



NUCLEAR WASTE
MANAGEMENT
ORGANIZATION

SOCIÉTÉ DE GESTION
DES DÉCHETS
NUCLÉAIRES

Project Workforce Development

May 19, 2022

Presentation by

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Assessment* (NWMO)

Agenda

1. Introduction and Planning Assumptions

2. Labour Setting and Project Work Force Needs

3. Business and Employment Demands

4. Workforce Development

5. Peer Review Summary and Conclusions

Introduction and Planning Assumptions

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Workforce Development

May 5 Presentation:

Baseline Conditions and Community Growth

- How much are South Bruce and the surrounding Region expected to grow with and without the Project?
- 

Today's Presentation: Project Workforce Development

- What types of jobs when?
- What workforce will be available?
- How do we create opportunities for youth?

June 2 Presentation Urban Growth

- When will new housing be needed?
- How do we make affordable housing available?
- How much more land would need to be developed?

Workforce Development Studies

Labour Baseline Study (E09) (NWMO-led)

- Describe the employment status and occupations of local labour force
- Describe the local labour needed for the Project and for existing businesses

Workforce Development Study (E10) (NWMO-led)

- Ensure the Project can source necessary skills and talents
- Describe options for skilled workforce development and cooperation with similar businesses, such as Bruce Power

Local Hiring Effects Study (E03) (Municipally-led)

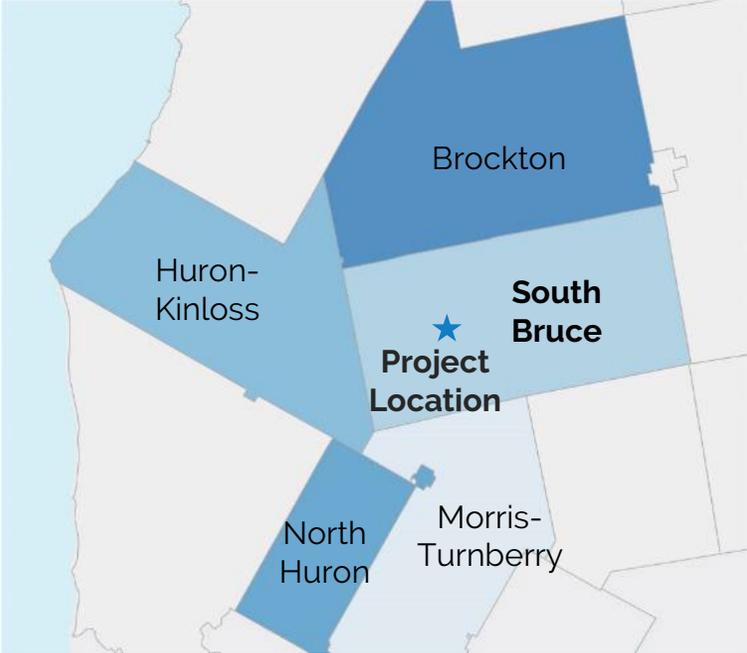
- Identify strategies to maximize local employment associated with the Project, while ensuring the community has a sufficiently skilled workforce to meet its ongoing needs
- Assess challenges and opportunities associated with maximizing local employment
- Encourage businesses to locate in South Bruce and address workforce needs of the Project and the community

Available for download at <https://www.southbruce.ca/en/municipal-government/studies-and-reports.aspx>

