



# Memorandum

May 17, 2022

<b>To</b>	Dave Rushton/Catherine Simpson, Municipality of South Bruce		
<b>From</b>	Greg Ferraro and Ian Dobrindt/AD/mma	<b>Tel</b>	+1 519 884 0510
<b>Subject</b>	Local Hiring Effects Study and Strategy (E03) Draft Final Report GHD Leadership Team Technical Peer Review Comments	<b>Project no.</b>	11224152-MEM-21

## 1. Introduction

This memo provides GHD Leadership Team's peer review comments on the Local Hiring Effects Study and Strategy (E03) Draft Final Report (Draft Final Report) prepared by Deloitte on April 25, 2022 for your consideration. The Local Hiring Effects Study and Strategy is one of the 24 socio-economic community studies aimed at helping the South Bruce community make informed decisions about the Nuclear Waste Management Organization (NWMO) Project and the potential positive and negative impacts and benefits of locating the repository and associated facilities within the Municipality of South Bruce (South Bruce). Since the Local Hiring Effects Study and Strategy is being led solely by South Bruce through its retained consultants, the peer review it is not subject to the formal peer review protocol that was developed to support a collaborative approach between NWMO and South Bruce for all NWMO led and joint NWMO/South Bruce led community studies.

Notwithstanding this, South Bruce requested that the GHD Leadership Team (Greg Ferraro and Ian Dobrindt) carry out a technical peer review of all municipally led community studies reflecting the approach and intent of the peer review protocol to maintain the same level of reporting consistency and reliability across all 24 socio-economic community studies regardless of the author.

It is noted that the NWMO led and joint NWMO/South Bruce led community studies are to be carried out in accordance with a corresponding Work Plan that was peer reviewed while the South Bruce led studies are guided by a Project Charter. It is understood the Project Charter is to be referenced in creating the South Bruce led study and includes an engagement plan, a detailed work plan, and a project timeline. The Project Charter confirms the study scope and tracks progress towards the achievement of deliverables including project sequencing and staging of tasks, key decision points, completion date of the study deliverables and the roles and responsibilities of both South Bruce and the retained consultant.

## 2. Technical Peer Review Approach

The technical peer review of the Draft Final Report was carried out by the GHD Leadership guided by the peer review protocol developed between NWMO and South Bruce. The technical peer review of the South Bruce led study involved the following sequential activities:

- Review the Draft Final Report having the following questions in mind:
  - Has the Project Charter been complied with?
  - Has the overall objective of the community study as articulated in the Project Charter been met?
  - Are the findings and recommendations sound, traceable, and understandable based on the methodology including data collection, analysis, and synthesis?
  - Has the most current available pertinent information from the NWMO Project and other on-going socio-economic community studies been utilized?
- Provide our preliminary comments to South Bruce and Deloitte via a reviewed version of the Draft Final Report for their initial consideration
- Hold a workshop meeting with South Bruce and Deloitte to discuss the preliminary comments and proposed changes to the Draft Final Report
- Finalize the peer review comments and proposed changes documenting them in a formal memo for submission to South Bruce and Deloitte for their consideration in finalizing the Draft Final Report

## 3. Technical Peer Review Comments

South Bruce and Deloitte were provided preliminary or initial peer review comments in the reviewed version of the Draft Final Report on April 19, 2022. A workshop meeting was then held on April 20, 2022 to review the initial comments with a follow up workshop held on April 27, 2022 to review how the comments were specifically considered by Deloitte. In attendance and participating in the workshops were South Bruce, Deloitte, and GHD.

The initial peer review comments and observations were both substantive and non-substantive. The non-substantive comments were editorial in nature including references, clarifications, consistency of terminology, etc. The non-substantive comments have been addressed by Deloitte as part of finalizing the Draft Final Report. **Table 3.1** summarizes the substantive comments provided on April 19, 2022 as well as the status of those comments following the PRT's review of the finalized Draft Final Report on May 1, 2022.

