

# **Dufferin Aggregates – Cayuga Quarry**

**Community Advisory Panel (CAP) Meeting**  
**January 31, 2012**



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A division of Holcim (Canada) Inc.

# Welcome & Introductions

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- Rafael Chocomeli, Regional Operations Manager West
- Chris Fleming, Cayuga Quarry Site Manager
- Participant Introductions

# Agenda

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1. Holcim Canada's Commitment to Community Engagement
2. What is a CAP?
3. Holcim Canada Overview
4. DRAFT Cayuga CAP Terms of Reference
5. Dufferin Aggregates Cayuga Quarry
6. Questions and General Discussion
7. Next Steps

# Holcim Canada's Commitment to Community Engagement



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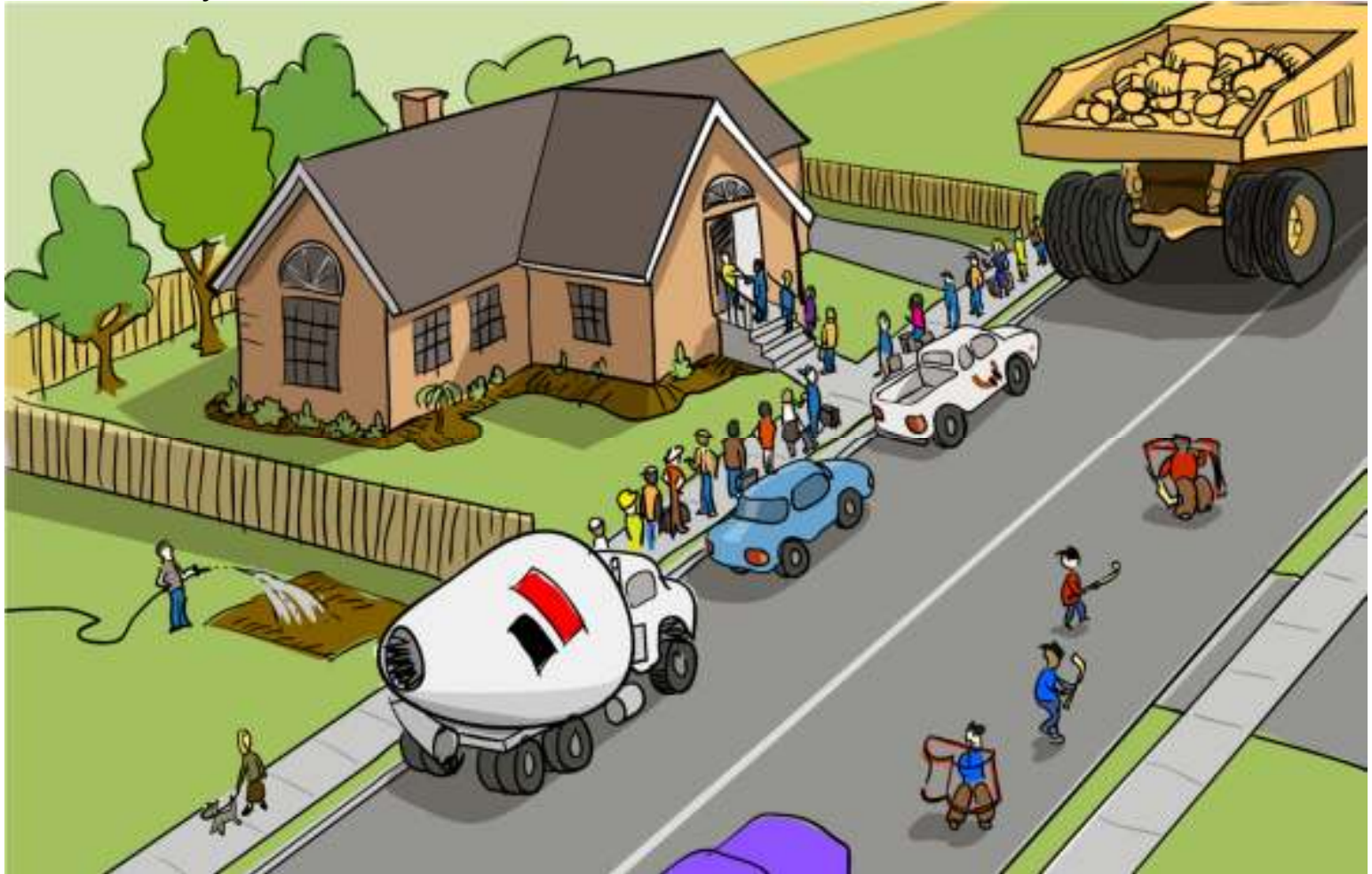
Our business has an impact far broader than our services, operational sites or products.

 Holcim **IMPACT**



Due to the nature of our business, we instantly become guests in the community, on private property, on job-sites...

*Welcomed guests show respect, use their manners, are considerate and contribute whenever they can...*



By approaching CSR from this standpoint, we honor our commitment to the communities where we operate. We are the kind of guest (company) people think of fondly, value, tell others about, and welcome back again and again.

# What is a Community Advisory Panel (CAP)?



Community Advisory Panels (CAP) are one way that Holcim engages with the communities where we operate.

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- Provide, encourage and facilitate **two-way communication** between local residents/regional stakeholders and Dufferin Aggregates on the operation of the Cayuga Quarry.
- Dufferin asks panel members to communicate information shared with other community stakeholders, including not-for-profit organizations, government representatives, and other interested parties, as well as bring back feedback and comments, to facilitate an ongoing dialogue
- Panel members set the topics of discussion at meetings, based on their interests and needs. Dufferin will bring in staff and/or specialists to discuss each topic, as required.



