

Management Report

HIGHLIGHTS: CNA Refurb Strategy and Business Plan

Oct. 22, 2020

PURPOSE

To provide key highlights of the detailed CNA 2021-2023 refurb strategy and business plan; and to seek board approval of the 2020 scorecard, and refurb strategy and business plan.

BACKGROUND/CONTEXT

Over the last year, we have been discussing the unprecedented opportunity ahead for the nuclear industry, one that warrants an expanded role for CNA. Around the world, we are seeing a strong appetite to revisit nuclear in response to growing climate anxiety and a realization that progress is not being made with status quo. At the same time, Canada's healthy nuclear ecosystem, aligned industry and proactive and supportive governments point to an opportunity for Canada to be a leader in new nuclear across the globe.

Since 2019, the CNA has been working hard to seize this opportunity. We have represented the industry at 88 events, told nuclear's story on 15 stages domestically and abroad, held our own record-breaking conference, built relationships across industry, stakeholder, and government, defended the industry at hearings and in the press and pushed our clean message, growing our channels and reach with every opportunity. Over the last several months, we have also begun to up our game in the public relations space. Our proactive approach to media relations has resulted in hundreds of pieces of positive news coverage for the industry, we have grown our social media reach by leaps and bounds, and we have enhanced our digital presence to better reflect a modern nuclear.

Combined, this work has resulted in a supportive government that is beginning to publicly articulate nuclear as clean, a welcoming of nuclear into the company of non-traditional nuclear stakeholders such as renewables, broader understanding, awareness and acceptance of the importance of small modular reactors in the fight against climate change, and the association and industry being viewed as a strategic asset to the country's energy, climate and foreign affairs goals

But, there is much more to be done and it requires a new plan and an enhanced organization.

In 2019, the board directed management to create a strategy and business plan for a "refurbished" CNA. A plan to strengthen the existing organization through improvements to all areas of operations so that it might pursue its priorities and achieve its goals.



Together, management and the board committed to four key priorities centred on nurturing and protecting existing refurbishment projects, fostering new builds in Canada, promoting the industry's interests both domestically and abroad and equipping the association to achieve these priorities.

To deliver on this, the CNA team has spent the last several months establishing measurable outcomes and targets in the form of an annual **Scorecard** and articulating a path forward to achieving these goals in a **Strategy and Business Plan**.

OVERVIEW OF THE REFURB STRATEGY AND BUSINESS PLAN

The refurb strategy and business plan is comprised of two documents:

The board should pay particular attention to the items outlined in the **Scorecard (Appendix 1)**. The scorecard document articulates what the CNA plans to achieve over 12 months and how we will measure our success. This is intended to serve as an annual scorecard view for the board to align on anticipated outcomes and enable effective measurement of the CNA's performance against plan. It is expected that this is the document the board will review and align on with management on an ongoing basis.

The **Refurb Strategy and Business Plan (Appendix 2)** outlines the strategic approach and tactics / initiatives that will be undertaken to achieve the objectives outlined in the scorecard. This document includes a timeline for activities. This is a detailed view of day-to-day CNA activities for the purpose of illustrating budget requirements. It is expected that this document may be too detailed for board purposes on a go-forward basis and that the board will focus primarily on the Scorecard view in years to come.

To support the board's review of the latter document, the Refurb Strategy and Business plan begins with an overview of CNA's core competencies and member value proposition, a SWOT analysis of the organization, a view of target audiences and a reminder of the industry's key priorities.

From there, it articulates the path forward leveraging the organization's key competencies across four programs, including 1) Media & Influencer Relations 2) Member & Stakeholder Relations 3) Government Relations & Regulatory Affairs and 4) Industry Alignment. The final section of the plan outlines one-time refurbishment needs in order to deliver on the plan.

Each section of the plan includes a strategic overview where board directors are encouraged to focus their attention. Tactics and timelines are then explained in detail via the incorporated links for those who may not be as familiar with advocacy, communications and marketing language.

What may stand out to directors in this document is the enhanced focus on media & influencer relations and issues management, the CNA's continued efforts in the international space, management's recommendation that we take on a leadership role in aligning the industry and the imperative operational enhancements across certain functions to mature our practices.

RESOURCE AND FINANCIAL IMPLICATIONS

Coinciding with the development of the strategic plan has been the development of a draft budget for 2021. The draft budget includes planned expenditures to accomplish the 2021 tactics outlined in the strategic plan as well as the day-to-day operating management of the association.

Based on management's best estimate, the operating budget is a deficit \$535,749. The budget includes several one-time expenditures totaling approximately \$185k as well as program spending from 2020 that has been delayed due to COVID. The level of new spending (projected annual deficit) from 2022 forward is approximately \$350,000 plus annual inflation. This level of increased spending above traditional revenues on a go forward basis (i.e. the "new normal" for the business plan and strategy) will be addressed through a combination of revenue sources including but not limited to increased membership revenues (new and existing members).

A phased in approach to increase the membership fees over the next three years is tabled for discussion. This would limit depleting the net assets too rapidly and mitigate the risk against unforeseen impacts on the conference revenues should COVID-19 continue into the fall of 2021.

The development of the strategic plan and budget were made with the intent of investing in the organization from its net assets. The current projection for net assets at the end of 2020 is \$2.15 million. While it is necessary to retain a reserve, management, with input from the Finance Committee, believes it is prudent to allocate a portion of these funds to the strategic plan and reduce the net assets to be consistent with the operating reserve policy. Attached as **Appendix 3** is a summary showing the impact on the net assets of the organization over the next three years.

The draft full program budget required to achieve our objectives as outlined is included in **Appendix 4**.

PLAN DEVELOPMENT / ENGAGEMENT PROCESS

Following board approval of the CNA's strategic priorities in February, the team began development of the organization's new strategy and business plan. Work on the plan slowed somewhat in March and April to accommodate more urgent priorities as a result of the COVID-19 pandemic. Given that management and the board agreed to push the original start date of the plan from July 2020 to January 2021, though some of the work progressed in 2020 in order to maintain momentum (as a result, you will see activities included in H2 2020).

The priorities presented to the board in February were developed following a series of consultations with industry including the Nuclear Leadership Forum (2012 – 2015), Vision 2050 (2017), The SMR Roadmap (2018), and the Industry Roundtable Consultation (2019).