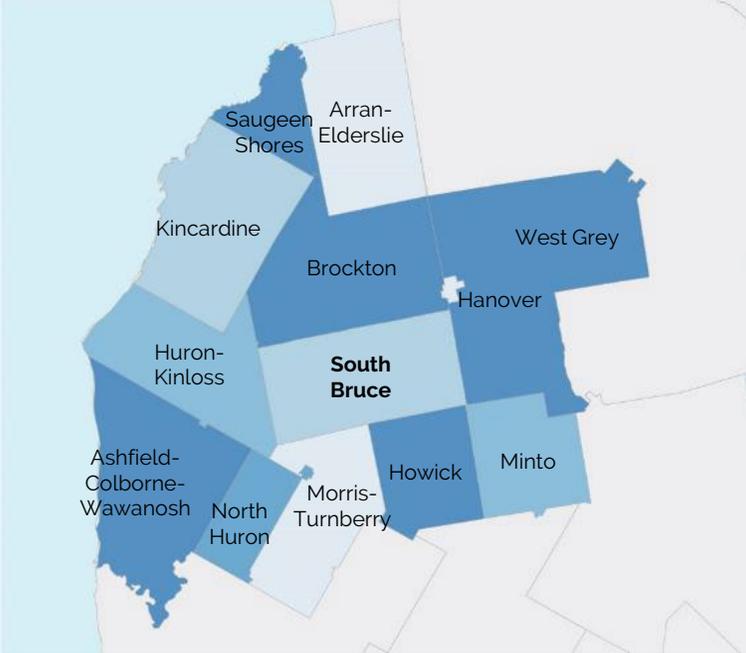


Study Areas

Core Study Area



Local Study Area

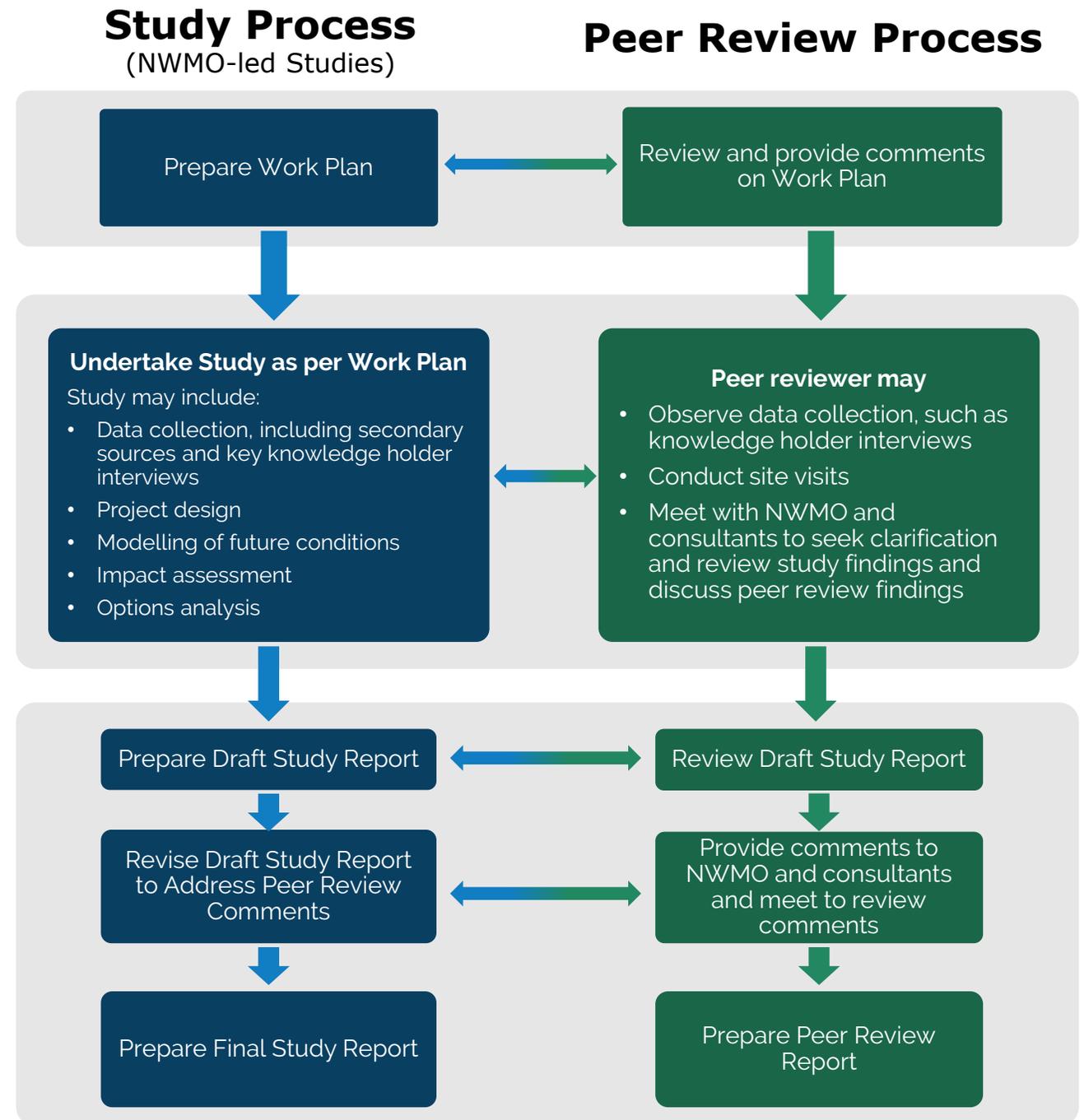


Regional Study Area



Collaborative Peer Reviews

- NWMO-led studies are being Peer Reviewed by South Bruce's independent subject matter experts
- Process is guided by the Peer Review Protocol
- Carried out on a continuous, interactive basis throughout the Study preparation process
- Independent assessments of Study findings
- Helps inform how the study addresses the Guiding Principles



Labour Setting and Project Labour Force Needs

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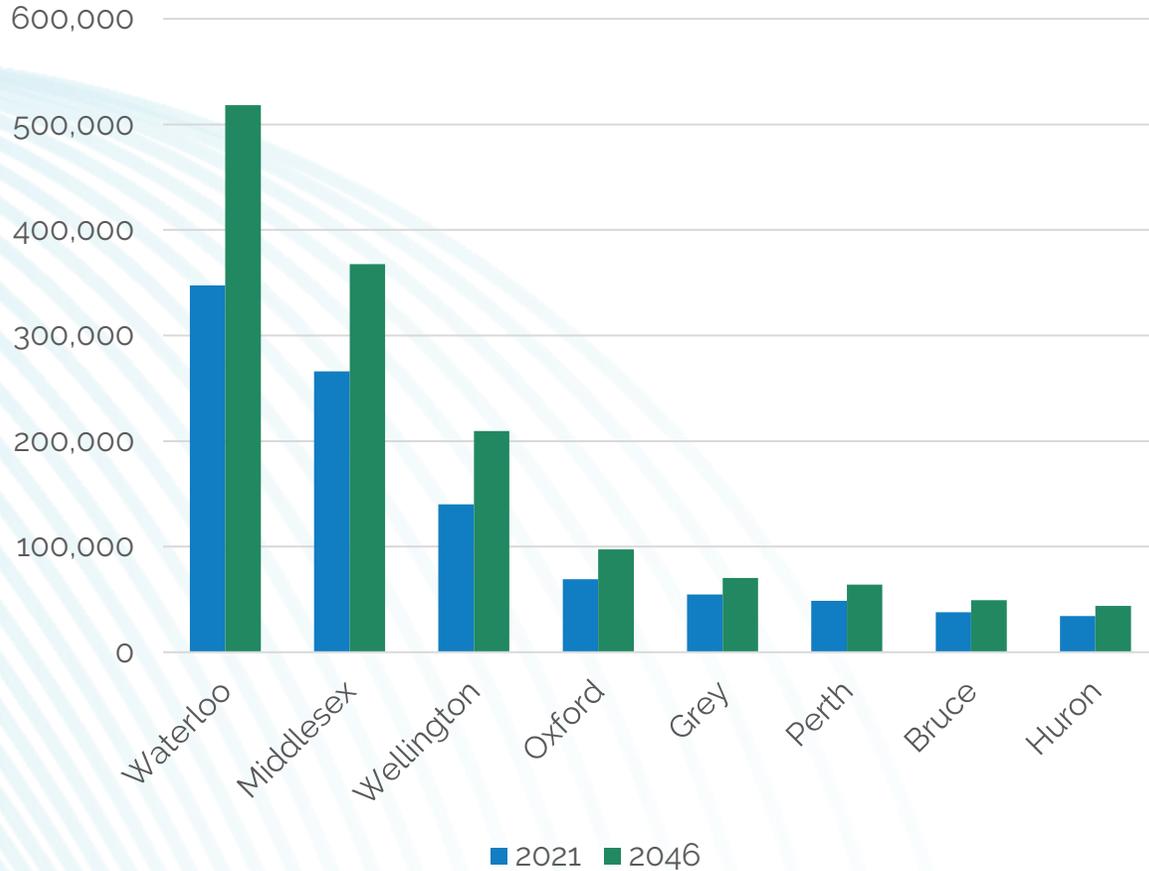
Labour Setting and Labour Force Needs

In this section ...

