



A SYSTEMATIC APPROACH

PORT-OF-CALL OPTIONS

CITY OF KETCHIKAN

A busy street scene with a large white ferry in the background and various storefronts and pedestrians in the foreground. The ferry is the central focus, with a prominent bridge structure on its deck. The street is filled with people walking and a car driving. Storefronts include 'CAL ART', 'THE LOOM', and 'WINE & SPIRITS'. A 'STOP' sign and a 'CITY TRAIL' sign are also visible.

HOW IS THE INDUSTRY COMING BACK?

STATUS OF REGULATORY APPROVALS TO SAIL

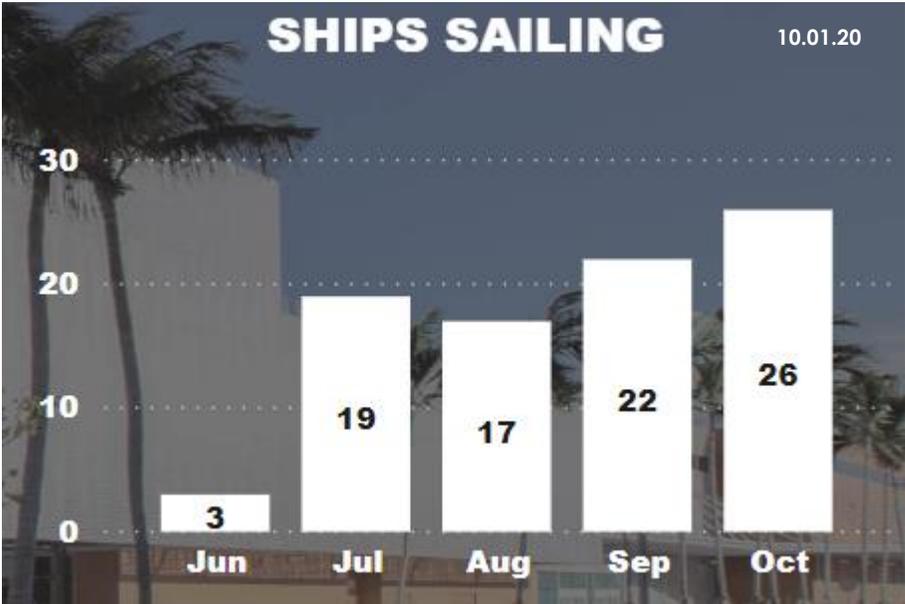
PORT / COUNTRY CRUISE RESUMPTION STATUS

● Closed ● Open (Health Protocols) ● Open (Restrictions - Nationality, Ship Size, etc.)



CRUISE INDUSTRY RETURN TO SERVICE ANNOUNCEMENTS

SOURCE: B&A CRUISE DASHBOARD
As of 11.19.20,



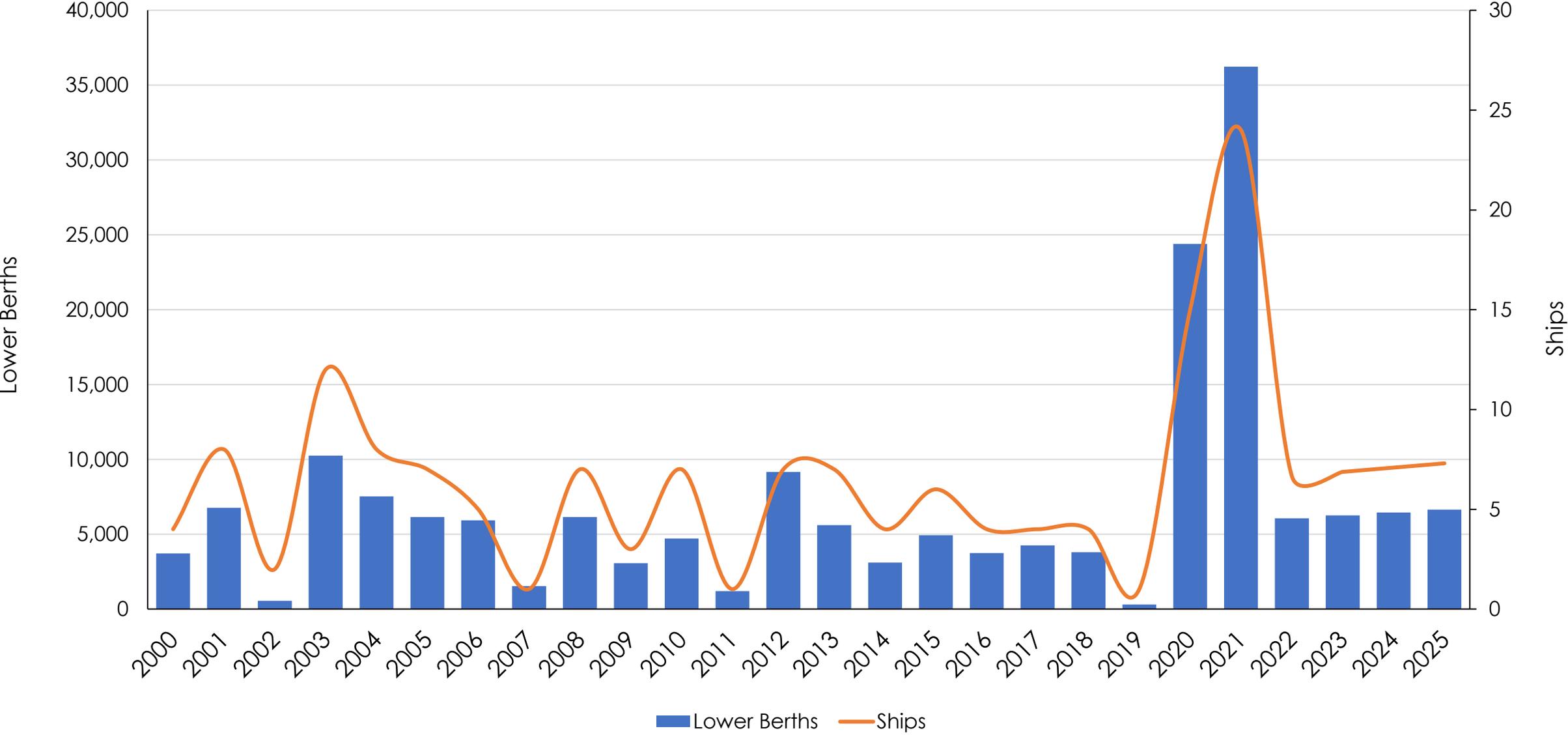
CRUISE INDUSTRY RETURN TO SERVICE ANNOUNCEMENTS

SOURCE: B&A CRUISE DASHBOARD
As of 11.19.20,

	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2020	<ul style="list-style-type: none"> • HURTIGRUTEN • SEADREAM 	<ul style="list-style-type: none"> • TUI • HAPAG-LLOYD • PAUL GAUGUIN • DREAM CRUISES • PONANT • VARIETY VOYAGES • CROISIEUROPE 	<ul style="list-style-type: none"> • MSC • SILVERSEA (CHARTER) • BLACK SEA CRUISES • ARANUI CRUISES 	<ul style="list-style-type: none"> • COSTA • NICKO CRUISES 	<ul style="list-style-type: none"> • AIDA • CORAL EXPEDITIONS 	<ul style="list-style-type: none"> • HERITAGE EXPED • MITSUI OSK • NYK CRUISES 	<ul style="list-style-type: none"> • RCI (SINGAPORE) • MARELLA • BAHAMAS PARADISE • FRED. OLSEN • ASTRO OCEAN • VENUS CRUISE LINE
2021	JAN	FEB	MAR	APR	MAY	JUN	JUL
<ul style="list-style-type: none"> • NORWEGIAN • OCEANIA • REGENT • PRINCESS • HOLLAND AMERICA • SEABOURN • CELEBRITY • VIRGIN • DISNEY • SCENIC • VIKING 	<ul style="list-style-type: none"> • CARNIVAL • P&O AUSTRALIA 	<ul style="list-style-type: none"> • CUNARD • CRYSTAL • AZAMARA • CELESTYAL • P&O • WINDSTAR 	<ul style="list-style-type: none"> • SAGA • RITZ • SEACLOUD • SILVERSEA 				

GLOBAL FLEET ANNUAL WITHDRAWALS (2020 ANNOUNCED TO DATE, 2021+ ANTICIPATED)

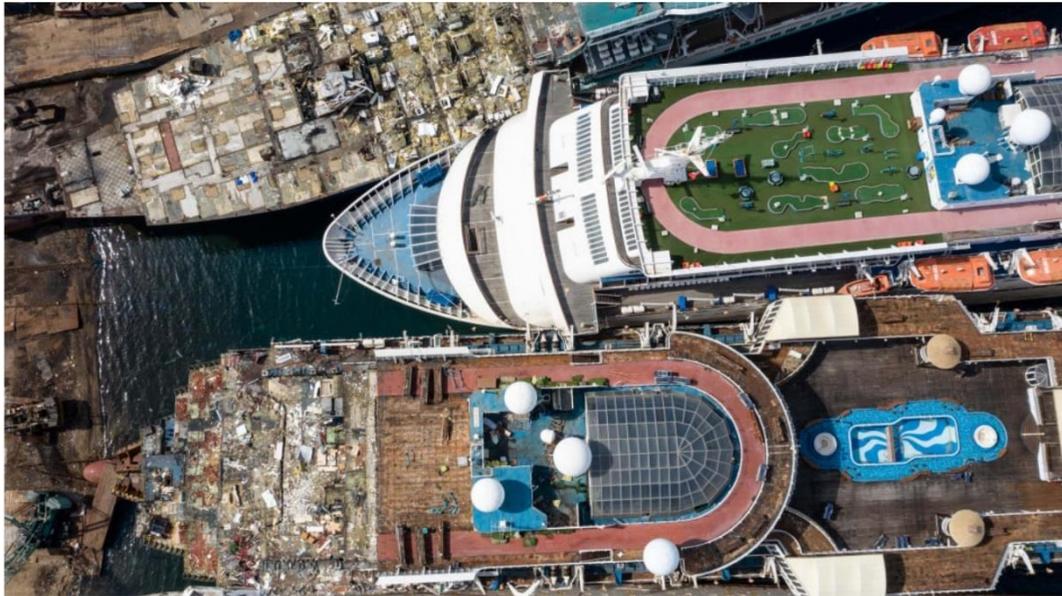
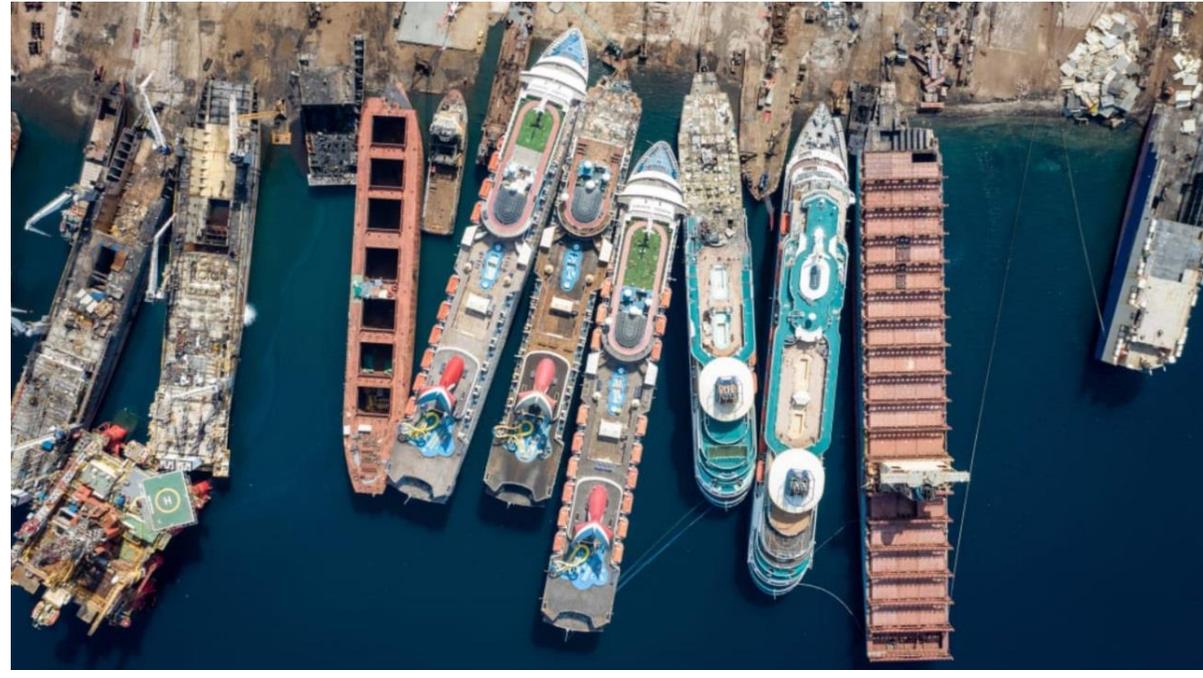
As of 11.10.20, B&A



GLOBAL FLEET WITHDRAWALS (2020 ANNOUNCED TO DATE, 2021+ ANTICIPATED)

