

# Qualitative Research Discussion Groups: Citizen Panel Preparatory Phase

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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.

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# NAVIGATOR

## Qualitative Research Discussion Groups: Citizen Panel Preparatory Phase

NUCLEAR WASTE MANAGEMENT ORGANIZATION

SEPTEMBER/OCTOBER 2007

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# 1. EXECUTIVE SUMMARY

Since its creation in 2002, the Nuclear Waste Management Organization has engaged Canadians in a series of discussions to better understand what it will take to develop and implement a plan for managing Canada's nuclear waste. Most recently, the NWMO, in partnership with Navigator Limited, conducted a large, five-part study with Canadians about their attitudes on and perceptions of the management of nuclear waste. At the conclusion of the study in March 2007, discussions about the possibility of continuing a dialogue with Canadians were held. It was proposed that, unlike previous research, the ongoing dialogue would take a Citizen Panel format, rather than standard qualitative research methodology, i.e. focus groups. After much discussion and debate, the NWMO decided to proceed with Citizen Panels.

Citizen Panels are not focus groups. Rather, they are a representative group of Canadians in a number of cities across the country who will participate in multiple discussions on a specific topic. Proceeding with Citizen Panels, rather than focus groups, allows the NWMO to collaborate with participants who have had previous exposure to discussions on the complex issue of nuclear waste management. As a result, the replication of an education exercise in each discussion will not be necessary.

The design, methodology and work of these panels will be addressed in a separate report.

The study discussed in this report was done in preparation for Citizen Panels, and allowed the NWMO to expand the number of sites in which Panels will be held to include Saskatoon, Saskatchewan. As well, it has allowed the NWMO to expand, and therefore further diversify, the pool of individuals who might, in future, become a member of a Citizen Panel.

Throughout this Citizen Panel Preparatory Phase in September and October, 2007, discussions were held with randomly selected Canadians from provinces involved in the previous round of research, as well as the recently added site of Saskatoon. The ultimate goals of the Citizen Panel Preparatory Phase were the following:

- Create a constituency of ordinary citizens to provide input into the study of long-term management approaches for used nuclear fuel;
- Ensure there is a defensible argument that participants involved in the future Citizen Panels are reflective of a cross-section of citizens and include a diversity of views; and
- Familiarize participants with the issue and build their knowledge so they are better informed.

The Preparatory Phase employed the same research objectives and Moderator's Guide as the March 2007 study conducted by Navigator for the NWMO and built upon the research findings outlined in the previous report.

In both the intervening months, as well as in the additional research site of Saskatoon, there was no significant deviation or discordance with Navigator's previous findings. As such, this report merely lays out supplementary findings and, therefore, should replace the report provided to the NWMO at the conclusion of the March 2007 study.

Canadians engaged in both the Citizen Panel Preparatory Phase, as well as in the previous phase of research, were very clear about what they expected to see and hear from the NWMO. First and foremost, participants explained they could trust who and what they know – in other words, the NWMO would need to be visible and known to Canadians.

Other attributes participants felt the NWMO should have to be trusted remained the same, such as the following:

- Visible leadership;
- Varied backgrounds;
- Ongoing public involvement in decision-making;
- Public education to raise awareness;
- Public outreach to sustain awareness;
- Informing the public about risks;
- Research and development;
- Third-party verification; and
- Public reporting to track progress made.

Consistent with the previous phase of research, participants were probed to define the attributes of the NWMO as implementer (nuclear waste management solution). As well, participants ranked key characteristics they expected the NWMO to portray, in terms of what the NWMO would do to be a known and trusted organization looking after an important public issue (that being the management of nuclear waste).

At the end of the day, to earn the trust of Canadians, the NWMO will need to demonstrate it is:

- Knowledgeable;
- Committed to, in pursuit of excellence;
- Open, honest, transparent;



- Prepared to follow the rules;
- Compassionate in its treatment of humanity and the environment;
- Thinking at a local and global level;
- Educating the public;
- Collaborative;
- Inclusive ;
- Committed to progress; and
- Shares the public's values.

The research findings from these discussions also made very clear the way Canadians would judge the extent to which the NWMO fulfilled these expectations. Canadians would defer to a range of experts to judge the full extent of the NWMO's technical expertise. Moreover, to verify the actions of the NWMO, Canadians would also defer to third parties they know and trust.

## 2. REPORT ON FINDINGS FROM QUALITATIVE RESEARCH

In the fall of 2006, the NWMO asked Navigator to conduct a series of focus groups with randomly selected Canadians to receive feedback on issues that concern the NWMO. Navigator reported to the NWMO on the findings of this study in March 2007.

This was the fifth round of qualitative research that Navigator had provided the NWMO since the organization was created in 2002. Navigator's ongoing exposure to the NWMO's work and the views of regular Canadians has provided researchers with a substantial base of understanding of the public's views on issues concerning Canada's nuclear waste. As well, the research has given Navigator a unique perspective on how the NWMO's work has evolved in response to the public's views and interests.

This report encompasses findings from research conducted in November 2006 and March 2007, as well as September and October 2007. Findings in every site visited in the Citizen Panel Preparatory Phase were concordant with findings in the previous study that employed this guide. Despite progress and reporting on nuclear issues, provincial elections, and an increasing public focus on environment and energy issues, Navigator witnessed no movement in the public's view as it concerns NWMO in the intervening six months.

This research was dual purpose, serving not only to detect and measure any changes in public opinion, but also to replicate the experience of the last round of research. The goals were to ensure a large and diverse enough pool of individuals exists from which a Citizens Panel can be randomly selected.

Navigator is pleased to provide this report on our most recent findings.

### 3. CONTEXT

As it makes its transition from the planning to implementation stage, the NWMO asked Navigator to complete a research project that engaged Canadians in a discussion about what the NWMO must do in its upcoming role to be trusted and remain credible as the public custodian for a long-term phased management approach to used nuclear fuel.

This is not the first instance Canadians have been engaged in an effort to explore public “expectations” of the NWMO. Nearly four years of public opinion research, public meetings and dialogue sessions have been completed to determine how the organization may be aligned with the public’s interest. While previous rounds of public opinion research completed in 2005 considered the sentiments of Canadians *vis-à-vis* the recommended long-term phased management approach for used fuel, some preliminary ideas were captured that concern the implementation framework for the NWMO.

This research is designed to assist the NWMO in understanding the expectations of Canadians, particularly how the NWMO may earn public trust and confidence as the organization responsible for implementing a long-term adaptive phased management approach for used nuclear fuel. As with other research conducted by the NWMO, this research is intended to involve a cross-section of citizens in order to help the NWMO begin to understand the range of views held by Canadians. Discussions were held in the provinces involved in the nuclear fuel cycle: Ontario, Saskatchewan, Quebec and New Brunswick.

## 4. RESEARCH OBJECTIVE

The primary goal of the Citizen Panel Preparatory Phase was to replicate the experience of previous studies to increase and diversify the population of participants from which the Citizen Panels could be randomly selected. In re-creating the conditions of the previous study, we informed our discussions with the same research objectives as those used in the work reported to the NWMO in March 2007.

