



Building our strength at home.

2025 Nuclear Innovation Institute Annual Report



Contents

4

Message from
Board Chair

10

NII
overview

20

Skill
development

6

Message from
President & CEO

14

2025 by
the numbers

24

Industry
voice

8

Board of
Directors

16

Sector
transformation

32

Conclusion



Expanding our reach

Over the past year, the Nuclear Innovation Institute (NII) has continued to strengthen its role within Canada's nuclear sector—undertaking sector-leading transformation projects that start with process improvements that make the industry's operations safer and its workers' lives better.

With laser focus, the team advanced these initiatives designed to solve today's operational challenges and boost the industry's long-term competitiveness, resilience and readiness. Strengthening the industry from the inside out, these efforts are helping position Canada's nuclear sector for sustained success in an increasingly complex global energy landscape.

Deepening partnerships and expanding its reach well beyond the Clean Energy Frontier region of Bruce, Grey and Huron counties, NII solidified its role as a trusted connector and collaborator through national and international engagement. The NII team brought together industry leaders, all levels of government and communities to address shared challenges and opportunities on a wide range of topics.

Building the conversation on clean energy policy, large-project readiness, AI and data centres, energy security, resilient communities, all while supporting collaboration between diverse groups—

NII demonstrated the value of having a strong, coordinated voice for the sector.

This year also marked a period of meaningful progress for the Green Ribbon Panel, a coalition of leaders from business, labour, not-for-profit and the energy sector. As Chair of the Panel, I have seen firsthand the impact of NII's leadership as Secretariat—convening leaders in Washington, D.C. on tariff response and launching a 100-day action plan for Canada's energy policy. NII helped position the Panel as a credible, solutions-focused voice advancing a clean energy economy.

NII's work this year showed what is possible when expertise, trust and leadership come together, positioning nuclear as a central pillar of Canada's clean energy future.

On behalf of the Board, thank you to our Founding Members and partners for your continued engagement and leadership. NII is well situated in 2026 to build on this momentum of a strong, innovative and connected nuclear sector.



James Scongack
NII Board Chair

Building our clean energy path

“...to build our strength at home, and to act together.
That is Canada’s path. We choose it openly and confidently.”

—The Right Honourable Mark Carney, Prime Minister of Canada

This year at NII, our work took shape with unified purpose—each project, each partnership, each conversation adding strength to a growing, pan-Canadian network of clean energy leadership.

Here in the Clean Energy Frontier region, we’ve built this strong story. But in 2025, the reach of our work extended farther than ever before.

Sector transformation projects improving processes and operational efficiency. National conversations about AI and nuclear, tariffs and energy policy. Community resiliency research. Unique STEM opportunities. Signature events. This year was proof that local efforts can shape national outcomes.

We also sharpened our focus. With the approval of our 2026–2028 business plan, NII is stepping confidently into the future with clear goals, strong governance and a commitment to deliver meaningful, measurable value for our members. This plan reflects the evolving needs of a sector that is growing in impact and

complexity. It positions us to be proactive partners—supportive, strategic and ready to help drive the next generation of clean energy innovation.

Across every pillar of our work, collaboration was the common link. Whether we were helping streamline industry processes, producing research that shaped federal conversations, or hosting events that brought hundreds of partners together, the strongest outcomes happened when we worked as one.

Thank you for your trust, your insight and your partnership. Together, we are building something that reaches far beyond our region—something that will help shape Canada’s path.



Jessica Linthorne
President & Chief Executive Officer



NII Founding Members

Board of Directors

The Nuclear Innovation Institute is supported by its Founding Members: engaged, forward-looking organizations working towards a clean energy future while also creating lasting local impact in the communities of Bruce, Grey and Huron counties.



