

## **Municipality of South Bruce**

Request for Proposal –  
Housing Growth Strategy

First Issued: February 2024

*Amended: March 11, 2024*

## Scope of Work

### 1. Objective

The objective of this non-binding Request for Proposal (RFP) for professional services is to allow interested Consultants to present their qualifications, experience, and conceptual approach to the Municipality of South Bruce (Municipality) for the purpose of selecting a Consultant that will prepare a Housing Growth Strategy.

### 2. Interpretation and Addenda

#### A. Interpretation

If a Consultant has a question as to the meaning of this RFP or finds any ambiguity, inconsistency, or omission, the Consultant shall make a written request for an official interpretation or correction to the individual listed below. Such requests must be received by the Municipality no later than 1 PM on March 20, 2024

All inquiries must be made by email and directed to:

David Rushton, CEcD, CPA  
Project Manager  
Municipality of South Bruce  
[drushton@southbruce.ca](mailto:drushton@southbruce.ca)

#### B. Addenda

All interpretations, corrections, or additions to this RFP will be made only as official addendum that will be posted to the Municipality's website on the Bids and Tenders page (<https://www.southbruce.ca/en/build-and-invest/bids-and-tenders.aspx>) and it shall be the Consultant's responsibility to ensure they have received all addenda before submitting a RFP.

Any addendum issued by the Municipality shall become part of the RFP and must be incorporated in the RFP where applicable.

#### C. Definitions

**Consultant:** Means any eligible entity submitting an RFP.

**RFP:** Means this Request For Proposal to engage a consultant to prepare a Housing Growth Strategy

**Municipality:** Means the Municipality of South Bruce.

**NWMO:** Means the Nuclear Waste Management Organization.

**Project:** Refers to the potential design, construction, operation and closure of a deep geological repository and associated facilities operated by the NWMO for the purpose of the long-term storage of Canada's used nuclear fuel.

**Selected Consultant:** Means the Consultant or Consultants selected to prepare a Housing Growth Strategy

**Strategy:** Means Housing Growth Strategy

### **3. Nuclear Exploration Project Background**

#### **A. Background**

In 2012, the Municipality of South Bruce voluntarily entered the Nuclear Waste Management Organization's (NWMO) site selection process to explore the possibility of hosting a major project which will manage Canada's used nuclear fuel in a Deep Geological Repository more than 600-metres underground (herein referred to as the Project). The Municipality is one of two remaining areas participating in the site selection process. The Project has the potential to bring other businesses to the region, including those in the Project supply chain and the service, construction, manufacturing, and scientific research sectors.

The Municipality's Nuclear Exploration Team works to inform the residents of South Bruce about the Project and how it might impact the community so that they can make an educated decision on whether they are willing hosts. Over the past couple of years, there have been numerous socio-economic, infrastructure and environmental studies and peer reviews completed to help inform the community.

The Municipality is forecasted to grow in the next several years and Project derived population growth is expected to be modest in comparison to the baseline growth. By 2046, it is projected that 940 additional residential dwellings will be needed for baseline growth, and with the Project, the projection is 1,190 dwellings. While study authors concluded that the Project is not expected to have a significant impact on housing, recreation facilities, social programs, schools, health services or infrastructure, the capabilities and capacity of these services will need to be expanded regardless for the forecasted growth. The timing of when the Municipality is expected to receive population growth is an important consideration to develop a strategy to determine the provision and phasing of servicing and community infrastructure.

A key focus of this Strategy will be to support the Municipality in planning for adequate housing for growth with or without the Project.

#### **B. Resource Documents Available for Review**

[Municipal Website - About the Project](#)

[South Bruce and Area Growth Expectations \(metroeconomics, February 2, 2022\)](#) provides the forecasted growth scenarios for the Municipality for the time period of 2022 to 2046 and with both baseline growth and Project derived growth.

[Housing Needs and Demand Analysis Study \(Keir Corp, May 20, 2022\)](#) sets out current conditions and housing markets for the Municipality and describes that the preferred approach is to encourage new residents to live in the Municipality and the surrounding municipalities. The Study identifies the need for housing that is affordable and satisfies the aspirations of Project workers and their families.

[Housing Needs Assessment](#) (KPMG, January 2023) study to undertake an assessment of housing needs across Bruce County. Reviews demographic trends through the 2016-2021 census period and provides recommendations for the types of housing needed. Base research completed to assist with the preparation of the 2024-2034 Housing and Homelessness Plan by the Bruce County.

[Plan the Bruce – Growth Management Recommendation Report](#) (Bruce County & WSP, October 2022) – growth management work undertaken by Bruce County to plan for projected population growth across the County. This work included population projections, and projected employment land and residential land needs to 2046 by municipality. The adopted Growth Management OPA to the County Official Plan is waiting approval by the Ministry of Municipal Affairs and Housing.

[Plan the Bruce - Good Growth Final Report](#) (Bruce County & Watson's, September 2022) – employment, population, and housing projections by municipality. Recommendations for employment land and residential growth policies for implementation through the new County Official Plan.

[Local Hiring Effects Study and Strategy \(Deloitte, April 2022\)](#) identifies marketing the community for talent attraction as a key strategy and identifies the need for the Municipality to revitalize the community and develop a Housing Growth Strategy.

[Workforce Development Study \(Keir Corp, May 5, 2022\)](#) characterizes and describes the workforce needs for the Project and how the NWMO and regional agencies can develop the workforce necessary to undertake the Project. Options for workforce development are described.

[Infrastructure Baseline and Feasibility Study \(Morrison Hershfield, June 21, 2022\)](#) provides a description of the existing and planned infrastructure in the Municipality and the incremental change that will be needed if the municipal infrastructure was needed by the Project.

