

NEWS AND KNOWLEDGE FROM



# BUILDING UP

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BRIDGWATER - PHASE I



WEEKLY LOOKAHEAD  
PLAN MEETING



CORYDON  
OFFICE BUILDING



PULL PLANNING



COMMITTEE MEETING



# Westland Construction GET'S LEANer...



JIM JOHNSTON

Since early 2024, Westland Construction has refocused their efforts to implement Lean Construction, a project delivery method that aims to emphasize collaboration and increase productivity, innovation, and profits by reducing waste and maximizing stakeholder value. It's based on the Lean methodology, inspired by Toyota in the 1970-80s and adapted for many industries and sectors since.

"We took the big leap towards Lean about eight years ago," says Peter Grose, President and CEO of Westland Construction Ltd. "I received my CM-Lean designation, and selected pieces that we wanted to implement in the base framework of our Lean processes. Since then, we've continued to utilize that base framework, but it was time to put more meat on the bone and really try to dig down to the next level to get more of the granular benefits that Lean has to offer."

To expand and refine the company's Lean structure, Westland sent several project managers and superintendents to attend the Lean Construction Education Program at the Winnipeg Construction Association, established Westland's Lean Committee, and brought in Lean Construction coach and trainer James Johnston from Quality Dynamics Inc. to guide Westland on their Lean journey.

"We took a look at Westland's current processes, infrastructure, and tools on job sites," explains Johnston. "And I made a number of suggestions to make things a little bit more accessible and plan in more detail, in a more collaborative environment."

No, it's not what you think. The team at Westland haven't been hitting the gym to trim up before the holiday festivities. But they are focused on trimming up their construction processes to eliminate waste and deliver better projects.

Since early 2024, Westland Construction has refocused their efforts to

According to Johnston, one of the things that many companies initially struggle with but find great benefit in is the organization of their planning system, also known as the Last Planner System (LPS), to better align how the work is happening on the job site. LPS promotes the creation of a predictable workflow among various parties on a project to achieve reliable results.

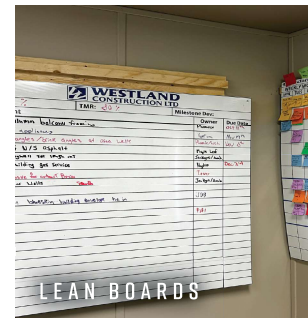
"When you look at a project, there are typically different work zones," he elaborates. "And rather than planning and organizing work by trade or discipline, we try to organize swim lanes on planning boards that match the work zones that are actually being used on the job site. What that allows the general contractor and the trade contractors to more easily see is the actual flow of work and the handoffs from trade to trade to trade, so that they can see the progression of work. That also gives them an opportunity to try to minimize the size of the zones that they define on the project, which allows for quicker staggers between the trades, ultimately resulting in shorter timelines for the project, and usually better cost and quality."

Grose says Westland has identified three types of projects and rolled out three different delivery levels for the Lean program, with larger construction builds utilizing a type one project, medium commercial falling under a type two project, and special projects on a more virtual type three basis.

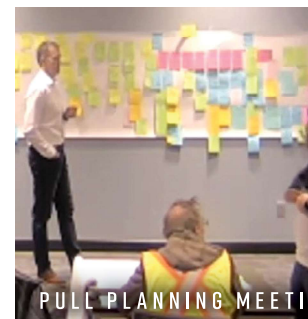
To kickstart their enhanced Lean structure, Westland is using its multifamily Bridgwater project as a pilot project to test out the consultant's suggestions and modify their planning system to ensure increased efficiency.

"We're trying to really drill down to the daily practices of schedule managements, like making sure that we're doing the morning huddles, meeting and communicating with our subcontractors, and making sure we're doing our weekly look ahead planning meetings, and have good engagement from the subs," says Grose. "It's just refinement, improvement of the Lean program in 2024."

