

**National
Socio-economic
Development
Framework**

2008 - 2017

**National Socio-economic
Development Strategy**



2007

Providenciales

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.*

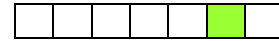
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Providenciales Strategy and Plan of Action



Providenciales



Introduction

The majority of our resident population is today settled on the island of Providenciales. As is the case with the other islands of TCI, the first post Columbian settlements were comprised of American Loyalists with their slaves, following the American war of Independence. The attempt at cotton production was not successful, which led to disenchantment among the colonists and to their eventual departure. As in the other islands, the slaves were left on their own, and organised their lives around subsistence production. The island remained sparsely settled until the 1960s.



The decision of Provident Ltd to develop a major integrated tourism node led to the transformation of this island which had long been seen as the backwater of TCI, by most of the Belonger population. The island became the focal point for most of the development that has taken place in the country in the last forty years. The rapid rate of growth has been sustained by a massive inflow

of labour from neighbouring countries, mainly Haiti, the Dominican Republic and Jamaica.

So large was the demand for labour that the small population base of TCI proved inadequate as a source of supply of labour. TCI which had been a *sending* country in respect of international migration in the first half of the 20th century and surely following the collapse of its salt industry in the Post World War II period, suddenly became a receiving country. Some TCI nationals in the Bahamas were to join in a return flow, and the migration of TCI Islanders to the rest of the world slowed considerably.

Most growth in the country since then has been concentrated in Providenciales. Indeed, it is the development of Providenciales that has come to benchmark TCI as a tourism destination in international tourism markets. The Offshore Financial Services sector emerged as a complement to the tourism sector of TCI, and although the regulatory structure was centred in Grand Turk, the firms securing a physical presence to service the sector, located themselves in Providenciales.

Attributes of Providenciales

Possesses a wide array of terrestrial and marine resources - There are several protected areas/sites in Providenciales - Chalk Sound National Park, Princess Alexandra Land and Sea National Park, Pigeon Pond and Frenchman's Creek Nature Reserve, Northwest Point Pond Nature Reserve, Northwest Point Marine National Park, Cheshire Hall Historical Site, Sapodilla Hill Rock Area, the Hole.

1,891 hotel and guest rooms available in 2004.

Northwest Point Sustainable Master Plan prepared in accordance with a 1999 Development Agreement between Caicos Resorts Limited and the TCI Government will result in a total of 392 townhouses/apartments and 609 single family homes, a resort hotel on a 65-acre site, an 18-hole golf course, an eco-lodge, and commercial and civic centre containing a school and entertainment and recreational facilities

The incoming foreign high level staff of the new establishments viewed residence in Providenciales as one of the necessary prerequisites of their employment. The island had secured a presence in high end of the international tourism industry, enough to make it an attractive posting to personnel serving in the offshore financial services sector. Providenciales is also home to the only known conch aquaculture fisheries in the world.

The natural sequel to all of this development is that although Grand Turk remains the administrative capital of the country, Providenciales has come to be regarded as the commercial and business capital of the TCI. The international airport serving as the gateway for entry into TCI is in Providenciales and, likewise, the main shipping port. The island that was the backwater of TCI has made the other islands its backwater, given the pace and the character of the development that has occurred there in the last forty years.

One important consequence of all of these developments is that the country has experienced unbalanced growth. A major objective of planning in the first decade of this new millennium is to correct for the unbalanced growth of the last four to five decades that has been centred on Providenciales and that has sapped the other islands of their population base.

While the Government is committed to correcting for unbalanced growth, it is unlikely that the dominance of Providenciales in the economic and commercial firmament of TCI would end in the short to medium term. Indeed, the current projects being implemented on Providenciales dwarf all of the development in the offing for the other islands. Some of these projects are tourism related and establish the fact that the continued development of TCI is based on tourism. The projects include:

- West Bay Club;
- Water Mark;
- Leeward Hotel and Marina;
- The Regent Village;
- The Tuscany Resort;

- ☑ The Atrium Resort; and
- ☑ The Windsong Resort.

However, there is considerable infrastructure development planned for TCI that has to be based on Providenciales, as the commercial capital of the country: these include the international airport, the seaport, the upgraded waste disposal system, and the upgrade of the telecommunications system. There are also developments that have to be undertaken in Providenciales that have to do with its enhancement and retrofitting the:

- ☑ Development of a town centre, worthy of Providenciales being the commercial capital of TCI;
- ☑ Renewal of areas that have succumbed to blighting;
- ☑ Completion of certain roads and highways; and
- ☑ Coastal protection infrastructure, in the face of climate change.

