



NUCLEAR WASTE MANAGEMENT ORGANIZATION SOCIÉTÉ DE GESTION DES DÉCHETS NUCLÉAIRES

Community Well-Being Assessment

CITY OF ELLIOT LAKE, ONTARIO



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

Preliminary Community Well-Being Assessment:
ELLIOT LAKE, ON

December 22, 2014

PRELIMINARY COMMUNITY WELL-BEING ASSESSMENT

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1.0 Introduction

This Community Well-Being Assessment Report aims to provide a summary of the expected influences that the Adaptive Phased Management (APM) Project will have on the overall community well-being of the City of Elliot Lake, Ontario. The City of Elliot Lake is located in the north shore area of Lake Huron, north of Trans-Canada Highway 17 and the North Channel of Lake Huron via Highway 108¹. The City of Elliot Lake is just south of Mississagi Provincial Park.

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

Work has been completed to understand the overall community profile of Elliot Lake, 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-being²:

¹ City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.

² 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 APM 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 APM Project on the community and its surrounds. In doing so, this requires some basic assumptions about the APM 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 spending³. 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 Elliot Lake⁴

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.

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

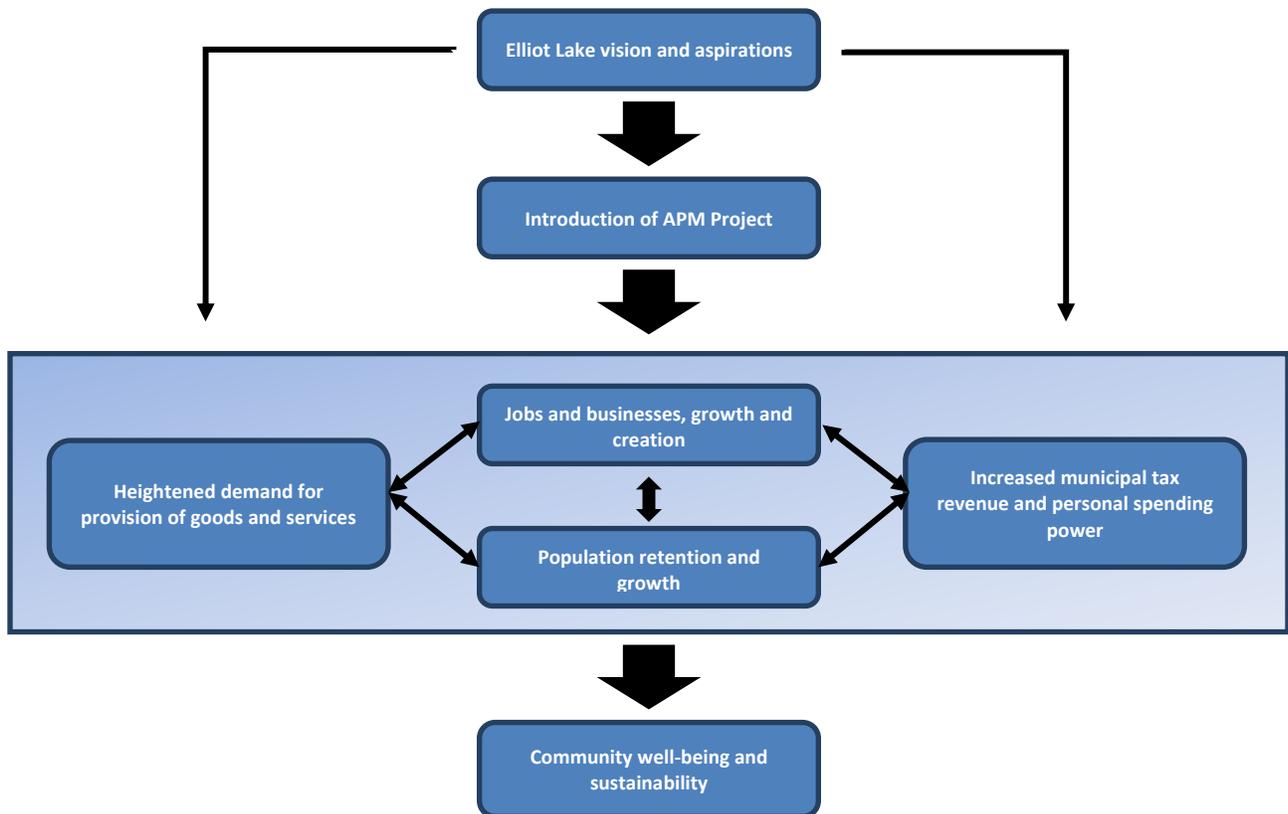
⁴ NWMO, 2012. Description of Canada’s Repository for Used Nuclear Fuel and Centre of Expertise. Pg 33

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 could work. For illustration purposes only, employment opportunities could be in the order of hundreds of new jobs (direct, indirect and induced) within the local area⁵. 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



⁵ AECOM, 2010. A Preliminary Assessment of Illustrative Generic Community Economic Benefits from Hosting the APM Project.

3.0 Values and Aspirations of Elliot Lake

The City of Elliot Lake has expressed explicit values, aspirations and desires for its community. These have been documented in the Elliot Lake 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. **Economic Development:** Elliot Lake would like to identify a diverse range of economic opportunities and achieve economic diversification, assist entrepreneurs, and attract and develop industries that provide stable and well-paying jobs. Elliot Lake would like to provide economic diversity in addition to the Retirement Living model.
2. **Retail and Facility Development:** Elliot Lake would like to support the renewal of its retail sector after the collapse of the Algo Centre Mall. It would like to encourage more retail shopping outlets and attract large retail businesses to the community. The City recently commissioned a Cultural Master Plan and indicated that a multipurpose recreational complex was desired.
3. **Provide Employment Opportunities:** Elliot Lake would like to provide meaningful and equitable employment opportunities for local residents. It would like to encourage the younger population to live and work in the community, create post-secondary training, and educational opportunities to encourage youth to stay in the community after high school graduation.

These aforementioned values and aspirations are aligned with the current Official Plan's community view of itself as:

*"a young, progressive community in a state of transition. While the loss of primary sector employment in the uranium mining industry created an employment exodus in the early 90's, Elliot Lake has rebounded as a community of leisure excellence, as a centre for Retirement Living, as a centre for environmental research and for drug and alcohol addiction treatment and as a community with a full range of commercial and community services. Elliot Lake will continue to diversify and strengthen its economic base. This Official Plan is intended to create opportunities to facilitate the transition and to guide land use decisions made by Council, the community and provincial Ministries over the next 20-year period"*⁶.

The Official Plan further states that it:

"builds upon the many attributes and amenities the community has to offer. These include a diverse and well maintained housing stock, an airport, modern health facilities, secondary and post-secondary educational services, local transit, a mature commercial base and four seasons recreation facilities, to name a few. Elliot Lake, juxtaposes an urban centred community of some

⁶ City of Elliot Lake, 2006. Elliot Lake Official Plan.

11,558 (2005) with a large and substantially undeveloped rural hinterland. As a community with a land area exceeding 75,000 hectares, it is the largest municipality in Algoma. Consequently it has the opportunity to offer a variety of residential living environments in both an urban and rural setting. The extensive land base encompasses a rich resource base for outdoor recreation, mineral exploration and development, forestry, mineral aggregate extraction, tourism and wildlife conservation. The wise management of these resources constitutes a significant challenge to the community, as is the responsibility for remediation of past producing mines and tailings areas”⁷.

