



URBAN RESILIENCE PLAN FOR GREATER BASSETERRE

A COMPREHENSIVE 15-YEAR PLAN TO GUIDE
INVESTMENT IN THE RESILIENCE OF GREATER
BASSETERRE


2022 - 2037

ACKNOWLEDGEMENTS

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

- Resilient Cities Network¹

A FIFTEEN-YEAR PLAN TO BUILD A RESILIENT GREATER BASSETERRE

How to read this plan

The Urban Resilience Plan (URP) is a 15-year guide to enhancing the resilience of Greater Basseterre. The plan is organized around five thematic program areas and three cross-cutting thematic priorities, each with its own set of objectives, projects, and outcomes.

The URP is meant to be read in conjunction with two other documents:

1. The **Urban Resilience Playbook** describes a series of foundational projects to be launched within the first three years of plan implementation.
2. The **Technical Report of the Urban Resilience Plan** provides a detailed synthesis of the context, legislative environment, and the ongoing and proposed work to respond to shocks and stressors.

The *Urban Resilience Plan*, *Urban Resilience Playbook*, and the *Technical Report of the Urban Resilience Plan* are intended to mutually support each other to achieve the URP's vision.

Where to begin?

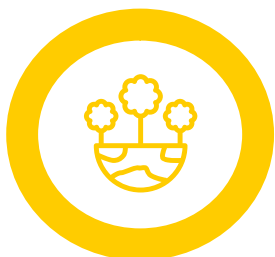
The Plan identifies forty-five actions in support of five thematic program areas to be implemented over a fifteen-year period. **A good place to start is with the following five actions:**



Secure cabinet approval of the URP plan and its plan of action

1.

2.
Establish an inter-ministerial working group to transition from plan to implementation



Assess options for launching an urban resilience development corporation

3.

4.
Focus on quick wins and strategic interventions identified by the Playbook



Prepare a one-year report on successes and lessons learned

5.

RESILIENCE VISION, PRINCIPLES, THEMES, PRIORITIES, OBJECTIVES, AND PROJECTS

Vision

Greater Basseterre homes, businesses, and critical infrastructure are protected from environmental hazards, housing and living conditions are improved, a downtown heritage district is commercially vibrant, a network of public spaces are accessible to all, and residential and commercial buildings use water efficiently and rely on renewable energy.

Guiding Principles

A broad understanding of resilience

Responding to known shocks and stressors

Building on existing momentum and capacity

A partnership approach to implementation

Thematic Program Areas

Protect



Revitalize



Access



Shift



Engage



Cross-Cutting Thematic Program Areas

Leadership



Capacity



Financing



5 Objectives to Achieve 15 Outcomes

45 Projects for a Resilient Greater Basseterre

ALIGNING THE URBAN RESILIENCE PLAN WITH GLOBAL, REGIONAL AND NATIONAL POLICIES

Global Policies

The URP is not a stand-alone strategy. It has emerged in relation to a number of international policy documents that aim to improve social, environmental, and economic well-being while improving quality of life and reducing the risk of disaster. The URP brings together foundational aspects of resilience articulated in these policy documents and contextualizes it to the unique social, environmental, and economic context of Greater Basseterre.

Sustainable Development Goals, 2015 -2030

The United Nations Sustainable Development Goals (SDGs) provide long-term guidance for achieving "a better and more sustainable future for all". Among its 17 goals, SDG 11 "*sustainable cities and communities*" is most relevant to the URP. SDG 11 includes a commitment to make cities inclusive, safe, resilient, and sustainable with specific targets related to safe and affordable housing, improved road safety, waste management, air quality, access to public space, and preservation of natural and cultural heritage.

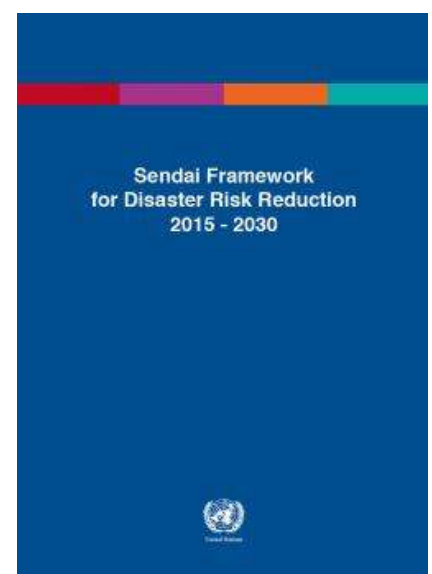


Sendai Framework for Disaster Risk Reduction, 2016 - 2030

The Sendai Framework advocates for the reduction of disaster risk and losses through an integrated approach to disaster risk management. The Sendai Framework is comprised of four key priorities:

1. Understanding disaster risks
2. Strengthening disaster risk governance to manage disaster risk
3. Investing in disaster risk reduction for resilience
4. Enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation, and reconstruction

All four priorities are relevant to the URP and have been integrated into the development of the URP for Greater Basseterre

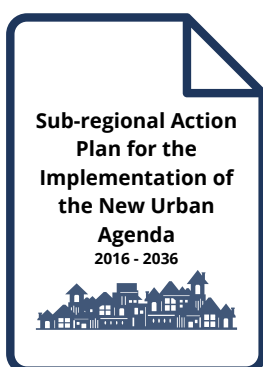


Resilience is not a new concept for St. Kitts and Nevis. In fact, over the past two decades several national and regional policies have been developed to outline interventions for strengthening the environmental, social, and economic wellbeing of St. Kitts and Nevis generally and Basseterre specifically. While several of these documents have come to the end of their cycle, they still offer relevant background and policy context to the development of the URP. The URP aims to complement and build on the work of these policy documents. Key documents are highlighted below, and a full list including a detailed description can be found in the URP *Technical Report*.

Regional Policies



2014

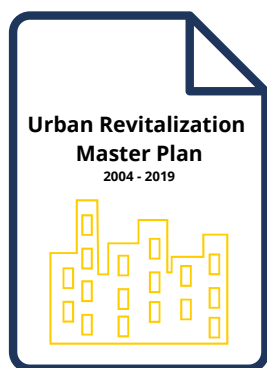


2016



2020

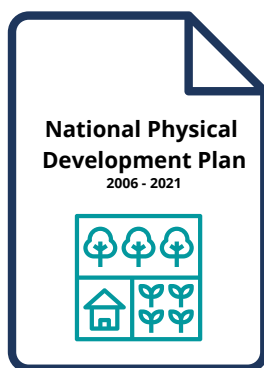
National Policies



2004



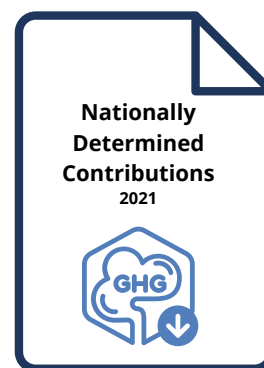
2006



2006



2018



2021

Forthcoming policies

There are several forthcoming policies with relevance to the URP.

These include:

- An updated National Physical Development Plan (NPDP)
- National Development Planning Framework (NDPF), 2023-2037
- Green Climate Fund (GCF) Country Program (CP), 2022-2032
- Climate and Ocean Risk Vulnerability Index (CORVI)



**GREATER BASSETERRE IN
CONTEXT**

Why Greater Basseterre?

Basseterre is the largest city in St. Kitts and Nevis and is one of the oldest settlements in the Caribbean region. The city is the country's economic and cultural hub and attracts thousands of tourists each year.

Located within the Basseterre Valley Watershed, Basseterre's geography, environment, and biodiversity are heavily influenced by both terrestrial and marine ecosystems. The watershed supplies drinking water to thousands of residents and is integral to the country's tourism and agricultural sectors. The Basseterre Valley Watershed also supports ecological diversity and acts as a natural drainage system, helping to protect the city from flooding and storm surge.

In recent years, population and household growth within Greater Basseterre have outpaced St. Kitts' population and household growth. Within Greater Basseterre, development and population growth outside the city's traditional limits have put new pressures on the watershed and changed the fabric of downtown Basseterre. To reflect this context, the URP considers the impact of climate change, population growth, and changing land use patterns within the whole of the Basseterre Valley Watershed.



Downtown Basseterre. Photo Credit: Michel Frojmovic

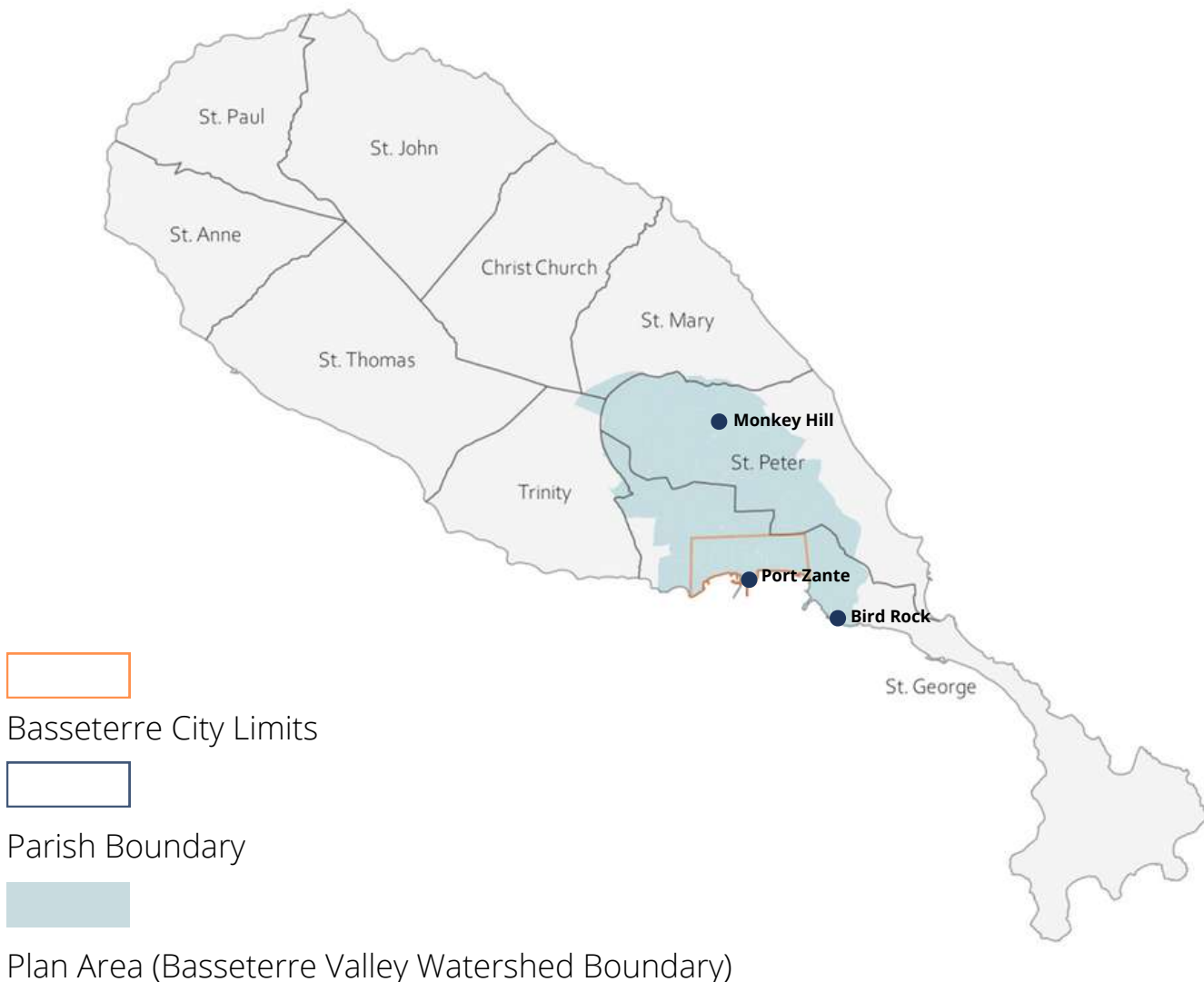
The Basseterre Valley Watershed

With a renewed focus on the integrated relationship between ecological and human systems, the URP extends across the natural boundary of the Basseterre Valley Watershed.² As depicted in the figure below, this watershed is located almost entirely within the parishes of St. George and St. Peter. In 2020, the Basseterre Valley Watershed was home to approximately 22,500 people or 8,700 households.

- The significance of the Basseterre Valley Aquifer in serving the freshwater needs of the island
- The role of the drainage basin in relation to flooding
- Changing land use patterns in the upper watershed due to household formation in communities beyond the city's traditional limits

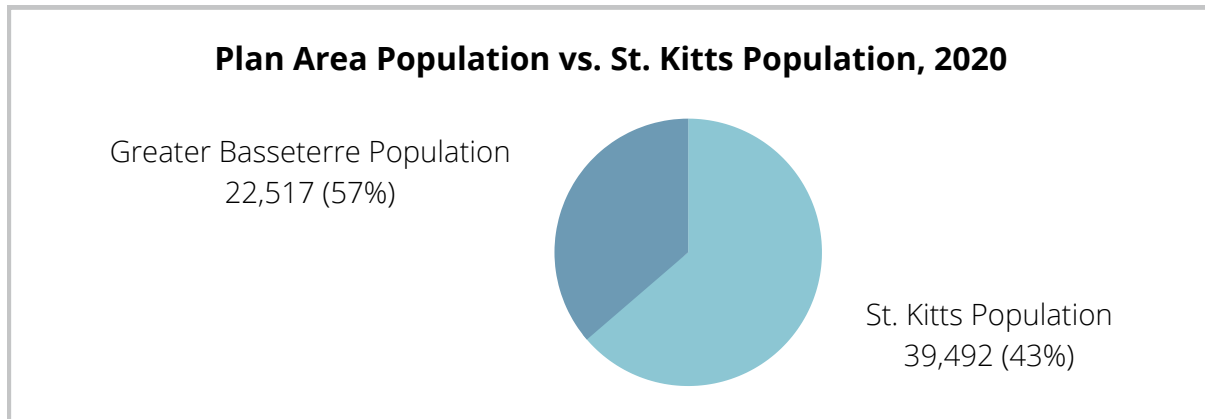
The reliance on the watershed as a defining principle reflects three factors:

Urban Resilience Plan Boundary



Demographics

In 2020, Greater Basseterre was home to 57% of all people living on St. Kitts.



