A black helicopter is shown in flight against a bright, hazy sky. It is carrying a sensor or camera rig suspended from its hoist. The background is a field of tall, golden-brown grass. A large, semi-transparent orange circle is overlaid on the left side of the image, containing the project title and details.

**Lawton - Fort Sill
Land Use Study (JLUS)**
Association of South Central
Oklahoma Governments
ASCOG

Fort Sill, Oklahoma
RFP 16-08-01

SUBMITTED BY STANTEC
CONSULTING SERVICES INC.

OCTOBER 20, 2016

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Cover Letter & Summary



Stantec Consulting Services Inc.
1056 Thomas Jefferson Street NW
Washington DC 20007-3813

October 20, 2016

Attention:

Steve Kelly, CED Planner
ASCOG
P.O. Box 1647
Ducan OK 73534-1647

Reference: Lawton - Fort Sill Joint Land Use Study (JLUS)

Dear Selection Committee,

Stantec understands that a Joint Land Use Study (JLUS) plays a critical role in protecting both the community and its military facilities and military mission, and we want to work with you to make this plan and its subsequent implementation a success. The impacts of developing land use patterns and evolving military missions are important changes that must be considered and analyzed. We've assembled an experienced and talented team around the issues you've identified in the RFP that combines military experience with the Department of Defense and the Office of Economic Adjustment, local and regional experience, and a strong record of land use planning for municipalities across the country.

Why is the Stantec team, including The Urban Collaborative, EJES Incorporated, and SEARCH Inc., the best choice to complete a successful Joint Land Use Study? Simply stated, it's our depth and breadth of subject matter expertise, issue-based and similar project experience, and a proven approach to build momentum toward successful implementation. This foundation will bring integration and strategies to the JLUS that will address important elements of this project, including wind development and radar operations, American Indian tribal land considerations, future development and infrastructure extensions, light and glare of civilian activity and nighttime training, air quality, and future threatened and endangered species listings.

We also fully recognize the importance of public involvement and its significance in the JLUS and its Implementation Plan. We will structure and deliver a creative and informative public outreach process, using a variety of tools with proven success that focus on important issues, and maximize stakeholder involvement to keep the community interested and engaged. Our approach will be designed to enhance the existing working relationships between Fort Sill, Lawton, and the surrounding communities and bolster future stakeholder actions and commitment.

Our approach builds directly on our planning experience with military installations and local communities that have begun to face compatibility issues for the first time. This includes extensive comprehensive and area development plans for Fort Sill by our planning partner The Urban Collaborative, and our recently completed JLUS for the Cherry Point Marine Corps Air Station, in North Carolina and a current JLUS for the Naval Construction Battalion Center in Gulfport, Mississippi, where Stantec is addressing multiple, complicated training range issues. The JLUS implementation plan we completed for the Naval Support Activity in Panama City, Florida has been recognized by the Under Secretary of the Navy as an exemplary process and outcome. Our experience also include EJES experience with regional habitats and local threatened and endangered species, SEARCH experience with Native American tribal coordination, and Stantec's support for renewable wind development across Oklahoma. Our joint experience brings current and timely capabilities to the project and, we believe, creates the foundation needed to help you build a successful Joint Land Use Study.

Thank you for considering our proposal for this challenging and exciting work. Please contact us if you have any questions. We look forward to working with you, the ASCOG members, Fort Sill, and your many community stakeholders.

Sincerely,

James A. Paulmann, FAICP
Senior Principal
Phone 941-907-6900 ext 269
Cell 941-650-8591
Jim.Paulmann@Stantec.com

Mark Moszak, AICP
Principal
Phone: (202) 339-6841
Cell: (202) 674-3829
Mark.Moszak@stantec.com

Response Summary

We recognize that military installations play a critical role in national security and in local economies. We believe no Joint Land Use Study (JLUS) can succeed without protecting important local and regional assets, both military and public, enhancing the long-term quality of life in the region.

We believe our approach can assure such protection and because of our successful experience developing plans with Fort Sill and similar military installations and host communities facing similar growth-management concerns. We've also added important expertise to our team that know Oklahoma renewable energy and wind development, understand Oklahoma's natural environments, and understand American Indian tribal land and have experience with tribal coordination. Our team of experts will address development and infrastructure needs now and in the future through a unique parcel-based GIS model, and understands mission encroachment concerns like light and glare, and community health and safety concerns with air quality, as well as the relationships to a sustainable natural environment and protection of threatened and endangered species.

Our experience will help us conduct the necessary in-depth land use evaluations needed to develop long-term, preemptive strategies that can provide the action steps that will mitigate conflicts while strengthening communication and coordination between the communities, the public, and Fort Sill.

A key component of a successful JLUS is implementation, and we have extensive experience with the execution of JLUS recommendations in communities across the United States. In order to win continued funding and engage community stakeholders, a JLUS must have a strong, strategic implementation plan. Our team brings a deep knowledge of community development and broad experience with the JLUS implementation process and will apply this expertise to formulate, with your guidance, the recommendations and action steps that will lead to commitment and continued success of the Lawton-Fort Sill Joint Land Use Study.



We put people first
We do what is right
We are better together
We are driven to achieve

**Firm Background,
Principal Officers,
& Team Member
Qualifications**



Company Information

Stantec Consulting Services

Company Name	Stantec Consulting Services Inc.	
Type of Business	Corporation (New York)	
Contact Person	Mark J. Moszak, AICP	
Address	1056 Thomas Jefferson Street NW, Washington, DC 20007-3801	
Phone Number	(202) 339-6841	
Email	mark.moszak@stantec.com	
Website	www.Stantec.com	
Submitted by	Mark J. Moszak, AICP	James A. Paulmann, FAICP
Title	Project Manager	Senior Principal

Stantec Consulting Services is in compliance with the procurement standards in CFR Part 33 and 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

The Urban Collaborative

Company Name	The Urban Collaborative: Master Planning, Urban Design, and Architecture, LLC	
Type of Business	Corporation (Oregon)	
Contact Person	Mark Gillem, PhD, FAIA, AICP	
Address	800 Willamette Street, Suite 790, Eugene, Oregon 97401	
Phone Number	(510) 551-8065	
Website	www.urbancollaborative.com	

EJES

Company Name	EJES Incorporated	
Type of Business	Corporation (Texas)	
Contact Person	Bertram Rogers, Sr., CWB	
Address	12655 N. Central Expressway, Suite 500, Dallas, TX 75243	
Phone Number	(214) 343-1210	
Website	www.ejesinc.com	

SEARCH

Company Name	SEARCH Inc.	
Type of Business	Corporation (Florida)	
Contact Person	James Pochurek, President	
Address	315 NW 138th Terrace, Newberry, Florida 32669	
Phone Number	(904) 379-8338	
Website	www.searchinc.com	

Our Firms

Stantec Consulting Services Inc.

The Stantec community unites approximately 22,000 employees working in over 400 locations, including offices in Washington, DC and Tallahassee, Florida. We collaborate across disciplines and industries to bring buildings, energy and resource, environmental, and infrastructure projects to life. Our work—engineering, architecture, military master planning design, landscape architecture, surveying, environmental sciences, project management, and project economics, from initial project concept and planning through design, construction, and commissioning—begins at the intersection of community, creativity, and client relationships.

Our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. With a long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and advance the quality of life in communities cross the globe.



The Urban Collaborative

We are pleased to have The Urban Collaborative (The UC) on our team, an interdisciplinary design firm that focuses on helping communities achieve their land use and sustainability goals through engaging, educational, and efficient participatory processes.

With offices in Eugene, Oregon, San Antonio, Texas, Honolulu, Hawaii, and Dayton, Ohio, and global experience, The UC has a reputation for designing great places through community engagement, stakeholder collaboration, and context-based planning. In 2015, The UC completed the Installation Master Plan for Fort Sill. The UC has received over 30 national, state, and local planning and design awards over the last 15 years. Our multi-disciplinary team thinks creatively and will bring Lawton and Fort Sill international expertise in planning and design along with effective implementation tools.



EJES Incorporated

We are also pleased to have EJES Incorporated on the team as our environmental, natural resource and threatened and endangered species expert. EJES, Inc. (EJES) was founded in 1997 and is a multi-disciplined architecture, engineering, environmental, and construction management firm providing expertise and experience to local government, public, and private sector clients. EJES has the capacity to meet the needs of its clients with a core staff of over 90 seasoned professionals which includes professional engineers, registered architects, and environmental specialist. EJES core values have earned it an unparalleled reputation for delivering superior consultant services.

EJES Environmental Service team understands the complexities of navigating state and federal government compliance programs. Because EJES understands the complexities of environmental compliance, they have circled their brand and name with new innovation, optimum quality, required excellence, and timely delivery of every environmental project we complete. To that end, EJES employs the most qualified and knowledgeable individuals to completely and cost effectively satisfy state and federal environmental needs.



SEARCH

We're also pleased to have SEARCH Inc. (SEARCH) on our team as our cultural resource tribal lands expert, as a leading nationwide and global provider of cultural resources services to government and commercial customers in the defense, energy, transportation, and development markets. As a full-service company, SEARCH offers a multidisciplinary and multiregional integration of our five divisions: Archaeology, Maritime Archaeology, Architectural History, History & Archives, and Heritage Design. Since 1993, SEARCH has conducted over 2,500 projects across 33 US states, 6 US territories, and 17 countries in Oceania, Asia, Africa, Europe, the Americas, and the West Indies. Its staff of more than 120 professionals works from 15 offices nationwide, including Hawaii, Guam, and Washington, DC.

SEARCH has supported every military service branch and their Reserve and Guard units on 203 military facilities in the Continental United States (CONUS) and OCONUS, including combat theatre conducting Installation Cultural Resource Management Plan (ICRMP) Standards and Guidelines (2010), Cultural and Natural Resources Users Guides (Europe), and 27 ICRMPs.

Why the Stantec Team?

We believe Stantec is the right choice for this project based on our knowledge and experience. We have a history of working with communities on comprehensive planning and military issues, and our local knowledge will enhance public outreach to help make this project a success. We have worked closely with the Department of Defense’s Office of Economic Adjustment and have worked on implementation of JLUS through land use planning within municipalities across the country.



We live, work, and raise our families in the communities our federal clients defend and sustain.

A JLUS is only as good as its implementation plan, which plays a deciding role in the ability to obtain implementation funding. The implementation process revolves substantially around local land use planning, a strength of Stantec’s planners. You’ll find examples of our extensive experience conducting successful JLUS implementations beginning on page 34, and incorporated within our resumes. The Assistant Secretary of the Navy has called our JLUS implementation for Panama City a “model” for other JLUS projects to emulate. We’re proud of this strong endorsement of our capabilities and understanding of both JLUS and related implementation. Stantec’s federal experience extends well beyond the JLUS area; we have worked with military installations across the country on a variety of projects.

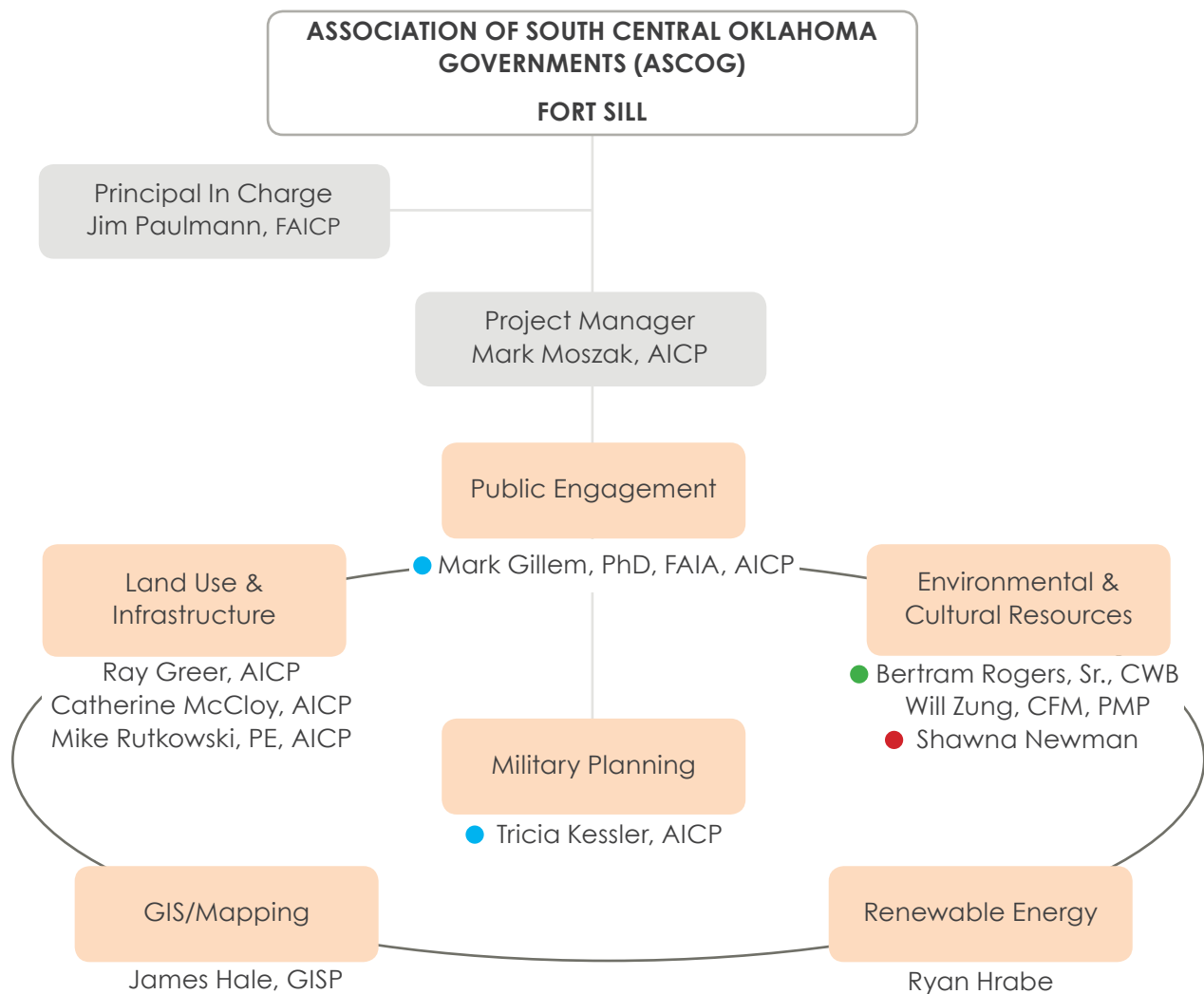
We understand the importance of security and safety for our military installations and their surrounding communities, and look forward to bringing our experience to bear in a JLUS for Lawton-Fort Sill, Oklahoma, and surrounding communities.



Principal Officers and Team Member Qualifications

Stantec has assembled a team of community and military planners and resource experts who will work under the direction of Project Manager Mark J. Moszak, who will keep this project on task and on time. As Principal in Charge, Jim Paulmann will be involved in all aspects of quality assurance and will supervise resource allocation for the team and ensure quality control and reachback coordination with both client and team project managers. Mark Moszak will work closely with Mark Gillem of the Urban Collaborative as our Public Engagement lead, and Tricia Kessler who will serve as a strategic

military planner, coordinating military aspects of the JLUS. Mark will also work closely with senior planners Ray Greer, Catherine McCloy, and Mike Rutkowski, on land use and infrastructure planning; and GIS Manager James Hale on mapping and GIS. Our team also includes Bertram Rogers from EJES for environmental threatened and endangered species, Will Zung for floodplain and watershed analysis, and Shawna Newman from SEARCH as our cultural resource American Indian tribal lands expert, and Ryan Hrabe as our renewable energy and wind development expert.



● Denotes members of The Urban Collaborative, LLC.

● Denotes members of EJES, Inc.

● Denotes members of SEARCH Inc.

All other team members from Stantec Consulting Services Inc.

Principal Leaders

Our planning team ties together military experience AND community planning drawn from a deep pool of planners; public engagement experts; land use, infrastructure, and transportation planners; environmental scientists; military experts; and technical specialists from our federal, community development, and environmental sectors under the leadership of our working principals. Our core management and public engagement team with 95 combined years of planning experience will provide team leadership and measured guidance for committee, stakeholder, and public participation in the Lawton-Fort Sill JLUS.



James Paulman, FAICP

Senior Principal, Stantec
40 years of Planning
Experience



Mark Moszak, AICP

Principal, Federal
Planning, Stantec
28 years of Planning
Experience



**Mark Gillem, PhD,
FAIA, AICP**

Principal,
Urban Collaborative
27 years of Planning
Experience

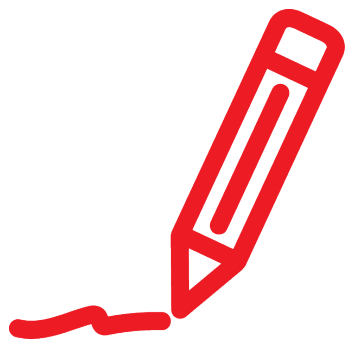


Stantec brings broad based expertise and experience in planning for communities and military installations, resulting in successful Joint Land Use Studies and award winning implementation plans.”

*- Jim Paulmann, Senior Principal,
JLUS Team Leader*

Stantec Team Skills Matrix

Staff	Skills																													
	Engagement						GIS				Planning					Environmental			Infrastructure		Renewable									
	Stakeholder interviews	Tribal Coordination	Conflict Resolution	Facilitation	Vision Setting	Collaboration	Public Outreach	Geodatabase Updates	Geospatial Data Standards	Parcel Coding	Mapping	Data Analytics	Land Use	Zoning	Compatibility	Military	Ranges and Airspace	Growth	Habitat Management	RT&E Species	Cultural Resources	Flooding	Air Quality	Stormwater	Water	Transportation	Wind	Solar	Siting	
Jim Paulmann <i>Stantec</i>	•		•	•	•	•	•				•		•	•	•			•	•		•	•		•						
Mark Moszak <i>Stantec</i>	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•	•
Ray Greer <i>Stantec</i>	•		•	•	•	•	•			•	•		•	•	•			•					•							
Catherine McCloy <i>Stantec</i>	•			•	•	•	•			•	•		•	•	•			•					•							
Mike Rutkowski <i>Stantec</i>	•		•	•	•	•	•			•	•				•			•						•			•			
James Hale <i>Stantec</i>								•	•	•	•	•	•	•	•	•	•	•												
Mark Gillem <i>Urban Collaborative</i>	•		•	•	•	•	•						•	•	•	•	•	•										•	•	
Tricia Kessler <i>Urban Collaborative</i>	•		•	•	•	•	•						•	•	•	•	•	•												
Bertram Rogers <i>EJES</i>	•						•												•	•										
Will Zung <i>Stantec</i>	•		•	•	•	•	•	•	•	•	•	•										•		•	•					•
Shawna Newman <i>SEARCH</i>	•	•	•	•	•	•	•						•		•			•	•		•		•	•			•	•		
Ryan Hrabe <i>Stantec</i>							•												•	•		•					•	•	•	



We know what it takes to implement a Joint Land Use Study



James A. Paulmann, FAICP
Principal-in-Charge



Jim has 40 years of professional planning experience with deep systems understanding and project implementation knowhow. An expert in managing and supervising land development, he has coordinated master planning and entitlement procurement for large-scale communities and major commercial projects. He has extensive experience with community planning involving visioning, preparation of and amendments to comprehensive plans, areawide, corridor, neighborhood, airport and military planning programs and land development regulations and community outreach. Jim has served on the Southwest Florida Regional Planning Council, the Century Commission for a Sustainable Florida, the Sarasota County Multi-Stakeholders Group, and the Manatee County Planning Commission and as Land Use Hearing Officer and Elected official in Howards Grove, Wisconsin.

REPRESENTATIVE PROJECTS—MILITARY FACILITY PLANNING

- Naval Construction Battalion Center/Western Maneuver Area Joint Land Use Study, Gulf Port MS (Principal-in-Charge)
- Marine Corps Air Station, Cherry Point Joint Land Use Study, Carteret County, NC (Principal-in-Charge)
- Corpus Christi Comprehensive Plan JLUS Policies, Corpus Christi TX (Principal-in-Charge)
- Corpus Christi Joint Land Use Study Implementation Overlay Zoning Districts, Corpus Christi TX (Principal-in-Charge)
- Naval Weapons Station, Joint Base Charleston, Assess & Mitigate Maritime Traffic and Military Activity Study for JLUS Implementation (Principal-in-Charge)
- Charleston Air Force Base, Transfer of Development Rights Study for Implementation of the Joint Base Charleston JLUS (Principal-in-Charge)
- Treasure Island Naval Station Redevelopment, San Francisco (ULI Panel Leader)
- Presidio of San Francisco, California, Redevelopment (Technical Advisory Panel)

REPRESENTATIVE PROJECTS—LAND USE PLANNING

- Airglades Inland Port, Hendry County, Florida (Project Manager)
- Smart Charlotte 2050 Settlement Area, Charlotte County, Florida (Senior Planner)
- Vision North Port, A Citizens Master Plan, Sarasota County, Florida (Project Advisor)
- U.S EPA Brownfields Area-Wide Planning Grant for the City, Panama City, Florida (Project Manager)
- 2050 Hamlet Planning, Sarasota County, Florida (Principal-in-Charge)
- Palmer Ranch - Master Planned Community, Sarasota County, Florida (Project Manager)
- Lakewood Ranch Master Planned Community, Manatee and Sarasota Counties, Florida (Project Manager)
- Babcock Ranch Community Development of Regional Impact, Charlotte County, Florida (Project Manager)

EDUCATION

Bachelor of Arts, Urban Studies, California State University, Northridge, Northridge, California, 1975

REGISTRATIONS

Certified Planner #005166, American Institute of Certified Planners

Certified Land-Use Expert, Federal District Court

MEMBERSHIPS

Charter Member, American Planning Association

Fellow, American Institute of Certified Planners

Association of Defense Communities

Sustainable Development Council, Full Member, Urban Land Institute

Member, Economic Development Corporation of Sarasota County

Board of Directors, Full Member, South Tampa Bay Area Transportation Partnerships



Mark J. Moszak, AICP
Project Manager



Mark has 28 years of professional project and program management experience in which he has provided leadership and a measured approach to problem solving. Mark is NCI Charrette System certified and focuses on providing enhanced decision making, positive stakeholder outcomes, and developing unique planning solutions for the Army, Navy, Air Force, Marine Corps, National Guard, Department of Defense, and other Federal agencies. He has national and international experience in which he has shown an aptitude in installation master planning; range planning; air operations, environmental, facilities, energy, transportation, and sustainability planning for federal and military clients. Mark also has public sector experience as both Community Program Manager for Virginia's Loudoun County Department of Planning and Director of Environmental and Historic Resources for the Office of County Administration, Loudoun County.

REPRESENTATIVE PROJECTS—COMMUNITY PLANNING

- Joint Land Use Study, Naval Construction Battalion Center (with Western Maneuver Area), Gulfport, MS (Military Advisor)
- Joint Land Use Study, Marine Corp Station Cherry Point, Carteret County, NC (Military Advisor)
- Comprehensive Plan, Loudoun County, VA (with Green Infrastructure policies)
- River Stream Corridor Overlay District, Loudoun County, VA

REPRESENTATIVE PROJECTS – MILITARY MASTER PLANNING

- Range Master Plan, Fort Drum, New York
- Future Development Master Plan, Fort Drum, New York
- Installation Design Guide (IDG), Fort Drum, New York
- Facility Space Utilization Study and Real Property Updates (all buildings), US Army Garrison at Hohenfels Training Area, Grafenwoehr Training Area, North Camp Grafenwoehr, South Camp Vilseck, Germany
- Area Development Plan (ADP), Northwest Campus, Luke AFB, Arizona
- Base Comprehensive Plan (Eglin Main), Eglin Air Force Base, Florida
- Base Comprehensive Plan, Duke Field, Eglin Air Force Base, Florida
- Comprehensive Land Use Study for the 102d Fighter Wing, Otis Air National Guard Base, Cape Cod, Massachusetts

REPRESENTATIVE PROJECTS – SUSTAINABILITY & ENERGY PLANNING

- Sustainability Framework Plan Vision Workshops, including Renewable Energy, Tower Barracks, USAG Bavaria; Clay Kaserne, USAG Wiesbaden; Kelley Barracks, USAG Stuttgart, Germany
- Net Zero Energy Installation Plans (NZEIP), Eight (8) each, US Army Garrison (USAG) Bavaria (6 studies), USAG Wiesbaden, USAG Stuttgart, Germany
- Regional Energy Plan for Navy Region Mid Atlantic, 13 major installations Maine to Virginia, NAVFAC Atlantic, Norfolk, Virginia
- SmartEnergy Plan for Navy Region Mid Atlantic, NAVFAC Atlantic, Norfolk, Virginia

EDUCATION

Bachelor of Arts,
Environmental Design,
University at Buffalo, State
University of New York,
1985

REGISTRATIONS

Certified Planner #027518,
American Institute of
Certified Planners

MEMBERSHIPS

Association of Defense
Communities (ADC)

Member Representative,
Society of Military
Engineers (SAME)

Member, American
Planning Association
(APA)

APA Federal
Planning Division

APA Environment,
Natural Resources
and Energy Division



Mark Gillem, PHD, AICP, FAIA, NCARB
Public Engagement Leader



Dr. Gillem has extensive experience in master planning, master planning policy development, and master planning training for federal agencies including the DoD and NASA. He facilitated the complete rewrite of military master planning guidance (Unified Facility Criteria 2-100-01), the first rewrite in over twenty-five years. Dr. Gillem has completed plans at a range of scales for all branches of the U.S. military from real property master plans to small area development plans at over 60 military installations worldwide. His designs and his collaborative design processes are setting a new standard for military planning, and are the prototypes for his rewrite of the DoD’s Unified Facilities Criteria for Area Development Planning and Area Development Execution Planning. He spent 9 years on active duty in the U.S. Air Force and 11 years in the U.S. Air Force reserves as a Civil Engineer officer. His work has won thirteen national and regional awards in the last four years. Dr. Gillem is also a tenured Full Professor of Architecture and Landscape Architecture at the University of Oregon.

EDUCATION

PhD in Architecture, Doctorate of Architecture, University of California, Berkeley, 2004
Masters of Architecture, University of California, Berkeley, 1996
Bachelor of Architecture with Highest Distinction, University of Kansas, 1989

REGISTRATIONS

Registered Architect – Oregon, California
National Council of Architectural Registration Boards (NCARB) Certificate
Certified Planner
American Institute of Certified Planners

REPRESENTATIVE PROJECTS—MILITARY MASTER PLANNING

- Vision, Area Development Plans* (7), Form-Based Code, Installation Development Plan, Fort Sill, Oklahoma
- Junction City, KS, Fort Riley Area Development Plan
- Lawton, OK, Fort Sill Comprehensive Plan
- Killeen, TX, Fort Hood Comprehensive Plan
- Leesville, LA, Fort Polk Master Plan
- Vision, Area Development Plans (11), Memorial Park Master Plan, Installation Development Plan, Form-Based Code, Installation Design Guide, Area Development Execution Plans (10), Sustainability Component Plans (7 to date), Fort Hood, Texas



Tricia Kessler, AICP
Military Planning



Ms. Kessler has extensive experience in sustainable planning for all branches of the US military, having led or participated in charrettes, workshops and formal instructional courses at over 50 military installations. She served in the U.S. Air Force as a Civil Engineer officer on active duty for eight years, and in the Air Force Reserves for 12 years. She joined The Urban Collaborative in 2006 help the military prepare more environmentally, fiscally, and socially sustainable installations. Throughout her career, she has been a planner, facilitator or project manager on over 80 planning charrettes worldwide. She managed the Installation Master Plan effort at Fort Sill, resulting in a Visio Plan, seven Area Development Plans, and overall Installation Development Plans, and a Master Planning Digest. She also managed a five-year effort at Fort Hood that resulted in a new Vision Plan,11 Area Development Plans, Area Development and Execution Plans, and Sustainability Component Plans, reuse plans for the Carl Darnall Army Medical Center and Post Exchange, and a new Memorial Park Master Plan. Her projects at military installations have included extensive interaction with the surrounding cities, counties, and departments of transportation. Projects for all four military branches have led to expertise in Anti-Terrorism/Force Protection and airfield operational planning issues.

EDUCATION

Bachelor of Architecture
University of Notre Dame,
1988

CERTIFICATIONS

American Institute of Certified Planners (AICP), #257631

REPRESENTATIVE PROJECTS—MILITARY MASTER PLANNING

- Vision, Area Development Plans* (7), Installation Development Plan, Fort Sill, Oklahoma
- Lawton, OK, Fort Sill Comprehensive Plan
- Tacoma, WA, Fort Lewis Comprehensive Plan
- Killeen, TX, Fort Hood Comprehensive Plan
- Leesville, LA, Fort Polk Comprehensive Plan
- Vision, Area Development Plans (11), Memorial Park Master Plan, Installation Development Plan, Installation Design Guide, Area Development Execution Plans (10), Sustainability Component Plans (11 to date), Fort Hood, Texas



Ray W. Greer, AICP

Senior Planner



Ray brings over 18 years of public- and private-sector planning experience. He possesses valuable knowledge of public policies and procedures along with in-depth project management experience. Ray's experience includes working with government entities on planning for and with military installations, Development of Regional Impact planning, developing comprehensive plans, land use amendments, zoning, large-scale annexations, developing and updating land development regulations, permitting and master-planned development approvals for large projects, and environmental and sovereignty-lands issues.

EDUCATION

Bachelor of Science, Geography/
Urban & Regional Planning, Florida State University, Tallahassee, Florida, 1995

REGISTRATIONS

Certified Planner #141060, American Institute of Certified Planners

REPRESENTATIVE PROJECTS—MILITARY FACILITY PLANNING

- Naval Construction Battalion Center/Western Maneuver Area Joint Land Use Study, Gulf Port MS (Project Manager)
- Marine Corps Air Station, Cherry Point Joint Land Use Study, Carteret County, NC (Senior Planner)
- Corpus Christi Joint Land Use Study Implementation, Corpus Christi Texas (Project Manager)
- Charleston AFB Naval Weapons Station Joint Land Use Study Implementation (Senior Planner)
- Charleston Air Force Base, Transfer of Development Rights Study for Implementation of the Joint Base Charleston JLUS (Project Manager)
- Bay County/Naval Support Activity–Panama City Joint Land Use Study Implementation, Bay County FL (Project Manager)
- Panama City/Naval Support Activity–Panama City Joint Land Use Study Implementation, Panama City FL (Project Manager)



Catherine L. McCloy, AICP

Planner



Catherine brings nine years of expertise in both public and private projects throughout the southeastern US. She has assisted several municipalities in long-range planning projects including vision plans, comprehensive plans, land development regulations, and community redevelopment area plans as well as coordinating with local governments on Joint Land Use Studies and their implementation. She has also worked on public-sector transportation projects, including a project development and environmental study and corridor plans. Her work with private-sector clients focuses on master-planned communities and includes zoning, comprehensive plan amendments, and Developments of Regional Impact (DRI) in the southeast.