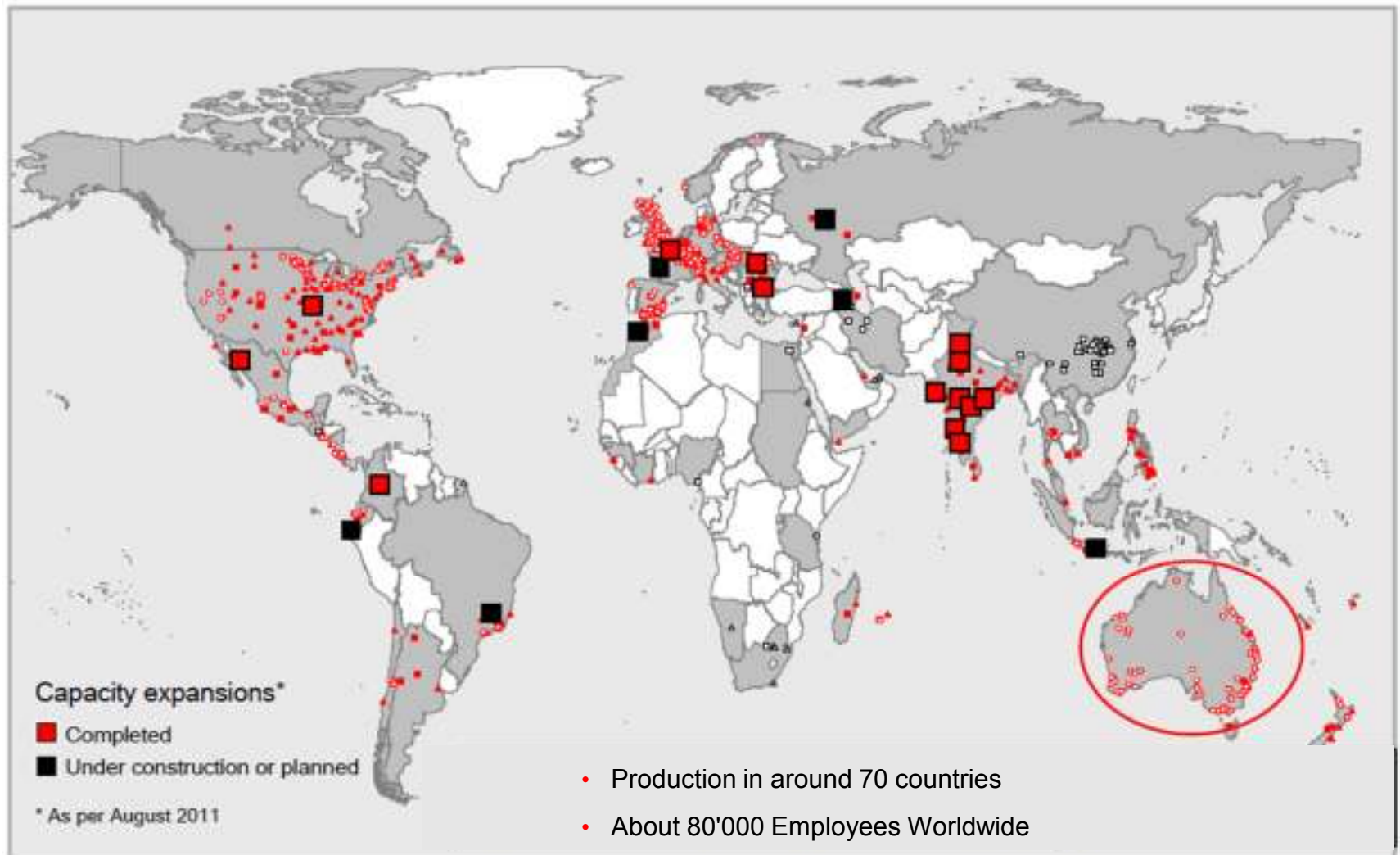
# Holcim Canada Overview



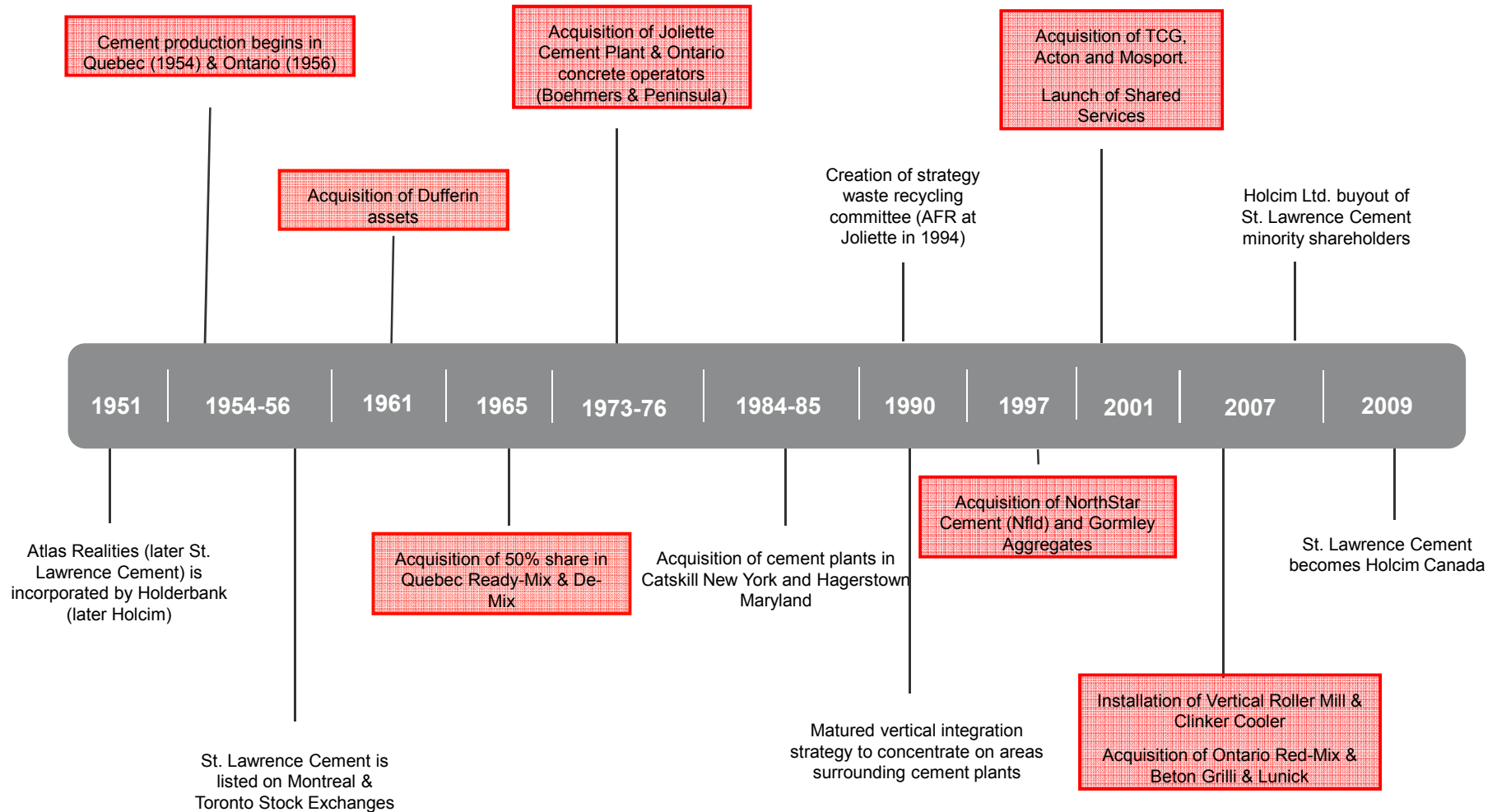
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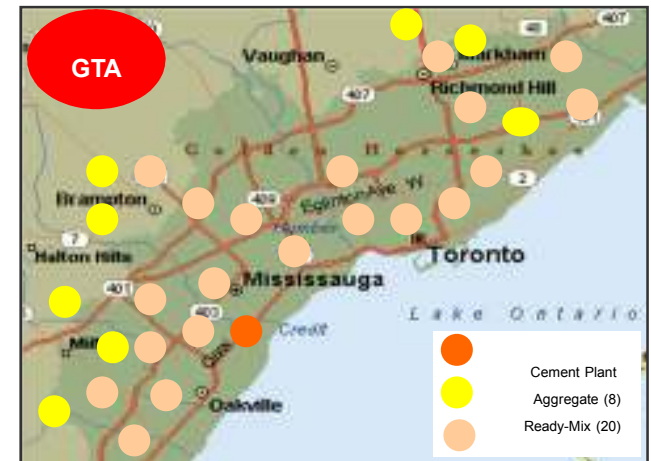
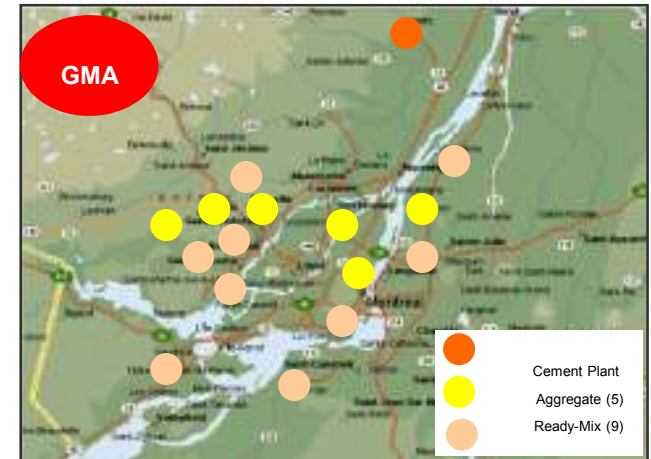