The City of Elliot Lake’s Vision Statement states that:

“Elliot Lake is a beautiful community that values its natural environment and provides the modern services, amenities and technology to be fully connected to the world. Our diverse economy provides secure employment rooted in retirement living, cottaging, a vibrant retail sector, tourism and the strengths of the natural setting. People of all ages enjoy an active, affordable lifestyle with excellent health, educational, recreational and cultural services in a friendly and welcoming community”⁸.

The City of Elliot Lake Strategic Plan (2009) identifies valued features of the community as well as reasons for the need for change:

- **“Valued Features of the Community:**
 - *Affordability - both the reality of affordable lifestyles and the perception that the community is affordable;*
 - *Sense of Community - "a small town feel with big city services" characterized by a friendly and welcoming community where all residents feel a strong sense of attachment while having access to high quality services and a unique quality of life;*
 - *Natural Environment - immediate access to the natural areas, lakes and trails that offer a wide range of recreational resources in a protected and sustainable environmental context;*
 - *Retirement Living - focused on housing and services for older adults and waterfront living;*
 - *Leadership - an innovative and aggressive government supported by strong community; leaders who demonstrate the vision, commitment and foresight to take on challenges and move the community forward; and*
 - *Quality of Life - a commitment to arts and culture and other leisure services that define a desired quality of life.*

- **The Need for Change:**
 - *Lack of Economic Diversity - greater diversity is required from the local economy focused on services to retirees only; but this must be strategically focused on viable economic prospects;*

⁷ City of Elliot Lake, 2006. Elliot Lake Official Plan.

⁸ City of Elliot Lake, 2009. Elliot Lake Strategic Plan.

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- *Community Appearance - higher standards of development and maintenance for the downtown, parks and other community features needed to create a positive image;*
- *Perceptions/Images of the Community - foster understanding and acknowledgment among residents and outsiders of the new and emerging Elliot Lake as a community that is progressive, proactive and prospering;*
- *Retail Services - existing services must be expanded and enhanced;*
- *Limited Population Growth - population growth is necessary to support retail expansion and economic development; and*
- *Isolation - the City must overcome constraints of isolation and geographic separation with greater connectivity through improved technology”⁹.*

⁹ City of Elliot Lake, 2009. Elliot Lake Strategic Plan.

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

As described in the Elliot Lake Community Profile, Elliot Lake 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 Elliot Lake’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>Elliot Lake is the largest community on the North Shore. Residents have had to go through a series of population adjustments so they are resilient (e.g. uranium mine closures and the Algo Centre Mall closure).</p> <p>There is also a skilled local workforce related to health services, education and mining including radioactive tailings management. Newer residents tend to be seniors with a broader diversity of skills and training and they are less familiar with mining and radiation and do not participate in the labour force.</p> <p>Key issues facing the City of Elliot Lake are the need to grow and diversify the local economy, as well as to attract younger workers and families. In addition, expanding local educational and professional development opportunities is a priority.</p>
Economic	<p>The priorities and issues in relation to economic assets in the City of Elliot Lake relate to the strength of their labour force, retail sector, health and social services, existing mining and resource extraction related business and tourism businesses.</p> <p>One of the key issues is the need to ensure that a diversity of well-paying jobs is available within the community. With the out-migration of youth being directly connected to the availability of quality, local employment opportunities, the need to attract new businesses to the area is a high priority.</p> <p>Another key economic development priority is the continued promotion of the City of Elliot Lake as retirement centre. This ongoing effort is concerned with allowing local residents to age in place, but also foresees the City of Elliot Lake as well positioned to take advantage of this demographic trend and to position itself as a premier retirement location for northern Ontario.</p>
Infrastructure	<p>The City of Elliot Lake has provisions for commercial, industrial and residential land expansion and is prepared for growth. There is a well-developed and clear process of addressing the approval of various land uses. Transportation, water and waste water infrastructure is in place. Transportation systems may require expansion to accommodate growth. Compared to other Ontario communities, the City of Elliot Lake has a range of housing types and both ownership and rental accommodations. Rental housing is quite prevalent and housing is available in both townhouses and apartment buildings.</p>
Social	<p>The community is currently addressing the social challenges of an aging retirement community specifically, issues such as accessing CPP, landlord tenant disputes, disability claims and consumer issues.</p> <p>Day care and social housing can be expanded but these social assets are available and in reasonably good shape. Senior housing is plentiful and slated for further expansion to support the aging community. The higher percentage of seniors puts additional pressure on the Community Care Access Centre and Health Care Team.</p>
Natural Environment	<p>The central priority of residents is to preserve and protect their local environment. With a portion of the economy revolving around wilderness recreation and tourism, ensuring the continued viability of local forests and watersheds is an important concern.</p>

Table 3: Summary of Community Aspirations

Asset Category	Overall Community Aspirations
Human	The City of Elliot Lake aspires to enhance the quality of life and economic opportunities in the area. In particular, the City of Elliot Lake has a specific focus on leveraging their natural outdoor setting for the benefit of both residents and tourists. The City of Elliot Lake aspires to see more growth and investment and to be more entrepreneurial and business friendly while carefully maintaining local business assets. More recently, the community realigned its needs to further balance an economy which is presently geared to seniors by attracting new industries and professional services. Additional cottage lot development is also seen to be an opportunity for development and attracting skilled housing related trades.
Economic	The City of Elliot Lake aspires to increase the diversity of local employment opportunities by bringing major industry back to the area or expanding an existing sector as primary drivers of economic growth. While the support for large scale economic growth exists, there is also a strong desire to ensure that the natural heritage and beauty of the area is preserved in order to maintain their status as a tourist and outdoor recreation destination. Above all else, there is a strong desire to attract employers that can provide well-paying employment for young people and families.
Infrastructure	The City of Elliot Lake aspires to have adequate services to support growth and development. It wants to provide direction, but also adequate controls on new industrial, commercial and residential development. Growth needs to occur in a manner that is well managed, particularly in terms of financing new infrastructure. The City of Elliot Lake aspires to grow their economy while keeping natural assets, retirement living and cottage development marketing and their quality of life.
Social	The City of Elliot Lake aspires to have an attractive standard of living underpinned by arts and culture. It aspires to maintain and enhance its cultural scene and value the variety of social clubs and activities available to its citizens. It also values volunteerism and encourages all members of its community to become involved to support the quality of life that all residents enjoy. The City of Elliot Lake aspires to maintain and enhance recreational programs and facilities to service the current population to attract new and younger residents.
Natural Environment	The City of Elliot Lake has rich natural heritage resources and was once a site for forestry activities. Local community members aspire to protect and ensure the beauty of their natural spaces. The goal of the City of Elliot Lake is finding a reasonable balance between preservation and development that will support the viability of the City while ensuring that the natural character of the area remains unchanged.