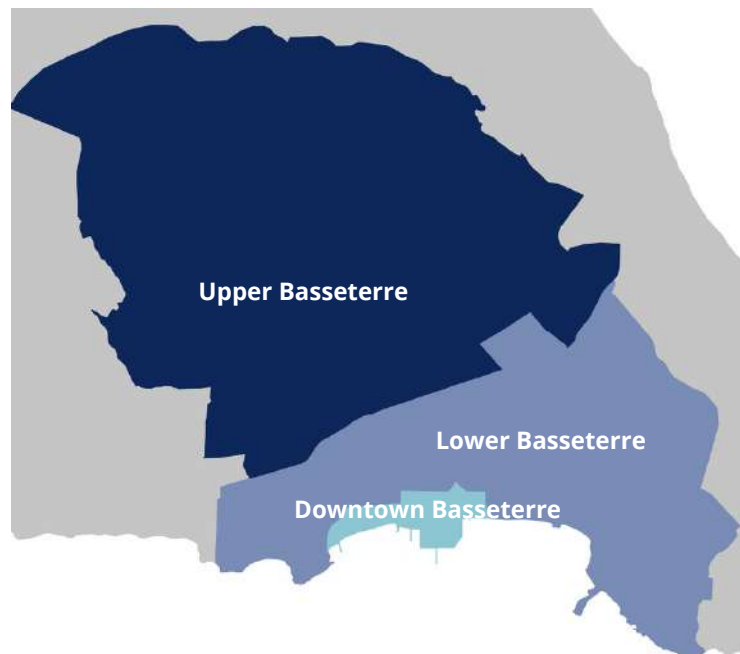
Data source: SKN Department of Statistics, 2020 pre-Census Count

While Greater Basseterre has grown, growth has not occurred evenly.

To understand the population and household change in the Plan Area, three regions were constructed out of enumeration districts³:

1. **Upper Basseterre** (North of the FT Williams Highway)
2. **Lower Basseterre** (South of the FT Williams Highway),
3. **Downtown Basseterre** (includes Irishtown/McKnight, Central Basseterre, Newtown and Port Zante).

Greater Basseterre: Basseterre Valley Watershed



Between 2001 - 2020, population grew most rapidly in Upper Basseterre

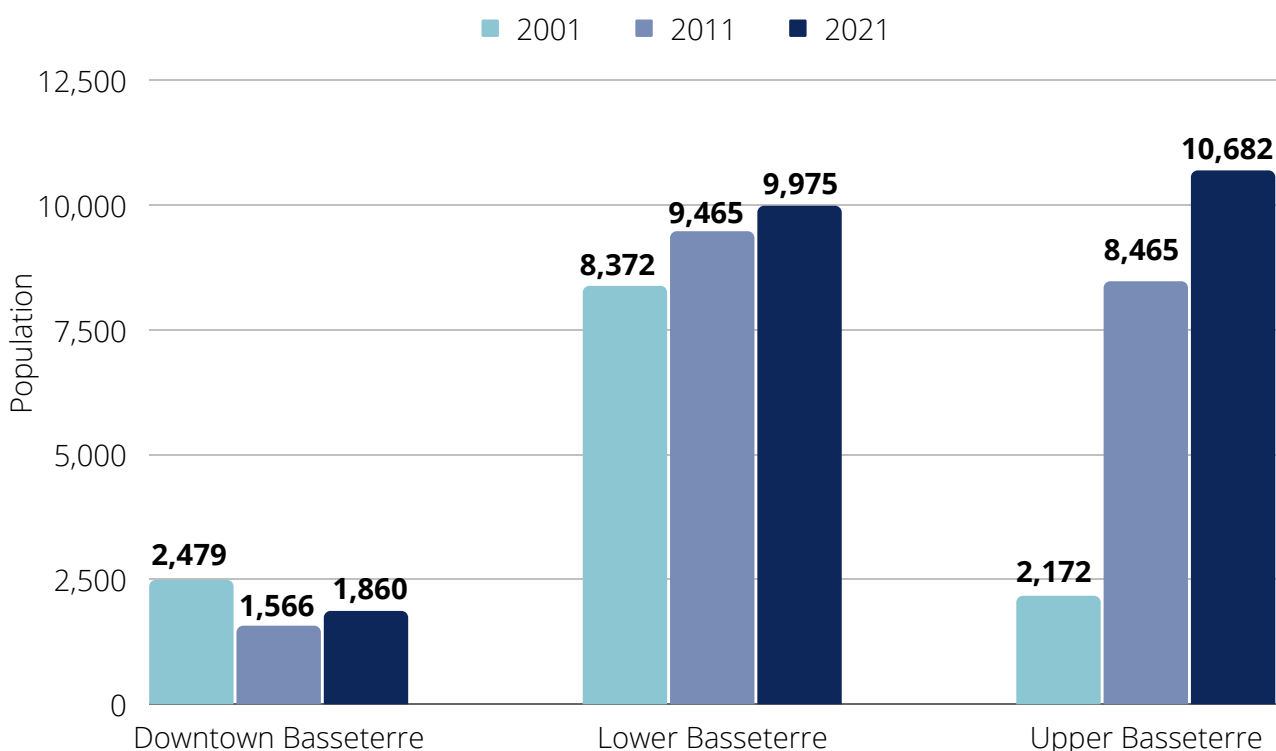
Table 1 shows that population growth has not occurred evenly within the Plan Area. Upper Basseterre's population grew by 392% (8,510 people) between 2001 – 2020. This change may be attributed to new public and private housing developments in the upper regions of the watershed, including government efforts to move people out of unsuitable housing in downtown Basseterre and into newly built housing in the upper regions of the watershed.

In contrast, Lower Basseterre's population grew much slower than Upper Basseterre's. Between 2001 - 2020, the area grew by 19% (1,603 people). Downtown Basseterre's population

declined by 58% (913 people) between 2001 – 2011, again, likely due to government efforts to decrease the number of people living in informal settlements in Irishtown / McKnight and Newtown.

Between 2011 – 2020, the population of downtown Basseterre grew by 19% (294 people), but has not quite recovered to 2001 levels. Population growth during this time can, at least in part, be attributed to immigration, particularly from Spanish-speaking countries within the Caribbean region. Despite this growth, there has been little investment in the downtown residential housing stock as downtown Basseterre remains primarily commercial.

Table 1: Population Change, 2001 - 2020



Data source: SKN Department of Statistics, 2001 Census, 2011 Census, 2020 pre-Census Count



SHOCKS AND STRESSORS

SHOCKS AND STRESSORS

Being resilient involves understanding how shocks and stressors may impact a region's social and ecological systems. Once shocks and stressors are named and understood, strategies to adapt, cope, mitigate, and respond to these events can be developed.

Shocks are acute events that cause sudden and sharp disruption.

An example of a shock is an earthquake.

Stressors are chronic conditions that weaken systems over time.

An example of a stressor is social inequality.

What are Greater Basseterre's shocks and stressors?

Flooding, hurricanes, earthquakes, tsunamis, and volcanic eruptions are examples of **shocks** that could impact Greater Basseterre.

Examples of chronic **stressors** in Greater Basseterre include coastal and ghaut erosion, water scarcity/ drought, sea level rise, poverty, crime, and urban decline.

This section provides a brief description of the shocks and stressors most likely to occur in Greater Basseterre. For a more detailed description of the shocks and stressors facing Greater Basseterre, please refer to the URP *Technical Report*.

Shocks

Flooding

Flooding is one of the most likely hazards to occur in Greater Basseterre. Critical road corridors, such as Bay Road, College Street, George Street, and some sections of Cayon Street, are at high risk of flooding during storms and heavy rain events. Ghauts, such as College Street and Westbourne ghaut, are also vulnerable to flooding. Flooding disrupts public transit routes, blocks roadways, creates an unsanitary environment, and has the potential to cause significant damage to both people and property. The National Emergency Management Agency (NEMA) recognizes that “significant funding is needed to mitigate flooding in several communities and the central business district of Basseterre”.

Earthquakes

St. Kitts and Nevis lies close to the eastern margin of the Caribbean plate and is therefore affected by seismic events that occur at the subduction zone between the Atlantic and Caribbean plates. Due to the shallow and lightly compact soil profile, a seismic event, even with an epicentre at a significant distance from the city, could produce intense shaking and damage to essential infrastructure and property in Basseterre.

Volcanic Activity

St. Kitts and Nevis has two active volcanoes, one on St. Kitts and one on Nevis. According to the 2019 Multi-Hazard Risk Assessment, the country is at risk of experiencing a volcanic eruption within the next 100 years. Basseterre is approximately 10km from Liamuiga Volcano which places it within the moderate volcanic hazard zone. Potential impacts of volcanic activity in Basseterre include damage to infrastructure, poor air quality, lava flow, and mudslides.

Hurricanes and Tropical Storms

St. Kitts and Nevis lies on the southern edge of the Atlantic hurricane belt where tropical cyclones often occur during the Atlantic hurricane season (June 1st - November 30th). According to the 2021 NDC Report, between 1989-2017, St. Kitts and Nevis experienced impacts from twelve tropical cyclones, amounting to over USD\$700 million in damages. Warming sea temperatures will result in changes to hurricane frequency and intensity which will have countrywide social and economic implications. The 2018 *National Hazard Profile of SKN* highlights the costly impact of hurricanes on the country's tourism industry and the potential for hurricanes to cause significant damage to human life, the region's water supply, public, residential, and commercial buildings, critical infrastructure such as Port Zante, block access to key transportation corridors, and drive coastal erosion.

Tsunamis

While St. Kitts and Nevis has never experienced a tsunami, seismic activity presents a constant risk to the Caribbean region. According to the *2019 Multi-Hazard Risk Assessment*, in the McKnight area (Fortlands to Irish Town), areas south of Fort Thomas and Liverpool roads are at the highest risk for inundation with flood waters reaching up to 5 metres. Assets at risk from tsunami-related flooding include roadways, buildings, and developments, most noteworthy Port Zante, as well as commercial, public sector, and residential buildings. Coastal areas are also at erosion risk. In response to this risk, a tsunami early warning system and evacuation plan have been developed.

Energy Price Hikes and Supply Chain Disruption

St. Kitts and Nevis derives most of its energy supply from imported fossil fuels, including diesel, gas, kerosene, and liquefied petroleum gas (LPG). This means the country is highly vulnerable to supply chain disruptions, oil/gas shortages, and price spikes, thus increasing vulnerability to energy shortages, high energy prices, and the associated higher costs of basic goods and services. Potential impacts of energy price hikes and supply chain disruption in Basseterre include social unrest and shortages of basic supplies.

Disease Outbreaks

The ongoing COVID-19 pandemic serves as a reminder of the devastating impacts that disease outbreaks can have on both the health of citizens and the economy. Changing weather patterns pose the potential for new viruses to emerge. Moreover, infrastructure and healthcare deficiencies, such as inadequate drainage systems, pose risks for the incubation and spread of water and mosquito-borne viruses such as dengue and chikungunya.

Economic Shock

According to a 2021 *National Determined Contribution* communication, in 2019, tourism made up 52% of SKN's GDP. The country is therefore vulnerable to global economic trends that might deter international travel, such as inflation and economic recession. For instance, the 2008-2009 economic crisis had a major impact on Basseterre's economy as the country received fewer international visitors. Likewise, the COVID-19 pandemic illustrated the impact that a sudden disruption to the travel industry can have on the entire economy. Tourism-related businesses and services continue to be impacted by the COVID-19 pandemic.



Liamuigia Volcano, St. Kitts. Photo credit: Smithsonian Institute

Stressors

Coastal Erosion

Development intensification along the coast, sea level rise, wind, and storm surge drive coastal erosion, threatening coastal communities, roadways, infrastructure, and coastal ecosystems. The loss of sandy beaches combined with ongoing erosion threatens coastal infrastructure, such as roadways and residential and tourist-oriented developments. Roads such as Bay Road, which interconnects several critical facilities, are highly exposed to erosion. This exposure has the potential to disrupt transportation routes and may have long-term adverse impacts on transportation, access, and livelihoods.

Ghaut Erosion

St. Kitts relies on a network of ghauts to direct water from the centrally located highlands to the coastal lowlands. In Basseterre, inadequate investments in maintenance and upgrades, the dumping of garbage and other pollutants, illegal sand mining, farming and grazing of animals, and illegal and unauthorised development along ghaut banks threatens the stability of the ghaut network and increases flood risk.

Solid Waste Management

The inappropriate disposal of solid waste, often in derelict buildings or ghauts, is recognized as a threat to the drinking water supply, flood management, biodiversity, marine ecosystems, and the natural and cultural aesthetic of Greater Basseterre. Solid waste is currently disposed of in the Conaree Landfill, which is an uncovered landfill located just outside of the Greater Basseterre planning area. The landfill was constructed in 2002 and is now reaching capacity.

Biodiversity Loss

Habitat loss, pollution, the introduction of invasive species, resource exploitation, and climate change are the main drivers of global biodiversity loss. The degradation of fragile ecosystems around Basseterre Bay, notably sandy beaches, coral reefs, mangroves, and salt ponds, has impacted rare and globally unique species such as seabirds, sea turtles, and other marine life. In addition, the loss of these natural assets, particularly mangroves and sandy beaches, exposes Basseterre to climate risks, such as sea level rise and storm surge, and threatens the natural aesthetic that underscores the region's tourist economy.

Water Scarcity and Drought

The 2018 *Integration of Climate Resilience in Water Supply* report notes that since 2017, water rationing has become an increasingly necessary tool for managing water scarcity. Low rainfall combined with salt water intrusion into the Basseterre Valley aquifer has caused significant stress on the water supply. At the same time, increased demand for freshwater from both the tourism and agricultural sector has placed additional pressure on the region's water supply. According to the NDC's 2021 report, prolonged periods of drought will likely make agriculture more precarious thus increasing the likelihood of food insecurity and the need for sustained water rationing in the future.

Sea Level Rise

Sea level rise in St. Kitts and Nevis has the potential to inflict considerable damage along the coastline as well as loss and reduction of freshwater resources, damage to property, loss of lives, and increased exposure to extreme weather events such as storm surge. In Basseterre, coastal settlements and infrastructure are vulnerable to the effects of sea level rise and the associated risks of flooding and storm surge.

Poverty and Social Vulnerability

Poverty and social vulnerability erode cohesion and trust within society and have serious implications for all residents' health and well-being. Lack of access to basic needs, including safe and secure housing, food and clean water, indoor plumbing, and stable employment further drives social inequality. In Basseterre, some demographic groups, such as women, seniors, children, newcomers, particularly newcomers from Spanish-speaking Caribbean nations, and people living with disabilities, may be more likely to experience poverty and discrimination and may face additional barriers in accessing services and basic amenities.