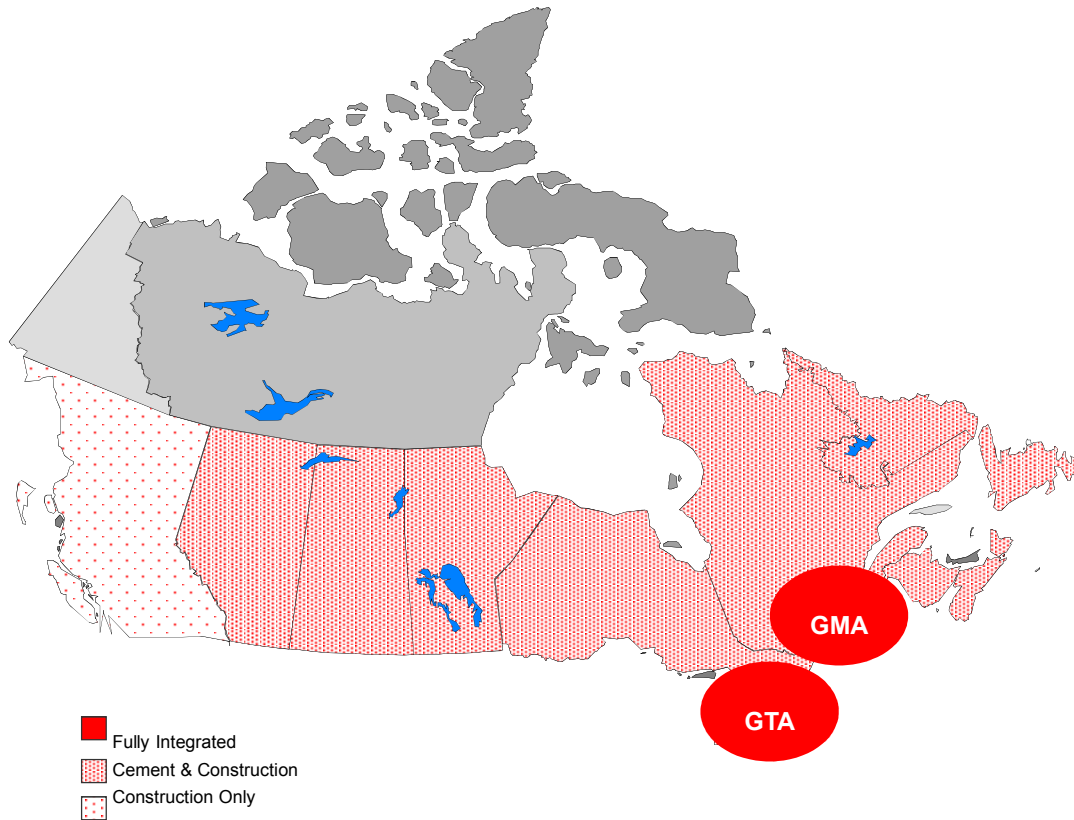
Holcim is one of the leading suppliers of cement and aggregates (crushed stone, sand and gravel) as well as ready-mix concrete and asphalt, and related services.



