



DECEMBER 2022

Portmore Resilience Park

CORPORATE STRATEGIC PLAN AND BUDGET FY 2023/2027



Table of Contents

1. Executive Summary.....	3
Mission.....	4
Corporate Objectives.....	4
Strategic Priorities	4
UDC Capital Projects	5
Quality Management System	7
Supporting Considerations	7
Strategy Map	9
2. Internal and External Environmental Scan.....	10
SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)	10
Stakeholder Analysis.....	14
3. Organizational Performance	20
4. Product and Services	23
5. Plans and Priority Programmes	24
Major Capital Projects - Costs and Requested Expenditure, FY 2023/2024 – FY 2026/27	25
Major Capital Projects - Project Profiles for FY 2023/2024.....	26
6. Revenue Generation Plan	36
7. Human Resource Capacity Plan	37
Staff Complement – Head Office.....	39
Current Organizational Chart	40
Executive Roles and Responsibilities	40
8. Enterprise Risk Management Plan	42
9. Environmental Plan	48
10. Integrated Marketing, Communication and Customer Service Plan	57
11. Finance Models.....	60
12. Measurement and Evaluation of Organisational Performance	65
13. Appendices.....	70
Appendix 1: Budget	70
Appendix 2: Public Sector Investment Programme	86
Appendix 3: Procurement Plan	90

1. Executive Summary

The **Urban Development Corporation (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. With this mandate UDC has made significant contributions to the transformation of Jamaica's most viable urban centres and rural towns, while preserving the natural environment and enabling economic development. The UDC continues to make its contribution to national growth by strategically developing assets that are economically and environmentally sustainable. Being a full-service corporation, providing both pre-construction, construction, real estate, and attraction management services, we strive to recruit and maintain a permanent and highly skilled workforce. Our in-house project management capacity positions the UDC as project leads and consultants on major projects that of national importance.

As a self-financing body, the UDC generates income from its properties including its natural attractions, beaches, and craft markets; the lease and rental of lands and commercial shops, and apartments; water services in St Ann and St. Catherine; and from several car parks in Kingston, Montego Bay and Ocho Rios. The corporation is the host and organizers of the annual Fireworks Event on the waterfront and in Ocho Rios on the Bay.

The UDC's business model encompasses two major areas: Real Estate Development and Real Estate Management. The UDC is focused on improving the lives of Jamaicans, by developing and enhancing the resources under its management or undertake projects on behalf of other Government of Jamaica (GOJ) agencies.

Real Estate Development

The UDC's mission "Making Development Happen", sees the corporation, plan, execute and implement development projects which enhance national infrastructure for education, public health, housing, culture, commercial activity and national security. Among the technical services including provided are Master Planning, Engineering, Architecture, Quantity Surveying, Geographic Information Systems (GIS), Environmental Management and Project Management services.

Real Estate Management

The UDC owns and manages a real estate asset portfolio valued at approximately fifty-four billion dollars (J\$54 B). Holdings include **The World Famous Dunn's River Falls and Park** and EarthCheck award-winning **Green Grotto Caves & Attractions**, as well as other natural attractions including waterfalls, beaches and parks. In addition to these attractions, UDC's estate management services includes the provision of water and wastewater utilities and property management. Facilities management and security services are also provided for the maintenance of UDC's buildings and land assets.

Mission

Making Development Happen

Corporate Objectives

The overall aim of the corporate objectives is to provide guidance as the UDC develops policy, plans, designs and implements projects to promote national growth and development.

The UDC's four (4) major objectives for FY 2023/24 are:

1. **Strategic utilization of UDC's asset base** resulting in:
 - increased lease and license of underutilized properties
 - two (2) development projects put to tender annually with a focus on housing & commercial initiatives
 - completed development of new tourism products at 4 attractions/beaches by end of FY 2023/24.
2. **Documenting all processes within the UDC** with the focus for FY 2023/24 being asset management, lease management and marketing integration.
3. Encouraging a **culture of staff collaboration & empowerment** through:
 - launch of a Training Programme by FY 2023/24 to improve training opportunities
 - launch of a Staff Engagement Programme by FY 2023/24
 - completion of realignment and standardization of technology & tools used by staff by FY 2023/24
 - recruitment to fill strategic positions by FY 2023/24
4. Increasing **operating revenues** annually targeting at least:
 - Operating revenues of **\$3.4B for FY 2023/24**, an increase of 22% over projected FY 2022/23
 - **6.0% growth** each year for FY 2024/25 to 2026/27

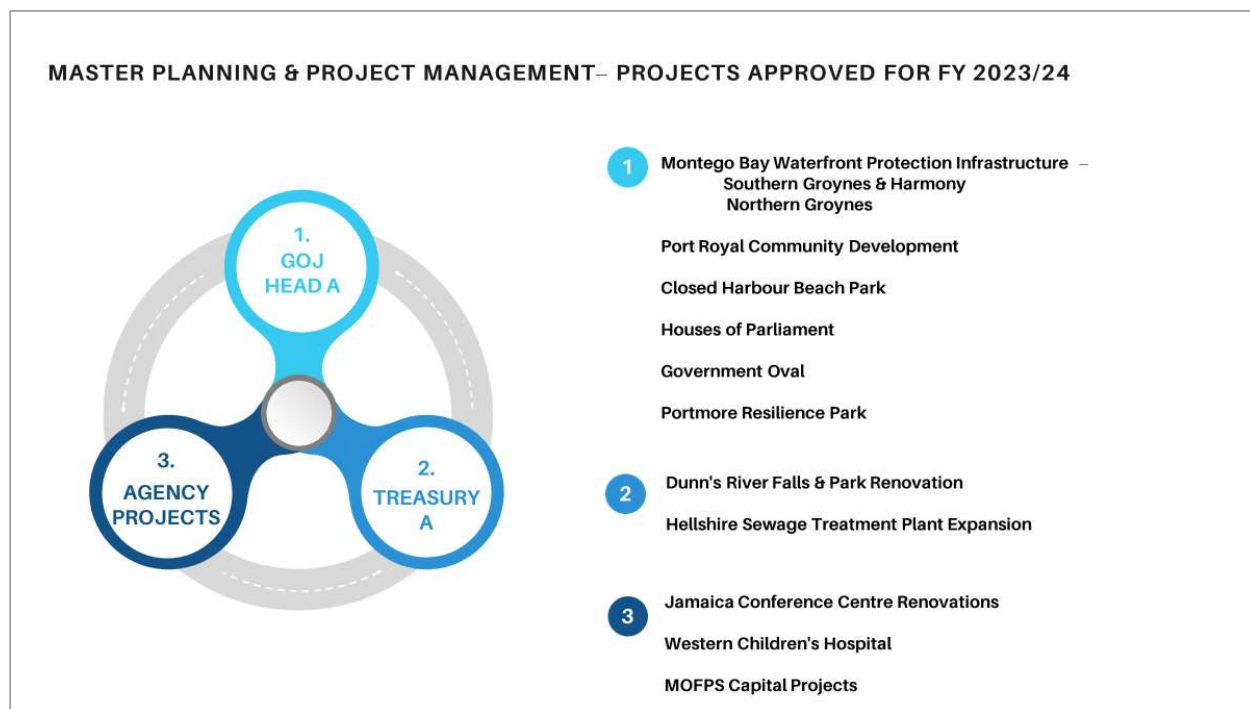
Strategic Priorities

As the corporation strives to realise its mission of “making development happen”, its strategic priorities for the FY 2023/24 – 2026/27 are:

- a. Standardizing Processes in Asset Management & Lease Management
- b. Product Diversification
- c. Enhancing Sales & Marketing
- d. Encouraging a Culture of Staff Empowerment & Collaboration
- e. Strategic Recruitment & Training for Core Competencies
- f. Focus on Housing & Commercial Development
- g. Focus on National Development
- h. Realignment of Technology & Tools for Staff Productivity
- i. Improving Use of Business Intelligence & Data for Decision Making

UDC Capital Projects

The UDC has aligned itself in working to achieved Jamaica’s Vision 2030 National Development Plan goals and international Sustainable Development Goals. To this end, the UDC’s master planning and project management initiatives approved for FY 2023/24 are outlined in the diagram below.



1. **Houses of Parliament (HOP)** – To construct the New Houses of Parliament Building at National Heroes Park. The works will comprise construction of the new Houses of Parliament building located on an 11.2-acre site within the park, upgrading of the historic public urban park and construction of support buildings, infrastructure upgrades and the redevelopment and landscaping of the National Heroes Park (NHP).
2. **Waterfront Protection Infrastructure (Groynes)** – Rehabilitating the waterfront protection along the Montego Bay Waterfront from the vicinity of the Old Hospital Park to the Harmony Beach Park, 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.
3. **Government Campus** – As mandated by the Portfolio Ministry, 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. The project is in the feasibility stage with a number of assessments being undertaken, financial, social and environmental.

4. **Port Royal Master Plan and Coordinating** – In keeping with the mandate of the UDC, planning towards the redevelopment of Port Royal and the Palisadoes including the Offshore Areas is in development. The planning has focused on maintaining the historic, environmental, cultural, economic and social fabric of the area.
5. **Portmore Resilience Park** – The creation of a centralized green, wellness, and entertainment space for the Portmore community, using stakeholders' inputs and sustainable design methods. Located a Lot 26 Portmore Town Centre, the 26-acre space will see the 18-acre park established with approximately 5 acres reserved for the Ministry of Transport on one side and 2.75 acres for a commercial space on the other side.
6. **Dunn's River Falls & Park Renovation** - Subject to financing being available this will include the following renovations for the World Famous Dunn's River Falls & Park: Beach Replenishment; Jetty; Sewage Expansion; and Restrooms (Clusters 4 & 6).
7. **Hellshire Sewage Treatment Plant Expansion** – To increase the capacity of the Sewage Treatment Plant to accommodate the National Housing Trust's (NHT) development in Hellshire as well as other housing developments. This includes the construction of new ponds and the cleaning of existing ones. The expanded ponds are projected to be commissioned early in the new fiscal year.
8. **Jamaica Conference Centre Renovation** – The planning, designing, procurement and management of the renovation of extensive renovations to the JCC to create a more modern, flexible, and fit for purpose event space, and enhancing the offerings of the facility and making it the place of choice for events.
9. **Western Children's Hospital** – 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.

Major projects in planning include:

1. **Caymanas Housing & Commercial Development, St. Catherine** – Middle income residential development for approximately 1,300 households across 132 acres and a commercial subdivision across 100 acres. The Caymanas Housing & Commercial development project concept received approval from the Public Investment Management Committee (PIMC) on September 30, 2022.

2. **Fairy Hill Development, Portland** – Development of upper middle- and middle-income residential subdivision.
3. **Kingston Harbour Walk, Kingston** – Establishment of a linear park and public space with associated coastal protection and restoration features along the Kingston Harbour, extending from Downton Kingston to Port Royal.

Along with our master planning and project management initiatives, the UDC continues to seek innovative ways to **increase operational efficiencies, improve revenues and diversify revenue streams** by leveraging real estate assets across sectors. New assets and services to be brought to market will focus on product diversification at attractions and beaches; housing & commercial developments and integration of new marketing strategies.

Quality Management System

The Urban Development Corporation (UDC), has attained ISO 9001:2015 Certification for two (2) of its critical processes – Land Services and Strategic Project Delivery. ISO 9001:2015 is a globally recognized quality management standard developed and published by the International Organization for Standardization (ISO). UDC's Certification was confirmed by the National Certification Body of Jamaica (NCBJ) on February 10, 2021 with a successful surveillance audit completed in February 2022. The focus of the organization over the next four year will be on continuously improving the QMS to enable efficiency and the achievement of our Corporate Objectives which are in alignment with our Quality Objectives. The four Quality Objectives of the Corporation are:

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, and
4. Delivery of high-quality products, projects and services.

Over the 4-year period covered by this Corporate Plan and Budget, regular Internal Quality Audits will be conducted by trained Quality Auditors on processes throughout the UDC to ensure that the system is maintained in accordance with the clauses of the 9001:2015 ISO Standard.

Supporting Considerations

In ensuring that UDC achieves its corporate objectives and remains aligned with its mission, there are several supporting considerations that must inform corporate strategy. These include **Sustainable 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 Kingston Harbour Walk, Portmore Resilience Park, 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 Awareness Week, International Coastal Clean-Up, National Tree Planting Day and World Wetlands Day.

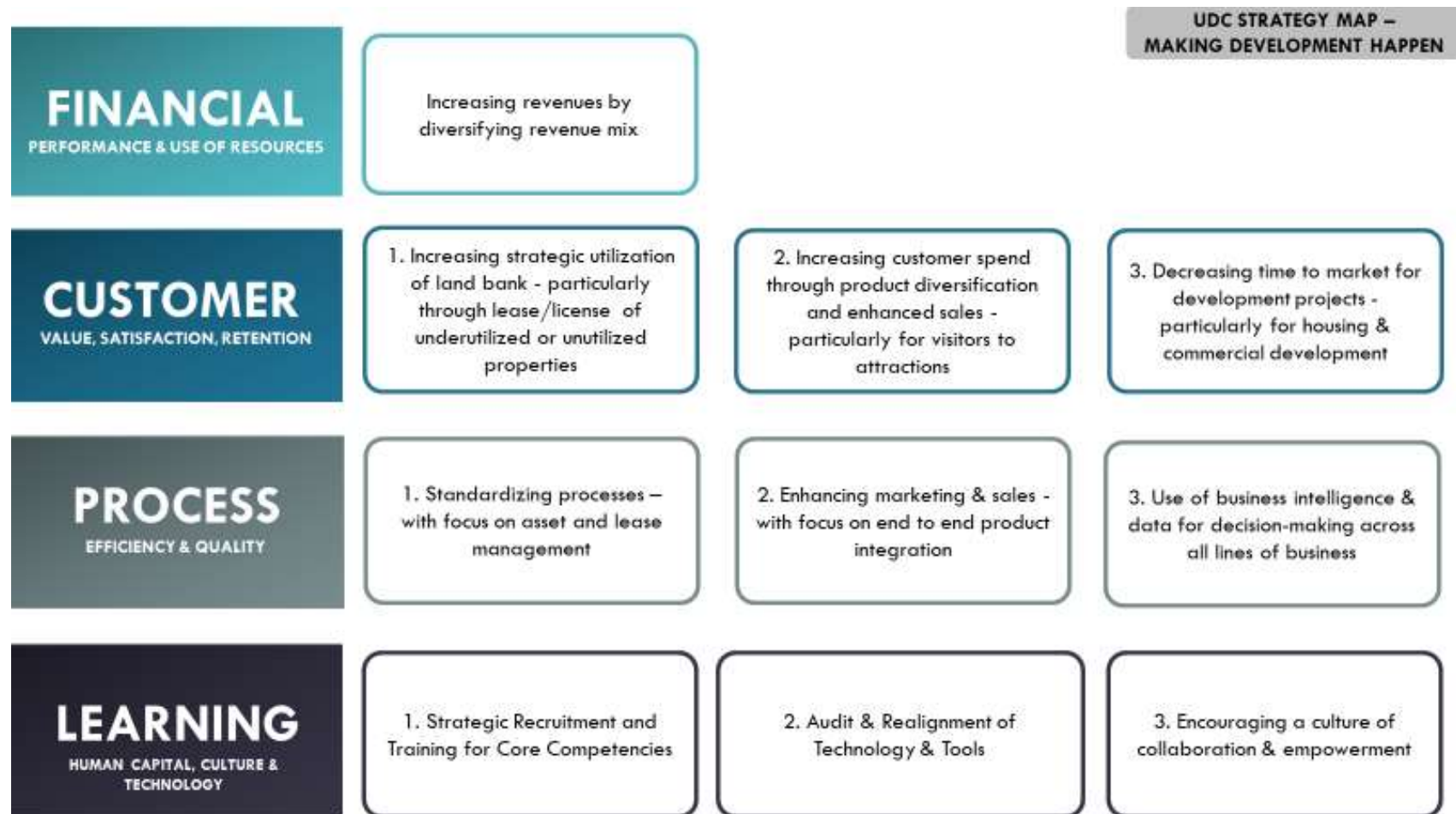
For **Marketing and Sales**, UDC plans to market its services by implementing an Integrated Marketing Strategy to deliver clear and consistent messages about the UDC Group and our promise to our customers. The focus of this strategy is to understand the Corporation's market, both domestic and international, reposition brands as the UDC group, rebuilding brand equity, leverage digital media transformation and to leverage this knowledge to obtain a stronger market position. The goal of these strategies is to establish the UDC as a market leader in its areas of operation.

From a **Risk Management** perspective, the Corporation continues to manage risks from an enterprise wide perspective, keen focus will be on external risks that could derail the UDC Strategic Objectives. These include but are not limited to: effects of the war in Ukraine, which has led to geopolitical tensions, fuel shortage resulting in fluctuated prices, interruption in global supply chain and logistics and increased shipping and air travel cost. From an internal perspective Risk Management will collaborate with internal departments to ensure that ISO 9001:2015 Certification is maintained.

The UDC's **Human Resource Capacity Plan** indicates that the organization is projected to recruit 57 members of staff to fill critical vacancies for the financial year 2023/24 in accordance with the approved Organizational Structure.

Strategy Map

The UDC's Strategy Map for FY 2023/24 summarizes the strategic direction to be taken by the Corporation in meeting its objectives:



2. Internal and External Environmental Scan

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

Two focus groups with a cross-section of staff members were held on October 3rd, 2022 in support of the FY 2023/24 SWOT analysis. Based on feedback received through the survey, as well as additional secondary research conducted, Table 1.0 below outlines the findings of the FY 2023/24 SWOT analysis for the UDC:

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Prime development lands 2. Large, diverse asset base including various property types. 3. Managers of Jamaica's leading tourism adventure brand 4. Technically competent staff 5. Strong Brand Recognition 6. Network of agency relationships 	<ol style="list-style-type: none"> 1. Low levels of process standardization and documentation 2. Dependence on revenues from Dunn's River Falls & Park 3. Low levels of digital integration 4. Staff satisfaction levels – 48% in last survey (2021) 5. Siloed work environment 6. Project execution challenges
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Booming local construction and housing markets 2. Acceleration of urbanization – greater need for housing at higher standards 3. Greater entertainment spend and disposable income 4. Improved macroeconomic performance for Jamaica in last decade – consistent reduction of debt to GDP ratio 5. Increased popularity of digital products and integration of social media 	<ol style="list-style-type: none"> 1. Squatting threatens land usability 2. Highly competitive job market contributing to labour shortage in certain fields 3. Ongoing negative impact of the COVID-19 pandemic (3 years) 4. Supply chain disruptions leading to price escalation 5. High levels of migration 6. War in Ukraine impacting productive sectors particularly food & energy 7. Exposure to climate change

Implications from the SWOT analysis have been considered in determining the Corporation’s strategic direction for FY 2023/24 (refer to Strategy Map on page 10). The SWOT Matrix below is a visual representation of the interplay of these factors with the UDC’s strategic direction:

	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> 1. Prime development lands 2. Large, diverse asset base including various property types. 3. Managers of Jamaica’s leading tourism adventure brand 4. Technically competent staff 5. Strong Brand Recognition 6. Network of agency relationships 	<ol style="list-style-type: none"> 1. Low levels of process standardization and documentation 2. Dependence on revenues from Dunn’s River Falls & Park 3. Low levels of digital integration 4. Staff satisfaction levels – 48% in last survey (2021) 5. Siloed work environment 6. Project execution challenges
Opportunities (O)	Customer Strategy 3 – Decreasing time to market for development projects – particularly for housing & commercial development focuses on leveraging S1 to capitalize on O1 and O2.	Customer Strategy 2 - Increasing customer spend through product diversification and enhanced sales - particularly for visitors to attractions will capitalize on O3 and O5 to help address W3. Process Strategy 1 - Standardizing processes – with focus on asset and lease management will capitalize on O1 to help address W2.
Threats (T)	Customer Strategy 1 – Increasing strategic utilization of land bank – particularly through lease/license of underutilized or unutilized properties focuses on leveraging S2 to mitigate worsening impact of T1.	Process Strategy 3 – Use of business intelligence & data for decision-making across all lines of business and Learning Strategy 2 - Audit & Realignment of Technology & Tools directly address W3 and will support the assessment of external threats 1 – 7 potential/realized impacts on the UDC’s operations. Learning Strategy 1 and 3 - Strategic Recruitment and Training for Core Competencies and Encouraging a Culture of Collaboration & Empowerment target W4 and W5 as well as T2.
All strategies will rely on S4 (technically competent staff) and the support of S6 (network of agency relationships) for successful implementation.		

Strategic Industry Analysis

- There is increased demand for high-end residential and commercial space in Jamaica by both local and international individual and business investors.
- Nature tourism and community based tourism integration increasingly being demanded by tourists.
- The global economy is recovering strongly from the COVID-pandemic but is now being disrupted by geopolitical and economic tensions which present mixed signals for UDC's core business areas: tourism and real estate.
 - There is uncertainty surrounding whether there will be a recession in 2022 and this uncertainty may affect the appetite for UDC's investment projects
 - Uncertainty surrounds the tourism industry which is currently on the rebound. Significantly higher rates of inflation and reduced spending power are impacting Jamaica's /UDC's main tourism markets – USA, Canada and United Kingdom and may translate into less tourists or less spending by tourists when they visit Jamaica.
 - The current Russia-Ukraine War is exacerbating supply chain challenges which started under the COVID pandemic. Construction materials for UDC's projects may be delayed and will be more expensive to acquire.
 - The impact of the war is also resulting in increased cost of consumer goods and services with potential to impact UDC as more monies will be spent to acquire goods and services used by the Corporation.
- The global economy is on the rebound but geopolitical tensions are causing uncertainty for economies around the globe.
- The rebound in the tourism industry from the COVID pandemic had allowed for formidable improvement in UDC's income compared to its income in the height of the pandemic. Similarly, the real estate market in Jamaica has shown robust growth.

There are opportunities for UDC in both regards with increased real estate demand and demand for diversified tourism products. Nevertheless, global economic uncertainty remains a significant concern. Strategically, the Corporation should focus on maximizing returns from its real estate and tourism assets in the short term and aggressively pursuing business innovation to meet increased tourism and real estate demand. All this must be done whilst significantly increasing its adaptability to evolving global conditions that causes business disruptions.

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?
Infrastructure	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.
	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.
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.
	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.

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Urban Development	Kingston and St. Andrew Municipal Corporation (KSAMC)	Responsible	High	Infrastructure	Partnership between UDC and KSAMC to ensure development of towns/municipalities are done to the required standards.
	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.
	General Contractors	Responsible	High	Signed Agreement and prompt payment for service provided.	<ul style="list-style-type: none"> • Terms of References and necessary supporting documentation to facilitate necessary works and services • To be paid in accordance to the terms and conditions of the contract. • To have direct line of communication with the technical team including technical and site meetings. • To be issued drawings, instructions in a timely manner.
	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.

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	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.
	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 Centers in conjunction with the ports are orderly developed for maximum satisfaction of all stakeholders.
Port					
Environment	National Environment and Planning Agency (NEPA)	Consulted, Informed, Responsible for approvals	High	For UDC to 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.

Sector	Stakeholder	Stakeholder Type	Importance/Priority	Interest	Expectations and Requirements
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	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 and coastal resources and the environment over a long-term period.
Social	National Housing Trust (NHT)	Responsible	High	<ul style="list-style-type: none"> Real Estate (Lands) Housing Infrastructure 	Partnering to make development happen through the provision of housing solutions and to obtain accurate and current data to advise housing demand surveys.
	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.
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).

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	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.
Commerce	Factories Corporation of Jamaica	Consulted & Informed	Low	<ul style="list-style-type: none"> Real Estate- Lands Infrastructure 	For UDC to provide land and infrastructure to facilitate partnership with FCJ in providing commercial solutions
	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.
Economic Growth	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.
	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.
	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.	<ul style="list-style-type: none"> • 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.
	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.
Other	General Customers	Informed	High	<ul style="list-style-type: none"> • Excellent Customer Service and Accessibility to information • To receive value for money • For services to be delivered efficiently • For continuous improvement of products • Continuous infrastructure upgrade to attractions 	<ul style="list-style-type: none"> • To provide potable water • To ensure its attractions are safe, secure and accessible for visitors • To have highly trained staff in customer care

3. Organizational Performance

Performance as at FY 2022/23 Quarter 2 – To September 30, 2022

- 1. Planning, implementing, managing, and facilitating monetization of land assets through real estate transactions, development partnerships and projects contributing \$ 4.5 B in investment/value to the Jamaican economy annually for the period FY 2022/23 – 2025/26.**



Value of Transactions, Development Partnerships, and Projects



A. YTD Revenue from Operational Activities, Sept 2022

\$1,365 M



B. Value of Real Estate Divestment to Date, Escrow Sept 2022

\$433 M



C. Value of Project Portfolio, Total Project Cost

\$34,423 M



Total Estimated Value, at Sept 2022

\$36,221 M

- The Caymanas Housing & Commercial development project concept received approval from the Public Investment Management Committee (PIMC) on September 30, 2022.
- Portmore Resilience Park approved at Public Investment Management Committee (PIMC) on July 14, 2022. A nursery setup is being worked on in an allotted 4-acre section, in preparation for the larger park works. Tender expected to be ready December 2022.
- Houses of Parliament (HOP) Primary Works Tender closed on July 28, 2022. Five (5) bids were submitted. Technical Evaluation of Bids done August 25 - 26, 2022. Currently at the stage of evaluating priced bid proposal(s).
- Montego Bay Northern Groyne achieved practical completion as at July 25, 2022, entering the defects liability phase.

- Hellshire Sewage Treatment Plant Expansion and Upgrade has achieved 72% completion at the end of September 2022.
- National competitive bidding will be executed for the tender for Montego Bay North Gully Wall & Southern Groynes and completion of Harmony Beach Park.

