

Alaska Community Coastal Protection Project





Strategic Management Plan

Newtok to Mertarvik

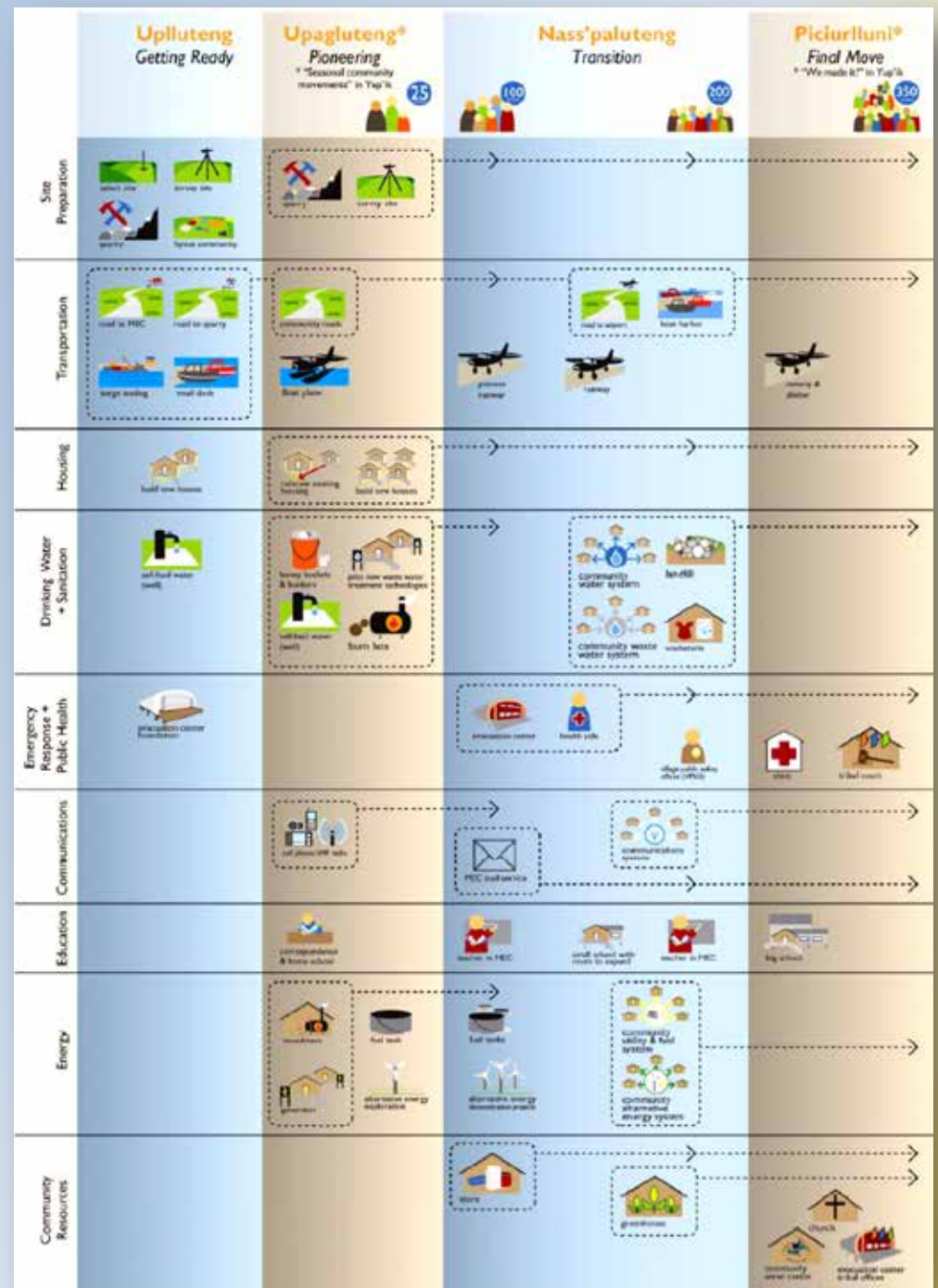
March 2012



**Nunaullemteggun ikayuqulluta tamamta,
assirluta aknirtenritellerkamtenun,
nuggtarllemtenun ciunerikamteni**

*a community that builds together
for the safe and healthy future of Newtok*

- Developed by Newtok Village in coordination with Newtok Planning Group in 2012
- Living document which is guiding relocation effort
- Being updated in 2016 to reflect current conditions



Objective:

To increase community resilience to the impacts of natural hazards.

