



ORGANIZATION OF  
CANADIAN NUCLEAR  
INDUSTRIES

*Clean Energy for a Low Carbon Economy*

# 2020 | YEAR IN REVIEW

NUCLEAR INSIGHTS FROM OUR PARTNERS





ORGANIZATION OF  
CANADIAN NUCLEAR  
INDUSTRIES

*Clean Energy for a Low Carbon Economy*

**Ron Oberth**  
**President & CEO**



*If you had to describe 2020 in three words, what would they be and why?*

**Remote** - COVID forced us to work remotely and to connect with friends and business colleague in new ways.

**Variable** - 2020 was a year of variable emotions with ebbs and flows as we watched COVID case counts rise, fall, and rise again.

**Community** - the nuclear industry – utilities, the national lab, suppliers, and government representatives, pulled together in many ways including: retooling, community support, and utilities making special efforts to support their SME suppliers.

*What would you say were the biggest accomplishments for your organization this year?*

OCNi pivoted successfully from in-person to virtual events in a matter of days. I received many compliments in 2020 for the OCNi team.

*What lessons did you and the organization learn in 2020 that will be shaping 2021?*

OCNi learned that we could host successful virtual supplier days and networking events.

*What is on the drawing board for 2021?*

OCNi will redefine its “value proposition” in 2021 – we will define our relevance with new and innovative programs and services to support our members.

*If Santa were real what would be at the top of your holiday list?*

I hope Santa will bring me the freedom to travel and spend time with family and friends – both old and new.



# 2021 Q1 Events At-A-Glance



## January

**The Leaders Series: Mike Renchek, Bruce Power**  
January 8, 2021

**Bruce Power Supplier Day**  
January 15, 2021

**ATP.ed: Codes and Standards 101**  
January 21, 2021

**IEP Webinar: Introduction to E.S.G.**  
January 22, 2021

**Canada-Wales Digital Trade Mission**  
January 26-29, 2021

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## February

**Cyber Security 101**  
February 9, 2021

**Finding the Best Leaders for Your Organization**  
February 10, 2021

**IEP Webinar: Indigenous Isotopes**  
February 12, 2021

**SMR Summit**  
February 24, 2021

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## March

**Canada-Romania Conference (TBC)**  
March 2, 2021

**Leadership Series - Eddie Saab, Westinghouse**  
March 5, 2021

**Canada-Romania B2B Meetings (TBC)**  
March 9, 2021

**D+I: A Report on Diversity**  
March 19, 2021

**Nuclear Cyber Security Week**  
March 22-26, 2021

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You can find more details at: [ocni.ca/events-calendar/](https://ocni.ca/events-calendar/)





**BrucePower™**

Innovation at work

**Mike Renchek**  
**President & CEO**

*If you had to describe 2020 in three words, what would they be and why?*

Challenge, Collaboration, and Success.

*What would you say were the biggest accomplishments for your organization this year?*

Safety First and keeping people healthy here, with our partners and communities, and keeping our industry viable and active as a leader in the fight to overcome COVID.

*What lessons did you and the organization learn in 2020 that will be shaping 2021?*

Collaboration is key to continued success. The pandemic has shown us that if we are going to be successful we must work together.

*What is on the drawing board for 2021?*

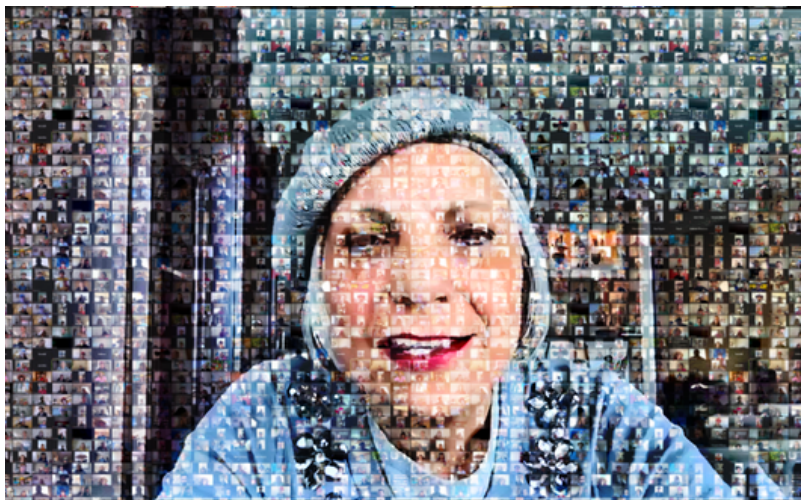
Safety first, 7 unit operations, unit 1 outage and unit 3 West Shift Plus outage, and unit 6 major component replacement (MCR), cost estimate for the unit 3 MCR and Asset Management work, more power output, a new isotope production system and seeing NII advance into creating new business opportunities and further economic development.

