

Executive Committee Meeting

Oct. 1, 2020
2:30 pm - 4:30 pm

By Videoconference
Zoom Meeting ID: 850 3163 5751 | Password: 967535

AGENDA

AGENDA ITEM		TIME	SPEAKER(S)
D	1. Opening remarks by the chair 1.1 Adoption of the agenda* 1.2 Conflict of interest declaration	2:30-2:32	J. MacQuarrie
M	2. Consent agenda 2.1 Approval of minutes from previous meeting* 2.2 CNA membership applications* 2.3 Appointment of director to fill vacancy* 2.4 D&O liability insurance coverage*	2:32-2:35	J. MacQuarrie
D	3. President's report*	2:35-2:50	J. Gorman
M	4. CNA refurb strategy and business plan*	2:50-3:45	J. Gorman T. Weagant
M	5. Committee reports 5.1 GHRC Committee* 5.1.1 Board officers 5.1.2 CNA honorary members and directors	3:45-4:05	A. Wong J. MacQuarrie
M	5.2 Finance Committee* 5.2.1 2020 second quarter financials		
D	6. Other business 6.1 Executive committee terms of reference* 6.2 Request for assistance (DAWN)*	4:05-4:15	J. MacQuarrie A. Wong
M	7. <i>In camera</i> session (without and with president)	4:15-4:30	J. MacQuarrie
	8. Adjournment		

LEGEND

M Motion required **D** For discussion
I Information ***** Items with attachments



Executive Committee Meeting Minutes

On June 16, 2020 at 10:00 a.m.
By Videoconference

MEMBERS

F. Saunders (Chair)	J. MacQuarrie (Vice Chair)	
D. Campbell	D. Cates	H. Ferguson (from 10:32 am)
N. Fonseca	B. Fox	M. Lesinski
J. Sarvinis	V. Tathe	J. West
A. Wong	J. Gorman	

GUESTS

J. McBrearty

CNA

T. Weagant	Vice President
C. St. Germain	CFO
T. Asdrubolini	Corporate Secretary

ABSENT

J. Rasmussen

1. OPENING REMARKS BY THE CHAIR

Documents Received: June 16, 2020 CNA Executive Committee Meeting Agenda.

There being a quorum present, the meeting was called to order at 10:01 a.m. The agenda was adopted as presented. No conflicts of interest were declared.

2. CONSENT AGENDA

Documents Received: April 23, 2020 CNA Executive Committee Meeting Minutes; CNA Membership Applications (Ultra Safe Nuclear Corporation Power and Creative Fire); GHRC Committee Report on Call of 2020 CNA Annual Meeting of Members (June 5, 2020); GHRC Committee Report on Appointment of Director to Fill Vacancy (J. McBrearty) (June 5, 2020); and Management Report on Appointment of Director (A. Usmani) (June 5, 2020).

On motion duly made, seconded and unanimously carried, it was resolved to approve the consent agenda in its entirety.

3. CNA PLANNING AND PRIORITIES

Documents Received: President's report (June 5, 2020) and Management Report on CNA Refurb and Business Plan (June 5, 2020).

3.1 President's Report

J. Gorman presented the President's report. He reported on CNA measures and activities in response to COVID-19, and highlighted Management's progress in pursuing the organization's 2020 priorities, including several key meetings with senior government officials and regular touch points with government representatives to advance broader objectives. T. Weagant updated the committee on actions taken and being considered regarding the issue of radioactive waste, which is expected to receive heightened scrutiny this fall.

Directors asked a number of questions of Management with discussion ensuing on the following:

- Management follow-up actions with government representatives on the April 3, 2020 submission to NC Canada on nuclear industry critical priorities, stimulus opportunities and how we can help.
- Contingency plans for the organization's 2021 conference, and how Management is considering fee structures and lessons learned from organizations that have or will be holding virtual and/or hybrid conferences.
- The CNA's role in developing an issues management plan for radioactive waste, including potentially preparing key messages for directors and/or members.

3.2 CNA Refurb Strategy and Business Plan

Management updated the committee on the status of the CNA's 2021-2023 refurb strategy and business plan, and sought committee input and direction on the scorecard portion of the draft plan. J. Gorman explained the vision underlying the strategy; how the global pandemic heightens opportunity but increases risk; and how the CNA achieves its priorities using organizational core competencies in advocacy and influence, marketing and awareness and industry coordination. T. Weagant provided an overview of the draft scorecard, and updated directors on feedback received from the executive committee subset.

Directors asked a number of questions of Management with discussion ensuing on the following:

- The mechanisms and timing to review progress on scorecard outcomes, including the merits of using a stoplight approach on a quarterly basis.
- The resource needs to effectively carry out the 2020 portion of the scorecard.
- The importance of education in promoting Canadian nuclear industry's interests nationally and internationally. Directors suggested including next generation nuclear

as a target potentially under section 3.3 of the draft scorecard and developing a related measure.

4. COMMITTEE REPORTS

4.1 Governance, Human Resources and Compensation (GHRC) Committee

Documents Received: GHRC Committee Quarterly Report (June 5, 2020)

In her report on the April 23, 2020 meeting of the GHRC committee, A. Wong noted the following:

- That the GHRC committee received and queried Management's presentation on HR oversight and quarterly HR report. It supported the HR priorities and work plan for the remainder of 2020 presented by Management.
- That the GHRC committee discussed the process for the nomination and election of directors, and confirmed the number of directors to be elected to the board from each class of members at the next annual meeting.
- That the GHRC committee reviewed Management's two-phased plan to address governance deficiencies reported in January 2020. It supported both phases of governance work. It recommends that Management use a third-party/external provider to conduct the broader review of board size and composition.

The executive committee received the GHRC committee's report.

4.2 Finance Committee

Documents Received: Finance Committee Quarterly Report (June 5, 2020); and Management Report on Third and Fourth Quarter 2020 Budget (June 5, 2020; Revised June 12, 2020).

A. Quarterly Report:

In his report on the May 6, 2020 meeting of the finance committee, D. Cates highlighted the following:

- That the organization is in a strong financial position despite the onset of COVID-19. This was owing to two primary factors: (1) the timing of the organization's annual conference, which was held prior to COVID-19 travel restrictions and represents an important source of annual cash flow, and (2) the organization's substantial cash and investment balance.
- That that committee received and queried the CFO's report, the association's quarterly financial statements for the three months ended March 31, 2020 and the associated

analysis presented by Management. No significant changes were made to the results reported.

- That the committee completed the RFP process for the 2020 external auditor selection process; and having considered the quality, qualifications and caliber of the auditing teams and pricing, the finance committee agreed to recommend KPMG LLP as the external auditor for the CNA for the fiscal year ending December 31, 2020 and to fix its remuneration at \$11,770 plus applicable taxes.
- That the committee has reviewed Management's proposed changes to the CNA's signing authority policy and is satisfied that the revised policy provides a prudent framework of financial controls, while providing flexibility to meet organizational needs. It unanimously recommends the policy for approval.

The executive committee received the finance committee's report.

On motion duly made, seconded and unanimously carried, it was resolved that:

- **The CNA's first quarter results for 2020 be recommended by the executive committee for approval by the board of directors.**
- **KPMG LLP be recommended by the executive committee for approval by the board of directors as the external auditor for the year ended December 31, 2020 and to fix its remuneration at \$11,770 plus applicable taxes.**
- **Amendments to the CNA Signing Authority Policy be recommended by the executive committee for approval by the board of directors as presented at the meeting.**

B. Third and Fourth Quarter 2020 Budget Proposal:

Management presented its proposed 2020 third and fourth quarter budget. J. Gorman explained the vision underlying the budget proposal and how the proposed budget for the remainder of the year builds the foundation for the execution of the CNA's refurbishment strategy and business plan beginning in January 2021. C. St. Germain provided an overview of the budget. He noted and explained the notable changes in operating and program expenditures in fiscal 2020, including how the numbers compared to previous years, material variances, and the drivers for significant changes.

D. Cates reported that the finance committee reviewed the budget, queried Management, and was satisfied with the overall financial prudence of the budget proposal. He reported that the finance committee approved the CNA's third and fourth quarter budget for recommendation by the executive committee and approval by the board.

Directors asked a number of questions of Management and D. Cates with discussion ensuing on the trajectory for achieving a balanced budget; the importance of achieving sustainability without material increases in membership fees; competency gaps to achieving

steady state (versus transitional); the anticipated source of funding for the proposed clean energy program; and forecasting plans for future years.

The executive committee accepted the 2020 third and fourth quarter budget as presented.