- James Scongack, Chair | Bruce Power
- Jim Phillips, Vice Chair & Member at Large, Good Governance
- Lisa Aitken | Cameco
- Andrew Clunis | Power Workers' Union
- Patrick Dalzell | Bruce Power
- Spencer Fox | E.S. Fox
- David Harris | Kinectrics
- Chad MacLean | Bruce Power
- John MacQuarrie | BWXT Canada
- Gary Newman | Bruce Power
- Gary Rose | Candu Energy, an AtkinsRéalis company
- Luke Charbonneau, Member at Large, Municipal Sector | Town of Saugeen Shores
- Karin Stephenson, Member at Large | McMaster University



NII overview

Our strength at home

Established in 2019, the Nuclear Innovation Institute is Canada's premier research institute for the clean energy sector. A member-based not-for-profit located in the heart of rural Ontario, NII's focus is on advancing the nuclear industry's innovative capacity, operational excellence and skill development—leading projects that enhance safety, quality and workers' daily lives.

NII is located on the territory of the Anishinaabe Nation: the People of the Three Fires known as Ojibway/Chippewas, Odawa and Potawatomi Nations, now homeland of the Chippewas of Saugeen and the Chippewas of Nawash, the keepers of the land. We also recognize the traditional homeland of the Métis Nation.



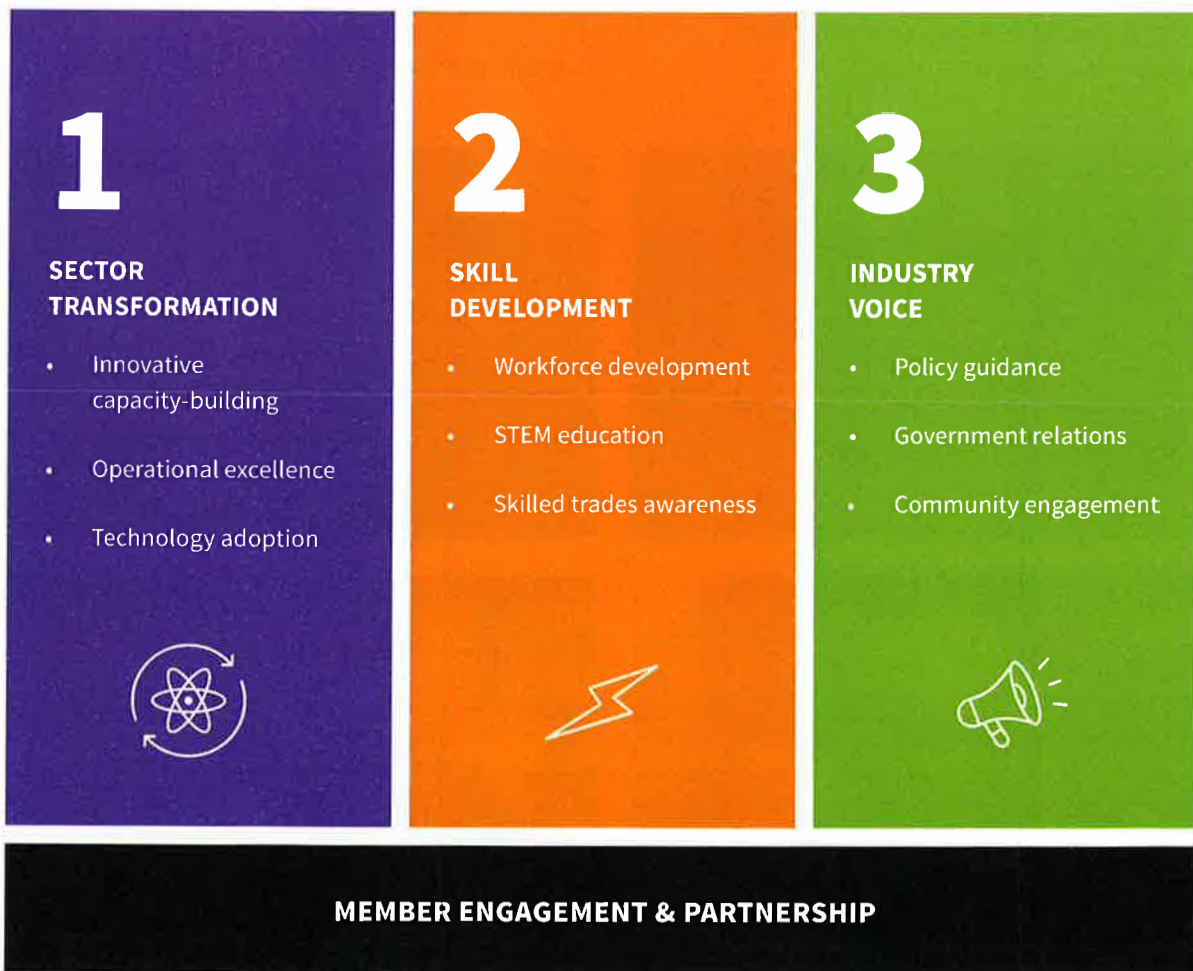
VISION

A Canadian landscape that celebrates an innovative nuclear industry as an integral part of the clean energy future.

