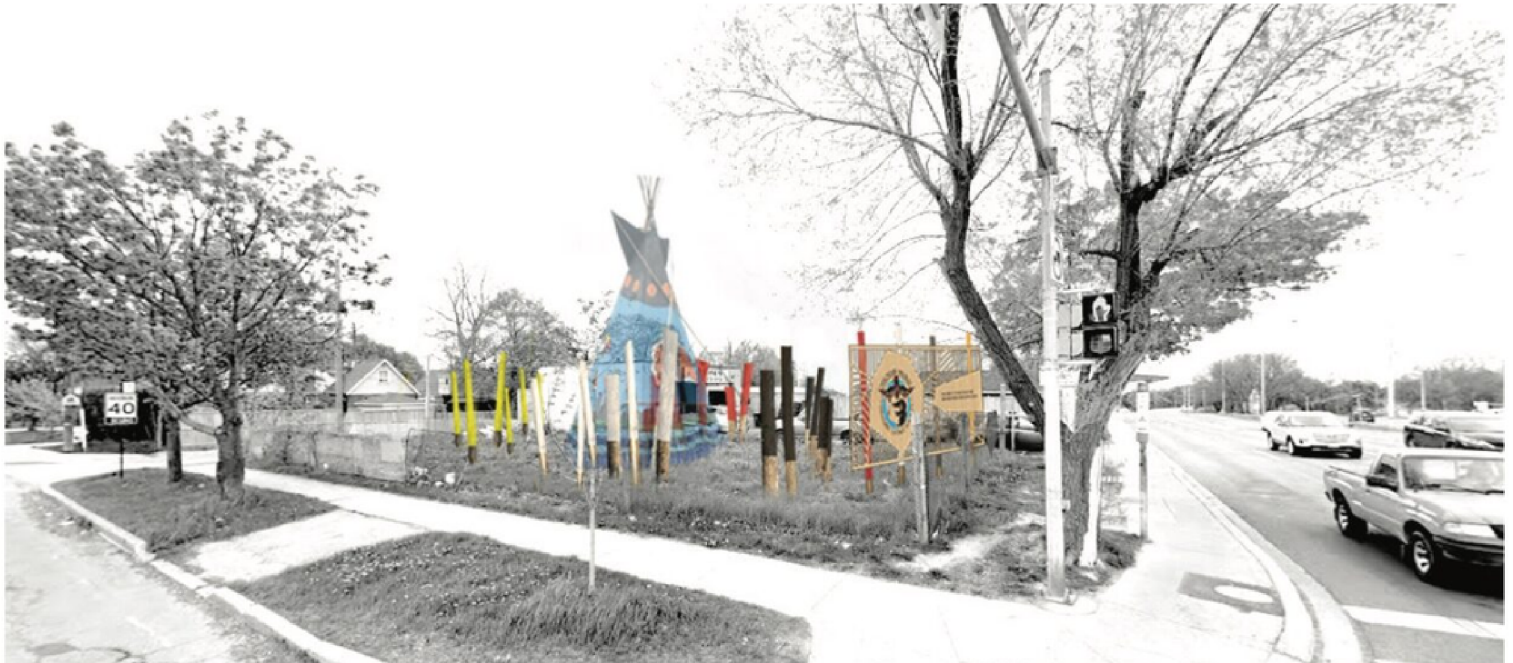


# TOUCHING BASE

MONTHLY NEWSLETTER

October 2022



## **FUTURE SITE OF THE THUNDER WOMAN HEALING LODGE**

For the team building the Thunder Woman Healing Lodge in the Toronto suburb of Scarborough, Ont., incorporating green and sustainable elements is an integral part of the project, but the availability and cost of materials is creating challenges.

The project, currently in the pre-construction phase, is designed as a mass timber, net-zero facility led by Susan Speigel Achitecture Inc and Smoke Architecture

Once built, the seven-story lodge, located at 2217 Kingston Rd., will provide transitional housing and wraparound supports for formerly incarcerated Indigenous women.

According to the project website, the building, which will be the only facility of its kind in Ontario, will incorporate the Indigenous healing lodge tradition, a community-based residential healing space, and a transitional rental housing program under one roof.

