



Canadian Oil Sands

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December 13, 2012

Dear Sir/Madam,

I am writing to recommend without hesitation the teambuilding services of Forward Paddle. Our company, Canadian Oil Sands Limited ("COS") engaged Jacques Godin and his team in the spring of 2012 for an Outrigger boating experience with our staff.

After meeting with Jacques to start the planning, his excellent client service and attention to detail was evident very quickly. He took great efforts to understand the needs of our company and the culture of our office so as to deliver a meaningful experience for our staff. Jacques is very professional and personable to work with and he shows great respect to not only his clients but to his staff and volunteers as well.

While I was initially hesitant to incorporate the Civic Engagement Workshop into our teambuilding day as it is not something we had previously done, I was extremely pleased we had as it was a very valuable and engaging morning session for our employees. Our staff took away meaningful information on communication and feedback tools and understanding what "engagement" really means on a personal and corporate level. In the afternoon we participated in a fun-filled (and safe!) outrigger experience on the Glenmore Reservoir. This activity had originally been planned for June, however it had to be rescheduled due to flooding. Jacques handled all the logistical challenges of moving the date and re-coordinating his team and venue, etc without hassle. While Jacques may have had little influence over the gorgeous sunny fall day in September we ended up having, he can take credit for bringing together a group of very talented and caring volunteers to assist us in the outrigger boats and for delivering a top-notch afternoon of great teambuilding with our staff.

Based on my own experience with working directly with Jacques and the excellent feedback I have received from my staff on the experience, I recommend others to consider Jacques and Forward Paddle for a teambuilding function. Please don't hesitate to contact me if you would like additional information on our experience with Jacques and Forward Paddle.

Sincerely,

Laureen DuBois

Director, Human Resources and Community Investment

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