Glacier Bay National Park model for sustainable cruise tourism
Outline and Caveats

• Introduction to Glacier Bay National Park
• Park management objectives
• 5 pillars of sustainable cruise visitation
• Focus for now: large cruise ships
  – Same principles apply to smaller ‘expedition’ sized ships with off-ship activities.
• What’s possible, not what’s feasible/necessary/effective/appropriate
## Cruise tourism issues

<table>
<thead>
<tr>
<th>Issue</th>
<th>Glacier Bay</th>
<th>Other Areas</th>
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<tbody>
<tr>
<td>Uncertainty on ship locations or activities</td>
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<tr>
<td>Impacts to air quality, water quality, sound, wildlife, visit experience</td>
<td>X</td>
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<td>Optimal ship volume and visitors</td>
<td>X</td>
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<tr>
<td>Off-ship activities/trampling, community disruption/capacity management</td>
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<td>Impacts to culturally sensitive area</td>
<td>X</td>
<td>X</td>
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<td>Local revenue capture</td>
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<td>X</td>
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<tr>
<td>Connecting pax site values via interpretation/education</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Poor communication with industry; differing objectives</td>
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<td>X</td>
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<tr>
<td>Value passenger diversity, access, range of experiences</td>
<td>X</td>
<td>?</td>
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<tr>
<td>Impacts from local businesses servicing passengers</td>
<td></td>
<td>X</td>
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<tr>
<td>(helicopters, whale watching, hiking, etc.)</td>
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</table>
Glacier Bay NP&P Water Area

Total Marine Water:
2,456 Sq. Kilometers
How do people visit Glacier Bay National Park?

Private vessels

Tour vessels

Cruise ships

Charter vessels
Visitation to Glacier Bay

Annual Number of Visitors to Glacier Bay

Total Cruise passengers

Total Other visitors
– **Regulation**
  - Vessel quotas and operating conditions

– **Competition**
  - Market-based tool

– **Education**
  - Interpretation/education to visitors

– **Monitoring/Research**
  - Identify shared objectives with industry and other stakeholders

– **Partnerships**
  - Shared objectives with industry and other stakeholders
– **Regulation**
  - Vessel quotas

– **Competition**
  - Market-based tool

– **Education**
  - Interpretation/education to visitors

– **Monitoring/Research**
  - Identify shared objectives with industry and other stakeholders

Maximum of 2 ships in park per day

**Seasonal quota (June-August): 153 total ship entries**

– **Partnerships**
  - Shared objectives with industry and other stakeholders
– **Regulation**

  - Vessel quotas and operating conditions

Can regulate: Speeds, Area Closures, Approach Distances
13 knot speed limit to protect humpback whales

No ships until 1 September to minimize disturbance to harbor seals

91m approach distance to minimize disturbance to seabird colony

No large cruise ships for kayakers and private vessels

Non-motorized areas for kayakers and natural sounds

13 knot speed limit to protect humpback whales
– Regulation
  • Vessel quotas and operating conditions

Can regulate: Speeds, Area Closures, Approach Distances

Can’t regulate: Standards related to air, oil or water
– **Regulation**
  - Vessel quotas and operating conditions

– **Competition**
  - Market-based tool

– **Education**
  - Interpretation/education to visitors

– **Monitoring/Research**
  - Identify shared objectives with industry and other stakeholders

– **Partnerships**
  - Shared objectives with industry and other stakeholders
Cruise Companies (2019)