Inadequate Housing

In Basseterre, the majority of buildings in poor condition are concentrated in the residential neighbourhoods of Irishtown/McKnight and Newtown. Many of the buildings in these neighbourhoods are ageing and lack adequate sanitation systems, and are densely populated with buildings haphazardly sited on small parcels of land. As a result access to many houses is only via footpaths and many areas are susceptible to flooding due to inadequate drainage. According to the 2018 *Draft Land Use Policy Report*, the lack of disaster-resilient housing is a serious concern.

Safety and Security

Violent crime is on the decline in Greater Basseterre. At the same time, and citing data collected by St. Kitts and Nevis Royal Police Service, according to the St. Kitts Commissioner of Police, crimes of opportunity, such as theft of unattended personal property, now make up the largest share of reported crimes. Deficiencies in the built environment, such as inadequate lighting, lack of security cameras, narrow sidewalks, and lack of open public space create opportunities for these crimes to occur.

Urban Decline

Census data shows that between 2001 - 2011, downtown Basseterre experienced population decline. In more recent years, census data shows that the population of downtown Basseterre has stabilized and is now slowly increasing. Despite this, Downtown Basseterre continues to face challenges such as derelict buildings and properties and traffic congestion.

An opportunity: Addressing resilience challenges in Greater Basse-terre

Resilience means understanding how complex systems interact and establishing integrated supports so that systems are not weakened over time by a stressor or destroyed in a matter of minutes or days by a shock.

Many of the shocks and stressors facing Greater Basse-terre are interrelated and if left unaccounted for, may compound to produce even more severe outcomes. Further, different demographic groups are impacted by shocks and stressors in different ways. For instance, an individual's ability to recover from a shock such as a hurricane will be very different depending on factors such as income, gender, and ability. By addressing stressors such as social inequality and inadequate housing individuals and entire communities are more resilient in the face of a significant shock such as a hurricane.

Other mechanisms for enhancing resilience include breaking down government silos to more effectively use resources and designing projects so to address multiple resilience challenges.

Building Resilience in Greater Basse-terre

The following sections outline a structured approach for building a more resilient Greater Basse-terre. The Plan outlines a vision and is structured around four guiding principles, five thematic program areas, and three cross-cutting thematic priorities which are each driven by specific objectives, outcomes, and associated projects. Projects have been selected for their relevance to achieving the URP's vision and for their role in addressing Basse-terre's shocks and stressors.



BUILDING RESILIENCE OF GREATER BASSE-TERRE

DEVELOPING THE PLAN

RESILIENCE DIAGNOSIS

Phase 1 involved analyzing data and documents to extract a comprehensive understanding of potential shocks and stressors, related vulnerabilities, and understanding key gaps and challenges in building urban resilience.

PHASE 1
01

TECHNICAL REPORT

The Technical Report presented a synthesis of key findings, policy gaps, demographic analysis, and the shocks and stressors facing Greater Basseterre

PHASE 2
02

DRAFT PLAN

Draft 1 and 2 shared with project team and external stakeholders for feedback and review

PHASE 3
03

PHASE 4
04

RESILIENCE PLAN FOR GREATER BASSETERRE

Launch of demonstration project

STAKEHOLDER ENGAGEMENT

Ongoing throughout all phases of the project and fundamental for plan implementation

KEY PARTNERS

Full implementation of the URP requires an "all hands" approach and sustained engagement from the public sector, private sector, non-governmental, and civil society stakeholders. A full list of the stakeholders engaged during the development of the URP can be found in the URP *Technical Report*.

In addition to the hundreds of stakeholders engaged during the development of the URP, this plan has been developed in collaboration with several key partners. These partnerships have been instrumental to the development of this plan and are fundamental to its successful implementation.

Key Partners include:

- National Designated Authority (NDA) to the Green Climate Fund (GCF)
- Physical Planning Department (PPD), Ministry of Sustainable Development
- Urban Development Unit (UDU), Ministry of Public Infrastructure, Post and Urban Development
- Human Settlements Department, Ministry of Human Settlement, Ecclesiastical Affairs, and National Health Insurance
- Inland Revenue Department, Ministry of Finance
- Fiscal Affairs, Policy, Investment, and Debt Management Division, Office of the Financial Secretary
- National Emergency Management Agency (NEMA)
- Environmental Health Department, Ministry of Health
- Urban Development Corporation (UDC)
- St. Christopher National Trust
- St. Kitts and Nevis Chamber of Industry and Commerce

RESILIENCE VISION, PRINCIPLES, THEMES, OBJECTIVES, AND PROJECTS

Vision

Greater Basseterre homes, businesses, and critical infrastructure are protected from environmental hazards, housing and living conditions are improved, a downtown heritage district is commercially vibrant, a network of public spaces are accessible to all, and residential and commercial buildings use water efficiently and rely on renewable energy.

Guiding Principles

| A broad understanding of resilience | Responding to known shocks and stressors | Building on existing momentum and capacity | A partnership-based approach to implementation |
|--|---|---|--|
| The plan is centred on reducing vulnerability to climate risk but acknowledges the importance of cultural, community, and economic resilience. | Each of the plan's themes and recommended actions is designed to respond to specific vulnerabilities. | The plan "connects the dots" between a constellation of projects otherwise separated by silos, to leverage synergies and generate efficiencies. | Implementing the plan will draw from the strengths of organizations from the public, private and non-profit sectors. |

Thematic Program Areas



1. Protect

Objective 1: *Protect people, infrastructure, and the environment from the impact of shocks and stressors.*

Outcome P1: *Coastal communities and assets are protected from the impact of flooding, coastal erosion, and storm surge.*

Outcome P2: *The Basseterre Valley Watershed, the ghaut system, and the Basseterre Valley Aquifer are effectively managed and protected from environmental degradation, climate change, and pollution.*



2. Revitalize

Objective 2: *Improve living conditions and the commercial vitality of Greater Basseterre.*

Outcome R1: *Downtown Basseterre, including the Circus, Independence Square, and Port Zante, are attractive destinations for tourists, businesses, and local residents.*

Outcome R2: *All residents of Greater Basseterre have access to safe, secure, and affordable housing, living conditions are improved, and poverty is eradicated.*



3. Access

Objective 3: *Develop an integrated approach to transportation and mobility by balancing multiple modes and ensuring accessible, well-defined public spaces.*

Outcome A1: *Public health and safety are improved through enhanced mobility options including accessible sidewalks, a well-designed public transportation network that complements vehicle access, and safe and accessible public spaces.*

Outcome A2: *Greenspaces throughout Greater Basseterre are protected, well connected, and physically accessible to people of all abilities.*



4. Shift

Objective 4: *Adopt new technologies locally so to better respond to global challenges related to energy and water.*

Outcome S1: *Energy for home and businesses in Greater Basseterre is derived from renewable sources.*

Outcome S2: *Water is used efficiently so that residents and businesses have access to a safe and reliable water supply.*

Outcome S3: *Technology is used to improve monitoring and service delivery.*

5. Engage

Objective 5: *Energize community spirit and local entrepreneurship through business development initiatives, public awareness campaigns, and regular reporting.*

Outcome E1: *Communities receive economic benefit from resilience projects through opportunities for employment and local entrepreneurship.*

Outcome E2: *The public is aware of resilience initiatives and plays an active role in shaping community development.*

Outcome E3: *The implementation of the URP is monitored and reported annually.*

Photo Credit: (all above images): Michel Frojmovic

Cross-Cutting Thematic Priorities

The URP is championed by a leadership body that works to build institutional capacity, identify financing options, and guide plan implementation.



6. Leadership

Outcome L: A leadership body champions the goals of the URP and guides its implementation.



7. Capacity

Outcome C: The skill and commitment of people across departments is leveraged and silos are broken down to achieve the vision of the URP.



8. Finance

Outcome F: Financing is secured from multiple sources using various instruments, including but not limited to loans, grants, equity and guarantees.



Photo Credit: (all above images): Michel Frojmovic

A photograph of a street scene in Basseterre, St. Kitts. The image shows a paved sidewalk leading towards the background. On the left, a person wearing a yellow shirt and dark pants is sitting on a concrete bench, looking down at something in their hands. The sidewalk is flanked by green grass and trees. In the background, there are buildings, including a white building with blue accents and a sign that says "WIFI". The overall scene is bright and clear.

Five themes for a Resilient Greater Basseterre



Theme 1: Protect

Objective: *To protect people, infrastructure, and the environment from the impact of shocks and stressors.*

Greater Basseterre is heavily influenced by both the Basseterre Valley Watershed and its proximity to the sea. While the watershed and the coastal zone provide aesthetic, recreational, and economic value, they also pose significant risks and challenges. For example, both the watershed and the coastline are vulnerable to flooding, improper land use, and pollution, and are impacted by climate risks such as hurricanes.

If the coastal zone and the Basseterre Valley Watershed are not adequately protected, people, physical infrastructure, and the environment will be negatively impacted. The projects highlighted within this thematic program area reflect the importance of establishing systems, investing in infrastructure, and building supports so that people, infrastructure, and the environment are protected from the impact of shocks and stressors.

Outcome P1: Coastal communities and assets are protected from the impact of flooding, coastal erosion, and storm surge.

Number of associated projects: 4

Outcome P2: The Basseterre Valley Watershed, the ghaut system, and the Basseterre Valley Aquifer are effectively managed and protected from environmental degradation, climate change, and pollution.

Number of associated projects: 2



Photo credit: Immigrant Invest

Outcome P1: Coastal communities and assets are protected from the impact of flooding, coastal erosion, and storm surge.

Project P1.1: Coastal Zone Management Baseline Study

Currently, there is no comprehensive baseline study on coastal zone management which treats the entire Basseterre coastline as an integrated entity. A baseline study would build on existing projects such as the project to protect the Bay Road from Port Zante to Fortlands, the plans to expand Port Zante to the east, and existing flood risk modelling. The study would also examine institutional roles in coastal zone management and make recommendations for balancing coastal development and ecological conservation. The baseline study would also consider the intersection between the marine space and the Basseterre Valley Watershed and offer recommendations for the establishment of an integrated coastal zone management unit (ICZM) and supporting policy. This action is also recommended by the *2021 Coastal Master and Marine Spatial Plan*. The ICZM would put in place measures to mitigate the ongoing degradation of fragile ecosystems around Basseterre Bay, notably sandy beaches, coral reefs, mangroves, and salt ponds, the degradation of which has impacted rare and globally unique species such as seabirds, sea turtles, and other marine life.

Shocks and stressors addressed:

Storm surge, flooding, ghaat erosion, coastal erosion

Time frame: Short (1 - 3 years)

Lead agency: PPD

Project P1.2: Evaluation of Investments West of Port Zante

The *Strengthening Coastal Road Infrastructure Resilience* project is being delivered through the Department of Public Works and is intended to enhance protection for a 570 m stretch of road between the Ferry Bus Terminal to the western Groyne, and a 198 m stretch of road along Fort Thomas Road in the Fortlands area. As part of this project, an evaluation should be conducted to determine the extent to which the infrastructure upgrades contributed to coastal resilience and determine whether and what type of infrastructure and additional investments will be required in the future. Future investments could consider multiple interventions such as breakwaters in the nearshore area to ease the impact of wave action, a protective seawall along the shoreline combined with a significantly raised road right of way, and larger-scale culverts and bridges to accommodate overland floodwaters.

Shocks and stressors addressed:

Storm surge, flooding, coastal erosion

Time frame: Short-medium (3 - 5 years)

Lead agency: DPW, PPD

Project P1.3: Implementation of the 2021 Coastal Master and Marine Spatial Plan

The *2021 Coastal Master and Marine Spatial Plan* outlines an integrated approach to coastal governance and marine spatial planning. The Plan offers interventions to build climate resilience, protect coastal ecosystems, and offers tools to achieve sustained and equitable growth.

Shocks and stressors addressed:

Coastal erosion, biodiversity loss

Time frame: Short-medium (3 - 5 years)

Lead agency: DMR, PPD

Project P1.4: Coastal Protection – East of Port Zante

According to the model, prepared for the Government of St. Kitts, Bay Road to the east of Port Zante, extending to Bird Rock and including the Basseterre Fisheries Complex east of the SOL petroleum storage facility, is at risk of extensive flooding under a 100-year flood scenario. A coastal protection project east of Port Zante would protect the city from flood risks. Interventions could include a combination of breakwaters, a protective seawall along the shoreline, significantly raised roads, and large-scale culverts and bridges.

Shocks and stressors addressed:

Storm surge, flooding, coastal erosion

Time frame: Medium-long (7 - 9 years)

Lead agency: UDC, PWD, PPD



Outcome P2: The Basseterre Valley Watershed, the ghaut system, and the Basseterre Valley Aquifer are effectively managed and protected from environmental degradation, climate change, and pollution.

Project P2.1: Integrated Watershed Management Study

There is currently no comprehensive plan for the management of the Basseterre Valley Watershed. Instead, there is a series of largely isolated projects with no overall vision to manage the watershed in an integrated way. An integrated watershed management study would lay the foundation to ensure that Basseterre Valley Watershed is managed as a complete system. The study may include an evaluation of existing initiatives, engineering options to manage the flow of water, recommendations for stronger land use planning regulations, ghaut maintenance planning, water quality monitoring, supply management, and financing options.⁴ The study would also outline options for the development of a watershed management unit, and watershed management plan, and recommend policy for integrated watershed management.

Shocks and stressors addressed:

Water scarcity and drought, ghaut erosion, flooding

Time frame: Short (1 - 3 years)

Lead agency: WSD, PPD

Project P2.2: College Street Ghaut Infrastructure and Management Plan

The project *Land Degradation Control Measure, College Street Ghaut*, led by the Ministry of Environment, involves the installation of gabion baskets for slope stabilization and the rehabilitation of a portion of the weir system. The project is focused on an area of College Street Ghaut between the College Street bridge and the Ft. William Highway bridge. While small in scale, this project is an example of the more comprehensive effort needed to stabilize slopes along the ghaut and rehabilitate and strengthen the system of weirs upstream. As part of this proposed project, a maintenance plan should be developed. The maintenance plan would outline processes for debris removal and introduce protocols for dealing with the illegal dumping of solid waste and illegal land use. Ghaut revitalization and management are essential for flood and damage prevention and so improving ghaut infrastructure and developing a maintenance plan are key interventions.

