

# TOUCHING BASE

IPDA NEWSLETTER

Q4 2025



## INTEGRATED PROJECT DELIVERY INDUSTRY SUMMARY 2025

As presented at the 3rd annual, in-person IPDA conference in Toronto, we would like to share a year-end wrap-up of the Canadian Integrated Project Delivery Industry Growth Data to IPDA membership, newsletter subscribers, and visitors/followers of our social media channels and our website.

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

- 2025 Conf Thank You
- IPD Project Growth
- IPDA Board of Directors
- Message from Past President
- Message from Incoming President
- Upcoming Events

# Thank You

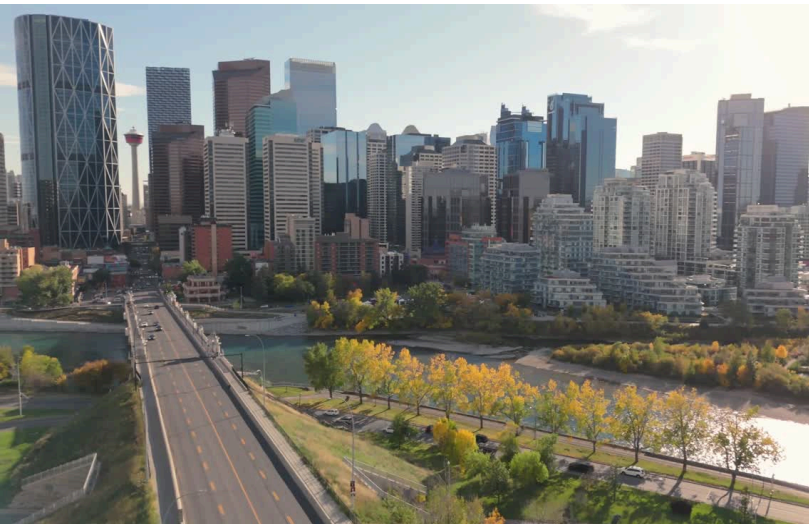


**IPDA CONFERENCE 2025:  
REAL TEAMS, REAL CHALLENGES,  
REAL RESULTS**

The third annual Integrated Project Delivery Alliance (IPDA) In-Person Conference in Toronto was a wonderful success! Over 200 attendees gathered to learn and share in all things IPD!

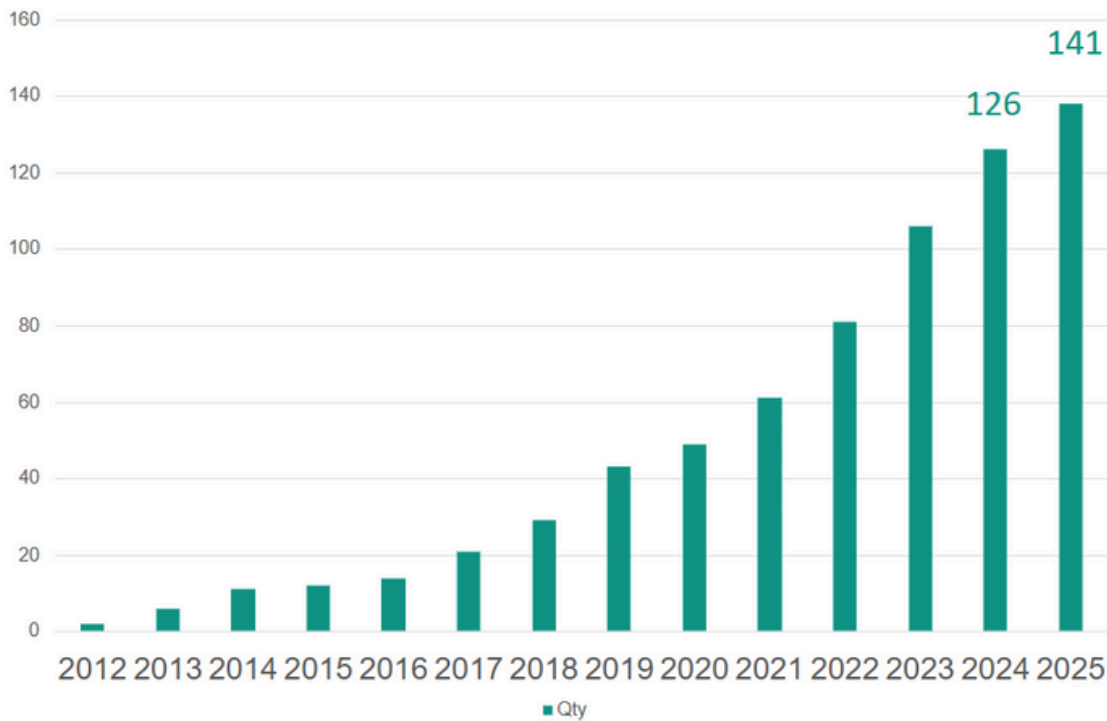
Thank you to the volunteers and the IPDA board for organizing, the subject matter experts for presenting, and all the attendees who came to learn more about Integrated Project Delivery. Thank you to the Chelsea Hotel for hosting, to Zeste Meetings & Incentives for their support in organizing, and to all our event sponsors for their continuing support.

