



NUCLEAR WASTE MANAGEMENT ORGANIZATION SOCIÉTÉ DE GESTION DES DÉCHETS NUCLÉAIRES

Community Well-Being Assessment

TOWN OF SPANISH, ONTARIO



APM-REP-06144-0105

DECEMBER 2014

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H A R D Y
S T E V E N S O N
A N D A S S O C I A T E S

Preliminary Community Well-Being Assessment:
SPANISH, ON

December 22, 2014

PRELIMINARY COMMUNITY WELL-BEING ASSESSMENT

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Title:	Community Well-Being Assessment – Spanish Analysis		
Revision:	0	Date:	May 26, 2014
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Revision:	1	Date:	Aug. 18, 2014
Prepared By:	Danya Braun and Dave Hardy		
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Revision:	2	Date:	September 12, 2014
Prepared By:	Danya Braun and Dave Hardy		
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Revision:	3	Date:	October 2, 2014
Prepared By:	Danya Braun and Dave Hardy		
Approved By:	Dave Hardy		
Revision:	4	Date:	December 22, 2014
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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 the overall community well-being of the Town of Spanish. The Town is located in Algoma District along Trans-Canada Highway 17 at the mouth of the Spanish River on the North Channel of Lake Huron. Spanish is located between Sudbury and Sault Ste. Marie approximately 192 km east of Sault Ste. Marie and 115 km west of Sudbury.

The Report also answers some fundamental questions to assist the NWMO and the community in understanding the suitability of Spanish 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 certain unique uncertainties and priorities to be managed for each community.

Work has been completed to understand the overall community profile of Spanish, and also to understand and summarize the ways in which the APM Project might affect the community and the 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 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-being¹:

¹ NWMO, 2010. Moving Forward Together: Process for Selecting a Site for Canada's Deep Geological Repository for Used Nuclear 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 spending². 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 Spanish³

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.

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

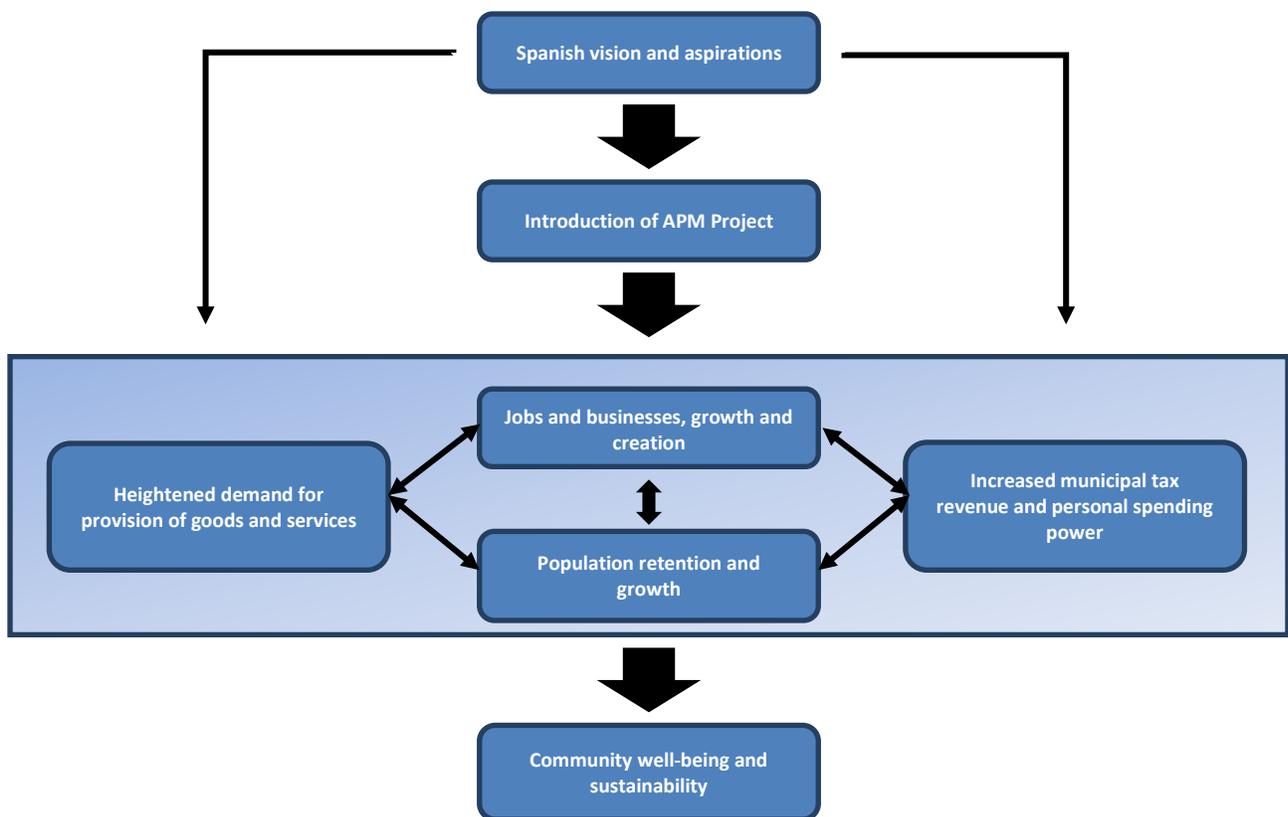
³ NWMO, 2012. Description of Canada’s Repository for Used Nuclear Fuel and Centre of Expertise. Pg 33

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 area⁴. 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 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



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

3.0 Values and Aspirations of Spanish

The Town of Spanish has expressed explicit values, aspirations and desires for its community. These have been identified through discussions with community members and documented in the Spanish 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:** Spanish would like to support the growth of recreational opportunities along their shoreline including park and facility expansion while maintaining the natural environment. Residents would like to encourage further Marina development and recreational facility development.
2. **Provide Employment Opportunities:** Spanish 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:** Spanish would like to encourage the development of affordable housing opportunities for local residents as well as any incoming populations. They would also like to see the development of seniors housing facilities. However, Spanish would like to maintain their quality of life and ensure that growth is sustainable.

These aforementioned values and aspirations are aligned with the community vision that was developed for the 1994 Strategic Plan⁵.

The Strategic Plan also places importance on the need to undertake economic development initiatives in conjunction with neighbouring First Nations and municipalities.

The Strategic Plan contains (among others), the following action items⁶:

- *“Expand and upgrade marina facility;*
- *Private sector expansion;*
- *Access to local natural areas for public and private development;*
- *Protect natural environment for passive recreation;*
- *Zoning to permit home occupations and identify light industrial areas and start-ups;*
- *Joint regional economic development initiatives;*
- *Develop park facilities along Highway 17;*
- *Preserve and protect environment features or future development;*
- *Development of seniors complex affordable, Canada Mortgage Housing Corporation and non-profit housing; and*
- *Improve access to recreational opportunities”.*

⁵ Town of Spanish, 1994. Strategic Plan.