The finalized Draft Final Report provides a detailed characterization of the existing South Bruce labour force referred to as the Situational Analysis. The Situational Analysis identifies the need for South Bruce to address the economic and labour force realities to maximize local employment associated with Project while ensuring the community has a sufficient skilled labour force to meet the ongoing needs for local businesses. The key objective of the Study was to develop a strategy to attract workers to South Bruce and to build the skills and knowledge of the local labour force. The strategy provides a framework for South Bruce to pursue both labour force and economic development and identifies opportunities for collaboration with lead organizations and adjacent municipalities.

**Table 3.1** Local Hiring Effects Study and Strategy Comment Disposition Table

<b>Comment number</b>	<b>Report section reference</b>	<b>Technical Peer Review Comments – April 19, 2022</b>	<b>Technical Peer Review Comments - May 1, 2022</b>
1	1	Ensure the overall objective is met in Sections 4 and 5 of the Draft Final Report in providing a strategy for developing the South Bruce workforce for the labour needs of the NWMO Project and for the existing and future local businesses.	Sections 4 and 5 have been updated to sufficiently address the key objective in developing a strategy to build the South Bruce labour force. The strategy identifies 3 goals with initial Actions listed for each goal. Performance measures are provided for each goal to measure the effectiveness of the actions. The strategy is based on South Bruce playing a significant role in developing the local labour force for the pre-construction phase of the Project and beyond.
2	1	Because although the Draft Final Report provides a lot of factual information its relevancy is not clear to fulfilling the study objective described in the Project Charter.	The Report provides information on existing demographics, labour force, local business composition, an analysis of the NWMO Occupational Categories and NWMO hiring needs. The Key Takeaway and Considerations characterize the existing labour force and provide a reasonable situational analysis. A SOARR assessment is provided to support the development of the Strategy. Strategic directions are then provided and discussed as elements of the Strategy and to identify the strategic objectives. Each of the Study components indirectly use existing labour force characterization data in support of the observations, assessments, and conclusions.
3	1	Ensure the Final Report integrates the Workforce Development (E10) Study including the explanation of how that is accomplished. Note the Workforce Development Study has a regional focus while the Local Hiring Effects Study has a South Bruce focus.	The Report indicates that a review of the Workforce Development Study was undertaken to understand regional economic realities and inform the South Bruce skill gap analysis. The Workforce Development Study was also used to characterize the Project employment needs and to review suggested tactics for developing the skilled labour force.
4	2	The Draft Final Report would benefit from providing a brief description of each of the various studies/plans referenced in this section including their relevance to the Local Hiring Effects Study and Strategy.	The Report has been expanded under Workforce Planning Context to describe Regional Workforce Development Initiatives, South Bruce's Local Initiatives and relevant Community Studies being carried out by the NWMO and South Bruce. The objectives of each of the Initiatives and relevant Studies are identified. The review of these Initiatives and Studies was used to characterize the existing South Bruce workforce as provided in the Workforce Planning Context Key Takeaways and Considerations
5	5	The Draft Final Report would benefit by including post study follow up actions as part of implementation (e.g., monitoring/reporting, measures of success tracking, next steps, etc.).	A short and concise list of performance measures under each Goal is provided as part of the Local Hiring Effects Strategy Framework. Although not described, it is assumed that the performance measures are included for monitoring the success and effectiveness of the strategic actions in achieving each goal. A comprehensive monitoring and reporting program should be developed.

Comment number	Report section reference	Technical Peer Review Comments – April 19, 2022	Technical Peer Review Comments - May 1, 2022
6	5	Consider including a “business care program” as part of Goal II: Enable an Environment for Business Growth.	Although not specifically mentioned in the Report, indirect references to a “business care program” as part of Goal II: Enable an Environment for Business Growth are made through the listed actions.
7	5	Ensure the Project Charter’s objectives are all addressed within the three defined goals.	The specific objectives listed in the Project Charter for the Study have been addressed.

## 4. Municipality of South Bruce’s Guiding Principles

The Local Hiring Effects Study and Strategy informs four of the 36 guiding principles associated with it, which were established by MSB. The Municipality published a Project Visioning report based on community workshops held in January 2020 that identified areas of community concern and opportunities. Based on the Project Visioning report and further public consultation, MSB passed a Council resolution endorsing the 36 principles that will guide their assessment of willingness to host the Project. In light of their importance to MSB, the principles have been individually linked to each of the studies as appropriate to ensure that they were fully considered or accounted for in completing the work (**Attachment 1**).

