

2009

## Fairbanks North Star Borough

### Comprehensive Economic Development Strategy

The preparation of this strategy was financed in part by funds received from the State Department of Commerce, Community and Economic Development, Division of Community and Business Development and the Alaska Industrial Development and Export Authority.



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## CHAPTER ONE: INTRODUCTION

This Comprehensive Economic Development Strategy (CEDS) represents the community's economic development vision, and is adopted into the FNSB's long term Comprehensive Land Use Plan. The Goals, Objectives, Strategies, and Actions contained in the CEDS are the means to realizing this vision. From agriculture and mining to technology and cold climate research, these strategies reflect the diversity of the FNSB's economy.

### The Fairbanks North Star Borough Economic Development Commission

The FNSB Economic Development Commission is tasked with developing and maintaining the community's CEDS. The FNSB Mayor serves as the commission's chair and appoints six voting commission members, the FNSB Assembly Presiding Officer appoints the remaining two voting members.

#### Members of the 2009-10 FNSB Economic Development Commission:

##### Chair:

<u>Name:</u>	<u>Ethnicity</u>	<u>Sex</u>	<u>Representing</u>	<u>Term</u>
Mayor Jim Whitaker	White	M	FNSB Local Government	(12/09)

##### Appointed by the Mayor:

<u>Name:</u>	<u>Ethnicity</u>	<u>Sex</u>	<u>Representing</u>	<u>Term</u>
Mayor Terry Strle	White	F	City of Fairbanks Local Government Non-profit	(12/11)
Jeff Jacobson	White	M	City of North Pole Local Government Education	(12/10)
Dean Westlake	Alaska Native	M	Nana Corporation, Economic Development	(12/09)
Daniel S. Osborn	White	M	Doyon Ltd. Alaska Native for Profit	(12/09)
Paul Robinson	White	M	Robinson and Associates Small business, finance	(12/11)
John C. Poole	White	M	University of Alaska Education	(12/10)

Appointed by the Presiding Officer:

<u>Name:</u>	<u>Ethnicity</u>	<u>Sex</u>	<u>Representing</u>	<u>Term</u>
Tammie Wilson	White	F	FNSB Assembly/non-profit	(12/09)
Tim Beck	White	M	FNSB Assembly/Transportation	(12/09)

## **CEDS Development Process**

In June of 1999, over 300 Fairbanks North Star Borough (FNSB) residents attended an Economic Summit focused on developing an economic development vision for the FNSB; a vision that would serve as the foundation for the CEDS. Special care was taken to include all segments of the FNSB community.

The summit participants developed most of the Goals, Objectives, and Strategies contained in the current CEDS. The seventeen members of the FNSB Economic Development Commission (EDC) refined and expanded these Goals, Objectives, and Strategies, incorporating them into the current CEDS document. This document was considered and recommended by the FNSB Planning Commission and, in 2001, approved by the Fairbanks North Star Borough Assembly.

To ensure the CEDS' Goals, Objectives, and Strategies remained relevant, and to identify new opportunities for economic development, in 2004 the FNSB's Alaska Regional Development Organization (ARDOR) updated the 2001 CEDS. This process involved surveying local community and business leaders, community groups and economic development oriented organizations. Additional input was gathered from the Fairbanks' Interior Issues Council committees on Future Economy, Cost of Energy, Land Use Planning, Workforce Development and Health Care. This survey sought to capture the community's vision for its economic development future, and the inputs have been incorporated into the 2008 CEDS.

In February 2005, the FNSB EDC reviewed and approved the proposed CEDS. This was followed by a public comment period. During this time, the FNSB ARDOR made a series of public presentations to FNSB community, economic development and business groups. In total, over 100 members of the FNSB community commented on the proposed CEDS.

Upon completion of the public comment process, the FNSB ARDOR incorporated the comments into the final draft of the CEDS, which was then presented to the FNSB Planning Commission at a public hearing. On May 3, 2005 the FNSB Planning Commission recommended that the FNSB Assembly adopt the proposed CEDS, as amended.