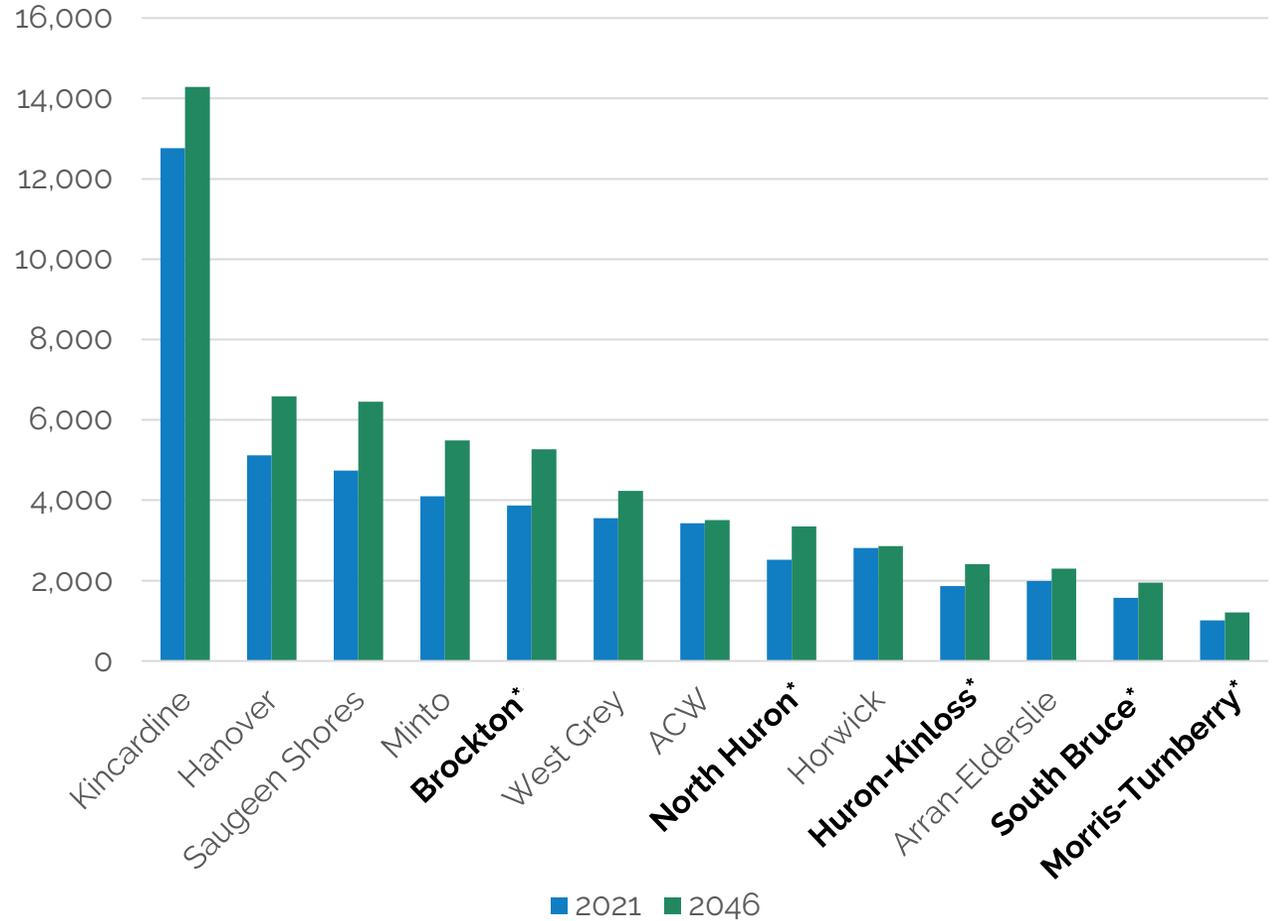
- What does the labour force looks like now?
- How many and what kinds of occupations will the Project need?
- Is there a sufficient supply of labour to meet the needs of the Project?

