

# CEO's REPORT



ONTARIO CONSTRUCTION SECRETARIAT  
**ANNUAL GENERAL MEETING  
& CONFERENCE 2023**

# Mandate

OCS is dedicated to enhancing Ontario's unionized ICI construction industry by:

- Developing relationships
- Facilitating dialogue
- Providing value-added research.



**RESEARCH DRIVEN.  
INDUSTRY FOCUSED.**



# Research

## Market Trends | Industry Insights | Exploring New Opportunities

**OCS 30**  
Ontario Construction Secretariat  
1993-2023

### 2023 Contractor Survey

CONTRACTORS' INSIGHTS ON THE ICI CONSTRUCTION INDUSTRY

**RESEARCH DRIVEN. INDUSTRY FOCUSED.**

### Labour Market Outlook

Labour Expectations for 2023

Contractors' hiring expectations for 2023 compared to 2022

33% MORE	59% SAME	7% LESS	1% DON'T KNOW
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On average, contractors expect a 10% increase in the number of people that they employ in 2023. This is 2% higher than in 2022.

Approaches taken by contractors in the past 12 months to attract or retain skilled labour

67%	56%	49%	47%	32%	31%	26%	13%
Raise Wages	Promote Employees	Hire More Apprentices	Improve Benefits	Referral Bonus	Guaranteed Overtime	Hiring/Retention Bonus	Other

**67% of Contractors RAISED WAGES to attract or retain skilled labour**

### Contractor Concerns

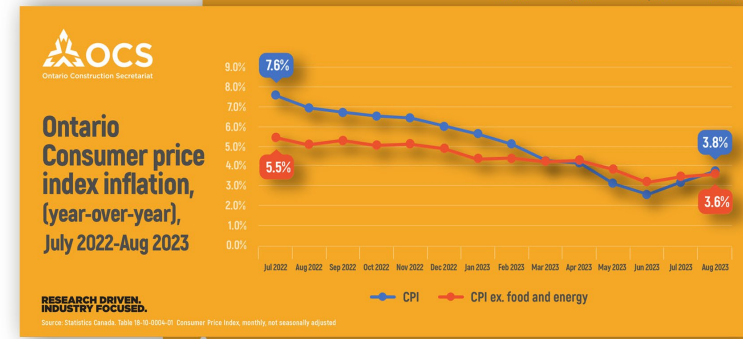
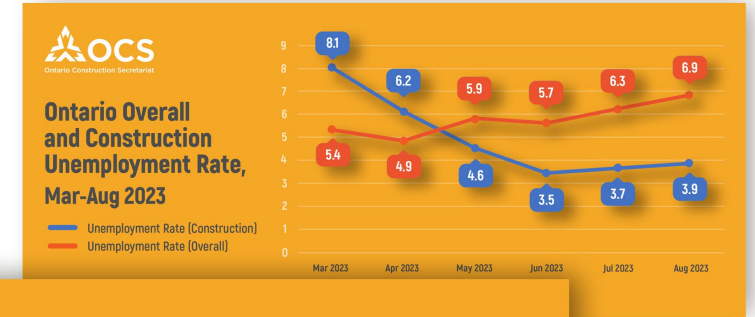
CONCERN BY INTENSITY: Mean score on 7-point scale

AVAILABILITY OF EXPERIENCED LABOUR	5.6
MATERIAL COST	5.3
LABOUR COST	4.9
MATERIAL AVAILABILITY	4.8
TRANSPORTATION COST	4.5
INCREASING RISK	4.2
AVAILABILITY OF OTHER STAFF	3.9

CONCERN BY PERCENTAGE: Percentage of contractors giving a 7 out of 7 on the concern (intensity) scale

AVAILABILITY OF EXPERIENCED LABOUR	41%
MATERIAL COST	29%
LABOUR COST	20%
TRANSPORTATION COST	19%
MATERIAL AVAILABILITY	17%
AVAILABILITY OF OTHER STAFF	16%
INCREASING RISK	13%

**KEY TAKEAWAY: AVAILABILITY OF EXPERIENCED LABOUR AND MATERIAL RELATED COSTS TOP CONCERNS**



### Year-To-Date (July) ICI Investment in Building Construction in Ontario

(current dollars, unadjusted for seasonality)

