



City of Kingston

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January 4, 2010

Mr. Richard Martin
Alcera Consulting Inc.
1324A boulevard Perrot
Notre-Dame-de-l'île Perrot, Quebec J7V 7P2

Dear Richard;

It is my pleasure to provide this brief recommendation of your work with us and your consulting services.

In 2009, Richard Martin provided our management team with sound observations and guidance in facilitating strategy development for Kingston Transit. Richard worked with us to create a clear mission, vision, and values for transit. He helped us confirm that more than ever the driving force of our business is our ability to move people effectively and efficiently within a high quality network. This confirmation is already providing dividends as we implement network upgrades and new routes and invest in our infrastructure.

Even more critical though, was that Richard made us realize that we lacked adequate baseline market data to make critical decisions about our services and marketing. His flexibility and ability to adjust to our evolving needs while keeping us focused on our overall objectives encouraged us to refocus our immediate attention on creating the conditions for future strategic success by creating four key thrusts to improve performance in the short term. This gave us the impetus to undertake significant organizational redesign and to make key hires that will allow us to generate relevant and detailed market data while implementing new marketing and transit service plans.

Finally, by focusing on skill transfer, Richard has also given us lasting tools to improve our organization and performance and to continue refining our business strategy. His experience and expertise and his ability to quickly assess and adapt have been key in our team moving forward.

I thank you for your assistance in our endeavours.

Yours truly,

Denis Leger,
Commissioner of Corporate Services

Office of the Commissioner of Corporate Services

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