



# Memorandum

August 10, 2022

<b>To</b>	Dave Rushton/Catherine Simpson, Municipality of South Bruce		
<b>From</b>	Greg Ferraro and Ian Dobrindt/AD/mma	<b>Tel</b>	+1 519 884 0510
<b>Subject</b>	Municipality of South Bruce Economic Development Study on Youth (E02) Draft Final Report GHD Leadership Team Technical Peer Review Comments	<b>Project no.</b>	11224152-MEM-32

## 1. Introduction

This memo provides GHD Leadership Team's peer review comments on the Municipality of South Bruce Economic Development Study on Youth (E02) Draft Final Report (Draft Final Report) prepared by Deloitte (V1 June 15, 2022; V2 July 21, 2022; V3 August 8, 2022) for your consideration. The Municipality of South Bruce Economic Development Study on Youth is one of the 24 socio-economic community studies aimed at helping the South Bruce community make informed decisions about the Nuclear Waste Management Organization (NWMO) Project and the potential positive and negative impacts and benefits of locating the repository and associated facilities within the Municipality of South Bruce (South Bruce). Since the Municipality of South Bruce Economic Development Study on Youth is being led solely by South Bruce through its retained consultants, the peer review it is not subject to the formal peer review protocol that was developed to support a collaborative approach between NWMO and South Bruce for all NWMO led and joint NWMO/South Bruce led community studies.

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

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

## 2. Technical Peer Review Approach

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

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

## 3. Technical Peer Review Comments

South Bruce and Deloitte were provided preliminary or initial peer review comments in the reviewed version of the Draft Final Report on June 29, 2022. Following this, the initial peer review comments were discussed with South Bruce within the context of their own independent review of the Draft Final Report. The initial peer review comments and observations were both substantive and non-substantive. The non-substantive comments were largely editorial in nature including references, clarifications, consistency of terminology, definitions, use of graphics, naming the sources of data, etc. The non-substantive comments have been addressed by Deloitte as part of finalizing the Draft Final Report.

**Table 3.1** summarizes the substantive comments provided on June 29, 2022 as well as the status of those comments following the PRT's review of the finalized Draft Final Report on August 8, 2022 (V3 August 8, 2022). As per **Table 3.1**, the PRT has concluded that the comments provided have been satisfactorily addressed in the Draft Final Report and no comments of significance remain outstanding.

**Table 3.1 Municipality of South Bruce Economic Development Study on Youth Comment Disposition Table**

<b>Comment number</b>	<b>Report section reference</b>	<b>Technical Peer Review Comments – June 29, 2022</b>	<b>Technical Peer Review Comments - August 8, 2022</b>
1	Executive Summary (ES)	Consider referencing the vulnerable populations and social programs (S16, S18) study, which is also relevant in the light of some of the issues raised in the Economic Development Study on Youth Study (e.g., mental health, gender-based violence).	Although the Vulnerable Populations and Social Programs Study is specifically referenced in the Economic Development Study on Youth (Study), we understand that the Study does touch on diversity, equity, and inclusion and quality of life considerations. So, the comment has been satisfactorily addressed indirectly.
2	ES	Consider revising the Study’s recommendations so that all the topics given by the youth engagement participants are addressed including quality of life considerations, recreational and cultural amenities, transportation options, cultural diversity, access and availability of health and wellness supports, etc. We note that health and wellness was identified by youths as a critical issue.	Comment satisfactorily addressed.
3	ES	Consider revising the Study’s recommendations to address diversity, equity, and inclusion. See related comment in Section 5 on the “overarching recommendation.”	Comment satisfactorily addressed. See response to Comment No. 1 and we understand that diversity, equity, and inclusion is also addressed in the Local Hiring Effects Study and Strategy.
4	ES	Consider revising the recommendations to make them more specific where they are more general (e.g., ‘Support young professionals to stay in the community and build their professional careers.’)	Comment satisfactorily addressed.
5	1	Suggest that the one-on-one interviews with key stakeholders, #NextGenNetwork youth workshop, and roundtable session with education and training sector partners be summarized for the reviewer’s understanding (include as an appendix).	Comment satisfactorily addressed – appendix added.
6	1	Although the Draft Report acknowledges the three Guiding Principles applicable to Economic Development Study on Youth by stating them, how the Study informs them is not specifically provided. As a result, it is recommended that this information be included for the reviewer’s benefit.	Although the Economic Development Study on Youth does inform the three guiding principles based on our review of the Draft Final Report, we continue to suggest that the Study specifically state this information directly in document so it clear to the reviewer.
7	2	Consider providing context for the stats given for young people and youth in South Bruce (vs Ontario stats) if available. If not, consider highlighting the decline of both young people and youth in South Bruce since 2001. Any explanations for it?	We understand that the comment cannot be easily addressed because there is no corresponding related data for the province of Ontario, but we note that an explanation for the decline has been included in the updated Draft Report.
8	2	Provide school-age population and growth in percentage like youth population is as per the sub-section heading (this information is referenced later in the Draft Report).	Comment satisfactorily addressed.
9	2	Consider explaining the decline and increase in the blue line illustrated in Figure 2.	Comment satisfactorily addressed.