Table 4: Summary of Community Capabilities

Asset Category	Community Capabilities
<p>Human</p>	<p>While the mining workforce declined considerably, Elliot Lake workers have residual mining skills and tailings remediation expertise that is exported around the world. Residents have a very high understanding of mining, uranium and radiation related matters. The potential resumption of mining activities in Elliot Lake creates the possibility that skilled labour and secondary support businesses would return to the area. The overall level of education among residents of the City of Elliot Lake is in keeping with the area as a whole and towns of a similar size, being lower than the Ontario average. School programs for children are adequate for current populations.</p> <p>The health services in the City of Elliot Lake are good although St. Joseph’s General Hospital needs updating.</p>
<p>Economic</p>	<p>The City of Elliot Lake has the ability to take on new enterprises – residents are entrepreneurial and the community has strong leadership. The mall collapse has generated a new group of volunteers in the community. Residents are aware of their past status as the uranium capital of the world and they are familiar with and accept nuclear enterprises. Social, health and geriatric services have helped to drive the economy. Many businesses are centred on serving seniors.</p>
<p>Infrastructure</p>	<p>The City of Elliot Lake has municipal services such as water supply and wastewater treatment capacity for current growth projections and has the infrastructure in place to service a significantly greater population. The City of Elliot Lake is accessible by road, rail and air.</p> <p>In regards to the capacity of the City of Elliot Lake to house new residents, there are plans in place to accommodate future population growth. Overall, the community has excellent housing opportunities.</p> <p>The current commercial land use capabilities in the area are adequate for the level of economic development at the moment and, in most cases, land and plans have been set out that anticipate future growth.</p>
<p>Social</p>	<p>Elliot Lake is sufficiently large as a northern Ontario community to offer a variety and number of amenities. Their social infrastructure is designed to maintain population by attracting active seniors. The community has an active lifestyle with golf, swimming, hiking, cross country skiing, and downhill skiing, among many other amenities.</p> <p>The City of Elliot Lake has a number of day care facilities available including community providers and private day cares. However, there may be a capacity issue if there is an influx of young people.</p> <p>The City of Elliot Lake also has adequate access to social services such as unemployment support and crisis centres. A number of services are at capacity and would need to be expanded to deal with the changing demographics and population.</p>
<p>Natural Environment</p>	<p>In addition to the former natural resource extraction (and the mining legacy), Elliot Lake is a beautiful environmental area that provides many opportunities for tourists and residents to participate in outdoor activities.</p>

5.0 Community Well-Being Assessment

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

5.1 Implications for Human Assets in Elliot Lake

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

Elliot Lake is a ‘new town’ specifically constructed to accommodate uranium miners, support workers and their families. Since the first Census Data was collected in Elliot Lake in 1956, the City has experienced periods of expansion and contraction, largely due to the boom and bust cycles commonly associated with resource extraction operations. The population loss was the result of out-migration of skilled and young residents who are typically the most mobile. The population decline in the City of Elliot Lake slowed by 2006 due to the City’s success in rebranding itself as a retirement community.

Since 1996, the population has been aging. The presence of an older population is due to the success of the ongoing development of a retirement community and the out-migration of the younger population to southern Ontario. Specifically, Elliot Lake Retirement Living has been actively soliciting retirees and they have been successful. Recently there were few net people moving in or out of the City of Elliot Lake.

In 2011 the top occupations in Elliot Lake were: sales and service; education, law and social, community and government services; trades, transport and equipment operators and related occupations and business, finance and administration services. Health occupations relate to the hospital and care facilities that cater to the retirement community and are a major characteristic of the local economy.

Educational facilities in the City of Elliot Lake meet the needs of school age families. There are specialized educational programs (e.g. French immersion) available for students. However, there are no post-secondary educational institutions or training facilities. Students must go to larger centres such as Sault Ste. Marie or Sudbury.

The health care facilities and services in Elliot Lake are good. There is a hospital and several clinics that can provide a variety of services to residents. Emergency services in Elliot Lake are good and they are well equipped to handle emergency situations. The hospital is able to handle most medical procedures except for more complicated surgeries and procedures which would require a trip to Sudbury. The hospital and agencies provide excellent geriatric services.

The APM Project has the potential to have a positive effect on the human assets in Elliot Lake for the following reasons:

Population Size and Demographics

The APM Project will attract temporary and permanent workers as well as former out-migrants to the community thereby increasing population levels. The presence of the APM Project may broaden the 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. People may continue to be attracted to the region for Retirement Living (seniors) in parallel to population increases due to the APM Project.

Skills and Labour Supply

Many occupations in the City of Elliot Lake relate to the health care sector, in particular, geriatric care. Other occupations include engineers and mine remediation specialists employed by Denison Environmental. The APM Project will be able to utilize the available skilled labour force already found within the community specific to mining, engineering and retail services. In addition, the APM Project may 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, mining, tourism and government services occupations will continue to characterize the skills and labour supply in Elliot Lake. 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 Elliot Lake and surrounding local communities including First Nations communities. These jobs may 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.

The APM Project's new occupations may 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 Elliot Lake are introduced. The APM Project may also attract workers into the community from other local and regional locations.

Education

The APM Project may increase enrolment at 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 Elliot Lake.

Health and Safety Facilities and Services

The APM Project will result in increased demand on all existing health and safety facilities and services due to the increased population. A broader range of medical specialists in local clinics and St. Joseph's hospital may be required. Elliot Lake 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 expansion of health care facilities and services.

Summary

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

Table 5: CWB Implications for Human Assets in Elliot Lake

Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile	Possible Elliot Lake Profile with APM Project	Observations
HUMAN ASSETS:				
Population Size and Demographics	Stable or increasing population	Slowing rate of population decline		<ul style="list-style-type: none"> Elliot Lake has experienced a decline in population but the decline has slowed in recent years. Significant (large proportion) aging demographic profile. Community has expressed a desire to grow and diversify its population. APM Project offers potential to create jobs and attract and retain a younger population. Community has significant experience in managing changes in population size.
	Retention of youth and young families		←	
Skills and Labour Supply	Presence of a diverse, skilled workforce	<p>Varied skills suited to health care and social services</p> <p>Some skilled uranium and mining workers</p>	▬	<p>Job creation and growth of a diverse, skilled workforce</p> <p style="text-align: center;">→</p> <ul style="list-style-type: none"> Elliot Lake has some residual skilled workers from the former uranium mining days (1950s-early 1990s). The community has younger miners working in other communities and skilled engineers managing mine tailings. Elliot Lake has a relatively stable workforce with dominant skills in health care and social services. APM would attract new skilled and diverse workforce and bring in new families. APM offers diverse career opportunities for local residents in direct and indirect jobs.
Education	<p>Access to education and training</p> <p>Increased enrolment and programming</p>	Access to post-secondary training is not available locally	▬	<p>Increased demand and enrolment and opportunities for education and training</p> <p>Broader range of programming</p> <p style="text-align: center;">→</p> <ul style="list-style-type: none"> Elliot Lake has had a decrease in individuals with no certificate, diploma or degree, although many occupations in the community do not require higher education. Retirees may have higher education, although they are not in the labour force. Elliot Lake has multiple elementary and high schools, however no local access to post-secondary educational facilities or training institutions. Some concerns of dwindling enrollment and some schools may potentially close. Wide range of new local employment/career opportunities with 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. Elliot Lake may require planning and support to educate future generations to take advantage of career opportunities. Elliot Lake may require investment for new training facilities in the local region or the community.

