

**National
Socio-economic
Development
Framework**

2008 - 2017

**National Socio-economic
Development Strategy**



2007

Grand Turk

Socio-economic Development Strategy and Action Plan

National Socio-economic Development Framework
(2008-2017)





We, the People of Turks and Caicos Will Build a Society, Committed to:

- Advancing the livelihood of and empowering all citizens, with economic and social opportunities to achieve their full potential, irrespective of social origin;*
- Promoting the fundamental rights of all, at the same time as each recognises a responsibility to the other;*
- Creating an environment welcoming to those invited to join TCIslanders in the development of the economy and society of Turks and Caicos Islands;*
- Engendering national pride in the achievements of TCIslanders and in their space, and so managing the national patrimony to bequeath a resource of value to be equally cherished by generations to come; and*
- Maintaining a society that would assure the fullest participation of all in the development of the country and in the sharing of the benefits of its growth.*

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Grand Turk Strategy and Plan of Action



Grand Turk



Introduction

This Strategy covers the Island of Grand Turk, which is the political and administrative centre of the country. As the seat of Government since the mid 1800s and a former producer of rock salt, the Island's history is clearly visible through its Bermudian style colonial buildings, the historic downtown area of Cockburn Town, and the Salinas and other remnants of the Salt Industry which form the major hallmarks of the Island's colonial past. Other hallmarks are the buildings and structures left behind after the US Air Force and US Navy presence on the Island between the 1950s and 1980s.

Grand Turk is the larger of the Turk Islands, and is approximately 6.8 square miles. It is separated from the Caicos Islands by the Turk Island Passage (or the Columbus Passage as it is now called), and is the more populated of the Turk Islands, with an approximate 5,718 persons in 2006. Although its pattern of development is different in many regards from that of Providenciales, in one respect, it is quite similar: the proportion of Belongers in the resident population has declined noticeably over the years. In 2001, the Belonger population made up 63 per cent of the resident population compared to an estimated 51 per cent in 2006.



Context

Today, the local economy is fuelled mainly by the Government Sector and the Tourism Industry. The Island's biodiversity is evinced in its coastal and marine natural amenities. Its nearshore waters and coral systems make it a world renowned destination for diving, snorkelling, fishing and sailing. Part of its natural attractions includes marine species such as migrating humpback whale, dolphin and flying fish, and bird species such as flamingos and other rare wading birds. Grand Turk has many historic buildings and structures from the Salt Industry which can be used in developing its heritage product.

The recent establishment of Cruise Ship port and facilities now brings about 300,000 day cruisers annually to the Island and has brought new life to the Island's economy, providing opportunities for local businesses, tour operators, and taxi-drivers. Three large scale tourism resort projects are proposed for the Island and these will add an additional 800 hotel and condominium rooms to the existing 75 hotel and guest house rooms in the medium to long term.

Key Attributes of Grand Turk

The oldest artefacts attesting to human presence on the Islands of Turks and Caicos have been found on Grand Turk, suggesting a pre-eminence dating back to pre-Columbian times.

There are many buildings and aspects of its built infrastructure that have historical importance, including it having been the centre of the salt industry as the first commercial activity of country in the post-Columbian phase

The salt lake in Cockburn Town is still one of the largest in existence in TCI and dates back to the commercial salt industry of the country, and is now used regularly by migrating birds.

It was an important site in earliest stage of travel into outer space, and a number of the earlier astronauts returned to earth, with land fall in Grand Turk.

Just off its western shore lies one of the deepest trenches in the Atlantic Ocean, which is the passage for whales and dolphins in their annual migrations. 'The wall' and its reefs give Grand Turk some of the best dive sites among all the islands.

One of the remnants of the salt industry and its earlier transport infrastructure is visible in the donkeys on the island, which remain an untapped resource with tourism and entertainment potential.

As the administrative capital of the country there remains an entitlement for Grand Turk in terms of the level of development of its infrastructure

Grand Turk was once the country's financial centre for offshore financial services. Though the regulatory framework for the industry is still located there, the locus of establishments in this sector has since shifted to Providenciales.

Development Challenges for Grand Turk

The Island does not have the quality infrastructure that befits the administrative capital of the country, more so relative to what exists in Providenciales. This applies both to its physical infrastructure and social infrastructure. There has been limited hotel accommodation, for business persons, let alone for tourism development. With the thrust of the country to deepen the tourism sector, there is potential to be explored in Grand Turk. However, the development of new tourism products will require a level of investment currently unavailable on the island, having regard to the limited entrepreneurship displayed by Belongers and other residents on the Island.