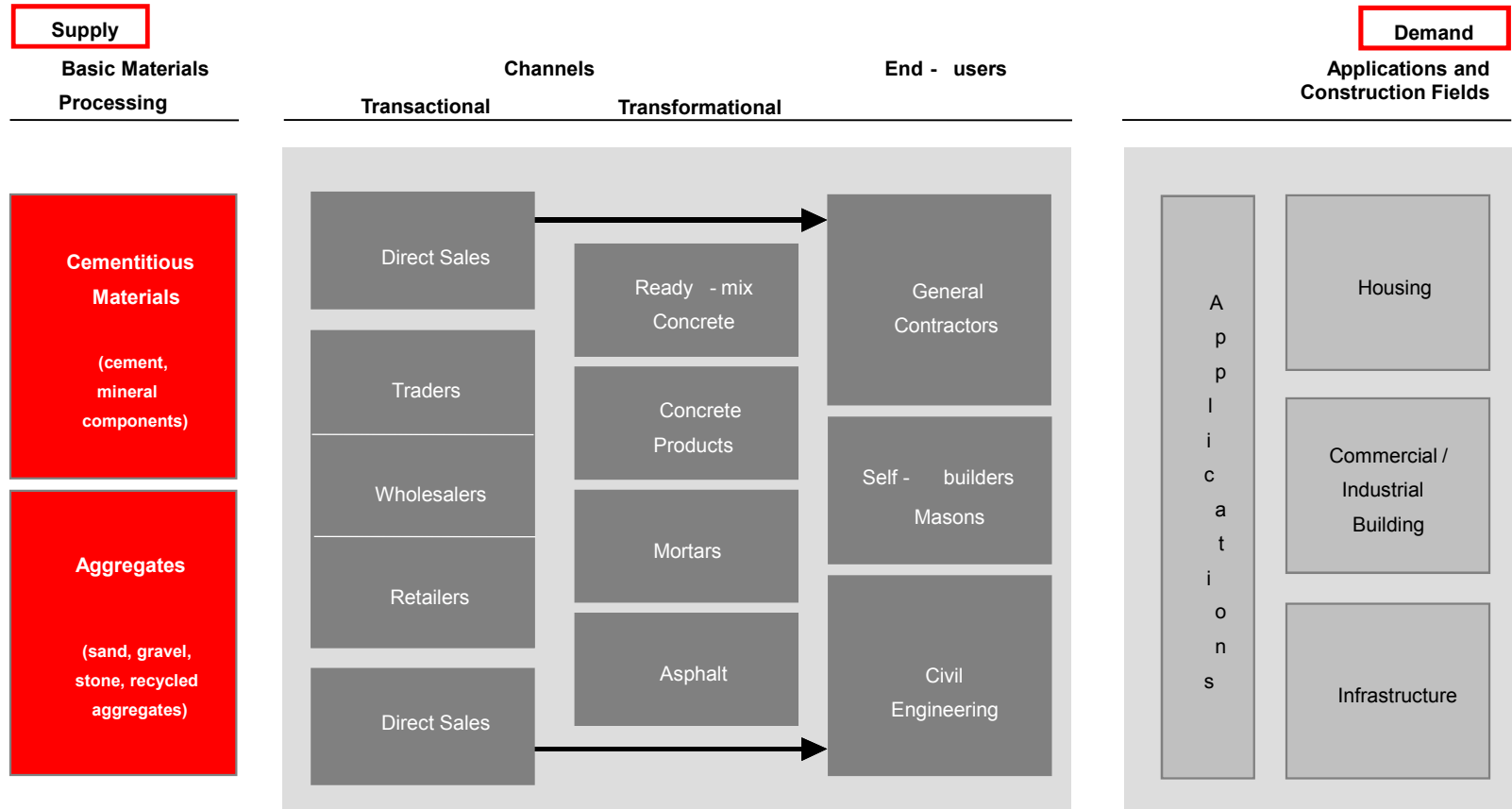
# Holcim Canada has marked over 60 years of operations in Canada with a history dotted with strategic acquisitions and growth



# Holcim Canada is a fully integrated player in the highly populated Greater Toronto (GTA) and Greater Montreal (GMA) markets



# Holcim Canada optimizes Vertical Integration in the value chain while improving delivery mechanisms for new product introduction & optimization of existing products



27% of cementitious volumes and 34% of aggregate volume flowed through our vertically integrated channels in 2010.

