

October 9, 2014

To whom it may concern,

I am pleased to write this letter of reference for Heritage Restoration Inc who had completed the brick restorations at the Cambridge Memorial Hospital during the summer of 2014.

During this project, Heritage's project manager and site personnel worked co-operatively with the project consultants, hospital maintenance team, and hospital project management office. The level of professional knowledge while managing this design-build restoration project as well as servicing the hospital's needs to limit disruptions and maintain safety was outstanding and I appreciated the co-operative team approach.

It was a pleasure to work with Heritage during this multi-phased design-build brick restoration project, and we plan to include them on future projects at CMH, to that end I would recommend them for future projects elsewhere.

Sincerely,



John Fabiano,

Project Manager, Construction

*An Affiliated Teaching Site of McMaster University School of Medicine*