

THE IPD JOURNEY

OPTIMIZING THE TEAM FOR PROJECT SUCCESS



THE MECHANICAL ENGINEER'S PERSPECTIVE

PROJECT SUMMARY

Project, Location TD Lego 77 Bloor Street West, Toronto	Target Price Confidential	Delivery September 2013 to May 2016	Project Team Execution Rating 90%
Project Model Integrated Project Delivery (IPD)	Final Price 13% Below Target Price	Client Satisfaction Rating 96%	Project Team Trust Rating 94%

PROJECT TEAM



IPD ELEMENTS

- Extensive pre-planning with all levels of leadership
- An agreement between the partners not to litigate
- Transparency in scheduling, delivery and billing
- A shared pool of risk/reward to stimulate innovation
- 11 Floors of renovation
- Completed over 6 phases

HH ANGUS BIOGRAPHIES

Kevin O'Neill

Director, Commercial Division

Kevin is a Principal at HH Angus, and leads the firm's operations in a variety of commercial sectors. He brings substantial knowledge of infrastructure renewal, and a background as a successful and multifaceted senior project manager and mechanical engineer.

Alvin Adel

Member, Commercial Division

Alvin is a member of the Commercial Division at HH Angus, working on design and co-ordination of Tenant projects. His focus is on Mechanical Design, HVAC load calculations, Fire Protection/Plumbing systems and the production of AutoCAD floor plans for tenant fit-out projects.

There is, said Kevin O'Neill, a big difference between the periphery and the centre of an IPD project. O'Neill had experienced two IPD jobs before TD Lego.

"We were consultants in the traditional sense and not a part of the incentive compensation layer (ICL) which is obviously key in this process," he said. "Lego was a learning process for everyone new at this level because we weren't sitting in on the ICL meetings" he said.

"What I found was everyone was co-operating on this job. If you need something, people were there to help you."

Alvin Adel

In an IPD project, the rubber meets the road early. The extensive analysis and planning with senior people front-loads the expense. Partners new to IPD sometimes wonder whether eventual savings can mitigate the front-end costs.

It didn't take Kevin long to notice that extensive preparation led to eventual savings. "You spend a lot of time up front and when you get into the construction phase and then it can run very smoothly," he said.

"I started just when the first phase of construction was beginning and immediately they were saying 'this is over budget.' We took it on and were able to get the mechanical costs down. Maybe having a second set of eyes was something that enabled them to see it through."

With a financial stake in finding efficiencies, Kevin found himself very engaged in the entire project.

"I think the whole idea of the IPD process is you challenge anything, whether it's your discipline or not," O'Neill said.

"We could challenge the furniture design or the blinds. The interior designer might throw up an idea on the HVAC solutions. There's never really a bad idea."

"I came to understand and really enjoy IPD," said Angus' Alvin Adel. "The job moved faster



because when we ran into an issue it could be solved right away. It was easier for us, easier for everyone.”

The collaborative approach bore fruit when an “element had to be changed on the go,” Alvin said. “If there was an issue, it was sorted out right away.”

“I didn’t have any experience in IPD so I really didn’t know what to expect,” Alvin said. “What I found was everyone was co-operating on this job. If you needed something, people were there to help you.”

While he arrived too late on the project for the visioning sessions in which partners mapped out goals such as joy and collaboration, Kevin found a group living those values.

“I think you can apply IPD anywhere but the owner can’t be just looking for the lowest price. That defeats the IPD mentality of working collaboratively together”

Kevin O’Neill

“This was certainly one great team. Everybody was fully invested, that’s for sure. Anytime you got together, it was a lot of fun. There really haven’t been too many rough patches in the last year.”

HHA, Kevin said, has incorporated some elements of IPD in different projects.

“We’ve presented a shared-savings approach to other Clients. These were mainly mechanical upgrade projects but I think you can apply the IPD approach anywhere.”

The key element, he said, is always going to be owner expectations. While the notion of

savings is beguiling to an owner, quantifying those economies before they are found to drive down the initial price of the job won't work.

“Obviously you have to have an owner who understands construction. There are often projects that have a budget presented that is realistic but the Owners are still looking for less. This creates a challenging project atmosphere once issues arise, as they inevitably will, and the contingency has evaporated.”

“I think you can apply IPD anywhere but the owner can't be just looking for the lowest price. That defeats the IPD mentality of working collaboratively together,” he said.

“When I came to understand IPD I realized that based on the outcome, this kind of project approach is very good. It's better for us, easier for us, easier for everybody.”

Kevin O'Neill

THE IPD JOURNEY

OPTIMIZING THE TEAM FOR PROJECT SUCCESS

THE MECHANICAL ENGINEER'S
PERSPECTIVE

 HH Angus

Kevin O'Neill