

## WELCOME TO THE FORTIS FAMILY!

### BUILDING ON OUR STRENGTHS TO FORGE THE NEXT CHAPTER OF SUCCESS

Welcome to Fortis Group, a dynamic new collaborative business arrangement between STC Construction Group and De Angelis Construction.

Why are we doing this? In a way, it's a natural extension of what we do best...Building. By joining forces, our two industry leading firms, representing 40 years of combined complementary assets, expertise and experience, will have an even stronger foundation upon which to grow and succeed.

Individually, our two companies have built solid reputations in the construction industry.

Spanning two decades, De Angelis Construction is a full service contractor with extensive experience in a broad array of projects, ranging from retail plazas and retirement communities to arenas and aquatic centers.

Similarly, STC Construction has established itself as a highly trusted name with a proven track record of excellence concerning a diverse portfolio of projects. These include many national brands, small and large scale development groups and independent clients.

By uniting as FORTIS, we're combining all of our considerable strengths, enabling us to provide an even broader range of capabilities, resources and expertise to all of our clients.

As both of our firms already operate in the same market, even pursuing many of the same projects, this makes clear business sense on a number of levels. Most importantly, it will allow us to be more competitive and provide greater client service and satisfaction.

This partnership will be managed and guided collectively under the FORTIS corporate banner. In doing so, we will vastly increase our project management, project estimating and overall administrative and client-support capabilities, opening up more business opportunities and growth potential than ever before.

We are extremely excited about the future of this new enterprise, and for what it means to all of you. This is truly a "game-changer" for both companies and will undoubtedly usher in a new era for our business.

As the names FORTIS implies, we are now more capable than ever to **#buildstrong**

## MISSION STATEMENT

*To be the leading choice for all construction services in the retail, commercial, industrial and institutional sectors by consistently delivering unsurpassed project quality, professionalism, client service and integrity.*

*Ultimately, we strive to forge long-term relationships with clients by ensuring a worry-free and seamless experience from concept to completion.*

*This is how we #buildstrong*

## COMPANY FOCUS

- Completing all projects within the owner's budget parameters
  - Minimizing the effect of construction on owners
  - Understanding and addressing operational concerns and cash flow
  - Completing projects on time or ahead of schedule
  - Delivering the highest level of quality
  - Ensuring a safe, efficient and co-operative site
  - Undertaking all work with due consideration for safety and environmental concerns
- 
- **The Fortis Promise**
    - Our promise is to remain committed to delivering beyond expectations.
    - Our promise is to continue to grow and expand our capacity to serve and meet the evolving needs of our clients.
    - Our promise is to be accessible and maintain open lines of communication throughout the entire construction process.
    - Our promise is to demonstrate a vested interest in every project and to develop long lasting relationships with our clients.
    - Our promise is to remain both socially and environmentally responsible and to advocate for the same behavior in others.
    - **As a committed, experienced and responsible contracting partner that understands our client's needs and has a proven track record of delivering projects on time and on budget, our promise is that Fortis Group will #BuildStrong.**

## **THE FORTIS WAY - OWN YOUR PROJECT / CUSTOMER /TRADES**

- This includes accountability and responsibility of the Project Managers and Site Supervisors to step up and own their projects from start to finish
- Although Senior Management will be available for support, we will no longer do your job for you
- It is everyone's responsibility to differentiate Fortis from our competition and ensure that we are an owner's first and only choice for their project
- There is no such thing as a problem, only a solution. This applies internally and externally. Do not approach a customer with a problem, but advise of the problem and provide solutions. This also applies to reporting internally to Senior Management
- Own your sub-trades, not vice-versa. They are to follow Fortis Rules and terms or they do not work for us. **IT'S THAT SIMPLE.**



**Fortis Construction Group Inc**

**E:** info@fortisgroup.ca

**P:** 519-419-7829

**F:** 519-419-7830

## **EMPLOYEE PACKAGE**

**July, 2017**

**Dear:**

**We welcome you as an employee of Fortis Group.**

**This information package summarizes for you our company policies and procedures.**

**As an employer we are concerned about the health and safety of our employees, and look to our employees to follow all safety rules and procedures on the job.**