On motion duly made, seconded and unanimously carried, it was resolved that the executive committee recommend the 2020 third and fourth quarter budget for approval by the board of directors.

[J. Gorman, T. Weagant, C. St. Germain and T. Asdrubolini left the meeting]

5. IN CAMERA SESSION

The committee met *in camera* without the President and then with the President to discuss the CEO's 2020 performance expectations and the approval process.

6. ADJOURNMENT

There being no further business, the meeting ended at 12:15 p.m.

Vice-Chair

Secretary

Date

Date

GHRC Committee Report

CNA Membership Applications

Oct. 1, 2020 EC
Oct. 22, 2020 BD

PURPOSE

That the executive committee recommend, and the board approve the following organizations and/or persons who have applied for membership in the Corporation:

- Rotaflow Controls Inc. | Class 2F
- Grasshopper Energy | Class 5C
- Nuclear Innovation Institute (NII) | Affiliate CNA member

RATIONALE

Management has reviewed the applications and is satisfied that the eligibility conditions set out in CNA By-law No. 1 have been met. The GHRC committee has considered and accepted the applications.

Company	Membership Category		Class and Subclass	Annual Dues
	Voting	Non-Voting		
Rotaflow	•		2F	\$2,500
Grasshopper Energy	•		5C	\$2,500
NII		•	Affiliate	\$0

APPENDICES

- Rotaflow membership application
- Grasshopper energy membership application
- NII membership application



CNA membership application

date

class

COMPANY NAME

legal

public

HEAD OFFICE ADDRESS

street

city

province

postal code

FACILITIES ADDRESSES

1) street

city

province

postal code

2) street

city

province

postal code

3) street

city

province

postal code

COMPANY WEBSITE

BRIEF DESCRIPTION OF YOUR COMPANY'S PRODUCTS AND SERVICES (50-100 WORDS)

COMPANY STATISTICS

number of employees in nuclear

number of contractors in nuclear

ANNUAL SALES FROM NUCLEAR

<\$1M CAD

\$1-10M CAD

\$10-25M CAD

\$25-50M CAD

\$50-100M CAD

>\$100M CAD

COMPANY CONTACTS

president name

telephone

email

president's executive assistant name

telephone

email

communications name

telephone

email

regulatory affairs name

telephone

email

government relations/public affairs name

telephone

email

accounts payable name

telephone

email

CNA membership application

09/24/2020

date

5

class

COMPANY NAME

Grasshopper Energy

legal

public

HEAD OFFICE ADDRESS

5935 Airport Road

street

Mississauga

city

ON

province

L4V 1W5

postal code

FACILITIES ADDRESSES

1) street

city

province

postal code

2) street

city

province

postal code

3) street

city

province

postal code

COMPANY WEBSITE

www.grasshopperenergy.com

BRIEF DESCRIPTION OF YOUR COMPANY'S PRODUCTS AND SERVICES (50-100 WORDS)

Grasshopper Energy is a global developer and asset owner headquartered in Canada, with assets in Canada, United States and Japan.

Founded in 2007 by Azeem M. Qureshi, it currently owns \$1.8 billion of assets and has a development pipeline of \$6.5 billion in various countries around the world.

Grasshopper Energy is a steadfast supporter of SMR technology advocating globally in this regard and working actively with various levels of government both within and outside of Canada to ensure that SMR's will play a key role in the clean energy cluster.

COMPANY STATISTICS

50

number of employees in nuclear

5

number of contractors in nuclear

ANNUAL SALES FROM NUCLEAR

<\$1MCAD

\$1-10MCAD

\$10-25MCAD

\$25-50MCAD

\$50-100MCAD

>\$100MCAD

COMPANY CONTACTS

Azeem M. Qureshi

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telephone

email

Ashley Pacheco

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president's executive assistant name

telephone

email

Tudor Ulianoschi

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communications name

telephone

email

Chris Jodhan

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chris.jodhan@grasshopperenergy.com

regulatory affairs name

telephone

email

Tudor Ulianoschi

437-230-0709

tudor.ulianovschi@grasshopperenergy.com

government relations/public affairs name

telephone

email

Pravinbhai Patel

417-477-0726

pravinbhai.patel@grasshopperenergy.com

accounts payable name

telephone

email

CNA membership application

WOULD YOU LIKE TO BE CONTACTED ABOUT PARTICIPATING IN CNA WORKING GROUPS?

- policy communications regulatory affairs

MEDIA MONITORING AND ANALYSIS

Provide the names and email addresses of those individuals that should receive media monitoring and analysis services.

Note: The number of recipients is determined by your membership class.

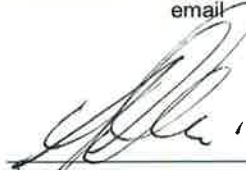
CLASS 1 CLASS 2-3 CLASS 4-6 CLASS 7

<input checked="" type="radio"/> <input type="radio"/> name	Azeem M. Qureshi	<input type="radio"/> <input type="radio"/> email	azeem.queshi@grasshopperenergy.com
<input checked="" type="radio"/> <input type="radio"/> name	Leo Mednik	<input type="radio"/> <input type="radio"/> email	leo.mednik@grasshopperenergy.com
<input checked="" type="radio"/> <input type="radio"/> name	Jonathan Persaud	<input type="radio"/> <input type="radio"/> email	jonathan.persaud@grasshopperenergy.com
<input checked="" type="radio"/> <input type="radio"/> name	Tudor Ulianovschi	<input type="radio"/> <input type="radio"/> email	tudor.ulianovschi@grasshopperenergy.com
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AGREEMENT

Azeem M. Qureshi

name


signature

09/25/2020

date

CNA membership application

08/06/2020

date

class

COMPANY NAME

Nuclear Innovation Institute

Nuclear Innovation Institute (NII)

legal

public

HEAD OFFICE ADDRESS

620 Tomlinson Dr.

Port Elgin

ON

street

city

province

postal code

FACILITIES ADDRESSES

1) street

city

province

postal code

2) street

city

province

postal code

3) street

city

province

postal code

COMPANY WEBSITE

www.nuclearinnovationinstitute.ca

BRIEF DESCRIPTION OF YOUR COMPANY'S PRODUCTS AND SERVICES (50-100 WORDS)

The Nuclear Innovation Institute (NII) is an independent, not-for-profit organization that provides a platform for accelerating the pace of innovation in the nuclear industry.

The Institute is founded on the belief that the industry can enhance the vital contributions of decarbonization, job creation, economic growth and the production of radio isotopes by adopting a structured approach to fostering innovation.

Our goal is to shape a Canadian nuclear industry that embraces new thinking, new technologies and new lines of business that play a central role in the global shift to a low-carbon future.

COMPANY STATISTICS

number of employees in nuclear

number of contractors in nuclear

ANNUAL SALES FROM NUCLEAR

<\$1M CAD

\$1-10M CAD

\$10-25M CAD

\$25-50M CAD

\$50-100M CAD

>\$100M CAD

COMPANY CONTACTS

Bruce Wallace, President & CEO

416-520-9746

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president name

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email

Stellina Willams, Executive Director

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president's executive assistant name

telephone

email

Cara Carson

519-871-5211

cara.carson@nii.ca

communications name

telephone

email

regulatory affairs name

telephone

email

government relations/public affairs name

telephone

email

accounts payable name

telephone

email



GHRC Committee Report

Appointment of Director to Fill Vacancy

Oct. 1, 2020 EC

Oct. 22, 2020 BD

PURPOSE

To seek the recommendation of the executive committee and approval of the board of directors to fill the vacancy on the CNA board and executive committee.

CONTEXT/RATIONALE

The death of F. Saunders on July 4, 2020 created a vacancy in the office of director on the CNA board and executive committee that can be filled by a quorum of directors.

Pat Dalzell, Head of Corporate Affairs, has been nominated by Bruce Powers to hold office on the board and executive committee for the remainder of his predecessor's term (2019-2022). The nominee meets the qualifications set out in the statement of qualifications to serve as a member of the CNA board.

MOTION

Whereas the death of F. Saunders on July 4, 2020 created a vacancy on the CNA board and executive committee.

Whereas, the *Canada Not-for-profit Corporations Act* and CNA By-law No. 1 authorize a quorum of directors to appoint a qualified individual to fill vacancies.

Whereas, Pat Dalzell, the nominee of Bruce Powers to fill the vacancy, meets the qualifications set out in the statement of qualifications to serve as a member of the CNA board.

Therefore, be it resolved that the executive committee recommend, and the board approve the appointment of Pat Dalzell to hold office on the CNA board and executive committee for the remainder of his predecessor's unexpired term.