⁶ Town of Spanish, 2013. Community Profile: Town of Spanish Official Plan Review.

The Town of Spanish has a Draft Official Plan (2013)⁷. The objectives of the Draft Official Plan (2013) are:

- *“To create a positive planning environment that addresses the needs and aspirations of the community over the next two decades;*
- *To build a vision for the future of the Town which is agreed upon by the community and which the community has an active role in implementing;*
- *To create a forum for community based dialogue in the design, implementation and review of the Plan;*
- *To develop a land use planning process that maximizes compatibility and minimizes conflict between different land uses;*
- *To build a Town with a strong, distinctive and liveable Urban Settlement Area with a range of housing choices, employment, parks, open space and which provides a range of services and facilities that are accessible by walking and cycling;*
- *To build a healthy, safe and liveable community that encourages active living, healthy lifestyles and which integrates planning for a healthy community as a component of the Town’s land use planning process;*
- *To plan for a community with a diversified and well managed resource base including minerals, mineral aggregates, forestry, agriculture and water;*
- *To conserve and manage cultural heritage resources to maintain their heritage value;*
- *To ensure that future development and land use planning decisions in the Town conform with the goals, objectives and policies of this Plan;*
- *To plan and provide infrastructure that meets current and projected growth needs;*
- *To protect resources of provincial interest, public health and safety and the quality of the natural environment through the policies of this Plan and through consultation with Provincial agencies; and*
- *To create a land use planning framework designed to build a strong and prosperous community and to facilitate opportunities for economic development”⁸.*

The Town of Spanish has a Community Vision Statement in the ‘Economic Base’ portion of the ‘Business’ section, as well as a Community Identity Statement in the ‘Community Identity’ portion of the ‘Business’ section of the Town of Spanish municipal website⁹.

The Community Vision Statement is:

“Spanish- A Progressive Community! Centrally located on Lake Huron's North Channel. Spanish is a friendly, safe, healthy, and affordable community. People can live, work, and play here and businesses can find prosperity, support and encouragement in our community. Our people are willing and able to meet the challenges and opportunities the community encounters”¹⁰.

This is the Community Identity Statement:

⁷ Town of Spanish. Accessed Online, Aug 2013. [<http://www.townofspanish.com/pages/welcome.php>].

⁸ Town of Spanish, 2013. Draft Official Plan.

⁹ Town of Spanish. Accessed Online, Aug 2013. [http://www.townofspanish.com/pages/e_base.php].

¹⁰ Town of Spanish. Accessed Online, Aug 2013. [http://www.townofspanish.com/pages/e_base.php].

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“Situated in the centre of the North Channel area of Lake Huron, The Town of Spanish provides a unique and enviable quality of life by offering many opportunities for residents, businesses and visitors alike. Spanish provides a broad range of both municipal and community facilities and services. They are continually seeking to expand these services to meet the changing needs of the community. Spanish is actively pursuing opportunities to diversify its local economy but is always committed to maintaining the very pleasant, small town environment for which the town is known”¹¹.

The Town of Spanish has a sound understanding of its strengths and values and knows where and how it wants to grow and change as identified in the Draft Official Plan (2013).

¹¹ Town of Spanish. Accessed Online, Aug 2013. [<http://www.townofspanish.com/pages/comident.php#>].

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

As described in the Spanish Community Profile, Spanish 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 Spanish’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
Human	<p>Key issues facing the Town of Spanish include the need to grow and diversify the local economy in order to retain and attract younger workers and families, and the need to expand local educational and professional development opportunities.</p>
Economic	<p>The key priority for the Town of Spanish is economic diversification, achieving economic growth and leveraging its natural setting to attract visitors and tourists interested in outdoor recreation. Priorities and issues in relation to economic assets in particular relate to strengthening its labour force, employment opportunities and retaining existing business.</p> <p>There is room for improvement in terms of the Town of Spanish’s labour force which needs to attract a skilled population. One of the central challenges facing the Town of Spanish is the need to provide a diversity of well-paying jobs.</p>
Infrastructure	<p>The Town of Spanish has provisions for commercial, industrial and residential land expansion and is prepared for growth. The priorities include maintaining and upgrading existing infrastructure driven by development proposals to ensure infrastructure life is extended and that services are efficient and safe.</p> <p>Water, wastewater and waste management services are in good condition and with no imminent need for expansion. The Town of Spanish has a limited housing mix, thus there is room for a greater diversity of dwelling types, such as apartments, semi-detached and row houses, as well as seniors housing and apartment type rental units.</p>
Social	<p>Many residents are involved in community life as volunteers. Many of the families participate in children’s extra-curricular recreational and educational activities in Massey and other communities along the north shore of Lake Huron, such as soccer, skating and play groups.</p> <p>The Town of Spanish would benefit from an enhancement of social and seniors programs. If the population increases, daycare, social programs, and seniors housing would need to be provided.</p>
Natural Environment	<p>In regards to the natural assets, the central priority of residents is to preserve and protect their local environment. With a significant portion of the Town of Spanish’s economy based on wilderness recreation and tourism, particularly boating and fishing on the North Channel, leveraging the Town of Spanish’s three marinas to ensure their continued viability is an important priority.</p>

Table 3: Summary of Community Aspirations

Asset Category	Overall Community Aspirations
Human	<p>The Town of Spanish aspires to enhance the quality of life and economic opportunities in the community. The Town of Spanish wants to focus on leveraging the natural outdoor setting for the benefit of both residents and tourists. The Town of Spanish is a well-managed community. It aspires to create a climate that promotes investment and provides local employment opportunities while protecting the natural environment and increasing access to recreational opportunities. There is a desire to attract post-secondary programs, including universities and college trade schools. The Town of Spanish aspires to be a complete community with economic stability and solid prospects for future growth.</p>
Economic	<p>The Town of Spanish aspires to increase the diversity of local employment opportunities by bringing an appropriate major industry to the area to be a prime driver of economic growth. There is also a strong desire to ensure that small town quality of life, the natural heritage and beauty of the area is preserved in order to maintain its status as a premier tourist and outdoor recreation destination. Residents also 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>Above all else, there is a strong desire to attract employers that can provide stable, well-paying employment for young people and families. For Spanish to remain viable in the long run, it aspires to expand the number of local opportunities for work and find ways to retain local residents, rather than have them leave for larger cities elsewhere in Ontario.</p> <p>The Town of Spanish is placing a high priority on tourism promotion. The Town of Spanish is well served by a number of economic development agencies that seek to improve and expand business in the area and enable residents to find quality employment and services within their community.</p>
Infrastructure	<p>The Town of Spanish aspires to have adequate services to support growth and development. The Town wants to provide direction, but also maintain sufficient controls on new industrial, commercial and residential development. The Town of Spanish recognizes that growth needs to occur responsibly, particularly as it pertains to financing new infrastructure, protecting the current small town quality of life of its residents, its natural environment, as well as its natural resources.</p>
Social	<p>The Town of Spanish aspires to have an attractive standard of living supported by strong tourism sector. The Town of Spanish values volunteerism and encourages all members of its community to become involved to support the quality of life that all residents enjoy.</p>
Natural Environment	<p>The Town of Spanish values the intrinsic nature of their setting within northern Ontario. The Town of Spanish has rich natural heritage resources and aspires to strike a balance between preservation and development that will support the viability of the Town of Spanish while ensuring that the natural character of the area remains unchanged.</p>

