

Project Labour and Workforce Effects

The Municipality of South Bruce and the Nuclear Waste Management Organization (NWMO) are conducting a wide range of studies to inform the community's willingness to host the NWMO Project. All studies are also being reviewed by independent consultants, known as peer reviewers. Studies about labour supply and workforce skills were presented at the Community Liaison Committee (CLC) on May 19, 2022.

Highlights of Labour and Workforce Studies

- South Bruce is growing moderately due to pressure from the Greater Golden Horseshoe. Baby Boomers make up a large portion of the community. As they retire, they will need to be replaced in the workforce.
- There is enough labour supply in the region to meet the needs of the Project. Some mining trades may need to be sourced from northern Ontario. As the Project evolves, new skillsets may be required.
- South Bruce businesses are competing for the limited labour pool. There is a gap in local workforce skills that impacts recruiting and retaining talent to meet industry needs.
- As businesses grow and new businesses locate in South Bruce, they will also need access to a labour pool with appropriate skills.
- South Bruce's location gives it access to post-secondary graduates from varying fields of study. Attracting and retaining these graduates will require improving infrastructure such as transportation, housing options, and lifestyle amenities.
- We will need workforce development strategies to develop a pipeline of skilled workers to fill local jobs and meet the Project's needs. The Project's Centre of Expertise may be an opportunity to help with this effort. Additional strategies will be needed to support local businesses compete for skilled workers.

Individual summaries of the three studies presented to the CLC follow. Each of the study and peer review reports are available in full on our municipal website or at the local libraries.

Addressing Our Guiding Principles

The studies address several of the community's 36 Guiding Principles to determine if the Project is right for South Bruce. They relate to whether the Project will bring meaningful benefit to the community, specifically:

- 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.
- 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.
- 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.
- 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.

Learn more about the...

Labour Baseline Study

Study By Keir Corp.

Peer Review Conducted By Deloitte, formerly MDB Insight

NWMO-led Study:

The NWMO's consultants conducted this study. South Bruce hired independent consultants to peer review the studies, and confirm the methodologies and findings.

What was the scope and purpose of the study?

- The study aimed to describe the labour supply both locally and regionally, as well as the workforce needed to sustain and grow existing businesses, factoring in demographic changes like retirements.
- It also looked at trends in employment, likely surplus/deficits in labour supply, and aimed to provide an accurate labour force profile which includes factors such as commuting, skills, age, etc.

How was the study conducted?

- The consultants reviewed existing labour data from Statistics Canada, the Bruce County growth plan, documents from economic development agencies, labour boards, key employers, and other sources.
- They also conducted dozens of interviews with key stakeholders in 15 organizations, including municipal CAOs, Economic Development/Planning Directors, and managers of several labour/employment organizations.

What did South Bruce's peer reviewers say?

- An independent consultant reviewed the study and asked for more in-depth labour supply/demand analysis. The consultants added a new section to provides a stronger understanding of how they used the data and reached their conclusions.
- Overall, the peer reviewers concluded that the study satisfies the objectives that were set out in the statement of work.

What did we learn?

- The region can provide most of the labour, goods, and services for the Project, with the exception of mining.
- The direct labour requirements for the Project will occur in phases, and they're modest in relation to the Bruce Power Major Component Replacement (MCR) Project labour requirements.
- The wind down of the MCR Project coincides with the start of the NWMO Project, meaning there will be a pool of companies and skilled labour in the area for the NWMO to draw upon.
- In the pre-construction phase, the NWMO workforce strategy will include a combination of new employee hires in the region, and a relocation of existing employees.
- The NWMO should develop initiatives to recruit young people to STEM field careers to have adequate local staffing for the Project. Doing this will allow for young people to remain in, or return to their hometowns.
- Strong growth in employment regionally between now and 2046 will help attract a younger workforce, which will make up for gaps caused by retirements.
- The types of jobs needed for the Project align strongly with the types of jobs in the region and seen within educational trends, demonstrating that the available workforce will be well positioned to support all Project phases.
- The expertise in the nuclear field, combined with the presence of post-secondary institutions and large businesses in the broader region means there is a strong ability to supply the labour force and to meet the challenges and demands of the Project.

Learn more about the...

