

# NWMO Citizen Panels Report, Phase I: Panel One

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**December 2007**

Navigator Ltd.

**nwmo**

NUCLEAR WASTE  
MANAGEMENT  
ORGANIZATION

SOCIÉTÉ DE GESTION  
DES DÉCHETS  
NUCLÉAIRES



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## **Nuclear Waste Management Organization**

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

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

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

## **NWMO Social Research**

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

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

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### 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.

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# NAVIGATOR

## NWMO Citizen Panel Report Kingston, Ontario

NUCLEAR WASTE MANAGEMENT ORGANIZATION  
KINGSTON, ONTARIO 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 Kingston, Ontario 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 Kingston, Ontario Phase One Citizen Panel was held on November 10, 2007 at the Holiday Inn Waterfront, a neutral third party facility in Kingston's downtown core.

The Panel was held over three hours from 12PM to 3PM with 17 Panelists in attendance. Jaime Watt, 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 Kingston Panelists by Panelist identifier code:

|  |  |  |   |
|--|--|--|---|
| <br><b>Panelist: K-1A</b>   | City: Kingston<br>Age: 55-64<br>Gender: Male<br>Occupation: Self-employed as a Computer Consultant   | <br><b>Panelist: K-10A</b>   | City: Kingston<br>Age: 25-34<br>Gender: Female<br>Occupation: Community support worker for people with disabilities |
| <br><b>Panelist: K-2A</b>   | City: Kingston<br>Age: 55-64<br>Gender: Male<br>Occupation: Employed full-time with the Conference Board of Canada; Part-time Law Professor at Queen's | <br><b>Panelist: K-11A</b>   | City: Kingston<br>Age: 35-44<br>Gender: Male<br>Occupation: Development and recruitment officer                     |
| <br><b>Panelist: K-3A</b>   | City: Kingston<br>Age: 25-34<br>Gender: Male<br>Occupation: Stay at home Dad   | <br><b>Panelist: K-12A</b>   | City: Kingston<br>Age: 45-54<br>Gender: Male<br>Occupation: Unemployed  |
| <br><b>Panelist: K-4A</b>   | City: Kingston<br>Age: 65+<br>Gender: Female<br>Occupation: Retired  | <br><b>Panelist: K-13A</b>   | City: Kingston<br>Age: 18-24<br>Gender: Female<br>Occupation: Call centre representative                            |
| <br><b>Panelist: K-5A</b> | City: Kingston<br>Age: 25-34<br>Gender: Female<br>Occupation: Employed full-time as a Kindergarten Teacher   | <br><b>Panelist: K-14A</b> | City: Kingston<br>Age: N/A<br>Gender: Male<br>Occupation: Regional Initiatives Manager at Corrections Canada        |
| <br><b>Panelist: K-6A</b> | City: Kingston<br>Age: 55-64<br>Gender: Male<br>Occupation: Self-employed as a Financial Planner   | <br><b>Panelist: K-15A</b> | City: Kingston<br>Age: 35-44<br>Gender: Female<br>Occupation: Self-employed   |
| <br><b>Panelist: K-7A</b> | City: Kingston<br>Age: 55-64<br>Gender: Male<br>Occupation: Retired Diplomat   | <br><b>Panelist: K-16A</b> | City: Kingston<br>Age: 25-34<br>Gender: Female<br>Occupation: Student   |
| <br><b>Panelist: K-8A</b> | City: Kingston<br>Age: 25-34<br>Gender: Male<br>Occupation: Retired V.P. of Communications   | <br><b>Panelist: K-17A</b> | City: Kingston<br>Age: 35-44<br>Gender: Male<br>Occupation: Employed full-time, stationary engineer                 |
| <br><b>Panelist: K-9A</b> | City: Kingston<br>Age: 45-54<br>Gender: Male<br>Occupation: Service Manager  |  |   |

### 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 Kingston and stands alone as a record of the Citizen Panel discussion on November 10, 2007. A larger aggregate report on this wave of Panel discussions, including the Panels in Montreal, Toronto, Sault Ste. Marie, Scarborough, Saint John, Saskatoon, and Regina has also been submitted to the NWMO.

## 2. GENERAL IMPRESSIONS

Panelists began the discussion by sharing their thoughts and experiences about nuclear waste in the months since they participated in a NWMO focus group. One Panelist indicated that they had seen a “lovely” television commercial about nuclear power that had changed their view, while others spoke of stories involving nuclear power plants, global nuclear waste and news items involving energy issues.

A Panelist who sat down with friends over coffee to discuss nuclear waste was surprised that people’s first association with nuclear waste was “dangerous.” Those that most Panelists spoke with were very clear that any solution must be totally transparent. Others shared similar anecdotes about family and friends mentioning Chernobyl and long-term health challenges, like cancer.

First in the mind of a few Panelists was the reaction by friends and family that they “don’t want it in their backyard.” As people become more environmentally conscious, posited some Panelists, they need more education so that issues like this don’t seem so unsolvable.

The NWMO brochure looked to most like a government document and was thought of as complex. Overall, many felt the intent was to inform and be quite exhaustive, which was appreciated.

Strategic objectives were seen as largely appropriate by the Panel, although one Panelist voiced that a partnership with another outside organization, particularly an environmental organization, would be needed.

Many were skeptical that the proposed transparency policy would be adhered to. Some were suspicious that government was not good at keeping commitments to share documents and information fully, and that this was only an appearance of thorough transparency so as to get “people to agree to something.”

A third party ombudsman or other oversight official was seen by some to be needed for enforcement on transparency.

The Kingston Panel would be interested in meeting with or hearing from an NWMO official in a future Panel session.



### 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 Kingston NWMO Citizen Panel  
First Meeting  
10 November 2007

#### General Discussion

[Discussion Leader]: **After the last group, did you think anymore about the NWMO? Talk to any of your friends? See anything/read anything in the media?**

K-5A: I saw a commercial about something, a lovely commercial. I thought maybe it came from my focus group.

K-12A: One of the few times I turned on the TV I saw the same commercial.

K-14A: I was concerned about the potential location. There is a large nuclear plant near my home community in Bruce Peninsula. I was wondering a bit more about the community consultation process. Consultation means different things.

K-10A: I thought about it off and on but didn't do any research. Why aren't we looking at spending money on how we can not create this waste?

K-9A: I have no friends, so didn't talk to anyone about it.

K-12A: After the last group, I sat at Starbucks and talked to 3 or 4 people about it for about an hour and a half. It was pretty much like our last group, people don't want anyone hiding from them. That was a big part of it, but they also wanted to know it was going to be done well if you're going to store it as you automatically think "dangerous".

- K-1A: I don't think Canadians in general understand that if you take nuclear energy and compare it to oil and gas and natural resources in Canada, what is the benefit of nuclear versus creating energy through oil and gas capability?
- K-17A: Clean air.
- K-1A: When you manage to mention nuclear, people think Chernobyl. If we're going to get continuous nuclear, people have to get over that. I talked to people that like accountants after the last group, just general people.
- K-7A: I am most interested about the environment. I talked to different people in the public. I have no idea what the best option is, I just know about disadvantages for public health.
- K-5A: When I said where I was going today, some of my friends asked if it was an issue and why are you talking about it? Don't understand that it is an issue that needs to be addressed.
- K-9A: I don't want it in my backyard.
- K-13A: I talked to a ridiculous amount of people about it and they generally had no idea what was going on. They didn't know anything about it and don't want to know, don't care to know.
- K-11A: Mentioned to 2 people that I had gone to a focus group and their reaction was the same as mine when I was first asked. Most Canadians don't realize it's already in our backyard, they don't realize there is a waste component to nuclear energy. I never thought of nuclear energy as a bad word. Most Canadians wouldn't have any clue there is nuclear waste that must be managed.
- K-4A: I had cancer, when you get it you think of all sorts of things like what's the cause of it? There are a higher percentage of people getting cancer, like the common cold, and what's causing it? Nuclear waste? I never thought I would get cancer, why did I get it? I'm the only one in my family and I'm the only one who lives here. There is a possibility it is due to nuclear waste being in everyone's backyard.
- K-17A: People weren't very interested in what I had to say, I gave them a few factoids and that was it.
- K-4A: When you are not affected by it directly, you put it out of your mind.
- K-10A: When it's not in the media, no one will know. Like the referendum, people voted no because they just didn't understand. It's the same thing with this.

You need to look at good modes of advertising, how to educate the public effectively.