As of 11.10.20, B&A

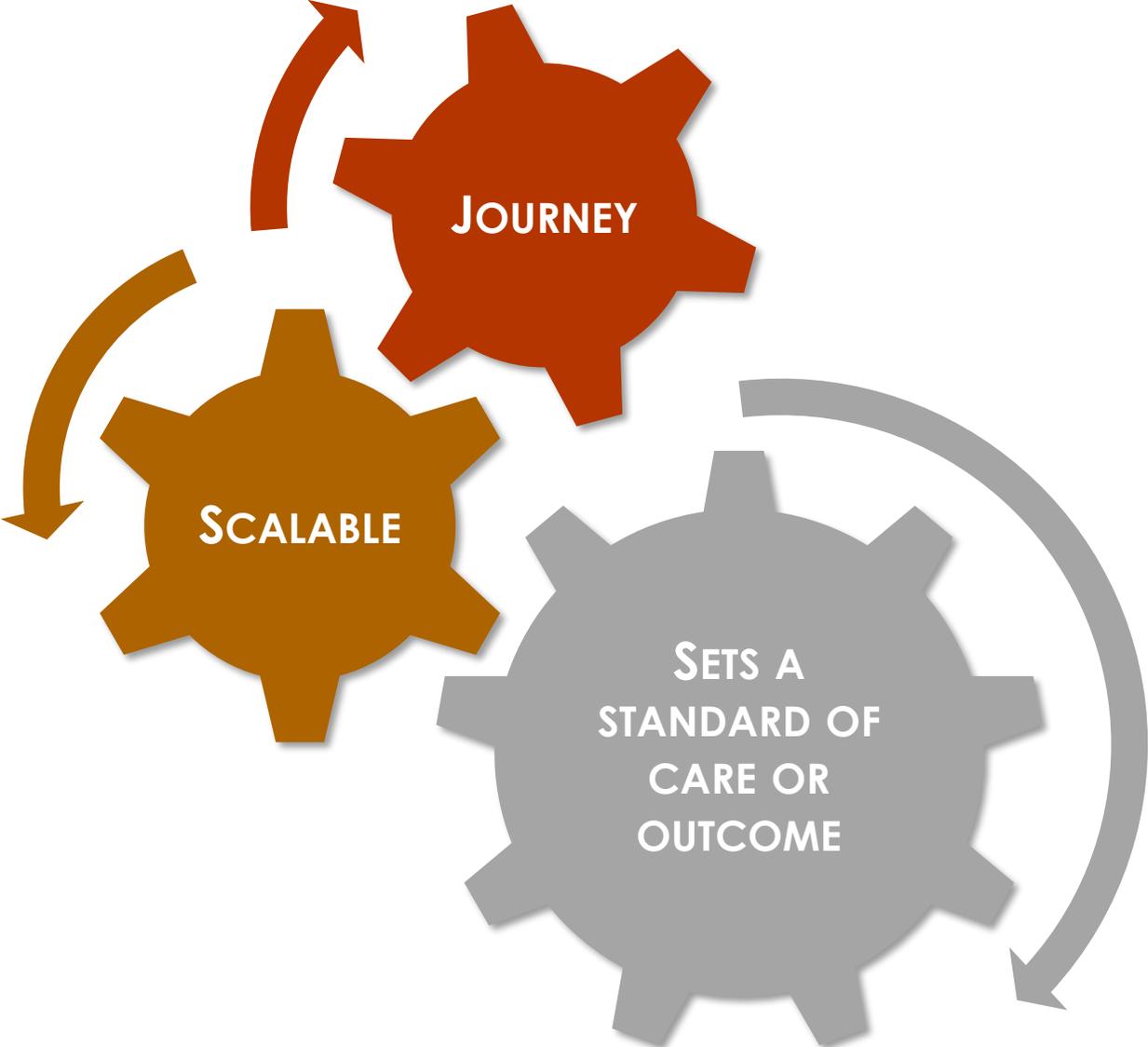
Owner	Operator	Name	Pax (LB)	Status	Purchased By
Carnival Corporation	Costa Cruises	Costa neoRomantica	1,578	Sold	Celestyal Cruises
Carnival Corporation	Holland America Line	Rotterdam	1,404	Sold	Fred Olsen
Carnival Corporation	Holland America Line	Amsterdam	1,380	Sold	Fred Olsen
Carnival Corporation	Holland America Line	Maasdam	1,258	Sold	Seajets (Ferry)
Carnival Corporation	Holland America Line	Veendam	1,350	Sold	Seajets (Ferry)
Carnival Corporation	P&O Cruises	Oceana	2,016	Sold	Seajets (Ferry)
Carnival Corporation	Princess Cruises	Sea Princess	2,014	Sold	Unknown
Carnival Corporation	Princess Cruises	Sun Princess	2,016	Sold	Peace Boat
Carnival Corporation	P&O Cruises Australia	Pacific Aria	1,260	Sold	Seajets (Ferry)
FTI Cruises	FTI Cruises	Berlin	412	Sold	Dreamliner Cruises
Global Maritime Group Inc.	Cruise and Maritime	Columbus	1,546	Sold	Seajets (Ferry)
Global Maritime Group Inc.	Cruise and Maritime	Magellan	1,250	Sold	Seajets (Ferry)
Global Maritime Group Inc.	Cruise and Maritime	Vasco da Gama	1,260	Sold	Mystic Cruises
Magna Carta Steamship Company	Lindblad Expeditions	Lord of the Glens	54	Sold	Hebridean Island Cruises
TUI AG	Marella Cruises	Marella Dream	1,533	Sold	Unknown
Carnival Corporation	Princess Cruises	Sapphire Princess	2,674	Sold Prior to COVID	ANEX Tour
Carnival Corporation	Princess Cruises	Golden Princess	2,632	Sold Prior to COVID	P&O Australia
Carnival Corporation	Princess Cruises	Star Princess	2,596	Sold Prior to COVID	P&O Australia
Royal Caribbean Group	Hapag-Lloyd	Bremen	164	Sold Prior to COVID	Scylla
Saga	Saga	Saga Sapphire	706	Sold Prior to COVID	ANEX Tour
Carnival Corporation / CSSC	CSSC	Costa Atlantica	2,112	Sold Prior to COVID to CSSC	CSSC China Cruise
Carnival Corporation / CSSC	CSSC	Costa Mediterranea	2,114	Sold Prior to COVID to CSSC	CSSC China Cruise
Blount	Blount	Grande Caribe	100	Unknown (Out of Business)	
Blount	Blount	Grande Mariner	98	Unknown (Out of Business)	
Blount	Blount	Niagara Prince	76	Unknown (Out of Business)	
Eckero Shipping	Birka Cruise Line	Birka Stockholm	1,468	Unknown (Out of Business)	
Global Maritime Group Inc.	Cruise and Maritime	Astor	590	Unknown (Out of Business)	
Global Maritime Group Inc.	Cruise and Maritime	Marco Polo	800	Unknown (Out of Business)	
TSS Albatros	Phoenix Reisen GmbH	Albatros	812	Withdrawn (Accommodation Vessel)	
Carnival Corporation	Costa Cruises	Costa Victoria	1,928	Withdrawn (Accommodation Vessel)	
Fred. Olsen Cruise Lines	Fred. Olsen Cruises	Black Watch	804	Withdrawn (Accommodation Vessel)	
Fred. Olsen Cruise Lines	Fred. Olsen Cruises	Boudicca	880	Withdrawn (Accommodation Vessel)	
Carnival Corporation	P&O Cruises Australia	Pacific Dawn	1,596	Withdrawn (Crypto Ship)	Ocean Builders
Apollo / Zen Cruises	Jalesh Cruises	Karnika	1,674	Withdrawn (Scrapped)	
Carnival Corporation	Carnival Cruise Lines	Carnival Fantasy	2,040	Withdrawn (Scrapped)	
Carnival Corporation	Carnival Cruise Lines	Carnival Fascination	2,040	Withdrawn (Scrapped)	
Carnival Corporation	Carnival Cruise Lines	Carnival Imagination	2,040	Withdrawn (Scrapped)	
Carnival Corporation	Carnival Cruise Lines	Carnival Inspiration	2,040	Withdrawn (Scrapped)	
Med Cruises Inc.	Abou Merhi Cruises	Orient Queen II	315	Withdrawn (Scrapped)	
Royal Caribbean Group	Pullmantur	Horizon	1,506	Withdrawn (Scrapped)	
Royal Caribbean Group	Pullmantur	Monarch	2,733	Withdrawn (Scrapped)	
Royal Caribbean Group	Pullmantur	Sovereign	2,733	Withdrawn (Scrapped)	
TUI AG	Marella Cruises	Marella Celebration	1,262	Withdrawn (Scrapped)	





PROTOCOLS

KEYS TO IMPLEMENTATION OF PROTOCOLS



THE CRUISE JOURNEY

THE MOST COMPLEX PART OF THE JOURNEY

PRE EMBARKATION (HOME)



- ELECTRONIC HEALTH QUESTIONNAIRE LINKED TO CHECK-IN AND ONBOARD SYSTEMS
- COMMUNICATION OF CHECK-IN, ONBOARD AND PORT PROTOCOL AND HEALTH ITEMS

EMBARKATION (TERMINAL)



- PASSENGER SCREENING
- HEALTH SCAN AREA ON TERMINAL ENTRY
- THERMAL SCANNING
- TERMINAL FILTRATION / SANITIZATION SYSTEM
- CRITERIA - KILL 99.9% PATHOGENS-60 MIN
- EXPAND TERMINAL TIME TO KILL GERMS
- SECONDARY HEALTH INSPECTION AREA
- TERTIARY UV LIGHT SCAN ON GANGWAY ENTRY / BOARDING
- COMMUNICATE ONBOARD HEALTH PROTOCOL

CRUISE (ONBOARD)



- INTEGRATED ONBOARD FILTRATION / SANITIZATION AIR SYSTEM CONTINUOUS KILLING OF 99.9% OF PATHOGENS
- SURFACE/HIGH TOUCH DISINFECTION
- LAUNDRY SANITATION
- COMMUNICATE ONBOARD AND PORT HEALTH PROTOCOL
- MEDICAL / HEALTH OFFICER STANDARDS

SHORESIDE (PORT)



- HEALTH ASSURANCE COMMUNICATION AS PART OF CLEARANCE
- SHOREX / VENUE / TRANSPORT HEALTH FLEX STANDARDS
- COMMUNICATE PORT HEALTH PROTOCOL
- REBOARD HEALTH CHECKS / SCANS

DISEMBARKATION (TERMINAL)

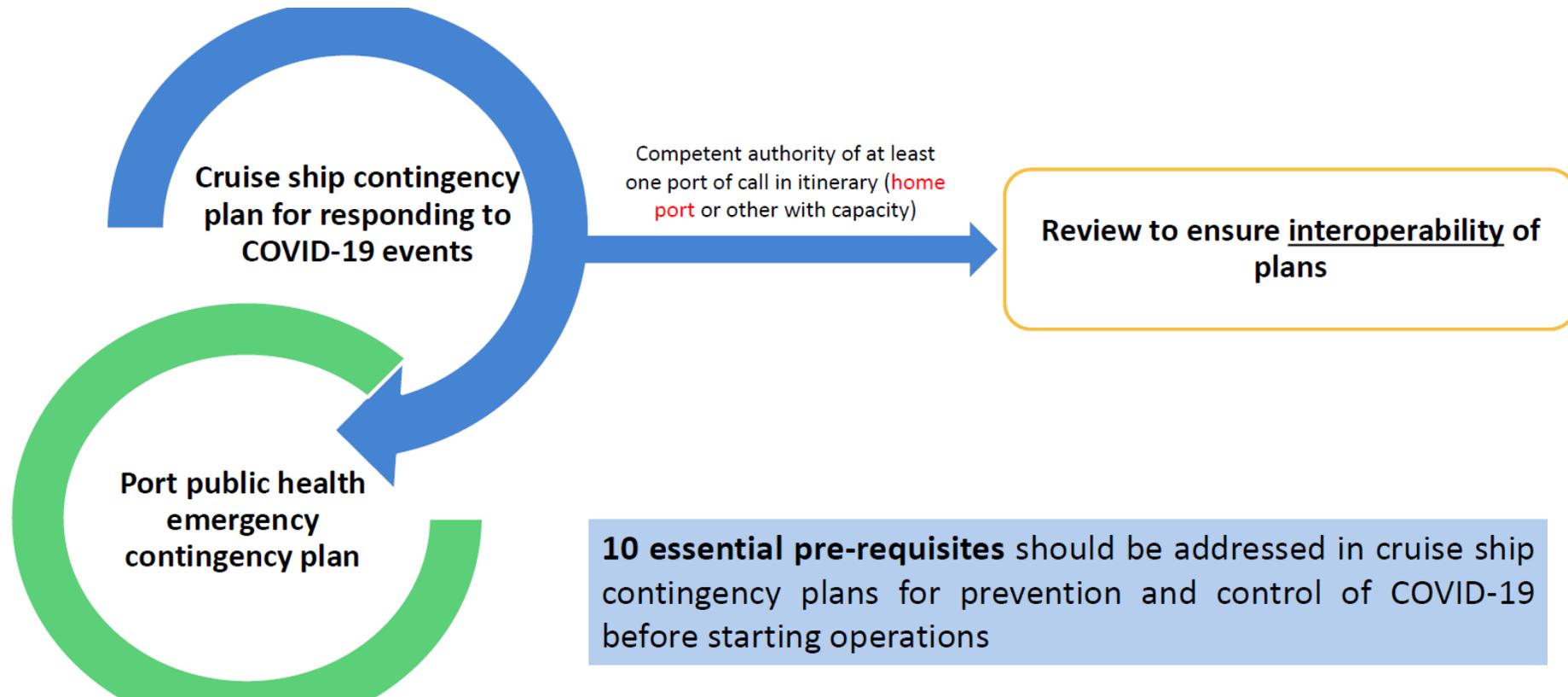


- HEALTH ASSURANCE COMMUNICATION AS PART OF CLEARANCE
- PUBLIC HEALTH CHECKS / SCANS
- CONSUMER HEALTH COMMUNICATION



EU GUIDANCE

- EU/EEA INTERIM GUIDANCE ISSUED ON JUNE 30
- EU GUIDANCE ISSUED JULY 27



COVID-19: EU Guidance

for Cruise Ship Operations

Guidance on the gradual and safe resumption of operations of cruise ships in the European Union in relation to the COVID-19 pandemic

Date: 27 July 2020



- **PRE-BOARDING SCREENING – TWO-STEPS**
 - **PRIMARY (NON-MEDICAL PERSONNEL) – QUESTIONNAIRES, VISUAL INSPECTIONS, TEMPERATURE**
 - **SECONDARY (HEALTH TRAINED PERSONNEL) – ASSESSMENT, TEMPERATURE, AND/OR TESTING**

