



INSIGHTS

NEWSLETTER



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INVESTING IN HERITAGE. EMPOWERING OUR PEOPLE.

This quarter's edition highlights a clear message: Turks and Caicos Islander ownership is being positioned to grow practically and at scale through a clearer investment pathway and targeted support. The Heritage Turks and Caicos Islander Investment Incentive Policy reduces friction for local projects by lowering upfront costs and providing a structured route from concept to construction.

The Family Islands present strong opportunities for right-sized, locally anchored development, including eco-tourism, boutique accommodations, and small community-scale residential projects. Momentum is real, with an active pipeline supported by Invest TCI's Aftercare Services, helping investors navigate approvals, reduce execution risk, and keep projects moving.

Learn more about the Agency's impact in the pages ahead. Special photo credits to Visit Turks and Caicos Islands.





OUR VISION

To be recognised as the driver of sustainable economic development in the Turks and Caicos Islands.

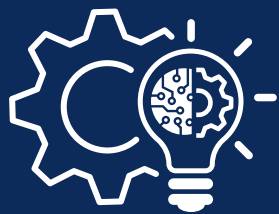


OUR MISSION

Committed to attracting and facilitating diverse investments through targeted promotional activities, continuous development of our staff and fostering of an enabling business environment.



CORE VALUES



Innovation
and Creativity



Nurturing
Growth



Visionary
Excellence



Exemplary
Professionalism



Service
Commitment



Teamwork

CEO's Corner

Heritage to Prosperity: Local Ownership at Scale



CEO - Angela Musgrove

As we continue to grow as a country, I am mindful of a question I hear often and one we should all keep asking: how do more Turks and Caicos Islanders move from participating in the economy to owning, building, and investing at meaningful scale? There isn't one single policy that solves that on its own. But we can create a system that makes growth more achievable, step by step.

That is exactly where the Heritage Turks and Caicos Islander Investment Incentive Policy fits. The Heritage Policy sits squarely within a unified national investment framework, filling a critical gap between the small-business incentives of the MSME Programme and the large-scale provisions of the National Investment Policy. Together, these three tiers create a seamless investment ladder that supports local enterprise from start-up to major development.

We want this Policy to feel practical, not distant. It is designed to simplify the process, reduce upfront costs, and give local developers and investors more certainty as they move from concept to construction.

Here is the continuum: the MSME Programme supports small businesses and start-ups with investment values up to \$2.5 million. The Heritage Policy bridges the next tier supporting Islander-owned projects between \$2.5 million and \$20 million. Beyond that, the National Investment Policy governs major investments exceeding \$20 million, whether local or foreign.