....continued on page 2

## **WHAT'S IN THIS MONTH'S ISSUE:**

- Thunder Woman Healing Lodge
- New IPDA Board Members
- How IPD Can Combat High Vacancy Rates in the AEC Industry
- IPDA Webinar Series
- New IPDA Industry Position Paper
- NEW Research Survey
- IPDA Fall Virtual Conference
- Upcoming Events



SSA  
STUDIO

SMOKE  
ARCHITECTURE

VICTORIA LAND  
ORLANDO SCAPE  
TAYLOR ARCHITECT

**THUNDER WOMAN HEALING LODGE | TEMPORARY SITE ACTIVATION + SIGNAGE (prebuild)**

## **Thunder Woman Healing Lodge .....continued from pg 1**

Currently, the team, being facilitated by IPDA member Chandos Construction is working through some of the details to ensure it moves ahead as planned.

The team is taking part in value engineering workshops in an effort to ensure the project meets net-zero and sustainability targets while also meeting eligibility requirements for government funding. 25 designers and subtrades were gathered for the exercise.

The Lodge Project is a prototype healing lodge and affordable housing model that incorporates the best practices of the Indigenous healing lodge tradition, a community-based residential healing space, and a transitional rental housing program under one roof.

With only two other Indigenous-owned and led healing lodges for women in Canada, Thunder Woman Healing Lodge will be Ontario's first healing lodge for Indigenous women and the first example of this innovative hybrid model in Canada



Page 1 - An arrangement of cedar poles surrounding a teepee will soon take their place on the site of our future home, preparing the way for the ground-breaking and construction to come.

Above - Proposed signage concept

Left - An updated rendering of what the lodge will look like.

For more information on this project please visit: <https://www.twhls.ca/>

# CONGRATS TO NEW BOARD MEMBERS



Félicitations & congratulations to Daniel Drouin of Group2 Architecture on his re-election to the IPDA Board of Directors.

New board members include Carla Ciepliski from Colliers, Holly Watson from M. Sullivan & Son Limited, and René-Martin Langlois from Langlois Lawyers.

Thank you to all who participated at voting members and provided invaluable feedback at the Virtual AGM & Annual Action Agenda Planning meeting on October 4th, 2022.

We look forward to implementing many of the suggestions in the new year.



# HOW IPD CAN COMBAT HIGH VACANCY RATES IN THE AEC INDUSTRY

## Why solving the skilled labor shortage has nothing to do with hiring.

An industrywide shortage of skilled professionals, trades and craftsmen in construction has quickly risen to become a critical problem in the industry, forcing organizations to rethink how they recruit, retain, and leverage key staff.

At the time this article is being written, the Canadian Construction Association (CCA) estimates that the number of job vacancies is currently sitting at 84,585. This is a 17 percent increase over its highest recorded level seen since 2019. The number of workers required to successfully complete projects needs to increase drastically in order to keep pace with the market.

BuildForce Canada forecasts that given the current demand for non-residential construction, the industry will need to add an additional 113,100 workers by 2027. The first 35,500 workers will be required to meet the rising market demand, while the remaining 77,600 are required to make up for the number of workers retiring during that same period.

This shortage is often attributed to the fact that there is little to no shop classes or skilled trades training in secondary education, but it can also be linked to an aging construction workforce. In 2019 the average worker age was 43 years old, but as the workforce ages, this average keeps increasing. Comparatively in industries across the board, the average worker age is 38. These explanations overlook another key contributor: job duties and requirements.

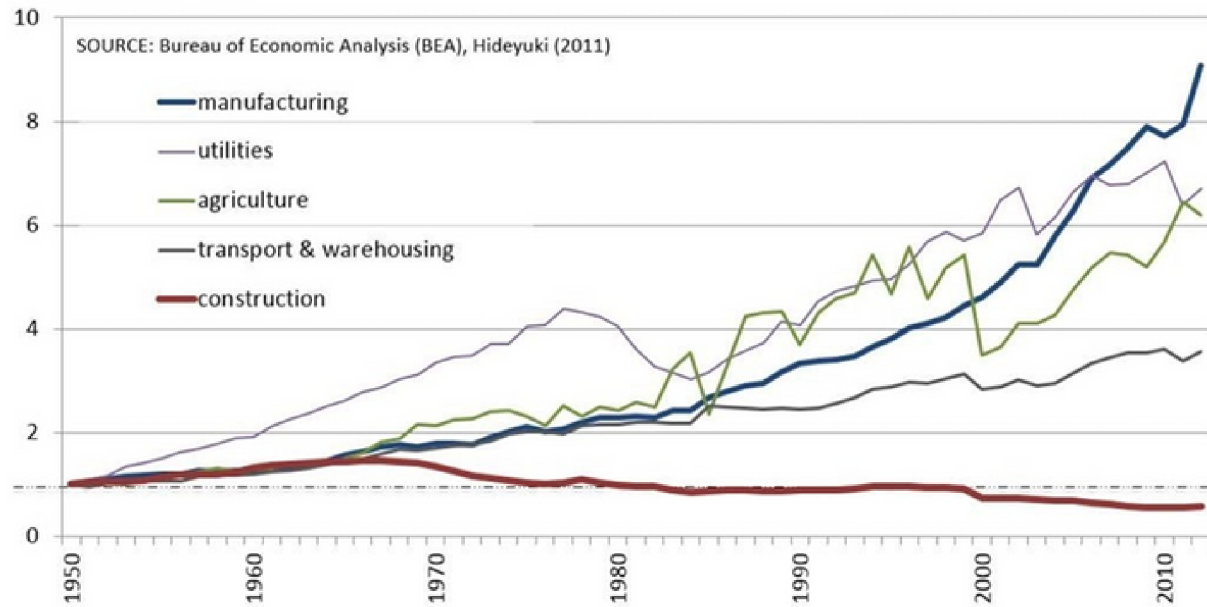
## Why High Vacancy Rates Will Be an Ongoing Challenge

