

Peer Review Report

Regional Economic Development Study Report (E11)

Municipality of South Bruce

November 02, 2022

Executive Summary

The Nuclear Waste Management Organization (NWMO) has been engaged in a multiyear, community driven process to identify a site where Canada's used nuclear fuel can be safely contained. The site selection process involves nine steps, with the process currently at Step 3 (Phase 2). The NWMO is now in its final screening process, and the two remaining siting areas currently being assessed under Step 3, Phase 2, are the Municipality of South Bruce (MSB) and the Township of Ignace, and their surrounding areas. The NWMO plans to complete all preliminary assessment work and to select one community/area to host the Adaptive Phased Management (APM) Project (Project) by 2024.

Building on previous work, engagement completed to-date, and MSB's 36 Guiding Principles, NWMO and MSB are working together to prepare a suite of studies which will be shared broadly with the community. The studies are being undertaken by NWMO or MSB, with some being joint efforts. The MSB has retained consultants (Deloitte LLP [Deloitte], Tract Consulting) to develop a number of studies and to peer review others (GHD Limited [GHD] team) developed by NWMO and their consultants (DPRA Canada [DPRA] team). The information acquired through the studies is expected to aid MSB make informed decisions about whether the Project is suitable for their community, and if they are willing to consider hosting it and under what circumstances and terms.

The Regional Economic Development Study (E11) is one of the studies being carried out by NWMO with the overall objective to identify the economic development opportunities for the municipalities that are within the region of economic benefit of the NWMO APM Project. The Regional Economic Development Study was peer reviewed by Subject Matter Experts (SME) at Deloitte (Paul Blais and Evelyn Paul) in combination with the GHD Leadership Team (Greg Ferraro and Ian Dobrindt), making up the Peer Review Team (PRT). This peer review has been undertaken on the framing and scope of the study, and the effects assessment, in accordance with the Peer Review Protocol process established jointly by MSB and NWMO. The PRT considered several documents and information in the peer review of the Regional Economic Development Study Draft Report to aid in their understanding, focus the peer review, and develop their findings. The PRT findings and resolution of those findings are outlined in this Peer Review Report.

The Regional Economic Development Study (Regional Study) Report provides concepts and potential options to enhance positive outcomes and mitigate potential negative consequences of the project effects on economic development. These concepts and options are understood to be provided to foster discussion only and not represent commitments or actions for the NWMO, the MSB, or other parties. The Study states that final decisions on actions and commitments will be made at a future date.

The Study provides a situational analysis and details the supply chain capabilities of the Regional Study Area (RSA), Local Study Area (LSA) and the Core Study Area (CSA) economies to meet specific supply chain requirements of the Project. It sets out a strategy map for regional economic development to guide the CSA toward desired outcomes. The strategy map is comprised of 4 tiers, namely, enablers, connections and opportunities, value proposition, and desired outcomes. The Study presents the concept of not-for-profit agency "Core Study Area Economic Development Collaborative" team ("the Collaborative")¹ to build relationships, make connections, identify opportunities, and deliver on economic and workforce development initiatives.

The Collaborative is the focused course of action to enable the CSA municipalities to compete with and realize the Project-associated economic benefit. The PRT recommends further research and analysis to understand the capacity and capabilities of the Collaborative, establish the value proposition and the shared set of goals for workforce and economic development. Both the risks accompanying the Collaborative and the risks of not forming the Collaborative could be explored further. Consideration should be given to accurately assess the capacity and capability of the Municipality of South Bruce to identify and communicate the opportunity to the CSA and LSA municipalities. Similarly, consultations are recommended with each of the identified partners (potential Collaborative members) to assess their interest and economic and community development priorities.

¹ The members of the proposed CSA Collaborative are South Bruce, Huron-Kinloss, Brockton, North Huron, Morris-Tumberry, and the Saugeen Ojibway Nation. The goal of the Collaborative is to collectively pursue economic development opportunities associated with the Project.

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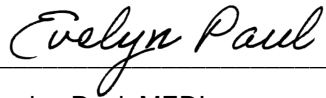
Acronyms

APM	Adaptive Phased Management
CNSC	Canadian Nuclear Safety Commission
CSR	Corporate Social Responsibility
CWB	Community well-being
DPRA	DPRA Canada Inc.
GHD	GHD Limited
MSB	Municipality of South Bruce
NWMO	Nuclear Waste Management Organization
PRT	Peer Review Team
SME	Subject Matter Expert

Scope and limitations

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Respectfully submitted by:



Evelyn Paul, MEDI
Manager, Deloitte LLP



Paul Blais, MA, Ec.D., CEcD
Managing Director, Deloitte LLP



Ian Dobrindt, MCIP, RPP, EP
Social-Economic Lead, GHD Leadership Team



Gregory D. Ferraro, P. Eng.
Project Manager, GHD Leadership Team

1. Introduction

This report documents the peer review undertaken of the Regional Economic Development Study (E11) Report prepared by Keir Corp dated February 28, 2022 (Draft, V1), May 9, 2022 (Interim Draft, V2), September 20, 2022 (Revised Draft, V3), October 12, 2022 (Final, V4), and October 19, 2022 (Final, V5). The Nuclear Waste Management Organization (NWMO) has been engaged in a multiyear, community driven process to identify a site where Canada's used nuclear fuel can be safely contained. The site selection process involves nine steps, with the process currently at Step 3 (Phase 2). Step 3 is defined by two phases of preliminary assessments for each interested community. Phase 1 involved primarily desktop studies documenting the current socioeconomic conditions in the communities and then considering what might be the possible implications of the Adaptive Phased Management (APM) Project on community wellbeing (CWB) for each community and the wider area. For interested communities that successfully completed the initial screening in Phase 1, Phase 2 (the current phase) involves additional work to support conducting a preliminary assessment of potential suitability and narrowing the number of communities that have expressed an interest in partnering with NWMO.

The NWMO is now in its final screening process, and the two remaining siting areas currently being assessed under Step 3, Phase 2, are the Municipality of South Bruce (MSB) and the Township of Ignace, and their surrounding areas. The NWMO plans to complete all preliminary assessment work and to select one community/area to host the APM Project by 2024, which then marks the beginning of the fourth step of APM implementation². The selection of a final site will trigger the regulatory approvals phase of the APM Project. Federal approval under the Impact Assessment Act and licensing by the Canadian Nuclear Safety Commission (CNSC) under the Nuclear Safety and Control Act will be required. Meeting federal regulatory standards is imperative to achieve approval, and to withstand intense public and regulatory scrutiny.

Building on previous work, engagement completed to-date, and MSB's 36 Guiding Principles, NWMO and MSB are working together to prepare a suite of studies which will be shared broadly with the community. The list of studies is included in **Appendix A** grouped by similar topic area (MSB led, environment, infrastructure, and socio-economic). The studies are being undertaken by NWMO or MSB, with some being joint efforts. The MSB has retained consultants (Deloitte LLP [Deloitte], Tract Consulting) to develop a number of studies and to peer review others (GHD Limited [GHD] team) developed by NWMO and their consultants (DPRA Canada [DPRA] team). The information acquired through the studies is expected to aid MSB make informed decisions about whether the APM Project is suitable for their community, and if they are willing to consider hosting it and under what circumstances and terms.

The Regional Economic Development Study is one of the socio-economic studies being carried out by NWMO with the overall objective to identify the economic development opportunities for the municipalities that are within the region of economic benefit of the NWMO APM Project. The Regional Economic Development Study was peer reviewed by Subject Matter Experts (SME) at Deloitte (Paul Blais and Evelyn Paul) in combination with the GHD Leadership Team (Greg Ferraro and Ian Dobrindt), making up the Peer Review Team (PRT). The peer review has been undertaken on the framing and scope of the study, and the effects assessment, in accordance with the Peer Review Protocol process established jointly by MSB and NWMO.

The Regional Economic Development Study (Regional Study) Report provides concepts and potential options to enhance positive outcomes and mitigate potential negative consequences of the project effects on economic development. These concepts and options are understood to be provided to foster discussion only and not represent commitments or actions for the NWMO, the MSB, or other parties. The Study states that final decisions on actions and commitments will be made at a future date. The Study provides a situational analysis and details the supply chain capabilities of the Regional Study Area (RSA), Local Study Area (LSA) and the Core Study Area (CSA) economies. It provides a strategy map for regional economic development to guide the CSA municipalities and focus on the concept

2. Nuclear Waste Management Organization, 2020. Moving Towards Partnership - Triennial Report 2017 to 2019.

of a “Core Study Area Economic Development Collaborative” team (‘the Collaborative’) to build relationships, make connections, identify opportunities, and deliver on economic and workforce development initiatives.

Section 2 elaborates on the Peer Review Protocol process followed including the steps specifically followed and discussions held with NWMO and the DPRA team.

As described in **Section 3**, the PRT considered several documents and information in the peer review of the Regional Economic Development Study to aid in their understanding, focus the peer review, and develop their findings.

The results and resolution of the PRT findings are outlined in **Section 4** starting with how the Revised Draft Report has been revised to address the comments on the Draft Report. This is followed by a review of how the Study complies with the approved Work Plan and how the Study informs the applicable Guiding Principles. Lastly, the conclusions from the peer review are provided.

2. Peer Review Protocol

2.1 Objectives and Overview of the Peer Review Protocol Process

As mentioned, the peer review of the Regional Economic Development Study was undertaken in accordance with the Peer Review Protocol established jointly by the MSB and the NWMO. The Peer Review Protocol had the following established objectives:

1. To provide the community of the MSB with an independent review by qualified SMEs
2. To complete a peer review of NWMO's assessment of potential impacts and proposed benefits of locating the APM Project in MSB in comparison to existing conditions
3. To review how the potential impacts and proposed benefits adhere to the 36 principles that will guide the MSB's assessment of willingness to host the APM Project

With these objectives in mind, the Peer Review was conducted in a collaborative manner between the NWMO/DPRA team and the MSB/GHD team while maintaining independence during the process. **Appendix B** includes the Peer Review Protocol established in June 2021 and **Figure 2.1** summarizes the process followed.

