

Nuclear Economic Development and Innovation Initiative

A Collaborative Approach to Regional Economic Development



Bruce Power[™]

Innovation at work



45.0°N 81.3°W

BRUCE
county

Be an explorer.

“This partnership and the success that we have had to date, with the region supporting us every step of the way, is helping us move steps closer to achieving our vision of establishing a nuclear energy economic hub. We could not achieve this without working hand in hand with our suppliers and our communities – because together we are stronger.”

Mike Rencheck, President & CEO, Bruce Power

“Since the launch of the partnership, we have seen a transformation in our communities – with land being serviced and new developments taking place – much more quickly than anyone ever anticipated. There are new businesses expanding into our region, creating new employment opportunities across our communities and we are seeing the economic spin-off effects throughout our County.”

Paul Eagleson, Warden, County of Bruce



A message from our partners

In September 2016, Bruce Power and the County of Bruce partnered to launch the Nuclear Economic Development and Innovation Initiative. Given Bruce Power's multi-billion dollar investment program, to refurbish its reactors and extend the life of its units to 2064, it is important that the local communities are engaged and the local opportunities of this investment are leveraged across the region.

With the largest single infrastructure project in Canada underway- the jobs, investment and economic impacts that will result from this project will make a significant contribution to Ontario's economy. It is estimated that the project will result in 22,000 direct and indirect jobs and \$4 billion in annual Ontario economic benefit through direct and indirect spending. This establishes a stable foundation for economic growth across Ontario and seeing more of these investments occur locally – a priority for us.

The local communities and surrounding region are an important part in helping us realize more of these benefits locally. As part of the Initiative, we established the Nuclear Industry Regional Advisory Committee to help provide direction, insight and guidance as we moved forward and collectively work toward achieving a common vision for the nuclear sector in the region.

We know that in the communities within Bruce, Grey and Huron counties a strong Bruce Power means stronger communities and stronger communities mean a stronger Bruce Power.

JAMES SCONGACK

VP Corporate Affairs & Environment, Bruce Power

KELLEY COULTER

Chief Administrative Officer, Bruce County

Co-chairs for the Nuclear Industry
Regional Advisory Committee



Innovation at work



Be an explorer.

"Huron County is pleased to play an important role in helping support and grow our nuclear sector and secure the long term success of Bruce Power and the surrounding region. We know how important this is for our region – bringing in new investments, new jobs and new ideas - and are pleased to play a role."

Jim Ginn, Warden, County of Huron

"The active role Bruce Power is playing to engage the region and bring more economic benefits locally, as a result of their investment program, has built a momentum that we will see continue for years to come."

Stewart Halliday, Warden, County of Grey

"The Bruce Power Pensioners Association is proud to be a part of this Initiative. The sustainability of our region is a priority for our members. We have children, grandchildren and great-grandchildren who will be able to live and work in our region because of the long term employment opportunities this partnership has created."

Doug Mullaly, President, Bruce Power Pensioners' Association

"To be actively engaged and a key player in advancing this Initiative is an important priority for our organization – whose mission it is to work with community partners and pursue local solutions to overcome training and employment barriers."

Gemma Mendez-Smith, Four County Labour Market and Planning Board

"I see the transformation in our communities as a result of this Initiative – there are new employers, new jobs and our municipality is planning for future growth. It has been a great opportunity to be actively engaged in moving this forward."

Melissa Kanmacher, Advisory Committee Member for Arran-Elderslie

"Not only has the partnership benefitted the region by bringing in new investments – the launch of couponcountry.ca supports our vibrant small business sector and recognizes the important role they play in building a strong community."

Barb Fisher, Executive Director, Bruce Community Futures Development Corporation



What is the Nuclear Economic Development and Innovation Initiative?

In September 2016, Bruce Power and the County of Bruce launched the Nuclear Economic Development and Innovation Initiative. The Initiative is a jointly funded partnership designed to leverage economic opportunities in communities across Bruce, Grey and Huron Counties, given Bruce Power's multi-year, multi-billion dollar investment program.

