
SECTION 1 : PROJECT DESCRIPTION

1. GENERAL

- 1.1 Tote Board (The Board) invites Multi-Disciplinary Teams (MDTs) with unique design skills and creative practices (sole-proprietorships, partnerships, or corporations) in master planning, urban design, architecture, landscape architecture, public open space planning and design, experiential design, transport planning and other specialties to provide consultancy services for the master planning, design and implementation of an integrated leisure destination at the Singapore Racecourse (the Racecourse).

2. THE UNIQUE PROPOSITION

- 2.1 The Board desires to transform the approximately 133 ha of land at the Racecourse into an inspiring, delightful and unique leisure destination. MDTs are to propose the best design strategies and development concepts to help establish a new and endearing identity for the Racecourse that will attract a wide profile of visitors, including families, through injection of wholesome new attractions, programmes and activities on site. This will require a re-imagination of how the Racecourse land, its existing facilities, infrastructure and operations can be rationalised, re-planned and optimised to free up space for its redevelopment into an integrated leisure destination with unique offerings and extraordinary attractions. All these shall be carried out without affecting horse racing operations and activities which remain a key activity on site.
- 2.2 MDTs are to take into consideration the wider locational context of the North Region with its development plans and strategies, to develop a powerful vision and narrative that positions the Racecourse as a compelling leisure destination that will meet the recreational needs, aspirations and expectations of Singaporeans and even overseas visitors. MDTs participating in this RFP shall be required to develop a Concept Master Plan and various Design Proposals that will reinforce the Vision of the redeveloped Racecourse as forward looking, endearing and inspiring to all generations of visitors. To move from plans to reality, the Board reserves the rights to appoint MDTs to implement whole or parts of the approved Concept Master Plan and its Design Proposals.
- 2.3 An executive summary of the Request for Proposal (RFP) process is enumerated as follows:
- 2.3.1 Stage 1 RFP requires MDTs to submit the Statement of Design Intent, project team composition and proven track records. The Board shall evaluate the capability of the MDTs' Lead Designers and that of the overall team. It will assess the Statement of Design Intent which shall include a proposed planning framework with design principles, objectives and strategies to create an integrated and coherent master plan, as well as the team's thoughtfulness, creativity and ability to bring fresh and exciting development concepts and ideas to create a new Identity for the Racecourse. The Board shall announce

the selection of up to five MDTs to proceed to Stage 2 RFP. MDTs shall bear the full cost of participation in Stage 1 RFP.

- 2.3.2 Stage 2 RFP requires the selected MDTs to develop a Concept Master Plan and Design Proposals for the re-envisioned Racecourse. These plans and proposals shall translate the Stage 1 concepts and ideas into unique and economically feasible development concepts, programmes and activities with extraordinary appeal to a wide demographic. The submissions should richly illustrate how the Racecourse can be transformed through imagination and exceptional design into an exciting leisure destination for both locals and foreign visitors.

MDTs in Stage 2 shall submit their Concept Master Plan and Design Proposals with their proposed consultancy fees, as prescribed in the RFP requirements, for evaluation by the Board. MDTs shall showcase their Concept Master Plan and Design Proposals in a Public Exhibition organised by the Board. The content for the Exhibition will be prepared by the MDTs based on the requirements and template provided by the Board.

The Board shall evaluate the Concept Master Plan and Design Proposals based on established evaluation criteria and price competitiveness of consultancy fees for Stage 3 RFP, using the Quality-Fee Method. The Board shall also take into consideration public feedback as part of the evaluation. The Board shall announce the award to the MDT with the winning Concept Master Plan that is considered the most compelling and attractive while at the same time realizable, in terms of overall feasibility and the cost-effectiveness of phased implementation. The Board reserves the rights to award the Concept Master Plan in whole or in parts thereof as it may be possible for selected key Design Proposals to be implemented early or independently of the other stages of the Concept Master Plan. The awarded MDT shall work with persons/agencies assigned by the Board to meet the requirements as outlined in Stage 3 RFP. Each MDT that is selected for Stage 2 shall be paid an honorarium of S\$250,000, upon the Board's validation that the MDT has completed the scope and deliverables as prescribed in the RFP documents.

- 2.3.3 Stage 3 RFP requires the awarded MDT to comprehensively review and refine the Concept Master Plan and Design Proposals in consultation with agencies and stakeholders. The scope involves detailed master planning and design services to produce among other deliverables, a series of detailed layer plans for land and building use, public spaces, traffic and pedestrian circulation (including TIA findings), infrastructure and services, as well as feasible but unique market concepts for new attractions, programmes and activities. MDTs shall also develop a feasible and practical phased implementation of the Concept Master Plan and Design Proposals, including but not limited to parcellation of site for development, phased implementation of public realm, infrastructure and services, transitional plan affecting horse racing operations if there are relocation of facilities, and preliminary cost estimates of phased implementation.

The MDT shall seek in-principle approval from relevant agencies on planning and technical requirements regarding the Revised Concept Master Plan and Design Proposals before submitting the final plans to the Board for approval. The awarded MDT shall be paid the full consultancy fees based on Stage 3 scope of works as quoted in response to the RFP documents, upon the Board's validation that the MDT has completed the scope and deliverables as prescribed in the RFP documents.

- 2.3.4 Stage 4 RFP requires the awarded MDT to provide design consultancy services to guide the phased implementation of the Approved Concept Master Plan and Design Proposals. The Board reserves the rights to decide whether to proceed with this stage and to appoint the relevant MDT based on the respective works to be implemented.

3. DETAILED INFORMATION ON RFP PROCESS AND DELIVERABLES

3.1 Stage 1 RFP: Statement of Design Intent, Team Composition and Proven Track Records

- 3.1.1 MDTs shall submit a **Statement of Design Intent, team composition, team organisation chart and team track record** in accordance with the submission requirements as set out in this document.
- 3.1.2 The Board shall organise a site familiarization visit to the Racecourse for MDTs which have not been registered by the Board for the earlier site visits on 13 and 14 Jan 2020 arranged strictly for respondents to the Request for Information (RFI) issued by the Board on 23 Sep 2019 and closed on 4 Nov 2019. Registered MDTs are not permitted to register for the additional site visit on 15 Jan 2020.

MDTs which have not registered for the site visit shall do so no later than 7 Jan 2020 at 5pm. Each MDT shall be allowed to register up to three members. The details of the site visit are as follows:

Date: 15 Jan 2020

Time: 9am-11am, 1pm-3pm, 4pm-6pm (select only one time slot)

Meeting Point: Taxi Stand at Singapore Turf Club at 1 Turf Club Avenue,
Singapore 738078

Register with: Ms Tan Siew Tin at e-mail address:

TanSiewTin@Turfclub.com.sg

- 3.1.3 MDTs shall submit queries/clarifications on the RFP not later than **24 Jan 2020 at 5pm.** MDTs shall address queries/clarifications to:

