

TURKS AND CAICOS ISLANDS GOVERNMENT

HOUSING POLICY

FEBRUARY 2023

**Drafted by the Department of Housing and
Community Renewal**

**with assistance from the Strategic Planning and
Policy Department**

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LIST OF ABBREVIATIONS

Abbreviation	Description
DA	Development Agreement
GDP	Gross Domestic Product
HCR	Department of Housing and Community Renewal
KPI	Key Performance Indicator
MICS	Multiple Indicator Cluster Survey
NHNS	National Housing Needs Survey
NHT	National Housing Trust
PPID	Physical Planning and Infrastructure Development
TCI	Turks and Caicos Islands
TCIG	Turks and Caicos Islands Government

1. BACKGROUND AND PROBLEM STATEMENT

The demand for housing is in direct proportion to the growth in population. According to the medium projection undertaken in 2016 by the Economic Commission for Latin America and the Caribbean (ECLAC) subregional headquarters for the Caribbean and the Statistics Department of the Turks and Caicos Government, the population of the Turks and Caicos Islands (TCI) could reach 55,498 people by the year 2027 – compared with 32,199 in 2012 (UN-ECLAC, 2016).

ECLAC found that net migration accounts for 68 per cent of this projected increase, while natural change (births less deaths) accounting for the remaining 32 per cent. Immigration of people from neighboring countries seeking employment created by the development of tourism has been the main driver of population growth in TCI since 1980 when the population was just 7,413.

Turks and Caicos Islands Islanders, make up a declining proportion of the population. They represented 69 per cent of the total in 1990, falling to 37 per cent in 2012, and if current trends continue, could represent less than a quarter of the population by 2027. According to the UN estimate, the current population of TCI is 45,871 while the estimated growth rate is 2.78% (UN, 2022).

Based on the latest estimate from the TCIG Statistics Department, the TCI population reached 46,131 in 2021 (TCI-Statistics, 2022). Unofficial estimates of the population when taking undocumented immigrants into account is estimated at approximately 50,000. According to the Kairi Population Policy Report, the population of TCI can grow to 70,000 by 2040 (Kairi Consultants Limited, 2020).

Therefore, there is an urgent need to develop a strategic policy to meet the expanding demand for housing at every level for the residents of the Turks and Caicos Islands. It is borne out by the National Physical Development Plan (2020-

2030) findings that affordable housing is limited across all islands, among all economic groupings as well as availability of options and value for money.

These findings are consistent with the messaging received from public consultations conducted by the Crown Land Review 2022 and the 2022 National Housing Needs Survey (NHNS). The NHNS also demonstrated that some households now reside in housing that are in disrepair. It found that most households, especially renters, spend half or more of their income on housing – making housing most unaffordable. In recent times, there has been the loss of privately owned housing to expatriate buyers due to defaulting mortgagors. These homes are generally placed in the vocational rental market and therefore become unavailable for local occupancy.

Therefore, it is the Government’s mandate to engage all stakeholders and align everyone on the same goal. This Housing Policy will cover one short term program (less than 1 year), two medium term programs (1 to 3 years) and five other strategic long-term programs (more than 3 years) to increase the quantity of adequate and affordable housing across all demand groups.

2. POLICY GOALS

The housing policy comprises of various programs to empower TCI Islanders and uplift the quality of life for all who reside in the TCI. It takes into consideration the need to positively discriminate in the interest of TCI Islanders in housing and rebalance the TCI Islander content of the overall population target and home ownership. The critical objective of the policy is to provide adequate shelter, affordable housing, and acceptable housing options throughout the Turks and Caicos Islands in sufficient quantity and quality to rebalance the supply demand

curve and improve the living conditions for working people. Therefore, the TCI Housing Policy will focus on the following:

- Improving the quality and quantity of housing supply throughout the Islands by developing planned communities of turn-key residences to include all critical infrastructure to meet the needs of the various economic classes over time giving preference to Turks and Caicos Islanders.
- Mobilizing resources and facilitating the expansion of investment in housing by working with all stakeholders to develop sustainable communities through new housing construction, upgrading and infilling of housing in traditional communities and augmentation of infrastructure where required.
- Strengthening the institutional capacity of the Department of Housing and Community Renewal.
- Improving the resilience of homes to natural disasters.
- Ensuring an efficient and balanced housing market.
- Reducing homelessness and addressing the housing needs of the underprivileged or disadvantaged population in each community across the Turks and Caicos Islands.

