

Peer Review Report

Workforce Development Study Report (E10)

Municipality of South Bruce

May 17, 2022

Executive Summary

The Nuclear Waste Management Organization (NWMO) has been engaged in a multi-year, 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 2023.

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, 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 Workforce Development Study (E10) is one of the studies being carried out by NWMO with the overall objective to characterize and describe the labour NWMO (employment) needs for the Project and describe how NWMO and regional agencies can develop the workforce necessary to undertake the NWMO project. The Workforce Development Study was peer reviewed by Subject Matter Experts (SME) at Deloitte in combination with GHD Leadership's Team (Peer Review Team [PRT]) 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 Workforce Development Study 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 PRT is of the view that the Workforce Development Study satisfies its overall objective by characterizing and describing the labour NWMO (employment) needs for the Project and describing how NWMO and regional agencies can develop the workforce necessary to undertake the Project. The projected workforce associated with the three Project phases (pre-construction, construction, and operations) is appropriately described in the Study. The Study makes several conclusions based on existing labour conditions including that the size and qualifications of the labour pool within the combined study areas (Regional, Local and Core) have good potential to meet the needs of the Project, with the one exception being skilled trades in the mining sector. The Study also acknowledges that NWMO like Bruce Power, as a high wage employer, will impact the local job market by employees of smaller local employers migrating to the Project. The PRT agrees with this conclusion directs the reader to the Local Hiring Study and Strategy prepared by MSB, which addresses this potential negative impact of the Project on MSB and neighbouring municipalities.

The second part of the Study's overall objective of describing how NWMO and regional agencies can develop the workforce necessary to undertake the Project is broadly addressed by Project component. Workforce development is subdivided between Project Office, Centre of Expertise and Above-Ground Operations at the Project Site as one grouping and Below-Ground Operations at the Project Site as the other grouping. The groupings are appropriate recognizing the unique nature of the two different skillsets. The level of information provided for developing the two complementary workforces is a combination of notes and observations, which is helpful, but not specific enough to be highly informative to MSB.

The present SWOTs analysis in the Study presents three options or approaches (Do Nothing, Passive Investment, and Incubate and Cultivate) for workforce development and considers both above-ground and below-ground operations collectively. The PRT recommends that two separate SWOTs analyses be undertaken: one for above-ground operations and one for below-ground operations where a more in-depth assessment can be carried out to better inform specific workforce development requirements. Although it is not clear which of the options or approaches is put forward in the Study as recommended, it seems that preference is given to Incubate and Cultivate. Notwithstanding this, it is clear based on the Study that MSB and the other Core Study Area municipalities have a significant role in realizing the benefit of capturing the local workforce development potential of the Project.

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Acronyms

APM	Adaptive Phased Management
CNSC	Canadian Nuclear Safety Commission
CWB	Community well-being
DPRA	DPRA Canada
GHD	GHD Limited
MSB	Municipality of South Bruce
NWMO	Nuclear Waste Management Organization
PRT	Peer Review Team
SME	Subject Matter Expert
SWOTs	Strengths, Weaknesses, Opportunities and Threats

Scope and Limitations

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1. Introduction

This report documents the peer review undertaken of the Workforce Development Study (E10) prepared by Keir Corp dated January 28, 2022 (Draft) and April 19, 2022 (Final Draft). The Nuclear Waste Management Organization (NWMO) has been engaged in a multi-year, 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 socio-economic conditions in the communities and then considering what might be the possible implications of the Adaptive Phased Management (APM) Project on community well-being (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 2023, which then marks the beginning of the fourth step of APM implementation¹. 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, 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 Workforce Development Study is one of the socio-economic studies being carried out by NWMO with the overall objective to characterize and describe the labour NWMO (employment) needs for the Project and describe how NWMO and regional agencies can develop the workforce necessary to undertake the NWMO project. The Workforce Development Study was peer reviewed by Subject Matter Experts (SME) at Deloitte (Trudy Parsons and Shaun Goodeve) in combination with the GHD Leadership Team (Greg Ferraro and Ian Dobrindt) (Peer Review Team [PRT]) in accordance with the Peer Review Protocol process established jointly by MSB and NWMO. **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 Workforce 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 Final Draft Report has been revised to address our 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. With this in mind, the PRT concludes that the Workforce Development Study sufficiently characterizes and describes the labour NWMO (employment) needs for the Project but could be enhanced in terms of describing how NWMO and regional agencies can develop the workforce necessary to undertake the Project. Notwithstanding this, it is clear based on the Study that MSB and the other Core Study Area municipalities have a significant role in realizing the full benefit of capturing the workforce development potential of the Project.

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

2. Peer Review Protocol

2.1 Objectives and Overview of the Peer Review Protocol Process

As mentioned, the peer review of the Workforce 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.

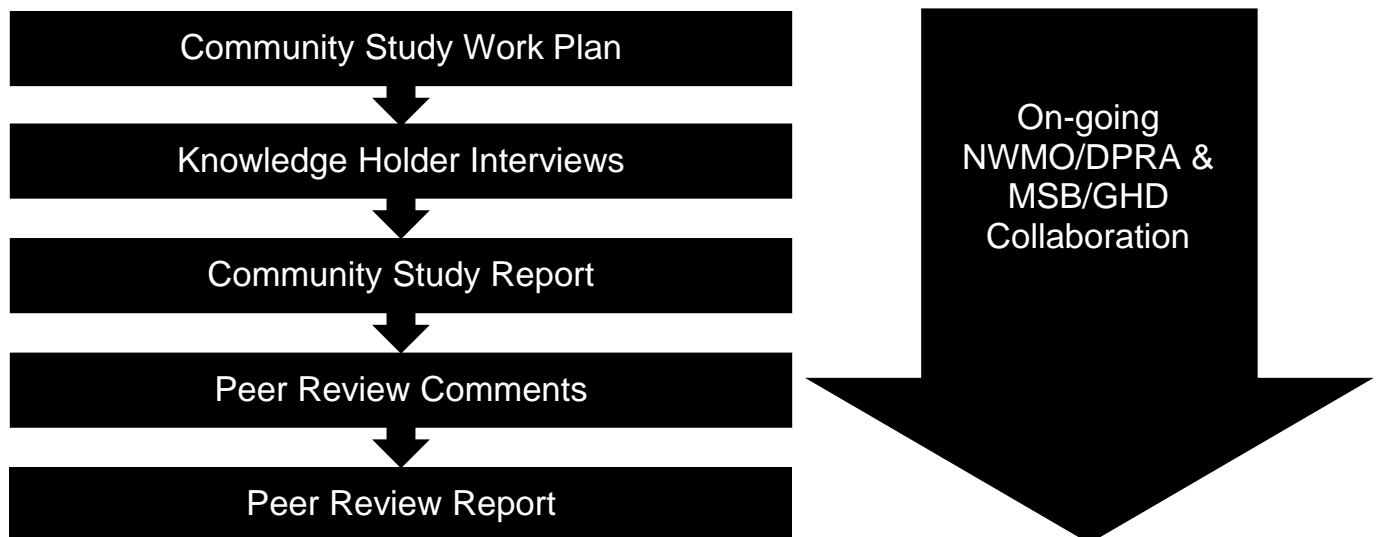


Figure 2.1 The Peer Review Protocol Process

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 prepared by the NWMO/DPRA team
- Review the CS Final Draft Report 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 Workforce 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 (Trudy Parsons and Shaun Goodeve) in combination with the GHD Leadership Team (Greg Ferraro and Ian Dobrindt) for the Workforce Development Study prepared by Keir Corp. The Workforce Development Study was initiated by Keir Corp following finalization of the Work Plan in October 2021 and culminated in the Final Draft Report being submitted to GHD on April 19, 2022.

