



## **JAMAICA: FOUNDATIONS FOR COMPETITIVENESS AND GROWTH PROJECT**

**Loan No: 9203-JM - Component 2B**

**Assignment Title: Urban Design Concept for the Creation of a Public Space along Ocean Boulevard and the Kingston Waterfront**

**Reference No. (as per Procurement Plan): FCG/CON/085**

### **Terms of Reference**

#### **1. PURPOSE**

The Government of Jamaica (GoJ) is seeking to design a new public and open space along the Downtown Kingston Waterfront (hereafter referred to as “Waterfront Park”). This TOR outlines the scope of services for the development of a Conceptual Design for the Waterfront Park. Subject to the satisfactory completion of this scope; the GoJ will consider a potential follow-on contract for the preparation of the detailed designs. More under Project Context section below.

#### **2. BACKGROUND**

##### **2.1. Project Context**

The GoJ is working with the World Bank on the Kingston Waterfront Improvement Project (KiWI), which aims to revitalize Kingston as Jamaica’s economic and cultural capital. The objectives of the Project are twofold: to introduce to the Kingston Waterfront new public and open space (“the Waterfront Park”), of world-class, green, resilient and environmentally sustainable design, that offers opportunities for recreation, entertainment, and small-scale commercial activity; and to create the conditions to subsequently attract private sector investment into underutilized plots adjacent to the project area for mixed-use development, thereby generating broader economic impact including income opportunities for nearby low-income communities. The World Bank is providing financing for the transformation of the waterfront as the catalytic investment in infrastructure and planning to lay the groundwork for follow-on public-private development in the surrounding areas.

The social, economic, and environmental value of well-designed and well-maintained public spaces that are responsive to diverse community needs and can catalyze subsequent public-private

development in the surrounding areas, is well documented<sup>1</sup>. Numerous examples across the world show how public spaces improve city livability and competitiveness by improving public safety, citizen inclusion, and health outcomes while also attracting entrepreneurs and a talented workforce who value well-designed, managed, and vibrant public spaces. Public spaces have also shown to increase business sales, land and property values, and municipal revenues. For example, in Seoul, the creative reuse of abandoned railway infrastructure land to create the *Gyeongui Line Forest Park* led to a doubling of adjacent local businesses, with average monthly sales increasing by 150 percent and property values within a year of project completion twice the average increase in other neighborhoods; in Tbilisi, Georgia, rental prices and property values along the rehabilitated and pedestrianized *Aghmashenebeli Avenue* doubled within a period of two years, consequently raising property tax revenues from commercial establishments adjacent to the rehabilitated street. Public spaces can also enhance urban resilience by reducing the negative effects and costs resulting from disasters such as flooding: in Colombo, Sri Lanka, an economic analysis conducted for the *Beddagana Wetland Park* revealed that the total wetland benefits including flood protection are annually worth up to US\$66 million to the Colombo Metropolitan Region.

*The Project takes place and shall be considered within the framework of the following strategic plans and relevant studies conducted, amongst others:*

1. Vision 2030 National Development Plan-UDC Downtown Kingston & Port Royal Redevelopment Plan 2013 and associated maps
2. KSAMC Sustainable Development Plan 2005-2025
3. The Town and Country Planning (Kingston and St. Andrew and the Pedro Cays) Provisional Development Order, 2017
4. Master and Development Plan Study Water and Wastewater Downtown Kingston
5. Downtown Kingston Redevelopment (Market and Commercial District) Implementation Plan

The Foundation for Competitiveness and Growth Project (FCGP), having funded the Downtown Kingston Redevelopment Implementation Plan for the Markets and Commercial District and Master and Development Plan Study for Downtown Kingston and Port Royal Water Supply & Sewerage System has been requested to fund this intervention, as it is consistent with Component 2B, which is designed to facilitate strategic private investment. The FCGP was initiated as a 6-year intervention funded by a US\$50 million loan from the World Bank. It has since been expanded and extended through Additional (Loan) Financing of US\$10 million from the World Bank combined with Government of Jamaica counterpart funding of US\$5 million, resulting in a US\$65 million project, scheduled to end on March 31, 2024.

- 2.2.** The FCGP is being implemented by the Planning Institute of Jamaica (PIOJ) with 2 Lead Coordinating Agencies (LCAs) - Jamaica Promotions Corporation (JAMPRO) and the Development Bank of Jamaica (DBJ). The initiatives under the project are expected to strengthen the enabling environment for private sector competitiveness and, thereby,

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<sup>1</sup> Kaw, Jon Kher; Lee, Hyunji; Wahba, Sameh. 2020. *The Hidden Wealth of Cities: Creating, Financing, and Managing Public Spaces*. Washington, DC: World Bank. © World Bank.

investment to help Jamaica unleash its potential for productivity and growth, including improvement of the trade environment.

