

STRATEGIC COMMUNICATIONS PLAN

SUSTAINABLE DEVELOPMENT

PREAMBLE

This plan lays out the CAC's strategic communication objectives for Sustainable Development. It sets out a communications process for members and allies involved in the initiative that will increase awareness both internally and externally, further promote cement and concrete as sustainable and competitive materials, support regional campaigns and enhance the image of CAC and the cement industry.

Our communications will be proactive, measurable and supportive of the missions and goals of all allies, as well as the goals of the initiative.

Based on communications challenges during the past few years, there is a need for us to continue to pursue proactive media relations and public information programs that promote greater awareness of concrete as a sustainable building material. For continued improvements in communication processes and results, we need to set common objectives, incorporate strategic message mapping, audience identification, and communications evaluation into a dynamic communication plan.

As communicators, the following are expectations for all organizations involved with promoting the use of concrete as a sustainable development material:

- Coordinate all communication with the other project partners.
- Communicate messages that are consistent with this plan and with each other.
- Communicate early and often.
- Deal in facts and truth.
- Be accessible and prompt.
- Anticipate and prepare rather than react, but in all cases be responsive.
- Communicate to audiences inside and outside your own organization.
- Communicate to audiences that agree and disagree with our sustainable development approach and actions.
- Spend more time listening than talking -- encourage dialogue and two-way information exchange.

- Communication is by word and deed. Do what we say we will do.

This plan will serve to unify regional and national communications efforts, so that the project allies speak with one voice, and provide accurate, timely and professional communications to internal and external audiences about the use of concrete as a sustainable material. This document will be periodically updated as needed during the length of the project.

Strategic Communications Plan Sustainable Development

I. **Purpose**: The purpose of this plan is to set forth the general guidelines and elements of a public affairs campaign to educate and inform internal and external audiences about the use of concrete as a sustainable building material and how it can be used to enhance our initiatives.

II. Applicability:

This plan applies to:

- Working Group members
- CAC staff and Sustainable Development Committee members
- Association membership and concrete producers

Strategic communication is each partner's job and must be supported by everyone in order to succeed. However, all communications regarding Sustainable Development and initiatives undertaken must be fully coordinated and where appropriate aligned with PCA's sustainability effort. All project participants must speak with one voice if a communications strategy for the Sustainable Development initiative is to be successful.

III. **Background**: In an effort that began in 1999, three cement companies came together under the World Business Council for Sustainable Development (WBCSD) to state their joint position on sustainability. Battelle Memorial Institute was commissioned to conduct independent research on how the cement industry can meet sustainability challenges. Their final report, '*Toward a Sustainable Cement Industry*' was released in April 2002 and contained the following recommendations.

1. Explore what sustainable development means for the cement industry.
2. Identify and facilitate actions that companies can take as a group and individually to accelerate the move towards sustainable development.
3. Provide a framework through which other cement companies can participate.
4. Provide a framework for working with external stakeholders.

Following the release of the Agenda for Action in Paris in July 2002, the members of the program established a five-year set of task forces and projects dealing with:

- Climate protection and CO₂ management,
- Responsible use of fuel and raw materials,

- Employee health and safety,
- Emission monitoring and reporting,
- Local impacts on land and communities, and
- Reporting and communication

This effort evolved in the Cement Sustainability Initiative (CSI) and now involves 16 companies that represent about one third of world cement production outside China.

To implement the strategies set out in the 'Cement Sustainability Initiative Agenda for Action' with particular emphasis on climate protection, the CAC's Board of Directors established a Sustainable Development Committee whose vision is to develop:

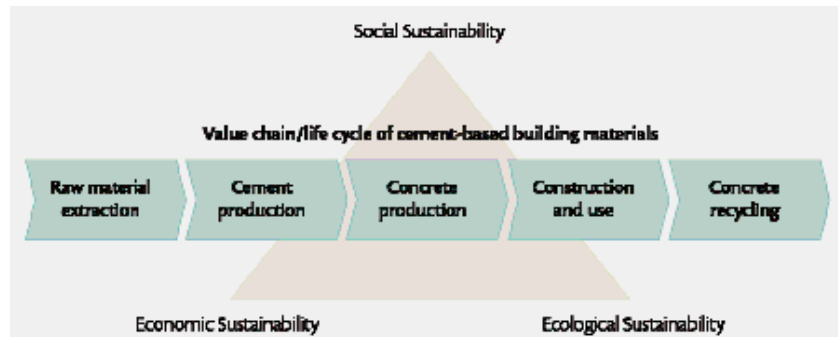
"A progressive, responsible, sustainable industry providing innovative solutions in construction and the built environment."