Considerations for cruise terminals

Measures described to reduce COVID-19 risk at cruise terminals

- **Maintaining physical distancing**
- **Use of face masks**
- **Respiratory etiquette and hand hygiene**
- **Cleaning and disinfection**
- **Ventilation**
- **Health monitoring terminal staff**
- **Managing possible cases/contacts at cruise terminal**
- **Baggage handling**

APPLICATION OF PROTOCOLS



Post COVID-19 Terminal Operations Guidelines



HEALTHY SAIL PANEL (NCL/RCCL) – 5 AREAS OF FOCUS

TESTING, SCREENING, EXPOSURE REDUCTION

- 100% TESTING BEFORE BOARDING
- HEALTH SCREENING
- TEMPERATURE CHECKS (BOARDING / DAILY)
 - FAILURE RESULTS IN DENIAL OF BOARDING
- SCHEDULED / TOUCHLESS CHECK-IN
- FACE MASKS
- SOCIAL DISTANCING (CAPACITY REDUCTION)

1

SANITATION & VENTILATION

- GUEST EDUCATION
- ENHANCED SANITATION PROTOCOLS
- ENHANCED FILTRATION (MERV 8 – MERV 13)
- MINIMIZE UNFILTERED, RECIRCULATED AIR
- USE OF NEGATIVE PRESSURE
- MAXIMIZE OUTDOOR FUNCTIONS

2

RESPONSE, CONTINGENCY PLANNING & EVACUATION

- INCREASE MEDICAL PERSONNEL / EQUIPMENT / CAPACITY
- ISOLATION WARDS / ACCOMMODATIONS
- TREATMENT PLAN
- CONTACT TRACING
- EVACUATION SCENARIOS

3

DESTINATION & EXCURSION PLANNING

- LOCAL GOV'T APPROVAL
- SAFE PASSAGE FOR INFECTED INDIVIDUALS
- LOCAL / REGIONAL / NATIONAL MITIGATION PROTOCOLS
- SIMPLE & SHORT ITINERARIES
- CRUISE LINE-SPONSORED / VERIFIED EXCURSIONS

4

MITIGATING RISKS - CREW

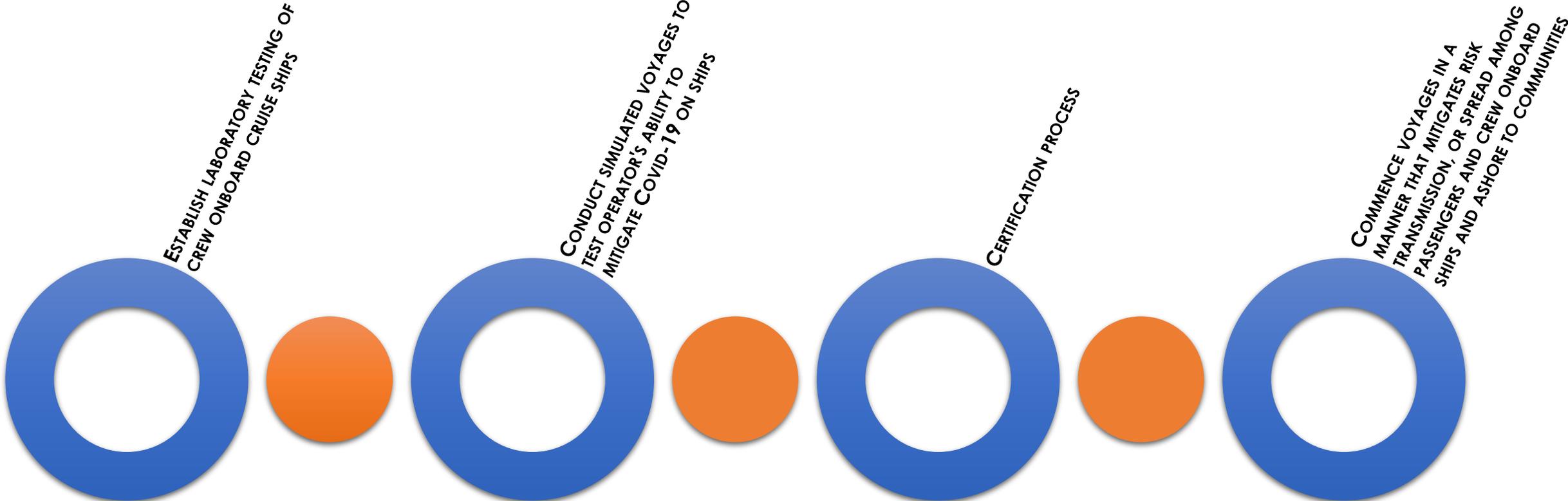
- MINIMIZE CREW MOVEMENTS
- SINGLE OCCUPANCY CABINS
- REGULAR TRAINING
- CULTURE OF HONESTY & COLLECTIVE RESPONSIBILITY

5

CDC REQUIREMENTS FOR SHIPS OPERATING IN U.S. WATERWAYS

	3/14	4/15	7/16	9/30	10/30
Develop, implement and share plans that prevent and mitigate spread of COVID in communities and onboard	X	X	X	X	X
Suspend passenger operations	X	X	X	X	
No disembark or embark of current / new crew members except as directed by the USCG (HHS/CDC + Federal/Local/State authorities)	X	X	X	X	
While in port, observe health precautions as directed by the HHS/CDC	X	X	X	X	X
Making ship manifests and logs available & specimen collection for COVID testing	X	X	X	X	X
Onboard surveillance of crew via temperature checks and medical screening		X	X	X	X
Reporting weekly to HHS/CDC of crew onboard, overall case counts, testing methods, crew requiring hospitalization / medical evac		X	X	X	X
Training of all crew on COVID prevention, mitigation, and response activities		X	X	X	X
Onboard isolation, quarantine, social distancing, cleaning/ disinfecting protocols		X	X	X	X
Onboard medical staff and equipment to provide hospital grade care		X	X	X	X
Outbreak management and response plan		X	X	X	X
Medical care plan (onboard vs. evacuation)		X	X	X	X
Logistics planning for evacuation and repatriating via foreign government or industry-chartered private transport and flights		X	X	X	
Follow COVID Color Coding System / conduct COVID viral testing for crew per CDC guidance and report findings on EDC			X	X	X
Build laboratory capacity needed to test onboard					X
Document approval of all U.S. port and local health authorities where the ship intends to call (medical care, housing, & port agreements)					X
New crew tested on day of embarkation and quarantine for 14 days; ongoing weekly testing for crew					X
Testing passengers on the day of embark and the day of debark					X
Successfully conduct a simulated voyage or series of simulated voyages					X
After completing the above items, a Conditional Sailing Certificate is required to operate "Restricted Passenger Voyages"					X
Expiration of No Sail Order (NSO)	6/22	7/25	9/30	10/31	10/31

CDC PHASES (THRU NOV 1, 2021 OR RESCINDS/MODIFIES PRIOR)



CONDITIONAL SAILING CERTIFICATE

- **CRUISE OPERATOR MUST DOCUMENT APPROVAL OF ALL US PORT AND LOCAL HEALTH AUTHORITIES** WHERE THE SHIP INTENDS TO DOCK (INCLUDING THE FOLLOWING)
 - MEDICAL CARE AGREEMENT BETWEEN CRUISE OPERATOR AND HEALTH CARE ENTITIES
 - ADDRESS EVACUATION TO ONSHORE HOSPITALS FOR PASSENGERS AND CREW
 - HOUSING AGREEMENT BETWEEN CRUISE OPERATOR AND SHORESIDE FACILITIES
- ISOLATION AND QUARANTINE FACILITIES IDENTIFIED FROM DAY OF EMBARKATION THROUGH DISEMBARKATION FOR EACH VOYAGE
- **AGREEMENT BETWEEN CRUISE OPERATOR AND PORT AUTHORITY TO DETERMINE THE NUMBER OF CRUISE SHIPS AT ANY SINGLE PORT**
 - IN ORDER TO NOT OVERBURDEN THE PUBLIC HEALTH RESPONSE RESOURCES IN THE EVENT OF AN OUTBREAK

RESTRICTED PASSENGER VOYAGES MINIMUM STANDARDS

- 7-DAY MAXIMUM ITINERARIES
 - CDC MAY ADJUST THE NUMBER OF DAYS BASED ON PUBLIC HEALTH CONSIDERATIONS
 - COUPLED WITH LENGTHIER EMBARK/DEBARK PROCEDURES - **WILL IMPACT PORT CALL LENGTHS**
- IMMEDIATELY END THE PASSENGER VOYAGE, CANCEL FUTURE SAILINGS
 - BASED ON A **THRESHOLD** OF COVID-19 BEING DETECTED IN PASSENGERS OR CREW
- DISEMBARK / EVACUATE PASSENGERS & CREW AS PRESCRIBED IN PRE-EXISTING AGREEMENT
 - USING NON-COMMERCIAL TRANSPORTATION OR OTHER
 - THE NEW CDC RELEASE ALLOWS COMMERCIAL CARRIERS (11/04/20)
- INFORM SHIP PILOTS, GROUND TRANSPORTATION, AIR CHARTER OPERATORS, OTHER AGENCIES THAT COVID HAS BEEN DETECTED AND CONFIRM PLANS ARE IN PLACE TO NOTIFY AND PROTECT STAFF
 - WILL LIKELY ISSUE ADDITIONAL TECHNICAL INSTRUCTIONS REGARDING MEASURES TO TAKE IN THIS EVENT

TESTING

- SHORESIDE COVID-19 LABORATORY SCREENING TESTING OF:
 - ALL CREW TO BE 100% TESTED BY 12//29/20
 - ALL EMBARKING CREW
- **ALL PASSENGERS TO BE TESTED AT EMBARK AND DEBARK**
 - ON THE DAY OF EMBARKATION AND THE DAY OF DISEMBARKATION
 - *WILL THEY ALLOW 48 OR 72 HOUR OLD TESTS?*
- ONBOARD COVID-19 TESTING FOR
 - SYMPTOMATIC TRAVELERS (CREW AND FUTURE PASSENGERS) AND CLOSE CONTACTS
- DISEMBARKING ASYMPTOMATIC CREW FOR TRANSFER OR REPATRIATION
- ISOLATION OF SYMPTOMATIC CREW AND CONFIRMED CASES
 - QUARANTINE OF CLOSE CONTACTS
- MEDICAL MANAGEMENT OF SUSPECTED OR CONFIRMED COVID-19
- DISEMBARKING CREW MEMBERS TO OBTAIN MEDICAL CARE

PROCESS CHARACTERIZATION

- CRUISE LINES SPENT 6 MONTHS PRIVATELY ASSESSING OPTIONS
- PORTS WAITING FOR CRUISE LINES
- CRUISE LINES INDIVIDUALLY RELEASED PROTOCOLS
 - MSC
 - RCG/NCL
 - OTHERS
- CRUISE LINES REACTING TO GUIDANCE
 - IN THE EU GUIDANCE WAS FORTHCOMING EARLY AND PROGRESSIVELY ALLOWING USERS TO OPERATE UNDER GUIDANCE
 - IN THE USA GUIDANCE WAS WITHHELD UNDER A STRICT NO SAIL OPTION
- THE RESTART WILL NOW CHALLENGE PORTS AND CITIES
- PORTS OF CALLS POSE THE MOST COMPLICATED CHALLENGES



THE INDUSTRY NEEDS A SCALABLE SOLUTION

SCALABLE HEALTH SCREENING (DEPENDING ON THREAT)



0

- **No pandemics**
- Normal health protocol - Health questionnaires, Embark health checks, Sanitation, Onboard healthcare process...
- Ex. - typical illness, common cold

1

- **Regional / localized virus identified**
- **Checking passengers, no testing**
- Upgraded protocols - temperature, visual checks, documentation. Vessel repositioning and upgraded sanitization process...
- Ex. - Flu-type Epidemic (Shoreside or On board)

2

- **Pandemic**
- Checking passengers with **non mandatory testing**
- Upgraded protocol - pre-Testing, option & Quarantine, PPE, Expedite passenger and crew repatriation, Quick response action plan
- Ex. - Pandemic

3

- **Pandemic**
- Highest health protocol - **100% Testing** & Quarantine, PPE, Expedite passenger and crew repatriation, Vessel lay-up, Minimize exposure... (Quick response action plan)
- Ex. - Pandemic (worldwide - starting with regional area)