- AIDA Cruises
- AmaWaterways
- American Cruise Lines
- Avalon Waterways
- Azamara Club Cruises
- Bahamas Paradise Cruise Line
- Birka Line
- Carnival Cruise Line
- CDF Croisières de France
- Celebrity Cruises
- Celestyal Cruises
- Compagnie du Ponant
- Costa Cruises
- Cruise & Maritime Voyages
- Crystal Cruises
- Cunard Line
- Disney Cruise Line
- European Waterways
- Fred. Olsen Cruise Lines
- Hapag-Lloyd Cruises
- Holland America Line
- Hurtigruten
- Kristina Cruises
- Majestic International Cruises
- The Majestic Line
- Mano Maritime
- MSC Cruises
- Norwegian Cruise Line
- Oceania Cruises
- Orion Expedition Cruises
- P&O Cruises
- P&O Cruises Australia
- Paul Gauguin Cruises
- Peter Deilmann Cruises
- Phoenix Reisen
- Polar Star Expeditions
- Portside
- Poseidon Expeditions
- Princess Cruises
- Pullmantur Cruises
- Quark Expeditions
- Regent Seven Seas Cruises
- Royal Caribbean International
- Saga Cruises
- Seabourn Cruise Line
- SeaDream Yacht Club
- Silversea Cruises
- Star Cruises
- Swan Hellenic
- Thomson Cruises
- Transocean Tours
- TUI Cruises
- Uniworld River Cruises
- Un-Cruise Adventures
- Viking Cruises
- Windstar Cruises
Maximum of 2 ships in park per day
Seasonal quota (June-August): 153 total ship entries
Concessions prospectus issued by Glacier Bay for ‘cruise ship services’ to the park for 153 seasonal (June-Aug) visits/summer for 10 years. Prospectus includes **Selection Factors** that increases sustainability of ship visits.

Cruise companies respond with proposals in response to **Selection Factors**. Proposals are ranked by an independent committee based on park objectives.

Companies with highest scores are awarded 10-year contracts for cruise ship services.

For 10 years, companies have ‘exclusive’ access to Glacier Bay National Park/Glacier Bay World Heritage Site. Can use this ‘brand’ for marketing.
PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)

PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0 - 5 POINTS)

PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)

PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL. (0-5 POINTS)

PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)
SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR’S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION, AND PRESERVATION OF THE PARK AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 POINTS)

a. reductions in greenhouse gases;
b. specific energy and water efficiency practices or standards;
c. minimizing solid waste production;
d. maximizing recycling of waste products; and
e. using environmentally preferable products and supplies.

SECONDARY SELECTION FACTOR 2. THE QUALITY OF THE OFFEROR’S PROPOSAL TO FURTHER THE PROTECTION OF THE PARK WILDLIFE. (0-2 POINTS)

1) Describe your commitments, while operating in the Park, to reduce wake and minimize effects on concentrations of wildlife, including marine mammals hauled out on land or ice.
2) Please describe equipment, technology, training and operational methods you will use to minimize the risk of whale strikes for vessels you will operate in the Park.

SECONDARY SELECTION FACTOR 3. THE QUALITY OF THE OFFEROR’S PROPOSAL TO REDUCE THE UNDERWATER NOISE PRODUCED BY THE SHIP OPERATIONS FOR THE PROTECTION OF THE PARK WILDLIFE. (0-1 POINTS)

Describe your operational methods, including but not limited to equipment, you will use to minimize underwater noise aboard each vessel operating in the Park. A better proposal would demonstrate knowledge of and compliance with the International Maritime Organization’s 2014 guidelines for the reduction of underwater noise (MEPC.1/Circ.833) and performance indicators developed for the Green-Marine.org environmental program for each vessel proposed to operate in the Area.
Proposal responses form the company’s Operating Plan

1. Oil Spills
   – Ships will develop “Rapid Oil Spill Response Plan” for Glacier Bay

2. Noise
   – Ships will limit side and reverse maneuvers, and operate at lower shaft RPMs while maneuvering
   – Ships will avoid use of auxiliary engines, pumps, power equipment, tools, and avoid deck maintenance work or heavy equipment while in the park.
   – Unnecessary sounding or whistles, horns and bells will be avoided
   – Ships will submit to acoustical signature testing
   – Helicopters will not be used within or over the park other than for medical evacuation
   – Use of Public Address systems while in the park will be limited

