

The 'Port Vision 2015' Communications Plan

Title of entry: The 'Port Vision 2015' Communications Plan

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BACKGROUND/SUMMARY

'Port Vision 2015'

Stockholm is expanding and has the long-term aim and ambition of continuing to grow. In capital cities that are also port cities we see the same trend the world over – central, attractive port land is needed for development to create new housing, business premises and commercial districts.

Ports of Stockholm identified this development trend in the 1990s and subsequently initiated a dialogue with leading politicians and civil servants to establish the best way forward for the synergistic, integrated development of the city and the port.

At the same time a major internal effort began, both to develop tangible solutions and proposals as to how the integration of the city and port could proceed physically and practically, as well as to develop an active communication plan to create a social integration by disseminate information and raise the awareness of politicians and the general public of the need for and value of port operations being locally available to a growing capital city.

This work became the 'Port Vision 2015' project.

OBJECTIVE AND TARGET GROUP

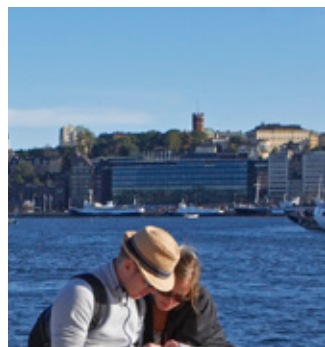
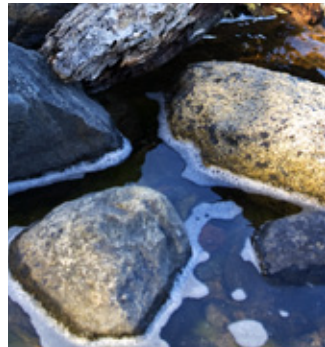
Fundamental principles of the communication initiatives

Surveys demonstrate that the citizens of Stockholm want Stockholm to remain a maritime city. Based on this information we established an objective of ensuring that leading politicians and Stockholm's residents should understand how important the port and shipping are to the growing Stockholm region. We drew up an action plan to achieve this objective and follow up activities to ensure that we are working in the right way.

Strategy

- Openness and accessibility
- Proud ambassadors
- A long-term effort with the same message carried by all channels

The planning of Port Vision 2015 started in the 1990th. The goal is that by 2015 having implemented a number of activities to achieve a change in attitude among the stakeholders – the public and politicians. In this application a number of projects carried out over the past two years are presented. Evaluations are carried out in almost all activities and large attitude surveys conducted regularly in order to change and adapt future planning and activities. But we will not stop working in accordance with this plan in 2015, the Port Vision 2015 strategy has become so successful that it has gone from the project form to everyday work.



METHODOLOGIES

The core message: Ports of Stockholm – the natural way to Stockh2olm

Activities within six different categories were developed, each with the same aim of reaching the citizens of Stockholm and stakeholders, creating dialogue and disseminate information.

1. Collaborations
2. Digital presence
3. Exhibitions and events
4. Improving access to port areas
5. Environmental initiatives
6. Dialogue with stakeholders



METHODOLOGIES

1. Collaborations

Ports of Stockholm has long been known as 'the meeting place'. Goods and passengers meet at our ports. Customers who are also competitors meet to discuss common issues and commercial interests meet those of the citizens of Stockholm.

An important new role for the port is to create social integration and establish a place in the hearts of the general populace.

To achieve this objective our ports have also to become a meeting place for a number of organisations that the port supports and works closely with to integrate shipping and our waterways into the daily lives of the citizens of Stockholm.

Fryshuset* – social integration in reality

Within shipping and the transport sector there is a need to improve integration and equality. There is also a great need to integrate young people from immigrant backgrounds into the city and the region. In 2007 Ports of Stockholm initiated a collaboration with Fryshuset*.

Within the framework of this collaboration hundreds of teenagers and other target groups have been given the opportunity to try new environments and gain nautical experience. Activities such as trips into the archipelago for single mothers, chances to try sailing and trainee job placements have been arranged. Interest in these activities has been enormous and several of the youths have chosen to continue in nautical professions following the contacts they have made and the activities they took part in via the project.

*Fryshuset is a foundation that provides a place to meet for leisure activities, education and social projects targetting adolescents and 'new' Swedes. "We gather young people together to share joy, sadness, thoughts, ideas and experiences. Their interests, dreams, passions and hopes are ours too."



