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## Community Well-Being Assessment

TOWNSHIP OF THE NORTH SHORE, ONTARIO



**APM-REP-06144-0102**

**DECEMBER 2014**

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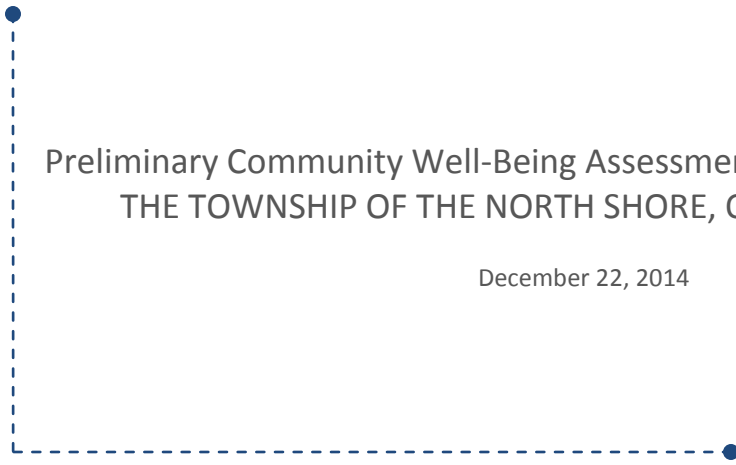
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S T E V E N S O N  
A N D A S S O C I A T E S

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Preliminary Community Well-Being Assessment:  
THE TOWNSHIP OF THE NORTH SHORE, ON


December 22, 2014

## PRELIMINARY COMMUNITY WELL-BEING ASSESSMENT


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## 1.0 Introduction

This Community Well-Being Assessment Report aims to provide a summary of the expected influences that the Adaptive Phased Management (APM) Project will have on community well-being in the Township of The North Shore. The Township of The North Shore is located in the north shore area of Lake Huron and includes the communities of Algoma Mills, Spragge, Serpent River and the Pronto East Subdivision. These are spread out, smaller and older amalgamated communities that developed as a result of historic economic and resource-based activity.

The Report answers fundamental questions that will assist the NWMO and the community to understand the suitability of the Township of The North Shore to move forward in the siting process. While each of the communities currently participating in the Learn More process will likely benefit in many ways from the APM Project and the economic development and employment opportunities associated with it, there are unique uncertainties and priorities to be managed for each community.

Work has been completed to understand the overall community profile of the Township of The North Shore, and also to understand and summarize the ways in which the APM Project might affect the community and surrounding areas. In concert with the community, NWMO worked to develop an understanding of the community today and its goals and aspirations for the future. To this end information has been assembled and studied through a variety of means including a visioning exercise, engagement activities, community visits and tours, Community Liaison Committee meetings, open houses and the development of a community profile.

All of this research and study, along with professional judgement, is used to understand the potential implications of the APM Project on the community's well-being and to gain insights into the unique uncertainties and priorities that need to be managed.

As outlined at the inception of this step in the site selection process, the objective of the social, economic and cultural assessment is to assess both the potential to foster the well-being of the community and surrounding area and the potential to create the foundation for community and surrounding area confidence and support needed to implement the APM Project. In Phase 1 of this assessment, which is the focus of this report, the intent is to explore the potential to foster the well-being of the community and, for this reason, the subset of factors and considerations related to the community are addressed at this time. Regional considerations are noted where early insight is available, however more detailed work would be conducted in Phase 2 should the community be selected to proceed to this phase of work and agree to do so.

A number of factors were identified as minimum criteria to consider in the site selection process in assessing the potential to foster well-being<sup>1</sup>:

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<sup>1</sup> NWMO, 2010. Moving Forward Together: Process for Selecting a Site for Canada's Deep Geological Repository for Used Fuel.

- Potential social, economic and cultural effects during the implementation phase of the APM Project;
- Potential for enhancement of the community's and the region's long-term sustainability through implementation of the APM Project;
- Potential to avoid ecologically sensitive areas and locally significant features;
- Potential for physical and social infrastructure to adapt to changes resulting from the project; and
- Potential to avoid or minimize effects of the transportation of used nuclear fuel from existing storage facilities to the repository site.

In order to ensure that a broad, inclusive and holistic approach is being taken to assessment in these areas, a 'community well-being' framework was identified to help understand and assess the potential effects of the APM Project. This includes exploring the APM Project, understanding how the community may be affected were the APM Project to be implemented in the area, and identifying opportunities to leverage the APM Project to achieve other objectives the community considers important. The framework is also used to explore the relative 'fit' of the APM Project for the community and the potential to create the foundation of confidence and support required for the implementation of the project.

The framework is designed to encourage exploration of the APM Project through five different 'lenses':

- **People or Human Assets** – How might the implementation of the project affect people?
- **Economics or Economic Assets** – How might the implementation of the project affect economic activity and financial health of the area?
- **Built Environment or Physical Assets** – How might the implementation of the project affect infrastructure and the physical structures which the community has established?
- **Society and Culture or Social Assets** – How might the implementation of the project affect the sense of belonging within the community, and among residents, and the services and network of activities created to serve the needs of community members?
- **Natural Environment or Natural Assets** – How might the implementation of the project affect the natural environment and the community's relationship with it?

This report begins with an overview of the basic assumptions about the APM Project and potential effects used for the preliminary assessment. The community's priorities/key issues, aspirations, capabilities and capacities are described. Next, the report explores the implications of implementing the APM Project on the well-being of the community in terms of the five 'lenses' or asset categories. The preliminary findings are also considered in terms of the 'criteria to assess factors beyond safety' identified by the NWMO prior to the initiation of the siting process. A summary of relationship building



and engagement activities, and the issues and questions raised to date is provided. The report concludes by addressing key questions framed by the NWMO at the outset of the site selection process.

Ultimately, the potential effect of the APM Project on the well-being of a community needs to be identified and assessed by the community itself. This includes identifying the broad range of factors that need to be considered, the approach to measuring potential effects on well-being and judgements about the magnitude of this effect. It is also recognized that more detailed studies and further investigations of community specific risks and uncertainties will be required if the community continues in the siting process.

This report reflects the insight from desktop research and professional judgement, as well as reports shared by the community, insight provided by Community Liaison Committee members through their regular meetings and individual discussions with community leaders and residents and others in the surrounding area. In preparing this report, we have been welcomed into the community and community members have graciously shared their time. We are extremely grateful for their time and participation.

## 2.0 The APM Project

The APM Project is currently still in early stages of design. Thus there remains flexibility in the nature and scope of its implementation. This provides an opportunity for the Project to be structured and operated in a manner that suits the conditions and aspirations of the host community and surrounding area. However, it is important at this early stage of the preliminary assessment to understand the potential implications of the project on the community and its surrounds. In doing so, this requires some basic assumptions about the Project and initial effects. The starting assumptions for this preliminary assessment include the following:

1. The on-site labour workforce required by the APM Project is in the range of 400 – 1,200 jobs and further jobs (indirect and induced) and community wealth creation will result from project spending for goods and services and employee income spending<sup>2</sup>. The following table summarizes the estimated number of direct, on-site jobs throughout the life of the APM Project, which spans over 150 years.

**Table 1: APM Job Estimate for The Township of The North Shore<sup>3</sup>**

APM Phase	Number of Years (approx.)	Direct Jobs per Year (approx.)	Primary Skills Required
Construction	10	400-1,200	Mining, engineering, geoscience, safety assessment, manufacturing, construction, trades, project management, social science, engagement, communication, transportation
Operation	30 or more	700-800	Mining, engineering, geoscience, safety assessment, manufacturing, trades support, project management, social science, engagement, transportation
Extended Monitoring	50 or more	100-150	Geoscience, safety assessment, mining
Decommissioning and Closure	30	200-300	Mining, construction trades, geoscience, safety assessment, regulatory affairs
Long term monitoring	100 or more	25-50	Environmental and health and safety monitoring

2. Realization of employment benefits will depend on a variety of factors such as:
  - A. Preference for local hiring and sourcing from local businesses;
  - B. Training of local residents for positions in the project or in supporting services; and,
  - C. Planning to prepare for and leverage future opportunities.

<sup>2</sup> NWMO, 2012. Description of Canada’s Repository for Used Nuclear Fuel and Centre of Expertise.

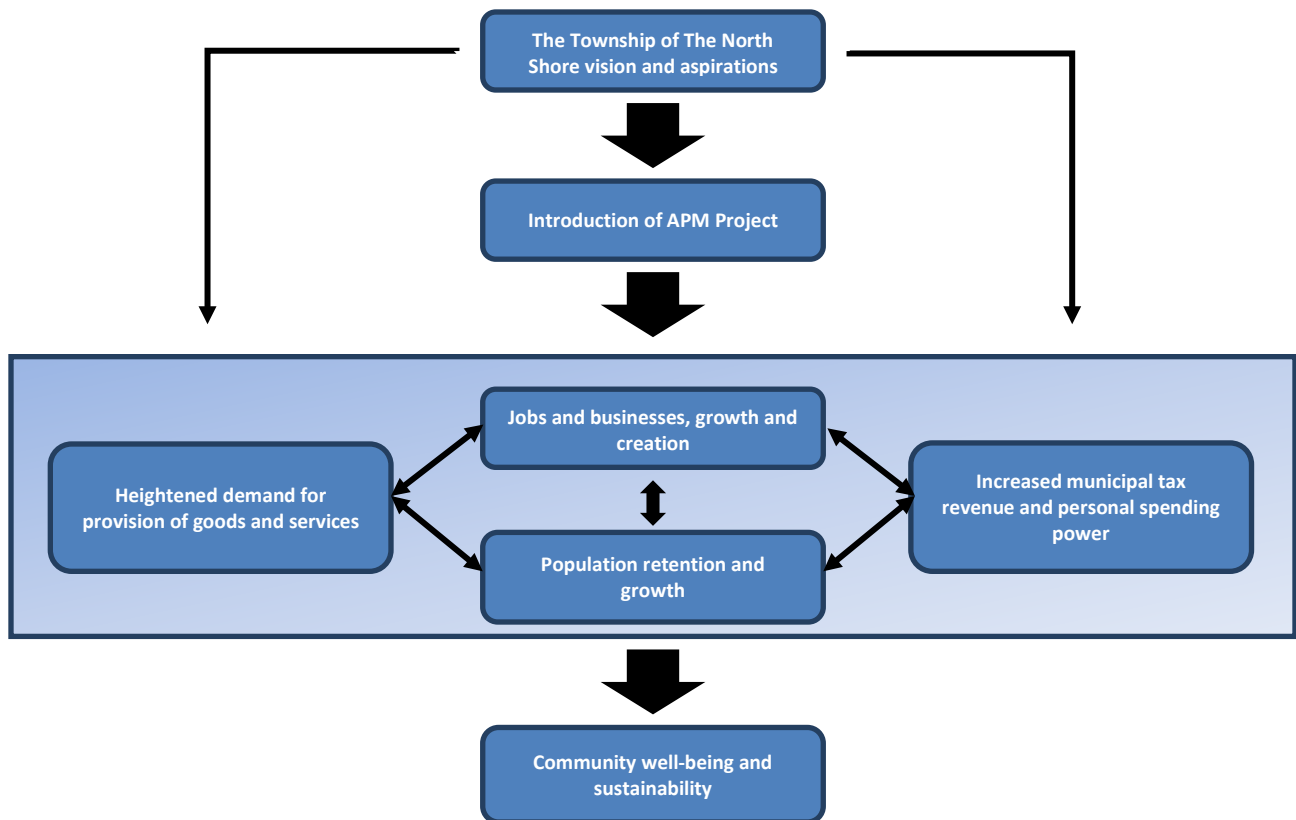
<sup>3</sup> NWMO, 2012. Description of Canada’s Repository for Used Nuclear Fuel and Centre of Expertise. Pg 33

The APM Project will be implemented through a long-term partnership involving the community, neighbouring communities and Aboriginal peoples in the area and the NWMO. Only through engagement, dialogue and collaboration will the NWMO ensure that needs are addressed at each stage of the process, and determine the specifics of how a partnership arrangement would work. For illustration purposes only, employment opportunities could be in the order of hundreds of new jobs (direct, indirect and induced) within the local area<sup>4</sup>. However, it will be up to the community to determine the nature and scope of how it wishes to grow in discussions with the NWMO.

