




Imperial Fence Brings
Focus On Health And
Safety To The Job





Imperial Fence Inc. is a fencing company based out of Scotland, Ontario. The business provides a range of fences, guiderails, and railings for commercial, industrial, and municipal applications. Hallmarks of this reputable and well-established company include a professional and skilled team, a strong commitment to high quality work, and a special focus on health and safety and teamwork.

The Director of Imperial Fence, Neil Viveiros, took over the company in 2019. He says that since he has been at the helm of the business, there has been a positive change in culture. "It was a change in culture that has made us successful, as soon as we started to care and invest in our team, the company began to thrive" he explains.

Neil brings with him a wealth of knowledge and experience to the director role, stemming from his early start in the fencing industry. His first experience being as a shipper/receiver for a fence supply

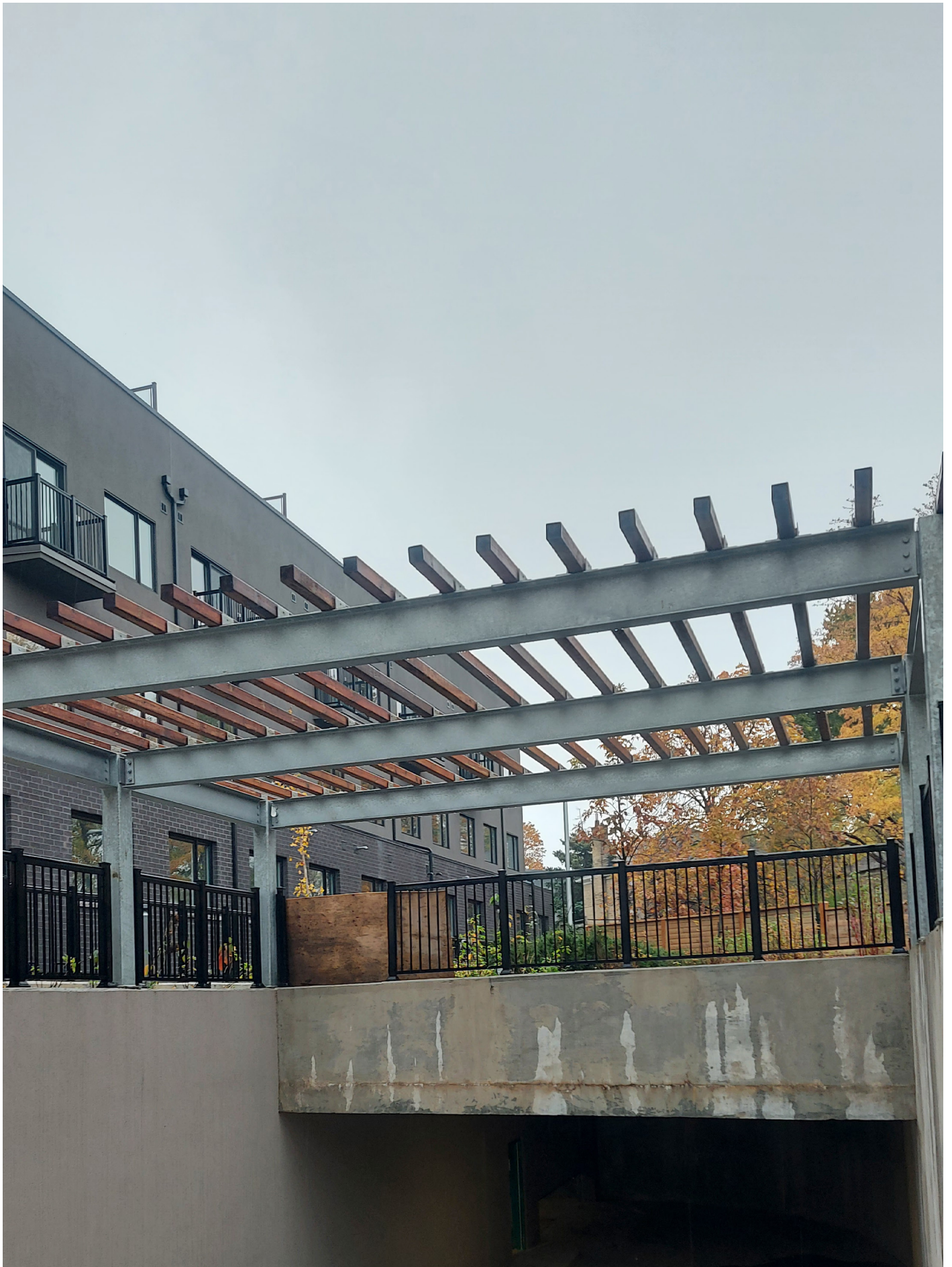
warehouse, grew into further roles and responsibilities within the industry.

