



City of Kingston

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March 15, 2011

Alcera Consulting Inc.
1324A boulevard Perrot
Notre-Dame-de-l'île Perrot, QC J7V 7P2

Attn: Richard Martin, President

Dear Richard:

Re: Letter of Recommendation

It is our pleasure to provide this brief letter of recommendation for your consulting services.

In July of 2010, you entered into an agreement with The City of Kingston to determine the objectives, progress indicators and potential courses of action for strategy development and performance improvement of our Real Estate & Construction Services Department.

Your expertise in facilitating this process through workshops with our staff and potential stakeholders allowed us to communicate our objectives and work on performance, structural and procedural improvements in relation to our realty asset management and our newly amalgamated facilities division. I was particularly impressed by your help to create fruitful dialogue with our internal client groups, building consensus on critical issues, and securing commitments to work together for better service internally and to our ultimate clients, the people of Kingston. Without your help, I'm sure this would have taken a lot longer and would have been a lot more difficult to achieve, and in itself, that was tremendously valuable.

We thank you for your assistance in developing and assisting our Department to set and met our goals.

Yours truly,

Speros Kanellos

Director, Real Estate & Construction Services

Transportation, Properties & Emergency Services

Real Estate & Construction Services

Located at: 310 King St. E

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