[Discussion Leader]: **Anyone see anything in the media?**

- K-12A: One story online, other than that commercial.
- K-10A: More and more people are becoming more environmentally conscious.
- K-9A: Because high profile people are standing up and saying something.
- K-3A: I heard they want to move forward with more nuclear energy. It's the best way to go, that's our power strategy.
- K-9A: They're so busy convincing the public it's safe they don't deal with the other issues.
- K-3A: Why are they trying so hard trying to convince us it's safe?
- K-8A: It's just so foreign they just can't think about it not being safe. If there was a disaster, the media would get a hold of it and people would freak out then go back to the way it was. It has to be important to people.
- K-1A: When it affects your pocket, that's when it becomes important. When it comes to heating your home and nuclear is half the cost, it will become important.
- K-15A: Sometimes it's not until someone threatens to close coal plants or resources to heat our homes, then we think "well maybe then..."
- K-14A: We're starting to see a shift, the beginning of a shift with Al Gore taking a lead. Now people are putting a lot more thought into the environment. We're in the early stages of a change.
- K-10A: Often times you don't see the change until it happens but you're right, we're kind of in the middle of that.

### **Red Green Pen Exercise**

[Discussion Leader]: **When you saw the cover, what did you think?**

- K-6A: Ministry of Transportation
- K-3A: The colours look like something you might get from them.
- K-6A: I notice there are no right hand turns.

- K-9A: Is this a one way street?
- K-2A: I don't like it. I found the brochure was too complicated. It doesn't convey the message in a simplistic enough way. You look at it and you try to figure out what does that mean? Moving forward together?
- K-10A: I think the arrows work. I don't know if there is an association with road signs? Maybe if they wanted to make it a bit more friendly?
- K-12A: Arrows could mean there could be turns, and I don't know if that gets the idea you want across.
- K-5A: I would like to learn more about it, I would put the website address on the front as well.
- K-8A: My initial feeling was "what are they not telling me?" It took so long to think about managing the waste and we've been in nuclear energy for years. This is so nicely presented, but what's not in there?
- K-1A: This is not relevant to nuclear storage. There isn't a picture, symbol or something that says to me you are about to talk about nuclear storage [on the cover].
- K-3A: If you had the radioactive symbol on the front of the brochure, people would read it because they would be alarmed and wonder what this is about. Everything inside could stay the same because it's all friendly and I didn't find it as alarming as what I've read before, but in order to get people to open it in the first place, you need to open their eyes.
- K-11A: I don't think it's trying to hide anything. It says the future management of Canada's nuclear fuel. I wouldn't put radioactive symbol. There is a picture of a nuclear plant on page 11. Maybe if they put something like that.
- K-17A: I disagree with the roadside part. If this was sitting in a government office, if it doesn't jump out at me, I'm not going to pick it up. This just doesn't do it for me. I'd see it, think MTO and move on to something else.
- K-6A: Once you read it over and see there are decision points and nothing is cast in stone, then you understand it. In my mind, that's what this represents, but you have to read the brochure to get it.
- K-7A: If there was a radioactive sign, it would be more appealing to the common man. I don't know what these arrows mean.
- K-14A: Overall, it's ugly. I wouldn't even want to touch it. Poor presentation.

- K-16A: Maybe there should be some kind of reality. This needs to be dealt with. It's more that it's something that needs to be dealt with. People ask why can't we find another form of energy? Ya, that's great but this is reality.
- K-8A: They are using the word future instead of now.
- K-2A: I don't even like the inside. It conveys a lot of information but no clear concise information. The cover is the same way.

### Inside Cover and Page 1

- K-4A: Too many lights, it didn't really make sense to me. It didn't tell me anything. I understand what they're saying here and we do need nuclear energy, but we're talking too much about it and not taking any steps forward. Young people need to be more informed, particularly in the schools.
- K-13A: I'm surprised it didn't have the vision and the mission statement in the front cover.
- K-1A: I like the first paragraph on page 1. It's starting, telling you what this is all about. That interested me.
- K-6A: I liked the legend. I have a real problem with the word destination. Approach is not a destination. It could be mission, a number of things, but not destination.
- K-3A: I think the opposite about the legend. We're going to need a legend to decipher this thing? I can't even read a road map. Also if they could put a picture beside the quotes to show who was saying them.

*No one had heard of Dr. Gary Kugler when asked.*

- K-2A: I would get rid of legend. It makes it more complicated than it has to be. The first two paragraphs on page 1 are "wishy washy." It needs to be simpler, get rid of quote.
- K-1A: Who is the audience?
- K-11A: On page 1, I never knew that 50% of our electricity came from nuclear energy. The connection to 1968 should be on the first page under "where we began." The lights suggest how nuclear energy helps us light our buildings. I don't like the word chairman, just chair.
- K-14A: I like statistics, so when they tell me 15% of isotopes, I like that, but managed for a long time is a little too vague. I want to know how long.

K-16A: That's why they should just get down to it and say "the reality is, just going to be around forever, so let's do it"

K-10A: In this whole book, there's no talk of how we're making a change in producing.

[Discussion Leader]: **That is outside the mandate of this organization.**

K-10A: They should say that then. Say "this organization's mandate is to deal with the waste." If you have any further comments about how we are producing the waste, go to this organization.

### Pages 2 and 3

K-5A: I really like this. As a whole I like the brochure. This page I think is particularly informative. I like the international perspective. I want to understand where we are and where we can learn from the rest of the world. I like the graphic, I like that it's a hockey rink because that's Canadian. I too like numbers and like that it's a separate box.

K-1A: The international perspective implies that we're going in this direction. If you're going to have an international perspective, let's give it a total international perspective rather than picking a few. They don't have the United States in there.

K-12A: Maybe they're the only countries agreeing to share their knowledge.

K-10A: Keep it a bit more simple. There's a lot going on in this spread. The "did you know" maybe doesn't need to be there.

*Others in the panel liked the "did you know" section.*

K-10A: It feels that your eyes are jumping around.

K-15A: I like to see something actually related and the hockey rink.

K-3A: Are these men standing next to nuclear storage containers? If they are, they're not wearing any protective equipment, it looks relatively safe.

K-8A: The guys standing next to storage show that it is well ordered, under control. They're not wearing anything so it's pretty safe. The whole thing is pretty safe. What we do with those things is the question.

K-10A: I would like a little write up of what is going on in that picture. It could be a stock image for all we know.

[Discussion Leader]: **If they added a description, it would make it a much more powerful picture.**

- K-17A: The NWMO is conveying a message. We're seeing all the good stuff. They don't say any of the negatives. They need to educate people of what the downside is. It kills fish in streams, kills people.
- K-12A: Is that what these guys are all about? You're going to get that info if you talk to other people. They're trying to get it far enough away from people so it won't be a problem.
- K-13A: For someone who has no idea, they pick this up and read it and have no idea about the issue. I like that it shows you how much there is in Ontario and makes you think it is in your backyard. You need to show a little bit more of the downside.
- K-1A: I disagree. If you start adding more, you take away the focus.
- K-11A: I don't agree. Who is going to put the downside in their brochure? This is about waste management. This is post those kind of discussions. This group is mandated.
- K-9A: They're not trying to scare us, they're trying to get the point across.
- K-5A: I don't think there's a lot going on here.
- K-6A: I want to support idea of learning from what other countries have done. I would like it more robust
- K-13A: Maybe it looks like there is a lot more because of all the extra stuff, colours and stuff. If you take the print, there isn't a lot.
- K-2A: It's too complicated. The messages are good but too complicated. The international stuff is good but make it bigger and take out the extraneous things. You don't need a map of Europe and get rid of legend. There's no consistency to the message. I gather the message here is what we're going to do with management of Canada's nuclear fuel in the future. There's no urgency to the brochure. It's dull and boring. It fluctuates all through the brochure. You start with the facts but then there is the "did you know" section, which should not be in the middle of the page. You have to concentrate, the message is too complicated.
- K-13A: It's too hard to find the message.
- K-1A: When you look at that, what are you eyes going to focus on? You read "did you know" and then you get the hockey rink. There's an association there. I think it's well done.

- K-12A: They have a couple of “did you know” there.
- K-16A: It’s a little scattered.
- K-14A: The information and layout is good.
- K-10A: It’s time consuming. If you are speaking to a public that is rushed, you need to tell people quickly and effectively. All these little facts take away from that. Visuals are important, but the little facts, maybe they could throw it at the back so if people want to spend more time on that, they can go ahead of doing that.

Pages 4 and 5

- K-8A: Happy people.
- K-12A: This page is the brightest thing in the whole brochure. You have people who look on the surface that might be involved in it. It does not convey the seriousness of what they’re doing.
- K-9A: It’s showing people that enjoy what they’re doing. It says “we’re real people.”
- K-10A: It looks like a stock image.
- K-3A: There is a paragraph “Canadians have the benefit of an independent Advisory Council.” Makes me think these people could be members. “Have the benefit of…” makes me think that other countries don’t have and Advisory Council so we are benefiting.
- K-9A: They look like you and me, the guy next door.
- K-2A: They have the quote from Ken Nash so I’m trying to figure out who Ken Nash is.
- K-1A: I figured the guy standing up was Ken Nash and the others work for the NWMO. I think this whole page is about NWMO. They describe a very nice vision and a nice mission statement and I assumed these are people from the Organization.
- K-14A: At first glance, I thought they were just business people but when I looked closer, I saw the graph.
- K-5A: I like the weblinks. It alarms me when you read the Russell quote about Sweden and Finland’s programs being “more advanced.”