Essential Components:

- Strong community leadership
- Agency support and collaboration
- Careful, effective planning

Final Product:

A Strategic Management Plan that provides a “blueprint” for how the community and agencies will work together to increase community resilience and implement adaptation actions over the short-term (0-5 years), mid-term (6-10 years) and long-term (11+ years).



Strong Community Leadership

Community grant for full-time Community Coordinator (2 years) to:

- § Represents community at interagency working group meetings
- § Works with project staff, inter-agency group, and planning contractor on resiliency plan
- § Advocates for funding to carry out resiliency plan

*Funding for other community leaders to attend inter-agency meetings

DCRA provides training, technical assistance and other support to Community Coordinator



Agency Support and Collaboration

Organization of interagency working group (state/federal agencies and regional organizations):

Coordinated assistance to community to identify and achieve resilience actions, based on conventional funding channels of agencies

Benefits include:

- § leveraging of resources
- § better coordination of work
- § reduced conflicts in project timelines and construction windows



Careful, Effective Planning

Comprehensive Strategic Management Plan:

- *Projected timelines and costs* associated with projected tasks or activities relocation/shoreline protection and/or other community development activities
- *The sequence of tasks and subtasks* that must take place
- *The entities responsible for specific tasks or activities.* The roles of the stakeholders will be defined and clarified. Opportunities for agency collaboration will be identified
- *The best construction windows* to reduce environmental impacts
- *The resources required*
- *The schedule of activities.* Development of a strategic management schedule for activities will be an important product.

Why Develop a Strategic Management Plan?

- To establish a unified Vision
- To create a framework for future activities
- Communication
- Relationship Building