**Enclosed in this package is the following:**

- 1. Employee Information Sheet – please complete and return to the office**
- 2. Void cheque or banking information of direct deposit of pay – to accompany the above**
- 3. You will be paid weekly by direct deposit every Thursday**
- 4. Please complete TD1 Form(s) attached, if applicable**
- 5. Please review and sign our WSIB Policy, Safety Rules and Discipline Policy**
- 6. Tell us about yourself – do you have certificates or any other certifications you bring with you.**

**One package is to be signed and returned to our office, the second is for you to keep.**

**Should you have any questions regarding the enclosed please feel free to speak to your supervisor.**

**Contact information at the office:**

<b>Scott Woodall – CEO</b>	<b>519-419-7828 EXT 513</b>
<b>Max De Angelis – President</b>	<b>519-419-7828 EXT 514</b>
<b>Tyler Beckett – Vice President</b>	<b>519-419-7828 EXT 515</b>
<b>Michael De Thomasis – VP of Operations</b>	<b>519-419-7828 EXT 516</b>
<b>Denise Hillman – VP of Finance</b>	<b>519-419-7828 EXT 208</b>
<b>Kathy Landry – Payroll</b>	<b>519-419-7828 EXT 212</b>
<b>Sandy Landry – Reception</b>	<b>519-419-7828 EXT 201</b>
<b>TRH – Jurgen Schwartz – Health and Safety</b>	<b>905-669-9517</b>



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## EMPLOYEE PACKAGE

### EMPLOYEE INFORMATION

Please Print CLEARLY

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ POSTAL CODE: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_ CELL PHONE: \_\_\_\_\_

EMAIL ADDRESS (for pay stubs) : \_\_\_\_\_

DATE OF BIRTH: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ (YYYYMMDD)

SOCIAL INSURANCE NUMBER: \_\_\_\_\_

EMERGENCY CONTACT: NAME: \_\_\_\_\_

PHONE: \_\_\_\_\_

IN CASE OF EMERGENCY, ACCIDENT OR INJURY DO YOU HAVE ANY MEDICAL CONDITIONS OR ALLERGIES WE SHOULD BE AWARE OF:

YES ☐

NO ☐

IF YES, PLEASE PROVIDE INFORMATION BELOW:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

YOU WILL BE PAID BY DIRECT DEPOSIT ON THURSDAYS EACH WEEK. PLEASE ATTACH A VOID CHEQUE OR BANKING INFORMATION WHEN RETURNING THIS SHEET TO THE OFFICE.

I confirm the above information to be true and correct.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

## EMPLOYEE PACKAGE

### ***PROGRESSIVE DISCIPLINE POLICY***

Any employee who willfully works in violation of the company policies and/or legislative requirements will be subject to ANY of the following disciplinary action:

1. A VERBAL OR WRITTEN WARNING
2. A WRITTEN WARNING
3. SUSPENSION OR DISMISSAL

Furthermore all employees are subject to immediate discharge for any of the following:

- a) Threatening physical harm with a weapon, or using a weapon to physically harm another person;
- b) Theft, falsifying time records, or any other dishonest act;
- c) Sabotage or intentional damage to company property;
- d) fighting;
- e) Consumption of alcohol, possession and/or the use of illegal drugs, or the improper use of prescription or “over the counter” drugs while on or about the premises or performing work on the company’s behalf;
- f) Insubordination
- g) Willful violation of health and safety guidelines or legislation creating a potential for injury, death or serious damage;
- h) Engaging in horseplay;
- i) Engaging in matters of a personal or private nature during work hours adversely affecting the performance of the employee’s duties;
- j) Failure to return to work immediately after the expiration of a leave of absence granted by the company;
- k) Leaving work without approval of management.