K-3A: An Advisory Council is usually powerless. They can only advise. It's good that they make their comments public but the power of that group is minimal so I'm concerned at who the organization is.

Pages 6 and 7

K-3A: I didn't like the graphic. It's wedged between two rocks which is where I expect they will put the nuclear waste. I guess what they're trying to convey is that there is hope. They could maybe use a different picture of a plant instead of this one growing out of rocks.

K-11A: I didn't like the two quotes. They weren't attributed to anyone and I thought it was a bit odd. I actually like the plant growing out of rocks, it shows how nature is so incredibly strong.

K-6A: I have a bit of a problem with the whole thing of all the consultation. It's too much consultation not enough leadership. The more you consult in society, the more people feel they have a right and authority over the direction and they have no responsibility to make the decision. What's going to happen with this process is that there will be demonstrations with people who feel they have a right to impose on this process if you try to get everyone's opinion and don't take some leadership.

[Discussion Leader]: **Where do you draw the line with consultation?**

K-6A: I don't know.

K-12A: There is a balance to be made. One of those nuclear trucks drove past me and it's on there and it's not bright but you can see it and know it's there. I thought about it. Where's that headed to, does anyone know?

K-13A: More or less, by the numbers. How come there are 2500 aboriginals versus 500 specialists?

K-9A: The average aboriginal values the earth more than the average Canadian. They have more claim to the land.

K-10A: They are consulting Aboriginal people to cover their butt. They are probably just consulting Aboriginal people in Toronto and the GTA.

K-11A: The key to the numbers is the very first line. It breaks it down. In fact, 18,000 Canadians have been consulted.

K-1A: It supports the mission statement on the previous page. This is an informed organization that's trying to get the best possible solution for Canadians. They're trying to give some consistency to the document.

K-14A: I don't like the dream catcher. You have 3 distinct people - Inuit, Metis and First Nations. It does not really represent the whole. It's not uncommon for First Nations people to be primarily consulted and not the other two.

K-13A: I like the values. They are not bad.

[Discussion Leader]: **Do you see some of the things we talked about last time reflected in this brochure?**

*All voiced that yes, they do.*

K-13A: I like the farthest right column. Right there shows they have taken the public interested into account.

K-2A: Get rid of this quote, it's meaningless. *(Saskatoon quote)*

K-10A: I don't think it's necessary to put people's names. Obviously there is that it's keeping people anonymous.

K-6A: Look at the legend. The quotes represent people from Canada.

K-3A: "Remember, we are borrowing from our children." That quote affected me the most, being a new parent, thinking about the future more than before.

K-14A: I like that as well, I'd like to know who said it.

K-1A: Doesn't really matter who said it.

K-14A: More because who said it is excluded that makes me wonder.

K-10A: What about if it was more like "Correctional Officer from Kingston, Ontario" under the quote.

K-14A: Why do we need that anonymity? For me it draws some negative attention to it.

K-11A: I think it would add a lot to the brochure if it said "Agnes whomever, mother of 3 children." That would actually strengthen the quote.

K-14A: Is this in circulation already?

Pages 8 and 9

- K-11A: I didn't quite understand the \$4.4 billion and \$3.3 billion. I circled it in red. So what are they saying? They're \$1.1 billion short of looking after this? I wouldn't put that in there.
- K-6A: There isn't a sense that the liability is represented in the same way the Canadian pension plan is. They do not have the total amount of money they need to fund everyone's pension plan. So I wasn't too concerned about it, but it does look like they are \$1.1 billion short.
- K-13A: Who's to say that the companies don't pull out and they are even more in the whole.
- K-9A: I like that companies have to give something back.
- K-3A: It tells you where the money is coming from.
- K-5A: I liked the green quote. There's no date that this brochure is printed.
- K-8A: They expect the unexpected. I'm pleased they are aware and looking for surprises.
- K-10A: In the description on page 8, I would like to see when they started to develop the three initial ideas and how they came up with the fourth idea. Was it a quick fix? What's the timeline? How much research was done on fourth idea?
- K-11A: On page 9, it mentions owners and companies. Are those companies not government run? My attitude is if it's run by government, there's more control.
- K-6A: I liked the expectations for implementation.

[Discussion Leader]: **Is it the right list?**

- K-6A: I hadn't thought about it. I liked the talk about the APM. They're going to take steps and make decisions along the way.
- K-13A: I don't like the picture on here again. It looks like a roadmap.
- K-17A: I would like to see more charts and graphs. For instance, where we started versus where we hope to be.
- K-13A: It's hard to put a timeline on something.
- K-15A: I liked the expectations. They seem to be what we've been talking about.

K-12A: If storage is the end of the goal, how long before that five rinks multiplies and we haven't done anything to try and change that? If that road sign means we're going to look for other ways of handling that waste, then say that. But it will be retrievable? What does that mean?

K-17A: If you could find some way of making it inert, you can go and get it?

K-14A: Retrievable was a key word for me on that whole page. You want to know that in 50 years you have the ability to get at it.

### Page 10 and 11

K-6A: What does characterization mean in "characterization facility"?

K-1A: These pages are very busy. They are now getting into the explanation of the approach. For the average person, they will now lose interest. The whole document has a lot of information and this is where it gets to the point where you think "do I want to keep on reading with all of this terminology." The average person will put it down. I found it interesting having dealt with this stuff before. I thought it was good.

K-10A: In Phase One, I don't know what community would ever be willing.

[Discussion Leader]: **Why do you think a community would not be willing?**

K-10A: I wouldn't want all of that under my house. What about my water? Or nearby? We're all connected in this environment. Over and over again, you hear about companies that dump their waste into the environment near a community and you've got all these people affected. How is a community going to be willing? Compensated financially? Are they giving it to people that are not educated? Will it be on aboriginal land? How do you educate when there's still so much work to be done in the communities to get them to understand what the repercussions are?

K-9A: It has to go somewhere.

[Discussion Leader]: **Here it says that it would be an informed and willing host community.**

K-10A: That's pretty vague, informed. They could call anything informed.

K-16A: I think if it was being done secretly, then we would have to worry but this seems pretty open.

- K-12A: I've heard of them dropping in a field and literally dropping waste, not nuclear, and putting grass over top. That town in New York. This is totally different.
- K-9A: There will always be a community to take it as long as they think it will be stored safely and there will be financial benefits.
- K-10A: The word community is exactly that. Some will be happy, others will not. I don't think it's fair to any community. What are the repercussions?
- K-9A: Well, whatever is best for the community. They won't shove it down their throats.
- K-12A: We're talking at least 20 miles away from the nearest community. Not at their backdoor that I can see, but you have to tell them that it's there.
- K-4A: You'll probably get 10% of people in a community that know what's going on, trying to get the other 90% to go along.
- K-9A: It has to go somewhere. If they don't find a community, where are we going to put it?
- K-11A: It's already there. They're not going to force it on somewhere anymore than they've forced it on Bruce and Pickering.
- K-8A: Maybe a bigger back yard with less people?
- K-1A: This is like the risk of flying versus taking the train. Safety is built into the whole process. The whole principle is to develop a place to store our nuclear waste. The fact is that what we're going to do with it and the end result is much safer than what it is now.
- K-17A: When they said willing community will host this, I thought of parasite and host.
- K-14A: A lot of negative connotation with the word host.
- K-5A: I think the point is being careful of phrasing. We cannot know how long each phase will require. There is a better way to say that. List some of the factors involved that determine the length of each phase. I do not want to read that you don't know. I like how each phase is blocked out and the pictures. It gives me a little bit of confidence. Having diagrams gives you a level of understanding that there are safeguards and procedures in place. It gives me confidence there are more technical manuals than I'm seeing.
- K-15A: I like how the pictures help us visualize. The little round picture is a little too small. I can't see it so it doesn't make sense to me. One thing I noticed

is that it's not really clear how it will get to there. How are you going to get it there? Is transporting it really an option? If you want to get rid of everything, it's not really an option?

K-6A: No safe way to store this. As a general rule, humans are terrible at assessing risk. People are saying there is no safe way to store this, it's huge public relations challenge. People also saying there is no such thing as a willing community. I don't think a lot of people will believe there is a willing community. They will think people were schmoozed, etc.

K-3A: What is the point of shallow underground storage?

