





Table of Contents

Ι.	Introduction/Executive Summary	3
	Vision	4
	Mission	4
	Our Strategy	4
	Strategic Objectives	4
	Strategic Priorities	4
	Strategic Programmes in our Designated Areas	5
	Strategic Programmes for Growth	7
	Supporting Considerations	8
	Financial Summary	8
	Strategic Map	9
2.	Internal and External Environmental Scan	10
	SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)	10
	PESTEL Analysis (Political, Economic, Social, Technological, Environmental, Legal)	11
	Stakeholder Analysis	13
	Strategic Imperatives	21
3.	Current Organizational Performance	22
4.	Product and Services	24
	Product, People and Processes	25
	ISO Certification	26
5.	Plans and Priority Programmes	27
	Major Capital Projects - Costs and Approved Expenditure, FY 2020/2021	27
	Major Capital Projects - Project Profiles for FY 2020/2021	29
6.	Revenue Generation Plan	37
7.	Human Resource Capacity Plan	40
	Staff Complement	43
	Organizational Chart	44



F	Executive Roles and Responsibilities	45
8.	Enterprise Risk Management Plan	46
9.	Environmental Plan	50
10.	Marketing and Sales Plan	55
11.	Finance Models	57
S	Statement of Financial Position, FY 2020/21	60
I	Income Statement, FY 2020/21	61
(Capital Expenditure, FY 2020/21	62
12.	Measurement and Evaluation of Organisational Performance	63
13.	Appendices	68
A	APPENDIX 1: BUDGET	68
A	APPENDIX 2: PUBLIC SECTOR INVESTMENT PROGRAMME	79
A	APPENDIX 3: PROCUREMENT PLAN	83

1. Introduction/Executive Summary

The **Urban Development Corporation (UDC)** is the principal public sector organisation responsible for planning, managing, and facilitating urban environments in designated areas in Jamaica. It is also the entity charged with preparing, developing and implementing plans for urban development and renewal, in collaboration with other agencies.

The UDC was established in March 1968 by an **Act of Parliament** to ensure the planned and orderly development of Jamaica in a sustainable and holistic manner, within the framework of national priorities. On creation, the vision was for UDC to contribute to the transformation of Jamaica's most viable urban centres and strategic rural towns, while preserving the natural environment and enabling economic development. UDC is a **self-financing** organization with operations funded through subsidiaries, rentals, lease income, management fees and operating properties.

The Corporation's mandate is to work in its **designated areas** including Downtown Kingston, Hellshire, Caymanas, Ocho Rios, Montego Bay's Waterfront, and Negril. Along with extensive work in these areas, the UDC has planned, managed and facilitated projects on behalf of government agencies and other organizations supporting improvements to national infrastructure for education, public health, housing, culture, commercial activity and national security. The UDC manages the Tax Incentive Programme (TIP) for Urban Renewal on behalf of the Ministry of Finance aimed at stimulating urban renewal by encouraging private capital investment.

In addition to these functions, the UDC offers a **wide range of products** including primary infrastructure development in designated areas such as water systems, sewage systems, roads and drains. The UDC also offers a **variety of services** including technical services, property and facilities management services, divestment and acquisition of properties, management of attractions and operating properties, provision of water utilities and environmental management. Our holdings include the world famous Dunn's River Falls and Park and award winning Green Grotto Caves, as well as pristine natural attractions including Reach Falls, Pearly Beach, and Long Bay Beach.

The UDC plays a pivotal role in the **Vision 2030 Jamaica**, **National Development Plan** through its strategic initiatives and implementation of sustainable development projects. Increasing public beaches and green spaces, building new Houses of Parliament, redeveloping Montego Bay's Closed Harbour Beach Park, improving Ocho Rios Town and planning for Jamaica's Next City are key UDC transformational initiatives intended to support Jamaica's vision of being the place of choice to live, work, raise families and do business.



Vision

UDC will contribute significantly to making Jamaica a developed country with modern cities, where residents and visitors have easy access to resilient infrastructure, adequate green spaces, public beaches and sustainable eco attractions.

Mission

To enable Jamaica's sustainable development by facilitating the economic, social and environmental development of urban areas while ensuring a viable Corporation.

Our Strategy

Our strategy is to add value to national growth and generate sustained income by developing land holdings and attractions so as to implement, facilitate and coordinate major projects identified in our plans.

Strategic Objectives

The UDC has four (4) strategic objectives, as follows:

- 1. To assure the sustained financial viability of the Corporation by increasing our revenues at least 6.5% annually, while decreasing expenses by a minimum of 1% below prior year total expenses compared after accounting for inflation.
- 2. To plan, implement, manage and facilitate sustainable projects that will contribute to \$16 B in infrastructure investment to the Public Sector Investment Program annually.
- 3. To enhance UDC's brand equity and reputation by utilizing partners and focusing on responsive customer service to achieve a customer satisfaction index of 90% by 2021.
- 4. To embrace evidence-based performance measurement in all core areas through set standards by accomplishing at minimum 90% of each target in our Divisional and Departmental objectives for each financial year.

Strategic Priorities

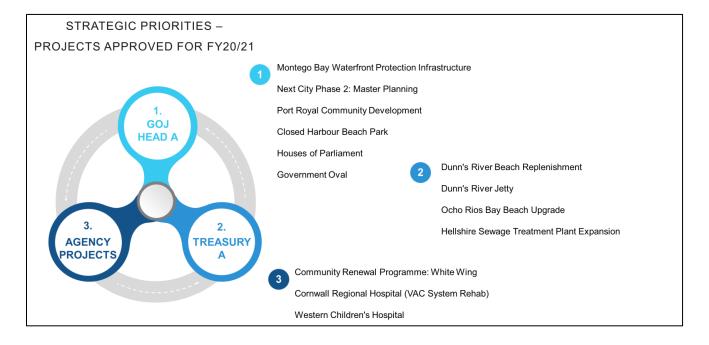
The UDC wishes to position itself as a catalyst for stimulating accelerated growth in the Jamaican economy through transformational projects. This is in alignment with Jamaica's Vision 2030 National Development Plan goals:

- Goal 1: Jamaicans are empowered to achieve their fullest potential
- Goal 2: The Jamaican society is secure, cohesive and just
- Goal 3: Jamaica's economy is prosperous
- Goal 4: Jamaica has a healthy natural environment



Jamaica's Vision 2030 goals are well aligned with international goals as outlined in the United Nations Development Programme's (UNDP) Sustainable Development Goals (SDGs). From an organizational perspective, the Sustainable Development Goals of **Industry, Innovation and Infrastructure** and **Sustainable Cities and Communities** are particularly relevant to UDC's operations. Focused on infrastructural resilience, inclusivity and sustainability, these goals directly inform and support UDC's mandate.

In pursuit of our corporate objectives, the UDC has thirteen (13) major strategic projects prioritized for FY 2020/21 aligned with its mission and vision. These are outlined in the diagram below.



The following programmes have been identified within our designated areas, and will be pursued and/or facilitated by the UDC.

Strategic Programmes in our Designated Areas

1. Down Town Kingston

To revisit development plans for Downtown Kingston to release new value through projects and strategic acquisitions. Key initiatives in this designated area and beyond include:

• **Kingston West Waterfront (KW2)** – As a mixed use development to include residential, recreational, and commercial areas.



- **Festival Marketplace and Waterfront Development** To continue developing on the concept for a commercial, recreational and entertainment centre as a major public amenity for Downtown Kingston. This is to include a Food Bazaar.
- **Infill Sites** Supporting existing development of Downtown Kingston with further construction so as to stimulate community renewal and growth management.
- **Government Campus** To build new Houses of Parliament, house major ministries at National Heroes Park and upgrade surrounding communities. Government Campus is to be a major civic and recreational area.
- Implementation Plan for Down Town Kingston Market and Commercial District To facilitate, co-ordinate and manage projects in the Market and Commercial District to bring about improvement/re-development of aging infrastructure. This will be done in collaboration with other agencies such as Kingston and St. Andrew Municipal Council (KSAMC). Projects completed under this initiative include the renovation of the Jubilee and Red Rose Fish Markets.

2. Montego Bay Waterfront Development

To develop the Montego Bay Waterfront through sound public and private investment opportunities which support climate resilience and economic growth? Key initiatives in this designated area include:

- Closed Harbour Beach Park This 16 acre property is being developed into an active public park and recreational focal point for the second city. The purpose of the project is to improve the quality of life for residents by providing them with safe and pleasant place for recreation, beach access and commercial options. It will also provide an alternative local place for tourists to visit, drawing them into Montego Bay, where they can patronize small businesses and interact with local citizens.
- Waterfront Protection Infrastructure (Groynes) To rehabilitate the waterfront protection along the Montego Bay Waterfront from the vicinity of the Old Hospital Park to the Closed Harbour, giving priority to those groynes that have suffered the most damage. This project aims to protect coastal and marine ecosystems; land based coastal infrastructure and tourism activities along the Montego Bay Waterfront.
- Walter Fletcher Beach Having redeveloped and reopened this beach, the addition of concessions and diversified products.
- Western Children's Hospital Project management of the construction of a 220 bed children's hospital facility at the Cornwall Regional Hospital.

3. Ocho Rios Development

To sustainably manage and develop UDC assets in and around Ocho Rios to unlock growth potential. Key initiatives in this designated area include:

- Ocho Rios Bay Beach and Marina Redevelopment to a world class public beach park and marina with amenities to include restaurant, bar & grill, timber walkways and berthing facilities, retail spaces and seating areas, lifeguard towers, and more.
- **Dunns River Jetty and Beach Replenishment** The project involves the renovation of the Dunn's River jetty and the construction of a groyne to mitigate against the migration of the sand to the western side of the beach so as to take actions that will mitigate against the relatively high level of erosion that has been taking place over the years due to extreme weather conditions, normal wave action and seepage of water from the nearby hills and to restore / replenish the area available for beach goers.
- **Green Grotto Caves** Adding concessions and other product diversification to offerings at this attraction.
- **Parking Garages** Creation of additional parking based on an identified need for increased in the town.

4. Hellshire and Caymanas Development

To create Mixed Use Developments for sustainable growth, while safeguarding the biodiversity of our conservation holdings. Key initiatives in this designated area include:

- Goat Islands Wildlife Sanctuary Conceptualized to allow for a contained environment for conservation of endemic/protected species and to provide research opportunities for continued conservation and natural resources management. Eco-tourism and lodgings will also be an integral part of the sanctuary.
- Caymanas Water Supply To further develop a sustainable water supply system to adequately meet the needs of the Caymanas Estate Development
- Hellshire Sewage Treatment Plant Upgrade To improve and expand the sewage ponds facility to accommodate the National Housing Trust's (NHT) development in Hellshire as well as other housing developments.

Strategic Programmes for Growth

Our growth programmes will be built on the implementation of a Quality Management System based on the International Organization of Standards (ISO) 9001: 2015. This is the foundation upon which our three organization-wide strategic pillars for growth are based. The strategic pillars are our **Products** to increase market penetration; our **People** to unlock new value; and our



Processes for greater operational efficiency. Strategic initiatives have been identified for each pillar to foster a culture of excellence.

Supporting Considerations

In ensuring that UDC achieves its corporate objectives and remains well aligned with its mission and mandate, there are several supporting considerations that must inform corporate strategy. These include Sustainability Management, Marketing and Sales Planning, Enterprise Risk Management, and Human Resource Capacity Planning.

The UDC is committed to **Sustainability Management** to avoid, minimize and mitigate environmental impacts of its functions. To this end, the organization's focus is on Environmental Planning, Monitoring, Education and Outreach, as well as Protected Area Management. Key projects under the organization's Environmental Programme include Montego Bay Groynes Rehabilitation, Dunn's River Beach Replenishment, Iguana Conservation Programme and Goat Islands Wildlife Sanctuary. In addition, the organization promotes environmentally conscious behaviour through outreach on Earth Day, International Biodiversity Day, National Environment Week, International Coastal Clean-Up and National Tree Planting Day and World Wetlands Day.

For **Marketing and Sales**, UDC will focus its activities on implementing an Integrated Marketing Strategy. Key pillars of this strategy will include positioning UDC as a socially responsible entity and developing a culture of service excellence across the organization.

UDC approaches **Risk Management** from an enterprise perspective. Key risks being managed include aging receivables affecting cash flow and squatter issues affecting development. Management of these and other risks are critically linked to strategic decision making and monitored due to a dynamic environment.

The pillars of the UDC's **Human Resource Capacity Plan** are designed to identify the current and future human resource needs of the organization. For the financial year 2020/21, the organization is projected to recruit 29 members of staff to fill critical vacancies. The organization will also undertake a Human Resource Audit and Compensation Review to ensure that our human resource processes are in line with new, streamlined operational models (including ISO and process review).

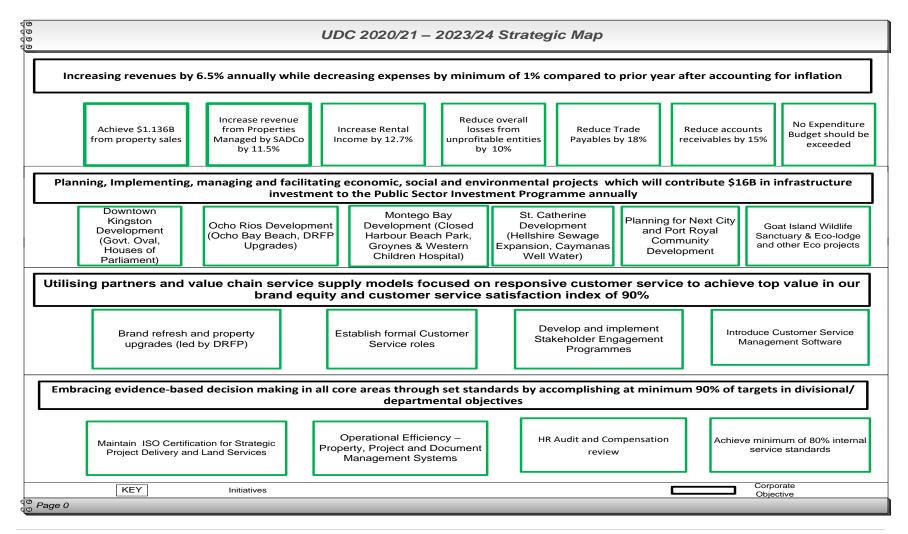
Financial Summary

The Total Revenue budgeted to be earned by the Corporation in 2020/2021 is \$2.97 Billion with Total Operating Expenses budgeted at \$3.22 Billion. A Net Profit of \$265.34 Million is projected for the year after Extraordinary Income of \$513.24 Million from land sales and additional revenue generated from concessions and privatizing management of underperforming assets.



Strategic Map

Our strategy is to add value to national growth and generate sustained income by developing land holdings and attractions so as to implement, facilitate and coordinate major projects identified in our plans. The UDC's Strategic Map has been conceptualized based on the interplay of the factors discussed. It is seen below:





2. Internal and External Environmental Scan

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Focus group exercises in support of the 2020/21 SWOT analysis were carried out on October 14 and 15 2019. Aiming for a balance of views and experiences, participants were selected from each department based on advice from department heads and with input from the Strategic Planning and Evaluation department. The focus group exercise uncovered a number of general trends from participant comments and discussion. Based on this, Table 1.0 below outlines the findings of the 2020/21 SWOT analysis:

Strengths

- Technically competent staff members with diverse skillsets
- Prime development lands
- Large, diverse asset base including various property types
- Network of agency relationships
- Strong brand recognition

Weaknesses

- High debt and government receivables
- Organization susceptible to political influence
- Underutilized resources
- Outdated records management
- Project execution challenges

Opportunities

- Possibility of strategic alignment with major national initiatives such as SEZs and major road works
- Robust performance of the Jamaica Stock Exchange
- Improved national macroeconomic performance
- Maturing local investment environment

Threats

- Continued land divestment without strategic acquisition
- Impairment of land bank
- Exposure to the effects of climate change
- Clients unmotivated to resolve debts
- Growing competition for offerings
- High global demand for necessary skillsets
- Technology threatens traditional operating models
- Rampant squatting threatens land usability



PESTEL Analysis (Political, Economic, Social, Technological, Environmental, Legal)

The PESTEL Analysis was undertaken in July to August 2019. The PESTEL Analysis is used along with the SWOT Analysis as a key tool in the UDC strategic planning process. The PESTEL allows for a more fulsome examination of the external factors at play in the UDC's operating environment. The analysis highlights the major political, economic, social, technological environmental and legal factors that UDC need to consider in its strategic business planning process. In summary, the key elements that emerged from this analysis are as follows:

Political and Economic

Speculation about a global recession is increasing due to intensifying of the US/China trade dispute. The Bank of Jamaica estimates that the potential recession could begin to affect Jamaica in 2021. If there is a global recession, UDC's tourism revenues may be impacted as the majority of tourists are from North America, mainly the USA. The UDC needs to factor this situation in its strategic plans.

Economic

- 1. Studies in other countries reveal alternative models for development organizations. Government Linked Corporation Model (public bodies operating as commercial enterprises) have been proving valuable in Asian countries.
- 2. The Jamaican dollar has been depreciating against its main trading partners including USA. These changes will impact the UDC's purchasing power and the cost to access goods and services used by the Corporation and therefore should be addressed in our planning. In the period January to September 2019, the Jamaican dollar lost 4% of its value as compared to the USD.
- 3. The country has seen growth in BPO, Global Logistics and Construction sectors. The value of the BPO sector is expected to double in 2020. Local construction rapidly growing, with logistics facility opened near UDC.
- 4. Major road developments are slated for St. Thomas, Portland and St. Mary. There is a potential positive impact on patronage at Reach Falls, which will require proper planning to accommodate. These developments include rehabilitation works planned for eastern Jamaica under the South Coast Highway Improvement Project (SCHIP), construction of Transportation Centres at Buff Bay and Port Antonio, restoration of Old Dragon Bay Hotel and establishment of BPOs in Portland, St. Mary and St. Thomas.

5. Analysis of competitor rates compared to UDC's revealed large disparities in rates.

Social

Projects in development for the UDC allow good opportunity for community interaction and social development. As the UDC undertakes current projects including Government Oval and Port Royal Master Planning, there is ample opportunity for the social aspects of development to be exercised by the UDC through community interaction. This can be done in partnership with agencies such as the Social Development Commission as the agency works with the Corporation with stakeholders such as residents and social organizations in these communities.

Environmental

Climate consideration is vital to securing project funding. Specifically, agencies are interested in projects related to sustainable development goals (SGDs), including climate resilience and sustainable cities/communities.

Legal

There are negative legal implications in leaving UDC's squatting issue unaddressed. Significant costs are associated with addressing squatting on prime UDC properties across the island.

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Stakeholder Analysis

The Stakeholder Analysis identifies UDC's stakeholders that are integral to achieving its strategic priorities.

Sector	Stakeholder	Stakeholder Type	Importance/Priority	Interest	Expectations and Requirements
		Defining the stakeholder's role in UDC's business processes. (Responsible, Accountable, Consulted, Informed)	Influence and importance of the stakeholder to the UDC (High, Medium, Low)	What is important to the stakeholder?	What is required and expected of the UDC?
	The Planning Institute of Jamaica (PIOJ)	Consulted and Informed. Accountable for internal funded projects.	High	For the UDC to conduct evidence based planning using PIOJ's data/evidence	To provide social and economic data to aid in the nations planning in achieving sustainable development for the people of Jamaica.
Infrastructure	National Water Commission (NWC)	Consulted and Informed	Medium	Construct and transfer infrastructure as per sub-division requirements	For the UDC development plans and designs to be in alignment with the building codes and guidelines making provision for proper water and sewer treatment. It is required of the UDC to submit all plans for review and approval.
	Water Resources Authority (WRA)	Consulted and Informed	Medium	Proper maintenance of water resources (wells, rivers etc.)	For the UDC development plans and designs to be in alignment with the water resources authority guidelines and to request approval for any water extraction activity.



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Transport	National Works Agency (NWA)	Consulted and Informed	Medium	Compliance with the regulatory rules and guidelines for drainage and major road networks.	For UDC to do its development plans and designs in alignment with the building codes and guidelines and to submit the plans for review and approval.
Tra	Ministry of Transport and Mining	Informed	Low	Compliance with licensing regulations (Carrier's License) of the UDC commercial motor vehicle fleet.	To follow all legal requirements as it relates to the operations and licensing of UDC owned commercial vehicles.
	Kingston and St. Andrew Metropolitan (KSMAC)	Responsible	High	Infrastructure	Partnership between UDC and KSAMC to ensure development of towns/municipalities are done to the required standards.
Urban Development	Public Procurement Commission	Consulted, Informed, Responsible for approvals	Medium	The Corporation's adherence to the GoJ procurement guidelines as it relates to the issuing of contracts and hiring contractors etc.	To submit matters to the regulatory body so as to ensure that there is efficiency, transparency and equity in the process of awarding and implementing Government contracts.
Ū	General Contractors	Responsible	High	For the UDC to hire/procure their services in delivering and successfully completing its projects.	To hire suitable contractors in respective of the required grade and requirements to carry out works on behalf of the Corporation.



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	Jamaica National Heritage Trust	Informed and Consulted especially in Port Royal	Low	Preserve and integrate historic buildings and districts to encourage of economic and investment opportunities.	To partnership with the Trust to facilitate historic and cultural development in urban blighted areas.
	Public Investment Management Secretariat (PIMSEC)	Consulted, Informed, Responsible for Ministry of Finance commitments	High	To streamline the preparation, appraisal, approval and management of all UDC projects and programmes in ensuring that the Government receives value for money and that spending is allocated based on resource availability.	To provide the secretariat with submissions on all projects/programmes concepts and proposals.
	Municipal Corporation/ Parish Councils (other than KMSAC)	Informed. Responsible for approvals.	Low; High for projects	To partner with the UDC to ensure that the councils through the local government carry out its functions in the respective parishes where development will be undertaken.	To solicit/collaborate to ensure regulations and good governance at the local level are being adhered throughout the parishes which the UDC wishes to undertake development.



