PORTS AUTHORITY
OF THE TURKS & CAICOS ISLANDS
Established 2008



ANNUAL REPORT

PORTS AUTHORITY
OF THE TURKS & CAICOS ISLANDS



For the year ended

MARCH 31, 2026

PORTS AUTHORITY
OF THE TURKS & CAICOS ISLANDS
Established 2008

Vision, Mission & Values



VISION

To become one of the Caribbean's leading ports by providing professional and quality services to the people and businesses of the Turks and Caicos Islands.

MISSION

A financially self-sustaining public service that provides the most efficient maritime transportation facilities to the people and businesses of the Turks and Caicos Islands.

VALUES

- COLLEGIALITY
- PASSION
- EFFICIENCY
- RESPONSIVENESS
- PROFESSIONALISM
- INTEGRITY
- ACCOUNTABILITY

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BOARD OF DIRECTORS

BOARD OF DIRECTORS

Mr. Tueton Williams	Chairman
Mr. Dennis Swann	Deputy Chairman
Mrs. Tracey Parker- Gray	Director
Mr. Crosly Bain	Director
Ms. Shawonda Gardiner	Director
Mrs. Kathleen Forbes	PS Finance Representative
Mr. Miguel Swann	PS Physical Planning & Infrastructure Development
Mr. Mark McAulay	Ag Director of Public Works Department
Mr. Emilio Seymour	Border Force
Mrs. Paula Myers	Secretary
Mr. Delton Jones	Director

BOARD COMMITTEES

INFRASTRUCTURE COMMITTEE

Director Crosly Bain	Chairman
Director Tracey Parker-Gray	Member
Public Works Department Rep.	Member
Ports Authority Project Manager	Member
Port Engineer	Member
Director of Ports	Member

AUDIT AND FINANCE COMMITTEE

Director Dennis Swann	Chairman
Permanent Secretary of Finance	Member
Director of Ports	Member
Ports Authority Financial Controller	Member

HUMAN RESOURCE COMMITTEE

Border Force	Chairman
PPID	Member
Director of Ports	Member
Human Resource Manager	Member



Tueton Williams
Chairman



Dennis Swann
Deputy Chairman



Tracey Parker-Gray
Director



Crosly Bain
Director



Paula Meyers
Board Secretary



Delton Jones
Director



Shawonda Gardiner
Director

MANAGEMENT TEAM



Delton Jones
Director



Shawna Lewis
Deputy Director



Sarhea Rigby
Financial Controller



Lynco Williams
Project Manager



Dwayne Simmons
Project Engineer



Eric Cooper
Harbour Master



Paula Stewart
Business & Communications Manager



Keva Garland-Forbes
Human Resource Manager



Sharonna Walkin
Training and Compliance Manager



Fris Rigby
Operations Manager (Providenciales)



Keith Simons
Operations Manager (Grand Turk)



Derliser Youth
Finance Manager

PORTS AUTHORITY OF THE TURKS AND CAICOS ISLANDS

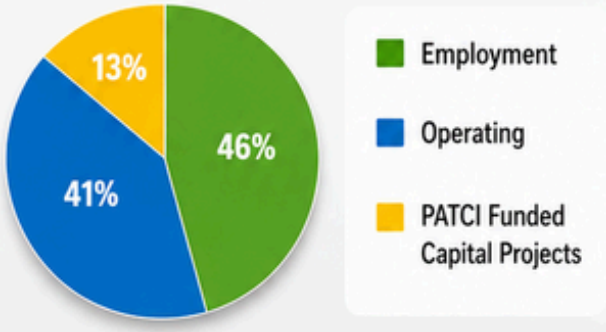
HUMAN RESOURCES

Executive Team **9**	New Employees **10**
Administrative Team **17**	Departing Employees **9**
Frontline Services **42**	Promotions **2**
Wage Staff **2**	Ten Year Anniversary **2**

STRATEGIC OBJECTIVES

- Secure Ports
- Safe Ports
- Resilient Ports
- Sustainable Ports
- Partnership and Collaboration

ACTUAL EXPENSES FY 2025/26



FINANCIAL ANALYSIS

	Budget 25/26	Unaudited Actual
Revenue	$14,083,622	$12,982,130
Total Expenditure	$8,321,156	$7,128,876
Operating Surplus	$5,762,466	$5,853,254
Capital Projects	$3,810,000	$1,120,000

KEY STATISTICS FY 2025/26

- Number of Compliant Vessels 490
- Number of Non-Compliant Vessels 379
- Number of TEU's 51,335
- Total tonnage 982,354
- Training Hours 1,300
- Key Performance Indicators 6

CAPITAL PROJECTS FY 2025/26

Grand Turk	Providenciales	South Caicos
• Grand Turk Port • Redevelopment	• Security • Guardhouse • Second Floor • Mobile Security Guardhouse	• Infrastructure • Development Phase 1

North Caicos	Other
• Bellefield Landing • Masterplan Phase II and III	• Security Vehicles • Safety Vessel

CHAIRMAN'S FOREWORD



Tucton Williams
Chairman of the Board of Directors

The Ports Authority remains steadfast in its commitment to the Turks and Caicos Islands' Vision 2040. Our continued modernization of maritime operations is a crucial pillar required to power progress, drive economic resilience, and foster sustainable growth across our beautiful archipelago.

On behalf of the Board of Directors of the Ports Authority of the Turks and Caicos Islands (PATCI), I am pleased to present our Annual Report for Fiscal Year 2025/26. Building on a strong foundation of past achievements, this report highlights an era of deliberate transformation. We are successfully leveraging our fiscal strength to build a modern, secure, and sustainable maritime ecosystem that actively "powers progress" for the TCI.

Financial Performance & Economic Drivers

Our upward revenue trends continued robustly into FY 2025/26, reflecting an 8% growth compared to the figures of FY 2024/25. This strong performance remains intrinsically tied to the Turks and Caicos Islands' core economic pillars tourism and real estate which continue to drive a steady increase in national imports and maritime activity.

A Year of Strategic Transition & Digitalization

In many ways, FY 2025/26 was a hallmark year of consolidation and future-focused planning. We successfully concluded our Strategic Plan 2022/23–2024/25 and transitioned with the commencement of our ambitious new roadmap for 2025/26 to 2028/29. In this report, we celebrate the milestones achieved during the past cycle. These are summarized graphically in the governance section of this report.

Investing in Our People

Throughout FY 2025/26, sharp focus was placed on teamwork and building staff capacity. PATCI supported close to 1,300 hours of national and international professional development. Key initiatives included a professional attachment for security officers at the Ports Authority of Jamaica, HR team participation at the Transform 2026 Conference in Las Vegas, specialized safety training programs, and executive leadership development utilizing the Maxwell DISC Methodology.

Driving the "Smart Port" Transformation

Our port digitalization efforts advanced significantly this fiscal year with the introduction of the HR Module of the Port Logistics Integration System (PLIS) and critical progress toward introducing a Maritime Single Window (MSW) to digitize the ship-to-shore interface. Both systems are slated for full rollout early in FY 2026/27. Additionally, a comprehensive evaluation of PATCI's social media platforms was undertaken to enhance public transparency and community outreach going forward.

Capital Programs & Infrastructure Development

Throughout FY 2025/26, we maintained a sharp focus on strategic infrastructure, ensuring that all islands directly benefit from our capital development programs.

1. The South Dock Transformation

The modernisation of South Dock in Providenciales remains the cornerstone of our maritime agenda. Managed by PATCI, to date, the government has invested $29,913,701 into this transformative, multi-phase project:

- **Phase 1 (Completed):** The commissioning of the new West Berth , South Dock has successfully established a new logistics hub for the Islands. For the first time in our history, a container vessel and a barge can safely berth and offload simultaneously. The operational impact has been immediate—aggressively reducing shipping bottlenecks, berth delays, and vessel turnaround times while lowering overhead for shipping lines.

- **Phase 2 (Underway):** Supported by a current allocation of $11,395,518, Phase 2 will deliver a second, longer dock. This will enable our premier port to handle up to four vessels simultaneously by the end of the calendar year.

- **Phases 3 & 4 (Landside Optimization):** The Landside Optimization plans and the new Fuel Discharge Mooring System successfully advanced to the development planning approval stage during this fiscal year.

2. The "No Island Left Behind" Initiative

While actual capital absorption for this specific sub-program slipped to $1,120,000 in FY 2025/26, vital projects were successfully commissioned on North Caicos. Furthermore, a comprehensive suite of inter-island projects valued at approximately $2,300,000 was approved at the close of FY 2025/26, laying a firm foundation for accelerated project absorption and construction across the sister islands in FY 2026/27.

Looking Forward in Partnership

In the true spirit of collaboration, PATCI actively engaged with port stakeholders throughout the year, ramping up communication and coordination during the operational transition to the new Phase 1 dock at South Dock. I want to sincerely thank our stakeholders—including shipping lines, agents, customs brokers, and stevedores—for their patience, resilience, and adaptive spirit over the years. We look forward to maintaining this effective partnership as the broader redevelopment project continues to progress toward ultimate completion.

Finally, on behalf of my fellow Directors, I am pleased to express our profound gratitude to the Minister for his continuing confidence in our governance, vision, and execution. We also register our deepest thanks to the management team, staff, and our various partner government departments. Their shared dedication, tireless work ethic, and commitment have enabled PATCI to achieve yet another year of positive growth, institutional achievement, and sustainable development.

Seaports Power Progress: The Bottom Line

Ultimately, the financial figures, regulatory milestones, and capital infrastructure projects detailed in this report represent far more than concrete, steel, and digital systems they represent National Resilience.

By investing strategically in our ports and our staff, the Board is securing our national supply chain, safeguarding our pristine marine environment, and proving that Seaports Power Progress. When we build for tomorrow, we aren't just moving cargo; we are fueling our communities and driving long-term economic growth.

As we continue to strengthen and modernize our ports, we are equally committed to ensuring that the people of the Turks and Caicos Islands share in that success. Through our Citizen Empowerment Initiative, which will be unveiled in greater detail in the near future, we intend to create meaningful opportunities for Islanders to participate in and benefit from the economic growth generated by the Ports Authority. Our vision is simple: as the Ports Authority prospers, the wider community should prosper alongside it, creating a full-circle model of shared national success, economic participation, and sustainable wealth creation for our people.

That is our commitment to the people of the Turks and Caicos Islands; that is our promise for Vision 2040, and that is the bottom line.

Ministerial Oversight

The roles and responsibilities of the Ports Authority are captured in the Ports Authority Act, 2008. The Ports Authority manages its affairs in accordance with an Annual Sponsorship Letter issued by the Minister with responsibility for ports in accordance with the Public Financial Management Act 2012. During the reporting period, considerable strides were made to comply with the Sponsorship Letter and improve accountability and governance within the organization.



Officials unveiling plaque commemorating the opening of South Dock Phase 1

Ministerial responsibility for the Ports Authority continues to be with Hon. Arlington Musgrove, Minister of Physical Planning and Infrastructure Development (MPPID).Excellent working relations was fostered with MPPID during the FY2025/26.

During the year, the Ports Authority reported on the progress of its work plans through inputs to several Ministerial Statements Hon. Musgrove made to the House of Parliament; and inputs to the Honorable Premier's State of the State Address.



Ribbon cutting at opening of South Dock, Phase 1

Hon. Musgrove visited the ports on several occasion during the year to monitor progress of projects and participated in opening ceremonies for South Dock Phase 1 (along with HE Acting Governor Anya Williams and Premier Hon. Charles W. Misick) and the Bellefield Landing Taxi Dispatch Gazebo and Watersport Building.

Board Strategic Oversight

Formulation of New Strategic Plan

Day to day work plans and budget prioritization was based on the Strategic Plan, which was revised during the year to formulate a plan.

A new Strategic Plan for the period 2025/26 to 2028/29 was formulated during the year. The new Plan builds upon an evaluation of achievements from the 2022/23–2024/25 cycle, while addressing outstanding work plans, critical change drivers, and emerging maritime issues in a SWOT Analysis. The new Plan aligns with the TCI's National Vision 2040, international maritime codes, and relevant United Nations Sustainable Development Goals (SDGs). The Goals from the previous plan, were retained with some refinement and shown in the adjacent figure.

Statutory Meetings

- The Board of Directors convened monthly in strict compliance with the Ports Authority Act. Adapting to modern governance practices, meetings were conducted using a flexible matrix of in-person and hybrid formats.
- In alignment with the mandates of the Sponsorship Letter, detailed information and updates regarding Board deliberations were regularly published on the Authority's official website.
- To secure the long-term strategic trajectory of the organization, the Board approved several landmark policies during the fiscal year, including:

o Facilitating a dedicated staff presentation on the formulation of the Strategic Plan 2025/26 – 2028/29.

o The ratification of the Staff Training and Scholarship Policy to enhance human capital



Executive Leadership

The Chairman provided executive oversight and presided over the Authority's milestone events throughout the year, which included:

- The Annual General Meeting (AGM).
- The official commissioning of the South Dock Redevelopment (Phase 1) and the New Dock.
- The grand openings of the Bellefield Landing Pavement, the Taxi Dispatch Gazebo, and the Water Sports Building.