Since the earlier economic thrust of Providenciales led to the depopulation of Grand Turk, there will be need for an influx of people to support its expansion. This would drastically change its social and cultural character as non-Belongers

move from being a minority of the population of Grand Turk to being the majority as has happened in Providenciales. The Belonger population and the workforce it currently provides are much below requirements in terms of numbers, based on the approved and announced plans in hotel expansion, as well as in respect of complementary and other activities.

The resident Belonger population lacks the skills and training in respect of the numbers needed, as well as the depth of technical and professional training, with the result that there is likely to be an acute sense of marginalisation among Belongers. They are likely to witness the expansion of the labour market, and in the range of opportunities, while they remain unable to participate in the higher echelons of their economy.

There is need for rapid expansion of home construction to eliminate blight already evident in a few areas of the island and to avoid the growth of such areas in the face of a major influx of population: the experience of Providenciales with such an area as Five Cays illustrates what is in the offing if early action is not taken to treat the housing requirements of guest workers.

The more recent thrust into tourism through the establishment of a cruise port has stimulated economic activity. However, the costs in terms of the depreciation of the natural capital may well be high, in the absence of appropriate mitigating measures to treat any negative impacts that may arise from visitor use. The issue of carrying capacity of the Island's natural resources and monitoring overland sources of pollution which may adversely affect its marine environment becomes particularly important here.

Like the rest of the country, Grand Turk faces acute environmental risks, including the impact of global climate change and sea rise. Its infrastructure has to be upgraded quickly in this regard, particularly in respect of flood alleviation and coastal defence. In addition, given its endowments in terms of historical buildings, there is the challenge to upgrade the Island to the level that befits its status as the administrative capital of the TCI, on the one hand, while taking cognisance of the need to expand the built and physical infrastructure, to ensure that there is compatibility with the culture and history of the Island.

Challenges as Identified by Grand Turk Residents
<p>People and Workforce</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Heavy reliance on immigrant labour ***** <input checked="" type="checkbox"/> Underemployment among TCIslanders ***
<p>Education and Skills</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Shortage of technical and vocational skills ***
<p>Business and Enterprise</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Heavy reliance on tourism and so there is need for some measure of diversification ***** <input checked="" type="checkbox"/> Limited financial resources and as such the Islands of the Turks and Caicos compete for scarce State financial and other resources *****
<p>Quality of Life</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Heavy reliance on importation of food ** <input checked="" type="checkbox"/> Inadequate medical facilities and health care *** <input checked="" type="checkbox"/> Lack of unity among the various Islands ***** <input checked="" type="checkbox"/> Inadequate sports and recreational facilities and services ***
<p>Protecting Our Environment</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Limited land available for the development proposals for the island ***** <input checked="" type="checkbox"/> Land is also managed as a renewable resource which it is not ***** <input checked="" type="checkbox"/> Increasing demand for land particularly for tourism development at expense of other demands ***** <input checked="" type="checkbox"/> Unsustainable sub-division land size for housing in relation to current level of development proposed on the Island ***** <input checked="" type="checkbox"/> Inadequate development planning and control - inadequate communication between the island community and State departments, insufficient collaboration among stakeholder agencies ***** <input checked="" type="checkbox"/> Inadequate waste disposal system and facilities *****
<p>ICT and Infrastructure</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Inadequate infrastructure – water, sports *** <input checked="" type="checkbox"/> Inadequate housing to cater for future and anticipated housing demand ***** <input checked="" type="checkbox"/> Substandard housing in older communities *****

Grand Turk Island Development Strategy

Island Vision

The Vision for Grand Turk is for:

The progressive and balanced development that will preserve the natural, physical, economic and social attributes of the island while expanding the economy to create greater financial security and employment for Grand Turk Islanders, and at the same time providing a satisfactory standard of living and higher quality of life in a protected environment where all can live.

Achieving the Vision

To achieve the Vision, the Island needs to concentrate on the following critical factors:

- ☑ Revitalising and branding Grand Turk as the nation's administrative and cultural centre;
- ☑ Developing a tourism product for Grand Turk that is distinct and different from those of the other Islands;
- ☑ Promoting Belonger business enterprises to support the cruise ship and tourism industries and an upgraded ICT sector;
- ☑ Developing Financial Services Sector Facilities on the Island;
- ☑ Providing infrastructure to support the productive and social sectors;
- ☑ Improving and developing housing stock to meet current and future needs; and
- ☑ Preserving and protecting the physical, historical and cultural resources of the island.

These factors are expanded into specific Island objectives and the actions required to achieve these objectives.