Four of the 36 principles are linked to the Local Hiring Effects Study and Strategy: numbers 10, 18, 20, and 32. **Table 4.1** lists the four principles and how the Local Hiring Effects Study and Strategy informs those principles.

*Table 4.1 The Principles Associated with the Local Hiring Effects Study and Strategy*

Principle # and Description	Consideration of the Principle in the Study
10. The NWMO will identify the potential for any positive and negative socio-economic impacts of the Project on South Bruce and surrounding communities and what community benefits it will contribute to mitigate any potential risks.	The Local Hiring Effects Study and Strategy informs Guiding Principle # 10 by identifying potential positive and negative socio-economic impacts of the Project on South Bruce from a workforce development perspective. The Local Hiring Study provides a Strategy and Actions Study provides objectives and actions to support and facilitate skilled local workforce that will result in community benefits and will contribute to mitigating potential negative socio-economic impacts or risks of the Project on South Bruce.
18. The NWMO will commit to relocate the working location of a majority of its employees to South Bruce as soon as it is reasonably practicable to do so after the completion of the site selection process.	The Local Hiring Effects Study and Strategy informs Guiding Principle # 18 as it is focused on building a local skilled labour force. As the NWMO direct Project jobs move to South Bruce and job vacancies occur in the future, a skilled and ready local workforce must be developed to fill the vacancies.
20. The NWMO, in consultation with the Municipality, will commit to implementing a local employment and training strategy with the objective of ensuring that the majority of employees for the Project are located within South Bruce and surrounding communities.	The Local Hiring Effects Study and Strategy informs Guiding Principle # 20 by describing and characterizing the labour (employment) needs for the Project as well as describing how South Bruce and agencies can develop the local workforce necessary to optimize local hiring for the Project and local business.
21. The NWMO, in consultation with the Municipality, will commit to implementing a business opportunities strategy that will provide opportunities for qualified local businesses to secure agreements that support the Project and that requires the NWMO to take all reasonable steps to create opportunities for qualified local business to benefit from the Project.	The Local Hiring Effects Study and Strategy informs Guiding Principle # 20 by describing and characterizing the labour (employment) needs for the Project as well as describing how South Bruce and agencies can develop the local workforce necessary to optimize local hiring for the Project and local business. Although not highlighted in the Study, the Strategy, Actions and follow up monitoring requires the NWMO to partner with South Bruce in implementing and monitoring the effectiveness of the Strategy as the Project and ongoing local business needs develop.

## 5. Peer Review

The PRT is of the view that the Local Hiring Effects Study and Strategy satisfies its overall objective by characterizing the exiting South Bruce labour force and providing a comprehensive Situational Analysis. The Situational Analysis is used to identify “what we have learned” and “what needs to happen” which leads to the development of a series of strategic directions. The strategic directions are the founding elements of the Strategy.

The Study describes the labour NWMO (employment) needs for the Project and describes how South Bruce can develop the local workforce to optimize local hiring for the Project while developing a local labour force to meet the ongoing hiring needs of local businesses.

The Strategy and its Goals, Objectives and Actions are focused on skills training and economic development within the community of South Bruce.

The Study acknowledges that NWMO like Bruce Power, as a high wage employer, will impact the local job market by employees of smaller local employers migrating to the Project. The Strategic Directions and resulting Strategy focuses on developing the local workforce for the ongoing local business needs. Although not highlighted in the Study, the ongoing local business needs will increase from population growth and Project derived indirect and induced jobs that locate in South Bruce and surrounding communities. The metroeconomics' February 2022 report provides population and job growth forecasts for South Bruce and Core Study Area communities.

The Strategic Directions for Hiring Effects do not directly identify or use the “Incubate and Cultivate” approach identified as the recommended approach in the Workforce Development Study. This approach was included in the Workforce Development Study for developing a skilled workforce through the Centre of Expertise Campus concept. It is noted however that a number of the strategic actions provided are like the actions of the Incubate and Cultivate approach to develop relevant training programs. The connection between the Local Hiring Study and Workforce Development Study should be further developed to ensure closer integration of local training programs.