[Community Profile - Municipality of South Bruce \(Deloitte, November 2022\)](#) provides a geographic and socio-economic profile of the Municipality as of 2021

Future Work: Housing Growth Strategy: found in Appendix A, summarizes key information from previous work and studies that recommend a Housing Growth Strategy be completed. This is meant to inform the consultant of the work and information received to date.

## 4. Work and Design

### A. Scope of Work

The Scope of Work involves the preparation of a Strategy as recommended in the aforementioned studies and peer reviews. The purpose of the Strategy is to help the Municipality understand its capacity and opportunities for attracting Project associated workers (both direct, indirect, and induced) to take up residency within its borders. As a result, the Strategy needs to address the following objectives:

- Assessing Housing Needs based on forecasted Population Growth, including consideration of when housing will be needed in 5-year increments between 2021-2046.
- Identifying places to grow, including the location, type, form (density) and mix of housing to meet needs of forecasted growth.
- Provide recommendations about the timing and phasing of residential development across South Bruce's settlement areas.
- Review the Master Servicing Plan relative to housing recommendations to identify improvements and expansion of infrastructure needed to service new growth areas and recommend changes as needed to meet demand. Consider phasing of servicing expansion.
- Provide recommendations for broader community infrastructure (e.g. parks, recreation, schools, daycare, social housing) that may be required over the 2046 timeframe and indicate the timeframe within which the projected need will occur.
- Review existing planning framework, including local and County Official Plan and provide recommendations and justification for any policy or designation changes required to facilitate future housing growth in South Bruce.
- Utilize the types of growth foreseen in the Workforce Development Plan.
- Growth Management Strategies.

The preceding objectives are further described as follows:

The Strategy should address the approach and actions developed in the Housing Needs and Demand Analysis Study, the Local Hiring Effects Study and Strategy, and the Workforce Development Study.

The Strategy **must** consider the future of the Municipality with the Project (Impact Case) and without (Base Case). Items identified in this scope of work must consider and provide details pertaining to both scenarios. The population growth and housing need forecasts should be reviewed with a lens to ongoing development activities. The Strategy also needs to review

population projects undertaken locally (*metroeconomics*) and recent population growth projections undertaken by the County of Bruce (Good Growth Paper, Watson & Associates) to support the County Official Plan, and recently updated population projections by the Ministry of Finance for Bruce County. An assessment of these forecasted population projections must confirm the final population projections to be used for the “base case” and “project case” populations to 2046. This assessment will need to present projections broken down by a 5-year increment.

The insight into the phasing, location, type, and mix anticipated to meet demand for new housing should be developed. The strategy will contain an assessment of current land supply available within South Bruce’s settlement areas (Teeswater, Mildmay and Formosa) to accommodate future residential development, including a description of work required to get each area shovel ready for construction. Additional lands, if any, that may need to be designated for residential growth should be identified.

The Strategy will need to provide approaches to address affordable, attainable, and accessible housing needs, and the housing continuum as it applies to the Municipality’s future needs. The County of Bruce is the Service System Manager for the eight municipalities across the County, including South Bruce. The County provides housing and homelessness support services, and through the Bruce County Housing Corporation, the County is a provider of community housing. The Strategy will need to consider the need and demand for the full spectrum of housing, including emergency, transitional and community-based housing.

It will be necessary for the Strategy to provide growth management strategies and integrate with the recommendations of the Master Servicing Plan, which is being undertaken separately. The strategy must provide supportive justification for improvement and expansion of existing infrastructure to service new growth that is supplemental to the existing plan.

The strategy must include a detailed review of the planning framework at a provincial, County and local level to determine if the current planning documents will require policy and designation update in order to implement the recommended growth, form and mix of housing out to 2046. Any recommendations for changes to the local and County Official Plan shall be supported by a planning justification.

The Strategy should detail effective approaches to attract investors and residential developers and an evaluation of the use of development incentives.

Specifically for the Impact Case, the Strategy should describe attraction and retention strategies for NWMO Project-associated workers to live in the Municipality. In addition, it should identify a strategy for development of housing for temporary workers (e.g. construction workers), including recommendations about the timing of when this housing would be required over the project phases. Recommendations will include the location and type of housing that would be most appropriate to house temporary workers. An assessment of long-term uses that this form of housing could transition into to meet other community needs should be included in the

strategy. The Strategy should identify any potential constraints, obstacles, or roadblocks to develop future housing. Potential mitigation strategies, actions, and collaborations, including funding sources (government programs, agencies, etc.) and opportunities to secure funding as it relates to affordable and attainable housing should be identified and described.

## **B. Submission Content Requirements**

The RFP should include the following information to facilitate the review and evaluation process:

- Understanding of the Municipality's needs for this Strategy
- Scope of services and methodology proposed addressing the objectives outlined in the scope of work.
- Detailed illustrative work/task schedule.
- Experience of key project team members

### Understanding of the Project

The RFP must detail the Consultant's understanding of the Strategy and their capability and approach to performing the identified work. The RFP must include a description of the overall scope and objectives, noting any particular issues that require specific attention, and should acknowledge and detail all deliverables that will be included.

### Relevant Qualifications and Experience

The RFP must include a list of relevant experience based on the items identified in the Scope of Work. The RFP should highlight experience performing similar tasks for municipalities or other public authorities and familiarity with municipal processes.

### Consultation

During the course of the project, the Consultant may be required to consult and engage with:

- Mayor and Council
- Municipal staff
- County of Bruce staff
- The Lead Consultant and other advisors and consultants retained by the Municipality.
- Residents of the Municipality and the surrounding region

Personnel from the Consultant will be expected to attend and present at public meetings to be conducted virtually or in-person.

The Submission should provide details of the Consultant's experience with and proposed approach to consultation.

### Proposed Consultant Team Personnel

The RFP must provide the proposed team personnel (employees and subconsultants) that will ensure the achievement of the identified work. The Consultant should identify in their Submission any work which is being subcontracted.