Their first Strategic Plan, developed in consultation with cement and concrete industry representatives, was released in 2004 and updated a year later. It focused on developing and promoting industry messages to position cement-based materials as the preferred sustainable material for the Green Building (Residential / ICI) markets, including creating and delivering resources for educational and promotional purposes, identification and management of research projects, coordination with allied promotional associations, and representation in sustainability related organizations.

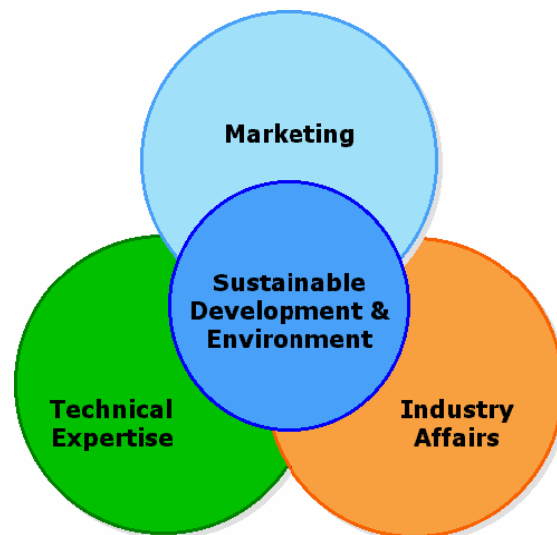
Through the efforts of members, allies and CAC staff, several initiatives were set in motion to respond, manage and continuously improve industry performance in these areas:

- CO₂ emissions (per tonne of cement produced) were reduced through material substitutions and energy efficiency, as well as fuel switching and use of alternative fuels. Research was conducted on alternative fuels and energy efficiency and various levels of government were engaged to help find solutions. The first biennial Canadian Cement Industry Sustainable Report which recaps industry achievements was released in 2006.
- Employee incidence and severity rates have been reduced since 2000 making Canadian cement plants amongst the safest.
- Canadian Portland cement manufacturers continue to develop innovative, environmentally-friendly cement and concrete based applications such as S/S of contaminated soils, insulated concrete forms, high performance concrete, concrete pavements, etc.

These trends and issues are still affecting the cement-concrete industry and its stakeholders along the value chain from cement and concrete production, to manufacturing, to application, to reuse and recycling.



There is still ongoing pressure from federal and provincial governments and other stakeholders to reduce GHG and other emissions, to increase the energy efficiency of cement operations and the built environment, to report and communicate industry results and to protect the natural environment and worker health and safety. The public is increasingly concerned with overall quality of life and environmental protection especially as it pertains to reducing impacts on urban and rural land and water supplies. They are looking for healthy, livable, competitive and sustainable cities, regions and communities. The industry recognizes more than ever the importance of coordinating its technical, marketing and industry/government affairs in order to implement initiatives and projects that respond to the needs of government and the public.



IV. Objectives:

Sustainable Development Objectives	Communications Objectives
Foster industry operational excellence.	<p>Improve perceptions about the ongoing improvements of cement manufacturing industry by broadcasting progressive overall industry results.</p> <p>Explain what sustainability means for the cement industry and demonstrate the huge steps it has taken to improve its performance and reduce its impact on the environment.</p>
Monitor, interpret and influence key sustainable initiatives.	<p>Build and maintain awareness and understanding of the significance of cement-based products as a preferred sustainable material for construction.</p> <p>Emphasize green aspects of cement and concrete and incorporate this message in all communication elements.</p>
Provide sustainable and innovative solutions to markets.	<p>Enhance efforts of Sustainable Communities program by building and maintaining stronger, active media relationships, especially where partnerships with communities have become formal, e.g. Dockside.</p> <p>Continue to educate, build SD knowledge capacity, industry understanding and general awareness of sustainable development and associated influences such as Green Building Movement, LEED Canada.</p>