2. Enhancing UDC's brand through an agile team that leverages our reputation and value to achieve a client satisfaction index of 85% and a staff satisfaction index of 75% by the end of FY 2023/24.

UDC's last Customer Satisfaction Survey was completed August to October 2021. The UDC received an overall Customer Satisfaction (CSAT) score of 70%:

- Tenants gave a score of 75%. This was an increase over the 61% they gave in the last survey.
- Attraction customers gave a rating of 90% almost similar to the rating given in the last survey.
- Parking customers and water services customers gave a rating of 68% and 46% respectively.

UDC's last Staff Engagement Survey was completed in September 2021. Staff engagement based on this survey is 48%. For FY 2022/23, a committee has been appointed to explore findings on staff engagement and propose recommendations to executive management.

3. Embracing a culture of continuous improvement and digital transformation to accomplish 75% of the targets in our Divisional and Departmental objectives and greater efficiency in our ISO certified Strategic Project Delivery and Land Services processes.

- UDC received formal confirmation in a letter dated February 10, 2021 from The National Certification Body of Jamaica (NCBJ) that it has been approved for ISO Certification of its Quality Management System (QMS) with regards to the "provision of project delivery and land Services". The National Certification Body of Jamaica conducted a Surveillance Audit of

the UDC from February. 7-8, 2022. The UDC was successful in this audit, with the auditing body highlighting that the Corporation had effectively maintained its ISO programme.

- 20 of 43 Milestones (47%) planned for Quarter 1 (FY 2022/23) were achieved on schedule. 18 of 43 Milestones (41%) planned for Quarter 2 (FY 2021/22) were achieved on schedule. These rates are below the 75% target.

4. In light of the economic fallout from the COVID-19 pandemic, the Corporation aims to:

- **For FY 2022/23, increase revenues by at least 8.8% year over year**
- **In the following 3 years, increase revenues year over year by at least 7.0%**
- As at September 30, 2022, Total Operating Revenues YTD of \$1,365 M represented an increase of 59% compared to the same period FY 2021/22 when it was \$857 M, and 40% above the budgeted figure of \$975 M.
- Management Fees of \$61 M YTD was 44% below the budgeted amount of \$110 M but was \$48 M or 29% above the amount for the same period the prior year.
- Revenue from Operations Managed by SADCo of \$916 M was 91% above the budget amount of \$480 M and 127% favourable to the \$402 M earned for the same period the prior year.
- Total Operating Expenses for YTD of \$1,464 M were 10% below the budgeted figure of \$1,635 M. However, compared to prior year results, operating expenses YTD were 11% higher than at September 2021 (\$1,318 M).
- Operating Loss YTD of \$98 M was 85% better than budgeted operating loss of \$659 M. Operating Loss YTD was 78% better than the same period last year when operating losses were \$460 M.
- Net Profit of \$107 M for YTD was 116% better than the budgeted net loss of \$665 M. Results was also 127% percent better than the \$339 M loss for the same period the prior year.
- Long term receivables from GOJ at September 2022 stood at \$7.23 Billion. This is due on balances owed on lands transferred to the National Road Operating and Construction Company (NROCC) and Jamaica North South Highway Company (JNSHC).
- For FY 2021/22 UDC recorded unaudited Operating Loss of \$1,242M and Net Loss of \$798M after accounting for Foreign Exchange gains of \$81M and Interest Income of \$13M and Extraordinary Income of \$354M.

4. Product and Services

The Urban Development Corporation is the agency established by the Government of Jamaica to manage key real estate assets on its behalf for the benefit of all citizens. The functional business areas in which the UDC operates are as follows:

UDC Corporate - Projects and Administration

- Corporate Office
- UDC Western Region
- Houses of Parliament and Government Campus
- Caymanas Housing & Infrastructure
- Fairy Hill
- Next City
- Goat Islands Wildlife Sanctuary
- Urban Spaces – Portmore Resilience Park
- Kingston Harbour Walk
- UDC Commercial Services
- Runaway Bay Water Company
- Ocho Rios Commercial Centre Limited
- Commercial Rentals and Leases

UDC Hospitality - Hospitality and Entertainment

- St. Ann Development Company
- The World Famous Dunn's River Falls & Park
- Green Grotto Caves & Attractions
- Reach Falls
- Harmony Beach Park
- Ocho Rios Bay Beach
- Pearly Beach
- Laughing Waters
- Long Bay Beach Park
- Bluefields Beach Park
- Turtle River Park
- Jamaica Conference Centre
- Fireworks on the Waterfront – **CSR**
- Craft Market Management – Kingston Craft Market, Dunn's River Craft Market, Ocho Rios Craft Market, Pineapple Place Craft Market, Success Craft Market and Rutland Point Craft Market

5. Plans and Priority Programmes

The portfolio of projects is financed through three (3) main types of mechanisms; namely:

- **GOJ/ MEGJC Recurrent or GOJ /MDA Budget**
- **GOJ Capital A which are funds solely from revenue obtained from taxes.**
- **UDC Treasury which are funds earned by the Corporation**

The UDC is now aiming to expand and build out the portfolio of funds under GOJ Capital B which are funds from multilateral and bilateral loans and grants.

Major Capital Projects - Costs and Requested Expenditure, FY 2023/2024 – FY 2026/27

Table 1 - Major Capital Projects - Costs and Requested Expenditure, FY 2023/2024 – 2026/27

Project Name	Total Project Cost	Total Construction Cost	Total Mgmt. Fees (to be earned)	Total Mgmt. Fees 2023/24	Approved Budget Expenditure 2023/24	Approved Budget Expenditure 2024/25	Approved Budget Expenditure 2025/26	Approved Budget Expenditure 2026/27	Approved Budget Expenditure 2027/28
GRANT PROJECTS									
Kingston Harbour Walk (Master Planning)	269,603,334	-	-	-	145,796,763	29,141,474	-	-	-
GRANT PROJECTS TOTAL	269,603,334	-	-	-	145,796,763.18	29,141,474.43	-	-	-
INFRASTRUCTURE - TREASURY A									
Dunn's River Falls and Park Renovation	828,300,000	753,000,000	-	-	168,825,000	39,475,000	-	-	-
Hellshire Sewage Treatment Plant Expansion [Defects]	498,793,230	471,049,981	27,649,039	-	47,199,208	-	-	-	-
INFRASTRUCTURE PROJECTS TOTAL	1,327,093,230	1,224,049,981	27,649,039	-	216,024,208	39,475,000	-	-	-
AGENCY PROJECTS									
Jamaica Conference Centre Renovation	3,451,837,502	3,033,966,418	417,871,085	2,044,727	550,176,987	1,131,193,270	951,847,018	344,917,232	248,577,414
Western Children's Hospital	636,552,227	576,903,027	59,649,200	15,996,000	15,996,000	2,666,000	-	-	-
MOFPS Capital Projects	559,781,261	485,902,902	35,006,127	13,183,950	453,450,812	10,447,573	-	-	-
AGENCY PROJECTS TOTAL	4,648,170,990	4,096,772,346	512,526,411	31,224,677	1,019,623,800	1,144,306,843	951,847,018	344,917,232	248,577,414
GOJ HEAD A									
Montego Bay Waterfront Protection Infrastructure	869,822,581	737,300,000	47,280,104	6,988,000	491,688,826	40,786,651	12,550,000	-	-
Mobay Southern Groyne & Harmony	540,204,977	502,000,000	10,000,000	6,988,000	483,856,326	40,786,651	12,550,000	-	-
Mobay Northern Groyne	329,617,604	235,300,000	37,280,104	-	7,832,500	-	-	-	-
Government Campus	4,661,557,498	1,858,865,416	60,245,309	20,283,819	223,122,010	280,909,047	12,856,250	-	-
Houses of Parliament	19,149,427,744	12,829,938,625	579,119,909	174,065,955	5,147,378,945	6,722,297,392	2,482,784,480	576,476,406	-
Port Royal Master Plan	178,000,000	-	-	-	25,000,000	-	-	-	-
Portmore Resilience Park	3,177,960,276	2,898,145,705	279,814,571	209,860,928	1,356,518,576	1,341,227,531	512,381,455	69,969,187	-
GOJ HEAD A PROJECTS TOTAL	28,036,768,098.01	18,324,249,746.00	966,459,892	411,198,702	7,243,708,358	8,385,220,622	3,020,572,185	646,445,593	-
PROGRAMME PLANNING									
Montego Bay Parking	27,900,000	-	-	-	27,849,111	-	-	-	-
Westmoreland Planning	10,000,000	-	-	-	10,000,000	-	-	-	-
Ocho Rios Planning	20,000,000	-	-	-	20,000,000	-	-	-	-
Sustainable Community Development									
Caymanas Housing	78,000,000	73,000,000	-	-	76,175,000	-	-	-	-
Fairy Hill Development	5,000,000	-	-	-	5,000,000	-	-	-	-
TOTAL PROGRAMME PLANNING	140,900,000	73,000,000	-	-	139,024,111	-	-	-	-
GRAND TOTAL	34,422,535,652	23,718,072,073	1,506,635,343	442,423,379	8,764,177,240	9,598,143,939	3,972,419,203	991,362,826	248,577,414

Major Capital Projects - Project Profiles for FY 2023/2024

Caymanas Estate Development Area

Description:	Further to the creation of a Sustainable Master Plan for the Caymanas Estate Development Area (CEDA), specific developments have been earmarked for detailed planning and implementation. These developments include a Commercial Block (Block 1 in the Master Plan) for the sale of serviced lots and three Residential Blocks (Blocks 2, 3 and 7) for development through partnerships. The primary infrastructure needed to support the residential developments will also be included. In addition to the approximately 1,200 housing solutions and 48 commercial lots to be provided from these projects, short and long term employment opportunities and other economic benefits will follow, and revenue will be earned by the UDC.
Duration:	5 years [April 2027 end date]
Stage in Approval Process:	Planning
Estimated Planning Cost:	\$5 ^{.00} M
Total Expenditure to Date:	\$5 ^{.00}
Budget for FY 2023/24:	\$76.2 M
Method of Financing:	UDC Treasury

Kingston Harbour Walk (KHW)

Description:	The development of a linear park along the coastline of the Kingston Harbour, inclusive of pedestrian and cycling pathways, commercial and recreational activities and climate resilient infrastructure. The project will extend from Downtown Kingston to Port Royal The project will include carrying out of studies to support climate resilient coastal protection measures, incorporating placemaking, community/stakeholder engagement and finally, the preparation of the designs. The project area will be sectioned to allow for implementation on a phased basis, which will be determined by the vulnerability of sections and/or economic/social opportunities with the initial emphasis being on the section from Downtown Kingston to Harbour View as the initial phase.
Duration:	1 year
Stage in Approval Process:	Planning
Estimated Planning & Design Cost:	\$259 ^{.23} M
Total Expenditure to Date:	\$0 ^{.00}
Budget for FY 2023/24:	\$145.8 M
Method of Financing:	Grant/Loans

Houses of Parliament at National Heroes Park

Description:	To construct the New Houses of Parliament at the National Heroes Park. The building will accommodate the full Parliament and Senate, the associated administrative offices and services, supporting administrative buildings, parking and external works. The project will also include the redevelopment of the surrounding National Heroes Park, the upgrade and realignment of National Heroes Circle's road/ drainage/traffic management and water/sewage infrastructure, and a parking structure for the MOFPS. Awaiting approval of Capital Budget for implementation.
Duration:	26 months (construction)
Stage in Approval Process:	Planning (Procurement – Evaluation)
Total Project Cost:	\$19.15B
Total Expenditure to Date:	Pre-Invest: \$996 ⁻³⁶ M/Capital: \$0.0
Budget for FY 2023/24:	Pre-Invest: \$229.6 M/Capital: \$5.15B
Method of Financing:	Ministry of Finance & the Public Service

Government Campus at National Heroes Circle

Description:	The development of a master plan for the construction of a Government Campus at Heroes Circle, and the implementation of the Campus as a major civic and recreational area, and will feature a redeveloped National Heroes Park, a new Parliament building in the park, new Ministry and Government Agency office blocks and redeveloped residential areas to include mixed-use commercial, retail and green spaces.
Duration:	5 years
Stage in Approval Process:	Planning (Feasibility and Assessments)
Total Project Cost:	\$440.54M (Planning)
Total Expenditure to Date:	\$179.95 M
Budget for FY 2023/24:	\$223.1 M
Method of Financing:	Ministry of Economic Growth & Job Creation

Portmore Resilience Park (Portmore Town Centre Park)

Description:	This project falls under the UDC's Urban Spaces Programme, which created a framework for the development of public parks and spaces in all parishes across the island. It will see the creation of a sustainable green recreational space on a 26-acre lot located at the Portmore Town Centre. The park will embody concepts of sustainability, the importance of green spaces to the physical and mental well-being of citizens, the protection of the natural environment and the need for climate resilience in the planning of our urban spaces.
Duration:	5 Years
Stage in Approval Process:	Planning
Total Project Cost:	\$3.178B B
Total Expenditure to Date:	\$0 ^{.00}
Budget for FY 2023/24:	\$1 ^{.36} B
Method of Financing:	Government of Jamaica

Fairy Hill Sustainable Development

Description:	The preparation of a Master Plan for Fairy Hill, Portland and the subsequent development of residential serviced lots. The Urban Development Corporation (UDC) owns approximately 93 Hectares/230 acres in Fairy Hill which it intends to develop. This UDC designated area is anchored by Winifred Beach and the surrounding lands which are planned for low rise/low density developments, resort villas and eco-attractions. Existing developments in the area need an anchor development zone to fulfil basic Civic, Social/Commercial amenities and support facilities for the area's population.
Duration:	3 years [April 2025 end date]
Stage in Approval Process:	Planning
Estimated Planning Cost:	\$5 ^{.00} M
Total Expenditure to Date:	\$0 ^{.00}
Budget for FY 2023/24:	\$5 ^{.00} M
Method of Financing:	UDC Treasury

Hellshire Sewage Treatment Plant Expansion

Description:	To increase the capacity of the Sewage Treatment Plant to accommodate the National Housing Trust's (NHT) development in Hellshire as well as other housing developments. This includes the construction of new ponds and the cleaning of existing ones.
Duration:	2 years
Stage in Approval Process:	Implementation
Total Project Cost:	\$500M
Total Expenditure to Date:	\$258. ⁵⁸ M
Budget for FY 2023/24:	\$47. ²⁰ M
Method of Financing:	NHT/UDC Apportionment; <i>UDC portion in form of proceeds from land sales to NHT.</i>

Jamaica Conference Centre (JCC) Renovations

Description:	The works needed to bring the Centre's physical plant to operational efficiency and economic viability. The UDC's intention is to make JCC the most sophisticated conference facility in the region. Projects include Internet Upgrade- Wi-Fi Infrastructure, Entry Lobby, Public Restrooms, Concourse & Harbour Lounge, Delegates Dining & Service Restrooms, Opening Dining, Conference Rooms, Audio & PA systems, Building Management System and Central Chiller Water Plant Upgrading.
Duration:	3 Years
Stage in Approval Process:	Tender documentation/ Procurement/ Contract Administration
Total Project Cost:	\$3.452B
Total Expenditure to Date:	\$130. ⁸⁵ M
Budget for FY 2023-24	\$550.2 M
Method of Financing:	Ministry of Finance & the Public Service

Port Royal Master Plan and Coordinating

Description:	The creation of a Master Plan in consultation with key stakeholders, MDAs, regulatory agencies and the Port Royal community for the redevelopment of Port Royal, the Palisadoes and Offshore Areas. The Plan will maintain the historic, environmental, cultural, economic and social fabric of the area. The UDC will lead the effort on behalf of the Government, and liaise with stakeholders to ensure proper coordination.
Duration:	3 years
Stage in Approval Process:	Planning
Total Project Cost:	\$178 ⁰⁰ M
Total Expenditure to Date:	\$47 ⁷⁹ M
Budget for FY 2023/24	\$25M
Method of Financing:	Ministry of Economic Growth & Job Creation

Ministry of Finance & the Public Service (MOFPS) Capital Projects

Description:	The UDC will provide Technical Services Consultancy and Project Managements services to develop the necessary specifications/ requirements and costing to retrofit/replace the (i) elevators (ii) ventilation and AC systems (iii) Diesel Generator (iv) water storage tank and (v) solar panel systems at the Ministry of Finance and the Public Service (MOFPS). The UDC will also be responsible for the preparation of the complete set of tender documents and assist with the procurement and evaluation of bids.
Duration:	5 years
Stage in Approval Process:	Planning
Total Project Cost:	\$559.8 M
Total Expenditure to Date:	\$0 ⁰⁰
Budget for FY 2023/24:	\$453.5 M
Method of Financing:	Ministry of Finance & the Public Service

Harmony Beach Park and Southern Groynes Completion

Description:	This project will see the combination of the Southern Groynes works and the section of Harmony Park that was not completed when the park opened. The park opened in March, 2021, with approximately 6% of the works put on hold to allow for the rehabilitation of the adjoining Southern Groynes.
Duration:	2 years
Stage in Approval Process:	Procurement
Total Project Cost:	\$535M
Total Expenditure to Date:	\$0
Budget for FY 2023/24:	\$484 M
Method of Financing:	Ministry of Finance & the Public Service

Montego Bay Waterfront Protection Infrastructure

Description:	To rehabilitate shoreline protective structures along the Montego Bay Waterfront from the vicinity of the Old Hospital Park to Pier 1. The restored Groynes will halt the erosion and facilitate the regeneration of the lost areas of beach lands, thereby arresting any further damage to the existing coastal infrastructure and reinstating the shoreline to 1970's levels.
Duration:	2 years
Stage in Approval Process:	Northern Groyne: Completed and in Defects Liability Period,
Total Project Cost:	\$513 ³³ M
Total Expenditure to Date:	\$281 ⁷⁶ M -
Budget for FY 2022/23:	\$7.8M
Method of Financing:	Ministry of Finance & the Public Service

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 (12%)
Total Project Cost:	\$6.93B
Total Expenditure to Date:	\$68.74M
Budget for 2023/24:	\$16M (fees)
Method of Financing:	Ministry of Health

Dunn's River Falls and Park Repairs

Description:	The Urban Development Corporation (UDC) has commenced a programme of refurbishing works and a Brand Refresh at the World-Famous Dunn's River Falls & Park, Jamaica's premier tourist destination. The programme of works will see the replacement of the Water Tank, renovation of Restrooms, the Splash Pad and Viewing Decks, among other activities which are aimed at ensuring that the facility is safe, properly maintained and provides an enjoyable guest experience.
Duration:	2 Years
Stage in Approval Process:	Tender Ready
Total Project Cost:	\$730 M
Total Expenditure to Date:	\$16. ⁸² M
Budget for FY 2023/24:	\$169 M
Method of Financing:	UDC Treasury

South West Planning (Mount Edgecombe)

Description:	The creation of an overall sustainable development strategy for the lands owned by the UDC in this area, followed by detailed planning of residential developments using the Sustainable Community Model guidelines. Design concept for a sustainable community model, defining densities, unit composition, commercial services, public/green spaces.
Duration:	3 years [end date April 2025]
Stage in Approval Process:	Planning
Estimated Planning Cost:	\$5 ⁰⁰ M
Total Expenditure to Date:	\$0 ⁰⁰
Budget for FY 2023/24:	\$5 ⁰⁰ M
Method of Financing:	UDC Treasury

South West Planning (Auchindown)

Description:	The creation of an overall sustainable development strategy for the lands owned by the UDC in this area, followed by detailed planning of residential developments using the Sustainable Community Model guidelines. Design concept for a sustainable community model, defining densities, unit composition, commercial services, public/green spaces.
Duration:	3 years [end date April 2025]
Stage in Approval Process:	Planning
Estimated Planning Cost:	\$5M
Total Expenditure to Date:	\$0 ⁰⁰
Budget for FY 2023/24:	\$5M
Method of Financing:	UDC Treasury

Ocho Rios Planning

Description:	Planning and development of UDC's land assets in Ocho Rios, to include Rooms, Ocho Rios Parking, Pineapple Place and Mansfield. Residential, commercial, and parking opportunities will be explored with a view to Joint Venture developments
Duration:	2 years
Stage in Approval Process:	Planning
Total Project Cost:	\$20M
Total Expenditure to Date:	\$0 M
Budget for FY 2023/24:	\$20M
Method of Financing:	UDC Treasury

Next City Consultations & Promotion

Description:	To plan and develop Jamaica's next major City in a Smart, Sustainable and Resilient manner. The project is a GOJ initiative being led by the UDC. It is an ambitious and necessary action to respond to the anticipated challenges of climate change and emerging Global economic and societal trends, especially those which will impact small island developing states such as Jamaica. The project will determine the necessary interventions needed to develop and improve resilience in existing urban centres, as well as locate and prepare a master plan for the next major urban centre.
Duration:	2 years 8 months
Stage in Approval Process:	Planning (Phase I complete. Public Education and Phase II planning to commence.)
Estimated Planning Cost:	\$372. ⁶⁸ M
Total Expenditure to Date:	\$37. ⁹⁹ M
Budget for FY 2023/24:	\$26. ⁰⁰ M
Method of Financing:	Ministry of Economic Growth and Job Creation

Montego Bay Parking Solutions

Description:	The project will seek to identify and investigate potentially suitable sites to develop parking structures, and propose solutions that can satisfy the current demand for parking in Montego Bay. These parking structures will provide revenue for UDC and support attractions along the waterfront. The development of the parking structures in partnership with the Private Sector will be explored.
Duration:	1.5 year
Stage in Approval Process:	Planning
Estimated Planning Cost:	\$28 M
Total Expenditure to Date:	\$0 ^{.00}
Budget for FY 2023/24:	\$28 M
Method of Financing:	UDC Treasury

6. Revenue Generation Plan

UDC's primary sources of income have historically been from leveraging land assets and human capital, with its tourism and hospitality services being the biggest revenue drivers. It is projected that the COVID-19 pandemic will still have an effect on the UDC's tourist attractions in FY 2023/2024. As a result, UDC keeps looking for novel ways to enhance operational effectiveness, boost revenue, and diversify revenue sources. The efforts targeted in the income mix for FY 2023/2024 are listed in the table below.

INITIATIVES	PRODUCTS TO BE LAUNCHED/ADVANCED
BILLBOARDS	New licenses
CONCESSIONS AT ATTRACTIONS	DRFP – Watersports, ATV & Bike Experience, Mobile Kiosks
DEVELOPMENT LEASE	Long Bay A&B
JOINT VENTURES	Caymanas Housing Development
NEW PRODUCTS	Dunn's River Falls & Park Night Experience; Club Harmony
PROPERTY SALE	Caymanas Commercial Subdivision; Cardiff Hall
TAX INCENTIVE PROGRAMME	One application per quarter

Summary of Revenue Generating Initiatives

As the organization strives to restructure its revenue mix, moving away from its strong reliance on tourism-based income and toward a focus on maximizing and unleashing the potential of its real estate assets, new revenue streams are essential. The strategy focuses on doing this through development projects driven by business, divestment through lease and management opportunities with a focus on creating entertainment and dining spaces, and strategic partnerships while continuing to also leverage new goods and concessionaire opportunities at attractions.

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 on 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 and the Public Service to enable the Corporation to recruit the skills necessary for the implementation of the prioritized projects. The Corporation's structure has 534 approved posts, with 412 posts currently 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 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 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

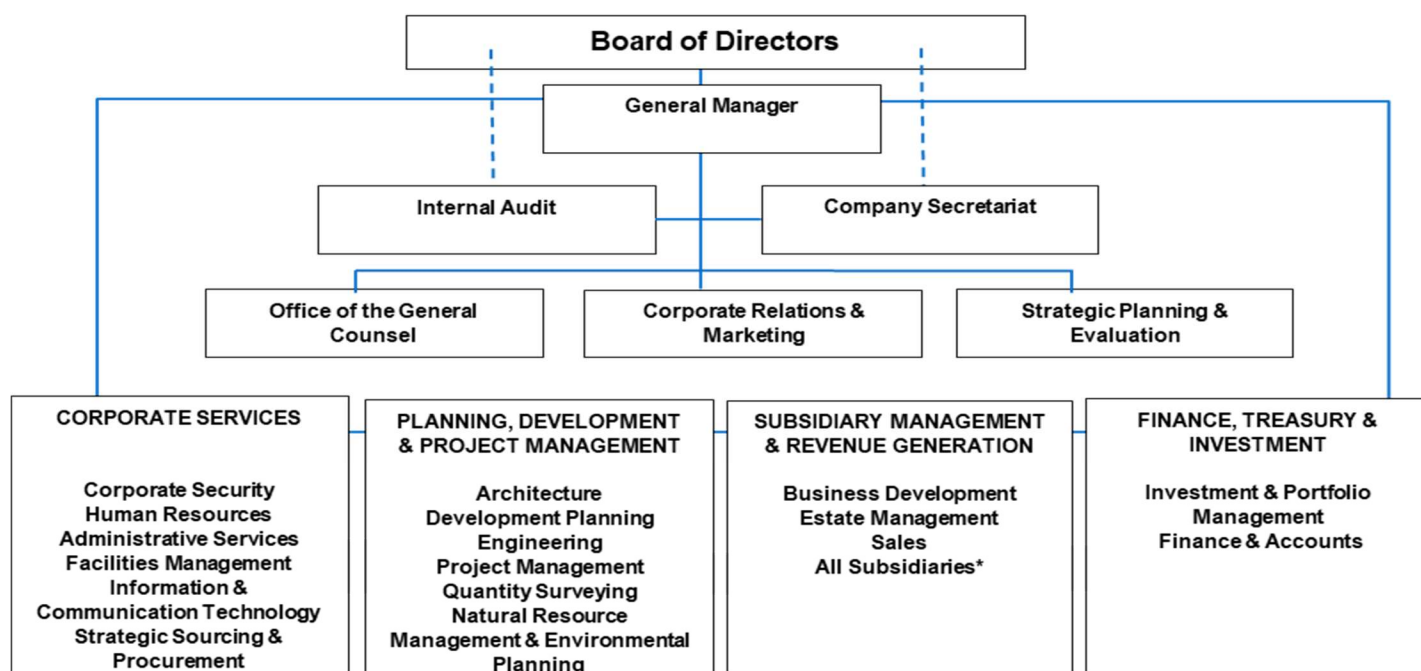
As a part of new, streamlined models for the Corporation's operations (including pursuing ISO certification and remediation efforts), a comprehensive review of existing Human Resource (HR) processes was conducted. The audit provided an assessment of the Corporation's human resource requirements and examined its current job classification and compensation framework to inform recommendations for improvement. The recommendations of the audit have been submitted for review by the Ministry of Finance and the Public Service and the portfolio Ministry.

