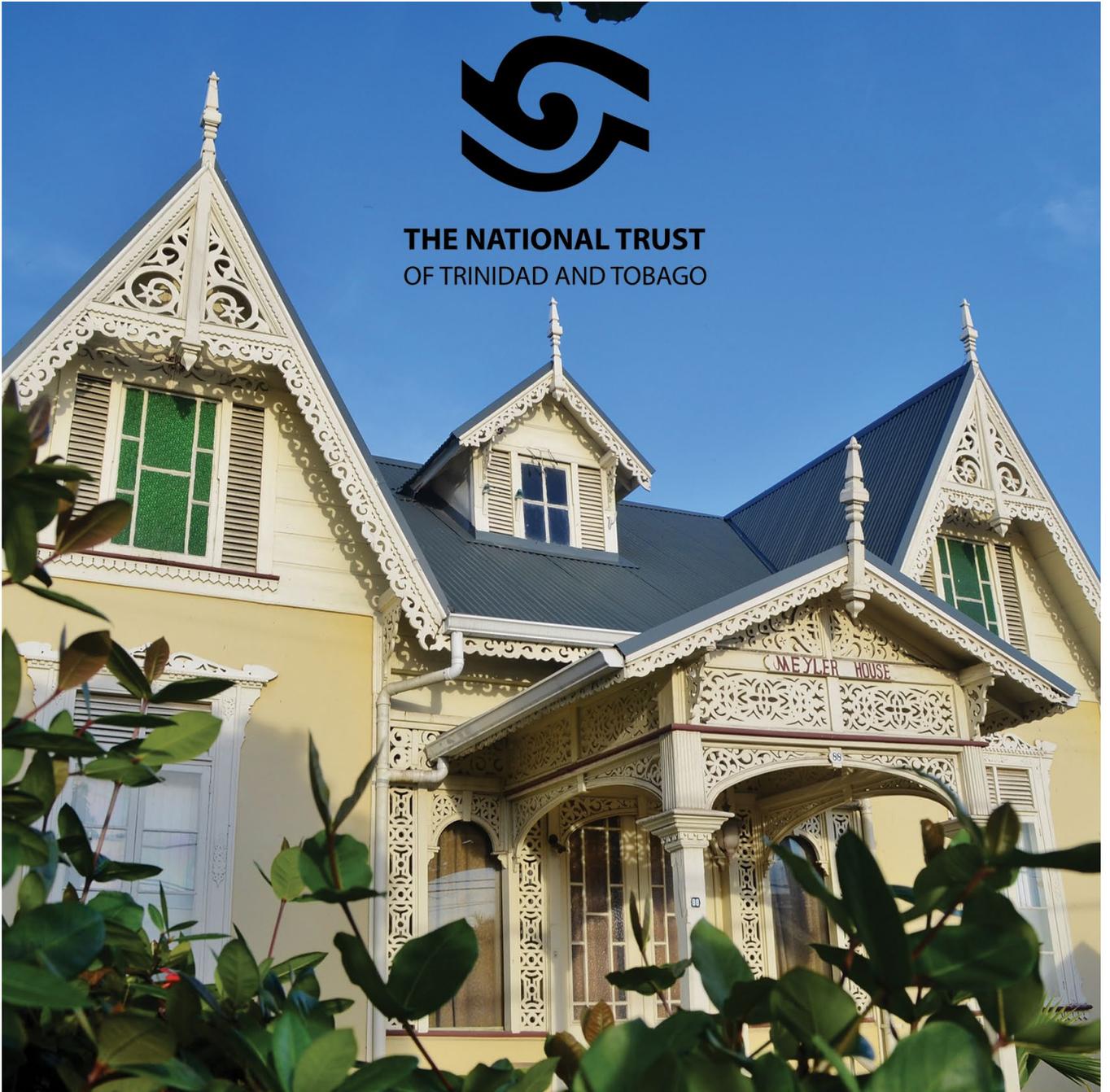




**THE NATIONAL TRUST
OF TRINIDAD AND TOBAGO**



Strategic Plan 2019-2023

Image: Meyler House, Belmont (Source: Chiemeka James)