On June 16, 2005 the FNSB Assembly adopted the CEDS into Chapter Two of the FNSB Comprehensive Land Use Plan. Following adoption of the CEDS, the FNSB ARDOR provided the 2005 CEDS to the Federal Economic Development Administration (EDA) for their review. The EDA approved the CEDS November 29, 2005.

In 2006, 2007, and 2008 the FNSB ARDOR conducted its annual review of the CEDS with the FNSB Economic Development Commission, Planning Commission, and Assembly. The FNSB Economic Development Commission recommended major additions and re-organizations. Minor changes were recommended by the Planning Commission and Assembly. In 2009 the Economic Development Commission reviewed the document and recommended no changes. The Economic Development Commission will be rigorously updating the CEDS 2010.

### **Integrating the CEDS into the Alaska State and other Economic Development programs.**

The CEDS is regularly referred to by the Fairbanks Economic Development Corporation (FEDC), the Fairbanks North Star Borough Economic Development Commission, and other local community and economic development organizations as they develop their work plans and consider development projects. The CEDS is incorporated into the Fairbanks North Star Borough Regional Comprehensive Plan as its economic development implementation strategy. The Planning Commission and Fairbanks North Star Borough Assembly refer to the CEDS for guidance in their respective community and economic development decision making processes. The state of Alaska considers the CEDS to be a statement of support for community and economic development projects being considered by community and economic development organizations within the Fairbanks North Star Borough.

## CHAPTER TWO – VISION, GOALS, OBJECTIVES AND STRATEGIES

### VISION

To improve the quality of life and the standard of living of the residents of the Fairbanks North Star Borough (FNSB) by developing goals, establishing objectives and implementing strategies that sustain, enhance or increase economic and social opportunities for the individuals in the region.

### GOALS, OBJECTIVES AND STRATEGIES

**GOAL I – Community Development – To support organizations, businesses, individuals and governing bodies that enhance the quality of life and sense of place.**

**Objective 1.1– Infrastructure Development – Support the development, maintenance and improvement of public and private infrastructure necessary for sustainable, diverse, economic and community development for the region.**

*Strategy 1.1.A – Support the design, construction and maintenance of trail, road, rail and air transportation systems that improves access to the region.*

Action 1.1.A.41 – Support the funding and completion of the Statewide Transportation Improvement Program (STIP) projects that improve transportation in and around the FNSB.

Action 1.1.A.2 – Support the Fairbanks Metropolitan Area Transportation System (FMATS) / Metropolitan Planning Organization (MPO) and the Transportation Improvement Program (TIP).

Action 1.1.A.3 – Support development and maintenance of interconnected, mass transit, para-transit, and coordinated transportation systems.

Action 1.1.A.4 – Support retention of Alaska Railroad Depot in the existing location.

Action 1.1.A. 4– Support dedication, development, and maintenance of a borough-wide, interconnected, multiuse, trails system connecting to other areas in the Interior of Alaska.

Action 1.1.A.5 – Support development of a communitywide wayfinding system which connects signage and information to facilitate ease of travel for visitors and new residents around borough.

Action 1.1.A.6 – Expand and improve local road and streets.

*Strategy 1.1.B – Use the Fairbanks International Airport as a marketing resource to maximize its economic impact on the FNSB economy.*

*Strategy 1.1.C – Support development of commercialization infrastructure that facilitates technology transfer.*

*Strategy 1.1.D– Identify and reserve right-of-ways that provide access to natural and mineral resources in the Interior and Northern regions.*

*Strategy 1.1.E– Encourage the development of transportation routes and energy and communication systems that improve the ability of FNSB businesses to market and distribute goods, services and passengers to markets in Canada and the “Lower 48.”*

Action 1.1.E.1 – Promote establishment of National Scenic Byways and All-American Roads in the Interior.

*Strategy 1.1.F – Support the borough wide expansion of safe water, sewer, power, communications and other utilities.*

Action 1.F.6 – Support state grants that extend utilities throughout the FNSB.

*Strategy 1.1.G – Prepare for anticipated population fluctuations due to military or industrial activity.*

Action 1.1.G.1 – Support development of quality affordable housing for permanent and transient workforce.

