

NWMO Citizen Panels Aggregate Report: Phase One

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Navigator Ltd.

nwmo

NUCLEAR WASTE
MANAGEMENT
ORGANIZATION

SOCIÉTÉ DE GESTION
DES DÉCHETS
NUCLÉAIRES



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Nuclear Waste Management Organization

The Nuclear Waste Management Organization (NWMO) was established in 2002 by Ontario Power Generation Inc., Hydro-Québec and New Brunswick Power Corporation in accordance with the *Nuclear Fuel Waste Act (NFWA)* to assume responsibility for the long-term management of Canada's used nuclear fuel.

NWMO's first mandate was to study options for the long-term management of used nuclear fuel. On June 14, 2007, the Government of Canada selected the NWMO's recommendation for Adaptive Phased Management (APM). The NWMO now has the mandate to implement the Government's decision.

Technically, Adaptive Phased Management (APM) has as its end-point the isolation and containment of used nuclear fuel in a deep repository constructed in a suitable rock formation. Collaboration, continuous learning and adaptability will underpin our implementation of the plan which will unfold over many decades, subject to extensive oversight and regulatory approvals.

NWMO Social Research

The objective of the social research program is to assist the NWMO, and interested citizens and organizations, in exploring and understanding the social issues and concerns associated with the implementation of Adaptive Phased Management. The program is also intended to support the adoption of appropriate processes and techniques to engage potentially affected citizens in decision-making.

The social research program is intended to be a support to NWMO's ongoing dialogue and collaboration activities, including work to engage potentially affected citizens in near term visioning of the implementation process going forward, long term visioning and the development of decision-making processes to be used into the future. The program includes work to learn from the experience of others through examination of case studies and conversation with those involved in similar processes both in Canada and abroad. NWMO's social research is expected to engage a wide variety of specialists and explore a variety of perspectives on key issues of concern. The nature and conduct of this work is expected to change over time, as best practices evolve and as interested citizens and organizations identify the issues of most interest and concern throughout the implementation of Adaptive Phased Management.

Disclaimer:

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NAVIGATOR

NWMO Citizen Panels Aggregate Report Phase One

NUCLEAR WASTE MANAGEMENT ORGANIZATION
DECEMBER 2007

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1. EXECUTIVE SUMMARY

Panelists reviewed the NWMO brochure in great detail and provided a great deal of feedback that is outlined in Section 4a of the report. As well as the brochure, Panelists reviewed and, on the whole, were very receptive to the NWMO's transparency policy, strategic objectives and website. All documents were able to communicate their intent, were understood on a basic level and were judged as fair and well presented.

Each Panel discussion opened with Panelists sharing conversations they had with family, friends or colleagues following the last discussion. Many cited the need for further awareness and education on used nuclear fuel and even suggested adding it to public school curricula.

Many Panelists had difficulty in conceiving a "willing host community" that would accept used nuclear fuel into its midst. There was quite a consistent feeling that any community willing to "host" the used nuclear fuel would be compromised by poverty, a lack of education, widespread unemployment or some other inducement. Simply put, Panelists were concerned that any "willing host community" might be choosing a short-term gain in exchange for long-term pain.

The challenge with the term "willing host community" appeared to emerge from pure semantics. "Host" and "community" seemed euphemistic. The word "host," as one would host guests or host a party, did not appear to be contextually appropriate and was felt by Panelists to be a thin attempt to mask unpleasantness. The term "community" was consistently viewed by Panelists as an inhabited area with children, schools, homes and families.

Elements of Adaptive Phased Management, as introduced to Panelists in both the Preparatory research phase as well as in Phase One through the NWMO brochure, did not remain in the forefront of Panelists' minds throughout the Panel discussion. Despite what was communicated in the brochure, many Panelists did not understand that an underground storage solution had been chosen and many would often return to the need for retrievability despite previous discussions on the matter.

Those Panelists in locations with heavy industry, such as Saint John and Sault Ste. Marie, clearly feared the interests of large entities, such as corporations and the government, trumping those of regular citizens. These Panelists often felt that any consultation was merely a superficial effort and would have little effect on outcome. Each pointed to anecdotes about activities they felt had a negative environmental impact on their communities in which consultations were ignored. This cynicism carried over to the NWMO, as a large organization backed by private power concerns.

Panelists took an interest in the subject matter presented, tabled questions for future sessions and completed three hours of discussion as well as follow-up work at home following the session.

2. NWMO CITIZEN PANEL BACKGROUND

a. Citizen Panel

Building on previous qualitative research studies, the NWMO contracted Navigator to initiate Citizen Panels in 8 cities across Canada. The goal of the Citizen Panel project was to further explore the feelings, attitudes and perceptions of Canadians toward the long-term storage of Canada's used nuclear fuel.

The Citizen Panel project is markedly different than the qualitative research projects that have preceded it. The intent of the Citizen Panel format used in this project is to allow for the discussion to be formed and driven by the views of the individual Panelists. These Panelists have had a brief introduction to the NWMO and are aware of rudimentary facts surrounding Canada's used nuclear fuel such that an informed discussion can occur.

Phase One of the Citizen Panel project occurred in late fall 2007.

A general outline of discussion objectives, as well as discussion materials intended to guide the work of the Panel were prepared in advance of the Citizen Panel. Reproductions of all materials shown to the Panel can be found at the end of this report as appendices.

b. Panel Methodology

These Citizen Panels have been designed, as much as possible, as collaborative discussions facilitated by a Discussion Leader. They are separate and apart from focus groups in that they empower individual Panelists to raise questions and introduce new topics. The role of the Discussion Leader, in this format, is merely to introduce new topics of discussion and lead the Panel through a number of discussion exercises.

As well, additional measures were incorporated into this Citizen Panel format to empower individual Panelists. Each Panelist was made aware of their independence and responsibilities to both contribute to, and lead, the Panel discussion. A transcriber, traditionally taking contemporaneous notes behind one-way glass or in another room, was, in this case, placed inside the discussion room. Panelists were empowered to direct him or her to take special note of elements of the Panel discussion they felt were important, or ask him or her to recap any part of the discussion upon request. A commitment was made by the Discussion Leader that the notes taken would be sent to Panelists for review, possible revision and approval, to help Panelists have faith they are in control of the proceedings and ensure their contribution is reflected accurately.

Potential Panelists were originally selected through random digit dialling among a general population sample in the wide area in which each Panel was held. Individuals called underwent a standard research screening survey in which they indicated that they were interested and able to participate in a discussion about a general public policy issue with no advance notice of the specific topic. Individuals were screened to include community-engaged opinion leaders in at least one of these topics: community, environment, and/or public/social issues. Those that passed the screening process were asked to participate in a traditional focus group on the perceived trust and credibility of the NWMO, which allowed an introduction to the topic of used nuclear fuel and topics such as Adaptive Phased Management. The discussions were neutral in tone and did not pre-suppose any outcome on issues such as nuclear power generation and siting for used nuclear fuel.

At the end of this research study, participants were asked if they would be willing to continue in discussions on the topic of used nuclear fuel. Those that expressed interest were placed on a “short list” of potential Panelists for the four-phased Citizen Panel project. Research professionals at Navigator subsequently used this pool to select Panelists that would ensure a diversity of age, gender and experience in the Panels. Only participants who demonstrated both a willingness and ability to contribute to group discussion and complete exercises were included in the pool. The content of each participant’s contribution in the focus groups was not reviewed by Navigator professionals. Rather, the only qualifiers were that individuals could speak clearly and were able to grasp concepts introduced to them at a basic level.

A target Panel population of 18 was determined for each location in the interest of ensuring the long-term viability of each Panel over the course of four discussions.

The NWMO brochure “Moving Forward Together” was provided to Navigator, in both English and French, as a discussion material for Phase One Citizen Panels.

Upon arrival, Panelists were given a twenty minute period to review the sixteen page brochure in its entirety. Each Panelist was given a red pen, green pen and a black “Sharpie” marker and instructed to, as they reviewed the brochure, mark page-by-page any element they felt positively about or agreed with in green and felt negatively about, or did not agree with, in red. Panelists were free to underline, circle, or mark with any mark to indicate a general like or dislike of any element in the brochure, including content, design, graphics or photographs. In cases where they had a question or comment about something they read or saw in the brochure, they were instructed to write their question on the document.

Additionally, after reviewing the entire brochure and marking it with both red and green pens, Panelists were asked to review their markings and identify the items they felt the most strongly about, both positively and negatively, by circling them with the “Sharpie” marker.

Instructions were provided by the Discussion Leader, as well as in written form. A copy of the instructions provided is attached in the appendices to this report.

The Discussion Leader, later in the Panel, led a discussion and page-by-page review of Panelist impressions of the brochure. To aid the discussion, the Discussion Leader had a large, laminated “storybook” version of the brochure.

A “heat chart” of the red and green pen exercise can be found in the Appendices at the end of this report.

Panelists, after individually reviewing the entire NWMO brochure, were asked to write down what they thought about the brochure, what they would say about the brochure and how the brochure made them feel. This metaphorical or projective exercise was an attempt to get a more nuanced view of the brochure and to have Panelists share some of their internal reservations they may have been holding back from the Panel. As well, this type of exercise reveals to us that more work needs to be done when it comes to NWMO’s identity, mandate and values.

These exercises were not discussed but done individually in writing and immediately collected.

After completion of the Think Feel Say exercise, Panelists were provided with an NWMO document summarizing the organization’s current strategic objectives. After reviewing this exercise, Panelists were asked to rate how important each strategic objective was to them, as well as how appropriate the particular objective was to them. The rating of importance was to demonstrate how important each Panelist felt it was for the NWMO to undertake each strategic objective, whereas the appropriate rating was intended to demonstrate how appropriate Panelists felt it was for the NWMO to have each as a strategic objective for the organization.

Additionally, Panelists were asked if any of the strategic objectives were unclear, or if there were any objectives not on the list that they would like to see present.

The results expressed were weighted and then tabulated, such that the first preference had the highest value, the second preference the second highest value, and so on. In the charts that follow, the total values are the sum of the weighted preferences.

After reviewing the strategic objectives, Panelists were provided with an excerpt of the draft NWMO's draft approach to transparency. The exercise was introduced with a reminder to Panelists about the frequency with which they raised the issue of transparency as an important pursuit and focus for the NWMO in the previous research phase of the study.

After taking time to review the document individually, Panelists were asked to discuss whether or not this met with their general expectations.

At the conclusion of the Panels, Panelists were provided with post-session work (homework) to complete following the Citizen Panel. The work consisted of a simple seven question survey to be completed after a brief review of the NWMO website. Those without any access or ability to use the internet were exempted from the exercise.

Part One of the Website Survey asks Panelists about their overall impression of the website, if the site appeals to them, who they felt the intended audience for the website was, if there was anything missing from the website, what they liked most and what they liked the least.

Part Two of the Website Survey asked Panelists to rate, on a scale of 1 to 7, with 1 being strongly agree and 7 being strongly disagree, their responses to the following questions:

1. I find the website has a consistent look and feel.
2. I find the website is easy to navigate.
3. I find the website has too much information.
4. I find that it is easy to find the specific information I am looking for on the website.
5. I find the navigation buttons are descriptive.

The survey could be completed in hard copy and mailed-in to Navigator or through an online survey engine. A copy of the survey questionnaire is included as an appendix to this document.

Currently, approximately 60% of Panelists have responded to the survey.

3. GENERAL FINDINGS

During this Phase of Citizen Panels, the NWMO brochure was reviewed by Panelists in advance of a general discussion beginning. While a significant amount of Panel discussion was directly related to a page-by page review of the brochure, there was an abundance of time for a more general discussion among Panelists. To this end, as the brochure had provided the most recent education Panelists had received on the issue, it naturally informed the Panel discussion.

We have identified a number of cross-cutting issues that were raised throughout discussion and represented areas of particular Panel interest, concern and discussion.

What follows are not findings but a collation of some of the issues on which all Panels felt strongly and felt they required more information.

Being a Good “Host”

In reviewing the NWMO brochure and launching into a discussion of a long-term storage solution, the conversation would quickly turn towards the issue of siting. The description of siting in the brochure left some Panelists questioning both each other and the Discussion Leader as to what would motivate any community to host the long-term storage solution for Canada’s used nuclear fuel.

The word “host” to many Panelists, as it was communicated in the brochure, seemed to imply that the invitation to locate the used nuclear fuel would emerge from the community. Most seemed to perceive this as unrealistic, as choosing a site for used nuclear fuel would inevitably be difficult, and ultimately involve the NWMO or the government themselves choosing a site and then mandating it against the will of at least some in the community.

In response to their perceptions of the word “host” from the brochure, some Panelists drew a picture for us of a community in a desperate position, needing jobs or money, and trading off its long-term health and safety for short-term economic benefits.

The word “host” to many Panelists implied invitation, goodwill and positive excitement about the arrival of a “guest.” In the words of a Panelist from Regina, Saskatchewan,

What glared at me was the notion of there being a host community. It seems very euphemistic, almost patronizing.

This perception from the brochure seemed disingenuous to a large number of Panelists. According to a Panelist in Saskatoon, Saskatchewan,

...it sound[ed] like politician promises, which makes me automatically suspicious.

Community

Extending from the issue of the incredulity of the word “host” in the eyes of many Panelists, many had a great deal of difficulty with the use of the word “community.”

The language of “host community” was, to some Panelists, inappropriately positive. As communicated in the brochure, some Panelists were left questioning whether some trickery would have to be employed to get a community to agree to be the “host.” According to a Saint John, New Brunswick Panelist,

We can guarantee that there would never be a community in the world that would want this. No community in the world where people would say “yes”.

To many Panelists, the word “community” conjured up images of a populated area, with all of the usual accoutrements of a small town. As a result, many openly wondered how such a facility would function with schools, roads and an abundance of people. Some Panelists even wondered why an unpopulated territory was not being considered in light of Canada’s wealth of under-populated and unpopulated land. Panelists pointed to the fact that they considered the use of the term “community” as being exclusive of this option.

Adaptive Phased Management

During the Preparatory Phase of Citizen Panels, Panelists were given a general overview of the major elements of Adaptive Phased Management. Panels, on the whole, did not engage in a specific discussion of the complex concept of APM. Rather, Panelists were only exposed to what was mentioned on APM in the NWMO brochure. Panelists were informed that a central site would be chosen at some point in the future, that any used nuclear fuel would be centralized, maintained and retrievable and that storage of the used nuclear fuel would be underground. Panelists, before the discussion began, were given time to review the NWMO brochure, which contains a breakdown of the elements of APM.

Even with the introductory knowledge gained during the Preparatory Phase of research, many Panelists were consistently unable to fully comprehend the issue of retrievability as it was communicated in the brochure. For instance, a large number of Panelists seemed to be unclear as to the fundamental principles of APM and repeatedly voiced hope that something could be done in future to re-task the used nuclear fuel into some other productive fuel source, such that a long-term storage solution was no longer necessary. When asking this question, some Panelists would do so in a way that assumed storing it would preclude this option. Furthermore, a few Panelists would contradict themselves when asking questions about the notion of engaging a final solution. Those that had stated some shock at finding out Canada was accumulating used nuclear fuel for approximately 40 years with no long-term plan to store it would then ask if we “need to rush” after having delayed so long.

Throughout these discussions, the elements of APM were missing from their knowledge. Unlike in other areas in which many had educated themselves with the brochure, a

number of Panelists were unable to correct themselves. For some reason, the facts around APM, as they were communicated in the brochure, did not resonate well with some, such that the element of retrievability, the decision for central storage or why underground was the best option were able to be quickly recalled in discussion.

With the limited amount of information able to be communicated by the brochure, a number of Panelists demonstrated anxiety around the words used to communicate the option of a shallow or temporary facility. While Panelists generally agreed, with little hesitation, that used nuclear fuel should not be stored at generating sites, adjacent to bodies of water and sitting above ground, the notion of a temporary facility, as it was communicated in the brochure, seemed unusual to them and the approach taken seemingly did not adequately explain to some Panelists why this would ever be necessary. As such, many Panelists felt that, once moved from its current location, the used nuclear fuel should go directly to its final resting place, rather than any temporary facility. In the words of a Panelist in Sault Ste. Marie, Ontario,

Why don't they put it somewhere permanent right off the bat? I don't like the word temporary. Why would they temporarily store it in one place and then risk moving it to another place? Why not just one place where it doesn't have to be moved and potentially exposed?