The entire CNA team was involved in the development of both documents – the Scorecard as well as the Strategy and Business Plan. This work has taken place through a series of workshops and incorporates the views and input of all members of the organization.

Management presented its proposed 2021 budget and the new base level of expenditures over revenues thereafter to the finance committee on Sept. 17 and received input and direction. This direction will be incorporated following executive committee and board discussion on Oct. 1 and 22, respectively.

A subset of the executive committee also played a key role in helping to guide the work and we thank them for their engagement and input over the last several months.

NEXT STEPS

Management will incorporate director feedback on the resource and financial plan (including any adjustments) and present the CNA's 2021 budget to the finance committee in Nov. and executive committee and board in Dec. 2020.

APPENDICES

- [Appendix 1: CNA Scorecard](#)
- [Appendix 2: CNA Refurb Strategy and Business Plan 2021-2023](#)
- [Appendix 3: Overview of Budget Impact on Net Assets](#)
- [Appendix 4: Draft 2021 Operating Budget](#)

SCORECARD SUMMARY

Priorities

Outcomes

1. Nurture and protect existing refurb

1.1 Supportive and resilient public, stakeholders and policymakers

2. Foster opportunities for new builds in Canada

2.1 Coordinated industry execution on the development and deployment of Small Modular Reactors

2.2 Interprovincial / federal / continental interest and collaboration around SMRs

3. Promote Canadian nuclear industry's interests nationally and internationally

3.1 Increased demand and support for nuclear broadly

3.2 Ongoing commitments to international collaboration on the development of nuclear, including policy and the opening of new global markets

3.3 New and influential champions and partners for the industry

4. Equip CNA to achieve priorities

4.1 Internal capacity and capability to support objectives in CNA's core competency areas

4.2 Refreshed and formalized membership structure and CNA value proposition

4.3. Matured organizational governance

4.4. Streamlined industry voice through greater cooperation / collaboration between industry associations

1. Nurture and protect existing refurb

Outcomes	Measure	18m targets (July 2020–December 2021)
1.1 Supportive and resilient public, stakeholders and policymakers	1. Polling / perception audit (local and national)	1. 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>
	2. Tone / content of press coverage	2. Benchmark period. Metrics to be established. <i>(CNA role: Influence)</i>
	3. Tone / commentary of municipal / provincial / federal politicians / key business groups	3. 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 and indigenous organizations. <i>(CNA role: Influence)</i>

2. Foster opportunities for new builds in Canada

Outcomes	Measures	18m targets (July 2020-December 2021)
2.1 Coordinated industry execution on the development and deployment of Small Modular Reactors	1. Status of development and deployment	1. 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>
	2. Sentiment of Secretariat and SMR CEO forum	2. Direct feedback on satisfaction with CNA performance and extension of funding beyond 2021. <i>(CNA role: Lead)</i>
	3. Partnerships formed in new target markets	3. Advancement of dialogue and education with key industries of oil & gas, mining and first nations. <i>(CNA role: Influence)</i>
2.2 Interprovincial / federal / continental interest and collaboration around SMRs	1. Tone / commentary of policy makers from all levels of government and other stakeholders	1. 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>
	2. Status of policy / regulatory framework for SMRs	2. 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> .

3. Promote Canadian nuclear industry's interests nationally and internationally

Outcomes	Measures	18m targets (July 2020-December 2021)
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.	1. 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>
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 2. Attendance at domestic and invitations to participate / lead in global dialogues. 3. New business leads for Canadian members 4. International narrative around nuclear in Canada	1. 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> 2. 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> 3. 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> 4. Benchmark year - messages demonstrating Canada's leadership in nuclear in international publications and at conferences. <i>(CNA role: Influence)</i>
3.3 New and influential champions and partners for the industry	1. Number of speaking engagements / contributed articles / interviews in new target verticals 2. Tone / content in new and trusted voices / channels 3. Attendance at our events from non-traditional players 4. Reception in new audience circles (renewables, ENGOS).	1. Benchmark year – metrics to be tracked <i>(CNA role: Influence)</i> 2. Message penetration through two “influencers” and establish benchmarks for social / media reach <i>(CNA role: Lead)</i> 3. 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. <i>(CNA role: Influence)</i> 4. 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. <i>(CNA</i>

4. Equip CNA to achieve priorities

Outcomes	Measures	18m targets (July 2020-December 2021)
4.1 Internal capacity and capability to support objectives in CNA's core competency areas	<ol style="list-style-type: none"> 1. Status of workforce planning 2. Effectiveness of recruitment strategy 3. Status of learning / development plan 	<ol style="list-style-type: none"> 1. Complete by December 31, 2020 2. Qualified candidates applying and secured as per recruitment schedule, and onboarding program prepared. 3. Each staff member has 18-month learning / development plan with objectives and metrics.
4.2 Refreshed and formalized membership structure and CNA value proposition	<ol style="list-style-type: none"> 1. Member retention 2. Member recruitment 	<ol style="list-style-type: none"> 1. 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. 2. Assess and define potential new segments and establish member programming to target these audiences.
4.3. Matured organizational governance	<ol style="list-style-type: none"> 1. Status of existing board policies and practices review 2. Tone / feedback of board evaluation 3. Status of board size and structure review 	<ol style="list-style-type: none"> 1. Review complete and changes approved by board by December 31, 2020 2. 2020 Benchmark year – metrics to be tracked 3. Recommendations report to the board in Q3 2021. Governance documents amended and changes approved by the board by December 31, 2021.
4.4. Streamlined industry voice through greater cooperation / collaboration between industry associations and with members	<ol style="list-style-type: none"> 1. Shared projects / initiatives / outputs 2. Messaging across industry 	<ol style="list-style-type: none"> 1. Demonstrate sustained commitment to formalized joint-activities (e.g. SMR Secretariat, joint-presence at events, reactivating N8) 2. 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.