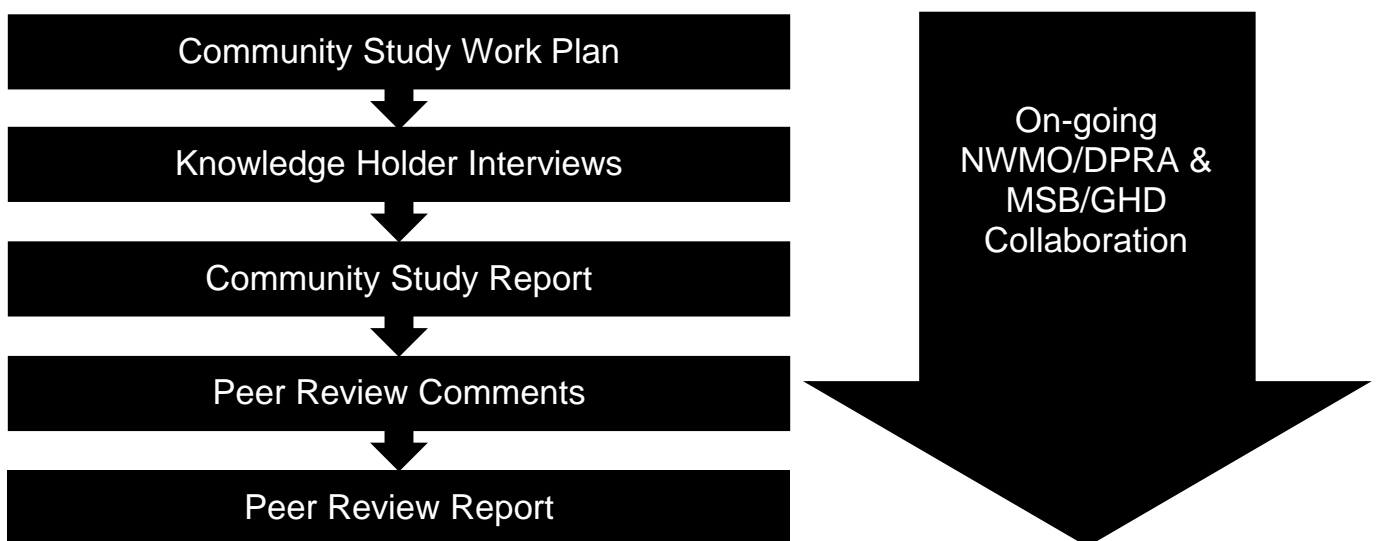


Figure 2.1 The Peer Review Protocol Process

With **Figure 2.1** in mind, the following identifies the primary activities carried out by the PRT:

Community Study Work Plan

- Review the Statement of Work associated with the Community Study (CS) prepared by MSB (May 2021) to better understand the stated objectives
- Gain a greater understanding of the APM Project and area conditions including reviewing and providing comments on NWMO's Project design reports and considering responses received from NWMO
- Hold on-going discussions as required with the NWMO/DPRA team providing input where appropriate (e.g., data sources to be reviewed, study area boundaries, knowledge holders to be interviewed, etc.)
- Review and provide comments on the draft Work Plan associated with the CS prepared by the NWMO/DPRA team and consider responses received from the NWMO/DPRA team as part of them finalizing the Work Plan before its implementation

Knowledge Holder Interviews

- Attend Knowledge Holder interviews organized by NWMO to listen firsthand, ask questions, and seek clarifications. Review and provide comments on draft meeting minutes prepared by NWMO.
- Hold on-going discussions as required with the GHD Leadership Team (e.g., receive Project updates and information, ask questions, seek clarification, etc.)

Community Study Report

- Attend CS Draft Report Status Update Meetings organized by the NWMO/DPRA team
- Review the CS Draft Report (V1) prepared by the NWMO/DPRA team
- Review the CS Interim Draft Report (V2) prepared by the NWMO/DPRA team
- Review the CS Revised Draft Report (V3) prepared by the NWMO/DPRA team
- Review the CS Final Report (V4) prepared by the NWMO/DPRA team
- Review the CS Final Report (V5) prepared by the NWMO/DPRA team

Peer Review Comments

- Develop a preliminary list of comments including initial impressions, observations, and any potential issues and/or concerns with the CS Draft Report based on several documents and information as described in **Section 3**
- Attend a CS Draft Report Check-in Meeting with the GHD Leadership Team and MSB to discuss the preliminary list of comments and confirm those to be provided to the NWMO/DPRA team
- Provide the preliminary list of comments on the CS Draft Report to the NWMO/DPRA team for their understanding of the PRT's initial impressions, observations, and any potential issues and/or concerns
- Attend a CS Draft Report Working Session with the NWMO/DPRA team to discuss the preliminary list of comments and work through them collectively in a collaborative manner. Through the Working Session some comments were determined not to be applicable to the CS based on the clarifying discussions. In addition, through the Working Session it was agreed that those comments associated with the Draft Report's structure, or to such items like how sources or exhibits are referenced, or spelling and grammar, would be excluded and the focus would be more on content and substance as it related to the final Work Plan.
- In some situations, it was agreed to between the GHD Leadership Team/MSB and the NWMO/DPRA team that certain sections of the CS Draft Report or the entire document itself should be revised and resubmitted for review because of the nature and extent of the preliminary comments provided. In the situations of the entire document, the formal set of comments were held pending receipt of the revised CS Draft Report. Upon receipt, the revised CS Draft Report was reviewed, the preliminary comments updated accordingly for submission, and further discussions were held between the GHD Leadership Team/MSB and the NWMO/DPRA team prior to formal comments being submitted.

- Submit the formal set of comments on the CS Draft or revised Draft Report to the NWMO/DPRA team for their review and responses
- Review the responses from the NWMO/DPRA team to the formal set of comments and ensure there were no significant outstanding issues and/or concerns

Peer Review Report

- Prepare the draft Peer Review Report and submit to MSB for review
- Finalize the draft Peer Review Report based on any comments received and provide to MSB

2.2 Key Activities Associated with the Peer Review of the Regional Economic Development Study

With the preceding process in mind, **Table 2.1** lists the key activities associated with the Peer Review carried out by the PRT comprising the SMEs at Deloitte (Paul Blais and Evelyn Paul) in combination with the GHD Leadership Team (Greg Ferraro and Ian Dobrindt) for the Regional Economic Development Study prepared by Keir Corp. The Regional Economic Development Study was initiated by Keir Corp following finalization of the Work Plan in October 2021 and culminated in the Final V5 Report being submitted to GHD on October 19, 2022.

Table 2.1 Key Activities Associated with the Peer Review of the Regional Economic Development Study

Key Activities	Date	Parties Involved
Review of the Draft Southwestern Ontario Regional Economic Development Study Work Plan (E11) issued by DPRA (September 14, 2021)	September 2021 – October 2021	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Issuance of the Peer Review Team comment disposition table on the Draft Work Plan	October 5, 2021	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Review of the Final Southwestern Ontario Regional Economic Development Study Work Plan (E11) issued by DPRA (October 5, 2021)	October 2021 – January 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Review of Regional Economic Development Study (E11) Draft Report V1 – Southwestern Ontario Community Study issued by Keir Corp (February 28, 2022)	March 2022 – May 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Peer Review Team Check-in Meeting to review/confirm preliminary comments	March 15, 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt), and MSB (Catherine Simpson)
Review of the Regional Economic Development Study (E11) Interim Draft Report V2 – Southwestern Ontario Community Study issued by Keir Corp (May 9, 2022)	May 2022 – August 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Issuance of the Peer Review Team draft formal comment disposition table on the Draft Report	August 8, 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Peer Review Team and DPRA Project Update Meeting to discuss/understand the draft formal comment disposition table	August 11, 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt), NWMO (Charlene Easton), DPRA (Vicki McCulloch), Keir Corp (Andy Keir)

Key Activities	Date	Parties Involved
Issuance of the Peer Review Team final formal comment disposition table on the Draft Report	September 2, 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Issuance of DPRA Team responses to Peer Review Team's final formal comments on the Draft Report	September 12, 2022	DPRA (Vicki McCulloch), Keir Corp (Andy Keir)
Review of the Regional Economic Development Study (E11) Revised Draft Report V3 – Southwestern Ontario Community Study issued by DPRA (September 20, 2022)	September 20 – October 12, 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Review of the Regional Economic Development Study (E11) Final Report V4 – Southwestern Ontario Community Study issued by DPRA (October 12, 2022)	October 12 – 19, 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)
Review of the Regional Economic Development Study (E11) Final Report V5 – Southwestern Ontario Community Study issued by DPRA (October 19, 2022)	October 19 – November 1, 2022	Deloitte (Paul Blais and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt)

3. Key Documentation and Information Reviewed

As stated, several documents and information were considered by the PRT in carrying out the Peer Review Protocol. **Table 3.1** lists the key documents and information considered by the PRT in the review of the Regional Economic Development Study.

Table 3.1 Key Documents and Information Considered in the Peer Review of the Regional Economic Development Study

Document Name/Information	Author/Source/Date	Description/Application
Implementing Adaptive Phased Management 2021 to 2025	Nuclear Waste Management Organization (NWMO) (March 2021)	Reviewed to understand the Project planning timelines. The PRT provided comments (November 18, 2021) for NWMO's consideration and response (January 27, 2022).
Local/Regional Education Study - Statement of Work	Municipality of South Bruce (MSB) (May 2021)	Reviewed to understand the objectives and scope of work including inputs to the Regional Economic Development Study and its relationship to other Community Studies as envisioned by the MSB.
Knowledge Holder Interviews (Local farmer & Developer; Four County Labour Market Planning Board; REALTORS Association of Grey Bruce Owen Sound; Economic Development, Planning and Development, Bruce County; Teeswater Concrete; Riley Aggregates; Bruce County, Human Services and Housing Services; Grey County, Economics Development; Local	NWMO (July – November 2021)	Attended in-person to listen firsthand, ask questions, and seek clarifications as part of gaining an understanding of key knowledge holders' perspectives on the Project. Reviewed and provided comments on draft meeting minutes prepared by NWMO prior to their issuance to meeting attendees.