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Port	Port Authority of Jamaica (PAJ)	Responsible	Medium	Partnering with the UDC to ensure that its tourism product that welcomes visitors on cruise are fully equipped safeguard all vessels and passengers.	PAJ requires UDC to ensure satisfactory services are being offered to visitors. E.g. cruise customers whenever they visit the UDC tourism facilities and that the Urban Centres in conjunction with the ports are orderly developed for maximum satisfaction of all stakeholders.
Environment	National Environment and Planning Agency (NEPA)	Consulted, Informed, Responsible for approvals	High	For UDC to be in be in compliance, which is to ensure that all the relevant license and permits are obtained.	To ensure that we are in adherence with the 3 three Statutory Bodies Act, which includes; "the Natural Resources & Conservation, Authority (NRCA), the Town & Country Planning Authority (TCPA), and the Land Development & Utilisation Commission (LDUC)". And also that all the relevant license and permits are obtained.
	Caribbean Biodiversity Fund	Informed, Responsible	Low	Conservation, protection and maintenance of biodiversity	To make submissions in seeking grant funding for programmes/projects with the initiative to conserve and sustainably manage the marine



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					and coastal resources and the environment over a long term period.
ial	National Housing Trust (NHT)	Responsible	High	Real Estate (Lands)HousingInfrastructure	Partnering to make development happen through the provision of housing solutions and To obtain accurate and current data to advise housing demand surveys.
Social	Jamaica Social Investment Fund (JSIF)	Consulted, Informed	Low	To establish a partnership in developing communities across Jamaica to assist with the alleviation of poverty.	To be more involved in community development projects as well as to seek funding where necessary in undertaking these projects.
Emergency	Office of Disaster Preparedness and Emergency Management (OPEM)	Consulted	Medium	Planning, monitoring and coordinating adequate response and mitigation to disaster events.	To liaise and provide the latest information on disasters and related risks and to access available resources for mitigation and response.



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Tourism	Tourism Product Development Company (TPDCo.)	Consulted	Medium	Consultations, collaboration as well as compliance to the laws and regulations governing all UDC'S assets that forms a part of the tourism product.	For continued improvement and development of assets that forms a part of the tourism product so as to enhance visitor's experience as well as to ensure that all owned tourism entities are in possession of a Tourist Board license as per Section 23A of the Jamaica Tourist Board Act (1955).
	Tourism Enhancement Fund (TEF)	Consulted, Informed, Responsible for funding	Low	To apply for funding where and when necessary towards all tourism enhancement projects.	To seek funding to fulfill the mandate of implementing the tourism Master Plan for Jamaica. This would include; improved visitor experience and promoting environmental sustainability.
rce	Factories Corporation of Jamaica	Consulted & Informed	Low	Real Estate- Lands Infrastructure	For UDC to provide land and infrastructure to facilitate partnership with FCJ in providing commercial solutions
Commerce	Jamaica Promotions Corporation (JAMPRO)	Informed, Consulted & Responsible for Marketing and Investment Management	High	To aid the UDC with providing investment projects.	For UDC to provide inputs on investment projects (from asset base) that can stimulate economic growth through increased direct investments and job creation.



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	The Government of Jamaica (GoJ)	Responsible	High	To contribute to National Development throughout the country.	To make development happen by delivering on specific activities, milestones, progress, issues etc.
Economic Growth	Ministry of Economic Growth and Job Creation (MEGJC)	Informed, Responsible, Consulted	High	For the UDC to share/provide on a quarterly basis its deliverables in terms of performance, projects, job creation etc.	To provide the ministry with periodical updates of the Corporation's achievements as well as cabinet submissions and non-objections for approval.
Econon	Ministry of Finance and the Public Service (MoFPS)	Informed, Responsible	High	To provide the requisite information in keeping with the monitoring and evaluation of the public bodies guidelines.	To provide the Ministry with financial and budget reports as well as to seek approval through application for salaries to be increase, Job posts to be advertised as well as for amendments to be made to the Org. chart/structure.



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Other	National Spatial Data Management Division (NSDMD)	Consulted and Informed	Low	Coordinate the development, implementation, maintenance, and management of a spatial data infrastructure of UDC owned parcel asset and to promote the sharing and use of geospatial data.	 To provide a spatial Infrastructure that meets the National Spatial Data Policy. To maintain the ISO 19139 Metadata Specification. To maintain the National Geographic Information Cartographic Standards and Symbology (draft 2010) To be a part of GIS events and interest at a national level. To participate in the development of the National Spatial Data infrastructure framework. Help to facilitate knowledge sharing, national development, and growth.
Other	National Land Agency (NLA)	Informed and Consulted	High	For the UDC to conduct research using the data/evidence that they have provided. To obtain valuation/ appraisal services to guide divestment decisions.	To obtain accurate and current data to advise valuation research and to procure professional valuation services.



Strategic Imperatives

Several strategic recommendations can be made from consideration of the SWOT and PESTEL analyses. Below see the strategic roadmap that shows strategic imperatives arising from the analysis:

Key Internal Factor(s)	+	Key External Factor(s)	=	Resulting Strategy
Prime development lands Diverse asset base	+	National initiatives (such as SEZs and major road works) Alternative development models	=	Investigate strategic acquisitions and new projects in proximity to upcoming development areas
Technically competent staff	+	Growth in competition for our offerings	=	There is an imperative to increase the diversity of our offerings through partnerships and the greater utilization of staff competencies.
Technically competent staff Outdated records management Project execution challenges	+	Rapidly evolving technology	=	Implement technology in opportunity areas such as records management, project execution and organizational communication. There are calls for "digital transformation" to lead cost savings through decreased administrative costs.
Prime lands Wide asset base Strong brand recognition	+	Robust JSE performance Improved macroeconomic performance Growth in local construction sector Maturing investment environment	=	There is an opportunity to use creative means to make development happen. Suggestions include IPOs, PPPs, JVs, and grant funding. Our brand recognition should be leveraged to build our value proposition to investors in this regard.
Wide asset base Underutilized assets	+	Growth in BPO and global logistics sectors		The UDC should explore opportunities to facilitate the demand for office space and warehousing facilities arising from the growth of these sectors in Jamaica.
Wide asset base Underutilized assets	+	Exposure to the effects of climate change Funding available for sustainability/climate resilience		Leveraging conservation holdings to develop eco-friendly properties in light of increasing climate resilience funding availability.



3. Current Organizational Performance

Performance as at FY 2019/20 2nd Quarter

- 1. To assure the sustained financial viability of the Corporation by increasing our revenues 10% annually while decreasing expenses by a minimum of 1% below prior year total expenses after accounting for inflation.
 - Total Operating Revenue for YTD (September) 2019/20 of \$1.21B represented a decrease of 5% compared to the same period FY 2018/19 when it was \$1.28B. However, it was 24% below the budgeted figure of \$1.59B.
 - Total Operating Loss of \$320.39M for YTD (September) 2019/20 was 253% worse than the budgeted operating loss of \$90.76M. It was also, 50% percent worse than the \$213.93M loss for the same period the prior year.
 - Total Operating Expenses for YTD (September) 2019/20 of \$1.53B was 9% below the budgeted figure of \$1.68B. However, it was 3% above the prior year figure of \$1.49B.
 - Management Fee of \$161.42M for the YTD (September) 2019/20 was 10% below the budgeted amount of \$178.75M and \$13.78M or 9% above the amount for the same period the prior year.
 - Revenue from Operations Managed by SADCo of \$837.66M was 19% below the budget amount of \$1,030.35M and 4% of the \$868.16M for the same period the prior year.
 - The Net Loss of \$234.99M (YTD September 2018) was approximately 171% below the budgeted net loss of \$86.69M and \$122.59M below the prior year-to-date net loss of \$112.41M.
 - Long term receivable from GOJ at September 2019 stood at \$9.54 Billion. This is based on lands transferred to the National Road Operating and Construction Company (NROCC) and Jamaica North South Highway Company (JNSHC).
 - For FY 2018/19 UDC recorded Operating Loss of \$532.03M and Net Profit of \$300.83M after accounting for Exceptional Item of \$115.71M. During the year the Corporation had dividend income of \$909M from National Hotel and Properties



(NHP) and Montego Bay Freeport. The Exceptional Item was due to losses on the sale of Lot B7 Rutland Pen Westmoreland to Swept Away Resort, Westmoreland.

- 2. To plan, design and implement economic and social transformational development projects that will contribute J\$35 Billion of infrastructure investment to the Public Sector Investment Programme within 4 years.
 - Ministry of Foreign Affairs and Foreign Trade Building 97% completed at September 2019. Technical Handover between China and Government of Jamaica took place on June 18, 2019. GOJ obligations now in progress expected completion March 2020.
 - Houses of Parliament Design Competition completed on March 27, 2019 with the announcement of the winner "Out of Many, One People". The next step is the engagement of the winning team to complete the detailed designs.
 - Orange Street Multi-Storey Car Park structural repair and waterproofing. Practical completion issued on June 12, 2019.
 - Red Rose Market practical completion issued on January 15, 2019
 - Ocho Rios Main Street practical completion certificate issued on April 29, 2019.
 - Caymanas Estate Storm Water Drains practical completion issued on December 12, 2019
 - Montego Bay Closed Harbour Beach Park achieved 25% completion at the end of September 2019. Project completion is scheduled for October 2020.
 - Western Children Hospital (220-beds) the project was 8% completed at the end of September 2019. The schedule completion date is September 2021.
 - Cornwall Regional Hospital (VAC System Rehabilitation) project was 15% completed at the end of September. Project completion is scheduled for March 2020.
- 3. Enhance the UDC brand and reputation through the utilization of partners and value chain service supply models focused on responsive customer service to achieve top value in our brand equity.



- The process for the UDC to become ISO 9001.2015 certified is in progress and it is anticipated that certification will be achieved in March 2020. The two processes for initial certification are the Strategic Project Delivery and Land Services.
- Dunn's River Falls and Park Brand Refresh Exercise is in progress. Part of this exercise is the attainment of Aquila Cruise Excellence (ACE) certification which expected by March 2020.
- At the end of September 2019, 224 staff members had received five (5) hours or more training year-to-date. This had far surpass the target of 222 persons year-to-date

4. Product and Services

From a product perspective, the UDC has a wide range of offerings, including:

- Preparation and facilitation of development plans and guidelines in designated areas
- Provision of primary infrastructure development in designated areas specifically, water systems, sewerage systems, roads and drains
- Development of tourism, commercial and recreational facilities
- Provision of Technical Services (Urban and Regional Planning, Engineering, Architecture, Quantity Surveying, Geographic Information Systems (GIS), Environmental Management and Project Implementation services)
- Planning, designing, facilitating and managing projects on behalf of Government agencies and other organizations
- Property and Facilities Management services which include rentals/leases and the maintenance of building and properties
- Divestment and acquisition of properties
- Management services of attractions and operating properties
- Provision of water utilities through the Runaway Bay Water Company subsidiary
- Environmental management and conservation initiatives

Additionally, the UDC has significant investments/commercial interests in subsidiaries and related companies. These include:



- Montego Freeport Limited Manages land and other fixed assets owned by the company at Montego Bay Freeport.
- St. Ann Development Company Limited (SADCo.) Manages assets of UDC in St. Ann, including Dunn's River Falls and Park, Green Grotto Caves, Ocho Rios Bay Beach, Pearly Beach, Turtle River Park, the Craft Markets, Roaring River and Malvern Park properties.
- Runaway Bay Water Company Limited (RBWCo.) Operates wells for extraction and distribution of bulk water to the National Water Commission (NWC) and domestic water customers in Cardiff Hall and surrounding/other areas. Also, more recently Runaway Bay Water Company expanded services to Caymanas Country Club Estate.
- Ocho Rios Commercial Centre (ORCC) Manages the Ocean Village Shopping Centre and shops and offices at Sand Castles Hotel.
- Caymanas Development Company Limited (CDC) Manages the development of the Caymanas Estate in St. Catherine.

Product, People and Processes

Product, people and processes rest at the core of an organization's operations. As such, the continued success of the organization is dependent on the ongoing improvement of each of these strategic pillars. For FY 2020/21, the UDC will focus on implementing the following improvements to each of these strategic pillars:

Product	People	Processes
 Brand Refresh and Property Updates led by Dunn's River Falls and Park 	A Human Resource Audit, Compensation Review and reclassification	• Strategic Project Delivery process improvement to ISO Standard
Tourism/Attraction review and packaging including Green Grotto and Walter Fletcher	• Improved staff management including rationalization, recruitment and/or	• Land Services process Improvement to ISO Standard
Water Services review and general subsidiary optimization	 retraining for retention Improved appraisals, incentives, rewards and recognition 	 New and improved Standard Operating Procedures (SOPs) for attractions, operations and facilities
Value Added Products including car parks, real estate trusts etc.	• Establishment of formal Customer Service roles across	New Property, Project and Document Management Systems



 Facilitating 	products with training	and IT Support
commercial spaces	support	Framework
supporting National		
Logistics Hub and	 Upgrading commercial 	• Consistent pricing
Special Economic	and investment skill	mechanisms including
Zones (SEZs)	competencies	transparent discounts and approvals
• Land Holding	 Managing people in 	
Utilization	line with Public Sector	• Improvement of Asset
	Transformation	Management processes
• Value added products		
for conservation		
holdings through		
ecologically focused		
projects		
 Property and Facilities 		
Management		

ISO Certification

As a part of the strategic drive to focus on Product, People and Processes, the UDC is undertaking certification of two core processes to ISO standards. Specifically, the UDC is pursuing ISO 9001:2015 certification for **Land Services** and **Strategic Project Delivery**.

ISO 9001:2015 describes the criteria for a Quality Management System (QMS). A Quality Management System ensures that an organization has systems that provide the foundation for customer satisfaction, staff motivation and continual improvement.

UDC's Quality Management System for these two processes has four objectives:

- 1. Improvement of customer satisfaction and reduction of customer complaints
- 2. Continuous improvement of our Quality Management System and ongoing training of employees to enhance their knowledge, skills and technical competency
- 3. Maximizing financial returns while minimizing cost through continuous improvement and waste elimination
- 4. Delivery of high quality products, projects and services

The UDC is expected to gain certification for these two processes between January and March 2020. The lessons learned and efficiencies gained from certification are expected to be shared with other areas, with certification to be pursued for additional processes in the future.

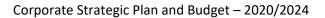


5. Plans and Priority Programmes

Major Capital Projects - Costs and Approved Expenditure, FY 2020/2021

The UDC will prioritize thirteen projects for FY 2020/21. Project costs, construction costs, and approved budget expenditure are

	Project Name	Total Project Cost	Total Construction Cost	Approved Budget Expenditure 2020/21	Approved Budget Expenditure 2021/22	Approved Budget Expenditure 2022/23	
Infrastructure - Treasury A	Dunns River Beach Replenishment	125,159,000	104,500,000	114,711,143	447,857	-	
	Dunns River Jetty	66,099,443	59,431,256	60,061,430	•	-	
	Ocho Rios Bay Beach Upgrade	266,572,320	235,363,164	180,241,888	75,425,576	11,468,380	
	Hellshire Sewage Treatment Plant Expansion	529,321,981	498,499,595	507,794,084	21,527,898	-	
	INFRASTRUCTURE PROJECTS TOTAL	987,152,744	897,794,015	862,808,545	97,401,331	11,468,380	
Agency Projects	Community Renewal Programme: White Wing	151,835,131	137,500,685	11,304,521	-	-	
	Cornwall Regional Hospital (VAC System Rehab)	387,495,000	355,500,000	15,997,500	-	-	
	Western Children's Hospital	588,056,833	576,903,027	6,769,204	3,884,602	500,000	
	AGENCY PROJECTS TOTAL	1,127,386,964	1,069,903,712	34,071,225	3,884,602	500,000	
	Port Royal Master Plan	166,641,482	-	76,182,829	-	-	
	Montego Bay Closed Harbour Beach	1,425,774,758	1,296,158,871	671,000,000	32,403,972	-	
GOJ Head A	Montego Bay Waterfront Protection Infrastructure	539,000,000	448,472,058	339,000,000	46,943,679	-	
	Government Oval	850,643,155	432,589,074	195,364,027	52,839,675	-	
	Houses of Parliament	7,703,426,736	6,406,668,000	386,252,191	137,899,641	133,911,108	
	Third City Phase 2: Master Plan Consultancy	219,505,000	-	50,000,000	169,505,000	-	
	GOJ HEAD A PROJECTS TOTAL	10,904,991,131	8,583,888,002	1,717,799,048	439,591,967	133,911,108	
		, , ,	, , ,	, , ,	,		
Project Planning	Project Development	100,000,000	-	100,000,000	-	-	
	TOTAL PROJECT PLANNING	100,000,000		100,000,000		-	
Total	GRAND TOTAL	13,119,530,839	10,551,585,729	2,714,678,818	540,877,900	145,879,487	





outlined below:

	Project Name	Total Project Cost	Total Construction Cost	Approved Budget Expenditure 2020/21	Approved Budget Expenditure 2021/22	Approved Budget Expenditure 2022/23
Summary	INFRASTRUCTURE PROJECTS	987,152,744	897,794,015	862,808,545	97,401,331	11,468,380
	AGENCY PROJECTS	1,127,386,964	1,069,903,712	34,071,225	3,884,602	500,000
	GOJ HEAD A PROJECTS	10,904,991,131	8,583,888,002	1,717,799,048	439,591,967	133,911,108
	PROJECT PLANNING	100,000,000		100,000,000	-	-
	GRAND TOTAL	13,119,530,839	10,551,585,729	2,714,678,818	540,877,900	145,879,487

Major Capital Projects - Project Profiles for FY 2020/2021

Dunn's River Beach Replenishment

Description:

The project involves the reconstruction and re-profiling of the beachfront. It requires offshore dredging in designated areas, the installation of necessary implements along the beach to pump and redistribute the sand, the construction of a cross drain to protect the beach from onshore storm water and underground water and a spur groyne. The work is to be done in phases to

facilitate operations.

Duration: 5 months

Stage in approval process: Preparation of bills of quantities

Total project Cost: \$125.16M

Total expenditure to date: \$0.00

Budget For 2020/21: \$114^{.71}M

Method of Financing: UDC Treasury A

Dunn's River Jetty

Description: There is a need at the Dunn's River Falls and Park (DRFP) to

formalize a restroom facility in the region of the jetty which is located to the west of the Dunn's River to serve the staff stationed in that zone. The project shall involve the design and implementation of a single building of approximately 5 Square meters or 50 Square feet with two (2) separate compartments; 1 male and 1 female. The building is to be constructed in the same location of the existing portable toilet now in use. The proposed restroom facility is to be constructed of timber frame

and roof and be in theme with the other DRFP buildings.

Duration: 13 months

Stage in Approval Process: Procurement

Total Project Cost: \$66^{.10}M



Total Expenditure to Date: \$0.00

Budget for 2020/21: \$60^{.06}M

Method of Financing: UDC Treasury A

Ocho Rios Bay Beach Upgrade

Description: The remaining Ocho Rios Bay Beach is to be developed into a

world class public beach park with amenities to include restaurant, bar & grill, timber walkways and berthing facilities,

retail spaces and seating areas, lifeguard towers, and more.

Duration: 18 Months

Stage in approval process: Procurement

Total project Cost: \$266^{.57}M

Total expenditure to date: \$0.00

Budget For 2020/21: \$180^{.24}M

Method of Financing: UDC Treasury A

Hellshire Sewage Treatment Plant Extension

Description: To expand the sewage ponds facility to accommodate the

National Housing Trust's (NHT) development in Hellshire as well as other housing developments and to ensure proper and safe conveyance of sewage to the Hellshire sewage treatment plant, which will include constructing new ponds excavate and repairing existing lines for conveyance of sewage to the

Hellshire sewage treatment plant.

Duration: 2 years

Stage in Approval Process: Procurement

Total Project Cost: \$529^{.32}M

Total Expenditure to Date: \$0.00



Budget for 2020/21: \$507^{.79}M [48.7/51.3%]

Method of Financing: NHT/UDC Apportionment; UDC portion in form of proceeds

from land sales to NHT.

Community Renewal Programme: White Wing

Description: The Community Renewal programme is a multi-agency

collaboration aimed at addressing housing needs in low income residential areas across the island. Under this program, the NHT will partner with the UDC for the construction of new

residential developments in the White Wing area.

Duration: 2 years

Stage in Approval Process: Procurement

Total Project Cost: \$151.84M

Total Expenditure to Date: \$0.00

Budget for 2020/21: \$11^{.30}M

Method of Financing: NHT

Cornwall Regional Hospital (VAC System Rehab)

Description: The rehabilitation of the ventilation and air conditioning

systems at the Cornwall Regional Hospital, Montego Bay, St James. The project aims to create a properly ventilated and air conditioned facility in keeping with the relevant codes and standards. The UDC will provide project management and technical assistance. Consultants will be engaged to provide detailed designs and bidding documents for the procurement of

a suitable Contractor to carry out the rehabilitation works.

Duration: 1 Year

Stage in Approval Process: Implementation

Total Project Cost: \$387^{.50}M



 $\$0^{.00}$ Total Expenditure to Date:

\$16^{.58}M Budget for 2020/21:

Ministry of Health Method of Financing:

Western Children's Hospital

Description: The construction of a 220 bed children's hospital facility at the Cornwall regional hospital. The development will include a residential facility for nursing staff. Consultants will be engaged to provide oversight. The project is being done on behalf of the ministry of health and is being funded by a grant

from the government of china.

Duration: 3 Years

Stage in Approval Process: **Implementation**

\$588^{.06}M **Total Project Cost:**

\$0.00 Total Expenditure to Date:

\$6^{.77}M Budget for 2020/21:

Ministry of Health Method of Financing:

Port Royal Master Plan and Coordinating

Description: In keeping with the mandate of the UDC, planning towards the redevelopment of Port Royal and the Palisadoes including the Offshore Areas has commenced. The planning has focused on maintaining the historic, environmental, cultural, economic and social fabric of the area. UDC will coordinate joint Government

of Jamaica initiative.