Sjöräddningssällskapet* – social commitment that saves lives

Ports of Stockholm provides Sjöräddningssällskapet* with financial support annually. We also provide, free of charge, a quay-berth at the port and the services required by the society's sea rescue unit stationed in the centre of the city. Some thirty volunteer crew members staff the unit in shifts. This is an invaluable service for residents and visitors if and when an accident happens at sea or close to one of Stockholm's quaysides or beaches. The society's units are an important supplement to tax-payer funded lifesaving resources and respond rapidly to calls. As well as saving lives and helping seafarers the units also provide training in good nautical practice and seamanship.

* Sjöräddningssällskapet is a Swedish voluntary organisation that provides lifesaving and rescue services around Sweden's coastline and lakeshores. The Society is entirely voluntary and is funded by donations and membership fees as well as fee payments for prearranged services. Sjöräddningssällskapet operates 65 rescue service stations and has over 140 vessels crewed by more than 1500 volunteers. Of these 300 are constantly on call and can respond within 15 minutes.

Visit Skärgården – a hub for the archipelago in the city center

Ports of Stockholm recognized the need to market all the archipelago has to offer under one umbrella. It is important to make the archipelago more accessible to those target groups who would not otherwise venture out to the islands and to attract visitors all year round.

Ports of Stockholm therefore took the initiative to gather all archipelago stakeholders together. The Visit Skärgården company was appointed to run operations, with the mandate of making the archipelago more well known and accessible to tourists and new target groups, as well as extending the season beyond summer months. In 2008 Visit Skärgården was given the opportunity to rent, at very reasonable rates, one of Ports of Stockholm's newly renovated, purposedesigned premises and a pontoon jetty directly outside. The premises now function as a hub and show room for the archipelago – in the heart of Stockholm. Activities and product packages are available and a central website has been established for ease of booking and obtaining information about the products on offer.



2. Digital presence

Being part of the new media landscape and having information easily accessible via new digital communication channels is becoming more and more important, primarily in reaching younger target groups and target groups with special needs, but also to have a 24/7 and accessible service. Ports of Stockholm works extensively in this area and closely follows developments.

Target group-adapted website – the Ports' information hub

In 2010 Ports of Stockholm launched a target group dedicated website with content to a large degree adapted to the needs of the general public. The website enables vessel tracking, with information about vessel calls and detailed information and images of the ships. The digital port map helps people to find the correct quay, building or parking area and see what shipping companies and services run to and from Ports of Stockholm, with links to our customer sites to book voyages. Information about all types of events taking place can be seen, how we work with environmental issues and safety etc. We monitor statistics every month and develop the parts that we see is the most visited and appreciated.

Historical website – the importance of knowledge from the past

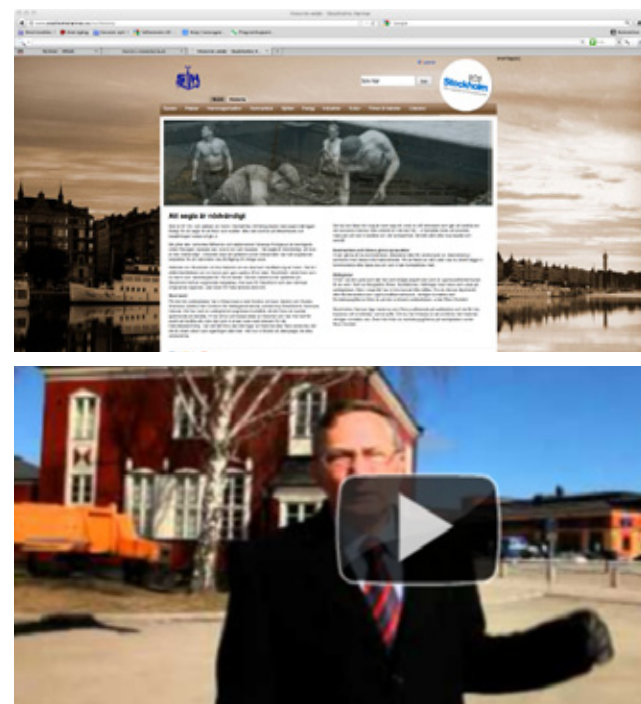
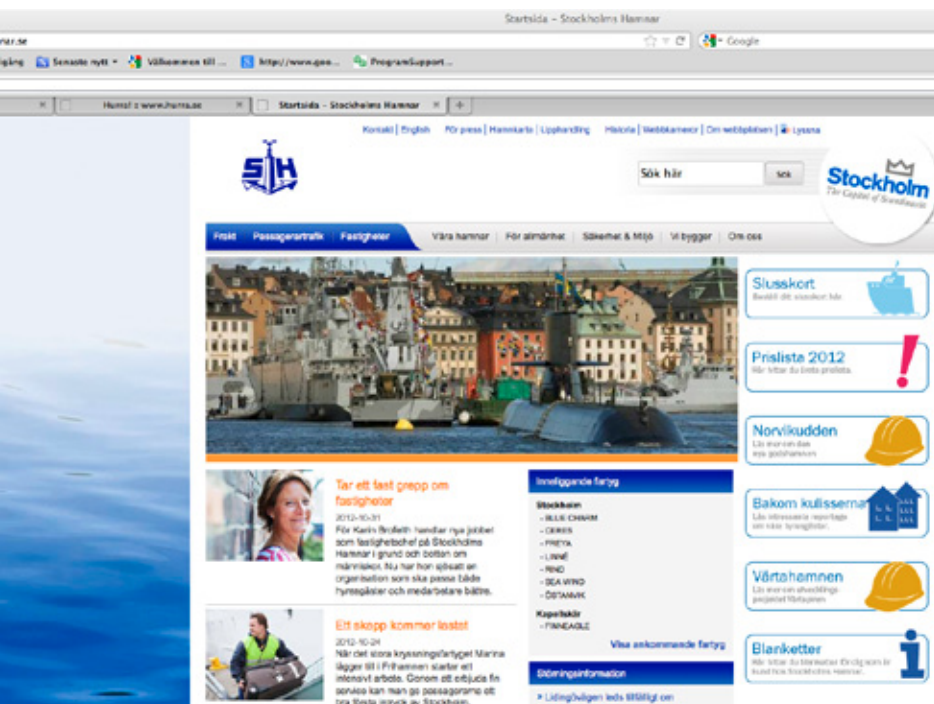
Ports of Stockholm is undergoing a period of major changes. Hundred year old ports are being rebuilt, operations have adopted a clear landlord strategy, a generation shift is in progress with old skills and professions disappearing as employees retire.