Name: Ms Tan Siew Tin

E-mail Address: TanSiewTin@Turfclub.com.sg

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- 3.1.4 While it is not mandatory, selected MDTs may be required to participate in an interview to provide clarity to the Board on its Stage 1 submission. Being selected for interview does not mean that the MDT will be short-listed for entry into Stage 2 of the RFP.
- 3.1.5 MDT shall fully bear the expenses incurred for the preparation and submission of Stage 1 RFP.
- 3.1.6 **The Board shall announce the selection of up to five MDTs to proceed to Stage 2 RFP. Only the Lead Designers (Firms) and relevant master planning, architecture, landscape architecture firms of the selected MDTs shall be announced and published in GeBIZ. MDTs shall not give interviews or make public the composition of their members and the content of their RFP submissions without prior approval from the Board.**
- 3.1.7 The Board reserves the right to replace any MDTs to proceed to Stage 2 RFP if the relevant requirements are not met.
- 3.2 Stage 2 RFP: Concept Master Plan and Design Proposals
- 3.2.1 The selected MDTs shall be issued with the Stage 2 RFP documents. The MDTs are to attend a mandatory briefing session tentatively scheduled on **27 Mar 2020 at 10am**. The MDTs shall be informed of the details of the briefing session once they are confirmed.
- 3.2.2 **Selected MDTs shall respond to ALL the requirements specified in the two stage RFP documents to develop a Concept Master Plan and Design Proposals** to transform the Racecourse into an extraordinary and integrated leisure destination. MDTs will need to be creative and employ thoughtful design strategies to create a new Place Identity for the Racecourse that is tasteful and endearing. Such strategies shall support the new vision and narrative for the Racecourse and be clearly articulated upfront in the Stage 2 submission.
- 3.2.3 Beyond the functional aspects of land and building uses, the Concept Master Plan shall also demonstrate the proposed place character and visitor experiences that one can look forward to and enjoy at the Racecourse in future. These are to be illustrated through the use of plans, diagrams, renderings or perspectives.
- 3.2.4 The MDTs shall clearly articulate what design strategies will be employed to create an integrated and coherent Concept Master Plan that is able to stitch multiple uses and programmes within the site. The overall Concept Master Plan shall be supplemented by individual Design Proposals covering specific areas and/or attractions designed to connect emotionally with visitors. Among the Design Proposals shall be the proposed Signature Public Park (refer to Programmatic Brief) as well as other Key Developments and Attractions proposed for the Racecourse.
- 3.2.5 There shall be plans, drawings and renderings to illustrate the design and character of various Design Proposals as well as public spaces, community

activity areas, and how landscapes shape, connect and create experiences within the public realm.

- 3.2.6 Land use, zonal or precinct character plans, and basic planning information such as the land area (ha) and floor space (GFA) distribution by land and building use with the site shall be provided. This includes any plans for re-distribution of floor space usage within existing buildings that have been proposed for conversion to alternative uses.
- 3.2.7 As accessibility is a key concern, the proposals shall include vehicle and pedestrian movement analysis and how that may change in terms of projected volume and infrastructure capacity with the Racecourse's redevelopment in future. The required design solutions shall include the need to create a great sense of arrival for visitors to support the Racecourse as an extraordinary multi-leisure destination beyond being just a horse racing venue. There shall be plans to illustrate the proposed pedestrian circulation system, active mobility network, public transport accessibility, private cars, coach and service vehicle access points and circulation routes, provision of car and coach parking, vehicle pick-up & drop-off points, etc.
- 3.2.8 Any re-purposing of existing facilities and land as a result of re-planning to optimise physical assets shall be highlighted. This includes any existing facilities and infrastructure that may need to be displaced or relocated as a result of the redevelopment plans for the site. Major on-site infrastructure provision and improvements needed to support the more intensified use of the site shall also be highlighted.
- 3.2.9 There shall also be a Development Phasing Plan to show how the Concept Master Plan and Design Proposals can be practically and efficiently staged for implementation without interruption to horse racing operators and activities.
- 3.2.10 The Concept Master Plan and Design Proposals shall have Key Developments and Attractions in the form of unique leisure development concepts, recreational programmes and activities with extraordinary appeal to local and foreign visitors. The market or economic case for these proposals shall be provided to show that they are economically feasible. These proposals shall be accompanied by a land parcellation plan to indicate the land and space requirements of each development concept and whether these parcels can be released for independent development. The land parcellation can be flexible to accommodate a range of possible development options. MDTs participating in Stage 2 RFP are allowed to expand their Team to include potential developers and operators of attractions, programmes and activities to lend added credence to their proposals. MDTs shall seek the Board's approval for any changes to the composition of the Team.
- 3.2.11 **It is important for all MDTs to note that the proposed Concept Master Plan and Design Proposals shall not give rise to a "hotch-potch" of attractions and designs that are incongruous with each other, thereby undermining the ambition to develop a clear vision and an attractive and coherent Identity for the re-imagined Racecourse.**

3.2.12 Prior to the close of Stage 2 RFP, the Board shall arrange an individual clarification session for each MDT to engage with relevant agencies and stakeholders. The purpose of the engagement session/s is for the MDTs to gather information on planning and technical requirements and to seek any clarifications on the submission of the Concept Master Plan and Design Proposals in relation to the RFP requirements. Constructive feedback may be given to MDTs so that the final proposals submitted are as feasible and functional as possible.

3.2.13 Together with the submission of the Concept Master Plan and Design Proposals, selected MDTs shall also submit consultancy fees as follows:

(a) **Consultancy fees for detailed master planning and design services**, including but not limited to the refinement/revision of the Concept Master Plan and Design Proposals with inputs from the Board, government agencies and stakeholders, a Detailed Phased Implementation Plan, a Detailed Infrastructure and Services Phasing Plan, etc. as outlined in Stage 3 RFP.

(b) **Consultancy fees for the implementation of Approved Concept Master Plan and Design Proposals on a Retainer basis** as outlined in Stage 4 RFP. The Board reserves the rights to decide whether to proceed with this stage and to appoint the relevant MDT based on the respective works to be implemented.

The Consultancy fees shall be comprehensive and include all costs incurred. The Consultancy fees shall be broken into specific cost components as per requirements of scope of work and deliverables, to facilitate evaluation by the Board. Details of the submission breakdowns shall be provided in the Stage 2 RFP documents.

3.2.14 The selected MDTs shall unveil their Concept Master Plan and Design Proposals in a Public Exhibition organised by the Board. The selected MDTs shall prepare the content for the exhibition as per requirements of the Board. The cost of printing and mounting the Exhibition shall be borne by the Board. The public shall be allowed to vote for their favourite master plan and proposals and to provide feedback and inputs based on their selection. The Board shall also use other mediums of engagement, in addition to the Public Exhibition, to extend its public outreach.

3.2.15 The selected MDTs shall present the Concept Master Plan and Design Proposals to the Board for evaluation, as per schedule decided by the Board. The selected MDTs shall be informed of the schedule of presentation at the earliest possible opportunity. Where required, selected MDTs may be required to make more than one presentation. The Board shall evaluate the Concept Master Plan and Design Proposals based on established evaluation criteria and the price competitiveness of the consultancy fees for Stage 3 RFP, as per Quality-Fee Method. The Board shall consider public feedback as part of the evaluation process.

