



**DRAFT STRATEGIC PLAN
2019-2023**



November 2018

Table of Contents

1. Overview	5
2. Vision, Mission and Core Values	8
3. Review of the Potential for Development: Challenges and Opportunities	9
4. Goals, Objectives and Strategies	13
Goal #1 – Governance and Sustainability	13
Goal #2 – Enabling Environment	16
Goal #3 – Preservation	19
Goal #4 – Education and Outreach	22
5. Strategy for Staffing the National Trust	25
Existing Organisational Chart	26
Proposed Organisational Chart	27
6. Planned Achievement of Strategic Objectives – by Year	28
7. Conclusion	31
Appendix 1	32
Performance of objectives outlined in the National Trust Strategic Plan 2014-2019	

1. Overview of the National Trust of Trinidad and Tobago

The National Trust of Trinidad and Tobago Act Chap. 40:53, as amended (hereinafter “the Act”) defines the National Trust of Trinidad and Tobago (National Trust) as a ‘charitable institution of a public character’ with a wide range of responsibilities.

These include:

- Listing and acquiring such properties of interest as the Trust considers appropriate;
- Permanently preserving lands that are properties of interest and as far as practicable, retaining their natural features and conserving the animal and plant life;
- Preserving, maintaining, repairing and servicing or, arranging for the preservation of property of interest other than land and where such properties of interest comprises buildings, augmenting the amenities of such buildings and their surroundings;
- Making provision for the access to and enjoyment of properties of interest by the public;
- Encouraging research into properties of interest including, where applicable, animal, plant or marine life;
- Compiling photographic or architectural records of properties of interest;
- Making the public aware of the value and beauty of the heritage of Trinidad and Tobago; and
- Advising the Government on the conservation and preservation of properties of interest and related matters.

Given this ambitious mandate, the National Trust was expected from its inception in 1999 to operate in a diverse, multi-ethnic environment in an energy-based economy that to date has placed little emphasis on heritage and culture and whose strong focus has been on development models from North America. While there must have been some strong Government interest originally, in the creation of such an organisation, this has not translated over the years into tangible support that would enable the National Trust to achieve its potential.

The National Trust by its Act is authorised to raise money earned from assets acquired or vested in the organisation and from its activities. It can charge subscriptions and receive donations and bequests from individuals and institutions as well as borrow sums as required to undertake its programmes. Since its establishment to the present day, the National Trust has relied almost exclusively on subventions appropriated by Parliament for its heritage activities, but it has begun to generate some revenue from membership fees and educational events targeting its members as well as the wider public. To date, no properties have been vested in the National Trust and this has stymied its ability to become a financially self-sufficient organisation. However, the Trust in recent years has begun to partner with private and public organisations and its public image has improved.

The National Trust therefore still has to fully realize its mandate. In 2013, the then Council undertook a strategic planning exercise, which resulted in the development of a Strategic Plan for the period 2014 – 2019. Although the Plan was never operationalised as the then Council demitted office shortly thereafter, it nonetheless offers a useful background particularly with respect to the identification of several key internal and external factors that impact the work of the National Trust.

Furthermore, in 2013, the advocacy group, Citizens for Conservation (CFC) was able to lobby successfully for a visit by the Head of the Secretariat of the International National Trust Organisation (INTO) for the purpose of undertaking a review of the National Trust at the request of the Ministry of National Diversity and Social Integration, which held responsibility for the National Trust at that time. The report of this individual, who is now Secretary General of INTO, provides valuable insights into the challenges that face the National Trust and gives useful suggestions as to the way forward. This visit, the subsequent attendance at the INTO conference of 2015, the successful hosting of the conference of Caribbean National Trusts and Historical Societies in 2016 and the attendance at the subsequent conference in 2017 in Curacao, have enabled the National Trust to create strong linkages with international heritage organizations. Responsibility for the National Trust was transferred from the former Ministry of National Diversity and Social Integration to the Ministry of Planning and Development in 2015 and in that year also, the Government of Trinidad and Tobago ratified the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage.

This present document is based on the report produced by INTO; the Strategic Plan 2014 – 2019 presented to the former Council; the Vision 2030 Plan laid in Parliament by the Ministry of Planning and Development which is founded on the main pillars – economic, social, special and environmental development; the articles of the UNESCO Convention; the feedback from the present Council members as well as in-house workshops and discussions on the vision, mission and goals of the National Trust conducted during the course of the past year. It is prepared for presentation to its members for feedback, after which it will be formally adopted by the Council as the Strategic Plan for 2019 to 2023. It is viewed as a flexible document that will be reviewed as the Organisation's fortunes change to take advantage of new opportunities that present themselves.

This Strategic Plan is cognisant of the National Trust's limitations regarding its financial self-reliance at this time and proposes a pragmatic approach to implementing its mandate through effective utilisation of its existing resources while including its members, volunteers and strategic partners to broaden its reach. The Plan recognises the proven potential of its education and outreach activities which have generated additional funding for the organisation. The Plan envisages the operation of Nelson Island as a revenue-earning facility during its implementation period as well as the commencement of plans for the rest of the Five Islands. The National Trust's research, heritage preservation and advocacy activities will focus on engagement of the fourteen (14) Regional Corporations, the various Ministries of Government, in particular its client Ministry, the Ministries of Community Development, Culture and the Arts, of Tourism, of Education, of Agriculture and the Environment, of Works (in particular the Historical Restoration Unit), of National Security, as well as the Chaguaramas Development Authority, the Environmental Management Authority, Institute of Marine Affairs and the Tobago House of Assembly (THA). The National Trust by its education and heritage events will also demonstrate the earning potential of heritage activities to the economy at the community and national levels. The National Trust's plans to engage the youth through its Heritage Keepers Programme, will also increase the understanding by our young citizens of the importance of our heritage. The plan also envisages increased collaboration with both Caribbean and international bodies to provide models for the development of the National Trust as a heritage institution.

