

NWMO Citizen Panels Report, Phase I: Panel Seven

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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:

This report does not necessarily reflect the views or position of the Nuclear Waste Management Organization, its directors, officers, employees and agents (the "NWMO") and unless otherwise specifically stated, is made available to the public by the NWMO for information only. The contents of this report reflect the views of the author(s) who are solely responsible for the text and its conclusions as well as the accuracy of any data used in its creation. The NWMO does not make any warranty, express or implied, or assume any legal liability or responsibility for the accuracy, completeness, or usefulness of any information disclosed, or represent that the use of any information would not infringe privately owned rights. Any reference to a specific commercial product, process or service by trade name, trademark, manufacturer, or otherwise, does not constitute or imply its endorsement, recommendation, or preference by NWMO.



NAVIGATOR

NWMO Citizen Panel Report Saint John, New Brunswick

NUCLEAR WASTE MANAGEMENT ORGANIZATION
SAINT JOHN, NEW BRUNSWICK CITIZEN PANEL REPORT
DECEMBER 2007

WHAT ARE CITIZEN PANELS?

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 spent 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 Saint John, New Brunswick in late fall 2007.

WHAT IS NAVIGATOR?

Navigator is a research-based public affairs firm that works with companies, organizations and governments involved in the public policy field.

Navigator has grown to become a diverse firm with consultants from a variety of backgrounds who have excelled in the fields of journalism, public opinion research, politics, marketing and law.

Our strategic approach can be summed up as: *"Research. Strategy. Results."*

PANEL REPORT OUTLINE

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1. NWMO CITIZEN PANEL BACKGROUND

a. Citizen Panel

The Saint John, New Brunswick Phase One Citizen Panel was held on November 13, 2007 at the Hilton Saint John, a neutral third party facility in Saint John's downtown core.

The Panel was held over three hours from 6PM to 9PM with 15 Panelists in attendance. Chad Rogers, a Navigator research professional, acted as Discussion Leader.

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. Panelist Profile

In order to ensure that Panelists speak openly and freely over the course of this research, the individual identities of Panelists will remain protected and not revealed to the NWMO at any point of the project. Contact with Panelists is managed exclusively by a dedicated Panel manager and each Panelist has been given an identifier code to ensure anonymity in all accessible Panel documents. All personal information and contact reports are stored separately and controlled by the Panel manager.

While verbatim comments are used through this report, the identification will be only by Panel or by unique Panelist identifier code, but never by name.

Panelists have agreed to offer additional information, including their gender and one additional fact about their lives to make the Panel reporting richer for the reader.

Below are the profiles of the Saint John Panelists by Panelist identifier code:

 Panelist: SJ-1A	City: Saint John Age: 45-54 Gender: Female Occupation: Self-employed, interior decorator	 Panelist: SJ-9A	City: Saint John Age: 18-24 Gender: Male Occupation: Student
 Panelist: SJ-2A	City: Saint John Age: 45-54 Gender: Male Occupation: Employed full-time as a Principal	 Panelist: SJ-10A	City: Saint John Age: 25-34 Gender: Female Occupation: Employed full-time
 Panelist: SJ-3A	City: Saint John Age: 55-64 Gender: Male Occupation: Employed full-time as a pipe fitter and plumber	 Panelist: SJ-11A	City: Saint John Age: 45-54 Gender: Female Occupation: Employed full-time, homemaker
 Panelist: SJ-4A	City: Saint John Age: 25-34 Gender: Male Occupation: Student	 Panelist: SJ-12A	City: Saint John Age: 25-34 Gender: Male Occupation: Employed full-time
 Panelist: SJ-5A	City: Saint John Age: 45-54 Gender: Male Occupation: Employed full-time, Teaching Assistant	 Panelist: SJ-13A	City: Saint John Age: 55-64 Gender: Female Occupation: Employed full-time
 Panelist: SJ-6A	City: Saint John Age: 25-34 Gender: Female Occupation: Master's student	 Panelist: SJ-14A	City: Saint John Age: 35-44 Gender: Female Occupation: Employed full-time, hardware lab manager
 Panelist: SJ-7A	City: Saint John Age: 55-64 Gender: Female Occupation: Unemployed	 Panelist: SJ-15A	City: Saint John Age: 25-34 Gender: Female Occupation: Employed full-time, customer service at call centre
 Panelist: SJ-8A	City: Saint John Age: 25-34 Gender: Male Occupation: Employed full-time		

c. 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.

This Panel report is, to the best of Navigator's abilities, a faithful rendering of the discussion held in Saint John and stands alone as a record of the Citizen Panel discussion on November 13, 2007. A larger aggregate report on this wave of Panel discussions, including the Panels in Saskatoon, Toronto, Sault Ste. Marie, Scarborough, Montreal, Regina, and Kingston has also been submitted to the NWMO.

2. GENERAL IMPRESSIONS

Many Saint John Panelists opened the Citizen Panel discussion with lingering questions from the focus group they had attended on NWMO issues previously, in particular, question about how underground storage might work.

Some Panelists talked about nuclear waste conversations they had had with friends and family and a few expressed that they felt the topic was “taboo”; both inappropriate and not discussed because people are scared and uncomfortable at the thought.

Comparisons to local experiences with energy boards and environmental applications by refineries in the area seemed to drive a sense of cynicism that not enough consultation was being held and questioned whether any consultations currently underway would be meaningful to the outcome.

Most Panelists felt the NWMO brochure was thorough, well researched and made an honest attempt to explain the issues.

An agenda continued to emerge throughout the discussion, namely that some Panelists feared the notion of a host community was inaccurate. They believed that a community in need would be tricked or forced to accept nuclear waste in exchange for jobs, money and other benefits sacrificing the health of their loved ones. There seemed to be an anecdotal comparison made to instances where sacrifices had been made in their area of employment that resulted in adverse health affects and environmental damage.

In reviewing the newsletter content and strategic objectives, some Panelists expressed a desire to see more academic support and involvement, as well as connections with the environmental community. There were questions as to why no medical representative or perspective was mentioned in any of the materials published.

In regards to 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. Some felt education should start in schools and that this was the next generation’s problem, so they should be involved in a dialogue.

A minority of Panelists felt that some secrecy for security and transportation reasons should be allowed but that everything else should be public.

Saint John Panelists would like to speak with a representative of the NWMO and pose questions, but not at the next session as their debates as a group were “just getting started.”

3. PANEL NOTES

a) Disclaimer

The attached are contemporaneous notes taken by a transcriber positioned in the room with the Panelists. The transcriber was taking direction from the Citizen Panel on specific points of interest. The following is not an official transcript, but a best effort to capture the sense of discussion with some granularity.

Panel notes will be reviewed by all Panelists, with each having an opportunity to revise (add or subtract) their individual contributions such that it the notes then stand as a clearer rendering of the Panel discussion.

