



Chapter Two Comprehensive Planning Background





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CHAPTER 2: COMPREHENSIVE PLANNING BACKGROUND

Nearly 50 years have passed since the formation of the North Slope Borough and 35 years since the development of the first NSB comprehensive plan. The original 1983 Comprehensive Plan addressed many of the same issues as this 2018 plan update addresses: impacts on cultural and historic resources from development activities, community economic development, energy development and conservation, and transportation. The format is somewhat similar to this comprehensive plan update; the 1983 plan provided background information with goals, objectives, and policies for implementation.

However, the borough has experienced profound change over the past 35 years. The complexity of issues has increased since the first comprehensive plan was developed in 1983 and last updated in 2005. The borough’s infrastructure footprint has increased dramatically, through the provision of roads, electricity, water and sewer connections, and telecommunications. The North Slope’s growing population has led to a critical need for additional housing, services, and public infrastructure. The borough has sometimes assumed responsibilities that would not typically be provided by a local government because revenues were able to support services that residents needed. However, as revenues have declined, the borough is not able to continue to provide the same services or same level of service that residents had become accustomed.

This updated 2018 Comprehensive Plan expands its scope to include current issues and challenges

faced by the North Slope Borough and its residents in a time of rapid technological advancements, climate change uncertainty, and aging critical infrastructure. This plan serves as a blueprint for future North Slope development while honoring its past, overcoming challenges of the present, and building on its assets to create a prosperous future filled with opportunity.

The first NSB comprehensive plan, adopted by the NSB Assembly in 1983, included its purpose in the preface:

This Plan is written for the North Slope Borough community – a community in which Iñupiat people and the Iñupiaq character of life predominate. Consequently, this Plan is absolutely unique. While attempts have been made to reflect and accommodate state and national interests, the Plan has been designed for the values and circumstances of the people of the North Slope Borough.
-1983 NSB Comprehensive Plan

This statement is still true today. The needs of the North Slope community have not changed since the 1983 plan was developed. The North Slope remains the largest petroleum-producing region in Alaska at the same time that borough residents need to maintain opportunities for





subsistence activities and continuing traditional uses of the land and water.

The borough has a very young population; the median age of borough residents is 26, well below the median age for the state and the nation. The population increase influences the need for housing, healthcare, education, subsistence resources, employment, and public services. Expanding oil and gas exploration and development further into the National Petroleum Reserve – Alaska (NPR-A) and potentially ANWR continues to put pressure on residents’ subsistence lifestyle while also potentially increasing employment opportunities for residents. And climate change

is making once predictable seasonal weather changes unpredictable.

Ensuring that the comprehensive plan remains updated to reflect current circumstances is important to the borough’s current and future development.

PURPOSE OF PLANNING

Comprehensive plans are designed to guide the future actions of a community or region. A comprehensive plan also contains a vision for the future coupled with background information that provides the foundation for long-range goals and objectives for activities that affect land use, residents, and government.

Table 4: Comprehensive Plans Do and Do Not

Comprehensive Plans DO	Comprehensive Plans DO NOT
Establish a baseline / inventory of current conditions	Bind a community to one particular development scenario
Provide a voice for the community or region	Focus on development for specific parcels of land
Guide growth	Guarantee funding
Identify issues for further study	Remain static
Establish long-term goals	Build or implement projects
Demonstrate need for programmatic modifications	Limit development flexibility
Evolve and change as issues and perspectives change	Directly regulate development or programs
Provide a foundation for grant funding	Provide project funding
Protect property values	Approve or authorize a project
Help to minimize environmental damage and minimize land use conflicts	Prescribe exactly what course of action must be taken in the future
Add value to the decision-making process and defensible decisions for both local governments and the private sector	Change laws or regulations
Serve as an umbrella plan for many other planning efforts	Enact a new zoning ordinance
Have analysis that helps to anticipate future issues and trends	Create a method for taxation





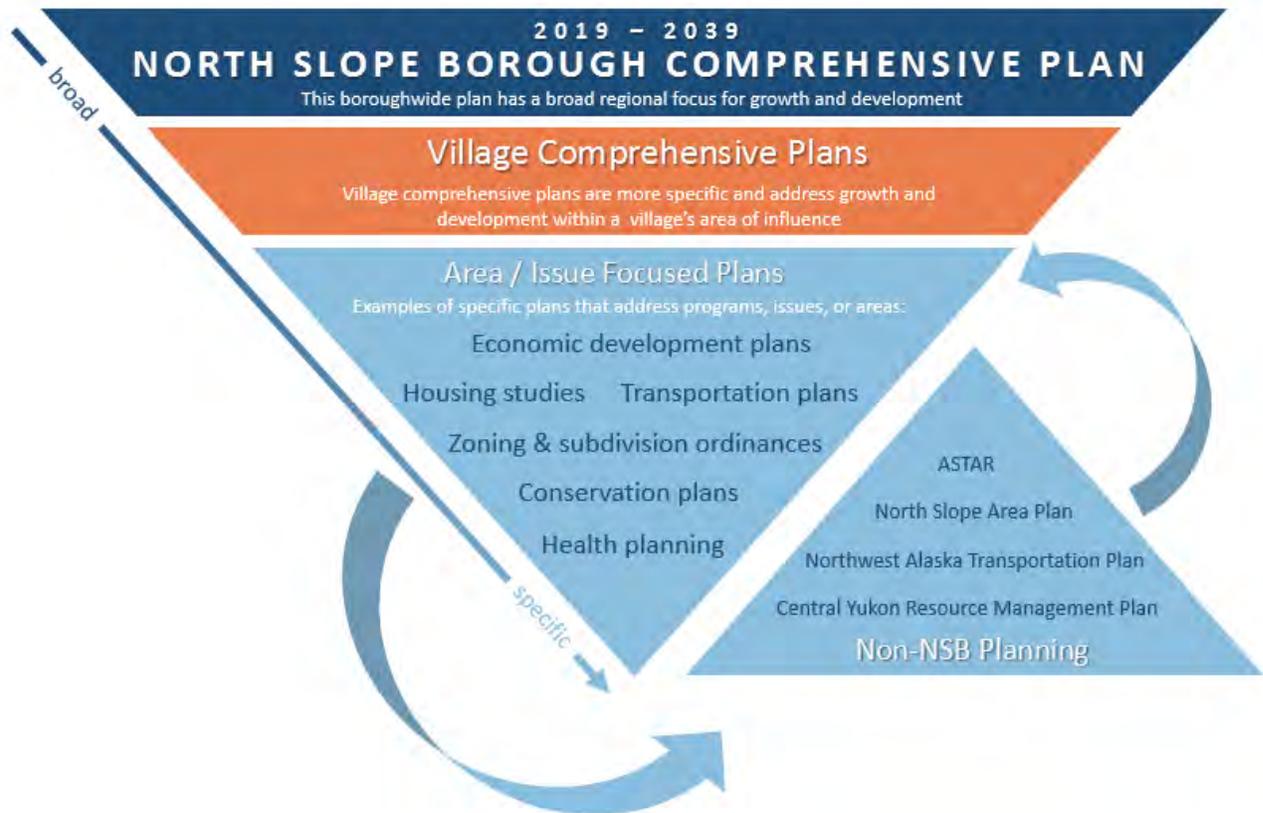
More specifically, comprehensive plans are intended to guide growth and development of the region; provide anticipated capital needs over a 20 year planning horizon; serve as the foundation to land use planning and regulations, infrastructure investments, and land use policy decisions (Table 4).

