



**THE NATIONAL TRUST  
OF TRINIDAD AND TOBAGO**



# **Annual Report 2019- 2020**

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# About the Trust

The National Trust was established by the National Trust of Trinidad and Tobago Act, chapter 40:53 of the laws of Trinidad and Tobago. An important part of its mandate is to preserve, manage, maintain, repair and service natural and built heritage properties of interest and to make provision for the access to and enjoyment of these properties by the public. According to the Act, the Trust is deemed to be a charitable institution of a public character. It is managed by a Council that reports to a Minister responsible for National Heritage, which at this time is the Minister of Planning and Development. Six of the eleven members of Council are appointed by the Minister but at least three of these must be from organisations that have similar objectives to the National Trust.

The membership of the National Trust elects the other five members of Council, allowing the public to have a voice and make a contribution to the preservation of National Heritage. There are now 3,000 members registered and the numbers are growing steadily.

In the past five years the staff has grown from two assistants to sixteen persons versed in heritage preservation and research, education and outreach, administration and finance and business development, sales and marketing. The National Trust has become well known for its tours, trips, exhibitions and lectures throughout the length and breadth of the country and focuses on a wide range of clients from the thousands of school children to senior citizens and active adults.

It utilises partnerships with state and private organisations to enable the management, maintenance and repair works to be done on the properties it manages. It has several years of experience in event management and outreach as well as facility management. As a response to the limits on public congregation, the National Trust has created virtual tours and is beginning to advertise tour packages catering to smaller numbers and will be rolling out additional videos, films, webinars and lectures utilising its website and social media platforms.

The National Trust completed a Strategic Plan in 2019, which lays out the road map for successful growth and development. It has through its associate membership with the International National Trust Organisation, been able to forge links with National Trusts across the world and in particular in all of the Caribbean. In fact a close working relationship has developed with the Barbados, Guyana, Bermuda and St Lucia National Trusts and the Heritage Trust of Curacao, all of whom own and successfully manage hundreds of historic properties.

The National Trust is a membership-based organisation which generates income as well as receives stipends from the State. Its governance and financial structure enable it to respond quickly to the needs of the properties that are under its control. Its audited accounts are produced annually and provided to its members and the general public as well as to its client Ministry.



# Message from the Chair



Thank you all for reading this Annual Report for 2019/2020. I think that you will all agree with me that this fiscal year was really two different years!

The first part - October 2019 to the beginning of March 2020 was exciting as we began to display all the promise that the Strategic Plan envisaged. The very day of the last General Meeting in November 2019, we had a major listing ceremony in a Heritage House which is fondly called Audrey Jeffers House.

Thirty properties of interest were identified as being approved for listing and the Honourable Minister and the Permanent Secretary of our client Ministry joined many of the proud property owners and the very pleased staff members who had worked long and hard to achieve this milestone. After that we had a most successful Parang and Punch-a-Crème on Nelson Island in December.

Our ever-growing partnership with INTO resulted in the visit of the General Manager of the National Trust of Scotland, focusing on the potential of Nelson Island as a major heritage property. We had a very successful interaction with the 'Improving Forest and Protected Area Management' committee which has increased our interest in our Natural Heritage. Every tour we presented was sold out and we had calls for many more and this continued into the first quarter of 2020, even though we had begun to get concerned about the impending virus that had started to spread.

Nevertheless, we had the largest turn out ever for our Vintage Carnival celebration at Nelson Island and managed to also continue our lecture series into March, with a riveting presentation by one of our consultants from the University of Florida on Sea Level Rise.

Then the pandemic was upon us, our borders shut, our people shut in, our economy on pause, all our tours and events cancelled. And the resilience of the National Trust staff and Council began to shine through the gloom and panic.



# Message from the Chair

Our immediate product was the creation of printable worksheets for children – probably the first set of local documents for children who were now at home. These were very popular and drove hundreds of people to our website.

Encouraged by this response the Outreach and Education personnel teamed up with the Heritage Preservation and Research staff as well as local contributors to produce several virtual tours to keep the interest in heritage alive.

Also, on our website, the number of blogs increased as our staff were able to work from home and became ever more proficient at managing the technology and becoming innovative in their communication with each other and continuing the research on heritage sites. The Friends and Family tours were developed to take advantage of the temporary respites in our lockdown for smaller, very flexible tour experiences.

The Trust also took the opportunity to improve and encourage online transactions to the point now where most of our activity is online. Several Dossiers for additional heritage sites were prepared.

