

Communications Initiatives — 2021

The Chamber of Marine Commerce's communications activities will support our organization's key priorities for 2021 and the four main pillars of our Strategic Plan:

1. **General:** secure greater policy and political acceptance of benefits of marine mode.
2. **COVID-19:** continue the focus on mission-critical aspects of maintaining people mobility, ensuring essential service operations, financial contingency and market monitoring.
3. **US./Canada Ballast Water:** push for final cross border regulatory alignment that treats all vessels operating in each key area equally.
4. **High Water:** implement a renewed advocacy and communications plan to manage water levels for safe (and non-delayed) navigation in the Spring, and keep Seaway open.
5. **Canadian Pilotage Reform:** work with Canadian government (and GLPA/LPA pilotage authorities) to implement the new regulations (and amend older ones) under a common understanding of improved efficiency, while protecting the licensing system.
6. **Port Infrastructure and Coast Guard Renewal:** support port member interests on both sides of border to secure funding; also secure additional CG commitment for icebreaking assets in the Lakes and down river, while implementing new short term interim-supply arrangements.
7. **Environment and Air Emissions:** advance member interests in discussions at ICS and IMO on GHG short term reduction measures, including IMO Arctic black carbon and heavy fuel oil ban. Also ensure whale protection measures and noise are adequately addressed.
8. **Workforce Development:** progress implementation of entry programs to increase inflow of foreign labour, while pursuing new programs to increased career awareness with the federal government and industry partnerships through CMIF.
9. **Ontario:** lead on a renewed effort, still using OMTF branding, to build a stronger coalition that will progress awareness of the marine sector in Ontario and advocate for a few of the sector's key issues at the provincial level.

Audience

Communication activities will continue to be targeted at Canadian and U.S. media, political and government audiences as well as stakeholders such as NGOs, academics, cross-border groups and business-related collaborators.

Increase Recognition

| Key Initiative | Activities | Timing | Milestones/Outcomes |
|---|---|--|--|
| Media Relations | <ul style="list-style-type: none"> - CDN/US press releases highlighting industry achievements/contributions - Media statements/Interviews on issues of the day (piloting, whales, tariffs, carbon emissions) | Ongoing throughout the year | <ul style="list-style-type: none"> - 24 releases -Continuing media coverage of shipping position on key advocacy issues. |
| <i>Marine Delivers Magazine</i> | <ul style="list-style-type: none"> - Print, electronic and online version - Increase online articles that promote our industry and drive traffic to website and other audiences with more budget for freelance writers. | March (for print) and throughout the year for online | Magazine will include column from new GR-SL sub-committee in Canada and GL Caucus in U.S., articles on economic recovery plans and opportunities, GHG policy, ballast water etc. |
| Digital advertising campaign aimed at Canadian federal government officials | <ul style="list-style-type: none"> -Incorporating creative made in 2020. - Digital banners in political media -Targeted social media ads using video | TBD | <ul style="list-style-type: none"> - Social Media Engagement - Click-thrus to accompanying web pages - Advertising reach in targeted circles |
| External Events | <ul style="list-style-type: none"> - speaking opportunities with other Chambers of Commerce, cross-border groups and industry associations and conferences. | Throughout the year | - 6 events per year |

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| Continuing development and reach of marinedelivers.com | <ul style="list-style-type: none"> - Creation of GHG policy pages and graphics and updates to policy pages as needed. - Continue to drive traffic through social media posts on new information and online <i>Marine Delivers Magazine</i> articles (Improve some technical elements of online magazine and banner advertising) - Create Page to House new videos hosted on You-Tube | Throughout the year | - Increase 2021 visitors and page views by 10% |
| Increase government audiences that receive Daily Clips | <ul style="list-style-type: none"> - Add a link to register for Daily Clips as a signature for all staff external communications - Email blast to government contacts on subscribing to Daily Clips as an information tool to stay abreast of marine shipping news and issues | Throughout the year | - Increase government subscribers by 10% |

Advance Advocacy

Objective: Raise awareness of the Chamber’s advocacy objectives for 2021 in Canada and the U.S.

| Key Initiative | Activities | Timing | Milestones/Outcomes |
|-------------------------|--|---------------------|---|
| Key Messaging documents | <ul style="list-style-type: none"> - Revised ballast water documents once we have economic impacts assessment - Updated High-water messaging on economic impacts based on Seaway study - Environmental Study and GHGs - Marine Mammals policy page | Throughout the year | - Coordinated membership messaging for external briefings/media points in Canada/U.S. |