Where comprehensive plans are broad, planning tools that implement comprehensive plans are often specific and detailed. A comprehensive plan and a zoning ordinance are two separate tools that are used in conjunction with one another. A comprehensive plan provides general guidance on how land should be used to meet the needs and desires of the community,

whereas a zoning ordinance regulates specific land uses and developments. Subdivision regulations, design guidelines, capital improvement plans, master plans, area plans, are also tools that implement the comprehensive plan, as shown in Figure 6.

This North Slope Borough Comprehensive Plan is a long-range document intended to guide the development of the borough and it's Area of Influence⁴⁵ over the next 20 years and beyond. The plan is a consolidated and coordinated approach to community planning and land development.

Figure 6: Plan Hierarchy



⁴⁵ The NSB Area of Influence is the amalgamation of the borough's boundaries and the individual village areas of influence. The boundary shown for Nuiqsut is a draft only. It has not been endorsed by the community or adopted by the NSB.





LEGAL BASIS FOR COMPREHENSIVE PLANNING

Title 29 of the Alaska Statutes provides the authority for comprehensive planning in Alaska. Alaska Statute and the North Slope Borough Municipal Code (NSBMC) are nearly identical in their requirements for a comprehensive plan.

The comprehensive plan is a compilation of policy statements, goals, standards, and maps for guiding the physical, social, and economic development, both private and public and may include but is not limited to the following:

- statements of policies, goals, and standards;
- a land use plan;
- a community facilities plan;
- a transportation plan; and
- recommendations for implementation of the comprehensive plan
(AS §29.40.030 and NSBMC §2.12.170).

Alaska Statutes calls for planning commission responsibilities in both the development and implementation of comprehensive plans. Per AS 29.40.020(b)(2), the commission must “review, recommend, and administer measures necessary to implement the comprehensive plan, including measures provided under AS 29.40.040.” Measures provided under 29.40.040 include zoning regulations, land use permits, measures to further the implementation of the comprehensive plan, and the administration of variances.

The NSBMC requires the Planning Commission to consider amendments to the comprehensive plan from time to time (§19.30.050), undertake an overall review of the plan at least once every

two years (§2.12.170) and review and report to the Assembly the location, design, construction, demolition, or disposition of any public building, facility, collector or arterial street, park, greenbelt, playground or other public facility based on the comprehensive plan and the capital improvements program (§19.30.050).

The NSB Department of Planning and Community Services implements land use planning and regulation for the borough. Its goals include regulating and monitoring development; managing borough owned real estate; planning for future growth; enhancing community sustainability and overall health; and supporting local traditions and lifestyles.⁴⁶ The NSB Planning Department’s Community Planning and Development Division oversees the development and implementation of the borough’s regional comprehensive plan and eight village comprehensive plans. This Division also facilitates the annual capital project request process, coordinates development of the NSB Six-Year Capital Improvement Plan that outlines anticipated capital needs over the current year and the next five years, and manages the subdivisions and platting processes.

PLAN USERS

The North Slope Borough uses this plan when evaluating land use proposals or actions, including approval of subdivisions, changes to zoning districts, issuing permits, and making capital improvement recommendations. The borough also uses this plan in guiding the location, timing, and scale of community development and infrastructure investments. The plan will also be useful for assessing both

⁴⁶ North Slope Borough. 2018. *Planning & Community Services*. www.north-slope.org/departments/planning-community-services.





community and regional needs based on trends and population projections while considering the protection of important environmental and cultural resources. The borough may also use this plan to develop mitigation measures as conditions of permit approval.

Federal and state agencies and potential project funding sources are encouraged to use this plan to understand regional values, needs, and priorities for investment. Some funding streams are only available if a potential project is listed within or is consistent with the goals and policies of an adopted comprehensive plan.

Private landowners, developers, and Native corporations may use this plan to help guide development decisions and investment choices. Community and regional data, maps, and policies help these entities design projects

compatible with community values and needs to meet expectations.

Borough residents can use this plan to advocate for a better future that is consistent with needs and resources. Infrastructure and level of service planning with population trends also help citizens stretch available funding for more efficient and effective government service. A primary interest for the future development of the region is to ensure the traditional way of life, protect marine and wildlife habitats, and protect communities from coastal storms and flooding and from the adverse effects of resource development.

Ultimately, the plan seeks to conserve valued resources and uses while encouraging development that meets the needs of the present population without compromising options for future generations.

