

**TERMS OF REFERENCE FOR CONSULTANCY FOR THE DEVELOPMENT OF FINANCING PROPOSALS FOR  
THE REDEVELOPMENT, EXPANSION AND UPGRADING OF THE NATIONAL STADIUM AND THE  
TRELAWNY SPORTS FACILITY**

**1. BACKGROUND**

The existing National Stadium located at Independence Park was built in 1962 and is now 55 years old. Currently it does not meet International Standards for hosting events sanctioned by the IAAF and FIFA. Jamaica is therefore only allowed to host events of this type under a grandfather clause which will not continue indefinitely.

The current areas of non-compliance are as follows;

**a) Security & Safety**

- i) Security camera surveillance system needs upgrading
- ii) No facilities to establish an effective Venue Operating Centre (VOC).
- iii) No separate access for VIP's, players & officials.
- iv) Inadequate changing room facilities for players and officials
- v) The athletes' medical facilities are inadequate and require upgrading.

**b) Patron Facilities**

- i) Inadequate toilet facilities especially in the bleachers - public health breach
- ii) Inadequate concession stands especially in the bleachers - public health breach
- iii) Inadequate medical facilities for patrons, both in the grandstand and the bleachers - compliance breach
- iv) Inadequate facilities for VIPs as stipulated by international sporting organisations - compliance breach
- v) Inadequate gate entrances to Bleachers to more effectively manage entry into events and efficient exit in case of emergencies - compliance breach

**c) Dope Testing Facilities**

No purpose built and secured testing area available for athletes that meets with international standards.

**d) Media Facilities**

- i) Inadequate facilities (both technical and space) for the needs of the media, both local and overseas, who attend events at the stadium to report on sporting activities.
- ii) Current IT provisions are obsolete and unable to effectively facilitate international outside broadcast
- iii) Inadequate camera stations for international broadcast events resulting in valuable seat kills in the Grandstand to position cameras

**e) Tower Lights**

- i) Grossly inefficient Tower Lights, approaching the end of useful life. Special arrangements have to be made whenever the lights are to be used in case of a fire at the tower.
- ii) The operational costs of using the tower lights have made the rental of the National Stadium more unaffordable. Need energy efficient and cost effective lighting fixtures & fittings.

A new stadium to replace the existing one will cost in excess of US\$300 million, which is unaffordable at this time, hence the proposal to redevelop, expand and upgrade the existing stadium at a proposed cost of less than US\$50 million.

The **Trelawny Facility** was built under an agreement with the People’s Republic of China (PRC) which saw the PRC Government providing US\$30 million for the construction of the facility.

The original concept was for a multi-purpose facility to be constructed that would be the premier sporting facility in Western Jamaica. The Stadium was completed in 2007 just in time to host a number of warm up games and the opening ceremony for the 2007 World Cup Cricket which was being held in the West Indies for the first time.

Due to budget and time constraints, the goal of constructing a multi-purpose facility was not realised and in fact a number of key components that are required for such a facility were not constructed.

The Stadium has since been utilised for a number of sporting, cultural and entertainment events, however, due to the lack of certain infrastructure elements, the facility has not been able to attract the level of usage initially envisaged. The Facility is currently under-utilized, and additional infrastructure will be required for this facility to achieve its vast potential.

## 2. OBJECTIVES

The objectives of the consultancy assignment are to develop:

- a) a comprehensive project proposal for the redevelopment, expansion and upgrading of the National Stadium to a modern stadium, with increased seating capacity, provisions to enhance the venue experience of spectators, meet the standards of the various international sporting organizations, thus enabling the facility to satisfy the standards required for the hosting of international events such as the IAAF Golden League Circuit, and to enhance the revenue generating capacity of the facilities.
- b) a comprehensive project proposal for the expansion and redevelopment of the Trelawny Multipurpose Facility in order to reposition it as a premier sporting facility in Western Jamaica, with additional facilities to enhance the concert venue experience, and with the potential to command dominance in the Caribbean niche market for sports tourism.