Holcim Canada is well integrated into the Value Chain with a broad customer base ranging from product supply of cement to solutions providing construction services



FALCONBRIDGE



# Ready-Mix is the optimal Business Unit in the Holcim Value Chain for solutions delivery. Innovations in products and services have made the Ready-Mix Business Units into market leaders

## PERVIOUS CONCRETE



Pervious concrete is a special type of high porosity concrete used where applications require water from precipitation and other sources to pass directly through.

It helps reduce storm water runoff, replenishes aquifers, protects streams and lakes and allows water and oxygen to reach tree roots.

## SPECIALTY CONCRETE



Specialty concretes were almost 10% of Demix Beton's volumes in 2009.

Flex concrete is a bending application used with City of Montreal as well as Montreal airport and ports.

Self-Placing is fluid and homogeneous with minimal segregation and bleeding; used primarily for vertical applications.

Anti-Corrosion concrete inhibits the corrosion of steel reinforcement.

## ENVIROGUARD



In 2009, Dufferin Concrete won multiple awards for a system that ensures no chute wash water is released into the environment by returning the water used to clean the chute back into the truck's drum.

The benefits are in cost savings and also a stronger job site environment scorecard which aids in LEEDS points.

# Construction, in addition to Ready-Mix, is highly competitive in Greater Toronto and Montreal markets. Providing solutions is how Dufferin and Demix Construction distinguish themselves from other market players

## RAPID BRIDGE REPLACEMENT



Dufferin Construction, one of the leading highway contractors for the province of Ontario, has been low bidder on 3 RBRs in Ottawa and Hamilton. RBRs are the replacement of a highway bridge overpass over the course of a weekend where the entire bridge is removed and replaced with sectionals built in a nearby staging area. RBR is not only more economical but also offers solutions to the Municipalities in terms of less traffic congestion, a shorter construction cycle and benefits to the public.

## AGGREGATES RECYCLING



Material recycling has been critical in allowing waste materials deposit sales and also in construction cost reduction.

In 2009, Demix Aggregates sold 230kt of recycled aggregates primarily to Demix Construction's A-25 PPP project. Additional opportunities for asphalt recycling are being investigated to lower operating costs for construction and provide a potential revenue stream for aggregates.

## SNOW REMOVAL

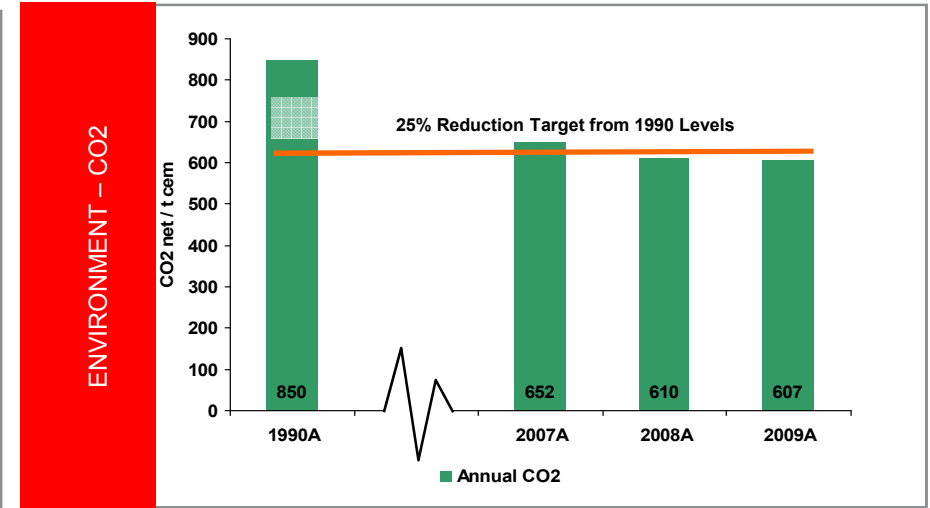
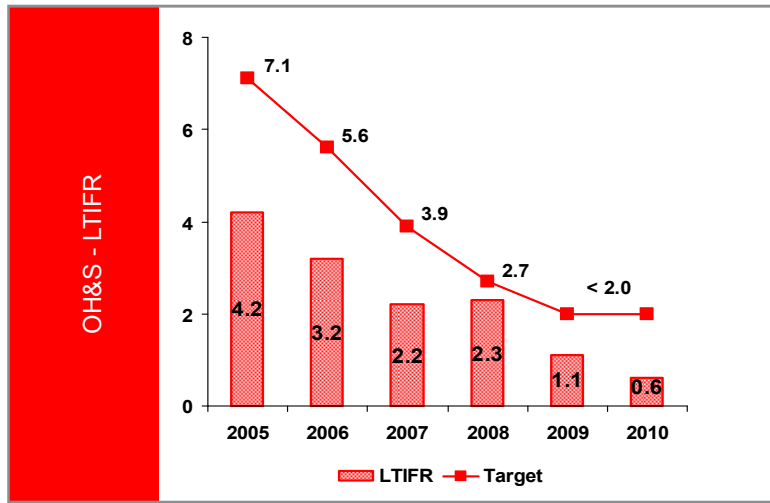


Since 1975, Dufferin Construction has been responsible for 'air-side' snow removal at Pearson airport – a 24hrs/day, 6months/year contract. 250 DCC personnel have Government of Canada security clearance and are available on 1 hour notice.

The activity not only provides cash flow and operations during traditionally slow construction months but also ensure equipment utilization over the period.