3. POLICY OBJECTIVES

The vision of this policy is to ensure decent housing is available to Turks and Caicos Island residents through TCI Islander home ownership, rental support for low-income families, housing development projects in partnership with the private sector, and collaboration in the provision of immigrant housing. The targets to be achieved in the next ten years are to:

- Provide a minimum of 600 new housing units annually. Units refer to any forms of dwelling including single-family house, standalone house, attached or detached house, apartments, condominiums, townhouses, and other structures that would accommodate a common household. The number of

units to be built annually is subject to the Government's financial abilities, cooperation with the private sector, existing regulations and policies, as well as the capacity of the Department of Housing and Community Renewal.

- In collaboration with the Ministry of Finance and the Crown Land Unit, increase Crown Land inventory through compulsory acquisition, land swapping or purchasing critical parcels of land from the private sector for public use in line with the National Physical Development Plan 2020-2030.
- In collaboration with the Crown Land Unit, designate parcels of Crown Land on various islands to be used exclusively for the development of turnkey residential communities.
- Establish the TCI Housing Authority to marshal and manage funding from public and private sources, collaborate with developers and contractors, provide concessions and low interest loans to increase the stock of adequate and affordable housing.
- Offer financial assistance to first time homeowners to help them get on the property ladder as well as existing property owners to refurbish their properties.
- Regulate the long-term rental market through regulations and policies that will protect both landlords and tenants.

4. SHORT TERM HOUSING PROGRAM 1: HOUSING CONCESSIONS FOR RESIDENTIAL DEVELOPERS

4.1 Definition of residential developer: A person or a commercial entity engaged in the development of single family, multi-family and other housing units of a new subdivision or multiple units of infill housing in a traditional community on private property or crown land for sale to the general public giving preference to persons with TCI Islander status.

4.2 Objective: To develop safe full-service communities to ensure Turks & Caicos Islanders have access to increased, equitable housing stocks at an affordable rate through a robust housing development policy.

4.3 Program Rationale:

This program is consistent with the Government's mandate under the Citizen's Contract 2021 to improve the quality and quantity of housing supply throughout the islands so that Turks and Caicos Islanders can have access to equitable housing. This program is also in line with the National Physical Development Plan (2020-2030) where the lack of affordable housing across all islands were highlighted. The findings are consistent with the messaging from the public consultations conducted by the Crown Land Review 2022 and the 2022 National Housing Needs Survey (NHNS).

The real estate market in the Turks and Caicos Islands has been experiencing a boom which contributes to increased property value, putting land and houses out of reach for many residents. The National Housing Needs Survey (2022) reports that some households now spend half or more of their income on housing – making housing for most unaffordable and in recent times, resulting in the loss of domestic housing to foreign buyers of default mortgages, putting many out of their homes and removing housing units from the domestic market.

To measure trends in affordability, UN-Habitat’s The Global Housing Affordability Challenge (2019) report considers access to housing unaffordable if monthly housing costs including mortgage or rent, maintenance, and utility fees exceed 30 percent of the household’s monthly income, or it costs more than three times the average annual income to purchase a house. When housing cost burdens exceed 50 percent of income, it is defined as being severe. Table 1 below demonstrates that housing in TCI is unaffordable. For instance, 21.3 percent of TCI’s lowest income bracket population with monthly income of \$1,100-2,100 are spending \$1,100-1,500 on mortgage payment, making housing purchase severely unaffordable.