Unveiling of mural at Bellefield Landing, North Caicos



Chairman Williams presenting Supervisor Aleno Todd with an award at the 2025 AGM

Committee Reports

Finance Committee - The Finance Committee met extensively throughout the period to maintain rigorous fiscal oversight. Key activities included the quarterly review of financial statements, detailed evaluations of Management proposals, and the formal recommendation for the approval of the Draft 2026/27 Budget.

Infrastructure Committee - The Infrastructure Committee maintained an active, hands-on role in driving the Authority's capital development portfolio. The committee reviewed and approved work plans and engineering designs for Phases 3 and 4, alongside the critical fuel mooring components of the broader redevelopment initiative. Through this oversight, these projects successfully advanced to the Development Planning stage during the year.

International Engagement & Capacity Building

Caribbean Infrastructure Forum (CARIF) – In September 2025, a senior delegation

Comprising Chairman Teuton Williams, the Deputy Chairman Dennis Swann, Director Cosley Bain, and Director of Ports Delton Jones, attended the Caribbean Infrastructure Forum (CARIF) in Miami.

The delegation engaged in high-level sessions focused on private infrastructure financing for transport, renewable energy integration, and maritime digitalization.



PACTCI Directors at CARIF 2025, Miami, FL

The team participated in plenary roundtables and facilitated targeted bilateral meetings to advance infrastructure initiatives for the Turks and Caicos Islands.

Port of Palm Beach Technical Visit - While in Florida, the delegation conducted a strategic site visit to the Port of Palm Beach to observe live operations at Tropical Shipping Lines.

Discussions centered on port development models for the TCI, specifically benchmarking insights for the ongoing redevelopment of South Dock, Providenciales. The visit forged initial pathways for collaborative staff capacity development, with a focus on upgrading port security and safety protocols.



Directors visit to Tropical Shipping at West Palm Beach, FL

Regional & Community Outreach

PMAC AGM: Director Tracy Parker, alongside Director of Ports Delton Jones represented the Authority at the Port Management Association of the Caribbean (PMAC) Annual General Meeting held in Curaçao in July.



Directors Tracy Parker and Delton Jones at PMAC 2025 AGM

AAPA Conference 2025: Director Shawonda Gardiner and Deputy Director Shawna Lewis attended the American Association of Port Authorities, Annual conference held in Québec, Canada in Coober 2025.



Director Shawonda Gardiner and Deputy Director Lewis at AAPA 2025 Conference, Quebec, Canada

Internal & Stakeholder Relations: Director Parker also conducted several site visits to local port facilities throughout the year to engage directly with personnel, presenting tokens of appreciation to staff and actively championing the Authority's maritime sector awareness outreach programs.

As we have launched a Strategic Plan for 2025/26 to 2028/29, which builds on the results of the previous Plan, summary information on achievement under the former plan is presented graphically in a section of the Annual Report.



II. SHIPPING

Overview

Trade activity in the Turks and Caicos Islands strengthened during the 2025–2026 fiscal year, reflecting continued economic expansion supported by robust tourism, construction, and commercial sector performance[DJ1]. As an import-dependent economy, the nation's maritime gateways remained essential to sustaining business operations, infrastructure development, and residents' daily needs. Cargo volumes and vessel movements across the port network closely mirrored broader economic conditions, with steady demand for containerized goods, bulk materials, and other critical imports.

The Turks and Caicos Islands Ports Authority played a central role in facilitating this growth, ensuring the efficient handling, coordination, and distribution of cargo throughout the archipelago. Operational performance remained strong across all port facilities, with the Providenciales South Dock continuing to serve as the country's primary logistics hub. During the period, 96% of all maritime trade was processed through South Dock Providenciales, underscoring its strategic importance to national supply chains and economic resilience.

Overall, the fiscal year's trade trends point to a healthy and expanding economy, characterized by sustained private sector investment, ongoing construction activity, and high levels of tourism driven consumption. The Ports Authority's ability to maintain reliable, efficient port operations remains a critical enabler of national development and a key determinant of future economic performance.
The following analysis highlights trade performance trends for the fiscal year, including cargo volumes, vessel activity, and the factors influencing maritime commerce within the Turks and Caicos Islands.

Vessel Calls

The Ports Authority of the Turks and Caicos Islands received some 994 vessels during the period April 1 2025 to March 31, 2026 which is 17% higher than the previous year's vessel calls of 850.

TABLE 1: VESSEL CALLS BY TYPE

Vessel Type	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Compliant	370	412	434	416	426	490
Non-Compliant	128	190	248	268	318	379
Local Vessels	122	133	93	134	103	123
Other	1	0	0	7	3	2
Total	**621**	**735**	**775**	**825**	**850**	**994**
% Change	-21%	18%	5%	6%	3%	17%

Table 1 illustrates vessel calls by type for the six-year period ending March 31, 2026. During fiscal year 2025-26. The 994 vessel calls in 2025-26, represents the highest level of vessel traffic recorded during an annual review period and reflects continued growth in maritime trade and economic activity throughout the Turks and Caicos Islands.

The increase in vessel calls was driven primarily by growth in both compliant and non-compliant vessel movements. Compliant vessel calls increased from 426 in 2024-25 to 490 in 2025-26, representing growth of 15%, while non-compliant vessel calls increased from 318 to 379, an increase of 19%. Local vessel activity also increased, rising from 103 calls to 123 calls during the year.

Other vessel calls remained minimal, decreasing slightly from three calls in the prior year to two calls in 2025-26.
The growth in both commercial and local vessel movements highlight the critical role of the Ports Authority in facilitating trade and supporting economic development throughout the Turks and Caicos Islands.

Cargo Handled

Figure 2.1 depicts the total volumes of cargo handled by the Ports Authority from FY 2020/21 – 2025/26.

Figure 2.1: TOTAL CARGO HANDLED IN TONNES FY 2020/21 - FY 2025-26

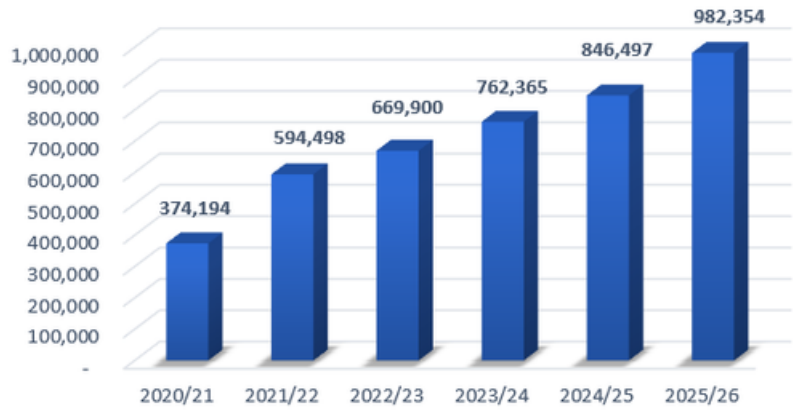


Table 2 presents the volume of cargo handled through the Ports Authority's facilities by major cargo category over the six-year period ending March 31, 2026.

TABLE 2: BREAKDOWN OF CARGO HANDLED BY CATEGORY

Cargo Handled	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Containerized Cargo	140,666	209,778	231,786	258,651	284,868	312,794
Bulk	166,213	291,003	336,035	395,243	434,753	546,217
Fuel (Tankers)	67,315	93,718	102,217	108,470	126,876	123,343
Total	**374,194**	**594,498**	**670,038**	**762,365**	**846,497**	**982,354**
% Change	-36%	59%	13%	14%	11%	16%

Total cargo throughput reached 982,354 tons during fiscal year 2025-26, representing an increase of 135,857 tons, or 16%, compared to the 846,497 tons handled in the previous fiscal year. This marks the highest cargo volume recorded during an annual review and reflects continued demand for imported goods across the Turks and Caicos Islands.

Growth in cargo volumes was driven primarily by significant increases in bulk cargo and containerized cargo. Bulk cargo increased from 434,753 tons in 2024-25 to 546,217 tons in 2025-26, representing growth of 26%. This increase was largely attributable to ongoing infrastructure development, private sector construction projects, and increased imports of construction materials required to support economic development throughout the Islands.

Containerized cargo also continued its upward trajectory, increasing by 28,926 tons, or 10%, from 284,868 tons in the previous fiscal year to 312,794 tons in 2025-26. The increase reflects sustained consumer demand, population growth, and continued expansion within the tourism and commercial sectors.

Fuel imports totaled 123,343 tons during fiscal year 2025–26, representing a slight decrease of 3% compared to the 126,876 tons recorded in the prior year. Despite this modest decline, fuel volumes remained consistent with historical trends.

FIGURE 2.2: PERCENTAGE BREAKDOWN OF TOTAL TONNAGE BY TYPE FY 2025-26

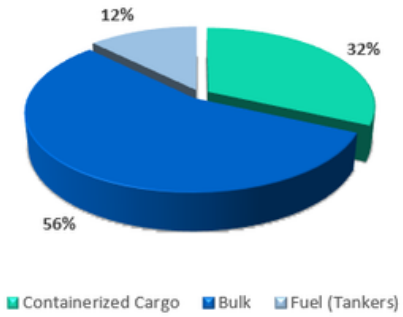


Figure 2.2 illustrates the percentage distribution of total cargo tonnage handled by the Ports Authority during fiscal year 2025-26. Bulk cargo accounted for the largest share of cargo throughput, representing 56% of total tonnage handled during the year. This reflects continued demand for construction materials and other bulk commodities associated with ongoing infrastructure development and economic expansion throughout the Turks and Caicos Islands.

Containerized cargo represented 32% of total cargo handled, underscoring the importance of imported consumer goods, commercial supplies, and retail merchandise in supporting the Islands' economy and tourism sector. Fuel imports accounted for the remaining 12% of total cargo throughput and continued to play a critical role in meeting the energy needs of residential, commercial, transportation, and tourism-related activities.

Overall, the strong growth in cargo throughput demonstrates the critical role of the Ports Authority in facilitating trade, supporting national development, and ensuring the efficient movement of goods necessary to sustain economic activity across the country.

Container Traffic

Table 3 illustrates the movement of Twenty-Foot Equivalent Units (TEUs) by cargo category over the six-year period ending March 31, 2026. During fiscal year 2025-26, the Ports Authority handled a total of 51,335 TEUs, an increase of 4,784 TEUs (10%) from the 46,551 TEUs recorded in fiscal year 2024-25. This marks the sixth consecutive year of growth in container throughput and reflects the continued expansion of economic activity throughout the Turks and Caicos Islands.

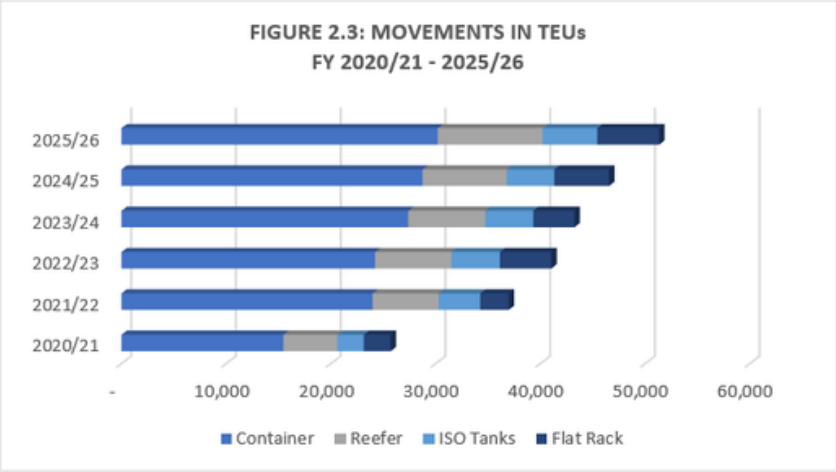
TABLE 3: TEUs BY CATEGORY

Cargo Handled	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Container	15,461	23,979	24,216	27,391	28,761	30,193
Reefer	5,168	6,315	7,289	7,363	8,023	10,016
ISO Tanks	2,521	3,961	4,637	4,564	4,550	5,220
Flat Rack	2,549	2,718	4,893	3,931	5,217	5,906
Total	**25,699**	**36,973**	**41,035**	**43,249**	**46,551**	**51,335**
% Change	-32%	44%	11%	5%	8%	10%

Of the total TEUs handled during the year, standard containers accounted for the largest share, totalling 30,193 TEUs, an increase of 1,432 TEUs, or 5%, over the previous fiscal year. Refrigerated containers (reefers) recorded the second-highest volume at 10,016 TEUs and experienced the most significant increase in absolute terms, rising by 1,993 TEUs, or 25%, from the prior year. The growth is consistent with the economic development taking place within Providenciales.