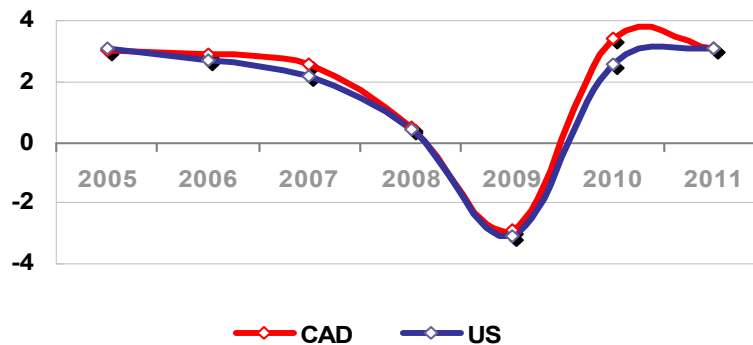


# Holcim Canada has a commitment to Sustainable Development with Corporate Objectives for OH&S, Environment and Social initiatives

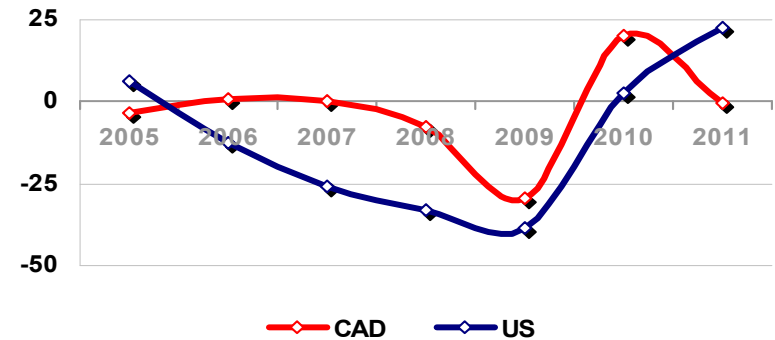


The Canadian economy is closely linked to that of the United States. As such there has been an economic impact but this impact has thus far been mitigated and there was a strong rebound, as shown here, in late 2009 and early 2010

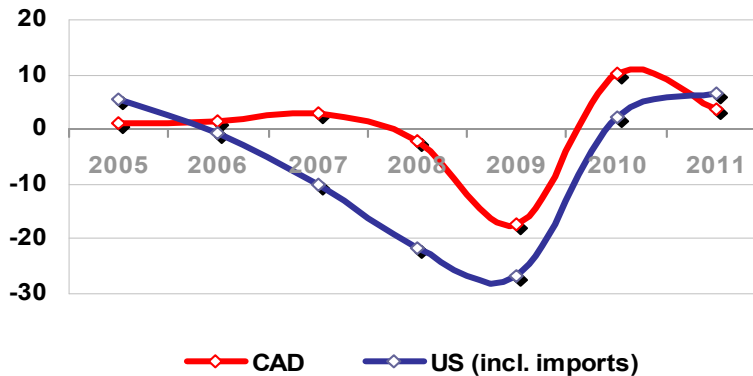
**GDP (% Change)**



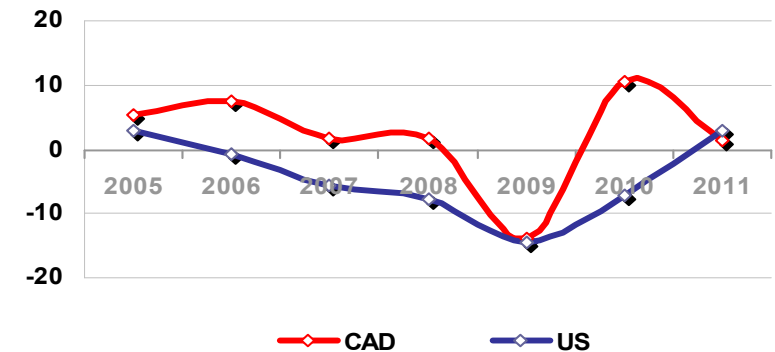
**Housing Starts (% Change)**



**Cement Consumption (% Change)**



**Total Construction (% Change)**



Source: PCA 2010 Summer Forecasts for the US and Canada, August 2010

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Vertical Integration has also given Holcim Canada the opportunity to move into Solutions Provider roles in large scale projects. This allows the company the ability to optimize its product/service offerings



SUPPLIER



ALLIANCE



Munro Concrete Products

BUILD



Ministry of Transportation

PARTNER



A-25 & SAB

DESIGN & BUILD



407 ETR

# Draft Cayuga CAP Terms of Reference



The Draft Terms of Reference is intended to be a **starting point** for determining how the group will work together to explore topics of interest and address any issues that may emerge from time to time.

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## CAP Mission

- Provide, encourage and facilitate **two-way communication** between local residents/regional stakeholders and Dufferin Aggregates on operations.
- Educate stakeholder groups and the community on the importance of aggregate in our society.
- Maintain/improve relationships with neighbours and community organizations.

CAPs are in place at many Holcim sites and a standard selection process is used to identify stakeholders interested in participating.

## **Selection of CAP Members**

Members identified by Dufferin Aggregates for the Committee are required to:

- Live, operate a business, or have some connection to the local area.
- Be available to attend quarterly, or more often as required, meetings (N.B. The schedule will be determined by the CAP).
- Be able to act as a conduit for information and feedback on behalf of the “constituency” which they may represent.
- Be willing to relay information provided from the public or other interested parties back to the CAP.
- The CAP should not exceed 10 members, unless decided otherwise by current members and Dufferin Aggregates.
- Requests for the addition or removal of members should be submitted to Dufferin Aggregates for consideration and will be shared with the full CAP for discussion. All members are volunteers. There is no remuneration for participation; however expenses such as mileage will be reimbursed.

The roles and responsibilities for both Dufferin and CAP members is explained so that the CAP can operate effectively.

