

NRIC Tech Talk: Stakeholder Engagement

- Effective stakeholder engagement can improve siting and construction outcomes for nuclear energy infrastructure by building stronger relationships with the communities that host this infrastructure. In this webinar, professionals from both inside and outside the nuclear industry share how operationalizing stakeholder engagement in company practices can help to achieve these benefits.

How to Participate

- For the best experience, we recommend turning off VPN connections.
- Submit any questions you might have by typing the question into the Q&A section. We will address them at the end.
- If you have any technical problems, please put them in the Q&A.
- If you have programmatic questions, email us at NRIC@inl.gov.
- This event is being recorded and will be posted on the NRIC website. Your attendance is consent to that recording.

NRIC is a DOE-NE center, launched in FY2020

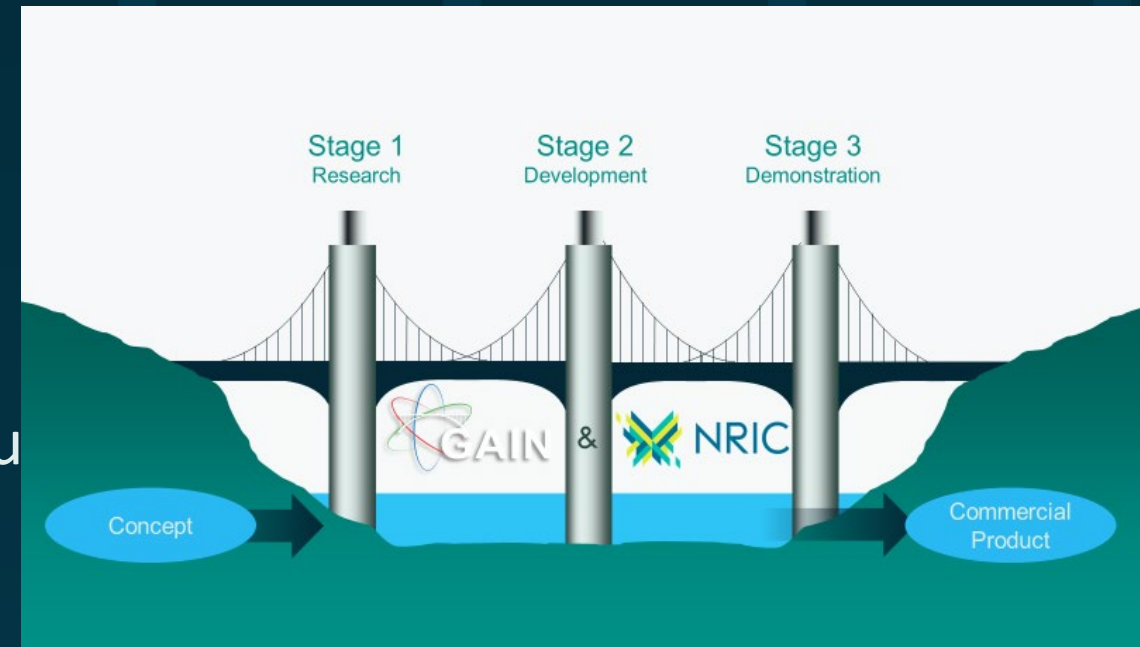


NRIC

National
Reactor
Innovation
Center

NRIC Accelerates Nuclear Reactor Demonstrations

- Authorized by the Nuclear Energy Innovation Capabilities Act (NEICA)
- Partner with industry to bridge the gap between research and commercial deployment
- Leverage national lab expertise and infrastructure
- Manage demonstrations to success



NRIC Vision



Commercial Advanced Nuclear by 2030

inspire

empower

deliver



mission



NRIC

NRIC is partnering regionally and nationally to support demonstrations



Speakers



River Bennett

Graduate Researcher, National Reactor
Innovation Center



Elizabeth Helvey

Project Manager, Tribal Radioactive
Materials Transportation Committee,
North Wind Services, LLC