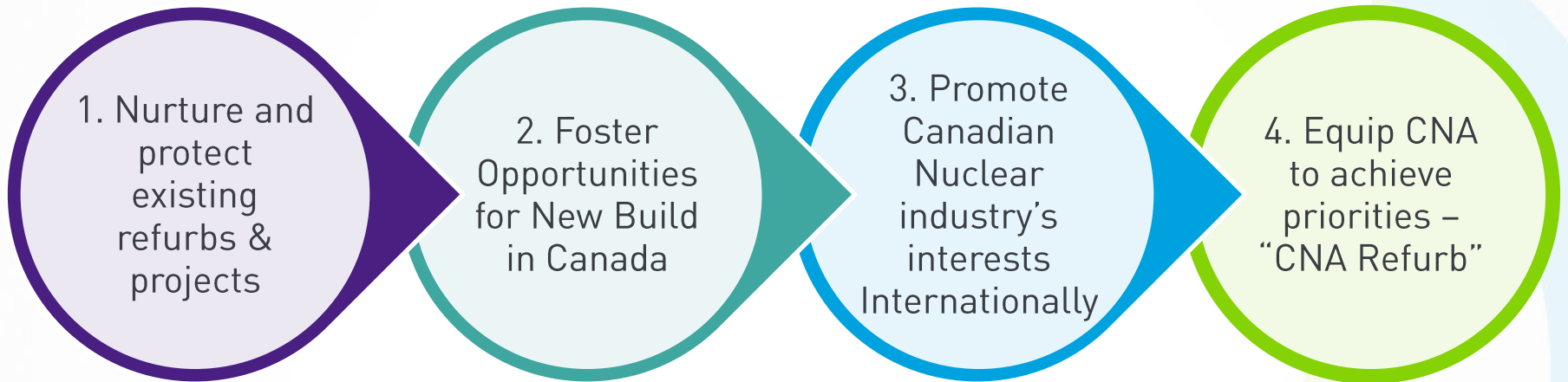
Refurb Strategy and Business Plan Introduction 2021 –2023



cna canadian
nuclear
association

Oct. 2020

Strategic priorities – 2020 to 2023



Programs

1. Media & Influencer Relations

2. Member & Stakeholder Engagement

3. Government Relations & Regulatory Affairs

4. Industry Alignment

5. CNA Refurb

Themes across all programs

Nuclear power is clean

The world is moving to clean electricity

Nuclear innovation is at the heart of a clean energy transition

We are stronger working together

Nuclear medicine saves lives

Canada is a world leader in nuclear

Nuclear is an economical,
long-term choice for
electricity production

Strategic approach to Media & Influencer Relations

Timeline

The stigma around “nuclear” is a pervasive challenge for the industry. Nuclear remains misunderstood, to say the least.

Those more educated on energy and environmental topics tend to be more supportive of nuclear, but the broader reputation of the sector deters proclamations of support from governments, media and other influencers.

The CNA and the industry are effectively pushing the nuclear agenda forward at the government level, but this will always be difficult without public support.

If we want to move the needle on nuclear and support governments in favourable decision making, we have a role to play in progressing public perception of the science and the industry. This includes proactive tactics to educate and mobilize Canadians around nuclear and the important role it plays in fighting climate change, and reactive tactics, including coordinated issues management to reduce misconceptions and ensure clear communication during challenging times.

To do this effectively, CNA and the industry must invest in a proactive media and influencer relations program.

1. Media and Influencer relations program

Content strategy

Proactive news engine

Asset development

Influencer partnerships

Issues management

Strategic approach to Member & Stakeholder Engagement

Timeline

The CNA has traditionally been focused on advocacy at the government level. With new opportunities for nuclear – a renewed focus on climate change as well as an innovative, economical and environmental option in SMRs – the stage is set for broader engagement with new stakeholders. Not only will this help build Canadian business, but it will bring clean electricity to the wider marketplace.

Stakeholder engagement at the CNA will focus on driving awareness and adoption for SMRs in new markets, including the natural resources sector and northern communities. It will also centre on partnerships with renewables organizations and ENGOs, for example, helping these organizations to see how new nuclear can round out the clean energy mix. We will also focus on “next generation nuclear,” helping to ensure a strong pipeline of talent across the industry and building a chorus of pro-nuclear voices across demographics.

Of course, our most important stakeholder is our membership. We will have a renewed focus on driving value for the membership and creating a platform for connections across the industry in order to meet business goals.

To achieve this, we need a dedicated stakeholder engagement program that puts CNA in front of the right audiences with an informed view and mutual objectives in mind.

2. Member & Stakeholder engagement program

Sponsorships & Advertising

Strategic speaking tour

Relationship building in key sectors

Member engagement

Strategic approach to Government Relations

Timeline

Nuclear is a strategic industry for the federal government in meeting its economic, social and environmental goals, such as net-zero emission by 2050 and the Paris Climate Change Agreement.

While the current government is generally aware and supportive of the important role nuclear plays, work remains to be done to broaden that understanding and to ensure a level of support. There is a great deal of movement and priorities can shift quickly in the federal government.

CNA's focus as it relates to government relations is encouraging governments to incorporate nuclear in their respective clean energy definitions, climate change and clean energy / infrastructure programs and policies. These efforts support CNA members by enabling the necessary policy and funding framework for nuclear refurbishments programs as well as new opportunities, including Small Modular Reactors.

These efforts span engagements with federal, provincial and international governments/government stakeholders.

3. Government Relations and Regulatory Affairs

Federal relations

Provincial relations

US / Canada task force

International collaboration

Government/stakeholder initiatives

Regulatory affairs

Strategic approach to industry alignment

Timeline

The CNA represents a very diverse group of organizations with different interests on widely disparate issues. Part of our role is to align the industry across various programs, issues and initiatives and facilitate streamlined industry representation with key audiences.

This is partly achieved through quarterly meetings of the Public Affairs Advisory Committee (PAAC) and Regulatory Affairs Advisory Committee (RAAC) and any subsequent working groups, as required.

While PAAC and RAAC have been very effective forums for industry alignment in the areas they have addressed, there remains an opportunity to better align the multiple associations active in Canada's nuclear sector and ensure adequate representation of the industry in both Canada and abroad.

This alignment will also ensure CNA has a broad view beyond the current and pressing issues to anticipate where the association may need to play a role in the future, and ensure we are prepared.

The tactical workplan addresses these gaps.

4. Industry alignment efforts

SMR secretariat leadership

Refresh PAAC and RAAC

Reinvigorate and lead alignment through N8

International business development program

Strengthen R&D / STI integration in CNA team

5. CNA Refurb

Internal capacity and capability building

Modernized membership structure and value proposition

Matured organizational governance

Renewed image and values of CNA

Tactic 1: Internal capacity and capability building

What it is: An annual professional review of the people side of the business strategy and all goals/deliverables for the coming 36 months to identify the career interests and learning objectives of staff, the external skillsets needed for the road ahead, knowledge transfer, and the approach to recruiting new talent, as needed.