SCALABLE PROTOCOLS

TESTING

- MANDATORY
- OPTIONAL
- NONE
- PCR
- RAPID TEST
- PRE-TEST
- TERMINAL TEST
- 48-72 HRS

PASSENGER EVALUATION

- QUESTIONNAIRE
- TEMPERATURE
- INTERVIEW
- SCREENING

CREW EVALUATION

- MANDATORY
- OPTIONAL
- NONE
- PCR
- BUBBLE

HYGIENE

- EXTRA ORDINARY
- ROUTINE

SOCIAL SEPARATION

- QUEUES
- SEATING
- GANGWAYS
- TRANSPORT

STORES AND LUGGAGE

- MANDATORY
- OPTIONAL
- NONE

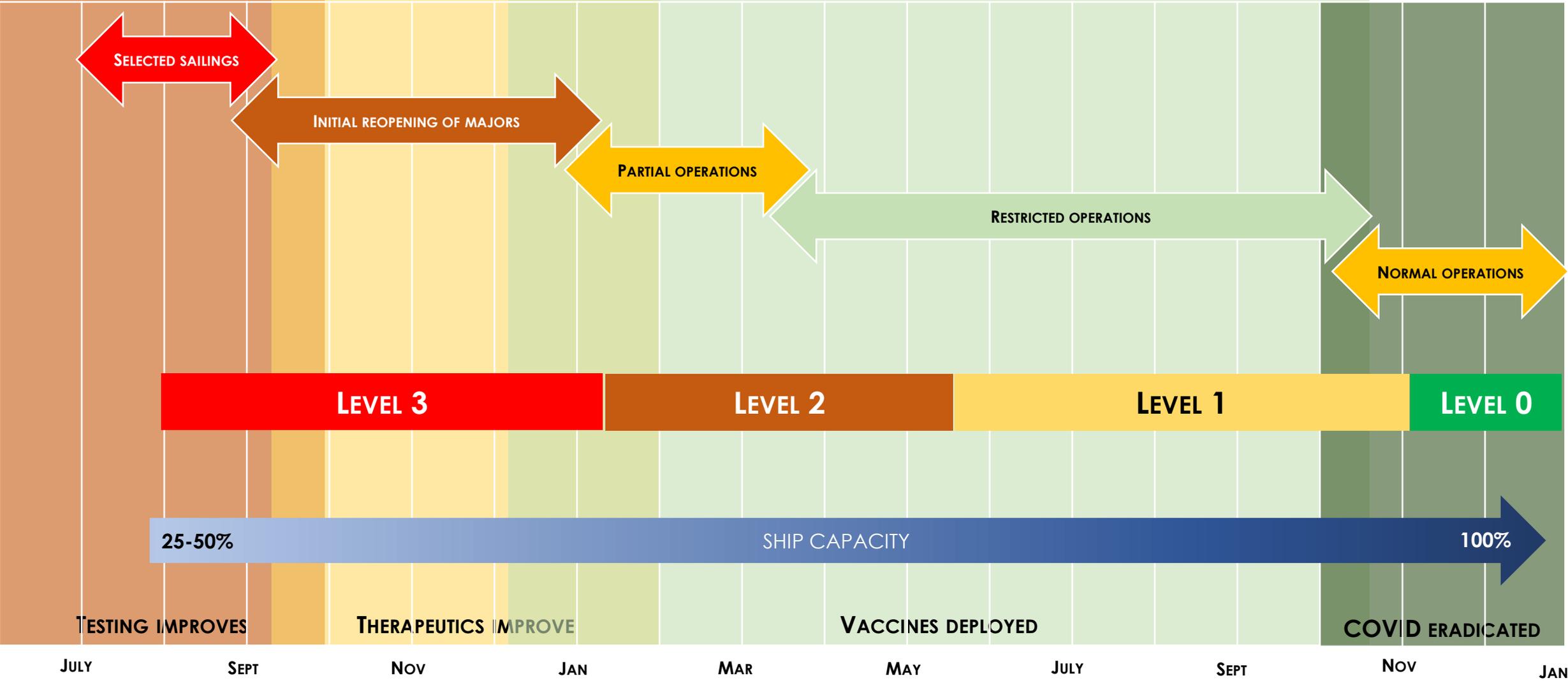
TOURS

- QUEUES
- SEATING
- TRANSPORT
- BUBBLES

TRANSPORT

- QUEUES
- SEATING

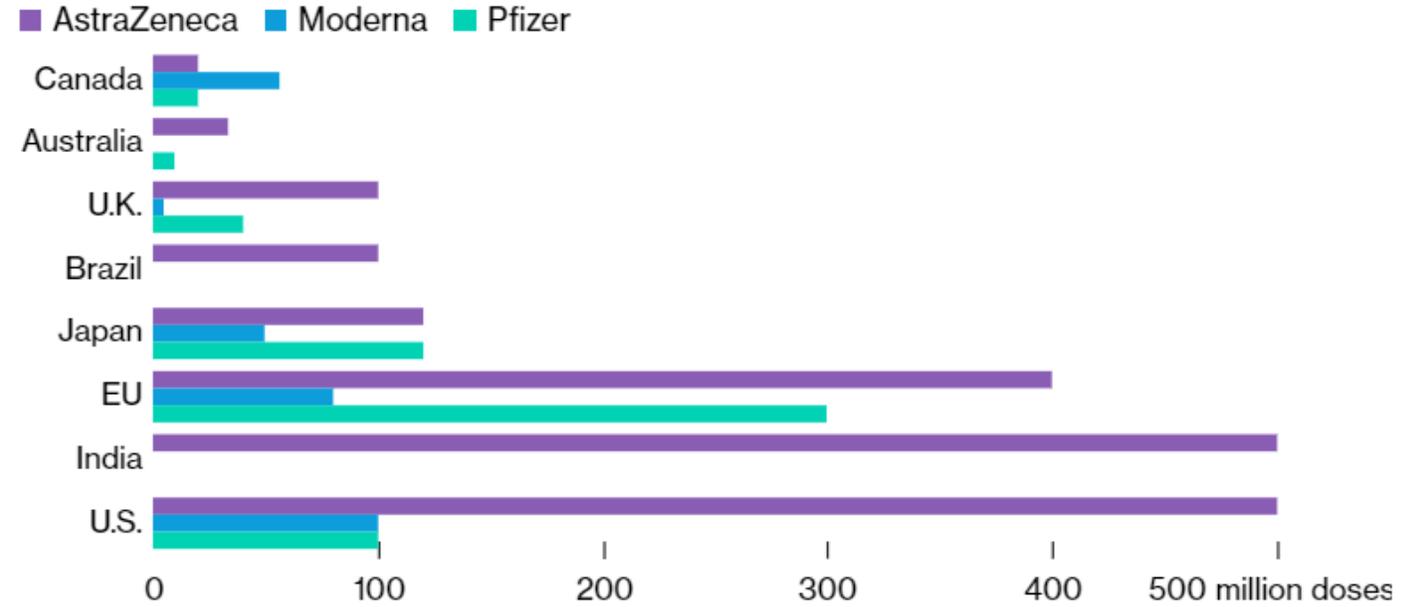
CRUISE OPERATION SCALABILITY



VACCINE DEPLOYMENT

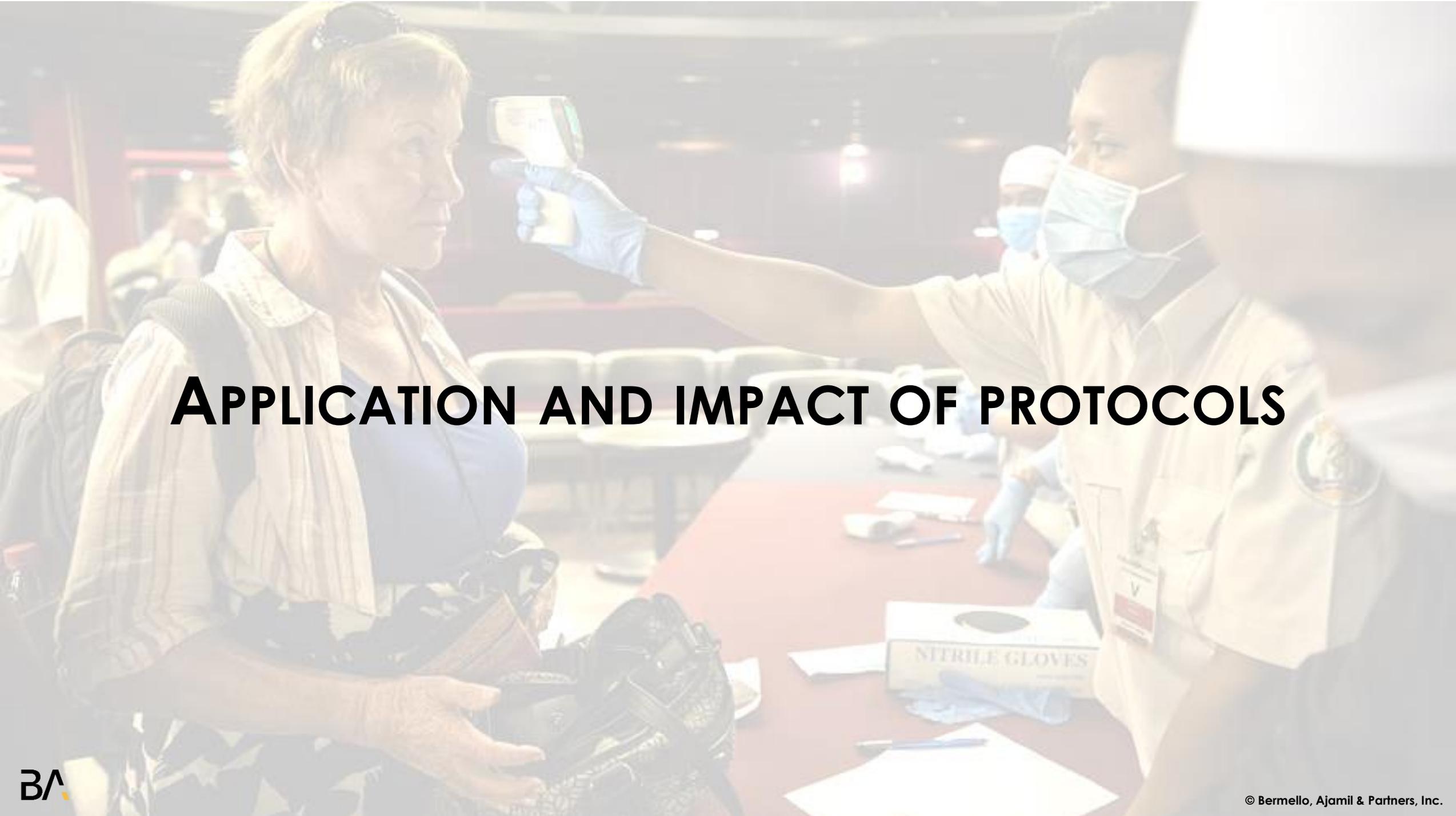
Vaccine Race

Countries hedge their bets by reserving various shot candidates



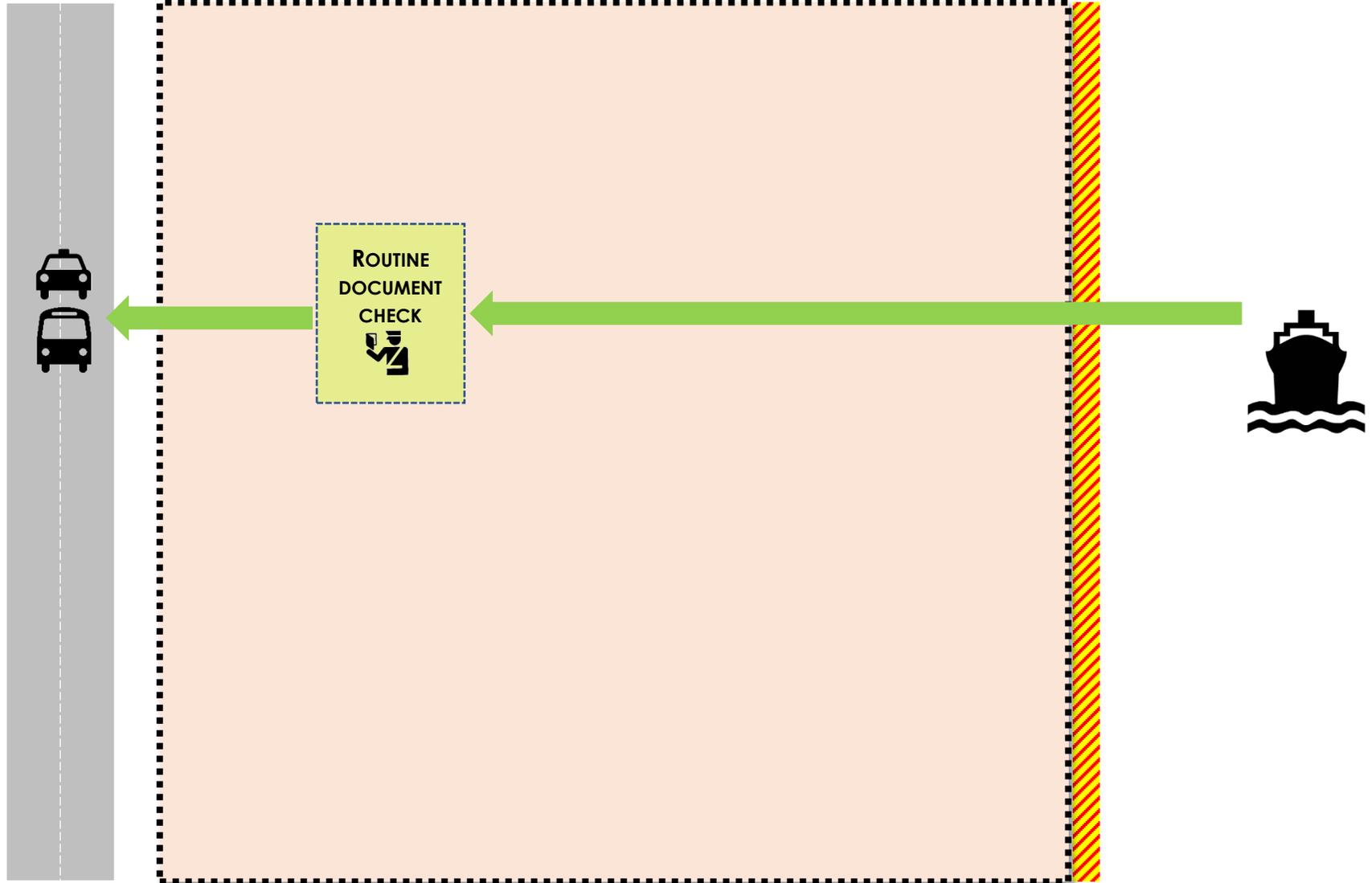
Source: Bloomberg

	Dec	Jan	Feb	Mar	Apr
Pfizer	25	25	25	25	25
Moderna	20	20	20	20	20
Others					
Doses	45	45	45	45	45
People	22.5	22.5	22.5	22.5	22.5
Cummulative	22.5	45	67.5	90	112.5