The Initiative is an equal partnership funding arrangement between Bruce Power and the County of Bruce that recognizes and includes Huron County and Grey County in its delivery and engagement process.

Historically, public-private partnerships are used to finance, build and operate projects, such as public transportation networks, parks and convention centers.

The public-private partnership that established this Initiative redefines how the private sector can take a leadership role in enhancing the economic well-being of the communities that benefit from their operations and the local economies in which they support.

The Initiative's focus is on the nuclear industry - expanding nuclear supply chain businesses into the region while building the regional network and community capacity to support and sustain this long term growth opportunity.

The Initiative is a public-private partnership like no other.



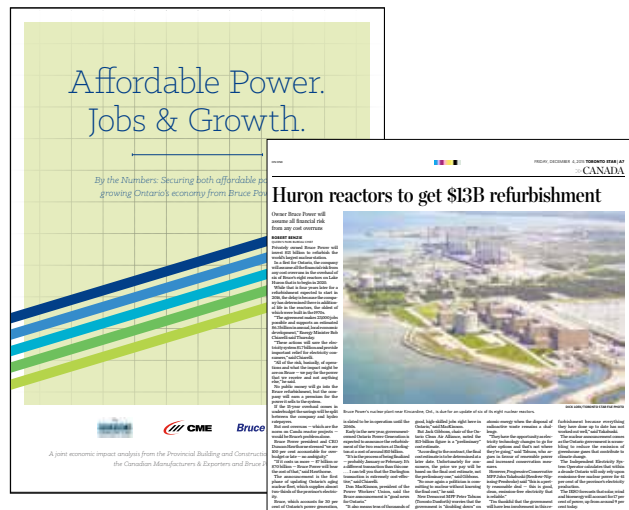
Why was the partnership formed?

The foundation for establishing the Nuclear Economic Development and Innovation Initiative occurred in December 2015, when Bruce Power signed a \$13 billion, multi-year investment agreement with the Independent Electricity Systems Operator (IESO).

The agreement establishes a commercial framework for Bruce Power to advance a long term investment program to refurbish its nuclear fleet and help secure the site's operations until 2064.

The long-term power supply contract with the IESO provides stability for the company while guaranteeing Ontario ratepayers a competitively priced source of carbon-free electricity for decades.

The agreement will result in significant investment by Bruce Power and have a profound economic impact across Ontario. In October 2014, a coalition of respected business, economic development, trades and union leaders released an Economic Impact Study* on the positive role the Bruce Power site plays in the province. Developed by the Provincial Building and Construction Trades Council of Ontario, the Canadian Manufacturers & Exporters and Bruce Power, the study titled "Affordable Power. Jobs & Growth." highlights the positive impact Bruce Power's eight nuclear units have on keeping power prices stable and low in Ontario, while providing a major boost to the province's economy.



The Initiative is in response to Bruce Power's Long Term agreement with the IESO and the significant economic impact this investment will have in Ontario.

The Initiative is designed to bring more economic benefits into the regional economies of Bruce, Grey and Huron Counties.

What are the partners roles?



Innovation at work

As an equal funding partner, Bruce Power takes an active role in encouraging more economic opportunities and business investment to the region.

Bruce Power multi-billion dollar, multi-year investment program will see significant contracts secured with its nuclear supply chain companies – and new partnerships formed with these companies - across Ontario and around the world.

The level of investment that will be made in its life extension program will require long term partnerships with its supply chain companies – working closely, hand-in-hand to deliver the project on time and on budget.

Building on these relationships and emphasizing the importance of establishing a local presence to achieve long term success can only be driven by Bruce Power.

Bruce Power has adopted a leadership role in working with its supply chain companies to emphasize the importance of establishing a local presence and supporting the regional economy in which it operates. By bringing more investment and economic benefit to the region, Bruce Power is building a strong, sustainable local economy, able to support its operations in the long-term.





As an equal funding partner, Bruce County works hand in hand with communities across the Bruce, Grey and Huron region to help build the capacity to support and sustain growth in its communities.

Bruce County works closely with municipalities to play an active role in business investment and retention to help ensure the communities are strong, vibrant and able to support long term sustainability as their communities grow as a result of business expansions.