The transcriber for this panel was Courtney Glen, a Navigator research professional.

b) Panel Notes

Report of the Saint John NWMO Citizen Panel
First Meeting
13 November 2007

General Discussion

[Discussion Leader]: **After the last group, did any of you think more about the NWMO? Did anyone leave here and talk to friends? Do research?**

SJ-7A: I'm still not sure about putting it down in the rock in the ground and figuring out how it's going to be gotten to if something happens to its container. It still kind of bothers me.

SJ-11A: I went to the website and it was kind of interesting. I wanted to know a little bit more. I discovered I had a lot more concerns because it was something I had never thought about before and I just thought it was taken care of.

SJ-8A: When I left I had a discussion with my wife, she was quite interested. We talked about it for 2 hours. She was taken back by it because it's one of those topics where people assume it's all taken care of and the experts have the answers. I noticed in the pamphlet that there are no answers. That is a scary thought, when you talk to someone about it, it's uncomfortable.

SJ-14A: It's almost a taboo topic. Sex, politics and nuclear waste. Not for me. Surprising its taken so long for people to talk about long term management. One of those hot topics you can't talk about it or people will get in arguments.

- SJ-3A: They want the public to get involved and talk about it, but people who are not educated do not know. It should be left to people that are highly educated, not just every Tom, Dick or Harry. That's a scary thing.
- SJ-10A: Some people I talked to about it said it looked like they were trying to hard to look good, as much as you can cutting and pasting those things into a pamphlet.
- SJ-1A: It's about public tolerance. How many regular every day people are involved in this process? We can't contribute to the physics side of it or the real safety issues, we're just giving opinions about what we will tolerate.
- SJ-4A: I've had a little bit of an exposure to both sides, from environmental activist groups from the business side and protest side. When they say lines like "decision of what kind of community will get it", they already have that kind of decision making process with OEB and it's not very democratic and leaves people very unhappy. Technically fine, leave it to the experts, but if there is an actual concern as far as when it comes down to putting it into someone's community, then I do find it is a bit of a "what does it take to swallow this pill", what's the minimum we have to do to get people to accept this process?
- SJ-11A: My main question is nuclear energy has been around for a long time, why are we starting to talk about this now after 30 or 40 years? Why are we trying to find a place to put this waste now? Why wasn't that developed before they decided to have nuclear energy? Didn't someone sit down and say we can use this energy, but what are we going to do with it? Apparently from the brochure, we still don't have answers – I think the what to do with it should have been developed when the decision was made to use the energy
- SJ-10A: That's kind of what they're doing now, saying "we'll store it somewhere and figure it out later."
- SJ-11A: Now we have to find a permanent storage place and that should have been figured out a long time ago.
- SJ-4A: After 20 years, we're making collages to find out what to do with it, I hope it doesn't take another 20 years?

Red Green Pen Exercise

[Discussion Leader]: **What did people think of the report?**

- SJ-5A: Thorough.

SJ-10A: Not reader friendly for someone who may have a lower education, more of an advanced audience.

SJ-4A: It felt a little bit like it was selling rather than informing. Too shiny.

Cover Page

SJ-10A: I liked it.

SJ-5A: 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.

SJ-4A: It is the NWMO but right away you're being told used nuclear fuel. Call it nuclear waste, that's what it is.

SJ-2A: I know it's a traffic sign, I'm trying to think of some other design that could be used. It's the image that I didn't really get.

SJ-8A: You're talking about moving forward but this signage is like history. Use something like LED or technology to show the future.

SJ-1A: Runs to the end of the road and looks like you're not going anywhere.

Inside Cover and Page One

SJ-14A: The legend itself bothers me. One thing that drives me crazy is always having to refer back to what the symbols mean. In this case it doesn't really seem to have a point, they don't do anything for me.

SJ-15A: I think the same thing. The little green double arrows, it doesn't mean a thing. You identify who said it and that's all that matters.

SJ-4A: It's repetitive a lot in terms of who they engaged.

SJ-1A: It's nice to include specialists.

SJ-4A: Yes but it's like the organization trying to sell us.

SJ-2A: I like the destination. It's up front and clear so you know what the NWMO is all about and what they're trying to do. It keeps with the theme of travel.

SJ-4A: I don't necessarily like the term fair.

SJ-1A: The picture is lovely but it kind of imparts wasted energy to me. You don't need to have building lit up. Buildings are beautiful at night but that's a waste of energy.

SJ-2A: The quote is a little choppy, but you're not going to change that.

[Discussion Leader]: **Does anyone know who Dr. Gary Kugler is?**

No Panelists were aware of who he is.

SJ-5A: One thing that was a red flag to me by its very mention is aboriginals. Right away it raises a host of questions. Why them?

SJ-14A: We get the point, they have aboriginals involved but why do you need to focus specifically on them?

SJ-5A: Location, location. It would be way up north and that's where aboriginal people live for the most part. They might want to save the mention to later in the brochure where it's discussed in more detail.

SJ-3A: Down in Bruce, the natives come out opposed. You saw it on television.

SJ-8A: Right off the bat, it tells me that those are the most vocal people in Canada for environmental issues on their land. They probably don't care what happens in your city but come and mess with 'our' land, you're going to hear from "us." They are a force to be reckoned with, yes, but [the NWMO] might have overdone it.

Pages 2 and 3

SJ-14A: Bottom and top of page 2 and top of page 3 and the bit that goes with them, I found them very informative. You learn immediately how big this is. You know immediately because everyone can associate to the size of a fireplace log and everyone knows how big a rink is. I thought it was really great.

SJ-8A: In the blue, it says helping Canadians understand the issues and then I see a picture and I'm confused until I read the small print. Some people won't read the small print.

SJ-14A: That's what it did for me, I thought "why is there a hockey rink?" and then I wanted to know why.

- SJ-15A: I thought the 2 pages were fantastic. It explained everything you needed to know. The right side reminded me of *Time magazine* and it tells you everything you need to know.
- SJ-10A: I like the graphics and the international perspective at the bottom. It leads you to think about what other countries are doing.
- SJ-12A: It seemed confusing that they talked about wet and dry and I don't know what the process is. I was confused. And then the international perspective was like "everyone's looking for a willing host" and the first thing that comes to your mind is where would that be? As for the diagrams with the 2 million used fuel bundles, you try to add up three major provinces because it doesn't add up to 2 million, the numbers don't add up.
- SJ-4A: With the international perspective, it could be a little more central rather than a bit of a footnote. This is not just what Canada is doing but this is where the world is at. No one is looking to place any blame. It's a world issue, not just a Canadian issue.
- SJ-6A: It would be good to have the international perspective bigger.
- SJ-15A: The word characterization facility, what the heck does that mean? Need to dumb that down, 95% of people will look at that and go what?
- SJ-7A: I agree, I didn't know what that meant.

Pages 4 and 5

- SJ-5A: Reminded me way too much of the kind of pictures you see for TD Bank. Too generic.
- SJ-14A: 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.
- SJ-10A: It looks like it was "picture day." Everyone looks very prim and proper and educated.
- SJ-8A: I liked most of it but the comment at the top about ongoing collaboration being critical, it seems there's lot of futuristic stuff. The more you push it in the future, the more fear you instil in me why aren't we doing that now? Ongoing collaboration means delay to me.