The present Council of the National Trust is of the view that the organisation will become self-sufficient in a way that is similar to the majority of National Trust bodies in the region and internationally, whereby it can make full use of acquired heritage property, outreach activities and manpower resources to deliver its mandate of Heritage Preservation, Research and Education of and Access to our rich Heritage Assets in Trinidad and Tobago.

The Council has agreed to the circulation of the Draft Strategic Plan to the membership for their comments and suggestions prior to being formally ratified by the Council of the National Trust at the end of 2018.

2. Vision, Mission, Core Values

Vision

The natural and built cultural heritage of Trinidad and Tobago is recognised, valued and safeguarded by all.

Mission

As the trusted custodian for built and natural heritage, the National Trust will engage all to value, safeguard and celebrate our rich and diverse heritage as our legacy for future generations and as the foundation for building the heritage economy.

Core Values

Responsibility

Take responsibility for the preservation of the nation's heritage and be its custodian and lead advocate, by identification and by listing properties of interest.

Excellence

Strive for excellence in service, education, visitor experiences and heritage outcomes.

Integrity

Honest, accountable and research-driven custodians of heritage.

Inclusion

Promotion of cultural diversity and empowerment of each community to protect and celebrate its heritage for the benefit of all.

Collaboration

Strive to create sustained synergies and partnerships with individuals, communities, government, and private sector to bolster national and collective efforts in heritage preservation and promotion.

Tagline

Embrace, Safeguard, Celebrate... *Our heritage!*

8. Review of the Potential of the National Trust: Challenges and Opportunities

In assessing the potential of the National Trust for the achievement of its vision and mission as well as the successful implementation of optimal strategies, consideration must be given to the challenges that it has faced since its inception, both internally and externally, as well as the opportunities for development. These are presented below in summary form:

Current Challenges

- Lack of understanding of the value of national heritage assets, by the State and the public, resulting in little support for heritage preservation and constant threat of demolition of heritage buildings;
- Reduction in State funding as a result of economic downturn;
- Lack of fiscal incentives to encourage heritage preservation;
- Minimal penalties under the Act for damage and destruction of listed properties;
- Weaknesses in National Trust legislation;
- Limited opportunities in school education system and curricula for transmission of national history and heritage resulting in apathy towards national heritage;
- Appetite for national culture and heritage is being eroded by a globalising culture especially out of North America and Europe
- Poor intergenerational relationships are reducing the transfer of heritage information from one generation to another;
- Poor building maintenance ethic and practices throughout the country;
- Environmental challenges – climate change, global warming, waste disposal, pollution, deforestation, etc;
- Archaeological, underwater, built and natural heritage are at imminent risk of deterioration/loss;

- Limited local expertise and training in the field of heritage preservation and management and a dearth of archaeological expertise and training in Trinidad and Tobago;
- Fragmented administration of heritage assets with the responsibility for the Archaeology Committee (which is presently inactive), being assigned to the Ministry of Community Development, Culture and the Arts;
- State-owned heritage properties are not automatically placed under the jurisdiction of the Trust as is customary regionally and internationally.
- No heritage properties (except Nelson Island and the Banwari Burial Site) vested in the National Trust for management, oversight and income generation;
- Outdated and weak legislation to enable the preservation of heritage in accordance with international standards (e.g. International Conventions on Heritage of ICOMOS or UNESCO) and other requirements;
- No enduring synergies/partnerships with other state agencies such as Regional Corporations, with jurisdiction over several public heritage buildings;
- Limited human, financial, and physical resources at the Trust;
- Lengthy process to list properties as heritage sites resulting in a poor record of heritage protection;
- Limited in-house research capacity to produce dossiers necessary for listing heritage sites in a timely manner;
- Insufficient in-house expertise in heritage preservation, maintenance, restoration, conservation and adaptive reuse;
- Insufficient funding for promotion of listed heritage sites;
- The National Trust does not have suitable accommodation for its activities;
- Heavy reliance on the State for funding of National Trust operations;
- Reliance on Ministry's internet platform.

Opportunities for Development

- Rich cultural diversity and biodiversity of Trinidad and Tobago;
- The National Trust is internationally and regionally recognised as the lead custodian of heritage preservation in Trinidad and Tobago;
- The National Trust Act gives statutory force to the mandate of the National Trust;
- The waning contribution of the energy sector to the national economy offers increasing potential for leveraging the development of the heritage economy in collaboration with other key stakeholders;
- Growing support for heritage preservation and promotion by corporate bodies and community groups;
- Assignment of responsibility for National Trust to the Ministry of Planning and Development offers access to additional human and financial resources and provides a platform for visibility and participation on heritage issues in national planning framework;
- Availability of regional and international support for technical advice, cooperation, grants, internships, etc.;
- Potential to promote social inclusiveness and instil national pride and identity by embracing the heritage of all groups;
- Ratification of five international Conventions on heritage by the Government of Trinidad and Tobago, providing international standards for heritage preservation;
- Potential to harness information and communication technologies (ICT) for heritage promotion and awareness;
- Growing Membership – from approximately 400 members in 2013 to a total of 2000 in 2018, proven demonstration of support for National Trust events.
- Successfully established tour, lecture, and events programme resulting in public participation and income generation as well as increased awareness and outreach;

- Established and vibrant online presence via website and Facebook page as well as other social media platforms;
- Repository of photographic records for 70% of heritage sites;
- Thirteen heritage (13) sites listed, 41 sites approved for intention to list in 2018, and 408 properties on the heritage register under consideration for listing and/or protection;
- Process for listing of properties of interest is available online for the general public;
- Development of an established team of competent, caring, hard-working and passionate individuals at the Trust;
- Constitution of a Tenders and Landmarks Sub-committee of the National Trust Council;
- Launch and growth of 'Heritage Keepers', the youth arm of the National Trust;
- A fledgling Resource Centre with publications on Built and Natural Heritage;
- Small gift shop specialising in NT branded and local items;
- Successful partnerships forged with key national and regional institutions;
- Proven capable oversight/ management of Nelson Island and Banwari Site.
- Favourable public image.

9. Goals, Objectives and Strategies

The National Trust’s (NT) Strategic Plan 2018-2023 comprises four strategic goals.