[Discussion Leader]: **Anyone figure out why we might do shallow underground storage?**

K-12A: If you figure you can send it off somewhere where it could be used or reused where you would want to have it.

K-11A: Would it be just as dangerous 6 feet underground as 60 feet?

K-8A: There is a psychological side to it. If it's underground and you don't see it.

#### Page 12 and 13

K-14A: You have to take this thing out. It's too complicated, too busy and by the time you get to this page, you don't want to read this.

K-11A: It's science. It's hard to put it in plain language and it's pretty plain. If you're going to get the public behind it, you need something like this.

[Discussion Leader]: **Is it actually that bad as you start to read it?**

K-14A: I just don't want to read it. I understand by this point, this type of detail, I don't need it.

K-16A: I like it because it shows you the steps.

K-15A: There are different kinds of people, some don't want it but it's near the back.

K-2A: It's very confusing, most confusing in the whole brochure. You need a legend to interpret it. I don't even know where they're going with this. The page before is clear, this one is completely unclear, I have no idea what they're talking about.

K-3A: I have a problem with the approximate timetables. Will it really take 140 years to get this in the ground?

K-1A: It could be put together better. It's okay. There's a lot of stuff on there. They're trying to give too much information in a flow diagram and the timeline looks a little big precarious. Maybe just the presentation needs to be reworked.

K-5A: If you divide it into sections and it was more like trees so that you can see where things branch off and ended and they were separate, you might not even need a legend. I don't need a legend to understand that this is a decision point. It again talks about inviting Canadians to participate and showing how Canadians will be invited to participate.

#### Pages 14 and 15

K-14A: Under the recycle question, recycling is not storing, so why do they take ownership of that? As soon as they bring it up, they have an opinion on this and I don't like this opinion? Seems like it's too expensive to recycle and terrorists will get at it and make nuclear weapons – those are not good reasons for me

K-4A: Still back to informed and willing host community

K-7A: If the host community is not educated properly...it should be transparent with guarantees if something happens.

K-13A: I like these four questions, questions people want answers to. This is a very important page. It shows you exactly what you want to know, whether it's structured as it should be or not is another question. I love the fact that they have the families, older people, children. These are questions that the people ask, questions we want answers to.

K-3A: The guy in the black shirt looks like a floating head.

K-8A: I find the page to be very politically correct. It covers both sexes, different types of people living in Canada. To me it make me ask why are we so politically correct?

#### Page 16

K-5A: It needs a date but I like the next steps.

K-10A: I'm glad they recycle their paper but it's kind of ironic, they're trying a bit too hard.

K-17A: Are the next steps going from planning to implementation?

- K-13A: At least the arrows on the sign are all going in the same direction, but it still looks like the MTO.
- K-2A: This is an unnecessary page. All they talk about is wanting your input, and they've talked about that before. They could probably take 4 pages out of this easily.

### **Strategic Objectives Exercise**

[Discussion Leader]: **Is anything missing from there?**

- K-12A: Again, sticking beside being a storage facility, storage will always be there, but not just storage by itself.
- K-10A: Partnerships with other organizations and that sort of thing.

### **Transparency Exercise**

- K-10A: What do they mean by communities of interest? Who determines communities of interest? Are they seeking communities that might store this?
- K-17A: I'm pessimistic when it comes down to governments. It sounds like lip service, them saying they are going to do all this stuff but, my experience is that anyone in power will say a bunch of things in order to get the job. Wait and see if they do it. If they do, that's good and if they don't, it just verifies my feeling. This would be an excellent thing to do if they did do it.
- K-12A: Anything to do with what goes on in one of their sites or the town next to them should be referenced by saying "look at the site today, there's something you should know." You need to get that information to them.
- K-5A: Maybe have an RSS feed rather than website for new information. Things can get buried on the website. Maybe a community advocate within the organization who will share directly with communities. This list is almost above and beyond what they need to know and shows a level of commitment.
- K-6A: Way too passive. So it's on the website, big deal. They're going to have to have something in the Globe and Mail.
- K-17A: Maybe if they had a channel to themselves, something like CPAC?
- K-6A: How often do you watch CPAC?
- K-17A: Never.



K-11A: Very good but how many people are going to go look on the website? Maybe have an ongoing ad campaign saying this stuff is available and where.

K-2A: They might be setting themselves up for failure. Statements of transparency are great but any institutions can make them. When it gets down to the point where they have to pick the first facility, this will come back when there's opposition saying you'd never impose anything on us! There's going to be opposition. They are saying right now that we are better than sliced bread because we're so open but there will be trouble and this will come back to haunt them.

[Discussion Leader]: **What if they mean it?**

K-11A: That's a bad thing too.

K-2A: Is that a good public policy decision? I doubt it. That willing host is very dangerous.

K-9A: But they found someone to take the garbage.

K-10A: I think one of the suggestions we made was to communicate it in a language that people understand and some of this is lost. Not all community members will understand. Every community is very different, not everyone is educated, especially the host community. I agree that everyone will not log onto the website and check out the minutes of the meetings.

[Discussion Leader]: **Won't interested people do that?**

K-10A: I think a lot of the interested people who want to know, but it might not be in their backyard.

K-8A: Who do the NWMO report to?

K-12A: Will that fall under the ombudsman?

K-8A: If they cannot come up with a reasonable site, someone somewhere will have to make a reasonable decision. Who is above them? Their goal is great.

K-5A: When I said the word transparency, I also meant accessibility. Maybe ways to ask experts on the website and get answers, maybe someone or a section which highlights important notes. Most people look at first page and spend no time on the second page. Maybe frequently asked questions.

K-7A: There should be some mechanism to decide what is transparent and what is not. Who is going to decide that?

K-1A: You can't get more transparent than this. Putting it on the website is sufficient, as they reach major milestones, then they can advertise. I think this is sufficient because not everyone is interested in this thing. It will grow over time and get more people interested.

## 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.

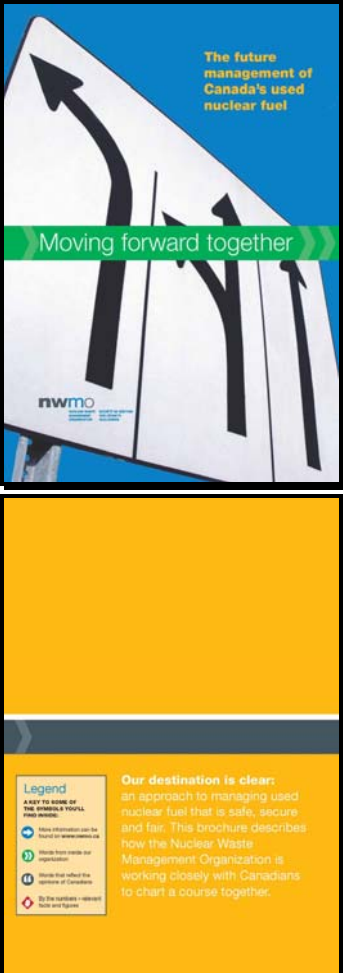
Instructions were provided by the Discussion Leader, as well as in written form. A copy of the instructions provided is attached in the appendices to this report.


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.

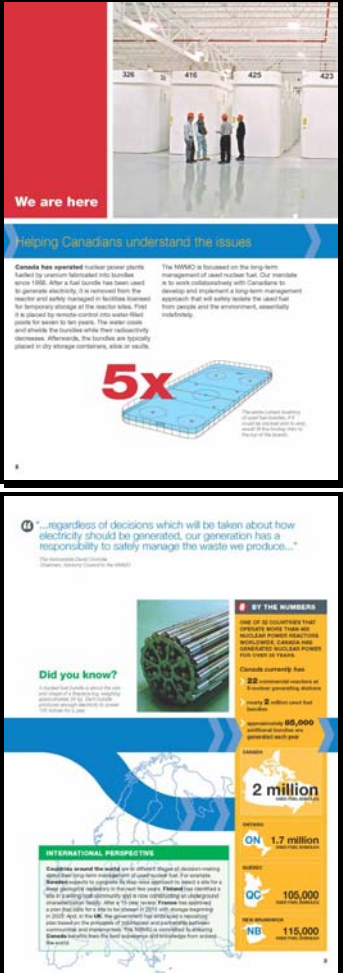
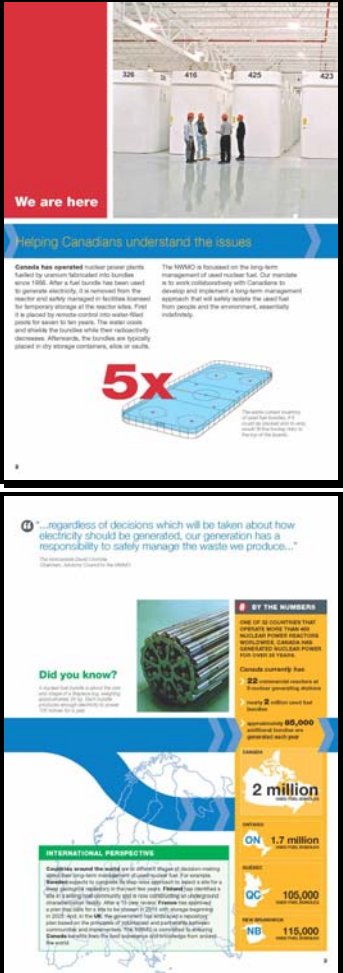
Overall, many Kingston Panelists viewed the brochure as complex and resembling a government document, such as those distributed by the Ministry of Transportation. Many felt the general message of the brochure was good, but found the entire document far too complicated. However, those that did find the brochure complicated did appreciate its intent to inform the general public in an exhaustive fashion.