Core Island Strategy

It will be important to improve further the economic performance of the island to at least the national average. This can be achieved through job creation mainly in the hotel industry, the expansion of Belonger entrepreneurship, and through job creation and increase productivity in government services. Revitalisation of the Island as the Capital of the TCI and the fitting expansion of Cockburn Town have to be undertaken with sensitivity to the importance of the historical and cultural role of the Island in the development of the country.



In the thrust for modernity and economic expansion, with tourism, financial services and other activities, Grand Turk has to retain the essence of its past, and has to attest to the higher order values of the people of the TCI in general and of Grand Turk itself, in particular. Government services will continue to play a key role in the local economy.

In restoring itself fully to the status of capital of the country, Grand Turk has the opportunity to address deficiencies of the past and to correct problems that have been caused by the overly rapid expansion of Providenciales which has become the commercial centre of the TCI.

People and Workforce

There will be an inevitable expansion of the workforce to deal with a massive building boom on the Island as a result of the building of 800 hotel rooms, which represents a more than tenfold increase in the room stock. In addition to the complementary infrastructure support needed for this, there is the upgrade and expansion of other infrastructure that will be required to maintain a high quality standard of living in Grand Turk.

The influx of workers to treat with this bunching of projects will create its own demands on the accommodation infrastructure. In the short term, there may be need to import labour from as far afield as Asia as has been done in Providenciales and in a number of other Caribbean countries facing the need for a massive temporary increase of labour to

support building and infrastructure expansion. At the national level, the Immigration Department will consider the introduction of a policy which makes the developers responsible for the provision of appropriate housing for visitor workers. Suitable temporary accommodation, as guided by the Department of Planning, can be constructed by developers for that purpose in Grand Turk, on the understanding that it would be dismantled when the workers are repatriated.

The more challenging task is in dealing with the requirements for the permanent jobs that will be created in administration, tourism and financial and other services. An additional 2,000 workers will be needed in the next five years to fill the jobs that will be created with the construction of new hotel resorts. The overall strategy for the country has to be reflected and demonstrated fully in Grand Turk, in terms of:

- ☑ An incoming population that has the characteristics fitting for their eventual absorption as nationals of the country;
- ☑ An immigrant workforce replete with skills necessary for upgrading productivity levels of the country; and
- ☑ The upgrading of the Belonger population and workforce to be 'fit to be first' in terms of skills and professional expertise.

Active labour market policies on the supply side and overall immigration policy will converge with population policy in the implementation of strategies to fulfil the three objectives outlined above.

Business and Enterprise

Developing the Grand Turk Tourism Product

In 2006, six large scale developments were proposed for Grand Turk, of which five were tourism based (see table below). Defining and developing the Grand Turk tourism product will distinguish it from those offered by the rest of the TCI. A derivative of the project to develop a National Tourism Master Plan, will be the task of preparing the Grand Turk Island Master Plan. A long standing committee of industry and related stakeholders can be established as an integral part of the process to prepare the Plan and to monitor its implementation. Therefore the Tourism Board will work with Grand Turk Islanders in creating a product that incorporates many of the natural and historic resources of the Island. This calls for a number of actions including:

- ☑ Defining the tourism product - which establishes Grand Turk's status as a premier tourism destination in its own right, for dive tourism and heritage tourism and through the promotion and provision of attractions, targeted events, visitor infrastructure, touring products and services;
- ☑ Development and maintenance of the tourism attractions and events;
- ☑ Development of service standards and the establishment a system for monitoring such services;

- ☑ Marketing of product, including the establishment of appropriate websites; and
- ☑ Conduct of industry-wide training programmes.

Proposed Investment Projects for Grand Turk

Project Name	Project Category	Proposed start	Proposed Completion date	Estimated value \$Mil
Cacique Beach Club	Condo Resort	Spring, 06	Within 18 months	\$30.0
Cerulean Beach Holdings	Condo Resort	February 05	Jun-08	\$47.0
Sailview Development	Condo	January 06	Dec-10	\$310.0
Cockburn Village and Farm	Conch farm	na	-	\$1.50
Grand Hotel & Resort	Hotel Resort	Na	-	\$25.0
Silver State Helicopter	Helicopter services	Immediately after approval of licenses	-	Na

The establishment of a cruise ship port on Grand Turk has already created one element in the delineation of tourism product on the island. This development and the building of three tourism resorts with 800 or more rooms will characterise Grand Turk as a destination outside of the sphere of ecotourism.