Goal #1 -Governance and Sustainability – looks inwards. It aims to put the organisation on a more secure footing by enhancing its financial sustainability, and internal structure and operations, to facilitate organisational efficiency and effectiveness.

Goal #2 – Enabling Environment – looks outwards. It addresses external factors which can help create a more enabling environment (legal, fiscal, collaborative) to support heritage preservation, management and promotion.

Goal #3- Preservation – addresses a major part of the mandate to identify, protect, safeguard, advise and document our national heritage.

Goal #4- Education and Outreach – also addresses a major part of the mandate to promote the value of our heritage and instill national pride and identity.

SUMMARY TABLE I

Goal	Objectives	Strategies
<p>Governance and Sustainability</p> <p>Goal #1 Build a respected, efficient, effective and financially-sustainable membership organisation as the leading advocate and custodian for national heritage preservation, management and promotion.</p>	<p>10. Produce documented policies, procedures and systems to guide the business operations and strengthen organisational capacity (in support of accountability, transparency, efficiency, effectiveness, and compliance with the National Trust Act and other statutory requirements).</p>	<p>i. Revise system and procedures for accounting, and inventory management for NT shop, and acquire suitable operational software.</p> <p>ii. Develop and document HR manual of policy and guidelines.</p> <p>iii. Develop operational manual to document administrative policy and procedures, including records management.</p> <p>iv. Develop independent IT infrastructure and network with appropriate software solutions to support operational efficiency and effective communications.</p> <p>v. Develop a project management framework for managing and monitoring NT projects.</p> <p>vi. Review legal requirements and develop policies and guidelines as</p>

		<p>required.</p> <p>vii. Expand the remit of the Tenders Sub-committee which has already been established.</p> <p>viii. Establish additional Sub-Committees of the NT Council as required, drawing on the expertise of the National Trust membership and other experts/volunteers.</p>
	<p>1.2 Develop and implement a strategic human resource plan in alignment with strategic and organisational goals by 2019.</p>	<p>i. Assess current human resource capacity, forecast HR requirements, conduct gap analysis, and develop HR strategies to meet strategic goals.</p> <p>ii. Develop/revise organisational chart and increase specialist staff as funds become available.</p> <p>iii. Prepare job descriptions along with key performance indicators.</p> <p>iv. Develop strategy for outsourcing competent contractors (e.g. Consultants) as well as interns, OJTs, volunteers to fill HR gaps.</p>
	<p>1.3 Triple membership base to strengthen our presence/visibility, efforts and financing for heritage preservation, management and promotion, by 2023.</p>	<p>i. Initiate a comprehensive and systematic membership drive and programme.</p> <p>ii. Develop a membership management system.</p> <p>iii. Timely distribution of membership cards.</p>
	<p>1.4 Relocate the NT to a suitable headquarters in 2019, preferably in a restored and repurposed heritage building with sufficient storage and space for membership events.</p>	<p>i. Negotiate with Government for the use of a public heritage building to house NT offices.</p>

	<p>11. Develop and implement a dynamic business plan and activities by 2020 to diversify income streams to facilitate financial sustainability and support heritage tourism.</p>	<ul style="list-style-type: none"> II. Implement the 50% increase of membership fees III. Hire a Marketing and Business Development Coordinator by 2019 to market the National Trust to all its stakeholders, and to explore and negotiate new business opportunities for the organisation IV. Develop and offer a suite of “fee for service” heritage preservation services e.g. workshops with foreign experts on aspects of restoration by 2020 V. Increase sales of NT branded and local heritage products by 2019 VI. Expand the NT’s tours potential by having staff trained as certified tour guides and offering new products to support heritage and domestic tourism commencing in 2019 VII. Explore grants, private and other funding to support the work of the NT in 2019
	<p>12. To have Nelson Island and the Five Islands, and Banwari Burial Site vested in the National Trust and seek opportunities for the NT to offer services as custodian of restored state-owned heritage buildings as income generating initiatives.</p>	<ul style="list-style-type: none"> I. Initiate discussions with Government and seek legal advice for legal acquisition of Nelson Island and the Five Islands and Banwari Burial, as well as for custodianship/management of all restored state-owned heritage buildings commencing with Killarney and Mille Fleurs. Propose management plans for all of these properties by the end of 2020
	<p>13. Review the strategic plan every five years.</p>	<ul style="list-style-type: none"> I. Conduct annual member and citizen surveys to determine whether strategic goals have been met.

		II. Conduct biennial focus group sessions with members and staff, to evaluate the work of the NT.
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SUMMARY TABLE II

Goal	Objectives	Strategies
<p>Enabling Environment</p> <p>Goal #2 Create an enabling legal, regulatory, fiscal and collaborative environment to foster preservation of our heritage by Government and citizens.</p>	<p>14. Strengthen the mandate of the National Trust by completing a review of the National Trust Act and Regulations by 2022 to identify gaps, encourage compliance and modify in line with international best principles and practices.</p>	<ul style="list-style-type: none"> I. Review international treaties (e.g. UN and other Conventions) ratified by Trinidad and Tobago, as well as other related local laws, as it relates to heritage preservation and identify how the NT can assist in meeting obligations. II. Establish Legal Sub-Committee of the NT Council by 2019 to assist in review and drafting of amendments to NT Act and regulations as required. III. Seek approval at the AGM for any amendments to the Act and regulations following review by Legal Sub-committee.
	<p>15. Inspire restoration of heritage buildings by exploring the introduction of fiscal and other incentives, similar to corporate sponsors' allowance of 100-150% of actual expenditure incurred in art, culture, audio/video productions.</p>	<ul style="list-style-type: none"> I. Initiate discussions with the Ministry of Planning and Development, Board of Inland Revenue, Ministry of Finance and other relevant authorities in early 2019 for introduction of fiscal incentives such as tax credits and property tax exemptions – with assistance from expert volunteers from the membership