The objective of the Citizen Panel Preparatory Phase was to consider issues of interest to the NWMO, most notably:

- Issues that concern the NWMO as an organization, particularly those related to credibility and public trust.

A second research objective for the Citizen Panel Preparatory Phase was to:

- Support subsequent phases of the research program, whereby discussions will continue across the country in a Citizen Panel format, regarding issues the NWMO should consider in its very early planning.

## 5. METHODOLOGY

Research for the Citizen Panel Preparatory Phase was conducted in accordance with the study methodology of the previous five-part project which ended in March 2007.

Citizen Panel Preparatory Phase discussion groups were held in the following communities on these dates:

- Sault Ste. Marie, Ontario: September 15, 2007
- Scarborough, Ontario: September 17, 2007
- Regina, Saskatchewan: September 19, 2007
- Saskatoon, Saskatchewan: September 20, 2007
- Kingston, Ontario: September 22, 2007
- Toronto, Ontario: September 24, 2007
- Saint John, New Brunswick: October 1, 2007
- Montreal, Quebec: October 2, 2007

Locations were selected to build upon and strengthen our existing participant base.

One group was conducted in each site, with the exception of Saskatoon and Scarborough. Saskatoon, as a new site, required three groups to gather an adequate population of participants and create a like experience to the other sites. Scarborough required two groups to ensure a balance of participants from the Scarborough and Pickering areas.

Participants for the discussion groups were recruited using phone numbers selected through random digit dialing to make individual contact.

Participants were screened to include community-engaged opinion leaders in at least one of these topics: community, environment, or public/social issues (See Appendix 'A' for selection criteria). Selection criteria was the same as the previous round of research (March 2007) to ensure consistency in the participants recruited.

The goal was a cross-section of Canadian opinion with individuals who held diverse views. No effort was made to pre-select any one perspective.

Where necessary, minor adjustments were made to the recruitment criteria for each location visited in the previous round to ensure the as much diversity as possible in the population of potential future Citizen Panel members. This was done to ensure that participants recruited for the Citizen Panel Preparatory Phase would be representative of

demography and experience. Navigator has confidence that we can provide the NWMO a diverse and representative group of Canadians from which to randomly select participants for the upcoming Citizen Panels.

Modifications to the recruitment criteria included the following:

### **Sault Ste. Marie**

- No participants between the ages of 18-24 were identified on the short list, so we indicated on the screener that a minimum of 3-4 participants in that age range be recruited in this round of groups;
- Our quota for participants that were retired, unemployed or students was reached in the last round of groups so we indicated that we do not wish participants that fit any of the three categories included in the groups.

### **St. John**

- A number of participants included on the short list were between the ages of 45-54 so, to ensure a good mixture of ages, we indicated that participants that fall in that age range not be included in the upcoming groups.

### **Toronto**

- A number of participants included on the short list were between the ages of 24-35 so, to ensure a good mixture of ages, we indicated that participants that fall in that age range not be included in the upcoming groups.

### **Kingston**

- A number of participants included on the short list were between the ages of 55-64 so, to ensure a good mixture of ages, we indicated that participants that fall in that age range not be included in the upcoming groups;
- Our quota for participants that were retired, unemployed or students was reached in the last round of groups so we have indicated that we do not wish participants that fit any of the three categories included in the groups.

### **Montreal**

- A number of participants included on the short list were between the ages of 45-54 so, to ensure a good mixture of ages, we indicated that participants that fall in that age range not be included in the upcoming groups.

## **Regina**

- A number of participants included on the short list were between the ages of 45-54 so, to ensure a good mixture of ages, we indicated that participants that fall in that age range not be included in the upcoming groups;
- There were no participants between the ages of 35-44 identified on the short list, so we have indicated that a minimum of 3-4 participants in that age range be recruited in this round of groups.

## **Scarborough**

- To ensure we get a good showing of participants from the Pickering area in this round of groups, we indicated that we would like 80% of participants to be from the Pickering area, with the remaining 20% from Scarborough.

The duration of the groups was reduced to 2 hours, rather than 2.5 hours, as our experience in the last round demonstrated that a full 2.5 hours was not necessary to achieve research objectives.

Discussions began with an introduction to the issue of nuclear waste, followed by a general discussion of the NWMO's mandate as the government-selected implementer of a long-term phased management approach to deal with used nuclear fuel.

Participants were requested to separate the issue of the future of nuclear energy and focus on the issue of managing nuclear fuel, i.e. long-term storage of used nuclear fuel. After participants discussed the characteristics, behaviours and actions the NWMO would need to demonstrate in order to earn their trust and confidence, a discussion was held to understand third parties participants would trust and expect to turn to, to verify the actions of the NWMO.

The Moderator made it clear that this research had nothing to do with any political party and was unrelated to upcoming or current provincial elections (Saskatchewan and Ontario).

## 6. FINDINGS

### 6.1. GENERAL DISCUSSION ABOUT THE NWMO AS IMPLEMENTER OF ADAPTIVE PHASED MANAGEMENT

Participants in each group were introduced to the issue of used nuclear fuel, as well as the role of the NWMO as implementer of a long-term phased management approach for dealing with the fuel. Participants had an unassisted discussion about the actions, behaviours and characteristics the NWMO would need to have in order to earn their confidence as it implements a long-term phased management approach for used nuclear fuel. A clear conclusion from discussions held was that participants are seeking ways for the NWMO to make itself known to the public by way of being a visible organization at work on an important public issue, with the right people at work in the organization to deliver on activities that are congruent with the expectations of the public.

#### 6.1.1. Visible Leadership

Participants expressed a desire to know the composition of the leadership of the NWMO given their role in directing actions for the long-term phased management approach to used nuclear fuel. Aligned with some of the opinions captured in previous studies, participants drew a parallel between trust and knowing who was leading the organization. As one participant explained,

*...You've got to know who these people are...resumes...and see them on a big screen TV.*

Participants further stated that their trust could not simply be gained by an awareness of leadership. A group of people from a variety of backgrounds was considered essential for Canadians to trust in the NWMO as the implementer.

#### 6.1.2. Visible and Credible Employees from Varied Backgrounds

In addition to knowing the composition of the leadership, participants were clear that their trust was contingent upon seeing that individuals from a variety of backgrounds were working for the NWMO. As stated by one participant,

*...You have to have scientists and experts and people who have studied these issues for a long time...geologists are important if it is going in the ground.*

Participants were also clear as to whom they considered to be inappropriate leaders or personnel for the NWMO. Participants voiced a great amount of distrust for government officials, both elected and non-elected – a recurring theme captured in previous studies. Participants want to see the NWMO survive changes in governments, including instances where the political stripes of the government change.



In fact, what was abundantly clear among participants was that it was not enough to have one background type leading and working for the NWMO, but rather, a multidisciplinary group that could be trusted to lend a balanced perspective on the actions undertaken by the NWMO was desired.

