his 4th Class Power Engineering Part A and has developed a strong aptitude in the area of computers. Trent just recently finished his Project Management Certificate.

### **Gary Jolicoeur**

#### **Manager of Safety and Loss Prevention**

With 30 years experience in the insulation field, Gary provides corporate and site safety services, safety training and site audits. Gary is a Journeyman Insulator, a Construction Safety Officer (CSO), Certified Health and Safety Auditor (CHSA), and a Certified Health and Safety Consultant (CHSC).

### **Oksana Gunderson, B. Comm.**

#### **Human Resources Manager**

With Northern since 2004, Oksana is responsible for all matters regarding human resources. Training includes a Degree in Bachelor of Commerce from the University of Alberta and HR Courses from the Grant MacEwan University. She is a member of several HR and Management Associations, including HRIA, HRMAE and IPMAIGP. She continues to pursue her HR education and CHRP designation.

### **Wayne Letersky**

#### **Business Development Manager**

With 28 years sales experience including mechanical and commercial insulation. Wayne is responsible for building and maintaining business relationships with our clients.

### **Stephanie Lindsay**

#### **Project Administration Assistant**

Stephanie started with Northern in April 2006 as a Site Administrator on the Long Lake Project. In January 2007 she moved into our head office and is now assisting our team of Project Managers. Stephanie has completed a NAIT Certificate of Project Management in 2009.

### **Clarisa Schmidt**

#### **HR and Safety Assistant**

Clarisa joined our team in April 2010 as our HR and Safety Assistant. She brings several years experience in both related fields. Having taken the Human Resources Management Course at Grant MacEwan University and several safety courses through the ACSA, she continues to advance her knowledge in both, looking to obtain her HR Management Certificate and CSO designation.

### **Wayne Siffledeen, C.E.T.**

#### **Project Manager / Estimator**

In his current role, Wayne has been focusing on industrial construction projects since graduating as a Mechanical Engineering Technologist in 2007. He has worked on a wide range of industrial construction projects in the oil and gas sector. Wayne has also completed the Project Management course receiving certificates in both leadership and management. He started with Northern in October 2009.

## KEY PERSONNEL

### **Yvonne Falk**

#### **Branch Administrator**

Yvonne joined Northern Industrial Insulation in April 2010, and supports our Team in administration and general office functions. She has over 20 years experience in the area of customer service, project planning, training and HR functions.

### **Lance Glesbrecht**

#### **Project Manager/Estimator**

Lance graduated from NAIT in April 2010 with a Diploma in Mechanical Engineering Technology, with the chosen stream of Manufacturing. He has been with Northern since May of 2010 and has over 8 years experience in industrial and manufacturing environments. His training includes ASET Certification (Technologist in Training), forklift operator Certification, and 2<sup>nd</sup> Year Apprentice Fire proofer.

## KEY PERSONNEL

### **Al Ricard**

#### **Field Superintendent & Insulator**

Supervises insulation maintenance, siding and asbestos removal projects to an annual value of \$3,000,000. First hired in 1989, he has been in charge of the same project since 1995.

### **Blaine Lemke**

#### **Field Superintendent & Journeyman Insulator**

Supervises maintenance contract to annual value of \$5,800,000+. With Northern since 1993, and running the same contract since 1994.

### **Darrell Hunt**

#### **Field Superintendent & Journeyman Insulator**

With Northern since 1995, Darrell supervises new construction and maintenance projects in the Ft McMurray area.

### **Dave Powers**

#### **Field Superintendent & Journeyman Insulator**

First hired in 1987, Dave supervises maintenance contract to annual value of \$1,800,000+. He also has experience leading asbestos removal projects and has been in charge of the same project since 2002.

### **Keith Cook**

#### **Field Superintendent & Journeyman Insulator**

First hired in 1993, Keith has extensive experience leading projects up to \$17,000,000, including Amoco Primrose/Wolf Lake projects, Harmattan Gas Plant, and Amoco Empress. Keith has also been supervising our Wolf Lake Maintenance contract for over 6 years.

### **Joe Cardinal**

#### **Field Superintendent & Journeyman Insulator**

Apprenticed through Northern in a wide variety of locations, Joe was first hired in 1994. Joe has experience leading new construction projects up to \$7,400,000.

### **Tom Simon**

#### **Field Superintendent & Journeyman Insulator**

On board since 1994 and apprenticed through Northern in a wide variety of locations, Tom has supervised new construction and tracing projects to \$6,300,000.

### **Marlo Cymbaluk**

#### **Field Foreman, Asbestos Removal Foreman & Journeyman Insulator**

With Northern since 1994, Marlo has extensive experience leading asbestos removal and siding projects.