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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 property of interest as the Trust considers appropriate;
- Permanently preserving lands that are property 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 property of interest comprises buildings, augmenting the amenities of such buildings and their surroundings;
- Making provision for the access to and enjoyment of property 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 property 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 itself 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. While since its establishment to the present day the National Trust has relied almost exclusively on subventions appropriated by Parliament for its heritage activities, it has begun to generate some revenue from membership fees and educational events targeting its members as well as the wider public. However, to date, the National Trust has not been able to legally acquire any properties and this has stymied its ability to become a financially self-sufficient organisation. In recent years the National Trust has begun to partner with private and public organisations and its public influence has somewhat increased.

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 operationalized 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.

In 2013, the advocacy group, Citizens for Conservation (CFC) was able to successfully lobby 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 then Ministry of National Diversity and Social Integration, which held responsibility for the National Trust at that time. The report of this individual, 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 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.

The draft Strategic Plan was 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. This draft Plan was presented through its website to its members and the general public for feedback before being formally adopted by its Council as the Strategic Plan 2019-2023. It is viewed as a flexible document that will be reviewed as the Organisation's fortunes change to take advantage of new opportunities that the National Trust recognises.

This Strategic Plan is cognisant of the National Trust's limitations to its financial self-reliance at this time and proposes a more aggressive approach to implementing its mandate through effective utilisation of its existing resources but through negotiation with our key stakeholder – the State to acquire some heritage properties through lease or management contracts to enable the National Trust to become more self-sufficient, while including its members, volunteers and strategic partners in the private and public sectors to broaden its reach. The Plan recognises the proven potential of its education and outreach activities which have also 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 business development, marketing, research, heritage preservation and advocacy activities will focus on engagement with the various Ministries of Government, in particular its client Ministry, the Ministries of Community Development, Culture and the Arts; Tourism; Education; Agriculture and the Environment; Works and Transport (in particular the Historical Restoration Unit and National Security).

An important change in the National Trust's operations, is the expanded activity in listing heritage properties and providing detailed information on a large number of the nation's heritage assets in order to bring information to a wider public and to ensure that these assets can be protected. In addition, the National Trust will commence regular monitoring of all State-owned Heritage properties to flag at an early stage, the need for maintenance and to advise and oversee the appropriate maintenance of these heritage buildings. It envisages the establishment of a fund for maintenance and restoration of heritage properties possibly utilising funding from the National Lottery as is done in other developed countries and a series of fiscal incentives to encourage the private sector to do the same. It looks to partner with the fourteen (14) Regional Corporations, the Tobago House of Assembly (THA) as well as the Chaguaramas Development Authority, the Environmental Management Authority, Institute of Marine Affairs among others, to assist in the development and management of heritage properties. The National Trust by its education and heritage events will also demonstrate the potential of heritage activities to the economy at the community and national levels and will work particularly with its client Ministry and the Ministry of Tourism to stimulate heritage tourism as a mainstay of our tourism product. The National Trust's plans to engage the youth through its Heritage Keepers Programme, will also increase the understanding of the importance of our heritage by our young citizens. The plan also envisages increased collaboration with the private sector, locally, regional and international bodies to provide models for the development of the National Trust as an independent, though public institution for heritage preservation and education.

The present Council of the National Trust will therefore lead the organisation into self-sufficiency 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, the rich Heritage Assets in Trinidad and Tobago.

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 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, private sector to bolster national and collective efforts in heritage preservation and promotion.

Tagline

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

3. 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 in regionally and internationally.
- No heritage properties vested in the National Trust for management, oversight and income generation (The National Trust has an unofficial management responsibility for Nelson Island and the Banwari Burial Site);
- 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 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 listing in 2018, and 408 properties on the heritage asset 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.

4. 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 organization on a more secure footing by enhancing its financial sustainability, and internal structure and operations, to facilitate organizational 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 1
Goal #1 Governance and Sustainability

Build a respected, efficient, effective and financially-sustainable membership organisation as the leading advocate and custodian for national heritage preservation, management and promotion.