Duration: 1 year



Stage in Approval Process: Procurement/ Implementation

Total Project Cost: S166^{.64}M

Total Expenditure to Date: \$729^{.65}K

Budget for 2020/21: \$76^{.18}M

Method of Financing: Ministry of Economic Growth & Job Creation

Montego Closed Harbour Beach Park

Description:

This 16 Acre property will be developed into an active public park and recreational focal point for the Second City. The proposal calls for an integration of hard and soft landscaping, multi-purpose areas (supporting large audience events), Board walk and Pavilion, Outdoor Amphitheatre, Food kiosks, Sporting courts (futsal, netball, basketball), with supporting services, maintenance and administrative facilities and

renewable and sustainable technologies.

infrastructure. The development will include the use of

Duration: 2 years

Stage in Approval Process: Implementation

Total Project Cost: S1.43B

Total expenditure to date: \$262^{.76}M

Budget for 2020/21: \$671.00 M

Method of Financing: Ministry of Finance

Montego Bay Waterfront Protection Infrastructure

Description: To rehabilitate headlands along the Montego Bay Waterfront from the vicinity of the old hospital park to the vicinity of pier

1, giving priority to those that have suffered the most damage.

This project, in halting the erosion and regenerating the lost areas of beach lands, will arrest the damage to the existing coastal infrastructure and reinstate the shoreline to at least 1970's levels.

Duration: 1 year

Stage in Approval Process: Procurement

Total Project Cost: S539.00M

Total Expenditure to Date: \$4^{.70} M

Budget for 2020/21: \$339.00M

Method of Financing: Ministry of Finance

Government Campus

Description: As mandated by the Prime Minister, the UDC will develop a

plan for the creation of a Government Oval, to be located at Heroes Circle. The Campus is to be a major civic and recreational area. It will feature a redeveloped National Heroes Park, a new parliament building in the park, and buildings around the park to house the various ministries and government

agencies.

Duration: 2 years

Stage in Approval Process: Planning

Total Planning Cost: \$850^{.64}M

Total Expenditure to Date: \$73^{.64} M

Budget for 2020/21: \$195.36M

Method of Financing: Ministry of Economic Growth & Job Creation

Houses of Parliament

Description:

To construct proposed Houses of Parliament Building consisting of structure & finishes to accommodate the full parliamentary compliment and its associated services, landscaping around the building, roads, driveway, entrance area, guard house at main entry, garbage enclosure, helipad, water supply & drainage, fire detection/prevention & alarm, a/c,

elevators, security System and alternative energy.

Duration: 1 year

Stage in approval process: Planning and design

Total project Cost: \$7^{.59}B

Total expenditure to date: \$6.01 M

BUDGET FOR 2020/21: \$386^{.25} M

Method of Financing: Ministry of Economic Growth & Job Creation

Next City Master Planning Phase 2

Description:

As mandated by the Prime Minister, the UDC is to create a plan for the next city in order to reduce rural/urban migration,

alleviate the pressure placed on Kingston's infrastructure, and to address the demand for housing. A multi-agency committee will be established to direct the planning for long-term climate resilience and set the terms of reference for the engaging of

consultants.

Duration: 1 year

Stage in Approval Process: Planning (R& D)

Total Project Cost: \$219^{.51}M

Total Expenditure to Date: \$0.00



BUDGET for 2020/21: \$50.00M

Method of Financing: Ministry of Finance

Project Development

Description:

To initiate and plan the following projects to receive PIMC approval within the FY 2020/21.

High Priority Projects

Short Term

- Dunn's River Entry and Craft Market, St. Ann
- Ocho Rios Parking Garages, St. Ann
- Kingston West Waterfront (KW2), Downtown Kingston
- West Street, Downtown Kingston

Medium Term

- Ocho Rios Pineapple Place, St. Ann
- Dunn's River Sewage, St. Ann
- Goat Islands Wildlife Sanctuary and Eco-Lodge, St. Catherine
- Caymanas Housing Joint Venture, St. Catherine
- Hellshire Sewage Treatment Expansion, St. Catherine
- Mount Edgecombe Subdivision Plan, Westmoreland
- Festival Marketplace & Waterfront Development, Downtown Kingston

Long Term

- Farmer's Market, St. Ann
- Walter Fletcher Beach, Montego Bay
- Green Grotto, St. Ann

Medium Priority Projects

Short Term

- Dunn's River Restroom Expansion & Upgrading, St. Ann
- Medium Term
- Caymanas Estate Water Supply System Phase 3, St. Catherine
- One Man Beach, Montego Bay
- Bluefields Beach, Westmoreland
- Seawall Investigations, Downtown Kingston

Long Term

• Davis Town Sewage, St. Ann

Duration: 1 year

Stage in Approval Process: Initiating, planning and design

Total Project Cost: \$100.00M

Total Expenditure to Date: \$0.00

BUDGET for 2020/21: \$100.00M

Method of Financing: UDC Treasury A

6. Revenue Generation Plan

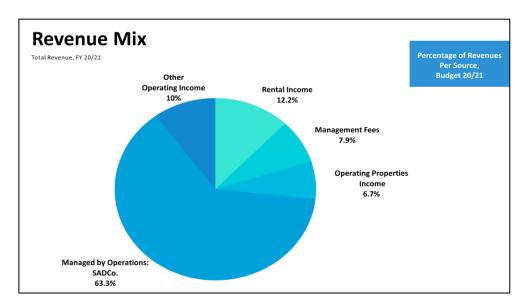
The UDC projects **\$2.97 Billion** in Total Revenue for FY 20/21. Revenue sources include rental income, management fees (project and subsidiary management fees), operating properties income, entities managed by St. Ann Development Company and other operating income. Below, Table 1 shows a breakdown for these revenue sources and Figure 1 shows the percentage distribution. The distribution shows that 63.3% (**\$1.88 Billion**) of revenues are expected to come from entities managed by St. Ann Development Company.

Table 1 - Total Revenue, FY 2020/21

	Actual	Budget	Forecast	Budget
	2018/19 \$'000	2019/20 \$'000	2019/20 \$'000	2020/21 \$'000
Revenue				
Rental Income	308,624	357,502	320,433	361,147
Management Fees	200,486	483,740	168,522	233,041
Operating Properties Income	185,538	197,025	195,504	198,176
Managed by: St. Ann Development Co	1,694,095	2,093,651	1,683,496	1,877,142
Other Operating Income	66,894	36,151	26,490	298,304
	2,455,636	3,168,069	2,394,445	2,967,809

URBAN DEVELOPMENT CORPORATION

Figure 1 - Revenue Mix, FY 2020/21



Management fees are projected to account for 7.9% (\$233.04 Million) of total revenue. Of this figure, \$162.54 Million is expected to be earned from project management fees. Full details of these fees for FY 20/21 can be seen in Table 2 below.

Table 2 - Project Management Fees, FY 2020/2021

	Project Name	Mgmt. Fees 1st Qtr.	Mgmt. Fees 2nd Qtr.	Mgmt. Fees 3rd Qtr.	Mgmt. Fees 4th Qtr.	Total Mgmt. Fees 2020/21
Infractions Traces A	Hellshire Sewage Treatment Plant Expansion	20,482,167	1,755,614	1,755,614	1,755,614	25,749,010
Infrastructure - Treasury A	INFRASTRUCTURE PROJECTS TOTAL	20,482,167	1,755,614	1,755,614	1,755,614	25,749,010
	Community Renewal Programme: White Wing	5,322,272	5,322,272	5,322,272	-	15,966,815
Amenay Drainata	Cornwall Regional Hospital (VAC System Rehab)	-	582,500		-	582,500
Agency Projects	Western Children's Hospital	3,246,391	-	3,246,391	-	6,492,782
	AGENCY PROJECTS TOTAL	8,568,663	5,904,772	8,568,663	-	23,042,097
	Port Royal Master Plan	20,000,000	10,000,000	10,000,000	-	40,000,000
	Montego Bay Closed Harbour Beach	8,333,333	8,333,333	8,333,333	-	25,000,000
	Montego Bay Waterfront Protection Infrastructure	19,060,062	2,180,696	-	-	21,240,758
GOJ Head A	Government Oval	9,169,368	•		•	9,169,368
	Houses of Parliament	9,374,373	2,803,292	580,888	580,888	13,339,440
	Third City Phase 2: Master Plan Consultancy	-	-	3,400,000	1,600,000	5,000,000
GOJ HEAD A PROJECTS TOTAL		65,937,136	23,317,321	22,314,221	2,180,888	113,749,566
						_
Total	GRAND TOTAL	94,987,966	30,977,707	32,638,498	3,936,502	162,540,673

The UDC continues to seek innovative ways to increase its operational efficiencies, improve revenues and diversify revenue streams. Revenue growth for the period 2020-2021, will reflect a **23.9%** increase over previous year, which is **\$573 Million**. New revenue growth comprises land sales and new and diversified revenue streams including:

- 1. Increase revenue from current business:
 - a. Concessions
 - b. Rates/price increase
 - c. Increase un-utilization of the car parks and green space
 - d. Increase product offerings at SADCo and UDC operating properties
- 2. Privatisation of Management of underperforming assets

Revenue from Attractions and Concessions

- Dunn's River Falls & Park (DRFP)
 - Implement Watersports Concessions
 - o Implement Paint Ball Concessions
 - o Implement 8 Kiosks Concession
 - Implement Hiking cookout Concession
- ORBB Implement Watersports Concessions
- Green Grotto Caves Implement Concessions at Green Grotto, at least 50% in year 1, by year 2 the full revenue will be realised.
- Walter Fletcher Implement Concessions
- Reach Falls Implement Concessions
- Privatisation of Management of:
 - One Man Beach
 - o ORBB Marina

Revenue from Tours

• Develop tours at all attractions – Approximately one third is to be gained in the first year of implementation, with the remainder gained in subsequent years when fully operational.

Revenue from Rental Income

- Car Parks 25% increase on all contract parking
- Events Targeted advertisement and venue promotions

- Shop rentals Office Centre Building and Kingston Mall new rentals
- Increase in patronage through promotional and partnership initiatives at Reach Falls

Revenue from Green Space Maximization

• Increase un-utilization of the car parks and green space

Revenue from Fees

• Increase Marketing and efforts to maximise revenue from the Tax Incentive Programme

Revenue from Land Sales

7. Human Resource Capacity Plan

It is the aim of every organization to harness the knowledge, skills and ability of its work force to achieve its strategic objectives. Enhancing the capacity of employees to achieve the stated objectives is critical to the success of the entity. To this end the Human Resource Capacity Plan has been developed to identify the current human resource needs of the entity as well as forecast the future manpower needs of the Corporation.

The plan is established of the undermentioned critical pillars:

- 1. Provision of adequate skills for special projects and initiatives of the Corporation
- 2. Staff training and development
- 3. Staff engagement
- 4. Team building
- 5. Leadership and Management development
- 6. Performance Management
- 7. HR Audit and Compensation Review
- 1. Provision of adequate skills for special projects and initiatives of the Corporation

Several vacant technical positions have been approved for activation by the Ministry of Finance to enable the Corporation to recruit the skills necessary for the implementation of the prioritized projects. The Corporation's structure has 534 posts and 441 have been filled. The emphasis of the Human Resource Capacity Plan (HCP) is not to increase staff numbers but to recruit for those positions which are deemed to be critical to the Corporation's achievement of its developmental goals.

2. Staff Training and Development

The focus of building HR capacity within the UDC group will be on training and development aimed at improving the skills and currency of knowledge of staff to be effective. One of the strengths identified for the Corporation is a highly qualified workforce. Ongoing corrective and strategic training and development is therefore necessary to ensure that members of staff have the capacity to deliver at the required level. Much of the focus of the training during the next few years will be to develop the management capacity of the management team, providing opportunities for retraining among the technical team and training persons identified as successors. These strategies will be used to complement persons' training in specific areas informed by the Training Needs Analysis.

3. Staff Engagement

Staff engagement is critical to the achievement of organizational goals as an engaged work force is a productive workforce. An engagement survey was completed in an attempt to ascertain the drivers of engagement. Several opportunities were identified by staff to enhance engagement. The Corporation is mindful that recommendations to boost engagement will be implemented incrementally and to this end a cohesive engagement programme is being developed. The Employee Assistance Programme has been introduced to provide an avenue for sharing challenges (both personal and professional) confidentially and to help bolster work/life balance. In response to recommendations arising from the survey, other initiatives are focused on team building, leadership and management development and performance management.

4. Team Building

The success of the corporation is dependent, not only on individual motivation and engagement but also on the ability and desire of staff to work together as a team. As such, the objective of this part of the plan is to especially encourage teamwork across Divisions and Departments through extensive Team Building and Team Dynamics workshops which are already in progress.

5. Leadership and Management Development

The Corporation relies on the competence and enthusiasm of its management team to coordinate the efforts of the team to achieve the stated objectives as well as provide the leadership necessary to inspire and motivate the team to achieve the stated goals. It is imperative that this cadre of staff be equipped with the skills to so do hence the HCP will focus on strengthening the capacity of its managers to interpret the Corporation's plans and communicate same to staff. Additionally, the capacity building programme will focus on the ability of the Management team to be responsive to changes in their operating environment and make the necessary adjustments to their respective departmental plans.

6. Performance Management

The Corporation will focus on enhancing the performance management framework of the Corporation through the strategies of monthly and quarterly individual and departmental reviews. Emphasis will be placed on the development of the departmental and Unit plans which inform the individual work-plans by ensuring that the objectives and performance indicators are clearly defined. The Corporation will then be in a position to effectively manage its workforce to manage the tasks assigned which will result in commendable performance of the entity.

7. HR Audit and Compensation Review

As a part of new, streamlined models for the Corporation's operations (including pursuing ISO certification and remediation efforts), a comprehensive review of existing Human Resource (HR) processes will be conducted. The audit will provide a thorough assessment of the Corporation's human resource requirements and examine its current job classification and compensation framework to inform recommendations for improvement.

The table below shows the staff complement and projected recruitment for FY 20/21 to FY 23/24.

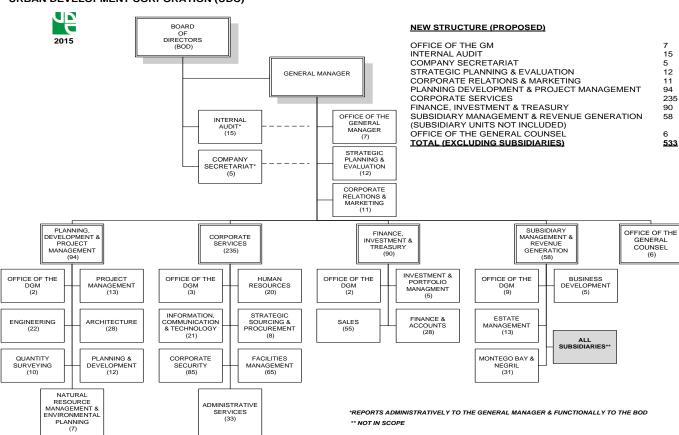
Staff Complement

	STAFF COMPLEMENT						
Units/Divisions/Projects	Approved Established Posts	Prior 2018/2019	Current 2019/2020	Projected 2020/2021	Projected 2021/2022	Projected 2022/2023	Projected 2023/2024
1.Engineering	22	18	17	21	21	21	21
2.Architecture	27	25	24	24	24	24	24
3.Development Planning	12	10	10	11	11	11	11
4. Quantity Surveying	10	8	8	9	9	9	9
5.Natural Resource Management and Environmental Planning	7	5	7	8	8	8	8
6.Project Management ¹	13	10	13	13	13	13	13
7.Office of Deputy General Manager Development Management and Project Management	2	2	2	3	3	3	3
8.Information & Communication Technology and Office of the Deputy General Manager Corporate Services ²	24	16	22	25	25	25	25
9.Strategic Sourcing & Procurement	8	7	5	7	7	7	7
10. Security	85	64	61	61	65	65	65
11.Facilities Management	65	55	43	50	50	50	50
12.Administrative Services ³	33	31	43	43	43	43	43
13. Office of the Deputy General Manager Subsidiary Management ⁴	10	9	7	8	8	8	8
14.Business Development	5	4	3	4	4	4	4
15.Estate Management ⁵	13	13	13	13	14	14	14
16.Montego Bay Branch Office	7	6	6	6	7	7	7
17.Negril Branch Office	4	3	2	2	3	3	3
18.Bluefields Beach Park	10	11	11	11	11	11	11
19.Long Bay Beach Park ⁶	10	8	9	9	9	9	9
20. Walter Fletcher Beach Park ⁷		15	12	12	12	12	12
21.Jamaica Conference Centre ⁸	7	8	8	8	8	8	8
22.Sales ⁹	12	11	9	9	10	10	10
23.Finance, Investment and Treasury	35	27	28	31	32	32	32
24.Fort Clarence Beach Park ¹⁰	22	23	0	0	0	0	0
25.Reach Falls	13	10	12	12	13	13	13
26.Human Resource	20	19	15	19	19	19	19
27.Corporate Relations ¹¹	11	11	10	10	11	11	11
28.Strategic Planning & Evaluation	12	8	9	9	10	10	10
29.Internal Audit	15	11	11	11	11	11	11
30. Office of the General Manager ¹²	7	6	8	8	8	8	8
31. Company Secretariat	5	3	3	3	4	4	4
32. Office of the General Counsel	6	6	6	6	6	6	6
33. Caymanas Development Company	2	7	3	3	3	3	3
H.O.P.E. Project			1	1	2	2	2
TOTAL	534	470	441	470	484	484	484
CHANGE			-29	29	14	0	0

- ³ Seven (7) Part-time Cleaners transferred to Administrative Services from Facilities Management and five (5) persons employed outside the formal structure. Structure to be amended to include the seven (7) Cleaner posts
- ⁴ One (1) post Director Subsidiary Management (SADCO) transferred to Office of the General Manager UDC
- ⁵ Estate Department: two persons employed outside the formal structure
- ⁶ Long Bay Beach Park: One person employed outside the formal structure
- ⁷ Newly opened beach park, positions to be established with the Ministry of Finance's approval
- ⁸ Jamaica Conference Centre: two persons employed outside the formal structure
- ⁹Sales Department: two persons employed outside the formal structure
- ¹⁰Fort Clarence Beach Park: all personnel made redundant
- ¹¹ Corporate Relations & Marketing: One person employed outside the formal structure
- ¹² Office of the GM: Post of Director Subsidiary Management SADCO transferred to the Unit and one (1) person employed outside the formal structure

Organizational Chart

URBAN DEVELOPMENT CORPORATION (UDC)



¹ One (1) person employed outside the formal structure

² Two (2) persons employed outside the format structure

Executive Roles and Responsibilities

The Executive Management Team of the Corporation comprises the General Manager, four Deputy General Managers and the General Counsel. The roles and responsibilities of each member of the Executive Management Team are summarized below.

The General Manager

Reporting to the Board of Directors, the General Manager is the senior executive officer with accountability to the Board for all aspects of the business of the Urban Development Corporation Group. The incumbent will be responsible for providing leadership to UDC Group including the Executive Management Team and the Heads of the Subsidiaries and Associated Companies within the Group.

DGM Finance, Treasury and Investment

The incumbent has overall responsibility to plan for the investment and portfolio management, and accounting functions of the UDC and its subsidiaries. The key functions include: directing/developing long and short term plans to advance the fiscal position of the Corporation: formulating policies and procedures to ensure the protection and proper utilization of the organization's assets: sourcing and procuring funds to adequately finance the projects and programmes undertaken by the Corporation: provision of support to subsidiaries in managing their financial affairs: provision of technical advice to the Board of Directors, the General Manager and Executive Management on corporate financial matters.

DGM Planning, Development and Project Management

The incumbent has overall responsibility to lead the division in order to bring about a coordinated and seamless approach to the development of comprehensive plans and design, management and the delivery of projects related to these plans. The incumbent will also be responsible for establishing policies and objectives for the Division and for providing the necessary feasibility, planning, quality assurance and portfolio management services across the Corporation that are aligned to its strategic vision and mission. He/she is expected to explore possible contracting arrangements which will maximize efficiencies and economies of scale while providing analyses and evaluation of high-level deliverables to inform sound decision-making and mitigate risks.

DGM Corporate Services

The incumbent has responsibility for leading the strategic and operational activities of the Division (Information and Communication Technology; Corporate Security; Facilities Management: Administrative Services; and Strategic Sourcing and Procurement) through effective planning and development, and administration of policies and programmes that will



provide balance across all divisions and subsidiaries, and support organizational effectiveness and associated business development.

DGM Subsidiary Management & Revenue Generation

The incumbent has overall responsibility for leading initiatives that will improve revenue generation and operational efficiency for UDC attractions, subsidiaries or associated companies. He/she will also provide information on these initiatives to the Board of the Attractions and the General Manager of the UDC. The incumbent will also be responsible for developing new revenue streams, whether through the development of new products, new subsidiaries or through partnerships of joint ventures.

General Counsel

The incumbent has overall responsibility for the administrative management of the General Counsel Department as well as planning, directing, organizing and controlling all legal activities, which result in ensuring that all obligations of the Corporation are met, and all rights enforced. In addition, the incumbent directs and coordinates all activities pursuant to requirement of the UDC Act and its regulations including the Jamaica Company's Act.

The incumbent leads the department in the provision of general legal counsel to all departments and subsidiaries, the execution of conveyance and related transactions, reviewing of laws and statutes related to the Corporation, drafting of legal documents and participating in or leading negotiations on behalf of the Corporation.

The incumbent also represents the Corporation on designated Boards.

8. Enterprise Risk Management Plan

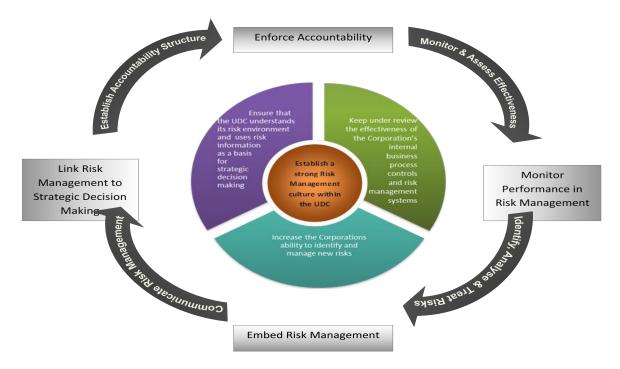
Establishing a Strong Risk Management Culture within the UDC

UDC's risk management approach is to ensure that risk identification, analysis, assessment, and treatment are conducted for each initiative being pursued to achieve Corporate Objectives. Ongoing monitoring and Evaluation is also critical to the risk management process as new events can engender changes that may affect the outcome of objectives. Consequently, as the environment changes risks and treatments are to be adjusted accordingly.

