

Agenda

New Minas Secondary Planning Strategy (SPS)
Working Group Start Up Meeting
2020.08.20

1. Call to Order + Opening Remarks

Chair Winsor

2. Introductions

Chair Winsor

- » What got you interested in joining the Working Group?
- » What excites you about the SPS project?
- » What are key issues or challenges you feel need to be investigated or addressed through the SPS?

3. Planning 101

UPLAND

- » How we plan in Nova Scotia
- » What is a Secondary Planning Strategy

4. Terms of Reference

UPLAND

- » Review Terms of Reference for the Working Group

5. Roles + Responsibilities

UPLAND

- » Role of the Working Group, UPLAND, Staff, the Village, Council, and the public

6. Project Work Plan

UPLAND

- » High-level overview of project work plan
- » Project status update + work completed to date

7. Working Group Scheduling

UPLAND

- » Date for Engagement Workshop
- » Date for market study presentation
- » Looking ahead to future meetings

8. Closing

Chair Winsor



Terms of Reference

New Minas Secondary Planning Strategy Working Group

1. Introduction

The Municipality of the County of Kings (Municipality), in partnership with the Village of New Minas (Village), seeks to establish a New Minas Secondary Planning Strategy to provide detailed planning policy direction in the Growth Centre of New Minas. This work is to be guided by the New Minas Secondary Planning Strategy Working Group (Working Group). To this end, the Working Group is hereby established.

The Working Group is to be resourced by UPLAND Planning + Design (Project Consultant), and the Municipality's Manager of Land Use Planning (Project Manager).

2. Objectives

The objectives of the Working Group are to assist the Municipality to:

- Guide the orderly implementation of the New Minas Secondary Planning Strategy Project (Project).
- Support the adoption of the New Minas Secondary Planning Strategy as a detailed layer of planning, complementing the newly approved Municipal Planning Strategy and Land Use By-law.

3. Mandate

The mandate of the Working Group is to:

1. Provide local knowledge and New Minas contextual information to the Project Consultant;
2. Provide advice to the Project Consultant on the form and content of public and stakeholder engagement;
3. Assist the Project Consultant with identification, outreach to and communication with individual stakeholders in the community;
4. Participate in public consultation sessions hosted by the Project Consultant with the intent to collect and consider perspectives of stakeholders, business interests, civil society organizations and community members. In order to ensure equitable participation by interested persons and/or organizations, such sessions shall be conducted with an emphasis on advancing equity and dignity for all people, fostering positive and respectful relationships, and protecting human rights in a manner consistent with applicable legislation and the Municipality's obligations as member of the Coalition of Inclusive Municipalities..



5. Review the results of public engagement efforts;
6. Review scenarios for the development of the Growth Centre prepared by the Project Consultant and provide preliminary guidance on a preferred development scenario;
7. During the development of a draft Secondary Planning Strategy by the Project Consultant, provide guidance as needed on planning policy matters with potential diverging options;
8. Review the draft Secondary Planning Strategy as developed by the Project Consultant;
9. The duties assigned to the Working Group shall only be carried out by the Working Group.

4. Duration

The Working Group shall remain in place for the duration of the development of the Project and shall be deemed dissolved upon any of the following events:

1. the adoption of the New Minas Secondary Planning Strategy by Council in accordance with s.205 of the *Municipal Government Act*; or
2. the rescindment of the original Council motion to undertake preparations of a Secondary Planning Strategy for New Minas, or any similar action of Council that results in a cancellation of the Project or Working Group.

5. Membership

Membership of the Working Group shall include representatives as follows:

- Two members of Council as selected by Municipal Council
- Three Village Commissioners as selected by the Village Commission
- Seven members of the public, four of whom are to be nominated by the Village Commission and three additional members being nominated by the Municipality. These diverse members are to be representative of both the residents and business community within the Growth Centre. Public appointments do not necessarily need to reside in the Municipality.

6. Appointments and Replacement of Members

Municipal Council shall approve and appoint public members of the Working Group by resolution. The term for members shall be equal to the duration of the Working Group.

Subject to section 5, should a public member need to be appointed, Municipal Council shall, within 30 days of notification of a vacancy, appoint a person to fill the vacancy. Should a vacancy occur from the Village Commission or Municipal Council, the Commission and Council shall respectively appoint replacement members within 30 days of notification of a vacancy. Person(s) so appointed shall hold office for the remainder of the term of the member in whose place they were appointed.

7. Appointment of Chair

The Chair shall be one of the Municipal Council members serving on the Working Group who is appointed by Municipal Council.

8. Meetings

The Working Group shall abide by the following:

- The Project Consultant shall establish meeting times as required and in consultation with the Chair.
- A quorum shall consist of fifty percent plus one of the total number of members. Vacancies shall not be counted towards the total number of members.
- The Project Consultant shall be responsible for meeting agendas which must be reviewed by the Chair prior to its release.
- Agenda items shall be forwarded to all members and posted to the Village of New Minas and Municipal websites at least one week in advance of meetings.
- Additions to the agenda shall be considered at the start of each meeting and shall require the consent of fifty percent plus one of the number of members in attendance.
- All other decisions of the Working Group shall be consensus-based.
- Subject to s.22 *Municipal Government Act*, meetings of the Working Group are to be open to the public and shall be advertised by the Municipality and Village as such.
- The Municipal CAO is entitled to participate in discussions of the Working Group pursuant to s.31 (2) (a) MGA.

9. Working Group Support

The Working Group will be supported by the Project Consultant. Without limitation, this support will be in the form of preparing meeting agendas, drafting and circulating meeting minutes, and convening Working Group meetings and public consultation sessions. The Project Consultant, in collaboration with the Project Manager, will prepare draft materials for consideration by the Working Group, such as background data, proposed policy statements, and, where appropriate, alternate considerations.

10. Conflict of Interest

Members shall declare possible conflicts of interest before agenda items are presented and leave the meeting or part of the meeting during which the matter is under consideration.

3.2 Work Plan


The following pages describe our proposed work plan and project methodology. Our work plan is divided into five phases:

1. **Start Up**
2. **Technical Studies + Summary Report**
3. **Formative Engagement**
4. **Policy Formulation**
5. **Public Review, Refinement, + Adoption**

While the work is organized in phases for the purpose of illustrating the project tasks, in many situations the phases will overlap, as shown on the project schedule.