### 2.3. City Context

**Kingston Metropolitan Area is the most important urban concentration in Jamaica, with an estimated population of 700,000 or 25 percent of the national population.** The historic old town, now Downtown Kingston, is based on the original grid plan established in 1702, with wide streets - oriented east to west - and narrow lanes – oriented north to south - tracing the city's waterfront. Kingston's waterfront embraces the Kingston Harbour, the 7th largest natural harbour in the world, which played a significant role in the history of Kingston and continues to play an integral part in the country's economy. The harbour retains an important role in global and regional trade as a transshipment port. The value of the activities along the harbour is estimated at over US\$510 million annually (NEPA). However, the Kingston Metropolitan Area's (KMA's) urban growth and inadequacies in waste management (both solid and otherwise) have led to high level of pollution of the Kingston Harbour reducing the active use of the Waterfront for recreational purposes.

**As Jamaica's capital city and regional center for trade and commerce, Kingston has an outsized role in defining the character of Jamaica.** Kingston has been the birthplace of almost all forms of Jamaican music and is home to legendary musicians such as Bob Marley and Dennis Brown, earning in 2015 the title of World Creative Music City by UNESCO. However, the city has not realized its potential as a cultural hub or tourist attraction and has largely fallen short of meeting the needs and aspirations of the Jamaican people. The development of Downtown Kingston, the historical urban core along the waterfront, has been held back by a combination of social factors, public safety concerns, disinvestment by the private sector, lack of amenities, and long-deferred upgrades of critical infrastructure. The existing land uses along the waterfront are commercial office, government office buildings, and institutional use; presently, the area has only two residential buildings: the newly refurbished ROK hotel (formerly the Oceana Hotel) and the Ocean Towers Apartments. Given the limited retail offerings, the irregular activation of the waterfront for recreational and/or cultural activities, and low resident population density, the area is a largely transient zone with limited foot traffic and visitors.

**Today, whilst the city concentrates the country's industry and economic opportunity, it also exhibits some of the country's most profound problems of exclusion and deprivation:** about 69,000 people (representing about 20 percent of Jamaica's poor) reside in the Kingston Metropolitan Area, constituting a poverty rate of about 9.2 percent. The city is socially segregated and marked by the distinction between uptown (which is largely upper or middle class) and downtown (which is lower class and houses the city's poorer, inner-city communities). In terms of urban livability, the share of the urban area allocated to open public space in Kingston is only 1.8 percent; and only 53 percent of the population living within convenient walking distance (500 or 1000m) to low or high-capacity public transport systems, respectively (UN Habitat, 2022). Kingston, alongside St. Andrew, St. Catherine, and Clarendon, also remains one of the areas with

the highest concentration of violent crimes in the country (IDB Crime and Violence in Jamaica, 2016).

**The regeneration of the Downtown Kingston waterfront has long been a concern for local and central government administration and the private sector.** Following Jamaica's independence in 1962, several years of rapid economic growth, and the creation of a new port area to the west of the city, a large-scale waterfront redevelopment initiative was undertaken in the 1960s and 1970s. The Kingston Waterfront Redevelopment Company was formed by the Government of Jamaica in 1966 (subsequently designated as the Urban Development Corporation, or UDC) and initiated the transformation of the Kingston Waterfront from its historical structure and design, into the modernist skyline, streetscape, and waterfront that we see today. At the time, the main traffic artery of the area, Ocean Boulevard, was created, and the construction of office buildings, residential areas, parking spaces as well as the 388-room Oceana Hotel (recently reopened as the ROK hotel) was completed by the early 1970s. Despite these achievements, the original ambition remained unrealized, both in terms of the scope of the redevelopment, and the hope that a large-scale infrastructure redevelopment of this type would act as a catalyst for the revival of the surrounding Central Business District. Since the 1990s, attempts at developing Downtown Kingston have been more focused on creating an institutional framework to incentivize private sector development. This included the creation of a Business Improvement District and the granting of tax incentives for the improvement of land or buildings in a government-defined "Special Development Area". Today, the government's vision for the redevelopment of the waterfront and Downtown Kingston, are embodied in the Downtown Kingston & Port Royal Redevelopment Plan (UDC, 2013), which seeks to create high-quality spaces to attract visitors to the Kingston Waterfront; and reinforce the city's position as a hub for local and regional business; amongst other objectives. The aim is to promote a "mixed-use, 24-7 hours environment conducive for living, doing business, working, shopping and entertainment" (Downtown Kingston & Port Royal Redevelopment Plan, 2013).