- SJ-3A: I put in red that both Sweden and Finland were considering doing the same, but if you turn to page 3, there's 85,000 bundles coming out of Canada each year. Can they keep up with it? Can they follow in Canada's footsteps? Maybe should be doing their own thing.
- SJ-9A: I think they're jammed together. It uses 5 different kinds of fonts. I like the vision and mission statement. It should maybe be put on the front. It's important to what their long term goal is. Collaboration seems to be one of the best ways to get things done.
- SJ-4A: The last half paragraph of page 4. That type of statement is a requirement to make this whole process transparent as opposed to it being a willing and good thing to make it transparent. There's making things public and really getting information out there. Again, it's an attitude that's not quite there.
- SJ-6A: Is it economically feasible? If they don't have enough money, they might not make the best decision. You want the best decision to be made regardless of cost.

Pages 6 and 7

- SJ-11A: On the left hand side, bottom sentence, it sums it up. There are no absolute answers, and that scares me.

SJ-8A and SJ-10A had that sentence in red as well.

- SJ-15A: Now that I think of it, it scares me.
- SJ-14A: I marked it in green. It's acknowledging that they don't have a tried true answer and will keep on working.
- SJ-15A: If you take it as just that quote, it's scary but you have to keep on reading and when you read about APM, its okay.
- SJ-3A: All the necessary precautions are taken. I like that sentence. It sounded like my opinion.

SJ-13A and SJ-7A agree.

- SJ-7A: To me, that's the most reassuring thing. I don't have a high education and for me it made the most sense to me.
- SJ-1A: It's no different than pioneers of this country. We're pioneers of this issue. We have to have faith that they're going to be dealing with it on the right levels. Nuclear energy is here.

- SJ-8A: The word “contract” worries me. Contracts can be broken off easily. A lot of them aren’t worth the paper they’re written on. If you’re looking at this document as something that’s trying to sell the good will of this company, they should question who the audience is.
- SJ-5A: In the entire brochure, the one amateurish looking photograph is that of the aboriginals and you definitely want to fix that, if only for the sake of continuity.
- SJ-14A: But it does look like real people. It would be nice if it were better quality, but you know they’re real people. You don’t feel like someone said they all had to dress up today for pictures.
- SJ-10A: A lot of Canadians feel a contract is strong and binding. I find it a very secure word that gives faith in what they are doing.
- SJ-2A: One part that is not in the contract is nature. Science and society are good but maybe environment and/or nature should be added.
- SJ-12A: I don’t know about the numbers. 4 internet e-dialogues. What’s that? It doesn’t tell you.

Pages 8 and 9

- SJ-10A: I had the same problem I mentioned before with green box. I felt it was very cut and paste, taking words out that people said in previous studies and put them in there.
- SJ-14A: In 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.
- SJ-4A: Centralized containment – that’s the first mention of what they’re planning on doing. It’s a significant point and it kind of gets lost in the middle of the document in assessing the three methods and it then goes into the one it picked.
- SJ-3A: They say centralized containment that will isolate underground. How do we know that’s the proper storage? They list two others and I don’t know which one is the right one.
- SJ-5A: I wouldn’t go out of my way to repeat the cover. Just the very fact of replicating it, why do it twice?

- SJ-2A: It talks about the current inventory of 4.4 billion and it seems that we're missing a billion dollars. Where's the rest of the money?
- SJ-1A: I had a reaction to that as well. I was wondering why it's under funded?
- SJ-15A: Just such a huge sum of money, I can't even grasp it. Not real money to most people.
- SJ-14A: I think they should break it down to say "we have $\frac{3}{4}$ of what we need." We are a lot farther a long then I thought. I reacted positively when I read that.
- SJ-8A: Who's paying for all this research? Who's paying the bill? Is it the waste producers?

Pages 10 and 11

- SJ-12A: The end of page 10 it says informed willing host community. They have to find a place where people want this to be located. I marked it with red. I'm concerned with notion of host community.
- SJ-10A: I had it circled with the Sharpie marker (red). I wasn't sure what it meant. How would you be sure you have a willing host community? I have what I hope it means, what I would hope it would mean. How big is the community first off? Everyone in the community must be educated and time must be taken to educate them at their level of education. Would there be a vote? They need guidelines.
- SJ-11A: 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 "yay."

Panel starts to question SJ-11A's point.

- SJ-14A: Willing doesn't mean liking. Could be a financial trade off or jobs. Communities would be willing to trade the risk.
- SJ-3A: I agree with SJ-14A.
- SJ-15A: Fair trade.
- SJ-11A: Obviously that's why they're talking about the aboriginal people up north, they want the land and are trying to buy them.

- SJ-14A: There are other communities other than up north that have this stuff.
- SJ-11A: They are not going after aboriginals because they're great environmentalists, they are trying to buy them.
- SJ-10A: I feel they would take advantage of a small community.
- SJ-12A: For us, it's a learning process and you have to adapt.
- SJ-8A: I can't believe that Canada doesn't have land that belongs to the Government of Canada where the government can say "we're designating the land for this use."
- SJ-2A: It doesn't help that the red needle of the compass is pointing north.

[Discussion Leader]: **What do you think of graphics on page 11?**

- SJ-4A: I think they're fairly good except on the 2nd part where it mentions the option of transporting. It's not actually an option. The stuff is going to have to get to communities. It has to happen, so just to throw it in the middle and not really show that is not good. I would like them to address it more.
- SJ-13A: I have red under that.
- SJ-15A: And they used the word characterization again.
- SJ-1A: It says the option of transporting to central location and interim shallow storage, if required. What does that mean? If there's a snow storm they just stop and put it somewhere? Too many ifs. It seems they want lots of flexibility, which I understand, but there has to be some set guidelines, a clear path. I just find that, in the brochure, there are several sites where there is a lot of room for movement. Maybe you need that in the initial stages?
- SJ-4A: Overall, it's not confident language. It doesn't exude confidence, it's a little iffy.

Pages 12 and 13

- SJ-15A and SJ-9A: Wow.

Informed Discussion Leader that it was a bad wow.

- SJ-5A: Information overload

SJ-15A: I'll read anything if I can learn from it, and this looks like a text book. I thought wow, I need coffee. No one will read this.

SJ-10A and SJ-14A gave it a positive wow.

SJ-14A: Wow, I finally got some real information. I could see where they're progressing from both forward and down through the stages. Solid regulatory information such as where they will have to apply for licensees. I feel like I learned about what they were going to be doing.

SJ-10A: The page before is for people who just want general views. This is more complex but I like that it's there for people that want the information. You can always skip over it. It's showing that they do have a plan and its there if you do want to look at it.

SJ-13A: I didn't like the time table. I think it's too long and it should have all been done yesterday.

SJ-3A: I had no time to read the book.

SJ-1A: Really, to take all this in is 20 minutes.

SJ-15A: Who is this aimed at? I think it's too much for a general public document. It's a good size and lots of information, but...if I could take it home, I would sit and talk about it.