Source: TCInvest, 2006

However, its near-pristine conditions, and its historical and cultural attributes still lend themselves to the creation of *eco-sensitive* tourism on the island. Close monitoring of the impact on all of its environmental capital assets, and, if necessary, limiting numbers visiting particular sites will be required if this label is to be upheld.

The National Trust will be endowed with resources for protecting buildings of historic importance on the island. The official registration and conservation of artefacts on the Island will be another imperative in this regard.

There is need for entertainment and attraction for the substantial visitor population that will come to the island either by way of the cruises or to stay in the large hotels being established on the island. There are horse and buggy rides that introduce visitors to the transport regime that characterised an earlier period of Grand Turk's development.



One aspect of its past that has not been explored for its positive potential is the presence of donkeys that have been allowed to become feral. Some of the pack can be trained and can offer its own entertainment as part of the tourism product of the Island. It is noteworthy that goat and crab racing are part of the entertainment in another Caribbean island and attracts interest of visitors and residents alike. Donkey races as staged events can be a feature in the Grand Turk entertainment calendar.

The development of smaller establishments and of boutique hotels offers the possibility of the use of cuisine and entertainment that are specific to the TCI and even to Grand Turk itself. In that regard, conch and fish preparations for which the TCI is known can be promoted as part of the attraction of the Island.

There will be personnel on longer term contract who expect to enjoy a certain quality of life while in TCI. Some of these will be in the government bureaucracy or in the Financial Services Sector. They constitute part of the demand of the tourism product of the country, on Grand Turk. The experience of Providenciales illustrates their requirements in terms of upscale services, including entertainment and recreation.

Expanding Belonger Entrepreneurship



The expansion of tourism and a range of other services on Grand Turk will create a host of business opportunities that residents need to be prepared to seize. The room stock is likely to increase through the investments in a few large hotels, under the control of marques from abroad. However, there will be opportunities for boutique hotels and smaller establishments that can be owned by Belongers.

There is also a range of complementary services in tourism, as well as dive operations, tour guiding services and entertainment that can provide business opportunities to Belongers. The

emergence of an upgraded ICT infrastructure and the expansion of the Financial Services Sector can be sources of employment of professionals among the Belonger population and among residents to be encouraged to settle permanently in TCI.

Given the announced intention of TCIG to promote Belonger capital, there will be need for Belongers to rise to the emerging opportunities in a market driven economy by responding to State stimulation.

The growth of the population of Grand Turk will encourage commercial and business activity on the Island. More of the population will want to shop on the Island rather than travel to Providenciales. Groceries, pharmacies, and dry goods stores will need to emerge or existing establishments expand, to serve the needs of a rapidly growing population.

If the Belonger population fails or is slow to respond, there is likely to be the growth of business by non-Belongers and/or the resort to fronting by some even though legislation in the absence of legislation to proscribe it. Even small traders and tightly knit business networks from abroad are likely to enter and position themselves in the market ahead of Belonger capital, if the latter fails to seize the opportunities.

With the expansion in the population - surely likely to double in 10 years - there will be need for rental accommodation for the incoming residents. Employees on contract to the Government and to larger businesses based on Grand Turk will need appropriate accommodation. There are also students from other islands and even from abroad, attending programmes at the College who will need accommodation. There is a large market for rental accommodation likely to emerge that Belongers can fill.

Education and Skills

Meeting the Country's Post Secondary and Tertiary Education Needs

As administrative capital of the country, Grand Turk serves and will need to continue to serve the entire country in some of the facilities located on the island. This applies already to the Community College, and will apply as well, to expanded operations in technical and vocational education and training, and to the central facilities to be established to support distance education programmes.

The Belonger population has to be prepared to play a major role in the future growth of the country, including in Grand Turk which will be an important node of development. In addition to the preparation of young people about to enter the labour market, there is the task of upgrading the skills



base of the working population, with special emphasis to be placed on educating and training of Belongers and permanent residents who are already in the labour market

such that they can participate more effectively in the economic and social expansion of the country.

The Community College will be central to most of the initiatives in education and training, and the population of Grand Turk will be able to avail themselves of the opportunities on the island. In that regard, the priority sectors for Grand Turk are not specific to this island, but apply to the entire country.

Thus, the facilities on the island will serve the needs of Grand Turk and the rest of the country. Tertiary and Post-Secondary Education and Training programmes will be offered in short term and medium terms and include but will not be limited to:

- ☑ ICTs;
- ☑ Business Management, Finance and Economics;
- ☑ Tourism and Hospitality Management;
- ☑ Physical and Biological Sciences;
- ☑ Environmental Management;
- ☑ Teacher Training;
- ☑ Fisheries Management and Conservation;
- ☑ Aquaculture;
- ☑ Oceanographic Studies;
- ☑ Marine Science;
- ☑ Building and Construction Technologies;
- ☑ Electrical Technology;
- ☑ Mechanical Technology; and
- ☑ Fine Arts.