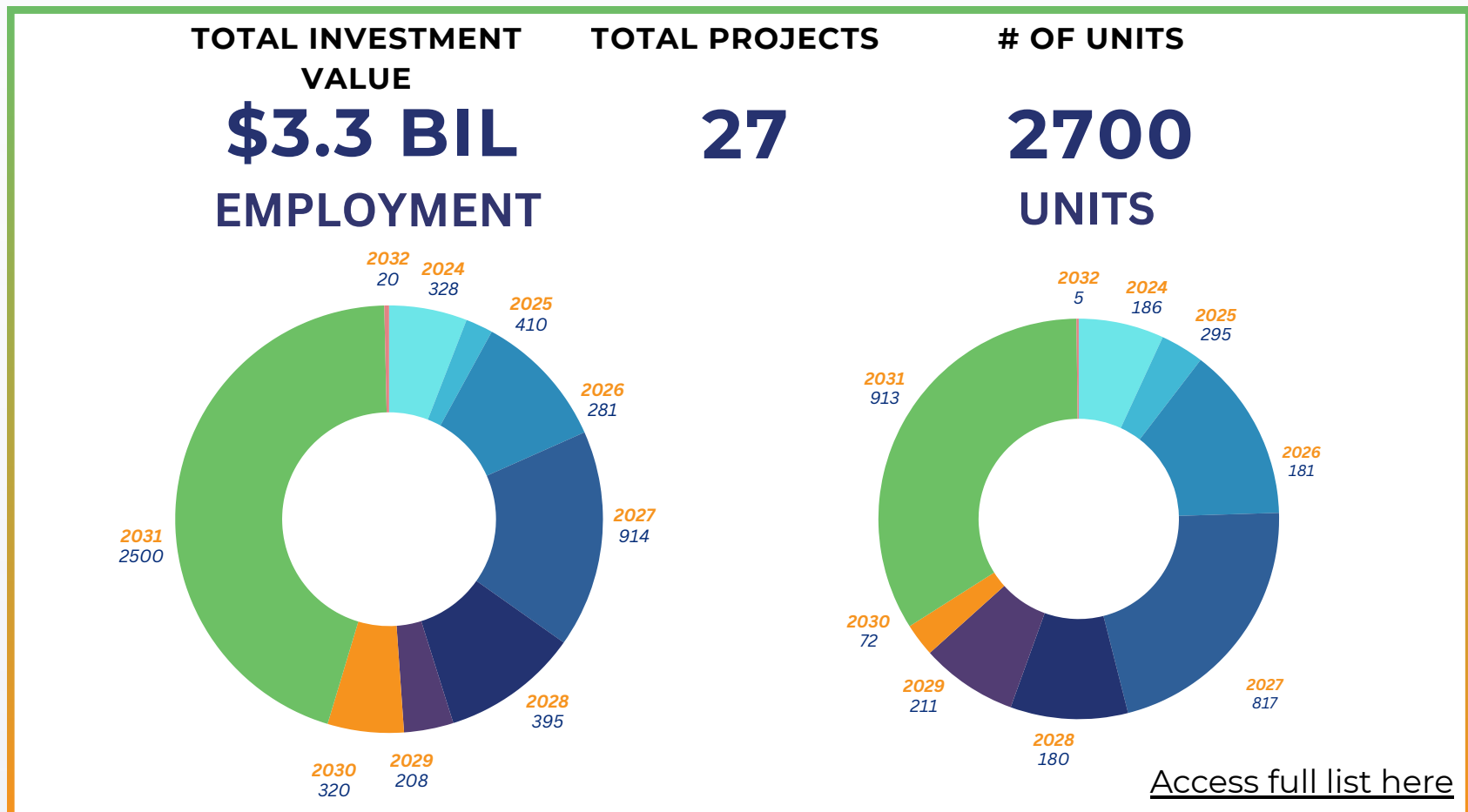
For eligible Heritage projects, the incentives are practical and targeted: up to 100% import duty exemption on development materials, fittings, and equipment; up to 50% reduction in stamp duty on initial property acquisition; recognition as a Development Enterprise under the Encouragement of Development Act; and a streamlined 12-week approval timeline from completed application to decision.

My commitment is that we will implement this Policy with clarity and integrity and we will keep our focus on outcomes. If you are a Turks and Caicos Islander with a viable project and the ambition to grow, I encourage you to engage. We want to help you take the next step because when Islanders build, our communities and our economy grow stronger with them.

“When Islanders build, our communities and our economy grow stronger with them”

Investment Dashboard

As of Q3 FY25/26, the investment pipeline totals over \$3.3 billion in project value, spanning hospitality, utilities, education, and redevelopment across the islands.



Quarter-on-Quarter Movement

This quarter’s dashboard presents a refreshed view of the active investment pipeline. As projects mature, some have progressed beyond “pipeline” status, while others have been re-scoped to reflect updated parameters.

In Q3, the active pipeline totals \$3.3B across 27 projects, compared with the broader Q1 headline of \$3.9B across 70+ projects. This change reflects a deliberate refinement of how projects are tracked and reported.

Key drivers of the change include:

- Project progression: Several projects advanced to executed or operational status, while others were paused or removed from active tracking.
- Re-scoping: Project phasing, cost estimates, and development parameters were updated as initiatives progressed.

The Family Islands: No Risk, No Reward

Why Local Investment Matters Now More Than Ever



For decades, Providenciales has been the main driver of economic growth in the Turks and Caicos Islands. What was once a quiet island has grown into one of the Caribbean's leading tourism and investment destinations. Foreign investment has played a major role in this transformation, with international developers building luxury resorts, modern marinas, high-end villas, commercial complexes, and world-class infrastructure. These projects have created jobs, improved services, and helped put Turks and Caicos on the global map.

Over time, foreign investment has spread into almost every part of the local economy. Many watersports companies, construction firms, restaurants, car rental businesses, property management services, and retail stores are now either foreign-owned or foreign-controlled. Even key supply chains for building materials, equipment, and food products are often linked to foreign companies.