While the graphics were cited as helpful, a few Panelists could not identify what storage would look like and how it would work from the description provided in the brochure. Discussion seemed to indicate that some Panelists saw long-term storage as a “concrete sarcophagus” of sorts, in which there would be a risk of leaks in future. The notion of constant monitoring and ability to track the current state of the used nuclear fuel containers, as it was communicated in the brochure, was not left in the mind of Panelists.

As stated by a Panelist in Kingston, Ontario,

I didn't like the graphic [of the plant growing out of the two rocks]. It's wedged between two rocks which is where I expect they will put the nuclear waste.

While the discussion of used fuel rods was robust when reviewing the brochure, as Panelists saw the images illustrating its relative size as very helpful, a later discussion of storage demonstrated that some Panelists still came back to a belief that used nuclear fuel was in some way liquid or a state that allowed for “leakage.” As was mentioned by a Panelist in Sault Ste. Marie, Ontario,

If they're going to put it in concrete, how do we know the nuclear waste won't decompose and break down the concrete? Once it becomes radioactive, it will leak into the ground.

Underground Storage

A significant number of Panelists did not feel the brochure allowed them to reconcile why, exactly, underground storage was chosen or the only option after reviewing the NWMO brochure.

As was said by a Panelist in Sault Ste. Marie, Ontario,

They keep on repeating underground over and over like it's the only possible solution. We're just average people and we're not crazy about it. There has to be something else that can be done.

After reviewing the information concerning underground storage in the brochure, when concern about the text surrounding underground storage was mentioned, it was often in regards to its potential effect on water supply. Specifically, in the context of the limited information provided on APM in the brochure, A number of Panelists felt that if used nuclear fuel was put underground, it would endanger the water supply in some way, and expressed a desire to see that a satisfactory manner with which this could be monitored or prevented from happening over the long-term.

When the brochure referenced a cooling period for used nuclear fuel employing water in the first years after its use, some Panelists had expressed concern and needed further clarification about what would happen to the water involved, and whether or not this water could be cleaned or made safe after use as a coolant.

Extending from a concern about underground storage, specifically its potential effect on water supply, was the notion that problem would adversely affect children or the next generation. In the words of a Sault Ste. Marie Panelist,

I'm really concerned about the whole storing things in the ground. Until I see there is no possible way that there will be any groundwater contamination, what are we going to do to make sure our children aren't going to suffer because of our choices?

Financing

The long-term financing of the NWMO was not clear to most Panelists based on the information provided in the NWMO brochure. Many asked if nuclear power ceased to be an attractive or widely used source of electricity, would there still be operators who could finance the long-term storage of the used nuclear fuel.

The use of technical financial language and the discussion of the overall unfunded liability in the brochure left many Panelists with questions, specifically in reference to the perceived near one billion dollars not yet raised or identified. Panelists wanted clarification and assuredness from the NWMO that the cost of long-term storage was clearly planned, will not simply be an additional tax they must pay, or will be returned to them in other ways, like a higher utility bill.

Many appreciated the notion of “polluter pays” but this point has to be clearly reconciled with their perceived concern of the involvement of external parties, such as private companies, in the work of the NWMO , as well as in the funding a long-term management solution for used nuclear fuel. While they are very much in support of companies paying to help solve the problem, a number of Panelists often misinterpreted this communication in the brochure and expressed concern about external interests in the organization compromising the project in any way.

As stated by a Panelist in Saint John, New Brunswick,

In the middle of the paragraph on funding APM, it says that responsibilities rest on individual companies. I thought all of a sudden that the money will never be there. Who’s overseeing it? When you think of private companies, you don’t think the money will be there. It gave me a very negative feeling.

This was another instance in which Panelists told us that oversight by neutral public agencies was required.

The Aboriginal Community

There was unease amongst many Panelists about the language convention of referring to Canadians and Aboriginal peoples separately in the NWMO brochure. There was an immediate reaction whenever text was reviewed containing this distinction, with many fearing this was an inappropriate “tokenism,” either too politically correct or betraying some undeclared agenda to work with Aboriginal peoples on the project. According to a Panelist in Saskatoon, Saskatchewan,

It seems self-serving that they keep on putting Aboriginals in here. I myself am a native and I don’t remember anyone from my reserve being approached about it. It seems really self-serving.

While many Panelists appreciated the sensitivity of consulting Aboriginal peoples on a matter of environmental stewardship, particularly in light of the commitment of the Aboriginal community towards environment protection, they felt the document went too far. As stated by another Panelist in Saskatoon, Saskatchewan,

There’s a 5:1 ratio of Aboriginal people to technical people. Isn’t that a bit odd?

Transparency

The majority of Panelists, after reviewing the NWMO’s transparency policy, were very impressed with the organization’s commitment to transparency. Many felt the policy surpassed their expectations and most had no criticisms of the document so long as the NWMO actually fulfill their commitment. More detailed findings on the NWMO’s transparency policy can be found in Section 4b (iii) of the report.

Strategic Objectives

Most Panelists, upon review of the NWMO's strategic objectives, found them both important and appropriate for the organization to have. Panelists were asked to rate the objectives in terms of their importance and appropriateness and the objective concerning the NWMO's "strong research program" was rated as the most important and appropriate strategic objective by most Panelists. The majority of Panelists found the objectives to be clear and in line with their expectations. More detailed findings can be found in Section 4b (ii) of the report.

NWMO Website

Panelists were all provided with a website survey as part of their "homework" between Panel sessions. Over 60% of Panelists have completed the survey, either online or in hard copy. Feedback on the website from Panelists has been generally positive, with the word "informative" used by many Panelists to describe their thoughts on the website. Many Panelists praise the website for its level of detail and availability of information. Some, however, did feel the website was a bit too detailed, with a minority of Panelists expressing a desire for more simplicity in its organization. More detailed findings on the website survey can be found in Section 4b (iv) of the report.

a. Panel Reports

While Panels were largely concordant, there were unique local perspectives and facts. Where differences arose in perspective and experience, the following outlines these differences by Panel.

Kingston Citizen Panel

A number of Kingston Panelists were skeptical that the proposed transparency policy would be adhered to. There was suspicion that government was not good at keeping commitments to share documents and information fully, and that this was only an appearance of thorough transparency so as to get “people to agree to something.” Panelists also wanted transparency to involve creative communication mediums, like internet web 2.0 tools and television.

Montreal Citizen Panel

Some concern was voiced about specific issues related to the translation of the brochure, specifically the fact that NWMO has an Anglophone identity, using only an English acronym. Panelists cited other national organizations, particularly those with scientific mandates (i.e. the Canadian Space Agency) that had, in fact, dual French and English identities.

Discussing transparency, one Panelist cited the Quebec reactors at Gentilly and a sense that citizens of the province do not know what goes on there due to a very low level of transparency. The debate expanded to Panelists wondering if there was a tolerance of nuclear reactors and used nuclear fuel simply because awareness is low.

Many on the Montreal Panel felt strongly that third party oversight was necessary, both generally and in regards to transparency, such as the oversight provided by the Auditor General.

Regina Citizen Panel

As a supplier of uranium, Saskatchewan plays an important role in the nuclear fuel cycle. As such, a number of Regina Panelists were anxious about Saskatchewan being included on the list of provinces that were possible candidates for host of a long-term storage solution. The anxiety was often expressed as being a “little province” that could be forced to take the used nuclear fuel of larger more powerful provinces.

References to quotes in the NWMO brochure attributed to city and province, such as “Saskatoon, Saskatchewan,” rather than individual provoked mild debate and seemed to distract from the intent of placing the quotations in the brochure. In general, however, the Regina Citizen Panel liked the NWMO brochure and believed it was a sincere attempt to share information with the general public.

One Panelist proposed that the NWMO should be in touch, or working with, provincial environmental associations. However, there was some debate among Panelists as to how prevalent the issue of nuclear waste management has been in Saskatchewan, with reference to no knowledge of it ever having been debated in the provincial legislature.

However, one Panelist did suggest it was considered at the convention of at least one political party.

Some Panelists on the Regina Panel felt somewhat disconnected from the centre of the country, suggesting that the NWMO was an entity that was distant from them. They had not heard of the organization outside of these discussion groups, and while they were impressed with the stated consultations to date, they generally remained nervous about their voice as a small western province being heard.

Saint John Citizen Panel

A number of Saint John Panelists made comparisons to local experiences with energy boards and environmental applications by refineries in the area seemed to drive a sense of skepticism that not enough consultation was being held and questioned whether any consultations currently underway would be meaningful to the outcome.

In reviewing the newsletter content and strategic objectives, some Panelists inquired as to why no medical representative or perspective was mentioned.

Regarding transparency, some Panelists felt that a total reliance on website publishing or email was restrictive to those without computers and that some effort would need to be made to publish things such that anyone could have access to them, even offline.

Saskatoon Citizen Panel

A provincial election was about to occur at the time of the Saskatoon Citizen Panel and, as the discussion opened, a number of Panelists noted that no discussion of used nuclear fuel had occurred and no party had a position on the issue that they had seen or heard in recent coverage leading up to the election.

When the mention of Aboriginal people as separate from Canadians was expanded upon in the NWMO brochure, there were conflicting views among Panelists, specifically on how to involve them as a community. Some in the group referenced direct experience in working with provincial Aboriginal groups.

Sault Ste. Marie Citizen Panel

In a discussion of the NWMO's strategic objectives, some Panelists indicated that they would like to know how the organization will run, how its executive team and governance will work as they did not feel the current explanation was enough. There seemed to be agreement among Panelists that this should never be a for-profit organization. The fear of a large multinational did seem connected to many discussions of dominant heavy industry employers in the city with which many Panelists had personal experience.

Panelists were cynical about the federal government, local organizations and, generally, large companies, a cynicism that some Panelists projected onto the NWMO.

Scarborough Citizen Panels

The proximity to Pickering became a significant part of the discussions with Scarborough Citizen Panelists. Many Panelists have a friend, relative or acquaintance that lives near this reactor site and spoke about their thoughts since the last session through the lens of having either spoken with or thinking of that individual.

Scarborough Panelists gave credit to NWMO and to the local team at the Pickering reactor for attempts to be transparent.

Financial transparency is very important to many Scarborough Panelists and they were not sure how inclusive “audited financial statements” might actually be.

Toronto Citizen Panels

A provincial election had occurred in Ontario, in which Panelists had heard about the eventual shut down of coal plants in the province. Some Toronto Panelists viewed this as a transfer of burden to nuclear, meaning used nuclear fuel in their eyes had recently become a bigger issue and problem.

A number of Panelists spoke of an “environmental conscience” and how people are currently “waking up” to environmental responsibilities, which Panelists had trouble reconciling with the notion of used nuclear fuel.

Some Panelists thought Canada had a bad record on nuclear safety and storing used nuclear fuel, but were not able to point to an incident or locality when pressed. All Toronto Panelists stressed the need for credible third parties with a mix of interests to partner with the NWMO and, in some cases, have input into NWMO decisions.

Toronto Panelists were very impressed with the NWMO’s transparency policy, feeling that it, in fact, went above and beyond their expectations.

4. KEY FINDINGS

a. Moving Forward Together Brochure

An important finding for the NWMO was that, on the whole, Panelists felt they could see the views they had expressed in previous research contained within the NWMO brochure. Repeatedly, Panelists mentioned that comments included in the brochure closely resembled a point they had previously made, or that content included answered questions they had previously raised.

Most Panelists showed the strongest reservations or dislike when they viewed something as too brief, non-committal or too promotional. Facts, even when they were complex, appeared to give a sense of transparency and competence. On the whole, Panelists consistently voiced their desire to see the NWMO “tell, not sell”; many were quite clear that they were not interested in a “sales pitch.” Some Panelists were, initially, quite skeptical of the NWMO and its intentions, a projection of their existing distrust of large organizations and the government.

When asked how they felt about the cover of the brochure, Panelists, for the most part, felt that it was not eye-catching or compelling. When asked if they would have picked it up if, for instance, it was sitting on the table at their doctor’s office, the majority of Panelists said no, they would not. In fact, many Panelists felt that the brochure resembled something that would be distributed by the Ministry of Transportation. As stated by one Scarborough, Ontario Panelist,

...it’s too much like the Ministry [of Transportation] brochure you never read.

Many Panelists said that the brochure would be far more compelling if it had a graphic on the cover, such as an isotope, that made the subject matter of the brochure quite clear. According to one Panelist from Kingston, Ontario,

...If you had the radioactive symbol on the front of the brochure, people would read it because they would be alarmed and wonder what this is about.

The most common criticism about the brochure cover, voiced by Panelists in all eight locations, was what they perceived as a disconnection between the title of the brochure, *Moving Forward Together*, and the cover graphic. A number of Panelists liked the title of the brochure very much, but when paired with the graphic of the arrows headed in different directions, its meaning was lost. As stated by one Sault Ste. Marie, Ontario Panelist,

...It says we’re “Moving Forward Together.” Why are the arrows going in different ways?

Another Panelist from Saint John, New Brunswick agreed, stating the following,

...There's a contradiction between the picture and the words. The arrows are going in three different directions. You can't be working together when you're going in three different directions.

The francophone group cited a number of difficulties in translation. Many francophone Panelists cited a preference to see a francophone acronym and logo for the NWMO to mirror its Anglophone identity, citing other organizations that possessed this. This caused a few Panelists to question whether the translation of some words and phrases throughout the report, such as “used nuclear fuel,” were accurate.

When discussing the inside cover and page 1 of the brochure, a number of Panelists reacted positively to the legend, graphics and the quote by Dr. Gary Kugler, though not one Panelist was able to identify who Dr. Kugler was when asked. The paragraph describing the organization’s direction was very well received by most Panelists, most of who were specifically drawn to the fact that the NWMO would take a “safe, secure and fair approach” to the management of used nuclear fuel.

The distinction of Canadians and Aboriginal people or, as is the case on page 1 of the brochure, “specialists and Aboriginal people,” was lost on most Panelists. They did not understand the purpose of distinguishing Aboriginal people apart from Canadians in the way it was communicated in the NWMO brochure. As articulated by one Panelist in Saint John, New Brunswick,

We get the point, they have Aboriginals involved, but why do you need to focus specifically on them?

Many Panelists took the distinction as it was made in the brochure as a form of tokenism or an attempt to be overly politically correct. The recurrence of this was raised by Panelists repeatedly in every session as irritating.

Both the mandate of the NWMO, as well as the hockey rink graphic on page 2, were well received by most Panelists. The hockey rink comparison allowed them to actually visualize and put into perspective the amount of used nuclear fuel Canada is currently housing. According to one Panelist from Regina, Saskatchewan,

...It helps the average person put it in perspective. It's very Canadian, we all know how big a hockey rink is.

Similarly, many Panelists reacted positively to the picture on page 2 of the silos and workers. They felt that it looked clean and well-organized but, importantly, safe as workers were standing freely beside the silos in everyday clothing, rather than protective gear. As stated by a Panelist from Toronto, Ontario,

It looks safe, especially because they've placed people beside the silos. They wouldn't put people beside them if it wasn't safe.

This sentiment was echoed by another Panelist from Toronto, Ontario,

To tell you the truth, this is the only picture I sort of like because it really drove home for me that it is something that, if approached properly, we can manage.

Similarly, many Panelists liked the “Did you know?” section and photo of a nuclear fuel bundle on page 3. Most Panelists were not familiar with what a nuclear fuel bundle looked like, so the photo was helpful in that it gave them some frame of reference. In the words of one Panelist from Scarborough, Ontario,

I was really surprised to see the rods and the “Did you know?” section. Just by looking at the picture, I can imagine. It’s something visual for me and really informative actually.

Panelists were generally positive about the “International perspective” section. Knowing that Canada and the NWMO are collaborating with other countries that have already begun the process of managing used nuclear fuel gave many Panelists comfort. In the words of a Panelist from Scarborough, Ontario,

...they are consulting people that have already started to implement, which strengthens their position. We are not starting from scratch.

A Panelist from Regina, Saskatchewan felt the same way, stating that,

[The international perspective] gives you the feeling that there’s really a global collaboration.