The Consultant shall provide the following details for each proposed team member and subconsultant:

- Name of the individual
- Firm Name
- Professional Qualifications
- Years of Experience
- At least three (3) examples of relevant project experiences (Project description, role, expertise)
- If subconsultant, indication if previously worked for the Consultant
- Description of anticipated role in a particular Area of Work
- Current workload and availability to complete the required work

#### Fees and Budgets

A Consultant must provide the hourly rate for all subcontractors and team personnel.

A comprehensive fee proposal is required in the RFP.

The Municipality expects the Consultant to provide information on its approach to preparing and tracking budgets for work of this nature.

The Municipality is open to fee proposals based on a method other than hourly rates.

#### Schedule

Timing is a key consideration. The selected Consultant will conduct a kickoff meeting immediately after the contract award, with the goal of readiness to launch at a time that is respectful of community input and concerns. The contract is to be completed in 2024. For reference, the target schedule is as follows:

<b>Deliverable / Milestone</b>	<b>Target Date</b>
Contract awarded	Early April, 2024
Kick-off meeting with Consultant and Project Team	Within 2 weeks of award
Fieldwork occurs	Early May until August 2024
Submission of Initial Strategy Report	September 2024
Presentation to Council	October 2024
Finalization of Strategy Report	November 2024

#### Conflict of Interest

The RFP should provide a description of any actual or potential conflict of interest that the Consultant including any subconsultants may have, and a description of how the Consultant



proposes to manage any conflicts that may exist or arise during the term. Failure to comply with this requirement may cause the RFP to be rejected.

The Municipality reserves the right to disqualify from further consideration RFPs which in the Municipality's sole opinion demonstrate a conflict of interest.

### **C. Municipality's Responsibilities**

The Municipality will convene a client team to meet with the Consultant to review key deliverables, answer questions, provide direction or insight and address other matters as they arise.

The Municipality will provide or direct the consultant to resources they may require such as the studies previously mentioned in this RFP, and any other background documents or publications.

All RFPs must be submitted digitally to:

David Rushton CECd, CPA  
Project Manager  
Municipality of South Bruce  
[drushton@southbruce.ca](mailto:drushton@southbruce.ca)

on or before **12 PM on April 2<sup>nd</sup>, 2024**. Late RFPs will not be accepted or considered.

## **5. Evaluation of RFPs**

### **A. Initial Review**

An initial review of each RFP will be completed by the Municipality of South Bruce. The Municipality may reject any RFP during the initial review at its discretion.

### **B. Interviews**

The Municipality will determine in its sole discretion which, if any, responding Consultants will be interviewed. If the Municipality elects to interview a Consultant, the Consultant will be given the opportunity to discuss their RFP in more details during the interview.

### **C. Evaluation**

The Municipality's evaluation of the RFPs will include, but is not limited to, the following considerations:

- A compelling demonstration of the Consultant's understanding of the Project and the NWMO's site selection process

- The qualifications and experience of the Consultant as it relates to performing any identified Areas of Work
- The number of Areas of Work included in the Submission, the Consultant's ability to work with other Consultants and any sub-consulting arrangements made by the Consultant
- The Consultant's rates, ability to track budgets any fee proposal
- The Consultant's experience working with municipalities and its understanding of municipal requirements and processes
- The Consultant's capacity to perform the required work and the viability of the Consultant's preliminary work plan to achieve identified Areas of Work
- The Consultant's ability to effectively manage the identified Areas of Work and meet critical timelines

#### **D. Notification**

After completion of the evaluation process, the Municipality will notify the selected Consultant and may proceed to discuss terms of a contract with the Consultant.

### **6. Terms of RFP**

This RFP is not intended to create any formal legally binding bidding process and does not commit the Municipality to select a Consultant or proceed with a Submission.

The Consultant recognizes the Municipality's right to seek further information or clarification from any responding Consultant, and to negotiate directly with any responding Consultant.

Any contract awarded as a result of this RFP will be non-exclusive. The Municipality may, at its sole discretion, purchase the same or similar services from other sources during the term of any contract.

The submission of an RFP constitutes a waiver of any action by the Consultant resulting from the Municipality's acceptance or rejection of any RFP.

There will be no consideration of any claim after RFPs are submitted, if there is a misunderstanding with respect to the minimum requirements indicated in this RFP. Should the Consultant require more information or clarification on any point, it must be obtained prior to the submission of the RFP.

The Municipality makes no representation or guarantee of the value or volume of work the Selected Consultant may receive over the term of the relationship.

### **7. Accessibility**

All consultants will be required to recognize the Municipality's obligations under the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) the Ontario Human Rights Code and obligations to people with disabilities under any other law and will be committed to

complying with both the Ontario Human Rights Code and the AODA. To that end, the Selected Consultant will ensure that final submissions are AODA compliant.

## Appendix A

### Recommended Future Work: Housing Growth Strategy

**Overview:** This content summarizes key information from previous work and studies that recommend a Housing Growth Strategy be completed. This is meant to inform the consultant of the work and information received to date.

The following summary table was prepared to present an abbreviated description of the findings of the South Bruce socio-economic studies.