The experience of our new CEO, especially in a work from home environment provided even more support to the staff and provided structure so that the disparate individual efforts could combine and work seamlessly. Meanwhile the Facilities team took advantage of the availability of technical expertise both from the public and private sector to increase the capacity of its solar system on Nelson Island and procure and install a Desalination Plant, upgrade its air conditioning system, install new security cameras and WIFI throughout the island, thanks to the financial support of our client Ministry.

The Council also ensured that it continued to meet every month and all its subcommittees continued online, providing the necessary guidance and support.

On behalf of all of the members, I thank the Staff, Council and Client Ministry for ensuring that the National Trust continues to be viable and relevant. While we are still in the throes of the pandemic even at this time – over a year past the end of the fiscal year in review, I am confident that our hard work will realise an even more successful and profitable National Trust.



# Our Team



# Council of the National Trust



**Margaret McDowall**

Chair

**Neisha Ghany**

Deputy Chair

**Candice Ramsaran**

Secretary

**Dominic Romain**

Treasurer

**Louis Vilain**

Member

**Jacqueline Weekes Penco**

Member

**Marie Abdullah**

Member

**Cezanne Chang**

Elected Member

**Ryan Mohammed**

Elected Member

**Mark Franco**

Elected Member



# Staff

## Administration

### **Shamila Ramcharan**

Chief Executive Officer

### **Pauline Philip**

Operations Coordinator

### **Safiya Da Silva**

Administrative Assistant (OJT)

### **Kathleen Kanhai-Bujawan**

Accountant

### **Margaret Harewood**

Accounts Clerk

## Heritage Preservation & Research

### **Kara Roopsingh**

Senior Heritage Preservation & Research Officer

### **Leslie Ann Paul**

Heritage Preservation & Research Officer

### **Ashleigh Morris**

Heritage Preservation & Research Officer



### **Karishma Nanhu**

Heritage Preservation & Research Officer

### **Maya Doyle**

Research Officer





# Staff



## Education & Outreach

### **Graeme Suite**

Business Development and Marketing Coordinator

### **Marlon Green**

Education and Outreach Officer

### **Joseph Bertrand**

Education and Outreach Officer

### **Tiy Cross-Lovelace**

Social Media, Marketing and Outreach Officer

### **Cheryl Ali**

Sales and Reception Officer

### **Carlene Philip**

Education and Outreach Assistant

## Facilities & Project Management

### **Kumi De Souza**

Senior Project and Facility Management Officer

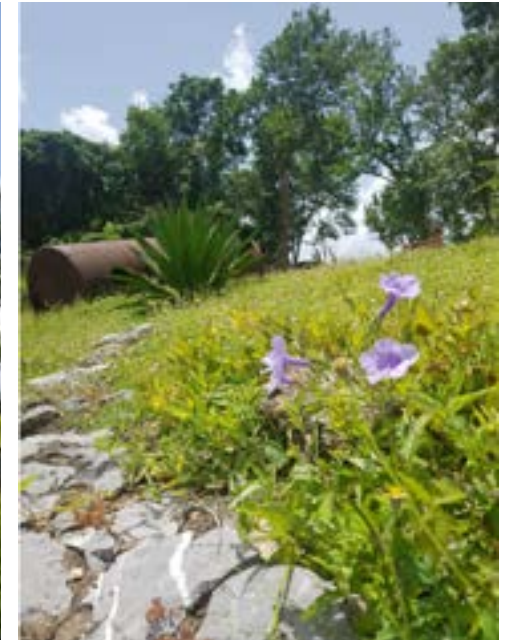
### **Sean Austin**

Facilities Technician

# Projects & Facilities



# Nelson Island Heritage Site



# Nelson Island Heritage Site

## 1. Upgrade to the Solar Power Generation System

Previously power was mostly provided by use of a large Diesel Generator at an annual cost of TT\$ 75,000.00. This upgrade was achieved by the implementation of the following:

- Procurement, Installation & Commissioning of 2 new 12kVA and 5kVA Electrical Inverters to provide a reliable supply of electricity to all facilities on the Island.
- Installation of 32 new Solar Panels to increase the capacity of the Solar Power System.
- Procurement & Installation of 8 new Maintenance Free Solar Batteries to increase the power storage capacity of the Solar Power System.



# Nelson Island Heritage Site

## **2. Procurement, Installation & Commissioning of a Desalination Unit at Nelson Island**

This plant has a capacity to produce 1,000 gallons of drinking water per day and is powered by solar energy. It presently provides 100% of the water supply for the operation of the Island. Previously water was barged unto the Island at an annual cost of TT\$ 40,000.00.