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

Key Activities	Date	Parties Involved
Review of the Draft Southwestern Ontario Workforce Development Study Work Plan (E10) issued by DPRA (August 10, 2021)	August 2021 – October 2021	Deloitte (Trudy Parsons, Paul Blais, Evelyn Paul, and Shaun Goodeve), GHD (Greg Ferraro and Ian Dobrindt)
Issuance of the Peer Review Team comment disposition table on the Draft Work Plan	September 14, 2021	Deloitte (Trudy Parsons and Shaun Goodeve), GHD (Greg Ferraro and Ian Dobrindt)
Review of the Final Southwestern Workforce Development Study Work Plan (E10) issued by DPRA (October 5, 2021)	October 2021 – January 2022	Deloitte (Trudy Parsons, Paul Blais, Evelyn Paul, and Shaun Goodeve), GHD (Greg Ferraro and Ian Dobrindt)
Peer Review Team and DPRA Project Status Update Meeting for the Labour Baseline, Workforce, and Housing Community Studies	November 25, 2021	Deloitte (Trudy Parsons and Shaun Goodeve), GHD (Greg Ferraro and Ian Dobrindt), NWMO (Charlene Easton), DPRA (Vicki McCulloch), Keir Corp (Andy Keir), Marvin Stemeroff
Review of Workforce Development Study Report (E10) Draft – Southwestern Ontario Community Study issued by Keir Corp (January 28, 2022)	January 2022 – March 2022	Deloitte (Trudy Parsons, Paul Blais, Evelyn Paul, and Shaun Goodeve), GHD (Greg Ferraro and Ian Dobrindt)
Peer Review Team Check-in Meeting to review/confirm preliminary comments	February 11, 2022	Deloitte (Trudy Parsons, Shaun Goodeve, and Evelyn Paul), GHD (Greg Ferraro and Ian Dobrindt), and MSB (Catherine Simpson)
Issuance of the Peer Review Team preliminary comment disposition table on the Draft Report	February 18, 2022	Deloitte (Trudy Parsons and Shaun Goodeve), GHD (Greg Ferraro and Ian Dobrindt)
Peer Review Team and DPRA Project Update Meeting to discuss/understand the preliminary comments	February 23, 2022	Deloitte (Trudy Parsons and Shaun Goodeve), GHD (Greg Ferraro and Ian Dobrindt), MSB (Catherine Simpson), NWMO (Charlene Easton and Marvin Stemeroff), DPRA (Vicki McCulloch), Keir Corp (Andy Keir)
Issuance of the Peer Review Team final comment disposition table on the Draft Report	March 1, 2022	Deloitte (Trudy Parsons and Shaun Goodeve), GHD (Greg Ferraro and Ian Dobrindt)
Peer Review Team and DPRA Project Update Meeting to discuss/confirm revisions to the Draft Report	March 2, 2022	Deloitte (Trudy Parsons), GHD (Greg Ferraro), MSB (Catherine Simpson), NWMO (Charlene Easton), DPRA (Vicki McCulloch), Keir Corp (Andy Keir)
Review of the Workforce Development Study Report Final Draft – Southwestern Ontario Community Study issued by Keir Corp (April 19, 2022)	April 19 - 25, 2022	Deloitte (Trudy Parsons and Shaun Goodeve), 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 Workforce Development Study.

Table 3.1 Key Documents and Information Considered in the Peer Review of the Workforce 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).
Workforce Development Study - Statement of Work	Municipality of South Bruce (MSB) (May 2021)	Reviewed to understand the objectives and scope of work including inputs to the Workforce Development Study and its relationship to other Community Studies as envisioned by the Municipality of South Bruce (MSB).
Knowledge Holder Interviews (Four County Labour Market Planning Board; Economic Development, Planning and Development, Bruce County; Grey County; Nuclear Innovation Institute; Organization of Canadian Nuclear Industries; Bruce Power; Huron County; Ontario Youth Apprenticeship Program; VPI Working Solutions; Fanshawe College; Municipality of Brockton; MSB Public Works; Township of North Huron; Hydro One; and Township of Huron-Kinloss)	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.
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).
Deep Geological Repository Transportation System Conceptual Design Report - Crystalline / Sedimentary Rock (APM-REP-00440-0209-R001)	NWMO (September 2021)	Reviewed if the transportation of used fuel was applicable to the areas of study (e.g., Aggregate Resources Study, Local Traffic Effects Study, 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).

Document Name/Information	Author/Source/Date	Description/Application
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 Workforce Development Study Work Plan (E10)	DPRA Canada Inc. (October 5, 2021)	Reviewed to understand the purpose and outcome of the Workforce Development Study including its linkages to other Community Studies, scope and assumptions, approach, and key information sources/data collection.
Workforce Development Study Report (E10) Draft – Southwestern Ontario Community Study	Keir Corp (January 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.
Workforce Development Study Report (E10) Final Draft – Southwestern Ontario Community Study	Keir Corp (April 19, 2022)	The 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 Workforce Development Study

The PRT provided formal comments to the NWMO/DPRA team on March 1, 2022 in the form of a memo and comment disposition table (**Appendix C**). These comments were then presented by the PRT on March 2, 2022 to the NWMO/DPRA team for their consideration in finalizing the Workforce Development Study. The focus of the presentation and ensuing discussion at the meeting was on those comments of a more substantive nature. As a result, while **Appendix C** lists all the formal comments, **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 describing how and where the formal comments will be addressed in the Final Draft Report (**Table 4.1, 4th column**). Upon receiving the Final Draft Report, the PRT reviewed it to ensure the documented responses were, in fact, incorporated into the Workforce Development Study (**Table 4.1, 5th column**).

As stated in **Table 4.1**, the PRT acknowledges that the Final Draft Report has been updated in response to PRT comments. Further assessments that could be considered for future follow up by NWMO which would be beneficial to the Study include:

- Although the relevant principles applicable to the Workforce Development Study are identified in Section 1.3 of the Final Draft Report, the PRT suggests that further elaboration on how workforce development specifically informs the applicable principles be given recognizing their importance to the community in guiding their assessment of willingness to host the Project.
- The PRT recognizes that the Strengths, Weaknesses, Opportunities and Threats (SWOTs) analysis in the Final Draft Report provides an indication of the benefits of the Project to the Core Study Area municipalities in developing a local workforce. The benefits could be more prominently articulated, so they are more apparent to the community of South Bruce. This suggestion aligns with Guiding Principle No. 10's application to the Workforce Development Study.