- 3.2.16 **The Board shall announce the award to the MDT with the winning design. The winning MDT shall enter Stage 3 of the RFP.** The Board reserves the rights to award the Concept Master Plan and Design Proposals in whole or in parts thereof. For instance, based on the merits of the design, the Board reserves the right to grant a separate award to the MDT with the winning Design Proposal for the "Signature Park" which may not be the MDT with the winning design for the Concept Master Plan. In such an event, the awarded MDT for the Concept Master Plan shall work with the winning design consultant to integrate the Signature Park design and proposal into the Revised Concept Master Plan for the Racecourse in Stage 3 of the RFP.
- 3.2.17 Each selected MDT that participates in Stage 2 RFP shall be given an honorarium by the Board, amounting to S\$250,000, for submission of the Concept Master Plan and Design Proposals. The honorarium shall be paid upon the Board's validation that the MDT has completed the scope and deliverables as prescribed in the RFP documents.
- 3.3 Stage 3 RFP: Detailed Master Planning & Design Proposals, Detailed Phased Implementation Plan and Approval of Concept Master Plan
- 3.3.1 The awarded MDT shall conduct workshop sessions with agencies and stakeholders to gather feedback to produce a Revised Concept Master Plan and Design Proposals that incorporate any new programme requirements that may arise from the feedback and to comply with planning and technical requirements of regulatory agencies. **A key objective of Stage 3 is for the awarded MDT to develop its proposals in greater detail in order to provide the Board a more accurate assessment of the cost of phased implementation of the redevelopment.**
- 3.3.2 The scope and deliverables of Detailed Master Planning & Design Proposals include comprehensive land and building use plan, development parcellation plan; preliminary design plans for the re-purposing of existing buildings and facilities, traffic impact assessment (TIA) findings and preliminary design of transportation and pedestrian network and circulation plan; preliminary design of open space and public realm plan, including any refinements to the Signature Park design; preliminary infrastructure and services staging plan; preliminary architectural and engineering development cost estimates; and preliminary architectural, landscape design and urban design guidelines to guide detailed design development for the implementation phases.
- 3.3.3 The awarded MDT shall produce a practical and cost-effective Detailed Phased Implementation Plan of the Concept Master Plan and Design Proposals, which includes but not limited to parcellation of site for development, phased implementation of public realm, infrastructure and services (including any replacement of infrastructure and services), transitional plan affecting horse racing operations if there are relocation of facilities, and cost estimates of phased implementation by stages.

- 3.3.4 The awarded MDT shall undertake **independent survey findings** and more detailed feasibility assessments of the Key Developments and Attractions (ie. proposed leisure concepts, programmes and activities) as directed by the Board. If required, the MDT shall assist to connect the Board with suitable investors and operators interested to develop such attractions and proposals at the Racecourse.
- 3.3.5 The awarded MDT shall be responsible for the planning, designing, and co-ordination with the Board to seek in-principal clearance on key planning and technical requirements from relevant agencies and authorities on the Concept Master Plan and Design Proposals and on matters related to their phased implementation. The MDT shall have on board an architecture firm registered under the Public Sector Panels of Consultants (PSPC)¹, Panel 1, to provide a sound understanding of local authorities' requirements.
- 3.3.6 The awarded MDT shall be paid the full consultancy fees as quoted in response to the RFP documents, upon the Board's validation that the MDT has completed the scope and deliverables as prescribed in the RFP documents.
- 3.4 Stage 4 RFP: Consultancy Services to Guide Implementation of the Approved Concept Master Plan and Design Proposals
- 3.4.1 Should the Board decides to proceed with this stage, it reserves the right to appoint relevant members of the awarded MDT from Stage 2 RFP to provide design consultancy services as per scope of work and deliverables prescribed by the Board. The awarded MDT shall provide the services to guide the Board in the implementation of the approved Concept Master Plan and Design Proposals. The details of the scope of work shall be provided in the Stage 2 RFP documents.

4. PROJECT SCHEDULE

The table shows the preliminary schedule to appraise MDTs on the project schedule. This schedule is subject to changes based on events and circumstances. MDTs shall be available to make presentations to Board and stakeholders, as and when required by the Board. MDTs shall be issued with prior notice for such presentations.

Item	Milestone	Indicative Date
1	Stage 1 RFP: Statement of Design Intent, Team Composition and Proven Track Records	
a	Issue Stage 1 RFP	30 Dec 2019
b	Site Familiarisation Visit	15 Jan 2020

¹ Please refer to http://www.bca.gov.sg/PanelsConsultants/panels_consultants.html for more details.

c	Close of submission of queries/clarifications	24 Jan 2020
d	Submission by MDTs in response to Stage 1 RFP	21 Feb 2020
e	Announcement of selected MDTs via GeBIZ	10 Mar 2020
2	Stage 2 RFP: Concept Master Plan and Design Proposals	
a	Issue Stage 2 RFP	13 Mar 2020
b	Mandatory site briefing session	27 Mar 2020
c	Clarification session with agencies and stakeholders (individual session with each MDT)	20-22 Apr 2020
d	Submission by MDTs in response to Stage 2 RFP	5 Jun 2020
e	Public Exhibition of MDTs' Concept Master Plan and Design Proposals	13 Jun to 3 Jul 2020
f	Presentation by MDTs to Evaluation Panel (more than 1 presentation, if necessary)	13-15 Jul 2020
g	Announcement of awarded MDT for Winning Concept Master Plan and Design Proposals	31 Jul 2020
3	Stage 3 RFP: Detailed Master Planning & Design Proposals, Detailed Phased Implementation Plan and Approval of Concept Master Plan	
a	Workshops with agencies and stakeholders	13-14 Aug 2020
b	Submission of Draft Revised Concept Master Plan and Design Proposals (incorporating TIA findings, leisure feasibility studies, surveys and findings)	30 Sep 2020
c	Refinements in consultation with agencies and stakeholders. Obtain in-principal clearances on key planning and technical requirements of relevant agencies and authorities.	30 Oct 2020
d	Submission of Revised Concept Master Plan and Design Proposals	15 Nov 2020
e	Presentation of Revised Concept Master Plan and Design Proposals to Board for approval	30 Nov 2020

4	Stage 4 RFP: Consultancy Services to Guide Implementation of the Approved Concept Master Plan and Design Proposals	
a	Consultancy services to guide phased implementation of Approved Concept Master Plan and Design Proposals, with scope and deliverables prescribed by the Board	Details to be shared in Stage 2 RFP documents

5. MDTs TEAM COMPOSITION

- 5.1 The MDTs must be headed by either Lead Master Planner/Architect or Lead Landscape Architect/Urban Designer, or joint leads from both the above disciplines (hereafter known as Lead Designers) with the vision and creative energy, skills and proven experience in the master planning, design and implementation of large scale integrated leisure projects as well as signature public spaces that create exceptional visitor experiences. The Lead Designers may represent more than one discipline if qualified. The Lead Designers should have relevant experience and have headed comparable multi-disciplinary consultancies in master planning, architecture, landscape architecture, urban design, public open space planning and design, and experiential design for complex multi-use projects.
- 5.2 The Lead Designers shall provide design oversight for the duration of the entire consultancy and shall be present at all key meetings, workshops and presentations as determined by the Board. One of the Lead Designers shall be appointed as the primary contact between the Design Team and the Board.
- 5.3 For the avoidance of doubt, the Lead Designers and members of a MDT in the fields of Master Planning/ Architecture and Landscape Architecture/Urban Design cannot be the Lead Designers or members of another participating MDT. Other than this, there are no restrictions to member firms participating in more than one MDT.
- 5.4 The MDTs shall also have on board an architecture firm registered under the Public Sector Panels of Consultants (PSPC) Panel 1 to provide a sound understanding of local authorities' requirements.
- 5.5 Besides Master Planner/Architect and Landscape Architect/Urban Designer, relevant expertise for the other disciplines within the MDTs shall include:
- 5.5.1 Transport Planner with experience to undertake transport study, traffic analysis and to propose innovative transport solutions for multi-use sites and/or attractions. The Transport Planner shall comprise of locally-based personnel with proven knowledge of local land transport conditions.