APPENDICES

- Statement of Qualifications to Serve as a Member of the CNA Board
- Nominee biography



CNA Board of Directors – Statement of Qualifications

The needs of the Canadian Nuclear Association (CNA) drive the qualifications and attributes expected of each director, and the skills needed to be represented by the collective of directors.

Qualifications

CNA directors must:

- have nuclear industry-specific knowledge, sufficient to bring a perspective of business, legislative, regulatory and social issues impacting nuclear to board discussions;
- be a representative of a full member, in line with Article IV, S.2 of CNA by-laws;
- have a broad understanding of national and global issues and their impact on nuclear;
- have an understanding of the regulatory environment and requirements of the nuclear industry;
- be comfortable operating at a direction and strategic level, and not become involved in determining how directions will be actioned;
- have executive level experience;
- have the capacity to contribute to establishing policy, implementing strategy and achieving goals;
- have financial literacy, sufficient to read financial statements, grasp financial issues and offer suggestions on financial statements;
- have the ability to read and understand budgets and financial forecasts and to appreciate their underlying assumptions;
- have an understanding of sound business practice;
- have an understanding of governance structures and practices;
- have respect for the fiduciary duties, roles and responsibilities of the board as a whole;
- have the ability to ask probing questions and to respectfully challenge the executive, in order to provide due oversight of the executive and thereby ensure the health of the association; and



- have experience at a governance or senior management level in an organization, with complexity at least comparable to that of the association.

Attributes

CNA directors must:

- possess sound business acumen;
- be able to identify vulnerabilities before they become critical issues;
- be keenly aware of both tangible and intangible benefits and costs;
- demonstrate appropriate risk taking, cost sensitivity and good business judgement;
- demonstrate an understanding of governance roles and responsibilities, as distinct from those of staff;
- be able to effectively and respectfully communicate with peers and staff;
- be able to deal diplomatically with the media and public;
- be able to listen and analyze; to think creatively and be decisive;
- be able to arrive at decisions that strike a balance between desirable objectives and sound risk management;
- understand and appreciate the association's vision, mission and values and its accountability to its stakeholders;
- demonstrate an understanding of teamwork and the ability to operate as a "team member" at the board level;
- demonstrate personal integrity and ethical standards of conduct;
- be free of undue influence and be able to operate with an independent mind in the best interests of the association;
- have the capacity to serve effectively, including committing time to prepare for, and attend, board and potentially board committee meetings; and
- be able to commit time for board activities, which arise from time to time.



Skills and Knowledge

The CNA would like to have a set of skills and knowledge domains on its board, drawing from the combined experience of its individual members. This includes:

- regulated environment expertise;
- human resources expertise;
- public policy issue expertise;
- health and safety expertise (nuclear and conventional);
- government (federal/provincial/municipal) relations experience;
- environmental expertise;
- financial expertise; and
- legal expertise.





Pat Dalzell is the Head of Corporate Affairs at Bruce Power, a role primarily focused on the development and growth of the corporate identity through government and stakeholder engagement; corporate and community communications; and promoting areas of energy innovation and the use of nuclear isotopes in the fight against cancer. Previous to this, he held the role of Director of Government and Stakeholder relations coordinating partnerships with all levels of government along with key member associations, economic development groups, the electricity system operator and labour representatives.

Pat started his career at Bruce Power in 2011 as a Senior Financial Trader where he worked on the Geographic Diversification Initiative to develop new trading strategies and optimize regional diversification. In 2015, he embarked on a new position with Bruce Power working alongside the Chief Investment Officer helping to oversee the

investment and risk management of Bruce Power's defined benefit pension plan. Prior to working for Bruce Power, Patrick worked as a hedge fund derivatives trader at Aquilon Power.

Pat holds a Bachelor of Commerce Degree in Finance from Concordia University. He is a charter holder of the Chartered Financial Analyst (CFA) program and completed the Leading the Business Program at the IVEY Academy at Western University.

GHRC Committee Report

Directors and Officers (D&O) Liability Insurance

Oct. 1, 2020 EC

Oct. 22, 2020 BD

PURPOSE

To seek executive committee recommendation and board approval of changes to D&O insurance coverage amounts.

CONTEXT/RATIONALE

The GHRC committee reviewed the organization's D&O liability insurance coverage at its Sept. 16, 2020 meeting. It accepted the advice of the CNA's insurance broker, Rhodes & Williams Insurance Limited, to increase D&O insurance coverage provided by Victor Insurance (formally Encon Insurance) from \$1M to \$5M (aggregate limit on liability) at an additional cost of \$4,494. The total cost will be approximately \$8,988.

D&O liability insurance coverage provides protection for directors and officers from investigations and claims that may arise from decisions taken by them in their capacity as a director or officer of the organization. The D&O policy is written on a three-year policy period which means that the current limit of insurance of \$1M could quickly erode if the CNA received multiple lawsuits.

MOTION

That the executive committee recommend, and board approve an increase in the CNA's Directors and Officers liability insurance coverage from \$1M to \$5M (aggregate limit on liability) at an additional cost of approximately \$4,494 plus tax.



President's Report

John Gorman

Oct. 1, 2020

PURPOSE

To highlight recent accomplishments in the context of the CNA business plan and priorities, current activities and developments that impact the association and its membership.

CNA PRIORITIES AND BUSINESS PLAN

Management has made steady progress on the 2021 – 2023 refurb strategy and business plan and we look forward to receiving the executive committee's feedback prior to presenting the plan and scorecard to the CNA Board of Directors for approval on October 22nd. An executive summary of the scorecard and 2021-23 refurb strategy and business plan is included in this package and Management will facilitate a discussion of key elements of these documents during the October meetings of the executive committee (item 4).

CURRENT ACTIVITIES

Operations and Finance:

The revised business plan and strategy—as well as the accompanying measurable outcomes and targets—are in next-to-final form and ready to be brought to the executive and board.

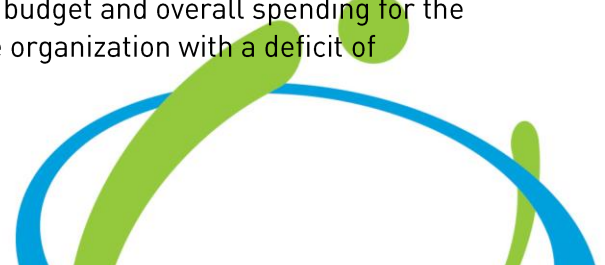
Management will be tabling budget forecasts to accompany the plan in advance of the budget approval process (November 2020).

Management continues to work with its board and committees to add structure to all aspects of its operations. This includes the on-going review and “refresh” of our policies around governance, HR, and finance.

Investments in many facets of the organization have continued through the first 2 quarters of 2020. This is a continuation of building the capacity and competencies which will be required for whichever business plan and strategy is approved by the board. An example of this is the strategic and proactive media relations capacity the CNA has been building as part of our communications function. This started in early 2020 with the introduction of Tricia Weagant as Vice President and, in August, we appointed our new Director of Communications, Gehna Singh Kareckas, who has deep communications and media background. Management is pleased to report that in the last quarter this has resulted in a significantly enhanced share-of-voice in the media for the nuclear industry.

Spending for this fiscal year is significantly under budget due to the broad-reaching impact of COVID. Spending in the first half of 2020 is \$106k less than budget and overall spending for the fiscal year is forecast to be \$277k under budget leaving the organization with a deficit of

[Sept. 28, 2020]



approximately \$255k compared to a budgeted deficit of about \$532k. Certain expenses have been avoided altogether (e.g. travel) while some program and operational spending is being pushed into the 2021 fiscal year and will be reflected in the Budget 2021. This continues our approach of drawing down from savings as we build capacity and transition to an improved and sustainable business model over several years. The organization's savings at the end of 2020 are healthy and projected to be approximately 2.15M.

Membership revenues are up slightly thanks to good membership retention and the addition of seven new members to the CNA roster. Project revenue (revenue neutral) is also up.

COVID-19 Measures:

Management has opened the CNA office to employees with precautionary measures in place in line with public health guidelines. We have established a flexible and accommodating approach to return to office given back-to-school challenges and personal concerns and issues team members may be facing at home as a result of the pandemic.

Over the course of the pandemic, we have received much anecdotal feedback and formally surveyed employees twice to assess / reassess their needs, interest and readiness to work at the office on a part/full time basis. We have also gauged their experience in the current situation and how it may be changing future preferences and behaviours.

