



GHANA TRADE FAIR  
COMPANY LIMITED

# Ghana International Trade Fair Centre Redevelopment Project

## Investor Presentation





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# **GHANA INTERNATIONAL TRADE FAIR CENTRE REDEVELOPMENT PROJECT**

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# OUTLINE/CONTENT

1	Introduction to Ghana
2	Project Background
3	The Project Promoter
4	Overview/Description of The Project
5	Project Rationale
6	Project Execution Approach/Structure
7	Investors/Developer Selection
8	Key Investment Considerations

# Introduction to Ghana - **Snapshot**

**Ghana is rapidly consolidating its status as an emerging middle-income country with exceptionally strong growth supported by an impressive commodities endowment, diverse economy and strong institutional framework**

Population (million, 2021)	32.83
Nominal GDP (US\$ billion, 2021)	77.59
GDP Per Capita (US\$, 2021)	2,363.3
Real GDP Growth (% , 2021)	5.4
Capital	Accra

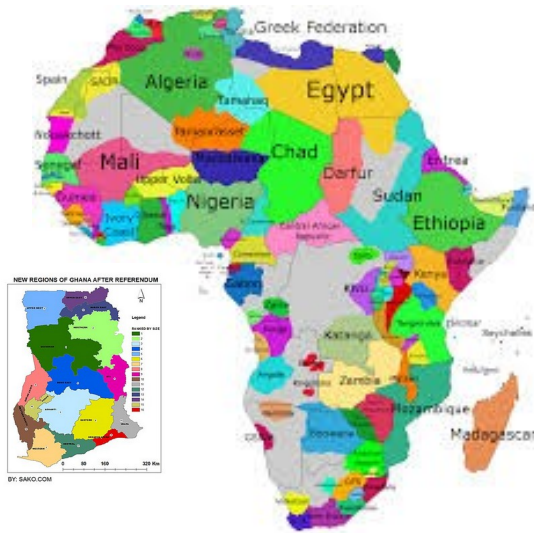
**Robust growth, diversified economy, rich natural resource base, growing oil and gas industry**

**Diversified Economy, poised to become Africa's commodity giant**

**Institutional Outperformer – described as an island of peace in a troubled African peninsula**

**Political stability, open, competitive elections, free press**

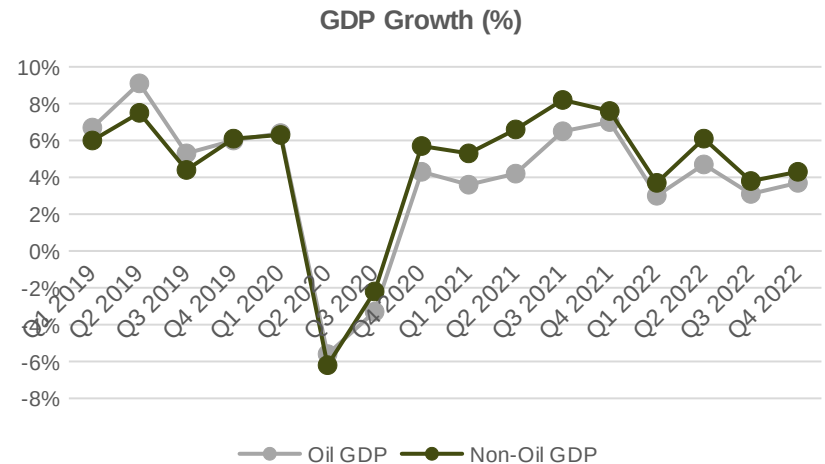
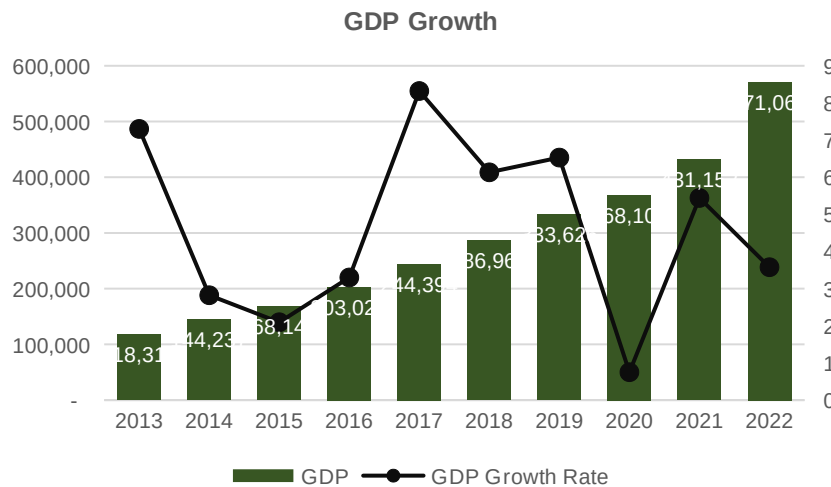
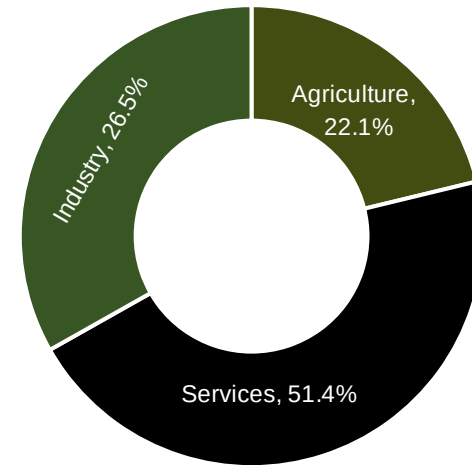
**Equitable distribution built on good governance and inclusive development**



# Introduction to Ghana

## Robust growth, Diversified Economy and Rich Natural Resource Base

- ✓ GDP growth rate (4.5%) in the last five years outperformed the sub-Saharan average (2.0%)
- ✓ Ghana's economy has almost doubled in size over the last five years.
- ✓ Growth has been driven mostly by a large and increasing middle class – 47% of the total population



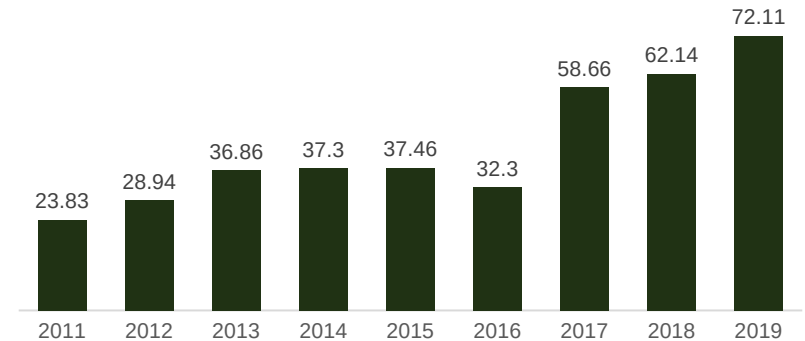
Source: World Bank, Ghana Statistical Service

# Introduction to Ghana

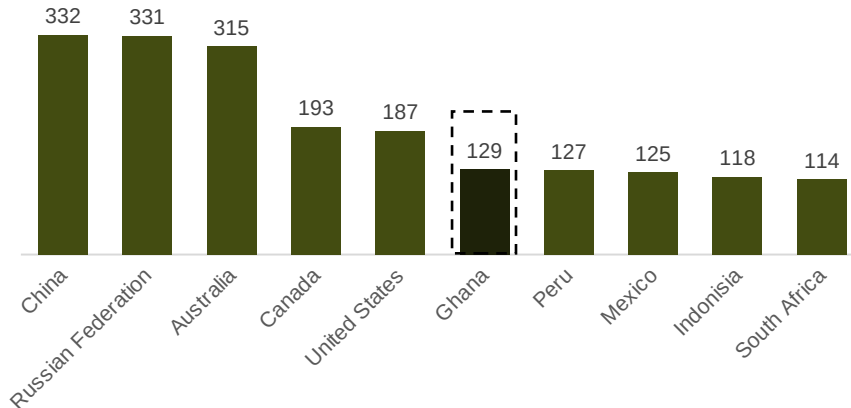
## Robust growth, Diversified Economy and Rich Natural Resource Base

- ✓ Ghana is endowed with significant amounts of oil and is poised to become an important African hydrocarbon producer
- ✓ The country currently has over 28 offshore crude oil fields at different stages of appraisal, development and production.

