












SCORECARD PROGRESS REPORT – Q2 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>	Continuing the dialog to find members' shared interest in national polling with pollster's engagement.	
	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 20.9 million impressions through 3 op-eds in policy trade publications, 3 bylines in other trade (mining, innovation) and major publications and 11 interviews overall. Tone of coverage has been 100 per cent neutral with 100 per cent key message pick-up and 20 per cent brand prominence (CNA mentioned in first 100 words of articles).	
	3. Tone / commentary of municipal / provincial / federal politicians / key business groups	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>	Contrary to expectations, the Federal Budget 2021 did not specifically highlight nuclear. However, post budget validated that nuclear is included in the SIF/NZA funding that is now managed by ISED. <ul style="list-style-type: none"> Key officials, ministerial offices and ministerial correspondence reaffirms role of nuclear in government climate plans. 	




			<ul style="list-style-type: none"> • Federal Minister public declaration (McKenna, Wilkinson and O'Regan that nuclear has a role) • Continuing support for nuclear with in the Liberal Caucus (Ontario- NB) which countered concerns within the Quebec wing of the liberal party • Continuing support from Governments of Sask, NB, Ontario- including Alberta's official joining of the MOU. <p>Continued expressions of interest in SMRs from Indigenous voices, notably in western Canada</p>	
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>	Supported NRCAN launch of SMR Action Plan; resumed core work of monitoring progress on actions	
	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>	SMR CEO Forum and SMR Secretariat Steering Committee remain satisfied with work of Secretariat	





	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). In Q2, held briefings (ie. Linda Coady, Pembina; Dan Wicklum); Ongoing strategy development to continue to engage stakeholders pre and post-election	
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>	AB signaled signing onto MOU in 2020 and aggressive engagement continues there and Sask. to promote. Post Federal Budget 2021 efforts to validate federal support for nuclear: <ul style="list-style-type: none"> • ISED, Finance Canada, NRCan meetings • Liberal, Conservative Caucus outreach with federal election in mind - platforms • Environment Minister, Natural Resources Minister Did not receive explicit signal of support in Federal Budget 2021.	
	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. Building a next phase of efforts with the NEI on the continental approach related to the first report from NEI / CNA Taskforce workshop; joint efforts following the	





			<p>Biden/Trudeau meeting and Climate Leaders Summit.</p> <p>This is part of the effort to leverage the increased focus by the Biden administration on climate policy and the role of nuclear with the Canadian Government.</p> <p>Continuing to explore efforts to develop joint initiatives to complement governmental Canada-USA relations.</p> <p>Industry is supporting CNSC's efforts to secure federal funding for indigenous engagement and accelerated work on SMR regulation and licensing.</p>	
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>	<p>Achieved federal articulation of nuclear as clean and necessary for a net-zero future in seminal policy documents and statements.</p> <p>Progressing similar objectives on the international front with global MOU partners. on the international front via MOUs with NEI, NIA, FORATOM. Japan (JAIF), and WNA etc. in development. Focusing efforts on joint efforts at COP 26.</p>	


<p>3.2 Ongoing commitments to international collaboration on the development of nuclear, including policy and the opening of new global markets</p>	<p>1. Agreements with like-minded nations</p>	<p>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></p>	<p>Signed MOUs with US, UK, Foratom. Increased cooperation with Japan, and WNA etc. to meet common goals including supporting the inclusion of nuclear in Europe’s taxonomy and preparing for COP 26 possibilities.</p> <p>Finalizing an MOU with JAIF (Japan). Joined WNA as a member.</p> <p>Released Canada-UK Colloquium whitepaper following joint event in 2020.</p> <p>Attended UK Parliamentary panel to discuss the Colloquium report and implications for UK-Canada relations- that supports Canada’s objectives.</p> <p>Collaborating on UN COP26 in Nov 2021, NIA workshop and ongoing efforts to support CANDU opportunities in Romania.</p>	
	<p>2. Attendance at domestic and invitations to participate/ lead in global dialogues.</p>	<p>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></p>	<p>Preparing role at IAEA General Assembly- in September – virtual or in person. IAEA- nuclear ministerial in Washington in the fall is also being planned.</p> <p>Attended African Nuclear Business Summit to start a process of increasing Canadian nuclear presence in that continent.</p> <p>Efforts have been hampered by cancellations of international events and opportunities as a result of COVID restrictions.</p>	