The Housing Needs and Demand Analysis Study was also reviewed for the housing supply potential within South Bruce as part of the Local Hiring Effects Study and Strategy. 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. The connection between the Housing Study and the Local Hiring Effects Study and Strategy should be further developed to ensure the actions for developing South Bruce as a community where workers want to live are more closely coordinated.

A short and concise list of performance measures under each goal is provided as part of the Strategy Framework. Although not described, it is assumed the performance measures are included for monitoring the success and effectiveness of the strategic actions in achieving each goal. A comprehensive monitoring and reporting program should be developed. The program should be prepared to detail the approach/protocol for implementing performance measures and for the measurement of success beyond effort and number of events. The monitoring program should track the effectiveness of each of the Actions from a value-added basis. New and/or replacement actions should be identified when and where appropriate. Annual reporting should occur on the success of the Strategy and pertinent changes to the Situational Analysis and the Project needs.

# **Attachment 1**

**36 Guiding Principles**

# South Bruce Guiding Principles for NWMO's Site Selection Process

The Nuclear Waste Management Organization (NWMO) is seeking an informed and willing host for a deep geologic repository (DGR) to safely store Canada's used nuclear fuel, and a Centre for Expertise. To guide its work, South Bruce held a comprehensive visioning process in 2019 and 2020 to get input on what people cared about most in relation to the Project. The process, in addition to other community input and feedback resulted in the creation of 36 Guiding Principles which focus on safety for people and the environment, ensuring the Project brings meaningful benefits to the community, and ensuring the municipality has a voice in decision-making.

The principles were adopted by Council resolution and they have guided municipal activities and engagement related to the Project. South Bruce is seeking NWMO commitments on how it would meet or address these 36 expectations and aspirations for the Project. This is a key step in determining whether the Project is right for the community and will help people make an informed decision when a public referendum is held to measure willingness to be a host community.

## Safety and the Natural Environment

1. The NWMO must demonstrate to the satisfaction of the Municipality that the Project will be subject to the highest standards of safety across its lifespan of construction, operation and into the distant future.
2. The NWMO must demonstrate to the satisfaction of the Municipality that sufficient measures will be in place to ensure the natural environment will be protected, including the community's precious waters, land and air, throughout the Project's lifespan of construction, operation and into the distant future.
3. The NWMO must demonstrate to the satisfaction of the Municipality that used nuclear fuel can be safely and securely transported to the repository site.
4. The NWMO will ensure that the repository site will not host any nuclear waste generated by other countries.
5. The NWMO must commit to implementing the Project in a manner consistent with the unique natural and agricultural character of the community of South Bruce.
6. The NWMO will minimize the footprint of the repository's surface facilities to the extent it is possible to do so and ensure that public access to the Teeswater River is maintained, subject to meeting regulatory requirements for the repository.
7. The NWMO must commit to preparing construction management and operation plans that detail the measures the NWMO will implement to mitigate the impacts of construction and operation of the Project.

## People, Community and Culture

8. The NWMO must demonstrate to the satisfaction of the Municipality that it has built broad support for the Project within the community of South Bruce.
  9. The Municipality will, in collaboration with community members, develop and establish an open and transparent process that will allow the community to express its level of willingness to host the Project.
  10. The NWMO will identify the potential for any positive and negative socio-economic impacts of the Project on South Bruce and surrounding communities and what community benefits it will contribute to mitigate any potential risks.
  11. The NWMO, in consultation with the Municipality, will establish a property value protection program to compensate property owners in the event that property values are adversely affected by the NWMO's site selection process and the development, construction and/or operation of the Project.
  12. The NWMO, in consultation with the Municipality, will establish a program to mitigate losses to business owners in the event that their business is adversely affected by the NWMO's site selection process and the development, construction and/or operation of the Project.
  13. The NWMO, in partnership with the Municipality, will develop a strategy and fund a program to promote the agriculture of South Bruce and the surrounding communities.
  14. The NWMO, in partnership with the Municipality, will develop a strategy and fund a program to promote tourism in South Bruce and the surrounding communities.
  15. The NWMO, in partnership with the Municipality, will commit to implement programs to engage with and provide opportunities for youth in the community, including investments in education and the provision of scholarships, bursaries and other incentives for youth to remain in or return to the community.
  16. The NWMO will implement the Project in a manner that promotes diversity, equality and inclusion.
  17. The Municipality recognizes the important historic and contemporary roles Indigenous peoples have and continue to play in the stewardship of the lands we all call home and will, in the spirit of Reconciliation, work with the NWMO and local Indigenous peoples to build mutually respectful relationships regarding the Project.
  18. The NWMO will commit to relocate the working location of a majority of its employees to South Bruce as soon as it is reasonably practicable to do so after the completion of the site selection process.
  19. The NWMO will, in consultation with the Municipality, establish a Centre of Expertise at a location within South Bruce to be developed in conjunction with the Project.
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## Economics and Finance