Remember that this conference was approved for Professional Continuing Education Credits through the Alberta Association of Architects. Attendees requesting credits can send in their requests by contacting [info@ipda.ca](mailto:info@ipda.ca)



**IPDA  
CONFERENCE IN  
CALGARY  
FALL 2026**

## IPD PROJECT GROWTH PER YEAR

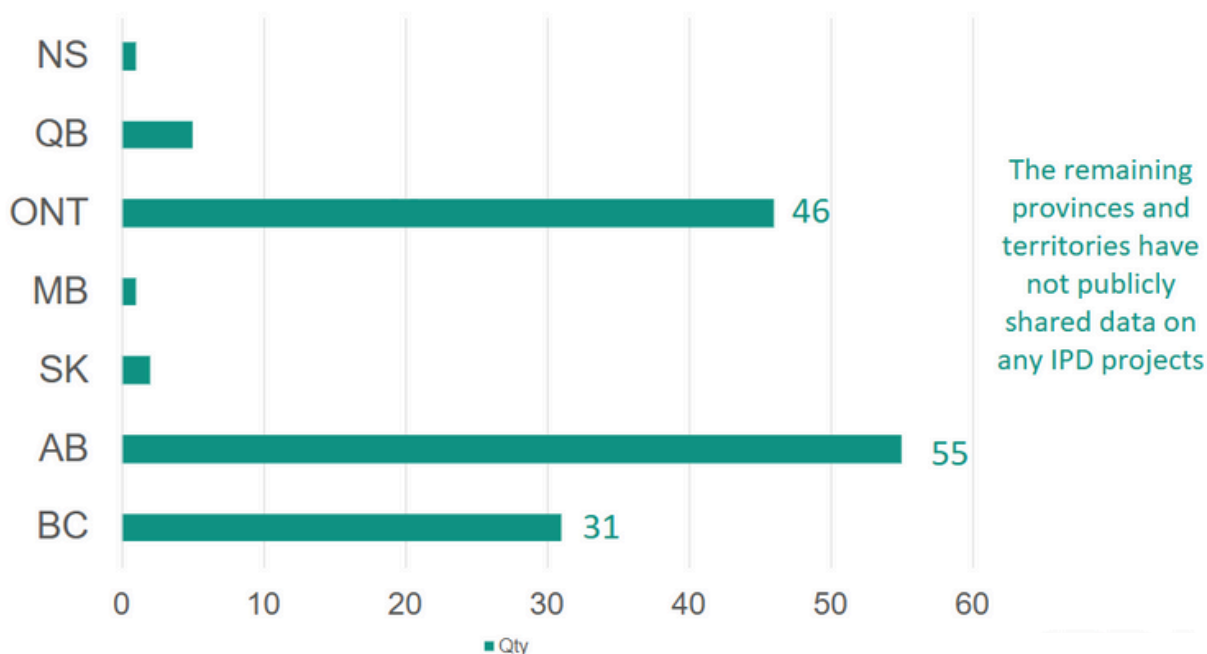


\*Estimation by IPDA volunteers and online research

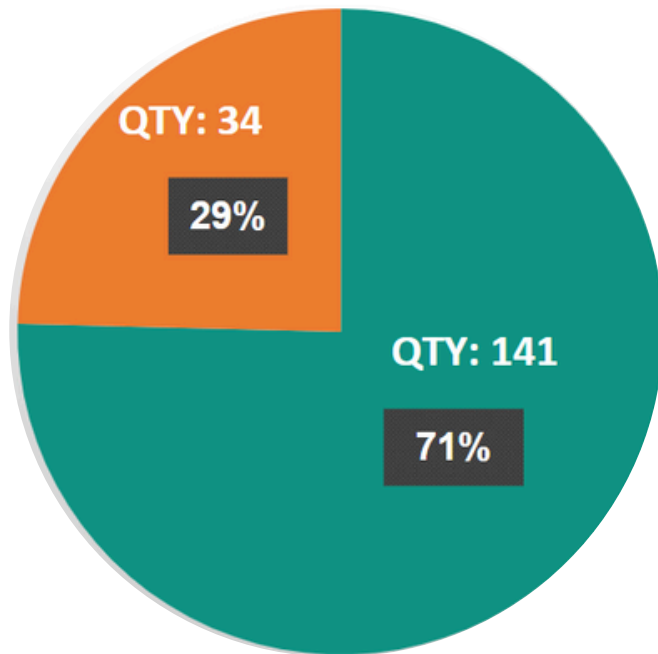
