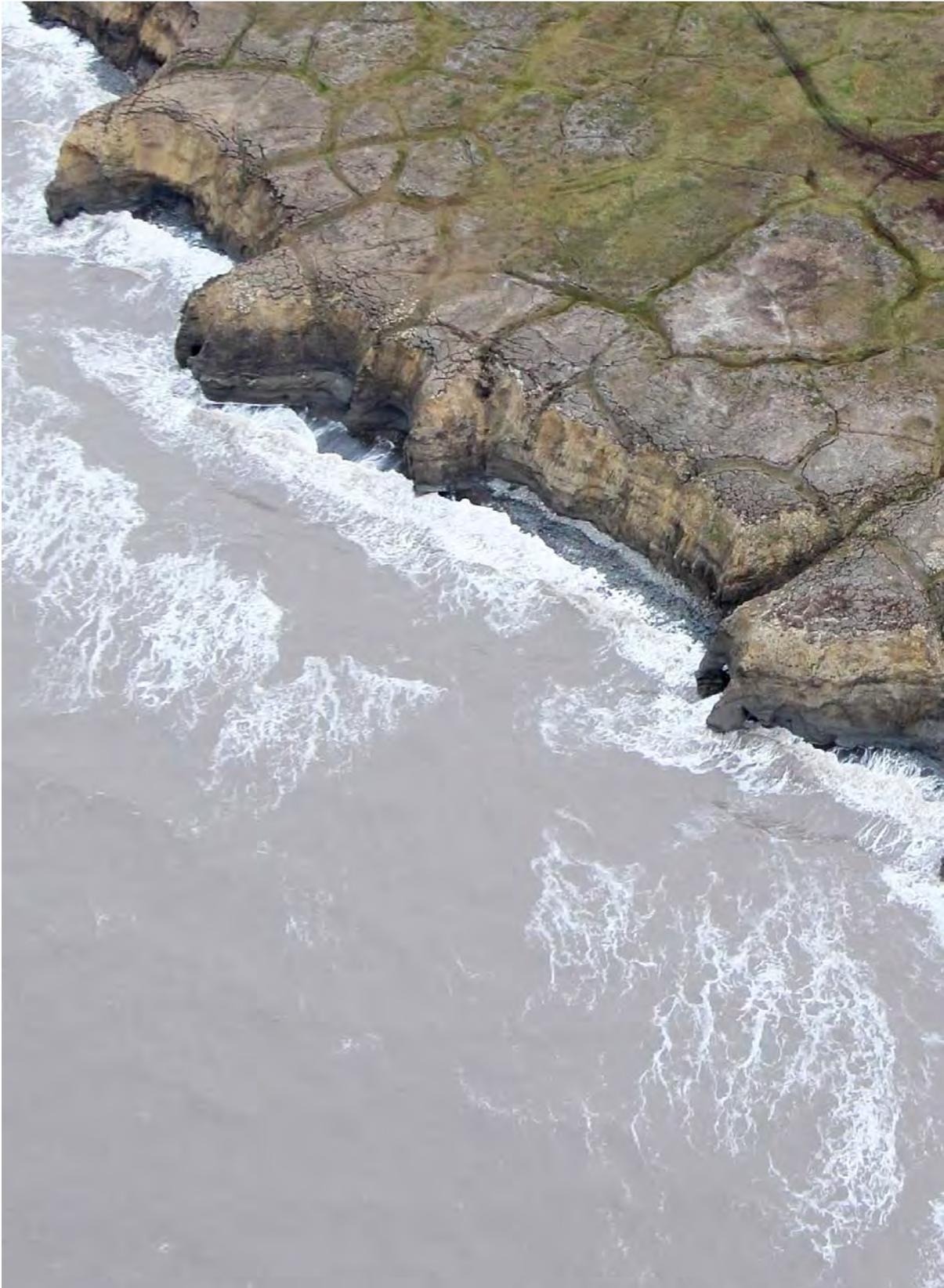
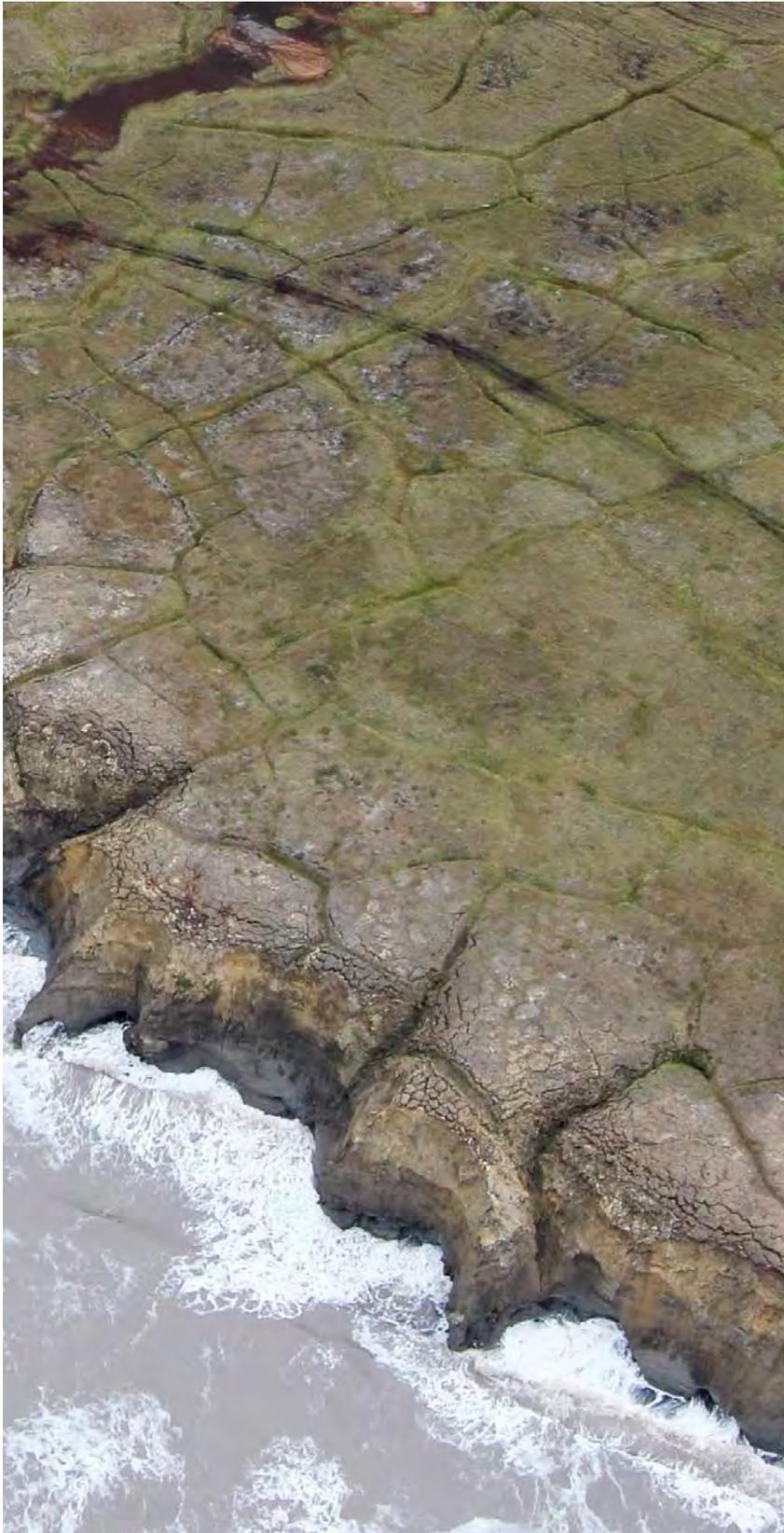