The transport study requires a full time TIA manager stationed in Singapore during the course of the study. The TIA Manager shall have at least three (3) years of experience in traffic study projects, with a record of accomplishment of

at least three (3) TIA reports approved by the Land Transport Authority (LTA) for various proposed developments in Singapore.

The transport study also requires a Traffic Modeller for developing the traffic micro-simulation models. The Traffic Modeller shall have at least five (5) years of relevant experience in traffic micro-simulation using the proposed software and have prior experience in the submission of a micro-simulation to LTA and obtained its approval. During the course of study, the Traffic Modeller shall be based full time in Singapore or be in Singapore in person at any time within 3 working days as and when the LTA/Client requests.

5.5.2 Leisure and Attractions Feasibility Consultants with the expertise to conduct market analysis and commission independent surveys of the leisure and attractions industry in both Singapore and international markets, assess market receptiveness of new leisure products and services, propose unique, high-quality and feasible leisure development concepts, and connect the Board with suitable investors and operators interested to develop such concepts and attractions at the Racecourse. Economic and market justifications shall be provided for the size and floor space quantum for attractions, accommodation and retail/F&B components of the master plan.

5.5.3 Engineering Consultants (structural, electrical & mechanical systems expertise) to provide conceptual design of the structures and M&E systems of the proposals, with due consideration for practicality, regulations, safety, capital and life-cycle costs.

5.5.4 Quantity Surveyors with significant local experiences in construction costings.

6. MDTs' ELIGIBILITY

6.1 Participation in the RFP is open to firms with the required expertise as detailed in para 5.

6.2 There are no restrictions on any foreign tie ups.

6.3 Any firm which is currently debarred from participating in Government RFP and/or tenders is not eligible to participate in this RFP. If the RFP proposal is submitted without explicitly mentioning that the firm is currently debarred, the Board shall treat the submission of the RFP as an express and continuing declaration by the firm that the firm is in fact eligible to participate in this RFP and, if such a declaration is discovered to be false, the Board will be entitled to rescind any contracts entered into pursuant to such a RFP proposal, without the Board being liable therefor in damages or compensation.

6.4 Firms must also demonstrate the financial capacity to undertake the consultancy by providing the last 3 years of Certified/Audited Financial Statement comprising the Balance Sheet and Profit and Loss Account to demonstrate their financial ability to undertake the project.

7. SUBMISSION REQUIREMENTS AND PROCEDURES

7.1 Stage 1 RFP: Statement of Intent, Team Composition and Proven Track Records

- 7.1.1 The intent of Stage 1 RFP is to facilitate an understanding of the MDT's past design performance, thoughtfulness, creativity, capability and their philosophy and design intent with respect to the Racecourse. MDTs shall submit a Statement of Design Intent, Team composition, Team organisation chart and Team track record in accordance with the submission requirements as set out in this document.
- 7.1.2 MDTs shall refer to the RFP Notice in GeBIZ for the closing date and time for submission of RFP Proposals. Any RFP proposal submitted after the closing date and time shall be automatically rejected.
- 7.1.3 MDTs shall include email address of the point of contact in the Request for Proposals for correspondence.

7.2 Stage 1 RFP: Deliverables

The Stage 1 RFP submission deliverables are as follows:

- 7.2.1 Team composition and organisation, team member resumes and team portfolio must be submitted in accordance to para 8.1.2 (Team Capability Criteria). All text in Stage 1 RFP documents must be in Arial font, minimum size 10pt. Please refer to Annex A for the submission requirements.
- 7.2.2 Statement of Design Intent, includes a preliminary vision and narrative of a new Identity for the Racecourse; a proposed planning framework with design principles, objectives and strategies that will create an integrated and coherent master plan and address the site's challenges and opportunities; and preliminary ideas and concepts for the proposed Signature Public Park, a key landmark in the re-making of the Racecourse. Limited to five (5) A4 pages.
- 7.2.3 One (1) A0 size portrait-oriented presentation board (maximum) mounted on 6mm thick soft foam board to illustrate the Statement of Design Intent and ideas and concepts for the Signature Park.
- 7.2.4 One (1) A3 booklet (optional) containing additional or supplementary information not presented on the presentation board, limited to ten (10) pages.
- 7.2.5 One (1) thumb drive containing a softcopy of the entire submission in .pdf or .jpg format at a minimum resolution of 300 dpi.
- 7.2.6 All submissions would need to be accompanied by the 'Declaration Form' and 'Submission Requirements' shown respectively in Annex C and Annex A.

- 7.2.7 MDTs shall refer to the Tender Notice in GeBIZ for the closing date and time and format of submission for each stage of the RFP.
- 7.2.8 MDTs shall submit their RFP proposals in accordance with the following mode of submission:

Documents and Information to be submitted at Stage 1	Mode of Submission
1. Submission Requirement showing the team composition and organisation, team member resumes, team portfolio and Statement of Intent (Annex A) 2. Summary of the Team Composition in Excel format (Annex A1) 3. Declaration Form (Annex B) 4. Undertaking to Safeguard official Information (Annex C) 5. Last 3 years (2017 to 2019) Certified/Audited Financial Statement comprising the Balance Sheet and Profit and Loss Account to demonstrate their financial ability to undertake the project	To be submitted through GeBIZ as attachments.
6. One (1) A0 size portrait-oriented presentation board (maximum) mounted on 6mm thick soft foam board to illustrate the Statement of Design Intent and ideas and concepts for the Signature Park. 7. One (1) A3 booklet (optional) containing additional or supplementary information not presented on the presentation board, limited to ten (10) pages. 8. One (1) thumb drive containing a softcopy of the entire submission in .pdf or .jpg format at a minimum resolution of 300 dpi.	<u>Manual Submission</u> to be submitted to: Tender Box Number 6 located at Reception Lobby of Singapore Turf Club, 1 Turf Club Avenue, Singapore 738078

- 7.3 RFP proposals submitted electronically through GeBIZ shall be submitted in accordance with the *Terms and Conditions for Use of the Government Electronic Business (GeBIZ)*. The Board shall not be liable for any failure of receipt of the RFP proposal, regardless of the reason for such failure. MDTs should contact the helpline at GeBIZ (Tel: 6482 7121) for assistance or clarification where necessary.