3. The NWMO is committed to working with communities and those people in the surrounding area to optimize the benefits that will positively contribute to the overall well-being of the area.

Figure 1 provides a graphical representation of the direct and indirect effects that may result from the siting of the APM Project. The figure illustrates how the project could be the impetus for growth in population, business activity and municipal finances.

**Figure 1: Direct and Indirect Results of the APM Project**



<sup>4</sup> AECOM, 2010. A Preliminary Assessment of Illustrative Generic Community Economic Benefits from Hosting the APM Project.

### 3.0 Values and Aspirations of the Township of The North Shore

The Township of The North Shore has expressed its explicit values, aspirations and desires. These have been identified through discussions with community members and documented in the Township of The North Shore’s Community Profile (based on statistical and interview data) and various other community reports. Key themes are summarized in this section. The preliminary assessment, which is the topic of this report, is measured against these values and aspirations:

1. **Recreational Activity Development:** The Township of The North Shore would like to support the growth of recreational opportunities along their shoreline including park and facility expansion while maintaining the natural environment.
2. **Provide Employment Opportunities:** The Township of The North Shore would like to provide meaningful and equitable employment opportunities for local residents. They would like to encourage the younger population to live and work in the community.
3. **Development of Housing Opportunities:** The Township of The North Shore would like to encourage the development of affordable housing opportunities for local residents as well as any incoming populations. However, the Township of The North Shore would like to maintain quality of life and ensure that industrial type growth occurs at an appropriate scale.

The Township of The North Shore’s Mission Statement has themes of preservation, enhancement and promotion that are in keeping with the economic goals of the community<sup>5</sup>. Preservation of existing businesses and jobs in the community are priorities. Enhancement of business opportunities by being a supportive, business-friendly community is of considerable interest to the local business community. Finally, the promotion of the Township of The North Shore as a good place to develop new businesses is seen as essential to future growth of the area economy<sup>6</sup>.

The Township of The North Shore has the following goals:

- *“To create jobs for Township residents;*
- *To provide opportunities for individuals to improve their quality of life;*
- *To achieve growth in all aspects of the economy;*
- *To promote the Township as a business friendly community;*
- *To support local entrepreneurial development; and*
- *To act as a partner in the economic development of the community”<sup>7</sup>.*

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<sup>5</sup> Township of The North Shore. Community Economic Development. Accessed Online June, 2012. [<http://www.townshipofthenorthshore.ca/images/ced/ced.html>]

<sup>6</sup> Township of The North Shore. Community Economic Development. Accessed Online June, 2012. [<http://www.townshipofthenorthshore.ca/images/ced/ced.html>]

<sup>7</sup> Township of The North Shore. Community Economic Development. Accessed Online June, 2012. [<http://www.townshipofthenorthshore.ca/images/ced/ced.html>]

The Township of The North Shore has the following objectives and strategies:

- *“Work to attract potential businesses and promote the use of financial assistance agencies that are exclusive to the area;*
- *Educate and encourage property enhancement through incentive programs and grants for property upgrading;*
- *Look at identifying potential development of an industrial park, wilderness tours, small craft harbour, senior citizen housing, local historical sites, and local events;*
- *Work with the business community to identify needs and develop promotional material to encourage business development;*
- *Work with the proposed Business Association to identify, encourage and assist potential entrepreneurs in the community to investigate and develop their business ideas; and*
- *Work with local clubs to assist in developing and promoting snowmobiling in the area and conduct research into potential users of the fibre optic link”<sup>8</sup>.*

The Township of The North Shore’s Official Plan (2012) identifies the following general goals for the community<sup>9</sup>:

- Create attractive and controlled environment for growth;
- Ensure an adequate supply of land for growth;
- Create an economical, healthy and safe environment for residents;
- Provide an adequate range of housing types and densities;
- Minimise land use conflicts and promote efficient use of land;
- Improve public health and safety of residents;
- Work with Ministries to improve vehicular safety in Algoma Mills;
- Maintain/enhance visual and aesthetic qualities of Township;
- Preservation and rehabilitation of properties and structures;
- Protect water quantity and quality and water resources;
- Promote environmentally sensitive shoreline development;
- Preserve cultural heritage and archeological resources; and
- Ensure development can be sustained over the long term and is compatible with the rural landscape<sup>10</sup>.

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<sup>8</sup> Township of The North Shore. Community Economic Development. Accessed Online June, 2012. [<http://www.townshipofthenorthshore.ca/images/ced/ced.html>].

<sup>9</sup> The Township of the North Shore, 2012. Official Plan (Draft).

<sup>10</sup> The Township of the North Shore, 2012. Official Plan (Draft).

## 4.0 Summary of Community Assets – Key Issues, Aspirations, Capabilities and Capacities

As described in the Township of The North Shore Community Profile, the Township of The North Shore has several priorities and key issues, aspirations, capabilities and capacities that are most vital to the well-being of the community. These are organized to describe the characteristics of the community through five different perspectives or ‘lenses’:

- **Human:** Skills, knowledge and essential services supporting the well-being of the community;
- **Economic:** Monetary or financial resources supporting the well-being of the community;
- **Infrastructure:** Basic physical infrastructure supporting the well-being of the community;
- **Social:** Social and community activities in which people participate and the resources drawn upon to support well-being; and
- **Natural environment:** Nature and the natural environment important to well-being.

The characteristics of the community are referred to as ‘assets’ throughout the report. This is intended to highlight their importance and pave the way for a broad and holistic discussion of how the community may be affected by the APM Project, or other large projects which the community may consider.

Table 2 summarizes the priorities and key issues as understood through desktop research, review of municipal documentation and discussions with community leaders and residents. Table 3 sets out the aspirations of the community that were articulated by community leaders and representatives. Table 4 describes some of the Township of The North Shore’s capabilities to overcome key issues, address main priorities and achieve aspirations as understood through discussions with the community.

The findings in these tables provide the foundation for the preliminary assessment of community well-being and the potential implications of the APM Project.

**Table 2: Summary of Priorities and Key Issues**

Asset Category	Overall Priorities and Key Issues
<b>Human</b>	The Township of The North Shore is relatively prosperous, although there is an aging population. The Township has a skilled local workforce as the Township is the location of several international primary industries and their employees. A key issue facing the Township of The North Shore is the need to grow and diversify the local economy, as well as to retain and attract younger workers and families.
<b>Economic</b>	The priorities and issues in the Township of The North Shore relate to the strength of their labour force, employment opportunities and strength of municipal finance and administration and main businesses. One of the issues with which local residents are most concerned is the need to ensure that a diversity of well-paying jobs exists within the community. With issues of the out-migration of youth being directly connected to the availability of quality, local employment opportunities, the need to attract new businesses to the area is a high priority. The continued focus on tourism promotion is a priority for the Township of The North Shore.
<b>Infrastructure</b>	Transportation, water and wastewater infrastructure is available, but there will need to be an expansion of these services to accommodate growth. Expansion of municipal services has been an issue in the Municipality in the past, particularly in terms of financing new infrastructure. Housing can be expanded in the Township of The North Shore. Outside single family owned homes, there are few housing options.
<b>Social</b>	In general, the Township of The North Shore population is not particularly diverse with few immigrants living in the community. The population grows in the summer due to cottaging. With any incoming residents from diverse ethnic backgrounds, there will be a need to develop services that are sensitive to cultural needs.
<b>Natural Environment</b>	In regards to the natural assets in the Township of The North Shore, the central priority of residents is to preserve and protect the local environment. With a portion of the economy dedicated to wilderness recreation and tourism, ensuring the continued viability of local forests and watersheds is an important desire.

**Table 3: Summary of Community Aspirations**

Asset Category	Overall Community Aspirations
<b>Human</b>	<p>The Township of The North Shore aspires to enhance the quality of life and economic opportunities; however residents would closely examine the socio-economic effects of new industry particularly if change affects people’s quality of life. The Township of The North Shore also aspires to have economic stability and solid prospects for future growth while retaining the rural landscape. In particular, it has a specific focus on leveraging the natural outdoor setting for the benefit of both residents and tourists. The quality and variety of outdoor nature based activities is a factor in attracting skilled labour.</p>
<b>Economic</b>	<p>In regards to economic assets, the Township of The North Shore aspires to increase the diversity of local employment opportunities. The Township of The North Shore residents see the potential for further economic development and growth in the area and aspire to balance the needs of the various industries that they are trying to attract.</p> <p>There is a desire to attract employers that can provide stable, well-paying employment for young people and families. For the Township of The North Shore to remain viable in the long run, it aspires to expand the number of local opportunities for permanent work and find ways to retain local residents, rather than have them leave for large cities such as Sault Ste. Marie or Sudbury.</p>
<b>Infrastructure</b>	<p>The Township of The North Shore aspires to support growth and development. It wants to provide direction, but residents also want adequate controls on new industrial, commercial and residential development. The Township of The North Shore is managing both residential growth and other physical infrastructure by aspiring to improve physical standards and expand industrial areas. In addition, the Township of The North Shore aspires to grow its economy while keeping the rural landscape, natural assets and the quality of life.</p>
<b>Social</b>	<p>The Township of The North Shore aspires to have an attractive standard of living. It aspires to enhance its cultural scene. The Township of The North Shore aspires to maintain and enhance recreational programs and facilities to service the current population to attract new and younger residents at a scale in keeping with the small town and rural character.</p>
<b>Natural Environment</b>	<p>The Township of The North Shore has rich natural heritage resources and was once a site for uranium mining, lumber mills and a rail terminus. Local community members aspire to protect and ensure the beauty of their natural spaces. The goal of the Township of The North Shore is finding a reasonable balance between preservation and development that will support the viability of the Township while ensuring that the natural character of the area remains unchanged.</p>



