

22 August 2019

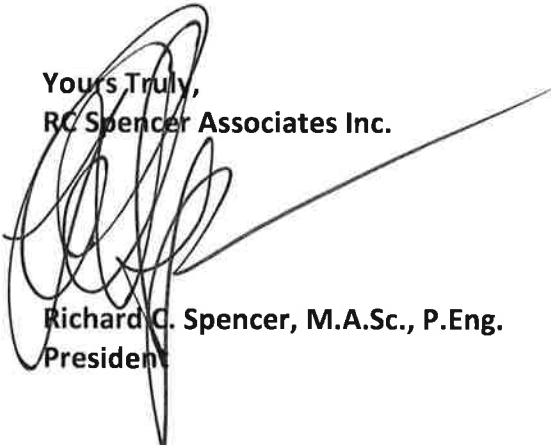
To Whom it May Concern:

Re: Reference Letter for Masotti Construction

This letter is to confirm that, in our opinion, Masotti Construction is a qualified building contractor for the completion of high-quality building and development projects in Windsor and Essex County. Masotti's management and field staff have a combined 20 years construction experience, both in Civil and Industrial, Commercial and Institutional (ICI) construction. Masotti's team have completed numerous public and private projects throughout Southwestern Ontario, developing a relationship and reputation with the City of Windsor and neighbouring municipal agencies.

RC Spencer Associates has had an excellent working relationship with Mr. Marc Masotti over the past 20 years. One example of a successful project with Massotti Construction is the St. Jude / Locke Street Development, which was an excellent experience. I would not hesitate to engage Masotti Construction for future projects.

Yours Truly,
RC Spencer Associates Inc.



Richard C. Spencer, M.A.Sc., P.Eng.
President