

## **Exploring a Green Corridor from the Pacific Northwest to Alaska**

### **Project Charter and First Mover Commitment**

**1. Purpose.** The Pacific Northwest to Alaska Green Corridor project is an unprecedented collaboration of ports, industry, governments, and non-governmental organizations to explore the feasibility of decarbonizing the shipping routes between Alaska, British Columbia, and Washington, with an initial focus on cruise-ship operations. This charter governs the development of a multi-phase green corridor Feasibility Assessment to inform the process of decarbonizing the cruise corridor. This project charter is voluntary and agreed to by the parties listed below, collectively referred to as First Movers:

- Blue Sky Maritime Coalition
- Carnival Corporation & plc
- City and Borough of Juneau
- City and Borough Sitka
- Cruise Lines International Association (CLIA)
- Haines Borough
- Greater Victoria Harbour Authority
- Global Maritime Forum
- Municipality of Skagway
- Norwegian Cruise Line Holdings
- Royal Caribbean Group
- Port of Seattle
- Vancouver Fraser Port Authority
- Washington Maritime Blue

**2. Objectives.** Under this charter, the First Movers voluntarily commit to the following actions:

- Evaluate the necessary technological, economic, infrastructure, and regulatory/policy conditions to support a green corridor for cruise from the Pacific Northwest to Alaska.
- Explore near-term opportunities to accelerate decarbonization and/or to reduce emissions, leveraging this new, regional collaboration.
- Work collaboratively to develop and regularly update shared workplans and adhere to the governance structures, terms, and frameworks needed to guide this regional effort, as defined in this charter.

**3. Definitions.** The First Movers have agreed to the following definitions:

*First Mover:* An organization or agency that signed on to the First Mover Agreement and this project charter.

*Pacific Northwest to Alaska Green Corridor:* A shipping route where low and zero greenhouse gas emission solutions are demonstrated and supported through collaboration across sectors to accelerate maritime decarbonization.

*Zero Greenhouse Gas Emission Solutions:* fuels and technologies that lead to zero greenhouse gases (GHG) emitted on a lifecycle (well-to-wake) basis.

The First Movers agree to revisit these definitions if the International Maritime Organization subsequently adopts different definitions for regulatory purposes.

4. **Projects.** First Movers will collaborate on the development of a multi-phase Feasibility Assessment to establish a maritime green corridor for cruise from the Pacific Northwest to Alaska.

The First Movers recognize that the cruise sector is different from the cargo-shipping sector that has been the focus of green corridor efforts around the world. Cruising to Alaska is seasonal, requiring decarbonization solutions that can meet the needs of the cruise industry during the cruise season but can also apply to the broader maritime sector at other times of the year.

While initially focused on cruise ships and ports in the Pacific Northwest and Alaska and the necessary shore-side infrastructure for alternative fuels and shore power for ships, other industries may join this effort in future phases, which may require an amended charter to reflect new participants or corridors in the region.

**4.1. Phased Approach.** The Feasibility Assessment is envisioned to include three phases, as outlined below:

- **Phase 1 – Landscape Assessment:** evaluate the technological, economic, and regulatory/policy conditions needed to support a green corridor for cruise travel to Alaska, whether those conditions exist along the corridor, and identify gaps, risks, and opportunities; identify key stakeholders and assemble critical partners needed to inform the corridor’s development.
- **Phase 2 - Strategic Plan:** identify targets and actions needed to address gaps and leverage opportunities identified in the Landscape Assessment to accelerate decarbonization along the corridor.
- **Phase 3 – Implementation:** establish commitments and investments needed by First Movers and other stakeholders that will be necessary to bring about a green corridor.

First Mover partners voluntarily commit to embark on Feasibility Assessment Phase 1 - Landscape Assessment.

Phase 1 is focused on cruise ships, the use of fuels, and the necessary shore-side infrastructure for alternative fuels and shore power for ships. Phase 1 does not include decarbonization of cruise operations not related to the cruise ship, such as ground transportation, terminal equipment, terminal buildings, shore-side excursions and tours, or other operations.

At the conclusion of each phase of work, First Movers will convene to reach consensus on next steps and develop a shared workplan. First Movers may update the charter accordingly to reflect changes in the project as part of the progression through phases of work.

Work within each phase may require a mix of third-party, external support and in-kind support by the First Movers. Where this project requires joint funding for external support, First Movers will develop a funding agreement or mechanism, as outlined in Section 6.3.