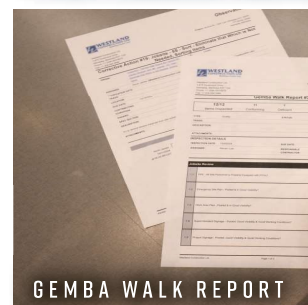
"The adoption from the GC team on the job site has been fantastic," Johnston shares. "They completely understand the reason for organizing, executing, planning by work zone, and they've been working really hard to adopt that practice. There's great support from the superintendent level and the



LEAN BOARDS



PULL PLANNING MEETINGS



GEMBA WALK REPORT



# THE GROSE REPORT

## THOUGHTS FROM WESTLAND'S CEO



While some companies consider growth to be increased revenue or number of staff, at Westland Construction, we measure growth in improvement. If we've progressed in the way we deliver construction and maximized value to our customers, we've grown.

Throughout our history, we've always taken the approach of root cause analysis – if something goes wrong (and there's almost always something going wrong in construction!) we assess why, we get to the source, and we try to remedy it so that it doesn't happen again. This continuous improvement ideology is at the centre of Lean Construction. Lean is a philosophy, a methodology with a common focus on building a continuous improvement culture that creates value for the customer. Construction has adapted to Lean Construction, and though we're late adopters, the practice has taken flight over the last 10 years, transforming the way in which construction is delivered.

No stranger to continuous improvement with our history in 'kaizen', Westland took its first big leap in Lean adoption seven or eight years ago. I completed my Certificate of Management: Lean Construction designation and hand-picked pieces to implement and created the base framework of the company's Lean Construction practices. While we continued to utilize those practices over the next number of years, in 2024, it was time to take Westland's Lean Construction to the next level.

Earlier this year, half a dozen Westland team members attended the Lean Construction Education Program at the Winnipeg Construction Association. We established Westland's Lean Committee, a group of staff members (project managers, superintendents, and pre-construction managers) who meet monthly to develop, oversee, and refine the various elements of the program. Additionally, we brought in Lean Construction consultant and trainer James Johnston from Quality Dynamics Inc. to guide us on our Lean journey.

Westland's updated Lean principles focus on finding, eliminating, or reducing waste, enhancing efficiency by doing it right the first time, stopping and fixing, and ground force involvement to achieve significant productivity gains with the focus on delivering value – not only to the end customer but to every participant within the supply chain. This approach helps engage team members, improves the quality of their work experience, and ensures consistent performance in delivering value each day.

As we continue to embrace our Lean philosophies, we welcome the opportunity to engage all stakeholders with systems and techniques that will improve collaboration and meet and exceed customer value.

Peter Grose is the President and CEO of Westland Construction Ltd.

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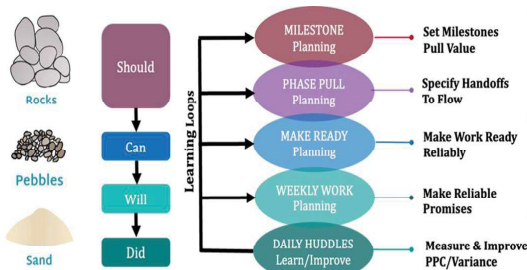
project manager level on that project, and I really do believe that this will become sort of a touchstone project for them to point to and understand why the changes that they're making are so impactful."

When making such significant changes to construction processes, Johnston says adoption from all parties, especially from the top, is essential.

"Well, the secret of success with any organization is executive leadership, and the leadership with respect to lean is unparalleled when it comes to Westland," he explains. "Pete is a great proponent of quality, efficiency, and productivity, and that shows up in his support of this initiative. They put some real leadership and horsepower and time and effort behind structuring the way that they organize, plan, and execute projects so that they can really optimize value for their customer."

While Westland has been active in Lean Construction for many years, including the adoption of LPS, the reinvigoration and increased focus in ensuring that the process is a core piece of their service delivery model is a step in the right direction for both the company and their customers.

"There is no checkered flag when it comes to a company being Lean," Johnson states. "It's a way of thinking. It's a culture, behaviour, and a philosophy of the way that you do business. And at the end of the day, what is that philosophy? Being customer focused and maximizing value for your customer – looking through the eyes of your customer at absolutely everything that you do."