- The PRT believes that with the information presented the wind down in activity to the MCR Project at the Bruce Nuclear Generating Station will not significantly enhance the labour pool in the Region because of what the Building Trade Halls have stated. These Halls have indicated that there will be a high rate of member retirements over the next decade, which will reduce the labour force numbers available for the NWMO Project in 2033 (anticipated construction start). Further assessment of this potential could be carried out to better understand and develop this opportunity.
- The SWOTs analysis in Section 4 makes mention of workforce development and touches on mining expertise (below ground operations). The PRT finds it to be relatively general in nature as it applies to the entire NWMO Project. The PRT suggests that individual SWOTs analyses be carried out for both above-ground operations and below ground operations as part of developing the workforce requirements. This approach would be more appropriate due to the unique workforce requirements associated with each type of operations; and therefore, result in a better overall assessment.
- Section 5 provides additional details on workforce development initiatives including mining-related below ground operations and above ground operations, which is helpful, but how they connect back to the SWOTs analysis in Section 4 is not clear. The Section 4 SWOTs analysis does not include NWMO retaining the services of an underground mine development company even though that is what identified to best address this workforce development requirement of the Project.

Table 4.1 Workforce Development Study Draft Report Comment Disposition Table

Comment number	Report Section Reference	Formal Substantive Comments from Peer Review on the Draft Report	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments based on the Final Draft Report
5	General	What are the specific benefits of the project to the County and the municipality?	Please refer to the SWOTs analysis in Section 4 and further thoughts on initiatives in Section 5 in final version of the report.	Although the SWOTs analysis provides an indication of the benefits of the Project, we suggest the benefits be more prominently articulated, so they are more apparent to the community of South Bruce. This suggestion aligns with Guiding Principle No. 10's application to the Workforce Development Study.
6	General	The Peer Review Protocol identified the identification of relevant guiding principles. The applicable guiding principles informed by this report should be included in Section 1.3 <i>Scope and Purpose</i> .	This information has been included in Section 1.3 Scope and Purpose of the final report.	While the relevant principles applicable to the Workforce Development Study are identified in Section 1.3, we suggest that further elaboration on how workforce development specifically informs the applicable principles recognizing their importance to the community in guiding their assessment of willingness to host the Project.
7	General	In consideration of broader impacts on the workforce within the region, how will the NWMO project impact secondary sectors where employees may leave these positions for work with NWMO? Reference the Vulnerable Population assessment	Text has been included in the final report noting the potential for workers to migrate to higher wage jobs; this issue is also noted in the key findings from knowledge holder interviews in a revised version of Appendix B (formerly Appendix C in draft report). In a discussion between NWMO, DPRA, GHD and MSB on March 14 re: the March 11 peer review comments on the draft Vulnerable Populations/Social Programs report, it was agreed that the parties have further discussion regarding where potential effects/options for managing effects on small businesses such as these would be addressed in the community studies. It was agreed that while the VPSP report would touch on this topic, it is not the 'primary home' for this issue. On March 17, MSB/GHD communicated to DPRA that while reports such as Workforce Development, Vulnerable	We note that the Final Draft Report (e.g., Sections 3.4.1, 3.5.4, etc.) acknowledges this potential impact of the Project on local businesses and offers some ideas based on knowledge holder interviews for potentially addressing the impact. In addition, we note that the Workforce Development Study directs the reader to the Local Hiring Effects Study and Strategy, where the impact is further considered in greater detail through that MSB led community study. Therefore, the comment is satisfactorily addressed.

Comment number	Report Section Reference	Formal Substantive Comments from Peer Review on the Draft Report	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments based on the Final Draft Report
			Populations & Social Programs may discuss potential effects on small businesses as part of existing context/issues, all reports will point the reader to the MSB's 'Local Hiring Effects Study and Strategy' (in preparation) for more fulsome discussion including options for mitigating/enhancing potential effects.	
8	General	How will metroeconomics population projections be incorporated into this report?	The metroeconomics population projections have been noted in new Section 1.3.5 'Planning Assumptions – Workforce, Population, Housing and Employment' in the final report. Employment projections have subsequently been incorporated in the employment numbers reported for the Local and Core Study Areas.	Comment satisfactorily addressed in Section 1.3.5.
10	2.3 (4) Analysis	Was there a decision to remove this requirement from the Workplan? 2.3 (4) Analysis 'the superimposed project labour force requirements on the supply side profiles'	A new 'Appendix C' sets out a summary supply versus demand assessment. Throughout the report the supply side statistics are provided across numerous figures and charts and discussed in the text. The NWMO labour force requirements are stated up front in Section 1.3.5.	Comment satisfactorily addressed in Section 2.3 (4) Appendix C.
16	3.4.1 (2)	The analysis for workforce development relies on this schedule for the MCR. It should be very clear that this is part of the foundation for the findings of this study.	The analysis does not rely on the MCR Project. It is but one source of potential labour for the Project. The MCR wind down and the start-up of construction for the NWMO Project potentially coincide thereby presenting an opportunity for labour supply.	It is noted in several sections in the Final Draft Report (e.g., Section 4.1, etc.) "that there is sufficient labour force available in the combined study areas to supply the Project even if the MCR Project timelines or labour force numbers do not materialize." Notwithstanding this, we continue to interpret from the information available that the wind down in activity to the MCR Project at the Bruce Nuclear Generating Station will <u>not</u> significantly enhance the labour pool in the Region because of what the Building Trade Halls have stated. These Halls have indicated that there will be a high rate of member retirements over the next decade.

Comment number	Report Section Reference	Formal Substantive Comments from Peer Review on the Draft Report	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments based on the Final Draft Report
17	4	<p>Since Sections 3.4.2 and 3.4.3 discuss workforce development related to above-ground operations and below ground operations at the APM DGR respectively, it would be beneficial to assess the options in Section 4 from these perspectives as well because of their differing requirements and potential unique ways of addressing them.</p>	<p>The SWOTs analysis in Section 4 addressing workforce development includes the above and below ground operations of the Project. For more details on the proposed workforce development initiatives, please refer to Section 5 in the final report.</p>	<p>Although the SWOTs analysis in Section 4 makes mention of workforce development and touches on mining expertise (below ground operations), it is general in nature applying to the entire NWMO Project versus having a specific SWOTs analysis for both above-ground operations and below ground operations. This approach would be more appropriate recognizing their unique workforce requirements and result in a better overall assessment. Further, it is noted that Section 5 does provide additional details on workforce development initiatives including mining-related below ground operations and above ground operations, which is helpful, but we are not sure how they connect back to the SWOTs analysis in Section 4. For example, nowhere is it mentioned in Section 4 as part of the SWOTs analysis that NWMO retains the services of an underground mine development company and that is what should be carried forward for consideration/implementation by NWMO to best address this workforce development requirement of the Project.</p>
18	4.2 (3) Conclusion	<p>In 4.2 (3) Conclusion, The reader would benefit from the evidence that supports the following conclusion statements.</p> <p>“There has been strong interest in MSB and local area municipalities since the introduction of the APM Project on how it might provide local jobs and careers and enable young people and their families to stay in the area.”</p> <p>A short synopsis of activities, initiatives and undertakings by MSB and local area municipalities could further validate this statement.</p> <p>“...It is an initiative clearly aligned with area aspirations.”</p>	<p>Interviews conducted by Keir Corp. throughout the site selection process have reflected on the Project’s potential to create employment that will help retain young people and their families in the area. Section 1.3.1 has been added to include the MSB’s guiding principles relevant to this study. By way of background, in late 2019 / early 2020, South Bruce residents shared their community aspirations and priorities for the future should the APM Project proceed in the South Bruce Area. The Community Project Visioning Report (AECOM 2020) documents the community’s expectations and aspirations for the Project. Feedback</p>	<p>The information provided in the response (reference to Community Project Visioning Report) helps with understanding the statement. The revised statements in Section 4.2 are much clearer to the reader improving their understanding. As a result, the comments are satisfactorily addressed.</p>