Part III: North Slope Goals







Chapter Sixteen Plan Implementation





This page is intentionally left blank





CHAPTER 16: PLAN IMPLEMENTATION

GOALS, POLICIES, AND IMPLEMENTING STRATEGIES

The goals, objectives, and strategies contained in this chapter are intended to reflect the values of the North Slope region. They are also intended to respond to the Strengths, Weaknesses, Opportunities and Threats discussions in meetings hosted by the North Slope Borough Planning and Community Services Department during development of this plan and guidance provided by the North Slope Borough Administration. The goals are not presented in priority order.

Each goal is accompanied by one or more objective that suggests how the community might achieve the intent and substance of the goal. Each objective is followed by an Implementing Strategy that describe how the action would be implemented. Implementing Strategies may establish how a specific course of action could be accomplished by NSB Administration and staff, NSB legislators, various development permitting and funding agencies, village residents, village leadership, and/or other entities.

GOALS are broad statements that describe long-term desired outcomes

OBJECTIVES are measurable steps to achieve a goal

IMPLEMENTING STRATEGIES describe specific steps to reach an objective or goal





Land Use

Land use patterns and decisions are influenced by population, economic growth, transportation access and opportunities, availability of infrastructure, environmental constraints, and proximity to services, among others. In much of the country, these decisions are largely made by the private sector. Across the North Slope region, these decisions are primarily made by the regional government and federal and state land managers. Within each North Slope community, land use decisions are made by local landowners, primarily village corporations, and the North Slope Borough. All the decisions are made within the framework of development regulations and long range comprehensive planning documents, such as this North Slope Borough Comprehensive Plan, that encourage or discourage certain types of uses and development in certain areas.

Goal 1.

Cooperate with landowners and land managers to update land use regulations consistent with village priorities.

Objective 1. Land use regulations and procedures should reflect current goals and priorities.

Implementing Strategies

- 1.1.1. Revise the borough's zoning and subdivision ordinances for consistency with the goals of this plan and borough priorities.
- 1.1.2. Ensure revised zoning and land use regulations provide positive impacts and do not allow incompatible uses.
- 1.1.3. Encourage infill development with parcels already served by roads and water and sewer connections, potentially through incentives
- 1.1.4. Incorporate traditional knowledge into local regulations as appropriate.
- 1.1.5. Protect subsistence corridors and hunting and fishing areas through the development of a subsistence zoning district.
- 1.1.6. Ensure inclusion of villages in the notification and decision-making process before permits are issued.





- 1.1.7. Establish future transportation and utility corridors where appropriate with collaboration with federal and state agencies and landowners.
- 1.1.8. Develop design and building standards that reflect the arctic climate and culture.
- 1.1.9. Ensure rezoning, subdivisions, and permitting processes are streamlined, predictable, and understandable.