Table 4: Summary of Community Capabilities

Asset Category	Community Capabilities
Human	The Town of Spanish is capable of additional Lake Huron based tourism development as it is the centre of the north shore boating scene, as well as a regional snowmobile destination. Health services in the Town of Spanish are limited but are of high quality. Residents have access to a variety of clinics, hospitals and physicians in Blind River, Elliot Lake, Espanola, as well as Sudbury and Sault Ste. Marie for more advanced procedures.
Economic	The Town of Spanish has the ability to take on new enterprises and is receptive to appropriate economic development and supported by a number of economic development organizations. The Town of Spanish’s governance structure is strong with a Mayor and Council, supported by staff in a number of service areas. The Town of Spanish also has a good foundation for appropriate resource based industries, having some of the basic amenities and secondary businesses required to maintain local workers.
Infrastructure	<p>The Town of Spanish has ample municipal services to absorb new growth based on current growth projections and is proactively assessing its infrastructure requirements to ensure the community is serviced adequately into the future.</p> <p>There are sufficient lands available for some future development within the existing urban settlement area. The Town of Spanish is also updating its Official Plan to ensure the community is proactively managing its growth and development. The Town of Spanish is easily accessible via the Sudbury Airport, a rail line, port, Trans-Canada Highway 17.</p>
Social	Overall the residents of Spanish are active volunteers and work together to plan and host community based events. While the Town of Spanish has limited social support institutions and programs, it provides recreation opportunities, particularly outdoors recreation. Due to an aging population, the Town of Spanish has demands for social and health services. This demand would increase if there is an influx of people into the community.
Natural Environment	In addition to natural resource extraction, the Town of Spanish offers an abundance of opportunities for tourists and residents to participate in outdoor activities. In fact, nature tourism is the central draw for visitors to the area and in particular the North Channel and Lake Huron which are recognized as one of the best boating and fishing areas in North America.

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 Spanish

This section provides an analysis of human assets and their implications for the APM Project in Spanish. 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 Spanish Profile for Human Assets:

The population of the Town of Spanish has declined nearly 15 percent over the past 15 years. In most cases, the population loss is the result of out-migration of skilled and young residents who typically are the most mobile. These people have moved to Southern Ontario or relocated to Sudbury and other locations where there are more job opportunities and benefits.

Since 1996, the population has been aging in the Town of Spanish. This is also a general characteristic of the north shore area. The presence of a population 65 years and over also indicates that older residents are retiring in the Town of Spanish. The increased presence of older residents may be accounted for by seniors choosing to live permanently at cottages. There are few people moving in or out of the area.

The top occupations in the Town of Spanish are: trades, transport, and equipment operations, sales and services, occupations unique to the primary industry, and business, finance and administration. Following the closure of the mines in Elliot Lake, carpenters, machinists, iron workers, electricians and mechanics and people with other skills may have obtained employment and may be commuting to Northwestern Ontario for mining work.

The Town of Spanish provides some education opportunities for primary school children and no opportunities for high school aged children (children are bussed to Blind River for high school). The Town of Spanish has one French catholic public school: École Sainte-Anne (Kindergarten to Grade 6).

There are no post-secondary educational programs or training facilities and students must go to larger centres in Sault Ste. Marie or Sudbury.

The Town of Spanish has access to two clinics. In the event of more complex procedures, residents can visit St. Joseph's General Hospital in the City of Elliot Lake, and several other hospitals in Sault Ste. Marie and Sudbury. Emergency services in Spanish are good and they are well equipped to handle emergency situations.

The APM Project has the potential to have a positive effect on the human assets in Spanish 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 will 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 top occupations involve trade and transport. The APM Project will be able to utilize some of 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 occupations unique to primary industry will continue to characterize the skills and labour supply in Spanish. 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 Spanish 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 due to the expansion and contraction of the uranium mines.

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 Spanish are introduced. The APM Project will also attract workers into the community from other local and regional locations.

Education

Since there are limited education facilities in Spanish, development will be required in Spanish itself (e.g. reopening of Spanish Public School) as well as the north shore neighbouring communities (e.g. Blind River, etc.) where students are currently bussed to. The APM Project may require the development of day care facilities, public and separate elementary and secondary schools. 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 programs. There may be increased demand for distance education or training at a university level, general interest and adult learning programs, as well as local training institutions. There may be a need to create training and post-secondary educational facilities in Spanish or neighbouring north shore communities. Coupled with increased demand, there will be stimulus for planning and funding for the creation of education facilities and services

Health and Safety Facilities and Services

The APM Project will result in increased demand on the limited existing health and safety facilities and services due to the increased population. Due to Spanish sharing many medical services with neighbouring communities like Elliot Lake and Blind River, there will be a demand on these facilities as well. A broader range of medical specialists in local clinics may be required. Neighbouring community care centres 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 the creation 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 Spanish were the project to be implemented in the area. The APM Project will help Spanish realize its aspirations and goals in this regard, and it would drive development and expansion in other aspects of its community well-being.

Table 5: CWB Implications for Human Assets in Spanish

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile	Possible Spanish Profile with APM Project	Observations
HUMAN ASSETS:				
Population Size and Demographics	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"> Spanish has experienced a decline in population and has an aging demographic profile. APM Project offers potential to create jobs and attract and retain a younger population. Spanish would require assistance to plan for and manage growth. The proximity of Elliot Lake and other nearby communities may attract some workers to settle outside of Spanish.
Skills and Labour Supply	Presence of a diverse, skilled workforce	Limited skills and workforce	Job creation and growth of a diverse, skilled workforce	<ul style="list-style-type: none"> Spanish has a limited workforce but a diversity of skill sets. Some miners live in Spanish and commute out to mining projects in northwestern Ontario. APM would likely attract a new skilled and diverse workforce and bring in new families. APM offers diverse career opportunities for local residents in direct and indirect jobs. Spanish would require assistance to train and engage the local workforce.
Education	Access to education and training Increased enrolment and programming	Declining enrollment \risks to the only elementary school Access to post-secondary training is not available locally	Increased enrolment and opportunities for education and training Broader range of programming and potentially facilities	<ul style="list-style-type: none"> The number of residents with a high school diploma has been increasing since 1996. Many local jobs do not require post-secondary education, while retirees in the area may not have required post-secondary education during their careers. Spanish has a single elementary school that is threatened by declining enrollment, in part due to students attending schools in Blind River. There are no post-secondary or training facilities available. The APM Project will attract young families to the area, increasing enrolment. The APM Project will stimulate career aspirations and interest in project-related training and education. Spanish would require planning and support to educate and train its current workforce and future generations to take advantage of career opportunities. Spanish may require investment for new training facilities in the local region or the community.

