Municipality of South Bruce
Local Hiring Effects Study and Strategy

April 2022

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Note to the Reader: The original contractor for this project, MDB Insight Inc., was acquired by Deloitte LLP's Economic Advisory practice in April 2022. While the branding of the report is under Deloitte, it has been completed with the same personnel who began the project in 2021.

Acronyms

Acronyms	Description
FCLMPB	Four County Labour Market Planning Board
GBLIP	Grey Bruce Local Immigration Partnership
MIC	Municipal Innovation Council
NII	Nuclear Innovation Institute
NWMO	Nuclear Waste Management Organization
VPI Inc	VPI Working Solutions

Executive Summary

The Municipality of South Bruce is undergoing significant changes, driven by local and regional trends, including the rapid adoption of new technologies, digital disruption, aging population, and increased community attractiveness to new residents. Like many communities across Ontario and Canada, South Bruce is also facing increasing demand and competition for talent.

Since 2012, the Municipality has been involved in a process of learning about the Nuclear Waste Management Organization's (NWMO) Project for the long-term management of Canada's used nuclear fuel. The Project involves decades of planning, development, implementation, and direct and indirect economic impacts, including increased employment opportunities for the labour force in South Bruce and the surrounding region. While the decision on the final location of the NWMO Project is expected in 2023, South Bruce residents are provided the opportunity to increase awareness and understanding of the influences and impacts of this Project. Research across numerous study topics is being carried out simultaneously to ensure the community and its residents can provide input, and access subject matter expert's knowledge and intelligence as they determine their level of desire for hosting the NWMO Project. It is recognized early in the research that this opportunity will generate local employment across all skill levels. Additionally, with new federal initiatives centred on training and skills development, South Bruce is favourably positioned to maximize its local labour market capacity and provide the local workforce with increased career opportunities.

The key to success for an aligned supply and demand labour market will require building skills and knowledge that position the labour force to be ready and resilient as job opportunities emerge through normal economic activity, local labour force retirements, and through the Project. Meeting local employer labour demand is foundational to the continued economic competitiveness and business growth in South Bruce.

The Municipality of South Bruce retained MDB Insight (which was acquired by Deloitte LLP in April 2022) to develop this Local Hiring Effects Study and Strategy. The objective of this research and strategy is to provide comprehensive analysis and recommendations to maximize local employment associated with the Project while ensuring the community has a sufficiently skilled workforce to meet the ongoing labour force needs of local businesses.

The Local Hiring Effects Study and Strategy utilized a four-phase methodology that began in November 2021. Work carried out reflects a comprehensive focus on research, engagement, and strategy development. Consultations included one-on-one interviews, employer, job seeker and employee surveys, and workshops with local businesses and industry partners. To maximize knowledge, perspectives, and insights across a broad audience of knowledge holders, intel was extracted to inform this study from a series of knowledge holder interviews that were held as part of other relevant studies being carried out simultaneously. Such studies included the 2021 Municipal Economic Development Strategy Update, Municipal Corporate Strategic Plan (2021-2025) and 2022 Economic Development Study on Youth.

This Local Hiring Effects Study and Strategy provides a framework for the Municipality of South Bruce to consider local hiring in relation to economic and community factors, trends, technology changes and regional initiatives both linked and those unrelated to the proposed Project. This is critical to the competitive positioning of South Bruce and its business community as labour challenges are being experienced currently and projected to continue with or without the Project.

This study is positioned within the border framework of workforce and economic development efforts, in Bruce County and South Bruce. The strategy's actions support and advance existing initiatives underway including the 2021 – 2025 Bruce County Workforce Development and Attraction Strategy. While this strategy is developed for South Bruce, there are significant opportunities for collaboration and cooperation among lead organizations to support the alignment of talent supply and demand in the counties including Bruce, Grey, Huron, and Wellington. Labour force boundaries are not restricted to geographic boundaries making it imperative to consider labour across the broader geographic area.

Emerging through the research, consultations and analysis are three strategic goals, six objectives and a series of proposed actions. Collectively, these provide the Municipality of South Bruce with a validated, strategic plan that will support talent development, attraction, and retention, positioning the area with a labour force that is resilient and responsive to current and emerging labour demand.

Goal I: Create a Strong Local Talent Pipeline

- Strengthen the skills training and development ecosystem
- Support job quality and a favourable work environment for all

Goal II: Enable an Environment for Business Growth

- Continually engage with businesses to address labour force needs
- Encourage entrepreneurship and innovation in the Municipality
- Focus efforts for business attraction and development

Goal III: Talent Retention and Attraction Readiness

- Raise awareness of South Bruce as a destination for talent

Through the creation of a strong local talent pipeline, enabling an environment for business growth, and focussing on talent retention and attraction, South Bruce can respond to local employment associated with the NWMO Project, while ensuring the local business community has a skilled and ready workforce to meet its ongoing labour needs.

The objectives and resulting actions are vital in the development and support of South Bruce's workforce. Successful implementation will require collaboration and coordination across local and regional partners. It is this collective effort that will best position South Bruce to be a work-ready environment, demonstrating its recognition and commitment to the inter-connection between economic competitiveness and labour force readiness.

Section 1
Introduction

1.1 Aim of the Strategy

This Local Hiring Effects Study and Strategy is one of 24 socio-economic community studies aimed at helping the South Bruce community make informed decisions about the NWMO Project and the potential positive benefits and negative impacts of locating the repository and associated facilities within the Municipality. This study focuses on local hiring effects with the overall objective to maximize employment by the Project of people residing within South Bruce, while responding to the current and future workforce needs of local businesses and the Municipality.

The documented outcomes of this strategy as described in the Local Hiring Study and Strategy – Project Charter (2021) are:

To describe the workforce needs of the project for both the construction and operation phases of the project

To identify potential competing demands for that workforce between existing local businesses and the Municipality

To identify strategies to maximize local employment associated with the project while ensuring the community has a sufficiently skilled workforce to meet its ongoing needs
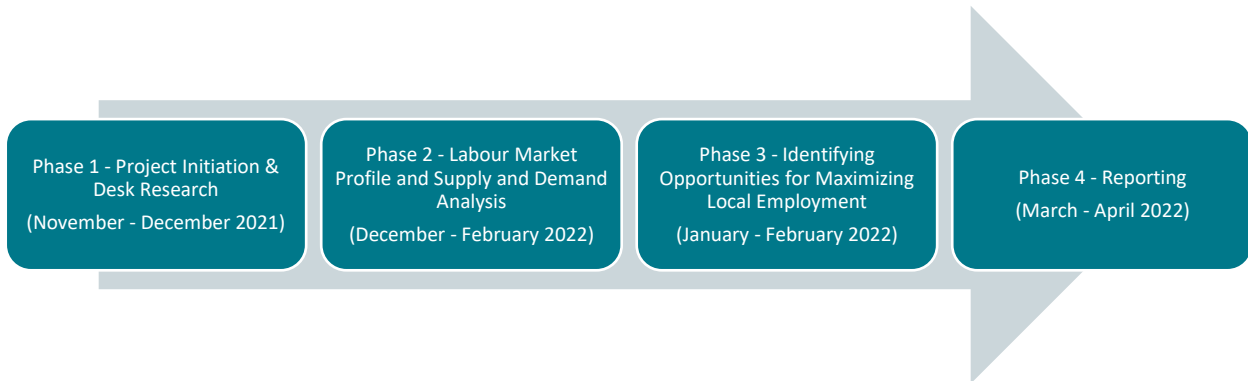
Undertake an assessment of challenges and opportunities associated with maximizing local employment

To identify strategies to encourage businesses to bring their workforce into South Bruce as a means of addressing any potential shortfall between the needs of the project and the needs of the community

1.2 Methodology

The Municipality of South Bruce contracted MDB Insight (which was acquired by Deloitte LLP in April 2022) to undertake a strategic planning process for the Local Hiring Effects Study and Strategy. As illustrated in the figure below, the process was a four-phase interconnected methodology that began in November 2021.

| Phase 1 - Project Initiation & Desk Research (November - December 2021) | Phase 2 - Labour Market Profile and Supply and Demand Analysis (December - February 2022) | Phase 3 - Identifying Opportunities for Maximizing Local Employment (January - February 2022) | Phase 4 - Reporting (March - April 2022) |

Phase 1 and Phase 2 provided the basis for South Bruce to identify relevant tactics for maximizing local employment and hiring the resident workforce to enter in-demand jobs, particularly in trades, construction, and related roles. This comprehensive desktop research included a study of the labour market demand in South Bruce and Bruce County leveraging the Vicinity Jobs' real-time Jobs Demand Report's intelligence-gathering system.[1] Following this, an education pipeline analysis and skills analysis was completed to estimate graduate completions and inform on skills required for in-demand occupations. Best practice research collected information on workforce development initiatives with particular focus on:

- hiring local people to enter in-demand professions during construction and operation
- enabling service suppliers to locate locally
- community benefits agreements for workforce development

The results of these efforts are provided as the Technical Report (Appendix A)[2] to this Strategy.

Phase 3 - Identifying Opportunities for Maximizing Local Employment included one-on-one interviews, employer, job seeker and employee surveys, and a focus group workshop with local businesses and industry partners. Stakeholders provided insight into relevant workforce trends and priorities for workforce development in the Municipality. While the stakeholder input received through the online surveys was limited, this element was further informed through the other stakeholder engagement and the extensive outreach of the other community studies that were in community simultaneously with this research.

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[1] Data is sourced from Vicinity Jobs Inc. Real-time labour market information (LMI) is generated by extracting information from publicly available online job postings. By using continuously improved text-scraping and artificial intelligence technologies to extract intelligence from the content of those web postings, real-time LMI can gather, organize, categorize, and analyse the vast quantities of data. https://www.vicinityjobs.net/

[2] Provided as a separate report.

This strategy leveraged insights from:

- interviews conducted by NWMO with knowledge holders as part of the socio-economic community studies to understand area labour force capabilities, trends, and issues.
- consultations conducted as part of municipal led studies including the 2021 Municipal Economic Development Strategy Update, Municipal Corporate Strategic Plan (2021-2025) and 2022 Economic Development Study on Youth.

This report concludes the research and consultation undertaken to provide the Municipality of South Bruce with a Local Hiring Effects Study and Strategy. It reflects the community's needs and aspirations and provides direction for workforce and labour market efforts with a vision for aligned labour supply and demand for South Bruce. The Strategy includes an implementation plan with short, medium, and longer-term actions to advance the Municipality's workforce development agenda. The Action Plans are grounded in findings emerging through the extensive research and analysis, consultations, and best practice research.

This report is presented under the following sections:

Situational Analysis provides a high-level review of regional and local reports and strategies relevant to workforce development in South Bruce. It also informs on the South Bruce's demographic and workforce trends that shape the labour force environment in the region.