How does it work: Internal discussion and analysis with CNA leadership and business line owners, in line with strategic plan. This process will continue on an annual basis moving forward.

Outputs:

- 36-month workforce plan including:
 - Talent Map with succession plan
 - Recruitment strategy for key roles, as needed
- Learning and development plan for each staff members

Tactic 2: Modernized membership structure and value proposition

What it is: The CNA is a non-profit organization that is funded through its members. Members are divided into a class structure that determines their annual membership dues. It's essential to regularly review the membership structure to ensure it adequately reflects the nuclear marketplace of today (such as the introduction of SMRs), delivers value to the membership and supports the activities of the association.

How does it work: An external firm would assess CNA's membership classes and value proposition, benchmarked against industry standards and best practices. We would work closely with this firm to ensure knowledge transfer and shared learnings to support assessments going forward. At the same time, CNA will implement tactics that support ongoing feedback and measurement.

Outputs:

- Report with assessment and recommendations related to membership class structure and value proposition and path forward.
- Implementation of annual membership survey to gauge member sentiment and satisfaction.
- Implementation of a membership database (CRM light) to support more efficient operations and member relations.

Tactic 3: Matured organizational governance

What it is: The board should periodically review its governance (i.e., board structure, policies and processes) to ensure that it is conducive to effective decision-making; that the board is carrying out its responsibilities, fulfilling its accountabilities and distinguishing its work from that of management. Maturing organizational governance also helps strengthen member, stakeholder and government confidence in the organization.

How does it work: The board, working with management and outside governance expertise, will review board size, composition, competencies, selection and terms, and whether the governance framework (including structures, policies and processes) reflects current standards of good governance, the organization's level of complexity, maturity and resource availability, and is sufficiently flexible to evolve with the organization.

As maturing organizational governance can take more than a year in some cases, the board will take steps to address identified governance gaps in the short-term.

Outputs:

- Short-term enhancements: Board charter, delegation of authority policy, board handbook revisions and terms of reference updates.
- Self assessment of the board, its committees and individual directors.
- Changes to articles of incorporation, CNA bylaw (board size, composition, selection, terms, committees, membership (types/fees etc.) and board policies.

Tactic 4: Renewed image and values of the CNA

What it is: The CNA acts as the voice of the Canadian Nuclear Industry, but the image and values it projects physically and digitally have not kept pace with new nuclear. The CNA must reflect how the industry has changed by establishing a more modern image and demonstrating how the industry is taking important steps towards modernizing its values.

How does it work: Most importantly, this includes initiatives that acknowledge and demonstrate the commitment in the industry to address the social issues of today, specifically diversity and inclusion. At the same time, there are more minor changes required to the organization's physical and digital presence to reflect new nuclear.

Outputs:

- Establishing an internal diversity and inclusion working group to ensure the CNA is doing its part to bring greater focus to the industry. This includes organization-wide unconscious bias training and the Progressive Aboriginal Relations program.
- Sponsoring a nuclear recruitment strategy focused on a more diverse workforce for the industry.
- Refreshing the CNA's digital image, including website, e-newsletters and social media feeds to more accurately reflect new nuclear.
- Refreshing the association mandate to capture its modern objectives.
- Securing more appropriate office space to reflect new nuclear, new ways of working and to support employee retention and recruitment.

Timeline

	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Internal capacity and capability building	Review of existing org structure + deliverables	Review of talent requirements at the CNA	Develop learning plan for each CNA employee	Review workforce plan for 2022	Review of talent requirements at the CNA	Review of talent requirements at the CNA
Modernized membership structure and value proposition			Review of existing structures + value prop review	First annual member survey	Database introduced	
Matured organizational governance	<ul style="list-style-type: none"> • Short-term (ST) fixes 	<ul style="list-style-type: none"> • ST fixes • Phase 2 (P2):RFP 	<ul style="list-style-type: none"> • P2 3rd party governance review and recommendations (rec.) 		<ul style="list-style-type: none"> • P2 BD approval of rec. (Sept.) • Draft changes to governing docs • BD approval of governing docs (Dec) 	
Renewed image of nuclear	<ul style="list-style-type: none"> • D&I working group formed • New digital assets launch 		<ul style="list-style-type: none"> • Update mandate language • CNA undergoes unconscious bias training 	<ul style="list-style-type: none"> • D&I recruitment strategy / research 	<ul style="list-style-type: none"> • CNA moves into new office space 	<ul style="list-style-type: none"> • PAR Program onboarding

Appendix

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CNA's Position

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- Strong advocacy and growing marketing / communications practice
- Solid blend of deep nuclear expertise and new-to-industry lens
- Strong “story” in CEO’s transition from renewables
- Good relationships across industry and government
- Lean, agile and responsive team

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- Board structure, policies and processes need updating
- Membership engagement needs improving
- Finances limit our ability to achieve our mission in full
- Industry reputational issues persist around waste and incidents
- Core competencies needed to support direction of the industry / society (i.e. Indigenous relations)

O

- Nuclear is being revisited given climate change, 2050 targets and as more people experience first-hand the benefits of nuclear medicine
- Strong industry support from government
- Canada is poised to be a leader in nuclear energy
- Potential for market consolidation to create one, more powerful voice for the industry

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- Fragmented industry representation could lead to irrelevancy of CNA or confusion in the marketplace
- Strong opposition from nuclear naysayers could result in regression for industry as a whole
- Lack of industry alignment around priorities
- Uncertainties of the political environment given COVID-19 / current dynamics

What we do

Advocacy & Influence

Marketing & Awareness

Industry Coordination

- **Visionary Leadership** – Articulate and promote a bold vision of the role of nuclear in the future energy needs of Canada
- **Political Analysis** – Understand political environment, share implications and use as basis for government relations plan and stakeholder outreach
- **Federal / Provincial Advocacy** – Represent nuclear industry views and influence more supportive federal and provincial government policies
- **Regulatory Support** – Defend interests of the nuclear industry in environmental and regulatory processes at the federal and provincial levels
- **Public Marketing and Awareness** – Market the benefits of the nuclear industry to the public and raise awareness
- **Thought leadership** – produce and publish industry reports, research and policy documents that further the objectives of the industry
- **Issues management** – support our members and the industry in navigating issues.
- **Business development support** – support the business development objectives of our members by facilitating domestic and international connections.
- **Industry Coordination and Collaboration** – Coordinate efforts among the major nuclear industry associations and drive alignment among key stakeholders.