*Strategy 1.1.H – Support planning principles that minimize urban sprawl and revitalize urban areas.*

*Strategy 1.1.I – Support transportation infrastructure improvements that improve access to the Fairbanks City Center.*

*Strategy 1.1.J – Identify and promote commercial advantages of the established Foreign Trade Zones at the Fairbanks International Airport and its sub-zones.*

*Strategy 1.1.K – Encourage continued efforts to locate heavy industrial activities in the appropriately zoned areas.*

Action 1.1.K.1 – Target Van Horn and other designated Industrial areas for industrial development.

Action 1.1.K.2 – Promote relocation of the railroad industrial yard.

**Objective 1.2 – Quality of Life Improvements – Support quality in health care, education, public safety, beautification, government and culture that would improve the individual and community quality of life in the FNSB.**

*Strategy 1.2.A – Become recognized as the arts and culture center of Alaska by developing a healthy, diverse, multicultural, and economically successful arts community.*

*Strategy 1.2.B – Promote the development and maintenance of community and cultural centers and themes that enhance the FNSB’s sense of place.*

Action 1.2.B.1 – Support Chena Riverbend development project.

Action 1.2.B.2 – Support theme city development in North Pole.

Action 1.2.B.3 – Support development and construction of a community center in North Pole.

Action 1.2.B.4 – Actively support construction and operation of a Fish Hatchery in the FNSB.

Action 1.2.B.5 – Support renovation of the Alaska Centennial Center for the Arts.

Action 1.2.B.6 – Support implementation of “Vision Fairbanks” plan to revitalize downtown Fairbanks.

Action 1.2.B.7 – Develop a world-class river walk connecting the city center and Pioneer Park.

Action 1.2.B.8 – Support the South Davis Park Project.

Action 1.2.B.9 – Support design and construction of interpretive science centers.

*Strategy 1.2.C – Promote winter accessibility and safety.*

Action 1.2.C.1 – Encourage building safe road crossings.

*Strategy 1.2.D – Support the development, or renovation, of an indoor, outdoor and dual-season performance or event facility.*

*Strategy 1.2.E – Encourage physical and mental health care delivery that maintain and improve existing staff, facilities, and equipment, or add new facilities to provide quality care to residents of Interior and Northern Alaska.*

Action 1.2.E.1 – Support development of a comprehensive cardiology center.

Action 1.2.E.2 – Advocate for consideration of constructing Tanana Chief Conference’s regional hospital in the FNSB.

Action 1.2.E.3 – Support development of elder care facilities and senior campuses in the FNSB.

*Strategy 1.2.F – Encourage the streamlining of government functions.*

*Strategy 1.2.G – Support development and ongoing maintenance of beautification efforts in the FNSB.*

*Strategy 1.2.H – Ensure education systems for children and adults include arts, physical fitness, and creativity as an essential component.*

*Strategy 1.2.I – Encourage provision of goods and services that will encourage people to remain in the Fairbanks North Star Borough.*

Action 1.2.I.1 – Support implementation of recommendations from Sr. Quality of Life assessment.

Action 1.2.I.2 – Support quality of life assessments of youth and pre-school children.

*Strategy 1.2.J – Strengthen community partnerships with University of Alaska Fairbanks.*

Action 1.2.J.1 – Survey faculty, staff and students to identify ongoing efforts and future opportunities to expand community engagement.

Action 1.2.J.2 – Support implementation of UAF Vision 2017 Community Engagement and Economic Development Vision Task Force recommendations.

*Strategy 1.2.K – Support development of a strategic plan to eradicate racism in the Fairbanks North Star Borough.*

**Objective 1.3 – Capacity Building – Assist local government and community organizations to develop leadership skills and the ability to successfully carry out economic and community development activities.**

*Strategy 1.3.A – Encourage the involvement of youth in all aspects of the community, including government, business, education, arts and cross-cultural exchanges.*

*Strategy 1.3.B – Support life skills, work ethics, arts, business, entrepreneurial and motivation skills in school curricula.*

*Strategy 1.3.C – Encourage and promote the identification and development of potential leaders in the community.*

**Objective 1.4 – Recreation – Support the development, maintenance and improvement of public and private recreational facilities and programs.**

*Strategy 1.4.A – Support the development and construction of year-round recreational facilities and opportunities consistent with and to capitalize upon local climatic conditions.*

Action 1.4.A.1 – Support construction of Tanana Lakes Project.