3. Air and Water Quality
   – Incinerators will not be operated in the park
   – Gas turbine engines will be utilized on ships so equipped
   – Marine Gas Oil will be the only fuel used while in the park
   – Exhaust opacity alarms will be set at 15% opacity or below
   – Wastewater, treated or untreated sewage, grey water, ballast water, bilge water, hazardous materials or solid waste will not be discharged in the park
4. Waste/Hazardous Substances
   – No trash or other objects will be discarded while in the park
   – No Styrofoam, plastic or paper products are permitted on the outer decks while in the park
   – Concessioner will not discharge wastewater, treated or untreated sewage, grey water, ballast water, bilge water, hazardous materials or solid waste while in Glacier Bay.
   – Immediate written notice to the Director must be given regarding any discharge, release or threatened release within or at the vicinity of the park of hazardous or toxic substances, material, or waste including asbestos, any contaminant, pollutant, petroleum, petroleum product or by-product.

5. Visitor Experience
   – Park brochures will be distributed to all passenger cabins the night before entry into the park
   – Ships will spend at least 4 hours in glacier viewing areas
   – No shipboard events will be scheduled while in the park other than Glacier Bay Interpretive Programs
   – Interpretive commentary will be broadcast in open pool decks, pool areas, non-formal dining areas, and all lounges offering outside viewing
   – Ships will provide an information station area where passengers congregate and interpretive commentary can be heard, where Glacier Bay exhibits can be mounted/displayed, and where passengers can ask questions of NPS interpretive staff.
   – Ships will schedule a Glacier Bay junior ranger program
   – Ships will provide extensive Alaska reference materials relevant to Glacier Bay that passengers can access while on board.

6. Monitoring/Research
   – Concessioner agrees to pay a franchise fee of the greater of $500 or $XX per passenger ($18-38 was bid).
Does more ships = more revenue??

Maximum 153 ships June-Aug
Avg $24.42/pax
$8,088,000

N = 322 ships June-Aug
Avg $13/pax
$8,372,000
$3,220,000 for conservation
Contact me for copies of concessions prospectus or contracts: Scott_Gende@nps.gov
– Regulation
  • Vessel quotas and operating conditions

– Competition
  • Market-based tool

– Education
  • Interpretation/education to visitors

– Monitoring/Research
  • Identify shared objectives with industry and other stakeholders

– Partnerships
  • Shared objectives with industry and other stakeholders
PARTICIPATION IN THE GLACIER BAY NATIONAL PARK AND PRESERVE INTERPRETIVE PROGRAM

The National Park Service has determined that the Interpretive Program described in the Operating Plan, Attachment A, is the minimum acceptable program for cruise ship services in Glacier Bay. The Offeror may either elect to provide the interpretive services itself or participate in the NPS Interpretive Program on a cost recovery basis.

Will you participate in the cost recovery NPS Interpretive Program? If not, the Offeror is required to submit a full description of your proposed interpretive program addressing all elements listed in Attachment A. Minimum criteria for the Interpretive Program must be met to obtain the Superintendent’s approval.

☐ Yes ☐ No

V 12.12.2017
Cruise companies pay 100% of costs....
Why does it work?

• Coveted sites to visit
  – World Heritage/National Park ‘brand’
  – Profit margins are top % of filled ships
• Visitor experience is very high
• Fees are small relative to total visitor expenditures ($25 of $2,600 - $11,000)
• Nothing asked of companies that is not technologically possible
• Competition
After 21 years...some observations

• System works best when companies compete for ports rather than ports compete for companies

• National level initiatives across all ports or all parks

• Cruise companies seek revenue
  – Vertical integration
  – Commissions

• Cruise associations start with “No”

• Don’t wait for an incident
  – Threats to go elsewhere
After 21 years...some observations

• Marine Protected Areas: SLOSS (single large, several small)

• Cruise Tourism: SLOMMS (Single large or many, many small)
Thank you!