Target audiences

Members	Provincial (non Ontario), Federal, Municipal politicians and decision makers
ENGOs and think tanks	General public
Renewable associations	Oil / Gas / Mining companies
Potential members (developers, professional services, finance, mining)	International stakeholders
Enhanced focus (18 months)	

Next gen nuclear	Business associations
Regulator	Health & life sciences community
Indigenous people's organizations	N8
Always in focus	

Programs

1. Media & Influencer Relations

2. Member & Stakeholder engagement

3. Government Relations & Regulatory Affairs

4. Industry alignment

5. CNA Refurb

Tactic 1: Content strategy

What it is: The use of owned communications channels to reach key audiences on a regular basis with quality digital content that helps build awareness, credibility and support.

Our regular channels include: Social media channels, cna.ca, TalkNuclear blog, e-newsletter

How does it work: We create and deliver thought leadership content on a variety of topics that support our organizational objectives and helps to drive readership / viewership and engagement.

Examples:

- Interviews with third-party experts on why nuclear should be defined as clean.
- Contributed blog post by oil & gas company about how they are planning to integrate SMRs.
- Video / social campaign with NAGYN on #nuclearrevolution or #newnukes featuring young people / nuclear converts etc. about why they chose nuclear



Tactic 2: Proactive news engine

What it is: The establishment and perpetual push of proactive news stories to target media across national and regional daily press, trade and vertical publications.

How does it work: A news engine includes campaigns and programs that result in press releases as well as the ongoing pitching of news stories that align with the news cycle and focus to establish share-of-voice. The goal is to position CNA as a spokesperson on topics that meet our objectives and appeal to media, with the end goal of educating and mobilizing Canadians and other influencers. By being seen as a thought leader on a variety of topics related to climate and nuclear medicine, nuclear develops credibility more broadly.

Examples:

- Contributed article in industry magazine Oilweek about incorporating SMRs to support the greening of operations
- CNA quoted in the Globe & Mail in climate-related story
- Op-eds on newsworthy topics
- Article in women's magazine about the role of nuclear medicine in detecting and treating cancers and beyond
- *To consider: paid partnership with major daily



Tactic 3: Asset development

What it is: The development of data, insights and other assets that can be leveraged across communications channels and feed the news engine.

How does it work: Market insights and studies produce data and insights that can be used in communications campaigns and leveraged across all stakeholder and government relations activities to support our objectives. They also feed into the production of other assets for use across channels, such as infographics and other visuals.

Examples:

- Omnibus survey of Canadians to produce data around public attitudes around climate post-pandemic (have attitudes shifted, has the pandemic made Canadians reconsider the threat posed by climate change, etc.)
- Commissioned piece of research that paints a future view of an electric Canada and what it will take to get there: the ideal scenario, the environmental & economic impact, the winners, what steps are required to get there.
- Infographic that illustrates outcome of research leveraged across all CNA channels.
- CNA Factbook



Tactic 4: Influencer partnerships

What it is: Influencer marketing is a form of collaboration where an organization collaborates with an influential person to promote a product, service, or campaign. These individuals are typically social content creators that have a dedicated and engaged group of followers on social media. More than two-thirds of North American retailers use some form of influencer marketing and almost half of US and UK digital marketers spend at least 10% of their marketing communication budget on influencer marketing.

How does it work: The nuclear industry needs the voice and support of third parties. We will research and select key partners with whom to experiment on this form of marketing and communications.

Examples:

- In 2015, the Canadian Fertilizer Institute engaged in a paid partnership with a blogger and contributor to the Toronto Star who focused on lawn and garden and home renovations. The blogger wrote five blog posts for his audiences on how to use fertilizer appropriately and the results. CNA would need to identify the appropriate targets to support objectives in the nuclear space.
- This could also be more organic, identifying the NAGYN or WIN member with the largest following and working together on a sponsored program.



Tactic 5: Issues management

What it is: Issues management is about detecting and responding appropriately to emerging trends or changes in the socio-political environment that evoke the attention and concern of the public and stakeholders.

How does it work: Nuclear, like many industries, will always have hot-button issues that ignite public outcry. While more proactive communications and education will alleviate some of that, a coordinated, united, reactive approach is essential to manage through challenging times for the industry.

Examples:

- With ongoing spent fuel / waste projects, an upcoming national consultation and a major DGR decision, the industry is soon to face a wave of public scrutiny. The establishment of a communications network, participation in industry-wide issues management simulation exercise and support from professional PR will be helpful to reduce the potential impact to goodwill and support of the public / key stakeholders that has been built over time.



Timeline

	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Content strategy	→					
News engine	→					
Asset development	Climate survey / campaign	Electrification research / initiative	Sentiment polling	Topical survey/campaign Factbook launch		Topical survey / campaign
Influencer partnership		Initiate partnership #1			Initiate partnership #2	
Issues management	→	Industry-wide issues management plan developed / socialized	→			



Programs

1. Media & Influencer Relations

2. Member & Stakeholder Engagement

3. Government Relations & Regulatory Affairs

4. Industry Alignment

5. CNA Refurb

Tactic 1: Sponsorships & Advertising

What it is: Having a physical / digital presence at key events and with target industry groups / publications.

Our regular channels include: We are regular sponsors of industry events such as WIN and we have had an ad hoc approach to advertising placements.

How does it work: We identify target events and industry groups / publications where it would be beneficial for nuclear to have a presence and / or voice. These partnerships predominantly required a paid sponsorship or contribution.

Examples:

- Sponsoring and hosting a booth at Globe to reach new audiences in the environmental space.
- Participating in renewables conferences can help educate and mitigate concerns about SMRs.
- Placing ads in publications targeting oil & gas / mining sector.



Tactic 2: Strategic speaking tour

What it is: Identifying key events and attempting to secure speaking engagements that reach target audiences.

