

2024 Membership Business Plan

Canadian Nuclear Isotope Council



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About the Canadian Nuclear Isotope Council

The Canadian Nuclear Isotope Council (CNIC) is a Not-for-Profit organization consisting of representatives from various levels within the Canadian health sector, nuclear industry, and research bodies, convened specifically to advocate for Canadian nuclear isotope industries, both domestically and globally.

Mission

CNIC's mission is two-fold:

1. Deliver value to our members through programs and initiatives that support their success in the domestic and international isotope markets.
2. Inform all citizens about the inherent value of continued Canadian leadership in isotopes.

Vision

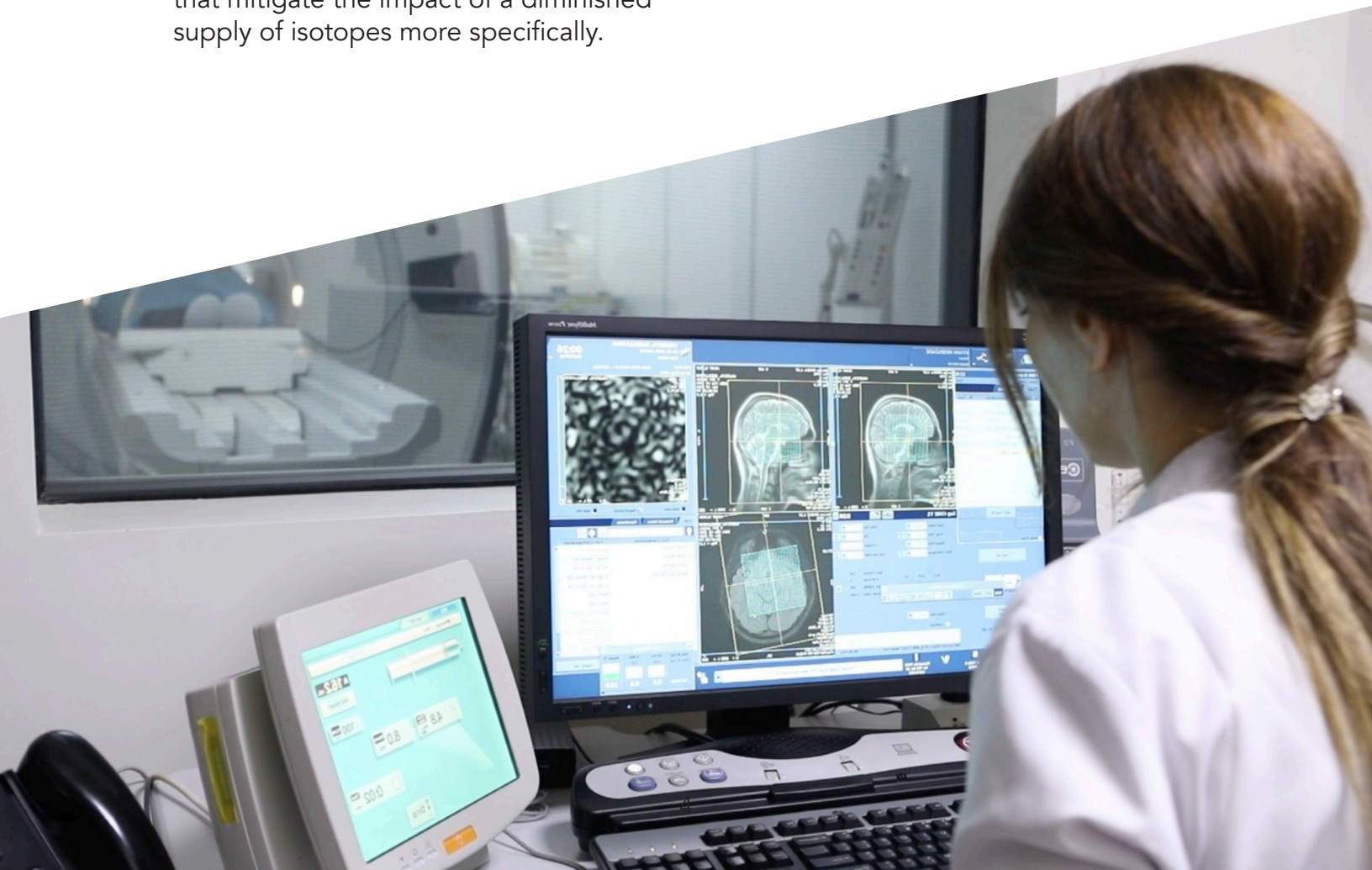
To drive and strengthen a thriving Canadian isotope sector through innovation and leadership.