Objective 2: Promote cooperation between Native, federal, and state, local and private entities.

Implementing Strategies

- 1.2.1. Recognize and respect that North Slope communities have different land use planning and development needs.
- 1.2.2. Create a strategy with the respective state and local decision-makers to complete the land selection process for the borough, Native corporations, and municipalities to more effectively and cooperatively plan for land management and current and future needs.
- 1.2.3. Develop cooperative agreements between landowners, cities, NSB, and state and federal regulatory agencies to coordinate land development funding and logistics.
- 1.2.4. Coordinate closely with state and federal regulators to ensure that village residents' concerns are considered and addressed in oil and gas development proposals.
- 1.2.5. Increase partnerships between the NSB, Tribal and city governments, and Native corporations.
- 1.2.6. Remain actively engaged in state and federal land use planning and development within the borough through participation on committees, maintaining a strong relationship with agencies representatives, and consistently providing comments on potential actions.

Objective 3: Ensure comprehensive plans remain relevant.

Implementing Strategies

- 1.3.1. Include a staggered review of comprehensive plans as part of the NSB Planning Commission's annual calendar as needed and required by ordinance.
- 1.3.2. Adequately fund and prioritize comprehensive plan reviews and updates.





- 1.3.3. Review and update the NSB Comprehensive Plan and village comprehensive plans vision statements, background research, and goals every five years.
- 1.3.4. Update the comprehensive plans thoroughly at least every ten years.
- 1.3.5. Establish a committee, potentially comprised of Planning Commissioners, residents, NSB Mayor’s office and NSB Planning & Community Services Department staff, and others to steward the comprehensive plans and monitor and facilitate implementation progress.
- 1.3.6. Conduct regular reviews of implementation efforts by the NSB Planning & Community Services Department.
- 1.3.7. Incorporate the comprehensive plans into the annual capital improvement planning process.

Self-Determination

Residents must have opportunities for involvement in that decisionmaking that affects their communities. Programs and policies often have a long lifespan and need community input in their development, implementation, assessment, and improvement to be successful. A comprehensive plan is a broad framework that requires resident input on many factors affecting a community or region. This is one of several prominent ways that the borough and its residents have to provide guidance and self-determination of the future. Because it is sufficiently broad, a comprehensive plan can be used to provide guidance on many regulations, policies, and initiatives. There are also many more in-depth studies that can provide further analysis on issues brought to the forefront in a comprehensive plan by residents.

Goal 2.

Maximize opportunities by encouraging self-determination.

Objective 1: Seek ways for communities to become more self-sufficient.

Implementing Strategies

- 2.1.1. Seek local involvement consistency, especially through community leadership participation and input.
- 2.1.2. Proactively involve students and young adults to train future community leaders and convey the importance of community involvement.





- 2.1.3. Develop a pilot program to create a village planning commission(s) if desired.
- 2.1.4. Identify ways that villages can have more control over local issues.
- 2.1.5. Facilitate positive relationship building between entities within each community to spur interaction and coordination

Objective 2: Adjust each borough program to specific community needs.

Implementing Strategies

- 2.2.1. Investigate creating a NSB department of natural resources to develop natural resources for borough residents, to become a leader in resource development, protect critical areas of the region important for subsistence activities, and to act as a central resource for climate change issues.
- 2.2.2. Take advantage of the existing regulatory procurement process to work more closely with village corporations, 8a disadvantaged business enterprise program (DBE) businesses, and long-term contracting in the public interest with Public Interest Determination (PID) contracting.
- 2.2.3. Develop stronger relationships between the NSB and village corporations, potentially through memorandums of understanding to further common interests.
- 2.2.4. Foster programs to train police officers, teachers, pilots, and other professionals from within the region.
- 2.2.5. Increase partnerships between the NSB, Tribal and city governments, regional governments, Native corporations, and other stakeholder organizations to reduce duplicity in services and increase efficiency.
- 2.2.6. Research the feasibility of merging similar programs, activities, and providers, such as ASNA and the NSB Health & Social Services Department.
- 2.2.7. Review insurance requirements to ensure that they are a necessary for small contractors.
- 2.2.8. Develop succession plans for critical positions to ensure continuity in service delivery.
- 2.2.9. Implement programmatic or other changes in one village as pilot programs to demonstrate successes.





Objective 3: Strengthen relationships with external agencies for the benefit of residents.

Implementing Strategies

- 2.3.1. Develop recommendations for use by outside entities in communicating with village residents that include advance contact and scheduling, meeting consolidation to avoid meeting fatigue, and consideration of village subsistence activities and other local priorities and activities.
- 2.3.2. Participate in regular regional planning with neighboring jurisdictions, such as the Northwest Arctic Borough and the Yukon-Koyukuk Borough.
- 2.3.3. Encourage interagency and science research coordination in research, planning, and regulatory changes.
- 2.3.4. Seek effective opportunities for agency participation and coordination with villages, including encouraging use of subsistence observers and sharing information.