Feedback tells us that employees feel productive and supported working from home. They would prefer to have fewer days in the office even post-COVID 19. There is a general understanding and appreciation for the need to have some in-person time / days and easy access to Parliament Hill. As such, as part of our new office space search (our lease expires June 2021), we are exploring new options, including shared office space with a like-minded organization and implementing a hoteling set up. A reduced office footprint would save costs and, according to staff feedback, accommodate better work-life balance which is, of course, good for employee retention and recruitment.

In the meantime, we continue ongoing conversations with staff about the mental health aspects and effects of a prolonged physical distancing practice, understanding that employees' needs are different and providing options. Employees were encouraged to take holidays throughout the summer and we held an outdoors, physically distanced all-staff event in August, which was much welcomed and well-attended by staff.

Members and member engagement:

As of September 22, 97 per cent of members have renewed their 2020 membership. Of the 87 members, one unpaid member is currently affected by the pandemic with full intentions to complete payment in due course. We are cautiously optimistic that this reflects overall positive health of the industry through COVID. In addition, CNA has attracted seven new members this year including an indigenous-owned company (Creative Fire) and a renewables developer (Grasshopper Solar) interested in the national and international prospects for hybrid power systems (solar / nuclear). The CNA has not received any further cancellations in membership.

Member engagement continues to be a key focus for the association. CNA kicked off a webinar series during the pandemic that has been well attended and has received positive feedback from the membership. Webinar highlights over the last several months include an interview with Natural Resources Minister Seamus O'Regan and additional well-attended events featuring the new challenges and opportunities facing nuclear workers and the many prominent organizations in the industry that employ them.

We also continue our monthly member e-newsletter update, which had increased to a weekly cadence during the height of the pandemic. The e-newsletter, which features government analysis, industry news and association updates, has strong and growing readership.

As outlined in our strategic plan, we will be conducting an assessment of our member classes and member value proposition in early 2021.

Stakeholder engagement:

The CNA has had several key meetings in the third quarter to advance our broader stakeholder engagement and government relations objectives. Nuclear as “clean” continues to guide our discussions, including the importance of investments in small modular reactors and refurbishment projects in order to meet net-zero emissions targets.

Of particular note were meetings with **government influencers** including Gerald Butts, who previously served as Principal Secretary to Prime Minister Justin Trudeau and led the World Wildlife Fund, and Bruce Lourie, President of the Ivey Foundation. These meetings directly influenced the inclusion of nuclear in a report issued by the [Task Force for Resilient Recovery](#), an independent group of Canadian finance, policy and sustainability leaders. The report, which called on government to spur a green economic recovery, was picked up by media outlets across the country and prominently featured nuclear as part of the solution.

We also had productive and collaborative discussions with **industry representatives** with an interest in exploring the benefits of SMRs for their respective industries. Examples include mining, oil & gas, fertilizer, steel and hydrogen sectors. Hydrogen emerged as a key theme over the last several months. Through a series of stakeholder discussions, the CNA played a lead role in coordinating the industry response to the government's consultation on a hydrogen strategy for Canada. Given this experience and the importance of nuclear in the hydrogen economy, we will also be offering a Hydrogen 101 webinar to our members in the near future.

Management has shared our progress in forming **alliances with the renewables** and other electricity sector associations over the last several months. A joint weekly meeting has these groups sharing information and looking for opportunities to collaborate. We are very pleased to report that together with these association heads, we wrote and placed an [op-ed in Corporate Knights titled “Electrification is key to jumpstarting the economy.”](#) This is a critical step forward – a first for nuclear in terms of being welcomed into the fold alongside renewables, who acknowledge in the article the need for a future with small modular reactors. The CNA will

continue to explore joint communications and government relations activities leveraging this new relationship to support industry goals with the federal government.

Gender equity (and diversity writ-large) continues to be an important focus for the organization. This is now suitably reflected in the hiring and board recruitment practices of the organization and in the CNA's support for "Equal by Thirty" and other diversity programs. Our relationship with organizations such as WIN and NAYGN are pivotal to these efforts.

Government relations:

Direct-to-**government** liaison remains central to our strategy and we had several key meetings over the last few months. Besides regular checkpoints with government stakeholders at Natural Resources Canada and other key departments we held a series of meetings with MPs to discuss the role of nuclear in getting to net zero. This includes meeting with the chairs of key parliamentary committees, including: Yazmin Ratansi, the House of Commons Standing Committees for the Environment; James Maloney, Natural Resources Committee; and John McKay, MP for Sudbury and Chair of the Canada - USA Parliamentary Association.

These meetings were the result of a proactive push following the issuance of a letter to the Prime Minister and other Ministers' offices on the heels of COVID-19 positioning "electrification" as the path to meeting economic and climate change goals. This letter has been well received in various Minister's offices and we expect that this liaison will also lead to webinar and / or conference participation by various political influencers over time.

Our outreach continued with a letter to Erin O'Toole, the new leader of the Conservative Party and Leader of the Official Opposition, to outline the key messages and proposals that the Conservative Party could use in its discussions with the federal government regarding the Speech From the Throne and the expected federal budget.

Since the Premier of Alberta publicly indicated the province's intention to sign the MOU with other supportive Premiers from Saskatchewan, Ontario and New Brunswick, the CNA has been liaising with key Alberta stakeholders (government and industry) to provide information and support the discussions that are occurring in the province. An Alberta specific stakeholder plan is being developed to support this newly interested province in its evaluation of the SMR opportunity.

The **Speech from the Throne** focused primarily on combatting COVID and Canadians' justified anxiety around the pandemic clearly limited the government's ability to speak to, "building back better," however we do not believe this signals a shift in their intention. While nuclear was not mentioned specifically in the Speech—which was technology neutral on the topic of clean energy—the overall context continues to support the federal government's commitment to, "next generation, clean technologies."

The CNA takes this as a positive signal and continues to proactively promote the indispensable role of nuclear in plotting a viable course to Canada's net-zero future.

International:

Our **International Program** complements and supports the federal/provincial government relations programs and goals of the industry. We have now signed a memorandum of understanding with our UK and US counterparts and there has been significant progress over the last several months on establishing the same collaborative partnerships with the European and Japanese nuclear associations. These agreements are centred on building profile and consistent definitions of nuclear as clean with governments across jurisdictions and have evolved to share communications best practices and the cross-sharing of information and experiences that have benefited both the association and its membership.

These efforts also position the CNA and the Canadian nuclear industry as a strategic asset to the federal government's energy, climate and foreign affairs goals. In this manner we are increasingly becoming a key partner in various policy spaces with the federal government. Recent international initiatives included attending CEM, meeting with the OECD-NEA, and developing an opportunity to cooperate with the NEI to organize a workshop that will explore opportunities and barriers associated between Canada- USA in the nuclear sector.

The CNA is working collaboratively with the federal government, other energy industries and our international partners to ensure that nuclear has a strong profile and presence at **COP26** in the UK next Autumn.

Regulatory Affairs:

After a relatively quiet spring with respect to new regulatory initiatives, the government began to engage more actively on several fronts, and it is anticipated that these activities will increase this fall. Below is an outline of recent developments and ongoing activities the CNA is leading alongside the Regulatory Affairs Advisory Committee, which met most recently on July 9:

- The Canadian Nuclear Safety Commission is continuing the process of updating its regulatory documents, which requires engagement and attention across the industry.
- Earlier this year, the CNA signed an MOU with the Impact Assessment Agency (IAA), which leads federal environmental impact assessments, outlining a process for regular meetings for the agency to update CNA members on the implementation of the Impact Assessment Act. The Act outlines a process for assessing the impacts of major projects and projects carried out on federal lands or outside of Canada. The first meeting with the IAA took place in September and, while there are currently no nuclear projects under the IAA at this point, the lessons learned from other projects will prove valuable when nuclear projects move forward.
- The government amended the Fisheries Act last year, resulting in a significant review of the Department of Fisheries and Oceans (DFO) policies, programs, and regulations. DFO has outlined ten priority areas for review (including a comprehensive industry and public consultation process) over the next two years and the CNA is leading a working group to co-ordinate industry input into this review.

- The government has also undertaken a review of the Species at Risk Act (SARA). This is a review and revision of policies and programs as opposed to a legislative review. It is anticipated that discussion paper will be released this fall. The CNA working group on SARA will coordinate an industry response.
- The government has also committed to updating the Canadian Environmental Protection Act (CEPA). A parliamentary review was conducted in the last session and the government is preparing amendments to be introduced possibly this fall but most likely in the spring. The ENGO community is pushing hard to enshrine "the right to a healthy environment" in the legislation. Depending upon where and how this phrase is placed in the Act, it could have significant implications for industry. There are several other potential changes that could prove challenging for industry as well. The CNA has formed a working group to coordinate our approach as well as hiring a consultant to assist with this review.