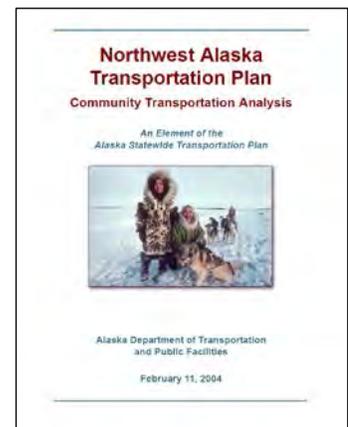
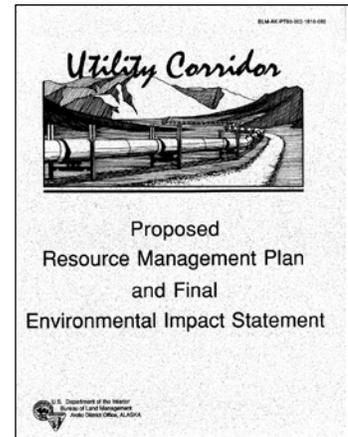


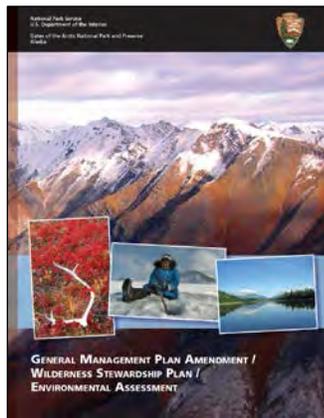
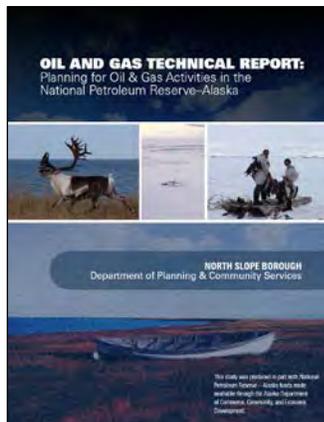


HISTORY OF PLANNING ON THE NORTH SLOPE

Planning is not a new endeavor on the North Slope. There has been a substantial number of planning efforts in the North Slope Borough since its creation at all levels of government.

- 1972 The North Slope Borough is created by election
- 1974 NSB adopted a Home Rule Charter on August 30th
- 1975 NSB Planning Department conducts the first NSB-led boroughwide census
- 1979 Interim zoning ordinance adopted (serial no. 75-6-6)
- 1983 The first NSB Comprehensive Plan was adopted by the North Slope Borough Assembly
- 1986 The Gates of the Arctic National Park and Preserve General Management Plan approved by the National Park Service (NPS)
- 1989 Utility Corridor Proposed Resource Management Plan and Final Environmental Impact Statement
- 1991 Bureau of Indian Affairs adopts the Recreation Area Management Plan for the Dalton Highway
- 1993 Attempted revision of the Comprehensive Plan
- 1998 The Dalton Highway Master Plan is created by the State of Alaska
- 1998 NSB publishes the Economic Profile and Census Report Volume VIII
- 2003 NSB publishes the Economic Profile and Census Report Volume IX
- 2004 The Northwest Alaska Transportation Plan is adopted by the State of Alaska
- 2004 The Northwest National Petroleum Reserve – Alaska draft Amended Integrated Activity Plan / Environmental Impact Statement is complete
- 2004 North Slope Borough Local All Hazards Mitigation Plan is adopted
- 2005 Public review draft, North Slope Borough coastal management plan

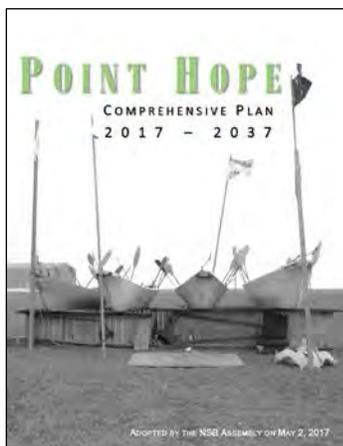
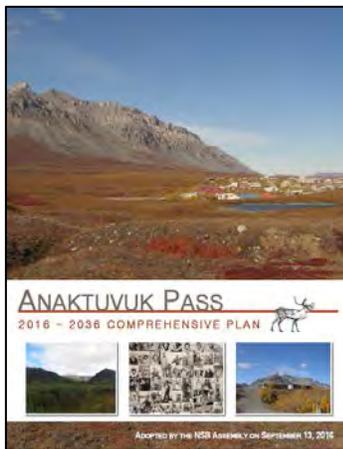
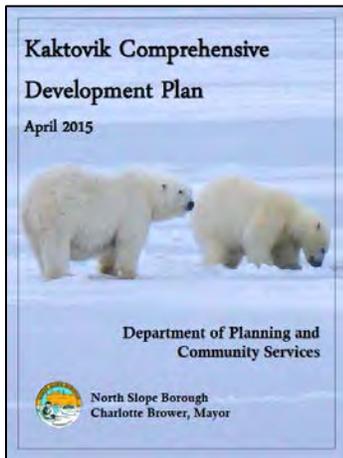




- 2005 Updated Boroughwide Comprehensive Plan and Long Range Transportation Plan is adopted by the North Slope Borough Assembly
- 2008 The Kobuk Seward Peninsula Record of Decision and Resource Management Plan is approved by the Bureau of Land Management (BLM)
- 2008 The Northwest Area Plan for state lands adopted by the Alaska Department of Natural Resource
- 2010 NSB publishes the Economic Profile and Census Report Volume X
- 2011 The first Memorandum of Understanding between NSB and the Alaska Department of Natural Resources for joint activities to improve communication and coordination of activities related to North Slope oil and gas development is executed
- 2011 Alaska Coastal Management Program Withdrawal from the National Coastal Management Program under the Coastal Zone Management Act⁴⁷
- 2011 The NSB Repair and Replacement Schedule is developed that tracks all the borough's capital assets
- 2013 The National Petroleum Reserve – Alaska BLM Integrated Activity Plan and Environmental Impact Statement is approved
- 2014 The North Slope Borough Health & Social Services Department completes the Baseline Community Health Analysis Report and Health Impact Assessment
- 2014 The Wainwright Comprehensive Plan is adopted by the NSB Assembly
- 2014 The NSB Oil and Gas Technical Report is completed
- 2014 The Gates of the Arctic National Park and Preserve General Management Plan Amendment / Wilderness Stewardship Plan / Environmental Assessment is approved

⁴⁷ All NSB provisions in the Alaska Coastal Zone Management Program are retain in NSBMC Title 19.