**Table 4: Summary of Community Capabilities**

Asset Category	Community Capabilities
<p><b>Human</b></p>	<p>Though there has been a long history of resource extraction in the area, the presence of skilled labour has steadily declined in the Township of The North Shore after the decline of mining activity in Elliot Lake. There are two mineral processing operations in the area, Lafarge Canada Ltd. and Carmeuse Lime &amp; Stone. Some residents work at the Cameco uranium refinery in Blind River. There are no medical services in the Township of The North Shore and residents use facilities in neighbouring communities (e.g. Town of Blind River and City of Elliot Lake).</p> <p>In terms of education, residents are strong in the trades and related community college skills. Few residents have university degrees.</p>
<p><b>Economic</b></p>	<p>In relation to capabilities and capacities, the Township of The North Shore has the ability to take on new enterprises – it is entrepreneurial and has strong leadership. The Township of The North Shore is receptive and is able to handle economic development and leverage the support of regional agencies such as the ELNOS Corporation and CFDC. There is a formal governance structure in the Township of The North Shore with a Mayor and Councillors who have the capacity to responsibly deal with economic growth opportunities.</p>
<p><b>Infrastructure</b></p>	<p>The Township of The North Shore has limited water supply and wastewater treatment system are only available in Serpent River and the Pronto East Subdivision. The Township of the North Shore is highly accessible by road, rail and water, including a Lake Huron industrial scale dock. Municipal infrastructure would have to be expanded to accommodate increased residential and commercial development. The presence of a new large scale industry would necessitate a significant increase in the quantity of commercial and serviced industrial lands.</p>
<p><b>Social</b></p>	<p>There are limited local social support institutions in the Township of The North Shore. For most social services, residents access programs offered at a regional level. The Township of The North Shore Community Support Services offers some mental health programs. There are no day care facilities available or affordable housing programs available.</p>
<p><b>Natural Environment</b></p>	<p>In regards to capabilities and capacities within the Township of the North Shore, it is important to note that the area is well-known for its mineral deposits. The capacity of the landscape surrounding the Township of The North Shore and its Lake Huron shoreline location are powerful defining characteristics and must be careful considerations in any efforts to increase development in the area.</p>

## 5.0 Community Well-Being Assessment

In this section, the effect of implementing the APM Project on the well-being of the community is examined through each of five different perspectives or ‘lenses’. These are referred to as ‘assets’.

### 5.1 Implications for Human Assets in the Township of The North Shore

This section provides an analysis of human assets and their implications for the APM Project in the Township of The North Shore. For the purpose of this analysis, the human assets within a community are understood to include the skills and knowledge inherent in it and the ability of a community to provide its residents with access to other skills, knowledge and essential services that are fundamental to maintaining community well-being, quality of life or a desired standard of living. In this analysis, the specific indicators examined include:

- Population Size and Demographics;
- Skills and Labour Supply;
- Education; and
- Health and Safety Facilities and Services.

#### **Current Township of The North Shore Profile for Human Assets:**

The population of the Township of The North Shore declined by 25 percent over the past 15 years. For the most part, the population loss is the result of out-migration of skilled and young residents who typically are the most mobile. The losses in population were due to youth leaving the community for school and work. In addition, the closure of the Elliot Lake mines meant that some of the workers and their families who lived in the Township of The North Shore left in pursuit of other work. Since 1996, the population has been aging in the Township of The North Shore and in other communities along the north shore of Lake Huron.

In 2011, the top occupations in the Township of The North Shore were: transport and equipment operators and related occupations, education, law and social, community and government services, management and business, finance and administration services. The transport occupations include heavy equipment repair and trucking. Algoma Chrysler, Hydro One, Lafarge, Carmeuse Lime, Domtar, K.J. Beamish construction and their sub-contractors employ people with these skills. Residents are also employed at Cameco Corporation and local schools and hospitals.

Given that there are no public primary or secondary schools in the Township of The North Shore, students attend classes at schools in other communities in the north shore area. The area operates as a region and the Blind River schools are in close proximity. The exception is that the Township of The North Shore has the Rock Haven School for Exceptional Children which runs programs for

developmentally challenged children. There are no post-secondary educational programs or training facilities and students must go to larger centres such as Sault Ste. Marie or Sudbury.

There are no clinics or private health care services in the Township of The North Shore. Patients go to hospitals in the Town of Blind River (e.g. Blind River District Health Centre) the City of Elliot Lake (e.g. St. Joseph's Hospital), Sudbury and Sault Ste. Marie. Emergency services in The Township of The North Shore are adequate and they are equipped to handle emergency situations.

**The APM Project has the potential to have a positive effect on the human assets in the Township of The North Shore for the following reasons:**

*Population Size and Demographics*

The APM Project will attract workers as well as former out-migrants to the community thereby increasing population levels. The presence of the APM Project in the Township of the North Shore or other area communities may maintain a broad demographic mix of the population by attracting and retaining a younger workforce as well as creating a more representative mix of age groups in the region.

*Skills and Labour Supply*

The APM Project will be able to utilize the available skilled labour force already found within the community. In addition, the APM Project will contribute to labour and skills diversification within the communities with the influx of workers who have training in many different areas related to facility construction, operations and maintenance. Notwithstanding APM Project labour force requirements, transportation and government services occupations will continue to characterize the skills and labour supply in the Township of The North Shore. Some of these occupations may see an increase due to demands by the APM Project for certain services.

For illustration purposes only, employment opportunities could be in the order of hundreds of new jobs for current and new residents of The Township of The North Shore and surrounding local communities including First Nations communities. These jobs will include a variety of professional as well as skilled labour occupations in mining, engineering, safety assessment, manufacturing, trade support, geoscience, project management, social sciences, engagement, communications and transportation. The communities have past experience in managing the expansion and contraction of the workforce as many Elliot Lake uranium mine workers lived in the Township.

The APM Project's new occupations will change the skills mix available within the local labour pool. Increased diversity may occur when new types of occupations and skills required for the APM Project that are presently not available within the Township of The North Shore are introduced. The APM Project will also attract workers into the community from other local and regional locations.

### *Education*

Since there are limited facilities in the Township of The North Shore, development will be required in the Township of The North Shore as well as the north shore neighbouring communities (e.g. Blind River, etc.) where students are currently bussed into. The APM Project may increase enrolment at day care facilities, public and separate elementary and secondary schools in the neighbouring communities. Similarly, there may be increased demand for alternative programs (e.g. Montessori, Waldorf), after school enrichment programs (e.g. clubs, activities, tutors), and for English as a Second Language. There may be increased demand for distance education or training at a university level, general interest and adult learning programs. There may be a need to create training and post-secondary educational facilities in the Township of The North Shore or in neighbouring communities. Coupled with increased demand, there will be stimulus for planning and funding for the creation of educational facilities and services.

### *Health and Safety Facilities and Services*

The APM Project will result in increased demand on all existing health and safety facilities and services. Due to the Township of The North Shore sharing many medical services with neighbouring communities like Elliot Lake and Blind River, there will be a demand on these facilities. A broader range of medical specialists in local clinics may be required. The care centres in neighbouring communities may be expected to provide specialized equipment and staff training to accommodate the increased population's pressures on local facilities. Coupled with increased demand, there will be stimulus for planning and funding for expansion of health care facilities and services.






### *Summary*

In summary, it can be expected that the APM Project would bring positive net benefits to the human assets in the Township of The North Shore were the project to be implemented in the area. The APM Project will help the Township of The North Shore realize its aspirations and goals, and it would drive development and expansion in other aspects of its community well-being.

**Table 5: CWB Implications for Human Assets in the Township of The North Shore**

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations
<b>HUMAN ASSETS:</b>				
<b>Population Size and Demographics</b>	Stable or increasing population  Retention of youth and young families	Declining and aging population	Growth in population and diversity	<ul style="list-style-type: none"> <li>The Township of The North Shore has experienced a decline in population and an aging demographic profile. Cottagers increase the summer population.</li> <li>There are fewer younger families with children.</li> <li>APM Project offers potential to create jobs and attract and retain a younger population.</li> <li>The North Shore would require some assistance to plan for and manage growth.</li> </ul>
<b>Skills and Labour Supply</b>	Presence of a diverse, skilled workforce	Limited skills and workforce, some resource processing	Job creation and growth of a diverse, skilled workforce	<ul style="list-style-type: none"> <li>The Township of The North Shore has a limited workforce and diversity of skill sets.</li> <li>APM would likely attract new skilled and diverse workforce and bring in new families.</li> <li>Some families could be expected to locate in Elliot Lake or Blind River.</li> <li>APM offers diverse career opportunities for a smaller workforce of local residents in direct and indirect jobs.</li> <li>The Township of The North Shore would require some assistance to train and engage local workforce.</li> </ul>
<b>Education</b>	Access to education and training  Increased enrolment and programming	No schools  Access to post-secondary training is not available locally	Increased enrolment and opportunities for education and training  Broader range of programming and facilities	<ul style="list-style-type: none"> <li>The number of residents without a high school diploma is decreasing. The percentage of residents attaining a university degree is increasing.</li> <li>There are no schools in the community. Children are bussed into neighboring communities such as Blind River.</li> <li>There are no local post-secondary or training facilities.</li> <li>There is a small school for special needs children.</li> <li>The APM Project would attract young families to the area, increasing enrolment.</li> <li>The APM Project will stimulate career aspirations and interest in project-related training and education.</li> <li>The Township of The North Shore would require planning and support to educate and train its current workforce and future generations to take advantage of career opportunities.</li> <li>The Township of The North Shore may require investment for new training facilities in the local region or the community.</li> </ul>

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations
Health and Safety Facilities and Services	<p>Access to full range of health services 24/7</p> <p>Fully serviced by emergency responders</p>	<p>No health care in community</p> <p>Emergency response needs adequately met</p>	<p>Increased demand on services and facilities</p> <p>Catalyst to broaden supply of services and facilities in the Region, particularly healthcare</p>	<ul style="list-style-type: none"> <li>There are no healthcare facilities in the community. Residents must go to neighboring communities such as Elliot Lake or Blind River.</li> <li>Emergency services are adequate for community at this time, although it is somewhat difficult to get volunteer emergency response workers.</li> <li>With growth, demand for health and safety services would increase and would expect to be served by hospitals and Family Health Teams in Blind River or Elliot Lake.</li> </ul>

Legend	
Declining – Negative	
Neutral – Stable	
Environment – Integrity Maintained	
Increasing – Enhanced – Positive	
Uncertain	

## **5.2 Implications for Economic Assets in the Township of The North Shore**

The economic assets within a community include the monetary or financial related resources that people use to achieve their well-being objectives. It includes cash or equivalents to individuals and/or their community, and availability of financial and economic resources that allow the community and residents to manage their finances and wealth. In this analysis, the specific indicators examined include:

- Employment;
- Income;
- Business Activity;
- Recreation and/or Tourism;
- Economic Development and Services; and
- Governance and Municipal Finances.