	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 coordinates meetings of Romania marketing team and Gov Relations dialog, to ask for export financing CNA / OCNI joint effort to catalogue and promote Canada's decommissioning and waste management (DWM). Ongoing collaboration to support CANDU opportunities in Romania. This includes a GR effort with key departmental officials.	
	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 19 items in international coverage. This includes POWER magazine, greentechmedia.com, Nucnet, World Nuclear News, American Nuclear Society, Nuclear Engineering International, International Journal for Nuclear Power, Bloomberg, SustainabilityTimes, Nuclear Intelligence International, and Environment Journal.. Participated in 11 international speaking engagements, including the World Nuclear Association webinars, Africa Nuclear Business Platform and the NICE Future Flexible Nuclear Campaign Workshop.	
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 COSIA, UofT Energy Panel and Alberta Innovates. Media efforts tracking well with 5 bylines / interviews in Mining.com, Energy Capital, 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	<i>*Updated following 2020 benchmark year*</i> 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. <i>(CNA role: Lead)</i>	Launched “grassroots” social Influencer campaign leveraging 13 third party voices. In Q2, the influencer campaign pivoted from a paid and organic social media campaign to an exclusively organic campaign. Across Q1 and Q2, the organic influencer campaign currently has 60,000 impressions on social media (Twitter, Facebook and LinkedIn). Grew LinkedIn followers by 16.8 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. <i>(CNA role: Influence)</i>	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. COVID continues to hamper CNA’s ability to have a fulsome presence at some events.	
	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. <i>(CNA role: Influence)</i>	Continue to participate in weekly calls with renewables and other electricity associations and embark on joint public ventures, including an electrification study published in Policy Magazine. 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 June 2021 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. New VP to be hired in Q3 with completion of review of role/input from CNA team members Summer students to be hired in Q2 for summer term. Survey to be completed in June/Aug 2021 to confirm effectiveness on onboarding and identify improvements if needed.	
	3. Status of learning / development plan	Each staff member has 18-month learning / development plan with objectives and metrics.	Career Conversations session for managers in June 2021 to enable succession planning and finalize enhanced learning plans for all staff	
4.2 Refreshed and formalized membership structure and	1. Member retention	Complete assessment of member classes and value proposition and refine / establish new programs as appropriate to enhance member engagement. Achieve	Completed membership structure and value proposition assessment, providing a list of recommendations for the CNA to consider. Member retention rates tracking well for 2021 after reaching 99% in 2020. As of May 10, we are	

CNA value proposition		member retention target of 98% year over year.	at 91% retention with the intention to reach our goal of 98% by the end of Q2. Introduction of new membership structure and program may be delayed pending industry consolidation opportunities.	
	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) with another law firm in the works.	
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.	Governance Solutions Inc.'s findings and recommendations resulting from their independent review of the organization's governance have been discussed by the GHRC committee and will be presented to the board for discussion on June 8, 2022. The multi-faceted pathway to achieve governance effectiveness, includes prerequisite steps to strengthen membership engagement. If accepted,	

			amendments to governance documents will be delayed by 6 to 12 months.	
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)	1) SMR Secretariat 2) Romania marketing team 3) intent to revive N8 process with CNA chairing	
	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.	Expanded PAAC participation. CNA submissions on 1) waste policy framework, 2) Ontario planning framework 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 resulting in a joint press release. Revised PAAC and RAAC ToR complete.	