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Transforming the Built Environment

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Public Works Authority



Strategic Partner

Case Study: Canadian Supply Chain



Dick Bayer
President, The ReAlignment
Group Canada, Ltd.

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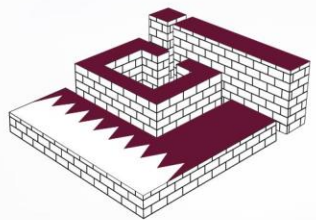


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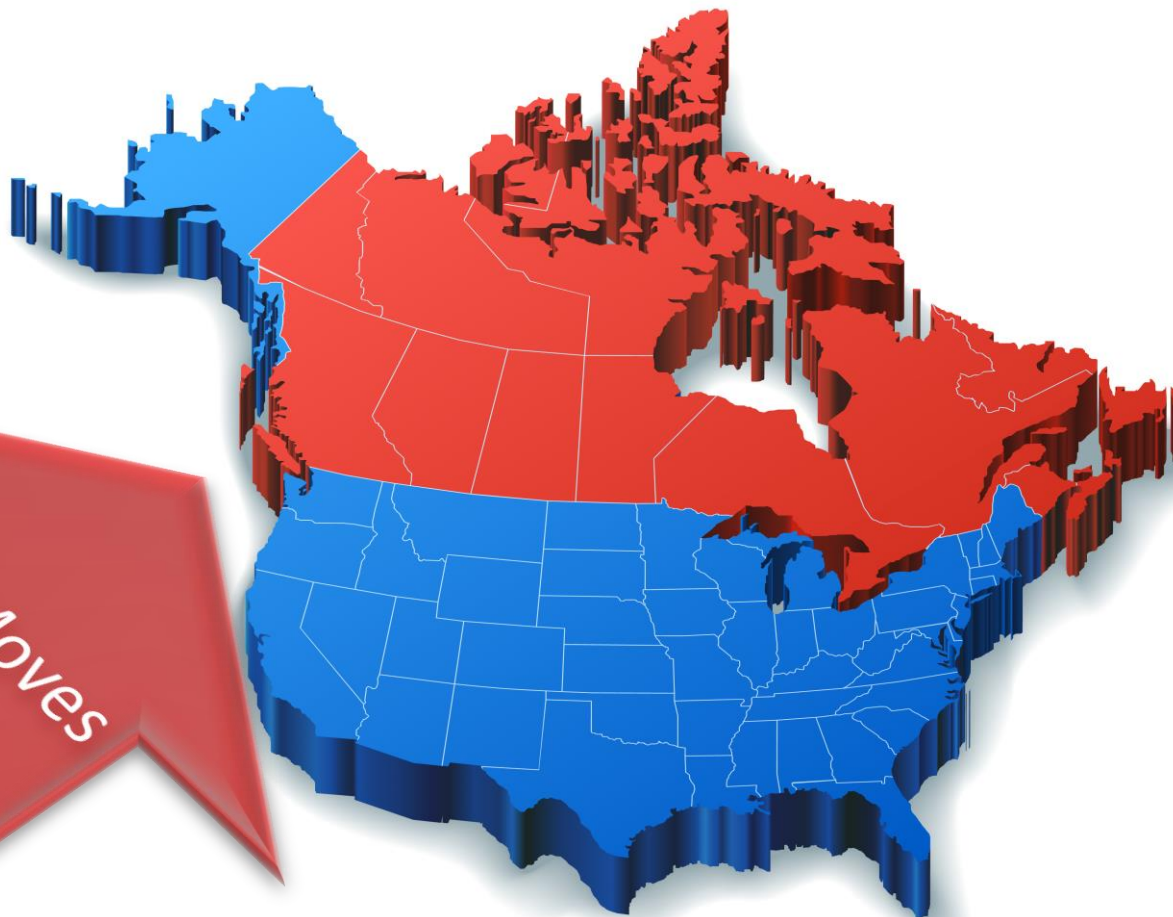
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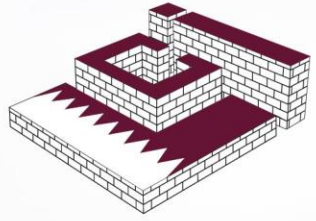
Canadian timeline for immigration for IPD from the US to Canada



