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December 20, 2011

Attention: Andrew Weltz  
Project Manager

Andrew,

On behalf of E.S. Fox Ltd. and AECOM Canada Ltd. I'd like to extend our deepest appreciation to Karl, Doug, yourself and to the rest of your team for the outstanding efforts in completing the foundation installation at the Disco Road SSO Processing Facility in Toronto.

This project was a very long time in the works from concept, to design, tender, negotiations and finally award and installation. At every challenge, Birmingham's professional attitude and hard work ensured a successful conclusion.

A very special note of thanks to Doug Ratcliffe, and all the rest of the site installation team. This crew did an amazing job under difficult conditions working with all the other trades on site. I would personally like to wish Doug a very long, healthy and happy retirement. I'm certain that his knowledge of the trade, his experience, guidance and supervisory skills will be gravely missed by Birmingham, yet at the same time all those who had the opportunity to work with Doug are able to say that they learned from the very best.

I look forward to working with Birmingham in the future. I would also like to take this opportunity to wish you all a Merry Christmas, and a very Happy New Year.

Sincerely,

**E.S. Fox Ltd.**

Michael Snider  
Project Manager