Housing

Safe, healthy, stable, and access to housing are important factors in quality of life. There is a severe housing shortage across the North Slope, with multiple generations of families living in overcrowded conditions. Additionally, many homes need weatherization improvements, basic home repairs, and air quality assessments to ensure healthy living conditions. Yet these assessments and repairs are difficult to obtain in the remote villages. Homelessness is also pervasive across the North Slope.

Goal 3.

Develop a housing program to address dilapidated infrastructure and housing shortage.

Objective 1: Develop a policy on the borough’s role in public and private housing.

Implementing Strategy

- 3.1.1. Establish a coalition to address housing and homelessness issues on the North Slope to coordinate programs and initiatives.





Objective 2: Promote development of new public and private housing.

Implementing Strategies

- 3.2.1. Encourage duplexes, triplexes, and larger multi-family house to provide more affordable housing options.
- 3.2.2. Amend the zoning ordinance to allow condominiums and zero lot line homes to increase the range of affordability options.
- 3.2.3. Identify and explore the applicability of housing alternatives that allow for accessory dwelling units and smaller housing units to meet the demand for smaller and more affordable housing.
- 3.2.4. Encourage the use of existing public infrastructure by focusing housing development on infill, vacant, and underdeveloped land.
- 3.2.5. Extend roads and utilities to lots to facilitate more housing development when and where feasible.
- 3.2.6. Seek alternative funding sources for constructing homes on Native restricted lots.
- 3.2.7. Investigate the feasibility of constructing modular or 3-D printed homes on the North Slope that are easy to transport to villages and to lots.
- 3.2.8. Research incentivizes for private developers to invest in housing on the North Slope.
- 3.2.9. Work with housing authorities to construct additional rental housing to expand housing choice.
- 3.2.10. Seek solutions to village senior housing five-plexes that are not being fully utilized.

Objective 3: Create programs to address dilapidated housing conditions, weatherization upgrades, air quality and general home repairs.

Implementing Strategies

- 3.3.1. Support programs that help with weatherization and sustainability measures to reduce home operating costs for water and energy usage.





- 3.3.2. Seek and/or allocate funding for home maintenance assistance to benefit low-income, disabled residents, and Elders with ongoing maintenance needs.
- 3.3.3. Seek funding to help provide repairs to the most critical homes needing repairs and air quality improvements to make them healthy for habitation.
- 3.3.4. Work closely with Tribal, city, and Native corporations to establish village storefronts to loan equipment and tools and offer home repair technical assistance.

Objective 4: Assist residents in obtaining financing and resolving probate issues.

Implementing Strategies

- 3.4.1. Support financial education and financial management programs that help residents understand the true costs of homeownership and assist in navigating the process of buying, maintaining, and keeping homes.
- 3.4.2. Create an Alaska Native Homeownership Coalition for a one-stop shop for grant and loan opportunities for homeownership.
- 3.4.3. Advocate state congressional representatives in the United States to seek exceptions to the income limit for federal housing subsidies for rural Alaska.
- 3.4.4. Offer guidance and assistance in remedying restricted property probate issues to better utilize existing lots, including parcel research and assistance in obtaining consensus with multiple heirs.

Objective 5: Create programs to address homelessness.

Implementing Strategies

- 3.5.1. Investigate the costs and feasibility of establishing homeless shelters in Utqiagvik and the villages.
- 3.5.2. Support transitional homes for families that have experience a fire, flood, or other emergency that does not allow them to live in their home.





Transportation

Both the village and regional transportation systems are critically important to maintaining and improving the quality of life and livability of the North Slope. Investments in physical infrastructure, developing partnerships, and conducting research, feasibility analyses, and future needs assessments will further the borough's transportation network to meet the needs of residents, industry, and the State of Alaska.

Goal 4.

Improve the borough's transportation network between communities.

Objective 1: Focus efforts to improve inter- and intra-community connectivity.

Implementing Strategies

- 4.1.1. Investigate ways to entice additional airlines to serve North Slope villages in an effort to increase competition, choice, efficiency, and cost.
- 4.1.2. Ensure close involvement in any program to connect villages to the road system, which would allow greater infrastructure expansion and investment in villages but could also negatively affect residents through importation of alcohol and drugs and interrupt subsistence activities and caribou migration routes.
- 4.1.3. Extend village roads to support community growth and new housing to alleviate overcrowding.
- 4.1.4. Support community dust control efforts and seek new and innovative methods to suppress excessive dust to further public health.
- 4.1.5. Improve road and airport maintenance budgeting tools to better track and forecast expenditures.
- 4.1.6. In Utqiagvik, coordinate with ADOT&PF on lease areas and street realignment to improve airport loading and unloading and traffic congestion.
- 4.1.7. Stake and map trails and provide trail coordinates to travelers for safe navigation.





Objective 2: Coordinate efforts with outside agencies to develop more efficient marine, air and road transportation corridors.