Quality of Life

Annual Planning of Community Development

It is important that Grand Turk residents actively participate and work together to achieve the Island vision. As part of this process, residents along with their Local Government body and the Community Empowerment Division will prepare an Island Development Implementation Programme which will be reviewed annually and reflect the recommendations of the National and Grand Turk Socio-economic Development Strategies, the National and Grand Turk Physical Development Plans, and other relevant programme documents. Such an Island Implementation Programme should outline key action areas critical to socio-economic development of Grand Turk. Possible action areas include:

- i. Communication and Information Sharing (ICT Initiatives);
- ii. Education and Lifelong Learning;
- iii. Health and Wellness;
- iv. Community Tourism Initiatives;
- v. Local Business Development;
- vi. Heritage Preservation;
- vii. Island Infrastructural Development;
- viii. Community Environmental Monitoring Initiatives; and
- ix. Island Governance and Participation.

The annual review of the Implementation Programme is meant to encourage greater participation of residents in the decisions that affect them and will be used to inform the National Budgeting exercise.

Upgrading Secondary and Tertiary Health Care Services on the Island

Plans are already in place to rebuild the hospital on the Island. The services offered at the new facilities will be expected to service Grand Turk residents and the wider TCI population and will minister to the health needs of the population.

Reforming Local Government System

Like Providenciales, there is no District Commissioner or District Council in place in Grand Turk. A major reform of the local government structure is proposed in the NSDS and Grand Turk will have its own local government system which will provide government accountable to Island communities, ensure the provision of services in a sustainable manner, and promote social and economic development and a safe and healthy environment. The local government is also expected to encourage the involvement of communities and community organisations in the matters of local governance and public participation.

Protecting Our Environment

The presence of the cruise ship industry and the proposed development of three tourism resorts and marina may well catapult the Grand Turk's tourism sector into the category of mass tourism. This has the potential of wreaking havoc on its fragile coastal ecosystems, both onshore and offshore, unless the necessary safeguards are established to



monitor the environment assiduously and take corrective or mitigating measures when required. It will be important to undertake carrying capacity studies for critical natural resources and diligent monitoring of land-based sources of pollution and the marine environment will be required to ensure that these resources remain healthy.

Developing a sustainable waste management system is a critical short term target. The TCIG will make every effort to secure the necessary funding to upgrade the Island's solid waste collection and management system as proposed in the *2006 Waste Management Plan*. The Plan calls for the:

- ☑ Construction of a sanitary landfill;
- ☑ Provision of proper bins to all households (following the conduct of pilot tests in Providenciales;
- ☑ Construction of transfer/receiving facilities;
- ☑ Construction of recycling facilities; and
- ☑ Construction of an incineration plant.

ICT and Infrastructure

Investing in Infrastructure for a Capital

Grand Turk, as the administrative capital of TCI, has to invoke some sense of grandeur in its built infrastructure. It is the headquarters of much of public administration. Its position at the pinnacle in the authority structure of TCI needs to be evident in its built infrastructure. Moreover, certain national facilities will need to be located there. The Supreme Court and archives of the country are two such examples.



Addressing Housing Needs

Of urgency will be the provision and upgrade of housing for TCIslanders, migrant workers, as well as for new residents who will

settle permanently. It is predicted that housing will be required for smaller sized Belonger families and migrant worker households. The NSDS earmarks 3,000 housing units for Grand Turk over the 10 year plan period.

One of the immediate implications in the adoption of the Framework for Grand Turk is the upgrade of the older communities. There is much housing that has to be rebuilt, infrastructure upgraded, and essential services installed.

Framework for Action

The following provides a plan to guide Island development over the next 10 years.