- 2015 The Wainwright Comprehensive Plan is adopted by the NSB Assembly
- 2015 The Barrow and Kaktovik comprehensive plans are adopted by the NSB Assembly
- 2015 NSB Publishes the Economic Profile and Census Report Volume XI
- 2015 Arctic National Wildlife Refuge Comprehensive Conservation Plan and Final Environmental Impact Statement released by the United States Fish and Wildlife Service (USFWS)
- 2015 North Slope Management Plan under development by the Alaska Department of Natural Resources
- 2016 DRAFT Conceptual Regional Mitigation Strategy Document and Technical Companion for the Northeastern Region of the NPR-A
- 2016 The Anaktuvuk Pass Comprehensive Plan is adopted by the NSB Assembly
- 2017 The Point Hope Comprehensive Plan is adopted by the NSB Assembly
- 2017 The Atkasuk Comprehensive Plan is adopted by the NSB Assembly
- 2017 The Point Lay Comprehensive Plan is adopted by the NSB Assembly
- 2017 The first Memorandum of Understanding between NSB and the Alaska Department of Transportation & Public Facilities to improve communication and coordination of North Slope transportation-related activities is executed.
- 2018 The BIA Central Yukon Resource Management Plan / Environmental Impact Statement under development
- 2018 The NW Area Transportation Plan update is under development by the Alaska Department of Transportation & Public Facilities
- 2018 Arctic Strategic Transportation and Resources (ASTAR) project to prioritize community needs and infrastructure for cumulative benefits, begins





COMMUNITY BASED PLANS

The North Slope Comprehensive Plan was last updated in 2005. This 2018 update builds on the 2005 plan content in a new user-friendly format. It features an executive summary translated to Iñupiaq, expanded sections on public facilities, housing, climate change, Service Area 10, and energy as well as updated information on land ownership and land use, education, health and safety, and population characteristics and projections. The goals, objectives, and strategies are now provided in a more condensed and usable format and also designed to provide easy reference for capital infrastructure projects.

The 2018 comprehensive plan update began with replacing the individual community profiles with distinct comprehensive plans that provide more in-depth information and are coupled with goals, objectives, and implementing strategies to achieve each village's vision for the future. The development of these plans focused on village resident input, perceptions, needs, and expectations gathered through public meetings and workshops as well as close coordination with each village's city council, Tribal council, and village corporation. The result is plans that reflect the current and future needs of the communities as expressed by the residents and village leadership.

This village planning effort was first initiated in 2010, focusing on the communities of Anaktuvuk Pass, Kaktovik, and Nuiqsut. These efforts stalled for a number of years due to competing priorities. Plan development was reinvigorated in 2013 when the NSB Planning & Community Services Department sought consultant assistance in developing new plans to replace

the village profiles for Wainwright and Utqiagvik and to complete a plan developed internally by NSB staff for Kaktovik. These three village comprehensive plans were all recommended for adoption by the respective cities and Tribal governments, the village corporations, and the NSB Planning Commission. The plans were adopted by the North Slope Borough Assembly in 2014.

The Anaktuvuk Pass Comprehensive Plan was adopted in late 2016 and the comprehensive plans for Point Hope, Point Lay, and Atkasuk were adopted in 2017. The Nuiqsut plan is currently on hold at the request of the community. These four plans have been developed under a Public Interest Determination contract between the North Slope Borough Planning & Community Services Department, ASRC Energy Services, and UMIAQ Environmental / UMIAQ Design and Municipal Services (UIC subsidiaries). This contracting mechanism establishes a long-term relationship amongst the borough, the two companies, and community enterprises that have an intrinsic interest in the future of the North Slope.

This Borough Plan and the village plans are intended to complement each other; the information and goals, objectives, and implementing strategies should be consistent where possible and defer to village plans for village-specific issues or concerns. The plans should not be viewed as hierarchical; rather, they are all pieces of one vision for the North Slope.

In 2015, a Quality Improvement Team (QIT)⁴⁸ was developed to oversee the comprehensive

⁴⁸ also referred to as the Comprehensive Planning Stakeholder Committee.





plan development process and provide strategies for improvement. The team is made up of one representative from each North Slope village with an executive committee that includes representatives from the North Slope Borough Mayor’s Office, the Planning and Community Services Department Director and Deputy Director, and leadership from both ASRC

and UIC. The team meets quarterly to collaboratively overcome challenges, improve the planning process, increase community awareness and involvement, and continuously improve the quality of plans and consultant performance on the contract. The team also provides an update to the NSB Assembly annually.

Table 5: NSB Village Comprehensive Plans

Village Comprehensive Plan	Date of Adoption	Ordinance Number
Wainwright	June 3, 2014	75-06-63
Barrow	March 3, 2015	75-06-64
Kaktovik	April 7, 2015	75-06-65
Anaktuvuk Pass	September 13, 2016	75-06-67
Point Hope	May 2, 2017	75-06-68
Point Lay	October 10, 2017	75-06-70
Atqasuk	November 14, 2017	75-06-71
Nuiqsut	On hold at the community’s request	N/A

PLANNING PROCESS

The planning process to develop a comprehensive plan is designed to be transparent and inclusive. It was critical in the development of this comprehensive plan that all residents have abundant and meaningful opportunities to review, participate, and contribute to the draft plan.

One of the primary methods to garner public input during the development of this plan and all the village comprehensive plans has been hosting a Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT) workshop to guide workshop discussions. Participants are asked to identify strengths and weaknesses as well as

opportunities and threats in a community or a region. The information provided by participants helps to create an understanding of critical needs, develop plan priorities and establish buy-in for decision-making. The SWOT exercises are also used to develop a Vision Statement and provides guidance in developing the goals, objectives, and implementing strategies found in Chapter 3. During the workshops, participant comments were noted on easel paper, projected overhead, and included in workshop meeting notes.

The steps for developing this areawide plan are illustrated in Figure 7. Collaboratively, North Slope leadership, residents, and the North Slope





Borough Planning and Community Services Department staff developed this plan.