Implementing Strategies

- 4.2.1. Actively participate in and promote public review and input into the writing, review and approval of any transportation or utility corridors, plans or routes undertaken by the borough, state, or federal government within the NSB.
- 4.2.2. Develop regulations and guidelines for proper siting, design, construction, and maintenance of transportation facilities so as to not adversely impact subsistence resources.
- 4.2.3. Continue important efforts to develop a port on the North Slope due to the recent increase in marine traffic, a trend likely to continue well into the future.
- 4.2.4. Ensure the airport facilities within the borough continue to meet the needs of residents and the local economy through regular needs assessments and usage data.
- 4.2.5. Reserve land for future transportation needs and activities through easements and land acquisition.
- 4.2.6. Develop a program to anticipate advances in transportation technology and other innovations.
- 4.2.7. Establish development nodes along Dalton Highway.
- 4.2.8. Coordinate with ADOT&PF to potentially manage state operated on the North Slope.
- 4.2.9. Seek bonding and other funding for port one or more facilities from non-borough entities.

Objective 3: Work with Industry to develop mutually beneficial transit on the slope.

Implementing Strategies

- 4.3.1. Seek assistance and funding from industry for transportation needs
- 4.3.2. Seek borough right-of-first refusal on remediated abandoned industry gravel roads.





Iñupiaq Language and Subsistence

Residents of the North Slope honor cultural ties to the land and ancestors when practicing traditional Iñupiaq values. The Iñupiaq highly regard family, work ethic, the Iñupiaq language, traditional drumming and dancing, subsistence hunting and gathering, and sharing food. Yet to the Iñupiaq community and those that have come from elsewhere making the North Slope their home, the gradual loss of Native Iñupiaq speakers and respect of the traditional values and way of life affects the entire region. Strengthening efforts to save the Iñupiaq language and install traditional values is paramount the North Slope retaining its cultural identity.

Goal 5.

Protect the Iñupiaq language and subsistence culture.

Objective 1: Focus efforts to more fully integrate Iñupiaq language and culture into the education and land use planning process.

Implementing Strategies

- 5.1.1. Improve Native language fluency through partial or full immersion programs from pre-kindergarten through high school.
- 5.1.2. Seek funding and opportunities to assist fluent Iñupiaq speakers to become certified teachers.
- 5.1.3. Encourage the North Slope Borough School District and educators to further incorporate traditional and cultural values throughout the school curricula.
- 5.1.4. Integrate Elders into school activities through shared lunches, invitations to speak with classes, and involvement in student projects.
- 5.1.5. Teach traditional values to new generations by highlighting local success stories and how traditional and cultural values assisted in their success.
- 5.1.6. Educate state, federal and local government entities, and the oil and gas industry about the importance of traditional and contemporary local knowledge to borough residents.
- 5.1.7. Require that master plans, rezonings, and applicable permits incorporate aspects of traditional and contemporary local knowledge into a project's planning and design.





- 5.1.8. Review environmental assessments and environment impact analyses to ensure they include information on the importance of subsistence, traditional and contemporary local knowledge, and the Iñupiaq culture on the North Slope and provide comments to the lead federal agency to request additional information be included, if applicable.
- 5.1.9. Remain cognizant that road connections will bring societal changes and prepare for those changes in advance to the extent possible.

Objective 2: Protect and enhance access for traditional subsistence activities to ensure food security and cultural values.

Implementing Strategies

- 5.2.1. Recognize the importance of traditional camps and cabins, and associated subsistence activities when managing public lands and planning for leasing, exploration, and development of petroleum and mineral resources.
- 5.2.2. Work with the Alaska Department of Fish and Game and state and federal land managers to reduce effects on subsistence activities from outside sport and commercial hunting and fishing activities.
- 5.2.3. Develop low-flying aircraft regulations where applicable and coordinate with state and federal agencies to minimize flight disturbances to subsistence activities.
- 5.2.4. Manage growth along the Dalton Highway Corridor that ensures adequate public safety, wildlife management, and subsistence resource protection.
- 5.2.5. Encourage more research and coordination on studying and mitigating any potential effects of future road corridors on caribou migration.
- 5.2.6. Encourage oil companies to allow subsistence users access to oil field roads and to limit public access.
- 5.2.7. Encourage industry and the State of Alaska to work with local residents when designing new roads to determine if it would be desirable to include pullouts to accommodate subsistence users.
- 5.2.8. Educate non-borough residents that travel to the North Slope about subsistence resources and how to minimize their impact to these resources.





- 5.2.9. Develop formal agreements between landowners and land managers to provide subsistence access across private, state, and federal lands.
- 5.2.10. Plan, design, construct, and maintain infrastructure and facilities in a manner that preserves the local environment and subsistence lifestyle.
- 5.2.11. Develop ice cellar guidelines to assist residents in improving the storage environment in existing cellars and creating new cellars in the most beneficial locations and design.

Economic Development

The economy of the North Slope is primarily focused on the oil and gas industry in the greater Prudhoe Bay area. While industry employs relatively few North Slope residents, revenue from property taxes on oil and gas infrastructure make-up a substantial portion of the borough operating budget. Training local residents and seeking new economic planning and development opportunities are critical to furthering the borough's economic development goals.

Goal 6.

Develop strong, resilient local and regional economies.

Objective 1: Encourage collaborative agreements, invest in training, and seek new industries for economic development of the region.

Implementing Strategies

- 6.1.1. Engage in regional efforts to create a trained local workforce, including collaborative efforts with Iļisaġvik College, the State of Alaska, and industry.
- 6.1.2. Investigate the feasibility of establishing an extension of Iļisaġvik College in Deadhorse to train residents for work in the oil industry.
- 6.1.3. Research the feasibility and benefits of establishing an Alaska Regional Development Organization for the North Slope Borough.
- 6.1.4. Research viable industries for the North Slope, such as data storage.
- 6.1.5. Investigate burgeoning employment opportunities due to improved fiber optic communications.