	2022	2023	% Change
Total ICI	\$14.80B	\$16.91B	14.2%
Industrial	\$2.92B	\$3.95B	35.1%
Commercial	\$8.58B	\$9.41B	9.7%
Institutional	\$3.29B	\$3.54B	7.5%

**RESEARCH DRIVEN. INDUSTRY FOCUSED.**

# Project Labour Agreements in Ontario:

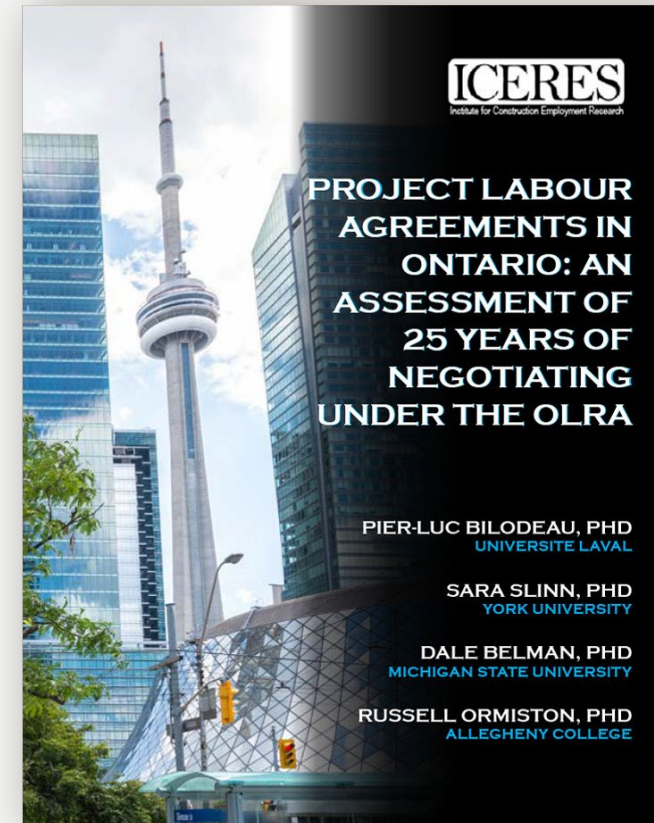
An Assessment of 25 Years of Negotiating Under the Ontario Labour Relations Act

## Why Research PLAs?

- Document existing use of PLAs
- Build insights on the business case for implementing a PLA

### KEY FINDING

*“PLAs do **not** have a statistically significant effect on construction costs.”*



# Project Labour Agreements in Ontario:

An Assessment of 25 Years of Negotiating Under the Ontario Labour Relations Act

## Next steps

- Distribute the report to our EBA network
- Create a separate report on the Economic Benefits of PLAs  
*(debunking the rhetoric referenced in the media)*
- Implement a communications campaign focusing on positive PLA messaging
- Undertake a case study of the Ottawa Civic Hospital PLA *(upon construction completion)*

# Post-Bargaining Survey

## CHALLENGING BARGAINING ROUND



**9** INITIAL PROPOSALS  
REJECTED BY UNION  
MEMBERSHIP



**5** STRIKES



**SOCIAL MEDIA  
INTERFERENCE**



**INFLATION**

## What Did We Want to Learn?

- Insight on the **internal and external influences** that were brought to the bargaining table
- What worked well and what didn't work in terms of **bargaining processes and approaches**
- An assessment of the current **Labour-Management relationship** and suggestions on what needs to change

# Post-Bargaining Survey



## Methodology

- Gathered ICI sector bargaining committee membership lists from each EBA
- Conducted online and telephone interviews with bargaining committee members between **April 25 and May 22, 2023**



## Survey Participant Profile

**103** surveys completed

- 43% labour; 57% management
- 24 trades represented

**50.5%** response rate



# Post-Bargaining Survey

## Some Thoughts on Process Improvements for the Next Round

### LABOUR

BASE: themes from Labour respondents' mentions (Labour n=44)

Start bargaining earlier

Make better use of time

Need greater commitment from Management

Focus on specific sector and market shares

Control the use of social media

### MANAGEMENT

BASE: themes from Management respondents' mentions (Management n=59)