James (Jim) A. Hamilton

Executive Director, Nuclear
Decommissioning Collaborative



Mckinsey Lyon

VP of External Affairs, Perpetua
Resources

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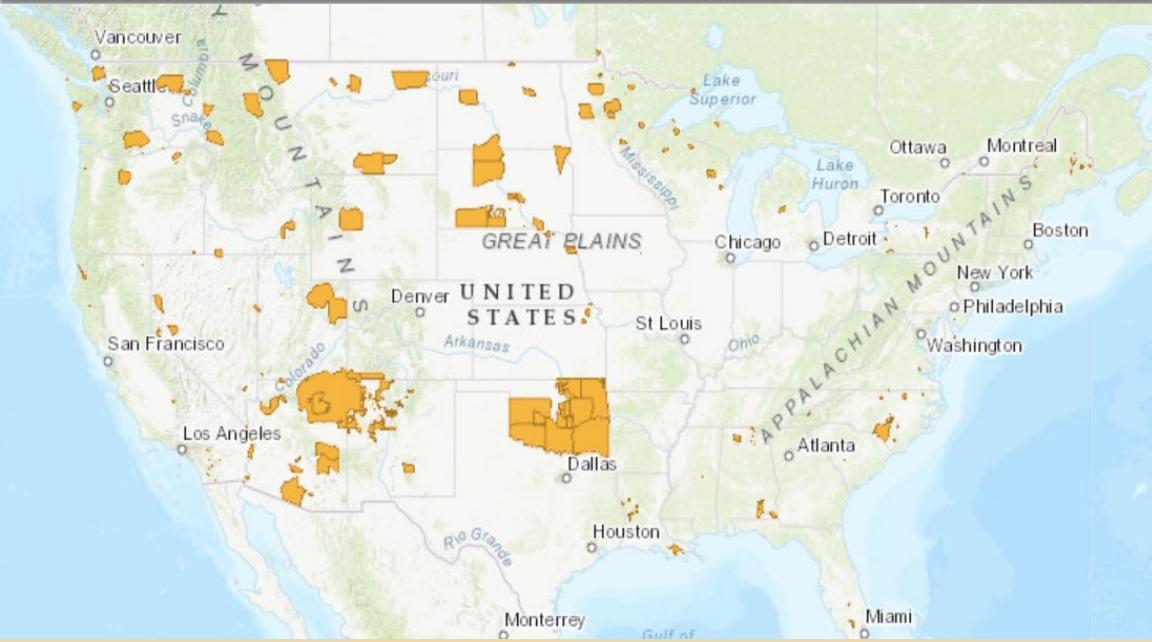
VP of External Affairs, Perpetua
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Stakeholder Engagement

Considerations for Interacting with Native American Tribes and Alaska Natives

Background



Legal Basis

- 574 federal-recognized tribes (228 in Alaska)
- Sovereign nations
- Federal Trust responsibility
- Alaska Natives legal status unique

History

- Uranium Mining and other resource extraction
- Contamination from weapons testing
- Values, culture, and priorities weren't factored into decision-making



What is Engagement?

- Corporate Communications?
- Public Relations?
- “Educating” People?

***No! It is giving people impacted by your project a seat at the table.
It is equalizing power differentials.***

- **Role**
 - Host, or
 - Impacted by another host community
- **Location**
 - Not just the reservation
 - Consider trust and treaty lands
 - Historical and cultural uses of lands
- **Timing**
 - Begin as pre-decisional as possible
 - Correcting for power differentials takes time
- **Approach**
 - Historical review
 - Governance and decision-making
 - Values – cultural, economic, environmental



Do No Harm,
regardless of final siting
decision

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Observations on Facility Siting and Stakeholder Engagement

NRIC Stakeholder Engagement Tech Talk
March 9, 2023

Jim Hamilton
Executive Director
The Nuclear Decommissioning Collaborative, Inc.
Boston, MA & Washington, DC

Facility Siting & Relationships

- **What Does the Developer Want?**
 - Access to a piece of property and to be left alone

Facility Siting & Relationships

■ What Does the Developer Want?

- Access to a piece of property and to be left alone

■ What Does the Host Want?

- The developer assumes money (jobs, taxes, etc.)
 - But beyond that they usually don't fully know because these conversations are difficult, nuanced, complex, and the "host" is not monolithic
 - In addition, what a host may want is only verbalized in response to a project offering: this takes time to materialize, and it may change over time
 - Generally, these wants are about more than money and include issues such as:
 - Access to resources and impartial experts
 - Greater say in self-determination
 - Increased control, approvals, oversight through all project phases
-

