



THE  
GOVERNMENT OF THE  
TURKS & CAICOS ISLANDS



TURKS AND CAICOS ISLANDS  
AIRPORTS AUTHORITY

**INTERMEDIATE INFRASTRUCTURE BUSINESS  
CASE FOR THE REDEVELOPMENT OF THE  
HOWARD HAMILTON INTERNATIONAL  
AIRPORT**

**ANNEX 8**

**ADVISORY/STEERING  
COMMITTEE**

**TERMS OF REFERENCE**

## TERMS OF REFERENCE FOR

### Advisory/Steering Committee Howard Hamilton International Airport Redevelopment

#### BACKGROUND

1. The Howard Hamilton International Airport, more commonly known as the Providenciales International Airport (PLS) is the primary gateway into the Turks and Caicos Islands and at present is suffering from significant congestion issues due to exceeding its passenger terminal capacity almost daily during peak seasons, which not only damages the reputation and brand of the Turks and Caicos Islands but presents several health and safety concerns for the terminal's users and employees. In 2021 the airport handled just over 400,000 stay-over arrivals. This is a fast rebound from the Covid-19 pandemic. Notably, in 2019 the airport demanded 1.6 million passenger seats with 30K air traffic movements (ATM) and it is anticipated that this annual demand will be exceeded by the end of 2022.
2. Further, the current airport airfield requires upgrading to ensure its alignment with the International Civil Aviation Organization's (ICAO) Annex 14 compliance protocols, including the provision of an adequate Taxiway system. There is also the opportunity for a redevelopment of the airport and its surrounding zone to not only alleviate passenger terminal and landside congestion issues but to maximize missed and potential revenue and a much-needed uplift to the surrounding constituency, inclusive of improved public roadways and utilities.
3. This has resulted in the Turks and Caicos Islands Airports Authority (TCIAA) and the Turks and Caicos Islands Government (TCIG) having to explore new and innovative ways to improve passenger processing through the terminal while looking for a long-term solution to meet current and projected passenger demands whilst having due regard to both social and environmental intricacies.
4. Cabinet, as a preliminary to the current exercise, received and attended several unsolicited presentations for the redevelopment of the PLS airport

which all vary in scope and funding mechanisms; making it abundantly clear that apart from there being a need to redevelop the PLS airport, there exists credible investor appetite for the redevelopment of the airport. TCIAA and TCIG, therefore, concluded that a consultancy by which technical, financial, legal, environmental, and transaction experts would be engaged was required to identify the key constraints; assess the basic technical and financial project fundamentals such as concept design and possible forms of implementation; revenue, financing, and site verification; and to present the best options for the life of the redevelopment based on TCIAA's and TCIG's goals, preferred funding and managing mechanism.

5. In May 2022, ALG Global Plc ("ALG"), a leading global consulting firm focused on transportation, infrastructure, and logistics was contracted after an open international tender exercise, to act as the expert technical, financial, environmental, legal, and transaction advisors for the redevelopment of the Providenciales International Airport. Research conducted during the Phase 0 feasibility and Phase 1 transaction structuring consultancy exercises conducted by ALG Global project that the PLS airport will reach 2.2M passengers by 2053. This finding supports TCIAA and TCIG's conclusion that there is an immediate need and opportunity to procure a new terminal for the Providenciales International Airport as per TCIG's mandate for securing resilient infrastructure across the TCI. TCIG and TCIAA propose to complete this procurement via a Public Private Partnership ("PPP") Scheme.

### **OBJECTIVE OF ESTABLISHING THE COMMITTEE**

6. The Advisory/Steering Committee helps to steer the redevelopment project through from start to completion. It plays a pivotal role in developing and implementing the project and is made up of representatives of key organisations who are partners in the project, and/or who have particular expertise to lend to the project, and/or whose clients are the intended users of the output of the project.

### **ROLE OF THE COMMITTEE**

7. The Steering Committee's role is to provide advice, ensure delivery of the project outputs and the achievement of project outcomes. Tasks include:
- Providing input to the development of the project, including the evaluation strategy;
  - Provide advice on the budget;

**Walter E. Cox Snr Administration Building, Howard Hamilton International Airport  
Providenciales, Turks and Caicos Islands, B.W.I**

(649) 946-4420 (649) 941-5996 [info@tciairports.tc](mailto:info@tciairports.tc)  
[www.tciairports.tc](http://www.tciairports.tc)

- Defining and helping to achieve the project outcomes;
- Identifying the priorities in the project – i.e. where most energy should be directed;
- Identifying potential risks;
- Monitoring risks;
- Monitoring timelines;
- Monitoring the quality of the project as it develops;
- Providing advice (and sometimes making decisions) about changes to the project as it develops.

8. The Steering Committee leads in the provision of support, guidance and oversight progress. The Project Manager and members of the Project Team will work on the project itself and will implement the project. The Project Manager will attend monthly meetings of the Steering Committee to report on progress and to answer any questions raised by members.

### **EXPECTATION OF MEMEBRS**

9. Individual Steering Committee Members should:

- Understand the aim, strategy and intended outcomes of the project by reading all material provided before each meeting;
- Appreciate the significance of the project for the Turks and Caicos Islands and their own industry;
- Be an advocate for the project by doing what they can to promote its outputs; and
- Have a broad understanding of project management issues.

**Walter E. Cox Snr Administration Building, Howard Hamilton International Airport  
Providenciales, Turks and Caicos Islands, B.W.I**

(649) 946-4420 (649) 941-5996 [info@tciairports.tc](mailto:info@tciairports.tc)

[www.tciairports.tc](http://www.tciairports.tc)