SJ-5A: 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 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.

SJ-7A: I didn't understand it.

SJ-4A: The timetable, 30 years. I guess I overall have confidence in the technical side but the first three sections are the most important. I know a little about it but it could be brought out slower. Phase one maybe two pages and you take your time explaining this process.

SJ-13A: This is very complex. With the people that are working on it, 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.

Pages 14 and 15

SJ-11A: Siting efforts in 4 provinces involved. We're in New Brunswick, there's Ontario and Quebec, the two most powerful provinces in Canada so don't think the sites will be there. I'm worried about New Brunswick.

SJ-15A agrees.

SJ-12A: I thought the site should be more centralized. Hopefully not populated. I support ideas from previous pages.

SJ-8A: Why don't we recycle to reuse used nuclear fuel? If there's an opportunity to recycle something, everything else should become a secondary option. If other countries are doing it, then that's your first objective and then if you have something that can't be recycled at the end of the day, then you think about getting rid of the waste.

SJ-1A: I agree. There are still uses for that waste. Nuclear fuel is either fusion or fission. If you remove the components that make it one or another, the waste can be used for other purposes.

[Discussion Leader]: **Can it be used for other things?**

3-4 Panelists say yes it can.

SJ-15A: Yes, for bad things.

[Discussion Leader]: **It can't be used to make a bomb, you just don't want it near you.**

SJ-14A: It says right there it can be used for weapons. First thing I thought was that you should take this entire section out because the first thing people think is that recycling is always good.

SJ-15A: Or elaborate on it.

SJ-1A: The public has to realize we're at a point in our world where we have to find alternatives for energy. No matter how it's used, there's always a by product. No one ever worries about where you dump the spent coal. You have to dispose of the waste from coal, whereas if you get into fossil fuels, there's a cost to the environment. This produces a cost to the environment but it's a controlled cost. Right now, we have enough to occupy 5 ice rinks, that's miniscule. I think we have to learn how to deal with it and use it to our best advantage.

- SJ-5A: I don't find that these pictures enhance the text. At this point, I'd like to see pictures of the environment instead of faces of Canadians. Maybe pictures of where the site might be in the middle of nowhere. They didn't connect at all to what I was reading.
- SJ-15A: I want more bullet points and more facts.
- SJ-1A: They are all looking like they are very accepting of the situation.
- SJ-4A: There isn't really an explanation of what exactly the NWMO is. That would be helpful. The NWMO was created after initial production of nuclear facilities in Canada and they are facing the exact same question as us. Why hasn't it been dealt with? This burden has been placed on this organization. It doesn't distinguish itself as the solution finding organization. If they're looking to promote their own interests, it would benefit them to show that this is a problem for them too.

Page 16 and Back Inside Cover

- SJ-15A: Marked the word iterative. It's worse than characterize.
- SJ-9A: I liked the image. It showed us moving forward together.
- SJ-7A: I liked it much better. It makes more sense.
- SJ-10A: It's so odd how few pictures there are on the environment in this whole thing. It's more people centered.
- SJ-14A: I liked the last box saying we are ready to take the next steps. I feel like it's really starting to move forward

NWMO Newsletter

- SJ-14A: Is there a place to sign up for this newsletter on the website?

[Discussion Leader]: **Is there new information here?**

- SJ-8A: It's just a summary.

[Discussion Leader]: **How do people feel about the progress made?**

- SJ-1A: I feel it's a good thing we're moving forward. It seems very structured now, something concrete that we can revert to.

- SJ-7A: It's got some bite to it. It tells me they're sinking their teeth in the problem and going ahead with it
- SJ-4A: They mention that it has been adopted by government so now it's the government's problem as well. That should be a good thing.
- SJ-15A: The mention of the government is good.
- SJ-3A: At the end of the day, they could say fine, that's the way it's going to be.

[Discussion Leader]: **Is there anyone they should work with or should be working with that aren't mentioned here? Or wish I had seen mention of this group?**

- SJ-4A: There are world organizations, Greenpeace and this and that, that aid countries with monitoring. It is an international problem and there are organizations that can aid that. An international monitoring system would be good. The more checks and balances the better.
- SJ-10A: I'm surprised there's no medical advisor. If the waste should leak, are they trying to cut that off at the pass later on?
- SJ-14A: There wasn't any mention of scientific community they're working with in the update.
- SJ-15A: They could throw in professors name since they mentioned that they are working with universities. I'd like them to show me a professor that is dedicated to what they do.
- SJ-5A: Who is the intended audience? I'm not aware of receiving bulletins from any other government agencies.

Strategic Objectives Exercise

- SJ-14A: Very thought provoking questions.
- SJ-7A: I don't know what the last one means.

[Discussion Leader]: **Were there any strategic objectives you would expect the NWMO to have that were not on this list?**

- SJ-1A: Some mention of the environment and environmental issues.
- SJ-12A: I'm expecting siting issues.

SJ-3A: I was up in Bruce last year. Nice beach country. The land that they used to put up this nuclear power plant plus a water plant is waste of good land. It could have gone up other places.

SJ-13A: Mention of recycling and finding other uses.

SJ-1A: They haven't mentioned if they are going to focus on other uses. They just talk about it as waste, not aware of the expiration of those uses.

[Discussion Leader]: **Do you think this is why they say it is retrievable?**

SJ-15A: That is something that they should clarify.

SJ-8A: They need to take a lot of ownership in developing a fair process to find a location. I'm not so sure I would put that in their hands. I would say we'll put it in a third parties hand. It's putting too much power in one group.

SJ-4A: The whole organization is a little bit "wishy washy."

SJ-15A: Who is on the Board of Directors?

SJ-11A: I don't think there will be any fairness in siting. I don't think they should have any say.

SJ-14A: I don't think we should have any say. If they said to you the safest place to store it is here...

SJ-3A: How do you know it's safe?

SJ-14A: Ultimately you do need to trust the scientists.

[Discussion Leader]: **Who thinks it will go near a community?**

SJ-14A: I don't think so.

SJ-8A: Who knows.

SJ-1A: It will go where there's infrastructure.

SJ-10A: It's all about how safe the transport is.

SJ-15A: It will go in Ontario.

SJ-8A: What I find interesting about government is the bureaucrats dictate to the ministers "this is what you do." I think some of that ought to

be taken away from them and put into a third party's hands like Greenpeace or something, people from all arms of the country. Let them be the ones to put a site selection together

SJ-4A: Just to elaborate, for instance, like with the pipeline, the environmental assessment and the licensing. All that means is that a company that already has land and has put together a proposal had to go to one organization. It's up to people to bring forward their complaints. Burden is put on the individuals. You would have to recreate the entire way the current government assesses anything for it to not follow this path. There is not an organization that doesn't put the burden on people to disprove these large corporations, who will have more money than people to fight it.

SJ-1A: If there are willing communities in the north that have accepted these storage facilities, why are we not hearing from them? Perhaps their opinions could be shown to the public, like why they accepted it? What the benefits are? What the negative aspects are? If they already have this, we should learn from them what we should do and not do.