Table 1: Monthly Mortgage for Various Income Brackets

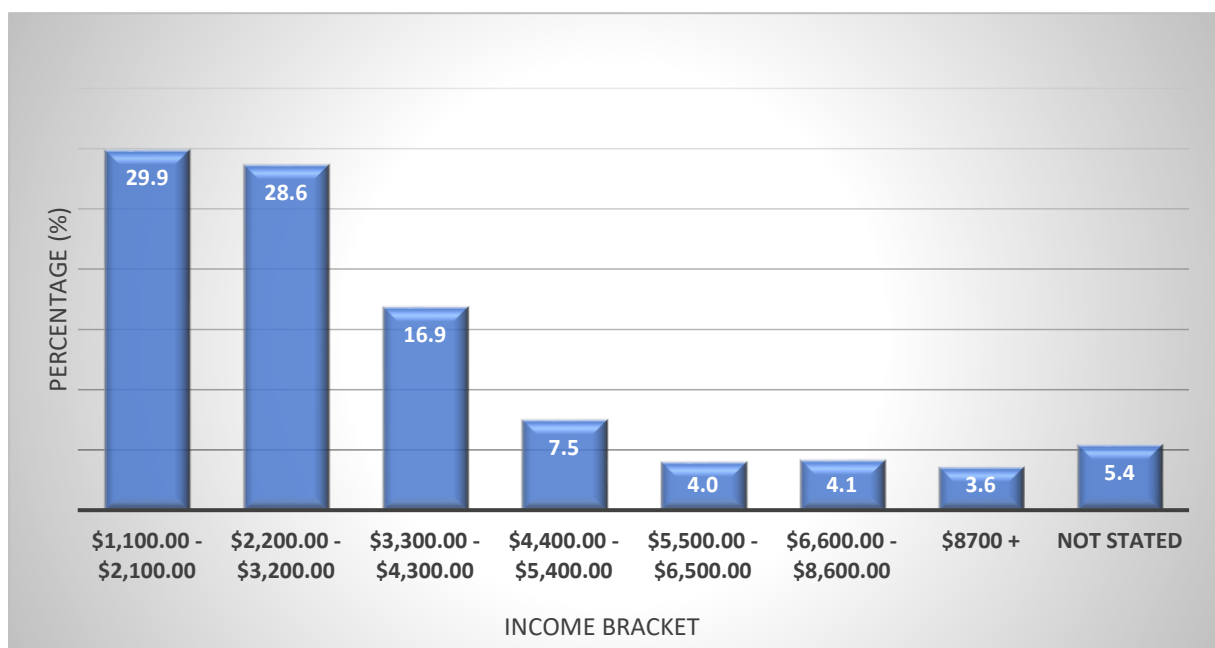
Monthly Income	How much are your mortgage payments per month?							Total
	\$1,100.00 - \$1,500.00	\$1,500.00 - \$2,000.00	\$2,000.00 - \$3,000.00	\$4,000.00 - \$5,500.00	Over \$5,000.00	Not Applicable	Not Stated	
\$1,100.00 - \$2,100.00	21.3	15.3	15.6	12.5	0.0	33.6	36.4	29.9
\$2,200.00 - \$3,200.00	30.1	30.6	17.2	12.5	0.0	30.2	12.7	28.6
\$3,300.00 - \$4,300.00	25.1	25.9	25.0	25.0	0.0	14.5	7.3	16.9
\$4,400.00 - \$5,400.00	11.5	5.9	14.1	12.5	0.0	6.5	5.5	7.5
\$5,500.00 - \$6,500.00	1.6	10.6	9.4	12.5	0.0	3.5	1.8	4.0
\$6,600.00 - \$8,600.00	5.5	7.1	14.1	0.0	66.7	3.0	1.8	4.1
\$8700 +	2.7	2.4	4.7	25.0	33.3	3.5	0.0	3.6
Not Stated	2.2	2.4	0.0	0.0	0.0	5.1	34.5	5.4
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: National Housing Needs Survey (2022)

The National Physical Development Plan (2021) found that there is an approximate need of about 650 new units per year for the next decade. The NHNS also reported that 69% of respondents are actively looking to purchase a home within the next five years. However, as illustrated in Chart 1 below, nearly 60%

of respondents earn between \$1,100 and \$3,200 monthly - the two lowest income brackets. Conversely, respondents in these income brackets who are actively looking to purchase a home within the next 5 years, account for over 42%. This further shows that lower income families and households, have high aspirations for housing in the Turks and Caicos Islands but the issue of affordability must be addressed.

Chart 1: Respondents of National Housing Needs Survey by Income Bracket (%)



Source: National Housing Needs Survey 2022

The Government is mandated to urgently increase the housing stock, opportunities for affordable home ownership and adequate housing in safe fully serviced turn-key communities. To deliver a sustainable future-proof shelter plan for the TCI requires comprehensive stakeholder engagement that will consider all categories of housing based on family size, affordability, sustainability, resilience, availability of land, economy of scale, construction methodologies and delivery timelines (short, medium and long-term).

The government will look favorably on mixed income communities to include combinations of single-family residences, multi-unit low-rise family residences,

as well as multi-unit medium-rise apartment complexes. In addition, the government will also support transitional and short-term residential accommodation in designated locations. The extent and cost of the housing effort is beyond TCIG to deliver on its own. Therefore, the Government will collaborate with the private sector through housing concessions and Development Agreements by subsidizing crown land cost, import duties on construction materials, and infrastructure. The cost savings will be transferred as benefits to the purchasers. It will be a mutually beneficial partnership for all parties involved.

4.4 Approach:

Developers wishing to participate in this program will be required to submit a proposal in line with this Housing Policy and be prepared to enter into a Housing Agreement in exchange for a development order awarding the qualifying concessions therein based on this policy, the Encouragement of Development Ordinance, and TCIG Investment Policy. Each project will be judged on its own merit.