SOARR Assessment builds on the situational analysis and stakeholder input and provides an overview of workforce and hiring related Strengths, Opportunities, Aspirations, Risks, and Results (SOARR).

Strategic Directions for Hiring Effects highlights the necessary foundational elements necessary to address to foster growth in the short and long-term for South Bruce. The strategic directions anchor and qualify the objectives and actions of the Local Hiring Effects Action Plan.

Local Hiring Effects Strategy Framework builds on the higher-level set of strategic directions, to provide a tactical path toward workforce success.

Section 2

Situational Analysis

2.1 Workforce Planning Context

An essential consideration when developing a successful strategy is to identify relevant and ongoing initiatives being developed and implemented by stakeholders in the region. This will ensure that the Municipality reduces duplication, builds on lessons learned by partners, and leverages opportunities to allocate limited resources in the right place to strengthen and amplify outcomes.

South Bruce has demonstrated commitment to workforce development, as reflected in its Municipal Corporate Strategic Plan (2021-2025). Considering this, and the need for integration between workforce development efforts and economic development plans and policies, a review of existing planning efforts was undertaken. The key insights from this review are presented here.

Regional Workforce Development Initiatives

The 2021 – 2025 Bruce County Workforce Development and Attraction Strategy serves as the regional approach to workforce development in Bruce County. The Strategy endorsed by the County Council will grow and support the local labour force, spur business growth, and advance an inclusive community willing and able to take on the challenges of today and tomorrow. It provides direction to support South Bruce address labour force challenges by focussing on continuous data collection, attraction, retention, and skills building.

Bruce County's workforce development network also comprises organizations such as the Workforce Planning West and the Four County Labour Market Planning Board (FCLMPB). The FCLMPB provides services and resources to understand the labour market opportunities and trends for Bruce, Grey, Huron, and Perth counties. Local governments in Bruce, Grey, and Huron, have also partnered together behind the Nuclear Innovation Institute's Clean Energy Frontier program. Initiatives fostered by Bruce Power and Nuclear Innovation Institute (NII) are central to accelerate innovation and business growth for the nuclear industry.

Local Initiatives

South Bruce's Municipal Corporate Strategic Plan (2021-2025) sets the stage for workforce efforts in the community. Under the Strategic Goal of a *Progressive and Growing Economy*, the Plan calls for fostering a favourable business environment that supports existing businesses, creates local employment opportunities, and attracts new business investment. South Bruce's 2021 Municipal Economic Development Strategy Update supports the need for flexible policies and resources, focusing on agriculture and village revival. It highlights the need for a resident, workforce, and entrepreneur attraction plan to embrace diversity in business and culture and realize growth in Teeswater, Mildmay, and Formosa urban centers.

NWMO Led Socio-Economic Community Studies

As part of the process of informing on the Project, the NWMO and the Municipality of South Bruce are working together to prepare a suite of community studies which will be shared broadly across the community. These studies are at various stages of completion, and where possible, relevant studies were reviewed, as part of this strategy development.

The 2022 Labour Baseline Study (E09) and 2022 Workforce Development Study (E10) Draft was reviewed to understand the regional economic realities and inform the skill gaps analysis. The 2022 Workforce Development Study (E10) Draft was instrumental in characterizing the labour NWMO (employment)

needs for the Project and provides a *Continuum of Approaches* for workforce development. The report highlights a campus concept at the Centre of Expertise to optimize training delivery, build on existing relationships with institutions/organizations, develop a local skilled talent pool, create local employment opportunities, and encourage the development of spin-off initiatives in the Project area.

The 2022 Housing Needs and Demand Analysis Study (E08) Draft describes the housing supply, and residential land in proximity to the Project. The Study identifies that South Bruce housing is projected to grow through natural population growth. It proposes a Project-affiliated campus development that offers both temporary accommodation and training facilities to build and evolve workforce capabilities.

The 2022 Regional Economic Development Study (E11) Draft puts forward a strategic plan for the Core Study Area Municipalities, namely, South Bruce, Huron-Kinloss, Brockton, North Huron, and Morris-Turnberry, to pursue regional economic development opportunities collectively.

Key Takeaways and Considerations

The review of regional and local efforts highlights significant opportunity for South Bruce to build and support the local labour force and business labour needs. The NWMO led socio-economic community studies also identify that most needs for labour, and goods and services could be met by the Regional Study Area (RSA) collectively. The RSA includes the Counties of Bruce, Grey, Huron, Perth, Wellington, Oxford and Middlesex and the Region of Waterloo.

However, further consideration relevant to the focus of this report identifies that, South Bruce needs to address economic and labour force realities to maximize local employment associated with the Project, while ensuring the community has a sufficiently skilled workforce to meet its ongoing needs, outside of the NWMO Project. Influencing considerations include an aging and retiring population, gaps in labour supply and demand, skills mismatch, youth out-migration and business labour force concerns. Labour force limitations could negatively influence economic growth, particularly if South Bruce cannot attract a working-age population with the skills necessary to participate in the evolving labour market.

South Bruce businesses are predominantly small and medium enterprises and face workforce shortage gaps, restricting their ability to fill vacant positions, hire for the skills they need and address succession planning gaps. Employers highlight disparities in employability skills, such as poor work ethic, lack of critical skills, problem-solving, and certifications. Moreover, local employers often compete with larger and more attractive population centres for the limited labour pool. The COVID-19 pandemic has added a layer of concern as businesses currently find it difficult to pivot their business models and attract employees. While the long-term impacts of COVID-19 are still largely unknown, the implications for employment, operations and consumer behaviour need to be monitored, moving forward.

The continued success of South Bruce is influenced by its ability to foster a steady supply of skilled labour and ensure that all labour force participants have equal opportunity to participate and prosper in the local labour market. Partnerships with local and regional workforce, economic development, community partners and employers are essential to inform strategic planning and program development. The Municipality should play a critical role in informing and contributing, where appropriate, to workforce wraparound supports, including transit, infrastructure, housing, and quality of life considerations.
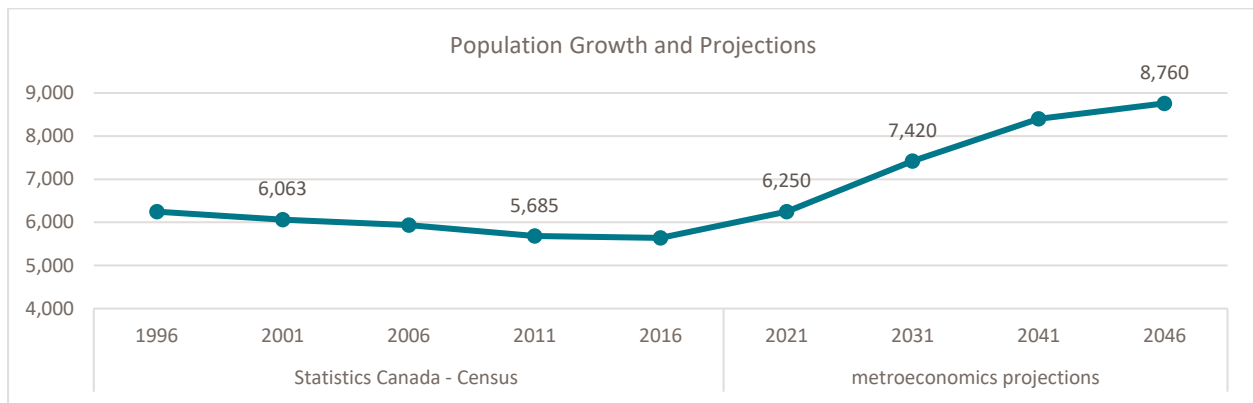
2.2 South Bruce's Labour force

The data presented in this section is sourced from EMSI Analyst, 2021 and Manifold Data Mining, 2020, and aligns with the data presented in the 2022 Workforce Development Study (E10) Draft and 2022 Labour Baseline Study (E09) Draft.
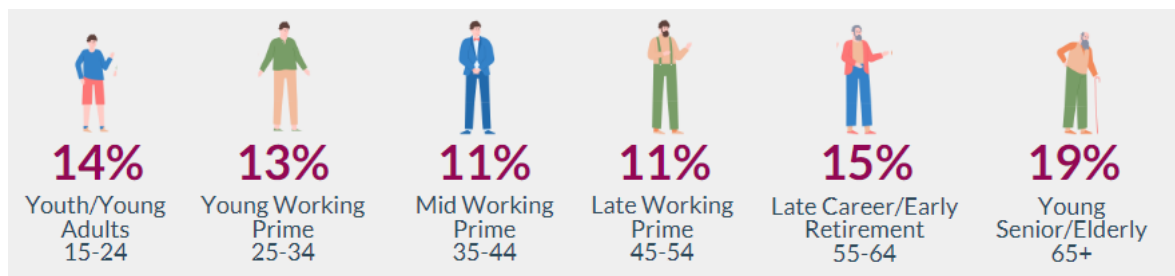
Socio-Demographic Trends

When considering the Statistics Canada, Census of Population, South Bruce showed a population decline of 3%, between 2001 and 2016, possibly due to factors including an aging population, lower birth rate and out-migration.

As per *metroeconomics*[3], South Bruce showed a population of 6,250 people in 2021[4]. By 2031, South Bruce is projected to reach 7,420 people. Long-term projections to 2046, show the Municipality will grow to 8,760 people[5]; an additional 1,340 residents.

Population Growth and Projections

	1996	2001	2006	2011	2016	2021	2031	2041	2046
		6,063		5,685		6,250	7,420		8,760

Statistics Canada - Census | metroeconomics projections

Source: Statistics Canada, Census 2001, Census 2006, NHS 2011, Census 2021 | metroeconomics

As per the 2020 Manifold Data estimates, 66% of South Bruce's population is under the age of 55. The late-career and early retirement (55 to 64 years) cohort make up 15% of the Municipality's population. This group will hit retirement age in the upcoming years, leading to possible labour force shortages. Youth and young adults (15 to 24 years of age) make up 14% of the population.

| 14%	13%	11%	11%	15%	19%
Youth/Young Adults 15-24	Young Working Prime 25-34	Mid Working Prime 35-44	Late Working Prime 45-54	Late Career/Early Retirement 55-64	Young Senior/Elderly 65+

Source: Manifold Data Mining, 2020

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[3] *metroeconomics* specializes in developing assessments of the economic and demographic potential of metropolitan areas and individual communities.
[4] It should be noted that *metroeconomics* data has been used to inform this study in lieu of the 2021 Statistics Canada, Census of Population. metroeconomics uses Post-censal 2021 estimates released January 13th and have been adopted by South Bruce.
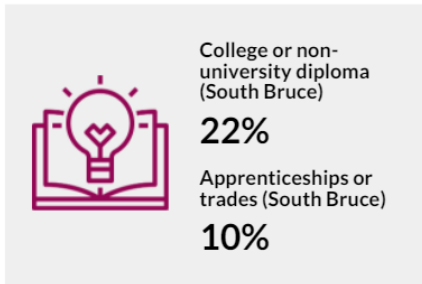[5] *metroeconomics*, South Bruce and Area Growth Expectations.