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Date

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Signature

## **EMPLOYEE PACKAGE**

# ***HEALTH AND SAFETY POLICY***

**January 2017**

**Management of Fortis Group is vitally interested in the health and safety of its employees. A major ongoing objective is to protect employees from workplace injury or illness. Fortis Group makes every effort to provide a healthy and safe work environment. All supervisors and workers must be dedicated to the objective of reducing the risk of injury and illness.**

**As an employer, Fortis Group is ultimately responsible for worker health and safety. As CEO, I am committed to taking every reasonable precaution to protect workers from harm. Legislative requirements will serve as minimum acceptable standards for Fortis Group.**

**Supervisors are accountable for the health and safety of workers under their supervision. Supervisors are responsible to ensure that machinery and equipment are safe and that workers follow established safe work practices and procedures. Workers must receive adequate training in their specific work tasks to protect their health and safety.**

**Every employee must protect his or her own health and safety by following the law, and Fortis Group safe work practices and procedures.**

**All parties are expected to consider health and safety in every activity. Commitment to health and safety must form an essential part of this organization from the president to the workers.**

**Fortis Group**

**Scott Woodall  
CEO**

## EMPLOYEE PACKAGE

# COMPANY SAFETY POLICY

This policy expresses management's active concern for health and safety.

### WORKERS

- Understand and work in accordance with the Ontario Health and Safety Act and our company's safety program
- Advise supervisor immediately of all injuries and unsafe conditions or practices
- Work in a manner that will not endanger anyone
- Help new employees recognize hazards and follow proper practices

### SUPERVISOR

- Make sure the program is carried out at a work level
- Ensure that all protective equipment required by law and by the program is used and that workers are trained in its proper use and maintenance
- Instruct personnel in proper work area for hazards and take corrective action where required
- Ensure that injuries are treated and reported
- Investigate and report promptly on all accidents and take action to prevent recurrence
- In meeting these responsibilities, consult with the health and safety representatives

### SAFETY RULES ON ALL JOBS

Personal Protective Equipment (PPE) required on all personnel on all jobsites

- Hard hats
- Safety glasses
- Safety boots
- Safety harness
- Such other PPE as is required to do specific job(s)

### Personal Responsibility

Inspect all scaffolds, ladders or work platforms before getting on them

- No horseplay
- Alcoholic beverages, reaction drugs and misuse of prescription medications on work site or during work hours is strictly prohibited

All employees must be trained in the WHIMIS. If you do not have a certificate it is your responsibility to notify the office so we can arrange the date and time of the next training course. If you do not have this training you can or will be sent home until you are certified.

Other training certifications are necessary to specific tasks. For example Manlift/Forklift Certification is needed prior to operating a manlift.

Breaking of any of these rules can result in immediate dismissal.

Safety is the responsibility of each level of employee.

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Date

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Signature



## **EMPLOYEE PACKAGE**

**January 2017**

### **Notice to: All Employees and Subcontractors**

**Ministry of Labour is enforcing a zero tolerance policy to protective headwear on any and all jobsites.**

**Fortis Group also has a zero tolerance policy to protective headwear, protective footwear, safety glasses, harnesses and other safety equipment required from time to time.**

**If you arrive at the jobsite without your safety gear you will not be allowed to work. If you don't wear your safety gear you will be asked to leave the jobsite.**

**Furthermore, if you are fined for non-compliance this fine is yours to pay. If you disregard your supervisor, and the supervisor is fined as well, you will be assessed this fine as well. Fortis Group will pass the infraction fines on to you.**

**Remember always that safety does count. Using proper safety equipment and safety practices saves lives and limbs.**

## **REMEMBER SAFETY COUNTS**

**Fortis Group.**

**Scott Woodall  
CEO**

## EMPLOYEE PACKAGE

January 2017

### TO ALL EMPLOYEES:

This letter is sent to remind/inform all employees / supervisors of Fortis Group policies with respect to WSIB report and our policy to provide an Early and Safe return to Work Program (modified work) to our employees.

When an incident/accident/injury occurs:

1. Employee to report all incidents/accidents/injuries to the supervisor's designate immediately. Do not leave the jobsite for medical attention without reporting to the supervisor or the office first.
2. Site first aid to be administered if required.
3. Supervisor to assist in driving employee to medical facility if required.
4. If medical attention is required, Supervisor or Fortis Group Office to provide employee with a Functional Abilities Form (FAF) to be completed by medical practitioner at the initial medical appointment.

**ALL EMPLOYEES NOTE:** An FAF (Functional Abilities Form) is to be provided to your medical practitioner for completion at your initial medical visit. You are requested to inform your medical practitioner in all instances of medical attention that Fortis Group. has an early and safe return to work program (modified work). The details of your modified work program will be based on your completed FAF.