While this investment has helped drive economic growth, it has also made Providenciales a highly competitive and expensive place to do business. For many locals, entering these industries now requires large amounts of capital that are simply out of reach. As a result, foreign investors continue to dominate not only major projects, but also many of the smaller businesses that support the tourism economy.

For many Turks and Caicos Islanders, this has created a growing sense of disconnection from the wealth being generated around them. Much of the most valuable land, property, and businesses are owned by investors who established themselves early. Rising land prices and soaring real estate costs have made it difficult for locals to buy property or start businesses of their own. Participation in the economy is often limited to employment rather than ownership, leading to frustration - not because development is unwanted, but because too many people feel they are watching success from the sidelines instead of sharing in it.

How Did Providenciales Get Here?

There are many explanations, but one thing is clear: foreign investors were willing to take the risk when others were not. They made a bold bet that Providenciales could become a leading luxury destination in the Caribbean. At the time, infrastructure was limited, international flights were few, and the Turks and Caicos Islands were largely unknown to the world. Yet these investors chose Providenciales, invested early, and helped shape what the island has become today.

(continued on pg. 6)

“ Participation in the economy is often limited to employment rather than ownership ”

The Sun Rises in the East

(Continue pg. 5)

The Family Islands now stand at a similar point in their development journey. Like Providenciales in its early days, infrastructure and accessibility remain limited in some areas. Yet even when Provo looked uncertain, there was always something about it that stood out: its beaches, its location, its natural beauty, and its potential.

That same spark exists in the Family Islands today. Each island has its own character, history, and charm. They offer strong cultural identity and real potential for eco-tourism, housing, and community-sized development.

Despite this, many local investors remain cautious. Some prefer to wait for visible development and improved infrastructure before committing, so that opportunities feel “safer.” For others, even modest investments can feel uncertain when the future is not yet fully clear.

At the same time, international investors are increasingly willing to commit significant funding to the Family Islands. Recent developments in South Caicos make this increasingly clear, with the island recording approximately \$120 million in foreign investment over the past five years.



Are We About to Repeat the Providenciales Pattern?

It is natural to seek reassurance before investing. Many people prefer to wait for strong demand and improved infrastructure before committing capital. However, experience shows that once large-scale development takes place, land values rise, competition increases, and entry costs become much higher. By the time an opportunity feels “safe,” it is often far less affordable and far less accessible.

Building Local Ownership

While employment in tourism remains important, long-term economic strength is built through ownership and investment. The Family Islands still offer opportunities with strong potential that are becoming increasingly limited elsewhere. Land remains relatively accessible, and there is room for locally driven development that reflects the character and needs of each island.

Opportunities extend beyond traditional resort development. They include eco-tourism ventures, boutique accommodations, marine and watersports services, heritage and cultural tourism, small residential developments, and community-based businesses. These types of projects are well suited to the scale of the Family Islands and create space for local ownership, local employment, and long-term economic growth. (Continued on pg. 7)

A Forward-Looking Approach

(Continue pg.6)

Local participation does not need to begin with large resorts. It can start with smaller, practical investments that grow over time and allow Turks and Caicos Islanders to build a lasting presence in their own communities.

Every investment involves risk, particularly in developing markets. However, history shows that those who engage early, with careful planning and a clear strategy are often best positioned to benefit from long-term growth.



The Family Islands represent the next chapter in the country's development, and perhaps the last major opportunity for Turks and Caicos Islanders to position themselves early.

Rather than waiting for foreign investors to arrive, this is the moment for Turks and Caicos Islanders to take the lead. Whether through land ownership, property development, small-scale business ventures or community driven projects, even small steps taken today can create long-term value for families, communities and future generations

The Family Islands are not simply waiting to be discovered. They are ready to be developed - thoughtfully, sustainably, and inclusively.

Through the Encouragement of Development Ordinance, the MSME Programme, and the Heritage Islander Investment Policy (HTCIP), Invest Turks and Caicos remains committed to supporting local entrepreneurs in identifying opportunities and establishing themselves in the Family Islands.