EDUCATION

Master of Science, Planning, Florida State University, Tallahassee, Florida, 2007

Bachelor of Arts, Business Administration, University of Florida, Gainesville, Florida, 2003

REGISTRATIONS

Certified Planner American Institute of Certified Planners

REPRESENTATIVE PROJECTS—MILITARY FACILITY PLANNING

- Naval Construction Battalion Center/Western Maneuver Area joint Land Use Study, Gulf Port MS
- Bay County/Naval Support Activity–Panama City JLUS Implementation, Bay County, Florida
- Panama City/Naval Support Activity–Panama City JLUS Implementation, Panama City, Florida
- Naval Weapons Station, Joint Base Charleston, Assess & Mitigate Maritime Traffic and Military Activity Study for JLUS Implementation
- Charleston Air Force Base, Transfer of Development Rights Study for Implementation of the Joint Base Charleston JLUS
- Marine Corps Air Station Cherry Point–Carteret County JLUS, Carteret County NC
- Corpus Christi Airport Zoning Regulations, Corpus Christi TX



Mike M. Rutkowski, PE, AICP

Senior Infrastructure & Transportation Planner



Mike works with land owners, government agencies, service providers, and elected officials to plan, design, program, and permit infrastructure that supports preferred development patterns and walkable communities. His experience includes a wide variety of infrastructure categories, including water, sewer, transportation, and storm water. Mike currently leads a multidisciplinary team of planners, engineers, and landscape architects focused on sustainable transportation systems, return on investment, context-sensitive design, and Complete Streets. His most recent experience focuses on urban transportation solutions for dense, walkable, mixed-use activity centers and their environs (pedestrian, bicycle, bus transit, rail transit, and vehicle).

EDUCATION

Bachelor of Science,
Civil Engineering,
University of North
Carolina at Charlotte,
1990

Master of Science,
Civil Engineering,
North Carolina State
University, Raleigh,
1998

REGISTRATIONS

Professional Engineer
#20734, State of NC

Certified Planner
#134824, American
Institute of Certified
Planners

REPRESENTATIVE PROJECTS—MILITARY FACILITY PLANNING

- Marine Corps Air Station, Cherry Point Joint Land Use Study, North Carolina Carteret County

REPRESENTATIVE PROJECTS—MULTI-MODAL TRANSPORTATION PLANNING

- Sumter Transportation Sales Tax Program, Sumter, South Carolina
- Hampton Historic District Traffic Calming Study, Sumter, South Carolina
- SUATS MPO Long Range Transportation Plan (LRTP), Sumter, South Carolina
- North Carolina Pedestrian and Bicycle Plan, multiple locations NC
- UNC Greensboro Bicycle and Pedestrian and Mobility Safety, Greensboro NC
- Greenville Multimodal Transit Center (Greenlink), Greenville SC



James Hale, GISP

GIS/Mapping Lead



James is a seasoned GIS project manager with more than 15 years of consulting experience. His expertise lies in working with clients to develop the vision for GIS, lead information management, and integrate technology into day-to-day work processes. He has developed training programs that enable agencies to magnify the impact of GIS technology. His work helps clients develop efficiencies, provide reliable information, and increase quality. James has managed GIS implementations and project management for public utility departments, electric cooperatives, agriculture operations, environmental permitting efforts, land entitlements and seagrass-mitigation studies. A certified GIS Professional (GISP), James is well versed in GIS Web applications, geodatabase design and

EDUCATION

Bachelor of Science,
Geography,
Appalachian State
University, Boone,
North Carolina, 1999

REGISTRATIONS

Certified Geographic
Information Systems
Professional, GIS
Certification Institute

REPRESENTATIVE PROJECTS—GIS & INFORMATION MANAGEMENT

- Utilities GIS Web Map, City of Sarasota FL
- GIS Conversion of Record Drawings, City of Sarasota FL
- Utility Asset GPS Location and Attribute Collection, City of Sarasota FL
- Water & Wastewater Geodatabase Design & Implementation, Fort Myers, FL
- Collier County Enterprise-Asset Management, Collier County FL
- GIS Services for Collier County Utility Billing and Customer Service, Collier County FL
- Master Plan for Rehabilitation & Improvement of the Wastewater, Sarasota FL
- County Public Works Geodatabase Design, Collier County FL
- Collier County Well Geodatabase, Collier County FL
- Seminole Tribe Enterprise-Wide GIS Implementation, Broward County FL



Ryan Hrabe

Renewable Energy – Siting & Permitting



Mr. Hrabe has over 20 years of experience in the management and performance of environmental investigation and permitting, biological and fisheries evaluation, surveys for threatened and endangered (T/E) species, wetland delineation, ecological risk assessment, and hazardous waste remediation projects in Kansas. His projects have addressed new and proposed wind farms, fiber optic cable systems, pipelines, transmission lines, highways, and reservoirs. In addition, Mr. Hrabe has helped plan, install, and sample groundwater monitoring wells and has participated in hazardous waste and multimedia environmental sampling for clients including EPA, the United States Army Corps of Engineers (USACE), military installations, and private-sector clients. He also monitors site contractor activities to ensure cost-effectiveness, safety compliance, and compliance with contract specifications.

EDUCATION

Bachelor of Science, Biology,
Pittsburgh State University,
Pittsburg, Kansas, 1995

Associates of Arts, General
Studies, Johnson County
Community College,
Overland Park, Kansas, 1992

REPRESENTATIVE PROJECTS—RENEWABLE ENERGY, WIND

- Post Rock Wind Project, Wind Capital Group*, Ellsworth and Lincoln Counties, Oklahoma
- Various Wind Energy Projects, Confidential Wind Developers*, Arkansas, Oklahoma, Texas, Kansas, Missouri, Illinois, Iowa, and Nebraska.

REPRESENTATIVE PROJECTS—PUBLIC PARTICIPATION

- Recreational Public Outreach, USACE*, Arkansas

REPRESENTATIVE PROJECTS— ECOLOGICAL RISK ASSESSMENT

- Schilling Air Force Base*, Salina, Kansas



Will P. Zung, CFM, PMP

Environmental Resources - Floodplains & Watersheds



Mr. Zung leads the performance of hydrologic and hydraulic analyses, develops flood insurance studies, flood insurance rate maps, Risk MAP products, and engagement and project outreach with community officials. He has 18 years of experience as a program manager, project manager, and hydrologist with a background in hydrologic and hydraulic modeling and water resource management. He is a Certified Floodplain Manager and is experienced with Federal Emergency Management Agency's (FEMA) National Flood Insurance Program, Hazard Mitigation Technical Assistance Program, and Technical Assistance and Research Contract for FEMA's Building Sciences Branch.

EDUCATION

Master of Science/Water
Resources Science,
University of Kansas,
Lawrence, Kansas, 2001

Bachelor of Science/Geology,
University of Missouri-Rolla,
Rolla, Missouri, 1998

REGISTRATIONS

Project Management
Professional, Project
Management Institute

Certified Floodplain
Manager, Association of
State Floodplain Managers

REPRESENTATIVE PROJECTS— EMERGENCY PLANNING / RESPONSE

- FEMA Public Assistance - Technical Assistance Contract (PA-TAC)

REPRESENTATIVE PROJECTS— FLOOD RISK MAPPING

- FEMA Risk MAP (National PTS Contract)
- Levee Subject Matter Expert to FEMA HQs, Washington DC
- Region VII Service Center Leader, Kansas City, MO
- Kansas On-Call Flood Mapping, Statewide, Kansas (Project Manager)
- Marion County Levee Physical Map Revision, City of Marion
- Middle Kansas Watershed Discovery, Topeka KS
- Pottawatomie County Flood Hazard Mapping
- Jackson County Flood Hazard Mapping
- 20+ other countywide flood hazard mapping projects
- FEMA HMTAP Regional Office Coordinator, Various Locations in FEMA Region VII
- Repetitive Loss Technical Assistance, Iowa and Missouri



Bertram Rogers, Sr., CWB

Environmental Resources - Threatened and Endangered Species



EDUCATION

Bachelor of Science, Wildlife Biology, Grambling State University, Grambling, LA

REGISTRATIONS

National – Certified Wildlife Biologist, CWB® #1306
FAA – Advanced
Airport Wildlife Hazard Management Training

Mr. Rogers has over 23 years of experience in environmental management and is currently responsible for agency compliance to the Endangered Species Act (ESA), Migratory Bird Treaty Act (MBTA), Clean Water Act (CWA), National Environmental Policy Act (NEPA) TCEQ Permitting, and Environmental Compliance/Permitting. He currently directs EJES's environmental program and the utilization of survey protocols and data collection in evaluating potential impacts to lands, fish, wildlife, and water resources.

Bertram has carried out and developed strategies in applying wildlife and land management techniques throughout his career (National Wildlife Refuge Manager/Wildlife Biologist - US Fish and Wildlife Service (USFWS), Natural Resource Manager – Private Consultant). He has completed resources management plans and employed wildlife management techniques in protecting resident, migratory, and

threatened & endangered species in three USFWS Regions (i.e. 1, 2, and 4). His responsibilities in wildlife and land management include Great Plains, Coastal Plain, and the Cascade Range ecoregions (e.g. Louisiana, Mississippi, Florida, Texas, Oklahoma, Kansas, and Oregon). Habitat types managed or surveyed include bottomland hardwood, offshore grass beds, marshes, oak/savanna, open mixed-grass prairie, hardwood hammocks, and pine flatwoods. Some resource protection techniques Bertram has directed include: telemetry, installation and management of water control structures (WCS) – moist soil units, bird banding, bear collaring, waterfowl/manatee aerial counts, presence/absence surveys (resident, migratory, threatened & endangered species), installation of wildlife viewing trails/boardwalks, prescribed burns, mowing, disking, and chemical applications.

Species surveyed and/or reported on in Oklahoma include: Black-tailed Prairie Dog, Lesser Prairie Chicken, Whooping Crane, Black-capped vireo, Piping Plover, Least Tern, Burrowing Owl, Dickcissel, Loggerhead Shrike, and American Burrowing Beetle. Bertram has worked closely with agencies/organizations such as the Western Association of Fish and Wildlife Agencies (WAFWA), Bureau of Indian Affairs (BIA), National Fish and Wildlife Foundation (NFWF), The Conservation Fund (TCF), and Ducks Unlimited (DU).



Shawna Newman

Cultural Resources, American Indian Tribal Lands



EDUCATION

Bachelor of Science, Environmental Science, University of West Florida, 1998

PROFESSIONAL AFFILIATIONS

Society of American Military Engineers
Native American Rights Foundation

Mrs. Newman has 17 years of experience as a project manager for environmental assessments and tribal coordination projects. She provides tribal consultation services for projects affecting Native American historic and cultural resources including archeological sites, traditional and sacred sites, tribal lands, and artifacts. She manages a wide range of projects for private, tribal, state and federal entities. Her responsibilities include meeting facilitation and outreach with tribal communities; identifying, evaluating, and documentation of Traditional Cultural Properties (TCP); assistance with Native American Graves Protection and Repatriation Act (NAGPRA) projects; and direct contact and coordination with tribal representatives, governmental agencies, and regulators.

Mrs. Newman's has a personal connection to preserving tribal lands. She is of Chickasaw and Choctaw decent and grew outside of the Poarch Creek Reservation. She has been an advisor to numerous tribal representatives for preservation projects to protect and restore tribal lands, including: Poarch Creek Tribe beekeeping and conservation lands; Seminole Tribe Brownfields contaminated lands assessments & preservation, Miccosukee Tribe water rights, Tohono O'odham Nation Brownfields; Leech Lake Band of Ojibwe land preservation; Absentee Shawnee Tribe in Oklahoma Brownfields; and the Coshatta Tribe environmental program awareness. Mrs. Newman has worked closely with the Poarch Band of Creek Indians, Choctaw Nation of Oklahoma, Coshatta Tribe of Louisiana, Muscogee (Creek) Nation, Alabama-Quassarte Tribal Town of the Creek Nation, Cherokee Nation in Oklahoma, Mississippi Band of Choctaw Indians, Thlopthlocco Tribal Town, and the Kialegee Tribal Town in Wetumka, Oklahoma.

Stantec Consolidated Financials (From 2015 Annual Report)

Management Report

The annual report, including the consolidated financial statements and Management's Discussion and Analysis (MD&A), is the responsibility of the management of the Company. The consolidated financial statements were prepared by management in accordance with International Financial Reporting Standards. Where alternative accounting methods exist, management has chosen those it considers most appropriate in the circumstances. The significant accounting policies used are described in note 4 to the consolidated financial statements. Certain amounts in the financial statements are based on estimates and judgments relating to matters not concluded by year-end. The integrity of the information presented in the financial statements is the responsibility of management. Financial information presented elsewhere in this annual report has been prepared by management and is consistent with the information in the consolidated financial statements.

The board of directors is responsible for ensuring that management fulfills its responsibilities and for providing final approval of the annual consolidated financial statements. The board has appointed an Audit and Risk Committee comprising four directors; none are officers or employees of the Company or its subsidiaries. The Audit and Risk Committee meets at least four times each year to discharge its responsibilities under a written mandate from the board of directors. The Audit and Risk Committee meets with management and with the external auditors to satisfy itself that it is properly discharging its responsibilities; reviews the consolidated financial statements, MD&A, and Independent Auditors' Report; and examines other auditing and accounting matters. The Audit and Risk Committee has reviewed the audited consolidated financial statements with management and discussed the quality of the accounting principles as applied and the significant judgments affecting the consolidated financial statements. The Audit and Risk Committee has discussed with the external auditors the external auditors' judgments of the quality of those principles as applied and the judgments noted above. The consolidated financial statements and MD&A have been reviewed by the Audit and Risk Committee and approved by the board of directors of Stantec Inc.

The consolidated financial statements have been examined by the shareholders' auditors, Ernst & Young LLP, Chartered Professional Accountants. The Independent Auditors' Report outlines the nature of their examination and their opinion on the consolidated financial statements of the Company. The external auditors have full and unrestricted access to the Audit and Risk Committee, with or without management being present.

Management's Annual Report on Internal Control over Financial Reporting

Management is responsible for establishing and maintaining an adequate system of internal control over financial reporting. The Company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with International Financial Reporting Standards. Management conducted an evaluation of the effectiveness of the system of internal control over financial reporting based on the framework in *Internal Control – Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework). Based on this evaluation, management concluded that the Company's system of internal control over financial reporting was effective as at December 31, 2015.

Ernst & Young LLP, which has audited the consolidated financial statements of the Company for the year ended December 31, 2015, has also issued a report on the effectiveness of the Company's internal control over financial reporting.

As permitted by published guidance of the U.S. Securities and Exchange Commission (SEC), management's evaluation of and conclusions on the effectiveness of internal control over financial reporting did not include the internal controls of Dessau Inc.; VI Engineering, LLC; VA Consulting, Inc.; Fay, Spofford & Thorndike, Inc.; and the Infrastructure Americas Division of Kellogg Brown & Root Services, Inc., acquisitions which are included in the Company's 2015 consolidated financial statements. The aggregate assets acquired were \$129.2 million, representing 5.5% of the Company's total assets as at December 31, 2015. The gross revenue earned from their dates of acquisition to December 31, 2015, constituted 5.2% of the Company's gross revenue for the year ended December 31, 2015.



Bob Gomes, P.Eng.
President & CEO
February 24, 2016



Dan Lefaiivre, FCMA
Executive Vice President & CFO
February 24, 2016

Independent Auditors' Report of Registered Public Accounting Firm

To the Board of Directors and Shareholders of Stantec Inc.:

We have audited the accompanying consolidated financial statements of Stantec Inc., which comprise the consolidated statements of financial position as at December 31, 2015 and 2014, and the consolidated statements of income, comprehensive income, shareholders' equity and cash flows for the years ended December 31, 2015 and 2014, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards and the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements, evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Stantec Inc. as at December 31, 2015 and 2014, and its financial performance and its cash flows for the years ended December 31, 2015 and 2014 in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board.

Other Matter

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), Stantec Inc.'s internal control over financial reporting as at December 31, 2015, based on the criteria established in *Internal Control — Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework), and our report dated February 24, 2016, expressed an unqualified opinion on Stantec Inc.'s internal control over financial reporting.

The logo for Ernst & Young LLP is written in a black, cursive script font.

Chartered Professional Accountants

Edmonton, Canada
February 24, 2016

Independent Auditors' Report on Internal Control over Financial Reporting

(Under the standards of the Public Company Accounting Oversight Board (United States))

To the Board of Directors and Shareholders of Stantec Inc.:

We have audited Stantec Inc.'s internal control over financial reporting as at December 31, 2015, based on criteria established in *Internal Control—Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). Stantec Inc.'s management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Annual Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

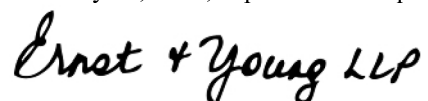
A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (IFRS). A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with IFRS, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

As indicated in the accompanying Management's Annual Report on Internal Control over Financial Reporting, management's assessment of and conclusion on the effectiveness of internal control over financial reporting did not include the internal controls of Dessau Inc.; VI Engineering, LLC; VA Consulting, Inc.; Fay, Spofford & Thorndike, Inc.; and the Infrastructure Americas Division of Kellogg Brown & Root Services, Inc. which are included in the 2015 consolidated financial statements of Stantec Inc. The total assets acquired from these specified acquisitions represented 5.5% of Stantec Inc.'s consolidated total assets at December 31, 2015 and 5.2% of Stantec Inc.'s consolidated gross revenue for the year then ended not subject to management's assessment of and conclusion on the effectiveness of internal control over financial reporting. Our audit of internal control over financial reporting of Stantec Inc. also did not include an evaluation of the internal control over financial reporting of these specified acquisitions.

In our opinion, Stantec Inc. maintained, in all material respects, effective internal control over financial reporting as at December 31, 2015, based on the COSO criteria.

We also have audited, in accordance with Canadian generally accepted auditing standards and the standards of the Public Company Accounting Oversight Board (United States), the consolidated statements of financial position of Stantec Inc. as at December 31, 2015 and 2014, and the consolidated statements of income, comprehensive income, shareholders' equity and cash flows for the years ended December 31, 2015 and 2014, and our report dated February 24, 2016, expressed an unqualified opinion thereon.

The logo for Ernst & Young LLP, featuring the company name in a stylized, handwritten-style font.

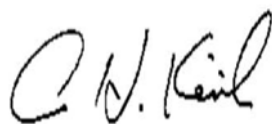
Chartered Professional Accountants
Edmonton, Canada
February 24, 2016

Consolidated Statements of Financial Position

<i>(In thousands of Canadian dollars)</i>	Notes	December 31 2015 \$	December 31 2014 \$
ASSETS			
Current			
Cash and cash equivalents	8	67,342	153,704
Cash in escrow	8	8,646	-
Trade and other receivables	9	570,577	431,751
Unbilled revenue	33	228,970	192,310
Income taxes recoverable		19,727	11,171
Prepaid expenses		29,022	23,425
Other financial assets	14	27,108	32,056
Total current assets		951,392	844,417
Non-current			
Property and equipment	10	158,085	152,707
Goodwill	11	966,480	760,631
Intangible assets	12	138,079	97,243
Investments in joint ventures and associates	13	4,467	4,975
Deferred tax assets	25	11,254	7,972
Other financial assets	14	112,122	91,696
Total assets		2,341,879	1,959,641
LIABILITIES AND SHAREHOLDERS' EQUITY			
Current			
Trade and other payables	15	352,199	300,293
Billings in excess of costs	33	109,159	96,082
Long-term debt	16	133,055	53,172
Provisions	17	22,878	10,796
Other financial liabilities		2,601	2,773
Other liabilities	18	12,162	11,953
Total current liabilities		632,054	475,069
Non-current			
Long-term debt	16	232,301	256,093
Provisions	17	62,572	51,596
Deferred tax liabilities	25	21,256	23,773
Other financial liabilities		2,748	2,547
Other liabilities	18	67,688	64,318
Total liabilities		1,018,619	873,396
Shareholders' equity			
Share capital	21	289,118	276,698
Contributed surplus	21	15,788	13,490
Retained earnings		852,725	735,917
Accumulated other comprehensive income		165,629	60,140
Total shareholders' equity		1,323,260	1,086,245
Total liabilities and shareholders' equity		2,341,879	1,959,641

See accompanying notes

On behalf of Stantec Inc.'s Board of Directors



Aram Keith, PE, FASCE, Director



Bob Gomes, P.Eng., Director

Consolidated Statements of Income

Years ended December 31 <i>(In thousands of Canadian dollars, except per share amounts)</i>	Notes	2015 \$	2014 \$
Gross revenue		2,877,245	2,529,918
Less subconsultant and other direct expenses		503,562	454,607
Net revenue		2,373,683	2,075,311
Direct payroll costs	27	1,081,088	936,918
Gross margin		1,292,595	1,138,393
Administrative and marketing expenses	7,21,27	988,571	846,148
Depreciation of property and equipment	10	45,880	38,698
Amortization of intangible assets	12	37,853	24,252
Net interest expense	26	10,929	8,515
Other net finance expense	26	3,308	3,083
Share of income from joint ventures and associates	13	(2,048)	(2,419)
Foreign exchange gain		(273)	(425)
Other income	28	(3,232)	(2,659)
Income before income taxes		211,607	223,200
Income taxes	25		
Current		61,527	59,728
Deferred		(6,298)	(1,026)
Total income taxes		55,229	58,702
Net income for the year		156,378	164,498
Earnings per share			
Basic	29	1.66	1.76
Diluted	29	1.65	1.74

See accompanying notes

Consolidated Statements of Comprehensive Income

Years ended December 31	2015	2014
<i>(In thousands of Canadian dollars)</i>	\$	\$
Net income for the year	156,378	164,498
Other comprehensive income (All items may be reclassified to net income in subsequent periods)		
Exchange differences on translation of foreign operations	108,965	46,266
Net unrealized gain on available-for-sale financial assets	31	2,913
Net realized gain on available-for-sale financial assets transferred to income	(4,466)	(635)
Realized exchange difference on sale of a subsidiary	882	-
Income tax effect on available-for-sale financial assets	77	(40)
Other comprehensive income for the year, net of tax	105,489	48,504
Total comprehensive income for the year, net of tax	261,867	213,002

See accompanying notes

Consolidated Statements of Shareholders' Equity

	Shares Outstanding (note 21)	Share Capital (note 21)	Contributed Surplus (note 21)	Retained Earnings	Accumulated Other Comprehensive Income	Total
<i>(In thousands of Canadian dollars, except shares outstanding)</i>	#	\$	\$	\$	\$	\$
Balance, January 1, 2014	93,152,264	262,573	12,369	606,056	11,636	892,634
Net income				164,498		164,498
Other comprehensive income					48,504	48,504
Total comprehensive income				164,498	48,504	213,002
Share options exercised for cash	683,994	10,587				10,587
Share-based compensation expense			4,659			4,659
Reclassification of fair value of share options previously expensed		3,538	(3,538)			-
Dividends declared				(34,637)		(34,637)
Balance, December 31, 2014	93,836,258	276,698	13,490	735,917	60,140	1,086,245
Net income				156,378		156,378
Other comprehensive income					105,489	105,489
Total comprehensive income				156,378	105,489	261,867
Share options exercised for cash	599,640	9,480				9,480
Share-based compensation expense			5,238			5,238
Reclassification of fair value of share options previously expensed		2,940	(2,940)			-
Dividends declared (note 21)				(39,570)		(39,570)
Balance, December 31, 2015	94,435,898	289,118	15,788	852,725	165,629	1,323,260

See accompanying notes

Consolidated Statements of Cash Flows

Years ended December 31		2015	2014
<i>(In thousands of Canadian dollars)</i>	Notes	\$	\$
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES			
Cash receipts from clients		2,967,720	2,599,190
Cash paid to suppliers		(1,023,416)	(871,696)
Cash paid to employees		(1,664,563)	(1,438,417)
Interest received		2,377	2,422
Interest paid		(11,048)	(8,662)
Finance costs paid		(2,651)	(2,654)
Income taxes paid		(73,211)	(75,667)
Income taxes recovered		10,311	2,705
Cash flows from operating activities	30	205,519	207,221
CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES			
Business acquisitions, net of cash acquired	7	(203,461)	(123,713)
Cash held in escrow	8	(8,646)	-
Dividend distributions from investments in joint ventures and associates	13	2,931	2,472
Purchase of investments held for self-insured liabilities		(7,487)	(19,597)
Decrease in investments and other assets		4,922	3,531
Proceeds from lease inducements		560	8,884
Purchase of intangible assets		(3,591)	(3,365)
Purchase of property and equipment		(38,084)	(42,706)
Proceeds on disposition of property and equipment		462	176
Cash flows used in investing activities		(252,394)	(174,318)
CASH FLOWS FROM (USED IN) FINANCING ACTIVITIES			
Repayment of bank debt		(135,854)	(136,823)
Proceeds from bank debt		135,758	140,320
Repayment of acquired bank indebtedness	7	(1,986)	-
Payment of finance lease obligations		(13,360)	(5,174)
Proceeds from issue of share capital		9,480	10,587
Payment of dividends to shareholders	21	(38,334)	(33,641)
Cash flows used in financing activities		(44,296)	(24,731)
Foreign exchange gain on cash held in foreign currency		4,809	2,502
Net (decrease) increase in cash and cash equivalents		(86,362)	10,674
Cash and cash equivalents, beginning of the year		153,704	143,030
Cash and cash equivalents, end of the year	8	67,342	153,704

See accompanying notes

The Urban Collaborative Financial Statement



13 October 2016

RE: Financial Stability Statement

Firm Name: The Urban Collaborative: Master Planning, Urban Design, and Architecture, LLC

Address: 800 Willamette Street, Suite 790, Eugene, OR 97401

Firm Type: Limited Liability Company

State of LLC Filing: Oregon

Services Provided: Master planning, community outreach, urban design

This statement attests to the financial stability of The Urban Collaborative, LLC. The privately held firm has been in continuous operation from Eugene, Oregon since its inception in 2006. Since that time, the firm has expanded from a staff of 5 to a staff of over 20 and we have added satellite offices in Honolulu, San Francisco, San Antonio, Dayton, and Washington DC.

The Urban Collaborative adheres to all the rules and regulations regarding applicable financial statements to include preparation of balance sheets, statements of income and retained earnings, statements of cash flow, and notes to accountants.

Our accounting firm uses the best current accounting practices to track our financial position. The financial statements are prepared and presented in accordance with the generally accepted accounting principles and audit is performed in compliance with the widely accepted auditing standards.

A handwritten signature in black ink, appearing to read "Mark Gillem".

Mark Gillem, PhD, FAIA, AICP
Principal
The Urban Collaborative, LLC

EJES Incorporated Financial Statement



CORPORATE OFFICE
12655 N. Central Expressway, Suite 500
Dallas, Texas 75243
Phone: 214 343-1210
Fax: 214 343-3885

- Architectural
- Engineering
- Planning
- Construction Management
- Environmental Services

Service With Excellence

October 14, 2016

RE: Financial Stability Statement

Firm Name: **EJES INCORPORATED**
Address: **12655 N. Central Expressway, Suite 500, Dallas, TX 75243**
Firm Type: **S-Corporation**
State of Incorporation Filing: **Texas**

Services Provided:

Architect, Engineering, Planning, Environmental and Construction Management Services

This statement attests to the financial stability of EJES INCORPORATED. The privately held firm has been in continuous operation from Dallas, TX since its inception in 2000. Since that time, the firm has expanded from a staff of 5 to a staff of over 80 and we have added offices in Houston, Shreveport, Metairie, and Jackson, MS.

EJES INCORPORATED adheres to all the rules and regulations regarding applicable financial statements to include preparation of balance sheets, statements of income and retained earnings, statements of cash flow, and notes to accountants.

Our accounting firm uses the best current accounting practices to track our financial position. The financial statements are prepared and presented in accordance with the generally accepted accounting principles and audit is performed in compliance with the widely accepted auditing standards.

A handwritten signature in blue ink, appearing to read 'E. Jones'.

Edwin B. Jones, PE, MBA
President
EJES INCORPORATED

Houston

6161 Savoy Dr., Suite 830
Houston, TX 77036
(P) 281.272.1612 | (F) 281.272.1619

Shreveport, LA

201 Wilkinson Street
Shreveport, LA 71104
(P) 318.670.7275 | (F) 318.670.7284

Jackson, MS

405 Briarwood Drive, Suite 110
Jackson, MS 39206
(P) 601.691.1060 | (F) 601.691.1646
FORT SILL JOINT LAND USE STUDY | STANTEC | 25



October 14, 2016

RE: Financial Stability Statement

Firm Name: SEARCH, Inc.
Address: 315 NW 138th Terrace, Newberry, FL 32669
Firm Type: Corporation
State of Filing: Florida
Services Provided: Cultural resources management, terrestrial archaeology, maritime and underwater archaeology, Geospatial, historic buildings, archival research, conservation and curation, public interpretation, museum design/fabrication/installation, training, consultation

This statement attests to the financial stability of SEARCH, Inc. SEARCH is a privately held firm that has been in continuous operation since its inception in 1993. SEARCH's revenue and capital growth has been, and is anticipated to continue to be, accomplished through current operations and reinvestment of earnings. In addition to SEARCH's current cash reserves, we have an established \$1 million line of credit with Iberia Bank. SEARCH carries no bank debt and has not required excess owner investment. SEARCH's financial stability and strength enables our firm to support our clients' missions, including large and small projects across the globe, simultaneously.

Our accounting practices are in compliance with generally accepting accounting principles, FAR, and DFAR. SEARCH accounting practices and rates have been audited and approved by the Defense Contract Audit Agency (DCAA). SEARCH successfully underwent a DCAA accounting system review in 2009 and DCAA audit in 2005, 2007, 2008, and 2009 related to the awarding of IDIQ contracts, all of which resulted in Firm Fixed Price work assignments.

Since 1993, SEARCH has conducted over 2,500 projects across 33 US States, 6 US Territories, and 17 countries in Oceania, Asia, Africa, Europe, the Americas, and the West Indies. Our staff of more than 110 professionals works from 15 offices nationwide, including Hawaii, Guam, and our 11,000-square-foot curation facility outside of Washington, DC. State and federal agencies have selected SEARCH for 52 IDIQs as Prime (\$196M) and 82 IDIQs as Team Member (\$1.7B).

A blue ink signature of Anne V. Stokes.

Anne V. Stokes
CEO
SEARCH, Inc.

Example Stantec Progress / Management Report

NCBC Joint Land Use Study



Progress Report

To:	Elaine Wilkinson	Progress Report #:	2
From:	Ray Greer	Reporting Period:	May 2016 to June 2016
Project Number:	215613160	Submittal Date:	June 22, 2016

Project Name: NCBC Joint Land Use Study

Activities Accomplished During Current Billing Period

Task 3 (Stantec Task 210) – Project Initiation:

- Prepared for and conducted Joint Policy and Technical Committee (TAC) meeting on June 8, 2016.

Task 4 (Stantec Task 220) – Stakeholder and Public Engagement:

- Created and launched project website (seabeesjlus.com) and upload project content to site.
- Conducted the following stakeholder meetings:

June 9, 2016

Billy Hewes, Mayor City of Gulfport

Chris Vignes, Public Information Officer City of Gulfport

June 15, 2016

Bernie Walker, NCBC Gulfport Planner NCBC

Bill Sloan, NCBC CENSECFOR Deputy Director NCBC

Bill Bailey, NCTC Facilities NCBC

Dave Sammons, NCG-2 Facilities NCBC

Task 5 (Stantec Task 230) – Data Collection:

- Collected and evaluated Comprehensive Plans and Zoning Ordinances for Harrison and Hancock Counties and the Cities of Gulfport and Long Beach.
- Collected and analyzed GIS data, land use information, related plans and studies for Harrison and Hancock Counties and the Cities of Gulfport and Long Beach.

Task 6 (Stantec Task 250) – Develop the JLUS:

- Create and begin preparing structure of the JLUS document.



June 22, 2016
Elaine Wilkinson
Page 2 of 2

Anticipated Activities in the Upcoming Month

Task 3 (Stantec Task 210) – Project Initiation:

- Conduct second TAC and Policy Committee kickoff meeting.