Transparency Exercise

SJ-2A: What if you don't have a computer?

SJ-7A: I agree – what if you don't?

SJ-4A: Their information can't just be put aside available for those that are interested. They have to actively push the information on the public through newspaper, TV. Mail is less read. I'm not necessarily saying home to home...

SJ-12A: That's what happened with the pipeline, it mailed to people's homes.

[Discussion Leader]: **Let's assume they say available on internet and every public library in Canada.**

SJ-10A: But at the same time, the name is not out there so I wouldn't even know to go and look it up.

SJ-1A: It should probably start by educating children in schools and then have them bring it home to their families. Not everyone subscribes to the newspaper. Some don't read it, some pick it up on the internet. We're in a fast food information society. We all want to know everything all at once, you may have people informed in the

media. My first impression is that it's like a marriage contract - love, honour and obey.

[Discussion Leader]: **Are there things missing? Too big? Too small?**

SJ-8A: This group has to have a transparency policy – why is that? If they put some of this responsibility in the hands of a third party, they wouldn't have to have a transparency policy.

[Discussion Leader]: **Should there be a third party when someone wants more information? Oversight on the organization to make sure they're transparent or to get information?**

SJ-8A: Basically, if you're doing a function, and you have to try to convince people you'll be transparent, then who's doing your function. Right now you're doing a PR job.

[Discussion Leader]: **Say we're all running the NWMO and make every document public. Everything – receipts, meeting minutes – assumption that everything we do is available to the public. Is that realistic?**

SJ-9A: No. They're trying to find a place to put it. Everyone will go out tomorrow and buy land at the site and then sell it back to council. There's some confidentiality required.

SJ-15A: I think that's fair. I've been all over government websites and you're not going to get more than this – this has everything that I want – if they can't make any decisions in secret, they have no power – why have them?

SJ-14A: I'm not sure if it's confidentiality or just not needing to know everything, but I don't need to know what the Board had for lunch.

SJ-15A: There will always be a group out there that will make it a negative.

SJ-5A: 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.

SJ-14A: It's surprising that research will be transparent. Some of it you would expect to not be transparent

4. BROCHURE

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

a. Red/Green Pen Exercise

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.

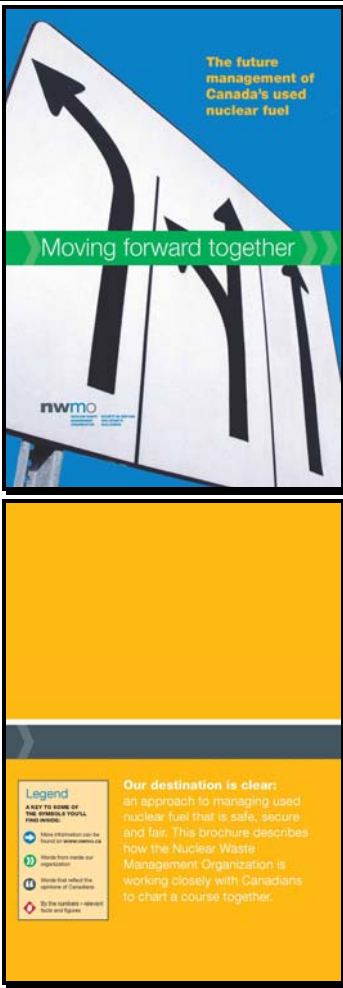
Instructions were provided by the Discussion Leader, as well as in written form. A copy of the instructions provided is attached in the appendices to this report.


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.

On the following pages are thumbnail depictions of the brochure, as well as an indication of what Panelists marked with red and green pen.

Most Saint John Panelists felt the brochure was well researched and an honest attempt by the NWMO to explain the issues. However, what repeatedly emerged from a few Panelists throughout the discussion was the notion of a “willing host community.” Those Panelists expressed a great deal of fear that the notion of a “willing host community” was inaccurate. They felt that any community “willing” to play host would have been tricked or forced to accept nuclear waste in exchange for jobs, money or other benefits at the expense of the community. Some Panelists felt they could relate to this given previous instances in the area where sacrifices had been made in exchange for employment that had harmful effects on both the health of the community, as well as the environment.

Front Cover and Inside Front Cover



Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with	
<ul style="list-style-type: none"> ...safe, secure and fair. 	<ul style="list-style-type: none"> Arrows Legend 	

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with	
<ul style="list-style-type: none"> ...well-prepared to work collaboratively with citizens. 	<ul style="list-style-type: none"> ...including specialists and Aboriginal people... 	

Pages 2 and 3

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with	
<ul style="list-style-type: none"> • Our mandate is to work collaboratively with Canadians to develop an implement a long-term management approach that will safely isolate the used fuel from people and the environment, essentially indefinitely. • Did you know? • 5x hockey rink • International perspective 	<ul style="list-style-type: none"> • ...essentially, indefinitely. • ...characterization facility. 	<p>...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...</p> <p>BY THE NUMBERS</p> <ul style="list-style-type: none"> Canada currently has 22 commercial reactors at 13 nuclear generating stations using 2 million used fuel bundles approximately 85,000 spent nuclear fuel elements are generated each year <p>2 million used fuel elements in Canada</p> <p>ON 1.7 million used fuel elements</p> <p>QC 105,000 used fuel elements</p> <p>NB 115,000 used fuel elements</p> <p>INTERNATIONAL PERSPECTIVE</p> <p>Canada is among the world's top 10 nations in terms of electricity generated from nuclear power. The world's largest nuclear power plant is located in the UK. The government has established a regulatory commission and implemented the NRC's role in ensuring Canada's safety from the fuel technology developments from around the world.</p>

Pages 4 and 5

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with	
<ul style="list-style-type: none"> The <i>Nuclear Fuel Waste Act</i> requires the NWMO to make public the independent written comments of the Advisory Council on the NWMO study and its triennial reports. Guiding Principles: Vision and Mission Technical research 	<ul style="list-style-type: none"> “Ongoing collaboration will be critical to successful implementation of Canada’s long-term management strategy for used nuclear fuel.” 	

Pages 6 and 7

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with
<ul style="list-style-type: none"> ... fairness, health and safety, community well-being, security, environmental integrity, economic viability, and adaptability. ...the management approach must be safe and secure for people, communities and the environment; and it must be fair for current and future generations. Values: The fundamental beliefs that guide our work. By the numbers “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. 	<ul style="list-style-type: none"> The issue also requires consideration of environmental, economic, social and ethical concerns. There are no absolute answers. ...accountable for all of our actions.



Pages 8 and 9

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with	
<ul style="list-style-type: none"> Like a roadmap, APM allows us to adjust our course at any stage to take advantage of new knowledge and change 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. Expectations for implementation “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.” 	<ul style="list-style-type: none"> 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’ aggregated funds (including trust funds) dedicated to the long-term management of used nuclear fuel is \$3.3 billion [as of Dec. 31/2006]. ...in the Canadian Shield; centralized storage above or below ground and storage at nuclear reactor sites. The legal responsibilities for these companies rest with the individual companies. 	