Comment number	Report section reference	Technical Peer Review Comments – June 29, 2022	Technical Peer Review Comments - August 8, 2022
10	2	Provide an explanation for why people are moving to and residing in the Municipality of South Bruce (MSB).	Comment satisfactorily addressed.
11	3	As part of the SOARR Assessment, consider the following: <ul style="list-style-type: none"> <li>– Mention “limited housing options for new residents and locals” as a risk</li> <li>– Include statistics on youth literacy and numeracy in Section 2 for Section 3’s context</li> <li>– Provide recommendations to address such issues as climate change, the environment, etc.</li> <li>– Include diversity of economic sectors in which youths participate as a desired result</li> </ul>	Comment satisfactorily addressed where possible based on available information and scope of Study (Project Charter).
12	4	Consider providing examples of relevant programs/strategies for attracting youth to the trades.	Comment satisfactorily addressed – examples have been provided where possible.
13	5	Consider providing more specific recommendations addressing Diversity, Equity, and Inclusion (DEI), and quality of life.	See response to comment #3.
14	5	Consider reframing the recommendations to make them more concrete and actionable (e.g., #8). For some, we see unrelated to MSB and the nature of the community so that they might not be that relevant to the municipality.	Comment satisfactorily addressed.
15	5	Since literacy is an important issue consider specifically providing recommendations addressing it.	We understand that the data is not available to address the comment.
16	5	For Recommendation No. 6, are there are other organizations that should be mentioned?	Comment satisfactorily addressed.

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

The Municipality of South Bruce Economic Development Study on Youth 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 (**Attachment 1**).

Three of the 36 principles are linked to the Municipality of South Bruce Economic Development Study on Youth: numbers 10, 15, and 20. **Table 4.1** lists the three principles and how the Municipality of South Bruce Economic Development Study on Youth informs those principles.

**Table 4.1** *The Principles Associated with the Municipality of South Bruce Economic Development Study on Youth*

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 Municipality of South Bruce Economic Development Study on Youth informs Guiding Principle # 10 by identifying the fact that the NWMO Project requires skilled trades between years 2023 to 2043 and beyond and provides ongoing economic and commercial opportunities in sectors including construction and agri-technology necessitating the need for a stable and skilled labour force supply. This positive Project impact provides South Bruce’s youth and the existing and future school aged population with the opportunity to form a significant target audience to meet these workforce needs.</p>
<p>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.</p>	<p>The Municipality of South Bruce Economic Development Study on Youth informs Guiding Principle # 15 through the 13 recommendations which are grounded in the strategic directions. These recommendations will advance efforts to engage with and provide opportunities for youth in South Bruce, while contributing to the development of necessary talent identified for the NWMO project, and the broader economy in South Bruce.</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 Municipality of South Bruce Economic Development Study on Youth informs Guiding Principle # 20 by providing strategic directions for youth development including:</p> <ul style="list-style-type: none"> <li>– Support attracting youth to trades</li> <li>– Support attracting youth to science/technology/engineering and related positions (STEM)</li> <li>– Support attracting youth to the agricultural sector</li> <li>– Support youth entrepreneurship and innovation</li> <li>– Promote Diversity, Equity, and Inclusion and quality of life</li> </ul> <p>The preceding strategic directions coupled with the 13 recommendations offered by the Study provides NWMO and the Municipality with the ability to expand the local employment and training strategy with elements focusing on youth development reinforcing the Municipality’s interest in ensuring that the majority of employees for the Project are located within South Bruce and surrounding communities.</p>

## 5. Peer Review

The PRT is of the view that the Municipality of South Bruce Economic Development Study on Youth satisfies its overall objective of engaging with and providing opportunities for youth in the community to remain in or return to the local community and work for NWMO and/or the nuclear energy sector in general. In terms of engaging with youth, the Study utilized input gained through the #NextGenNetwork youth workshop held in February 2022. The input gained covered diverse topics related to economic development and youth priorities and this feedback provided insight on what would help make South Bruce a great place to live and work, a vision for the community, and what the municipality must do to attract and retain youth and young professionals. In summary, the factors that would incent youth to stay or relocate to South Bruce included the following:

- Quality of life considerations
- Recreational and cultural amenities
- Transportation options
- Cultural diversity
- Access and availability of health and wellness supports.

