



Town of Golden

**REQUEST FOR PROPOSAL
RFP #2025-02 OCP and ZBL**

FOR

***NEW OFFICIAL COMMUNITY PLAN (OCP)
AND
NEW/UPDATED ZONING BYLAW (ZBL)***

Closing Date for Submissions: September 9, 2025, at 2:00 p.m. MST.

Town of Golden Contact:

Phil Armstrong, Director of Planning and Development (Town Representative)

Telephone: 250-344-2271 ext. 26

Email: phil.armstrong@golden.ca

Address: 810 9th Ave South
Box 350
Golden, B.C. V0A 1H0

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1. Overview

The Town of Golden is seeking proposals from qualified consultants for a professional community planning consultant to undertake the preparation of a new:

- An Official Community Plan (OCP); and
- A new/updated Zoning Bylaw.

Golden is a small municipality with a population of ~4,000 residents located at the confluence of the Columbia and Kicking Horse Rivers, and the intersection of the Trans-Canada Highway and Highway 95. The Town was incorporated in 1957 and has a history based primarily in the logging and rail industries. Today, along with tourism industry-related employment, Golden remains true to its heritage, identifying main employers as Pacific Woodtech and Canadian Pacific Kansas City Rail. Golden and area is regarded as an all-season outdoor recreation destination providing opportunities ranging from skiing/snowboarding and snowmobiling in the winter to river rafting and paddling, mountain biking and hiking in the summer. Golden is one of B.C.'s 14 Resort Municipalities.

2. Bidder Instructions

- **Closing Date for Submissions and Delivery Requirements:**
 - Proposals may be submitted electronically in PDF format with the email subject line "RFP #2025-02 OCP and ZBL."
 - Note the Town's email system can take up to 15 minutes to process an email.
 - Fax submissions will not be accepted.
 - Late submissions will not be accepted and will be returned opened.
 - Proposals will be accepted no later than **September 9, 2025, at 2:00 p.m. MST.**
 - The goal is to award the contract by October 8, 2025¹, or sooner.
- **Town of Golden Contact for Communications, Enquiries and Submissions:**

Phil Armstrong, Director of Planning and Development (Town Representative)

Telephone: 250-344-2271 ext. 26

Email: phil.armstrong@golden.ca

Address: 810 9th Ave South
Box 350
Golden, B.C. V0A 1H0

- **Final Date for Questions During Tender Period:**

All inquiries related to this RFP shall be directed in writing to the person named above (the "**Town Representative**"). Information obtained from any person or source other than the Town Representative may not be relied upon.

Enquiries and questions will be accepted until **September 3, 2025 at 2:00 p.m. MST**,
The Town Representative reserves the right to not respond to enquiries submitted after this time and date.

¹ Targeting the Regular Council Meeting schedule for Oct 7, 2025 at 7PM.

- **Addenda**

All addenda, amendments, or further information regarding this RFP will be posted to the Town's website. Each addendum will be incorporated into and become part of the RFP. It is the sole responsibility of the Proponent to monitor the Town's website to ensure they have received all posted updates and to acknowledge how many in their cover letter.

- **Amendments and Withdrawals of Proposals**

Amendments to Proposals:

- Submitted proposals may be amended in writing and delivered to the Town Representative via email at any time prior to tender close.

Withdrawal of Proposals:

- Submitted proposals may be withdrawn with a request to withdraw delivered to the Town Representative via email at any time prior to tender close.

- **Proposal Evaluations and Shortlisting**

Proposals will be evaluated based on the established evaluation criteria.

Firms selected on the basis of their evaluation will be shortlisted for review by a selection committee. Following committee review, a recommendation may be taken to Council for contract award.

- **Ownership of Proposals**

Proposals, including attachments, received and accepted by the Town of Golden become the property of the Town. Proposals will be received and held in confidence but will be subject to the provisions of the *Freedom of Information and Protection of Privacy Act (FOIPPA)*.

