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L E T T E R   O F   R E F E R E N C E

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February 23, 2009

To Whom it May Concern,

McKay-Cocker has enjoyed a very strong working relationship with Spencer Steel Limited over the years, most recently having completed the several design build projects in Woodstock for Transfreight and Toyota Boshoku and Columbia Sportswear in Strathroy.

The personnel, starting from the president and all of the people that are part of any project, including estimators, detailers and field personnel are diligent in their work, problem solving details with our design department and know how to be a partner as part of the team of design build team.

McKay-Cocker has a very stringent health and safety policy, which has helped us earn 4 years running of no lost time injuries. We are pleased to always have Spencer as part of our team, as their adherence to safety is also second to none in the industry.

McKay-Cocker Construction Limited can confidently recommend Spencer Steel Limited as a solid and reliable expert for design, fabrication and erection of structural steel in the building industry.

Sincerely,



**John Porter** GSC  
*Vice President, Design Build*

**McKay-Cocker Construction Limited**

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