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- 7.4 Where any documents are required to be submitted through GeBIZ, the documents may be submitted without any handwritten signature. MDT's submission of the documents through GeBIZ shall be equivalent to the MDTs signing those documents and be conclusive evidence of the authenticity of the documents and the authority of the originator of the documents and the MDTs shall be bound by those documents.
- 7.5 Unless otherwise stated, where any document is required to be submitted through GeBIZ, the document may be submitted without any handwritten signature. The Tenderer's submission of the documents through GeBIZ shall be equivalent to the Tenderer signing those documents and be conclusive evidence of the authenticity of the documents and the authority of the originator of the documents and the Tenderer shall be bound by those documents.
- 7.6 Where documents are to be submitted manually into the tender box, Tenderers shall specify clearly on the top left-hand corner of the envelope
- (a) the tender number;
 - (b) the closing date and time of the tender;
 - (c) the tender box number to which the documents must be delivered; and
 - (d) the name and address of the Tenderer.
- 7.7 It is the MDT's sole responsibility to ensure that the team has downloaded a complete set of the RFP documents. If any discrepancy is found, or if the MDTs is in doubt as to the true meaning or intent of any part of the RFP documents, the MDTs may seek clarification in writing from the Board on or before **24 Jan 2020 at 5pm**, failing which the Board may disregard any such queries. Details of the contact person for clarification can be found in the RFP Notice in GeBIZ. No appeal will be entertained on the basis of any incomplete documents or misunderstanding of the documents. No oral representation shall be construed to modify or vary any of the provisions, terms or conditions of the RFP.
- 7.8 At any time prior to the closing date for submission of RFP, the Board may, for any reason, issue a Corrigendum to amend any terms in or to issue supplementary terms to the RFP. The Corrigendum will be published in GeBIZ. It is the MDT's responsibility to check for any Corrigendum issued via GeBIZ and view the contents of the Corrigendum. All RFP submitted will be deemed to have taken into account and incorporated the contents of the Corrigendum and no appeals by the MDTs on this basis shall be entertained.
- 7.9 The Board shall not consider late submissions.
- 7.10 **Stage 2 RFP: Concept Master Plan and Design Proposals**
- The Stage 2 RFP submission of the Concept Master Plan and Design Proposals shall respond comprehensively to the Programmatic Brief in Section 2 of the RFP, accompanied by a compelling narrative, plans, drawings and renderings to illustrate the qualities of the submission that will meet the expectations and requirements set out in this RFP document. Further details shall be provided in the Stage 2 RFP documents which will be released after the award of Stage 1 RFP.

7.11 **Stage 2 RFP: Deliverables**

The Stage 2 RFP submission deliverables are as follows:

- a) Maximum eighteen (18) A0 size portrait-oriented presentation boards mounted on 6mm thick soft foam board. Details to be included in the presentation boards will be provided at the commencement of Stage 2 RFP.
- b) Five (5) hardcopies of Design Report in A3 booklet format incorporating all the submission requirements.
- c) Five (5) copies of Consultancy Fees submission for Stages 3 & 4. Format and details of submission to be provided at Stage 2 RFP.
- d) 1:1750 scale model of the Racecourse Concept Master Plan and Design Proposals. MDTs will be reimbursed a suitable sum for the model which will be advised at Stage 2 RFP.
- e) Maximum 5-minute animated high resolution fly-through video in commonly used video format (i.e. MOV, Quicktime or MP4)
- f) Presentation slides of the submission in ppt which includes the presentation to the Evaluation Panel.
- g) Softcopies of entire submission in .pdf or .jpg format

7.12 **Stage 3 RFP & Stage 4 RFP**

Details of the submission requirements for Stages 3 and 4 RFP shall be provided in the Stage 2 RFP documents.

8. EVALUATION CRITERIA

8.1 **Stage 1 RFP: Statement of Intent, Team Composition and Proven Track Records**

Only submissions that comply with the Critical Criteria and Quality Criteria stated below will be considered.

8.1.1 Critical Criteria - Proposals that do not comply with the following critical criteria will be excluded from further evaluation:

(a) Debarment Status of MDTs

The firms in the MDTs shall not be debarred on or after the closing date of tender by the Standing Committee on Debarment of the Ministry of Finance from participating in public-sector projects.

8.1.2 Quality Criteria

MDTs will be evaluated based on their Team Capability (i.e. Team Composition & Organisation and Track Record) and Statement of Design Intent according to the following weightages set out in the following table:

Item	Evaluation Criteria	Score (%)
1	<p data-bbox="526 569 846 600">Team Capability Criteria</p> <p data-bbox="436 632 951 663">A <u>Team Composition & Organisation</u></p> <p data-bbox="526 695 1247 848">(i) The Lead Designers shall have relevant experience and have headed comparable multi-disciplinary consultancies in master planning, major parks/open space planning and design, urban design and complex architectural projects.</p> <p data-bbox="526 884 1247 1003">(ii) The Lead Designers shall provide personal commitment to provide oversight for the duration of the RFP and consultancy and shall be present at all key meetings determined by the Board.</p> <p data-bbox="526 1039 1247 1159">(iii) MDTs shall demonstrate that they comprise qualified key personnel with relevant qualifications, experience and knowledge to address the unique issues and requirements of the Racecourse project.</p> <p data-bbox="526 1194 1247 1314">(iv) The structure of the MDTs and how it is organised with a clear Design Lead vis-à-vis the roles and responsibilities of the other individual team members/firms shall be clearly indicated.</p> <p data-bbox="526 1350 1247 1470">(v) MDTs shall have means for an integrated design process among team members and across disciplines. The lines of communication with the Board shall be clearly defined.</p> <p data-bbox="436 1505 696 1537">B <u>Track Record</u></p> <p data-bbox="526 1572 1247 1633">Only relevant portfolio projects will be considered. The portfolio shall be carefully arranged to demonstrate:</p> <p data-bbox="526 1669 1247 1730">(i) Design leadership and level of commitment to design excellence.</p> <p data-bbox="526 1766 1247 1854">(ii) MDT's expertise in developing master plans and architectural design solutions that are similar in complexity to the Racecourse project.</p>	30

	<p>(iii) MDT's understanding of the design issues and unique challenges that need to be addressed for the Racecourse.</p> <p>(iv) Examples of portfolio projects in which the MDT's design solutions had addressed the project challenges and had fully met or exceeded the client's needs and requirements.</p>	
2	<p>Statement of Design Intent</p> <p>MDTs shall propose a compelling preliminary vision and narrative for a new Identity for the Racecourse. The Statement of Design Intent shall include a proposed planning framework with design principles, objectives and strategies to be used to create an integrated and coherent master plan for the Racecourse, as well as to address the site's challenges and opportunities.</p> <p>The vision, narrative and framework can be supported through use of schematic concept diagrams and illustrations.</p> <p>MDTs shall also suggest preliminary concepts or ideas for the Signature Public Park which will be a key landmark in the re-making of the Racecourse.</p>	70
	TOTAL	100

8.2 Stage 2 RFP - Concept Master Plan

8.2.1 The evaluation criteria, based on Quality-Fee Method, will comprise Quality of Design and Consultancy Fee Components submitted by the selected MDTs. The evaluation criteria for Stage 2 RFP are stated in the table below.