### **Current Township of The North Shore Profile for Economic Assets:**

Given that many of the communities along the north shore are a relatively short drive from each other, the labour force of each community is influenced by economic activities in the other communities. In the Township of The North Shore, the labour force and participation rate has decreased since 1996. This can be accounted for, in part, due to the closure of the uranium mines in Elliot Lake. The employment rate has remained relatively stable. That said, people in the work force have managed to obtain jobs.

Industries of people employed in 2011 in the Township of The North Shore include health care and social assistance, manufacturing, construction, and retail trade, public administration, and other services. For those employed in health care and social services, most residents find employment in the surrounding communities of the Town of Blind River and the City of Elliot Lake. Several of the firms in the Township (such as Lafarge and Carmeuse) are large, very robust, international firms in the resource sector who continue to benefit from mining activities across Northern Ontario, in Southern Ontario and in the United States.

The Township of The North Shore is a fairly affluent community; however, there are residents on social assistance. In regards to tourism, there are many opportunities for snowmobiling, fishing, water sports, hunting, trapping and hiking. The Township sponsors a Canada Day celebration which is a local tourist attraction. The economy also benefits from waterfront and property development.

The Township of The North Shore is able to take on new enterprises. The community is entrepreneurial and has strong leadership through membership in the ELNOS Corporation. There is a capable

governance structure in the Township of The North Shore through the Mayor and Councillors and municipal staff.

**The APM Project has the potential to have a positive effect on the economic assets in The Township of The North Shore for the following reasons:**

*Employment*

The APM Project will provide longer-term stability than resource sector employment. The APM Project will increase the number and diversity of skilled employment opportunities in the community and surrounding area. A greater variety in employment opportunities may offer more sustainable and diverse career paths for youth within the community and the surrounding region and further encourage youth to live and work in the Township of The North Shore.

Moreover, the APM Project will attract large numbers of workers to the community from the region, Province and other jurisdictions as well as increase the number of indirect and induced support industries and services. There may be continued stability and profitability for current industries with more demand for local business services from a growing population.

*Income*

Overall, the APM Project's income effects for local residents will be positive and help people to increase their current levels of disposable income. Rising household and individual incomes may be achieved when new residents begin earning higher incomes. Through the provision of new income opportunities, the APM Project may help to reduce overall reliance on government transfer payments to individuals and families.

*Business Activity*

The APM Project and worker related spending will increase the number and diversity of businesses in the community and create new business linkages, synergies and agglomerations. The APM Project and worker spending will also encourage people to spend money in the community. This is especially important for the retention of existing retail and development of new retail businesses. Although, there is limited retail and the development of new retail businesses is needed.

The APM Project will expand the employment base, business sales and profitability within the community. Community-based businesses may have greater certainty and other similar firms may be attracted to the Township of The North Shore. Moreover, there is the potential for more hospitality services due to increased local demand.

The new business and industrial activity from the APM Project will allow the labour force of some sectors to grow and expand (e.g. retail and service sector, resource-based supply chain types of industries). The APM Project will provide increased stability and potential expansion in the entertainment and cultural industries.



*Recreation and/or Tourism*

The APM Project may increase the number of people using recreation facilities and natural areas in the Township of The North Shore due to population growth. In addition, with more people visiting the community for business-related activities, there is potential for the APM Project to require the development of additional tourist accommodation. The majority of tourist establishments are in neighbouring municipalities. With the potential for increased tourism, there may be greater support for the establishment of tourist facilities that will continue to make the Township of The North Shore an attractive place to live and to settle down in. Efforts may need to be taken to proactively manage effects due to the presence of the facility.

*Economic Development and Services*

The APM Project will encourage new economic development initiatives across a wider variety of sectors. It may strengthen the community's economic development efforts through the ELNOS Corporation and allow entrepreneurs to invest with more certainty. The APM Project may provide a focal point for additional developments such as: transportation, educational facilities, tourism, accommodations and other services.







*Governance and Municipal Finances*

The APM Project will offer revenue and growth and an even more favourable ratio of residential to industrial/commercial taxes. Furthermore, increased funding may greatly increase the Township of The North Shore's ability to support expenditure budgets for new infrastructure and services (e.g. health, education and recreational facilities) to support a growing population.

*Summary*

The APM Project would provide the Township of The North Shore with the potential for strong economic benefits through long term economic diversity and increased stability. Economic benefits will need to be carefully planned for and managed in order for the community to realise the full benefit of the project. In order for the Township of The North Shore to optimize project benefits, it would be helpful to support education and training of the labour force, enhance the capacity of the municipality and residents, and provide advice to businesses on project opportunities.






**Table 6: CWB Implications for Economic Assets in the Township of The North Shore**

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations
<b>ECONOMIC ASSETS:</b>				
<b>Employment</b>	Increasing employment opportunities for residents	Decreasing participation rate and the unemployment rate is decreasing		<ul style="list-style-type: none"> <li>▪ Growth in the number of and diversity of employment opportunities in the community</li> <li>▪ </li> </ul> <ul style="list-style-type: none"> <li>▪ General labour trends in the community show less people joining the workforce. The participation rate is decreasing. Thus, the unemployment rate is also decreasing.</li> <li>▪ Hydro One, Lafarge and Carmeuse Lime are the dominant employers in the Township with retail services also serving as employers. Residents also work at Cameco, Domtar and related forest businesses and regional education, health and governmental employers.</li> <li>▪ APM Project would offer a more diverse range of employment opportunities and careers for both community and regional residents.</li> <li>▪ The Township of The North Shore may require some assistance to ensure local residents are able to realize project direct and indirect employment opportunities.</li> </ul>
<b>Income</b>	Household income growth and diminished need for social assistance	Household incomes are increasing, although they are still below the national average		<ul style="list-style-type: none"> <li>▪ Opportunity for employment in more diverse labour market might yield potential for increased incomes</li> <li>▪ </li> </ul> <ul style="list-style-type: none"> <li>▪ Household income in the Township of The North Shore is less than the national average.</li> <li>▪ Median personal income, household income and family income is increasing.</li> <li>▪ APM Project would create more local jobs, which in turn would fuel growth in household incomes.</li> <li>▪ The Township of The North Shore would require some assistance to help residents realize employment opportunities and manage their finances.</li> </ul>
<b>Business Activity</b>	Business growth and increasing business diversity	Limited retail businesses, some mineral processing activities present		<ul style="list-style-type: none"> <li>▪ Growth in business activity leading to growth in the number and diversity of businesses</li> <li>▪ </li> </ul> <ul style="list-style-type: none"> <li>▪ Limited range of business activity and diversity.</li> <li>▪ Business activity in the area focuses on mineral processing.</li> <li>▪ APM Project would diversify the economy and further create local direct and indirect jobs and stimulate business activity across the community.</li> <li>▪ The Township of The North Shore may some require assistance to plan, implement and manage economic development.</li> </ul>

Preliminary Community Well-Being Analysis – The Township of The North Shore, ON

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations
<b>Recreation and/or Tourism</b>	Stability or growth in area tourism	Tourism for fishing and other outdoor recreation	<p>Potential effects on tourism as a result of project</p> <p>Potential increase in recreation and tourism with niche market</p>	<ul style="list-style-type: none"> <li>The Township of The North Shore benefits from the recreation opportunities afforded by its proximity to Lake Huron.</li> <li>Tourism is a contributor to the local economy and is focused on the natural environment and Lake Huron shoreline.</li> <li>The Trans-Canada Highway brings tourists through the area.</li> <li>APM may also provide new markets for local tourist industry through people moving to the area for employment and visitors coming to area to learn about the project.</li> <li>The Township of The North Shore may require some assistance to manage APM constraints and opportunities.</li> </ul>
<b>Economic Development and Services</b>	An active, economic development organization that has demonstrated success in attracting businesses to the community	North Shore municipalities have active economic development organizations	<p>Local businesses will take direct advantage of the business opportunities created by the APM Project</p>	<ul style="list-style-type: none"> <li>The Township of The North Shore is actively pursuing economic development opportunities. The ELNOS Corporation works in the community.</li> <li>Moderate ability to attract and retain businesses.</li> <li>APM would provide a catalyst for further economic development through its presence and the creation of associated business opportunities.</li> <li>The Township of The North Shore may need some assistance to plan and implement a strategy that will fully realize the economic development opportunities presented by APM.</li> </ul>
<b>Governance and Municipal Finances</b>	Community is financially sustainable over short and long term	Local leadership, cohesive community and fiscal sustainability	<p>An enhanced tax base with solid contributions from industrial and commercial properties</p> <p>Sufficient revenues to cover operating and capital requirements</p>	<ul style="list-style-type: none"> <li>The Township of The North Shore has strong local leadership and has a sustainable financial position.</li> <li>Limited staff for Township departments, some committees, and services.</li> <li>The Township has a long term obligation to pay for new water services in Pronto, and will need to address its fiscal obligations for the landfill.</li> <li>APM would elevate revenues available to the municipality.</li> <li>The Township of The North Shore may need some assistance to capitalize on the fiscal implications of the APM and to how best to manage its finances.</li> </ul>

Preliminary Community Well-Being Analysis – The Township of The North Shore, ON

Legend	
Declining – Negative	
Neutral – Stable	
Environment – Integrity Maintained	
Increasing – Enhanced – Positive	
Uncertain	

### **5.3 Implications for Infrastructure in the Township of The North Shore**

The infrastructure or physical assets within a community include the basic infrastructure needed to support well-being and the tools or equipment that people use to function more productively. Infrastructure is a public good and improved access to it increases community well-being and quality of life. In this analysis, the specific indicators examined include:

- Housing;
- Municipal Infrastructure and Services; and
- Transportation Infrastructure and Services.

It should be noted that while these indicators are a subset of those included in the Community Profile, these are the key indicators that are thought to be most important to the Township of The North Shore in terms of its physical well-being.

#### **Current Township of The North Shore Profile for Infrastructure Assets:**

While the Township of The North Shore's Official Plan (2012) has designated commercial land uses, the commercial sector is not, as yet, well developed. The Township of The North Shore's Official Plan (2012) has designated an industrial land use area. Industries currently located in the Township, have made a major capital investment. The Township of The North Shore Official Plan identifies sensitive areas that need to be protected. The entire Township of The North Shore is designated as a Community Improvement Area.

Housing stock is generally kept in good shape. Some cottage housing has recently been constructed. There are limited housing options in the Township of The North Shore with no apartment style dwellings. Rental housing in the Township of The North Shore is limited.

The Township of The North Shore has adequate water and wastewater infrastructure. Because the municipality is an amalgamation of smaller, spread out communities, municipal services vary across the municipality. A municipal water treatment and distribution system services the residences in the Serpent River Settlement area. Individual private water supply systems service most of the lots in the Township of The North Shore. Wastewater is handled by individual private septic systems in Spragge, Serpent River and Algoma Mills. The local landfill is over capacity although land is available for expansion.

The Township of The North Shore is accessible by road, rail and water (e.g. deep water port) and is in proximity to larger centres such as Sudbury and Sault Ste. Marie.