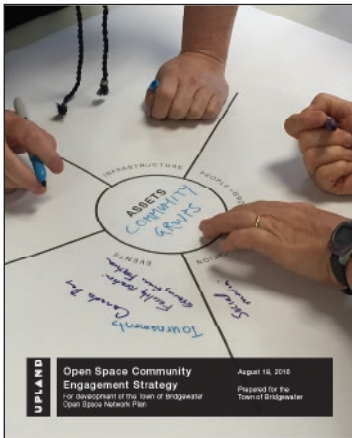
Phase 1: Start Up

The project start-up phase consists of foundational work to provide structure and planning to guide further steps in the project. Background information and base data will be compiled, analyzed, and synthesized to inform future phases of the project. A detailed work plan will be prepared to finalize project milestones and deliverables.

| Task | Sub-Tasks and Description | Outcome + Deliverables |
|--|--|--|
| <i>Task 1.1</i> Start Up Meetings and Site Visit | <ul style="list-style-type: none">• Start Up Meeting with the management team to confirm scope and work plan, establish lines of communication and preferred method for data/information sharing• Start Up Meeting with the Working Group to introduce the project team, review the project work plan, and identify goals and potential challenges for the project• Tour of the Growth Centre with a municipal representative to review “hot button” issues and areas of concern, and to also take site photographs | <ul style="list-style-type: none">• Finalized project schedule and meeting minutes• Digital photo library |
| <i>Task 1.2</i> Project Branding |  <p><i>Project brand for Town of Paradise</i></p> <ul style="list-style-type: none">• Develop a project brand that builds on the efforts of Kings 2050 and the ongoing municipal branding project.• Create a project identity that contributes to project awareness and overall community excitement. | <ul style="list-style-type: none">• Project logo and graphic identity |

| Task | Sub-Tasks and Description | Outcome + Deliverables |
|--|---|--|
| <p><i>Task 1.3</i> Data Collection and Document Review</p> | <p>Council's Engagement Strategy emphasizes the importance of evidence-based decision making. A comprehensive library of data will form the foundation of this project and will also inform the technical studies.</p> <p>UPLAND was involved in the early days of Kings 2050 and has followed its progress through to approval. However, a thorough review with an specific eye to New Minas will be required.</p> <ul style="list-style-type: none"> • Collect socioeconomic data from a variety of sources including Statistics Canada, the Canada Mortgage and Housing Corporation, <i>etc.</i> • Collect permitting data from the Municipality • Transfer GIS data from the Municipality, ideally including: <ul style="list-style-type: none"> • LiDAR and contours; • Building polygons; • Roads; • Current zoning; • Trails and bicycle routes; • Servicing and utilities: <ul style="list-style-type: none"> • Water bodies and water courses; • Floodplains and wetlands; • Resource lands; and • Any other geospatial data that is relevant. • Review planning reports and documents such as the Municipal Planning Strategy and Land Use By-law, Municipal Climate Change Action Plan, the <i>Precarious Housing and Homelessness Across our Rural Communities</i> report, and any other relevant reports or documents. | <ul style="list-style-type: none"> • Comprehensive data library and GIS database; • Internal literature review |

Task 1.4
Project Engagement Strategy



Town of Bridgewater Open Space Engagement Strategy (UPLAND)

UPLAND will ultimately lead the engagement for this project and we have provided recommendations for engagement activities throughout this work plan. However, the approach to engagement should be consistent with the Municipality’s Engagement Strategy and supported by the Working Group. The Working Group members are also the local experts on their community.

- Project Engagement and Communications Strategy

- Gather with the Working Group and staff for a half day workshop to co-design the major elements of the Engagement Strategy, including:
 - purpose
 - roles
 - assets
 - target audiences
 - stakeholder inventory
 - key messages
 - preferred methods
 - communications avenues
- After the workshop we will prepare a strategy document that details the above elements and the refined engagement schedule.

Phase 2: Technical Studies + Summary Report

The Secondary Planning Strategy will help guide the orderly and sustainable growth of New Minas. While the primary mechanism for achieving this is planning policy and regulations, these planning approaches must be grounded in a thorough understanding of the local market and a meaningful plan for public infrastructure. For example, decisions about transportation networks and infrastructure standards affect the developability of land. Conversely, decisions about development affect demand for transportation networks and other infrastructure.

The technical studies and background report stage will develop a fundamental understanding of these interconnected matters. Working with the Manager of Planning, Manager of Engineering, and Village staff, UPLAND will oversee the administration of four technical studies and will then synthesize this information into an options report to inform possible scenarios for the future development of New Minas.

| Task | Sub-Tasks and Description | Outcome + Deliverables |
|--|---|---|
| <i>Task 2.1</i> Study Scoping | <ul style="list-style-type: none">• Establish technical study scopes in conjunction with the Manager of Planning, Manager of Engineering, and Village Staff. | <ul style="list-style-type: none">• Detailed list of outcomes, desired timelines, and overall budget for each of the four technical studies |
| <i>Task 2.2</i> RFP Administration | <ul style="list-style-type: none">• Develop RFPs and manage procurement process for the technical studies in conjunction with the Strategic Projects Specialist. | <ul style="list-style-type: none">• Four RFPs• Proposal review and consultant selection for each of the four technical studies |

| Task | Sub-Tasks and Description | Outcome + Deliverables |
|---|--|--|
| <p><i>Task 2.3</i> Technical Study Management</p> | <ul style="list-style-type: none"> • Coordinate data management with the technical study consultants • Coordinate project branding and engagement communications with the technical study consultants to maintain a cohesive project identity and avoid public confusion • Maintain ongoing contact with consultants for each of the four technical studies to oversee contract duties and maintain project timelines • Review draft reports for completeness and relevance to the Secondary Planning Strategy process | <ul style="list-style-type: none"> • Traffic study and trip generation estimates • Active transportation study • Retail market analysis • Urban design study |

| | | |
|---|--|---|
| <p><i>Task 2.4</i> Summary and Scenarios Report</p> | <p>Each of the technical studies informs one element of the Secondary Planning Strategy, but some of the most interesting information will come from the interrelationship between these topics. How do decisions about active transportation affect urban design? How will changes in the retail market affect transportation needs?</p> <ul style="list-style-type: none"> • Develop a Summary and Options Report that integrates the findings of the technical studies, supplemented as necessary by additional information (residential permitting data, demographic projections, <i>etc.</i>) • Create development scenarios to explore different options for the future development of New Minas and inform Working Group and public discussions about the future of the community | <ul style="list-style-type: none"> • PDF version of Summary and Scenarios Report |
|---|--|---|



Phase 3: Formative Engagement

Our Approach

We understand that any great community engagement process is built on three elements: place, practice and principles. Our expertise in planning and engagement is only useful in the context of *place*; the experiences, people and spaces that define a community are the greatest assets for an engagement process.

We will apply a hybrid of engagement techniques and methods rooted in various *practices*, including participatory research, social marketing, art of hosting, the engagement continuum, and communications.

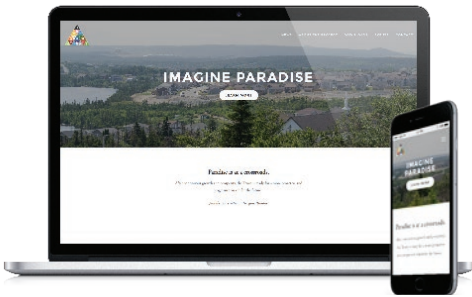
Third, we undertake engagement with a set of *principles* that guide our work: We pursue the authentic need for input and set out with intention to respect the community perspectives. We strive to make all points of view visible, particularly the voices of marginalized groups. It is important to extend a compelling invitation and ask very good questions, making it easy and interesting for people to participate. We face outwardly, are interactive, and occupy everyday places.