	<p>16. Establish a Heritage Preservation Fund (with clear criteria for application for funds) to support restoration and management/ maintenance work of listed heritage sites.</p>	<p>I. Revisit previous proposals on the Heritage Preservation Fund and other funds, and review and re-submit to Cabinet for approval.</p>
	<p>17. Incrementally build strong and enduring partnerships with relevant government agencies, NGOs, chambers of commerce, community-based organizations throughout the country to support and advocate for the care, management and preservation of sites under their jurisdiction and to foster heritage/ community tourism.</p>	<p>I. Prepare an information package on the National Trust – role, function, achievements, map of heritage sites in each jurisdiction, along with a short video or PowerPoint presentation, to support advocacy work.</p> <p>II. Arrange one-on-one meetings with stakeholders in the Government – Ministries of Community Development, Culture and the Arts, Tourism etc., Tobago House of Assembly (THA), Regional and City Corporations, State Corporations e.g. MTS, UDECOTT, etc.), our client Ministry including the Town and Country Planning Division, Chaguaramas Development Authority (CDA) and EMA, as well as regional heritage/community groups with influence or oversight of heritage buildings/sites to promote the role and function of the National Trust and to initiate dialogue on heritage preservation and heritage tourism, commencing in 2019</p> <p>III. Initiate discussions with THA,</p>

		<p>Ministry of Tourism, Tour Guiding Association and other related tourism agencies and groups for the development of the heritage tourism sector.</p> <p>IV. Develop and maintain an up-to-date database of Government agencies and community organisations at the community/municipal level with relevant contact information.</p>
	<p>2.5 Incrementally build sound partnerships by 2023, with private sector, and other key local, regional and international stakeholders for income-generating and sustainable projects.</p>	<p>I. Introduce the NT – its role, function and achievements, to various groups of stakeholders – private sector, professional and international organisations e.g. UNESCO and ICOMOS), Diplomatic Missions, associations and civil society groups at breakfast meetings, monthly meetings, or during tours at Nelson Island.</p> <p>II. Engage with various stakeholders to explore projects and grants and other funding opportunities.</p> <p>III. Engage with private sector for innovative strategies on heritage preservation and promotion. E.g. improving visitor experiences, video productions, partnering for training by experts, etc.</p> <p>IV. Engage consultants to prepare proposals for funding as required.</p> <p>V. Develop and maintain an up-to-date database of key stakeholders with relevant contact information.</p>
	<p>18. Offer training programmes to support the development of heritage professionals,</p>	<p>I. Propose government and other international scholarships, fellowships and internships in the field of heritage preservation and management.</p> <p>II. Offer introductory courses on</p>

	craftsmen and other persons involved in heritage and advocate for further training opportunities.	various aspects of heritage management to community groups already involved in heritage tourism. III. Organise study visits to Caribbean and other countries to understand their approaches to heritage tourism to enable development of specific strategies here in Trinidad and Tobago.
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SUMMARY TABLE III

Goal	Objectives	Strategies
<p>Preservation</p> <p>Goal #3 Identify, protect, safeguard, advise and document our national heritage</p>	<p>19. By 2023, 100 national heritage sites will be listed through enhancement of research and dossier writing capacity and maximum participation from the private and community sectors.</p>	<p>I. A Landmarks Sub-Committee of the NT Council is already established to guide listing process.</p> <p>II. Collaborate with local and international tertiary institutions for interns to assist with research for the production of dossiers.</p> <p>III. Explore employment of graduate-level students in Government's On-the-Job-Training Programme for research and dossier writing.</p> <p>IV. Liaise with corporate sector, Community groups and NGOs to support their creation of dossiers.</p> <p>V. Complete the training guide on the preparation of dossiers and commence training of interested organisations and individuals.</p> <p>VI. Collaborate with THA to document their heritage sites.</p> <p>VII. Engage historians and other professionals for review of dossiers utilising government funding and corporate</p>

		sponsorship.
	3.2 Become the custodian of State-owned Heritage Properties	I. Negotiate management contracts for protection and maintenance of restored Heritage sites
	3.3 By 2023, be the leading voice and organisation of choice for advice on heritage preservation and management issues by building heritage preservation and management capacity.	<ul style="list-style-type: none"> I. Capacity building through exchanges, internships, professional courses, etc. II. Advocate the award of scholarships for nationals in the field of archaeology. III. Participate in international and regional conferences to learn of best practices and network with other heritage organisations. IV. Develop database of experts in heritage – architects, structural engineers, craftsmen, contractors, curators, historians, etc.
	20. The process for listing heritage sites is clearly defined, documented and widely promoted by 2019, and listed sites enjoy high visibility by 2021.	<ul style="list-style-type: none"> I. Prepare nomination form and user-friendly guide on the listing process for distribution to persons in possession of properties of interest. II. Design standardised plaques to be awarded to owners after properties are listed. III. Design standardised, attractive and durable signage that briefly tells the history/story of the property, and with support of corporate sponsors, place prominently in front of properties.
	3.5 Leverage Nelson Island as NT's flagship heritage site for heritage preservation, management, promotion and income generation, on an ongoing basis, and	<ul style="list-style-type: none"> I. Prepare and implement heritage management plan for Nelson Island with budget (including budget for projected income) and schedule. II. Prepare heritage management

	develop heritage management plan for use of Banwari Burial and other heritage sites placed under its care, by 2022.	proposal for the Banwari Burial Site in collaboration with stakeholders in particular the First Peoples and the Siparia Regional Corporation (SRC) and with assistance from foreign universities as well as for other sites vested by the State in the National Trust.
	3.6 Propose and prepare documentation for one heritage site to be nominated for World Heritage Site status, by 2023.	<ul style="list-style-type: none"> I. Explore potential of listed heritage sites for World Heritage Site status by reviewing UNESCO's criteria for World Heritage Sites, in consultation with heritage experts. II. Consult with communities and stakeholders as required. III. Prepare documentation for submission of nominations to UNESCO. IV. If successful, facilitate research and provide documentation for submission in collaboration with other stakeholders.
	3.7 Enable the establishment of a reconvened Cabinet appointed Archaeological Committee for the care, protection and documentation of our archaeological heritage, in collaboration with the First Peoples, the State, universities, international organisations and other key stakeholders.	<ul style="list-style-type: none"> I. Lobby for reactivation of the Cabinet-appointed Archaeological Committee by 2019 II. Sign a Memorandum of Academic Cooperation with a leading University institution with recognised excellence in the field of archaeology in the Caribbean by 2019. III. Become the secretariat of the reactivated Cabinet-appointed Archaeology Committee and provide facilities for preliminary storage of artefacts in conjunction with the History departments of the UWI/UTT and other institutions.
	3.8 Document traditional/ indigenous knowledge with respect to our built	<ul style="list-style-type: none"> I. Undertake research on traditional ways of building, and document, including

	heritage. E.g. Benab, ajoupa etc.	through use of photography and videography.
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SUMMARY TABLE IV