Flat rack volumes increased from 5,217 TEUs in fiscal year 2024-25 to 5,906 TEUs in fiscal year 2025-26, representing growth of 13%. The increase was driven primarily by higher imports of vehicles and heavy equipment associated with ongoing infrastructure and development projects throughout the Islands ISO tank volumes also recorded positive growth, increasing from 4,550 TEUs to 5,220 TEUs, an increase of 15%. This reflects increased imports of fuel and other liquid bulk products.

Figure 2.3 illustrates the growth in container throughput by cargo category over the six-year period ending March 31, 2026.



The sustained increase across all cargo categories highlights the resilience of the Turks and Caicos Islands economy and underscores the Ports Authority's critical role in facilitating trade and supporting national development. Despite external challenges, including inflationary pressures, supply chain disruptions, and global economic uncertainty, cargo throughput has continued to expand, reflecting strong domestic demand and ongoing investment throughout the Islands. The United States remains the Turks and Caicos Islands' primary trading partner for containerized cargo, followed by the Dominican Republic, both of which continue to play a significant role in supporting the country's continued development.

III. FINANCIAL ANALYSIS

Overview

Fiscal Year 2025-2026 marked another year of strong financial performance and operational resilience for the Ports Authority of the Turks and Caicos Islands (PATCI). Through prudent financial management, sustained growth in port activity, and continued investment in critical maritime infrastructure, the Authority maintained a solid financial position while advancing its strategic objectives.

PATCI's budgets are developed within the framework of both national and organizational strategic goals and objectives, ensuring that financial resources are aligned with the Authority's long-term priorities and operational mandates. The allocation of resources across expenditure categories is guided by established work plans designed to support the continued development of the port system and the expanding needs of the Turks and Caicos Islands economy. Accordingly, the unaudited financial performance for Fiscal Year 2025-2026 reflects the Authority's continued commitment to prudent fiscal management, operational efficiency, and sustainable growth while maintaining the capacity to invest in critical infrastructure and more modernized systems. It is also indicative of the Ports Authority's commitment to delivering safe, efficient and sustainable port services that contribute meaningfully to the economic growth of the Turks and Caicos Islands.

Financial Performance

PATCI's total unaudited revenues were $12,982,130 for the period April 1, 2025 to March 31, 2026. The outturn was 13% or $1,475,362 higher than the previous year's unaudited revenue outturn of $11,506,768.

FIGURE 3.1: REVENUE PERFORMANCE
FY 2021/22 - FY 2025/26 ($'000)

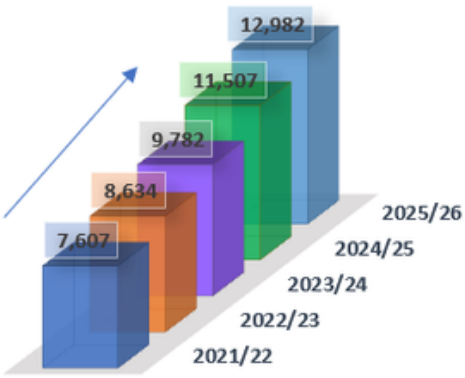
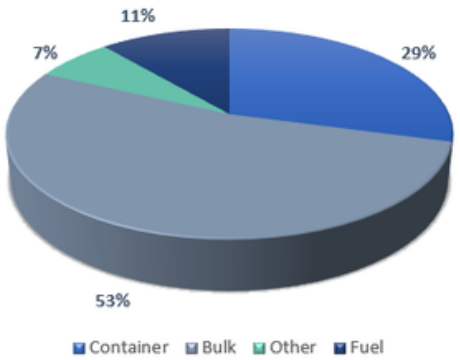


Figure 3.1 depicts the growth in revenues generated by the Ports Authority for the past five (5) fiscal years. TCI's expanding economy contributed to the year-on-year growth in port revenues. Additionally, the completion of capital infrastructure projects by the Ports Authority, namely the Bellefield Landing Welcome Centre, the Civilian Safety Project (Boat Slips), and the Clinton Wilson Office Complex in Providenciales, has provided additional revenue streams in the form of Rental Income for the Ports Authority.

Figure 3.2: Percentage of Revenue by Caterogy
FY 2025-26



Bulk cargo remained the Authority's largest revenue source, contributing 53% or $6,853,962, an increase of $669,185 or 10.8% over the prior year. The growth was driven by higher imports of construction materials associated with ongoing tourism infrastructure, residential, and commercial development projects throughout the Islands.

Containerized cargo accounted for 29% or $3,788,328 of total revenues, reflecting an increase of $276,615 or 7.9% compared to FY 2024/25. Growth in this category was supported by increased imports of consumer goods, retail inventory, and merchandise for small businesses.

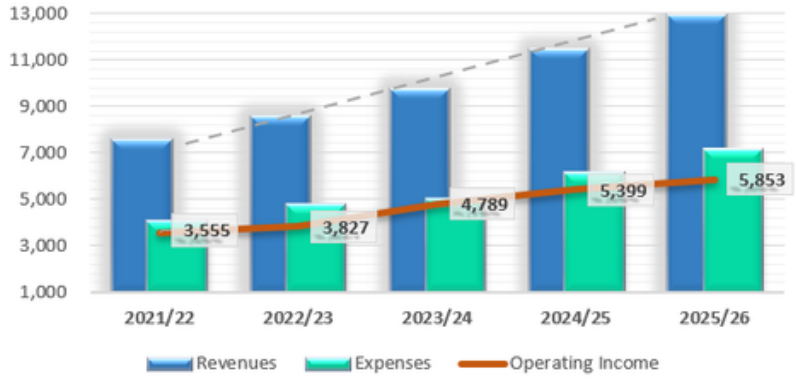
Fuel imports by tanker contributed 11% or $1,464,232 of total revenues and remained relatively consistent with the prior year, increasing marginally by $3,447 or 0.2%.

The most significant increase occurred within the Other revenue category, which rose from $330,047 in FY 2024/25 to $875,608 in FY 2025/26, representing growth of $545,561 or 165.3%. This increase was primarily attributable to the one-time sale of sand stored on Parrot Cay and additional rental income generated from newly constructed port assets at Bellefield Landing, North Caicos, and South Dock, Providenciales.

Overall, the FY 2025/26 revenue composition reflects continued growth in port activity, increased import volumes, and sustained economic expansion throughout the Islands.

Figure 3.3 illustrates PATCI's net ordinary income from FY 2021/22 to 2025/26.

Figure 3.3: Operating Income
FY 2021/22 to FY 2025/26 ($'000)



PATCI's net ordinary income for the period ending March 2026 was $5,853,253. The outturn is derived from $12,982,130 in revenues less expenditure of $7,128,876.

PATCI expenditure for fiscal year 2025-26 was comprised of $3,762,539 in Personnel Costs and $3,366,377 in Operating Expenses. Personnel costs remained relatively consistent with the previous financial year, reflecting stable staffing levels. The increase in operating expenses was largely attributable to strategic initiatives undertaken during the year, including the engagement of specialized professional services to support modernization and redevelopment initiatives, increased maintenance activities to preserve and enhance operational assets, and additional depreciation expense resulting from the Authority's ongoing investment in property, plant, and equipment.

A total of $4,000,000 was transferred to TCIG for the 2025-26 fiscal year in accordance with the Turks and Caicos Islands' 2025-2029 Fiscal Strategic Policy Statement (FSPS) and Section 12(3) of the Ports Authority's Ordinance.

Comparative balances for the Income Statement and Balance Sheet for fiscal years 2021/22 to 2025/26 are shown in Table 4. Total Current Assets increased from $10,939,656 to $11,516,861. Cash and cash equivalents increased by $1,639,539 or 30.6%.

$3,810,000 was budgeted for Capital Expenses, $1,120,000 of which was spent for the period in review. Increases in property, plant and equipment totaling $12,783,063 represents costs for the Clinton Wilison Office Complex and Phase 1 &2 of the PLS Redevelopment Project, construction of the new berth, both funded by the Turks and Caicos Islands Government.

There was a decrease in Current Liabilities at the end of the period after payments for the completion of the NCS Sandy Point channel dredging project. The Ports Authority's Equity balance at the end of March 31, 2026, was $48,259,428, reflecting an increase of $5,193,715 mainly due to TCIG's funding of the PLS Redevelopment Project.

Table 4: Financial Summary ('$000')

	Audited 2021/22	Audited 2022/23	Audited 2023/24	Unaudited 2024/25	Unaudited 2025/26
Income Statement					
Revenue	7,607.0	8,633.9	9,781.7	11,506.8	12,982.1
Expenditure	4,052.2	4,806.9	4,992.9	6,107.5	7,128.9
Total Income	**3,554.8**	**3,827.0**	**4,788.8**	**5,339.3**	**5,853.2**
Balance Sheet					
Assets					
Total Current Assets	7,733.0	6,416.0	11,218.3	10,939.7	11,516.9
Net PP&E	7,133.0	10,141.2	23,002.9	36,370.3	40,252.7
Non-Current Assets	26.4	26.6	26.6	30.1	40.9
Total Assets	**14,892.4**	**16,583.8**	**34,247.8**	**47,340.1**	**51,810.5**
Liabilities & Shareholder's Equity					
Current Liabilities	1,696.5	1,489.5	5,037.6	3,918.6	3,214.0
Long-Term Liabilities	88.4	68.8	351.5	355.8	337.0
Total Liabilities	1,785.0	1,558.3	5,389.1	4,274.4	3,551.0
Total Equity	**13,107.4**	**15,025.6**	**28,858.7**	**43,065.7**	**48,259.4**

Liquidity and Capital Resources

The Ports Authority of the Turks and Caicos Islands' primary source of operating liquidity continues to be cash flows generated from its core operations. PATCI's use of cash includes funding budgeted operating expenditures, financing capital investments, and facilitating the transfer of excess revenues to the Turks and Caicos Islands Government (TCIG). Throughout Fiscal Year 2025-2026, PATCI maintained a strong liquidity position, supported by stable operating cash flows.

PATCI currently carries no long-term debt, and its favourable cash balance, together with its ability to generate increasing revenues as port operations and economic activity continue to grow, provides a solid foundation for continued financial stability and operational resilience. Capital resources during the year were directed toward strategic infrastructure upgrades, maintenance of port facilities, and targeted investments aimed at enhancing operational efficiency, safety, and service delivery across the Authority's port network.

Based on current financial projections and available cash reserves, management believes that PATCI has sufficient liquidity to meet all anticipated operational and capital requirements for the foreseeable future.

Critical Accounting Estimates

Management determines the estimated useful lives of the properties, plant and equipment, based on the period over which the assets are expected to be available for use. Depreciation is recorded monthly for each Property, Plant and Equipment category. Controls and Procedures from the Government's management requirements for statutory bodies are outlined in an annual Sponsorship Letter which is issued by the respective Minister. The annual Sponsorship Letter requires statutory bodies to provide a Statement on Internal Control as part of their financial statements, explaining how the control environment has operated throughout the year and the Board's assurances regarding its governance arrangements. PATCI's Board of Directors recognizes the importance of sound internal controls and risk management practices to good corporate governance. Accordingly, the Board of Directors can provide reasonable assurance against misstatement of management and financial information and records. The management of PATCI is responsible for the establishment and maintenance of its system of internal control in order to identify and manage risks. To this end, the management has established an organizational structure which clearly defines lines of accountability and delegated authority.

Changes in Internal Control over Financial Reporting

There have been no material changes in internal control over the financial reporting period to which this report relates that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

Conclusion

The Board and Management continue to work to ensure that ongoing efforts enhance budgeting, reporting, and accountability of the Ports Authority of the Turks and Caicos Islands, thereby fulfilling its mission to be a financially self-sustaining public service providing efficient transportation facilities to its users.

GOAL 1 SECURE PORTS REPORT

Port Security is the foundation on which all of PATCI's work plans rest. Ensuring our ports comply with international security conventions and codes protects the reputation of the TCI and facilitates trade and commerce, which we depend on. Port Security is operationalized through the implementation of staff trainingprograms and drills, and exercises based on port security assessments and plans.

Training

To address identified training needs for mid-level managers, the Ports Authority partnered with the Lead and Learn Education Center. Areas of focus included Business Writing, Effective Communication, and Leadership Development, under the theme "Leading from the Middle." Staff from Grand Turk, North Caicos, South Caicos and Providenciales participated.