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile	Possible Spanish 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>Limited healthcare facilities</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, particularly healthcare</p>	<ul style="list-style-type: none"> Spanish has one doctor, one dentist and a part time podiatrist are located in the community. The residents travel to Blind River, Elliot Lake or beyond for health services, while some health care workers travel to Spanish to provide additional services. Emergency services are adequate for community at this time. With growth, demand for health and safety services will increase, and this may stimulate planning and expansion of local health and safety facilities and services.

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

5.2 Implications for Economic Assets in Spanish

The economic assets within a community include monetary and financial related resources that people use to achieve their well-being objectives. It includes cash or equivalents held by 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 Spanish Profile for Economic Assets:

While the labour force participation rate has decreased since 1996, the Town of Spanish has experienced an increase in the employment rate. The positive and negative implications of employment effects in Spanish resulting from the opening and closure of the Elliot Lake uranium mines is still well known in the community. Post mine closure, there are few jobs for youth and those available are centred on the retail sector or tourism. Jobs for most skilled workers are located outside of the community. The presence of marinas and cottage related services indicates that seasonal employment is significant.

The top industries in the Town of Spanish are business services, agriculture and resource based, finance and real estate, and retail trade. There are other industries that are less prevalent although still present in the Town of Spanish, including construction and manufacturing, trades and transport supporting forestry activities at Domtar, as well as health care and social services which are partially associated with the local doctor's and dentist's offices.

The Town of Spanish is a fairly affluent community, however, there are residents on social assistance. The Town of Spanish is also situated on the North Channel and is recognized by some as one of the finest boating areas in North America. The community has a well-established snow-mobile club and Spanish is the northern terminus of a snowmobile trail that starts at Parry Sound in the south.

The community is entrepreneurial and has strong leadership through membership in the ELNOS Corporation. There is a strong and capable governance structure in Spanish through the Mayor and Councillors and municipal staff.

The APM Project has the potential to have a positive effect on the economic assets in Spanish for the following reasons:

Employment

The APM Project will provide longer-term stability and more resource sector employment. The APM Project will increase the number and diversity of skilled employment opportunities in the community. 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 Spanish. Employment opportunities will be available for residents from other north shore communities since the population of Spanish will not be able to provide all the APM labour requirements. Spanish will be able to provide some labour requirements since there are skilled workers with mining experience in the community who will be looking for stable and long term jobs.

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 will be achieved when current and new residents have an opportunity to earn 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 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 businesses. Although there is a limited retail sector and the development of new retail businesses is needed. Therefore there will be some leakage of consumer spending to neighbouring north shore communities or Sudbury.

The APM Project will expand the employment base, business sales and profitability within the community. 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 to some extent (e.g. retail and service sector, resource-based supply chain types of industries). The APM Project will provide opportunities for the entertainment and cultural industries.

Recreation and/or Tourism

The APM Project may increase the number of travelers and tourists coming to Spanish. To a minor extent, Spanish is still perceived of as a community where some Elliot Lake uranium mining workers lived and where support industries, such as the acid plant were located. Local residents are aware of the historic concerns about impacts to the Serpent River due to uranium mining. Despite these characteristics use of the area by tourists and travellers has remained strong.

In addition, with more people visiting the community for business-related activities, there is potential for the APM Project to demand more tourist accommodation. With the potential for increased tourism, there may be greater support for the establishment of tourist facilities that will continue to make Spanish an attractive place to live and to settle down in. Although there is some uncertainty regarding the impact on public perception, efforts may need to be taken to proactively avoid negative 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, post-secondary training and education, tourism, accommodations and other services.

Governance and Municipal Finances

The APM Project will offer revenue growth and an even more favourable ratio of residential to industrial/commercial taxes. Furthermore, increased funding may greatly increase Spanish'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 will provide Spanish 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 Spanish 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 Spanish

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile	Possible Spanish Profile with APM Project	Observations	
ECONOMIC ASSETS:					
Employment	Increasing employment opportunities for residents	Decreasing participation rate due to fewer people participating in the workforce			<ul style="list-style-type: none"> General labour trends in the community show less people joining the workforce (participation rate decreased). The unemployment rate is decreasing, but unemployment is still higher than the provincial average. There is a large retirement population in the community that is not employed. Given the age demographic, many people are retired. Some residents of Spanish work at the Domtar Mill located nearby the community in Espanola which has a positive impact on the Spanish economy. APM Project would offer a more diverse range of employment opportunities and careers for both community and regional residents. Spanish may require some assistance to ensure local residents are able to realize direct and indirect project employment opportunities.
Income	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"> Median personal income, household income and family income is increasing. Household income in Spanish is below the national average. APM Project would create more local jobs and diversify the economy and as a result this will further stimulate growth in household income and wealth creation. Spanish may require some assistance to help residents realize employment opportunities.
Business Activity	Business growth and increasing business diversity	Limited diversity of businesses as businesses have moved out of the community			<ul style="list-style-type: none"> Limited range of business diversity. Business activity is declining in Spanish. Major stores such as RONA have moved out of the community. APM Project would diversify the economy and further create local direct and indirect jobs and stimulate business activity across the community. Private marinas and resorts are a source of current and future investment in the community. Spanish may require assistance to plan, implement and manage economic development. Retail spending occurs outside of Spanish in communities such as Elliot Lake, Massey or Espanola.

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile	Possible Spanish Profile with APM Project	Observations
Recreation and/or Tourism	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"> Spanish benefits from the recreation opportunities afforded by its proximity to Lake Huron and the Spanish River. Recreation has already survived despite the legacy of uranium mining in the area. Active snowmobile clubs and private marinas are popular for local recreation pursuits in Spanish. APM may also provide new markets for the local tourist industry through population in-migrating to realize employment opportunities and visitors coming to area to learn about the project. The Town of Spanish and tourism or recreation organizations may require some assistance to manage the presence of APM constraints and opportunities.
Economic Development and Services	An active, economic development organization that has demonstrated success in attracting businesses to the community	Spanish and area have active economic development organizations	<p>Businesses will want to locate in the community to take advantage of the business opportunities directly and indirectly created by the APM Project</p>	<ul style="list-style-type: none"> Spanish is actively pursuing economic development opportunities and they are members of the ELNOS Corporation. Moderate ability to attract and retain businesses. APM would provide a catalyst for further economic development through its own presence and creation of associated business opportunities. Spanish may need some assistance to plan and implement a strategy that will fully realize the economic development opportunities presented by APM.
Governance and Municipal Finances	Community is financially sustainable over short and long term	Strong local leadership and fiscal strength	<p>An enhanced tax base with contributions from retail and properties</p> <p>Sufficient revenues to cover operating and capital requirements</p>	<ul style="list-style-type: none"> Spanish has strong leadership and a healthy financial position. Limited staff available for Town departments, committees and services. APM presence would elevate revenues available to the municipality. Spanish may need some assistance to plan for the fiscal implications of the APM and to how best to manage its finances.