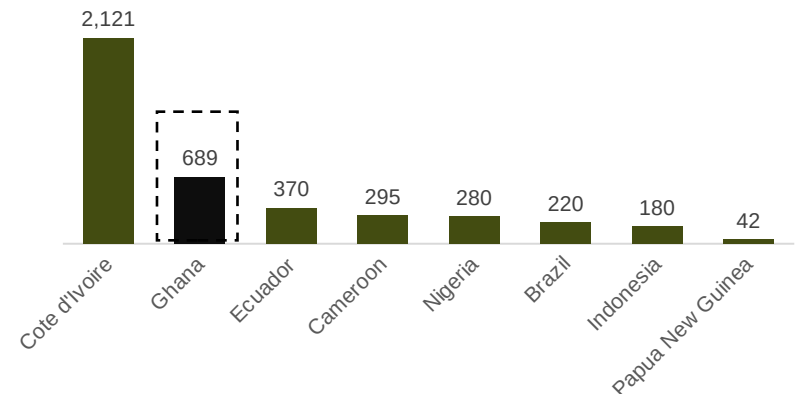
Oil Production (Million Barrels)



Gold Production (Tonnes)



Cocoa Production (Tonnes)



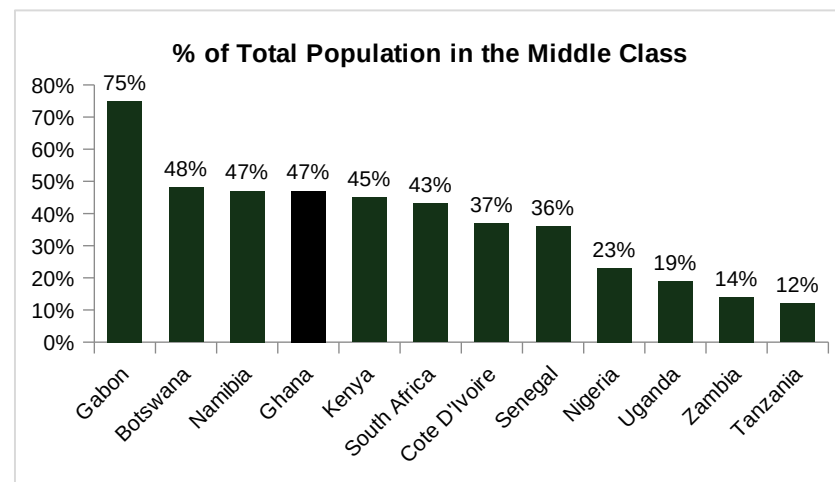
Source: World Bank, Ghana Statical Service, Petroleum Commission & Ghana National Petroleum Corporation, International Cocoa Organization, World Gold Council



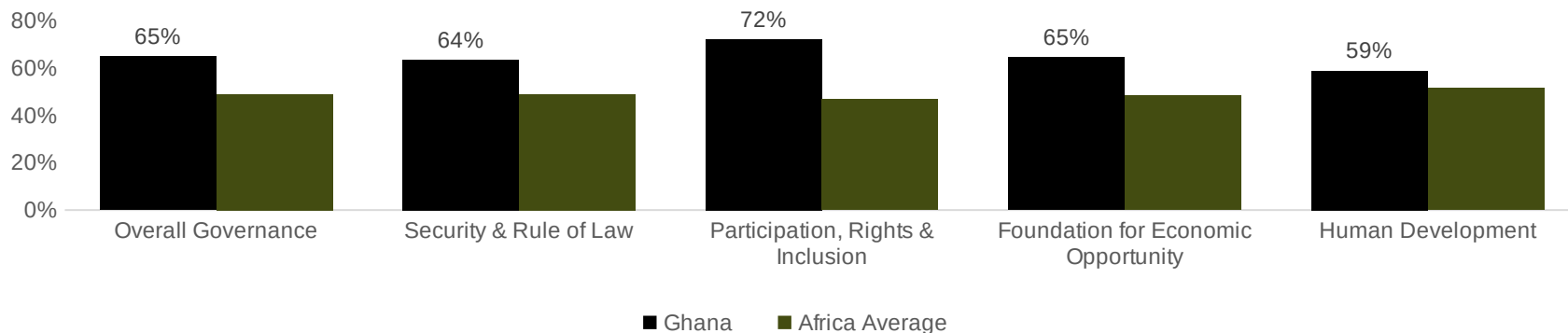
# Introduction to Ghana

## Institutional Outperformer – Attractive destination for business

	Ease of Doing Business Rank	Sub-Saharan Africa Rank
Mauritius	20	1
Rwanda	29	2
Kenya	61	3
South Africa	82	4
Botswana	86	5
Zambia	87	6
Seychelles	96	7
Lesotho	106	8
Namibia	107	9
Malawi	111	10
<b>Ghana</b>	<b>114</b>	<b>11</b>
Eswatini	117	12
Cote d'Ivoire	122	13
Uganda	127	14



Source: World Bank 2019 Ease of doing business survey.

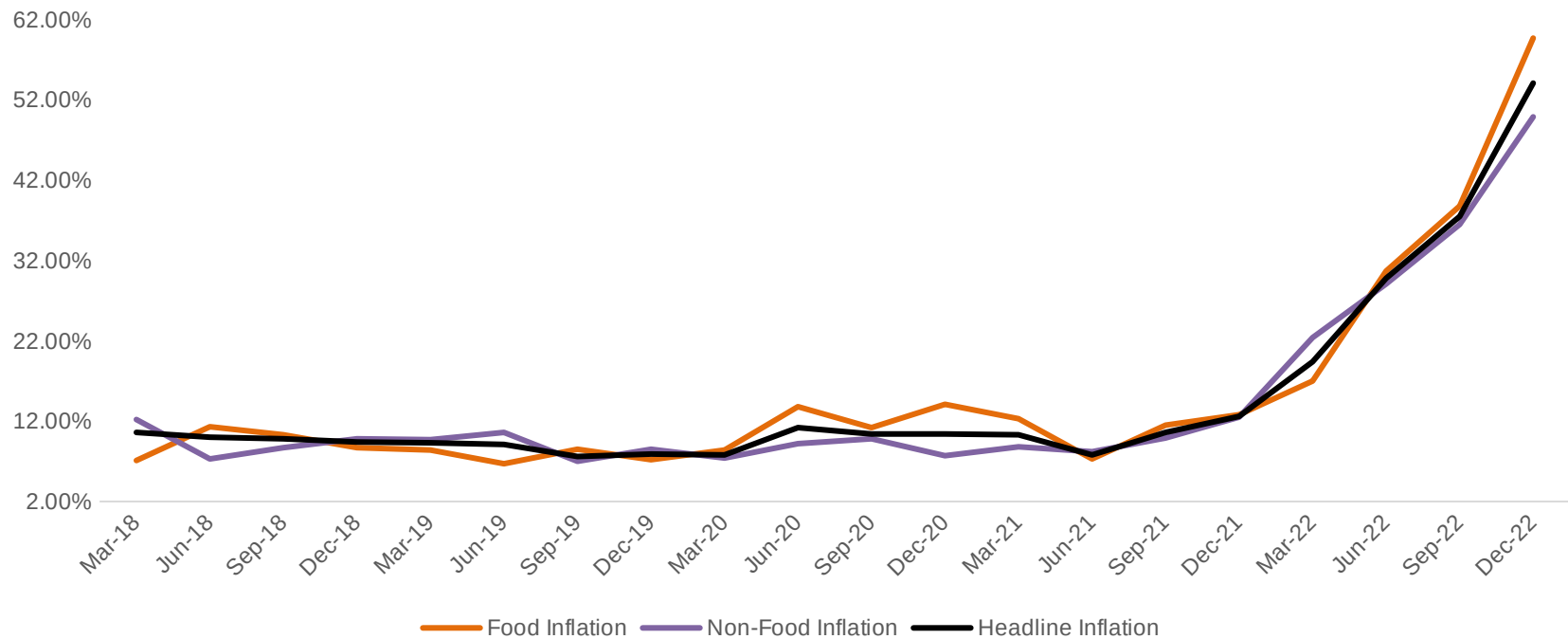


Source: Mo Ibrahim Index 2021, GDP per capita for Ghana as per Ghana Statistical Services, other countries as per IMF WEO April 2021. World Bank Governance Indicators 2021; Sub-Saharan Average derived from top 20 most populated countries.