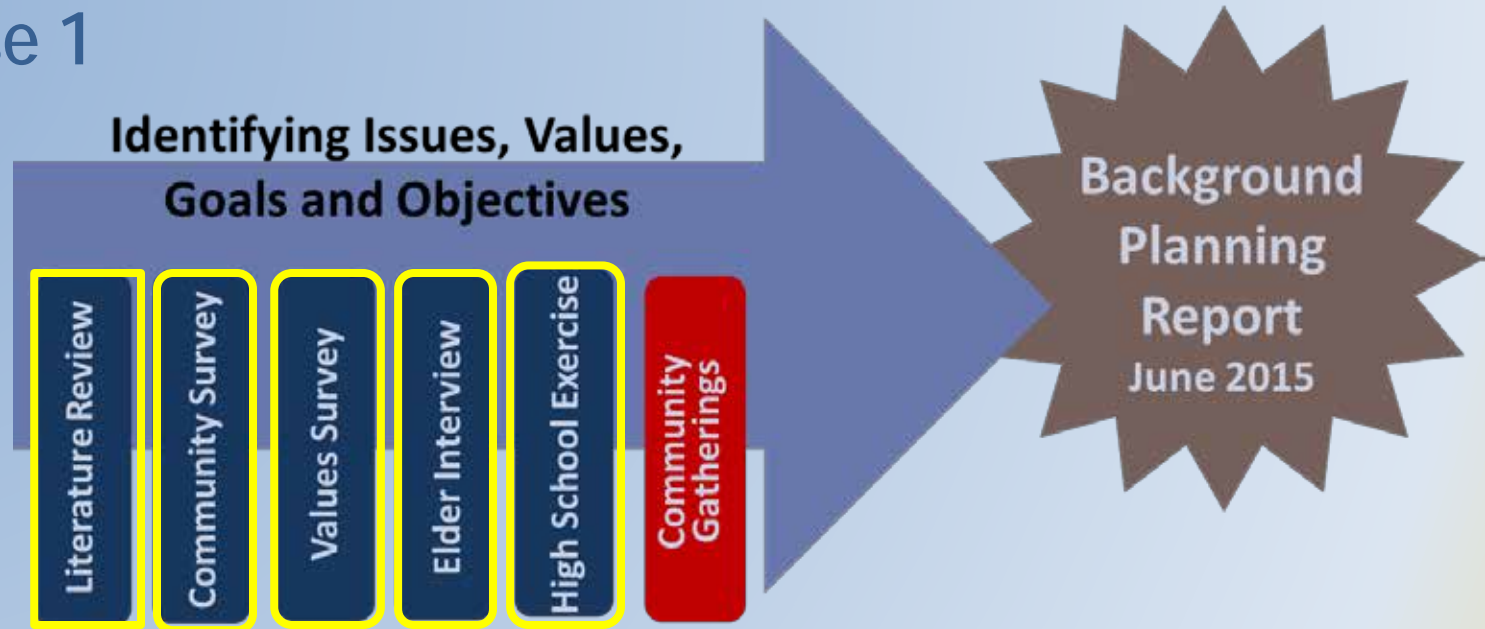


The Process



Working with the community through the community coordinator

Phase 1



- *Community Hazard Issues Survey* to understand what the great concerns are about erosion, flooding, storm surge
- *Community Values Survey* to understand what the key community values which will set priorities for the Strategic Management Plan
- *Interviews with Community Elders* to understand what elders valued the most about the community when they were growing up and what they would like to see for their great-great grandchildren
- *High School Classroom Exercise* to understand what the community youth want their community to be like in the future

Phase 1

Identifying Issues, Values, Goals and Objectives

Literature Review

Community Survey

Values Survey

Elder Interview

High School Exercise

Community Gatherings

Background
Planning
Report
June 2015



Phase 1

Identifying Issues, Values, Goals and Objectives

Literature Review

Community Survey

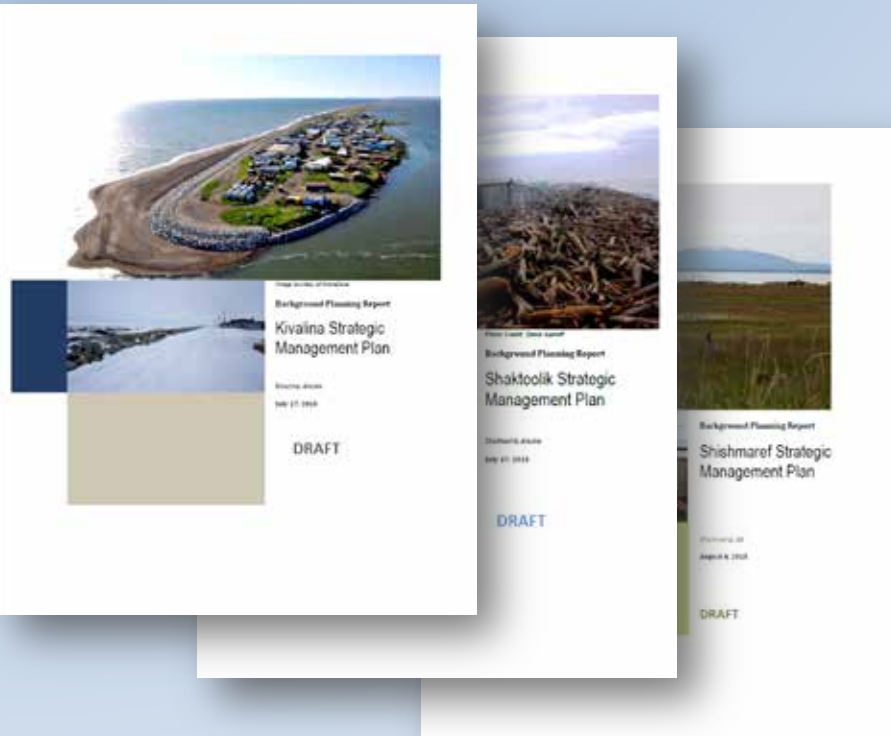
Values Survey

Elder Interview

High School Exercise

Community Gatherings

Background
Planning
Report
June 2015



- Contains results of literature review, previous erosion-related projects, draft Vision Statement and guiding principles, and resilience-related issues
- A living document which will be updated as new information becomes available
- Provides the foundation for the Strategic Management Plan