The following public participation tools were used to obtain input:

- Public notices posted in each village providing notification on meeting dates and locations;
- Handouts during public meetings that included comprehensive planning background information, maps, etc.;
- A borough leadership kick-off workshop that included an introduction to comprehensive planning followed by broad based SWOT discussion was held on April 9, 2018 (provided in this chapter);
- Four focused SWOT workshops for discussions on critical issues within the borough: health, housing, public facilities, and education. These SWOTs were held on April 10 and 11, 2018 (provided in this chapter);
- Discussion with the members of the Barrow High School student council on April 24, 2018 about the future of their community and how they would like it to develop over the next twenty years (included in Appendix C);
- Workshops presenting an overview of the draft plan for community review, discussion, and comment were held on the following dates in 2018:
 - Anaktuvuk Pass – October 4
 - Atqasuk – October 10
 - Kaktovik – October 1
 - Nuiqsut – October 2
 - Point Hope – October 23
 - Point Lay – October 11
 - Utqiagvik – December 5
 - Wainwright – October 3

Figure 7: Planning Process

NORTH SLOPE BOROUGH COMPREHENSIVE PLAN PLANNING PROCESS

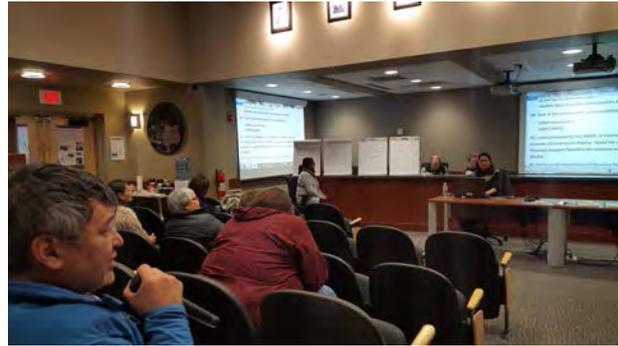




- Direct contact with borough/community leaders through phone and in-person interviews; and
- Meeting and other announcements were made on the North Slope Comprehensive Planning Facebook page and on KBRW.

Although this areawide plan has a 20-year planning horizon, conditions, issues, and priorities will undoubtedly shift. Regular review and revision of this plan ensures that the goals and strategies respond to changing circumstances and needs within the region and its areas of influence. To remain current and useful, this plan should be reviewed frequently for potential updates and revisions. Future plan revisions should monitor growth, evaluate development and related programs, and measure how well the plan is meeting the region's goals, objectives and implementing strategies.

Strengths, Weaknesses, Opportunities, and Threats Workshops, April 2018





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1.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Kick-Off Workshop April 9, 2018

Strengths

- NSB Permanent fund
- Abundance of natural gas and other mineral resources
- Gas transfer act
- Economic tax base
- 6 Year Plans
- Low cost capital bonding capacity
- Youth programs and youth input – Mayor’s Youth Advisory Council (MYAC)
- Subsistence lifestyle
- Native language speakers
- Service Area 10
- Subsistence, local traditional knowledge, and cultural way of life
- Port authority is established
- Subsistence: only municipality that has created a wildlife department
- Ordinances can provide work to corporations
- Close-knit community atmosphere
- Iḷisagvik College
- Borough home rule charter that allows Mayoral authority

Weaknesses

- Dependence on fossil fuels and logistics of fuel delivery
- Revenue is not keeping up with cost of capital maintenance or replacement
- Permitting process allows industry to develop where and when they want; industry not required to address residents’ concerns
- The comparisons between Utqiagvik and the villages; needs are different
- Too much reliance on borough services
- Lack of teamwork, too many independent sectors (silos) and piecemeal activities
- Not enough recreational/entertainment activities
- Lack of childcare
- Lack of hospice care or facilities
- Villages often feel left out of decision-making





1. Kick-Off Workshop

April 9, 2018

Opportunities

- Involve youth more proactively
- Undeveloped mineral deposits on the western side of the borough
- Villages want local self-determination
- Fiber optics and worldwide connections
- Borough increase partnerships with tribes and corporations
- A future road system would allow greater infrastructure expansion and investment in villages
- Regional power plant
- Expand Service Area 10
- Merge NSB Health Department and ASNA
- Port authority bonding potential apart from NSB
- Industry mitigation funds for capital needs
- Utilize contamination clean-up to subsidize transportation systems, etc. through cost sharing
- Succession planning
- Improve process/ordinance to direct work to local communities and village/regional corporations
- Better collaboration on comprehensive plans at department level
- Establish regional training center for police and fire protection
- Foster police officers, teachers, pilots, and professionals from within the community

Threats

- Climate change effects on subsistence and food security
- Climate change increasing extreme weather events/conditions
- Contaminated federal site clean-up lack of coordination and land use planning
- Iñupiaq language is endangered
- Boredom can lead to substance abuse
- Inconsistency and complicated co-management regimes (fed, state)
- Coastal erosion
- Increased marine traffic





2.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Focused Workshop: Education April 10, 2018

Strengths

- Place-based and culture-based education lets students see themselves in a positive role in their community
- NSB graduation rate have increased since the initiation of placed-based education
- Iḷisaḡvik College works with the schools to see what educational training is needed
- Strong North Slope Borough School District strategic plan
- Iḷisaḡvik works with Industry on employment needs
- Educational programs, like Alaska Native Science and Engineering Program (ANSEP), distant delivery, homeschooling
- 16 career clusters/pathways that assist kids in understanding and deciding on a career
- NSBSD offers pre-kindergarten through high school education
- The borough is investing in childcare
- Career ladder programs and other incentive programs are available
- Advisory committees and apprenticeship programs are available at Iḷisaḡvik College

Weaknesses

- Borough revenue is not keeping up with cost of capital maintenance or replacement
- There is a lack of interest from community stakeholders and youth in becoming police officers, teachers, pilots, professionals
- Many buildings and other infrastructure need to be updated and renovated due to their age
- Village infrastructure/facility equity
- High teacher turnover
- Lack of a sufficient number of Iñupiaq speaking teachers
- There is not childcare in all the villages
- Iḷisaḡvik College facility is spread throughout Barrow and is not sufficient for needs
- Lack of respect by youth





2. Focused Workshop: Education

April 10, 2018

Opportunities

- Parents need to be proactive and advocate for children and young adults to succeed in school
- Create small businesses utilizing training services and loans
- The road system will allow greater infrastructure expansion and investment in villages
- Establish a regional training center for police and fire protection
- Foster police officers, teachers, pilots, and professionals from within the community
- Teach traditional knowledge to students
- Elders should be more included in school activities
- Ensure village equity in education space and training programs
- Implement DARE program (Drug Alcohol Resistance Program)
- Reinstate the regional leadership team for follow-up and accountability

Threats

- Technology has taken away youth's desire to learn culture
- Teacher turnover
- Loss of language and knowledge
- Curriculum mandates from state and federal government
- Non-governmental organizations (NGO) are influencing youth





3.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Focused Workshop: Public Facilities April 10, 2018