In terms of the decision-making processes of the NWMO, participants expressed a need for the public to be informed of all decisions made by the organization as well as an ability to see that public opinion was sought and included in all decision-making processes. Some participants felt that the existence of a community representative was one way to make sure that public opinion was an ongoing consideration during decision-making. For instance, according to one participant,

*...There needs to be citizens, ordinary people like me who speak up for the regular person... make sure the working person has a voice.*

In sum, two categories emerged from these discussions. One category identifies the type of people leading or simply working for the NWMO that could be easy to trust and, another category being the type of people that are difficult to trust (leading or working for the NWMO):

Can trust this mix of individuals:	Individuals that are difficult to trust:
<ul style="list-style-type: none"> <li>• Technical Experts, Canadian and those from abroad</li> <li>• Academics</li> <li>• Business People</li> <li>• Community Representatives</li> <li>• Social leaders</li> <li>• Environmental leaders</li> <li>• Military leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Politicians</li> <li>• Bureaucrats</li> <li>• Singular-interest group of individuals (instead of multidisciplinary group of individuals)</li> </ul>

### 6.1.3. Public Education to Raise Awareness (about the Issue and NWMO)

Much like in previous research programs, participants demonstrated little to no knowledge of the issue of used nuclear fuel. Despite the fact that the methodology for this program attracted opinion leaders on community, environmental, or social issues, not one participant was aware of any work done to date by, or the existence of, the NWMO. Participants were strongly in favour of seeing the NWMO undertake public education activities so Canadians could learn more about the issue.

The media, advertisements (e.g. public service announcements), and the education system (e.g. grade schools, high schools) were the vehicles of choice for public education. When participants were told that the NWMO currently disseminates information about the issue as well as the work it has done to address the issue on its website, participants responded by calling for increased visibility of the NWMO, specifically, as stated by one participant,

*...They should want to share information...they should be the type of people who tell you before you needed to ask.*

Another participant remarked that changes in curricula and content-based media stories would both help improve awareness about the issue as well as the visibility of the NWMO,

*...More education, more media [will help] to say this is what's going on, this is what's happening.*

Interestingly, a number of participants, in understanding the longevity of the management approach, identified the importance of education not only for adults but also for younger generations, who will inevitably inherit this issue. As one participant confirmed,

*...Young people have a bigger stake in this than we do, they need to be part of this process and taught what is at stake.*

Another participant explained the importance of education during the early stages of the education system,

*...Start with kids when they're young because it will be affecting them as well, if not more...so they grow up with it and they won't be screaming about it in the future.*

There was consensus among all participants on expectations of the quality of the information disseminated from the NWMO. Participants wanted to be in a position to understand the issue, as well as the NWMO's actions. This, participants felt, could be achieved, in part, if the information was distributed in plain language. The expected result would be that Canadians could, in effect, learn more about the issue and about the NWMO. As one participant explained,

*...Dumb down the science to allow people to know and learn more about the issue and the NWMO's actions...by making it easier to understand.*

#### **6.1.4. Public Outreach to Sustain Public Awareness**

A powerful point of agreement among participants was a desire to know, see and/or recognize the NWMO as the organization that informs Canadians on the implementation process. An increased level of local communications was desired by participants on the part of the NWMO to inform host or nearby communities about the decisions being made in the implementation framework. Participants identified the kinds of activities they would expect the NWMO to undertake in host or nearby communities. Activities of a “regular ... reporting” nature were described by participants as taking a format similar to “city council meetings” or “town-hall type updates.”

There was consensus on the need for the NWMO to continually harness public opinion throughout the implementation process. However, there was some variability in the desired format used to capture the opinions of the public for decisions and actions made in the implementation process. A referendum was raised a few times as a mechanism to consult with Canadians about the implementation process. Other participants agreed to consultation in general terms, at times applying the word “consensus,” without being able to provide further detail.

#### **6.1.5. Informing the Public about Risks**

Participants expect the NWMO to inform Canadians about the issue of nuclear fuel disposal but in an objective way, where issues and risks related to the implementation approach are fully disclosed. Some participants did not want to hear an exclusively positive perspective, nor an exclusively negative perspective of the plan. Rather, many participants explained they wanted to gain an overall understanding of the issues at play and, as stated by one participant,

*...If this is a problem we've got to deal with, then we all have to know about it and they have to be frank with us ... we can't find out something went wrong after the fact.*

A “plan of action” was also considered to be important, whereby the NWMO is forthright about describing the issues at hand, in a balanced perspective (not overtly negative or positive) and outline the actions being taken by the NWMO to show how the issues are being handled in the interest of the public.

Some participants qualified trust according to performance. As mentioned by one participant,

*...If there are no accidents I can trust the organization.*

Other participants qualified their trust and confidence in the NWMO according to the organization's ability to plan for any possible risks, as well as,

*...try to find mistakes and do something about the mistakes.*

NIMBY, or “Not In My Back Yard”, also emerged regularly in discussions. Participants agreed that the host community(ies) affected should be informed and involved in the implementation plan, as much as possible. The majority of participants expressed they would be comfortable in knowing the NWMO had a plan of action to address any risks that relate to the implementation plan.

Saskatchewan participants indicated they might be concerned about central Canada forcing them to take the waste in light of their low population or lack of political clout, when in fact they had not benefited from nuclear power generation.

#### **6.1.6. Research & Development**

Participants remarked that they would like to see the NWMO focus on not only transporting and storing the waste in a safe and transparent way, but also that the organization dedicate time, resources and experts towards finding alternative uses. This means that participants accepted that the core business of the NWMO is not simply to implement the best available technology based on today’s knowledge but to continue to build new knowledge and take this into account. Should new knowledge allow, this might extend to turning the used nuclear fuel into something harmless and re-purposed. According to one participant, the NWMO should be,

*...able to figure out how to use this stuff for something or burn it as fuel somehow...we should be constantly look into how we could make this could happen...use the latest science.*

As well, most participants expressed an interest in receiving progress reports on NWMO research and development on alternative options towards an acceptable long-term solution for used nuclear fuel.

In sum, participants felt the public should be kept up-to-date about emerging innovations made through R&D and see that the NWMO be adequately funded to attract leading experts.

#### **6.1.7. Third-Party Verification**

Trust and credibility were also examined in the groups from the perspective of best practices. Some participants explained that if other organizations or credible experts endorsed the decisions and actions of the NWMO, they would be more likely to believe the organization is trustworthy. One participant explained that,

*...Environmentalists and green party people should be involved and should be happy with the plan but not in charge of it alone.*

Other participants wanted assurance that other countries managing the same problem were examined and the current implementation approach considered what has worked and not worked for other countries. All participants supported the belief that for

Canadians to trust the NWMO in its role as implementer, Canadians will want to know that the best knowledge and expertise is being brought to bear on this issue.