The region is made up of smaller, interdependent municipalities and several communities within these municipalities. In order to support the anticipated growth –building on these local relationships and networks is an essential element to achieving success.

Supporting community capacity building to retain these supply chain companies establishes a continuum of care model where new businesses, new employees and new residents can move into a community and have the necessary infrastructure and support systems in place to remain in the community.

THE JOINTLY FUNDED POSITION:

Created through a joint Memorandum of Understanding, the funding arrangement established a position focused on Business Investment as it relates to Bruce Power and the nuclear sector.

The Business Investment position's key functions are to:

- a. Facilitate the local and regional economic development planning process to support this initiative, working in collaboration with existing economic development organizations in the region;
- b. Support and participate in community economic development committees and forums, developing positive working relationships and partnerships, while sharing information and resources;
- c. Develop a Nuclear Industry Investment Strategy which will include an economic analysis of the region, an assessment of Bruce Power's long-term business needs, and an action plan for achieving results;
- d. Research, identify and provide recommendations on regional economic development and business investment opportunities to the county and Bruce Power;
- e. Work with prospective businesses to access local employment information, local contacts and services, and government incentive programs;
- f. Act as a liaison between the municipal organizations, and current or prospective business owners, and
- g. Act as a liaison between surrounding communities including Huron County, and Grey County.

The position facilitates the relationship between the private sector businesses expanding into the region and the communities that benefit from these investments. It builds relationships and connects the various components required to achieve success.



Why is a regional approach critical for success?

Rural Ontario is unique in its make up of communities, services and amenities. Communities across Bruce, Grey and Huron Counties are inter-dependent and work together to deliver a range of programs, services and amenities, working across political boundaries to achieve integrated, sustainable delivery models in a number of sectors.

The Initiative recognizes that no-one community can support and sustain the growth that is associated with business expansions and employment and residential growth. Similar to the approach our health care system, education system, and service sector businesses have adopted – the region depends on a geographically integrated deliver model – building on the strengths of its various communities and creating a network of businesses across the region.

Communities cannot operate in isolation, each has varying strengths, services and distinct opportunities. The Initiative recognizes the inter-dependence of communities and builds on these relationships to help ensure sustainable growth can be achieved across the Bruce, Grey and Huron region.



How do we engage our regional partners?



Successful economic development initiatives bring together various organizations and partners to focus on the collective interests of a broader economic region. Although leaders in moving the Nuclear Economic Development and Innovation Initiative forward, Bruce Power and Bruce County recognize there is a role for the entire region to play to ensure the Initiative is inclusive and sustainable.

Bruce Power's economic impact is seen across the Bruce, Grey and Huron region. Its employees live in communities across the three Counties and its community investments take place across the region.

That is why the Initiative spans three Counties and engages municipalities and broader economic development organizations in these counties. In order to be successful, the governance across the region collectively works together to support, inform and move this Initiative forward.

To guide the Initiative, a Nuclear Industry Regional Advisory Committee was established that brings together key economic and political leaders across the Bruce, Grey, Huron region.

Our Vision

Bruce, Grey and Huron Counties are a nuclear energy economic hub, able to support and advance Bruce Power as a world leader in the nuclear sector.



The Nuclear Industry Regional Advisory Committee members

- | | |
|-------------------------------------|---|
| Bruce County Municipalities: | Canadian Union of Skilled Workers |
| Arran-Elderslie | |
| Brockton | Ministry of Economic Development and Growth |
| Huron Kinloss | |
| Kincardine | Ontario Ministry of Agriculture, Food and Rural Affairs |
| Northern Bruce Peninsula | |
| Saugeen Shores | Four County Labour Market and Planning Board |
| South Bruce | |
| South Bruce Peninsula | |
| Bruce Power Pensioners Association | Bruce Community Futures Development Corporation |
| Grey County | Saugeen Economic Development Corporation |
| Huron County | |
| Huron Chamber of Commerce | Ontario Youth Apprenticeship Program |

How did we set goals and priorities?