Shocks and stressors addressed:

Ghaut erosion, flooding, water scarcity, and drought

Time frame: Short-medium (3 - 5 years)

Lead agency: PPD, DOE, PWD



Theme 2: Revitalize

Objective: *Improve living conditions and the commercial vitality of Greater Basseterre.*

Downtown Basseterre is known for its vibrant heritage buildings, waterfront, and diverse public spaces. Disinvestment in the downtown core, however, has left parts of downtown Basseterre in distress. Further, according to the 2018 *Country Poverty Assessment*, a significant amount of poverty in St. Kitts and Nevis is concentrated in urban areas.⁵ Revitalize refers to actions needed to improve the quality of life for residents of

Basseterre living both above and below the poverty line as well as improving the experience of Basseterre for visitors. This involves transforming vacant and dilapidated buildings and properties in the downtown district into attractive business locations while taking action to improve housing conditions and the quality of life for current and future residents.

Outcome R1: Downtown Basseterre, including the Circus, Independence Square, and Port Zante, are attractive destinations for tourists, businesses, and locals.

Number of associated projects: 6

Outcome R2: All residents of Greater Basseterre have access to safe, secure, and affordable housing.

Number of associated projects: 7



Photo credit: SKN Physical Planning Department

Outcome R1: Downtown Basseterre, including the Circus, Independence Square, and Port Zante, are attractive, commercially vibrant destinations.

Project R1.1: Study of synergies between Port Zante and downtown Basseterre

This project recommends the preparation of a technical study to assess the relationship between Port Zante and Basseterre's commercial core, focused on determining the best strategy for finding synergies with Port Zante, rather than competing against it. The conditions for a "win-win" strategy lie in Port Zante's commercial district benefiting from a historically distinctive downtown core, while the downtown core could benefit from a vibrant tourism sector drawn to St. Kitts via Port Zante. This approach will require a deliberate and strategic plan built on partnerships between key stakeholders in the two areas.

Shocks and stressors addressed:

Poverty and social exclusion, safety and security, urban decline

Time frame: Short (1 - 3 years)

Lead agency: UDC, UDU, PPD, SKNCIC

Project R1.2: Independence Square Revitalization

Independence Square is a crucial, culturally significant public landmark. After several decades of neglect, however, the infrastructure in the square has deteriorated. As a result, there is an opportunity for the square to leverage its current features, such as its heritage, mature trees, and central location as part of a reimagining process.

A council, referred to as the Independence Square Management Council (ISMC), should also be established to provide leadership and direction. The role of the council should be to engage stakeholders such as the Downtown Business Association, members of the public, and local business owners, to define the vision for the Square. Potential opportunities for revitalization include: enhancing the square's heritage features, landscaping, cultural programming, designing new art features, benches and tables, and improving lighting and accessibility.

Shocks and Stressors addressed:

Urban decline, security and crime

Time frame: Short (1 - 3 years)

Lead agency: SKNT, UDU, PPD, SKNCIC

Project R1.3: Wastewater and centralized sewage system: Assessing options for wastewater collection and disposal

The *2004 Urban Revitalization Master Plan* states that untreated wastewater from residential and commercial sources is an increasingly urgent environmental health issue. Since 2004, little progress has been made on addressing this issue as the improper disposal of wastewater is still a critical challenge in Greater Basseterre.

Greater Basseterre lacks a centralized sewage system. Instead, properties rely on below-surface septic tanks for sewage disposal which are often susceptible to poor management practices.

To improve the situation, it is recommended that a study be conducted to assess the feasibility of different wastewater collection, disposal, and treatment options for neighbourhoods of downtown Basseterre, including Irishtown/ McKnight, Newtown, and historic downtown Basseterre. Options for improving the water management system include a centralized collection and disposal, a secondary treatment facility, small bore sewage systems, small-scale package treatment plants, and nature-based treatment systems.

Shocks and stressors addressed:

Flooding, disease outbreaks, poverty, and social vulnerability

Time frame: Short (1 - 3 years)

Lead agency: WSD

Project R1.4: Circus and Fort Street Public Space Project

Expanding the tourist experience beyond Port Zante via pedestrian priority access from the national museum to the Circus would increase the benefits of tourism to downtown Basseterre. This project would also create more public space for residents and events and promote walkability.

The Independence Square Management Council (ISMC) could play a role in coordinating a partnership-based approach to managing the Circus with attention to avoiding the duplication of effort, building on existing capacities and drawing from both public and private sector organizations with shared goals and complementary mandates.

This project would involve reducing Fort Street's roadway from Bay Road to a single lane for one-way traffic heading north, widening the sidewalks between Bay Road and the Circus, widening the pavement on all sides of the Circus, prohibiting parking at the Circus, and relocating the taxi stand – in consultation with taxi drivers – to a mutually suitable location.

Other interventions to improve the tourist experience could include permitting the establishment of a sidewalk café in front of (the former) Palm's Hotel with tables, chairs, and umbrellas.

This would promote downtown Basseterre as a destination and encourage people to "linger" in the downtown area. Introducing character features such as wrought iron street lamps and street furniture would also improve the pedestrian experience and make downtown Basseterre a more interesting place to visit. Finally, planting trees and installing potted plants would improve shade cover and make walking in downtown Basseterre more comfortable.

Shocks and Stressors addressed:

Urban decline, security and crime

Time frame: Medium (5 - 7 years)

Lead agency: UDU, PPD, SCNT, SKNCIC

Project R1.5: Designate a Basseterre Historic District

Create a Basseterre Historic District, an area bound by Independence Square to the East, Church Street / College Street to the West, Bay Road to the South, and Cayon Road to the North. This area should be given a formal legal designation which would protect both the built heritage of Basseterre and create a distinct identity that could act as a tourist draw.

Shocks and stressors addressed:

Urban decline, crime

Time frame: Short-medium (3 - 5 years)

Lead agency: PPD, UDU, SCNT, SKNCIC

Project R1.6: Develop a Basseterre Historic District Plan

Following the establishment of a historic district, it is recommended that a detailed management plan is developed. The management plan should outline options to incentivise investment for building retrofits, heritage preservation, facade upgrading through tax credits and small grants, and disincentives for holding vacant land through property taxes. The plan should also explore the role of infill development on vacant and dilapidated lots. As part of the plan's development and implementation, key stakeholders such as local business owners, the Urban Development Corporation's board, and the Chamber of Commerce should be engaged. An institutional assessment should also be conducted to determine the existing capacity for overseeing downtown revitalisation and engaging with property and business owners. This assessment should be used to determine if it is necessary to create a downtown revitalization coordinator position responsible for engaging businesses, working with property owners, and promoting downtown Basseterre as an attractive destination.

Shocks and stressors addressed:

Urban decline, crime

Time frame: Medium (5 - 7 years)

Lead agency: PPD, UDU, SCNT, SKNCIC

Outcome R2: All residents of Greater Basseterre have access to safe, secure, and affordable housing, living conditions are improved, and poverty is eradicated.

Project R2.1: Designate targeted Comprehensive Planning Areas within Irishtown/ McKnight and Newtown

A Comprehensive Planning Area (CPA) is a planning tool enabled by the *Development Control and Planning Act* that allows the state to target and acquire land for redevelopment. Lots that are defined as legally abandoned, in poor condition, or lacking basic services are good candidates for CPA designation. This project proposes that neighbourhood scale blocks within Irishtown and McKnight that are dilapidated, underserved, or abandoned be designated as a CPA. The designation of a CPA would be accompanied by the preparation of a detailed plan. The plan should consider access and infrastructure rights-of-way and outline steps for improving infrastructure in the area including roads, drains, electricity, water supply, and on-lot sewage disposal facilities. The plan should also provide recommendations for engaging impacted residents and outline a rationalization for plot layouts to create more viable parcels, propose alternative housing design solutions, and offer secure tenure for occupants.

Shocks and stressors addressed:

Poverty and social vulnerability, waste management, inadequate housing, disease outbreaks, urban decline

Time frame: Short (1 - 3 years)

Lead agency: PPD, UDU, HSD, IRD

Project R2.2: Study to assess ownership status of vacant and abandoned lots

In downtown Basseterre, the ownership status of some lots is unknown. This project recommends a study to determine the ownership status of vacant lots and the development of a methodology to designate lots as legally abandoned. Vacant lots that are not well maintained may pose health and environmental risks such as soil and water contamination and illegal dumping. Further, vacant and abandoned lots disrupt a neighbourhood's sense of community and place and may lower the value of adjacent properties. The goal of the study would be to identify legally abandoned lots and use the CPA designation to develop them into more productive uses, such as residential or mixed-use (commercial and residential). A secondary goal would be to incentivize owners of vacant properties to use them in a more productive manner, such as for residential or commercial purposes.

Shocks and stressors addressed:

Poverty and social vulnerability, waste management, inadequate housing, disease outbreaks, urban decline

Time frame: Short-medium (3 - 5 years)

Lead agency: PPD, UDU, IRD, EHD, HSD

Project R2.3: Program to Incentivize Disaster Resilient Housing

Much of downtown Basseterre's housing stock, particularly in the neighbourhoods of Irishtown/McKnight and Newtown, is not designed to withstand strong winds or flooding. One of the most effective ways to safeguard communities against hazards is through the implementation of a disaster-resilient building code. This could include standards for the use of more durable, water-resistant materials, elevating structures in flood-prone areas, strengthening gable ends, and limiting roof overhangs in all newly constructed buildings. This intervention should be coupled with an incentive program in the form of a grant, concessionary loans, or a tax break to assist property owners in retrofitting their homes to meet the disaster resilient building code standards.⁶

Shocks and stressors addressed: Poverty and social vulnerability, inadequate housing, disease outbreaks

Time frame: Short-medium (3 - 5 years)

Lead agency: NEMA, PPD

Project R2.4: Affordable Housing Strategy for Basseterre

This project recommends the development of a strategy for affordable housing in downtown Basseterre. The strategy should introduce zoning for medium density (3 to 5-story residential and mixed-use buildings) in Newtown. This could be enabled through infill development of vacant lots, and the assembly and redevelopment of multiple lots. This sort of development would increase the availability of housing,

provide new retail space and bring new people and businesses into Central Basseterre. New housing development, including retrofitting existing buildings and incentivizing infill development, could generate a mix of affordable and full market price units for rental or ownership developed and built through public-private partnerships.

Shocks and stressors addressed: Inadequate housing, urban decline

Time frame: Short-medium (3 - 5 years)

Lead agency: PPD, UDU, HSD

Project R2.5: Informal Settlement Upgrading and Prevention

Informal settlements in Irishtown/McKnight and Newton provide housing for thousands of people but often lack sufficient sewage infrastructure, suffer from overcrowding, and are at a disproportionate risk of climate-related hazards. An informal settlement upgrading and prevention strategy is a tool to improve the quality of life for residents living in informal settlements, prevent the expansion of existing informal settlements, and connect vulnerable residents to formalized housing before the need for informal housing arises. An informal settlement strategy would include an inventory of existing settlements in Irishtown/McKnight and Newtown and include policies, planning, and regulations to prevent the expansion of informal settlements. An informal settlement strategy should also address the reliance on pit latrines and unauthorized disposal of greywater into the public right of way.

Shocks and stressors addressed:

Poverty and social exclusion, waste management, inadequate housing, urban decline

Time frame: Short-medium (3 -5 years)

Lead agency: NEMA, PPD

Project R2.6: Basseterre Highschool Redevelopment

The Basseterre Valley Highschool site is currently vacant. The future of the site is undetermined and several options have been considered, including redeveloping the site for a new use or restoring the site to its former use as a high school.

A proposed project championed by the PPD seeks to capitalize on the opportunity to revitalize an area in the heart of Basseterre; the site's location and size position it as an excellent parcel of land for development purposes.

The proposal involves partitioning the 10 acres of land that was previously occupied by the Basseterre High School into three sections, including 6 acres for the development of a multi-sport indoor facility which would provide year-round space for various sports and promote physical activity.

Environmental health assessments conducted by the Caribbean Public Health Agency (CARPHA) and the National Institute for Occupational Health and Safety (NIPHS) of the Basseterre Highschool site found no conclusive evidence of site contamination, but any future re-development will require further investigation.

Shocks and Stressors addressed:

Economic vulnerability, urban decline

Time frame: Medium (5 - 7 years)

Lead agency: PPD

Project R2.7: Greenlands Enhancement Project

The Greenlands housing development (immediately north of McKnight) includes 14 vacant buildings. While all lots are privately owned, the ownership status of some is unclear. This project recommends developing a methodology for evaluating ownership status and designating properties as legally abandoned and developing a detailed plan to determine an appropriate set of actions, such as acquisition for redevelopment. Any development that does not align with existing covenants will have to undergo public consultation.

Shocks and Stressors addressed:

Inadequate housing, urban decline

Time frame: Medium-long (7 - 9 years)

Lead agency: PPD



Theme 3: Access

Objective: *Develop an integrated approach to transportation and mobility by balancing multiple modes and ensuring accessible, well-defined public spaces.*

Transportation in Greater Basseterre is currently dominated by private cars. Traffic, parking, and the lack of physical accessibility are persistent barriers to an accessible, commercially vibrant downtown core. This set of projects is designed to balance multiple modes of transportation to improve public health, mobility and accessibility, and reduce GHG emissions. In addition,

these projects are intended to protect, promote, and increase the accessibility of a network of greenspaces across Greater Basseterre. By improving the accessibility, mobility, and connectivity of Greater Basseterre, people will be able to access businesses in downtown Basseterre as well as a network of parks and protected areas.

Outcome A1: *Public health and safety are improved through enhanced mobility options including accessible sidewalks, a well-designed public transportation network, and safe and accessible public spaces.*

Number of associated projects: 3

Outcome A2: *Public spaces throughout Greater Basseterre are protected, well connected, and physically accessible to people of all abilities.*

Number of associated projects: 2

Outcome A1: Public health and safety are improved through enhanced mobility options including accessible sidewalks, a well-designed public transportation network, and safe and accessible public spaces.

Project A1.1: Integrated Mobility Study

Currently, there is no comprehensive mobility plan in Greater Basseterre. This project would take an integrated approach to evaluate the transportation network in Greater Basseterre to improve accessibility, increase transportation efficiencies, reduce congestion, and reduce greenhouse gas emissions. The study would examine all forms of transportation, including public transportation demand, routes, supply, facilities, opportunities for expansion, traffic and congestion, and other modes of transportation such as vehicle traffic, walking, and cycling. The study would also consider the impact of traffic lights, parking, the proposal to relocate College St. Ghaut buses to a site located adjacent to the old Basseterre High School, and the role of improved pedestrian access on businesses in downtown Basseterre. The study may also consider options for pedestrianizing several blocks of Fort Street as was done during the 2006 Cricket World Championship. As part of the study, several options for parking spaces and facilities are to be recommended, including introducing a new handicap parking policy.