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

5.3 Implications for Infrastructure in Spanish

The 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 Spanish in terms of its physical well-being.

Current Spanish Profile for Infrastructure Assets:

The Town of Spanish Official Plan (2013) identifies commercial, waterfront commercial, service commercial/light industrial land use designations. The commercial designation applies to development in the Town of Spanish town centre along Trans-Canada Highway 17. The Town of Spanish Official Plan (2013) identifies two industrial areas: the commercial/light industrial area on the east side of Spanish along Trans-Canada Highway 17 and the Huron Central Railway.

Housing stock is adequate but there has been little new housing recently constructed. There are limited housing options in Spanish with only a few apartment style dwellings. Rental housing rates in Spanish are moderate.

Overall, municipal infrastructure is in good condition and has been sized to accommodate the population. Most of the Town of Spanish's water distribution system is relatively new. The sewer lines do not service the entire urban area of Spanish and some parts of the Town of Spanish outside the built up area are serviced with private on-site sewage disposal and water systems. As of 2011, the landfill had an estimated remaining life of 37 years.

Spanish is accessible by road, rail and water 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 Spanish 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. An incoming population will increase demand for new housing stock in Spanish and

neighbouring north shore communities. There is also potential to increase the cost of housing in Spanish depending on the size and rate of labour in-migration. Moreover, there may be instances of low cost housing taken up by workers. Additional rental housing may be needed for new residents when they first move to the community before they purchase homes, or for temporary residents. Further study and management of housing issues would be appropriate to ensure effects on housing affordability are minimized.

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 effectively plan, build, operate and manage each of the physical asset components were the APM Project to be implemented in the area.

Table 7: CWB Implications for Infrastructure Assets in Spanish

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile	Possible Spanish Profile with APM Project	Observations
INFRASTRUCTURE OR PHYSICAL ASSETS:				
Housing	<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>Availability of housing supply and residential development is limited and is a constraint on growth</p>	<p>Stimulus to housing prices</p> <p>New housing development</p> <p>Housing available in surrounding area will be better utilized</p>	<ul style="list-style-type: none"> Housing is limited in Spanish. The community experienced housing shortages when the Elliot Lake uranium mines were operating. Former Elliot Lake residents seek even more affordable housing in Spanish. There is limited motel accommodation and additional marina resort tourism accommodation is possible. There are lots available for development. Potential for cottage lot subdivisions north of Spanish. APM would create a demand for a mix of housing types and tenure arrangements. 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. Spanish may need some assistance to plan, develop and maintain a sustainable housing portfolio.
Municipal Infrastructure and Services	<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>All environmental services are relatively new, in good condition and have additional capacity to accommodate growth</p>	<p>Increased demand for infrastructure and services</p> <p>Enhanced opportunities for new and renewed infrastructure</p>	<ul style="list-style-type: none"> Spanish’s waste water facility and water servicing is relatively new and is serving the current population. It can accommodate a population of up to 1,600 people. The Spanish landfill has capacity to handle more growth and is being managed. Spanish has a comprehensive land use plan. APM would generate municipal revenues directly and indirectly that can be applied to facility operation and maintenance, upgrading and replacement.

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile		Possible Spanish 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	Provincial and regional roads in vicinity of community meet provincial standards		Enhanced opportunities for road improvements to meet a growing population and more diverse economic base		<ul style="list-style-type: none"> The closest airport offering scheduled passenger traffic is in Sudbury or Sault Ste. Marie. Some residents use local highways to commute to Sudbury or Espanola for work. Community is bisected by the Trans-Canada Highway and Huron Central Railway. There are deep water ports that are used for industrial purposes in Cutler and Algoma Mills. Spanish and relevant authorities may some require assistance to design, build, operate and manage transportation facilities and services needed by APM.

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

5.4 Implications for Social Assets in Spanish

For the purpose of this analysis, the social assets within a community are understood to 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 Spanish in terms of its Social well-being.

Current Spanish Profile for Social Assets:

The Town of Spanish has few arts and multicultural groups, limited to the Spanish Horticultural Society. However, for a small community, local residents perform exceptionally well in managing large social events. The Town of Spanish has an annual ‘Rock n’ Roar’ music festival which is well attended and requires many volunteers. A moto-cross track is being developed. Many of the younger families come together to plan and operate the Halloween Haunted House fundraiser with some of the funds being used by the Horticultural Society for community beautification. The community also hosts a well-attended ‘Fun Days’ weekend. These events bring together all people living on the north shore and people from as far away as Manitoulin Island and Sudbury. Given the proximity to other north shore communities, other arts and social activities are available.

The Town of Spanish is a gateway to boating and sailing waters. Its water access to the North Channel on the north shore of Lake Huron is a dominant recreational feature and community amenity. Boating, sailing and fishing opportunities are excellent. The Town of Spanish also has a variety of service and social clubs that perform a valuable function in the local community. These groups include The Royal Canadian Legion; Spanish River Snowmobile Club; St. Sebastian’s Non-Profit Women’s Organization; Spanish Fish and Game Club; and the North Shore Anglers and Hunters. The library also functions as a museum. The Town of Spanish has the Four Seasons Waterfront Marina complex asset which is a hub for boating and related activity, as well as community events. The majority of recreational activity in the Town of Spanish is centred on outdoor experiences, such as fishing (and ice fishing), hunting, boating and snowmobiling.

Community Living Algoma and the Algoma District Services Administration Board provide social services in the Town of Spanish.

The APM Project has some potential to have a positive effect on the social assets of Spanish if the project were implemented in the area, there is uncertainty with respect to the effect of the project on community character and cohesion if Spanish were to be the focus of project related activity:

Recreational Facilities and Programs

With the expected increase in population and business activity in the community, there is potential for the 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 communities, which will also be subject to demand. With increased demand and a stronger economy, there may be greater potential to generate funds for new recreational facilities. The project may also support the 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. The APM Project may result in increased resources to support local art and cultural facilities.