Strategic focus areas

1. Positioning Canada to be a leader through increasing public, industry, and government awareness of the role of isotopes in Canada.
2. Increasing awareness of the activities of CNIC, its members and its partners.
3. Educate stakeholders and citizens on the global importance and opportunities within the Canadian isotope sector.
4. Connect businesses across the Canadian isotope sector and abroad.

Mandate

- Promote public awareness of the use and benefits of isotopes & irradiation technologies.
- Conduct a comprehensive outreach campaign for federal, provincial, and municipal governments, and non-governmental organizations to raise awareness of the societal benefits of isotopes.
- Respond to policy proposals that would needlessly restrict the public's access to life-saving technologies enabled by radiological sources.
- Increase awareness about the role of isotopes in Canada.
- Work with government stakeholders to define issues and propose solutions that mitigate the impact of a diminished supply of isotopes more specifically.
- Articulate positions on emerging issues in the isotope space.
- Advise and consult with government and other decision-makers on matters that impact the supply, production, commercialization, and distribution of medical isotopes.
- Continue to monitor and stimulate the emergence of mitigation strategies that will ensure no disruption to Canadians who require isotopes.
- Be a media interface for the Canadian isotope industry.



Member Benefits

Credibility, Visibility, & Recognition

- Inclusion of member's profile in the CNIC Isotope Ecosystem Directory
- Use of CNIC logo on member company website
- Member company logo on CNIC website
- Support for member initiatives through news releases on CNIC's website
- Inclusion in CNIC events, workshops, and webinars
- Opportunities to showcase company at the CNIC Leaders' Summit
- Inclusion in CNIC outreach and communications through social media channels and newsletter
- Opportunity to be featured in a CNIC Member Profile blog
- Participation/speaking roles in CNIC

Policy Development

- Participation in CNIC advocacy to federal, provincial, and municipal elected officials
- Attendance at political roundtable events with elected officials
- Advocacy to non-governmental organizations
- Opportunity to contribute to CNIC strategic recommendations
- Opportunity to influence CNIC organizational and governance policies
- Eligibility to participate on CNIC Committees
- Opportunity to influence and contribute to organization and governance policies
- Attendance at MP/MLA/MPP roundtable events

Industry Knowledge

- Regular research updates on international markets for isotopes and supply chain information
- Monthly newsletters containing industry news
- Invitations to attend CNIC events
- Business-to-business connections and networking opportunities



CNIC Committees

Board Committees

As an independent Not-for-Profit organization, the strategic direction of CNIC initiatives is driven by its Board of Directors. The Board provides support to the affairs of CNIC and contributes to decision-making, communications, and governance. The Board also oversees the activities of staff and CNIC's two Board Committees: The Business Development & Treasury Committee and the Governance Committee. Both Committees are comprised of representatives of the Board and from CNIC member organizations.

The Business Development & Treasury Committee oversees the development and implementation of CNIC's growth strategy. This Committee is responsible for the following:

- Identifying new strategic alliances with other companies/ organizations.
- Sharing networks and contacts to establish opportunities for CNIC to attract new members.
- Developing growth strategies to encourage elected officials to support CNIC.
- Identifying methods to grow the public's knowledge of CNIC.

The Governance Committee aids in establishing and monitoring policies to help CNIC uphold good governance practices. The Governance Committee agrees to fulfill the following responsibilities:

- Oversees how the Board of Directors functions and ensures CNIC meets its regulatory, reporting, and procedural requirements
- Represents and upholds the interests of all CNIC members
- Supports the process of nominating and selecting Board Directors

CNIC Working Groups

Members can get involved in the development of CNIC initiatives and advocacy by participating in one of CNIC's two Working Groups. These Working Groups are comprised of members from across the isotope industry and are open to any member to join.