Task 4 (Stantec Task 220) – Stakeholder and Public Engagement:

- Prepare for and conduct a series of Public Workshops (3 workshops).

Task 6 (Stantec Task 250) – Develop JLUS:

- Continue to prepare JLUS document.

Project Budget and Schedule Adherence

- Project expenditures are commensurate with work completed on project.
- Project is adhering to schedule

Anticipated Project Issues or Concerns

- None at this time.

Pending Items Requiring Client Action

- None at this time.

Example Stantec Progress / Management Report

Joint Base Charleston JLUS TDR Feasibility Study



Progress Report

To:	Nick Pergakis	Progress Report #:	4
From:	Ray Greer	Reporting Period:	04/01/2014 to 04/30/2014
Project Number:	215611847	Submission Date:	May 13, 2014

Project Name: Joint Base Charleston JLUS TDR Feasibility Study

Activities Accomplished During Current Billing Period

Task 1 – Assessment of Existing Conditions and Plans:

- Completed Task

Task 2- Transfer of Development Rights Program for the Study Area

- Research and review other successful TDR programs that have been implemented. Continue to develop and analyze land use strategies that may be utilized within the Study Area.

Task 3 – Meetings and Public Workshops:

Stantec conducted First Public Workshop held on April 1, 2014.

Stantec attended and conducted a series of Stakeholder meetings with representatives from Charleston Trident Association of Realtors, Charleston Area Convention & Visitors Bureau Meeting, and Charleston Regional Development Alliance Meeting.

Anticipated Activities in the Upcoming Month

Task 2 – Transfer of Development Rights Program for the Study Area

- Continue to analyze and develop possible TDR strategies. Coordinate various strategies with project team economist and attorney.

Task 3 – Meetings and Public Workshops

- Continue to conduct Stakeholder meetings.

Project Budget and Schedule Adherence

- Project expenditures are commensurate with work completed on project.
- Project is adhering to schedule

Anticipated Project Issues or Concerns

- None at this time.

Pending Items Requiring Client Action

- None at this time.

References & Past Experience

References

Below, please find Stantec's references. A full description of each project that is referenced can be found in the past experience subsection starting on Page 34.

Naval Support Activity Panama City (NSA-PC), Bay County JLUS Implementation Bay County, Florida (page 35)

Service Dates: 2010 - 2013 (Ongoing General Planning Services Contract)
Client Contact: Ian Crelling, AICP, Principal Planner
Bay County Development Services
(850) 248-8250
icrelling@co.bay.fl.us

Marine Corps Air Station, Carteret County JLUS Cherry Point, North Carolina (page 36)

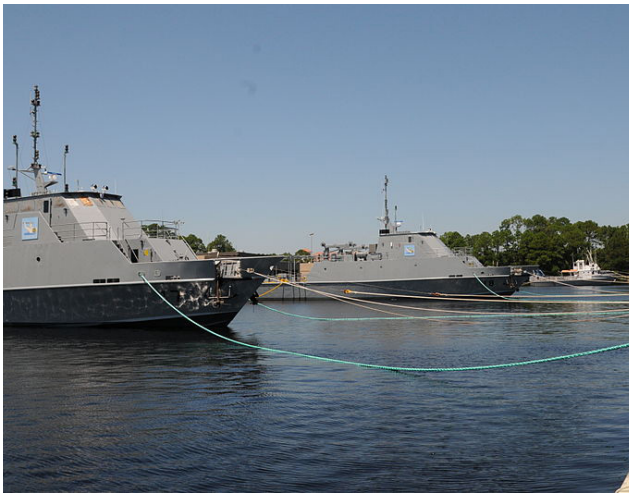
Service Dates: 2015 - Ongoing
Client Contact: Eugene Foxworth, Planning Director
Carteret County Government
(252) 728-8545
eugene.foxworth@carteretcountync.gov

Naval Weapons Station, Joint Base Charleston, Assess and Mitigate Maritime Traffic and Military Activity Study for JLUS Implementation Charleston, South Carolina (page 37)

Service Dates: 2013 - 2015
Client Contact: Kathryn Basha, AICP, Planning Director
Berkeley-Charleston-Dorchester Council of Governments
(843) 529-0400
kathrynb@bcdcog.com

Naval Construction Battalion Center + Special Areas Joint Land Use Study Gulfport, Mississippi (page 38)

Service Dates: 2013 - 2015
Client Contact: Elaine G. Wilkinson, Executive Director
Gulf Regional Planning Commission
(228) 864-1167
egw@grpc.com



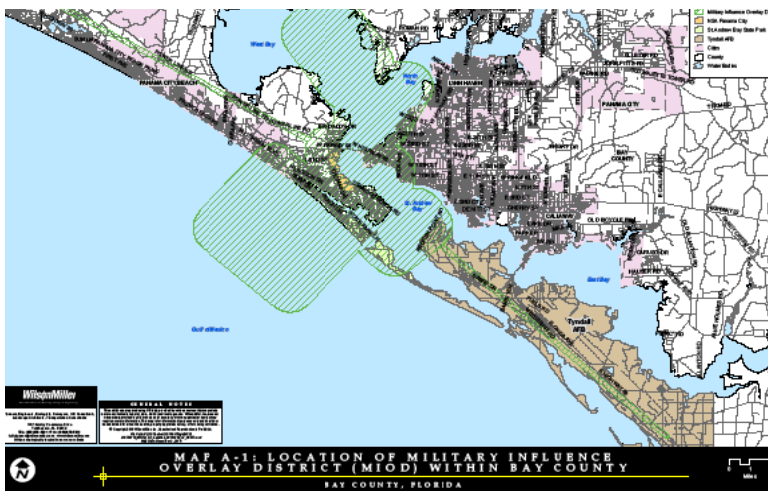
Naval Support Activity Panama City (NSA-PC), Florida Panama City JLUS Implementation

NSA-PC is located on Florida's St. Andrews Bay. It comprises 657 acres and 221 buildings, hosts 13 tenant commands, and is the top dive-training and littoral-warfare center for divers from all branches of the US military. The bay provides an ideal setting for rough- and calm-water training. NSA-PC also houses the Naval Surface Warfare Center, the top naval system laboratory and a center for research design, testing, and evaluation of mines, mine warfare, underseas countermeasures, diving and life-support systems, and littoral warfare. NSA-PC employs more than 2,800 civilian and military personnel.

In 2008, Bay County and Naval Support Activity–Panama City (NSA-PC), with assistance from the Office of Economic Adjustment of the U.S. Department of Defense, collaborated on a Joint Land Use Study. The JLUS provides recommendations that are intended to promote compatible community growth while supporting military training and operational missions.

The City of Panama City retained Stantec in 2012 to assist with implementation of the JLUS recommendations for Panama City. Our team produced a series of eight reports to implement the recommendations, including a land use survey, compatible land use plan, military influence overlay district, formal notification of new development, water-structures zoning standards, frequency military influence area, real estate disclosure, and legislative military installation compatibility.

The implementation process took place over 12 months and established a military influence overlay district (MIOD) in the Comprehensive Plan, along with new zoning regulations and guidelines.



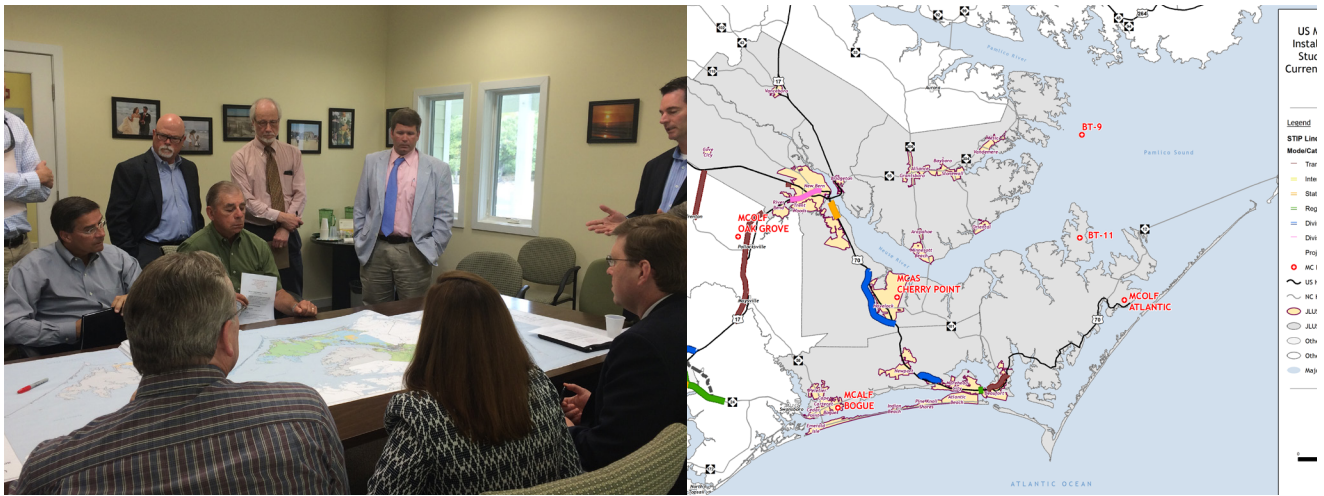
Naval Support Activity Panama City (NSA-PC), Florida Bay County JLUS Implementation

In 2010, Stantec began work with Bay County and NSA-PC to assist in implementation of Joint Land Use Study strategies. We completed the project over three phases ending in 2012.

The JLUS recommendations promoted compatible community growth while supporting military training and operational missions. We worked with the County to implement the recommendations from the study through land development code changes, comprehensive plan amendments, reports, and studies. JLUS implementation has helped foster collaboration and mitigate existing and anticipated encroachment by improving coordination among the County, NSA-PC, the City of Panama City, and the City of Panama City Beach.

A Military Influence Overlay District (MIOD) was established in the Comprehensive Plan along with new zoning regulations and guidelines within the land development regulations. We identified military influence areas (MIA) to cover such issues as frequency interference, land/water dock/pier construction, anti-terrorism and force protection, and line-of-sight protection. Bay County planning staff conducted a study of building heights and their relation to site lines into the base. This led to adoption of tiered height limitations and new height restrictions to ensure that new construction inside existing microwave-tower corridors are compatible. They also created an ordinance to help regulate the interface between land uses and water detailing dock and pier construction, and a communication coordination plan. The implementation of the Joint Land Use Study recommendations were reviewed and analyzed with one fundamental goal—ensuring success of NSA-PC’s mission while safeguarding the needs of the adjacent communities.

To implement the JLUS within Bay County, we produced a business-registration plan, communication plan, design standards, frequency ordinance, land use analysis, land use/water interface ordinance, and MIA district, parcel priority report, and real estate disclosure report.



Marine Corps Air Station Cherry Point, Carteret County, North Carolina Regional Joint Land Use Study

Stantec's team led project coordination, land use modeling with CommunityViz, and development of recommendations and guidelines for a JLUS in North Carolina's Carteret, Craven, and Pamlico counties. To create our plan we undertook substantial outreach to stakeholders and three-county modeling effort, designed to support creation of a plan that advances the health, safety, and welfare of the region, protects community character, accommodates new growth in a sensible way, and ensures compatibility between military and community land uses.

Working with military installations at Cherry Point and surrounding communities, our Stantec team produced a comprehensive document that catalogs base conditions, land use scenarios, policy changes, and strategy recommendations to ensure that new development does not interfere with military training or other critical military operations. This region relies on those operations for jobs and to boost economic development; this work aims to assure that communities and the military can work together to manage growth in a way that supports both military operations and local planning goals.

We convened technical and policy advisory committees to provide oversight of the planning process. Public involvement was also a fundamental component. Our proven outreach techniques, including stakeholder interviews, website design and development, and public work sessions, played a crucial part in building local support for this plan. Additionally, the CommunityViz scenario-planning tool provided a bumper crop of detailed information and aided in evaluating baseline conditions in the area. This tool proved particularly useful in understanding the impacts of land use decisions on employment and housing

Overall, our team's robust scenario-planning analysis and comprehensive outreach yielded a plan that accommodates the interests of the military and stakeholders. Using our plan as a guide, the region can now welcome growth that supports local goals while steering it away from areas crucial for military operations.

Please find a sample of the Marine Corps Air Station
Cherry Point Regional Joint Land Use Study in section "Required
Attachments & Sample Report" under attachment E (page 69)



Naval Weapons Station, Joint Base Charleston, South Carolina Assess and Mitigate Maritime Traffic and Military Activity Study for JLUS Implementation

Naval Weapons Station (NWS) Charleston maintains and operates facilities and provides services and materials to support operations of commands for the operating forces of the Navy and other organizations designated by the Chief of Naval Operations. NWS Charleston also hosts over 40 tenant commands within the Department of Defense and other federal occupants. Major tenant activities account for the primary operations of NWS Charleston and employ over 8,400 military, civilian, and contractor personnel.

In 2013, the Berkeley-Charleston-Dorchester Council of Governments (BCDCOG) retained Stantec to assess and mitigate maritime traffic and military activities along the Cooper River and in Charleston Harbor. Stantec continues to provide implementation services.

Our responsibilities include review and analysis of existing information from adopted reports and studies. We analyze multimodal transportation facilities in the study area determine the existing and projected level of traffic, level of service, infrastructure conditions, and capacity of transportation facilities. At the same time, we will undertake a land development assessment and profile the demographics, economic, housing, and transportation in adjacent cities.

Our team also analyzes potential and future conflicts along the waterways and coordinate current and planned needs for water transportation facilities with the BCDCOG, Joint Base Charleston, the Coast Guard, South Carolina State Port Authority, and the Maritime Association of South Carolina. This coordination work will yield potential scenarios for closures of any or all of the maritime facilities in the area—including time frames, closure staging, vessels affected, and notification processes.

We assist with public outreach, education and communications, including stakeholder interviews and briefings, public workshops, steering committees, board of directors meetings, reporting feedback, and preparing materials. We organize multiple stakeholder meetings with parties that depend on the river and the harbor. In addition, we hold three Technical Advisory Committee Meetings and two BCDCOG Board of Directors meetings to keep them abreast of project findings.

Feedback from the stakeholder meetings and our own research will shape a Maritime Mitigation Plan of Action. It outlines the potential impacts of maritime closures on the community and businesses and possible alternatives for shifting traffic to other modes, such as railroads and highways, or destinations, such as Savannah or Norfolk. The plan also projects the fiscal impact of closures.



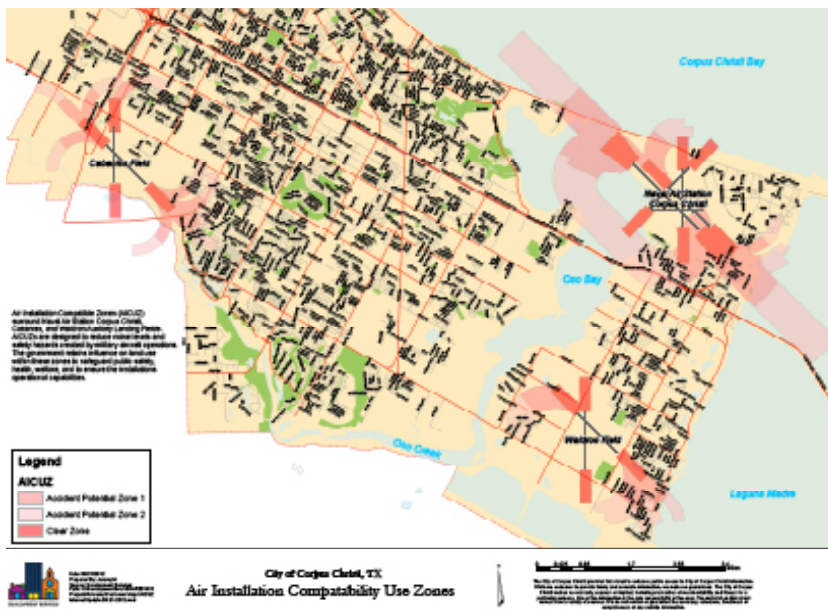
Naval Construction Battalion Center + Special Areas Gulfport, Mississippi Joint Land Use Study

In 2016, under contract with the Gulf Regional Planning Commission, Stantec was selected to undertake a Joint Land Use Study (JLUS) along the Mississippi Gulf Coast. The focus of the study centered on Naval Construction Battalion Center (NCBC) Gulfport and the Special Areas owned by the Navy – the Western Maneuver Area, Stennis Airport, and Woolmarket Small Arms Range.

NCBC Gulfport is one of the largest employers in the coastal region. NCBC Gulfport’s mission is to maintain and operate facilities, and provide service and material in support of naval construction force units deployed from or home-ported at NCBC Gulfport, one of only two Seabee bases in the United States. In addition to the responsibilities of the Seabee’s the JLUS also included Navy owned lands used by multiple facets of the Navy as well as other military branches.

The JLUS process was specifically tailored to meet the needs of the military, civilians, and stakeholders along the Mississippi Gulf Coast. The project benefited from a Technical Committee and a Policy Committee to keep the local community educated and aware of the JLUS and to keep the JLUS team up to date on current data, trends, and community discussions. In addition to meeting with the committees as a whole, Stantec conducted individual stakeholder meetings to delve deep into specific subject areas. Working relationships with the public were fostered through 10+ community meetings held in varying locations throughout the area.

Each of the Special Areas had specific concerns to be addressed through the compatibility analysis. Stantec designed the compatibility analysis to find a balance between military and community needs to allow both to grow successfully. Ultimately, Stantec will craft a set of recommendations and guidelines for both the military and community stakeholders to promote compatible development, increase base security, and build relationships between NCBC Gulfport, the Special Areas, the cities of Gulfport and Long Beach, and Harrison and Hancock counties.

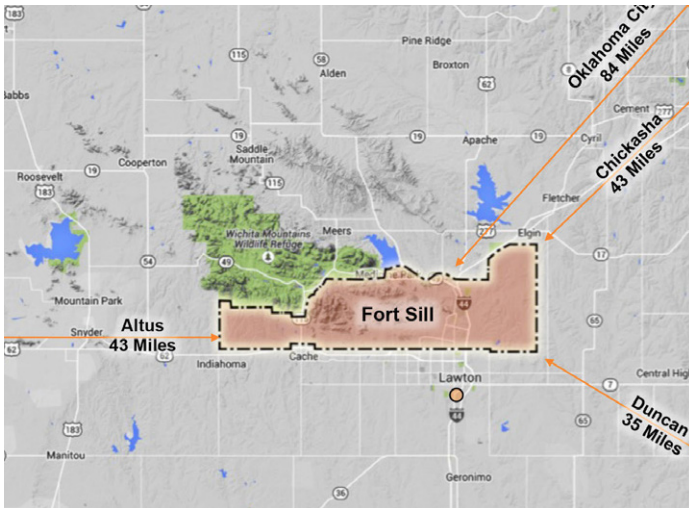


Naval Air Station Corpus Christi–Corpus Christi, Texas Comprehensive Plan for Military Compatibility JLUS Implementation

The City of Corpus Christi wanted a new Comprehensive Plan to guide new growth spurred by the upswing in energy markets. Working as a subconsultant to another firm, our team members have led preparation of a plan that will implement residents' vision for the city in the 21st century. Plan CC sets out a 20-year program for implementing this vision of a future Corpus Christi with a diversified economy, modernized infrastructure, increased options for living choices, and connected, compact, and amenity-rich neighborhoods.

Plan CC promotes investing in people, places, prosperity, and quality of life. This means encouraging technology-intensive sectors, supporting workforce development, and creating an entrepreneurial ecosystem. Downtown revitalization and housing combined with a strategic network of mixed-use urban villages and a multimodal transportation network will channel growth, strengthen the economy, and reinforce the city's identity.

As part of the update to the Comprehensive Plan, we incorporated goals, objectives, and policies geared toward implementation of the JLUS for Naval Air Station Corpus Christi. Policies put into place to facilitate future implementation include establishment of land-use compatibility regulations around the military airfields and the city's airport. Our team has also been contracted to create a zoning overlay for the airport and three Navy airfields.



Fort Sill Comprehensive Plan, City of Lawton, Oklahoma

The Urban Collaborative developed a Comprehensive Plan and seven Area Development Plans (ADP) for Fort Sill. Fort Sill is located in Oklahoma's southwestern Comanche County and is adjacent to the City of Lawton, the economic and commercial services center for southwestern Oklahoma. Lawton accounts for roughly 80 percent of Comanche County's population, and interacts continually with the community around the base.

The site consists of over 93,000 acres of land that varies greatly in use, topography, and environmental characteristics, including steep slopes and natural habitats, small lakes and streams, range land, and historic architecture.

The Urban Collaborative's work at Fort Sill began with a Vision Workshop engaging over 150 stakeholders, community members, and senior leadership working together to create a planning vision, goals, and principles to guide future development; the group also divided Fort Sill into seven separate districts. They continued working with Fort Sill to create Area Development Plans (ADPs) for each district, an Installation Development Plan that included building and street standards, and a Master Plan Digest.

Planning at Fort Sill focused on Capacity Planning, to determine how much development is possible at the installation without impacting the surrounding community of Lawton and Comanche County. During the Flightline ADP, The Urban Collaborative and Fort Sill stakeholders took special consideration of the impact to adjacent, off-base neighborhoods.

Planning at Fort Sill also included careful attention to Native American concerns on the installation, including access to sacred areas, in addition to concerns surrounding it, ensuring development on the installation does not impact Native American Interests. Furthermore, the planning team incorporated the historic areas at Fort Sill into the development process, respecting and highlighting the historic buildings and neighborhoods while assimilating them into new development.

As the area's needs develop and change, a flexible plan allows the installation to adapt while continuing to uphold the planning vision. In order to allow this flexibility, a form-based code, depicted by the Regulating Plan, establishes a framework for infrastructure, streets, facilities, and landscape. These standards determine how the community will look and function at an elemental level, defining the structure of a transportation network and regulating the associated facilities and open spaces. The result is the opportunity.

Plan Elements:

- Regional Plan
- Seven Area Development Plans
- Land Use Plan
- Planning Principles
- Constraints Map
- Regulating Plan
- Airfield and Railroad Planning
- Framework Plan
- Illustrative Plan
- Street Network Plan
- Transit Network Plan
- Bicycle Network Plan
- Pedestrian Network Plan
- Green Space Network Plan
- Implementation Phasing



American Planning Association
Federal Planning Division (APA-FPD)
Outstanding Area Development Plan
Award, Fort Sill Southwest Campus
Plan, 2012





Fort Lewis Comprehensive Plan, Washington

Fort Lewis (now Joint Base Lewis-McChord) had nearly \$4 billion in projected development in one decade. The Urban Collaborative was able to recover the common design language originally implemented at the base in the 1920's which had been camouflaged by years of sprawl.

The UC designed the overall Illustrative Plan, which emerged out of a participatory design process that included over 300 charrette participants, detailed surveys, and focus groups. It shows one way the base can grow. We also developed the Regulating Plan, which assigns allowable building types to parcels and gives flexibility in the design process while regulating the essential aspects of building form.

The UC takes pride in designing sustainable communities. The plan provides sites in the downtown core for homes for up to 780 families and 460 individual soldiers. With these increased densities, an effective transit system would be viable. Taken together, this led to a forecasted reduction of 11.4 million vehicle miles traveled (VMT) per year, a carbon dioxide emission reduction of 12.9 million pounds per year, and a per family annual savings of over \$1,500. This plan also shows the application of a Growth Boundary around the installation's main cantonment in order to preserve environmentally sensitive areas.

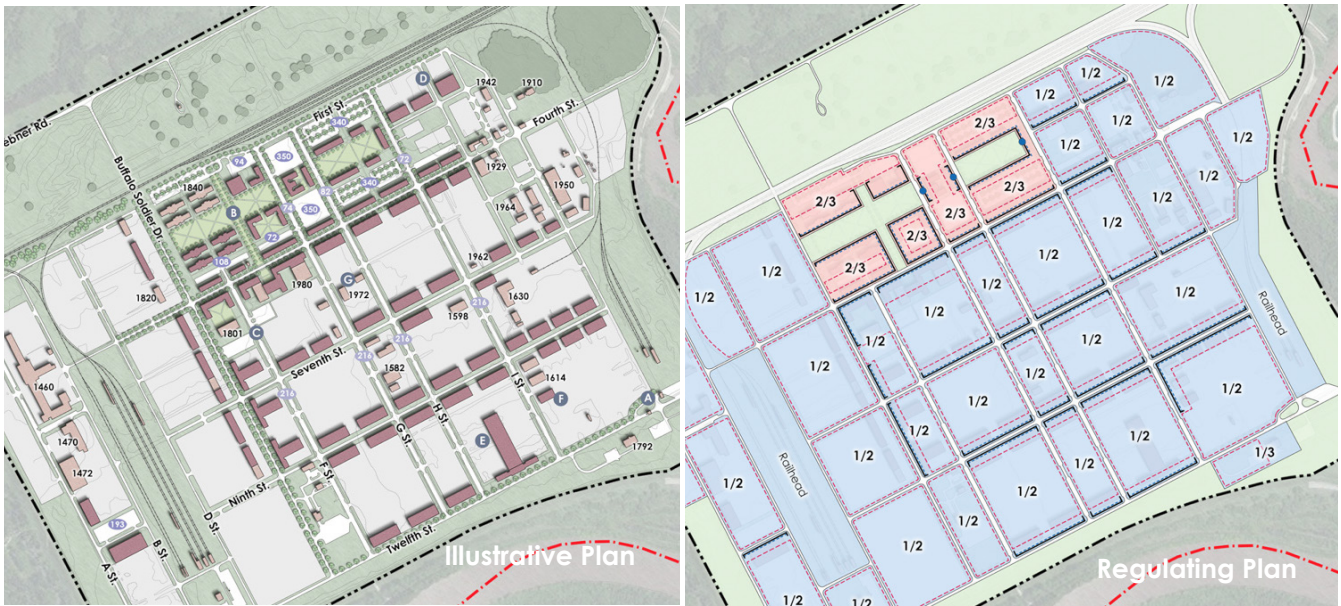
Plan Elements:

- Illustrative Plan
- Regulating Plan
- Transportation Plan
- Pedestrian and Bicycle Plan
- Parks and Open Space Plan
- Range and Training Land Plan
- 13 Area Development Plans



American Planning Association
Federal Planning Division (APA-
FPD) Outstanding
Federal Planning Project
(Honorable Mention), 2011

American Planning Association
Federal Planning Division (APA-
FPD) Outstanding Sustainable
Planning Award: Downtown
Area Development Plan, 2009



Fort Riley Area Development Plan, Junction City, Kansas

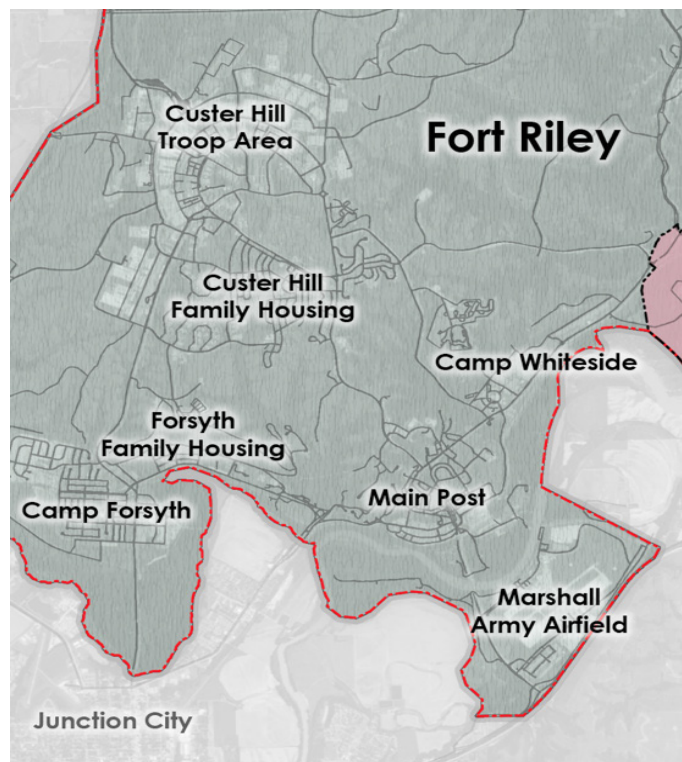
The Urban Collaborative created an Area Development Plan (ADP) at Fort Riley which identified capacity for future development and provided a vision for planning and implementation in an effective, sustainable manner.

The plan illustrates how compact and flexible development can occur within constrained areas to maximize land use and existing infrastructure. The plan constraints included working within the flood zone and around an airfield and railroad.

The participation of stakeholders helped form a planning vision, analyze the site, identify program requirements, and develop a plan that provides flexibility and long-range capacity to guide the ADP.

Plan Elements:

- Land Use Plan
- Building and Landscape Standards
- Street Standards
- Illustrative Plan
- Design Alternatives
- Implementation Phasing Plans





Fort Hood Master Plan, Killeen, Texas

In 2011, under the contract leadership of USACE Fort Worth, Fort Hood hired The Urban Collaborative to help the installation develop a Vision and new Real Property Master Plan including Area Development Plans for 11 districts; subsequent projects included developing District Area Development Execution Plans and Sustainability Component Plans. The installation contains 217,000 acres, including over 50 motor pools, headquarters and administrative space for 25 major units, and 6,000 family housing units.

The firm guided the installation to a vision focusing on sustainability, walkability, and infrastructure supporting public and regional transit. Where possible, the ADPs incorporate the addition of duplex and townhome neighborhoods to create community centers within the installation. This also enables Fort Hood to phase out housing located outside the installation perimeter, increasing security and decreasing transportation requirements for military families. Also included in the contract were two courses of action studies for major projects: 1. A new \$534 million new medical clinic will leave the existing, 600,000sf medical center vacant, and 2. the existing 230,000sf Exchange will be replaced by a new facility. Also included was the development of an Installation Development Plan, Installation Design Guide, Capital Investment Strategy, master plan digest, transportation study, and Memorial Park Master Plan.

The process began with a visioning session that brought together over 120 stakeholders who, through the visioning process, became invested and developed ownership in the master plan. Over time, the installation funded a complete master plan update with 11 Area Development Plans and accompanying Area Development Execution Plans, new planning standards, network plans for transportation, green infrastructure, utilities, and a master plan digest. In addition to these overall plans, the UC developed the Memorial Park Master Plan, which is already under construction. The effort also included detailed capacity planning, form-based planning, access control planning, AT/FP planning, feasibility studies, low impact development planning, and plan-based programming.

The UC conducted 14 workshops and charrettes at Fort Hood. More than 350 stakeholders participated

throughout the process, including staff from environmental, training, planning, housing, medical organizations, and representatives from adjacent cities and counties. The UC met with local planning commissions and city councils to get their input and inform them of the plan's development. Mission organizations were highly involved in each district, resulting in a plan that meets the entire installation's needs.