***These 2 projects contribute to T&T's commitments under the Paris Climate Agreement (2015) as laid down in our Nationally Determined Contribution (NDC) and also contribute to our national targets to increase the amount of electricity generated from renewable energy sources by 2021. Completion of both results in Nelson Island now becoming a sustainable eco heritage product.***

# Nelson Island Heritage Site

## ***3. Upgrade of the Water Storage and Distribution system on Nelson Island***

Increasing the water storage capacity, procurement of new water pumps and ongoing changeout of the old plumbing infrastructure.



# Nelson Island Heritage Site

## 4. Commission and Installation of AC Units

Equally distributed at the 1st floor of the historic 1802 Building and ground floor of the Mess Hall.



## 5. Installation of a 20-Camera Security System

Remotely monitored onshore and totally powered by the solar power system.



# Preservation & Research





# Preservation & Research

*Listed sites and objects are important physical reminders of our nation's past and our legacy to future generations.*

*Therefore, all listed properties are given protection against unauthorised demolition, change, alterations or against any person who damages, injures or defaces any listed property.*



In 2019, the National Trust successfully listed thirty (30) new properties of interest as published in the Trinidad and Tobago Gazette No. 173 Vol. 58, dated Thursday 5th December 2019.

A Listed Property of Interest is a site, building or object that has been given legal protection by the National Trust Act. Listing is more than a designation; it is a lengthy legally binding process that provides protection and recognition to properties of interest which are of national significance in Trinidad and Tobago. Listing however does not affect the ownership of a property.

***There is now a total of 43 Listed Properties of Interest protected under the National Trust Act.***

***You can view them at <https://nationaltrust.tt/heritage-sites/listed-properties/>***



## Newly Listed Properties of Interest

58 Piccadilly Street, Port of Spain – Grade 2  
All Saints' Anglican Church – Grade 2  
Arima Dial – Grade A  
Boissiere House – Grade 2  
Briarend (Audrey Jeffers House) - Grade 2  
Conquerabia - Grade D  
Exchange Village Shiv Mandir – Grade 1  
Holy Trinity Cathedral - Grade 1  
Knollys Tunnel – Grade A  
Laventille Water Trough – Grade A  
Main Ridge Forest Reserve – Grade C  
Nelson Island – Grade B  
Old Fire Station Building (POS) – Grade 3  
Old Police Headquarters (POS) – Grade 3  
Old Public Library (POS)- Grade 3  
Petroglyphs, (Caurita Stone) – Grade A  
Sacred Heart Roman Catholic Church – Grade 2  
Sangre Grande Old Post Office – Grade 2  
Sarah Morton Dormitory – Grade 3  
Shiva Mandir, (Gasparillo) - Grade 1  
St. Francis of Assisi R.C. Church – Grade 2  
St. John's (London) Baptist Church - Grade 1  
St. Joseph R.C. Church, St. Joseph – Grade 2  
St. Vincent Jetty Lighthouse – Grade 1

TGR No. 11 (Train Engine) - Grade A  
The Cathedral of the Immaculate Conception – Grade 2  
The Red House - Grade 3  
The San Fernando Railway Station - Grade 4  
Trinidad Building and Loan Association Building – Grade 4  
Wild Fowl Trust – Grade C



# Listing Grades

## ***According to the National Trust Act with respect to buildings, including the curtilage, the grades are -***

Grade 1 – Property in which there should be no change, nor alteration to its shape or form, nor in or upon any material object, plant or other thing that may deform or deface the property;

Grade 2 – Property in which material change may be permitted, provided that similarity is maintained in all respects as the original composition, shape and form;

Grade 3 – Property in which there may be allowed (a) alterations to international non- structural components and roof cladding material; or (b) specified alterations to the internal structure;

Grade 4 – Property in which one or more of the facades or some specified part or area should be preserved.

## ***In respect to other property, the grades are-***

Grade A—an object or artefact made by man that is rare or unique or is considered to be a fine crafted example of its kind;

Grade B—an area, site or place of natural beauty or repose that would be despoiled if it were to be altered by the introduction or removal of any flora, fauna or work of man;

Grade C—a site or place which contains or breeds a particular species of plant, animal, bird, fish, insect or marine life, that is likely to be despoiled by the introduction or removal of any, or all, or a combination of, the species present, or by the introduction of any new specie;

Grade D—a work of man considered to be of outstanding artistic merit or to be indigenous to Trinidad and Tobago or to the region;

Grade E – A work of international repute that by circumstance of relation, gift or bequest, belongs or belonged to a citizen or a resident of Trinidad and Tobago;

Grade F – an original manuscript, music score or other similar work that was written or composed by a citizen or resident of Trinidad and Tobago or by a person of international repute.