*If Santa were real what would be at the top of your holiday list?*

A 100% effective vaccine so we can be with each other and our families again.







**Rumina Velshi**  
**President**



***If you had to describe 2020 in three words, what would they be and why?***

**Agility – Resilience – Empathy**

Throughout 2020, our **AGILITY** has been tested in ways that we couldn't have imagined. The COVID-19 crisis required us to quickly make adjustments and adapt to new ways of working to successfully carry out our mandate, maintain nuclear safety, and support significant nuclear milestones without skipping a beat as Canada's nuclear regulator. During these unprecedented times, I have witnessed countless examples of people demonstrating **EMPATHY** towards each other, coming together to solve problems and grasping opportunities to make sure we come out of the pandemic stronger, wiser and more **RESILIENT**. It has been heartening to see my organization and so many others in the nuclear sector step up to the plate and support their community with donations of PPE and other means.

***What would you say were the biggest accomplishments for your organization this year?***

We definitely had a number of significant achievements, from the creation of numerous CNSC employee networks – to bring diversity and inclusion into focus, to my appointment as Chair of the IAEA Commission on Safety Standards – a recognition of the high-regard the CNSC is held in globally. One accomplishment that stands out for me this year is how we delivered during the pandemic on our regulatory oversight of the Darlington Nuclear refurbishment project, one of the world's largest nuclear infrastructure projects, which plays a significant role in the fight against climate change. This complex project required strict regulatory oversight by the CNSC, and coordination with multiple partners in order to be successful. For the first time in CNSC's history, our specialists and inspectors had to monitor OPG's onsite activities remotely in order to authorize the project progression and use innovation and new technologies to adapt to the new operational reality, while making no compromise on safety. On June 4, 2020 a historic milestone was achieved and Darlington Unit 2 was reconnected to Ontario's electricity grid on schedule to safely provide power to Ontario.

***What lessons did you and the organization learn in 2020 that will be shaping 2021?***

The crisis has forced upon us an imperative to innovate and has opened up many possibilities that we didn't think were possible prior to the pandemic. I think the lesson here is to dream big, be bold, challenge assumptions and be open to change. I'm convinced that a year ago I would not have thought or imagine it possible for my organization to deliver on its mandate while working remotely – now I know for a fact that it is possible and we've been doing it successfully for the past 10 months. As we enter 2021, we need be open and ready to embrace other paradigm shifts as more and greater innovation lie just over the horizon.

*Rumina's Year In Review continues on the next page...*



## What is on the drawing board for 2021?

In 2021, our work will continue to be guided by our four strategic priorities:

- to have a modern approach to nuclear regulation
- to be a trusted regulator
- to maintain our global nuclear influence
- to be an agile organization

### MODERN

Readiness to regulate new technologies and processes is top of mind for us. For the last several years, it has been clear that SMRs are poised to potentially be the next chapter in the story of Canada's nuclear industry. The past year has reinforced that impression. We will continue to work on establishing agile regulatory practices and clear regulatory requirements that are risk informed to mitigate unnecessary barriers for the licensing of innovative technologies.

### TRUSTED

We will be implementing a trust building strategy to revitalize and focus our approach to outreach and engagement; better demonstrate that our regulatory decisions are made independent from industry stakeholder interests; and enhance Commission proceedings by permitting greater engagement.