Enhance pre-bargaining discussions and preparation

Better use of time during bargaining

Work to build trust between the two parties

Collect more data

Manage the impact of social media



# Post-Bargaining Survey

## Key Themes for Improving the Relationship

- Enhance Trust
- Create greater transparency and openness
- View each other as partners in industry
- Treat each other as partners rather than adversaries

## NEXT STEPS

1. Share the report with the EBA network
2. Build-up OCS resources to address the enhanced need for data
3. Foster Labour-Management relationships through education and focused events

# Market Share

- What do we mean when we say market share?
- Is it the same as union density?
- How can we measure it?
- Why don't we have a good measure of market share?
- Is it really all that complicated?



# Market Share

- RFP issued September 2023
- Project to be awarded late November
- Phased approach
  - Broad, existing benchmarks
  - Stakeholder consultations
  - Unique approaches on a trade-by-trade basis

## PROJECT GOALS

- Define market share(s)
- Assess the strengths, weaknesses and limitations of potential market share indicators and methodologies
- Create a collaborative process to develop stakeholder engagement and support for the market share initiative
- Develop realistic and achievable market share measures that can be used to monitor market share in the ICI sector by trades, region, market segment, and project value



# Events

Building connections | Enhancing Relationships | Providing Insights





# Fundamentals of Construction Labour Relations

## GOALS

- Provide an historical perspective of Ontario's labour relations regime as it relates to ICI construction
- Create a safe space for industry stakeholders moving into leadership roles to explore construction industry labour relations legislation, processes and topics
- Encourage the development of resilient labour-management partnerships by enhancing knowledge about collective agreements and the collective bargaining process

# Fundamentals of Construction Labour Relations



Historical Context



Grievances and Jurisdictional Disputes



Current Legislative Framework



Labour/Management Collaborative Partnerships



Understanding Collective Agreements



Occupational Health And Safety



Negotiating and Collective Bargaining



Human Rights

## Course Delivery

- Eight modules delivered over 3 days
- Interactive, experiential learning model
- Focus on case studies, discussion groups

## Peer-Reviewed & Accredited

- Canadian Construction Association Gold Seal Course
- McMaster Continuing Education Certificate of Attendance

# Fundamentals of Construction Labour Relations

## COURSE DATES:

**May 15-17, 2023** (Peer-Review Group)

**November 20-22, 2023** (Registration Now Open)

**April 22-24, 2024** (Registration Now Open)

For registration details, please visit the [OCS Events page](#)



# Labour Relations Forum

OCS Board,  
September 2022

***“Host a Labour Relations Forum to explore best practices to enhance the collective bargaining process.”***

## Objective

Through open and honest dialogue, the OCS Labour Relations Forum will bring together labour and management stakeholders to:

- Build new relationships and strengthen the labour-management partnership
- Explore innovative solutions to modernize the collective bargaining process
- Develop, identify and share best practices
- Define next steps to ensuring ongoing dialogue and industry growth



# Labour Relations Forum

**June 7-9, 2023**

Pillar & Post, Niagara-on-the-Lake

**60** participants



## NIAGARA-ON-THE-LAKE RECAP

- Set **context** for improved labour relations in Ontario
- Defined a **vision** of share outcomes and goals
- Explored how to **build and maintain positive, productive Labour-Management relationships**
- Discover the Potential – Created a **Call to Action**

# Labour Relations Forum



## NEXT STEPS

1. Produce and distribute a 2023 Labour Relations Forum report to attendees
2. Share outcomes of the 2023 LR Forum with EBAs and related networks
3. Distribute a summary report of the post-bargaining survey
4. Develop a joint communications strategy focusing on enhancing L-M partnerships and the bargaining process
5. Host a second Labour Relations Forum in 2024 with an expanded participant list
6. Roll-out registration for the OCS Construction Labour Relations Fundamentals course
7. CIAG to continue to provide a leadership role in the industry