Security and North Caicos staff participating in "Leading from the Middle" training

Security Drills

Regular security drills were carried out at different ports to test the Security Officer's ability to manage and respond to an incident effectively. The drills aimed to assess operational readiness and enhance coordination among security personnel.

PPE Training

The Ports Authority continues to prioritize the safety of our staff by providing comprehensive training in Personal Protective Equipment (PPE). This training focuses on:

- Proper use and handling of handcuffs
- Proper use and handling of batons
- Use of pepper spray

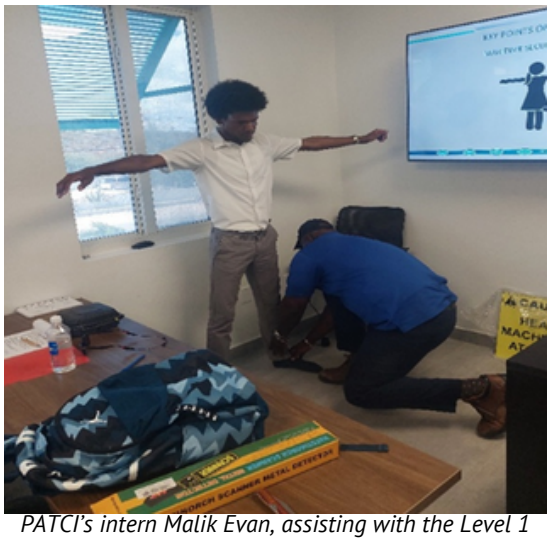
The training was facilitated by Assistant Superintendent of Police, Mr. Drexel Porter



Superintendent of Police, Mr. Porter, conducting PPE training with security staff

PATCI Maritime Security Level 1 refresher Training

The Ports Authority successfully hosted a two-day Level 1 refresher course for all Security Officers across Grand Turk, South Caicos, and Providenciales. The Ports Authority was also pleased to welcome summer intern Mr. Malik Evans, who supported the Training Manager with a presentation on access control and actively participated in the security body search demonstrations.



PATCI's intern Malik Evan, assisting with the Level 1 Training

Port Security Management St. Kitts

Staff from PATCI's security department attended the 8th Regional Port Security Management Workshop in Saint Kitts and Nevis. The training covered several key areas such as port management, cybersecurity, terminal management, risk assessment, maritime casualty response, incident command and reporting and ended with a port visit. This workshop provided an excellent opportunity for security staff to interact with other port managers from across the Caribbean, share ideas, and adopt best practices.



PATCI delegation with PMAC members

International Port Operation Collaboration

The Ports Authority of the Turks and Caicos Islands initiated a training partnership with the Kingston Freeport Terminal and Kingston Wharves in Jamaica. As part of this initiative, four members of our security team from Grand Turk and Providenciales completed a three-day professional development visit. The primary objective was to assess and review access control, safety protocols, and operational procedures at both facilities. This firsthand exposure has significantly enhanced the officers' professional competencies, strengthening the overall effectiveness of our security operations.



PATCI delegation with Kingston Freeport Terminal and Kingston Wharves personnel.

Security Audit 2026

A team from the UK Department for Transport (DFT) visited the Turks and Caicos Islands to conduct a comprehensive audit of the country's port operations. This exercise was part of ongoing international oversight to ensure that ports serving the British Overseas Territories continue to meet required maritime security standards. The audit focused on compliance with the International Ship and Port Facility (ISPS) Code.



Audit Team with Grand Turk Security Team



Audit Team with Provo Security Team and Cargo Express personnel

In alignment with the International Ship and Under the Port Facility Security (ISPS) Code regulations, the Ports Authority successfully fulfilled this year's requirement by hosting the Multi-Agency meeting and tabletop exercise. The exercise was led by Sharonna Walkin, Training and Compliance Manager, alongside Keith Simons and Fris Forbes, Operations Managers for Grand Turk and Provo. Participating agencies included the Police Department, Fire Department, Customs Department, Health Department, DDME, Maritime, Port Health and Agriculture.



Multi-Agency Meeting in Providenciales

Professional Development and Technical Training

The safety culture is stronger when you have persons in your system who have heightened knowledge and skills pertaining to the safety and well-being of others and the environment. We have prioritized the continuous development of safety orientated training to ensure high level expertise across all maritime functions.

Hazardous Materials Compliance is an obligation of the Port Authority. To ensure our obligations are met, personnel successfully completed IMDG (International Maritime Dangerous Goods) training through the National Cargo Bureau (NCB). This one-day course ensures strict adherence to international safety codes for the handling of dangerous goods and included participants from both the government and private sectors.



Multi-Sector International Maritime Dangerous Goods Training

The department's technical capabilities were significantly expanded as the Harbour Master and AtoN Officer completed an Introduction to Hydrography course. This training is a proactive step toward enhancing our capabilities to conduct in-house bathymetric surveys to manage future dredging needs.

The AtoN Officer also commenced the IALA Level 1 AtoN Manager Course. This high-level certification provides essential expertise for managing the region's complex buoyage and navigation systems.

The Harbour Master and S/O Ewing completed the STCW (Standards of Training, Certification, and Watchkeeping) course. This aligns local operations with global maritime labor and safety standards, enhancing the overall safety knowledge and abilities of the staff. We look forward to including other members of the Port Authority staff to further develop marine safety.



Mr. Ewing & Mr. Cooper Receiving their STCW Completion Certificates

The Harbour Master, alongside colleagues from the Turks and Caicos Islands (TCI) Government, attended the prestigious Annual Red Ensign Group Conference in Guernsey in the Channel Islands. Participation in this event is critical for maintaining TCI's standing within the British shipping registry network. It facilitates the harmonization of maritime policy, ensures compliance with international conventions, and allows TCI to collaborate on maritime governance and flag state responsibilities with regional peers.



Annual Red Ensign Group Conference Group Photo

Emergency Preparedness and Safety Culture

Investing in safety response remains a cornerstone of port operations.
Fire extinguisher handling training was conducted for 10 security and safety officers. This practical session focused on the correct identification of fire classes and the effective use of suppression equipment to mitigate small-scale fire hazards within port facilities. This is one of the Bi-annual trainings that all staff members will look to attend, along with First Aid/CPR training.



PATCI Employees' Hands-On Fire Extinguisher Handling Training

Port Authority Dock Masters attended specialized Level 2 Response training in Illinois provided by Elastec, a global pollution response company. We look forward to leveraging their knowledge to develop our own level 1 in house training.



Pierre *Clerveaux, Dock Master, receives certificates Level 2 Oil Response Training*



Roseanna Henry, Dock Master, receives certificates after Level 2 Oil Response Training

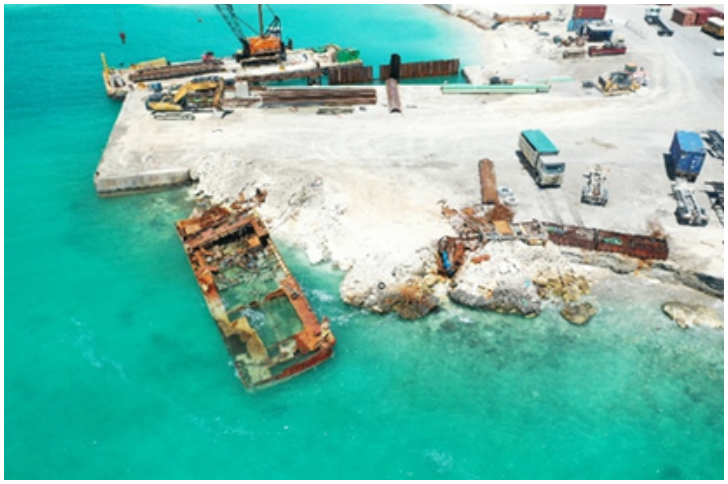
The Harbour Master and TCI government colleagues participated in the UK Maritime and Coastguard Agency's (MCA) Overseas Territories workshop held in Miami in December 2025. Attending this workshop was vital for strengthening regional disaster resilience. It provided frontline maritime leaders with advanced strategies for oil spill response, counter-pollution coordination, and emergency management, ensuring TCI is prepared to handle large-scale environmental threats. This workshop was also important in allowing the TCI government to plan and execute a high-level, table-top oil spill exercise. Furthermore, it provided a critical opportunity to thoroughly review the TCI National Oil Spill Contingency Plan, ensuring that international standards are strictly met and that environmental best practices continue to be utilized across our waters.



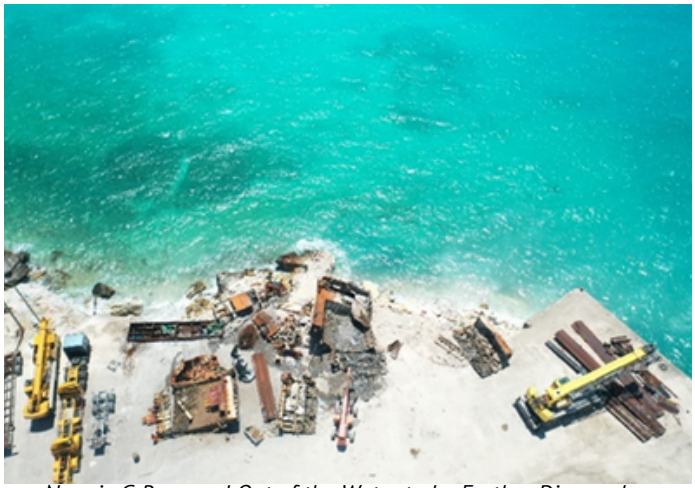
Attendees of the Miami Workshop - PATCI, DECR, and Cayman Island Police

Environmental Remediation and Infrastructure

Significant progress was achieved in environmental remediation at South Dock with the commencement of the project to remove the M/V Noonie G, a small regional vessel which ran aground in the port in 2024. This is a step in clearing navigational hazards and removing potential pollutants from South Dock's water.



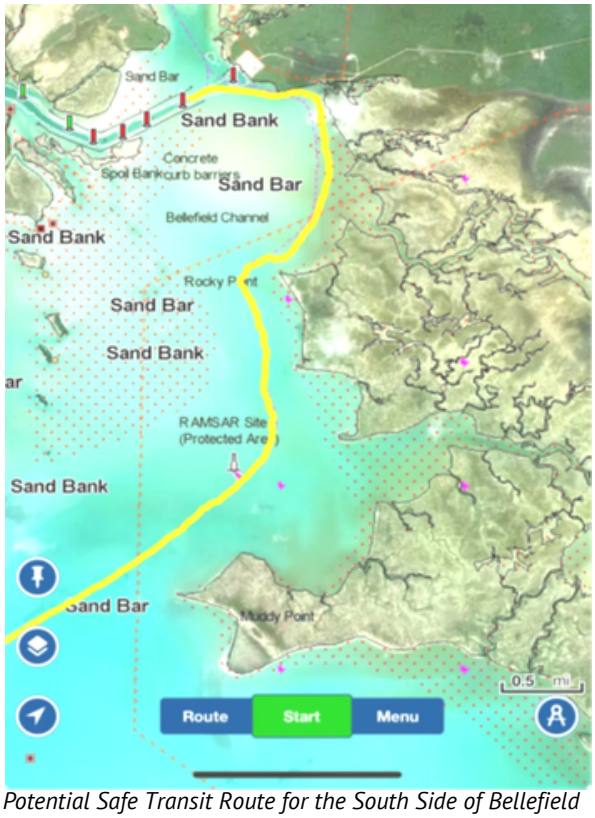
MV Noonie G Stuck on South Side of Providenciales Dock



Noonie G Removed Out of the Water to be Further Disposed

A formal consultation process was successfully conducted to establish a safe transit route for the south side of Bellfield Landing, North Caicos, during adverse weather condition on the north side. By mapping out a clear channel avoiding potential hazards, this initiative will optimize vessel traffic flow and ensure long term navigational safety for the entire maritime community.

To maximize the utility of the newly constructed dock in Providenciales, buoy markers were successfully installed to safely guide vessels transitioning to utilize both sides of the new pier, as well as the newly integrated Roll-On/Roll-Off (RO-RO) Ramp. This layout optimization allows multiple vessels to be serviced simultaneously, vastly improving cargo and vessel throughput efficiency.