Objectives	Strategies
<p>1.1 Produce documented policies, procedures and systems to guide the business operations and strengthen organizational capacity (in support of accountability, transparency, efficiency, effectiveness, and compliance with the National Trust Act and other statutory requirements).</p>	<ul style="list-style-type: none"> i. Hire a CEO. ii. Revise system and procedures for accounting, and inventory management for NT shop, and acquire suitable operational software. iii. Develop and document HR manual of policy and guidelines. iv. Develop operational manual to document administrative policy and procedures, including records management. v. Develop independent IT infrastructure and network with appropriate software solutions to support operational efficiency and effective communications. vi. Develop a project management framework for managing and monitoring NT projects. vii. Review legal requirements and develop policies and guidelines as required. viii. Expand the remit of the Tenders Sub-committee which has already been established. ix. Establish additional Sub-Committees of the NT Council as required, drawing on the expertise of the National Trust membership and other experts/volunteers.
<p>1.2 Develop and implement a strategic human resource plan in alignment with strategic and organisational goals by 2019.</p>	<ul style="list-style-type: none"> i. Assess current human resource capacity, forecast HR requirements, conduct gap analysis, and develop HR strategies to meet strategic goals. ii. Develop/revise organisational chart and increase specialist staff as funds become available. iii. Prepare job descriptions along with key performance indicators. iv. Develop strategy for outsourcing competent contractors (eg. Consultants) as well as interns, OJTs, volunteers to fill HR gaps.

<p>1.3 Triple membership base to strengthen our presence/visibility, efforts and financing for heritage preservation, management and promotion, by 2023.</p>	<ul style="list-style-type: none"> i. Initiate a comprehensive and systematic membership drive and programme. ii. Develop a computerised membership management system. iii. Timely distribution of membership cards.
<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>	<ul style="list-style-type: none"> I. Negotiate with Government for the use of a public heritage building to house NT offices.
<p>1.5 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, 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>1.6 To have Nelson Island and the Five Islands, and Banwari Burial Site legally vested and the NT to negotiate to be custodian of restored state-owned heritage buildings as income generating initiatives.</p>	<ul style="list-style-type: none"> I. Initiate discussions with Government for legal acquisition of Nelson Island and the Five Islands and the Banwari Burial site. II. Negotiate a management lease of state-owned heritage buildings commencing with Killarney, Lonsworth and the Speakers House and the Cabildo House in 2019 and Mille Fleures when restored. Negotiate a management lease in partnership with other State agencies for Fort San Andres, the Brechin Castle Estate and the Green Hill Bunkers in Point Fortin.

1.7 Become a full member of INTO	I. By 2022 the NT should own properties and be sufficiently independent to apply for full INTO membership
1.8 Annually review the strategic plan.	II. Conduct annual member and citizen surveys to determine whether strategic goals have been met. III. Conduct biennial focus group sessions with members and staff, to evaluate the work of the NT.

SUMMARY TABLE 2
Goal 2 Enabling Environment

Create an enabling legal, regulatory, fiscal and collaborative environment to foster preservation of our heritage by Government and citizens.

Objectives	Strategies
<p>2.1 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, including the reduction of the influence and dependence on the State.</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. Propose the re-establishment of the Archaeological Committee and that one of its mandates would be the determination of an Act to determine the management of Archaeological finds. The NT would act as its secretariat. IV. Seek approval at the AGM for any amendments to the Act and regulations following review by Legal Sub-committee.
<p>2.2 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> <p>2.3 Encourage the preservation of Heritage buildings through reduction of property tax</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 II. Establish within the NT a heritage property inspection and advice capability to ensure that buildings on the asset register are preserved.
<p>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.</p>	<ul style="list-style-type: none"> I. Revisit previous proposals on the Heritage Preservation Fund and other funds, and review and re-submit to Cabinet for approval.