- **Proponent's Expense**

Proponents are solely responsible for their own expenses in preparing and submitting a Proposal, and for any meetings, negotiations or discussions with the Town or its representatives and consultants, relating to or arising from this request. The Town and its representatives, agents, consultants and advisors will not be liable to any Proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing and submitting a Proposal, or participating in subsequent Proposal requests, negotiations for an agreement, or other activity related to or arising out of this RFP process.

- **Conflict of Interest**

The Proponent shall disclose in their Proposal any actual, potential or perceived conflicts of interest and existing business relationships it may have with the Town, its elected or appointed officials or employees. The Town may rely on such disclosure.

- **Solicitation of Council Members and Town Staff**

Proponents and their agents will not contact any member of the Town Council or Town staff with respect to this RFP process, other than the Town Representative, at any time prior to the award of a contract or the cancellation of this RFP process.

- **Reference Checks**

The Town will be entitled to verify Proponent's references at any time during the RFP process. Whereas previous experience with the Town is not a requirement, the Town's previous experience with the Proponent will be taken into consideration in its evaluation of Proposals. The Town reserves the right to rely on its records, references, and recollection in this regard.

- **Timing of Possible Award**

The Town is under no obligation to make an award as a result of this RFP process and may elect to terminate the RFP process at any time. The Town reserves the right to reject any and all Proposals or to accept any Proposal deemed to be in the best interest of the Town.

If it is determined that an award will be made as a result of this RFP process, the successful proponent will be notified in writing with a Notice of Award.

The Town reserves the right to interview and then to enter into direct contract negotiations for changes, amendments, or modifications to the Proposal with the successful proponent. The Town also reserves the right to request changes to key personnel to suit the requirements of the Scope of Work.

It is anticipated that awarded consulting services will commence in **mid-October 2025**.

- **Failure to Execute an Agreement**

If a selected Proponent fails to execute an agreement within thirty (30) days of receiving a Notice of Award, the Town may, in its sole and absolute discretion, and without incurring any liability, rescind the award.

3. Purpose of the RFP and Background

The town requires robust, foundational, community planning documents to articulate and define the Town's next period of community growth.

The OCP will build upon Council's strategic priorities² and housing policy that supports development and homes for community members, including ownership and long-term rental opportunities; climate resiliency, and destination development.

In addition, a thoughtful communication plan and community engagement plan is expected as part of this proposal. The project will only be a success with broad community input. We need a creative approach to community engagement that gets residents talking, submitting ideas, and "buying-in" to the direction identified through the engagement process.

The successful proposal will be expected to incorporate relevant new British Columbia provincial legislation relating to municipal planning as applicable to Golden's current and projected population.

² currently under review.

We need a dynamic OCP that is interesting enough as a matter of visual presentation and writing style to inspire developers and community members to read it -- with attractive photography and or graphics, but in a Microsoft Word format for amending purposes.

We need an efficient Zoning Bylaw that contains text and some illustrations that make it easy to interpret, including a reduction in the number of zones. For consistency, we would like this to build on the current framework.

Accordingly, we request proposals from consultants with proven interdisciplinary experience in master planning, urban design, transportation planning, community and stakeholder consultation, zoning regulations, and bylaw preparation to create a new, forward-looking OCP and Zoning Bylaw that are technically sound and consistent with each other.

This initiative will have a significant public consultation component that helps the community identify and buy into ambitious development concepts and shape a robust and inclusive direction for the future of Golden.

The development of the OCP and Zoning Bylaw must also provide opportunities for Council input, as the documents will ultimately be approved by Council.

Relevant documents, including the current Official Community Plan, Zoning Bylaw, and additional background information below.

Please note the Town has recently completed Water and Sewer Master Plans, and developers are concerned and are facing significant offsite work/growth-related infrastructure costs.