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Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile		Possible Elliot Lake Profile with APM Project		Observations
Health and Safety Facilities and Services	Access to full range of health services 24/7	Available to meet current and expanded needs through modern hospital facilities		Increased demand on services and facilities		<ul style="list-style-type: none"> Good health care is available due to a larger hospital in the community serving Elliot Lake and the region. The hospital has a broad range of specialty healthcare services that can meet current and expanded needs. The hospital is large with the hospital in Sudbury providing support as required. Emergency services are adequately met. Elliot Lake is very well positioned as substantial health and safety services are demanded by seniors. Growth may absorb current capacity in health and safety facilities and services, and create demand for upgraded facilities or programs. Agencies are present to address specific needs such as addictions and mental health. 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. Potential for increased health and safety risks associated with population growth and Project activity.
	Fully serviced by emergency responders					

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

5.2 Implications for Economic Assets in Elliot Lake

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

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

Current Elliot Lake Profile for Economic Assets:

Labour force activity in Elliot Lake is decreasing. The participation rate is decreasing and unemployment is increasing. With an aging population and the ‘Retirement Living’ focus, an increasing number of jobs in the City of Elliot Lake are linked to geriatric care management and associated health services. Retail and service jobs tend to dominate despite the Algo Centre mall collapse. Accommodation and food services include employment at a hotel (Hilton Hampton Inn) and several restaurants. Construction activity indicates that there is development serving the existing mining sector and forestry sector.

A significant portion of the private sector employers cater to the private health care services, retail trade and resource extraction industries in the City of Elliot Lake. However, there have been few new businesses recently locating in Elliot Lake. Through economic development organizations, there are funds available for investment. ‘Affordable housing’ has become a commodity that is sold in Elliot Lake through Retirement Living. There is an inventory of vacant housing units. Elliot Lake has a range of small and medium sized enterprises. However, Elliot Lake’s distance from the Trans-Canada Highway is a challenge for retail businesses.

The City of Elliot Lake is a fairly affluent community; however, there are residents on social assistance. Retirees are spending money on homeworkers, medicine and other supports. Moreover, seniors are on fixed incomes and have little disposable income.

Elliot Lake is able to take on new enterprises. The community is entrepreneurial and has strong leadership through membership in the ELNOS Corporation. There is a governance structure in Elliot Lake through the Mayor and Councillors and municipal staff.

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

Employment

The APM Project may provide longer-term stability than retirement related or 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 Elliot Lake.

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

Income

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

Business Activity

The APM Project and worker related spending may increase the number and diversity of businesses in the community and create new business linkages, synergies and agglomerations. The APM Project and worker spending may also encourage people to spend money in the community. This is especially important for the retention of existing retail and development of new retail businesses. Moreover, there may be some capture of the economic outflow of spending from residents shopping in other urban centres.

The APM Project may expand the employment base, business sales and profitability within the community. Community-based firms may have greater certainty and other firms may be attracted to Elliot Lake. Overall, larger businesses may be supported and room can be created for additional large businesses. Moreover, there is the potential for more hospitality services (e.g. additional hotels) due to increased local demand.

As an indicator of the strength of the retail sector, local and area merchants are able to capture community spending although the opportunity exists for some updating of retail sector buildings. The

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

There is some uncertainty concerning the potential affect of the project on the business activity with respect to the current marketing focus of the community to promote a natural lifestyle and affordable living for Retirement Living. The transitioning of the community to a more diversified economy, which might include the APM project, would need to be explored further. With careful management and working with the community, it is expected that transitioning to a more diversified economy could be achieved and these concerns addressed.

Recreation and/or Tourism

The APM Project may increase the number of travelers and tourists coming to Elliot Lake. Based on discussion with community members and due to the uranium heritage, any negative perception effect that does occur is expected to be minimal. In addition, with more people visiting the community for business-related activities, there is potential for the APM Project to take up tourist accommodation, thereby displacing tourists. Hotel accommodations are already limited in Elliot Lake. With the potential for increased tourism, there may be greater support for the establishment of tourist facilities that will continue to make Elliot Lake 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. This may support a large construction, approvals and operations workforce.

Governance and Municipal Finances

Assuming Elliot Lake can capture tax revenues, the APM Project may offer an even more favourable ratio of residential to industrial/commercial taxes. Furthermore, increased funding may greatly increase Elliot Lake's ability to support expenditure budgets for new infrastructure (such as roads, water, etc.) and services (e.g. recreation) to support a growing population.

Summary

The APM Project would provide Elliot Lake 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 potential. Management of the transition

from the retirement living and affordable housing focus to Adaptive Phased Management would be needed. In order for Elliot Lake 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 Elliot Lake

Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile	Possible Elliot Lake Profile with APM Project	Observations
ECONOMIC ASSETS:				
Employment	Increasing employment opportunities for residents	Decreasing participation rate and increasing unemployment rate Significant retiree population not requiring employment	Growth in the number of and diversity of employment opportunities in the community	<ul style="list-style-type: none"> The unemployment rate is increasing, while the participation rate is decreasing because less residents are in the labour force The community has a sizable retiree population that is not in the labour force. Health care and associated services continue to be the dominant employer in the area. APM Project would offer a more diverse range of employment opportunities and careers for both community and regional residents. Elliot Lake may require some assistance to ensure local residents are able to realize project direct and indirect employment opportunities.
Income	Household income growth and diminished need for social assistance	Household incomes are increasing, although they are still below the national average Significant retiree population on forms of social assistance/pensions with low, but stable incomes	Opportunity for employment in more diverse labour market might yield potential for increased incomes	<ul style="list-style-type: none"> Median personal income, household income and family income is increasing. Incomes are below the national average. This is in part due to the large number of seniors in the community who are receiving pensions. There are other higher income residents in the community. APM Project would create more local direct and indirect jobs and diversify the economy, as well as stimulate growth in household income and wealth creation. Elliot Lake may require some assistance to help residents realize employment opportunities. Seniors would not be expected to return to the workforce.
Business Activity	Business growth and increasing business diversity	Some retail diversity, mining and construction businesses	Growth in business activity leading to growth in the number and diversity of businesses	<ul style="list-style-type: none"> Some diversity of business activity. Business activity in the area focuses on health care support activities, as well as environmental, construction and mining services. There may be need for exploring the transition given the current marketing focus (which has provided economic diversity) of the community on promoting a natural lifestyle and affordable living for Retirement Living.

Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile	Possible Elliot Lake Profile with APM Project	Observations
				<ul style="list-style-type: none"> Retail is somewhat constrained in Elliot Lake due to the mall collapse and demolition, as well as Elliot Lake’s distance from the Trans-Canada Highway. Site construction to replace the Algo Centre Mall. APM Project would diversify the economy, further create local direct and indirect jobs and stimulate business activity across the community. Elliot Lake has considerable sophistication in planning, implementing and managing economic development.
Recreation and/ or Tourism	Stability or growth in area tourism	Tourism for fishing and other outdoor recreation	<p style="text-align: center;">—</p> <p>Potential decline in tourism as a result of project</p> <p style="text-align: center;">→</p> <p>Potential increase in tourism and recreation with niche market</p>	<ul style="list-style-type: none"> Recreation and tourism is a contributor to the local economy and is focused on the natural environment. Elliot Lake has a history of uranium production while maintaining recreation appeal. As uranium mines are already a tourist attraction (e.g. summer tours), APM may also provide a new attraction for local tourist industry. Elliot Lake and tourism organizations are supported by the Retirement Living (public corporation).
Economic Development and Services	An active, economic development organization that has demonstrated success in attracting businesses to the community	<p>Elliot Lake and the surrounding area has active economic development organizations</p> <p>The community has successfully attracted investment</p>	<p style="text-align: center;">→</p> <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"> Elliot Lake is actively pursuing economic development opportunities focused on marketing affordable housing as a commodity as well as other economic opportunities. Also part of ELNOS Corporation. Good ability to attract and retain businesses. The Retirement Living organization has a large economic presence. APM would provide a catalyst for further economic development through its own presence and creation of associated business opportunities. Elliot Lake is well positioned to realize the economic development opportunities presented by APM because they have mature and seasoned economic development organizations.
Governance and Municipal Finances	Community is financially sustainable over short and long term	Elliot Lake has strong leadership and a healthy financial position	<p style="text-align: center;">→</p> <p>An enhanced tax base with solid contributions from industrial and commercial</p>	<ul style="list-style-type: none"> Despite the mall collapse which created some fractures within community, Elliot Lake has strong leadership and a healthy financial position. The City has a good complement of staff for departments, committees, and services. APM would elevate revenues available to the municipality.