Facility Siting & Relationships

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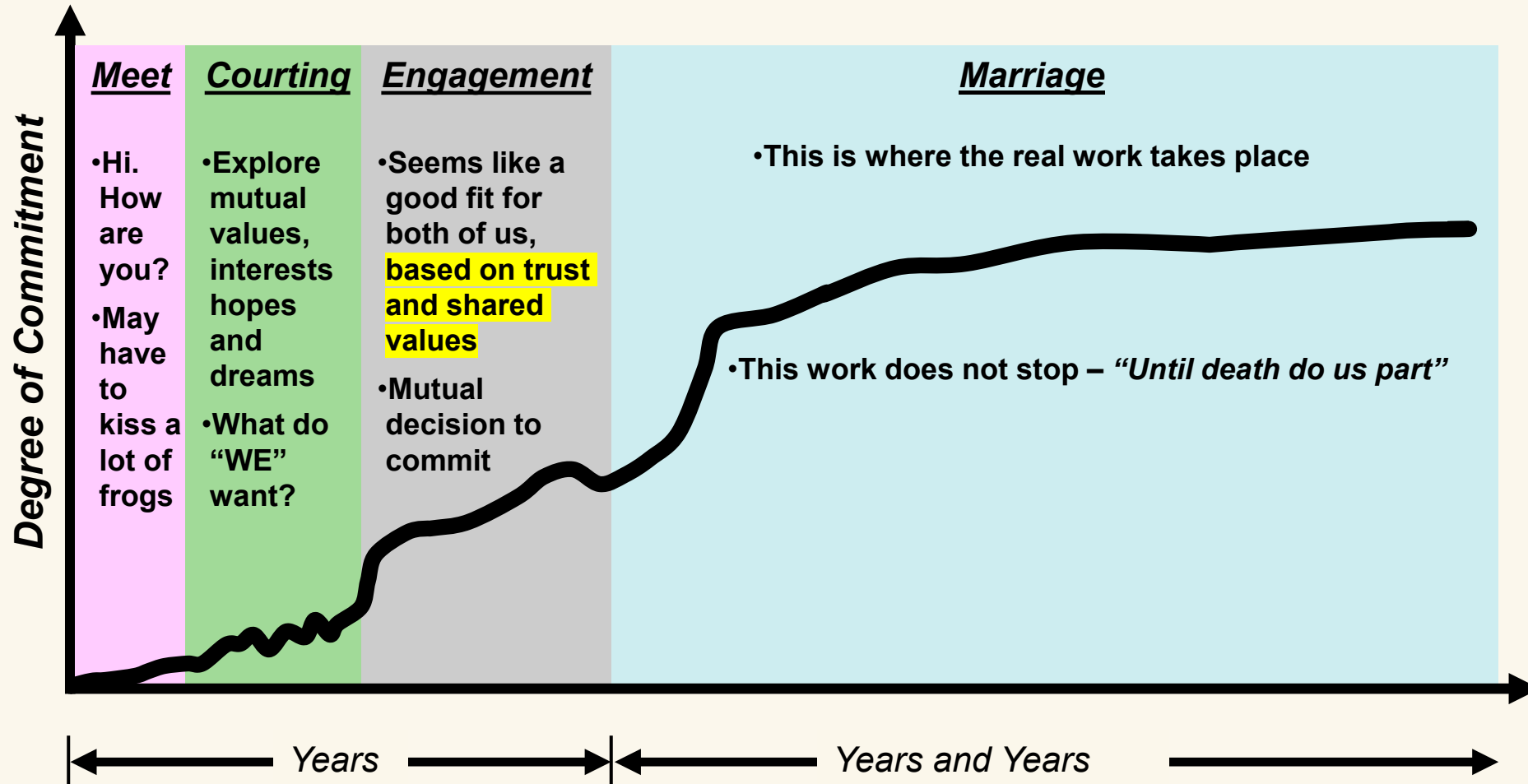