Comment number	Report Section Reference	Formal Substantive Comments from Peer Review on the Draft Report	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments based on the Final Draft Report
		<p>It is unclear where the “area aspirations” are identified within the report. Refer to guiding principles.</p> <p>“Workforce development is affiliated with Project needs for ongoing expertise and up-skilling as technologies and jobs requirements evolve over the APM lifecycle.”</p> <p>Clear language would benefit the reader’s understanding of this statement.</p> <p>Suggested rewording “<i>Ongoing project expertise and upskilling as technologies and jobs requirements evolve will benefit from relevant workforce development initiatives.</i>”</p> <p>The addition of the AI and Robotics offer further clarity to the reader. This is a good example of what is referred to in comment #1 above. How will AI and Robotics impact the workforce exactly?</p>	<p>was received on key questions and concerns that need to be addressed, and the community’s vision for a Centre of Expertise. The Visioning Report was accepted by Council in July 2020. Building on the Project visioning work, MSB approved the 36 Guiding Principles in October 2020.</p> <p>This sentence has been revised please refer to Section 4.2 of the final report.</p> <p>The reference to AI and robotics has been expanded; please refer to Section 4.2 of the final report.</p>	

4.2 Comments on Adherence to the Work Plan

In general, there is substantive compliance with the Work Plan (Table 4.2) recognizing that some of the gaps noted were not relevant because this is a baseline study; others were structural – sourcing, referencing other community studies, referencing principles, etc., which NWMO committed to addressing as part of finalizing the Study.

Table 4.2 Adherence to the Work Plan

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments
Step 1	Data Collection – Secondary/ Primary; updated Project assumptions;	<p>a. Review forecast labour requirements for the construction and operation of the project.</p> <p>b. Collect and review existing sources from universities, trade</p>	<p>a. What is the assumption of 25% workers from MCR to ADM Project (750 workers to move to ADM) based upon? We would like to see further elaboration</p>	<p>a. This is based on information obtained from Bruce Power regarding the distribution of the workforce currently engaged in their MCR Project. There is no</p>	<p>a. The report has satisfactorily addressed Step 1a. (Section 3.5.4 – points 1 and 3) Should this study advance further it would be beneficial to</p>

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments
	information from other related community studies	<p>organizations and major employers regarding the characteristics of the major labour requirements required by the APM project.</p> <p>c. Integrate information from <i>Economic Baseline, Labour Baseline Study, and the Local Hiring Effects Study & Strategy.</i></p> <p>d. Conduct interviews with key stakeholders to provide primary data to supplement the secondary data collection and refine preliminary classifications.</p> <p>e. Based on information received, categorize the labour requirements by profession and trade, level of education, training, and work experience.</p>	<p>regarding the participation rate identified within the report and if this is sufficient as it appears to be low at 64%.</p> <p>b. It would be helpful for the reader to understand the significance of STEM graduates and how these students relate to the NWMO Project. Graduate employment rates and retention in the area would be useful information if available. Post secondary institutions are required to post KPIs and this information is publicly available. Does NWMO have a specific list of professions that are required for the profession. This would allow cross referencing of future demand and ability to meet this demand (i.e., future graduates, etc.).</p> <p>c. Similar to the comments provided in Labour Baseline Study Peer Review, these projects seem independent from one another.</p> <p>d. There are no summaries or inclusion of interview results in the Draft Report.</p> <p>e. This appears to be absent in the Draft Report.</p>	<p>assumption in the report that 25% of the MCR workers would move to the project. They are a potential source of labour but by no means the only source. According to Statistics Canada, Labour Force Survey September 2021, the Labour Force Participation Rate in Canada was 65.5%. In Ontario the rate was 64.9% during the 2nd Quarter of 2021 according to Ontario Employment Reports April-June 2021. This study reports the facts. The 64% participation rate is in line with the National average and just below the Provincial average and likely reflects the higher number of retirees captured within the Local Study Area.</p> <p>b. Please refer to Section 3.1 and Table 2 in the final report. Please refer to Figures 5, 6 & 7 in the final report. This information is not currently available.</p> <p>c. Keir Corp. is interpreting the comment to say that these community studies seem independent from one another. Keir Corp. has not been provided any information from MSB's <i>Local Hiring Effects Study and</i></p>	<p>understand with more certainty, the number of MCR employees that would foreseeably be employed by the NWMO project. This would include information about the retirement rate, skills or residency of the MRC workforce.</p> <p>b. Table 2 is base case projection; we are unclear on its relevance to this activity – Step 1 b. Examination of Table 5 does appear to reflect NWMO Occupational Groupings and is relevant to the described activity. Section 3.1 – points 7-11 offer good insight into the aligned characteristics of the major labour requirements, with consideration of data from post-secondaries. The report has satisfactorily addressed this Step and respective activity. Should this study advance elaboration on graduates with STEM education and how this can further local capacity to support the NWMO Project would be beneficial.</p> <p>c. Appendix C notes reference to the Labour Baseline Study as it relates to</p>

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments
				<p><i>Strategy.</i> Keir Corp. is not aware of an Economic Baseline study. It was a decision by MSB and NWMO to have two separate community study reports, one documenting <i>Labour Baseline</i> and the other dealing with <i>Workforce Development</i>. As such there is considerable overlap between the two studies and it is recommended that they be read in conjunction with one another starting with the <i>Labour Baseline Study</i>.</p> <p>d. Appendix B in the final report sets out the knowledge holders interviewed and provides a summary of the key findings from these interviews.</p>	<p>Supply/Demand Assessment. The Study does not elaborate on the inter-connectedness between this Study and the Economic Baseline or the <i>Local Hiring Effects Study & Strategy</i>. There is no mention of an Economic Baseline study in Appendix A; the Local Hiring Effects Study and Strategy was being completed simultaneously to this report and was not available to Keir Corp – as noted in their comments. For these reasons, it is recognized this comment has been addressed.</p> <p>d. Comment satisfactorily within Appendix B. e. Comment satisfactorily addressed Section 3.1 – points 7-11.</p>