Communications:

Management is pleased to report that in the last quarter we have significantly enhanced share-of-voice in the media for the nuclear industry.

In August, we proactively pushed the news around Alberta signing the MOU to extend and round out this positive story. This effort resulted in interviews, contributed articles and an op ed that, together, featured nuclear as innovative and clean in 140 news articles in prominent Canadian news outlets such as CBC, CTV and the National Post and a variety of broadcast and print media in regions across the country.

To support our media and government strategy, we also conducted our first omnibus survey, gathering Canadians views on climate change in the midst of a pandemic. The findings - that Canadians consider climate change the most extreme issue Canada faces despite the pandemic - led to a series of interviews and media placements. This was an important step in supporting the government in commitments they make around investments in nuclear, [including proclamations made by Minister O'Regan to CBC, an article in which our research was featured.](#)

At the same time, we completed the modernization of our digital presence in August, launching the revamped cna.ca and refreshed look, feel and naming convention of our member and public e-newsletters. This was an important step forward in reflecting a new and modern image of nuclear and we are pleased to see that the new look and feel of the tool has been well received.

Issues management:

Given the upcoming and ongoing spent fuel and nuclear byproduct developments (some of which are already facing public scrutiny) the CNA has established an issues management working group to coordinate a proactive industry-wide approach.

While the industry is no stranger to opposition as it relates to waste, we are likely to enter a more challenging period of managing public perception while driving important projects forward. Strategic communications and industry alignment will be key to navigating through this time.

The issues management group is made up of senior communications leaders appointed by members of the Radioactive Waste Leadership Forum. This group held its first meeting on September 22 and will begin to map an integrated issues management plan that includes an aligned approach to public, media and government relations as well as where the industry will be proactive in supporting at hearings and public consultations and where support will be required (i.e. a call to action to others in the industry). The plan is intended to complement the engagement that is taking place at the community level throughout the membership and focus more broadly at managing the message at a national / regional level.

The plan will be presented to the CNA's Public Affairs Advisory Committee for consultation, feedback and alignment and can be shared with leadership across the industry as requested.

CNA Conference and Trade Show:

The CNA's annual conference is a fundamental revenue stream for the association and, like many organizations, we are expecting to face challenges holding an in-person event in 2021 as a result of the pandemic. We were more fortunate than most in 2020, in that our event was held just prior to the lockdown so we were not affected.

Looking ahead, we expect that attempting to hold an in-person or hybrid (combined in-person / remote) event in February, when we were scheduled to host our conference, is likely to be prohibitive. COVID-19 restrictions are likely to remain in place and there is general fatigue around virtual meetings and events. We have assessed all possible scenarios for 2021 in collaboration with our venue and, in order to mitigate financial risk, we will be moving our conference to the fall. CNA2021 will be held September 15-17, 2021.

We will also be taking the opportunity to reassess future dates for the conference and are exploring the option of moving the conference to the spring in 2022 and beyond. That timeline will also ensure we do not infringe on important events hosted by others in the industry, including the WIN conference which usually takes place in the fall.

SMR Secretariat:

The Canadian Nuclear Industry SMR Secretariat (the Secretariat) has been coordinating our industry's submissions to the national SMR Action Plan, including a chapter from CNA and a unified chapter from the CEOs' SMR working group. The Action Plan is currently scheduled to be launched by the Minister of Natural Resources at the G4SR-2 virtual conference on November 18, after which the Secretariat will resume its core work of documenting the status of all stakeholders' actions toward implementing the 2018 SMR Roadmap.

Management Report

HIGHLIGHTS: CNA Refurb Strategy and Business Plan

Oct. 1, 2020

PURPOSE

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

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 executive committee 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 executive committee'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 are then explained in detail 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 many of our functions to establish a more sophisticated organization.

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 discussion on Oct. 1.

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 executive committee and board 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	1. Status of workforce planning	1. Complete by December 31, 2020
	2. Effectiveness of recruitment strategy	2. Qualified candidates applying and secured as per recruitment schedule, and onboarding program prepared.
	3. Status of learning / development plan	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	1. Member retention	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. Member recruitment	2. Assess and define potential new segments and establish member programming to target these audiences.
4.3. Matured organizational governance	1. Status of existing board policies and practices review	1. Review complete and changes approved by board by December 31, 2020
	2. Tone / feedback of board evaluation	2. 2020 Benchmark year – metrics to be tracked
	3. Status of board size and structure review	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	1. Shared projects / initiatives / outputs	1. Demonstrate sustained commitment to formalized joint-activities (e.g. SMR Secretariat, joint-presence at events, reactivating N8)
	2. Messaging across industry	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 2021 – 2023



Sept. 2020

CNA's Position

S

- 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

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

W

- 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)

T

- 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

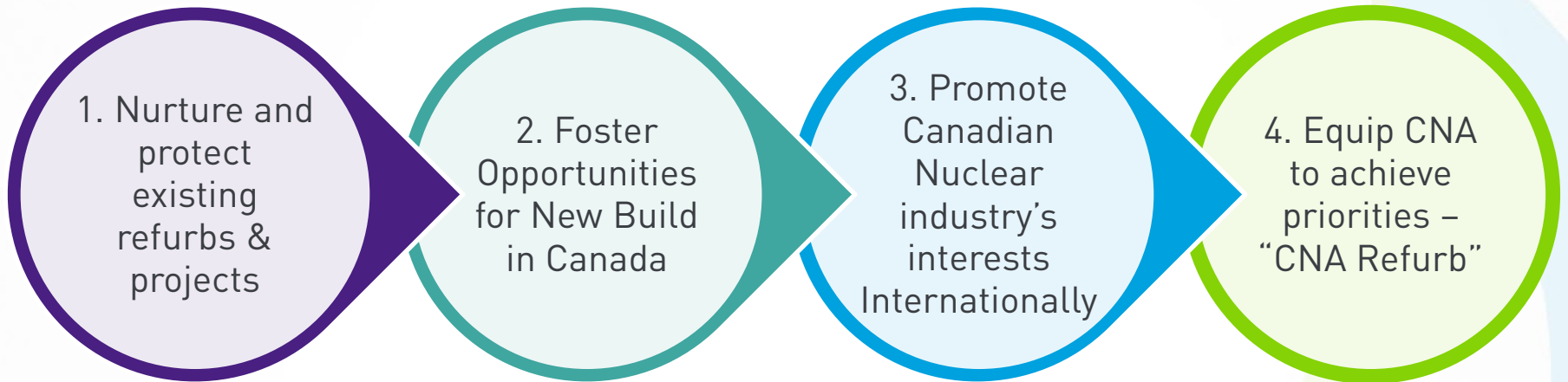
Members	Provincial (non Ontario), Federal, Municipal politicians and decision makers
ENGOs and think tanks	General public
Renewable associations	Oil / Gas / Mining companies
Potential members (developers, professional services, finance, mining)	International stakeholders


Enhanced focus (18 months)

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

Always in focus

Strategic priorities – 2020 to 2023





2020/21 tactical work plan & budget

Achieving our priorities (scorecard)

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

Programs

1. Media & Influencer Relations

2. Member & Stakeholder engagement

3. Government Relations & Regulatory Affairs

4. Industry alignment

5. CNA Refurb

1. Media and Influencer relations program

Content strategy

Proactive news
engine

Asset development

Influencer
partnerships

Issues management

Strategic approach to Media & Influencer Relations

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.

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

2. Member & Stakeholder engagement program

Sponsorships & Advertising

Strategic speaking tour

Relationship building in key sectors

Member engagement

Strategic approach to Member & Stakeholder Engagement

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.

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

3. Government Relations & Regulatory Affairs

4. Industry alignment

5. CNA Refurb

3. Government Relations and Regulatory Affairs

Federal relations

Provincial relations

US / Canada task force

International collaboration

Government / stakeholder
initiatives

Regulatory affairs

Strategic approach to Government Relations

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.

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 5: 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

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

Strategic approach to industry alignment

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.

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

4. Industry alignment

5. CNA Refurb

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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Environmental Scan – industry

representation



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



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.



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



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



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.



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



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



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



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)

GHRC Committee Quarterly Report

Alice Wong, Committee Chair

Oct. 1, 2020

PURPOSE

To report on the third quarter meetings of the governance, human resources, and compensation (GHRC) committee, and seek executive committee recommendation of the following:

- Candidates to fill the vacancy in the offices of board chair and vice-chair; and
- A candidate to be accepted as an honorary member of the Corporation.