Study	Study Findings and Summary	Recommended Future Work
Housing Needs and Demand Analysis Study	<p>The preferred approach identified in the Housing Study is to foster Project related growth within South Bruce and the surrounding Core Study Area. The Housing Study identifies the need for affordable housing and for housing that satisfies the aspirations of Project workers and their families. The Strategic Direction of Marketing the Community for Talent Attraction identifies the need for South Bruce to revitalize the community and develop a Housing Growth Strategy. The Housing Growth Strategy should address topics as affordable housing, accessible housing needs, use of development incentives, temporary and permanent accommodations, attracting Project associated workers to live in the Municipality, hard and soft servicing availability, etc. per Guiding Principle 27.</p> <p>The Housing Growth Strategy should be integrated with the strategies and actions developed in the Local Hiring Effects Strategy and Study and the Workforce Development Study. It should inform and support the Community Revitalization Plan. The Land Use Study and the Infrastructure Baseline and Feasibility Study should be considered as they outline the current potential constraints to housing growth and the actions required to prepare for future growth.</p>	<p>Develop a scope and funding plan for the preparation of a Housing Growth Strategy.</p> <p>Prepare a Housing Growth Strategy to address the findings of the Housing Needs and Demand Study. Determine anticipated demand, location, type, and timing of new housing. Integrate with the Workforce Development Plan, the Community Revitalization Plan and the findings of the additional Infrastructure Baseline and Feasibility Study.</p>

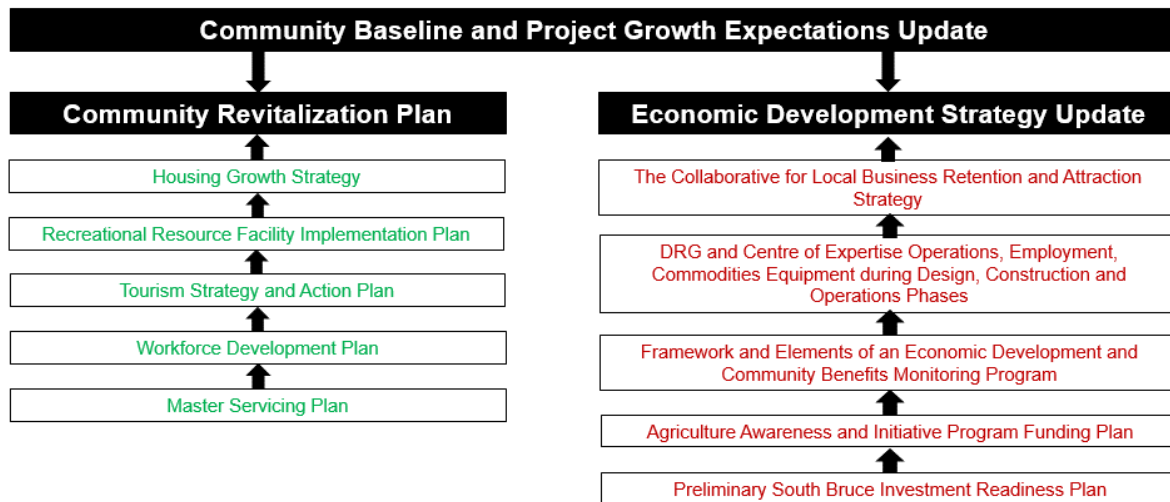
#### Recommended Future Work: Housing Growth Strategy

##### Contents of the Future Work:

- Population Growth and Housing Need Projections
- Places to grow - Location, Type and Timing of New Housing
- Master Serving Plan for improvements and expansion of infrastructure to service new growth areas
- Integration results with Workforce Development Plan

- Growth Management Strategies

The following chart, prepared by GHD outlines where the Housing Growth Strategy would fit into the broader scope of future work.



## Highlights from the [Summary of Socio-economic Community Studies](#):

### People, Community and Culture (page 8)

The Guiding Principles in the People, Community and Culture theme call for the NWMO to identify the Project's potential positive and negative socio-economic effects and identify how those effects will be enhanced or mitigated. Several community studies identify and assess the effects the Project may have on housing, recreation, social programs, vulnerable populations, education and health services. Baseline population growth will mean these services will need to be expanded regardless of whether the Project comes to South Bruce.

Currently, there is a shortage of affordable housing in South Bruce such as rentals and higher density homes — most of the homes in South Bruce are single-family detached. This will be a critical challenge to address as South Bruce grows ([Housing Needs and Demand Analysis Study](#)).

### Project Impacts (page 10)

South Bruce is expected to add about 3300 residents to its population by 2046 when Project operations start. In comparison, Project-related population growth is expected to be modest - about 800 new residents or 25% more than the baseline growth (metroeconomics 2022).

Baseline growth will mean housing, community facilities and social infrastructure will need to be expanded regardless of whether the Project comes to South Bruce. Study authors concluded that the Project is not expected to have a significant impact on these services.

Guiding Principle #27 calls for the NWMO to fund the Municipality's preparation of a housing plan to ensure South Bruce residents have access to a sufficient supply of safe, secure, affordable, and well-maintained homes. The most pressing need for project-related housing would be during pre-construction for the first 200 workers.

Today's housing market is very competitive. For example, residents can choose shoreline communities with more amenities, community services and housing choices, like Kincardine ([Housing Needs and Demand Analysis Study](#)). In the Housing study's assessment options, a strategic, multi-purpose approach linking temporary and permanent housing, training, tourism, recreation and employment has the potential to help South Bruce attract Project associated workers.

The Project related growth will bring an influx of high paying jobs and potentially increase the cost of living. The [Local Hiring Effects Study and Strategy](#) notes that the current lack of housing options and new developments need to be addressed to attract new residents and remote workers. Study authors note that it will be important to make South Bruce a "place of choice" to work, live, and raise a family.

### **Conclusions and Recommendations**

South Bruce is expected to grow in the next several years. This baseline population growth will mean housing, community facilities and social infrastructure will need to be expanded regardless of whether the Project comes to South Bruce.

Project-related population growth is expected to be modest in comparison to the baseline growth that is already forecasted for South Bruce. While study authors concluded that the Project is not expected to have a significant impact on housing, recreation facilities, social programs, schools or health services, the capabilities and capacity of these services will need to be expanded for a growing and changing population.

The studies assessed two options that could support housing and social infrastructure:

Create a Corporate Social Responsibility Program that would support education programs, scholarships, career development, programs for vulnerable people and social programs through donations and grants

Create a participatory social monitoring program where community stakeholders would be involved in gathering social monitoring data and monitoring potential Project effects

The peer reviewers identified the need for proactive approach to attract Project-related growth and help make South Bruce a community of choice for workers, families, and businesses. A Community Revitalization Plan is recommended to maximize the potential benefits of the Project. This plan would integrate the findings of the [Housing Needs and Demand Analysis Study](#), [Effects on Recreation Resources Study](#), [Infrastructure Baseline Study](#), and [Workforce Development Plan](#).