Employment Growth

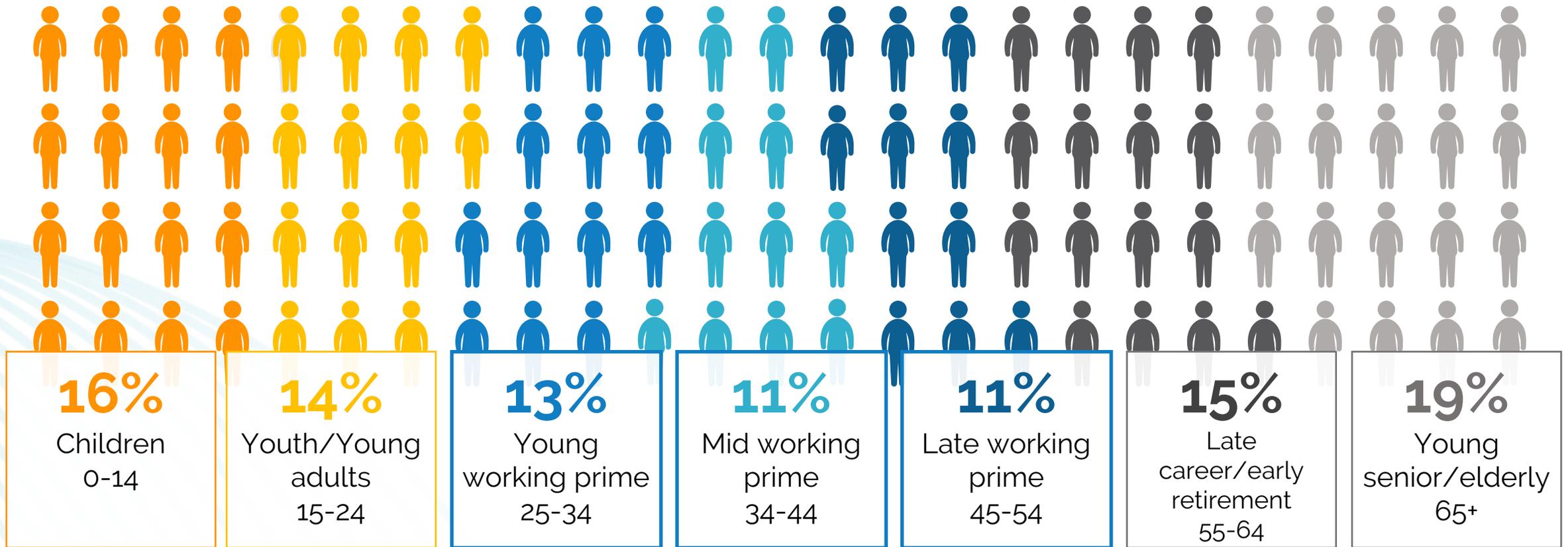
Regional Study Area



Local Study Area



* Core Study Area Municipalities



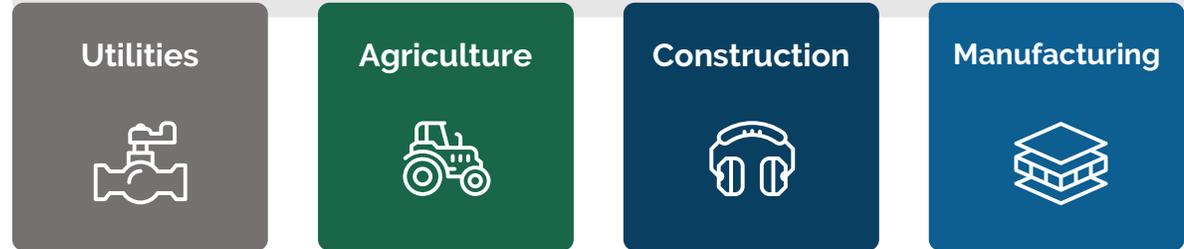
An Aging Population

- Heavy presence of baby boomers in South Bruce that will need to be replaced as they retire
- In addition, Building Trade Halls traditionally used by Bruce Power and likely used by NWMO indicate a high rate of retirement over the next decade

Study Area Industry Sectors

- The Local Study Area is dominated by occupations in utilities - driven by Bruce Power, which employs 4,200 people
- The Local Study Area, Core Study Areas, and South Bruce are characterized by an above average concentration of agriculture and construction occupations

Local Study Area



Core Study Area



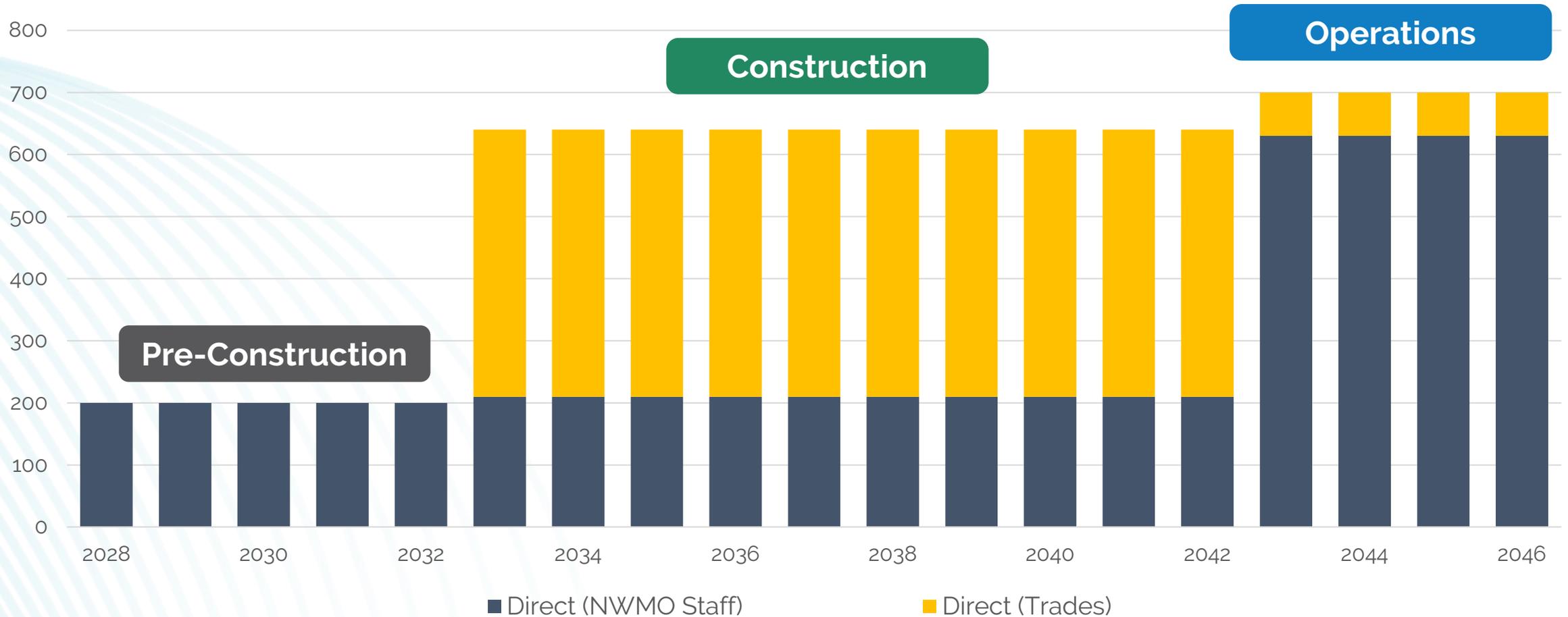
Sectors with Above Average Concentrations of Jobs (Keir Corp, 2022. Workforce Development Study, E10)

South Bruce



Top Sectors by Job Count (MDB Insight, 2022. Local Hiring Effects Study and Strategy, E03)

Labour Force Needs of the Project



Labour Force Needs

Pre-Construction

About 200 existing NWMO staff
(20 on-site and 180 office staff)

Combination of staff relocating from Toronto and new hires. Not anticipated to impinge on existing labour force

Operations

Additional 420 on-site NWMO staff, including staff at Used Fuel Packaging Plant, Sealing Materials Plant, and Used Fuel Container Placement

Downsizing of trade positions to 10 surface trades and 60 underground trades

Sufficient capacity in the Regional Study Area to meet this need

Construction

Additional 300 surface trades on-site

Likely sourced from Regional labourshed, sufficient supply available

Additional 130 underground/mining trades on-site

Sourced from Northern and Northwestern Ontario, with opportunity to train Core Study Area residents

Types of Occupations in the Project

Usually require University education:

- Senior Management (00)
- Specialized middle management (011, 021, 071, 073, 081)
- Professional occupations in natural and applied sciences (21)

Usually require college education, apprenticeships, or specialized training

- Technical occupations in natural and applied sciences (22)
- Maintenance and equipment operators (73)
- Transport and heavy equipment operators and maintenance occupations (75)
- Natural resources, agriculture, and related supervisors and technical specialists (82)
- Processing, manufacturing, and utilities supervisors and central control operators (92)

Usually require secondary school or occupation specific training

- Natural resources, agriculture, and related workers (84)
- Processing and manufacturing machine operators and production workers