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## **Role of CAP Members**

- Serve in an advisory capacity only.
- Review and analyze current and new information pertaining to the Quarry/Sand & Gravel Pit for the purpose of providing comments to Dufferin Aggregates.
- Coordinate and share information with stakeholders, including not-for-profit organizations, government representatives, and other interested parties, to facilitate an ongoing dialogue between local residents and Dufferin Aggregates. Dufferin Aggregates will provide the necessary assistance to prepare and distribute this information.
- Meet quarterly, or more often (as determined by the CAP).

Meetings will be held in the evening over a two-hour time period to be determined by the CAP. A meeting schedule will be created by the CAP and distributed to all members

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## Meeting Protocol

- Meetings will occur quarterly, or more often as required and requested by the CAP.
- CAP members will have an opportunity to contribute to the content of the agenda
- Meetings will be open to the public, or as determined by the CAP.
- There will be an opportunity for members of the community to address the CAP, in which case they will be added to the agenda during the allotted “Open Forum” session.
- All meetings will be held at an accessible location and in a room that is big enough to accommodate members of the community, as required.
- Dufferin Aggregates will be responsible for paying the fees for room rental and refreshments at the meetings.



All meeting materials, including minutes, agendas, PowerPoint presentations, Terms of Reference and others, will be considered draft until approved by the CAP.

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## Meeting Protocol

- A professional facilitator will moderate the CAP meetings.
- Dufferin Aggregates will provide a secretary for the CAP, if deemed necessary. The secretary will be responsible for all administrative tasks/services.
- Any agenda items not discussed during a meeting will be addressed at the next meeting.
- Meeting minutes will be circulated to the CAP for revisions by email within five business days after each meeting. CAP members have up to ten business days to make and return any revisions.
- A final version of meeting minutes, incorporating revisions from the CAP members, will then be re-circulated to all members for approvals. The CAP has up to four business days to provide additional revisions, if any. Otherwise, the minutes will be considered approved.

# Dufferin Aggregates Cayuga Quarry



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# Cayuga Quarry – Operations Overview

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Quarrying activity began at the site under the Cayuga Quarries Ltd company in 1957, producing crushed limestone and road materials. The company crushed 300,00 tons the first year and by 1966 was crushing over 600,000 tons of stone. The company continued to expand its operations to other sites located in Cayuga, Simcoe, Tillsonburg, Aylmer, London, Holbrook, Woodstock, Hamilton and Chatham, supplying construction materials to the area (e.g. aggregate, sand, ready mix cement and asphalt) over the next 20 years.

In the 1980's the company became a division of Roe Consolidated Holdings, and in 2004 was acquired by Holcim Canada (formerly St. Lawrence Cement), Dufferin Aggregates' parent company. The Cayuga Quarry now operates as a Dufferin Aggregates property.

# Cayuga Quarry – Operations Overview

The quarry property covers an area of approximately 200 hectares and is bounded by Highway 3 to the south, Dry Lake Road to the west, Townline Road to the north and Decewsville Road to the east. The quarry is located in an area of relatively flat topography that varies in elevation from about 210 to 220 m.



## Slide 28

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**NAS**

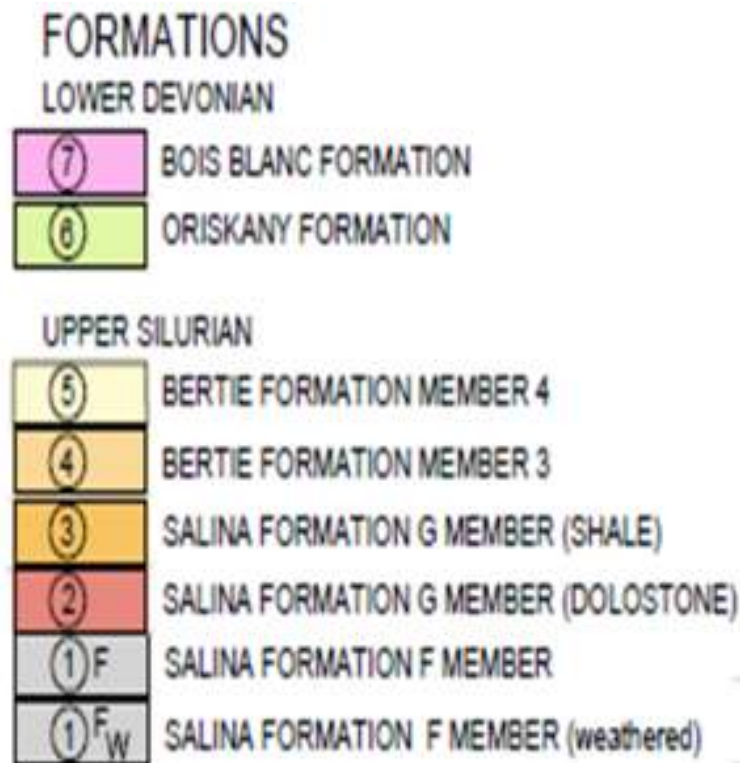
Can this be zoomed in a bit closer to the site parameters? It would also be helpful to provide orientation (indicate the direction of North).

Nishat Ahmed, 1/4/2012

# Cayuga Quarry – Operations Overview



# Cayuga Quarry – Operations Overview



Extraction occurs in four benches -

- The top bench consists of a granular quality limestone of the Bois Blanc and Oriskany Formations and usually totals 3 to 5 metres in depth.
- The second bench is a clear stone or Concrete/Asphalt spec deposit and is a Bertie Formation dolostone approximately 10 metres deep.
- The third bench is a 2 metres deep and is a granular based Salina Formation shale.
- Final extraction is in the fourth bench for Concrete/Asphalt stone and is approximately 4 metres deep of the Salina Formation dolostone.