Since the 1960's the efficiency/productivity rates have been in a steady decline in the construction industry. This decline results in costly and time-consuming rework, schedule delays, and budget increases. The industry as a whole has to take action to focus on fixing this issue. In the industry today 70% of projects are over budget and delivered late. When compared to other forms of labour in the workforce (as in the chart above) you can see that the efficiency rates in those industries have increased by double or more since the 1960s. Continuous improvement is key. Clearly maintaining the status quo of "this is how we've always done things" is not working.

Workers don't go into construction because they want to file paperwork, document for the purposes of potential litigation, and fight with others in the industry. People are typically drawn to the industry because they want to build things, expand communities, and leave valuable and long-lasting evidence of their efforts.

# Construction productivity 1950-2012

Real productivity (GDP value-add per employee) by industry in the US  
Indexed; 1950 = 1.0



But the AEC industry today is out of balance: The requirements and demands of the construction profession have grown in complexity, and this has placed an increased emphasis on documentation, litigation, and conflict resolution. This has everyone from field staff to superintendents to project managers experiencing burnout and questioning their chosen career path.

## There are three key reasons for this burnout:

1. Overtime — Errors that cause rework, understaffed jobs that require individuals to carry more of the workload, and tighter timelines imposed by clients, funding, or Canadian weather place limits on the construction process. More time at work means more stress and less time at home.
2. Stress — Stress at home and in the workplace can compound. The same issues that can cause overtime can cause major stress in a project. The current climate of soaring costs in the market place and supply chain volatility that has never before been experienced adds additional strain to this issue. When the demands of a job outweigh the benefits the stress this causes can lead to worker burnout.
3. Unsatisfying work — So much of construction work now relies on the documentation of work instead of doing the work itself. Current construction technology keeps people in front of their computer screens, doing paperwork, tracking requests for information (RFIs), and reporting on key performance indicators (KPIs), etc... For those who chose a construction career because they wanted a hands on field job the satisfaction levels can take a hit because of so much time spent on the administrative tasks.

Solving the talent shortage has as much to do with job satisfaction as it does with hiring new employees. Because of this, solving the talent shortage will first require a much more collaborative approach in the industry prior to the onboarding of new talent entering the AEC workforce.

## How to IPD Can Help Mitigate the Effects of the Skilled Labor Shortage

It is apparent that the talent shortage is going to be a long-term trend, not the pandemic-only challenge many thought it might be. It's important for the industry as a whole to consider how changes in technology, tools, and processes can help to maintain key staff.

The following benefits of Integrated Project Delivery can help to combat worker overload:

1. Help to reduce the errors and rework affecting day-to-day requirements on the job. Get it right the first time by employing technologies and processes that keep people and teams building rather than going back and reworking. This will also lend itself to less wasted time and materials. When all parties have the incentive to find the most efficient means of getting the job done to maximize the collective profit pool it leads to the better overall success of the project. Lean practices and Building information modeling (BIM) are proven proactive tools that can be used to the effect.
2. Do more with the same number of people. Leverage the amount of experience that an IPD team can bring to a project by using their mastermind powers to drive innovation and improve performance for both the team and individuals. Through the validation period and use of the Last Planner system resources can be planned for exactly when they are needed and in the correct quantity needed. The flow of the project can be maintained by identifying issues or bottlenecks in the schedule in advance that can add time and cost to a project. As a result, there will also be less change orders or RFIs. Validating the cost and schedule at the beginning of the project and planning the work strategically is the basis behind the "go slow to go fast" adage.
3. IPD teams allow for better communication and increased transparency. In traditional construction, all parties involved don't always get a chance to communicate directly with each other. This can lead to potential misinterpretations and inefficiencies. Having an IPD team that can communicate directly with each other breaks down those silos and allows for better understanding. With the entire team collaborating towards one main goal and sharing information there is also the added benefit of eliminating hidden agendas and hidden costs. Overall, this leads to a basis of trust in the team that they can rely on each other and can spend their energy on completing the project and not waste time worrying about mitigating their own risks or documenting for potential future litigation.
4. Shift from reactive rework and documentation to developing high-performance teams and outcomes. No one person is as strong as the IPD team as a whole. Understand where the skill gaps exist in your organization, then consider how a larger project team could help to fill those gaps. Instead of having to hire an additional person in your own organization perhaps that role could be filled with an experienced person from another organization that is part of the larger IPD team. Advances in technology could also help to reduce the need for some low-skill staff workers and enable others to develop technical skills, to perform the jobs that middle-skill staff currently perform. What's more, investing in new technologies and ongoing training for staff not only enhances the quality of the work performed but also increases retention. Pooling the resources of a team to invest in training or technology could help reduce the need to bring on additional staff or hire new staff, and there could be cost savings in paying for the technology versus paying additional salaries.

By removing the parts of their job that are counterproductive and lead to worker burnout, you will be investing in and leveraging your greatest asset — people.



# IPDA WEBINAR SERIES

The latest IPDA webinar: International Collaborative Project Delivery was held on October 13, 2022

In response to challenges and opportunities, including the race to Net 0 by 2050, the members of the IPDA have seen an encouraging increase in the application of collaborative contracting approaches around the world in multiple geographies and industry contexts. This includes the proliferation of Integrated Project Delivery methods for construction projects in Canada and the United States.

The IPDA was pleased to invite our members to a special event, hosted by international collaboration practitioners that took on an interesting and informative journey of exploration of the



The poster for the IPDA Webinar Series: International Collaborative Project Delivery. It features logos for IPDA, ECI, ECITB, Kingsfield Academy, and Collaborative Contracting Community at the top. Below are circular portraits of John Fotherby and Richard Venerus. The title 'IPDA Webinar Series: International Collaborative Project Delivery' is centered. At the bottom, the date and time are listed: Thursday, October 13th, 2022, 9-10:30 am MST • 11 am - 12:30 pm EST.

**IPDA Webinar Series: International Collaborative Project Delivery**

John Fotherby, Partner at Kingsfield Academy and Chairman of the European Construction Institute (ECI)

Richard Venerus, CEO of Venerus Advisory Partners, Founder of the Collaborative Contracting Community of Practice

**Thursday, October 13th, 2022**  
**9 -10:30 am MST • 11 am - 12:30 pm EST**

various successful forms of collaborative contracting in use around the world, including the methods of Project Alliances, Collaborative Project Delivery, and Collaborative Working.

As part of this “guided world tour” the presenters provided an illuminating comparison of the similarities and differences - in terms of both their nature and their application, and also identify opportunities for “cross-pollination”, which, until recently, have grown up largely independently of each other. The recording of this webinar will be available for IPDA members on the website.

## NEW IPDA INDUSTRY POSITION PAPER

The new IPDA Industry Position Paper - Considering Overhead and Profit in Integrated Project Delivery is now available

A continual area of challenge for companies and teams entering into IPD projects is understanding exactly how overhead and profit are handled. On what are they based? How are they calculated? What's included or excluded? Designers and constructors calculate them differently--why is that? How are those differences accommodated? These are just a sampling of the kinds of questions that typically arise.



The image shows the cover of the IPDA Industry Position Paper. The left side is a white box with the text: 'October 2022', 'Considering Overhead and Profit in IPD A Position Paper', and the IPDA logo. The right side has a teal background with a hexagonal pattern and the text: '-- NEW --', 'IPD Industry Position Paper'.

October 2022

Considering Overhead and Profit in IPD  
A Position Paper

**IPDA**  
INTEGRATED PROJECT DELIVERY ALLIANCE

-- NEW --  
**IPD Industry  
Position  
Paper**

Find it on our website here:

<https://ipda.ca/knowledge-competency/tools/considering-overhead-and-profit-in-ipd-a-position-paper/>

# CALLING ALL OWNERS!!!

## How Do Owner Organizations Impact Project Decision-Making?

Please support this new University of Washington Study funded by the Pankow Foundation, the IPDA, and AIA's Project Delivery Knowledge Community

Owners have a significant impact on the success of every design and construction project they undertake. They have distinct organizational structures and cultures in terms of decision-making, and those characteristics can predict the successful use of the various delivery methods used on those projects.