Potential Safe Transit Route for the South Side of Bellefield Landing


PATCI team installing the New Aids to Navigations at South Dock, Providenciales

Marine buoys and marine safety lights were formally installed as part of the Bellfield Landing project. This infrastructural upgrade marks the official launch of a broader, multi-phase initiative by the Port Authority of the TCI to systematically upgrade and modernize Aids to Navigation (AtoN) infrastructure across the entire Turks and Caicos Islands.The project was managed by PATCI's AtoN officers Renardo Palmer, with the contractor



Green Starboard Side Buoy in Bellefield Landing Channel



Marine Buoy being installed at South Dock Providenciales

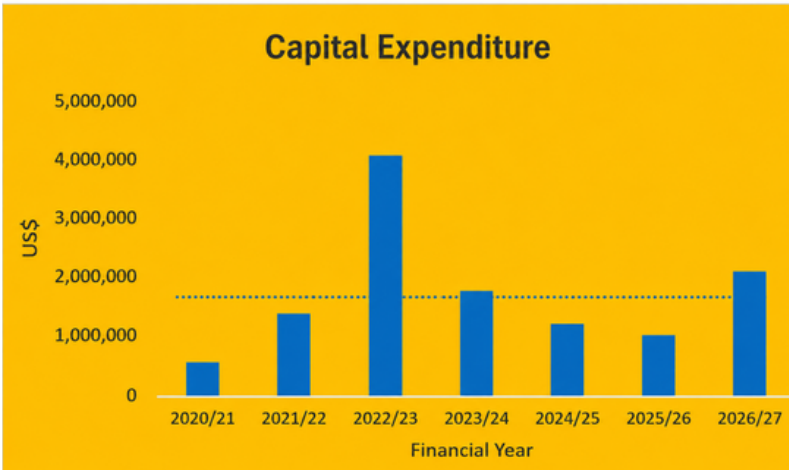


Red Port Side Buoy in Bellefield Landing Channel

GOAL 3 RESILIENT PORTS REPORT

A cornerstone of the Ports Authority's work in FY 2025/26 was its continued, significant investment in rebuilding and expanding the Turks and Caicos Islands' port system a crucial undertaking vital to the nation's ongoing development and future prosperity. Building on this momentum under our third goal, Resilient Ports, the Ports Authority invested an additional $1 million in capital projects during FY 2025/26. Furthermore, the Authority appraised seven new projects valued at $2,215,000, which will form the foundation of the FY 2026/27 capital program.

As illustrated in the accompanying graph, capital expenditure funded by PATCI peaked at $3,950,000 in FY 2022/23, followed by a decline in subsequent years driven by project appraisal and procurement challenges. However, capital expenditure is projected to rebound sharply in FY 2026/27, fueled by a wave of project approvals finalized at the close of the last financial year.



In tandem with these initiatives, the Authority continued to oversee the major redevelopment of South Dock, directing $4,584,312 toward the project this fiscal year and bringing total cumulative expenditure to $29,913,701.

Notably, the appraisals for Phases 3 and 4 alongside the critical fuel discharge mooring components were finalized in FY2025/26 and have advanced to development planning approval. This milestone paves the way for construction to commence in the medium term and as a result, overall expenditure on the South Dock Redevelopment is projected to increase substantially over the coming years.



Mural at Watersports Building, Bellefield Landing

Projects Completed in FY 2025/26

Bellefield Landing Master Plan, Phase 2

An additional $1.0 million was invested to drive the continued implementation of the Bellefield Landing Master Plan. Key achievements during the year included the construction of a car-rental dispatch gazebo and a dedicated water-sports building, as well as asphalt paving and critical drainage improvements. Commissioned by the Minister of PPID on July 4th, 2025, these strategic investments significantly enhance the visitor experience, generate valuable local employment opportunities, and further accelerate the transformation of Bellefield Landing into a dynamic tourism and recreational hub for North and Middle Caicos.


Commissioning of Bellefield Landing Phase 2 Projects

New office constructed for Marine and Safety Division

A second story was constructed at the South Dock Port Gatehouse to establish a new portside office, which now serves as the operational hub for the Ports Authority's Marine and Safety Division. This development significantly improves the division's responsiveness and efficiency in managing the dynamic safety environment at South Dock, Providenciales. In tandem with this project, major refurbishments and facility upgrades, including enhanced lighting, fresh painting, and modernised bathroom and kitchen amenities, were completed at the security gatehouse to elevate the working environment for our frontline security staff.

Investing in Safety and Security

In line with our commitment to operational excellence, several key safety and infrastructure investments were also during FY 2025/26. Contracts totaling approximately $155,000 were signed to enhance port security through the acquisition of new patrol vehicles for South Dock, Provo and Bellefield Landing, North Caicos; alongside a mobile security guardhouse for the newly completed Phase 1 dock.

Maintenance Focus in 2025/26

In FY2025/26, just under $400,000 was invested in preventative maintenance to extend the lifecycle of our expanding infrastructure assets and improve safety and security throughout the ports system.
The final outturn for major maintenance programs was as follows:

Program Description	Investment
Security fencing and enhancements at all ports	$73,000
Wastewater treatment plants at South Dock (Provo) and Bellefield Landing	$88,000
Port cleanup, roadworks, and grading across all ports	$72,000
Dock repairs (Ro/Ro Ramp and main berth) at South Dock, Grand Turk	$60,000

While a Request for Quotations (RFQ) was issued for a condition survey of the main berth essential for informing future rehabilitation work—it unfortunately did not result in a successful contractor appointment. Advancing this project will be prioritized in FY2026/27, backed by a total investment of $1,100,000.

The Ports Authority also made considerable progress on its core responsibility of improving port access through periodic dredging. To ensure a stable and efficient mechanism for these projects, a Framework Agreement was advanced in FY2025/26. Once finalized, this agreement will allow contractors to be retained on a timely, "call-out" basis to undertake maintenance dredging at South Dock (Provo), Bellefield Landing (North Caicos), and Conch Ground (South Caicos).

In accordance with the Strategic Plan 2025/26 to 2028/29, preventative maintenance and dredging remain top priorities for the Ports Authority, with $1,171,900 allocated toward maintenance programs in FY2026/27.

Projects Approved at the End of FY 2025/26

South Caicos Port

In South Caicos, contracts valued at just under $2 million were awarded to commence Phase 1 of the Cedar Park Master Plan. This initial phase includes the construction of a new ferry terminal and a restaurant, as well as the reconstruction and expansion of the Ports Authority office block, which will now accommodate various government departments operating at the port. Together, these projects mark the beginning of Cedar Park's transformation into a vibrant recreational and commercial hub that seamlessly blends modern trade with heritage tourism



Rendition of Cedar Park, with new port office in the foreground

North Caicos

A contract valued at just under $500,000 was signed to complete the current phase of the Bellefield Landing Master Plan. This allocation will see the construction of a coastal boardwalk and community boat ramps before the end of 2026.

Investments in safety and efficiency

A contract for approximately $222,000 was signed to demolish the old Port Administration Building at South Dock, Providenciales, a strategic move that will deliver critical container storage space and relieve yard congestion.
A contract valued at just under $400,000 was approved for a new Marine and Safety Division vessel, which will substantially improve our ability to maintain Aids to Navigation and facilitate essential dredging programs.

2025/26 Progress on Priority 1: The South Dock Transformation-The Backbone of Modern Economy

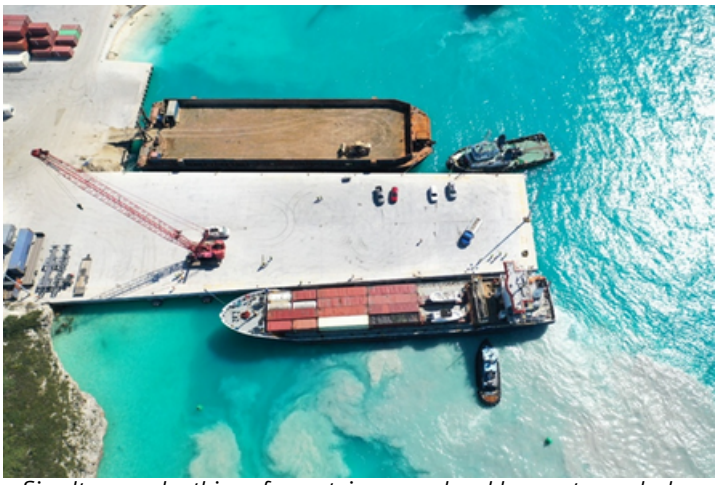
The modernization of South Dock, Providenciales, is the cornerstone of this government's maritime agenda. To date, we have invested $29,913,701 into this transformative project, systematically expanding our capacity and securing our economic future.

Phase 1: Completed & Operational

The newly completed Clinton Wilson Port Complex serves as a state-of-the-art logistics hub for the Islands.

Commissioned by government officials on July 3, 2025, the new dock enables a container vessel and a barge to safely berth and offload simultaneously for the first time in our history. The operational impact has been immediate:

- A marked decline in shipping bottlenecks and berth delays.
- Improved turnaround times and lower overhead costs for shipping lines.



Simultaneous berthing of a container vessel and barge at new dock

Phase 2: Expanding Berth Capacity

Phase 2 is currently underway and focuses on the construction of a second dock—measuring approximately 410 feet long by 120 feet wide—which encapsulates the existing structure. This phase also includes a second roll-on/roll-off (Ro-Ro) ramp and a protective revetment. Anticipated to be completed by Christmas 2026, Phase 2 will dramatically expand our capabilities, allowing South Dock to handle up to four vessels simultaneously.



Aerial short of Phase 2 under construction

Phases 3 & 4: Finalized Appraisals & Landside Optimization

Notably, the appraisals for Phases 3 and 4, alongside the critical fuel discharge mooring components, were finalized this year and have advanced to development planning approval. These upcoming phases will shift our focus toward Landside Optimization, featuring two core initiatives:

- Intelligent Container Yards: Implementing high-mast lighting and advanced drainage systems to support seamless, 24/7 port operations.
- High-Security Interchange Zones: Introducing advanced cargo scanning technologies to fortify our borders against illicit trade.

Our immediate priority is securing the requisite funding to ensure these upcoming phases commence on schedule by the end of FY 2026/27.

Conclusion

Fiscal Year 2025/26 marked a historic turning point for the Turks and Caicos Islands' maritime infrastructure. By surpassing $29.9 million in cumulative investment at South Dock and successfully commissioning Phase 1 to allow simultaneous vessel berthing for the first time in our history, the Ports Authority has fundamentally enhanced the nation's economic capacity.



Two vessel nighttime discharge operations at new berth

Moving into FY 2026/27, the Authority is positioned for its most active capital program yet. Backed by $2.2 million in newly appraised multi-island projects, the imminent completion of South Dock's Phase 2 by Christmas 2026, and a modernized preventative maintenance framework, our momentum is undeniable. We remain steadfastly committed to building a resilient, world-class ports system that secures our supply chains, protects our borders, and underpins the long-term economic prosperity of the TCI in strict alignment with Vision 2040.

GOAL 4: SUSTAINABLE PORTS REPORT

PATCI continued to demonstrate its strong commitment to fostering a positive and supportive organizational culture that promotes teamwork, professionalism, and employee well-being. The organization remained focus on strengthening staff capacity through ongoing training and professional development opportunities. In addition, efforts were made to increase job satisfaction by encouraging employee engagement, recognizing staff contributions, and creating a more motivating and inclusive work environment. PATCI also advanced the implementation of modern management systems and practices aimed at improving operational efficiency.

Port Digitization Initiative: Ports Integrated Logistics System (PLIS) Human Resource Module



Grand Turk Team PLIS training

After several months of dedicated work on the Port Digitization Initiative through the PLIS's Human Resource Module, the Ports Authority successfully launched staff training sessions in October 2025. The training was designed to re-familiarize employees with the system while identifying and resolving operational issues to ensure smooth functionality across all ports and improve overall connectivity.

The sessions enabled employees to confidently navigate the system, including applying for various types of leave conveniently using either their mobile phones or computers, making the process accessible and user-friendly.

Building Stronger Leaders

The Ports Authority Leadership Team participated in a dynamic two-day workshop facilitated by Tiersa Hall of Impactful Imprints. The workshop focused on strengthening leadership standards, improving collaboration, and enhancing organizational synergy through the integration of current leadership practices and the 5 Behaviors of a Cohesive Team.

Using the Maxwell DISC Method, participants completed assessments that provided insight into their leadership styles, communication preferences, and responses to challenges. These assessments enhanced self-awareness and highlighted how individual strengths contribute to team effectiveness.



Management Team with the Facilitator, Mrs. Hall

Throughout the sessions, participants actively engaged in collaborative activities designed to celebrate diverse work styles and reinforce the value each team member brings to the organization. The workshop emphasized acceptance of differences and the importance of every leadership style in driving the Ports Authority's success.

Deputy Director's Lunch & Director's Appreciation Lunch

The Director's Appreciation Lunch and Deputy Director's Lunch were hosted to recognize and thank the management and supervisory teams respectively for their leadership, dedication, and continued support in advancing the strategic goals of the Ports Authority.

The Director hosted a special appreciation luncheon in Providenciales to thank staff for their dedication and hard work throughout the year. During the event, he reflected on the significant progress achieved within the Ports Authority and shared plans for continued growth and development.

