



DRUMHELLER

INFRASTRUCTURE SERVICES



REQUEST FOR PROPOSAL

PROPOSAL:

DOWNTOWN AREA REVITALIZATION PLAN

DATE:

July 15th, 2019

FROM:

Sean Wallace, Manager of Economic Development

TOWN OF DRUMHELLER REPRESENTATIVE

DATE PROPOSAL REQUIRED:

YEAR: 2019 MONTH: AUGUST

DAY: 22

TIME: 14:00 Local Time

- SUBMIT PROPOSAL IN A CLEARLY MARKED & SEALED ENVELOPE -

SEND TO MAILING ADDRESS:

TOWN OF DRUMHELLER

224 Centre Street

Drumheller, Alberta T0J 0Y4

ATTENTION: Darryl E. Drohomerski, C.E.T.

Chief Administrative Officer

RFP: TODRFP #2019-022-08 Downtown Area Revitalization Plan

INVITATION

1. **Request for Proposal** – The following table represents the Town of Drumheller’s anticipated schedule for this Request for Proposal. This schedule is subject to change at the Town’s discretion:

Activity	Date	Time (MDT)
Issuance of RFP	July 15 th , 2019	09:00 hrs
Close of Questions Deadline	July 31 st , 2019	12:00 hrs
RFP Closing Date	August 22 nd , 2019	14:00 hrs
Interviews	August 29 th & 30 th , 2019	09:00 to 15:00 hrs
Notification of Results	September 5 th , 2019	10:00 hrs
Selection	September 6 th , 2019	10:00 hrs

2. **Questions or Inquiries** – Questions or inquiries regarding this Request for Proposal will be considered received not later than the date and time provided in the Request for Proposal (“Close of Questions Deadline”). Questions may be submitted via fax or email and must be directed to the contact person listed below:

Sean H. Wallace
Manager of Economic Development
swallace@dinosaurvalley.com
Phone: (403) 823-1316 Fax: (403) 823-8006

The Town of Drumheller, its agents and employees shall not be held responsible for any information given by way of verbal/oral communication.

3. **Closing Date** - Proposals must be received at the following office no later than the date and time provided in the Request for Proposal Schedule (“RFP Closing Date”). Any submissions received after this date and time will be considered disqualified and will be returned unopened to the proponent. Proposals must be submitted in writing to the address provided below with the exterior of the package clearly marked:

Town of Drumheller
224 Centre Street
Drumheller, AB T0J 0Y4
Attention: Darryl Drohomerski, Chief Administrative Officer
“TODRFP #2019-022-08 Downtown Area Revitalization Plan”

The date and time will be verified by the time stamp on the package received by the Town at the location specified above. The Proponent is responsible for confirming receipt of the document.

INVITATION

1. Project Overview

The Town of Drumheller, recognized as the “Dinosaur Capital of the World”, is rich in geological and paleontological history. The breathtaking landscapes surrounding Drumheller are unique in Canada and draw hundreds of thousands of visitors every year. The Town of Drumheller will begin a multi-year downtown revitalization project to enhance the downtown core into a cultural and economic hub.

The Town of Drumheller invites qualified consultants to submit proposals to provide professional services to develop a downtown revitalization plan. A downtown is the most visible indicator of a community’s economic and social health. Its vitality and commercial success is an asset when recruiting new residents, attracting visitors, and stimulating new investment, businesses, and industries.

2. Study Area

The Town of Drumheller downtown area is bordered by 3rd St. West to 1st St. East and Riverside Dr. to Railway Ave. The current land use in the downtown is primarily commercial, institutional and residential (refer to schedule “A” Map). Through community engagement, the consultant will further define the downtown core borders.

3. Scope of Work

The Downtown Area Revitalization Plan will serve as a statutory document and shall provide a strategy that outlines achievable objectives to guide and catalyze further investment. We anticipate that the proponent will develop a long-term area plan that includes contents of urban design guidelines to meet the demands of economic, social, cultural, and environmental prosperity for our downtown in the next 15 years. It should be understood that this proposed scope of work provides a general framework of the type of work to be included in this planning process. We anticipate the proponent’s professional expertise, based on the analysis and study of our community; guide the planning process to enhance the visitor experience in the downtown core.