The GHRC committee is also asking the executive committee to consider the rights and privileges, if any, to be provided to directors elected to the CNA board from the honorary member class.

HIGHLIGHTS

The committee met via videoconference on Aug. 17 and Sept. 16 to review and discuss committee matters for the organization, including:

HR Oversight: The GHRC committee received and queried Management's quarterly HR report. This included a review of people and workforce management; COVID-19 measures to support CNA employees and consultant team members; evaluation and succession plans; CNA employee benefits; and the status of the HR policy/program review.

The committee reviewed the nature and costs of market competitive enhancements to the organization's benefit program. These include increased life insurance maximums, massage therapy no longer requiring a prescription, slight enhancements to eyeglass and eye checkup coverage, enhanced LTD coverage, new executive health plan coverage, and an employee assistance program. The benefits renewal cost, even with the proposed enhancements, is an overall 5.33% decrease in premiums.

The GHRC committee accepted the HR quarterly report.

Governance and Compliance Oversight:

- **Vacancies in the Office of Board Chair and Vice-Chair:** The GHRC committee convened on Aug. 17 to discuss the process to fill the vacancy in the office of CNA board chair. It agreed to recommend that the vice-chair, J. MacQuarrie, be appointed by the board as chair of the board for the remainder of his predecessor's term. This recommendation was based

[Sept. 25, 2020]



on consideration of common governance practices for leadership succession, the CNA's past practice of the vice-chair being the chair designate upon recommendation of the governance committee, and the caliber and leadership qualifications of the vice-chair. The GHRC committee also agreed to propose that it conduct the selection process to fill the resulting vacancy in the office of vice-chair.

These recommendations were communicated to the board by the GHRC committee chair on Aug. 21, with an action to advise of any concerns. Having received no concerns, the GHRC committee chair sent an e-mail to the board on Aug. 27, 2020 asking directors interested in serving in the office of vice-chair to send a written expression of interest by Sept. 8, and that only those who responded by the deadline would be considered. The GHRC committee chair received one nomination to serve on the board in the office of vice-chair. Having considered the qualifications of the candidate, the GHRC committee agreed to recommend H. Ferguson as vice-chair of the board for the remainder of her predecessor's term.

- **Director Nomination and Election:** The GHRC committee received and reviewed 23 nominations for election to the board and has extended the call for nominations to Oct. 2 so that the CNA can actively engage with its membership to identify strong diverse candidates to stand for election for the 2020-2021 term. The full slate of prospective candidates received by the GHRC committee will be sent to members and the board in advance of the annual meeting of members on Oct. 22. The development of a framework to promote diversity and inclusion in the medium to long-term will be addressed by the GHRC committee and board as part of the CNA refurb strategy and business plan. These proposals were communicated to the board by the interim chair and GHRC committee chair on Sept. 18.

The GHRC committee also:

- Confirmed the director election process; in particular, that voting members elect (exclusively) the directors from their respective classes (e.g., class 1 directors vote by ballot for prospective candidates in their membership class 1 etc.).
 - Reviewed the draft AGM Notice of Meeting, which includes instructions on how members can access the virtual annual meeting. The Notice will be given to each director, to the public accountant and to each member by Sept. 30.
- **Honorary Members:** The GHRC committee considered and agreed to recommend that R. Galbraith from the Canadian Nuclear Workers' Council (CNWC) be granted honorary member status to formalize a long-standing relationship between the CNWC and the CNA. The CNA's by-law¹ states that the board may grant honorary member status to an

¹The by-law also provides that the number of honorary members is limited to four at one time; that so long as the Canadian Nuclear Society (CNS) is an affiliate member of the Corporation, the president of the CNS is automatically an honorary member of the Corporation; that unless determined otherwise by the board, honorary members are exempt from the payment of membership fees.

individual who, in its opinion, has performed outstanding work in furthering the importance of the nuclear industry in Canada or in furthering the aims of the Corporation. Granting honorary status to the CNWG was considered and accepted by the board in Nov. 2019. Honorary members are a **non-voting membership class**; entitled to attend meetings of members but not entitled to vote at such meetings of members.

- **Honorary Members Standing for Election:** The GHRC committee also considered the obligations, rights, and privileges, if any, to be assigned by the board to honorary members elected as directors, including past practice.² For the 2020-2021 term, four honorary members are standing for election: Dr. A. Usmani (CNS), M. Mairinger (NAYGN), L. McBride (WiN), and R. Galbraith (CNWC).

The GHRC committee is seeking executive committee input on whether the scope of rights and privileges assigned to honorary directors includes moving and voting on resolutions, or relates only to entitlements to receive notice/attend meetings of the board and participate in discussions?

- **Board committee vacancies:** The GHRC committee reviewed upcoming vacancies in board committee membership and discussed the process to fill such vacancies. The committee's recommendation will be tabled at the organizational meeting of the board on Oct. 22.

Other Business:

Committee business and recommendations related to membership, filling vacancies in director positions on the board, and CNA insurance coverage are reported separately by the committee under the consent agenda.

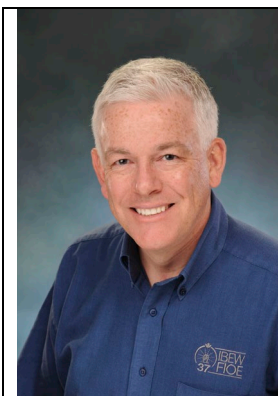
MOTIONS

1. That the executive committee recommend for board approval that John MacQuarrie be appointed by the board to fill the vacancy in the office of board chair for the remainder of his predecessor's term.
2. That the executive committee recommend for board approval that Heather Ferguson be appointed by the board to fill the resulting vacancy in the office of board vice-chair for the remainder of her predecessor's term.
3. That the executive committee recommend for board approval that Ross Galbraith from the Canadian Nuclear Workers' Council be granted honorary member status.

APPENDICES

- **Appendix 1:** Honorary member biography

²That the President of the CNS shall have a seat on the Board with full rights and privileges as other board members (since 2014 by-law amendments); that the President of NAYGN have a seat on the board with full rights and privileges as other board members (since June 2017); and that the President of WiN have a seat on the Board with full rights and privileges as other board members (since June 2019).



Ross Galbraith

Business Manager

International Brotherhood of Electrical Workers, Local 37

IBEW International Executive Council member for Canada

Canadian Nuclear Workers Council, Executive Committee

Ross Galbraith joined the International Brotherhood of Electrical Workers (IBEW) in 1992 when he started work in the Health Physics department of NB Power's Point Lepreau Nuclear Generating Station. He subsequently started working full-time for his IBEW local as an Assistant Business Manager in 1996 and has been the Business Manager of IBEW Local 37, a utility Local with 2,500 members, since 2006.

Throughout his career he's been a strong and effective advocate for nuclear power and for a robust and reliable electrical system in the province of New Brunswick.

Known as a skilled communicator, he led an extensive (and successful) IBEW public and media relations campaign to gain support for the refurbishment of the Point Lepreau Nuclear Generating Station. He is frequently sought out by the media to comment on energy and labour issues, and is often a guest lecturer about unions and labour relations at university level courses.

He is very active in his community and has served on many volunteer boards and committees at the municipal, provincial, national and international levels. Ross currently serves on the Executive Committee of the Canadian Nuclear Workers Council, the Board of Saint John Energy and is the

Vice-Chair of the New Brunswick Public Service Pension Plan. He has been Canada's representative on the IBEW International Executive Council since 2013.

Ross is a graduate of the New Brunswick Community College Chemical Technology program, and lives in Saint John, New Brunswick, with his wife Krista and two sons, James and John.

Finance Committee Quarterly Report

David Cates, Committee Chair

Oct. 1, 2020

PURPOSE

To provide an update on the CNA financial position as of June 30, 2020, and other financial business, and to seek executive committee recommendation of the CNA's second quarter financial results for 2020.

CONTEXT/RATIONALE

The committee met via videoconference on Sept. 17, 2020 to review and discuss committee matters for the organization. All committee members were in attendance. Representatives from Management were also in attendance.