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2012 2013 2014 2015 2016 2017 2018 2019 2020 2021

- 2012: 5 Hills Health \$35M
- 2013: TD Dominion Tower Retrofit \$12M
- 2014: TD Lego Retrofit \$25M
- 2015: St. Jerome's University Renewal \$47M
- 2016: Oakville Trafalgar Park \$36M
- 2017: Oakville Trafalgar Community Centre \$26M
- 2018: Kingston Third Crossing \$125M
- 2019: Humber Cultural Hub \$190M
- 2020: Royal Dragons Barracks \$80.6M
- 2021: Ryerson Univ. 202 Jarvis +\$400M
- 2021: Halifax Elementary School, \$30M

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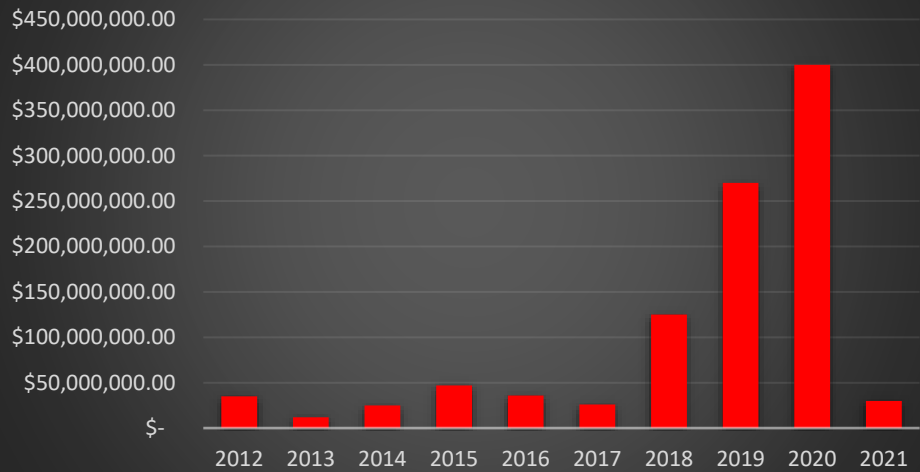
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Canadian IPD Adoption \$



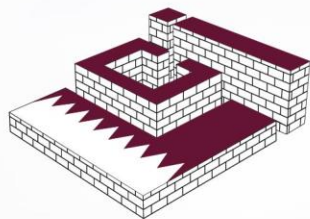
Building momentum for IPD requires building a supply chain that shares the Owner's belief that the current project delivery system is broken

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Project	Arch/Design	Contractor	Trades
Five Hills	 	 	
TD Tower			 
TD Lego	 		 
St Jerome's			 
Oakville Park			 
Oakville Centre			 
Kingston	 		 
Humber			 
Ryerson	 	TBD	TBD

J. Manage. Eng., 2019, 35(1): 05018014





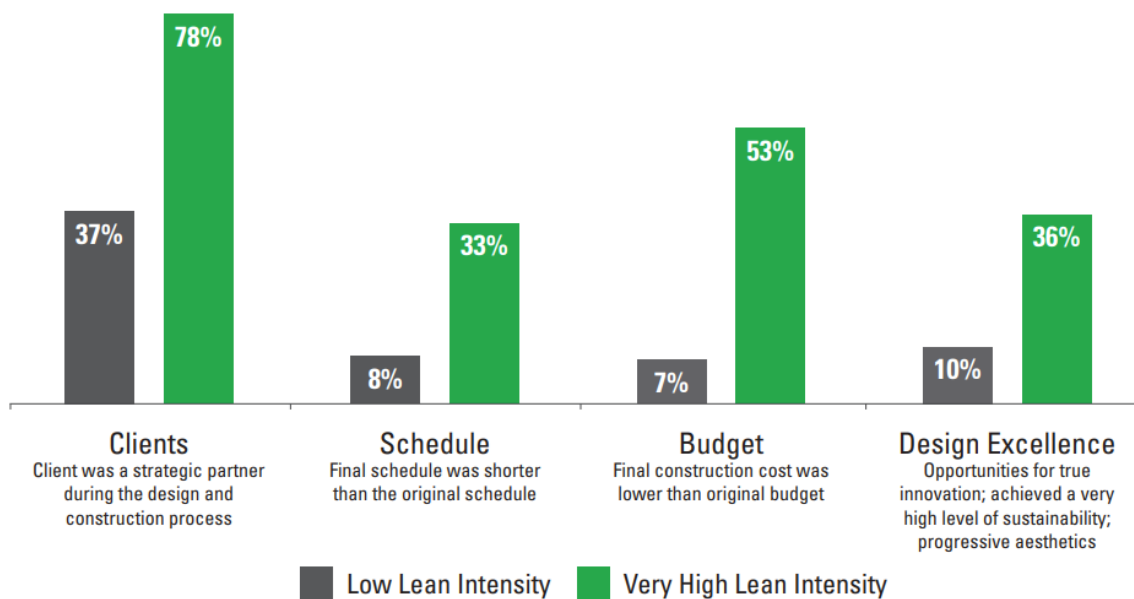
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% of Best Projects Achieving Outcome