Risk Management's core objectives are outlined in the diagram below. The roadmap to achieving this is the ongoing process of:

- Linking Risk Management to strategic decision making;
- Embedding Risk Management into the fabric of the organization; and
- Constantly monitoring performance in the changing environment.





Corporate Risk Profile (Top 15 Risks)

The UDC's Risk Profile focuses on the top 15 risks that threaten its objectives. Over time some risks may no longer pose a significant threat to the Corporation. As a result these risks are replaced by more pressing risks. These are managed from a board enterprise wide perspective. In general, these risks are placed in 5 major risk categories.

1. External Environment Risks

These are conditions that are potential threats or opportunities that result from the local or global environment. This impact can be economic, political, environmental social, legal or regulatory.

2. Development and Leadership

Risk of ineffective leadership or limited capacity to implement change, impacting areas of leadership, authority limits, performance incentives and change readiness.

3. Corporate/Strategic Risk

Risks that affect the effectiveness of the corporation's ability to achieve its long-term strategies. These include impacts on governance, business model, reputation, planning and resource allocation etc.

4. Financial Risk

Risk of exposure to financial loss, inadequate capitalisation to business or low returns on investments

5. Operational Risk

The risk that the Corporation's operations are inefficient and not effectively executing the corporation's business model, satisfying customer, nor achieving its objectives.

Project Risk Management

The successful execution of projects is also core to the operations of the Corporation. The identification, assessment and monitoring of risks from the onset of a project is paramount in delivering successful projects. Change risks, which are risks, related to scope, budget and schedule of a project are identified at each project phase. These phases include:

- Concept
- Planning and Design
- Procurement
- Implementation
- Practical Completion
- Defects Liability

Below are the Strategic Initiatives that will support the process of Strategic Risk Management as well as the expected outcomes.

1. Ensure that the UDC understands its risk environment and uses risk information as a basis for strategic decision making

Strategic Initiative	Timeline	Expected Outcome
Complete annual review of the	Q1	Link risk management to decision making
Corporation's risk profile to determine the		
trends in major risks, how they are being		
managed and the impact it will have on our		
strategic objectives		



Strategic Initiative	Timeline	Expected Outcome	
Complete risk management plan and support Corporate planning process to ensure that risks to objectives are appropriately identified and analysed in accordance with risk appetite		Link risk management to decision making/ Enforce accountability	

2. Increase the Corporation's ability to identify and manage new risks

Strategic Initiative	Timeline	Expected Outcome
Incorporate risk management tools within the processes of functions that are critical to the operation of the Corporation and are exposed to major risks.	Q1	Embed risk management
Complete risk management training with risk Champions and risk sponsors to ensure key players are equipped with knowledge and tools to support effective risk management	Q2	Enforce accountability
Facilitate risk assessments throughout the Corporation and its subsidiaries	Q4	Link risk management to decision making

3. Keep the effectiveness of the Corporation's internal business process controls and risk management systems under review

Strategic Initiative	Timeline	Expected Outcome		
Identify and monitor Key Risk Indicators that allow for the analysis of risk triggers and risk control effectiveness	Q1-Q4	Monitor performance management	in	risk
Conduct operational review of internal risk management systems	Q3	Monitor performance management	in	risk

Ensure timely reporting to the Board Risk	Q1-Q4	Link risk management to decision
Committee and Executive management		making
team on the Risk Management trends,		
strategies and effectiveness		

9. Environmental Plan

The UDC is committed to avoiding, minimizing and appropriately mitigating any adverse environmental impacts from the functions of the Corporation through sound environmental planning, design, development and management of all its projects, facilities, attractions and subsidiaries. The goals of the environmental strategy are as follows:

- To reduce the business risk of the Corporation;
- To protect the Corporation's assets;
- To reduce costs of the Corporation;
- To ensure the success of the development plans and projects;
- To ensure the sustainability of assets in the national interest; and
- To build and maintain the Corporation's reputation.

The UDC's environmental strategic approach consists of four (4) key initiatives shown below in

 $\label{eq:Figure 1} \emph{Figure 1}.$ Figure 1 Key Strategic Initiatives of the UDC's Environmental Programme





Environmental Planning

Urban planning cannot take place in isolation of the environment. As such, environmental planning is a key component of the development planning process to ensure that the effects and impacts of activities on natural resources are properly taken into consideration. From a project perspective, UDC's major initiatives in this area are:

	Montego Bay Groynes	Dunn's River Beach
	Rehabilitation	Replenishment
Project Profile	The Montego Bay Shoreline was dramatically reshaped in the 1970's through a substantial reclamation project which created three crescent shaped beaches (Closed Harbour, Walter Fletcher, and One Man) and small marina. It was vital to incorporate defensive structures that would safeguard the new Montego Bay shoreline including a combination of groynes and submerged sills. The UDC is now in the process of rehabilitating these groynes to enhance the Climate Resilience of the second city.	The Beach at Dunn's River has endured significant erosion that has reduced the area available for beach goers. The UDC therefore proposes to construct a Groyne and Cut-Off Drain as well as to under beach nourishment to enhance the climate resilience of this premier attraction, as well as to enhance the offerings to our patrons.
Estimated Cost	US \$28,000,000 (implementation)	J \$124,950,000
Location	Walter Fletcher Beach, Montego Bay, St. James with outpost in Negril, Hanover	Dunn's River, St. Ann
Objectives	 To provide the local, regional and visiting community with a platform for engaging in dialogue around sustainable management of natural resources with a focus on ocean and wetland health. To create a self-sustaining, awareness-raising information centre of regional importance positioned in an attractive environment To serve as a communication platform for sustainable land/ocean/climate system discussion aimed at long term behavioural change 	 To take actions that will mitigate against the relatively high level of erosion that has been taking place over the years due to extreme weather conditions, normal wave action and seepage of water from the nearby hill To restore / replenish the area available for beach goers



The UDC integrates environmental planning in to operations through the following targets:

Targets	Outputs	Timeline
Ensure that environmental considerations are integrated into land transactions	Lease agreements, sales agreements and divestment transactions that include environmental considerations	Ongoing
Ensure that environmental considerations are integrated into the project plans and designs	Project plans prepared that include environmental consideration integrated in the project design and implementation	Ongoing
Ensure that environmental considerations are integrated into maintenance plans (particularly important with predicted impact of climate change)	Maintenance plans include environmental considerations	Ongoing
Develop sustainability plans for the Corporation's Head Office, subsidiaries, attractions and facilities	Sustainability plans developed	2020-2021
Develop and implement recycling programme for the Head Office, subsidiaries, attractions and facilities where possible/practical	Recycling programme developed and implemented	2020-2021

Protected Area Management

Hellshire Hills and Goat Islands have been designated areas of the Urban Development Corporation (UDC) since 1968. In 1999, the area was declared protected as part of the larger Portland Bight Protected Area (PBPA). The Corporation was therefore mandated by the National Environment and Planning Agency (NEPA) to implement a sustainable management plan for the area. Anthropogenic influence and the impacts of climate change threaten the area's resources, particularly the critically endangered Jamaican Iguana (*Cyclura collie*). As such the Corporation has been actively managing the area to ensure conservation. The objectives are as follows:

- Protection and management of the habitat of the endemic species such as the critically endangered Jamaican Iguana, the Jamaica Coney and the Jamaican Boa *inter alia*;
- Protection of the largest remaining intact dry limestone forest in the western hemisphere covering approximately 11,400 hectares;
- Assisting the GOJ in meeting the United Nations Development Programmes Development Millennium Goals; and
- Enhancing the level of public awareness on the importance of environmental conservation and management.



	Iguana Conservation Programme	Goat Islands Wildlife Sanctuary
Project Profile	The endemic Jamaican Iguana although once common to the Hellshire Hills was thought to be extinct, but was rediscovered in the 1990s by a local farmer. Since the discovery, UDC and partners (NEPA) have been actively involved in conservation initiatives. This is led by the Iguana Recovery Group to re-sustain the population. Key initiatives include: • Headstart-release where Iguana hatchlings are reintroduced to their primary habitat once mature • Continuous habitat monitoring and enforcement to ensure that harmful activities are not taking place Successes include the increase of the population in the wild and over 500 hatchling releases into the Hellshire Hills.	Despite success, the Jamaican Iguana is still conservation dependent. As such, more needs to be done to ensure its survival. In response, the Goat Island Wildlife Sanctuary has been conceptualized to allow for a contained environment for conservation. This will: • Safe-guard the Jamaican Iguana and other endemic/protected species (Jamaican Boa, Coney, the West Indian Manatee, American Crocodile, bird species and other plants) • Provide research opportunities for continued conservation and natural resources management • Add to the pool of unique attractions that Jamaica has to offer
Estimated Cost	J \$20,000,000 per year	J \$1,992,416,000
Location	Hellshire Hills, St. Catherine	Goat Islands, St. Catherine
Objectives	 To undertake a conservation programme to ensure the survival of the Jamaican Iguana To increase the Jamaican Iguana population in the wild and ensure population sustainability. 	 To provide a safe haven for Jamaica's endangered and endemic wildlife To conserve artefacts of cultural significance.

Environmental Monitoring

The objectives of the environmental monitoring programme are:

• Providing feedback on the successes and or limitations of the implementation of environmental programme and strategies;

- Ensuring that the Corporation remains compliant with local, national and international environmental policies, legislations standards and regulations; and
- Assisting the determination of how well the Corporation is fulfilling its corporate responsibility of protecting and managing the natural resources under its purview.

TARGETS	OUTPUTS	TIMELINE
Conduct monthly/quarterly environmental monitoring	Monthly/Quarterly	Ongoing
of all facilities and attractions operated by the		
Corporation		
Ensure regulatory compliance (permits and licences)	All facilities and attractions	Ongoing
of all facilities and attractions operated by the	remain in compliance with	
Corporation	permits and licences issued by the	
	regulatory agencies	
	Beach Licences are renewed on	February
	time	annually

Environmental Education and Outreach

The implementation of an Environmental Education and Outreach plan is a clear demonstration of the UDC's environmental commitment. The UDC's programme seeks to educate stakeholders, the general public and staff on the importance of environmental management and conservation of natural resources; provides the opportunity for the promotion of the awareness on environmental issues and is also an avenue for the promotion of environmentally responsible behaviour. In addition, it provides the opportunity to help this audience appreciate the intrinsic link between the environment and economic development, health and general benefits to society.

TARGETS	OUTPUTS	TIMELINE
To develop and implement programmes	Activities undertaken to commemorate	April annually
that promote environmental awareness	Earth Day	
amongst the stakeholders and general	Planning and Execution of activities for	May annually
public	International Biodiversity Day	
	Activities to commemorate National	June annually
	Environment Week	
	International Coastal Clean-up Day	September
	activity	annually
	National Tree Planting Day Activity	October annually
	World Wetlands Day Activity	February
		annually



10. Marketing and Sales Plan

The UDC's role and responsibility as the Government's primary agency for the management and development of key real estate assets becomes even more critical as the country continues on the path of transformational development. The Corporation's focus is therefore aligned to national goals and requires the engagement of all stakeholders, internal and external, with an affinity to a strong repositioned UDC Brand. The Corporate Relations and Marketing Department will, through the execution of an integrated marketing communication and customer service plan drive the achievement of the corporate objectives.

Objectives	Key Initiatives
Position the UDC as a socially responsible entity	 Formalize, collate and assign values to the CSR initiatives of the UDC Establish a formal vehicle to streamline and drive these CSR initiatives
	Scale up at least one major CSR activity as the Corporation's flagship CSR initiative
Develop a culture of service excellence across the UDC group	Continuous training in customer service for staff at all levels.
	 Ongoing reassessment and retraining of staff to ensure that they meet the required standards.
	Implement activities/initiatives to encourage and maintain high service performance
Increase customer satisfaction rate from 82% to 90% by 2021.	Manage the customer service process to ensure that interactions at the various levels are in keeping with or exceeds our service standards.
	 Review/align our customer service processes, procedures and programmes with international best practices.
	Acquire customer service management software to allow for improved response time and greater efficiencies

Objectives	Key Initiatives				
	Engage stakeholders in our project areas				
	 Provide modern, comfortable, functional and customer service friendly reception and reception areas for stakeholders 				
Leverage Internal Communication Portfolio as a business development and continuity tool	Fully integrate internal communication with HR processes to maximise staff engagement and productivity levels				
	Implement programme as guided by the results of the internal communication survey				
Reposition the UDC as a strong and trustworthy brand which is	Corporate brand audit to be undertaken				
leveraged to increase market share	Implement corporate brand refresh as guided by recommendations from the audit				
	Establish a commercial brand for the UDC under which the UDC's commercial activities will reside				
	Develop a brand playbook for the UDC's commercial brand				
Develop a viable revenue generation strategy to increase demand for UDC products and services	• Identify and propose new revenue streams in tandem with the Subsidiary Management and Revenue Generation(SMRG) Division				
	• Review and evaluate existing revenue streams and adjust as necessary in tandem with SMRG to improve the UDC revenue intake				
	• Engage in integrated marketing communications activities across both digital and traditional media platforms to drive demand for the UDC's products and services				
	• Engage with stakeholders to share				

Objectives	Key Initiatives				
	information about opportunities, products				
	and services that the UDC has available				
	and to provide timely updates on the work of the Corporation				
	Develop guidelines which detail service delivery standards.				

11. Finance Models

Medium Term Income

The following parameters/assumptions were to be used in developing the Plan:

	2020/21	2021/22	2022/23	2023/24
Inflation	4.2%	4.2%	5.0%	4.9%
Growth	5.3%	6.4%	7.4%	7.0%
Exchange Rate*	JA\$133:US\$1	JA\$138:US\$1	JA\$145:US\$1	JA\$152:US\$1
Wage Increase	5.0%	4.2%	5.0%	4.9%

^{*}The exchange rate is based on UDC's assumptions.

Overview of Budget

The Total Revenue to be earned for the financial period 2020/21 is \$2.97B.

- \$1.88B or 63% is to be earned from operations managed by SADCo
- Budgeted Management Fees amounting to \$233.04M
 - o \$162.5M from the management on projects
 - o \$70.5M from Subsidiaries

Total Operating Expenses for the financial period 2020/21 is budgeted at \$3.21B

- Administrative Expenses \$1.55B or 48% of the total expenditure.
- SADCo Expenses \$956.10M or 51% of SADCO's total projected revenue.

Net Profit

- Net operating loss \$239.38M
- Net Profit for the Year of \$281.69M

Income – 23.9% increase

Rental income

• Rental income for the period is expected to increase by 12.7% based on current lease arrangements.

Management fees – 38.3% increase

- Management fees will be earned from Grant Funded and Agency Projects and total
 \$162.5M
- Fees from Subsidiaries ORCC, RBWCo and JCC \$70.5M

Operating Properties Income

• Operating Properties Income budget reflects 1.4% increase despite the removal of Fort Clarence, bolstered by lease of Food Bazaar and concessions in Walter Fletcher.

Other Operating Income

• Includes impact fee on the Hellshire Sewage Project \$270M to be charged to NHT

Managed by: St. Ann Development Co – Income

 An increase of 11.5% above 2019/20 forecast – includes Central Gardens Concession of \$25.29M

Expenses

<u>Administrative Expenses</u>

• 3.7% increase overall and 5.3% after reimbursable (time sheet applications to projects), includes 5.3% increase in salaries and related expenses – 5% increase in basis salary based on heads of agreement.

Properties managed by St. Ann Development Co.

• 2.6% increase above 2019/20 forecast

Other Expenses

- Includes Planning Projects Expense of \$100M
- Depreciation \$137.4M budgeted capital expenditure of \$838.8M
- Social Intervention cost of \$17M stipend for HOPE participants
- Other Expenses include mainly Property Taxes \$281M based on actual assessment

Balance Sheet

Non-Current Assets – Investment Properties – Reduced by \$623M

• Properties to be sold: Cardiff Hall lots and Kingston Waterfront to realize a profit of \$513M

Non-Current Assets – Long Term Receivable

• Remains the same in the absence of an arrangement with GOJ

Current Assets

- Includes Inventory of Lands and Development Project \$2,343.8M increased to reflect infrastructure projects
- 15% net reduction in receivables
- Cash Significantly reduced to fund capital expenditure and infrastructure projects

Current Liabilities

- Reduction GOJ projects to reflect spend on Government projects
- Net 12% reduction in Trade Payables

Statement of Financial Position, FY 2020/21

	Unaudited			Approved
	Actual	Budget	Estimated	Budget
	2018/19	2019/20	2019/20	2020/21
	<u>\$M</u>	<u>\$M</u>	<u>\$M</u>	<u>\$M</u>
<u>ASSETS</u>				
Non-current assets				
Property, plant and equipment	1,698.55	1,988.06	1,634.86	2,336.28
Investment properties	44,697.74	43,077.59	44,697.74	44,074.69
Long Term Receivables - GOJ	9,541.24	9,572.36	9,541.24	9,541.24
Other Non Current Assets	1,566.24	1,560.26	1,577.27	1,577.27
	57,503.78	56,198.27	57,451.11	57,529.47
Current assets				
Inventory of land and development projects	1,309.31	1,153.02	1,480.99	2,343.79
Other Current Assets	1,026.76	684.28	1,170.26	1,013.49
Cash and cash equivalents	1,635.79	347.97	1,209.85	264.01
	3,971.86	2,185.27	3,861.09	3,621.30
Total assets	61,475.63	58,383.53	61,312.20	61,150.77
EQUITY AND LIABILITIES				
Total equity	57,291.33	55,490.05	56,778.69	57,060.39
Non-current liabilities	1,822.23	1,131.15	1,849.76	1,849.76
Current liabilities	2,362.08	1,762.35	2,683.75	2,240.63
Total equity and liabilities	61,475.63	58,383.54	61,312.20	61,150.77

Income Statement, FY 2020/21

	Unaudited			Approved
	Actual	Budget	Forecast	Budget
	<u>2018/19</u>	2019/20	2019/20	2020/21
	\$M	\$M	\$M	\$M
Total Revenue	2,455.64	3,168.07	2,394.44	2,967.81
	,		,	,
Expenses				
Depreciation	89.22	208.32	94.13	137.44
Administrative Expenses	1,355.21	1,468.61	1,468.61	1,546.69
Operating Properties Expense	135.14	102.08	134.42	117.56
Legal Claims	13.30	27.93	3.55	13.30
Social Intervention	26.34	29.04	16.22	16.97
Research (Planning Projects)	18.74	120.00	70.03	100.00
Downtown Kingston Redevelopment	0.05	0.04	7.34	7.68
Managed by: St. Ann Development Co	1,020.60	1,096.27	932.01	956.10
Other Expenses	344.36	291.26	291.26	311.45
	3,002.98	3,347.10	3,017.57	3,207.19
OPERATING PROFIT/(LOSS)	(547.34)	(179.03)	(623.12)	(239.38)
Finance cost	1.59	1.89	2.07	2.17
Income from investments				
Dividend Income	909.12	-	_	_
Other Income - Interest income	23.26	10.00	24.17	10.00
Foreign Exchange Gain on Deposit	10.75	-	88.40	-
	943.13	10.00	112.57	10.00
NET PROFIT /(LOSS) BEFORE EXCEPTIONAL ITEM/S	394.20	(170.92)	(512.63)	(231.55)
Extraordinary Income/(Expense)	(128.81)	200.00	-	513.24
PROFIT /(LOSS) BEFORE TAXATION	265.39	29.08	(512.63)	281.69

Capital Expenditure, FY 2020/21

BUDGET 20/21				
FIXED ASSET ACQUISITIO	N			
Computer Equipment , Accessories	310,700,000			
Computer Software - General	191,700,000			
Capital Repairs to Buildings	148,100,000			
Furniture, Fixture & Equipment	16,011,412			
Machinery and Equipment	127,747,500			
Motor Vehicle	24,100,000			
Work in Progress	20,500,000			
Grand Total	838,858,912			

12. Measurement and Evaluation of Organisational Performance

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method	Entity Responsible for Evaluation
Revenue Generation Plan	 Increase revenue from SADCo. Managed Properties by 11.5% Rental Revenue increase by 12.7% Increase revenue of Dunn's River, Green Grotto Cave, Walter Fletcher by \$32M through improved product offerings and concessions Derive Management Fee of \$70.5M from Subsidiaries (ORCC, RBWC and JCC) 	 Improved financial stability of the UDC Improvement in liquidity for the Corporation Diversification of the Corporation's revenue streams 	Quarterly	March 2021	Review of lease and sale agreement Analysis of financial statement from subsidiaries and UDC Monthly Unaudited Financial statements Interview of Staff from the SMRG Division	Strategic Planning & Evaluation Department
Finance, Treasure and Investment Divisional Plan	 Reduce Account Receivables by 15% Reduce Trade Payables by 18% Meet all deadlines for the 	 Improved financial stability of the UDC Improvement in liquidity for the corporation 	Monthly	March 2021	Review of Monthly Unaudited Financial Statements	Strategic Planning & Evaluation Department



Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method	Entity Responsible for Evaluation
	submission of external reports	• Increased accuracy and integrity of financial information			Interview with members of the Financial Division Research of Financial database to produce specific reports	
Planning, Development and Project Management Plans	 Earn management fees of \$162.5 M from Grant Funded and Agency Projects Projects are completed on time using budgeted resources No more than 5% over budget for the Corporation's projects. Visible and tangible products implemented from Downtown Kingston redevelopment plan. Meet all deadlines for the submission of monthly external 	 Improved customer satisfaction Improved facilities for all Jamaicans and visitors to the Island Contribution towards the orderly development of Urban centres 	Monthly	March 2021	Review of Monthly Project Reports Occasional visit to project site Tracking of major project reports Interview of members of the PDPMD	Strategic Planning & Evaluation Department



Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method	Entity Responsible for Evaluation
	reports				Division	
Corporate Services Plan	 >=80% uptime for Facilities Management Equipment and >=95% uptime for ICT systems. No budget to be exceeded Minimum of 80% service standards achieved Achieve Fixed Asset Additions (including Building Capital Repairs) of \$838.86 M 	 Improved service Improved efficiency throughout the UDC 	Monthly	March 2021	Customer Satisfaction Surveys Monthly/Quarte rly Divisional reports	Strategic Planning & Evaluation Department
Human Resource Plan	 Achieve 85% staff engagement score 60% of employees impacted by at least 5 hours of job specific training 5.3% decrease in Administrative Expenses (in line with inflation and government salary increase target) Increase staff complement by 29 	■ Increased staff morale	Monthly	March 2021	Staff Engagement Surveys Monthly/Quarte rly Departmental reports	Strategic Planning & Evaluation Department



Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method	Entity Responsible for Evaluation
	in 2020/21 to fill mission critical positions					
ISO Certification	 Establish customer satisfaction measurement tool for Land Services and Strategic Project Delivery Conduct a baseline assessment and thereafter implement tool 60% of employees impacted by at least 5 hours of job specific training At least one internal audit and annual management review of processes per year Reduce non-conformances year over year No more than 5% projects over budget Minimum 80% of projects on schedule 	Maintenance of ISO certification	Annually	March 2021	Customer Satisfaction Surveys Non- Conformance Report (NCR) Log Sheet Monthly Departmental Reports	Strategic Planning & Evaluation Department



Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method	Entity Responsible for Evaluation
	 Minimum 90% of non- conformances resolved within agreed period 					

13. Appendices

APPENDIX 1: BUDGET

Budgeted Balance Sheet

2020/21 – 2023/24, (Expressed in Jamaican dollars unless otherwise indicated)

	Unaudited		Approved	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr			
	Actual	Estimated	Budget	Budget	Budget	Budget	Budget	Projected	Projected	Projected
	2018/19	2019/20	2020/21	2020/21	2020/21	2020/21	2020/21	2021/22	2022/23	2023/24
	<u>\$M</u>									
<u>ASSETS</u>										
Non-current assets										
Property, plant and equipment	1,698.55	1,634.86	2,336.28	1,709.71	2,042.26	2,146.63	2,336.28	2,248.84	2,136.41	1,993.97
Investment properties	44,697.74	44,697.74	44,074.69	44,697.74	44,697.74	44,697.74	44,074.69	44,074.69	44,074.69	44,074.69
Long Term Receivables - GOJ	9,541.24	9,541.24	9,541.24	9,541.24	9,541.24	9,541.24	9,541.24	9,541.24	9,541.24	9,541.24
Interest in associate and other companies	47.13	40.74	40.74	40.74	40.74	40.74	40.74	40.74	40.74	40.74
Related parties	172.11	189.48	189.48	189.48	189.48	189.48	189.48	189.48	189.48	189.48
Interest in Joint Venture	203.09	203.13	203.13	203.13	203.13	203.13	203.13	203.13	203.13	203.13
Employee benefit asset	1,143.92	1,143.92	1,143.92	1,143.92	1,143.92	1,143.92	1,143.92	1,143.92	1,143.92	1,143.92
	57,503.78	57,451.11	57,529.47	57,525.96	57,858.51	57,962.88	57,529.47	57,442.04	57,329.60	57,187.16
Current assets										
Inventory of land and development projects	1,309.31	1,480.99	2,343.79	1,751.93	2,005.90	2,257.75	2,343.79	2,253.79	2,343.79	2,343.79
Inventory	18.71	20.60	25.69	22.13	23.14	24.68	25.69	26.97	28.32	29.46
Trade and other receivables	939.98	1,079.04	917.18	1,050.50	1,004.95	962.89	917.18	825.46	742.92	668.63
Taxation recoverable	68.07	70.62	70.62	70.62	70.62	70.62	70.62	70.62	70.62	70.62
Cash and cash equivalents	1,635.79	1,209.85	264.01	644.08	173.35	34.03	264.01	269.69	274.53	473.23
	3,971.86	3,861.09	3,621.30	3,539.27	3,277.96	3,349.98	3,621.30	3,446.55	3,460.19	3,585.73
Total assets	61,475.63	61,312.20	61,150.77	61,065.23	61,136.47	61,312.85	61,150.77	60,888.58	60,789.79	60,772.89
EQUITY AND LIABILITIES										
Government equity										
Capital contributions	222.79	222.79	222.79	222.79	222.79	222.79	222.79	222.79	222.79	222.79
Capital reserve	6,228.66	6,228.66	6,228.66	6,228.66	6,228.66	6,228.66	6,228.66	6,228.66	6,228.66	6,228.66
General reserve	325.72	325.72	325.72	325.72	325.72	325.72	325.72	325.72	325.72	325.72
Revenue reserve	50,514.16	50,001.53	50,283.23	49,887.64	50,037.75	50,349.12	50,283.23	50,307.04	50,393.78	50,548.98
Total equity	57,291.33	56,778.69	57,060.39	56,664.81	56,814.92	57,126.28	57,060.39	57,084.20	57,170.94	57,326.14
Non-current liabilities										
Due to subsidiaries	913.75	924.22	924.22	924.22	924.22	924.22	924.22	831.80	748.62	673.76
Provision for future infrastructure cost on land sold	565.91	565.91	565.91	565.91	565.91	565.91	565.91	565.91	565.91	565.91
Due to regional companies	342.57	359.63	359.63	359.63	359.63	359.63	359.63	359.63	359.63	359.63
	1,822.23	1,849.76	1,849.76	1,849.76	1,849.76	1,849.76	1,849.76	1,757.33	1,674.15	1,599.29
Current liabilities										
Trade and other payables	2,304.44	2,449.76	2,154.79	2,376.02	2,302.27	2,228.53	2,154.79	2,047.05	1,944.69	1,847.46
Agency projects	43.11	27.65	27.65	27.65	27.65	27.65	27.65	_	-	_
GOJ projects	14.53	206.34	58.19	147.00	141.87	80.64	58.19	_	_	_
	2,362.08	2,683.75	2,240.63	2,550.67	2,471.79	2,336.82	2,240.63	2,047.05	1,944.69	1,847.46
Total equity and liabilities	61,475.63	61,312.20	61,150.77	61,065.23	61,136.47	61,312.85	61,150.77	60,888.58	60,789.79	60,772.89

Budgeted Income Statement

2020/21 – 2023/24, (Expressed in Jamaican dollars unless otherwise indicated)

	Unaudited Actual 2018/19	Estimated	Approved Budget 2020/21	1st Qtr Budget 2020/21	2nd Qtr Budget 2020/21	3rd Qtr Budget 2020/21	4th Qtr Budget 2020/21	Projected 2021/22	Projected <u>2022/23</u>	Projected <u>2023/24</u>
Revenue	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Revenue Rental Income	308.62	320.43	361.15	90.29	90.29	90.29	90.29	397.26	423.08	450.58
Management Fees	200.49	168.52	233.04	112.61	48.60	50.29	21.56	256.34	273.01	290.75
· ·	185.54	195.50	198.18	55.31	46.60	24.03	71.89	217.99	232.16	247.25
Operating Properties Income		1,683.50	1,877.14	449.52	498.31	425.81	503.51	2,064.86	2,199.07	2,342.01
Managed by: St. Ann Development Co	1,694.10									
Other Operating Income TOTAL INCOME	66.89	26.49 2,394.44	298.30	4.10	284.63 968.77	5.47 595.86	4.10 691.35	328.13	349.46	372.18
TOTAL INCOME	2,455.64	2,394.44	2,967.81	711.83	968.77	393.86	691.35	3,264.59	3,476.79	3,702.78
Expenses										
Depreciation	89.22	94.13	137.44	34.36	34.36	34.36	34.36	87.44	112.44	142.44
Administrative Expenses	1,355.21	1,468.61	1.546.69	405.12	391.78	387.11	362.68	1,590.94	1,653.78	1.717.47
Operating Properties Expense	135.14	134.42	117.56	39.44	27.78	25.96	24.38	121.28	126.07	131.05
Legal Claims	13.30	3.55	13.30	3.33	3.33	3.33	3.33	13.72	14.26	14.83
Social Intervention	26.34	16.22	16.97	4.24	4.24	4.24	4.24	17.51	18.20	18.92
Research (Planning Projects)	18.74	70.03	100.00	25.00	25.00	25.00	25.00	103.16	107.23	111.47
Downtown Kingston Redevelopment	0.05	7.34	7.68	1.92	1.92	1.92	1.92	7.92	8.24	8.56
Managed by: St. Ann Development Co	1,020.60	932.01	956.10	238.60	247.75	230.74	239.00	986.29	1,025.25	1.065.75
Other Expenses	344.36	291.26	311.45	75.67	84.45	75.74	75.58	321.29	333.98	347.17
Other Expenses										
	3,002.98	3,017.57	3,207.19	827.68	820.61	788.40	770.49	3,249.54	3,399.44	3,557.64
OPERATING PROFIT/(LOSS)	(547.34)	(623.12)	(239.38)	(115.85)	148.15	(192.54)	(79.15)	15.05	77.35	145.14
Finance cost										
Bank Charges	1.52	2.07	2.17	0.54	0.54	0.54	0.54	2.24	2.33	2.42
Other Loan Interest	0.07	_	_	-	_	-	_	_	_	_
	1.59	2.07	2.17	0.54	0.54	0.54	0.54	2.24	2.33	2.42
Income from investments										
Dividend Income	909.12	-	-	-	-	-	-	-	-	-
Other Income - Interest income	23.26	24.17	10.00	2.50	2.50	2.50	2.50	11.00	11.72	12.48
Foreign Exchange Gain on Deposit	10.75	88.40	-	-	-	-	-	-	-	-
	943.13	112.57	10.00	2.50	2.50	2.50	2.50	11.00	11.72	12.48
NET PROFIT /(LOSS) BEFORE EXCEPTIONAL ITEM/S	394.20	(512.63)	(231.55)	(113.89)	150.11	(190.58)	(77.19)	23.81	86.74	155.20
• •				, ,		, ,	Ì			
Extraordinary Income/(Expense)	(128.81)	-	513.24	-	-	501.94	11.30	-	-	-
PROFIT /(LOSS) BEFORE TAXATION	265.39	(512.63)	281.69	(113.89)	150.11	311.36	(65.89)	23.81	86.74	155.20
Taxation	-	-	-	-	-	-	-	-	-	-
PROFIT /(LOSS) FOR THE YEAR	265.39	(512.63)	281.69	(113.89)	150.11	311.36	(65.89)	23.81	86.74	155.20

Budgeted Statement of Cash Flows

2020/21 – 2023/24, (Expressed in Jamaican dollars unless otherwise indicated)

2020/21 2020/21) (Empressed in dumar							
	Unaudited Actual 2018/19 \$M	Estimated <u>2019/20</u> \$M	Approved Budget 2020/21 \$M	Projected <u>2021/22</u> \$M	Projected <u>2022/23</u> \$M	Projected <u>2023/24</u> \$M	
Operating Activities	φίνι	φίνι	ψίνι	φίνι	φίνι	φivi	
Net Profit /(Loss)	265.39	(512.63)	281.69	23.81	86.74	155.20	
Adjustment for:	200.00	(012.00)	201.00	20.01	00.74	100.20	
Depreciation of property, plant and equipment	89.22	94.13	137.44	87.44	112.44	142.44	
Depreciation of property, plant and equipment Tax (credit)/charge	(5.43)	(2.55)	137.44	07.44	112.44	142.44	
Employee benefits asset	(0.05)	(2.55)	_	_		_	
(Decrease) Increase in provision for future infrastructure costs	(0.00)						
on land sold	(29.22)	_	_	_	_	_	
Interest Income	(23.26)	(24.17)	(10.00)	(11.00)	(11.72)	(12.48)	
Net Foreign Exchange (Gain)/Loss on financing item	(10.75)	(88.40)	- (10.00)	- (11.00)	- (11.12)	- (12.10)	
(Gain)/Loss on disposal of investment property	128.81	-	(513.24)	_	_	_	
Capital Distribution	-	_	-	_	_	_	
·	444.70	(500.00)	(404.44)	400.05	407.40	005.40	
Operating cash flows before movement in working capital	414.72	(533.62)	(104.11)	100.25	187.46	285.16	
(Increase)/Decrease in receivables	(28.11)	(139.06)	161.86	91.72	82.55	74.29	
(Increase)/decrease in project receivables	-	-	- (00.4.00)	- (407.74)	(400.05)	- (07.00)	
Increase /(Decrease) in payables	211.14	145.32	(294.98)	(107.74)	(102.35)	(97.23)	
Increase /(decrease) in project payables	(11.27)	176.35	(148.15)	(85.84)	-	-	
Increase /(decrease) in due from Related Parties	(43.68)	(17.37)	-	(02.42)	(02.40)	- (74.06)	
Increase /(decrease) in due to subsidiaries	(673.40)	10.47 17.06	-	(92.42)	(83.18)	(74.86)	
Increase/(Decrease) in amount owed to regional companies (Increase)/Decrease in Inventory	61.38		- (F, 00)	(1.20)	- (1.25)	- /1 12\	
(Increase)/Decrease in Inventory (Increase)/Decrease in Long Term Receivable	(0.83) 7.20	(1.88)	(5.09)	(1.28)	(1.35)	(1.13)	
Increase/(Decrease) Provision for Financial Distribution	1.20	_	_	_	-	-	
	(00.00)	(0.40.70)	(200 47)	(0.5.00)	00.40	400.00	
Cash generated by operations	(62.86)	(342.73)	(390.47)	(95.32)	83.12	186.22	
Investing Activities	(445.40)	(00.44)	(000,00)	0.00	0.00		
(Purchase)/Disposal of property, plant and equiptment	(115.43)	(30.44)	(838.86)	0.00	0.00	-	
(Increase)/Decrease in inventory of land and development project Interest Income		(171.68)	(862.81)	90.00 11.00	(90.00) 11.72	10.40	
	23.26	24.17	10.00	11.00	11.72	12.48	
(Purchase)/Disposal in Investment property (Increase)/Decrease in advances to subsidiary and associated	286.45	-	1,136.30	-	-	-	
companies	53.32	6.39	_	_	_		
(Increase)/Decrease in investment in joint venture	(1.12)	(0.05)	_	_			
Capital Distribution	- (1.12)	(0.00)	_	_	_	_	
Net cash used in investing activities	209.00	(171.60)	(555.37)	101.00	(78.28)	12.48	
•	200.00	(1111.00)	(000.01)	101.00	(10.20)	12.40	
Financing activities							
Net cash used in financing activities	-	-	-	-	-	-	
Net increase/ (decrease) in cash and cash equivalents	146.14	(514.33)	(945.84)	5.68	4.84	198.70	
Opening cash and cash equivalents	1,478.90	1,635.79	1,209.85	264.01	269.69	274.53	
Effects of foreign exchange rate changes	10.75	88.40	-	-	-	-	
Cash and cash equivalents	1,635.79	1,209.85	264.01	269.69	274.53	473.23	

Budgeted Administrative Expenses Report 2020/21 – 2023/24

(Expressed in Jamaican dollars unless otherwise indicated)

	Unaudited			1st Qtr	2nd Qtr	3rd Qtr	4th Qtr			
	Actual	Estimated	Budget	Budget	Budget	Budget	Budget	Projected	Projected	Projected
Expense Category	2018/19	2019/20	2020/21	2020/21	2020/21	2020/21	2020/21	2021/22	2022/23	2023/24
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Salaries and Related Expenses	988.01	1,025.52	1,079.85	269.96	269.96	269.96	269.96	1,110.74	1,154.62	1,199.08
Motor Vehicle Allowance	184.19	199.70	185.35	46.34	46.34	46.34	46.34	190.65	198.18	205.82
Motor Vehicle Upkeep	21.82	30.09	23.20	5.80	5.80	5.80	5.80	23.86	24.80	25.76
Staff Welfare	17.68	18.72	19.46	10.48	4.96	1.93	2.09	20.02	20.81	21.61
Medical Insurance	15.27	16.06	19.06	4.77	4.77	4.77	4.77	19.61	20.38	21.17
Group Life Insurance	16.02	16.84	17.54	4.39	4.39	4.39	4.39	18.04	18.76	19.48
Travel, Accommodation & Subsistence	22.48	24.27	25.29	6.32	6.32	6.32	6.32	26.01	27.04	28.08
Directors Expenses	3.82	3.98	12.75	2.63	2.63	2.63	4.88	13.11	13.63	14.16
Sub-Committees Fees	5.23	5.48	4.02	1.08	1.08	1.08	0.78	4.14	4.30	4.46
Meeting Expense	4.75	7.31	3.96	0.99	0.99	0.99	0.99	4.08	4.24	4.40
Seminars & Training	7.06	8.79	10.98	2.84	4.24	2.64	1.26	11.29	11.74	12.19
Licences and Registration Fees	25.65	15.13	15.77	3.94	3.94	3.94	3.94	16.22	16.86	17.51
Membership Fees & Subscription	6.75	8.10	8.44	2.11	2.11	2.11	2.11	8.69	9.03	9.38
Electricity	14.37	16.42	17.11	4.28	4.28	4.28	4.28	17.60	18.29	19.00
Internet	2.79	3.35	3.49	0.87	0.87	0.87	0.87	3.59	3.73	3.87
Telephone	17.59	20.99	21.87	5.47	5.47	5.47	5.47	22.49	23.38	24.28
Water	3.72	4.21	4.39	1.10	1.10	1.10	1.10	4.51	4.69	4.87
Accountancy Fees	-	-	-	-	-	-	-	-	-	-
Audit Fees	8.09	8.50	8.85	2.21	2.21	2.21	2.21	9.11	9.47	9.83
Legal Fees	5.79	8.66	9.09	2.27	2.27	2.27	2.27	9.35	9.72	10.10
Insurance	2.02	2.54	2.64	0.66	0.66	0.66	0.66	2.72	2.83	2.93
Advertising	14.05	14.40	15.00	4.17	2.59	6.46	1.79	15.43	16.04	16.66
Corporate Relations and Promotion	26.61	23.69	24.68	13.03	8.74	6.23	(3.32)	25.39	26.39	27.41
Repairs and Maintenance	15.04	14.36	15.15	5.36	7.26	1.16	1.37	15.58	16.20	16.82
Motor Vehicle Expenses	22.24	24.62	25.81	6.45	6.45	6.45	6.45	26.55	27.59	28.66
Transport and Haulage	1.27	1.73	1.80	0.45	0.45	0.45	0.45	1.86	1.93	2.00
Professional Fees	33.35	31.84	32.05	11.30	3.90	13.65	3.20	32.97	34.27	35.59
Security	12.64	10.76	11.21	2.80	2.80	2.80	2.80	11.53	11.98	12.44
Cleaning Expenses	0.75	0.74	0.77	0.37	0.13	0.14	0.13	0.79	0.82	0.85
Printing, Stationery and Office Supplies	7.29	9.51	9.91	1.30	6.26	1.26	1.09	10.20	10.60	11.01
Postage, Cable and Courier	0.18	0.24	0.25	0.06	0.06	0.06	0.06	0.26	0.27	0.28
Library Expenses	0.03	0.06	0.06	(0.01)	0.09	(0.01)	(0.01)	0.06	0.06	0.06
Property Maintenance & Renovation	3.90	1.75	3.75	3.75	-	-	-	3.86	4.01	4.16
Rental - Office, Plant & Equipment	1.64	0.63	2.88	0.55	0.45	1.45	0.45	2.96	3.08	3.20
Environmental Management	2.46	3.73	4.10	0.50	1.70	0.70	1.20	4.22	4.38	4.55
Small Tools	1.08	2.04	2.13	0.53	0.53	0.53	0.53	2.19	2.28	2.36
Miscellaneous Expenses	1.91	3.86	4.02	1.01	1.01	1.01	1.01	4.14	4.30	4.47
GRAND TOTAL OF ALL EXPENSES	1,517.53	1,588.61	1,646.69	430.12	416.78	412.11	387.68	1,693.80	1,760.70	1,828.51
Reimbursables	(162.31)	(120.00)	(100.00)	(25.00)	(25.00)	(25.00)	(25.00)	(102.86)	(106.92)	(111.04)
NET ADMIN. EXPENSES	1,355.21	1,468.61	1,546.69	405.12	391.78	387.11	362.68	1,590.94	1,653.78	1,717.47



Cash Budget 2020/21, (Expressed in Jamaican dollars unless otherwise indicated)