## SELECTED PROJECTS FOR REFERENCES

<b>SUNCOR ENERGY INC., Firebag Stage 1&amp;2</b>	2002 - 2006	\$8,600,000
Flint Energy Services, Ltd.		
Daren Noble (Cord Projects Ltd.)		(780) 456-5516
<b>PLANT MAINTENANCE, SHUTDOWNS &amp; ASBESTOS REMOVAL</b>	1991 - Present	Up to \$1,500,000 / year
Sherritt International		
Rick Koroluk		(780) 992-7741
<b>PLANT MAINTENANCE &amp; SHUTDOWNS</b>	1985 - Present	Up to \$ 5,800,000 / year
Imperial Oil Strathcona Refinery		
Arthur Hampson		(780) 449-8809
<b>PLANT MAINTENANCE, SHUTDOWNS &amp; ASBESTOS REMOVAL</b>	1994 - Present	Up to \$2,800,000 / year
Agrium Redwater, Sherritt Redwater 1994-1997, Caresland, Fort Saskatchewan 1997-Present		
David Rasmussen		(780) 998-6166
<b>ENCANA FOSTER CREEK</b>	2005 - 2006	\$2,000,000
Triton Projects		
Gord Ehrenlechner		(780) 485-6700
<b>CNRL Wolf Lake</b>	2007 - 2008	\$5,225,000
Expansion Phase IV		
Dave Klippenstein		(403) 386-5502
<b>WOLF LAKE MAINTENANCE</b>	2004 - Present	\$1,400,000/year
Canadian Natural Resources Ltd.		
Dale Boychuk		(780) 826-8153

# PARTIAL LIST OF COMPLETED PROJECTS

PLANT MAINTENANCE/SHUTDOWNS			
CUSTOMER	OWNER	JOB NAME	VALUE
Agrium	Agrium	Redwater, Fort Saskatchewan Plant Maintenance and Shutdowns 1997 to Present	17,000,000
Alberta Envirofuels Ltd.	Alberta Envirofuels Ltd.	MTBE Plant Maintenance 1993 to 2004	1,780,000
CNRL	CNRL	Wolf Lake & Primrose Maintenance 2004 to Present	7,400,000
Imperial Oil Limited	Imperial Oil Limited	Strathcona Refinery Maintenance & Shutdowns 1985 to Present	33,100,000
Imperial Oil Resources Ltd	Imperial Oil Resources Ltd	Battle River Area - Maintenance 1991 to 1997	2,091,000
Nexen	Nexen	Long Lake Pilot Plant Maintenance 2003 to 2009 and Construction 2003	2,700,000
CNRL	CNRL	Horizon Upgrading Maintenance, 2008 to Present	3,100,000
Sherritt	Sherritt	Fort Saskatchewan - Maintenance & Shutdowns 1991 to Present	15,000,000
Westaim, Umex, ThioPet	Westaim, Umicores, ThioPet	Fort Saskatchewan Plant Maintenance 1997 to Present	747,000
NEW CONSTRUCTION & OTHER PROJECTS			
CUSTOMER	OWNER	JOB NAME	VALUE
Flint Energy	Suncor	Firebag Phase 1, 2	8,600,000
Ledcor Industries	Imperial Oil	Mahkeses 2002/2003	1,400,000
Triton Projects	Nexen Petroleum Canada	Long Lake Pilot Plant	950,000
PCL Industrial Construction	BP Resources	Wolf Lake 2	950,000
Esso Resources Canada Ltd.	Esso Resources Canada Ltd.	Steam & Production Lines - Phase 5 & 6	715,000
Blue Ridge Lumber (1981) Ltd.	Blue Ridge Lumber (1981) Ltd.	Medium Density Fiberboard Plant	350,000
The SNC Group	Husky Oil Company	PSA Vessels	350,000
Strathcona Mechanical	University of Alberta	Tunnel Project	330,000
Westcoast Energy	Westcoast Energy	McMahon Plant Insulation	6,500,000
PCL Industrial Constructors	Dow Chemical Canada	Poly Train #2, 9501, Furnace 9503, Misc. Train II Repairs	1,600,000
Colt Engineering	Amoco Canada Petroleum	Primrose & Wolf Lake Construction 1994 to 1998	17,195,000
TransCanada Midstream	TransCanada Midstream	Harmattan Gas Plant Expansion	2,100,000
Delta Hudson Engineering	TransAlta @ Dow	Cogeneration Insulation & Siding	900,000
Pengrowth Corporation	Pengrowth Corporation	Judy Creek Gas Plant Asbestos Removal	122,000
Japan Canada Oil Sands	Japan Canada Oil Sands	Hangingsstone SAGD Plant	414,000
Nova Chemicals	Nova Chemicals	Acoustical E1/E2	750,000
Delta Hudson	BP/Amoco Canada Petroleum	Empress Phase V	2,900,000
CNRL	CNRL	Primrose and Wolf Lake 3 Projects	1,481,000
Nova Chemicals	Nova Chemicals	E1 Shut Down, Amlne Treating, Acoustical 01/02 Shutdown	1,866,271
Ledcor Industries	Suncor	Firebag Modules	5,500,000
Delta Hudson Engineering	PanCanadian Petroleum Ltd	Strathmore Co Generation Electrical Tracing & Insulation	1,100,000
GWS Engineering	Williams Energy (Canada) Inc	Piping, Equipment & Siding - Redwater	1,341,298
AEC Oil and Gas	AEC Oil and Gas	Foster Creek Phase I	2,344,967
Agrium	Agrium	Asbestos Siding Replacement	936,552
CNRL	CNRL	Wolf Lake 4	5,600,000
HJB Fabricators	Petro-Canada	Mackay Modules	1,316,000
Various	CNRL	Horizon Construction	3,600,000