- 6.1.6. Develop a North Slope Borough Economic Development Plan to foster new economic development compatible with local values.
- 6.1.7. Participate in local and regional efforts by Tribal governments, Native corporations, and local governments to prepare economic development plans.
- 6.1.8. Investigate the potential of mineral extraction by the borough for the benefit of residents.
- 6.1.9. Continue to invest in creating childcare centers in all North Slope communities to assist working parents.
- 6.1.10. Assist in entrepreneurs in developing small businesses utilizing training services and loans.

Public Infrastructure & Services

The North Slope Borough provides the majority of public infrastructure and services for residents of the North Slope, including water, sewer, transportation, schools, electricity, snow fences, and snow removal. The importance of not only planning for and funding infrastructure expansion to meet future needs, but also ensuring its continued maintenance in the harsh arctic climate is considerable.

Goal 7.

Provide essential public infrastructure and services.

Objective 1: Seek program improvements to better maintain infrastructure and consolidate and share services.

Implementing Strategies

- 7.1.1. Implement a program for consistency and standardization of utilities in general, and utility technology, construction, and maintenance software programs specifically, for easier maintenance and upgrades.
- 7.1.2. Focus oversight of gravel inventories and demand within NSB to a single department or division to better coordinate inventories and needs.





- 7.1.3. Investigate consolidating facilities that provide similar or the same operations or services, such as NSB and NSBSD maintenance and operations facilities and general office space.
- 7.1.4. Facilitate shared use of village facilities to benefit all village residents, such as community use of school swimming pools and other recreational space.
- 7.1.5. Avoid expanding the borough's services and infrastructure until deferred capital maintenance and replacement needs are met.
- 7.1.6. Regularly update and maintain the NSB Repair and Replacement Schedule to better understand and plan for maintenance and replacement needs.
- 7.1.7. Seek innovative ways to coordinate or consolidate infrastructure, such as constructing one ice road and accessing a toll for industry use.
- 7.1.8. Research potential ramifications of climate change on the region's infrastructure and plan accordingly.
- 7.1.9. Emphasize compactness in community development during project planning to minimize operations, maintenance, and expansion costs of community infrastructure.
- 7.1.10. Prohibit independent utility systems and connections to municipal utility systems until guidelines are in place for local service area development.
- 7.1.11. Develop a program to confirm easements in place for existing snow fences and other public infrastructure.
- 7.1.12. Evaluate alternative options to gravel to aid in fulfill community gravel needs.

Objective 2: Address current critical infrastructure needs and plan for future needs.

Implementing Strategies

- 7.2.1. Develop alternative/secondary water sources to ensure continued availability.
- 7.2.2. Proactively maintain roads that provide access to critical infrastructure, such as the landfill, water source, or natural gas facilities.
- 7.2.3. Proactively protect critical infrastructure from unforeseen events, such as flooding and storm events.





- 7.2.4. Renovate or demolish NSB-owned facilities and infrastructure that are beyond their useful life and coordinate with other agencies to renovate or remove dilapidated infrastructure where needed.
- 7.2.5. Seek equity in village infrastructure and facilities.
- 7.2.6. Invest in heavy equipment repairs and replacement and transport replaced equipment out of villages.
- 7.2.7. Assist local efforts to secure search and rescue facility space in the villages.
- 7.2.8. Investigate alternative technologies for supplying improved communications systems.
- 7.2.9. Enhance current communications networks within villages to maximize improved subsea fiber optic connections.
- 7.2.10. Seek funding for development of terrestrial high-speed fiber optic networks to inland communities.
- 7.2.11. Coordinate with educational institutions on technology needs.

Partnerships

Partnerships and collaboration with stakeholders working within the North Slope Borough will benefit residents through increased outside understanding of the culture and traditional values, subsistence access preservation, funding for programs and initiatives, and ensuring industry is working responsibly.

Goal 8.

Partner and collaborate with Industry for the benefit of borough residents.

Objective 1: Ensure Service Areas are keeping up with industry needs.

Implementing Strategies

- 8.1.1. Investigate the need and feasibility to establishing an additional service area to support expansion into ANWR 1002 area of new oil exploration and production.
- 8.1.2. Investigate the need of expanding Service Area 10 and offering additional services to users.





Objective 2: Maintain Good Neighbor Policies and Conflict avoidance agreements.

Implementing Strategies

- 8.2.1. Maintain access to subsistence activities.
- 8.2.2. Encourage input from affected residents on contents of agreements.

Objective 3: Identify ways that resource development can benefit residents directly.

Implementing Strategies

- 8.3.1. Ensure that the resources that are extracted from the North Slope are also provided to the North Slope residents, such as liquefied natural gas.
- 8.3.2. Document beneficial and adverse impacts from industry activities on subsistence.
- 8.3.3. Coordinate with industry and land management agencies to reduce the footprint of resource development and joint use of facilities.
- 8.3.4. Incorporate local concerns and suggestions in exploration permit approvals and denials, and document measures that have been successful or unsuccessful.