<p>2.4 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>	<ol style="list-style-type: none"> 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. 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 III. Initiate discussions with THA, Ministry of Tourism, Tour Guiding Association and other related tourism agencies and groups for the development of the heritage tourism sector. 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>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>	<ol style="list-style-type: none"> I. Introduce the NT - its role, function and achievements, to various groups of stakeholders - private sector, professional and international organizations e.g. UNESCO and ICOMOS), Diplomatic Missions, associations and civil society groups at breakfast meetings, monthly meetings, or during tours at Nelson Island. II. Engage with various stakeholders to explore projects and grant and other funding opportunities. 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. IV. Engage consultants to prepare proposals for funding as required. V. Develop and maintain an up-to-date database of key stakeholders with relevant contact information.
<p>2.6 Offer training programmers to support the development of heritage professionals, craftsmen and other</p>	<ol style="list-style-type: none"> I. Propose government and other international scholarships, fellowships and internships in the field of heritage preservation and management. II. Offer introductory courses on various aspects of heritage management to community groups already involved in

<p>persons involved in the heritage and advocate for further training opportunities.</p>	<p>heritage tourism.</p> <p>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.</p>
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SUMMARY TABLE 3
Goal #3 Preservation

Identify, protect, safeguard, advise and document our national heritage

Objectives	Strategies
3.1 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	<ul style="list-style-type: none"> I. A Landmarks Sub-Committee of the NT Council is already established to guide listing process. II. Collaborate with local and international tertiary institutions for interns to assist with research for the production of dossiers. III. Explore employment of graduate-level students in Government’s On-the-Job-Training Programme for research and dossier writing. IV. Liaise with corporate sector, Community groups and NGOs to support their creation of dossiers. V. Complete the training guide on the preparation of dossiers and commence training of interested organisations and individuals VI. Collaborate with THA to document their heritage sites. VII. Engage historians and other professionals for review of dossiers utilising government funding and corporate sponsorship.
3.2 Become the custodian of State-owned Heritage Properties	<ul style="list-style-type: none"> I. Propose management plans on retainer for all listed Heritage Properties including the Red House, President’s House, Knowsley, White Hall and Queens Royal College by the end of 2020
3.3 By 2023, be the leading voice and organization 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 and heritage maintenance and restoration. III. Participate in international and regional conferences to learn of best practices and network with other heritage organizations. IV. Develop database of experts in heritage – architects, structural engineers, craftsmen, contractors, curators, historians, etc.
3.4 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, i.e. 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 tell 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 develop heritage management plan for use of Banwari Burial and other heritage sites under its care, by 2020.	<ol 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 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.	<ol 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 organizations and other key stakeholders.	<ol style="list-style-type: none"> I. Lobby for reactivation of the Cabinet-appointed Archaeological Committee by 2019 I. Sign a Memorandum of Academic Cooperation with a leading University institution with recognised excellence in the field of archaeology in the Caribbean by 2019 I. 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 heritage. Eg. benab, ajoupa etc.	<ol style="list-style-type: none"> I. Undertake research on traditional ways of building, and document, including through use of photography and videography.

SUMMARY TABLE 4
Goal 4 Education and Outreach

Promote the value of our heritage and to build a groundswell of support for heritage preservation and promotion, and instill national pride and identity.

Objectives	Strategies
4.1. Effectively communicate the mission, work and achievements of the National Trust, and our heritage, to our membership, stakeholders and the public to enhance the public image and generate revenue.	<ul style="list-style-type: none"> I. Develop a marketing and communications strategy to better position the organization, 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. II. Actively monitor and document public opinion of the NT through press clippings, social media posts, focus groups, surveys etc.
4.2 Expand Heritage Keepers (Trust Junior) and similar youth initiatives through the country by 30% to support heritage education.	<ul style="list-style-type: none"> 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. II. Expand the Trust Junior (Heritage Keepers) to be a major youth development movement. III. Collaborate with other youth organizations such as scouts and guides, police and other youth groups, 4H clubs, President’s Award Scheme for heritage education. IV. Establish strong networks with school supervisors, teachers’ organizations/groups for heritage 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.	<ul style="list-style-type: none"> I. Network with TTARP, TUTTA Chambers of Commerce, State Boards and Agencies, other Non-Governmental Organisations
4.4 Empower communities to become ambassadors for the protection and promotion of heritage sites under their jurisdiction.	<ul style="list-style-type: none"> 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.

