

LANTERRA DEVELOPMENT BOOSTS PERFORMANCE AND COLLABORATION WITH CREWSCOPE

Lanterra Developments is a top Toronto real estate developer known for iconic urban condos that blend design, location, and innovation. Glenhill Condominium is one of their luxury condos in the heart of Toronto that is under development.

Global Precast, a leader in precast concrete solutions, specializes in delivering quality and precision for complex projects. Lanterra chose Global Precast as its subcontractor to manufacture and install the extensive precast paneling for its Glenhill Condominium project.

Committed to meeting tight deadlines and fostering strong subcontractor relationships, Lanterra turned to Crewscope to enhance planning, communication, and on-site execution for this project. The complexity and size of the precast installation made this a critical path to the project's timelines and a good candidate with which to start the program.



ENGAGEMENT PARAMETERS



In a competitive construction market, timely project delivery and collaboration with subcontractors are crucial. Lanterra needed to maintain visibility on critical path activities while motivating crews to stay on track. Delay in closing the building would result in a significant financial impact on the project:

- Estimated financing charges of up to \$1M per month of delay in interest charges
- Significant ongoing site fees: Site management, insurance, power, and other site services (up to \$300K per month)

Crewscope was invited to implement simple planning software for the weekly planning and execution of critical path trades.

- 1210 Precast panels to be installed in 33 weeks
- Started early 2024, targeting finish of Nov 1st to facilitate the closing of the building envelope ahead of the winter season
- A baseline crew of 5 pre-cast installers, augmented by a second crew of 5 for a short period

THE PROJECT

Glenhill Condos, a new mid-rise luxury condominium and hotel development, in mid-town Toronto.

OBJECTIVES

- Maintain visibility on critical path activities and keep the project on track
- Motivate trades to do their best work and take initiative amid outside factors that could delay the project
- Cultivate collaborative relationships with subcontractors
- Improve efficiency and productivity



COLLABORATIVE WEEKLY PLANNING IN CREWScope

Site superintendents, and the trade's crew were onboarded over a toolbox talk with some coffee and donuts!

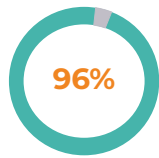
Each week (typically Friday noon), Lanterra's site foreman and Global Precast's crew worked together to set clear weekly goals, taking into account the master schedule and environmental factors such as weather, crane availability, and site hours. Goals were then set in Crewscope and shared with the crew, ensuring everyone knew where to focus their efforts. Weekly goals were ambitious but achievable. When they were achieved, rewards were distributed directly to the crew via Crewscope.

Throughout the week, the assistant site supervisor would communicate the daily progress, i.e. the number of panels installed so far in the week, directly to the crew along with relevant notes, such as material delivery and behavior-based observation of their progress. During planning, there was an emphasis on learning from the previous weeks. Weekly tracking in Crewscope also meant that both Lanterra and Global Precast leadership could see how the precast installation was progressing. When precast installation fell behind schedule, the increased visibility allowed for quick course correction, including temporarily adding a second installation crew to maintain timelines.

IMPACT AND RESULTS



Goal Progress
1,210 Units
Installed



Days Passed
220 / 228 Days
Passed

Performance recognition budget: \$8,300

Tremendous success! The crew managed to finish the task 8 days ahead of schedule when, at the start, there was little hope that the critical milestones could be achieved.

The first few cycles took some learning and adjustments. Initially, the team didn't pay much attention to weather forecasts and other factors. However, they quickly realized how difficult it can become to hit a target without those considerations.

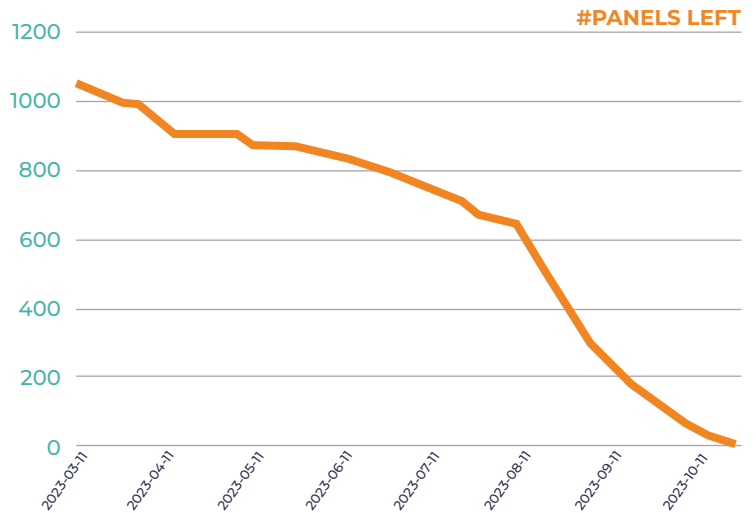
✓ **Enhanced Collaboration:** The collaboration between Lanterra and Global Precast led to a positive working relationship, fostering a sense of teamwork, shared responsibility, and a more efficient work environment.

✓ **Improved Motivation:** The crew loved it! They felt motivated and appreciated by the reward structure put in place. A crew feedback survey revealed 100% of the crew better understood expectations, felt rewards were meaningful and fun, and reported feeling more motivated at work with Crewscope.

BREAKING INDUSTRY NORMS

Bringing Crewscope into the project introduced three key changes:

- **Direct Incentives for Workers:** Project delays can cost tens of thousands of dollars daily in incremental site fees alone. In this case, instead of only rewarding senior leadership, Crewscope incentivized the workers directly responsible for the installation when goals were met. This led to higher crew motivation and morale and ultimately improved productivity.
- **Collaborative Planning:** Traditional top-down planning was replaced with joint planning sessions between Lanterra's foreman and Global Precast's team, creating a more efficient, cooperative work environment.
- **Focus on Goal Assumptions:** At the same time as writing down the goal, the team took note of the assumptions, such as crane time availability. This ensured that all supporting parties were held accountable and adjustments were made quickly when assumptions were changed.



One crew member shared *"It feels amazing to be rewarded for your hard work and by putting in more effort and working a little faster you get to receive gift cards to spend on your loved ones or yourself"*

✓ **Impressive Results:** Although weekly goals were ambitious, they were achieved over 95% of the time! In addition, Global Precast leadership suggested that this crew broke performance records, exceeding the average installation per week by almost 40%!

Well done, Lanterra Developments and Global Precast!

Next - Glazing (Window Installation): The next critical path trade started while pre-cast was underway. The program's start helped encourage the glazing crew to stabilize and establish a consistent rate of 50 windows per week, later increasing to 60 per week. This provided a reliable forecast for the building envelop completion date.