When considering the racial diversity and immigration trends, South Bruce's population is predominantly white, representing 98% of the total population. Minority groups in South Bruce include Koreans (31 people), South Asians (20 people), and Filipino (17 people). Aboriginal people represented 1% of South Bruce's population. South Bruce shows less ethnic and racial diversity than Ontario at 29%. Approximately 3% of the Municipality's population are immigrants.

Median household incomes in South Bruce are comparable to Bruce County at $76, 195. When considering household income by broad income groups, approximately 16% of South Bruce households had an income under $29,999. This is similar to Bruce County and Ontario's shares of low-income households (a 1% difference).

Median household income South Bruce
$76,195

Median household income Bruce County
$80,337
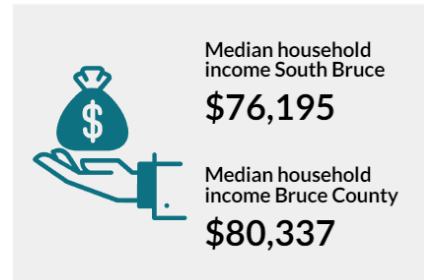
Education and Job Demand

College or non-university diploma (South Bruce)
22%

Apprenticeships or trades (South Bruce)
10%

As of 2020, of the 4,851 people 15 years and over, 26% had no certificate, diploma or degree compared to the province of Ontario at 18%. About 30% of South Bruce's population (15 years and over) had a high school diploma or equivalency certificate. In comparison, 22% had college or non-university diplomas. Approximately 10% had an apprenticeship or trade diploma, comparable to Bruce Country.

The top educational fields in South Bruce include architecture, engineering, and related technologies, health and related fields and business, management, and public administration.

Architecture, engineering and related technologies
12%

Health and related fields
6%

Business, management and public administration
5%

Source: Manifold Data Mining, 2020

A deeper analysis of the labour force potential of the "macro labour shed" and surrounding communities[6] showed that approximately 39,046 students graduated on a yearly basis from post-secondary educational institutions in the region. The macro labour shed defined by NWMO include Bruce County, Grey County, Huron County, Perth County, Wellington County, and the Region of Waterloo. A total of 17 institutions were included in the analysis.[7] Most of the graduates are in programs related to business, management, marketing: health professions; engineering; biological and biomedical sciences; and social sciences.

Job demand (job postings) in South Bruce was determined using the Vicinity Jobs' real-time Jobs

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[6] post-secondary education institutions from Middlesex County and Oxford County
[7] Based on available data through EMSI Analyst. A comprehensive labor market and industry analysis software

Demand Report's intelligence-gathering system.[8] Analysing the data available, a total of 91 jobs were posted in South Bruce between January 1, 2020, to December 1, 2021. Majority of the job postings were related to business, finance, and administration occupations.

Labour force Trends

In 2020, South Bruce had a labour force[9] of 3,522 people. Between 2016 and 2020, South Bruce's labour force grew by 7%, adding 237 people. South Bruce experienced a lower labour force growth compared to Bruce County at 11% and the province at 12%.
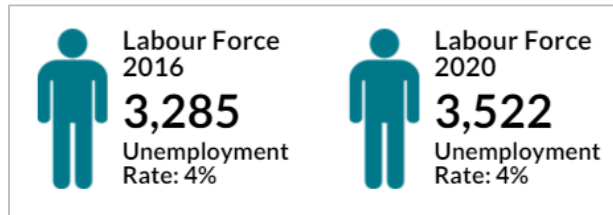
Manufacturing and agriculture, forestry, fishing, and hunting were the largest industry sectors by labour force in South Bruce at 15%. The majority of South Bruce's resident labour force performed trades, transport and equipment operators and related occupations at 23% or 803 of total occupations.

South Bruce is a net exporter of workers. Most South Bruce workers commute to Brockton. Other communities that attract South Bruce residents include Hanover, Kincardine, North Huron, and Minto.
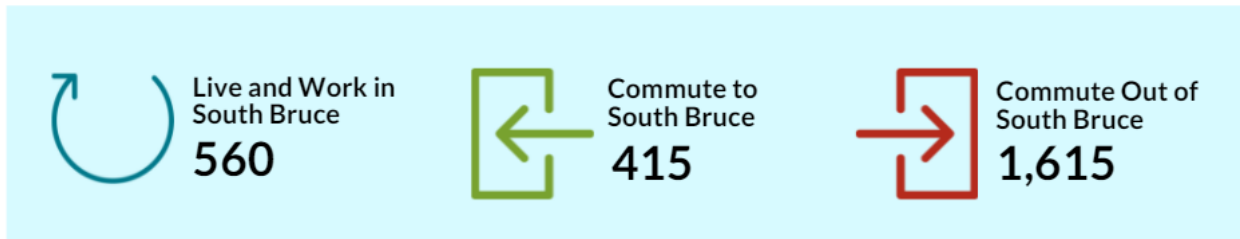
Source: Statistics Canada, Census 2016

Industry Employment and Occupations

Employment in South Bruce is projected to grow from 1,732 jobs in 2021 to 1,848 jobs by 2028;[10] this represents an estimated 7% growth over the next seven years, adding approximately 116 jobs to the local economy.[11]
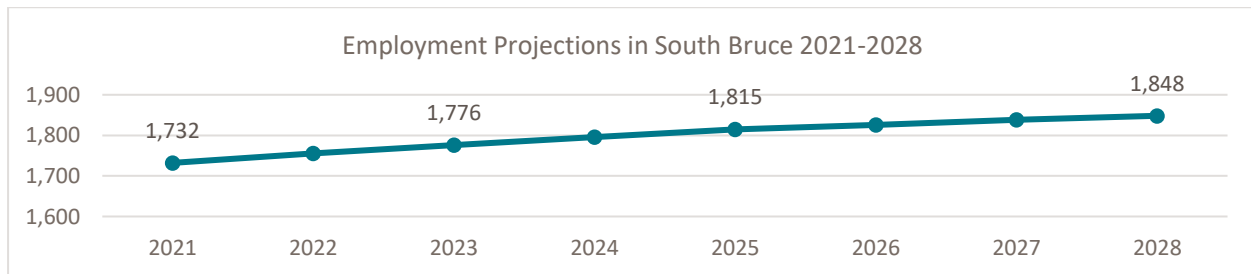
Source: EMSI Analyst, 2021

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[8] Data is sourced from Vicinity Jobs Inc. Real-time labour market information (LMI) is generated by extracting information from publicly available online job postings.
[9] According to the standard definition employed by Statistics Canada, the employed are persons having a job or business, whereas the unemployed are without work, are available for work, and are actively seeking work. Together the unemployed and the employed constitute the labour force.
[10] EMSI, 2021
[11] Estimations do not include the potential impact of the DGR project in the Municipality.

Of the 1,732 jobs estimated for South Bruce in 2021, most of these were in industry sectors such as agriculture, construction, and retail trade.

Agriculture	Construction	Retail trade	Manufacturing
29%	**13%**	**10%**	**9%**
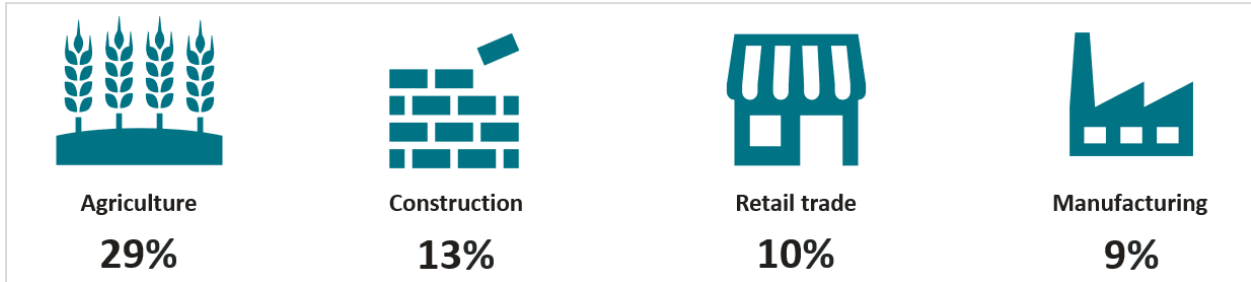
Source: EMSI Analyst, 2021

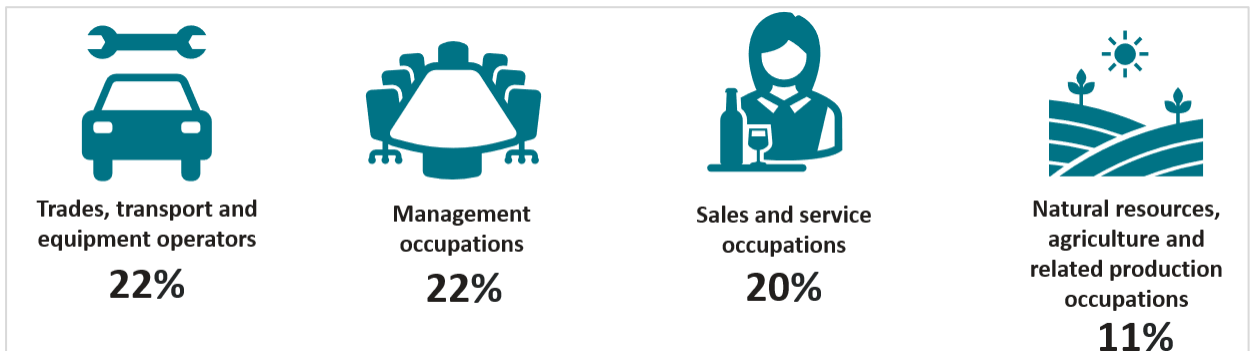Of the 1,732 jobs estimated for South Bruce in 2021, most of these were in trades, transport, and equipment operators. This category includes apprenticeable trades, including all those related to the construction industry. Major occupational groups include industrial, electrical and construction trades, trades helpers, construction labourers and related occupations and maintenance and equipment operation trades.

Trades, transport and equipment operators	Management occupations	Sales and service occupations	Natural resources, agriculture and related production occupations
22%	**22%**	**20%**	**11%**

Source: EMSI Analyst, 2021

Business Composition

Small operators dominate South Bruce's business base. As of June 2021, there are 524 businesses in South Bruce, 79% of which had no employees. 11% had 1-4 employees, 6% had 5-9 employees, and 2% had 10-19 employees. Agriculture accounted for the highest proportion of business establishments (47% of all businesses.

