



APPENDIX 5.1.1.D

ADULT CORRECTIONS FACILITY REPLACEMENT

NEWFOUNDLAND AND LABRADOR BENEFITS PLAN

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1. PLAN OBJECTIVES

The Adult Corrections Facility Replacement (“ACFR”) Project in St. John’s is a great opportunity to generate both employment for the residents and economic benefits for the businesses of the province of Newfoundland and Labrador. The PCL-Marco team recognizes this program as a long-term investment in the future of skill growth and prosperity for the Province. It is critical to the growth of skilled workers, not only for PCL & Marco, but for the construction industry and Province as a whole.

The Authority has identified the requirements for the Newfoundland Labrador Benefits (“NLB”) plan in the Request for Proposal (RFP), clause 3.6. More specifically, the objectives are:

- (a) That residents of the Province have full and fair access to employment opportunities.
- (b) That the Project prioritize employment opportunities for residents of the Province.
- (c) That qualified Province firms have full and fair access to all business opportunities.
- (d) That the Project creates opportunities for the creation and growth of businesses in the construction and service industries.

2. GOALS

The New Avalon Corrections Partners (“NACP”) Newfoundland and Labrador Benefits (“NLB”) plan will:

- Provide employment opportunities for residents of Newfoundland and Labrador (“NL”) during multiple project phases.
- Encourage the use of local trade labour and apprentices in NL with our partners, subcontractors, and suppliers.
- Support the recruitment and training opportunities for NL community residents & businesses.
- Ensure proper supervision and training is provided to the local workers to promote skill development.
- Provide employment opportunities to under-represented groups in construction where skill levels permit (i.e., those identifying as female, young people (under the age of 29), Indigenous, racialized / marginalized, recent immigrants, and 2SLGBTQIA+).
- Encourage the procurement of goods and services, where economically and practically feasible, from NL contractors, subcontractors, and suppliers to support businesses in the community.
- Increase economic activity in the province through the various phases of the project.
- Enhance awareness of job and business opportunities at each phase through community engagement.
- Work with local unions and co-op educational programs to support the goals of the program.
- Track performance of the plan and readjust throughout the life cycle of the project for continuous improvement in reaching these goals.

3. TARGETED GROUPS

PCL-Marco team will target specific groups to meet the goals listed above and ensure successful execution of the Newfoundland Labrador Benefits Plan:

Targeted Group	Action
Local Residents for NACP Staffing	NACP will create staffing plans that include residents for team positions where possible. Candidates who are residents of NL will be given priority for any opportunities where they meet the requirement of the role. This opportunity creates not only employment options for local residents but provides the NACP team with local knowledge and resident insight. It allows for better integration of team members that relocate into the fabric of the local area.
Local Residents for Project Labour	NACP will encourage subcontractors to recruit NL residents for labour positions. We will also support co-operative educational programs with institutions located in NL. Candidates who are residents of NL will be given priority for any opportunities where they meet the requirement of the role. Our recruitment practices will represent the diversity of the people of NL. To ensure all employees are set up for success and have the required support and resources to complete their job, the project team will implement onboarding, mentorship, and training plans for all employees who are new to the project.
Consultant / Trade Partners	NACP is striving to engage as many local consultant and trade partners as possible. Where companies are qualified in the size and complexity of the project and have similar or related experience, NACP will ensure opportunities are provided to such businesses. Please refer to section 5 for a list of current potential partners.
Local Suppliers	NACP is also striving to engage as many local suppliers as possible to provide materials and finished products to the project. Where suppliers are qualified in the size and complexity of the requirements and have similar or related experience, NACP will ensure opportunities are provided to such businesses.

4. ACTION PLAN

NACP is committed to fostering employment and economic opportunities for NL businesses and surrounding communities. The team will work closely with our clients to develop and implement benefit plans that ensure the inclusion of these provincial communities through hiring initiatives directed at residents and giving preference to regional suppliers and subcontractors throughout the project execution.

NACP will implement the following processes and procedures to ensure success toward the goals listed above:

- Workforce planning - Project staffing schedules and talent requirements will continuously be evaluated throughout the duration of the project to ensure NACP are meeting project requirements and timelines.
- Direct hiring – NACP will hire from the community for as many positions as possible where the requirements of the position can be fulfilled by local residents.
- Community Engagement – NACP will participate in community programs with trade partners to source labour / staffing from within the community. This includes engagement with local unions, co-operative educational programs, local job fairs etc.
- Apprenticeship / Local Hire Requirements – NACP will require all trade partners to provide monthly stats on apprenticeship and local hire goals vs actual achievements.
- Workforce Support - Resources will be allocated to ensure all employees are provided with the support required to successfully complete their roles and receive an engaging and meaningful work experience.
- Workforce Training – NACP believes in the value of ongoing training and continual improvement. NACP will ensure the workforce receives not only appropriate training for the requirements of the project and their specific role, but ongoing opportunities to teach and educate both formally and informally.
- Workforce Mentorship - To ensure all employees are set up for success and have the required support and resources to complete their job, the project team will implement onboarding, and mentorship plans for all employees who are new to the project.
- Supply Chain and Procurement - Sustained communication and selection of subcontractor and/or suppliers from within the community where possible to meet and support project requirements.

Our plan does not address labour and material impacts associated with COVID-19, as all related North American restrictions have been lifted. Should this situation change, our plan will be amended accordingly.

5. PROVINCIAL PARTNERS

NACP have partnered with a number of local companies on the management and consulting engineers' side to ensure there is local knowledge and engagement at the project management level. This community understanding and business awareness brings a wealth of valuable insight as to which local businesses are positioned to contribute to a project of this scale and magnitude.