For this program, the Government will not be directly injecting cash into each development project. Instead, the Government will be providing a series of concessions as outlined below, to be negotiated with the developer on a case-by-case basis and issued to the Cabinet for approval:

- Projects in Providenciales and all Family Islands to be eligible for up to 100% import duty concession
- Stamp duties concessions for projects up to 50% of the prevailing rate
- Crown Lands to be identified and assigned where private land is not available to support the development as the TCI Government considers the project to be of national interest. This is in line with the Crown Land Review 2022 recommendations.

- An assessed infrastructure cost subsidy on a case-by-case basis for Housing Developments.
- In accordance with the Immigration Ordinance, investors will have the opportunity to qualify for an Investor PRC through investments in new projects.
- Eligible firms, as determined by the Ministry of Border Control and Labor will have the opportunity to obtain work permits for personnel under the authority of an Immigration Protocol Document (IPD) concluded as part of the Development Agreement.

4.5 Eligibility Criteria:

For Residential Developer on Crown Land

To generate maximum amount of affordable housing at a discounted rate to Turks and Caicos Islands:

- The Developing Company must be at least 50% owned by a Turks and Caicos Island Islander.
- The Housing Development must be 5 or more housing units.
- The applicant must demonstrate track records, financial stability, required expertise and capabilities for the proposed development.
- The applicant must agree to an open book contracting arrangement.
- Turks and Caicos Islanders will receive the full amount of benefits passed-on through the concessions

For Purchaser of housing units on Crown Land under this program:

- Residential developments on Crown Land are only open to Turks and Caicos Islanders as stipulated on the Crown Land Ordinance.
- Restricted to first-time homeowners only – as principal residence.

- The purchaser must not convert the residential property for commercial purposes, or resale within 10 years of purchase.

For Residential Developer on Private Land

To maximize the amount of affordable long-term residence for the Turks and Caicos Islands:

- The Housing Development must be 5 or more housing units.
- The applicant must demonstrate track records, financial stability, required expertise and capabilities for the proposed development.
- The applicant must agree to an open book contracting arrangement.
- The Developer must be open to negotiate and agree the number of units and the sale price for Islanders compared to other status holders.
- Turks and Caicos Islanders will receive the full amount of benefits while other status holders will receive partial benefits passed-on through the concessions.

For Purchaser of housing units on private land under this program:

- Open to Turks and Caicos Islands Islander Status Holder, British Overseas Territory Citizens, and Permanent Residents.
- A Work Permit Holder may acquire a home under the scheme at full price.
- Restricted to first-time homeowners only – as principal residence.
- The purchaser must not convert the residential property for commercial purposes, or resale within 10 years of purchase.

4.6 Application Process for Residential Developer:

- i) Applicant submits proposal for a housing development project.
- ii) Applicant's proposal is reviewed by Housing Committee to determine if it meets the objectives of the Housing Policy and produces the number of required housing units.

- iii) HCR to work with the Housing Committee to conduct a due diligence report on the applicant's company background, financial capabilities, expertise, track records and etc.
- iv) Application is circulated to key departments outside of the Housing Committee who must review the project for possible "fatal" flaws related to areas such as environment, human resources, or international agreements.
- v) If the application is deemed to be "eligible" it is referred to the Cabinet for approval in principle.
- vi) If the application is deemed to be "ineligible", HCR notifies the applicants of a 'No' decision and outlines areas where deficiencies may need to be addressed or require further information.
- vii) Once an application is deemed "eligible", HCR will submit to the developer a "standard Development Agreement" to the proponent prepared in collaboration with the Attorney General's Chambers. It will include an agreed set of obligations and concessions. The proponent will have the opportunity to accept or reject the standard agreement.
- viii) If the proponent accepts the Development Agreement, it is presented to the Cabinet for final approval and signing.
- ix) If the proponent rejects the Development Agreement, the proponent will be free to continue their project without concessions.

5. MEDIUM TERM HOUSING PROGRAM 2: HOME IMPROVEMENT PROGRAM FOR EXISTING HOMEOWNERS

5.1 Definition of

Existing Homeowners: Islanders who have built a residence on acquired land or owned a turnkey residence in the Turks and Caicos Islands, building or purchasing for residential purposes for self and/or family, not for commercial purposes (short-term lease, home stay units marketed through Airbnb related channels).