Community engagement that “creates buy-in” is the bare minimum metric of success. We strive to go beyond this and design and implement a process that will enable better decision making and smarter planning. High quality data findings ensure that the public are heard, and that the management team, Working Group, and Council have information on which they can rely.

Engagement activities are woven throughout this work plan. However, the formative engagement phase represents a significant engagement effort that will build the vision for New Minas and the foundation of the Secondary Planning Strategy.

| Task | Sub-Tasks and Description | Outcome + Deliverables |
|------|---------------------------|------------------------|
|------|---------------------------|------------------------|

Task 3.1
Engagement Collateral



Website developed for the Paradise Plan Review project.

- **Create a user-friendly website**, webpage within the Municipality’s website, or PlaceSpeak project, that will function as the main portal for the project
- Use the site to **share materials** (including background studies), host the surveys, provide information about upcoming events, post project updates, and distribute draft and final planning documents for feedback
- **Print business cards** advertising the project and its engagement tools
- Prepare and **print large-format vinyl map** of New Minas to bring to engagement events

- Website / webpage
- Business cards
- Large-format vinyl map

Task 3.2
Project Launch

- To start the project off, we will **host a fun and casual open house event** for the community. We will have the jumbo map on display, share basic project information, invite people to provide initial input, and start to build an email list for project updates. We will ensure the event is hospitable, with food and an activity for children

- Meeting summary
- Contact list

Task 3.3
Initial Stakeholder Presentations and Interviews

- **Meet with or call**, at their convenience, various community groups and other stakeholders to ensure they are aware of the Plan and have an opportunity to provide early direction or feedback on key issues
- Suggested stakeholder groups include, but are not limited to:
 - Village Commission
 - New Minas Fire Department
 - New Minas Water Commission
 - Landowners for Holding Zone lands
 - Canaan Heights Neighbourhood Association
 - Town of Kentville
 - Kings Transit Authority
 - Major commercial landowners, such as the Country Fair Mall
 - Friends of the Kentville Ravine

- Up to 20 stakeholder presentations or calls

| Task | Sub-Tasks and Description | Outcome + Deliverables |
|--|--|--|
| <p><i>Task 3.4</i> Surveys</p> | <ul style="list-style-type: none"> • Develop and host online surveys for residents and the business community to explore topics such as: <ul style="list-style-type: none"> • overall vision for New Minas • residential development • Commercial Street • recreation lands • opportunities and barriers for business • Offer the opportunity for residents without internet access to take the survey over the phone • If appropriate and workable, the surveys may also include content related to the technical studies to avoid confusion and community fatigue from too many surveys at one time | <ul style="list-style-type: none"> • Up to 10 phone surveys • Survey results |
| <p><i>Task 3.5</i> Public Workshop</p> | <ul style="list-style-type: none"> • Following completion of the Summary and Scenarios Report, we will host a public workshop • This will be an opportunity for thorough discussion of the future development options and scenarios for New Minas, and to consider trade-offs among different possible priorities | <ul style="list-style-type: none"> • Public feedback on possible scenarios for future development |
| <p><i>Task 3.6</i> Engagement Report</p> | <ul style="list-style-type: none"> • We will combine the results of Phase 3 into a clear and concise Engagement Report to be posted on the project web portal | <ul style="list-style-type: none"> • Digital “Engagement Report” |
| <p><i>Task 3.7</i> Scenarios Workshop</p> | <ul style="list-style-type: none"> • Informed with the results of Phases 2 and 3, we will host a half-day workshop with the Working Group to present our scenario analyses and potential options for the future development of New Minas • We will work with the Working Group to review key issues, and settle on preliminary directions for major policy issues in the initial drafting of the Secondary Planning Strategy | <ul style="list-style-type: none"> • “Preliminary directions” for draft Plan |



Phase 4: Policy Formulation

During this phase, our team will work to prepare the draft Secondary Planning Strategy. This will be an iterative process with the Manager of Planning and the Working Group to review key issues and settle questions of policy directions as they arise. The Secondary Planning Strategy will be written—and illustrated as necessary—to be easy to read, interpret, and apply, and to be consistent with the recently-adopted Municipal Planning Strategy.

| Task | Description | Outcome + Deliverables |
|--|--|--|
| <i>Task 4.1</i> Prepare First Draft Secondary Plan | <ul style="list-style-type: none">• Draft the New Minas Secondary Municipal Planning Strategy to efficiently and sustainably guide the future development of the Growth Centre in variety of topic areas. Some of these topics include but are not limited to:<ul style="list-style-type: none">• Overall community vision• Conceptual transportation networks• Residential lands• Extent, urban design, and product mix of the Commercial Street commercial core• Servicing• Sensitive environments• Employment lands• Wellfields• Recreational lands• Many of these topics, such as wellfields, are already addressed by the Municipal Planning Strategy. In these cases, the Secondary Planning Strategy will act to either reinforce the current approach in the Municipal Planning Strategy, or to refine it to a more detailed level | <ul style="list-style-type: none">• PDF First Draft Secondary Plan |

| Task | Description | Outcome + Deliverables |
|--|--|---|
| <p><i>Task 4.2</i> Mapping</p> | <ul style="list-style-type: none"> Concurrent with drafting of the Secondary Planning Strategy, we will create draft mapping products, including an updated Future Land Use Map. They will: <ul style="list-style-type: none"> ensure legibility and ease-of-use; be created at an appropriate scale; be prepared using ArcGIS software and will be provided in PDF format; and be compatible with the Municipality's GIS standards We will also create any additional maps that may be needed to help with the implementation of certain policies or initiatives, such as future transportation routes and natural hazard areas | <ul style="list-style-type: none"> Secondary Plan schedules |
| <p><i>Task 4.3</i> 50% Draft Workshop</p> | <ul style="list-style-type: none"> Approximately half way through the first draft we will meet with staff and the Working Group for an in-depth update and workshop This will be an opportunity to refine the policy directions, gain input on implementation strategies, and discuss any policy conflicts that are identified through the drafting process | <ul style="list-style-type: none"> Refined direction on key issues |
| <p><i>Task 4.4</i> First Internal Draft Review and Edits</p> | <ul style="list-style-type: none"> Submit the first internal draft to the management team for review and sign-off Review the first internal draft with the Working Group Edit the draft and mapping products to reflect thoughts and comments from the Working Group | <ul style="list-style-type: none"> PDF Illustrated Second Draft Secondary Plan |
| <p><i>Task 4.5</i> Second Internal Draft Review and Edits</p> | <ul style="list-style-type: none"> Submit the second internal draft to the management team for review and sign-off Review the second internal draft with the Working Group Edit the draft and mapping products to reflect thoughts and comments from the Working Group | <ul style="list-style-type: none"> PDF Public Draft Secondary Plan |