# Introduction to Ghana

## Improving macroeconomics – Price Stability with inflation heading towards single digits

- ✓ Ghana is strongly rebounding from the global pandemic
- ✓ In 2023, there has been a downward trend in inflation. Headline inflation declined by 13 percentage points.



Source: Ghana Statistical Service

# Project Background

- GTFCL originally began in 1960 as a project to facilitate Ghana's post-independence trade and industrialization drive. The current trade fair site was acquired under an Executive Instrument (EI 10 1967) to showcase and promote Ghana's exports with the view to attract investors.
- This project has subsequently metamorphosed into a commercial operation with GTFCL being positioned as a limited liability company with the mandate to promote and facilitate trade in Ghana.
- The Company has a 236.92-acre land with pavilions and other related facilities most of which are currently in a deplorable state.
- GTFCL seeks to refocus its operations to become a profitable, well-resourced and efficiently run institution capable of playing its role as envisaged by its sole shareholder – the Government of Ghana.
- In line with this new direction, GTFCL seeks to focus on its core mandate of trade promotion and facilitation and allow other investors to focus on the provision of ancillary services that support this core mandate utilizing its assets, including the land and other infrastructure at its disposal.
- This will entail the redevelopment of the entire site and the Company believes that the redevelopment project represents a unique opportunity for GTFCL to maximize the capacity of Ghana's global market infrastructure as well as construct a resilient and thriving platform for trade, while promoting Ghanaian resources - both human and material capital. The redeveloped site will be called the Trade and Expo City.
- This City will provide a modern mixed-use, Smart, Green and Sustainable enclave which will promote the core mandate of Ghana Trade Fair Company Limited (GTFCL) through hosting Conventions, Exhibitions and Trade shows and will serve as hub of domestic, sub-regional and international trade and commerce. This new destination will also host a Made-in-Ghana Technology hub which will be a centre for commercial, research and high-end manufacturing to support the Government's industrialization drive into the 21st Century.

# The Project Promoter

## History & Evolution

- The Ghana Trade Fair Company was established by an Executive Instrument (EI) in 1960 as a project to facilitate Ghana's post-independence trade and industrialization drive. EI10 acquired a 239.92-acre land for this purpose and to showcase Ghana's exports with the view to attracting investors into its fledgling economy.
- From its origins in 1960, GTFCL has metamorphosed into a limited liability company strategically positioned to promote and facilitate trade in Ghana.
- Long periods of neglect by successive governments and a lack of focus has rendered the institution ineffective and incapable of delivering what it was created to do. In the last two decades iconic trade pavilions and related infrastructure constructed at its current location have deteriorated and been taken over by third parties under various arrangements that have allowed the Company to stay afloat. During the period attempts have been made to revive the Company through various public-private partnership initiatives. These attempts have focused on redeveloping the entire center under various themes.
- The current redevelopment project is considered as a core part of President Nana Akufo Addo's vision to position Ghana as a trade hub for West Africa.



# The Project

## Project Concept

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- GTFCL intends to maintain its core mandate of facilitating trade and promoting business.
- The Company will therefore maintain a significant interest in the development, construction and operation/management of a Convention Centre and Trade Exhibition Halls.
- These will form the core infrastructure at the site and serve as a catalyst for development of other related infrastructure to cater for leisure, industrial parks, business facilitation center etc.



Convention/Exhibition Space



Technology Hub



Social/Entertainment/Recreational Space



Commercial Offices/Business Incubation/Warehousing



Commercial Space



Living/Accommodation Space



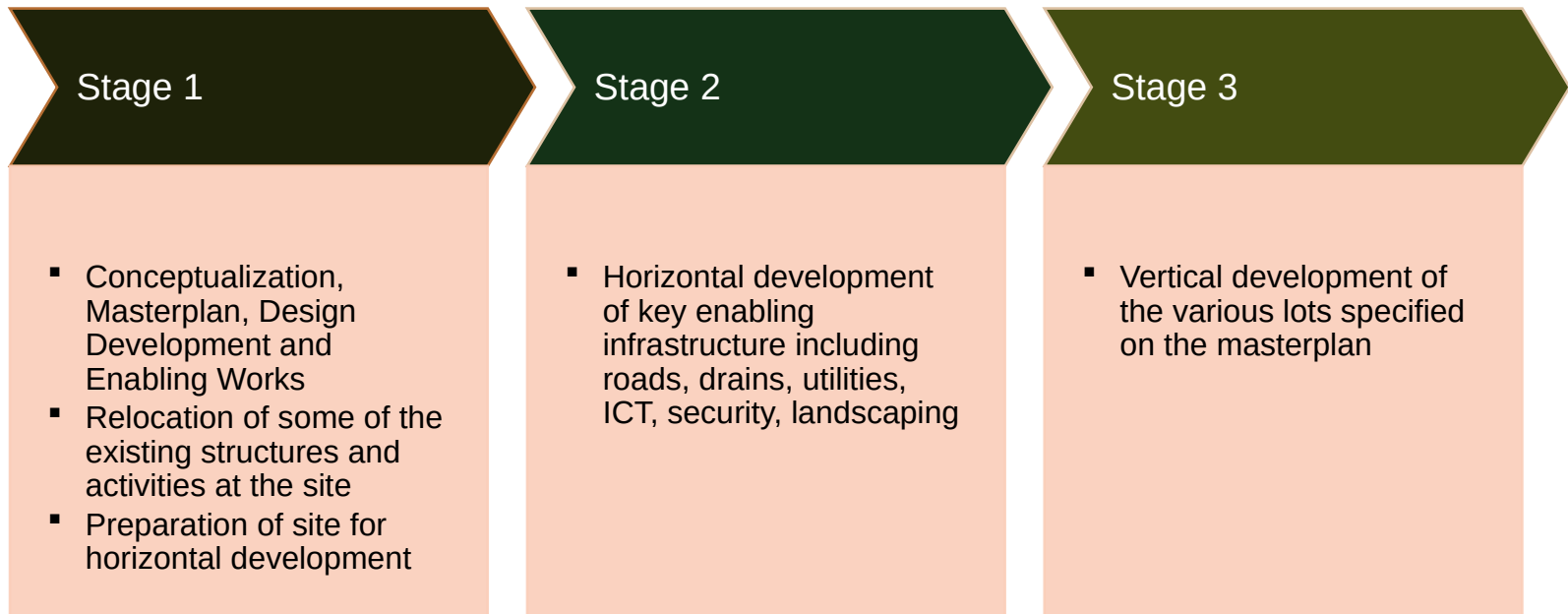
Public Realm spaces

# The Project

## Project Implementation

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- The development will be rolled out in two (2) major phases.
- ***Phase 1: to be developed into a mixed-use development on approximately 100 acres; and***
- ***Phase 2: to be developed the AFCTA Secretariat, high-end apartments and other facilities around the Africa Lake on the residual parcel of land of about 56 acres.***
- The project implementation will follow this sequence:

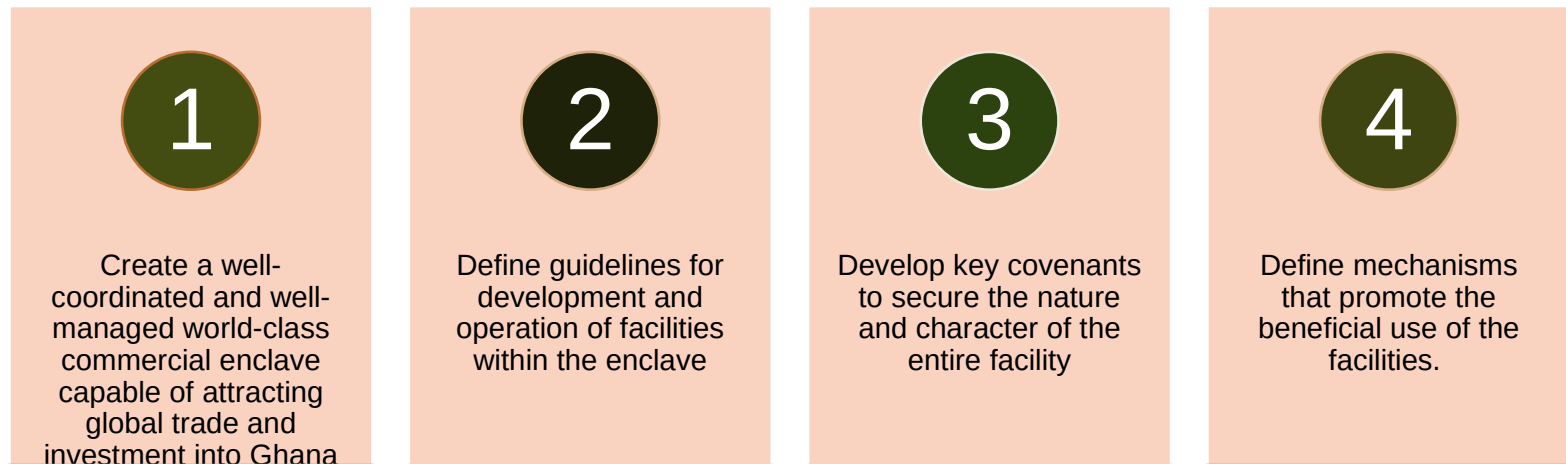


# The Project

## Project Rationale

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- The overall objective is to redevelop the existing Accra International Trade Fair Centre into a modern first class mixed use facility with a focus on trade facilitation and business promotion to support the government's strategic objectives of making Ghana an attractive trade hub for West Africa. Specifically, the Project is intended to:

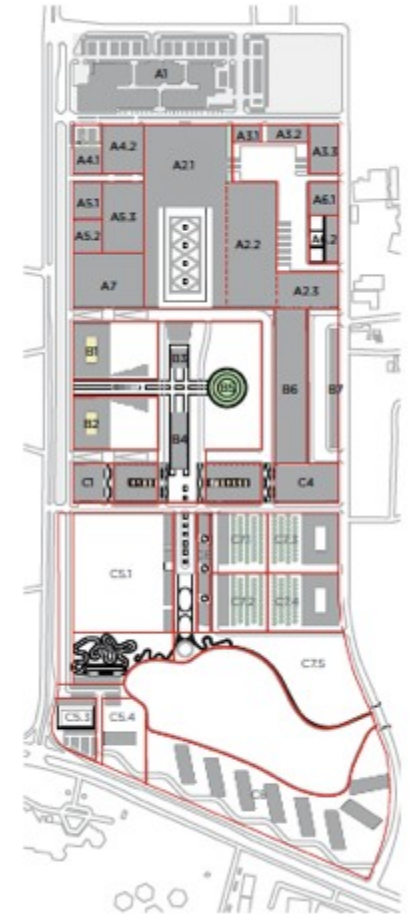


- The site earmarked for the Project covers an area of about 156 acres.
- About 100 acres of this will constitute Phase 1 of the development. Phase 1 will offer a variety of services and facilities including a Modern Convention Centre, Exhibition Halls, Business Park, Commercial Offices, Technology Hub, Made In Ghana Trade Village, Hotels, Residential Apartments, Retail Mall, Amusement facilities, Marina, etc.

# The Project

## Project Masterplan

PHASE 1 DEVELOPMENT						
Parcel Name	Primary Use	Parcel Space Allocation				Parcel Area (SM)
		# Floors	Footprint	Pavement	Open Space	
A1	Retail Mall & Cinema					
A2.1	Convention Hall - Major Exhibitions	1	25,537	8,063	6,562	40,162
A2.2	Convention Hall - Indoor Exhibition Pavilions	1	15,188	-	-	15,188
A2.3	Convention Hall - Parking	-	-	-	-	-
A3.1	**Office Space / Tech / Manufacturing / Warehousing	1	1,425	-	-	1,425
A3.2	**Office Space / Tech / Manufacturing / Warehousing	1	2,025	-	-	2,025
A3.3	**Office Space / Tech / Manufacturing / Warehousing	1	4,000	-	-	4,000
A4.1	Office Space / Future Hotel	3	2,021	-	-	6,063
A4.2	Parking	-	-	-	-	-
A5.1	**Office Space / Tech / Manufacturing / Warehousing	3	2,958	-	-	8,874
A5.2	**Office Space / Tech / Manufacturing / Warehousing	3	2,775	-	-	8,325
A5.3	Parking	-	-	-	-	-
A6.1	**Office Space / Tech / Manufacturing / Warehousing	1	2,625	-	-	2,625
A6.2	**Office Space / Tech / Manufacturing / Warehousing	1	1,575	2,363	-	3,938
A7	Hotel (220 Keys) / Parking Below (or offices)	6	10,500	-	-	63,000
B1	**Technology Hub / Offices / Parking Below	2	4,220	-	8,776	17,216
B2	**Technology Hub / Offices / Parking Below	2	3,980	-	8,140	16,100
B3	Cultural Centre Pavilion	2	701	-	-	-
B4	"Made-in-Ghana" Market Pavilion	2	2,081	9,270	22,980	44,248
B5	Round Pavilion (F&B "Oasis") * EXISTING	2	3,217	-	-	-
B6	***Offices for GTFCL / Office Space	3	12,750	-	-	38,250
B7	Site Infrastructure Facilities / Maintenance Yard / Fire	1	2,925	-	-	2,925
C1	Hotel (150 Keys) / Parking Below	10	2,774	1,195	-	28,935
C2	**Offices Arcade	1	3,171	-	837	4,008
C3	**Offices Arcade	1	3,864	-	1,199	5,063
C4	Parking	-	-	-	-	-
PHASE 1 SUBTOTALS			110,312	20,891	48,494	312,370
Shared Roads / Infrastructure (not incl. B7)			-	74,961	-	74,961