Below provides a structure of elements for the Downtown Area Revitalization Plan table of contents. As part of ‘The Plan’ (3.0), the breakdown goes as follows: subsections (i.e. 3.1) and subheadings (i.e. 3.2.1). Subheadings are kept general to give the proponent flexibility in approach and identify policies that would support. The breakdown highlights key components valued to the Town’s downtown interest. The proponent will have the opportunity to suggest alternatives and options they see relevant as part of their analysis of the actual project.

INVITATION

1.0 Introduction

- 1.1 Purpose
- 1.2 Study Area
- 1.3 Vision
- 1.4 Objectives

2.0 Context

- 2.1 Existing Conditions and Opportunities
 - 2.1.1 Land Use
 - 2.1.2 Downtown Character
 - 2.1.3 Street Network
 - 2.1.4 Parking
 - 2.1.5 Development Opportunities
- 2.2 Existing Plans and Policy Framework

3.0 The Plan

- 3.1 Core Principles
 - 3.1.1 Character Areas
- 3.2 Mobility
 - 3.2.1 Street Network
 - 3.2.2 Pedestrian Network
 - 3.2.3 Cycling
 - 3.2.4 Laneways
 - 3.2.5 Parking
 - 3.2.6 Wayfinding
- 3.3 Public Realm
 - 3.3.1 Streetscape Design
 - 3.3.2 Open Spaces
- 3.4 Social and Culture
 - 3.4.1 Public Art and Programming
 - 3.4.2 Cultural Planning
 - 3.4.3 Social Planning
- 3.5 Built Form and Site Design
 - 3.5.1 District Zones
 - 3.5.2 Architectural Design and Site Development
 - 3.5.3 Servicing
- 3.6 Land & Economics Analysis

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4.0 Implementation

- 4.1 Funding Sources and Strategies
- 4.2 Amendments to Applicable Statutory Documents
- 4.3 Strategic Priorities and Action Plans
- 4.4 Plan Monitoring, Updating and Evaluation

It is required that the proponent will conduct several meetings with stakeholders and partners to collect required information, review findings and identify preferred scenarios. Monthly progress reports will be submitted to the RFP designated contact. It should be understood that the RFP gives a general outline on the reporting and meeting requirements and that the RFP designated contact will work with the proponent to establish expectations around the format, progress, direction, and frequency of communication.

Further to this initiative, priority will be given to tenders that have experience in the following areas of expertise and are accredited with appropriate professional associations:

- Downtown Master-Planning & Policy Development
- Downtown Urban Design Guidelines Development
- Downtown Parking Strategies
- Economic Impact Assessment
- Visual Impact Assessment
- Destination Management Plans
- Innovative Community Engagement and Public Consultation Strategies
- Computer Rendering, Illustrating, and Digital Modeling
- Downtown Revitalization Cost Estimation and Budgeting
- Heritage Preservation Initiatives
- Main Street Program Experience
- Visitor Experience Assessments

4. Stakeholder Participation & Public Consultation

The most important outcome of the downtown revitalization project is the collective vision of the community and the Town of Drumheller. There are two main groups that the Town is targeting: stakeholders and partners. Stakeholders are groups of downtown users that are directly affected by the downtown revitalization, whereas, partners are groups that are not directly affected but can contribute to the success and vibrancy of downtown. Potential stakeholders and partners that will steer the Downtown Area Revitalization Plan are as follows:

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Stakeholders:

- Downtown business owners
- Downtown Merchants Association
- Downtown building owners
- Downtown non-profit organizations
- Healthcare
- Streetscapes
- Railways
- Chamber of Commerce
- Residents
- 8-80 (youth and seniors)
- Town departments
- General Public
- Library
- Religious organizations
- Travel Drumheller
- Destination Drumheller
- Canadian Badlands
- Community Futures
- Travel Alberta
- Alberta Ministry of Economic Development, Trade & Tourism

Partners:

- School boards
- Colleges
- Immigrations services
- Disability organizations
- Heritage foundations of AB
- Youth centres
- Drumheller archives
- Cultural and social services
- Housing coalitions
- Local foods advocates
- Emergency and Protective Services

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The proponent will establish an advisory committee where stakeholders will be involved in all phases of the planning process to discuss project elements, identify preferred outcomes as well as points of consensus and conflict. In addition, a consultation report summary will be provided and attached to the appendix. The proponent will provide recommendations for public consultation and engagement strategies that will use a full range of participation tools from informing/educating to collaborating/empowering. The visioning requires a strong urban design component, therefore, it is expected that the proponent will produce visuals consisting of plan drawings, elevations, design concepts, massing studies and other supporting graphics to express a range of design related outcomes (e.g. ranges of density) that may be achieved. It is anticipated that techniques such as design workshops and other modern means of gathering input from the community that do not have the time to participate in traditional planning meeting or charrettes, are initiated.

