



A message from CANDU Owners Group  
President Fred Dermarkar

# If ever a time for collaboration

## *An industry SWOT analysis makes the case for working together*

Competitive spirit is a fairly universal cultural norm.

As I write this, the American Trump-Clinton presidential race is in full swing, Major League Baseball is in the World Series and, in South Korea, about 70 people recently took part in the Space Out Competition – literally competing to see who is best at doing nothing.

Competition is what we know and that can be a good thing. When things go right, it reduces poor performance and drives innovation and excellence.

But today, converging factors serve as an urgent reminder that while we need some competition, **collaboration** is also critical to the health of our companies, our industry and the world.

The fact nuclear is not even a consideration in many countries when deciding generation technologies has always mattered to the industry.

Today, it matters for the earth and its inhabitants. The fact is a negative perception of nuclear prevents many countries, in need of a large-scale, carbon-free generation source to meet even modest greenhouse gas reduction targets, from considering nuclear.

With nuclear plants shutting prematurely or simply not being built because of safety and cost perceptions, we don't have time to work in silos. If we look at our shared strengths and opportunities, and especially our weaknesses and threats, it is easy to identify the converging areas where combined efforts will exponentially improve outcomes. And, as always in the age of communication, our industry is as strong as the weakest link in every area of performance.

This is where I find greatest satisfaction as president of CANDU Owners Group (COG). It is a role that is premised on

building collaborative models.

In the April, 2016 issue of COGnizant, you may have read about our collaboration agreement with the International Atomic Energy Agency (IAEA). Since then, we have signed two more collaboration agreements, one with Atomic Energy Canada Limited (AECL) and one with the Organization for Canadian Nuclear Industries (OCI).

While the agreements have different areas of focus, the common thread is a commitment to share information and initiatives to improve outcomes in nuclear safety, reliability, affordability and human performance as well as innovation for better performance tomorrow. This is good for our collective organizations and members, good for nuclear and good for a healthy planet.

Others in the industry are making similar collaboration efforts. Bruce Power's new President & CEO Mike Rencheck has echoed OPG President & CEO Jeff Lyash's commitment to collaboration between their respective utilities, especially on refurbishment, a legacy issue for the industry in the decade ahead. We look forward to hearing more about the new Bruce Power CEO's vision and insights at COG's December General Business Meeting where he will be our keynote speaker.

A couple of recent COG initiatives also aim to increase collaboration of our members. We have recently published an event guide in PDF format (available on COGonline or from your COG contacts). It will serve as an at-a-glance planning tool for all upcoming COG events. It will be updated six times annually with highlights and new events as they are added.

One of those events is COG Collaboration Week, with several workshops combined into a single week. It is an idea adopted from similar initiatives at EPRI. The goal is to encourage more international participation, thereby allowing more collaboration and opportunities for shared learning by reducing travel costs and time. The 2017 dates will be announced soon.

Perception drives action. And perception of nuclear begins with performance. These agreements and initiatives will help us to build on existing strengths and close gaps together, faster than any single organization could do alone. And that benefits everyone.