<p>4.5 Re-activate in 2021 the National Heritage Awards System to encourage and reward efforts in heritage preservation and promotion.</p>	<ul style="list-style-type: none"> I. Seek sponsorship for the National Heritage Award. II. Select independent judging panel including a representative from a regional or international organization. III. Plan and host award ceremony in heritage building.
<p>4.6 Create a public space to share knowledge on Trinidad and Tobago's heritage and listed sites and their stories.</p>	<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. III. Continue to identify and introduce applications (e.g. Yello) for sharing photos and information on listed heritage sites in Trinidad and Tobago.
<p>4.7 Increase opportunities for education and heritage promotion by 50%</p>	<ul style="list-style-type: none"> I. Continuously expand outreach strategies to enhance knowledge and engagement of heritage, e.g. tours, lectures, exhibitions etc.
<p>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.</p>	<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. Planned Achievement of Strategic Objectives by year

1. Continue to build strong and enduring partnerships with relevant government agencies, and community-based organizations.
2. Continue to build sound partnerships with the private sector, professional and international organizations.
3. Annual review of the Strategic Plan and adjustments as required.

2019 Strategic Objectives

1. Hire all required senior and middle management personnel with longer contract terms. Produce Operational manual documenting policies, procedures and systems
2. Develop HR Manual (including a strategic human resources plan aligned with strategic and organizational goals)
3. Secure a suitable office space for the National Trust, preferably in a heritage property that has been restored and repurposed.
4. Sign a Lease agreement for two Heritage properties – Killarney and ‘The Speaker’s House’. Commence negotiations for other State properties
5. Clearly define the process for listing heritage sites and widely promote this process.
6. Expand Heritage Keepers (Trust Junior) and similar youth initiatives by 30% to support heritage education.
7. Leverage Nelson Island as NT’s flagship heritage site for heritage preservation, management, promotion and income generation, on an ongoing basis.
8. Lobby for reactivation of the Cabinet-appointed National Archaeology Committee and sign a Memorandum of Academic Cooperation with a leading University institution
9. 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.

2020 Strategic Objectives

1. 5,000 active members
2. Develop and implement a dynamic business plan and activities to diversify income streams to facilitate financial sustainability and support heritage tourism.
3. Acquire several additional heritage properties
4. Develop heritage management plan for use of Nelson Island, the Banwari Burial site and other heritage sites under its care.
5. Develop and assist in the implementation of fiscal incentives for restoration and preservation of heritage properties. Develop a monitoring system for all State-owned heritage properties.

6. Effectively communicate the mission, work and achievements of the National Trust, and our heritage, to our membership, stakeholders and the public.
7. 4 Arrange for strong partnership with State agencies including ministries, regional corporations and state boards as well as private sector and community groups and NGO's
8. Negotiate management contracts for protection of all restored Heritage sites
9. Provide Plaques for all listed sites to increase their visibility, with support from the Private sector.
10. Complete the proposal for the Main Ridge heritage site to be nominated for World Heritage Site status. Submit an application of a second site – The Savannah District.
11. Create a public space to share knowledge on Trinidad and Tobago's heritage and listed sites and their stories.

2021 Strategic Objectives

1. Inspire restoration of heritage buildings by the introduction of fiscal and other incentives.
2. Legally acquire Nelson Island and the Five Islands, and Banwari Burial Site, and become the trusted custodian for restored state-owned heritage buildings.
3. Strong Partnerships with the private sector and international organisations including funding agencies
4. Engage associations of active elders, special interest and other community groups for heritage knowledge transfer and involvement in activities of the NT.
5. Empower communities to become ambassadors for the protection and promotion of heritage sites under their jurisdiction.
6. Document traditional/ indigenous knowledge with respect to our built heritage, with a view to training and certification in traditional skills.