Goal	Objectives	Strategies
<p>Education and Outreach</p> <p>Goal #4 Promote the value of our heritage and build a groundswell of support for heritage preservation and promotion, and instill national pride and identity.</p>	<p>21. Effectively communicate the mission, work and achievements of the National Trust, and our heritage, to membership, stakeholders and the public to enhance the public image.</p>	<p>I. Develop a marketing and communications strategy to better position the organisation, support advocacy work and promote the National Trust – its work and stories of our heritage -to various target audiences including the membership, Government, media, private sector, schools, communities, and wider public, tailoring the message to each audience and using traditional, digital/social and other media, as appropriate for each target audience.</p> <p>II. Actively monitor and document public opinion of the NT through press clippings, social media posts, focus groups, surveys etc.</p>
	<p>4.2 Expand Heritage Keepers (Trust Junior) and similar youth initiatives through the country by 30% to support heritage education.</p>	<p>I. Develop and promote learning opportunities involving our national history and heritage sites using various media for primary, secondary and tertiary students as well as the national library system with a focus on interactive learning and links to the school curricula.</p> <p>II. Expand the Trust Junior (Heritage Keepers) to be a major youth development movement.</p> <p>III. Collaborate with other youth organisations such as scouts, police youth clubs, 4H clubs, President’s Award Scheme for heritage education.</p> <p>IV. Establish strong networks with school supervisors, teachers’ organisations/groups for heritage</p>

		education.
	4.3 Engage all associations of active elders, special interest and other community groups for heritage knowledge transfer between the generations and involvement in activities of the NT.	I. Network with TTARP, TUTTA and other organisations
	22. Empower communities to become ambassadors for the protection and promotion of heritage sites under their jurisdiction.	I. Develop a community caravan or similar outreach strategy to enhance knowledge of heritage preservation and promotion within communities and Regional Corporations, starting with those with listed heritage sites.
	4.5 Re-activate in 2021 the National Heritage Awards System to encourage and reward efforts in heritage preservation and promotion.	<ul style="list-style-type: none"> I. Seek sponsorship for the National Heritage Awards. II. Select independent judging panel including a representative from a regional or international organisation. III. Plan and host award ceremony in heritage building.
	4.6 Create a public space to share knowledge on Trinidad and Tobago's heritage and listed sites and their stories.	<ul style="list-style-type: none"> I. Develop the National Trust's Resource Centre for the collection, management and preservation of dossiers and research papers, photographs, plans, architectural drawings, artefacts, digital records, pertaining to natural and built cultural heritage. II. Further develop and expand the website and increase the use of social media for dissemination of heritage information related to the work of the NT and revise as required.

		<ul style="list-style-type: none"> III. Continue to identify and introduce applications (e.g. Yello) for sharing photos and information on listed heritage sites in Trinidad and Tobago.
	4.7 Increase opportunities for education and heritage promotion by 50%	<ul style="list-style-type: none"> I. Continuously expand outreach strategies to enhance knowledge and engagement of heritage, e.g. tours, lectures, exhibitions etc.
	4.8 Create ongoing opportunities to promote cultural heritage practices that are linked to built, archaeological, and natural heritage for holistic appreciation of heritage and to support heritage tourism.	<ul style="list-style-type: none"> I. Create events at built heritage sites and integrate visual and performing arts cultural practices of relevance to the sites or which may be timed to coincide with national days. II. Expand the Heritage events – lectures, visits, excursions, films - appealing to a wide cross section of the national community and visitors

5. Strategy for Staffing the National Trust

Figure 2 envisages the Organisational chart required to fulfil the mandate of the National Trust for the next five years. However, the Council recognises that it does not have the funding to completely fill all the posts it is likely to need. All of the present staff members at the National Trust are on one-year contracts. The staff however is competent and motivated and while we will need to advertise the positions so as to make them more long term, it is expected that they will express an interest in these posts. The Council intends to advertise through its website and of course through its membership, as it believes that this will ensure that the personnel who apply will be already interested in the work of the National Trust and heritage in general.

In 2019 therefore, it expects to fill all three of the senior positions – the CEO’s position either as a consultant or as staff, as well as the Operations Coordinator and the Marketing/Business Development Coordinator. In the Finance and Administration Department, for 2019, the Council envisages that the Accountant will continue to be a part-time consultant and it hopes to avail itself of an OJT intern to work in Finance and Administration under the supervision of the Operations Coordinator and the consultant Accountant. It is not expected to fill any other posts in this department in 2019/2020.