The Community Revitalization Plan would be a multi-faceted plan, incorporating:

A housing growth strategy taking into consideration the anticipated demand, location, type, and timing of new housing needed

**Focus Area: Retaining and attracting youth to South Bruce (page 17)**

Study authors noted the importance of improving infrastructure, housing options and lifestyle amenities to attract graduates. As well, they recommended increased dialogue and collaboration with youth serving organizations and educators.

### **Conclusions and Recommendations (page 19)**

The Community Revitalization Plan would be integrated with the housing growth strategy and recreation resource implementation plan described in the above sections.

### **Conclusions and Recommendations (page 21)**

For infrastructure, continued work and updating of the Community Master Servicing Plan is recommended to better determine the capacity, timing and location of additional infrastructure needed for base population growth as well as Project related growth. This should be integrated with the Housing Growth Strategy.

### **Capacity Building (page 24)**

The Guiding Principles in the Capacity Building theme call for the NWMO to provide capacity funding to South Bruce to complete the community studies, facilitate the peer review process, and participate in regulatory processes, such as the impact assessment process and licencing. In addition, Guiding Principle #27 calls for the NWMO to fund a housing plan to ensure residents have access to a sufficient supply of safe, secure, affordable, and well-maintained homes.

### **Housing Growth Strategy**

As described within the community studies and peer reviews, the Project has the potential for both benefits and negative effects on South Bruce. With the support of the NWMO, the Municipality will have the tools and capacity to enhance the Project's benefits and mitigate the negative effects. One of the key initiatives is providing housing for both the baseline and Project derived growth.

The Housing Needs and Demand Analysis Study sets out current conditions and housing markets for South Bruce. The shortage of affordable housing can contribute to Project related socio-economic impacts as discussed in the People, Community and Culture Theme. The preferred approach is to encourage new residents to live in South Bruce and the surrounding municipalities. The Housing Needs and Demand Analysis Study identified the need for housing that is affordable and satisfies the aspirations of Project workers and their families.

The Local Hiring Effects Study and Strategy identified marketing the community for talent attraction as a key strategy, and identified the need for South Bruce to revitalize the community and develop a Housing Growth Strategy. To meet the capacity needs of South Bruce's growing population the Housing Growth Strategy should address topics such as affordable housing, accessible housing needs, use of development incentives, temporary and permanent accommodations, attracting Project associated workers to live in the Municipality, built infrastructure to service growth and social infrastructure.

### **Conclusions and Recommendations**

The Housing Growth Strategy should be prepared and integrated with the strategies and actions developed in the Local Hiring Effects Study and Strategy and the Workforce Development Study. It should inform and support the Community Revitalization Plan. The Land Use Study and the Infrastructure

Baseline and Feasibility Study should be considered as they outline the current potential constraints to housing growth and the actions required to prepare South Bruce for future growth.

### List of Recommended Actions/Options:

The following table outlines the recommendations or options from the socio-economic studies that may relate to future work, specifically on housing matters.

Study	Pg	Topic	Study Recommendation
Housing	49	Training	A proposed "Incubate and Cultivate Approach" which links housing, training, tourism and office employment in a potential campus package is recommended. It is hinged around a Centre of Expertise campus development that offers both temporary accommodation and training facilities to build and evolve workforce capabilities (p 49).
Housing	47	Housing Stock	If South Bruce wants to attract Project workers and their families to reside within its borders, it will need to compete with other municipalities to who to do the same
Housing	49	Housing Stock	Incubate could involve temporary accommodation to allow workers to familiarize themselves with the area and make decisions around permanent housing in MSB or elsewhere in the Core and Local Study Areas
Housing	49	Housing Stock	Cultivate might allow NWMO and education partners to train workers and potential workers to meet the current and evolving job requirements of the project
Housing	54	Training	Proactively provide temporary accommodation to NWMO employees moving to the study area in 2028
Housing	54	Housing Stock	Training facility to allow NWMO and SB to train local people for jobs and careers associated with the Project.
Housing	54	Training	Planning for Incubate and Cultivate needs to take place and development needs to be started in the near term to be ready by 2028
Housing	54	Housing Stock	As the first wave of NWMO staff move out (of temporary accommodation), units could be made available to the general public as rental housing, seniors accommodation or assisted living quarters
Housing	54	Training	(the recommended) training facility could also train foreign workers involved with the handling and storage of used nuclear fuel in other countries
Housing	54	Training	(if a campus concept is undertaken) partnerships with other public and private entities offering goods and services need to be put in place to make it work properly
Housing	54	Training	SB needs to foster cooperative relationships with its neighbours so that there is a sense of benefit to the area