5. Deliverables

The expected outcome of this project includes, at minimum the following:

- Detailed Work Plan;
- Various Graphics Material
- Public Engagement and Consultation Process
- *Phase 1* Draft Downtown Area Revitalization Plan (2 printed copies and 1 digital (PDF) copy);
- Council Presentation of *Phase 1* Draft Downtown Area Revitalization Plan;
- *Phase 2* Draft Final Downtown Area Revitalization Plan (2 printed copies and 1 digital (PDF) copy);
- Council Presentation of *Phase 2* Final Downtown Area Revitalization Plan;
- Upon final review by the Town, a *Phase 3* Final Downtown Area Revitalization Plan including appendices (2 printed copies and 1 digital (PDF) copy);
- Council Presentation of the *Phase 3* Final Downtown Area Revitalization Plan;
- A binder containing all background information, research and original user group, community, and stakeholder input;
- Educational material to communicate main components of the Downtown Area Revitalization Plan to different audiences.

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6. Information to be provided

- Economic Development Taskforce recommendations;
- TIBRE Drumheller;
- Municipal Sustainability Plan;
- Town of Drumheller Zoning Bylaws;
- 2018 Drumheller Land Use Bylaw;
- Drumheller Stormwater Masterplan; and
- Town of Drumheller Municipal Development Standards
- Drumheller Streetscapes Guidelines
- Roger Brooks Drumheller Analysis and Recommendations Study

7. Proposed Schedule

Project Initiation: September 23rd, 2019

Project Completion: September 21st, 2020

PROPOSAL SUBMISSION REQUIREMENTS

1. **Proposal Mandatory Requirements** – Proposals must comply with the following requirements in order to be considered by the Town:
 - 1.1 The Proponent must be able to list the Town of Drumheller as an additional insured. The successful Proponent must be able to provide proof of the following insurance requirements:
 - a. General Liability Insurance in an amount not less than Five Million Dollars (\$5,000,000) per occurrence for personal injury and/or property damage.
 - b. Automobile Liability Coverage in an amount not less than Two Million Dollars (\$2,000,000) per accident for bodily injury and/or property damage.
 - c. Professional Liability Insurance covering the services provided by the Consultant with policy limits not less than Five Hundred Thousand Dollars (\$500,000) per claim.

The Proponent should submit confirmation of full compliance to all the requirements with their proposal.

2. **Proposal Format Requirements** – Proposal page limit shall not exceed 30 pages. Proposals' content should be organized in the following format to ensure proper evaluation:
 - Cover Page (First page of this RFP)
 - Executive Summary
 - Table of Contents
 - Confirmation of Compliance with Mandatory Requirements
 - Corporate Qualifications & Experience
 - Key Staff & Qualifications
 - Methodology
 - Project Schedule
 - Financial
3. **Proposal Criteria** - The following provides a description for each of the previous mentioned criteria:
 - 3.1 ***Cover Page*** – The cover page is the first page of this RFP document and should be completed in full and attached as the first page of the Proposal. It must be signed by an authorized representative of the Proponent.

PROPOSAL SUBMISSION REQUIREMENTS

- 3.2 ***Executive Summary*** – The executive summary should present highlights of the Proponents Proposal and should be no more than one (1) page.
- 3.3 ***Table of Contents*** – Proponents should provide a Table of Contents outlining their proposal.
- 3.4 ***Confirmation of Compliance with Mandatory Requirements*** – Proponents are required to provide confirmation and evidence that they meet all the Mandatory Requirements as outlined in Section 1 of this document.
- 3.5 ***Corporate Qualifications and Experience*** – Proponents are to explain why they are the best choice to provide the services as described in the Request for Proposal. Key strengths should be clearly identified.

Provide summary and related references for at least three projects completed within the last five years, for which the Proponent has provided prime consultant services. These reference projects must:

- ❖ Be similar in nature to the project for which the Proposals are being sought; and
- ❖ Have a required scope of services similar in nature to this project.