**IN ALL CASES:** Employee receiving medical attention is to report back to the jobsite or Fortis Group Office immediately following initial medical attention. If medical attention is after hours, you are to report to your jobsite supervisor or Fortis Group Office, the next work day at your regularly scheduled time. Voice mail messages are not acceptable.

**SUPERVISORS:** if an FAF is returned with restrictions, restrictions will be accommodated with modified work at no wage loss. The Modified Work Offer form is to be completed by the supervisor, the FAF's and Modified Work Offers are to be faxed to the Fortis Group immediately for handling. Second and subsequent FAF's are to be supplied to employees by the Fortis Group.

5. Supervisor to complete Accident Investigation Summary immediately, fax to TRH, attention Jurgen Schwartz.

Fortis Group. has an EARLY AND SAFE RETURN TO WORK PROGRAM (MODIFIED WORK) IN PLACE. The modified work is available immediately at no wage loss following initial medical attention. Any absence (including medical appointments) must be reported to the office with a full explanation for the absence.

Yours truly,

Fortis Group

Scott Woodall  
CEO



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## EMPLOYEE PACKAGE

By my signature I am acknowledging that I have read and understand and will follow all the above information as set out in the letter.

Name: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Please Print Sign Above

## EMPLOYEE PACKAGE

### Training and Certifications

Name: \_\_\_\_\_

Union Affiliation (if applicable): \_\_\_\_\_

Date: \_\_\_\_\_

A copy of your Certificates must be provided to our office as you have indicated below.

☐ W.H.I.M.I.S.                      Date Taken: \_\_\_\_\_

☐ Fall Protection

☐ First Aid                              Expiry Date: \_\_\_\_\_

Level: \_\_\_\_\_

☐ Power Actuated Tool License

☐ Propane                              Expiry Date: \_\_\_\_\_

☐ Manlift/Forklift

☐ Other (Please list any other certificates you have along with their expiry dates if applicable)

\_\_\_\_\_ Expiry Date: \_\_\_\_\_

\_\_\_\_\_ Expiry Date: \_\_\_\_\_

\_\_\_\_\_ Expiry Date: \_\_\_\_\_

\_\_\_\_\_ Expiry Date: \_\_\_\_\_

I certify the above information to be correct and true.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



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## EMPLOYEE PACKAGE

**Fortis Group Safety Policy and Early and Safe Return to Work Policy has been reviewed and explained to me by my supervisor.**

**I understand the safety policies and procedures and agree to abide by them.**

**I further understand and agree to abide by the company's policy WSIB and its Early and Safe Return to Work Policy.**

\_\_\_\_\_  
**Employee Name (Print)**

\_\_\_\_\_  
**Employee Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Supervisor Name**

\_\_\_\_\_  
**Supervisor Signature**

\_\_\_\_\_  
**Date**

## **ORGANIZATIONAL STRUCTURE AND RESPONSIBILITIES** **(SEE ATTACHED FLOW CHART)**

In addition to policies and procedures, we have developed the following corporate organizational structure. The intention is to clearly identify roles responsibilities, accountability and increase communication throughout the company.

The following is considered a procedure manuals will be distributed by departments and is not the true and final definition of your responsibilities.

### **SCOTT WOODALL – CHIEF EXECUTIVE OFFICER** ***Member of the Executive Committee***

- Owner / Principal
- Running of the overall business and day to day operations
- Oversee all financial aspects of the company
- Company development
- Guidance and problem solving
- Sales
- Customer relations
- Building partnerships and broader business relationships
- Business and policy issues

### **MAX DE ANGELIS – PRESIDENT** ***Member of the Executive Committee***

- Owner / Principal
- Control overall day to day construction operations for all projects
- Deal with financial cost control of the company
- Development, business growth and new ventures
- Guidance and problem solving
- Sales
- Customer relations
- Building partnerships and broader business relationships
- Business and policy issues
- Deal with construction related issues including site issues, scheduling issues, subcontractor resolution/disagreements and all other construction related matters
- Meet with Project Directors and Project Managers regularly to discuss status of projects