"From there it grew into various stages in the fencing industry," he says. "I'm going on 30 years almost in the industry. I've basically worked in all aspects of the business from supply chain, manufacturing, installation, and then owning my own installation business."

After assuming control of Imperial Fence, Neil started making small but gradual adjustments aimed at improving the care and

culture for his employees, beginning with improvements and implementations to their accountability, responsibility and health and safety programs. "The business was good. We basically changed the culture within the business. Adding a health and safety role to it, and moving from there, it's expanded. We've got buy-in from the guys, our leadership changed, and the culture change followed. It was more changing the way the guys do the work and allowing them to freely work on their own without micromanaging and asking for input from them to know







where we need to improve. Allowing the employees to take ownership of their tasks gives them more accountability and a sense of pride in the work” he explains.

And over the next three years, Neil saw these changes have a big impact on employees and their relationship with the business. “It all stems from culture, care, health & safety. As soon as we flipped our culture, and started to care about our workers, that’s when we saw positives coming back the opposite direction. As soon as we started to care and listen

and invest in our people...it came back ten-fold.”

Josh Seitz, Imperial Fence’s long-time Project Coordinator, has been with the company for 15 of its 25 years and has seen first-hand the effect of changes brought in by the new ownership. “It’s been day and night. We were a bit more of a mom-and-pop shop ... back in the early years.”

He notes that the business used to seemingly “run day by day” but is now “run looking weeks and months in advance” with greater success, “through

consistent communication with our clients, we plan our scope, and work very closely with them to ensure we’re providing the best service and quality, so their projects are completed on time.”

The scope and work completed on these projects can vary widely, “some of our projects are as low as \$1,000 repair and we’ve got a couple projects that are six-figures. We can scale and complete any size project,” Neil notes. “We tend to pursue the big jobs, but we also like the smaller jobs as well.”



The company recently completed a project at a Lowe's distribution center in Milton that they are especially excited about.

"It was a fairly large facility. We did it quick. The general contractor was very happy with us," Neil explains. "We recently did a Hydro One site. Same thing. It was nearly two kilometers worth of fence, and we were in and out quickly with a lot of praise from our client."

"Those are two highlighted projects that we've done recently. They're larger. Two

different general contractors and I think both general contractors were happy with the work that we did."

The products they install include chain link, guiderail, iron fence, municipal road signs, wood fence, and pedestrian railing. However, as Imperial Fence is signatory to LIUNA (Labourer's Union), they don't accept residential jobs and, instead, prefer to focus only on commercial, industrial and municipal projects, with the primary service area located within the GTA. According to Neil, "We will travel within the

401 Corridor but try to stay within the GTA if possible. But (we) will travel if necessary."

In 2022, in recognition of their commitment to safety, Imperial Fence completed the Certificate of Recognition (COR) Program. They are especially proud of this accreditation.

"Receiving this certification is a big part of the company's emphasis on health and safety and is the result of an intense safety audit from a COR certifying partner that involved a year of preparation," Neil explains. "The preparation



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Kevin@huntersteel.ca

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included collecting data and making sure all employees were on board and working safely, creating daily inspections on all equipment, job site hazard analysis, and coaching each other to work safely.”

And though Neil dedicated much of his own time and effort to achieve the COR certification, he credits his team for making it possible.

“The guys did it. They took it, ran with it, and owned it,” Neil says. “Everybody was on board and really focused and started to look out for one another. This also helped with our team culture, and we created a family.”

He says that using the SiteDocs app was “one of the biggest things that also helped us in getting COR. This app basically allows them everything at their fingertips. We load it with

our policies, our procedures, worker certifications, MSDS’s and everything health and safety related. That way, if everybody has everything right at their fingertips, if anyone asks them for anything they have it on their phone. Everybody has access to it, the right to know and participate is encouraged at Imperial Fence.”

Imperial Fence currently employs around 30 installers and four office personnel. Some employees have been with the company for five to 10 years, while others have been there for over 20. And Neil, in line with his leadership beliefs, stated “We ensure that everyone from the foreman to the new employees are trained and certified for every task we perform and every equipment we use. This way everyone is fully trained and able to do all tasks required.”

Looking into the future, Imperial Fence will look to manage sustainable growth, as Neil mentions, “We’re going to outgrow ourselves, unfortunately. We’ve seen substantial growth over the last three years, and we could probably tack on another 10 to 20 percent more projects, then we’re going to be maxed out because we just wouldn’t have the facility to compensate it.”

However, his vision for the future is much the same as when he first stepped in, caring and investing in his employees and maintaining the positive culture they’ve cultivated. “We want to turn our lead hands into foremen and bring new bodies in so that we can grow but not at a drastic pace. We want to maintain what we have, but just be able to field more clients as people become more aware of us.”



For more information about Imperial Fence and everything they have to offer – and to get in touch with Neil and his team – visit their website at <https://www.imperialfence.ca/>