However, most owners don't understand exactly how their characteristics influence project outcomes. What if owners had access to a tool that helped them anticipate the challenges and alignments they may experience when using various project delivery methods to enhance project outcomes?

The ultimate goal of this research project is to create exactly such a tool. But to create this tool, we must first understand how certain owner characteristics (particularly around decision-making culture) are linked to project success. Capturing that data is the goal of this survey; the publicly available tool will be designed from what the research reveals.

If you are an owner organization, please participate in this short survey to help support the development of this sorely needed industry tool.

You can access the survey here:

[https://qfreeaccountssjc1.az1.qualtrics.com/jfe/form/SV\\_8f96xHoxG1147Ou](https://qfreeaccountssjc1.az1.qualtrics.com/jfe/form/SV_8f96xHoxG1147Ou)

## GET YOUR TICKETS NOW



**NOVEMBER 22-23, 2022**

**9:00 am - 1:00 pm (MST)**

**11:00 am - 3:00 pm (EST)**

Join us, November, 23rd & 24th for two days of learning and inspiration.

These two half-day sessions will run Nov. 22nd 8:00 am to 12:00 pm PST & Nov. 23rd 8:00 am to 12:00 pm PST and will focus on :

- Supply chain and risk mitigation
- Leveraging technology (BIM, Prefab) for success
- Using Target Value Design to optimize your project
- Show the way: how to use collaborative project delivery

Can't make it for all of the content on the 22nd and 23rd? Need to step away for a portion of it? That's okay!

All content will be recorded and available for conference registrants.

**Please visit the Events page on the IPDA website to register for this event.**



# UPCOMING EVENTS

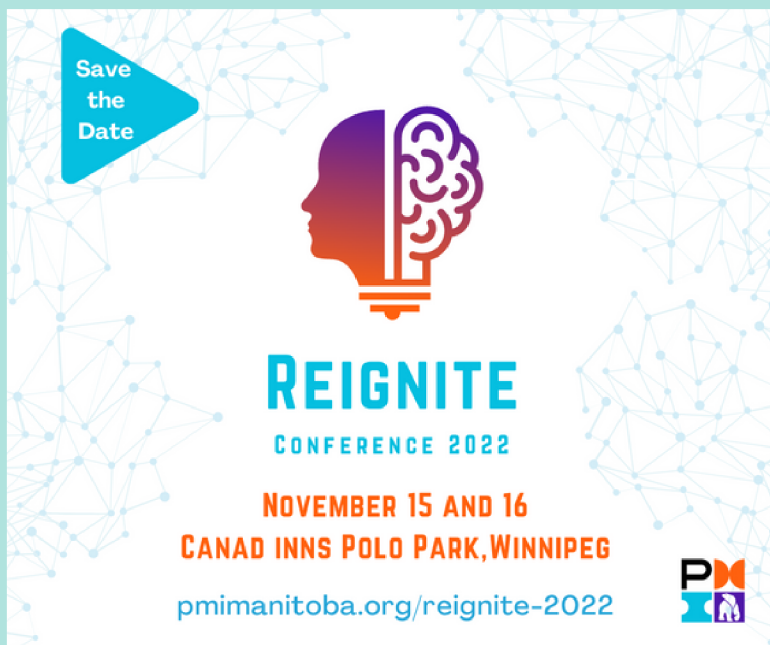


## Builex Alberta October 26-27, 2022

IPDA President Lynnell Crone and board member Patrick Taylor will be presenting at this event in Calgary.

Featuring industry leaders, innovators, and community builders connect to address changing industry landscapes at the BUILDEX Alberta Main Stage. Don't miss out on product demos, the central networking hub, and more new features for 2022!

Registration is free. Reserve your spot today! <http://spr.ly/6189MI80d>



## PMI Reignite Conference November 15-16, 2022

IPDA President Lynnell Crone and board members Patrick Taylor and Bill Lett will be presenting at this event in Winnipeg.

Conference highlights include:

- Cyber Security
- Scrum Product Owner & Agile
- IPD: Maximize Scarce Resources
- Self-care and Mental Health

Reserve your spot today!

<https://pmimanitoba.org/reignite-2022>