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Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile		Possible Elliot Lake Profile with APM Project	Observations
				properties Sufficient revenues to cover operating and capital requirements	

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

5.3 Implications for Infrastructure in Elliot Lake

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

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

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

Current Elliot Lake Profile for Infrastructure Assets:

Elliot Lake has provisions in its Official Plan for residential, commercial and industrial development. The Official Plan designations are advanced and the City is ready for development. There is land planned for future retail and commercial development, industrial uses, housing subdivisions as well as growth along the Highway 108 corridor. Under the City of Elliot Lake Act (2001) the City has been able to develop cottage lots along the waterfront. The City has completed Phase One of the cottage lot development project and, along with its partners such as the Serpent River First Nation, is evaluating Phase Two of the cottage lot development project. Elliot Lake development is only marginally constrained by local parklands.

Housing stock is generally kept in good shape but, outside of the successful cottage project, there has been little new housing recently constructed. There is an excellent mix of affordable housing options in the City of Elliot Lake including high rise apartments. Rental housing vacancy rates in Elliot Lake are lower but this has changed somewhat recently due to changes in the economy. Retirement Living provides many seniors housing options. The City recently commissioned a Cultural Master Plan and indicated that a multipurpose recreational complex was desired.

Elliot Lake's schools and recreational facilities are also in good shape, although some replacements and new facilities are needed. Elliot Lake has adequate water and wastewater infrastructure as well as a landfill. Considerable more population can be accommodated as additional capacity is available.

Elliot Lake is accessible by road, rail and charter air service (Elliot Lake Airport) and is in proximity to larger centres such as Sudbury and Sault Ste. Marie. It is a one hour flight to Toronto's Lester B. Pearson Airport. Moreover, Elliot Lake's roads are in good condition. However, Highway 108 is the only road into the community from the Trans-Canada Highway. There is a trail between Elliot Lake and Blind River that was envisioned at one time as a connecting road. There is also a public bus service.

The APM Project has the potential to have a positive effect on the infrastructure assets in Elliot Lake for the following reasons:

Housing

Given that Elliot Lake has ample available housing, the APM Project has the potential to facilitate the renewal and investment in the existing housing stock. There may also be expansion of the diversity of housing stock in Elliot Lake and increased demand for cottages as permanent residences. There is also potential to increase the cost of housing in Elliot Lake depending on the size and rate of labour immigration. Moreover, there may be instances of low cost housing taken up by temporary resident 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. There is a concern about the potential for property taxes to increase. Attention will need to be carefully focused on maintaining an equitable housing supply/demand balance and land use mix to minimize impacts on affordability.

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 current availability of additional capacity (water and wastewater have been adequately sized to accommodate APM population growth), a demand for the renewal of water and wastewater and solid waste infrastructure may occur.

Transportation Infrastructure and Services

With an increased population, there may be a greater demand for public transit within Elliot Lake on the current system as well as within the communities and to larger centres. There may also be more demand for services at the Elliot Lake Airport. 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 Elliot Lake

Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile	Possible Elliot Lake Profile with APM Project	Observations
INFRASTRUCTURE OR PHYSICAL ASSETS:				
Housing	<p>Sufficient housing stock to meet all needs and incomes</p> <p>Average house values increase over time in line with household incomes</p>	Current availability of housing supply and cottage residential development	<p>Stimulus to housing prices and renewal</p> <p>New housing development</p> <p>Housing available in surrounding area will be better utilized</p>	<ul style="list-style-type: none"> Elliot Lake has a wide variety of affordable housing in the community (singles, townhomes and apartment building units). APM would create a demand for renewal and an increased mix of housing types and tenure arrangements from within its existing housing stock. Elliot Lake has already completed a cottage lot development and has plans for additional lot development. 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. Those seeking APM accommodation may occupy hotel rooms which may reduce the supply of rooms available for visitors. The hotel is modern, although hotel space is somewhat limited. Shared housing would be available within the existing housing stock.
Municipal Infrastructure and Services	Infrastructure assets are in good condition, well maintained and adequately sized to meet the short and long term needs of the community	All environmental services are relatively new, in good condition and have capacity to accommodate growth	<p>Increased efficiency of existing infrastructure and services</p> <p>Enhanced opportunities for new and renewed infrastructure</p>	<ul style="list-style-type: none"> Elliot Lake’s waste water facility and water servicing is relatively new and is able to serve double the current population. Infrastructure was sized for a population of up to 30,000. The Elliot Lake landfill has adequate capacity and management plans are in place. Planning would have to occur for renewal of infrastructure. Elliot Lake land use plans are comprehensive and advanced. The community has the expertise to manage changes in land-use and is well prepared for additional growth. 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 Elliot Lake Profile		Possible Elliot Lake 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"> Elliot Lake is served by a municipal airport, although there are no regularly scheduled commercial flights from the airport. Charter flight service is available. The runway has the capacity to handle regularly scheduled aircraft. The Sudbury and Sault Ste. Marie airports are approximately 2 hours away. Provincial and regional roads meet provincial standards. Highway 108 is the only highway into the community, although there is a trail between Elliot Lake and Blind River. Lake Huron port facilities, rail and the Trans-Canada Highway are approximately 30 km from Elliot Lake.

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

5.4 Implications for Social Assets in Elliot Lake

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

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

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

Current Elliot Lake Profile for Social Assets:

Elliot Lake has an arts and cultural scene with many performers, artists, and historians actively involved in community life, especially for a community of this size. There are arts events, festivals and a 'Pride' event. New residents would typically volunteer and participate in arts and cultural activities. There is a variety of sports clubs and social clubs. Volunteerism and community involvement is strong in Elliot Lake with many service clubs (e.g. Rotary Club, Lions, Kinsmen, Masons etc.) actively participating in the community. Cultural heritage is also strong in Elliot Lake and neighbouring communities. The City and neighbouring communities have museums and other cultural heritage features.

In recent times, significant social activities and recreational facilities have been developed in Elliot Lake as a core part of its effort to market the leisure and natural assets of the community. There are both indoor and outdoor recreational activities as well as parklands. The recreational facilities in Elliot Lake cater to a variety of passive and active recreation such as snowmobiling, hiking trails and an excellent golf course. There are ice rinks and sporting facilities as well as a ski hill.