Workforce Development Study

Study By Keir Corp.

Peer Review Conducted By Deloitte, formerly MDB Insight

NWMO-led Study:

The NWMO's consultants conducted this study. South Bruce hired independent consultants to peer review the studies, and confirm the methodologies and findings.

What was the scope and purpose of the study?

- The study aimed to describe the NWMO's employment needs for the Project and describe how to develop the workforce needed to support the Project.
- It also looked at if the Project could source all the skills required, described approaches to workforce development, and how the NWMO can work with other businesses with similar needs, such as Bruce Power, to develop the workforce.
- It is emphasized that both the Workforce Development and Labour studies are closely intertwined and should be considered and read together.

How was the study conducted?

- The consultants reviewed existing labour data; from similar sources highlighted in the Labour Baseline Study. They also studied the NWMO Project's workforce needs.
- They also conducted interviews with expert in 15 organizations, including stakeholders such as municipal CAOs, Economic Development/Planning Directors, and managers of several labour organizations.

What did South Bruce's peer reviewers say?

- An independent consultant reviewed the study and recommended further comment on how it informs the relevant Guiding Principles.
- They recommend two separate Strength, Weakness, Opportunities, Threats (SWOT) analyses be developed for above ground, and below-ground operations to provide more detailed information.
- Peer reviewers concluded that the study met its objectives and agreed with the conclusions that the Core Study area has a significant role in capturing the local workforce development potential of the Project.

What did we learn?

- There has been strong interest in South Bruce and the region as to how the Project may create jobs and keep young people and their families in the area.
- The community is close knit socially, economically, and politically. Active Involvement in workforce development is a way for the NWMO to be a part of the community fabric during Project implementation.
- The workforce development and skills required for the Project will evolve over its lifecycle
- There is the opportunity for workforce development to go beyond the needs of the Project, and benefit other sectors of the local economy where similar skills and technology may apply — such as robotics and Artificial Intelligence.
- The campus concept (accommodation and training facilities linked to the Centre of Expertise) could provide an opportunity to be a community builder and connector, providing a local resource focused on current and future learning needs in partnership with post-secondary institutions.
- The Project could ultimately be a catalyst for innovation and business creation with workforce development and training.

Learn more about the...

Local Hiring Effects Study and Strategy

Conducted By MDB Insight (now Deloitte) for the Municipality of South Bruce
Peer Review Conducted By GHD

Municipally-led Study:

This work was conducted by consultants hired by South Bruce to determine the potential impact on our municipality.

What was the scope and purpose of the study?

- The Study and Strategy provide a detailed analysis and recommendations on how to maximize local employment from the Project, while also making sure that other local businesses can keep the skilled workforce they need.
- It also identifies how to encourage businesses to bring their workforce into South Bruce to address potential shortfalls in Project and community needs.

How was the study conducted?

- The study was conducted in phases, including desktop research, the completion of a labour market profile, and a supply and demand analysis.
- Input was further gathered through one-on-one interviews, surveys, and workshops with stakeholders.

What did South Bruce's peer reviewers say?

- GHD reviewed the method and conclusions and found the study satisfied the overall objectives.
- GHD recommended making a stronger connection with the Workforce Development Study and the Labour Baseline Study so that local training programs are aligned.

What did we learn?

- The study offered several strategic directions for the Municipality and partners to consider to influence labour force impact in the short and longer term.
- The strategic directions include ensuring there is a better understanding of the labour force priorities of residents, the need to improve collaboration with all partners, the importance of developing relevant training programs and making use of existing data, improving support for small businesses and entrepreneurs, improving labour force connections with regional employers/suppliers, and marketing the community for talent attraction.
- In addition to these strategic directions, the study provided three goals — Create a Strong Local Talent Pipeline, Enable an Environment for Business Growth, and Talent Retention and Attraction Readiness. These goals are supported by objectives and actions that can ensure South Bruce maximizes local employment associated with the Project, while also ensuring we have a skilled workforce to meet ongoing labour needs.

Stay Involved!

The studies play an important role in ensuring that we can make an informed decision about the Project. If you have questions or comments about the studies, they can be submitted through our community engagement tool: www.southbruceswitchboard.ca, or call the Municipal Office.