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses 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 	<ul style="list-style-type: none"> a. This appears to be absent in the Draft Report. b. This appears to be absent in the Draft Report. 	<ul style="list-style-type: none"> a. Information has been shared directly between the <i>Labour Baseline Study</i> and <i>Housing Needs and Demand Analysis Study</i> in this report, as noted in Section 1.3 (Purpose and Scope). b. The <i>Workforce Development Study</i> has been referenced in other community studies (e.g., <i>Local/Regional Education Study (in preparation)</i>, <i>Vulnerable Populations/Social Programs Studies</i>, etc.). In these instances, the <i>Workforce Development Study</i> is identified in Section 2.2.2 ('Other Key Information and Data Sources', for example where it provides insight into the Project workforce and its relative influence in a local and regional context (e.g., in S. 4 'Relevant Project Characteristics'). 	<ul style="list-style-type: none"> a. The comment has been partially addressed with references to other community studies noted in Section 1.3. Notwithstanding this, should the project proceed, it would be beneficial to have a brief explanation as to how the community studies are "intertwined" or how they are "closely linked" rather than leaving that up to the reader to figure out. b. Step 2b refers to data and findings from other community studies being used in the <i>Workforce Development Study</i>. Keir Corp has identified the <i>Workforce Development Study</i> has been given consideration in other reports- not responding to 2b. It is noted that the <i>Workforce Development Study</i> is relying upon data and findings from the <i>Labour Baseline Study</i>. This comment has not been addressed.
Step 3	Analysis and assessment, identification of effects management options	<p>Estimate Current Supply and Demand</p> <ul style="list-style-type: none"> a. Identify the current demand from existing employers on the identified labour categories. b. Identify the current supply of labour available within the Region and Province. 	<p>Estimate Current Supply and Demand</p> <ul style="list-style-type: none"> a. This is absent from the report aside from MCR project data. A potential data source for broader community demand may be available through the Employer One survey. 	<p>Estimate Current Supply and Demand</p> <ul style="list-style-type: none"> a. An analysis of the fastest growing job categories within the local and core study areas have been added to the final report. Refer to Figures 18 and 28 in Section 3. 	<p>Estimate Current Supply and Demand</p> <ul style="list-style-type: none"> a. Comment has been satisfactorily addressed. Should this study advance further it would be beneficial for the reader to understand the correlation between these job categories and the NWMO Project. For

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments
		<p>Forecast the Future Available Supply</p> <p>a. Develop a model that forecasts the future available supply of the required labour categories.</p> <p>b. Overlay the APM project's forecast demand for labour categories over the forecast of labour supply.</p>	<p>b. Absent from the Draft Report is the current supply of labour available within the province. The Regional labour supply has been addressed within the Draft Report.</p> <p>Forecast the Future Available Supply</p> <p>a. This appears to be absent in the Draft Report.</p> <p>b. This appears to be absent in the Draft Report.</p>	<p>Forecast the Future Available Supply</p> <p>a. Growth in employment is forecasted for the Regional, Local and Core Study Areas to 2046. Please refer to Figures 4, 19 & 29 in Section 3.</p> <p>b. A new Appendix C has been added to the final report to provide a supply/demand assessment.</p>	<p>the reader's benefit the information within Figures 18 and 28 could be cross referenced with NWMO Occupational Groupings (see Table 5 within the Study).</p> <p>Forecast the Future Available Supply</p> <p>a. Comment has been satisfactorily addressed.</p> <p>b. Comment has been satisfactorily addressed.</p>
Step 4	Observations and Conclusions	<p>a. Put forward options to optimize workforce supply for the project within South Bruce and the rest of the commuter shed.</p>	<p>a. This appears to be absent in the Draft Report.</p>		<p>a. Comment has been satisfactorily addressed. Should the project move forward there would be value in an in-depth analysis of initiatives that would optimize workforce supply. The various initiatives would also require agreement from all stakeholder parties including but not limited to the Municipality of South Bruce and NWMO.</p>

4.3 Municipality of South Bruce’s Guiding Principles

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

Three of the 36 principles are linked to the Workforce Development Study: numbers 10, 20, and 32. **Table 4.3** lists the two principles and how the Workforce Development Study informs those principles.

Table 4.3 The Principles Associated with the Workforce Development Study

Principle # and Description	Consideration of the Principle in the Study
<p>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>	<p>The Workforce Development Study informs Guiding Principle # 10 by identifying potential positive and negative socio-economic impacts of the Project on South Bruce and surrounding communities from a workforce development perspective. Also, the Workforce Development Study provides examples of potential programs and initiatives to support and facilitate workforce development that NWMO can consider in identifying community benefits it will contribute to mitigating potential negative socio-economic impacts or risks of the Project on South Bruce. In addition, the description and characterization of the labour (employment) needs for the Project is a key input to other Community Studies like the Local Hiring Effects Study and Strategy.</p>
<p>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.</p>	<p>The Workforce Development Study informs Guiding Principle # 20 by describing and characterizing the labour (employment) needs for the Project as well as describing how NWMO and regional agencies can develop the workforce necessary to carry out the Project. As a result, this information is a key input to the Local Hiring Effects Study and Strategy. The Local Hiring Effects Study and Strategy being led by MSB will be used in their consultation efforts with NWMO to implement 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.</p>
<p>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.</p>	<p>The Workforce Development Study informs Guiding Principle # 32 by describing and characterizing the labour (employment) needs for the Project, which is a key driver in determining expected population growth with hosting the Project in South Bruce. With this understanding, NWMO and South Bruce and other local and regional partners can develop a corresponding strategy for ensuring that there are sufficient community services and amenities for the workforce and population in general.</p>

4.4 Conclusions of the Peer Review

The Workforce Development Study satisfies its overall objective by characterizing and describing the labour NWMO (employment) needs for the Project and describing how NWMO and regional agencies can develop the workforce necessary to undertake the Project. The projected workforce associated with the three Project phases (pre-construction, construction, and operations) is appropriately described in the Study based on NWMO generated information. Added to this information is base case projections (‘without the Project’) and anticipated Project effects projections, which were incorporated into the Study’s analysis. As a result, the Study starts off with the correct employment projections agreed to between NWMO and MSB for establishing existing labour conditions in the three study areas: Regional, Local, and Core (includes MSB).

The Study makes several conclusions based on existing labour conditions including that the size and qualifications of the labour pool within the combined study areas (Regional, Local and Core) have good potential to meet the needs of the Project, with the one exception being skilled trades in the mining sector. The Study identifies the opportunity of engaging a mining company to set up local training programs for development of the mining sector workforce.

The Study also identifies that the wind down in of the MCR project at the Bruce Nuclear Generating Station has the potential to enhance the labour pool in the Region, as it will dovetail into the ramp-up of construction activity related to the APM Project.

The Building Trade Halls have stated however that there will be a high rate of member retirements over the next decade which will reduce the labour force numbers available for the NWMO Project in 2033 (anticipated construction start). Further assessment of this potential is required to better understand the opportunity.

The Study acknowledges that NWMO like Bruce Power, as a high wage employer, will impact the local job market by employees of smaller local employers migrating to the Project. The PRT agrees with this conclusion but believe it should garner greater attention. With this issue in mind, the PRT directs the reader to the Local Hiring Study and Strategy prepared by MSB, which addresses this negative potential effect of the Project on MSB and neighbouring municipalities.

The second part of the Study's overall objective of describing how NWMO and regional agencies can develop the workforce necessary to undertake the Project is broadly addressed by Project component. Workforce development is subdivided between Project Office, Centre of Expertise and Above-Ground Operations at the Project Site as one grouping and Below-Ground Operations at the Project Site as the other grouping. The groupings are appropriate recognizing the unique nature of the two different skillsets, but the level of information provided for developing the two complementary workforces is a combination of notes and observations, which is helpful, but not specific enough to be highly beneficial to MSB.