Farms are the largest business in South Bruce, 231 farms were recorded by June 2021

Real estate and specialty trade contractors account for 6 to 7% of the municipality's total businesses

Repair and maintenance, and construction of buildings (19 and 15 businesses respectively) can be seen as competitive businesses

Source: Canadian Business Counts, June 2021

Labour force needs of the NWMO Project

Considering NWMO's assumptions, the conceptual labour workforce projected for the APM DGR is presented below by Project Phase. The workforce has been identified as being either on-site (of the APM DGR) or off-site (at the proposed Centre of Expertise) and further sub-categorized as permanent NWMO staff, surface/trades labour, and labour associated with underground excavation activities. The workforce estimate below includes the Transportation program.[12]

NWMO estimates the following full-time jobs are going to be necessary in these phases:

Pre-construction	Construction	Operation	Monitoring	Decom/Closure
200 full-time jobs	640 full-time jobs	700 full-time jobs	90 full-time jobs	260 full-time jobs

72% of these positions will be on-site
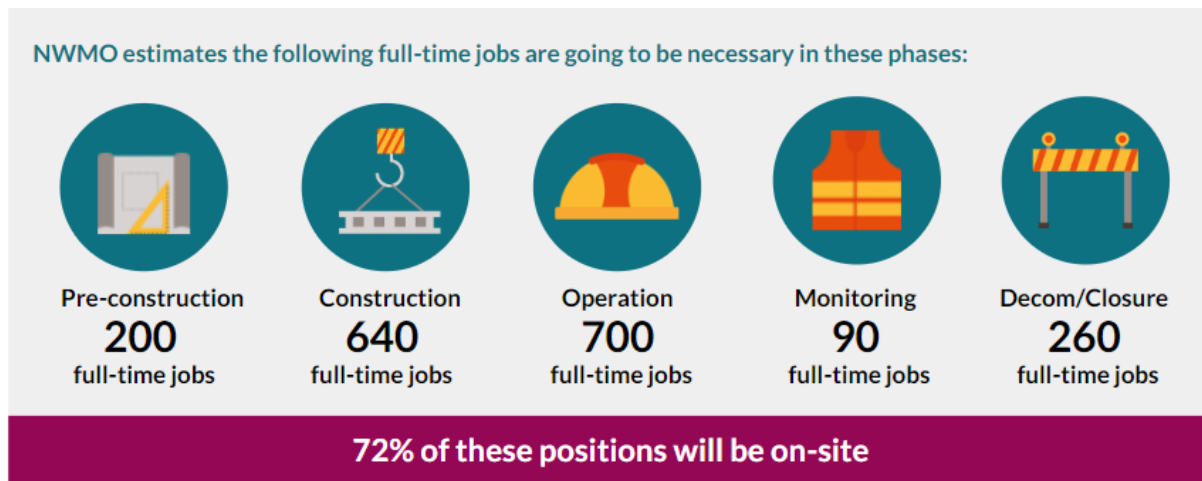
Source: NWMO Community Studies Planning Assumptions. October 18, 2021

The National Occupational Classification (NOC) for the NWMO Project includes:

- Senior management (NOC 00)
- Specialized middle management (NOC 011, 021, 071, 073, 081)
- Professional occupations in natural and applied sciences (NOC 21)
- Technical occupations related to natural and applied sciences (NOC 22)
- Maintenance and equipment operation trades (NOC 73)
- Transport and heavy equipment operation and related maintenance occupations (NOC 75)
- Supervisors & technical occupations in natural resources, agriculture, and related production (NOC 82)
- Workers in natural resources (e.g., aggregates), agriculture, and related production (NOC 84)
- Processing, manufacturing, and utilities supervisors and central control operators (NOC 92)
- Processing and manufacturing machine operators and related production workers (NOC 94)
- Industrial, electrical and construction trades (in response to the NWMO procurement) (NOC 72)

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[12] NWMO Community Studies Planning Assumptions. October 18, 2021

Staffing Patterns for the NWMO Occupational Categories

This section presents EMSI[13] data estimates for the occupations identified for the Project. In 2021, South Bruce accounted for 636 jobs within all NWMO Occupational Categories, accounting for 36% of all jobs in the community. When considering the concentration of NWMO denoted occupations through a Location Quotient (LQ) analysis,[14] South Bruce shows an 'above average' concentration with a LQ of 1.23 as a factor of the province. This indicates that the community maybe well-positioned capitalize on existing strengths to prepare for the NWMO occupations, particularly in skilled trades and related occupations.

In 2021, the top NWMO denoted occupations include:

- Industrial, electrical and construction trades (138 jobs)

- Workers in natural resources, agriculture, and related production (121 jobs)

- Maintenance and equipment operation trades (99 jobs)

Projections show that all these occupations are expected to grow by 58 jobs by 9% by 2028. NWMO denoted occupations that are projected for most growth include:

- Industrial, electrical and construction trades (+18 jobs)

- Transport and heavy equipment operation and related maintenance occupations (+15 jobs)

- Maintenance and equipment operation trades (+7 jobs)

- Professional occupations in natural and applied sciences (+7 jobs)

When considering the skills levels of the occupations, based on Government of Canada classification,[15] specific assumptions can be made. Twelve of the NWMO identified occupations require a skill level A or B;[16] they require a university/college education. Three require a skill level C[17] (secondary school/occupation-specific training).

The data shows that South Bruce has limited occupations in NWMO Occupational Categories, including senior management occupations, engineering, architecture, science and information systems, administrative services managers, managers in transportation, and managers in natural resources production and fishing. When considering the skills levels, these occupations are professional jobs that usually call for a degree from a university/college. Targeted skills training and attraction initiatives are thus needed to prepare South Bruce's labour force and youth for these occupations.

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[13] EMSI Analyst. A comprehensive labor market and industry analysis software.
[14] A location quotient (LQ) is an analytical statistic that measures a region's industrial specialization relative to a larger geographic unit. Categories include: LQ greater than or equal to 1.25 – high concentration of occupations than the larger comparison area. LQ between 1.0 to 1.24 – above average concentration. LQ 1.0 – on par with the larger comparison area. LQ lower than 1.0 and higher than 0.75 – moderate concentration. LQ lower than 0.75 - low concentration.
[15] https://noc.esdc.gc.ca/Structure/Matrix
[16] Skill Level A: professional jobs that usually call for a degree from a university. Skill Level B: technical jobs and skilled trades that usually call for a college diploma or training as an apprentice
[17] Skill Level C: intermediate jobs that usually call for high school and/or job-specific training

NOC	Description	2021	2028	(+/-)	% Change	Skill Level
Total	Total	636	694	58	9%	N/A
72	Industrial, electrical and construction trades	138	156	18	13%	B
75	Transport and heavy equipment operation and related maintenance occupations	87	102	15	17%	C
73	Maintenance and equipment operation trades	99	107	7	8%	B
21	Professional occupations in natural and applied sciences	29	36	7	24%	A
22	Technical occupations related to natural and applied sciences	32	38	6	18%	B
84	Workers in natural resources, agriculture, and related production	121	125	4	3%	C
071	Managers in construction and facility operation and maintenance	14	15	2	11%	A
82	Supervisors and technical occupations in natural resources, agriculture, and related production	29	29	0	0%	B
92	Processing, manufacturing and utilities supervisors and central control operators	31	30	-1	-3%	B
94	Processing and manufacturing machine operators and related production workers	46	45	-1	-3%	C
00	Senior management occupations	<10	<10	Insf. Data	Insf. Data	A
021	Managers in engineering, architecture, science, and information systems	<10	<10	Insf. Data	Insf. Data	A
011	Administrative services managers	<10	<10	Insf. Data	Insf. Data	A
073	Managers in transportation	<10	<10	Insf. Data	Insf. Data	A
081	Managers in natural resources production and fishing	<10	<10	Insf. Data	Insf. Data	A

Source: EMSI Analyst, 2021

Potential Impacts of the NWMO Project

metroeconomics provided an assessment of South Bruce's growth potential based on normal growth and the NWMO Project. *metroeconomics* developed two cases to illustrate the impact of the Project as follows:

- **Base Case** – the facility is not built in South Bruce

- **Impact Case** – 50% of direct and indirect workers choose to reside in South Bruce

To generate the Impact Case, the 700 direct jobs created by the Project will all be in South Bruce. Thus, the direct GDP and direct labour income stemming from those jobs will also all be generated in South Bruce. Only a portion of the 590 indirect jobs, created at firms supplying goods and services to the Project are likely to locate within the Core Area[18]. South Bruce will attract one third of all indirect jobs from operations (169 in 2043). The 700 direct jobs plus the 590 indirect jobs (total 1,290) will induce a total of 511 jobs, all of which will locate in the communities

Among the potential impacts for South Bruce in all three projections are:

South Bruce Jobs
700 jobs
by 2043

South Bruce
169 jobs
Indirect jobs by 2043

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[18] South Bruce, Huron-Kinloss, Brockton, North Huron, and Morris-Turnberry

in which the direct and indirect job holders ultimately reside.

As per *metroeconomics',* South Bruce's population is projected to grow to 9,460 people, when considering the Impact Case (i.e., 50% of direct and indirect workers choose to reside in South Bruce), which translates to an additional 700 residents as a direct result of the Project.
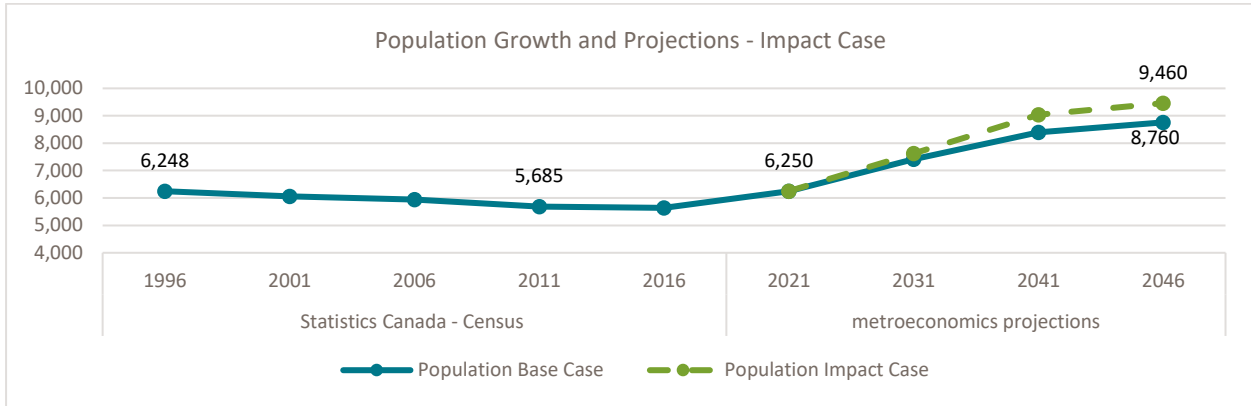
Source: Statistics Canada, Census 2001, Census 2006, NHS 2011, Census 2021 | metroeconomics

Project implications for South Bruce (Impact Case)

As per *metroeconomics'*, when considering the Impact Case, the following assumptions can be made:

- Population gain is 35% greater than in the Base Case
- New dwellings required are 30% greater than in the Base Case
- GDP gain is 89% greater than in the Base Case

50% Retention Assumption

Population gain
+35%
than in the base case

New dwellings required
+30%
than in the base case

GDP gain
+89%
than in the base case

Key Takeaways and Considerations

The data analysis shows that South Bruce is growing at a moderate rate. This population growth is expected to continue due to outward growth pressure from the Golden Greater Horseshoe (GGH). This outward pressure provides a potential source of new residents for the Municipality in the coming years and could contribute to replacement of the local labour force that will reach retirement age during the same period.