V. Strategies:

- Industry should consider producing an environmental policy for cement and concrete production or some sort of vision paper. This could become the launch vehicle for our communication platform.
 - Continue to tell the Sustainable Development story within the context of social, environmental, and economic benefits and values and emphasize green aspects of cement and concrete.
 - Align the key sustainable development messages of marketing and communications products.
 - Address issues and objections to the use of cement and concrete in sustainable development openly and truthfully.
 - Expand the inventory and use of Web-based technology to develop, acquire and disseminate information. Research has shown that 50% of people looking for information go to the web first.
 - Create build-up using media relations and advertising/promotion tactics, each supporting the other in a timely fashion. One way to create “build-up” is for the industry to undertake a demonstration of all of the sustainable development benefits we claim, in an ordered, scheduled way that builds our message.

VI. Target Audiences:

Primary Target Audiences - Cement, Concrete and Construction Community	Secondary Target Audiences
Industry associations membership and concrete producers, ready-mix, pipe, precast, masonry, related associations and members ICF, SCM, cement companies (20)	Environmental and special interest groups
Architects, designers and builders' associations (20)	Experts and academics and research organizations
Owners/ developers, engineers, both private and public sector (15)	National organizations (CMHC, CAA, OEE) and Trade Associations – Chambers of Commerce, Infrastructure lobby groups, consumer groups
Senior public employees (the regulatory/policy makers) at the municipal, provincial and federal levels (64)	Federal and provincial governments and agencies (key elected officials + opposition)
Trade media	General and business media
Employees	Public in targeted markets

VII. Messages:

Cement and concrete are key enablers for sustainable development. While steel's strategy is "recycling", plastics is "product value" and wood's is "renewable/stewardship," cement and concrete as an industry covers all three strategies.

Cement and concrete are environmentally sound building materials, both in production and usage. Concrete is 100% recyclable and reusable.

Using concrete as a building material is cost-effective and efficient. It saves money in the long run and adds value for the customer.

- It has a low overall life cycle impact due to its durability, strength, fire resistance and hardness.
- It is ideal for passive survivability / security applications.
- It encompasses thermal mass and energy efficiency in a variety of applications.
- It has a high potential flexibility and innovation in terms of form, colour, texture, finishes.

VIII. Implementation:

- Media Relations**: Opportunities will be taken to engage the media at local, regional and national levels on the Sustainable Development initiative. This will be done through interviews, news releases, media briefings, editorial boards, pre-written SD articles (\$5,000 in 2007 budget) and photographs. A generic media kit will be prepared demonstrating the benefits of concrete solutions and highlighting the green aspects of concrete. These will be available on CD and posted to our website. In an effort to speak with one voice and tell a cohesive story, it is imperative that all media opportunities are communicated among the project allies.
- Interagency Coordination**: Explore options for outreach, including public information sessions (open houses), meetings with key stakeholders and publications such as brochures, advertorials, and sponsorship of special events. Develop a communications toolkit that can be used by any association or company within the industry to present consistent messages.

- C. **Speeches and Presentations**: Representatives of member companies and allies will include timely and accurate information about Sustainable Development in any appropriate presentations to further build relationships and perceptions of key stakeholders. Speeches will be shared among allies and standard PPT templates and presentations will be developed to ensure a common look and feel.
- D. **Announcements/Events/Tours**: Identify opportunities for joint announcements or activities to promote Sustainable Development and its objectives; include protocol for notification of unilateral announcements so that all organizations are informed. Speaking engagements such as industry events, green sessions, conferences and lunch and learns for targeted audiences such as regional influential architectural and engineering firms and large owners/developers will be sought where the benefits of concrete can be presented. Build messages on top of other organizations' own messages as opportunities arise – i.e. important committees and decision-making bodies. These events will be supported with news releases and media blitzes, where appropriate.
- E. **Municipal and Parliamentary Relations**: Continually provide information on the Sustainable Development initiative to public policy makers to influence public policy, regulations, legislation, guidelines as well as technical standards specifications and best practices. Demonstrate to governments that cement and concrete are essential products and that the industry is proactive and it can help them achieve their sustainable goals. Updates to lawmakers will be coordinated so that they reinforce and enhance each other. Allies in the project will speak with one voice and communicate a consistent message.
- F. **Website**: Create a key presence for sustainable development on CAC Website in English and French by updating and creating new content. Establish partial links or targeted links to the "Concrete Thinker" and "maisons en béton" websites. Link to other organizations of interest in sustainable development. Use website as central repository for all media information, stories and news releases. Increase Web presence by also registering with Wikipedia and broadcasting focused, timely SD success stories and general information about sustainable development and the cement industry. Optimize search engines and verify links to ensure