28%

Labour force in Regional Study Area with post-secondary STEM qualifications

48%

Labour force in Core Study Area with post-secondary

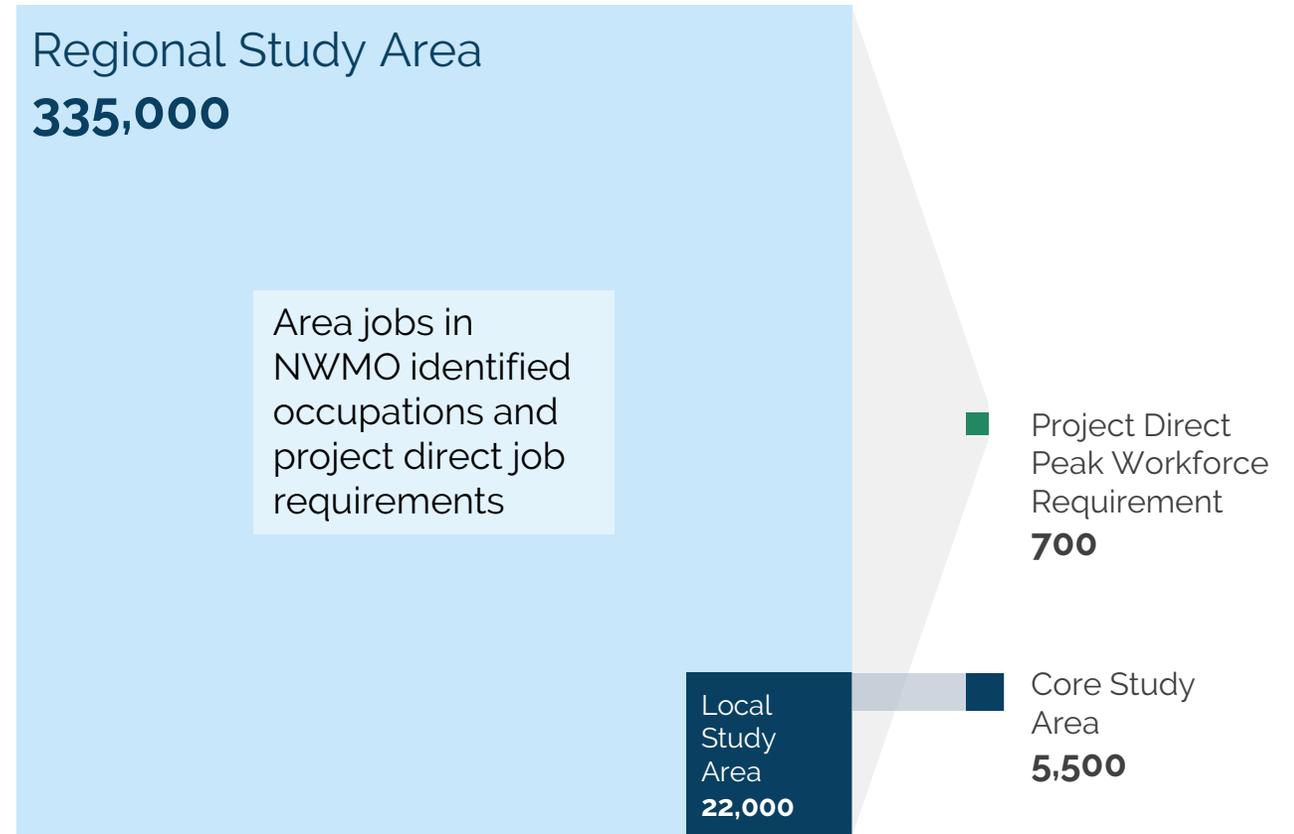
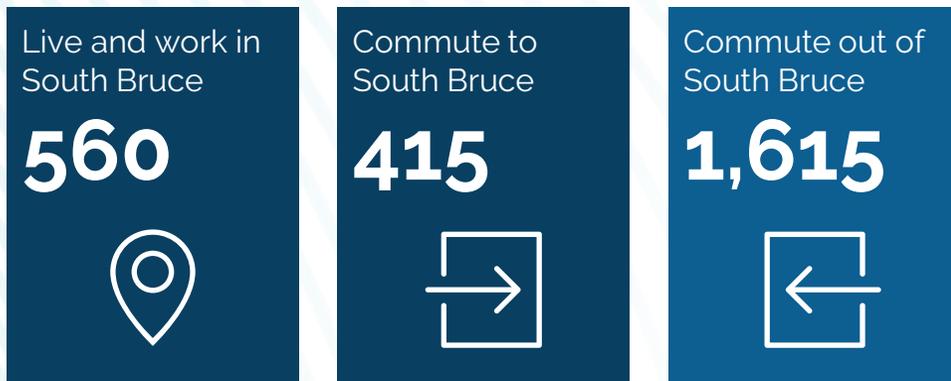
Numbers in parenthesis are National Occupational Category Codes, established by the federal government to characterize range of occupational activity in Canada (<https://noc.esdc.gc.ca/Home/AboutTheNoc>)

Source: Keir Corp, 2022. Workforce Development Study (E10)

Types of Occupations Needed by the Project

In all Study Areas and in South Bruce, there is a high concentration of the types of occupations the Project will require (30-40%)

Further, there are many people who live in South Bruce whose jobs are outside of the community



Source: Keir Corp, 2022. Workforce Development Study (E10), using data from Emsi Buring Glass (2021) and NWMO (2021)

South Bruce Workforce Situational Analysis

- Local Hiring Effects Study noted significant opportunity for South Bruce to build local labour force
- Current challenges:
 - South Bruce needs to address labour force realities to maximize employment for the Project and local businesses
 - Influencing considerations include retiring workforce, labour supply gaps, skills mismatch, and youth out-migration
 - Labour force limitations impact economic growth
 - Existing businesses face workforce shortages and competition from larger population centres

Labour Force Setting and Needs Summary

- Employment in the Local Study Area is dominated by Bruce Power
- South Bruce and the Core and Local Study Areas have a high concentration of the types of jobs that will be needed by the Project
- An exception to this is below ground trades, which may be sourced from Sudbury, Timmins, and Northwest Ontario
- There is sufficient supply of labour in the Regional Study Area to meet the needs of the project.
- However, South Bruce businesses are facing workforce shortage, skills mismatch, and competition with larger population centres.

Demands on Local Employment and Businesses

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Local Employment and Businesses

In this section ...

- What are the current businesses in South Bruce?
- What competition will there be for labour?
- Will local businesses have sufficient supply of skilled labour for their ongoing needs?