Context

Providenciales is one of the larger islands in TCI, but remained sparsely settled after the arrival of the colonists until the latter half of the last century. There is a relatively vast array of protected land and nature reserves on the island and its adjacent sea. Its wetlands provide habitat for fauna and flora of all description that would make it attractive for eco-tourism, under normal circumstances.

Grace Bay is one of the finest beaches among the Caribbean islands, which are famed for some of the best tropical beaches in the world. The relatively large endowments of natural amenities have made it attractive for tourism investment in the first place. With the coming of tourism on the scale that it did, there has emerged a major real estate market. It consists of four components of demand that drive the real estate market in Providenciales:

- ☑ Belongers and residents seeking to establish homes in Providenciales;
- ☑ Foreigners seeking holiday homes in TCI, which they would use for part of the year;
- ☑ Speculators abroad who seek real estate in TCI as part of their portfolio of assets or in seeking long term capital appreciation on their assets; and
- ☑ Developers engaged in the building of hotels.



The continued expansion of the island puts the Government in an invidious situation in the treatment of the land issue given that the State is still dominant in the ownership of land. On the one hand, there are the requirements of the Belonger population. On the other, there are the importunate demands of investors, who can promote the view that their requirements converge with the development needs of the country and that more hotel rooms and guest accommodation are in the interest of the Belonger population and the TCIG.

Challenges as Identified by Providenciales Residents
<p>People and Workforce</p> <ul style="list-style-type: none"> ⊘ Explosive population – up from 558 persons in 1970 to today’s population about 24,348 persons in 2006 ***** ☑ Persistent problem of illegal immigration ****
<p>Education and Skills</p> <ul style="list-style-type: none"> ☑ Education system not geared at tourism and other sectors ***
<p>Business and Enterprise</p> <ul style="list-style-type: none"> ⊘ Too heavily dependent on tourism and so there is need for economic diversification *** ☑ Absence of a well defined town and administrative centre which speaks to the character of Providenciales as the commercial hub of the TCI ****
<p>Quality of Life</p> <ul style="list-style-type: none"> ☑ Inadequate medical and other health care facilities ***** ☑ Inadequate sports and recreational facilities ** ☑ Increasing level of gun and violent crime *****
<p>Protecting Our Environment</p> <ul style="list-style-type: none"> ☑ Inadequate development planning and control - inadequate communication between the island community and State departments, insufficient collaboration among stakeholder agencies ***** ☑ Land availability – poor land management practices, decreasing land availability with increasing demand for land particularly for tourism development at expense of other demands ***** ☑ Inadequate waste disposal system and facilities *****
<p>ICT and Infrastructure</p> <ul style="list-style-type: none"> ☑ Inadequate transportation infrastructure and services (sea, air) ***** ☑ Inadequate flood alleviation structures and coastal defence structures **** ☑ Substandard housing as evident in Five Cays, Blue Hills ***** ☑ Inadequate housing to cater for anticipated housing demand *****

The notion that ‘more is better’ does not always accord with the expectation in the tourism sector, and there are mounting concerns whether the premier site of Grace Bay is not at risk of over-development. On the present showing, it is likely that the majority of new rooms to be built in the next three years will still be on Providenciales, even though with the developments planned for the other islands, its share may start to decline relatively.

Development Challenges for Providenciales

The major challenge in planning development of Providenciales is the diversification of its economy while, at the same time, bringing the existing pattern of development into line with the requirements of environmental sustainability. The fast paced development over the last thirty years has led to imbalances that have impacted the country, let alone Providenciales itself.

There has been over-concentration of the population on this island, straining the social infrastructure of health, education sports, recreation and other facilities. The growth of the population from just over 20,000 at the last Census to over 35,000 in 2006 has been concentrated mainly in Providenciales.



The number of housing units built comes nowhere near the required needs of the expansion in the resident population: the overcrowding in some areas that has been precipitated creates serious health risks. There is evidence of ghetto like conditions emerging in some parts of Providenciales. But even to address this severe housing shortage would require additional workers in the short to medium term.