Plan Elements:

- Regional Plan
- Eleven Area Development Plans
- Land Use Plan
- Planning Principles
- Constraints Map
- Regulating Plan
- Airfield Planning
- Framework Plan
- Illustrative Plan
- Street Network Plan
- Transit Network Plan
- Bicycle Network Plan
- Pedestrian Network Plan
- Green Space Network Plan
- Implementation Phasing



American Planning Association Federal Planning Division (APA-FPD) Outstanding Technical Plan or Study Honor Award: Fort Hood Area Development Execution Plan, 2015

Additional Project Experience



Tribal Coordination, USACE Mobile District, Mobile, Alabama

In compliance with Executive Order 13175 (2000) “Consultation and Coordination with Tribal Governments” a workshop was developed for the USACE Mobil District focused on Native Lands and the USACE’s role and responsibilities. The workshop also involved discussions of archeological and cultural issues related to Native Lands. The development of the workshop included coordination with the USET Tribes being affected by USACE Mobile District projects. Shawna Newman served as the Project Manager, workshop developer, and liaison between USACE and Tribal representatives. She facilitated the discussions on issues between the two parties, coordinated a neutral meeting facility, assisted tribal government personnel in arrangement of travel and reimbursements, and provided a summary of action items and key discussion points. During the workshop, she worked closely with the Poarch Band of Creek Indians, Choctaw Nation of Oklahoma, Coushatta Tribe of Louisiana, Muscogee (Creek) Nation, Alabama- Quassarte Tribal Town of the Creek Nation, Cherokee Nation in Oklahoma, Mississippi Band of Choctaw Indians, Thlopthlocco Tribal Town, and the Kialegee Tribal Town in Wetumka, Oklahoma.

Brownfields Community Outreach Programs

Shawna Newman has served as a Brownfields Coordinator where she developed a community outreach program from the grassroots level and has taught various Brownfields workshops and conferences. She has worked extensively with impacted communities and stakeholders to develop vision plans, conduct needs assessments, and created implementation plans based on the community input. Planning meetings, stakeholder charettes, and community Fact Sheets and Brochures were among her responsibilities. Her Brownfields work has included the Poarch Creek Tribe beekeeping and conservation lands; Seminole Tribe Brownfields contaminated lands assessments and preservation, Miccosukee Tribe water rights, Tohono O’odham Nation Brownfields; Leech Lake Band of Ojibwe land preservation; Absentee Shawnee Tribe in Oklahoma Brownfields; and the Coushatta Tribe environmental program awareness.



Endangered Species Surveys and Resource Protection

Woodard, Beaver, and Parker County Oklahoma and Finney, Seward and Haskell County Kansas

Bertram lead survey teams as Sr. Wildlife Biologist conducting Lesser Prairie Chicken (delisted threatened/endangered species 2016) surveys in Woodard, Beaver, and Parker County Oklahoma and Finney, Seward and Haskell County Kansas. The project sites were located within either a focal area, connectivity zone, or an area identified as ‘high probability lek habitat’ on the Southern Great Plains (SGP) Crucial Habitat Assessment Tool (CHAT). Field surveys were conducted according to the Western Association of Fish and Wildlife Agencies (WAFWA) Lesser Prairie-Chicken Range-wide Conservation Plan (RWP) survey protocol. In addition, Bertram was project lead for resource protection impacts to lesser prairie chicken for Chermac Energy Corporation regarding the proposed construction of a wind-farm in Harper, County, Oklahoma.

Bertram conducted habitat and threatened and endangered species surveys in Cotton and Stephens County Oklahoma. His primary duty was to identify and report potential resource impacts along pipeline right-of-ways (ROW) for Enogex Gas Gathering and Chesapeake Oil & Gas companies. Surveys were principally design to determine whether the endangered black-cap vireo and other passerine species of concern were nesting along the ROWs.

Outline & Proposed Methodology

Proposed Methodology

Stantec's approach is built upon our team's direct planning experience with military installations and local communities. We bring an ability to quickly understand the mission impacts of Fort Sill in conjunction with the growth management considerations of the Cities of Lawton, Elgin, Fletcher, Cache, Apache, and Frederick; the Towns of Sterling, Medicine Park, and Indianahoma; and Camanche, Kiowa, Jackson, Tillman, and Caddo Counties. This approach includes conducting in-depth land use and zoning evaluations to develop long term, proactive strategies that provide the tools necessary to identify and mitigate potential conflicts, while enhancing communication and coordination between communities and their local military installation. The Stantec approach will work to protect the mission of the military installation and support the continued health and growth of local economies.



Military installations are critical to local economies, generating thousands of jobs and millions of dollars in economic activity and tax revenue annually. That has been true with Fort Sill as an over four percent continual growth in population in 10 years has occurred per the 2000 to 2010 census comparison. Dynamic and, often, incompatible development and encroachment have traditionally been factors in limiting military training operations, along with restructuring missions and critical components, creating conflict with local communities. The increased population and business growth within City of Lawton, along with increased pressure for residential and commercial development and expansion at city edges in response to evolving missions and operating environments at Fort Sill, increases the chances for incompatibility, even if there don't currently appear to be outward conflicts. We acknowledge Fort Sill and its communities are working proactively to keep these issues at bay and ensure a continuance of mission critical performance while maintaining social and economic relationships with the community.

The intent of the JLUS process is to establish and foster working relationships and to create a team approach to both prevent and/or curtail civilian encroachment issues while continuing military operations with future mission changes and regional growth. The ultimate success of our JLUS approach will be a set of recommendations and guidelines for both the military and communities to promote compatible development, increase personal health and safety and installation security, and lead to active working relationships in pursuit of supportive implementation.

Our approach to creating a plan that can be implemented is drawn from our best practice experience with other military installations and their neighboring communities and our previous JLUS projects. In turn, the outcome of this JLUS will be compatible physical and economic development opportunities that can be acted upon by local jurisdictions, stakeholders, entrepreneurs, organizations, and existing businesses.

The details of the methodology we propose to take, as described on the following pages, will show that we understand the importance of security and safety while looking for ways to enhance a thriving, actively developing and supportive community life. The project activities proposed by Stantec for the Lawton-Fort Sill JLUS are identified below. These sections correspond to those set forth in the work plan and schedule proposed to meet the 14-month project timeline and be completed by the end of January 2018. See the Work Plan Schedule table on the next page followed by individual task descriptions.

Work Plan Schedule

LAWTON-FORT SILL JLUS TASKS	2016		2017												2018
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
1. Project Initiation															
Initial Teleconference Meeting with JLUS Sponsor (ASCOG)		♦													
Administration and Coordination															
1a. Kickoff Meeting		♦													
1b. Installation Tour		♦													
2. Public Involvement															
Interview Officials, Staff, and Representatives															
Local Government Officials Interviews															
Local Government Staff Interviews															
Fort Sill Military Representatives Interviews															
Garrison Command & Directorate of Public Works															
Operational Test Command															
Public Involvement Plan															
Press Releases															
Project Website															
Public Workshops															
Media Interviews & Meeting Notifications															
Public Involvement Activities															
3. Existing and Historical Conditions Analysis and Mapping															
3a. Existing Data Collection															
Identify and Collect															
Review and Summarize															
Estimate and Profile															
Draft Report Sections															
3b. GIS Mapping															
Display and Analyze															
Update GIS Coverage															
Link Parcels in CommunityViz Model															
Hardcopy Maps															
4. Identification and Analysis of Land Use and Facilities Conflicts															
4a. ID Existing LU Located w/in Current Noise Contours and APZs															
Classify Existing LU Compatibility with Military Ops															
Review Existing and Potential Future Conflicts															
Evaluate Development Controls															
4b. Evaluate Master Plans Impacting Fort Sill															
Planned Expansions and Growth															
Standard Operating Procedures															
Draft Report Sections															
5. Future Community Development Potential and Assessment of Future Land Use Conflicts															
5a. Future Development Potential Analysis															
Future Potential Development Projections															
Land Use Scenarios															
Preferred LU Alts Discussed by ASCOG and Policy Cmte															
5b. Future Land Use Impact Assessment															
Future Land Use Alternatives															
Potential Advantages and Disadvantages															
Future Land Use Compatibility Maps															
Draft Report Sections															
6. Land Use Policy and Regulation Recommendations															
6a. Existing Regulations/Policies															
6b. New Regulations/Policies															
Explore Other Options with ASCOG and Policy Cmte															
Draft Report Sections and Maps															
Proposed Amendments															
Recommendations to Reduce Adverse Impacts															
Recommendations for P4 Initiatives															
7. Draft and Final JLUS Report															
7a. Draft Report Presented to JLUS Sponsor (ASCOG)															
Draft Report															
Review															
7b. Recommendations to Policy Committee															
Interim Final Draft Report															
Review															
7c. Final Draft Report Distributed															
Final Draft Report															
Final Jurisdiction Review															
7d. Revisions to Final Draft Report															
7e. Presentation of Final Report to Policy Committee															
7f. Final Report Released to Public															
Legislative Body Presentations															
Final Public Review															
7g. Adoption of Final Report															
Final Report															
Adoption by JLUS Policy Committee															
7h. Final Report Made Available															
8. Implementation Plan and Action Steps															
Outline Action Steps and Assign Responsibilities															
Discuss Cooperative Monitoring Strategies & Procedures															
Continued Dialogue Plan															
Implementation Plan Summary															
Public Relations Pieces															
9. Presentation of Report and Implementation Plan to Participating Jurisdictions															
Present Findings to JLUS Sponsor (ASCOG)															
Present Findings to Jurisdictions															

SYMBOLS KEY
 ♦ Meetings - One or more scheduled meeting(s) and/or presentation(s).
 ● Deliverable - One or more products produced and/or submitted for review.
 ■ Work Effort (Including agency and public review periods)

Task 1: Project Initiation

Upon written receipt of the Notice to Proceed, the Stantec team will begin their support of the Lawton-Fort Sill JLUS with project initiation activities that include project administration and coordination that will last from start to finish. Initial coordination will begin with the project sponsor, the South Central Oklahoma Governments (ASCOG), and include activities regarding the work plan, schedules, meeting locations, stakeholders, and protocols for working with the ASCOG, the Technical Working Group (TWG), and the JLUS Policy Committee. Administration and project coordination will be ongoing and will include monthly status reports prepared and submitted to the ASCOG prior to the 15th of each month. Status reports will describe all work completed, as well as work in-progress and the percentage of the contract amount completed to date. The Stantec team will work directly with the ASCOG

throughout the project to schedule all meetings, assist in preparing meeting materials (including notices, agendas, handouts, presentations, etc.) and provide timely meeting minutes. Stantec will be responsible for the day-to-day coordination throughout the JLUS

project. The Stantec team also has thorough knowledge of the procedures and requirements of the Office of Economic Adjustment (OEA) and will provide assistance, as necessary, in coordinating with OEA for monthly submittals, requests, and deliverables.



Stantec Strength:
Over 60+ years of
PM experience on
the Stantec team.

One of the first project steps will be to set up an initial teleconference meeting between Stantec and the ASCOG. The purpose of this meeting will be to introduce key players and identify project roles and responsibilities, finalize the work plan and discuss schedule issues, establish coordination procedures for the project, and initiate data transfer protocols and file sharing mechanisms. During the meeting the project schedule and milestones will be reviewed, along with initiating a list of key representatives, stakeholders, and Policy Committee members. All deliverables and their relationships to work tasks will be identified with notes to key predecessor events. A single team point of contact for public involvement and media relations will be identified and maintained throughout the length of the project. The final action immediately following this meeting will be the submission of a revised work plan and schedule to the ASCOG for final approval prior to the kickoff meeting.

Task 1a Kickoff Meeting

The project Kickoff Meeting will be the first formal collaboration session in the JLUS. Stantec will coordinate with the ASCOG on the date, time, and appropriate attendance by the members for the JLUS Policy Committee. The kickoff meeting will be used to identify the overall community context for the Fort Sill military mission, review strategic guidance and confirm expectations, confirm the scope of work, and set the project schedule. Stantec will confirm the expected list of stakeholders and allow for the establishment of any subcommittees by the Policy Committee. A period of time will also be included to address any questions the Policy Committee might have at this initial stage. In preparation for the meeting, Stantec will submit a draft briefing for review by the ASCOG. The briefing will be finalized no less than one week prior to the meeting. Stantec will submit meeting minutes to the ASCOG one week after the meeting.

Task 1b Installation Tour

Stantec will coordinate with the ASCOG to schedule an escorted tour of Fort Sill and any designated outlying facilities adequate to highlight the core functions, key drivers, encroachment issues, and growth expectations for the military to be addressed in the JLUS. Stantec will coordinate with the

ASCOG and Fort Sill representatives, as appropriate, to identify what facilities, camps, and training lands to view, as well as what outlying sites to visit. Representatives from the JLUS Technical Working Group and Policy Committee should be invited to participate, as should the Directorate of Public Works from Fort Sill. Stantec will work with the ASCOG to identify any additional military or civilian participants or stakeholders that should also attend and ensure they are invited. Input during the site visits and tours will greatly enhance the understanding of current conditions and provide first-hand observations of challenges and opportunities. Stantec will have in attendance appropriate personnel that will analyze conditions and develop recommendations later in the process.



Deliverables: The deliverables for Task 1 will include agendas and meeting minutes from scheduled project kick-off meetings. Additionally a Policy Committee roster will be created including telephone numbers and email address for each contact.

Task 2: Public Involvement

Public participation and community involvement, initiated from the beginning of the process, is one of the most important elements in a successful JLUS for Fort Sill. Both a set of Interviews with Officials, Staff, and Representatives and a Public Involvement Plan will be part of this effort. The interviews and meetings described below will be part of the overall Public Participation Plan that will be used to establish the process of events and activities that will provide timely and effective outreach opportunities to impacted communities, stakeholders, elected officials, and constituents involved in the JLUS, and report on the success of that participation at the end of the project. A specific outreach effort will be developed using the latest communications tools and strategies for proactively engaging the surrounding areas of the study and those segments of the public less likely to participate in traditional public outreach activities. This communication will extend beyond the limited timeline of the JLUS project, and serve to set up an implementation plan for the JLUS Policy Committee (PC) to continue to plan and manage implementation as described further in Task 8.

Interview Officials, Staff, and Representatives

The following government, Fort Sill, and stakeholder interviews and meetings are to occur at the beginning of the JLUS project and will be incorporated into the final Public Participation Plan upon contract award. They represent one of the first opportunities beyond the initial kickoff meeting and briefings to engage community participants and introduce the Stantec team to driving capabilities and conflicts they will need to address in upcoming JLUS tasks.



Local Government Officials and Staff Interviews

The local government interviews will be organized to meet with jurisdiction officials and planning staff to include those in the following groups:

- City of Lawton
- City of Elgin
- City of Fletcher
- City of Cache
- City of Apache
- City of Frederick
- Town of Sterling
- Town of Medicine Park
- Town of Indianola
- Jackson County
- Comanche County
- Kiowa County
- Caddo County

130+
Stantec Strength:
Over 130 years of
planning experience from
the project team.

Fort Sill Military Representatives Interviews

Stantec will coordinate a number of Fort Sill staff interviews. It is expected that at least five interviews will be conducted with the following representatives in order to identify training operations, master planning objectives, and environmental conditions that will influence land use compatibility around mission performance. Interviews will be set up with:

- Fort Sill Garrison Command and/or key tenants
- Operational Test Command and/or key range and training lands managers
- DPW Engineering
- DPW Master Planning
- DPW Environmental

Public Involvement Plan

The Public Involvement Plan will be an umbrella document laying out the overall public engagement approach, as well as identifying specific communication elements and outreach tools to be used.

Typical elements of the Public Involvement Plan include:

- Project Background
- Area Demographics
- JLUS TWG and Policy Committee Communication Process
- Targeted Stakeholder Groups
- Approach for Reaching General Public
- Outreach Tools
- Comment Tracking
- Transition of Final Public Participation Report to Implementation Plan



The Stantec team will develop a public outreach strategy within the Public Involvement Plan to outline opportunities for involvement by all interested and affected parties to ensure adherence to an important principle of the JLUS, to provide effective and timely two-way communication throughout. Input and feedback on land use compatibility, environmental issues, transportation,

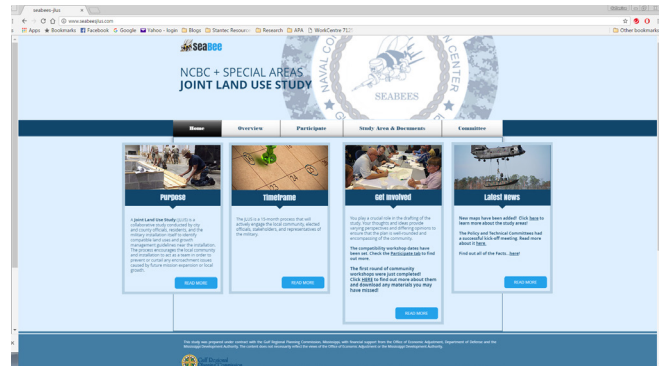
and strategic implementation will be sought from all parties and individual outreach strategies will be customized to align with the unique characteristics of targeted audiences.

Press Releases

The value of media, both in print and online, is essential to informing the public throughout the project. The Stantec team will keep in close contact with local media serving the area—newspapers, television, radio stations—to assure adequate coverage. Stantec will designate a single media-relations representative to develop informational materials, write articles, give interviews, and submit meeting notices as appropriate in each phase of the study.

Project Website

Stantec uses web-based communication during public participation through custom JLUS project websites. This or other appropriate online project communication tool will be used to coordinate the various channels of public engagement throughout the study. These communications tool will also be turned over to the JLUS Policy Committee after the final JLUS report to continue to use as an online outreach tool during implementation. Some of the web based services that will be used include:



- Online Interactive Media Articles (designed, hosted, and maintained by the project team)
- Act as Project Website (front page portal containing key project elements – maps, documents, interactive survey link, social media link, schedule, etc.)
- Facebook/Twitter Social Media Outreach (with, at a minimum, weekly posts or updates)
- Questionnaire/Surveys posted across all channels
- Interactive Feedback Links with local online news articles (coordinated by the project team)

Public Workshops

Stantec will conduct three Public Workshops at different times throughout the project. The first workshop will be used to introduce the general public to the Lawton-Fort Sill JLUS. The second workshop will review the draft JLUS and its recommendations, and the third public workshop will present the final JLUS and its recommendations and the overall implementation plan. The location for each workshop will be coordinated with the ASCOG and JLUS TWG, and Stantec will prepare all material ahead of time and submit the presentations for approval in advance.

The first introduction Public Workshop will occur after the kickoff meeting and installation tour, but if at all possible, prior to the more extensive interviews, data collection, and mapping efforts. The purpose of this workshop will be to inform interested citizens, surrounding communities and neighborhoods within the study area, and business owners of the purpose of a JLUS, the process and schedule, and ways they can engage and stay informed throughout the process.

The second Public Workshop will allow the public an opportunity to review and provide input on the mapping and the data collected in Task 3, and analyzed in Tasks 4 through 6. This draft Public Workshop should follow the submission of the draft report to the ASCOG and Policy Committee.

Media Interviews & Meeting Notifications

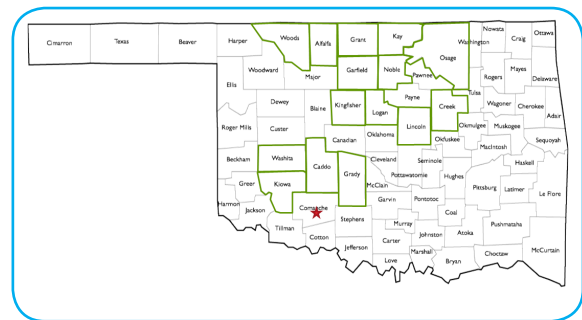
The value of media, both in print and online, is essential to informing the public throughout the

project. In coordination with the press releases noted previously, the Stantec team will keep in close contact with local media serving the area—newspapers, television, radio stations—to assure adequate coverage. Stantec will designate a single media-relations representative to develop informational materials, write articles, give interviews, and submit meeting notices as appropriate in each phase of the study.

Public Involvement Activities

Stantec will conduct at least two interactive presentations, workshops, or symposiums at two different times during the study. One presentation series will be with local American Indian tribal representatives and the other with renewable wind developers and key stakeholders. Additional interactive meetings can be with ASCOG based on previous jurisdiction and stakeholder groupings used up to this point in the project. The presentations will provide an opportunity to open up discussion and to comment on potential compatibility issues, long term strategies, and preventive measures.

The team will provide Shawna Newman as the subject matter expert for consultation relating to Tribal Lands adjacent to and near Fort Sill. As a Native American and Tribal Consultant, Ms. Newman understands the challenges when working toward resolving any conflicts to ensure cultural resources are preserved and tribal sovereignty rights are respected, while maintaining and meeting the military’s training missions. Ms. Newman has the experience and cultural knowledge to actively engage all entities in productive discussions and idea sharing activities. Likewise, our renewable energy and wind development subject matter expert, Ryan Hrabe, will assist the team during these symposiums to facilitate an active understanding of the wind development process in balance with the mission needs of the military. Ryan brings a clear understanding of renewable wind development in Oklahoma with projects in as many as 15 central and south central counties, including Kiowa and Caddo Counties.



Deliverables: Public Involvement Plan, all meeting agendas, meeting minutes, and summary reports and material collected and prepared for all meetings. Project Website.

Task 3: Existing and Historical Conditions Analysis and Mapping

Task 3a Existing Data Collection

Stantec will identify existing data needs and sources, and then work with the ASCOG to collect existing documents and existing electronic datasets for use in the planning process. The Stantec team’s inside and outside the fence experience will help to quickly identify and assess standard collection sources that include best available local, state, and federal studies, reports, comprehensive plans, land development codes, demographic profiles, traffic studies and patterns, environmental studies, and proposed infrastructure improvement plans. A quick but thorough review of these sources will be conducted to ensure the JLUS study area is covered and the following is identified: vacant and developed areas, proposed developments including residential and non-residential, existing and future public infrastructure, natural resources, existing and future significant transportation corridors, recreational facilities, agriculture areas, flood hazard areas, Air Installation Compatible Use Zones (AICUZ) and Range AICUZ, noise contours, commercial and military air traffic flight paths, and future land uses and zoning. At a minimum, the following data and documents will be assembled, analyzed and incorporated into a single electronic and geospatial database:

- City and County Comprehensive Plans and zoning ordinances
- Parcel-specific existing land use maps for the study area

- Currently adopted parcel-specific zoning district maps for the study area using data obtained from local governments
- Current and proposed utility infrastructure and transportation systems and trends
- Zoning Ordinances Buildings permit data and subdivision approval data
- Long Range Transportation Plans
- Environmental Resources Plan
- Current environmental features and constraints
- Army Operating Concept (AOC)
- Army Stationing and Installation Master Plan
- Fort Sill master plans
- Fort Sill Installation Operational Noise Management Plan
- Installation Natural Resource Management Plan
- Air quality reports
- Mapping of critical habitat areas
- Existing light, noise, and frequency spectrum baselines
- Airport Flight Patterns (current and future)
- Parcel-specific GIS-based coverage for noise contours, Clear Zones, and Accident Potential Zones (APZs)
- National Security Strategy
- National Military Strategy
- Quadrennial Defense Review
- Current and historical aerial photography to analyze development patterns and pressures in the study area and surrounding areas
- Current and historic population maps that will depict population growth in the area using US Census data and other projections
- Areas affected by recurrent flooding
- Other mapping as required to complete this task

Task 3b GIS Mapping

The data derived from the Identify and Collection sub-task will be summarized and geographic information system (GIS) database will be used to assess potential encroachment and compatibility issues. The assessment will provide a searchable database of parcels within the JLUS Area.



Stantec Strength:

Certified GISP and GIS Certification Institute, The Academy of Board Certified Environmental Professionals, local engineering knowledge of infrastructure

Stantec will focus on developing a Regional GIS Database and the creation of a baseline inventory for the JLUS Area by conducting a thorough review of background data, creating a master GIS base atlas, and evaluating the existing conditions. The purpose of the inventory is to create a useable digital atlas that documents existing, historic, and proposed conditions at the appropriate level of assessment that can also be used for determination of compatibility issues. This task will require coordination with all entities involved, as well as the collection, creation and compilation of other attributes as needed for the project. This Task will generate the data necessary to understand the existing conditions of the base and the surrounding area.

A comprehensive framework map will be produced (both electronic and hard copies) of the JLUS Area and associated electronic data base, includes updated GIS coverage for existing and future land use, zoning, population, noise contours, environmental data, historical development patterns, and

environmental constraints. The comprehensive framework map and all data will be presented to the Technical Working Group and the Policy Committee and uploaded to the JLUS project website.

Stantec has secured data websites that can be utilized to transfer and store higher security data that may not be accessible to the public.

Link Parcels to CommunityViz Model

The Stantec team recommends land suitability analysis methods and the CommunityViz ArcGIS software extension tool to perform the land use and facilities conflicts, encroachment, and risk assessments for both existing and projected development.



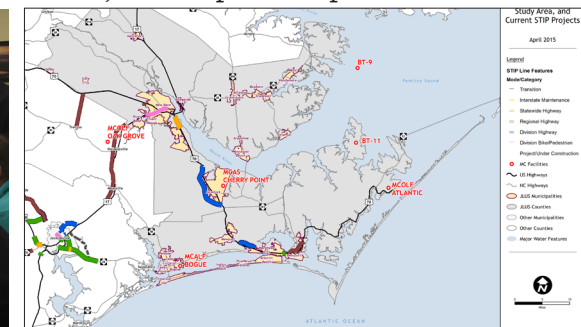
Deliverables: The deliverables for Task 3 will include a Comprehensive Framework map, corresponding updated GIS data, and a draft report reviewing the existing regulatory schema. The comprehensive framework map (both electronic and hard copies) of the JLUS Area and associated electronic data base, includes updated GIS coverage for existing and future land use, zoning, population, noise contours, environmental data, historical development patterns, and environmental constraints. Draft report detailing the review of the existing regulations and including other pertinent data as well as a meaningful analysis of compatibility issues for the JLUS Area. All GIS coverage will be delivered in the State of Oklahoma Plane Coordinate System. This coverage will have feet as the unit of measurement and shall be delivered in the ESRI ArcGIS (v10.x) software format.

Task 4: Identification and Analysis of Land Use and Facilities Conflicts

The efforts in Task 4 and 5 work together to provide an analysis of existing (Task 4) and future (Task 5) land use compatibility, conflicts, encroachment, and risk with the military mission of Fort Sill. Stantec will use the regional geospatial database, along with ArcGIS tools and CommunityViz, and all the existing data and information collected in Task 3 to develop a JLUS framework map for the Lawton Fort-Sill JLUS study area. Stantec will evaluate zoning, planned or potential infrastructure projects, and potential growth areas within the JLUS study area to determine existing trends and potential future conflicts and compatibility issues. Strategies will be identified for areas where issues and potential conflicts may occur in order to facilitate continued community growth and military operations. The framework map and analysis data in Task 4 and 5 will be used to depict existing and future land use conflicts in three draft report sections and maps. These sections and maps will show:

- Existing and Future Land Uses
- Existing and Potential Conflicts
- Existing and Future Land Use Compatibility Maps

Stantec will conduct interactive workshops in cooperation with the ASCOG and the JLUS TWG with the JLUS Policy Committee, policy makers, stakeholders, and the public to present and



discuss potential compatibility issues, long term strategies, and prevention measures. The results of the analysis efforts of Tasks 4 and 5 will be combined with the Land Use Policy and Regulation Recommendations of Task 6 in a draft report sections and maps submission and evaluated in the second draft Public Workshop.

Stantec will use these events to introduce and discuss the modeling tools and land suitability analysis generated through the CommunityViz model. Mapping and analysis of existing and potential compatibility issues in the JLUS area will be used to form draft recommendations specific to each jurisdiction. Stantec will test and evaluate reactions to the land suitability analysis during the Mid-Point presentations and the draft Public Workshop to determine actual and perceived compatibility issues and the right recommendations to carry forward.

Land suitability analysis was developed for planning practitioners and decision-makers to evaluate current land use patterns, future development, and growth based on risk. Stantec has customized the use of this method and the CommunityViz tool to map and analyze existing and potential compatibility and encroachment issues in a JLUS study area. Stantec has successfully used CommunityViz to develop a land suitability analysis for the Marine Corps Air Station (MCAS) Cherry Point Regional JLUS and is using it to do the same for the Naval Construction Battalion Center (NCBC) Gulfport JLUS in Mississippi.

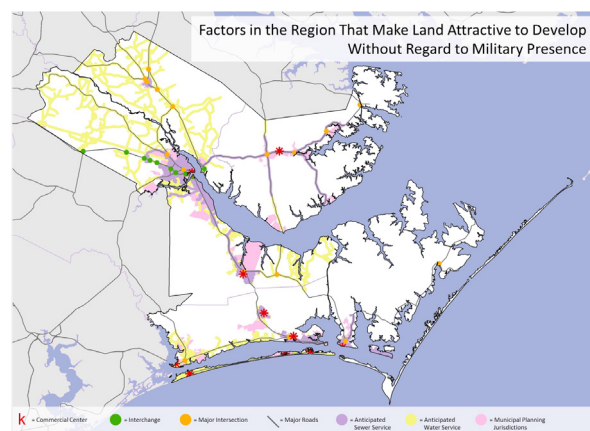
The customized land suitability analysis methodology using CommunityViz uniquely integrates mission impact and future development in a simple, parcel-specific series of visualization maps. This tool helps picture areas under development pressure that have potential impacts to military readiness. The analysis is conducted by using CommunityViz to identify potential “build out” conditions for the study area and integrate it with location data, US Census Bureau data, and Woods & Pool economic data, along with military mission conditions and other built-in resources to estimate population and employment thresholds for a given study area and show mission encroachment and compatibility.

The team and our subject matter expert Bertram Rogers will also evaluate the proposed area and identify existing mitigation strategies for protecting the endangered Black-Capped Vireo (*Vireo atricapilla*). The team will also report on the population status and future resource management strategies the US Fish and Wildlife Service (USFWS) is proposing for the Black-Capped Vireo and other species being considered to be placed on the threatened and endangered species list.

Stantec will use this task to establish the CommunityViz extension software as part of the ArcGIS mapping and analysis platform using the established regional geospatial database atlas as a baseline and linking individual parcel shape files for future analysis.

Task 4a Identify Existing Land Uses Located Within Current Noise Contours and APZs

Using the CommunityViz model, the Stantec team will use current zoning, noise contours, accident potential zones, and land uses to produce a compatibility score for each parcel, incorporated into the regional GIS database to produce a new color-coded Land Use Compatibility Map. The Land Use Compatibility Map will be used to illustrate the existing conditions of the installation missions and surrounding communities, aiding in the comprehensive understanding of the complexity of the JLUS study area.



With this in mind, the following land suitability analysis methodology forms the basis of Stantec’s recommended effort on this task:

- 1. Place Type Coding** – land use categories are coded at the parcel or district level based on Place Types (dependent upon current zoning, existing development or comprehensive plan/growth strategy status).
- 2. Development Status** – development status is created for the study area/region, including natural and man-made features that have the potential to impact or support development. Key elements include: developed lands, undeveloped lands/agricultural, protected or managed lands, and open space.
- 3. Land Use Compatibility Factors** – the overlay mapping associated with the military mission footprint is developed based on the location of military and training facilities including APZs, associated noise contours, and restricted areas. Height Compatibility Factors are also included to reflect military training and tactical routes and restricted airspace.
- 4. Development Attractiveness** – overlay mapping with elements that contribute directly to development attractiveness are then incorporated into the analysis. Key development drivers like water and sewer availability, transportation corridors, commercial activity nodes, municipal boundaries, and access to public infrastructure/amenities/features (i.e., schools, hospitals, ports, etc.) form the basis of Development Attractiveness.
- 5. Development Summary** – areas attractive to development with consideration of the military mission footprint are then generated.
- 6. Potential Growth Impacts** – CommunityViz modeling is used to integrate the overlay mapping information with growth threshold data to identify future growth impacts relative to employment and population within the region. This includes identifying potential encroachment impacts to military footprint, noise contours, and APZs as well as to municipal water, sewer, transportation, schools, and etc. capacity deficiencies.

A summary document is created that provides a series of mapping overlays of the data and analysis, ultimately providing the location of potential future development and its impact to mission readiness.