Eligible Homeowners: Elderly, disabled, incapacitated, single-parents, pensioners, with special needs, with special prolonged medical conditions, and other considerable circumstances.

5.2 Objective: To assist existing eligible homeowners to restore and or improve the habitability of their homes, improve living conditions, and uplift their current homes to the new Planning Codes implemented within the Turks and Caicos Islands.

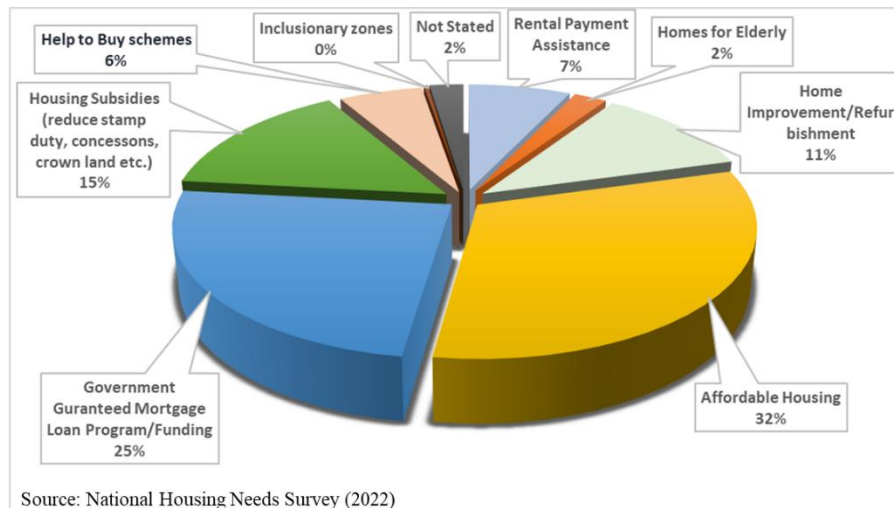
5.3 Program Rationale:

This program is in accordance with the Government's mandate under the Citizen's Contract 2021 to facilitate the expansion of investment in housing to meet new standards in housing construction, upgrade, augmentation of infrastructure, as well as to improve the resilience of homes to natural disasters. It is in line with the National Physical Development Plan (2020-2030), supplemented with recommendations from the 2022 Crown Land Review report and findings from the 2022 National Housing Needs Survey (NHNS).

The 2022 NHNS found that 21% of respondents are living in homes that need major repairs while 11% are of the view that a home improvement concession program would assist in meeting their housing needs. Hence, this program intends

to expand on the existing home improvement incentives provided under the Turks & Caicos Islands Citizen Homeowner Policy amended on 1st April 2022 to encourage the reconditioning of eligible owner-occupied residential properties that have fallen into disrepair and are hazardous to healthy living standards set out by the Ministry of Health.

Chart 2: Options to Improve Immediate Housing Need (%)



5.4 Approach:

Under the existing Turks & Caicos Islands Citizen Homeowner Policy amended on 1st April 2022, an Import Duty Waiver for existing homeowners are provided to assist with the restoration of a residential building and encourage the preservation of the country’s housing stock. Additionally, in the event of a manmade or natural disaster, existing homeowners are eligible for another exemption from import duties up to \$50,000. This policy is administered by the Ministry of Finance and will continue.

This program is an amendment to the existing Turks & Caicos Islands Citizen Homeowner Policy, and will provide for home improvement grants of **up to a maximum of \$50,000** for eligible homeowners. Applicants will have to provide clear photographs to describe the building or site and its surroundings that will require improvement. The application will have to be accompanied by a

Condition Survey from an approved/licensed surveyor demonstrating extent of the disrepair. This includes structural damages, leakages, substantial missing roof repairs or termite infested timber components.

This program is only geared towards owner occupied stand-alone homes. Financial and technical assistance will be provided to eligible homeowners to repair and renovate their homes so that they may uplift their residential properties, revitalize their homes, and help stabilize their community. There will be annual budgetary allocation for this program and distributed equitably across TCI on a case-by-case basis.

The Department of Housing and Community Renewal (HCR) will develop a Call-Out Contract Package (Framework Agreement) where a list of local contractors will agree on legal terms upfront to be registered under this program. This call-out group will comprise of small- to medium-value contractors across all islands who will be selected based on their area of specialization (plumbing, roof, etc.).