A key consideration for South Bruce is to address the aging workforce. There is a heavy presence of Baby Boomers across Canada, currently between the ages of 55 and 74 and most of them who work will retire between now and the mid-2030s. There is insufficient supply of labour locally to replace those retiring. To backfill the gap the federal government has been gradually increasing the number of immigrants and will continue to increase that number until replacing retiring Boomers is no longer an issue[19].

South Bruce businesses are competing for the limited labour pool, both locally and often with larger and more attractive population centres/employers. Added to this are skills gaps, impacting talent recruitment and retention to meet industry needs. As businesses grow and new businesses look to locate in the community, there is a need to grow talent with the appropriate skills for successful labour force participation.

The gaps in South Bruce's housing stock and limited housing options for new residents and locals that seek to downsize will affect talent attraction and retention. New Canadians, immigrants and younger workers looking to locate in the area may experience challenges due to the cost of housing and the lack of available rental options.

South Bruce is a net exporter of workers, with less than one quarter of its population living and working in the community, and the rest leaving the community to work. South Bruce's location gives the Municipality access to graduates from post-secondary institutions, from varying fields of study. The ability of South Bruce to attract these graduates and retain them in the community will depend on the opportunities the Municipality creates to improve the infrastructure in place (transportation, housing options, lifestyle amenities, etc.). Addressing these issues is critical, particularly as South Bruce focuses on business growth and investment.

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[19] *Metroeconomics.* 2022 South Bruce and Area Growth Expectations.
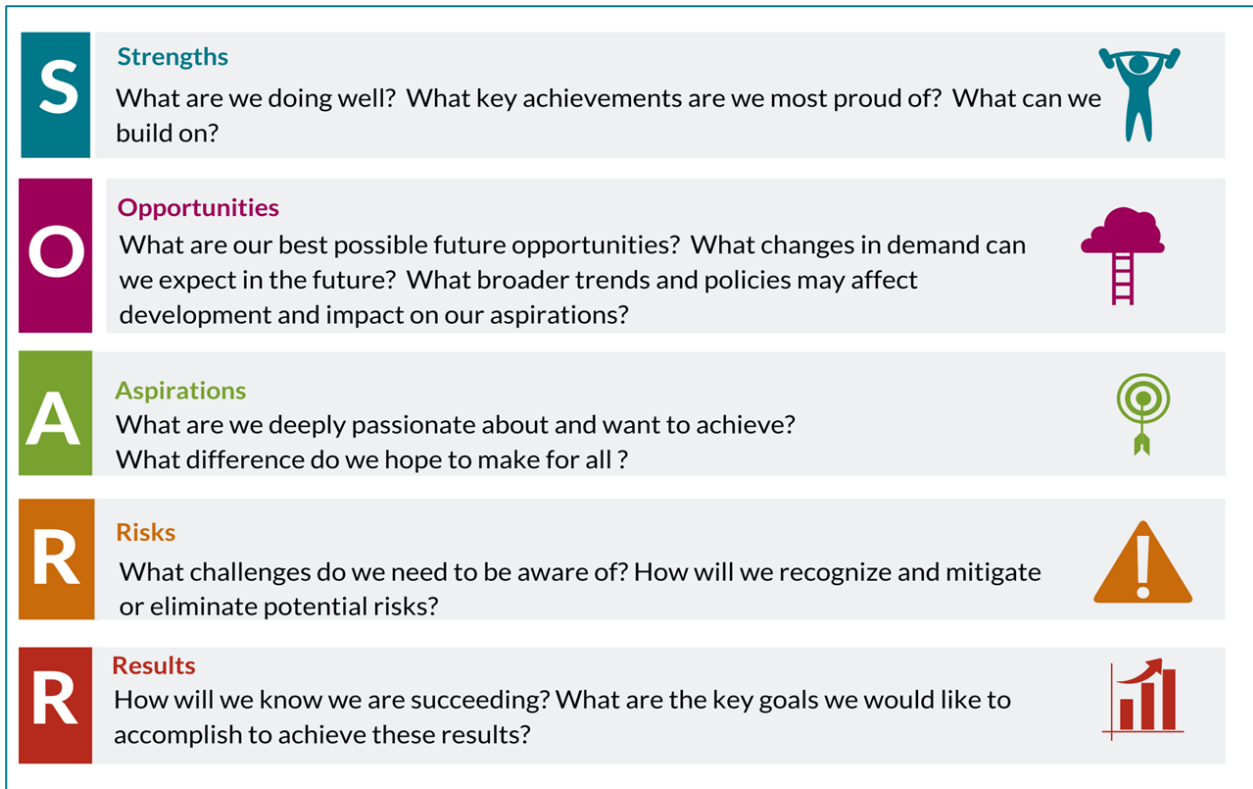
Section 3

SOARR Assessment

A Strengths, Opportunities, Aspirations, Risks and Results (SOARR) Assessment is a forward-looking model for reflecting on strategic planning. It assembles the research and consultation insights and serves as the pivot between *'what has been learned'* and *'what needs to happen'* to address labour market trends and support business labour force needs and talent attraction and retention in South Bruce.

The SOARR takes elements of what would traditionally be affiliated with a Strengths Weaknesses, Opportunities and Threats (SWOT) analysis and, through the Appreciative Inquiry (AI) approach, focusing on the Results – thereby building on what works best to ensure continued success.

The concepts underpinning the SOARR model are outlined in the figure below.

S **Strengths**
What are we doing well? What key achievements are we most proud of? What can we build on?

O **Opportunities**
What are our best possible future opportunities? What changes in demand can we expect in the future? What broader trends and policies may affect development and impact on our aspirations?

A **Aspirations**
What are we deeply passionate about and want to achieve? What difference do we hope to make for all ?

R **Risks**
What challenges do we need to be aware of? How will we recognize and mitigate or eliminate potential risks?

R **Results**
How will we know we are succeeding? What are the key goals we would like to accomplish to achieve these results?

- **Growing population** – As per *metroeconomics*[20], South Bruce showed a population of 6,250 people in 2021[21]. By 2031, South Bruce is projected to reach 7,420 people. Long-term projections to 2046, show the Municipality will grow to 8,760 people[22]; an additional 1,340 residents. When considering the Impact Case, South Bruce's population is projected to grow to 9,460 people, which translates to an additional 700 residents as a direct result of the Project.

- **Location and quality of life attributes** – South Bruce is connected to Ontario's most populous regions through well-maintained highways, including Highway 9, which runs through Mildmay. As the "Gateway to the Bruce," South Bruce connects to Lake Huron's eastern shores and cottage country further north. Residents benefit from the natural open spaces, recreational opportunities, and historic charm of Mildmay, Teeswater and Formosa urban centers. The locational and quality of life attributes position South Bruce for talent retention and attraction.

- **Relative affordability** – Allows the local workforce to live and work directly in South Bruce. This can be leveraged to encourage the existing workforce within Bruce County to relocate to South Bruce.

- **Labour force with trades-related education** – 10% of South Bruce's population have an apprenticeship or trades certificate or diploma, comparable to Bruce County.

- **Invested community –** South Bruce boasts a healthy sense of community stability and pride, backed by a supportive environment bolstered by local government, service clubs, volunteer groups, and dedicated, philanthropic citizens.

- **The strong economic base for year-round employment** – Leading local cooperative businesses like Gay Lea and Ontario Dairy Goat Cooperative and recent investments by Bruce Power and Kinectrics enable opportunities to maximize local employment. Farming and agriculture continue to be the economic mainstays. Other major sectors include construction, manufacturing, real estate, retail trade and professional services.

- **Entrepreneurial spirit** – Small and medium-sized businesses call South Bruce home across multiple industries and sectors.

- **Educational institutions** – The Municipality of South Bruce offers five different schools belonging to the Bluewater District School Board and Bruce-Grey Catholic District School Board for children and youth from kindergarten to Grade 8. Regional high schools in Bruce County and post-secondary institutions including Conestoga, Georgian and Fanshawe Colleges provide an educated regional talent pool.

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[20] *metroeconomics* specializes in developing assessments of the economic and demographic potential of metropolitan areas and individual communities.

[21] It should be noted that *metroeconomics* data has been used to inform this study in lieu of the 2021 Statistics Canada, Census of Population. metroeconomics uses Post-censal 2021 estimates released January 13th and have been adopted by South Bruce.

[22] *metroeconomics*, South Bruce and Area Growth Expectations.

- **Community Liaison Committee (CLC)** – Formed to engage, educate, and listen to the community of South Bruce regarding the NWMO's site selection process and to gather technical and social research and information related to the Project.

- **Economic Development Officer** – South Bruce has recently hired a dedicated EDO to support the growth and sustainability of local businesses.

OPPORTUNITIES
What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

Address the skills and training gaps through

- Education and training programs to support and respond to the labour force needs of local businesses, help workers transition into emerging sectors and retain an educated workforce with the skills to participate in the evolving labour market.

- Post-secondary institution partnerships/satellite location to encourage workforce up-skilling / reskilling in specific high-demand sectors across South Bruce. Partnerships with employment service providers and community partners, including Four County Labour Market Planning Board (FCLMPB) and VPI Working Solutions, to leverage training programs and increase workforce participation rates.

- Use real-time Labour Market Information (LMI) data to understand skill supply and demand.

- Promote and build local settlement services and programs, including the Grey Bruce Local Immigration Partnership, to help new immigrants settle into the community.

Leverage and build on existing programming

- The Ontario Youth Apprenticeship Program (OYAP) and the Specialist High Skills Major Program (SHSM) to enable students gain trade and industry related skills and certifications.

- Encourage secondary schools, LaunchPad and Nuclear Innovation Institute to increase their promotion of STEAM, skilled trades, and skill gaps essential courses to the South Bruce's labour force. The LaunchPad in Hanover was identified by stakeholders as an important avenue to increase youth participation in the labour market.