To guide the Initiative, a Nuclear Industry Regional Advisory Committee was established that brings together key economic and political leaders across the Bruce, Grey, Huron region. **There are 5 key functions associated with the Advisory Committee:**

- 1** Provide support, insight, and information on the development and implementation of a Nuclear Industry Investment Strategy;
- 2** Represent your area on the Committee by facilitating information gathering between your represented area and the Business Investment Specialist;
- 3** Coordinate information gathering on behalf of your represented area;
- 4** Participate on investment specific sub-groups to support and ensure coordination on specific investment opportunities, and

- 5** Coordinate information gathering on behalf of your represented area;

In addition to the Advisory Committee, Action Teams are established that focus on key areas of the Initiative that require additional support and engagement. This includes a Local Training Action Team which is focused on identifying opportunities to enhance the local labour market to benefit from the economic investment occurring and the Welcoming Communities Action Team focused on building community capacity to support new resident attraction and retention.

The first step in moving the Initiative forward was developing a framework to guide its progress. This was achieved by establishing a Nuclear Industry Investment Strategy - a framework for moving forward and setting criteria to monitor progress and measure results. A collective vision was developed with three main goals:

A collective vision was developed with three main goals:

- 1** Expand the regional supplier network to support Bruce Power's long term needs;
- 2** Enhance regional training and employment opportunities, including opportunities for Indigenous communities, that align with the nuclear sectors long term needs, and
- 3** Support and promote community investment readiness to better align with an expanded regional supplier network and increased employment opportunities.

Feedback into the development of the Strategy was received during the 2016 Economic Development and Innovation Summit, which gathered political, economic development and community leaders to launch the Initiative.

The Summit's Round-table discussions included gathering feedback on a vision, goals, action items and measuring results. Following the Round-table discussions, a draft of the Strategy's key components was reviewed by the Nuclear Industry Regional Advisory Committee, established to support moving this initiative forward.

The Nuclear Industry Investment Strategy is a truly collaborative effort - developed by the region, for the region.



How do we keep our partners and the community engaged and informed?

Meetings

The Nuclear Industry Regional Advisory Committee is used as the main forum for communicating information and seeking direction.

The Committee meets quarterly, receiving updates and providing direction on key areas of focus. It is also a forum for members to discuss various activities they are leading to support growth in their communities.

Newsletters

Monthly newsletters are provided to the Advisory Committee to share with their communities and local councils. In addition to monthly updates, detailed annual updates, that track overall progress are also provided.

News Releases & Events

Media releases are issued to local media for each supplier expansion to inform the general public of the new businesses expanding into the region.

Ribbon Cutting events take place for suppliers to celebrate the opening of their new locations and includes local leaders, community members and local media.

Website Presence

Information on the Initiative is made available through www.brucepower.com/suppliers and www.brucecounty.on.ca

Presentations

Annual presentations are made to county and local councils, along with updates to local business organizations, and local economic development committees.

Targeted Stakeholder Sessions

Focused sessions with key stakeholder organizations occur from time to time. This includes a forum to engage the development and realtor communities on growth projections and long-term opportunities, and a forum to bring together the small business community to learn more about products to support shopping local as part of the Initiative.

Annual Event

Annually, the Initiative holds an event that brings together community leaders, economic development organizations and other stakeholders in a full-day Economic Development and Innovation Summit.



How do we engage Indigenous communities?

To help deliver on key goals set out in the Nuclear Industry Investment Strategy and engage the local Indigenous communities, Bruce Power has partnered with its suppliers to create an **Indigenous Relations Supplier Network (IRSN)** as they look to further strengthen their relationships with local Indigenous communities.



This is a key vehicle to ensure that Indigenous communities will have the opportunity to actively participate in the company's ongoing investment program in the area of employment, business partnerships and procurement.

This is an important part of regional economic development - the IRSN, will focus on a coordinated and collaborative approach to community investment, training, education and employment in the Indigenous communities.

This network consists of all our major suppliers and will assist with efforts to increase employment from Indigenous communities, and to leverage business development opportunities as a way to create new - and support existing - Indigenous-owned businesses. The local presence of the supply chain enables this network to move forward quickly and successfully in achieving its objectives.