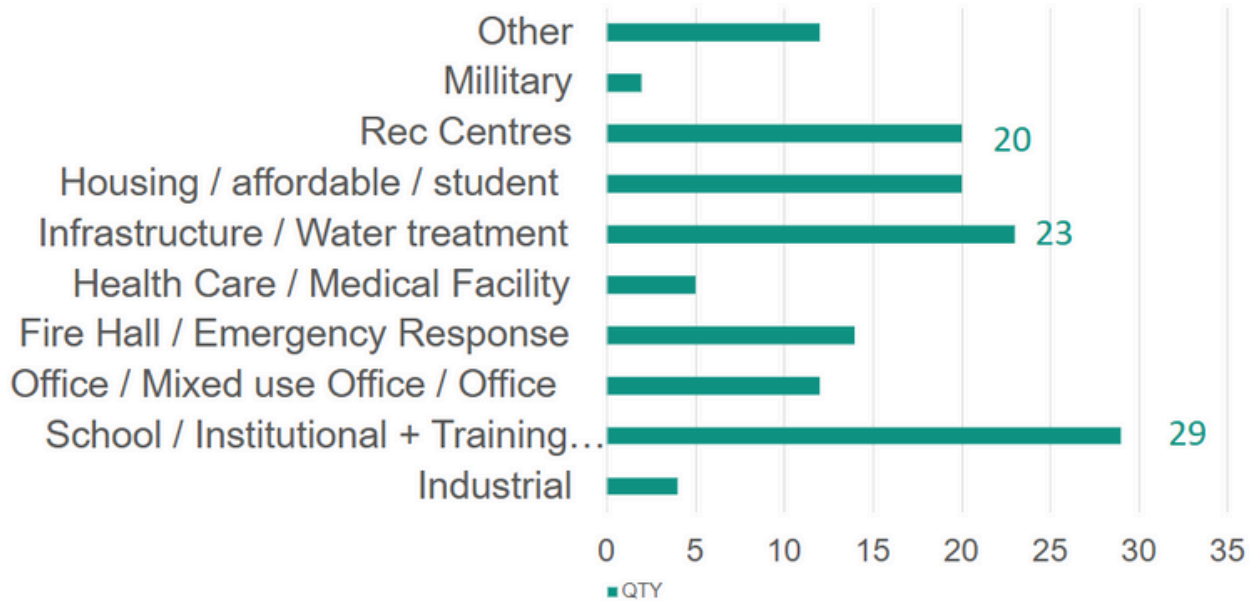
## IPD PROJECT GROWTH

Current numbers show approximately 141 IPD projects in Canada. The chart below shows numbers per province/territory (no numbers were available for the locations that are missing from the chart). These numbers are based on historical information collected by the IPDA or associated volunteers and information readily available online. These projects total approx \$16.8B