2022 Strategic Objectives

1. Implement an expanded Outreach and Education programme to diversify income streams and support heritage tourism.
2. Become a full member of INTO
3. Continue the listing of sites with maximum participation from the Private and Community sectors.
4. Offer training programmes to support the development of heritage professionals, specialist heritage legal practitioners, craftsmen and other persons involved in the heritage.
5. Advocate for further training opportunities.
6. Create ongoing opportunities to promote cultural heritage practices and to support heritage tourism.

7. Strengthen the mandate of the National Trust by completing the review of the National Trust Act and regulations, towards amendment of the Act.

2023 Strategic Objectives

1. Triple membership base to strengthen our voice, efforts and finance in heritage preservation, management and promotion
2. Major review of the strategic plan
3. Establish a Heritage Preservation Fund (with clear criteria for application for funds) to support restoration and management/ maintenance work of listed heritage sites.
4. Re-activate the National Heritage Awards System to encourage and reward efforts in heritage preservation and promotion.
5. Be the leading voice and organization of choice for advice on heritage preservation by building heritage preservation & management capacity.

6. Strategy for Staffing the National Trust

This chart envisages the organizational chart required to fulfil the mandate of the National Trust for the next five years. However, the Council recognizes that it does not have the funding to completely fill all the posts it is likely to need. All of the present staff 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.

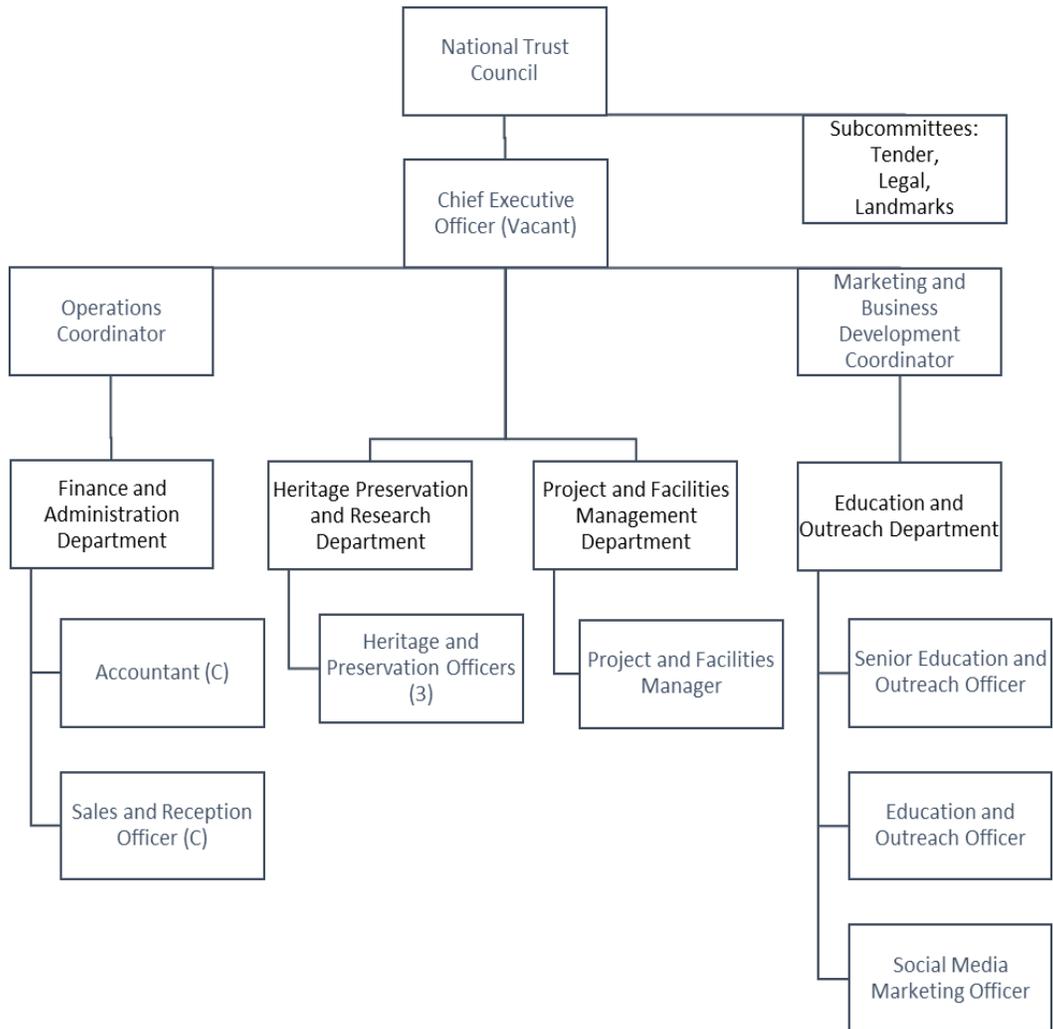
In 2019 therefore, it expects to fill all three of the senior positions - the CEO's position, as well as the Operations Coordinator and the Marketing/Business Development Coordinator. In the Finance and Administration Department, for 2019, the Council envisages that the Accountant will continue to be a part-time consultant but expects to hire a full-time accountant by the end of 2019. 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. There is also need for a legal officer as the projects become increasingly more complicated. It is becoming increasingly necessary to acquire a messenger/driver and a vehicle for the National Trust.