Energy

The North Slope Borough highly subsidizes both the transportation and production of fuel for electricity and heating, costing millions of dollar per year. Heating fuel is distributed to local village corporations at no charge; the village corporations charge for the cost of residential delivery. Likewise, NSB subsidizes the cost of fuel for power generation. Seeking alternative energy sources and distribution methods as well as energy efficiencies would likely result in a significant savings, reduce dependence on the limited fuel delivery schedule, and reduce energy demand. However, determining feasible alternatives, creating distribution corridors, and the capital needs for a regional distribution system may currently be cost prohibitive.

Goal 9.

Attain energy independence and energy security.





Objective 1: Develop alternative and redundant energy sources.

Implementing Strategies

- 9.1.1. Extend natural gas to villages where practicable.
- 9.1.2. Continue research into alternative energy sources, and implement where feasible.
- 9.1.3. Research and develop alternative energy sources for borough communities, such as coal, natural gas and wind power.
- 9.1.4. Construct redundant energy development and distribution to ensure continuity of service.

Objective 2: Develop regional energy plans.

Implementing Strategies

- 9.2.1. Investigate developing energy corridors between communities for regional power distribution.
- 9.2.2. Cultivate partnerships with public/private development to foster development that would provide connection to regional power.

Objective 3: Seek energy efficiency upgrades.

Implementing Strategies

- 9.3.1. Ensure regular maintenance and efficiency improvements of power plants.
- 9.3.2. Implement a program to regularly inspect and weatherize buildings for maximum energy savings.
- 9.3.3. Utilize waste heat recovered from community power generation.





Environment

The residents of the North Slope are intrinsically connected with the arctic natural landscape. It is along the Arctic Coastal Plain where Iñupiaq whalers cut trail across the rugged shore ice to hunt for the bowhead whale as their ancestors have done for generations. It is through the Brooks Range and to the Chukchi and Beaufort sea coasts that Iñupiaq subsistence hunters take caribou as the herds migrate. It is the land for berry picking, goose hunting, and fishing. Stewardship of the natural arctic environment to preserve traditional Iñupiaq subsistence activities as well as for its value as a unique ecosystem is essential to residents.

Goal 10.

Protect our environment.

Objective 1: Seek a healthy arctic environment through leadership in land use and wildlife management.

Implementing Strategies

- 10.1.1. Coordinate with resource agencies to identify and map watersheds, wetlands, and traditional trails in the North Slope Borough that are important for subsistence.
- 10.1.2. Evaluate existing zoning and land use regulations for effectiveness in protecting sensitive areas, including establishing a zoning district(s) specifically for subsistence and/or special habitats.
- 10.1.3. Develop a wetlands mitigation bank that compensates for expected adverse impacts to the environment.

Objective 2: Identify, remediate, and remove contamination and hazardous waste.

Implementing Strategies

- 10.2.1. Identify existing and abandoned sites with garbage, hazardous waste, and toxic substances and seek funds for demolition and clean-up.
- 10.2.2. Educate village residents about proper disposal of garbage, hazardous waste, and toxic substances.
- 10.2.3. Enforce existing laws and policies to prevent future contamination.
- 10.2.4. Develop a system for the export of hazardous and other non-disposable material.





Education

The population of young residents has been outpacing growth of the labor force. This steady increase in young people is anticipated to continue to increase over the next twenty years. Additional resources will be needed to provide services, education and training, and educational facilities for this population in the coming years.

Goal 11.

Increase education and employment opportunities for all residents.

Objective 1: Evaluate educational and training needs of the unemployed.

Implementing Strategies

- 11.1.1. Determine needs of current and future employers and design education and training programs to target programs to these employment needs.

Objective 2: Develop an areawide education plan for primary, secondary, and higher education with a focus on graduate retention in our communities.

Implementing Strategies

- 11.2.1. Focus resources on the burgeoning youth population to provide sufficient services.
- 11.2.2. Maintain and increase coordination between NSBSD and Iġisaġvik to offer workforce training programs at the high school level.
- 11.2.3. Develop internships, apprenticeships, on-the-job training, and student hire programs through NSBSD, NSB, ASNA, ASRC, village corporations, TNHA, industry, and other local and regional agencies and entities.
- 11.2.4. Continue developing daycare centers in the villages to offer a strong academic foundation through pre-kindergarten education.
- 11.2.5. Create or strengthen programs to train future teachers from within the community.
- 11.2.6. Research causes for the high teacher turnover and seek programmatic solutions and funding, if necessary.





- 11.2.7. Educate parents on the importance of parental involvement in their children’s academic achievements and offer ample opportunities to volunteer in the classroom or assisting outside the classroom.
- 11.2.8. Assess village training program and education quality equity and adjust as needed.

Objective 3: Evaluate future capital needs to meet educational demand.

Implementing Strategies

- 11.3.1. Assist Iñisaġvik College in seeking funding to construct a new facility in Utqiaġvik to better meet their needs.
- 11.3.2. Assess village educational space equity and future needs and plan accordingly.
- 11.3.3. Improve Native language fluency through partial or full immersion programs from pre-kindergarten through high school.
- 11.3.4. Seek funding and opportunities to assist fluent Iñupiaq speakers to become certified teachers.
- 11.3.5. Encourage the North Slope Borough School District and educators to further incorporate traditional and cultural values throughout the school curricula.
- 11.3.6. Integrate Elders into school activities through shared lunches, invitations to speak with classes, and involvement in student projects.
- 11.3.7. Teach traditional values to new generations by highlighting local success stories and how traditional and cultural values assisted in their success.





