

Priorities

February 26, 2020



cna

canadian
nuclear
association

Building on a Strong Foundation

Today's priorities build on previous consultations, plans and priorities:

- The Nuclear Leadership Forum (2012 – 2015)
- Vision 2050 (2017)
- The SMR Roadmap (2018)
- The Industry Roundtable Consultation (2019)

NOTE: Basic adjustments were made to CNA operations to shore-up process, rigour and performance while board and management contemplate more fundamental changes to the organization.

Continued Focus

CNA has continued to perform its core functions, execute the 2019 business plan as well as manage priority issues (e.g. Bill C-69) and events.

- Advocate “Vision 2050” & “SMR Roadmap” (federal / provincial)
- Advocate “Ontario’s Nuclear Advantage”
- Advocate New Nuclear & Low-Carbon Economy / Climate Change
- Promote Canadian Nuclear Industry’s Interests Internationally
- Manage Key Issues, Bills and Regulation

Refer to Appendix ‘A’ for progress report on 2019 priorities.

Nuclear Now: Achieving our Clean Energy Future

Unprecedented opportunity warrants expanded role for CNA

- Global appetite to revisit nuclear
 - Growing climate anxiety / realization that progress is not being made with status quo
- Canada is poised to be a leader
 - Healthy nuclear eco-system (\$26B refurbishment)
 - SMR Roadmap / SMR Secretariat
 - Alignment on development and deployment pathway (utilities, CNL, etc.)
 - Federal signaling support
 - Premiers' MOU
 - Flexible regulator

Priorities

1. Nurture and Protect Existing Refurbs
2. Foster Opportunities for New Build in Canada
3. Promote Canadian Nuclear Industry's Interests Internationally
4. Equip CNA to Achieve Priorities

Priorities

1. Nurture and Protect Existing Refurbs
 - Create supportive and resilient public, stakeholders and policy-makers
2. Foster Opportunities for New Build in Canada
 - Secure Canada's first-mover advantage on SMRs
 - Maintain option for larger plants
3. Promote Canadian Nuclear Industry's Interests Internationally
 - Create international visibility, influence and opportunity
 - Focus on activity that translates into concrete opportunity domestically
4. Equip CNA to Achieve Priorities
 - Perform "CNA Refurb"

Fostering Opportunities for New Build in Canada

Each priority has sub-priorities and accompanying priority initiatives

| Sub-Priority | Priority Initiatives |
|---|-----------------------------------|
| Ensure SMR Roadmap Recommendations are implemented | SMR Secretariat |
| Elicit strong signal of support from Feds | SMR CEO WG |
| Secure regional support for new build | Provincial advocacy |
| Develop non-traditional markets for SMRs | Market outreach (e.g. mining) |
| Encourage coordinated US / Canada regulatory regime | US / Canada Taskforce (NEI / CNA) |
| Augment support: public, policy-makers & key stakeholders | Communications Campaign |

Campaign Case Study: Nuclear Power as “Clean”

Many initiatives are cross-cutting. For example, the consistent definition and perception of nuclear power as “clean” impacts multiple priorities:

| Priority | Impact |
|------------------|---|
| 1. Refurbs | <ul style="list-style-type: none">• Increased acceptance and support among public, policy-makers & stakeholders• Increased resilience to cost over-runs, delays or unforeseen problems |
| 2. New Build | <ul style="list-style-type: none">• Full access to govt funding and programs (e.g. \$5B Clean Infrastructure Fund)• Access to cleantech tax breaks for supply chain• Better receptiveness among markets |
| 3. International | <ul style="list-style-type: none">• Access to additional funding sources (IMF, World Bank, etc.)• Greater flexibility to accommodate foreign market opportunities |

CNA Competencies

- The CNA pursues its priorities using core competencies:
 - Advocacy & Influence
 - Marketing & Awareness
 - Industry Coordination
- The CNA's competency in each area is determined by its people, its organizational design, its business plan and its resources.
- The CNA Refurb will ensure the organization's competencies allow it to pursue its priorities and achieve its goals.