Phase 5: Public Review, Refinement, and Adoption

Phase 5 involves the exciting process of publicly launching the draft plan and providing an opportunity for public review and comment on the draft. This phase culminates in the formal adoption process in compliance with the Municipality's Planning Policies and the *Municipal Government Act*.

| Task | Description | Outcome + Deliverables |
|--|--|---|
| <p><i>Task 5.1</i> Draft Plan Open House + Public Review Period</p> | <ul style="list-style-type: none"> Once the Working Group has reviewed a public Draft Plan, we will host a public open house to celebrate the draft's release and to guide community members through the highlights of the draft document Launch the draft document on the project's internet portal, along with an opportunity to provide feedback on the draft | <ul style="list-style-type: none"> Public open house Draft feedback survey |
| <p><i>Task 5.2</i> Draft Plan Stakeholder Review</p> | <ul style="list-style-type: none"> Concurrent with the public launch of the draft, we will reach out to stakeholders to directly notify them of the draft Provide stakeholders with an opportunity to speak or meet with the project team to review the impacts of the proposed draft on their interests | <ul style="list-style-type: none"> Up to 20 stakeholder meetings or calls |
| <p><i>Task 5.3</i> Workshop and Final Draft Plan</p> | <ul style="list-style-type: none"> Following the public review of the draft we will summarize the feedback received from residents and stakeholders Host a workshop with the Working Group to review public feedback and determine substantive changes to the draft Plan Update the draft to develop the Final Draft Secondary Planning Strategy | <ul style="list-style-type: none"> Final Draft Secondary Planning Strategy |
| <p><i>Task 5.4</i> Formal Adoption Process</p> | <ul style="list-style-type: none"> Attend the Public Participation Meeting, Planning Advisory Committee meeting, First Reading, and Public Hearing to assist municipal staff in presenting the Secondary Planning Strategy and answering PAC, public, and Council questions | <ul style="list-style-type: none"> Council approval of the Secondary Planning Strategy |

Excerpts from County of Kings MPS

Vision

Umbrella Vision

The Umbrella Vision is a statement that captures the community's ideas and aspirations for the future. It emphasizes the unique strengths of the Municipality and the core outcomes that will result from a successful implementation of this Municipal Planning Strategy. The Umbrella Vision was developed through a Regional visioning process that included the Municipality and the Towns of Berwick, Kentville and Wolfville.

In the year 2050, Kings County will be a vibrant, resilient, and complex community. People of all ages, ethnicities, and backgrounds will want to reside in Kings County because it is a great place to live. Kings County values and nurtures the unique blend of small town and rural ways of life, safe and healthy communities, beautiful landscape, an agreeable climate, and a neighbourly and generous Valley spirit.

The Municipality has built strong working partnerships over the past 40 years. With these partners, the Municipality is driven to sustain a healthy balance between rural and more urban ways of life. Local communities reap the benefits of robust farms and agricultural services, a multifaceted economy, proximity to Halifax, knowledge-based institutions, a world renowned cultural environment, and scenic landscapes.

Local governments and communities of interest work alongside an active, concerned, and engaged public. Our local governments collaborate, accept joint responsibility for decisions, and act to achieve our common, sustainable future. Together, we steward our natural and human resources carefully, wisely seeking opportunities to be more efficient, while celebrating our strong history of planning.

Vision Statements

The following theme-based vision statements and defining elements will guide and motivate action by reflecting fundamental characteristics and values of the umbrella vision. The Municipal Planning Strategy will refer to and reflect these vision statements throughout.



Settlement



The large Growth Centres within the Municipality are centrally-located communities characterized by flourishing development, a range of housing choices, professional services, and exceptional health care along with varied opportunities to engage in business, education, recreation, and the arts. The smaller Growth Centres are spread throughout the region and are characterized by the presence of residential clusters with supporting neighbourhood-based commercial and recreational activity.

Settlement priorities:

- ❖ Concentrate new commercial and residential development, including mixed uses, in the Growth Centres with clearly defined boundaries;
- ❖ Encourage efficient service and infrastructure delivery; and
- ❖ Enable and encourage a diversity of housing throughout the region.



The Municipality has protected important areas of land for future agricultural development and production. The agricultural heritage is enhanced through diversification and innovation in the sustainable use of agricultural land. There is a robust industry which is recognized as a leader in the agricultural sector and is characterized by ongoing stability, viability, and best practices.

Agriculture priorities:

- ❖ Identify and continue to protect agricultural land;
- ❖ Encourage a diverse blend of adaptive, dynamic farms and farming reflecting a range of sizes, practices, production capabilities, and products;
- ❖ Enable the exchange of knowledge and business practices between established farmers and new farmers;
- ❖ Become leaders in agriculture by creating an environment that supports innovation in a broad range of farming practices; and
- ❖ Forge a deeper understanding of agriculture within the community through access to healthy, affordable, locally-produced food.



The rural areas are characterized by and renowned for large uninterrupted stretches of forested land, active agriculture, the Bay of Fundy coastline, and the north and south mountain ranges. The Municipality protects sensitive natural features, including precious rural vistas and natural resources. To preserve rural character, natural areas, and to provide space for resource based industries, there is less residential development in rural areas with small pockets of housing located close to key transportation corridors.

Rural and Natural Area Priorities

- ❖ Retain the rural character of all areas other than the Growth Centres;
- ❖ Identify, minimize and mitigate negative impacts to sensitive natural features, resources, and vistas; and
- ❖ Manage the sustainable development of natural resources.



Transportation



The Municipality has reduced dependency on the car and improved the transportation system by enhancing transit and key road corridors while providing increased opportunities for active transportation. New multi-modal networks have been created both within and between local communities, ensuring equitable access and mobility for all our residents.

Transportation priorities:

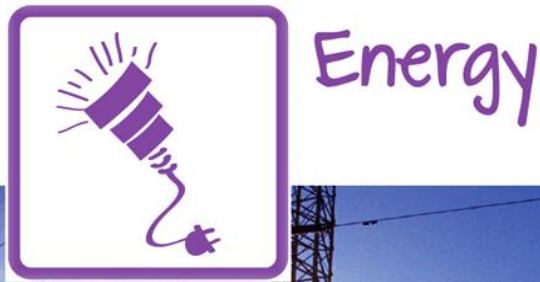
- ❖ Develop and invest in healthy and diverse transportation infrastructure;
- ❖ Make walking, cycling, and public transit transportation options viable alternatives to the car; and
- ❖ Develop safe active transportation networks within and between Growth Centres and along key transportation corridors to better connect outlying areas.



The Municipality has a prosperous economy built on a diverse and stable economic base. Vigorous entrepreneurship is a critical part of this economy and is encouraged by a supportive environment that enables, promotes, and sustains local businesses, products, and non-profit organizations.

Economic Development priorities:

- ❖ Support new innovative areas for economic growth and sustain a blend of traditional and non-traditional sectors;
- ❖ Strengthen entrepreneurship and local business by supporting the “buy local” movement within the Valley and Province; and
- ❖ Develop comprehensive support systems for local entrepreneurs, organizations, and businesses.