Indirect and Induced Employment Demands

In addition to direct jobs, the Project will also result in:

- Spending by NWMO to suppliers (**Indirect Spending**), and
- Spending by direct and indirect job holders of their wages on goods and services (**Induced Spending**)

Together the total value of goods and services is called **GDP** (Gross Domestic Product)

\$390 m

Anticipated additional GDP in Core Study Area resulting from the Project

+89%

GDP Gain from the Base Case

Assumptions:

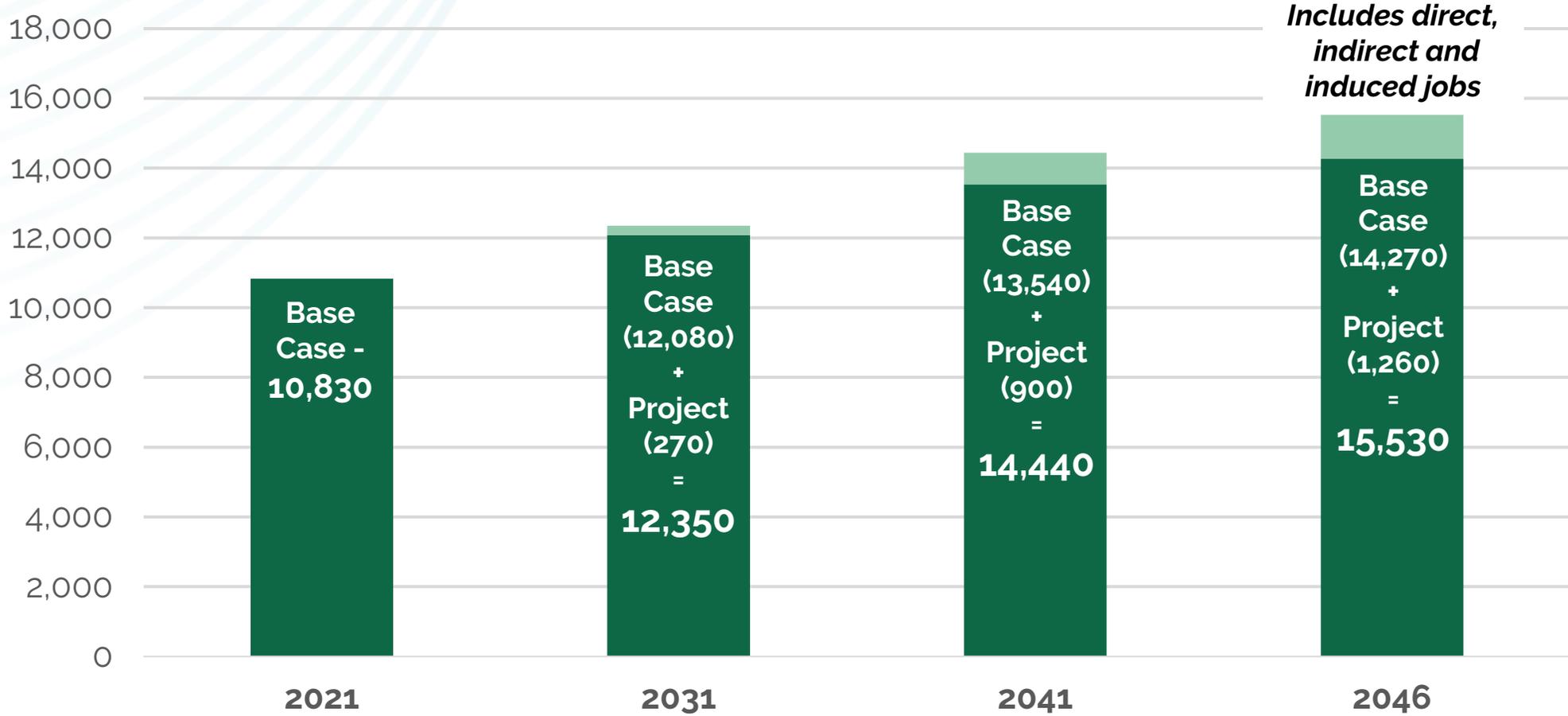
- All direct jobs will be located in South Bruce
- 2/3rds of indirect jobs will be located in Core Study Area

Source: MDB Insight, 2022. Local Hiring Effects Study and Strategy (E03)

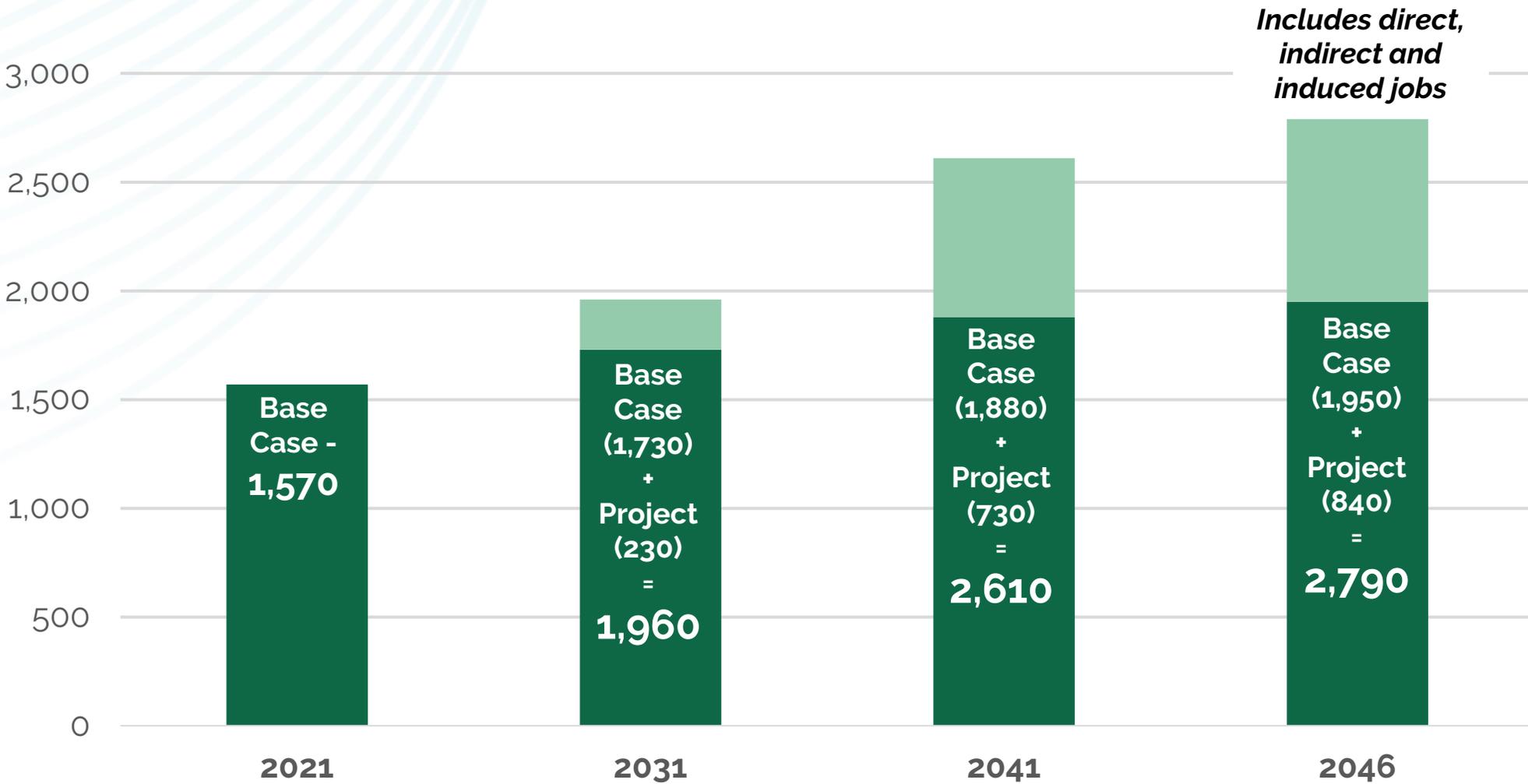
Project Related Employment Growth in the Core Study Area