Item	Evaluation Criteria	Score (%)
1	<p><u>Fee Component (For Stage 3 RFP Only)</u></p> <p>Evaluated on the extent of resource commitments and reasonableness of fees in delivering the Scope of Design Services for Stage 3 RFP</p>	20
2	<p><u>Quality Components</u></p> <p>Evaluated on their creativity, inspirational character, responsiveness to the programme challenges and opportunities, and overall feasibility of implementation.</p>	80

A	<p><u>Concept Master Plan</u></p> <p>(i) How compelling and attractive is the overall Concept Master Plan in terms of the new Identity, degree of integration and overall visitor experience.</p> <p>(ii) Comprehensive urban design considerations in response to site analysis. Quality of the public space design and experience. Well thought out pedestrian circulation system. Well resolved traffic and vehicular circulation system, parking and integration with public transport modes.</p> <p>(iii) Optimal and creative use of existing assets (ie. lands and buildings). Adequacy in the provision of infrastructure and services.</p> <p>(iv) Robustness and flexibility of the development parcels to accommodate a range of development possibilities.</p> <p>(v) Highly feasible and cost-effective implementation phasing.</p> <p>(vi) Comprehensive submission of supporting planning information and data.</p>	(40)
B	<p><u>Public Signature Park</u></p> <p>(i) Attractiveness of the overall design to qualify as a landmark public space in the re-imagination of the Racecourse identity.</p> <p>(ii) Richly imagined landscape with unique and endearing qualities that are delightful and engaging. Ability to create an emotional connection with all visitors.</p> <p>(iii) Suitable design language, theme and programming that complement the site and its surroundings and will draw all profile of residents to visit on a regular basis.</p> <p>(iv) Seamless integration with overall public realm and amenities within the Racecourse and with a clear and attractive connection to the Rail Corridor Kranji Node.</p>	(20)
C	<p><u>Other Key Developments and Attractions</u></p>	(20)

	<p>(i) Proposals fit and integrate well with the overall Concept Master Plan identity. Proposals that are experiential and immersive yet authentic and relevant to our local context. Uniquely designed to take into account local climate and vegetation.</p> <p>(ii) Unique leisure development concepts, recreational programmes and activities with extraordinary appeal to local and foreign visitors. Product can complement other existing attractions but must be compelling and differentiated from other products and services found in Singapore and the surrounding countries.</p> <p>(iii) Demonstrate strong economic case and market feasibility for the proposed concept, size and capacity. Able to attract and ensure loyal and consistent local footfall.</p>	
	TOTAL	100

9. INTELLECTUAL PROPERTY RIGHTS

- 9.1 Copyright ownership for each submission shall remain vested with the MDT. All information and material submitted by MDT in response to the RFP shall become the property of the Board and shall not be returned to the MDT.
- 9.2 Each MDT participating in the RFP grants to the Government of Singapore (including the Board and other relevant Government agencies) a royalty-free, freely transferable, sub-licensable and irrevocable licence to use, adapt and modify the material contained in the submission and all intellectual property rights subsisting in the material in the submission for all the purposes in respect of or in connection with the Project (defined as the area within the Request for Proposal boundary). The Government of Singapore (including the Board and other relevant Government agencies) shall be entitled to use, adapt and/or modify the material contained in the submission ("the modified works"), whether wholly or partially, if and when it deems fit, without the prior approval of the entrant. Such modified works shall become the property of the Government, the Board or the relevant Government agency, as the case may be.
- 9.3 The Government of Singapore (including the Board and other relevant Government agencies) shall have the right to exhibit, photograph, archive, electronically store, duplicate or records all submissions, including all modified works arising thereto, without fee or restriction.
- 9.4 Submission by an MDT shall be deemed as a representation and warranty that the submitted material is an original work by that MDT, the MDT has full rights and/or title to the material, and that the material will not infringe or misappropriate any right of any person or entity. The MDT shall be liable for violation of any intellectual property rights in this regard and shall indemnify the Government of Singapore (and the Board and

the other relevant Government agencies) for any actions, claims, demands, damages, expenses, costs (including all legal costs on a solicitor and client basis, if any) or losses, arising out of or in connection with any such violation.

10. CLARIFICATION OF SUBMISSION

In the event that the Board seeks clarifications on any aspect of a submission made by the MDT at any stage of the RFP, the MDT shall provide full and comprehensive responses within seven (7) days of notification, unless otherwise agreed upon by the Board. All expenses incurred in relation to the clarifications shall be borne by the MDT.

11. INSURANCE

The MDTs shall be required, at MDT's own cost and expense, to take out and maintain insurance policies for such risks and amounts as may be set out in the RFP. Such insurance policies shall be taken out with an insurance company registered with the Monetary Authority of Singapore and shall name the Board as one of the insured.

12. CONFIDENTIALITY

12.1 Except with the prior consent in writing of the Board, the MDT shall not disclose this RFP, or any of its provisions, or any specifications, plans, drawings, patterns, specimens, samples or information issued by the Board.

12.2 The Board may require an unsuccessful MDT to return any specifications, plans, drawings, patterns, specimens, samples or information issued by the Board.

13. APPLICABLE LAW

All RFP proposals submitted pursuant to this Invitation to RFP and the formation of any resulting contracts shall be governed by Singapore law.

14. CORRIGENDA TO RFP

The Board reserves the rights to amend any terms or to issue supplementary terms at any time prior to the closing of any stage of the RFP.

SECTION 2 : PROGRAMMATIC BRIEF

1. BACKGROUND

- 1.1 The Board has completed an initial feasibility study on the redevelopment of the Singapore Racecourse in 2018. The study proposed a range of sports and recreational offerings and community programming, to transform the Racecourse into a leisure and recreational community space. The preliminary redevelopment intentions for the Racecourse was announced during the URA Draft Master Plan 2019 exhibition in March – May 2019, whereby the Racecourse would have a greater variety of recreational activities and community spaces to attract people from all walks of life.
- 1.2 The objective of this RFP is to develop a more detailed and compelling master plan that can be implemented in phases. There is also the potential now to re-envision the entire Kranji and Mandai area as a leisure or vacation destination for Singaporeans and foreign visitors alike, with new and compelling attractions and activities that are consistent with the rustic theme and complement the cluster of nature based attractions and offerings in the North Region. These new ambitions and requirements necessitate the development of a more comprehensive master plan for the Racecourse as an integrated leisure destination with varied attractions and delightful public spaces for the community.
- 1.3 While the horse racing operations will continue, the intention of the redevelopment masterplan is to re-imagine how the racecourse land and its existing facilities can be rationalised, re-planned and optimised such that the remainder of the site can be redeveloped into an integrated and extraordinary leisure destination with unique offerings and attractions. This may include a diverse range of uniquely curated recreational facilities, theme attractions and accommodations, retail opportunities as well as delightful and endearing community spaces and parks that are meaningful, enjoyable and memorable for all visitors.

2. PRELIMINARY VISIONING CONCEPT

- 2.1 A preliminary visioning concept has been developed by the Board to guide the redevelopment of the Singapore Racecourse. The visioning concept draws from inputs from key stakeholders to date, as well as findings from the initial feasibility study.
- 2.2 Preliminary concept statement
 - 2.2.1 The concept statement distils the Board's preliminary aspirations for the Singapore Racecourse redevelopment:

*An Extraordinary and Inclusive Leisure Destination with a Unique Identity
that celebrates its Equestrian Heritage and Wonderful Green Spaces.*

2.2.2 MDTs have the liberty to review the concept statement, propose a more detailed or compelling vision and narrative, and develop a comprehensive framework of planning objectives and strategies with an appropriate design approach to guide the formulation of the Racecourse Concept Master Plan.

3. KEY PLANNING & DESIGN CHALLENGES AND OPPORTUNITIES

3.1 Redefining the Identity of the Singapore Racecourse

As the Singapore Racecourse is a purpose-built horseracing venue, the Racecourse is currently almost exclusively dedicated to horse racing and wagering activities and is patronised mainly by punters. There is the existing STC Riding Centre located at the northern end of the site and also a go-kart facility located underneath the MRT viaduct within the site. Other than these, the Racecourse today will generally not appeal to the public at large because there are no other facilities and amenities that cater to the interests and needs of other segments of the population.