Social Services and Organizations

The APM Project will increase demands on existing social service providers and programs, particularly child care services (which are limited in Spanish), 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

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. Legacy uranium mining effects have not appeared to affect tourism. Residents value their small town character. New residents associated with the APM project would be expected to continue to build on the existing community character.

The community of Spanish recognises and values its small town character with nearby opportunities for higher order services provided by larger area communities such as Blind River and Elliot Lake. There is uncertainty whether focusing implementation of the APM Project located in Spanish itself would be a good fit with retaining the small town character desired by the community. Growth and development inconsistent with the small town character valued by residents could be incompatible with many residents' aspirations for the community, if for example Spanish were to be the focus of APM activity and thereby evolve into a regional centre for commercial, education and social services currently provided in communities such as Blind River or Elliot Lake. The overall community character and cohesiveness of the community has the potential to be enhanced if the Project site were to be selected within the surrounding region. In this approach, the community would be able to partner with the

NWMO to support the Project in a regional context. This would help to minimize the potential for divisiveness in the community over changes in community character associated with the community being the focus of project related activity. At the same time it would ensure the municipality participates in the APM Project to achieve the socio-economic benefits of economic growth and demographic diversity consistent with the character that the community desires.

Summary

In summary, the APM Project would have some benefit on the social assets of the community if it was to be implemented in the wider area allowing Spanish to experience the socio-economic benefits of economic growth and demographic diversity consistent with the character that the community desires. There is potential that the APM Project could be incompatible with many residents' aspirations if the repository was to be located in the community given uncertainty whether the APM Project located in Spanish itself is a good fit with the vision of retaining the small town character desired by the community. Residents who would have been concerned about the fit of the project if actually located in Spanish with the small town character would support further consideration of the project being located elsewhere within the nearby area. It is understood from this that there would be similar support for exploring the implementation of the project in the area in a scenario in which Spanish is not the primary focus of activity for the project.

Table 8: CWB Implications for Social Assets in Spanish

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile	Possible Spanish Profile with APM Project	Observations
SOCIAL ASSETS:				
Recreational Facilities and Programs	A strong complement of recreational facilities and programs to meet the needs of the residents	Excellent marina, some recreational facilities available as well as participation in 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"> There are limited recreational facilities for children but the Lake Huron oriented facilities are very good. Snowmobile trails and outdoor activities are good. One of the best sailing/boating areas in Ontario. The community is very active in recreational, sports and entertainment programs such as the Rock N’ Roar Concert and a new Moto-Cross Track. APM would bring population into the community, and generate additional revenue, to respond to increased demands on existing facilities and services and support new facilities and services as well. Spanish may need some assistance to plan, develop and operate the recreational facilities and services needed in light of the APM. Some expectation that Spanish will still have to rely on regional recreational facilities and programs.
Social Services and Organizations	A wide range of services, organizations and media outlets present to support the social fabric and needs of the community	Limited local groups and services, although some availability in neighbouring communities	Increased demand for and use of social services and organizations Enhanced opportunities for new services and organizations	<ul style="list-style-type: none"> The Royal Canadian Legion offers services, although there are limited non-profit and volunteer organizations offering local social services to the community. Social services are accessed regionally in Blind River, Elliot Lake, Massey or Espanola. APM would bring population into the community, and this population may need new services and organizations. Spanish would need some assistance to plan, develop and resource the services and organizations needed in light of the APM Project.
Community Character and Cohesion	Strong sense of community identity Cohesive community, supportive of municipal leadership Stability of population	Strong sense of pride in history, community and natural environment Very supportive of municipal leadership	Project has potential to enhance community well-being through wealth creation, population and business growth if sited nearby outside of Spanish	<ul style="list-style-type: none"> Spanish has a strong sense of pride associated with community’s history, culture and natural environment. The community is cohesive and generally supportive of continued learning as part of the APM siting process. Aboriginal population contributes to local diversity. The APM Project would bring growth and stability. To ensure community character is maintained, Spanish would need some assistance to plan for and accommodate population associated with the APM

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile		Possible Spanish Profile with APM Project	Observations
				These conditions will reinforce community identity and cohesion	Project. <ul style="list-style-type: none"> ▪ There is uncertainty about implementing the APM project in Spanish while ensuring that the desired small town community character is maintained. ▪ The potential to enhance community character and cohesion is improved if the APM Project site were to be selected within the surrounding area. ▪ With some exceptions there is general support for APM with some residents wanting to learn more.

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

5.5 Implications for Natural Assets in Spanish

For the purpose of this analysis, the natural environment within a community is understood to include 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 Spanish Profile for Natural Assets:

The Brennan Harbour Conservation Reserve is the only protected area within The Town of Spanish’s limits. There are 29 protected areas surrounding the Town of Spanish, including 15 Provincial Parks, four forest reserves, and 11 conservation reserves. The closest of these protected areas include the Matinenda Provincial Park, Chutes Provincial Park, La Cloche Provincial Park, the southern edge of the Mississagi Provincial Park, and the Glenn N. Crombie Conservation Reserve.

Natural features have, in the past, been affected by pollution indirectly related to uranium mining. Residents are also familiar with past tailings issues associated with Elliot Lake mining. For example the pollution of the Serpent River has been a concern due to uranium mining. Natural resources were also affected in the past by a tannery, acid plant and lime operations. Residents have raised questions and any future studies would need to explore in detail the effects on water, natural areas and fishing.

The APM Project has the potential to have a neutral to positive effect on the natural assets in Spanish for the following reasons:

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 effective mitigation and environmental protection measures, natural resources are not likely to be put at risk due to increased visitation.

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. This is a former uranium mining area and there are examples elsewhere where visitation to natural areas has not been affected. It is expected that through working with Spanish 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.

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.

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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 Spanish

Criteria / Measures	Ideal CWB Condition	Current Spanish Profile	Possible Spanish Profile with APM Project	Observations and Implications
NATURAL ENVIRONMENT:				
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"> ▪ Parks and other natural areas have been attracting an increasing number of visitors and are a sense of pride for the community. ▪ Lake Huron sailing/ boating/ fishing and lakes north of the TransCanada Highway contributes significantly to natural attributes. ▪ Given effective mitigation and environmental protection measures, natural resources are not likely to be put at risk. ▪ 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.
Parks and Protected Areas	Conservation reserves and parks are supported, 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"> ▪ Parks and other natural areas have been attracting an increasing number of visitors and are a sense of pride for the community. ▪ Mississagi Provincial Park has recently been reopened. ▪ Potential for increased demand on parks and natural areas. ▪ Lake Huron sailing/ boating/ fishing and lakes north of the Trans-Canada Highway contributes significantly to natural attributes. ▪ With proper planning and dialogue, resources would remain protected and increased demand managed.

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 Spanish with the introduction of the APM Project in the community or region. The presence of the APM Project will increase population levels and maintain a broad demographic mix of the population. The APM Project may provide 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 including people from Aboriginal communities. Additionally, the APM Project will increase enrolment at local and neighbouring north shore community schools and will result in increased population demand on all existing health and safety facilities and services in Spanish and neighbouring north shore communities.