- Assist Project Directors and Project Managers with project planning, scheduling and awarding of subcontracts as required
- Ensure quality control of projects and close outs
- Oversee and implement field related health and safety
- Control aspects of companywide vehicles and fleet
- Coordination of laborers to job sites as requested by Project Directors and Project Managers and/or Site Supervisors with the assistance of the Director of Field Operations

### **TYLER BECKETT – VICE PRESIDENT**

#### ***Member of the Executive Committee***

- Owner / Principal
- Development, business growth and new ventures
- Guidance and problem solving
- Customer relations
- Sales
- Building partnerships and broader business relationships
- Business and policy issues
- Control overall day to day construction operations for all projects
- Meet with Project Managers and Project Directors regularly to discuss status of projects
- Ensure quality control of projects and close outs
- Deal with construction related issues including site issues, scheduling issues, subcontractor resolution/disagreements and all other construction related matters
- Assist Project Managers with project planning, scheduling and awarding of subcontractors as required
- Ensure quality control of projects and close outs Oversee and implement field rated health and safety
- Coordination of Fortis labor staff to job sites as requested by Project Directors, Project Managers and/or Site Supervisors with the assistance of the VP of Field Operations

### **MIKE DE THOMASIS**

#### **VICE PRESIDENT OF OPERATIONS / Reporting to CEO**

#### ***Member of the Executive Committee***

- Oversee all employees in all offices specific to standard policy, protocol and conduct
- Create policies and procedures to be followed by all staff
- Ensure implementation of all policies and procedures for all staff
- Ensure PM software and Accounting software are being used to full potential
- Ensure documents being sent from employees meet company protocol
- Provide monthly reports to CEO and/or Board of Directors

- Encourage growth from within the company
- Provide guidance for new and existing employees
- Provide and/or coordinate training of new employees and if needed, existing employees
- Perform seminars for employees as it relates to training
- Meet with clients/potential clients as required
- Assist with interviewing and hiring of new employees
- Assist with purchasing of new office equipment including electronics
- Manage office phone system
- Manage office security system
- Manage companywide mobility/cellular system
- Manage building maintenance
- Manage all technology/computer systems
- Manage exterior home maintenance program
- Manage continued education program
- Manage and implement regular lunch and learns
- Assist with interviews, new hires, dismissals and performance reviews
- Oversee office and field related health and safety as well as implementation of such documentation and protocol
- Review and provide recommendations on items such as change orders, coding, posting of invoices, etc., in conjunction with Project Directors
- Liaison between Estimating to PM / PM to Accounting / PM and Field Administration to Accounting and Project closeout

#### **DENISE HILLMAN**

#### **VICE PRESIDENT OF FINANCE / Reporting to CEO**

#### ***Member of the Executive Committee***

- Oversee all financial and legal aspects of the company
- Create policy and procedure in conjunction with the VP of Operations
- Oversee the preparation of employee packages/contracts
- Ensure contracts/PO's are being reviewed for completeness
- Oversee any and all aspects to company finances
- Provide overall leadership and guidance within the department
- Oversee human resource
- Track and manage time off requests
- Ensure employee manual is being properly followed and administered
- Liaison with VP of Operations / Estimating to PM / PM to Accounting / PM to Field / Accounting to Contract Administrator / Administration to Accounting



**CHRISTIAN CATENACCI**

**VP OF ESTIMATING / PRE-CONSTRUCTION SERVICES / Reporting to CEO**

*Member of the Executive Committee*

- Understanding owner requirements as it relates to tenders and estimates
- Review project plans and specifications
- Coordinate and assign site visits and investigations
- Evaluating the methods on construction
- Ensure quantity take offs are completed as needed
- Develop schedules and prepare comprehensive cost estimates to perform the work
- Prepare detailed project budgets project broken into phases and various trade costs
- Provide value engineering on all items
- Requesting sub trades and suppliers pricing for various scopes of work
- Provide budget/tender analysis
- Reviewing scopes and pricing accuracy
- Responsible to administer and research vendors/trades
- Oversee and implement estimating software including RFQ system
- Mandatory project review meetings with project manager's
- Discuss pricing, tender analysis and budgeting for contracts to be written
- Ensure all duties required to accept, estimate and submit typical tendered projects