Some participants expressed their comfort in the notion of an “independent body” with scientific and technological knowledge to verify the activities of the NWMO as implementer of the adaptive phased management approach for used nuclear fuel. This independent or third-party verification body would need to have access to the NWMO and be able to publicly report on its findings. With this, participants felt the NWMO could earn the trust of the public. As one participant explained, the NWMO,

*...need[s] to have someone who they open their books to, to explain the decisions, maybe other international experts or representatives of citizens.*

What emerged from discussions about third parties was that participants identified third parties they could trust to report on the NWMO’s actions because of the perspective, position or role the party offered in relation to the needs of Canadians.

In terms of a favourable perspective, some participants named the United Nations as a trusted third-party, because as one participant put it,

*...I trust global organizations, like the World Health Organization of the United Nations ...*

Another example offered by a participant was,

*...Activist groups, like Greenpeace, if not up in arms, then it must be true, from an environmental point of view.*

Participants identified third parties whose primary role was to represent and advance the interests of Canadians. A participant confirmed,

*...Politicians need to be involved, they were the ones we elected.*

Furthermore, participants favoured a third party whose established function was to represent the interests of Canadians by acting as an independent check on organizations. Frequently cited by participants was Canada’s,

*...Auditor General. I trust her.*

It is abundantly clear that, according to the views shared by participants, the NWMO could be trusted if its actions were informed by best practices and measured against a benchmark set by independent organizations. A point to note is that participants did not reach consensus on turning to one independent organization. Instead, participants looked to a variety of independent organizations because of the benefit of having a variety of perspectives intersect,

*... If I knew that environmental groups, the nuclear industry and average citizens were all in agreement, that would make me feel much better.*

Furthermore, participants expressed a dependency between best practices and public reporting – both on the part of the NWMO and on the part of an appropriate third party. Reporting and Independent Party will be examined next.

#### **6.1.8. Public Reporting to Track Progress Made and Challenges Ahead**

Participants unanimously called for “easily accessible reports” to obtain “updates on what is actually happening” and distilled in easy-to-understand, non-technical language. Four main reasons evolved during the discussions *vis-à-vis* why reporting was seen to be an important activity for the NWMO:

1. To inform the public about the progress made, e.g. milestones achieved in accordance with the implementation plan;
2. To inform the public about scientific innovations that may impact the implementation plan;
3. To disclose the public risks and mitigation strategies affiliated with the implementation plan; and
4. To update third-party reporting to verify the activities of the NWMO.

The participants raised the notion of third-party reporting and verification, repeatedly citing the need for an external auditor or observer which could report to Canadians in the same manner as the Auditor General.

Public trust and credibility could then, in part, be described as a product of honest, timely and independent reporting.

## 6.2. AT THE END OF THE DAY, WHAT SHOULD THE NWMO LOOK LIKE TO BE TRUSTED?

Participants were probed to summarize the attributes of the NWMO as implementer. Participants were asked,

*“If this organization was a person, what kind of person would you like it to be?”*

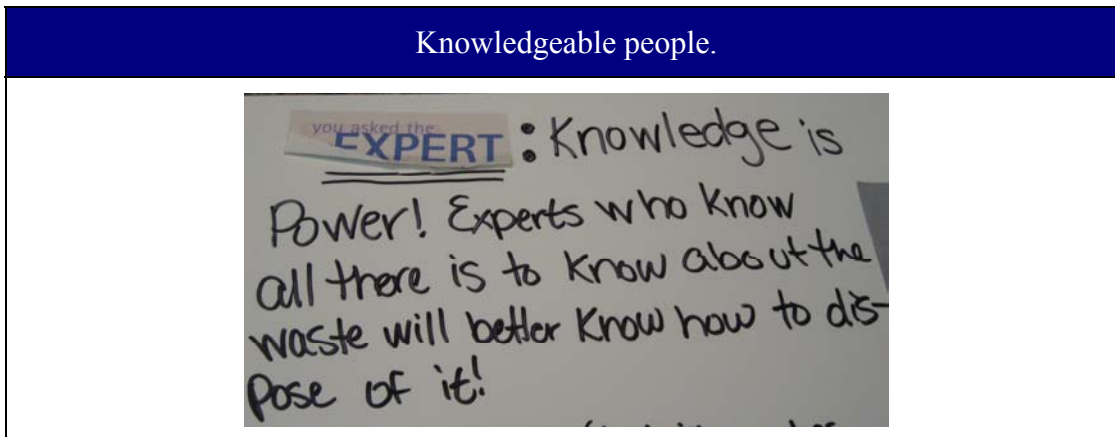
One participant provided an answer that essentially summarized the sentiments of participants in all groups. He felt that if the organization were a person, he would like to see it be,

*...a holy man... polite and good to everyone and feels guilty doing wrong even when people aren't looking... over the age of 30 or 40 to have wisdom but, if they are 100% accountable and not rash they could be young... in Canada...*

### 6.2.1. NWMO Persona

Participants assembled collages to explore the NWMO Persona, demonstrating the actions, behaviours and characteristics the NWMO would need to have in order to earn their confidence as it implements a long-term phased management approach for used nuclear fuel.

Consensus was achieved among groups for these attributes of the NWMO Persona:



Following the rules.



Compassion for humanity and the environment.



Local and global thinking.





Prudent, disciplined actions that consider and withstand the long-term.



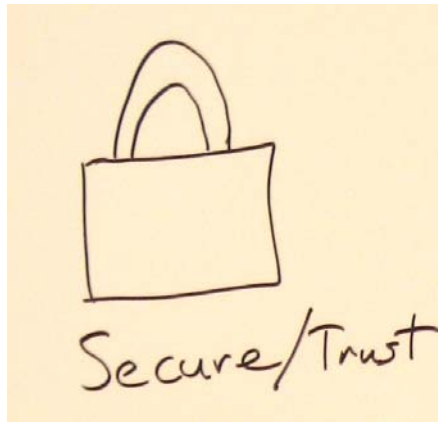
Communication – appropriate content through trusted venues.



Public education- meaningful information that describes appropriate actions underway at present and those planned for the future.



## Safety and security (feeling safe, waste guarded).



Participants tended to focus on people knowledgeable in their field of interest, who were approachable and capable of bringing about progress. As one participant explained, they would like to see,

*...Educated people who want to hear the opinions of people ... think about opinions of the past and how it affects the future.*

### 6.2.2. Why are knowledgeable people trustworthy?

The majority of participants portrayed the NWMO not just as one person but, instead, a group of people from a variety of different backgrounds, reinforcing the data collected during previous research. However, this set of discussions provided far greater insight on the central characteristics that participants would expect the NWMO persona to portray in order to earn public trust.