Learn more about the listing process on our website:

***<https://nationaltrust.tt/listing-policy/>***



## Monitoring Programme Implementation

***Since the first heritage sites were listed in 2013, there had been no systematic monitoring of the Listed Properties of Interest. The HPR Department created a Monitoring Programme started in 2020 geared towards regulating and obtaining data on listed properties to determine how best to assist the owners. This was very important to assess the conditions of properties as well as to get feedback from existing stakeholders.***



This exercise was rolled out in stages:

1. A Monitoring Form was drafted and approved by the Landmarks sub-committee for data collection in the field of various types of properties of interest.
2. Monitoring Letters were approved and signed by the Chairman before being sent out to property owners.
3. Follow up correspondence and arrangements were made with stakeholders for meetings at their convenience.
4. The team braved COVID-19 and conducted site visits to the Listed Properties of Interest to monitor them.

# Ministry of Planning and Development Alliances

Through DevelopTT, the development, application and approval processes are transformed from paper-based to an online system. Applications to Town and Country Planning Division for planning permissions, building permits, completion certificates and other property development approvals can be accessed via this e-service. Applicants are guided through the process of obtaining permissions across multiple agencies in a seamless approach, thereby enhancing the overall efficiency of the process.

The National Trust falls under the remit of the Ministry of Planning and Development and is a partner in the planning process for these permits, certificates and approvals and therefore is an important agency in this process. Since 2019 the HPROs have engaged in training, outreach and registration (TTBizlink) to get ready for the launch of this online system. The system was launched with a pilot area in Port of Spain, and the nationwide rollout has begun to the remaining regions of Trinidad and Tobago.

You can read more about it here <https://tcpd.gov.tt/>



| Ministry of Agriculture, Land and Fisheries | Ministry of Energy and Energy Industries | Ministry of Health | Ministry of Rural Development and Local Government |
|---|--|--------------------|--|
|   |  |                    |  |
|   |  |                    |  |
|   |  |                    |  |
|   |  |                    |  |



## Inventory of Heritage Assets

***The National Trust maintains an Inventory of Heritage Assets which is the official list of Trinidad and Tobago's historic sites that are worthy of notation and preservation. The Trust currently has 455 sites in Trinidad and Tobago on the Inventory. This Inventory is a list of historic properties which can be listed in the future. Properties can be nominated by their owners or any other person via the website at <https://nationaltrust.tt/get-involved/heritage-site-nomination/>***

In the last few months of 2020, the HPRD achieved a significant reduction for the year in missing historical research, information and photographs on the website. Although concisely written, much research was required to ascertain relevant histories and other information to help populate the National Trust Inventory. Information is sourced mainly from books, articles, online materials, site visits and in-person interviews.

The HPRD continuously updates the Inventory of Heritage Assets by:

- Compiling a list of sites which need further research.
- Noting sites which are not mentioned by reviewing the Outreach department's tour script documents.
- Adding properties to the Inventory through Landmarks Sub-Committee approvals via nominations from the public using our website nomination form.

The Inventory updates can be viewed here at

<https://nationaltrust.tt/heritage-sites/heritage-asset-inventory/>



# Site Visits Conducted

## **Tomb of Sir Norman Lamont**

Inventory data collection

## **Tomb of Louise Bicaise**

Inventory data collection

## **Graves at Pond Street**

Inventory data collection

## **Railway Bridge, cor. Suchit Trace & Railway Road**

To document possible encroachment

## **Temple in the Sea**

Meet with Ministry of Tourism & Temple Association for possible upgrade

## **Galera Lighthouse**

Inventory data collection

## **NCIC Indo Caribbean Museum**

To build a potential partnership for Indian Arrival Day

## **Morton Memorial Presbyterian Church**

Inventory data collection

## **Jewish Cemetery**

Inventory data collection

## **PowerGen**

To salvage artefacts before decommissioning

## **Hanuman Murti**

Tour



## **Tracking Station & Chacachacare**

Partnership with CDA

## **Galera Lighthouse**

Consultation with Ministry of Tourism and UDECOTT

## **Naipaul House**

Inventory data collection and dossier preparation

## **Morton Memorial Presbyterian Church**

Inventory data collection



# International Collaborations

## TAP INTO & National Trust for Scotland



One of the first applications from the National Trust of Trinidad and Tobago to the Technical Assistance Programme of the International National Trust Organisation (INTO) was for assistance with the Five Islands. INTO funds the exchange of best practice between member organisations all around the world.