4. Scope of Work

The primary objective of this project is to complete a comprehensive rewrite of the Town's Official Community Plan (OCP) and Zoning Bylaw that enables development in the Town of Golden for the benefit of residents, businesses, and visitors. The successful consultant will be expected to achieve the following:

- Both documents must be technically sound, consistent on a policy basis and user-friendly while balancing planning and technical expertise with local values and community knowledge.
- An engagement strategy that uses innovative techniques to explore the community and to shape its future through meaningful public participation.

Official Community Plan

The Town's Official Community Plan (OCP) was adopted in 2008, amendments have included a few site redesignations, Greenhouse Gas (GHG) reduction targets, short term rental (STR) policy adjustments, and a Development Permit Area (DPA) Corridor amendment for consideration of up to six storeys via variance. Amendments can be provided to the successful proponent.

Local, regional, provincial, and national contexts have changed significantly. The OCP review will include a robust and inclusive public and stakeholder consultation component to capture how current residents perceive their community and envision/desire its future. At the same time, the OCP must be pragmatic and based on market perspective, which includes planning for future residents, investors, and visitors.

This process is anticipated to generate a significant update, with consideration given to the Town's direction for growth, related land use and environmental protection objectives, as well as community resiliency.

The OCP will include, but not limited to the following:

- Comply with all legislative requirements ex. LGA 474.
- Be aligned with other Town of Golden strategies and plans.
- Set clear objectives and policies for landowners, developers, Council and staff, that include:
 - housing development-enabling policy consistent with the Town's Housing Needs Report (updated 2024 and a more detailed report *in progress*), all relevant provincial legislation, and which facilitates a diverse range of housing development.
 - Development permit areas guidelines to include form and character, architectural guidelines, landscaping, tree slope protection, wildfire risk mitigation³, environmentally sensitive/riparian and natural hazards and provide guidance on trigger for DP (ex. dollar value/square area) and speak to development phasing and timing.
- Support long-term planning, and enhancement/expansion, of municipal infrastructure.
- Consider climate resiliency, mitigation and adaptation.
- Confirm adequacy of parkland and community amenity acquisition and development.
 - -> *potential value added*⁴: detailed park type per population calculations – in essence a high-level Parks Master Plan.
- Cost effective activating/vitalizing concepts for commercial areas.
 - -> *potential value added*: visualizations and strategies for the downtowns.
- Review Integrated Community Sustainability Planning principles.
- Support community art.
- Location and phasing of any planned road, sewer, water expansions (the Town does have Master Plans in place).
- Provide relevant mapping updates.
- Provide recommendations on short, medium, and long-term actions and priorities for implementation.
- Suggestions on metrics for monitoring the OCP.
- Provide recommendations on streamlining development approval processes.

Zoning Bylaw

The Town's zoning bylaw was adopted in 2012, and significant amendments have included parking requirement streamlining/reductions in the C1/C2 zones, Cannabis retail, STR regulations, some site-specific rezonings, and most recently to comply with Small-Scale Multi-Unit Housing (SSMUH) requirements for a community under 5,000 in population all R1 properties were rezoned to R1-S. A consolidation of this bylaw is in progress with a goal to be completed in late August, 2025.

The Town is seeking a new Zoning Bylaw that complies in all respects with current legislative requirements, is consistent with the OCP, and is a highly practical and workable document for staff while being “readable” to the public.

³ MIABC and Don Lidstone are working on a template Wildfire Development Permit Area and a draft should be ready in late September 2025. The Town also has a final draft 2024 Community Wildfire Resiliency Plan with mapping/shapefiles.

⁴ Value added and innovative ideas discussed in section 9 RFP Format and Evaluation Matrix.