**JOE MAERTENS**

**VP OF FIELD OPERATIONS / Reporting to Vice President**

*Member of the Executive Committee*

- Knowledgeable in all aspects of construction projects
- Dedicated responsibility, both to the customer and company
- Daily communication with the Project Directors
- Provide other field related checklists
- Submission of bi-weekly reports to the Project Directors
- Site reviews from conception through to completion and submitted to the project manager
- In conjunction with the VP of Operations, provide education and assistance to site superintendents
- Provide field related checklists with regular updates on Fortis owned equipment and materials
- Assist in the coordination of Fortis labour staff to job sites as requested by Project Director, Project Manager and/or Site Superintendent
- Assigning Site Superintendents to each job site in conjunction with the Directors of Construction
- Deficiency follow up, in conjunction with the Close Out/Deficiency Coordinator, prior to project opening and completion

- Responsible for coordinating and ensuring completion of warranty work for each project, in conjunction with the Close Out/Deficiency Coordinator, communicating to the Project Director to ensure completion of such

#### **DAVID MADY**

#### **DIRECTOR OF BUSINESS DEVELOPMENT/ Reporting to CEO**

#### ***Member of the Executive Committee***

- Log and follow up leads
- Prepare any and all proposals and prequalification's
- Closeout pictures of projects
- Project profiles and boards
- Administer and manage website and social networking sites
- Advertising and promotional materials
- Special events (staff outings, staff Christmas parties, Toy Box, etc.)
- Promotional Events
- Fortis attire, including tracking all attire issued

#### **PROJECT DIRECTORS / Reporting to the President and Vice President**

Project Directors provide leadership and guidance to ensure projects are completed on time and on budget. They are responsible for developing and maintaining relationships with clients while providing them with routine updates on projects.

From time to time, each Project Director will be tasked with taking on a particular project that management feels they would be best suited for. Project Directors will also work with the VP of Operations to establish and implement procedures and protocol as it relates to project management.

Projects Directors will assist with:

- Program Management
- Customer relations
- Sub-coordination
- Day-to-day project related operations
- Ensuring and enforcing proper site representation, signage, paperwork, safety, etc...
- Recommending site improvements upon every site visit
- Forecasting
- Administration process
- Develop and implement and monitor procedures/protocol with VP of Operations
- Subtrade and project evaluation

- Closeout/deficiency protocol
- Project cost control
- Project equipment rentals control
- Manpower assignments
- Project synopsis / Post mortem review of project
- Building teams

### **PROJECT MANAGEMENT / Reporting to Project Directors**

The Project Manager is responsible for overall project planning and scheduling, resource allocation, project accounting, and control, while providing technical direction and ensuring compliance with quality standards.

The Project Manager's responsibilities span a broad spectrum, covering all the areas of Project Management such as Project Planning, Cost Management, Time Management, Quality Management, Contract Administration and Safety Management.

Project Managers shall be responsible for the office component of the construction administrative operation for Industrial, Commercial, Institutional, Retail, Restaurant and other projects. The Project Management staff will operate within the corporate guidelines and objectives of Fortis, addressing quality, service, technical competence, dependability, safety and on-time construction.

A true team approach will be implemented for all construction projects, which will involve both Administrative and Field personnel.

The Project Management staff will work closely and in parallel with the project's Site Superintendent to ensure that proper communication both oral and written, are maintained in order to preserve the budget, be on-time and have the highest quality of construction while upholding safety at all times.

The Project Management team provides overall leadership for construction projects. Positions in the Project Management job stream are responsible for coordination of all aspects of the project in the best interest of Fortis and owner in terms of:

- The total projects performance
- Complete all project start up documentation and follow project start up procedures
- RFI's/ SI's/Meeting Minutes/ etc.... using Fortis standard templates and/or project management software
- Responsible for project safety
- Ensuring site signage and other relevant safety materials are provided to site