Action 1.4.A.2 – Support development of permanent Ice Park at Tanana Lakes.

Action 1.4.A.3 – Support construction and operation of year round indoor athletic facilities.

*Strategy 1.4.B – Continue to support development of recreational facilities used jointly by the military, other government agencies and private entities.*

*Strategy 1.4.C – Develop the FNSB as a year round sport and recreation destination center, including sled dog sports, alpine and cross country skiing, snow machining, ice carving, mountain biking, hiking, rock climbing and other recreational opportunities.*

*Strategy 1.4.D – Support the hosting of scholastic and athletic competition at all levels.*

**GOAL II – Environmental Enhancement – To sustain and improve the quality of the region’s natural environment by being wise stewards of resources and habitat.**

**Objective 2.1 – Sustainability – Support public and private efforts to foster a healthy and sustainable community.**

*Strategy 2.1.A – Continue to support area wide waste management.*

Action 2.1.A.1 – Support development of cost-effective recycling programs.

Action 2.1.A.2 – Support safe handling and disposal of waste and hazardous materials.

*Strategy 2.1.B – Support public and private efforts to provide safe water to all residents of the FNSB.*

*Strategy 2.1.C – Improve both air and water quality in the borough by advancing and supporting development and implementation of all technologies that are beneficial for our climate and locale.*

*Strategy 2.1.D – Encourage the use of sustainable design and business practices.*

Action 2.1.D.1 – Promote education of the business community on benefits of sustainable business practices.

Action 2.1.D.2 – Support development and implementation of a strategic plan to make the FNSB a sustainable community.

Action 2.1.D.3 – Become a world leader in developing and implementing sustainable building design practices.

**GOAL III – Economic Development – To support those organizations, businesses, individuals and governing bodies that promote quality job creation and economic development in Interior and Northern Alaska.**

**Objective 3.1 – Natural Resource Development – Support those organizations, businesses, individuals and governing bodies that promote development of Interior and Northern Alaska’s natural resources.**

*Strategy 3.1.A – Actively support oil and gas development in Interior and Northern Alaska.*

Action 3.1.A.1 – Encourage increased production from the Alaska North Slope.

Action 3.1.A.2 – Support opening the 1002 area of Alaska National Wildlife Reserve.

Action 3.1.A.3 – Support development of Northern Petroleum Reserve Alaska.

Action 3.1.A.4 – Support Nenana Basin gas development.

*Strategy 3.1.B – Actively support mineral development in Interior and Northern Alaska.*

Action 3.1.B.1 – Support further expansion and development of Alaska’s mineral industries.

Action 3.1.B.2 – Support continuing airborne and field geological and geophysical surveys by the State.

Action 3.1.B.3 – Actively support development of the Pogo mine.

Action 3.1.B.4 – Support continuing research to determine if development of each mine is environmentally responsible.

*Strategy 3.1.C – Support the accelerated transfer of Federal land to the State of Alaska, Native Corporations and the FNSB.*

**Objective 3.2 – Military Development – Support and promote the growth of military installations in Interior Alaska.**

*Strategy 3.2.A – Actively support needed infrastructure development for Ft. Wainwright and Eielson to meet training and personnel mission needs.*

*Strategy 3.2.B – Actively support military and civilian activities that would increase training exercises in the Interior.*

*Strategy 3.2.C – Actively support increased military cold weather and weapons research in the Interior.*

*Strategy 3.2.D – Actively support the missions of Fort Wainwright, Eielson Air Force Base, Fort Greely and Clear Air Force Station and retention of these military activities.*

Action 3.2.D.1 – Continue to support deployment of the National Missile Defense System at Fort Greely with support facilities at Eielson Air Force Base, and Fort Wainwright.

