



South Bruce Nuclear
Exploration Project

South Bruce Economic Development, Agriculture and Tourism

August 4, 2022

Presentation by

Clark Hoskin, Deloitte (formerly MDB Insight)

Paul Blais, Deloitte (formerly MDB Insight)

Dave Rushton, Municipality of South Bruce

Agenda

Economic Development Profile

Potential Impact of the Project on the South Bruce
Economy, Agriculture and Tourism

Study Recommendations

Peer Review Results and Conclusions

Economic Development

Municipally led studies, independent from NWMO

Economic Development Project Effects & Strategy

- What are the economic opportunities from the Project for South Bruce?
- How can South Bruce encourage local economic development
- What are the opportunities for mutual benefit between South Bruce & NWMO?

Tourism Industry Effects Study

- What impact will the Project have on South Bruce's tourism industry?
- How can benefits be leveraged?

Agricultural Business Impact Study

- What impact with the Project have on South Bruce agricultural industry?
- How can benefits be leveraged?

Economic Development

The local economic development studies build on ...

Previous Studies presented at CLC

Labour Baseline, Workforce Development Study & Local Hiring Effects Study, Aggregate Study, Traffic Study

Municipal Strategies

2021 Economic Development Strategy Update, Corporate Strategic Plan, land use planning policies



Economic Development Project Effects & Strategy

Tourism Industry Effects Study

Agricultural Business Impact Study

Economic Development Profile

1

A decorative graphic consisting of numerous thin, light blue curved lines that sweep across the bottom right corner of the page, creating a sense of motion and depth.

Economic Development Profile of South Bruce

Jobs in South Bruce are dominated by

Agriculture



Construction



Retail trade



Manufacturing



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

Jobs of residents that commute out of South Bruce

Manufacturing



Health Care



Construction



Utilities



Economic Development Profile of South Bruce

South Bruce is a **net exporter** of workers – more people leave South Bruce for work than commute to South Bruce