Document Name/Information	Author/Source/Date	Description/Application
Developer; Nuclear Innovation Institute; Organization of Canadian Nuclear Industries; Bruce Power; Huron County, Planning and Economic Development Departments; Huron County, Social and Property Services and Cultural Services; Ontario Youth Apprenticeship Program; VPI Working Solutions; Fanshawe College; Municipality of Brockton, Operations and Building and Planning Departments; MSB Public Works; Township of North Huron/Huron County; Hydro One; Township of Huron-Kinloss)		
Deep Geological Repository Conceptual Design Report – Crystalline / Sedimentary Rock (APM-REP-00440-0211-R000)	NWMO (September 2021)	All members of the PRT reviewed the Executive Summary to obtain an understanding of the below ground facility. Subsequently, additional sections of the Report were reviewed, by certain members of the PRT as appropriate, to obtain a greater level of understanding specific to their areas of study (e.g., Facility Design and Operation, Aggregate Resources Study, Local Traffic Effects Study, Waste Management, etc.). The PRT provided comments (November 18, 2021) for NWMO's consideration and response (January 27, 2022).
APM 2021 DGR Lifecycle Cost Estimate Update Summary Report (NWMO-TR-2021-11 R001)	NWMO (September 2021)	Reviewed to better understand the scope and magnitude of the Project components. The PRT provided comments (November 18, 2021) for NWMO's consideration and response (January 27, 2022).
Community Studies Planning Assumptions	NWMO (October 18, 2021)	Reviewed to understand certain parameters for the Project. The PRT provided comments (November 18, 2021) for NWMO's consideration and response (January 27, 2022).
Southwestern Ontario Regional Economic Development Study Work Plan (E11)	DPRA Canada Inc. (October 5, 2021)	Reviewed to understand the purpose and outcome of the Regional Economic Development Study including its linkages to other Community Studies, scope and assumptions, approach, and key information sources/data collection.
Regional Economic Development Study Report (E11) Draft V1 – Southwestern Ontario Community Study	Keir Corp (February 28, 2022)	The draft output/deliverable from completing the final Work Plan for review by the PRT.
South Bruce and Area Growth Expectations Memo	metroeconomics (February 7, 2022)	Reviewed to understand the assessment of the potential for economic and demographic growth over the period from 2022 to 2046 of the Core Study Area including MSB both from the perspectives of growth independent of the Project as well as the result of the Project.
Regional Economic Development Study Report (E11) Interim Draft V2 – Southwestern Ontario Community Study	Keir Corp (May 9, 2022)	The interim draft output/deliverable from completing the final Work Plan for review by the PRT.
Regional Economic Development Study Report (E11) Revised Draft V3 – Southwestern Ontario Community Study	Keir Corp (September 20, 2022)	The revised draft output/deliverable from completing the final Work Plan for review by the PRT.

Document Name/Information	Author/Source/Date	Description/Application
Regional Economic Development Study Report (E11) Final V4 – Southwestern Ontario Community Study	Keir Corp (October 12, 2022)	The final output/deliverable from completing the final Work Plan for review by the PRT.
Regional Economic Development Study Report (E11) Final V5 – Southwestern Ontario Community Study	Keir Corp (October 19, 2022)	The revised final output/deliverable from completing the final Work Plan for review by the PRT.

4. Peer Review Findings and Resolution

4.1 Comments on the Regional Economic Development Study

The PRT provided final formal comments to NWMO/DPRA team on September 2, 2022 in the form of a memo and comment disposition table (**Appendix C**). As per on-going discussions between the PRT and the NWMO/DPRA team, the focus of the peer review and resolution of comments was to be on those of a more substantive nature. As a result, while Appendix C lists all the formal comments on the Regional Economic Development Study, **Table 4.1 (3rd column)** lists only those comments of a more substantive nature in the Comment Disposition Table.

In reply, NWMO/DPRA provided a documented response on September 12, 2022 describing how and where the formal comments will be addressed in the Revised Draft Report (**Table 4.1, 4th column**). Upon receiving the Revised Draft Report, the PRT reviewed it to ensure the documented responses were, in fact, incorporated into the Regional Economic Development Study (**Table 4.1, 5th column**).

Table 4.1 Regional Economic Development Study Draft Report Comment Disposition Table

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
1	Overall Objective	<p>The overall objective of the Regional Study is to identify the economic development opportunities for the municipalities that are within the region of economic benefit of the Project.</p> <p>It would be helpful to clearly state the municipalities that are within the region of discernible economic benefit of the Project. The strategy (Section 4) set out a strategy map for the CSA only. The rationale for this would be beneficial.</p>	<p>Chapter 3 clearly lays out the capabilities of the RSA, LSA and CSA to respond to supply chain requirements of the Project.</p> <p>Section 3.5 provides a set of detailed conclusions addressing the strengths and weaknesses of each area to meet specific supply chain requirements of the Project.</p> <p>The Project offers substantial opportunity for economic development. Both the RSA and LSA are well prepared and able to take on and capture these opportunities. However, this is not the case for the CSA.</p> <p>If the CSA wants to be competitive with respect to regional economic development, it needs to recognize the broader area circumstances and it needs to be strategic about how and where it plays.</p> <p>Please refer to Page 39, Section 3.2 Conclusions.</p>	<p>The section 3.5.2 and the newly added executive summary does serve to address the comments. We understand the Strategy's position that economic opportunities associated with the Project can only be realized if CSA municipalities are proactive and focused. Further, the Collaborative is the focused course of action.</p> <p>Given this Study sets out provides concepts and potential options to foster discussion, the PRT team identifies the comment is satisfactorily addressed. We recommend a follow-up study building on the connections and opportunities detailed in this study</p>
2	Overall Objective	<p>The review team recommends that consideration is provided to detail the benefit of this report and the foundation it provides for the CSA, LSA, the business community, and residents.</p> <p>The takeaway for South Bruce and member-municipalities is the creation of the Collaborative to realize opportunities. Similarly, what is the takeaway for a business in the community or residents? What is the business expansion, retention, and attraction opportunities? What is needed to ensure local and regional businesses can be suppliers for the Project?</p>	<p>Please refer to Sections 7.2 to 7.5 inclusive. A wide variety of opportunities are set out and evaluated.</p>	<p>The PRT team does agree that a wide variety of opportunities are set out and a SWOT provided. There are many opportunities, and the Study identifies that the prioritization of these opportunities should be the responsibility of the Collaborative.</p> <p>Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed. We recommend a follow-up study is conducted to review and prioritize the opportunities detailed in this study. This could be done as part of the Collaborative.</p>

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
5	Section 2.3	As it stands now, the section is told from the South Bruce perspective, offering insights on the aspirations of South Bruce. It would be beneficial to also highlight other local and regional economic development strategies and/or initiatives. This is an activity in Step 3 of Work Plan (E11), page 6.	A brief discussion will be added setting out the goals of key area municipalities (i.e., Bruce County, Grey County and Kincardine) with respect to economic development. This initiative is beyond the scope of the current study.	Comment satisfactorily addressed. Section 2.3 lays out the Community Aspirations for Economic Development with reference to Bruce County, Grey County, Huron County, the municipalities of South Bruce, Kincardine etc. The PRT team identifies that it would be advantageous under a future planning initiative to highlight what the other communities are doing in response to the Project, if any and if the four municipalities in the study area are aligned with the growth targets.
6	Sections 2.4 & 10	Related to the overall objective, there is opportunity to clarify the scope of the study. Section 10 states that the study sets out a strategic plan for Project-associated regional economic development. The scope (Section 2.4) states that this is a strategic plan for the CSA Municipalities (South Bruce, Huron-Kinloss, Brockton, North Huron, and Morris-Turnberry) to collectively pursue regional economic development opportunities. Should the pursuit firstly be within the LSA?	The subject study clearly indicates that the supply chain capabilities needed to service the Project are present with the RSA and LSA. A “do nothing” approach by the CSA municipalities will ensure that much of the benefit associated with the project flows to the RSA and LSA. Given the preceding, the CSA communities in general, and MSB, need to adopt a proactive approach to pursue the opportunities set out in this report. Again, please refer to Page 39, Section 3.2 Conclusions.	Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed. The PRT team recommends follow-up study to further investigate the capacity and capabilities of the Collaborative and the associated CSA communities and MSB to prioritize and pursue the opportunities set out in this report.
7	Section 3	Can a description of the project supply chain, services and goods be provided as an appendix? This will provide clarity for the reader and help understand what the nuclear and non-nuclear businesses and stationary and mobile equipment's are.	The supply chain requirements of the Project as set in Section 3, Figures 8 and 9, reflect the information currently available from NWMO. Providing more detail and clarity, at this time, is beyond the scope of this study.	Comment satisfactorily addressed.
8	Section 3	Opportunity for NWMO to conduct a follow-up study to identify and evaluate the economic impact of the Project to economies of the CSA, LSA, RSA, province, and nation.	This request is beyond the scope of the current study. This can be identified as an option for future study and/or impact assessment, if the Project comes to the South Bruce Area.	Comment satisfactorily addressed. Consider this comment for future study.

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
11	Section 5	The bullet point #1 could highlight what this Project means for all CSA municipalities, not just South Bruce.	This could only be addressed in a very general way, given the consultant's limited level of engagement with the CSA communities on the RED study. Edits made to page 42, points 1 and 2 of revised report (in preparation).	Comment satisfactorily addressed.
12	Section 5	How were the opportunities under 'A Showcase for Innovation' identified? Were they based on consultations? How does this relate to Section 7.1 Connections and Opportunities and the SWOT? Both are identified as opportunities.	Many opportunities have been mentioned in discussions Keir Corp. has had with various knowledge holders during 10 years of Project engagement in South Bruce and surrounding area municipalities. Others were identified based on 50+ years of experience with economic development initiatives in other jurisdictions and on other projects. The opportunities mentioned above are implicit in the connections and opportunities set out in Section 7. Potential connections help realize economic development prospects (i.e., opportunities). Prospects with the right connections can yield desired results.	It would be beneficial to the reader/public if an introduction/ this explanation is provided on how the opportunities were identified. It would enable the public/future readers of this study to more fully understand the research that informed the conclusion beyond personal experiences and anecdotes. Supporting evidence helps validate the findings and supports the reader's ability to understand "how" they were arrived at.
15	Section 7.1	Under point 9, please clarify how and why these four opportunities were identified. Was it built from consultation, quantitative analysis, etc.? Also, they could be related to the study's objective, which calls for describing the economic and commercial development opportunities associated with the Project.	These are generic groupings to capture the range of opportunities tabled. The groupings and the majority of opportunities have been put forth by knowledge holders and stakeholders during the course of NWMO engagement activities in South Bruce and other area communities over the last 10 years. Some of the opportunities reflect other relevant projects in other jurisdictions based on 50+ years of experience.	It would be beneficial to the reader/public if an introduction/ this explanation is provided on how the opportunities were identified. It would enable the public/future readers of this study to more fully understand the research that informed the conclusion beyond personal experiences and anecdotes. Supporting evidence helps validate the findings and supports the reader's ability to understand "how" they were arrived at.