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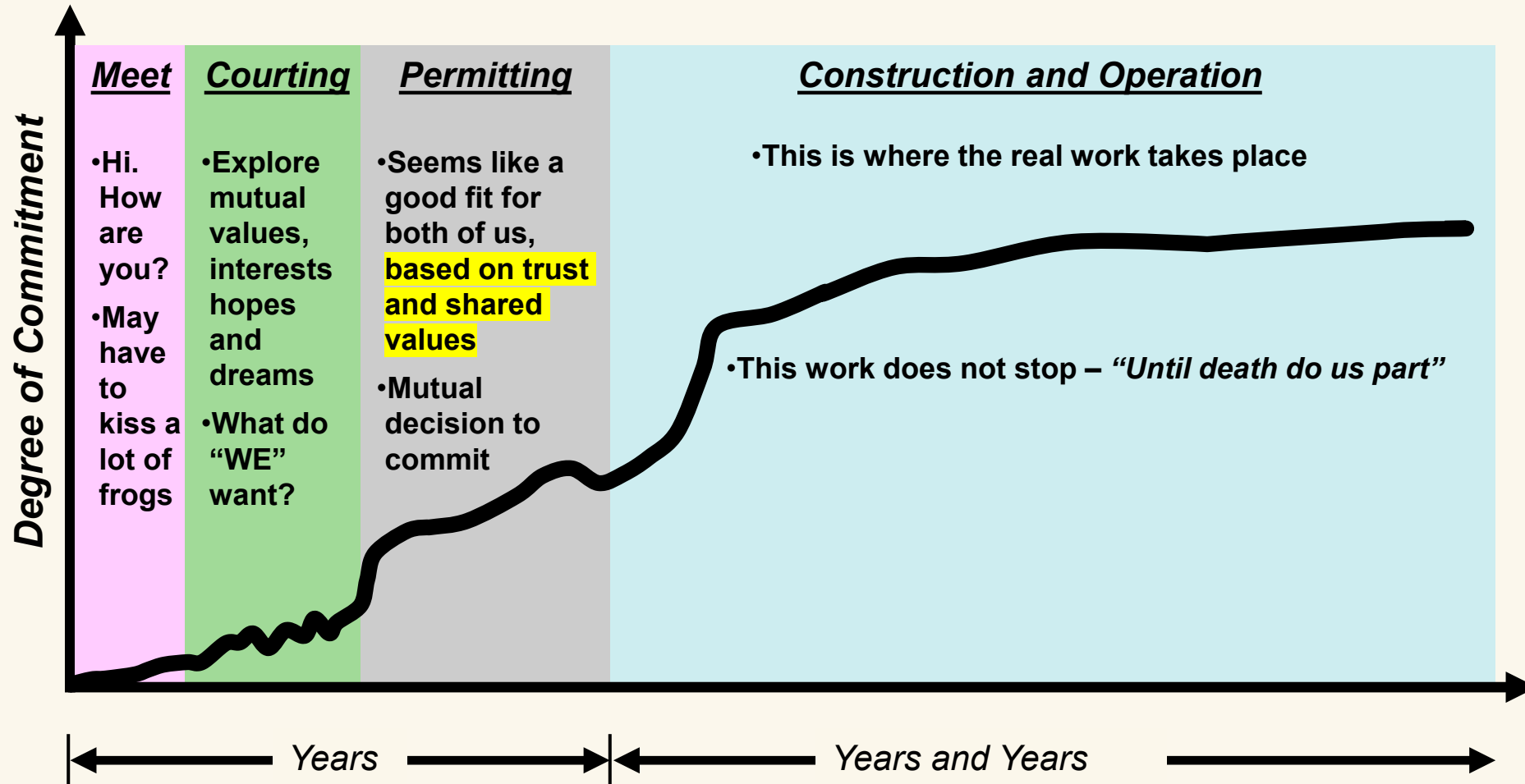
■ **Developers want a Transaction, Hosts want a Relationship**