In any event, the growth of the island has been driven by foreign labour and foreign capital, thus creating a sense of alienation among the Belonger population as to their level of involvement in their country's progress. Meanwhile, the efforts of the Government to promote the presence of domestic capital in tourism and other sectors, are often frustrated by 'fronting'.

There are other areas of major imbalance in the physical and social infrastructure relative economic development. Rapid built development of residential and hotel accommodation has not been matched by the appropriate infrastructure to manage waste, and run-off. The leaching of coral is already evident on Grace Bay. It is a moot point whether this is the result of the early impact of global warming or instead the result of the run-off and of effluent escaping from the built development in the area contiguous to the Bay.

There is the seemingly virtuous cycle of incoming foreign developers investing in built development and paying the development fees that add to revenues of the Government. Such foreign investment can be seen as vote of confidence in the economic policies of the country.

On the other hand, in the absence of well institutionalised procedures for the conduct of EIAs and SEAs, and for adherence to mitigation measures that may be required, there is depreciation of the natural capital of Providenciales and serious irreversible effects that fail to surface in the calculation of costs versus benefits to the country. Costs in terms of loss of natural capital pale into insignificance against the dollar value of foreign investment and when viewed in the context of the fiscal operations of the Government.

The limitations of staff in the Department of Physical Planning and, more critically, its restricted remit in such matters, do not augur well for the sustainable development of the country, having regard to the fragility of its environment. The very attributes that make Providenciales and the rest of TCI 'beautiful by nature' can be easily and permanently scarred by the outturn of the development paradigm, and in the absence of the appropriate institutional infrastructure.

Other outward visible evidence of irreconcilable approaches that pose a major development challenge has to do with the protection of the built heritage of the country. Given that Providenciales was sparsely settled up until recently, a relative newness characterises most of the physical and built development, since much of it has taken place over the last twenty years. Outside of the old plantations and their remaining buildings, there has not been much to preserve.

Given the dominance of Providenciales in the economy and society, it is possible that the notion of development in the minds of many TCI Islanders has come to be dictated by the visual image of Providenciales. Thus, newness of buildings and, unfortunately, an architecture that copies 'modernity' of Florida, might have emerged as the preferred décor and pattern for building in all of TCI.



This vitiates the possibility of the country finding its essence, and in creating buildings that are modern in terms of appurtenances but are reflective of its unique past. In effect, the pattern of development elides the one special advantage that TCI has in fully differentiating itself from the rest of the Caribbean and surely from the American seaboard.

The architectural models brought by developers from North America risk imposing on Providenciales and, thus on the rest of TCI a built physical infrastructure that detracts from what might have allowed TCI to retain its uniqueness as beautiful tropical islands. The built culture of 'Provo' risks being spread to the other islands, and, most of all, newer developments in 'Provo' seem to rival one another in incorporating the most recent design from abroad.

It would be a major challenge to shift to a TCI paradigm, which draws its inspiration from TCI itself. Indeed, in some quarters, this may be seen as retrograde. This in part explains why the notion of a National Trust is deemed to be a national humbug, or the preoccupation of those who would not like to see TCI Islanders enter the modern era.

Providenciales Island Development Strategy

Island Vision

The vision for Providenciales is as follows:

The Island will continue the development of its economic base by accelerating the rate of diversification, with public sector investment keeping pace with private sector development. In the two sectors, efforts will be renewed at improving productivity levels.

Achieving the Vision

To achieve the vision, the region needs to concentrate on the following critical factors:

- ☑ Providing supporting physical and social infrastructure for development of the island;
- ☑ Promoting Belonger business development in the Financial Services, Fisheries and Tourism Industries and other industries;
- ☑ Preserving and protecting the physical, historical and cultural resources of the island; and
- ☑ Improving and developing housing stock to meet current and future demands.

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

Core Island Strategy

The goal is to diversify the economy of the Island, by deepening and widening its base in the existing sectors, and by developing new niches and sectors. Its tourism product will continue to embrace Sun, Sea, Sand and Dive. ICT-aided industries will become important in the local economy as wireless infrastructure is established. Belonger businesses are to be promoted in the growth sectors.

Providenciales will have to be retrofitted with the appropriate social and physical infrastructure. One important area in this regard will be the provision of living units of quality for the resident population, whether temporary or permanent. Another is defining and development of its town centre. As the economic dynamo and commercial centre of the country it needs to establish character appropriate to its position. The delineation of a town centre of appropriate quality is an imperative.