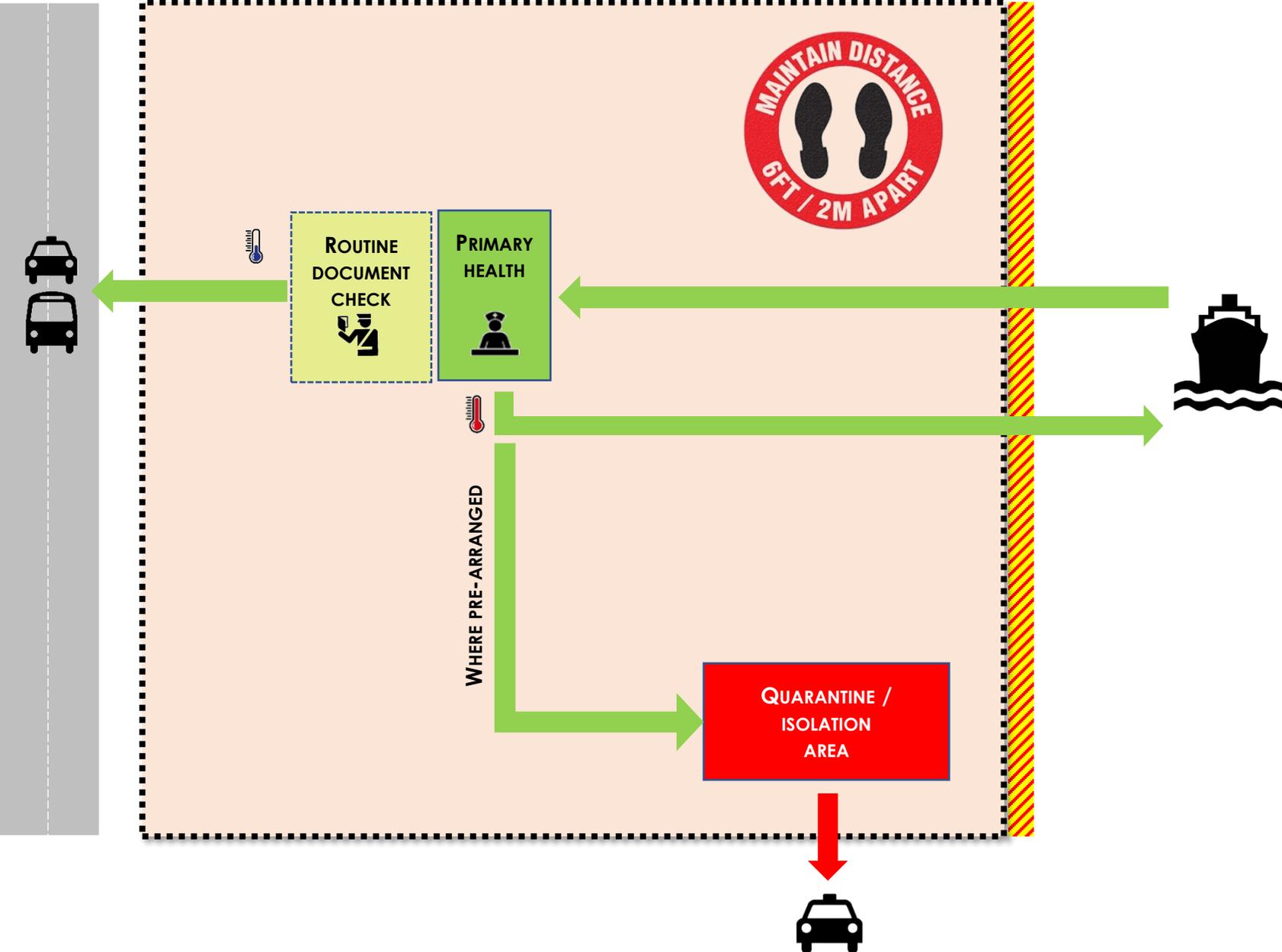


APPLICATION AND IMPACT OF PROTOCOLS

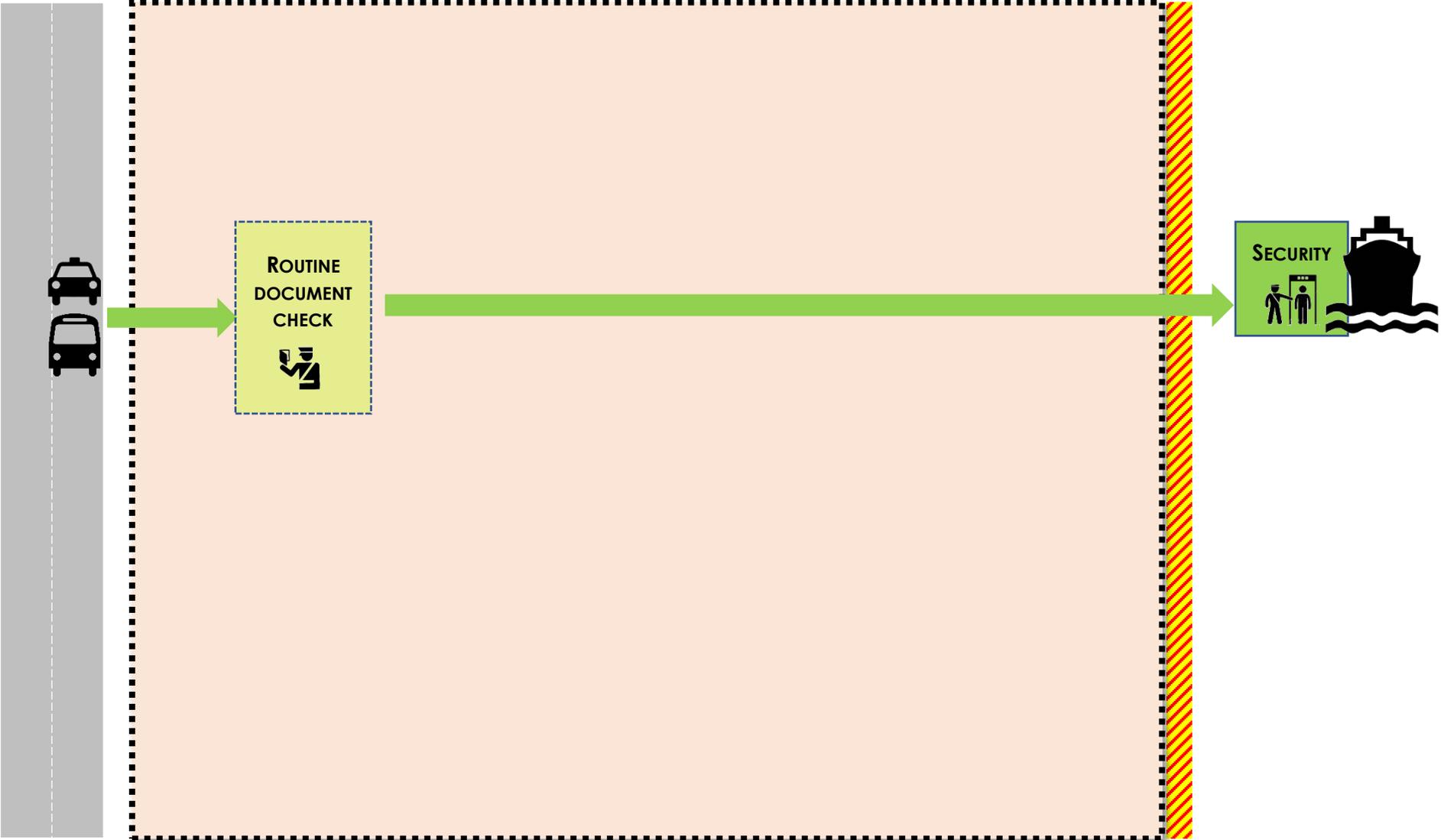
LEVEL 0 - DISEMBARKATION



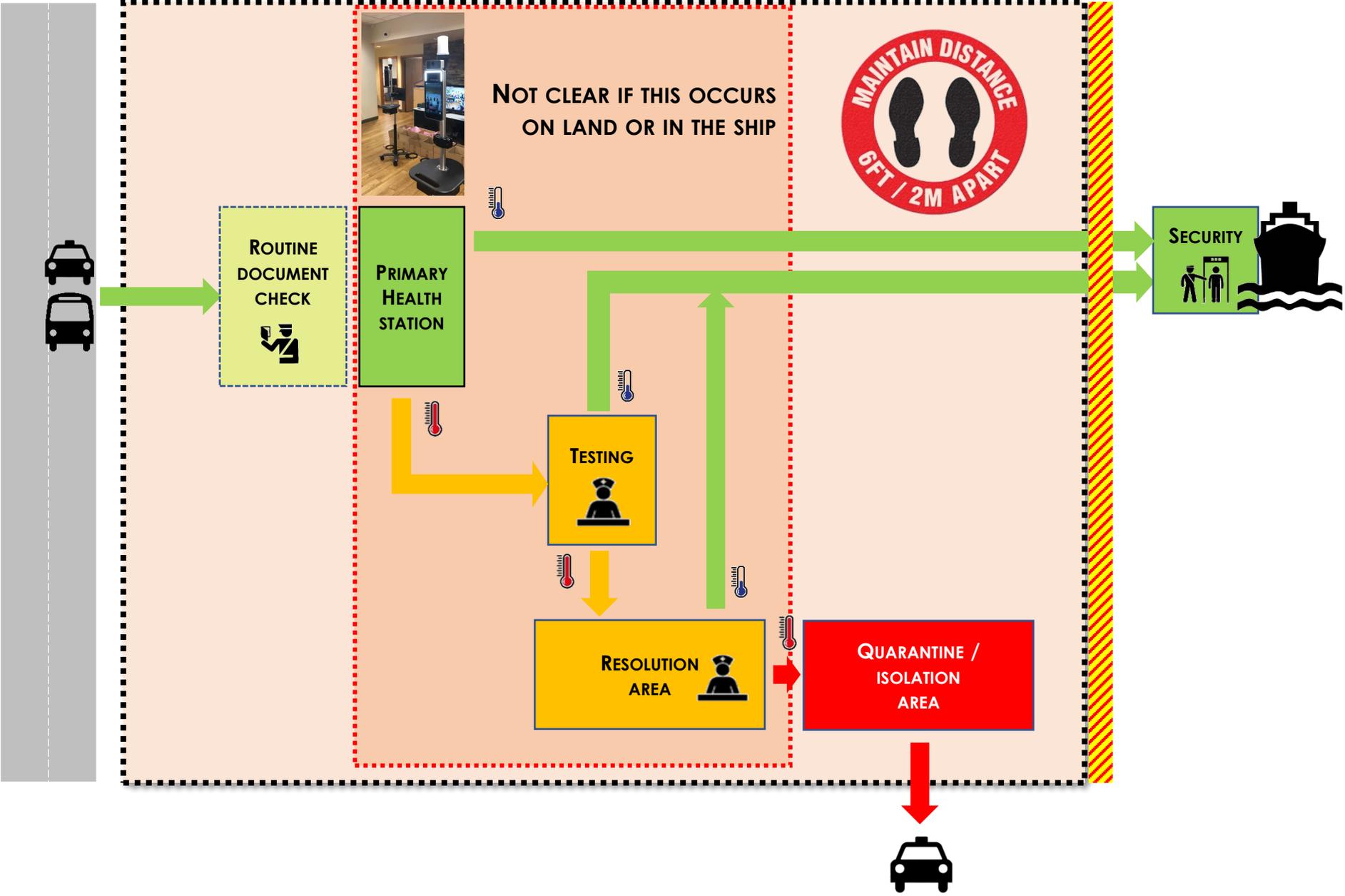
LEVELS 1, 2, 3 - DISEMBARKATION



LEVEL 0 - EMBARKATION



LEVELS 1, 2 OR 3 - EMBARKATION





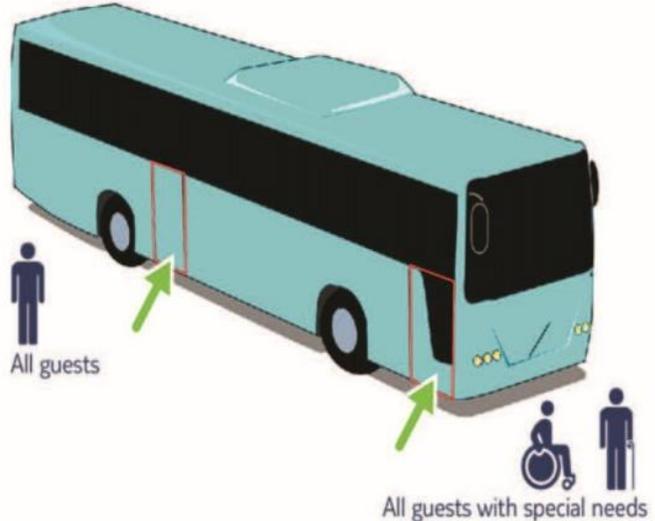
HOW CAN A PORT-
OF-CALL OPERATE
UNDER CERTAIN
PROTOCOLS?