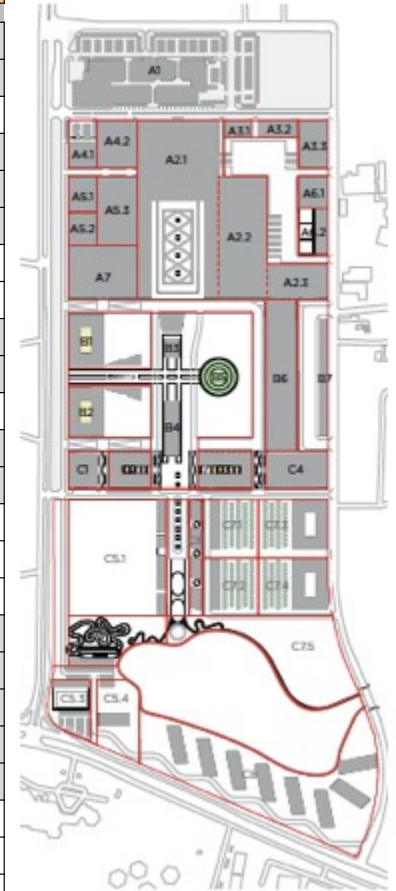




# The Project

## Project Masterplan

Parcel \ Name	Primary Use	PHASE 1 PARKING						Parking Spaces (count)
		Parking Lvl's (# Floors)	Above Ground (# Floors)	Below Ground (# Floors)	Footprint (SM)	Total Area (SM)	Area per space	
A1	Retail Mall & Cinema	Novare Development						
A2.1	Convention Hall - Major Exhibitions	-	-	-	-	-	-	
A2.2	Convention Hall - Indoor Exhibition Pavilions	-	-	-	-	-	-	
A2.3	Convention Hall - Parking	5	3	2	5,766	28,830	35 824	
A3.1	**Office Space / Tech / Manufacturing / Warehousing	-	-	-	-	-	-	
A3.2	**Office Space / Tech / Manufacturing / Warehousing	-	-	-	-	-	-	
A3.3	**Office Space / Tech / Manufacturing / Warehousing	-	-	-	-	-	-	
A4.1	Office Space / Future Hotel	1	1	-	1,454	1,454	35 42	
A4.2	Parking	5	3	2	5,400	27,000	35 771	
A5.1	**Office Space / Tech / Manufacturing / Warehousing	-	-	-	-	-	-	
A5.2	**Office Space / Tech / Manufacturing / Warehousing	-	-	-	-	-	-	
A5.3	Parking	5	3	2	7,847	39,235	35 1,121	
A6.1	**Office Space / Tech / Manufacturing / Warehousing	-	-	-	-	-	-	
A6.2	**Office Space / Tech / Manufacturing / Warehousing	-	-	-	-	-	-	
A7	Hotel (220 Keys) / Parking Below (or offices)	2	-	2	10,075	20,150	35 576	
B1	**Technology Hub / Offices / Parking Below	2	-	2	5,130	10,260	35 293	
B2	**Technology Hub / Offices / Parking Below	2	-	2	5,130	10,260	35 293	
B3	Cultural Centre Pavilion	-	-	-	-	-	-	
B4	"Made-in-Ghana" Market Pavilion	-	-	-	-	-	-	
B5	Round Pavilion (F&B "Oasis") * EXISTING	-	-	-	-	-	-	
B6	***Offices for GTFCL / Office Space	-	-	-	-	-	-	
B7	Site Infrastructure Facilities / Maintenance Yard / Fire	-	-	-	-	-	-	
C1	Hotel (150 Keys) / Parking Below	2	-	2	3,833	7,666	35 219	
C2	**Offices Arcade	2	-	2	4,008	8,016	35 229	
C3	**Offices Arcade	2	-	2	6,540	13,080	35 374	
C4	Parking	5	3	2	5,765	28,825	35 824	
<b>PHASE 1 SUBTOTALS</b>						194,776	5,565	



# The Project

## Project Masterplan

PHASE 2 DEVELOPMENT						
Parcel Name	Primary Use	Parcel Space Allocation				Parcel Area (SM)
		# Floors	Footprint	Pavement	Open Space	
C5.1	Amusement Enclave - Water Park	TBD	TBD	TBD	32,375	32,375
C5.2	Amusement Enclave - Outdoor Park	TBD	TBD	TBD	12,131	12,131
C5.3	Amusement Enclave - Indoor/Outdoor Facilities	TBD	3,485	TBD	7,508	10,993
C5.4	Amusement Enclave - Indoor/Outdoor Facilities	TBD	TBD	1,234	7,508	8,742
C6	Retail / Residential Promenade	1	3,370	-	-	3,370
C7.1	Cocoa World	TBD	1,238	-	-	1,238
C7.2	Cocoa World	TBD	1,238	-	-	1,238
C7.3	Cocoa World	TBD	4,950	-	-	4,950
C7.4	Cocoa World / Museums	TBD	4,950	-	-	4,950
C7.5	Cocoa World / Cocoa Fields	TBD	TBD	TBD	21,830	21,830
C8	Residential (mid-rise)	8	9,760	6,125	28,569	112,774
PHASE 2 SUBTOTALS			19,231	7,359	109,921	214,591
Shared Roads / Infrastructure (not incl. B7)		-	-	-	-	10,922
Lagoon/Lake		-	-	-	-	51,790
PHASE 1 GRAND TOTAL (93 ACRES)		-	19,231	7,359	109,921	277,303
PHASE 1 + 2 GRAND TOTALS		-	129,543	103,211	158,415	664,634



# The Project

## Project Execution Approach

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- GTCFL intends to remain owners and managers of the entire redevelopment scheme. The GTFCL will develop the basic infrastructure at the site, prepare and lease out plots of land within the scheme, as designated for specific purposes, to investors and developers to develop for such purposes.
- GTFCL will retain overall responsibility for the governance, development and management of the scheme relying on national and international best practices.
- GTFCL will, at all times, seek to focus on its core mandate of trade promotion and facilitation and allow other investors to focus on the provision of ancillary services that support its core mandate. For this reason, GTFCL would retain its Principal Investor position in core developments like the Convention and Exhibition Centers.
- The investor/developer pitch and selection process will entail the following:



Organization of public and potential investor engagements to solicit views on the master plan



Organization of investor conferences to test investor interest in the scheme and solicit views to finalize a masterplan fit for purpose



Public engagements to foster continuous community participation in the scheme

# Investors/Developer Selection

## Guiding Principles

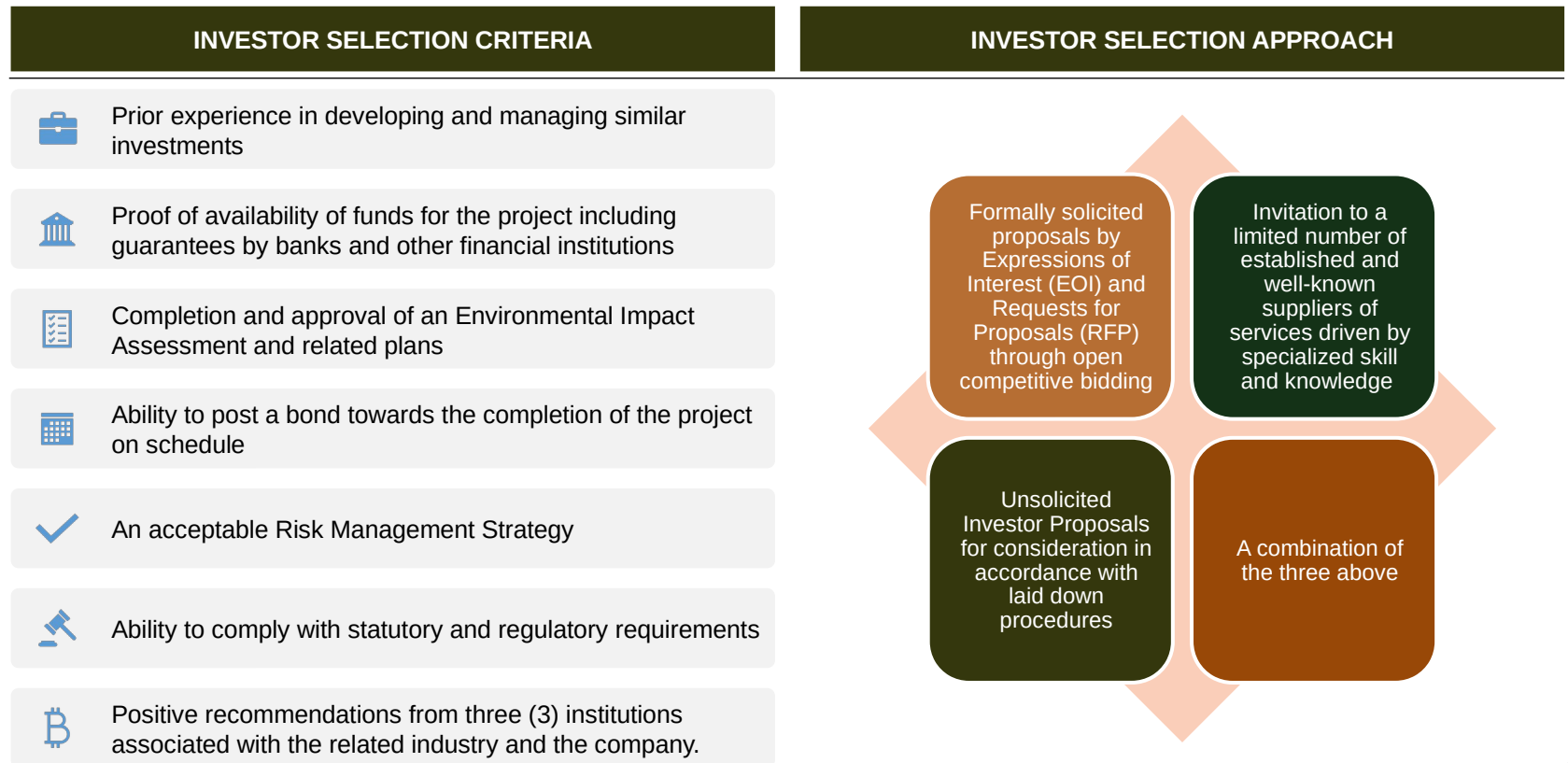
- The Company intends to continue as the Anchor Landlord and facilitate the development of the other investments captured in the scheme. GTFCL will also carry interests in all investments in the scheme. Within the context of the redevelopment scheme, the GTFCL will strive to provide an enabling environment for investors to realize increasing value for their investments.
- During the procurement, development and management process the GTFCL would be committed to the following national and internationally accepted investment protection principles and practices, among others:

FRAMEWORK	REGULATORY CONSIDERATIONS
Protection of Private Investment to the extent reasonably possible	 Directives of the GTFCL's Board of Directors
Non-discrimination	 The Public Procurement Act (Act 663 of 2003 as Amended Act 914 of 2016)
Fair and equitable treatment	 Ghana Investment Promotion Act, 2013, Act 865
Value for money	 Government of Ghana's policy on Trade and Investment Promotion and Facilitation
Inclusiveness (Gender, Minorities and Disability etc)	 Government of Ghana's Public Private Partnership (PPP) Policy Framework
Compliance with national and international laws and regulations	 International Project Management Best Practices (PMBOK Guidelines)
	 The Ghana Building Code and related physical environment regulatory frameworks
	 Internationally recognized and accepted investment conflict resolutions and best practices

# Investors/Developer Selection

## Approach & Criteria

- Following the development of horizontal infrastructure, GTFCL will initiate the processes of selecting investors to develop the various lots in the scheme through open competitive bidding. Selection shall be based on the evaluation of the investor’s technical and financial proposals in a prescribed format, and satisfactory due diligence. In particular the investor shall be expected to demonstrate the following qualities/qualifications:



# GTFCL's Investment Thesis

## WHAT'S IN FOR THE PROMOTER

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Income from lease of land to vertical developers



Principal Investment in the trade pavilions, exhibition centers and the convention center.



Rent and royalties from the various leases created



Facility user and management fees



Returns from carried interests in the various developments

# Key Investment Considerations for Investors



156 acres of prime land located at the heart of Ghana's capital city, Accra



A well-known address and a landmark in the city



Demand for commercial and residential real estate in the center of Accra has been on the rise



Strategic National Asset



Superior Return on Investment



Other Economic Benefits



Tourism Potential and other Social benefits

# Project Timelines

Timelines	Activity
Quarter 1, 2023	<ul style="list-style-type: none"><li>▪ Sod Cutting Ceremony for the commencement of the Horizontal development infrastructure (roads, drains, utilities, etc.)</li></ul>
Quarter 2, 2023	<ul style="list-style-type: none"><li>▪ Continuous Investment Promotion and road shows to solicit investor interest, commitment and participation in the vertical development</li><li>▪ Commencement of work on Retail mall lot</li></ul>
Quarter 3, 2023	<ul style="list-style-type: none"><li>▪ Commencement of work on Exhibition Halls</li></ul>
Quarter 4, 2023	<ul style="list-style-type: none"><li>▪ Commencement of the development of other themes – Convention Centre, Hotels, Office Parks etc.</li></ul>





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*GHANA TRADE FAIR COMPANY LIMITED  
CONCEPT VISION & MASTERPLAN GUIDELINES*

## **GHANA INTERNATIONAL TRADE FAIR**

APRIL 2019  
Adjaye Associates

# 1.1 HISTORY

Throughout Ghana's past, the International Trade Fair site has been a concrete expression of trade and industry on both a local and international scale. As part of Nkrumah's plan for national industrialization, the trade fair's heritage pavilions are a concrete testament to this vision and continue to draw international attention.

In Manuel Herz' *African Modernism* the pavilions are featured as shining examples of this national tradition:

*Situated on the outskirts of the city, the Trade Fair in Accra was building in the mid-1960s and, in the spirit of all trade fairs, was to be a showcase of new products and technologies. Despite being somewhat neglected, the fair does not disappoint. To some extent it is a late exuberant hybrid of the architecture of the National Museum ... in Accra and the studied care of the School of Engineering ... at the Kwame Nkrumah University of Science and Technology KNUST in Kumasi. For the surrounding landscape, however, the International Trade Fair serves as an exotic offering; its raised dome ... still shines in the sun. The International Trade Fair concept was part of Nkrumah's industrialization strategy, which was designed to promote international trade, especially with other African countries...*

*The site eventually became the temporary home of a self-cooling dome reputedly*

*developed by Buckminster Fuller with students around 1964 at the Kwame Nkrumah University of Science and Technology KNUST in Kumasi. During the period of its erection here, Fuller's dome would have fit in well near the main entrance pavilion, a wide circular structure raised high above the ground to provide a sheltered exhibition space for temporary stalls. At first-floor level the round volume of the main entrance pavilion accommodates a dark, cross-ventilated space. Also rounding at the top into a dome open to the sky, its structural articulation serves as a vast oculus.*

*This main volume then provides several linking passages to the adjacent series of exhibition halls. Housed in a long, solid volume the walls of the halls are articulated by a dense set of ventilated screens formed as a kind of rotated blockwork, which reads as a plinth in the landscape from the distance. Appearing above as an elaborate hovering structure, the roof of the exhibition hall volume is conceived as a woven diamond truss supported on long, tapering concrete beams. The confidence of the project's geometry and the clear horizons that it establishes distinguish it as a particularly expressive example of the environmentally attuned, sculptural buildings of the period.*

from Manuel Herz. *African Modernism*. 2015.

ROUND PAVILION, 2018  
VICTOR ADEGBITE, MASTER PLAN;  
DESIGN BY JACEK CHYROSZ & STANISLAW RYMASZEWSKI



ROUND PAVILION, 1967  
VICTOR ADEGBITE, MASTER PLAN;  
DESIGN BY JACEK CHYROSZ & STANISLAW RYMASZEWSKI



TIMBER PAVILION, 1967  
VICTOR ADEGBITE, MASTER PLAN;  
DESIGN BY JACEK CHYROSZ & STANISLAW RYMASZEWSKI



MADE IN GHANA PAVILION (PAVILION A), 1967  
VICTOR ADEGBITE, MASTER PLAN;  
DESIGN BY JACEK CHYROSZ & STANISLAW RYMASZEWSKI



TRADE FAIR AERIAL, 1967

## 2.1 PROJECT VISION

Working with the Ghana Trade Fair Company Limited, Sir David Adjaye envisions a lively community at the Trade Fair for both residents and visitors and is working to improve the visible and infrastructural components to transform this site into an active 24-hour destination. With uses that will enliven the site around the clock, the area promises to become a major draw for the greater Accra region day and night. From event spaces, convention facilities, and amusement attractions to restaurants, shops, and residences, this site will offer a variety of business-minded developments for the occasional business visitor as well as safe and fun environments for the entire family.