There are many seniors care homes, programs and facilities in Elliot Lake. There are social assistance households in Elliot Lake and good social support institutions. Affordable housing is readily available. There is access to social services (e.g. employment support, addiction support centres, etc.).

The APM Project has the potential to have a positive effect on the social assets Elliot Lake for the following reasons:

Recreational Facilities and Programs

With the expected increase in population and business activity in the community due to NWMO, there is potential for expansion of recreational and social clubs and facilities as well as sports facilities (e.g. more

or updated hockey arenas, curling pads, baseball diamonds, soccer pitches, etc.). With increased demand and a stronger economy, there may be greater potential to receive funds for a new multi-use recreational centre, performance and meeting 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.

Elliot Lake currently supports art galleries and museums. Heritage resources are known and carefully managed. 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, 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 may be required and local hospitals and clinics may need to hire specific permanent health specialists. The APM Project will also bring increased revenues and resources to support growth of social services and organizations.

Community Character and Cohesion

The residents of Elliot Lake are currently among Canada's oldest population groups. The in-migration of seniors has brought people with skills and resources. People are attracted by the affordable characteristic of the community combined with features that provide enhanced livability. The community is also characterized by people to whom affordability is important. Tourists as well as residents spend plenty of time participating in various outdoor activities (e.g. fishing, hiking, etc.) and there is a sense of pride in the local natural environment. New residents associated with the APM project would be expected to continue to build on the existing community character as well as provide more balance toward creating a younger community. Local residents have a high knowledge of mining, uranium and radiation and are proud of their nuclear heritage.

Elliot Lake seeks to be a centre of economic activity and services for its residents, for surrounding communities and the broad area. Elliot Lake residents value urban centred community living and having access to high quality services. People of all ages enjoy an active, affordable lifestyle with excellent health, educational, recreational and cultural services in a setting with immediate access to natural areas, lakes and trails. The APM project has the potential to help advance the community to achieve objectives it has set out for itself such as increased economic diversity from the local economy focused on retirees, higher standards of development, expanded and enhanced retail services, and population growth.

Summary

In summary, the APM Project would have a net positive benefit on the social assets of the community if it was to be implemented in the area. The APM project has the potential to help advance and

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strengthen community character, as defined by the community, including increased economic diversity from the local economy focused on retirees, higher standards of development, expanded and enhanced retail services, and population growth. Based on community liaison to date, there is interest in learning more about this project in the community although a small number of residents appear to be opposed.

Table 8: CWB Implications for Social Assets in Elliot Lake

Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile	Possible Elliot Lake 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	<p>Varied recreational facilities available</p> <p>Widespread participation in social/service clubs and community events</p>	<p>Increased demand for and patronage of recreation programs</p> <p>Stronger demand and supply for youth services</p> <p>Enhanced opportunities for new and renewed facilities</p>	<ul style="list-style-type: none"> Because Elliot Lake has been planned in recent years to specifically attract new residents, there are many recreational facilities and social programs in Elliot Lake and area, which are important for current and future residents. When possible, new facilities are added and current ones are enhanced. For the most part, the community contains good recreational and excellent social infrastructure for the current population. They desire to create a high quality of life for all residents, including seniors. The community has developed excellent year round educational facilities and programs including: golf course, walking trails, sand beaches, canoeing, alpine and cross country skiing. Existing facilities and services are sized for a much larger population although APM support for updating would be anticipated. With the expected increase in population and business activity in the community due to NWMO, there is potential for both fuller use and expansion of recreational facilities and programs. Elliot Lake may need some assistance to plan, develop and operate the recreational facilities and services needed in light of the APM project.
Social Services and Organizations	A wide range of services, organizations and media outlets present to support the social fabric and needs of the community	Able to meet current needs, with some additional need for youth services	<p>Increased demand for and use of social services and organizations</p> <p>Enhanced opportunities for new services and organizations</p>	<ul style="list-style-type: none"> There are a wide range of non-profit and volunteer organizations offering social services to the community, particularly to seniors and residents attracted to the community due to its affordable characteristics. Social services were increased when the retiree population increased but also serve other demographics. APM would bring additional population into the community and additional review to help manage and grow existing services. Elliot Lake would be well placed to plan, develop and resource the services and organizations needed in light of the APM Project.

Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile	Possible Elliot Lake Profile with APM Project	Observations
Community Character and Cohesion	<p>Strong sense of community identity</p> <p>Cohesive community, supportive of municipal leadership</p> <p>Stability of population</p>	<p>Strong sense of pride in history, community and natural environment</p>	<p>Increased sense of community identity and alignment with community aspirations</p>	<ul style="list-style-type: none"> Elliot Lake has a strong sense of pride associated with community’s history, arts and culture and natural environment. Residents are proud of their mining, uranium and radiation heritage. The community is cohesive and generally supportive of continued learning as part of the APM siting process. There has been some friction in the community due to the mall collapse, and in discussions related to the potential to further diversify Retirement Living initiatives with other economic opportunities. The APM Project would bring growth and better utilize existing community facilities. The APM project has the potential to help advance and strengthen community character, as defined by the community, including increased economic diversity from the local economy focused on retirees, higher standards of development, expanded and enhanced retail services, and population growth. Elliot Lake would need to determine how to best merge its current Retirement Living focus with a return to its nuclear heritage focus.

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

5.5 Implications for Natural Assets in Elliot Lake

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 Elliot Lake Profile for Natural Assets:

Elliot Lake has a healthy ecosystem with a variety of landscapes. Tourists and local residents value their natural setting. There are various Provincial Parks (e.g. Mississagi Provincial Park), forest reserves and conservation reserves in the Elliot Lake area. There are many lakes where people participate in various outdoor recreational activities such as snowmobiling, trapping and fishing. There are also various mining claims in the area. In the early 1950's a large ore body of uranium was discovered in the Canadian Shield near Elliot Lake. This resulted in a rise in mineral prospecting in the area and uranium mining leading to Elliot Lake being the world's uranium capital. Rio Algom and Denison Mines were the primary developers and operators. There is also a long-term legacy of the tailing ponds (e.g. Quirke mine) and there has been success in their remediation and long-term management.

The APM Project has the potential to have a neutral to positive effect on the natural assets in Elliot Lake 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 result in greater use of the natural environment. 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 already an area characterized by a history of uranium mining and radiation management and use of natural areas has remained strong. Indeed the sale of cottage lots was very successful. It is expected that through working with Elliot Lake and clearly communicating with the public, any possible negative perception effects can be mitigated, if not even leveraged to take advantage of increased population growth associated with the project. Further study is required to better understand and predict the potential effects of the project on visitor perception and use of natural areas.

As would be the case with any large construction 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 Elliot Lake

Criteria / Measures	Ideal CWB Condition	Current Elliot Lake Profile	Possible Elliot Lake 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	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: green; margin-right: 5px;"></div> </div>	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: green; margin-right: 5px;"></div> </div> <ul style="list-style-type: none"> ▪ Natural areas have been attracting an increasing number of visitors and are a sense of pride for the community. ▪ Given effective mitigation and environmental protection measures, natural resources are not likely to be put at risk with the potential presence of the APM project. ▪ It is understood at this point in time that no 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 and maintained and also remain available for use	Natural areas and parks are available for passive and active recreational use Reopening of Provincial Park	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: green; margin-right: 5px;"></div> </div>	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 10px; background-color: green; margin-right: 5px;"></div> </div> <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. ▪ The Mississagi Provincial Park has reopened and the presence of APM would draw more users. ▪ Potential for increased demand on parks and natural areas.