**In recent years, investment and energy has been flowing back into downtown Kingston.** This includes the relocation to downtown of private sector corporations such as Digicel Caribbean and introduction the new headquarters of the GraceKennedy Limited, and of public sector entities such as the Ministry of Foreign Affairs and Foreign Trade, as well as the conversion of the Oceana Hotel at the waterfront into a new ROK Hotel Kingston. In addition, the new revetment corridor along the seafront, the murals and restaurants in the Market District, and increasingly popular restaurants and entertainment options along the waterfront have contributed to a general sense of positive market momentum. There is a window of opportunity for the Government, as the owner of a majority of land plots in the waterfront area, to take a leadership role in creating the conditions that would facilitate additional improvements in the area, through preparation of a high-level concept plan for the public space – the Waterfront Park -, investing in long-deferred upgrades to outdated public infrastructure and amenities, and improving institutional capacity of government entities responsible for operating and programming public and civic spaces in that area.

### **3. OBJECTIVES: Development of urban design concept for the creation of a Waterfront Park in Downtown Kingston**

The GoJ seeks a multi-disciplinary team, led by a highly qualified, global landscape architecture and urban design firm, that has the creative vision, demonstrated experience with comparable waterfront revitalization projects, and the organizational and financial capability to plan a high quality, design-centric Waterfront Park in Downtown Kingston, Jamaica. The successful firm will have the technical expertise to conduct Design, Bid and Award, and, preferably, Construction Administrative services.

The objective of the consulting assignment is to develop the urban design concept for the Waterfront Park, including the detailed urban and public space design and use strategies, recommendations about programming, activation, and other functional components for the creation of a public space along the Kingston Waterfront. The concept for the Waterfront Park must include design approaches for the broader redevelopment of adjacent blocks/areas (between Ocean Boulevard and Port Royal Street).

Given the historic, economic, social, and cultural significance of the Kingston waterfront, the project will likely affect the economic and social dynamics of its surrounding neighborhoods, as well as Kingston broadly. The waterfront improvement planning and architectural principles, therefore, should align with the objectives and vision of the Government laid down in the Downtown Kingston & Port Royal Redevelopment Plan from 2013, consider the economic, social, and physical context of Downtown Kingston, actual and potential market demand, including tourism potential, and incorporate important elements of ecology, culture, and resilience in the design proposal.

The vision of the Government is that a revitalized waterfront area would:

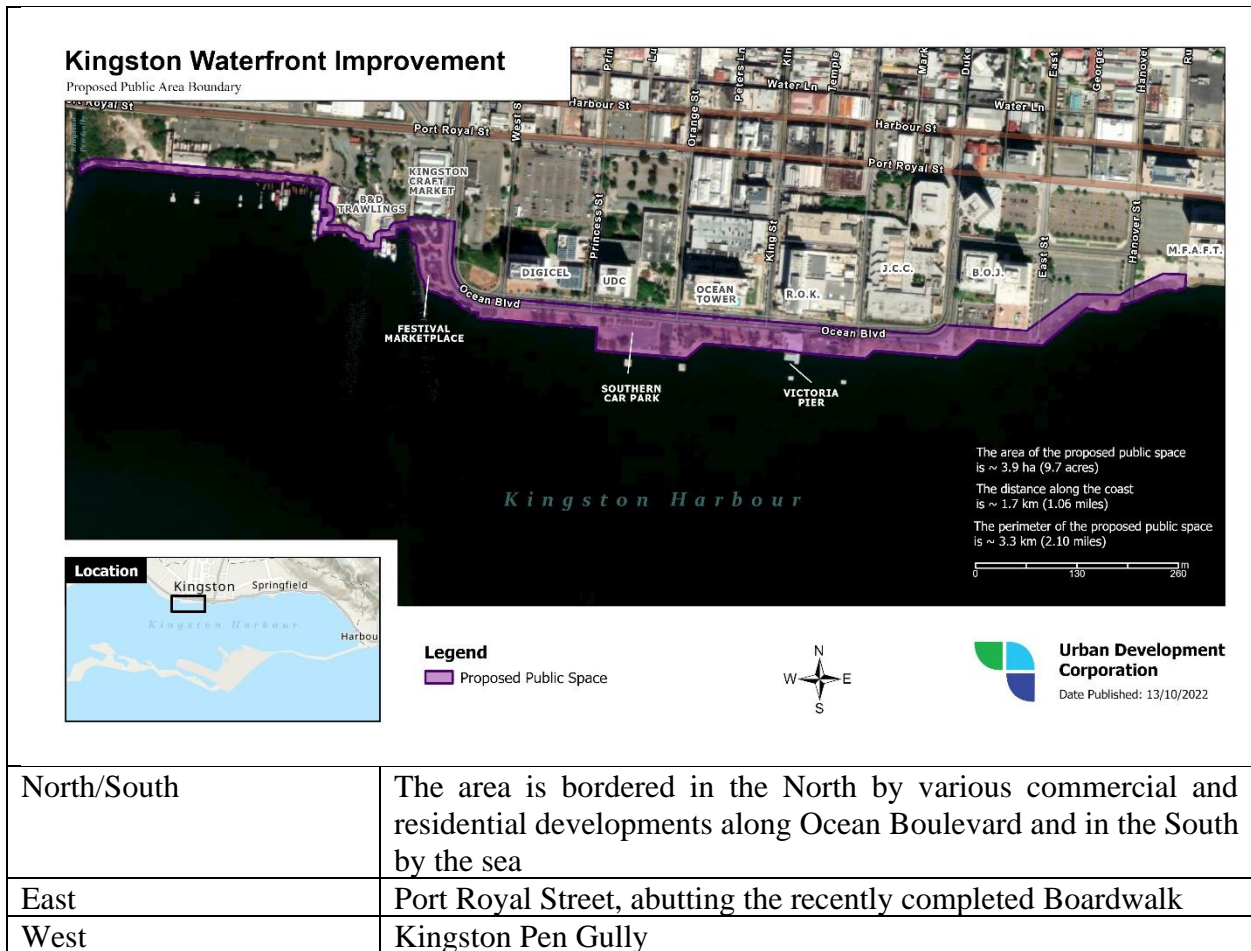
- ❖ Increase recreational options and provide year-round, 24/7, flexible, multi-purpose use and enjoyment.
- ❖ Dynamic, safe space which promote inclusiveness to economically diverse populations and family-focused activities
- ❖ Celebrate the rich cultural history of Kingston and provide a venue for public visual and performing arts programs.
- ❖ Catalyze private investment into additional development of mix of uses in the immediate area and catalyze broader positive economic and social impact.
- ❖ Improve the quality of access to the water –expanding the modalities and opportunities for Kingstonians and visitors to interact with the water
- ❖ Increase the quantity, and enhance the quality, of public leisure and park space by the water
- ❖ Attract new residents as well as tourists.
- ❖ Consider the cultural, architectural, and neighborhood context.
- ❖ Increase resilience of the area to risk of natural disasters and become a model for storm water management and education.
- ❖ Integrate green construction practices, deploy passive strategies for energy efficiency; incorporate indigenous vegetation and natural urban shading and cooling devices.