DISEMBARK TRANSPORT WITH SOCIAL SEPARATION



Source: TUI

TRANSPORT



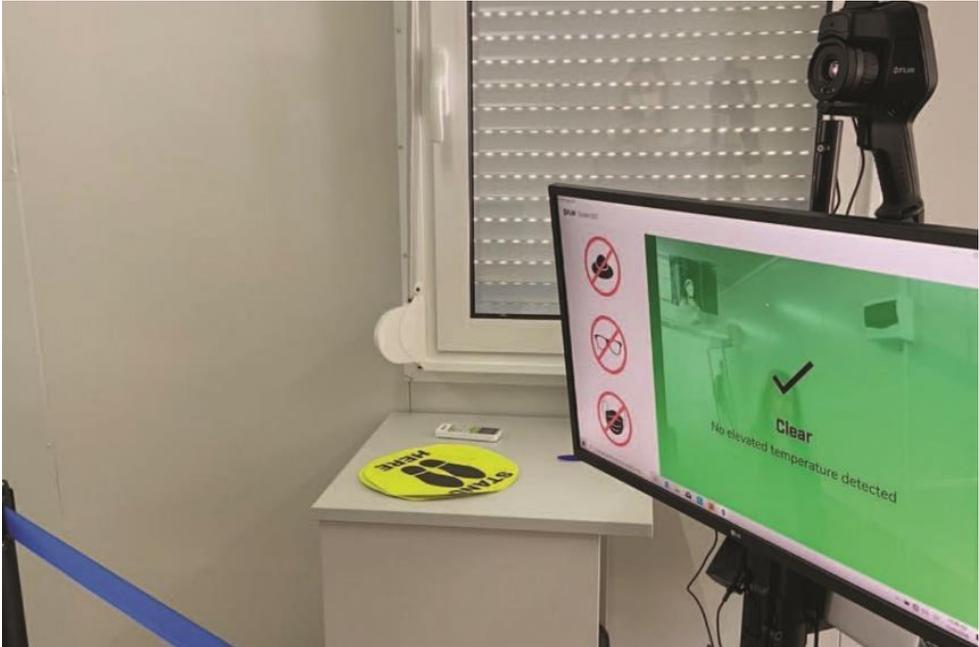
Source: TUI

SECURITY WITH SOCIAL SEPARATION



Source: TUI

MEDICAL SCREENING



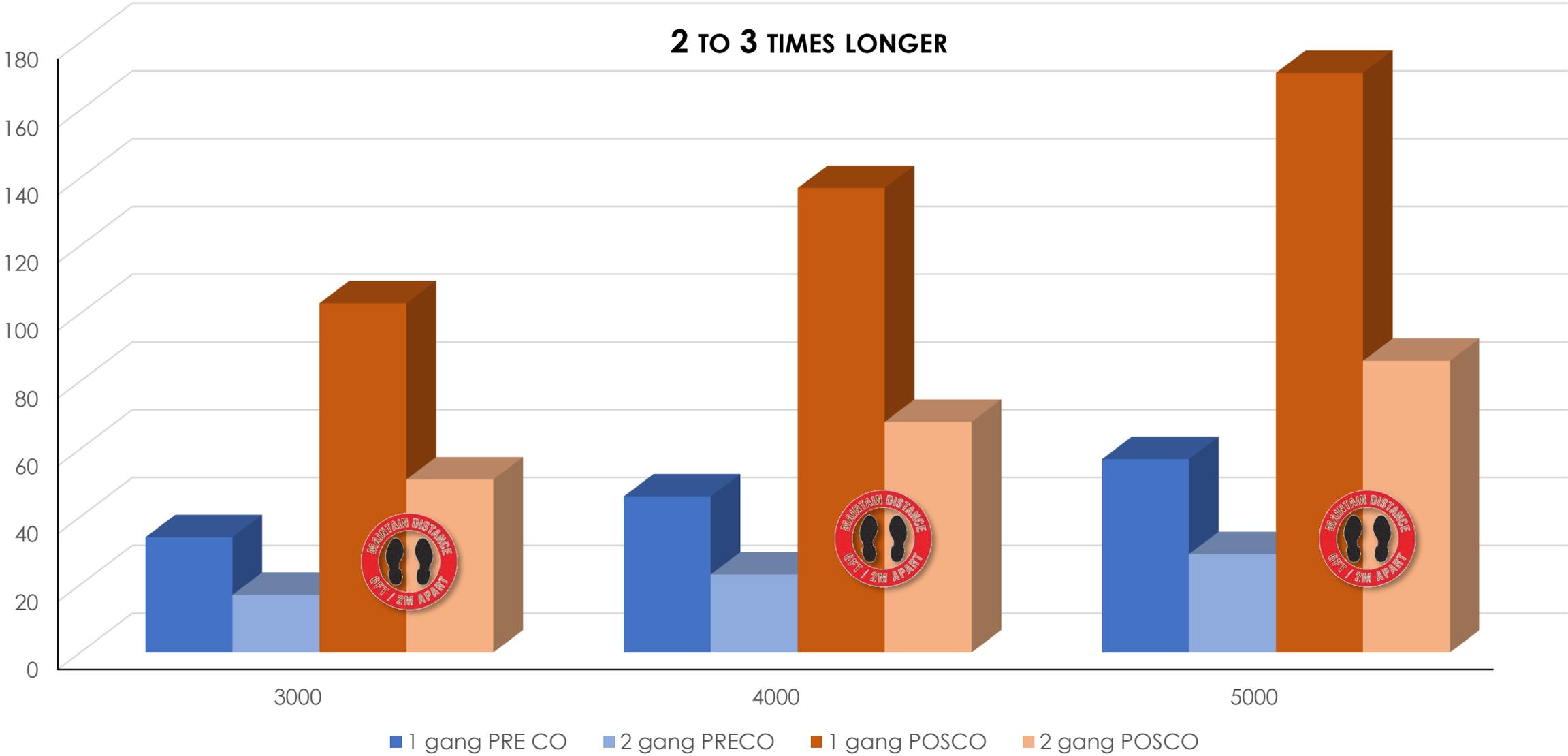
Source: TUI



Barbados Sea Dream

IMPACT OF SOCIAL DISTANCING (TIME TO DISEMBARK A SHIP – CONTINUOUS FREE-FLOWING)

2 TO 3 TIMES LONGER





PORT INFRASTRUCTURE

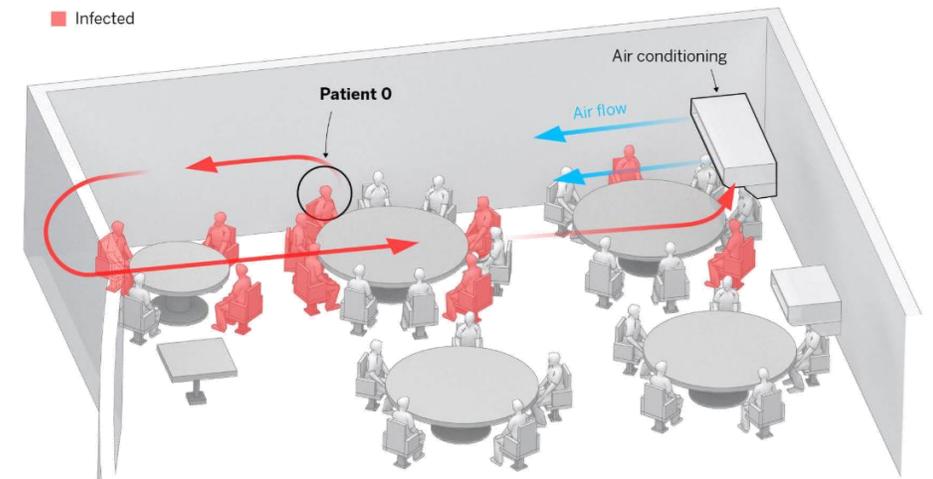
INFRASTRUCTURE

- TESTING AREA OR RESOLUTION AREAS
- QUARANTINE AREAS
- WAITING AREAS
- RESOLUTION AREAS
- AREA WIDE TEMPERATURE SCANNING
 - LINKED TO CRUISE LINES SYSTEMS
 - FACIAL RECOGNITION
 - TRACKS GUEST THROUGHOUT THE JOURNEY
 - TRANSMIT DATA FROM SHIP TO SHORE
- DISINFECTION BOARDING TUNNELS



THE TERMINAL INFRASTRUCTURE – VENTILATION!!!

- ARRIVAL BUILDINGS NEED TO BE UPDATED TO INCLUDE AN HVAC SYSTEM THAT PROVIDES
 - SANITIZED AIR (99.9% FREE OF PATHOGENS AND BACTERIA, INCLUDING COVID-19 VIRUS)
 - KILLS ALL VIRUS AND BACTERIA ON ALL SURFACES, CLOTHING, AND CARRY-ON ITEMS
- BUILDING INTERIORS INCLUDING ALL TABLE AND COUNTER TOPS, SEATING, HANDRAILS AND OTHER SURFACES, WINDOWS, ETC. WILL BE TREATED AND CLEANED TO MAINTAIN 99.9 % PATHOGEN AND BACTERIA FREE CONDITION
- U/V LIGHT PLATFORM FOR 8 SECONDS
 - SANITIZES ALL SURFACES AND SOLES OF THEIR SHOES





OPERATING MODELS AT PORTS OF CALL

BUBBLES

- BUBBLES ARE DEFINED BY:
 - GEOGRAPHIC BOUNDARIES WHICH CAN BE USED TO DEPLOY THE PROTOCOL
 - MOVING BUBBLES THAT FOLLOW THE PASSENGER
 - APPROVED “BUBBLE” TOURS OFFERED
- AREAS WITHIN THE BUBBLE HAVE TO BE ACCESS CONTROLLED
- TO ENTER THE BUBBLE, AN EMPLOYEE OR VISITOR MUST MEET MINIMUM STANDARDS SET BY THE PROTOCOLS
 - TESTED NEGATIVE WITHIN THE LAST XX HOURS
 - NO CONTACT WITH POSITIVE CASES PRIOR
 - TEMPERATURE SCANNERS
- GOODS ENTERING THE BUBBLE NEED TO BE CLEANED / DISINFECTED
 - BEFORE, DURING AND AFTER CRUISE OPERATIONS



POSSIBLE PORT-OF-CALL OPERATIONAL MODELS

A - NO VISITATION

- SHIPS ARE AT SEA (CRUISE TO NOWHERE)
- WILL NOT WORK IN AREAS WITH CABOTAGE LAWS (USA)

B – PORT BUBBLE

- PASSENGER MOVEMENTS ARE LIMITED TO WITHIN PORT
- PORT MAY PROVIDE SPACE FOR VENDORS TO OPERATE

C – PORTWIDE BUBBLE

- A LIMITED AREA SURROUNDING THE PORT IS DESIGNATED A BUBBLE AND PASSENGERS CAN FREELY MOVE
- SUITABLE FOR SMALL DESTINATIONS

D – PASSENGER BUBBLE

- PASSENGER MOVEMENTS ARE 100% LIMITED TO APPROVED AREAS, VENDORS, TOURS
- TRANSPORT BETWEEN VENUES HAVE TO BE CONTROLLED

E – AREAWIDE BUBBLE

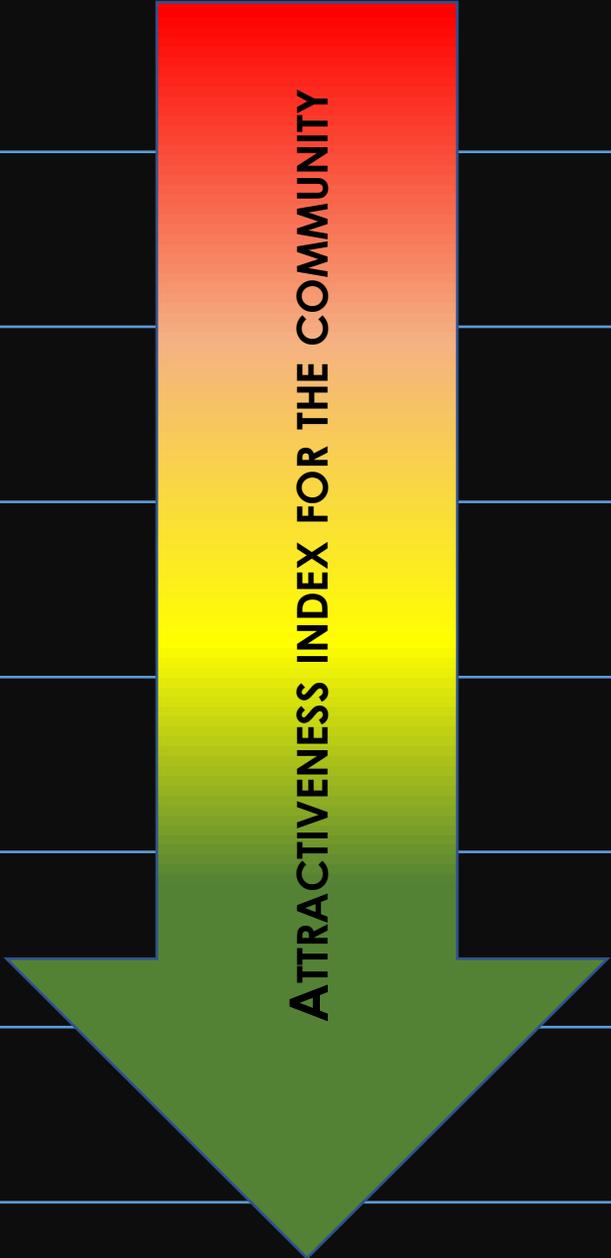
- IN SMALL TOWNS THE TOWN CENTER COULD BE DESIGNATED A BUBBLE
- PORT AND TOWN MUST BE ADJACENT

F – CITYWIDE BUBBLE

- IN SMALLER TOWN THE ENTIRE TOWN COULD BE DESIGNATED A BUBBLE

G – INTEGRATED BUBBLE

- PASSENGERS ARE ALLOWED FREE MOVEMENT IF THE PROTOCOLS OF THE AREA EXCEED THOSE OF THE CRUISE

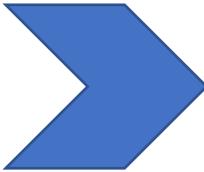
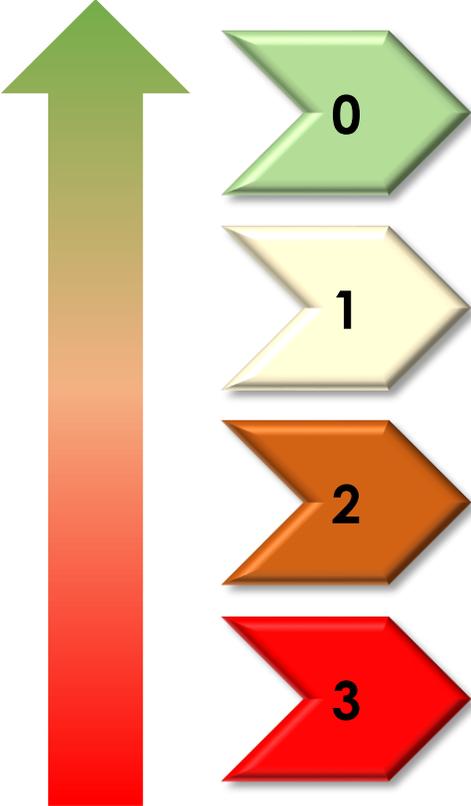