MISSION

To drive sector transformation, skill development and an innovative nuclear voice to support members and encourage collaborative engagement with communities, industries and governments.

This mission is built on work that happens under three pillars:



Securing the future

CLEAN ENERGY FRONTIER CONFERENCE

The 2025 Clean Energy Frontier Conference brought more than 150 delegates together for one of the industry's most dynamic clean energy events.

Panels, workshops and presentations explored economic development, innovation and the role of rural regions in building Canada's energy future. Founding Members were featured throughout the program and the event drew significant media attention across southern Ontario.

“Today, in this room, we have over 150 professionals from the nuclear industry, elected officials, community leaders, academic and service partners, vendors and entrepreneurs. I cannot think of another sector conference that welcomes this diverse of an audience.”

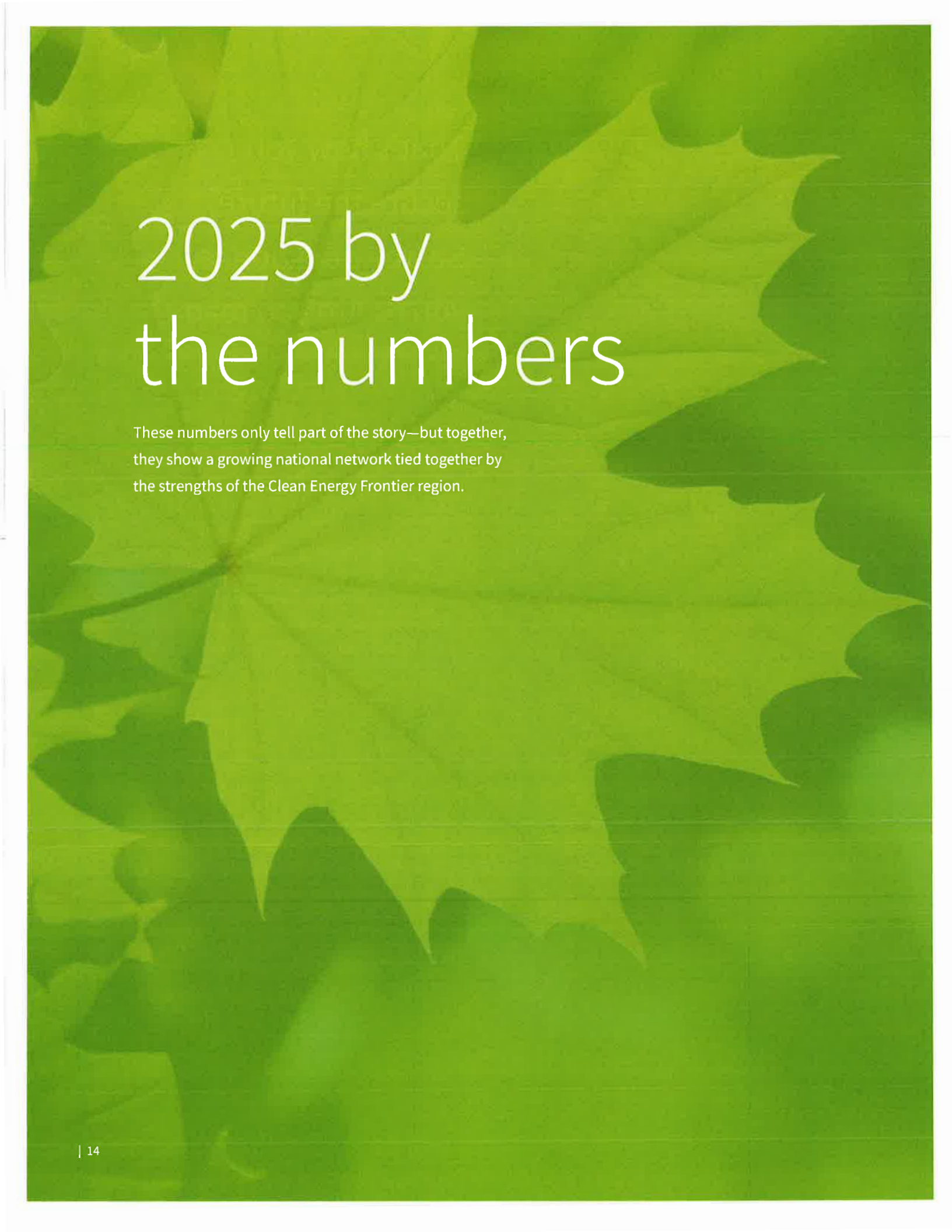
—Jessica Linthorne, NII President and CEO