Strengths

- Established NSB infrastructure
- Commitment to operate and maintain the infrastructure
- Lessons learned for newer facilities; modern engineering and science for arctic standards
- Ability to respond to emergency events
- Home rule charter grants the authority of the Mayor to respond to events in a timely manner
- Airport and location of cities for arctic corridor
- Marine transportation and future access to fiber optics
- The North Slope has abundant natural gas reserves
- Heavy equipment in the villages

Weaknesses

- Lack of renewable/alternative energy resources
- Lack of energy redundancy
- Limited free market economy
- Lack of heavy equipment areawide
- Lack of standardization in current construction and in technology
- Insurance requirements are a burden for small contractors
- Limited number of airlines
- Aging infrastructure
- Bond expense eligibility / bond rating and capacity; tax vs debt capacity
- Deferred maintenance
- Shortfall of capital funding
- Perception of inequity in different communities; home rule/same services provided in all communities
- Marine transportation availability is seasonal
- Existence of abandoned infrastructure
- Infrastructure is sometimes over capacity and needs to expand but there is a lack of funding





3. Focused Workshop: Public Facilities

April 10, 2018

Weaknesses (cont.)

- The existing access to piped water and sewer system is not being fully utilized
- Lack of current technology and technology standardization in infrastructure
- Engineering difficulties due to climate change, the inability to adapt in a timely manner, and insufficient funding
- Continued change in maintenance software programs; consistency is needed
- Lack of search and rescue facility space in villages

Opportunities

- Shared facilities / consolidated facilities (combining NSB and NSBSD M&O facilities; office space in general)
- Succession planning
- Explore renewable resource options
- Develop local and/or regional material resources
- Marine transportation and future access to fiber optics
- Community usage of facilities: shared service and availability
- Consistency in infrastructure and computerized maintenance programs
- Tribal partnerships
- Local or NSB use of land and facilities that are abandoned
- Regional power plant: energy corridors and inter-village connect
- Natural gas development for other communities that desire alternative energy source

Threats

- Existence of abandoned infrastructure that might have environmental impacts (NSB and others)
- Climate change
- Road connection would have negative impacts on lifestyle, culture, hunting, control, additional load on infrastructure, housing
- Dilapidated infrastructure
- Industry population decrease and price of oil
- Tax formula changes at the state level
- State budget downfall impacts the NSB
- Unregulated marine traffic
- Failure to keep up with advancement of technology
- Lack of ports
- Lack of wetlands mitigation bank





4.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Focused Workshop: Housing April 11, 2018

Strengths

- New housing is underway or has recently been completed
- There are programs available for loans, renovations, upgrades, and weatherization
- There are trained carpenters on the North Slope
- Newly created NSB Housing Department

Weaknesses

- Funding for homes and renovations on Native restricted lots is difficult
- It is expensive to construct roads to lots and connect homes to services
- Probate issues limit use of many Native restricted lots
- Federal housing subsidies are inadequate for the need
- Overcrowding
- Dilapidated housing conditions
- The North Slope is one of the few region in state that does not have a coalition established to address housing and homelessness issues
- Limited collaboration amongst organizations
- Over dependency on the North Slope Borough
- Building design standards for the Arctic are yet to be implemented and enforced
- There is not a regional coalition to address homelessness
- Dilapidated housing conditions





4. Focused Workshop: Housing

April 11, 2018

Opportunities

- NSB Titles 17, 18, 19 could incorporate building standards and/or a building official
- Storefront for equipment and tools loans and technical assistance for making repairs
- Create a Alaska Native Homeownership Coalition creation for a one-stop shop for grant and loan opportunities for homeownership
- Utilize existing vacant or underutilized lots that already have road access and proximity to piped water/sewer
- Construct modular homes on the North Slope that are easier to transport
- North Slope Borough Municipal Code could be amended to have a two tier sales process for lower income and middle/higher incomes for home purchases
- Provide education on the costs of building and maintaining homes
- Incentivize private developers to invest in housing
- Road connections to the villages could lower material costs
- Condos or zero lot line homes for those that wish to purchase a starter/less expensive home
- More rental properties

Threats

- Annual funding allocations for tribes
- Asbestos and lead paint contamination in older homes
- Alaska State Legislature perceives that there is not a homeless issue on the North Slope
- Current housing situation is having severe negative social, health, and mental health impact on communities





5.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Focused Workshop: Health April 11, 2018

Strengths

- Health Infrastructure on the North Slope
- Financial commitment to support health service / social services
- Ability to provide emergency services
- New regional hospital in Utqiagvik
- 24-hour law enforcement coverage
- Access to a subsistence diet
- Healthy Communities Initiative
- Subsidized veterinarian services
- Medical Travel and Funeral Assistance (MTFA) program
- Treatment scholarship program
- Arctic Women in Crisis (AWIC)
- Health clinic in each village

Weaknesses

- Aging health infrastructure
- Shortage of local professional workforce attributed to turnover and burnout
- Lack of homegrown health professionals
- Lack of healthy social activities
- Contradiction between technology and culture
- Lack of daycare centers
- Homelessness
- Food insecurity
- No crisis center for men
- Grants don't always cover programmatic costs
- There are different local health care providers in Anaktuvuk Pass and Point Hope
- Lack of hospice care





5. Focused Workshop: Health

April 11, 2018

Opportunities

- Consolidating/Combining /collaborating on services amongst organizations
- Promote new programs/services for families and homelessness
- Promote and incentivize preventative programs
- Establish an environmental health division or department to coordinate with industry and residents
- Offer parenting classes
- Employers could promote and incentivize volunteerism
- Expand health care services through telemedicine
- Creation of a health consortium

Threats

- Climate change and food security: melting ice cellars, ice pattern changes, changing culture
- Distance between villages and communication system
- Drugs and alcohol: substance abuse and lack of behavioral health and treatment facilities
- Pollutants, including dust
- Unsafe driving practices
- Social media: influence that promotes bullying, constant stimulation, excessive use limits hands-on activities and critical thinking skills
- High Medicaid denial rate
- High rate of cancer





NORTH SLOPE BOROUGH AREA OF INFLUENCE

The North Slope Borough's Area of Influence includes all the area within the borough boundaries. It is a compilation of all the village areas of influence (shown in Map 5) as well as areas outside of the borough boundary, such as Hanna Shoal, Ambler Mining District, and offshore oil and gas leases. Activities in these areas impact, or influence, residents of the North Slope. While the North Slope Borough may not have direct control over the activities in these areas, the borough seeks involvement in planning and development to ensure both borough and regional impacts are considered.