- If a developer can be successful w/ just a transaction, then fine
 - But in reality, those days are long, long gone
 - Success (however that is defined) is all about entering into & maintaining relationship
-

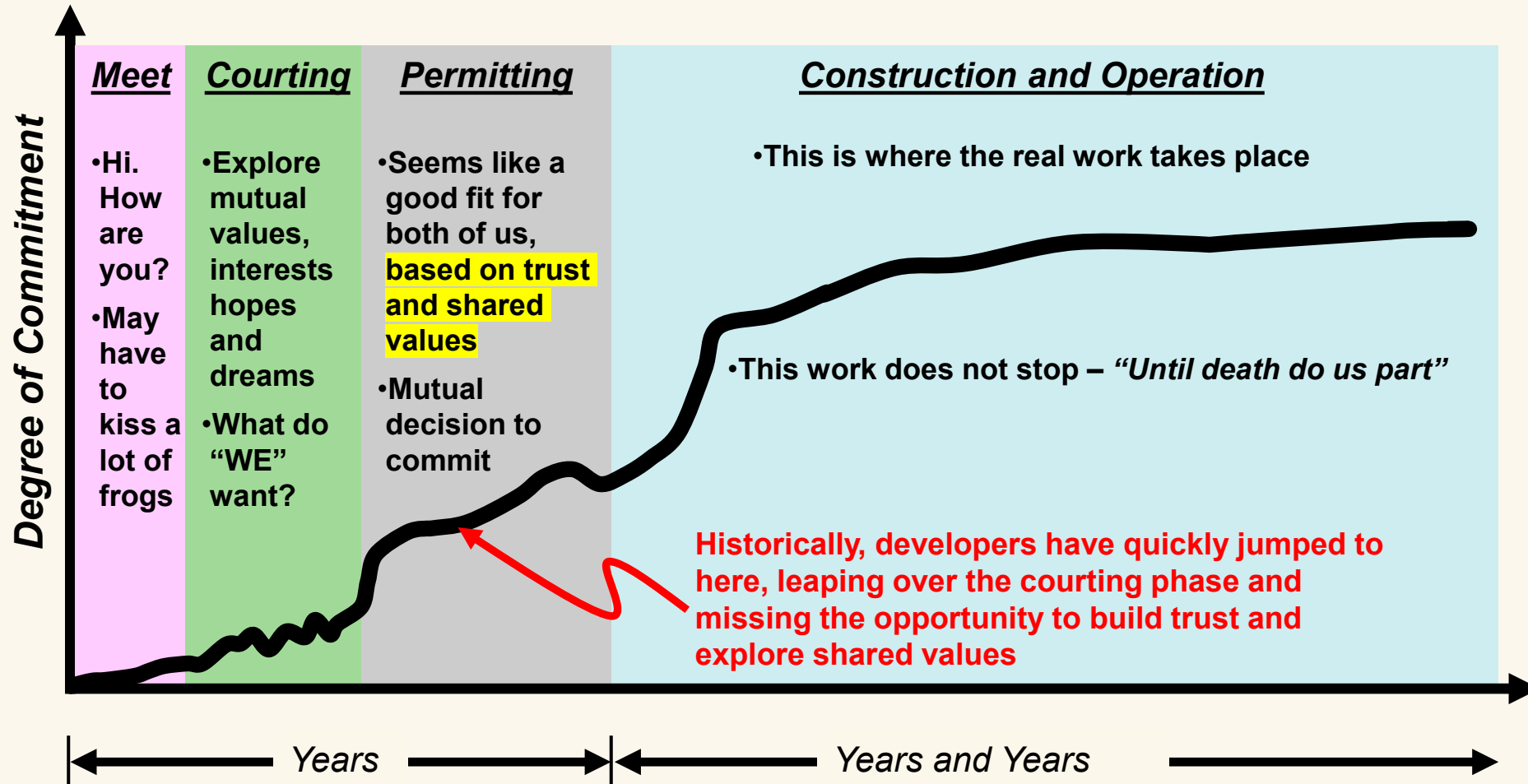
The Relationship Journey



The Siting Journey



The Siting Journey



Looking Ahead

- **Facility Siting is a Long-Term Play**

- Hosts want to mate for life and desire a relationship commensurate w/ that commitment
-

Looking Ahead

- Facility Siting is a Long-Term Play

- Hosts want to mate for life and desire a relationship commensurate w/ that commitment

- **Potential Implications for Developers**

- Early attention and commitment to exploring mutual interests and building trust
 - Requires a new breed of skilled and resourced staff
 - Traditional “stakeholder engagement” models appear outdated
 - Business model implications
-

Looking Ahead

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■ Potential Implications for Hosts

- As hosts move from passive to active participants, there will be a parallel increase in accountability
 - Will require increased local capacity to effectively participate in these relationships
 - Where does this increased capacity come from?
 - Implications for governance models, etc.
-

Thank You

Speakers



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Social performance.

**Lessons learned in developing
stakeholder support.**



A mine in Idaho.

It is time.

To restore an abandoned mine site.

To responsibly produce critical minerals.

To regain control of our supply chain.

It is time to bring mining home.



A wooden sign is attached to a tree trunk. The sign is white with black text and a black arrow pointing to the right. The text reads "COMMUNITY HALL". The background shows a blurred forest and a building with a corrugated metal roof.

COMMUNITY
HALL →

A top ten.

1

**There is no
cookie -
cutter
approach.**

2

**Start early.
Very early.**

3

Hire local.

4

**Start with
listening.
Don't stop.**

5

**Show your
work, not
your words.**

6

**Your values
might not
be shared.**

7

**Opposition
will come.
Time builds
resiliency.**

8

**Formalize
promises.**

9

**Third
parties
matter.**

10

**Social is a
corporate
objective.**



Some examples.