Earlier in 2026, Deputy Director Ms. Lewis hosted an interactive luncheon focused on team engagement and professional development.



Deputy Director's Lunch with Security Supervisors

She praised the team for their contributions during 2025 and highlighted future initiatives, including ongoing training and development opportunities for the supervisory team.

These events demonstrated the Ports Authority's commitment to employee appreciation, leadership development, and fostering a positive and motivated workplace culture.



Deputy Director's Lunch with the North Caicos team



Director's Lunch with Management Team

International Human Resources Conference – Transform 2026 Conference



PATCI delegation alongside private sector HR professionals from TCI

The Transform 2026 Conference was held in Las Vegas under the theme "The Human + AI Equation: Forging the Next Era of Work." The conference brought together global talent leaders, innovators, and professionals to explore the future of work, leadership, and Artificial Intelligence in people-focused organizations.

Attendance at the conference provided valuable insights that will support the Human Resources Department in developing more strategic programs that encourage innovation, accountability, adaptability, and teamwork throughout the Ports Authority.

The knowledge gained will help strengthen employee engagement, collaboration, leadership development, and professional growth while reinforcing the importance of employee recognition, continuous improvement, and resilience in building a motivated and future ready workforce.

Community Events and Team Building

Rainbow Walk

Team PATCI took part in the island-wide Rainbow 2025, proudly supporting the annual Rainbow Walk for Down Syndrome and Autism Awareness.

The walk on various Islands was led by Special Education Needs Services (SENS), the Rainbow Walk continues to be a powerful movement promoting autism acceptance and inclusion.



Grace Bay Resorts Foundation Fun Run

Team PATCI participated in the Grace Bay Resorts Foundation Fun Run-5K. The run supported local reading programs and the reef foundation.



Pink Fridays

PATCI team supported Breast Cancer Awareness by wearing pink on Fridays during Cancer Awareness Month.



Grand Turk staff supporting Breast Cancer Awareness Month



Provo staff supporting Breast Cancer Awareness Month

King's Baton Relay

The PATCI team participated in the King's Baton Relay for the Glasgow, Scotland 2026 Commonwealth Games.



PATCI team running their lag for the King's Baton Relay

BMI Challenge

The BMI Challenge was introduced in 2025 as part of the Ports Authority's observance of World Health Day. Designed to promote healthy living in an inclusive and fair way, the competition measured success based on the percentage of body weight or body fat lost rather than total weight loss, allowing participants of all body types to compete on an equal standard.

The challenge ran from May 14 to June 26, 2025, with 11 participants representing North Caicos Port, Grand Turk Port, and Providenciales Port. All participants demonstrated outstanding dedication and achieved impressive results.

Winners included:

Winner: Derliser Youth — BMI reduction of 4.3

1st Place: Shawna Lewis — BMI reduction of 3.1

2nd Place: Marvin Seymour — BMI reduction of 2.2

3rd Place: Alicia Smith — BMI reduction of 1.7



PLS team participating in the BMI Challenge



Grand Turk team participants of the BMI Challenge

Employee of the Quarter 2025/2026

We proudly congratulate Security Officers Mark Cox and Rolando Dor of the Providenciales Port, along with Lisa Robinson of the Grand Turk Port, on being recognized as Employees of the Quarter for 2025/2026.

These outstanding employees not only performed exceptionally in their roles but also embodied the key qualities for which they were nominated, including maintaining excellent attendance records, demonstrating compliance with Port policies, exhibiting positive attitudes, and displaying strong team spirit.



Employee of the Quarter Lisa Robinson from the Grand Turk port

In addition, each employee demonstrated at least one notable accomplishment or outstanding contribution during the quarter.Their dedication and professionalism set them apart and reflect the standards of excellence the Ports Authority encourages all employees to strive towards both personal and professional growth, as well as the continued success of the Ports Authority



Employee of the Quarter Mark Cox from Providenciales port



Employee of the Quarter Rolando Dor from Provo port

Promotions and Internal Development

The Ports Authority remains steadfast in its commitment to internal growth and career development. This year, one of our key focuses was strengthening the Finance department, implementing significant internal controls, and enhancing overall operational efficiency. Ms. Derliser Youth was promoted from Accountant to Finance Manager and Mr. Ronadio were promoted from Finance Officer to Accountant. The Finance department also welcomed Ms. Wendellique Forbes to the team as the Finance Officer in the Providenciales office.



Derliser Youth was promoted to Finance Manager



Ronadio Roberts was promoted to Accountant

The Ports Authority congratulates Vincent Parker and Gilbert Ewing on their retirement!

On behalf of the Ports Authority, we extend our sincere appreciation and gratitude for your 15 years of dedicated service. Your commitment, professionalism, and hard work have contributed significantly to strengthening the foundation and supporting the continued development and success of the organisation. As you begin this new chapter of retirement, we thank you for the lasting impact you have made and wish you good health, happiness, and fulfillment in the years ahead.





GOAL 5: EFFECTIVE AWARENESS AND PARTNERSHIPS REPORT

The Turks and Caicos Islands Ports Authority remained committed throughout the reporting period to strengthening partnerships and fostering collaboration across the maritime sector and wider community. Through strategic engagement with schools, industry professionals, community organizations, and maritime stakeholders, the Authority continued to promote maritime awareness, education, cultural preservation, and professional development.

The year's activities reflected a strong focus on youth engagement, inclusion, community outreach, and support for longstanding maritime traditions throughout the islands. Several initiatives were expanded to reach additional communities and participants, further reinforcing the Ports Authority's commitment to national development through meaningful collaboration.

These partnerships remain essential to the Authority's broader mission of fostering a vibrant, inclusive, and sustainable maritime sector for the Turks and Caicos Islands.

Women in Maritime Luncheon

The Ports Authority proudly supported and participated in the annual Women in Maritime Luncheon, an event dedicated to recognizing and celebrating the invaluable contributions of women within the maritime industry.

A highlight of the event was the recognition of twelve female captains whose achievements and leadership continue to inspire greater female participation in the maritime sector. The luncheon also featured remarks from the guest speaker, Ms. Lockhart, Deputy Director of the Fisheries Department, who shared insightful perspectives on women's growing role and impact within maritime and fisheries industries.The event provided an important platform for networking, mentorship, and encouragement for young women considering careers in maritime-related fields.



Women in Maritime Luncheon and Female Captains Honorees

Build-A-Model Sailboat Camp and Workshop

The Build-A-Model Sailboat Camp and Workshop continued to expand its reach and impact during the year. The initiative, aimed at preserving the cultural tradition of model sailboat building while encouraging youth participation in maritime activities, was successfully hosted on multiple islands for the first time.

This year marked the inclusion of girls in the Grand Turk camp, representing an important step toward greater inclusivity and participation in maritime heritage programs. Additionally, the workshop was expanded to the twin islands of North Caicos and Middle Caicos, allowing more students and young persons to benefit from hands-on learning experiences related to model sailboat construction and sailing techniques.

The Ports Authority remains proud to support initiatives that preserve the islands' maritime traditions while creating opportunities for youth development and engagement.



Grand Turk Build-a-Model Sailboat Camp



North Caicos and Middle Caicos Build-a-Model Sailboat Camp



Model sailboat race in Grand Turk

Big South Fisherman's Day and Seafood Festival

The Ports Authority continued its support of the annual Big South Fisherman's Day and Seafood Festival held in South Caicos, one of the country's signature cultural and maritime events.

Support was provided through staffing assistance and active participation during the festival activities. The event celebrated the rich fishing heritage of South Caicos while bringing together residents, visitors, fishermen, and community stakeholders.

As part of its contribution, the Ports Authority sponsored the crowd-favourite "Knock and Jook" Conch Peeling Contest, which once again drew enthusiastic participation and entertainment for patrons attending the festival.

The Authority remains committed to supporting events that celebrate the maritime traditions and cultural identity of the Turks and Caicos Islands.



Participants in the 'knock and jook' contest



Ms. Karlene Mcintosh honoured for her contribution to the fishing industry in South Caicos

Valentine's Day Cup Model Sailboat Races

The Ports Authority again supported the annual Valentine's Day Cup Model Sailboat Races held in Bambarra, Middle Caicos. The event continues to play a significant role in preserving the traditional art of model sailboat racing while promoting community participation and cultural heritage.

In conjunction with the event, students of Clement Howell High School were engaged in a maritime career outreach initiative featuring leading professionals from across the maritime sector. Representatives from stevedoring, logistics, engineering, mechanical services, entrepreneurship, and related maritime industries shared their career pathways, professional experiences, and industry insights with students.

The initiative aimed to expose young people to the diverse range of career opportunities available within the maritime sector and encourage future participation in the industry



Participants in the Valentines' Day Model Sailboat races at Bambarra Beach, Middle Caicos

Educational Visit to M/V Tropic Freedom

For the first time, students from HJ Robinson High School in Grand Turk were afforded the opportunity to participate in an educational visit aboard the M/V Tropic Freedom through the support and collaboration of Tropical Shipping/ Cargo Express.

The experience provided students with firsthand exposure to operations aboard a cargo vessel, allowing them to gain practical insight into maritime careers, vessel operations, logistics, and shipping procedures.



This initiative represented a valuable partnership between the Ports Authority and Tropical Shipping to promote maritime education and experiential learning opportunities for youth in the Turks and Caicos Islands.



Students of the HJ Robinson High School participating in an educational visit on board Tropical Shipping vessel M/V Tropic Freedom

Grand Turk Bottom Sea Fishing Tournament

During the reporting period, the Ports Authority also supported the Grand Turk Bottom Sea Fishing Tournament, further demonstrating its commitment to activities that promote the country's maritime culture and fishing traditions.

The tournament brought together local fishermen, boating enthusiasts, and community members in a spirit of friendly competition while highlighting the importance of the fishing industry to the islands' heritage and economy.

The Ports Authority was pleased to contribute to the success of the event and continues to value opportunities to partner with organizations and community groups that support maritime development and cultural preservation



Participants in the Valentines' Day Model Sailboat races at Bambarra Beach, Middle Caicos

Through continued collaboration with educational institutions, maritime organizations, community groups, and private sector partners, the Turks and Caicos Islands Ports Authority successfully advanced initiatives that promoted maritime awareness, youth engagement, cultural preservation, and professional development throughout the reporting year.



FORWARD LOOK 2026/27

Fiscal year 2025/26 is the first year of the new Strategic Plan. PATCI revised the previous Strategic Plan in 2026 and was approved by the Board of Directors in April 2026. The key programs prioritized in the first year of the new Strategic Plan are as follows:

GOAL 1: SECURE PORTS

1. Conduct joint training exercises and drills between port security and other security agencies
2. Update the progressive discipline procedures to strengthen accountability and ensure rigorous adherence to safety and security protocols across all staff levels.
3. Revise and implement more stringent security officers recruiting and selection criteria
4. Incorporate gate control and container movement into the PLIS system

GOAL 2: SAFE PORTS

1. Secure increased dedicated funding and staffing capacity necessary to grow the Safety Division's capabilities and ensure readiness for expanded port responsibilities.
2. Assess and introduce new safety of navigation programs, such as Pilotage and Towage.
3. Acquire marine assets and equipment to operationalize in-house continual oversight of Aids to Navigation (AtoNs) and monitor navigational depths for proactive dredging.

GOAL 3: RESILIENT PORTS

1. Finalize Dredging Framework Agreements and implement priority dredging work projects.
2. Develop and implement a comprehensive Preventative Maintenance Plan for all port infrastructure and equipment.
3. Complete vesting of existing lands, acquire new lands for critical port development and expansion projects and develop an Integrated Ports Plan (IPP)

GOAL 4: SUSTAINABLE PORTS

1. Review and modernize the Ports Authority Act including tariff review to ensure sustainable funding arrangements are in place.
2. Select and approve the implementation of an enterprise resource planning system, formally commit the resources required to ensure timely and successful execution
3. Review and update the Internal Promotions Program and launch a two-year campaign promoting career paths aligned with port redevelopment opportunities.
4. Conduct regular (annual) staff job satisfaction surveys to gather feedback on culture and management effectiveness.

GOAL 5: EFFECTIVE AWARENESS AND PARTNERSHIPS

1.Review all outreach programs, measure effectiveness, and prioritize recommendations to achieve measurable increases in program impact.

2.Conduct a formal skills gap analysis to assess the current capacity of the communications and outreach team against the requirements of an enhanced awareness program.

3.Develop island-specific outreach programs targeting key demographics such as students, businesses to demonstrate ports' critical economic role and security contribution.

4.Design and implement tailored, biannual satisfaction surveys specific to port user segments to develop feedback mechanisms and action plans to address critical concerns.

