

July 4, 2018

To Whom It May Concern:

Re: Letter of reference Concord Consulting

It is my sincere pleasure to offer this letter of reference on behalf of Concord Consulting and DeWayne Fliss.

My experience with Concord, and DeWayne, started on a personal level six years ago with the Pro.file and Communicator tools, assessment and feedback process. It became a key inflection point in my career.

The Ottawa Sports and Entertainment Group (OSEG) commenced commercial operations in 2014. We own and operate three sports franchises, the 24,000-seat Stadium at TD Place, 10,000-seat Arena at TD Place and 400,000 ft² of mixed use retail space at Lansdowne Park in Ottawa, Canada.

Concord has been a vital partner as we built out our management team, organizational chart and strategic plan and grew from 12 to over 125 full time employees with 900+ part-time staff. We continue to use Concord's HR tools and coaching services. Most recently, we engaged Concord to help us with our strategic planning process which included employee surveys and facilitation.

We have a highly-engaged team with ambitious goals. Concord helps ensure that we have a team that fits together well and that we are pointed in the right direction.

I would be happy to talk to you in greater detail about Concord. I can be reached at 613-232-6767, ext. 8244 or at mgoudie@oseg.ca.

Yours truly,

OTTAWA SPORTS AND ENTERTAINMENT GROUP



Mark Goudie
President & CEO

1015 rue Bank St., Ottawa, ON, K1S 3W7, Canada
☎ 613-232-6767 📠 613-232-5586 | www.tdplace.ca