Among all groups, there was consensus in seeing a variety of people, knowledgeable in their discipline, including those with technical knowledge, guiding the actions and motivations of the NWMO. Participants would like to see,

*...A fairly powerful group of people...from different social groups...from different places...guided by actual scientific knowledge and not wealth.*

With a mix of people representing different backgrounds, including those with “scientific knowledge,” participants expected the organization could be well-positioned to undertake prudent, disciplined, and a broader scope of actions. The expectation of the NWMO was such that,

*... The organization [should] be competent...have a certain rigour...*

It is important to note that while participants identified experts (“technical” or “scientific”) playing a key role in informing the decisions of the NWMO in its role as implementer, participants did not see decision-making power sitting with one group. Participants saw expert knowledge as a key but not exclusive part guiding decisions, “guided by scientific knowledge...”. Expert knowledge would help the organization be component in fulfilling its mandate. As such, several participants explained that experts would help ensure the,

*...Scientists are always researching, trying to discover and finding out how to do it better...honest in their research and let other people judge it...*

In sum, participants felt that a mix of people from a variety of backgrounds, knowledgeable in their discipline would help the NWMO proceed in a prudent way.

### **6.2.3. Note on Emerging Themes: Rules, Sticking to a Plan and Security**

#### **Following the Rules**

Two new themes emerged from participants, distinct from previous research programs: “following the rules” and “security.” Building from discussions centred on a technical expert as a trusted person expected in the NWMO persona, some participants expanded on their expectations of the NWMO to demonstrate their desire for prudent, measured actions. To be trusted, the NWMO was expected to not only be guided by experts and the knowledge they possess and are capable of harnessing but,

*...This organization should follow the rules – strict rules and measures to avoid being harmful to the environment or individuals.*

## Stick to a Global and Local Plan

In each group, participants agreed that the problem of nuclear waste was not just local but global, in concordance with previous research findings. As such, participants expressed the interest to see the NWMO consider and commit to a long-term plan with an international platform. According to one participant, the organization should have,

*...Other countries have done this as well, we are not alone, we need to be a leader and work with other leaders and international experts in the world.*

## Security

Emerging from discussions around public safety, “security” emerged as a new theme participants would like to see as part of the NWMO Persona. As one participant explained,

*...It has to be safe and locked up tight, there has to be a military like discipline to handling this stuff and keeping it stored in a secure way...*

Upon probing, participants who identified security explained their expectation to involve “the military” as a way to keep Canadians safe. We did not discuss the issue of transportation although when the discussion turns toward security and safety participants raise it unprompted.

### 6.2.4. The NWMO Persona – A Recap

To help capture the expectations participants held of the NWMO Persona, participants reviewed the membership of a sister organization to the NWMO in the United Kingdom, the Committee on Radioactive Waste Management.

Participants continued to reinforce the findings of previous research in terms of the desire to see a group of people from a variety of backgrounds, including experts, inform the actions of the NWMO. Some participants noted that they would wish to include, in the leadership of the NWMO, representation by the (as one participant put it),

*...Average Canadian... someone like me...*

Again, this reconciles the attributes of the NWMO Persona, explored earlier in this report. Participants feel knowledge is important, experts are needed as a vehicle to inform the process to implementation the nuclear waste solution but nonetheless, the NWMO needs to relate its intentions, behaviours and actions to the interests of the Canadian public.

## 7. NWMO CHARACTERISTICS

Findings from the discussions amounted to a set of characteristics expected of the NWMO, defining how the unknown organization should advance to earn the trust of Canadians. This set of characteristics is derived directly from conversations held with participants during the research program, and represents a summary of the expectations participants have about how the NWMO should act, to be a trusted organization.

Participants spent time discussing the characteristics and confirmed a hierarchy of importance that the NWMO should consider. The top three characteristics ranked as most important in terms of the qualities the NWMO should have to be trusted as implementer of the nuclear waste solution are (ranked in descending order, complete chart below):

1. Knowledgeable;
2. Committed to, in Pursuit of a Standard of Excellence; and,
3. Open, Honest, Transparent.

Participants were clear that they expected the NWMO to be knowledgeable in what it was doing and knowing of the expectations of a variety of groups – the groups identified earlier in this report e.g. technical experts, academics, business people, community representatives, social leaders, environmental leaders and military leaders (see table on Page 12)

This ranking also suggests that when Canadians receive some information about the NWMO, as was the case with participants in the research program, it is expected that after the NWMO is made known to Canadians, it must demonstrate,

*... If you are open, and knowledgeable everything else on the list flows from these...*

*...It all starts with knowing what you are doing and being an expert in the field, everything else comes from this.*

Following is the set of characteristics participants wanted to see the NWMO demonstrate through actions. Next to each characteristic are the ways participants expected the NWMO demonstrate these characteristics. This set of characteristics represents the sum behaviours participants described to be important for the NWMO to possess, as it moves from an unknown organization to one that is trusted by Canadians.

## NWMO CHARACTERISTICS

The Citizen Panel Preparatory Phase conducted the same exercises as the March study and found minimal difference in the ranking of characteristics Canadians feel the NWMO must possess. Below are the results and overall average of the rankings provided by all participants. The new site of Saskatoon was in line with other groups and did not demonstrate any difference of view.

Ranking (March)	Ranking (Sept./Oct)	Average Ranking	Characteristics	May Look Like
1	1	1	Knowledgeable	Right set of experts/knowledgeable people from a mix of backgrounds working with the NWMO
2	2	2	Committed to, In Pursuit of a Standard of Excellence	Best practices e.g. consulting other countries to adhere/contribute to best practices for the management of used nuclear fuel
3	3	3	Open, Honest, Transparent	Timely, complete information disclosed to public about the NWMO and its activities
4	6	5	Collaborative	Consultation with, a variety of groups e.g. citizens, academia, industry, experts, activists, the general public, experts from other countries familiar with the issue, international organizations - such as the United Nations
5	9	7	Inclusive	Involvement of a mix of people including general public, business people, academics, technical experts, environmental leaders, social leaders, military leaders.
6	4	5	Responsive: Proactive and Reactive	Risk Management Framework
7	5	6	Committed to Progress and Self-Evaluation	Public Reporting: progress made, future direction Research and Development team dedicated to repurposing used nuclear fuel
8	7	8	Shares My Values	Leadership from varied, accepted backgrounds Communications actions in a timely, complete manner that is easy for the public to understand
9	8	9	Visible, Recognized and Known	Education syllabus in primary/secondary schools Communications activities: publications, media profile

As well, participants were provided with a list of values that had, in previous research, been listed by participants as important for the NWMO to have. Participants were asked to write down key words that came to mind when they thought of each value. Alternatively, participants could provide specific examples of an organization or person that they felt represented that value.

The values listed were the following:

- Open;
- Honest;
- Knowledgeable;
- Shares my values;
- Reacts quickly;
- Shares good news and bad news;
- Works well with others;
- Wants, pushes for progress;
- Wants not just an “okay” solution but the “best” solution; and
- Concerned about doing better.