The goal is to create a bylaw that is consistent with policies established in the new OCP and to consider areas of improvement identified by staff. This Zoning Bylaw update needs to address several issues of interest, including but not limited to the following:

- Housing development-enabling regulations to implement with the Town's Housing Needs Report (2024 and a more detailed report is *in progress*), all relevant provincial legislation, and which facilitates a diverse range of housing development (e.g. medium/high density, mixed use, small lot, secondary suites, accessory dwellings, innovative neighbourhood design), market rental and affordable housing.
 - Concepts, pilot regulations, etc., for when the Town surpasses 5,000 for implementing SSMUH to a greater extent, i.e. 3 and 4 units.
- Home-based businesses.
- Short-term rentals (note considerable work has been done on this).
- Parking standards & loading requirements.
 - -> *potential value added*: detailed parking analysis and strategies that are engineer, progressive, pragmatic and realistic.
- Building heights.
- Review of existing zones, including recommendations for reducing number of zones and permitted uses.
- Implement updated Riparian Area Protection Regulations.
- Zoning Bylaw definitions and regulations.
- Overall presentation and ease of use, including the use of illustrations.
- Relevant mapping updates.
- Food trucks.
- Metal storage containers (shipping containers).
- Floodplain development regulations
 - -> *potential value added*: flood mapping was completed in 2020 and 2025 and this will likely be a separate procurement process for a consultancy that involve a hydrotechnical engineer to conduct risk analysis for different areas and building typologies.

The Town is open to retaining its existing bylaw or retaining relevant technical elements of the existing bylaw and incorporating them into a new Zoning Bylaw by the successful consultant.

5. Timeline and Project Deliverables

Proponents are to provide a realistic, albeit efficient and accelerated timeline, that allows for ongoing, meaningful and sufficient public engagement. This is critical in order to **ideally ensure a new OCP is adopted by July 2026** or at the very latest August 2026 (OCP 1st reading would likely need to occur in mid-April/early May). The reason for this is twofold: the new Provincial legislation with a deadline of December 2025, (which the Town of Golden will miss)⁵, as well as the upcoming municipal election.⁶

⁵ The Town of Golden met the Province's other recent deadlines (ex. Implementing SSMUH by June 2024 and Housing Needs Report by December 2024)

⁶ Starting at the beginning of the Nomination Period (~August 31, 2026) until General Voting Day (October 17, 2027), the Town of Golden will be scaling down communications and pausing all public engagement activities to convey neutrality and maintain a non-partisan environment leading up to the 2026 election. This will also help ensure Town operations do not become politicized or appear to be in support of or in alignment with any political candidate, group or issue. Regular operational communications for projects and initiatives will proceed, however, communications, announcements, and/or public engagement opportunities for new projects and initiatives, or in instances where there may be the likelihood of public debate or scrutiny, will pause during this period.

The proponent should highlight risks in the target OCP adoption in August 2026 and strategies to realistically achieve this and/or a clear rationale why a longer timeline is required.

It should be noted, that if this is simply not realistic the proponent is to illustrate this and why and then acknowledge the hard pause that will occur in the summer of 2026 until the forward-facing components of the project can resume in late 2026/early 2027.

It is expected that the Zoning Bylaw will be updated in 2026-2027, following completion of the OCP.

Potential Phasing:

Phase 1

Phase 1.a.: Project Initiation

- Establish key staff level contacts and consultant team introduction.
- Building on the proposal, refine, with staff, a detailed work plan for the overall project with key deliverables and milestones identified for consultant(s), Town Staff etc.
- Develop a practical community and stakeholder consultation and communication strategy to maximize the quality of local input. The Consultant will be provided with other What We Heard Reports from other planning excersizes for additional background.
- Consultation should be early and ongoing. Key stakeholders may include, but are not limited to:
 - Golden Community Economic Development Society, Tourism Golden, Chamber of Commerce, Development Community, Downtown Businesses (north and south), youth, seniors (Age Friendly group), CSRD Regional Accessibility Advisory Committee.
 - Local First Nation communities (Akisqnuk First Nation and Shuswap Band).
 - Métis Nation Columbia River Society.
 - School Districts (S.D. 6) and the Conseil Scolaire Francophone - S.D. 93 i.e. École la Confluence),
 - The Agricultural Land Commission – Note the Town has 1 parcel within the Agricultural Land Reserve so consultation on this will be straightforward.
 - Columbia Shuswap Regional District, which has very limited planning and zoning within Electoral Area A (rural Golden).
 - The Province (MoTT, Crown Lands etc.) and the Federal Government, as required.
 - The Consultant and the Town may choose to implement an OCP advisory task force.
- Determine if any other expertise is required i.e. other sub-consultants.
- **Deliverables:**
 - **Detailed Work Plan**
 - **Community and Stakeholder Consultation and Communication Strategy.**

