



Memorandum

July 28, 2022

To	Dave Rushton/Catherine Simpson, Municipality of South Bruce		
From	Greg Ferraro and Ian Dobrindt/AD/mma	Tel	+1 519 884 0510
Subject	Tourism Industry Effects and Strategy (E07) Draft Final Report GHD Leadership Team Technical Peer Review Comments	Project no.	11224152-MEM-30

1. Introduction

This memo provides GHD Leadership Team's peer review comments on the Tourism Industry Effects and Strategy (E07) Draft Final Report (Draft Final Report) prepared by Deloitte on July 6, 2022 for your consideration. The Tourism Industry Effects and Strategy 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 Tourism Industry Effects and Strategy 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 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 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, use of graphics, 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 July 22, 2022. As per **Table 3.1**, the PRT has concluded that all of the comments provided have been satisfactorily addressed in the Draft Final Report and none remain outstanding.

Table 3.1 *Tourism Industry Effects and Strategy Comment Disposition Table*

Comment number	Report section reference	Technical Peer Review Comments – June 29, 2022	Technical Peer Review Comments – July 22, 2022
1	Executive Summary (ES)	Why would there be a lack of willingness on the part of local leaders and businesses to take advantage of opportunities with more visitors and tourists arriving because of the Centre of Expertise? Who are the local leaders in reference to?	Clarifying text included. Comment satisfactorily addressed.
2	ES	Clarify what rocks excavated from the DGR, which lend themselves to sculptures as suggested.	Clarifying text included. Comment satisfactorily addressed.
3	2	Information on the duration of visits is missing and should be added as part of describing South Bruce’s current tourism industry.	Data on duration of visits was added to Regional Tourism Asset Analysis. Comment satisfactorily addressed.
4	2	Brief descriptions of what the tourism businesses are should be added.	Descriptions added. Comment satisfactorily addressed.
5	3	It is recommended that the sub-section entitled “Potential Changes in Tourism Demand with the Development of the NWMO Project” be expanded upon in greater detail and based on the findings/conclusions from the other community studies completed/underway. Consider subdividing the analysis into the 3 phases of the project: pre-construction, construction, and operation”	The sub-section is expanded upon later in the Report. Comment satisfactorily addressed.
6	3	We recommend that the Study direct the reviewer to the other Community Studies (e.g., Traffic Conditions Study, etc.) for understanding the mitigation measures that are proposed for addressing the potential adverse effects of the Project identified in the text.	References to the other related community studies is provided in later sections of the Report. Comment satisfactorily addressed.
7	3	We recommend that the potential adverse effects be set within the context of the other community studies being carried out so the reviewer has a better understanding	Context has been added. Comment satisfactorily addressed.
8	3	We recommend that the Study cross reference the other community studies completed/being completed, as appropriate, so that the results are better integrated	The other community studies are referenced. Comment satisfactorily addressed.
9	3	We recommend that the Project be more accurately defined in the Study, so the reviewer clearly understands what it is	The Project is accurately defined. Comment satisfactorily addressed.
10	4	As per the Project Charter, we recommend that the results of such tourism related uses and program at similar facilities be provided.	The results were added where they were available. Comment satisfactorily addressed.

4. Municipality of South Bruce’s Guiding Principles

The Tourism Industry Effects and Strategy informs five 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**).

Five of the 36 principles are linked to the Tourism Industry Effects and Strategy: numbers 10, 12, 14, 19, and 23. **Table 4.1** lists the five principles and how the Tourism Industry Effects and Strategy informs those principles.

Table 4.1 The Principles Associated with the Tourism Industry Effects and Strategy

Principle # and Description	Consideration of the Principle in the Study
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.	The Tourism Industry Effects and Strategy Study informs Guiding Principle # 10 by identifying potential positive and negative socio-economic impacts of the Project on South Bruce from a tourism perspective. When considering potential changes in tourism demand associated with the NWMO’s proposed Deep Geological Repository (DGR) and Centre of Expertise, the full spectrum of potential change was considered - from the positive to the negative. From a worst-case perspective, given the small size of the current tourism industry and the lack of a South Bruce presence in regional tourism strategies, it is unlikely that the construction of the DGR could diminish the existing industry. From the best-case perspective, the development of the Centre of Expertise could potentially generate enormous benefits. The more dynamic the programming at the Centre of Expertise, the more likely increased visitation and economic impact. The economy of South Bruce will benefit the most if programming at the Centre of Expertise focuses on acting as an international host, with world-class research and development facilities, frequent hosting and training of overseas professionals, and research and development (R&D) partnerships with international universities and start-ups.
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.	The Tourism Industry Effects and Strategy Study informs Guiding Principle # 12 by identifying potential negative effects of the Project on tourism (e.g., workforce availability and cost, traffic disruptions, disruption to rural character of South Bruce, stigma associated with a radioactive waste facility, and catastrophic incidents) and refers the reviewer to other appropriate community studies like the South Bruce Local Hiring Effects Study and Strategy where mitigation programs are cited.
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.	The Tourism Industry Effects and Strategy Study informs Guiding Principle # 14 by proposing Option 3 – Proactive Tourism Investment. In this Option, the Municipality takes the lead in developing a sustainable tourism management strategy including adopting a vision for the Centre of Expertise. NWMO partners actively and financially with the Municipality in Option 3.
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.	The Tourism Industry Effects and Strategy Study informs Guiding Principle # 19 by proposing Option 3 - Proactive Tourism Investment. As mentioned in Guiding Principle #14, the Municipality adopts a vision for the Centre of Expertise. In addition, South Bruce provides specific recommendations to the NWMO about the design, construction, and operation of the proposed Centre of Expertise in this Option.

Principle # and Description	Consideration of the Principle in the Study
23. The NWMO will enter into an agreement with the Municipality providing for community benefit payments to the Municipality.	The Tourism Industry Effects and Strategy Study informs Guiding Principle # 23 by proposing Option 3 - Proactive Tourism Investment. As mentioned, NWMO partners actively and financially with the Municipality in Option 3.

5. Peer Review

The PRT is of the view that the Tourism Industry Effects and Strategy Study satisfies the Project Charter established for it by South Bruce. In doing so, the Study cross-references the other community studies completed/underway as appropriate to ensure relevant information is provided for the reviewer, which was one of the more substantive comments of the peer review of the original Draft Report. The Final Draft Report satisfactorily addresses the other more substantive comments of the peer review as well as the various non-substantiative comments resulting in a much better overall Study in terms of content, readability, and value to the Municipality.

We underline the Study’s key findings that the development of the proposed Centre of Expertise could potentially generate significant benefits and become that “core attractor”, which South Bruce does not currently have. To this end, it would be beneficial that the Municipality of South Bruce pursue a proactive tourism investment model for this NWMO opportunity, to provide the highest positive benefit to the local tourism industry and the most compatible social benefits to the community.

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.

Capacity Building

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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