Our regular channels include: We often speak at nuclear industry events and we have begun to speak at events reaching new target audiences, such as the Pembina Gala. This effort will expand as we move forward.

How does it work: We pitch interesting, thought leading session ideas to event organizers (leveraging sponsorships or memberships, as required). If successful, we develop and present engaging stories leveraging data, analogies and insights that connect new nuclear to the objectives of the audience, thereby encouraging acceptance and adoption of nuclear.

Examples:

- Keynote presentation at the Pembina Gala
- Panel participation at “Before the Bell”
- Panel participation at Globe
- Think tank speaking opportunities through webinars.



Tactic 3: Relationship building in key sectors

What it is: Representing the industry and having an ongoing dialogue with industry influencers, whether one-on-one or by having a presence at events / luncheons / roundtables.

Our regular channels include: We are regular attendees at policy / government events such as luncheons with guest speakers. We will expand our reach and leverage our sponsorships and memberships as appropriate to meet and engage with key decision makers across new target audiences.

How does it work: Ongoing monitoring and outreach to key influencers in our target audience space, as well as pinpointing target events where the CNA should have a presence to engage in relationship building and dialogue.

Examples:

- Meeting with Bruce Lourie to ensure SMRs are part of the Taskforce for a Resilient Recovery.
- Securing CNA presence in tables for the Task Force for Real Jobs, Real Recovery



Tactic 4: Member engagement

What it is: Delivering member value through our communications channels, fostering opportunities for connection and collaboration to achieve shared goals and creating opportunities to understand needs and views of our members.

Our regular channels include: We distribute clips of nuclear media coverage twice per day, issue a monthly e-newsletter, host regular webinars and an annual conference, and consult our members in formal committee structures.

How does it work: Seeking out new opportunities to enhance our existing channels and reach new members through targeted programming.

Examples:

- Webinar interview program to give exclusive information and access to CNA's members.
- Analysis and insights around government developments affecting the nuclear industry outlined in member e-newsletter.
- Business roundtables targeting existing and new members, including new targets in environmental and mining firms.
- Bi-annual leadership visits to CNA members offices so they can showcase their work and we can learn about their business needs.
- Welcome package for new members – both new members and those departing need a process in place that is followed.



Timeline

	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Sponsorship & advertising			<ul style="list-style-type: none"> Ad in Northern Prospector (PDAC) PDAC booth Globe booth / sponsor Ind. Power Producers Society sponsor 	<ul style="list-style-type: none"> CEM/Equal by 30 booth/sponsor Intl. conf. on Oil and Gas sponsor 	<ul style="list-style-type: none"> IAEA booth Booth @ ACM ACM Ad 	<ul style="list-style-type: none"> WiN sponsor/booth Electricity transformation sponsor WNE pavilion
Strategic speaking tour (targets)			<ul style="list-style-type: none"> PDAC Broadbent Globe Ind. Power Producers Society 	<ul style="list-style-type: none"> CCRE CEM/Equal by 30 Intl. Conference on Oil and Gas Sustainable Finance – clean energy conf. 	<ul style="list-style-type: none"> IAEA IEA Clean Energy Transitions Summit 	<ul style="list-style-type: none"> WiN
Relationship building in key sectors						
Member engagement	Develop and implement standardized welcome package	Bi-annual member visit	Business roundtable 1 (mining) CNA 2021 Monthly webinars & e-newsletters		Business roundtable 2 (environmental)	Bi-annual member visit



Programs

1. Media & influencer relations

2. Member & Stakeholder engagement

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5. CNA Refurb

Tactic 1: Federal government relations, including nuclear (or clean energy / electrification) caucus

What it is: Opportunity to promote the benefits of nuclear to federal ministers, departments and parliamentarians for policy and legislative discussions and decisions.

Our regular channels include: Regular meetings and information sharing with key ministerial offices, departmental officials including PMO, PCO, NRCAN, ECCC, ISED, Finance Canada and members of Parliament, senators, their offices, and key parliamentary committees.

How does it work: We reach out to key ministerial advisors, departmental officials, parliamentarians, their staff, to identify and create target meetings / events on behalf of the CNA / its membership.

Examples:

- Hill Days, parliamentary submissions, hearings, meetings, receptions, seminars, conferences, webinars
- Targeting establishment of a nuclear (or clean energy / electrification) caucus across party lines.
- Seeking ways to further promote industry priorities, such as partnership with health research caucus re: isotopes.
- Hosting nuclear information sessions



Tactic 2: Provincial and territorial relations

What it is: Supporting the nuclear opportunities in provinces and territories that may represent new build opportunities, including SMRs

Our regular channels include: Working with key ministers, officials and advisors as well as provincial/territorial legislature representatives to promote the benefits of nuclear for their respective jurisdictions.

How does it work: The CNA reaches out to key government and legislature representatives to arrange meetings, presentations, submissions. It also includes drafting specific provincial stakeholder outreach plans that complement government relations objectives.

Examples:

- MOUs signed with Ontario/New Brunswick/Saskatchewan (Alberta confirmed) and opportunity to target Nunavut and / or Northwest Territories through dialogue, information sharing, engagement (e.g. an SMR 101 webinar series).
- Provincial/territorial campaign: Speaking tour in target regions to support industry and government interest in nuclear (e.g. resource industries and the energy system in a green economic recovery).



Tactic 3: US / Canada task force

What it is: With a future focus, developing a cooperative, continental approach to energy and environmental policies between Canada and the US that includes the nuclear industry. At the same time, working with like-minded US stakeholders for common goals such as the inclusion of nuclear in clean energy definitions in international organizations such as the World Bank etc.

Our regular channels include: Regular meetings and conference calls with Nuclear Energy Institute in the USA, development of joint initiatives at key events (NICE, CEM, UNCOP).

How does it work: Maintaining key relationships with the US Nuclear Energy Institute and identifying opportunities to work together in a manner that brings value to the members now and into the future

Examples:

- MOU signed with NEI.
- Joint side events and bi-lateral meetings at domestic and international conferences such as CEM.
- Joint seminars on key regulatory, policy and finance topics for members
- Meeting programs in Washington that includes the Canadian Embassy as well as US Embassy events in Ottawa



Tactic 4: International collaboration

What it is: Identifying and fostering collaborative relationships with like-minded national associations that support the goal of including nuclear in domestic and international clean energy definitions and other policies.