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 will increase the number of people coming to visit recreation facilities and natural areas due to increased population. With the potential for increased use, there may be greater support for the establishment of recreation facilities, continuing to make Spanish an attractive place to live.

In general, infrastructure will be enhanced with the APM Project. APM Project enhancements can bring Spanish 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 demands on existing infrastructure as well as revenue to support infrastructure expansion.

Social assets have some potential to be enhanced in Spanish 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. Due to increased demands for more recreational opportunities and a stronger economy, there may be greater potential to obtain funds for recreational facilities. The APM Project will increase the demand and potential resources for all existing social service providers and programs in neighbouring communities due to increased population associated with the APM Project. However, there is uncertainty regarding the fit of the project with the aspirations of the community with respect to community character. Focusing APM project-related activity in Spanish is not a strong fit with the community's desire to retain its small town character. If Spanish were to be the focus of APM activity for the area, the scale of growth and development has the potential to be inconsistent with the small town character valued by residents and incompatible with many residents' aspirations for the community

The overall character and cohesiveness of the community is more strongly fostered if project activity is focused on an interested neighbouring community in the area. In this approach, the community would be able to work with the NWMO to participate in the project in a regional context. This would help to minimize the potential for divisions in the community over changes in community character associated

with the community being the focus of project-related activity. At the same time, it would ensure the municipality participates in the APM Project to achieve the socio-economic benefits of economic growth and demographic diversity consistent with the character that the community desires.

Some natural areas may be affected by the project. However, 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 Spanish Profile	Possible Spanish Profile with APM Project	Observations and Implications		
OVERALL CWB IMPLICATIONS:						
Human Assets	Population growth occurs and youth are retained in the community	Negative	←	Enhanced	→	<ul style="list-style-type: none"> APM could increase population and provide increased stability through economic diversity. Youth would be retained through employment opportunities. New residents would be attracted to the area or choose to live in Blind River, Elliot Lake, Massey or Espanola. Educational and healthcare resources would be enhanced and new facilities could be developed.
Economic Assets	More diverse and stable employment opportunities are available	Maintained	▬	Enhanced	→	<ul style="list-style-type: none"> There will be further employment opportunities and a more diverse range of jobs. Increased funding through a wider tax base would provide more financial resources for Spanish to fund its infrastructure projects, educational developments, community and recreational facilities and programs and social services and organizations. The increased jobs from the APM Project would be the catalyst for Spanish to enhance its community well-being.
Infrastructure	Infrastructure is maintained or improved to meet the needs of the community	Maintained	▬	Enhanced	→	<ul style="list-style-type: none"> 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.
Social Assets	Opportunities exist for recreation and social networking. Community is cohesive, and community character is enhanced.	Neutral	▬	Uncertain	△	<ul style="list-style-type: none"> The community would see benefit to its Social Assets through increased participation and funding to its recreational facilities and programs as well as its social services and organizations. While the APM Project has potential to foster the well-being of Spanish if the project were implemented in the area, there is uncertainty about the effect of the Project on community character if Spanish were to be the focus of Project related activity in the area. The overall character and cohesion of the community is more strongly

Criteria / Measures	CWB is Enhanced When ...	Current Spanish Profile	Possible Spanish Profile with APM Project	Observations and Implications
				fostered if the APM Project activity was focused on an interested neighbouring community in the area. This would help to minimize the potential for divisions in the community which may come with the community being the focus of project related activity. At the same time it would ensure the municipality participates in the APM Project to achieve the socio-economic benefits of economic growth and demographic diversity consistent with the character that the community desires.
Natural Environment	Natural areas, parks and conservation reserves are preserved and maintained for use and enjoyment	Maintained	Maintained	<ul style="list-style-type: none"> 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 itself.

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 addressed¹². Table 11 draws on information outlined in the previous discussion to understand the potential to foster well-being in Spanish 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. Spanish realizes that it would be essential to develop or enhance relationships with all of the foregoing groups to support the implementation of the project. The community also expressed a strong interest in understanding how the project could be implemented while maintaining the community's small town character.

¹² 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"> ▪ 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. ▪ Given the past uranium mining in the area, local residents have a higher knowledge of radiation related matters.
	<p>Sustainable built environments</p>	<p>Enhanced</p>	<ul style="list-style-type: none"> ▪ Community infrastructure is very good and built fabric may be enhanced through project activities and investments in the community.
	<p>Sustainable natural environments</p>	<p>Maintained</p>	<ul style="list-style-type: none"> ▪ Former uranium mining activities already co-exist with an image of the community as a pristine natural area. ▪ 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 itself.
	<p>Local and regional economy and employment</p>	<p>Enhanced</p>	<ul style="list-style-type: none"> ▪ Significant employment and population growth will occur in Spanish and surrounding communities – hundreds of new jobs could be created. ▪ With these jobs comes the potential to increase the current population of Spanish and surrounding communities. ▪ New opportunities would be created for local businesses to serve the project and a growing and more diverse population.
	<p>Community administration and decision-making processes</p>	<p>Enhanced</p>	<ul style="list-style-type: none"> ▪ 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.
	<p>Balanced growth and healthy, livable communities</p>	<p>Enhanced if focus of activity is in</p>	<ul style="list-style-type: none"> ▪ Spanish has expressed a strong desire to diversity its economy and continue to provide stable employment opportunities for new and existing residents and the APM Project appears to be a good fit with community objectives and aspirations in this regard.

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
		neighbouring community	<ul style="list-style-type: none"> There is some uncertainty whether implementation of the APM Project or focused on Spanish would be a good fit with retaining the small town character desired by the community. The APM's location in either the community or the region will have benefits.
<p>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</p>	Health and safety of residents and the community	Maintained	<ul style="list-style-type: none"> 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. 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.
	Sustainable built environments	Enhanced	<ul style="list-style-type: none"> Infrastructure and built fabric may be enhanced through project activities and investments in the community. Regional communities have capacity to grow and their infrastructure accommodated workers and their families when uranium mines were operating.
	Sustainable natural environments	Maintained	<ul style="list-style-type: none"> Some natural areas may be affected by the project. Further dialogue and effective mitigation and environmental protection measures would ensure that the overall environmental integrity of the area is maintained.
	Local and regional economy and employment	Enhanced	<ul style="list-style-type: none"> Substantial employment and economic development opportunities would extend to the community and surrounding region. The community has first-hand awareness of the employment effects of uranium mining and closure of the mines.
	Community administration and decision-making processes	Maintained	<ul style="list-style-type: none"> Engagement of surrounding communities is underway. Three of the local municipalities are participating in the 'learn more' process and have demonstrated interest in the project and going forward. It is expected that they will be able to make informed and effective decisions. Engagement of communities further afield is at a preliminary stage.