Phase 1.b.: Technical Review and Issues Identification

- Review existing OCP and Zoning Bylaw.
- Review all relevant bylaws, policies, and plans.
- Review OCP and Zoning Bylaw in relation to relevant bylaws, policies, and plans.
- Review population projection amount, type and density of residential development required to meet anticipated housing needs over a period of at least 20 years (factoring in for STR growth as well);
- Consult with staff to obtain local knowledge, identify known issues, assess priorities, identify local challenges and opportunities (issues identification).
- **Deliverables:**
 - **draft a report on challenges, opportunities and options for the OCP and recommendations to update the OCP.**

Phase 1.c.: Community Consultation, Exploration and Visioning

- With some assistance staff, advertise the launch of consultation and engage with the community to explore community vision and development concepts.
- Create energy in the community to participate in OCP review. Use existing and planned events and activities to promote input and engage citizens.
- Organize and facilitate informal and formal events, sessions, and presentations (ex. focus groups, speaker's series, community mapping activities, visual preference surveys, solution sprints), to create and sustain ongoing forums that encourage multiple paths for engagement.
- Employ enjoyable and interactive consultation and engagement methods that encourage meaningful participation.
- **Deliverables:**
 - **1st OCP what we heard report of stakeholder demographics, perceptions, and preferences on values, character, principles, statements, that will guide the bylaws.**
 - **Presentation to staff, then Council.**

Phase 2

Phase 2.a.: OCP First Draft

- Based on input from staff, council, community and stakeholder consultation, prepare draft OCP Vision, Guiding Principles, Goals and Objectives
- Land Use Designations.
- Development Permit Areas and their guidelines.
- OCP Maps including, but not limited to, Land Use Designations, Development Permit Areas, Environmental and Land Constraints.
- Prepare draft OCP graphics and mapping;
- **Deliverables:**
 - **Draft OCP**
 - **Consultation sessions.**
 - **Presentation to Council.**

Phase 2.b.: Consultation

- Organize and facilitate community and stakeholder consultation sessions, including an Open House format and other engagement methods to review Draft OCP.
- **Deliverables:**
 - **2nd OCP what we heard report**
 - **Presentation to staff, then Council.**

Phase 3

Phase 3.a.: OCP Second Draft

- Based on input from staff, council, community and stakeholder consultation, submit a refined 2nd draft OCP.
- Develop draft measurable metrics for staff to monitor and report back to Council on annually for the next 5-10 years.
- Note that the Town will review the recommended wording of the bylaws and format with legal counsel.

Phase 3.b.: Public Check-in

- Open house 2.
- Consult with required Provincial agencies etc.
- **Deliverables:**
 - **3rd OCP What we heard report**

Phase 4

Phase 4.a.: Approval

- Formulate final products in consultation with staff.
- Prepare final OCP Bylaw.
- Present at first reading, and at the statutorily required public hearing.
- **Deliverables:**
 - **Final OCP Bylaw**

A similar phased process for the Zoning Bylaw will be implemented.

These project phasing/deliverables are identified as a **concept only** guide to the tasks to be undertaken with associated deliverables to the Town. They are not exhaustive or limiting (for example additional public consultation or staff reviews may be required).