The table below shows the staff complement and projected recruitment for FY 2023/24 to FY 2026/27.

Staff Complement – Head Office

Units/Divisions/Projects	Approved Established Posts	Prior Year Staff# 2020/21	Prior Year Staff# 2021/22	Current Staff # 2022/23	Projected Recruitment			
					2023/24	2024/25	2025/26	2026/27
1.Engineering	22	15	15	14	2	0	0	0
2.Architecture	26	22	22	15	1	0	0	0
3.Development Planning	12	9	8	6	2	0	0	0
4.Quantity Surveying	10	8	6	8	1	0	0	0
5.Natural Resource Management and Environmental Planning	7	6	6	5	2	0	0	0
6.Project Management	13	13	10	9	3	0	0	0
7.Office of Deputy General Manager Development Management and Project Management	2	2	2	2	0	0	0	0
8.Information & Communication Technology and Office of the Deputy General Manager Corporate Services	24	16	18	18	2	0	0	0
9.Strategic Sourcing & Procurement	8	7	7	6	2	0	0	0
10. Security	85	52	49	40	1	0	0	0
11.Facilities Management	65	42	40	34	3	0	0	0
12.Administrative Services	33	48	43	43	0	0	0	0
13. Office of the Deputy General Manager Subsidiary Management	10	10	10	10	0	0	0	0
14.Business Development	5	4	3	3	2	0	0	0
15.Estate Management	13	13	12	12	4	0	0	0
16.Montego Bay Branch Office	7	6	6	5	1	0	0	0
17.Negril Branch Office	4	3	3	2	0	0	0	0
18.Bluefields Beach Park	10	11	10	10	0	0	0	0
19.Long Bay Beach Park	10	8	8	8	1	0	0	0
20. Harmony Beach Park	-	-	12	16	7	0	0	0
21.Jamaica Conference Centre	7	8	8	6	0	0	0	0
22.Sales	12	10	10	8	1	0	0	0
23.Finance Investment and Treasury	35	30	29	28	7	0	0	0
25.Reach Falls	13	11	11	10	2	0	0	0
26.Human Resource	20	16	14	14	4	0	0	0
27.Corporate Relations	11	10	10	12	0	0	0	0
28.Strategic Planning & Evaluation	12	7	8	8	4	0	0	0
29.Internal Audit	15	11	10	7	3	0	0	0
30. Office of the General Manager	7	13	12	11	0	0	0	0
31. Company Secretariat	5	3	3	2	1	0	0	0
32. Office of the General Counsel	6	5	5	5	1	0	0	0
33. Caymanas Development Company	2	0	0	0	0	0	0	0
34. ORCC		20	21	19	0	0	0	0
35.RBWCo		21	24	25	0	0	0	0
36. H.O.P.E. Project		1	1	1	0	0	0	0
TOTAL	534	471	457	412	57	0	0	0

Current Organizational Chart



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

Urban Development Corporation Risk Philosophy

The Urban Development Corporation (UDC) risk philosophy is that *“as a public sector entity entrusted with the management of government resources, the Corporation must always ensure that due care is taken to protect these resources. As such, care must be taken to ensure that the corporation is not exposed to undue risks”*. The UDC Risk Management Policy further outlines *inter alia* that where *“decisions must be made the outcome of which exposes the corporation to varying levels of risk, the corporation will generally choose the option that exposes the corporation to the least risk”*.

Risk Management Outlook

The World Health Organization (WHO) noted in September 2022 that “the end of the COVID-19 Pandemic is *in sight*”. Indicators such as reducing death rates and the rollout of vaccines have assisted in stemming the virus. However, the world is now faced with other threats, namely the effects of the war in Ukraine, which has led to geopolitical tensions, fuel shortage resulting in fluctuated prices, interruption in global supply chain and logistics and increased shipping and air travel cost. These threats highlight the need for continuous Strategic Risk Management which includes constant assessment of the internal and external environment to ensure risks that could affect Strategic objectives are captured, mitigated and monitored to increase the probability of achieving objectives. This is also necessary given the constant changes in the economic landscape and the need for organizations to be malleable.

Other Emerging Risk Trends

While the world focuses mainly on the effects of the war in Ukraine with geopolitical conflict at the helm, economic risk characterized by various issues in financial system which could affect manufacturing and supply chain, exchange rates and regulations is also on the rise. Other emerging threats that if ignored could prove to be equally devastating includes:

- Extreme weather conditions
- Climate action failure and human-led environmental damage
- Cybersecurity threat
- IT infrastructure breakdown
- Infectious diseases
- Digital inequality

It is noted that not all of the above would have a direct effect on the Urban Development Corporation (UDC) and its operations. However, threats such as climate change and extreme weather conditions continues to have potential for direct catastrophic effects on the UDC's products. Consequently, there is a need for improving climate resilience and extreme weather emergency preparedness response.

Risk Management Plan

In order to increase the likelihood of the Corporation achieving its Strategic Objectives, risk management will continue to support the process through:

- Highlighting the main uncertainties (opportunities and threats) associated with strategic objectives;
- Ensuring that risk management plans are in place for uncertainties that could prevent achieving objectives as much as possible; and
- Monitoring risks and opportunities associates with these objectives to ensure their timely execution.

The above will be achieved through:

- Continued establishment of a strong risk management culture within the UDC;
- 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

The UDC continues to focus mainly on risk that could cause a *Strategic Drift* (organization fail to reach strategic objective or objective no longer relevant to the current environment) these are denotated has Key Risks that threaten objectives thus forming the Risk Profile. Overtime some risks might no longer pose a significant threat to the Corporation, as a result these risks are replaced by other risks that might be of a greater threat to the achievement of Corporate Objectives. These are managed from a board enterprise wide perspective. In general, these risks are prioritised from 5 major risk categories (outlined below) under which risks are classified.

1. External Environment Risks

These are conditions that are potential threats or opportunities that results 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 its business model, satisfying customer, nor achieving its objectives. These are directly related to inadequacies or failure in internal processes, systems and people.

Please see Risk Matrix below which provides guidance on the Corporation’s Risk Tolerance Limits for the various risk categories, these are further simplified for clarity.

Risk Matrix - Risk Tolerance Limits

Impact Criteria	Rating			
	Minor (1)	Moderate (2)	Significant (3)	Critical (4)
Financial	2.5% of Budgeted Revenue	5% of Budgeted Revenue	10% of Budgeted Revenue	25% of Budgeted Revenue
Reputation	<ul style="list-style-type: none"> Quickly contained minimal media attention Minimal impact on customer 	<ul style="list-style-type: none"> Moderate media coverage. Moderate customer complaints Formal CR plan required 	<ul style="list-style-type: none"> Intense public, political and media scrutiny. E.g. front page headlines, TV, Brand image impacted. Substantial customer complaints Formal recovery plan required 	<ul style="list-style-type: none"> Long term adverse national media coverage. Significant damage to brand Widespread customer complaints
OHS	<ul style="list-style-type: none"> Minor isolated injury or ailments not requiring medical treatment No training required 	<ul style="list-style-type: none"> Cause for Staff concern Serious injury causing hospitalisation or multiple medical treatment cases. Some training required 	<ul style="list-style-type: none"> Disgruntled Staff. Loss of staff. Life threatening injury or multiple serious injuries causing hospitalisation. Need for training programme 	<ul style="list-style-type: none"> Loss of key staff Death or multiple life threatening injuries.
Legal/ Regulatory	<ul style="list-style-type: none"> Warnings or violations requiring administrative action and minimal penalties. Scrutiny required by internal committees or internal audit to prevent escalation 	<ul style="list-style-type: none"> Isolated incidents of fine fraud or legal action Scrutiny required by external committees 	<ul style="list-style-type: none"> Multiple events of fraud fine or legal action Scrutiny required by external committees 	<ul style="list-style-type: none"> Contractor General/Auditor General inquiry Significant or Multiple events of fraud fine or legal action
Business Continuity	<ul style="list-style-type: none"> System off line periodically with minimal impact on operational processes Prompt recoverable service interruption 	<ul style="list-style-type: none"> Data and system performance validity issues Negative impact on operational processes 	<ul style="list-style-type: none"> System failure during peak period Slow system recovery Labour disruption that impacts operations up to 24hrs 	<ul style="list-style-type: none"> Critical system failure or loss of critical data Labour disruption that impacts business continuity for >24hrs
Human Resources	<ul style="list-style-type: none"> Minor effect on staff morale Unplanned loss of staff 	<ul style="list-style-type: none"> Dissatisfied/ demotivated staff Unplanned loss of key staff 	<ul style="list-style-type: none"> Difficulties to recruit and retain staff Significant impact on staff morale 	<ul style="list-style-type: none"> Difficulties to recruit and retain senior staff Pervasive impact on morale and production
Process	<ul style="list-style-type: none"> Policy procedural rule occasionally not met or services do not fully meet needs. 	<ul style="list-style-type: none"> One or more key accountability requirements not met. 	<ul style="list-style-type: none"> Policy or procedural rule frequently not met. 	<ul style="list-style-type: none"> Process ineffective or obsolete. Business severely affected.
Performance	<ul style="list-style-type: none"> ≤20% Divisional objectives impacted Project delays ≤30 days Project variations <5% of value 	<ul style="list-style-type: none"> ≤ 30% Divisional objectives impeded Project delayed >30days ≤60 days Project cost variations >5% <10% of value 	<ul style="list-style-type: none"> ≤ 50% Divisional objectives impeded Project delayed >60 days ≤90 days Project cost variations >10% <15% of value 	<ul style="list-style-type: none"> > 50% Corporate objectives impeded Project delayed >90 days Project cost variations >15% of value

Risk Management Strategic Initiatives

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

<i>Objective 1: Ensure that the UDC understands its risk environment and uses risk information as a basis for strategic decision making.</i>	
Strategic Initiative	Expected Outcome
Complete risk management plan and support Corporate planning process as well as determine trends from a risk management perspective.	Linking Risk Management to strategic decision making.
Facilitate the identification of risks associated with strategic initiatives to ensure that risks to objectives are appropriately identified and analyzed in accordance with risk appetite.	Linking Risk Management to strategic decision making.

<i>Objective 2: Increase the Corporation's ability to identify and manage new risks</i>	
Strategic Initiative	Expected Outcome
Collaborating with Compliance Officer to ensure the Corporation meets its various regulatory/compliance obligations.	Embedding Risk Management into the fabric of the organization.
Facilitate risk assessments and/or auditing of processes through the quality management system.	Establishment of a strong risk management culture.

<i>Objective 3: Review the effectiveness of the Corporation's internal business process controls and risk management systems.</i>	
Strategic Initiative	Expected Outcome
Identify and monitor Key Risk Indicators that allow for the analysis of risk triggers and risk control effectiveness.	Monitoring performance in the changing environment.
Ensure timely reporting to the Board Risk Committee and Executive management team on the Risk Management trends, strategies and effectiveness.	Monitoring performance in the changing environment.

9. Environmental Plan

The Urban Development Corporation (UDC) recognizes that prudent environmental management is one of its most important corporate responsibilities. As such, 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.

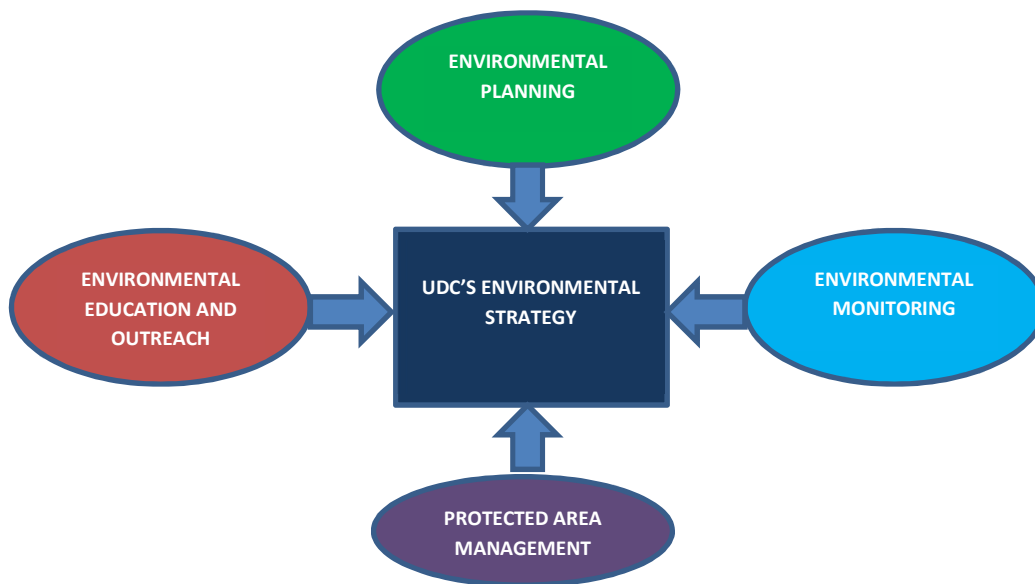
Goals:

The goals of the environmental strategy are as follows:

- To reduce the business risks of the Corporation;
- To protect the Corporation's assets;
- To reduce costs to the Corporation;
- To ensure the success of the implementation of development plans and projects;
- To ensure the sustainability of assets in the national interest;
- To build and maintain the Corporation's corporate social responsibility
- To contribute to the national goals of Vision 2030 and.
- To help the country meet the United Nations Development Programme's Sustainable Development Goals

In order to achieve these goals, the UDC's environmental strategy consists of four (4) key initiatives which the Corporation will focus on for the financial year 2023/2024. These are indicated in **Figure 2** below.

Figure 2: Key Strategic Initiatives of the UDC's Environmental Programme



I. ENVIRONMENTAL PLANNING

Environmental planning is a key component of the development planning process, as it is critical that the effects and impacts of development activities on natural resources are taken into consideration as urban planning cannot take place in isolation of the environment.

The objectives of implementing an environmental planning programme for the Corporation include:

- Managing the risk of the Corporation;
- Reducing the costs of the Corporation; and
- Ensuring the sustainability and success of the development programmes, plans and projects;
- Ensuring sustainability of the Corporation's facilities and attractions

Targets and Outputs

TARGETS	OUTPUTS	TIMELINE
Ensure that environmental considerations are integrated into land transactions undertaken by the Corporation (lease agreements, sales agreements, divestments etc.)	Lease agreements, sales agreements and divestment transactions are prepared which include environmental considerations	Ongoing
Ensure that environmental considerations are integrated into plans and project designs to be undertaken by the Corporation	Projects and development plans prepared which include environmental consideration integrated in the project design and implementation phases	Ongoing
Ensure that environmental considerations are integrated into the maintenance plans for the Corporation's assets which is particularly important with the predicted impact of climate change	Maintenance plans developed and implemented which include environmental considerations	Ongoing
Resume recycling programme for the Head office. Implement recycling programme for subsidiaries, attractions and facilities where possible/practical	Recycling programme developed and implemented	Q1

URBAN CLIMATE RESILIENCE

The **Urban Climate Resilience** group of projects defines a programme or portfolio of works which fall in the category of urban spaces that are already affected and can be affected by the direct and indirect impacts of climate change and other global environmental changes.

Climate Change is a long-term change in the average weather patterns that have come to define earth's local, regional and global climates. It is observed by higher temperatures, more droughts, generally abnormal weather and changing rain and snow patterns. This can result in increased heat, drought and insect outbreaks, declining water supplies, reduced agricultural yields, health impacts in cities due to heat, and flooding and erosion in coastal areas. In our case, the concern also includes but is not limited to the risk of impact from more extreme weather conditions such as hurricanes and tsunamis and general sea level rise due to global warming.

Cities globally are highly exposed to disaster and climate-related risks. With accelerating urban growth, increasing exposure to climate change risks and multi-dimensional vulnerability, it is critical for cities to employ an integrated, climate risk-informed development approach to advance resilient strategies and livelihoods that are geared at achieving the objectives outlined in the objectives of the Sustainable Development Goals (SDGs) and the New Urban Agenda.

Urban resilience is the capacity of a city's systems, businesses, institutions, communities and individuals to survive, adapt and grow, no matter what chronic stresses and acute shocks they experience.

Acute shocks are sudden intense events that threaten a community, such as earthquakes, hurricanes terrorist attacks. The impact of acute shocks is exacerbated by *chronic stresses* that weaken the fabric of a community over time such as recurrent flooding, high unemployment, limited social nets and inequitable public transportation systems. Cities are often confronted by a combination of acute shocks and chronic stresses.

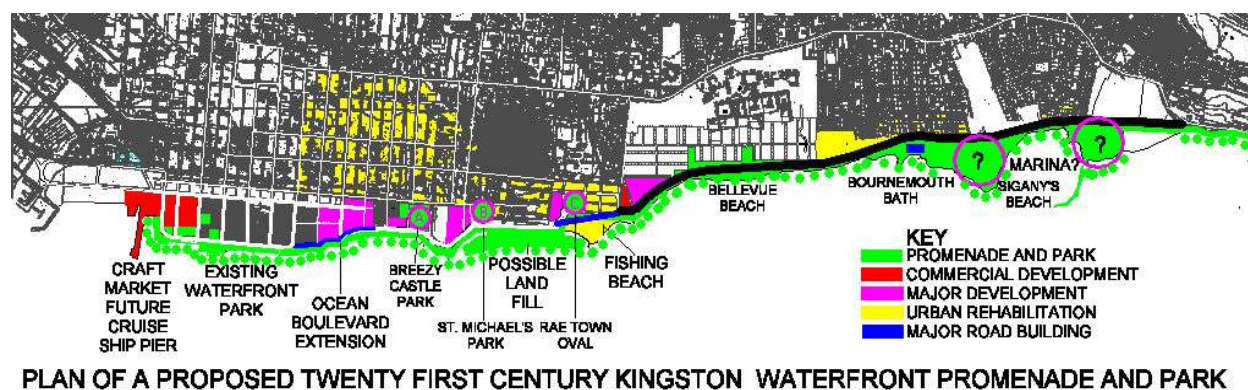
Urban resilience demands that cities look holistically at their adaptive capacities and their risks, including through meaningful engagement with the most vulnerable member of a community. *Planning for a resilient urban future* requires tackling challenges and creating solutions in a place-based, integrated, inclusive, risk aware and forward-looking manner.¹

¹ <https://resilientcitiesnetwork.org/what-is-resilience/>

Major projects under the Urban Climate Resilience initiative are seen below:

KINGSTON HARBOUR WALK

Estimate:	Phase I - \$ 4.5 B; Phase II - \$ 13 B; \$269 M Master planning
Location:	Kingston Waterfront to Port Royal
Project Description	The Kingston Harbour Walk (KHW) is planned as a linear park integrated with a proposed 9 meter minimum (where possible) wide pathway and verge (pedestrian and cycle routing) extending from Downtown Kingston to Port Royal. The proposed Walk, commencing from the Kingston Pen Gully through to the tip of the Palisadoes Peninsula at the coastguard facility in Port Royal, is approximately 25 km in length. The entire route is to be linked together by a parkland promenade providing an enhanced public, pedestrian experience to complement the existing vehicular one.
Objectives:	<p>It is intended to become a major public amenity with multiple purposes. It is expected to:</p> <ul style="list-style-type: none"> ▪ be instrumental in building resilience to the coastal area by preventing land erosion, loss of vegetation and risk of flooding due to storm surges, tsunamis, and rising sea levels; ▪ provide and maintain public access both visually and physically; ▪ provide nodal opportunities for culture, entertainment, commerce, and support of social public engagements in both the passive and active formats; ▪ benefit adjacent real estate in its facilitation of development;



PORTMORE RESILIENCE PARK

Estimate:	\$3.18 B
Location:	Portmore Town Centre, St. Catherine
Project Description	<p>The park will be developed with two elements, an open public space on approximately 20 acres of the 26-acre land, with a transport hub/mixed use facility on the remaining 6 acres. It will feature hard and soft landscaping, sporting facilities, event spaces, commercial spaces, public restrooms, green technology, security features and parking.</p> <p>The purpose of this project is to create green recreational park space for the Portmore community and visitors to the area on the UDC owned lands at Lot 26 Portmore Town Centre. The park is to embody concepts of sustainability, the importance of green spaces to the physical and mental well-being of citizens, the protection of the natural environment and the need for climate resilience in the planning of our urban spaces.</p>
Objectives:	<ul style="list-style-type: none"> ▪ To establish a framework for the establishment of public spaces with due consideration to the operations and maintenance, sustainability, safety and security, gender, access, inclusiveness, gender, and partnerships. ▪ To develop a major green recreational space for the Portmore community ▪ To provide active sports facilities and play areas as well as passive, contemplative spaces for relaxation ▪ To create a facility that brings awareness to the importance of the natural environment and the need for climate resilience.



Portmore Town Centre Park – Master Plan

II. PROTECTED AREA MANAGEMENT

Hellshire Hills and Goat Islands has been a designated area of the Urban Development Corporation (UDC) since 1968. In 1999 the area was declared a protected area as part of the larger Portland Bight Protected Area (PBPA). The Corporation was therefore been mandated by the National Environment and Planning Agency (NEPA) to prepare and implement a management plan which would see to the sustainable management of the resources within the area. The resources of this protected area especially the critically endangered Jamaican Iguana (*Cyclura collie*) are however under threat by anthropogenic influence and the impacts of climate change and as such the Corporation has been actively managing the area to ensure the conservation of these resources.

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 Sustainable Development Goals; and
- Enhancing the level of public awareness on the importance of environmental conservation and management.



Great Goat Island

IGUANA CONSERVATION PROGRAMME

The Hellshire Hills was propelled to a conservation area of global importance as the endemic Jamaican Iguana which was once common to these areas, but was thought to be extinct for a very long time, was rediscovered in the 1990's by a local farmer.

Since the discovery of the Jamaican Iguana, the UDC and other partners such as NEPA have been actively involved in a number of conservation initiatives which is being led by the Iguana Recovery Group which have been undertaken to re-sustain the population. One of the key initiatives of this programme is the headstart-release, where Iguana hatchlings have been removed from the wild since 1996 and kept in a facility until they are mature and healthy enough before they are reintroduced to their primary habitat, the Hellshire Hills. This conservation initiative is also supported by active, continuous habitat monitoring and enforcement by the UDC and NEPA staff to ensure that activities that are harmful to the environment are not taking place within this very important habitat.

The Iguana conservation programme has yielded significant successes with the increase of the population in the wild from being extinct, to the total number of hatchling releases into the Hellshire Hills surpassing five hundred (500) Iguanas since the inception of the programme.



Photo Credit: John Binns

Jamaican Iguana

III. ENVIRONMENTAL MONITORING

Environmental monitoring is a key initiative of the Corporation's environmental strategy.

The objectives of the environmental monitoring programme are as follows:

- Provides feedback on the successes and or limitations of the implementation of environmental programme and strategies;
- Ensures that the Corporation remains compliant with local environmental standards and regulations;
- Ensures that the Corporation remains compliant with the pertinent national and international environmental policies, legislations and regulations; and
- Assists in the determination of how well the Corporation is fulfilling its corporate responsibility of protecting and managing the natural resources under its purview.

Targets & Outputs

TARGETS	OUTPUTS	TIMELINE
Conduct monthly/quarterly environmental monitoring of all facilities (sewage treatment plants and potable water) and attractions operated by the Corporation	Fortnightly/Monthly/Quarterly sampling schedule implemented	Ongoing
Prepare and submit Water Quality monitoring reports to NEPA (attractions and sewage treatment plants)	Reports prepared and submitted to NEPA	Quarterly
Prepare and submit Water Quality monitoring reports to Water Resources Authority	Bi-annual reports prepared and submitted to WRA	April and November annually
Ensure regulatory compliance (permits and licences) of all facilities and attractions operated by the Corporation	All facilities and attractions remain in compliance with permits and licences issued by the regulatory agencies	Ongoing
	Beach Licences are renewed by the due date	February annually
	Environmental Permits and Wastewater licences are renewed by the due date	Every five years
	Discharge Calculations prepared and submitted to NEPA for wastewater treatment facilities	Annually

IV. ENVIRONMENTAL EDUCATION AND OUTREACH

A key demonstration of the UDC’s commitment to the environmental programme is the implementation of an Environmental Education and Outreach plan for the Corporation. The UDC’s programme seeks to educate the Corporation’s stakeholders, the general public and the Corporation’s 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

TARGETS	OUTPUTS	TIMELINE
To develop and implement programmes that promote environmental awareness amongst the stakeholders and general public	Activities undertaken to commemorate Earth Day	April annually
	Planning and Execution of activities for International Biodiversity Day	May annually
	Activities to commemorate National Environment Awareness Week	June annually
	International Coastal Clean-up Day activity	September annually
	National Tree Planting Day Activity (3 million tree initiative)	October annually
	World Wetlands Day Activity	February annually

10. Integrated Marketing, Communication and Customer Service Plan

This Integrated Marketing, Communication and Customer Service Plan seeks to build on the submitted plan for fiscal year 2022/2023 in continuing to streamline the UDC Group's services and business operations into three main areas namely: **UDC Corporate, UDC Commercial and UDC Hospitality.**

The Corporate Relations and Marketing Department in driving this initiative, is responsible for brand and reputation management, crisis management, marketing, client management, customer satisfaction and supports revenue generation through traditional and new media. These functions are managed through the Department's three areas of operation, that is Marketing, Communications and Customer Service.