- ❖ Introduces a unique and iconic feature worthy of the one-of-a-kind destination that is the Kingston Waterfront

The proposed Waterfront Park shall be designed to accommodate the broader redevelopment of adjacent blocks/areas (between Ocean Boulevard and Port Royal Street) and be flexible to adapt to different potential redevelopment scenarios, including: (i) Scenario 1 | minimal redevelopment: improvement of current development; no new vertical construction takes place; (ii) Scenario 2 | small scale redevelopment: deeper adaptive reuse of existing buildings with some but limited density increases; (iii) Scenario 3 | high-density/large scale redevelopment: transformative investments and construction take place to transform and revitalize the area (e.g. two additional residential or hotel buildings and ground floor retail).

#### 4. PROJECT SITE

##### Overview of Planning Area Boundaries



Approximately 60 percent of the lands in the planning area are owned by agencies of the Government of Jamaica.

## 5. SCOPE OF SERVICE

To achieve the above-mentioned objectives, the Consultants will be required to carry out the activities described below:

### *Task 1: Stock taking and inception*

**Review overall consultancy objectives, strategies, and relevant research and background documentation**, and consulting with the list of documents to be identified by the Client, including cartography, plans, and technical literature available. The Consultant shall gain an understanding of the site's physical and social conditions, neighborhood, and city context, as well as the multiple factors which have impacted the desired transformation of the Downtown area and stymied its development as a point of attraction within the wider urban dynamics of Kingston.

**Identify any surveys, maps and survey activities** that are required for the design consultancy and plan for obtaining that information.

**Conduct the first field visit and a fact-finding trip** to project sites, engaging in discussions with key stakeholders. This would include the preparation and presentation of samples of previous relevant work and site visits.

**Update existing base plans** (utilizing GIS with up-to-date base map and layers of critical geospatial data to inform project design) locating the project site within the broader city context and other urban redevelopment priorities and plans. Where possible, the base plan shall capture key information such as, but not limited to, land use information, other public areas such as parks, open spaces, and access to the waterfront; key corridors for pedestrians, cyclists, and vehicles; commercial activity, retail and restaurants in the area; and any other characteristics that would help in shaping the Urban Design Concept. For example: areas that are high traffic during the day and night (e.g., students, pedestrians, tourists); existing pedestrian corridors; areas that are used by food/street vendors; etc.; The Consultant shall also identify opportunities and challenges for the proposed project.

**Define stakeholder engagement strategy.** Discuss and define a stakeholder engagement strategy for the design and activation of the Waterfront Park with the Government of Jamaica. While the Government of Jamaica will hold primary responsibility for community outreach and stakeholder engagement, it is expected that the consultancy will review and provide recommendations on the Government's stakeholder engagement plan, and prepare necessary communication material, information and other input as required for the Governments community engagement to be successful. It is anticipated that at least 5 meetings will require in-person participation from the team. Identification of potential beneficiaries should include a particular focus on vulnerable groups such as women, youth, disabled and elderly, as well as residents of communities in the vicinity of the project.