The present SWOTs analysis in the Study presents three options or approaches (Do Nothing, Passive Investment, and Incubate and Cultivate) for workforce development and considers both above-ground and below-ground operations collectively. It is recommended that two separate SWOTs analyses be undertaken: one for above-ground operations and one for below-ground operations where a more in-depth assessment can be carried out to better inform specific workforce development requirements. Although it is not clear which of the options or approaches is put forward in the Study as recommended, it seems that preference is given to Incubate and Cultivate.

In conclusion, the PRT is of the view that the Workforce Development Study sufficiently characterizes and describes the labour NWMO (employment) needs for the Project. The Study provides a good base to further the assessment and development of strategies for the NWMO and regional agencies to develop the workforce necessary to undertake the Project. Notwithstanding this, it is clear based on the Study that MSB and the other Core Study Area municipalities have a significant role in realizing the benefit of capturing the local workforce development potential of the Project.

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	Keir Corp.
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
S16	Social Programs Study	NWMO, MSB	DPRA
S17	Emergency Services Study	NWMO	DPRA
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

March 01, 2022 – updated May 2, 2022

To	Dave Rushton/Catherine Simpson, Municipality of South Bruce		
Copy to			
From	Greg Ferraro and Ian Dobrindt/AD/sm	Tel	+1 519 884 0510
Subject	Workforce Development Study (E10) Draft Report – Peer Review Comment Disposition Table	Project no.	11224152-MEM-19

1. Introduction

This memo provides the Municipality of South Bruce (South Bruce) peer review team’s comments on the Workforce Development Study (E10) Draft Report (Draft Report) prepared by Keir Corp (January 28, 2022) 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 (DPRA Canada, Keir Corp) 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 Workforce Development Study Draft Report:

- Workforce Development Study - Statement of Work (May 2021)
- Southwestern Ontario Workforce Development Study Work Plan (E10), 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 metro economics (February 2, 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 statement of work and work plan been complied with?
 - Has pertinent information gained from knowledge holder interviews been included?

- Has a previous NWMO 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 our initial observations and confirmed our combined preliminary comments on the Draft Report at our 10-day peer review check-in meeting. Following this, Deloitte and GHD shared our initial observations/preliminary comments with NWMO and their consultants through a discussion where questions were asked, clarifications were sought, and suggestions were offered. Following this discussion, our comments were further revised and are listed in the attached comment disposition table (**Table 1**).

3. Peer review comments

As stated, **Table 1** lists our combined comments on the Draft Report. It is understood that NWMO and their consultants will provide responses to these comments and address each comment where appropriate as part of finalizing the Report.

Based on completion of the peer review and follow up discussions with NWMO and their consultants, the inputs presented in the Draft Report are found to support the overall objective to characterize and describe the labour NWMO (employment) needs for the Project and describe how NWMO and regional agencies can develop the workforce necessary to undertake the NWMO project.

In general, the Workforce Development Study as described in the Draft Report substantially complies with the MSB's Statement of Work and NWMO's Work Plan in terms of information developed and assessed. **Table 2** summarizes the peer review's assessment of the Work Plan.

Table 1 Workforce Development Study (E10) Comment Disposition Table

Comment number	Report section reference	Comments from peer review	How and where comments are addressed?	Peer review responses to DPRA comments
1	General	Suggestion to add a definition of “workforce development” in the early stages of the report.	Please refer to Section 2.3	Comment satisfactorily addressed.
2	General	It is our understanding that the Municipality of South Bruce prefers to use the term NWMO project and <i>not</i> ADM project. If this is accurate should this be reflected within the report.	Confirmed by NWMO (including the Communications Team) and MSB to now be referred to as to ‘the Project’ after first reference to Adaptive Phase Management (APM) Project in Section 1.1.	Comment satisfactorily addressed.
3	General	Referencing the data tables should be consistent across the reports and referenced specifically (i.e., the title of the document, year of production). The lack of detailed sourcing makes it more difficult for the reader to understand the data presented.	Referencing of tables has been revised where applicable.	Comment satisfactorily addressed.
4	General	Suggestion that the data within the tables could have an interpretation element that helps the reader to understand the relevancy of the data/figures. Such as a brief summary following the table/data.	The relevancy of each table is discussed in the applicable sections of the final report.	Comment satisfactorily addressed.
5	General	What are the specific benefits of the project to the County and the municipality?	Please refer to the SWOTs analysis in Section 4 and further thoughts on initiatives in Section 5 in final version of the report.	Although the SWOTs analysis provides an indication of the benefits of the Project, we suggest the benefits be more prominently articulated, so they are more apparent to the community of South Bruce. This suggestion aligns with Guiding Principle No. 10’s application to the Workforce Development Study.
6	General	The Peer Review Protocol identified the identification of relevant guiding principles. The applicable guiding principles informed by this report should be included in Section 1.3 <i>Scope and Purpose</i> .	This information has been included in Section 1.3 Scope and Purpose of the final report.	While the relevant principles applicable to the Workforce Development Study are identified in Section 1.3, we suggest that further elaboration on how workforce development specifically informs the applicable principles recognizing their importance to the community in guiding their assessment of willingness to host the Project.

Comment number	Report section reference	Comments from peer review	How and where comments are addressed?	Peer review responses to DPRA comments
7	General	In consideration of broader impacts on the workforce within the region, how will the NWMO project impact secondary sectors where employees may leave these positions for work with NWMO? Reference the Vulnerable Population assessment	<p>Text has been included in the final report noting the potential for workers to migrate to higher wage jobs; this issue is also noted in the key findings from knowledge holder interviews in a revised version of Appendix B (formerly Appendix C in draft report).</p> <p>In a discussion between NWMO, DPRA, GHD and MSB on March 14 re: the March 11 peer review comments on the draft Vulnerable Populations/Social Programs report, it was agreed that the parties have further discussion regarding where potential effects/options for managing effects on small businesses such as these would be addressed in the community studies. It was agreed that while the VPSP report would touch on this topic, it is not the 'primary home' for this issue. On March 17, MSB/GHD communicated to DPRA that while reports such as Workforce Development, Vulnerable Populations & Social Programs may discuss potential effects on small businesses as part of existing context/issues, all reports will point the reader to the MSB's '<i>Local Hiring Effects Study and Strategy</i>' (in preparation) for more fulsome discussion including options for mitigating/enhancing potential effects.</p>	We note that the Final Draft Report (e.g., Sections 3.4.1, 3.5.4, etc.) acknowledges this potential impact of the Project on local businesses and offers some ideas based on knowledge holder interviews for potentially addressing the impact. In addition, we note that the Workforce Development Study directs the reader to the Local Hiring Effects Study and Strategy, where the impact is further considered in greater detail through that MSB led community study. Therefore, the comment is satisfactorily addressed.