Specifically, a number of Panelists took comfort in the description of Canada’s consultations with Finland and Sweden, two countries they view as having a high standard of living and being quite progressive. A few Panelists questioned why the United States was missing as a country being consulted by the NWMO.

A number of Panelists would like to expand the “International perspective” section, perhaps giving it its own page. Some felt that the map in the background was distracting and took away from the content. As well, in the discussion of facilities, the term “characterization” (pg. 3) puzzled most. They could not understand the meaning or its context. As one Panelist from Sault Ste. Marie, Ontario put it,

...As for underground characterization facility, I have no idea what that is. It might as well be Greek.

As it was presented in the brochure, a number of Panelists were not able to conceive of a “willing host community.” Many were not able to conceive of a “host community” that would willingly accept used nuclear fuel into its midst. There was quite a consistent feeling that any community willing to “host” the used nuclear fuel would be

compromised by poverty, a lack of education, widespread unemployment or some other inducement. Simply put, some Panelists were concerned that any “willing host community” might be choosing a short-term gain in exchange for long-term pain.

The challenge with the term “willing host community” appeared to emerge from pure semantics. “Host” and “community” seemed euphemistic. The word “host,” as one would host guests or host a party did not appear to be contextually appropriate and its tone in the brochure was felt by many Panelists to be a thin attempt to mask unpleasantness. The term “community,” without further description in the brochure, was viewed by some Panelists as an inhabited area with children, schools, homes and families.

As mentioned previously, a number of Panelists repeatedly voiced their desire to see the NWMO brochure “tell, not sell.” As such, grainy, authentic-looking photos, such as the one on page 7 of the brochure, were far preferred to posed, professional ones that resembled stock photographs, such as those on pages 4 and 5. As they are unlabelled, many Panelists assumed that these photographs of actual NWMO senior officials were, in fact, actors or models hired for the occasion, which only fostered even greater scepticism.

According to one Panelist from Saskatoon, Saskatchewan,

...when I see models, I see advertising, which means someone is profiting somewhere.

A Panelist from Saint John felt the same, stating that the photos were,

...too much like shiny, happy people. Very “advertising.” I’d expect you to see them in a brochure encouraging you to come in for banking. They do look like actors and people you hire to come in for pictures.

Most Panelists voiced a desire to see a caption at the bottom of each picture in the brochure explaining who the individuals in the photos were and their role within the NWMO.

The explanation on page 4 of the brochure of the NWMO’s interdisciplinary team and independent Advisory Council were very well received by many Panelist, as they found the explanation to be useful and, as such, strongly agreed with the need for an independent third party to monitor the organization. Some Panelists, however, did have some questions after reading the explanation, such as the following from a Panelist in Sault Ste. Marie, Ontario,

Who is going to be part of this Council and who is going to appoint them? Who’s it going to be? Are they going to have a political background? Are they going to be scientists?

Panelists felt that there could be more explanation of the exact role the independent Advisory Council will play in NWMO decision-making. Some made it clear that it was

very important that the independent Advisory Council be actively involved in NWMO decision-making, as often Advisory Councils, as stated by a Panelist from Kingston, Ontario,

...are powerless. They can only advise. It's good that they make their comments public but [usually] the power of that group is minimal so I'm concerned...

However, the establishment of the *Nuclear Fuel Waste Act*, as it was communicated in the brochure, was deemed by most Panelists as positive, as it ensured a certain level of transparency in all NWMO proceedings. As well, a number of Panelists were very supportive of the “Technical Research” section of the brochure, specifically the mention of the existing contracts with Canadian universities (pg. 5) and the assurance that the strength of the research program will ensure that Canada benefits from leading-edge technological innovation from around the world. As well, many Panelists supported the NWMO’s “Guiding Principles” on page 4. A number of Panelists expressed a desire to see the “Guiding Principles” closer to the front of the brochure, given their importance.

Some Panelists felt quite strongly about the description of the management approach on Page 6 of the brochure, as well as the “Values” section outlining the fundamental beliefs that drive the work of the NWMO. In response to the “Values” section, one Panelist in Toronto said,

I like it the best. This box is what the brochure is about. These are the main things I was looking for from the beginning. It shows that they believe in the same things and take these as principles. As long as they are honest...

The picture of the leaf growing out of the rocks on page 6 generated a great deal of Panel discussion. Some Panelists felt unnerved by the photo, unaware of what it was intended to convey. In the words of one Panelist from Scarborough, Ontario,

When I see the plant growing out, it makes me think of nuclear waste leaking out of the ground. If that little plant can come through, what else can come through? It doesn't feel secure.

However, some liked the environmental aspect of the photo, such as a Panelist in Toronto, Ontario who stated the following,

I like the picture of the rocks and the green leaf. It gives a feeling that both can co-exist.

As it was communicated in the brochure, some Panelists questioned the need and nature of time frames necessary for each phase of APM and, as a result, were unsure why the long length of time was needed. This was no different on page 6 when the “complexity and long time-frames” of the process were mentioned. As well, a few Panelists questioned why, if studies determined that deep geographical isolation of used nuclear

fuel was a sound technical approach in 1988, the issue is only, in their estimation, now being seriously addressed.

As well, at first glance, a number of Panelists did not like the statement,

There are no absolute answers.

As mentioned, some Panelists had had strong reservations about anything they deemed to be communicated as non-committal in brochure. As such, the sentence above left them unsettled. However, as they continued reading and were introduced to a more in-depth description of Adaptive Phased Management, a number of Panelists actually reversed their position and voiced support for the ever-evolving nature of the process.

Many Panelists were, again, critical of the distinction between Canadian people and Aboriginal people on page 6 of the brochure. A number of Panelists felt that the Aboriginal distinction, as it was communicated in the brochure, was not entirely genuine. Rather, many remained skeptical that the specific mention of Aboriginals in the brochure was “self-serving” and insincere. Especially in regard to the “By the numbers” section where, as one Panelist from Saskatoon stated,

*...there is a 5:1 ratio of Aboriginal people to technical people.
Isn't that a bit odd?*

However, there was greater debate among a number of Panelists about the mention of Aboriginals on page 7, as many felt the wording on this page had been improved and, as such, they had a better understanding of the distinction being made in the brochure. However, some made it quite clear that, in the wording used, there is a very fine line between being perceived as exploitative, and being perceived as inclusive on this particular subject matter.

A number of Panelists felt that the picture of the Aboriginals on page 7 was the most authentic picture in the brochure. As stated by a Panelist in Sault Ste. Marie, Ontario,

You can tell a real person took the pictures, as opposed to the ones on the previous page that look staged and phoney.

Although some Panelists liked the quotes on pages 6 and 7 a great deal, they did not like the fact that the actual source of the quote, both on these pages and throughout the brochure, was not cited by name, but rather just their location. Many questioned the authenticity of the quotes and repeatedly cited that they would prefer the quotes be attributed to actual names. As mentioned by a Panelist in Scarborough,

What...can be improved are these quot[es]...they should put a name of who actually said that...if you put a name to it, it becomes more real.

However, some Panelists understood that confidentiality might have been a factor in merely attributing the quotes to location, so asked that, perhaps, profession or some detail be provided beyond location, so as to make the source somewhat relatable to every day people reading the brochure.

On the whole, the “By the numbers” section on page 7 was well liked by Panelists. As stated by a Toronto, Ontario Panelist,

I liked “By the numbers.” It really sells how much effort is put into this whole process by dealing with every kind of person, anyone that could possibly be involved. It’s very good.

On page 8 of the brochure, Panelists were quite divided in their feelings about the way the content was communicated. The notion of “deep geological disposal in the Canadian Shield” was seemingly not well communicated to a number of Panelists as many of them found it unclear and, as such, undesirable as an ultimate solution for the storage of used nuclear fuel. Again, this speaks to the earlier point about many Panelists feeling somewhat uncomfortable with any non-committal language. Some Panelists were just unwilling or unable to get past their initial reservations despite reading the brochure, whereas others, once informed on the fundamental principles of APM, were able to appreciate the communications surrounding the ever-evolving nature of the process. As stated by a Panelist in Regina, Saskatchewan,

They will continually explore, evaluate and criticise. That’s fairly reassuring. This thing is going to have to change course many times. If they really make that commitment and then shape it from there, then you’ve got a process.

A Panelist in Montreal, Quebec echoed a similar sentiment,

I think the idea here is that we’re making decisions that will allow the next generations to have flexibility in the choices they make. I don’t know if that’s easy to do or not, but the intention is there. And that’s a very laudable intention, is it not? We’re going to leave options open for the future generations and I think that’s a good thing.

Again, many Panelists liked the quote at the bottom of page 8, but were highly skeptical of the source, as no name or specifics, other than location, are listed. As well, some Panelists voiced similar complaints to those made about the front cover of the brochure about the arrow graphic at the top of page 8.

Most Panelists had trouble navigating the language surrounding the financial components of the NWMO on page 9 of the brochure. While the text concerning the *Nuclear Fuel Waste Act* was well-communicated and well received by most Panelists, the text concerning the legal responsibilities for the funding was unclear to most. As a result,

many Panelists projected their mistrust towards the financial dealings of private companies onto the NWMO. As stated by a Panelist from Saint John, New Brunswick,

...it says the responsibilities rest on individual companies. I thought all of a sudden that the money will never be there. Who's overseeing it? When you think of private companies, you don't think the money will be there. It gave me a very negative feeling.

As well, the text concerning the exact monetary values needed was not clear to most Panelists. Nearly all Panelists immediately voiced their confusion as to why the organization was already \$1.1 billion dollars short. Further explanation and clarification of the discrepancy in numbers is required in this section. As was mentioned by a Saint John, New Brunswick Panelist,

If they don't have enough money, they might not make the best decision. You want the best decision to be made regardless of the cost.

“Expectations for implementation,” as well as the quote by Gary Lunn, both garnered positive feedback from a number of Panelists.

Many Panelists reacted quite favourably to pages 10 and 11 of the brochure, as it was clear, simple and somewhat easy to navigate. Although some found it overwhelming at first glance, many Panelists found it quite well laid-out and easy to understand once they began reading.

The picture of the compass was well-liked and thought to be quite appropriate given the subject matter. A few Panelists made comments about the fact that the compass is pointing north, wondering if that was a signal that the used fuel would be buried in the North.

Panelists generally liked the Adaptive Phased Management chart at the bottom of page 10. As well, the communication of the attributes of collaboration, retrievability and extended monitoring were all well-received by many Panelists. Many have a great confidence that technology would find a way to use the used fuel in the future and, as such, felt it was necessary that the used nuclear fuel remain retrievable. Some Panelists, however, found all communications surrounding retrievability and “optional shallow storage facility” seemingly unclear as they were not able to fully comprehend, as it was communicated, why both were necessary. This left some feeling uncomfortable. As mentioned by a Panelist in Toronto, Ontario,

What is the point of these shallow storage facilities? It doesn't seem as safe. To me, shallow stuff does not mean safe. It's probably safer where it is now.

Additionally, the mention of “transporting used fuel” was not received well by some Panelists. The notion of transportation alone left many Panelists feeling somewhat

uncomfortable, and the overview provided in the brochure did not do much to calm the fears of many Panelists. According to one Panelist from Saint John,

What does that mean? If there is a snow storm, they just stop and put [the used fuel] somewhere? Too many ifs.

Yet again, the term “characterization facility” confused a large number of Panelists, who requested a definition be included. As well, Panelists were, again, unable to conceive of a “willing host community,” as it was presented in the brochure. Panelists remained unclear and needed further clarification as to how exactly a community would be defined as a “willing host.” As stated by a Kingston, Ontario Panelist,

How is a community going to be willing? [Will they be] compensated financially? Are they giving it to people that are not educated? Will it be on Aboriginal land? How do you educate when there’s still so much work to be done in the communities to get them to understand what the repercussions are?

When pages 12 and 13 were reached, the initial reaction of most Panelists was “information overload” or “visually overwhelming.” The perception of many Panelists was that too much information was jammed onto the two pages. However, once they began reading through the content, many felt that both pages were, in fact, quite uncomplicated and fairly easy to navigate. In the words of a Regina, Saskatchewan Panelist,

At first glance, I thought it was going to be overwhelming because it’s a lot of material spanning 2 pages. A lot of people might skip to something else. It’s the first spread without photos. It’s easy to follow if you just take the time to look at it. All the other ones have photos. On first glance, just might turn off some of the public.

As mentioned previously, many Panelists would often react well to facts throughout the brochure, even when complex, as they gave them a sense of competence and thoroughness. As such, although some Panelists chose to bypass pages 12 and 13 entirely, the complexity of the two pages was deemed as positive and fairly comforting. As stated by a Panelist in Saint John, New Brunswick,

It does inspire confidence in the sense that it seems so technical and well thought out and to that end, I do find this effective. It’s not information that I would care to take in, but it gives the impression that these people have really thought about it and know what they’re doing. I would skip it but it would lodge in my mind that they’ve really thought about it.

Again, the nature of the communications on the timeframes of APM left some Panelists questioning why what they perceive to be an excessively long length of time was needed

to accomplish each phase. Although Panelists were aware that this process will not happen overnight, many voiced a desire to have some clarification as to why, exactly, each Phase will take at least thirty years. As stated by a Panelist in Saint John, New Brunswick,

...it's been around for 25 years, it seems to me that waiting another 30 years to complete it is a long time. It should have been done a long time ago.

The “Regulatory Oversight” section was well communicated in the brochure, as was the fact that the owners of the used fuel will remain responsible for its interim management. Continued research into new technology for used fuel management was also well communicated in the brochure and, as such, well received by most Panelists.

The majority of Panelists reacted very well to the questions and answers on pages 14 and 15. Many felt that the questions asked were all questions they themselves have had. In the words of a Toronto Panelist,

Now we're talking. Why don't we recycle? That's what I like to see. This page asked questions I was interested in.

This sentiment was echoed by a Panelist in Kingston, Ontario who said the following,

I like these four questions, questions people want answers to. This is a very important page. It shows you exactly what you want to know...I love the fact that they have the families, older people, children. These are questions that the people ask, questions we want answers to.

However, although most Panelists were happy the questions were being asked, some did not like, nor did they agree, with the content of some of the answers provided. For instance, the mention of nuclear weapons without an explanation in response to the question “Why don't we recycle the used fuel” was not received well at all by most Panelists. Many Panelists were divided on the response to the question about transportation. Some were, again, left feeling quite unsettled and wanting more information on the topic, whereas others felt that the answer provided was a thorough overview of the transportation process. A Panelist from Toronto said the following,

I thought it was good because one of my concerns would be transporting [sic]. They give you a fairly good idea of what's involved.

Page 16 and the inside of the back cover were both received quite favourably by most Panelists. Panelists far preferred the roadside graphic on page 16 to the one on the front cover as it more accurately reflected the overall theme of the brochure, moving forward together. Both arrows were headed in the same direction, as opposed to the front cover, where they were, in fact, headed in different directions. “We are ready to take the next

steps” left many Panelists feeling like the process was ready to move forward, which most liked and agreed with. Most Panelists felt that the road sign graphic was an improvement from the cover of the brochure, as stated by a Panelist in Scarborough, Ontario,

I like that the fact that the road sign shows more togetherness. Everyone is on the same page and all have same ideas going forward.

The majority of Panelists liked the amount of contact information provided, as well as the mention of the NWMO’s commitment to continuing a dialogue with Canadians as the process moves forward. In the words of a Saskatoon, Saskatchewan Panelist,

I circled [in green] “citizens deserve to be involved.” It shows they want our input and that’s really good.

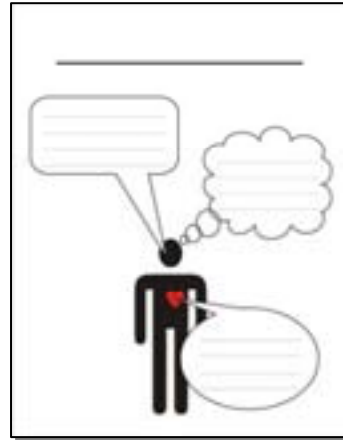
The use of the word “iterative” on page 16 confused some Panelists. Many did not know the definition of the word and some even questioned if it was, in fact, a real word or merely a typo.

b. Exercises

i. Think Feel Say Exercise

When asked what they would say about the brochure, Panelists largely gave the brochure credit for being complete and a good effort by the NWMO. Most Panelists' statements were generally quite straight-forward and lacking judgement. The word "informative" was frequently cited by Panelists as what they would say about the brochure.