# Partnerships IN INJURY REDUCTION

This certificate recognizes that

**NORTHERN INSULATION CONTRACTING INC.**

In keeping with the principles of *Partnerships* has:

- developed and implemented an occupational health and safety program and,
- met the standard for *Partnerships* through an independent evaluation of their health and safety program.

*R. Kostuk*

Alberta Construction Safety Association  
Certifying Partner

Certificate # 20100512-5042  
WCB Industry Code(s): 42184

*D. Clarke*

Dan Clarke  
Government of Alberta

Expiry Date: March 12, 2013

Alberta

Certificate  
of  
Recognition

# Partnerships IN INJURY REDUCTION

This certificate recognizes that

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- developed and implemented an occupational health and safety program and,
- met the standard for *Partnerships* through an independent evaluation of their health and safety program.

*R. K. Kelle*

Alberta Construction Safety Association  
Certifying Partner

Certificate # 20100312-5041  
W/CB Industry Code(s): 42184

*Dan Clarke*

Dan Clarke  
Government of Alberta

Expiry Date: March 12, 2013

**Alberta**

Certificate  
of  
Recognition



ALBERTA  
EMPLOYMENT AND IMMIGRATION

Office of the Minister  
MLA, Dunvegan-Central Peace



AR 51112

August 27, 2009

Ms. Holly Connolly  
Northern Industrial Insulation Contractors Inc.  
8525 Davies Road  
Edmonton, AB T6E 4N3

Dear Ms. Connolly:

Congratulations. Your company has been selected for a Work Safe Alberta 2008 Best Safety Performer Award for exceptional performance in workplace health and safety.

Of Alberta's 160,000 employers, approximately 700 earned this award. For WCB account # 244211 in Industry # 42184 (Mechanical Insulation - Install/Svce.), you have met the following criteria for employers with less than 40 person years:


- A current Certificate of Recognition (COR) or a Partner in good standing under the *Partnerships in Health and Safety Program*.
- 60 consecutive person years with no disabling injuries in the most recent years.
- No work related fatalities in the previous three years, and no outstanding compliance orders under Alberta Occupational Health and Safety (OHS) Legislation.
- No violations of the *OHS Act* in connection with any incident investigated by Alberta Employment and Immigration during the past two years.
- Not currently being prosecuted for a violation under Alberta's OHS Legislation.

With this award, you are granted the privilege of using the "2008 Best Safety Performer" logo on your company literature. To obtain the logo, please visit our website at:

<http://employment.alberta.ca/bp2008>

Thank you for your ongoing commitment to the health and safety of Alberta's workers. This is a most significant achievement – and you have every right to celebrate!

Sincerely,

  
Hector Goudreau  
Minister, Employment and Immigration  
MLA, Dunvegan – Central Peace

  
Tim Bennett  
Chair  
OHS Council

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presented to

# Northern Industrial Insulation Contractors Inc.

In recognition of exceptional performance in workplace health and safety.

  
\_\_\_\_\_

Minister,  
Employment and Immigration

**Government  
of Alberta**

  
\_\_\_\_\_

Chair,  
Occupational Health and Safety Council

Industry 42184  
Mechanical Insulation - Install/Svce.