Action 3.2.D.2 – Continue to work with military leadership in preparing civilian and military communities in preparation for, and during, deployment.

Action 3.2.D.3 – Support study of land trades for possible expansion of Fort Wainwright.

*Strategy 3.2.E – Encourage military population stability at Ft. Wainwright and Eielson.*

Action 3.2.E.1 – Support retention of military dependents during deployments.

**Objective 3.3 – Technology and Research Development – Support organizations, businesses, individuals and governing bodies that promote the growth of technology and research in Interior Alaska.**

*Strategy 3.3.A – Actively support UAF efforts to increase their research contracts and grants.*

Action 3.3.A.1 – Support state and federal investment in UAF research and required facilities.

Action 3.3.A.2 – Support the continued growth of the University of the Arctic.

*Strategy 3.3.B – Promote FNSB as a desirable location for high technology operations that utilize FNSB’s intellectual resources, skills and workforce.*

Action 3.3.B.1 – Continue to invest in reliable energy, and communications infrastructure.

*Strategy 3.3.C – Identify and promote logistical, environmental and other advantages of the FNSB to attract technology-related industries.*

*Strategy 3.3.D – Support public and private research organizations that utilize the Interior Alaska environment for research and product development.*

Action 3.3.D.1 – Support development of cold climate research & test facilities.

Action 3.3.D.2 – Promote establishment of a technology accelerator to aid and assist technology transfer.

Action 3.3.D.3 – Develop a research park and other commercialization infrastructure to attract private industry investors to the region.

Action 3.3.D.4 – Promote community access to venture capital.

*Strategy 3.3.E – Support provision of economic research and analysis that accurately measures the FNSB economy.*

Action 3.3.E.1 – Support regular analysis of the Fairbanks North Star Borough regional economy.

*Strategy 3.3.F – Support development of highly effective technology transfer at UAF.*

Action 3.3.F.1 – Promote commercialization of research and intellectual property from UAF or other Alaskan research institutions.

**Objective 3.4 – FNSB as a Regional Center – Continue to promote and improve the FNSB as the regional strategic, social, educational, economic, and health hub.**

*Strategy 3.4.A – Encourage air carriers to use the Fairbanks International Airport as hub for cargo and passenger service to Interior, Northern and Western Alaska.*

Action 3.4.A.1 – Encourage intrastate, interstate and international air service and aviation operators to service the Fairbanks International Airport on a daily basis.

Action 3.4.A.2 – Support efforts to develop and sustain international and competitive domestic air service and schedules, especially in activities targeting Pacific Northwest and German-speaking Europe, Japan, Taiwan and Korea

*Strategy 3.4.B – Develop the FNSB as the Northern and Interior marketplace.*

Action 3.4.B.1 – Develop social and business relationships with Interior and Northern region communities.

Action 3.4.B.2 – Educate local businesses about marketing and shipping to Interior and Northern region communities.

Action 3.4.B.3 – Encourage Fairbanks businesses to consider rural customers as an important economic opportunity and to participate in rural marketing and trade missions to targeted locations.

Action 3.4.B.4 – Support efforts to develop rural tourism through the Morris Thompson Cultural and Visitors Center.

*Strategy 3.4.C – Develop Fairbanks as the Interior’s health care hub.*

**Objective 3.5 – Agriculture – Promote the growth of agricultural industry in Interior Alaska and identify domestic and foreign markets for raw and value-added products.**

*Strategy 3.5.A – Support the development of a Market to enable local and rural producers and manufacturers to market their goods and services more effectively.*

Action 3.5.A.1 – Support development of a clearing house where local producers can easily sell their product.

*Strategy 3.5.B – Advocate and promote research to develop more profitable crops and manage invasive species for Interior Alaska.*

*Strategy 3.5.C – Encourage the development and expansion of commercial and truck farming by promoting an increase both in agricultural lands and in available experienced farmers.*

Action 3.5.C.1 – Encourage people to grow or buy locally produced meat and produce.