In the Project and Facilities Management Department, the Council intends to fill the post of Senior Project and Facilities Officer and utilize contractors/consultants as needed to perform specific tasks as required. However, in terms of monitoring of sites and management and advise on restoration, the Trust intends to employ at least three project and monitoring officers to undertake this work. 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 more 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 obtain a minimum of four officers and one assistant in 2019. It is expected that by 2020, the Senior Outreach and Education Officer should be hired. In the case of the Heritage Preservation and Research Department, the Council envisages the hiring of the Senior Heritage and Preservation Officer, a minimum of three Heritage and Preservation officers, two OJT interns to be trained as Research Officers and a Research Assistant.

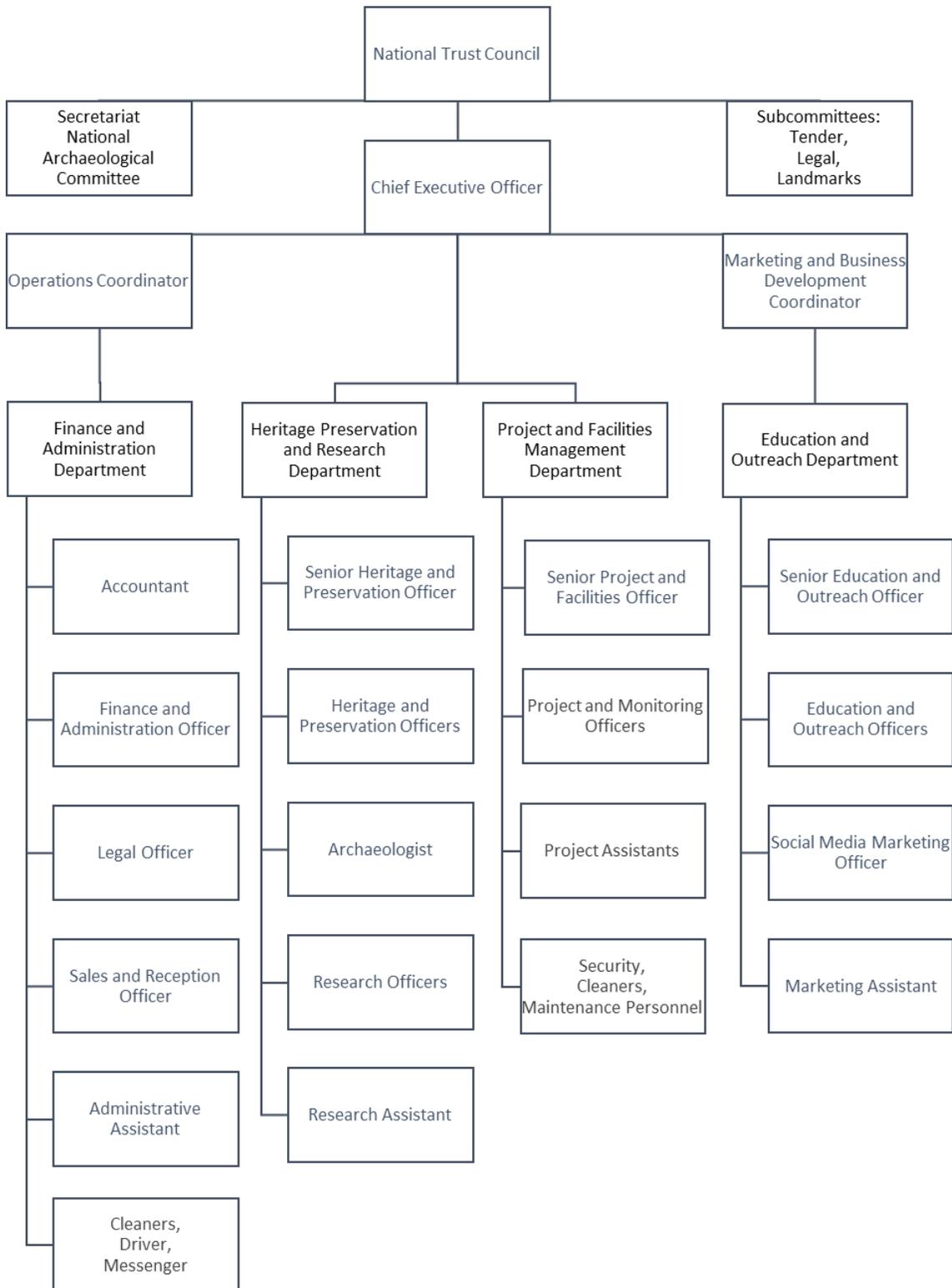
In addition, the National Trust will be served by two cleaners for the head office, one maintenance/reception person at the Banwari Burial site and four maintenance/security personnel on rotation for Nelson Island. All other services will be provided by contracted personnel related to the projects and activities of the National Trust or by assistance from our client Ministry and other organisations. However, the Organisational chart allows for additional staff as the National Trust acquires additional properties and as the organization moves into a heritage property itself.

Fig 1. National Trust Organisational Chart in 2019



2019– 10 PERMANENT STAFF MEMBERS. 3 CONSULTANTS/CONTRACTORS.

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



2019/2020 – 24 PERMANENT STAFF MEMBERS. CONSULTANTS/CONTRACTORS AS REQUIRED

7. Conclusion – The Way Forward

For successful implementation, the Strategic 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 has had in-depth discussion 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 of some agencies in 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 and utilize these national assets. The Strategic Plan outlines a road map of strategies by year that will assist the Council, CEO and staff to successfully 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 demonstrated the great potential of Outreach and Education activities for increasing the number of engaged citizens and can provide much needed funding for the organization. It has also shown that the emphasis on Heritage Preservation and Research can significantly contribute both to the general knowledge that can be shared among its stakeholders and to enable listing of properties of interest, which is an important part of the mandate. The on-going membership drive and its increasing social media presence are expected to increase the reach of the National Trust in terms of its influence on the general public and the sale of branded items has also indicated the potential for an additional revenue stream.

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 apace to ensure that the organization 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. In 2019, the first year of the Strategic Plan, three key staff members will join the National Trust to continue the transformation. In this first year as well, it is envisaged that the National Trust will acquire new properties and continue the drive for financial sustainability of its first two properties. It is planned that by 2023, the National Trust will have grown into a well-resourced organization, that has positioned itself to be the leader in heritage education; be able to successfully manage several heritage properties; be in a strong managerial, legal and fiscal position to protect, conserve and continue the value of the nation's heritage assets and very importantly be able to significantly contribute to the heritage economy of our nation.