5. **Values.** The following values will guide all phases of the Pacific Northwest to Alaska Green Corridor project:

- **Urgency:** Seek early achievement of the ambition to decarbonize the maritime sector by 2050, recognizing the urgency to act immediately to stave off the worst impacts of the climate crisis.
- **Public health:** Seek to improve public health in the near-term while transitioning to zero-emission solutions, particularly in communities experiencing environmental health disparities.
- **Safety:** Ensure the safety of near-port populations, workers, residents, cruise employees and cruise passengers, when evaluating, planning, and implementing the Pacific Northwest to Alaska Green Corridor.
- **Environmental protection:** Ensure that decarbonization pathways do not exacerbate other environmental issues and whenever possible maximize the co-benefits, such as underwater noise reduction, air and water quality, waste reduction, and marine ecosystem protection.
- **Economic prosperity:** Support a just, fair, and equitable transition to a zero-emission maritime future that maintains the competitiveness of the maritime industry and the prosperity of port communities.
- **Collaboration:** Work together, and with other stakeholders across the entire value chain, to identify solutions and address barriers to decarbonization.
- **Accountability:** Provide clear, transparent, and timely updates on progress.
- **Leadership:** Share lessons and serve as a model for other regions and industries to establish green corridors around the world, understanding that routes are unique and solutions for one route may not work in another.

6. **Governance.**

6.1. **Organization.** The Pacific Northwest to Alaska Green Corridor project is a voluntary partnership. The project team includes the First Mover signatory organizations to the First Mover Commitment (Attachment I). The governance structure includes a Project Chair, Core Partners, and Knowledge Partners, as defined in Table 1, and established through a consensus process.

- The **Project Chair** leads project management and partnership administration, including convening First Mover meetings, developing meeting agendas, distribution of materials and information to First Movers, delegation to working groups, action tracking, and recordkeeping.
- **Core Partners** include the cruise ports, cruise lines, and CLIA. Core partners are responsible for making decisions about the addition of new partners, scoping the feasibility study, defining approaches, level and uses of funding, leading stakeholder engagement, defining messages and communications, and providing review and oversight. Core Partner representatives are responsible for keeping leadership and other key stakeholders within their organizations informed through internal processes and relaying feedback where appropriate.
- **Knowledge Partners** include organizations participating as expert advisors to the project. Knowledge partners provide input and guidance in the partnership definition, organization, funding opportunities, stakeholder engagement, communications, and messaging.

- **Topic-specific working groups** are formed on an as-needed basis to work through specific issues related to Feasibility Assessment Phase 1 - Landscape Assessment, and subsequent phases of the effort as relevant. Working groups may include First Movers as well as external parties outside of the First Movers who provide expertise on the topic. Decisions about the formation of new working groups and the participation of external parties are made by the Core Partners. Working groups are led by **Working Group Chairs**, responsible for setting and leading meetings, developing agendas, assigning action items, and tracking actions and deliverables. Working Group Chairs are not responsible for producing all deliverables, only to ensure the work is appropriately delegated and completed.

**Table 1. Pacific Northwest Green Corridor Project Governance**

Project Chair	
<ul style="list-style-type: none"> <li>• Chair: Port of Seattle</li> </ul>	
First Movers	
Core Partners	Knowledge Partners
Ports and Port Communities <ul style="list-style-type: none"> <li>• Port of Seattle, Washington</li> <li>• Vancouver Fraser Port Authority, British Columbia</li> <li>• Greater Victoria Harbour Authority</li> <li>• Haines Borough, Alaska</li> <li>• City and Borough of Juneau, Alaska</li> <li>• City and Borough of Sitka, Alaska</li> <li>• Municipality of Skagway, Alaska</li> </ul> Cruise Lines and Industry Associations <ul style="list-style-type: none"> <li>• Carnival Corporation and its cruise brands including Princess, Holland America Line, Carnival, Seabourn, and Cunard</li> <li>• Norwegian Cruise Line Holdings and its cruise brands including Norwegian Cruise Line, Oceania Cruises, and Regent Seven Seas</li> <li>• Royal Caribbean Group and its cruise brands including Royal Caribbean International, Celebrity Cruises, and Silversea Cruises</li> <li>• Cruise Lines International Association</li> </ul>	<ul style="list-style-type: none"> <li>• Global Maritime Forum</li> <li>• Blue Sky Maritime Coalition</li> <li>• Washington Maritime Blue</li> </ul>
Topic-Specific Working Groups	
Led by Working Group Chairs. Working groups to be identified and dissolved as needed.	

**6.2. Decision-Making.** First Movers commit to a consensus-based decision-making approach. Consensus means that parties agree and can support decisions. Decisions will not be made by majority vote. It is not considered consensus until all agree. The consensus-based approach acknowledges the diversity of First Mover organizations involved in this project and the

different roles each First Mover will play in the decarbonization of cruise ships along the Pacific Northwest to Alaska itinerary. The consensus-based approach aims to allow full conversations and perspectives, identify compromises where needed, and bring all First Movers along through the project. A process for First Mover review, oversight, and decision-making to direct contracted work will be outlined in a separate funding agreement or mechanism described in Section 6.4.