Another objective of the integrated mobility study is to improve physical accessibility. As part of the study, an accessibility audit of sidewalks, parking spaces, public spaces, and buildings should be conducted. According to the SKN Association for Persons with a Disability, less than 10% of buildings in

Basseterre have accessibility features such as ramps, side railings, and elevators and there are no legal requirements for property or business owners to comply with accessibility standards. This project would recommend a strategy to incentivize businesses to improve physical accessibility, such as ramps leading to buildings and reserved parking spots for people with mobility challenges.

Shocks and Stressors addressed:

Poverty and social vulnerability, security and crime, urban decline

Time frame: Short (1 - 3 years)

Lead agency: PPD, UDU, PWD

Project A1.2: Parking facilities

One of the outcomes of the integrated mobility study should be a parking facilities report which would include an assessment of demand for and recommended locations of parking spaces and facilities, including recommendations for a handicap parking policy. The recommendations of the study should identify parking options based on traffic demand and accessibility, and consider the impact of the PPD's proposed parking facility on the former Basseterre High School and the East Port Zante project proposal which calls for a 2-storey, 500-vehicle parking facility using the eastern portion of Port Zante lands. This project would focus on implementing parking facilities based on the report's findings.

Shocks and Stressors addressed:

Urban decline, security and crime

Time frame: Short-medium (3 - 5 years)

Lead agency: PPD, UDU, PWD

Project A1.3: Placemaking: Enhancing safety and security through environmental design

The safety and security of pedestrians can be improved through investments in the built environment. Improving the physical accessibility and safety of sidewalks and other public spaces makes people feel safe while moving about the city. Designating accessible parking spots via a handicap parking policy would also support efforts to make downtown Basseterre accessible to people with mobility challenges.

Moreover, improved infrastructure may deter "crimes of opportunity" as people may be less likely to commit petty crimes if there are more people around. Specific interventions may include widening sidewalks, installing security cameras, improving street lights, planting trees to increase shade cover, introducing benches, and exploring options for pedestrianizing areas of the city, such as Fort Street.

Shocks and Stressors addressed:

Security and crime, urban decline

Time frame: Short-medium (3 - 5 years)

Lead agency: PPD, UDU, PWD, SKNRPS



Basseterre Bus Terminal. Photo credit: Michel Frojmovic

Outcome A2: Greenspaces throughout Greater Basseterre are protected, well connected, and physically accessible to people of all abilities.

Project A2.1: Basseterre Valley National Park

Basseterre Valley is an important ecological space. Designating it as a national park presents an opportunity to promote a multi-sectoral initiative that strengthens environmental stewardship and encourages a healthy lifestyle.

As part of this project, it is recommended that the 350-acre site include a visitor centre, a large amphitheatre, a small amphitheatre, a farmers' market, and public restrooms. Recreational amenities to accommodate walking and cycling could include walking trails, cycling trails, outdoor gyms and playgrounds, gazebos, and BBQ pits.

Shocks and Stressors addressed:

Biodiversity loss, water scarcity and drought

Time frame: Medium (5 - 7 years)

Lead agency: DOE, PPD

Project A2.2: Establish a Green Network through Signage

This project involves establishing a network of parks by introducing a series of branded signs containing place names, directions, and common symbology. Connecting parks in Greater Basseterre through signage enables greater connectivity, raises public awareness, and can be leveraged to promote Greater Basseterre's ecological diversity.

Shocks and Stressors addressed:

Biodiversity loss

Time frame: Medium (5 - 7 years)

Lead agency: PPD



Independence Square. Photo credit: Michel Frojmovic

Theme 4: Shift

Objective: *Adopt new technologies locally so as to better respond to global challenges related to energy and water.*

Global challenges, such as climate change, the ongoing COVID-19 pandemic, and international conflict have local implications. Building resilience to these shocks and stressors means developing localized systems that can quickly adapt and respond to change. Technology is an important tool for facilitating this transition as it can improve system efficiencies and communications and support monitoring activities.

The transition to low-carbon energy systems is essential in the fight against climate change. Fossil fuel imports are often subject to supply chain disruption and price spikes which can cause economic hardship and unrest domestically.

Investing in the renewable energy sector is an opportunity to gain energy independence and ensure a safe, secure, low-carbon energy supply now and in the future.

Climate change often manifests itself through changes in the water cycle. Drought, flooding, and sea level rise are challenges confronting Greater Basseterre. In particular, water stress driven by drought is a key issue in Greater Basseterre as demand is projected to outpace supply. Developing tools to shift to more resilient systems is key to the health and wellbeing of social and ecological systems in Greater Basseterre.

Outcome S1: *Energy for homes and businesses in Greater Basseterre is derived from renewable sources.*

Number of associated projects: 4

Outcome S2: *Water is used efficiently so that residents and businesses have access to a safe and reliable water supply.*

Number of associated projects: 1

Outcome S3: *Technology is used to improve service delivery*

Number of associated projects: 1

Outcome S1: Energy for homes and businesses in Greater Basseterre is derived from renewable sources.

Project S1.1: Shift to Solar

Ensure full implementation of the solar generation and storage project in the Basseterre Valley. Upon completion, this project will produce 30-35% of SKN's baseline energy needs. A full project description can be found in the URP *Technical Report*.

Shocks and Stressors addressed:

Energy Prices Hikes and Supply Chain Disruption

Time frame: Medium (5 - 7 years)

Lead agency: Energy Unit, PPD

Project S1.2: Rooftop solar for Basseterre properties

There is a need for a targeted and structured approach to embedding energy independence and diversification within Greater Basseterre. The *Accelerated Sustainable Energy and Resilience Transformation 2030 Framework (ASERT-2030)*, is a key initiative to advance the energy transition in the Caribbean Region. One of the ASERT Initiatives (ASERTives) is Climate Resilient Sustainable Energy Roofs. This initiative introduced standards for new construction to build climate-resilient, sustainable roofs in 75% of homes in the region by 2035. New roof installations will be designed to withstand extreme weather events while embedding solar, wind, water and other energy generation and storage technologies into homes and businesses. This initiative, however, must

be enabled through policy and legislation that provides a financial incentive to property owners to invest in rooftop solar. This could include provisions to sell excess energy to the national energy provider or a tax incentive. There is also a need to address private-sector readiness to absorb renewable energy.

Shocks and Stressors addressed:

Energy Prices Hikes and Supply Chain Disruption

Time frame: Medium (5 - 7 years)

Lead agency: Energy Unit, PPD

Project S1.3: Electric Vehicle (EV) Charging facilities in Basseterre

Investing in electric vehicles (EVs) with renewal energy production is ideal, but EVs powered by diesel fuel are still more efficient than traditional vehicles. The introduction of EVs will contribute to SKN's NDCs goal of increasing the share of EVs in the vehicle fleet to at least 2% by 2030.

Shocks and stressors addressed:

Energy price hikes and supply chain disruption

Time frame: Medium-long (7 - 9 years)

Lead agency: Energy Unit, PWD, PPD

Project S1.4: Monitoring and Managing Electronic Waste (e-waste)

E-waste poses environmental health challenges. If e-waste is improperly disposed of, heavy metals and other pollutants can leach into the soil and impact the water supply which has consequences for human and environmental health. The unintended consequence of transitioning to renewable energy is a potential increase in the supply of e-waste. This project recommends developing a data collection, management, and monitoring system to ensure the e-waste is properly recycled. There is no known data source on the issue of e-waste currently.⁷ Monitoring and managing e-waste should be integrated into a larger country-wide effort to introduce a national solid waste management plan and strengthen waste diversion efforts, including recycling.

Outcome S2: Water is used efficiently so that residents and businesses have access to a safe and reliable water supply.

Project S2.1: Water management: Assess options for water loss prevention

Greater Basseterre is facing a water supply challenge.⁸ The region is experiencing a drought and at the same time, the demand for potable water from the tourism and agricultural sectors is increasing. This study would examine options for water loss prevention as a tool for sustainable water resource management. Options for improving water management include introducing standards to improve water use efficiency, upgrading infrastructure, introducing a program to

Shocks and Stressors addressed:

Waste management

Time frame: Medium-long (7 - 9 years)

Lead agency: SWMC, DOE, PPD



Solar Farm Project Announcement. Photo credit: Leclanché

incentivize water efficiency in the home, introducing water metres for homes, businesses, and industry, and introducing a program to incentivize the use of rainwater harvesting systems.

Shocks and Stressors addressed:

Water scarcity/ drought, poverty and social vulnerability

Time frame: Short (1 - 3 years)

Lead agency: WSD

Project S2.2: Salt Water Desalination Plant

The 2022 GCF Water Concept Note on the SKN TransWater Project recommends the design, installation, and commission of a low carbon seawater reverse osmosis (SWRO) desalination plant. The desalination plant would be powered by a new grid-tied solar photovoltaic (PV) system and would supply potable water to Greater Basseterre.

Shocks and Stressors addressed:

Water scarcity/ drought, poverty and social vulnerability

Time frame: Medium (5 - 7 years)

Lead agency: WSD



Ghaut System. Photo credit: Michel Frojmovic

Outcome S3: Technology is used to improve service delivery

Project S3.1: Urban Resilience Technology Innovation Centre

Digital technologies are an integral part of building resilience across all themes. This project builds off of the 2019 *Digital Transformation Strategy* which recommends the establishment of an Urban Resilience Technology Innovation Centre. The centre would play a critical role in developing methodologies for using technologies to report, track, and implement the URP. Some of the digital technologies that could be considered include drones and other types of real-time sensors for mapping, geospatial technologies to assist with traffic management, traffic lights, and parking, artificial intelligence for trend prediction and forecasting, the use of 3-D printing

for modelling of projects such as the Independence Square redesign, and the use of an interoperability platform to perform analysis of biological data.

Shocks and Stressors addressed:

Water scarcity/ drought, poverty and social vulnerability

Time frame: Medium (5 - 7 years)

Lead agency: DIT, PPD

Theme 5: Engage

Objective: *To energize community spirit and local entrepreneurship through business development initiatives, public awareness campaigns, and regular reporting.*

The public has a role to play in advancing resilience. Social and cultural connection, local economic diversity and entrepreneurship, and civic engagement provide a strong foundation for community resilience. Further, engaged citizens are allies in environmental stewardship and can play pivotal roles in improving neighbourhood quality of life

Embedding resilience in the planning and delivery of services and engaging with the public on social and environmental issues will strengthen overall civic engagement, local entrepreneurship, and cultural diversity.

Outcome E1: *Communities receive economic benefit from resilience projects through opportunities for employment and local entrepreneurship.*

Number of associated projects: 2

Outcome E2: *The public is engaged in resilience initiatives, plays an active role in shaping community development, and benefits economically.*

Number of associated projects: 2

Outcome E3: *The implementation of the URP is monitored annually and a report is disseminated to key stakeholders*

Number of associated projects: 1



Photo credit: [Travel Blog](#)



Photo credit: [Pride News](#)

Outcome E1: Communities receive economic benefit from resilience projects through opportunities for employment and local entrepreneurship.

Project E1.1: Coastal Protection Investment as Catalyst for Neighbourhood Resilience

The boardwalk proposed as part of the *Strengthening Coastal Road Infrastructure Resilience* project presents an opportunity to engage with residents in Irishtown/ McKnight for the purpose of mutual economic development. Once completed, the boardwalk will be an attractive destination for both locals and tourists and as part of the development process, there is an opportunity to engage with residents in Irishtown/ McKnight. This engagement should focus on identifying economic development opportunities that act as a "win-win" between residents and the boardwalk developers. Special attention should be given to ensuring women and young people (people under 30) are engaged in the development process and have an opportunity to pitch business development and place-making ideas. Potential opportunities may include food establishments, shopping, entertainment, and restaurants as well as place-making initiatives such as lighting, public art, and other forms of entertainment.

Shocks and Stressors addressed:

Urban decline

Time frame: Short (1 - 3 years)

Lead agency: PWD, UDU, PPD, UDC

Project E1.2: Street Vending Strategy - "Public Space for All"

Street vendors play an important role in contributing to urban economies around the world. In Basseterre, street vendors contribute to the economic and cultural vibrancy of the downtown area. A street vending strategy would identify options for balancing economic opportunities, maintaining sidewalk accessibility, and considering the impact of street vendors on other local businesses, including tourism, and vice versa. Respecting the rights of street vendors to a sustainable livelihood and supporting local entrepreneurship is an important component of making downtown Basseterre a more commercially vibrant and welcoming destination for all.

Shocks and stressors addressed:

Poverty and social vulnerability, safety, and security, urban decline

Time frame: Short-medium (3 - 5 years)

Lead agency: PPD, UDU

Outcome E2: The public is aware of resilience initiatives and plays an active role in shaping community development.

Project E2.1: Develop a Communications Plan to Sensitize the Public to Urban Resilience

Prepare and implement a communications plan to sensitize the public to the vision, principles and themes of the URP. This would include re-introducing Urban Development Week to generate excitement around urban resilience. Urban Development Week was co-delivered by UDU and UDC in 2021.

Shocks and Stressors addressed:

Urban decline

Time frame: Short (1 - 3 years)

Lead agency: UDU, PPD, UDC

Project E2.2: Integrate Urban Resilience into Curriculum

Work with the Ministry of Education to develop and integrate curriculum to reach both primary and secondary school students. The curriculum should include materials on climate change, land use planning, and disaster risk reduction. A curriculum designed to reach an adult audience should also be designed and delivered. The adult curriculum could be delivered through a series of seminars or workshops and efforts should be made to reach populations, such as women, older adults, people living in poverty, young professionals, and people living with a disability. Topics for adult education could revolve around practical actions such as rainwater harvesting, home energy systems, or food security.

Shocks and Stressors addressed:

Urban decline

Time frame: Short (1 - 3 years)

Lead agency: UDU, Ministry of Education, Clarence Fitzroy Bryant College



Historic church. Photo credit: Michel Frojmovic

Outcome E3: The implementation of the URP is monitored, reported on annually, and disseminated to key stakeholders

Project E3.1: Annual Report on Plan Implementation and Dissemination Strategy

The URP must be accompanied by an annual report that monitors the progress made toward plan implementation. The annual report should report on the status of projects, describe progress made, and identify challenges in plan implementation. The report should be shared with the Minister responsible as well as other stakeholders engaged throughout the development of the plan. The annual report should be accompanied by a dissemination strategy which outlines an approach for sharing the progress of the URP with stakeholders and civil society. Based on the annual report and input from stakeholders, the URP Action Plan should be updated annually.