Pages 10 and 11

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with						
<ul style="list-style-type: none"> • A Technical Method and A Management System. • “What we need is a flexible plan that gives future generations a choice.” 		<p>How we'll navigate the way</p> <p>Implementing Adaptive Phased Management</p> <p>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.</p> <p>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.</p> <table border="1"> <thead> <tr> <th>Adaptive Phased Management</th> <th>Technical Method</th> <th>Management System</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> Continual refinement and revision Deep geological repository in a suitable rock formation Used fuel remains retrievable Continuous monitoring </td> <td> <ul style="list-style-type: none"> Public engagement Periodic assessment Continuous learning and adaptation Clear indicators for policy process Minimized, not eliminated, siting land necessary </td> </tr> </tbody> </table> <p>Adaptive Phased Management will be implemented in phases with many activities and decision points</p> <p>1 Investigation</p> <ul style="list-style-type: none"> Monitor used fuel storage at reactor after utility preparing for central storage Identify an informed, willing host community Design, finance and construct an underground characterization facility and optional shallow storage facility, if required <p>2 Investigation/Design/Construction</p> <ul style="list-style-type: none"> Demonstration of long-term Canada technology: underground characterization facility Options of developing used fuel technologies able to be used to design, fabricate, integrate and storage. If required Design and construction of deep geological repository <p>3 Load/Store/Commissioning</p> <ul style="list-style-type: none"> Used fuel packaged into long-lived containers and placed in first deep geological repository Used fuel remains retrievable Extended monitoring <p>“What we need is a flexible plan that gives future generations a choice.” Source: NWMO</p>	Adaptive Phased Management	Technical Method	Management System	<ul style="list-style-type: none"> Continual refinement and revision Deep geological repository in a suitable rock formation Used fuel remains retrievable Continuous monitoring 	<ul style="list-style-type: none"> Public engagement Periodic assessment Continuous learning and adaptation Clear indicators for policy process Minimized, not eliminated, siting land necessary
Adaptive Phased Management	Technical Method	Management System					
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Pages 12 and 13

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with	<p>More about Adaptive Phased Management</p> <p>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.</p>
	<ul style="list-style-type: none"> Page 12 and 13. 	

Pages 14 and 15

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with	
<ul style="list-style-type: none"> The NWMO will need to demonstrate the safety of any transportation systems prior to its implementation. Our research and discussions with authorities in Canada and abroad suggest that used nuclear fuel can be transported safely... Why don't we recycle the used nuclear fuel? 	<ul style="list-style-type: none"> Why don't we recycle used nuclear fuel? In Canada, any decision to reprocess would have to be made by the nuclear operators in conjunction with government and the regulators. Used nuclear fuel is reprocessed in some parts of the world... 	<p>What is the process for choosing a site?</p> <p>The process for selection of a central site will be developed collaboratively with Canadians. During the study phase, Canadians were asked about a number of siting principles. Among them, was the need for the location to be accessible to an informed and willing host community. The site must also be technically sound, suitable for a long-term repository, for national disaster preparedness and for a characterization facility. Siting efforts will be focused in the four provinces directly involved in the nuclear fuel cycle: Ontario, Quebec, New Brunswick and Saskatchewan. Should communities in other regions express an interest, they will also be considered.</p> <p>Can APM accommodate growth in Canada's nuclear power industry? Or different types of used fuel?</p> <p>The NWMO has a legal obligation to manage all of Canada's used nuclear fuel. It will study what and how much 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 has been found to be technically capable of handling 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 advances, 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.</p> <p>Why don't we recycle the used nuclear fuel?</p> <p>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 should have to be given to other types of radioactive wastes which would be produced. The potential for reprocessing used nuclear fuel could be used in the production of nuclear weapons and the exposure of surrounding populations. The NWMO must 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 reprocessing used nuclear fuel.</p> <p>What about the danger of transporting used nuclear fuel?</p> <p>As transported safely, internationally, many nations have been required to transport used nuclear fuel for decades. Recent transport containers are designed to withstand severe accidents and transport conditions, and meet high standards which are continually reviewed by the industry and regulatory bodies.</p>

Page 16 and Inside Back Cover

Statements/Images Panelists Agreed with	Statements/Images Panelists Disagreed with	
	<ul style="list-style-type: none"> The management of used nuclear fuel involves very long time frames, complex technical questions and challenging social and ethical considerations. 	

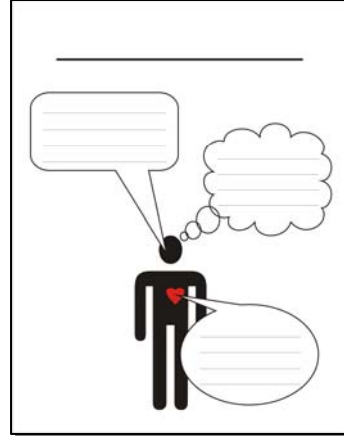
b. “Sharpie” Marker Exercise

The following are what Panelists marked with a “Sharpie” marker to indicate what they felt the most strongly about, positively or negatively.

Statements/Images Panelists Agreed with the most	Statements/Images Panelists Disagreed with the most
<ul style="list-style-type: none"> • “What we need is a flexible plan that gives future generations a choice” (pg. 11) • International perspective (pg. 3) • Expectations for implementation (pg. 9) • Hockey rink • There are no absolute answers (pg. 6) • Pg. 7: I feel it is very important to make sure that all necessary precautions are taken • Why don’t we recycle the used fuel? (pg. 15) • Page 1, Dr. Gary Kugler: well prepared • Design and construction of deep geological repository (pg. 11) • By the numbers (pg. 3) 	<ul style="list-style-type: none"> • Pg. 12: New input - design process: usually non-democratic • Pg. 4-5 – Pictures of NWMO employees: Who are these people and what are they supposed to be doing? • Deep geological repository in a suitable rock (pg. 8) • Did you know? (pg. 3) • Environmental, economic, social and ethical concerns. There are no absolute answers (pg. 6) • Informed, willing host community (pg. 11) • Approximate timetables (pg. 12) • The legal responsibilities for these contributions rest with the individual companies (pg. 9)

c. Think/Feel/Say

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



When asked about what they thought about the brochure, Saint John Panelists generally felt it was complicated, but informative. Some expressed skepticism as to the organizations’ intentions. When asked what they would say about the brochure, some Panelists praised the brochure for its effort and level of information, but questioned why the issue of nuclear waste management had taken forty years to address. When asked how the brochure made them feel, a number of Panelists felt worried and anxious, but informed and pleased they are making an effort to address this issue.

The following are what Saint John Panelists thought, said and felt. .

