



Adult Corrections Facility Replacement Project

Project Number: 0900808

Apprenticeship Plan and Program

PCL/Marco, A Joint Venture



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1.0 INTRODUCTION

The Adult Corrections Facility Replacement (ACFR) project in St. John's Newfoundland is intended to replace the aging Her Majesty's Penitentiary originally constructed in 1859. The project is to be delivered under a P3 Design, Build, Finance, Maintain for the Ministry of Transportation for the Government of Newfoundland & Labrador.

The 27,427 square meter correctional facility includes construction of a 191 cells facility with a total occupancy of 370 beds inclusive of a separate re-integration building. The 2-storey facility includes resident single and double level housing units and resident program space above administration and support services inclusive of admitting & discharge on grade. A gymnasium centrally located next to main entrance provides flexibility for residents and public use. Service commencement is targeted for September 2029.

This long-term, high-profile project offers sustained job opportunities across a variety of disciplines, meaning workers can expect to be part of a transformative build that will shape corrections in the province for decades to come.

2.0 BACKGROUND

This Apprenticeship Plan and Program (the Plan) sets out the approach to providing trade and apprenticeship training opportunities at the Adult Corrections Facility Replacement Project (the Project). The Plan will enhance community awareness of job opportunities on the Project, and opportunities to supply materials or services to the Project.

PCL/Marco, A Joint Venture (PCL/Marco) will encourage the employment and training of apprentices within our trade partners on the Project. This will support the future of skilled workers for the Province of Newfoundland and Labrador.

PCL/Marco will work closely with the appropriate trade union(s) and labour sources to support a high level of apprentice engagement on the project.

The Plan is important for the Project, and will require partnership between New Avalon Corrections Partners, The Apprenticeship and Trades Certification Division (ATCD), stakeholders and business, community, labour, education, training and other organizations.

3.0 OBJECTIVES

PCL/Marco seeks to provide equitable opportunities that promote economic inclusion for the people of Newfoundland and Labrador, particularly underrepresented groups, and contribute to a system of training and workforce development programs.

As general contractor for the Adult Corrections Facility Replacement (ACFR) project, PCL/Marco is committed to advancing workforce development by encouraging subcontractors in being proactive with training and recruiting apprentices. Although all trade workers and apprentices are hired through subcontractors, PCL/Marco will participate in the development of apprentices on the project. Below is a unified strategy, with training initiatives and community outreach to foster apprentice growth, retention, and recruitment.

- **Workforce Development Initiative:**
 - Achieve at least 10 per cent of all trade working hours on site by qualified apprentices at 250 East White Hills Road, St. John's, Newfoundland.
- **Development and Training Initiative:**
 - Develop experiential learning, networking, and other training opportunities for apprentices in disciplines relevant to the scope of the Project through partnerships with local unions and construction industry sector associations.
- **Community Outreach Initiative:**
 - Promote the ACFR project and the apprenticeship opportunities in partnership with trade contractors executing the project. This will include Sponsoring career fairs, collaborating with educational institutions, and providing resources to attract new apprentice candidates.

4.0 INITIATIVES

PCL/Marco recognizes there is no single pathway for apprenticeship opportunities in the construction industry, representing a potential barrier to success. In addition, the varying and differing nature of apprenticeship programs within respective trades adds complexity to delivering and tracking the Plan.

PCL/Marco will partner with the Apprenticeship and Trades Certification Divisions to deliver on the Workforce Development - Apprenticeship Recruiting initiative. The ATCD offers skill and employment-based training programs which offer apprenticeship, career opportunities and financial support to the underrepresented groups.

Additional information on the designated trades under the authority of the Apprenticeship and Trades Qualifications Act, can be found on the Apprenticeship and Trades Certification Division's website at: <https://www.gov.nl.ca/atcd/designated-trades/list-of-designated-trades/>

Below, we outline various potential initiatives that will enable PCL/Marco to achieve this goal.

Section 4.1: Workforce Development Initiative:

PCL/Marco will strive an aspirational target of approximately 10 per cent of all trade working hours on a trade-by-trade basis performed by qualified apprentices. The approximately 10 per cent will come from all workers who perform work on the construction site located at 250 East White Hills Road, St. John's, Newfoundland. The intent of this is to maintain ratios that support effective supervision, skill development, and safety, while maximizing apprentice participation across all trades.

Section 4.2: Development and Training Initiative

- Annual Training/Mentoring Sessions for Apprentices: Organize a targeted training/mentoring session per year, open to all trade apprentices working onsite who wish to participate.
- Training focused on developing soft skills (such as communication, conflict resolution, teamwork, time management, and adaptability) and leadership qualities to prepare apprentices for larger roles in their companies.