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
16	Section 7.2 -7.6	Similarly, how was the SWOT built? It would be helpful for the reader to highlight the process that led to the SWOT.	The SWOT analysis reflects the views of the authors based on 50+ years of professional experience, extensive Project engagement and long-term knowledge of the study areas both through other projects and residency.	It would be beneficial to the reader/public if an introduction/ this explanation is provided on the process that led to the SWOT. It would enable the public/future readers of this study to more fully understand the research that informed the conclusion beyond personal experiences and anecdotes. Supporting evidence helps validate the findings and supports the reader's ability to understand "how" they were arrived at.
18	Section 7.7 & 8	What is the research behind the Opportunities Funnel and the Regional Economic Development Collaborative? How was this developed? Are there any similar examples to the Collaborative?	The funnel is based on extensive hands-on experience by the authors in building and running economic development and business organizations. It is industry practice. The concept of collaboration came about through the outreach of South Bruce to the neighbouring municipalities of Huron-Kinloss, Brockton, North Huron, and Morris-Turnberry to join them in discussions about the Project and the collective opportunities it might provide. Other organizations that use a similar approach include, OMAFRA, Invest in Ontario, Ontario Food Cluster (OFC), Toronto Global, Southwestern Ontario Marketing Alliance (SOMA), Invest in Canada, etc.	Comment satisfactorily addressed. We suggest that the explanation provided here could be reflected in the Report as the reader/public may not be aware of this.
19	Section 8 & 9	Is there any direction that could be provided on the interest of the Partners to be part of the Collaborative?	This suggestion is beyond the scope of this study.	Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed. This may require a follow-up action to prioritize the opportunities, understand the capacity and capabilities of the Collaborative, establish the value proposition and the shared set of goals for workforce and economic development.

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
20	Section 9	The study needs to describe the risks associated with the Collaborative and the risks if the Regional Economic Development Collaborative is not established.	<p>The Collaborative is seen as an organizational mechanism, enabling MSB in partnership with the other CSA communities to prospect and implement the opportunities identified in the RED report.</p> <p>Again, please refer to Page 39, Section 3.2 Conclusions. The 'do-nothing' risk is clearly articulated.</p>	<p>The PRT agrees the 'do-nothing' risk is clearly articulated. However, there is opportunity to delve deeper into the development and implementation of the Collaborative and the challenges and limitations. Some of these are articulated in the report when discussing the composition of the Collaborative, who should be partners and considerations for the MOU. As a result, the comments are satisfactorily addressed.</p> <p>The PRT team recommends follow-up action with consideration provided for the capacity of the Collaborative and ability to influence. Both the risks accompanying the Collaborative and the risks of not forming the Collaborative could be explored further.</p>

4.2 Comments on Adherence to the Work Plan

The Regional Economic Development Study substantively complies with its approved Work Plan as indicated in **Table 4.2** based on available data as of the writing of the report.

Table 4.2 Adherence to the Work Plan

Step #	Step	Description of Activities	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
Step 1	Data Collection – Secondary/ Primary; updated Project assumptions; information from other related community studies	<p>a. Define the areas that reflect the regional economy and the economic linkages that tie the areas together.</p> <p>b. Identify the component sectors and key businesses that characterize the regional economy.</p> <p>c. Identify and describe the regional energy and nuclear sectors and the supply chains they rely on, both within the region and beyond.</p> <p>d. Identify and describe the regional construction sector and its capabilities.</p> <p>e. Understand local and regional goals and objectives around economic development.</p> <p>f. Define the project through its various stages and understand its workforce requirements; requirements for goods and services; and component configurations</p> <p>Note: While the majority of data collection may occur during this initial step/period, additional secondary and primary source data may be collected during the study timeframe as it becomes available.</p>	<p>Step 1(a-d) has been satisfactorily addressed.</p> <p>There is need to expand on 1-e to understand the local and regional goals and objectives around economic development.</p> <p>The peer review team understands that based on available data as of the writing of the report, the workforce requirements; requirements for goods and services; and component configurations of the NWMO Project have been satisfactorily addressed (1-f).</p>	<p>A brief discussion has been added setting out the goals of key area municipalities (i.e., Bruce County, Grey County and Kincardine etc.) with respect to the economic development; refer to Section 2.3 page 11 of revised report (in preparation).</p>	<p>Comment satisfactorily addressed.</p>

Step #	Step	Description of Activities	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
Step 2	Provide Inputs to and take Outputs from Other Studies	<ul style="list-style-type: none"> a. Share data and findings with other community studies b. Take into considerations data and findings from other studies that are pertinent to the subject study 	<p>Step 2(a-b) has been satisfactorily addressed.</p> <p>The Regional Ec Dev Study does identify the economic community studies that are considered relevant and inform this work (Section 2 of report).</p> <p>It is understood that simultaneous completion may have impacted data and findings sharing.</p> <p>The draft Regional Economic Development Study report could highlight the findings in the South Bruce Economic Development Project Effects & Strategy and draw out stronger connections between both studies. The studies also need to be coordinated to ensure they use common assumptions and do not result in competing strategies for maximizing the economic benefits of the Project.</p>	<p>The majority of opportunities identified in the South Bruce Economic Development Project Effects and Strategy are articulated in considerable detail in the RED report.</p> <p>During the course of the August 2022 CLC meeting dealing with the South Bruce Economic Development Project Effects and Strategy, considerable presentation and discussion was given to the observations and conclusions tabled in the May 2022 draft V2 Regional Economic Development Strategy.</p>	Comment satisfactorily addressed.
Step 3	Analysis and assessment, identification of effects management options	<ul style="list-style-type: none"> a. Examine and understand existing local and regional economic development strategies. b. Identify the location, nature and magnitude of areas that compete with the region for economic development. c. Note trends and issues within the regional economy and understand current opportunities and constraints as well as competitive landscapes both internal and external. d. Examine the ability of the regional economy to support the project. 	<p>The report would need to highlight other local and regional economic development strategies and/or initiatives to satisfactorily address Step 3-a</p> <p>It would be helpful to clearly state which municipalities are within the region of economic benefit of the Project to satisfactorily address Step 3-b</p> <p>Step 3 (c-g) has been satisfactorily addressed, given the information that is currently available</p> <p>It would benefit to elaborate on Section 2.3 to satisfactorily address Step 3-h. As it stands now, the section is told from the</p>	<p>The existing local and regional economic development strategies have all been reviewed. The opportunities and implementation tactics described in the V2 Regional Economic Development (RED) Report reflect many of those strategies and initiatives.</p> <p>The RED Report has made a strong case that most supply chain requirements to service the needs of the Project are collectively available and operational within the Regional and Local Study areas.</p> <p>The RED Report has also stated that the CSA will benefit in terms of aggregate supply and may potentially benefit from the</p>	<p>Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed.</p> <p>The PRT team recommends follow-up study to further investigate the capacity and capabilities of the Collaborative and the associated CSA communities and MSB to prioritize and pursue the opportunities set out in this report.</p>

Step #	Step	Description of Activities	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
		<p>e. Identify strengths and short comings for project support within the Region.</p> <p>f. Note what is likely to be sourced beyond the region.</p> <p>g. Identify the likely distributions of project associated economic activity within the region.</p> <p>h. Understand the economic development aspirations of South Bruce and area.</p> <p>i. Identify economic issues spawned by the project that could have positive or negative implications for other economic activities within the Region.</p> <p>j. Identify and understand the mechanisms available to shape economic development in the Region.</p>	<p>South Bruce perspective, offering insights on the aspirations of South Bruce. It would be beneficial to also highlight other local and regional economic development strategies and/or initiatives.</p> <p>Also, it would be advantageous to also highlight what the other communities have done in response to the Project, if any and if the other four municipalities in the CSA support the growth targets.</p> <p>Section 7 SWOT does inform on the implications of the economic and supply chain activities. It would benefit to elaborate on the negative implications for other economic activities within the Region to satisfactorily address Step 3-i. What are the other economic activities within the Region that are impacted by the Project and the degree of impact? This needs to be described.</p> <p>The study needs to describe what are the mechanisms available to shape economic development in the Region to satisfactorily address Step 3-j. Are the enablers the mechanisms?</p>	<p>construction activity that will occur outside of the exclusion zone.</p> <p>This Initiative is out of scope for the subject study. See response to comment 5 above.</p> <p>This initiative is out of scope for the subject study.</p> <p>The RED Report has recommended the formation of an Economic Development Collaborative and laid out a strategy that will enable the Collaborative to move forward with economic development and be competitive with surrounding area municipalities that will undoubtedly look to realize Project opportunities should South Bruce be selected as the preferred siting location.</p>	

Step #	Step	Description of Activities	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
Step 4	Observations and Conclusions	<ul style="list-style-type: none"> a. Summarize findings b. Set out observations and conclusions c. Identify the trade-offs that may be required to optimize economic development across the Region. d. Compare alternatives and put forward options to optimize economic development in the Region. 	Step 4(a-d) has been satisfactorily addressed.	Undertaking a follow-up study is an initiative beyond the scope of the current study.	<p>Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed.</p> <p>The Study puts forth concepts and options to foster discussion only. The PRT team recommends follow-up actions to prioritize the options and provide direction for Collaborative. This can enable the NWMO, the MSB, or other parties make final decisions on actions and commitments.</p>

4.3 Municipality of South Bruce's Guiding Principles

The Regional Economic Development Study informs select principles of the 36 guiding principles 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 APM 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 (**Appendix D**).

