



City of Kingston

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March 19, 2009

Our Ref.

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

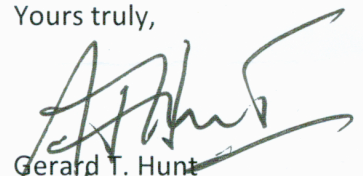
Dear Richard:

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

In January 2009 the City's Corporate Management Team participated in a 1.5 day session facilitated and led by you. The objective was to introduce a framework to improve the team's strategic decision-making abilities which would assist us in developing departmental work plans.

Your expertise in facilitating the process for learning how to determine key outcomes in corporate planning enabled our team to work through complex and detailed information/issues. You provided significant observations and input for our decision-making process and enabled us to understand how to answer the tough questions. This was a very productive learning opportunity which will have long-lasting positive effects for this corporation. We look forward to successive sessions to further imbed the concepts into the leadership culture of this organization.

Yours truly,



Gerard T. Hunt
Chief Administrative Officer

GH/mr

Copy to:

Chief Administrative Office

City Hall

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