Task 4b Evaluate Master Plans Impacting Fort Sill

The master plan comparisons and impact analysis of this task will add future development considerations in the CommunityViz land suitability analysis described in Task 4a.



Deliverables: The JLUS Area Compatibility Map generated by CommunityViz and associated database, includes compatibility rankings and encompasses updated GIS coverage for existing and future land use, zoning, population, noise contours, historical development patterns, and environmental constraints.

Task 5: Future Community Development Potential and Assessment of Future Land Use Conflicts

The efforts in this task and Task 4 work together to provide an analysis of existing (Task 4) and future (Task 5) land use compatibility, conflicts, encroachment, and risk with the military mission of Fort Sill. Stantec will use the regional geospatial database developed in Task 3, along with ArcGIS tools and CommunityViz model of Task 4 to evaluate planned or potential infrastructure projects

and potential growth areas within the JLUS study area and determine potential future conflicts and compatibility issues. The results of the analysis efforts of this task and Task 4 will be combined with the Land Use Policy and Regulation Recommendations of Task 6 in a draft report sections and maps submission and evaluated in Public Workshop #2. Efforts in this task will help create draft report sections and maps that will show:

- Existing and Future Land Uses
- Existing and Potential Conflicts
- Existing and Future Land Use Compatibility Maps



Stantec Strength:
Certified CommunityViz
Consultant and Instructor

One unique event to this task will be the Discussion of Preferred Land Use Alternatives following the development of future land use scenarios in Task 5a as described below. This event will be scheduled in coordination with ASCOG during the work efforts of Task 5a and should occur in advance of the draft report sections and maps submittal and review of draft recommendations during Public Workshop #2..

Task 5a Future Development Potential Analysis

The JLUS Land Use Compatibility Map will be used to determine possible future conflicts with any planned expansions and operations for Fort Sill and its surrounding communities in terms of mission, operation, testing, and infrastructure projects. The growth and expansion areas of concern will be mapped and incorporated into the JLUS Land Use Compatibility Map in order to evaluate potential impacts with traffic, air quality, noise and other types of nuisance on the surrounding areas. The JLUS Land Use Compatibility Map will also be used to develop future land use scenarios based on existing zoning, comprehensive land use plans and ordinances, environmental and infrastructure constraints, and other relevant growth data. Stantec will develop a number of land use scenarios in the study area using AICUZ/RAICUZ, noise contours, and Clear Zones and APZs in the GIS database. These scenarios will be reviewed by the JLUS Policy Committee as described above.

Task 5b Future Land Use Impact Assessment

The future land use impact assessment of this task will be incorporated into the overall CommunityViz model and land suitability analysis described above. See #6 Potential Growth Impacts in the land suitability analysis description of Task 4a.

Deliverables: Future Land Use Compatibility Maps delineating alternatives, proposed future land use and zoning maps, including an inventory of vacant lands that cannot be developed due to infrastructure or environmental constraints and existing buffers around Fort Sill. Draft JLUS report sections including land use analysis and conflict assessment will be provided.

Task 6: Land Use Policy and Regulation Recommendations

The analysis of existing regulations and policies and the development of new regulations and policies in this overall task will be integrated into the draft report sections and maps submittal along with the report sections and maps produced in Tasks 4 and 5. The new draft report sections developed specifically in Tasks 6a and 6b will include:

- Recommendations summary
- Implementation strategies for each jurisdiction
- Proposed amendments to codes and planning documents
- Recommendations to reduce adverse impacts
- Recommendations for public-public and public-private (P4) initiatives
- Map conservation areas and agricultural preservation

Task 6a Existing Regulations/Policies

Stantec will assemble data from Comanche, Jackson, Kiowa, Tillman, and Caddo Counties; the Cities of Lawton, Elgin, Fletcher, Cache, Apache, and Fletcher; and Towns of Sterling, Medicine Park, and Indianola pertaining to existing land use ordinances and regulations. Existing regulations and policies will be reviewed to evaluate how they may assist to either mitigate or prevent encroachment concerns identified in the previous tasks. Existing coordination efforts between counties and cities and Fort Sill during land use development project reviews will be identified and analyzed in order to see if coordination can be improved.

Task 6b New Regulations/Policies

In coordination with the Technical Working Group we will identify potential land use policies, regulation, and non-regulatory measures to encourage compatible land uses within the JLUS area. Both military options and civilian community options for land use will be developed to address any identified existing or potential conflict issues as determined in the previous task and further analysis conducted during this task. Land use strategies will be developed based upon the specific conflict within the JLUS study area and may include the following:

- Short and long term strategies with timelines to address existing and potential land use conflicts
- Strategies to maintain and encourage compatible land uses.
- Planning mechanisms such as overlay districts, new future land use and zoning categories, modifications to existing land use regulations and development approval processes, model ordinances and joint planning agreements to address conflict/compatibility issues within the JLUS study area
- Coordination strategies and procedures to address compatible and incompatible uses, transportation corridor improvements, training and airspace activities, development of renewable energy resources, and military operations within the JLUS study area



Deliverables: Comprehensive Report detailing recommendations summary and implementation strategies, including recommendations for public-public and public-private initiatives. Draft amendments, if necessary, to regulatory and development codes, and relevant planning documents or needed coordination efforts and/or documents. Strategies to reduce adverse impacts on surrounding properties tailored for Fort Sill present and foreseeable missions and operations without compromising its mission or continued viability.

Task 7: Draft and Final JLUS Report

The draft and final JLUS report will consist of a compilation of the previous six tasks included as part of this scope. The JLUS report will be incorporated into a thorough, cohesive and well-designed document using layman's terms for ease of reading by both civilian and military personnel. Accompanying the report will be a map book containing supporting data in an easy to understand format. Stantec will accomplish this overall task in iterative production, presentation, review and comment, and revising steps that will conclude with the adoption of the final Joint Land Use Study for Lawton-Fort Sill.

Task 7a Draft Report Presented to JLUS Sponsor (ASCOG)

The Stantec Team will develop a comprehensive draft of the JLUS Report describing the context of the study, explaining the evaluation process, outlining the findings, and providing

recommendations. The draft JLUS report will contain short- mid- and long-range strategies for implementation and a communications strategy for continuing coordination for all entities involved or affected. An implementation plan that identifies the compatibility issue being addressed, the strategies designed to address the issue, the name of the agency(ies) or organization(s) responsible for implementation of that strategy, timing of implementation and an estimate of order-of-magnitude costs will be included, along with potential funding mechanisms that can be used to implement each recommendation.

The draft JLUS report will be provided to the ASCOG and designated representative(s) for Fort Sill for feedback and comments. A two-week review period is scheduled for this task.

Task 7b Recommendations to Policy Committee



Stantec Strength:

The Panama City JLUS Communications Coordination Manual recognized by the Acting Assistant Secretary of the Navy, Energy, Installations and Environment at the Association of Defense Communities.

After the review and comment period for the draft JLUS report by ASCOG and Fort Sill is complete, the Stantec Team will prepare the final draft of the JLUS report by incorporating appropriate comments into the report.

The Stantec Team will distribute appropriate copies of the final draft JLUS report to the JLUS Policy Committee for feedback and comments. A two-week review period is scheduled for this task.

Task 7c Final Draft Report Distributed

After the review and comment period for the final draft JLUS report by the JLUS Policy Committee is complete, the Stantec Team will update and distribute the final draft JLUS report to each jurisdiction and appropriate stakeholders.

The final draft JLUS report will be presented to the jurisdictions and stakeholders in separate presentations where questions will be answered and initial comments collected. An additional two-week review period will be included after the jurisdiction and stakeholder presentations for additional review and comment.

Task 7d Revisions to Final Draft Report

After the final draft JLUS report has been reviewed by surrounding jurisdictions and key stakeholders, all comments will be reviewed and necessary edits will be made to incorporate as necessary into an interim final JLUS report.

Task 7e Presentation of Final Report to Policy Committee

The interim final JLUS report will be presented by Stantec to the JLUS Policy Committee in one of their regularly-scheduled meetings. The meeting will be used to answer any questions and collect any comments, but ultimately gain approval to distribute the interim final JLUS report to the public for their final review and comment.

Task 7f Final Report Released to Public

Stantec will distribute the interim final JLUS report to the public for final review prior to adoption of the final report by the JLUS Policy Committee. The interim JLUS report will be made available in both hard copy and digitally formats at participating local government offices, Fort Sill offices, and on the JLUS website.

The interim final JLUS report will also be presented to the public in the third and final Public Workshop #3 and a series of legislative body presentations of participating jurisdictions. The interim final JLUS report presentations will be followed by a four-week public review and comment period.

Task 7g Adoption of Final Report

Upon satisfactory public review, a final JLUS report will be produced and distributed to the ASCOG, all participating local governments, Fort Sill, and the OEA along with a log of all comments received and corrective actions taken. A sample Resolution of Adoption will also be submitted for use by the JLUS Policy Committee.

The final report will be adopted by the JLUS Policy Committee and forwarded to participating local governments for consideration for adoption.

Task 7h Final Report Made Available

Once the final JLUS report is adopted by the JLUS Policy Committee, Stantec will make the final report, map book, four-page executive summary, and web-based education tool available through the JLUS website. The report will also be distributed to all Policy Committee members in hard copy and digital formats.



Deliverables: All draft report sections, all comments received from the Technical and Policy Committees, and a record of how comments were addressed, resolution of Adoption for Policy Committee and legislative bodies of participating local governments, hard copies and digital copies of final report, a four-page summary of the study to be uploaded onto OEA's website.

Task 8: Implementation Plan and Action Steps

A final draft report section will be produced in Task 8 prior to final assembly of the draft and final Joint Land Use Study report in Task 7. This task will produce a specific implementation plan and action steps, to include assignment of responsibilities to each JLUS entity. Strategies and procedures for cooperative monitoring of the implementation of recommendations in the plan will be detailed. Action steps for implementing the JLUS will be outlined and may include continuing the JLUS Policy Committee and establishing possible working groups, developing public outreach or public relations pieces, strategies for pursuing additional grant funding, or designation of other specific project-related tasks.



Stantec Strength:

Naval Support Activity Panama City (NSA-PC), Bay County Joint Land Use Implementation recognized by the Florida Planning and Zoning Association (FPZA) as the Outstanding Strategic Plan.

Outline Action Steps and Assign Responsibilities

Stantec will develop a comprehensive implementation plan presenting all the recommendations in the JLUS. Important here is that the recommendations are not just presented in a list, but developed with:

- Detailed Action Steps
- Process Map
- Responsibilities Matrix

Each recommendation will be developed with specific action steps for implementation. The detailed action steps will help identify the what? and how? for each recommendation, to include identification of the compatibility factors each recommendation and/or action step will address.

The inevitable question of when? can be answered with the development of an accurate and reasoned timeline for each recommendation action step, along with an acknowledgement of relational actions and dependencies between action steps needed to satisfy one or more related recommendation(s). The process map for the implementation plan will identify short-, mid-, and long-range action steps using five- and ten-year intervals as approved by the ASCOG and JLUS TWG.

The who? question can be answered for each recommendation by identifying the single or multiple jurisdictions responsible for each action step. This will be done by using columns in a recommendations table identifying each participating and affected jurisdiction for each action step.

Continued Dialogue Plan

Stantec will develop an implementation communications strategy for the surrounding jurisdictions to ensure forward momentum is continued beyond the JLUS update and the new Joint Land Use Study with continuing dialogue between jurisdictions, Fort Sill, policy makers, project stakeholders, and the general public. The implementation communications strategy will include clear guidance for:

- Cooperative monitoring
- Keeping the general public Informed of Implementation
- Recommendations for continuing the JLUS Policy Committee

Public Relations Pieces

Stantec will develop a public relations strategy for the media associated with the Lawton-Fort Sill JLUS recommendations and implementation.



Deliverables: Implementation plan and action steps, a plan for a continued dialogue and coordination among Fort Sill and City of Lawton, City of Elgin, Town of Fletcher, Town of Sterling, Town of Medicine Park, City of Cache, and Town of Indianahoma, Comanche County, Kiowa County and Caddo County and public relations information associated with the JLUS recommendations and implementation if needed.

Task 9: Presentation of Report and Implementation Plan to Participating Jurisdictions

Stantec will prepare and present the final Lawton-Fort Sill Joint Land Use Study Report to the ASCOG, the City of Lawton, Fort Sill, and other governmental entities for adoption as directed.



Concluding Remarks

Concluding Remarks

Innovation

Success for a JLUS community is found in clearly stated community goals and objectives that ensure compatibility and balance, and provide real world strategies and supportive actions. Our planners know how to bring a community together and build momentum toward implementation. We focus on the detailed strategies that will protect the military mission, ensure safe neighborhoods, and bring new and vital economic opportunity to the shared community.

We like to apply actionable intel, looking for measures that will engage stakeholders, move away from conflict, and establish commitment, performance, and achievement. To us, JLUS implementation is more than the vision of a successful community, it is the community itself coming together to create a successful future. Our approach to implementation helps to:

- Bring the right people together
- Assign resources and responsibility
- Assess costs and benefits
- Direct outcomes that will be positive to both mission and community

We know the importance of mission, military readiness, and the role of the installation in national defense

The community we support inside the fence line is where the military mission is priority one. Our military planners help support the military mission everyday by providing land use, facility, and infrastructure solutions that work to achieve the mission; enhance quality of life; and ensure the health, safety, and welfare of those that live and work for the mission.

We know military installations well through the master plans, installation and area development plans, activity and facility requirements, transportation and utility plans, energy and water conservation plans, and the myriad installation planning and design products we produce. Our planners are experts in anti-terrorism and force



protection criteria, airfield and range safety (with AICUZ, RAICUZ, and accident potential zones), and in making mission encroachment a manageable solution, not an impediment.

The military planners on our team know how to safeguard critical missions, preserve the ability to adjust and expand to those missions, and to understand the importance of a safe, secure, healthy, and sustainable military installation and surrounding community.

Smart planning, managed growth, and a connected community

The community Stantec supports outside of the fence is one where the citizenry and local governments work in partnership with their installation to define growth and provide patterns of development that are safe, sustainable, compatible and supportive of the natural environment, provide for social justice, and deliver economic vitality.

Our community development planners have a number of tools at their disposal to plan and execute compatibility, including updates to comprehensive and land use plans, zoning ordinances, and unified development codes. Our planners and economists know the public process, from formal notifications to public hearings to assisting in the approval process and coordination with public officials and community stakeholders. They are experts in economic development plans, retail trade analyses, private sector strategies, and neighborhood plans, and statute and policy changes to inform regional and local improvements.

We are proud of our successes, they mean the communities we support are successful!

Our reach is broad and local at the same time. We have planners and community development experts working in and around most major cities across the United States. Because of that, we are uniquely positioned to understand your community—inside and outside the fence.

Approaching Public Engagement

Stantec and The Urban Collaborative (UC) both have reputations for designing great places through community engagement, stakeholder collaboration, and context-based planning. The Stantec and UC team puts people first and “Designs with Community in Mind.”

UC will take the lead in the Public Participation tasks in coordination with the team’s Project Manager, with team subject matter experts as needed, and as outlined in the scope of work. The UC is highly experienced in interacting with various and diverse stakeholders that represent a multitude of ideas and directions, and is adept at integrating these into a single and powerful unified message that forms the foundation for the JLUS planning process.

The Principal of The UC, Mark Gillem, Ph.D., FAIA, AICP takes pride in being involved in every project undertaken by the firm, where he leads collaborative workshop sessions and ensures all deliverables are accurate and of the highest quality. This leadership will be essential to establishing the initial public participation plan and managing a robust public participation process. Dr. Gillem also serves as a Primary Instructor of the Air Force Comprehensive

Planning Development course at the Air Force Institute of Technology, and has been teaching that course for over 20 years, and is a recognized Subject Matter Expert in DOD comprehensive planning. Dr. Gillem will be the Public Engagement Facilitator and oversee the entire public engagement/participation effort. He will be aided by Tricia Kessler, AICP, as the team’s military planner with direct experience with the extensive master planning documents of Fort Sill’s planning. Mark Moszak, AICP will provide additional public engagement support and is an experienced military planner and project manager.

The UC uses a unique participatory charrette method that leverages collaboration and engagement with stakeholders throughout the planning process. It has proven to provide clients superior master planning and joint land use study products, developed through an integrated stakeholder-based planning process. The planning team uses an approach that starts and ends with collaboration involving both leadership and stakeholders. A key reason our planning quality has been recognized is that we allow stakeholders to play a key part in the process. They help develop visions, analyze sites, prepare alternatives, and craft preferred alternatives. Of course, we provide guidance and expertise, but we facilitate planning processes that result in products with unprecedented stakeholder buy-in. This unique approach to public engagement and stakeholder involvement has been used by The UC in each of the planning projects referenced in this proposal, including Fort Sill, Fort Lewis, Fort Riley, and Fort Hood.

The UC and Stantec are committed to refining the Lawton-Fort Sill vision and goals for cooperation and compatibility as a foundational step for this Joint Land Use Study. We will ensure this through a participatory public investment strategy with workshops, meetings, and open communication to ensure stakeholder and public involvement is at the center of our efforts. Our philosophy and work approach will be focused on four key areas:

- **Collaboration.** We will prioritize working together with client, stakeholders, and the public in all aspects of planning. Our process integrates the goals and needs of all involved in an engaging and effective



manner. We have deep knowledge and expertise in survey methods, focus groups, charrettes, and participatory planning, particularly American Indian tribal lands and tribal coordination, and use these skills on all of our projects. The result of participatory planning is robust stakeholder buy-in to the process and products, and an efficient report process for the the Lawton-Fort Sill JLUS. Community members and other stakeholders take ownership in the outcome, ensuring an action-based and vetted implementation plan.

- **Sustainability.** Our goal is to create places that are environmentally, economically, and socially sustainable. We focus on infill rather than greenfield development and integrate historic preservation into the planning process. One of our key areas of expertise involves assessing and integrating appropriate sustainability strategies at all stages of the planning process, creating a more livable community while protecting threatened and endangered species. We understand the importance of fiscal, social, and environmental sustainability for Lawton and Fort Sill in the face of change.
- **Responsiveness.** We pride ourselves on being responsive to client needs and our ability to orchestrate responsive planning efforts for large and small communities. This does not mean we accept development ideas and development programs at face value. As our clients educate us, we also educate our clients. This process results in more informed planning recommendations at both local and regional levels. We want to ensure the best and most compatible development for the Lawton and surrounding communities which protects the Fort Sill mission, for today and into the future. We will be able to provide informed recommendations by being responsive to community needs and taking regional trends and development goals into account.
- **Land Use Planning.** In our planning projects we have been able to move

beyond the traditional Land Use Plans and Illustrative Plans to integrating the method of form-based coding into the planning process. A form-based code flexibly guides development while ensuring that the development contributes to the community's overall vision. For the Lawton and Fort Sill, this allows us to project development and growth profiles that more accurately consider effective land use regulation and building and street design standards.

Our workshops and public meetings are interactive and engaging. The JLUS process is dynamic, requiring a flexible planning process that is responsive and focused on meeting project objectives, with alternatives that will meet and exceed client and stakeholder expectations. Not all tools in the toolkit are needed in every situation, but the following are a number of helpful tools and techniques that our team may use:

- Building Blocks – interactive mapping exercise (focused on development and land use)
- Project Symposium (focused on elected officials and key decision-makers)
- Push Button voting (i.e., instant polling)
- Traveling Roadshow
- Board Briefings
- Stakeholder Interviews
- Business Survey
- Visual Survey
- SWOT-VP (Strengths, Weaknesses, Opportunities, Threats, Vision, and Principles) analysis and diagraming
- Focus Group Discussion
- Precedent Study Field Trip
- On-site Observation, Perspective, and Analysis (employed during installation tour)
- Literature Review
- Design Game with design alternatives
- Round Table Discussions (stakeholder, leadership, and public workshops)
- Town Hall
- Planning, Vision, Goal and Objectives Development Session
- Preliminary Concepts Development (Precepts)

Fee Schedule

Fee Schedule

Estimated Cost by Task

Cost Proposal Form for Lawton-Fort Sill JLUS		
Summary of Costs per Task		
Task	Name	Cost
1.	Project Initiation	\$14,108.00
2.	Public Involvement	\$78,667.00
3.	Existing and Historical Conditions Analysis and Mapping	\$50,872.00
4.	Identification and Analysis of Land Use and Facilities Conflicts	\$15,670.00
5.	Future Community Development Potential and Assessment of Future Land Use Conflicts	\$12,376.00
6.	Land Use Policy and Regulation Recommendations	\$18,260.00
7.	Draft and Final JLUS Report	\$22,293.00
8.	Implementation Plan and Action Steps	\$18,063.00
9.	Presentation of Report and Implementation Plan to Participating Jurisdictions	\$10,386.00
Total Personnel for All Tasks		\$240,695.00

Estimated Cost by Team Member

Cost Proposal Form for Lawton-Fort Sill JLUS					
Summary of Costs per Team Member					
Employee Name	Team	Role	Hours	Rate	Cost
Jim Paulmann	Management	Principal-In-Charge	37	\$237	\$8,769.00
Mark Moszak	Management	Project Manager	46	\$179	\$25,060.00
Mark Gillem	Public Engagement	Public Engagement Lead	24	\$237	\$45,267.00
Tricia Kessler	Military Planning	Military Planner	132	\$121	\$12,342.00
Ray Greer	Land Use & Infrastructure	Sr. Community Planner	149	\$161	\$42,665.00
Catherine McCloy	Land Use & Infrastructure	Community Planner	332	\$121	\$34,848.00
Mike Rutkowski	Land Use & Infrastructure	Sr. Transportation Planner	96	\$179	\$4,654.00
Bertram Rogers	Environmental & Cultural Resources	Threatened and Endangered Species	48	\$171	\$8,550.00
Will Zung	Environmental & Cultural Resources	Floodplains and Watersheds	14	\$161	\$6,440.00
Shawna Newman	Environmental & Cultural Resources	American Indian Tribal Lands	14	\$179	\$8,950.00
James Hale	GIS/Mapping	GIS/Mapping Lead	122	\$150	\$34,200.00
Ryan Hrabe	Renewable Energy	(Wind) Siting and Permitting	18	\$179	\$8,950.00
Subtotal					\$240,695.00
Payroll Additive:	* Overhead and Fringe is included within the hourly rate.				
(Overhead and Fringe)					
Total Personnel					\$209,934.00
Travel:					\$16,000.00
Supplies:					\$3,000.00
Total Project Cost					259,695.00

Required Attachments & Sample Report

Attachment A - Qualifications Questionnaire

Attachment B - Certification Form

Attachment C - Exceptions/
Deviations to Specifications

Attachment D - W9

Attachment E - Sample JLUS -
Report Sections 5 & 6

ATTACHMENT A

QUALIFICATIONS QUESTIONNAIRE

The Association of South Central Oklahoma Governments is interested in entering into a relationship with a consultant who is able to assist with the Lawton Fort Sill Joint Land Use Study. This will require a consultant who is experienced with the cities and/or other public entities within a 25-mile radius of Fort Sill and who is available and accessible to the staff and employees.

To assist in the evaluation of qualifications, please answer the following questions:

1. Please explain what separates your company from its competitors and what specifically qualifies you to be a consultant for the City.

Please find the attachment on the following page for Stantec's response.

2. Please describe your philosophy for encouraging public participation.

Please find the attachment on the following page for Stantec's response.

TO THE BEST OF MY KNOWLEDGE, THE ABOVE INFORMATION IS TRUE AND CORRECT.

Name and Signature of Principal

Mark J. Moszak, AICP, Principal

(Name)



(Signature)

Title of Principal: Principal

Company Name: Stantec Consulting Services Inc.

Date October 20, 2016

Attachment A – Qualifications Questionnaire

Stantec Answers

1. At Stantec, we see things differently. Our corporate motto is Design with community in mind, and we don't take that philosophy lightly. With a spectrum of military and community planners, engineers, scientists, and problem solvers collaborating across disciplines and industries, we look at every challenge as an opportunity to bring communities together and make lasting connections with the people and places we serve. When we take on a project, we see more than an installation, a city, a building. We see the communities impacted by these projects, and look at every challenge through this vivid lens. Inspired by the warmth of our relationships and the impact of our work, we lead the way with rigor, energy, and confidence that transcend the challenges we're here to solve.

There is no other firm that can blend local government planning experience and national capabilities quite like Stantec. Our JLUS experience began in support of implementation where we are experienced in turning recommendations into relevant land use policies and analysis, and strategies for additional funding from OEA. Our strong focus on implementation and our ability to combine our “inside and outside the fence” local government and military planning experience will make us an invaluable partner in producing a JLUS with meaningful recommendations. Our local issue-based experience is enhanced by the recent and extensive military master planning experience with Fort Sill from our partner The Urban Collaborative, Oklahoma natural habitat and species experience from our partner EJES, and American Indian lands and tribal coordination from our partner SEARCH. Our own renewable energy wind development experience in Oklahoma rounds out the ability of our team to provide you both experience and focus. We aspire to work with you to address the issues and opportunities required by your JLUS and to be your consultant of choice after the JLUS is complete to assist you with strategies for executing the JLUS recommendations.

2. Our philosophy begins and ends with community and collaboration where we put people first. We are committed to prioritizing public engagement and working together throughout the planning process. Our reputation for designing great places is built on robust public participation, dynamic community engagement, and our ability to orchestrate responsive planning across large and small communities. We will work to ensure participatory public investment in the JLUS through our workshops, meetings, and open communication throughout, ensuring the public is both involved and engaged. Every member of the public needs to feel they are valued and a key stakeholder in the process. Our focus will be on integrating the goals and needs of the public and all stakeholders by ensuring our workshops and public meetings are interactive and engaging. We will provide dynamic content and a flexible planning process that addresses differences while bringing people together. With the public participating, engaged, and invested, the Lawton-Fort Sill JLUS will have informed planning recommendations and committed participants.

ATTACHMENT B

RESPONDANT'S CERTIFICATION

NOTE: THIS PAGE MUST BE INCLUDED WITH YOUR RESPONSE

I, the undersigned, by signing the following statement agree that I have read and understand all of the instructions, specifications, and terms and conditions contained on each page of this Request for Proposals. I also understand that if this response is accepted by the Association of South Central Oklahoma Governments that all of the instructions, specifications, and terms and conditions submitted in my response and any additions, changes, or deletions made during negotiations will be made a part of this response under a binding Contract between my company and ASCOG. I also certify that this response is made without previous understanding, agreement, or connection with any person, firm, or corporation making a response for the same materials, and is in all fair and without collusion or fraud:

Our company is a (Check One):

Corporation (The response MUST be signed by an Officer of the company)

Partnership (The response MUST be signed by a General Partner)

Joint Venture (The response MUST be signed by an Officer of the company)

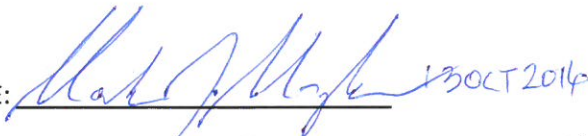
Sole Proprietor (The response MUST be signed by the Owner)

Compensation requirements:

Any compensation paid to the Respondent concerning the products and services should be outlined in detail in the response on a page immediately following the Respondent's Certification. The undersigned agrees not to accept remuneration or commission from any other source for any services related in the response.

AUTHORIZED COMPANY REPRESENTATIVE PLEASE SIGN BELOW:

NAME (TYPED/PRINTED): Mark J. Moszak, AICP, Principal

SIGNATURE:  DATE: October 20, 2016

[Your signature attests to your offer to provide the goods and/or services in this response according to the published provisions of this Request for Proposals. Contract is not valid until response/Contract is approved by ASCOG. When an award letter is issued, it becomes a part of this contract.]

[Appropriate Acknowledgment must be completed]

CORPORATE ACKNOWLEDGMENT: RFP FOR the LAWTON-FORT SILL JOINT LAND USE STUDY

THE STATE OF Virginia §

COUNTY OF Fairfax §

BEFORE ME, the undersigned authority, a Notary Public in and for said County and State, on this day personally appeared:

Mark J. Moszak, AICP

(Print Name)

Principal

(Print Title)

of the corporation known as Stantec Consulting Services Inc. , known to me to be the person and officer whose name is subscribed to the foregoing instrument and acknowledged to me that the same was the act of said corporation, that he or she was duly authorized to perform the same by appropriate resolution of the board of directors of such corporation and that she or he executed the same as the act of such corporation for the purposes and consideration therein expressed, and in the capacity therein stated.

GIVEN UNDER MY HAND AND SEAL OF OFFICE this the 13 day of October 2016.

Veronica Rosales-Beck Notary Public In and For Fairfax County,

My Commission expires:



SOLE PROPRIETORSHIP ACKNOWLEDGMENT FORM: RFP FOR LAWTON-FORT SILL JOINT LAND USE STUDY

THE STATE OF _____ §

§

COUNTY OF _____ §

BEFORE ME, the undersigned authority, a Notary Public in and for said County and State, on this day personally appeared _____ known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he/she executed the same for the purposes and consideration therein expressed.

ATTACHMENT C

RFP for
FORT SILL JOINT LAND USE STUDY

NOTE: THIS PAGE MUST BE INCLUDED WITH YOUR


RESPONSE EXCEPTIONS/DEVIATIONS TO SPECIFICATIONS

Please initial:

we have not made exceptions or deviations to specifications

we have made exceptions or deviations to specifications. Please list exceptions/deviations in the space below:

FIRM NAME: Stantec Consulting Services Inc.


SIGNATURE OF PERSON AUTHORIZED TO SIGN ON BEHALF OF FIRM:

Mark J. Moszak, AICP, Principal
SIGNER'S NAME AND TITLE

DATE October 20, 2016

Request for Taxpayer Identification Number and Certification

**Give Form to the
 requester. Do not
 send to the IRS.**

Print or type See Specific Instructions on page 2.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Stantec Consulting Services Inc.	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification; check only one of the following seven boxes: <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner. <input type="checkbox"/> Other (see instructions) ▶ _____	
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) #5# Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
	5 Address (number, street, and apt. or suite no.) 1056 Thomas Jefferson Street NW	Requester's name and address (optional)
	6 City, state, and ZIP code Washington DC 20007-3813	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Social security number									

or

Employer identification number									
1	1	-	2	1	6	7	1	7	0

Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here	Signature of U.S. person	Date ▶ 1/8/2016
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/fw9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding? on page 2.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

Attachment E

Sample JLUS Report

Cover

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**Chapter 5 - Compatibility and
Land Suitability Analysis**

Chapter 6 - Recommendations

We Be People
We Be People

C P R J L U S



Marine Corps Air Station Cherry Point

Cherry Point Regional Joint Land Use Study

D R A F T 3 . 1 5 . 2 0 1 6

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We the People

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C O M P A T I B I L I T Y & L A N D S U I T A B I L I T Y



Chapter 5: Compatibility and Land Suitability Analysis

Natural and man-made elements and activities that have the potential to impact encroachment issues for the military mission.

5.1 Compatibility Analysis

Compatibility Factors

Compatibility, with respect to military readiness, can be defined as the balance between the goals and needs of the community and the mission requirements of the military. Fourteen compatibility factors were identified and analyzed in order to assess MCAS Cherry Point’s impact on the local community as well as the community’s impact on MCAS operations.

Accident Potential Zones	Infrastructure Capacity
Air Space (Tall Structures)	Land Use
Natural Resources	Light Pollution
Coordination and Communication	Maritime Access
Cultural Resources	Noise
Electromagnetic Interference	Renewable Energy Development
Farmland and Forests	Smoke (from Prescribed Burning)

Table 5-1. Compatibility Factors

Initially based on the findings and recommendations of the 2002 JLUS, each factor was also informed by available data and pertinent documents, reports, and studies; input from TAC and PSC members and key stakeholders, including local government staff; and input received during public meetings. These factors represent the primary land use compatibility challenges used to assess impacts from the

perspective of both the surrounding community and the MCAS.