## Front Cover and Inside Front Cover



| Statements/Images Panelists Agreed with                                    | Statements/Images Panelists Disagreed with               |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>Our destination is clear</li> </ul> | <ul style="list-style-type: none"> <li>Legend</li> </ul> |  |

| Statements/Images Panelists Agreed with  | Statements/Images Panelists Disagreed with   |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>Nuclear energy provides Canadians with about 15 percent of our electricity and supplies more than half of the isotopes used in millions of medical procedures around the world every year.</li> </ul> | <ul style="list-style-type: none"> <li>“We look forward to the next phase of our work. The NWMO is well-prepared to work collaboratively with citizens so that Canada can continue its legacy of safely and responsibly managing used fuel by beginning the process for its long-term stewardship.”</li> </ul> |  |

Pages 2 and 3

| Statements/Images Panelists Agreed with   | Statements/Images Panelists Disagreed with   |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Our mandate is to work collaboratively with Canadians to develop and implement a long-term management approach that will safely isolate the used fuel from people and the environment, essentially indefinitely.</li> <li>• 5 x hockey rinks</li> <li>• Did you know?</li> <li>• The NWMO is committed to ensuring Canada benefits from the best experience and knowledge from around the world.</li> <li>• "...our generation has a responsibility to safely manage the waste we produce."</li> </ul> | <ul style="list-style-type: none"> <li>• ...facilities licensed for temporary storage at the reactor sites.</li> </ul> |  |

Pages 4 and 5

| Statements/Images Panelists Agreed with  | Statements/Images Panelists Disagreed with   |   |
|--|--|--|
| <ul style="list-style-type: none"> <li>The NWMO is staffed by an interdisciplinary team with a wide range of experience...</li> <li>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.</li> <li>Guiding Principles: Vision and Mission...</li> <li>An important feature of the NWMO's approach is interaction with national waste management programs in other countries.</li> </ul> | <ul style="list-style-type: none"> <li>The Nuclear Waste Management Organization was established in 2002 by Canada's major nuclear fuel waste owners, Ontario Power Generation, Hydro-Quebec and NBPower.</li> </ul> |  |

Pages 6 and 7

| Statements/Images Panelists Agreed with   | Statements/Images Panelists Disagreed with                                       |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>The issue also requires consideration of environmental, economic, social and ethnical concerns.</li> <li>By the numbers</li> <li>“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.”</li> <li>Transparency: We will be open and transparent in our process, communications and decision-making, so that the approach is clear to all Canadians.</li> </ul> | <ul style="list-style-type: none"> <li>There are no absolute answers.</li> </ul> |  |



Pages 8 and 9

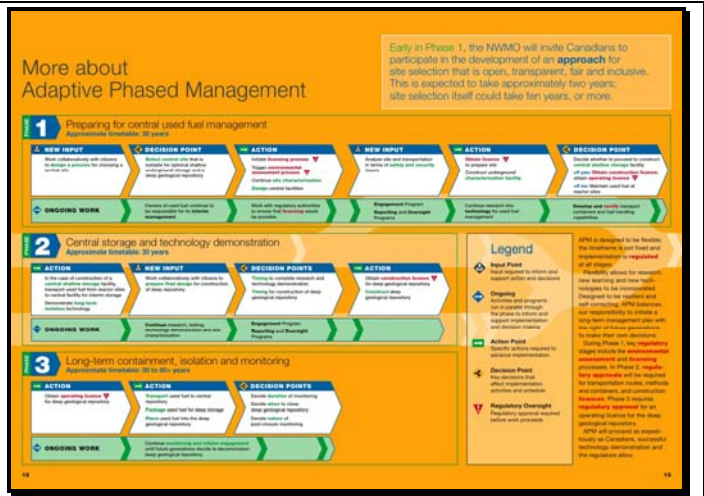
| Statements/Images Panelists Agreed with  | Statements/Images Panelists Disagreed with   |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Expectations for implementation</li> <li>• ...APM allows us to adjust our course at any stage to take advantage of new knowledge and changing societal priorities.</li> </ul> | <ul style="list-style-type: none"> <li>• The legal responsibilities for these contributions rest with the individual companies.</li> <li>• 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].</li> </ul> | <p><b>Where we go from here</b></p> <p><b>Introducing Adaptive Phased Management</b></p> <p>The Nuclear Fuel Waste Act requires the NWMO to consider three technical methods for long-term used fuel management: deep geological disposal in the Canadian Shield, centralised storage above or below ground, and storage at nuclear reactor sites.</p> <p>In assessing the three methods, Canadians agreed that while each had distinct advantages, none perfectly met all the objectives they had set for themselves. Through the process facilitated by the NWMO, a fourth approach emerged - Adaptive Phased Management (APM). This is the approach recommended by the NWMO and endorsed by the Government of Canada on June 16, 2007. The NWMO will now implement the plan.</p> <p>From a technical perspective, APM has as its ultimate goal confident containment and isolation of used nuclear fuel in a deep geological repository in a suitable rock formation. Importantly, APM is a management system. It uses implementation into suitable, manageable phases - each matched to specific societal goals with opportunities for review by interested Canadians. It is flexible. Like a road sign, APM allows us to adjust our course at any stage to take advantage of new knowledge and changing societal priorities.</p> <p>APM builds "expecting the unexpected" into the process. It allows us to learn and adjust as we move forward, to continually explore, evaluate, update and refine our course.</p> <p>APM moves towards a goal management system. It uses identified safety and security benchmarks to ensure long-term storage of used nuclear fuel that best protects and benefits future generations as well as their own best interests.</p> <p><b>"We shouldn't wait to have all the answers right now. We need to take steps toward the development of new technologies."</b></p> <p>John Lort, Director General, Nuclear Canada, June 16, 2007</p> <hr/> <p><b>FUNDING ADAPTIVE PHASED MANAGEMENT</b></p> <p>The Nuclear Fuel Waste Act requires producers of used fuel to contribute annually to trust funds to ensure that the NWMO has the money necessary to implement the long-term management approach. The legal responsibilities for these contributions rest with the individual companies. The NWMO may have access to these funds only for the purpose of implementing Canada's management approach once a construction or operating licence has been issued under the Nuclear Safety and Control Act.</p> <p>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).</p> <p><b>Expectations for implementation</b></p> <ul style="list-style-type: none"> <li>• Continue to build upon knowledge</li> <li>• Update the public about emerging technology</li> <li>• Seek to bring new methods as a means of best</li> <li>• Continue to work on other resources</li> <li>• Ensure that new knowledge and capabilities are applied</li> <li>• Monitor ongoing societal and technological developments</li> <li>• Report to key stakeholders, non-technical consumers</li> </ul> <p><b>"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."</b></p> <p>John Lort, Director General, Nuclear Canada, June 16, 2007</p> |