Time frame: Annually

Lead agency: UDU, PPD



Housing development. Photo credit: Physical Planning Department



Historic fountain. Photo credit: Michel Frojmovic



Cross-cutting Thematic Priorities

Cross-Cutting Thematic Priorities

The three cross-cutting priorities of leadership, capacity, and financing lay the foundation for the success of the URP. An engaged, multi-sectoral leadership team, strong capacity across governmental departments, the private sector, and civil society, and access to financing mechanisms will enable the implementation of the URP.



Downtown Basseterre. Photo credit: Michel Frojmovic



Theme 6: Leadership

Outcome L1: *A leadership body champions the goals of the URP and guides its implementation.*

Project L1.1: Institutional review and options for an urban resilience development corporation

Successful plan implementation will rely on the establishment of an urban resilience development corporation (URDC). A first step to establishing a development corporation is an institutional assessment of St. Kitts' existing entities, including the Urban Development Corporation, the Frigate Bay Development Corporation, and the Whitegate Development Corporation. The assessment should consider existing capacity, current positions, and the possibility of consolidating roles. In addition, the review should consider options for modelling a development corporation after best practices. Examples include Jamaica's Urban Development Corporation and the SKN's Whitegate Development Corporation. The review should consider the legislative environment, governance structure, geographic scope, responsibilities, and financing options.

Time frame: Short: (1 - 3 years)

Lead agency: IMWG

Project L1.2: Establish an urban resilience development corporation as a statutory body

Once a preferred option has been recommended, the next step is to establish an urban resilience development corporation (URDC) to lead the implementation of the URP. The URDC will draw from lessons learned from existing development corporations to bring together leaders from the public sector, private sector, and civil society. A URDC will require cabinet approval and should be overseen by a board comprised of business leaders, climate experts, infrastructure specialists, and members representing civil society organizations. Depending on the preferred option chosen, a URDC may require new legislation, or amending the bylaws of one or more existing bodies. A URDC will be responsible for designating CPA, preparing detailed project plans, and managing projects. Pursuing the establishment of this public-private partnership driven-structure will require the cabinet's endorsement of the URP generally, and this recommendation specifically.

Time frame: Short-medium (3 - 5 years)

Lead agency: Cabinet



Theme 7: Capacity

Outcome C1: *The skill and commitment of people across departments are leveraged and silos are broken down so to achieve the vision of the URP.*

Project C1.1: Establish an inter-ministerial working group

An inter-ministerial working group will focus on enabling the transition from plan to implementation and should be grounded in the findings from the institutional assessment carried out as part of the groundwork for the URDC. The inter-ministerial working group would work to bring together the technical capacity needed to advance the URP. The inter-ministerial working group should draw from at least seven departments and agencies:

- Urban Development Unit, acting as secretariat
- Physical Planning Department, acting as chair
- National Emergency Management Agency
- Human Settlements Department
- Inland Revenue Department
- Environmental Health Department
- Fiscal Policy and Debt Division

The working group should also engage the input of other entities such as the St. Christopher National Trust as a non-governmental advisor on heritage, Urban Development Corporation regarding synergies with the central business district, and the Chamber of Industry and Commerce on opportunities for partnership with the private sector.

This working group should be established within the first year of the URP and will be tasked with preparing the following outputs over a 12-month period:

1. Drafting policy and accompanying legislation that would enable the establishment of an urban resilience development corporation
2. An operational plan for an urban resilience development corporation to implement the URP
3. Detailed steps for targeted acquisition of vacant and derelict properties
4. Detailed plans for a select number of Comprehensive Planning Areas focused on a mix of affordable housing, market housing, and commercial and institutional uses with supporting infrastructure
5. A legal delineation of a downtown Heritage Zone and associated heritage guidelines
6. A design of an Urban Resilience Taxation Policy Package

Time frame: Short (1 - 3 years)

Lead agency: IMWG

Project C1.2: Identify new data sources to inform implementation and monitoring

Data that can be used to inform monitoring and reporting of the URP must be identified and regularly compiled so as to understand the implementation of the URP. Possible data sources include data from the 2021 census and data from the Climate and Ocean Risk Vulnerability Index (CORVI). There is also an opportunity to integrate emerging GoSKN digital platforms designed for monitoring, reporting, and verification on climate financing initiatives.

Time frame: Short (1 - 3 years)

Lead agency: IMWG

Theme 8: Finance

Outcome F1: *Financing is leveraged from multiple sources and draws from various instruments such as loans, grants, equities, and guarantees.*

Project F1.1: Assess funding sources to support foundational projects

Identify appropriate funding mechanisms to support the implementation of foundational projects to be launched within the first three years of the URP. These could include:

Parliamentary grant: An initial parliamentary appropriation will be required for operationalizing the inter-ministerial working group. A parliamentary subvention will also be required in the start-up phase of the urban resilience development corporation. Subsequent parliamentary contributions to capital and operating costs will be considered on a project-by-project basis.

Green Climate Fund (GCF) Country Program: URP projects aligned with GCF priorities are expected to be included in the GCF Country Program.

Also, St. Kitts and Nevis, as part of a Regional GCF project currently under implementation, will benefit from the development of a regional urban programme to be submitted to GCF for funding.

Global Environmental Facility (GEF):

Consider Global Environmental Facility (GEF) small grants and work with Community Development and Social Services Departments to identify opportunities to fund urban resilience projects in Irishtown/McKnight and Newtown.

The Caribbean Development Bank (CDB):

As a key partner in the preparation of the URP, the CDB may have an interest in funding a select number of foundational projects that align with its investment priorities.

Explore other funding sources:

Opportunities for outside funding include working with United Nations agencies, such as the UN Industrial Development Organization (UNIDO), to secure funding for technical support to design an organizational structure for a development corporation focused on delivering public-private partnerships.

Time frame: Short (1 - 3 years)

Lead agency: IMWG

Project F1.2: Design a taxation policy package for the Basseterre Enterprise and Free Trade/Opportunity Zone

Basseterre is already designated as an Enterprise and Free Trade/Opportunity Zone. The taxation policy package would include performance targets for accessing tax incentives focused on urban resilience goals. The package would include a combination of the following incentives and penalties targeting private sector developers, individual residents and investors. These could include:

- Tax credits against corporate income tax for business investors and affordable housing developers
- Reduced property tax rates for properties in the Special Zone
- Waived taxes, interest and penalties on lots identified in the Special Zone
- A "Surcharge Tax" on undeveloped land to discourage speculative behaviour.
- Leveraging private household investments by offering cost-shared grants for home improvements.

Time frame: Medium (5 - 7 years)

Lead agency: IMWG

Project F1.3: Develop a private sector investment strategy for selected projects

Attract private investors to partner in property development and commercial real estate projects consistent with the goals of the URP.

Time frame: Medium (4 - 6 years).

Lead agency: IMWG

Project F1.4 Assess opportunities for relying on emerging and alternative financing tools

Conduct an assessment of emerging financing tools for urban resilience projects, including blended finance, development impact bonds and social impact bonds, conservation trust funds, urban resilience levy/tax and crowdsourcing-diaspora financing.

Time frame: Medium (5 - 7 years)

Lead agency: IMWG

Project F1.5 Citizen by Investment

Establish an Urban Resilience Income Stream within the Citizenship by Investment Program's Alternative Investment Option to fund selected projects within the action plan.

Time frame: Medium (5 - 7 years)

Lead agency: IMWG

For more detailed information on Greater Basseterre, please consult the Technical Report . For more information on implementing foundational projects, please consult the Urban Resilience Playbook



Annex

ACRONYMS

| | |
|--------|--|
| CDB | Caribbean Development Bank |
| CDEMA | Caribbean Disaster Emergency Management Agency |
| CDM | Comprehensive Disaster Management |
| CFBC | Clarence Fitzroy Bryant College |
| COVI | Climate and Ocean Vulnerability Index |
| CP | Country Programme |
| CPA | Comprehensive Planning Area |
| CSO | Civil Society Organisation |
| DCPA | Development Control and Planning Act |
| DCPB | Development Control and Planning Board |
| DOE | Department of Environment |
| DPW | Department of Public Works |
| ED | Enumeration district |
| GCF | Green Climate Fund |
| GEF | Global Environmental Facility |
| GHG | Greenhouse gases |
| GIS | Geographic Information System |
| GoSKN | Government of St. Kitts and Nevis |
| ICZM | Integrated Coastal Zone Management |
| IMWG | Inter-ministerial Working Group |
| ISMC | Independence Square Management Council |
| NCEMA | National Conservation and Environmental Management Act |
| NDA | National Designated Authority |
| NDC | Nationally Determined Contributions |
| NDPF | National Development Planning Framework |
| NEMA | National Emergency Management Agency |
| NEP | National Energy Policy |
| NGO | Non-governmental organisation |
| NHC | National Housing Corporation |
| NPDP | National Physical Development Plan |
| NSPS | National Social Protection Strategy |
| PPD | Physical Planning Department |
| PSIP | Public Sector Investment Programme |
| RP | Return Period |
| SDG | Sustainable Development Goal |
| SEP | Stakeholder Engagement Plan |
| SGP | Small Grants Program |
| SIDS | Small Island Developing States |
| SKELEC | St. Kitts Electricity Company |
| SKN | St. Kitts and Nevis |
| SKNCIC | St. Kitts and Nevis Chamber of Industry and Commerce |
| SWMA | Solid Waste Management Act |
| SWMC | Solid Waste Management Corporation |
| UDC | Urban Development Corporation |
| UDU | Urban Development Unit |
| URMP | Urban Revitalisation Master Plan |
| URP | Urban Resilience Plan |

End Notes

- 1** The definition of Urban Resilience is adapted from the Urban Resilience Network. More information is available here: <https://resilientcitiesnetwork.org/what-is-resilience/>
- 2** The URP boundaries were shared with and validated by stakeholders during the Phase 1 consultation period.
- 3** Census data for EDs from 2001 and 2011 and Pre-Census data from 2020 were used to examine household and population change within the three regions.
- 4** One of the outputs listed in the SKN TransWater project is an assessment of water resources and stronger integrated water planning. Project P2.1 fits within the scope of the proposed activities, but requires a more specific focus on the Greater Basseterre Watershed.
- 5** Urban poverty in St. Kitts is generally higher than rural poverty (21.4% vs. 17.9%) The Parish with the highest rate of poverty is St. Thomas (39%) and Trinity (32%)
- 6** The current building code is being updated as part of a GEF-funded project *Improving Environmental Management through Sustainable Land Management in St. Kitts and Nevis*. This project is being implemented by the UUCN.
- 7** No known data source exists. Information regarding e-waste based on an interview with the Chair and acting CEO of the Solid Waste Management Corporation.
- 8** The SKN TransWater Project proposes the design and installation of a desalination plant to serve Greater Basseterre.
- 9** Cover photos courtesy of Michel Frojmovic and the Physical Planning Department



Urban Resilience Plan for Greater Basseterre, 2022-2037

Urban Resilience Plan Playbook

Ten Foundational Projects for the First Three Years of Plan Implementation



Prepared by Acacia Consulting and Research for the National Designated Authority (NDA), Ministry of Sustainable Development, Government of St. Kitts and Nevis and the Caribbean Development Bank (CDB) within the framework of the Green Climate Fund (GCF) Readiness Programme for St. Kitts and Nevis for Institutional Capacity and Coordination and Country Programming, Consultancy Services for the Development of an Urban Resilience Plan.

Draft Submitted October 10th, 2022

What is the Urban Resilience Plan Playbook?

The Urban Resilience Plan (URP) for Greater Basseterre identifies 45 projects to be implemented over a 15-year period. Projects included in the URP Playbook are considered foundational to the success of the URP and are therefore intended to be launched and announced within the Plan's first three years of implementation. The URP Playbook provides additional detail on each of these ten projects and is intended to be a resource document for further project development required to secure funding.

Projects highlight in the URP Playbook include:

1. Establish an Inter-Ministerial Working Group
2. Institutional review and options for an urban resilience development corporation
3. Independence Square revitalization
4. Integrated Coastal Zone Management baseline study
5. Study of synergies between Port Zante and downtown Basseterre
6. Designate Comprehensive Planning Areas within downtown Basseterre
7. Assess options for wastewater collection, treatment, and disposal
8. Integrated transportation mobility study
9. Water demand management study: Assess options for water loss prevention
10. Identify funding sources to support plan implementation

The URP Playbook is intended as a rolling three-year implementation plan and is meant to be updated over time. As new projects emerge or as projects are completed, the Playbook can be revised to reflect changing priorities or a new three-year cycle.

Project 1: Establish an Inter-Ministerial Working Group (IMWG)

Timeline: Immediate. IMWG to be launched within first 3 months of implementation of the URP and is to be sustained over its lifetime.

Estimated cost: US\$100,000 / year operating budget, not including staff time. Staff time to be contributed by participating departments and agencies. Budget includes hiring technical specialists, meeting expenses, communication expenses and expenses for printing and disseminating reports.

Justification: Within the GoSKN there are at least four agencies with physical planning capacity: PPD, UDU, Human Settlements Department, and NEMA. Other government entities, such as the Ministry of Finance, Department of Environment, and Ministry of Tourism also have a stake in the physical development of Basseterre. The inter-ministerial working group will facilitate open lines of communication and collaboration between government entities with a stake in building the resilience of Greater Basseterre.

Objective: The objective of the inter-ministerial working group (IMWG) is to bring together government departments, agencies, and external actors with the technical capacity, resources, and institutional knowledge to prepare policies and plans in support of the implementation of the URP.

URP Thematic Alignment: Capacity

Policy Alignment:

- The 2004 Urban Revitalization Master Plan (URMP) recommended adopting a structured inter-sectoral approach to plan preparation, development control, and policy and project development and implementation. The IMWG would facilitate collaboration between different stakeholders to ensure successful implementation of the URP.

Anticipated Activities: The IMWG is responsible for overseeing several key activities that are considered foundational to the successful implementation of the URP. These activities include:

1. Drafting the policy and accompanying legislation that would enable the establishment of an urban resilience development corporation
2. Developing an operational plan an urban resilience development corporation
3. Outlining the necessary steps for targeted acquisition of vacant and derelict properties and the establishment of a Comprehensive Planning Area
4. Developing detailed area plans for a select number of Comprehensive Planning Areas focused on a mix of affordable housing, market housing, and commercial and institutional uses with supporting infrastructure
5. Implementing a legal delineation of a downtown heritage district and associated heritage guidelines
6. Designing an Urban Resilience Taxation Policy Package

Anticipated results: The IMWG will break down existing governmental silos and enable expertise, finance, data, and capacity to flow in support of the implementation of the URP.