ATTRACTIVENESS INDEX FOR THE COMMUNITY

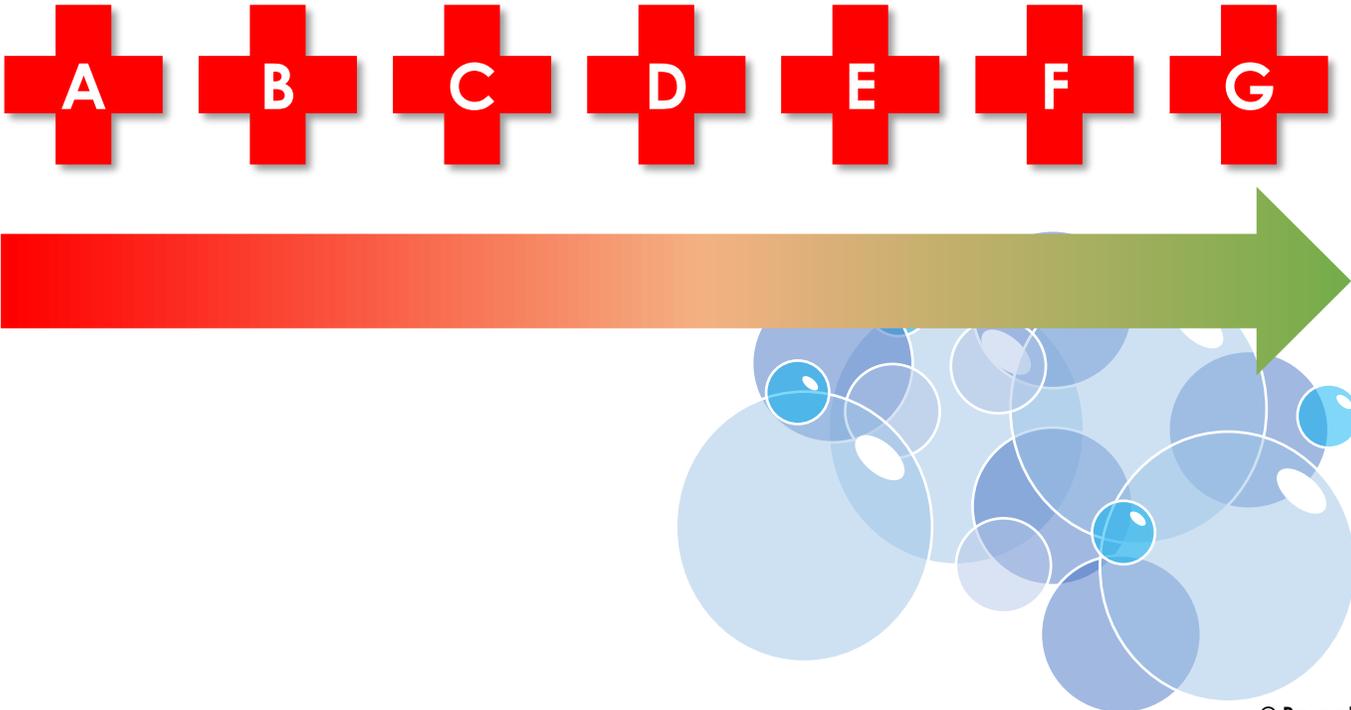
OPERATIONAL MODELS MUST BE ABLE TO IMPLEMENT PROTOCOLS

- TESTING PROCEDURES
- TESTING FREQUENCIES
- TESTING NUMBERS
- CLEANING PROTOCOLS
- TRACING PROTOCOLS
- EMPLOYEE SYSTEMS

PROTOCOLS



OPERATIONAL MODELS DEFINES THE LIMITS OF THE BUBBLE





NO VISITATIONS

- SHIPS WILL VISIT AT LEAST ONE US AND CANADIAN PORT
- CONCENTRATE ON GLACIERS AND INSIDE PASSAGE



NOT A DESIRABLE OUTCOME FOR ANY COMMUNITY THAT WANTS CRUISES





PORT BUBBLE





PORTWIDE BUBBLE



PASSENGER BUBBLE





AREAWIDE BUBBLE



B/



CITYWIDE BUBBLE

- RELY ON ALASKA'S STRICT ENTRY REQUIREMENTS + CITY'S PROTOCOLS
- CERTIFICATION OF TOURIST AREAS



INTEGRATED MODEL

- RELY ON THE STATE'S STRINGENT PROTOCOLS
 - ALL ARRIVALS MUST HAVE A NEGATIVE PCR TEST
- HIGHLY UNLIKELY



EXAMPLE OF AN ASSESSMENT OF MODEL APPLICABILITY ALONG A REGION

	MODEL	Ketchikan	Skagway	Others
A	NO VISITS	Not desired	Not desired	
B	PORT BUBBLE	YES	YES	
C	PORTWIDE BUBBLE	YES	YES	
D	PASSENGER BUBBLE	YES	YES	
E	AREAWIDE BUBBLE	YES	YES	
F	CITYWIDE BUBBLE	DIFFICULT	YES	
G	INTEGRATED BUBBLE	UNKNOWN	UNKNOWN	

A collage of three European travel scenes. The top left shows a helicopter with 'KEMCAL' on its side on a snowy mountain slope. The top right shows a large brown cow with a white patch on its side, possibly a Friesian, in a snowy landscape. The bottom right shows a red and white boat on a body of water. The text 'THE EUROPEAN EXPERIENCE' is overlaid in the center in a bold, black, sans-serif font.

THE EUROPEAN EXPERIENCE

- **EQUIVALENT HEALTH & SAFETY STANDARDS AS ON BOARD**

- DURING INITIAL PHASE OF OPERATIONS, GUESTS CAN ONLY GO ASHORE AS PART OF AN ORGANIZED MSC CRUISES' EXCURSION.
- VENUES & SITES PRE-SCREENED
- RESERVED AREAS FOR MSC CRUISES' GUESTS AT ATTRACTIONS

- **ELEVATED SANITATION & CLEANING**

- TOURS / TRANSFERS PROPERLY SANITIZED

- **SOCIAL DISTANCING**

- REDUCED CAPACITY
- APPROPRIATE PPE REQUIRED (GUIDES, DRIVERS, GUESTS)

- **UNIVERSAL HEALTH SCREENING**

- TOUR GUIDES AND DRIVERS TO UNDERGO HEALTH SCREENING

EXPERIENCE FROM EUROPE

- PROTOCOLS
 - EVERY CRUISE LINE HAS SLIGHTLY DIFFERENT PROTOCOLS
 - PORTS ARE MAINLY FOLLOWING THE CRUISE LINE PROTOCOLS
 - FEW DESTINATIONS HAVE PROTOCOLS IN PLACE
 - FOR TURNAROUNDS SOME PORTS HAVE PUBLISHED THEIR GUIDELINES
 - NEED FOR STANDARDIZATION
- DESTINATIONS ARE RELYING ON COLLABORATION AND COORDINATION BETWEEN HEALTH AUTHORITIES, CITY AND REGIONAL AUTHORITIES, EMERGENCY SERVICES, PORT
- SEVERAL OPERATIONS OFFER BUBBLE EXCURSION TO BUBBLE AREAS IN THE PORT AND THE CITY
- SHIPS SAILING AT LIMITED CAPACITY
- TESTING AND SANITIZATION
 - BRING EVERYONE (GUIDES, COORDINATORS, DRIVERS ETC.) 2 HOURS IN ADVANCE TO BE TESTED (QUICK SWAB ANTIGEN) AT DESIGNATED AREAS AT THE PORT. EXTRA GUIDES AND DRIVERS ON STAND BY
 - RESTAURANTS, VENUES AND OTHER AREAS VISITED BY THE CRUISE PASSENGERS TO HAVE EXCLUSIVITY FOR PAX
 - CERTIFICATE OF SANITIZATION ISSUED BY LOCAL AUTHORITIES AND SHOWED TO CRUISE LINE. CRUISE LINES ARE LOOKING INTO SAVINGS FROM ITINERARY PLANNING, SPEEDS / TIME AT PORT, OPERATIONS
- HOW MANY SHIPS WILL BE ALLOWED AT PORT AT THE SAME TIME - UNKNOWN
- EVERYONE IS BEING EXTREMELY CAREFUL

EUROPEAN EXPERIENCE OF TOUR OPERATIONS

- GROUPS OF 10 TO 30 INCLUDING GUIDES DEPENDING ON THE RULES OF EACH COUNTRY
- MORE USAGE OF WHISPER SYSTEMS DUE TO SOCIAL DISTANCING
- GUESTS DISEMBARK AND EMBARK IN SMALLER GROUPS, TAKES LONGER
- SHORTER TOURS, SPLIT MORNING AND AFTERNOON
- LARGE VESSELS DEPEND MORE ON TOURS WITH BUSES, BUT FOCUS MORE ON PANORAMIC, OUTSIDE VISITS, AND LESS INSIDE VISIT - BUS SEATS ASSIGNED
- WITH COVID AND REDUCTION OF VISITATION THE USUAL TOURIST PLACES ARE QUITE EMPTY
- SMALLER VESSELS OFFER LESS BUS TOURS AND TAKE PAX (ZODIACS, SMALLER PIERS) TO PLACES WHERE THEY CAN DO:
 - WALKS, HIKES, LOCAL NATURE, USING THEIR OWN NATURALISTS AND GUIDES ON BOARD.
 - USING FERRY OR LARGER BOATS TO TAKE THEM TO A SPECIFIC PLACE.
 - FOCUSED ON OUTDOORS, AUTHENTIC EXPERIENCES, AWAY FROM CITY CENTERS AND INTERACTION WITH LOCALS.
- PARTICIPATION ON TOURS IS HIGH AS IT IS THE ONLY WAY TO GO ASHORE
- DEMAND FOR MORE GUIDES AND BUSES IS HIGHER TOO WITH LIMITATION OF PARTICIPATION, THEREFORE COSTS ARE HIGHER
- NO INDEPENDENT TOURS ALLOWED



TOUR / COMMERCIAL OPERATIONS

SHORE SIDE BUSINESS SURVEYS (TOUR OPERATORS, RESTAURANTS AND RETAIL VENUES - JULY 2020)



Skagway

8 surveys sent

ALL RESPONDENTS HOPE TO **FIND A SUSTAINABLE SOLUTION** WHILE KEEPING THEIR BUSINESSES IN OPERATION AND THE COMMUNITY SAFE.

ALMOST ALL RESPONDENTS ARE **VERY CONCERNED FOR THE FUTURE SUCCESS OF THEIR BUSINESS** SHOULD THEY BE REQUIRED TO IMPLEMENT SOCIAL DISTANCING / LOWER CAPACITY (RESULTING IN HIGHER PRICES FOR GUESTS, GREATER EXPENSES FOR THEIR BUSINESS)

NO DISCUSSIONS WITH CRUISE LINES ON PROTOCOLS.

MOST **"WAITING"** TO SEE WHAT THE CDC AND CRUISE LINES MANDATE BEFORE DETERMINING PROTOCOLS OF THEIR OWN.

PRE COVID, ALL WERE CLEANING / SANITIZING ON REGULAR INTERVALS (AFTER TOURS, HIGH TOUCH SURFACES, THROUGHOUT THE DAY AS NEEDED, HAND SANITIZERS, ETC.); **MOST ARE ACCUSTOMED TO HEIGHTENED HEALTH PROTOCOLS** – BY EXAMPLE "CODE RED" FOR NOROVIRUS REQUIRED (INCREASED CLEANING BETWEEN TOURS / MEALS; SEPARATING GUESTS FROM OTHER SHIPS; EMPLOYEE AWARENESS, ETC.)



Ketchikan

11 surveys sent

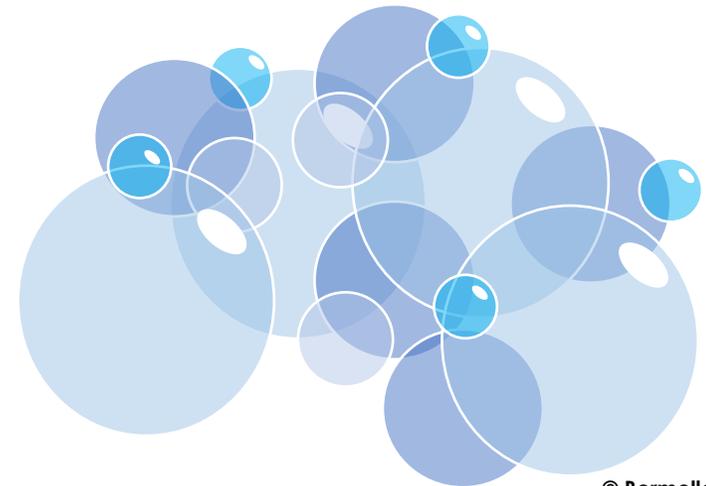
SHORE EXCURSIONS

- WIDE VARIETY OF TOUR OPTIONS
 - VARIES BY MARKET AND COUNTRY
 - LIMITED LARGE COACH TOURS
 - PROVIDES FOR LIMITED SOCIAL DISTANCING ON HIGH REVENUE TOUR OPTIONS
 - HELICOPTER, FLOAT PLANE, SAILBOAT, SNORKELING, TRAIN, RAFT, ETC.
- TOUR PRODUCTS COULD BE USED WITHIN PAX “BUBBLE” (EX.)
 - SINGLE SNORKELING BOAT / GEAR FOR INDIVIDUAL VESSEL ONLY
 - HELICOPTER (4-PAX) FOR PAX UNITS TRAVELLING TOGETHER
 - TRAINS COULD ACCOMMODATE ONBOARD SOCIAL DISTANCING
 - CARS / TRAIN USED FOR SINGLE CRUISE VESSEL ONLY



TOUR OPERATIONS OPTIONS WITHIN A BUBBLE

- ① CRUISE LINE APPROVED
- ② EXPANDED RANGE OF TOUR OPTIONS (SMALL GROUP, FLIGHTS, LIMITED VENUES, ETC.)
- ③ INDEPENDENT TOUR OFFERINGS (**PRE-APPROVED** WITHIN PASSENGER BUBBLE)
- ④ ALL APPROVED TOURS OFFERED (WITH HEALTH PROTOCOLS, CLEANING, ETC.)