**Propose immediate activation of the site.** The consultant shall make recommendations for activities and non-capital intensive design interventions that will result in the immediate activation and programming of the project site through short-term, low-cost and scalable interventions to attract residents and visitors to the site, promote the waterfront redevelopment, provide

opportunities for residents and visitors to share their vision and view of the site and start building partnerships with local organization for the future, long-term management and activation of the Waterfront Park. Consultant would prepare a 12-24 month programming plan, including suggested metrics to measure increased visitors, spending and engagement.

### **Deliverables under Task 1:**

- i. ***Work plan*** outlining the strategy to deliver on the assignment i.e. key milestones, timelines, and responsibilities
- ii. ***Inception Report*** detailing the items provided in the list above, with a particular focus on the ***engagement strategy*** for stakeholders and beneficiaries
- iii. ***Updated Base Plans*** with a clear indication of project boundaries, and key information for shaping the urban design concept
- iv. ***Proposal for interim uses that can activate the site over a 24-month period***

### ***Task 2: Review of existing conditions***

***Baseline studies and investigations.*** To enable formulation of the development vision and urban design concept, the consultant shall first conduct baseline studies and investigations, including but not limited to:

- Topographic survey with utilities and property lines.
- Preliminary assessment of existing conditions of infrastructure at the project site along the Kingston waterfront, including:
  - o Bulkhead wall assessment, to understand costs of repair and potential design solutions.
  - o related infrastructures and utilities (i.e., water supply, sewage, electricity, data, telecommunications, street lighting, etc.).
  - o flood-risk in the area from storm surge and stormwater runoff, and potential coastal protection and/or drainage solutions
  - o structural conditions of the road (structural safety, erosion, etc.).
  - o Assessment of the capacity minimally required to service the proposed development vision
- Assessment and screening of environmental and social issues, including:
  - o A list of affected properties impacted by the project.
  - o location of informal structures and any encroachment of public land in or along the project area,
  - o location of all businesses and residents which might be affected by this intervention.
  - o Identification and assessment of risks and impacts on valued environmental components (VECs)<sup>2</sup>.

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<sup>2</sup> VECs are environmental and social attributes that are important in assessing risks; they may be: • physical features, habitats, biodiversity, • ecosystem services, • natural processes (e.g., water and nutrient cycles, microclimate), • social conditions (e.g., health, economics), or • cultural aspects (e.g., traditional spiritual ceremonies). While VECs may be directly or indirectly affected by a specific development, they often are also affected by the cumulative effects of several developments. VECs are the ultimate recipient of impacts because they tend to be at the ends of ecological pathways.



- Vulnerable groups that could be affected by the Project, as well as other stakeholders that may have interest in the Project.
- Identification of approximate number of workers that might be engaged by the Project, including local contracts, workers coming from elsewhere.
- Assessment and screening of cultural heritage assets; identification of protected archaeological areas and building heritage/cultural monuments or facades in the project area; and potential for encountering buried historical artifacts. The consultant shall consult Jamaica National Heritage Trust and take in consideration laws and regulations that safeguard and protect the cultural assets. In accordance with the assessment, the consultant shall evaluate any risks linked to the implementation of the projects and provide solutions.
- Presence of floating and/or wind-born solid waste, plastic, and debris, and identification of potential solutions.
- Assessment of water quality in the harbor and nearby gullies that could affect aesthetics or health, and identification of potential solutions.
- The consultant should be able to assess, map and deliver conclusions on the applicable zoning and construction regulations, previous urban planning studies and priorities, and relevant local land use planning regulations and policies.
- Traffic Impact Assessment; assessment of access points to the site and connectivity issues (including parking, public transit, and pedestrian infrastructure) as well as impact assessment resulting from the road closure/pedestrianizing of Ocean Boulevard.
- Summary of existing uses and programming on and around the project site (e.g., retail, vendors, concerts and parties, parades, art shows, national holidays events, etc.), including estimation of participants/client capacity and (potential) revenue.
- Assess the relationship and connectivity of the project area as it relates to the rest of the city and define its respective functional vocation and role to achieve the city's general development vision, as determined in the 2013 Downtown Kingston & Port Royal Redevelopment Plan and the 2022 Downtown Kingston Redevelopment Implementation Plan (Market & Commercial District)
- Develop SWOT analysis and propose relevant design principles, parameters, and ideas to respond to the opportunities and challenges identified.
- Real estate market analysis that explores 3 possible development scenarios (e.g., minimal; small-scale development; small-scale and high-density/ large-scale) to consider possible medium- and longer-term redevelopment scenarios, based on
- Market assessment, including potential client demand and capacity for additional retail, recreation, and programming.

