A Valid Social License to Operate: Factors to Success

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Presentation Today

• Background on the Port of Baltimore
• Lessons Learned from Past Experiences
• Current Practices / Factors of Success
• Benefits of a Social License to Operate
The Port of Baltimore Today
Over 300 Years of Change

- Old colonial Baltimore Harbor – image from 1752, MD Historic Society (link to copyright privilege is http://www.mdhs.org/digitalimage/baltimore-1752)
Port of Baltimore Channel System

- 136 miles dredged channels
- 35’ access from north (C&D Canal)
- 50’ access from south

Long-Term Average Annual Dredging Volumes in Million Cubic Yards (Mcy):

Federal

<table>
<thead>
<tr>
<th>Channel Type</th>
<th>Volume (Mcy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>C&amp;D Canal &amp; Approaches</td>
<td>1.2</td>
</tr>
<tr>
<td>MD Bay Channels</td>
<td>2.0</td>
</tr>
<tr>
<td>Harbor Channels</td>
<td>0.6</td>
</tr>
<tr>
<td>VA Bay Channels</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>4.3</strong></td>
</tr>
<tr>
<td><strong>Harbor (State/Private)</strong></td>
<td><strong>0.9</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5.2</strong></td>
</tr>
</tbody>
</table>

20-yr demand 104 Mcy
Past Experiences and Lessons Learned

• Past Experiences – dredge material siting challenges

• Lessons Learned
  – Later the Public is engaged the less likely success
  – Mandatory Public Meetings happen too late
  – Can’t assume you know stakeholders’ perspectives
  – Can’t know their perspectives without listening
  – One time presentations do not effectively convey information
  – Trust must be earned
  – Projects must be planned with all perspectives in mind
Current Practices and Factors of Success

• Current Practice – DMCF siting success

• Factors of Success
  – Initiate stakeholder engagement first by listening
  – For projects, engage stakeholders while developing options
  – Build trust through transparency, honesty and hard work.
  – Develop permanent relationships
  – Share long term plans
  – Communicate goals, challenges and accomplishments
  – Create partnership opportunities
  – Maintain the level of effort or start over.
Benefits of a Valid License

• Saves time and money.
• Increases likelihood of success.
• Allows creation of your own stakeholder outreach before it is mandated.
• Promotes productive discussions on difficult issues.
• Better projects result when all perspectives are considered.
• Promotes partnerships, mutual respect and understanding.
Benefits of a Valid License
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