## 3. DELIVERABLES, COMPLETION DATES & PAYMENT PLAN

No.	DELIVERABLES	COMPLETION TIME	PAYMENT - % OF CONTRACT
1	<i>A work plan and schedule of activities</i>	2 weeks after contract signing	10%
2	<i>Detailed construction and other capital costs as well as projected operation costs of both stadia</i>	10 weeks after signing	40%
3	<i>A draft project proposal for the National Stadium &amp; the Trelawny Stadium redevelopment, expansion and upgrading.</i>	12 weeks after signing	15%

No.	DELIVERABLES	COMPLETION TIME	PAYMENT - % OF CONTRACT
4	<i>Draft five year business plan for both the National Stadium and the Trelawny Multipurpose Stadium</i>	14 weeks after signing	15%
5	<i>Validation workshops and workshop reports &amp; Final project proposals, and business plans</i>	16 weeks after signing	15%
6	<i>A completed PIMSEC Project Proposal Template.</i>	16 weeks after signing	5%

#### 4. SCOPE OF WORK/SERVICES

- a) Preparation of detailed work plan and schedule
- b) Site investigation and data collection - to accurately assess the current state
  - i) identify the need for new and additional boundary, topographical, geotechnical, measured drawing or other surveys that will be required during the Design Stage
  - ii) Undertake a condition survey of existing buildings and structures to identify their structural condition and their capacity, need for repair, redevelopment, renovation or demolition investigate the condition and capability of the existing services installations and determine capacity for expansion /redevelopment.
  - iii) Assess existing amenities compliance with security, public safety and other local statutory codes, as well as compliance with international sporting bodies (IAAF, FIFA, ICC, etc.) criteria for hosting events.
- c) Brief for the development of the project proposal
  - i) In consultation with IPL and other key stakeholders, the consultants will brainstorm and develop a number of possible options for the refurbishing, upgrading and expansion activities to address inadequacies and meet the objectives of IPL
  - ii) Further consult with stakeholders to select the best option that in a practical and economic way, satisfy the functional requirements of the IPL and stakeholders within the given financial and time constraints.
  - iii) The design of the project will be guided by but not limited to the following:
    - ✦ Benchmarking of the venue proposals to other known regional and international venues to give them a competitive edge.
    - ✦ Determination of the venue capacity desired along with the type of seating arrangements (general, club, box), and design accordingly.
    - ✦ Establishment of a listing of possible non-gate income revenue generating facilities/areas to provide the IPL with alternative revenue streams.
    - ✦ Determination of the spectator support facilities for each venue, to include spectator toilet ratios, concessions, health and safety provisions etc.
    - ✦ Establishing of desired evacuation times along with ticketing and turnstile requirements etc.
    - ✦ Established standards for venue operation, including access requirements, CCTV, emergency broadcasts, security requirements etc.
    - ✦ Determine and incorporate space requirements for athlete's support, guided by the agreed venue performance criteria for medical facilities, doping control, changing rooms etc.
    - ✦ Determination and compliance with space requirements for facility management, including requirements for hosting international events

- ✚ Establish and incorporate criteria for the broadcasting infrastructure 'backbone' , provision for camera stations, media booths, flash interviews etc., along with minimum IT requirements for plug and play facilities
  - ✚ Establish and incorporate provision for achieving minimum sustainable targets for the design of facilities that have a strong emphasis on sustainability through various conservation initiatives -Photovoltaic roof systems, VRF HVAC systems, water harvesting etc.
  - ✚ Determine extent of temporary support requirements necessary to allow the venues to remain operational during the construction phases.
  - ✚ Establish future expansion opportunities that will result in a seamless integration with existing facilities.
- d) Develop a proposal for the redevelopment, expansion and upgrading of the National Stadium to meet international standards for such facilities. The redevelopment, expansion and upgrading proposals should be climate resilient, maximize the use of renewable energy and the use of water and energy conservation practices and ensure wheelchair access and other necessities for the disabled. The project proposal should include a feasible financing plan, results matrix, risk matrix including climate risk, monitoring & evaluation plan and implementation schedule complete with a procurement schedule.
- e)
- The proposal for the redeveloped, expanded and upgraded facility will include the following:
- i. Additional rest rooms throughout the entire facility
  - ii. Increase in the number of concession stalls
  - iii. Increase the number of passenger lifts throughout the facility
  - iv. Construction of a Venue Operating Centre (VOC)
  - v. Improved facilities for security personnel
  - vi. Updated changing rooms for athletes
  - vii. Increased storage areas
  - viii. Construction of an equipment maintenance area
  - ix. Improved media facilities (physical and technical) and interview areas for athletes
  - x. Improved medical facilities for VIPs, Athletes and patrons
  - xi. Separate access tunnel to and from field of play for athletes
  - xii. Constructions of VIP boxes for private rental
  - xiii. Removal of the existing concrete cycle track
  - xiv. The installation of approximately 10,520 additional seats
  - xv. Installation of new video/score boards
- f) Develop a proposal for the expansion and upgrading of the Trelawny multipurpose stadium to meet international standards for such facilities. The expansion and upgrading work should be climate resilient, maximize the use of renewable energy and the use of water and energy conservation practices and ensure wheelchair access and other necessities for the disabled. The project proposal should include a feasible financing plan, results matrix, risk matrix including climate risk, monitoring & evaluation plan and implementation schedule complete with a procurement schedule.
- g) Both project proposals should include elemental estimates of construction cost, other capital costs, projected operating costs and revenues/ benefits, design and related costs, as well as the proposed operating costs after completion of the development and construction phases of both