**Deliverables under Task 2:**

- i. Report on the current overall conditions of the project site considering the above-mentioned points

### *Task 3. Development Vision and Design Principles*

The consultant shall work with the Government to define and refine policy, functional, social, sustainability, and urban planning goals for the project. Building on these project goals, the consultant shall propose themes and design principles that would provide an underlying framework for the development of the project site.

***Visioning Workshops, Surveys and Consultations.*** The consultant team will apply a sound mix of strategies to engage and extract a vision for the area. These to involve relevant stakeholders as identified by the Government, and others as recommended and agreed. Engagement strategies may include public consultations, surveys, etc. The Consultant will prepare supporting material and guidelines to enable a better understanding and visualizing of concepts for the project area.

All Design Concepts should consider and propose, at a minimum:

- adaptive reuse and flexible, multipurpose structures for proposed event spaces and market activities, including e.g., converted shipping containers on the water
- engagement of local creatives and existing community-based organizations for park activation and programming
- strategies to overcome perceptions of insecurity through design and programming
- the use of climate-resilient infrastructure; the park should be designed to accept and protect against rising sea levels as a first line of defense
- reuse of existing pavement, seawall, and concrete piers to create new typologies unique to the Kingston waterfront, and reduce carbon footprint of construction
- green infrastructure to clean stormwater runoff, mitigate urban heat island effect
- strategies to reduce dependence on city infrastructure, e.g., rainwater capture and use, solar panels with on-site batteries that can double as opportunities for shade structures, solar lighting, wind energy, etc.
- plan for waste management to avoid waste entering the harbour

#### **Deliverables under Task 3:**

- i. Formulate the preliminary development vision and urban design principles for the Waterfront Park
- ii. To facilitate and enable the design development process, prepare relevant material for stakeholder engagement and discussions

### *Task 4: Integrated Urban Design Options for Waterfront Park*

Based on the assessment developed under Tasks 1 and 2, and in line with the development vision and design principles for the waterfront improvement agreed upon with relevant stakeholders (Task 3), the consultant should:

- Prepare and propose **3 preliminary integrated urban design concepts** for the improvement of the waterfront (including broad cost estimates of the proposed options) and determine their viability, potential, and constraints to realize the vision of the project.
- By the 4<sup>th</sup> week of development of preliminary designs, share indicative Concepts with the Government of Jamaica

#### **Deliverables under Task 4:**

- **Presentation of three (3) preliminary integrated urban design concepts.** Deliverables for each option include illustrative/open space plan, programming/activation concept, revenue generation and operations and maintenance strategies, ground/public level building footprints indicating public spaces, three-dimensional massing diagrams color coded by use, sustainability, and resiliency strategy (brief narrative/diagram), and any relevant precedents to augment the concepts. The options serve as high-level frameworks for site organization and do not have to address architectural treatment. This will include the comparative assessment of environmental and social risks, impacts and benefits.
- **Stakeholders' Workshop.** The consultant team will present the options to Government-identified key stakeholders, including potential public consultations, who will review these options and recommend a preferred option or hybrid option to proceed to Task 4. The consultant will present, among other things, the preliminary design concepts within the overall development vision and design principles, proposals for activation and programming, strategies for operations and maintenance, the proposed scope of the private sector-driven activities in the development area, and the extent of required public sector interventions. The Consultant will prepare supporting material that helps to better understand and visualize the concepts for the proposals.

#### ***Task 5: Final Development Vision and Urban Design Concept:***

The consultant will develop the selected urban design concept while assimilating further refinements and client feedback into the scheme. In particular, the consultant will define:

- the *development vision* for the proposed redevelopment (environmental, social, cultural, civic, and economic dimensions) and how this contributes to meeting the needs and facilitates the activities of the resident population and its visitors (national and international tourists). Attention should be paid to mobility requirements of the development vision, including hierarchy of transport modes, and managing congestion.
- the *role of the Waterfront Park* within the broader development vision for the City of Kingston and the measures (e.g., regulations, public initiatives, incentives) and actions (e.g., development investments, events) that can facilitate the achievement of its envisaged role. Moreover, the role of the Waterfront Park will be formulated based on its constitutive elements such as public spaces (plazas, sports courts, food courts, pedestrian areas etc.), services (rest areas, retail, market activities and performance spaces) and activities (recreational, cultural, commercial etc.)

