



Ontario Institute
for Cancer Research

science → discoveries → solutions



19th September 2007

Bruce Webb, Broker
RE/MAX Commercial Focus Inc., Brokerage
69 Yorkville Avenue
Suite 400
Toronto, Ontario
M5R 1B8

Dear Mr. Webb,

On behalf of the Ontario Institute for Cancer Research, I wanted to thank you for the timely and effective guidance you gave to us throughout our recent negotiations with the MaRS Institute. This was a fairly complex negotiation because there was a third party whose lease we wished to assume on our terms as well as the fact that MaRS was already our landlord.

The key areas where you provided guidance dealt with the dispute between the landlord and their tenant over the determination of the Area Gross-up calculation, the advantages to assuming the existing lease rather than subleasing, market information and most importantly how to negotiate with the landlord in order to achieve a fair deal for us, the tax payer. Your knowledge applied on our behalf saved us a lot of money. Your advise on how to apply it kept a cordial relationship with the landlord intact.

I would be pleased to act as a referral on your behalf for any client who may call to review your competence.

Sincerely,

A handwritten signature in black ink, appearing to read 'R.A. Phillips'.

Robert A. Phillips, Ph.D.
Deputy Director