### GLOBAL

Through my Chairmanship of the IAEA Commission on Safety Standards, we will support the improvements of safety standards and continue to play a leadership role when it comes to harmonization of regulatory requirements.

### AGILE

We are continuing to take the necessary steps to ensure that the CNSC is an inclusive organization, with an empowered and equipped workforce, able to quickly adapt to an evolving operating environment. To this end, we will reimagine our workplace post-pandemic to one that: (1) moves away from large centralized office locations to a hybrid model; and (2) supports a new approach to how work is managed so that managers and employees can thrive in this new hybrid model.

## If Santa were real what would be at the top of your holiday list?

I wish that in 2021 we can make real progress when it comes to engaging more young women in education and careers in the STEM disciplines. Otherwise, we are leaving so much talent untapped. A recent survey found that women are still a minority of Canada's nuclear labour force and if you look at those graduating with engineering degrees in Canada, only 22 per cent are female. That's exactly the same percentage as back in 2000, when many of us thought we were beginning to generate real momentum towards equality. I have been in this sector for a long time – and I thought we'd be much further along by now. We have now arrived at a time where perhaps the stars are coming into alignment to bring about significant and sustained change. What better way to adapt to a changing world than to infuse our industry with new energy and new perspectives – and ensure it is attracting the best and brightest of all genders?





CANDU Owners Group Inc.



"Excellence Through Collaboration"

**Stephanie Smith**  
**President & CEO**



***If you had to describe 2020 in three words, what would they be and why?***

I am too much of a lady to use impolite words.

***What would you say were the biggest accomplishments for your organization this year?***

The contribution COG is making towards the development of the Canadian SMR program.

***What lessons did you and the organization learn in 2020 that will be shaping 2021?***

That collaboration is able to continue using virtual meetings. In fact, we have had increased engagement from our international members attending our forums due to the remote format.

***What is on the drawing board for 2021?***

Determining the best way COG can contribute to the Canadian Nuclear Industry with the rapid changes due to technology and innovation.

***If Santa were real what would be at the top of your holiday list?***

A bright red Porsche coup that goes really fast!!





Centre for  
Canadian Nuclear  
Sustainability



## **Carla Carmichael** **VP Nuclear Decommissioning Strategy (OPG)**

### ***If you had to describe 2020 in three words, what would they be and why?***

Good, Bad and Ugly. It was a year of challenges for everyone. At times, this past year was bad and downright ugly. However being challenged requires resilience and I tend to look for opportunity in every situation. It's not always how you get knocked down that counts, it's how you get back up. It's important to find solutions, embrace reality and adapt in order to grow and be successful.

### ***What would you say were the biggest accomplishments for your organization this year?***

OPG has made many great strides this year despite the inevitable difficulties that the world faced. Personally, I'm most proud of our organization's commitment to a sustainable, accountable future. We are committed to becoming a net-zero carbon company by 2040 and have already launched initiatives to support this, such as our newly launched Centre for Canadian Nuclear Sustainability.

OPG was also recognized with two prestigious awards at this year's Canadian Electricity Association awards virtual event: President's Award for Employee Safety in Generation, Sustainable Electricity Award for Leadership in External Collaboration and Partnerships - Micro Grid Project with Gull Bay First Nation.

### ***What lessons did you and the organization learn in 2020 that will be shaping 2021?***

I think most organizations, including OPG, have reinforced the recognition of our employee's capability and value to our company. It was their dedication, resilience and grit this past year that kept the power on for over half of Ontario. Navigating the COVID-19 pandemic has forced our industry to adapt and innovate faster than we ever thought we could. OPG will build on our innovation initiatives as we strive to be the catalyst that enables the transformation to clean economies, in the most efficient and responsible way possible. We will continue to build a brighter future for tomorrow.

### ***What is on the drawing board for 2021?***

We look forward to collaborating with many other organizations, academia and industry associations to find ways to innovate our current and future work programs and support our organization's climate change plans.

### ***If Santa were real what would be at the top of your holiday list?***

What do you mean? Santa is real! A tropical vacation with my family would be pretty close to the top of my list.