- These elements should be described concerning: (i) their detailed nature and scope; (ii) their mutual relations; and (iii) their ranking in terms of relative importance.
- The presentation of the spatial organization of the physical and functional relations among the different elements of the waterfront redevelopment, (including identification of priority investment projects) should comprise maps at 1:10,000, 1:2,000 and 1:500 scale

Furthermore, the consultant shall:

- include *Formal Cost Plan* for Concept
- propose a *concept for programming and activation*, including retail and recreation (bars, restaurants, and cultural activities), based on relevant market and retail analysis
- Define guidelines for the long-term sustainable *planning, operating and governance approaches* to include possible business models and governance-related recommendations for managing operations and ensuring proper maintenance of the public space, all in line with international best practices for similar public amenities with major flood, storm, waste mitigation functionalities and local experience with the maintenance of open, public spaces in Jamaica
- Propose a *road map for the phasing and execution of the prioritized interventions*
- Identify risks and propose strategies for further stakeholder engagement
- Describe the *studies needed for the execution of the plan*, present any social, environmental, and geotechnical considerations to inform the detailed design, and make recommendations for cost optimization in development of detailed design and engineering solutions
- propose an implementation timeline.

The consultant shall produce the following (graphic) material:

- Placement plan, including land and building ownership details
- Cross and longitudinal sections of the promenade
- Proposed urban furnishing, seating, and signage
- Proposed pavement materials and textures (prioritize green infrastructure, permeable surfaces, natural cooling elements, reuse of existing infrastructure)
- Proposed greenery
- Proposed façade restoration if any
- 3D Printed Massing Model: (approximately 1:1000)
- Final Renderings (total of three, one aerial, two ground level)

The Urban Design Concept must meet land use, environmental, planning, zoning, and other regulatory requirements. The Government counterparts will be actively involved in the Conceptual Plan Development for the project site to guide and ensure conformity with existing regulations and congruence with government plans and vision.

#### **Deliverables under Task 5:**

- i) ***Final Development Vision and Urban Design Concept*** for the creation of a public space along the Kingston Waterfront. Vision Statement and related Urban Design

Concept should be in the form of a written report with relevant maps, sketches and/or illustrations and should encompass all the relevant social, cultural, political, mobility, administrative, managerial, financial, physical, and environmental dimensions. To justify and support the selected Urban Design Concept, the report will also include a description of the visioning process and possible alternative concept designs that were not considered. The report shall discuss the potential environmental and social risks and impacts and outline the scope of the further environmental and social study requirements at the detailed design. The report shall also include recording and reflections on the discussion and results of the visioning process, consultations, and rationale for selection (vis a vis other options that were considered, but not selected).

### SCHEDULE OF ACTIVITIES AND DELIVERABLES

	<b>Deliverables/Services</b>	<b>Duration of Tasks</b>	<b>*Review Period (Business Days)</b>	<b>**Payment Schedule</b>
<b>Inception Report and Conditions Assessment</b>				
<b>1.</b>	<b>Inception report and Assessment of existing Conditions report</b> to include: <ul style="list-style-type: none"> <li>- Updated base maps</li> <li>- Proposal for immediate activation of site</li> <li>- Report on overall conditions including baseline information as set under Task 2</li> <li>- Workplan</li> <li>- Stakeholder engagement strategy</li> </ul>	<b>8 weeks</b> after contract commencement	10 days (for GOJ review and comments)	<b>15%</b>
<b>Development vision and design principles</b>				
<b>2.</b>	<b>Development vision and design principles</b> <ul style="list-style-type: none"> <li>- Visioning Workshops, Surveys and Consultations</li> <li>- Development Vision and Design Principles</li> <li>- Strategic Brief</li> </ul>	<b>4 weeks</b> after the submission of Task 1	5 days (for GOJ review and comments)	<b>20%</b>
	<ul style="list-style-type: none"> <li>- Updated/Revised Brief and Vision (incorporating GOJ comments)</li> </ul>	<b>2 weeks</b> after receiving feedback	5 days (for GOJ review and comments)	
<b>Integrated Urban Design Options for Waterfront Park</b>				
<b>3,</b>	Integrated Urban Design Options for Waterfront Park	<b>10 weeks</b> after submission of	10 days (for GOJ review	<b>25%</b>

	<ul style="list-style-type: none"> <li>- Presentation of three (3) Urban Design concepts for the Waterfront Park</li> <li>- ROM Estimates for 3 Options</li> <li>- Stakeholder workshops</li> <li>- Identification and Selection of preferred Option</li> </ul>	Updated/Revised Brief and Vision	and comments)	
<b>Development Vision and Urban Design Concept</b>				
<b>4.</b>	Final Development Vision and Urban Design Concept - Draft <ul style="list-style-type: none"> <li>- Updated Strategic Brief incorporating Stakeholder workshop results and selected Option</li> <li>- Draft Final Concept</li> </ul>	<b>8 weeks</b> after submission of Task 3	5 days (for GOJ review and comments)	<b>30%</b>
<b>Final Concept Design</b>				
<b>5</b>	Final Concept Design <ul style="list-style-type: none"> <li>- Strategic Brief</li> <li>- Final Concept</li> <li>- Design Guidelines</li> <li>- Formal Cost 1</li> </ul>	<b>4 weeks</b> after submission of Task 4	10 days (for GOJ review and comments)	<b>10%</b>
		<b>36 weeks</b>	<b>9 weeks</b>	<b>100%</b>