ALBERTA  
HUMAN RESOURCES AND EMPLOYMENT

Office of the Minister  
Minister responsible for Personnel Administration Office  
M.L.A. Athabasca - Redwater

July 28, 2006

Northern Industrial Insulation Contractors Inc.  
Att: Mr. Sheldon Dobish, Vice President  
17408-106A Avenue  
Edmonton, AB T5S 1E6

Dear Mr. Dobish:

We are pleased to inform you that you have been selected for the *Work Safe Alberta 2005 Best Safety Performer Awards* for exceptional performance in workplace health and safety.

Of Alberta's 128,000 employers, approximately 350 earned this award. For WCB account # 335222 in Industry Code # 42184 (Instal/Service-Mechanical Insul), you met the following criteria for employers with 40 or more person years:

- A current Alberta WCB account.
- A current Certificate of Recognition.
- A lost time claim rate (LTC) less than 2.0 LTCs per 100 person years, a LTC rate 40% better than your industry's LTC rate, no LTCs in the most recent 120 consecutive person years of employment, and no more than one additional LTC per each additional 120 person years.
- No workplace related fatalities in the previous three years.
- No outstanding compliance orders under the *Alberta Occupational Health and Safety (OHS) Act* and no current prosecution for a violation.

With this award, you are granted the privilege of using the "2005 Best Performer" logo on your company literature. To obtain the logo go to: [www.whs.gov.ab.ca/05bestlogo](http://www.whs.gov.ab.ca/05bestlogo). You will be recognized as a 2005 Best Safety Performer in a provincial news release, in the Occupational Health and Safety Magazine, on the department's Workplace Health and Safety website - [worksafely.org](http://worksafely.org), and in Work Safe Alberta ads in select daily newspapers. Your award certificate is enclosed.

Thank you for your ongoing commitment to ensuring the health and safety of Alberta's workers. Congratulations and best wishes for the future!

Sincerely,

Mike Cardinal  
Minister  
M.L.A for Athabasca-Redwater Constituency

Patricia Whiting  
Chair of the OHS Council

Enclosure



**MEG ENERGY CORP.  
KIEWIT  
WORLEYPARSONS MEG**

1001 - 1<sup>st</sup> Street SW  
Calgary, Alberta, Canada T2G 5G3  
Telephone: +1 403 608-6300  
Facsimile: +1 403 451-7765  
Web: megworley.com

March 13, 2007

Ref: 085342

Northern Industrial Insulation Contractors, Inc.  
17408 - 106A Ave.  
Edmonton, AB T5S 1E6

Attention: Andrew Buchanan  
Operations Manager

Dear Andrew:

**RE: MEG Energy Corporation - Christina Lake Regional Development Project - Phase I**  
Job Number 085342  
3000 BPD SAGD Early Production Facility

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I would like to express my gratitude to you and your organization for a job well done on the Christina Lake Regional Development Project, Phase 1 pipeline insulation. Your people performed very well and were a pleasure for all of us to work with. You can use me as a reference anytime and I highly recommend your organization to anyone.

Thanks again and I hope to see you on another project very soon.

Sincerely,

**KIEWIT / WORLEYPARSONS MEG JV PARTNERSHIP**

Larry R. Daughtry  
Deputy Project Manager

Cc: Eric Gagne

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# Memorandum

Date: 30 July 2009 cc: Linda Serink, Derrick Petrushko  
To: Pat Hlushak  
From: Alex Joyes  
Subject: Northern Insulation Contractor Audit

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As part of the Contractor audit process, on 29 July Derrick Petrushko, Linda Serink and Alex Joyes met with Al Ricard to discuss Northern's Health & Safety and Training systems. During the audit, Mr Ricard demonstrated satisfactory knowledge and understanding of Northern's various policies as they apply to health, safety and training of their employees. It is evident that Northern has adequate, if not excellent systems, either in place or under continuous development that will ensure compliance with Agrium as well as COR requirements.

Mr Ricard spoke knowledgeably about Northern's various programs and policies and it was clear that he, and Northern Insulation, value the training and development of their employees, as well as their health and well-being. This was evidenced in particular by their rehabilitation policies and their novel approach to rewarding employees for safe work practices. The auditors noted no obvious deficiencies in Northern's systems, and recommend, as follow up, that they continue to develop and enhance their training and safety systems.

Derrick and Alex also had the opportunity to discuss Northern's policies and systems with Marlo Cymbaluk (supervisor), Anastacio Andoy and Terry Meyers (insulators). Terry and Anastacio demonstrated appropriate understanding and knowledge of Northern as well as site policies, and proved to be conscientious employees, interested in safe work practices. Both men were acknowledged and thanked for their participation, and were encouraged to continue to work safely.