Local communities have evolved to exemplify energy conservation, take advantage of green technologies, maximize energy efficiencies, and provide opportunities for renewable energy infrastructure development.

Energy priorities:

- ❖ Local actions reinforce the 3 Rs of community energy: reducing, re-using, and replacing energy; and
- ❖ Encourage the development of renewable energy that makes use of natural advantages and respects shared community values.



The Municipality provides opportunities for all residents to maintain healthy, active lifestyles and benefit from an outstanding quality of life that features access to excellent health care, diverse and affordable housing, nutritious and affordable food, safe drinking water, robust social and volunteer support networks, and a culture of engagement.

Healthy Communities priorities:

- ❖ Enhance the Valley tradition of neighbourliness and strong volunteer networks;
- ❖ Create and sustain an urban and rural environment that fosters active lifestyles and healthy living;
- ❖ Encourage housing that is healthy, affordable, sustainable, adequate, appropriate, safe, and accessible;
- ❖ Enable residents, including youth, to engage in and take ownership of the realization of a sustainable future;
- ❖ Identify and protect drinking water and groundwater supplies; and
- ❖ Enable all residents to participate in and benefit from a healthy community through the removal of barriers and by addressing inequities.



Arts and Culture



Local communities reflect civic pride and showcase a rich heritage, cultural diversity, and artistry. The importance of arts and culture in economic and personal development is recognized and the experience and creation of community features and spaces that exemplify these values is celebrated.

Arts and Culture priorities:

- ❖ Identify, respect, celebrate, and promote community features that reflect a shared cultural heritage;
- ❖ Support programs, public spaces, and infrastructure that foster life-long learning, active living, creativity, and artistry; and
- ❖ Encourage social diversity and respect by supporting the unique characteristics and preferences of all people and by upholding the rights of all individuals to actively participate in creating a shared future.

2.1 Growth Centres





Context





The majority of Municipality residents live in Growth Centres – serviced areas in large part, with urban amenities such as central water, sidewalks, and recreation facilities. Growth Centres comprise vibrant neighbourhoods and are local and regional employment and commercial destinations. The continued development of Growth Centres maximizes existing infrastructure investment without imposing on rural areas.

Goal

To provide vibrant, complete communities in Growth Centres with municipal servicing, economic development, a high quality of life and distinct character.

Objectives

| THEME | OBJECTIVE |
|---|--|
|   | <p>To provide a wide range of urban development and business opportunities supported by cost-effective municipal services.</p> |
|   | <p>To protect agricultural land and rural character by directing development to clearly defined Growth Centres.</p> |

| | |
|---|---|
|  | <p>To promote the development of compact, complete communities with accessible and active transportation options.</p> |
|  | <p>To promote energy efficiency in design and infrastructure.</p> |
|  | <p>To support and facilitate active lifestyles and community engagement.</p> |
|  | <p>To preserve historic centres and the traditional urban-rural blend of the region.</p> |

General Growth Centre Policies

The Municipality contains twelve Growth Centres, each with its own distinct history, development pattern, and opportunities. Each Growth Centre is described below, grouped in regional clusters. This organization is intended to assist Council in evaluating land availability for development from a regional perspective rather than on a community scale. This represents Council’s intention to conduct growth management on a regional rather than community scale. While the towns of Berwick, Kentville and Wolfville, and the communities of Annapolis Valley First Nation and Glooscap First Nation are not within municipal jurisdiction as their authority is derived from the Provincial and the Federal Governments, respectively. These communities are noted for completeness in assessing the geographic region’s settlement pattern and growth potential. Available Residential Land Schedules of this Strategy (Schedules D1-D5) illustrate the regional clusters, including the Towns of Berwick, Kentville and Wolfville and provide information on land available for housing within the Growth Centres of each cluster.

Some Growth Centres are located within a village. A village is an incorporated area governed by a village commission. Pursuant to the *Municipal Government Act*, villages may provide various services including central water and sewer, snow and ice removal, libraries, and fire and emergency services. Villages do not have legislative capacity to make land use planning decisions; accordingly villages are subject to the MPS. There are seven (7) villages located within the Municipality: Kingston, Greenwood, Aylesford, Cornwallis Square, New Minas, Port Williams and Canning.

Kentville to Wolfville

The largest and most populated area in Kings County encompasses the towns of Kentville and Wolfville as well as the Growth Centres of North Kentville, Centreville, New Minas, and Port Williams. The Growth Centres of New Minas and Port Williams lie within villages, while the Growth Centres of North Kentville, and Centreville are unincorporated communities.

This cluster accounts for approximately one third of the population in the Municipality and is the key business, industrial and residential area. There are several distinct business districts, most notably in Kentville, New Minas and Wolfville, but most of the other communities also have a significant business sector. Industrial uses are centred in the Annapolis Valley Industrial Park in Kentville, but other industrial uses are spread throughout the cluster, along with retail, institutional and residential uses that together form a semi-contiguous urban landscape. Highway 101 is conveniently located in proximity to most of the cluster. The Cornwallis River and the surrounding dykelands are the dominant natural features.



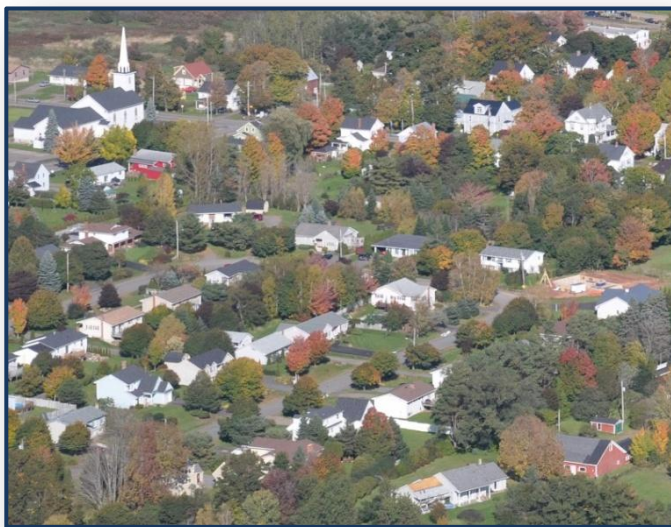
Kentville, the Shire Town of the Municipality, is the administration and business centre of Kings County. Along with a vibrant downtown and residential market, financial institutions, insurance companies, law offices and related business uses are located in Kentville. Government offices and services and the Federal Agricultural Research Station are major employers, as are the many businesses located in the industrial park at the west end of town.

North Kentville is the area located north of the Cornwallis River, abutting Kentville. The Aldershot military base remains a significant feature of the community, though its military role today is reduced. Valley Regional Hospital, the Kingstec campus of the Nova Scotia Community College and an elementary school, as well as several churches and a small commercial sector, are the notable non-residential entities in the community. The closure of the municipal landfill site and the construction of the New Minas Connector Road in the 1980s contributed to North Kentville's appeal, and residential growth has been substantial in the years since.