Six of the 36 principles are linked to the Regional Economic Development Study: numbers 10, 13, 14, 21, 22, and 36. **Table 4.3** lists the six principles and how the Regional Economic Development Study informs those principles.

Table 4.3 The Principles Associated with the Regional Economic Development Study

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.	<p>The Regional Economic Development Study contributes more generally to Principle #10.</p> <p>It identifies both potential positive and negative socio-economic impacts of the Project on South Bruce and surrounding communities. The study presents current economic context and the supply chain capabilities of the RSA, LSA and CSA. Options and opportunities are provided to derive economic benefit from the potential Project.</p>
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.	<p>The Regional Economic Development Study provides information directly relevant to Principle #13. The Study provides opportunities and supply chain considerations that are specific to agriculture. Examples include:</p> <ul style="list-style-type: none"> – Explore the application of new technologies in other sectors such as agriculture – Conduct agriculture on balance of site areas that are suitable for agriculture. Use these areas as a laboratory to demonstrate sustainable and net positive agricultural practices. – To take advantage of technologies and associated training done for the Project that may also be applicable to agriculture – The Collaborative will engage with provincial government ministries such as Ministry of Economic Development, Job Creation and Trade, Invest Ontario and the Ministry of Agriculture, Food and Rural Affairs to identify potential synergies, areas of mutual interest and explore the potential for working collaboratively on opportunities
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.	<p>The Regional Economic Development Study provides information directly relevant to Principle #14. The Study provides opportunities and supply chain considerations that are specific to tourism. Examples include:</p> <ul style="list-style-type: none"> – To capitalize on opportunities presented by the Project to develop a regional trail system – Support the growth of the Tourism and Hospitality Sector – The Collaborative will meet with municipal tourism staff and tourism associations such as the Bruce Peninsula and Saugeen Country Tourism Associations and the Bruce Grey Simcoe Regional Tourism Organization (RTO7) to discuss opportunities to develop tourism and recreational assets along with initiatives to encourage workforce development

Principle # and Description	Consideration of the Principle in the Study
21. 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 Regional Economic Development Study contributes more generally to Principle #21. The report presents a suite of opportunities for consideration that are based on experience and organized in four themes, one of them being Training and Recruiting. For example, the Study identifies that to further its workforce development mandate, the Collaborative will build relationships with training organizations such as Fanshawe and Conestoga colleges and NORCAT5 to identify NWMO's short, medium, and long-term skill requirements for the Project and Centre of Expertise.
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 the surrounding communities.	The Regional Economic Development Study contributes more generally to Principle #22. The Study identifies that once the Collaborative is established, they should engage the Partners and develop a business case to leverage and address several key considerations including a preferred procurement policy.
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.	The Regional Economic Development Study contributes more generally to Principle #36. The Study identifies the establishment of a not-for-profit agency (the Collaborative) to identify, develop and promote initiatives that will lead to economic and workforce development in the CSA and more broadly for the Region. The Collaborative could be formed in two ways. One option would include representatives from NWMO, the Municipalities of South Bruce, Brockton, Huron-Kinloss, North Huron, Morris-Turnberry, and SON. The other option would see NWMO as a Partner to the Collaborative through its MOU with MSB, and the Collaborative would then include the CSA Municipalities plus SON.

4.4 Conclusions of the Peer Review

The PRT identifies that the Regional Economic Development Study satisfactorily addresses the overall objective set out in the Work Plan. It presents the strengths and weaknesses for the Regional Study Area (RSA), Local Study Area (LSA) and the Core Study Area (CSA) to meet specific supply chain requirements of the Project. The focus of the Study is a strategy map set out for regional economic development to guide the CSA municipalities toward desired outcomes. The strategy map is comprised of four tiers, namely, enablers, connections and opportunities, value proposition, and desired outcomes.

The Regional Economic Development Study identifies the South Bruce Economic Development Project Effects & Strategy Study as directly relevant. Both studies were coordinated to ensure they use common assumptions and do not result in competing strategies for maximizing the economic benefits of the Project. Enabling strong partnerships across South Bruce, the CSA and throughout Bruce County is a central message of both studies. In addition to the South Bruce Economic Development Project Effects and Strategy, the Regional Economic Development Study integrates other related Community Studies including Community Studies Planning Assumptions, Labour Baseline Study, Workforce Development Study, Populations Projections Base Case and Anticipated Project Effects, School Age Population Projections, and the Housing Needs and Demand Analysis Study.

The Study provides sufficient information on the current context of the regional economy and Project assumptions. It examines local and regional economic development strategies and identifies the nature and magnitude of areas that compete for economic development. The RSA economy has enormous scope and scale and is a significant economic force at the provincial and national levels for many industry sectors. The LSA also has considerable strength for both nuclear and non-nuclear capability across design and contractor services and equipment supply. The CSA has little capacity on the nuclear construction front and very limited capability for the supply of design services and equipment supply. However, as the CSA is nested with neighbouring municipalities within the larger, stronger, and more diversified economies of the LSA and RSA, there are opportunities for these municipalities to derive economic benefit from the potential Project, particularly if they are proactive and focused.

Enablers are a central part of the Strategy map that can position the CSA strongly for economic benefit. They are the key stakeholders that initially need to be aligned and brought together through partnerships and alliances. The Study positions a not-for-profit agency “Core Study Area Economic Development Collaborative” team (‘the Collaborative’) to

identify, develop and promote initiatives that will lead to economic and workforce development in the CSA and more broadly for the Region. Potential Collaborative members include South Bruce, Huron-Kinloss, Brockton, Morris-Turnberry, and North Huron. NWMO could either be a member of the Collaborative or a Partner through its Memorandum of Understanding (MOU) with the Municipality of South Bruce (MSB).

The Study recommends that once the Collaborative is established, it would seek to identify priorities, pursue connections and opportunities, and build relationships with a variety of organizations, agencies, and government departments/ministries. A suite of opportunities for consideration are presented, organized in four themes:

- Training and Recruiting
- Supply Chain Considerations
- Resource Use and Enhancement
- Community Initiatives

It is noted that the opportunities presented in the Study are not prioritized nor meant to be exhaustive. Opportunities need to be evaluated and revised based on new considerations and understandings of the Collaborative members. Further, it is recommended that the Collaborative develop an attractive business case to capture the opportunities and the associated well-being for their residents. Desired outcomes are also presented in the Study as what the Collaborative can achieve. These include positioning the region as: a showcase for innovation; a source of community pride and motivation; a net positive system of initiatives/opportunities and a world class success.

The PRT identifies that the Study provides concepts and potential options to enhance positive outcomes and mitigate potential negative consequences of the project effects on economic development. These concepts and options are understood to be provided to foster discussion only and not represent commitments or actions for the NWMO, the MSB, or other parties. The Study states that final decisions on actions and commitments will be made at a future date. Thus, the PRT recommends follow-up studies and research considerations that can build on and inform the work already completed.

There are opportunities to be more specific around supply chain considerations and potential impacts for businesses who want to relocate to or expand in the LSA and CSA. This could include detailing what the opportunities are for businesses, the benefits and what would motivate them to locate into the LSA and CSA. The opportunities associated with the nuclear, engineering, and professional, scientific, and technical businesses and services can be explored to investigate how LSA and CSA businesses can step-up and participate in the supply chain for the Project.

Within the Regional Economic Development Study, it would have been beneficial to articulate the region of economic benefit and identify the economic development aspirations and mechanisms available to shape economic development. However, given this Study sets out provides concepts and potential options to foster discussion, a follow-up study is recommended to build on the connections and opportunities detailed in this study. A reader-friendly priority matrix that summarizes the opportunities and highlights their order of magnitude (some are worth a million and some are worth a billion or more) and likelihood of success would provide direction for South Bruce, CSA municipalities and the Collaborative.

The Collaborative is the focused course of action to enable the CSA municipalities to compete with and realize the Project-associated economic benefit. The PRT recommends further research and analysis to understand the capacity and capabilities of the Collaborative, establish the value proposition and the shared set of goals for workforce and economic development. Both the risks accompanying the Collaborative and the risks of not forming the Collaborative could be explored further.

Consideration should be given to accurately assess the capacity and capability of the Municipality of South Bruce to identify and communicate the opportunity to the CSA and LSA municipalities. Similarly, consultations are recommended with each of the identified partners (potential Collaborative members) to assess their interest and economic and community development priorities.

In conclusion, the Regional Economic Development Study identifies significant opportunity for the CSA to realise the Project associated economic benefit. Recognizing these opportunities requires a serious commitment of resources. Its success depends upon a dedicated team with shared goals and objectives mobilized from within the community.

Appendices

Appendix A

List of Socio-Economic Community Studies

Appendix A. List of Socio-Economic Community Studies

ID	Study Name	Study Proponent	Lead Consultant
E01	Local Economic Development Study & Strategy	MSB	Deloitte
E02	Economic Development Program - Youth	MSB	Deloitte
E03	Local Hiring Effects Study & Strategy	MSB	Deloitte
E04	Demographics	MSB	Deloitte
E05	Agricultural Task Force/Agricultural Business Impact Study	MSB	Deloitte
E06	Fiscal Impact and Public Finance	MSB	Watson & Associates Economists
E07	Tourism Industry Effects & Strategy	MSB	Deloitte
E08	Housing Needs and Demand Analysis Study	NWMO, MSB	Keir Corp.
E09	Labour Baseline Study	NWMO	Keir Corp.
E10	Workforce Development Study	NWMO	Keir Corp.
E11	Regional Economic Development Study	NWMO	Keir Corp.
E12	Property Value Monitoring Program		
I21	Aggregate Resources Study	NWMO, MSB	Keir Corp.
I22	Infrastructure Baseline and Feasibility Study	NWMO	Morrison Hershfield
I23	Local Traffic Effects Study	NWMO	Morrison Hershfield
I24	Road Conditions Effects Study	NWMO	Morrison Hershfield
S13	Effects on Recreational Resources	MSB	Tract Consulting
S14	Local/Regional Education Study	NWMO, MSB	DPRA
S15	Land Use Study	NWMO, MSB	DPRA and MHBC
S16	Social Programs Study	NWMO, MSB	DPRA
S17	Emergency Services Study	NWMO	DPRA and IEC
S18	Vulnerable Populations Baseline and Effects Study	NWMO	DPRA
S19	Effects on Community Safety		
S20	Community Health Programs and Health Infrastructure Study	NWMO	DPRA

Appendix B

Peer Review Protocol

South Bruce Consultants Peer Review Protocol

Protocol for Peer Review Process

1. The scope of the peer review is variable for each NWMO study (Study). The scope and objective of each Study is variable. The Study may include development of information, data and documents in the form of a:

- Statement of Work
- Work plan
- Baseline conditions
- Modeling/prediction/forecast of future conditions
- An assessment of impact/benefits

Not all NWMO studies will include each of the above listed elements. While a collaborative peer review approach is to be used, it is important to maintain independence during the peer review process.