This plan will carefully integrate and coordinate these three functional areas to deliver clear and consistent messages about the UDC Group and our promise to our customers, domestic and international and the strategies to be employed to establish the UDC as a market leader in its areas of operation, with the goal to:

1. Increase public awareness of the UDC Group and its remit by 30% by end of financial year 2025;
2. Increase customer uptake at UDC Hospitality and Commercial areas by 20% by end of financial year 2025;
3. Increase customer satisfaction rate across UDC Group to 85% by end of financial year 2025;
4. Improve public perception of the UDC Group by 30% by the end of financial year 2025

Functional Area Strategies

Marketing

The core role of the Marketing Unit is to position and manage the UDC's brands to optimize the earning potential of each, by creating and extracting value for the benefit of our customers. To effect this, the Marketing unit will take the following actions:

- Continue to rebrand and reposition the UDC in the context of its role as a key real estate manager
- Reposition the UDC's hospitality brands to better compete within the current and future market trends of the hospitality and entertainment sector
- Scale up the UDC Group's product offerings through ideation and implementation of new products
- Improve the UDC Group's digital presence

Key Marketing Tactics

- Reposition brands as the UDC Group
- Rebuilding the UDC's brand equity
- Refine and Streamline Branding & Execution
- Implement a digital media transformation strategy
- Establish marketing, advertising and promotions strategy
- Establish strategic partnerships and alliances to create value-added products
- Maximize ROI by improving distribution and trade activities
- Employ data driven and market research strategies

Communications

The Communications Team is primarily responsible for disseminating information with all stakeholders and will lead to the messaging for both internal and external audiences. To support the achievement of the overall CRM department objectives, the Communications Unit will seek to:

- Identify at least three opportunities across business lines per month from within the Corporation for media engagement. This will include media pitching, release writing and features
- Host at least two media familiarization tours to UDC projects and/or attractions quarterly
- Identify UDC Brand Ambassadors in the areas of Environmental Sustainability, Projects and Hospitality to promote the Group on social media
- Conduct one media training session with UDC's Executive Management and key HoDs.
- Share one staff newsletter monthly
- Share departmental updates weekly or as needed

Key Communications Tactics

- Media Engagement: Continue building relationships with media houses to assist in sharing UDC-related content scheduled/monthly ads on project updates
- Pitching: Propose stories about projects to local and international outlets
- Digital: Manage website maintenance by ensuring that content is up-to-date
- Releases and Features: Share information with the media and general public on projects, hospitality and corporate matters in a timely fashion
- Internal: Evolve TouchBase magazine into a digital/ video production that is of high-quality and formatted in such a way that it is accessible to all staff

Customer Service

The Customer Service Unit is responsible for managing the customer service portfolio and Information Centre in pursuit of the Corporation's objectives and strategic focus of providing a superior service experience that will add value to our brand affinity.

Customer service is an important element of service delivery at the UDC and as one of the catalysts for financial growth and development. Our customer service vision therefore is to transform the culture of the UDC to one that embraces excellent customer service delivery as a key driving force for revenue generation. To support the achievement of the overall CRM department objectives, the Customer Service Unit will seek to:

- Improve customer experience by increasing the overall customer satisfaction rate to 85% by FY2025. (The current satisfaction rate based on the 2021/2022 survey is 70%)
- Further develop a culture of service excellence across the UDC group by having 75% of the staff population exposed to formal training in customer service by FY2023.
- Streamline the customer service management process to achieve greater efficiencies.
- Evaluate service performance by establishing and implementing at least one feedback mechanism annually in collaboration with the Strategic Planning and Evaluation Department (SPED).

Key Customer Service Tactics

1. Management of client interface through - stakeholder engagement (walk-in and electronic), bi-yearly clients' meetings, provision of customer care and after sales support for projects and commercial activities, preparation and dissemination of client advisories and commune, query management and facilitating submission and opening of tenders.
2. Manage and maintain quality standards and service excellence culture across the UDC Group in keeping with the ISO Quality objectives.
3. Continue to identify, develop, and implement training programmes that supports service excellence for key service areas across UDC Group.
4. Develop and implement Customer Service programmes for UDC's Corporate and Commercial offices, project areas and attractions.
5. Increase client interface channels.
6. Review and update annually our customer service documents (i.e. UDC Client Service Charter, Runaway Bay Water Customer Charter, Customer Service Policy, Customer Complaints Procedure and Service Level Agreements in keeping with international best practices and changes in the customer service environs.
7. Identify, implement, and evaluate service performance through stakeholder surveys to support ongoing monitoring of feedback for our attractions and commercial services.

11. Finance Models

Key Planning Assumptions

The following parameters/assumptions were used in developing the Corporate Plan and Budget for FY 2023/2024 to 2026/27:

Description	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Inflation (%) **	5.2%	5.0%	5.0%	5.0%
Nominal Growth (%) **	8.6%	6.0%	6.0%	6.0%
Avg. Exchange Rate (J\$:US\$1)	157.50	162.50	167.50	172.50
Projected Salary Increase (%)	5.0%	6.0%	6.5%	5.0%
Projected Salary Allowance Increase (%)	0.0%	0.0%	0.0%	0.0%

** Represents targets established by the Ministry of Finance and the Public Services

UDC Income Assumptions

1. Rental Income:

Rental income for the FY 2023/24 is projected at \$508.3 Million, an increase of \$44.9 Million (9.7%) compared to the FY 2022/23 expected results. This is driven by:

- Block 4 - \$217.7 Million
- Block 2 to 6 - \$163.8 Million

2. Management Fees:

- Projected at \$519.6 Million, a 154.8% increase to the FY 2022/23 forecasted revenues of \$204 Million.
- Management fees are driven by expected income from:
 - Portmore Resilience Park - \$209.8 million (40.4%)
 - Houses of Parliament Project - \$174.1 million (33.5%)
 - Fees from Subsidiaries (ORCC, RBWC, JCC) - \$ 77.2 million (14.9%)

3. Operating Properties Income:

- Operating properties are projected to realise \$311.8 million in income, a 3.5% decrease compared to expected revenues of \$323.1 million for FY 2022/23.
 - Harmony Beach Park \$144.0 million (Including \$100 million GOJ Subvention)
 - Car Parks - \$120.9 million

4. SADC Managed Properties:

- SADC Managed Properties income recovery linked to the global economic recovery from the pandemic. Full economic recovery from the COVID-19 is complete.
- Income projected at \$2,046.6 million, an increase of 16.4% over the \$1,757.5 million outlook for FY 2022/23.

- Income from new products:
 - DRFP - ATV and Bike Experience - \$3.5 million
 - DRFP F&B + Night experience - \$12.9 million

5. Other Operating Income:

Other operating income projected at \$59.3 million for the FY 2023/24, comprised mainly of:

- Asset User Fee – \$46.5 million
- Rental and/or Land Lease - \$8.5 million

UDC Expenses

1. Administrative Expenses:

- Projected at \$2,060.8 million after reimbursables, an increase of \$517.7 million (33.52%) to prior year.
- Salaries and related benefits account for \$1,522.2 million (73.9%) of Administrative expenses, an increase of \$153.2 million (11.2%) to FY 2022/23 latest estimate, driven by:
 - Assumed 5% increase in salaries
 - Filling of critical vacant positions during the year

2. Operating Properties Expense:

- Operating properties expense projected at \$414.9 million, a \$138.5 million (50.1%) increase to FY 2022/23. Operating properties expense is driven by:
 - Harmony Beach Park - \$240.6 million
 - Car Parks - \$45.6 million

3. Properties Managed by SADCO:

- Operating expenses forecasted at \$964 million (20.7%) increase above FY 2022/23 forecast.
- Salaries and related costs budgeted at \$374.37 million (39.2% of SADCo OpEx) and a 9.4% increase to the \$342.3 million staff costs projected for FY 2022/23.
- Management Fees² to SADCo projected at \$194.1 million, an increase of \$17.2 million (10.3%)

UDC Other Expense/Income

1. Other expenses:

Projected at \$327.1 million, \$3.2 million (1%) increase. Driven by:

- Property Tax - \$196.0 million
- Valuation and Surveying Expenses - \$65.8 million

2. Finance costs and Foreign exchange losses:

Loan fees and FX losses on MOFPS, US\$3.6 million, three-year loan at 3.0% fixed interest rate (assumes loan is repaid in accordance with Draft Deed of Loan Agreement).

² Computed as 10% of the gross income on profit making managed properties

- Budgeted loan interest of \$8.9 million
- FX losses budgeted at \$9.4 million

3. Extraordinary Income:

Extraordinary income of \$1,121.1 million:

- Gain on sale of lands located in Cardiff Hall, St. Ann \$848.9 million (Q4)
- Gain on sale of six (6) Caymanas Commercial Lots \$232.2 million (Q4)
- Six (6) of sixty-eight (68) scheduled Commercial Lots to be sold at Caymans, St. Catherine.
- Expected gain on 68 commercial lots is \$2,631.6 million over four financial years.

Balance Sheet

1. Non-current Assets – Property, Plant and Equipment

Increase in PP&E of \$618.7 million. Investment of \$761.8 million. Net of depreciation charge \$143.1 million.

2. Non-current Assets – Investment Properties

Reduction of \$1,018.9 million, representing sale of Commercial lands located in Caymanas, St. Catherine and Cardiff Hall property, St. Ann.

3. Non-current Assets – Long Term Receivables

Reduction of \$2,000 million, assumed agreement with the GOJ to settle outstanding Statutory deductions and Property Taxes through an offset agreement by Q3 of the 2023/24 financial year.

4. Current Assets – Trade Receivables

Projected reduction in Trade Receivables by \$221.2 million (24%) amidst more stringent collection policy initiatives.

5. Current Assets - Cash and Cash Equivalents

Projected operating cash flow to increase by \$674.3 million, resulting in total projected cash and cash equivalents as at March 31, 2024 of \$3,164 million .

- Includes cash reserved for General and Special Developmental projects.

6. Current Liabilities – Trade and Other Payables

- Reduction of \$1,940.7 million
- Facilitated through \$2,000 million, assumed offset agreement with the GOJ to settle outstanding Statutory deductions and Property Taxes.

7. Long-Term Loan

Reduction in GOJ/MOFPS long-term loan by \$274.5 million (assumes loan is repaid in accordance with Draft Deed of Loan Agreement).

MANAGEMENT FEES(J\$)

Project Name	Mgmt. Fees 1st Qtr.	Mgmt. Fees 2nd Qtr.	Mgmt. Fees 3rd Qtr.	Mgmt. Fees 4th Qtr.	Mgmt. Fees Total
AGENCY PROJECTS:					
Jamaica Conference Centre Renovation	-	-	-	2.04	2.04
Western Children's Hospital	4.00	4.00	4.00	4.00	16.00
MOFPS Capital Projects	5.33	1.95	5.33	0.59	13.18
AGENCY PROJECTS TOTAL	9.32	5.95	9.32	6.63	31.22
GOJ HEAD A:					
Montego Bay Waterfront Protection Infrastructure					
Mobay Southern Groyne & Harmony	1.75	1.75	1.75	1.75	6.99
Government Campus	6.09	2.43	4.45	7.32	20.28
Houses of Parliament	45.45	42.94	42.94	42.72	174.07
Portmore Resilience Park	167.89	13.99	13.99	13.99	209.86
GOJ HEAD A PROJECTS TOTAL	221.18	61.11	63.13	65.78	411.20
SUB-TOTAL	230.50	67.06	72.45	72.41	442.42
SUBSIDIARIES AND JCC:					
Ocho Rios Commercial Centre	1.75	1.75	1.75	1.75	7.00
Runaway Bay Water Company	12.00	12.00	12.00	12.00	48.00
Jamaica Conference Centre	5.54	5.54	5.54	5.54	22.18
SUB-TOTAL	19.295	19.295	19.295	19.295	77.180
GRAND TOTAL	249.80	86.36	91.75	91.70	519.60

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
Corporate Objectives	<ul style="list-style-type: none"> Increased lease and license of underutilized properties Two (2) development projects put to tender annually Development of new tourism products at 4 attractions/beaches Documenting asset management, lease management and marketing integration processes. Launch of a Training Programme Completion of realignment and standardization of technology & tools used by staff Recruitment to fill strategic positions Operating revenues of \$3.4B for FY 2023/24 	<ul style="list-style-type: none"> Contribution towards the orderly development of Urban centres Increased customer and staff satisfaction Improved efficiency throughout the UDC Improved financial stability of the UDC 	Quarterly	March 2024	<p>Review of Monthly Projects Reports</p> <p>Review of Monthly Unaudited Financial Statements</p> <p>Review of Monthly/Quarterly Divisional reports</p> <p>Review of Customer Satisfaction Surveys</p>

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method
Revenue Generation Plan	<ul style="list-style-type: none"> Rental Revenue of \$508.3 M Earn revenue of \$16.4 M from new products by end of FY 2023/24 Derive Management Fee of \$77.2 M from Subsidiaries (ORCC, RBWC and JCC) \$2.0 B in revenue from SADCo. managed properties Gain on Land Sales of \$1.1 B 	<ul style="list-style-type: none"> Improved financial stability of the UDC Diversification of the Corporation's revenue streams 	Quarterly	March 2024	<p>Review of lease and sale agreements</p> <p>Analysis of financial statement from subsidiaries and UDC Monthly Unaudited Financial statements</p> <p>Review of Monthly/Quarterly Divisional reports</p>
Finance, Treasure and Investment Divisional Plan	<ul style="list-style-type: none"> Trade Receivables to be reduced by 24% (\$221.2 M). Paydown on MOFPS \$274.5 M long-term debt as per loan commitment Meet all deadlines for the submission of external reports 	<ul style="list-style-type: none"> Improved financial stability of the UDC Improvement in liquidity for the corporation Increased accuracy and integrity of financial information 	Monthly	March 2024	<p>Review of Monthly Unaudited Financial Statements</p> <p>Interview with members of the Financial Division</p> <p>Research of Financial database to produce specific reports</p>

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method
Planning, Development and Project Management Plans	<ul style="list-style-type: none"> ▪ Earn project management fees of \$442.4 M from Grant Funded, Agency and GOJ Head A Projects ▪ Projects are completed on time using budgeted resources ▪ No more than 5% over budget for the Corporation's projects ▪ Meet all deadlines for the submission of monthly external reports 	<ul style="list-style-type: none"> ▪ Improved customer satisfaction ▪ Improved facilities for all Jamaicans and visitors to the Island ▪ Contribution towards the orderly development of Urban centres 	Monthly	March 2024	Review of Monthly Project Reports Occasional visit to project site Tracking of Major Project Reports Interview of members of the PDPM Division
Corporate Services Plan	<ul style="list-style-type: none"> ▪ $\geq 80\%$ uptime for Facilities Management Equipment and $\geq 95\%$ uptime for ICT systems. ▪ No budget to be exceeded ▪ Minimum of 80% service standards achieved ▪ Achieve Fixed Asset Additions (including Building Capital Repairs) of \$805.3 M 	<ul style="list-style-type: none"> ▪ Improved customer service ▪ Improved efficiency throughout the UDC 	Monthly	March 2024	Customer Satisfaction Surveys Monthly/Quarterly Divisional reports

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method
Human Resource Plan	<ul style="list-style-type: none"> 60% of employees impacted by at least 5 hours of job specific training Fill mission critical roles identified (57 positions) 	<ul style="list-style-type: none"> Increased staff morale 	Monthly	March 2024	Staff Engagement Surveys Monthly/Quarterly Departmental reports
ISO Certification	<ul style="list-style-type: none"> Annually conduct customer satisfaction survey for Land Services and Strategic Project Delivery At least one internal audit and annual management review of processes per year No more than 5% projects over budget Minimum 80% of projects on schedule Minimum 90% of non-conformances resolved within agreed period 60% of employees impacted by at least 5 hours of job specific training 	<ul style="list-style-type: none"> Maintenance of ISO certification 	Annually	March 2024	Customer Satisfaction Surveys Non-Conformance Report (NCR) Log Sheet Monthly Departmental Reports

Priority Policies, Programmes and Projects	Goal(s)	Expected Outcome(s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date	Evaluation Method
Integrated Marketing Plan	<ul style="list-style-type: none"> ▪ Increase public awareness of the UDC Group and its remit by 30% by end FY 23/24 ▪ Increase customer uptake at UDC Hospitality and Commercial areas by 20% by end of financial year 2025; ▪ Increase customer satisfaction rate across UDC Group to 85% by end of financial year 2025; ▪ Improve public perception of the UDC Group by 30% by the end of financial year 2025 	<ul style="list-style-type: none"> ▪ Increased visibility and improved perception ▪ Increased customer uptake ▪ Increased customer satisfaction 	Quarterly Annually	March 2024	Survey (internal and external) Media Report and Assessment Market Statistics

13. Appendices

Appendix 1: Budget

Budgeted Balance Sheet

FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated)

	Unaudited Actual 2021/22 \$M	Estimated 2022/23 \$M	Budget 2023/24 \$M	1st Qtr Budget 2023/24 \$M	2nd Qtr Budget 2023/24 \$M	3rd Qtr Budget 2023/24 \$M	4th Qtr Budget 2023/24 \$M	Projected 2024/25 \$M	Projected 2025/26 \$M	Projected 2026/27 \$M
ASSETS										
Non-current assets										
Property, plant and equipment	1,802.12	2,577.97	3,196.67	2,739.92	2,973.27	3,096.73	3,196.67	3,865.48	4,234.29	4,603.11
Investment properties	55,747.81	57,983.71	56,964.84	57,983.71	57,983.71	57,983.71	56,964.84	55,199.05	53,544.11	52,624.69
Long Term Receivables - GOJ	7,228.30	4,028.30	2,028.30	4,028.30	4,028.30	2,028.30	2,028.30	2,028.30	2,028.30	2,028.30
Interest in associate and other companies	41.15	40.23	40.23	40.23	40.23	40.23	40.23	40.23	40.23	40.23
Related parties	53.89	274.63	274.80	274.67	274.72	274.76	274.80	274.80	274.80	274.80
Interest in Joint Venture	203.30	203.30	203.30	203.30	203.30	203.30	203.30	203.30	203.30	203.30
Employee benefit asset	607.89	607.89	607.89	607.89	607.89	607.89	607.89	607.89	607.89	607.89
	65,684.46	65,716.03	63,316.03	65,878.02	66,111.41	64,234.92	63,316.03	62,219.05	60,932.92	60,382.32
Current assets										
Inventory of land and development projects	1,646.57	1,833.44	2,188.49	1,914.70	2,020.50	2,142.76	2,188.49	3,181.69	4,181.69	4,681.69
Inventory	21.22	26.99	26.99	26.99	26.99	26.99	26.99	26.97	28.32	29.46
Agency projects	33.54	36.21	36.21	36.21	36.21	36.21	36.21	-	-	-
GOJ projects	-	-	-	-	-	-	-	-	-	-
Trade and other receivables	1,014.88	915.37	694.16	862.66	801.00	746.12	694.16	624.75	562.27	506.05
Taxation recoverable	78.58	82.31	82.31	82.31	82.31	82.31	82.31	82.31	82.31	82.31
Cash and cash equivalents	1,730.09	2,489.60	3,163.95	2,208.31	1,731.34	1,665.52	3,163.95	5,079.75	5,989.35	6,569.44
	4,524.88	5,383.93	6,192.12	5,131.18	4,698.35	4,699.90	6,192.12	8,995.48	10,843.96	11,868.95
Total assets	70,209.34	71,099.96	69,508.15	71,009.20	70,809.77	68,934.82	69,508.15	71,214.53	71,776.88	72,251.27
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	6,506.43	6,506.43	6,506.43	6,506.43	6,506.43	6,506.43	6,506.43	6,506.43	6,506.43	6,506.43
General reserve	325.72	325.72	325.72	325.72	325.72	325.72	325.72	325.72	325.72	325.72
Revenue reserve	57,594.21	58,500.32	59,123.71	58,476.72	58,345.52	58,199.90	59,123.71	60,703.75	61,793.40	62,521.31
Total equity	64,649.14	65,555.25	66,178.64	65,531.65	65,400.45	65,254.83	66,178.64	67,758.68	68,848.34	69,576.24
Non-current liabilities										
Long-term liabilities	411.96	134.65	-	65.42	-	(0.00)	-	-	-	-
Due to subsidiaries	401.33	411.13	411.13	411.13	411.13	411.13	411.13	1,097.15	987.44	888.69
Provision for future infrastructure cost on land sold	583.92	583.92	583.92	583.92	583.92	583.92	583.92	583.92	583.92	583.92
Due to regional companies	220.54	261.75	261.75	261.75	261.75	261.75	261.75	261.75	261.75	261.75
	1,617.74	1,391.45	1,256.80	1,322.23	1,256.80	1,256.80	1,256.80	1,942.82	1,833.11	1,734.36
Current liabilities										
Trade and other payables	3,764.53	3,797.14	1,856.44	3,796.94	3,796.77	2,136.62	1,856.44	1,363.62	1,095.44	940.66
GOJ projects	36.28	72.27	72.27	72.27	72.27	72.27	72.27	-	-	-
Current portion of long-term debt	141.65	283.85	144.00	286.11	283.47	214.29	144.00	149.41	-	-
	3,942.46	4,153.26	2,072.71	4,152.32	4,152.51	2,423.19	2,072.71	1,513.02	1,095.44	940.66
Total equity and liabilities	70,209.34	71,099.96	69,508.15	71,009.20	70,809.77	68,934.82	69,508.15	71,214.53	71,776.88	72,251.27

Budgeted Income Statement

FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated)

	Unaudited Actual 2021/22 \$M	Estimated 2022/23 \$M	Budget 2023/24 \$M	1st Qtr Budget 2023/24 \$M	2nd Qtr Budget 2023/24 \$M	3rd Qtr Budget 2023/24 \$M	4th Qtr Budget 2023/24 \$M	Projected 2024/25 \$M	Projected 2025/26 \$M	Projected 2026/27 \$M
Revenue										
Rental Income	398.11	463.43	508.31	128.87	125.21	128.94	125.28	533.72	560.41	588.43
Management Fees	122.60	203.95	519.60	249.80	86.36	91.75	91.70	545.58	572.86	601.51
Operating Properties Income	230.72	323.08	311.79	74.71	80.29	77.00	79.78	337.38	364.24	382.46
Managed by: St. Ann Development Co	923.49	1,757.51	2,046.60	517.55	566.62	491.96	470.47	2,254.63	2,445.98	2,650.50
Managed by: Caymanas Development Co	-	-	-	-	-	-	-	-	-	-
Other Operating Income	307.89	77.81	59.26	15.17	12.71	14.33	17.05	62.22	65.33	68.60
TOTAL INCOME	1,982.82	2,825.79	3,445.56	986.10	871.19	803.98	784.29	3,733.53	4,008.83	4,291.49
Expenses										
Depreciation	123.49	132.90	143.12	36.10	36.66	35.55	34.81	148.12	153.12	158.12
Administrative Expenses	1,502.22	1,543.09	2,060.77	570.50	506.66	493.31	490.30	2,032.17	1,931.77	2,008.08
Operating Properties Expense	199.72	276.45	414.94	119.17	103.83	96.41	95.52	401.33	417.18	433.66
Legal Claims	14.08	1.25	6.29	1.67	1.62	1.27	1.72	3.54	3.68	3.83
Social Intervention	8.42	6.81	8.00	2.00	2.00	2.00	2.00	8.32	8.64	8.99
Research (Planning Projects)	1.84	-	-	-	-	-	-	-	-	-
Managed by: St. Ann Development Co	633.78	798.92	963.98	236.93	250.26	232.57	244.22	1,050.43	1,116.24	1,184.74
Managed by: Caymanas Development Co	-	-	-	-	-	-	-	-	-	-
Other Expenses	175.22	323.87	327.07	76.96	96.02	84.22	69.87	319.99	332.63	345.76
	2,658.76	3,083.29	3,924.16	1,043.34	997.05	945.33	938.44	3,963.88	3,963.26	4,143.16
OPERATING PROFIT/(LOSS)	(675.93)	(257.50)	(478.60)	(57.24)	(125.86)	(141.35)	(154.16)	(230.35)	45.57	148.33
Finance cost										
Bank Charges	0.68	1.01	0.90	0.23	0.23	0.23	0.23	0.94	0.97	1.01
Other Loan Interest	10.91	16.01	8.87	2.97	2.50	1.97	1.43	1.27	-	-
	11.59	17.02	9.77	3.20	2.72	2.20	1.65	2.21	0.97	1.01
Income from investments										
Dividend Income	-	199.50	-	-	-	-	-	-	-	-
Other Income - Interest income	71.09	15.62	-	-	-	-	-	-	-	-
Foreign Exchange Gain/(Loss)	(9.65)	(3.54)	(9.38)	(3.16)	(2.62)	(2.08)	(1.52)	(7.50)	-	-
	61.44	211.58	(9.38)	(3.16)	(2.62)	(2.08)	(1.52)	(7.50)	-	-
NET PROFIT /(LOSS) BEFORE EXCEPTIONAL ITEM/S	(626.09)	(62.94)	(497.75)	(63.60)	(131.20)	(145.62)	(157.33)	(240.06)	44.59	147.32
Extraordinary Income/(Expense)	253.90	969.05	1,121.14	40.00	-	-	1,081.14	1,820.11	1,045.06	580.59
PROFIT /(LOSS) BEFORE TAXATION	(372.19)	906.11	623.39	(23.60)	(131.20)	(145.62)	923.80	1,580.05	1,089.65	727.91
Taxation	-	-	-	-	-	-	-	-	-	-
PROFIT /(LOSS) FOR THE YEAR	(372.19)	906.11	623.39	(23.60)	(131.20)	(145.62)	923.80	1,580.05	1,089.65	727.91

