















SCORECARD PROGRESS REPORT – Q1 2021




1. Nurture and protect existing refurb				
Outcomes	Measures	18m targets (July 2020-December 2021)2021 targets	Progress on 18m targets (July 2020-December 2021)	Status
1.1 Supportive and resilient public, stakeholders, and policymakers	1. Polling / perception audit (local and national)	Achieve baseline from existing polling data of recent years by CNA and industry. Perform a level of common public opinion polling on behalf of industry in cooperation with select provincial utilities (i.e. SK, ON, NB). <i>(CNA role: Influence)</i>	Existing polling data analyzed and amalgamated. Provincial utilities have been engaged and discussions ongoing towards spring 2021 national poll that uses up-to-date methodology, efficiently covers topics of common interest, and further builds our time series database on Canadian public attitudes to nuclear. TBD whether all provincial utilities will participate.	
	2. Tone / content of press coverage	<i>*Updated following 2020 benchmark year*</i> Increase all results by five per cent YoY, maintain positive/neutral tone, ensure 85 per cent of total coverage to include key messaging <i>(CNA role: Influence)</i> .	Successful start to 2021 with vast press coverage. Secured 1.6 million impressions through 2 bylines in target trade publications, 1 op ed in major publication and / 6 interviews overall. Tone of coverage has been 100 per cent neutral with 100 per cent key message pick-up and 87 per cent brand prominence (CNA mentioned in first 100 words of articles). 2020 results: 12 interviews, 169 bylines/op eds, 325 total media stories.	
	3. Tone / commentary of municipal / provincial / federal politicians /	Demonstrations of support from host communities through ONA and collaborations with OCNI. Continued articulation of support by Federal and Ontario governments and other key stakeholders, including business groups	Clear demonstrations of support to date. Nuclear and SMRs referenced in: <ul style="list-style-type: none"> • Fed. Fiscal Economic Update • Fed. Climate Plan • Fed. Hydrogen Plan 	






	key business groups	and Indigenous organizations. <i>(CNA role: Influence)</i>	<ul style="list-style-type: none"> House of Commons Standing Committee of Finance Budget Report Prime Minister's Chamber of Commerce speech Promoted and facilitated federal Liberal Caucus Nuclear Information sessions	
2. Foster opportunities for new builds in Canada				
Outcomes	Measures	18m targets (July 2020-December 2021)	Progress on 18m targets (July 2020-December 2021)	Status
2.1 Coordinated industry execution on the development and deployment of Small Modular Reactors	1. Status of development and deployment	Signals of progress such as NRCan action plan published and supported by all key parties by end of 2020, SMR secretariat established (including PM hire), development and deployment schedule not hindered by elements under CNA's purview. <i>(CNA role: Support)</i>	Action plan published with material support from CNA, SMR secretariat established, PM hired in 2020. Progressing well on next steps with Natural Resources Canada, including hands on role for Secretariat in collecting, monitoring and reporting on industry progress against SMR Action Plan. New and supportive projects initiated include: <ul style="list-style-type: none"> Process for importing and transporting HALEU fuels for various SMR technology types GHG Emissions Study SMR Financing Study 	
	2. Sentiment of Secretariat Steering Committee and SMR CEO forum	Direct feedback on satisfaction with CNA performance and extension of funding beyond 2021. <i>(CNA role: Lead)</i>	Direct feedback on satisfaction with CNA performance and extension of funding beyond 2021 is trending positive, with formal review to take place towards EoY 2021. Additional projects initiated (outlined in 2.1.1.) signals of continued satisfaction with performance.	
	3. Partnerships formed in new target markets	Advancement of dialogue and education with key industries of oil & gas, mining and first nations. <i>(CNA role: Influence)</i>	Solid progress on this front with more than 50 meetings across a variety of target industries in 2021 including heavy industry (mining, cement, fertilizer), renewables and Indigenous	





			communities. Resulted in 20+ pro-nuclear submissions to government from these stakeholder groups and multiple contributions to CNA's broader engagement efforts, including social / media (e.g. joint hydrogen / nuclear op-ed).	
2.2 Interprovincial / federal / continental interest and collaboration around SMRs	1. Tone / commentary of policy makers from all levels of government and other stakeholders	Achieve AB signing onto MOU. Strong signal in 2020 or 2021 Federal budget and provincial budgets of support for SMRs. Demonstration of raised dialogue in additional provinces of AB, SK and NB and with Indigenous groups. <i>(CNA role: Influence)</i>	<p>AB signaled signing onto MOU in 2020 and aggressive engagement continues there and Sask. to promote.</p> <p>Pre-Federal Budget 2021 efforts resulting in nuclear and SMRs referenced in:</p> <ul style="list-style-type: none"> • Fed. Fiscal Economic Update • Fed. Climate Plan • Fed. Hydrogen Plan • House of Commons Standing Committee of Finance Budget Report • Prime Minister's Chamber of Commerce speech • 2020 Ontario budget • Saskatchewan platform • Federal Conservative Leadership platform • SIF announcements • Environment Minister, Natural Resources Minister and Prime Minister statements. 	
	2. Status of policy / regulatory framework for SMRs	Signals of progress by CNSC on creation of streamlined regulatory and licencing framework for SMRs. <i>(CNA role: Support)</i> . Progress on NA framework for SMRs through the NEI / CNA Taskforce. <i>(CNA role: Lead)</i> .	Ongoing discussions and involvement in streamlining multi-year regulatory process through CEO forum. Finalized report from NEI / CNA Taskforce workshop with members to identify key areas of continental focus and developing policy paper for respective governments outreach. This has started a process in developing a joint effort to complement governmental Canada- USA relations.	