- Engage with partners, including Bruce County and Saugeen Ojibway Nation, to facilitate and connect on existing indigenous programming.

Focus efforts on talent attraction and retention

- Opportunities exist to recognize the need and provide diverse housing options to attract new residents, young professionals, and families and retain existing residents. Work with local and regional housing developers/builders and major employers to focus on housing development.

- Labour force recruitment and marketing and residential attraction strategies that celebrate local stories and the Municipality's uniqueness and developed in concert with the business community.

Focus on the labour supply needs of businesses

- Connect with employers and employment service providers to understand their needs and develop appropriate responses. Promote agriculture, manufacturing, trades, and construction as a viable and attractive career opportunities.

- It may be possible to mobilize additional in-region idle labour between outages/ MCR contracts at Bruce Power to support both NWMO construction and/or other employment opportunities throughout South Bruce.

- Highlight the benefits of utilizing local union hiring halls to engage skilled trades on a contract basis.

- Leverage family networks for referrals as a strategy to increase the volume of the local labour force.

Promote entrepreneurship and innovation

- Building through SWIFT more broadband internet access is essential in attracting e-commerce and tech-based businesses and remote workers.

- Continue developing local grown solutions and innovations in cleantech energy and agri-business to increase opportunities for new start-ups in South Bruce.

- Take advantage of growing affluence of the resident population to raise the investment profile of the community to encourage entrepreneurship. Opportunity could exist to improve access to angel investment and venture capital funds, on both the investor side as well as on the financial institute side.

Engage with businesses and major employers

- Leverage Bruce Power regional marketing initiatives to promote South Bruce by highlighting the local labour force's connections within supporting regional businesses.

- Prioritize hiring locally through community benefits agreements or other programs/ policies available. Work with NWMO to develop a procurement strategy that prioritizes local hiring and creates programs to support the labour force needs of local businesses.

- Work with NWMO to establish training facilities to build and evolve workforce capabilities. The training facility could be linked to the Centre of Expertise and provide programs to develop a local pool of highly skilled knowledge workers in NWMO denoted occupations. NWMO could build on existing relationships with institutions in the region.

- Mobilize nuclear suppliers from neighbouring communities to create spin-off economic opportunities that local businesses can benefit from. Similarly, building upon existing businesses such as heavy equipment operations, aggregate/ excavation suppliers, well-drilling to further support their business growth and ultimately more local hiring.

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ASPIRATIONS
What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

- **Provide a curated local talent pool** – Cultivated talent pool includes unemployed, under-employed and diverse and marginalized local community members who could work in multiple sectors, industries, and employment types across South Bruce. Partnerships with post-secondary institutions to fill specific labour gaps in South Bruce. A stable supply of talent that is skilled, accessible, and eager to establish a long-term career within South Bruce and across the region.

- **Be data-oriented** – Collect and disseminate data to support local entrepreneurs and business owners in South Bruce as they make critical decisions related to local hiring practices/ opportunities.

- **A stronger, diversified economy** – Maintain economic diversity to support local workforce opportunities - continue to strengthen the broad base of economic sectors and activity occurring in South Bruce (in manufacturing, agriculture, forestry, retail, resident support services, tourism, and professional industries), as a strategy to create additional local workforce opportunities.

- **A more investment-ready community** – Ensure 'shovel-ready' industrial and commercial lands for future investment or expansion opportunities. Be a proactive community that has plans in place for future opportunities in relation to changing workforce, investment, and infrastructure challenges/ opportunities by leveraging accurate data, projections, and trending information.

- **An attractive place to live and thrive** – Enhanced amenities across the region to attract residents and businesses. Thriving and vibrant downtown and village cores to strengthen and expand local employment opportunities for youth, retail, and professional services. To be a place where young professionals choose to live and raise their families because of its recreation amenities and livability.

- **Be a growth community** – build resident and community diversity. Established community benefits agreements that guarantee long-term community stability. Policies in place for hiring prioritization, stability of housing stock, and requirements for local procurement of goods and services during large-scale projects. Volunteers and community participation is valued, supported, and promoted.

- **Be workforce partnership-oriented** – Improved relationships between partners, especially neighbouring municipalities, and Saugeen Ojibway Nation, to ensure joint progress on mutual interests, including workforce, business, and development inquiries.

RISKS
How will we recognize and mitigate or eliminate potential risks?

- What challenges do we need to be aware of?
- What policy shifts could impact our aspirations?
- What contingencies should we have in place to address threats or unexpected consequences?

- **Rate of population growth and retirees** – South Bruce population is conservatively growing at an adaptable pace. The population is projected to grow by 3% over the next decade. Additionally, 15% of the total population of South Bruce is nearing retirement (55-64). This projected growth may not be enough to support the required employment in the area. There will be a need to replace the retiring workforce with younger local employees.

- **Changing training requirements** – the required re-skilling needed due to technological advancements/ automation may be cost-prohibitive for local employers to have their employees participate in.

- **Limited access to general labour** – Low available general labour locally, exacerbated by high competition between local industry for skilled, general, and temporary labour.

- **Export of workers** – Currently, South Bruce exports more workers daily out of the community than into it. Continued out-community of the workforce will negatively impact the community, environment, and economic business opportunities available locally.

- **Not enough local employment promotion –** information sharing/promotion of the employment opportunities, internships, co-ops, and apprenticeships available in South Bruce

- **Lack of local/ regional diversity** – workforce participants may have difficulties developing a sense of belonging/ inclusion within the local community due to ethnic and racial diversity. South Bruce currently has substantially less ethnic and racial diversity than the provincial percentage, and approximately 3.2% of South Bruce's citizens are from a minority group, compared to the province of Ontario (29%).

- **Vulnerable business sector** – difficulty for smaller businesses to attract and retain local workers due to wage gap disparity between large and small industries in the same region. Small businesses are competing with large industries for the same talent pool. They may not have the supports and workplace accommodations that employees prefer.

- **Amenities and Infrastructure limitations –** may impact residents' ability to live and work in South Bruce due to limitations on transportation, childcare, grocery stores, broadband connectivity, short-term accommodations, hospitals, and recreational facilities. If infrastructure improvements are not addressed, the local infrastructure may not be able to keep pace with the potential increase in the workforce. Infrastructure improvements to support local business and community priorities is a key goal of the Municipal Corporate Strategic Plan (2021-2025).

- **Gaps in housing options** – Unless the lack of housing options and improvements to existing housing stock and new developments are addressed, there maybe limits to attract residents and remote workers consistently.

- Skills and training gaps are addressed, and increased youth retention and participation in the labour market

- A favourable work environment for both employees and employers

- Stronger focus on immigrant attraction and supports to enable settlement and integration into the community and labour market

- The labour supply needs of businesses are addressed, resulting in increased employment at local businesses, increased profits, and the ability to re-invest and expand South Bruce businesses.

- Increased utilization rates of local suppliers, services, and businesses

- Increased housing developments/ permits support a variety of housing opportunities for the local workforce.

- Multi-generation families can stay within the community due to increased employment opportunities, quality of life, and housing affordability.

- Single point of contact for business lead generation and incentive development for local hiring initiatives.

- Stronger alignment with the County's economic development plan to address sustainable business growth, local workforce development, affordability of housing, and infrastructure planning.

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Section 4

Strategic Directions for Hiring Effects

Drawing on the SOARR assessment, a series of strategic directions were identified and are presented below. Strategic directions are the foundational elements that the Municipality and partners need to strategically consider to influence labour force impact in the short and longer-term. They anchor and qualify the objectives and inform the actions of the Local Hiring Effects Action Plan.

Success for South Bruce with regards to local hiring is evidenced through increased local employment associated with the Project, a ready and skilled local talent pool, and an environment favourable for business growth. This requires that the Municipality understand and address labour force priorities and nurture partnerships with key local and regional partners. There is a need to develop training and upskilling programs for the local labour force to have meaningful careers in growth industries and be work-ready among companies that are hiring. A related need is to improve connections with regional employers and suppliers and develop initiatives that provide workforce supports for local small businesses and entrepreneurs. A foundational focus for South Bruce relates to marketing the community and the area to support talent attraction and retention. The strategic directions emerging through this research are further described below:

Stronger Understanding of Resident Labour Force Priorities

Consultation and research findings highlight the need to understand resident labour force priorities and develop responsive and relevant programs. Challenges in finding meaningful longer-term employment may be due to a lack of sufficient and good jobs in the community, jobs are not aligned with the educational qualifications of the labour force, and gaps in educational attainment. Data shows that approximately 26% of South Bruce's population 15 years and older have no certificate, diploma, or degree, compared to Bruce County at 20%.[23] College-related education is also lower at 22%.[24]

There is a disconnect between employer-employee expectations. Skill expectations for entry-level jobs have increased among employers, with some requiring a post-secondary certificate. Employers also require that employees gain experience to be paid higher wages. In comparison, employee expectations for higher wages are commonly identified as a disconnect.

Stakeholder consultation indicates residents would stay and work in South Bruce if jobs provided that opportunity. One of the preferred ways to enter a company and develop a career is through apprenticeship and experiential opportunities. There is also a need to reduce barriers to participation by addressing wraparound support services, such as transportation, childcare, and attainable housing options, all of which are essential to labour force readiness.

South Bruce's labour force is aging, characterized by the late-career and early retirement group (55 to 64 years). Thus, social and community support that address health issues, senior housing and workplace accommodations are needed. There is also an opportunity to promote labour force participation through targeted funding and flexible work considerations.[25]

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[23] Manifold Data Mining, 2020.
[24] ibid
[25] Promoting the labour force participation of older Canadians. 2018. Employment and Social Development Canada.

Improve Collaboration Across All Partners

Businesses and stakeholders consulted identify the need to increase workforce availability across all skills levels. Local employers show low satisfaction levels with the availability of skilled and unskilled labour[26] and are finding it difficult to hire and retain employees. This combined with the reality of an out-commuting labour force (more than 60%),[27] reflects the need to support increased awareness of local employment opportunities and promote access to good jobs within the community.

Opportunities exist to build on existing strengths in trades and related skills and education. Ten percent of South Bruce's labour force have an apprenticeship or trades certificates or diploma, comparable to the County. This is central to supporting businesses that require skilled tradespeople, transport and equipment operators and related occupations. Strong alignment and opportunities exist for South Bruce and partners to build on trades and construction and be ready to support relevant NWMO's occupational requirements.[28]

There is a demand for employers to be actively involved in the schools. Students who have exposure to local employers through experiential learning can develop a knowledge base that better prepares them to enter and be successful in the local workforce. Encouraging employers to be more active in developing mentoring and experiential programs will help develop and grow the local talent pipeline. Mentorships, apprenticeships, co-ops, and internships will strengthen the local talent pool.