that they are current and accurate and contain the latest information. (\$15,000 in 2007 budget)

- G. **Newsletters**: As part of our ongoing communication to industry, CAC monthly newsletters which are distributed to CAC current and former Board Members, allies, member companies, CAC and PCA staff will regularly include articles about sustainable development. Consider being more involved with the editorial side of the newly released PCA Sustainable Development Electronic Newsletter so that the newsletter becomes binational or at the very least covers more Canadian content. If an expanded CAC newsletter is developed, articles on sustainable development will be included and distribution lists will be revisited to include wider key audiences.

- H. **Video**: Integrate available video footage on the sustainable development section of website. Capture new video which will focus on "green concrete buildings," innovative concrete usage and broadcast clips on sustainable development section of CAC website. (\$5,000 in 2007 budget)

- I. **Advertising**: Rethink advertising strategy by reviewing current ads and ad space allocation dollars, consider different publications catering to other target groups i.e. architects reduce frequency in some magazines and investigate possible editorial coverage in targeted industry publications. Integrate content with key events featuring concrete industry speakers with call to action. (\$7,500 + \$5,000 for advertorial support in 2007 budget)

- J. **Sustainable Education Tools**: Educational tools to aid specific target groups to include concrete and understand the benefits of concrete have been developed or will be created or updated to cater to the needs of different target groups. One such tool, the *Guide to Sustainable Design with Concrete* has been updated and is available in English and in French (for the first time). The Guide is posted on our website and will be widely distributed in Canada among our target audiences. Library distribution is also under consideration. Three modules of SD Training Courses have been developed in 2006: (1) Introduction to SD; (2) LEED; (3) Concrete & LEED; three more will be created in 2007: (4) Cement Manufacturing; (5) Concrete Manufacturing; (6) How to bring sustainable thinking to your organization. (\$6,000 in 2007 budget)

- K. **Collaterals:** The Sustainable Development brochure will be updated and a new version of the Sustainable Development Report prepared and released in 2008.

IX. Action Plan:

Recommended action plan for Phase 1 (2007)	
Q2	<p>1. Make use of ad hoc Communication Task Force where industry stakeholders are represented and implement co-ordination mechanisms to accomplish the following:</p> <ul style="list-style-type: none"> • Oversee and control deployment of the Communication Plan in Canada. • Define potential joint communication tools with U.S. counterpart and establish appropriate strategic co-ordination mechanisms. • Co-ordinate the sharing of information inside the participants' own organizations. • Evaluate progress and ensure appropriate reporting. • Initiate or propose any changes needed to the communication effort.
Q2, Q3	<p>2. Build consensus on messages (Communication Platform). Develop a shared vision through fact sheets, key messages and Q & As. Fact sheets will be shared with external audiences, whereas the key messages and Q & As will be for internal use only and be enriched and adjusted on an ongoing basis. Topics to be covered could include:</p> <ul style="list-style-type: none"> • Global picture of the cement industry in N. A. and Canada (GDP, jobs, critical role in industries/economy) • Green facts about cement and concrete • Challenges facing industry in environmental issues • Key elements of a vision for the future from a Canadian perspective <p>This communication platform should be shared with all industry participants, maybe in the form of a CD containing PDF files. This is the most critical step to speaking with one voice. \$3,000 in 2007 budget</p>