South Bruce
Workforce

3,494



Work in South Bruce

1,732



Commute to South
Bruce

415



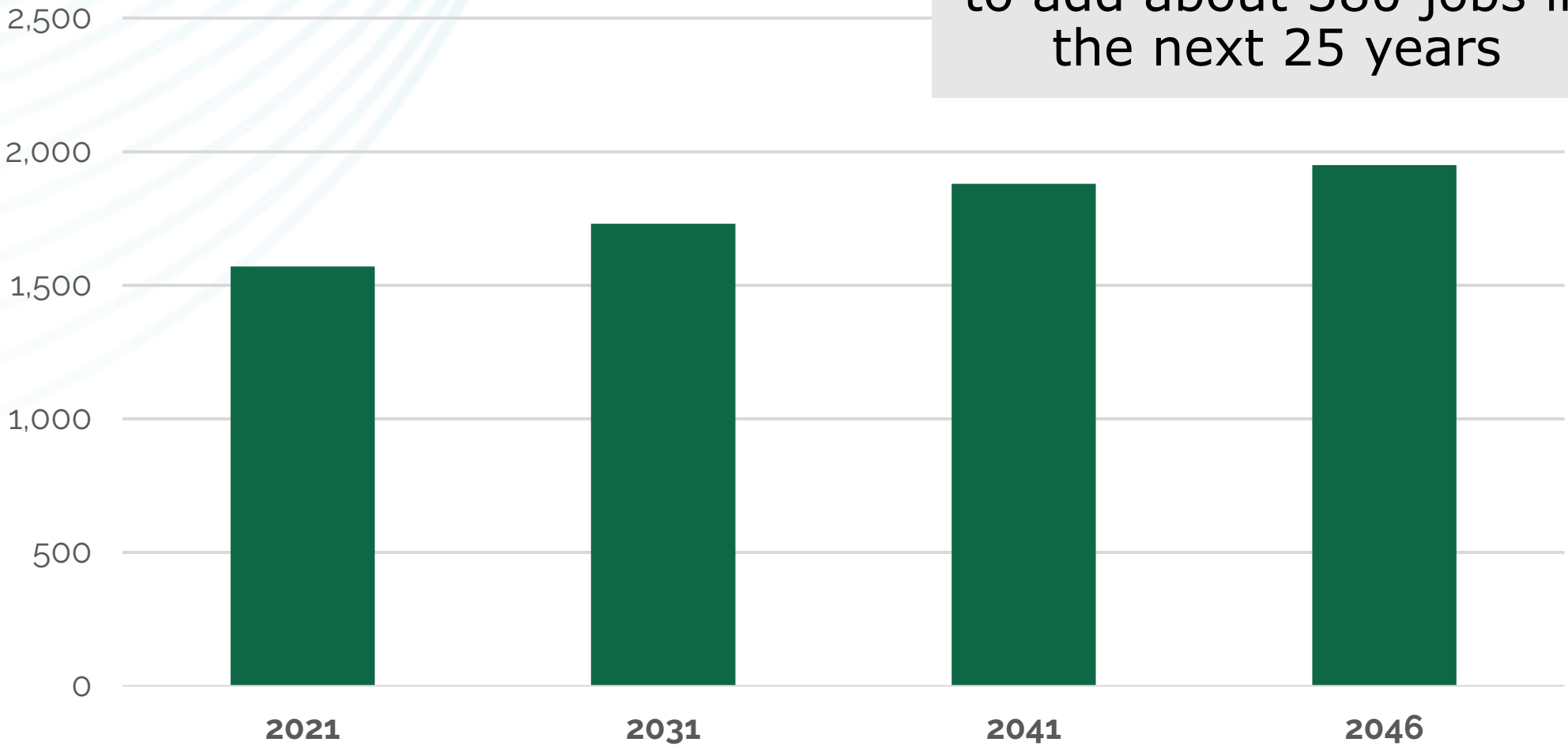
Commute out of
South Bruce

>1,200



Expected Employment Growth in South Bruce (Base Case)

South Bruce is expected to add about 380 jobs in the next 25 years



Agriculture Industry

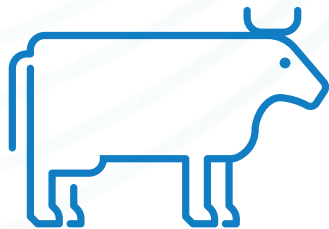
The agricultural industry is integral to the local economy and is continually changing

- Agriculture is highest proportion of business establishments in South Bruce
- Revenue and capital is growing but not at the same rate as Bruce County overall
- 361 Farms in South Bruce, ↓ from 416 farms in 2011
- Beef farming has decreased (36% decrease), dairy is stable, and the number of oilseed and grain farms increased by 31%



Agriculture Industry

Major cash-crop operations, who are using more technology to remain competitive, co-exist with small operations, focused on direct sales



Dominated by traditional commodities - grains and oilseeds, dairy, and beef



Supported by value-added agriculture businesses (processing, butchers, feed mills, equipment, dairy producers)



Emerging agritourism industry (Hoity Toity Cellars, Voisin's, Essentially Lavender, Huron Kinloss Farm Gates, and others)

Farm Operators

Farms in South Bruce are mechanizing

- High adoption of technology like auto-steer, GIS mapping and robotic milking
- Sole proprietorships are declining
- Number of farm workers is decreasing

An aging workforce

- Current average age of operators is 55 years
- Only 32% of operators have succession plans



Tourism in South Bruce

Challenges

- No major tourism assets or core attractors
- Most visitation is organic from people driving through with some unique local events such as Flavours of South Bruce
- Not situated on highly travelled corridors – wayfinding and marketing needed for visitors to bypass

Opportunities

- Potential for growth in agri/culinary tourism, outdoor/recreation amenities, and event based tourism
- Potential to expand unique, authentic experiences in South Bruce such as Sea Buckthorn Golden Orchard, Essentially Lavender, Hoity Toity Cellars, Mildmay Cheese Haus and Harley's
- Opportunity to expand presence in Destination Marketing Organizations including "Explore the Bruce"



Potential Impacts of the Project on the Economy, Agriculture and Tourism

2



Potential Impacts of the Project on the Economy, Agricultural Industry and Tourism

- 1) Supply Chain Opportunities and Challenges
- 2) Economic Development Opportunities
- 3) Potential Community Benefits
- 4) Potential Impacts on Agricultural Businesses
- 5) Potential Impacts on the Tourism Industry