Role	Company	Location
Design-Builder & Service Provider		
Design-Build JV Contractor		
Design-Build JV Contractor	PCL Constructors Canada Inc.	Toronto, ON (HQ Edmonton, AL)
Design-Build JV Contractor	Marco Group	St. John's NL
Service Provider		
Service Provider	Johnson Controls Inc.	Montreal, QC
Service Provider	The Cahill Group	St. John's NL
Design & Consultant Engineering Team		
Architectural		
Architectural	DLR Group	Washington/LA, USA
Architectural	Parkin Architects	Toronto/Ottawa, ON
Architectural	John Hearn Architects	St. John's NL
Structural		
Structural	Entuitive Consulting Engineers	Toronto, ON
Civil / Traffic		
Civil / Traffic	Counterpoint Engineering Inc.	Toronto, ON
Civil / Traffic	Dillon Consulting	St. John's NL
Landscape		
Landscape	Tract Consulting Inc.	St. John's NL
M&E Consultants		
M&E Consultants	Smith & Andersen Consulting Engineers	Toronto, ON
M&E Consultants	Jewer Bailey Consultants	St. John's NL
Security Consultant		
Security Consultant	LOBO Security Consulting	Mississauga, ON
Sustainability / Energy Consultant		
Sustainability / Energy Consultant	Footprint Engineering Inc.	Toronto, ON
Acoustics & Vibration Consultant		
Acoustics & Vibration Consultant	Valcoustics Canada Ltd.	Richmond Hill, Ontario
Code Consultant		
Code Consultant	Senez Co. Fire Science & Engineering	Toronto, ON
Building Envelope		
Building Envelope	Entuitive Consulting Engineers	Toronto, ON
Geotechnical / Environmental		
Geotechnical / Environmental	Stantec	St. John's NL
Elevators		
Elevators	Solucore Elevator Consultants	Halifax, NS
Design-Assist Subcontract Partners		
Mechanical & Electrical		
Mechanical & Electrical	Plan Group	Toronto, ON
Mechanical & Electrical	The Cahill Group	St. John's NL
Mechanical & Electrical	LSS Fire Protection	St. John's NL
Commercial Doors & Hardware		
Commercial Doors & Hardware	Trillium Architectural Projects	Toronto, ON
Precast Modular Cells		
Precast Modular Cells	Cornerstone	Philadelphia, USA

Table 1: Design-build / Design / Consulting Engineers Partners list

The above-mentioned list of partners has helped NACP to develop a trade and suppliers bidders list for

this project that is focused on local business involvement in the project. While the specific nature of the facility requires including bidders that are further afield due to their specialization in certain products in the corrections industry field, numerous solicited bidders are located in Newfoundland Labrador or the Maritimes and will provide a boost to the local economy upon award. These companies employ a variety of trade labour from across the province and region and provide employment opportunities to the residents of the province.

6. IMPLEMENTATION

6.1 PHASE I: PROGRAM DEVELOPMENT

The first step is to develop the program based on the scope, magnitude, and timelines of the Project.

Engagement processes and tools will be identified and initiated as appropriate including:

- Identify specific scopes of construction which have reasonable potential for contracting regional businesses.
- Identify specific scopes of construction which have reasonable potential for hiring provincial workers and employees.
- Prepare a plan to engage NL businesses which could aid in the process of local business and workforce procurement.
- Develop a Human Resources recruitment strategy.
- Development of specific regional community strategies and engagement plans.
- Identification of key initiatives and programs to target for NACP and trade partners to source local labour.
- Development of talking points (i.e., key messages to targeted groups, businesses, and residents).
- Media initiation, target audience analysis, identification and training of project spokespeople, development of news releases, job positionings, contact lists, subcontractor SOW's etc.).
- Plan for ongoing community engagement in project planning, construction, and operation.

6.2 PHASE II: ACTIVE ENGAGEMENT

Active engagement activities will commence with the purpose of:

- Consultation with community partners where appropriate.
- Send potential subcontractor opportunities throughout the community.
- Actively encouraging trade partners to hire locally.
- Engage with community groups and participate in local forums, trade shows, business conferences etc. as opportunities arise.
- Participate in media outreach programs, open houses, meetings, and presentations with the community as the opportunity arises.
- Sponsorship where appropriate
- Advertising as necessary.
- Implementation of any plans identified and set-up in Phase 1.
- Build relationships with all participants listed above to ensure continual engagement and realization of opportunities.

6.3 PHASE III: REVIEW AND ADJUSTMENT

- Review of progress of the NLB plan overall by monitoring the report indicators to see if the program is

achieving the desired goals.

- Meet with the internal team to discuss improvements in the program where required.
- Meetings with the client to gauge the success of the program from their viewpoint.
- Seek engagement with community to ensure a positive viewpoint and address issues, if any.
- Review support mechanisms and training for locally hired labour and to ensure they are successful.
- Speak to/interview local hires to gauge feedback on programs and overall moral.
- Plan team events to encourage mingling among hires from different regions.

7. REPORTING TOOLS:

As documented in the RFP, section 3.6, The Authority may request periodic reporting on the progress in achieving the NLB plan objectives. To this end, NACP will document employment of provincial residents and contracting of local business to provide to The Authority as requested. The following reporting will be documented as the project progresses.

7.1 EMPLOYMENT

- Number of NL persons employed by PCL- Marco.
- Number of hours worked by provincial employees (for period reported).
- Percentage of NL people employed as a proportion of total employment on the project.
- Number of provincial workers employed by each subcontractor working on the project (specific month).

7.2 SUBCONTRACTOR & SUPPLIER

- Number of contracts and/or subcontracts awarded to NL businesses (specific by month).
- Type of contract, subcontract, or purchase order.
- Name of awarded NL business for each contract.
- Total dollar value of contract, subcontract or purchase order awarded to NL businesses.
- Total of all contracts awarded to provincial businesses.