**The APM Project has the potential to have a positive effect on the infrastructure assets in The Township of The North Shore for the following reasons:**

### *Housing*

The APM Project has the potential to facilitate the expansion of the number of homes and the diversity of housing stock in the Township of The North Shore. An incoming population will cause demand for new housing stock in the Township of The North Shore and neighbouring north shore communities. There is also potential to increase the cost of housing in the Township of The North Shore depending on the size and rate of labour in-migration. Moreover, there may be instances of low cost housing taken up by workers. Rental housing may be needed for new residents when they first move to the community before they purchase homes, or for temporary residents. Any potential negative effects will need to be managed.

### *Municipal Infrastructure and Services*

With an influx of an increased population and increased activities with the APM Project, there will be an increased demand for new infrastructure. The APM Project will result in the overall growth of the community and despite the availability of additional capacity, may require some additional planning and improvements for water and wastewater and solid waste infrastructure.

### *Transportation Infrastructure and Services*

With an increased population, there may be a greater demand for public transit within the communities and to larger centres. The development of public transit services may be important for further developing linkages between the local communities.






### *Summary*

The community and the NWMO would need to work cooperatively to ensure the physical asset components are effectively implemented in the area.

**Table 7: CWB Implications for Infrastructure Assets in the Township of The North Shore**

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations
<b>INFRASTRUCTURE OR PHYSICAL ASSETS:</b>				
<b>Housing</b>	<p>Sufficient housing stock to accommodate and meet all needs and incomes</p> <p>Average house values increase over time in line with household incomes</p>	<p>Some availability of housing supply and residential development</p> <p>Need to expand the number of homes and diversity of housing stock in the community</p>	<p>Stimulus to housing prices</p> <p>New housing development</p> <p>Housing available in surrounding area will be better utilized</p>	<p>→</p> <ul style="list-style-type: none"> <li>Need to expand the number of homes and diversity of housing stock in the community.</li> <li>Some people are seeking cottages as permanent homes.</li> <li>APM would create a demand for a broader mix of housing types and tenure arrangements.</li> <li>A supply/demand balance of housing would need to be maintained to prevent excessive price escalation and ensure there is a strong supply of affordable housing.</li> <li>The Township of The North Shore may need some assistance to plan, develop and maintain a sustainable and more diverse housing portfolio.</li> </ul>
<b>Municipal Infrastructure and Services</b>	<p>Infrastructure assets are in good condition, well maintained and adequately sized to meet the short and long term needs of the community</p>	<p>Environmental services are in good condition with some minor gaps</p>	<p>Increased demand for infrastructure and services</p> <p>Enhanced opportunities for new and renewed infrastructure</p>	<p>→</p> <ul style="list-style-type: none"> <li>Municipal services and capacity vary across the Township, some shortfalls since some areas are not serviced.</li> <li>The Township of The North Shore’s waste water facility and water servicing is relatively new and is serving some members of the current population.</li> <li>The Township of The North Shore landfill is over capacity; however land is available for expansion.</li> <li>The Township of The North Shore has a comprehensive and advanced land use plan.</li> <li>APM may place increased demands on existing infrastructure and may necessitate facility replacement, expansion or upgrading.</li> <li>APM would generate municipal revenues directly and indirectly that can be applied to facility operation and maintenance, expansion, upgrading and replacement.</li> <li>The Township of The North Shore may need some assistance to ensure infrastructure is implemented as required.</li> </ul>

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations
Transportation Infrastructure and Services	A strong complement of transportation facilities and services to meet the needs of the residents and businesses within the community	<p>Provincial and regional roads in vicinity of community meet provincial standards</p> <p>Rail and deep water dock available</p>	<p>Enhanced opportunities for road, rail and dock improvements</p>	<ul style="list-style-type: none"> <li>The Township of The North Shore is in proximity to the Sudbury and Sault Ste. Marie airports.</li> <li>The Township of The North Shore has an active dock used by the mineral refining firms.</li> <li>The Trans-Canada Highway and Huron Central Railway run through the community.</li> <li>Provincial and regional roads meet provincial standards. Although pedestrian and vehicular safety have been an issue in the past.</li> <li>APM would increase road usage, and this may necessitate some upgrading and expansions.</li> <li>The Township of The North Shore and relevant authorities may some require assistance to ensure transportation facilities and services are provided as needed.</li> </ul>

Legend	
Declining – Negative	
Neutral – Stable	
Environment – Integrity Maintained	
Increasing – Enhanced – Positive	
Uncertain	



#### 5.4 Implications for Social Assets in the Township of The North Shore

For the purpose of this analysis, the social assets within a community include the social and community activities in which people participate and the resources that they draw upon in pursuit of their well-being. These activities and resources create networks within and between communities, enhance cohesion and generate trusting relationships and community pride. In this analysis, the specific indicators examined include:

- Recreational Facilities and Programs;
- Social Services and Organizations; and
- Community Character and Cohesion.

It should be noted that while these indicators are a subset of those included in the Community Profile, these are the key indicators that are thought to be most important to the Township of The North Shore in terms of its social well-being.

##### **Current Township of the North Shore Profile for Social Assets:**

Lake Lauzon is a cottage area and includes a permanent and seasonal population that come from all over Ontario and the United States. Although there are no arts and multicultural groups in the Township of The North Shore, residents attend events in the neighbouring communities of Spanish, Elliot Lake and Blind River. The Township of The North Shore has the North Channel Yacht Club (NCYC) located in Spragge.

There are a small number of recreational facilities used by local residents in the Township of The North Shore and other facilities in Elliot Lake, Blind River and the Mississauga First Nation Reserve. The majority of recreation is focused on outdoor experiences such as fishing, hiking, hunting, sailing and snowmobiling. The Spragge Recreation Area includes an ice rink, basketball and tennis courts and a connection to the snowmobile trail.

Day care is primarily in the neighbouring communities of Blind River and Elliot Lake. There are a variety of social assistance and support programs offered at the local and regional level such as the Rock Haven School for Exceptional Children. The Township of the North Shore is a member of the Algoma District Services Administration Board which provides administrative services regarding children's services, emergency medical services, housing services and Ontario Works and related social services.

**The APM Project has some potential to have a positive effect on the social assets The Township of The North Shore if the project were implemented in the area. There is uncertainty with respect to the effect of the project on community character if The North Shore were to be the focus of project related activity in the area:**

##### *Recreational Facilities and Programs*

With the expected increase in population and business activity in the community, there is potential for expansion of recreational and social clubs and facilities as well as sports facilities (e.g. hockey arenas, curling pads, baseball diamonds, soccer pitches, etc.). Residents currently use some facilities in neighbouring north shore communities, which will also be subject to increased demand. With increased demand and a stronger economy, there may be greater potential to receive funds for new recreational centres, performance and meeting facilities. The project may also support expansion of children's activities (e.g. sports leagues, dance troupes, etc.) and library services with the influx of young families. In relation to sports leagues, new residents may serve as volunteers who may be able to organize sporting clubs and events.

##### *Social Services and Organizations*

The APM Project will increase demands on existing social service providers and programs, particularly due to an influx of people associated with the APM Project. There may similarly be an increasing demand for a broader range of health and safety services due to in-migrant expectations. Upgrades to

existing facilities as well as increases in services in the neighbouring communities of Elliot Lake and Blind River may be required and local hospitals and clinics may need to hire permanent health specialists. The APM Project will also bring increased revenues and resources to support growth of social services and organizations.

#### *Community Character and Cohesion*

The Township of The North Shore values the rural and natural environment. Tourists as well as residents spend plenty of time outdoors participating in various outdoor activities (e.g. fishing, hiking, etc.) and there is a sense of pride in the local natural environment. New residents associated with the APM project would be expected to continue to build on the existing community character. While the Township of The North Shore seeks economic development, it would have to be consistent with local desires to maintain the rural atmosphere and landscape. There is uncertainty whether focusing implementation of the APM Project located in the Township of The North Shore would be a good fit with retaining the small town and rural character desired overall by the community. Growth and development at a scale inconsistent with the small town and rural character desired by residents could be incompatible with some residents overall aspirations for the community.

The overall community character of the Township of The North Shore has the potential to be enhanced if the project related activity were focussed on a neighbouring interested community. In this approach, the community would be able to work with the NWMO to participate in the Project in a regional context. It would ensure the Township participates in the APM Project and the socio-economic benefits of economic growth and demographic stability that they desire while maintaining desired community character.






#### *Summary*

In summary, the APM Project would have a net positive benefit on the social assets of the community if the APM project was to be implemented in the wider area and not within the community. There is potential that the APM Project could be inconsistent with the vision of the community if the rural and or natural landscape associated with small communities was diminished. There is evident indication that the project located in or focused on the Township of The North Shore is inconsistent with the vision of retaining the small town and rural characteristics desired by the community. However, it appears that residents who would have been concerned about the fit of the project if actually located in The North Shore regarding retaining the small town and rural characteristics would support the project being located elsewhere within the nearby area.

**Table 8: CWB Implications for Social Assets in the Township of The North Shore**

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations
<b>SOCIAL ASSETS:</b>				
<b>Recreational Facilities and Programs</b>	A strong complement of recreational facilities and programs to meet the needs of the residents	Some recreational facilities available as well as limited social/service clubs  Minimal children’s recreational facilities	Increased demand for and patronage of recreation programs  Enhanced opportunities for new and renewed facilities	<ul style="list-style-type: none"> <li>The Township has an information centre, marina and park although there is no recreational centre. Trails are available.</li> <li>Beach and boating facilities associated with the Lake Huron shoreline, such as Bootleggers Bay.</li> <li>APM would bring population into the community and generate additional revenue to respond to increased demands on existing facilities and services, and supports for new facilities and services.</li> <li>The Township of The North Shore may need some assistance to plan, develop and operate the recreational facilities and services needed in light of the APM facility.</li> <li>Some expectation that The North Shore will still have to rely on regional recreational facilities and programs.</li> </ul>
<b>Social Services and Organizations</b>	A wide range of services, organizations and media outlets present to support the social fabric and needs of the community	Limited clubs and organizations	Increased demand for and use of social services and organizations  Enhanced opportunities for new services and organizations	<ul style="list-style-type: none"> <li>There are limited non-profit and volunteer organizations offering social services to the community.</li> <li>Services are also offered in nearby Elliot Lake or Blind River.</li> <li>APM would bring population to the community that may need services and organizations.</li> <li>The Township of The North Shore would need some assistance to plan, develop and resource the services and organizations needed in light of the APM Project.</li> <li>The Project would also provide resources to further evolve and expand existing services and programs.</li> </ul>
<b>Community Character and Cohesion</b>	Strong sense of community identity  Cohesive community, supportive of municipal leadership	Strong sense of pride in history, community and natural environment  Supportive of municipal leadership	Project has potential to enhance community well-being through wealth creation,	<ul style="list-style-type: none"> <li>The Township of the North Shore has a strong sense of pride associated with community’s history, culture and natural environment.</li> <li>The community is cohesive and generally supportive of continued learning as part of the APM siting process.</li> <li>The APM Project would bring growth and stability.</li> <li>While the APM Project has potential to foster the well-being of The North Shore if the project were implemented in the area, there is uncertainty with respect to</li> </ul>

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile		Possible North Shore Profile with APM Project	Observations
	Stability of population	Some variations in group perspectives on well-being		population and business growth if sited in the region  These conditions will reinforce community identity and cohesion	the effect of the project on community character if The North Shore were to be the focus of project related activity in the area. <ul style="list-style-type: none"> <li>The overall character of the community does have the potential to be enhanced if the project related activity were focused on a neighbouring interested community. In this approach, the community would be able to work with the NWMO to participate in the project in a regional context and help ensure the municipality participates in the APM Project and the socio-economic benefits of economic growth and demographic stability that they desire.</li> </ul>

Legend	
Declining – Negative	
Neutral – Stable	
Environment – Integrity Maintained	
Increasing – Enhanced – Positive	
Uncertain	

## **5.5 Implications for Natural Assets in the Township of The North Shore**

For the purpose of this analysis, the natural environment within a community includes a wide range of natural assets from intangible public goods (e.g. air quality and biodiversity) to resources that are ‘used’ by people (e.g. water, trees, land and wildlife). In this analysis, the specific indicators examined include: Natural Areas/Features of Significance; and Parks and Protected Areas.