INTO matched the Trust with Ms Clea Warner from the National Trust for Scotland. Clea Warner is the General Manager for the Highlands and Islands region at the National Trust for Scotland, overseeing a large property and asset portfolio that includes 11 islands, nature conservation, built heritage and landscape management, including the UK's only dual UNESCO World Heritage Site, St Kilda. Ms Warner has the privilege to work in some of Scotland's most iconic and beautiful places.

Ms Warner visited the National Trust of Trinidad and Tobago (NTTT) from December 6th to 15th 2019 to assess and evaluate the Five Islands and Nelson island and its assets (events, exhibitions, buildings and ruins) for the purpose of creating a proposal for the use of the island as an income generating sustainable Heritage Site.

She conducted numerous site visits to the Five Islands, Nelson Island and other heritage sites around Trinidad to give her context. She also advised the Chaguaramas Development Authority, another agency who works closely with the NTTT and manages other historic islands nearby.





# International Collaborations

## TAP INTO & National Trust for Scotland

During her week-long visit on December 11th, Ms Warner gave a public lecture entitled ***Growing People, Growing Places: Heritage sustainability, management and tourism lessons learned from the National Trust for Scotland***. It was also live streamed on Facebook and received significant public engagement.

This plan will assist us in applying for grants and guiding management of the islands. Outreach and Education, and Facilities Departments were brought on board to contribute to the plan along with feedback from the entire National Trust Staff. This plan will be submitted to the NTTT Council. It will include conservation considerations, making the case for change, cost estimates, master planning and incentives etc. This will be the document used to recommend the changes to make Nelson Island more sustainable.

The NTTT is looking forward to implementing some of the changes discussed with Clea Warner. This project created a lasting partnership between the National Trust for Scotland and the National Trust of Trinidad and Tobago.



# International Collaborations

## TAP INTO & National Trust for Scotland



NTTT has used Instagram as well as live feed via Facebook when Clea Warner delivered a presentation for members which had 575 views.

Ms Warner also participated in a staff capacity building exercise on December 12th where all the staff of NTTT engaged her as a group in the hopes of learning from the experiences of the NTS on the topics of outreach, management, education and membership. This session was extremely useful to all departments of the NTTT and for a few new staff members it was the first time hearing about another National Trust organisation and directly discussing their methods and ideas. It was a useful and fruitful professional exchange.

In the final stages of the project Ms Warner will be working with Heritage Preservation and Research Department on creating a document on the Vision and Master Plan for the Nelson Island property.



# International Collaborations

## TAP INTO & National Trust for Scotland

The National Trust engaged the International National Trust Organisation for assistance with reviewing its website. Mr Kenneth Smith, Assistant Director at the National Trust in the UK had particular expertise in communications within a digital environment and volunteered his time and expertise towards helping us.

The Trust website was designed and created in 2015 and five years later barely anything had been changed. We hoped the website could streamline our mandate, and have a balance of everything we do at the Trust, including research and the legal protection of sites and conservation, tours, and lectures. We sought someone to assess the website page by page and generate a report containing suggestions for improvement, ways to engage people more, membership engagement ideas, and to help us understand how user friendly the website is. Do we properly showcase our mandate on the website? How can we make the website more engaging?

This successful partnership has allowed the Trust to re-assess the website priorities and make adjustments.

Our website now helps to draw people in, to not only sign up as members, but to purchase items, read our blogs and historical information, share content, etc. More website changes are coming subject to funding.

***[nationaltrust.tt](http://nationaltrust.tt)***



# Natural Heritage



The National Trust lent its expertise to various projects often of an inter-ministerial nature. One such relationship was with the Improving Forest and Protected Area Management in Trinidad and Tobago (IFPAMTT) committee spearheaded by the Food and Agriculture Organisation (FAO) with the Ministry of Planning and Development and the Ministry of Agriculture.

The lifespan of the project was between 2015-2020 although collaboration with the National Trust began in 2019.

The project focused on 6 pilot sites:

- Caroni Swamp
- Main Ridge Forest Reserve
- Matura Forest and Coastal Zone
- Nariva Swamp and Coastal Zone
- North East Tobago Marine Protected Area
- Trinity Hills and Eastern Extension



# Natural Heritage

The aim of the project was to:

- contribute to developing a new national Protected Area system
- develop and test new financial mechanisms needed to support Protected Areas
- enhance management effectiveness through piloting management arrangements in pilot Protected Areas which could be later replicated in other Protected Areas and
- build the skills and expertise of staff with responsibility to manage Protected Areas in Trinidad and Tobago.