2. Develop an initial understanding of NWMO inputs to conducting the Study including timing, availability and sources of information.
3. Meet with NWMO and their consultants to
 - compile a list of information/documents that will need to be reviewed as part of the Peer Review
 - compile a list of parties/agencies providing information for use in preparing the Study
 - identify additional information/sources that may be pertinent to the Study
4. Undertake an initial review of the information/documents assembled and developed for the Study
 - Peer review of the SoW will include information and data pertaining to some or all of the following elements:
 - i.) Statement of Work (SoW)
 - ii.) Work plan
 - iii.) Baseline conditions
 - Provide questions/comments to NWMO on the available information/documents and ensure they have been adequately addressed with the community in mind.
5. Conduct peer review of the Study findings as they are developed which may include the following:
 - i.) Project design(s)
 - ii.) Modeling of future conditions
 - iii.) Impact assessment approach
 - iv.) Impact assessment findings
 - v.) Analysis of reliability
 - If warranted, work with NWMO and their consultants to conduct a site visit
6. Meet with NWMO and their consultants to:
 - Seek clarifications of the information/documents reviewed
 - Ensure a full understanding of the assessment approach and findings
 - Present the preliminary peer review findings (concurrences and concerns)

- Provide questions/comments and peer review findings and ensure they have been adequately addressed with the community in mind.
7. Review NWMO draft reports
 - Complete a detailed review of the draft reports
 - Identify omissions and/or inconsistencies if they occur with SOW and Work Plan
 8. Prepare draft Peer Review Report for submission to South Bruce for comments.
 - Include a summary of peer review observations, findings, and comments
 9. South Bruce will review with RedBrick for communications to public
 10. Finalize and present the Peer Review Report to South Bruce and NWMO
 11. Each consultant will need to provide a presentation of the findings of the peer reviews to the CLC.

Table of Contents for Peer Review Report

1. Introduction
 - a. State the purpose of the Peer Review Report (Report)
 - b. Provide capsule summary of the proposed Project
 - c. Identify the NWMO Study that is being peer reviewed
 - d. Identify the NWMO Statement of Work for completing the Study (i.e., SOW from EOI or update)
 - e. Identify participants involved in conducting the Study
 - f. Identify the time period the Study work and Peer Review was carried out
2. Peer Review Objectives and Process
 - a. State objectives for conducting the Peer Review which include
 - i. To provide the community of SB with independent review by qualified subject matter experts
 - ii. To complete a peer review of the NWMO Assessment of potential impacts and proposed benefits in comparison to existing conditions
 - iii. To review how the potential impacts and proposed benefits adhere to the 36 principles that will guide the assessment of willingness to host the Project.
 - b. Describe the Peer Review Process Undertaken
 - i. Describe the Peer Review process that was carried out.
 - ii. List activities completed (e.g., site visits, work plan review, data review, report review, meetings, etc.)
3. Documentation and Information Reviewed
 - a. List NWMO study specific information reviewed which may include:
 - i. Scope of work
 - ii. Detailed work plan
 - iii. Baseline Conditions
 - iv. Assessment Approach
 - v. Assessment Findings
 - b. List parties/agencies involved in providing information into the study
 - c. List all documents/meetings/data/additional information and include a short summary of each
4. Peer Review Findings and Resolution
 - a. Baseline Conditions Report (concurrences and concerns and resolution)

- b. Impact Assessment (IA) Report
 - i. IA approach (concurrences and concerns and resolution)
 - ii. IA findings (concurrences and concerns and resolution)
 - c. Conclusions of peer review
 - d. Adherence to the 36 principles which are pertinent to the study
5. Summary

Appendix C

Peer Review Comments Memo



Memorandum

September 02, 2022 – updated November 1, 2022

To	Dave Rushton/Catherine Simpson, Municipality of South Bruce		
Copy to			
From	Greg Ferraro and Ian Dobrindt/AD/mma	Tel	+1 519 884 0510
Subject	Regional Economic Development Study (E11) Report – Peer Review Comments	Project no.	11224152-MEM-33

1. Introduction

This memo provides the Municipality of South Bruce (South Bruce) peer review team's (PRT) comments on the Regional Economic Development Study (E11) Draft Report (Draft Report) prepared by DPRA (dated May 9, 2022). The peer review comments are provided for your consideration and internal circulation as per the South Bruce Nuclear Exploration Project joint study review flow process. In addition, the memo will be submitted to the Nuclear Waste Management Organization (NWMO) and their consultants by GHD Limited (GHD) as per the peer review protocol process.

2. Peer review approach

The peer review of the Draft Report was carried out by Deloitte and GHD. The peer review process was completed in alignment with the peer review protocol that was developed to support a collaborative approach between NWMO and South Bruce while maintaining independence during the process. In accordance with the peer review protocol process, Deloitte (Subject Matter Expert) and GHD (Lead Consultant) considered the following information during our individual reviews of the Draft Report:

- Regional Economic Development Study -Statement of Work (May 2021)
- Southwestern Ontario Regional Economic Development Study Work Plan (E11), prepared by DPRA Canada Inc. (October 5, 2021)
- Knowledge holder interviews
- Peer review comments on NWMO's draft project description for South Bruce community studies memo prepared by GHD Limited (November 18, 2021) and responded to by NWMO (January 27, 2022)
- South Bruce and area growth expectations memo prepared by metroeconomics (February 7, 2022)

Both Deloitte and GHD reviewed the Draft Report having the following questions in mind:

- Are there any significant concerns, issues, and/or omissions with the Draft Report?
- What are our initial observations/impressions on the Draft Report?
 - Has the work plan been complied with?

- Has pertinent information gained from knowledge holder interviews been included?
- Has a previous NMWO response of deferring a peer review team comment to the Draft Report task been complied with?
- Have peer review comments made during the community study workshops been addressed?
- Does the Draft Report reflect the most current information available?

Deloitte and GHD discussed the initial observations and combined preliminary comments on the Draft Report at the 10-day peer review check-in meeting held on May 26, 2022 with Deloitte, GHD, South Bruce and the NWMO and their consultants in attendance. Deloitte and GHD verbally presented the 10-day comments to all in attendance, addressed questions and provided clarifications where required.

The May 26, 2022 meeting was also used as an opportunity to present the approach and early findings of South Bruce Economic Development Project Effects & Strategy (E01) being carried out by Deloitte. Both DPRA, Keir Corp, and Deloitte study teams were requested to consider each other's studies and findings within the context of their own work going forward.

The following peer review comments are provided based on a review of the Draft Report, the findings of the South Bruce Economic Development Project Effects & Strategy and ongoing discussions held with the NWMO and their consultants.

3. Peer review comments

The draft Regional Economic Development Study (Regional Study) Report provides concepts and potential options to enhance positive outcomes and mitigate potential negative consequences of the project effects on economic development. These concepts and options are understood to be provided to foster discussion only and not represent commitments or actions for the NWMO, the MSB, or other parties. The Study states that final decisions on actions and commitments will be made at a future date.

The Study identifies the South Bruce Economic Development Project Effects & Strategy Study as directly relevant. Both Studies use the labour, services, equipment, and materials potentially needed by the Project as essential inputs to inform the work. The insights from the Regional Economic Development Study were adapted to inform the NWMO Potential Business Needs analysis for the South Bruce Economic Development Project Effects & Strategy Study. However, there is merit in drawing out more stronger connections between both Studies. To do this it is recommended the Regional Study pursue a stronger focus on the project effects, concepts and options pertinent to the Local Study Area as an extension of the study carried out for South Bruce. This would allow for the population-related growth impacts to be highlighted to connect both studies more effectively. The Studies need to be coordinated to ensure they use common assumptions and do not result in competing strategies for maximizing the economic benefits of the Project.

The Regional Study should be specific around supply chain considerations and potential impacts for businesses who want to relocate to or expand in the Local Study Area. The Draft Report should detail what the opportunities are for businesses, the benefits and what would motivate them to locate into the Local Study Area. The opportunities associated with the nuclear, engineering, and professional, scientific, and technical businesses and services can be explored to detail how local and regional businesses can step-up and be suppliers for the Project.

The Regional Study would benefit from clearly defining the region of economic benefit and identifying the economic development aspirations of communities within this region of economic benefit. The mechanisms available to shape economic development in the Local Study Area with recognition of regional economic activities should be described for clarity.

The Peer Review Team believes follow-up study and further research and analysis to prioritize the opportunities identified in the Regional Study would be beneficial. It would be beneficial to further develop the

capacity and capabilities of the Collaborative¹, establish the value proposition and the shared set of goals for workforce and economic development. Consideration should be given to accurately assess the capacity and capability of the Municipality of South Bruce to identify and communicate the opportunity to the Core Study Area municipalities and potentially the Local Study Area municipalities. Both the risks accompanying the Collaborative and the risks of not forming the Collaborative could be explored further in the Regional Study.

Table 1 details the Peer Review Team's comments on the Regional Study Draft Report. **Table 2** summarizes the Peer Review Team's assessment of the Regional Study Work Plan.

¹ The members of the proposed CSA Collaborative are South Bruce, Huron-Kinloss, Brockton, North Huron, Morris-Turnberry, and the Saugeen Ojibway Nation. The goal of the Collaborative is to collectively pursue economic development opportunities associated with the Project.