- The Project is expected to result in 1,260 direct, indirect and induced jobs in the Core Study Area
 - **About 700 direct jobs** would be located in South Bruce at the Project Site and Centre of Expertise
 - **About 140 indirect and induced jobs** are expected to be located within South Bruce
 - **About 560 indirect and induced jobs** are expected to be located within the Core Study Area
 - An equal number of indirect and induced jobs are expected to be located outside the Core Study Area

Employment in the Core Study Area – Base Case + Project



Employment in South Bruce – Base Case + Project



Labour Demands from Existing Businesses

Existing Industry Sectors in South Bruce

Agriculture



13%

Construction



13%

Retail trade



10%

Manufacturing



9%

Existing Types of Jobs in South Bruce

Trades, transport and equipment operators

22%

Management occupations

22%

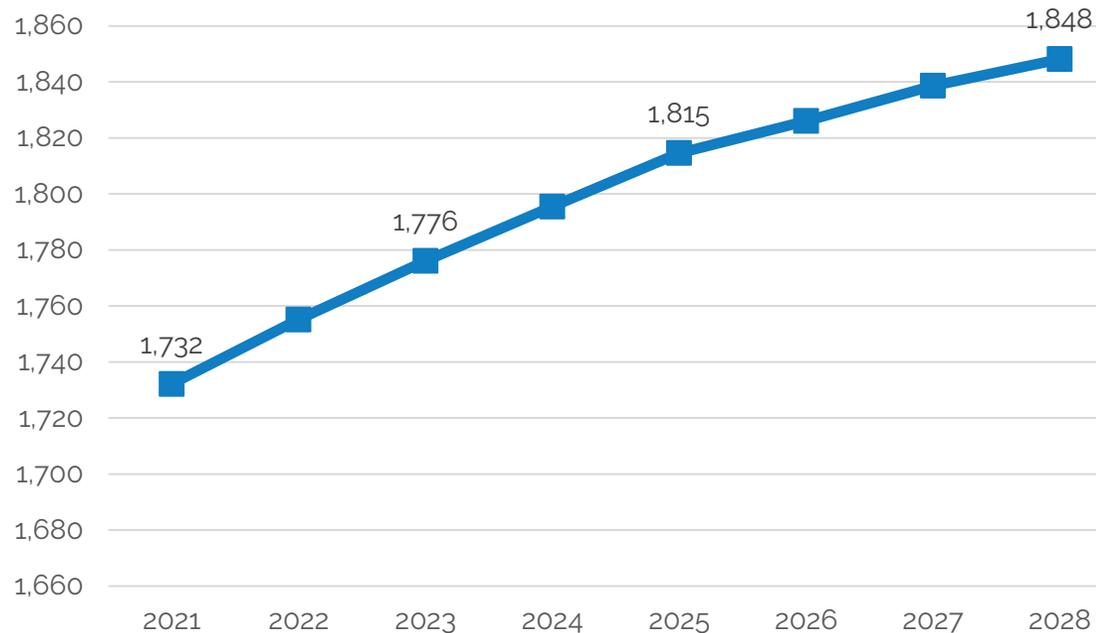
Sales and service occupations

20%

Natural resources, agriculture and related production occupations

11%

Employment Projections in South Bruce 2021-2028



Business Composition

- Small businesses and entrepreneurs dominate South Bruce:
 - 79% of business have no employees and 11% have 1-4 employees
- Farms are the largest business in South Bruce (47%)
- South Bruce is a net exporter of workers

Live and work in
South Bruce

560



Commute to
South Bruce

415



Commute out of
South Bruce

1,615



Education and Job Demand

- Compared to the rest of Ontario, fewer people in South Bruce have high school, college, or university diplomas (74% in South Bruce compared to 82% in Ontario)

Top Educational Fields of Graduates



Labour Force Demand Summary

- South Bruce businesses are competing for the limited labour pool
- A skills gaps impacts talent recruitment and retention to meet industry needs
- As businesses grow and new businesses locate in South Bruce, there is a need to ensure they have access to a labour with appropriate skills
- South Bruce's location gives it access to graduates from post-secondary institutions, from varying fields of study
- Attracting and retaining graduates will require improving infrastructure such as transportation, housing options, and lifestyle amenities



Regional and Local Workforce Development

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Local and Regional Workforce Development

In this section ...

- How do we develop a skilled workforce for the Project?
- How do we ensure local businesses have enough skilled labour for their needs?

Regional Workforce Development

(Workforce Development Study)



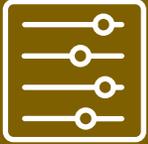
- Rely on local labour pools and import of qualified labour from Southern and Northern Ontario
- Low cost
- Doesn't promote local area interests

- Invest in existing education and training programs
- Rely on local labour pool, with mining expertise from Northern Ontario
- Does not create long term, local talent pool
- Doesn't promote local interests

- Broad initiative—that ties to both individuals and organizations involved in Project activities
- Customize training and education programs to meet Project needs
- Higher cost that requires ongoing monitoring
- Intensifies competition for highly skilled workers

Example: College and University Programs

Incubate and
cultivate



Conestoga College and Fanshaw College

- Provides custom training and upskilling in leadership, business, IT, trades, etc. that can be used to develop the above-ground workforce

Northern Centre for Advanced Technology (NORCAT)

- NORCAT's Underground Centre is an operating underground mine that provides specialized training, which can be used to develop the below-ground workforce

Local Hiring Strategy

(Local Hiring Effects Study and Strategy)