GOVERNMENT
OF THE
TURKS AND CAICOS ISLANDS



PORTS AUTHORITY

SELF-FINANCING

PORTS AUTHORITY
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2026-2027

Development Context

Ports facilitate trade and commerce, supply chain efficiency and domestic connectivity within the Turks and Caicos Islands.

The Ports Authority of the Turks and Caicos Islands' Strategic Plan, outlines the strategic goals and objectives of the organization, and provides a basis for the development of work plans with quantitative action points for the advancement of strategic goals/objectives.

The Goals/ Strategic Objectives in the Plan are as follows:

1. Maintain compliance with international security and conventions and codes and good practices
2. Entrench safety culture in accordance with international conventions and codes and good practice
3. Refurbish, expand and maintain the ports system to support prosperity and poverty reduction in the TCI
4. Consolidate partnerships and awareness programs
5. Minimize environmental impacts from shipping and port related activities

Strategic Highlights

Expenditure programs have been prioritized to progress strategic priorities in accordance with the Ports Authority's strategic objectives. The proposed budget builds on existing workplans that will support sustainable development goals and ensure compliance with international codes and conventions. FY 2026-27's estimates have been prepared to prioritize operational and navigational safety throughout the expanding port network.

Through budgetary provisions, the Ports Authority seeks to sustain its development, modernize its processes for improved service delivery to stakeholders, and continue supporting economic prosperity throughout the Turks and Caicos Islands.

Revenue

The Ports Authority estimates $13,011,016 in revenue for FY 2026/27, representing a 5% increase over FY 2025-26's forecast outturn, which was 12% below the approved budget. Although the FY 2025/26 forecast outturn fell short of estimates, it remains 8% higher than FY 2024/25 unaudited revenue, indicating continued growth in imports and core port activities. PATCI's revenue performance is closely tied to broader economic trends in the Turks and Caicos Islands, particularly growth in tourism and real estate, which support large-scale development projects. These projects came onstream more slowly than anticipated in FY 2025/26, contributing to the variance from approved budget.

FY 2026/27's revenue estimates reflect projected GDP growth, upcoming development initiatives across the islands, and additional income from newly constructed and redeveloped port facilities.

PORTS AUTHORITY
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2026-2027

Operating Expenditure

The Ports Authority is proposing an operating expenditure budget of $8,792,148 for FY 2026/27, which is a 6% increase over the prior year's approved budget of $8,321,126. The budget comprises $4,302,554 in employment costs and $4,489,594 in operating costs, reflecting the resource requirements necessary to sustain and strengthen critical port services. The proposed expenditure budget will support the broader macroeconomic priorities of the Turks and Caicos Islands by ensuring resilient and reliable port infrastructure, enhancing navigational safety across territorial waters, and advancing the development of a modernised port system, which are in line with the Ports Authority's strategic objectives.

The estimates for operating costs supporting the increased budget requirements are detailed below

1. **Employment Costs**

The FY 2026/27 estimates are 1.5% higher than the previous year's estimates and include pension contributions and statutory obligations such as NHIP and NIB. Two security positions have been discontinued and replaced with a Security and Compliance Officer, a role designed to strengthen staff training, while providing compliance oversight, ensuring adherence to port security protocols. In addition, PATCI has reduced wage expenditures by transitioning cleaning and yard maintenance functions to contracted services, creating greater operational efficiency

Operating Costs

1. **Director's Fees**

TCIPA pays a monthly stipend of $1,250 to the Ports Authority Board Members and $1,663 to the Board Chairman. The increase against the previous year is in line with recommendations from the statutory body pay and grade review for board compensation.

2. **Local Travel and Subsistence**

The estimate will facilitate interisland travel expenses for port staff and other support personnel throughout the TCI. Bulk tickets are purchased at both local airlines and TCI Ferry. Subsistence, where applicable, is also payable under this vote, in line with TCIG's Travel Policy.

3. **International Travel and Subsistence**

Provisions for participation in international conferences and seminars, as well as port attachments for fact finding missions. All travel and subsistence costs are budgeted in accordance with TCIG's travel policy.

4. **Utilities**

The utilities budget provides the necessary funds to cover monthly water and electricity expenses for all operational port facilities, ensuring uninterrupted service and support for ongoing port activities.

5. **Communications Expense**

The estimate provides resources for telephone, internet and other data charges for port facilities throughout the TCI.

6. **Office Expenses**

This includes office cleaning, stationery and other office supplies for ports across the TCI

7. **Rental of Assets**

Provisions for temporary offices for essential personnel at the PLS port facility during the redevelopment.

PORTS AUTHORITY
NOTES AND ASSUMPTIONS
FINANCIAL YEAR 2026-2027

8. Maintenance Expense

The FY 2026/27 estimates provide for the upkeep of six port facilities and navigational channels across the TCI, with a renewed focus on sustaining both newly developed and existing infrastructure. Key allocations support maintenance dredging, upkeep of navigational lights and markers, outsourced repairs to port buildings, CCTV maintenance, and enhanced waste management at major port locations.

9. Other Supplies, Materials and Equipment

The estimates provide for the purchase of marine safety equipment. The expense was previously budgeted under office expenses.

10. Uniforms

Uniforms for security and administrative staff are procured annually. Provisions also include Personal Protection Equipment (PPE) for security officers, administrative staff and port visitors. The increase from the previous year is due to the increase in costs and shipping expenses.

11. Professional and Consultancy Services

Provisions made for legal fees, Private Security Services at Bellefield Landing and annual membership fees to port management associations, AAPA (American Association of Port Authorities) and PMAC (Port Management Association of the Caribbean).

FY 2026/27 estimates will provide funding for consultancies to support the redevelopment of PLS port facility, specifically to assist with the acquisition of a container scanner, design of an electronic management system of the PLS port container yard, Phase 3 & 4 empowerment consultancy, as well as consultancies for organisation restructuring, a new stevedoring agreement and periodic bathymetric surveys for all ports.

12. Computer License and Software

Provisions for preventive maintenance of computer hardware and related server maintenance. The estimate includes annual subscription fees for accounting and port management software. As the port continues to modernize its systems and operational processes, particularly with the procurement of a cargo scale, the increased in estimates will facilitate maintenance and technical system support to ensure reliable performance and continuity of all critical technological systems

13. Insurance

Estimates for insurance coverage premium on port vehicles and Public Liability Insurance. The increase against the previous year's allocation will provide resources for insurance coverage on newly constructed port buildings and additional vehicles.

14. Hosting and Entertainment

Costs for hosting groundbreaking ceremonies, PATCI's annual general meeting and team building initiatives are expensed under this vote. Opening ceremonies are scheduled for PLS Redevelopment Phase 2 – Second Berth and South Caicos Cedar Park. PATCI will also host AAPA's (American Association of Ports Authorities) Leadership Summit in 2027.

15. Training

The estimate provides resources for local and international training programs for all PATCI staff. These training initiatives are designed to build organizational capacity and strengthen staff competencies. As the Authority advances toward a redeveloped and modernized port facility, training needs will continue to increase to ensure personnel possess the qualifications, technical skills, and operational expertise required to manage an enhanced port environment effectively. The Ports Authority considers training an essential component of maintaining safe, efficient, and professional port operations.

16. Advertising and Promotions

Advertising and Promotions costs budgeted to support management in maintaining a strategy to increase business development efforts and increase revenue within the Ports Authority. Costs include comprehensive marketing and rebranding, public relations, proactive and responsive communications, outreach efforts, community programs and services for the Ports Authority to educate and build trusted relationships with key stakeholders and the community.

17. Auditing and Accounting

The provision of $75,000 is the estimated audit fee and miscellaneous expenses that will be incurred by the auditors. Estimate increased based on previous year's audit expenses.

18. Board Expenses

Provisions for associated costs for hosting board meetings such as airfare, lodging, transportation and refreshments as well as Corporate Governance Training

19. Depreciation

The increase in depreciation expense is due to recent capital improvements to buildings and infrastructure. These additions expanded the organization's depreciable asset base, resulting in higher annual depreciation as the cost of the new and upgraded assets is allocated over their useful lives.

20. Bad Debt Write Off

Provision for the recognition of certain accounts receivables as being uncollectible.

21. Bank Charges

Allocation for bank service charges and transaction processing and fees.

22. Other Operating Expenses

The estimate provided will cover freight and carriage expenses for shipments between port facilities, as well as fuel and maintenance expenses for Port vehicles.

23. Transfer to TCIG

Provisions in accordance with Section 12(3) of the Ports Authority Ordinance.

Capital Expenditure

Estimates for committed capital projects include South Caicos Port Infrastructure Phase 1, specifically the Cedar Park Development Project, with an estimated cost of $900,000. This project encompasses the expansion of the existing port security office to better accommodate port and government personnel, including PATCI and Border Force officers stationed at the port. The project also includes critical dredging activities designed to improve accessibility and ensure safe navigation at the newly constructed berth, enabling accommodation of larger vessels and supporting the facilitation of regular international maritime traffic.

In addition, funding requirements for the Bellfield Landing Master Plan Phase 3 will support completion of the boardwalk and boa ramp, enhancing the functionality and user experience at the facility in North Caicos.

A further $370,000 is estimated for the procurement of a new marine vessel which will play a key role in conducting navigational safety assessments across port channels for timely and effective maintenance dredging activities. Lastly, funding for the PLS mobile guard house and patrol vehicles will accommodate essential security and operational personnel at the PLS port facility throughout the redevelopment period.

Estimates for Uncommitted projects will provide funding for the Grand Turk Port Redevelopment Project, which is estimated at $1.1 million. This allocation will support the refurbishment of the main berth, ensuring the continued safety, reliability, and operational efficiency of port infrastructure. The Ports Authority is also seeking to procure a heavy duty vehicle to facilitate the movement of the marine safety vessel.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Programme and Performance Indicators for April 2026 - March 2027
PORTS AUTHORITY

STATUTORY BODY SUMMARY	
MISSION:	A financially self-supporting public service which provides the most efficient transport facilities to the people and businesses of the Turks and Caicos Islands.
SUSTAINABLE DEVELOPMENT GOAL	SDG Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
VISION 2040 - SUSTAINABLE DEVELOPMENT DIMENSION	SDG 1: High National Income and Wealth
VISION 2040 - NATIONAL CONDITIONS	**STRATEGIC PRIORITIES:**
NC 1.6 Adequate infrastructure (transport, roads, ports, energy, water and telecommunications)	Maintain compliance with international security convention and codes and good practice; establish safety culture in accordance with international conventions and codes and good practice; refurbish, expand and maintain the ports system to support prosperity and poverty reduction in the TCI; consolidate partnerships and awareness programs; encourage an internal Ports culture of learning for personal development and growth; and minimize environmental impacts from shipping and ports related activities.

PROGRAMME EXPENDITURE

Item	2024/25 Unaudited Actuals	2025/26 Approved Budget	2025/26 Revised Budget	2025/26 Forecast Outturn	2026/27 Budget Estimates	2027/28 Forward Estimates	2028/29 Forward Estimates
Personnel Emoluments	$ 3,775,809	$ 4,238,577	$ 4,238,577	$ 3,793,851	$ 4,302,554	$ 4,387,717	$ 4,380,194
Operating Expenditure	$ 2,307,215	$ 4,082,579	$ 4,082,579	$ 3,462,983	$ 4,489,594	$ 4,227,494	$ 4,227,494
Capital Expenditure	$ 1,765,000	$ 3,810,000	$ 3,810,000	$ 1,120,000	$ 3,235,000	$ 1,850,000	$ 780,000
TOTAL AGENCY BUDGET CEILING	**$ 7,848,024**	**$ 12,131,156**	**$ 12,131,156**	**$ 8,376,834**	**$ 12,027,148**	**$ 10,465,211**	**$ 9,387,688**

STATUTORY BODY STAFFING RESOURCES – Actual Number of Staff by Category

Executive/Managerial	7	12	12	11	12	12	12
Technical/Front Line Services	34	44	44	39	42	42	42
Administrative Support	7	14	14	12	15	15	15
Wages Staff	5	3	3	2	2	2	2
TOTAL AGENCY STAFFING	53	73	73	64	71	71	71

PROGRAMME PERFORMANCE INFORMATION

VISION 2040 NATIONAL CONDITIONS	KEY PROGRAMME STRATEGIES FOR 2025/26	ACHIEVEMENTS/PROGRESS IN 2025/26
NC 1.6 Adequate infrastructure (transport, roads, ports, energy, water and telecommunications)	1. Formulate a work plan by end of May 2025 with clear KPI to implement Ports Authority related obligations arising from the 2024 III Code Mock Audit.	This work plan is progressing as planned; progress include undertaking an assessment and installing Aids to Navigation (AtoN) at several locations; training staff on dangerous goods handling and tendering to procure a vessel facilitate work of the Marine and Safety Division.
	2. Review the Ports Authority Strategic Plan by the end of October 2025.	The draft Strategic Plan was prepared involving extensive consultation and is 95% completed, pending final presentation to the Board of Directors.
	3. Prepare an implementation plan including funding arrangements for all components of the South Dock Redevelopment Project by June 2025.	The has Board considered an implementation plan and commenced discussions with the government on funding arrangements for the South Dock Redevelopment project; Project Charters have been prepared for consideration of this matter as part of the 2026/27 Budget
	4. Integrate existing port plans into an integrated master plan to guide the medium term development the TCI's port system by the end of December 2025.	Several port development plans have been prepared and are at various stages of implementation, however integratio of these into an overall master plan has been deferred to FY 2026/27 to allow engagement of a consultant.
	5. Assess port digitalization and decarbonization options and prepare a plan of action by December 2025.	Port digitalization is progressing under the Port Logistic Data Intelligent Project and the Maritime Single Window project; PATCI is engaging regional dialogue on port decarbonization will continue during the medium term
	6. Facilitate a revision of the Ports Authority Ordinance by March 2026 to take into consideration new Merchant Shipping Ordinance and clarify financial provisions	A Cabinet Paper will be prepared so this work plan could be included in the 2026/27 government's legislative agenda.