Comment number	Report section reference	Comments from peer review	How and where comments are addressed?	Peer review responses to DPRA comments
8	General	How will metro-economics population projections be incorporated into this report?	The metroeconomics population projections have been noted in new Section 1.3.5 'Planning Assumptions – Workforce, Population, Housing and Employment' in the final report. Employment projections have subsequently been incorporated in the employment numbers reported for the Local and Core Study Areas.	Comment satisfactorily addressed in Section 1.3.5.
9	General	Consideration to add the graphic of the Centre of Excellence from the Housing Report and include within this report.	The graphic has been added to Section 4.1 in the final report.	Comment satisfactorily addressed.
10	2.3 (4) Analysis	Was there a decision to remove this requirement from the Workplan? 2.3 (4) Analysis 'the superimposed project labour force requirements on the supply side profiles'	A new 'Appendix C' sets out a summary supply versus demand assessment. Throughout the report the supply side statistics are provided across numerous figures and charts and discussed in the text. The NWMO labour force requirements are stated up front in Section 1.3.5.	Comment satisfactorily addressed in Section 2.3 (4) Appendix C.
11	1.3.2 (4) Spatial Boundaries; 3.3 Core Study Area	We understand that Morris-Turnberry is part of the Core Study Area, and this should be reflected in the Study.	Morris-Turnberry was added to the Core Study Area in early February (after the submission of the draft report). It has been included as part of the Core Study Area in the final report.	Comment satisfactorily addressed.
12	3.2 (3) Figure 11	Source information should be provided for this statement.	Source information has been included for all figures and tables in the final report.	Comment satisfactorily addressed.
13	Table 3: Local Study Area – Job Distribution	9% job distribution for Saugeen Shores seems very low.	The statistic is correct.	Comment satisfactorily addressed.

Comment number	Report section reference	Comments from peer review	How and where comments are addressed?	Peer review responses to DPRA comments
14	Figure 26	The relevance of this figure is not clear as it is not described or discussed in further detail	Please refer to paragraphs 11 & 12 located just before Figure 26 in the final report.	Comment satisfactorily addressed.
15	3.4.1 (1)	Does this statement mean that the Core has sufficient labour for the project?	The text has been edited in Section 3.4.1 to read 'combined Study Areas'.	Comment satisfactorily addressed.
16	3.4.1 (2)	The analysis for workforce development relies on this schedule for the MCR. It should be very clear that this is part of the foundation for the findings of this study.	The analysis does not rely on the MCR Project. It is but one source of potential labour for the Project. The MCR wind down and the start-up of construction for the NWMO Project potentially coincide thereby presenting an opportunity for labour supply.	It is noted in several sections in the Final Draft Report (e.g., Section 4.1, etc.) "that there is sufficient labour force available in the combined study areas to the supply the Project even if the MCR Project timelines or labour force numbers do not materialize." Notwithstanding this, we continue to interpret from the information available that the wind down in activity to the MCR Project at the Bruce Nuclear Generating Station will <u>not</u> significantly enhance the labour pool in the Region because of what the Building Trade Halls have stated. These Halls have indicated that there will be a high rate of member retirements over the next decade.
17	4	Since Sections 3.4.2 and 3.4.3 discuss workforce development related to above-ground operations and below ground operations at the APM DGR respectively, it would be beneficial to assess the options in Section 4 from these perspectives as well because of their differing requirements and potential unique ways of addressing them.	The SWOTs analysis in Section 4 addressing workforce development includes the above and below ground operations of the Project. For more details on the proposed workforce development initiatives, please refer to Section 5 in the final report.	Although the SWOTs analysis in Section 4 makes mention of workforce development and touches on mining expertise (below ground operations), it is general in nature applying to the entire NWMO Project versus having a specific SWOTs analysis for both above-ground operations and below ground operations. This approach would be more appropriate recognizing their unique workforce requirements and result in a better overall assessment. Further, it is noted that Section 5 does provide additional details on workforce development initiatives including mining-related below ground operations and above ground operations, which is helpful, but we are not sure how they connect back to the SWOTs analysis

Comment number	Report section reference	Comments from peer review	How and where comments are addressed?	Peer review responses to DPRA comments
				is Section 4. For example, nowhere is it mentioned in Section 4 as part of the SWOTs analysis that NWMO retains the services of an underground mine development company and that is what should be carried forward for consideration/implementation by NWMO to best address this workforce development requirement of the Project.
18	4.2 (3) Conclusion	<p>In 4.2 (3) Conclusion, The reader would benefit from the evidence that supports the following conclusion statements. “There has been strong interest in MSB and local area municipalities since the introduction of the APM Project on how it might provide local jobs and careers and enable young people and their families to stay in the area.” A short synopsis of activities, initiatives and undertakings by MSB and local area municipalities could further validate this statement. “...It is an initiative clearly aligned with area aspirations.” It is unclear where the “area aspirations” are identified within the report. Refer to guiding principles.</p> <p>“Workforce development is affiliated with Project needs for ongoing expertise and up-skilling as technologies and jobs requirements evolve over the APM lifecycle.” We propose that clear language would benefit the reader’s understanding of this statement. Suggested rewording “<i>Ongoing project expertise and upskilling as technologies and jobs requirements evolve will benefit from relevant workforce development initiatives.</i>”</p>	<p>Interviews conducted by Keir Corp. throughout the site selection process have reflected on the Project’s potential to create employment that will help retain young people and their families in the area. Section 1.3.1 has been added to include the MSB’s guiding principles relevant to this study. By way of background, in late 2019 / early 2020, South Bruce residents shared their community aspirations and priorities for the future should the APM Project proceed in the South Bruce Area. The Community Project Visioning Report (AECOM 2020) documents the community’s expectations and aspirations for the Project. Feedback was received on key questions and concerns that need to be addressed, and the community’s vision for a Centre of Expertise. The Visioning Report was accepted by Council in July 2020. Building on the Project visioning work, MSB approved the 36 Guiding Principles in October 2020.</p> <p>This sentence has been revised please refer to Section 4.2 of the final report.</p>	The information provided in the response (reference to Community Project Visioning Report) helps with understanding the statement. The revised statements in Section 4.2 are much clearer to the reader improving their understanding. As a result, the comments are satisfactorily addressed.

Comment number	Report section reference	Comments from peer review	How and where comments are addressed?	Peer review responses to DPRA comments
		The addition of the AI and Robotics offer further clarity to the reader. This is a good example of what we are referring to in comment #1 above. How will AI and Robotics impact the workforce exactly?	The reference to AI and robotics has been expanded; please refer to Section 4.2 of the final report.	