- Owner satisfaction
- Schedule
- Quality Control
- Daily communication with site personal
- Provide monthly reports to Directors of Construction
- Meet with the estimating department for any new project awarded to Fortis
- Attendance at regularly scheduled meetings one site
- Attendance at regularly scheduled Fortis staff meetings
- Complete warranty work with Close Out/Deficiency Coordinator
- Consider alternate construction methods for overall better performance of each project
- Responsible for materials purchased for each project
- Perform budget and estimate for project including design build, construction management, cost plus and other projects not considered typical tendered projects. As directed by the Directors of Construction
- Produce project specific logs including change orders logs, RFI logs, shop drawing logs and the like using standard Fortis templates and/or project management software
- All necessary coordination of permits, sub-trades, Site Superintendents and all other project specific items
- Maintain the companies' creed that Fortis strives on delivering the highest level of quality on time and on budget
- Create and conduct thorough review and issuance of subcontracts, purchase orders, invoices and other relevant documentation

### **ESTIMATORS / Reporting to VP of Estimating**

An Estimator in the construction industry is responsible for compiling estimates of how much it will cost to provide a client or potential client with products or services. He or she will do this by working out how much a project is likely to cost and create budgets accordingly.

The job involves assessing materials, labor and equipment required and analyzing different quotes from sub-contractors and suppliers.

An Estimator might work from a bill of quantities (document outlining the basics of the work to be done) or just a set of drawings from the client. Estimators provided prices for everything

form a one-off scheme to maintenance project which will be completed over several years. An estimator working on Private Finance Initiative, for example, would be providing costs on work to take place over 25 years.

Estimators are responsible for taking a project and breaking down all expenses including materials, labor, and other resources. Because of this, they are crucial in helping companies make correct buying and hiring decisions. They plan project budgets and even track expenses through the life of the project.

For a typical construction project, the Estimator will review the preliminary plans and architectural drawings for the project. Then the Estimator visits the site of construction, making notes of the geographical features of the site and access to infrastructure (road, electricity, sewer, etc.). Then the Estimator takes into account all the materials, personnel, and any other resources needed to complete construction. All of these details come together to make a comprehensive cost estimate for the construction project.

Construction Estimators are required to work with engineers and architectural designers to determine exact raw materials necessary to complete a project. They create lists of every element needed for the construction project and estimate labor cost. These professionals request proposals for each job in a project and must achieve the best deals possible for the company they work for.

Providing suitable plans Construction Estimators usually perform many of the following tasks:

- Calculating final costs
- Teaming up with other professionals
- Estimating the amount and type of material required
- Understanding blueprints

### **Skills**

- Having good communication skills
- Being able to work with a team
- Having strong analytical skills
- Being proactive
- Having high attention for details
- Being well versed in CAD applications
- Having interpersonal skills
- Being able to handle large files with confidential data
- Having understanding of blueprints
- Having leadership skills

### **SITE SUPERVISOR / Reporting to Project Manager**

Site Supervisors manage all field construction on a daily basis. They are responsible for the following:

- All field aspects of safety
- Developing and implementing the construction plan
- The project's budget and total labour hours
- Schedule
- Productivity
- General construction project performance
- Daily presence on site from start of day to end of day
- Assigning a competent and qualified replacement when absent from site
- Mandatory submission of daily reports to the project manager as well and project directors, Max and Tyler
- Ordering of rental equipment and site purchases after the approval of the Project Manager
- Daily communication with Director of Field Operations
- Daily communication with Project Manager
- Knowledge of the Health & Safety Act
- Implement and enforce any and all health and safety related sit issues. Assistance from TRH as required
- Toolbox talks
- Provide input into project schedule updates
- Update PM on the progress of the project
- Complete quality control – start to finish. **"If it's not done right, it's not done!"**
- Following through with project closeout and ensuring deficiencies are cleaned up no later than 10 days following substantial completion – signed off by the respective client.
- Overall project cleanliness, organization and site presence on a daily basis

Site Supervisor also co-ordinate the following:

- All sub-contractors and suppliers
- Site changes and associated hours reporting back to you to your project manager in detail on a daily basis
- Equipment logs, hours and reporting required maintenance
- All owners vendors/suppliers
- Field supervision throughout the work
- Obtaining a site trailer, site washroom, and other site related necessities

Construction activities at the site to construct the project according to information provided by the project management staff

- Maintaining and promote a safe work environment and provide Training and other material as required under the Act.

- Review any concerns with project information with the project manager. i.e. schedule, budget, subs.
- Develop a work plan and schedule for Fortis own forces work with assistance if required from the PM consistent with overall contract schedule.