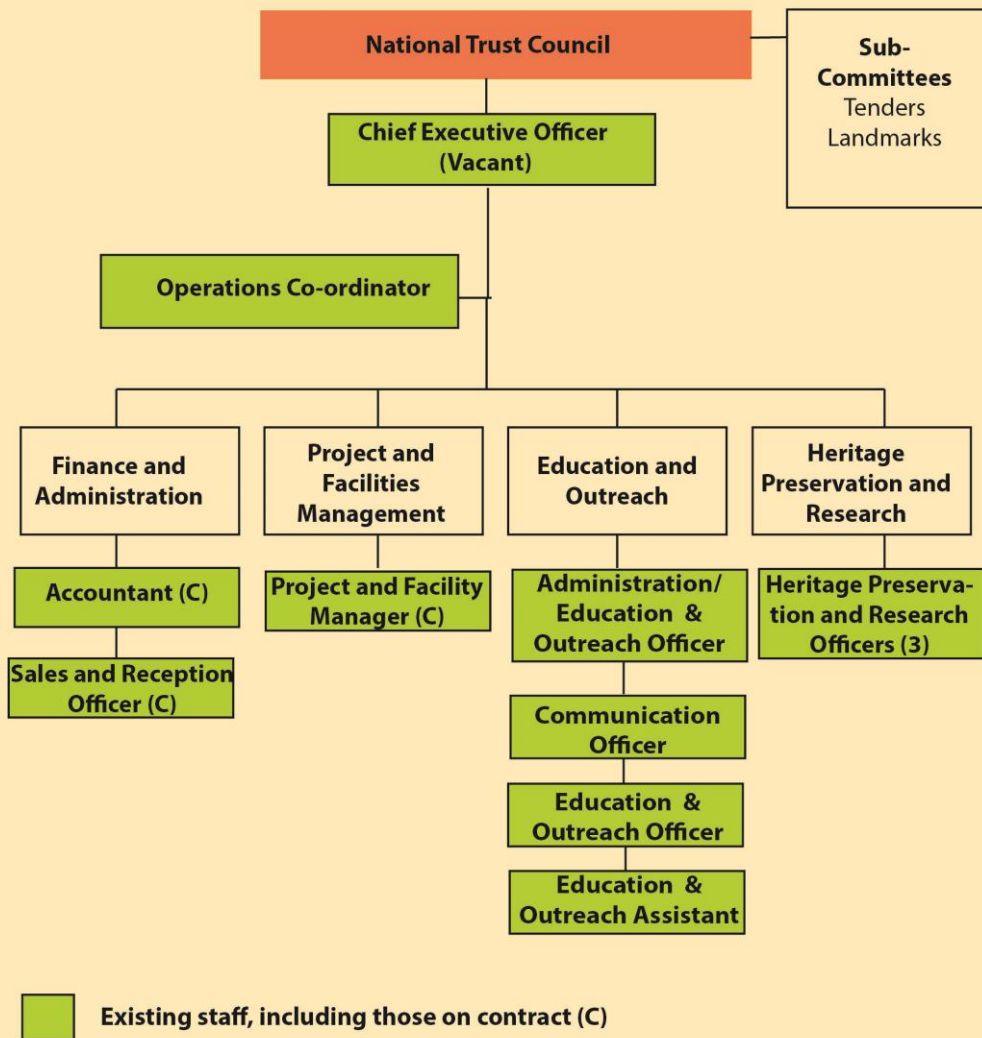
In the Project and Facilities Management Department, the Council intends to fill the post of Project and Facilities Manager and utilize contractors/consultants to perform specific tasks as required. In the interim, the Operations Coordinator will arrange for administrative support for the Project and Facilities Manager. As the activities on Nelson Island increase, there will be need for a full-time person attached to that project. This will also be a consideration once the Banwari Burial site is developed. The security, maintenance and cleaning of Nelson Island and transportation services, will continue to be on a contractual basis.

For the Education and Outreach Department, the Council believes that it should fill the post of Senior Education and Outreach Officer and obtain two other officers and if possible as funding allows, one assistant in 2019. In the case of the Heritage Preservation and Research Department, the Council envisages the hiring of three Heritage and Preservation officers, two OJT interns to be trained as Research Officers and a Research Assistant.

In addition, the National Trust will be served by two cleaners for the head office, one maintenance/reception person at the Banwari Burial site and four maintenance/security personnel on rotation for Nelson Island, all of whom will be service providers. All other services (including drivers) will be provided by contracted personnel related to the projects and activities of the National Trust or by assistance from our client Ministry and other organisations.

Fig 1. National Trust Organisational Chart – Existing (2018)

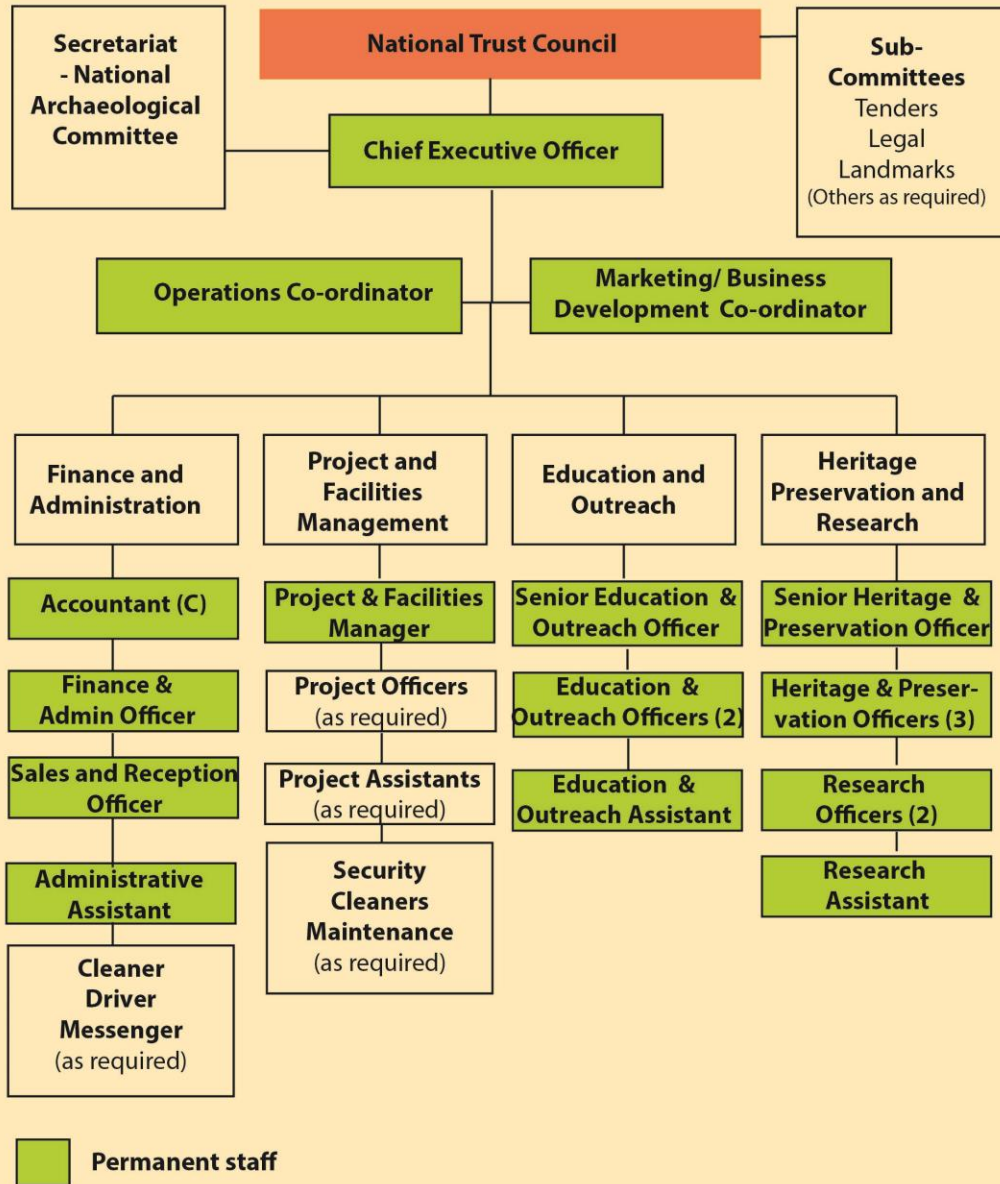
Fig 1. The National Trust of Trinidad and Tobago Existing Organizational Chart (2018)