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
	Balanced growth and healthy, livable communities	Enhanced	<ul style="list-style-type: none"> ▪ Engagement of surrounding communities is underway. ▪ Engagement of communities further afield is at a preliminary stage and further dialogue would be required to explore aspirations for growth and well-being. ▪ The APM workforce would assist in balancing the demographic characteristics of the area and support community livability.
Potential to avoid ecologically sensitive areas and locally significant features, including factors identified by Aboriginal Traditional Knowledge	Ability to avoid ecologically sensitive areas and locally significant features	Yes	<ul style="list-style-type: none"> ▪ 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.
Potential for physical and social infrastructure to adapt to changes resulting from the project	Potential for physical infrastructure to be adapted to implement the project	Yes	<ul style="list-style-type: none"> ▪ Spanish 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. ▪ Local roads and rail infrastructure are in good shape and can accommodate some growth in population. Provincial highways can be enhanced. ▪ Local communities were able to support a much larger population associated with uranium mines.
	Potential for social infrastructure to be adapted to implement the project	Yes	<ul style="list-style-type: none"> ▪ Spanish appears to have the necessary core of social infrastructure in place to plan for and adapt to changes resulting from the project.
	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"> ▪ In all likelihood, Spanish would require some assistance in terms of planning, human and financial resources. ▪ Further studies will be required to explore the specifics of these requirements.

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"> ▪ The community and region have access to multiple modes of transportation which appear to have adequate capacity for this project. ▪ The accessibility of Spanish to highways and roads is important to community well-being because it demonstrates connectivity between different transportation and community nodes. ▪ Spanish is accessible by road, rail and by water. There is a Great Lakes dock in proximity.
	<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"> ▪ Rail 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. ▪ 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.
	<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"> ▪ In a scenario of all road transport of 4.6 million fuel bundles from the interim storage sites to an APM facility near Spanish, approximately 1,140 tonnes of equivalent carbon dioxide emissions is expected to be produced per year. ▪ In a scenario of transport by mostly rail mode approximately 780 tonnes of equivalent carbon dioxide emissions is expected to be produced per year.
	<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"> ▪ 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.

7.0 Relationship Building and Engagement Summary

At the present time, based on the engagement program and activities, Spanish shows strong support for 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 Spanish leadership and community members, as well as initiated dialogue in surrounding communities, 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; and
- Informal tours and visits with local residents.

Community leaders were identified through desktop research, suggestions from community members and through referrals as discussions evolved. 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 broad area. There also appears to be a strong and growing interest to continue and move forward with the siting process. There is some potential for divisiveness in the community if the community, rather than a neighbour, were to become the primary focus of project related activity. Some community members are concerned that the small town character of the community would be affected by the project.

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 east of Spanish 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 Spanish, as identified through the various engagement activities, is to increase economic activity without impinging on local quality of life. There is concern that any community growth that is not sustainable, will negatively affect quality of life for local residents. However, there is a desire to provide new opportunities that will provide new skill sets in the area, enable stability in the workforce, provide good jobs for local youth and encourage professionals to live and work in the community.

In addition, maintenance of the pristine natural environment and small town character 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 means to attain the aforementioned goals and desires.

7.2.2 Summary of Key Interests/Questions

In Spanish, 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.

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, Spanish is supportive of learning more about the APM Project; however, the quality of life offered by small town characteristics is important. 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 and in its location elsewhere in the north shore area. Residents are interested in the potential community benefits the APM Project may bring to Spanish such as increased recreational and community facilities.

Economic benefits and opportunities for growth

Residents are interested in the potential for the APM Project to bring economic diversity to the area. 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. 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 refined uranium from the Cameco operation in Blind River is transported through the community daily. Further, the community experiences trucking along the Trans-Canada Highway and rail traffic. However, pollution arising from former uranium mining activities is still a concern for some residents and influences their perception of uranium and radiation related activities. 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:

- Successful siting in the north shore area;
- Jobs directly related to the APM Project; and
- Relations with First Nations.

Successful siting in the north shore area

Community members are aware of the potential benefits the project will bring to the community and region. They believe that there may be potential risks to current small town quality of life if the community was to grow at an unprecedented rate. However, they are eager to see siting success in Spanish or the north shore area.

Jobs directly related to the APM Project

Spanish 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. Spanish residents indicated they would be content in sharing the jobs available with surrounding north shore communities. NWMO job training programs would also be desired.

Relations with First Nations

Spanish community members indicated that they work closely on various projects with local First Nations. 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 the public and interest groups in Spanish 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 process¹³. This section addresses and elaborates on a subset of these questions related to community well-being in the context of Spanish.

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

There is high potential for sustained interest in the local community. There is potential for committed support from the community for learning more about the APM Project and desire to continue in the siting process.

At this point in time, there is high potential for sustained interest in the surrounding communities. Three surrounding North Huron communities are actively involved in the siting process as interested communities, and appear to be 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. Surrounding community mayors in the North Huron area (e.g. Town of Blind River, City of Elliot Lake and the Township of the North Shore) are supportive of continuing to learn about APM in their communities as well. 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 Spanish by advancing long term economic diversity, increased stability and retaining existing residents as well as attracting a new diverse population. Spanish is a sophisticated and enthusiastic cohesive community. They have fostered open discussion.

Community character and cohesion would be enhanced, in particular through siting of the Project in the broader area. This would allow Spanish to participate in the APM Project to achieve the socio-economic benefits of economic growth and demographic diversity consistent with the character that the community desires while minimizing potential for divisions in the community which may come with the community being the focus of project related activity. A regional-level project has the potential to continue to enhance community character by reducing potential strains on community cohesion, while still enabling the community to derive economic benefit through job creation and increased income

¹³ NWMO, 2011. Preliminary Assessment of Potential Suitability – Feasibility Studies Draft for Discussion With Communities Involved in the Site Selection Process.

distribution. Siting of the project in a nearby community would also fit with Spanish's priorities and aspirations and enable the community to plan for and realize the socio-economic growth and development at a scale they desire.

There is also potential for the APM Project to foster well-being in the surrounding communities. Surrounding North Huron community aspirations align with those of Spanish particularly when considering the APM Project as a broader regional initiative. They recognise the need for additional industry to provide economic diversification in order to reach area 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. Leadership in one community east of Spanish has expressed opposition to the APM project and more dialogue and engagement will be needed to understand questions and concerns of that community as well as 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. 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 peoples¹⁴.
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.

¹⁴ NWMO, 2010b. NWMO Aboriginal Policy. Toronto, Canada.

- 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.
 - c. Opposition groups may actively seek to influence community decision-making and community leaders will need to respond to these pressures. Spanish will require support to prepare for the next phases of the siting process if they are to proceed.
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.

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