### **Current Township of the North Shore Profile for Natural Assets:**

The Township is on the north shore of Lake Huron. This is a significant natural asset. There are a number of Provincial Parks in the region surrounding the Township of The North Shore such as the southern portion of the Matinenda Provincial Park. The Township of The North Shore area is situated on a naturally diverse part of the Precambrian Canadian Shield. The topography is typical of the Canadian Shield. Much of the Township is pristine and residents are protective of the natural environment. Local habitats in the general region include dense forest, muskeg swamps, numerous lakes, winding rivers and hills, and the region has a diverse natural heritage. Local forests are a mixture of deciduous and coniferous trees. There is extensive mineral exploration and mining in the geology surrounding the Township of The North Shore known as the Huronian Supergroup.

### **The APM Project has the potential to have a neutral to positive effect on the natural assets in the Township of The North Shore:**

There may be population pressures on the natural environment with increased residential development, other urban growth and development. There may also be increased pressure on the natural environment due to worker desire for recreational activities. With additional people participating in recreational activities in lake areas and trails, more development may place greater pressure on the natural environment which would require enhanced management practices. However, given Municipal and Provincial natural resource protection policies, natural resources are not likely to be put at risk.

Initial studies on the potential environmental effects associated with the project suggest that the APM Project is unlikely to have any significant negative effects on the natural environment. It is expected that through working with The Township of The North Shore and clearly communicating with the public, any negative perception effects can be mitigated, if not even leveraged to take advantage of increased population growth associated with the project. Further study is required to better understand and predict the potential effects of the project on visitor perception and use of the area.

As would be the case with any large project, natural areas might be affected during the various phases of the project. Effective mitigation and environmental protection measures will ensure that the overall environmental integrity of the area is maintained. It is understood at this point in time that no significant negative environmental effects are likely during the construction, operation and decommissioning phases of the used fuel repository taking into account mitigation that will be applied.

The APM Project contains some flexibility with respect to on-site building designs and energy use to be consistent with environmental and social values. For example, the ability to use renewable sources of

electric power, where feasible, coupled with energy-efficient building designs might limit the overall carbon footprint of the project.

**Table 9: CWB Implications for Natural Assets in The Township of The North Shore**

Criteria / Measures	Ideal CWB Condition	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations and Implications
<b>NATURAL ENVIRONMENT:</b>				
Natural Areas / Features of Significance	Areas and features are protected and contribute to pride of place	Residents are proud of natural areas and use features for passive and active recreation	■	<ul style="list-style-type: none"> <li>Parks and other natural areas have been attracting an increasing number of visitors and are a sense of pride for the community.</li> <li>Lake Huron sailing/ boating/ fishing and lakes north of the Trans-Canada Highway contributes significantly to natural attributes.</li> <li>It is understood at this point in time that no significant net negative environmental effects are likely during the construction, operation and decommissioning of the used fuel repository itself, taking into account plans to manage and mitigate effects.</li> </ul>
Parks and Protected Areas	Conservation reserves and parks are supported and maintained and also remain available for use	Natural areas and parks are available for passive and active recreational use  Reopening of Provincial Park	➡	<ul style="list-style-type: none"> <li>Parks and other natural areas have been attracting an increasing number of visitors and are a sense of pride for the community.</li> <li>Mississagi Provincial Park has been reopened.</li> <li>Potential for increased demand on waterfront parks and natural areas.</li> <li>Lake Huron sailing/ boating/ fishing and lakes north of the TransCanada Highway contributes significantly to natural attributes.</li> <li>With proper planning and dialogue, resources would remain protected and increased demand managed.</li> </ul>

Legend	
Declining – Negative	←
Neutral – Stable	■
Environment – Integrity Maintained	■
Increasing – Enhanced – Positive	➡
Uncertain	△

## **5.6 Community Well -Being Summary**

The community would benefit in a number of ways from the project being implemented in the area, and in particular if the focus of project activity is centred on a neighbouring community. Human assets will be enhanced in the Township of The North Shore with the introduction of the APM Project in the area. The presence of the APM Project will increase population levels and maintain a broad demographic mix of the population. The APM Project will contribute to labour and skill diversification within the communities due to an influx of workers. The APM Project may also attract workers from other local and regional locations. Additionally, due to the increased population the APM Project will increase enrolment at local schools and neighbouring north Shore communities and will result in increased demand on all existing health and safety facilities and services.

Economic assets will be enhanced with the introduction of the APM Project. The APM Project will increase the number and diversity of skilled employment opportunities for residents. Through the provision of new and higher income opportunities, the APM Project may help to reduce overall reliance on government transfer payments to individuals and families. The APM Project is expected to increase use of recreational facilities in the area (due to increase in population associated with the project). With the potential for increased use, there may be greater support for the establishment of tourist facilities, continuing to make the Township of The North Shore an attractive place to live.

In general, infrastructure is in good shape and will be enhanced with the APM Project. APM Project enhancements can bring the Township of The North Shore in line with its goals and aspirations to attract new businesses. With an increasing population and associated activities due to the APM Project, there will be more revenues to support updating and renewal of existing infrastructure.

Social assets have some potential to be enhanced in the Township of The North Shore with the introduction of the APM Project. With the influx of APM workers and families, there may be more variety in arts and cultural activities and more participation in the local arts and cultural scene. The APM Project will increase the demand and potential resources for existing social service providers and programs in neighbouring communities due to increased population associated with the APM Project. Through population and increased economic activity, the APM Project is expected to provide the foundation to meet these demands. However, there is uncertainty whether focusing implementation of the APM Project located in the Township of The North Shore would be a good fit with retaining the small town and rural character desired overall by the community. Growth and development at a scale inconsistent with the small town and rural character desired by residents could be incompatible with some residents overall aspirations for the community.

The overall objectives of the community, in particular with respect to the character of the community, are more strongly fostered if the project related activity was focussed on an interested neighbouring community. In this approach, the community would be able to work with the NWMO to participate in the project in a regional context. It would ensure The North Shore participates in the APM Project and the socio-economic benefits of economic growth and demographic stability that they desire, and also retain community character which is important to the community.










It is expected that effective mitigation and environmental protection measures will be in place to ensure that the overall environmental integrity of the area is maintained.

**Table 10: Overall CWB Implications**

Criteria / Measures	CWB is Enhanced When ...	Current North Shore Profile	Possible North Shore Profile with APM Project	Observations and Implications
<b>OVERALL CWB IMPLICATIONS:</b>				
<b>Human Assets</b>	Population growth occurs and youth are retained in the community	Negative	Enhanced	<ul style="list-style-type: none"> <li>APM could grow the community and provide increased stability through economic and demographic diversity.</li> <li>Youth would be retained through employment opportunities and new residents would be attracted to the area.</li> </ul>
<b>Economic Assets</b>	More diverse and stable employment opportunities are available	Neutral	Enhanced	<ul style="list-style-type: none"> <li>There will be further employment opportunities and a more diverse range of jobs.</li> <li>Increased funding through a wider tax base would provide more financial resources for the Township of The North Shore to fund its infrastructure projects.</li> <li>The increased jobs from the APM Project would be the catalyst for the Township of The North Shore to enhance its community well-being.</li> </ul>
<b>Infrastructure</b>	Infrastructure is maintained or improved to meet the needs of the community	Neutral	Enhanced	<ul style="list-style-type: none"> <li>The APM Project, while placing increased demands on some of the infrastructure and services, would overall provide increased funding to improve and enhance existing services.</li> </ul>
<b>Social Assets</b>	Opportunities exist for recreation and social networking. Community is cohesive, and community character is enhanced.	Neutral	Uncertain	<ul style="list-style-type: none"> <li>The community would see some benefit to its Social Assets through increased participation and funding to its recreational facilities and programs as well as its social services and organizations.</li> <li>While the APM Project has potential to foster the well-being of The North Shore if the project were implemented in the area, there is uncertainty with respect to the effect of the project on community character if The North Shore were to be the focus of project related activity in the area.</li> <li>The overall character of the community has the potential to be enhanced if the project related activity were focused on a neighbouring interested community. In this approach, the community would be able to work with the NWMO to participate in the project in a regional context and help ensure the municipality participates in the APM Project and the socio-economic benefits of economic growth and demographic stability that they desire.</li> </ul>

Preliminary Community Well-Being Analysis – The Township of The North Shore, ON

Criteria / Measures	CWB is Enhanced When ...	Current North Shore Profile		Possible North Shore Profile with APM Project		Observations and Implications
<b>Natural Environment</b>	Natural areas, parks and conservation reserves are preserved and maintained for use and enjoyment	Maintained		Maintained		<ul style="list-style-type: none"> <li>Effective mitigation and environmental protection measures will ensure the overall environmental integrity of the area is maintained. It is understood at this point in time that no significant negative environmental effects are likely during the construction, operation, and decommissioning phases of the used fuel repository itself.</li> </ul>

Legend	
Declining – Negative	
Neutral – Stable	
Environment – Integrity Maintained	
Increasing – Enhanced – Positive	
Uncertain	

## 6.0 Criteria to Assess Factors Beyond Safety - Summary

The previous discussion has taken a holistic approach to the assessment, taking into account the aspirations of the community and the implications of the project for community well-being. The NWMO acknowledges that the process of assessment of community well-being needs to be collaborative and reflective of the community. Before initiating the siting process, and beginning to engage interested communities in the assessment process to understand their aspirations, the NWMO identified five evaluation factors, which, at a minimum would need to be addressed<sup>11</sup>. Table 11 draws on information outlined in the previous discussion to understand the potential to foster well-being in the Township of The North Shore against these original factors. The table summarizes preliminary findings about the implications of the APM Project, were it to be implemented in the community, on various factors of well-being. Four measures are used: maintained, enhanced, diminished or uncertain. For other evaluation factors, two measures are used: yes or no. The overall conclusion using these evaluation factors and the understanding that has emerged to date is consistent with that outlined in the previous chapter.