Supply Chain Opportunities and Challenges

NWMO Supply Chain

Construction

Design, inspection,
contractors, equipment



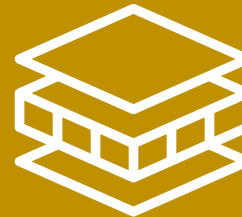
Commodities

Mining and
aggregate



Equipment

Manufacturing and
Supply



Maintenance & Operations

Utilities, professional
services, food services,
accommodation



Supply Chain Opportunities and Challenges

Opportunities

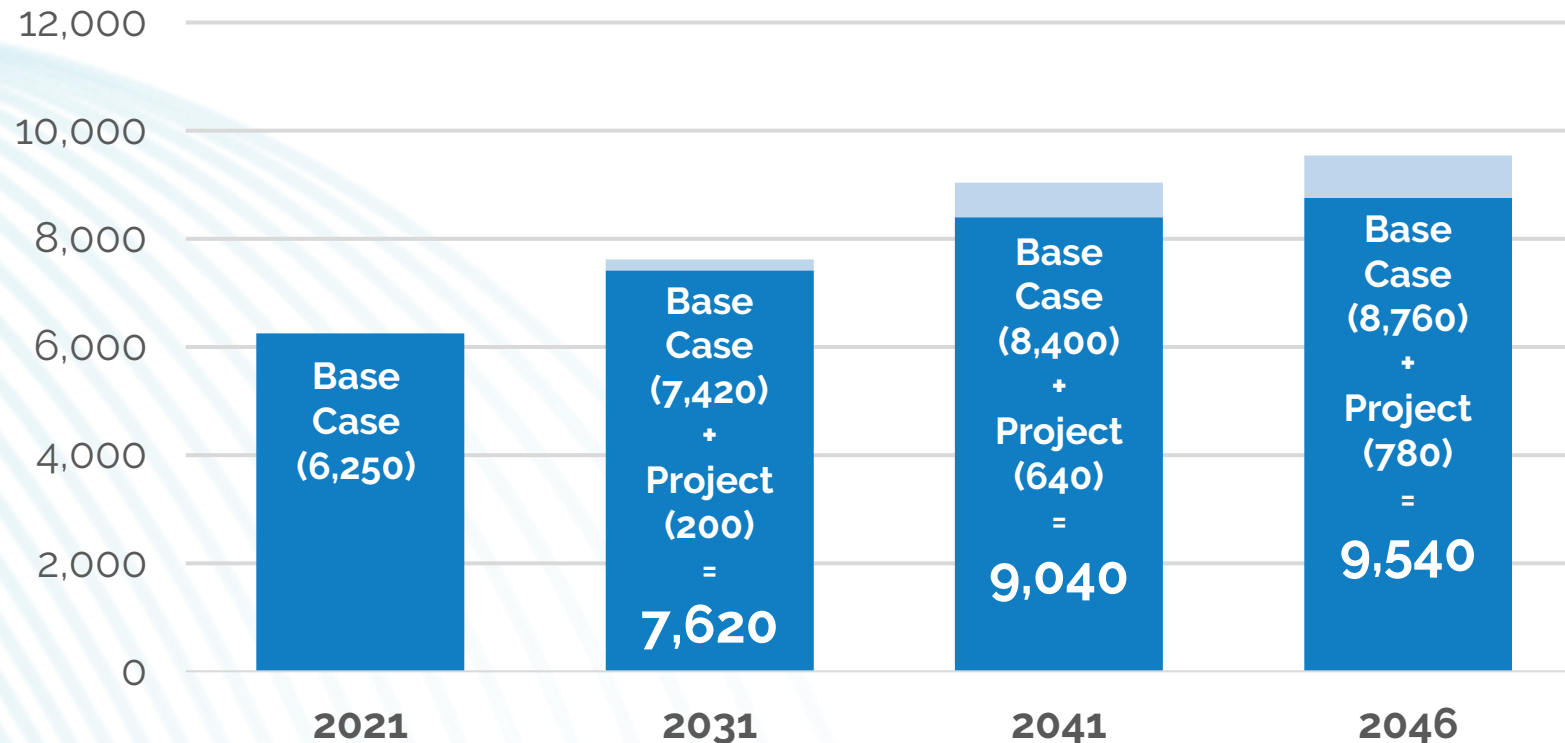
- Provides a steady revenue and potential for additional industrial/commercial customers
- Most promising areas are construction, residential construction, and equipment manufacturing and maintenance