2018 - 10 members of staff and 3 regular Consultants/Contractors

Fig 2. National Trust Organisational Chart – Proposed 2019-2023

**Fig. 2 The National Trust of Trinidad and Tobago
Proposed Organizational Chart (2019- 2023)**



2023 – 19 MEMBERS OF STAFF. CONSULTANTS/CONTRACTORS AS REQUIRED

6. Planned Achievement of Strategic Objectives by year

2019	2020	2021	2022	2023
CROSS-CUTTING				
23. Continue to build strong and enduring partnerships with relevant government agencies, and community-based organisations.				
24. Continue to build sound partnerships with the private sector, professional and international organisations.				
1.1 Produce Operational manual documenting policies, procedures and systems 1.2 Develop HR Manual (including a strategic human resource plan aligned with strategic and organisational goals)	1.5 Develop and implement a dynamic business plan and activities to diversify income streams to facilitate financial sustainability and support heritage tourism.	2.2 Inspire restoration of heritage buildings by the introduction of fiscal and other incentives.	1.5 Implement an expanded Outreach and Education programme to diversify income streams and support heritage tourism.	25. Triple membership base to strengthen our voice, efforts and finance in heritage preservation, management and promotion
26. Secure a suitable office space for the National Trust, preferably in a heritage property that has been restored and repurposed.	4.1. Effectively communicate the mission, work and achievements of the National Trust, and our heritage, to our membership, stakeholders and the public.	3.5 Develop heritage management plan for use of the Banwari Burial site and other heritage sites placed under its care.	3.1 Continue the listing of sites with maximum participation from the Private & Community sectors.	1.6 Legally acquire Nelson Island and the Five Islands, and Banwari Burial Site, and become the trusted custodian for restored state-owned heritage buildings.
2.4 Incrementally build	3.2 Negotiate	3.4 Provide	2.6 Offer training	1.7 Review the

strong and enduring partnerships with relevant government agencies, and community-based organisations.	management contracts for protection of restored Heritage sites	Plaques for all Listed sites to increase their visibility, with support from the Private sector.	programmes to support the development of heritage professionals, specialist heritage legal practitioners, craftsmen and other persons involved in heritage.	strategic plan
27. Incrementally build sound partnerships with the private sector, professional and international organisations.	4.3 Engage associations of active elders, special interest and other community groups for heritage knowledge transfer and involvement in activities of the NT.	4.4 Empower communities to become ambassadors for the protection and promotion of heritage sites under their jurisdiction.	2.5 Advocate for further training opportunities.	2.3 Establish a Heritage Preservation Fund (with clear criteria for application for funds) to support restoration and management/ maintenance work of listed heritage sites.
3.3 The process for listing heritage sites to be clearly defined, documented and widely promoted	3.6 Complete the proposal for the Main Ridge heritage site to be nominated for World Heritage Site status.	4.5 Re-activate the National Heritage Awards System to encourage and reward efforts in heritage preservation and promotion.	4.8 Create ongoing opportunities to promote cultural heritage practices and to support heritage tourism.	3.2 Be the leading voice and organisation of choice for advice on heritage preservation by building heritage preservation & management capacity.
28. Lobby for reactivation of the Cabinet-appointed National Archaeology Committee and Sign a Memorandum of Academic Cooperation	4.6 Create a public space to share knowledge on Trinidad and Tobago's heritage and listed sites and their		29. Increase opportunities for education and heritage promotion by 50%.	30. 100 National heritage sites will be listed through enhancement of research and dossier writing capacity.

<p>with a leading University institution.</p> <p>3.7 Become the secretariat of the Archaeology Committee and provide facilities for preliminary storage of artefacts in conjunction with the History department of the UWI & UTT.</p>	<p>stories.</p>			
<p>4.2 Expand Heritage Keepers (Trust Junior) and similar youth initiatives by 30% to support heritage education.</p>			<p>2.1 Strengthen the mandate of the National Trust by completing the review of the National Trust Act and regulations, towards amendment of the Act.</p>	<p>3.3 Be the leading voice and organisation of choice for advice on heritage preservation and management issues.</p>
<p>3.4 Leverage Nelson Island as NT's flagship heritage site for heritage preservation, management, promotion and income generation, on an ongoing basis.</p>				<p>31. Document traditional/ indigenous knowledge with respect to our built heritage.</p>

32. Conclusion – The Way Forward

For successful implementation, the plan requires a wholesale buy-in from the staff, the Council and the members of the National Trust, as well as the public and private sectors. For this reason, the Council had in-depth discussions with the staff and Council members and most of their suggestions were taken on board. The biggest challenges – that of insufficient funding and the disinterest and ignorance of the public and private sector, can only be overcome with persistence, strategic activity and engagement of a wide range of citizens and stakeholders who as they begin to see the value of the nation's heritage will move to protect these assets and organise the resources that are so readily available. The plan has attempted to outline a road map of strategies by year that will assist the Council, CEO and staff to achieve their milestones.