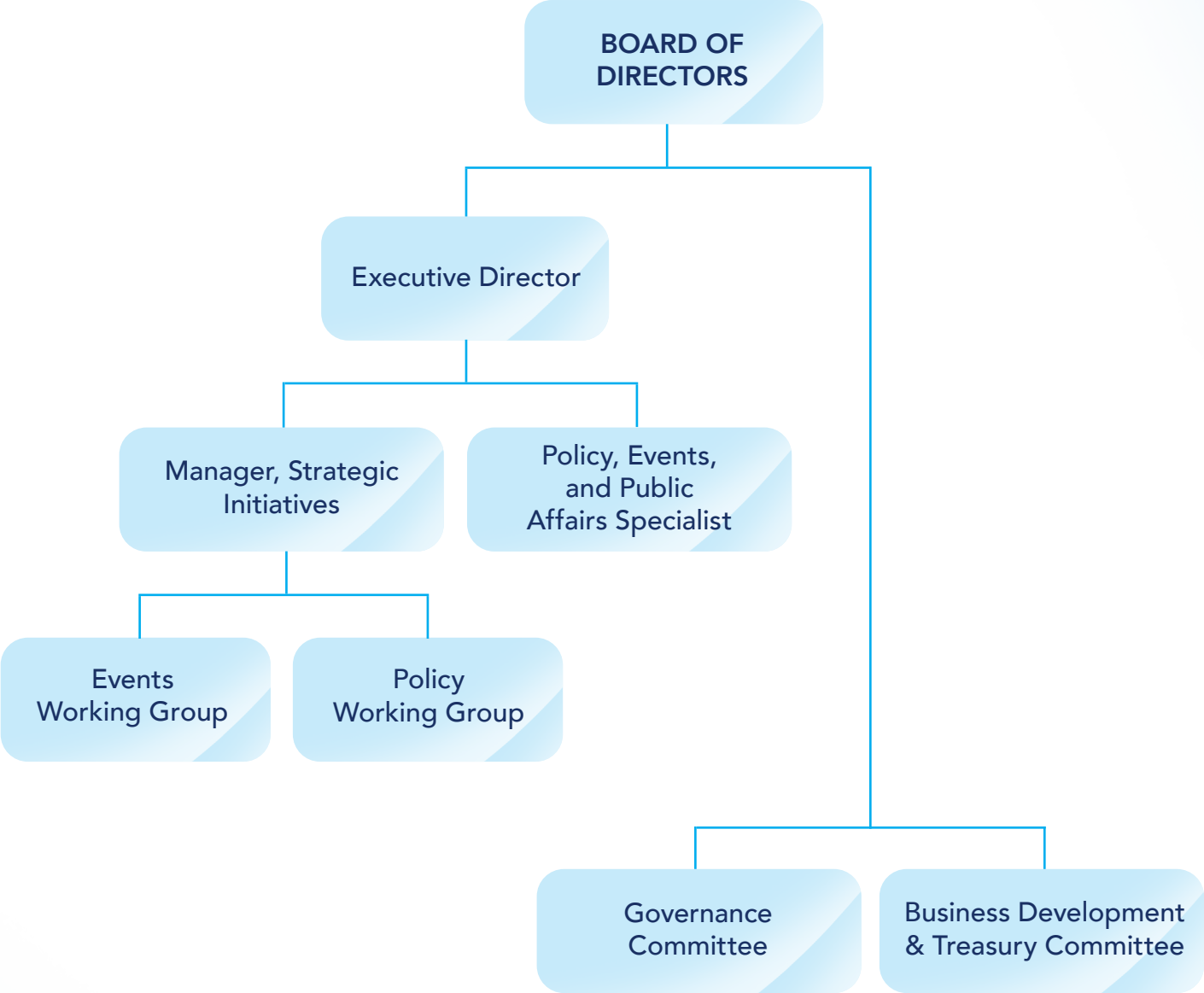
Events Working Group

- Shapes the strategic planning process for major CNIC events, like the annual Leaders' Summit
- Identifies opportunities for CNIC engagement in industry events, conferences, trade shows, and initiatives
- Shares and interchanges information about events for mutual benefit of CNIC & members