- Sessions may include interactive workshops, professionally developed training videos, guest speakers (industry professionals, experienced tradespeople), group activities, and tailored personal development plans.
- Training opportunities will be explored in collaboration with PCL and Marco's Diversity, Equity & Inclusion (DE&I) Committees, focusing on cultural awareness and gender equity. Sessions or visual displays may include topics such as respectful workplace practices, unconscious bias, inclusive language, and equitable access for apprentices, with attention to underrepresented groups. These efforts support PCL/Marco's goal of creating value in the communities where we live and build, while fostering a workplace culture that is intentionally diverse and inclusive.
- Mentorship meetings for apprentices interact with project leadership and workforce leaders.
- Collection of feedback from apprentices and subcontractors for continuous improvement

Additionally, the project will organize an elevated level of ongoing health and safety related training for all workers onsite and may seek to partner with trade contractors and local suppliers to leverage task and tool specific training opportunities.

Section 4.3: Community Outreach Initiative

- Recognizing that all trade workers and apprentices are hired through subcontractors, PCL/Marco will encourage the trades on the job to promote the ACFR project and apprenticeship opportunities.
- Engagement efforts will focus on high school students and trade colleges in St. John's, NL.
- Attend and/or sponsor career fairs, school events, and industry expos to highlight the ACFR project and showcase the rewarding nature of trade careers.
- Collaborate with educational institutions, unions, and sector associations to provide information about available apprenticeship opportunities with subcontractors involved in the ACFR project.
- Provide resources and promotional materials about the project and its workforce needs to help subtrades attract new apprentice candidates.

These outreach efforts aim to inspire the next generation, break down barriers to entry, and support the recruitment needs of subcontractors by connecting motivated youth and emerging tradespeople to real opportunities at the ACFR project and the broader construction industry in Newfoundland and Labrador.

5.0 TRACKING & REPORTING STRATEGIES

In accordance with the Project Agreement, PCL/Marco will provide a summary of performance on its Apprenticeship Plan and Program initiatives in its annual reports. Reporting will strive to include apprentice participation by trade, gender, and other diversity metrics where possible, with data collected in partnership with subcontractors and in line with privacy guidelines. This information will be collected as a regular voluntary disclosure as part of this plan and in unison with PCL Marco's Women Employment Plan. The report will include:

Workforce Development:

- Number and percentage of apprentices, journeypersons and trade workers employed on the project.
- Summary of actions taken within the year in advancing the goals of workforce development.

Development and Training Strategy:

- Number of apprentices on the project, and the number of training hours completed.
- Summary of actions taken within the year advancing training initiatives

Additional Reporting:

- Summary of costs to implement the Plan.
- Summary of any barriers that prevented PCL from achieving the objectives of the Plan.
- Summary of progress on increasing representation of apprentices in underrepresented groups.

6.0 INITIATIVE ROLLOUT

The Plan sets out initiatives with strategies that PCL/Marco will use to liaise with communities, engage participation, and plan and execute events to improve the community's access to apprenticeships, employment, educational, and procurement opportunities available. A key focus of these initiatives is to promote diversity and inclusion within apprenticeship recruitment and participation. The following summarizes various activities that may be used to deliver on the Plan Objectives.

To effectively roll out the Plan, PCL/Marco will focus on several key areas. Firstly, PCL/Marco will encourage the trades on the job to promote the ACFR project and apprenticeship opportunities. This may involve engaging potential apprenticeship participants in St. John's, NL, through career fairs, school events, and industry expos. By showcasing the rewarding nature of trade careers, they aim to attract new talent to the industry.

Additionally, PCL/Marco strives to collaborate with educational institutions, unions, and/or sector associations in providing information about available apprenticeship opportunities with subcontractors involved in the ACFR project. These efforts should provide students/candidates with insights into construction pathways and the importance of apprenticeships

To support the recruitment of new apprentices, PCL/Marco may provide resources and promotional materials about the project and its workforce needs. This will help subcontractors attract new apprentice candidates. Gathering feedback from students and educators will also be an essential part of refining outreach and recruitment strategies.

Overall, the successful rollout of this program will depend on engagement with the community, effective promotion of apprenticeship opportunities, and collaboration with various stakeholders to ensure the development of a skilled workforce for the ACFR project and ultimately the Province of Newfoundland & Labrador.

7.0 OPPORTUNITY SUMMARY TABLE AND REPORTING

SUMMARY OF OPPORTUNITIES			
Opportunities	Audience	Frequency	Target / Status
Workforce Development Initiative Apprenticeship Tracking	ACFR Project Workforce	Monthly	Approximately 10% - Planned
Development and Training Initiative Annual Training/Mentoring Sessions	ACFR Project Workforce	Annually	Planned
Community Outreach Initiative Outreach to engage apprenticeship training in and skill development	Apprentices / Trade Unions / Apprenticeship and Trades Certification Division's / Local Training Institutions	Annually	Planned
Community Outreach Initiative Outreach to engage secondary school students	Secondary school students Future apprentices & Feeder schools	Annually	Planned

TRACKING AND REPORTING		
Report	Audience	Reporting Cycle
Apprenticeship Plan and Program Annual Report	External	Annually