## IPD PROJECTS BY REGION

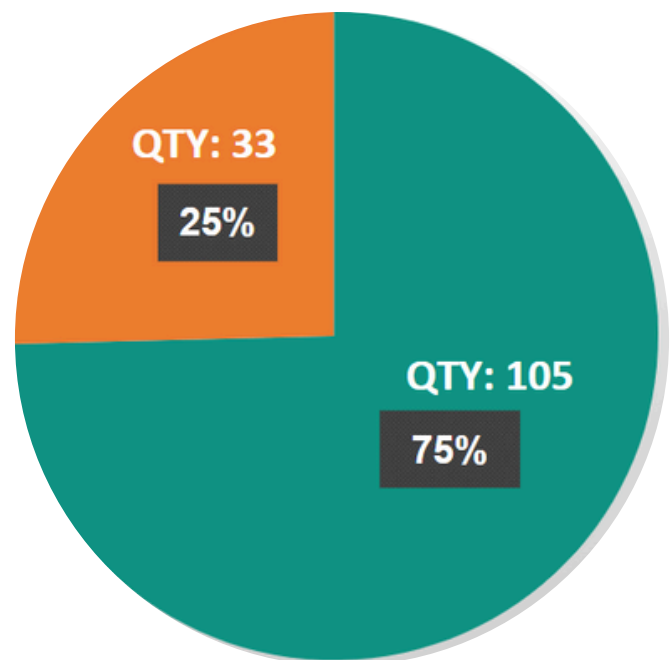


## IPD PROJECTS BY TYPE



**RETRO FIT PROJECTS  
VS.  
NEW CONSTRUCTION  
PROJECTS**

**PUBLIC PROJECTS  
VS.  
PRIVATE PROJECTS**



# IPDA MEMBERSHIP GROWTH

The IPDA was pleased to welcome over 22 new membership companies this year, including:



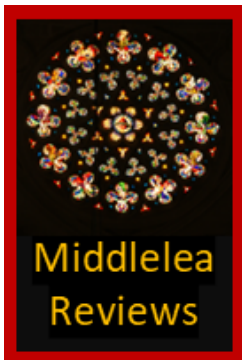
ARCHITECTURE | 49



Defence Construction  
Canada (DCC)



Infrastructure  
Ontario



NAC

Rob Pattison Consulting

DUE DILIGENCE | NEGOTIATION  
TROUBLED-PROJECT RESCUE

[robpattison.com](http://robpattison.com)



STRATHCONA  
COUNTY



Victoria Airport  
Authority





# PLEASE WELCOME BACK THE RETURNING BOARD MEMBERS



STEPHANI CARTER  
IPDA President  
Stok



DAN DROUIN  
Past President  
Drouin Consultants



PATRICK TAYLOR  
Treasurer  
WSP, Structures Alberta



JASON MCCONAGHIE  
IPDA Secretary  
ACI Architecture



JEFFERY TYSON  
Education Co-Chair  
AltaPro



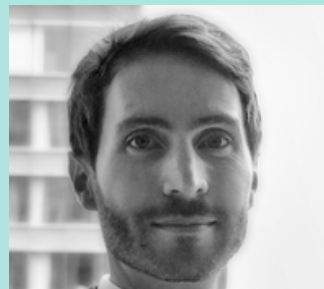
LINDSAY WORTON  
Education Co-Chair  
Chandos Construction



LOUIS PARENT  
Awareness Chair  
Builthink Consultants Inc.



RITU AHUJA  
Research Chair  
Kinetic Construction



STUART MCCREEDY  
Canadian Turner  
Construction Company



TREVOR JARVIS  
Colliers Project Leaders



JIM WALKER  
Laurin Group

## **WELCOME TO THE NEW INCOMING BOARD MEMBERS FOR 2026**



MARY CHOW  
City of Burnaby



RYAN SCOTT  
City of Kitchener

## **SPECIAL THANKS TO OUTGOING BOARD MEMBERS**



HOLLY WATSON  
Engagement Chair  
Bird Construction



CARLA CIEPLISKI  
Colliers Project Leaders

Special thanks to Holly and Carla for all their years of dedicated service to the Integrated Project Delivery Alliance Board. We trust you will all continue to support the organization as volunteers on PIT teams. Your knowledge and guidance has been invaluable.