Housing	54	Training	Training institutions within the campus concept need a complementary and mutually beneficial arrangement
Housing	55	Training	To attract Project associated workers to live in SB requires careful thought between the municipality and NWMO. This thinking must be inclusive and take into consideration the project associated housing aspirations and capabilities of neighbouring municipalities, particularly those in the Core Study Area.
Housing	56	Housing Stock	If South Bruce is interested in developing temporary accommodation, it needs to be strategic on how it moves forward
Housing	56	Housing Stock	Aspirations to attract indirect and induced project workforce to reside in SB need to consider supply chain capabilities in the surrounding Core, Local and Regional Study Areas.
Housing	56	Housing Stock	Recommendation of Incubate and Cultivate approach which links housing, training, tourism and office employment in a potential campus package. It could be put in place in the pre construction phase of the project and might initially target the NWMO staff relocating to South Bruce.
Housing	58	Affordable Housing	Provincial and Municipal governments and the private sector will need to work in concert to come up with viable solutions (to affordable housing shortage)
Housing	58	Housing Stock	Substantial servicing expansions and upgrades will be required to accommodate base case growth projections
Housing	58	Housing Stock	All municipalities in the Core Study Area will need to put servicing in place to accommodate base case housing growth.
Tourism	31	Housing	Gaps in housing options: Unless the lack of housing options and improvements to existing housing stock and new developments are addressed, there may be limits to attract residents and remote workers consistently, as well as seasonal employees for the tourism industry. The “Incubate and Cultivate Location” Centre of Expertise concept outlined in the Southwestern Ontario Housing Needs and Demand Analysis Study (May 2022), provides a multi-purpose suggestion that links housing, training, tourism, and office employment in a campus package.
Tourism	31	Workforce	Gaps in housing options: Unless the lack of housing options and improvements to existing housing stock and new developments are addressed, there may be limits to attract residents and remote workers consistently, as well as seasonal employees for the tourism industry. The “Incubate and Cultivate Location” Centre of Expertise concept outlined in the Southwestern Ontario Housing Needs and Demand Analysis Study (May 2022), provides a multi-purpose suggestion that links housing, training, tourism, and office employment in a campus package.
Agriculture	55	Agriculture	Public-facing initiatives could involve the Centre of Expertise, including a campus in a South Bruce town with an agricultural and business accelerator or incubator, offices or coworking spaces for

			agritech start-ups, crop research, commercial kitchens, venues for agricultural events, education for next generation farmers, visitor centre and demonstration theatre, and housing for employees or students.
Agriculture	68	Centre of Expertise	Agriculture functions (at the Centre of Expertise) could include: • Facilities, accelerators, incubators, or coworking spaces for agritech start-ups • Artificial intelligence research and demonstrations • Crop research • Commercial kitchens • Agricultural events • Education for next-generation farmers • Housing for employees or students
Agriculture	91	Centre of Expertise	The Centre of Expertise also presents opportunities to enhance agriculture and agribusiness sectors. These include agriculture functions such as facilities, accelerators, incubators, or coworking spaces for agritech start-ups; artificial intelligence research and demonstrations; crop research; commercial kitchens; agricultural events; education for next-generation farmers; housing for employees or students; and other possibilities.
Economic Development - Youth	5	Youth	South Bruce's emphasis on youth economic development must reflect the broader range of youth priorities, including employment and labour force participation to socio-economic determinants including housing, income, and health and wellness measures.
Economic Development - Youth	22	Affordable Housing	There is also a need to address and plan for infrastructure and wrap-around supports over the long-term to support new residents, especially youth (this includes housing, and lifestyle amenities and services). The limited housing options for new residents and locals will affect talent retention and attraction. Younger workers looking to locate in the area may experience challenges due to the cost of housing and the lack of available rental options.
Economic Development - Youth	37	Affordable Housing	Attracting and retaining youth requires emphasis on attributes such as the quality of place/life, transportation, accessible housing, and unique local experiences (cultural or tourism assets). Addressing the housing gap is essential to enable youth and young immigrants and workers to locate and settle in the area. Young graduates and young professionals are often burdened with student loans, earn lower wages, or are in volunteer or unpaid career development positions and face higher levels of unemployment compared to other age cohorts in the labour market. This affects their ability to earn money and afford housing. There is a need for the Municipality to deliver accessible housing options for a broader working demographic. This could include a diverse range of housing opportunities and affordable student housing choices in conjunction with public transportation options. The 2022 Housing Needs and Demand Analysis Study (E08) identifies that the Municipality needs to be strategic and proactive to meet housing objectives. It proposes strong partnerships with

			NWMO and a Project-affiliated campus development that offers both temporary accommodation and training facilities to build and evolve workforce capabilities.
Social Programs/ Vulnerable Populations	50	Affordable Housing	One of the preliminary options being considered for the Project is a Project-affiliated campus development that offers both temporary accommodation and training facilities to build and evolve workforce capabilities. It could be linked to the NWMO's off-site office and the Centre of Expertise. These could in the future be converted to supportive housing (e.g., affordable, long-term care/retirement homes)
Social Programs/ Vulnerable Populations	55	Social Programs	Option 1: Creating an NWMO CSR Program Stream with a Focus on Vulnerable Populations and Social Programs and Services The NWMO creates a strategic and responsive Corporate Social Responsibility (CSR) Program with a vulnerable populations and social programs /services stream focused on: a) NWMO participating in existing/future social forums (e.g., working groups, Advisory Committees, task forces that address issues such as food security, housing, mental health and addictions, domestic violence, children's services, seniors services) when appropriate; b) Donations to local and regional NGOs/charitable organizations (e.g., food banks, shelters, community gardens); c) Sponsorship of local and regional NGOs/charitable organizations (e.g., seniors organizations, youth programs, afterschool programs) through funding available to support the operation of social programs; and d) STEM scholarship programs and summer student programs that support low income youth and adults in pursuit of post-secondary education or skills/trade training (This should be coordinated with the 'Passive Investment' and 'Incubate and Cultivate' options and potential examples identified in the Workforce Development Study (Keir Corp. 2022b) and the options presented in the Local/Regional Education Study (DPRA, 2022).
Social Programs/ Vulnerable Populations	58	Social Programs	Option 3: Temporary Accommodations that Could be Converted into Supportive Housing As outlined in the options presented in the Housing Needs and Demand Analysis Study (Keir Corp., 2022c, Section 5.3), The NWMO, in collaboration with the MSB, could create temporary accommodations for workers/contractors as part of the potential 'campus concept' that could ultimately be converted to supportive housing upon completion of the construction phase. <sup>25,26</sup> The possible development of temporary accommodations could help to alleviate competition for scarce available housing and could in the future add to the dearth of available supportive/ transitional housing stock.
Social Programs/ Vulnerable Populations	62	Social Programs	NWMO can enhance opportunities or mitigate potential negative effects through a number of options put forward for consideration. The options presented reflect those effects considered most material from a Project commitment perspective. Implementation of the options will require NWMO to partner with