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe				
			08	09	10	11-13	14-17
Develop the Tourism Product for Grand Turk that is Distinct and Different from the other TCI							
▶ Encourage the establishment of the Grand Turk Tourism Forum	Form a tourism special interest group whose members will work together for the promotion and development of Grand Turk Tourism sector	District Commissioner's Office , Tourism Board	•	•	•	•	•
▶ Define the Grand Turk Tourism Product	Develop a Grand Turk Tourism master plan which defines the tourism product of the island and provides a plan and timeframe for establishing and reviewing and updating this product. Efficiently develop the tourism resources of the Grand Turk Island and strengthen its tourism base Establish Grand Turk as a top tourism destination in its own right	Tourist Board, District Commissioner's Office , Tourism Industry Stakeholders, Community Leaders	•	•	•	•	•
▶ Identify and establish a desirable mix of attractions, events, and touring products for Grand Turk	Effectively use the tourism resources of Grand Turk to reflect the appeal and diversity of the Island	Tourist Board, District Commissioner's Office , Grand Turk Tourism Forum, other Tourism Industry Stakeholders, Community Leaders		•	•	•	•
▶ Develop service standards and establish a system for monitoring such services	Maintain and enhance tourism product quality with time	Tourist Board in collaboration with District Commissioner's Office, Tourism Industry Stakeholders, Community Leaders	•	•	•	•	•
▶ Develop framework to support efforts by Belongers to create boutique hotels and guest houses	Ensure presence of Belongers in the growth and expansion of tourism on Grand Turk	Tourism Board		•	•	•	•

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe				
			08	09	10	11-13	14-17
▶ Introduce eco-sensitivity in all planning of tourism on Grand Turk	Ensure careful monitoring of impact on the environmental capital of all existing tourism projects and identify environmental costs and mitigating measures for all future projects on the island	Tourism Board	*	*	*	*	*
▶ Market Grand Turk tourism product	Increase day trippers and long stay visitors to the Island	Tourist Board, District Commissioners Office		*	*	*	*
▶ Undertake industry wide training	Train industry stakeholders on Grand Turk tourism product	Tourism Board and Grand Turk Tourism Forum		*	*	*	*
▶ Develop and establish a mechanism for continuous two-way communication flow and feedback among industry stakeholders	Keep all stakeholders abreast of industry activities and increase collaboration for the benefit of island tourism development	Tourism Board and Grand Turk Tourism Forum	*	*	*	*	*
▶ Collect statistics and information on the usage and value of Grand Turk Tourism	Continuously assess the Grand Turk tourism product and tourism development	Tourism Board and Grand Turk Tourism Forum	*	*	*	*	*
Invest in Education and Training of the Grand Turk Islanders Population							
▶ Make school curricula relevant to life on Grand Turk	Ensure that school curricula suit the needs of Grand Turk, while reflecting the broader national agenda	Department of Education of	*	*	*	*	*
▶ Focus education and training opportunities on the priority sectors of the Grand Turk economy	Ensure that Grand Turk obtains the skills mix required to propel the local economy	Department of Education of	*	*	*	*	*
▶ Establish e-learning infrastructure and other supporting facilities throughout the Island school system	Increase opportunities for and access to e-learning Improve the skills base of the resident population	Department of Education, Island Schools		*	*	*	*
▶ Open up the school's ICT, sports, arts and library facilities for use by the wider community	Contribute to the achievement of the life goals and outcomes of community residents Contribute and enrich community life Make the school a focal point of activity in the community	Community Empowerment Division/ Department of Education/District Commissioners' Offices	*	*	*	*	*
▶ Expand school capacity – plants and infrastructure	Provide additional school space as required with increasing population size	Department of Education of					
▶ Establish Community School Boards in Grand Turk	Encourage communities in Grand Turk to play an active role in the operation of schools within their midst and to decentralise some decision making power to the school level	Department of Education, District Commissioner's Office, Island Schools	*	*	*	*	*

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe					
			08	09	10	11-13	14-17	
<p>▶ Develop and expand school library facilities and services</p>	<p>Assure that all residents have equitable access to information</p> <p>Provide the widest possible access through the use of technology</p> <p>Strengthen library collections to keep pace with local demands</p> <p>Expand library services to meet the needs of target populations – students in the first instance and the wider community in general</p> <p>Ensure quality service to cater for need of the Island population</p> <p>Provide opportunities for lifelong learning for Islanders of all ages</p> <p>Communicate the value of libraries and librarians for all people</p>	<p>Department of Education</p>		*	*	*	*	*
Increase Belonger Entrepreneurship to take Advantage of the Anticipated Changes in the Productive Sectors								
<p>▶ Provide access to business development support facilities (One-Stop Business Development Centre) on the island</p>	<p>Provide a seamless support system for existing and prospective entrepreneurs in Grand Turk</p>	<p>TCInvest/TCI Development Agency</p>	*	*	*	*	*	
<p>▶ Provide loan facilities to support Belongers in the establishment business enterprises on Grand Turk</p>	<p>Enhance Belongers to be leaders in particularly targeted priority areas in Grand Turk, including agriculture, ecotourism, nature tourism, retiree tourism, craft production, ICT-related businesses.</p>	<p>TCInvest/TCI Development Agency</p>		*	*	*	*	
<p>▶ Develop Financial Awareness, Management and Training to Grand Turk Islanders</p>	<p>Deepen the understanding of financial management so that the Grand Turk Islanders will come to appreciate economic development in the TCI community and the role they can play, if only indirectly as investors</p>	<p>TCInvest/TCI Development Agency Community Empowerment Division</p>		*	*	*	*	
Increase the use of ICTs in Grand Turk								
<p>▶ Improve high speed Internet access (Grand Turk)</p>	<p>Increase internet connectivity</p> <p>Promote the use of broadband technology in critical areas of economic, social and education development</p>	<p>Telecommunications Authority, Service Providers</p>		*	*	*	*	

