

IPDA

INTEGRATED PROJECT DELIVERY ALLIANCE

TOUCHING BASE

SEPTEMBER • 2020

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THE EVOLUTION OF IPD IN CANADA – A PERSPECTIVE

by Ken Jaeger, researched and written by Glenna Armitage

What was the instigating factor for you to choose IPD?

For our first IPD, St. Joseph's High School, we began the project utilizing the traditional delivery method. Early on in the process we were over budget and the team's solution was to cut area or use lower quality materials. Still in litigation over poor workmanship on a previous project completed five years earlier; we knew there had to be a better way and began to research options.

What were the major roadblocks for you in your research and decision to try IPD in 2014?

Although there were quite a few IPD projects ongoing in the US, the only recent IPD project found in Alberta was the Mosaic Centre. This required extensive research into the IPD delivery model over the next 9 months. There was minimal local (Canadian) knowledge and so the typical networks and connections needed to be vastly supplemented with independent online research and cold calls.

In addition, as funding for these 2 schools was to be provided publicly through the government bodies of Alberta Education and Alberta Infrastructure, additional procurement requirements had to be met. In order to be allowed to try this model of project delivery, it had to be proven that RFPs met requirements and guidelines for fair and transparent procurement, taking into account the New West Partnership Trade Agreement.

How did you get the project up and running utilizing IPD?

Negotiations were held with the consultants chosen through the traditional method, and all agreed to transitioning their contracts into one single IPD contract. From there we issued an IPD RFP for our builder and at that point received only 3 proposals. We decided to proceed with the team that had previous IPD experience on the Mosaic Centre.

The major component that allowed us to move forward with a successful IPD project was having the right people come together with strong leadership and true desire to research and improve project delivery. We learned on the fly and utilized experts from the United States to train our team. Though there was a lot of hard work, we also worked hard at providing a team culture that allowed for failures along the way which ultimately led to the safe environment for continuous improvement.

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Have you saved the date for this year's Annual Action Agenda Planning and AGM (AAAPM)?

Ken Jaeger of KTJ Consulting has been a member of the IPDA since its inception, first as part of the Owner Membership with the Red Deer Catholic Regional Schools and then remaining active after his retirement from that role to strike out with KTJ Consulting. Ken has been an advocate of IPD since his first project, St. Joseph's High School and St. Gregory the Great Catholic School which started in 2014. With his experience on what we believe to be the first publicly funded IPD project in Canada and continuing on to work in an advisory capacity on IPD projects today, we asked him to provide his thoughts as to how IPD has evolved over the last 6 years in Canada.

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HAVE AN IDEA FOR A SUBMISSION TO THE IPDA UPDATE?

One of many opportunities to get involved with the IPDA is to forward a submission to the IPDA monthly update care of INFO@IPDA.CA.

ARE YOU THINKING OF RUNNING FOR THE IPDA BOARD OF DIRECTORS?

The election of the Board of Directors for the 2020-2022 term will be held on Tuesday, October 27, 2020, during the Annual General Meeting. Please consider running for office or nominating other members. We have 4 full terms (3 years per term) coming up for re-election and one replacement position for a 1 year term.

While nominations will still be accepted at the time of the election, we are offering nominees the opportunity to submit a short bio complete with their reason for running and headshot to INFO@IPDA.CA to be circulated in our October IPDA update (Tuesday, October 13th). The deadline for nominations to be included in the update is Thursday, October 8.

To stand for office or nominate a candidate for the Board of Directors, individuals must be employed with a member organization in good standing with the IPDA.

Members applying for nomination as a candidate for election to the Board of Directors pursuant to the IPDA, should note the following:

The Board of Directors is currently composed of thirteen (13) Directors. Meetings of the Directors are held on a regular monthly basis. As the IPDA is an organization run by volunteers it is expected that the Directors will play an active role in advancing the IPDA initiatives forward.