More information is available on their website here

**<https://www.protectedareastt.org.tt/>**

Aside from contributing ideas via several meetings and workshops, the National Trust contributed a short story entitled “The Hunt” and an accompanying colouring page printed in the Teacher’s Resource Toolkit for Social Studies in Secondary Schools as part of the 2020 IFPAMTT project.



# Blogs and Trusted Articles



The HPRD created a new section on the website called “Trusted Articles”. While the Blogs are short topical pieces, we realised that there existed a gap in available research for students and researchers with in-depth knowledge of the history of sites and places.

**Trusted Articles is a collection of thoroughly researched articles relating to our tangible heritage and the natural environment. Written by academics, researchers and National Trust experts, these articles explore all manner of subjects related to properties of interest and are an important resource for students, teachers, academics, and enthusiasts.**

Articles and blogs were written to commemorate significant occurrences in Trinidad and Tobago, some of which have direct bearing on our built and natural heritage. Others highlight heritages which are under threat due to natural or man-made interference. Collectively, these writings serve to connect National Trust members and other interested readers to heritage that is often overlooked.



# Dossiers

*A property of interest must have a dossier produced in order to be recommended for listing. The dossier is a comprehensive document that contains the pertinent details of a heritage asset being nominated for listing. This document must provide a history, justification against the criteria, measurements, photographs, drawings, surveys, descriptions and other pictorial or dimensional impressions of the heritage asset.*

## Property of Interest Dossiers Completed

**The Red House - Ashleigh Morris**

**Nelson Island - Ashleigh Morris**

**Cathedral Church of the Holy Trinity - Ashleigh Morris**

**Old Fire Station (Port of Spain) - Ashleigh Morris**

**Caurita Petroglyphs - Kara Roopsingh**

**Briarend - Maya Doyle**

**Mille Fleurs (update) - Maya Doyle**

**Naipaul House - Maya Doyle**

**Conquerabia - Maya Doyle**

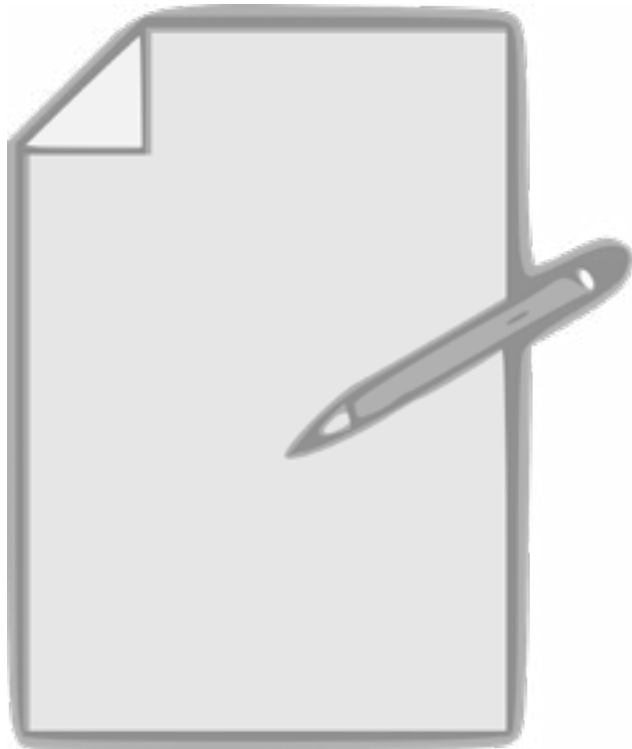
**Police Headquarters - Maya Doyle**

**All Saints' Anglican Church - Maya Doyle**



# Printable Worksheets

The Printable Worksheets launched in 2020 were inspired by the Covid-19 lockdown. They are designed to capitalize on the increased worldwide use of social media as well as the need for educational activities for children during the COVID-19 restrictions.



These worksheets include historical facts broken down for students, photographs of heritage sites, notable historic persons and events, as well as fun activities such as crosswords, wordsearch and colouring all related to heritage sites and themes. Additionally, they have helped to:

1. Inform parents and children about heritage and the National Trust
2. Keep the National Trust visible online in the eyes of the public during the COVID-19 restrictions
3. Invite new customers and members to the Trust.

The printable worksheets have successfully directed new traffic to the website.

Printable Worksheets published:

1. Heritage Sites
2. People and Places
3. Black Power Part 1
4. Black Power Part 2
5. Statues and Monuments Part 1
6. Statues and Monuments Part 2



# Filing

The HPR Department began improving the filing in 2020 and spent considerable hours addressing inadequate file data on heritage assets. The department updated and minuted the information in the existing files and spent considerable time organising the files for Listed Properties of Interest and the Dossiers for public accessibility. The files are now organised and systematic, allowing for a more efficient system to accommodate public requests and reporting to the Ministry of Planning and Development.