INVESTOR LENS | FAMILY ISLANDS –

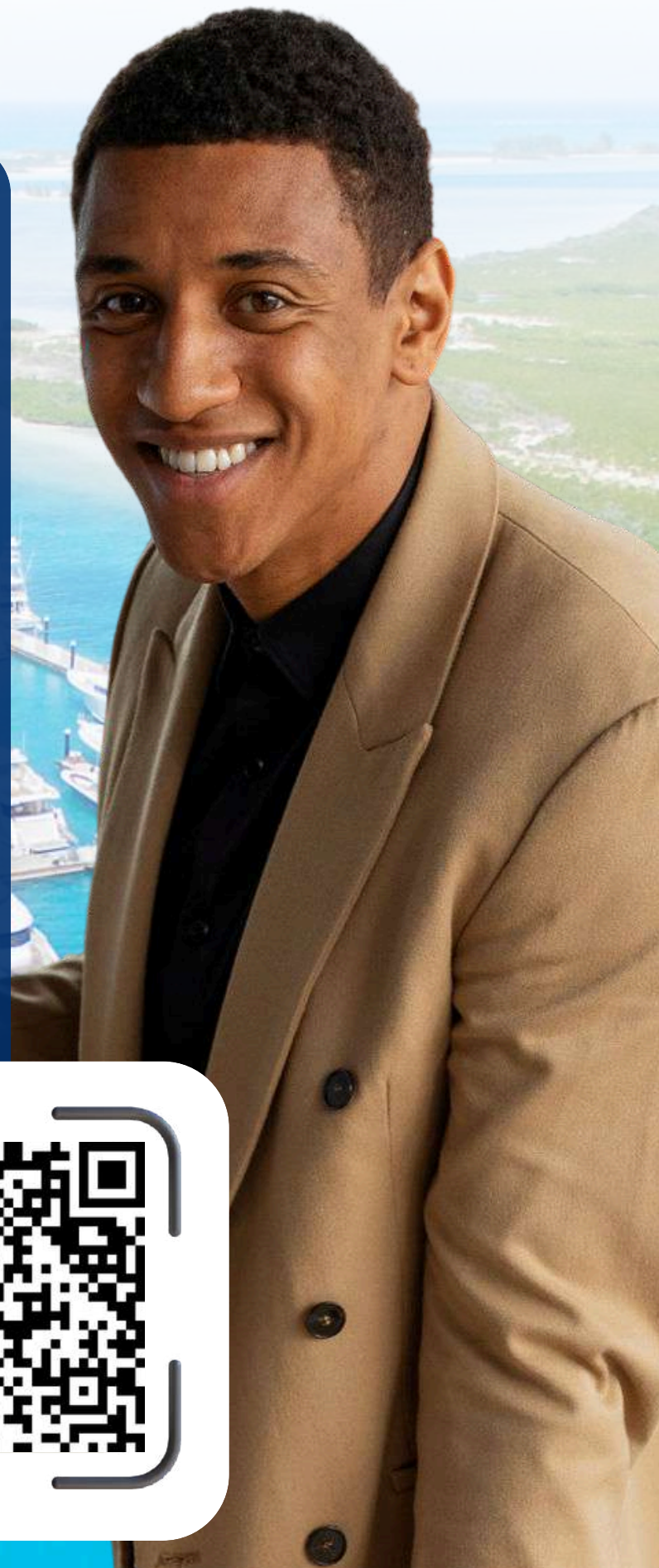
Why Local Investment Matters Now

- Why it matters: family islands present an early entry opportunity beyond traditional resort development.
- Who it's for: Heritage Turks and Caicos Islanders and locally anchored partners.
- What to know: eco and boutique stays, marine experiences, heritage tourism, and small community development.
- Next step: choose one starter project and request guidance on the best-fit framework.

How to Apply

HTCIP Application Process

- 1 Submit a completed application form with all supporting documents to Invest Turks and Caicos
- 2 Invest TCI will review for completeness and eligibility
- 3 A site inspection may be required
- 4 Depending on the proposed business activity, the following agencies may be consulted:
Planning Department, Department of Environment and Coastal Resources (DECR), Attorney General's Chambers, Ministry of Housing, Other relevant government agencies
- 5 Once a determination has been made, Invest TCI will communicate to the applicant in writing.
- 6 Within two weeks, Invest TCI will either notify the applicant in writing of its intention to progress the application to Cabinet or of the need for additional information.



SCAN HERE >>>





The CEO Mindset: Building Leaders, Not Just Businesses

The Business Support Unit (BSU) has introduced a powerful new training programme, CEO Mindset for Success. The programme is designed to help entrepreneurs shift from a hustler mentality to a CEO mindset. The goal is simple but transformational: to help business owners move beyond day-to-day survival and start leading with vision, structure, and purpose.