Pages 10 and 11



| Statements/Images Panelists Agreed with                             | Statements/Images Panelists Disagreed with  |  |                            |                    |                     |  |   |   |
|---|---|--|----------------------------|--------------------|---------------------|--|---|---|
| <ul style="list-style-type: none"> <li>Public engagement</li> </ul> | <ul style="list-style-type: none"> <li>Design, license and construct an underground characterization facility and optional shallow storage facility, if required.</li> </ul>  | <p><b>How we'll navigate the way</b></p> <p><b>Implementing Adaptive Phased Management</b></p> <p>The NWMO is responsible for implementing Canada's approach to long-term used nuclear fuel management, subject to all regulatory approvals. The process is done in phases. While we cannot know precisely how long each phase of implementation will require, we have developed an indicative schedule based on conceptual design 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>A Technical Method</th> <th>A Management System</th> </tr> </thead> <tbody> <tr> <td></td> <td> <ul style="list-style-type: none"> <li>Conceptual confinement and location</li> <li>Deep geological repository in a rock and basement</li> <li>Used fuel retrieval candidate</li> <li>Technical monitoring</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>Public engagement</li> <li>Issue assessment</li> <li>Continuous learning and adaptation</li> <li>Clear priorities for strong process</li> <li>Advanced, willing fuel owners</li> </ul> </td> </tr> </tbody> </table> <p><b>Adaptive Phased Management will be implemented in phases with many activities and decision points</b></p> <p><b>1 Infrastructure</b></p> <ul style="list-style-type: none"> <li>Options used fuel storage of reactor sites while preparing for central storage</li> <li>Identify an interim, willing fuel repository</li> <li>Design, license and construct an underground characterization facility and optional shallow storage facility, if required</li> </ul> <p><b>2 Technology Selection Decision</b></p> <ul style="list-style-type: none"> <li>Characterization of long-term candidate technology in underground characterization facility</li> <li>Options of processing used fuel from reactor sites to the central location for interim shallow underground storage, if required</li> <li>Design and construction of deep geological repository</li> </ul> <p><b>3 Fuel Interim Management</b></p> <ul style="list-style-type: none"> <li>Used fuel packaged into long-lived containers and placed in the deep geological repository</li> <li>Used fuel remains retrievable</li> <li>Extended monitoring</li> </ul> <p><i>"What we need is a flexible plan that gives future generations a choice."</i><br/>David Lee, UOIA</p> | Adaptive Phased Management | A Technical Method | A Management System |  | <ul style="list-style-type: none"> <li>Conceptual confinement and location</li> <li>Deep geological repository in a rock and basement</li> <li>Used fuel retrieval candidate</li> <li>Technical monitoring</li> </ul> | <ul style="list-style-type: none"> <li>Public engagement</li> <li>Issue assessment</li> <li>Continuous learning and adaptation</li> <li>Clear priorities for strong process</li> <li>Advanced, willing fuel owners</li> </ul> |
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Pages 12 and 13

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|--|--|
| <b>Statements/Images<br/>Panelists Agreed<br/>with</b> | <b>Statements/Images<br/>Panelists<br/>Disagreed with</b>  |
|  | <ul style="list-style-type: none"> <li>• Page 12</li> <li>• Decide duration of monitoring</li> </ul> |



Pages 14 and 15

| Statements/Images Panelists Agreed with  | Statements/Images Panelists Disagreed with  | <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 belief that the location must 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>Asking tough questions</p> <p>Can APM accommodate growth in Canada's nuclear power industry? Or different types of used fuel?</p> <p>The NRC has a legal obligation to manage all of Canada's used nuclear fuel. It will study each one and that which will be produced in the future. APM was primarily designed for the fuel from Canada's existing reactors. We have tested APM against many future used fuel scenarios and it was found to be technically capable of dealing with additional quantities and different types of used nuclear fuel. It has the potential to accommodate many of the changes that are likely to be required as Canadian energy policy evolves, science and technology advances, and societal expectations and values evolve. The NRC will continue research and testing to ensure that the plans and programs address new circumstances and remain robust.</p> |
|--|---|--|
| <ul style="list-style-type: none"> <li>• What about the danger of transporting used nuclear fuel?</li> <li>• What is the process for choosing a site?</li> </ul> | <ul style="list-style-type: none"> <li>• Why don't we recycle used nuclear fuel?</li> <li>• In Canada, any decision to reprocess would have to be made by the nuclear operators in conjunction with government and the regulators.</li> </ul> | <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 release of radioactive materials. The NRC 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>The NRC will need to demonstrate the safety of any transportation system prior to its implementation. Our research and discussions with authorized in Canada and abroad, suggest that used nuclear fuel can be 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> <p>What about the danger of transporting used nuclear fuel?</p>    |

Page 16 and Inside Back Cover

| Statements/Images Panelists Agreed with  | Statements/Images Panelists Disagreed with |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>We are ready to take the next steps</li> <li><a href="http://www.nwmo.ca">www.nwmo.ca</a></li> <li>Contact information</li> </ul> |  |  |

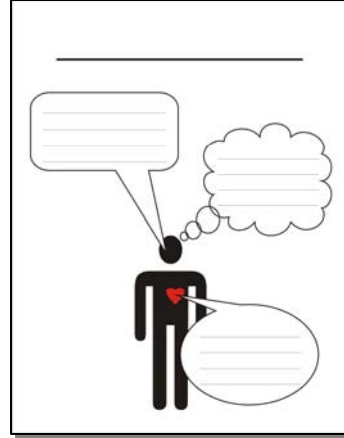
**b. “Sharpie” Marker Exercise**

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"> <li>● Hockey rink visual (pg. 2)</li> <li>● Fairness, public health and safety, worker health and safety, community wellbeing security, environmental integrity (pg. 6)</li> <li>● International perspective</li> <li>● Long-term care</li> <li>● Values</li> <li>● The NWMO is well-prepared to work collaboratively with citizens so that Canada can continue its legacy of safely and responsibly managing used fuel (pg. 1)</li> <li>● Can APM accommodate growth in Canada's nuclear power industry? Or different types of used fuel. What about the danger of transporting used nuclear fuel? (pg. 14-15)</li> <li>● Long term containment, remains retrievable (pg. 11)</li> <li>● The NWMO is staffed by an interdisciplinary team with a wide-range of experience which includes social, ethical and technical research, public engagement, communications, finance and governance (pg. 4)</li> </ul> | <ul style="list-style-type: none"> <li>● Preparing for central used fuel management (pg. 12)</li> <li>● The process for site selection, location must be acceptable to an informed and willing community (pg. 14)</li> <li>● Building picture: This picture makes me feel like it is a business problem, should be a picture of families using energy (pg. 1)</li> <li>● Pg. 6: Too much consultation, not enough leadership</li> <li>● Pg. 15: Why don't we recycle the used waste? It is not safe!</li> <li>● NWMO established in 2002 by OPG, Hydro-Quebec, NBPower (pg. 4)</li> <li>● Decision points (pg. 12)</li> <li>● 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 (pg. 8)</li> <li>● The committed liability associated with the long-term management of the current inventory of used nuclear fuel is about \$4.4 billion (pg. 9)</li> <li>● Decisions made by nuclear operators (pg. 15)</li> <li>● Safely managed in facilities fully licensed for temporary storage at reactor sites (pg. 2)</li> </ul> |

**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.



Overall, a number of Kingston Panelists thoughts were sceptical of the organization and its ability to achieve its objectives, as well as anxious and scared about the potential side effects of nuclear waste. However, many would say that the brochure was informative, addressing an important issue and handling the issue in a positive way. In terms of how the brochure made them feel, some felt anxious and scared while others felt reassured and “a little less worried.”

The following are what Kingston Panelists thought, said and felt:

|              |  |
|--------------|--|
| <b>THINK</b> | The length of time to implement the proposed is too long.  |
|              | I wonder if many people would even bother reading it.  |
|              | There is no way to store nuclear waste safely.   |
|              | Scary subject, not sure I would want to talk about what might happen, more education.  |
|              | Where does Canada stand in terms of the international community on this issue.   |
|              | Nuclear energy is essential to our energy needs. We simply need to find a way to store waste and piss off at least one interest group. |
|              | Informative.   |
|              | What are they not telling us, it's so well presented.  |
|              | Why is it taking so long? Are they really concerned about the environment or saving face?  |
|              | What is all this is going to cause more cancer? What have we done to our health and our earth?   |
|              | What are the long term implications for health/environment of nuclear waste storage?   |
|              | The growth rate of the number of fuel rods and when a final decision on where to store us made.  |
|              | Why is there more aboriginal input than scientific input in the numbers section?   |
|              | N/A  |
|              | Are the potential dangers really being addressed? Nuclear weapons?   |
|              | I hope they know what they are doing!  |
|              | The stuff can kill you if it were exposed to the environment.  |
| <b>SAY</b>   | Nuclear storage needs to be addressed today!   |
|              | It is an informative brochure on an important issue.   |