# Outreach & Education



# Outreach & Education



# Lectures

Lectures continue to be an important format for offering members and the public, access to expert opinions and research on a range of contemporary issues in heritage conservation.

- Climate Change and Heritage: a lecture on Tackling Sea Level Rise on Nantucket by Mr Morris (Marty) Hylton 3, Director of Historic Preservation, University of Florida. (Mar 12, 2020)
- King Cocoa lecture which explored the rise and fall of T&T's stature in the international cocoa market and the state of the recovery, by Dr. Darrin Sukha (Oct 2, 2019)



# Virtual Tours



The National Trust's response to the COVID-19 pandemic was to channel its opportunities for the public to continue to learn about and show support for heritage conservation, using digital media. A new virtual tour product was introduced giving members and the public the opportunity to travel through time via narrated video tours, sharing important details about the people and history of Arima, Port of Spain and Mayaro. Virtual tours were also done for private heritage museums and the National Museum.

At the same time the National Trust collaborated with local producers of 3D interactive video, to create 3D virtual tours that gave users the power to navigate through heritage destinations at their own pace. Locations included Knollys Tunnel, Mount St Benedict, and Temple in the Sea.



# Salvage Sales

Following on the success of the sale of Red House artefacts, the Trust embraced salvaging of historical pieces of architecture as an important part of creating an enduring memorial for heritage spaces that have to be removed for safety and other practical considerations.

A medical campus in Belmont that housed a number of Government buildings from the mid 1900's was cleared to make way for a new building complex for a government ministry.

The National Trust received an assortment of architectural fittings in limited quantities, including expertly crafted Quoins, Finials, Fretwork and assorted quality lumber used in staircases and artistic columns. These, along with ornate crown molding and balusters from the era; louvred Dormer Windows, large arch double-doors with glass and miscellaneous treasures were made available to eager Trust members and members of the public who acquired them by way of making donations to the National Trust. The items add a great touch to a home or office decor projects wanting a timeless historical accent.



Courtesy Robert Young & The Cloth.



# Private “Friends and Family” Tours



In support of national efforts to control the spread of Covid-19 while at the same time giving members control of when, where and who they go with on tours, a private tour product called Friends and Family was introduced. This gave customers the freedom to select a destination from a menu of options and then chose when they would like to go and with only people of their choosing.

The list of Tours includes:

- Nelson Island
- Cedros / Icacos
- Historic San Fernando
- Historic Moruga
- Princes Town
- Chaguaramas

# Introduction of Online Transactions

Through an initiative to introduce more convenient and flexible options for members and the public to do business with the Trust, the Trust partnered with the SUNTIXX online ticketing system to enable the online sale of tickets to Trust events. This made it possible for customers to acquire tickets online or at dozens of retail outlets that were part of the SunTixx distribution chain.

As the ravages of Covid-19 took hold, this initiative evolved to upgrade the National Trust website to facilitate online sales of all Trust products using Credit Card payments with WiPay Payment Exchange platform. It also catered for the growing use of online banking for bank to bank transfers so even persons without credit cards could use the service.





# Membership



The drive to attract new members was adversely impacted by Covid-19. The trend for 2019 to attract new members in the more advantageous categories had seen the start of more Preferred members joining than Ordinary members. This trend continued in 2020 albeit with lower total numbers.

The Trust is concentrating on delivering better value for money in all spheres of its operations from communications and outreach to products and services available for sale.



# In the NEWS

The National Trust adopted a more deliberate stance in asserting its position on heritage issues and policies. The Trust used this opportunity to make the connection between heritage sites and established cultural and national observances.

Through News Releases and interviews with Trust spokespersons from among the Council and Management, we were able to address several matters of public interest in furtherance of promoting heritage conservation and protection. Some of the main topics included:

- Issues facing protection of Lion House,
- The treatment of contested monuments and statues,
- The demolition of ginger bread styled buildings on a Government medical care campus in Belmont,
- The reopening of the Red House,
- National Trust (UK) survey report on links between historic places, colonialism and slavery.



# Treasurer's Report



# Treasurer's Report



I wish to begin the Treasurer's Report by acknowledging and expressing sincerest gratitude to our auditors, Aegis Business Solutions for their efficiency in the preparation of the accounts in accordance with IFRS for SMEs, as well as the staff of the National Trust who assisted in facilitating the process, despite the challenges which presented themselves as a result of the pandemic environment.