When such major changes take place it is very important to know about and learn from what has happened in the past. For that reason we decided to initiate a project to collate and preserve information, knowledge and anecdotes – and the result of this work includes a website where all of the information from the past is gathered into an easily accessible form with illustration and anecdotes.

The port has an exciting history that many are interested in and our website providing an insight into our past has been very well received.

Storytelling – keeping tales of the ports alive

Conveying a message by storytelling is a tried and tested method and is a gratifying task in port operations where stories and anecdotes are common and interesting. In conjunction with the project to collate information about the history of the Ports of Stockholm, stories were gathered from previous CEOs, union representatives, civil servants and the workers on the quayside. From this bank of tales we continuously pick golden nuggets that we film and distribute to keep stories about the port alive.



Digital Guides – the port is an exciting place

Ports are exciting places filled with interesting activities, stories and development plans. At any time of the day or night it is possible to explore Ports of Stockholm via digital guided tours. There are different digital tours on the Ports of Stockholm website – everything from descriptions of our operations to historical tours. It is the employees at the ports who are guides and digital tour sections are brief and easily accessible.

Social media and apps – reaching new target groups and generating dialogue

To reach young people and to establish dialogue with our target groups Ports of Stockholm is part of the social media. Our Facebook side was introduced in 2011 and this provides an avenue to say what you think about our ports and comment on new events etc. All of the material produced is communicated via social media as YouTube, Flickr etc.

The list of vessels arriving and in port is our most visited service on www.stockholmshamn.se. This has now also been released as an iPhone app. The app can be used both internally by employees and by the general public. Those interested can keep track of the vessels in port and those expected. The port the vessel will arrive at and the different vessels in port can be seen and more information can be accessed about the vessels, including images the vessels.

3. Exhibitions and events

Demonstrating the importance of the port through exhibitions and events has proved to be a successful concept. The events take place in all shapes – large and small, involving only the port or in collaboration with others. Common to all activities in this area is the general public, who are the recipients of the message and the important target group.

Shipping & Shopping – exhibition in collaboration with museum

The National Maritime Museum, Sjöhistoriska museet, has established a new permanent exhibition with the title of Shipping & Shopping. The theme of the exhibition is "life is not possible without trade. Trade is not possible without shipping. The history of the shipping trade is the story of you and the world you live in." For Ports of Stockholm the theme dovetails exactly with the message we want to convey about shipping, trade and our ports.

Ports of Stockholm is therefore sponsoring the exhibition and also has a large part of the display devoted to presenting our operations in a modern and vibrant way. By being an integrated part of the permanent exhibition Ports of Stockholm is able to reach new target groups, such as school classes and members of society interested in history, culture and nautical issues.