|             |   |
|-------------|---|
|             | Nuclear waste is being created by power plants. It's dangerous but there are people planning a safe storage strategy.   |
|             | Nuclear waste is something that our young people need to study, understand.   |
|             | 15% of our energy is coming from nuclear energy.  |
|             | Lots of consultation, phased approach consultation with other countries who are also involved in disposal of nuclear waste.   |
|             | Few people are aware of this topic.   |
|             | Read this brochure, it's very informative, it's factual, it's your future and your children's.  |
|             | The government is finally doing something about storing nuclear rods.   |
|             | I don't know why they aren't spending these billions of dollars on more environmentally friendly options of energy instead.   |
|             | Canadians need a strategy to deal with the nuclear waste our country has produced since 1968.   |
|             | NWMO is working hard at managing nuclear waste storage.   |
|             | Well managed steps have been introduced to implement this facility. Very well structured, new innovative technology presented quite well, good vision statement, good mission statement.  |
|             | Recycling is not being pursued, noting security (terrorism) concerns re: recycled bi-product. \$ is the real issue, this is a cop-out to save \$ and store rather than recycle.   |
|             | The NWMO is looking at ways to safely dispose of nuclear waste, they are trying to find a safe place for it ie: deep in rock in Northern Canada.  |
|             | It all sounds pretty good. It sounds like they've really got a good plan and everything covered. Let's just hope it's all accurate and true. The reality is, it's there and it needs to be dealt with, just because it's not fun to think about or negative doesn't make it disappear. I wonder if there is an incentive or positive aspect for the host community. |
|             | Nuclear energy is a safe, clean source of power.  |
| <b>FEEL</b> | Too much information in one brochure.   |
|             | Too complicated with too much information.  |
|             | Hopeful, informed, alarmed, overwhelmed.  |
|             | Some very interesting points, need a bit more information to be able to understand it better.   |
|             | I feel that nuclear energy is the power we will need for the future. I hope this organization is well run and has lots of control in place.   |
|             | Fear there will be too much consultation not enough leadership.   |
|             | Anxiety at the thought that we did not plan for disposal as we implemented the program. What's not being said?  |
|             | A little less worried.  |
|             | This is well put together, easy read, I feel comfortable when reading this yet fearful at the same time.  |
|             | Good, informative, straight forward, "reassured".   |
|             | Worried that it will be a problem for my children and their children.   |
|             | This company seems well managed, content that they know what they are doing.  |
|             | Concern, distrust, fear.  |
|             | Safe, satisfied, well researched.   |
|             | It made me feel that the NWMO is trying really hard to cover all the issues and make people feel secure.  |
|             | The information contained in the booklet made me feel safe that the NWMO was taking care of it.   |



## 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, 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.

| Strategic Objective  | Importance | Appropriateness |
|--|------------|-----------------|
| The NWMO should continue to build long-term relationships with interested Canadian and Aboriginal people and involve them in setting future direction.   | 1 2 3 4 5  | 1 2 3 4 5       |
| The NWMO should continue to develop and refine a funding formula that is fair and equitable to all provinces and territories, and that is based on the best available information, including the cost of waste management and the cost of decommissioning. | 1 2 3 4 5  | 1 2 3 4 5       |
| The NWMO should continue to develop and refine a funding formula that is fair and equitable to all provinces and territories, and that is based on the best available information, including the cost of waste management and the cost of decommissioning. | 1 2 3 4 5  | 1 2 3 4 5       |
| The NWMO should continue to develop and refine a funding formula that is fair and equitable to all provinces and territories, and that is based on the best available information, including the cost of waste management and the cost of decommissioning. | 1 2 3 4 5  | 1 2 3 4 5       |
| The NWMO should continue to develop and refine a funding formula that is fair and equitable to all provinces and territories, and that is based on the best available information, including the cost of waste management and the cost of decommissioning. | 1 2 3 4 5  | 1 2 3 4 5       |
| The NWMO should continue to develop and refine a funding formula that is fair and equitable to all provinces and territories, and that is based on the best available information, including the cost of waste management and the cost of decommissioning. | 1 2 3 4 5  | 1 2 3 4 5       |
| The NWMO should continue to develop and refine a funding formula that is fair and equitable to all provinces and territories, and that is based on the best available information, including the cost of waste management and the cost of decommissioning. | 1 2 3 4 5  | 1 2 3 4 5       |
| The NWMO should continue to develop and refine a funding formula that is fair and equitable to all provinces and territories, and that is based on the best available information, including the cost of waste management and the cost of decommissioning. | 1 2 3 4 5  | 1 2 3 4 5       |
| The NWMO should continue to develop and refine a funding formula that is fair and equitable to all provinces and territories, and that is based on the best available information, including the cost of waste management and the cost of decommissioning. | 1 2 3 4 5  | 1 2 3 4 5       |

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.

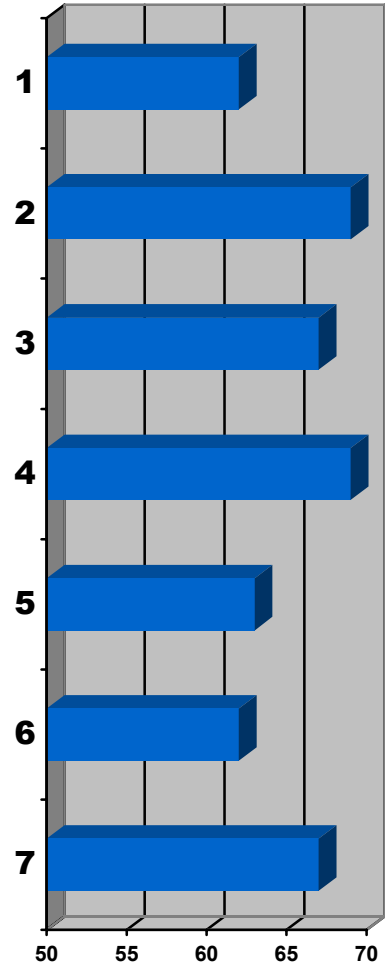
The results expressed were weighted and then tabulated, such that the first preference had the highest value, the second preference the second highest value, etc. In the charts that follow, the total values are the sum of the weighted preferences.

Overall, Kingston Panelists rated both the NWMO’s strategic objective to put in place a “strong research program”, as well as its objective concerning its commitment to adaptability as most important. Rated most appropriate was the objective concerning the NWMO efforts to “develop and refine a funding formula.” Deemed somewhat less important to Kingston Panelists is both the NWMO’s objective concerning its efforts to build long-term relationships with both Canadian and Aboriginal people, as well as the objective concerning the NWMO as an “implementing organization”. Deemed somewhat less appropriate to Kingston Panelists was the objective concerning the development of “a governance structure.”

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.

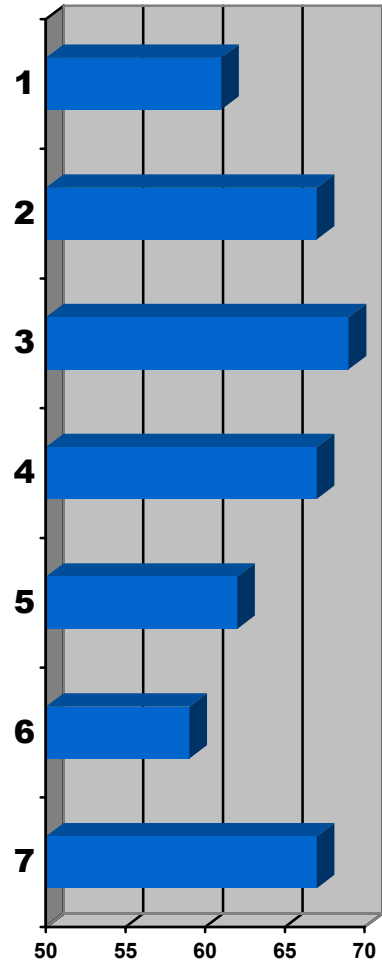


| Panelist          | K-1A | K-2A | K-3A | K-4A | K-5A | K-6A | K-7A | K-8A | K-9A | K-10A | K-11A | K-12A | K-13A | K-14A | K-15A | K-16A | K-17A |
|-------------------|------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|
| <b>IMPORTANCE</b> |      |      |      |      |      |      |      |      |      |       |       |       |       |       |       |       |       |
| 1.                | 3    | 1    | 5    | 3    | 1    | 2    | 1    | 1    | 5    | 1     | 2     | 1     | 2     | 5     | 5     | 1     | 1     |
| 2.                | 1    | 1    | 5    | 1    | 1    | 1    | 1    | 1    | 5    | 1     | 1     | 1     | 1     | 5     | 5     | 1     | 1     |
| 3.                | 1    | 2    | 4    | 1    | 1    | 2    | 1    | 2    | 5    | 1     | 1     | 1     | 1     | 5     | 5     | 1     | 1     |
| 4.                | 1    | 2    | 3    | 1    | 1    | 1    | 1    | 1    | 5    | 1     | 1     | 1     | 1     | 5     | 5     | 1     | 2     |
| 5.                | 1    | 2    | 4    | 2    | 1    | 4    | 1    | 2    | 5    | 1     | 1     | 1     | 3     | 4     | 4     | 1     | 2     |
| 6.                | 1    | 1    | 5    | 1    | 2    | 3    | 1    | 2    | 5    | 1     | 2     | 1     | 2     | 4     | 4     | 3     | 2     |
| 7.                | 1    | 1    | 5    | 1    | 3    | 2    | 1    | 1    | 5    | 1     | 1     | 1     | 1     | 4     | 5     | 1     | 1     |