PARTICULARS	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	Budget 2020/21
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
OPENING CASH BALANCE	1,209.85	1,055.36	858.47	644.08	584.77	414.66	173.35	376.81	208.76	34.03	475.61	354.38	1,209.85
RECEIPTS													
Rental Income	30.10	30.10	30.10	30.10	30.10	30.10	30.10	30.10	30.10	30.10	30.10	30.10	361.15
Management Fees	54.11	6.07	52.43	16.16	16.11	16.34	27.96	6.07	16.24	7.82	7.67	6.07	233.04
Operating Properties Income	22.74	16.40	16.18	21.69	19.61	5.64	7.40	6.63	10.01	24.19	23.70	24.00	198.18
Managed by: St. Ann Development Co	168.19	129.54	151.79	199.59	205.45	93.27	111.91	135.85	178.05	171.06	151.89	180.56	1,877.14
Managed by: Caymanas Development Co	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividend Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Income	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	10.00
Other Income	1.37	1.37	1.37	272.73	2.73	9.17	1.37	2.73	1.37	1.37	1.37	1.37	298.30
TOTAL RECEIPTS	277	184.31	252.69	541.10	274.82	155.35	179.56	182.21	236.59	235.36	215.56	242.92	2,977.81
PAYMENTS													
Administrative Expenses	(149.12)	(125.36)	(130.64)	(137.11)	(127.49)	(127.19)	(126.27)	(128.36)	(132.47)	(116.76)	(116.70)	(129.22)	(1,546.69)
Operating Properties Expense	(15.92)	(12.94)	(10.58)	(10.62)	(8.87)	(8.29)	(9.56)	(8.22)	(8.18)	(8.41)	(8.01)	(7.96)	(117.56)
Legal Claim	(1.11)	(1.11)	(1.11)	(1.11)	(1.11)	(1.11)	(1.11)	(1.11)	(1.11)	(1.11)	(1.11)	(1.11)	(13.30)
Social Intervention	(1.41)	(1.41)	(1.41)	(1.41)	(1.41)	(1.41)	(1.41)	(1.41)	(1.41)	(1.41)	(1.41)	(1.41)	(16.97)
Research (Planning Projects)	(8.33)	(8.33)	(8.33)	(8.33)	(8.33)	(8.33)	(8.33)	(8.33)	(8.33)	(8.33)	(8.33)	(8.33)	(100.00)
Downtown Kingston Redevelopment	(0.64)	(0.64)	(0.64)	(0.64)	(0.64)	(0.64)	(0.64)	(0.64)	(0.64)	(0.64)	(0.64)	(0.64)	(7.68)
Falmouth Town Redevelopment	-	-	-	-	-	-	-	-	-	-	-	-	-
Managed by: St. Ann Development Co	(72.94)	(78.98)	(86.68)	(79.06)	(81.04)	(87.65)	(69.41)	(71.68)	(89.65)	(75.19)	(72.67)	(91.14)	(956.10)
Managed by: Caymanas Development Co	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	(27.96)	(23.75)	(23.96)	(36.71)	(24.00)	(23.75)	(27.94)	(23.76)	(24.05)	(27.70)	(24.01)	(23.87)	(311.45)
Financial Charges	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	(0.18)	(2.17)
Fixed Asset Purchases	(32.65)	(56.21)	(20.35)	(236.01)	(48.30)	(82.60)	(69.16)	(55.86)	(13.71)	(105.71)	(88.35)	(29.95)	(838.86)
Property Investments	-	-	-	-	-	-	501.94	-	-	623.06	-	11.30	1,136.30
UDC's Infrastructure Works Projects	(66.21)	(51.59)	(153.15)	(77.28)	(140.52)	(36.17)	(109.73)	(32.92)	(109.20)	(46.98)	(3.42)	(35.64)	(862.81)
UDC's Investment & Other Projects	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory Purchase	(1.48)	(0.03)	(0.03)	(0.95)	(0.03)	(0.03)	(1.48)	(0.03)	(0.03)	(0.95)	(0.03)	(0.03)	(5.09)
Owed to regional companies	-	-	-	-	-	-	-	-	-	-	-	_	-
Accounts Payables	(24.58)	(24.58)	(24.58)	(24.58)	(24.58)	(24.58)	(24.58)	(24.58)	(24.58)	(24.58)	(24.58)	(24.58)	(294.98)
Projects Payables	(27.54)	(9.34)	(22.46)	2.03	4.69	(11.85)	(36.28)	(10.30)	(14.65)	(10.44)	(4.36)	(7.65)	(148.15)
Block Maintenance Expense (net of incor	(1.75)	13.27	17.02	11.55	16.87	17.13	8.05	17.13	16.87	11.55	17.03	17.13	161.86
TOTAL PAYMENTS	(431.83)	(381.20)	(467.08)	(600.41)	(444.93)	(396.66)	23.90	(350.25)	(411.32)	206.21	(336.79)	(333.29)	(3,923.65)
NET RECEIPTS/(PAYMENTS)	(154.49)	(196.89)	(214.38)	(59.32)	(170.10)	(241.32)	203.47	(168.05)	(174.73)	441.58	(121.23)	(90.37)	(945.84)
CLOSING CASH BALANCE	1,055.36	858.47	644.08	584.77	414.66	173.35	376.81	208.76	34.03	475.61	354.38	264.01	264.01

Financial Forecast (Statement A – Appendix B)

2020/21 – 2023/24, (Expressed in		uonais ui		wise muic	ateu) – (3	W1)
	Unaudited		Approved			
	Actual	Estimated	Budget	Projected	Projected	Projected
Statement 'A' Flow of Funds	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
1 Current Revenue	3,398.77	2,507.01	3,491.05	3,275.59	3,488.50	3,715.26
2 Current Expenses	(3,133.37)	(3,019.64)	(3,209.36)	(3,251.77)	(3,401.77)	(3,560.06)
3 Current Balance	265.39	(512.63)	281.69	23.81	86.74	155.20
4 Adjustments	366.36	97.84	(508.93)	71.42	92.63	119.49
Change in Accounts:						
Receivable/Payable	183.03	6.26	(133.12)	(16.02)	(19.81)	(22.94)
Items not requiring outlay of cash:						
Depreciation	89.22	94.13	137.44	87.44	112.44	142.44
Other Non-Cash Items	94.12	(2.55)	(513.24)	0.00	0.00	0.00
Prior Year Adjustment	0.00	0.00	0.00	0.00	0.00	0.00
5 Operating Balance	631.76	(414.79)	(227.23)	95.23	179.37	274.69
6 Capital Account	(153.75)	(204.00)	(1,706.76)	88.72	(91.35)	(1.13)
Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenditure	(115.43)	(30.44)	(838.86)	0.00	0.00	0.00
Investment	0.00	0.00	0.00	0.00	0.00	0.00
Change in Inventory	(38.32)	(173.56)	(867.90)	88.72	(91.35)	(1.13)
7 Transfers from Government	0.00	0.00	1,717.80	0.00	0.00	0.00
Loans	0.00	0.00	0.00	0.00	0.00	0.00
Equity	0.00	0.00	0.00	0.00	0.00	0.00
On-Lending	0.00	0.00	0.00	0.00	0.00	0.00
Other (TFG)	0.00	0.00	1,717.80	0.00	0.00	0.00
8 Transfers to Government	0.00	0.00	0.00	0.00	0.00	0.00
Dividend	0.00	0.00	0.00	0.00	0.00	0.00
Loan Repayments	0.00	0.00	0.00	0.00	0.00	0.00
Corporate Taxes	0.00	0.00	0.00	0.00	0.00	0.00
Other (TTG)	0.00	0.00	0.00	0.00	0.00	0.00
9 OVERALL BALANCE (5+6+7+8)	478.01	(618.79)	(216.19)	183.95	88.02	273.56
10 FINANCING (10a+11+15)	(478.01)	618.79	216.19	(183.95)	(88.02)	(273.56)
10a Total	286.45	0.00	1,136.30	0.00	0.00	0.00
Capital Revenue (except NHT)	286.45	0.00	1,136.30	0.00	0.00	0.00
Loans	0.00	0.00	0.00	0.00	0.00	0.00
Equity	0.00	0.00	0.00	0.00	0.00	0.00
On-Lending	0.00	0.00	0.00	0.00	0.00	0.00
Loan Repayments	0.00	0.00	0.00	0.00	0.00	0.00
11 Total Foreign (12+13+14)	0.00	0.00	0.00	0.00	0.00	0.00
12 Government Guaranteed Loans	0.00	0.00	0.00	0.00	0.00	0.00
Disbursement	0.00	0.00	0.00	0.00	0.00	0.00
Amortization	0.00	0.00	0.00	0.00	0.00	0.00
13 Direct Loans	0.00	0.00	0.00	0.00	0.00	0.00
Long Term:	0.00	0.00	0.00	0.00	0.00	0.00
Disbursement	0.00	0.00	0.00	0.00	0.00	0.00
Amortisation	0.00	0.00	0.00	0.00	0.00	0.00
Short Term:	0.00	0.00	0.00	0.00	0.00	0.00
Change in Trade Credits	0.00	0.00	0.00	0.00	0.00	0.00
14 Change in Deposits Abroad	0.00	0.00	0.00	0.00	0.00	0.00
15 Total Domestic (16+17+18)	(764.46)	618.79	(920.10)	(183.95)	(88.02)	(273.56)
16 Banking System	(146.14)	514.33	945.84	(5.68)	(4.84)	(198.70)
Loans (Change)	0.00	0.00	0.00	0.00	0.00	0.00
Overdraft (Change)	0.00	0.00	0.00	0.00	0.00	0.00
Deposits (Change)	(146.14)	514.33	945.84	(5.68)	(4.84)	(198.70)
17 Non-Banks (Change)	0.00	0.00	0.00	0.00	0.00	0.00
18 Other (Change)	(618.32)	104.46	(1,865.95)	(178.26)	(83.18)	(74.86)

Financial Forecast (Statement A – Appendix B1)

2020/21 – 2023/24, (Expressed in Ja	i <u>maican d</u>	o <u>llars uni</u>		vise indica	i <u>tea) – (\$</u> '	NI)
	Unaudited		Approved			
	Actual	Estimated	Budget	Projected	Projected	Projected
CURRENT REVENUE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Rental Income	308.62	320.43	361.15	397.26	423.08	450.58
Management Fees	200.49	168.52	233.04	256.34	273.01	290.75
Operating Properties Income	185.54	195.50	198.18	217.99	232.16	247.25
Managed by: St. Ann Development Co	1,694.10	1,683.50	1,877.14	2,064.86	2,199.07	2,342.01
Mamaged by: Caymanas Development Co	0.00	0.00	0.00	0.00	0.00	0.00
Other Operating Income	66.89	26.49	298.30	328.13	349.46	372.18
Income from investments	943.13	112.57	10.00	11.00	11.72	12.48
Extraordinary Income	0.00	0.00	513.24	0.00	0.00	0.00
TOTAL	3,398.77	2,507.01	3,491.05	3,275.59	3,488.50	3,715.26
CURRENT EXPENSES						
Compensation	(1,194.02)	(1,255.31)	(1,288.40)	(1,325.26)	(1,377.60)	(1,430.66)
- Salaries	(988.01)	(1,025.52)	(1,079.85)	(1,110.74)	(1,154.62)	(1,199.08)
- Pension Fund Contributions	0.00	0.00	0.00	0.00	0.00	0.00
- Housing Allowance	0.00	0.00	0.00	0.00	0.00	0.00
- Utility Allowance	0.00	0.00	0.00	0.00	0.00	0.00
- All Others	(206.01)	(229.79)	(208.55)	(214.52)	(222.99)	(231.58)
Utilities (Electricity, Water & Telephone)	(38.47)	(44.97)	(46.85)	(48.20)	(50.10)	(52.03)
Repairs & Maintenance	(15.04)	(14.36)	(15.15)	(15.58)	(16.20)	(16.82)
Rental - Building(s)	0.00	0.00	0.00	0.00	0.00	0.00
Rental - Equipment	(1.64)	(0.63)	(2.88)	(2.96)	(3.08)	(3.20)
Fuel	(22.24)	(24.62)	(25.81)	(26.55)	(27.59)	(28.66)
Interest	(0.07)	0.00	0.00	0.00	0.00	0.00
Depreciation	(89.22)	(94.13)	(137.44)	(87.44)	(112.44)	(142.44)
Cost of Sales	0.00	0.00	0.00	0.00	0.00	0.00
Taxes (other than income tax)	0.00	0.00	0.00	0.00	0.00	0.00
Other Expense	(623.26)	(653.61)	(736.73)	(759.50)	(789.50)	(820.51)
Managed by: St. Ann Development Co	(1,020.60)	(932.01)	(956.10)	(986.29)	(1,025.25)	(1,065.75)
Mamaged by: Caymanas Development Co	0.00	0.00	0.00	0.00	0.00	0.00
Extraordinary Expense	(128.81)	0.00	0.00	0.00	0.00	0.00
TOTAL	(3,133.37)	(3,019.64)	(3,209.36)	(3,251.77)	(3,401.77)	(3,560.06)
CAPITAL REVENUE						
Disposal of Fixed Assets	0.00	0.00	0.00	0.00	0.00	0.00
Capital Revenue - Other	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	0.00	0.00	0.00	0.00	0.00
CAPITAL EXPENDITURE						
Purchase of Fixed Assets	(115.43)	(30.44)	(838.86)	0.00	0.00	0.00
TOTAL	(115.43)	(30.44)	(838.86)	0.00	0.00	0.00
INVESTMENTS						
Investment Property	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00



Financial Forecast (Statement A – Appendix B2)

2020/21 2020/21, (EMP10)									,	()							
Statement 'A' Flow of Funds	Budget Apr-20	Budget May-20	Budget Jun-20	Budget 1st Qtr	Budget Jul-20	Budget Aug-20	Budget Sep-20	Budget 2nd Qtr	Budget Oct-20	Budget Nov-20	Budget Dec-20	Budget 3rd Qtr	Budget Jan-21	Budget Feb-21	Budget Mar-21	Budget 4th Qtr	Budget 2020/21
1 Current Revenue	277.34	184.31	252.69	714.33	541.10	274.82	155.35	971.27	681.50	182.21	236.59	1,100.30	235.36	215.56	254.22	705.15	3,491.05
2 Current Expenses	(289.07)	(264.16)	(274.99)	(828.22)	(286.62)	(264.52)	(270.01)	(821.16)	(256.31)	(255.15)	(277.48)	(788.94)	(251.19)	(244.52)	(275.32)	(771.03)	(3,209.36)
3 Current Balance	(11.74)	(79.85)	(22.30)	(113.89)	254.47	10.30	(114.67)	150.11	425.19	(72.94)	(40.89)	311.36	(15.83)	(28.96)	(21.10)	(65.89)	281.69
4 Adjustments	(14.88)	0.14	3.90	(10.84)	(1.58)	3.75	4.00	6.17	(507.02)	4.00	3.75	(499.27)	(1.58)	3.90	(7.30)	(4.98)	(508.93)
Change in Accounts:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Receivable/Payable	(26.33)	(11.31)	(7.56)	(45.20)	(13.03)	(7.71)	(7.45)	(28.19)	(16.53)	(7.45)	(7.71)	(31.68)	(13.03)	(7.55)	(7.45)	(28.04)	(133.12)
Items not requiring outlay of cash:	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation	11.45	11.45	11.45	34.36	11.45	11.45	11.45	34.36	11.45	11.45	11.45	34.36	11.45	11.45	11.45	34.36	137.44
Other Non-Cash Items	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(501.94)	0.00	0.00	(501.94)	0.00	0.00	(11.30)	(11.30)	(513.24)
Prior Year Adjustment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5 Operating Balance	(26.62)	(79.71)	(18.40)	(124.73)	252.89	14.05	(110.66)	156.28	(81.83)	(68.94)	(37.14)	(187.91)	(17.41)	(25.06)	(28.40)	(70.87)	(227.23)
6 Capital Account	(100.34)	(107.83)	(173.53)	(381.70)	(314.24)	(188.85)	(118.80)	(621.88)	(180.37)	(88.81)	(122.94)	(392.12)	(153.64)	(91.81)	(65.62)	(311.06)	(1,706.76)
Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Expenditure	(32.65)	(56.21)	(20.35)	(109.21)	(236.01)	(48.30)	(82.60)	(366.91)	(69.16)	(55.86)	(13.71)	(138.73)	(105.71)	(88.35)	(29.95)	(224.01)	(838.86)
Investment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Change in Inventory	(67.69)	(51.62)	(153.18)	(272.49)	(78.23)	(140.55)	(36.20)	(254.98)	(111.21)	(32.95)	(109.23)	(253.39)	(47.93)	(3.45)	(35.67)	(87.05)	(867.90)
7 Transfers from Government	265.13	107.76	506.48	879.38	41.70	253.44	106.11	401.25	233.00	41.47	77.04	351.51	21.29	44.63	19.73	85.66	1,717.80
Loans	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Equity	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
On-Lending	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other (TFG)	265.13	107.76	506.48	879.38	41.70	253.44	106.11	401.25	233.00	41.47	77.04	351.51	21.29	44.63	19.73	85.66	1,717.80
8 Transfers to Government	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00	0.00
Dividend	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Loan Repayments	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Corporate Taxes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other (TTG)	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00	0.00
9 OVERALL BALANCE (5+6+7+8)	138.18	(79.78)	314.55	372.95	(19.65)	78.64	(123.35)	(64.36)	(29.20)	(116.27)	(83.04)	(228.51)	(149.75)	(72.24)	(74.28)	(296.27)	(216.19)
10 FINANCING (10a+11+15)	(138.18)	79.78	(314.55)	(372.95)	19.65	(78.64)	123.35	64.36	29.20	116.27	83.04	228.51	149.75	72.24	74.28	296.27	216.19



Financial Forecast (Statement A – Appendix B2 cont'd)

		Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Statement 'A' Flow of Funds	<u> </u>	Apr-20	May-20	Jun-20	1st Qtr	Jul-20	Aug-20	Sep-20	2nd Qtr	Oct-20	Nov-20	Dec-20	3rd Qtr	Jan-21	Feb-21	Mar-21	4th Qtr	2020/21
10a Total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	501.94	0.00	0.00	501.94	623.06	0.00	11.30	634.36	1,136.30
Capital Revenue (except NHT)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	501.94	0.00	0.00	501.94	623.06	0.00	11.30	634.36	1,136.30
Loans		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Equity		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
On-Lending		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Loan Repayments		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11 Total Foreign (12+13+14)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
12 Government Guaranteed Loans	Ī	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disbursement		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Amortization		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
13 Direct Loans	T	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Long Term:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Disbursement		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Amortisation		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Short Term:		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Change in Trade Credits		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
14 Change in Deposits Abroad		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
15 Total Domestic (16+17+18)		(138.18)	79.78	(314.55)	(372.95)	19.65	(78.64)	123.35	64.36	(472.75)	116.27	83.04	(273.43)	(473.30)	72.24	62.98	(338.09)	(920.10)
16 Banking System	Ī	154.49	196.89	214.38	565.77	59.32	170.10	241.32	470.74	(203.47)	168.05	174.73	139.31	(441.58)	121.23	90.37	(229.98)	945.84
Loans (Change)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Overdraft (Change)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Deposits (Change)		154.49	196.89	214.38	565.77	59.32	170.10	241.32	470.74	(203.47)	168.05	174.73	139.31	(441.58)	121.23	90.37	(229.98)	945.84
17 Non-Banks (Change)	1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18 Other (Change)		(292.67)	(117.11)	(528.94)	(938.72)	(39.67)	(248.75)	(117.96)	(406.38)	(269.28)	(51.77)	(91.69)	(412.74)	(31.73)	(48.99)	(27.39)	(108.11)	(1,865.95)



Financial Forecast (Statement A – Appendix B2 cont'd)

ln . n . an				-		1	1							1	1			
Details of Revenue and Expenditure		Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
CURRENT REVENUE		Apr-20	May-20	Jun-20	1st Qtr	Jul-20	Aug-20	Sep-20	2nd Qtr	Oct-20	Nov-20	Dec-20	3rd Qtr	Jan-21	Feb-21	Mar-21	4th Qtr	2020/21
Rental Income	H	30.10	30.10	30.10	90.29	30.10	30.10	30.10	90.29	30.10	30.10	30.10	90.29	30.10	30.10	30.10	90.29	361.15
Management Fees		54.11	6.07	52.43	112.61	16.16	16.11	16.34	48.60	27.96	6.07	16.24	50.26	7.82	7.67	6.07	21.56	
Operating Properties Income		22.74	16.40	16.18	55.31	21.69	19.61	5.64	46.94	7.40	6.63	10.24	24.03	24.19	23.70	24.00	71.89	198.18
Managed by: St. Ann Development Co		168.19	129.54	151.79	55.51 449.52	199.59	205.45	93.27	498.31	111.91	135.85	178.05	425.81	24.19 171.06	151.89	180.56	503.51	1,877,14
Managed by: St. Ann Development Co Managed by: Caymanas Development Co		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0 1 1		1.37	1.37	1.37	4.10	272.73	2.73		284.63	1.37	2.73	1.37	5.47		1.37	1.37	4.10	298.30
Other Operating Income								9.17				0.83		1.37			2.50	
Income from investments		0.83	0.83	0.83	2.50	0.83	0.83	0.83	2.50	0.83	0.83		2.50	0.83	0.83	0.83		10.00
Extraordinary Income/(Expense) TOTAL	H	0.00 277.34	0.00	0.00 252.69	0.00	0.00	0.00	0.00	0.00	501.94	0.00	0.00	501.94	0.00	0.00 215.56	11.30 254.22	11.30	513.24
IOIAL	Н	277.34	184.31	252.69	714.33	541.10	274.82	155.35	971.27	681.50	182.21	236.59	1,100.30	235.36	215.56	254.22	705.15	3,491.05
CURRENT EXPENSES																		
Compensation		(107.37)	(107.37)	(107.37)	(322.10)	(107.37)	(107.37)	(107.37)	(322.10)	(107.37)	(107.37)	(107.37)	(322.10)	(107.37)	(107.37)	(107.37)	(107.37)	(107.37)
- Salaries		(89.99)	(89.99)	(89.99)	(269.96)	(89.99)	(89.99)	(89.99)	(269.96)	(89.99)	(89.99)	(89.99)	(269.96)	(89.99)	(89.99)	(89.99)	(269.96)	(1,079.85)
 Pension Fund Contributions 		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
- Housing Allowance		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
- Utility Allowance		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
- Compensation - Other		(17.38)	(17.38)	(17.38)	(52.14)	(17.38)	(17.38)	(17.38)	(52.14)	(17.38)	(17.38)	(17.38)	(52.14)	(17.38)	(17.38)	(17.38)	(52.14)	(208.55)
Utilities (Electricity, Water & Telephone)		(3.90)	(3.90)	(3.90)	(11.71)	(3.90)	(3.90)	(3.90)	(11.71)	(3.90)	(3.90)	(3.90)	(11.71)	(3.90)	(3.90)	(3.90)	(11.71)	(46.85)
Repairs & Maintenance		(4.10)	(0.31)	(0.94)	(5.36)	(6.34)	(0.57)	(0.34)	(7.26)	(0.32)	(0.52)	(0.32)	(1.16)	(0.27)	(0.43)	(0.68)	(1.37)	(15.15)
Rental - Building(s)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rental - Equipment		(0.25)	(0.15)	(0.15)	(0.55)	(0.15)	(0.15)	(0.15)	(0.45)	(1.15)	(0.15)	(0.15)	(1.45)	(0.15)	(0.15)	(0.15)	(0.45)	(2.88)
Fuel		(1.30)	(1.30)	(1.30)	(3.91)	(1.30)	(1.30)	(1.30)	(3.91)	(1.30)	(1.30)	(1.30)	(3.91)	(1.30)	(1.30)	(1.30)	(3.91)	(15.65)
Interest Expense		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation		(11.45)	(11.45)	(11.45)	(34.36)	(11.45)	(11.45)	(11.45)	(34.36)	(11.45)	(11.45)	(11.45)	(34.36)	(11.45)	(11.45)	(11.45)	(34.36)	(137.44)
Cost of Sales		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Taxes (other than income tax)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Expense		(87.75)	(60.70)	(63.19)	(211.63)	(77.04)	(58.74)	(57.84)	(193.62)	(61.40)	(58.78)	(63.33)	(183.50)	(51.56)	(47.24)	(59.33)	(158.13)	(746.89)
Managed by: St. Ann Development Co		(72.94)	(78.98)	(86.68)	(238.60)	(79.06)	(81.04)	(87.65)	(247.75)	(69.41)	(71.68)	(89.65)	(230.74)	(75.19)	(72.67)	(91.14)	(239.00)	(956.10)
Mamaged by: Caymanas Development Co		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	Ħ	(289.07)	(264.16)	(274.99)	(828.22)	(286.62)	(264.52)	(270.01)	(821.16)	(256,31)	(255.15)	(277.48)	(788.94)	(251.19)	(244.52)	(275.32)	(771.03)	(3,209,36)
		(203107)	(20-1110)	(27-103)	(020122)	(200102)	(20102)	(270101)	(021110)	(20001)	(200110)	(277110)	(70054)	(20111)	(21102)	(270102)	(77100)	(0,20)
CAPITAL REVENUE																		
Disposal of Fixed Assets		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Interest Income-Projects		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Capital Revenue - Other	Ш	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CAPITAL EXPENDITURE																		
	Т	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchase of Fixed Assets		(32.65)	(56.21)	(20.35)	(109.21)	(236.01)	(48.30)	(82.60)	(366.91)	(69.16)	(55.86)	(13.71)	(138.73)	(105.71)	(88,35)	(29.95)	(224.01)	(838.86)
TOTAL	H	(32.65)	(56.21)	(20.35)	(109.21)	(236.01)	(48.30)	(82.60)	(366.91)	(69.16)	(55.86)	(13.71)	(138.73)	(105.71)	(88.35)	(29.95)	(224.01)	(838.86)
		(=====)	(= :21)	(2,22)	(= = = = =)	(== :::32)	(10.00)	(32.30)	(= 1)	(5.110)	(22.50)	((22.01.0)	(=====)	(0000)	(== == 0)	(==, 1)	(323.30)
INVESTMENTS	-				_													_
Investment Property	\vdash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	1 I	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Net Credit Report (Statement C) Forecasted to March 31, 2021