At the same time, the Study uncovered the fact that youth are concerned about affordability and disparity in income levels. In addition, the limited housing options and increasing housing values impede young people from affording to live in South Bruce, especially if income levels continue to be lower as compared to urban centres that offer higher wages for the same job.

In terms of providing opportunities for youth, the Study incorporated a strategic planning process consisting of a four-phased methodology with Phase 3 concentrating on identifying opportunities for maximizing youth workforce development. The Study's strategic directions revolve around the following aspects, which are in line with the Local Hiring Effects Study and Strategy:

- Support attracting youth to trades
- Support attracting youth to science/technology/engineering and related positions (STEM)
- Support attracting youth to the agricultural sector
- Support youth entrepreneurship and innovation
- Promote Diversity, Equity, and Inclusion (DEI) and quality of life

Following completion of Phase 3, the Study presents 13 recommendations that support attracting youth to in demand occupations and recognizes that youth opportunities for workplace integration in South Bruce and surrounding communities will continue to emerge based on economic growth and through the NWMO and/or nuclear sector in general. A time frame is provided for each of the recommendations (e.g., short (0-24 months), medium (2-4 years), longer-term (4+years)) which should help South Bruce prioritize efforts and resources. The 13 recommendations are set within the context of an overarching recommendation which is to increase South Bruce's capacity to maximize dialogue and collaboration between the Municipality, youth serving organizations, and educators, to respond to youth issues and priorities.

Finally, although the recommendations are developed specifically for South Bruce, they do require collaboration and cooperation among lead organizations in the region including the NWMO, local municipal and regional governments and workforce intermediaries. Notwithstanding this, the PRT strongly encourages the Municipality to increase South Bruce's capacity to maximize dialogue and collaboration between themselves, youth serving organizations, and educators. The increased economic development capacity would lay a stronger foundation for enabling targeted responses to youth priorities, supporting youth priorities, aligning talent supply and demand, and engaging key partners like NWMO.

# Attachments

# **Attachment 1**

**36 Guiding Principles**



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


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

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

## Safety and the Natural Environment

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

## People, Community and Culture

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

20. The NWMO, in consultation with the Municipality, will commit to implementing a local employment and training strategy with the objective of ensuring that the majority of employees for the Project are located within South Bruce and surrounding communities.
21. The NWMO, in consultation with the Municipality, will commit to implementing a business opportunities strategy that will provide opportunities for qualified local businesses to secure agreements that support the Project and that requires the NWMO to take all reasonable steps to create opportunities for qualified local businesses to benefit from the Project.
22. The NWMO will commit to implementing a procurement strategy for the Project that gives preference to the selection of suppliers who can demonstrate economic benefit to South Bruce and surrounding communities.
23. The NWMO will enter into an agreement with the Municipality providing for community benefit payments to the Municipality.
24. The NWMO agrees to cover the costs of the Municipality's preparation for and participation in the Project's regulatory approval processes, including the Canadian Nuclear Safety Commission's licencing process and the assessment of the Project under the Impact Assessment Act (or other similar legislation), that are not otherwise covered by available participant funding.
25. The NWMO will fund the Municipality's preparation of a housing plan to ensure that the residents of South Bruce have access to a sufficient supply of safe, secure, affordable and well-maintained homes.
26. The NWMO will prepare a review of the existing emergency services in South Bruce and provide appropriate funding for any additional emergency services required to host the Project in South Bruce.
27. The NWMO will prepare an infrastructure strategy that addresses any municipal infrastructure requirements for the Project and will commit to providing appropriate funding for any required upgrades to municipal infrastructure required to host the Project in South Bruce.
28. The NWMO will cover the costs incurred by the Municipality in assessing community well-being and willingness to host the Project.
29. The NWMO will fund the engagement of subject matter experts by the Municipality to undertake peer reviews of Project reports and independent assessments of the Project's potential impacts on and benefits for the community as determined necessary by the Municipality.
30. 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

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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