The successful Proponent should expect to accommodate changing dynamics of the project based on results of public engagement and Council input, as applicable and **it is expected the consultant will outline their own proposed workplan that will be refined even further by successful proponent.**

Final deliverables summary:

- Complete updated Official Community Plan and Zoning Bylaw in the latest commonly accessible Microsoft Word Document file format.
- All maps in shapefile file format or another ESRI ArcGIS compatible format, plus a user-friendly format to be integrated on the Town's website.
- Delivery of all documents and materials collected throughout the project, to be retained as part of the public record.
- An Action Plan for the OCP and its components that lists priorities for action along with the timeframe for implementation (short/medium/long term), and monitoring and evaluation metrics.
- A technical memo demonstrating how the updated document satisfies all legislative requirements.
- Presence for applicable Council meetings, bylaw readings and public hearings.

6. Materials Available to Successful Consultant

The following materials are available to the consultant, including associated GIS files (other supporting documents may be available as well upon request):

- [Official Community Plan 1222, 2008](#) - major amendments described above.
- [Zoning Bylaw 1294, 2011](#)⁷ - major amendments described above.
 - Short Term Rental regulations – please refer to golden.ca/strs
- Housing Needs Reports and Affordable Housing Strategy golden.ca/housing
 - Housing Needs Report 2024 (Urban Matters)⁸
 - Housing Needs Report 2021 (CitySpaces)
 - Affordable Housing Strategy 2021 (CitySpaces)
- Transportation Master Plan, Active Transportation Network Plan and Traffic Calming Toolkit – 2023(Urban Systems) – please refer to golden.ca/transportationplan
- **2025 Infrastructure Summary** www.golden.ca/infrastructure
 - [Integrated Water Strategy](#) 2025 (Urban Systems)
 - [Sanitary Sewer Model and Master Plan](#) (Urban Systems)
 - [Sewage Treatment Plant Upgrades Feasibility Study](#) (Urban Systems)
- [Development Related Off-Site Infrastructure Capital Cost Recovery Guide](#) 2025 (Urban Systems)
- *In progress - Final Draft* - Community Wildfire Resiliency Plan (includes mapping) available upon request.
- *In progress* - Development Cost Charge Bylaw update (Urban Systems) golden.ca/dcc
- *Draft* - [Resort Development Strategy 2025-2027](#) and more info at golden.ca/rmi
- *Under review* – [Council Strategic Priorities and Municipal Objectives 2024-2026](#)

Other community documents of interest to the consultant:

- Community Economic Development Strategy 2022-2027 [ced-strategy-2022-2027-updated-nov-2022.pdf](#)
- [Living Wage - Golden Community Economic Development](#)
- [C2Ci – Becoming a community deeply connected to its rivers](#)

⁷ note a consolidated zoning bylaw will be ready late August – available upon request.

⁸ note a more in-depth report is being completed by Urban Matters and a draft should be completed by late August – available upon request.

- [Rocky Mountain School District Long-Range Facilities Plan \(2024-2033\)](#)
- *In Progress* [Columbia Shuswap Regional District: CSRD Solid Waste Management Plan Update](#)⁹

7. Budget

The budget for this multi-year project is \$170,000.

8. General Conditions

Insurance

The consultant must submit proof of insurance within fifteen (15) days of Notice of Award.

Insurance must be maintained for the duration of the contract at the consultant's own expense, in such amount, and in such forms as acceptable to the Town (ex. \$2 million in Commercial General Liability and errors and omissions insurance). Further requirements and specifications for insurance will be included in the actual service contract.

Regulatory and Legislative Compliance

The consultant shall ensure that services and products provided in respect to the Scope of Work are in accordance with, and under the authorization of, all applicable authorities and municipal, provincial, federal legislation and Acts.

The consultant must provide the Town with a copy of their current Certificates of Clearance from Worksafe BC, within fifteen (15) days of Notice of Award, with copies of renewal confirmation provided annually.