The summary for each reference should include:

- ❖ Name, location, and brief description of the project;
- ❖ Name of client (owner) and contact information of client representative;
- ❖ Identification of prime consultant (and sub consultant team), including names of key personnel;
- ❖ Planned and actual start and completion dates, with an explanation of any signification deviations.
- ❖ Original project budget and final project cost, with an explanation of any significant deviations;
- ❖ Client and other participant’s commendations; and
- ❖ Other pertinent information demonstrating the Proponent’s experience and past performance record.

PROPOSAL SUBMISSION REQUIREMENTS

3.6 **Key Staff and Qualifications** – Proponents shall include, together with their sub consultants (if applicable), a list of key staff that will be involved in the project. A resume shall be provided for each staff member that includes, but is not limited to, qualifications, education, experience, capability and current workloads. The location of the offices of the key team members shall be identified. Each employee’s contribution to this project shall be identified as a percentage of the project as a whole. In addition, the percentage this project would represent of the individual employee’s entire workload shall be provided. The Proposal should clearly identify the roles each key staff will be responsible for in the implementation of the anticipated contract.

For example:

Employee	Project Contribution	Workload
Employee A	60%	80%
Employee B	30%	50%
Employee C	10%	5%

3.7 **Methodology** – Proponents are to provide a clear understanding of the objectives and critical issues that could affect the outcome of the project. The proponent should include a clear explanation of their proposed approach including a task by task breakdown. The Proponent shall also include any innovative comments and ideas pertaining to the project that may not have been addressed in the Request for Proposal as they see fit.

3.8 **Project Schedule** – Proponents are to provide a Project Schedule including a detailed work plan for the project with breakdowns of proposed major milestones and a meeting and site visit schedule for the duration of the project. An overall flowchart detailing the ultimate time guideline from initiation to completion of the project phase is required. The absolute deadline for this project is September 21st, 2020. Proponents are required to provide their expected completion date for the project.

Proponents are required to provide the total number of business days from the date of proposed project initiation to completion. This includes days not necessarily dedicated to the project, but is a total duration.

PROPOSAL SUBMISSION REQUIREMENTS

- 3.9 **Financial** – Proponents are to provide a detailed cost breakdown detailing each task, project team member, estimated man hours, hourly rate and disbursements. Reimbursable expenses and travel costs are to be included in the cost breakdown. The financial evaluation will be calculated by taking the lowest Proposal Price divided by each other Proponents Proposal Price. The calculated point will then be multiplied by the weight indicated in the Evaluation Criteria and Weighting table.
- 3.10 **Additional Content** – Proponents may at their discretion include additional information which they consider relevant to ensure a full and proper evaluation, provided that the specified maximum allowable number of pages is not exceeded.
- 4.0 **Interview** - The evaluation procedure may include a short list based on the stated evaluation criteria. The short listed proponents may be asked to prepare a presentation or provide additional technical information or clarification prior to the final selection. Interviews (If presentation to be provided) will be at the Town of Drumheller Office, 224 Centre St., Drumheller, AB and can be scheduled by contacting Sean Wallace at swallace@dinosaurvalley.com or (403) 823-1316.

INSTRUCTIONS

1. **Definitions**
 - 1.1 “Mandatory” means an essential requirement.
 - 1.2 "The Town of Drumheller" and "The Town" are synonymous for the purposes of this RFP. They mean a duly authorized representative on behalf of the Town of Drumheller.
 - 1.3 “Consultant” means the successful Proponent that enters into an agreement with the Town.
 - 1.4 “Proponent” means the person or firm responding to this RFP.
 - 1.5 " Proposal" means the submission received from a Proponent in response to this RFP.
 - 1.6 "Request for Proposal" or "RFP" means this entire document, and any addenda thereto issued before the RFP closing time.
 - 1.7 “The Work” refers to the activities related to the scope of this RFP.
2. **Originals and Copies** – Proposals must be submitted in writing to the address provided above (in the ‘Invitation’ section) with the exterior of the package clearly marked “TODRFP #2019-022-08 Downtown Area Revitalization Plan”.
3. **Oral Representations** – Proponents shall not rely upon any oral information provided by the Town or its representatives.
4. **RFP Clarifications/Addenda** – Proponents shall carefully examine the Request for Proposal Documents and report any errors, omissions, discrepancies or clauses requiring clarification. When necessary, the Town shall respond to questions and clarifications by way of Addenda to report any changes to the Request for Proposal Documents. Any Addenda issued prior to the closing date will form part of the Request for Proposal Documents.
5. **Rejection of Proposals** – The Town shall not be obligated to accept Proposals that are unsigned, incomplete, conditional, illegal, or contain irregularities of any kind or if the Proponent fails to meet all the requirements stated in this Request. The Town also reserves the right to disqualify any Proponents submission whose credentials or performance has been deemed unsatisfactory in the past.
6. **Town’s Discretion** – The Town reserves the right to accept any Proposal, and not necessarily the lowest cost Proposal.