Developed from BSU's firsthand experience working with small business owners across the Turks and Caicos Islands, this programme addresses the emotional and operational challenges that often prevent businesses from scaling. Many entrepreneurs begin with passion and drive, but as the business grows, they find themselves caught in a cycle of constant doing rather than leading. This training helps them break that cycle.

The three modules of the programme walk participants through the mindset and tools needed to lead intentionally and build scalable businesses:

- **Module 1: The Business Owner's Mindset**

Explores the difference between the hustler and the CEO, the emotional traps of entrepreneurship, and how personal habits influence business outcomes.

- **Module 2: Leading with Intention**

Focuses on vision, conduct, and standards, helping participants craft their vision statements, define personal codes of conduct, and establish non-negotiables that build trust and credibility.

- **Module 3: Building Blocks for a Scalable Business**

Introduces practical tools including Standard Operating Procedures (SOPs), Customer Promise Statements, and Cash Flow Tracking Tools, showing why structure matters, even for a team of one. (continued on pg. 10)



The CEO Mindset: Building Leaders, Not Just Businesses

(continue pg. 9)



Written by: Director of Business Support Unit - Dawn Higgs

At its core, the CEO Mindset for Success training challenges entrepreneurs to imagine growth and operate with the discipline of a true CEO. It's not about running a business on vibes; it's about building a standard.

This programme marks the beginning of a new era of entrepreneurial training at BSU, one that focuses on leadership, structure, and sustainability. Because when we shift our mindset, we shift what's possible for our businesses and for our country.

Starting with our next newsletter, we will take a deeper look at each module of the CEO Mindset for Success programme, guiding entrepreneurs step-by-step through the mindset, habits, and tools that build strong, scalable businesses.

Next in the Series: Module 1 – The Business Owner's Mindset: From Hustler to CEO. For more information contact bsu@investturksandcaicos.tc

OUR GRAND TURK OFFICE:

Alongside our main office in Providenciales, Invest TCI has maintained a presence in Grand Turk, the nation's capital. Located upstairs in the Digicel Building, this office serves as a key point of access for small businesses and entrepreneurs seeking guidance, resources, and coordinated support.

Through our Grand Turk presence, we work closely with local stakeholders to support business development, improve access to funding and advisory services, and strengthen economic growth.



For more information call : 649-338 -4793

MSME SECTOR DISTRIBUTION (Q3 FY25/26)

SECTORS	NUMBER OF PROJECTS	VALUE (US\$)
Fisheries	4	240,000.00
Tourism	5	106,715.60
Public Transportation	2	35,000.00

LOCATIONS

ISLANDS	NUMBER OF PROJECTS
Providenciales	4
Grand Turk	3
South Caicos	3
North Caicos	1



Breakfast & Business: Heritage Turks and Caicos Islander Investment Incentive Policy Launch



Invest Turks and Caicos Islands officially launched the Heritage Turks and Caicos Islander Investment Incentive Policy (HTCIP) at its signature Breakfast and Business event on Monday, November 17th, 2025, at The Shore Club, Turks and Caicos.

The high-level event brought together senior government officials, members of Cabinet, and top-tier business leaders for an in-depth discussion on the development of the HTCIP, which is designed to diversify investment across the islands and encourage larger-scale local participation.

Invest Turks and Caicos' Breakfast and Business series continues to serve as an important platform for dialogue, collaboration, and the advancement of investment opportunities within the Turks and Caicos Islands. [To learn more \[click here\]](#).



Empower & Evolve

Training and Upcoming Events



Welcome to our Empower and Evolve section, where we share a range of training opportunities to sharpen your skills and drive your business growth. Stay informed and discover exclusive dates to connect with our team at upcoming events.



UPCOMING EVENTS

- South American Hotel and Tourism Investment Conference
- Date: March 22-24
- Location: Rio de Janeiro, Brazil

- Invest TCI Community Pop-Up
- Date: March 27
- Location: Providenciales

Stay tuned for our upcoming events:



Q4 TRAININGS (JAN - MARCH)

- CEO Mindset
- Financial Empowerment for Business
- Business Banking Essentials

For more information on trainings, email bsu@investturksandcaicos.tc or call 649- 338-4789

Interested in meeting a member of the team at an event? Email info@investturksandcaicos.tc. or call 649-338-4772



INVEST TURKS AND CAICOS

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Thank you for reading!

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