Over the course of discussions and conversations, the community identified a number of other important areas for consideration. The community expressed a strong desire to better understand how to engage neighbouring communities, communities on transportation routes and in particular area Aboriginal communities. The Township of The North Shore realizes that it would be essential to develop or enhance relationships with all of the foregoing groups to support the implementation of the project.

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<sup>11</sup> NWMO, 2010. Moving Forward Together: Process for Selecting a Site for Canada's Deep Geological Repository for Used Nuclear Fuel.

**Table 11: Criteria to Assess Factors Beyond Safety**

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
<p>Potential social, economic and cultural effects during the implementation phase of the project, including factors identified by Aboriginal Traditional Knowledge</p>	<p>Health and safety of residents and the community</p>	<p>Maintained</p>	<ul style="list-style-type: none"> <li>There is a strong safety case, however the community is eager to learn more about safety and health considerations to enhance their confidence in the safety of the project.</li> </ul>
	<p>Sustainable built environments</p>	<p>Enhanced</p>	<ul style="list-style-type: none"> <li>Community infrastructure and built fabric may be enhanced through project activities and investments in the community.</li> </ul>
	<p>Sustainable natural environments</p>	<p>Maintained</p>	<ul style="list-style-type: none"> <li>Regional communities have capacity to grow and their infrastructure accommodated workers and their families when uranium mines were operating.</li> <li>Effective mitigation and environmental protection measures will ensure that the overall environmental integrity of the area is maintained.</li> <li>It is understood at this point in time that no significant negative environmental effects are likely during the construction, operation, and decommissioning phases of the used fuel repository.</li> </ul>
	<p>Local and regional economy and employment</p>	<p>Enhanced</p>	<ul style="list-style-type: none"> <li>Significant employment and population growth will occur in the Township of The North Shore and surrounding communities – hundreds of new jobs could be created in The Township of The North Shore.</li> <li>With these jobs comes the potential to increase the current population of the Township of The North Shore and surrounding communities.</li> <li>New opportunities would be created for local businesses to serve the project and a growing and more diverse population.</li> </ul>
	<p>Community administration and decision-making processes</p>	<p>Enhanced</p>	<ul style="list-style-type: none"> <li>Local leadership has demonstrated interest in the project and it is expected that local leadership will ensure residents have opportunities to learn more and engage in community decision making.</li> </ul>
	<p>Balanced growth and healthy, livable communities</p>	<p>Enhanced if focus of activity is in neighbouring community</p>	<ul style="list-style-type: none"> <li>The Township of The North Shore has expressed a strong desire to diversity its economy and continue to provide stable employment opportunities for new and existing residents. Retaining the rural characteristics of the area is valued by the local community. APM Project appears to be a good fit with community objectives and aspirations in this regard.</li> <li>There is uncertainty whether implementation of the APM Project focused on The North Shore itself would be</li> </ul>

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
			a good fit with retaining the rural and small town character desired by the community. The APM's location in the broader area will have benefits.
Potential for enhancement of the community's and region's long term sustainability through implementation of the project, including factors identified by Aboriginal Traditional Knowledge	Health and safety of residents and the community	Maintained	<ul style="list-style-type: none"> <li>▪ There is a strong safety case, however engagement is at a preliminary stage and further dialogue would be required to understand and address questions and concerns about safety and health considerations related to the repository and transportation of used nuclear fuel.</li> <li>▪ When the uranium mines were operating all regional communities benefitted and conversely experienced negative effects when the mines closed. Regional residents are familiar with radiation related health and safety matters.</li> </ul>
	Sustainable built environments	Enhanced	<ul style="list-style-type: none"> <li>▪ Infrastructure and built fabric may be enhanced through project activities and investments in the community.</li> <li>▪ Regional communities have capacity to grow and their infrastructure accommodated workers and their families when uranium mines were operating.</li> </ul>
	Sustainable natural environments	Maintained	<ul style="list-style-type: none"> <li>▪ Some natural areas may be negatively affected by the project.</li> <li>▪ Further dialogue and effective mitigation and environmental protection measures would ensure that the overall environmental integrity of the area is maintained.</li> </ul>
	Local and regional economy and employment	Enhanced	<ul style="list-style-type: none"> <li>▪ Substantial employment and economic development opportunities would extend to the surrounding region.</li> <li>▪ The area has first-hand awareness of the employment effects of uranium mining and closure of the mines.</li> </ul>
	Community administration and decision-making processes	Maintained	<ul style="list-style-type: none"> <li>▪ Engagement of surrounding north shore communities is underway. All of the local municipalities in the 'learn more' process have demonstrated interest in the project and going forward. It is expected that they will be able to make informed and effective decisions.</li> <li>▪ Engagement of communities further afield is at a preliminary stage.</li> </ul>
	Balanced growth and healthy, livable communities	Enhanced	<ul style="list-style-type: none"> <li>▪ Engagement of surrounding communities is underway. Three of these communities have expressed an interest in learning more and are participating in the siting process as 'interested communities'.</li> <li>▪ Surrounding area communities are collectively seeking economic development and growth in the area. The</li> </ul>

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
			APM Project appears to be in alignment with these aspirations. <ul style="list-style-type: none"> <li>▪ Further dialogue would be required to explore aspirations for growth and well-being in the area</li> <li>▪ The APM workforce would assist in balancing the demographic characteristics of the area and support community livability.</li> </ul>
<b>Potential to avoid ecologically sensitive areas and locally significant features, including factors identified by Aboriginal Traditional Knowledge</b>	Ability to avoid ecologically sensitive areas and locally significant features	Yes	<ul style="list-style-type: none"> <li>▪ The area contains suitable sites for the project thus providing flexibility in selecting specific sites that can avoid ecologically sensitive areas and locally significant features.</li> </ul>
<b>Potential for physical and social infrastructure to adapt to changes resulting from the project</b>	Potential for physical infrastructure to be adapted to implement the project	Yes	<ul style="list-style-type: none"> <li>▪ The Township of The North Shore and the surrounding areas have multiple modes of transportation, social and economic support services, and capacity to absorb the anticipated growth in population and economic activity.</li> <li>▪ Local roads and rail infrastructure are generally in good shape and can accommodate some growth in population. Some local communities will need improved water and waste water services. Provincial highways can be enhanced.</li> <li>▪ Some investments would be required to accommodate identified infrastructure deficiencies.</li> </ul>
	Potential for social infrastructure to be adapted to implement the project	Yes	<ul style="list-style-type: none"> <li>▪ Township of The North Shore and surrounding communities have the necessary core of social infrastructure in place to plan for and adapt to changes resulting from the project.</li> </ul>
	The NWMO resources required to put in place physical and social infrastructure needed to support the project	To be determined	<ul style="list-style-type: none"> <li>▪ In all likelihood, the Township of The North Shore would require some assistance in terms of planning, human and financial resources.</li> <li>▪ Waste water services can be provided to additional north shore communities.</li> <li>▪ Further studies will be required to explore the specifics of these requirements.</li> </ul>

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
<p>Potential to avoid or minimize effects of the transportation of used nuclear fuel from existing storage facilities to the repository site</p>	<p>The availability of transportation routes (road, rail, water) and the adequacy of associated infrastructure and potential to put such routes in place from a social perspective</p>	<p>To be determined</p>	<ul style="list-style-type: none"> <li>▪ The community and region have access to multiple modes of transportation which appear to have adequate capacity for this project.</li> <li>▪ The accessibility of the Township of The North Shore to highways and roads is important to community well-being because it demonstrates connectivity between different transportation and community nodes.</li> <li>▪ The Township of The North Shore is accessible by road, rail, air and by water.</li> <li>▪ Engagement of surrounding communities is underway. Engagement of communities further afield is at a preliminary stage and further dialogue will be required to help build understanding and address questions and concerns.</li> </ul>
	<p>The availability of suitable safe connections and intermodal transfer points, if required, and potential to put them in place from a social perspective</p>	<p>To be determined</p>	<ul style="list-style-type: none"> <li>▪ Rail and local port facilities and their location on the Trans-Canada Highway offer safe connections and intermodal transfer points. Raw and processed uranium is already transported by truck via the Trans-Canada Highway through the north shore communities most business days.</li> <li>▪ Engagement of communities further afield on potential transportation routes is at a preliminary stage and further dialogue will be required to help build understanding and address questions and concerns.</li> </ul>
	<p>The NWMO resources (fuel, people) and associated carbon footprint required to transport used fuel to the site</p>	<p>780-1,140 tonnes of equivalent carbon dioxide emission is expected to be produced per year</p>	<ul style="list-style-type: none"> <li>▪ In a scenario of all road transport of 4.6 million fuel bundles from the interim storage sites to an APM facility near The Township of The North Shore, approximately 1,140 tonnes of equivalent carbon dioxide emissions is expected to be produced per year.</li> <li>▪ In a scenario of transport by mostly rail mode approximately 780 tonnes of equivalent carbon dioxide emissions is expected to be produced per year.</li> </ul>
	<p>The potential for effects on communities along the transportation routes and at intermodal transfer points</p>	<p>To be determined</p>	<ul style="list-style-type: none"> <li>▪ There is a robust technical safety case for the safe and secure transport of used nuclear fuel. Engagement of surrounding communities is underway. Engagement of communities further afield on potential transportation routes is at a preliminary stage and further dialogue will be required to understand and address questions and concerns.</li> </ul>



## 7.0 Relationship Building and Engagement Summary

At the present time, based on the engagement program and activities, the Township of The North Shore shows strong support for learning more about the APM Project and strong support for its leadership who have demonstrated proactive commitment to staying engaged in the siting process.

### 7.1 Overview of Engagement

NWMO has engaged with the Township of The North Shore leadership and community members, as well as initiated dialogue in surrounding communities and First Nations and Métis organizations through a variety of means, including:

- Several community open houses;
- Regular attendance at the Community Liaison Committee meetings;
- Informal and structured interviews with community members;
- Facilitating the Community Liaison Committee web page and newsletters;
- Preparation of written materials;
- Informal tours and visits with local residents;
- “Ask the NWMO” columns in regional newspapers;
- Attendance at regional meetings and conferences; and
- NWMO Mobile Transportation Exhibit.

Initial discussions with a cross-section of community leaders, briefings and conversations with community groups, and conversations with residents during open houses suggest there is interest in the community to continue to learn about the project and consider hosting the project or support the project being hosted elsewhere in the north shore area. To this end, opportunities for preliminary discussions were sought with:

- Local political leaders (e.g., Mayor and Councillors);
- Members of the Community Liaison Committee;
- Local business owners/operators;
- Local service providers (e.g. emergency services, social services, education);
- Community groups (e.g. clubs, associations and organizations);
- Surrounding community leaders (within the north shore area); and

- Residents.

Based on discussions with the above, there appears to be a strong and growing potential to sustain interest in the local community, in particular interest in the potential for implementing the project in the broader area and where The North Shore is not a primary focus of project-related activity. It is understood that growth and development at a scale inconsistent with the small town and rural character desired by residents, which would occur if The North Shore were the focus of project-related activity, would be incompatible with residents' overall aspirations for the community.