Guiding Principals

Community direction for the process

Kivalina's Guiding Principals

- Residents must be safe from natural hazards and growing threats of flooding and erosion
- The community needs to be located close to marine subsistence resources
- There must be room for community expansion (enough suitable land for their children and grandchildren to build new homes)
- Basic services must include water, sewer, and solid waste
- An evacuation road needs to be built
- Make decisions openly and as a community
- Include local input in the process
- Protect the natural environment
- Respect our traditional culture
- Use funds wisely
- Develop in a manner that strengthens the community

Shaktoolik's Guiding Principals

- The most important concern is to protect lives during a catastrophic flood event.
- Low-cost approaches that involve local resources and labor will be given priority.
- Opportunities to partner with agencies and organizations will be encouraged.
- A reasonable likelihood exists that the measure can be funded.
- Monitoring impacts from future storms, including flood levels and erosion, will provide important information for future planning efforts.
- Additional guiding principles are:
- Residents must be safe from natural hazards and growing threats of flooding and erosion.
- Continue to be proactive as a community.
- Include local input into the process.
- Protect the natural environment.
- Continue the collaboration between the City Council, IRA Council, and Corporation Board.
- Respect our traditional culture.
- Use funds wisely.
- Develop in a manner that strengthens the community.

Shishmaref's Guiding Principals

- Residents must be safe from natural hazards and growing threats of flooding and erosion
- Respect and honor each person's views and ideas
- Make decisions openly and as a community. Everyone's participation is valuable as each person brings a different insight, perspective, and knowledge
- Include local input in the process
- Protect the natural environment
- Respect our traditional culture
- Use funds wisely
- Develop in a manner that strengthens the community
- Encourage local hire