Agencies responsible: The IMWG will be comprised of representatives from several government departments and external agencies. This includes:

- Physical Planning Department, acting as Chair
- Urban Development Unit, acting as secretariat
- National Emergency Management Agency
- Human Settlements Department
- Inland Revenue Department
- Environmental Health Department
- Fiscal Policy and Debt Division

The IMWG should also engage the input of other entities with specialized knowledge, such as the St. Christopher's National Trust as heritage advisor, the Urban Development Corporation, acting as advisor on synergies with the central business district, and the St. Kitts and Nevis Chamber of Industry and Commerce, acting as an advisor on partnership opportunities with the private sector.

Project 2: Institutional Review and Options for an Urban Resilience Development Corporation

Timeline: Review to begin within 3 months of Plan implementation and be carried out of a 12-month period.

Estimated cost: One time investment of US\$100,000. Estimated cost of consulting fees, consultation, and travel.

Justification: The skills and resources necessary to form an URDC may already be present within the departments and agencies that make up the GSKN. The Institutional review will determine existing capacity, roles, and responsibilities related to physical planning and land use within the GSKN, look for opportunities to break down silos, and make recommendations for the formation of an URDC.

Objective: The objective of the institutional review and options for an urban resilience development corporation is to assess the current capacity of key entities responsible for urban development and planning and evaluate potential models to establish an URDC.

URP Thematic Alignment: Leadership

Policy Alignment:

- The 2004 URMP recommends the establishment of a Basseterre development corporation. The 2004 plan states that the Basseterre development corporation would play a pivotal role in the coordination and implementation of development projects across the city. An URDC would play a similar role and is considered essential for the success of the URP.

Anticipated Activities:

*Note: See **Annex 1** for a detailed overview of options for establishing an urban development corporation.*

Activity 1: Capacity Assessment

Select the team that will carry out the capacity assessment and develop a methodology

- Methodology to define scope, identify key stakeholders, and develop capacity questionnaire. Questionnaire will be used to identify which ministries / agencies are relevant to urban development and planning, current budget, level of subject matter expertise, and strengths/ weaknesses of current mechanisms for coordinating information and implementing policy
- Carry out the capacity assessment using questionnaire
- Analyze data and use results to inform development of an URDC

Activity 2: Evaluation of Development Corporation Models

Review documentation, analyse case-studies, and consider how elements of selected development corporations can support an URDC

- *Option 1:* A Jamaica-style Urban Development Corporation, as originally envisaged in the 2004 URMP, which could build on existing mandates and capacities, but would require an institutional and financial assessment to identify legislative and investment requirements.
- *Option 2:* A coordinated multi-lateral approach to leadership and management, relying on existing entities such as the UDC and UDU.
- *Option 3:* A transitional approach, moving from Option 2 to Option 1

Activity 3: Make recommendation to IMWG and seek approval from cabinet

- Make recommendation on how to move forward with an IMWG based on findings from capacity assessment and evaluation of development corporation models
- Seek approval for an URDC from cabinet

Anticipated results: New organizational knowledge of current capacity pertaining to urban development and a clear set of recommendations that can be used to move forward with the establishment of an URDC.

Agencies responsible: Inter-Ministerial Working Group

Project 3: Independence Square Revitalization

Timeline: The Independence Square Management Council (ISMC) is to be established as part of the demonstration project. The activities associated with the Independence Square Revitalization Project will be carried out over the lifetime of the URP.

Estimated cost: US\$250,000 / year capital budget; US\$50,000 USD / operating budget. Operating budget includes regular operating and maintenance costs inclusive of cleaning, garbage removal, landscaping, replacement of equipment due to wear & tear.

Justification: Independence Square, located in the heart of downtown Basseterre, is a historically significant public space. The square, however, has experienced physical decline over the last several decades and there is a desire among members of the public, politicians, and business owners for the square to be revitalized and developed within its historical, social, and commercial context. The goal of the project is to confirm a management authority and establish an advisory management council with a mandate to maintain, improve, refresh, and energize the Square to better serve current and future residents and visitors. This project will support the transformation of the Square into an attractive destination for residents and tourists and support the commercial and cultural vitality of downtown Basseterre.

Objective: Support the long-term revitalisation and sustained maintenance of Independence Square, funded by a multi-year capital budget and operating budget drawn from both public and private sector sources enabled by a dedicated management authority and an advisory council .

URP Thematic Alignment: Revitalize

Policy Alignment:

- Launching an ISMC tasked with revitalizing Independence Square aligns with several objectives outlined in the 2004 URMP. These include: 1) preserving the cultural heritage of Basseterre and optimizing use of valuable heritage resources and 2) enhancing social and physical infrastructure to reflect the status of Basseterre as the country's capital city and ensuring social and physical infrastructure meet the needs of users.

Anticipated Activities:

Activity 1: Establish an Independence Square Management Council (ISMC)

- Define membership of the ISMC
 - Urban Development Unit to act as management authority
 - Council to be composed of a mix of individuals representing public, private, and non-governmental interests
- Define the roles and responsibilities of each member of the Council
- Define the roles and responsibilities of the Management authority

- The ISMC may wish to consider responsibilities such as cleaning, beautification, signage, lighting, actual and perceived safety, seating, parking, and infrastructure maintenance
 - Define the vision for the square
 - Vision to be grounded in principles of the square as a pristine space, a sacred space, a historical space, a green space, and a public space
 - Seek cabinet approval for the ISMC
 - **Activity 2: Implement revitalisation activities as defined by the Vision Procure services for infrastructure upgrades, maintenance, and design features based on phased approach**
 - **Manage construction activities**
 - Plan should include drawings that showcase different options for achieving the vision for the square
 - Plan to be funded by an operating budget and a capital budget drawing from both public and private sector sources
- Anticipated results:** A governance structure with a clear mandate, vision, plan and budget which leads to the revitalization of Independence Square

Agencies responsible:

- Urban Development Unit
- Ministry of Sustainable Development
- Department of Environment
- Ministry of Tourism
- St. Christopher National Trust
- St. Kitts & Nevis Chamber of Industry and Commerce
- Taxi Association
- Law Association
- Property and business owners surrounding the Square

Project 4: Integrated Coastal Zone Management Baseline Study

Timeframe: The study is anticipated to take between 18 – 24 months to complete with the ICZM Unit ensuring the long-term sustainable management of the coastal zone and nearshore watershed.

Estimated cost: One time investment of US\$250,000 - US\$500,000 for consulting fees and associated technical studies and data collection

Justification: Currently, there is no comprehensive baseline study on coastal zone management that treats Basseterre’s entire coastline as an integrated entity. A baseline study would build on existing projects such as the project to protect Bay Road from Port Zante to Fortlands, the plans to expand Port Zante to the east, the Integrated Coastal Master and Marine Spatial Plan for St. Kitts & Nevis prepared by the OECS, and existing flood risk modelling. The study would also examine institutional roles in coastal zone management and make recommendations for balancing coastal development and ecological conservation. Finally, the baseline study would consider the intersection between the marine space and the Basseterre Valley Watershed and offer recommendations for the establishment of an integrated coastal zone management unit (ICZM) and supporting ICZM policy. The ICZM Unit and Policy would consider the entirety of St. Kitts, and not be limited to Basseterre.

URP Thematic Alignment: Protect

Objective: To build on existing coastal and watershed projects that seek to protect the shoreline, reduce flood risk, and mitigate the ongoing degradation of coastal ecosystems as well as examine institutional roles in coastal zone management. A secondary objective of the baseline study is to consider the establishment of a national integrated coastal zone management (ICZM) unit.

Policy Alignment:

- One of the objectives of the *2004 URMP* was to optimize the use of prime waterfront land around the harbour and harness the City’s coastal location by maximizing access to and use of the waterfront. The Coastal Zone Management Baseline Study supports this objective as it looks at opportunities to protect the coastal zone and ensure is long term attractiveness and viability.
- The *2014 Biodiversity and Action Plan* recommends the establishment of an integrated coastal zone management plan and strategy as well as the protection of watershed areas.
- The *2021 Coastal Master and Marine Spatial Plan* also recommends the establishment of an ICZM unit as a tool for improving coastal governance.
- SDG 6: Clean Water and Sanitation
 - *By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate*

- *By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes*

Anticipated Activities:

Activity 1: Baseline Study

- Prepare an inventory and map all coastal and inland projects designed to protect Basseterre Valley Aquifer, stabilize the ghaut system, mitigate coastal erosion, protect against flooding, and conserve coastal assets
- Review institutional roles in coastal and inland watershed management
- Review policies and legislation designed to protect the coastal zone and inland watershed
- Consult with engineers, hydrologists, and soil scientists to identify opportunities to improve coastal and watershed resilience
- Based on findings, recommend future projects that support resilience

Activity 2: Establish an Integrated Coastal Zone Management Unit

- ICZM Unit would be responsible for overseeing the sustainable management of the coastal zone and nearshore watershed for the entire island, with the capacity to consider the unique requirements of the Greater Basseterre coastline.
- Consider ongoing efforts by the Department of Marine Resources and Department of Environment to support ICZM activities

Anticipated results: The anticipated result of this project is a set of recommendations for strengthening coastal watershed resilience and the establishment of a national Integrated Coastal Zone Management Unit which would be tasked with implementing the recommendations.

Agencies responsible: Physical Planning Department, Department of Marine Resources, Department of Environment

Project 5: Study of Synergies Between Port Zante and Downtown Basseterre

Timeframe: Study to be completed over a 12-month period.

Estimated cost: One time investment of US\$150,000 to engage a local economic development specialist and consult with key stakeholders.

Justification: Both Port Zante and downtown Basseterre attract thousands of tourists each year, yet it is unclear how these two destinations interact with one another. This baseline study is designed to better understand the tourist experience of these two destinations so that Port Zante and downtown Basseterre share in the economic benefits of tourism.

Objective: To understand how tourists and residents interact with both Port Zante and downtown Basseterre so to make recommendations for promoting both as unique but inter-related destinations.

Activities:

Activity 1: Review and analyse key documents

- Review national, regional, and international policy documents
- Conduct best practice research on the role of cruise ship terminals and central business districts

Activity 2: Engage Stakeholders in Port Zante and downtown Basseterre

- Identify key stakeholders. Stakeholders may include business owners, property owners, tour operators, the Port Authority, Downtown Business Association, and the Ministry of Tourism
- Develop an engagement plan. Create a plan to engage stakeholders. This may include interviews, a survey, or focus group discussions
- Engagement materials should be used to understand how businesses benefit from tourism and ways in which the benefits from tourism could be increased

Activity 3: Tourist and Shopper Survey

- Develop a survey so to better understand how tourists move through Basseterre and how residents rely on Port Zante
- Survey should identify 1) how tourist arrived in Basseterre (cruise or air) 2) if tourist and residents visited both downtown Basseterre and Port Zante 3) Approximant dollar value spent in downtown Basseterre vs. Port Zante 4) How tourist and residents traveled between Port Zante and downtown Basseterre (foot, taxi, shuttle bus, other)

Activity 4: Data analysis and report outlining recommendations

- Analyze data gathered from both stakeholder engagement and tourist survey to make recommendations for improving synergies between two destinations
- Prepare a report recommending a local economic development strategy that capitalizes on the strengths of the two destinations and addresses the weaknesses.

URP Thematic Alignment: Revitalize

Policy Alignment: The *2018 Land Use Policy Report* states that the development of Port Zante has had negative consequences for downtown Basseterre. While there is no specific policy stating the need to balance the two destinations, the Report does identify the need to reconsider the relationship between these two destinations, particularly considering anticipated growth of the cruise and tourism industry.

Anticipated results: A clear set of recommendations for enhancing the relationship between Port Zante and downtown Basseterre so to better support local businesses and improve the tourist experience

Agencies responsible: Urban Development Corporation, Urban Development Unit, St. Christopher National Trust, St. Kitts & Nevis Chamber of Industry and Commerce

Project 6: Designate Comprehensive Planning Areas within Downtown Basseterre

Timeframe: Work to be completed within 18 months.

Estimated cost: It is recommended that between 2 – 6 targeted areas be designated as CPAs. This requires a one-time investment of between US\$150,000 - US\$250,000, dedicated to hiring a consulting planner and legal expert

Justification: Poorly maintained and legally abandoned buildings and properties detract from the aesthetic and commercial vibrancy of downtown Basseterre. Several areas, including in Irishtown/ McKnight and Newtown, contain several vacant and potentially abandoned lots that pose environmental health concerns and that could be redeveloped into better uses. The Development Control and *Planning Act* permits the designation of Comprehensive Planning Areas (CPAs) for the purpose of compulsorily acquiring and redeveloping properties for a public purpose. Under the *Act*, the designation of a CPA must be accompanied by a detailed plan. It is recommended that this planning tool be used to facilitate the construction of new housing and enhance commercial vibrancy by transforming selected blocks in Irishtown/ McKnight, Newtown, and downtown Basseterre.

Objective: To designate targeted blocks within Irishtown/ McKnight as CPAs for the purpose of increasing the availability of housing and contributing to the commercial vibrancy of the area.

Activities:

Activity 1: Work with the IMWG to identify suitable blocks in Irishtown/ McKnight to designate as a CPAs.

- Use building survey data and GIS to determine suitable parcels
- Validate findings with site visits and consultation with nearby residents and other stakeholders

Activity 2: Confirm the legal status of individual properties

- Work with Inland Revenue, the Office of the Attorney General and other key government departments to identify the ownership of individual properties
- Develop a property-by-property course of action related to acquisition and/or taxation tools

Activity 3: Work with the IMWG to develop area plans for CPA

- Develop detailed area plans for each CPA.
- Area plans should consider public right of ways, housing needs, commercial opportunities, available infrastructure, and should recommend building and landscape designs that takes into consideration climate risks

URP Thematic Alignment: Revitalize

Policy Alignment:

- The *Development Control and Planning Act* (DCPA) permits the designation of CPA for the purpose of redevelopment.
- The 2004 URMP recommends that areas of Irishtown/ McKnight should be targeted for redevelopment and improvement.
- The 2018 Land Use Policy Report identifies the need for strong urban policy that supports urban revitalization and dense infill development as an action item.
- SDG 11: Sustainable Cities and Communities
 - *By 2030, ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums*

Anticipated results: Vacant lots will be transformed into higher and better uses and the quality and availability of housing and commercial opportunities will increase in Basseterre.