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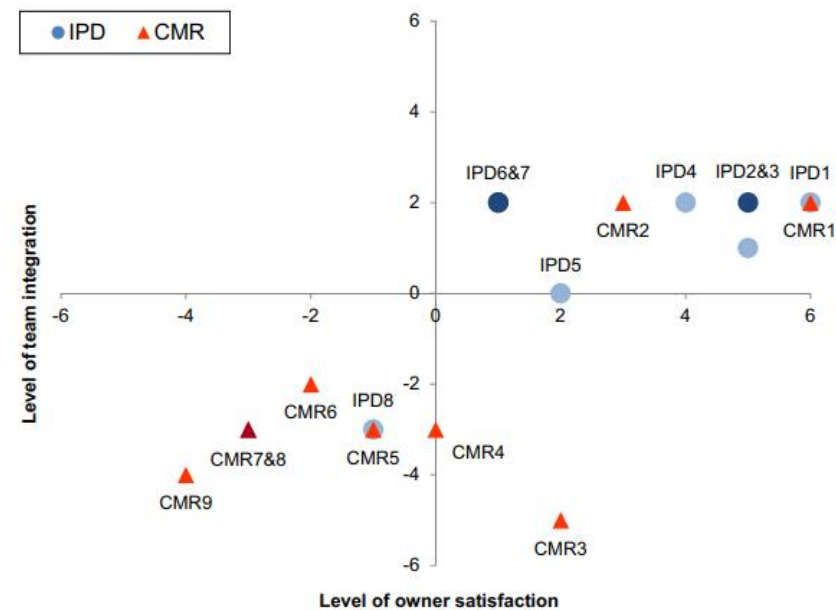


Fig. 2. Relationship between team integration and owner satisfaction. Overlapping points are displayed as darker circles for IPD and darker triangles for CMR.

J. Manage. Eng., 2019, 35(1): 05018014

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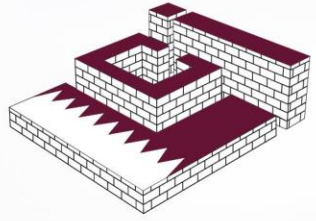


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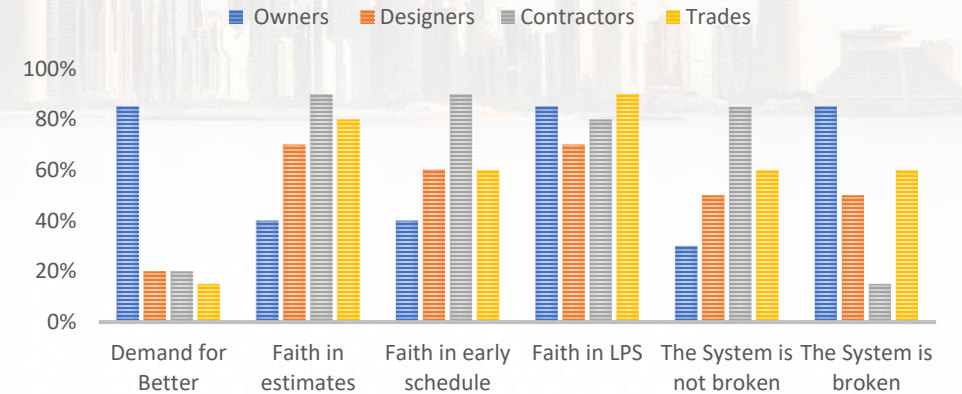
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Personal Observations

