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Website: www.city.kingston.on.ca
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December 15, 2006

City of Kingston
216 Ontario Street
Kingston Ontario
Canada K7L 2Z3

Website

www.cityofkingston.ca

Hearing Impaired Telephone
711

**Public Works and
Emergency Services
Department**

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**Kingston
(Norman Rogers)
Airport**

Shirley de Silva.
Airport Manager

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Alcera Consulting
Mr. Richard Martin, Principal
P. O. Box 20065, Taylor Kidd
Kingston, Ontario
K7P 2T6

Dear Mr. Martin:

It isn't often that I have the opportunity to write a letter like this one but, it isn't often that I have had the pleasure of working with a consultant with an efficient rigorous analytical approach that is extremely helpful in identifying key areas of improvement.

Through our discussions, I feel we were able to create a clear strategy to make Kingston (Norman Rogers) Airport a more viable and self-sustaining element in terms of long-term growth and development. In particular, defining market segments, formulating precise goals with measurable targets and identifying the means to deliver performance will be valuable as we move forward in our business planning and the future challenges of the aviation industry.

Once again, thank you for your willingness to work on these projects.

Wishing you and your family the best during this holiday season,

Sincerely,


Shirley de Silva
Airport Manager

Mission Statement:

To operate, maintain and promote the Kingston Airport in a safe and efficient manner for the benefit of the regional travelling public and business communities.