



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>)



Baltimore Town in 1752. Lithograph. Printed With Buff Tint. Drawn By A. Hoen & Co. Baltimore, 1851.
Copy From Original Owned By The Maryland Historical Society.



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

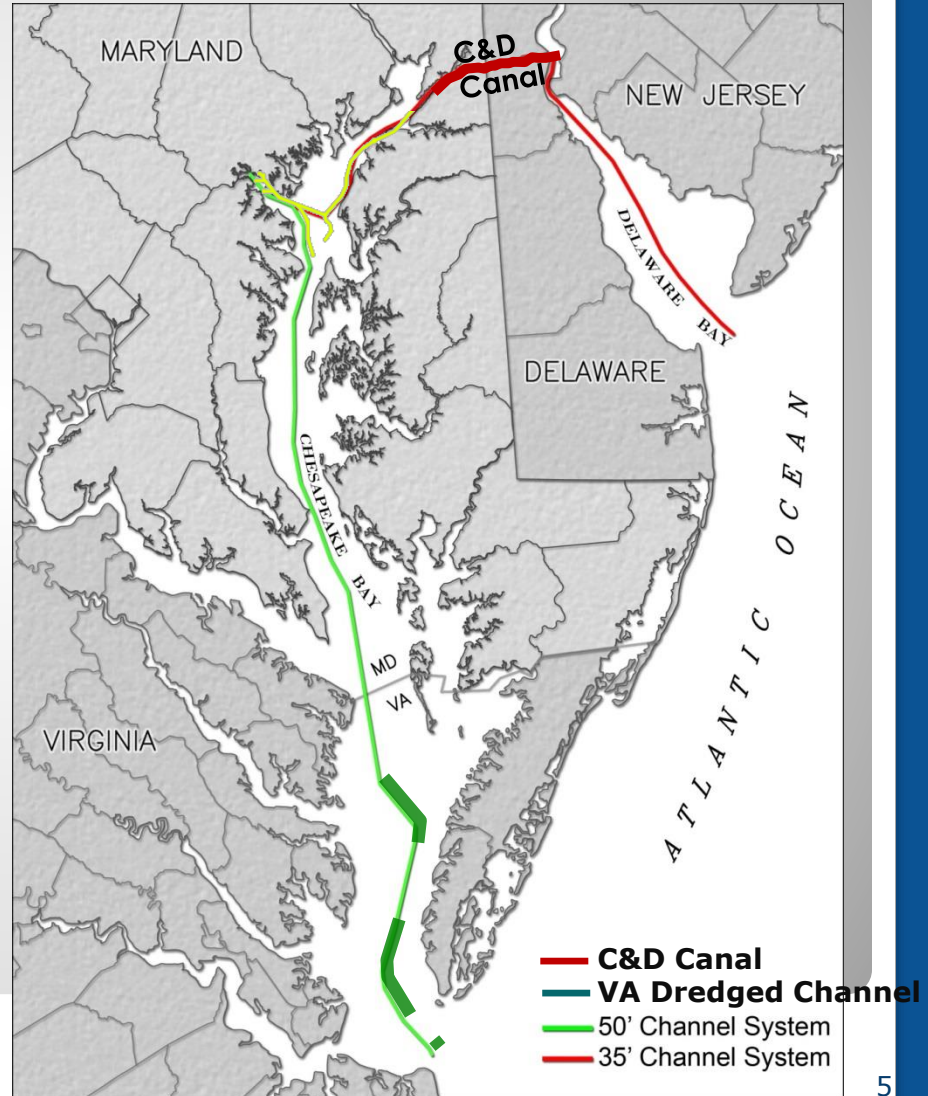
C&D Canal & Approaches	1.2 Mcy
MD Bay Channels	2.0 Mcy
Harbor Channels	0.6 Mcy
VA Bay Channels	0.5 Mcy

Subtotal 4.3 Mcy

Harbor (State/Private) 0.9 Mcy

Total 5.2 Mcy

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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