- Owners are more dissatisfied with the system than Contractors or Trades
- As long as Owners allow business as usual, you will have business as usual
- Owners have seen the fallacy of competitive bidding: competitive suicide and a race to the bottom
- Research shows the benefits of high lean intensity

MY ESTIMATE OF PREVAILING VIEWS



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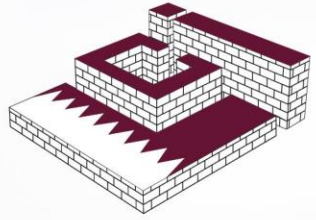


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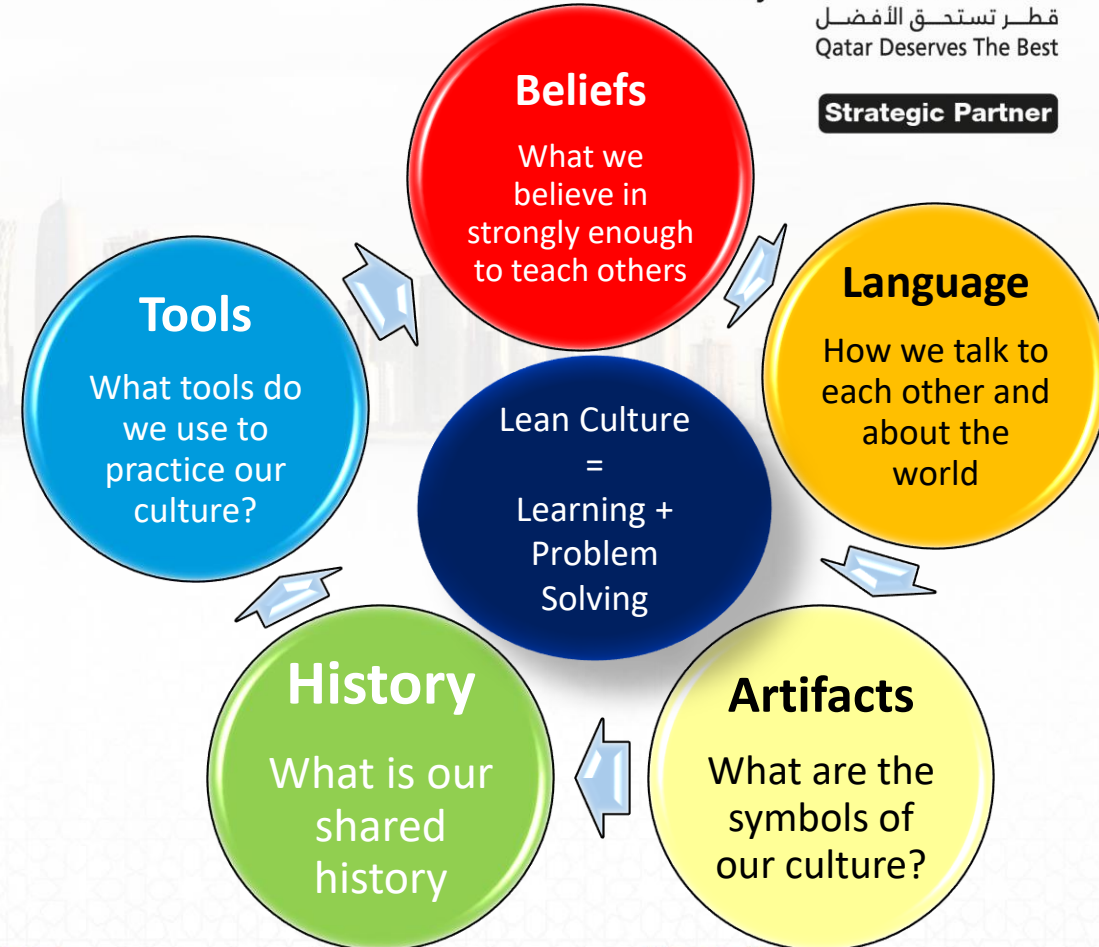
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What's to be done?

- Demand better
- Create a project culture
- Create a common language
- Create a logo
- Educate people on the lean concepts
- Create a lean toolbox for implementing your operating system
- Seek out problems and waste in the system through the use of tools and collaborative reflection



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