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe				
			08	09	10	11-13	14-17
<p>▶ Provide free wireless Internet access countrywide (Grand Turk)</p>	<p>Bridge the digital divide - Increase access to online resources in specified locations and Islands in the short term, with country-wide coverage achieved by 2013</p> <p>Provide the fundamental building blocks of economic and social development</p> <p>Make Grand Turk an attractive destination to live, work and visit</p>	<p>Office of the Premier, Telecommunications Authority, District Council, District Commissioner's Office</p>			*	*	*
Improve the Provision of Social Services							
<p>▶ Improve secondary and tertiary health care services</p>	<p>Improve the health of the Island and national population,</p> <p>Enhance the quality and sustainability of the health care system</p>	<p>Ministry of Health - Primary Health Care Department, Dental Department, AIDS Unit</p>	*	*	*		
<p>▶ Develop sports, recreational and leisure facilities</p>	<p>Identify and prioritise the recreational, sporting and leisure needs of the Island community for the next 5 to 10 years</p> <p>Provide the recreational and sporting infrastructure that can be utilised by all groups in the resident population</p> <p>Provide a safe physical environment that encourages participation in recreation, sport and leisure activities</p> <p>contribute to community cohesion and wellbeing and quality of Island life</p>	<p>Sports Commission/ Community Empowerment Division</p>		*	*	*	*
Improve Island Security							
<p>▶ Strengthen the capacity of the national security organisations on the Island to meet the challenges of a quickly changing population dynamics and increasing national security challenges</p>	<p>Transform the national security institutions and systems on the Island to effectively carry out duties</p> <p>Fully develop and implement a workable community policing system to enhance the relationship with local communities and work closely together to reduce crime, the use of illicit drugs, the incidence of social ills and neighbourhood decay, and to improve the overall quality of life on the Island</p>	<p>The Royal Turks and Caicos Islands Police Force, Department of Social Development, Community Empowerment Division, Office of the District Commissioner</p>	*	*	*	*	*

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe				
			08	09	10	11-13	14-17
Develop Viable Grand Turk Communities							
▶ Prepare and execute an annual programme of Island/community development	Identify and undertake a number of activities directed towards improving community life and the living environment, including neighbourhood revitalisation, economic development, provision of improved community facilities and services Promote the development of a viable Grand Turk Ensure involvement of resident population in planning and implementing island development programmes	Community Empowerment Division, District Commissioner's Office	*	*	*	*	*
▶ Establish a participatory process for informing the Annual Island Community Development Programme and other island development initiatives	Ensure the involvement of the resident population in the development of the island	Community Empowerment Division, District Commissioner's Office	*	*	*	*	*
Develop a Local Government System in Grand Turk							
▶ Participate in the Local Government Reform Programme	Provide a stronger, more efficient local government framework in Grand Turk that has a greater ability to deliver services and infrastructure to the resident and visitor population	Office of the Premier, People of the Grand Turk	*	*	*	*	*
Provide the Supporting Infrastructure for the Socio-economic Development of Grand Turk							
▶ Improve the existing Road Network – develop and implement a Strategic Road Rehabilitation and Improvement sub-Programme for Grand Turk	Support economic development within the various inhabited islands and facilitate the transport of people, goods and services	EMS Finance Administration Division, District Commissioner's Office	*	*	*	*	*
▶ Develop and implement a Road Preventive Maintenance sub-programme for Grand Turk	Keep apace with anticipated increased road use and develop cost-effective ways of extending the useful life of the road network	EMS Maintenance Division, District Commissioner's Office	*	*	*	*	*
▶ Undertake coastal defence works	Protect island coastline from erosion, flooding and wave action	EMS Maintenance Division, District Commissioner's Office	*	*	*	*	*
▶ Undertake drainage works	Protect island from and reduce the incidence of flooding	EMS Maintenance Division, District Commissioner's Office	*	*	*	*	*
▶ Develop of the Grand Turk Port	Develop port capacity to allow for new and improved business opportunities, inter-modal connectivity and provide efficient and cost-effective facilities for cargo and passengers.	EMS Finance Administration Division, District Commissioner's Office		*	*		

