

THE IPD JOURNEY

OPTIMIZING THE TEAM FOR PROJECT SUCCESS



THE ARCHITECT'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



Brookfield
Global Integrated Solutions



HHAngus



MULVEY & BANANI
Consulting Engineers



EllisDon



MODERN NIAGARA

SYMTECH

teknion

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

HOK BIOGRAPHIES

Chris Browne

Senior Vice President,
Licensed architect

Chris has over 30 years of architectural experience on a diverse range of projects of varying scope, scale and complexity in the corporate, public and institutional and residential sectors. He has a particular specialization in the financial sector.

Genny Rose

Vice-President

Genny brings a dynamic sense of leadership and a natural skill in communication. As an energetic, creative thinker, she excels in her role as a fast-track overseer for the retail client.

Jim Janssen

Director of Operations, Interior

Jim supports and works with Managing Principal in providing studio leadership, meeting financial goals and managing project delivery and administrative operations.

Ziba Geramikhosh

Senior Interior Designer

As Senior Designer, Ziba's experience includes managing full scope projects beginning at site selection, interior space and work process programming, through to project implementation and accessory selection.

For Chris Browne, IPD takes a good idea and makes it better. Unlike many IPD partners in the LEGO build, Browne had been looking outside the lump sum concept for projects.

“We had already brought on an electrical consultant as part of our master services agreement,” he said. “We’re primed to be partners to our client and we were already in the mindset that we are protecting their best interests.”

IPD, he said, was the next logical step in the process. “I’ve always liked the collaborative approach to work in all contexts so finding a way to institutionalize it and give it incentive is win, win, win.”

“This was the first IPD for most of us so there was an element of unfamiliarity there. After you make the leap you start wondering why we don’t do it this way every time.”

Chris Browne

The fixed-sum system, he said, routinely fostered silos and acrimony between partners because it includes no incentive for the most important element of the project: co-operation between partners. “Traditionally, it’s really about covering your backside and protecting your own risk,” he said. “That runs counter to thinking in a sort of master builder mentality where you take advantage of the skills and expertise of all of the players in design, construction and building.”

In an IPD project, partners agree not to sue each other. Each partner’s bid includes a profit element but IPD provides an incentive for co-operation by dividing money saved through efficiencies among the participants. Visioning sessions encourage common goals and extensive analysis and planning eliminate potential hurdles before a screw is turned. The hub of an IPD project is The Big Room on site. Workers from all disciplines share the room. Tradespeople use a whiteboard to dovetail their schedules. Billing toward the project is equally transparent.

“There is a big leap of faith at the beginning,” Browne said. “This was the first IPD for most of us so there was an element of unfamiliarity there. After you make the leap you start wondering why we don’t do it this way every time.”

“The initial meeting was very successful, very energizing,” said HOK’s Jim Janssen.



“Very senior people were there. I think everyone was excited about being part of the project. That was the vibe in the room. Being on a project that is removing conflict and sending up a matrix where we could work together and innovate was a brilliant idea,” he said.

Despite his belief in collaboration, Chris recognized it would not always be an easy sell.

“We have been attuned to IPD but it still takes a while to get your head around the whole process: building on each other’s expertise to mitigate risk through a collective process. There really is a huge element of trust that is required and that is so fundamentally different from the way we have been trained and conditioned in our industry,” he said “You keep falling back into the old paradigm and you have to catch yourself. It is a challenge but it’s worth it.”

Front-loaded with an extensive consultation and planning phase, IPD jobs typically test the faith of its partners early in the process when the bills are piling up before the savings become evident.

“Having been through it, I would be a little calmer about how to weather those early stages and be a little more inclined to think about how we support our client at that time,” Jim said.

“The uncertainty did eventually wane,” said HOK’s Genny Rose. “When we came across issues and we weren’t sure how to resolve them, being in that big room together helped us see the overall picture and figure out how to minimize any of those uncertainties. In one instance we were looking at the third floor and the vault and we had to put a barrier-free washroom on there. We hashed it out and finally someone said: ‘let’s just not do it there. Can we not go back to the client and say ‘if we just move this to another floor, we’ve lessened the potential issues we’re going to have?’”

Genny noted the hesitancy among people used to working on their own to commit to spending time in The Big Room. “I think ourselves, the other consultants didn’t really embrace it. I think that was too much of a shift for us. People felt ‘I can’t be away from the office so much.’”