Budgeted Statement of Cash Flows

FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated)

	Unaudited Actual 2021/22 \$M	Estimated 2022/23 \$M	Budget 2023/24 \$M	1st Qtr Budget 2023/24 \$M	2nd Qtr Budget 2023/24 \$M	3rd Qtr Budget 2023/24 \$M	4th Qtr Budget 2023/24 \$M	Projected 2024/25 \$M	Projected 2025/26 \$M	Projected 2026/27 \$M
Operating Activities										
Net Profit /(Loss)	(372.19)	906.11	623.39	(23.60)	(131.20)	(145.62)	923.80	1,580.05	1,089.65	727.91
Adjustment for:										
Depreciation of property, plant and equipment	123.49	132.90	143.12	36.10	36.66	35.55	34.81	148.12	153.12	158.12
Tax (credit)/charge	-	(3.73)	-	-	-	-	-	-	-	-
Employee benefits asset	-	-	-	-	-	-	-	-	-	-
(Decrease) Increase in provision for future infrastructure costs on land sold	-	-	-	-	-	-	-	-	-	-
Interest Income	(71.09)	(15.62)	-	-	-	-	-	-	-	-
Net Foreign Exchange (Gain)/Loss on financing item	9.65	3.54	9.38	3.16	2.62	2.08	1.52	7.50	-	-
(Gain)/Loss on disposal of investment property	(253.90)	(969.05)	(1,121.14)	(40.00)	-	-	(1,081.14)	(1,820.11)	(1,045.06)	(580.59)
Operating cash flows before movement in working capital	(564.03)	54.14	(345.25)	(24.34)	(91.92)	(108.00)	(121.00)	(84.44)	197.71	305.43
(Increase)/Decrease in receivables	338.88	99.51	221.21	52.71	61.66	54.88	51.95	69.42	62.47	56.23
(Increase)/decrease in project receivables	(0.75)	(2.67)	-	-	-	-	-	36.21	-	-
Increase /(Decrease) in payables	451.55	32.61	(1,940.70)	(0.20)	(0.17)	(1,660.15)	(280.18)	(492.82)	(268.18)	(154.77)
Increase /(decrease) in project payables	(32.50)	36.00	-	-	-	-	-	(72.27)	-	-
(Increase)/Decrease in due from related parties	147.81	(220.75)	(0.17)	(0.04)	(0.04)	(0.04)	(0.04)	-	-	-
Increase /(decrease) in due to subsidiaries	(472.35)	9.81	-	-	-	-	-	686.02	(109.72)	(98.74)
Increase/(Decrease) in amount owed to regional companies	(57.06)	41.21	-	-	-	-	-	-	-	-
(Increase)/Decrease in Inventory	(0.10)	(5.77)	-	-	-	-	-	0.01	(1.35)	(1.13)
(Increase)/Decrease in Long Term Receivable	700.00	3,200.00	2,000.00	-	-	2,000.00	-	-	-	-
Cash generated by operations	511.43	3,244.08	(64.91)	28.14	(30.47)	286.69	(349.27)	142.12	(119.06)	107.01
Investing Activities										
(Purchase)/Disposal of property, plant and equipment	(32.67)	(908.75)	(761.81)	(198.05)	(270.01)	(159.01)	(134.75)	(816.93)	(521.93)	(526.93)
(Increase)/Decrease in inventory of land and development pro	(215.24)	(186.87)	(355.05)	(81.25)	(105.81)	(122.25)	(45.74)	(993.20)	(1,000.00)	(500.00)
Interest Income	71.09	15.62	-	-	-	-	-	-	-	-
(Purchase)/Disposal in Investment property	(272.92)	(1,266.85)	2,140.00	40.00	-	-	2,100.00	3,585.90	2,700.00	1,500.00
(Increase)/Decrease in advances to subsidiary and associated companies	31.51	0.92	-	-	-	-	-	-	-	-
(Increase)/Decrease in investment in joint venture	(0.12)	-	-	-	-	-	-	-	-	-
Net cash used in investing activities	(418.34)	(2,345.92)	1,023.14	(239.30)	(375.81)	(281.26)	1,919.52	1,775.77	1,178.07	473.07
Financing activities										
Increase/(Decrease) in Capital contributions	0.26	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Capital reserve	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in General reserve	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in long term borrowings	553.61	(135.11)	(274.50)	(66.97)	(68.06)	(69.17)	(70.29)	5.41	(149.41)	-
Increase/(Decrease) in short term borrowings	-	-	-	-	-	-	-	-	-	-
Net cash used in financing activities	553.87	(135.11)	(274.50)	(66.97)	(68.06)	(69.17)	(70.29)	5.41	(149.41)	-
Net increase/ (decrease) in cash and cash equivalents	646.96	763.05	683.73	(278.13)	(474.35)	(63.74)	1,499.95	1,923.30	909.60	580.08
Opening cash and cash equivalents	1,092.78	1,730.09	2,489.60	2,489.60	2,208.31	1,731.34	1,665.52	3,163.95	5,079.75	5,989.35
Effects of foreign exchange rate changes	(9.65)	(3.54)	(9.38)	(3.16)	(2.62)	(2.08)	(1.52)	(7.50)	-	-
Cash and cash equivalents	1,730.09	2,489.60	3,163.95	2,208.31	1,731.34	1,665.52	3,163.95	5,079.75	5,989.35	6,569.44

Budgeted Administrative Expenses Report

FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated)

Expense Category	Unaudited Actual 2021/22 \$M	Estimated 2022/23 \$M	Budget 2023/24 \$M	1st Qtr Budget 2023/24 \$M	2nd Qtr Budget 2023/24 \$M	3rd Qtr Budget 2023/24 \$M	4th Qtr Budget 2023/24 \$M	Projected 2024/25 \$M	Projected 2025/26 \$M	Projected 2026/27 \$M
Salaries and Related Expenses	1,048.62	1,068.76	1,208.82	302.21	302.21	302.21	302.21	1,256.57	1,156.21	1,201.88
Motor Vehicle Allowance	127.12	120.73	128.52	32.13	32.13	32.13	32.13	133.59	122.92	127.78
Motor Vehicle Upkeep	105.97	111.46	118.63	29.66	29.66	29.66	29.66	123.32	113.47	117.95
Staff Welfare	4.57	27.50	21.36	17.43	1.15	1.58	1.19	22.20	23.08	23.99
Medical Insurance	16.43	18.13	20.48	5.12	5.12	5.12	5.12	21.29	22.13	23.00
Group Life Insurance	21.74	22.47	24.41	6.10	6.10	6.10	6.10	25.37	26.37	27.41
Travel, Accommodation & Subsistence	8.43	16.93	36.81	9.91	8.90	9.41	8.59	38.26	39.77	41.35
Directors Expenses	4.92	6.92	10.52	1.88	1.88	1.88	4.88	10.94	11.37	11.82
Sub-Committees Fees	4.42	1.36	3.82	1.01	1.01	1.01	0.81	3.97	4.13	4.29
Meeting Expense	0.48	1.08	0.94	0.05	0.50	-	0.39	0.97	1.01	1.05
Seminars & Training	0.04	2.58	52.68	18.45	14.92	13.69	5.62	54.76	56.93	59.18
Licences and Registration Fees	53.69	54.17	68.59	19.02	16.12	23.61	9.82	71.30	74.11	77.04
Membership Fees & Subscription	7.29	5.63	7.12	3.01	1.36	2.23	0.52	7.40	7.69	8.00
Electricity	7.75	8.74	9.39	2.35	2.37	2.33	2.33	9.76	10.15	10.55
Internet	5.93	8.98	10.50	2.40	3.30	2.40	2.40	10.91	11.35	11.79
Telephone	26.51	33.27	43.85	10.96	10.96	10.96	10.96	45.58	47.38	49.25
Water	12.86	8.67	6.67	1.66	1.66	1.66	1.70	6.94	7.21	7.49
Audit Fees	10.87	10.28	12.57	3.14	3.14	3.14	3.14	13.07	13.59	14.12
Legal Fees	16.18	8.25	12.00	3.00	3.00	3.00	3.00	12.47	12.97	13.48
Insurance	2.90	3.89	14.90	3.67	3.73	3.73	3.78	15.49	16.10	16.73
Advertising	4.80	8.05	13.31	4.10	3.09	3.50	2.62	13.83	14.38	14.95
Corporate Relations and Promotion	0.45	12.93	90.63	21.68	17.22	39.36	12.38	44.21	45.96	47.77
Repairs and Maintenance	13.48	16.43	25.55	7.90	5.65	7.68	4.33	26.56	27.61	28.70
Motor Vehicle Expenses	14.92	18.61	21.32	5.32	5.32	5.23	5.45	22.17	23.04	23.95
Transport and Haulage	0.07	1.18	0.80	0.20	0.20	0.20	0.20	0.83	0.86	0.90
Professional Fees	11.86	8.84	126.60	36.54	46.34	23.94	19.78	71.60	74.43	77.37
Security	8.02	36.83	78.34	19.64	19.57	19.57	19.55	81.43	84.65	87.99
Cleaning Expenses	0.63	2.26	5.50	1.59	1.38	1.52	1.01	5.72	5.94	6.18
Printing, Stationery and Office Supplies	5.42	5.87	6.11	1.63	1.58	1.48	1.43	6.35	6.60	6.86
Postage, Cable and Courier	0.54	0.28	0.73	0.18	0.18	0.18	0.18	0.76	0.79	0.82
Library Expenses	-	0.02	0.59	0.15	0.15	0.15	0.15	0.62	0.64	0.67
Property Maintenance & Renovation	1.86	4.32	8.17	8.11	-	0.06	-	8.49	8.83	9.18
Rental - Office, Plant & Equipment	0.48	2.98	2.96	1.34	0.54	0.54	0.54	3.07	3.19	3.32
Environmental Management	0.74	2.02	6.14	2.11	0.97	2.09	0.97	6.38	6.63	6.89
Small Tools	0.70	0.61	0.27	0.07	0.06	0.06	0.06	0.28	0.29	0.30
Miscellaneous Expenses	0.04	0.19	0.20	0.05	0.05	0.05	0.05	0.21	0.22	0.22
GRAND TOTAL OF ALL EXPENSES	1,550.73	1,661.22	2,199.79	583.78	551.52	561.46	503.04	2,176.69	2,082.00	2,164.24
Reimbursables	(48.51)	(118.13)	(139.02)	(13.28)	(44.86)	(68.15)	(12.74)	(144.52)	(150.22)	(156.16)
NET ADMIN. EXPENSES	1,502.22	1,543.09	2,060.77	570.50	506.66	493.31	490.30	2,032.17	1,931.77	2,008.08

Cash Budget

FY 2023/24, (Expressed in Jamaican dollars unless otherwise indicated)

PARTICULARS	April 2023 \$M	May 2023 \$M	June 2023 \$M	Q1 2023 \$M	July 2023 \$M	August 2023 \$M	September 2023 \$M	Q2 2023 \$M	October 2023 \$M	November 2023 \$M	December 2023 \$M	Q3 2023 \$M	January 2024 \$M	February 2024 \$M	March 2024 \$M	Q4 2023/24 \$M	Budget 2023/24 \$M
OPENING CASH BALANCE	2,489.60	2,342.46	2,240.17	2,489.60	2,208.31	2,095.88	1,947.06	2,208.31	1,731.34	1,616.37	1,456.98	1,731.34	1,665.52	3,249.20	3,178.82	1,665.52	2,489.60
RECEIPTS																	
Rental Income	45.02	41.33	42.53	128.87	41.33	41.34	42.54	125.21	45.04	41.35	42.55	128.94	41.36	41.36	42.56	125.28	508.31
Management Fees	32.62	106.83	110.35	249.80	24.64	23.50	38.21	86.36	23.54	29.02	39.19	91.75	24.65	24.34	42.71	91.70	519.60
Operating Properties Income	25.99	24.46	24.26	74.71	28.72	27.15	24.43	80.29	24.81	25.10	27.09	77.00	26.81	26.46	26.51	79.78	311.79
Managed by: St. Ann Development Co	194.88	150.70	171.97	517.55	229.25	236.71	100.65	566.62	130.68	148.81	212.47	491.96	204.81	180.01	85.66	470.47	2,046.60
Other Income	6.56	4.18	4.43	15.17	4.15	4.15	4.40	12.71	4.69	4.69	4.94	14.33	5.60	5.60	5.85	17.05	59.26
Sale proceeds Long Term Receivable	-	-	-	-	-	-	-	-	2,000.00	-	-	2,000.00	-	-	-	-	2,000.00
Sale proceeds Lands	-	-	40.00	40.00	-	-	-	-	-	-	-	-	1,700.00	200.00	200.00	2,100.00	2,140.00
Accounts receivables	13.67	16.56	22.48	52.71	27.15	17.11	17.40	61.66	16.21	21.20	17.48	54.88	17.11	17.73	17.11	51.95	221.21
TOTAL RECEIPTS	318.74	344.04	416.03	1,078.81	355.25	349.97	227.63	932.85	2,244.98	270.17	343.73	2,858.87	2,020.34	495.50	420.40	2,936.24	7,806.77
PAYMENTS																	
Administrative Expenses	(217.16)	(179.91)	(173.44)	(570.50)	(197.23)	(154.40)	(155.03)	(506.66)	(170.03)	(132.15)	(191.12)	(493.31)	(172.56)	(147.91)	(169.83)	(490.30)	(2,060.77)
Operating Properties Expense	(47.86)	(35.81)	(35.50)	(119.17)	(35.47)	(39.30)	(29.07)	(103.83)	(34.86)	(29.78)	(31.77)	(96.41)	(32.34)	(33.29)	(29.89)	(95.52)	(414.94)
Legal Claim	(0.59)	(0.54)	(0.54)	(1.67)	(0.54)	(0.54)	(0.54)	(1.62)	(0.54)	(0.39)	(0.34)	(1.27)	(0.54)	(0.59)	(0.59)	(1.72)	(6.29)
Managed by: St. Ann Development Co	(78.42)	(75.77)	(82.75)	(236.93)	(84.26)	(94.56)	(71.43)	(250.26)	(71.66)	(77.39)	(83.52)	(232.57)	(85.79)	(78.49)	(79.94)	(244.22)	(963.98)
Other Expenses	(30.58)	(23.94)	(22.44)	(76.96)	(49.09)	(23.84)	(23.09)	(96.02)	(37.84)	(23.34)	(23.04)	(84.22)	(23.69)	(23.64)	(22.54)	(69.87)	(327.07)
Financial Charges	(1.11)	(1.15)	(0.94)	(3.20)	(0.97)	(0.98)	(0.77)	(2.72)	(0.80)	(0.78)	(0.62)	(2.20)	(0.62)	(0.59)	(0.44)	(1.65)	(9.77)
Fixed Asset Purchases	(77.05)	(23.00)	(98.01)	(198.05)	(92.52)	(89.03)	(88.46)	(270.01)	(50.85)	(74.91)	(33.25)	(159.01)	(91.15)	(41.55)	(2.05)	(134.75)	(761.81)
UDC's Investment & Infrastructure Projects	(13.48)	(33.32)	(34.45)	(81.25)	(7.82)	(23.01)	(74.98)	(105.81)	(53.40)	(57.48)	(11.38)	(122.25)	(9.83)	(6.23)	(29.68)	(45.74)	(355.05)
Related Parties	(0.01)	(0.01)	(0.01)	(0.04)	(0.01)	(0.01)	(0.01)	(0.04)	(0.01)	(0.01)	(0.01)	(0.04)	(0.01)	(0.01)	(0.01)	(0.04)	(0.17)
Accounts Payables	1.04	(2.10)	0.87	(0.20)	0.90	(1.77)	0.70	(0.17)	(1,939.27)	38.58	240.55	(1,660.15)	(19.45)	(161.09)	(99.63)	(280.18)	(1,940.70)
Loan	(0.00)	(70.13)	-	(70.13)	(0.00)	(70.68)	(0.00)	(70.69)	(0.00)	(71.25)	0.00	(71.25)	(0.00)	(71.81)	0.00	(71.81)	(283.88)
TOTAL PAYMENTS	(465.88)	(446.34)	(447.88)	(1,360.10)	(467.69)	(498.78)	(443.36)	(1,409.83)	(2,359.94)	(429.56)	(135.19)	(2,924.68)	(436.65)	(565.88)	(435.27)	(1,437.80)	(7,132.42)
NET RECEIPTS/(PAYMENTS)	(147.14)	(102.30)	(31.86)	(281.29)	(112.44)	(148.82)	(215.72)	(476.98)	(114.96)	(159.39)	208.54	(65.82)	1,583.68	(70.38)	(14.87)	1,498.43	674.35
CLOSING CASH BALANCE	2,342.46	2,240.17	2,208.31	2,208.31	2,095.88	1,947.06	1,731.34	1,731.34	1,616.37	1,456.98	1,665.52	1,665.52	3,249.20	3,178.82	3,163.95	3,163.95	3,163.95

Cash Budget (Operating)

FY 2023/24, (Expressed in Jamaican dollars unless otherwise indicated)

PARTICULARS	April 2023 \$M	May 2023 \$M	June 2023 \$M	Q1 2023 \$M	July 2023 \$M	August 2023 \$M	September 2023 \$M	Q2 2023 \$M	October 2023 \$M	November 2023 \$M	December 2023 \$M	Q3 2023 \$M	January 2024 \$M	February 2024 \$M	March 2024 \$M	Q4 2023/24 \$M	Budget 2023/24 \$M
OPENING CASH BALANCE	1,976.05	1,828.91	1,726.62	1,976.05	1,694.76	1,582.32	1,433.51	1,694.76	1,217.78	1,102.82	943.43	1,217.78	1,151.97	2,735.65	2,665.27	1,151.97	1,976.05
RECEIPTS																	
Rental Income	45.02	41.33	42.53	128.87	41.33	41.34	42.54	125.21	45.04	41.35	42.55	128.94	41.36	41.36	42.56	125.28	508.31
Management Fees	32.62	106.83	110.35	249.80	24.64	23.50	38.21	86.36	23.54	29.02	39.19	91.75	24.65	24.34	42.71	91.70	519.60
Operating Properties Income	25.99	24.46	24.26	74.71	28.72	27.15	24.43	80.29	24.81	25.10	27.09	77.00	26.81	26.46	26.51	79.78	311.79
Managed by: St. Ann Development Co	194.88	150.70	171.97	517.55	229.25	236.71	100.65	566.62	130.68	148.81	212.47	491.96	204.81	180.01	85.66	470.47	2,046.60
Other Income	6.56	4.18	4.43	15.17	4.15	4.15	4.40	12.71	4.69	4.69	4.94	14.33	5.60	5.60	5.85	17.05	59.26
Sale proceeds Lands	-	-	40.00	40.00	-	-	-	-	-	-	-	-	1,700.00	200.00	200.00	2,100.00	2,140.00
Accounts receivables	13.67	16.56	22.48	52.71	27.15	17.11	17.40	61.66	16.21	21.20	17.48	54.88	17.11	17.73	17.11	51.95	221.21
TOTAL RECEIPTS	318.74	344.04	416.03	1,078.81	355.25	349.97	227.63	932.85	2,244.98	270.17	343.73	2,858.87	2,020.34	495.50	420.40	2,936.24	7,806.77
PAYMENTS																	
Administrative Expenses	(217.16)	(179.91)	(173.44)	(570.50)	(197.23)	(154.40)	(155.03)	(506.66)	(170.03)	(132.15)	(191.12)	(493.31)	(172.56)	(147.91)	(169.83)	(490.30)	(2,060.77)
Operating Properties Expense	(47.86)	(35.81)	(35.50)	(119.17)	(35.47)	(39.30)	(29.07)	(103.83)	(34.86)	(29.78)	(31.77)	(96.41)	(32.34)	(33.29)	(29.89)	(95.52)	(414.94)
Legal Claim	(0.59)	(0.54)	(0.54)	(1.67)	(0.54)	(0.54)	(0.54)	(1.62)	(0.54)	(0.39)	(0.34)	(1.27)	(0.54)	(0.59)	(0.59)	(1.72)	(6.29)
Social Intervention	(0.67)	(0.67)	(0.67)	(2.00)	(0.67)	(0.67)	(0.67)	(2.00)	(0.67)	(0.67)	(0.67)	(2.00)	(0.67)	(0.67)	(0.67)	(2.00)	(8.00)
Managed by: St. Ann Development Co	(78.42)	(75.77)	(82.75)	(236.93)	(84.26)	(94.56)	(71.43)	(250.26)	(71.66)	(77.39)	(83.52)	(232.57)	(85.79)	(78.49)	(79.94)	(244.22)	(963.98)
Other Expenses	(30.58)	(23.94)	(22.44)	(76.96)	(49.09)	(23.84)	(23.09)	(96.02)	(37.84)	(23.34)	(23.04)	(84.22)	(23.69)	(23.64)	(22.54)	(69.87)	(327.07)
Financial Charges	(1.11)	(1.15)	(0.94)	(3.20)	(0.97)	(0.98)	(0.77)	(2.72)	(0.80)	(0.78)	(0.62)	(2.20)	(0.62)	(0.59)	(0.44)	(1.65)	(9.77)
Fixed Asset Purchases	(77.05)	(23.00)	(98.01)	(198.05)	(92.52)	(89.03)	(88.46)	(270.01)	(50.85)	(74.91)	(33.25)	(159.01)	(91.15)	(41.55)	(2.05)	(134.75)	(761.81)
UDC's Investment & Infrastructure Projects	(13.48)	(33.32)	(34.45)	(81.25)	(7.82)	(23.01)	(74.98)	(105.81)	(53.40)	(57.48)	(11.38)	(122.25)	(9.83)	(6.23)	(29.68)	(45.74)	(355.05)
Related Parties	(0.01)	(0.01)	(0.01)	(0.04)	(0.01)	(0.01)	(0.01)	(0.04)	(0.01)	(0.01)	(0.01)	(0.04)	(0.01)	(0.01)	(0.01)	(0.04)	(0.17)
Accounts Payables	1.04	(2.10)	0.87	(0.20)	0.90	(1.77)	0.70	(0.17)	(1,939.27)	38.58	240.55	(1,660.15)	(19.45)	(161.09)	(99.63)	(280.18)	(1,940.70)
Loan	(0.00)	(70.13)	-	(70.13)	(0.00)	(70.68)	(0.00)	(70.69)	(0.00)	(71.25)	0.00	(71.25)	(0.00)	(71.81)	0.00	(71.81)	(283.88)
TOTAL PAYMENTS	(465.88)	(446.34)	(447.88)	(1,360.10)	(467.69)	(498.78)	(443.36)	(1,409.83)	(2,359.94)	(429.56)	(135.19)	(2,924.68)	(436.65)	(565.88)	(435.27)	(1,437.80)	(7,132.42)
NET RECEIPTS/(PAYMENTS)	(147.14)	(102.30)	(31.86)	(281.29)	(112.44)	(148.82)	(215.72)	(476.98)	(114.96)	(159.39)	208.54	(65.82)	1,583.68	(70.38)	(14.87)	1,498.43	674.35
CLOSING CASH BALANCE	1,828.91	1,726.62	1,694.76	1,694.76	1,582.32	1,433.51	1,217.78	1,217.78	1,102.82	943.43	1,151.97	1,151.97	2,735.65	2,665.27	2,650.40	2,650.40	2,650.40

Financial Forecast (Statement A – Appendix B)
FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

Statement 'A' Flow of Funds	Unaudited Actual 2021/22	Estimated 2022/23	Budget 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
1 Current Revenue	2,307.81	4,009.96	4,566.69	5,553.64	5,053.89	4,872.08
2 Current Expenses	(2,680.00)	(3,103.85)	(3,943.31)	(3,973.59)	(3,964.23)	(4,144.17)
3 Current Balance	(372.19)	906.11	623.39	1,580.05	1,089.65	727.91
4 Adaustments	660.02	(707.76)	(2,697.51)	(2,095.40)	(1,097.65)	(521.02)
Change in Accounts:						
Receivable/Payable	790.43	132.12	(1,719.49)	(423.41)	(205.71)	(98.54)
Items not requiring outlay of cash:						
Depreciation	123.49	132.90	143.12	148.12	153.12	158.12
Other Non-Cash Items	(253.90)	(972.78)	(1,121.14)	(1,820.11)	(1,045.06)	(580.59)
Prior Year Adaustment	0.00	0.00	0.00	0.00	0.00	0.00
5 Operating Balance	287.83	198.34	(2,074.12)	(515.35)	(8.00)	206.89
6 Capital Account	(520.93)	(2,368.23)	(1,116.86)	(1,810.12)	(1,523.28)	(1,028.06)
Revenue	0.00	0.00	0.00	0.00	0.00	0.00
Expenditure	(32.67)	(908.75)	(761.81)	(816.93)	(521.93)	(526.93)
Investment	(272.92)	(1,266.85)	0.00	0.00	0.00	0.00
Change in Inventory	(215.34)	(192.64)	(355.05)	(993.19)	(1,001.35)	(501.13)
7 Transfers from Government	0.00	0.00	0.00	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	0.00	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)	(233.09)	(2,169.89)	(3,190.98)	(2,325.47)	(1,531.27)	(821.17)
10 FINANCING (10a+11+15)	233.09	2,169.89	3,190.98	2,325.47	1,531.27	821.17
10a Total	0.00	(138.78)	1,856.15	3,440.59	2,700.00	1,500.00
Capital Revenue (except NHT)	0.00	0.00	2,140.00	3,585.90	2,700.00	1,500.00
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	(138.78)	(283.85)	(145.31)	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)	233.09	2,308.67	1,334.84	(1,115.12)	(1,168.73)	(678.83)
16 Banking System	(637.31)	(759.52)	(674.35)	(1,915.80)	(909.60)	(580.08)
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)	(637.31)	(759.52)	(674.35)	(1,915.80)	(909.60)	(580.08)
17 Non-Banks (Change)	0.00	0.00	0.00	0.00	0.00	0.00
18 Other (Change)	870.40	3,068.19	2,009.18	800.68	(259.12)	(98.74)