A container in the city – welcome in and find out how the container goods reach us

Ports of Stockholm has set up a portable exhibition at strategic sites around the city. This is a container that houses an exhibition about how goods are shipped around the world. The journey in this container is the one taken by coffee beans harvested in South America as they voyage to Ports of Stockholm to be delivered to the roasting plant in Stockholm and then to the consumer's coffee cup.

We offer visitors a cup of coffee, talk about the exhibition and the need of the port in general.

Presenting the ports' development project – view our plans with your own eyes

Ports of Stockholm has exhibitions in strategic locations that present and explain our plans for future projects in a way that is understandable for local residents and interested stakeholders. These displays also make it easy to contact the people responsible, to discuss issues and ask questions.

The displays can be found in the Stockholm underground, at our terminals, in community centres and in premises owned by Ports of Stockholm.

Major event in the heart of Stockholm – everyone is there!

Ports of Stockholm has the intention of organising a major quayside event in Stockholm once every two years, to provide the public with a regular maritime festival. Our ports hold open days in the intervening years, when we have not attracted other major events to the city. The Tall Ships Races, the Volvo Ocean Race and the wedding of the Crown Princess are examples of other major events and in those years we have not held a Port Open Day.

Port Open Day – a public festival with activities for everyone

Together with our customers and other stakeholders Ports of Stockholm organises a public festival along the quaysides of Stockholm with activities for all ages. Our operations are displayed – trucks juggle containers around and the public can try operating vehicles themselves, take part in quiz competitions, explore different vessels that our customers provide access to for the day and enjoy different types of entertainment. There are also boat-related activities for the children.

Our aim is to raise public awareness about shipping and port operations via these enjoyable formats, to make activities that happen in the background every day accessible and visible.



4. Improving access to port areas

The quaysides of the inner city are an important feature of maritime Stockholm. The quays are used for freight, ferry, cruise and archipelago traffic. Many of the inner city quays are more than one hundred years old and we are systematically working in stages to renovate and refurbish them.

In this work a focus has been placed on utility, accessibility and aesthetic beauty. Our aim is that everyone; customers, Stockholm's residents, tourists, walkers, cyclists and those with functional limitations, will all be able to enjoy our quaysides and spend time at the water's edge.

Boat stops – making it easy for passengers to hop on and off

By clearly defining and disseminating information about some twenty designated embarkation/disembarkation points for boats in Stockholm, Ports of Stockholm has made the water transport of passengers to and from the archipelago and other parts of town easier. These passenger boarding points are intended to function for boats in the same way as bus stops. These are gathering points for people who want to board or disembark and are intended to be used by both commercial and private boat traffic. The stopping points are well marked with signs and are also presented with coordinates on postcards and are indicated on the interactive map on our website. Politicians and Stockholm's residents have expressed a strong desire to open up the possibilities of water transport routes and enabling greater public transport use of waterways. The measure is one step on the road to accomplishing this.



Walking routes – stroll along the quays of Stockholm and learn about their history and function today

Walking paths are being established adjoining the inner city quays. The 'Saltsjöstråk walking route' takes walkers from the locks at Slussen to the Djurgårdsbron bridge, with signs providing information about our operations placed along the route. The information comes in two parts – one part details current operations and development plans for the port and the other describes the historical use of the area of the quay where the information sign is located.

Heritage craft – the pearls that adorn Stockholm's quaysides

Ports of Stockholm cherishes the features of quaysides that make it obvious that Stockholm is a maritime city. All of the old boats that line the quaysides of Stockholm are regularly inspected and Ports of Stockholm has a quality criteria, Stockholm Class, that entitles those heritage craft of defined environmental, safety and interest levels to discounted port fees. Ports of Stockholm is also working to make solutions available for those who want to live aboard the boats to connect to black and grey water management systems and to provide post moorings to provide better visual impressions and to heighten the proximity to water aspect for those walking along the quaysides of the inner city.



Public operations – opening up warehouses

Ports of Stockholm has attractive property assets in central Stockholm. These premises are primarily used by port operations and vacant premises are let to shipping-related businesses. These are customers who need to have their operations close to the port and associated companies.

In case where premises can be offered to another party Ports of Stockholm has worked to get a mix of tenants – museums, restaurants and coffee shops are an important ingredient in that mix. We have also placed out pontoon jetties and created oases at strategic sites where tourists and Stockholm's citizens can congregate to enjoy the evening sun and scenic views.

5. Environmental initiatives

A problem with our and our customers operations is that they impact the environment. This problem is both global, regional and local. For Stockholm's citizens to have confidence in our operations it is important that we take environmental problems seriously.