**Énergie NB Power**

**Brett Plummer  
Chief Nuclear Officer  
and Vice President**



***If you had to describe 2020 in three words, what would they be and why?***

This was the year to refocus on what is really important and can we rise to the challenge of a worldwide pandemic and carry on. We had the challenge of running and supplying a nuclear power plant during a pandemic. The challenge of maintaining focus on the climate change initiatives. All this while operating in virtual world.

***What would you say were the biggest accomplishments for your organization this year?***

One of the biggest challenges is maintaining everyone in our organization calm, focused, and address mental health challenges during the pandemic. It is getting to understand what is the "new norm" and changing peoples' paradigms that have been set their whole lives.

***What lessons did you and the organization learn in 2020 that will be shaping 2021?***

It is really around the "new norm" and how to do routine business, but also to move ahead to address energy challenges of the future.

***What is on the drawing board for 2021?***

A new vision of what an integrated energy solution will be for net zero 2050 and aligning the country to support. To help knock down the barriers and silos across the provinces to help develop one comprehensive plan to move Canada forward.

***If Santa were real what would be at the top of your holiday list?***

A future for my children and their children by getting a handle on climate change.





# ONTARIOPOWER GENERATION

**Ken Hartwick**  
**President & CEO**



*If you had to describe 2020 in three words, what would they be and why?*

"Proud of OPG" - Does that count as 3 words? Despite the challenges, complexities and hardships of 2020, the people of OPG showed their dedication and resilience time again ensuring a safe supply of power when Ontarians needed it most. The company also stepped up to support frontline health professionals, the food vulnerable across the province and supported mental health initiatives. I couldn't be more proud.

*What would you say were the biggest accomplishments for your organization this year?*

2020 has been a phenomenal year in terms of advancing nuclear priorities. The performance of OPG's nuclear units has been top-notch, and both Darlington and Pickering have been recognized by international peers for their continued exemplary performance. Employees continued to focus on performance; we had a record-breaking run for Darlington's Unit 1 and Pickering recently had it's best performing year in station history. As well, our supply chain and vendor partners really stepped up to meet the challenges of 2020 in a way that made be very proud to be a part of this industry.

*What lessons did you and the organization learn in 2020 that will be shaping 2021?*

The resiliency demonstrated by our OPG team, suppliers, vendor partners and contract staff during this challenging year will help us to meet our 2021 objectives as we await a vaccine. We remain focused on advancing Darlington Refurbishment and other key projects, while protecting our staff and our generational assets. The value of innovative solutions has never been greater; from the many collaborative efforts that are making a difference at our generating sites, to the innovations inherent in progressing SMR technology, to guiding the progress of our newly-launched Canadian Centre for Nuclear Sustainability.

*What is on the drawing board for 2021?*

We just launched our Climate Change Plan so the next number of years will be focused on delivering the initiatives that will help us meet our very ambitious goal to be a net-zero carbon company by 2040.

Initiatives include keeping the Darlington Refurbishment moving apace, advancing SMRs, promoting electrification to help the Province decarbonize its economy. These projects, and our many hydro projects, are also critical to boosting post-COVID economic recovery efforts across Ontario.

*If Santa were real what would be at the top of your holiday list?*

I wish for the good health and wellbeing of my OPG\ family including their families and everyone in Ontario.





**Eddie Saab**  
**President**

***If you had to describe 2020 in three words, what would they be and why?***

In an industry with the highest safety standards, we found ourselves re-evaluating our daily work and home **SAFETY** practices and implementing new ways of working and interacting with each other to continue to prioritizing safety for all employees. In these unprecedented times it has been challenging to anticipate the evolving business environment, nevertheless, our people, partners, processes and technology adapted to overcome all challenges and we have continued to **PERSEVERE** by ensuring Westinghouse's momentum in Canada benefits our customers and the local economies. During a time of social distancing, we realize the importance of **COMMUNICATING** even more than ever with our staff and our communities, checking in with loved ones and providing support to charities, food banks and front-line workers.