The community has taken steps to engage some of its nearest neighbours (including Aboriginal peoples), and has begun to set the foundation for further constructive consideration of the project and opportunity to work collaboratively to explore the project and interest in the broader area. More engagement with communities in the wider area is required to better understand implications for those communities.

## **7.2 Summary of Issues and Questions Raised**

This section summarizes the key challenges, issues and comments as heard from the community and other persons engaged.

### **7.2.1 Key Challenges, Issues and Comments**

The key challenge for the Township of The North Shore, as identified through the various engagement activities, is to increase economic activity without impinging on local character or quality of life. There is concern that any community growth that is inconsistent with community aspirations, will negatively affect quality of life for local residents. The rural, north shore characteristics are valued. However, there is a desire to provide new opportunities that will provide new skill sets in the area, enable stability in the workforce and encourage professionals to live and work in the community.

In addition, maintenance of the pristine natural environment and the Lake Huron shoreline while providing economic growth is a community desire. Ensuring access to recreational activities (e.g. boating and fishing) as well as maintaining the intrinsic natural attributes is a goal of the community. Moreover, the APM project would provide opportunities to partner and work with surrounding communities. The APM project is perceived as a potential means to attain the aforementioned goals and desires.

### **7.2.2 Summary of Key Interests/Questions**

In the Township of The North Shore, most of the people engaged were interested in learning more, were supportive of their community being involved in the siting process and look forward to next steps. Others were supportive but valued the rural shoreline ambience and would support APM elsewhere in the region.

## Core Key Interests

Several key interests were recurring and identify the areas which the community is most interested in learning more about. The **core** key interests expressed include:

- Community and infrastructure development;
- Economic benefit and opportunities for growth; and
- Health, safety and environmental risks.

### *Community and infrastructure development*

From discussions with community leaders and residents, most people in the Township of The North Shore are supportive of learning more about the APM process, in particular interest in the potential for implementing the project in the broader area. There is a keen desire to learn more about the project, though it is recognized that there is still potential for community well-being to exist in the absence of the APM Project. Residents are interested in the potential community benefits the APM Project may bring such as increased recreational and community facilities as well as new housing options. Currently, residents share facilities with neighbouring communities.

### *Economic benefits and opportunities for growth*

Residents are interested in the potential for the APM Project to bring economic diversity to the community. The potential for economic investment in the community is seen as a positive motivating factor for the APM Project. The project is seen as a positive means to provide long term economic stability for the community even if the project was located in another north shore community. They are keen to see business development in the area to support the APM Project.

### *Health, safety and environmental risks*

Community members raised questions about the potential effects of the APM Project and used nuclear fuel on the natural environment (e.g. contamination of water and land) over the lifespan of the facility. Questions were also raised on the transportation (e.g. logistics) of used nuclear fuel to the site, as well as the effects on tourism in the area. They recognise that uranium from the Cameco operation is transported through the community. Protecting the natural environment as well as preserving opportunities for recreational activities is an important desire of community members.

## Secondary Interests

In addition to the core key interests, a number of **secondary** key interests were also expressed and include:

- Potential for successful siting in the area, and not only in the community of The North Shore, underlining the interest in the project as regional and not simply a local initiative;
- Jobs directly related to the APM Project; and
- Relations with First Nations.

#### *Potential for successful siting in the area*

Community members are aware of the potential benefits the project will bring to the community. They are also aware of the potential risks to current quality of life if growth occurs at an unprecedented rate and are eager to see siting success in the north shore area.

#### *Jobs directly related to the APM Project*

The Township of The North Shore is keen to capture jobs related directly to the APM Project and specifically skilled and professional jobs. Questions may focus on what type of employment opportunities will be available. The Township of The North Shore would be content in sharing the jobs available with surrounding north shore communities. NWMO job training programs would also be desired. The community already has people who are highly skilled fly in mine workers who may be interested in APM related jobs.

#### *Relations with First Nations*

The Township of The North Shore residents indicated that they work closely on various projects with local First Nations. They currently work with the Serpent River First Nation. They want to ensure that First Nations in the surrounding area are involved and that they can work together on the APM project.

### **7.2.3 Ongoing Engagement**

The municipalities in the North Shore area, inclusive of Elliot Lake, Blind River, the Township of The North Shore and Spanish (hereafter referred to as the 'North Huron communities') function as a region. They are politically autonomous but they are also formally tied to one another through their political and administrative constituency as fellow neighbouring communities. Beyond their shared interest in learning about the APM Project, these communities are connected through government ties and shared planning.

As well, there are a variety of other linkages that further speak to the broader connections between the municipalities. They share facilities and services and have a common heritage with uranium mining. They come together for community events and have developed some relationships with surrounding Aboriginal communities. They have a willingness to share common opportunities to benefit from the APM Project which has encouraged cohesion across the North Huron communities. Engagement of these communities will need to continue.

Moving forward, engagement activities with interest groups within the Township of The North Shore should continue with an emphasis on working together with surrounding communities and Aboriginal communities. Currently, the engagement process has focused on individual discussions, interviews, meetings, overviews, briefings and dialogue in the North Huron communities (Town of Blind River, City of Elliot Lake The Township of the North Shore, Town of Spanish). The engagement process needs to expand to include more interests in the wider area as well as dialogue with First Nations and Métis groups.

## 8.0 Key Questions in the Site Selection Process - Summary

At the outset of the site selection process, the NWMO framed four key questions respectively addressing safety, the well-being of the community, the well-being of surrounding area communities and the potential to foster sustained interest in exploring this project through subsequent steps in the site selection process<sup>12</sup>. This section addresses and elaborates on a subset of these questions related to community well-being in the context of the Township of The North Shore.

The preceding chapters have looked at implementation of the APM Project in the Township of The North Shore and the implications this might have on the community well-being of the Township of The North Shore. Additionally, key issues and concerns identified through engagement activities have been highlighted. Through desktop research, dialogues with community members and leaders and on-going analysis, it is understood the Township of The North Shore has a strong interest in hosting the APM Project to realize growth and development opportunities within the community and surrounding area.

There is high potential for sustained interest in the local community and in particular as a regional project where project-related activity is not focussed on The North Shore. Many community leaders in the Township of The North Shore have stated that they are supportive of learning about APM.

At this point in time, there is a high potential for sustained interest in the surrounding communities. Three surrounding communities are actively involved in the siting process and in support of continuing to learn about the APM project. Local community leaders have indicated that it is important to have the involvement of local First Nations and Métis groups. There is a good working relationship among the local surrounding communities as demonstrated through the ELNOS Corporation. Neighbouring communities share community services, facilities and community assets.

There appears to be good potential for the APM Project to foster well-being in the Township of The North Shore by advancing long term economic diversity, increased stability and retaining existing residents as well as attracting a new diverse population. The Township of The North Shore's vision and aspirations align with APM. The Township of The North Shore's leaders have shown cohesion and work as a team. There are few workers in the community with some higher skilled workers and fly in miners.

The overall objectives of the community, and in particular with respect to the character of the community, are more strongly fostered if the project related activity was focussed on a neighbouring interested community. In this approach, the community would be able to work with the NWMO to participate in the project in a regional context. It would ensure The North Shore participates in the APM Project and the socio-economic benefits of economic growth and demographic stability which are community objectives, and retain community character which is also important to the community. Siting of the project in the broader area would also fit with The Township of the North Shore's priorities and aspirations and enable the community to plan for and realize the socio-economic growth and development they desire.

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<sup>12</sup> NWMO, 2011. Preliminary Assessment of Potential Suitability – Feasibility Studies Draft for Discussion With Communities Involved in the Site Selection Process.

There is potential for the Project to foster well-being in the surrounding communities. The aspirations of surrounding North Huron communities involved in the siting process align with those of the Township of The North Shore particularly when considering the project as a broader regional initiative. They recognise the need for additional industry to provide economic diversification in order to reach community development goals and to maintain/increase quality of life. Preliminary discussions have revealed a strong interest in the economic development potentials offered by the project to the broader area. More dialogue and engagement will be needed to understand the perspective of First Nation and Métis communities and others in the area.

There are some uncertainties associated with the proceeding analysis due to the preliminary nature of the work at this stage. These uncertainties and challenges include:

1. Specific land areas that are socially acceptable would need to be identified:
  - a. The Township of the North Shore has a relatively narrow linear land base on the shore of Lake Huron. Community input is required to identify areas which should be reserved for other uses or preservation. The remaining areas must overlap with potentially suitable siting areas identified through scientific and technical studies.
  - b. Further engagement with potentially affected Aboriginal communities is required, including Aboriginal Traditional Knowledge holders in the area. The NWMO acknowledges, respects and honours that Aboriginal peoples - Indian, Inuit and Métis peoples of Canada - have unique status and rights as recognized and affirmed in s.35 of the *Constitution Act, 1982*. The NWMO is committed to respecting the Aboriginal rights and treaties of Aboriginal peoples<sup>13</sup>.
2. Project implementation (including engineering, logistics and/or community well-being) must align with specific community aspirations:
  - a. An acceptable area and regional project implementation plan must be identified which aligns ultimate project configuration with area expectations.
  - b. Effective implementation of project planning at a broader level, involving the surrounding communities and potentially affected Aboriginal peoples, will be important in successful implementation of the project.
3. Interest in the community for further learning about the project needs to be sustained:
  - a. The site selection process spans several years and interest and conversation in the community and area needs to be sustained throughout this process, including multiple election cycles.
  - b. The potential effects of the project on the community and area would be substantial and the community and area will need support to further explore their interest and take an active role in discussions of how the project should be implemented.

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<sup>13</sup> NWMO, 2010b. NWMO Aboriginal Policy. Toronto, Canada.

- c. Opposition groups may actively seek to influence community decision-making and community leaders will need to respond to these pressures. The Township of The North Shore will require support to prepare for the next phases of the siting process if they are to proceed. Along with other regional communities, many residents are familiar with radiation, uranium mining, uranium processing and transportation and long term management of uranium mining tailings.
- 4. Transportation routes and mode(s) need to be designed and configured taking into account social values:
  - a. Transportation considerations will need to be determined. Regulatory matters along routes in several Provinces including, New Brunswick, Quebec and Ontario, would need to be addressed. Social questions and concerns would also need to be heard and taken into account.
- 5. Environmental and safety evaluations need to be aligned with community input:
  - a. This requires regard for input from the community and surrounding communities.
  - b. This requires engagement by the NWMO and input from the community and surrounding communities. This may require capacity building to enable this input, which could include Aboriginal Traditional Knowledge.
  - c. Input from transportation route communities will also need to be incorporated.



## 9.0 References

NWMO, 2010. Moving Forward Together: Process for Selecting a Site for Canada's Deep Geological Repository for Used Nuclear Fuel. (Available at [http://www.nwmo.ca/uploads\\_managed/MediaFiles/1545\\_processforselectingasiteforcan.pdf](http://www.nwmo.ca/uploads_managed/MediaFiles/1545_processforselectingasiteforcan.pdf)).

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