The Racecourse Master Plan will need to create a new Identity for itself as a truly integrated leisure destination that can endear itself and attract a wider profile of visitors through new programmes, attractions and activities that will draw the non-punting crowd on a regular basis. The re-imagined identity should take reference to the Racecourse's unique features, which are its equestrian heritage (that are not specific to horse racing) and the natural attributes of the site and its surroundings which are largely green and rustic. The new identity for the Racecourse should be used to guide the design and theming of new proposals, public areas and spaces and the sense of arrival into the Racecourse site.

The Master Plan must include various strategies that cater to local communities. These can include various affordable lifestyle and recreational offerings, to designing freely accessible public spaces with extraordinary, delightful and inspiring experiences that will endear the site to the general public. Well-designed landscapes as well as spaces and activities that involve community participation and stewardship can also be considered to foster emotional connections between the community and the place over time.

3.2 Being Relevant to the Community as a Wholesome Family-Friendly Leisure Destination

A key design challenge for the Master Plan is how can the Racecourse be transformed into an integrated leisure destination suitable for the whole family without inadvertently promoting horse racing and wagering as a leisure activity. To be relevant to the community, the Racecourse should offer a slew of alternative high quality leisure offerings, recreational spaces and experiences that become the major draw for the whole family.

It is not the intention of the Master Plan to promote the enjoyment of horse racing as the focus of community vibrancy for the site. In this sense, the Singapore Racecourse needs to be intentionally differentiated from other urban Racecourses in the world such as those in Hong Kong or Japan.

For instance, the Happy Valley Racecourse in Hong Kong is located next to the CBD and serves as a convenient leisure destination for the after-office crowd. The Singapore Racecourse on the other hand is located in a far-flung location away from both the city and nearby residential areas. There is no intention therefore to benchmark the Singapore Racecourse against racecourses in dense urban areas such as in Hong Kong or Tokyo where horse racing itself may be considered a lifestyle offering and a main draw for visitors. In any case, the social and cultural context with regards to horse racing in Singapore is different from these other jurisdictions. There are social safeguards in place in Singapore to ensure that minors are not exposed to horse racing. It is also not the Board's intention to explicitly or implicitly promote horse racing and wagering as a leisure activity.

3.3 Creating a Compelling Integrated Leisure Destination that Complements other Nature Related Spaces and Attractions in the North

In terms of programming, the new forms of leisure developments proposed for the Racecourse shall be compelling and differentiated from others found in Singapore and the surrounding countries. This is important as Singaporeans and visitors are well travelled and they could easily discern if their experiences are just "more of the same" or not very different from existing ones they have visited in nearby countries. In particular, there is increasing interest from the local community for experiential and immersive activities and attractions that are unique, yet authentic and relevant to our local context. These facilities should be uniquely designed with reference to the tropical environment, equatorial climate and vegetation found in Singapore. These new visitor experiences will need to be curated in such a way that they become unique destination attractions in their own right and are extraordinary and highly appealing to both local and foreign visitors.

Other amenities such as accommodation, retail and F&B may be considered as part of the leisure offerings at the Racecourse. There should be a balance such that certain amenities such as F&B shall cater to the broad appeal of Singaporeans to ensure loyal and consistent local footfall. Other amenities can be based on unique, market-tested development concepts that address existing market gaps or offer novel experiences for visitors. The physical design of the attractions and amenities will need to integrate with other elements of the Master Plan, including the public spaces and landscapes, so as to maintain a clear and cohesive identity for the entire development.

3.4 Connecting with the Surroundings

MDTs who are shortlisted for Stage 2 RFP shall be provided with a preliminary transportation proposal to link the Racecourse with other attractions in the region.

Teams are free to incorporate or adjust such connections to dove-tail with their respective master plans for the Racecourse.

The MDTs shall also come up with design proposals to seamlessly connect the Racecourse with the adjacent Rail Corridor in order to support and enhance the role of the latter as a 24 km long community belt spanning the width of the country from Tanjong Pagar Railway Station at the edge of the city in the south to Kranji and Woodlands in the north.

3.5 Optimizing Landscape and Public Realm Design for Better Connectivity and Greater Visitor Experience

The Racecourse Master Plan shall transform the Racecourse precinct into a highly delightful and walkable district in which most members of the visiting public are expected to arrive through the Kranji MRT station. Hence, creating a great sense of arrival as the first impression for the visiting public coming by MRT is a key strategy in creating a new Place Identity for the Racecourse.

MDTs should consider using landscapes and the design of the public realm to create better connectivity and pleasurable visitor experiences for this very extensive site. Public spaces and the pedestrian network leading from the MRT station shall be attractively landscaped, comfortable to use and universally accessible. The design of the public pedestrian network starting from the MRT station area shall closely examine various existing site constraints, including terrain differences as well as existing service roads, and propose feasible and creative solutions that can transform these constraints into opportunities.

3.6 Ensuring No Disruption to Horse Racing Operations while Implementing the Master Plan

While there is flexibility to consider relocation and consolidation of horseracing related back-of-house (BOH) facilities in order to optimize overall land use within the existing site, the need to maintain continuity of horse racing activities throughout the implementation of the Racecourse Master Plan is a sine qua non. The Master Plan must be capable of being phased to take into consideration various horse racing related requirements, including stabling provisions, BOH provisions, as well as horse movements and horse training requirements. Further details on horseracing related provisions will be provided to shortlisted MDTs in Stage 2 RFP.

3.7 Reviewing the Use of Sub-optimal Assets

Currently, the Grandstand is only 40-50% occupied on race days. Similarly, the purpose-built multi-storey car park (MSCP) is at most 60% occupied on peak race days. Details of both facilities are given in Appendix A. In developing the Racecourse Master Plan, MDTs should critically look at the use and provision of these facilities in the longer term to ensure land and building use optimization within the site.

3.8 Segregating Between Wagering and Non-Wagering Crowd and Activities

It is worth repeating that it is not the objective of the Racecourse Master Plan to rejuvenate interest in horse racing and to increase the pool of punters to the racecourse over time. It is also not the intent of the Master Plan to promote wagering in horse racing as a leisure activity. The Racecourse Master Plan needs innovative design strategies to segregate the punting crowd from the non-punting crowd, and to encourage a wider segment of the population to visit the Racecourse to enjoy various leisure and recreational offerings without inadvertently exposing them to and promoting greater interest in horse racing among the general public (see item 5 of Appendix A).

Given the profile of punters are different from non-punters, appropriate design solutions should be developed to creatively segregate the routes taken by punters from routes taken by visitors to the other on-site attractions during Race Days. This segregation shall be considered for arrivals from the Kranji MRT station and if necessary from the public car parks within the site. It should be noted that Race Days generally take place over only 2 days of a week.

4. MARKET FEASIBILITY ASSESSMENTS

4.1 The MDTs will need to provide market feasibility assessments to substantiate the economic case for any major leisure attractions, accommodation and retail opportunities that are proposed in the submissions. Shortlisted MDTs entering Stage 2 RFP are allowed to enlarge their team to include potential developers and operators of attractions, programmes and activities in order to lend added credence to their submitted proposals. MDTs shall seek the Board's approval for any changes to the composition of the Team.