Challenges

- Capacity and ability to compete
- Workforce and housing shortages and competition for talent
- Employment land and infrastructure capacity
- Limited municipal financial resource capacity
- Local businesses need to be confident NWMO will commit to local procurement

"I would encourage the NWMO to demonstrate their desire to support local business with concrete commitments. This is still very unknown, so the business community is apprehensive about collaborating." – South Bruce business owner

Economic Development Opportunities



metroeconomics 2031 population forecast

A market threshold analysis identified the need for growth of several sectors over the next decade, such as

- Real estate
- Physicians and other health practitioners
- Legal services, accounting and insurance
- Personal care services
- Retail and grocery stores

Economic Development Opportunities

In addition, there are opportunities for other business sectors to contribute to the NWMO supply chain

- General freight trucking
- Computer systems design
- Financial investment activities
- Management, scientific and technical consulting services
- Business services
- Residential building construction



Potential Community Benefits

A Hosting Agreement provides a foundation to describe desired outcomes and performance measures

Types of benefits

- Cash Incentives - annual payments, expert support, tax revenue
- Social Benefits - employment, property value protection, research facilities
- Community Empowerment Measures - capacity funding, involvement support, local partnership

Success factors for Community Benefit Agreement / Hosting Agreement

- Flexible implementation
- Thoughtful and inclusive community engagement
- Fair and transparent procurement
- Linked to workforce capacity building
- Clear measurable targets that are pursued

Potential Impacts on Agricultural Businesses

Impacts

- Increased competition for labour
- Impacts of increased traffic (horse & buggies and farm vehicles)
- Need to improve infrastructure like broadband, roads and natural gas

Concerns Raised by Agricultural Stakeholders

- Disruption to agricultural character
- Stigma of food produced near the site
- Diminished value of commodities
- Diminished property value



Agricultural Case Studies

Internationally, agricultural operations have co-existed without problems beside nuclear power plants for decades, as well as near used nuclear waste storage facilities:

Australia National Nuclear Waste Storage Facility, South Australia

“No credible evidence, in Australia or anywhere else in the world, that well-managed radioactive waste facilities such as the one proposed for Australia have any impact on market access or land or commodity prices” (Australian Government)

France Centre de l’Aube

Study conducted in 2007 by the Association for the Control of Radioactivity in the West concluded that the Centre de l’Aube, a short-lived intermediate level radioactive near-surface repository, had no significant impact on health (Association pour le Contrôle de la Radioactivité dans l’Ouest, acro.eu.org)



Potential Opportunities for Agricultural Businesses

Stakeholder feedback on how Centre of Expertise could support agriculture through a Research, Training, Business and Agriculture Support Centre:

- Product safety, best practices and agritech
- Partnerships with colleges and universities
- Home for a “committee of agriculture”
- Event venue
- Business supports
- Agriculture and agritourism promotion

Stakeholder feedback on how lands around the site could be used:

- Agricultural research and development
- Diversified farming
- Restore woodlots to native species
- Incentives

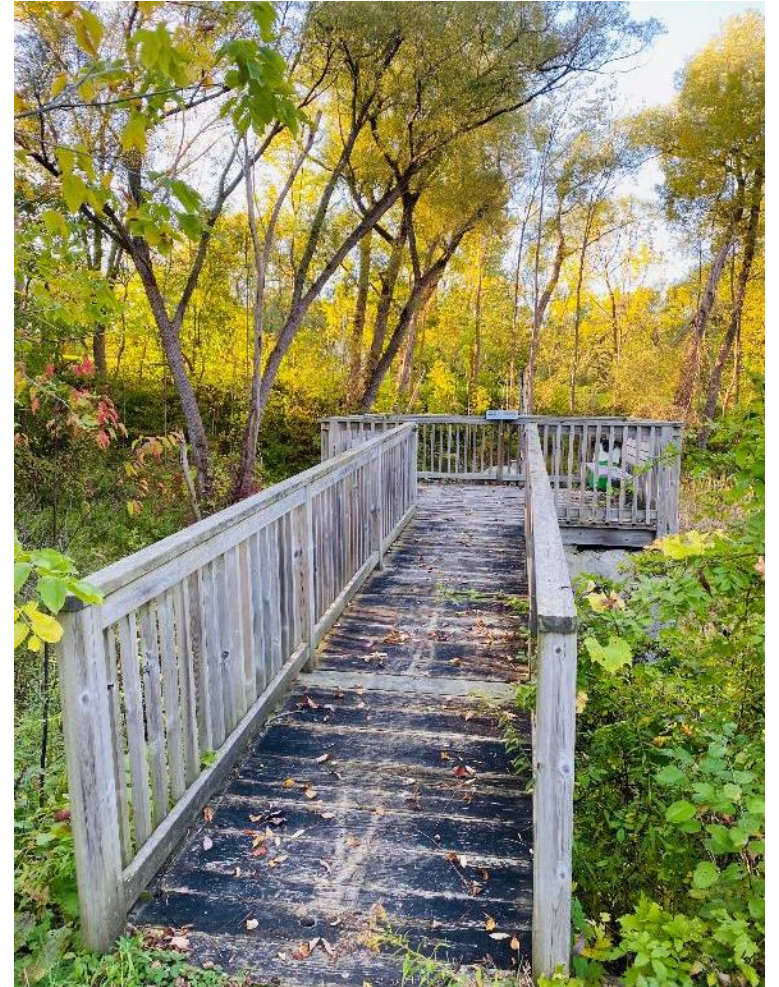
Potential Impacts on the Tourism Industry