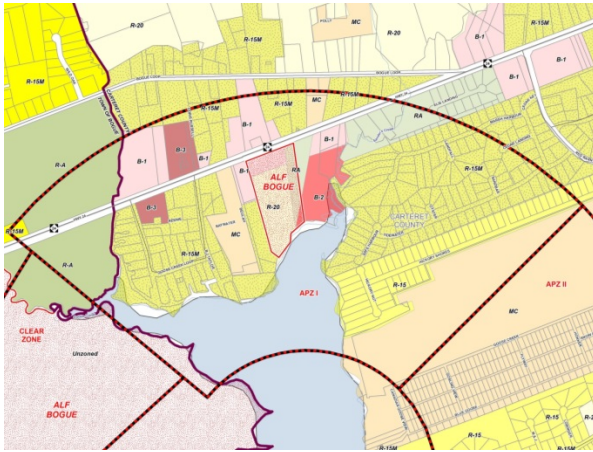
Encroachment “runs both ways” and it takes many forms. For the military, encroachment pertains to any and all activities, both inside and outside of installation boundaries, maritime and terrestrial, which threaten to adversely impact mission training and capability. For the civilian community, encroachment can affect quality of life from noise and smoke. Land use controls that can help sustain mission capability can also be seen as encroaching on the rights of property owners, affecting property values and leading to a potential loss of income from development.



Compatibility Mapping

The following Appendix Figures map zoning, APZs and other elements related to the discussion of incompatible land uses:

- Figure 3-2: MCALF Bogue APZs and Carteret County/Town of Bogue Zoning
- Figure 3-3: (zoom-in of Figure 3-2)
- Figure 3-4: MCALF Bogue Noise Contours
- Figure 3-5: MCALF Bogue APZs and Town of Emerald Isle Zoning
- Figure 3-6: MCAS Cherry Point APZs
- Figure 3-7: MCAS Cherry Point APZ (Area D) and City of Havelock Zoning



The key findings from the Compatibility Analysis are summarized below. Nine factors that are the basis for the major regulatory and policy recommendations of this study are listed in order of priority as determined by the Policy Steering Committee and the Technical Advisory Committee.

These factors are central to mitigating encroachment, improving compatibility with the military mission, and providing for continued economic development and prosperity of the region.

Air Space (Tall Structures). Wind turbines present a host of compatibility issues for military aviators. Their height poses flight path hazards and may create line of sight obstructions as well as glare and glint. Oscillation, caused by the rotation of turbine blades and electromagnetic interference, can cause disruption to electronic instrumentation, radio communications, and radar systems.

The MCAS Cherry Point Mission Footprint report identifies a 40-nautical mile radius where wind turbines are incompatible. The incompatible area encompasses the entire JLUS study area. Existing regulations of the counties and municipalities of the JLUS Study Area have curtailed development of commercial-scale wind turbines; nonetheless, the region's wind resources will continue to attract interest from developers. Regional economic development officials have expressed interest in exploring

successful wind turbine mitigation strategies from other states.

Infrastructure Capacity. Maintaining sufficient capacity of water/sewer infrastructure is vital for sustaining the military mission and accommodating new growth and economic development. A comprehensive regional water and wastewater plan is needed to address current capacity and to develop a regional strategy to accommodate future residential, commercial and industrial growth. The plan should correlate with the growth and development model included in the JLUS study, and developed in coordination with local and regional economic development strategies.



Communication and Coordination. Presently, communication and coordination between MCAS Cherry Point and its surrounding communities are excellent, especially among the JLUS partners. There is consistent dialogue between local government planning staff and the MCAS Community Plans and Liaison Office on land compatibility issues. The installation maintains strong relationships with its state and federal partners, particularly with regard to management of federal lands of the Croatan National Forest and Cedar Island NWR.

However, the current strength of communication and collaboration is founded largely upon longstanding personal relationships. None of the counties or municipalities in the JLUS Region has existing written policies or procedures in place to ensure compliance with State statutes requiring notification of land use changes within a five-mile

radius of military installations. Measures to institutionalize the current high levels of communication and collaboration include the creation of Military Influence Overlay Districts, adoption of a memorandum of agreement to establish a process of timely and consistent notification and cooperation between local governments of the region, the parties on projects, policies, and activities, and ensuring regional consistency among local ordinances that can impact military readiness, including height restrictions, exterior lighting standards, and noise regulations.



Light Pollution. Light pollution is a major encroachment issue that threatens the military's training capability. 'Dark Skies' are essential to the military testing and night training missions of MCAS Cherry Point, MCALF Bogue, and MCOLF Atlantic, and light sources from commercial, industrial, recreational, and residential uses at night can cause excessive glare and illumination, impacting the use of military night vision devices and air operations.

The mitigation of light pollution is of significance statewide. Along with mitigating tall structures and incompatible residential development in key flight paths and approach zones, it is one of the 'three pillars' of maintaining military readiness for all of North Carolina's defense installations and preserving the state's second largest economic sector.

Fortunately, light pollution is one factor that can be readily controlled through a combination of

regulatory measures and awareness of new lighting technology. Moreover, dark sky-friendly lighting is widely available and economical.

Land Use. The analysis of land use focused on land uses within the Accident Potential Zones (APZ) associated with MCAS Cherry Point and MCALF Bogue. It analyzed the discrepancies between the compatibility of land uses desired by the MCAS and what is currently permitted by surrounding communities. Incompatible land uses, especially residential, continue to be developed in the Bogue Field and Cherry Point APZs and in proximity to MCOLF Atlantic. Unless curtailed, this could be a negative factor in a future BRAC evaluation. Through local regulatory action, primarily zoning amendments, residential densities within APZs for MCALF Bogue and MCAS Cherry Point can be held at existing levels. Other voluntary and regulatory land use management tools and techniques, along with incentive and acquisition programs, can be employed within APZs to lower residential densities over time.



Another land use priority is to ensure that new development preserves the unique character and cultural heritage of the Down East region. New development must also be compatible with military operations at MCOLF Atlantic. A Down East Area Plan could promote the retention and enhancement of the thirteen fishing communities, and help support commercial fishing and the marine trades, boating, hunting and other place-based enterprises.

Noise. Aircraft operations at MCAS Cherry Point, MCALF Bogue, and MCOLF Atlantic continue to generate concerns about noise from local property owners. Noise abatement procedures have been implemented at MCAS Cherry Point and MCALF Bogue Field to lessen the impact of noise on the surrounding community.

Maritime Access. The competition for the use of waters in the Pamlico Sound area in proximity to the Piney Island Bombing Range can place limitations on range operations and training. Restriction to access to these waters is a contentious issue for local boaters and fisherman. While the military views restrictions to water access around bombing targets as vital to ensuring that training goals are achieved, commercial fisherman may view this as an economic impediment. Broader dialogue among all parties could open avenues of communication and increase awareness of the unique and critical mission of these facilities.



Renewable Energy Development - Solar. North Carolina is a leader in the solar industry with the second highest volume (per megawatt) of installation in the nation in 2014. Solar energy, as an industry, has created significant growth in construction and manufacturing sectors and represents more than \$2 billion investment in North Carolina. To date, only Craven County has seen the installation of utility-scale projects, or 'solar farms'. Solar resource maps (refer to Appendix) illustrate similar resources in Carteret, Craven and Pamlico counties. Increased hurricane risk and the presence of fewer substations may explain why development has

been slower in Pamlico and Carteret, but both counties should expect interest from the industry in the future.

Renewable Energy Development – Wind. North Carolina's developable wind resource exists in the coastal plains and along the mountain ridges of the west. Carteret County has the best coastal resource in the State, with developable resources also present in Craven and Pamlico counties. The quality of this resource coupled with the rural landscape and access to transmission is attractive to the development industry and has led to the proposal of wind energy projects in the region. To date, none of the proposed utility-scale projects have been constructed. Interest in developing this resource is likely to continue as wind turbine technology advances and the demand for renewable energy increases.

Renewable Energy Development – Biomass. Biomass is the conversion of organic matter such as animal waste, crop waste, or wood into electricity. Animal production is not large enough in the study area to support a biomass facility. However, the volume of managed timber in the region may provide enough resource to be appealing to future development.

There is one active biomass project in the study area. Craven County Wood Energy operates a 50-megawatt biomass-fueled power generating facility near New Bern. According to a 2012 study for the North Carolina Sentinel Landscapes Partnership by NC State University Extension Forestry, there is sufficient, sustainable biomass volume within a 50-mile radius of the facility to provide additional 25 megawatts of operating capacity.

Encouraging the continuation of managed timber is a compatible land use to mission and training operations.

The regulation of renewable energy projects differs among resources. Solar, wind and biomass projects can be handled at the local level through ordinances and zoning controls. Wind projects require a state permit, but there is no statewide permit for solar or biomass outside of

compliance within NCDEQ Stormwater Plans, Soil & Erosion Control Permits and CAMA permits, where applicable. At the federal level, the Department of Defense Siting Clearinghouse reviews all proposed energy projects to determine impacts on military test, training and operations missions.

Natural and Cultural Resources. The identification of environmental resources as natural buffers and conservation opportunities is a valuable method for reducing future conflict between MCAS and the surrounding communities.

Historic resources in the study area, including National Register Historic Districts in New Bern, Beaufort and Oriental, are some of the most significant and well known in the State and drivers of the local tourism economy. The majority of these properties are privately owned, but changes to them may be regulated by the North Carolina State Historic Preservation Office or a Local Historic District Commission. Increased air training operations in proximity to these resources, particularly historic districts, have the potential to negatively impact the resource and should be avoided by MCAS where possible.

The protection of rural landscapes, in the form of rural historic districts, is a relatively new approach in historic preservation that has increased in North Carolina over the last decade. The purpose of these districts is to identify and protect rural landscapes and has grown in popularity as the State's rural nature has rapidly changed into urban and suburban development. There are many areas in the study area that may be eligible for a rural historic district designation, particularly in agriculture and fishing. The establishment of these districts may be a future conservation opportunity that highlights an area's history. However, consultation with the North Carolina Historic Preservation Office should occur to determine the compatibility of these districts on MCAS training operations.

The continued protection of environmental resources in the region is important to

maintaining the mission and operational ability of MCAS as well as the regional economy. The natural buffers created by these resources should be protected and maintained through continued coordination with federal, state and local agencies. Future conservation opportunities should be focused on maintaining federal ownership and following trends in private development on or near environmental resources that may be in conflict with the mission. Conservation opportunities that both protect the mission and increase tourism or access to recreational activities should be given the highest priority as they are mutually beneficial to the installation and the regional community.



“Newcomers to the area don’t understand.... they didn’t grow up with the installation like a lot of us did”

5.2 Land Suitability Analysis - Regional Development & Growth

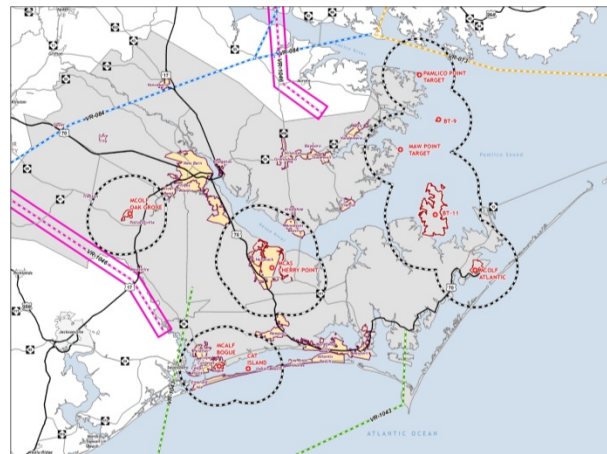
This section provides a comprehensive inventory and assessment of existing conditions and features important to the MCAS Cherry Point Regional Joint Land Use Study. The land suitability analysis augments the Compatibility Analysis by effectively evaluating the study area’s potential for new development. The magnitude of this information and the inter-dependencies demonstrated between military and civilian interests reinforces the needs for safeguarding MCAS Cherry Point as an asset to the US military and an engine for continued economic growth and development in the surrounding region.

Current plans, policies and ordinances for local governments; expanding utility service areas; the military mission footprint for MCAS Cherry Point; and development pressures to continue building in “growth hotspots” throughout the Region will keep land use compatibility and the balance between competing interests important for future years. Identifying potential conflict areas, and enumerating their impacts, should inform recommendations for the joint land use study and help stakeholders prioritize their implementation.

Suitability Analysis

Future year growth and development in the three-county region (Carteret, Craven and Pamlico Counties) were studied to determine if, when or where conditions might occur that create (or make worse) conflicts between military operations and nearby development types, locations, patterns or intensities. Conditions were evaluated for a “community plans” scenario, which represents how the Region might develop if local government plans, policies and ordinances are followed closely.

The magnitude, timing and location of future growth in the Region were measured and evaluated using *CommunityViz*.™ The GIS-based software provides a framework for studying the impacts of physical development or policy decisions using localized data and a series of user-defined parameters. Data provided by local governments, Woods & Poole and MCAS Cherry Point, as well as scripts created specifically for development conditions in the three-county region, increase confidence in the modeled results. See enlarged figure in the Appendix.



This section summarizes the future year analysis for the three-county region. It is organized around six general headings: highly-constrained areas for development, future development potential, development attractors, anticipated growth, growth allocation and important considerations for moving forward.

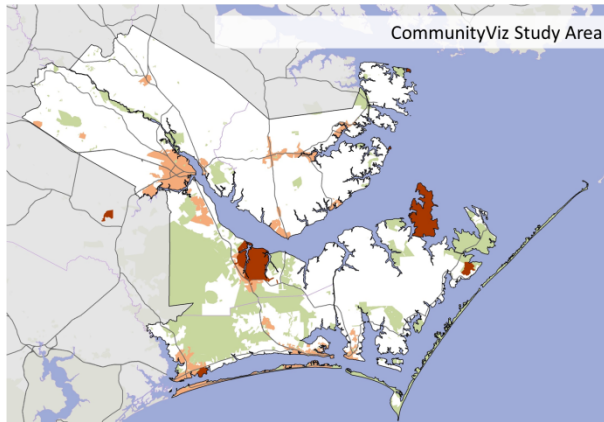
Some land in the Region will likely never develop because of physical conditions on the site, land

ownership or the existence of federal, state or local policies that prohibit development. These areas — referred to as highly-constrained areas for development — were removed from the CommunityViz model to more accurately estimate buildable area in the region.

Features in the Region used to represent highly-constrained areas for development include the following.

- floodplains
- aircraft protection zones
- federal- or state-owned land
- major water bodies
- federal, state or local conservation land
- stream buffer areas
- MCOLF Atlantic Amphibious Operations Protection Area

Approximately 30% of the Region is not expected to develop because of the presence of one or more features listed above. A map depicting areas highly-constrained for development is provided below as well as in the appendix.

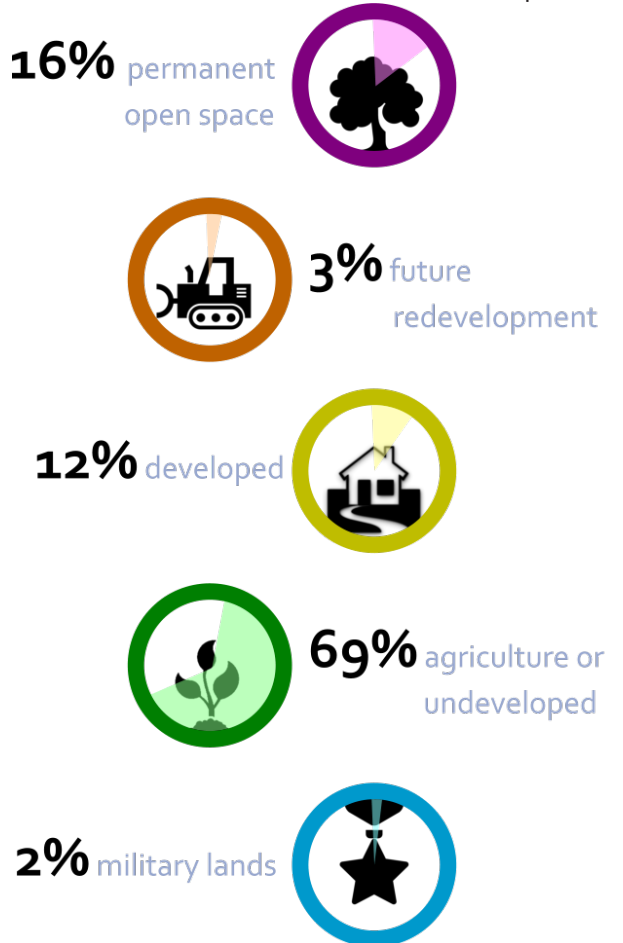


Future Development Potential. Future development potential in the Region is influenced by two factors: 1) allowable uses and maximum intensities summarized in local government plans, policies and ordinances and 2) development status observed in the region. Together, these factors control the location, type, pattern and intensity of development

(referred to as the region’s “development supply”) for accommodating future growth.

Development status categories used for the MCAS Cherry Point Regional JLUS include: permanent open space, developed, undeveloped, redevelopment potential and agriculture. Values were assigned in the Region using 2014 aerial photography, property appraiser data, and topic-specific GIS data sets (e.g., existing land use, farmland or vacant land inventories).

Existing development in the Region represents nearly 12% of the land area. Over two-thirds (69%) is agriculture or undeveloped, which means some of these areas could become new neighborhoods, shopping centers, industrial parks, etc. over time in accordance with local government plans, policies or ordinances. Permanent open space represents approximately 16% of the region. A small amount of land (3%) is identified for future redevelopment.



A map depicting development status assignments for the Region is provided below.

Place Types. The MCAS-Cherry Point Regional JLUS introduces the concept of place types to the region, which generalize various development categories used by local governments to describe, measure, and evaluate the built environment. Fourteen place type categories capture the different land uses, development patterns and building intensities observed in the region.

Values were assigned in the three-county Region using 2014 aerial photography, future land use and zoning information, and property appraiser data. A brief description of each place type category is provided in the following. A map

depicting place types assignments for the Region is provided in the Appendix.

Parks and Open Space – Parks and open space include active and passive land dedicated for conservation. These areas are typically undisturbed or undeveloped and have been protected from development by local, state and federal agencies or by public, private and nonprofit organizations.

Rural Living – Rural living areas are characterized by large lots, abundant open space, pastoral views and a high degree of separation between buildings. Residential homes and hobby farms are scattered throughout the countryside and often integrated into the natural landscape. The lot size and separation between buildings

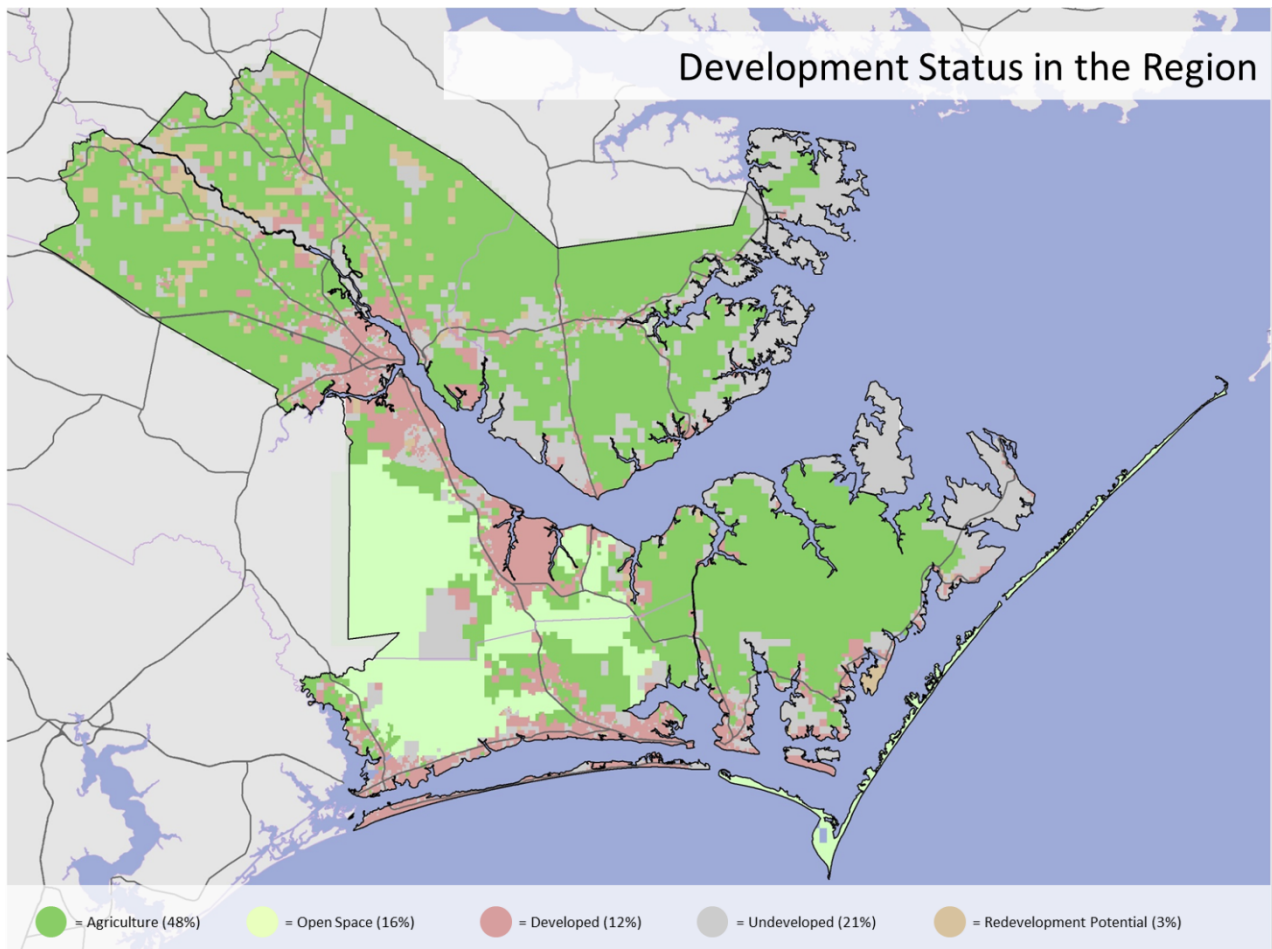


Figure 5-2. Development Status

decreases approaching areas with greater development densities. Buildings at the edge of most rural areas are generally oriented toward highways and have direct access to the adjacent highway through a private driveway.

Working Farm – Working farms are actively being used for agriculture or forestry activities, including cultivated farmland, timber harvest, livestock or woodlands.

Large-Lot Residential Neighborhood – Large-lot residential neighborhoods are generally formed as subdivisions and consist almost entirely of single-family detached homes. Buildings are oriented interior to the site and are typically buffered from surrounding development by transitional uses, topography or vegetative areas. Many neighborhoods ‘borrow’ open space from adjacent rural or natural settings. Blocks are typically large and streets are rural or suburban in character.

Small-Lot Residential Neighborhood – Small-lot, residential neighborhoods are generally formed as subdivisions or communities, with a relatively uniform housing type and density throughout. They are often found in close proximity to commercial and suburban office centers, and provide the rooftops necessary to support the centers. Homes are oriented interior to the neighborhood and are typically buffered from surrounding development by transitional uses or landscaped areas.

Multifamily Residential Neighborhood – Multifamily residential neighborhoods are generally formed as complexes or communities, with a relatively uniform housing type and density throughout. They may contain one of the following housing types: condominiums, townhomes, senior housing or apartments.

Multifamily suburban neighborhoods are found in close proximity to suburban commercial and office centers, and provide the rooftops necessary to support various suburban commercial and office uses within the centers. Buildings are oriented interior to the site and are typically buffered from surrounding development

by transitional uses or landscaped areas. Large parking lots and low street connectivity are common in multifamily suburban neighborhoods.

Suburban Commercial Center – Suburban commercial centers serve the daily needs of surrounding residential neighborhoods. They typically locate near high-volume roads and key intersections, and are designed to be accessible by automobile. Buildings are set back from the road behind large surface parking lots, with little or no connectivity between adjacent businesses. Common types of suburban centers in the Region include multi-tenant strip centers, big box stores and shopping malls.

Suburban Office Center – Suburban office centers include both large-scale isolated buildings with numerous employees as well as areas containing multiple businesses that support and serve one another. They are typically buffered from surrounding development by transitional uses or landscaped areas and are often located in close proximity to major highways or thoroughfares.

Industrial Center – Industrial centers generally support manufacturing and production uses, including warehousing, light manufacturing, medical research and assembly operations. These areas are found in close proximity to major transportation corridors (i.e., highway or rail) and are generally buffered from surrounding development by transitional uses or landscaped areas that shield the view of structures, loading docks or outdoor storage from adjacent properties.

Mixed-Use Neighborhood – A mixed-use neighborhood offers residents the ability to live, shop, work and play in one community. These neighborhoods include a mixture of housing types and residential densities integrated with goods and services in a walkable community that residents visit on a daily basis. The design and scale of the development encourages active living through a comprehensive and interconnected network of walkable streets.

Mixed-Use Center – Mixed-use centers serve broader economic, entertainment and

community activities as compared to mixed-use neighborhoods. Uses and buildings are located on small blocks with streets designed to encourage pedestrian activity. Buildings in the core of the mixed-use center may stand three or more stories. Residential units or office space may be found above storefronts. Parking is satisfied using on-street parking, structured parking and shared rear lot parking strategies.

A large-scale mixed use center may be surrounded by one or more mixed-use neighborhoods.

Town Center – Town centers are locally-serving areas of economic, entertainment and community activity. Uses and buildings are located on small blocks with streets designed to encourage pedestrian activity. Buildings typically stand two or more stories in height with residential units above storefronts.

Town centers represent the traditional downtown or courthouse area of historic towns and communities found throughout the region.

Military Land Holdings – Military land holdings include military bases, bombing ranges, etc. in the Region formally owned and operated by the United States Military or their designee.

Special District – Special districts include airports, schools, utilities, government buildings, institutional/health care facilities, education campuses, etc. that are unique in the Region and often defined by their own sets of planning and design standards.

General Development Controls. General development controls were tied to place types and varied by city, town or county (representing all 31 communities in the region). Unique values reflected small differences in characteristics or expectations for each place type specific to each jurisdiction’s plans, policies or ordinances.

Data values recorded for each place type included: site efficiency (amount of land set aside for on-site infrastructure), density, intensity, and percent of development by general category (single family, multifamily, retail, office or

industrial). The general development lookup table used for the future development potential study is provided in the Appendix.



Development Attractors. The Cherry Point MCAS Regional JLUS evaluated development attractors unique to the Region to identify 1) locations attractive for future growth and 2) locations important for preserving military operations. Physical features in and immediately surrounding the Region were layered over grid cells in CommunityViz, and calculations performed to determine either percent overlap or proximity of features to individual grid cells. A normalized scale (between 0 and 100) was used

to rank the grid cells from least to most attractive for future development. Factors in the study could have a positive or negative correlation to development attractor scores.

Factors assumed to attract future development to specific areas of the Region include:

- Presence in an existing or emerging growth area (municipal limits)
- Proximity to existing or planned commercial centers
- Presence in existing or planned sewer service areas
- Presence in existing or planned water service areas
- Proximity to major roads
- Proximity to major intersections
- Proximity to interchanges

A map highlighting the attractiveness of land for

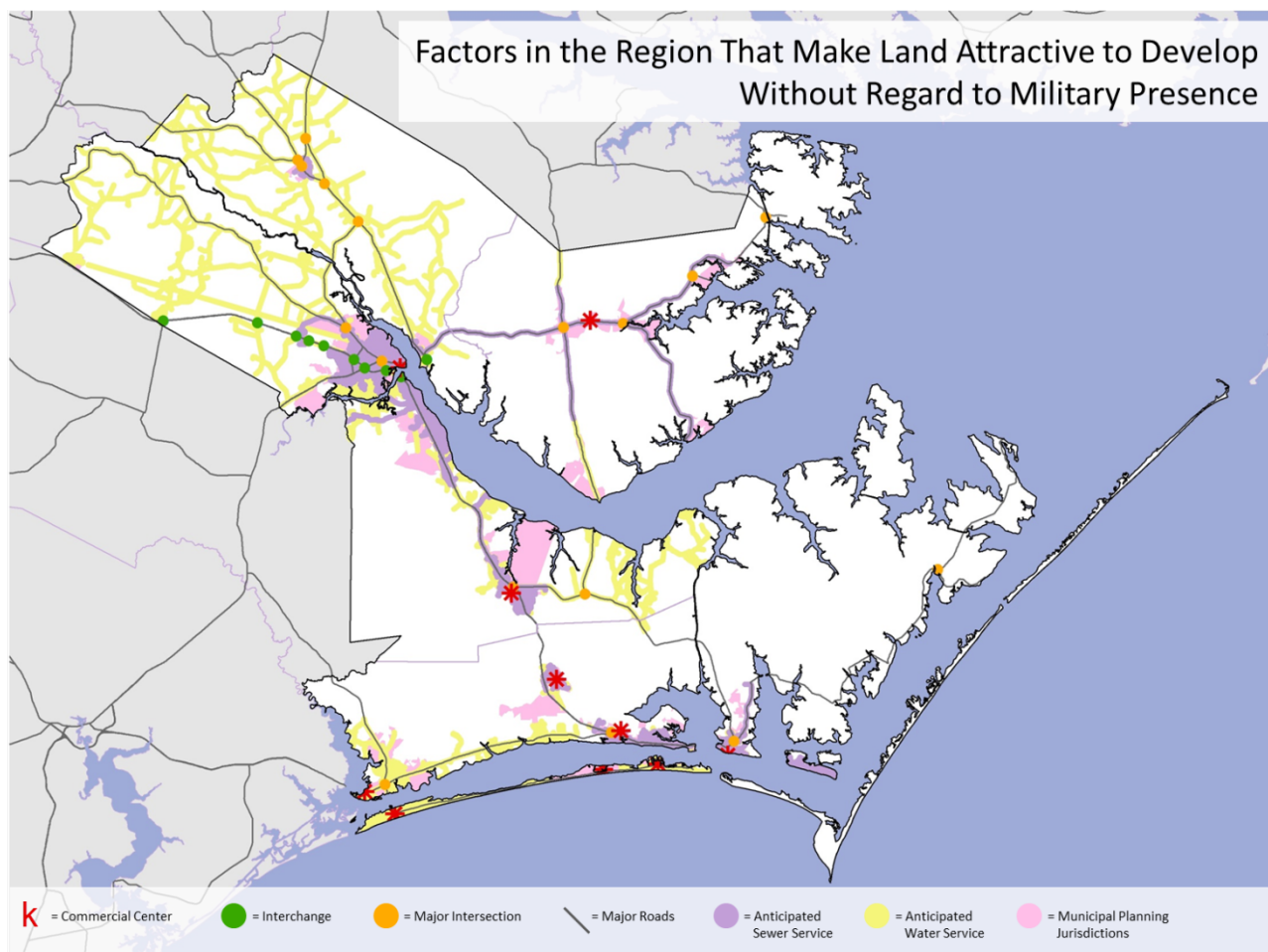
future development in the Region is provided below.

Military Mission Footprint Factors. Several factors important to preserving the military mission footprint for MCAS Cherry Point and ALF Bogue were evaluated separate from the general development attractors to identify areas of concern for the joint land use study.