Table 1 Regional Economic Development Study Report Comment Disposition Table

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
1	Overall Objective	<p>The overall objective of the Regional Study is to identify the economic development opportunities for the municipalities that are within the region of economic benefit of the Project.</p> <p>It would be helpful to clearly state the municipalities that are within the region of discernible economic benefit of the Project. The strategy (Section 4) set out a strategy map for the CSA only. The rationale for this would be beneficial.</p>	<p>Chapter 3 clearly lays out the capabilities of the RSA, LSA and CSA to respond to supply chain requirements of the Project.</p> <p>Section 3.5 provides a set of detailed conclusions addressing the strengths and weaknesses of each area to meet specific supply chain requirements of the Project.</p> <p>The Project offers substantial opportunity for economic development. Both the RSA and LSA are well prepared and able to take on and capture these opportunities. However, this is not the case for the CSA.</p> <p>If the CSA wants to be competitive with respect to regional economic development, it needs to recognize the broader area circumstances and it needs to be strategic about how and where it plays.</p> <p>Please refer to Page 39, Section 3.2 Conclusions.</p>	<p>The section 3.5.2 and the newly added executive summary does serve to address the comments. We understand the Strategy's position that economic opportunities associated with the Project can only be realized if CSA municipalities are proactive and focused. Further, the Collaborative is the focused course of action.</p> <p>Given this Study sets out provides concepts and potential options to foster discussion, the PRT team identifies the comment is satisfactorily addressed. We recommend a follow-up study building on the connections and opportunities detailed in this study</p>
2	Overall Objective	<p>The review team recommends that consideration is provided to detail the benefit of this report and the foundation it provides for the CSA, LSA, the business community, and residents.</p> <p>The takeaway for South Bruce and member-municipalities is the creation of the Collaborative to realize opportunities. Similarly, what is the takeaway for a business in the community or residents? What is the business expansion, retention, and attraction opportunities? What is needed to ensure local and regional businesses can be suppliers for the Project?</p>	<p>Please refer to Sections 7.2 to 7.5 inclusive. A wide variety of opportunities are set out and evaluated.</p>	<p>The PRT team does agree that a wide variety of opportunities are set out and a SWOT provided. There are many opportunities, and the Study identifies that the prioritization of these opportunities should be the responsibility of the Collaborative.</p> <p>Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed. We recommend a follow-up study is conducted to review and prioritize the opportunities detailed in this study. This could be done as part of the Collaborative.</p>

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
3	General	An Executive Summary could be added at the beginning of the report to ensure clarity and set the stage for the reader. The summary could focus on the study's scope, objectives, purpose, outcomes, and considerations for regional economic development. Section 10 (next steps) Summary Overview could be positioned as the Executive Summary.	An executive summary was added to front of revised report (in preparation).	Comment satisfactorily addressed.
4	General	A summary of pertinent information/themes gained from knowledge holder interviews and workshops is essential. This will help the community see/hear its voice within the report. This could be added as an appendix and should be highlighted as part of each section that builds on consultation input.	An Appendix setting out the results of knowledge holder interviews, as was done for the Labour Baseline, Workforce Development and Housing studies, was added; refer to Appendix B, Table 16 of revised report (in preparation).	Comment satisfactorily addressed.
5	Section 2.3	As it stands now, the section is told from the South Bruce perspective, offering insights on the aspirations of South Bruce. It would be beneficial to also highlight other local and regional economic development strategies and/or initiatives. This is an activity in Step 3 of Work Plan (E11), page 6.	<p>A brief discussion will be added setting out the goals of key area municipalities (i.e., Bruce County, Grey County and Kincardine) with respect to economic development.</p> <p>This initiative is beyond the scope of the current study.</p>	<p>Comment satisfactorily addressed. Section 2.3 lays out the Community Aspirations for Economic Development with reference to Bruce County, Grey County, Huron County, the municipalities of South Bruce, Kincardine etc.</p> <p>The PRT team identifies that it would be advantageous under a future planning initiative to highlight what the other communities are doing in response to the Project, if any and if the four municipalities in the study area are aligned with the growth targets.</p>
6	Sections 2.4 & 10	Related to the overall objective, there is opportunity to clarify the scope of the study. Section 10 states that the study sets out a strategic plan for Project-associated regional economic development. The scope (Section 2.4) states that this is a strategic plan for the CSA Municipalities (South Bruce, Huron-Kinloss, Brockton, North Huron, and Morris-Turnberry) to collectively pursue regional economic development opportunities. Should the pursuit firstly be within the LSA?	<p>The subject study clearly indicates that the supply chain capabilities needed to service the Project are present with the RSA and LSA. A "do nothing" approach by the CSA municipalities will ensure that much of the benefit associated with the project flows to the RSA and LSA.</p> <p>Given the preceding, the CSA communities in general, and MSB, need to adopt a proactive approach to pursue the opportunities set out in this report.</p>	<p>Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed.</p> <p>The PRT team recommends follow-up study to further investigate the capacity and capabilities of the Collaborative and the associated CSA communities and MSB to prioritize and pursue the opportunities set out in this report.</p>

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
			Again, please refer to Page 39, Section 3.2 Conclusions.	
7	Section 3	Can a description of the project supply chain, services and goods be provided as an appendix? This will provide clarity for the reader and help understand what the nuclear and non-nuclear businesses and stationary and mobile equipment's are.	The supply chain requirements of the Project as set in Section 3, Figures 8 and 9, reflect the information currently available from NWMO. Providing more detail and clarity, at this time, is beyond the scope of this study.	Comment satisfactorily addressed.
8	Section 3	Opportunity for NWMO to conduct a follow-up study to identify and evaluate the economic impact of the Project to economies of the CSA, LSA, RSA, province, and nation.	This request is beyond the scope of the current study. This can be identified as an option for future study and/or impact assessment, if the Project comes to the South Bruce Area.	Comment satisfactorily addressed. Consider this comment for future study.
9	Section 3.3.4	The reference to MDB Insight needs to change to Deloitte/GHD and South Bruce.	This adjustment was made; refer to pages 21 and 22 of revised report (in preparation).	Comment satisfactorily addressed.
10	Section 4	The strategy map (Figure 2) is descriptive and provides good context to the reader. The Strategy (Section 4) points are also key in setting the stage for the work. A comment for clarity: Instead of the 5th point, which broadly says that the strategy map is elaborated upon in the following sections, could cross-references/links be added to each bullet point? For example, at the end of point 1, it could say enablers are further detailed in Section 6.	This matter was addressed; refer to page 40, point 5 of revised report (in preparation).	Comment satisfactorily addressed.
11	Section 5	The bullet point #1 could highlight what this Project means for all CSA municipalities, not just South Bruce.	This could only be addressed in a very general way, given the consultant's limited level of engagement with the CSA communities on the RED study. Edits made to page 42, points 1 and 2 of revised report (in preparation).	Comment satisfactorily addressed.
12	Section 5	How were the opportunities under 'A Showcase for Innovation' identified? Were they based on consultations? How does this relate to Section 7.1 Connections and	Many opportunities have been mentioned in discussions Keir Corp. has had with various knowledge holders during 10 years of Project engagement in South Bruce and surrounding area municipalities.	It would be beneficial to the reader/public if an introduction/ this explanation is provided on how the opportunities were identified. It would enable the public/future readers of this study to more fully understand the research

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
		Opportunities and the SWOT? Both are identified as opportunities.	Others were identified based on 50+ years of experience with economic development initiatives in other jurisdictions and on other projects. The opportunities mentioned above are implicit in the connections and opportunities set out in Section 7. Potential connections help realize economic development prospects (i.e., opportunities). Prospects with the right connections can yield desired results.	that informed the conclusion beyond personal experiences and anecdotes. Supporting evidence helps validate the findings and supports the reader's ability to understand "how" they were arrived at.
13	Section 6	Bullet points 2 to 4 highlight ongoing discussions between NWMO, South Bruce, and South Bruce's immediate neighbours. Having a summary of the NWMO's presentation to the neighbouring communities and the discussion/comments received will help the reader understand the breadth of conversation and inform the Study.	This matter is out of scope for the subject study. Keir Corp. made a brief presentation on the Regional Economic Development Study work plan to the four neighbouring communities in October 2021 as one agenda item at a meeting, but there was little discussion of the topic at this meeting.	Response noted. Defer to recommendation to pursue the Collaboration.
14	Section 7	It would be useful to prioritize the opportunities. A reader-friendly priority matrix at the start of this lengthy section that summarizes the opportunities and highlights their order of magnitude (some are worth a million and some are worth a billion or more) and likelihood of success would be helpful. Section 7.7 does say that 'a "go/no-go" decision by the Collaborative is the precursor to implementation.'	Prioritization of economic development opportunities should be the responsibility of the Collaborative. Prioritization of opportunities is not appropriate for this study. The mandate of this study is to table suggestions not set priorities or make decisions.	Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed. As the prioritization of opportunities has been identified as out of scope for this study, the PRT team recommends follow-up study with consideration provided for the capacity of the Collaborative and ability to influence.
15	Section 7.1	Under point 9, please clarify how and why these four opportunities were identified. Was it built from consultation, quantitative analysis, etc.? Also, they could be related to the study's objective, which calls for describing the economic and commercial development opportunities associated with the Project.	These are generic groupings to capture the range of opportunities tabled. The groupings and the majority of opportunities have been put forth by knowledge holders and stakeholders during the course of NWMO engagement activities in South Bruce and other area communities over the last 10 years.	It would be beneficial to the reader/public if an introduction/ this explanation is provided on how the opportunities were identified. It would enable the public/future readers of this study to more fully understand the research that informed the conclusion beyond personal experiences and anecdotes. Supporting evidence helps validate the findings and supports the reader's ability to understand "how" they were arrived at.