Agencies responsible: Physical Planning Department, Urban Development Unit, Human Settlements Department, Inland Revenue Department, Environmental Health Department, National Emergency Management Agency, Office of the Attorney General

Project 7: Assessing Options for Wastewater Collection, Treatment and Disposal

Timeframe: Work to be completed over an 18-24-month period.

Estimated cost: One time investment of US\$250,000 for consulting engineering costs.

Justification: The *2004 Urban Revitalization Master Plan* states that untreated wastewater from residential, commercial, and institutional sources is an increasingly urgent environmental health issue. Since 2004, little progress has been made on addressing this issue as the improper collection, treatment and disposal of wastewater is still a critical issue in Basseterre. Developing a plan for proper wastewater management is critical for achieving the URP's vision of a commercially and culturally vibrant downtown core.

Objective: To assess the feasibility of different wastewater treatment options for downtown Basseterre

Activities:

Activity 1: Conduct a situational analysis to understand current wastewater system

- Map locations of current wastewater and sewage disposal systems in downtown Basseterre
- Identify areas with access to a centralized system, areas dependent on septic tanks, and areas that allow wastewater to run off

Activity 2: Prepare a report highlighting options for wastewater collection and disposal based on gaps identified during the situational analysis

- Consider options for centralized collection and disposal, secondary treatment facilities, small bore sewage systems, small-scale package treatment plants, and nature-based treatment systems
- Report to include preliminary drawing of options for wastewater treatment as well as costing estimates
- Report to also include a description of the strengths and limitations of each system within the Basseterre Context
- Report to include a plan for addressing existing contaminants

URP Thematic Alignment: Revitalize

Policy Alignment:

- *2004 Urban Revitalization Master Plan* recommends a mix of measures to improve the sanitary collection and disposal of wastewater in downtown Basseterre
- *2022 TransWater Project* recommends the review and revision of legislative and regulatory provisions for public health and water quality issues, including a focus on wastewater management

- SDG 6: Clean Water and Sanitation
 - *By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally*

Anticipated results: The anticipated result of this project is a set of recommendations, preliminary drawings and costing that outline recommended options for improving the wastewater disposal system in Basseterre. An improved wastewater disposal system will enable an increased standard of hygiene and support efforts to beautify downtown Basseterre.

Agencies responsible: Water Services Department, Physical Planning Department, Public Works Department, Urban Development Unit, Environmental Health Department

Project 8: Integrated Transportation Mobility Study

Timeframe: Work to be completed over an 18-24-month period.

Estimated cost: One time investment of US\$300,000 for transportation engineers and planners to undertake traffic, parking, mobility, and physical accessibility studies and prepare an associated report.

Justification: Private vehicles are currently the primary mode of transportation in Greater Basseterre and as a result, parking, traffic, and road safety are consistent problems. Public transportation also plays a significant role in moving commuters in and out of Basseterre. Private vehicles and public transportation interact with pedestrians in road rights of way, creating the potential for safety hazards. At the same time, parts of downtown Basseterre are not physically accessible as they lack basic pedestrian infrastructure such as curb cuts, pedestrian crossings, and clear sidewalks.

This study would examine the current transportation network to make recommendations for balancing transportation across multiple modes so to improve connectivity, mobility, reduce greenhouse gas emissions, and improve accessibility within and through the city.

Objective: To gain a more comprehensive understanding of Greater Basseterre's transportation network and make recommendations for improving mobility, accessibility, parking, and traffic flow.

Activities:

Activity 1: Identify all agencies responsible for transportation and mobility in Greater Basseterre.

- An integrated study involves input from all stakeholders. This involves engaging with associations representing people with potential mobility challenges, taxi drivers, transit users, transit operators, car owners, and traffic controllers.

Activity 2: Gather and analyze traffic data

- Collect data on traffic volume, parking, collisions, traffic light placement
- Data to be collected by traffic counters, police reports, and from government traffic and parking data (when available)

Activity 3: Map current public transportation network, including routes, stops, frequency, ridership

- Work with transportation operators to identify routes, stops, scheduling, and ridership numbers
- Map transportation network using GIS

Activity 4: Conduct an accessibility audit

- Prepare an audit based on international accessibility standards to assess the accessibility of public spaces and businesses
- Pilot the audit – Port Zante and Independence Square potential pilot locations

Activity 5: Pedestrian-priority zone Pilot

- Pilot converting a portion of Fort Street and the Circus into a pedestrian-priority zone designed to better connect Port Zante and central Basseterre.

URP Thematic Alignment: Access

Policy Alignment:

- One of the objectives of the 2004 URMP is to provide for the safe and efficient movement of vehicular and pedestrian traffic within the City.
- SDG: 11 Sustainable cities and communities
 - *By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons*

Anticipated results: The integrated mobility study will provide several actionable recommendations for improving Greater Basseterre’s transportation network. The data compiled during the study can also be used as the foundation for developing an Integrated Transportation Plan and will be used to inform site selection of parking facilities.

Agencies responsible: Physical Planning Department, Urban Development Unit, Public Works Department

Project 9: Water Demand Management Study: Assess Options for Water Loss Prevention

Timeframe: Work to be completed over an 18-24-month period.

Estimated cost: One time investment of US\$250,000 to engage a consulting engineer.

Justification: Drought and water scarcity are consistent challenges in Greater Basseterre. Water supply shortages have largely been driven by reduced recharge of freshwater due to drought, saltwater intrusion, and increased demand from the agricultural and tourism sector. This project involves conducting a water loss audit and making recommendations based on audit findings to improve the efficiency of the water supply.

Objective: To improve the efficiency of the water supply so to lessen the volume of water lost to leakage, spills, and unauthorized use.

Activity 1: Water Loss Prevention Audit

Potable water may be “lost” through leaks, spills, unauthorized use, and inefficient home and business water systems. A leak prevention audit is a tool for identifying water loss and identifying opportunities to make interventions to retain more water within the system

- Water audit used to gather information and determine sources of water loss
- Calculate volume of water added to the system over a period of time
- Determine authorized consumption
- Calculate water losses (water volume – authorized consumption)
- Additional data on where and how water loss is occurring can be gathered by monitoring billing records, water flow, visual inspection, and assessing the condition of water infrastructure

Activity 2: Develop recommendations for water loss preventions

- Based on findings from water audit, introduce recommendations to mitigate water loss
- Possible interventions include:
 - Building code standards to mitigate water loss
 - Infrastructure upgrading and maintenance planning
 - Install meters to measure water usage among homes, businesses, and industry
 - Introduce options and an incentive program to improve water efficiency among homeowners, such as low flush toilets and water efficient faucets and showerheads.
 - Introduce a rainwater harvesting program

URP Thematic Alignment: Shift

Policy Alignment:

- A water loss prevention audit is recommended in the TransWater Project Concept Note as a tool for supporting the transition to a low carbon, climate resilient water sector.
- SDG 6: Clean Water and Sanitation
 - *By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity*

Anticipated results: The outcome of this project will be a series of targeted interventions for improving the efficiency of the water supply delivered to residents, businesses and institutions in the Greater Basseterre area. These interventions will mitigate water loss and ensure that investments, such as the proposed desalination plant, will maximize the potable water supply.

Agencies responsible: Water Services Department, Public Works Department

Project 10: Identify Funding Sources to Support Plan Implementation

Timeframe: Work to be completed within first 6 months of the implementation of the URP.

Estimated cost: Initial investment of US\$25,000 - US\$50,000 to engage a project financing consultant.

Justification: Full implementation of the URP relies on a sustainable and diversified funding model. While there are many options available, it is not known which funding schemes are most appropriate to support the implementation of the URP, particularly those projects considered foundational. This project will identify funding sources and recommend specific funding mechanisms and responsible agencies in order to move forward with the nine other projects described in the URP Playbook.

Objective: To identify funding sources for the nine foundational urban resilience projects identified in the URP Playbook.

Project Activities: Finance

Activities 1: Compile list of funding sources and funding models

- Potential sources of funding appropriate for the URP Playbook include parliamentary grants, the Green Climate Fund, the Global Environmental Facility and the Caribbean Development Bank.
- Consider the Government Medium-Term Debt Strategy and government policy on Loans vs. Grants

Activity 2: Conduct a strength, weakness, opportunities, and threats (SWOT) analysis of various funding models

- Use the SWOT framework to evaluate potential funding models in the context of achieving the vision of the URP
- Use SWOT analysis to match funding source with each project identified in the URP Playbook
- Elaborate on funding application procedures, for the funding sources identified

Activity 3: Report on findings and task the IMWG to disseminate results

- Report can be used as a foundation for determining best source of funding for other urban resilience projects and should be updated as other projects and funding sources are identified.

URP Thematic Alignment: All themes

Policy Alignment:

- SDG 17: Partnerships for the Goals
 - Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection

Anticipated results: A deeper understanding of available financing sources and tools and how each can be deployed to support the implementation of the URP Playbook.

Agencies responsible: Inter-Ministerial Working Group

Annex 1: Options for an Urban Resilience Development Corporation

Development corporations are typically established by governments for the purpose of urban development. Development corporations are created to oversee new suburban development or the redevelopment of existing land within a city. The urban resilience development corporation would be responsible for overseeing development in Greater Basseterre.

There are several examples of successful development corporations within the Caribbean region. Jamaica’s **Urban Development Corporation** and St. Kitts’s **Whitegate Development Corporation** are examples of development corporations created to advance urban development in their respective regions. Chart 1 outlines the approach taken by the Urban Development Corporation and the Whitegate Development Corporation and is intended to be a starting point for exploring options for the launch of an urban resilience development corporation within Greater Basseterre.

Chart 1: Structure and function of urban development corporations, examples from Jamaica and St. Kitts.

| Urban Development Corporation (Jamaica) | Whitegate Development Corporation (St. Kitts) |
|---|---|
| Enabling Legislation | |
| <ul style="list-style-type: none"> URBAN DEVELOPMENT CORPORATION ACT of 1968, <i>Amended in 2003</i> | <ul style="list-style-type: none"> WHITEGATE DEVELOPMENT CORPORATION ACT of 1999, <i>Amended in 2008</i> |
| Corporation Objectives | |
| <ul style="list-style-type: none"> Power to carry out or secure the laying out and development of designated areas Do anything and enter any transaction which, in the opinion of the Corporation, is necessary to ensure the proper performance of its functions | <ul style="list-style-type: none"> Attract new development to the Development Area Attract sufficient independent new investment in the Development Area Create new job opportunities to enhance the physical, social, and economic standard of the existing communities Enhance the value of land and the quality of life of the local people living in the Development Area |
| Corporation Responsibilities | |
| <ul style="list-style-type: none"> Acquire, manage, dispose of land within or outside any designated area Construct & maintain infrastructure & buildings Provide/maintain car parks, piers, other public amenities within designated areas Carry on any business or undertaking for the development of any designated area | <ul style="list-style-type: none"> Construct/procure construction of hotels, marinas, roads, footpaths, leisure facilities, etc. Carry out dredging and reclamation work Develop, construct, install and provide public utilities Landscaping/site improvements |

| | |
|--|---|
| <ul style="list-style-type: none"> Any other activity designed to promote the development of any designated area | |
| Accountability | |
| <ul style="list-style-type: none"> Chairman, deputy chairman and members appointed by the Minister Appointment is for three years; members are eligible for reappointment. Minister may at any time revoke the appointment of any member of the Corporation if he thinks it expedient so to do. | <ul style="list-style-type: none"> Board members appointed by Minister with responsibility for finance with approval of cabinet Chairperson and Deputy Chair appointed for three years Other members appointed for two years Day to day affairs managed by the Chief Executive Officer |
| Geographic Scope | |
| <ul style="list-style-type: none"> Primarily parishes of Kingston and St. Andrew Minister may make an order designating “any urban area” to be developed by the Corporation where the Minister is satisfied it is in the national interest | <ul style="list-style-type: none"> Designated Development Area of 6,907 acres incl. Cranstoun Estate to Belle Vue Estate covering part of North Western mountain range. Excludes the following: <ul style="list-style-type: none"> 26.82 acres at Saddlers Village 9.38 acres at Parsons 40 acres at Dieppe Bay 23.39 acres at St Paul’s 17.06 acres at Newton Ground |
| Vesting of Lands | |
| <ul style="list-style-type: none"> All property owned by the Government of Jamaica as may be specified in a notice published in the Gazette shall be transferred to and vested in the Corporation, upon a day to be appointed by the Minister | <ul style="list-style-type: none"> All land owned by the Government in the Development Area shall, without further conveyance or transfer, vest in the Corporation. Such land shall not include any land in which any person has an equitable interest. |
| Financing Options | |
| <ul style="list-style-type: none"> Moneys placed at its disposition for the purposes of this Act by Parliament Moneys borrowed by the Corporation Other moneys and other property which may in any manner become payable to, or vested in, the Corporation | <ul style="list-style-type: none"> Initial grant appropriated by the National Assembly to enable the Corporation to embark on its initial programmes Special rates charged by the Corporation Interest received by the Corporation on moneys invested Loans |
| Development Planning | |
| <ul style="list-style-type: none"> The Corporation shall prepare a Plan of Development as soon as practicable after a designation order has been made The Plan will be provided to every local authority within whose area any part of the | <ul style="list-style-type: none"> Three development phases, covering: <ul style="list-style-type: none"> Residential Development Agricultural Development Historical Preservation & Conservation |

| | |
|--|---|
| designated area is situated with a plan of development | <ul style="list-style-type: none"> ○ Social Development ○ Sports & Cultural Development ○ Infrastructure Development ○ Infrastructure Plan ○ Development Guidelines & Standards ○ Communications Plan |
|--|---|

Towards an urban resilience development corporation

Urban development corporations must be designed with the local context in mind. An urban resilience development corporation in Greater Basseterre must reflect the region’s unique political, economic, and social context. As such, the following should be considered when scoping the urban resilience development corporation:

- Geographic Scope: Watershed? City? Targeted Locations?
- Scope of responsibilities: Consider all five URP themes (Protect, Revitalize, Access, Shift, Engage)
- Capacity: Drawing from existing corporations, departments, and agencies
- Financing options: Parliamentary appropriation, land development revenue, residential and commercial rents
- Defining first steps
- Organisational / operational plan
- Detailed development plans
- Draft legislation & regulations

The IMWG will play a key role in reviewing existing capacities and identifying appropriate next steps for the launch of an urban resilience development corporation.