*Strategy 3.5.D – Encourage the involvement of the commercial farming community in all major infrastructure projects within the borough, to ensure that consideration is given to the needs of commercial agriculture infrastructure.*

*Strategy 3.5.E – Encourage adding value to all resource extraction activities.*

Action 3.5.E.1 – Actively support expansion of the value-added, forest products industry in Interior Alaska.

*Strategy 3.5.F – Support responsible forestry development in Interior and Northern Alaska.*

Action 3.5.F.1 – Support timber surveys.

Action 3.5.F.2 – Support non-timber forest product surveys.

*Strategy 3.5.G – Support development of an agriculture cooperative.*

**Objective 3.6 – Visitor Industry Development – Contribute to the economic well-being of the FNSB by developing and enhancing visitor attractions and marketing to potential visitors.**

*Strategy 3.6.A – Support activities that enhance and increase the visitor industry in the FNSB.*

Action 3.6.A.1 – Support the development of the Morris Thompson Cultural and Visitors Center.

Action 3.6.A.2 – Support continued investment that promotes regional visitor industry.

Action 3.6.A.3 – Actively support increased access to Denali National Park from Fairbanks.

Action 3.6.A.4 – Support development of the Richardson Highway and Wrangell St. Elias Park as Alaska’s Adventure Corridor.

Action 3.6.A.5 – Support WEIO, Ice Alaska, Alaska International Senior Games, and other unique Alaskan events.

Action 3.6.A.6 – Support meetings and conventions that position Fairbanks as a hub for the region and a leader in the state.

Action 3.6.A.7 – Encourage development of an expanded winter schedule for passenger traffic.

Action 3.6.A.8 – Support winter activities or events that lead to increased winter tourism.

Action 3.6.A.9 – Encourage pride in the community through litter pickup and snow removal.

**Objective 3.7 – Business Development – Support and retain existing businesses and encourage the expansion and the development of new businesses.**

*Strategy 3.7.A – Encourage and support research to improve business opportunities in the FNSB.*

*Strategy 3.7.B – Encourage the privatization of appropriate government services.*

*Strategy 3.7.C – Identify and develop sources of public and private capital for the development and expansion of businesses in the FNSB.*

Action 3.7.C.1 – Develop and utilize economic incentive tools.

*Strategy 3.7.D – Develop community of entrepreneurs.*

Action 3.7.D.1 – Educate local businesses about opportunities and how to develop them.

*Strategy 3.7.E – Support development and implementation of plan to provide sufficient affordable day care.*

**GOAL IV – Enabling Infrastructure – Ensure that the core infrastructure (energy, transportation, workforce) is healthy for the foreseeable future.**

**Objective 4.1 – Stabilize and reduce cost of energy to the Interior.**

*Strategy 4.1.A – Support the development of low cost, alternative, or renewable energy and power generation including the distribution of same to all areas of the FNSB.*

Action 4.1.A.1 – Support geothermal energy production at Chena Hot Springs.

Action 4.1.A.2 – Pursue initiative to convert electric power generation from fossil fuels to renewable energy sources.

Action 4.1.A.3 – Support the Alaska Sustainable Energy Center.

Action 4.1.A.4 – Support the UAF Alaska Center for Energy and Power.

Action 4.1.A.5 – Support implementation and continuation of FNSB Regional Energy Flex Plan.

Action 4.1.A.6 – Support provision of a direct source of natural gas for the Interior.

Action 4.1.A.7 – Support Interior Alaska bio-mass/coal-to-liquids project.

*Strategy 4.1.B – Encourage expansion and development of local refinery capabilities for clean fuels and value-added products from oil and gas resources.*

Action 4.1.B.1 – Support the continued operation of Flint Hills refinery in Fairbanks.

Action 4.1.B.2 – Support Flint Hills in discussions with State to reduce tariff.

*Strategy 4.1.C -Support research and development into renewable and new alternative energy technology.*

Action 4.1.C.1 – Support efforts to use waste as a resource.

*Strategy 4.1.D – Actively support construction of a natural gas pipeline through the Interior, with particular emphasis on assuring maximum benefit to Alaska’s communities and location of construction, operation, and regulatory headquarters in Fairbanks.*

Action 4.1.D.1 – Support a natural gas business park.