INSTRUCTIONS

7. **Budget Funding** – If the Proposal pricing submitted in the best evaluated Proposal exceeds the amount the Town has budgeted or estimated, the Town may either reject all proposals, award the contract to the Proponent who submitted the next best evaluated Proposal with proposal pricing that is within the Town’s budget, or attempt to negotiate a lower price with the Proponent who submitted the best evaluated Proposal.
8. **RFP Cancellation** – The Town reserves the right to cancel this Request for Proposal for any reason without any liability to any Proponent or to waive irregularities at their own discretion. No payment will be made by the Town for costs incurred in the preparation or submission of this document.
9. **Conflict of Interest** – The Proponent shall have no pecuniary interest in the business of any third party that would cause, or seem to cause, a conflict of interest in carrying out any Consulting services for the Town. Should such an interest be acquired during the Proposal process, the Consultant shall immediately declare it to the Town. The Town will, immediately upon notification, take action as it deems appropriate. This may include rejection of the submitted Proposal.
10. **Proposal Confidentiality** – All documents submitted to the Town will be subject to the protection and disclosure of the Alberta *Freedom of Information and Protection of Privacy Act (FOIP ACT)*.
11. **Evaluation of Proposals** – Proposals will be evaluated as follows:
 - 11.1 **Mandatory Requirement Screening** – Proposals must meet the Mandatory Requirements outlined in Part 1 of the Proposal Submission Requirements Section. It will be at the Town’s sole discretion to determine if a Proposal shall be disqualified due to insufficient or incomplete information.
 - 11.2 **Evaluation Criteria and Weighting** – Proposals meeting the Mandatory Requirements will be evaluated in accordance with the following criteria and weighting:

INSTRUCTIONS

Item	Evaluation Criteria	Weight
1	Quality of Proposal	10
2	Key Staff & Qualifications	25
3	Methodology	25
4	Project Schedule	10
5	Financial	15
6	Interview	15
	TOTAL	100

11.2.1 **Evaluation of Technical Requirements** - The technical requirements of this Proposal are “Quality of Proposal,” “Key Staff & Qualifications,” and “Methodology.” The Proponent’s responses to these technical requirements will be evaluated using a rating scale of 0 to 5 as outlined below. The determined rate score will then be multiplied by the predetermined weight as specified in the chart above. Each weighted score will be added to arrive at a total score for the technical requirements. In the event of a tie score, the technical requirements score will be used as a tie-breaker. The Town will assign scores at the sole discretion of the Evaluation Committee assigned to the project.

Rating	Explanation
5 Excellent	Exceeds Requirement/Adds Value
4 Above Average	Exceeds Minimum Requirements
3 Average	Meets Minimum Requirements
2 Below Average	Falls Short of Expectations. Lacking Innovation
1 Poor	Falls to Meet Minimum Requirements
0 Non Responsive	Did Not Attempt to Address Requirement

11.2.1.1 **Quality of Proposal** – Proposals will be evaluated on the overall package including presentation, completeness, and relevant information provided.

11.2.1.2 **Key Staff & Qualifications** – Proposals will be evaluated on the qualifications and availability of key staff. Staff members with experience related to Downtown Area Revitalization will be considered the most valuable.

11.2.1.3 **Methodology**– Proposals will be evaluated on their approach to completing the Downtown Area Revitalization Plan. It is important that the Proposal demonstrates a clear understanding of the various components of this project and a comprehensive approach to development of the methodology.