A. 2020 – Second Quarter Financial Results

C. St. Germain presented the CFO report with the financial results for the second quarter of 2020, as well as an update on the forecast for the remainder of the year, focusing on certain highlights – including:

- During the second quarter, the operations reported a deficit of \$565,907 on revenue of \$122,351 against expenses of \$688,258. This compares favourably by \$106,992 to the budgeted deficit of \$672,899. The organization remains in strong financial position with \$3,644,618 in net assets as at June 30, 2020 including \$4,121,210 in cash and short-term investments.
- The positive variance in the quarter was the result of both permanent and timing differences in the various line items. In particular, there were program expenditures that were not incurred – sponsorships and events that were cancelled and an economic damage assessment on the nuclear industry that was not completed. Also, there were savings in both Regulatory and Government Relations as there were allowances for consulting fees to assist with new developments in the industry – these services were not required in Q2 but may be needed during the latter part of the year or into 2021.
- Based on Management's best estimate, CNA is projected to have a deficit for 2020 of \$255,586, as compared to a budgeted deficit of \$532,439 – resulting in a projected positive variance of \$276,853. The projected deficit is based on the assumption that events planned for the third and fourth quarters of the year will move forward. If COVID-

19 continues to restrict travel, there may be further savings generated in 2020 resulting in further improved results.

The committee reviewed and queried elements of the CFO report, the association's quarterly financial statements for the three months ended June 30, 2020, and the associated analysis presented by Management. No significant changes were made to the results reported.

B. 2021 CNA Operating Budget:

Management presented its proposed 2021 budget and the new base level of spending of expenditures over revenues thereafter.

The proposed budget for 2021 includes planned expenditures necessary to accomplish the tactics outlined in the strategic plan that will be presented to the executive committee for their recommendation of approval by the board of directors. The key budget assumptions and the nature of the investments were outlined to provide details of the budgeted deficit for 2021 of \$535,749. The budget includes certain one-time expenditures, including the costs related to carrying out the CNA refurbishment process of approximately \$186,000.

When non-recurring expenditures in 2021 are adjusted, Management estimated that the association's new "normal" annual excess spending over revenues is projected to be in the range of \$350,000 – which is expected to apply in the year 2022 and thereafter (subject to inflation adjustments, etc.).

Management provided an overview of the impact of scaling back on certain key areas of expenditures and the impact on the organization's ability to deliver the proposed outcomes included in the strategic plan.

There was a discussion around the impact on and risk to the association's financial results given the proposal to move the annual conference to the fall of 2021 – which is designed to minimize the impact of COVID-19. It was recommended that Management provide a budget based on revenues at 80% of past projections for the conference. Further discussion revolved around strategies by the association to mitigate future deficits.

Management presented a schedule outlining the decrease in the net assets from 2020 to 2023 based on the current projections. There was also a discussion on potential increases to membership fees and Management is to propose a scaled increase in fees to show the impact on the future year's deficits and net assets. The fee increase was discussed as an important way to reduce the risk associated with the annual conference and a premature draw down of the association's financial resources.

C. Review of Financial Policies:

The committee reviewed and provided input and direction on Management's proposed approach to amend the CNA's operating reserve fund policy. The committee agreed with Management's presentation to restructure the policy to be based on an orderly windup / closure of the CNA, rather than the ongoing operation of the association for an interim period. The policy will be structured to ensure the organization would have sufficient reserves to allow for the settlement of obligations and an orderly windup over a period of 30, 60 and 90 days. The revised policy will be reviewed by the finance committee in Nov. and presented to the executive committee and board for approval in Dec. 2020.

D. Other Business:

As other business, the finance committee:

- Reviewed its terms of reference to assess whether they accurately describe the duties and responsibilities of the committee in key functional areas and will be providing direction for changes to the GHRC committee for its consideration in Nov. 2020.
- Received and considered the update from Management on the status of the cash and investment portfolio.
- Discussed upcoming vacancies in finance committee membership. Recommendations on how to fill the vacancies will be discussed with the GHRC committee chair in advance of the organizational meeting of the board on Oct. 22, 2020.

MOTIONS

Resolved that the CNA's second quarter financial results for 2020 be recommended by the CNA Executive Committee for approval by the CNA Board of Directors.

APPENDICES

- **Appendix A** – Q2 Financial Results

**CANADIAN NUCLEAR ASSOCIATION
STATEMENT OF OPERATIONS
NOTES TO ACTUAL RESULTS FOR QUARTER 2**

- 1 Three new members joined the association in Q2 generating annualized membership fees of \$10,000.
- 2 Annual conference revenue is recorded on a net contribution basis. There were some minor expenses that were processed in Q2 due to late receipt of invoices.
- 3 The investment portfolio is very conservative and the only income generated from it is interest on GIC's or from a high interest savings account.
- 4 Other income includes rental income from Cameco as well as an administrative fee charged on the SMR Secretariat expenses.
- 5 Revenue earned from the Ontario Nuclear Advantage program and the SMR Secretariat are equal to the actual expenditures incurred.
- 6 Salaries and wages were over budget due to some residual cost associated with the termination of two employees in Q1 and the higher than planned cost for a contract employee who is replacing an employee on LTD.
- 7 Professional fees were higher than budget due to extra costs for IT personnel to address issues association with personnel working remotely.
- 8 Office rent was under budget as the operating costs for the building were less than budget resulting in a credit back to the organization.
- 9 Office expenses have been lower than budget as employees are working remotely reducing the costs such as office supplies, courier and postage.
- 10 Communication expense was over budget in Q2 by \$9,270 as management placed significant effort on communications to retain the industry's voice with the Federal and Provincial Governments during COVID-19.
- 11 The Stakeholder Engagement budget included sponsorships for events that were cancelled due to COVID-19.
- 12 There is a plan to do an economic damage assessment to the industry due to COVID-19, but given the continued impact on the economy, the research has been deferred.
- 13 The regulatory budget included an allowance for third party consultants to assist in addressing regulatory issues. The allowance was not used in Q2.
- 14 Similar to Regulatory, the budget included an allowance for third party consultants to address GR issues but the allowance was not used in the quarter.
- 15 A consultant was engaged to assist with the development of the strategic plan. The full budget amount was not used in Q2, but will be used in Q3 / Q4.

**CANADIAN NUCLEAR ASSOCIATION
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2020**

	2020-06-03	2020-03-31	2020-12-31
ASSETS			
Current			
Cash	\$ 344,289	\$ 2,640,398	\$ 1,150,188
Marketable securities	3,776,921	2,011,455	2,010,798
Accounts receivable	167,935	438,639	2,462,843
HST receivable	-	72,763	-
Prepaid expenses	23	3,055	73,308
	4,289,168	5,166,310	5,697,137
Net Fixed Assets	38,276	38,016	32,422
	4,327,444	5,204,326	5,729,559
LIABILITIES AND NET ASSETS			
Current			
Accounts payable and accruals	168,622	692,626	276,171
Government remittances payable	12,746	37,182	202,114
Canadian Nuclear Worker's Council program	25,948	8,644	8,644
Deferred revenue	475,510	255,347	2,833,405
	682,826	993,799	3,320,334
Net Assets			
Invested in property and equipment - internally restricted	38,276	38,016	32,422
Unrestricted	3,606,342	4,172,511	2,376,803
	3,644,618	4,210,527	2,409,225
	4,327,444	5,204,326	5,729,559

Corporate Secretary Report

Executive Committee Terms of Reference

Oct. 1, 2020

PURPOSE

To seek director input and direction on the executive committee's terms of reference.

CONTEXT

Annually, each board committee is responsible for reviewing its terms of reference to assess whether they accurately describe the duties and responsibilities of the committee, and either confirm or recommend changes to the governance, human resources, and compensation (GHRC) committee. Although Dec. 8, 2014 is the last record of approval of the executive committee's terms of reference, the board has approved increases in number of "member at large" (MAL) on the committee. **Note:** The need for and role of an executive committee will be assessed as part of the board composition and structure review of the CNA refurb strategy and business plan.

Directors are asked to review the attached terms of reference, which include comments for consideration, and provide input to the corporate secretary at the Oct. 1 meeting or by Oct. 9, by e-mail.

NEXT STEPS

The corporate secretary will revise the terms of reference based on committee direction and provide an amended draft to the GHRC committee for its consideration in Nov. 2020. The committee's terms of reference will then be considered by the executive committee and board on Dec. 3 and 4, respectively. The terms of reference will be standardized in format and include a revision history.

APPENDICES

- Executive Committee Terms of Reference (dated: Dec. 8, 2014)



Executive Committee Terms of Reference

Mandate

The Executive Committee is responsible for overseeing on behalf of the Board of Directors all matters related to the operations of the Association and for advising and recommending to the Board as appropriate. It advises the President and CEO/CNA staff on matters affecting the health and performance of the organization, including retaining and expanding membership and setting the strategic objectives of the organization for its members. The Executive Committee advises on the ongoing improvement of the organization's business model to ensure maximum productivity and revenue including retaining and expanding memberships. The Committee also provides financial leadership by exercising oversight on budgets and monitoring long-term strategic plans.