Phase 2

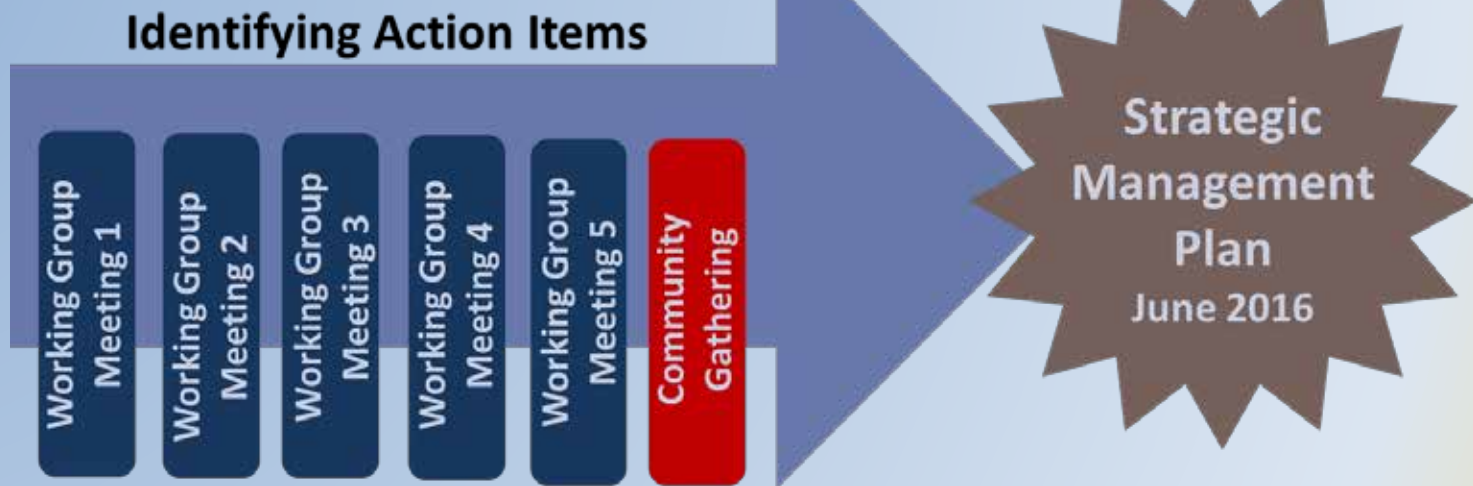
Identifying Action Items



Community Inter-Agency Planning Groups



Phase 2



Community Inter-Agency Planning Groups

- Planning Team
- Community Coordinator
- Local leadership from Tribe, City, ANCSA Village Corporation
- Regional Organizations
 - ANCSA Regional Corporation, Native Non-Profit Regional Organization, Regional Health Organization, Regional Housing Authority ...
- State Agencies
 - DCRA, Village Safe Water, DOT/PF, DHS&EM, Alaska Energy Authority...
- Federal Agencies
 - Corps of Engineers, FEMA, FAA, HUD, EDA, USAD RD ...



Inter-Agency Planning Meetings

- § Distribution of *Draft Background Planning Report* for review and comment
- § Review of issues identified by community
- § Identification of solutions to address community issues
- § Formulation of action items from solutions
- § Identification of *Strategic Focus Areas*



Inter-Agency Planning Meetings

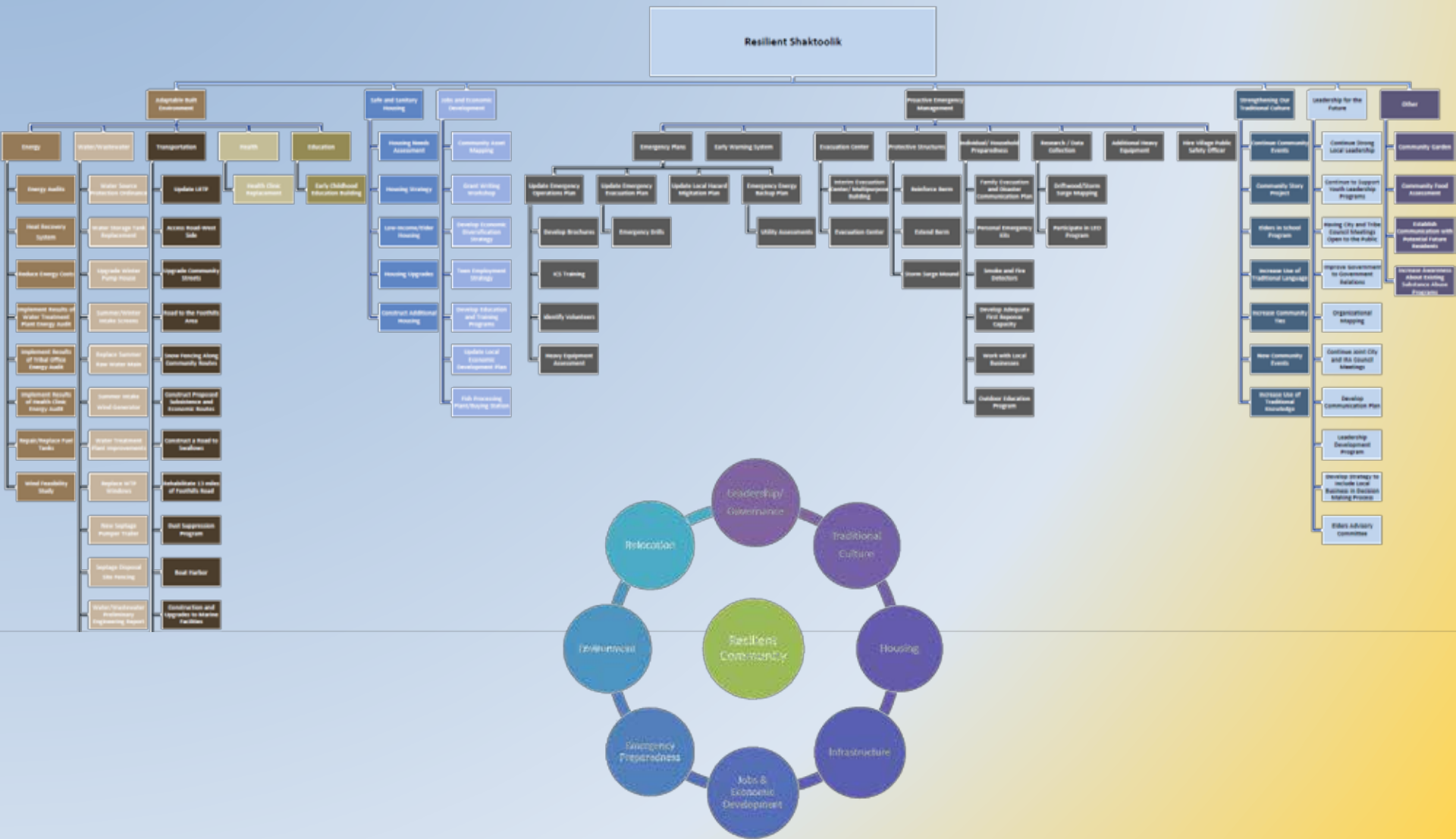
- § Development of *Preliminary Planning Schedule* (short-term, mid-term and long-term actions) based on action items
- § Development of Work Breakdown Structure
- § Development of *Short-Term Action Plan* based on *Strategic Focus Area* priorities