INSTRUCTIONS

- 11.2.2 **Project Schedule** – Project schedule will be evaluated by comparing the proposed schedules of each Proponent as follows:
Each Proponent’s number of days between expected completion date and the Town’s absolute completion date of September 21st, 2020 will be determined. The schedule evaluation will be calculated by dividing this number by the largest number proposed and multiplying it by the weighting.
- 11.2.3 **Financial** – The financial evaluation will be calculated by taking the lowest Proposal Price divided by all other Proponents Proposal Price. The calculated point will then be multiplied by the weight indicated in the Evaluation Criteria and Weighting table above.
- 11.2.4 **Interview** – The interview will be evaluated based on the responses to questions asked by the Evaluation Committee relating to the project team, schedule, budget, and technical aspects. The interviews will be evaluated using a rating scale of 0 to 5 as outlined below. The determined rate score will then be multiplied by the predetermined weight as specified in the chart in Section 11.2.
12. **Award** – The Evaluation Committee assigned to the Request for Proposal will make an award to the Proponent that submitted the Proposal with the highest total score if that the Proposal is within the available budget amounts. If the Proposal with the highest score is not within budget amounts, the contract may be awarded or canceled as per Section 6 of the Instructions to Proponents.
13. **Proposal Feedback** – All unsuccessful Proponents will be notified within two (2) business days after contract award.
14. **Communication** – Proponents or bidders are required to ensure that no communication is made by the proponent/bidder or its representatives, including a third party representative employed or retained by it, to promote or oppose any bid/proposal, make any public announcement, or communicate with any news media in any way unless such communication has first been approved by and appropriate Town Official. Failure to comply with this communications clause may affect the current awarded contract, as well as future contracts.

GENERAL TERMS

1. Reporting

- 1.1 The Consultant shall submit to the Town regular progress reports with respect to the Services provided by the Consultant. If the Town, acting reasonably, determines that additional progress reports are necessary, the Consultant shall submit all additional progress reports requested at no additional cost to the Town.
- 1.2 The Consultant shall meet with the Town's RFP designated contact and any other Town staff as appropriate to discuss the project's progress, to review interim results, and to receive direction as required. If the Town, acting reasonably, deems additional meeting necessary, the Consultant shall attend those meetings.

2. Termination of Agreement

- 2.1 The Town may terminate this Agreement immediately by giving the Consultant written notice if the Consultant:
 - a) in the opinion of the Town, fails to complete the Services or any portion thereof within the time stated in this Agreement for such completion, or;
 - b) becomes insolvent or commits an act of bankruptcy or;
 - c) abandons the project or;
 - d) assigns this Agreement without the required written consent or;
 - e) fails to observe or perform any of the provisions of this Agreement or;
 - f) has any conflict of interest, which may, in the opinion of the Town, have an adverse effect on the Project.

3. Indemnity

- 3.1 The Consultant agrees to indemnify, protect, and save harmless the Town, its officers, agents and employees from and against any and all losses, claims, demands, payments, suits, judgments, charges, expenses, actions, causes of action and costs arising out of the willful misconduct of the Consultant including, but not limited to, trespass or nuisance and the negligent performance of the Consultant's services.

GENERAL TERMS

4. Insurance

- 4.1 During the term of this agreement, the Consultant must carry the following:
- a) Commercial General Liability including bodily injury, death and property damage, in an amount of \$5,000,000 (combined single limit on each occurrence). Such coverage is to include blanket contractual liability, contingent employer's liability, cross liability, contractors protective liability, non-owned automobile, attached equipment, broad form property damage, products and completed operations and sudden and accidental pollution. The Town of Drumheller is to be added as an additional insured to the coverage.
 - b) Automobile Liability Insurance for owned, leased, hired, operated or licensed vehicles with limits of \$2,000,000 for accidental injury to or death of one or more persons or damage to or destruction of property as a result of one accident or occurrence.
 - c) Professional Liability Insurance covering the services provided by the Consultant with policy limits not less than one million dollars (\$1,000,000) per claim.
- 4.2 The Consultant shall be responsible for the payments of all premium and deductible amounts relating to the insurance policies, and the Consultant shall maintain the insurance from the date of this agreement until the completion of the project.
- 4.3 Each such policy shall state that it cannot be cancelled without at least 30 days written notice to the Town of Drumheller.

5. Payment & Completion

- 5.1 The Town shall make monthly payments based on the Consultant submitting Monthly Progress Reports. Payment will be calculated on the basis actual work completed as measured in monthly invoices and reports showing a narrative describing work performed during the billing period, progress by major tasks, costs incurred, person-hours expended, and a task completion report.
- 5.2 Such monthly payments shall be due and payable to the Consultant within thirty (30) days from the monthly report submission date.

SCHEDULE A