Financial Forecast (Statement A – Appendix B1)
FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

	Unaudited Actual 2021/22	Estimated 2022/23	Budget 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
CURRENT REVENUE						
Rental Income	398.11	463.43	508.31	533.72	560.41	588.43
Management Fees	122.60	203.95	519.60	545.58	572.86	601.51
Operating Properties Income	230.72	323.08	311.79	337.38	364.24	382.46
Managed by: St. Ann Development Co	923.49	1,757.51	2,046.60	2,254.63	2,445.98	2,650.50
Managed by: Caymanas Development Co	0.00	0.00	0.00	0.00	0.00	0.00
Other Operating Income	307.89	77.81	59.26	62.22	65.33	68.60
Income from investments	71.09	215.12	0.00	0.00	0.00	0.00
Extraordinary Income	253.90	969.05	1,121.14	1,820.11	1,045.06	580.59
TOTAL	2,307.81	4,009.96	4,566.69	5,553.64	5,053.89	4,872.08
CURRENT EXPENSES						
Compensation	(1,281.71)	(1,300.95)	(1,455.97)	(1,513.48)	(1,392.60)	(1,447.61)
- Salaries	(1,048.62)	(1,068.76)	(1,208.82)	(1,256.57)	(1,156.21)	(1,201.88)
- 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	(233.09)	(232.19)	(247.15)	(256.91)	(236.39)	(245.73)
Utilities (Electricity, Water & Telephone)	(53.06)	(59.67)	(70.41)	(73.19)	(76.08)	(79.09)
Repairs & Maintenance	(13.48)	(16.43)	(25.55)	(26.56)	(27.61)	(28.70)
Rental - Building(s)	0.00	0.00	0.00	0.00	0.00	0.00
Rental - Equipment	(0.48)	(2.98)	(2.96)	(3.07)	(3.19)	(3.32)
Fuel	(14.92)	(18.61)	(21.32)	(22.17)	(23.04)	(23.95)
Interest	(10.91)	(16.01)	(8.87)	(1.27)	0.00	0.00
Depreciation	(123.49)	(132.90)	(143.12)	(148.12)	(153.12)	(158.12)
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	(548.17)	(757.38)	(1,251.13)	(1,135.30)	(1,172.35)	(1,218.65)
Managed by: St. Ann Development Co	(633.78)	(798.92)	(963.98)	(1,050.43)	(1,116.24)	(1,184.74)
Managed by: Caymanas Development Co	0.00	0.00	0.00	0.00	0.00	0.00
Extraordinary Expense	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	(2,680.00)	(3,103.85)	(3,943.31)	(3,973.59)	(3,964.23)	(4,144.17)
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	2,140.00	3,585.90	2,700.00	1,500.00
TOTAL	0.00	0.00	2,140.00	3,585.90	2,700.00	1,500.00
CAPITAL EXPENDITURE						
Purchase of Fixed Assets	(32.67)	(908.75)	(761.81)	(816.93)	(521.93)	(526.93)
TOTAL	(32.67)	(908.75)	(761.81)	(816.93)	(521.93)	(526.93)
INVESTMENTS						
Investment Projects	0.00	0.00	0.00	0.00	0.00	0.00
Infrastructure Projects	0.00	0.00	0.00	0.00	0.00	0.00
Investment Property	(272.92)	(1,266.85)	0.00	0.00	0.00	0.00
Planning Projects	0.00	0.00	0.00	0.00	0.00	0.00
Investments in joint ventures	0.00	0.00	0.00	0.00	0.00	0.00
Advances to Subsidiary and Associated Companies	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	(272.92)	(1,266.85)	0.00	0.00	0.00	0.00

Financial Forecast (Statement A – Appendix B2)

FY 2023/24 – FY 2026/27, (In Jamaican dollars unless otherwise indicated) –(\$'M)

Statement 'A' Flow of Funds	Budget Apr-23	Budget May-23	Budget Jun-23	Budget 1st Qtr	Budget Jul-23	Budget Aug-23	Budget Sep-23	Budget 2nd Qtr	Budget Oct-23	Budget Nov-23	Budget Dec-23	Budget 3rd Qtr	Budget Jan-24	Budget Feb-24	Budget Mar-24	Budget 4th Qtr	Budget 2023/24
1 Current Revenue	305.07	327.48	393.54	1,026.10	328.10	332.85	210.24	871.19	228.77	248.97	326.24	803.98	1,229.54	355.18	280.70	1,865.42	4,566.69
2 Current Expenses	(389.63)	(330.73)	(329.33)	(1,049.69)	(381.66)	(327.53)	(293.20)	(1,002.39)	(328.83)	(277.48)	(343.28)	(949.60)	(328.62)	(297.45)	(315.55)	(941.62)	(3,943.31)
3 Current Balance	(84.56)	(3.25)	64.21	(23.60)	(53.56)	5.33	(82.97)	(131.20)	(100.07)	(28.51)	(17.04)	(145.62)	900.92	57.73	(34.85)	923.80	623.39
4 Adjustments	26.85	26.29	(4.53)	48.62	40.54	27.66	29.95	98.15	(1,911.38)	72.01	269.66	(1,569.72)	(916.82)	(209.08)	(148.66)	(1,274.55)	(2,697.51)
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	14.71	14.46	23.35	52.51	28.05	15.34	18.10	61.49	(1,923.07)	59.77	258.03	(1,605.27)	(2.34)	(143.37)	(82.52)	(228.23)	(1,719.49)
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	12.14	11.83	12.13	36.10	12.49	12.31	11.85	36.66	11.68	12.24	11.63	35.55	11.84	11.70	11.27	34.81	143.12
Other Non-Cash Items	0.00	0.00	(40.00)	(40.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(926.31)	(77.41)	(77.41)	(1,081.14)	(1,121.14)
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	(57.71)	23.04	59.69	25.02	(13.02)	32.98	(53.02)	(33.05)	(2,011.45)	43.50	252.62	(1,715.34)	(15.89)	(151.35)	(183.51)	(350.75)	(2,074.12)
6 Capital Account	(90.53)	(56.32)	(132.46)	(279.30)	(100.34)	(112.04)	(163.44)	(375.81)	(104.25)	(132.38)	(44.63)	(281.26)	(100.98)	(47.78)	(31.73)	(180.48)	(1,116.86)
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	(77.05)	(23.00)	(98.01)	(198.05)	(92.52)	(89.03)	(88.46)	(270.01)	(50.85)	(74.91)	(33.25)	(159.01)	(91.15)	(41.55)	(2.05)	(134.75)	(761.81)
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	(13.48)	(33.32)	(34.45)	(81.25)	(7.82)	(23.01)	(74.98)	(105.81)	(53.40)	(57.48)	(11.38)	(122.25)	(9.83)	(6.23)	(29.68)	(45.74)	(355.05)
7 Transfers from Government	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
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)	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
8 Transfers to Government	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
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)	(148.24)	(33.27)	(72.77)	(254.28)	(113.36)	(79.06)	(216.46)	(408.87)	(2,115.70)	(88.89)	207.99	(1,996.60)	(116.87)	(199.13)	(215.23)	(531.23)	(3,190.98)

Financial Forecast (Statement A – Appendix B2 cont'd)
FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

Statement 'A' Flow of Funds	Budget Apr-23	Budget May-23	Budget Jun-23	Budget 1st Qtr	Budget Jul-23	Budget Aug-23	Budget Sep-23	Budget 2nd Qtr	Budget Oct-23	Budget Nov-23	Budget Dec-23	Budget 3rd Qtr	Budget Jan-24	Budget Feb-24	Budget Mar-24	Budget 4th Qtr	Budget 2023/24
10 FINANCING (10a+11+15)	148.24	33.27	72.77	254.28	113.36	79.06	216.46	408.87	2,115.70	88.89	(207.99)	1,996.60	116.87	199.13	215.23	531.23	3,190.98
10a Total	0.00	(70.12)	40.00	(30.12)	0.00	(70.68)	0.00	(70.68)	0.00	(71.24)	0.00	(71.24)	1,700.00	128.19	200.00	2,028.19	1,856.15
Capital Revenue (except NHT)	0.00	0.00	40.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,700.00	200.00	200.00	2,100.00	2,140.00
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	(70.12)	0.00	(70.12)	0.00	(70.68)	0.00	(70.68)	0.00	(71.24)	0.00	(71.24)	0.00	(71.81)	0.00	(71.81)	(283.85)
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	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	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)	148.24	103.39	32.77	284.40	113.36	149.74	216.46	479.55	2,115.70	160.13	(207.99)	2,067.84	(1,583.13)	70.94	15.23	(1,496.96)	1,334.84
16 Banking System	147.14	102.30	31.86	281.29	112.44	148.82	215.72	476.98	114.96	159.39	(208.54)	65.82	(1,583.68)	70.38	14.87	(1,498.43)	(674.35)
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)	147.14	102.30	31.86	281.29	112.44	148.82	215.72	476.98	114.96	159.39	(208.54)	65.82	(1,583.68)	70.38	14.87	(1,498.43)	(674.35)
17 Non-Banks (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
18 Other (Change)	1.10	1.10	0.92	3.11	0.92	0.92	0.73	2.57	2,000.74	0.74	0.55	2,002.03	0.55	0.55	0.37	1.47	2,009.18

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

FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

Statement 'A' Flow of Funds	Budget Apr-23	Budget May-23	Budget Jun-23	Budget 1st Qtr	Budget Jul-23	Budget Aug-23	Budget Sep-23	Budget 2nd Qtr	Budget Oct-23	Budget Nov-23	Budget Dec-23	Budget 3rd Qtr	Budget Jan-24	Budget Feb-24	Budget Mar-24	Budget 4th Qtr	Budget 2023/24
Details of Revenue and Expenditure	Budget Apr-23	Budget May-23	Budget Jun-23	Budget 1st Qtr	Budget Jul-23	Budget Aug-23	Budget Sep-23	Budget 2nd Qtr	Budget Oct-23	Budget Nov-23	Budget Dec-23	Budget 3rd Qtr	Budget Jan-24	Budget Feb-24	Budget Mar-24	Budget 4th Qtr	Revised Budget 2023/24
CURRENT REVENUE																	
Rental Income	45.02	41.33	42.53	128.87	41.33	41.34	42.54	125.21	45.04	41.35	42.55	128.94	41.36	41.36	42.56	125.28	508.31
Management Fees	32.62	106.83	110.35	249.80	24.64	23.50	38.21	86.36	23.54	29.02	39.19	91.75	24.65	24.34	42.71	91.70	519.60
Operating Properties Income	25.99	24.46	24.26	74.71	28.72	27.15	24.43	80.29	24.81	25.10	27.09	77.00	26.81	26.46	26.51	79.78	311.79
Managed by: St. Ann Development Co	194.88	150.70	171.97	517.55	229.25	236.71	100.65	566.62	130.68	148.81	212.47	491.96	204.81	180.01	85.66	470.47	2,046.60
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
Other Operating Income	6.56	4.18	4.43	15.17	4.15	4.15	4.40	12.71	4.69	4.69	4.94	14.33	5.60	5.60	5.85	17.05	59.26
Income from investments	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
Extraordinary Income/(Expense)	0.00	0.00	40.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	926.31	77.41	77.41	1,081.14	1,121.14
TOTAL	305.07	327.48	393.54	1,026.10	328.10	332.85	210.24	871.19	228.77	248.97	326.24	803.98	1,229.54	355.18	280.70	1,865.42	4,566.69
CURRENT EXPENSES																	
Compensation	(121.33)	(121.33)	(121.33)	(363.99)	(121.33)	(121.33)	(121.33)	(363.99)	(121.33)	(121.33)	(121.33)	(363.99)	(121.33)	(121.33)	(121.33)	(363.99)	(1,455.97)
- Salaries	(100.74)	(100.74)	(100.74)	(302.21)	(100.74)	(100.74)	(100.74)	(302.21)	(100.74)	(100.74)	(100.74)	(302.21)	(100.74)	(100.74)	(100.74)	(302.21)	(1,208.82)
- 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	(20.60)	(20.60)	(20.60)	(61.79)	(20.60)	(20.60)	(20.60)	(61.79)	(20.60)	(20.60)	(20.60)	(61.79)	(20.60)	(20.60)	(20.60)	(61.79)	(247.15)
Utilities (Electricity, Water & Telephone)	(5.78)	(5.78)	(5.80)	(17.37)	(6.45)	(6.05)	(5.78)	(18.29)	(5.78)	(5.78)	(5.78)	(17.35)	(5.78)	(5.78)	(5.82)	(17.39)	(70.41)
Repairs & Maintenance	(4.09)	(2.03)	(1.78)	(7.90)	(2.27)	(1.88)	(1.51)	(5.65)	(3.99)	(1.66)	(2.03)	(7.68)	(1.85)	(1.25)	(1.22)	(4.33)	(25.55)
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	(0.98)	(0.18)	(0.18)	(1.34)	(0.18)	(0.18)	(0.18)	(0.54)	(0.18)	(0.18)	(0.18)	(0.54)	(0.18)	(0.18)	(0.18)	(0.54)	(2.96)
Fuel	(1.74)	(1.80)	(1.77)	(5.32)	(1.78)	(1.75)	(1.78)	(5.32)	(1.75)	(1.74)	(1.74)	(5.23)	(1.77)	(1.75)	(1.92)	(5.45)	(21.32)
Interest Expense	(1.03)	(1.07)	(0.87)	(2.97)	(0.90)	(0.90)	(0.70)	(2.50)	(0.72)	(0.70)	(0.55)	(1.97)	(0.55)	(0.51)	(0.37)	(1.43)	(8.87)
Depreciation	(12.14)	(11.83)	(12.13)	(36.10)	(12.49)	(12.31)	(11.85)	(36.66)	(11.68)	(12.24)	(11.63)	(35.55)	(11.84)	(11.70)	(11.27)	(34.81)	(143.12)
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	(164.11)	(110.93)	(102.73)	(377.76)	(152.00)	(88.56)	(78.63)	(319.19)	(111.74)	(56.46)	(116.52)	(284.72)	(99.52)	(76.45)	(93.49)	(269.46)	(1,251.13)
Managed by: St. Ann Development Co	(78.42)	(75.77)	(82.75)	(236.93)	(84.26)	(94.56)	(71.43)	(250.26)	(71.66)	(77.39)	(83.52)	(232.57)	(85.79)	(78.49)	(79.94)	(244.22)	(963.98)
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
TOTAL	(389.63)	(330.73)	(329.33)	(1,049.69)	(381.66)	(327.53)	(293.20)	(1,002.39)	(328.83)	(277.48)	(343.28)	(949.60)	(328.62)	(297.45)	(315.55)	(941.62)	(3,943.31)
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	0.00	0.00	40.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,700.00	200.00	200.00	2,100.00	2,140.00
TOTAL	0.00	0.00	40.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,700.00	200.00	200.00	2,100.00	2,140.00
CAPITAL EXPENDITURE																	
Purchase of Fixed Assets	(77.05)	(23.00)	(98.01)	(198.05)	(92.52)	(89.03)	(88.46)	(270.01)	(50.85)	(74.91)	(33.25)	(159.01)	(91.15)	(41.55)	(2.05)	(134.75)	(761.81)
TOTAL	(77.05)	(23.00)	(98.01)	(198.05)	(92.52)	(89.03)	(88.46)	(270.01)	(50.85)	(74.91)	(33.25)	(159.01)	(91.15)	(41.55)	(2.05)	(134.75)	(761.81)
INVESTMENTS																	
Investment Property	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

Financial Forecast (Statement A – Appendix B3)
FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

Statement 'A' Flow of Funds	Budget 1st Qtr	Budget 2nd Qtr	Budget 3rd Qtr	Budget 4th Qtr	Budget 2023/24
1 Current Revenue	1,026.10	871.19	803.98	1,865.42	4,566.69
2 Current Expenses	(1,049.69)	(1,002.39)	(949.60)	(941.62)	(3,943.31)
3 Current Balance	(23.60)	(131.20)	(145.62)	923.80	623.39
4 Adjustments	48.62	98.15	(1,569.72)	(1,274.55)	(2,697.51)
Change in Accounts:	0.00	0.00	0.00	0.00	0.00
Receivable/Payable	52.51	61.49	(1,605.27)	(228.23)	(1,719.49)
Items not requiring outlay of cash:	0.00	0.00	0.00	0.00	0.00
Depreciation	36.10	36.66	35.55	34.81	143.12
Other Non-Cash Items	(40.00)	0.00	0.00	(1,081.14)	(1,121.14)
Prior Year Adjustment	0.00	0.00	0.00	0.00	0.00
5 Operating Balance	25.02	(33.05)	(1,715.34)	(350.75)	(2,074.12)
6 Capital Account	(279.30)	(375.81)	(281.26)	(180.48)	(1,116.86)
Revenue	0.00	0.00	0.00	0.00	0.00
Expenditure	(198.05)	(270.01)	(159.01)	(134.75)	(761.81)
Investment	0.00	0.00	0.00	0.00	0.00
Change in Inventory	(81.25)	(105.81)	(122.25)	(45.74)	(355.05)
7 Transfers from Government	0.00	0.00	0.00	0.00	0.00
Loans	0.00	0.00	0.00	0.00	0.00
Equity	0.00	0.00	0.00	0.00	0.00
On-Lending	0.00	0.00	0.00	0.00	0.00
Other (TFG)	0.00	0.00	0.00	0.00	0.00
8 Transfers to Government	0.00	0.00	0.00	0.00	0.00
Dividend	0.00	0.00	0.00	0.00	0.00
Loan Repayments	0.00	0.00	0.00	0.00	0.00
Corporate Taxes	0.00	0.00	0.00	0.00	0.00
Other (TTG)	0.00	0.00	0.00	0.00	0.00
9 OVERALL BALANCE (5+6+7+8)	(254.28)	(408.87)	(1,996.60)	(531.23)	(3,190.98)
10 FINANCING (10a+11+15)	254.28	408.87	1,996.60	531.23	3,190.98
10a Total	(30.12)	(70.68)	(71.24)	2,028.19	1,856.15
Capital Revenue (except NHT)	40.00	0.00	0.00	2,100.00	2,140.00
Loans	0.00	0.00	0.00	0.00	0.00
Equity	0.00	0.00	0.00	0.00	0.00
On-Lending	0.00	0.00	0.00	0.00	0.00
Loan Repayments	(70.12)	(70.68)	(71.24)	(71.81)	(283.85)
11 Total Foreign (12+13+14)	0.00	0.00	0.00	0.00	0.00
12 Government Guaranteed Loans	0.00	0.00	0.00	0.00	0.00
Disbursement	0.00	0.00	0.00	0.00	0.00
Amortization	0.00	0.00	0.00	0.00	0.00
13 Direct Loans	0.00	0.00	0.00	0.00	0.00
Long Term:	0.00	0.00	0.00	0.00	0.00
Disbursement	0.00	0.00	0.00	0.00	0.00
Amortisation	0.00	0.00	0.00	0.00	0.00
Short Term:	0.00	0.00	0.00	0.00	0.00
Change in Trade Credits	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
15 Total Domestic (16+17+18)	284.40	479.55	2,067.84	(1,496.96)	1,334.84
16 Banking System	281.29	476.98	65.82	(1,498.43)	(674.35)
Loans (Change)	0.00	0.00	0.00	0.00	0.00
Overdraft (Change)	0.00	0.00	0.00	0.00	0.00
Deposits (Change)	281.29	476.98	65.82	(1,498.43)	(674.35)
17 Non-Banks (Change)	0.00	0.00	0.00	0.00	0.00
18 Other (Change)	3.11	2.57	2,002.03	1.47	2,009.18

Net Credit Report (Statement C)

Forecasted to March 31, 2024

	A	C	D (A-C)
	Forecast	FORECAST	
	Period Ended 31-Mar-23	Period Ended 31-Mar-24	Cash Flows During Period to March 2024
	J\$m	J\$m	J\$m
Total Financing	(163.56)	(2,782.87)	(2,619.30)
A. Foreign Financing	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
B. Domestic Financing	(163.56)	(2,782.87)	(2,619.30)
1. Banks	(822.95)	(2,056.57)	(1,233.62)
Loans & advances	0.00	0.00	0.00
Less: Deposits	(822.95)	(2,056.57)	(1,233.62)
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*	(822.95)	(2,056.57)	(1,233.62)
loans & Advances	0.00	0.00	0.00
Less: Deposits	(822.95)	(2,056.57)	(1,233.62)
2. Nonbank fin. Intermediaries	0.00	0.00	0.00
Loans & advances	0.00	0.00	0.00
Less: Deposits	0.00	0.00	0.00
3. Other public sector	861.83	417.28	(444.55)
* Loans & advances	1,261.44	816.88	(444.55)
Loans	0.00	144.00	144.00
Advances	1,261.44	672.88	(588.55)
Less: LRS	0.00	0.00	0.00
Less: Treasury bills	0.00	0.00	0.00
Less: Stocks & Shares	(399.61)	(399.61)	0.00
Less: BOJ CD 's & Other Deposits	0.00	0.00	0.00
4. Private sector	(202.45)	(1,143.57)	(941.13)
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)	(166.26)	(1,107.38)	(941.13)

Debt Schedule – Appendix D

FY 2023/24 – FY 2026/27, (In Jamaican dollars unless otherwise indicated) – (\$'M)

\$ Millions	FY 2022/23																	
	Quarter 1 ending June 30, 2023									Quarter 2 ending September 30, 2023								
PUBLIC BODIES	TOTAL DEBT [A+B+C]	GUARANTEED DEBT [A]	LOANS FROM CENTRAL GOVT./PCDF/PB [B]	Non- Guaranteed Debt [C]	INVESTMENTS WITH GOJ [D]	NET PUBLIC BODIES DEBT [A+C- D]	Debt Drawdown	AMORTISATION		TOTAL DEBT [A+B+C]	GUARANTEED DEBT [A]	LOANS FROM CENTRAL GOVT./PCDF/PB [B]	Non- Guaranteed Debt [C]	INVESTMENTS WITH GOJ [D]	NET PUBLIC BODIES DEBT [A+C-D]	Debt Drawdown	AMORTISATION	
								Principal	Interest								Principal	Interest
Debt Balances:										-	-	-		-	-			
\$J Facilities	-					-				-					-			
US\$ Facilities	2.3		2.3			-		0.5	0.0	1.8		1.8			-		0.5	0.0
British Pound Facilities	-					-				-					-			
Euro Facilities	-					-				-					-			
Other						-									-			
	-					-		-					-	-				
TOTAL (J\$ equivalent)	354.4	-	354.4	-	-	-	-	70.9	3.0	283.5	-	283.5	-	-	-		70.9	2.5

FY 2022/23																	
Quarter 3 ending December 31, 2023									Quarter 4 Ending March 2024								
TOTAL DEBT [A+B+C]	GUARANTEED DEBT [A]	LOANS FROM CENTRAL GOVT./PCDF/PB [B]	Non-Guaranteed Debt [C]	INVESTMENTS WITH GOJ [D]	NET PUBLIC BODIES DEBT [A+C- D]	Debt Drawdown	AMORTISATION		TOTAL DEBT [A+B+C]	GUARANTEED DEBT [A]	LOANS FROM CENTRAL GOVT./PCDF/PB [B]	Non- Guaranteed Debt [C]	INVESTMENTS WITH GOJ [D]	NET PUBLIC BODIES DEBT [A+C- D]	Debt Drawdown	AMORTISATION	
							Principal	Interest								Principal	Interest
-	-	-		-	-				-					-			
-					-				-					-			
1.4		1.4			-		0.5	0.0	0.9		0.9			-		0.5	0.0
-					-				-					-			
-					-				-					-			
	-	-															
212.6	-	212.6	-	-	-		70.9	2.0	141.8	-	141.8	-	-	-	-	70.9	1.4

Debt Schedule – Appendix D

FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

\$ Millions	2022/23 Estimated									2024/25								
PUBLIC BODIES	TOTAL DEBT [A+B+C]	GUARANTEED DEBT [A]	LOANS FROM CENTRAL GOVT./PCDF/PB [B]	Non- Guaranteed Debt [C]	INVESTMENTS WITH GOJ [D]	NET PUBLIC BODIES DEBT [A+C- D]	Debt Drawdown	AMORTISATION		TOTAL DEBT [A+B+C]	GUARANTEED DEBT [A]	LOANS FROM CENTRAL GOVT./PCDF/PB [B]	Non- Guaranteed Debt [C]	INVESTMENTS WITH GOJ [D]	NET PUBLIC BODIES DEBT [A+C- D]	Debt Drawdown	AMORTISATION	
								Principal	Interest								Principal	Interest
Debt Balances:	-	-	-		-	-				-	-	-		-	-			
\$J Facilities	-					-				-					-			
US\$ Facilities	2.7		2.7			-		0.9	0.1	-		-			-		0.9	0.0
British Pound Facilities	-					-				-					-			
Euro Facilities	-					-				-					-			
	-																	
TOTAL (\$ equivalent)	418.5	-	418.5	-	-	-		139.5	15.9	-	-	-	-	-	-		146.3	1.3

2025/26										2026/27								
TOTAL DEBT	GUARANTEED	LOANS FROM	Non-	INVESTMENTS	NET PUBLIC	Debt	AMORTISATION			TOTAL DEBT	GUARANTEED	LOANS FROM	Non-	INVESTMENTS	NET PUBLIC	Debt	AMORTISATION	
[A+B+C]	DEBT [A]	CENTRAL GOVT./PCDF/PB [B]	Guaranteed Debt [C]	WITH GOJ [D]	BODIES DEBT [A+C-D]	Drawdown	Principal	Interest		[A+B+C]	DEBT [A]	CENTRAL GOVT./PCDF/PB [B]	Guaranteed Debt [C]	WITH GOJ [D]	BODIES DEBT [A+C-D]	Drawdown	Principal	Interest
-	-	-		-	-					-					-			
-		-			-					-					-			
-		-			-					-					-			
-					-					-					-			
-					-					-					-			
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Debt Schedule – Appendix D