Policy Working Group

- Influences the development of CNIC's targeted advocacy efforts
- Assists in identifying policy priorities facing the isotope industry
- Shapes CNIC's thought leadership, policy recommendations, and organizational position on policy topics

CNIC Structure



Key CNIC Initiatives

Isotopes for Hope campaign

In March 2023, CNIC launched its Isotopes for Hope campaign and released its market update report entitled *Isotopes for Hope: Canadian Leadership Needed Now More Than Ever*. The report details Canada's historic leadership in the nuclear medicine market and identifies barriers to meet the growing global demand for medical isotopes.

Importantly, the Isotopes for Hope campaign outlines an ambitious vision of doubling Canada's production of medical isotopes by 2030 to meet the rising global need for nuclear medicine and grow Canadian leadership. The campaign seeks to identify barriers to unleashing Canada's true isotope potential and commits to working alongside governments to develop solutions and encourage support for the industry. Together, CNIC and its industry partners are prepared to rise to the challenge and achieve Canadian leadership in the global fight against cancer.

In the months following the release of Isotopes for Hope, CNIC and the industry have seen growing recognition and support from all levels of government. Now more than ever, Canadians and decision-makers are aware of the essential role of isotopes in modern medicine, industry, research, and many facets of everyday life.

Furthering CNIC's advocacy efforts through the Isotope for Hope campaign, CNIC released *Isotopes for Hope: Update on Recommendations* that serves as an update to CNIC's advocacy efforts through the Isotopes for Hope campaign. The report summarizes the progress made on each recommendation, identifies ongoing industry challenges, and identifies advocacy focus areas for 2024, all to maintain momentum and continue working toward the goal of doubling production by 2030.



Continuing Isotopes for Hope in 2024

In 2024, CNIC will continue advocating on the Isotopes for Hope campaign to ensure the industry has the tools it needs to reach its goal of doubling production by 2030. CNIC will continue to raise awareness for the important work being done across the country to secure supply and connect patients with life-saving treatments.

The next phase of the campaign will reach a new medium with the release of the **Isotopes for Hope Podcast** series. This 13-part series will highlight Canadian leaders in the country's isotope and cancer care sector who are contributing to Canada's leadership role in fighting cancer. While this podcast will aim to frame the industry's future in this area, we will also feature unique stories and perspectives about the importance of isotopes from current industry leaders.



Thought Leadership

As the voice of the isotope industry in Canada, CNIC is proud to have authored several reports and publications that have become reliable references for the Canadian industry and beyond.

Isotope for Hope: Canadian Leadership Needed Now More Than Ever offers updated market figures and emerging trends for isotopes, opportunities for Canada in the global market, and new recommendations for governments to best support the growing industry.

The *Canadian Medical Isotope Ecosystem Directory* contains descriptions of the companies that make up Canada's sophisticated isotope production pipeline, including producers, researchers, manufacturers of specialized equipment, and companies that ensure timely, safe delivery of isotopes to patients and end-users. The Directory describes the individual capabilities of the companies in the Canadian industry and profiles a vibrant and growing integrated industry.

Securing Canadian Medical Isotope Talent and Expertise marks the first phase of CNIC's efforts to develop a workforce strategy for the isotope industry. The report, which is based on survey results reported by CNIC members, emphasizes the need for sufficient and well-trained talent to maintain Canada's global leadership position.



Thought Leadership in 2024

As part of the next phase of CNIC's workforce efforts in 2023-2024, we entered a *partnership* with **Ontario Tech TALENT** to co-design and develop a survey to gather skills intelligence and ensure Canada's nuclear isotope industry has access to a diverse and job-ready workforce for all stages of the supply chain. CNIC is working to identify the skills and training gaps to help inform future investments and training opportunities for the isotope workforce.

As a global community, the isotope sector will continue to play an essential role in modern medicine and the fight against cancer for years to come.

As a result, CNIC is embarking on new international collaboration with prominent organizations around the world to develop solutions to global challenges and formalize Canada's ties with the global isotope community.