“That’s how you
secure the future.
So, my question to
you is: Are you ready?”

—Eric Chassard, President & CEO, Bruce Power



The background of the page is a close-up photograph of several green leaves, likely maple leaves, with prominent veins. The leaves are in various shades of green, from light to dark, and are slightly out of focus, creating a soft, natural texture.

2025 by the numbers

These numbers only tell part of the story—but together, they show a growing national network tied together by the strengths of the Clean Energy Frontier region.

150+

attendees at the Clean Energy
Frontier Conference with 84
organizations represented
across sectors

350+

students participating
in the Built to Lead
skilled trades event

7K

students taking part in
STEM and energy-related
education events

430K

impressions on NII's
social media channels and
200 media mentions

28

organizations engaged in
the Community Resiliency
Strategy consultations

39

organizations represented
at NII Connects: Community
conversations on mental health

Sector transformation

A critical part of Ontario's innovation ecosystem, NII's sector transformation projects include process improvement activities that increase operational excellence through projects that boost safety, enhance quality and make life better for workers.



Process improvement: strengthening the system from the inside out

KAIZEN FOR NUCLEAR

In 2025, the team focused on sector-changing Kaizen projects that brought teams together to share expertise and strengthen practices that keep this industry moving.



**TIMESHEET
& INVOICING**

Improved data integrity, reduced administrative burden and created new standards for timelier invoice approvals.




**MEETING
COLLABORATION**

Early results showed clearer expectations, better engagement and shared practices across two major industry players.




**ACCRUAL
REPORTING**

Significant labour savings and a model of excellence for future adoption across the sector.



**HISTORY
DOCKETS**

Built a future-state workflow to reduce rework, increase efficiency and improve the timely delivery of nuclear-grade components.

A person wearing a white hard hat and a high-visibility safety vest is working on a control panel. The panel is filled with various cables and wires, some of which are connected to a grid of lights. The person is looking down at the panel, and their hands are visible as they work. The background is a blurred outdoor setting with trees and a building.

Cutting-edge tech showcases

INNOVATION DAY

Innovation Day events offer exclusive access to Founding Members and partners to learn about emerging technologies and leading-edge work happening in the nuclear sector, connecting Members with academic research and technology developers to discuss potential applications.

In September, NII brought together industry, municipal partners and academic experts for a showcase of new technology that could transform the way critical infrastructure is inspected and maintained using advanced lighting techniques and AI to improve the accuracy and efficiency of concrete inspections.



Skill development

NII has developed a unique set of STEM education programs, resources and events targeting children and youth that help support our communities. Through ongoing engagement with local school boards, NII's work is aligned with the Ontario curriculum and advanced education opportunities.



Inspiring the province's future tradespeople

BUILT TO LEAD

This year's Built to Lead event welcomed more than 350 students from Grades 7–12 for hands-on engagement with the skilled trades. The event gave young women across the region a direct look at real career pathways in the trades: by hearing from women already working in these roles and connecting with unions and employers, students left with excitement, confidence and new opportunities ahead of them.

ENERGY CO-OP

NII ran the Energy Co-op program, which immersed 12 students from Kincardine District Senior School and 12 students from Saugeen Ojibway Nation in the world of power generation. Through the willingness of our nuclear industry partners, students gained 17 weeks of hands-on training to introduce them to the industry.