The Municipality may benefit from facilitating connections between local school districts and post-secondary institutions (Georgian, Fanshawe and Conestoga colleges), Four County Labour Market Planning Board, intermediaries, and major employers. Opportunities exist to build on existing programming and supports through regular engagement with local partners in workforce development to ensure a stable supply of skilled and semi-skilled workers.[29] South Bruce, acting as a facilitator for workforce development, could consider alignment to the 2021 – 2025 Bruce County Workforce Development and Attraction Strategy. Partnerships need to focus on the community, with similar programming for Teeswater, Mildmay, and Formosa urban centers. Developing a standard program and providing it in each community will enable increased access for residents and reduce geographical barriers to participation.

Develop Relevant Training Programs and Leverage Data

Addressing South Bruce's labour force concerns requires effective, relevant, and aligned training programs. These include non-credit programs and programs that provide industry-accredited skills and employability skills. Education partners consulted as part of strategy development identify programs such as the Ontario Youth Apprenticeship Program (OYAP), Women in Carpentry and the Specialist High Skills Major Program (SHSM) as key to addressing skilled trade shortages. The OYAP, as a school to work program, supports high school students to explore and work in apprenticeship occupations in Grade 11 or Grade 12 through the Cooperative Education Program. The SHSM program allows students Grades 9

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[26] Business/Community Survey Results of the 2021 Municipal Economic Development Strategy Update.
[27] Statistics Canada, 2016 Census. Approximately 1,600 South Bruce's labour force commute to communities including Brockton, Hanover, and Kincardine to work in sectors including manufacturing, health care, and social assistance. South Bruce attracts 415 people while 560 residents work in the community.
[28] NWMO's occupational requirements include maintenance and equipment operation trades, transport, and heavy equipment operation and industrial, electrical and construction trades.
[29] Municipal Corporate Strategic Plan (2021-2025)

to 12, to earn a specialized high school diploma, through completion of a specialized curriculum tailored towards skills building. This program offers a blend of classroom, technical training, and sector specific workforce skills training (i.e., agriculture, machine equipment safety course, hydraulics basic course etc.)

Given the Municipality's economic development priority to lead the way in agricultural innovation,[30] educational institutions and partners can be leveraged to grow technologies (AI and Robotics) and training programs (culinary programs) that may have an application to agriculture and food services. When considering the NWMO Project, there are also opportunities for workforce development related to below-ground operations, including specialized mining training (health and safety training programs and workplace hazardous materials information system training).[31] There is also a need to monitor occupational trends within the NWMO denoted occupations and capacity of the local labour force to perform these occupations. Currently, South Bruce has gaps in senior management occupations and roles that require a university degree. Opportunities exists to build on skilled trades and related occupations including maintenance and equipment operation trades, transport, and heavy equipment operation and industrial, electrical and construction trades.

South Bruce also needs to monitor changes in the National Occupational Classification (NOC), currently undergoing a major structural revamp, reflecting changes in the economy and the nature of work.[32] The revision includes 5-digit code classifications (as opposed to the 4-digit codes used currently) and moves away from high/low skill categorization and captures differences in occupational requirements.[33] This will aid in the analysis of occupations and is of particular importance, as most of the construction and trades related NWMO occupations is slated to span from 2028 to 2088. Strong educational programming would support residents to have the foundational and transferable skills necessary to get and keep good jobs in an evolving labour market. It would sustain the employment needs of existing businesses and lead to new business investment as additional labour attracts employers and additional highly skilled labour attracts employers with more skilled jobs.[34]

As the world of work continues to evolve, influenced with transformational changes in the workplace, it is unrealistic to expect a clear understanding of emerging skills, knowledge and abilities that may be required over the long-term. What can be addressed in the context of today's workplace, is the necessity of helping to create a life-long learning attitude among the labour force. Labour force readiness will evolve and creating a resilient labour pool that is adaptable is foundational to South Bruce's competitiveness. Reliable, accurate and relevant information is also essential to address the supply and demand disconnect now and looking to the future. Accurate labour market information will help identify where labour demand is increasing/decreasing within a geographic area; validate what specific skills and education levels employers are demanding; inform training and education partners about in-demand occupations and skills.

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[30] Priority 2A of the 2021 Municipal Economic Development Strategy Update.
[31] NWMO Southwestern Ontario Community Study: Workforce Development Study Report (E10) Draft
[32] https://www.statcan.gc.ca/en/subjects/standard/noc/2021/introductionV1
[33] According to the work performed, as determined by training, education, experience, and responsibilities (TEER).
[34] Berger, N.; Fisher, P. (2013). A well-educated workforce is key to state prosperity. Economic Analysis and Research Network Report.

Improve Workforce Support for Small Businesses and Entrepreneurs

South Bruce is home to a significant number of small businesses. Sole proprietorships form most of South Bruce's businesses at 79%, and small and medium businesses that employ between 1 to 9 employees account for 17% of all businesses.[35] These businesses are in various industries, ranging from real estate, transportation and warehousing, construction, accommodation and food services and retail trade.

Local businesses find it difficult to hire and retain employees. Often apprentices leave for other high-paying jobs after training provided by the employer. Small businesses see the impact of a large project on their operations, as they compete directly for the same local and regional labour supply. Wages, benefits, and employment supports are often the determining factors as small businesses may not be able to compete with larger employers for the same.

South Bruce and partners also need to consider approaches to achieving a more holistic and nurturing environment for business start-ups. Start-ups and entrepreneurs need programs include consultations, business planning and reviews, training, workshops, and networking events and promotions. Digital awareness is an important consideration for growing the small business economy. It allows for easy content creation and distribution via websites and social media. Programs such as the Digital Main Street can help businesses innovate, commercialize new products and be digital savvy. As COVID-19 continues to impact the economy, main street businesses and entrepreneurs increasingly require support to create and sustain an effective online presence.

Improve Labour Force Connections with Regional Employers and Suppliers

The EmployerOne Survey[36] noted that Bruce County employers face major challenges, including a lack of applicants, lack of qualifications and difficulties with employees meeting workplace non-technical skills, defined as communication, critical thinking, time management, and decision making.[37]

The NWMO Project and other large employers offer immediate and palpable benefits to the local community, including the potential for local employment. This process, however, is not organic, particularly for rural communities with a constrained labour force. It requires intentional actions to be in place to attain this labour force locally and avoid the practice of outsourcing it from external municipalities. With a future-focused vision, South Bruce should emphasize initiatives supporting the resident labour force to effectively participate in the evolving labour market. This requires collaboration with local and regional educational institutions and businesses to align education and training initiatives.

Workforce requirements will evolve due to the rapid automation and digital adoption that industries face, as well as the Project timeline. Training and skill programs should thus be designed to be adaptive with approaches that reskill, upskill, and redeploy workers to meet the needs of growing industries. Career pathways[38] should also provide advancement opportunities for a broad range of jobseekers and nurturing skills to participate in the evolving labour market.

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[35] Canadian Business Counts, June 2021
[36] Conducted annually by the Four County Labour Market Planning Board
[37] 2021 -2025 Bruce County Workforce Development & Attraction Strategy
[38] A map that lays out the starting point or "origin" occupation, identifies potential endpoint "destination" occupations and traces out a "path" between those two points, which might also include intermediate steps such as training or other work experience.

With ever-increasing competition for jobs, investment, and talent, business development efforts need to focus on growing businesses that possess the greatest potential to create new jobs, raise incomes, and elevate living standards. Diversified on-farm uses and service sector employment, including knowledge-based occupations and industrial employment within utilities, small/medium-scale advanced manufacturing, construction, trade, and transportation, offer innovation and village revitalization opportunities.[39] The NWMO Project is also identified as a key contributor to local employment. The training centre and Centre of Expertise can serve as a value proposition and position South Bruce as a global leader in leading-edge research and consultation in nuclear waste management. Collaborations should be promoted with other industry actors, especially Bruce Power, to create a dynamic atmosphere for knowledge transfer and encourage nuclear industry companies and related supply chains.

Market the Community for Talent Attraction

In addition to addressing local labour force issues and improving connections with the business community, attracting external talent requires focusing on key attributes such as developing the quality of place/life, improving transit, providing attainable housing options, and creating unique local experiences (cultural or tourism assets).

People are drawn to quality places. Once people were attracted to the location of the companies they wanted to work for, companies are now attracted to the places their workforce wants to live. Placemaking efforts require South Bruce to reimagine and reinvent its public spaces, specifically the downtown core. Village Revival is a strategic objective of the 2021 Municipal Economic Development Strategy Update. The Municipal Corporate Strategic Plan (2021-2025) also focuses on creating healthy and vibrant communities as a strategic goal for development.

Collaboratively investing in marketing will support a broader awareness of the employment opportunities available and promote South Bruce as a viable option to relocate. There is a need to grow personal services offerings (such as grocery stores and health care); local contractors for work needed by community members (such as plumbers, electricians, and carpenters); and adding new cultural, accommodation and food services. Broadband access needs to be improved across the community, given its implications for remote working, and consumer demand. Stakeholders also identify the opportunity for community meeting spaces to raise the Municipality's profile. Planning for talent retention and attraction requires that South Bruce respond to the housing gaps and supply.

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[39] ibid

Deloitte.

Section 5

Local Hiring Effects Strategy Framework

5.1 Goals, Objectives, and Actions

The strategic directions for South Bruce's Local Hiring Effects Study and Strategy are highly interrelated and resulted in three clear and well-defined goals, each with objectives and actions to provide a tactical path toward labour force success.

The goals of the Strategy are illustrated below.

Goal I: Create a Strong Local Talent Pipeline	Goal II: Enable an Environment for Business Growth	Goal III: Talent Retention and Attraction Readiness

By creating a strong local talent pipeline, enabling an environment for business growth, and focussing on talent retention and attraction readiness, South Bruce can maximize local employment associated with the Project, while ensuring the community has a sufficiently skilled workforce to meet its ongoing labour needs.

The Municipality of South Bruce Local Hiring Effects Study and Strategy framework is described below.