In 2024, CNIC will be collaborating with the **Organisation of Economic Co-operation and Development (OECD)**'s *Nuclear Energy Agency (NEA)* to bring together government and industry for a series of workshops in 2024-2025.

The workshops aim to build innovative strategies for overcoming global challenges and strengthen the medical isotope supply chain while facilitating

the sharing of insights, stakeholder engagement, and outreach.

CNIC has also embarked on new cooperative efforts with the *World Council on Isotopes (WCI)* to strengthen international ties and develop opportunities for collaboration on thought leadership and common objectives between the two organizations. This cooperation will facilitate the exchange of communications and publications between the organizations to increase information sharing across the international isotope community while considering future opportunities to collaborate on future networking opportunities.

Building on the success of CNIC's first Canadian Medical Isotope Ecosystem Directory, CNIC plans to work with its strategic international partners including the NEA and WCI to develop an international directory that encompasses the efforts of the global supply chain. CNIC is committed to leveraging new international collaborative opportunities to continue highlighting the work being done by Canadian companies on a global scale.

Annual Leaders' Summit

The Leaders' Summit is an annual event held by CNIC that aims to bring together leaders from Canada's isotope community and abroad to discuss common issues and strategic opportunities in the isotope industry. The event includes representatives from the nuclear isotope supply chain and research sector, business and government leaders, Not-for-Profits, nuclear medicine and imaging sectors, and academia. This presents the opportunity for the isotope community to provide knowledge and expertise about challenges and risks to the isotope sector and contribute to the development of solutions.

Past Leader's Summits have been held in cities like Vancouver, British Columbia and Saskatoon, Saskatchewan, as CNIC brings the Summit across the country. These events brought industry leaders together to discuss topics such as staffing and workforce development, financing growth in the industry, radiotherapeutic developments, and building a strong environment for medical isotope innovation.



2024 Canadian Radiotheranostics Leaders' Summit

As the Leaders' Summit has grown, more organizations across Canada and around the world are showing interest in participating in the event. In 2024, the Leaders' Summit will reach new audiences and include new types of sessions on real patient stories and emerging applications in therapy

The *2024 Canadian Radiotheranostics Leaders' Summit* will be held on June 6-7 in Toronto to precede the SNMMI annual meeting (June 8-12, 2024). This year, the Leaders' Summit will be held in partnership with the University Health Network (UHN), which will allow for better integration between industry and the medical community, while providing a much deeper focus on radiotheranostics used in oncology and to improve patient outcomes.

This two-day event will feature an exciting combination of plenary sessions and fireside chats, small group discussions, insightful presentations from healthcare professionals and the isotope community, and industry networking opportunities.

Summit Objectives:

1. Explore innovative and collaborative multi-disciplinary models of care with patient partnership towards building capacity and access to radiotheranostics in Canada
2. Discuss emerging applications in molecular targeted therapies (beyond NET and Prostate)
3. Discuss emerging technological advances in molecular imaging and therapeutics
4. Explore how industry, academia, healthcare, and governments can collaborate to develop proactive, actionable solutions to overcome emerging industry and healthcare challenges



Virtual Events

Each year, CNIC hosts several different virtual events on a range of topics to highlight innovation in the isotope industry, discuss impact of isotopes on end users and patients, and develop proactive solutions to pressing industry challenges. CNIC aims to host 4-6 web events every year to emphasize and raise awareness for the important work of our members.

Recent topics of past web events include:

- Ontario's role in the global isotope industry
- Yttrium-90 medical isotopes: Transforming Patient Experiences
- Transporting and Packaging Radioisotopes
- Commercialization Challenges and Opportunities in the Isotope Industry
- Isotope Innovations

Potential topics for web events in 2024:

- Actinium 225: The rarest drug on Earth
- Global perspectives on isotopes: A look at the international supply chain
- Journey through Canada's production pipeline
- Canada's role in the global fight against cancer
- Radiopharmaceutical drug development and delivery: Opportunities and challenges



Advocacy Efforts

As global demand for isotopes continues to grow at an exponential rate, CNIC is leading the industry's advocacy efforts to establish targeted support mechanisms and ensure that the industry has the necessary financial and regulatory supports to achieve global leadership.