Sir David Adjaye Associates Ltd believes that this transformation is achievable by drawing from Accra's opportunities - materially, conceptually and sociologically. Driven by the desire to enrich and improve daily life, this master plan is designed to meet the diverse needs of not only GTFCL but also the greater community it serves. Inspiration is drawn from many influences around the world but the plan belongs to its context, absorbing and animating its sense of place. Embedded within this approach is an attempt to recalibrate notions of trade in public and private spaces and within a 21st century modality. The plan is intended to be open to engagement, with a rigorous analysis of context as springboard for experimentation and new approaches that reflect challenges of contemporary urban and business life. The vision is one that promotes multiple interpretations of the civic experience.

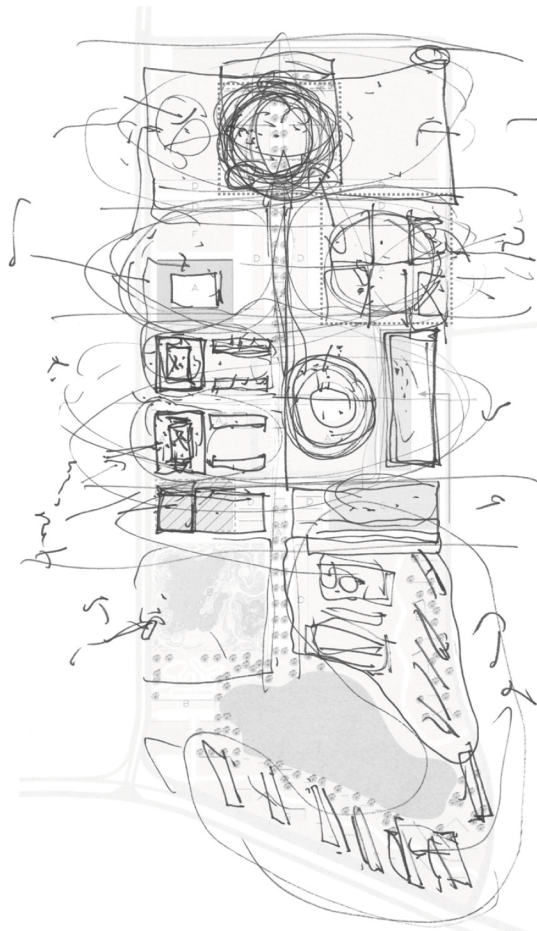
This approach to urban development is driven by human-scaled complexities of urban living in parallel with the driving forces of topography, geography and climate. Driving this complexity, however, is a simple plan composed of three districts and one connecting "spine."

*The Spine* — Anchored on one end by the convention facilities, a strong architectural feature, and on the other end by recreational activities drawing inspiration from the water, this connecting path leads visitors through a range of spaces, activities, and uses. The scheme relies on the existing heritage pavilions to shape its development. This multi-modal path provides pedestrians a bikers an easy path through The Hub, The Campus, and The Village.

*The Hub* — The emphatic "heart" of the plan, this zone welcomes guests with its gardens and historic features recalling the legacy of former president Kwame Nkrumah. The gardens tell a narrative of trade across the continent through a botanical lens -- an unfinished story rooted in history but oriented towards growth. These gardens are surrounded by the civic programs of the Trade Fair but enlivened by markets, restaurants and hotels.

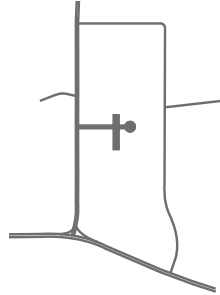
*The Campus* — Forward-thinking and intelligently designed, this area is intended to be a showcase for sustainable development in Ghana. Passive energy strategies are employed to reduce energy consumption as well as enhance the experience of its many visitors. Here, business offices and convention halls coexist with retail components in a layout beneficial to both. With an easy connection to The Hub, this zone is equally recreation and business oriented.

*The Village* — The existing lagoon provides the anchor for the other end of the site. With views of the Gulf of Guinea as well as Independence Square, the residences here will benefit from close proximity to small convenience shops and restaurants within walking distance. Cleverly sited, the village is also home to the site's amusement enclave providing a peaceful respite from the bustling activities of the rest of the Trade Fair.

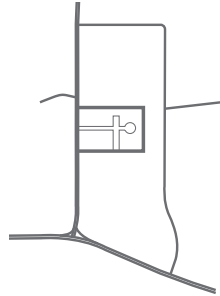


2.2 MASTER PLAN

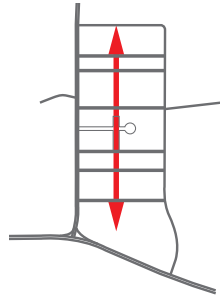
(A) EXISTING PAVILIONS



(B) GARDEN COLONNADE



(C) SPINE AND BANDS



PHASE 1

"THE CAMPUS"

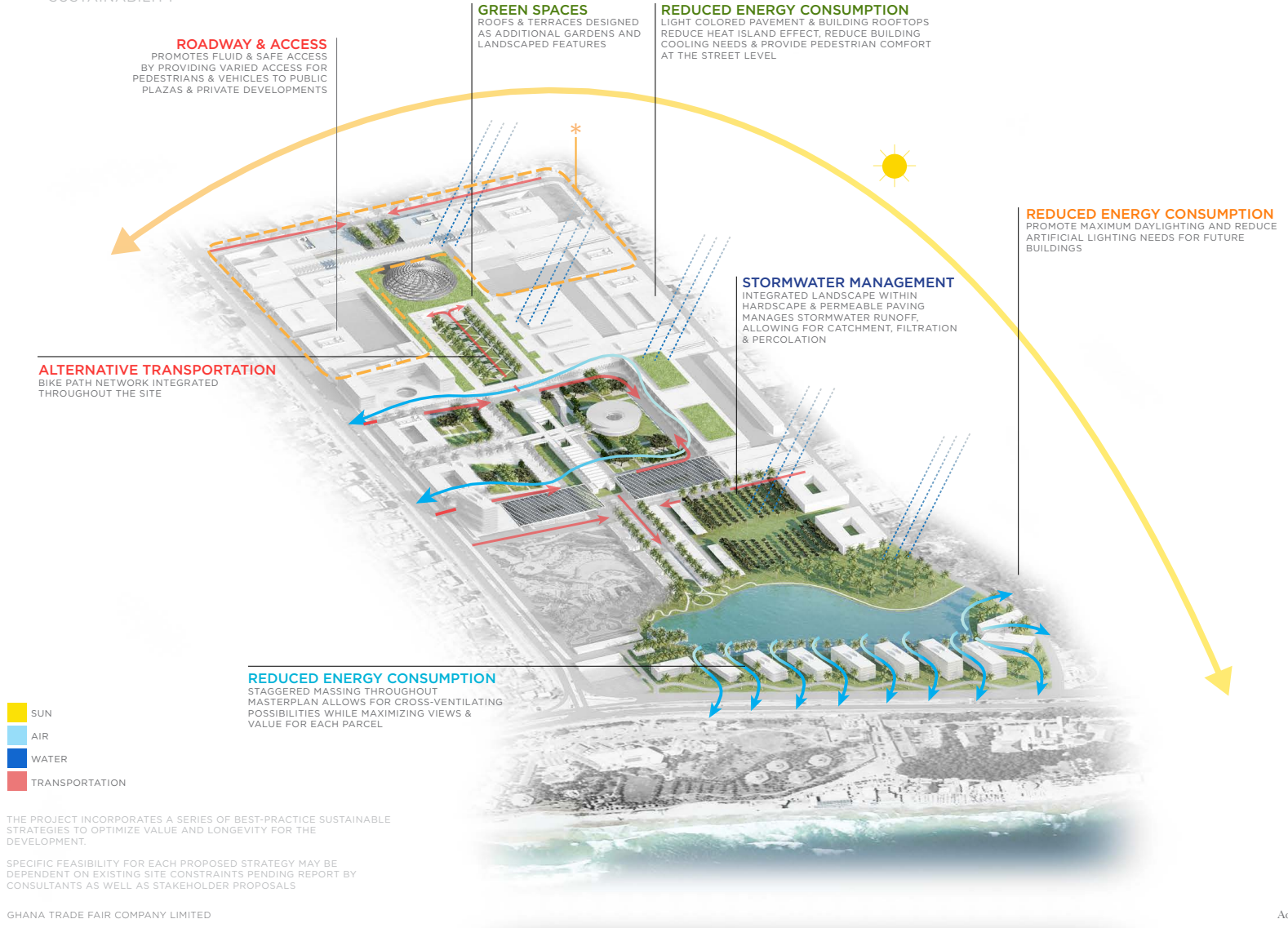
PHASE 2

"THE VILLAGE"

