

## FORTIS CONSTRUCTION GROUP INC.

### 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

- Being the premier provider of construction services in the industry
- Differentiate ourselves from the industry by doing it BETTER
- Completing all projects within the owner's budget parameters
- Minimizing the effect of construction on owners
- Understanding and addressing owners 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 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.**

## 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 TO BE CONSIDERED A "GUIDELINE" FOR REVIEW. IT BY NO MEANS REPLACES ANY EXISTING RESPONSIBILITIES. ADDITIONALLY PROCEDURE MANUALS ARE BEING PREPARED AND WILL BE DISTRIBUTED TO ALL BY DEPARTMENT**

## 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 / PROJECT DIRECTOR / 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 / PROJECT DIRECTOR / 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
- 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
- **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**
- 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
- **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**

### 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 Estimator's 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



## SITE SUPERVISOR / Reporting to Project Manager – VP of Field Operations

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 / PURCHASING AGENT / Reporting to President**

- Assist in cost analysis as directed by the VP of Finance
- Provide real-time profit analysis of all projects
- Manage purchase control/cost control program
- Create policies and procedures in conjunction with the VP of Operations
- Manage supplier accounts and employees approved to be on the buyers list
- Review subcontracts/PO's for completeness with estimating, PM and Accounting

## **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

### 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.**