Centreville, located five kilometres north of Kentville, is primarily a residential community. A number of subdivisions have been developed there since the 1970s, as have several apartment buildings that are popular with seniors. Commercial services are local in nature and most

residents travel to other nearby communities for work. Surrounded by active agricultural land, Centreville offers a community park and a golf course that abuts the southern limit of the community. The population grew substantially in the 1980s and 1990s when new residential activity peaked. Since 2001, the population has varied very little.

The Growth Centre of New Minas is the largest retail centre in the Municipality. Commercial Street (Highway 1) bisects the community and is lined with retail shops, big box stores and shopping centres. With substantial residential development, New Minas is the most populous Growth Centre in the Municipality, also offering top-tier recreation facilities, a golf course, two schools, and a number of institutional and industrial uses.



The Growth Centre of Port Williams is located within a predominantly agricultural area on the shores of the Cornwallis River within a short drive of Kentville, Wolfville and New Minas. This convenient location has contributed to its development as an attractive residential community. Commercial development is limited to small-scale rural retail and business services, but the potential of a reinvigorated waterfront holds some promise for the community to grow as a business and residential

centre. Residential growth has been very consistent in Port Williams over the years, with young families choosing to live in Port Williams due to its proximity to larger urban services and to the elementary school located in the community.

Located adjacent to the Minas Basin, Wolfville boasts a beautiful harbour that has evolved from mercantile activity to a place of tourist and recreational interest. The Town is home to Acadia University which is an important economic and social engine for the region. The Town population doubles each fall with the return of approximately 4,200 full and part-time students to Acadia University. Wolfville acts as a service centre for the surrounding rural and agricultural area and has recently become the hub for an evolving food and beverage industry.

4.0 Secondary Plans: Introduction

Context

The Municipality has a number of distinct urban and rural communities, each with unique histories, characteristics, and form. Municipality-wide policies can largely accommodate the unique nature of each community by providing flexibility for adaptation; however, some can benefit from specific policies to address issues that are of particular importance to that community.

In 1992, Council decided to undertake a program to develop Secondary Plans, then called Secondary Planning Strategies, for its urban communities. These Secondary Planning Strategies were adopted for Kingston and Greenwood in 1996, Centreville in 2005, Coldbrook in 2009, and Port Williams in 2010. As part of the Grand Pré UNESCO designation process, Council also adopted a Community Plan for Grand Pré and Area in 2010.

This Part of the Strategy is intended to retain the unique goals, objectives, and policies developed in the 1990s and 2000s for these communities. Many designations and zones now have names that differ from those within the 1992 MPS. Council has updated the structure and terminology within the Secondary Plans to reflect these changes and ensure the policies' relevance within this document. The Secondary Plans of this Strategy will provide a procedural framework for future updates to existing Secondary Plans, or to guide the development of new Secondary Plans for areas that do not have community-specific policies..

Goal

To provide a framework for adopting goals, objectives, and policies for distinct areas of the Municipality.

Policy

Council shall:

- 4.0.1 consider Secondary Plans contained within this Part and which form an integral component of this Municipal Planning Strategy as secondary plans enabled by the *Municipal Government Act*;
- 4.0.2 give precedence to Secondary Plan policies in the event of a conflict between the Secondary Plan and the policies of the remainder of this Strategy;
- 4.0.3 update and adopt Secondary Plans for distinct communities located within the Municipality. In considering whether to develop or update a Secondary Plan, Council will consider the following criteria:
 - (a) the need to address planning issues unique to a particular area or community;
 - (b) the need to enhance community involvement in the planning process; and
 - (c) the need to guide development with specific plans for parks, transportation, storm water.



MUNICIPALITY
of the County of Kings

Request for Proposals 19-29

**Project Management and Land Use Planning Services
for New Minas secondary Planning Strategy**

RFP Number: 19-29

Issued: December 09, 2019

Closing: January 15, 2020

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Introduction

The Municipality of the County of Kings (Municipality) is seeking proposals from consulting firms and/or qualified individuals (Consultant) for the provision of project management and land use planning services (Services) related to the development of a Secondary Planning Strategy (SPS) for New Minas.

The objective of this Request for Proposal (RFP) is to invite submissions for the provision of services described herein.

1 Instructions to Bidders

1.1 Proposal Submission

Sealed proposals must be received before 2:00 pm local time Wednesday, January 15 2020 in order to be considered.

Refer to Part 4 for a detailed breakdown of the proposal submission requirements.

1.2 Consultant Conduct Statement

The Municipality expects employees and contractors in its employ to conduct themselves appropriately, particularly with regards to Human Rights, Health and Safety, and Environmental Stewardship. A number of the Municipality's policies and operating procedures incorporate these expectations.

Please note that conduct detrimental to the Municipality by a Consultant or any of its employees, agents, contractors, or representatives may lead to disqualification.

1.3 Notices

- a. The Municipality reserves the right to modify the terms of this RFP at any time at its sole discretion.
- b. The information contained in this RFP is supplied solely as a guideline for Consultants. While every reasonable attempt has been made to ensure its accuracy, the Municipality does not guarantee or warrant its accuracy, nor is it necessarily comprehensive.
- c. By submitting a response to the RFP, the Consultant represents and warrants that such bid is genuine and not false or collusive or made in the interest or on behalf of any person not therein named, and that the Consultant has not, directly or indirectly, induced or solicited any other Consultant to put in a false bid, or any other person, firm or corporation to refrain from bidding, and that the Consultant has not in any manner sought by collusion to secure for the Consultant an advantage over any other Consultant.
- d. If at any time it shall be found that the person, firm or corporation to whom a contract has been awarded has in presenting any bid or bids, colluded with any other party or parties, then the contract so awarded shall be liable to the Municipality for all loss or damage which the Municipality may suffer thereby; and the Municipality may advertise for a new contract and for said labour, supplies, materials, equipment or service.
- e. The submission of a proposal shall be considered an agreement to all the terms and conditions provided herein. Any proposal containing exceptions to the terms and conditions of the RFP or the resulting contract may be rejected by the Municipality for non-compliance. Any request for changes to the terms and conditions of the RFP or resulting contract must be made in writing prior to the date of closing. Only if the Municipality issues a formal addendum to the RFP will any changes to the RFP or resulting contract be effective.
- f. The Consultant, by submitting a bid, shall represent and warrant that they have sufficiently informed themselves in all matters affecting the performance of the work or the furnishing of the labour, supplies, materials, equipment, or service called for in the quotation documents; that they have checked their bid for errors and omissions; that the amounts stated in their bid are correct; that they are familiar with and will abide by all Federal and Provincial laws and regulations and all

By-laws and policies of the Municipality that may affect the performance of the service or persons engaged or employed in the performance of the Services.