THINK	Informative, but presentation a bit “jumbled.”
	Grammar and some run-on sentences made it difficult to read in places.
	I felt secure about how nuclear waste was going to be safe over the years
	Who made it, at what cost and how long?
	Do you really expect an ignorant slob such as myself to wade through all these words?
	Shouldn’t they work hand in hand with “green movements”, energy savings...
	I am not sure I understand a lot of it
	Why have it? Who is the audience? What difference does it make?
	What are they hiding?
	I was thinking as I read this brochure ‘why are the NWM consulting with the aboriginal people more so than the average Canadian?’
	Well-presented general approach, taking examples of other countries experiences, made clear to a general (average) person
	Government snowballing and stalling by creating discussion groups and studies.
	Trying too hard to make it feel good, to make everyone feel like they are contributing, a lot of glamour and not enough substance.
	Way too much information, especially the flow charts.
SAY	Information reassuring but still somewhat confusing
	Very informative – a bit too scientific in places, but informative
	More information needed
	It seemed convoluted, not organized. It’s a little bit of a sales pitch and not “giving information.”

	Slick brochure – those Tories sure know how to sell their programs.
	Nuclear is here, steps have to be elaborated to safely/ethically manage it
	It doesn't make sense
	Should have been done 40 years ago.
	Vision, mission
	Looks like they have put a lot of work into this pamphlet. They're trying to make Canadians feel like they are a part of the decision making process.
	Why has it taken us this long to come up with an answer for nuclear waste management when it was developed so long ago.
	Follows in general other projects endangering our lives/vague on certain points, not really a "new" 100% safe way to deal with
	Need to move quicker on finding a solution to the problem
	Long term plan looks very good, well thought out and constructive
	The brochure is informative but needs to be a bit more clear to get the message to a broad audience.
FEEL	Is this an area of particular focus as a site?
	Felt secure that everything seems to be address at all levels.
	Pressured, like I was being sold something
	FEAR – anything to do with nuclear power scares me – Three Mile Island, Chernobyl, Dimona, Hiroshima
	I don't like nuclear as an energy source – renewables
	I am glad at last they are trying to do something
	Informed, little scared, thinking of my kids
	Informed, respected, working collaboratively
	They are trying to find answers
	This document made me feel a bit nervous, knowing that there are no absolute answers to nuclear waste.
	Waste accumulated/need to find a way to dispose of/steps are made/participation needed.
	Worrisome for my children and grandchildren's sake
	Store it in the safest place possible, whether the community necessarily agrees or not.
	I felt proud to be Canadian – that our country is taking a serious approach to this sensitive issue.

5. STRATEGIC OBJECTIVES 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 intended to demonstrate how important each Panelist felt it was for the NWMO to undertake each strategic objective,

The screenshot shows a document from the Nuclear Waste Management Organization (NWMO) titled 'Strategic Objectives Exercise'. It lists several strategic objectives and provides a table for panelists to rate their importance and appropriateness on a scale of 1 to 5. The table has two main columns: 'Importance' and 'Appropriateness', each with sub-columns for ratings 1, 2, 3, 4, and 5. The objectives listed include: building long-term relationships with interested parties, conducting research, developing a funding formula, and implementing an organization.

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 their organization.

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

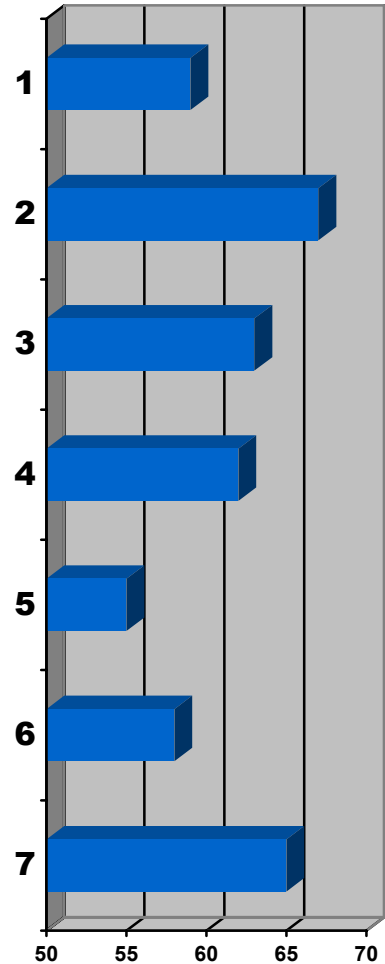
The results expressed were weighted and then tabulated, such that the first preference had the highest value, the second preference the second highest value etc. In the charts that follow, the total values are the sum of the weighted preferences.

Overall, Saint John Panelists felt that the NWMO’s objective concerning the development of a “strong research program” was the most important, whereas the development of a “funding formula and trust fund deposit schedule” was deemed most appropriate by Panelists. Deemed significantly less important was the objective concerning the development of a “governance structure”, whereas the objective outlining the reformation of the NWMO to become an “implementing organization” was deemed significantly less appropriate by Panelists

The following are strategic objectives as rated by importance by 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.

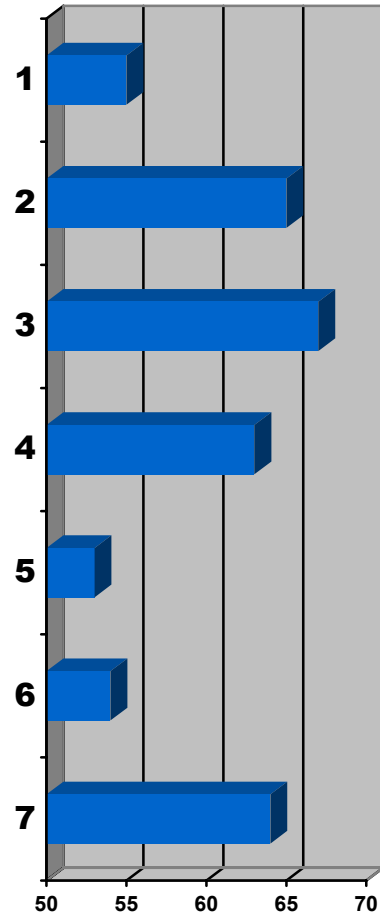


	SJ-1A	SJ-2A	SJ-3A	SJ-4A	SJ-5A	SJ-6A	SJ-7A	SJ-8A	SJ-9A	SJ-10A	SJ-11A	SJ-12A	SJ-13A	SJ-14A	SJ-15A
Panelist															
IMPORTANCE															
1.	2	1	3	2	3	2	1	2	1	2	4	2	1	2	3
2.	1	1	5	1	1	1	1	1	1	1	1	1	1	1	5
3.	1	3	3	2	2	1	1	1	2	2	1	2	1	1	4
4.	1	1	4	3	2	1	1	1	2	1	2	2	1	1	5
5.	2	1	5	3	3	1	1	1	3	1	2	4	1	3	4
6.	1	1	4	3	2	2	1	3	1	3	2	2	1	2	4
7.	1	1	3	1	1	3	1	1	1	1	3	1	1	2	4

The following are strategic objectives as rated by appropriateness by 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.