# Cayuga Quarry – Operations Overview



## Step #1 - At the Face

- After overburden is removed, a 4.5" hole is drilled
- Approx. 3000+ holes drilled per year
- Approx. 40-45 holes are loaded each blast, producing approx. 12,000 tonnes of shot rock per blast
- Blast once per week
- 3 blast monitoring stations positioned around the site to measure noise and vibration. Interesting to note that what most people feel during a blast is the air concussion although they think it is ground vibration



# Cayuga Quarry – Operations Overview



## Step #2 - Load and Haul

- A 988 wheel loader loads shot rock into 2 x CAT 769 haul trucks
- Each 988 loader bucket loads approx. 13 tonnes
- Each truck holds approx 35 tonnes
- Process approx 140 loads per shift

# Cayuga Quarry – Operations Overview



**Step #3 - Processing occurs in three separate plants.**

**1700 plant** - The plant feed is two tonnes of second bench material for every one tonne of fourth bench material. This blend ensures a proper concrete and asphalt quality stone. Products produced are 63m clear, 28m clear, 19m clear, 19m concrete stone, 19m crusher run, 16m clear, 13.2m clear, 9.5m clear, 6.7m clear, shotcrete, HP1, screenings and aglime.

**1511 plant** - The target plant feed will be two tonnes of top bench material for every one tonne of the third bench material. This blend will ensure an adequate crusher run quality stone. Products produced are 50m Crusher run, Granular A, 19m clear II and 13.2 minus for bunker sand

# Cayuga Quarry – Operations Overview



Step #3 - Processing occurs in three separate plants – 1600

The plant feed is a combination of course screenings and aglime produced at the main #1700 plant, and dredge sand imported from the Dufferin Aggregates Simcoe pit. The classifier production products are Concrete sand, High Stability Asphalt sand and is also used to wash golf course sand products as required.

# Cayuga Quarry – Operations Overview



## Step #4 Stockpiling

- All finished materials are stockpiled with the use of conveyors, stackers and loaders.
- Material is loaded from stockpiles onto highway trucks for shipment to our customers
- Stockpile surveys are completed quarterly by a remote control air plane.

# Corporate Social Responsibility (CSR)



## Earth Week Events

On April 20 Cayuga employees completed road side clean up along Townline road which borders the north boundary of the quarry. Entrance way clean up and employee recycling programs were initiated.



## Community Donation

Cayuga continued this year with a donation to the town of Cayuga's weekend family festival. This event celebrates the towns heritage and history with the Grand river.

## Open House

On September 17 the Cayuga Quarry and Holcim Canada held the quarry's first open house. In conjunction with the Ontario Doors Open program, Cayuga joined 10 sites in Haldimand County to promote local businesses and historic sites. The event was well attended with over 200 people participating, and the day was marked by equipment and process displays, site tours and a display of the endangered Black Rat Snake.



## Ratsnake Habitat

In September, to help protect the Gray Ratsnake, a shed was installed on site which will be used as habitat for this endangered species.



# Corporate Social Responsibility (CSR)

## Safety Day

Cayuga's Safety Day program included a blind spot activity and a demonstration of proper fall arrest harness inspection and use. A tri-pod was utilized in a "What If" scenario to simulate rescue methods and to show the effects of improper harness set up in the event of hanging from a harness.

On November 18, 2011, Cayuga Quarry attained 8 years with no Lost Time Injury.



# Corporate Social Responsibility (CSR)

## Week of The Child & Youth in Haldimand & Norfolk

On Sunday October 23rd Dufferin Aggregates and Dufferin Construction donated a loader and spokesman from the Cayuga Quarry for the **Trucks to Touch** event at the Cayuga Secondary School. This event was sponsored by the Ontario Early Years Centre as part of their **Week of The Child & Youth in Haldimand & Norfolk** program. Great weather contributed to attendance of over 1000 kids and their family members.



# Holcim Canada website – www.holcim.ca

**Holcim** Canada **100 years of Strength. Performance. Passion.**

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Holcim Group

About us | People and jobs | Products and services | Press and media | Sustainable development | In your community | Worldwide

**Sustainable development**

- CEO Statement
- Sustainable Innovative Solutions
- Holcim Foundation for Sustainable Construction
- Sustainable development at Demix
- Community Advisory Panels (CAPs)
- Corporate Social Responsibility

**Corporate social responsibility**

Corporate social responsibility is an important mindset that is firmly embedded throughout our company. In Canada, Holcim organizes more than 200 annual events that bring us closer to local communities. Our plants and quarries are visited annually by thousands of school children and local residents for open houses, tree plantings and other educational activities...

We have a long-standing commitment to the communities where our facilities are located. In Canada, Holcim works alongside local communities on initiatives related to education and training, sustainable community development and improvements in local infrastructure.

**Community Advisory Panels (CAPs)**

Engaging with local stakeholders is a critical component of our efforts to contribute to effectively improve the quality of life in the communities around our operations - to learn from their experiences, as well as share our own; to consider stakeholders' input as part of our decision making processes; and to keep local stakeholders involved in planning and managing our efforts.

**Community Advisory Panels**

- Mississauga Cement Plant CAP
- Milton Quarry CAP
- Acton Quarry CAP
- Flamboro Quarry CAP
- Ogden Point Quarry CAP
- Mirabel Quarry CAP
- Laval Quarry CAP
- Joliette Cement Plant CAP



Thank You!

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# Questions and General Discussion

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## Any remaining questions?

- Next Steps
  - ▶ Input on Draft Terms of Reference
    - Please send to Chris by February 20, 2012
  - ▶ Please confirm that you intend to be a regular member of the Cayuga CAP



Holcim