		1 to March 31, 2021	Forecast	FOREC	CAST
			Period Ended 31-Mar-20	Period Ended 31-Mar-21	Cash Flows During Period to March 2021
			J\$m	J\$m	J\$m
To	tal Financi	ng =	(368.10)	577.74	945.84
A.	Foreign F	inancing	0.00	0.00	0.00
		Long term loans & Advances (5yrs & over)	0.00	0.00	0.00
		Medim term loans & Advances (1-5yrs)	0.00	0.00	0.00
		Trade credit/ Short term financing (12yrs or less)	0.00	0.00	0.00
		Less: Deposits at Bank	0.00	0.00	0.00
В.	Domestic	Financing	(368.10)	577.74	945.84
1.	Banks	_ _	(919.49)	(234.97)	684.52
		Loans & advances	0.00	0.00	0.00
		Less: Deposits	(919.49)	(234.97)	684.52
		Less: CDs	0.00	0.00	0.00
	1.1	Bank of Jamaica	0.00	0.00	0.00
		Loans & advances	0.00	0.00	0.00
		Less: Deposits	0.00	0.00	0.00
		Less: CDs	0.00	0.00	0.00
	1.2	Commercial banks*	(919.49)	(234.97)	684.52
		loans & Advances	0.00	0.00	0.00
		Less: Deposits	(919.49)	(234.97)	684.52
2.	Nonba	nk fin. Intermediairies	0.00	0.00	0.00
		Loans & advances	0.00	0.00	0.00
		Less: Deposits	0.00	0.00	0.00
3.	Other p	oublic sector	877.94	877.94	0.00
*		Loans & advances	1,283.85	1,283.85	0.00
		Loans Advances	1,283.85	0.00 1,283.85	0.00 0.00
		Less: LRS	0.00	0.00	0.00
		Less: Treasury bills	0.00	0.00	0.00
		Less: Stocks & Shares	(405.91)	(405.91)	0.00
		Less: BOJ CD 's & Other Deposits	0.00	0.00	0.00
4.	Private	sector	(326.56)	(65.23)	261.32
		Loans & Advances	0.00	0.00	0.00
		Less: Debentures	0.00	0.00	0.00
		Less: Stocks & Shares	(36.19)	(36.19)	0.00
		less: Other (Broker Investment)	(290.36)	(29.04)	261.32
		icos. Other (Dioker investifient)	(280.30)	(25.04)	201.32



APPENDIX 2: PUBLIC SECTOR INVESTMENT PROGRAMME

2020/21 PROJECT TOTAL, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

			TOTAL PROJECT COST									TOTAL PR	OJECT		CURF	RENT FISCAL		
ITEM	PROJECT	ORIGINAL				REVISED				DA	ITES	EXPEND.	PHYS.ACHV		YEA	AR BUDGET		
NO	TITLE	L	E	IGF	Ţ	L	E	IGF	T		H/YEAR	(TO CLOSE OF	PRIOR FY)	L	E	IGF	Ţ	COMMENTS
1	Dunns River Beach Replenishment	-	•	125.16	125.16				•	May-20	Sep-20	-	0%	-	-	114.71	114.71	
2	Dunns River Jetty	-		66.10	66.10				-	Mar-20	Jul-20	-	0%	-	-	60.06	60.06	
	Ocho Rios Bay Beach Upgrade	-	-	266.57	266.57				-	May-20	Jul-21	-	0%	-	-	180.24	180.24	
	Hellshire Sewage Treatment Plant Expansion	-	-	529.32	529.32				-	Apr-20	Jan-21	-	0%	-	-	507.79	507.79	
5	Port Royal Master Plan	166.64	•	-	166.64				-	Apr-19	Oct-20	2.91	26%	76.18	-	-	76.18	
6	Montego Bay Closed Harbour Beach	1,425.77	-	-	1,425.77				-	Jan-19	Feb-20	348.22	15%	671.00		-	671.00	
	Montego Bay Waterfront Protection Infrastructure	539.00	•	-	539.00				-	May-19	Sep-20	12.25	0%	339.00	-	-	339.00	
8	Government Oval	850.64	-	-	850.64					Apr-19	Mar-20	80.90	0%	195.36	-	-	195.36	
9	Parliament Building	7,703.43	-	-	7,703.43					Apr-19	Mar-20	6.22	0%	386.25		-	386.25	
	Third City Phase 2: Master Plan Consultancy	219.51	-	-	219.51					Apr-19	Mar-21	11.44	0%	50.00	-	-	50.00	
		-	-	-	-												-	
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					-												-	
	10,904.99 - 987.15 11,892.14											461.93		1,717.80	•	862.81	2,580.61	
							Expend. : Expenditu Phys. Achv. : Physi FY : Fiscal Year						Page 1 of 4 Pages					



			FIRST QUARTER					SECOND QUARTE	R				THIRD QUARTE	ER .			F	OURTH QUARTE	R		
TT11 DD0 F0T	טן אווייבס בעסבי	UDITI IDE				DI ANNED EVDEN	IDITI IDE				חוואורס בעסבו	IDE IDE			•	טן אווידט דויטרוי	DITIDE				
ITEM PROJECT NO TITLE	PLANNED EXPE	NDITUKE E	IGF	Т	P PA	PLANNED EXPEN	idiiuke E	IGF	Т	P PA	PLANNED EXPEN	NDITURE E	IGF	T	P Pa	PLANNED EXPEN	DITUKE E	IGF	T	P PA	COMMENTS
Dunns River Beach	L	L	101		ΓΛ	L	L	IOI	ı	Γħ	L	L	IOI	ı	ΓM	L	L	IGI	'	ΓM	COMMENTS
1 Replenishment		-	42.48	42.48				65.47	65.47				1.55	1.55				5.21	5.21		
2 Dunns River Jetty	-	-	40.28	40.28		-	•	16.51	16.51		-	•	0.96	0.96		-	•	2.31	2.31	***************************************	
Ocho Rios Bay Beach							•••••														
3 Upgrade		•	26.97	26.97		-	•	60.62	60.62		-		32.04	32.04			•	60.62	60.62		
Hellshire Sewage Treatment																					
4 Plant Expansion	-	-	161.22	161.22		-	•	111.37	111.37		-	•	217.30	217.30		-	•	17.90	17.90		
5 Port Royal Master Plan	35.51	•	-	35.51		30.51	•	-	30.51		10.17	•	-	10.17		-	•	•	•		
Montego Bay Closed Harbour 6 Beach	307.99			307.99		169.78			169.78		191.66			191.66		1.56			1.56		
Montego Bay Waterfront																					
7 Protection Infrastructure	204.80		-	204.80		77.73		-	77.73		47.47	•	-	47.47	***************************************	9.00		-	9.00		
8 Government Oval	62.79	•		62.79		41.22	•	-	41.22		50.12	•		50.12		41.22	•	•	41.22		
9 Parliament Building	269.12		-	269.12		81.38	•	-	81.38		17.88	•	-	17.88		17.88	•	•	17.88		
Third City Phase 2: Master																					
10 Plan Consultancy	-	•	•	•		•					34.00	•	-	34.00		16.00	•	•	16.00		
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TOTAL PROGRAMME COST	880.21		270.95	1,151.16		400.62		253.97	654.59		351.30		251.85	603.15		85.66		86.04	171.70		
L : Local GOJ Funds - or -						E : External (Fore	inn-Fundad)							) : Planned							
Local Bank/Jamaica						IGF : Internally Ge								A : Physical Achievemer	nt						Page 2 of 4 Pages
If Latter indicate by * in Comr	nents Column					T : Total								7							



				FIRST QUARTER										SECOND QUAR	TER						
	PLANNED EXPEND	DITURE			ACTUA	AL EXPEND		Р	Α		PLANNED EXPEN	NDITURE			ACTU/	\L EX	PENDITI	URE	Р	Α	
NO TITLE	L	Е	IGF	Ţ	L	E IG	T	PA	PA	COMMENT	S L	Е	IGF	Ţ	L	Е	IGF	T	PA	PA	COMMENTS
Dunns River Beach																					
1 Replenishment	-	-	42.48	42.48							-	-	65.47	65.47		v					
2 Dunns River Jetty	-	-	40.28	40.28							-	-	16.51	16.51							
Ocho Rios Bay Beach																					
3 Upgrade	-	-	26.97	26.97							-	-	60.62	60.62							
Hellshire Sewage																					
Treatment Plant																					
4 Expansion	-	-	161.22	161.22							-	-	111.37	111.37							
5 Port Royal Master Plan	35.51	-	-	35.51							30.51	-	-	30.51							•
Montego Bay Closed																					
6 Harbour Beach	307.99	-	-	307.99							169.78	-	-	169.78							***************************************
Montego Bay Waterfront	204.00			004.00							77.70										
7 Protection Infrastructure	204.80	-	-	204.80					-		77.73	-	-	77.73							
8 Government Oval	62.79	•	-	62.79					-		41.22	-	-	41.22							
9 Parliament Building	269.12	-	-	269.12							81.38	-	-	81.38		~~~~~					***************************************
Third City Phase 2:																					
Master Plan																					
10 Consultancy	-	-	-	-					-		-	-	-								
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TOTAL PROGRAMME COS	880.21		270.95	1,151.16			+		-		400.62		253.97	654.59			\vdash				
TO TAL PROGRAMIME CO	000.21	•	210.93	1,131.10	!					 	400.02		200.97	004.09			ш			_	
L : Local GOJ Funds - or					F · Fvi	ternal (Fore	ian-Fund	led)			P : Planned						CFY:	Current	Fiscal	Year	
Local Bank/Jamaica						nternally G					A : Actual						Ο ι 1 .	Junuil	· iooul	· vui	Page 3 of 4 Pages
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				T	HIRD QUARTER										FOURTH QUA	RTER						
ITEM		PLANNED EXPEND	ITURE			ACTU	AL EXPENDI		Р	Α		PLANNED EXPEN	DITURE			ACTU/		PENDITU	JRE	Р	A	
NO		L	E	IGF	T	L	E IGF	T	PA	PA	COMMENTS	L	Е	IGF	T	L	Е	IGF	T	PA	PA	COMMENTS
1	Dunns River Beach																					
1	Replenishment	-	-	1.55	1.55						C	-	-	5.21	5.21							
2	Dunns River Jetty	-	-	0.96	0.96							-	-	2.31	2.31							
	Ocho Rios Bay Beach																					
3	Upgrade	-	-	32.04	32.04							-	-	60.62	60.62							
	Hellshire Sewage Treatment																					
**********	Plant Expansion	-	-	217.30	217.30						-	-	-	17.90	17.90							
	Port Royal Master Plan	10.17	-	-	10.17							-	-	-	-							
	Montego Bay Closed Harbour																					
	Beach	191.66	-	-	191.66							1.56	-	-	1.56							
	Montego Bay Waterfront																					
***************************************	Protection Infrastructure	47.47	-	-	47.47							9.00	-	-	9.00							
8	Government Oval	50.12	-	-	50.12							41.22	-	-	41.22							
9	Parliament Building	17.88	-	•	17.88							17.88	-		17.88							
www.	Third City Phase 2: Master		***************************************													***************************************					enementenipe	
10	Plan Consultancy	34.00	-	-	34.00							16.00	-	-	16.00							
											december 2000		***************************************									
www.	-											***************************************		***************************************	***************************************							***************************************
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Т1	I OTAL PROGRAMME COST	351.30		251.85	603.15							85.66		86.04	171.70							
<u> </u>	OTAL I NOGRAININE COOT	331,30	•	431.03	003.13							03.00		00.04	171.70	l						
	L : Local GOJ Funds - or -					F · F _Y	cternal (Foreig	ın-Fund	led)			P : Planned						CFY: (Current	Fiscal	l Year	
	Local Bank/Jamaica						Internally Ger					A : Actual						VII.	ounont	i iovai	i i vui	Page 4 of 4 Pages
		ents Column						.5.4104	. 41140			PA : Physical Achi	evement									. ago 1 01 11 agoo
						If Latter indicate by * in Comments Column T : Total																

APPENDIX 3: PROCUREMENT PLAN

Description					Estir	nated Budge	et & Funding S	ource	Prequalification			Estimate		
	Unit of	Quantity	Estimated Management Value	GOJ	Extern	al Funding		Total	Y/N	Procure ment	Proposed (Qu	Publication arter)		Proposed
	Measure		Monetary Value	GOJ	Loans	Grants	Self Financed	TOTAL	T / N	Method	Start	Finish	Award (Quarter)	Start (Quarter)
1. GOODS														
Administrative Services														
1 Toyota Hilux Pick-Up - Hellshire Security			8,500,000.00				✓	8,500,000	N	SS	'Q1	Q3	Q3	Q3
1 Toyota Rush SUVs			4,700,000.00				✓	4,700,000	N	SS	Q1	Q3	Q3	Q3
1 Isuzu Truck - 6 Tonne			9,500,000.00				✓	9,500,000	N	SS	Q1	Q3	Q3	Q3
1 Motor Bikes - Corporate Security			700,000.00				✓	700,000	N	SS	Q1	Q3	Q3	Q3
1 Motor Bikes - RBWCo.			700,000.00				✓	700,000	N	SS	Q1	Q3	Q3	Q3
Fuel (Diesel/Petrol)			13,300,152.00				✓	13,300,152.00	N	TBD	Q1	Q3	Q3	Q3
Repairs & Maintenance			10,152,800.00				✓	10,152,800.00	N	TBD	Q2	Q4	Q4	Q4
Wrecker/Haulage			1,413,074.00				✓	1,413,074.00	N	SS	Q2	Q4	Q4	Q4
Uniforms/Safety Gears			5,400,000.00				✓	5,400,000.00	N	NCB	Q2	Q4	Q4	Q4
Furniture & Equipment			15,511,412.00				✓	15,511,412.00	N	TBD	Q2	Q4	Q4	Q4
Stationery/Office Supplies			2,337,952.19				✓	2,337,952.19	N	SS	Q2	Q4	Q4	Q4
Franking Machine			55,650.00				✓	55,650.00	N	SS	Q2	Q4	Q4	Q4
Digitization of Records			14,000,000.00				✓	14,000,000.00	N	SS	Q2	Q4	Q4	Q4
LexisNexis Database (Legal)			942,650.00				✓	942,650.00	N	SS	Q2	Q4	Q4	Q4
			87,213,690.19					87,213,690.19						



Description					Estir	nated Budge	t & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure	Quantity	Estimated Monetary Value	GOJ	Extern	al Funding		Total	Y/N	Procure ment	Proposed (Qu	Publication arter)	Proposed Award	Proposed Start
	Micasure		monetary value	307	Loans	Grants	Self Financed	Total	1,11	Method	Start	Finish	(Quarter)	
1. GOODS														
Information Communication and Technology														
Firewall Expansion (High Availability)	J\$		6,000,000.00				✓	6,000,000.00	N	NCB	Q1	Q1	Q1	Q1
Implementation of Encryption Solution	J\$		5,000,000.00				✓	5,000,000.00	N	NCB	Q3	Q3	Q3	Q3
Network Monitoring Tool (Solar Winds)	J\$		3,200,000.00				✓	3,200,000.00	N	NCB	Q2	Q2	Q2	Q2
Auditing Tool	J\$		2,500,000.00				✓	2,500,000.00	N	NCB	Q2	Q2	Q2	Q2
IP Video Management System - CDC	J\$		1,500,000.00				✓	1,500,000.00	N	NCB	Q1	Q1	Q1	Q1
IP Video Management System - ORBB	J\$		7,000,000.00				✓	7,000,000.00	N	NCB				
IP Video Management System - RBWC	J\$		3,500,000.00				✓	3,500,000.00	N	NCB	Q4	Q1	Q1	Q4
IP Video Management System - Mobay	J\$		3,500,000.00				✓	3,500,000.00	N	NCB	Q3	Q4	Q4	Q3
Expansion of Video Management System at UDC Head Office (Outside Perimeter)	J\$		10,000,000.00				✓	10,000,000.00	N	NCB	Q1	Q2	Q2	Q1
Office (Ground Floor, 4th, 7th, 8th, 9th Floor)	J\$		7,500,000.00				✓	7,500,000.00	N	NCB	Q3	Q4	Q4	Q3
IP Video Management System - TRP	J\$		3,500,000.00				✓	3,500,000.00	N	NCB	Q2	Q3	Q3	Q2
IP Video Management System - Green Grotto Caves	J\$		3,500,000.00				✓	3,500,000.00	N	NCB	Q2	Q3	Q3	Q2
Microsoft SQL Enterprise licenses	J\$	16	15,000,000.00				✓	15,000,000.00	N	NCB	Q1	Q1	Q2	Q1
Microsoft Office Licenses	J\$	200	15,000,000.00				✓	15,000,000.00	N	NCB	Q2	Q2	Q3	Q2
Antivirus for Endpoints (inclusive of Servers)	J\$		4,000,000.00				✓	4,000,000.00	N	NCB	Q1	Q1	Q1	Q1
Network Equipment Upgrade - Replace End of Life/ Faulty Network Core Equipment	J\$		35,000,000.00				√	35,000,000.00	N	NCB	Q1	Q3	Q3	Q1
Password Manager	J\$		2,000,000.00				✓	2,000,000.00	N	NCB	Q1	Q1	Q1	Q1
UPS Infrastructure - SADCo. NG MB RB GGC CDC	J\$		5,000,000.00				✓	5,000,000.00	N	NCB	Q1	Q1	Q1	Q1

Description					Estir	mated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of	Quantity	Estimated	COL	Extern	al Funding		Total	V / N	Procure ment		Publication arter)	Proposed	Proposed
	Measure		Monetary Value	GOJ	Loans	Grants	Self Financed	Total	Y/N	Method	Start	Finish	Award (Quarter)	Start (Quarter)
1. GOODS														
Information Communication and Technology														
UPS Infrastructure - Head Office	J\$		6,000,000.00				✓	6,000,000.00	N	NCB	Q2	Q2	Q2	Q2
Environmental Monitor - all sites	J\$		2,000,000.00				✓	2,000,000.00	N	NCB	Q2	Q2	Q2	Q2
Hyperconverged Infrasture Installation	J\$		7,500,000.00				✓	7,500,000.00	N	NCB	Q2	Q2	Q2	Q2
Data Warehouse	J\$		10,000,000.00				✓	10,000,000.00	N	NCB	Q3	Q4	Q4	Q3
Business Intelligence Tools & Dashboard - JDE, BOS	J\$		4,500,000.00				✓	4,500,000.00	N	NCB	Q4	Q4	Q4	Q4
Wireless Solution (CDC, TRP, Mobay, Reach, DRFP, Negril)	J\$		11,000,000.00				√	11,000,000.00	N	NCB	Q2	Q3	Q3	Q2
Implementation of VOIP Telephone Expansion - DRFP	J\$		8,000,000.00				√	8,000,000.00	N	NCB	Q1	Q2	Q2	Q1
Veeam Backup Expansion	J\$		6,000,000.00				✓	6,000,000.00	N	NCB	Q2	Q2	Q2	Q2
Domain Control Servers	J\$	2	4,000,000.00				✓	4,000,000.00	N	NCB	Q2	Q2	Q3	Q2
Standard Computer Workstation	J\$	100	20,000,000.00				✓	20,000,000.00	N	NCB	Q2	Q2	Q3	Q2
Standard Notebook/Laptop	J\$	100	15,000,000.00				✓	15,000,000.00	N	NCB	Q1	Q1	2	Q1
Tablets - Directors Desk	J\$	17	4,000,000.00				✓	4,000,000.00	N	NCB	Q4	Q4	Q4	Q4
Microsoft Projects	J\$		3,000,000.00				✓	3,000,000.00	N	NCB	Q3	Q3	Q3	Q3
Desktop / Server Operating System (Windows 10 etc)	J\$		5,500,000.00				√	5,500,000.00	N	NCB	Q1	Q1	Q2	Q1
Implementation of HR System (Network Equipment/Kiosks)	J\$		6,000,000.00				✓	6,000,000.00	N	NCB	Q3	Q3	Q3	Q3