1

Know Their WHY

- Know your communities' values, speak to and work toward those.
- Help your community attain their goals.
- Even "assumed allies" may not be on the same page.
- Message emotion with facts.



COWBOYSTATEDAILY.COM

Greta Thunberg Protests Wind Farm; Wyoming Environmentalists Say They Understand | Cowboy State Daily

"From our original conversations, sprang the Community Partners program that has provided help to the communities in the impact area of the Perpetua project. We have found the leadership and workers to be genuinely interested in the welfare of the Yellow Pine Community. They have even provided help during threats to the village from forest fire. Good neighbors in the truest sense."

WILLIE SULLIVAN

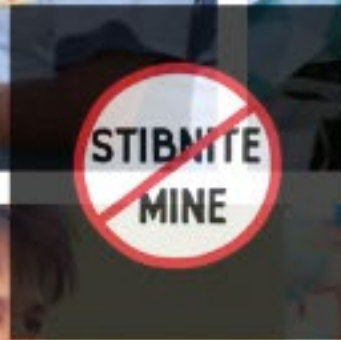
Yellow Pine Community Member



Perpetua
Resources

Resiliency.

- **Build for resiliency.**
- **Grow roots for your messaging and corporate identity.**
- **Started 6 years before NEPA.**
- **Hired local.**
- **Considered "social license" a corp. objective.**
- **Hired third party Public Affairs.**
- **Conducted public opinion research.**
- **Held public listening sessions. Prioritized transparency.**
- **Communicated at every level.**



3

Listening.

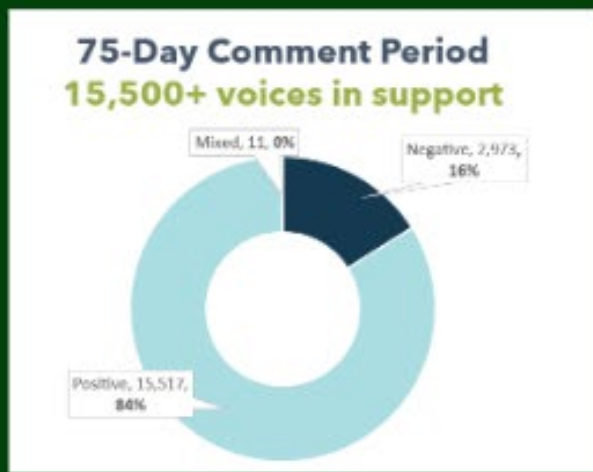
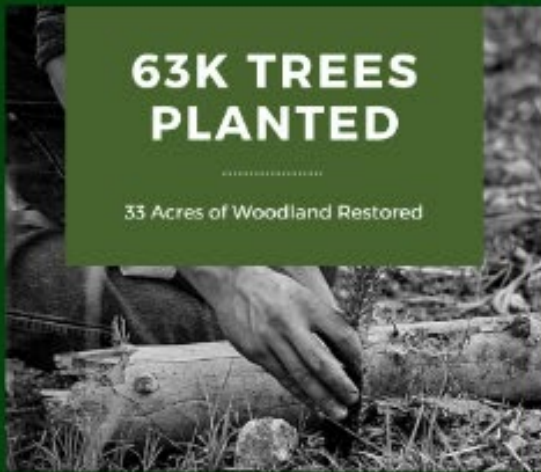
- Started without an agenda.
- Took ideas and feedback seriously.
- Stibnite Advisory Council
- Stibnite Foundation
- See Something Say Something
- Changed our plan - twice.





4

Show. Not Tell.



- Words & values must come with action.
- Formalize promises.



Dirk Christison

Perpetua personnel respond to need in every season of the year. Many times urgently, in primary or sole responder capacity. In the rugged terrain of Idaho's backcountry that can be profound measure.

Like Reply 3d

4

Show the support.

- It is not a vote count, but ... sentiment will be measured.
- NEPA is political too.
- Stakeholders judge political risk based on public feedback forums.
- Identify your audience.
- Inform your audience.
- Provide easy tools.
- Activate with urgency and empowerment in the process.

83%

Supportive letters on SDEIS

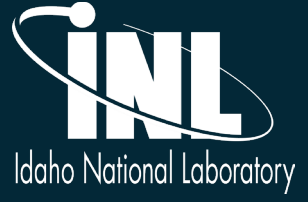




Thank you.



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Idaho National Laboratory

Questions?