CNA Refurb

- The board has directed management to create a strategy and business plan for a “refurbished” CNA
- The strategy and business plan will be developed with the input of a sub-set of the board Executive Committee with the goal of being approved by the full board at the AGM (June 2020)
- The CNA Refurb will strengthen the existing organization through improvements to all areas of operations including governance.
- The CNA Refurb will be seen through the lens of:
 - 3-year Strategy and Business Plan
 - 2-year revision

CNA Priorities

The Executive Committee agreed to recommend the following priorities for board approval:

1. **Nurture and Protect Existing Refurbs**
 - a. Create supportive public, stakeholders and policy-makers
2. **Foster Opportunities for New Build in Canada**
 - a. Secure Canada's first-mover advantage on SMRs
 - b. Maintain option for larger plants
3. **Promote Canadian Nuclear Industry's Interests Internationally**
 - a. Create international visibility, influence and opportunity
 - b. Focus on activity that translates into concrete opportunity domestically
4. **Equip CNA to Achieve Priorities**
 - a. Perform "CNA Refurb"

Progress Report on 2019 Priorities

Appendix "A"

December 31, 2019

PURPOSE

To provide sufficient information to the Board regarding the progress of CNA in the context of the 2019 business plan and priorities.

2019 BUSINESS PLAN AND PRIORITIES

Over the past 7 months, management made basic but fundamental adjustments to CNA's operations in the areas of finance, governance, membership, human resources and administration. These adjustments were made with an eye to shoring-up process and performance while board and management contemplate more fundamental changes to the organization.

During this same period, management met with a broad range of stakeholders, visited member facilities and attended domestic and international conferences. In addition, the CNA has continued to perform its core functions, execute the 2019 business plan as well as manage priority issues (e.g. Bill C-69) and events.

In early November, the CNA team hosted an Industry Roundtable Consultation in advance of the board meetings. Gorman presented the board and membership with six focus-areas for their consideration and input. These focus-areas align with the organization's identified priorities of: 1) protecting refurbishments; 2) securing new build opportunities; 3) cultivating government support and necessary policy change; and, 4) creating international visibility and opportunity.

The results of this industry consultation are summarized in a report in Appendix 'B' entitled, "2019 Industry Roundtable Consultation Report." This input from industry will be used to inform the strategy and business plan for a refurbished CNA. At the direction of the board, management will be presenting enhanced priorities for the CNA in January 2020 and a new business plan for approval by the full board in June 2020.

The CNA 2019 Priority Initiatives are captured in a 1-pager in Appendix 'A' (see next page).