3. Promote Canadian nuclear industry's interests nationally and internationally				
Outcomes	Measures	18m targets (July 2020-December 2021)	Progress on 18m targets (July 2020-December 2021)	Status
3.1. Increased demand and support for nuclear broadly	1. Clarified articulation of nuclear and its role in policy docs, investment projects, etc. at federal / provincial level and amongst key international organizations.	Definitive articulation of nuclear as “clean” or “non-emitting” by Canadian government to enable funding from institutions, such as the Canada Infrastructure Bank. Evidence of progress from international collaboration with NEI and NIA on informing World Bank definition and by other relevant bodies. Indications of progress on communicating the benefits of clean energy/electrification and nuclear’s role in a clean future. <i>(CNA role: Influence)</i>	Clear “clean” references in federal government climate change policies and clean energy funding programs, including SIF and Canada Infrastructure Bank. Engaging with the government on its position at the World Bank and IMF. Progressing similar objectives on the international front with global MOU partners. on the international front via MOUs with US, UK, Europe. Japan, OECD- NEA and WNA etc. in development.	
3.2 Ongoing commitments to international collaboration on the development of nuclear, including policy and the opening of new global markets	1. Agreements with like-minded nations	Enter MOUs with additional national nuclear associations from ally countries such as France and Japan. Demonstrate progress on specific initiatives under existing MOUs with NEI and NIA. <i>(CNA role: Lead)</i>	Signed MOUs with US, UK, Europe. Japan, France, OECD- NEA and WNA etc. in development. Released Canada-UK Colloquium whitepaper following joint event in 2020. Collaborating on UN COP26 in Nov 2021, NIA workshop, and ongoing efforts to support CANDU opportunities in Romania.	
	2. Attendance at domestic and invitations to participate / lead in global dialogues.	Demonstrate Canadian leadership and profile in relevant forums such as WNE, CEM, COP, IAEA, Globe and Global Nexus. Host global summit for the promotion of nuclear as clean energy. <i>(CNA role: Lead)</i>	Participated in CEM and IAEA virtually and progressing plans for upcoming events. Exploring hosting global summit in line with 2021 CNA conference. Opportunities for leadership more limited given pandemic restrictions so pivoting may be required.	

	3. New business leads for Canadian members	Experiment with an international marketing alliance with OCNI and members focused on CANDU reactor and other sale(s) to Romania and Canada's decommissioning and waste management (DWM) knowledge and capabilities. <i>(CNA role: Influence)</i>	CNA / OCNII joint effort to catalogue and promote Canada's decommissioning and waste management (DWM). Ongoing collaboration to support CANDU opportunities in Romania.	
	4. International narrative around nuclear in Canada	<i>*Updated following 2020 benchmark year*</i> Secure coverage profiling Canadian nuclear industry in 20 international publications and participate in five international speaking engagements <i>(CNA role: Influence)</i>	Tracking well towards media goals, securing international coverage in POWER magazine, greentechmedia.com, Nucnet, World Nuclear News, American Nuclear Society, Nuclear Engineering International, Bloomberg, Sustainability Times, Nuclear Intelligence International, Environment Journal and World Nuclear News. Participated in four international speaking engagements, including the Canada-Wales Digital Trade Mission.	
3.3 New and influential champions and partners for the industry	1. Number of speaking engagements / contributed articles / interviews in new target verticals	<i>*Updated following 2020 benchmark year*</i> Secure five speaking opportunities into new industry segments and five contributed articles and/ or interviews into new target verticals. <i>(CNA role: Influence)</i>	Progressing well against 2021 targets with speaking engagements at UofT Energy Panel and Alberta Innovates. Media efforts tracking well with bylines / interviews in Northern Prospector, Renew and greentechmedia.com. Progress builds on four speaking engagements in key business, Indigenous and oil & gas verticals in 2020 and two contributed articles in industry trade publications, including Northern Mining, mining.com.	