Ports of Stockholm has identified a range of issues that there must be a dialogue and action about, from local effects for those in the vicinity of the port to the opportunity to help the situation in the Baltic Sea and the climate in general.

We take this issues very seriously, have defined policies of action and targets to achieve improvement.

Dialogue with customers – listen, talk, make a difference

Our port operations themselves do not have such a great environmental impact. It is our customers who have the greatest potential for the introduction of changes. By making it easier for them to do this and by discussing with them to find good solutions – both large and small – Ports of Stockholm makes a difference as a responsible partner.

Differentiated port fees – rewarding role model customers

Ports of Stockholm has long had a policy of financial incentives to support and encourage shipping companies to actively work to reduce vessel sulphur and nitric oxide emissions. Differentiated port charges have also been applied with good results in the area of waste management. For example, more than 90 percent of cruise vessels now sort their waste at source. And despite an increase on traffic, emissions of nitrogen oxides from line traffic in the Ports of Stockholm decreased by 40 percent and emissions of sulphur oxides fell by 60 percent between 1995 and 2006.



Electricity supply – not as easy as it seems

An effective method of reducing both emissions and noise pollution is for the vessels in port to run on electricity. Ports of Stockholm is enabling this development by working closely with electricity companies and customers to determine the best possible development of the infrastructure at Ports of Stockholm's ports. Electricity provision requires major investments from both the ports and the shipping companies and is therefore most suitable for vessels that call frequently at a port and for vessels that spend long periods at the quayside. Ports of Stockholm first introduced cold ironing facilities for ferry traffic in 1985. Our strategy is that when we renovate or construct new facilities we prepare the quayside to be able to provide electricity to the vessels.

Black and grey water – one of the few offering waste water management facilities at all quaysides

Ports of Stockholm has worked actively and systematically to provide black and grey water management facilities. The result is that at the ports of Stockholm we can accept black and grey water at all of our quaysides via 14 fixed installations. There are few ports in the world with the same capabilities. Offloading black and grey water is included in the port fee and we work to encourage customers to offload waste in Stockholm.

Collaboration – nobody can solve environmental issues alone

Ports of Stockholm is a strategic partner in different collaborative frameworks to improve environmental conditions in the Baltic Sea region.

- We are participating in the Clean Baltic Sea Shipping (CBSS) EU project. The ambition of the project is to use different initiatives to make shipping in the Baltic Sea cleaner.
- We are also participating in a joint initiative known as the Baltic Sea Position, where a number of stakeholders, including the shipping branch organisations Sveriges Redareförening and Ports of Sweden work to achieve zero emissions from shipping in the Baltic Sea.
- We have representatives functioning as the Chair of the environmental subcommittee of ESPO and Ports of Sweden, as well as representation within the BPO, who drive sustainable development issues in Europe and the Baltic region within these organisations.



6. Dialogue with stakeholders – politically targeted efforts

Politicians are an extremely important target group in ratifying decisions and understanding urban development needs. Investing in dialogue and the education of key figures in this target group is a factor for success that Ports of Stockholm has been actively devoted to for many years.

Education – knowledge is the font of wisdom

- Stockholm City Council annually visits Ports of Stockholm to hear what is in the pipeline and to see the port projects – from the water.
- We are inviting the different political parties and for personal meetings and explaining our operation and development plans.
- Environmental fact finding visits to cruise vessels are carried out each year so that key persons know what our customers are doing to benefit the environment.

- Surveys have also been conducted to find out what local residents think and to gauge the temperature of the level of support for port operations, which is important to politicians who are dependent on the votes of the electorate.

Surveys – to show that the port is important for the commerce!

Surveys are carried out to demonstrate the importance of commerce. One survey that clearly shows the importance of ferry passengers for the Stockholm region has been widely consulted and quoted by several leading politicians.

From this it can be seen that ferry passengers:

- contribute five thousand million SEK to the city's economy every year
- fill the equivalent of seven hotels every day, all year round
- and in total account for 25 percent of Stockholm's entire tourist revenue



EVALUATION

Evaluate and follow up

Monitoring how the general public perceives the port and port operations is extremely important in making sure the correct activities are performed and that the message comes across. Ports of Stockholm has performed evaluations at strategically important times; 1996, 1997, 2000, 2003 and 2011.

These surveys show that awareness about the port and port operations is increasing and that the opinion that Stockholm should continue to be a maritime city is positive and stable. This is proof that Ports of Stockholm is on the right course and our work will continue and intensify to be finally evaluated in 2015, the date set for project completion.