The North Slope Borough Area of Influence is illustrated in Map 3.

COMPREHENSIVE PLAN SCOPE

After extensive collaboration with the North Slope Borough administration, directors, and deputy directors as well as village and regional leaders, 13 goals have been developed that provide the overall direction for the plan's implementation. Objectives for each of these goals and associated strategies are included in Chapter 16.

North Slope Borough Comprehensive Plan Goals

- Goal 1: Cooperate with landowners and land managers to update land use regulations consistent with village priorities.**
- Goal 2: Maximize opportunities by encouraging self-determination.**
- Goal 3: Develop a housing program to address dilapidated infrastructure and housing shortage.**
- Goal 4: Improve transportation between North Slope communities**
- Goal 5: Protect the Iñupiaq language and subsistence culture.**
- Goal 6: Develop strong, resilient local, and regional economies.**
- Goal 7: Provide essential public infrastructure and services.**
- Goal 8: Partner and collaborate with Industry for the benefit of borough residents.**
- Goal 9: Attain energy independence and energy security.**
- Goal 10: Protect our environment.**
- Goal 11: Increase education and employment opportunities for all residents.**
- Goal 12: Improve and consolidate social services.**
- Goal 13: Ensure government efficiency and accountability.**





This Plan is designed so that readers may focus on a specific section(s) of interest without having to read the plan in its entirety. Chapters 4 through 15 provide introductory material and a context for the goals, objectives, and strategies, which are included in Chapter 16 along with a discussion of plan implementation. The references at the end of the plan identify studies, reports, and other sources of information used in developing this plan. The 16 chapters of the plan and appendices are organized as follows:

- **Chapter 1: History, Culture, and Government.** This chapter provides background for the plan, including an overview of the region’s history, culture, and management authority.
- **Chapter 2: Comprehensive Planning Background.** Chapter 2 includes the purpose and history of planning in the North Slope, including a discussion of recently developed village comprehensive plans. The chapter also includes information on the public involvement for this plan.
- **Chapter 3: Vision 2039.** The vision statement provides the foundation for this plan and is found in Chapter 3.
- **Chapter 4: Population.** Chapter 4 provides an overview of the North Slope Borough population, including historical counts, reasons for population increases or decreases, and low and high population projections.
- **Chapter 5: Natural Environment.** A discussion of the North Slope geography, climate, vegetation, and wildlife are the focus of this chapter.
- **Chapter 6: Subsistence.** This chapter on subsistence includes maps on each community’s area of influence as well as the borough area of influence. It also includes a discussion on the importance of subsistence activities to the residents other North Slope, along with subsistence vulnerabilities and subsistence management.
- **Chapter 7: Public Facilities.** This chapter provides an overview of the North Slope Borough capital program as well as information on the services that the borough provides to its residents.
- **Chapter 8: Service Area 10.** This chapter provides details on services and facilities provided to the oil industry in the Prudhoe Bay region.
- **Chapter 9: Transportation.** The transportation chapter examines the modes of transportation in the North Slope, including air, surface, and marine.
- **Chapter 10: Energy.** The chapter on energy provides a discussion on increasing energy efficiency as well as an overview of alternative energy sources in the region





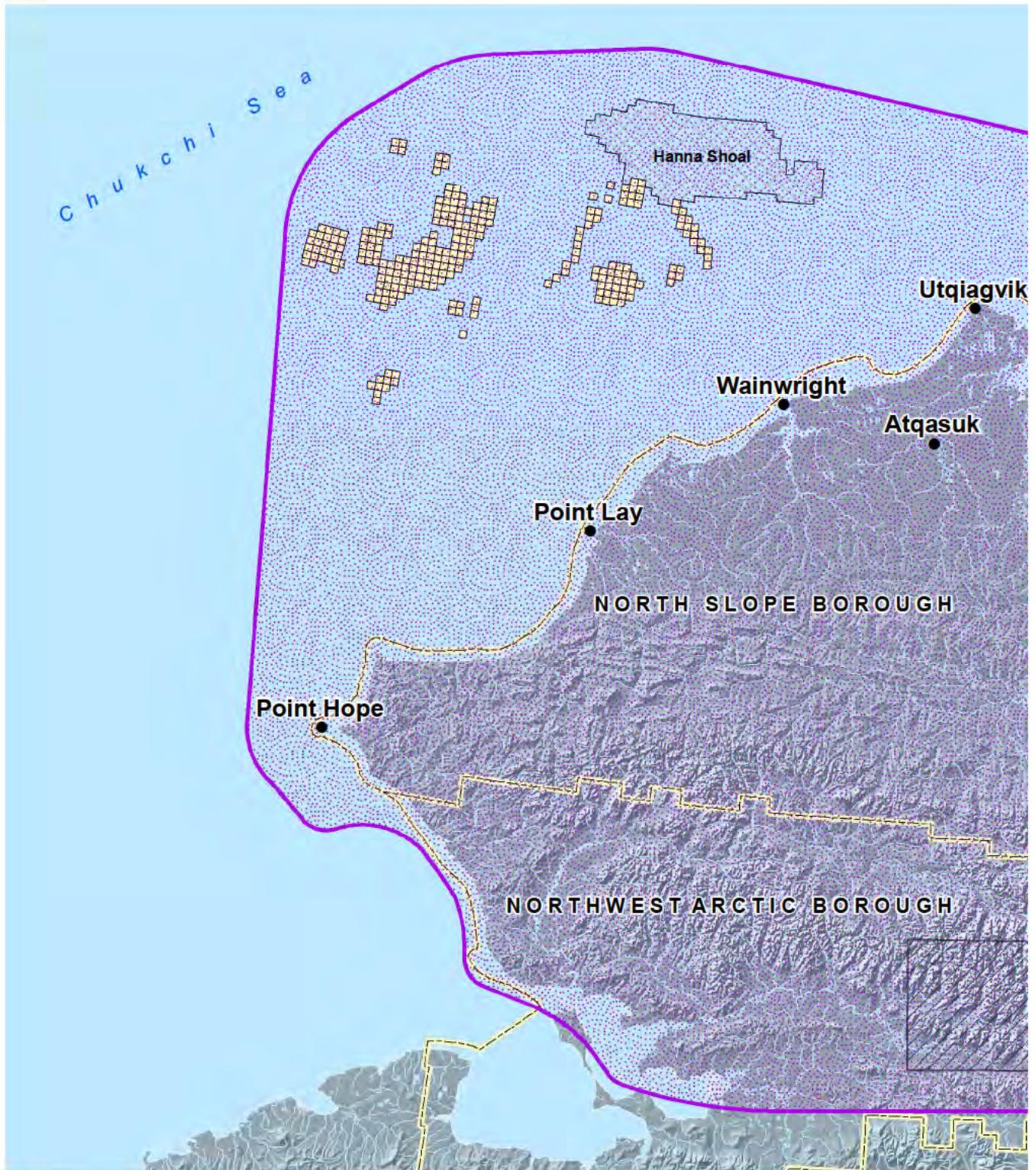
- **Chapter 11: Housing.** This chapter contains housing background information and projected housing needs over twenty year planning horizon.
- **Chapter 12: Education.** The education chapter contains information on student reenrollment, the cultural learning framework used by the North Slope Borough School District, higher education available through Iñisaḡvik College, and future education facility needs.
- **Chapter 13: Economy and Economic Development.** Chapter 13 contains a discussion of the economy of the North Slope, cost of living, economic opportunities, and oil and gas development.
- **Chapter 14: Health and Safety.** This chapter includes an overview of health, emergency services, natural disaster preparedness, contaminated sites, and spill response.
- **Chapter 15: Land Use and Land Management.** Municipal entitlements, zoning and other land use regulations, land management and other planning efforts, and current and future land use are provided in this chapter.
- **Chapter 16: Goals, Objectives, and Strategies.** This concluding chapter contains both the goals, objectives, and strategies for implementing this plan as well as a discussion on updating and future plan revisions.
- **Appendices.** The appendices provide additional information that may be useful to some readers, including details of public facilities by village, adaptation strategies for climate change impacts, the NSB Planning Commission resolution of plan support, and the NSB Assembly ordinance adopting this plan.