			<p>MSB and other local/regional organizations. These include:</p> <ul style="list-style-type: none"> <li>• Creating a CSR vulnerable population and social program and service stream to help address some of the current pressures being placed on vulnerable populations and social programs, through activities such as: partnership development with local service providers, donations to NGOs/community organizations, funding programs for NGOs/charitable organizations to enhance supports to vulnerable populations, and scholarships;</li> <li>• Creation of a Participatory Social Monitoring Program to identify new and innovative ways to involve key local stakeholders in the process of gathering and analyzing monitoring data;</li> <li>• The possible conversion of temporary accommodations for workers to subsidized/transitional housing for vulnerable populations (e.g., low income, seniors); and</li> <li>• The creation of a Child Care Centre in the Centre for Expertise, and/or leveraging existing local space for the purposes of child care facilities, with a percentage of spaces set aside for low income families.</li> </ul>
Infrastructure	42	Infrastructure	<p>Expected population increases in the MSB are likely to require new housing in all three main communities, including Formosa. The Project further increases the need for new housing. Higher density housing than currently exists in the Formosa may be required. A municipal DWS in Formosa is likely to become necessary both to attract developers and residents, and to facilitate the density required.</p>
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Infrastructure	43	Infrastructure	<p>Private utilities shared a range of experiences from similar projects within their service areas. A particular positive experience was noted by Bruce Telecom in relation to Bruce Power's Major Component Replacement (MCR) Project. Bruce Power arranged quarterly meetings with Bruce Telecom which facilitated excellent communication and coordination, and enabled Bruce Telecom to plan infrastructure expansion with ample lead time. Other utilities spoke about challenges of trying to plan in the context of unpredictable growth (e.g., HONI in relation to anticipated cannabis greenhouses which largely failed to materialize). Regular communication and information-sharing through a working group with private utilities will benefit both the NWMO and the MSB by enabling utility infrastructure plans to be developed to help attract and encourage new housing development</p>

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Infrastructure	44	Housing	During the last decade of stagnant or slow population growth in the Study Area, the approach of responding to infrastructure capacity shortfalls on a case-by-case basis has been appropriate. The increasing pace of growth, wide range of growth expectations, and potential Project impacts (including potential IC&I growth) now warrant a more proactive approach. The MSB is currently undertaking a servicing study applicable to specific development lands. An Infrastructure Master Plan, completed through the Municipal Class Environmental Assessment process and updated on a 5-year basis, would identify infrastructure expansion and upgrade needs, provide a roadmap for water, sanitary sewer and stormwater/ drainage servicing of new residential and IC&I development, and would enable design and construction to be initiated at the appropriate time. A Master Plan would take a holistic view of all water and sewer infrastructure needs in the Municipality, extending to questions such as the expansion of water servicing to Formosa.

Infrastructure	45	Housing	until the Project site selection is complete in 2023, and Project related population growth begins to materialize starting in the preconstruction phase, it will be challenging to size municipal infrastructure upgrades. In some cases, alternative infrastructure designs provide for greater flexibility, allowing capacity to be maximized if growth materializes, or operational and upfront capital costs to be minimized if growth is delayed. The initial construction of these alternatives is typically slightly (but not excessively) more expensive, but lifecycle cost risk is greatly reduced. Examples include at-grade (pumped) treated water storage rather than elevated tanks, and twin rather than single force mains.
Emergency Services	50	Emergency Services	Presence of the Project, its transportation activity, and any change in Project-related population, traffic, and housing are expected to be included in the OPP's business plan at the appropriate time. Information sharing among the community, NWMO, and police forces is a key activity before the construction phase begins.
Emergency Services	52	Emergency Services	In addition, it is anticipated that there would be additional permanent/temporary population and housing in the MSB and neighbouring municipalities due to the Project that would require additional emergency support.
Recreation	46	Recreation	Determine location of new housing developments due to the APM Project
Recreation	48	Recreation	New residential developments will require at least one new playground, depending on location of housing developments, and adequate access to all playgrounds. Additionally, upgrades to existing playground facilities are recommended
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Education	55	Education	Option 1: The NWMO ensures that local and regional school boards (as well as Mennonite and private schools) operating within the Study Area receive timely Project-related data and information including: <ul style="list-style-type: none"> <li>• Up to date growth projections/Project workforce information.</li> <li>• The jurisdictions where workers and their families will reside/are residing.</li> <li>• The location of any new housing initiatives or incentives that may be associated with the Project.</li> <li>• For Mennonite schools in</li> </ul>
Education	60	Education	NWMO can provide support to school boards (as well as Mennonite and private schools) and by extension students, within the Study Area by: <ul style="list-style-type: none"> <li>o (1) providing timely information to school boards (as well as Mennonite and private schools) on projected population and housing numbers that can be used to assist in planning.</li> </ul> In the case of Mennonite schools in Huron-Kinloss, key information would relate to Project-related traffic on local roads;