The contents of this memo, and the auditors' recommendations have been reviewed with Mr Ricard.

Overall, a very good performance on this audit.

Page 1 of 1

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**Imperial Oil**

**Imperial Oil  
Products and Chemicals Division  
P.O. Box 1020  
Hwy 16A East & 34 Street  
Edmonton, Alberta,  
Canada T5J 2M1**

**D. K. Barrett  
Manager  
Strathcona Refinery**

**MARCH, 2005**

**Northern Industrial Insulation  
17408 - 106A Avenue  
Edmonton, AB  
T5S 1E6**

**RE: RECOGNITION OF SAFETY LEADERSHIP - STRATHCONA REFINERY**

**Dear: Mr. Sheldon Dobish**

**I am pleased to advise that the Strathcona Refinery Contractor Safety Committee has recognized Northern Industrial Insulation for improvement in safety leadership at Strathcona Refinery.**

**The committee would like to commend you and your staff for your dedication to safety in your work at Strathcona Refinery.**

**Your excellent safety meetings, job observations and demonstrated safety management in the field were hi-lited by the committee as excellent examples of the high level of commitment to the safety program by your staff.**

**Thank you for your continued support, and please pass along our commendation to all your staff.**

**Yours truly,**

  
\_\_\_\_\_  
**John Critchley  
Site Contract Coordinator  
Strathcona Refinery**

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June 25, 2009

Northern Industrial Insulation Contractors Inc.  
17408-106A Avenue  
Edmonton, Alberta  
T5S 1E6

Sherritt International has been doing business with Northern Industrial Insulation Contractors Inc. for a number of years. Our department has worked closely with them in the capacity of safety and hygiene. They have been exceptional participants in our site health and safety programs and their site supervision has demonstrated a high level of professionalism and expertise in the area of health and safety. He has been an asset to our organization in providing insulation services as well as providing support in the site asbestos removal program and handling of refractory ceramic fiber practices.

Northern insulation provides a proactive approach to project challenges and we appreciate their ability to manage project restrictions and we look forward to continuing to work with them on future projects.

Sincerely,

Nancy Fedyniak, CRSP  
Senior Health and Safety Advisor

Candy Wagner, ROHT  
Health and Safety Advisor, Hygiene

*Unmodified scanned image of the original document*



October 23, 2008

Northern Industrial Insulation Contractors, Inc.  
17408 106A Avenue  
Edmonton, AB T5S 1E8

RE: Thank you

Dave Powers,

We would like to take this moment to thank Northern Industrial Insulation Contractors for the great work provided for the Marsulex Alum Tank Replacement Project in September 2008. Your company's detailed preplanning, attention to safety, and quick response to field issues resulted in a very smooth shutdown with minimal interruptions or challenges. Marsulex greatly appreciates Northern Industrial Insulation Contractors' professionalism and wanted to take a moment to say ...

## THANK YOU!

We look forward to working with you in the future again.

Lori Meller  
Marsulex Contract Engineer

[lmeller@marsulex.com](mailto:lmeller@marsulex.com)

(780) 992-4706

Henry J. Zuczek  
Marsulex Plant Manager

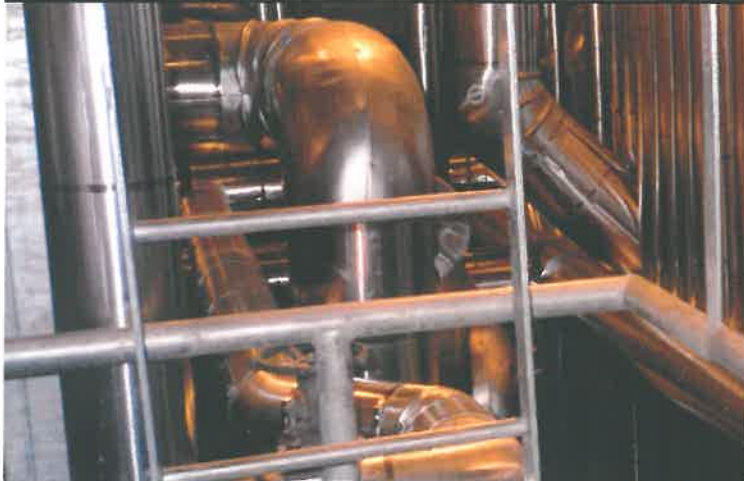
# Northern Industrial Insulation Contractors Inc.

Edmonton

Calgary

Bonnyville

Ft. McMurray



Edmonton

(780) 483-1850

Fax

484-0004

Calgary

(403) 243-3391

Fax

243-3392

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Fax

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Fax

791-5934