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

5.6 Community Well-Being Summary

Human assets will be enhanced in Elliot Lake with the introduction of the APM Project. The presence of the APM Project will increase population levels and broaden the demographic mix of the population. The APM Project would provide labour and skill diversification within the community due to an influx of workers. The APM Project may also attract workers to the community from other local and regional locations including people from Aboriginal communities. Additionally, the APM Project will increase enrolment at local schools and will result in increased demand on all existing health and safety facilities and services due to the increased population. Elliot Lake benefits from a concerted municipal effort to provide affordable living and enhance the quality of life so as to attract new residents.

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

Infrastructure has been sized to accommodate the former significantly larger population. In general, infrastructure is in good shape and will be enhanced with the APM Project. APM Project enhancements can bring Elliot Lake 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 for and revenues to support updating and renewal of existing infrastructure.

Social assets have the potential to be enhanced in Elliot Lake with the introduction of the APM Project. Elliot Lake has one of Canada's oldest age demographic. It is also characterized as being the former uranium capital of the world. There is a strong understanding among the population of mining, uranium mining, radiation and uranium mine tailings management. The APM Project will change the demographic character of the community and the surrounding region due to an influx of skilled residents with younger families. The arts and culture scene is already very good. With the influx of APM workers and families, there may be more variety in arts and cultural activities and more participation in the local arts and cultural scene. The community has spent significant effort on developing a high quality of life for existing and new residents. The APM Project will increase the demand on all existing social service providers and programs due to increased population associated with the APM Project. However, through population and increased economic activity, the APM Project is expected to provide the foundation to meet these demands.

People are attracted by the natural assets of the area, aware of the uranium and radiation heritage of the community and existing tailings management activities. 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 Elliot Lake Profile	Possible Elliot Lake Profile with APM Project	Observations and Implications
OVERALL CWB IMPLICATIONS:				
Human Assets	Population growth occurs and youth are retained in the community	Maintained	Enhanced	<ul style="list-style-type: none"> APM could provide increased stability, grow the community, rebalance the demographics of the community and expand economic diversity. Youth would be retained through increased and more diverse employment opportunities and new residents would be attracted to the area. Existing educational resources would be supported and new facilities 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 Development Charges and a wider tax base would provide more financial resources for Elliot Lake to fund its infrastructure projects, schools, community and recreational facilities and programs and social services and organizations. The increased jobs from the APM Project would be the catalyst for Elliot Lake to enhance its community well-being. There may be some uncertainty with the current marketing focus (which has provided economic diversity) of the community on promoting a natural lifestyle and affordable living for Retirement Living. The area's economy originated as the world's uranium capital and parts of the economy are still uranium oriented.
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. Current infrastructure was sized for a larger population in the past and would accommodate APM residents.

Criteria / Measures	CWB is Enhanced When ...	Current Elliot Lake Profile		Possible Elliot Lake Profile with APM Project		Observations and Implications
Social Assets	Opportunities exist for recreation and social networking. Community is cohesive, and community character is enhanced.	Positive		Enhanced		<ul style="list-style-type: none"> The community would see an overall benefit to its Social Assets through increased participation and funding to its recreational facilities and programs. The APM project has the potential to help advance and strengthen community character, as defined by the community, including increased economic diversity from the local economy focused on retirees, higher standards of development, expanded and enhanced retail services, and population growth. Interest in learning about the project appears to be very positive and the community is largely cohesive on this issue. The community is well informed about uranium, radiation, mining and mine tailings management.
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. Any potential effects on natural areas or features of significance will be mitigated.

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 addressed¹⁰. Table 11 draws on information outlined in the previous discussion to understand the potential to foster well-being in Elliot Lake 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. Elliot Lake realizes that it would be essential to develop or enhance relationships with all of the foregoing groups to support the implementation of the project.

¹⁰ 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 community’s heritage, many local residents are well aware of safety measures related to uranium and radiation and mines tailings management.
	<p>Sustainable built environments</p>	<p>Enhanced</p>	<ul style="list-style-type: none"> ▪ Community infrastructure 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"> ▪ 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 Elliot Lake and surrounding North Shore communities – hundreds of new jobs could be created in Elliot Lake. ▪ With these jobs comes the potential to increase the current population of Elliot Lake and surrounding North Shore 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,</p>	<p>Enhanced</p>	<ul style="list-style-type: none"> ▪ Elliot Lake has expressed a strong desire to diversify its economy and continue to provide stable employment

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
	livable communities		opportunities for new and existing residents. <ul style="list-style-type: none"> ▪ APM Project appears to be a good fit with community objectives and aspirations in this regard.
Potential for enhancement of the community's and region's long term sustainability through implementation of the project, including factors identified by Aboriginal Traditional Knowledge	Health and safety of residents and the community	Maintained	<ul style="list-style-type: none"> ▪ 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"> ▪ Further dialogue and effective mitigation and environmental protection measures will be required to 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 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 North Shore communities is underway. All of the local municipalities in the 'learn more' process have demonstrated interest in the project and going forward. It is expected that they will be able to make informed and effective decisions. ▪ Engagement of communities further afield is at a preliminary stage.
	Balanced growth and healthy, livable communities	Enhanced	<ul style="list-style-type: none"> ▪ Engagement of surrounding North Shore communities is underway. ▪ Engagement of communities further afield is at a preliminary stage and further dialogue would be required

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
			to explore aspirations for growth and well-being. <ul style="list-style-type: none"> ▪ 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"> ▪ Elliot Lake 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 infrastructure are generally in good shape and can accommodate some growth in population. Provincial highways can be enhanced. ▪ Some investments would be required to accommodate identified infrastructure renewal requirements.
	Potential for social infrastructure to be adapted to implement the project	Yes	<ul style="list-style-type: none"> ▪ Elliot Lake has 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, Elliot Lake would require some assistance in terms of planning, human and financial resources. ▪ Further studies will be required to explore the specifics of these requirements.
Potential to avoid or minimize effects of the transportation of used	The availability of transportation routes (road, rail, water) and the adequacy of associated	To be determined	<ul style="list-style-type: none"> ▪ The community and region have access to multiple modes of transportation which have adequate capacity for this project. ▪ The North Shore communities have rail and industrial port facilities..

Factors that Address the Well-Being of a Community	Evaluation Factors to be Considered	Potential Effect of APM Project	Discussion Based on Preliminary Assessment
nuclear fuel from existing storage facilities to the repository site	infrastructure and potential to put such routes in place from a social perspective		<ul style="list-style-type: none"> ▪ The relative ease of accessibility of Elliot Lake to highways and roads is important to community well-being because it demonstrates connectivity between different transportation and community nodes. ▪ Engagement of surrounding North Shore communities is underway and their infrastructure would require some minimal support due to population growth.
	The availability of suitable safe connections and intermodal transfer points, if required, and potential to put them in place from a social perspective	To be determined	<ul style="list-style-type: none"> ▪ Rail and local port facilities and their location on the Trans-Canada Highway offer safe connections and intermodal transfer points. Raw and processed uranium is already transported by truck via the Trans-Canada Highway through the North Shore communities most business days. ▪ 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.
	The NWMO resources (fuel, people) and associated carbon footprint required to transport used fuel to the site	780-1,140 tonnes of equivalent carbon dioxide emission is expected to be produced per year	<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 Elliot Lake, 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.
	The potential for effects on communities along the transportation routes and at intermodal transfer points	To be determined	<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 North Shore 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, Elliot Lake shows strong support for the APM Project and strong support for its leadership who have demonstrated proactive commitment to stay engaged in the siting process.