FY 2023/24 – FY 2026/27, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

\$ Millions	2027/28									2028/29								
PUBLIC BODIES	TOTAL DEBT [A+B+C]	GUARANTEED DEBT [A]	LOANS FROM CENTRAL GOVT./PCDF/PB [B]	Non- Guaranteed Debt [C]	INVESTMENTS WITH GOJ [D]	NET PUBLIC BODIES DEBT [A+C- D]	Debt Drawdown	AMORTISATION		TOTAL DEBT [A+B+C]	GUARANTEED DEBT [A]	LOANS FROM CENTRAL GOVT./PCDF/PB [B]	Non- Guaranteed Debt [C]	INVESTMENTS WITH GOJ [D]	NET PUBLIC BODIES DEBT [A+C- D]	Debt Drawdown	AMORTISATION	
								Principal	Interest								Principal	Interest
Debt Balances:	-	-	-		-	-				-	-	-		-	-			
\$J Facilities	-					-				-					-			
US\$ Facilities	-					-				-					-			
British Pound Facilities	-					-				-					-			
Euro Facilities	-					-				-					-			
	-																	
TOTAL (J\$ equivalent)	-	-	-	-	-	-		-	-	-	-	-	-	-	-		-	-

Exchange Rates:\$J	US\$	£	€
FY2022/23	155.0		
FY2023/24	157.5		
FY2024/25	162.5		
FY2025/26	167.5		
FY2026/27	172.5		

Appendix 2: Public Sector Investment Programme

FY 2023/24 PROJECT TOTAL, (Expressed in Jamaican dollars unless otherwise indicated) – (\$'M)

GOVERNMENT OF JAMAICA
PUBLIC SECTOR INVESTMENT PROGRAMME
BUDGET
FINANCIAL YEAR : 2023/24
(J \$ Million)

NAME OF COMPANY : URBAN DEVELOPMENT CORPORATION

ITEM NO	PROJECT TITLE	TOTAL PROJECT COST								PROJECT START-END DATES MONTH/YEAR		TOTAL PROJECT		CURRENT FISCAL				COMMENTS
		ORIGINAL				REVISED						EXPEND. (TO CLOSE OF PRIOR FY)	PHYS.ACHV	YEAR BUDGET				
		L	E	IGF	T	L	E	IGF	T	L	E			IGF	T			
1	Dunn's River Falls and Park Renovation			828.30	828.30			-	-	Apr-21	Mar-25	-	0%			168.83	168.83	
2	Hellshire Sewage Treatment Plant Expansion			500.18	500.18			499	498.79	Jun-20	Mar-24	-	75%			47.20	47.20	
					-												-	
		-	-	1,328	1,328.48	-	-	498.79	498.79			-		-	-	216.02	216.02	

E : External (Foreign-Funded)
IGF : Internally Generated Funds
T : Total

Expend. : Expenditure
Phys. Achv. : Physical Achievement
FY : Fiscal Year

Page 1 of 4 Pages

GOVERNMENT OF JAMAICA
PUBLIC SECTOR INVESTMENT PROGRAMME
BUDGET
FINANCIAL YEAR : 2023/24
(J \$ Million)

NAME OF COMPANY : URBAN DEVELOPMENT CORPORATION

ITEM NO	PROJECT TITLE	FIRST QUARTER					SECOND QUARTER					THIRD QUARTER					FOURTH QUARTER					COMMENTS
		PLANNED EXPENDITURE				P PA	PLANNED EXPENDITURE				P PA	PLANNED EXPENDITURE				P PA	PLANNED EXPENDITURE				P PA	
		L	E	IGF	T		L	E	IGF	T		L	E	IGF	T		L	E	IGF	T		
1	Dunn's River Falls and Park Renovation			679.13	679.13	45%			37.40	37.40	50%			54.10	54.10	69%			94.13	94.13	88%	Defects Period extends to fourth quarter.
2	Hellshire Sewage Treatment Plant Expansion			0.63	0.63	90%			23.55	23.55	100%			-	-			23.58	23.58	100%		
					-									-				-				
TOTAL PROGRAMME COST		-	-	679.75	679.75		-	-	60.95	60.95		-	-	54.10	54.10		-	-	117.71	117.71		

L : Local GOJ Funds - or -
Local Bank/Jamaica
If Latter indicate by * in Comments Column

E : External (Foreign-Funded)
IGF : Internally Generated Funds
T : Total

P : Planned
PA : Physical Achievement

Page 2 of 4 Pages

GOVERNMENT OF JAMAICA
PUBLIC SECTOR INVESTMENT PROGRAMME
QUARTERLY PERFORMANCE REPORT
FINANCIAL YEAR : 2023/24
QUARTER ENDING:
(J \$ Million)

NAME OF COMPANY : URBAN DEVELOPMENT CORPORATION

PROJECT TITLE	FIRST QUARTER											SECOND QUARTER										
	PLANNED EXPENDITURE				ACTUAL EXPENDITURE				P	A	COMMENTS	PLANNED EXPENDITURE				ACTUAL EXPENDITURE				P	A	COMMENTS
	L	E	IGF	T	L	E	IGF	T	PA	PA		L	E	IGF	T	L	E	IGF	T	PA	PA	
Dunn's River Falls and Park Renovation			67.91	67.91										37.40	37.40							
Hellshire Sewage Treatment Plant Expansion			0.63	0.63										23.55	23.55							
L PROGRAMME COST	-	-	68.54	68.54	-	-	-	-				-	-	60.95	60.95							

L : Local GOJ Funds - or -
Local Bank/Jamaica

If Latter indicate by * in Comments Column

E : External (Foreign-Funded)
IGF : Internally Generated Funds
T : Total

P : Planned
A : Actual
PA : Physical Achievement

CFY : Current Fiscal Year

Page 3 of 4 Pages

GOVERNMENT OF JAMAICA
PUBLIC SECTOR INVESTMENT PROGRAMME
QUARTERLY PERFORMANCE REPORT
FINANCIAL YEAR : 2023/24
QUARTER ENDING:
(J \$ Million)

NAME OF COMPANY : URBAN DEVELOPMENT CORPORATION

ITEM NO	PROJECT TITLE	THIRD QUARTER											FOURTH QUARTER										
		PLANNED EXPENDITURE				ACTUAL EXPENDITURE				P	A	COMMENTS	PLANNED EXPENDITURE				ACTUAL EXPENDITURE				P	A	COMMENTS
		L	E	IGF	T	L	E	IGF	T	PA	PA		L	E	IGF	T	L	E	IGF	T	PA	PA	
1	Dunn's River Falls and Park Renovation			54.10	54.10										9.41	9.41							
2	Hellshire Sewage Treatment Plant Expansion			-	-										23.58	23.58							
TOTAL PROGRAMME COST		-	-	54.10	54.10								-	-	33.00	33.00							

L : Local GOJ Funds - or -
Local Bank/Jamaica
If Latter indicate by * in Comments Column

E : External (Foreign-Funded)
IGF : Internally Generated Funds
T : Total

P : Planned
A : Actual
PA : Physical Achievement

CFY : Current Fiscal Year

Page 4 of 4 Pages

Appendix 3: Procurement Plan

Ref. No.	Description	Unit of Measure	Quantity	Currency	Estimated Monetary Value	Estimated Budget & Funding Source				Prequalification	Proc. Method	Estimated dates				
						GOJ	External Funding		Self Financed	Total		Y / N	Proposed Publication		Proposed	Proposed
							Loans	Grants					Start	Finish	Award	Start
1. Goods																
Block 11	Repairs & Mlnce - Janitorial			J	\$ 708,000.00				\$ 708,000.00	\$ 708,000.00	N	SS	Q1	Q1	Q1	Q1
HBP	Bathroom and Toilet Expenses			J	\$ 1,980,000.00				\$ 1,980,000.00	\$ 1,980,000.00	N	RB	Q1	Q1	Q1	Q2
ICT	Data Centre Upgrades			J												
ICT	- Servers and Network Equipment			J	\$ 29,000,000.00				\$ 29,000,000.00	\$ 29,000,000.00	N	NCB	Q1	Q1	Q2	Q2
ICT	- Environmental Monitor - Harmony			J	\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	- Metronet Expansion			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	UPS			J	\$ -											
ICT	- OCB			J	\$ 14,000,000.00				\$ 14,000,000.00	\$ 14,000,000.00	N	NCB	Q1	Q2	Q2	Q3
ICT	- DRFP			J	\$ 4,000,000.00				\$ 4,000,000.00	\$ 4,000,000.00	N	RB	Q1	Q1	Q2	Q2
ICT	- ORBB			J	\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	- Harmony			J	\$ -				\$ -	\$ -	N					
ICT	Computer Equipment Refresh			J	\$ -				\$ -	\$ -	N					
ICT	- Laptop & Desktop Computers			J	\$ 30,000,000.00				\$ 30,000,000.00	\$ 30,000,000.00	N	NCB	Q1	Q2	Q2	Q3
ICT	- Monitors			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q3	Q3	Q3	Q3
ICT	- Tablets			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	Peripheral			J	\$ 3,000,000.00				\$ 3,000,000.00	\$ 3,000,000.00	N	RB	Q2	Q2	Q2	Q2
ICT	- Printers			J	\$ 5,500,000.00				\$ 5,500,000.00	\$ 5,500,000.00	N	RB	Q2	Q2	Q3	Q3
ICT	- Printer Toner			J	\$ 4,200,000.00				\$ 4,200,000.00	\$ 4,200,000.00	N	RB	Q1	Q2	Q2	Q2
ICT	- Misc Equipment			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	- Document Scanner			J	\$ 1,400,000.00				\$ 1,400,000.00	\$ 1,400,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	Surveillance			J	\$ -				\$ -	\$ -	N					
ICT	- Expansion OCB			J	\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	RB	Q2	Q2	Q2	Q2
ICT	- Implementation of VMS at ORBB			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	- Implementation of VMS at CDC			J	\$ 800,000.00				\$ 800,000.00	\$ 800,000.00	N	SS	Q2	Q2	Q2	Q2

Ref. No.	Description	Unit of Measure	Quantity	Currency	Estimated Monetary Value	Estimated Budget & Funding Source				Prequalification	Proc. Method	Estimated dates				
						GOJ	External Funding		Self Financed	Total		Y / N	Proposed Publication	Proposed Award	Proposed Start	
							Loans	Grants								
1. Goods																
ICT	- Implementation of VMS at RBWC			J	\$ 800,000.00				\$ 800,000.00	\$ 800,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	- Implementation of VMS at GGC			J	\$ 2,000,000.00				\$ 2,000,000.00	\$ 2,000,000.00	N	RB	Q2	Q2	Q2	Q2
ICT	BOS related Hardware			J	\$ 4,400,000.00				\$ 4,400,000.00	\$ 4,400,000.00	N	RB	Q1	Q2	Q2	Q2
ICT	Access Control Expansion			J	\$ 4,500,000.00				\$ 4,500,000.00	\$ 4,500,000.00	N	RB	Q1	Q1	Q2	Q2
ICT	Access Control Cards / ID			J	\$ 800,000.00				\$ 800,000.00	\$ 800,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	Wireless Upgrade			J	\$ -				\$ -	\$ -	N					
ICT	- Expansion of WIFI Penetration - OCB			J	\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	RB	Q4	Q4	Q4	Q4
ICT	- WIFI Solution - Marketing Analytics			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q4	Q4	Q4	Q4
ICT	- WIFI Solution - CDC, TRP, Reach, Negril			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	Network			J	\$ -											
ICT	- Replace end of life switches			J	\$ 5,000,000.00				\$ 5,000,000.00	\$ 5,000,000.00	N	RB	Q2	Q2	Q2	Q3
ICT	- Cabling			J	\$ 6,000,000.00				\$ 6,000,000.00	\$ 6,000,000.00	N	RB	Q1	Q1	Q2	Q2
ICT	- Storage Servers			J	\$ 12,000,000.00				\$ 12,000,000.00	\$ 12,000,000.00	N	NCB	Q1	Q1	Q2	Q2
ICT	DJI Mavic 3 Enterprise Drones			J	\$ 1,884,000.00				\$ 1,884,000.00	\$ 1,884,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	DRFP Kiosks			J	\$ 2,000,000.00				\$ 2,000,000.00	\$ 2,000,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	DRFP Electronic Lockers			J	\$ 4,000,000.00				\$ 4,000,000.00	\$ 4,000,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	DRFP Aloha Bar/Grill System			J	\$ 2,500,000.00				\$ 2,500,000.00	\$ 2,500,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	DRFP Clock for Kronos			J	\$ 800,000.00				\$ 800,000.00	\$ 800,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	Conference Room Equipment OCB			J	\$ 1,300,000.00				\$ 1,300,000.00	\$ 1,300,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	Adobe Sign			J	\$ 12,000,000.00				\$ 12,000,000.00	\$ 12,000,000.00	N	NCB	Q1	Q1	Q2	Q2
ICT	Windows Server 2022			J	\$ 4,500,000.00				\$ 4,500,000.00	\$ 4,500,000.00	N	RB	Q1	Q1	Q2	Q2
ICT	Existing O365 Licences Renewal			J	\$ 2,750,000.00				\$ 2,750,000.00	\$ 2,750,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	Additional Email licences for staff			J	\$ 4,000,000.00				\$ 4,000,000.00	\$ 4,000,000.00	N	RB	Q1	Q1	Q2	Q2
ICT	Property Management System			J	\$ 30,000,000.00				\$ 30,000,000.00	\$ 30,000,000.00	N	NCB	Q2	Q2	Q3	Q3
ICT	Onbase or equiv Document Management			J	\$ 32,000,000.00				\$ 32,000,000.00	\$ 32,000,000.00	N	NCB	Q1	Q1	Q2	Q2
ICT	Annual Increase in Maintenance for ERP (if move to cloud)			J	\$ 6,280,000.00				\$ 6,280,000.00	\$ 6,280,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	Mapping Software for Surveyors			J	\$ 2,000,000.00				\$ 2,000,000.00	\$ 2,000,000.00	N	RB	Q2	Q2	Q2	Q2
ICT	Teammate+			J	\$ 8,500,000.00				\$ 8,500,000.00	\$ 8,500,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	Water Utility Billing Software			J	\$ 1,400,000.00				\$ 1,400,000.00	\$ 1,400,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	CRM Software			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q2	Q2	Q2	Q2
JCC	Lobby Furniture Phase 2			J	\$ 17,000,000.00	\$ 17,000,000.00				\$ 17,000,000.00	N	NCB	Q1	Q1	Q2	Q2
Office Services	Staff Welfare Uniforms			J	\$ 11,179,682.45				\$ 11,179,682.45	\$ 11,179,682.45	N	NCB	Q1	Q1	Q1	Q1
Office Services	Staff Welfare-Canteen Expenses			J	\$ 7,581,068.32				\$ 7,581,068.32	\$ 7,581,068.32	N	RB	Q1	Q1	Q1	Q1
Office Services	Rental and Upkeep - Office Plant			J	\$ 3,854,268.00				\$ 3,854,268.00	\$ 3,854,268.00	N	RB	Q1	Q1	Q1	Q1
Office Services	Printing, Stationery and Office Supplies			J	\$ 5,574,852.06				\$ 5,574,852.06	\$ 5,574,852.06	N	RB	Q1	Q1	Q1	Q1
Office Services	Office Cleaning Items			J	\$ 2,700,400.00				\$ 2,700,400.00	\$ 2,700,400.00	N	RB	Q1	Q1	Q1	Q1
Office Services	Bathroom and Toilet Expenses			J	\$ 2,011,291.00				\$ 2,011,291.00	\$ 2,011,291.00	N	RB	Q1	Q1	Q1	Q1
Office Services	Furniture, Fixture & Equipment			J	\$ 8,800,038.82				\$ 8,800,038.82	\$ 8,800,038.82	N	RB	Q1	Q1	Q1	Q1
Records Mgmt	Subscription- Magazine/Journal			J	\$ 3,749,000.00				\$ 3,749,000.00	\$ 3,749,000.00	N	RB	Q1	Q1	Q2	Q2
Records Mgmt	Library Expenses			J	\$ 594,000.00				\$ 594,000.00	\$ 594,000.00	N	SS	Q1	Q1	Q1	Q1
Records Mgmt	Scanners			J	\$ 2,500,000.00				\$ 2,500,000.00	\$ 2,500,000.00	N	RB	Q1	Q1	Q1	Q1
Transport	Motor Vehicle			J	\$ 81,000,000.00				\$ 81,000,000.00	\$ 81,000,000.00	N	NCB	Q1	Q2	Q3	Q3
Transport	Motor Vehicle Gas			J	\$ 22,800,000.00				\$ 22,800,000.00	\$ 22,800,000.00	N	NCB	Q1	Q1	Q1	Q1
s - Northern Car	Automated System			J	\$ 4,500,000.00				\$ 4,500,000.00	\$ 4,500,000.00	N	RB	Q1	Q1	Q1	Q1
					\$ 1,400,000.00				\$ 1,400,000.00	\$ 1,400,000.00	N	RB				
									\$ -	\$ -	N					
	TOTAL GOODS				\$ 433,246,600.65	\$ 17,000,000.00	\$ -	\$ -	\$ 416,246,600.65	\$ 433,246,600.65						

Ref. No.	Description	Unit of Measure	Quantity	Currency	Estimated Monetary Value	Estimated Budget & Funding Source				Prequalification	Proc. Method	Estimated dates				
						GOJ	External Funding		Self Financed	Total		Y / N	Proposed Publication		Proposed Award	Proposed Start
							Loans	Grants					Start	Finish		
2. Works																
Block 2-6 Comm	Block 2/6 - Unplanned Works/repairs			J	\$ 7,800,000.00				\$ 7,800,000.00	\$ 7,800,000.00	N	RB	Q1	Q2	Q2	Q2
Block 4	Block 4 - Garbage Disposal			J	\$ 1,599,600.00				\$ 1,599,600.00	\$ 1,599,600.00	N	SS	Q1	Q1	Q1	Q1
Block 4	Block 4 - Unplanned Works/Repairs			J	\$ 28,800,000.00				\$ 28,800,000.00	\$ 28,800,000.00	N	NCB	Q1	Q2	Q2	Q2
Block 4	Block 4 - Replacement of Fire Pump & hoses et al			J	\$ 7,250,000.00				\$ 7,250,000.00	\$ 7,250,000.00	N	RB	Q1	Q2	Q2	Q2
Block 4	Block 4 - Replace Windows & Repair Spallings (East Face)			J	\$ 145,500,000.00				\$ 145,500,000.00	\$ 145,500,000.00	N	NCB	Q1	Q2	Q3	Q3
Block 4	Block 4 - Tiling of Carpeted Areas			J	\$ 12,400,000.00				\$ 12,400,000.00	\$ 12,400,000.00	N	RB	Q2	Q2	Q2	Q3
Block 4	Block 4 - Refurbish to Washrooms (Phase 1)			J	\$ 42,600,000.00				\$ 42,600,000.00	\$ 42,600,000.00	N	NCB	Q1	Q2	Q3	Q3
Block 4	Block 4 - Electrical Distribution System Upgrade			J	\$ 8,300,000.00				\$ 8,300,000.00	\$ 8,300,000.00	N	RB	Q2	Q2	Q2	Q2
Block 4	Block 4 - Replacement of 4 AHU(Block 4)			J	\$ 31,500,000.00				\$ 31,500,000.00	\$ 31,500,000.00	N	NCB	Q2	Q2	Q3	Q3
Block 4	Block 4 - Replacement of Elevators (Phase 2)			J	\$ 50,000,000.00				\$ 50,000,000.00	\$ 50,000,000.00	N	NCB	Q2	Q2	Q3	Q4
Block 4	Block 4 - Replacement of CHW Pumps et al			J	\$ 40,000,000.00				\$ 40,000,000.00	\$ 40,000,000.00	N	NCB	Q1	Q1	Q2	Q2
Block 4	Block 4 - Replacement of one service elevator			J	\$ 20,000,000.00				\$ 20,000,000.00	\$ 20,000,000.00	N	NCB	Q1	Q2	Q2	Q2
ck 6 Inland Reve	Block 6 - Unplanned Works/Repairs			J	\$ 6,000,000.00				\$ 6,000,000.00	\$ 6,000,000.00	N	RB	Q2	Q2	Q2	Q2
ck 6 Inland Reve	Block 6 - Tiling of Carpeted Areas			J	\$ 10,000,000.00				\$ 10,000,000.00	\$ 10,000,000.00	N	RB	Q1	Q1	Q1	Q1
PM	Dunn's River Falls and Park Renovation			J	\$ 168,825,000.00				\$ 168,825,000.00	\$ 168,825,000.00	N	NCB	Q1	Q2	Q3	Q3
PM	Jamaica Conference Centre Renovation			J	\$ 550,176,987.44	\$ 550,176,987.44				\$ 550,176,987.44	N	NCB	Q1	Q2	Q3	Q3
PM	Cornwall Regional Hospital (VAC System Rehab)			J	\$ -					\$ -	N					
PM	Western Children's Hospital			J	\$ 15,996,000.00	\$ 15,996,000.00				\$ 15,996,000.00	N	RB	Q1	Q1	Q2	Q2
PM	MOFPS Capital Projects			J	\$ 453,450,812.44	\$ 453,450,812.44				\$ 453,450,812.44	N	NCB	Q1	Q2	Q3	Q3
PM	Montego Bay Waterfront Protection Infrastructure			J	\$ 491,688,826.04	\$ 491,688,826.04				\$ 491,688,826.04	N	NCB	Q1	Q2	Q3	Q3
PM	Mobay Southern Groynes & Harmony			J	\$ 483,856,326.04	\$ 483,856,326.04				\$ 483,856,326.04	N	NCB	Q1	Q2	Q3	Q3
PM	Mobay Northern Groynes			J	\$ 7,832,500.00	\$ 7,832,500.00				\$ 7,832,500.00	N	RB	Q1	Q1	Q2	Q2
PM	Government Campus			J	\$ 223,122,010.39	\$ 223,122,010.39				\$ 223,122,010.39	N	NCB	Q1	Q2	Q3	Q3
PM	Houses of Parliament			J	\$ 5,147,378,944.77	\$ 5,147,378,944.77				\$ 5,147,378,944.77	Y	ICB	Q1	Q2	Q3	Q4
PM	Port Royal Master Plan			J	\$ 25,000,000.00	\$ 25,000,000.00				\$ 25,000,000.00	N	NCB	Q1	Q1	Q2	Q2
PM	Portmore Resilience Park			J	\$ 1,356,518,576.38	\$ 1,356,518,576.38				\$ 1,356,518,576.38	N	NCB	Q1	Q2	Q3	Q4
PM	Montego Bay Parking			J	\$ 27,849,110.83	\$ 27,849,110.83				\$ 27,849,110.83	N	NCB	Q2	Q2	Q3	Q3
PM	Westmoreland Planning			J	\$ 10,000,000.00	\$ 10,000,000.00				\$ 10,000,000.00	N	RB	Q2	Q2	Q3	Q3
PM	Montego Bay Promenade			J	\$ -	\$ -				\$ -	N					
PM	Ocho Rios Planning			J	\$ 20,000,000.00	\$ 20,000,000.00				\$ 20,000,000.00	N	NCB	Q2	Q2	Q3	Q3