VISION 2040 NATIONAL CONDITIONS	KEY PROGRAMME STRATEGIES 2026/27 (Aimed at improving programme performance)
NC 1.6 Adequate infrastructure (transport, roads, ports, energy, water and telecommunications)	1. Appoint a consultant by Q2 to develop a comprehensive Integrated Master Plan. The final plan due by end of Q4 (March 2027) will provide a medium-term roadmap for infrastructure development and operational efficiency across the TCI ports system.
	2.Established standardized Preventative Maintenance Plans for port infrastructure and equipment by the end of Q1. These plans will align with manufacturing specifications and project cycle management best practices to reduce downtime and extend asset life-cycles.
	3. Design and launch biannual satisfaction surveys for staff and port users by the end of Q2. Results will be published on PATCI social media platforms to ensure transparency, while data driven corrective action will be implemented to improve job performance and service delivery.
	4.Complete a comprehensive sustainability assessment of stevedoring across all port by the end of Q2 using staff resources, to identify efficiencies and ensure long-term viability of cargo handling operations.
	5.Finalize funding arrangements for South Caicos Port developments and phase 3 and 4 of South Dock redevelopment during Q2 to facilitate tendering in Q3 and commencement of these projects in Q4.
	6. Coordinate a formal revision of the Ports Authority Ordinance by March 2027. The updated Act will align with the new Merchant Shipping Act and provide greater clarity on the Authority's financial provisions and statutory responsibilities.

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS

Programme and Performance Indicators for April 2026 - March 2027

PORTS AUTHORITY

KEY PERFORMANCE INDICATORS	2024/25 Unaudited Accuals	2025/26 Approved Budget	2025/26 Revised Budget	2025/26 Forecast Outturn	2026/27 Budget Estimates	2027/28 Forward Estimates	2028/29 Forward Estimates	UN DEVELOPMENT TARGET
Output Indicators (the quantity of output or services delivered by the programme)								
No inter-Island Twenty Foot Equivalent Units (TEUs) facilitated by the ports system	58	60	60	104	109	115	120	9.1.2. Passenger and freight volumes by mode of transport
Number of Inbound TEUs processed to ensure timely and least cost delivery to port customers.	17,543	24,238	25,800	25,800	27,000	28,500	30,000	
Number of compliant vessels cleared to enter ports in accordance with international codes and conventions	276	284	320	320	350	370	400	
Cargo Volumes in Tons	762,305	850,000	910,000	910,000	966,350	1,020,301	1,059,150	
No. of passenger movements by domestic ferries.	34,871	45,000	42,000	42,000	45,000	47,000	50,000	
No of local vessels cleared to enter the ports	48	70	70	96	104	108	111	
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)								
Average time inside port it takes for trucks to receive cargo (minutes)		55 minutes	25 minutes	30 minutes	23 minutes	20 minutes	18 minutes	
Average Number of container lifts per hour		25	25	30	25	25	25	
Time to offload vessels (hours)		26 hours	21 hours	21 hours	20 hours	18 hours	15 hours	
Increase (%) Cargo throughput		5%	5%	5%	6%	6%	10%	

Green Impact		
(i) how will this programme impact on existing and planned baseline performance in (i) priority climate change mitigation, resilience, disaster preparedness and (ii) the environment).	The program budget presents an opportunity to incorporate climate change and resiliency into infrastructure projects, as well as energy conservation and generation. Disaster preparedness and mitigation will be enhanced through adoption of Caribbean Port Disasters and Emergencies manual. Current work plans which address resilience and sustainability include: drainage for pavements at Bellefield Landing, Cedar Park development, South Caicos, Grand Turk infrastructure rehabilitation and improved fuel mooring, South Dock, Providenciales	**13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries Indicators 13.2 Integrate climate change measures into national policies, strategies and planning**
Gender Impact		
(i) how will this programme impact on existing and planned baseline performance with regard to gender equity, including addressing gender gaps)	The work of Ports Authority will improve accessibility and service delivery to communities in the TCI. These impacts will be gender neutral since equal number of male and female children interact with Ports Authority. Going forward, the Port Authority will undertake research to track demographics of persons using its services and who travel on domestic ferries. Employment opportunities provided for both genders; inclusive hiring practices are in place, skills training and community outreach for under represented and gender inclusive facilities are available at all port facilities.	**5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels**

GOVERNMENT OF THE TURK S AND CAICO S ISLAND S
Estimates of Income and Expenditure for April 2026 - March 2027
PORTS AUTHORITY

Description	2024/2025	2025/2026			2026/2027	2027/2028	2028/2029
	Unaudited Actuals	Approved Budget	Revised Budget	Forecast Outturn	Estimate	Forward Estimate	Forward Estimate
Berthing	317,875	346,700	346,700	349,570	355,530	355,530	355,530
Cargo Dues	8,007,638	9,802,217	9,802,217	8,258,795	8,985,000	8,985,000	8,985,000
Security Fees	2,668,356	3,267,405	3,267,405	2,752,932	2,995,000	2,995,000	2,995,000
Interchange Forms	134,440	153,000	153,000	134,295	137,156	137,156	137,156
Passes	36,760	47,000	47,000	39,900	44,030	44,030	44,030
Stevedoring Dues	224,575	236,000	236,000	231,008	242,300	242,300	242,300
Rental Income	81,710	231,300	231,300	207,750	252,000	252,000	252,000
Other(Sale of Sand)	-	-	-	397,413	-	-	-
TOTAL INCOME	**11,471,354**	**14,083,822**	**14,083,822**	**12,371,883**	**13,011,018**	**13,011,018**	**13,011,018**
Salaries	2,985,006	3,443,124	3,415,601	3,099,323	3,450,828	3,527,218	3,527,218
Wages	52,255	43,056	43,056	21,857	28,284	28,284	28,284
Holiday Pay	36,013	49,426	49,426	37,361	49,426	49,426	49,426
Allowances	162,603	187,740	187,740	161,639	187,764	188,472	188,472
Increments	-	-	-	-	38,585	38,585	38,585
Vacation Pay	77,880	15,000	15,000	14,000	15,000	15,000	15,000
Rewards and Incentives	1,722	8,600	8,600	8,600	15,000	15,000	15,000
Pension Plan	154,960	192,510	192,510	165,984	193,728	198,257	198,257
Gratuities	58,515	-	27,523	27,523	27,523	27,523	-
National Insurance Contributions	156,548	193,172	193,172	164,160	190,880	191,686	191,686
National Health Insurance Contributions	90,307	105,949	105,949	93,204	105,536	108,266	108,266
Employment Costs	**3,776,808**	**4,238,577**	**4,238,577**	**3,783,851**	**4,302,554**	**4,387,717**	**4,360,194**
Directors' fees and expenses	86,475	94,950	94,950	94,950	94,950	94,950	94,950
Local Travel and Subsistence	34,170	50,000	50,000	48,000	50,000	50,000	50,000
International Travel and Subsistance	13,704	40,000	40,000	32,185	40,000	40,000	40,000
Utilities	151,584	216,000	216,000	194,438	216,000	216,000	216,000
Communications Expenses	123,656	172,000	172,000	150,263	172,000	172,000	172,000
Office Expenses	69,838	80,000	100,000	100,000	100,000	100,000	100,000
Rental of Assets	57,805	12,000	52,000	52,000	12,000	12,000	12,000
Maintenance Expenses	536,340	1,270,600	1,080,600	750,000	1,177,900	950,000	950,000
Subscriptions, Periodicals, Books, etc.	1,591	3,000	3,000	3,000	3,000	3,000	3,000
Other Supplies, Materials and Equipment	-	-	-	-	30,000	30,000	30,000
Uniforms & Protective Clothing	34,599	45,000	58,000	58,000	60,000	60,000	60,000
Professional and Consultancy Services	163,394	217,400	217,400	217,400	257,400	200,000	200,000
Computer License Software and Hardware Maintenance	62,571	68,000	100,000	100,000	100,000	100,000	100,000
Insurance	17,373	77,544	56,944	21,000	77,544	77,544	77,544
Hosting and Entertainment	66,420	90,000	120,000	120,000	175,000	100,000	100,000
Training	114,896	115,000	155,000	155,000	175,000	175,000	175,000
Advertising and Promotions	32,551	45,000	45,000	45,000	53,000	53,000	53,000
Subscriptions and Contributions	2,500	5,000	5,000	5,000	8,000	8,000	8,000
Auditing and Accounting	70,000	50,000	70,000	70,000	75,000	75,000	75,000
Board Expenses	19,345	25,000	40,000	40,000	40,000	40,000	40,000
Depreciation and Amortisation	616,618	1,330,285	1,330,285	1,130,327	1,491,800	1,590,000	1,590,000
Bad debt write off/increase provisions	-	35,000	35,000	35,000	35,000	35,000	35,000
Debt service Interests	-	-	-	-	-	-	-
Bank Charges	2,986	4,800	5,400	5,400	6,000	6,000	6,000
Other Operating Expenses	28,799	36,000	36,000	36,000	40,000	40,000	40,000
Operating Costs	**2,307,215**	**4,082,579**	**4,082,579**	**3,482,963**	**4,439,584**	**4,227,494**	**4,227,494**
Total Expenditure	**6,083,024**	**8,321,156**	**8,321,156**	**7,266,814**	**8,742,143**	**8,615,211**	**8,587,683**
Operating Surplus before Capital Projects	**5,388,330**	**5,762,466**	**5,762,466**	**5,115,043**	**4,268,883**	**4,395,805**	**4,423,328**
Capital Projects	1,765,000	3,810,000	3,810,000	1,120,000	3,235,000	1,850,000	780,000
Cash Funding Required to Support Operating Expenditure and Capital Projects	**7,231,406**	**10,765,871**	**10,765,871**	**7,211,287**	**10,500,343**	**8,840,211**	**7,742,683**
Surplus/Deficit before Transfer to TCIG	**4,238,948**	**3,317,751**	**3,317,751**	**5,160,376**	**2,510,883**	**4,170,805**	**5,283,328**
Transfer to TCIG	3,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Net Surplus/Deficit	**1,238,948**	**(682,248)**	**(682,249)**	**1,160,376**	**(1,489,332)**	**170,805**	**1,283,328**
Funding from Cash in Bank	**-**	**682,248**	**682,249**	**-**	**1,489,332**		

GOVERNMENT OF THE TURKS AND CAICOS ISLANDS
Estimates of Capital Expenditure for April 2026 - March 2027
PORTS AUTHORITY

Project No.	Funding Source	Project Title	Cost	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029
		Committed Projects:				
TCIPA 02/22	TCIPA	South Caicos Port Infrastructure Development Phase 1	900,000	900,000		
TCIPA 03/25	TCIPA	Safety Boat	370,000	370,000		
TCIPA 04/22	TCIPA	Bellefield Landing Master Plan Phase 3	600,000	600,000		
TCIPA 02/25	TCIPA	Port Security Patrol Cars	95,000	95,000		
TCIPA 01/25	TCIPA	PLS Mobile Security Guard House	60,000	60,000		
		Uncommitted Projects:				
TCIPA 03/22	TCIPA	Grand Turk Port Redevelopment	2,100,000	1,100,000	750,000	250,000
TCIPA 01/26	TCIPA	Vehicle - Heavy Duty Truck	110,000	110,000		
TCIPA 02/22	TCIPA	South Caicos Port Infrastructure Development Phase 1	1,530,000	-	1,000,000	530,000
TCIPA 04/22	TCIPA	Bellefield Landing Master Plan Phase 3	100,000	-	100,000	-
		Total	**5,865,000**	**3,235,000**	**1,850,000**	**780,000**

NOTES

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