The workforce of Providenciales will continue to increase, but at a much slower rate if the Framework for this plan is adopted and there is a thrust to productivity improvement across the board in Providenciales. With this expansion, there will continue to be a demand for housing and for a range of other social services and amenities, which will sustain a high demand for labour.

People and Workforce

Managing Population Growth on Providenciales

The demand for workers is not likely to abate in the short and medium terms. However, given the need to improve productivity and to initiate a paradigm shift to a less intensive labour model, the Department of Immigration, the Department of Labour and DEPS have to collaborate in putting in place the measures such that future labour clearances are more heavily weighted in favour of skilled and professional personnel.

The corollary of this is that there has to be encouragement to industry to engage in labour saving technology and approaches, wherever relevant. It is in Providenciales that the shift to productivity improvement should be seen first. On the other islands, the labour requirements are so acute, that there will continue to be a demand for even unskilled labour in those islands.

With close to 5,000 new rooms on Providenciales, there will be more than 5,000 new jobs created, let alone the construction jobs during the establishment of these rooms and the indirect jobs that follow hotel development. It is expected that because of productivity growth, the rate of population growth on Providenciales will slow, relative to the expansion of the economy of the island.



Establishing a Local Government System for Providenciales

Because of the nature of its development, Providenciales seems to have the weakest structures in place in respect of local governance. The time has come to correct this, given that there is need for all of the population, both non-Belongers and Belongers, to share in this effort to redefine and re-brand Providenciales to a new model of

development that allows the island to retain its essence as part of the TCI rather than becoming some replica of Miami Beach or some such variant¹.

Education and Skills

An immediate problem to be addressed in Providenciales is the overcrowding that exists at the primary and secondary levels of education. Moreover, given the crucial role that this island plays in the development of the country as its most populous island and as the economic dynamo of the country, the expansion of the curricula and the adaptation to the burgeoning demands of a dynamic country will require that a number of new initiatives: the nucleus of major changes will have their focal point in Providenciales.

Programmes in distance education and training are likely to be developed there since a wide array of personnel is already located there. It is inevitable that the island will continue to exercise the role as centre in a number of areas, at all levels of the educational system, in serving the needs of the entire country.



Providenciales also has its special needs as a highly urbanised island with a concentration of people and employment on this island. The overfull employment conditions on the island have made it imperative that there be homework centres and other amenities to support households in the achievement of the educational objectives and in the socialisation of children and young people. This is particularly important for the lower income districts of the island.

¹ On the occasion of one of the focus group discussions on Providenciales, it was interesting that non-Belonger residents voiced concerns about Providenciales losing its essence and succumbing to being just another heavily build location in a tropical setting not much different from places in Florida.

Business and Enterprise

Branding Providenciales

Another issue is the re-branding of Providenciales in the light of its dominance in the structure of the economy and society of TCI. This has to be seen as well in the context of the shift in paradigm that is contemplated for the entire country and the role that Providenciales has to play in this new scenario. It will continue to be the commercial centre of the country and has to have a modern town centre, with the décor and appurtenances worthy of that status.



Developing the Island Tourism Product

The promotion of Belonger capital on TCI would require considerable and sensitive support on the part of TCIG. Providenciales is almost a 'foreign' location in the minds of many TCIslanders. The development of entrepreneurship among the people especially when there is little experience in this area, requires a sense of possession and responsibility for the place.

This will need to be inculcated in the Belonger population, especially in respect of Providenciales. They must have a sense that they have an entitlement to participate in



growing the economy and society of Providenciales, as with any other part of TCI. Thus, in addition to the provision of credit and business facilitation, there is need for sensitive programmes to assist in the mind shift in the population that they need to step up to their responsibility of becoming entrepreneurs and builders of the modern economy of Providenciales. The table below lists the projects currently in train on Providenciales.