When asked what they thought, many Panelists expressed far more scepticism and some cynicism about the motivations behind the brochure. A number of Panelists were far more suspicious of the organization's competence, as well as the possibility that there might be a hidden agenda.



When asked how they felt, many Panelists were far more hopeful, but expressed a great deal of worry and anxiety about the issue of used nuclear fuel. Many Panelists hoped that used nuclear fuel would not be a threat to either them or their families in the future.

Below are two rich text examples of Panelist responses to the exercise:

Panelist from Regina, Saskatchewan

- Say:** Great brochure, positive in being informative and how it is laid out.
- Think:** Who put the brochure together and what was their bias in the info?
- Feel:** Which ever the forethought in the brochure, my hope is that the truth is there.

Panelist from Kingston, Ontario:

- Say:** Nuclear Waste is being created by power plants. It's dangerous, but there are people planning a safe storage strategy.
- Think:** There is no way to store nuclear waste safely.
- Feel:** Hopeful, informed, alarmed, overwhelmed.

Panelist from Sault Ste. Marie, Ontario:

Say: Canada is making a concentrated effort to actively deal with nuclear waste in a safe manner.

Think: Why now and not years ago when nuclear waste was first developed.

Feel: Not in my backyard concern.

Panelist from Toronto, Ontario:

Say: They are listening to the feedback of the people, like me. There are thinking of the future of our children.

Think: It's still sounding a little too technical and confusing for me.

Feel: Frustrated, scared for the future of my children, confused, not sure what effect nuclear waste will really have.

ii. Strategic Objectives Exercise

Two tools were used to discuss the NWMO's strategic objectives in the Citizen Panels. Firstly, Panelists completed an exercise that was quantitative in nature, which each Panelist considered individually without discussion. The subsequent qualitative effort of the discussion followed the completion of the individual exercise. In some cases, the opinion of Panelists evolved as they moved from individual consideration of words on paper to a discussion with their fellow Panelists, in which different view points were introduced and assumptions challenged.

On the whole, however, the strategic objectives of the NWMO seemed largely in line with the majority of Panelist expectations and it was clear that all objectives were deemed important and appropriate by the majority of Panelists. When asked if any priority areas were missing, a significant number of Panelists cited security, as well as environmental stewardship and accountability.

In reference to security, a Panelist from Toronto, Ontario made the following statement,

There is an obvious lack of concern with this very important subject. The idea that they don't mention it will generate even more anxiety and suspicion.

A Panelist in Saskatoon, Saskatchewan held a similar view, stating the following,

One thing that came to my mind is the security of all of this. There is very little mention of security. Safety and security go hand in hand.

To a lesser extent, some Panelists suggested that a strategic objective for NWMO should be research into re-purposing used nuclear fuel, such that its long-term storage was unnecessary.

Tabulations demonstrated that most Panelists felt the strategic objective concerning the NWMO's "strong research program" was the most important and appropriate and rated it the highest. Deemed somewhat less important by a significant number of Panelists was the strategic objective concerning the NWMO as an "implementing organization". In the words of one Panelist in Toronto, Ontario,

Implementing organization. I have concerns of it becoming a power unto itself, a body where we don't know what they're doing or how they're doing it.

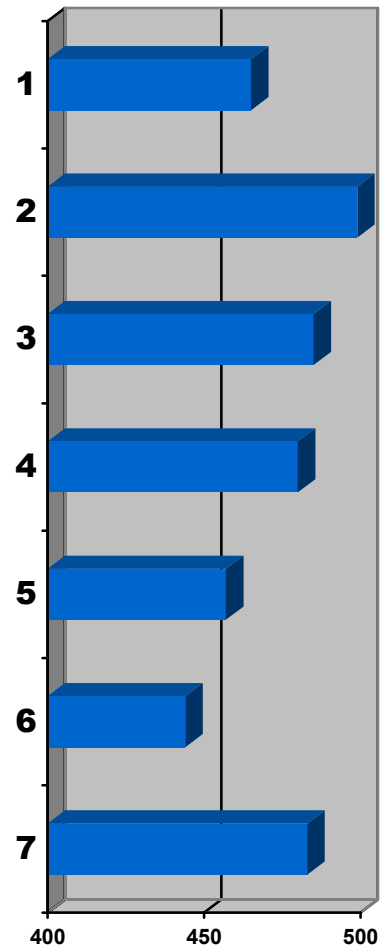
This sentiment was echoed by a Panelist in Scarborough, Ontario, who said the following,

[In reference to] reforming the NWMO to be an implementing organization, I personally wouldn't like to give them more power but would rather take more power back and give it to the people. I wouldn't want them to be their own self-governing body where they can make their own decisions.

The following are strategic objectives as rated by importance by all Panelists:

Importance

1. We are directing our efforts to the building of long-term relationships with interested Canadians and Aboriginal people and involve them in setting future direction.
2. We are putting in place a strong research program designed to broaden NWMO's foundation of technical and social knowledge. This will bring to bear the most advanced international expertise, to support implementation of a government decision.
3. We are deepening our efforts to develop and refine a funding formula and trust fund deposit schedules that address financial surety and long-term program funding.
4. We are developing processes and activities to ensure the organization and its activities are fully adaptive. This includes continuing to review, adjust and validate plans against factors such as advances in technical learning, evolving societal expectations and values, and changes in energy and environmental policies, composition, volume and form of used nuclear fuel.
5. We are developing a governance structure that provides Government, Members, Board, management and the public with greater assurance, oversight, advice and guidance about NWMO activities during the implementation phase.
6. We are re-forming NWMO to become an implementing organization - an organization with a full range of capabilities to implement a government decision, including social, technical and financial capabilities.
7. We will proceed with the collaborative design of a process to select a site, supported by a public engagement program. An alternative step will involve initiation of a citing process.



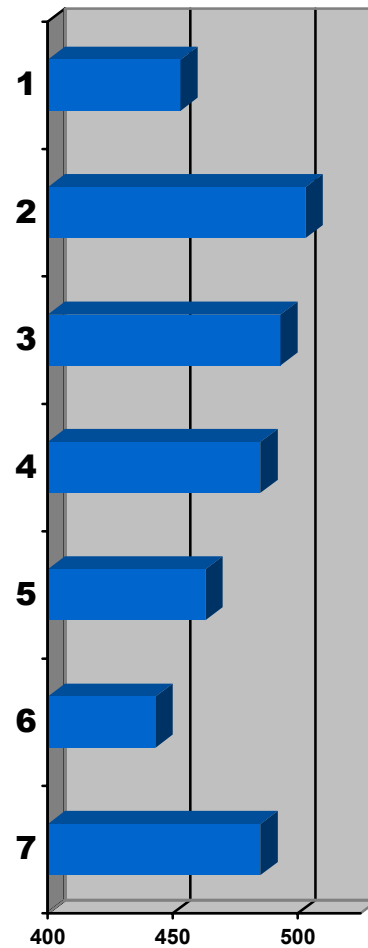
	Regina, SK	Saskatoon, SK	Toronto, ON	Kingston, ON	Saint John, NB	Montreal, QC	Sault Ste. Marie, ON	Scarborough, ON	Total	Rating
Citizen Panel										
IMPORTANCE*										
1.	55	70	53	62	59	43	48	75	465	5
2.	61	73	63	69	67	45	50	71	499	1
3.	61	72	60	67	63	43	51	68	485	2
4.	58	68	61	69	62	41	51	70	480	4
5.	55	73	57	63	55	38	47	69	457	6
6.	58	70	50	62	58	38	42	66	444	7
7.	55	72	63	67	65	39	48	74	483	3

* Numbers are weighted such that the first preference has the highest value and the last preference the lowest value.

The following are strategic objectives as rated by appropriateness by all Panelists:

Appropriateness

1. We are directing our efforts to the building of long-term relationships with interested Canadians and Aboriginal people and involve them in setting future direction.
2. We are putting in place a strong research program designed to broaden NWMO's foundation of technical and social knowledge. This will bring to bear the most advanced international expertise, to support implementation of a government decision.
3. We are deepening our efforts to develop and refine a funding formula and trust fund deposit schedules that address financial surety and long-term program funding.
4. We are developing processes and activities to ensure the organization and its activities are fully adaptive. This includes continuing to review, adjust and validate plans against factors such as advances in technical learning, evolving societal expectations and values, and changes in energy and environmental policies, composition, volume and form of used nuclear fuel.
5. We are developing a governance structure that provides Government, Members, Board, management and the public with greater assurance, oversight, advice and guidance about NWMO activities during the implementation phase.
6. We are re-forming NWMO to become an implementing organization - an organization with a full range of capabilities to implement a government decision, including social, technical and financial capabilities.
7. We will proceed with the collaborative design of a process to select a site, supported by a public engagement program. An alternative step will involve initiation of a citing process.



	Regina, SK	Saskatoon, SK	Toronto, ON	Kingston, ON	Saint John, NB	Montreal, QC	Sault Ste. Marie, ON	Scarborough, ON	Total	Rating
Citizen Panel										
APPROPRIATENESS*										
1.	58	68	52	61	55	45	47	67	453	5
2.	64	76	61	67	65	45	51	74	503	1
3.	61	77	58	69	67	44	49	68	493	2
4.	58	76	59	67	63	44	48	71	485	3
5.	53	78	60	62	53	40	45	72	463	4
6.	49	73	54	59	54	45	42	67	443	6
7.	57	73	68	67	64	42	44	70	485	3

* Numbers are weighted such that the first preference has the highest value and the last preference the lowest value.

iii. Transparency Exercise

After a review of the NWMO's draft approach to transparency, the majority of Panelists were satisfied and, in fact, somewhat surprised at the organization's commitment to transparency, specifically the NWMO's commitment to regular disclosure of a comprehensive list of items. Many Panelists felt that this surpassed their expectations of a transparency policy for the organization and indicated that the transparency policy would be great "if they actually did it." In the words of one Scarborough, Ontario Panelist,

I really thought this was wonderful, as long as they do it...everything is covered.



As well, a number of Panelists like the definitive tone of the document. As stated by a Panelist in Sault Ste. Marie, Ontario,

I like that it all starts with "we will." There are no ifs, ands or buts.

Some Panelists were concerned that, with respect to security, the NWMO committed to be fully transparent. Despite the frequency with which Panelists mention transparency as an important, if not the most important aspect of NWMO proceedings, many Panelists felt that it was not entirely necessary to be fully transparent on issues concerning security. As stated by one Panelist in Saint John, New Brunswick,

I'm surprised that on some matters, they may not absolutely insist on not being transparent. Anywhere near security, confidentiality is okay. You may not want to publish transportation details.

This sentiment was echoed by a Panelist in Sault Ste. Marie, Ontario, who said the following,

It's about security...you don't give out the combination to the lock.

Most Panelists strongly supported the NWMO's commitment to accountability. Panelists were comforted by the organization's commitment to be fully responsible and accountable for all their actions. As stated by a Panelist in Scarborough, Ontario,

The best one is that they will be fully responsible. You will be able to hold them accountable.

However, where it concerns the NWMO and transparency, many Panelists could see no reason why third party oversight would be inappropriate. In fact, it would address some

of the scepticism they have related to government agencies and large companies as a whole, which Panelists tend to transfer to the NWMO.

iv. Website Survey (post-Panel work)

When asked about their overall impression of the website in Part One of the Website Survey, Panelists frequently used the word “informative,” praising the website for its level of detail, availability of information and user-friendliness. Many felt the website was easy to read, clear, professional and easy to maneuver, as well as had a great deal more information available than other company websites. Many Panelists even said that they preferred the website to the brochure discussed in the Citizen Panel, as it covered almost all topics they would want answers to.



According to one Panelist in Saint John, New Brunswick,

[The website allowed me to] gather info that filled in some gaps for me that weren't met [by the brochure].

Some Panelists, however, did criticize the website for being a bit too detailed. Some felt the website had almost too much information, to the point that it was not inviting, nor appealing to the general public. Some Panelists found themselves overwhelmed at the amount of information available just on the homepage.

When asked if the website appealed to them personally, the majority of Panelists said yes, it did, citing again that it was informative, detailed and easy to navigate. They felt it was well-maintained, and liked the use of “plain language” on matters that could, otherwise, be quite complex. A word often used by Panelists in response to this question was “clean.” Panelists liked that the website was clean and crisp, both in terms of its content, as well as aesthetically.

As stated by a Panelist in Regina, Saskatchewan,

[There are a] number of links and articles, yet [the website is] not cluttered.

Although Panelists generally felt that the website did appeal to them, many cited that this was due to their previous awareness and interest and that this might not be the case if this was their first introduction to the issue.

When asked who they felt was the intended audience for the website, the majority of Panelists said the general public, specifically, individuals with an interest in the issue, or a general concern about the environment. Many cited that that intended audience would have to be educated, many stating that a university degree would be necessary. As well, some Panelists said the intended audience were industry and scientific communities, government officials and the media outlets.

Those that did not find the website appealing cited a need for simplicity, perhaps by adding more pictures and graphics throughout the website. As well, a number of Panelists thought the font was far too small on the website and, as such, hard to read.

When asked if there was something they were hoping to find on the website they did not see, Panelists responded with the following:

- A clearer explanation of how the used nuclear fuel could be separated and used as nuclear weapons.
- More of an intermediate move forward – lots of intent, proposed issues but nothing concrete with a defined timeline.
- A page of simple facts of what used nuclear fuel is, how it affects the average person's life and why should one care to participate in this initiative.
- One thing I didn't see was how the people who head up the NWMO were chosen.
- What hazards the storage of used nuclear fuel may have on the environment and human health.
- There are no financial statements other than the Trust Accounts of the organizations supporting the NWMO. Combined statements are not shown and there is no indication that any money has been spent other than the Quebec Hydro where they refer to "distributions".
- Alternative ideas of recycling and reusing used nuclear fuel.
- More science! I wanted to know the past, current and future rate of waste production.
- More info on nuclear power policies and alternatives.
- The critical issues facing Canadians and nuclear waste management.
- A more sophisticated explanation of funding.
- A glossary and explanation of the uses and processes.
- More about choosing a host community.
- Some discussion on the future of nuclear power and alternative energy sources.
- Graphics. The website is word heavy.
- A "Question and Answer" site.

When asked what they felt was most interesting about the website, many Panelists responded that the pictures and biographical information of NWMO Board Members was most interesting to them. As well, many Panelists found the publicly available reports, including the annual and technical reports, not only the most interesting part of the website but a demonstration of the NWMO's commitment to transparency. According to a Panelist in Scarborough, Ontario,

I found that the fact that all the reports of the different committees were available to the public and could be easily downloaded [interesting]. I was most interested in the obvious transparency which the NWMO is making an effort to promote. It was very refreshing to see.

Many Panelists found the Aboriginal dialogue reports the most interesting, as well as the website's videos and fact sheets. Other aspects of the website cited as most interesting were the timelines of the establishment of the NWMO, as well as its vision, mission and values, the size of the waste pellets, ongoing NWMO studies any statistics about used nuclear fuel.

When asked to identify ways in which the website could be improved, the majority of suggestions from Panelists concerned the lack of graphics and colour on the website. Many Panelists felt that the website needed far more graphics and colour. As well, another important point mentioned by a number of Panelists is the difficulty some had with opening up the PDF style articles on the website. Many asked that both HTML and PDF options for article be available as not everyone has the most updated version, or even any version of Adobe Reader. One Panelist suggested putting a link on the site to the Adobe website so if readers are not able to view the article, they can merely visit the Adobe site and download the most recent and compatible version.

Other possible improvements suggested by some Panelists were to include a message from the Chair of the NWMO, a site map on the website home page, as well as an open forum for people to be able to share their thoughts and opinions, links to additional resources on the subject and more about the impacts of storage on the environment.

Another suggestion made by a Panelist in Saint John, New Brunswick, was the following,

I would suggest marking materials (round table discussions, public input) chronologically and geographically. That is because the main concerns are raised by local "potentially affected."

When asked what they liked most about the website, the majority of Panelists responded with "search engine" or the ease with which they were able to navigate the website. As well, Panelists praised the website for its level of detail, French and English translation, emphasis on community involvement, progress reports and overall efforts made to provide transparency.