# Communications & Social Media

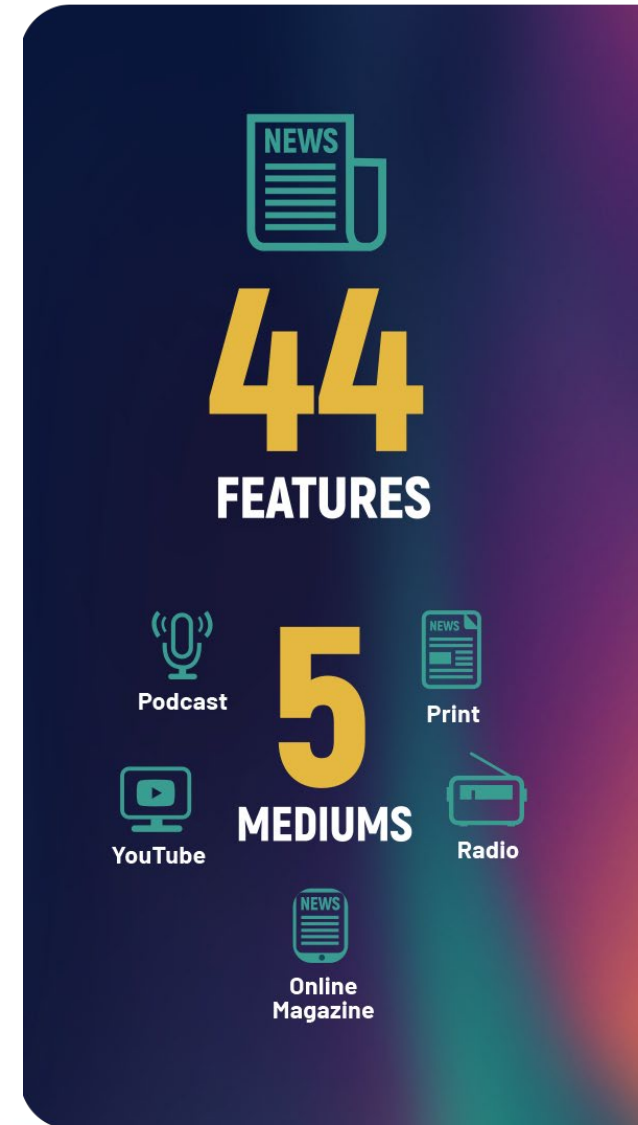
Advancing Conversations | Creating Presence

## Objective

Continue to grow our network, engage, influence, and maintain a professional reputation as a reliable source for industry news and research

- Stay Connected, Economic & Special Bulletins, Industry Advertising, and Earned Media
- OCS was featured in 44 different news outlets appearing on podcasts, YouTube and radio and covered in print and digital media

**A detailed breakdown of our communication efforts and results is included in the 2023 Year in Review Book**





# Looking Forward: 2024-2029 Strategic Plan

- Working with the Board and industry stakeholders to set strategic direction within the current, legislated mandate of the OCS
- Explore innovative solutions and programs to meet emerging demands
- Preliminary 2024 budget is based on current direction and guidance from the Board of Directors





# Looking Forward – 2024 Preliminary Budget

## REVENUE

Contributions	\$1,960,658
Investment Income	\$135,000
Sponsorship	\$30,000
Event Registration Fees	\$47,750
<b>TOTAL REVENUE</b>	<b>\$2,173,408</b>

## EXPENSES

Administration	\$1,327,408
Research	\$400,00
Improved Market Performance	\$375,000
Positive Perceptions	\$70,000
Progressive Policy	\$1,000
<b>TOTAL REVENUE</b>	<b>\$2,173,408</b>

# Looking Forward – 2024 Preliminary Budget

## RESEARCH

Market Share Study

2024 State of the Industry and Outlook  
Conference, March 7, 2024

2024 Contractor Survey

Economic Bulletins

Collective Bargaining Resources

Industry Trends

New Projects / Initiatives  
(pending Strategic Planning Process)

## IMPROVED MARKET PERFORMANCE

Fundamentals of Construction Labour  
Relations (Spring and Fall 2024)

Labour Relations Forum, June 10-12, 2024

2024 OCS Annual General Meeting  
1-day format, TBD

New Projects / Initiatives  
(pending Strategic Planning Process)

## POSITIVE PERCEPTIONS

OCS Website Enhancements

Social Media & Communications Strategy

New Projects / Initiatives  
(pending Strategic Planning Process)

**QUESTIONS / DISCUSSION**

**THANK YOU**