# MESSAGE FROM PAST PRESIDENT

## Dan Drouin



As I complete my term as President of IPDA, I want to express my sincere gratitude to our members, partners, and board colleagues for the trust and support you have shown throughout this mandate. Serving this community has been an honour and a privilege. The progress we have made together in strengthening collaborative project delivery across Canada reflects the dedication and leadership of each of you.

Although my term is ending, my commitment to IPDA certainly is not. I will continue to promote our mission, advocate for collaborative practices, and support the growth of IPDA both in Canada and beyond.

It is also my pleasure to welcome our incoming President, Stefani Carter. Stefani has already had a significant impact on the board through her insight, discipline, and strong strategic vision. IPDA is in excellent hands under her leadership, and I am confident the association will continue to thrive and expand its influence.

Thank you once again for the opportunity to serve. I look forward to continuing this journey with you.

-Dan Drouin





# MESSAGE FROM INCOMING PRESIDENT

**Stephani Carter**

Dear IPDA Member Community,

I am grateful to the Board for electing me as the next IPDA President. I am eager to continue and build upon the work of our past presidents, board members, and volunteers.

With our third in-person conference sold out and the number of IPD projects across Canada growing year-over-year, we have great momentum to carry us forward into 2026.

As of November 2025, the IPDA has [INSERT NUMBER HERE] member organizations and over 140 IPD projects across Canada. While the majority of these projects are in the public sector and reside in

three main provinces—Alberta, Ontario, and BC—we are excited to see new IPD projects emerging in Saskatchewan, Manitoba, Quebec, and Nova Scotia.

Schools, recreation centres, and infrastructure projects represent the largest volume of project typologies, but the application of IPD is broad; current projects include health care, office, emergency response, housing, and military facilities. This diversity reinforces that IPD is applicable to a wide variety of projects in a wide variety of locations.

In 2025, the IPDA Board held a strategic planning session to reflect on how far this organization has come in ten years and where we see it going in the future. In 2026, we enter our second year of a "Norming" phase, during which the IPDA will focus on providing clarity via foundational guidelines and principles. The goal is to support and improve alignment on these principles across Canada while continuing to allow flexibility in how IPD is delivered.

Did you know that the IPDA has a deep repository of research on IPD projects available to all members? We know that finding time to read through data can be difficult. Therefore, our Research Committee will collaborate with our Member Engagement Committee to share digestible facts and insights from this mountain of data.

Furthermore, the IPDA Awareness and Education Committees will support a goal to build capacity in the market. As this is a multi-year endeavour, we have heard from the IPD community that this needs to be a priority. We will provide more training at the conference, along with bootcamps, webinars, and practitioner and owner roundtables to facilitate peer-to-peer support.

Finally, the IPDA board welcomes two new owner representatives, which will help round out the perspectives at the table. If you would like to volunteer with one of our committees to support the exciting plans for 2026 noted above, please reach out to Caroline at [info@ipda.ca](mailto:info@ipda.ca).

Thank you for your trust in me. I look forward to connecting with all of you at next year's conference and throughout the year.

-Stephani Carter President, IPDA



A photograph of a person's hands and arms working at a wooden desk. The person is wearing a blue and white striped shirt. They are writing in a white notebook with a black pen. A silver laptop is open to the left of the notebook. A small green plant is on the desk in front of the notebook. The background is a blurred office setting.

**NEW!**

# Virtual IPDA Bootcamp

## UPCOMING EVENTS JANUARY 2026

- IPDA Bootcamp (Virtual)  
January 29, February 5 & 12, 2026  
9 am - 1 pm MST  
11 am - 3 pm EST
- IPDA Practitioner's Forum - An IPDA Members Only Event  
Friday, February 20, 2026  
9:00 am - 10:30 am (MST)  
11:00 am - 12:30 pm (EST)

To register for these events, please visit the IPDA website here:  
<https://ipda.ca/events/>

Remember, your IPDA Membership is organization-wide – don't forget to share IPDA news & updates with your colleagues!