Investment Projects registered with the TCInvest for Providenciales (2006)

Project Name	Project Category	Proposed start	Proposed Completion date	Estimated value \$Mil
Coral Gardens/ White House	Condo Resort	February 06	June 06	Na
Beaches Expansion		January 07	January 08	\$110
North West Point- Malcolm Beach	Condo			\$60
Sunset Development		After receiving Planning Approval	Within 21/2 years	\$4
Wacal Holdings	Condo Hotel		Within 3 yrs of commencement	\$1.50
Life Resort Ltd	Na	na	Na	Na
Leeward Marina & Spa	Multi use Dev.	August 05		\$250
The West Bay Club	Condo Dev	Within 3 months of receiving planning permission	Na	\$150
The Pinnacle	Residences	August 03	December 04	\$22
Sodalco	Hotel/ Condo	May 04	December 12	\$120
The Regent Grand	Mixed used dev	December 04	December 07	\$22
Mandarin Oriental	Mixed used dev	December 04	December 07	\$100
Amanyara Resort	Mixed used dev	October 99	December 05	\$80
The Watermark				\$40
Grace Bay Club Expansion	Hotel resort Dev	Within 3 months of signing DA	Within 21/2 yrs	\$15

The Tourism Board will need to work with Islanders on Providenciales in creating a product that incorporates the many natural and historic resources of the Island. A number of actions will be undertaken including:

- Defining the tourism product - which rebrands Providenciales as an upmarket tourism destination with a more urban orientation but which offers attractions in dive tourism and heritage tourism 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 tourism product, including the establishment of appropriate web-pages; and
- Conduct of industry-wide training programmes.

Expanding the Offshore Financial Services

The Offshore Financial Services firms are located mainly in Providenciales. Personnel to service the industry are likely to find this island more appropriate in terms of the living accommodation that it provides. On the other hand, the regulatory arm of the industry is located on Grand Turk.

This is not always conducive to the close relationship that should exist between service providers and the regulators. As the sector expands mainly on the base that has been laid in Providenciales, there will be need for the regulator to have a direct presence on this island. The complement of other supporting infrastructure is likely to grow and develop on Providenciales.

Expanding Belonger Entrepreneurship

The transformation of TCI has come about mainly as a result of the entrée of foreign capital and its concentration on the island of Providenciales in the areas of tourism, financial services, real estate and in activities that complement these. This has meant that foreign entrepreneurs by and large have dictated the pace of the development of the country. The imperatives of the early 21st century require a greater presence of Belongers in the growth and transformation of our country. This means in effect that the Providenciales has to be a major locus in the emergence and development of Belonger capital and entrepreneurship.



Initiatives to encourage Belonger participation in general need to focus on creating possibilities for our people to become involved as stakeholders and as entrepreneurs in the main sectors on Providenciales and as well in the complementary activities likely to develop there to serve this island and the country. The litmus test of Belonger participation in enterprise will be evinced in the rate of growth of Belonger entrepreneurship in the development of Providenciales.

Using ICTs

We are convinced that the growth of ICTs in our midst will not only contribute to the improvement in productivity, but would also lead to the emergence of a new sector in the TCI economy. Given that Providenciales presents the largest concentration of scientific and technical cadres in the country, it is likely that the centre for applications

and development of ICTs in the country will be on Providenciales. Our industrial planning has to take account of this fact and to lay the infrastructure to foster the growth and expansion of this industry on this Island.

Quality of Life

Annual Planning of Community Development

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 Providenciales Socio-economic Development Strategy, the National and Providenciales Physical Development Plans and other relevant programme documents such as an Annual Island Implementation Programme should outline key



action areas critical to socio-economic development. 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.

Improving Health Service (Constructing and Equipping Providenciales Hospital)

The construction and equipping of a hospital in Providenciales will close a yawning gap in our health system. The largest concentration of the population is on Providenciales, and most of the hotel room stock in the country is in Providenciales. Even as the sector grows and expands on the other islands, Providenciales will remain dominant for entire plan period.

In the circumstances, the construction of a hospital in Providenciales has been overdue and will be accomplished in first stage of the plan. Such a facility will serve not only Providenciales but also the entire country, complementing the upgraded facility in Grand Turk in terms of secondary and tertiary care services to be provided.

Arresting the Rising Crime Rate

Personal security is an important factor in any tourism oriented economy. A high crime rate undermines the attractiveness of a destination. There is need for investment in Providenciales in policing to arrest the rising crime rate, and to avoid damage to the image of the destination. In other words, effective policing is part of the complementary infrastructure of the tourism sector, and this is very evident in Providenciales.