Recommended action plan for Phase 1 (2007)	
Q2, Q3 for training	<p>3. Identify spokesperson structure for media or other public appearances. There is a need for a "champion" who will become the key public face of the initiative in Canada. Selecting him or her should be one of the first decisions made by the task force. (Provide spokesperson training if appropriate).</p>
Q2, Q3, Q4	<p>4. Continue the branding of the project along the lines already implemented - Concrete thinking - Use same tag line to improve its "marketability".</p>
Q2, Q3 for design Q4 for implem.	<p>5. Design and implement government relations program for elected officials and public servants (at all levels).</p> <p>To present the project and gain support from or create/reinforce relationships with:</p> <p>Key Departments</p> <p>Opposition leaders at the federal and provincial levels</p> <p>Other key ministers, MNAs, MLAs or MPs to be identified</p> <p>The following tools should be investigated:</p> <p>Guided tours of key facilities</p> <p>Virtual tours of a cement plant (on CD-ROM)</p> <p>PowerPoint presentations by CAC and industry representatives</p> <p>\$ in Industry Affairs Budget</p>
Q3, Q4 quick fix Q4, Q1 2008 for longer term solutions	<p>6. Refresh Sustainability section of Website by updating and adding new content</p> <ul style="list-style-type: none"> • Environmental policy or industry vision for future • Green fact sheets for external audiences (PDF) • Post "Frequently asked questions" • On-line press room • Review hyperlinks (are they the best and most current?) • Consider creating a database of interested parties (to be used for newsletter distribution) <p>\$15,000 in 2007 budget</p>

Recommended action plan for Phase 1 (2007)	
Q3, Q4	<p>7. Trade media tour “Editorial Board” tour</p> <p>Main objective is to raise awareness and educate, not get coverage</p> <p>Produce media kit based on aforementioned material</p> <p>\$10,000 for strategic and communications plan support</p>
Q3, Q4	<p>8. Pursue ad hoc program of one-on-one meetings with public servants and other close industry allies to:</p> <ul style="list-style-type: none"> • present communication plan • highlight need for support and importance of industry cohesion • answer questions • develop closer relationships.
Q3, Q4	<p>9. Census and analysis of other stakeholders (economic, social and environmental issues)</p> <p>Develop detailed list of remote stakeholders and position</p> <p>Develop preliminary internal response document</p> <p>Develop strategy and action plan to establish relationship with stakeholders</p>
Q3, then ongoing	<p>10. Initiate research for experts/academics</p> <p>Start the process of identifying experts who may later be requested to contribute to the overall effort by acting as third party endorsers.</p>
Q3	<p>11. Consider introducing or teaming up with PCA’s electronic newsletter devoted to SD.</p>

Measuring results and managing the Communication Plan in the context of Phase 1	
Ongoing	<p>12. Ongoing media analysis:</p> <p>Annual qualitative and quantitative analysis of the coverage</p> <p>Monthly digests</p> <p>Budget TBD</p>

**Measuring results and managing the Communication Plan
in the context of Phase 1**

Q4	<p>13. Electronic survey of industry stakeholders: Develop a questionnaire to be electronically administered to a list of stakeholders in order to provide quantitative information on the evolution of the project.</p> <p>Budget TBD</p>
Q4, Q1 2008	<p>14. Evaluate plan against objectives and collect feedback: Annual reviews of programs implemented, overview of their perceived performance and recommendations for adjusting the master plan. Produce report on Phase 1 Results and Impact. Refine approach to Phases 2 and 3.</p>

Phase 2 Actions (2008)

Q4 2007	<p>1. Revisit SD brochure to provide all-purpose com. Tool and to be used as a "drive to Web" communication piece.</p> <p>Include key selling features identified in focus group research.</p> <p>\$8,000 in 2007 budget</p>
Q4 2007	<p>2. Produce outline for Sustainability Report for 2008 and start research, writing and preliminary design concepts.</p>
Q1, Q2 for planning, then ongoing	<p>3. Develop and implement visibility and speaking opportunities program.</p> <p>Develop plan to secure strategic speaking opportunities in key cities, including high profile engagements in major cities. Leverage these opportunities with the local media. Post speeches and press releases on Website.</p>
TBD	<p>4. Proactive media relations program</p> <p>Opportunistically increase media coverage through announcement of new projects, announcing an agreement and the kick-off of a new project; introduction of new services or other industry initiatives, etc.</p> <p>Each opportunity can be leveraged through a mix of: news release, follow-up one-on-one telephone interviews, media</p>