Our regular channels include: Contact points with the key associations, establishing MOUs and creating events and meeting opportunities jointly at international events.

How does it work: This work supports the CNA's federal government relations objectives and provides value to members by identifying potential new business opportunities.

Examples:

- Attending and holding joint receptions at key international events (IAEA, CEM, UN COP) and relevant domestic events such as OECD, IEA events in Ottawa.
- Coordinating messages and efforts that each associations undertakes with their respective governments.
- Developing opportunities for the Canadian industry to be part of federal delegations to key international events, such as IAEA, CEM, UN COP, WNE etc.



Tactic 5: Government / stakeholder initiatives

What it is: Identifying and working collaboratively with key stakeholders that influence governmental decision making to support the inclusion of nuclear as a key partner in climate change objectives.

Our regular channels include: This includes establishing regular contact points and joint initiatives with key energy and industry associations such as the Canadian Electricity Association, World Petroleum Council, Mining Association, etc., key nuclear industry partners (WIN, NAYGN, etc.), key think tanks (Pearson Institute, Manning Institute and Broadbent Institute, etc).

How does it work: Joint government relations initiatives focused on influencing government decision making.

Examples:

- Creating joint lobby initiatives that would focus on clean energy - defined by renewables, hydro and nuclear associations working together.
- Joint advocacy efforts with other N8 members including WIN and NAYGN.
- Attending and participating at events with key think tanks to engage with government officials and ensure CNA has representation on behalf of the nuclear industry at a thought leadership level.
- Research that supports SMR development and deployment



Tactic 6: Regulatory affairs

What it is: The CNA supports its membership in defending the interests of the nuclear industry in environmental and regulatory processes at the federal and provincial levels. These issues can evolve quickly and are sometimes difficult to predict. Alignment across the industry is essential to ensure timely and effective advocacy.

Our regular channels include: The CNA connects formally through our Regulatory Affairs Advisory Committee and on an ad-hoc, ongoing basis with regulatory affairs representatives in the membership and COG's regulatory and environmental committees.

How does it work: As a cohesive unit, we track issues that may impact the industry and prepare coordinated reactions / responses or broader advocacy actions that sometimes require the support of external government relations / regulatory affairs firms.

Examples:

- Evolving CNSC regulations (e.g. ongoing updates of REGDOCs and First Nations consultations) and impact on membership.
- Supporting members at CNSC license hearings.
- Providing a coordinated response to legislative changes such as Impact Assessment Act, Fisheries Act, Species at Risk, Canadian Environmental Protection.
- Participation in government regulatory reviews.



Timeline

	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Federal relations		Establish structure / TOR for nuclear caucus	Info session: utilities	Info session: medical/isotopes Hill Day	Info session: uranium fuel	Info session: supply chain QP Day
	Ongoing parliamentary meetings, submissions, hearings					
Provincial relations		Provincial campaign – ON	Provincial campaign – AB	Provincial campaign – Sask	Provincial campaign – NB	Provincial campaign – North
	Ongoing legislature meetings, submissions, hearings, consultations					
US / Canada task force	Joint member seminar				Joint member seminar	
International collaborations	IAEA side event (virtual)	WNE delegation / reception Europe / Japan MOUs signed	CNA intl. showcase at CNA2021	CEM delegation / reception	IAEA delegation / reception	COP 26 delegation / reception
Government / stakeholder initiatives		MOU WiN / NAYGN	Broadbent Summit Manning Conference	Economic benefits of SMR deployment research CSA Conference		
Regulatory Affairs	Establish CEP / Fisheries Act working groups	Assess / forecast 2021 issues				



Programs

1. Media & Influencer Relations

2. Member & Stakeholder Engagement

3. Government Relations & Regulatory Affairs

4. Industry Alignment

5. CNA Refurb

Tactic 1: SMR Secretariat leadership

What it is: CNA oversees and hosts the SMR Secretariat, which is intended to coordinate and assist all players in implementing the recommendations of the 2018 pan-Canadian SMR Roadmap. Specifically, the Secretariat is expected to accomplish by the end of 2021:

1) Engage key parts of the federal government and other key stakeholders in implementing the recommendations and 2) Demonstrate material progress in implementing the recommendations.

Our regular channels include: The Steering Committee of the Secretariat is comprised of six senior executives from six CNA members alongside the CNA.

How does it work: The group meets regularly to ensure ongoing alignment, project oversight, intelligence-gathering, sharing and analysis services.

Examples:

- Promote and support development of submissions to the SMR Action Plan



Tactic 2: Refresh PAAC and RAAC

What it is: The Public Affairs Advisory Committee (PAAC) and Regulatory Affairs Advisory Committee (RAAC) are the senior forums in which CNA members can discuss advocacy issues and identify and resolve alignment challenges. It is due time to review the terms of reference and composition of these groups to ensure adequate representation.

Our regular channels include: PAAC and RAAC are effective in achieving industry alignment – at least among those organizations that are represented on them. PAAC and RAAC meet at least quarterly and they can convene supplementary meetings and/or confer by email as required. While membership of these committees is occasionally renewed, there could be a need to review whether participation fully reflects the current and potential advocacy interests of the nuclear industry.

How does it work: Review and update the Terms of Reference to reflect today's membership, review composition in line with membership structure and composition, and plan for future membership.



Tactic 3: Reinvigorate and lead alignment through N8

What it is: In addition to CNA there are at least seven associations doing some form of advocacy around nuclear technology in Canada. To ensure the Canadian nuclear industry is putting its best foot forward, these industry associations should have open communication and as much alignment as possible. CNA will take the lead in driving this alignment.

Our regular channels include: Since 2018, the CNA's interactions with other industry associations have been helpful but ad hoc.

How does it work: CNA will invite and lead quarterly meetings with COG, OCNI, CNS, UNENE, ONA, WiN and NAYGN. These will centre on simple info-sharing as well as looking at upcoming events and issues and discussing how the industry could best be represented, including advocacy issues.



Tactic 4: International business development program

What it is: A subset of CNA members have strong interests in international business development in the nuclear sector. CNA works with OCNI to facilitate alignment for this subset.