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               | K-1A | K-2A | K-3A | K-4A | K-5A | K-6A | K-7A | K-8A | K-9A | K-10A | K-11A | K-12A | K-13A | K-14A | K-15A | K-16A | K-17A |
|------------------------|------|------|------|------|------|------|------|------|------|-------|-------|-------|-------|-------|-------|-------|-------|
| <b>APPROPRIATENESS</b> |      |      |      |      |      |      |      |      |      |       |       |       |       |       |       |       |       |
| 1.                     | 3    | 1    | 4    | 3    | 2    | 4    | 1    | 1    | 5    | 1     | 1     | 1     | 1     | 5     | 5     | 1     | 2     |
| 2.                     | 1    | 1    | 5    | 1    | 1    | 1    | 2    | 2    | 5    | 1     | 1     | 1     | 1     | 5     | 5     | 1     | 1     |
| 3.                     | 1    | 1    | 4    | 1    | 1    | 3    | 1    | 3    | 5    | 1     | 1     | 1     | 1     | 2     | 5     | 1     | 1     |
| 4.                     | 2    | 2    | 3    | 1    | 1    | 1    | 2    | 3    | 5    | 1     | 1     | 1     | 1     | 4     | 5     | 1     | 1     |
| 5.                     | 1    | 2    | 5    | 2    | 1    | 3    | 2    | 2    | 5    | 1     | 2     | 1     | 2     | 4     | 4     | 1     | 2     |
| 6.                     | 1    | 1    | 5    | 1    | 2    | 3    | 2    | 2    | 5    | 1     | 3     | 1     | 2     | 4     | 4     | 4     | 2     |
| 7.                     | 1    | 1    | 5    | 1    | 1    | 4    | 3    | 1    | 5    | 1     | 1     | 1     | 1     | 2     | 5     | 1     | 1     |

## 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, Kingston Panelists were impressed with the NWMO's proposed transparency policy but some were skeptical that it would ultimately be adhered to. There was suspicion among some Panelists that the government was not good at keeping commitments to share documents and information fully, and that the proposed policy was only an appearance of thorough transparency so as to get "people to agree to something."



## 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 questionnaire. At the top, there is a logo for 'NAVIGATOR' with a stylized compass rose. Below the logo, there is a header section with the text 'Questionnaire about the NWMO website'. The main body of the survey consists of three large, empty rectangular text boxes for respondents to provide their answers. The first box is preceded by the question 'What is your overall impression of the NWMO website?'. The second box is preceded by 'Does the website appeal to you? Why?'. The third box is preceded by 'Why do you feel is the intended audience for the website? What makes you think that?'. The entire survey is enclosed in a thin black border.

Of the responses received, feedback on the website has been generally positive. The majority of Kingston Panelists feel it is informative, thorough and well laid out, although some criticize the website for being busy and not appealing to the general population, as well as lacking in colour and graphics. The majority of Panelists feel that the website appeals to them and that the intended audience is the general public.

Many Kingston Panelists felt that information on the size of waste pellets, the dialogue reports and actual site plans and studies were the most interesting aspects of the website. In terms of what they hoped to but did not see on the website, Panelists generally sited basic overviews of various issues, such as facts about nuclear waste or possible health hazards.

When asked how they might improve the website, a number of Kingston Panelists responded with a desire to see a link to Adobe Reader so those without the current version could easily download it and view the PDF-only documents on the website. As well, they would like to see more photos 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 Kingston Panelists were the following:

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

## 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?]

## 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



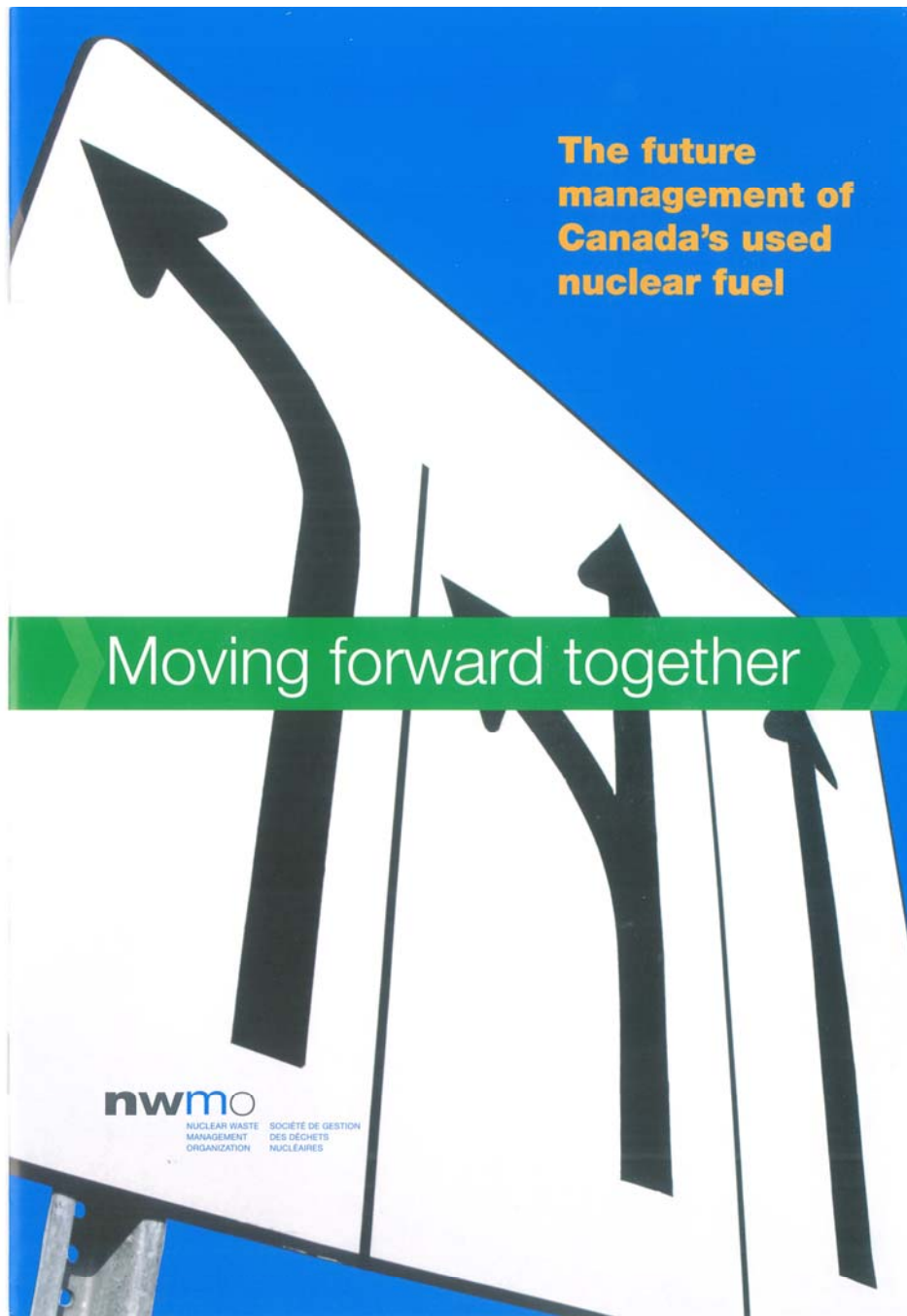
you like, for a portion of our future session, to invite an NWMO representative into the room to answer your questions and present the current situation from NWMO's perspective? This person would not have to be here for the whole session and would be at your disposal.

- 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](http://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 <b>long-term relationships with interested Canadians and Aboriginal people</b> and involve them in setting future direction.  | <b>1 2 3 4 5</b><br>#1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this | <b>1 2 3 4 5</b><br>#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 <b>research</b> 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.  | <b>1 2 3 4 5</b><br>#1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this | <b>1 2 3 4 5</b><br>#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 <b>financial surety</b> and long-term program funding.   | <b>1 2 3 4 5</b><br>#1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this | <b>1 2 3 4 5</b><br>#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, <b>adjust and validate plans</b> 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. | <b>1 2 3 4 5</b><br>#1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this | <b>1 2 3 4 5</b><br>#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 <b>governance structure</b> that provides Government, Members, Board, management, and the public with greater assurance, oversight, advice, and guidance about NWMO activities during the implementation phase.   | <b>1 2 3 4 5</b><br>#1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this | <b>1 2 3 4 5</b><br>#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 <b>implementing organization</b> – an organization with a full range of capabilities to implement a government decision, including social, technical and financial capabilities.  | <b>1 2 3 4 5</b><br>#1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this | <b>1 2 3 4 5</b><br>#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 <b>collaborative design of a process to select a site</b> , supported by a public engagement program. A later step will involve initiation of a siting process.  | <b>1 2 3 4 5</b><br>#1 is it is very important the NWMO do this and #5 is it is not important the NWMO do this | <b>1 2 3 4 5</b><br>#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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