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe				
			08	09	10	11-13	14-17
▶ Provide Affordable Housing to TCI Islanders through expansion of Government Affordable Housing Programmes and private sector initiatives	Meet demands for 3,000 housing units on Grand Turk	TCI Housing Corporation/ Department of Housing		*	*	*	*
▶ Improve water and wastewater management in Grand Turk through the upgrading brackish water desalination, expansion of the water mains distribution network, establishment of centralised sewer systems and appropriate public drainage systems	Increase water production capacity and distribution in line with existing and expanding future Island requirements Improve drainage and sewage treatment and disposal and reduce incidence of pollution	Department of Water Undertaking, Private Service Providers, Developers	*	*	*	*	*
▶ Improve the Island's waste management system (in keeping with the recommendations of the Feasibility Study and Detailed Design for a Revised Solid Waste Management Project	Reduce incidence of pollution Establish a sustainable system for handling, collection, and management of waste	Department of Environmental Health	*	*			
▶ Undertake infrastructural improvement in blighted communities on the Island	Revitalise the communities to a level that is in keeping with acceptable living standard in the TCI	EMS Finance Administration Division, Department of Housing, Department of Planning Community Empowerment Division	*	*	*	*	*
▶ Undertake infrastructural and physical works for the expansion of Cockburn Town	Expand the town centre to create an environment that is in keeping with the Administrative Capital of the TCI	EMS Finance Administration Division, Department of Planning	*	*	*	*	*
▶ Undertake targeted short and medium social infrastructure projects based on the needs identified in the Annual Grand Turk Community Development Programme	Improve the quality of the Island's physical and social infrastructure	EMS Finance Administration Division, Community Empowerment Division, District Commissioner's Office		*	*	*	*
Preserve and Protect the Physical, Historical, and Cultural Resources of Grand Turk							
▶ Establish co-management system for the restoration, preservation and management of heritage resources on Grand Turk	Develop a suitable mechanism for management of heritage resources on Grand Turk	National Trust in partnership with Island communities and DECR	*	*	*	*	*
▶ Restore and preserve heritage buildings, structures and sites	Develop plans for restoration of heritage resources Preserve heritage resources for posterity	National Trust in partnership with District Commissioner's Office, Island communities and DECR	*	*	*	*	*
Strengthen the Disaster and Emergency Management Capacity of Grand Turk							
▶ Establish the Community Emergency Response system	Establish community resources who would provide support for emergency operations	Department of Disaster Management and Emergencies	*	*			

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe				
			08	09	10	11-13	14-17
▶ Build disaster and emergency management capacity within the Island of Grand Turk	Undertake a vulnerability and capacity assessment of the Island with a view to implementing solutions to strengthen its disaster management system Improve communication among the islands during disaster and emergency situations Train and equip island personnel to effectively deal with disaster and emergency situations	Department of Disaster Management and Emergencies	*	*			
▶ Increase the emergency shelter capacity on Grand Turk as required	Ensure the availability of adequate emergency shelter in keeping with the size of the resident population	Department of Disaster Management and Emergencies	*	*		*	*
▶ Development of emergency plans for temporary workers	Ensure a contingency plan is in place for the evacuation of migrant construction and other workers	Department of Disaster Management and Emergencies	*	*			

Summary

Grand Turk, as the administrative capital of TCI, is entitled to a quality of built development that is befitting that status. It is also the Island with the widest array of structures reminiscent of the earliest colonial exploitation of TCI. In addition, the largest archaeological remains of the pre-Columbian culture are located on this Island. One of the best dive sites in TCI is located just off-shore of Grand Turk, and it attracts its own clientele of visitors on this basis. The physical planning in TCI has to capture the historical sensitivity of the role of this Island in the TCI firmament from earliest times, as well as exploiting the possibilities that the Island offers by way of its other tourism amenities.

There is evidence that the more recent stimulation of the Island's economy through the cruise ship complex has reverberated across the all sectors. There is need to shift the existing development paradigm in the direction of eco-sensitive planning and development. There is also need for the redevelopment of a number of districts to prevent the spread of urban blight which is threatened. There is need to import the lessons of experience from Providenciales as the Island settles into a faster paced development over the next 10 years. Grand Turk has to recover its grandeur in the context of the emerging TCI economy and society, not as a rival to Providenciales, but as a capital area with its own character and essence.

Island Strategic Development Framework

Grand Turk