An often-cited belief of IPD is that because the up-front costs are so substantial, there isn't enough opportunity in a smaller job to find enough efficiencies to justify the system.

"I have heard it said that there is a threshold value of \$10 million or \$15 million but the people who said that were coming from an individual project perspective," Chris said. "I think an organization like TD could setup a team for smaller projects. You do the setup, you've built the team, that's how you implement going forward. They would just roll from job to job."

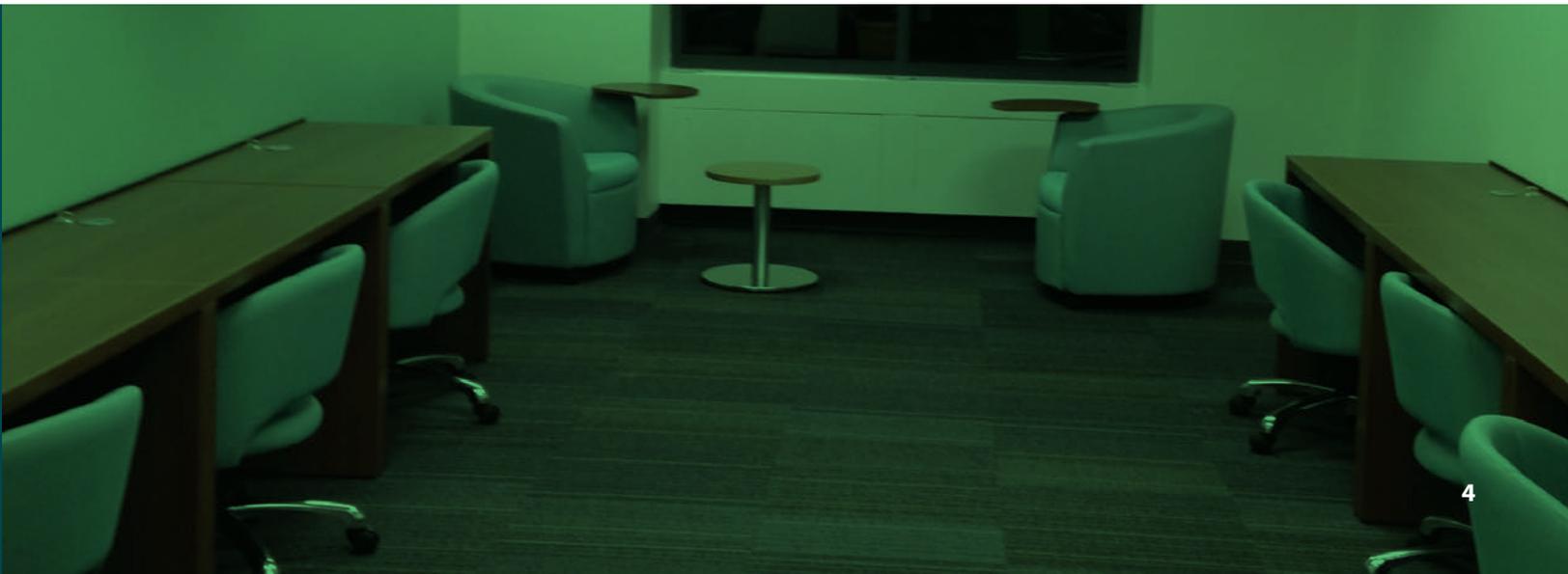
Partners from every company agreed the LEGO project made coming to work fun because it eliminated conflict. Joy, a target emphasized in visioning meetings, was clearly met.

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"This whole process changed people's minds," Genny said. "I think sticking to some of those values, we knew we would deliver the project the way we wanted to. We realized we would learn something from the project and we all did."

"When someone got back to me, they already had a solution for me," said HOK's Ziba Geramikhosh. "Everybody was a team member. Everybody was on the same page. I think every project should be an IPD. It was refreshing."



The next step was a recognition that more flexible standards can lead to greater savings and shorter projects. “If you don’t have the ability to manage and change the standards and find innovation, then you are looking at a very narrow band of opportunity,” Chris said. “As it stands right now, the goals for projects don’t seem about getting them done quickly and efficiently. You can synergy and leverage through IPD as much as get pure costs savings,” Chris said. “When you shorten the time of a project dramatically, that has value too.”

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