The following is a representative sample of participant responses:

Value	Organization	Person
<p><b>Open</b></p>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Not hidden behind other names or companies</li> <li>• Always open and non-judgmental</li> <li>• Accessible and approachable</li> <li>• Clear about its agenda</li> <li>• Publishes all documents, has public external audits</li> <li>• Not afraid of questions</li> </ul> <p><b>Organizations:</b></p> <ul style="list-style-type: none"> <li>• Canadian Radio-Television and Telecommunications Commission</li> <li>• Greenpeace</li> </ul>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Shares more than the minimum required</li> <li>• A critical thinker</li> <li>• Nothing to hide, accepts others, tolerant</li> <li>• Willing to talk, be interviewed</li> <li>• Not afraid to ask for help/advice</li> <li>• Collaborative, flexible</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• George Stroumboulopoulos</li> <li>• Pierre Elliott Trudeau</li> <li>• Auditor General</li> <li>• Oprah Winfrey</li> <li>• Winston Churchill</li> </ul>

	<ul style="list-style-type: none"> <li>• Kids Help Phone</li> <li>• YWCA</li> <li>• World Health Organization</li> <li>• Alcoholics Anonymous</li> </ul>	<ul style="list-style-type: none"> <li>• Ronald Regan</li> </ul>
<b>Honest</b>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Does not act secretly</li> <li>• Treats people with respect</li> <li>• Delivers facts and definitions</li> <li>• Doesn't use/do things substandardly</li> <li>• Treats people well</li> <li>• Admits faults</li> <li>• Non-jargon communication</li> <li>• Delivers promises, honours its guarantees</li> <li>• Online information, minutes from meetings available</li> <li>• Full disclosure</li> </ul> <p><b>Organizations:</b></p> <ul style="list-style-type: none"> <li>• Boy Scouts</li> <li>• CBC/Radio-Canada</li> <li>• The United Way</li> <li>• Amnesty International</li> <li>• Revenue Canada</li> </ul>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Not a politician, not a CEO</li> <li>• Good ethics, proven track record</li> <li>• Does not tell fictitious stories, always truthful</li> <li>• Tells truth regardless of outcome</li> <li>• Good or bad, information is given</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• Abe Lincoln</li> <li>• Mother Theresa</li> <li>• Peter Mansbridge</li> <li>• Dali Lama</li> <li>• Jane Goodall</li> <li>• John F. Kennedy</li> <li>• Lester Pearson</li> </ul>
<b>Knowledgeable</b>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Employs educated people</li> <li>• Aware of information and always acquiring more</li> <li>• Balance of academic achievement, social and economic experience</li> <li>• Hires the best in the field</li> <li>• Highly informed</li> </ul> <p><b>Organizations:</b></p> <ul style="list-style-type: none"> <li>• National Geographic</li> <li>• United Nations</li> <li>• Universities</li> <li>• Wikipedia website</li> <li>• The Church</li> <li>• Rocky Mountain Institute</li> <li>• The Fraser Institute</li> </ul>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Smart, educated, continually learning</li> <li>• Shares knowledge for others' benefit</li> <li>• Balance of life experience and academic aspiration</li> <li>• Introspective</li> <li>• Keen, observant</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• Albert Einstein</li> <li>• David Suzuki</li> <li>• Stephen Lewis</li> <li>• Pierre Elliott Trudeau</li> <li>• Bill Gates</li> <li>• Nelson Mandela</li> </ul>
<b>Shares my values</b>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Trustworthy</li> <li>• Taking calculated risks for the greater good</li> <li>• Commitment in the face of adversity</li> </ul>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Family minded, open, honest</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• Michael Moore</li> <li>• Jon Stewart</li> <li>• Pierre Elliott Trudeau</li> </ul>



	<b>Organizations:</b> <ul style="list-style-type: none"> <li>• The Church</li> <li>• The Green Party</li> <li>• Canadian Taxpayers Federation</li> <li>• Mothers Against Drunk Driving</li> <li>• The Body Shop</li> </ul>	<ul style="list-style-type: none"> <li>• Stephen Lewis</li> <li>• David Suzuki</li> <li>• John Ralston Saul</li> <li>• Martin Luther King</li> </ul>
<b>Reacts quickly</b>	<b>Values:</b> <ul style="list-style-type: none"> <li>• Responsive, looks ahead and anticipates outcomes</li> <li>• Proactive</li> <li>• Fast feedback and response time</li> </ul> <b>Organizations:</b> <ul style="list-style-type: none"> <li>• Centre for Disease Control</li> <li>• Red Cross</li> <li>• Military</li> <li>• Emergency Medical Services</li> <li>• Ministry of Health</li> </ul>	<b>Values:</b> <ul style="list-style-type: none"> <li>• Willing to help when needed</li> <li>• Organized</li> <li>• Makes others a priority</li> <li>• Alert</li> </ul> <b>People:</b> <ul style="list-style-type: none"> <li>• Police, firefighters, nurses</li> <li>• Bill Clinton</li> <li>• Margaret Thatcher</li> <li>• Peace officers</li> </ul>
<b>Shares good news and bad news</b>	<b>Values:</b> <ul style="list-style-type: none"> <li>• Thorough disclosure</li> <li>• No hidden agenda</li> <li>• Admits wrong doing</li> <li>• Unbiased views on certain issues</li> </ul> <b>Organizations:</b> <ul style="list-style-type: none"> <li>• Global National</li> <li>• CTV</li> <li>• Police</li> <li>• CBC/Radio-Canada</li> <li>• BBC News</li> </ul>	<b>Values:</b> <ul style="list-style-type: none"> <li>• Balanced, open-minded</li> <li>• Straight-forward</li> <li>• Is unselfish</li> <li>• Balanced</li> </ul> <b>People:</b> <ul style="list-style-type: none"> <li>• Children</li> <li>• Peter Mansbridge</li> <li>• Oprah Winfrey</li> <li>• Lloyd Robertson</li> <li>• George Stroumboulopoulos</li> </ul>
<b>Works well with others</b>	<b>Values:</b> <ul style="list-style-type: none"> <li>• Is open minded</li> </ul> <b>Organizations:</b> <ul style="list-style-type: none"> <li>• Tim Hortons Camp for Kids</li> <li>• Ronald Macdonald House</li> <li>• Social services</li> <li>• Red Cross</li> <li>• YMCA</li> <li>• UNICEF</li> <li>• Habitat for Humanity</li> </ul>	<b>Values:</b> <ul style="list-style-type: none"> <li>• Listens, shares ideas, pulls their own weight</li> <li>• Team player</li> <li>• Good communications skills</li> <li>• Is a good communicator</li> <li>• Cooperative</li> </ul> <b>People:</b> <ul style="list-style-type: none"> <li>• Stephane Dion</li> <li>• Roy Romanow</li> <li>• Princess Diana</li> <li>• Al Gore</li> <li>• Community leaders</li> </ul>
<b>Wants, pushes for progress</b>	<b>Values:</b> <ul style="list-style-type: none"> <li>• Cares about the future</li> <li>• Constantly conducting research</li> <li>• Innovative, attempting to enhance their own ideas/processes</li> <li>• Driven, won't take no for an</li> </ul>	<b>Values:</b> <ul style="list-style-type: none"> <li>• Assertive, aggressive</li> <li>• Asking questions, seeking solutions, seeks advice/counsel of others</li> <li>• Knowledgeable, pushes for progress</li> </ul>