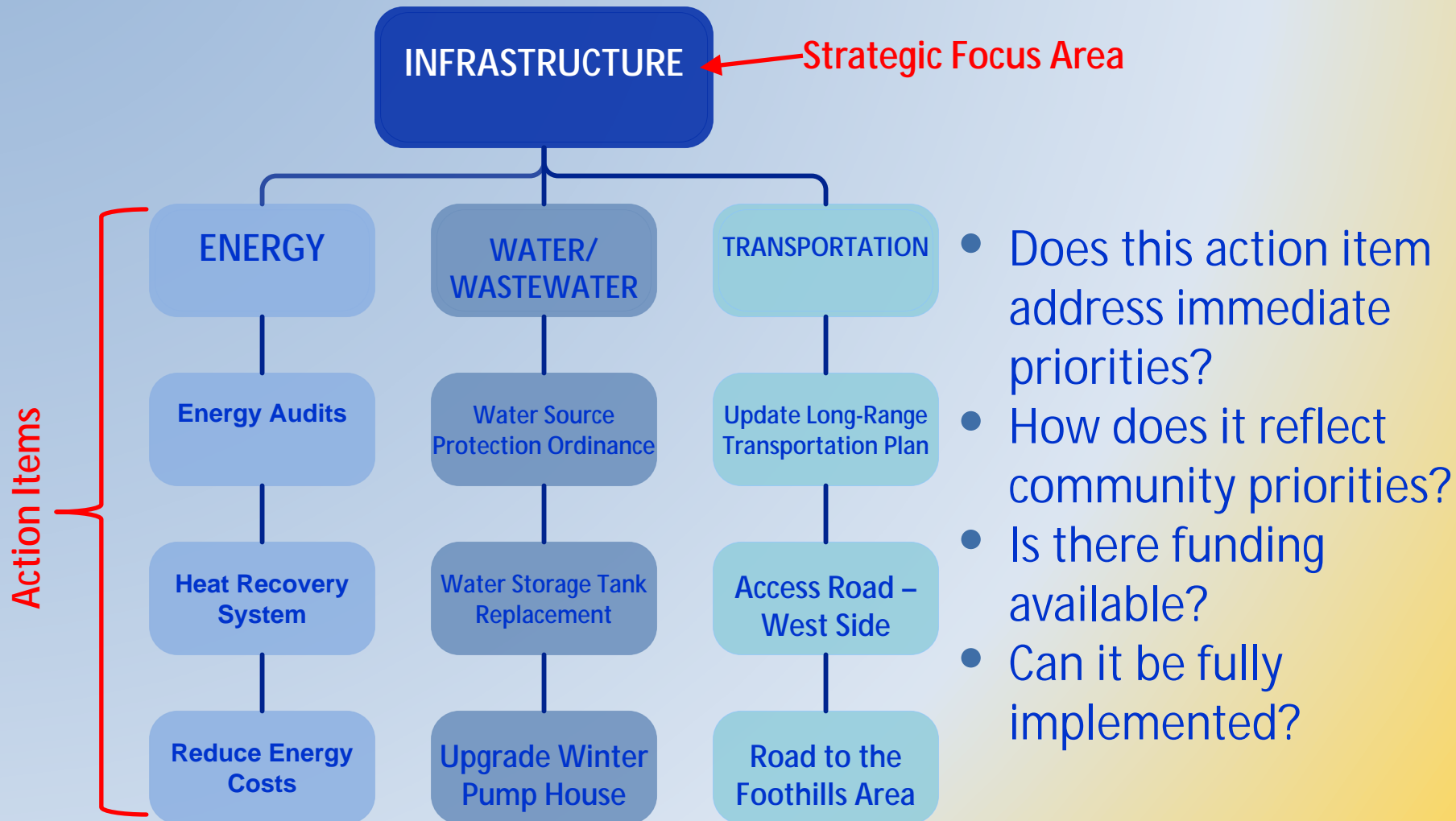
Kivalina Strategic Management Plan – Preliminary Planning Schedule - DRAFT