UPCOMING EVENTS TO WATCH FOR AT WWW.IPDA.CA/EVENTS

ONLINE LIVE IPD FORUM SERIES EPISODE #4 – UBC to present their findings as described in the “Owners’ Perceived Barriers to Adoption of IPD in Canada”	September 25, 2020
AAAPM + AGM This annual meeting (for IPDA members only) is not only the AGM for the business of the Alliance, but operates as a collaborative workshop to pull the priorities and associated actions to bring a set of recommendations to the board for prioritized initiatives in 2021. This year will have the added value of Shawn Kanungo, Innovation Strategist, as a keynote speaker.	October 27, 2020
INTEGRATED PROJECT DELIVERY VIRTUAL CONFERENCE - Still under construction our Knowledge + Competency Committee is planning something special for you. We will provide more details ASAP, but know that we anticipate being able to assist you with your Professional Education credit requirements for 2020!	November 19, 2020
OWNERS EXCHANGE An opportunity for an online social networking event open to owners only to allow for candid conversations between colleagues - let your casual conversation spark inspiration.	To be announced at IPDA/EVENTS

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The Evolution of IPD in Canada

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How have you seen IPD evolve over the last 5 or 6 years since it's birth in Canada?

The knowledge base for IPD has grown exponentially in Canada, due in very large part to the IPDA and it's initiatives. The industry on whole has become more informed about IPD, and the bootcamps and educational opportunities provided by the IPDA has allowed designers and builders to submit proposals for these projects on a more competitive level. Owners are also becoming more educated and a network has developed that allows for candid conversations regarding the pros and cons of this method of delivery, as well as which projects and clients are right for it.

We have seen IPD across Canada, initiating from major hubs in Alberta and Ontario and radiating outwards through BC and Quebec with Saskatchewan owners also thinking hard about using this delivery method.

What about the contract itself?

When we started there was really only one IPD contract (Hanson Bridgett from the US). We acquired the contract and spent countless hours changing it to meet Canadian law and even more specifically for Alberta. Since then, CCDC has released an IPD contract (CCDC30) and multiple owners have come up with their own IPD contracts. Often owners have taken the Hanson Bridgett and changed it to meet local/organizational requirements or, with the use of Supplementary Conditions, added clauses to the CCDC30.

We are now seeing more supporting businesses to the construction industry (e.g. legal, insurance, suppliers, etc.)

learn about IPD, how it impacts their business model and how they may need to change to support the industry.

What is the most impactful improvement you have witnessed in IPD?

Team selection. When we began with our first IPD project, teams were self-assembled. As owners, it was easy to issue a single RFP but we were unaware of the consequences the industry adopted. Though IPD is a collaborative environment and culture, the pursuit of a project is still highly competitive and as such team members were requiring exclusivity from prospective team members. This did not necessarily allow for us, as owners, to have the best of the best.

Currently we are seeing IPD teams built on a compounding basis through multiple RFPs where the first team members brought on are then involved in the selection of the next team members and so forth. This allows for more control by the owner to make sure they have the full competitive advantage in choosing their team, but also allows for the team being built to ensure it is the right fit with both firms and individual team members. While issuing multiple RFPs initially takes extra time to build your team and kick off the project, it ultimately avoids the exclusivity piece and allows for everyone to have an equal opportunity to be on a team.

You spoke of continuous improvement earlier, what else have you seen improve in IPD delivery?

The tools. IPD practitioners believe strongly in collaboration. This principle encourages the sharing of tools used in IPD (Risk Register, Forecast Sheets, etc.). As these tools are shared, they are continuously improving allowing teams to hit the ground running without having

to start from the beginning on each project.

If you would caution someone about IPD, what would be your key message?

Not every owner, contractor, trade or architect/designer is ready for IPD, and not every project is ready for this delivery method. Although I certainly want to see IPD grow and be used, one of the worries I have had from the beginning is that it grows too quickly. If the industry is not ready you have the opportunity for many IPD projects being delivered without the industry able to support it in the way that it is needed. This has the potential for poorly delivered IPD projects and creating a black mark on IPD.

How would you recommend someone considering IPD to begin?

Research. You can find, either on Amazon or the IPDA website, the "Integrated Project Delivery: An Action Guide for Leaders". This is a great resource to give you an overall understanding of IPD. The IPDA is an excellent organization that strives to both educate and connect it's members - consider getting involved with them and becoming a member - it's even free for Owners.

While they have been unable to host any formal bootcamps this year, the IPDA continuously offers educational events - watch the event page on their website at www.ipda.ca and look for opportunities there to gain knowledge.

Let your curiosity about IPD guide you to asking those questions and reaching out, if even a cold call. There are many member organizations listed on the IPDA website as well that would very likely be extremely open to sharing their knowledge of IPD with an interested party.