***What would you say were the biggest accomplishments for your organization this year?***

The work that we do at Westinghouse – each and every day by our 160 employees – continues to support Canada's energy infrastructures and realizing Canada's goal of being carbon-free by 2050. We were able to continue to deliver our products and services to our customers and partners during the challenges of the pandemic and continue to drive innovation within the sector with advancements in our eVinci micro reactor and other innovative technologies such as the WeConnect- our connected worker system which enable remote employee monitoring, communication and improve site safety. We were also able to support our local food banks, charities and were proud to join many other nuclear players in industry initiatives such the Bruce Power retooling council.

***What lessons did you and the organization learn in 2020 that will be shaping 2021?***

Westinghouse moved very quickly to a remote working model to keep our employees safe and healthy. We also began better leveraging existing IT and introducing new technologies to facilitate our business operations. This pivot helped us recognize efficiencies in many areas of our business and learned that we can provide more flexibility to our employees and continue to advance our Canadian operations. For our critical personnel, on-site at customer and our own locations across the world, we reinforced social distancing practices, mask requirements and placed significant focus on the physical health and mental wellness of the lifeblood of Westinghouse, our people. Many of these safety measures have improved our best practices and increased the safety standards, which we will continue to implement in 2021.

*Eddie's Year In Review continues on the next page...*



### *What is on the drawing board for 2021?*

Over the past couple years, our operations continue to grow across our six locations in Ontario to serve our global CANDU and Canadian Infrastructure customers. In 2021, we are looking to accelerate growth within our Operating Plant Services businesses, to progress key initiatives in New Plant Solutions, and continue to explore new partnerships to better serve the full nuclear lifecycle within Canada. We will also continue to support organizations who focus on initiatives that promote and engage STEM, women in nuclear, indigenous communities and the next generation of young professionals.

### *If Santa were real what would be at the top of your holiday list?*

A quick vaccine rollout to allow us to be together again, including at the 2021 Canadian F1 Grand Prix!







**Lisa McBride**  
**President**



***If you had to describe 2020 in three words, what would they be and why?***

**You're on mute!**

**Why? Well, to start, this is the most over-used phrase in 2020... While that seems like a very strange answer, it is applicable in many ways. If we think about mute as a verb, to "deaden, muffle, or soften the sound of...", it's actually relevant on so many other levels. This year has brought a number of challenges. It has taken many of us out of our workplaces, it has 'muffled' our interaction with extended family and friends and it has stilted our ability to do many of the social activities we enjoy outside of our homes. While this year has significantly altered our way of work, social and family lives, it has also provided us with a number of opportunities. It has challenged us all to slow-down (somewhat), regroup on some of the simple things, reflect on what is important and spend time with loved ones.**

***What would you say were the biggest accomplishments for your organization this year?***

**Even with all of the challenges in 2020, Women in Nuclear Canada had a great year. Of course, the pandemic resulted in ceasing our in-person events, but this created a great opportunity to connect our members across Canada as one organization. WiN Canada was able to bring our events to the national level virtually and provide quality events for our members while allowing members to connect across the country. We hosted a number of workshops with great facilitators from WiN Canada and other organizations. We also hosted a great conference in October. WiN Canada also launched our first Women in Nuclear Leadership program, supporting 3 cohorts with a total of 75 phenomenal women in the nuclear industry.**

***What lessons did you and the organization learn in 2020 that will be shaping 2021?***

**As an organization, WiN Canada learned that we are incredibly agile. While this year has been very challenging on so many fronts, we have become agile and more resilient, while addressing our member and stakeholder needs. In 2021, we will continue to grow our programs to meet member needs and interests. Our virtual programs will continue into 2021 as we monitor the environment with the pandemic.**

***If Santa were real what would be at the top of your holiday list?***

**If Santa were real, I would definitely ask him to bring me a Small Modular Reactor! (Isn't this what everyone wants?)**



FROM THE OCNI TEAM

# *Happy Holidays*

WISHING YOU A SAFE AND RESTFUL SEASON

**OUR OFFICES ARE CLOSED**

DEC 24, 2020 - JAN 3, 2021