Protecting Our Environment

There will be hard decisions to be made to bring the development paradigm in Providenciales in line with environmental sustainability. All projects will need to be subjected to EIAs, and all requirements deriving there from will need to be closely adhered to in implementation. It would be important at this time to undertake SEAs of Grace Bay and other strategic tourism areas to examine the long term and cumulative impacts of tourism on these areas. There will be need to strengthen the institutional structures to monitor and regulate physical development, and ensure that they are invested with the authority and the power to institute necessary action whenever there are infringements, and irrespective of the economic power and influence of those who may choose to contravene the rules.



At the same time, Providenciales has to measure up to the tone of being the capital of an eco-sensitive people and society, whose living space outwardly affirms this fact. There will be considerable retrofitting required in this regard. The road work that has to be done, the drainage system, the airport, the port facilities and of course the recreational, sporting and cultural facilities have to be outward visible evidence of a country committed to environmental sustainability. Providenciales, as the gate way to TCI has to reflect the rest of TCI, even as it seeks to portray modernity.

ICT and Infrastructure

One of the immediate implications in the adoption of the Framework for Providenciales is the upgrade of the blighted communities. There is much housing that has to be rebuilt, as well as lots to be regularised and essential services installed. Housing for low income persons is usually not cheap.



The costs are likely to be very high in TCI where strict environmental requirements have to be observed, and high intensity hurricane episodes have to be anticipated.

Also of immediate importance is the expansion of the town centre which is intended to give the residents of Providenciales and the people of TCI a space that characterise life on the Island and create a place for daytime, evening time, and weekend activity. Thus downtown Providenciales will develop into an environment that is conducive to and supportive of living, working, shopping and entertainment.

Providenciales faces tremendous drainage problems. Therefore alleviating this problem will be an immediate to short term priority.

Framework for Action

The following provides a plan of action 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 Providenciales that is Distinct and Different from the other TCI							
▶ Encourage the establishment of the Providenciales Tourism Forum	Form a tourism special interest group whose members will work together for the promotion and development of Providenciales Tourism sector	District Commissioner's Office , Tourism Board	*	*	*	*	*
▶ Define the Providenciales Tourism Product	Develop a Providenciales 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 Providenciales Island and strengthen its tourism base Establish Providenciales 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 Providenciales	Effectively use the tourism resources of Providenciales to reflect the appeal and diversity of Providenciales	Tourist Board, District Commissioner's Office , Providenciales 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	*	*	*	*	*
▶ Market Providenciales 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 Providenciales tourism product	Tourism Board and Providenciales 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 Providenciales Tourism Forum	*	*	*	*	*

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe				
			08	09	10	11-13	14-17
▶ Collect statistics and information on the usage and value of Providenciales Tourism	Continuously assess the Providenciales tourism product and tourism development	Tourism Board and Providenciales Tourism Forum	*	*	*	*	*
Invest in Education and Training of the Providenciales Islanders Population							
▶ Make school curricula relevant to life on Providenciales	Ensure that school curricula suit the needs of Providenciales, while reflecting the broader national agenda	Department of Education	*	*	*	*	*
▶ Focus education and training opportunities on the priority sectors of the Providenciales economy	Ensure that Providenciales obtains the skills mix required to propel the local economy	Department of Education	*	*	*	*	*
▶ 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 schools' 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	*	*	*	*	*
▶ Establish Community School Boards in Providenciales	Encourage communities in Providenciales 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>Ensure 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>		*	*	*	*	*
<p>Increase Belonger Entrepreneurship to take Advantage of the Anticipated Changes in the Productive Sectors</p>								
<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 Providenciales</p>	<p>TCInvest/TCI Development Agency</p>	*	*	*	*	*	
<p>▶ Provide loan facilities to support Belongers in the establishment of business enterprises on Providenciales</p>	<p>Enhance Belongers to be leaders in particularly targeted priority areas in Providenciales which includes agriculture, nature tourism, ICT-related businesses.</p>	<p>TCInvest/TCI Development Agency</p>		*	*	*	*	
<p>▶ Develop Financial Awareness, Management and Training to Islanders on Providenciales</p>	<p>Deepen the understanding of financial management so that the Islanders of Providenciales 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>		*	*	*	*	
<p>Increase the use of ICTs in Providenciales</p>								
<p>▶ Improve high speed Internet access (Providenciales)</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 (Providenciales)</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 Providenciales an attractive destination to live, work and visit</p>	<p>Office of the Premier, Telecommunications Authority, District Council, District Commissioner's Office</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>	*	*	*	*	*
Improve the Provision of Social Services							
<p>▶ Improve primary health care services</p>	<p>Improve the health of the Island 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>▶ Establish a drug abuse prevention project that is specific to the Island</p>	<p>Offer a community-based solution for drug abuse prevention in an effort to reduce alcohol and other drug problems on the Island</p>	<p>National Drug Unit</p>		*	*	*	*