20. The NWMO, in consultation with the Municipality, will commit to implementing a local employment and training strategy with the objective of ensuring that the majority of employees for the Project are located within South Bruce and surrounding communities.
21. The NWMO, in consultation with the Municipality, will commit to implementing a business opportunities strategy that will provide opportunities for qualified local businesses to secure agreements that support the Project and that requires the NWMO to take all reasonable steps to create opportunities for qualified local businesses to benefit from the Project.
22. The NWMO will commit to implementing a procurement strategy for the Project that gives preference to the selection of suppliers who can demonstrate economic benefit to South Bruce and surrounding communities.
23. The NWMO will enter into an agreement with the Municipality providing for community benefit payments to the Municipality.
24. The NWMO agrees to cover the costs of the Municipality's preparation for and participation in the Project's regulatory approval processes, including the Canadian Nuclear Safety Commission's licencing process and the assessment of the Project under the Impact Assessment Act (or other similar legislation), that are not otherwise covered by available participant funding.
25. The NWMO will fund the Municipality's preparation of a housing plan to ensure that the residents of South Bruce have access to a sufficient supply of safe, secure, affordable and well-maintained homes.
26. The NWMO will prepare a review of the existing emergency services in South Bruce and provide appropriate funding for any additional emergency services required to host the Project in South Bruce.
27. The NWMO will prepare an infrastructure strategy that addresses any municipal infrastructure requirements for the Project and will commit to providing appropriate funding for any required upgrades to municipal infrastructure required to host the Project in South Bruce.
28. The NWMO will cover the costs incurred by the Municipality in assessing community well-being and willingness to host the Project.
29. The NWMO will fund the engagement of subject matter experts by the Municipality to undertake peer reviews of Project reports and independent assessments of the Project's potential impacts on and benefits for the community as determined necessary by the Municipality.

## Capacity Building

30. The NWMO will prepare a review of the existing and projected capacity of South Bruce's road network and will commit to providing appropriate funding for any required upgrades to the road network.
31. The NWMO will enter into a road use agreement with the Municipality that identifies approved transportation routes during construction and operation of the Project and ensures proper funding for maintenance and repair of municipal roads and bridges used for the Project.

## Capacity Building (continued)

32. The NWMO, in consultation with the Municipality and other local and regional partners, will prepare a strategy to ensure there are sufficient community services and amenities, including health, child-care, educational and recreational facilities, to accommodate the expected population growth associated with hosting the Project in South Bruce.
33. The NWMO will comply with the Municipal Official Plan and zoning by-law and seek amendments to the Official Plan and zoning by-law as necessary to implement the Project.

## Regional Benefits

36. The NWMO must demonstrate to the satisfaction of the Municipality that the Project will benefit the broader region outside of the community of South Bruce, including local Indigenous communities.

## Governance and Community Engagement

34. The NWMO will provide the Municipality with an ongoing and active role in the governance of the Project during the construction and operation phases of the Project.
35. The NWMO will continue to engage with community members and key stakeholders to gather input on community vision, expectations and principles, including concerns, related to the Project.

Reach out anytime with your questions, comments, concerns, or if you are seeking more information. We would be happy to hear from you!

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