Strategic Focus Area	Short-Term Action Items (0-5 years)	Mid-Term Action Items (6-10 years)	Long-Term Action Items (11+ years)
Emergency Preparedness	Update emergency operations plan	Evacuation Center	Update emergency operations plan
	Practice emergency operations plan/emergency drills	Update emergency operations plan	Practice emergency operations plan/emergency drills
	Informational material regarding emergency preparedness	Practice emergency operations plan/emergency drills	Update local hazard mitigation plan
	Interim evacuation center	Update local hazard mitigation	Update evacuation plan
	Evacuation plan	Update evacuation plan	
	Establish early warning system		
	Increase first response capacity		
	Business continuity planning		
	Family evacuation and disaster communications plans		
	Install smoke and fire detectors		
	First aid training		
	Outdoor education programs		
	Emergency energy backup plan		
	Update local hazard mitigation plan		
	Village Public Safety Officer		
Participate in Local Environmental Observer (LEO) program			
Relocation (If community decides to relocate)	Commitment to move	Develop access to new site	Develop remaining infrastructure
	Site Selection	Develop long range transportation plan	Develop remaining housing
	Acquire title to site	Build initial housing	Restoration of old village site
	Survey site	Develop initial infrastructure	
	Identify quarry site	Cultural resources plan	
	Identify and prioritize community needs	Well at new site	
	Develop community layout plan		
	Infrastructure feasibility studies		
	Identify water source		
	Inventory resources that can be used at new village site		
	Detailed construction and financing plan		
	Leadership agreement		
	Establish relocation committee*		

Work Breakdown Structure



Work Breakdown Structure



RELOCATION

- Unified Decision to Relocate
- Site Selection Feasibility Study
- Select Relocation Site
- Acquire Site Control
- Survey Site
- Identify Materials Source
- Identify and Prioritize Community Needs
- Develop Community Layout Plan
- Conduct Infrastructure Feasibility Studies
- Identify Water Source
- Identify Resources that can be Reused
- Detailed Construction and Financing Plan
- Leadership Agreement
- Form Relocation Committee
- Develop Access to New Site
- Site Preparation
- Develop Pioneer Infrastructure
- Develop Initial housing
- Develop Remaining Infrastructure
- Develop Remaining Housing
- Restoration of Old Village Site

Protect-in-Place

- Additional Shoreline Erosion Research
- Identification of Potential Expansion Areas
- Infrastructure Assessment
- Public Building Assessment
- Implementation of Additional Shoreline Protection
- Infrastructure Upgrades
- Update Strategic Management Plan

Next Steps

- § Review and revise Work Breakdown Structure
- § Identifying funding, sequencing and potential synergies for priority adaptation actions
- § Development of Draft Strategic Management Plan (SMP)
- § Community Gatherings in each village to present Draft SMPs
- § Finalize SMP (living document)

Contact

Sally Russell Cox, Project Manager

Alaska Department of Commerce, Community, and Economic Development

Division of Community and Regional Affairs

Community Resilience and Climate Adaptation Programs

Telephone: 907.269.4588

Email: sally.cox@alaska.gov

Web: <https://www.commerce.alaska.gov/web/dcra/PlanningLandManagement/AlaskaCommunityCoastalProtectionProject.aspx>

