



## Demographics and diversity

Ontario's construction industry plays a central role in the recruitment of women, indigenous people, immigrants and underprivileged people into the province's skilled workforce, and unionized construction workers are integral to the Province's diversity success.

Understanding the demographic and skills characteristics of the unionized workforce is relevant to long-term workforce planning for both the unionized sector and the broader construction industry.

## Construction project delivery methods

For an owner looking to build a new project, the first step is determining what delivery method is best. To do that, they must engage a team of professionals familiar with all delivery methods.

Traditional and still the most prevalent is the **Design-Bid-Build** method, which is what comes to mind when most people think of the construction process. With Design-Bid-Build, the owner enters into a contract with a designer who prepares the design and construction documents, and usually acts as the owner's representative throughout the construction including putting the project out to tender, assisting in evaluation of bids, selecting the successful bidder and managing the project to completion. A derivative of this model is **Construction Manager at Risk (CMAR)** model where the owner hires a construction manager to oversee the entire project, enabling owners to remove themselves from the majority of the construction process.

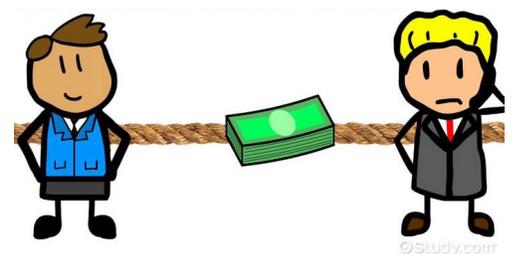
**Design-Build** is a system that reduces the length of time associated with Design-Bid-Build. This is accomplished by replacing the designer and contractor with one entity who fulfills both these roles. Called the designer-builder, they are usually a contractor employing an architect and an engineer and serve as the owner's single contact. Once the owner has chosen a proposal that would generally offer the best value for the project without sacrificing design elements, the designer-builder can work at securing permits and beginning construction immediately. One concern for the owner in the Design-Build model is that they lose the benefit of a separate party overseeing the quality of construction.

A **Public-Private Partnership (P3)** is an innovative project delivery method that builds on the strengths of the Design-Build delivery model. P3 is upfront collaboration by parties in the design and construction of infrastructure assets that result in increased efficiencies. P3 is often defined as a long-term contract between a private party and a government, in which the private party bears significant risks and management responsibility.

## Collective agreement negotiations

It appears that most of the construction industry Employer and Employee Bargaining Agencies remain tied to positional bargaining. This is an approach that frames negotiations as an adversarial, zero-sum exercise focused on claiming rather than creating value. Negotiators often try to best their counterpart by opening with an extreme position, and then focus only on how to counteroffer without budging. Positional bargaining can be used in situations where there isn't time or need to address underlying issues.

Contract negotiations for the Industrial, Commercial, Institutional (ICI) sector of construction occur by law every three years. We have had time – is it that we don't know or don't believe what issues are lurking in the background or don't want to address them? Here's one – market share. The current glut of work in construction is masking a declining union market share and, for the sake of the health and future of contractors in the unionized ICI industry, this issue needs to be address now.



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