- g. If a written contract including the terms and conditions set out in a Form of Agreement cannot be negotiated within 15 business days of notification to the Consultant initially selected, the Municipality may, at its discretion, terminate negotiations with that Consultant and either negotiate a contract with the next highest qualified Consultant or cancel the RFP process and not enter into a contract with anyone regarding the RFP.
- h. In cases of dispute as to whether or not an item or service proposed meets the RFP requirements, the decision of the Municipality shall be final and binding.
- i. Proposals must be received before 2:00 pm local time **Wednesday, January 15 2020** in order to be considered.
- j. Prior to award of the contract the successful Consultant is required to be registered to conduct business in the Province of Nova Scotia. The Consultant shall remain so registered for the duration of the Contract.

1.4 Award of Contract

- a. The Municipality reserves the right to suspend or cancel any RFP at any time for any reason without penalty.
- b. The Municipality reserves the right to reject any and all bids or accept any bid or part thereof and may award all or a portion of the work to one or more Consultants.
- c. The Municipality reserves the right to accept other than the highest scoring proposal or any proposal. The Municipality reserves the right to reject any or all proposals and to award the contract in its entirety, or in part, whichever, in its opinion, best serves the interests of the Municipality.
- d. The Municipality reserves the right to award a contract on the basis of the initial offers received, without discussions or requests for best or final offers.
- e. The Municipality reserves the right to waive any informalities, formalities, technicalities or to reject any or all RFPs based on incomplete bids, the Consultant's lack of proven experience, performance on similar projects or the suitability of proceeding with the execution of the work.
- f. In the event that a number of suppliers submits bids in substantially the same amount or score, the Municipality may, at its discretion, call upon those Consultants to submit further bids.
- g. The Municipality reserves the right to inspect any products supplied as a result of this quotation, either during or after manufacture and delivery, and shall be the sole judge as to whether product supplied meets specifications.
- h. The Municipality reserves the right to reject the bid of any Consultant if after an investigation of the information submitted by the Consultant fails to satisfy the Municipality that the Consultant is properly qualified to carry out the obligations of the contract and to complete the work contemplated therein.
- i. No term or condition shall be implied, based upon any industry or trade practice or custom, any practice or policy of the Municipality or otherwise, which are inconsistent with the provisions contained herein.

1.5 RFP Timeline

The Municipality expects the following timeline for the RFP process.

| Milestone | Anticipated Completion Date |
|---------------------------------------|-----------------------------|
| RFP issued | December 09, 2019 |
| Closing date for proposal submissions | January 15, 2020 |
| Contract award | February 4, 2020 |

1.6 RFP Administration

- a. All questions concerning this RFP shall be directed to:

| Primary Contact |
|--|
| Ginette Goulet Strategic Projects Specialist Ph: 902-690-6133 Fax: 902-679-3472 E-mail: ggoulet@countyofkings.ca |

- b. All requests for clarification must be received in writing at least four (4) working days prior to the closing date to allow written clarification to be issued to all respondents. Verbal responses are only binding when confirmed by written addenda.

Refer to Part 4 for a complete breakdown of the proposal submission requirements.

1.7 Disqualification for Inappropriate Contact

Any attempt by the Consultant or any of its employees, agents, contractors, or representatives to contact members of Municipal Council, Municipal staff, or members of the Review Panel not identified in this RFP with respect to this RFP or the Services prior to Council approving the list of Consultants may lead to disqualification.

1.8 Addenda

- a. Written addenda will be posted on the Municipality's procurement website — <http://www.countyofkings.ca/business/tenders.aspx>, no later than 48 hours before RFP Closing. A notice of any addendum will be posted on Nova Scotia's procurement website - <https://procurement.novascotia.ca/ns-tenders.aspx>. **The Municipality will not maintain a plan takers' list; prospective bidders shall be responsible to review the website for any addenda that have been issued.**
- b. The submission of a proposal shall be deemed to indicate that the proponent has read, understood and considered all addenda issued prior to the closing date and time.

1.9 Confidentiality

All documents provided during the RFP process may not be used for any purpose other than the submission of a proposal. Consultants shall not use information obtained through the RFP process without written permission from the Municipality.

1.10 Freedom of Information and Protection of Privacy

The Consultant agrees to public disclosure of the contents of its submission in response to the RFP subject to the provisions of the *Municipal Government Act* relating to Freedom of Information and Protection of Privacy. Anything in the submission that the Consultant considers to be “personal information” or “confidential information” of a proprietary nature should be marked confidential and will be subject to appropriate consideration under the *Municipal Government Act* as noted above. The work described in this RFP is being conducted with public funds, and the fees and expenses proposed in the Consultant’s submission will be made public.

1.11 Level of Effort and Municipal Support

Consultants are advised that Municipal staff will try to be available for interviews throughout the proposal call as schedules permit. The proposal should be all-inclusive, and Consultants should not rely on Municipal staff for any purpose other than reporting and direction.

1.12 Conflict of Interest

Consultants and its employees shall take all reasonable steps to ensure avoidance of all direct or indirect conflicts of interest between any of their individual interests and those of the Municipality. If the Consultant or any one of its personnel becomes aware of any reasonable possibility of any such conflicts, then the Consultant shall promptly disclose to the Municipality the facts and circumstances pertaining to same.

2 Background

2.1 Village-Municipal Agreement

The following synopsis is intended to give Consultants an overview of the scope of the initiative to be managed.

The Village of New Minas (Village) and the Municipality are undertaking research to support the development of a Secondary Planning Strategy (SPS) for the New Minas Growth Centre.

In 2018, the Municipality and the Village agreed, in principle, to a multi-year plan related to the development of an SPS encompassing the lands within the current Growth Centre boundaries, as well as the lands proposed to be added to the Growth Centre located south of Highway 101. In part, the multi-year plan includes the preparation of a series of technical and planning-related background studies that will inform the consultation and planning process leading to the ultimate development of the SPS.

3 Scope of Work

3.1 Introduction

The Municipality is seeking proposals from Consultants for the provision of Services related to the development of an SPS.

3.2 General Requirements

All work will be done working in coordination and under the supervision of the Manager of Engineering Services (related to technical background reports) and the Manager of Planning and Development Services (related to the land use planning and community engagement) or designate. It is expected that the successful Consultant will:

- Have sufficient resources to be able to take on several projects at once if necessary.
- Manage all professionals brought in as Consultants during the preparation of the SPS.
- Work with the Municipality to coordinate all logistics.
- Mitigate risk and critical impacts where there are minor or major deviations in scope, schedule and budget.

The Consultant or Consultant(s) as warranted by the project assignment shall:

- Comprise a member that:
 - is a licensed land use planner (LLP);
 - has formalized training in community engagement;
 - has experience and/or is credentialed as a Project Management Professional.
- Coordinate, monitor, and manage the progress of work and activities of the Consultant team and Consultants as required with the intent to complete the project work within the written and approved scope, schedule, and budget.
- Provide procedures and protocols for all project related communication to the Municipality.
- Chair technical or sub-committees and minute all meetings.
- Provide regular updates to the Municipality.
- To work with the Municipality's Managers (Managers) noted above in the preparation of written reports indicating progress and status of agreed scope, schedule and budget for submission to the Area Planning Advisory Committee (APAC). Such reporting will rely on the Consultant's developed effective procedures of financial controls, approvals, and progress measured against schedules. Where scope, schedule and budgets have identified potential or realized deviations, the Consultant shall advise the Managers as urgently as is reasonable with an intent to seek solutions and agreement/approval where required.
- Work on-site (Municipality or New Minas offices) as required.
- Travel to site(s) as required.