Table 2 Peer Review Assessment of the Workforce Development Study Work Plan

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments
Step 1	Data Collection – Secondary/ Primary; updated Project assumptions; information from other related community studies	<p>a. Review forecast labour requirements for the construction and operation of the project.</p> <p>b. Collect and review existing sources from universities, trade organizations and major employers regarding the characteristics of the major labour requirements required by the APM project.</p> <p>c. Integrate information from <i>Economic Baseline, Labour Baseline Study</i>, and the <i>Local Hiring Effects Study & Strategy</i>.</p> <p>d. Conduct interviews with key stakeholders to provide primary data to supplement the secondary data collection and refine preliminary classifications.</p> <p>e. Based on information received, categorize the labour requirements by profession and trade, level of education, training, and work experience.</p>	<p>a. What is the assumption of 25% workers from MCR to ADM Project (750 workers to move to ADM) based upon? We would like to see further elaboration regarding the participation rate identified within the report and if this is sufficient as it appears to be low at 64%.</p> <p>b. It would be helpful for the reader to understand the significance of STEM graduates and how these students relate to the NWMO Project. Graduate employment rates and retention in the area would be useful information if available. Post secondary institutions are required to post KPIs and this information is publicly available. Does NWMO have a specific list of professions that are required for the profession. This would allow cross referencing of future demand and ability to meet this demand (i.e., future graduates, etc.).</p> <p>c. Similar to the comments provided in Labour Baseline Study Peer Review, these projects seem independent from one another.</p>	<p>a. This is based on information obtained from Bruce Power regarding the distribution of the workforce currently engaged in their MCR Project. There is no assumption in the report that 25% of the MCR workers would move to the project. They are a potential source of labour but by no means the only source. According to Statistics Canada, Labour Force Survey September 2021, the Labour Force Participation Rate in Canada was 65.5%. In Ontario the rate was 64.9% during the 2nd Quarter of 2021 according to Ontario Employment Reports April-June 2021. This study reports the facts. The 64% participation rate is in line with the National average and just below the Provincial average and likely reflects the higher number of retirees captured within the Local Study Area.</p> <p>b. Please refer to Section 3.1 and Table 2 in the final report. Please refer to Figures 5, 6 & 7 in the final report. This information is not currently available.</p>	<p>a. The report has satisfactorily addressed Step 1a. (Section 3.5.4 – points 1 and 3) Should this study advance further it would be beneficial to understand with more certainty, the number of MCR employees that would foreseeably be employed by the NWMO project. This would include information about the retirement rate, skills or residency of the MRC workforce.</p> <p>b. Table 2 is base case projection; we are unclear on its relevance to this activity – Step 1 b. Examination of Table 5 does appear to reflect NWMO Occupational Groupings and is relevant to the described activity. Section 3.1 – points 7-11 offer good insight into the aligned characteristics of the major labour requirements, with consideration of data from post-secondaries. The report has satisfactorily addressed this Step and respective activity. Should this study advance elaboration on graduates with STEM education and how this can further local</p>

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments
			<ul style="list-style-type: none"> d. There are no summaries or inclusion of interview results in the Draft Report. e. This appears to be absent in the Draft Report. 	<ul style="list-style-type: none"> c. Keir Corp. is interpreting the comment to say that these community studies seem independent from one another. Keir Corp. has not been provided any information from MSB's <i>Local Hiring Effects Study and Strategy</i>. Keir Corp. is not aware of an Economic Baseline study. It was a decision by MSB and NWMO to have two separate community study reports, one documenting <i>Labour Baseline</i> and the other dealing with <i>Workforce Development</i>. As such there is considerable overlap between the two studies and it is recommended that they be read in conjunction with one another starting with the <i>Labour Baseline Study</i>. d. Appendix B in the final report sets out the knowledge holders interviewed and provides a summary of the key findings from these interviews. 	<ul style="list-style-type: none"> capacity to support the NWMO Project would be beneficial. c. Appendix C notes reference to the Labour Baseline Study as it relates to Supply/Demand Assessment. The Study does not elaborate on the inter-connectedness between this Study and the Economic Baseline or the <i>Local Hiring Effects Study & Strategy</i>. There is no mention of an Economic Baseline study in Appendix A; the Local Hiring Effects Study and Strategy was being completed simultaneously to this report and was not available to Keir Corp – as noted in their comments. For these reasons, it is recognized this comment has been addressed. d. Comment satisfactorily within Appendix B. e. Comment satisfactorily addressed Section 3.1 – points 7-11.

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses 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 	<ul style="list-style-type: none"> a. This appears to be absent in the Draft Report. b. This appears to be absent in the Draft Report. 	<ul style="list-style-type: none"> a. Information has been shared directly between the <i>Labour Baseline Study</i> and <i>Housing Needs and Demand Analysis Study</i> in this report, as noted in Section 1.3 (Purpose and Scope). b. The <i>Workforce Development Study</i> has been referenced in other community studies (e.g., <i>Local/Regional Education Study (in preparation)</i>, <i>Vulnerable Populations/Social Programs Studies</i>, etc.). In these instances, the <i>Workforce Development Study</i> is identified in Section 2.2.2 ('Other Key Information and Data Sources', for example where it provides insight into the Project workforce and its relative influence in a local and regional context (e.g., in S. 4 'Relevant Project Characteristics'). 	<ul style="list-style-type: none"> a. The comment has been partially addressed with references to other community studies noted in Section 1.3. Notwithstanding this, should the project proceed, it would be beneficial to have a brief explanation as to how the community studies are "intertwined" or how they are "closely linked" rather than leaving that up to the reader to figure out. b. Step 2b refers to data and findings from other community studies being used in the <i>Workforce Development Study</i>. Keir Corp has identified the <i>Workforce Development Study</i> has been given consideration in other reports- not responding to 2b. It is noted that the <i>Workforce Development Study</i> is relying upon data and findings from the <i>Labour Baseline Study</i>. This comment has not been addressed.
Step 3	Analysis and assessment, identification of effects management options	<p>Estimate Current Supply and Demand</p> <ul style="list-style-type: none"> a. Identify the current demand from existing employers on the identified labour categories. b. Identify the current supply of labour available within the Region and Province. 	<p>Estimate Current Supply and Demand</p> <ul style="list-style-type: none"> a. This is absent from the report aside from MCR project data. A potential data source for broader community demand may be available through the Employer One survey. b. Absent from the Draft Report is the current supply of 	<p>Estimate Current Supply and Demand</p> <ul style="list-style-type: none"> a. An analysis of the fastest growing job categories within the local and core study areas have been added to the final report. Refer to Figures 18 and 28 in Section 3. 	<p>Estimate Current Supply and Demand</p> <ul style="list-style-type: none"> a. Comment has been satisfactorily addressed. Should this study advance further it would be beneficial for the reader to understand the correlation between these job categories and the NWMO Project. For the reader's

Step #	Step	Description of Activities	Peer Review Comments	How and Where Comments are Addressed	Peer Review Responses to DPRA Comments
		<p>Forecast the Future Available Supply</p> <p>a. Develop a model that forecasts the future available supply of the required labour categories.</p> <p>b. Overlay the APM project's forecast demand for labour categories over the forecast of labour supply.</p>	<p>labour available within the province. The Regional labour supply has been addressed within the Draft Report.</p> <p>Forecast the Future Available Supply</p> <p>a. This appears to be absent in the Draft Report.</p> <p>b. This appears to be absent in the Draft Report.</p>	<p>Forecast the Future Available Supply</p> <p>a. Growth in employment is forecasted for the Regional, Local and Core Study Areas to 2046. Please refer to Figures 4, 19 & 29 in Section 3.</p> <p>b. A new Appendix C has been added to the final report to provide a supply/demand assessment.</p>	<p>benefit the information within Figures 18 and 28 could be cross referenced with NWMO Occupational Groupings (see Table 5 within the Study).</p> <p>Forecast the Future Available Supply</p> <p>a. Comment has been satisfactorily addressed.</p> <p>b. Comment has been satisfactorily addressed.</p>
Step 4	Observations and Conclusions	<p>a. Put forward options to optimize workforce supply for the project within South Bruce and the rest of the commuter shed.</p>	<p>a. This appears to be absent in the Draft Report.</p>		<p>a. Comment has been satisfactorily addressed. Should the project move forward there would be value in an in-depth analysis of initiatives that would optimize workforce supply. The various initiatives would also require agreement from all stakeholder parties including but not limited to the Municipality of South Bruce and NWMO.</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.
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Economics and Finance

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

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

Capacity Building (continued)

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

Regional Benefits

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




Governance and Community Engagement

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

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

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