Phase 2 Actions (2008)	
	<p>conference calls, news conference, etc. All materials should mention the Website address.</p> <p>Proactively pitch some key top-tier media with specific interests (Business Week, National Post, others).</p>
TBD	<p>5. Pursue expanded version of Phase 1 gov. rel. program</p> <p>Expand scope to key cities, other elected officials and other decision makers</p>
TBD	<p>6. Leverage industry events and anniversaries (if any)</p> <p>Use platform as industry gathering.</p> <p>Press release (newswire, Website, etc.)</p> <p>Media briefing</p> <p>Webcast/Web archival of presentation available on Website</p>
TBD	<p>7. Design and implement issue management system and program of one-on-one meetings with environmental groups and stakeholders involved.</p> <p>Objectives:</p> <p>Develop a better understanding of issues.</p> <p>Establish sound relationships with stakeholders.</p> <p>Maximize the sharing of information.</p> <p>Seek consensus on key issues in order to gain support.</p> <p>Key features:</p> <p>Identify areas for more research and data gathering.</p> <p>Demonstrate will to adopt a global approach.</p>
TBD	<p>8. Expand/Enrich Website</p> <p>New Features could include: educational presentation and online educational quiz for young and old at heart.</p> <p>Any significant enrichment of educational nature could/should be publicized in the larger community.</p>
TBD	<p>9. Design and implement trade show/public fairs program aimed at specialized audiences and/or the general public.</p> <p>Such a program involves a subset of the following tools:</p>

Phase 2 Actions (2008)	
	<p>Revamp Booth - Consider more generic cement and concrete approach; revisit key messages based on recent focus group results and collateral visual material.</p> <p>Buttons or other promotional items</p>
TBD	<p>10. Sustainability Week and Advertising Blitz</p> <p>Implement Sustainability Week to be held each year, maybe folded into other event of interest, i.e. release of Sustainability Report.</p> <p>Create a concentration of communication operations to generate momentum.</p> <p>Enroll support from all industry participants.</p> <p>Leverage all communication disciplines in a convergent, integrated fashion (adv., media relations, sponsorship program, direct contact with audiences, etc.)</p>

Measuring results and managing the Communication Plan in the context of Phase 2	
	<p>10. Ongoing media analysis</p> <p>Monthly digests and annual analysis of media coverage</p>
	<p>11. Survey of targeted publics in strategic urban areas</p> <p>To evaluate plan against objectives</p>
	<p>12. Produce report on Phase 2</p> <p>Results and Impact, Refine approach and revisit calendar of Phase 3</p>

Phase 3 actions (2008/2009)	
TBD	1. Expand geographical scope of visibility and speaking opportunities program
TBD	<p>2. Off-site interpretation centers highlighting sustainable development</p> <p>Build permanent or semi-permanent interpretation centers at strategic sites in order to educate the general public about SD and the benefits of cement and concrete.</p> <p>Possible sites for such centers could include: Dockside, Markham, Rockliffe</p>
TBD	<p>3. Additional production of educational materials</p> <p>Develop “educational package” for website posting aimed at providing interested parties with support material and training. The package could include:</p> <p>Video of training courses, live presentations, speeches, tutorials</p> <p>Educational brochure and invitation to visit Website</p>

X. 2007 Budget:

Monies allocated in 2007 budget appear under each activity. Monies will need to be set aside in 2008 budget.

X. Summation:

The success of this plan depends on the unified efforts of all Canadian partners and to some extent on our U.S. counterpart. Strategic communications is everyone’s responsibility. A living document, the plan will be reviewed, reevaluated by the Communication Task Force comprised of Linda McKinley, Chris McColl and Brian Hall on an as-needed basis and, if necessary, adjusted. All elements of the project organization will share information regularly on the actions taken to support this plan. Organizational ownership and feedback will provide measurement tools for the Strategic Communications Plan.