Ref. No.	Description	Unit of Measure	Quantity	Currency	Estimated Monetary Value	Estimated Budget & Funding Source				Prequalification	Proc. Method	Estimated dates				
						GOJ	External Funding		Self Financed			Total	Y / N	Proposed Publication		Proposed Award
							Loans	Grants		Start				Finish		
2. Works																
Estates	Bushing of Verges for UDC properties Islandwide			J	\$ 30,000,000.00				\$ 30,000,000.00	\$ 30,000,000.00	N	NCB	Q1	Q2	Q2	Q2
FMD	Islandwide - Unplanned Works/Repairs			J	\$ 12,600,000.00				\$ 12,600,000.00	\$ 12,600,000.00	N	RB	Q2	Q2	Q3	Q3
HBP	Repairs & Mtce - Fence			J	\$ 930,000.00				\$ 930,000.00	\$ 930,000.00	N	SS	Q1	Q1	Q1	Q1
HBP	Repairs & Mtce - Xerox Machine			J	\$ 1,815,000.00				\$ 1,815,000.00	\$ 1,815,000.00	N	SS	Q2	Q2	Q2	Q2
HBP	Repairs & Mtce - Fum & Fixtures			J	\$ 5,050,000.00				\$ 5,050,000.00	\$ 5,050,000.00	N	RB	Q2	Q2	Q3	Q3
HBP	Repairs & Mtce - Electrical			J	\$ 1,050,000.00				\$ 1,050,000.00	\$ 1,050,000.00	N	SS	Q3	Q3	Q3	Q3
HBP	Repairs & Mtce - Hardware			J	\$ 1,050,000.00				\$ 1,050,000.00	\$ 1,050,000.00	N	SS	Q3	Q3	Q3	Q3
HBP	Repairs & Mtce - Major Repair			J	\$ 2,500,000.00				\$ 2,500,000.00	\$ 2,500,000.00	N	RB	Q2	Q2	Q2	Q2
HBP	Repairs & Mtce - Buildings			J	\$ 1,600,000.00				\$ 1,600,000.00	\$ 1,600,000.00	N	SS	Q1	Q1	Q1	Q1
HBP	Repairs & Mtce - Elevator			J	\$ -				\$ -	\$ -	N					
HBP	Repairs & Mtce - Equipment			J	\$ -				\$ -	\$ -	N					
HBP	Repairs & Mtce - Janitorial			J	\$ 27,060,000.00				\$ 27,060,000.00	\$ 27,060,000.00	N	NCB	Q1	Q2	Q3	Q3
HBP	Repairs & Mtce - Labour Cost			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q2	Q2	Q2	Q2
HBP	Repairs & Mtce - Landscape &			J	\$ 20,240,000.04				\$ 20,240,000.04	\$ 20,240,000.04	N	NCB	Q1	Q2	Q3	Q3
HBP	Repairs & Mtce - Misc. Exp.			J	\$ 2,400,000.00				\$ 2,400,000.00	\$ 2,400,000.00	N	RB				
HBP	Repairs & Mtce - Plumbing			J	\$ 1,920,000.00				\$ 1,920,000.00	\$ 1,920,000.00	N	SS	Q2	Q2	Q2	Q2
HBP	Repairs & Mtce - Sewerage Plant			J	\$ 1,800,000.00				\$ 1,800,000.00	\$ 1,800,000.00	N	SS	Q1	Q1	Q1	Q1
HBP	Repairs & Mtce - Mobile Radio			J	\$ -				\$ -	\$ -	N					
HBP	Repairs & Mtce - Domestic Water			J	\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q3	Q3	Q3	Q3
HR	Fire Alarm Installation - Phase 2			J	\$ 13,230,000.00				\$ 13,230,000.00	\$ 13,230,000.00	N	RB	Q2	Q3	Q3	Q3
ICT	Dunns River Server Room			J	\$ 15,000,000.00				\$ 15,000,000.00	\$ 15,000,000.00	N	RB	Q1	Q2	Q2	Q2
JCC	JCC Lobby phase 2			J	\$ 177,669,229.36	\$ 177,669,229.36				\$ 177,669,229.36	N	NCB	Q1	Q2	Q3	Q3
JCC	Conference Rooms renovation			J	\$ 160,863,664.00	\$ 160,863,664.00				\$ 160,863,664.00	N	NCB	Q2	Q3	Q4	Q4
JCC	Elevator (in progress)			J	\$ 1,000,000.00	\$ 1,000,000.00				\$ 1,000,000.00	N	SS	Q1	Q1	Q1	Q1
JCC	Roof Waterproofing (in progress)			J	\$ 12,000,000.00	\$ 12,000,000.00				\$ 12,000,000.00	N	RB	Q1	Q1	Q2	Q2
JCC	HVAC distribution system reno			J	\$ 39,470,000.00	\$ 39,470,000.00				\$ 39,470,000.00	N	NCB	Q1	Q2	Q2	Q2
JCC	Delegates Dining renovation			J	\$ 65,000,000.00	\$ 65,000,000.00				\$ 65,000,000.00	N	NCB	Q3	Q3	Q4	Q4
Office Services	Repairs & Mtce - Fum & Fixtures			J	\$ 830,000.00				\$ 830,000.00	\$ 830,000.00	N	SS	Q2	Q2	Q2	Q2
Office Services	Office Renovation			J	\$ 8,000,000				\$ 8,000,000	\$ 8,000,000.00	N	RB	Q2	Q3	Q3	Q3
Records Mgmt	Archive relocation			J	\$ 30,000,000.00				\$ 30,000,000.00	\$ 30,000,000.00	N	NCB	Q1	Q2	Q2	Q2
s - Northern Car	Repairs & Mtce - Plant			J	\$ 4,150,000.00				\$ 4,150,000.00	\$ 4,150,000.00	N	RB	Q2	Q3	Q3	Q3
ales - Reach Fal	Bathroom upgrade			J	\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q2	Q2	Q2	Q2
ales - Reach Fal	Building repair			J	\$ 2,000,000.00				\$ 2,000,000.00	\$ 2,000,000.00	N	RB	Q3	Q3	Q3	Q3
Bluefields	Chain Link Fence			J	\$ 6,000,000.00				\$ 6,000,000.00	\$ 6,000,000.00	N	RB	Q1	Q1	Q2	Q2
	TOTAL WORKS				\$10,041,172,587.73	\$ 9,268,872,987.69	\$ -	\$ -	\$ 772,299,600.04	\$10,041,172,588						

Ref. No.	Description	Unit of Measure	Quantity	Currency	Estimated Monetary Value	GOJ	Estimated Budget & Funding Source			Prequalification Y / N	Proc. Method	Estimated dates				
							External Funding		Total			Proposed Start	Publication Finish	Proposed Award	Proposed Start	
							Loans	Grants								
3. Non-consulting Services/General Services																
NRMEP	Water Testing			J	\$ 10,600,000.00				\$ 10,600,000.00	\$ 10,600,000.00	N	NCB	Q1	Q1	Q2	Q2
BDD	Digital Marketing			J	\$ 4,200,000.00				\$ 4,200,000.00	\$ 4,200,000.00	N	RB	Q2	Q2	Q2	Q2
BDD	Signage			J	\$ 6,750,000.00				\$ 6,750,000.00	\$ 6,750,000.00	N	RB	Q3	Q3	Q3	Q3
BDD	Selfie Props			J	\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	RB	Q2	Q2	Q2	Q2
BDD	Photography			J	\$ 750,000.00				\$ 750,000.00	\$ 750,000.00	N	SS	Q1	Q1	Q1	Q1
BDD	Videography			J	\$ 950,000.00				\$ 950,000.00	\$ 950,000.00	N	SS	Q2	Q2	Q2	Q2
BDD	Promotions/ Events			J	\$ 2,500,000.00				\$ 2,500,000.00	\$ 2,500,000.00	N	RB	Q2	Q2	Q2	Q2
BDD	Sponsorship			J	\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q3	Q3	Q3	Q3
BDD	Traditional Marketing			J	\$ 550,000.00				\$ 550,000.00	\$ 550,000.00	N	SS	Q2	Q2	Q2	Q2
BDD	Paraphernalia			J	\$ 1,600,000.00				\$ 1,600,000.00	\$ 1,600,000.00	N	RB	Q2	Q2	Q2	Q2
Block 4	Servicing of 19XR Chiller			J	\$ 1,038,335.00				\$ 1,038,335.00	\$ 1,038,335.00	N	SS	Q2	Q2	Q2	Q2
Block 4	Servicing of Cooling Tower			J	\$ 617,778.00				\$ 617,778.00	\$ 617,778.00	N	SS	Q1	Q1	Q1	Q1
Block 4	Block 4 - Main Elevator Mtce (Ofis)			J	\$ 966,972.00				\$ 966,972.00	\$ 966,972.00	N	SS	Q1	Q1	Q1	Q1
Block 4	Block 4 - Main Elevator Mtce (Comfortair)			J	\$ 984,204.00				\$ 984,204.00	\$ 984,204.00	N	SS	Q1	Q1	Q1	Q1
Block 4	Block 4 - Janitorial Service Contract				\$ 11,021,268.00				\$ 11,021,268.00	\$ 11,021,268.00	N	NCB	Q2	Q3	Q3	Q3
Block 4	Pest Control				\$ 1,200,000.00				\$ 1,200,000.00	\$ 1,200,000.00	N	SS	Q1	Q1	Q1	Q1
CRM	Print				\$ 3,000,000.00				\$ 3,000,000.00	\$ 3,000,000.00	N	RB	Q2	Q2	Q2	Q2
CRM	Radio				\$ 525,000.00				\$ 525,000.00	\$ 525,000.00	N	SS	Q1	Q1	Q1	Q1
CRM	Digital (Google)				\$ 576,000.00				\$ 576,000.00	\$ 576,000.00	N	SS	Q1	Q1	Q1	Q1
CRM	Social Media				\$ 4,440,000.00				\$ 4,440,000.00	\$ 4,440,000.00	N	RB	Q2	Q3	Q3	Q3
CRM	Magazines				\$ 950,000.00				\$ 950,000.00	\$ 950,000.00	N	SS	Q2	Q2	Q2	Q2
CRM	Outdoor Advertising				\$ 500,000.04				\$ 500,000.04	\$ 500,000.04	N	SS	Q2	Q2	Q2	Q2
CRM	TV Commercials				\$ 2,000,000.00				\$ 2,000,000.00	\$ 2,000,000.00	N	RB	Q3	Q3	Q3	Q3
CRM	Content Creation/Video Marketing				\$ 4,000,000.00				\$ 4,000,000.00	\$ 4,000,000.00	N	RB	Q2	Q3	Q3	Q3
CRM	Digital & Web Transformation				\$ 1,200,000.00				\$ 1,200,000.00	\$ 1,200,000.00	N	SS	Q1	Q1	Q1	Q1
CRM	Marketing Campaigns - Attractions				\$ 4,600,000.00				\$ 4,600,000.00	\$ 4,600,000.00	N	RB	Q1	Q2	Q2	Q2
CRM	Marketing Campaigns - Corporate & Commercial				\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	RB	Q2	Q2	Q2	Q2
CRM	Event Sponsorship				\$ 5,750,000.00				\$ 5,750,000.00	\$ 5,750,000.00	N	RB	Q2	Q3	Q4	Q4
CRM	Market Research				\$ 5,000,000.00				\$ 5,000,000.00	\$ 5,000,000.00	N	RB	Q2	Q2	Q2	Q2
CRM	Branding Marketing Memorabilias				\$ 600,000.00				\$ 600,000.00	\$ 600,000.00	N	SS	Q3	Q3	Q3	Q3
CRM	Corporate Brand Refresh				\$ 5,622,000.00				\$ 5,622,000.00	\$ 5,622,000.00	N	RB	Q2	Q3	Q3	Q3
CRM	Client Engagement & Research				\$ 3,700,000.00				\$ 3,700,000.00	\$ 3,700,000.00	N	RB	Q3	Q3	Q3	Q3
CRM	Information Centre Activities				\$ 2,280,000.00				\$ 2,280,000.00	\$ 2,280,000.00	N	RB	Q2	Q2	Q3	Q3
CRM	Staff Training & Development				\$ 1,800,000.00				\$ 1,800,000.00	\$ 1,800,000.00	N	RB	Q1	Q1	Q1	Q1
CRM	Client Relationship Mgmt.				\$ 2,400,000.00				\$ 2,400,000.00	\$ 2,400,000.00	N	RB	Q2	Q3	Q3	Q3
CRM	Familiarizations Tours - Projects				\$ 800,000.00				\$ 800,000.00	\$ 800,000.00	N	SS	Q2	Q2	Q2	Q2
CRM	In-House Productions				\$ 1,800,000.00				\$ 1,800,000.00	\$ 1,800,000.00	N	RB	Q2	Q2	Q2	Q2
CRM	Advetorials and Media Advisories				\$ 6,500,000.00				\$ 6,500,000.00	\$ 6,500,000.00	N	RB	Q2	Q3	Q3	Q3
CRM	Digital Camera Upgrade				\$ 600,000.00				\$ 600,000.00	\$ 600,000.00	N	SS	Q3	Q3	Q3	Q3
CRM	Corporate Website Redesign				\$ 800,000.00				\$ 800,000.00	\$ 800,000.00	N	SS	Q2	Q2	Q2	Q2
CRM	Annual Reports				\$ 5,000,004.00				\$ 5,000,004.00	\$ 5,000,004.00	N	RB	Q2	Q3	Q4	Q4
CRM	Annual Retreat				\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q2	Q2	Q2	Q2
CRM	Digital Subscriptions				\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	SS	Q1	Q1	Q1	Q1
ESTATES	Audit Valuations (External Valuations and Review)				\$ 40,000,000.00				\$ 40,000,000.00	\$ 40,000,000.00	N	NCB	Q2	Q3	Q4	Q4
ESTATES	Acquisitions (Font Hill)				\$ 10,000,000.00				\$ 10,000,000.00	\$ 10,000,000.00	N	NCB	Q2	Q2	Q2	Q2
ESTATES	Divestment Programme - St. James				\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	RB	Q3	Q3	Q3	Q3
ESTATES	Divestment Programme - Westmoreland & Hanover				\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q3	Q3	Q3	Q3
ESTATES	Divestment Programme - St. Catherine				\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	RB	Q3	Q3	Q3	Q3
ESTATES	Divestment Programme - St. Ann				\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q3	Q3	Q3	Q3
ESTATES	Divestment Programme - Portland				\$ 300,000.00				\$ 300,000.00	\$ 300,000.00	N	SS	Q3	Q3	Q3	Q3
ESTATES	Divestment Programme - Kingston Waterfront and Market Area				\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	RB	Q2	Q2	Q2	Q2
ESTATES	All Other Areas				\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q2	Q2	Q2	Q2
ESTATES	Acquisition of Equipment & Software				\$ 5,000,000.00				\$ 5,000,000.00	\$ 5,000,000.00	N	RB	Q2	Q2	Q3	Q3
ESTATES	Maintenance of Existing Equipment & Software				\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q2	Q2	Q2	Q2
ESTATES	Expected surveys to support major development projects islandwide				\$ 5,500,000.00				\$ 5,500,000.00	\$ 5,500,000.00	N	RB	Q1	Q2	Q2	Q2
ESTATES	Expected surveys to verify encroachments islandwide				\$ 250,000.00				\$ 250,000.00	\$ 250,000.00	N	SS	Q2	Q2	Q2	Q2
ESTATES	Expected surveys to facilitate land sales islandwide				\$ 450,000.00				\$ 450,000.00	\$ 450,000.00	N	SS	Q1	Q1	Q1	Q1

Ref. No.	Description	Unit of Measure	Quantity	Currency	Estimated Monetary Value	Estimated Budget & Funding Source				Prequalification	Proc. Method	Estimated dates				
						GOJ	External Funding		Self Financed			Total	Y / N	Proposed Publication	Proposed Award	Proposed Start
							Loans	Grants								
3. Non-consulting Services/General Services																
ESTATES	Expected surveys for beach erosion monitoring islandwide				\$ 450,000.00				\$ 450,000.00	\$ 450,000.00	N	SS	Q2	Q2	Q2	Q2
ESTATES	Expected surveys to cutoff lands used for public Roads and parks				\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q3	Q3	Q3	Q3
ESTATES	Expected surveys to cutoff lands to be zoned as low cost residential upgrading areas islandwide				\$ 4,000,000.00				\$ 4,000,000.00	\$ 4,000,000.00	N	RB	Q2	Q2	Q3	Q3
ESTATES	Expected surveys to support Legal (Court appointed External contractors)				\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q2	Q2	Q2	Q2
HBP	Advertising and Promotion				\$ 750,000.00				\$ 750,000.00	\$ 750,000.00	N	SS	Q1	Q1	Q1	Q1
HBP	Pest Control				\$ 1,600,000.00				\$ 1,600,000.00	\$ 1,600,000.00	N	RB	Q1	Q1	Q1	Q1
HR	Group Life Insurance				\$ 24,779,046.65				\$ 24,779,046.65	\$ 24,779,046.65	N	SS	Q1	Q1	Q1	Q1
HR	Conferences, Seminar, workshops				\$ 22,755,000.00				\$ 22,755,000.00	\$ 22,755,000.00	N	NCB	Q1	Q2	Q2	Q2
HR	Staff Training - Course, Sem. & W/shops				\$ 13,160,000.00				\$ 13,160,000.00	\$ 13,160,000.00	N	NCB	Q2	Q3	Q3	Q3
HR	Trainers/Presenters Fees				\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	RB	Q3	Q3	Q3	Q3
HR	Succession Planning				\$ 1,480,000.00				\$ 1,480,000.00	\$ 1,480,000.00	N	SS	Q3	Q3	Q3	Q3
HR	Claim Settlement Legal				\$ 6,292,000.00				\$ 6,292,000.00	\$ 6,292,000.00	N	RB				
ICT	Closed User Group (CUG)				\$ 18,000,000.00				\$ 18,000,000.00	\$ 18,000,000.00	N	RB				
ICT	ICT Security Awareness				\$ 2,000,000.00				\$ 2,000,000.00	\$ 2,000,000.00	N	RB				
ICT	ITIL Training				\$ 942,000.00				\$ 942,000.00	\$ 942,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	Comptia A+ training for 4 staff				\$ 910,000.00				\$ 910,000.00	\$ 910,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	BOS Administrator training				\$ 1,400,000.00				\$ 1,400,000.00	\$ 1,400,000.00	N	SS	Q3	Q3	Q3	Q3
ICT	Sharepoint Administration Training				\$ 1,200,000.00				\$ 1,200,000.00	\$ 1,200,000.00	N	SS	Q3	Q3	Q3	Q3
ICT	Microsoft SQL Server Training				\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	Maintenance of WorkCentre Printers				\$ 1,440,000.00				\$ 1,440,000.00	\$ 1,440,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	SOFTWARE															
ICT	- ACL Audit Exchange				\$ 800,000.00				\$ 800,000.00	\$ 800,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	- ArcGIS Enterprise				\$ 9,000,000.00				\$ 9,000,000.00	\$ 9,000,000.00	N	NCB	Q2	Q2	Q3	Q3
ICT	- Carlson Civil Suite				\$ 700,000.00				\$ 700,000.00	\$ 700,000.00	N	SS	Q3	Q3	Q3	Q3
ICT	- Netwrix Change Reporter Suite				\$ 1,400,000.00				\$ 1,400,000.00	\$ 1,400,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	- Simul8 Professional				\$ 628,000.00				\$ 628,000.00	\$ 628,000.00	N	SS	Q1	Q1	Q1	Q1
ICT	- SPSS MR America: annually				\$ 1,500,000.00				\$ 1,500,000.00	\$ 1,500,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	- Veeam Backup & Replication				\$ 2,500,000.00				\$ 2,500,000.00	\$ 2,500,000.00	N	RB	Q3	Q3	Q3	Q3
ICT	- JD Edwards EnterpriseOne				\$ 10,000,000.00				\$ 10,000,000.00	\$ 10,000,000.00	N	NCB	Q2	Q3	Q3	Q3
ICT	- Best Overview Solution (Maintenance)				\$ 9,400,000.00				\$ 9,400,000.00	\$ 9,400,000.00	N	NCB	Q1	Q2	Q2	Q2
ICT	- AutoDesk Design Suite (AutoCAD, Civil 3D, Revit, Corel Draw)				\$ 2,000,000.00				\$ 2,000,000.00	\$ 2,000,000.00	N	RB	Q2	Q2	Q2	Q2
ICT	- Lumion Professional (Rendering Software)				\$ 800,000.00				\$ 800,000.00	\$ 800,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	- NasDAQ Director's Desk (Head Office & SADCo)				\$ 4,800,000.00				\$ 4,800,000.00	\$ 4,800,000.00	N	RB	Q3	Q3	Q3	Q3
ICT	- VMware Renewal				\$ 1,700,000.00				\$ 1,700,000.00	\$ 1,700,000.00	N	RB	Q2	Q2	Q2	Q2
ICT	- Adobe Creative Cloud Solution				\$ 1,000,000.00				\$ 1,000,000.00	\$ 1,000,000.00	N	SS	Q2	Q2	Q2	Q2
ICT	MS Project				\$ 1,320,000.00				\$ 1,320,000.00	\$ 1,320,000.00	N	SS	Q3	Q3	Q3	Q3
ICT	ManageEngine Desktop Central				\$ 2,500,000.00				\$ 2,500,000.00	\$ 2,500,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	ManageEngine Servicedesk+				\$ 2,500,000.00				\$ 2,500,000.00	\$ 2,500,000.00	N	RB	Q1	Q1	Q1	Q1
ICT	Fortinet EMS				\$ 6,500,000.00				\$ 6,500,000.00	\$ 6,500,000.00	N	RB	Q2	Q3	Q3	Q3
ICT	MS Office 365				\$ 5,300,000.00				\$ 5,300,000.00	\$ 5,300,000.00	N	RB	Q2	Q3	Q3	Q3
ICT	ASAP Inventory				\$ 1,400,000.00				\$ 1,400,000.00	\$ 1,400,000.00	N	SS	Q2	Q2	Q2	Q2
JCC	Garbage Disposal				\$ 687,378.00	\$ 687,378.00				\$ 687,378.00	N	SS	Q3	Q3	Q3	Q3
JCC	Contract Security Service				\$ 22,516,335.00	\$ 22,516,335.00				\$ 22,516,335.00	N	NCB	Q1	Q2	Q3	Q3
JCC	Armoured Service				\$ 1,101,156.00	\$ 1,101,156.00				\$ 1,101,156.00	N	SS	Q2	Q2	Q2	Q2
JCC	Carpet Cleaning				\$ 750,000.00	\$ 750,000.00				\$ 750,000.00	N	SS	Q1	Q1	Q1	Q1
JCC	Pest Control				\$ 2,124,492.00	\$ 2,124,492.00				\$ 2,124,492.00	N	RB	Q2	Q2	Q2	Q2
Records Mgmt	Disposal of records				\$ 500,000.00				\$ 500,000.00	\$ 500,000.00	N	SS	Q2	Q2	Q2	Q2
Records Mgmt	scanning of maps/drawings				\$ 3,500,000.00				\$ 3,500,000.00	\$ 3,500,000.00	N	RB	Q1	Q2	Q2	Q2
Records Mgmt	scanning of other records				\$ 3,000,000.00				\$ 3,000,000.00	\$ 3,000,000.00	N	RB	Q1	Q2	Q2	Q2
Corporate Security	Contracted Guard Services				\$ 368,877,007.98				\$ 368,877,007.98	\$ 368,877,007.98	N	NCB	Q1	Q2	Q3	Q3
Corporate Security	Demolition, Fencing and Removal				\$ 48,875,000.00				\$ 48,875,000.00	\$ 48,875,000.00	N	NCB	Q2	Q2	Q3	Q3
Corporate Security	Courier Service, Electronic & Marine Monitoring				\$ 9,992,564.05				\$ 9,992,564.05	\$ 9,992,564.05	N	NCB	Q1	Q2	Q2	Q2
Corporate Security	Security Licensing and Certification				\$ 2,251,700.00				\$ 2,251,700.00	\$ 2,251,700.00	N	RB	Q2	Q2	Q2	Q2
Corporate Security	Special Equipment				\$ 713,000.00				\$ 713,000.00	\$ 713,000.00	N	SS	Q3	Q3	Q3	Q3
Corporate Security	Unplanned & Anticipated Acquisitions				\$ 19,558,687.50				\$ 19,558,687.50	\$ 19,558,687.50	N	NCB	Q2	Q3	Q3	Q3
SSPD	Advertising of Tenders				\$ 1,200,000.00				\$ 1,200,000.00	\$ 1,200,000.00	N	SS	Q3	Q3	Q3	Q3
Transport	Repairs & Mtce - Motor Vehicle				\$ 16,116,388.00				\$ 16,116,388.00	\$ 16,116,388.00	N	NCB	Q1	Q2	Q2	Q2
Transport	Repairs & Mtce - Tractor & Lawn Mower				\$ 4,100,000.00				\$ 4,100,000.00	\$ 4,100,000.00	N	RB	Q2	Q2	Q2	Q2
									\$ -							
	TOTAL NON CONSULTING & GENERAL SERVICES				\$ 858,441,316.21	\$ 27,179,361.00	\$ -	\$ -	\$ 831,261,955.21	\$ 858,441,316.21						

Ref. No.	Description	Unit of Measure	Quantity	Currency	Estimated Monetary Value	Estimated Budget & Funding Source				Prequalification	Proc. Method	Estimated dates				
						GOJ	External Funding		Self Financed			Total	Y / N	Proposed Publication		Proposed Award
							Loans	Grants		Start				Finish		
4. Consulting Services																
NRMEP	Environmental Monitoring/Planning			J	\$ 3,065,000.00				\$ 3,065,000.00	\$ 3,065,000.00	N		Q1	Q1	Q2	Q2
BDD	Financial Consultant			J	\$ 15,000,000.00				\$ 15,000,000.00	\$ 15,000,000.00	N		Q1	Q1	Q2	Q2
BDD	Product Development (other professional fees)				\$ 20,270,359.00				\$ 20,270,359.00	\$ 20,270,359.00	N		Q1	Q2	Q2	Q2
PM	Kingston Harbour Walk (Master Planning)				\$ 145,796,763.18			\$ 145,796,763.18		\$ 145,796,763.18	N		Q1	Q2	Q3	Q3
PM	Caymanas Housing				\$ 76,175,000.00				\$ 76,175,000.00	\$ 76,175,000.00	N		Q1	Q2	Q3	Q3
PM	Fairy Hill Development								\$ -		N					
SMRG	Consultancy DRFP Process Flow				\$ 9,000,000.00				\$ 9,000,000.00	\$ 9,000,000.00	N		Q2	Q2	Q3	Q3
Research	Market Research - Underutilised UDC Properties				\$ 32,000,000.00				\$ 32,000,000.00	\$ 32,000,000.00	N		Q2	Q3	Q3	Q4
Risk	Business Continuity Plan Consultancy				\$ 12,000,000.00				\$ 12,000,000.00	\$ 12,000,000.00	N		Q1	Q2	Q2	Q2
SPED	Process Mapping Consulting Services				\$ 5,000,000.00				\$ 5,000,000.00	\$ 5,000,000.00	N		Q2	Q3	Q3	Q3
Strategic Planning	Business Intelligence Consulting				\$ 15,000,000.00				\$ 15,000,000.00	\$ 15,000,000.00	N		Q2	Q3	Q3	Q3
SSPD	Actuarial Fees				\$ 3,000,000.00				\$ 3,000,000.00	\$ 3,000,000.00	N		Q1	Q1	Q1	Q1
	TOTAL CONSULTING SERVICES				\$ 336,307,122.18	\$ -	\$ -	\$ 145,796,763.18	\$ 190,510,359.00	\$ 336,307,122.18						

**All enquiries or requests for further information to
Director, Strategic Planning and Evaluation
Urban Development Corporation
Office Centre Building
12 Ocean Boulevard
Kingston Mall
Kingston
Jamaica
Tel Number: 876-656-8031
Email: strategicplanning@udcja.com**