Challenges

- Workforce shortages and competition for talent
- Potential negative impact of trucks and increased traffic
- Disruption to rural character
- Potential stigma

Opportunities

- Potential to leverage Centre of Expertise for residents and visitors. More dynamic programming will draw more visitors and have greater economic impact over time
- Potential partnerships with Indigenous communities on joint tourism development



4

Study Recommendations

Recommendations

- 1) Focus on Collaboration
- 2) Build Local Supply Chain
- 3) Support Village Revitalization
- 4) Promote South Bruce as Investment Destination
- 5) Maximize Community Benefits
- 6) Activate Human and Financial Resources
- 7) Champion the Agricultural Industry
- 8) Leverage the Project to Increase Tourism

Focus on Collaboration



- Focus on **partnership** opportunities with other regional and workforce entities, supply chain employers, NWMO, industry partners, education and training facilities, and community organizations
- Consider a Core Study Area **collective** approach for economic development
- Leverage energy and industrial based membership organizations to **network** with other clean energy clusters

Build Local Supply Chain

- Identify and target supply chain gaps
- Providing relevant data to businesses will allow them to make informed decisions, such as workforce needs, investments required to increase production, insurance, and supply chain requirements



Support Village Revitalization

- Ensure appropriate public infrastructure and amenities are in place so new businesses can invest in South Bruce
- Develop plan for increased transportation, housing, recreational and commercial corridor needs
- Downtown development through existing programs including “Spruce the Bruce”:
 - Ensure villages are shovel-ready for development.
 - Double-down on support for village revitalization.
 - Embrace diversity in business and culture.



Promote South Bruce as Investment Destination

- The most important criteria for businesses in today's economy is the availability of workforce. Communities that are desirable places to live will be the most appealing to future investment.
- Ensure employment lands are investment ready
- Implement appropriate land use policies and zoning for employment lands
- Ensure adequate infrastructure (e.g. natural gas, internet and electricity infrastructure)
- Build on approach in Local Hiring Study to build capacity of existing businesses, such as business incubation programs, public/private partnerships, upskilling and training



Maximize Community Benefits

South Bruce should negotiate a Hosting Agreement cautiously, intentionally, and thoroughly

Consideration for success

Joint decision making and governance



Annual monitoring and public reporting requirements



Ability to investigate noncompliance of agreement



Clear enforcement mechanisms



Activate Human and Financial Resources

Create Business Enhancement and Attraction Committee to

- Streamline business development questions
- Limit planning red tape, and
- Provide contact information for business owners, investors, and site selectors

Advocate for increased flexibility and relevance of development-related policies and programs in Bruce County's Planning function.



Champion the Agricultural Industry

Champion the agricultural industry and meet the needs of farmers

- 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 site selection process, development, construction and/or operation of the Project.
- Ensure infrastructure meets the needs of farmers and agribusiness, including road upgrade/maintenance, water, power and highspeed internet.
- Update and publish detailed agricultural data for South Bruce and the Core Study Area to assist farmers and agricultural stakeholders in decision making.