The call-out contractors together with the HCR in-house Building Inspector will assess the disrepair and determine the cost of refurbishment, granted that the total cost for repair and labor cost combined is \$50,000 maximum. Depending on the number of applications received, priority will be given to the following improvement needs:

- residential units with health and safety hazards
- properties that require remodeling to accommodate the elderly/handicapped/special needs
- exterior or interior upgrading that would withstand weatherization and support energy conservation

5.5 Eligibility Criteria:

Applicants must:

- i) Be 21 years or older and qualified as an eligible homeowner.

ii) Prove they are Turks and Caicos Islanders.

For persons born in the Turks and Caicos Islands:

- a) Certified copy of birth certificate or
- b) Certified copy of the relevant passport page showing place & date of birth and holder's picture;
- c) PLUS proof that at least one parent was a Turks and Caicos Islander at the time of applicant's birth in the form of i) or ii) above or a certified copy of Certificate of Turks and Caicos Islander Status

For persons born outside of the Turks & Caicos Islands:

- a) Certified copy of birth certificate or
- b) Certified copy of the relevant passport page showing place & date of birth and holder's picture;
- c) PLUS proof that at least one parent was Turks & Caicos Islander at the time of applicant's birth being a Certificate of Turks and Caicos Islander Status or a Turks and Caicos Islander Status Card in respect of the one parent and proof that at least one parent or grandparent was born in the Turks and Caicos Islanders by way of i) or ii) above;

iii) Prove they have owned the property for 10 years or more:

- a) Land Register for the property
- b) 3 months' utility bill in the applicant's name

iv) Provide up-to-date information of the property's condition:

- a) A condition survey from a licensed inspector
- b) Good, clear photographs or videos to describe the building or site and its surroundings before improvement

Additionally, applicants are bound by the following conditions:

- The applicant has not benefited from the \$50,000 Import Duty Waiver outlined under the Turks & Caicos Islands Citizen Homeowner Policy.
- This program is geared towards property only for use as owner occupied principal private residence. This program excludes investment properties.

- The applicant cannot dispose of the property under this program within a five (5) year period. If the property is sold within 5 years of the date of refurbishment, the owner is liable to pay the refurbishment cost incurred.

5.6 Application Process:

There will be an online application process similar to the stimulus portal. Clear guidelines on how to apply along with the required supporting documents will be prepared and communicated to the public. The Housing Committee will review and approve the applications, address complaints, as well as provide feedback to successful and unsuccessful applicants. Incomplete applications will be notified to allow for resubmission.

Applications with complete information will proceed with a site visit by the HCR Building Inspector together with a local contractor to assess the disrepair and determine the cost of refurbishment. The Housing Committee will then decide which applications to approve based on a set of priority criteria. Approved applicants will need to enter into a Contract Agreement with TCIG agreeing to the stipulated conditions. Once the contract is signed, local contractors will be deployed to commence the refurbishment. The HCR Building Inspector will monitor the renovation works and provide regular updates to the Housing Committee. The Housing Committee will sign off on the invoice once work is completed.

6. MEDIUM TERM HOUSING PROGRAM 3: COMMUNITY RENEWAL AND INFILLING

6.1 Definition of Community Renewal: A comprehensive scheme of community redevelopment with a focus on repurposing, repairing, safe demolition and reconstruction of aging and decaying structural unsound buildings in collaboration with property owners to create opportunities and restore economic viability of traditional communities across the TCI.

6.2 Objective: To uplift communities and ensure efficient use of residential land in TCI by prioritizing infill development in traditional residential communities, rehabilitating derelict properties, improving living conditions by ensuring that occupied properties are fit for human habitation and that communities are provided with critical amenities.

6.3 Program Rationale:

This program is consistent with the Government's mandate under the Citizen's Contract 2021 to facilitate the expansion of investment in housing to meet the needs of housing construction, upgrading and augmentation of infrastructure, as well as to address the housing needs of each community across the Turks and Caicos Islands. It is in line with the National Physical Development Plan (2020-2030), supplemented with recommendations from the 2022 Crown Land Review report and findings from the 2022 National Housing Needs Survey (NHNS).

The National Housing Needs Survey stated that 21% of respondents are living in homes that need major repairs. There are derelict properties on all main inhabited island which meet neither new building codes nor healthy living standards set by the Ministry of Health. Instead these structures are eye sores that degrade the visual environment of traditional communities across the TCI. Under this program, TCIG will provide incentives to landowners to redevelop these properties by infilling of empty lots.

The Crown Land Review 2022 report recommended prioritizing infill development in existing residential communities to avoid underutilization. The action will potentially include the repossession of Crown Land parcels which may have been awarded to persons who have not taken up the offer or are otherwise in breach.