| PRIORITY INITIATIVE | PERFORMANCE HIGHLIGHTS | RESULTS |
|--|---|---|
| Advocate “Vision 2050” & “SMR Roadmap” at federal and provincial levels | <ul style="list-style-type: none"> • Targeted meetings with numerous, key government decision-makers federally and in the provincial governments of ON, AB and NB • Delivered briefings on Vision 2050 and SMR Roadmap • Close collaboration with federal government on key events and industry gatherings • Focused GR and comms leading into the signing of the Premiers MOU • Broad engagement with senior bureaucracy in all relevant departments at both levels of government • Active participation in joint working groups | <ul style="list-style-type: none"> • Supportive interventions by fed bureaucracy, trusted dialogues and sharing of information and strategies • E.g. NRCan asked me to facilitate meetings between major stakeholders on SMR collaborations • Multiple OpEds, interviews and media coverage in major news channels • Including 2 OpEds in G&M • Pivotal interventions with key political decision-makers in Ontario and Alberta • E.g. involvement in “Winter Meeting” around Premiers SMR MOU |
| Advocate, “Ontario’s Nuclear Advantage” | <ul style="list-style-type: none"> • Active Co-Chair of Ontario’s Nuclear Advantage • Management oversight of Taylor McKenna • Co-host of multiple ONA events • E.g. Queens Park Day • Strategic and integrated profile of ONA into CNA events and initiatives • Including collaboration with OCNI / CNA / ONA • Active solicitation of financial support for ONA | <ul style="list-style-type: none"> • Evidenced in platform commitments of Ontario government <ul style="list-style-type: none"> ○ Engaged decision-makers in Queen’s Park Day ○ Participation of Minister Rickford and other key politicians from various parties in ONA videos, pamphlets and collaterals • Politicians from all parties have reached out for additional information • Subscriber list has grown from 3,000 in 2018 to 13,000 in 2019 • New videos have received between 30,000 and 90,000 views each |
| Advocate New Nuclear & Low Carbon Economy / Climate Change | <ul style="list-style-type: none"> • Active participation in CEOs SMR Forum • facilitation, meeting, strategy and PA&GR related support • Collaborative work with renewables associations (wind, solar, water, storage) on common goals • Strengthened CNA’s communications program, web assets (redesign underway), and social media • Significant profile building through earned media • Key note speeches at numerous conferences | <ul style="list-style-type: none"> • Premiers signing of SMR MOU • Significant progress on bringing Alberta into MOU • Significantly increased media coverage • Full engagement of NRCan in defining federal support for utility proposal • Secured significant funding for conference participation • E.g. Pembina UnGala |
| Promote Canadian Nuclear Industries Priorities internationally | <ul style="list-style-type: none"> • Established closer ties with NEI and NIA • Hosted CNA’s presence at Clean Energy Ministerial participation in Vancouver • Active participation in IAEA meetings in Vienna • Created focused strategic plan on international relations • Clean energy and domestic market impact as priorities | <ul style="list-style-type: none"> • Significant nuclear industry presence at CEM (Vancouver) • Full day of side-events, 15% of tradeshow floor • Established US / Canada Taskforce under NEI / CNA MOU framework • Participation in governmental bilateral meetings at IAEA |

| PRIORITY INITIATIVE | PERFORMANCE HIGHLIGHTS | RESULTS |
|--------------------------------------|---|--|
| | <ul style="list-style-type: none"> • Re-established Washington connections • Actively participated in international media and webinars • Established solid network of international connections • Meetings with various embassies including Canadian Embassy in Washington, US, Japan, UK and Finnish embassies | <ul style="list-style-type: none"> • Signed MOU with NEI • Establishment of US / Canada Taskforce • Realigned MOU with NIA at WNA conference (London) |
| Issues Management | <ul style="list-style-type: none"> • Prioritized industry's input into Bills 68 & 69 • Strengthened the industry's participation in environmental issues • OBPS, Clean Fuel Standards, Electrification • Development of integrated strategy for formal designation of nuclear as "clean energy" | <ul style="list-style-type: none"> • Secured positive outcome on Bill C68 and C69 • Federal government included gas-fired generation under carbon pricing regime following intervention by nuclear and renewables associations' intervention • The renewables (wind, solar and water) associations invited the CNA to formally participate in an electrification working group <ul style="list-style-type: none"> ○ Two meetings have been held the last 2 quarters |
| Management and Administration | <ul style="list-style-type: none"> • In-depth organizational analysis of all aspects of operations <ul style="list-style-type: none"> ○ finance, governance, membership, human resources and administration • Instituted stronger processes and practices, benchmarking, templates and performance measurement • Reorganized team • Removed member of management team and reassigned responsibilities more effectively • Contracted part-time experts in HR, Governance and Finance • Managed sensitive employee issues • Hosted an Industry Roundtable Consultation to include membership in launch of CNA refurbishment • Established supportive individual and team building initiatives • Introduced structured performance evaluations • Added Director of Government Affairs, Regulatory and Environmental Affairs as well as ONA Project Manager as part of mandatory performance review process | <ul style="list-style-type: none"> • Improved governance reporting and administration <ul style="list-style-type: none"> ○ E.g. Committee reporting enhanced • Formalized processes and handbooks • Strengthened financial practices <ul style="list-style-type: none"> ○ Discovered \$260k worth of overbilling ○ strengthened processes around banking, payroll approvals, contracts, expense review and accounts receivables • Avoided stress-leave predicament with staff member • Produced CNA priorities and recommendations based on Industry Roundtable Consultation • Improved work culture, employee learning and development • Increased membership by 3% |