	2. Tone / content in new and trusted voices / channels	*Updated following 2020 benchmark year* Secure 10 third-party voices to promote nuclear narrative and reach 60 per cent positive sentiment in social influencer campaign. Increase engagement by five per cent across key platforms. (CNA role: Lead)	Launched “grassroots” social Influencer campaign leveraging 11 third party voices across government, Indigenous groups and the medical community. Reached 9M Canadians to date and drove more than 1K Canadians to ‘Support’ page on cna.ca. 78 per cent positive sentiment. Grew LinkedIn followers by eight per cent YTD.	
	3. Attendance at our events from non-traditional players	Measured against conference 2020 baseline. New audiences to be targeted include renewables, moderate environmental groups, indigenous and target SMR market participants from oil, gas and mining sectors. (CNA role: Influence)	Baseline from CNA2020 measured and CNA2021 event goals include targeting non- traditional attendees within themes and programming, with a specific focus on mining and legal sectors in 2021.	
	4. Reception in new audience circles (renewables, ENGOs).	Explicit or tacit acceptance from interest groups, such as collaboration with renewables associations on Canadian clean electrification papers and positive reception to sponsoring targeted events, such as Pembina, Broadbent Institute. (CNA role: Influence)	Continue to participate in weekly calls with renewables and other electricity associations and embark on joint public ventures, including an electrification study to leverage across media and government relations efforts. This effort builds on joint media and speaking engagements from 2021. We continue to target events and partnerships with relevant orgs such as Pembina, Broadbent Institute, etc.	

4. Equip CNA to achieve priorities				
Outcomes	Measures	18m targets (July 2020-December 2021)	Progress on 18m targets (July 2020-December 2021)	Status
4.1 Internal capacity and capability to support objectives in CNA's core competency areas	1. Status of workforce planning	Complete by December 31, 2020	Workforce planning complete and succession planning discussions initiated. Detailed discussions to take place in Q2 in preparation for 2022 planning.	
	2. Effectiveness of recruitment strategy	Qualified candidates applying and secured as per recruitment schedule, and onboarding program prepared.	Qualified candidates applying and secured as per recruitment schedule, and onboarding program prepared and being assessed. Communications Officer hired Jan 2021, GR Specialist hired March 2021, onboarding programs established and reviewed for input by all staff. Survey to be completed in June 2021 to confirm effectiveness and identify improvements if needed.	
	3. Status of learning / development plan	Each staff member has 18-month learning / development plan with objectives and metrics.	On track to all staff having completed learning plans by April 2021. Career Conversations session for managers in Q2 to enable succession planning and enhanced learning plans for all staff	
4.2 Refreshed and formalized membership structure and CNA value proposition	1. Member retention	Complete assessment of member classes and value proposition and refine / establish new programs as appropriate to enhance member engagement. Achieve member retention target of 98% year over year.	Secured qualified vendor to conduct membership structure and value proposition assessments for completion in Q2. Member retention rates tracking well for 2021 after reaching 99% in 2020. Stats for 2021 available in Q2.	
	2. Member recruitment	Assess and define potential new segments and establish member programming to target these audiences.	Identified 2021 target member recruitment in mining and legal sectors. Programming to target sectors, including business sessions and conference programming, in development for 2021. Secured one new member in target segments (McCarthy Tetrault).	

4.3. Matured organizational governance	1. Status of existing board policies and practices review	Review complete and changes approved by board by December 31, 2020	Completed governance, human resources, priority financial policies reviews. Board committee terms of reference revised and approved in Dec. 2020.	
	2. Tone / feedback of board evaluation	2021 Benchmark year – metrics to be tracked	Completed 2020 board and committee self-assessments for board review.	
	3. Status of board size and structure review	Recommendations report to the board in Q3 2021. Governance documents amended and changes approved by the board by December 31,2021.	RFP process for third party governance firm complete and Governance Solutions Inc. selected. Project kicked off March 1.	
4.4. Streamlined industry voice through greater cooperation / collaboration between industry associations and with members	1. Shared projects / initiatives / outputs	Demonstrate sustained commitment to formalized joint-activities (e.g. SMR Secretariat, joint-presence at events, reactivating N8)	SMR Secretariat proven success as a CNA-COG collaboration and as a forum for dialogue among CNA members. Collaboration with OCNI is regular and productive. Reinvigorated Indigenous Affairs committee re: UNDRIP and future collaborations. Reactivating N8 a goal for 2021.	
	2. Messaging across industry	Joint press releases and other communications; opportunities to speak at reciprocal conferences and events. Clarified and formalized member committee meetings and reporting such as PAAC and RAAC to foster alignment and collaboration.	Several collaborations in the media space including WIN, NAYGN. Strong alignment across PR / GR activities via issues management group on waste. MOU signed with NAYGN for greater collaboration. Revised PAAC ToR complete.	

Emerging projects

Natural Resources Canada's Rad Waste policy review

Issues management group (nuclear materials and by-products)

Pre-budget 2021 aggressive push (events / comms / GR)

SMR Fuel Standard

GHG Research