**6.3. Shared Workplan.** As the Feasibility Assessment moves forward in phases, First Movers will convene at the conclusion of each phase and/or as needed to reach consensus on next steps, and to document and execute actions within a shared workplan.

**6.4. Joint Funding.** Collaborative projects, as discussed in Section 4, may require third-party support and funding contributions from multiple First Mover partners. First Movers will take a consensus approach to develop a scope, budget, contracting approach, and funding commitments for jointly funded projects. First Movers may provide resources through financial or in-kind contributions, or a combination. First Movers will develop a funding agreement or mechanism that articulates the scope, budget, financial or in-kind commitments of each partner, and oversight of contracted work for each phase of the project.

**7. Terms of Agreement.** This project charter shall be effective on the day it is executed by all First Movers listed within Table 1. This project charter shall be effective until all phases of the Green Corridor project are complete (as described in Section 4.1) or until dissolved by the majority of First Movers. Any partner may leave the project or limit their participation upon notification to the other partners at the contact information provided.

The following dates and project milestones represent a timeline for Phase 1. The project timeline is subject to change and will be further defined alongside the scope of the multi-phase Feasibility Assessment. Work beyond 2024 and in subsequent phases (Phase 2 and Phase 3) is subject to the findings of Phase 1 and upon consensus to continue the project by the First Movers.

**Table 2. Feasibility Assessment Phase 1 Timeline (subject to change)**

Date	Milestone
Q1-Q3 2023	Phase 1 Landscape Assessment consultant procurement and launch
2024	Phase 1 Landscape Assessment completion
Ongoing	Collaboration on joint innovation projects

**8. Commitment to Participation**

Voluntary participants in this project, as signed below, commit to working together to understand the feasibility of a Pacific Northwest to Alaska Green Corridor. Participation will leverage and support partners’ decarbonization work already underway and bring those resources and technology advancements to this focused and coordinated effort. Participants will also coordinate and collaborate on pursuing additional resources and partnerships vital to advance the work.

In support of this effort, the parties agree in good faith to the following:

- Provide data, planning and operational information, and other information needed to transparently evaluate green corridor feasibility, baseline conditions, and future priorities;
- Continue to leverage their own decarbonization knowledge, resources, connections and plans to advance this effort;
- Work collaboratively and respectfully with stakeholders across sectors on this effort of mutually agreed importance;
- Jointly communicate announcements, key findings, and shared messaging as opportunities arise;
- Convene on a regular basis, at a mutually agreed upon frequency, to develop the Phase 1 Landscape Assessment; and
- Explore and develop shared workplans and subsequent interagency agreements, as needed, to enable future phases of work and investments, including implementation, pending findings of the Phase 1 Landscape Assessment.

We, the undersigned authorized representatives, commit to a voluntary, collaborative effort to develop a Pacific Northwest to Alaska Green Corridor project, focused initially on cruise operations, as described above, and to explore near-term emission-reduction opportunities. We will work to accelerate the pace of maritime decarbonization in the Pacific Northwest and Alaska, thereby demonstrating environmental leadership and sharing lessons learned with the global maritime community.

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ATTACHMENT I: First Mover Commitment

**Exploring an Alaska, British Columbia, Washington  
Maritime Green Corridor  
First Mover Commitment**

**Project:** Launch a collaborative effort led by ports, industry, governments, and de-carbonization subject matter experts to explore the feasibility of a maritime green corridor aimed at accelerating the deployment of zero greenhouse gas emission ships and operations between Alaska, British Columbia, and Washington.

**Background:** A green corridor is a shipping route where zero greenhouse gas solutions are considered, demonstrated and supported. Green corridors—through collaboration across sectors—establish the technological, economic, and regulatory feasibility needed to accelerate implementation of low and ultimately zero greenhouse gas vessels. In 2021, twenty-four countries, including the United States and Canada, signed the Clydebank Declaration and in doing so, committed to support the establishment of at least six green corridors by 2025 while aiming to scale up activity in future years.

It is up to first movers to collaborate, define, and implement the optimum pathway to get to zero in the Pacific Northwest of North America.

While initially formed by the cruise ports in the Pacific Northwest, with input from the cruise industry, this initiative welcomes participation from all sectors of the and maritime industry and other regional ports.

**Commitment to Participation:**

We, the undersigned participants in this voluntary effort, commit to:

- Working together to explore the feasibility of a green corridor in the Pacific Northwest of North America, including, but not limited to, further defining the scope and application of the green corridor concept;
- Enhancing and supporting the emission-reduction efforts already underway and using the green corridor as a testbed for low and zero greenhouse gas technologies and ships, as feasible; and
- Working collaboratively to define the governance structures, terms, and frameworks needed to guide this regional effort.

Any partner may leave the project upon notification to the other partners at the contact information below.