	<p>answer</p> <ul style="list-style-type: none"> <li>• Determined – has a plan and wants change</li> <li>• Technologically advanced</li> </ul> <p><b>Organizations:</b></p> <ul style="list-style-type: none"> <li>• Entrepreneurs/small businesses</li> <li>• Unions</li> <li>• Greenpeace</li> <li>• The Daily Bread Food Bank</li> <li>• World Health Organization</li> <li>• NASA</li> </ul>	<ul style="list-style-type: none"> <li>• Ambitious</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• Oprah Winfrey</li> <li>• Pierre Elliott Trudeau</li> <li>• Bill Gates</li> <li>• Terry Fox</li> <li>• Ghandi</li> <li>• Stephen Harper</li> <li>• Michael Moore</li> </ul>
<p><b>Wants not just an “ok” solution but the “best” solution</b></p>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Cares</li> <li>• Dedicated</li> </ul> <p><b>Organizations:</b></p> <ul style="list-style-type: none"> <li>• NASA</li> <li>• Greenpeace</li> <li>• World Health Organization</li> <li>• Environment Canada</li> <li>• United Nations</li> </ul>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Does not settle for mediocrity</li> <li>• Pushes to be above average</li> <li>• Focused, driven</li> <li>• Committed</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• Dali Lama</li> <li>• Nelson Mandela</li> <li>• David Suzuki</li> <li>• Roy Romanow</li> <li>• Stephen Harper</li> </ul>
<p><b>Concerned about doing better</b></p>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Seeking public opinion, community suggestions</li> <li>• Conducts focus groups on a regular basis</li> <li>• Humble</li> </ul> <p><b>Organizations:</b></p> <ul style="list-style-type: none"> <li>• Medical professionals</li> <li>• Greenpeace</li> <li>• Red Cross</li> <li>• Fitness Trainers</li> </ul>	<p><b>Values:</b></p> <ul style="list-style-type: none"> <li>• Desire for self-improvement</li> <li>• Constantly striving to reach personal best</li> <li>• Positive, optimistic</li> <li>• Self competition</li> <li>• Progress-oriented</li> </ul> <p><b>People:</b></p> <ul style="list-style-type: none"> <li>• David Suzuki</li> <li>• Teachers</li> <li>• Al Gore</li> <li>• Ghandi</li> </ul>

## 8. SUMMARY

Without a doubt, Canadians who participated in research for the NWMO have an idea about what it will take to trust in the NWMO as it proceeds with its mandate to move forward a solution for Canada's nuclear waste.

In the intervening six months between these two studies, there was little or no change in public opinion. Findings in the newly added site of Saskatoon, in which three discussions were held, were concordant with every other part of the study.

Participants have provided the NWMO with a message that is abundantly clear: for the NWMO to earn the trust of Canadians, the NWMO must be known and accepted by Canadians. How can this be achieved? Canadians, who have participated in the research have confirmed a set of actions and behaviours that, when demonstrated in the right time and place, will allow for confidence and, ultimately, trust to be earned.

For the NWMO to be the trusted and credible implementer of a long-term phased management approach for used nuclear fuel, it will need to seek and understand the expectations of Canadians, even as these may evolve over time. In charge of an important public issue, the NWMO sees public trust as a product of responsible actions aligned with the expectations of Canadians. The NWMO will continue to pursue the question of earning public trust through the upcoming Citizen Panels.

# APPENDIX 'A'- PARTICIPANT SELECTION CRITERIA

## 1. GENERAL GROUP REQUIREMENTS

- 10 - 12 participants per group
- Canadian residents, minimum of 18 years old
- Mix of male and female participants
- 3-4 participants between the ages of 25-34
- A maximum of 4 participants that are retired, unemployed or students (a maximum of 2 participants per type)
- For the Scarborough group, 50% of participants from a Pickering address and 50% from a Scarborough address

## 2. PARTICIPANT REQUIREMENTS

Participants were required to be very active or somewhat active in expressing concern on one of the following issues:

- Environmental
- Local community
- Social or public

Very active or somewhat active participants were determined by their level of activity in expressing concern on the issue. Participants were required to answer “yes” to doing at least one of the following to be considered very active or somewhat active:

- Written a letter (to the editor)
- Written an email
- Attended a public meeting
- Signed a petition
- Used or “surfed” the internet to research a topic

Participants were required to:

- Watch a TV newscast or read the front section of the newspaper either everyday or more than twice a week
- Name two or more current issues reported in the media
- Name Canada's current Prime Minister
- Provide 3 uses for a toothbrush other than brushing your teeth

The screening process was terminated if potential participants:

- Deemed themselves as not very active, not active at all or refused to answer the question
- Have attended a consumer discussion, an interview or survey which was arranged in advanced and for which they received a sum of money
- Have attended a focus group in the past 12 months
- Indicated they would not be able to properly participate in the discussion for reasons such as a sight or hearing problem, a written or verbal language problem or a general concern that they would not be able to communicate effect

# APPENDIX 'B' - MODERATOR'S GUIDE

## 1. OPENING AND INTRODUCTION (0:00 – 0:10)

- Introduce self, participants and how a focus group works.

## 2. ORAL INTRODUCTION TO THE ISSUE AND GENERAL DISCUSSION (0:10 – 0:25)

- The problem of nuclear waste:
  - Needs to be contained and isolated from the environment for a very long time
  - Volume (five hockey rinks)
  - Where it is created and currently stored (primarily at 5 nuclear power stations, with a little at various research facilities in Ontario and Saskatchewan)
- Federal government created the NWMO
- Studying the problem for the last 3.5 years, consulting experts, interest groups, regular Canadians, etc.
- Given what we know (about the waste and the timeframes we are talking about) the NWMO asked a key question: “What does taking responsible action today look like?”
- Various options have been considered
- NWMO has made a recommendation to government based on the best scientific and technical expertise available and the values and priorities of Canadians. In other words this recommendation that the government is currently reviewing, is a solution for dealing with nuclear waste.
- This solution is called, Adaptive Phased Management. Adaptive Phased Management is both a technical method and management approach to deal with used nuclear fuel. Some of the key attributes of Adaptive Phased Management include:
  - Ultimate centralized containment and isolation (used nuclear fuel) in an appropriate geological formation
  - Phased and adaptive decision-making – so that present and future societies can access the used nuclear fuel in response to new options that arise in relation to the fuel
  - Continuous monitoring
  - Citizen engagement
- Today, we are not going to talk about the merit of the nuclear waste solution.

- What we are here to talk about is how best to create the organization you can trust to implement the solution for nuclear waste.
- At this point, does anyone have questions?