The military mission footprint factors include:

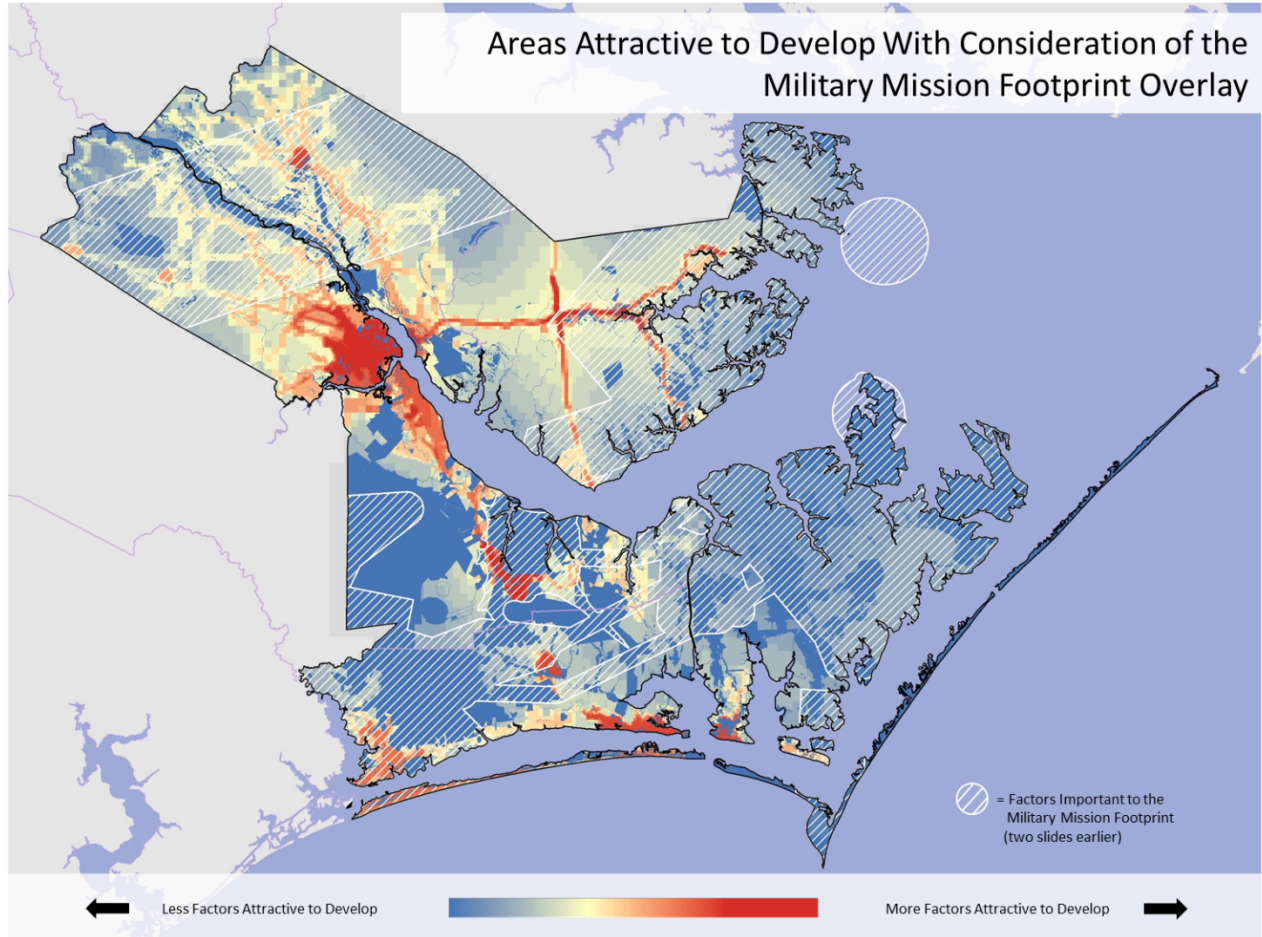
- Aircraft protection zones
- Noise zones
- Restricted areas for BT-9 and BT-11
- Unmanned aircraft systems corridors
- Helicopter training routes
- Restricted airspace, R-5306A and R-5306C
- GBSAA surveillance area, wind turbine incompatibility area

A map highlighting the extents of factors



important to the military mission footprint for MCAS Cherry Point and ALF Bogue is provided below. A map highlighting the attractiveness of land for future development in the Region with consideration of the military mission footprint factors included is provided below.

Growth assumed for the Region between 2015 and 2030 was allocated to land using the “allocation tool wizard” in CommunityViz. The tool helped determine where growth might likely occur using a supply-and-demand approach and a series of probability-based scripts internal to the



Growth Summary. County-level control totals for a fifteen-year planning horizon were developed using information from the US Census Bureau, American Community Survey, Five Year Estimates, 2009-2013 and Woods and Poole Total Employment Statistics, 2010-2050 (county-level forecasts). Data was summarized for five development categories: single-family residential, multifamily residential, commercial, office and industrial. A table summarizing county-level growth totals assumed for the Region is provided on page 4-1.

software. Information from previous steps in the modeling process (future development potential and development attractors) was used in the wizard for completing the allocation process.

A map highlighting future growth areas in the Region (new growth potential between 2015 and 2030) is provided on the next page.

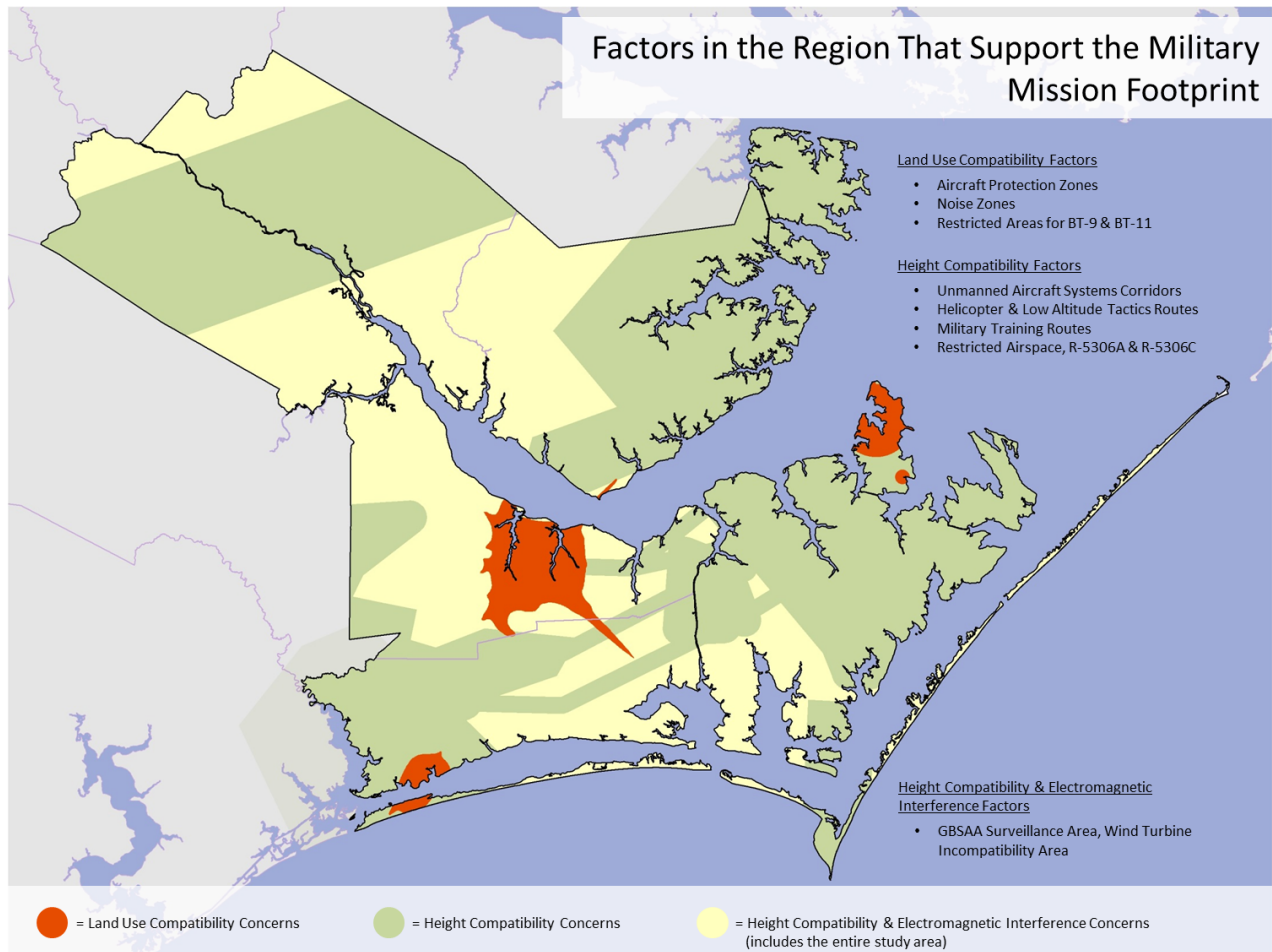
The study of future year growth and development in the three-county region (Carteret, Craven and Pamlico Counties) confirms that conditions might occur that create (or make worse) conflicts between military operations and nearby development types, locations, patterns or

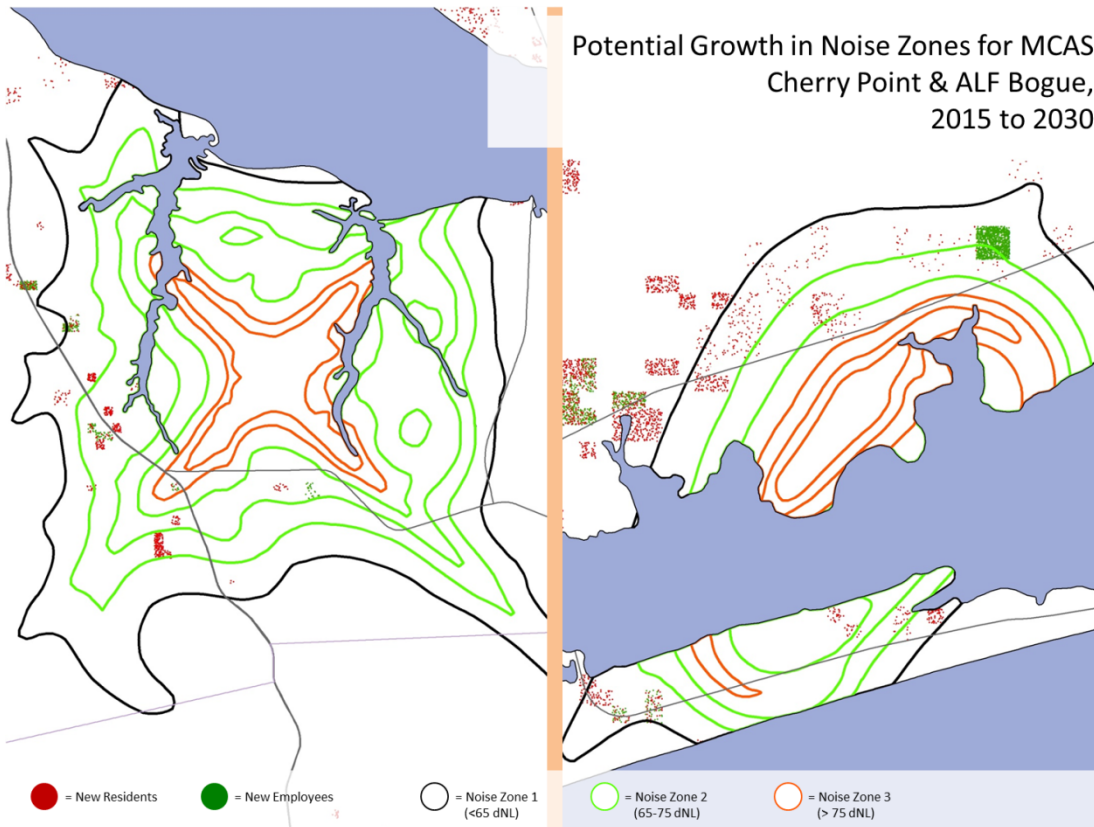
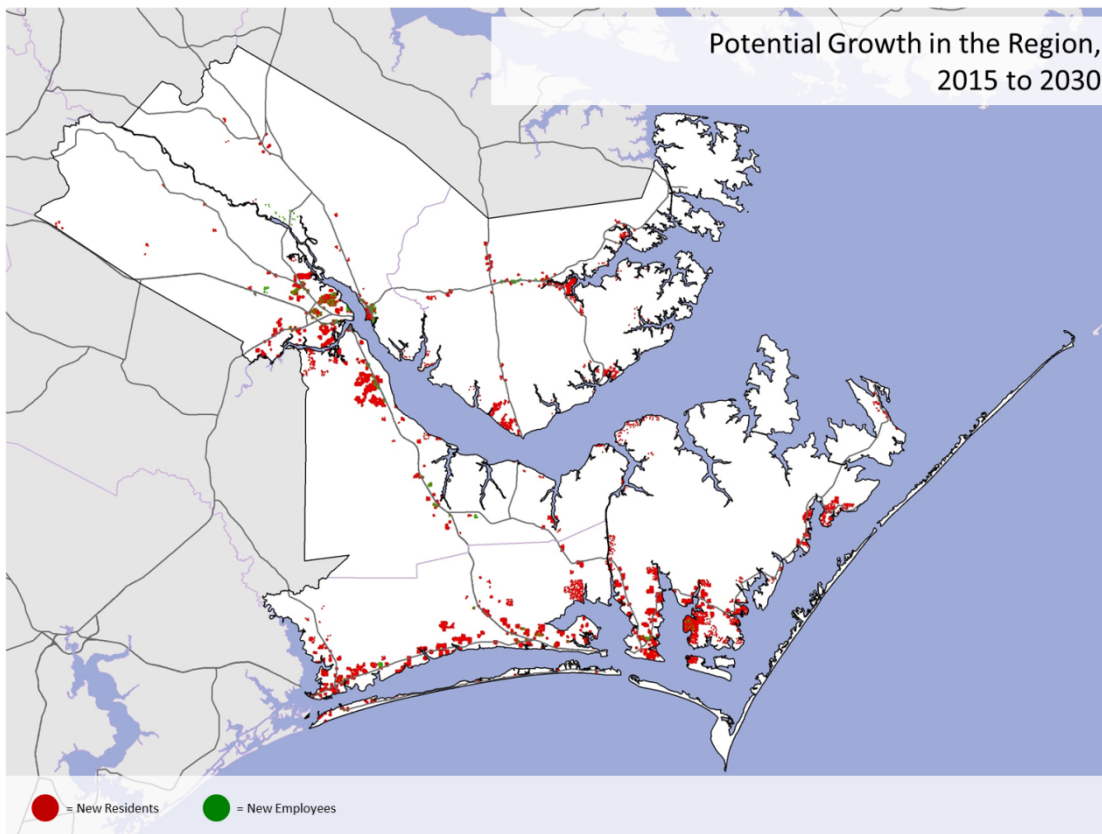
intensities. Identifying potential conflict areas, and enumerating their impacts, should inform recommendations for the joint land use study and help stakeholders prioritize their implementation.

General areas of concern highlighted in the future development potential study include:

- Potential conflicts (land use compatibility and height compatibility) between future development and aircraft operations inside the designated noise zones for MCAS Cherry Point and ALF Bogue.
- Potential conflicts (height compatibility) between future development and aircraft operations in designated flight corridors for MCAS Cherry Point and ALF Bogue.

The *CommunityViz* data used for the future development analysis will be made available to local governments. They can use this information for modifying their own plans, policies and ordinances consistent with the JLUS recommendations, or for monitoring conditions in future years to track the success of implementation measures.





State Legislation Permitting or Impeding Use of Development Controls

State legislation deeply influences the level of control that local governments exercise in their planning jurisdictions. North Carolina is (generally) a "Dillon's Rule" state; legislative authority given to local governments is expressly provided in the North Carolina General Statutes. If this authority is not spelled out in the N.C.G.S., then historic case law suggests that local legislation passed outside of that authority is likely to be reversed in court. The following is summary of some of the actions that North Carolina has taken to insert or modify language into the N.C.G.S. that are particularly relevant to the MCAS-Cherry Point and surrounding communities.

The Military Lands Protection Act, N.C.G.S. 143-151.70 et seq. The Military Lands Protection Act was enacted in 2013 to preserve, maintain, and sustain land uses compatible with military activities at major installations:

"North Carolina has a vested economic interest in preserving, maintaining, and sustaining land uses that are compatible with military activities at major installations. Development located proximate to military installations has been identified as a critical issue impacting the long-term viability of the military in this State. Additional concerns associated with development include loss of access to air space and coastal and marine areas and radio frequency encroachment. The construction of tall buildings or structures in areas surrounding major military installations is of utmost concern to the State as those buildings and structures may interfere with or impede the military's ability to carry out activities that are vital to its function and future presence in North Carolina." N.C.G.S. 143-151.72

No county or city may authorize the construction of and no person may construct a tall building or structure (200 feet or more) in any area surrounding a major military installation in this State, unless the county or city is in receipt of either a letter of endorsement issued to the person by the Building Code Council pursuant to

N.C.G.S. 143-151.75 or proof of the Council's failure to act within the time allowed pursuant to N.C.G.S. 143-151.75.

NOTE: The law exempts wind turbines from this review process. (Wind turbines must go through the DENR permit process.)

Notify Military of Land Use Changes, N.C.G.S. 153A-323(b). This statute provides that if the adoption or modification of an ordinance would cause changes to the zoning map or would affect the use of land within five miles of a military base, the board of commissioners must provide written notice to the military station commander. If the military provides comments regarding the compatibility with its operations, the board must consider these comments before making a final determination on the ordinance.

Permitting of Wind Energy Facilities. Commonly referred to as House Bill 484, Session Law 2013-51 established a permitting program, to be implemented by the Department of Environmental Quality (formerly the Department of Environment and Natural Resources), for the siting and operation of wind energy facilities in the state. The permit process is designed to ensure that military, natural and cultural resource interests are considered prior to permits being issued for wind turbines. House Bill 484 requires notice to military installations and theoretically, will ensure no turbines are erected in military flight patterns. The permitting process, however, has not yet been utilized.

The Coastal Area Management Act (CAMA) of 1974, N.C.G.S. 113A-100 et seq. The Coastal Area Management Act (CAMA) of 1974 applies to twenty designated coastal counties and governs "development" within any designated Area of Environmental Concern. Areas of Environmental Concern are broadly defined and include all public trust waters and adjacent lands. Except for Jones County, all the areas within the JLUS region are governed by CAMA and the implementing rules of the Coastal Resources Commission (CRC). The CRC's rules have undergone notable changes since the last regional JLUS in 2002.

Significant for the JLUS regional participants, CAMA requires each of the 20 coastal counties to have a local land use plan under guidelines established by the CRC. In the JLUS region, this includes Carteret, Craven, and Pamlico counties. It is optional for individual municipalities to adopt their own plans. The CRC is proposing extensive amendments to the CAMA Land Use Planning Program expected to reduce the regulatory burden on local governments. These amendments will increase flexibility for plan content and format, reduce the analysis required, shorten timelines for state review and certification of plans and updates, and clarify that plan updates and amendments are voluntary. If approved, the new rules will be effective January 1, 2016.

Once a land use plan is certified, the Division of Coastal Management (DCM) uses the plan in making CAMA permit decisions. Proposed projects and activities must follow the policies of a local land use plan, or DCM cannot permit a project to go forward.

Local Efforts/Land Conservation/ Preservation Programs

One of the simplest ways to mitigate encroachment is through conservation and preservation of parcels adjacent to military installations. Acquiring such lands or placing perpetual conservation easements upon them has the added benefit of being a permanent long-term solution to the encroachment issue. Key initiatives include:

Military Training Route Market Based Conservation Initiative. This is an effort to sustain family farms and forests by protecting agricultural land use underlying military flight paths; lead by N.C. Foundation for Soil and Water Conservation, Inc.

http://cnr.ncsu.edu/research/military_projects Spotlight.php

Southeast Regional Partnership for Planning and Sustainability (SERPPAS). This is a regional association of agricultural, environmental, and military interests covering North Carolina, South

Carolina, Georgia, Alabama, Florida, and Mississippi. SERPPAS works to mitigate the ongoing loss of agricultural land, important wildlife habitats, and working landscapes such as farms, forests, and fisheries in order to avoid or reverse increased encroachment on military installations. <http://serppas.org/About.aspx>

N.C. Coastal Land Trust. This is a non-profit accredited land trust conserving lands with scenic, recreational, historic and/or ecological value in eastern North Carolina. Funds are available for public/private partnerships and have already been used to successfully preserve encroachment buffers. www.coastallandtrust.org

Examples of prior applications undertaken by the N.C. Coastal Land Trust, the City of Havelock, and the Department of Defense Readiness and Environmental Protection Initiative to buffer military installations and training ranges along the coast of N.C. include:

- 298 acres preserved through the Magnolia Farm Preserve to support U.S. Navy and U.S. Marine Corps training; \$3.4 million investment by State, federal, and private sources
- 46 acres preserved to avoid encroachment on MCAS Cherry Point through the Lewis Farm initiative; \$520,000 investment by U.S. Navy and City of Havelock
- Since 2005, the N.C. Coastal Land Trust was worked with MCAS-Cherry Point to conserve over 7,900 acres around MCAS Cherry Point, Piney Island Bombing Range, and Auxiliary Landing Field at Bogue, and along flight training routes

Other Funding Sources

- Clean Water Management Trust Fund - Specifically authorized (and mandated in recent budgets) to provide buffers around military bases or for State matching funds for the Readiness and Environmental Protection Initiative, a federal funding initiative that provides funds for military buffers.
- Agricultural Development and Farmland Preservation Trust Fund - Supporting the

purchase of agricultural conservation easements on farm, forest, and horticulture lands.

- North Carolina Parks and Recreation Trust Fund - Matching grants to local governments for public parks and recreational projects.
- North American Wetlands Conservation Fund - Federal grant program through U.S. Fish and Wildlife Service.
- Land and Water Conservation Fund - Federal grant program through the National Park Service.
- Harold H. Bate Foundation - Local grant funds available for public/private partnerships in Craven, Pamlico and Jones counties.

We the People

Article I

6

R E C O M M E N D A T I O N S



Chapter 6: Recommendations

These recommendations are the product of a consensus among stakeholders and provide a practical, coordinated approach to continued regional planning for military / civilian land compatibility.

This section identifies and organizes the recommended actions (strategies) developed and compiled from independent research by the consultant team, Policy Steering Committee and Technical Advisory Committee meetings, discussions with staff from local jurisdictions, representatives of MCAS Cherry Point and stakeholder interviews. Stakeholders consisted of the general public, local elected officials, state and federal agencies, local non-profit group, and advocacy organizations, and business owners and organizations such as Chambers of Commerce and Allies for Cherry Point's Tomorrow. Comments from the general public were gathered during numerous 'open house' event and 'road shows' advertised through social media.

6.1 Community Facilities, Infrastructure, and Services

Whereas a detailed review of the physical adequacy of region-wide community facilities was outside the scope of this project, interviews with stakeholders revealed that educational, recreational, and cultural facilities surrounding MCAS Cherry Point are considered a valuable asset to the moral and welfare of the marines and their families. In fact, as one of the interviewees pointed out, land and water-based recreation opportunities (among others) have made MCAS Cherry Point one of the most desirable assignments in the marine installation inventory. It was also observed that most of the local

governments in the study have capital improvement elements in their annual budget process, providing an excellent tool for planning, design, construction, and maintenance of these facilities. Also, MCAS Cherry Point has recently developed a comprehensive Station Master Plan that provides for installation facilities to support the emerging F-35B mission and promote the moral and welfare of the marines and families.

Update the Station Master Plan Frequently. MCAS Cherry Point should implement the recommendations of the Station Master Plan, which should be reviewed and updated every five years. Local governments should recognize the positive impact that area recreational and cultural amenities have on MCAS Cherry Point and continue to support the maintenance and construction of such facilities in their annual budgets and capital improvements programs.

Regional Water and Wastewater Plan. Support the development of a regional water and wastewater analysis and plan to evaluate the impact of future residential, commercial and industrial growth. The plan should incorporate recommendations of regional economic development strategy and identify improvements necessary to accommodate growth to include estimates of costs, funding sources and a completion timetable.

An overview analysis of the study area water and wastewater facilities was conducted. Based on interviews with Cherry Point Facilities personnel and review of the F-35B basing Environmental Impact Statement and the Station Master Plan it was determined that that existing and future water and wastewater facilities on Cherry Point and outlying/auxiliary fields will be adequate to support the emerging mission and beyond. Although the Station Master Plan identified the installation water system as "marginally" adequate, programmed improvements will

resolve this noted deficiency. For the balance of the study area, the overview analysis for residential development cited short term, temporary deficiencies in several water systems; however, planning, design and construction activities are underway to resolve these deficiencies. It should be noted that the overview analysis did not incorporate an evaluation of the systems to support *commercial and industrial* development – vital for the regional economic station and to support revenue generation in support local government fiscal requirements. The regional growth model did identify areas in region that are suitable for such development— but whether facilities exist or are planned to support the demands of commercial and industrial land uses is not clearly known.

Regional Economic Development Strategy.

Support the development of a regional economic development strategy that provides a vision, strategy framework, goals and recommendations for education and workforce development, attracting and retaining business and investment, entrepreneurship/innovation, infrastructure and quality of life improvements to support commercial and industrial growth in the CPRJLUS Region.

Intergovernmental Planning Coordination

The level of coordination and cooperation among the study area partners, particularly between the MCAS Cherry Point Community Liaison Office and the local governments has been exemplary. This coordination has directly contributed to the successful completion of many of the recommendations outlined in the 2002 JLUS. However, these coordination activities are primarily based on the good will and professionalism of the participants. Lacking are the organizational protocols necessary to

continue seamlessly should breakdowns in personnel occur.

Establish Military Influence Planning Districts.

Local governments within the Cherry Point CPRJLUS Region should establish 'military influence planning districts' to coordinate communications with the military installation and to align noise/lighting/disclosure requirements with economic development goals. Local governments also should codify procedures for compliance with NCGS 153A-323b. These actions would: (1) ensure that the high level of communication and collaboration among the CPRJLUS partners remains in perpetuity; and (2) ensure consistency of compliance among all local governments of the Region.

Installation-Specific Recommendations. The following are ten specific operational strategies that MCAS Cherry Point can undertake now to create opportunities for coordination and collaboration with local, state, and federal government partners.

Conduct Regional Workshop on Wind Energy and Military Compatibility. MCAS Cherry Point should facilitate a one-day workshop between representatives from the Department of Defense to discuss wind turbine mitigation measures pertaining to the UAS Operations/GBSAA Wind Turbine Incompatibility Map (see p.8, Marine Corps Air - Station Cherry Point and Ranges Military Mission Footprint). The workshop could provide more data on specific aspects of incompatibility in the Cherry Point Region (i.e. radar, physical obstruction, electromagnetic interference, other) and illustrate case studies of successful mitigation strategies from other states.

Comprehensive Regional Water/Wastewater Plan.

The MCAS Cherry Point should partner with Carteret, Craven and Pamlico counties to develop a comprehensive regional water and wastewater plan to address residential capacity observations and to develop a regional strategy to accommodate future residential, commercial and industrial growth. This plan should correlate with

the growth and development model included in this CPRJLUS study. Robust coordination with local economic development strategies, either adopted or in progress within the Region, is also recommended.

Establish an Expanded Notification Process. Adopt a Memorandum of Agreement to establish a process to ensure timely and consistent notification and cooperation between the parties on projects, policies, and activities.

Expand Coordination Points. Actively participate in the Allies for Cherry Point's Tomorrow (ACT) Planning Committee upon deactivation of the Cherry Point MCAS Regional CPRJLUS Technical Advisory Committee.

Improve the Awareness of the Established Noise Protocol. Protocols are in place to notify the general public of impactful aircraft and ground activity at MCAS Cherry Point, Bogue Field, Atlantic Field, BT-9 and BT-11. However, as verbalized at community outreach meetings, the citizens are not aware of the published noise abatement/avoidance protocol for the use of Atlantic Field. The public should be made aware of these restrictions, via the local media outlets as well as Carteret County website and the MCAS Cherry Point website. These notices should be preceded by a community outreach meeting in Atlantic to fully disclose the restrictions and protocol for reporting a violation. Citizens should be made aware that perceived violations of these restrictions should be directed to the Public Affairs Office at MCAS Cherry Point and to the Carteret County Planning and Inspections Department.

Expand Awareness of Water-Based Encroachment Limits. Identify and convene stakeholders to discuss restrictions to and management of access to the waters surrounding BT-9, BT-11, MAW Point Target, and Pamlico Point Target. Improve information and distribution to the boating and commercial/recreational fishing communities.

Support Compatible Renewable Energy Practices and Projects. Promote renewable energy

development that is compatible with military operations through increased collaboration and coordination with existing initiatives, including Food and Fuel for the Forces and programs of the NC Military Business Center and NC East Alliance. This support should include planning and development of infrastructure for biomass production.

Create Opportunities for More Frequent and More Regular Land Development Coordination. Convene summit of MCAS, Weyerhaeuser, NCWRC, NCFS, and other relevant CPRJLUS stakeholders to explore and discuss mutual objectives for land compatibility and future development and/or disposition of lands.

Coordinate Future Land Sales and Exchanges. Convene summit of Croatan National Forest managers and other relevant stakeholders and explore establishment of protocol to coordinate future land sales and exchanges.

Increase Awareness of Prescribed Burning Best Practices. Collaborate with NC Prescribed Fire Council to convene stakeholders and explore strategies to increase public awareness of the necessity of prescribed burning.

6.2 General Policy Recommendations

The foundation of the MCAS Cherry Point CPRJLUS is a community-driven, cooperative, strategic planning process among the MCAS, Carteret, Craven, and Pamlico County, and the surrounding communities of Havelock, Emerald Isle, and Bogue. As such, the project represents a true collaborative planning effort. The 46 recommendations in this section are the product of a consensus among stakeholders, and provide a practical, coordinated approach to continued regional planning for military/civilian land compatibility.

Each of the recommendations incorporate one or more actions that can be implemented to promote compatible land use, prevent further encroachments upon the military mission, mitigate existing incompatibility, and facilitate compatible economic development. The recommended strategies function as tools to aid

the community in their goal of ensuring the continued sustainability of the military mission at MCAS Cherry Point. Collectively, these strategies represent an assertive and coordinated approach that will demonstrate the region's commitment to that goal. Furthermore, implementation of these actions will prove the region's commitment in advance of the anticipated convening of the next Base Realignment and Closure Commission (BRAC).

The key to the implementation of the strategies is the establishment is the continued efforts of the CPRJLUS Technical Advisory Committee to oversee the CPRJLUS execution. Through this committee, local jurisdictions, MCAS Cherry Point, and other interested parties can continue their initial work together to establish procedures, recommend or refine specific actions for member agencies, and make adjustments to strategies over time to ensure the CPRJLUS continues to resolve key compatibility issues through realistic strategies and implementation.

Concurrent with the efforts of the TAC, each jurisdiction within the MCAS Cherry Point region should establish their own course of action to execute strategies unique to them through the ongoing collaboration of planners, leadership, and the public. Each jurisdiction may revise and refine these recommendations for their unique circumstances and use for tracking implementation actions and progress.

The strategies described in the Recommendations Matrix (Table 6-1 on the following pages) were designed to address the issues identified during this CPRJLUS Update. The purpose of each strategy is to: (1) avoid future actions that would cause new or additional incompatibilities or exacerbate an existing incompatible use or activity; (2) mitigate or eliminate an existing compatibility conflict or reduce its adverse impacts; and (3) provide a framework for continued regional collaboration on MCAS sustainability.