Our regular channels include: OCNI mostly led this area of work in the past, but in a way that focused on events (trade missions, e.g. to Romania) and on business-to-business links. It did not clearly include or support government relations activity. CNA has increasingly co-funded work with OCNI to build up a more strategic approach, including an International Business Development Strategy (IBDS) (2018), a study of possible structures for a marketing alliance (2019) and a catalog of Canadian decommissioning experience and capabilities (2020).

How does it work: Past work identified two main export opportunities that are more immediate than the longer term SMR market, which is a few years away.

- Publish a catalog of our industry's experience and capabilities in decommissioning and waste management, giving potential customers a clear, one-stop presentation of what we offer to this large, global market. We are doing this in 2020.
- To the extent key members are willing, form a funded alliance in 2021 to market CANDU technology (new builds, refurbishments and services), primarily to Romania but potentially elsewhere.



Tactic 5: Strengthen R&D / STI integration in CNA team

What it is: The CNA office includes secondees from two utilities, plus a co-located rep of the main mining/fuel firm. Similar routine engagement from AECL and/or CNL would strengthen CNA's awareness and capacity on science, technology and innovation (STI) issues. This will be of great value if/when STI issues return to the forefront of CNA's advocacy, which is likely to occur eventually.

Our regular channels include: We have good relations with senior executives of the major STI organizations (AECL, CNL and universities) but we do not interact with them as routinely as we do with other large members – even though AECL and CNL have senior executives residing in Ottawa.

How does it work: CNA plans an office move in 2021. We would invite one or more STI organizations to co-locate their office with ours, or to post a secondee with us.

Examples: See the current models with OPG, Bruce Power and Cameco. A future industry campaign to restore/strengthen the scientific infrastructure for nuclear research might work far better if such a model were also used by the STI organizations.



Timeline

Tactic	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021
1. SMR Secretariat leadership		Develop 2021 workplan and obtain Steering Committee approval	Report 2020 operating performance to Steering Committee		Propose to Steering Committee options for wind-up or ongoing operation of Secretariat.	
2. Refresh PAAC and RAAC		Review / update TOR	Review member composition in line with membership structure			
3. Reinvigorate and lead alignment through N8	Outreach to solicit interest and representation	Hold first quarterly meeting	Quarterly meeting	Quarterly meeting	Quarterly meeting	Quarterly meeting
4. International business development program		Catalog of Cdn Decomm Experience & Capabilities released				
5. Strengthen R&D / STI integration in CNA team		Secure interest from appropriate member Incorporate into space planning				

Ongoing liaison / driving programming



Programs

1. Media & influencer relations

2. Member & Stakeholder engagement

3. Government relations

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5. CNA Refurb

Environmental Scan – industry representation



Represent the nuclear industry in Canada and promote the development and growth of nuclear technologies for peaceful purposes



Deliver value to our members through programs and initiatives that support their success in the domestic and international nuclear markets



Innovate nuclear plant equipment and processes to ensure the highest standard of safety, efficiency and environmental performance.



Provide opportunities for a young generation of nuclear enthusiasts to develop leadership and professional skills, create life-long connections, engage and inform the public, and meet the challenges of the 21st century.



Make the public aware, especially women, of the benefits of nuclear and radiation applications and of the safety that ensures protection of the public and the environment.



Maintain support for nuclear energy and our industry's top priorities across Ontario.



Support the development of nuclear education, research and development capability in Canadian universities



Promote the exchange of information on all aspects of nuclear science and technology and its applications.



Members each have their own business objectives + independent advocacy, marketing and communications activities

**CANADIAN NUCLEAR ASSOCIATION
BUDGET IMPACT ON NET ASSETS
FOR THE 2021, 2022 AND 2023 FISCAL YEARS**

		<u>Cumulative Net Assets</u>
Net assets as at December 31, 2019	\$ 2,376,803	
Forecasted deficit for 2020	(255,586)	2,121,217
Budgeted deficit for 2021	(535,749)	1,585,468
Projected deficit for 2022	(349,954)	1,235,514
Projected deficit for 2023	(358,703)	876,811
Ending Net Assets available for Reserve Fund	<u>\$ 876,811</u>	



**CANADIAN NUCLEAR ASSOCIATION
OPERATING BUDGET
FOR FISCAL YEAR 2021**

	Q1 BUDGET	Q2 BUDGET	Q3 BUDGET	Q4 BUDGET	TOTAL BUDGET
Revenue					
Membership Fees	\$ 2,070,000	\$ -	\$ -	\$ -	\$ 2,070,000
Annual Conference	-	-	-	579,975	579,975
Investment Income	9,000	9,000	9,000	9,000	36,000
Other Income	17,550	18,750	17,610	21,421	75,331
Special Projects Funding					
Ontario Nuclear Advantage	15,255	15,255	40,255	90,255	161,020
SMR Secretariat	83,601	96,801	84,261	126,177	390,840
Clean Energy / Electrification	-	-	-	-	-
	2,195,406	139,806	151,126	826,828	3,313,166
Operating Expenses					
Salaries and Benefits	331,881	331,881	331,881	406,706	1,402,349
Professional Fees	35,255	38,040	29,555	49,760	152,610
Office Rent and Insurance	47,536	44,736	24,450	24,450	141,172
Telecommunications	4,110	4,110	4,110	4,110	16,440
Office Expense	38,682	29,427	32,047	27,927	128,083
Bad Debts	-	-	-	-	-
Board Meetings	10,450	9,450	10,450	10,450	40,800
Travel and Conferences	36,899	50,699	56,799	85,699	230,096
	504,813	508,343	489,292	609,102	2,111,550
Program Expenses					
Media and Influencer Relations	70,749	85,749	87,249	102,249	345,996
Member & Stakeholder Engagement	67,792	41,892	46,890	73,890	230,464
Gov't Relations & Reg. Affairs	87,775	107,275	68,100	100,100	363,250
Industry Alignment	15,000	15,000	15,000	15,000	60,000
Refurbishment	61,030	49,415	49,625	25,725	185,795
	302,346	299,331	266,864	316,964	1,185,505
Special Projects					
Ontario Nuclear Advantage	15,255	15,255	40,255	90,255	161,020
SMR Secretariat	83,601	96,801	84,261	126,177	390,840
Clean Energy / Electrification	-	-	-	-	-
SMR Research	-	-	-	-	-
	98,856	112,056	124,516	216,432	551,860
	1,289,391	(779,924)	(729,546)	(315,670)	(535,749)

