

THE IPD JOURNEY

OPTIMIZING THE TEAM FOR PROJECT SUCCESS



MODERN
NIAGARA

THE MECHANICAL CONTRACTOR'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



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

MODERN NIAGARA BIOGRAPHIES

Paul Perry

Vice-President, Special Projects and Business Development

Paul spent his first 20 years in the trade as a master steamfitter. He has been a vice-president for 15 years, including six at Modern Niagara.

Ken Gilchrist

Project Manager

Ken has been in the mechanical industry for 28 years. Over his first 10 years he worked as journeyman plumber and then worked eight years as a foreman and general foreman. Over the last decade he has worked as senior mechanical project manager.

Modern Niagara Project Manager Ken Gilchrist wasn't convinced IPD could transform a project when he joined TD Lego.

"I've been in construction for 27 years so to me this was a very different way of turning over a project," he said. "I liked the idea that everyone was on a team but I wasn't sure it would turn out the way it was supposed to work."

"People took interest in my portion of the project and I started to take interest in how they were doing. It was a gradual incline into this type of project delivery."

Ken Gilchrist

In IPD, there is the 'too good to be true' factor. The issue for everyone involved in TD Lego wasn't whether the notion of more open collaboration was a bad thing.

As Modern Niagara Vice President Paul Perry said: "When I looked at the concept I was extremely excited. At the time I had been in construction for 37 years and to be honest the whole theory of working together as a team instead of having a bunch of segmented pieces was pretty exciting to me."

Instead, the issue has always revolved around one question: can contractors, accustomed to silos and protecting their company's interests, work together? So while enthused about the philosophy, Paul too wondered if the dynamics in the fixed bid system were too entrenched among veteran construction people for them to change.

"The concept that is always missed in construction is that no matter how much the importance of team play is put forward, the bottom line is the general contractor, the electrical contractor, the mechanical contractor is going into every job to make money for their company, not for another group of people," Paul said.

Projects, Ken said, begin with plenty of talk of teamwork but the existing system discourages what it purports to foster. "We have projects where we say we are team members but in fact we are in silos and we are very protective of our own scopes of work. That's the way we have been through our careers. You are very protective of your person in the project and you don't worry about whether the electrician or the drywall is going to make money."



It took only a few visioning and planning meetings to convince Paul that IPD's collaborative dynamics could work. "You were looking around the room at normal construction people who are used to going into meetings and getting into fights that slow down processes," he said. "It was abundantly clear in that first meeting that this was not going down that road."

Everyone, Paul said, was faced with changing the way they view the other people on the project. That included Modern Niagara. "I think we had a little bit of a time teaching our guys to go with the process, loosen up, let your guard down and be a friend of everybody's."

Ken saw the philosophy of collaboration move from the planning stages to the jobsite. "I started to feel it in how we were dealing with issues on site," he said. "It just wasn't the spec said this. People took interest in my portion of the project and I started to take interest in how they were doing. It was a gradual incline into this type of project delivery."

That ability to look past the original design and find savings, Ken said, grew throughout the project. "Once we had that basic design, we really drilled down on it and looked at ways to do it cheaper and faster," he said. "On our end we built some of the existing mechanical systems into the design rather than ripping them out and throwing them out."

The efficiencies borne out of the intensive planning and consulting process showed themselves quickly, Paul said because floors could be turned over quickly. The values envisioned early in the project came true, Ken said. "I've seen many companies or businesses say have their core values but how they run their business is very far removed from that," he said. We took those values and we actually ended up living them right in the project."

One of those values was joy, an element Ken said, was evident every day. "It was a pleasure working with people who want to see you succeed. They're very helpful. There were no nasty e-mails. If there was an issue, we dealt with it together."

Transparency was implemented through the funding and planning process in The Big Room office where workers from different disciplines met and strategized. “What I liked was the honesty value,” Ken said. “After you start working through it and people are turning over the savings, you realize they are working as you want them to work...as a group.”

Paul said one of the biggest adjustments for owners and consultants is to accept that choosing the most manageable and collaborative team will result in savings – even if they are a little more expensive. “It’s a misunderstood concept that if you go out and get four or five bids that you are actually going to be ahead in the game,” Paul said. “I always try to explain to the customer: it doesn’t matter where you start. It only matters where you finish.”

Paul envisions an ideal way to demonstrate the IPD’s worth. “If you ever want to give this a try, the way to do this is pick something you have already done a few times before; For example, a floor in a building where you can go and say, mechanically we did three floors. It was 500, 510 and 520. Take the three floors, add them together, divide by three and you come back with a cost of 508. Award it at 508 and say ‘ok, buddy. You’re bragging about IPD.

Design it. Build it. Let’s see what you are going to do with the idea that we’re going to do it quicker, cheaper and better.”

Paul Perry

THE IPD JOURNEY

OPTIMIZING THE TEAM FOR PROJECT SUCCESS

THE MECHANICAL CONTRACTOR’S PERSPECTIVE



MODERN
NIAGARA