**The estimated time for performing the tasks is 45 weeks including review periods.**

*\*The incorporation of comments from previous tasks must be addressed and incorporated in the subsequent deliverable.*

*\*\* Payments are made upon the acceptance of deliverables submitted, further a five (5%) amount is retained from each payment.*

## **7. BASIC CONSULTING FIRM REQUIREMENTS**

The Consultant team should include a multi-disciplinary group of experts with relevant, demonstrable expertise in landscape architecture design, historic architecture, real estate market analysis, local economic development strategy, real estate development, and structuring public-private agreements. It is expected that the team composition would include expertise in landscape design, land use planning, urban redevelopment, leveraging arts and culture into site programming, green construction practices and resilient infrastructure, and knowledge of the Kingston property market. The Consultant team should include prior experience with designing and aiding implementation of urban waterfront revitalization projects of comparable scale and complexity.

The Consultant team must provide a minimum of four (4) project Summaries detailing its most relevant projects that demonstrate success in large-scale, urban, public space anchored developments including the following characteristics:

- Waterfront
- Public-private partnerships
- Cultural activities and programming
- Community outreach and stakeholder engagement
- Considerations of resilience, and elements of climate mitigation and adaptation

It is suggested that the Consultant team include the following categories of professional and technical personnel:

### **KEY EXPERTS**

- Key Expert 1 - Team Leader/ Project Manager
  - Registered Professional (Architect/Engineer/Project Manager)
  - At least twelve (12) years demonstrable experience designing and / or managing projects
  - Demonstrable experience in the design and/or management of similar project i.e., public urban spaces, evidenced by at least four (4) such projects
  - Demonstrable experience in property development evidenced by at least four (4) such projects
  
- Key Expert 2 - Architect
  - Registered Professional
  - At least twelve (12) years demonstrable experience designing urban spaces to include waterfronts and parks
  - Demonstrable experience in the design of similar project i.e., public urban spaces, evidenced by at least four (4) such projects
  
- Key Expert 3 - Civil Engineer
  - Registered Professional
  - At least twelve (12) years demonstrable experience in green infrastructure and/or marine structural engineer.
  - At least ten (10) years demonstrable experience working with large-scale infrastructure projects
  - Demonstrable experience in the design of similar project i.e., public urban spaces, evidenced by at least four (4) such projects
  
- Key Expert 4 – Urban Planner
  - Post Graduate Degree in Urban Planning
  - At least twelve (12) years demonstrable experience in planning urban spaces
  - Demonstrable experience in the design of similar project i.e., public urban spaces, evidenced by at least four (4) such projects

The Team Leader may be one of the key experts identified above.

## **NON-KEY EXPERTS**

The following non-key experts are required for this contract and must possess a post graduate degree with at least eight (8) practical experiences in their respective fields with demonstrable experience working on urban development projects.

- Sociologist / Gender / Social Development Specialist
- Urban Regeneration Specialist
- Historic Preservation Specialist
- Geotechnical Engineer
- Climate or Environmental Scientist

Furthermore, the team of consultants may not have pending litigations or expired contracts in the previous five years. The Consultant firm or consortium must select and hire other experts as required according to the profiles identified in the Organization & Methodology and/or these Terms of Reference. All experts must be independent and free from conflicts of interest in the responsibilities they take on.

The Consultants shall actively participate and guide the stakeholder meetings and workshops as outlined further above in Task 1, in consultation with the Government of Jamaica. Specific communications protocols will be agreed upon at the kick-off meeting. The Consultants will prepare agenda documents for meetings and circulate them 3 days prior. The Consultants will record minutes from meetings and workshops and document processes and outcomes in the final report. The Consultants will ensure all actions agreed upon at meetings are tracked and followed up as appropriate.

## **8. OTHER CONSULTING FIRM REQUIREMENTS**

As appropriate. The Consultant firm or consortium will provide support facilities (back-stopping) during the implementation of the contract.

All designs and reports shall be submitted in Draft and Final Versions. Comments on a Draft report will be provided within the number of business days stated in the table further above. The Final Version shall incorporate all changes and additions requested by the Government of Jamaica.

The reports must be written in English. The Supervising Entity is the Urban Development Corporation (UDC) and is responsible for approving contractual outputs and making recommendations for payment.

## **9. CLIENT'S INPUT AND COUNTERPART PERSONNEL**

All day-to-day operations and communication regarding the implementation of activities under the contract will be handled by the Supervising Entity – the Urban Development Corporation (UDC) through the office of the Deputy General Manager for Planning, Development and Project Management. The Planning Institute of Jamaica is the Contracting Authority and is responsible for final approval of any contractual amendments and payment requests.