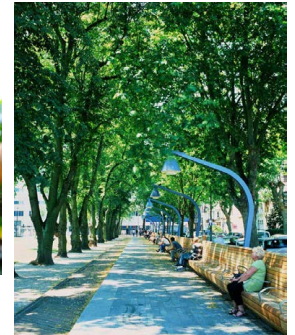
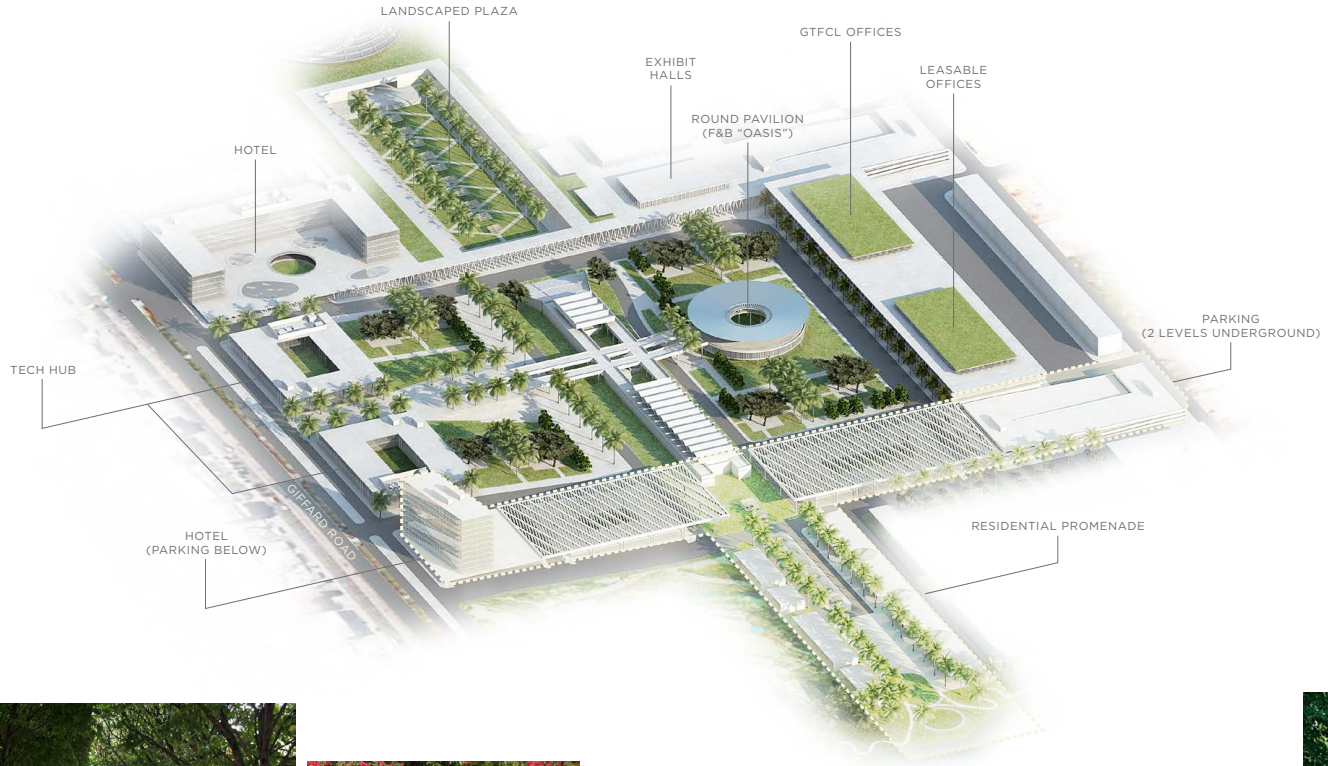
"THE HUB"



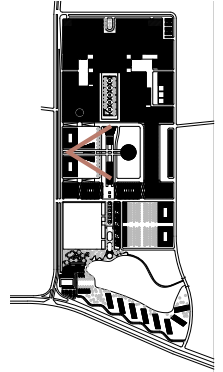
2.2 MASTER PLAN  
SUSTAINABILITY



2.3 THE HUB

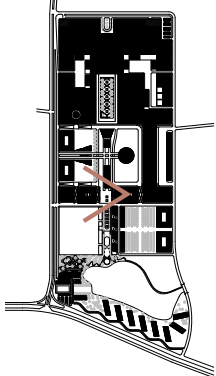


2.3 THE HUB  
TRADE FAIR GARDENS

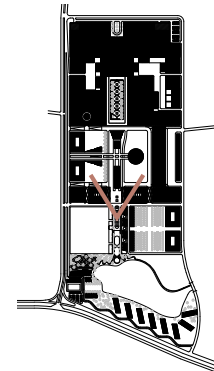




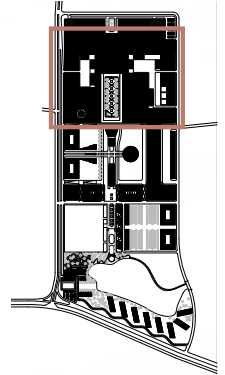
2.3 THE HUB  
OFFICES ARCADE



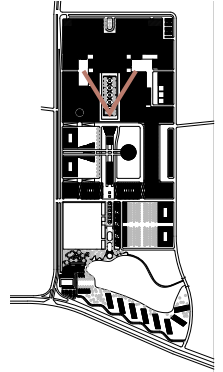
2.3 THE HUB  
CENTRAL GARDENS



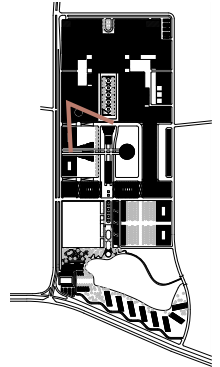
2.4 THE CAMPUS



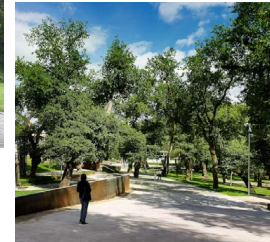
2.4 THE CAMPUS  
CONVENTION HALL /  
LANDSCAPED PLAZA



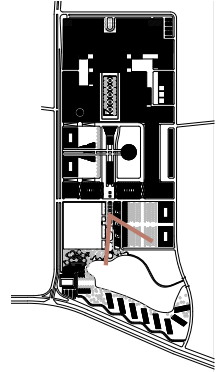
2.4 THE CAMPUS  
HOTEL VIEW



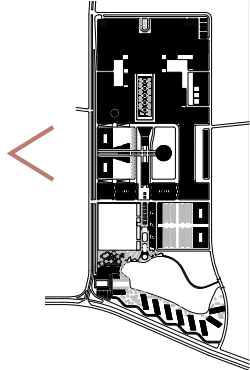
2.5 THE VILLAGE



2.5 THE VILLAGE  
RESIDENTIAL PROMENADE / AFRICA LAKE



2.6 MASTER PLAN OVERVIEW







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