Goal 1

**Create a strong
local talent pipeline**



Goal 2

**Enable an environment
for business growth**



Goal 3

**Talent retention
and attraction readiness**



A local hiring strategy aims to maximize local employment associated with the Project while ensuring South Bruce has sufficiently skilled workforce to meet its ongoing labour needs

Local Hiring Strategy Action Plan

Goal 1
**Create a strong
local talent pipeline**



Goal 2
**Enable an environment
for business growth**



Goal 3
**Talent retention
and attraction readiness**



Strengthen the skills training and development ecosystem

- Develop and expand training opportunities
- Develop career pathway profiles, such as Edge Factor

Support for job quality and a favourable work environment for all

- Engage employers such as NWMO to include Community Benefit Agreements

More proposed actions are included in Section 5 of the Local Hiring Effects Study and Strategy (MDB Insight, 2022)

Local Hiring Strategy

Goal 1
**Create a strong
local talent pipeline**



Goal 2
**Enable an environment
for business growth**



Goal 3
**Talent retention
and attraction readiness**



**Continually engage with businesses to
address labour force needs**

- Continue to support EmployerONE survey

**Encourage entrepreneurship and innovation
in the Municipality**

- Continue Digital Main Street
- Operate innovation hub with one-on-one consultations, networking events, and access to training

**Focus efforts for business attraction and
development**

- Leverage Bruce Community Futures Development, Business to Bruce, and Catapult Grey Bruce programs

More proposed actions are included in Section 5 of the Local Hiring Effects Study and Strategy (MDB Insight, 2022)

The Local Hiring Strategy

Goal 1
**Create a strong
local talent pipeline**



Goal 2
**Enable an environment
for business growth**



Goal 3
**Talent retention
and attraction readiness**



Raise awareness of South Bruce as a destination for talent

- Launch short term destination marketing campaign
- Conduct annual familiarization tour of local businesses with local education institutions
- Work with NWMO to establish training facilities to evolve workforce capabilities and attract talent

More proposed actions are included in Section 5 of the Local Hiring Effects Study and Strategy (MDB Insight, 2022)

Regional and Local Workforce Development Summary

- There will be competition to developing the skilled workforce and having the workforce reside in Local Study Area communities
- The Core Study Area municipalities have a significant role to play in developing a skilled workforce.
- As construction and operation technologies evolve over the Project, there will be a need to upskill and train the workforce to meet the needs of the Project
- NWMO will be competing for post-secondary graduates and skilled trades
- A “cultivate and incubate” approach will actively engage industry, union, and college partners to increase supply of high demand trades
- A local hiring strategy specifically for South Bruce will maximize Project-related employment while ensuring the Core Study Area has sufficiently skilled workforce to meet its ongoing needs

Peer Review Summary and Conclusions

5



MDB Peer Review Results

NWMO led study with
peer review by South
Bruce consultants

Labour Baseline Study, Keir Corp (E09)

Peer Review conducted by MDB

- Study provides a detailed analysis of existing workforce in 3 Study Areas
- Agrees with overall conclusion that there is a sufficiently skilled labour supply within the Study Areas to meet the Project needs
- Recommends further advancing the Study to understand alignment between existing labour supply, the specific occupations and skill levels required, and baby boomers leaving the workforce
- Recommends further work to ensure local business is not negatively affected (*addressed in E03 - Local Hiring Effects Study and Strategy*)

MDB Peer Review Results Cont...

NWMO led study with
peer review by South
Bruce consultants

Workforce Development Study, Keir Corp (E10)

Peer reviews conducted by MDB

- Agrees with conclusion that Project will impact the local job market by employees of smaller local employers migrating to the Project (*addressed in E03 - Local Hiring Effects Study and Strategy*)
- Agrees with conclusion that South Bruce and the other Core Study Area municipalities have a significant role in realizing the benefit of capturing the local workforce development potential of the Project
- Conduct a more in-depth assessment to better inform specific workforce development requirements for below ground workforce
- Integrate the development of the skilled workforce force for the Project and for local business
- Elaborate on how workforce development informs applicable Guiding Principles given their importance to the community in determining willingness to host the Project

GHD Peer Review Results

South Bruce Local Hiring Effects Study and Strategy, MDB Insight (E03)

Peer review conducted by GHD, not subject to formal peer review protocol

- Characterizes the exiting South Bruce labour force and provides a comprehensive Situational Analysis
- Recommendations for further development of skilled workforce for local business
- Connection between Housing Study and the Local Hiring Study should be further developed to ensure tighter integration in the actions for developing South Bruce as a community where workers want to live
- Comprehensive monitoring and reporting program should be developed to track effectiveness of work force development and community improvement actions

What We've Learned - Employment

- South Bruce is growing moderately due to pressure from the Greater Golden Horseshoe. Demographics are a challenge - Baby Boomers make up a large portion of the community. As they retire, they will need to be replaced in the workforce.
- The local labour market for the types of jobs the NWMO needs is dominated by the activities of Bruce Power.
- Bruce Power's MCR project will be completing at about the same time as the NWMO needs for construction labour are increasing – opportunity for retention
- The NWMO will be able to attract the labour it needs for the project. However, NWMO will be competing for post-secondary graduates and skilled trades.
- A “cultivate and incubate” approach to developing the workforce needed for the Project will help increase supply of high demand trades
- As well, a local hiring strategy specifically for South Bruce will help keep Project-related employment in the community while ensuring local businesses can meet their workforce needs

Guiding Principles



These studies address several of the 36 Guiding Principles to determine if the Project is right for South Bruce:

- 10. NWMO to identify socio-economic impacts and community benefits
- 18. NWMO to commit to relocate employees to South Bruce
- 20. NWMO to commit to local employment and training strategy to ensure majority of employees are within South Bruce
- 21. NWMO to commit to business opportunities strategy to support local businesses
- 32. NWMO to prepare strategy to ensure sufficient community services and amenities, including care, child-care, educational and recreational facilities to accommodate expected population growth

These principles were developed with community input to ensure the Project:

- Is safe for people and the environment;
- Delivers meaningful benefit to the community; and,
- Gives the municipality a voice in decision-making

Next Steps

May 5 Presentation:

Baseline Conditions and Community Growth

- How much are South Bruce and the surrounding Region expected to grow with and without the Project?



Today's Presentation: Project Workforce Development

- What types of jobs when?
- What workforce will be available?
- How do we create opportunities for youth?

Next Meeting: Urban Growth

- When will new housing be needed?
- How do we keep housing affordable?
- How much more land would need to be developed?

Questions?