In addition, TCIG may negotiate the purchase of properties in these communities from property owners or compulsory acquire property using the ‘Bona Vacantia’ principle – where the owner cannot be identified or TCIG has expended resources on the property that may not otherwise be recoverable, or where it considers in the public good to do so. These plots may be made available for infilling by new construction. Infilling will require the necessary infrastructure and auxiliary services to develop complete communities. This will be provided through the normal budget process.

6.4 Approach:

The first step will be to develop a catalogue of occupied and unoccupied dilapidated properties, properties populated with waste or properties that are for sale under a power to sell by a financial institution as a result of default. Step two will require a statutory notice to be issued to a known owner to remove waste and debris from the property and to otherwise comply with the Environmental Health legislation after which TCIG will undertake to clear the property of waste and place a charge on the property to cover the cost of doing so. For those property for which an owner has not been identified, it will follow the procedures laid down in the Registered Land Ordinance after which it will move to take appropriate action to clean the property and secure the government interest.

Considering that TCI has limited land mass, infilling is a viable option to increase the housing supply. This program is aimed at encouraging people to move back into established communities of private landowners, thereby conserving available

undeveloped land and reducing infrastructure cost of opening up new subdivisions. Alternatively, landlord may wish to mutate large lots and use the proceeds to upgrade smaller properties, thus increasing the housing density and reducing development costs. For property owners or others willing to move into these designated communities, TCIG will provide 100% duty exemption. However, the homeowner will be required to build according to TCIG prescribed housing models in keeping with community redevelopment plans.

A portion of this program will be similar to the Turks and Caicos Islands Hurricane Ike Reconstruction and Rehabilitation Project which constructed forty-three new homes and repaired eight-two homes in Grand Turks and Salt Cay. The primary beneficiaries of the program were the vulnerable individuals in communities whose households' total income is less than \$35,000 per year including elderly and pensioners, single parent families or those with multiple dependents, households with disabled members, and persons employed on works programs within the public sector.

7. STRATEGIC PROGRAMS FOR CONSIDERATION IN THE LONG TERM

Besides the three programs detailed under this Housing Policy, the Department of Housing and Community Renewal has outlined a few options for consideration in the long term. These options will be further expanded and considered by the Government, once the three programs have been implemented and new programs are needed to address evolving requirements. Consideration will be given to the target groups and the likely impact on the society, before an option is agreed upon. For some of these measures identified, the fiscal position of the government must be considered to determine affordability.

Other strategic programs to be expanded upon when the needs arise:

- i) **Inclusionary Zoning** in which developers will need to designate a percentage of the housing or development for low- or moderate-income households. For example, a developer building a 100-unit residential complex might be required to reserve 10-20 of these homes for families of modest means.
- ii) **Large-Scale Housing Schemes through Public Private Partnership (PPP)** by which Government would be able to deliver housing through one sizeable project subject to stringent preconditions outlined under the Public Financial Management Framework for all projects with the use of PPPs.
- iii) **Establish a National Housing Authority** to manage public and private funding related to housing developments, as well as collaborate with developers, contractors, and provide subsidies needed to increase the stock of adequate and affordable housing. Besides, the National Housing Authority will be the regulating body to establish and monitor housing standards across the islands as well as manage tenant-landlord disputes and resolutions. More importantly, as recommended by the Crown Land

Review 2022, the National Housing Authority will be able to take over certain functions currently under the Crown Land Unit pertaining to delivery of residential property on Crown Land.

- iv) **Establish a National Housing Trust** to facilitate any housing programs related to subsidies, government guarantees, interest rates, and other credit management schemes.
- v) **Help to Buy Scheme** to assist first-time homeowners who are unable to access affordable loan to value mortgages due to insufficient deposit. This program is similar to the United Kingdom's Help to Buy: Equity Loan scheme launched in April 2021, whereby the Government can provide interest-free loan up to a percentage of the property value for the first few years to eligible applicants.

8. RESPONSIBILITY AND MANAGEMENT OF THE PROGRAMS

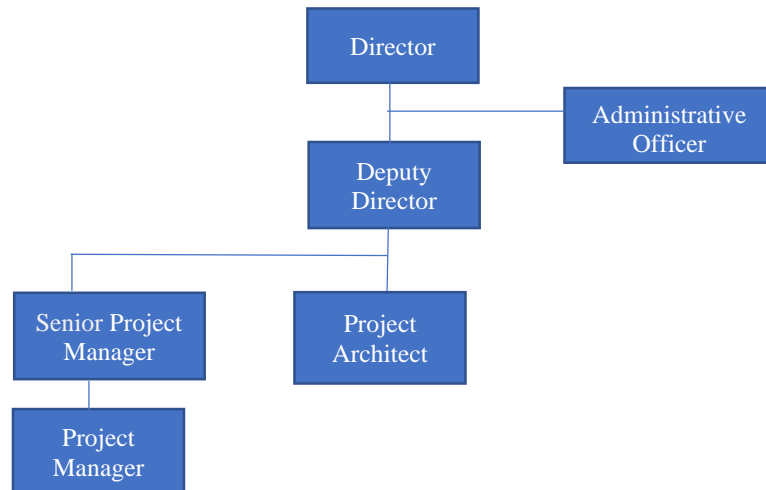
A. Department of Housing and Community Renewal