The Recommendations Matrix is presented in a table format that provides the strategy and

details on implementation. Underneath each Factor are the corresponding Issues as brought forward and prioritized by the Policy Steering Committee and the Technical Advisory Committee. The headers of each row are described in the following paragraphs.

Geographic Area – the specific locale or political entity that will be directly impacted by the recommended strategy.

Recommended Strategy - the recommendation developed through consultation and discussions with the Policy Steering Committee and Technical Advisory Committee.

Time Frame – a projected year by which to begin or complete a specific action. Year 2016 should be regarded as an 'immediate' action, and Years 2017-18 as 'near term' action. Strategies beyond the next two years are considered 'long-term' actions or referenced in the study as future considerations for implementation.

Cost – 'Not Applicable' (N/A) indicates that an action can be accomplished through ongoing government operations and routine administrative expenditures. These would include adoption of ordinances, revisions, or convening with stakeholders. 'To Be Determined' (TBD) indicates the action may require additional professional and technical expertise and consultation services; possible expenditures for new programming and agency staff to implement; or new capital investments.

Responsible Parties - the remaining eight columns correspond to each of the participants in the Cherry Point MCAS Regional JLUS. An 'Other' column is included to capture other local, regional, state, or federal agencies or organizations that should be involved in strategy implementation. The symbol (■) indicates the party must initiate a recommended action or take a leadership role in its implementation. The (□) symbol indicates a party that should have a participatory or advisory role in the strategy or otherwise monitor the action for potential impact or future consideration.

Additional notes on the recommendations are as follows.

Non-conforming Uses. Several actions recommended for two CPRJLUS Update priority issues (1) density within APZs; and (2) mobile homes located within APZs would, if implemented, create substantial areas of nonconforming land uses within the APZs or AICUZs of MCAS Cherry Point and MCALF Bogue, affecting Carteret County, Town of Emerald Isle, and City of Havelock. While these jurisdictions currently address non-conforming land uses within their respective ordinances, they may wish to consider text amendments to specifically address (1) the replacement of a nonconforming use with another nonconforming use, and (2) the non-conformities associated with manufactured homes. The Appendix sample language from the Town of Midland, NC.

Development Approval Authority. Not all municipalities within the CPRJLUS area have development permitting and approval authority.

Other Responsible Partners. Several of the recommendations in Table 5-1 designate 'Other Partners' among the responsible parties for initiating an action or implementing a strategy. The list of 'other partners' is not intended to be all-inclusive. Local knowledge is best when determining potential partners or the appropriate networks to engage for implementing a given strategy.

The CPRJLUS Recommendations for Action and Implementation are presented on the following pages. These are listed in order of issue priority (excepting the issue of 'Analysis of Natural Buffers and Conservation Opportunities,' which was not ranked) as determined by the Policy Advisory Committee and the Technical Advisory Committee.

Table 6-1: Recommendation Matrix

PSC/TAC Issue	Priority and No. Recommendation	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority:	1	Strengthen Tall Structure and Wind Turbine Regulations. Wind energy development has been a controversial issue in the region. While significant wind resources exist for potential development, a January 2015 military report identifies a 40-nautical mile radius where wind turbines are incompatible. The incompatible area encompasses the entire CPRJLUS region. Wind turbines present a host of compatibility issues for military aviators. Their height poses flight path hazards and may create line of sight obstructions as well as glare and glint. Oscillation, caused by the rotation of turbine blades and electromagnetic interference, can cause disruption to electronic instrumentation, radio communications, and radar systems.										
Compatibility Factors: Air Space, Electromagnetic Interference; Land Suitability Factor: Height												
1.1		Strengthen Tall Structure ordinances by creating uniform standards throughout the region. Other Partners: All municipalities in the three-county study area; Eastern Carolina Council/Consultant	2017	N/A	■	■	■	□	□	□	□	■
1.2		Amend Tall Structures Ordinance for regional conformity for wind turbine development standards based on the Carteret County ordinance. Other Partners: All municipalities in these counties; Eastern Carolina Council/Consultant	2017	N/A	□	■	■	□	□	□	□	■
1.3		Amend Tall Structure Ordinances to include references to the NC Session Law 2013-51 (Wind Energy Facilities Permitting Program) and 2014-79 (Military Lands Protection Act).	2017	N/A	■	■	■	■	□	□	□	

Regional Joint Land Use Study

Marine Corps Air Station Cherry Point

PSC/TAC Issue	Priority and Recommendation	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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1-4

Conduct Regional Workshop on Wind Energy and Military Compatibility. Invite representatives from Department of Defense to discuss wind turbine mitigation measures pertaining to the UAS Operations/GBSAA Wind Turbine Incompatibility Map. Not only is the GBSAA and control of UAS an issue. The overall ability to control air traffic in general is at risk from this potential encroachment, specifically in Special Use Airspace and in the traffic patterns of MCAS Cherry Point and its associated Auxiliary and Outlying Airfields. The workshop could provide more data on specific aspects of incompatibility in the Cherry Point region (i.e. radar, physical obstruction, electromagnetic interference, other) and illustrate case studies of successful mitigation strategies from other states.

Other partners: Marine Corps Air Station East (MCIE), NC Department of Commerce; NC Department of Military & Veterans Affairs; North Carolina Sustainable Energy Association; Weyerhaeuser

2018

TBD

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- Initiates the Recommended Strategy and takes leadership role in its implementation.
- Participates in an advisory role in the Recommended Strategy and monitors its implementation.

PSC/TAC Issue Priority and Recommendation	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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Issue Priority: 2
Conduct Infrastructure Capacity Analysis. This was one of several important topics related to MCAS sustainability that emerged during stakeholder interviews. While a comprehensive analysis is beyond the scope of this regional joint land use study, it should carry forward as a recommendation for action. A proposed Scope of Work will be provided.

Compatibility Factor: Infrastructure Capacity; Land Suitability Factor: Development

Develop a comprehensive regional water and wastewater plan to address identified residential capacity observations and to develop a regional strategy to accommodate future residential, commercial and industrial growth. This plan should correlate with the growth and development model included in the CPRJLUS as well as a complete and thorough coordination with local economic development strategies adopted or in progress within the region. A sample request for proposal for this study is provided in the Appendix.

Other Partners: County and municipal public utility departments; MCAS Cherry Point facilities; local and regional economic development and planning organizations

2.1 2017 \$200K ■ ■ ■ ■ □ □ ■ ■

PSC/TAC Issue Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority: 3	Establish 'military influence planning districts' to coordinate communications with the military installation and to align noise/lighting/disclosure requirements with economic development goals. Local governments with the Cherry Point Regional JLU Region should codify procedures for compliance with NCGS 153A-323b. These actions would: (1) ensure that the high level of communication and collaboration among the CPRJLU partners remains in perpetuity; and (2) ensure consistency of compliance among all local governments of the region. The following recommendations can be formulated and implemented by local governments within the region in the short term.										
Compatibility Factor: Communication and Coordination											
	All local governments with territorial authority within the area of a 5-mile radius of military installations should incorporate the notification requirement of NCGS 153A-323b into administrative procedures and permit application submittal requirements.	2016	N/A	■	■	■	■	■	■	□	■
3-1	Other partners: All municipalities within 5-mile radius of military installations. Local governments with territorial authority within a 5-mile radius of Coastal Carolina Regional Airport (CCRA) and Michael J. Smith Airport (MJS) should work with airport officials to formulate voluntary notification procedures for proposed land uses changes similar to those prescribed in NCGS 153A-323b.	2016	N/A	■	■	■	■	■	■	□	■
3-2	Other Partners: City of New Bern; Town of Trent Woods; Town of River Bend; Town of Bridgeton (CCRA); Town of Morehead City; Town of Beaufort; Town of Atlantic Beach (MJS); NC Military Affairs Commission; NC General Assembly	2016	N/A	■	■	■	■	■	■	□	■

Regional Joint Land Use Study Marine Corps Air Station Cherry Point

PSC/TAC Issue Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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3-3 Local governments with territorial authority within a 5-mile radius of the Port of Morehead City (MHC) should provide voluntary notification procedures for proposed land uses changes similar to those prescribed in NCGS 153A-323b.

Other Partners: Town of Morehead City; Town of Beaufort; Town of Atlantic Beach; Town of Pine Knoll Shores; NC Military Affairs Commission

3-4 Municipalities in Craven and Carteret Counties should ensure their land use ordinance provisions are consistent with their respective counties relative to Tall Structures and Airport Overlay Standards.

Other Partners: All municipalities in these counties.

3-5 Amend County and Municipal Land Use Plans to create Military Influence Overlay Districts (MIOD). MIODs would consist of all areas within a 5-mile radius of a military installation, facility, or training site. MIODs could include the Port of Morehead City and regional airports. Primary compatibility factors for the MIODs should include communication and coordination regarding safety, noise, vertical obstructions, infrastructure extensions, residential density, lighting, and disclosure requirements.

Other partners: All municipalities within 5-mile radius of military installations; NCDOT; Croatan National Forest; Cedar Island NWR

Regional Joint Land Use Study Marine Corps Air Station Cherry Point

PSC/TAC Issue	Priority and Recommendation	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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Adopt Memorandum of Agreement to establish a process to ensure timely and consistent notification and cooperation between the parties on projects, policies, and activities. Upon adoption by all parties, reconstitute the Cherry Point MCAS Regional JLU Technical Advisory Committee into the Allies for Cherry Point's Tomorrow (ACT) Planning Committee.

3-6 2017 N/A

Other partners: All municipalities within 5-mile radius of military installations.

Conduct comprehensive regional survey of public attitudes toward the military presence in North Carolina.

3-7 2020 TBD

Other partners: Eastern Carolina Council/Consultant; NC Military Affairs Commission; Department of Commerce; Allies for Cherry Point's Tomorrow (ACT)

- Initiates the Recommended Strategy and takes leadership role in its implementation.
- Participates in an advisory role in the Recommended Strategy and monitors its implementation.

PSC/TAC Issue Priority and No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority: 4	Adopt 'Dark Sky' ordinances to help prevent ambient light encroachment. The military needs dark skies for effective nighttime operations and flight training. Night testing and training is an essential to the military missions of MCAS Cherry Point, MCALF Bogue, and MCOLF Atlantic. Pilots conduct realistic night flight scenarios including LHD landing practice, night precision runway approaches and landings, and low-visibility operational testing. Light sources from commercial, industrial, recreational, and residential uses at night can cause excessive glare and illumination, impacting the use of military night vision devices and air operations.										
Compatibility Factor: Light Pollution											
4-1	Evaluate and compare existing City of Havelock (and others within the region) outdoor lighting standards with dark sky lighting ordinances from other North Carolina municipalities. Determine if local measures meet International Dark Sky Association guidelines, and if so, consider as a template for region-wide standards.	2016	N/A	■	■	■	■	■	■	□	■
4-2	Adopt Dark Sky Lighting Ordinance that minimizes urban sky glow and potential for light trespass onto adjacent properties. Specific development standards should be incorporated into zoning ordinances and building codes of each jurisdiction including areas adjacent to installation boundaries. The ordinance should also include regulation of LED billboards in important flight paths and approach departure corridors.	2018	N/A	■	■	■	■	■	■	□	■

PSC/TAC Issue Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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Invite private sector participation in workshops and seminars for local contractors, developers, and local government building inspectors and planning officials to provide technical information on the installation, use, and maintenance of dark sky-approved lighting systems.

Other partners: NC Military Business Center; NC League of Municipalities

Work closely with NCDOT, public utilities, and private utility providers to ensure the installation of dark sky-approved lighting along US-70, especially at the planned Havelock Bypass.

Other partners: US 70 Commission; Duke Energy Progress; Carteret-Craven Electric Cooperative; Tideland EMC; NCDOT Division 2

Regional Joint Land Use Study Marine Corps Air Station Cherry Point

PSC/TAC Issue Priority and No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority: 5	Address density/development concerns around MCALF Bogue, MCAS Cherry Point, and MCOLF Atlantic. Incompatible land uses, especially residential, continue to be developed in the Bogue Field AICUZ and in the vicinity of MCOLF Atlantic. Unless curtailed, this could be a negative factor in a future BRAC evaluation. Within APZs for MCALF Bogue and MCAS Cherry Point, retain residential density at existing levels. Use existing voluntary and regulatory tools, develop new land use and management techniques, and establish incentive and acquisition programs to lower residential densities over time.										
Compatibility Factors: Accident Potential Zones, Land Use; Land Suitability Factor: Development											
5-1	Carteret: Retain existing density within APZ-1 at 2.9 du/ac; APZ-2 at 1.7 du/ac. Emerald Isle: Retain existing density within APZ-1 at 0.26 du/ac; APZ-2 at 2.1 du/ac. (Vacant, platted lots exempt; redevelopment of existing residential structures exempt).	2018	N/A	■	□			■	□	□	
5-2	Within APZ-1 and APZ-2, increase minimum percentage of open space required in PUDs (Emerald Isle) and Planned Conservation Development (PCD) and the Planned Unit Development Overlay (Carteret County).	2018	N/A	■	■		■				
5-3	Evaluate existing vacant parcels and county/municipal-owned land and explore potential land swaps with interested private landowners/developers.	2019	TBD	■				■	■	□	□
5-4	Evaluate residentially-zoned parcels along NC-24 for potential rezoning to non-residential uses compatible in APZ-1.	2018	N/A	■					■	□	

Regional Joint Land Use Study

Marine Corps Air Station Cherry Point

PSC/TAC Issue	Priority and No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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- 5-5** Increase minimum lot size in R2/MH districts within APZ-2 from 12,500 to 20,000 SF. Incentivize and encourage re-combination of existing lots into larger lots through inducement payments (reimbursements) for fees, permits, plan review, and the like.

2018 N/A

■
- 5-6** Consider agreement to extend Havelock ETJ into vicinity of proposed US-70 Bypass within Township 6 to ensure new development resulting from its completion is compatible with military operations.

2016 N/A

■ □
- 5-7** Facilitate the rezoning of the R20-A-zoned portion of the Cannady tract to LI (Light Industrial).

2017 N/A

□ ■
- 5-8** Explore potential for establishing a Transfer of Development Rights Program (TDR) to reduce densities and incompatible uses within the AICUZ.

2020 TBD

■ □ ■ ■ □ ■ □

PSC/TAC Issue Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority: 6	Low Altitude Flight Avoidance Protocol. Discussion at the Atlantic community road show pointed to a need to coordinate with all users of Atlantic advising that 1,500' floor is not to be violated. Concerns were expressed by USFWS during stakeholder interviews about low flyovers in the Cedar Island NWR during nesting season. Protocol describes notification chain, responsibilities and consequences, establishes a local POC.										
Compatibility Factor: Noise; Land Suitability Factor: Noise											
Protocols are in place to notify the general public of impactful aircraft and ground activity at MCAS Cherry Point, Bogue Field, Atlantic Field, BT-9 and BT-11. However, as verbalized in a community outreach meeting, the citizens are not aware of the published noise abatement/avoidance protocol for the use of Atlantic Field. The public should be made aware of these restrictions via local media outlets and Carteret County's and MCAS Cherry Point websites. These notices should be preceded by a community outreach meeting in Atlantic to fully disclose the restrictions and protocol for reporting a violation. Citizens should be made aware that perceived violations of these restrictions should be directed to Air Operations-MCAS Cherry Point. MCAS – Cherry Point should periodically notify the Carteret County Planning & Inspections Dept. of complaints and follow-on actions.											
6.1		2016	N/A	■	■	□	■	■	■	■	■
Other Partners: Cherry Point Operations; Cherry Point Public Affairs; Cherry Point Community Plans & Liaison Office; Carteret County Planning & Inspections; Down East neighborhood organizations											

PSC/TAC Issue	Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority:	7	Facilitate Dialog With Stakeholders Regarding Water Access to the Areas Surrounding BT-9 and BT-11.										

The competition for the use of waters in the Pamlico Sound area in the vicinity of the Piney Island Bombing Range can place limitations on range operations and training. Restriction to access to these waters is a contentious issue for local boaters and fisherman. Broader dialogue among all parties could open avenues of communication and increase awareness of the unique and critical mission of these facilities.

Compatibility Factor: Maritime Access; Land Suitability Factor: Development

Brief stakeholders concerning restrictions to and management of access to the waters surrounding BT-9 and BT-11.

Other Partners: NC Division of Marine Fisheries; NC Wildlife Resources Commission; US Army Corps of Engineers

Improve information and distribution to the boating and commercial/recreational fishing communities.

Other Partners: NC Division of Marine Fisheries; NC Wildlife Resources Commission; Coast Guard Auxiliary; US Power Squadron; local marinas

7-1	2016	N/A	■	□	■	□	□	□	□	□	■	□
7-2	On-going	TBD	■	■	■	■	□	□	■	■	□	■

- Initiates the Recommended Strategy and takes leadership role in its implementation.
- Participates in an advisory role in the Recommended Strategy and monitors its implementation.

PSC/TAC Issue Priority and No. Recommendation	Recommended Strategy	Timeframe	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority: 8	Ensure new development preserves the unique character and cultural heritage of the Down East region, and is compatible with military operations at MCOLF Atlantic. Promote the retention and enhancement of the thirteen fishing communities, and enhance opportunities to support commercial fishing and the marine trades, boating, hunting and other place-based enterprises.									
Compatibility Factor: Land Use; Land Suitability Factor: Development										
8.1	Prepare a small area plan for the Down East region detailing the unique characteristics and means of protecting and enhancing Down East waterfront communities.	2017	■	N/A						
8.2	Other partners: Down East Council and other Down East advocacy groups, Cherry Point Operations; Cherry Point Public Affairs; Cherry Point Community Plans & Liaison Office With benefit of the small area plans the County may craft conditional zoning (legislative) component in the Down East Conservation Ordinance (DECO) to fit the unique characteristics of the Down East waterfront villages; enabling retention and establishment of place-based traditional Down East enterprises (i.e., boat builders, decoy carvers, outfitters and hunting guides, fish houses, and supportive services, aquaculture, and marine trades). Aspects of the County's Conditional Use Districts Ordinance (Sec. 3200) may be transferable.	2018	■	N/A						

Regional Joint Land Use Study Marine Corps Air Station Cherry Point

PSC/TAC Issue Priority and No. Recommendation	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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8.3 Amend the Planned Conservation Development Option in the subdivision regulations to allow use of open space in cultivation and natural areas as well as the current provisions for golf courses, tennis clubs, playgrounds and other active recreation facilities.

2018 ■

N/A

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- Participates in an advisory role in the Recommended Strategy and monitors its implementation.

PSC/TAC Issue Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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Regulate mobile homes in the AICUZ and develop incentive programs for existing mobile home owners. Sound attenuation is not a viable option for mobile homes since their design and construction are not adaptable to effective noise reduction. The continued placement of mobile homes within the AICUZ is not compatible with community efforts at sustaining MCAS Cherry Point and its associated facilities.

Compatibility Factors: Noise, Land Use; Land Suitability Factors: APZ, Noise

Within Carteret County APZ-1 and APZ-2, rezone R15M to R15. Within the Emerald Isle APZ-2, rezone MH1 to R2. Within the Havelock AICUZ, eliminate the exemption for mobile homes. Ensure respective non-conformity clauses allow for the replacement of existing mobile homes.

Incentivize and encourage transition to noise-compliant manufactured homes. Develop program for inducement payments (reimbursements) for fees, permits, plan review, and the like. Seek funding for grants to assist AICUZ mobile home owners in the removal or replacement of non-conforming structures.

Other partners: Eastern Carolina Council/Consultant; Home Builders Associations; Economic Development Councils; Chambers of Commerce

9-1		2017	N/A	■	□	□	■	■	□	□	□
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PSC/TAC Issue	Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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Inventory existing vacant parcels located outside the AICUZ where mobile homes are permitted. Explore potential parcel exchanges and offer incentives to interested private landowners/developers for re-location or conversion to noise-compliant structure.

Other partners: Eastern Carolina Council/Consultant

9.2 2019 TBD ■ ■ ■ ■ □ □ □ □

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PSC/TAC Issue Priority and No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority: 10	Aircraft operations at MCAS Cherry Point and MCALF Bogue continue to generate concerns about noise from local property owners. According to the Final EIS for the F-35B Joint Strike Fighter, there will be an approximate increase of 6,700 acres of areas exposed to 65 decibels or greater (Noise Zones 2 and 3). City of Havelock's noise regulations incorporate the recommendations of the 2002 JLUS and are cited by the DoD Office of Economic Adjustment as the exemplar for military communities.										
Compatibility Factor: Noise; Land Suitability Factors: APZ, Noise											
10.1	Conduct local workshop with City of Havelock Planning and Inspections to ascertain requirements for enforcing minimum noise level reduction requirements. Topics may include (but not limited to) human resources and training requirements, equipment needs, compliance issues, and communication and coordination with development community regarding recommended materials, availability, and cost. Other partners: Eastern Carolina Council/Consultant	2016	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.2	Amend AICUZ Overlay District Ordinances to incorporate building design standards for minimum noise level reduction based on the City of Havelock Code of Ordinances Section 154.07(D)(11) through (13). Other partners: Eastern Carolina Council/Consultant	2016	N/A	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Regional Joint Land Use Study

Marine Corps Air Station Cherry Point

PSC/TAC Issue	Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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Promote the 2002 New Construction Acoustical Design Guide and brochure to educate local builders on sound insulation and noise level reduction methods. Work with local homebuilders and other organizations to ensure that builders and relevant skilled trades are familiar with the noise attenuation measures, how to incorporate them in a cost-effective manner and how to market them as a benefit to economically sustainable development in the Cherry Point region. Seek funding from the NC Military Affairs Commission and other sources to fund the promotional campaign.

Other partners: Eastern Carolina Council/Consultant; NC Military Affairs Commission

On-going

TBD

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- Initiates the Recommended Strategy and takes leadership role in its implementation.
- Participates in an advisory role in the Recommended Strategy and monitors its implementation.

PSC/TAC Issue Priority and No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
Issue Priority: 11	Renewable Energy Development – Policies and Regulations. The conversion of renewable resources such as wind, solar and biomass, into electricity, is a fast-growing sector in North Carolina’s economy and a growing part of the State’s energy mix. Access to renewable energy, including the ability to install these projects on military bases, is also a goal of the Department of Defense.										
Compatibility Factor: Renewable Energy											
11.1	Promote renewable energy development that is compatible with military operations. Collaborate and coordinate with existing initiatives including Food and Fuel for the Forces and programs of the NC Military Business Center and NC East Alliance. These include planning and development of infrastructure for biomass production.	2017	N/A	■	■	■	□	□	□	■	■
11.2	Adopt Solar Energy Development Ordinance based on template developed by the North Carolina Sustainable Energy Association and the North Carolina Clean Energy Technology Center.	2017	N/A	■	■	■	□	□	□	□	

PSC/TAC Issue Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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Issue Priority: 12
Economic Development. Sustaining MCAS Cherry Point should result in provide surrounding communities with economic benefits and jobs.

Compatibility Factors: Land Use, Natural Resources, Farmland & Forests, Infrastructure Capacity; Land Suitability Factor: Development

12.1	Partner with NC East Alliance, Chambers of Commerce, NC Military Business Center, consultant(s), and other appropriate partners to promote development of the Value-Added Agriculture and Marine Trades economic clusters.	Ongoing	TBD	■	□	■	■	■	■	■	■
12.2	Develop Plan for Agricultural Development & Farmland Preservation in Carteret County. Other Partners: Cooperative Extension; Soil & Water Conservation District; NC Forest Service; Economic Development Councils	2017	TBD	■	■	■	□	□	□	□	■
12.3	Develop unified Economic Development Strategy to provide uniform development standards and coordinate joint economic development strategies with municipalities and rural communities. Other Partners: All municipalities and unincorporated rural communities within Pamlico County	2016	TBD	■	■	■	■	■	■	■	■

PSC/TAC Issue Priority and Recommendation	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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12.4 As a follow up to the Comprehensive Economic Development Strategy (CEDS) prepared by East Carolina Council in 2012, develop an economic development strategy for the CPRJLUS planning area. This planning initiative should include an updated assessment of the regional economy including a demographic and economic overview (including regional economic impact of MCAS Cherry Point) and evaluation of the region’s industry clusters. The regional economic development strategy should provide a vision, strategy framework, goals and strategies (education and workforce development, attracting and retaining business and investment, entrepreneurship/innovation, infrastructure and quality of life improvements) and provide five-year implementation plan, a one-year action plan and performance measures.

Other Partners: Eastern Carolina Council/Consultant; MCAS Cherry Point; local economic development organizations; chambers of commerce

Convene summit of MCAS, Weyerhaeuser, NCWRC, NCFCS, and other relevant CPRJLUS stakeholders to explore and discuss mutual objectives for land compatibility and future development and/or disposition of lands.

2017 \$100K

2016 N/A

- Carteret County
- Craven County
- Pamlico County
- City of Havelock
- Town of Emerald Isle
- Town of Bogue
- MCAS Cherry Point
- Other

Regional Joint Land Use Study Marine Corps Air Station Cherry Point

PSC/TAC Issue	Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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12.6

Convene summit of Allies for Cherry Point’s Tomorrow, Port of Morehead City, MCAS, and other stakeholders to (1) Discuss region’s role in NC Food Manufacturing Initiative and (2) Collaborate and coordinate with existing initiatives including Food and Fuel for the Forces and programs of the NC Military Business Center to bring more locally-grown food products into mainstream retail and institutional food service supply chains.

Other Partners: NC East Alliance; Center for Environmental Farming Systems; County Cooperative Extension; Soil & Water Conservation Districts; County Economic Development Councils

2018 N/A

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- Participates in an advisory role in the Recommended Strategy and monitors its implementation.

Regional Joint Land Use Study Marine Corps Air Station Cherry Point

PSC/TAC Issue Priority and Recommendation No.	Recommended Strategy	Timeframe	Cost	Carteret County	Craven County	Pamlico County	City of Havelock	Town of Emerald Isle	Town of Bogue	MCAS Cherry Point	Other
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Analysis of Natural Buffers and Conservation Opportunities. The identification of environmental resources as natural buffers and conservation opportunities is a valuable method for reducing future conflict between MCAS and the surrounding communities. *Note: This issue was not ranked (NR) by the Policy Steering Committee/Technical Advisory Committee.*

Compatibility Factors: Natural Resources, Farmland & Forests, Cultural Resources, Smoke from Prescribed Burning

NR.1	Convene summit of Croatan National Forest managers and other relevant stakeholders and explore establishment of protocol to coordinate future land sales and exchanges.	2018	N/A	■	■	■	■	□	■	■	■
NR.2	Convene discussion with State Historic Preservation Office and other relevant stakeholders on protecting rural landscapes of cultural and historical significance.	2018	N/A	■	■	■	■	■	■	■	■
NR.3	Other Partners: NC Sentinel Landscapes Partnership Collaborate with NC Prescribed Fire Council to convene stakeholders and explore strategies to increase public awareness of the necessity of prescribed burning.	2018	N/A	■	■	■	□	□	■	■	■

Addenda

No addenda published as of 19 October 2016.

**Contract to Provide
Professional
Consulting Services
& Insurance
Requirements**

Contract to Provide Professional Consulting Services

We have reviewed your proposed contract terms and believe that should we be selected for this assignment, we will be able to conclude a mutually satisfactory contract with you with no conflict of interest.

Equal Opportunity Employment

Stantec provides equal employment opportunities to all qualified employees and applicants for employment without regard to race, religion, sex, age, marital status, national origin, sexual orientation, citizenship status, disability, or any other legally protected status. We prohibit discrimination in decisions concerning recruitment, hiring, compensation, benefits, training, termination, promotions, or any other condition of employment or career development. We are in compliance with all laws and regulations (in the United States, Title VI and Title VII of the Civil Rights Act as amended, VEVRAA, Section 503 of the Rehabilitation Act, the ADA, and Executive Orders 11246 and 13166).

Confirmation of Good Standing in the State of Oklahoma

Stantec and its partnering firms and subconsultants are in good standing in the State of Oklahoma.

Federal Debarment and Suspension List

Stantec and its partnering firms and subconsultants have validated and confirm that they are not listed on the Federal Debarment and Suspension list.



Insurance Requirements

On the following pages, please find Stantec Consulting Services Inc.'s sample insurance certificates.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/1/2017

8/2/2016

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	CONTACT NAME:	
	PHONE (A/C, No, Ext):	FAX (A/C, No):
	E-MAIL ADDRESS:	
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Zurich American Insurance Company		16535
INSURER B : Sentry Insurance a Mutual Company		24988
INSURER C : American Guarantee and Liab. Ins. Co.		26247
INSURER D :		
INSURER E :		
INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** 14193567 **REVISION NUMBER:** XXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CONTRACTUAL/CROSS <input checked="" type="checkbox"/> XCU COVERED GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	N	N	GLO5415704	5/1/2016	5/1/2017	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B B B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED <input type="checkbox"/> NON-OWNED <input type="checkbox"/> AUTOS ONLY <input type="checkbox"/> AUTOS ONLY OTHER:	N	N	90-17043-08 (AOS) 90-17043-09 (MA) 90-17043-10 (CA)	5/1/2016 5/1/2016 5/1/2016	5/1/2017 5/1/2017 5/1/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXX BODILY INJURY (Per accident) \$ XXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXX \$ XXXXXXX
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000	N	N	AUC918463701	5/1/2016	5/1/2017	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$ XXXXXXX
B B B	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY <input checked="" type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	90-17043-06 (AOS) 90-17043-07 (HI) EXCEPT FOR OH ND WA WY	5/1/2016 5/1/2016	5/1/2017 5/1/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER 14193567 TO WHOM IT MAY CONCERN	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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CERTIFICATE OF LIABILITY INSURANCE

10/1/2017

DATE (MM/DD/YYYY)
8/2/2016

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PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	CONTACT NAME:		
	PHONE (A/C, No, Ext):	FAX (A/C, No):	
E-MAIL ADDRESS:			
INSURER(S) AFFORDING COVERAGE		NAIC #	
INSURER A : Lloyds of London			
INSURED 1414100 STANTEC CONSULTING INTERNATIONAL LLC 8211 SOUTH 48TH STREET PHOENIX AZ 85044-5355	INSURER B : AIG Specialty Insurance Company		26883
	INSURER C :		
	INSURER D :		
	INSURER E :		
	INSURER F :		


COVERAGES **CERTIFICATE NUMBER: 14193542** **REVISION NUMBER: XXXXXXXX**

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX DAMAGE TO RENTED PREMISES (Ea occurrence) \$ XXXXXXXX MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ XXXXXXXX GENERAL AGGREGATE \$ XXXXXXXX PRODUCTS - COMP/OP AGG \$ XXXXXXXX \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY			NOT APPLICABLE			COMBINED SINGLE LIMIT (Ea accident) \$ XXXXXXXX BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	NOT APPLICABLE			PER STATUTE OTHER E.L. EACH ACCIDENT \$ XXXXXXXX E.L. DISEASE - EA EMPLOYEE \$ XXXXXXXX E.L. DISEASE - POLICY LIMIT \$ XXXXXXXX
A	Professional Liab	N	N	GLOPR1601673 NO RETROACTIVE DATE	10/1/2016	10/1/2017	\$3,000,000 PER CLAIM/AGG INCLUSIVE OF COSTS
B	Contractors Pollution Liab			CPO8085428	10/1/2016	10/1/2017	\$3,000,000 PER LOSS/AGG

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

14193542 TO WHOM IT MAY CONCERN	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

ACORD 25 (2016/03)

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