Panelist	SJ-1A	SJ-2A	SJ-3A	SJ-4A	SJ-5A	SJ-6A	SJ-7A	SJ-8A	SJ-9A	SJ-10A	SJ-11A	SJ-12A	SJ-13A	SJ-14A	SJ-15A
APPROPRIATENESS															
1.	2	1	1	2	3	1	1	3	2	3	4	4	1	3	4
2.	2	1	4	1	1	1	2	1	1	1	1	3	1	1	4
3.	1	1	1	2	2	1	1	1	2	2	1	3	1	1	3
4.	1	1	3	2	3	2	1	1	2	1	2	1	1	1	5
5.	3	5	5	3	3	1	1	1	3	2	2	3	1	1	3
6.	2	1	5	4	2	1	1	3	2	3	2	4	1	2	3
7.	1	1	4	1	1	1	1	5	1	1	3	1	1	1	3

6. TRANSPARENCY EXERCISE

Panelists were provided with an excerpt of the draft NWMO Transparency Policy. 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 Policy individually, Panelists were asked to discuss whether or not this met with their general expectations.

Overall, Panelists in Saint John were impressed with the NWMO's transparency policy, but some expressed a concern about the policy's reliance on internet publishing. Some Panelists felt that a total reliance on website publishing or email was restrictive to those without computers. Rather, they felt that an effort would need to be made to publish documents in a way that will be accessible to all, even those offline.



7. WEBSITE REVIEW (POST-SESSION WORK)

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.

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.

A screenshot of a survey form titled "NAVIGATOR". The form has a header with the "NAVIGATOR" logo and a sub-header "Questionnaire about the NWMO website". Below the header, there are three text input fields with the following prompts: "What is your overall impression of the NWMO website?", "Does the website appeal to you? Why?", and "What do you feel is the intended audience for the website? What makes you think that?".

Of the responses received, feedback has been very positive. Saint John Panelists feel the NWMO's website is informative, clear, well-structured and easy to navigate. Some Panelists, however, did criticize the website for not having any graphics, as well as having a very small font that is hard to read. Most feel that the website does appeal to them and that the intended audience is educated Canadians with an interest in the environment.

Panelists in Saint John felt that the availability of the brochure, the commonly asked questions, the make up of the organization and the Aboriginal dialogues to be the most interesting aspects of the website. In terms of what they would have hoped to, but did not see, some Panelists would have liked to see a page with simpler facts on nuclear waste, as well as well as a mock up of the APM process. Ways in which Saint John Panelists would improve the website would be to have more articles in HTML format for those without up to date or compatible versions of Adobe Reader and the addition of more pictures and graphics.

Panelists all agree that the website has a consistent look and feel and is easy to navigate, and do not feel that it contains too much information.

8. PARKING LOT QUESTIONS

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.

“Parking Lot” questions from Saint John Panelists were the following:

- 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?

APPENDICES

- i. Personnel
- ii. Discussion Leader's Guide
- iii. NWMO Brochure Information
- iv. Red/Green Pen Exercise Instructions
- v. NWMO Strategic Objectives
- vi. NWMO Transparency Discussion Paper (Excerpt)
- vii. Website Survey

I. 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.

II. 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?

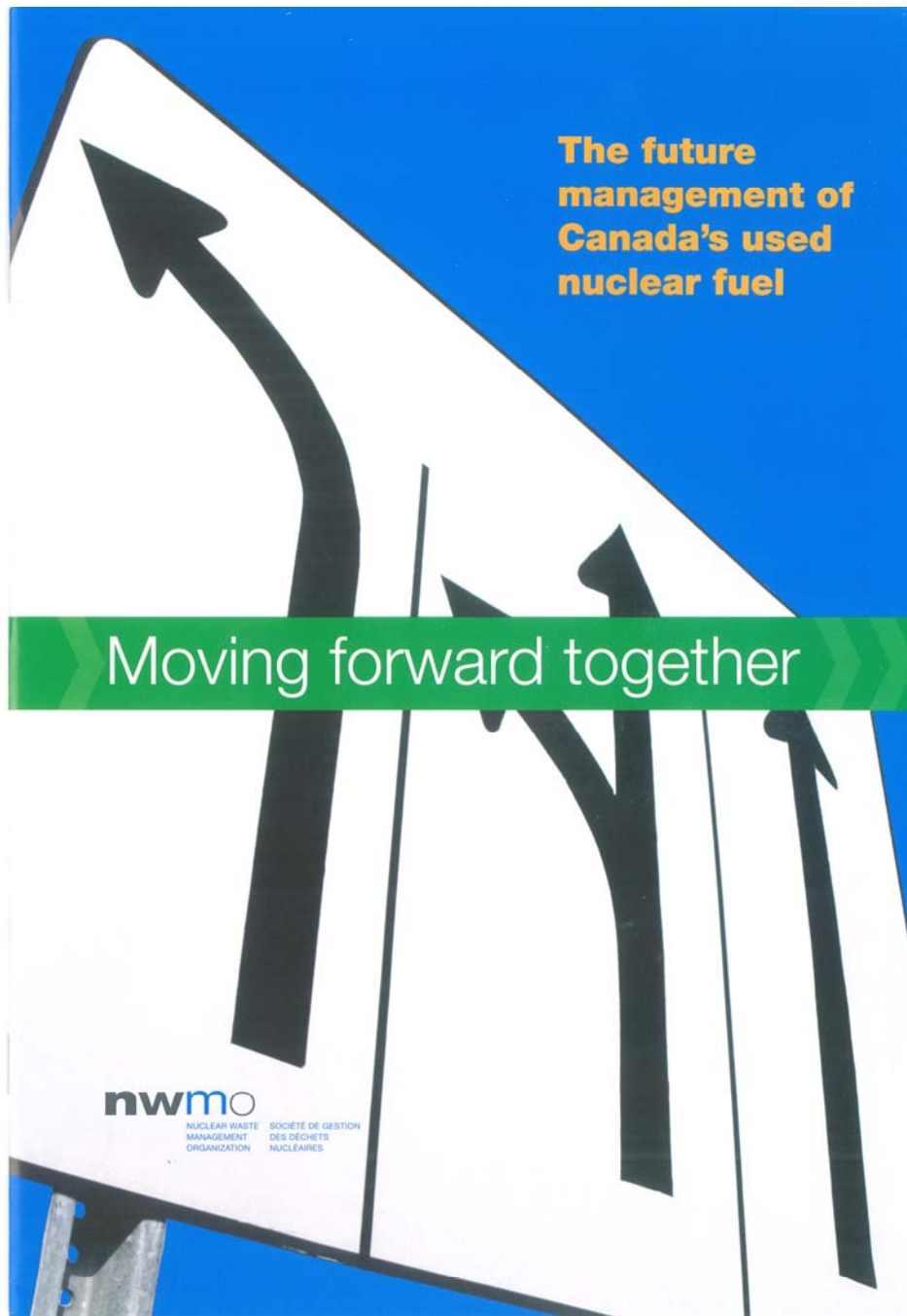
9. NEXT SESSION (2:50 – 3:00)

- 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

III. NWMO BROCHURE INFORMATION



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

IV. 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.

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.

2. 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.
3. 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.
4. 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.

V. 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

VI. 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.

VII. WEBSITE SURVEY

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?

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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