Business License(s)

The consultant will be required to obtain a Town of Golden business license (\$70) within fifteen (15) days of contract execution, with copies of renewal confirmation provided annually.

9. RFP Format and Evaluation Matrix

Proposals shall be submitted in the format outlined below and will be evaluated according to the criteria and scoring presented in Table 1, RFP Scoring Matrix.

A) Cover Letter:

- I) Dated and signed by a person authorized to negotiate, make commitments, and provide any clarifications with respect to the proposal on behalf of the bidding firm or consultant team.
- II) Provide a brief statement indicating your team's understanding of the proposed project and the deliverables required.
- III) Acknowledge that any addendums have been read.

B) Proposed Project Plan:

- I) A proposed work plan, with timelines, that indicates the steps to be taken from the start of the contract to the adoption of the Town's OCP and Zoning Bylaw.
 - i) Time Schedule – Proponent should highlight risks in the target OCP adoption in August 2026 and strategies to realistically achieve this and/or a clear rationale why a longer timeline is required.

⁹ The CSRD landfill is abutting the Town of Golden boundary.

- II) Provide an indication of any proposed deviations or exceptions to this RFP document.
- III) Provide details of any possible innovative ideas, suggestions, recommendations, or opportunities for improvement that would enhance the project, processes or required outcomes indicated within this RFP.
 - i) This includes any value-added additional depth on elements of the work. This is not necessary but completely optional and only potential ideas are expressed above in part for community need context. Any additional value added will be welcomed/considered without losing focus on the main objective of new OCP/zoning bylaw, within the allocated budget.

C) Project Team

- I) It is anticipated that proposals will include a lead consultant and/or Project Manager.
- II) Proposals must include a company profile, outline of staff resources/qualifications, dedicated staff member capacity, areas of expertise and responsibility on this project, similar project experience, office location, estimated amount of time each member will be dedicated to the project, and a statement of WCB coverage, and shall include resumes of key personnel.
- III) Commitment in ensuring appropriate key personnel are dedicated to the interest of the municipality.
- IV) Resume(s) (place in Appendix) showing:
 - i) education;
 - ii) professional certifications; and
 - iii) length and type of experience.
- V) Please supply the years of experience of team members working together and projects that have been completed by the team.
- VI) Experience with small tourist orientated, working mountain towns and/or the community.

D) References

- I) Please supply three client references for your company or lead consultant, including the name and address of the reference and the name, title and phone number of the contact person. Describe how the services provided to these references are similar to the services proposed to the Town of Golden Include a short summary of project work for each of these references.

E) Costs and Charges

- I) Provide an all-inclusive, fixed-cost quote in Canadian funds for the project. Identify the expected costs and their allocation, ex. , professional wages/fees, travel, mapping, creative public consultation techniques and incentives, public meetings, sub-contracted services, contingencies and applicable taxes.

10. RFP Evaluation Process

Upon closing, only complete proposals will be brought forward for further consideration. The following scoring Matrix will be utilized by the selection committee.

Evaluation Criteria	Max Points	Score	Comments
Cover Letter	5		
Proposed Project Plan a) Work Plan and thought put into how the work will done with thoughtful and informed by experience deviations from the draft workplan in this RFP. b) Time Schedule – Proponent should highlight risks in the target OCP adoption in August 2026 and strategies to realistically achieve this and/or a clear rationale why a longer timeline is required. c) Appropriate level of effort. d) Innovative ideas / value added additions	10 15 10 15		
Project Team a) lead consultant and/or Project Manager b) company profile, outline of staff resources/qualifications c) dedicated staff member capacity and responsibility on this project, similar project experience, d) Experience with small tourist orientated, working mountain towns and/or the community.	10 10 10 10		
References	10		
Cost	15		
Total	120		

Thank you to all proponents for your interest in working with/in the Town of Golden.