7.1 Overview of Engagement

NWMO has engaged with Elliot Lake leadership and community members, as well as initiated dialogue in surrounding communities, First Nations/Aboriginal and Metis organizations through a variety of means, including:

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

Initial discussions with a cross-section of community leaders, briefings and conversations with community groups, and conversations with residents during open houses suggest there is interest in the community to continue to learn about the project and consider hosting the project. 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 Huron 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. There also appears to be a strong and growing interest to continue and move forward with the siting process.

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

7.2 Summary of Issues and Questions Raised

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

7.2.1 Key Challenges, Issues and Comments

The key challenge for Elliot Lake, as identified through the various engagement activities, is to create diversification of the economy by adding additional employers. Although the health and social services supporting Retirement Living is prevalent in Elliot Lake, there is a concern about being overly dependent upon these economic activities and related services. There is a desire to provide new economic opportunities that will provide new skill sets in the area, enable stability in the workforce and encourage professionals to live and work in the community.

Maintenance of the pristine natural environment while providing economic growth is a community desire. The uranium heritage of the community is valued. Ensuring access to recreational activities (e.g. boating and fishing) as well as maintaining the intrinsic natural attributes is a goal of the community. Provisions of new and expanded recreational facilities are another community desire as echoed in the Cultural Master Planning Process. 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. For instance, upgrades and improvements to the local hospital would be a benefit of the project.

7.2.2 Summary of Key Interests/Questions

In Elliot Lake, 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:

- Effects on community image (and integration of APM with the existing economy);
- Economic benefit and opportunities for growth; and
- Health, safety and environmental risks.

Effects on Community Image (and integration of APM with the existing economy)

Some community members indicated that they were concerned about the effects of the potential siting of the APM Project on the marketing efforts of Retirement Living and the new cottage lot developments. These community members are concerned that new nuclear activities in the community (or returning to their nuclear past) will detract from the current natural environment living that the Retirement Living model has promoted over the last decade. They seek a well-planned transition to an economy that includes a renewed nuclear focus featured by APM. With adequate planning, such a transition should not be a problem.

Economic benefits and opportunities for growth

Residents are interested in the potential for the APM Project to bring economic diversity to the community. APM is seen as a mechanism that will provide economic development in areas in addition to the Retirement Living model. The potential to widen the variety of 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 as well as the development of additional and larger retail stores to service an increased population. Elliot Lake is looking for a flagship retailer associated with the rebuilding of new retail facilities.

Health, safety and environmental risks

Some 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, as well as the effects on tourism in the area. Protecting the natural environment as well as preserving is an important desire of community members. However, residents are aware of radiation related matters and this is a very strong uranium mining heritage community.

Secondary Interests

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

- Community and infrastructure improvements;
- Jobs directly related to the APM Project; and

- Relations with First Nations.

Community and infrastructure improvements

From discussions with community leaders and residents, many Elliot Lake residents are supportive of the APM Project. 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 thrive in the absence of the APM Project. Residents are interested in the potential community benefits the APM Project may bring to Elliot Lake such as increased recreational facilities and improvements to healthcare facilities.

Jobs directly related to the APM Project

Elliot Lake is keen to capture jobs related directly to the APM Project and specifically skilled and professional jobs. It is also eager to keep youth living and working in the community and being able to provide such jobs would prevent people from moving to larger centres to find work. Questions may focus on what type of employment opportunities will be available. Many Elliot Lake residents indicated they would be content in sharing the jobs available with surrounding North Huron communities. NWMO job training programs would also be desired.

Relations with First Nations

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 tied to one another through their political and administrative constituency as fellow neighbouring communities. Beyond their shared interest in learning about the APM Project, these communities are connected through government ties and shared planning.

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

Moving forward, engagement activities with interest groups within Elliot Lake 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, briefing and dialogue in the North Huron communities (Town of Blind River, City of Elliot Lake The Township of the North Shore, Town of Spanish). The engagement process needs to expand to include more interests in the wider area as well as dialogue with First Nations and Métis groups.

8.0 Key Questions in the Site Selection Process – Summary

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

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

There is high potential for sustained interest in the local community. Elliot Lake is a larger northern community. People work as a team; however, there are some challenges regarding potential opportunities to add further diversity to the Retirement Living economic development initiatives. Residents are supportive of learning about the APM project in Elliot Lake or the North Huron area. There is confidence that the community will be able to continue in the process.

At this point in time, there is a high potential for sustained interest in the surrounding communities. The surrounding North Huron communities are in support of continuing to learn about the APM project and are engaged in the Learn More process. Local community leaders have indicated that it is important to have the involvement of local First Nations and Métis groups. Elliot Lake and Serpent River First Nation cooperate on infrastructure projects. Surrounding community mayors in the North Huron area (e.g. Town of Blind River, Town of Spanish and the Township of the North Shore) are supportive of continued learning 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 high potential for the APM Project to foster well-being in Elliot Lake. Elliot Lake's vision and aspirations align with APM and they are adaptable to taking on another project and growing their population. There is knowledge and understanding and in many cases respect for nuclear related activities based on experience with uranium mining and refining in the area. Elliot Lake has current and previous experience with the nuclear industry (e.g. World's Uranium Capital, uranium mining, uranium mine tailings management) and attracting and sustaining a large workforce. The community has walkable and accessible infrastructure and has other factors (e.g. shopping and some amenities) to attract a younger workforce. Recreational facilities are very good – there are many trails, skiing, beaches, golf course, etc. Active living is a marketing tool for Elliot Lake. The APM project has the potential to help advance features of community character including a need identified by the community for increased economic diversity from the local economy focused on retirees, higher standards of development, expanded and enhanced retail services, and population growth.

There is also a potential for the APM Project to foster well-being in the surrounding communities. Surrounding North Shore community aspirations align with those of Elliot Lake, 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. Each of the communities was affected by the development and decline of the uranium mines. Preliminary discussions have revealed a strong interest in the economic development potential offered by the project to the broader 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 peoples¹¹.
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, including how plans interact with the current Retirement Living focus.
 - b. Effective implementation of project planning at a broader level, involving the surrounding communities and potentially affected Aboriginal peoples, will be important in successful implementation of the project.
3. Interest in the community for further learning about the project needs to be sustained:
 - a. The site selection process spans several years and interest and conversation in the community and area needs to be sustained throughout this process, including multiple election cycles.
 - b. The potential effects of the project on the community and area would be substantial and the community and area will need support to further explore their interest and take an active role in discussions of how the project should be implemented.
 - c. Opposition groups may actively seek to influence community decision-making and community leaders will need to respond to these pressures. Elliot Lake will require support to prepare for

¹¹ NWMO, 2010b. NWMO Aboriginal Policy. Toronto, Canada.

the next phases of the siting process if they are to proceed. However, their nuclear legacy makes them already well informed.

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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