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
			Some of the opportunities reflect other relevant projects in other jurisdictions based on 50+ years of experience.	
16	Section 7.2 -7.6	Similarly, how was the SWOT built? It would be helpful for the reader to highlight the process that led to the SWOT.	The SWOT analysis reflects the views of the authors based on 50+ years of professional experience, extensive Project engagement and long-term knowledge of the study areas both through other projects and residency.	It would be beneficial to the reader/public if an introduction/ this explanation is provided on the process that led to the SWOT. It would enable the public/future readers of this study to more fully understand the research that informed the conclusion beyond personal experiences and anecdotes. Supporting evidence helps validate the findings and supports the reader's ability to understand "how" they were arrived at.
17	Section 7.7	The current heading may be mistaken as the implementation plan for the Regional Economic Development Study. Possibilities for revision include 'Planning and Design'	This section addresses implementation of the opportunities. Planning and Design is not an appropriate title.	Comment not addressed, the reader has to go through the section to understand this is how opportunities could be implemented if deemed as a go.
18	Section 7.7 & 8	What is the research behind the Opportunities Funnel and the Regional Economic Development Collaborative? How was this developed? Are there any similar examples to the Collaborative?	The funnel is based on extensive hands-on experience by the authors in building and running economic development and business organizations. It is industry practice. The concept of collaboration came about through the outreach of South Bruce to the neighbouring municipalities of Huron-Kinloss, Brockton, North Huron, and Morris-Turnberry to join them in discussions about the Project and the collective opportunities it might provide. Other organizations that use a similar approach include, OMAFRA, Invest in Ontario, Ontario Food Cluster (OFC), Toronto Global, Southwestern Ontario Marketing Alliance (SOMA), Invest in Canada, etc.	Comment satisfactorily addressed. We suggest that the explanation provided here could be reflected in the Report as the reader/public may not be aware of this.
19	Section 8 & 9	Is there any direction that could be provided on the interest of the Partners to be part of the Collaborative?	This suggestion is beyond the scope of this study.	Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed.

Comment number	Report section reference	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
				This may require a follow-up action to prioritize the opportunities, understand the capacity and capabilities of the Collaborative, establish the value proposition and the shared set of goals for workforce and economic development.
20	Section 9	The study needs to describe the risks associated with the Collaborative and the risks if the Regional Economic Development Collaborative is not established.	The Collaborative is seen as an organizational mechanism, enabling MSB in partnership with the other CSA communities to prospect and implement the opportunities identified in the RED report. Again, please refer to Page 39, Section 3.2 Conclusions. The 'do-nothing' risk is clearly articulated.	The PRT agrees the 'do-nothing' risk is clearly articulated. However, there is opportunity to delve deeper into the development and implementation of the Collaborative and the challenges and limitations. Some of these are articulated in the report when discussing the composition of the Collaborative, who should be partners and considerations for the MOU. As a result, the comments are satisfactorily addressed. The PRT team recommends follow-up action with consideration provided for the capacity of the Collaborative and ability to influence. Both the risks accompanying the Collaborative and the risks of not forming the Collaborative could be explored further.

Table 2 Assessment of the study work plan - Table 1. Regional Economic Development Study Approach

Step #	Step	Description of Activities	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
Step 1	Data Collection – Secondary/ Primary; updated Project assumptions; information from other related community studies	<p>a. Define the areas that reflect the regional economy and the economic linkages that tie the areas together.</p> <p>b. Identify the component sectors and key businesses that characterize the regional economy.</p> <p>c. Identify and describe the regional energy and nuclear sectors and the supply chains they rely on, both within the region and beyond.</p> <p>d. Identify and describe the regional construction sector and its capabilities.</p> <p>e. Understand local and regional goals and objectives around economic development.</p> <p>f. Define the project through its various stages and understand its workforce requirements; requirements for goods and services; and component configurations</p> <p>Note: While the majority of data collection may occur during this initial step/period, additional secondary and primary source data may be collected during the study timeframe as it becomes available.</p>	<p>Step 1(a-d) has been satisfactorily addressed.</p> <p>There is need to expand on 1-e to understand the local and regional goals and objectives around economic development.</p> <p>The peer review team understands that based on available data as of the writing of the report, the workforce requirements; requirements for goods and services; and component configurations of the NWMO Project have been satisfactorily addressed (1-f).</p>	<p>A brief discussion has been added setting out the goals of key area municipalities (i.e., Bruce County, Grey County and Kincardine etc.) with respect to the economic development; refer to Section 2.3 page 11 of revised report (in preparation).</p>	<p>Comment satisfactorily addressed.</p>

Step #	Step	Description of Activities	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
Step 2	Provide Inputs to and take Outputs from Other Studies	<ul style="list-style-type: none"> a. Share data and findings with other community studies b. Take into considerations data and findings from other studies that are pertinent to the subject study 	<p>Step 2(a-b) has been satisfactorily addressed.</p> <p>The Regional Ec Dev Study does identify the economic community studies that are considered relevant and inform this work (Section 2 of report).</p> <p>It is understood that simultaneous completion may have impacted data and findings sharing.</p> <p>The draft Regional Economic Development Study report could highlight the findings in the South Bruce Economic Development Project Effects & Strategy and draw out stronger connections between both studies. The studies also need to be coordinated to ensure they use common assumptions and do not result in competing strategies for maximizing the economic benefits of the Project.</p>	<p>The majority of opportunities identified in the South Bruce Economic Development Project Effects and Strategy are articulated in considerable detail in the RED report.</p> <p>During the course of the August 2022 CLC meeting dealing with the South Bruce Economic Development Project Effects and Strategy, considerable presentation and discussion was given to the observations and conclusions tabled in the May 2022 draft V2 Regional Economic Development Strategy.</p>	Comment satisfactorily addressed.
Step 3	Analysis and assessment, identification of effects management options	<ul style="list-style-type: none"> a. Examine and understand existing local and regional economic development strategies. b. Identify the location, nature and magnitude of areas that compete with the region for economic development. c. Note trends and issues within the regional economy and understand current opportunities and constraints as well as competitive landscapes both internal and external. 	<p>The report would need to highlight other local and regional economic development strategies and/or initiatives to satisfactorily address Step 3-a</p> <p>It would be helpful to clearly state which municipalities are within the region of economic benefit of the Project to satisfactorily address Step 3-b</p> <p>Step 3 (c-g) has been satisfactorily addressed, given the information that is currently available</p>	<p>The existing local and regional economic development strategies have all been reviewed. The opportunities and implementation tactics described in the V2 Regional Economic Development (RED) Report reflect many of those strategies and initiatives.</p> <p>The RED Report has made a strong case that most supply chain requirements to service the needs of the Project are collectively available and operational within the Regional and Local Study areas.</p>	<p>Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed.</p> <p>The PRT team recommends follow-up study to further investigate the capacity and capabilities of the Collaborative and the associated CSA communities and MSB to prioritize and pursue the opportunities set out in this report.</p>

Step #	Step	Description of Activities	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
		<p>d. Examine the ability of the regional economy to support the project.</p> <p>e. Identify strengths and short comings for project support within the Region.</p> <p>f. Note what is likely to be sourced beyond the region.</p> <p>g. Identify the likely distributions of project associated economic activity within the region.</p> <p>h. Understand the economic development aspirations of South Bruce and area.</p> <p>i. Identify economic issues spawned by the project that could have positive or negative implications for other economic activities within the Region.</p> <p>j. Identify and understand the mechanisms available to shape economic development in the Region.</p>	<p>It would benefit to elaborate on Section 2.3 to satisfactorily address Step 3-h. As it stands now, the section is told from the South Bruce perspective, offering insights on the aspirations of South Bruce. It would be beneficial to also highlight other local and regional economic development strategies and/or initiatives.</p> <p>Also, it would be advantageous to also highlight what the other communities have done in response to the Project, if any and if the other four municipalities in the CSA support the growth targets.</p> <p>Section 7 SWOT does inform on the implications of the economic and supply chain activities. It would benefit to elaborate on the negative implications for other economic activities within the Region to satisfactorily address Step 3-i. What are the other economic activities within the Region that are impacted by the Project and the degree of impact? This needs to be described.</p> <p>The study needs to describe what are the mechanisms available to shape economic development in the Region to satisfactorily address Step 3-j. Are the enablers the mechanisms?</p>	<p>The RED Report has also stated that the CSA will benefit in terms of aggregate supply and may potentially benefit from the construction activity that will occur outside of the exclusion zone.</p> <p>This Initiative is out of scope for the subject study. See response to comment 5 above.</p> <p>This initiative is out of scope for the subject study.</p> <p>The RED Report has recommended the formation of an Economic Development Collaborative and laid out a strategy that will enable the Collaborative to move forward with economic development and be competitive with surrounding area municipalities that will undoubtedly look to realize Project opportunities should South Bruce be selected as the preferred siting location.</p>	

Step #	Step	Description of Activities	Comments from Peer Review	How and Where Comments are Addressed	Peer Review Initial Feedback to DPRA Comments
Step 4	Observations and Conclusions	<ul style="list-style-type: none"> a. Summarize findings b. Set out observations and conclusions c. Identify the trade-offs that may be required to optimize economic development across the Region. d. Compare alternatives and put forward options to optimize economic development in the Region. 	Step 4(a-d) has been satisfactorily addressed.	Undertaking a follow-up study is an initiative beyond the scope of the current study.	<p>Given the scope of this Study, the PRT team identifies the comment is satisfactorily addressed.</p> <p>The Study puts forth concepts and options to foster discussion only. The PRT team recommends follow-up actions to prioritize the options and provide direction for Collaborative. This can enable the NWMO, the MSB, or other parties make final decisions on actions and commitments.</p>

Appendix D

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.

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.

Capacity Building

24. The NWMO will cover the costs incurred by the Municipality in assessing community well-being and willingness to host the Project.
25. 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.

26. 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.
27. 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.

Services and Infrastructure

28. 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.
29. 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.
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.

Services and Infrastructure (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!

 South Bruce Nuclear Exploration Team:
Morgan Hickling, CLC Project Coordinator
sbclc@southbruce.ca
Dave Rushton, Project Manager
drushton@southbruce.ca
Catherine Simpson, Community Engagement Officer
csimpson@southbruce.ca
Tyler Robinson, Communications/
Public Relations Officer
trobinson@southbruce.ca

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Municipality of South Bruce
PO Box 540 | 21 Gordon St. E
Teeswater, Ontario N0G 2S0
Phone: 519-392-6623
Fax: 519-392-6266