STEM education & outreach

NII provided content for or hosted 81 events with the local school boards, from classroom activities for Grade 6 electricity classes and Grade 7 environmental classes to large event programming like the NII Science Olympics and the new NII Model UN program, providing rural students with the same opportunities as their urban counterparts.

Some new developments this year came through our teacher professional development programs where NII hosted all of the secondary teachers from the Bruce-Grey Catholic District School Board for sessions on the nuclear industry, providing them with career messaging for students. In addition, NII met with students and guidance counselors from across the Bluewater District School Board to speak about future workforce issues.

NII also continues to advance Indigenous engagement opportunities in the local Saugeen Ojibway Nation (SON) communities by leading dynamic outreach programs and by attending community-hosted events and gatherings raising awareness about employment opportunities and promoting youth education.

This year NII participated in the Assembly of First Nations National Natural Resources Forum and the New Brunswick Assembly of First Nations, speaking on the role of nuclear power in the clean energy economy. NII's Explore program also took part in meaningful youth activities throughout the year with SON, including the annual two weeks of Summer STEM camp for 40 students each week, STEM-themed PD Day programs, job fairs and cultural events like Sconefest and Orange Shirt Day.



Industry voice

As an industry voice with deep connections across government, industry and communities, NII advances clean energy leadership by engaging diverse audiences, building broader awareness of Canadian nuclear innovation, and reinforcing public confidence in the role that nuclear energy plays in powering a resilient, clean and competitive economy.



Charting the national path forward

GREEN RIBBON PANEL

As Secretariat for the Green Ribbon Panel, NII helped redefine the Panel’s mission and expand its membership, while coordinating major events in Washington and Toronto. The year delivered:

- A Canada-US statement on energy cooperation
- A 100-day action plan with four federal recommendations
- A response to the federal budget highlighting key progress

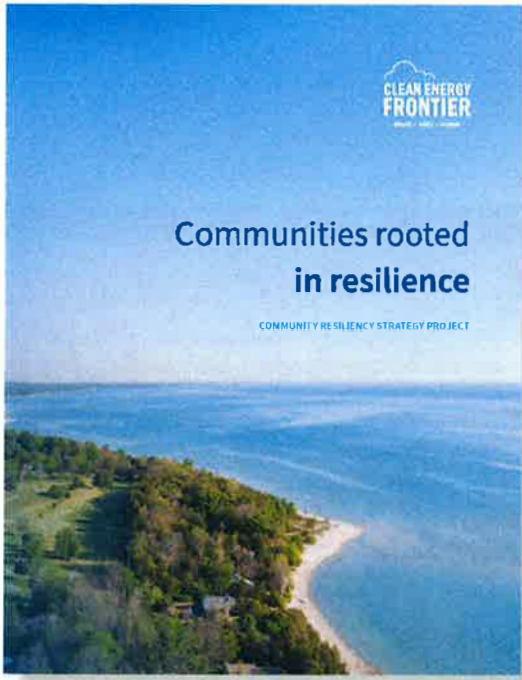
Together, these efforts helped cement the Panel’s position as a national voice on clean energy policy and economic resilience.



COMMUNITY READINESS PROJECT

Through research and a regional workshop, NII helped local leaders understand the impacts of large-scale infrastructure projects and identify strategies to proactively prepare communities. This work is already influencing discussions across municipal councils and community groups.





COMMUNITY RESILIENCY STRATEGY

This work explored how rural communities can strengthen support systems in the face of mental health challenges, housing pressures, substance use and more. Identifying key opportunities to build impactful connections and to support the incredible work already underway in this region, the strategy helped ensure a coordinated path for the energy sector to work alongside community partners towards a stronger and more resilient future.



CLEAN ENERGY FRONTIER AWARDS

Presented at the Canadian Nuclear Association Conference, the awards recognized outstanding leadership in innovation, community building and economic growth—showcasing the region’s strength and momentum.