All the housing programs in this policy will be managed by the Department of Housing and Community Renewal (HCR) in collaboration with other ministries and agencies. It is envisaged that HCR will require the necessary resources to implement this Housing Policy along with the subsequent monitoring.

Presently, there are only two staff members in the Department – the Director and the Deputy Director. However, there are efforts underway to strengthen the Department. The proposed structure of the department is illustrated in Chart 3. In terms of human resources, two project managers will be recruited – one with a finance background to manage the various packages and housing development; the other to focus on the community renewal programs. An architect will be responsible for the design and drawings of the housings and community plans while the building inspector will ensure the houses built meet the regulatory standards of safety, sustainability, accessibility, and design. The administrative

officer will support the everyday logistics and documentations of the department. Apart from the full-time staff, certain activities will be outsourced to provide the required professional and technical expertise needed to implement this policy.

Chart 3: Proposed Structure of the Department of Housing and Community Renewal



Source: Department of Housing and Community Renewal

The necessary manpower will be immediately recruited as the government is serious about investing heavily in housing and in communities throughout the Turks and Caicos Islands. As the program expands, the resources will be reviewed as the number of challenges from evaluation, implementation, monitoring and reporting on the program will also grow overtime. Therefore, institutional strengthening of the Department of Housing and Community Renewal is vital for any program adopted by the TCIG to be successful.

B. The Housing Committee

The Government will establish a Housing Committee Panel to review all applications submitted for proposed housing schemes as well as applicants who seek to benefit from these housing programs.

The Housing Committee Panel shall be appointed by the Minister and comprised of senior management representatives from:

- a) Department of Housing and Community Renewal (Chair)
- b) Finance Department
- c) Crown Land Unit
- d) Invest TCI
- e) Planning Department
- f) Department of Social Welfare
- g) Attorney General Chambers

The Panel will review all proposed housing projects and make recommendations based on the incentives to be granted to the developer that will form part of the Developers Agreement.

The Panel will also be required to review all housing applications received to provide comments/recommendations for persons who are eligible to benefit from the various programs under the Housing Policy.

The Panel will meet at least on a quarterly basis but may meet more often as it is deemed necessary to discharge their functions and the minutes of any such meeting shall be made publicly available.

Any member of the Panel who has any personal interest in any matter which comes before the Panel for discussion or any relative of his has, to his knowledge, at any meeting of the Committee shall forthwith declare that interest and shall withdraw from the meeting and remain absent whilst that matter is under discussion.

9. STAKEHOLDERS

The Attorney General's Chambers

- Crown Land Unit
- Survey and Mapping Department
- Valuation Department

Ministry of Immigration and Border Services

- Customs Department

Ministry of Physical Planning and Infrastructure Development (PPID)

- Department of Housing and Community Renewal
- Department of Planning
- Public Works Programme Management Department

Ministry of Finance, Investment and Trade

- Department of Digitization E-Government, Technology and Innovation (DETI)
- Statistics Department
- Invest Turks and Caicos

Ministry of Home Affairs and Transportation

- Radio Turks and Caicos
- Printing Department

Office of Premier and Public Policy

- Strategic Planning and Policy Department
- Communication Directorate

Financial Institutions

Investors/Developers

10. ANNEX

A. Monitoring and Evaluation (M&E) Framework

The Department of Housing and Community Renewal will submit progress reports to the Housing Committee on the various programs. In addition, a Monitoring and Evaluation Framework will be developed and utilized by the Department of Housing and Community Renewal to track the progress of the deliverables, the template of which is illustrated below.

Indicator	Baseline	Milestone	Target	Description of Indicator	Means of Verification	Frequency of Collection	Methodology	Responsibility	Disaggregate	Action Required
		Year 1	Year 2							
PROGRAM IMPACT: Provision of up to 600 housing units to approved Turks and Caicos Islanders annually										
1										
2										
3										
4										