INDEPENDENT TOUR OFFERINGS

- LOCAL OPERATORS SELLING TOURS PRE CRUISE AND ON SITE
 - IS THERE A MECHANISM WHEREBY THEY CAN MEET/EXCEED CRUISE HEALTH CRITERIA?
- PROTOCOLS NEED TO BE DEFINED
 - TIME REQUIRED TO DESIGN TOUR PRODUCTS & PROCEDURES
- NEED TO CERTIFY / APPROVE TOURS BY CITY / PORT / HEALTH AGENCY
 - COMMUNICATE TO CRUISE BRANDS
- ALLOW TOUR OPERATORS TO MEET REQUIREMENTS / MODIFY AS NECESSARY
- CATEGORIZE TOURS BASED ON HEALTH CRITERIA
- NEED COMMUNICATION LINK BETWEEN CITY / CRUISE BRAND / IND. OPERATOR / VENUES

COMMERCIAL (RETAIL, F&B, VENUES)

- IS THERE A MECHANISM WHEREBY THEY CAN MEET/EXCEED CRUISE HEALTH CRITERIA?
- CATEGORIZE BUBBLE AREA BASED ON HEALTH CRITERIA
 - MUST FOLLOW KEY PROTOCOLS
 - NEED COMMUNICATION BETWEEN CITY / CRUISE BRAND / COMMERCIAL / VENUES
 - ONCE PROTOCOLS DEFINED (TIME REQUIRED TO CONFIRM PROCEDURES)
- NEED TO CERTIFY / APPROVE TOURS BY CITY / PORT / HEALTH AGENCY
 - COMMUNICATE TO CRUISE BRANDS

WHY ITS ESSENTIAL FOR THIS BEING DRIVEN BY PORTS AND COMMUNITIES

- THE ONLY REASON FOR CRUISE TRAFFIC IN ANY COMMUNITY IT TO PROVIDE BENEFITS TO THAT COMMUNITY
 - ECONOMIC BENEFITS TO BUSINESSES
 - INDIRECT ADVERTISING
 - DEVELOPMENT OF A BRAND AND IMAGE
- DURING THE NEXT YEAR IF THE ECONOMIC IMPACT OF THE RESTART IS LIMITED TO A FINITE GROUP, THEN MANY WILL BE SERIOUSLY AFFECTED
- IS LOCAL GOVERNANCE PLAYING A ROLE IN HELPING CREATE THE BEST PROTOCOL SYSTEM POSSIBLE FOR THE COMMUNITY?



MOVING FORWARD

MOVING FORWARD

- THE SOLUTION INVOLVES EVERYONE
 - CRUISE LINES
 - PORTS
 - TOUR OPERATORS
 - COMMUNITY
 - HEALTH OFFICIALS
 - LOCAL BUSINESSES
 - GOVERNMENTS
 - TRANSPORT
- THE SOLUTION WILL BE CRUCIAL TO
 - CRUISE LINES
 - PASSENGERS
 - COMMUNITY
 - LOCAL BUSINESSES



BUBBLE CRITERIA / SET UP / MONITORING

- **CREATION OF THE “BUBBLE”**

- DEFINE THE BUBBLE AREA
- CITIZEN OUTREACH AND APPROVALS
- BUILD PHYSICAL AND SOFT INFRASTRUCTURE
- DEFINE HEALTH CRITERIA FOR EACH MODEL

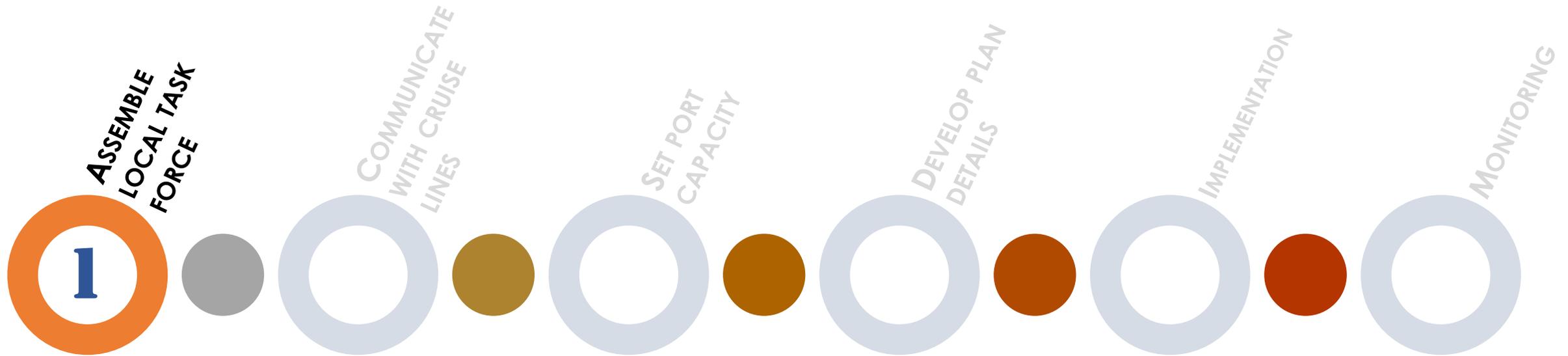
- **OPERATING PLAN WITHIN THE BUBBLE**

- SCREENING
- SECURITY
- SOCIAL DISTANCING – SPATIAL SEPARATION FOR TOUR OPERATIONS / DEPARTURES / ARRIVALS PER VESSEL
- TESTING
- COMMUNICATION PROCESS
 - PRE, DURING AND POST CRUISE ARRIVAL
 - INTERACTION WITH TOUR OPERATOR, AGENT, CRUISE LINE, INDEPENDENT OPERATOR, PUBLIC HEALTH

- **CITY / PORT / LOCAL HEALTH APPROVALS / MONITORING**

- CREATE A TOUR APPROVALS OR MONITORING PROCESS

MOVING FORWARD AS A COMMUNITY



1 ASSEMBLE TASK FORCE

- CITY, COUNTRY, PORT, AGENT, TOUR OPERATORS, TOURISM, HEALTH, EOM, CHAMBER
- DEVELOP TAILORED OPTIONS FOR THE COMMUNITY
- FOCUS ON THE COMMUNITY
- SET A DATE FOR IMPLEMENTATION (BE AHEAD OF THE GAME)
 - DEFINE AGREEMENTS THAT MUST BE UNDERTAKEN (PER CDC OR OTHERS) TO ALLOW CRUISE CALLS

MOVING FORWARD AS A COMMUNITY



② CRUISE LINE / STAKEHOLDER COMMUNICATION

- ENGAGE CRUISE LINE DECISION-MAKERS / LOCAL STAKEHOLDERS / AUTHORITIES
- ADVISE THEM OF THE OBJECTIVES – SETTING PROTOCOLS THAT MEET AND EXCEED CRUISE STANDARDS

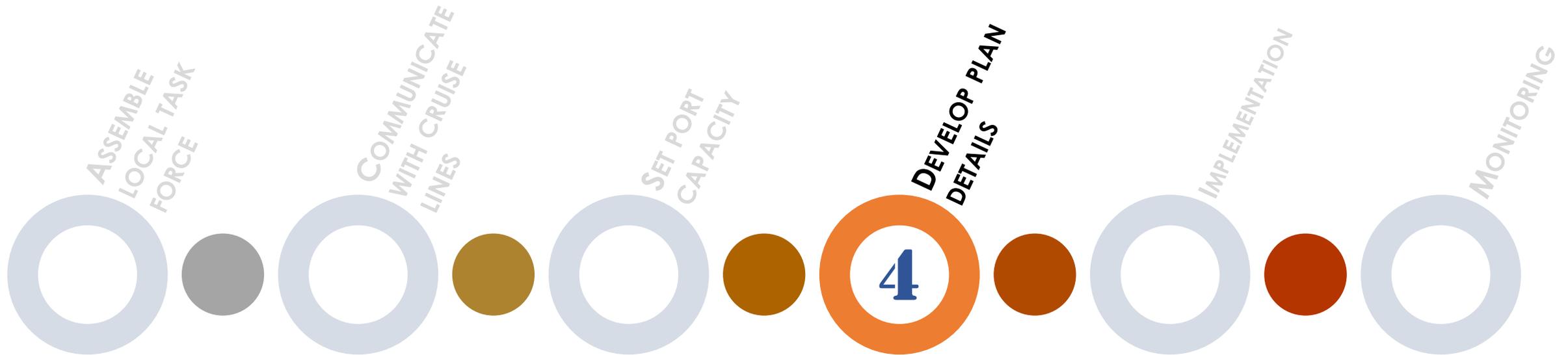
MOVING FORWARD AS A COMMUNITY



3 SET PORT/COMMUNITY CAPACITY

- REVISIT BERTH ALLOCATIONS AND REQUESTS

MOVING FORWARD AS A COMMUNITY



4 DEVELOPMENT

- ENSURE THE PLAN IS PUBLISHED AND ACCEPTED BY ALL
- KEEP EVALUATING AND REFINING THROUGHOUT THE PROCESS AS THE ENVIRONMENT CHANGES
- PUBLISH PLAN OUTLINE WITH TASKS / DELIVERABLES / BUDGET / DEADLINES

MOVING FORWARD AS A COMMUNITY



5 IMPLEMENTATION

- BUILD THE NECESSARY PHYSICAL / OPERATIONAL ELEMENTS
- TESTING, SOCIAL DISTANCING, PPE, CLEANING, SECURITY & SCREENING

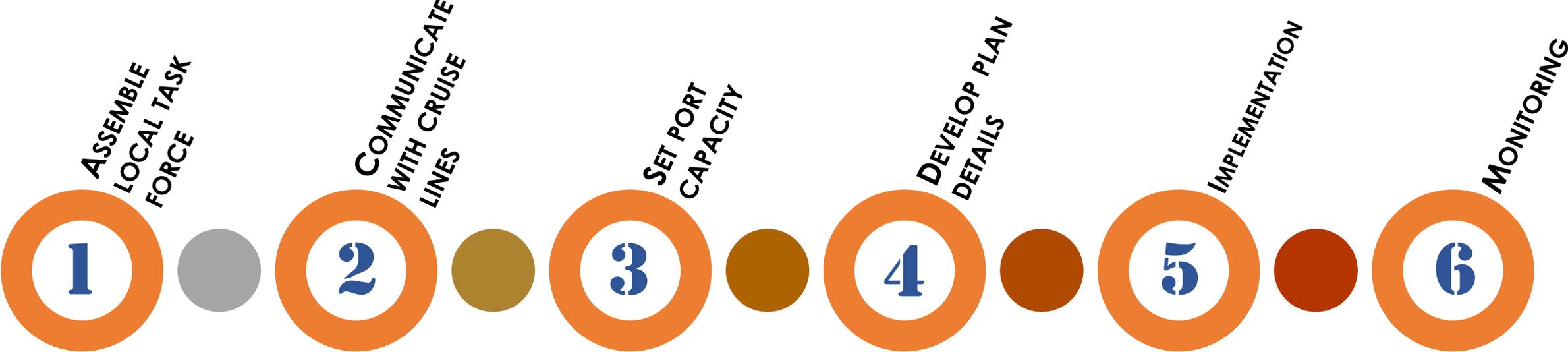
MOVING FORWARD AS A COMMUNITY



6 MONITORING / REPORTING

- CONTINUOUS MONITORING TO RESOLVE ISSUES
- COMMUNICATION CYCLE TO COMMUNITY / CRUISE BRANDS / STAKEHOLDERS

MOVING FORWARD AS A COMMUNITY





CONCLUSIONS

CONCLUSIONS

- PORTS SHOULD BE CAPABLE OF EXECUTING DIFFERENT HEALTH PROTOCOL LEVELS
 - PROTOCOLS WILL CHANGE THE RESULTS AND ADD TIME AND COMPLEXITY
 - SOCIAL DISTANCING MEANS THE SHIP WILL NEED MORE TIME TO EMBARK AND DISEMBARK
- **PORTS AND CITIES WILL NEED TO ESTABLISH CAPACITIES**
 - THIS WILL AFFECT BERTH ALLOCATIONS AND RESERVATIONS
- PORTS OF CALL WILL NEED TO APPROVE THE CRUISE LINE PLANS
- LOCATIONS NEED TO DEVELOP A BUBBLE PLAN THAT EMBRACES LOCAL BUSINESSES
 - AREAS OR TOURS WILL NEED TO BE CERTIFIED
- CERTAIN LOCATIONS MAY BE CHALLENGED TO OPERATE AT HIGH PROTOCOL LEVELS WITH FULL PORT AND PASSENGER LOADS
- INFRASTRUCTURE WILL BE NEEDED TO OPERATE AND CREATE BUBBLES

PRACTICALITY

- THIS IS A HUGE UNDERTAKING
- CRUISE LINES CANNOT DO THIS BY THEMSELVES OR
 - THEY WILL GRAVITATE TO THE LEAST COMPLEX SOLUTIONS
 - USE PRIVATE DESTINATIONS
 - REDUCE PORTS OF CALL
- PORTS AND CITIES NEED TO CONVENE STAKEHOLDERS
 - THERE WILL LIKELY BE CONFLICTING INTERESTS