ECONOMIC IMPACT ASSESSMENT FOR NEW NUCLEAR

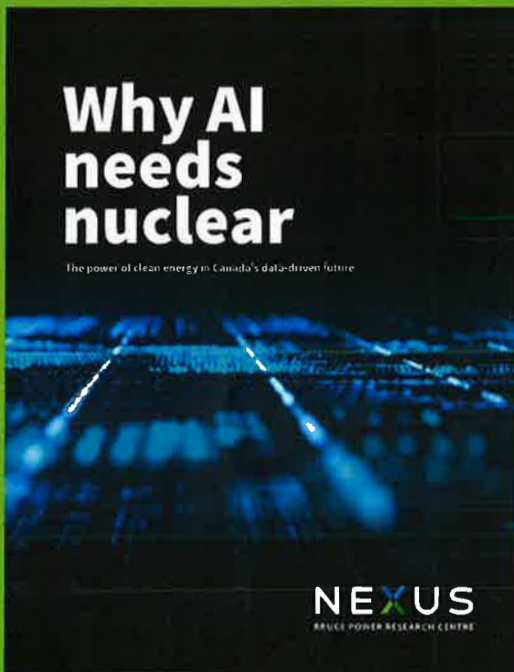
In partnership with the Ontario Chamber of Commerce, NII advanced critical research to support the proposed Bruce C project. Early findings were shared with delegates at the Clean Energy Frontier Conference and will continue to inform government and public discussions into 2026 and beyond.

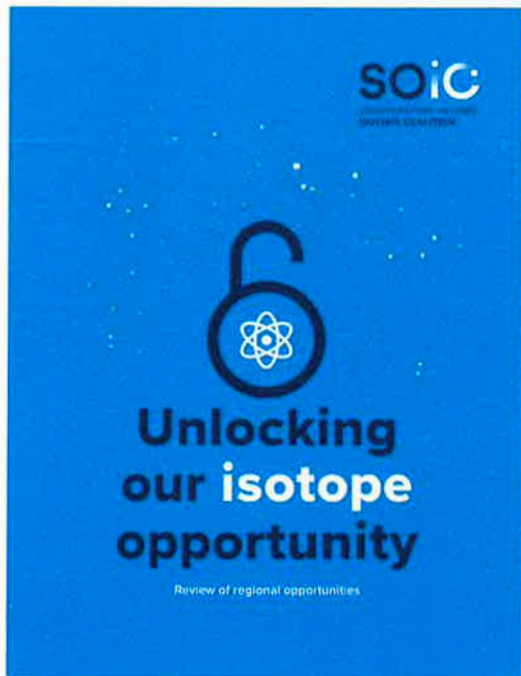
Thought leadership for a cleaner future

BRUCE POWER NEXUS RESEARCH CENTRE

Amplifying the Bruce Power Nexus Research Centre's role as an industry voice, this year's research explored big questions facing Canada's clean energy economy:

- **Why AI needs nuclear:** A national conversation sparked by a timely report connecting data centre growth with clean, reliable nuclear energy. The report reached federal leaders, industry partners and international audiences.
- **Energy and land use mapping:** Research showing what our region would look like if nuclear generation were replaced with alternative energy sources.





Isotope ecosystem development

SOUTHWESTERN ONTARIO ISOTOPE COALITION


The Southwestern Ontario Isotope Coalition released its Review of regional opportunities, offering 12 grounded recommendations for supporting isotope innovation and investment in the region. The report launched alongside national nuclear leaders and is guiding the next phase of isotope development in southwestern Ontario.

NII also supported the isotope student track program at the Canadian Radiotheranostics Leaders' Summit held by the Canadian Nuclear Isotope Council (CNIC), which brought post-secondary students face-to-face with employers and industry leaders, helping inspire the next generation of nuclear medicine and energy professionals.