Through advocacy efforts from CNIC and its membership, which has now reached over 80 members across the isotope supply chain, we have seen growing recognition and support from all levels of government. In 2023, we successfully delivered the isotope industry's first-ever dedicated *Hill Day* in June, which allowed CNIC and member representatives to meet with 25+ Members of Parliament, political staffers, and key individuals in the Government of Canada bureaucracy.



2024 Advocacy Goals to Maintain Momentum

In 2024, CNIC has identified that expanding our advocacy efforts across the country is a key priority. CNIC will be turning its attention to other provinces where there is significant growth and opportunity for the isotope industry. Through several additional advocacy days in provinces like British Columbia, Saskatchewan, Ontario, and New Brunswick, in addition to sustained federal advocacy, we hope to increase national awareness of the importance of isotopes, while working with all levels of government to develop solutions to ongoing challenges.

In 2024, we plan to hold the first Medical Isotope Advocacy Reception held at the Legislative Assembly of Ontario, in addition to an expanded advocacy day, focusing on increasing cross-party awareness of the importance of medical isotopes to healthcare and the fight against cancer. The event will bring together elected representatives and staff across all parties to meet with industry and healthcare leaders to discuss how best to support the medical isotope industry.

Stemming from CNIC's advocacy efforts and the June federal Hill Day, we are continuing our work with Natural Resources Canada (NRCan), Innovation Science and Economic Development (ISED), and Health Canada to begin establishing an inter-departmental steering committee for isotopes, the first of its kind. The isotope industry is unique as it falls under the jurisdiction of these three different federal government departments. The development of an inter-departmental steering committee marks a significant step towards establishing the targeted investments and policy supports needed to encourage innovation and growth in the industry.



Communications

Each month, CNIC distributes its one-of-a-kind Canadian isotope industry newsletter that keeps recipients informed on industry news, CNIC updates and events, member announcements and initiatives, and how to stay connected. The newsletter is distributed to CNIC members, elected officials at all levels, and interested individuals in Canada and around the world. Not only an educational tool and industry resource, the newsletter helps amplify the reach of CNIC members' announcements and CNIC activities.

In addition to the newsletter, CNIC's social media channels through LinkedIn, Facebook, and X (Twitter) help raise awareness for upcoming events and announcements in Canada's isotope industry. Through its communications, CNIC has become the go-to source for industry updates and networking.



CNIC Fee Schedule

| MEMBER LEVEL | CRITERIA/DEFINITION | CONTRIBUTION |
|---|--|-----------------------------|
| Large Companies/ Executive Committee | More than \$50M in annual nuclear and/or isotope revenue and/or member of CNIC Executive Committee | \$30,000 |
| Mid-Size Companies | \$20M - 50M in annual nuclear and/or isotope revenue | \$15,000 |
| Small Companies | \$5M - \$20M in annual nuclear and/or isotope revenue | \$5,000 |
| Very Small Companies | Less than \$5M in annual nuclear and/or isotope revenue | \$1,000 |
| Large Union | Unions with over 2,500 employees | \$5,000 |
| Small Union | Unions with fewer than 2,500 employees | \$2,500 |
| Academic Institutions | University, college | \$1,000 |
| “Start-up” Isotope Companies or New Isotope Companies | Companies that have formed within the last 3 years to support the Canadian isotope ecosystem and/or have less than \$1M in annual nuclear and/or isotope revenue and have less than 15 employees | \$500 |
| Individual Supporters/Individual Consultants | Individuals or very small consulting firms who earn less than \$1M in revenue from the isotope sector. Individuals who have retired from the industry or individuals with a general interest in isotopes. | \$100 |
| Government/Granting Organizations | Any federal, provincial, or municipal governmental organizations. | \$10,000 |
| NGOs and Industry Partnerships | Founded and funded by businesses that operate in the nuclear and isotope industry to represent and promote their interests. | N/A or in-kind arrangements |
| Foundations Charitable Organizations and Health Partners | Charitable trust that typically provides funding and support for other organizations or individuals through grants and hospitals | N/A |

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