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| <p>2021 Political Priorities</p> | <p>- Annual 2021 CMC Political Priorities press release in Canada and the U.S.</p> | <p>Tied into similar timing as Seaway press release on end of year results</p> | <p>- Media Coverage in both Canada and U.S. emphasizing importance of GL-Seaway shipping and priorities to drive growth and recovery.</p> |
| <p>High-water Communications</p> | <p>- Support advocacy plan with media support/use of existing high-water materials as needed, depending on weather/water level conditions</p> | <p>January to April</p> | <p>TBD if need arises</p> |
| <p>Political Events</p> | <p>- Marine Day on the Hill virtual reception</p> | <p>- TBD</p> | <p>- Increase political engagement/knowledge of industry/issues.</p> |
| <p>Five 25-second Videos (Grain, Iron Ore, Construction Materials, Petroleum products and General Cargo)</p> | <p>- COMPLETED Will be used in virtual events, social media and incorporated into any targeted Federal digital advertising campaign</p> | <p>Throughout Year</p> | <p>- Increase political and stakeholder knowledge of GL-S shipping's essential role in supply chain for goods we rely on every day. - Used as visual interest for virtual events in place of displays we would have at live events</p> |
| <p>5 -Video Vignettes (Interviews with Stakeholders on importance of GL system to communities, industries, jobs, environment etc.</p> <ul style="list-style-type: none"> • Rural Community Mayor • ArcelorMittal Dofasco • Richard International • Heddle Shipyards • Port of Monroe | <p>-- These videos, which will be completed by January, will be used in advocacy meetings in Canada and the United States -- Used at virtual events and in social media -- Incorporated into advertising campaigns (as needed) -- Port of Monroe video still to be filmed.</p> | <p>Throughout the Year</p> | <p>-- Increase political and stakeholder knowledge of GL-S shipping's economic, environmental and downstream benefits to the region. -- helps in demonstrating the value of our system in ongoing issues such as high water etc.</p> |

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| (talking about wind energy, cross border trade etc) | | | |
| Zoom Video Interviews with U.S. members | 1-minute video interviews on key asks and issues with U.S. members | First quarter of 2021 | -To be used by our Washington representatives in meetings with Congress and new administration |
| VR 360 Matterport tour of new class of ships to showcase industry innovation and environmental and safety progress to politicians and stakeholders. | -Filming, editing of a virtual reality video and 360' online tour - Dalhousie University, Ocean School program, National Film Board | Autumn due to ongoing pandemic Longer term project | - Interactive and portable products that allow politicians and stakeholders to “see” and experience ships without having to go onboard. -- Hosted on our website so will also help drive traffic and draw interest -- additional products (ship tour, interviews showcasing jobs, 3D animation of how locks work, etc. will be used by Ocean School to teach 11-15 year olds about GL-S system. |

Build Community

Objective: Build alliances, partnerships and coordinated messaging

| Key Initiative | Activities | Timing | Milestones/Outcomes |
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| Continue to work with groups such as Blue Accounting, Clear Seas, Great Lakes Commission, Great Lakes-St. Lawrence Governors and Premiers | - regular opportunities arise as needed | Throughout the year | - System-wide tonnage data along with province/state and highlighting CPAs at port level - Measurement of GSGP Maritime Strategy objectives for State/Provincial govts. |

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| | | | - Continued education of cross-border stakeholders on marine issues |
| Association Collaboration | <ul style="list-style-type: none"> - CDN/US marine association collaboration on issues/events/projects - Promoting the Canadian Marine Industry Foundation with other partners | Ongoing throughout the year | <ul style="list-style-type: none"> - Reduce duplication of efforts - Coordinated industry-wide comms |

Improve Organizational Excellence

Objective: Improve member satisfaction rate for communication activities in the annual membership survey.

| Key Initiative | Activities | Timing | Milestones/Outcomes |
|-------------------------|--|---------------------|--|
| Virtual Speaking Series | <ul style="list-style-type: none"> - Four lunchtime sessions on top of mind subjects for our members - will also be marketed to wider audience of the Marine Club and other organizations to raise the profile of the Chamber of Marine Commerce | January -February | <ul style="list-style-type: none"> - Extra value for our Members with insight and information -- Sponsorship/marketing opportunities for our members -- More profile for the CMC amongst its stakeholders but also with new audiences which could lead to new member interest |
| Promote CMC membership | <ul style="list-style-type: none"> - All trade advertising will promote value of CMC membership - Add Membership button to Daily Clips to target those companies who are not members | Throughout the year | <ul style="list-style-type: none"> - Provide an opportunity to showcase CMC and marine shipping achievements and emphasize the importance of joining as members |