



December 14, 2017

RE: Letter of Reference – Investment Consulting Associates

To Whom It May Concern;

It is my pleasure to provide a letter of reference for Investment Consulting Associates (ICA) regarding the City of Fort Saskatchewan's recent Investment Promotion project. Chris Steele and his colleagues at ICA were selected after a very competitive RFP process to undertake a thorough review of our investment attraction processes, and make recommendations on how we could improve our activities, resources, and materials related to investor outreach.

The expertise and professionalism that ICA brings to the table was exactly what we were seeking. Their dedication to their clients and desire to deliver the best possible product is evident and goes above and beyond other consulting companies. This was evident from our first face-to-face meeting when they took the time to ensure they fully understood our expectations for this project. It assured me that Chris and his team were committed to delivering exactly what we wanted.

They did not disappoint. ICA met and exceeded all of our expectations for this project. They took the time to thoroughly understand our municipality and the strengths, opportunities, and challenges to attracting investment. Their recommendations were specific, detailed, and realistic. They delivered each project milestone on-time, and on-budget, and took the time to answer any questions we had. They continue to provide follow-up and guidance as we implement the recommendations. Their desire to see us succeed in our efforts is clear, and their support is beyond valuable. I look forward to continuing our relationship with ICA, and would highly recommend their services.

I invite you to contact me at your convenience if you have any further questions or would like more detail on our experience working with ICA.

Sincerely,

A handwritten signature in dark ink, appearing to read "Mark Morrissey", with a long horizontal flourish extending to the right.

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