When asked if there was anything they did not like about the website, the majority of Panelists cited that no, there was not. However, those that did cite what they did not like often cited that the font was too small, the colours were boring or bland, the layout was complicated and that the website, on the whole, was too busy. As well, Panelists again mentioned the difficulty some of them had with the PDF attachments.

Other items cited were the fact that the website did not include a glossary, did not include photos and that the most recent version of the newsletter available was July 2007.

When asked if they had any further comments about the website, Panelists responded with the following:

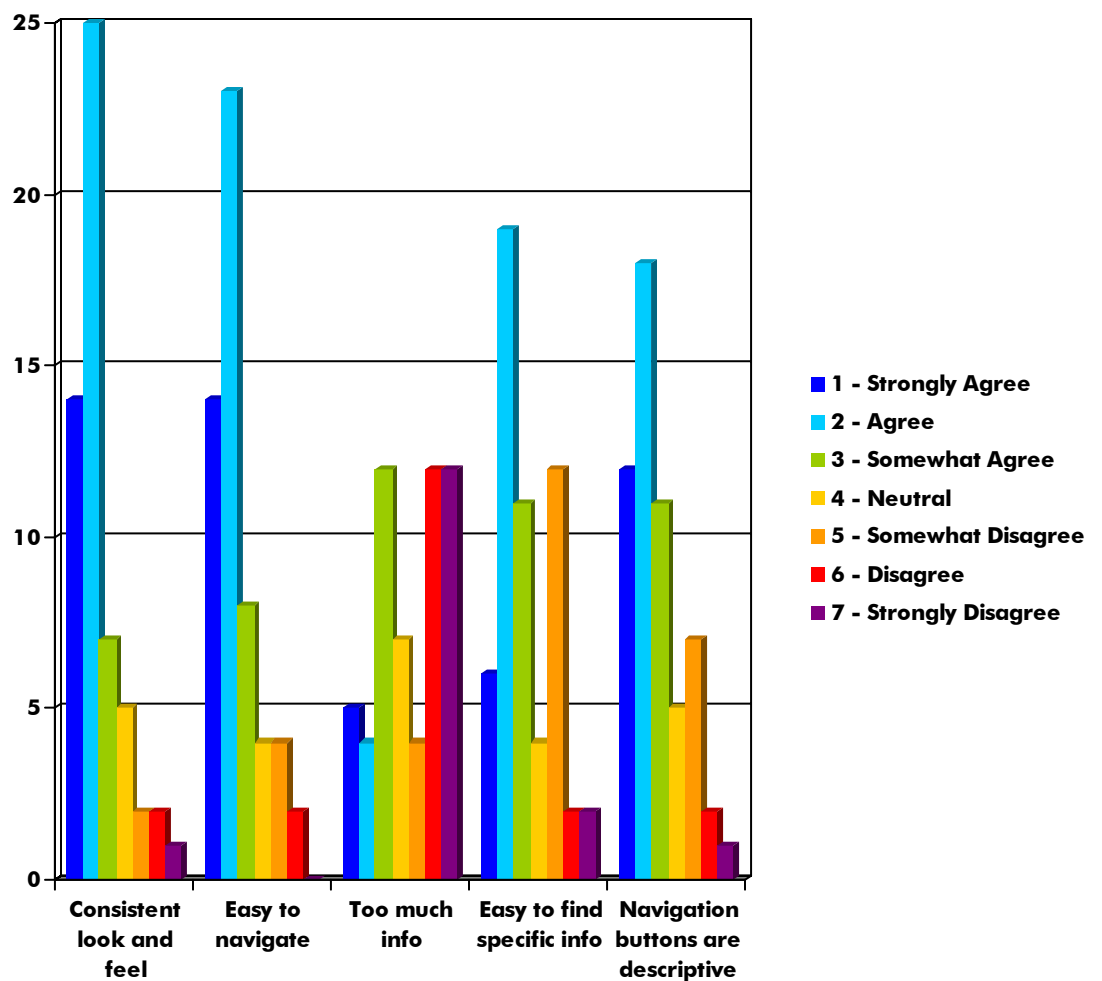
- The availability of research and discussion documents is absolutely fabulous!

- You might want to include articles from the Canadian press in the effort to present balanced coverage of an admittedly controversial program.
- It is interesting and satisfying that public input is reflected in the site's information.
- Overall, very well put together.
- I like the way so many people have been involved in the process. I like that people's opinions are taken seriously. I like that a "willing host community" seems like it will actually be that and not something forced on one. I like that the approach chosen is explained quite well. I also like that the other choices not chosen were mentioned.
- Redesign the site in a non-corporate academic layout.
- The website is educational. I feel the general public should read and get involved in this very serious area because if we do things wrong or haphazardly, it could effect future generations.
- Good info and organization but more use of images.
- The fact sheets aren't reader friendly. The videos are a good idea, the fact that you can also order a DVD is a good idea. We should watch some of these clips in focus groups to deepen our understanding of the topic.
- People will not want to attempt to download several items to view ideas, we are not all computer fluent. I spent half an hour but didn't even scratch the surface of the site.

As mentioned in Section 2b of the report, Part Two of the Website Survey asked Panelists to rate, on a scale of 1 to 7, with 1 being strongly agree and 7 being strongly disagree, their responses to the following questions:

1. I find the website has a consistent look and feel.
2. I find the website is easy to navigate.
3. I find the website has too much information.
4. I find that it is easy to find the specific information I am looking for on the website.
5. I find the navigation buttons are descriptive.

Below is a graphical representation of their answers:



5. FUTURE WORK

a. Questions from the Panels

Throughout the Panel discussion, whenever a question was raised that was outside of the current discussion, about a specific matter the Discussion Leader could not address or simply brought up for future consideration, Panelists were asked to outline their question on the Post-it notes provided and place the question in the “Parking Lot.” Panelists were informed that all questions put in the “Parking lot,” a flip chart beside the Discussion Leader, would be answered by the NWMO and provided to Panelists at a future session. This was a further means by which Panelists were empowered and encouraged to think of their contributions longitudinally over the life of the Panel.

The “Parking Lot” questions by Citizen Panel location are the following:

Regina

- Page 10 of the brochure: Supplementation left too open, needs a firmer commitment.
- Only 6 countries mentioned. What are 26 other countries doing with waste?
- For how long sites (*sic*)?

Saskatoon

- Who is Navigator and how many focus groups are they running?

Scarborough

- Does this organization support continued use of nuclear power at this rate?

Toronto

- What is the anticipated criteria and procedure for choosing “host community” for storage?
- If other countries are using Canada’s nuclear waste management, no other country would want to copy us. Rather they would demand we change.
- The idea of alternative uses for the waste - solar energy is hydrogen.
- Decisions should not be based on financial interests of private companies, those companies should not be involved.
- What is currently being done in this field regarding recycling fuel rods? Any research?
- Shallow means easy to retrieve what we realized we must be concerned about continuously – thus it is proof of continued proper management.

Saint John

- Who is paying the bills?
- Are they working towards prevention? (How to minimize waste in the future?)
- What about people without computers? How will they get information?
- NWMO newsletter, who is the intended audience?
- NWMO board consists of how many people? What breakdown of scientists, lawyers, geologists etc?

- Why are we not looking for a willing host country?
- Is there a place to sign up for the newsletter?

Kingston

- Why are there not more countries involved? Do we share with them anyway?
- So, was the commercial we saw from the NWMO organization?
- Is the NWMO working with provincial governments to add more information/curriculum to schools?
- Is storage the final innovation or just part of a bigger plan?
- They say this is a flexible plan, that it can be changed, what are their future options? Give us info on what can happen.
- What can go wrong (what are the cons?) Should be in brochure.
- Nuclear fuel waste owners, individual companies, government owned or private sector? Clarify!
- NWMO's supposed disinterest in nuclear power.

Montreal

- Will nuclear garbage spill over into the environment? How will we protect future generations of nuclear contaminations?
- Does Canada produce half the medical radio isotopes used in the whole world?
- Will it be obligatory to store the waste in the same place?
- What is the nuclear waste? Citizens of the world must make an effort to reduce their effects on the world as well.
- What will happen if a site cannot be found?
- NWMO should be under control of the Auditor General or parliament.

Sault Ste. Marie

- How do you know if storing the waste under ground is safe and what surrounds the waste underground?
- Why would only half the medical procedures use these isotopes?
- About APM: The time tables for phase 1, 2 and 3 are the concurrent or consecutive? Ex is it 30-60 years or 90-120 years?
- Why no younger people (20's) at panel?
- How would we handle a disaster?
- Why underground? Why not in space?
- If above ground the area received an explosion by accident or terrorists what would happen?
- Where on site do they store used rods? In the garage?
- How can any computer nanobite thingy fit 2 million on this period?
- What is a characterization facility?
- The water from the storage containers, where does it go?
- How do the people get appointed to the board to monitor the NWMO and who is it going to consist of?
- Where did Ken Nash work before he became president?

- What has been experience of storage in Canada and other countries?
- Who sits on the NWMO board?
- Do we use this cooling water over and over? What do we do with the water when we are done? Why 40 years temporary?
- How can we make a failsafe if there is a leak? If it's being buried how can we protect the ground water?

b. Panel work plan

Supplementary Citizen Panel Phase: January 2008

January 7, 2008	Regina Supplementary Citizen Panel Regina, Saskatchewan
January 8, 2008	Toronto Supplementary Citizen Panel Toronto, Ontario
	Sault Ste. Marie Supplementary Citizen Panel Sault Ste. Marie, Ontario
	Montreal Supplementary Citizen Panel Montreal, Quebec

Phase Two Citizen Panels: January 2008

January 16, 2008	Regina Citizen Panel Regina, Saskatchewan
January 17, 2008	Saskatoon Citizen Panel Saskatoon, Saskatchewan
January 19, 2008	Kingston Citizen Panel Kingston, Ontario
January 21, 2008	Toronto Citizen Panel Toronto, Ontario
January 22, 2008	Saint John Citizen Panel Saint John, New Brunswick
January 23, 2008	Montreal Citizen Panel Montreal, Quebec
January 24, 2008	Sault Ste. Marie Citizen Panel Sault Ste. Marie, Ontario
January 29, 2008	Scarborough Citizen Panel Scarborough, Ontario

TENTATIVE: Phase Three Citizen Panels **March/April 2008**

TENTATIVE: Phase Four Citizen Panels **June/September 2008**

APPENDICES

I. PROFILES OF PANELS

Regina, Saskatchewan

Date: November 5, 2007
Facility: Qualitative research facility in Regina
Discussion Leader: Jaime Watt
Transcriber: Courtney Glen
Number of Panelists: 13

Saskatoon, Saskatchewan

Date: November 6, 2007
Facility: Qualitative research facility in Saskatoon
Discussion Leader: Jaime Watt
Transcriber: Courtney Glen
Number of Panelists: 17

Toronto, Ontario

Date: November 7, 2007
Facility: Qualitative research facility in Toronto
Discussion Leader: Jaime Watt
Transcriber: Courtney Glen
Number of Panelists: 14

Kingston, Ontario

Date: November 10, 2007
Facility: Qualitative research facility in Kingston
Discussion Leader: Jaime Watt
Transcriber: Courtney Glen
Number of Panelists: 17

Saint John, New Brunswick

Date: November 13, 2007
Facility: Qualitative research facility in Toronto
Discussion Leader: Jaime Watt/Chad Rogers
Transcriber: Courtney Glen
Number of Panelists: 15

Montreal, Quebec

Date: November 14, 2007
Facility: Qualitative research facility in Montreal
Discussion Leader: Daniel Meloche
Transcriber: Leger Marketing
Number of Panelists: 13

Sault Ste. Marie, Ontario

Date:	November 15, 2007
Facility:	Qualitative research facility in Toronto
Discussion Leader:	Chad Rogers
Transcriber:	Courtney Glen
Number of Panelists:	11

Scarborough, Ontario

Date:	November 19, 2007
Facility:	Delta Scarborough
Discussion Leader:	Jaime Watt
Transcriber:	Courtney Glen
Number of Panelists:	17

II. LIST OF PANEL REPORTS

Navigator Limited. 2007. *NWMO Citizen Panel Report: Kingston, Ontario*. Toronto: Nuclear Waste Management Organization, November 2007. Pg. 1-64.

Navigator Limited. 2007. *NWMO Citizen Panel Report: Montreal, Quebec*. Toronto: Nuclear Waste Management Organization, November 2007. Pg. 1-66.

Navigator Limited. 2007. *NWMO Citizen Panel Report: Saint John, New Brunswick*. Toronto: Nuclear Waste Management Organization, November 2007. Pg. 1-62.

Navigator Limited. 2007. *NWMO Citizen Panel Report: Saskatoon, Saskatchewan*. Toronto: Nuclear Waste Management Organization, November 2007. Pg. 1-63.

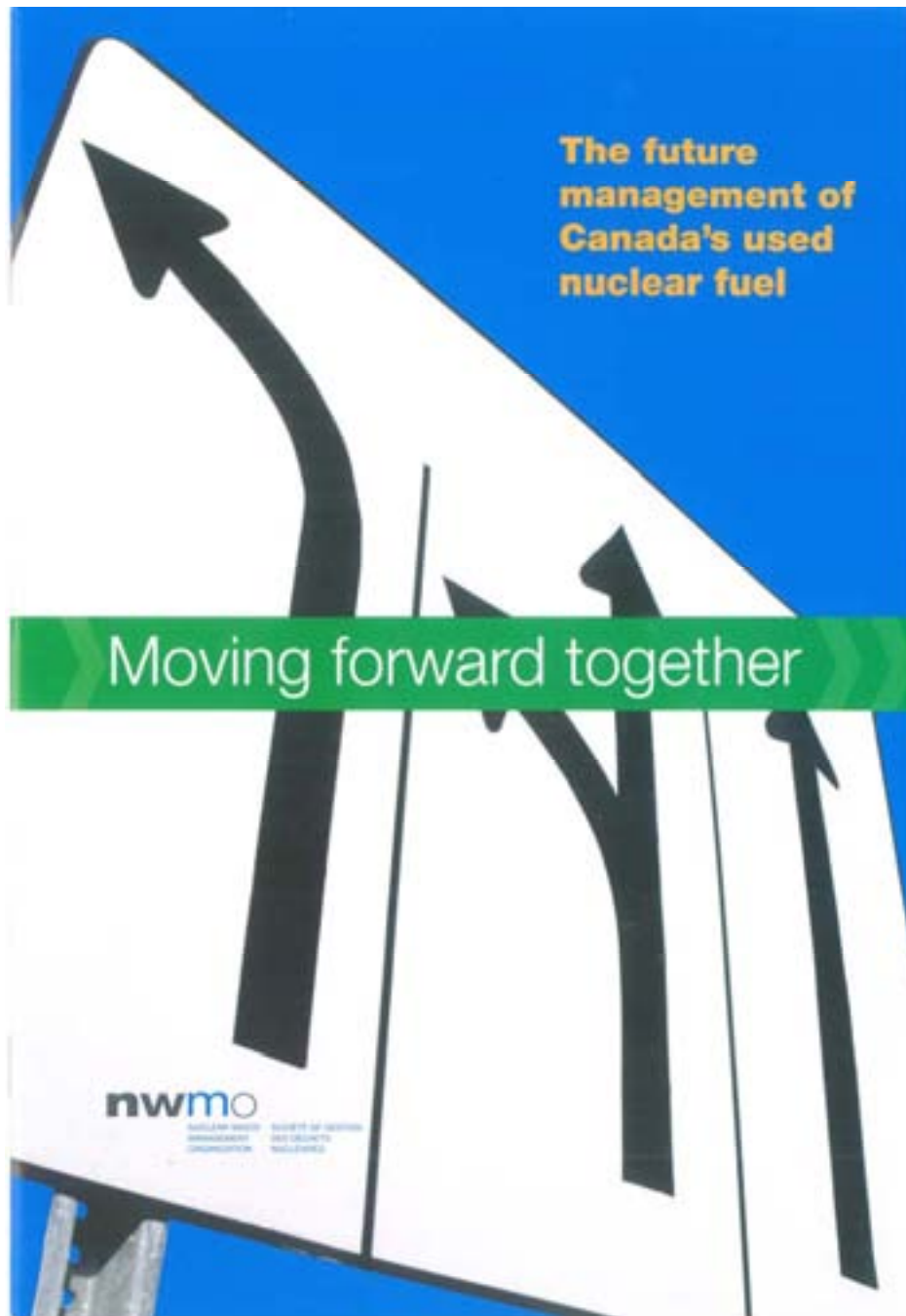
Navigator Limited. 2007. *NWMO Citizen Panel Report: Sault Ste. Marie, Ontario*. Toronto: Nuclear Waste Management Organization, November 2007. Pg. 1-67.