It is envisaged that the Council will undertake biannual assessments of the extent to which the National Trust has achieved its goals and objectives and adjust its strategies as required, based on changing circumstances. The National Trust's experience over the past four years in particular has indicated that the Outreach and Education activities show great potential for increasing the number of engaged citizens and can provide much needed funding for our projects. It has also shown that the emphasis on Heritage Preservation and Research has also made a significant contribution both to the general knowledge that can be shared among its stakeholders and in enabling listing of properties of interest, which is an important part of the mandate.

The National Trust has grown rapidly in terms of staff and programmes in the past four years and its systems and procedures now have to keep pace to ensure that the organisation can be robust in its reporting and accountability as it expands even faster. For this reason, the planned achievement of its Strategic Objectives has been listed for each of the five years of the Plan. It is expected that in 2023, the National Trust will have grown into a well-resourced organisation that has positioned itself to be the leader in heritage education; that significantly contributes to the heritage economy; is able to successfully manage several heritage properties and is in a position to protect and conserve the nation's heritage assets.

Appendix 1

Review of Priority Projects from the 2014-19 Strategic Plan

It should be noted that for twenty-six months of the fifty months of the Strategic Plan that have passed, there was no Council and in fact for the first year, there were only two junior members of staff as well as an absence of a Council for most of that time.

SHORT TERM – 1- 15 months	
GOOD GOVERNANCE	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Identify, relocate, set-up, furnish new office space (preferably a restored property with storage).	Not accomplished
Fill key positions with specialist staff, develop job descriptions, with clear expectations.	Partially implemented
Identify technical needs of the Trust and establish framework for recruiting experts on consulting basis.	In Progress
Develop a five-year strategic and implementation plan with accompanying business and PR/ communications plans.	In Progress
Conduct education and compliance workshop on the Act to ensure understanding by key stakeholders	Not implemented
Develop and publish procedures for officially listing properties.	In Progress
FINANCIAL SUSTAINABILITY	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Develop and implement a fund-raising plan that targets public/private/regional and international sources of funding.	Not implemented
Increase individual membership funds by 3%.	Increased all of the fees that were identified in the Regulations.
Increase corporate contributions by 3%.	In Progress

STEWARDSHIP	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Create preservation and management plans for the Banwarie Trace, Nelson Island, Mille Fleurs, and other capital assets in the Trust's care.	Not implemented but participated in relevant activities to this end.
Draft National Heritage Policy in consultation with relevant stakeholders	Participated in the preparation of Policy documents with other agencies but no public consultations as yet
EDUCATION / OUTREACH	EXTENT TO WHICH THESE HAVE BEEN ACCOMPLISHED
Host a special stakeholder meeting to communicate the new direction of the Trust.	There have been several stakeholder meetings and additional communication via the website and social media.
Host regional conference on heritage preservation that encourages networking and the sharing of latest research among professionals in the field.	(achieved) Co-Hosted a regional conference.
ADVOCACY	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Create extensive PR campaign (using the work of Mille Fleurs) around the need to protect and restore heritage assets.	Very active outreach and public relations.
Lobby for tax incentives for private preservation and conservation projects.	Need to actively re-engage the Ministry of Finance.
Establish and promote expert speakers' bureau to deliver the message of the Trust.	Achieved this with several lectures on wide-ranging topics on an ongoing basis

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MID – LONG TERM – 16 - 36 months	
GOOD GOVERNANCE	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Recruit council/committee members with diverse skills and expertise.	Partially accomplished
Develop sound organisational/operational policies according to international best practices.	In Progress
Establish a youth arm of the Trust.	The Trust Junior has been established.
Create education and research unit in the Trust.	Accomplished
Identify and recruit champion/patrons of the Trust.	Partially accomplished
FINANCIAL SUSTAINABILITY	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Introduce revenue generating programmes to support operating budget.	Partially accomplished
Develop and offer suite of “fee for service” heritage preservation services (e.g.; restoration workshops, genealogy research, preservation studies, (to be explored in 5-yr plan).	Partially accomplished
Establish a Trust Fund.	Not accomplished
Strengthen and expand the Trust tours’ earning potential.	This has been established.
Leverage State subventions with private sector/individual membership contributions.	Some progress in this area
Establish Asset Management Technical Unit.	Partially accomplished
Develop an Asset Management Plan.	in Progress
Brand and sell collateral and promotional products (key chains, t-shirt, brochures,	Established the Trust shop and plan to expand

maps, prints, books, post cards, posters, special events, tours, rentals, etc.)	
STEWARDSHIP	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Acquire, preserve, repurpose and manage Carrera Island.	Given responsibility for the Nelson Island Heritage site instead.
Promote intended properties of interest, especially those at high risk, to the official Properties of Interest List.	Accomplished and still ongoing.
Assist with preparations of nomination documents for proposed.	Over 60 Dossiers prepared.
Nominate UNESCO World Heritage Sites including Pitch Lake; Banwari site; (Trinidad) and Main Ridge (Tobago).	Working on UNESCO nomination of the Main Ridge.
EDUCATION / OUTREACH	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Create a map of all heritage sites in Trinidad and Tobago.	Done and continually upgrading.
Develop an information and research library and photographic database.	Partially developed
Establish and Promote speakers' bureau	Not accomplished but several speakers have undertaken lectures in the past few years.
ADVOCACY	EXTENT TO WHICH THIS HAS BEEN ACCOMPLISHED
Continue to classify places and objects of national, state and local heritage significance.	In Progress