3.3 The Work

3.3.1 Deliverable

- The objective of the work is to develop and present a draft and final draft of a Secondary Planning Strategy.¹

¹ An SPS is defined within the *Municipal Government Act*.

- Without limitation, the process is to involve the development of a community vision and the commissioning of technical reports intended to generate fulsome discussion among various stakeholders.

3.3.2 Community Engagement (Public and Stakeholders)

- Commence with the development and presentation of a draft formal engagement plan based upon the principles of IAP² or other recognized engagement approach.
- The draft plan is to be vetted through the Manager of Land Use Planning and the APAC.
- The intent is to establish a community engagement process to identify broad community and stakeholder matters in collaboration with the Manager of Land Use Planning and the APAC. This ongoing process will be undertaken to inform future land use and zoning of the Growth Centre.

3.3.3 Land Use Planning

- Report to the Manager of Land Use Planning to enable the Manager to collaborate with the APAC to establish a vision for the Growth Centre.
- Develop draft land use policies and regulations for the Growth Centre, in conformity with the Municipality's MPS.
- Prepare of a draft SPS and present to APAC.

3.3.4 Provision of Support Service to the Manager of Planning and Development Services

- Prepare and distribute meeting agendas, meeting notices, and record and transcribe minutes;
- Prepare committee reports, briefs and recommendations for review by the Manager of Planning and Development Services; and
- Prepare and present a draft and final draft of SPS.

3.3.5 Administration of Technical Studies

- Report to the Manager of Land Use Planning and in collaboration with the Manager of Engineering Services, and staff of the Village to define the scope of work and objectives for the technical engagements.
- Establish, in conjunction with the Manager of Engineering Services, a detailed master schedule, including key dates, to ensure strict control of all subsequent project activities.
- Develop RFPs and manage/oversee the procurement process for the following technical studies:
 - Traffic Study and Trip Generation Estimates
 - Active Transportation
 - Retail Market Analysis
 - Urban Design Study
- Manage all Consultants retained for the above noted technical studies and oversee their contract duties.

Beyond the scope of this RFP, please note that information generated by these studies will inform private sector designs of the roads and central services.

4 Proposal Submission Requirements

4.1 Proposal Submission

- a. Proposals must be received before 2:00 pm local time **Wednesday, January 15 2020** in order to be considered.
- b. Proposals must be signed by an authorized signatory of the Consultant.
- c. The total proposal shall be submitted in a “Two Envelope” format:
 - i. The first sealed envelope shall include:
 - Three (3) bound hard copies and one electronic copy (PDF format on USB drive) of the technical proposal shall be submitted in a sealed opaque envelope marked “Proposal – Project Management & Land Use Planning for Secondary Planning Strategy for New Minas, Nova Scotia”

Proposals should be detailed enough to demonstrate how the Consultant’s expertise, staff, and resources best meets the needs of the Municipality as described in this RFP. The proposal shall, at a minimum, include the following information:

- Statement of work (include additional services as a separate section in the letter).
 - Proposed project method and timeline.
 - *Curricula vitae* of project members including, including the identification of the primary contact for the project and list of subcontractors.
 - Professional credentials:
 - Letters of good standing of applicable professional associations
 - Licensed Professional Planner (Member in good standing, Canadian Institute of Planners)
 - Similar experience, including three reference projects and contact information.
 - **Do not include any costing information in the technical proposal.**
- ii. The second sealed envelope shall include:
 - One (1) copy of the proposed price for the work and any additional services proposed by the Consultant, broken into hourly rates and the number of hours to be used by each team member, is to be submitted in a separate sealed opaque envelope marked “Price Quote – Project Management & Land Use Planning for Secondary Planning Strategy for New Minas, Nova Scotia”
- d. If delivered by mail address to: Municipality of the County of Kings, Attn: Ginette Goulet, Strategic Projects Specialist, 181 Coldbrook Village Park Drive, Coldbrook, Nova Scotia, B4R 1B9. **Please note the change in address from the Municipality’s former location.**
 - e. If delivered by hand, deliver to the Financial Services reception area, Municipal Office at 181 Coldbrook Village Park Drive, Coldbrook, Nova Scotia for deposit in the Tender Box until the opening.
 - f. Proposals will be publicly opened, only for the purposes of identifying respondents to the RFP, in the Vineyards Room of the Municipality, immediately following the proposal closing.
 - g. Late proposals shall be returned unopen.
 - h. All proposals shall be and remain irrevocable unless withdrawn prior to the designated closing time.

4.2 Consultant Responsibilities

- a. The proposal must be signed by the person(s) authorized to sign on behalf of the Consultant or company and binds the Consultant to the statements made in the proposal.
- b. The Consultant is entitled to amend or withdraw its proposal at any time before the closing time. After the closing time, the Consultant will not change the wording or content of its proposal and no words will be added to or deleted from the proposal, including changing the intent or content of the presentation of the proposal, unless requested by the Municipality.
- c. The Consultant shall not assign responsibility to meet any part of the obligations of the contract to a third party without the written consent of the Municipality.
- d. Consultants are solely responsible for their own expenses in preparing the proposal, presentation of the proposal, and any travel costs incurred in presentation and/or interviews and negotiating a contract.
- e. It is the Consultant's responsibility to ensure that their submission is complete and is delivered to the Municipality by the date and time indicated. Proposals submitted after the above noted time shall be returned unopened.

4.3 Amendment or Withdrawal of Proposals

- a. Proposals may only be amended or withdrawn by using the same method as proposal submission prior to the time of RFP Closing. Amendments or withdrawals submitted by fax shall **not** be accepted.
- b. Head amendment or withdrawal as follows: "(Amendment)/ (Withdrawal) of Proposal for Project Management and Land Use Planning Services for Secondary Planning Strategy for New Minas, Nova Scotia". Sign as required for Proposal, and submit at address given for receipt of Proposals prior to time of RFP Closing. All submissions must be received prior to RFP Closing.

5 Proposal Evaluation

5.1 Evaluation Criteria

The evaluation of proposals will be a two-step process:

Step 1 is the proposal evaluation based on the following criteria:

- Statement of Work (Understanding Objectives) — 15 points
- Method — 25 points
- Vendor Qualifications (Project Team) — 15 points
- Vendor Qualifications (Similar Experience) — 20 points

Step 1 will count for 75 points out of 100.

Step 2 is the evaluation of the proposed fee and will count for the remaining 25 of 100 points. The proposal with the lowest cost will receive 25 points, and all other proposals will be ranked on a linear relationship such that a proposal at twice the cost would receive half the points.