facilities. Each proposal should also include projected revenues/benefits/cost savings, cash flow projections and financial, economic & social appraisals.

- h) Prepare a business plan for each of the two stadia, covering the first five years after completion of the refurbishing and upgrading activities
- i) Present draft proposals and business plans to IPL and stakeholders at validation workshops, for feedback and input from stakeholders, and then finalize, based on feedback received.
- j) Complete PIMSEC proposal template which among other things should include financial matrix, results matrix, risk matrix including climate risk, monitoring & evaluation matrix and implementation schedule complete with a procurement schedule.

## 5. QUALIFICATION

To effectively undertake the preparation of the project proposal, a consultancy firm with the following qualification and experience and professional persons is required:

Qualifications/ Experience of the Consultancy Firm

- a) At least fifteen years of experience in the design or redevelopment of a variety of large public facilities. Firms with experience in the design or redevelopment of sports and recreational facilities will have a distinct advantage.
- b) At least five years' experience in developing project proposals and business plans for similar types of public facilities.

Qualifications of proposed personnel:

- 1) **Key Expert 1: Architect /Planner and Project Manager:** Masters Degree in Architecture, registered with the Architects Registration Board locally or overseas, with over 15 years of experience in the design of a variety of large structures, including sports and recreational facilities. Extensive experience in construction supervision and project management.
- 2) **Key Expert 2: Civil /Structural :** B.Sc. in Civil Engineering, registered with a Professional Engineers Registration Board, with over 15 years of experience on a wide variety of construction projects, including experience in refurbishing/construction of sports and recreational facilities.
- 3) **Key Expert 3: Electrical Engineer** - B.Sc. in Electrical Engineering, registered with a Professional Engineers Registration Board (PERB), with over 10 years of experience on a wide variety of construction projects.
- 4) **Key Expert 4: Development Economist/Management Consultant** –Masters Degree in Development Economics/M.B.A., with over 5 years of experience in the development and appraisal of projects and business planning.
- 5) Other Required Expert are:
  - a) Quantity Surveyor–B.Sc. in Quantity Surveying, with over 10 years of experience in quantity surveying and a member of Jamaican Institute of Quantity Surveying.
  - b) IT Engineer - B.Sc. in Electronic Engineering with over 5 years of experience in IT engineering with specialist knowledge in broadcasting and media interconnectivity.

## 6. CHARACTERISTICS OF CONSULTANCY

- a) **Consultancy period** – The expected duration of the consultancy is 16 weeks between signing of the contract and satisfactory completion of all deliverables
- b) **Level of effort** – 71.5 Man days
- c) **Type of consultancy** – Firm of consultants
- d) **Type of Contract** – Fixed Price

## 7. SUPERVISION OF CONSULTANTS

The consultancy firm will report the General Manager of Independence Park Ltd. (IPL). A project management committee will be established consisting three representatives of IPL and four representatives from key stakeholder groups, to be chaired by the General Manager IPL. The deliverables will be reviewed and accepted by this committee before final completion.