LEAN SCHEDULE MANAGEMENT

## WESTLAND PERSONALITY

### SEAN RAUCH



An interim stint sweeping floors turned into a career for Westland's Project Manager Sean Rauch. While he was applying to become a pilot in the Air Force, which usually takes five or more years, Sean Rauch started working in construction. "The military thing dragged on," Rauch explains. "That five-year process turned into six and by five years in construction, I was already starting to move up and run jobs, run crews." The change of plans was a serendipitous surprise for Rauch, who realized he was good in the role and he enjoyed it.

A year and a half ago, Rauch brought his 20 years of experience with multi-family construction projects to Westland Construction.

"I was brought on to Westland to take that expertise and roll it into what Westland is working on."

Currently, Rauch is overseeing the construction of a 176-residential unit development in Winnipeg's Bridgwater subdivision.

"It's a good balance between administratively managing a job and being hands-on in the field as well," explains Rauch, adding that his role includes overseeing the budgets, schedule management, and trying to keep things on track. "I don't get to spend a lot of time on site, but I get to interact with the site quite a bit and help solve problems or issues, which happens on a daily basis."

Fortunately for Rauch, he is proficient in problem solving.

"It's the most enjoyable, or at least the most rewarding," he shares. "There's always a series of challenges that come up on a project that are unforeseen, and I really enjoy chasing those things to the ground."

This mentality makes Rauch the right guy to lead the Bridgwater project team with Westland's Lean processes. Westland has ramped up on its Lean efforts and Rauch has welcomed the opportunity to keep learning new construction methodologies.

"Lean is a really interesting concept," Rauch says. "It's really built around discarding the things that are inefficient and drilling down to the things that work and making sure communication is as clear as possible between all parties involved. It's definitely a mind shift from typical project management. It's much more collaborative and if it's carried through effectively, I think it makes for a more enjoyable experience."

Rauch appreciates the people just as much as the projects, adding that he has "a really good team at Westland - both on the site side and in the office."

For his part, while still fairly new to the Westland family, Rauch hopes that he's known as someone who stays on top of things and is highly communicative. "I really try to make sure that all parties are kept up to date and kept informed, and as much as possible, everyone understands where we're trying to get to and what the priorities are."

Perhaps with a bit more time, and the company parties and activities Westland is known for, the team will start to see a new side of Rauch. Or not. "I have a policy of not letting your guard down at the Christmas party, no matter how long you've been there."

When Rauch isn't keeping his team on task, he's hanging out with his family partner Erin, stepson Mason, and one-and-a-half-year-old son, Maverick, or involved in one of his hobbies.

"I am a bit of a car nut. I spend probably an enormous amount of time and money on vehicles, and I'm pretty big into jiu jitsu as well," Rauch shares. "I started jiu jitsu in the last two and a half years, competed in the spring of this year, and am trying to compete again next spring."

## CELEBRATING OVER 40 YEARS; CELEBRATING THE FUTURE YESTERDAY, TODAY & TOMORROW

### YESTERDAY

Along the iconic Grand Beach Boardwalk, Westland constructed the washroom facility that was Manitoba's first ever rammed earth project. You



can't get much greener in construction than by using materials extracted from the ground within 500 metres of a project site. The wall is made from nearby sand, gravel and clay and is stabilized by mortar. The wall is 24" thick, 100' long, 15' tall and sits on a concrete upstand. The beautiful sculptural curved wall of rammed earth created a dynamic and exciting background for Manitoba's pristine Grand Beach.



### TODAY

Westland is hitting the mid-way point of this new two-story 5,700 sq. ft. CRU located on the corner of Corydon Ave. & Queenston St. As the construction manager

of this project, Westland had the opportunity to be a part of this project since the design stages. This development involved the demolition of two existing buildings and an amalgamation of the properties. This new facility will not only be a wonderful upgrade for its current tenants, but also create space and further opportunity for other businesses looking to be located on Corydon Ave.

### TOMORROW

Westland will be renovating the McDonald's located on McLeod Ave. early next year.

This renovation includes a small addition at the main entrance, improved kitchen capacity and a refresh of the finishes within the dining area. Westland enjoys the relationship that has been formed with McDonald's operators in Winnipeg and looks forward to being a trusted partner for many years to come!



### ABOUT US

Westland Construction Ltd. is a full-service General Contractor serving the institutional, commercial, and industrial sectors through new construction, civil support, and renovations.

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