### 3. EXPLORING THE NWMO PERSONA (0:25 – 1:00)

- Canadians we have talked to during our research have told us they can believe in the solution for nuclear waste if the right type of organization is managing it (the solution), that is if they can trust the NWMO.
- At this time, I would like you to think about the NWMO and if this organization were a person, what qualities would it have for you to feel you would be able to trust it to manage nuclear waste.
- To help you with this, each one of you is going to assemble a collage. Each one of you is about to receive images that you will glue onto your poster paper. These images will represent the NWMO, the organization you can trust to manage nuclear waste.
- Discussion: We are now going to discuss the collages you have put together. In looking at your collage can you tell me what are the qualities which you have captured in the collage for the NWMO to be trustworthy?
- Discussion: In looking at your collage can you tell me how you can judge the organization if it had these qualities? What specific actions, activities or behaviours would you want to see? And are some of these actions, activities or behaviours more important than others? Why are these more important?
- (Discussion continued, participants provided with a paper - characteristics list from the Report): I have given each one of you a piece of paper. On this paper are characteristics that other people we have spoken with, have identified as important for the NWMO to have. Do you agree with this list? Is there anything missing from this list? Do you see a natural ordering? Please mark your paper with the order you want to see. When you are done, please return your paper to me.
- Are there qualities/characteristics that come to mind that it is important for the NWMO NOT to have? What actions might suggest to you that the organization has these qualities?

- (Probe against the four pillars in the NWMO’s mission statement): what actions or activities would you look for from the NWMO to be trusted, that the work of the NWMO and the nuclear waste solution it is implementing, is:
  - a. Technically Sound? (Probe)
  - b. Socially Acceptable? (Probe)
  - c. Environmentally Responsible? (Probe)
  - d. Economically Feasible? (Probe)

#### **4. IDENTIFYING THE TYPE OF PEOPLE WHO CAN REPRESENT THE CHARACTERISTICS CANADIANS EXPECT OF THE NWMO (1:00 – 1:30)**

- Canadians we talked to, across the country, and most recently in Ontario, have told us the NWMO, when implementing the solution for nuclear waste, should behave in a way that is just like how a model person should behave. In other words, Canadians we talked to, would like to see their own personal values, represented in the way the NWMO acts.
- In front of you is a sheet of paper (Values exercise). Flip it over.
- (Once completed) Discussion: Can you describe some of the words you have written down. Why did you choose these words? Now that we are done this activity, please pass me your sheets of paper.

#### **5. CLOSING DISCUSSION: THIRD PARTIES; MEMBERSHIP DISCUSSION (1:30 – 1:50)**

- What I would like us to talk about now is what it will take, at the end of the day, for you to trust in the organization that is implementing the solution for nuclear waste. How should it behave, what actions should it take? (Possibly probe for credible 3<sup>rd</sup> party sources e.g. municipal, federal politicians, auditors – federal, scientists)
- (Distribute CORWM membership handout): Lastly, you have said you would like to know what people are doing around the world. I would like you to take a look at the sheet I have just circulated. This sheet describes the people that are tackling the problem of nuclear waste, in the UK. How do you feel about these people – looking at their backgrounds (probe – academics, industry, social and environmental leaders, military – is this the right mix of people – is there anybody missing from this list?)



## 6. CLOSING (1:50 – 2:00)

- Any final thoughts or advice for the NWMO?
- Thanks
- Leave everything behind
- Leave name cards behind
- Don't discuss on the way out
- Sign for and collect your incentives
- Can learn more about the NWMO at [www.nwmo.ca](http://www.nwmo.ca)

## APPENDIX 'C'- NWMO CHECKLIST EXERCISE

Ranking	Characteristics	May Look Like
	Knowledgeable	<ul style="list-style-type: none"> <li>- Right set of experts working with the NWMO</li> </ul>
	Committed to, In Pursuit of a Standard of Excellence	<ul style="list-style-type: none"> <li>- Best practices e.g. consulting other countries to adhere/contribute to best practices for the management of used nuclear fuel</li> </ul>
	Open, Honest, Transparent	<ul style="list-style-type: none"> <li>- Timely, complete information disclosed to public about the NWMO and its activities</li> </ul>
	Collaborative	<ul style="list-style-type: none"> <li>- Stakeholder relations/consultation e.g. experts and activist-type groups involved, such as consultative work with experts in other countries working on this issue, consultative work with activist organizations such as Greenpeace, Sierra Club</li> </ul>
	Responsive: Proactive and Reactive	<ul style="list-style-type: none"> <li>- Risk Management Framework</li> </ul>
	Committed to Progress and Self-Evaluation	<ul style="list-style-type: none"> <li>- Public Reporting: progress made, future direction</li> <li>- Research and Development team dedicated to repurposing used nuclear fuel</li> </ul>
	Shares My Values	<ul style="list-style-type: none"> <li>- Leadership from varied, accepted backgrounds</li> <li>- Communications actions in a timely, complete manner that is easy for the public to understand</li> </ul>
	Visible, Recognized and Known	<ul style="list-style-type: none"> <li>- Education syllabus in primary/secondary schools</li> <li>- Communications activities: publications, media profile</li> </ul>

## APPENDIX 'D': NWMO VALUES EXERCISE

VALUE	ORGANIZATION	PERSON
Open		
Honest		
Knowledgeable		
Shares my values		
Reacts quickly		
Shares good news and bad news		
Works well with others		
Wants, pushes for progress		
Wants not just an "ok" solution but the "best" solution		
Concerned about doing better		

## APPENDIX 'E': CORWM EXERCISE



### Committee on Radioactive Waste Management (CORWM)

#### MEMBERSHIP:

##### Chair

**Gordon MacKerron**, Brighton - economist and energy policy consultant, Director, Sussex Energy Group, SPRU, University of Sussex.

##### Deputy Chair

**Dr Wynne Davies**, Buckinghamshire - former Vice President, Group Health, Safety and Environment, Amersham plc and former Lecturer in Physics and Radiation Biology, University of London.

#### MEMBERS:

**Mary Allan**, Ross-shire - Lecturer, School of Business, The North Highland College.

**Professor Andrew Blowers** OBE, Bedfordshire - Professor of Social Sciences at the Open University, former county councillor, former Board Member of Nirex UK.

**Professor Brian D Clark** MBE, Aberdeen - Professor of Environmental Management & Planning and Board Member, Scottish Environment Protection Agency.

**Dr Mark Dutton**, Cheshire - physicist and radiological protection and radioactive waste management expert, independent consultant, formerly with NNC.

**Fiona Walthall** OBE, Oxfordshire - former Colonel, British Army and former Chief Executive, Sargent Cancer Care for Children.

**Professor Lynda Warren**, Ceredigion - zoologist and Emeritus Professor of Environmental Law at the University of Wales, Board Member of the Environment Agency.

**Jenny Watson**, London - Equal Opportunities Commission and former Chair, Nirex Independent Transparency Review Panel.

**Pete Wilkinson**, Suffolk - Director of Wilkinson Environmental Consultancy, former Chair of Greenpeace UK, Director of Greenpeace International and co-founder of Friends of the Earth.

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