4.2 It is important to note that the Kranji racecourse location is not intended to be redeveloped into another major retail destination. The Urban Redevelopment Authority (URA)'s polycentric strategy is to deliberately cluster the major retail opportunities outside the city into designated regional centres and town centres that are served by high population catchments. The nearest regional centre to the Racecourse is Woodlands Regional Centre and the nearest town centres are Choa Chu Kang Town Centre and Bukit Panjang Town Centre. Any retail proposals and concepts for the Racecourse will need to be rigorously justified to show that it shall not lead to cannibalisation of the retail market in these heartland commercial centres as well as those major retail districts in the city.

5. SIGNATURE PUBLIC PARK

5.1 A Signature Public Park shall be proposed as an integral component of the Racecourse Master Plan to reflect the re-positioning of the Racecourse identity as an inclusive space that is welcoming to a wide segment of the community of all ages, abilities and

backgrounds. As a key landmark in the remaking of the Racecourse, the design and use of the Park will define the community's experience of this new identity. The current plan is to implement the Park within the first phase of the Racecourse redevelopment, in order to catalyse its physical transformation as well as the public's perception of its image.

- 5.2 The Park should have a richly imagined landscape that is inspired in part by the site's identity and heritage as well as its surroundings, creating a new place identity for the Racecourse. The landscape should be delightful and engaging and give residents, particularly those staying in the North region, good reasons to visit and enjoy the Park through-out the year. The Park may also be integrated with appropriate amenities to serve the needs of visitors and residents. The design of these amenities should be integrated with the overall landscape design to create a cohesive character that is unique to the Racecourse site.
- 5.3 The Park shall be situated in a highly accessible and prominent location near the Kranji MRT station, and potentially integrated with the Sungei Mandai canal that runs within the Racecourse site. It shall also be linked across Woodlands Rd to the adjacent Rail Corridor Kranji Node. The Park should form part of a system of connected landscapes that contributes to a highly attractive public realm throughout the Racecourse site. The public realm could include both outdoor and indoor spaces with appropriate design measures used to segregate the general visitor traffic from mingling with punters attending the races on Race Days.
- 5.4 MDTs have the flexibility to propose the actual scale and extent of the Signature Public Park, in line with the overall proposed Master Plan for the Racecourse.

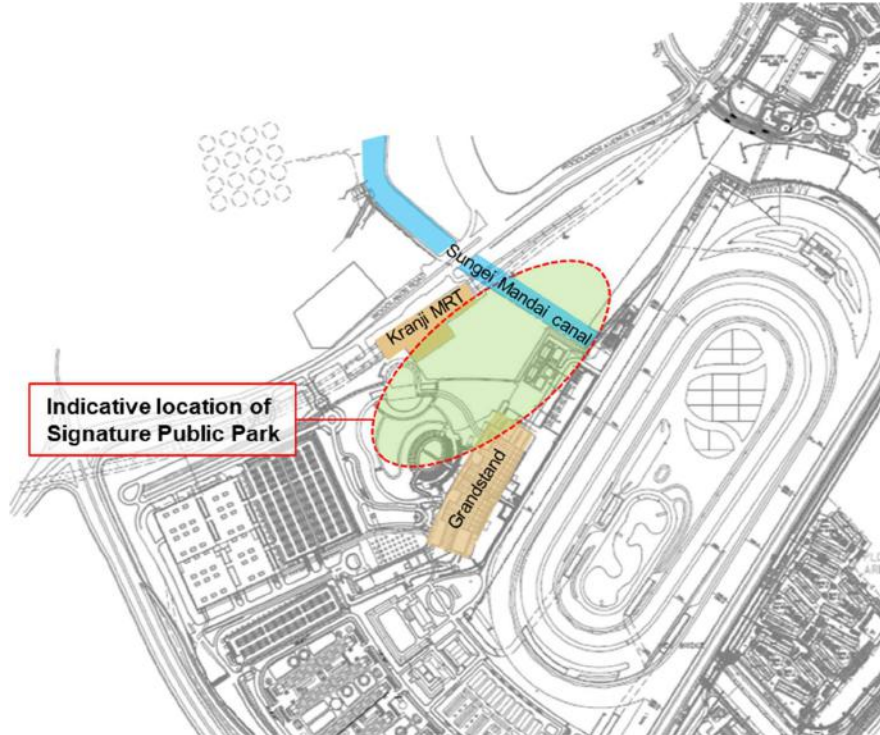


Figure 1. Indicative location of the Signature Public Park

6. OTHER PLANNING REQUIREMENTS

6.1 MDTs are to also take into consideration the following planning requirements. Further detailed planning requirements will be provided to shortlisted MDTs in Stage 2 RFP.

6.2 GFA quantum

6.2.1 The maximum GFA quantum allowable in the lease parameters for the Racecourse as detailed in the table below, may be adopted as parameters for the purpose of the Master Plan study. Proposed GFA quantum in excess of existing quantum will be subject to planning consideration and approval by the Urban Redevelopment Authority (URA).

GFA	Total	Commercial (% of Total quantum)
Max. allowable in lease parameters	455,000 sqm	136,000 sqm (30%)
Existing	181,000 sqm	23,000 sqm (13%)

Remainder of max. allowable quantum per lease parameters not used up	274,000 sqm	113,000 sqm (41%)
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6.2.2 MDTs should note that the objective of the Master Plan study is not to maximise the allowable GFA quantum per lease parameters. Overall GFA quantum should be proposed to support the redevelopment needs of the Racecourse, and in line with the proposed concept of the Master Plan. In particular, MDTs should justify the proposed commercial GFA quantum in relation the vision and proposals in the master plan. Excessive retail GFA will be a concern and will need to be justified rigorously in the light of concerns over the cannibalization of the retail market in other parts of the island, particularly in the heartland commercial areas as well as major retail districts in the city.

6.3 Repurposing of the existing facilities at STC Riding Centre

6.3.1 The existing facilities at the STC Riding Centre are to be repurposed to take on a wider range of equine related activities, including horseback riding and equine therapy. MDTs shall take note that the STC Riding Centre facilities will remain at its existing location. The Board is also unlikely to further invest significantly in its development as the facilities were purpose-built for holding the Youth Olympic Games in 2010 and there are enough stabling facilities to take in more horses from elsewhere. However, the MDTs are encouraged to propose appropriate strategies to integrate the Riding Centre physically with other public spaces and programmes in the Racecourse master plan.

6.3.2 Further details on the proposed repurposing of the existing facilities at the Riding Centre will be provided in Stage 2 RFP.

6.4 Transport planning requirements

6.4.1 The transport planning for the Racecourse redevelopment shall be fully integrated upfront as part of the Master Planning process, so that visitor access will be designed and incorporated as part of the overall visitor experience. Transport planning should adopt a balanced approach by catering for normal day traffic, while ensuring that visitor experience will not be compromised by additional traffic demands due to events such as major horse racing tournaments especially on weekends.

6.4.2 The Racecourse redevelopment should also be car-lite. The infrastructure and environment should be designed to encourage trips to be made via walk, cycle and/or public transport, especially during the development peak period. MDTs can also look at options for retaining/replacing car parking structures to optimize land use while taking into consideration life cycle costs of

infrastructure and practical constraints such as not disrupting racing operations during redevelopment.

6.5 Environment Sustainability

- 6.5.1 The Racecourse redevelopment should incorporate economically feasible and environmentally sustainable infrastructure and green features to minimize or reduce carbon footprint within the site. These should be integrated as part of the comprehensive design proposals for the site. Solutions to be considered could include, but are not limited to District Cooling System, on-site energy generation technologies such as solar farms, as well as animal waste-to-energy technologies.