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe					
			08	09	10	11-13	14-17	
<ul style="list-style-type: none"> ▶ Develop sports, recreational and leisure facilities 	<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>	Sports Commission/ Community Empowerment Division		*	*	*	*	*
Develop Viable Providenciales Communities								
<ul style="list-style-type: none"> ▶ Prepare and execute an annual programme of community development 	<p>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</p> <p>Promote the development of a viable Providenciales</p> <p>Ensure involvement of resident population in planning and implementing island development programmes</p>	Community Empowerment Division, District Commissioner's Office	*	*	*	*	*	*
<ul style="list-style-type: none"> ▶ Establish a participatory process for informing the Annual Island Community Development Programme and other island development initiatives 	<p>Ensure the involvement of the resident population in the development of the island</p>	Community Empowerment Division, District Commissioner's Office	*	*	*	*	*	*
Develop a Local Government System for Providenciales								
<ul style="list-style-type: none"> ▶ Participate in the Local Government Reform Programme 	<p>Provide a stronger, more efficient local government framework in Providenciales that has a greater ability to deliver services and infrastructure to the resident and visitor population</p>	Office of the Premier, District Commissioner's Office, People of the Providenciales	*	*	*	*	*	*
Provide the Supporting Infrastructure for the Socio-economic Development of Providenciales								
<ul style="list-style-type: none"> ▶ Construct the Caicos Spine Link <ul style="list-style-type: none"> ○ North Caicos to Providenciales) ○ North Caicos to East Caicos 	<p>Complete the inter-island road connectivity from Providenciales to South Caicos</p> <p>Allow for freer movement of people between the islands</p>	EMS Finance Administration Division, District Commissioner's Office	*	*	*	*	*	*

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe				
			08	09	10	11-13	14-17
▶ Improve the existing Road Network – develop and implement a Strategic Road Rehabilitation and Improvement sub-Programme for North Caicos	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 North Caicos	Keep pace 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	*	*	*	*	*
▶ Develop of the Providenciales 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		*	*		
▶ Provide Affordable Housing to TCIslanders through expansion of Government Affordable Housing Programmes and private sector initiatives	Meet demand for at least 3,500 housing units on Providenciales	TCI Housing Corporation/ Department of Housing		*	*	*	*
▶ Improve water and wastewater management in Providenciales 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 Downtown Providenciales	Expand the town centre to create an environment that is in keeping with the Commercial Capital of the TCI	EMS Finance Administration Division, Department of Planning	*	*	*	*	*
▶ Use renewable energy source for electricity generation	Make renewable sources a substantial share of commercial electricity generated on Providenciales	Ministry of Works, Electricity Commission in Community Empowerment Division, District Commissioner's Office				*	*

Actions	Objectives	Implementing Agency (Lead in bold)	Timeframe					
			08	09	10	11-13	14-17	
▶ Undertake targeted short and medium social infrastructure projects based on the needs identified in the Annual Providenciales 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 Providenciales								
▶ Establish co-management system for the restoration, preservation and management of heritage resources on Providenciales	Develop a suitable mechanism for management of heritage resources on North Caicos	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 Providenciales								
▶ Establish the Community Emergency Response system	Establish community resources who would provide support for emergency operations	Department of Disaster Management and Emergencies	*	*				
▶ Build disaster and emergency management capacity within the island of Providenciales	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							

Summary

Providenciales is likely to remain the lead island in the growth and transformation of the economy of TCI and its society. While a more balanced pattern of development remains the cornerstone of the present Framework, Providenciales will continue to be the major node of the economy. Indeed, as the other islands take off, there are a number of activities and industries in Providenciales that will expand to serve the needs of the growth elsewhere. The establishment of a Belonger presence in the dynamic sectors of the TCI economy has to become evident in Providenciales in the medium term. This would be an important testing whether one of the primary objectives of NSEDF is being realised.

Island Strategic Development Framework

Providenciales