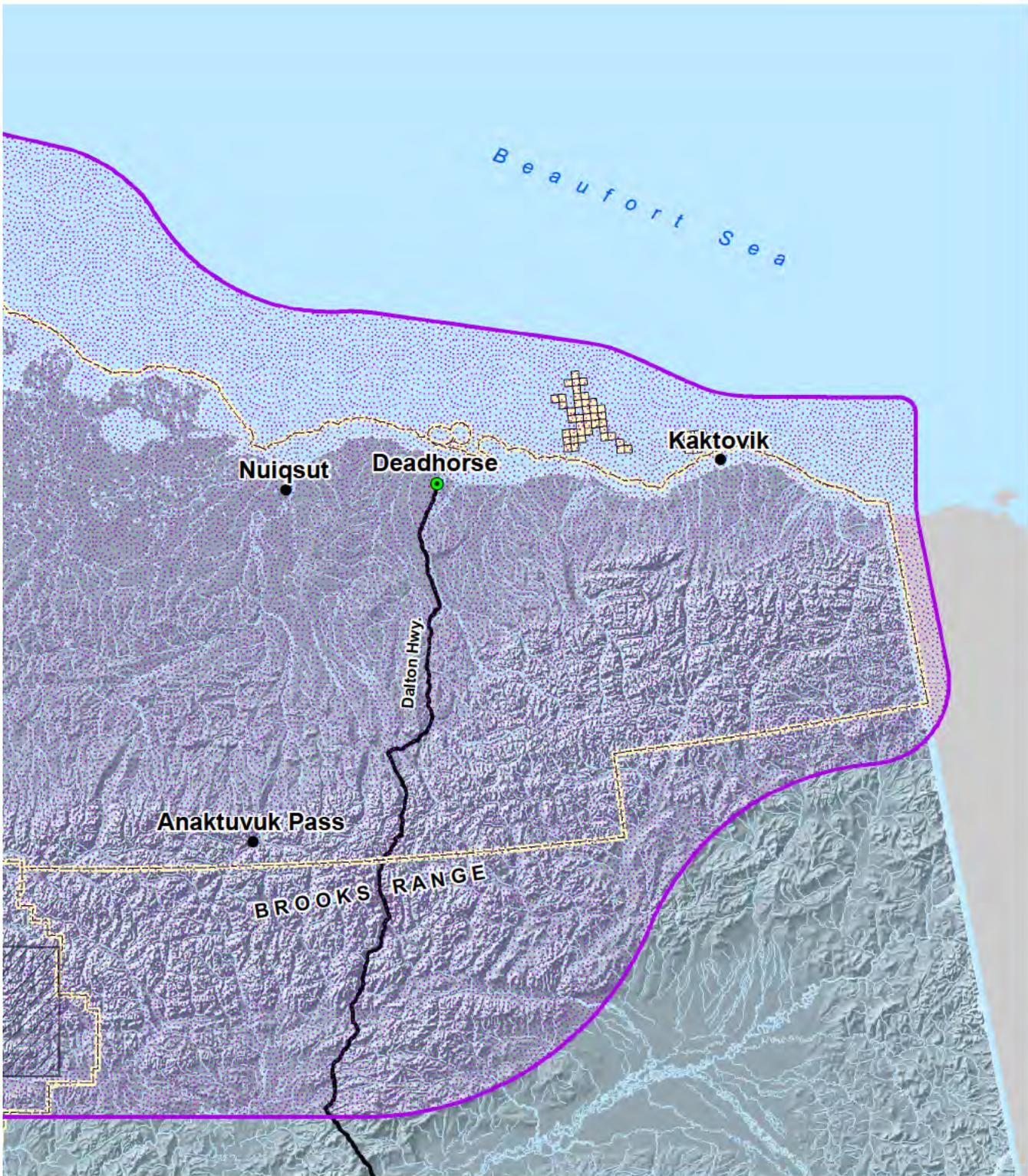
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**North Slope Borough
Area of Influence – Map 3**





- | | | |
|---------------------------------------|------------------------|-------------------|
| Borough Boundaries | Offshore Oil Leases | NSB Communities |
| North Slope Borough Area Of Influence | Ambler Mining District | Industrial Center |
| Hanna Shoal | | |