Social Services

Access to recreational activities, healthy foods, and physical and mental health programs all foster an improved quality of life. The North Slope Borough is often the sponsor of activities, initiatives, and programs throughout the borough aimed at increasing healthy living and wellness as well as providing addiction treatment assistance and programs for residents with mental or physical disabilities. NSB also provides capital and operational funding for health-related facilities. As the elderly population continues to increase, providing an adequate continuum of care will become more important.

Goal 12.

Improve and consolidate social services.

Objective 1: Foster a healthy lifestyle for all residents.

Implementing Strategies

- 12.1.1. Seek increased access to recreational facilities in the villages, especially at the schools, to promote physical activity.
- 12.1.2. Continue to encourage healthy living and fitness through the Healthy Communities Initiative and other programs.
- 12.1.3. Collaborate with local Tribes, city governments, and corporations to offer entertainment and activities, such as movie nights, sports, and clubs.
- 12.1.4. Continue to provide treatment assistance for those with addiction issues.
- 12.1.5. Educate residents on the importance of fitness and a well-balanced diet for longevity and overall quality of health.

Objective 2: Evaluate existing programs and seek improvements and consolidation where possible.

Implementing Strategies

- 12.2.1. Investigate the feasibility and potential cost savings of consolidating health and social services offered by Health Department and ASNA.
- 12.2.2. Evaluate ways to train homegrown health professionals and address current turnover and burnout.
- 12.2.3. Promote and incentivize preventative programs.





- 12.2.4. Establish an environmental health division or department to coordinate with industry and residents.
- 12.2.5. Seek improved coordination of care with local health care providers in Anaktuvuk Pass and Point Hope.
- 12.2.6. Promote and incentivize volunteerism.
- 12.2.7. Expand health care services through telemedicine.
- 12.2.8. Creation of a health consortium.
- 12.2.9. Evaluate current programs aimed at preventing and treating drug and alcohol abuse for effectiveness and implementation of best practices.
- 12.2.10. Provide education on the effects of cyber bullying and constant stimulation of technology.

Objective 3: Evaluate capital needs to accommodate program improvements.

Implementing Strategies

- 12.3.1. Seek funding for a regional detoxification facility.
- 12.3.2. Seek funds for a hospice facility.
- 12.3.3. Evaluate the need for a crisis center for men and the space needs for Arctic Women in Crisis.
- 12.3.4. Establish a regional training center for police and fire protection.
- 12.3.5. Coordinate with local search and rescue organizations to identify and facilitate facility space needs.
- 12.3.6. Evaluate the need for renovations and expansion of health clinics.

Objective 4: Evaluate needs of elderly population.

Implementing Strategies

- 12.4.1. Focus resources on providing for the aging population as this group increases.
- 12.4.2. Create a hospice care program in all the villages.





Effective Government

The North Slope Borough has responsibilities for a wide range of services and programs that directly affect residents' quality of life. The government must continue to be accountable and efficient to provide these services in a cost effective manner while staying consistent with the borough's founders' vision for the people, land, and resources.

Goal 13.

Ensure government efficiency and accountability.

Objective 1: Reevaluate state and federal obligations in community health, social services, and security.

Implementing Strategies

- 13.1.1. Keep up with advancement of technology.
- 13.1.2. Pursue funding from Bureau of Indian Affairs, State of Alaska, Denali Commission, Housing and Urban Development, and federal transportation funds for housing and transportation needs.
- 13.1.3. Continue effective hazard planning to protect the North Slope community and subsistence resources from natural disasters.

Objective 2: Rediscover our founders' intent as a home rule borough.

Implementing Strategies

- 13.2.1. Measure government performance and make information available to the public.
- 13.2.2. Focus on consistent and effective enforcement of borough laws and regulations.
- 13.2.3. Review options to ensure that local resources are deployed in the most cost effective manner to help achieve the community's vision and goals for the future.





PLAN UPDATES AND REVISIONS

The North Slope Borough Comprehensive Plan is intended to be a living document. Because situations change, the goals, objectives, and strategies in this chapter should be updated to reflect current priorities and opportunities. The borough may wish to update the tables each year as part of developing an annual work plan and priorities for capital projects.

This plan is a guide that provides direction for the village leadership when collaborating with NSB, state, and federal agencies, and other organizations. For example, individual land use proposals can be evaluated against the future land use maps. Such proposals may include a residential subdivision, transportation projects, recreational facilities, sanitation facilities, or other infrastructure. The designations in the future land use maps can also be reviewed when Title 19 is updated to determine if amendments are warranted to the types of zoning districts and the actual designations on the official zoning map. Generally, comprehensive plans have a 20-year planning horizon, and ideally, they are reviewed every two years for potential updates and updated as a matter of procedure every five years. Regularly updating the goals, objectives, and strategies will make it easier to complete the next update of the entire plan.





This page is intentionally left blank