Local Hiring	10	Labour Needs	The continued success of South Bruce is influenced by its ability to foster a steady supply of skilled labour and ensure that all labour force participants have equal opportunity to participate and prosper in the local labour market. Partnerships with local and regional workforce, economic development, community partners and employers are essential to inform strategic planning and program development. The Municipality should play a critical role in informing and contributing, where appropriate, to workforce wraparound supports, including transit, infrastructure, housing, and quality of life considerations
Local Hiring	19	Youth	South Bruce is a net exporter of workers, with less than one quarter of its population living and working in the community, and the rest leaving the community to work. South Bruce's location gives the Municipality access to graduates from post-secondary institutions, from varying fields of study. The ability of South Bruce to attract these graduates and retain them in the community will depend on the opportunities the Municipality creates to improve the infrastructure in place (transportation, housing options, lifestyle amenities, etc.). Addressing these issues is critical, particularly as South Bruce focuses on business growth and investment.
Local Hiring	23	Housing	South Bruce could focus efforts on talent attraction and retention: Opportunities exist to recognize the need and provide diverse housing options to attract new residents, young professionals, and families and retain existing residents. Work with local and regional housing developers/builders and major employers to focus on housing development.
Local Hiring	25	Economic Development	Be a growth community – build resident and community diversity. Established community benefits agreements that guarantee long-term community stability. Policies in place for hiring prioritization, stability of housing stock, and requirements for local procurement of goods and services during large-scale projects. Volunteers and community participation is valued, supported, and promoted.
Local Hiring	29	Services	There is a need to reduce barriers to participation by addressing wraparound support services, such as transportation, childcare, and attainable housing options, all of which are essential to labour force readiness.
Local Hiring	29	Services	social and community support that address health issues, senior housing and workplace accommodations are needed.
Local Hiring	33	Services	Collaboratively investing in marketing will support a broader awareness of the employment opportunities available and promote South Bruce as a viable option to relocate. There is a need to grow personal services offerings (such as grocery stores and health care); local contractors for work needed by community members (such as plumbers, electricians, and carpenters); and adding new cultural, accommodation and food services.

			Broadband access needs to be improved across the community, given its implications for remote working, and consumer demand. Stakeholders also identify the opportunity for community meeting spaces to raise the Municipality's profile. Planning for talent retention and attraction requires that South Bruce respond to the housing gaps and supply.
Local Hiring	39	Services	Build on the local and regional capacity to support wraparound services for the local labour force, including childcare, transportation, and housing
Economic Development Project Effects	24	Labour Needs	As noted in the 2022 Municipality of South Bruce Local Hiring Study and Strategy, addressing labour force constraints, enabling a supportive business growth environment, and positioning South Bruce competitively for talent development, attraction and retention is essential to enable South Bruce businesses to become suppliers to the Project. Proposed actions include: <ul style="list-style-type: none"> <li>• Partnership development with local and regional employers and workforce partners.</li> <li>• Development of workforce wraparound supports, including transit, infrastructure, housing, and quality of life considerations.</li> <li>• Strengthening the local talent pipeline.</li> <li>• Enabling an environment supportive of business growth and expansion.</li> <li>• Cultivating entrepreneurship and innovation within the Municipality.</li> <li>• Talent retention and attractive readiness initiatives.</li> <li>• Establish performance measures to monitor outcomes.</li> </ul>
Economic Development Project Effects	24	Economic Development	Additional strategies to further strengthen the capacity of existing businesses in South Bruce include: <ul style="list-style-type: none"> <li>• Negotiate and execute CBAs with NWMO to confirm local procurement thresholds and enforcement mechanisms.</li> <li>• Cultivate and encourage community based entrepreneurial opportunities such as business incubation, resources, and access to capital.</li> <li>• Ensure required business infrastructure (such as natural gas, broadband internet, electricity supply) is adequate for current business needs, while considering and planning for increased future capacity.</li> <li>• Conduct continuous reviews of existing land use, commercial and zoning policies to ensure South Bruce is business friendly and able to effectively support growth and expansion of existing businesses. Through a defined communication strategy, share information related to available lands and infrastructure pre-planning requirements to support business growth (leasable warehousing, industrial lands, temporary worker housing, etc.) to existing local businesses looking to expand and or potential business investors.</li> <li>• Facilitation of key public/private partnerships to support business development where applicable and appropriate.</li> </ul>
Economic Development	28	Economic Development	By encouraging the construction sector to become integrated into the NWMO supply chain, opportunities are created for revenue diversification (including residential to commercial construction),



Project Effects			year-round employment for the sector workforce, and stimulation of partnerships between existing commercial firms for scaling and business growth opportunities. • Project site construction opportunities: Local construction companies, general contractors, aggregate suppliers, heavy machinery equipment services, and maintenance businesses may be able to support Project site construction requirements, directly via potential local procurement thresholds or indirectly as subconsultants for larger companies. • Residential housing construction opportunities: With both temporary and long-term additional housing required to support the NWMO Project, local construction, residential electrical, plumbing, landscaping, hospitality businesses, and aggregate supplier support could be required.
Economic Development Project Effects	35	Economic Development	Ensure the community is ready to support new/ additional businesses • New businesses require workforce access. South Bruce can support increased workforce capacity through partnerships and strategically focusing on existing cluster businesses to determine how workforce needs can be leveraged collectively across similar industries. • Appropriate public infrastructure and amenities must be in place to ensure new businesses can invest in South Bruce. Developing a plan for increased requirements on transportation systems, housing, recreational amenities, commercial corridors, downtown development through existing programs including “Spruce the Bruce” should be examined.
Economic Development Project Effects	42	Economic Development	Population forecasts show that the Project will attract new residents. Employers should encourage workers to live locally, which, in turn, will help to retain wealth within South Bruce, building critical mass to support community amenities and business demand. More jobs will attract and retain young people and newcomers, creating more demand for housing and other services
Economic Development Project Effects	43	Economic Development	Young people will have the opportunity to pursue careers in construction, excavation, manufacturing, supply-chain industries, office roles, maintenance, hospitality, and food services. There may be opportunities in information technology, agritech development, tourism, and recreation. Improvements in housing and childcare could create models that help young people stay in the community to work and raise a family. If a Community Benefits Agreement is negotiated to include a “hire local first” provision, educational institutions may work closely with the Project to involve students and place them in careers locally.
Economic Development Project Effects	44	Economic Development	An agritech incubator could involve international food production and processing investment. The training and conference facility may create synergies between global enterprises, educational institutions, and research and development (R&D) projects. In the absence of domestic developers, offshore investment may consider building new and diverse affordable housing