Action 4.1.D.2 – Advocate for consideration of take-off ports at the Yukon River, Fairbanks, Delta and other Interior and Northern locations that support economic development in the Interior and Northern regions.

Action 4.1.D.3 – Advocate for responsible development of petrochemical industry in the FNSB.

Action 4.1.D.4 – Support the development of a natural gas pipeline that would reduce the cost of energy for transportation, space heating and electric power in Interior Alaska.

**Objective 4.2– Infrastructure Development – Support the development, maintenance and improvement of core public and private transportation infrastructure.**

*Strategy 4.2.A – Support the design, construction and maintenance of core road, rail and air transportation systems that improves access to the region.*

Action 4.2.A.1 – Support the implementation of the Fairbanks International Airport Master Plan, including, but not limited to, taxiway relocation, runway reconstruction, and cargo apron relocation.

Action 4.2.A.2 – Support construction of a new airport terminal that meets Fairbanks’ future needs as a national and international airport, including customs and immigration.

Action 4.2.A.3 – Support the design, funding and construction of projects, such as track relocation and a new rail yard, that would improve functionality and enhance the role of FNSB as a hub for the Alaska Railroad. Specifically encourage routes between Fairbanks, Ft. Greely, and other economic locations via an alternative route on the flood levee.

*Strategy 4.2.B – Support the development of transportation and communication systems that would strengthen the FNSB as Alaska’s economic development hub.*

*Strategy 4.2.C – Encourage the development of communications and energy infrastructure that would develop the FNSB as a communication and technology center.*

**Objective 4.3 – Workforce Development – Support the development, maintenance and improvement of local workforce necessary for sustainable, diverse, economic and community development for the region.**

*Strategy 4.3.A – Support programs that will train educators, teachers and instructors to ensure the quality of the educational system and preserve all cultural heritages.*

*Strategy 4.3.B – Encourage excellence in K-12 and post-secondary educational systems producing results that exceed state and national averages.*

Action 4.3.B.1 – Promote digital education in K-12 which provides, as per state initiative, computers and connectivity to every student in the FNSB.

*Strategy 4.3.C – Support the expansion and enhancement of the University of Alaska Fairbanks (UAF) and Tanana Valley Campus (TVC), encouraging funding at levels that allow growth, promote excellence, increasing maintenance funding, the addition of new programs, and both programmatic and institutional accreditation.*

Action 4.3.C.1 – Support completion of TVC building rehabilitation.

Action 4.3.C.2 – Support funding for adequate building construction and deferred maintenance at all University of Alaska Fairbanks campuses in the FNSB.

Action 4.3.C.3 – Support funding for Life Science Innovation and Learning Facility and UAF Energy and Engineering Facility.

*Strategy 4.3.D – Promote vocational, technical, and career training opportunities within the FNSB that prepare residents to compete in the global marketplace.*

Action 4.3.D.1 – Support construction and operation of a Pipeline Training Facility in Fairbanks.

*Strategy 4.3.E – Promote School-to-Work and School-to-Apprenticeship programs, and support steps that strengthen apprenticeship programs that prepare our workforce for jobs of the future.*

Action 4.3.E.1 – Train the next generation for construction and industrial trades.

*Strategy 4.3.F – Support FNSB as vocational and career center for Interior and Northern Communities.*

*Strategy 4.3.G – Support the “4-4-5” program to add or improve 4,000 jobs over the next four years that pay \$50,000 or more per year.*

## Appendix A: Definitions

*Sustainability* is a characteristic of a process or state that can be maintained at a certain level indefinitely (*Wikipedia*, July 23, 2008).

*Sustainable development* – “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Commission Report, *Our Common Future*, 1987).

*Sustainable Communities* are communities that “focus on long-term integrated systems approaches, healthy communities, and quality of life issues by addressing economic, environmental and social issues.” (B. E. Lachman, *Linking Sustainable Community Activities to Pollution Prevention: A Sourcebook*, 1997.)