Navigator Limited. 2007. *NWMO Citizen Panel Report: Scarborough, Ontario*. Toronto: Nuclear Waste Management Organization, November 2007. Pg. 1-65.

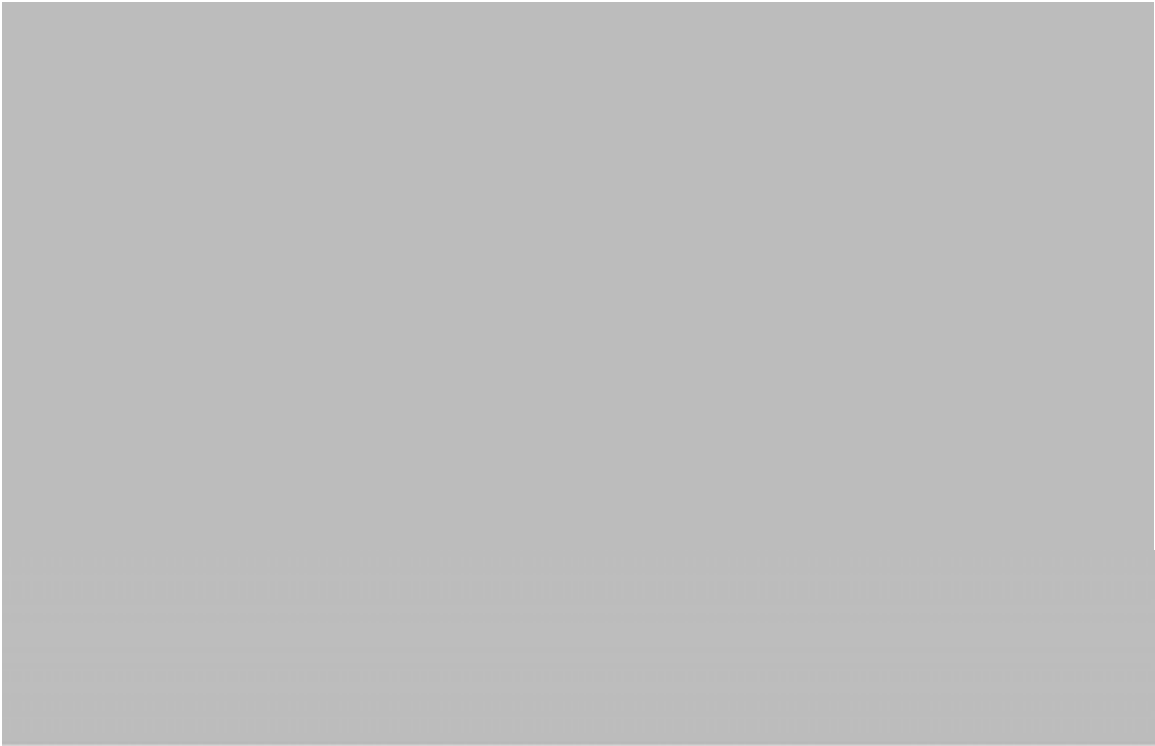
Navigator Limited. 2007. *NWMO Citizen Panel Report: Regina, Saskatchewan*. Toronto: Nuclear Waste Management Organization, November 2007. Pg. 1-65.

Navigator Limited. 2007. *NWMO Citizen Panel Report: Toronto, Ontario*. Toronto: Nuclear Waste Management Organization, November 2007. Pg. 1-64.

III. NWMO BROCHURE: GRAPHIC ANALYSIS



Information available at www.nwmo.ca
L'information disponible en français.



Legend

**A KEY TO SOME OF
THE SYMBOLS YOU'LL
FIND INSIDE:**

-  More information can be found on www.nwmo.ca
-  Words from inside our organization
-  Words that reflect the opinions of Canadians
-  By the numbers – relevant facts and figures

Our destination is clear:

an approach to managing used nuclear fuel that is safe, secure and fair. This brochure describes how the Nuclear Waste Management Organization is working closely with Canadians to chart a course together.

Where
we began



Moving towards long-term management

Nuclear energy provides Canadians with about 15 percent of our electricity and supplies more than half of the isotopes used in millions of medical procedures around the world every year. It also produces waste, which must be carefully and safely managed for a very long time.

The Nuclear Waste Management Organization (NWMO) was established by Canada's nuclear electricity generators in 2002, as required by the *Nuclear Fuel Waste Act*, to develop an approach for the long-term care of used nuclear fuel. Since then, we have engaged thousands of Canadians, including specialists and Aboriginal people, to chart a path forward.

“We look forward to the next phase of our work. The NWMO is well-prepared to work collaboratively with citizens so that Canada can continue its legacy of safely and responsibly managing used fuel by beginning the process for its long-term stewardship.”

Dr. Gary Kugler
NWMO Board Chairman

1

We are here

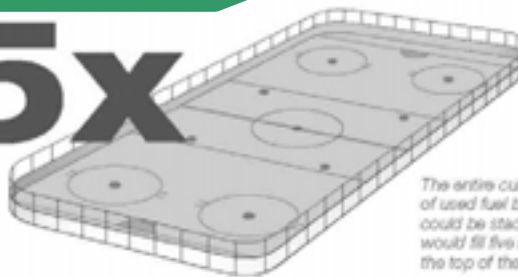


Helping Canadians understand the issues

Canada has operated nuclear power plants fuelled by uranium fabricated into bundles since 1968. After a fuel bundle has been used to generate electricity, it is removed from the reactor and safely managed in facilities licensed for temporary storage at the reactor sites. First it is placed by remote-control into water-filled pools for seven to ten years. The water cools and shields the bundles while their radioactivity decreases. Afterwards, the bundles are typically placed in dry storage containers, silos or vaults.

The NWMO is focussed on the long-term management of used nuclear fuel. Our mandate is to work collaboratively with Canadians to develop and implement a long-term management approach that will safely isolate the used fuel from people and the environment, essentially permanently.

5x



The entire current inventory of used fuel bundles, if it could be stacked end-to-end, would fill five hockey rinks to the top of the boards.



“...regardless of decisions which will be taken about how electricity should be generated, our generation has a responsibility to safely manage the waste we produce...”

The Honourable David Crombie
Chairman, Advisory Council to the NWMO

Did you know?

A nuclear fuel bundle is about the size and shape of a fireplace log, weighing approximately 24 kg. Each bundle produces enough electricity to power 100 homes for a year.



BY THE NUMBERS

ONE OF 32 COUNTRIES THAT OPERATE MORE THAN 400 NUCLEAR POWER REACTORS WORLDWIDE, CANADA HAS GENERATED NUCLEAR POWER FOR OVER 35 YEARS.

Canada currently has

- > **22** commercial reactors at 5 nuclear generating stations
- > nearly **2** million used fuel bundles
- > approximately **85,000** additional bundles are generated each year

CANADA



ONTARIO



QUÉBEC



NEW BRUNSWICK



INTERNATIONAL PERSPECTIVE

Countries around the world are at different stages of decision-making about their long-term management of used nuclear fuel. For example, **Sweden** expects to complete its step-wise approach to select a site for a deep geological repository in the next few years. **Finland** has identified a site in a willing host community and is now constructing an underground characterization facility. After a 15-year review, **France** has approved a plan that calls for a site to be chosen in 2015 with storage beginning in 2025. And, in the **UK**, the government has embraced a repository plan based on the principles of voluntarism and partnership between communities and implementers. The NWMO is committed to ensuring **Canada** benefits from the best experience and knowledge from around the world.

What is the NWMO?



Overseeing the future of Canada's used nuclear fuel

The Nuclear Waste Management Organization was established in 2002 by Canada's major nuclear fuel waste owners, Ontario Power Generation, Hydro-Québec and NB Power. The NWMO is staffed by an interdisciplinary team with a wide-range of experience which includes social, ethical and technical research, public engagement, communications, finance and governance. We collaborate with an extended family of consultants, practitioners and academics from across Canada and around the world to ensure that our work benefits from the best available research and experience.

Canadians also have the benefit of an independent Advisory Council to monitor the work of the NWMO. This group of individuals is knowledgeable in nuclear waste management issues and experienced in working with citizens and communities on a range of public policy issues. The Nuclear Fuel Waste Act requires the NWMO to make public the independent written comments of the Advisory Council on the NWMO's study and its triennial reports.

www.nwmo.ca/advisorycouncil

GUIDING PRINCIPLES

Vision

NWMO'S GOAL FOR THE FUTURE

The long-term management of Canada's nuclear waste in a manner that safeguards people and respects the environment, now and in the future.

Mission

THE PURPOSE OF THE NWMO

To develop collaboratively with Canadians a management approach for the long-term care of Canada's used nuclear fuel that is socially acceptable, technically sound, environmentally responsible and economically feasible.

www.nwmo.ca/principles

» “Ongoing collaboration will be critical to successful implementation of Canada’s long-term management strategy for used nuclear fuel.”

Kian Nash
President, NWMO



» “Both Sweden and Finland are considering approaches for long-term management of used nuclear fuel that are very similar to the NWMO’s recommended approach for Canada, and their waste management programs are more advanced with respect to technology development and the siting and approvals process.”

Sean Russell, NWMO technical advisor (commenting on Canada’s international agreements to exchange information and participate in joint R&D)



Technical research

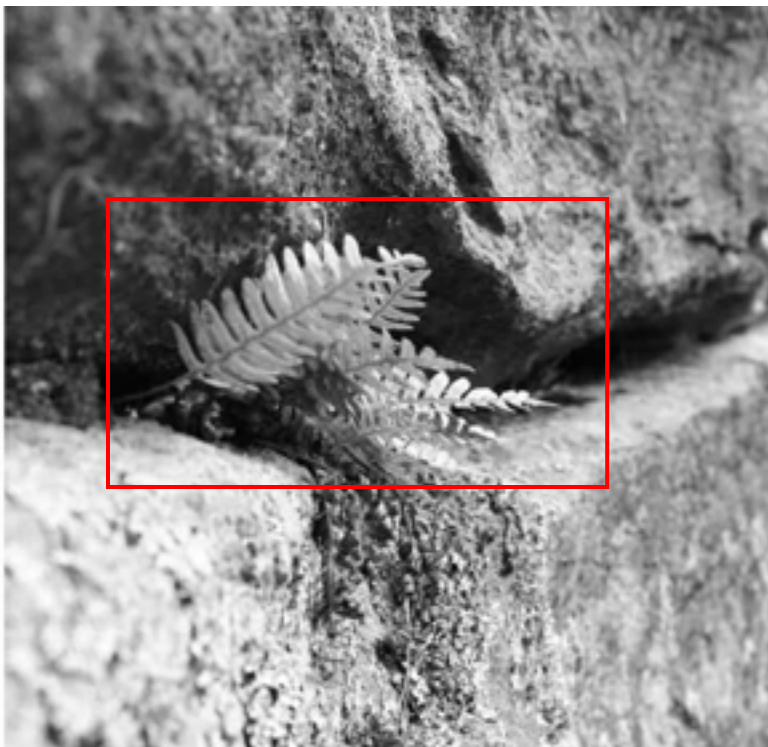
The NWMO assumed responsibility for directing and managing all aspects of the established Canadian technical research program on used nuclear fuel on January 1, 2007. The research program focuses on used fuel storage and repository engineering, geosciences, safety assessment, and technical support to the development of a collaborative siting process.

Contracts with many Canadian universities support the research. An important feature of the NWMO’s approach is interaction with national waste management programs in other countries.

The NWMO has agreements with Svensk Kärnbränslehantering AB, the Swedish Nuclear Fuel and Waste Management Company (SKB) and Posiva, the Finnish nuclear waste management company.

A strong research program will ensure that Canada benefits from leading-edge technological innovation in radioactive waste management developed domestically and elsewhere and that we maintain the necessary human resource capacity to apply the knowledge and technology.

What we have learned



Creating a contract between science and society

The work of the NWMO is an outgrowth of decades of legislative and industry action and public consultation. As early as 1988, studies determined that deep geological isolation of nuclear waste is a sound technical approach. Yet, the complexity and long timeframes involved require more than a technical response. The issue also requires consideration of environmental, economic, social and cultural concerns. There are no precise answers.

That is why public engagement is an essential part of the work of the NWMO. People from the broadest cross-section of Canadian society have participated in our dialogues, including technical and scientific specialists, Aboriginal peoples, reactor site communities, youth, and interested members of the general public. Some common ground has emerged.

The values that Canadians said are important formed the basis for eight objectives against which different options

were evaluated: fairness, public health and safety, worker health and safety, community well-being, security, environmental integrity, economic viability, and adaptability. Of these, safety, security and fairness are paramount: the management approach must be safe and secure for people, communities and the environment, and it must be fair for current and future generations.



"It's extremely important that we have community input."

Saskatoon, Saskatchewan

Traditional knowledge

Among the citizens engaged in the NWMO study were more than 2,500 participants in dialogues designed and delivered by local, regional and national Aboriginal organizations. Following an Elders' Forum in 2006, the NWMO Aboriginal Working group was created. The group adopted the name Niigani, meaning "out in front" or "leading the way." An important goal for Niigani is to help the NWMO interweave both Aboriginal and western world views into its thinking and processes.



"I feel it is very important to make sure that all necessary precautions are taken so that these waste materials are safely stored so that future contamination of Mother Earth and the human race can be prevented. Remember we are borrowing from our children."

Chama, Ontario



BY THE NUMBERS

THE NWMO STUDY WAS CONTRIBUTED TO BY MORE THAN 18,000 CANADIANS:

- > 2,500 Aboriginal people through 15 national, regional and local organizations
- > more than 500 specialists in natural and social sciences, sustainable development and technical disciplines
- > 12 communities participating in a national citizens' dialogue on values
- > 120 information and discussion sessions in every province and territory
- > 3 nationwide surveys and 54 focus groups
- > 5 dialogues on the draft recommendation
- > open houses at 7 reactor site communities
- > 4 internet e-dialogues
- > 300,000 visits to the interactive website

nwmo.ca/backgroundpapers
nwmo.ca/dialoguereports

Values

THE FUNDAMENTAL BELIEFS THAT GUIDE OUR WORK

Integrity

We will conduct ourselves with honesty and respect for all persons and organizations with whom we deal.

Excellence

We will pursue the best knowledge, understanding and innovative thinking in our analysis, engagement processes and decision-making.

Engagement

We will seek the participation of all communities of interest and be responsive to a diversity of views and perspectives. We will communicate and consult actively, promoting thoughtful reflection and facilitating a constructive dialogue.

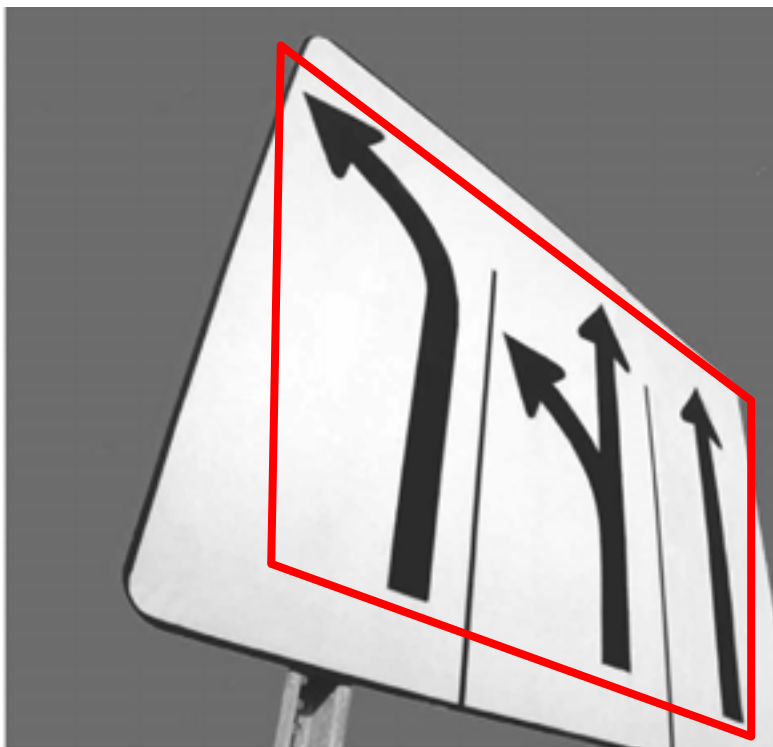
Accountability

We will be fully responsible for the wise, prudent and efficient management of resources and be accountable for all of our actions.