Description					Estir	nated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure	Quantity	Estimated	GOJ	Extern	al Funding		Total	Y/N	Procure ment		Publication arter)	Proposed	Proposed
	ivieasure		Monetary Value	GOJ	Loans	Grants	Self Financed	lotai	1 / N	Method	Start	Finish	Award (Quarter)	Start (Quarter)
1. GOODS														
Information Communication and Technology														
Virtualization Servers	J\$		15,000,000.00				✓	15,000,000.00	N	NCB	Q1	Q1	Q2	Q1
Trimble R2 GNSS	J\$		3,250,000.00				✓	3,250,000.00	N	NCB	Q3	Q3	Q3	Q3
Survey Grade GPS Equipment	J\$		3,000,000.00				✓	3,000,000.00	N	NCB	Q3	Q3	Q3	Q3
Multifunction Printer	J\$	2	5,000,000.00				✓	5,000,000.00	N	NCB	Q1	Q1	Q1	Q1
Desk Phone	J\$		6,000,000.00				✓	6,000,000.00	N	NCB	Q3	Q3	Q3	Q3
Storage Servers	J\$		18,300,000.00				✓	18,300,000.00	N	NCB	Q1	Q1	Q2	Q1
Data Centre Recovery Servers & Network Equipment - Digicel	J\$		15,000,000.00				√	15,000,000.00	N	NCB	Q1	Q1	Q2	Q1
Data Centre Recovery Servers & Network Equipment - DRFP	J\$		15,000,000.00				√	15,000,000.00	N	NCB	Q1	Q1	Q2	Q1
MS Exchange 2019 DataCenter - SA	J\$		16,000,000.00				✓	16,000,000.00	N	NCB	Q1	Q1	Q2	Q1
Windows Server 2019 - DataCenter	J\$		14,000,000.00				✓	14,000,000.00	N	NCB	Q1	Q1	Q2	Q1
Network Rooms Hardening	J\$		8,000,000.00				✓	8,000,000.00	N	NCB	Q1	Q1	Q1	Q1
Installation of Turnstiles (3) (DRFP)	J\$		8,000,000.00				✓	8,000,000.00	N	NCB	Q2	Q2	Q2	Q2
Veeam - Tape Library	J\$		5,000,000.00				✓	5,000,000.00	N	NCB	Q4	Q4	Q4	Q4
Inventory Management System - (Dunn's River Falls & Park, Head Office, SADCO)	J\$		2,500,000.00				✓	2,500,000.00	N	NCB	Q1	Q1	Q1	Q1
Manage Engine Desktop Central	J\$		5,000,000.00				✓	5,000,000.00	N	NCB	Q1	Q1	Q2	Q1
Implementation of VOIP Telephone Expansion - Green Grotto	J\$		4,500,000.00				√	4,500,000.00	N	NCB	Q1	Q1	Q2	Q1

Description					Estir	nated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure	Quantity	Estimated Monetary Value	GOJ	Extern	al Funding		Total	Y/N	Procure ment	Proposed (Qu	Publication arter)	Proposed Award	Proposed Start
	IVICASUIC		Wolletary value	901	Loans	Grants	Self Financed	Total	1 / 10	Method	Start	Finish		(Quarter)
1. GOODS														
Information Communication and Technology														
Expansion of Access Control - Head Office / CDC / ORCC / DRFP / SADCo / DRFP	J\$		8,000,000.00				✓	8,000,000.00	N	NCB	Q1	Q1	Q1	Q1
WIFI Solution - Dunn's River Falls & Park Guest Experience	J\$		15,000,000.00				~	15,000,000.00	N	NCB	Q1	Q1	Q2	Q1
ORBB Technology Refresh (WIFI, Video, Access Control)	J\$		11,000,000.00				√	11,000,000.00	N	NCB	Q1	Q2	Q3	Q2
Automated Video & Photo Capturing Software - Dunn's River Falls & Park	J\$		30,000,000.00				√	30,000,000.00	N	NCB	Q1	Q2	Q3	Q2
			452,750,000.00					452,750,000.00						
2.Works														
Administrative Services														
Relocation of Registry Archives at CDC	J\$		3,000,000.00				✓	3,000,000.00	N	TBD	Q2	Q4	Q4	Q4
Registy/Library Renovation	J\$		750,000.00				✓	750,000.00	N	SS	Q2	Q4	Q4	Q4
			3,750,000.00					3,750,000.00						



Description			Estir	mated Budge	t & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of		Extern	al Funding						Publication	Proposed	Proposed
	Measure	Quantity			0.16	Total	Y/N	ment	_	arter)	Award	Start
			Loans	Grants	Self Financed			Method	Start	Finish	(Quarter)	(Quarter)
2.Works												
Facilities Management												
BLOCK 4 - REPLACEMENT OF AIR HANDLING UNITS - (4)					Υ	21,197,500		NCB				Q1 - 4
BLOCK 4 - CHILL WATER PUMPS (3)					Y	3,500,000	N	NCB				Q1
BLOCK 4 - FIRE PUMP CONTROLS - MAIN WATER PUMP + CONTROLS					Y	15,750,000	N	NCB				Q1
BLOCK 4 ELEVATORS					Y	40,000,000	N	SS				Q4
Block 4- BATHROOM REFURBISHING					Y	12,500,000	N	NCB				Q1 - 4
Block 4 - Elec. Distrib, Sys. Upgrade					Y	6,000,000	N	NCB				Q2
BLOCK 2/6 - FAN COIL AC UNIT - (14 SHOPS)					Y	8,000,000	N	NCB				Q1
BLOCK 2/6 - COOLING TOWER INFILLS					Y	5,000,000	N	NCB				Q3
BLOCK 2/6 - POTABLE WATER PUMP AND CONTROLS					Y	7,800,000	N	NCB				Q4
BLOCK 2/6- AIR HARNDLER UNIT 3Rd, 4th FL					Y	8,000,000	N	NCB				Q2 - 3
BLOCK 2/6 - REPLACEMENT OF CEILING TILES, LIGHTING AND FLOOR TILES					Y	7,500,000	N	NCB				Q2
BLOCK 2/6 - UPGRADE TO ELEVATOR LOBBY AREA AND												
RESTROOMS					Y	6,000,000	N	NCB				Q2
BLOCK 4- WINDOWS AND SPALLINGS					Y	60,000,000	N	NCB				Q1
BLOCK 6 WATERPROOF ROOFING					Y	3,000,000	N	NCB				Q1
BLOCK 4 - LOBBY UPGRADE					Y	20,000,000	N	NCB				Q2
BLOCK 4 - REPLACEMENT OF CEILING TILES					Y	5,000,000	N	NCB				Q3 - 4

Description			Estir	nated Budge	et & Funding So	ource	Prequalification			Estimate	d dates	
	Unit of	Quantity	Extern	al Funding		Tatal	V / N	Procure ment		Publication arter)	Proposed	Proposed
	Measure		Loans	Grants	Self Financed	Total	Y/N	Method	Start	Finish	Award (Quarter)	Start (Quarter)
2.Works												
Facilities Management												
BLOCK 4 - REPLACEMENT OF LIGHTING					Υ	3,500,000	N	NCB				Q3 -4
BLOCK 4 - TILING OF CARPETED AREAS					Υ	15,000,000	N	NCB				Q3 - 4
TEMPLE LANE CAR PARK REPAIRS					Υ	25,000,000	N	NCB				Q4
BLOCK 4 - REPAIRS TO CONCRETE WALKWAYS & ORANGE PARK					Υ	15,000,000	N	NCB				Q2
BLUEFIELDS - REPAVING ASPHALT DRIVEWAY AND CAR PARK					Υ	3,500,000	N	NCB				Q3
BLOCK 4 - LANDSCAPING					Υ	2,000,000		SS				Q1 -4
						293,247,500						
Project Management												
Dunns River Beach Replenishment					104,500,000	104,500,000	Y		Q3	Q4	Q4	Q3
Dunns River Jetty					59,431,256	59,431,256	N		Q1	Q1	Q4	Q1
Ocho Rios Bay Beach Upgrade					235,363,164	235,363,164	N		Q3	Q3	Q1	Q3
Montego Bay Waterfront Protection Infrastructure					448,472,058	448,472,058 847,766,478			Q3	Q3	Q1	Q3
						211,100,110						

Description			Estin	nated Budge	et & Funding S	ource	Prequalification			Estimate	d dates		
	Unit of	Quantity	Extern	al Funding		Total	v / N	Procure ment	Proposed (Qu	Publication arter)			
	Measure		Loans	Grants	Self Financed	IOTAI	Y/N	<u>Method</u>	Start	Finish	Award (Quarter)	Start (Quarter)	Comments
2.Works													
Corporate Security													
Demolish illegall structures on UDC properties island-w	\$	Х			Yes	24,000,000	Yes	NCB			Q1	Q4	
Remove illegal occupations, dump sites, litter and clean up UDC properties island-wide	\$	X			Yes	3,000,000	No	NCB			Q1	Q4	Likely to be done as required by Purchase Order System
Install fencing and Ighting solutions on UDC properties islandwide	\$	X			Yes	5,242,500	No	NCB			Q1	Q4	Likely to be done as required by Purchase Order System
Provide Marine Transportation for UDC Security Team	\$	X				979,616 33,222,116.00		SS			Q1	Q4	To be done via Purchase Order

Description			Estir	nated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure	Quantity	Extern	al Funding		Total	Y/N	Procure ment		Publication arter)	Proposed Award	Proposed Start
	ivicasure		Loans	Grants	Self Financed	TOTAL	1 / 14	Method	Start	Finish		(Quarter)
3. Non-consulting Services/General Services												
Administrative Services												
Fleet Insurance					✓	1,704,510.00		SS	Q1	Q4	Q1	Q1
Fleet Licencing					✓	325,000.00		SS	Q1	Q4	Q1	Q1
Fleet Valuation						350,000.00		SS	Q1	Q4	Q1	Q1
Water Contract					✓	2,269,696.00		SS	Q1	Q4	Q1	Q1
Plant Maintenance					✓	1,061,781.00		SS	Q1	Q4	Q1	Q1
Catering Services - Meetings/Workshops					✓	3,500,000.00		SS	Q1	Q4	Q1	Q1
Office Cleaning - Chemicals					✓	363,000.00		SS	Q1	Q4	Q1	Q1
Laundry/Dry Cleaning - Kitchen, Sick Bay					✓	102,000.00		SS	Q1	Q4	Q1	Q1
Telephone/Fax					✓	50,400.00		SS	Q1	Q4	Q1	Q1
Postage/Courier					✓	22,100.00		SS	Q1	Q4	Q1	Q1
Magazine Subscription					✓	3,255,800.00		SS	Q1	Q4	Q1	Q1
Electronic Journal Subscription					✓	1,344,000.00		SS	Q1	Q4	Q1	Q1
Books & Audio Visuals					✓	58,160.80		SS	Q1	Q4	Q1	Q1
						14,406,447.80						

Description			Estir	mated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure	Quantity	Extern	al Funding		Total	Y/N	Procure ment		Publication arter)	Proposed Award	Proposed Start
	ivicasure		Loans	Grants	Self Financed	Total	1710	Method	Start	Finish		(Quarter)
3. Non-consulting Services/General Services												
Information Communication and Technology												
Maintenance & Support (Best Overview Solution - DRFP) - Renewal	J\$				√	7,920,000.00		NCB	Q1	Q1	Q1	Q1
Maintenance & Support (NasDaq Director's Desk) - Renewal	J\$				√	5,000,000.00		NCB	Q4	Q4	Q4	Q4
Maintenance & Support (JD Edwards EnterpriseOne - DRFP) - Renewal	J\$				√	8,000,000.00		NCB	Q4	Q4	Q4	Q4
ArCGIS Enterprise	J\$				✓	12,000,000.00		NCB	Q3	Q4	Q4	Q3
AutoDesk Design Suite (AutoCAD, Civil 3D, Rivit, Corel Draw)	J\$				√	18,000,000.00		NCB	Q3	Q3	Q4	Q3
Maintenance & Support (Firewall Licenses (HQ & Subsidiaries)) - Renewal	J\$				√	2,500,000.00		NCB	Q1	Q1	Q1	Q1
Maintenance & Support (Cisco Smartnet) - Renewal	J\$				✓	6,100,000.00		NCB	Q1	Q1	Q1	Q1
						59,520,000.00						
Human Resources Management												
Jamaica Employers Federation Convention					✓	500,000.00	N					Q1
HRMAJ					✓	140,000.00	N					Q2
Jamaica Institute of Engineers Conference					✓	150,000.00	N					Q2
Jamaica Institute of Architecture					✓	100,000.00	N					Q2
Jamaica Bar Association					✓	200,000.00	N					Q2

Description			Estir	mated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure	Quantity	Extern	al Funding		Total	Y/N	Procure ment		Publication arter)	Proposed Award	Proposed Start
	ivicasure		Loans	Grants	Self Financed	TOTAL	1710	Method	Start	Finish		(Quarter)
3. Non-consulting Services/General Services												
Human Resources Management												
Jamaica Customer Service					✓	175,000.00	N					Q2
JAAP Comvention					✓	350,000.00	N					Q3
Jamaica Stock Exchange					✓	100,000.00	N					Q4
LIAJ Conference & AGM					✓	50,000.00	N					Q4
Master Builders Conference					✓	120,000.00	N					Q3
Florida Caribbean Cruise Association (FCCA) - overseas					✓	1,500,000.00	N					Q3
RICS Conventions					✓	500,000.00	N					Q3
Customer Service					✓	120,000.00	N					Q1, Q2, Q3, Q4
Team Jamaica Certification					✓	62,500.00	N					Q1, Q2, Q3, Q4
Team Building					✓	50,000.00	N					Q1, Q2, Q3, Q4
Corporate Governance/Ethics					✓	75,000.00	N					Q1, Q2, Q3, Q4
Emotional Intelligence/Negotiating/Soft Skills					√	200,000.00	N					Q1, Q2, Q3, Q4
Critical Thinking/Business Analyst					✓	200,000.00	N					Q1, Q2, Q3, Q4

Description			Esti	mated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure	Quantity	Extern	nal Funding		Total	Y/N	Procure ment	Proposed (Qu	Publication arter)	Proposed Award	Proposed Start
	ivieasure		Loans	Grants	Self Financed	Total	1710	Method	Start	Finish		(Quarter)
3. Non-consulting Services/General Services												
Human Resources Management												
Supervisory Manager					✓	80,000.00	N					Q1, Q2, Q3, Q4
Procurement					✓	25,000.00	N					Q1, Q2, Q3, Q4
First Aid					✓	75,000.00	N					Q1, Q2, Q3, Q4
Security Guard Certification/District Constable Training					✓	187,500.00	N					Q1, Q2, Q3, Q4
PDPM/Technical Staff Training					✓	100,000.00	N					Q1, Q2, Q3, Q4
Continued Legal Professional					✓	15,000.00	N					Q1, Q2, Q3, Q4
Staff Engagement					✓	75,000.00	N					Q1, Q2, Q3, Q4
Capacity Building for Secretaries					✓	62,500.00	N					Q1, Q2, Q3, Q4
Capacity Building for Estate Staff					√	100,000.00	N					Q1, Q2, Q3, Q4
Industrial Relations/HR Policy					✓	150,000.00	N					Q1, Q2, Q3, Q4

Description			Estir	mated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure	Quantity	Extern	al Funding		Total	Y/N	Procure ment	Proposed (Q	Publication uarter)	Proposed Award	Proposed Start
	ivieasure		Loans	Grants	Self Financed	TOTAL	1710	Method	Start	Finish		(Quarter)
3. Non-consulting Services/General Services												
Human Resources Management												
Records Management					✓	40,000.00	N					Q1, Q2, Q3, Q4
Effective Communication/Report Writing/Note Taking					✓	175,000.00	N					Q1, Q2, Q3, Q4
Orientation/on-Boarding					✓	50,000.00	N					Q1, Q2, Q3, Q4
Performance Management					✓	75,000.00	N					Q1, Q2, Q3, Q4
Capacity Building for Finance					>	75,000.00	N					Q1, Q2, Q3, Q4
Land Registration and conveyancing Workshop					✓	60,000.00	N					Q1, Q2, Q3, Q4
Defensive Driving					✓	80,000.00	N					Q1, Q2, Q3, Q4
GIS/Urban Planning Training and promotion					√	50,000.00	N					Q1, Q2, Q3, Q4
Safetty & Health Training					✓	100,000.00	N					Q1, Q2, Q3, Q4
Capacity Building for Facilities Management					√	250,000.00	N					Q1, Q2, Q3, Q4

Description		□(Ouantity	Estir	mated Budge	et & Funding S	ource	Prequalification			Estimate	d dates	
	Unit of Measure		External Funding			Total	V / N	Procure ment	Proposed Publication (Quarter)		Proposed Award	Proposed Start
	ivicasure		Loans	Grants	Self Financed	TOTAL	Y/N	Method	Start	Finish		(Quarter)
3. Non-consulting Services/General Services												
Human Resources Management												
Project Management/Aglie Framework					✓	100,000.00	N					Q1, Q2, Q3, Q4
Strategic Planning/Risk Training/SWOT					√	250,000.00	N					Q1, Q2, Q3, Q4
MyHr+					✓	400,000.00	N					Q1, Q2, Q3, Q4
HR Capacity Building					✓	350,000.00	N					Q1, Q2, Q3, Q4
Accommodation					✓	400,000.00	N					Q1, Q2, Q3, Q4
Travelling					✓	120,000.00	N					Q1, Q2, Q3, Q4
Token					√	180,000.00	N					Q1, Q2, Q3, Q4
Presenters Fees					✓	560,000.00	N					Q1, Q2, Q3, Q4
Rewards and Recognition					√	100,000.00	N					Q1, Q2, Q3, Q4
Succession Planning					✓	300,000.00	N					Q1, Q2, Q3, Q4

Description			Esti	mated Budge	et & Funding S	ource	Prequalification		Estimated dates				
	Unit of Measure	Quantity	External Funding			Total	V/N	-	Proposed Publication (Quarter)		Proposed Award	Proposed	
			Loans	Grants	Self Financed	Total	Y/N	Method	Start	Finish		Start (Quarter)	
3. Non-consulting Services/General Services													
Human Resources Management													
Mentorship Programme					✓	200,000.00	N					Q1, Q2, Q3, Q4	
Subsidiary Visits/Inspections					✓	300,000.00	N					Q1	
Safety Signs					✓	300,000.00	N					Q1	
Inspection of Fire Equipment					✓	1,165,000.00	N					Q1, Q2, Q3, Q4	
Service and Recharge Fire Extinguisher					✓	500,000.00	N					Q1, Q2, Q3, Q4	
First Aid Supplies					✓	30,000.00	N					Q1	
Food Handlers Permit					✓	3,000.00	N					Q1	
Safety Wardens Meetings/Trainings					✓	40,000.00	N					Q1	
Miscellaneous					✓	250,000.00	N					Q1	
BHA-Corporate Sports-Coach Fees					√	1,240,000.00	N					Q1, Q2, Q3, Q4	
BHA-Corporate Sports-Admin Fees					✓	300,000.00	N					Q1, Q2, Q3, Q4	
BHA-Corporate Sports-Gears/Equipment					✓	800,000.00	N					Q1	
BHA-Corporate Sports-Medical Treatment/Reimbursement					✓	360,000.00	N					Q1, Q2, Q3, Q4	

Description			Esti	nated Budge	t & Funding S	ource	Prequalification		Estimated dates				
	Unit of	Ouantity	External Funding					Procure ment	Proposed Publication (Quarter)		Proposed	Proposed	
	Measure		Loans	Grants	Self Financed	Total	Y/N	Method	Start	Finish	Award (Quarter)	Start (Quarter)	
3. Non-consulting Services/General Services													
Human Resources Management													
BHA-Corporate Sports-Refreshment					✓	798,400.00	N					Q1, Q2, Q3, Q4	
Sports Club-Emancipendence 2020					✓	250,000.00	N					Q2	
Corporate Race-Sagicor Sigma					✓	300,000.00	N					Q4	
UDC Gymnasium-Instructor Services					✓	840,000.00	N					Q1, Q2, Q3, Q4	
UDC Gymnasium-Equipment Maintenance					✓	250,000.00	N					Q1	
Safety, Health & Wellness Day					✓	150,000.00	N					Q1	
Health Risk Assessment					✓	50,000.00	N					Q1	
						17,303,900.00							
4. Consulting Services													
Information Communication and Technology													
Vulnerability Assessment	J\$				✓	2,500,000.00		NCB	Q2	Q2	Q2	Q2	
						2,500,000.00							

Description	Unit of Measure		Estir	nated Budge	et & Funding S	ource	Prequalification		Estimated dates					
		Ouantity	External Funding					Procure ment	Proposed Publication (Quarter)					
			Loans	Grants	Self Financed	Total	Y/N	Method	Start	Finish	Award (Quarter)	Start (Quarter)		
4. Consulting Services														
Project Management														
Government Oval: Legal Advisor						54,800,000	N	NCB	Q4	Q4	Q1	Q4		
Government Oval: Strategic Environmental						E 206 000	N							
Assessment						5,206,000	N	NCB	Q4	Q4	Q1	Q4		
Government Oval: Social Impact Assessment						3,288,000	N	SS	Q4	Q4	Q1	Q4		
Houses of Parliament Contractor						6,406,668,000	Υ	NCB	Q3	Q3	Q4	Q3		
Third City Phase 2: Master Plan Consultancy					✓	219,505,000	γ	NCB	Q1	Q1	Q2	Q1		
Goat Islands: Invasive Species Eradication Plan					✓	113,422,400	N	NCB	Q4	Q4	Q4	Q4		
Goat Islands: Zoning Plan					✓	35,112,000	N	NCB	Q4	Q4	Q4	Q4		
Goat Islands: Biodiversity Study					✓	13,760,074	N	NCB	Q4	Q4	Q4	Q4		
Goat Islands: GIS Plan					✓	12,884,228	N	NCB	Q4	Q4	Q4	Q4		
						6,864,645,702								

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