Conclusion

Building what comes next



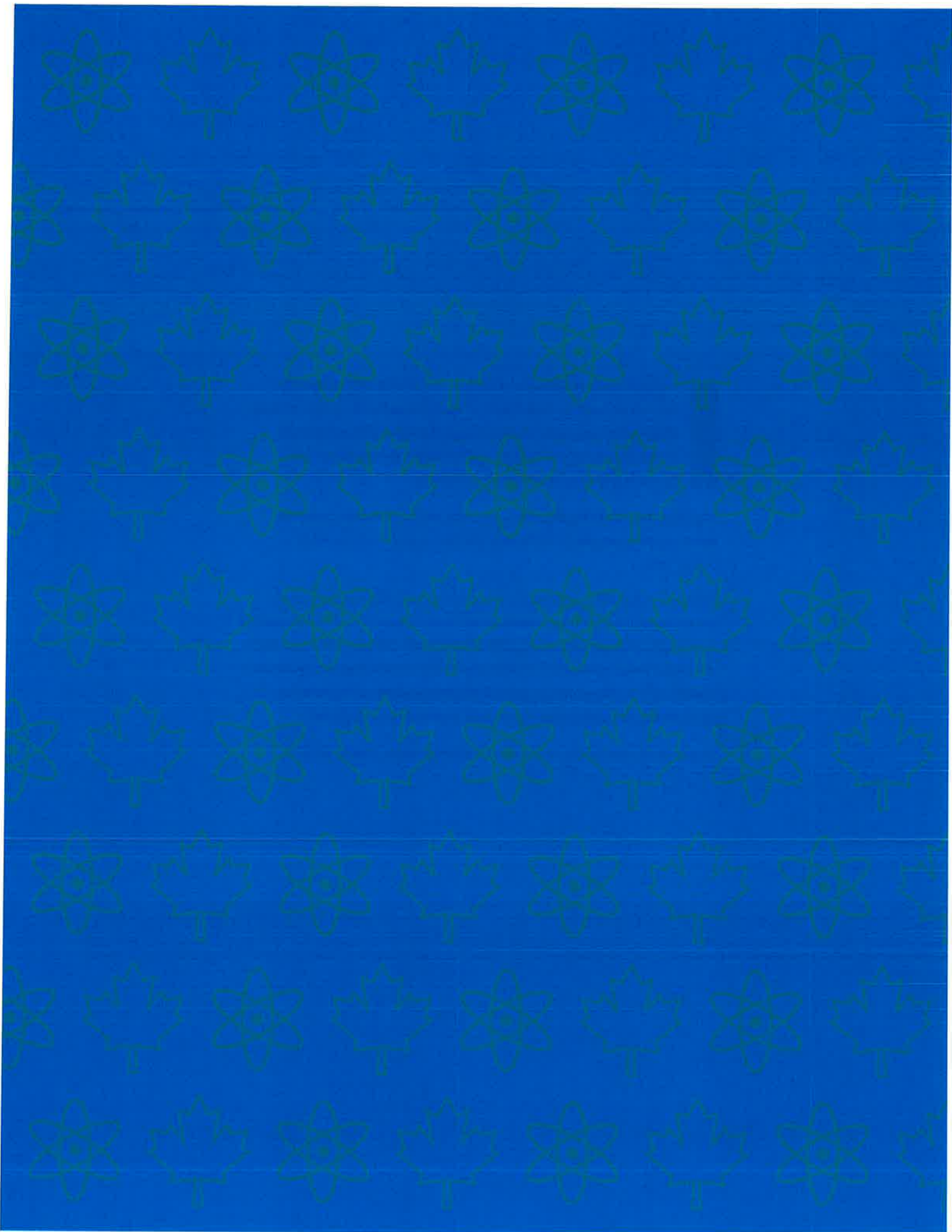


n every corner of NII's work this year, the theme was connection— from shop floors to classrooms to boardrooms to the national stage. What starts here in the Clean Energy Frontier region reaches far across the country, shaping Canada's clean energy future and driving a stronger, more resilient industry.

Together, our Founding Members, partners and communities created something meaningful in 2025. And together, we're ready for what comes next.

Already in 2026, NII is pushing further into the work that matters most: deepening our sector transformation work as a driver of real, employee-led operational change; expanding skill development pathways that connect the region's next generation of energy workers to meaningful careers; and advancing the collaborative projects that only happen when industry, government, education and community partners move together.

Stay in touch and join us in our work building a clean energy future!





PCF



The Nuclear Innovation Institute is committed to doing our part in helping protect our local environment and the resources we use in all our work. Special care and consideration went into the paper selection for this report.

Cover: Rolland Enviro® Print, 100 lb. **Interior:** Rolland Enviro® Print, 80 lb Text.

This paper is FSC® certified, contains 100% post-consumer fibre and is manufactured using renewable energy—Biogas and chlorine free.