Transparency

We will be open and transparent in our process, communications and decision-making, so that the approach is clear to all Canadians.

Where we
go from
here



Introducing Adaptive Phased Management

The Nuclear Fuel Waste Act required the NWMO to consider three technical methods for long-term used fuel management: deep geological disposal in the Canadian Shield; centralized storage above or below ground; and storage at nuclear reactor sites.

In assessing the three methods, Canadians agreed that while each had distinct advantages, none perfectly met all the objectives they believe are important. Through the process facilitated by the NWMO, a fourth approach evolved – Adaptive Phased

Management (APM). This is the approach recommended by the NWMO and selected by the Government of Canada on June 14, 2007. The NWMO will now implement the plan.

From a technical perspective, APM has as its ultimate goal centralized containment and isolation of used nuclear fuel in a deep geological repository in a suitable rock formation. Importantly, APM is a management system. It breaks implementation into realistic, manageable phases – each marked by explicit decision points with opportunities for

input by interested Canadians. It is flexible. Like a roadmap, APM allows us to adjust our course at any stage to take advantage of new knowledge and changing societal priorities.

APM builds “expecting the unexpected” into the process. It allows us to learn and adapt as we move forward, to continually explore, evaluate, criticize and reaffirm our course.

APM moves towards a goal Canadians have themselves identified: safe and secure long-term storage of used nuclear fuel that we produce; and flexibility for future generations to act in their own best interests.



“We shouldn’t think we have all the answers right now. We need to take into view the development of new technologies.”

Halifax, Nova Scotia

FUNDING ADAPTIVE PHASED MANAGEMENT

The *Nuclear Fuel Waste Act* requires producers of used fuel to contribute annually to trust funds to ensure that the NWMO has the money necessary to implement the long-term management approach. The legal responsibilities for these contributions rest with the individual companies. The NWMO may have access to these funds only for the purpose of implementing Canada's management approach once a construction or operating licence has been issued under the *Nuclear Safety and Control Act*.

The committed liability associated with the long-term management of the current inventory of used nuclear fuel is about \$4.4 billion [as of January 1, 2007]. The total value of the waste owners' segregated funds (including trust funds) dedicated to the long-term management of used nuclear fuel is \$3.3 billion [as of Dec. 31/2006].

www.nwmo.ca/trustfunds

Expectations for implementation

HERE IS WHAT CANADIANS TOLD US THEY WANT FROM THE NWMO

- › Continue to build new knowledge
- › Inform the public about emerging innovations
- › Seek third-party verification as a measure of trust
- › Consider the work of other countries
- › Assure that best knowledge and expertise are applied
- › Measure actions against independent benchmarks
- › Report in easy-to-understand, non-technical language

“This is a safe, long-term approach. APM will ensure the used nuclear fuel is monitored and retrievable. It is also designed to take advantage of emerging technologies.”

Gary Lunn
Minister, Natural Resources Canada, June 14, 2007

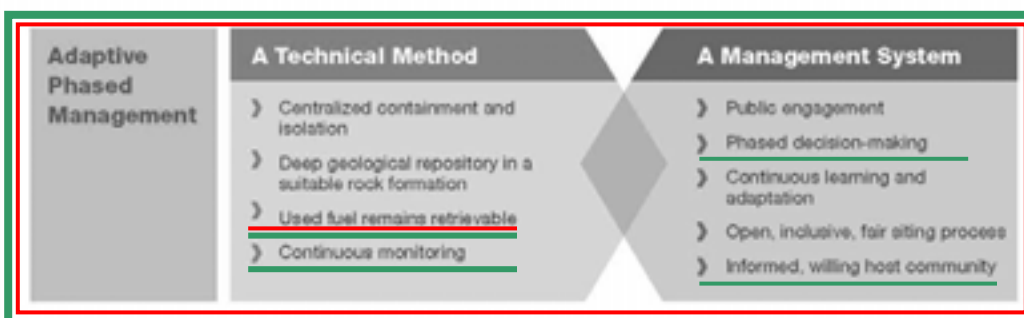
**How we'll
navigate
the way**



Implementing Adaptive Phased Management

The NWMO is responsible for implementing Canada's approach to long-term used nuclear fuel management, subject to all regulatory approvals. We propose to do this in phases. While we cannot know precisely how long each phase of implementation will require, we have developed an illustrative schedule based on conceptual designs and case studies.

The implementation process will span many decades and continue to be collaborative. Each phase will involve many activities and decision points, all of which will allow many opportunities to incorporate new science and social learning.



10

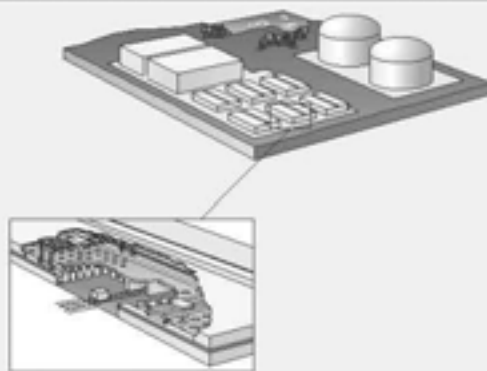
Adaptive Phased Management will be implemented in phases with many activities and decision points

PHASE

1

PREPARATION

- Maintain used fuel storage at reactor sites while preparing for central storage
- Identify an informed, willing host community
- Design, licence and construct an underground characterization facility and optional shallow storage facility, if required

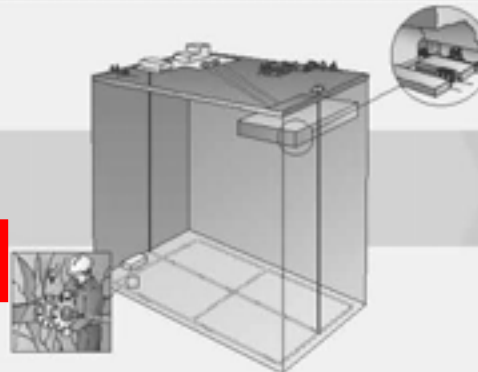


PHASE

2

TECHNOLOGY DEMONSTRATION

- Demonstration of long-term isolation technology in underground characterization facility
- Option of transporting used fuel from reactor sites to the central location for interim shallow underground storage, if required
- Design and construction of deep geological repository

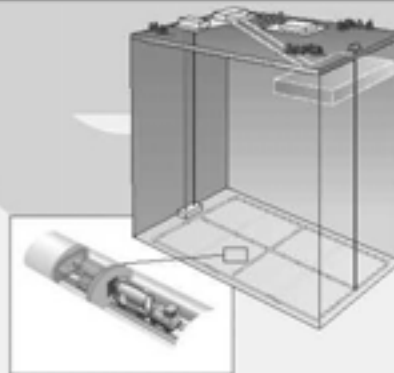


PHASE

3

LONG-TERM CONTAINMENT

- Used fuel packaged into long-lived containers and placed in the deep geological repository
- Used fuel remains retrievable
- Extended monitoring

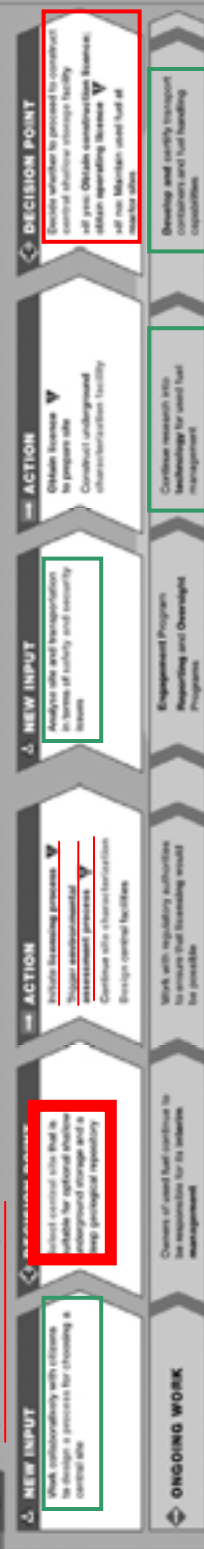


"What we need is a flexible plan that gives future generations a choice."
Thunder Bay, Ontario

More about Adaptive Phased Management

Early in Phase 1, the NWMO will invite Canadians to participate in the development of an **approach** for site selection that is open, transparent, fair and inclusive. This is expected to take approximately two years; site selection itself could take ten years, or more.

1 Preparing for central used fuel management Approximate timetable: 30 years



2 Central storage and technology demonstration Approximate timetable: 30 years



3 Long-term containment, isolation and monitoring Approximate timetable: 30 to 60+ years



Legend

Input Point
Input required to inform and support action and decisions

Ongoing
Activities and programs that in parallel through the phase to inform and support implementation and decision making

Action Point
Specific actions required to advance implementation

Decision Point
Key decisions that affect implementation activities and schedule

Regulatory Oversight
Regulatory approval required before work proceeds

During Phase 1, key regulatory stages include the environmental assessment and licensing processes. In Phase 2, regulatory approvals will be required for transportation routes, methods for transportation routes, methods and containers, and construction licences. Phase 3 requires regulatory approval for an operating licence for the deep geological repository. APNM will proceed as expeditiously as Canadians, successful technology demonstration and the regulations allow.

What is the process for choosing a site?

The process for selection of a central site will be developed collaboratively with Canadians. During the study phase, Canadians were clear about a number of siting principles. Among them, was the belief that the location must be acceptable to an informed and willing host community. The site must also be technically sound; suitable for a deep geological repository, for optional shallow underground storage and for a characterization facility. Siting efforts will be focused in the four provinces directly involved in the nuclear fuel cycle: Ontario, Québec, New Brunswick and Saskatchewan. Should communities in other regions express an interest, they will also be considered.



Asking tough questions

Can APM accommodate growth in Canada's nuclear power industry? Or different types of used fuel?

The NWMO has a legal obligation to manage all of Canada's used nuclear fuel – that which exists now and that which will be produced in the future. APM was primarily designed for the fuel from Canada's existing reactors. We have tested APM against many future used fuel scenarios and it was found to be technically capable of dealing with additional quantities and different types of used nuclear fuel. It has the potential to accommodate many of the changes that are likely to be required as Canadian energy policy evolves, science and technology advance, and societal expectations and values evolve. The NWMO will continue research and testing to ensure that the plans and programs address new circumstances and remain robust.



Why don't we
recycle the used
nuclear fuel?

Used nuclear fuel is reprocessed in some parts of the world. In Canada, any decision to reprocess would have to be made by the nuclear operators in conjunction with government and the regulators. Consideration would have to be given to other types of radioactive wastes which would be produced, the potential for separating out material which could be used in the production of nuclear weapons and the expense of reprocessing. Nevertheless, the NWMO would be responsible for the long-term management of high level wastes resulting from reprocessing and we continue to monitor ongoing research in the area of recycling used nuclear fuel.



What about the danger
of transporting used
nuclear fuel?

The NWMO will need to demonstrate the safety of any transportation system prior to its implementation. Our research and discussions with authorities in Canada and abroad, suggest that used nuclear fuel can

be transported safely. Internationally, many nations have been regularly transporting used nuclear fuel for decades. Robust transport containers are designed to withstand severe accidents and transport conditions, and meet high standards which are continually reviewed by regulatory and licensing bodies.



Moving forward



Striking the right balance

The management of used nuclear fuel involves very long time-frames, complex technical questions and challenging social and ethical considerations.

Citizens expect and deserve to be involved in deciding major public policy questions. There is no quick and simple way to explore the full range of views and knowledge within society. Successfully engaging people on this issue has required – and will continue to require – an iterative and evolving process. The NWMO is working hard to reach and listen to interested Canadians. We are committed to continuing the dialogue as we move ahead to collaboratively implement Canada's approach for the long-term care of used nuclear fuel.

We are ready
to take the
next steps

JOIN US IN MOVING FORWARD

In the time ahead, there will be many opportunities for interested Canadians to continue to participate with the NWMO. We encourage you to do so.

For information, visit
www.nwmo.ca



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To contact us:

**Nuclear Waste
Management Organization**
22 St. Clair Avenue East
Sixth Floor
Toronto, Ontario
M4T 2S3

Tel (416) 934-9814
Toll Free (866) 249-6066
www.nwmo.ca

nwmo

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IV. NAVIGATOR PERSONNEL

JAMES STEWART WATT, SENIOR DISCUSSION LEADER

Jaime Watt is Chair of Navigator, a Toronto-based research consulting firm that specializes in public opinion research, strategy and public policy development.

Prior to relocating to Toronto, he was, for ten years, Chair of Thomas Watt Advertising, a leading regional advertising agency and communications consulting firm based in London, Ontario.

A specialist in complex communications issues, Jaime has served clients in the corporate, professional services, not-for-profit and government sectors and has worked in every province in Canada, the United States, the United Kingdom, France, Central America, Korea and Kosovo.

He currently serves as Chair of Casey House, Canada's pioneer AIDS hospice, as well as Casey House Foundation and is a Vice President of the Albany Club. He is a director of the Dominion Institute, Woodrow Wilson Center's Canada Institute, TD Canada Trust's Private Giving Foundation, The Canadian Club of Toronto and The Clean Water Foundation. As well, he is a member of the President's Advisory Council for the Canadian Red Cross and is a member of the Executive Committee of Canadians for Equal Marriage. He was a founding Trustee and Co-chair of the Canadian Human Rights Trust and the Canadian Human Rights Campaign.

CHAD A. ROGERS, SUPPORTING DISCUSSION LEADER

Chad Rogers is a Consultant at Navigator providing strategic planning and public opinion research advice to government, corporate and not-for-profit clients.

He has recently returned to Canada after working abroad with the Washington, DC based National Democratic Institute as director of their programs in Kosovo and Armenia respectively. Chad oversaw multi-million dollar democracy and governance assistance programs directed at political parties, parliaments and civil society organizations in newly democratic nations. He conducted high-level training with the political leadership of Armenia, Bosnia Herzegovina, Iraq, Kyrgyzstan, Macedonia, Moldova and Serbia.

Having previously worked on Parliament Hill as both a legislative and communications assistant to Members of Parliament and Senators, he has an in-depth knowledge of Canada's Parliament and its committees, caucuses and procedures.

He is a board member of the Kosova Democratic Institute and is a member in good standing of the Public Affairs Association of Canada (PAAC) and the Market Research & Intelligence Association (MRIA). Chad has trained at the RIVA Qualitative Research Training Institute.

COURTNEY GLEN, PROJECT MANAGER

Courtney Glen is a Consultant at Navigator assisting in public opinion research, strategic planning and public policy advice for government, corporate and not-for-profit clients.

Courtney most recently worked at the Fraser Institute as a junior policy analyst in health and pharmaceutical policy. In her time at the Institute, Courtney co-authored a major pharmaceutical policy paper and contributed to their monthly policy journal, *The Fraser Forum*.

Prior to that, Courtney worked as a researcher for the Scottish Labour Party in Edinburgh, Scotland, conducting an audit of the Parliament's Cross Party Group on International Development.

Courtney has a Masters in International and European Politics from the University of Edinburgh in Scotland and a Bachelor of Arts Honours degree in Political Science from the University of Guelph.

JOSEPH LAVOIE, PANEL MANAGER (FRANCOPHONE)

Prior to joining Navigator, Joseph Lavoie worked at Citigroup Global Transaction Services where he improved communications within the Transfer Agency Systems department. Joseph achieved this objective via Web 2.0 technologies, which he previously leveraged in developing Santa's Journal, a successful viral marketing campaign that introduced Santa Claus to the world of blogging and podcasting.