The IRSN is supported through the Organization of Canadian Nuclear Industries (OCNI) local office in Port Elgin.





What have we achieved?

New investments in our region bring new residents and more disposable income.

A strong small business community supports a vibrant community and a vibrant community helps small businesses thrive.

Strong, vibrant, and sustainable small businesses will help the region provide the necessary products, services and amenities across our small towns and larger communities.

A website portal into the region was also launched —

www.greaternuclearenergyarea.ca

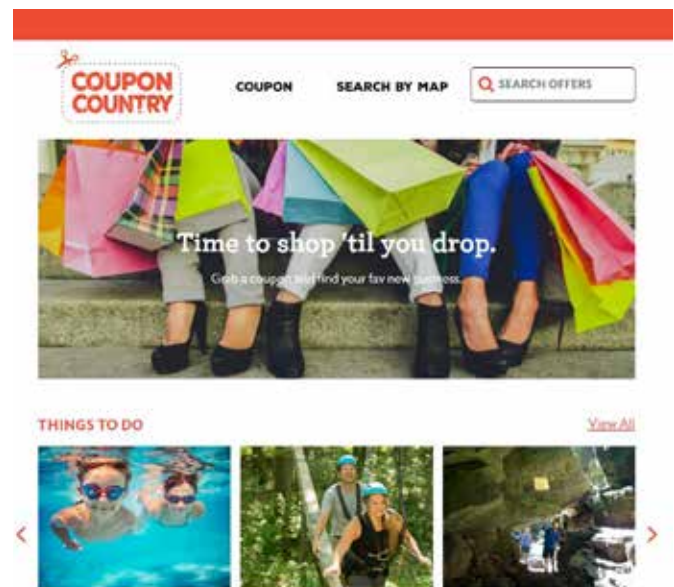
to help prospective and new residents gain access to information on housing in the region; access the coupon website and learn more about our communities.



That is why we launched www.CouponCountry.ca

A new website that promotes shopping locally, across Bruce, Grey and Huron Counties.

The website offers businesses the opportunity to design, develop and post a coupon for free.





What have we achieved?

There are two main components required to achieve success:

- 1 Expanding Bruce Power's local supply chain network.
- 2 Building community capacity to support sustainable growth in the long term.

Conclusion

Bruce Power's Life-Extension Program is underway. Supporting its program and investments through an enhanced regional supply network; community investment readiness, and sustainable growth opportunities are critical to help ensure the long term success and sustainability of the regional economy.

In addition to realizing the regional economic benefits of Bruce Power's Life-Extension Program, the Initiative supports and complements various economic development initiatives and strategies across the region. It builds on the region's strengths, connects various communities and supports the integration of businesses into these communities.

Working together we can achieve sustainable long term growth and a nuclear energy economic hub across the Bruce, Grey and Huron region.

Business Investment



12 supply chain companies expanded into the region, with a commitment to collectively create up to 250 jobs in the next 3-4 years.



Local presences established in 4 communities across the region.



Over 75,000 sq ft of existing, underutilized commercial and industrial spaces filled.



9 acres of land purchased for new build.



Industrial and residential land under development in several communities.

Community Capacity Building



Inventory of underutilized assets (warehouses, land) gathered and maintained.



Communities have the awareness and capacity to collect and update information on assets in their municipalities and work with landowners and developers at future development opportunities.



Local Training Action Team has been established to assess the feasibility of a local training facility in the region and collectively understand the gap in the availability of labour and labour requirements of employers.



A single point of contact established to facilitate the expansion of companies, working closely with local communities.



Launch of couponcountry.ca to promote local businesses to residents across the region. A free tool for local businesses to create and post coupons to promote shopping local.



Part of longer term regional sustainability.



Launch of greaternuclearenergyarea.ca — a welcome website to provide a portal into the region's community assets and amenities.



A Welcoming Communities Action Team established to: develop a portal into the region and highlight key assets; work with municipalities on information and resources for prospective and new residents, and develop a Tool Kit for municipalities on how to successfully integrate new residents into their communities.

The Partners



The Business Expansions