Membership

The Executive Committee shall include the Officers of the Association, the President and CEO and any other members of the Board of Directors as may be appointed by the Board. The Chair and Vice-Chair of the Executive Committee shall be, respectively, the Chair and Vice-Chair of the Association. Currently, the Chair, vice-Chair, President and CEO, chair of the Finance Committee, Chair of the Governance Committee are officers who are members of the Executive Committee. The remaining members of the Executive Committee are the Chair of Regulatory Affairs Committee, the Chair of Public Affairs Committee and two members at large. The Board may from time to time appoint or elect such other officers/members as the Board may determine. All but the President and CEO have voting rights on matters before the Executive Committee.

Commented [TA1]: Most executive committees are fairly small; over the years the board has approved additional members to the committee (now seven MAL).

Appointment

The Officers of the Association are elected or confirmed each year by the Membership of the Association at the Annual General Meeting. The Board of Directors shall elect any other members of the Board of Directors to the Executive Committee at the first meeting of the Board following the Annual General Meeting. All appointments are for a three-year term unless otherwise specified by the Board of Directors.

Commented [TA2]: This provision is not consistent with the CNCA or by-law both of which supersede the TOR. Recommend changing to the board appoints or elects officers.

Meetings

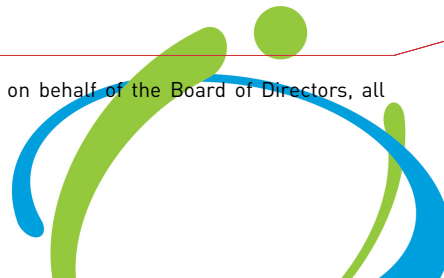
1. The Executive Committee shall meet at the request of the Chair. It shall meet at least four times per year prior to each meeting of the Board of Directors.
2. Unless otherwise determined by the Board, each committee and advisory body shall have power to fix its quorum at not less than a majority of its members.
3. If the Chair is absent, the Vice Chair will serve in his/her role. If both are absent the Committee members will designate another member to temporarily serve in that role.
4. The Corporate Secretary will distribute the meeting materials to the Executive Committee two weeks prior to the meeting, which will include the draft agenda and the draft minutes of the previous meeting [for approval at the meeting].

Commented [TA3]: Recommend changing to one week.

Responsibilities

The Executive Committee shall be responsible for overseeing, on behalf of the Board of Directors, all matters related to the operations of the Association, as follows:

Commented [TA4]: Review and make amendments, where necessary (e.g., does the EC coordinate the activities of standing and advisory committees?)



1. The Executive Committee shall make recommendations to the Board of Directors on policy and strategy on all aspects of the Association.
2. The Executive Committee shall provide oversight and direction to the President and CEO of the CNA on the operations of the Association.
3. The Executive Committee shall coordinate the activities of the Standing and Advisory Committees of the Association.
4. The Executive Committee shall take on any actions or responsibilities as delegated to it by the Board of Directors.
5. The Executive Committee shall conduct its business and procedures in conformity with the By-Laws of the Association and the relevant Federal provisions/legislation pertaining to not-for-profit business associations.

Decision Making

1. The Committee shall reach decisions where possible by consensus developed by the Chair.
2. Voting by proxy is not permitted.
3. Where consensus is not possible, the Committee shall refer the matter to the Board for resolution.
4. At the request of a mover of a motion, all votes can be recorded in the minutes.
5. The Corporate Secretary shall keep minutes of all meetings and decisions of the Executive Committee and is charged with the retention of such minutes.

Terms of Reference

The Governance Committee shall ensure that written terms of reference are developed, formally approved by the Board and implemented to guide and govern the functioning of the Executive Committee. The Terms of Reference shall be reviewed annually by the Governance Committee at the first meeting of the calendar year or more frequently as the Committee deems necessary.

Orientation

The Corporate Secretary shall ensure that every new member of the Executive Committee receives orientation training in relation to the Executive Committee, its purpose and functions and its Terms of Reference, before attending his/her first meeting. This shall include relevant federal and provincial regulations/legislation, such as the CNA's By-laws.

Confidentiality of Information

Executive Committee members are required to keep confidential any financial details or other sensitive information they receive. This means paying strict attention to the security of committee records. In order for the committee to function properly, all members of the Association must be confident and trust that no improper use will be made of the information received.

Staff Resources: Corporate Secretary

Executive Committee – Request for Assistance

Alice Wong, chair, governance, human resources, and compensation committee

Issue

As we continue to build a future based on science and technology, we must leverage the skills and talents of the entire workforce. In reaching this goal it is imperative that women acquire the necessary skills and experience to thrive in these challenging and satisfying career opportunities.

In Canada, women make up less than 20 % of the workforce in the nuclear industry including non-stem administrative positions. Stem is generally a prerequisite to advancement in the nuclear field hence, this results in very few women executives, CEOs, or corporate board members.

Most projections show gender equality in executive positions will not occur until 2100 if we stay the current course; a focused effort to change the current situation is needed with a focus on removing known barriers facing women. This opens up new career paths and progression for women, offering higher pay, with commensurate status and influence. Eventually this will lead to a larger pool of qualified women to advance and assume leadership roles in STEM industries such as nuclear.

While everyone has a responsibility to uphold gender equality efforts, senior leadership holds particular responsibility to enact change in an organization.

Driving Advancement of Women in Nuclear (DAWN)

With this in mind, executive leaders in the nuclear community created the DAWN group – Driving Advancement of Women in Nuclear in July 2019. DAWN will be formally introduced at the upcoming WiN Canada virtual conference and general assembly of members on October 7.

The mission of DAWN is to support the goal of gender equality in the nuclear sector. The group is taking action in three areas to reach their mission:

1. Addressing the confidence gap to allow for women to thrive.
2. Increase the number of women in shift supervisor positions at NPPs.
3. Expand the number of male allies in the industry to promote gender equality and increase representation of women on nuclear industry boards and at public facing events to promote diversity and inclusion.

Request for CNA assistance for DAWN Objective 3

Objective 3

Expand the number of male allies in the industry to promote gender equality and increase representation of women on nuclear industry boards and at public facing events to promote diversity and inclusion.



Background of Objective 3

- Men are an integral part in reaching gender equity in STEM and in all fields where women are underrepresented. This task force seeks to gain more male allies in the nuclear community.
- Companies/organizations with more women in the workforce and at the board level perform better across a spectrum of measures. This task force seeks to increase gender diversity and inclusion in nuclear organizations at the board level.
- There are typically very few women speakers at industry conferences. Having a female presence at these events is more than symbolic, it sends an important message to the audience. Too many organizers focus on speakers' titles rather than their topic expertise. In doing so, they exclude women who have historically faced career ceilings. This task force seeks to increase the number of women speakers at industry conferences which will not only enhance the conference's program but will also assist with women's career development.

Targets for Objective 3

1. Achieve a 20% representation of men in attendance at the WiN 2021 Global Conference (October 17-21, 2021).
 - a. Ask CNA members to support and promote the WiN Global Conference for 2021 event (scheduled for October 17-21, 2021).
2. Canadian nuclear industry senior executives participate in a "men advocating for real change (MARC)" program for the nuclear industry (a Catalyst program)
 - a. Ask CNA member company senior executives to participate in a MARC program. Target participants – CEOs/CNO's/EVPs/SVPs. Long-term plan is to expand this opportunity to all leaders. In-person event deferred to 2021 – more information to be provided when the program is available.
 - b. Ask CNA member company senior executives to support the interim plan which is a "bridge to MARC" virtual program. Dates to be announced. Note – the "bridge to MARC" virtual program target audience participation is senior executive as noted above.
3. CNA classes 1-3 (larger subclasses) members implement a "men as allies" program at their companies by 2023 (phase 1)
 - a. Ask CNA member companies to promote a "men as allies" program with pertinent CNA class members. Program implementation with classes/subclasses in phase 1. Other companies to be assessed/recommendations provided in phase 2.
 - b. An example of a "men as allies" program can be provided.
4. Strive to have 50% of board members for Canadian nuclear industry organizations be women (by 2030)
 - a. Ask CNA executive committee and board to provide input for a strategy to achieve this goal through a working committee with WiN Canada.
5. Target Canadian nuclear industry conferences to have 50% women speakers (by 2025)
 - a. Ask CNA executive committee and board to provide input for strategy to achieve this goal through a working committee with WiN Canada.