Fiscal 2020 proved to be another challenging year for the operations of the National Trust however, we are pleased to announce that fiscal 2020 ended with a much lower deficit of \$42,214, compared to fiscal 2019 where a deficit of \$204,978 was recorded, and a significant improvement in the General Reserve Fund from a deficit of \$801,583 in 2019 to an accumulated surplus of \$1,189,717 in 2020.

The year started off on a most promising note with an ambitious program of tours and a successful hosting of one of the Trust's annual signature events, Old Time Carnival on Nelson Island.



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Had the Trust continued on this trajectory, the tale of 2020 would certainly have been a very different one as the Trust was well poised to deliver a strong revenue performance from its activities.

Unfortunately, the Trust, like many other organizations, was not spared the impact of the global pandemic and suffered a substantive decrease in income due to its inability to continue with its regular large, in person tours and events as lockdowns, reductions in the sizes of public gatherings and health regulations became necessary to protect our population. Thus, in such an environment, the improvement in the financial position of the Trust is a testimony to prudent financial management, despite the challenges created by COVID-19.

The Trust is pleased to report that there was a notable turn around in the General Reserve Fund from a deficit of \$801,583 in 2019 to an accumulated surplus of \$1,189,717 in 2020. This resulted from adjustments for deferred income in prior years for Nelson Island and Operation Reboot, both of which were appropriately adjusted for the fiscal year ended 2020.

Additionally, the increases in Government subvention coupled with prudent management of the Trust's expenses through the pandemic resulted in a situation where the Trust did not need to lean as heavily on the General Reserve Fund to meet the income shortfall as was the case in previous years, further enhancing the growth of the Reserve Fund.

Realized Net income for 2020 was recorded at \$3,591,521 showing an increase of \$424,212 over the prior year. It is worth emphasizing that the Trust depends primarily on four sources of income, the most significant of which is government funding, which is then supplemented by revenue generated from the Trust's activities.

In 2020, government subventions increased by \$517,000 for Operations and \$297,000 for Public Sector Investment Program (PSIP) funding for Nelson Island and Banwari Trace. However, Trust generated income declined by 40%, as the Trust was unable to execute its normal events after March 2020, due to the health restrictions which became necessary with the COVID-19 pandemic.



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Notwithstanding the increase in net income, the Trust posted a deficit for 2020 in the amount of \$42,214, largely driven by an increase in total expenditure of \$331,448 compared to 2019.

The adoption of a cost management culture resulted in a reduction in general and administrative expenses of 54% compared to 2019, however, the recruitment of new personnel early in the fiscal year, prior to the pandemic, lead to an increase in staff costs of 47.6%. For example, with the development of Nelson Island as a fully independent and self-sustainable example of renewable energy at work, staff were needed for maintenance. Whilst the Trust could not continue to utilize Nelson Island for revenue generation activities on the scale of previous years, we continued to ensure that this property was well maintained and developed as a Flagship of the Trust.

The challenges presented by Covid 19 served as a catalyst for the management and staff of the Trust to embrace innovative strategies to mitigate the impact on overall operations.

Attempts to move to a more digitally enabled environment quickly commenced in response to the situation with the introduction of virtual tours, online payment options and virtual membership outreach to encourage renewals and new member recruitment. The innovative, customizable Friends and Family tours which allowed for small group tours also provided flexibility in service offerings.

As we look towards the future, the National Trust remains committed to delivering upon its Strategic Mandate and Plan, to managing its growth and evolution and to attaining financial self-sufficiency as part of its strategic focus for the future. The Trust can report that it has adjusted seamlessly to remote operations and to laying the foundation to adjust its revenue model towards income generation which is more dependent upon virtual activities, smaller sized, in-person events and tours, a renewed focus on membership, implementing the Adaptive Re-use concept to Nelson Island, Mille Fleurs and Banwari Trace to allow for development which will enable revenue regeneration in the future and developing partnerships with international and local agencies to support project execution.



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As I close, I am happy to report that on August 6, 2020, the Trust was gifted its “forever home” by the government in the form of Mille Fleurs and as of November 2021, this has become the official location of the headquarters of the National Trust of Trinidad and Tobago. We look forward to welcoming you all to this magnificent heritage building in 2022, circumstances permitting.

On behalf of the Council and staff of the National Trust, I thank you for your continued support, defense and patronage of Trinidad and Tobago's rich heritage economy – a proud source of our national identity. Adapting to the changing environment, building resilience in operations and positioning for a new normal in the pandemic environment which faces us globally – these are the key themes for the future which will allow your National Trust to continue its work of safeguarding the country's heritage.



# Notes





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