## **COST CONTROLLER / LAURIE GREWE**

### **REPORTING TO VP OF FINANCE**

- Assist Project Managers and Project Directors with monthly invoice and billing requirements. Specifically in a plan and spec job work with the PM's and consultants to perfect the billing breakdown. Where possible and if a design build or CM contract is in place, work with the PM to do the best to align the estimate breakdown to the billing breakdown.
- Assure monthly billings are in on time and accurate to cost to date between the 20<sup>th</sup> to 25<sup>th</sup> of the month. Meet with each PM on each project once a month to cross compare our billing percentages vs our cost to date and/ or any issues that arise from the consultants of clients with respect to any changes that may arise regarding billing percentages
- Pursue payment certificates from owners/architects within **5 to 10 business days** of application and advise accounting to proceed with invoicing. The overall goal is to have Approved Payment Certificates c/w Payment Applications sent to VP of Finance before the **1<sup>st</sup> of the next month** for her to Invoice
- Assist project managers/project directors with change orders, change order billings, and pursuing owners change orders. Determine if the CO is internal (Fortis cost) or external to assure all change orders that are external are getting inputted and approved into the system prior to work commencing and if work is to commence based on T&M that the PM informs cost controller and collectively the accounting department along with the PM and site superintendents are accurately creating and tracking a job cost total – real time. Work with the owners rep/ consultant and the external PM to insure that CO's are dealt with and approved within the **30 day billing period.**
- Every single CO is essentially its own job and we need to treat it that way". It's very important that you work with the client and PM closely to fully understand the story behind each change (understanding, what is the real story behind the change)
- Identify owner or consultant retentions and or holdbacks at the outset of the project to eliminate large amounts of contract funds being held unreasonably
- Follow up invoicing to owners on payment with PM/PD and accounting. All PM's and directors have access to the payment status and overdue accounts through Jonas premier directly and

should be tracking accordingly.

- Immediately identify any issues with payment with respect to contract, any CO's or issues due to quality of work or any other item that may hold up payment (i.e. engineered letters, warranty, closeouts, etc...)
- Provide cost to complete analysis and assist in cost analysis on projects for WIP as directed by the VP of Finance
- Provide real-time profit analysis of all projects
- Manage purchase control/cost control program
- Manage supplier accounts and purchase order app
- Provide POST Construction financial review to executive group and to each department showing over/under for future similar work.
- Any other accounting duties as deemed and assigned by VP of Finance

#### **FINANCE AND ADMINISTRATION / Reporting to the Vice President of Finance**

Administration functions including;

- Division of daily data entry duties
- Banking
- Payroll
- Remittances
- Payments
- Supplier account reconciliations
- Project related accounting activities
- Monthly project reports
- Project billing
- Accounts payable
- Time entry
- Job cost report

#### **SPECIAL PROJECTS / Reporting to the Vice President**

- Manage all projects with value of \$250,000.00 or less or as appointed by the Chief Executive Officer, President or Vice President
- Follow and execute projects using all aspects of estimating and Project Management as listed above.
- Prepare estimates, quotes, proposals and the like to submit to client
- Customer relations



- Cost control

**HEALTH AND SAFETY / Reporting to Project Manager / Operations Manager**  
**Fortis Third Party Safety Affiliate (Safety Comp Services / TRH Group)**

- Project Managers are responsible for notifying them of projects
- Review and administer subcontractors
- Provide detailed reporting to Project Manager
- Conduct regular site visits and assist all parties to obtain proper safety standards
- Dealing with, following through and guidance on any and all Ministry of Labour Issues or concerns

**SYSTEM AND TECHNOLOGY / Reporting to Operations Manager**  
**Fortis Employee Appointment / Third Party IT Company**

- Provide technical support for all electronics, web based products, computer programs, printers and other devices in addition to developing and maintaining all Fortis applications
- Trouble shooting for office and cellphones, portable electronics, computer
- Setting up site cameras
- Keeping track of all Fortis owned and issued electronics, computers, phones, laptops, and other equipment
- Responsible for video conferencing interfacing and functionality
- Responsible for setting up employee computers/laptops, phones and other electronics including, emails, computer programs, server compatibility