Joseph has been active in numerous provincial and federal election campaigns; has provided political commentary for various websites and television/radio programs; and has served as the recruitment director for the Ontario Progressive Conservative Youth Association. In March 2007, Joseph was selected *Canada's Next Great Prime Minister* by Canadians as part of a scholarship program sponsored by Magna International, the Dominion Institute, and the Canada-US Fulbright Program. He currently serves on the Public Affairs/Marketing Team for the Toronto Symphony Volunteer Committee.

STEPHEN LEONARD, PANEL MANAGER (ANGLOPHONE)

Prior to joining Navigator, Stephen attended the University of Guelph where he graduated with a Bachelor of Arts Honours degree in History. Throughout his undergraduate career, Stephen was an active member of the Canadian Forces Army Reserve in Toronto, which he left in June due to medical reasons as a Corporal.

Stephen is head Panel Manager and plays a vital role in the management and organization of the Citizen Panel project.

V. DISCUSSION LEADER'S GUIDE

PHASE ONE CITIZEN PANELS

DISCUSSION LEADER'S GUIDE / PANEL OBJECTIVES

Panel Objectives:

1. To initiate a Citizen's Panel for the Nuclear Waste Management Organization (NWMO).
2. To fully explore the NWMO brochure and have Panelists give direction on possible improvements for future iterations.
3. To gain insight and perspective from Panelists on the direction of the NWMO as it concerns Adaptive Phased Management (APM) and NWMO's movement into the implementation phase of its work.
4. To explore the feelings of Panelists toward an NWMO Transparency Policy and what suggestions they might have for such a policy in the future.

Panel Dates:

Monday, November 5:	Regina, Saskatchewan
Tuesday, November 6:	Saskatoon, Saskatchewan
Wednesday, November 7:	Toronto, Ontario
Saturday, November 10:	Kingston, Ontario
Tuesday, November 13:	Saint John, New Brunswick
Wednesday, November 14:	Montreal, Quebec
Thursday, November 15:	Sault Ste. Marie, Ontario
Monday, November 19:	Scarborough, Ontario

PHASE ONE CITIZEN PANELS

DISCUSSION LEADER'S GUIDE / PANEL OBJECTIVES

Discussion Leader: Jaime Watt
Transcriber: Courtney Glen

ADVANCE OF DISCUSSION

1. LOBBY EXERCISE (0:00 – 0:20)

- **Red Green pen exercise on NWMO brochure**
 - Mark with a green pen those things you like and agree with and things that make sense to you.
 - Mark with a red pen those things you dislike or disagree with and things that do not make sense to you.
 - Your marking can be for text content (underline), graphics or photos (circle) or any element of the publication.
- **One page of written instructions, addressed briefly by Discussion Leader**
 - I would like you to review the document once completely before making any marks on it. After you have reviewed the document from start to finish, I would ask that you take the red and green pens you have been provided and mark in any way (underline, circle, strikethrough) things you like or agree with and things you dislike or disagree with. The green pen is for marking those things that you like or agree with and the red pen is for marking those things that you dislike or disagree with.
 - You are free to mark anything in the document, not just the text. For instance, if there is a graphic or layout element you like or dislike, you can mark this as well.
 - After you have finished reviewing the entire document and marking it with the red and green pens, please take the black sharpie marker provided and mark, with a circle, the one thing you liked most or agreed with the most, as well as the one thing you disliked most or disagreed with the most. That is, of all the marks you made, pick one red and one green that you felt the most strongly about and put a big circle around them with the sharpie marker.

- When you have marked the document with your red and green pens, and then with the black marker for the red and green marking you felt most strongly about, place the document in the envelope. You do not need to seal the envelope.
- Please print in clear block letters your first name and the first letter of your last name on the front of the envelope.

PANEL DISCUSSION

1. OPENING OF PANEL SESSION (0:20 – 0:25)

- Welcome back
- Explanation of Panel methodology
 - Difference between a focus group and Citizen Panel discussion
 - Discussion and interplay between Panelists
 - Debate and raising questions, as opposed to the Discussion Leader asking all the questions
- Confidentiality of session
 - While nothing we do here today is secret, we do need to all feel safe that we can air our opinions freely and honestly. I would ask if everyone can consent to not speaking to the media about our discussions and agreeing not to quote the words of any one person.
 - In our reports and work, we will never identify comments in a way that would identify you.
- Explanation of NWMO disclosure of proceedings

2. INTRODUCTIONS (0:25 – 0:35)

- Brief introductions
 - First names only
 - Occupation, family, place of residence
 - One thing that connects you to one other introduction you have heard

3. AGENDA & EXPECTATIONS (0:35 – 0:45)

- Role of Discussion Leader
 - As mentioned, a Discussion Leader is different than moderator
 - Looking to the panel to have more of a role in the discussion, although I will assist in helping us use our time in the best manner
- Introduction of Steve Leonard
 - In front of you, you will find his contact information.
 - Your point of contact, please feel free to call him if you have any questions or concerns.
- Transcriber
 - Works for the whole panel, please feel free to direct the transcriber to make special note of important points
- Parking lot
 - Everyone has in front of them a number of Post-it notes
 - I would ask that when you have a question, a thought, an idea or a point you want to make that may not relate directly to what we are discussing you jot it down and pass to me, I will place it on the ‘Parking Lot’ flip chart
 - At the end of the session we will come back to this list and attempt to get answers

4. GENERAL DISCUSSION (0:45 – 1:00)

- I am wondering if you thought more about the NWMO after our last session, as many people tell me that, despite their best intentions, they just go back to their daily routines without giving it another thought.
- Has anyone read, seen or heard anything about NWMO in the media since our last discussion?

- Has anyone mentioned anything about used nuclear fuel to a friend, family member or co-worker since our last discussion?
- Have you thought about anything since our last discussion that you wish you had mentioned?

5. BROCHURE (1:00 – 2:00)

[Ask Panelists to take the manila envelope they place their marked copy of the NWMO report in and remove the report]

Think/Feel/Say Exercise

- I am now distributing a sheet with a caricature representing a person. This person is intended to be you. I would like you, after having reviewed the NWMO report earlier this evening, to write in the three spaces provided how you thought, felt and what you would have said about the report.

[For all questions below, probe why – reasons the report makes them feel the way they do]

- For instance, how did the report make you feel? Did it raise any emotions?
- What did you think of the report that you might hesitate to say out loud, knowing that someone from the NWMO was here?
- What would you have said to the person who wrote the report if they were here?
- What did you think of the report when you saw it?
- What do you think others would say about this report?

Red/Green Pen Exercise

[Discussion Leader uses large copy to lead the discussion]

- Review red green pen markings by section, assign:
 - One strongest like/agreement from each Panelist
 - One strongest dislike/disagreement from each Panelist

- Page by page review

6. NWMO IMPLEMENTATION (2:00 – 2:25)

Review of the status of the APM

[Distribute NWMO newsletter]

- Are NWMO's objectives and progress in line with your expectations? Why do you say that? What did you expect? How would you know what to expect?
- What is your reaction to the current status? Why do you say that?
- What organizations should be involved at this point? Why do you say that? How should they be involved?
- What type of groups would you like to see NWMO working or consulting with? What type of groups should they not be consulting or working with?
- Are there any credible third party groups you feel could help NWMO with their work?

Review of NWMO Strategic Objectives

[Distribute NWMO strategic objectives]

- I have a brief exercise I would like everyone to complete.
 - Please read it through once in its entirety. This is a list of strategic objectives NWMO is considering for itself. These would be the overall objectives that guide the organization.
 - After reviewing each strategic objective, please indicate, on a scale of 1 to 5, how important it is to you that the NWMO do this. As well, please indicate if you feel the strategic objective is an appropriate one for the NWMO to have.
 - Please do this exercise individually and then we will discuss your responses
- Review group responses in brief discussion
 - I want to ask you about Importance vs. appropriate for example:
 1. Is this the right priority, if it is, how important is it that they dedicate resources to it

7. TRANSPARENCY (2:25 – 2:40)

Discussion of needs of NWMO Transparency Policy

- I now want to have a discussion about transparency policy. What do you think a transparency policy is?
- Do you think it is important for an organization, such as the NWMO, to have a transparency policy? Is it needed? Why?
- How does having a transparency policy serve an organization such as the NWMO?
- What do you expect a transparency policy to cover? What would you like it to include?
- What would you expect to see in a document outlining the NWMO's transparency policy?

[Distribute NWMO transparency document]

- I am now handing out a document which is a high-level summary of NWMO's transparency practices.
 - Does this meet with your expectations?
 - Do you feel there is any special effort that NWMO must make to be transparent? Do you see that reflected here?
- Do you feel there is a need for transparency measures such as the following:

[If so, why?]

[Discussion Leader will explore each of the three concepts as the discussion progresses.]

- *Presumed Disclosure* – Some institutions, especially those with mandates that involve the public or large social groups as stakeholders, assume that information is to be disclosed unless it meets specific criteria for classifying it as confidential.
- *Leaving space for internal contemplation* – Some organizations purposely allow themselves free space to openly discuss and

deliberate ideas within the organization through the exemption of some forms of internal communications from disclosure.

- *Independent Oversight* – Some transparency and disclosure regimes, both inside and outside of the private sector, employ the use of some form of independent review or oversight to ensure adherence to policies. Within public institutions, a review committee may be set up to hear complaints regarding the process, or hear appeals when requests for information are rejected. In the private sector, where information is more likely to be voluntarily offered to the public as opposed to being available for request, auditing firms may be employed to ensure that the information being offered is accurate and in line with established guidelines.

8. WRAP-UP (2:40 – 2:50)

- Parking lot questions
- Invite NWMO discussion
 - You have raised a number of questions and issues that may require an expert answer. Additionally, we are covering material like NWMO implementation which exceeds my ability to explain to you. Would you like, for a portion of our future session, to invite an NWMO representative into the room to answer your questions and present the current situation from NWMO's perspective? This person would not have to be here for the whole session and would be at your disposal.
- As we end our session does anyone have any remaining issues to discuss or questions to raise about our work?

9. NEXT SESSION (2:50 – 3:00)

- Homework
 - Website review (for those with web access)
 - Copy of survey to fill out with stamped return envelope
 - General Question Sheet (Parking Lot for take home purposes)
- Possible dates of next meetings

- Explanation of incentive schedule
- Adjourn

VI. RED/GREEN PEN EXERCISE INSTRUCTIONS

In front of you, you will see the document *Moving Forward Together*. Please take a moment to review the document completely.

Once you have reviewed the document from start to finish, please do the following:

1. Take the red and green pens you have been provided and begin to mark, in any way (underline, circle, strike through), things that you like or agree with and things that you dislike or disagree with. The green pen is for marking those things that you like or agree with and the red pen is for marking those things that you dislike or disagree with.
2. You are free to mark anything in the document, not just the text. For instance, if there is a graphic or layout element you like or dislike, you can mark this as well.
3. Once you have finished reviewing the entire document and marking it with the red and green pens, please take the black sharpie marker you have been provided and mark, with a circle, the one thing you liked most or agreed with the most, as well as the one thing you disliked the most or disagreed with the most. That is, of all the marks you made, pick one red and one green that you feel most strongly about and put a big circle around them.
4. Once you have marked the document with your red and green pens, and then with the black marker for the red and green marking you felt most strongly about, place the document in the envelope provided. You do not need to seal the envelope.
5. Please print in clear block letters your first name and the first letter of your last name on the front of the envelope. The Discussion Leader will be out to get you shortly.

VII. NWMO STRATEGIC OBJECTIVES

Please read through each of the following objectives. After reviewing each strategic objective, please indicate, on a scale of 1 to 5, how important it is to you that the NWMO do this. As well, please indicate if you feel the strategic objective is an appropriate one for the NWMO to have. You can indicate your choice by circling a number in the boxes on the left, with 1 being very important/appropriate and 5 being not important/not appropriate.

Strategic Objective	Importance	Appropriateness
We are directing our efforts to the building of long-term relationships with interested Canadians and Aboriginal people and involve them in setting future direction.	1 2 3 4 5 #1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this	1 2 3 4 5 #1 is it is the objective is appropriate for the NWMO and #5 is it is not appropriate for the NWMO
We are putting in place a strong research program designed to broaden NWMO's foundation of technical and social knowledge. This will bring to bear the most advanced international expertise, to support implementation of a government decision.	1 2 3 4 5 #1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this	1 2 3 4 5 #1 is it is the objective is appropriate for the NWMO and #5 is it is not appropriate for the NWMO
We are deepening our efforts to develop and refine a funding formula and trust fund deposit schedules that address financial surety and long-term program funding.	1 2 3 4 5 #1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this	1 2 3 4 5 #1 is it is the objective is appropriate for the NWMO and #5 is it is not appropriate for the NWMO
We are developing processes and activities to ensure the organization and its activities are fully adaptive. This includes continuing to review, adjust and validate plans against factors such as advances in technical learning, evolving societal expectations and values, and changes in energy and environmental policies, composition, volume and form of used nuclear fuel.	1 2 3 4 5 #1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this	1 2 3 4 5 #1 is it is the objective is appropriate for the NWMO and #5 is it is not appropriate for the NWMO
We are developing a governance structure that provides Government, Members, Board, management, and the public with greater assurance, oversight, advice, and guidance about NWMO activities during the implementation phase.	1 2 3 4 5 #1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this	1 2 3 4 5 #1 is it is the objective is appropriate for the NWMO and #5 is it is not appropriate for the NWMO
We are re-forming NWMO to become an implementing organization – an organization with a full range of capabilities to implement a government decision, including social, technical and financial capabilities.	1 2 3 4 5 ##1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this	1 2 3 4 5 #1 is it is the objective is appropriate for the NWMO and #5 is it is not appropriate for the NWMO
We will proceed with the collaborative design of a process to select a site , supported by a public engagement program. A later step will involve initiation of a siting process.	1 2 3 4 5 #1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this	1 2 3 4 5 #1 is it is the objective is appropriate for the NWMO and #5 is it is not appropriate for the NWMO

VIII. NWMO TRANSPARENCY DISCUSSION PAPER (EXCERPT)

NWMO Approach to Transparency

- We will conduct ourselves with honesty and respect for all persons and organizations.
- We will pursue the best knowledge, understanding and innovative thinking in our analysis, engagement processes and decision-making.
- We will seek the participation of all *communities of interest* and be responsive to a diversity of views and perspectives.
- We will communicate and consult actively, promoting thoughtful reflection and facilitating a constructive dialogue.
- We will be fully responsible for the wise, prudent and efficient management of resources and be accountable for all our actions.
- We will be open and transparent in our process, communications and decision-making, so that the approach is clear to all Canadians.

We will give evidence of this by publishing on the NWMO's website, in a timely manner:

- A copy of the legislation which outlines the mandate of the NWMO, to facilitate public access.
- Our formal reports to Government (Annual Report, Audited Financial Statements), and formal direction received from Government.
- The vision, mission and values which inform NWMO's activities.
- Minutes of meetings of any decision-making and/or advisory body struck.
- (Final) Reports from all research commissioned by the NWMO, whether it be scientific, technical and/or social scientific in nature.
- NWMO work plans, which outline the planned work of the NWMO for the coming period.
- Discussion documents, in order to share NWMO thinking with the public at critical decision points through the implementation process, and solicit comment and direction before proceeding to the next step.
- Advice and direction received by the NWMO through dialogues and/or submissions in summary form, and by individual or organization where the NWMO has explicit permission to do so. This includes reports from dialogues and workshops (including expert workshops).
- Reports from all public attitude research commissioned by the NWMO.
- All speeches delivered by the President of the NWMO in conferences and/or workshops.

IX. WEBSITE SURVEY

Part One: Open Ended Questions:

1. What is your overall impression of the NWMO website?
2. Does the website appeal to you? Why?
3. Who do you feel is the intended audience for the website? What makes you think that?
4. Was there something you were hoping to find on the web site that you did not see? If so, please outline what it is you were hoping to find.
5. What, if anything, did you find most interesting on the website?
6. Could you identify ways in which you would improve the website? If so, please describe.
7. What do you like most about the website?
8. Is there anything you do not like about the website?

Part Two: Strongly Agree/Disagree Scale

1. I find the website has a consistent look and feel.
2. I find the website is easy to navigate.
3. I find the website has too much information.
4. I find that it is easy to find the specific information I am looking for on this website.
5. I find the navigation buttons are descriptive.

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