Champion the Agricultural Industry

Concepts to leverage partnerships

- Advocate for funding and investments through NWMO, post-secondary institutions, neighbouring communities, senior levels of government and Indigenous communities
- Explore development of Agritech Demonstration Farm for Research and Innovation focused on agritech innovation, awareness, agritourism, culinary and local food

Support growth of the agricultural industry

- Expand local agricultural experiences and local food tourism
- Include agriculture stakeholders in business retention and expansion initiatives



Robotic Harvesting



Autonomous Machines



Vertical Farming



Livestock Monitoring



**Agritech Demo Farm
for Research & Training**
(on NWMO lands near DGR)

Agritech Business Hub
(at Centre of Expertise)



Leverage the Project to Increase Tourism



A proactive tourism investment model would provide tangible economic and social benefit of the Centre of Expertise to the people of South Bruce, and to the tourism industry locally and regionally

Ideas to Leverage the Project to Increase Tourism

- Develop tourism strategy and clear framework to the private sector, including the potential Centre of Expertise
- Advocate for the Centre of Expertise to become an international host facility to attract worldwide visitation, spending, and investment
- Provide input on design, construction, and operation of Centre of Expertise aligned with community objectives
- Develop financial partnerships with NWMO, other organizations, and private sector to maximize impact of Centre of Expertise



Peer Review Summary and Conclusions

5



GHD Peer Review Results

Agricultural Business Impact Study

Peer review conducted by GHD

- Use of NWMO lands may be more limited than anticipated due to woodlots, wetlands, environmentally sensitive areas and potential future development of aggregate reserves.
- Designated high capacity, safe haul routes required to minimize impact on agricultural operations.
- Emphasize and prioritize training for next generation agriculture owners/labour
- Develop focused initiatives for specific types of farming in the community
...commercial vs. direct sales

Radiation Safety Institute of Canada Peer Review Results

Agricultural Business Impact Study

Additional Peer Review conducted by Radiation Safety Institute of Canada regarding safety risk to adjacent agricultural operations

- Foods grown around nuclear power facilities do not appear to have stigma even though operating nuclear power facilities have a higher risk for spread of radiological contamination off-site.
- While there is risk of spread of contamination from nuclear power facilities due to the volatile nature of radioactive material, plants are designed to limit spread of material within the plant and to the surrounding environment.
- Fuel will be out of the reactor core for at least 10 years before it is sent to the DGR. After 10 year`s of “cooling”, the fuel contains very little of the volatile fission products that were of concern for contamination spread for the operating nuclear power facility.
- The DGR will be operated under the same regulatory environment as nuclear power facilities and will require a robust environmental release control and monitoring program.

GHD Peer Review Results

Economic Development Project Effects & Strategy

- Consider a monitoring program to monitor effectiveness of initiatives
- Provide explanation of the difference between supply chain opportunities and economic development opportunities
- Provide clarity on the practicality, measurability and effectiveness of aspirational opportunities
- Clarify that employment lands includes industrial, commercial and institutional
- Lands available for agriculture opportunities at the DGR Site are minimal due to current Official Plan restrictions, sensitive lands, aggregate deposits, etc.

Tourism Industry Effects Study

- Expanded sections on the current tourism industry included in final report.
- Expanded information on potential changes in tourism demand with the development of the NWMO project included in final report.
- Final report provides cross references to other Community Studies, including potential effects and relevant mitigation measures so the results are better integrated.
- Provided the results of the results of such tourism related uses and program at similar facilities be provided

Peer review conducted by GHD

What We've Learned

- Studies address several guiding principles relating to economic development, agriculture and tourism
- A proactive approach is needed to champion South Bruce's vital agricultural industry, such as commodity value protection and advocating for improved funding to keep our industry competitive
- Negotiate Hosting Agreement cautiously, intentionally, and thoroughly
- Opportunity to expand unique and authentic experiences in agri-tourism, culinary tourism, outdoor amenities, and event based tourism
- Potential to adopt a vision for the Centre of Expertise as world-class facility to host international guests
- Similar to workforce development and housing, a proactive tourism investment model would provide more tangible economic and social benefits
- Project has potential to boost economy, but steps should be taken to ensure we're an investment destination. A collective approach with the Core Study Area will maximize benefit

Next Presentation: Focus on Youth and Families

Economic Development
Study on Youth

Local/Regional Education
Study

Effects on Recreational
Resources



Questions?