Local Hiring Effects Strategy and Study — Goal — Objective — Actions — Lead/Partner, Timing, Performance Measures
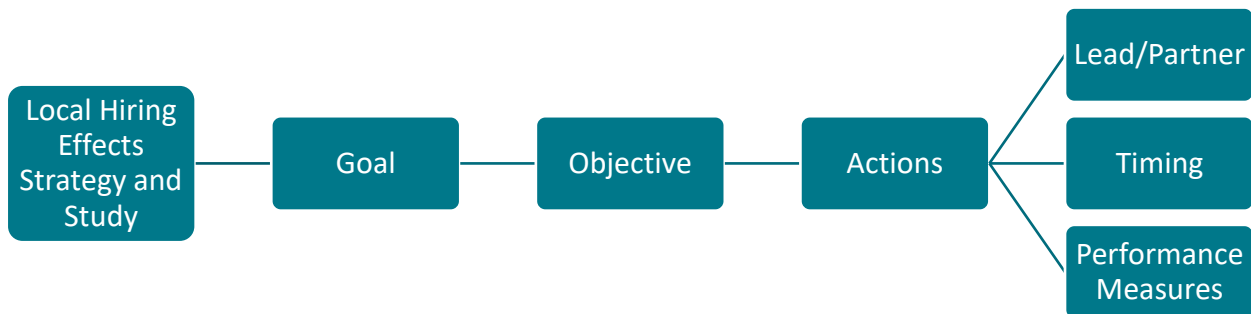
From the onset, the intent of this strategy was to position it within the border framework of workforce and economic development efforts, in Bruce County and South Bruce. This ensures that limited resources are used efficiently and effectively, efforts are not duplicated, and that collaboration is broadened. Building on the insights from Section 2.1 - Workforce Planning Context, the strategy's actions support and advance existing initiatives underway in the South Bruce and the region. This includes South Bruce's 2021 Municipal Economic Development Strategy Update and Municipal Corporate Strategic Plan (2021-2025) and the 2021 – 2025 Bruce County Workforce Development and Attraction Strategy.

The objectives and resulting actions are essential in the development and support of South Bruce's workforce. If implemented effectively, the outcome will reflect a strong supply of skilled, educated, and available local workforce to supply local businesses, support the needs of the Project and attract new investment to the community. While the Strategy is developed for South Bruce, there are significant opportunities for regional collaboration and cooperation among lead organizations to support the alignment of talent supply and demand in the region.

The goals and objectives of the Local Hiring Effects Strategy and Study are presented below:

Goal I: Create a Strong Local Talent Pipeline

- Strengthen the skills training and development ecosystem
- Support for job quality and a favourable work environment for all

Goal II: Enable an Environment for Business Growth

- Continually engage with businesses to address labour force needs
- Encourage entrepreneurship and innovation in the Municipality
- Focus efforts for business attraction and development

Goal III: Talent Retention and Attraction Readiness

- Raise awareness of South Bruce as a destination for talent

5.2   Action Plan

The action plan can be interpreted as follows:

Actions

It should be noted that the list of actions is a prioritized starting point based on community input and research at a point in time. It is by no means an exhaustive or comprehensive list of all the potential actions for South Bruce. New actions will emerge and need to be assessed against the Strategy's priorities. South Bruce is encouraged to treat this strategy as fluid, and adaptable to changing environments and emerging challenges and opportunities.

Timing

The timeframe for implementing the Action. Priority timings are either Short (0-12 months), Medium (2-3 years), or Long-term (4 years+).

Lead and Partners

Identifying select leads and internal/external partners that can support strategic actions.

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Goal I: Create a Strong Local Talent Pipeline					
#	**Actions**	**Potential Partners**	**Timing**		
			S	**M**	**L**
Strengthen the skills training and development ecosystem					
1	Increase South Bruce's capacity to facilitate implementation of strategic priorities to address local labour force needs. ▪ Work in collaboration with Bruce County's workforce initiatives to maximise benefits for South Bruce.	Bruce County	■		
2	Develop a comprehensive inventory of the workforce ecosystem accessible to South Bruce to strengthen local capacity, connect local partners and inform workforce training programming.	Bruce County; FCLMPB; VPI Inc.	■		
3	Develop and expand training opportunities locally, including: ▪ continuous experiential learning[40] ▪ stackable and digital micro-credential programming focused on attaining skill(s) or competency(ies) based on industry needs ▪ soft skills training programs	NWMO; Post-secondary institutions	■	■	
4	Gather, use, and provide real-time Labour Market Information to identify skills gaps in the community and develop programming to address them.	Bruce County; FCLMPB	■		
5	Promote programs including the Ontario Youth Apprenticeship Program (OYAP) for skilled trades career opportunities for youth in the community.	Bluewater and the Bruce-Grey Catholic District School Boards	■		
6	Promote the Interprovincial Standards Red Seal Program to bolster skilled tradespeople' local and regional supply.	Bruce County		■	
7	Explore the Federal Sectoral Workforce Solutions Program for the reskilling, upskilling, and transition of workers into high-demand occupations and target sectors, including health, clean energy and construction.	Bruce County		■	

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[40] Includes job shadowing, placements, dual credit, and pre-apprenticeship. Participants receive on-the-job experience and earn micro-credentials.

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			Timing		
Goal I: Create a Strong Local Talent Pipeline					
#	Actions	Potential Partners	S	M	L
8	Tracking the availability of talent within the NWMO denoted occupations and undertaking further research to identify occupations at the 5-digit NOC levels to inform on skills and training programs that will strengthen local talent alignment. ▪ E.g.: Existing research by Georgian College could be leveraged to identify local trade, service, and people resource providers.	NWMO; Post-secondary institutions			
9	Develop career pathway profiles illustrating career progression for high-demand occupations and target sectors. ▪ The profiles would describe education, training, professional and work requirements, for each occupation[41]. ▪ Edge Factor could serve as an example to showcase industries and careers.	NWMO; Post-secondary institutions			
Support for job quality and a favourable work environment for all					
10	Facilitate a dialogue with Bruce County to strategize opportunities to maximize South Bruce business and job seeker participation.	Bruce County			
11	Build on the local and regional capacity to support wraparound services for the local labour force, including childcare, transportation, and housing.	Local and regional service providers			
12	Engage employers (i.e., NWMO) in trades and construction sectors to include Community Benefits Agreements that prioritize skills training, local hiring, and fair wages to qualified residents and groups.	NWMO			
Performance Measures					
# of participation in labour force and % increase # of local education partnerships developed in response to industry needs					

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[41] Workforce Development Initiative identified in the Southwestern Ontario Workforce Development Study (E10) Draft

Goal I: Create a Strong Local Talent Pipeline					
#	Actions	Potential Partners	Timing		
			S	M	L
# of pathway education and training programs					
# of graduates gaining employment and favourable wages					
# of career pathways profiles created					
% increase in experiential learning					
Increase in local hiring Community Benefit Agreements					

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#	Actions	Potential Partners	Timing S	M	L
	Goal II: Enable an Environment for Business Growth				
continued					

Goal II: Enable an Environment for Business Growth

#	Actions	Potential Partners	S	M	L
**Continually engage with businesses to address labour force needs**					
1	Through ongoing support for the EmployerONE survey, maximize South Bruce business participation to inform and remain current on business labour force needs.[42]	FCLMPB	■		
2	Create a regional database of the workforce and professional training opportunities for employees and employers to access. This could be presented as a training calendar with links to local providers to promote what is available locally and regionally.	Bruce County	■		
3	Encourage local business owners to participate in experiential learning (internships, co-ops, apprenticeships) for local secondary and post-secondary students.	Local businesses; industry organizations	■		
**Encourage entrepreneurship and innovation in the Municipality**					
4	Continue to promote the Digital Main Street program across the community to support local businesses and entrepreneurs to build online/e-commerce capability and capacity.		■		
5	Actively participate in the MIC to uncover best practices, local innovation initiatives and knowledge exchange.[43]	MIC	■		
6	As an opportunity for local business support, operate an innovation hub that offers one-on-one business in-person and virtual consultations, business plan reviews, networking events and access to online learning and seminars/workshops.[44]	Bruce County		■	■
**Focus efforts on business attraction and development**					
7	Integrate relevant actions of the 2021 Municipal Economic Development Strategy Update into departmental business plan to support implementation.		■		

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[42] Action in the Municipal Corporate Strategic Plan (2021-2025).
[43] Action in the Municipal Corporate Strategic Plan (2021-2025).
[44] The 2021 Municipal Economic Development Strategy Update proposes to create an agri-business innovation hub.

#	Actions	Potential Partners	Timing		
			S	M	L
8	Coordinate with Bruce County's Business to Bruce program and business visitation efforts to focus attention on South Bruce's business and entrepreneurship community.	Bruce County	▓		
9	Support local area businesses to up-scale and modernize capacity and capabilities, including labour, equipment, and management, to take advantage of the opportunity associated with the NWMO. ▪ Leverage training provided by Bruce Community Futures Development and Business to Bruce program for business owners and entrepreneurs. ▪ Partnerships with Catapult Grey Bruce, to support entrepreneurs and start-ups across Grey Bruce, enhance their connections, knowledge, and space.	Bruce County; Bruce CFDC; Innovation Guelph		▓	▓
10	Leverage existing partnerships to support local businesses needs and improve networks to strengthen and diversify local supply chains particularly around the nuclear sector.	Bruce Power; NII and NPX Innovation		▓	▓

Goal II: Enable an Environment for Business Growth

Performance Measures
% of Business satisfaction
# of business expansions
# of new start-ups year over year
Increase participation in access to supports by South Bruce's employers

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	Goal III: Talent Retention and Attraction Readiness				

#	Actions	Potential Lead/Partner	Timing		
			S	M	L
Raise awareness of South Bruce as a destination for talent					
1	Launch a short-term destination marketing campaign that promotes the Municipality's assets and positions it as a hub for remote working and talent attraction.		✓		
2	Share employee experiences living and/or working in South Bruce via a social media campaign utilizing relevant platforms popular among target audiences such as K-12, parents, post-secondary students, career practitioners, etc.	Bruce County	✓		
3	Implement the "Healthy and Vibrant Communities" Goal in the Municipal Corporate Strategic Plan (2021-2025) to promote South Bruce as a "place of choice" to work, live, and raise a family.		✓	✓	
4	Increase student awareness of local and regional career pathways in key growth sectors.	Post-secondary institutions	✓	✓	
5	Conduct an annual "familiarization tour" of local businesses, inviting faculty members, career counsellors, and administration from local educational institutions to experience local workplaces.	District School Boards	✓	✓	
6	Explore the inclusion of Diversity, Equity, and Inclusion (DEI) considerations across all attraction and retention efforts.[45]	Bruce County; GBLIP; Welcoming Communities Grey Bruce		✓	✓
7	Promote hiring and training supports to local employers to help them continue to attract local talent. ▪ E.g.: Canada-Ontario Job Grant, Youth Job Connection Summer, working with local union hiring halls.	Local businesses; industry organizations		✓	✓
8	Work with NWMO to establish training facilities, linked to the Centre of Expertise to evolve workforce capabilities and attract talent to locate to South Bruce for skills training and	NWMO; Post-secondary institutions		✓	✓

[45] Action adapted from the 2021 – 2025 Bruce County Workforce Development and Attraction Strategy. The Strategy identifies specific Grey Bruce LIP Activity, including Partner Family Tours, flexible Settlement Strategy and Action Plan and workshops to celebrate cultural diversity.

	career development.				
Performance Measures					
# of social media campaigns # of jobs created (annually) # of students and businesses connected through familiarization tours					