

National Trust of Trinidad & Tobago Strategic Plan 2025 to 2030



Foreword

I am privileged to have been a part of the preparation of the new Strategic Plan 2025 – 2030. It is only when one is an integral participant of this process that one can appreciate the challenges and opportunities that are presented and the options for charting a course to successfully achieving our objectives.

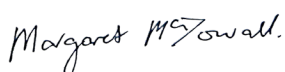
We started to prepare for this plan since 2023 with workshops and retreats among staff and Council members going into 2024. We were fortunate to get some funding from the PSIP under Institutional Strengthening in Fiscal 2024 and again in this year, to be able to hire a consultant to assist us. The Consultant, Mrs. Woodroffe-King was able to meet with a small team of Council members and the CEO, to distil what we had discussed and undertake confirmatory research of other National Trusts and stakeholders. She then collaborated with the team to write the first draft that was shared with the members, staff and the rest of the Council. The comments from this exercise were incorporated into the final Strategic Plan which is now presented to all members. As was indicated earlier we decided to go for a six-year plan which while it may seem bold as it increases the uncertainty of the time but can provide an opportunity to dream and plan on a larger scale.

We had hoped that by this time, we would have finalised the Implementation Plan and the Organisational Chart, both of which are in draft at this time. However, the team was unable to devote the amount of time that this demanded, both because of their personal schedules and the demands of the Trust's programmes in which we are all heavily involved. However, as soon as these are completed, they will be circulated to you. The next step is to justify the entire three-part plan to the Ministry of Public Administration and the Ministry of Planning and Development, before it can go to Cabinet.

However, we are committed to beginning the change that is required to bring the National Trust of Trinidad and Tobago in line with our objectives. As you know there are five strategic priorities. These are

- Viability and Self-Sustainability
- Visibility, Impact and Credibility
- An Enabling Environment
- A Supportive Regulatory Framework
- Awareness, Knowledge and Capacity Building

The Plan has listed ten Outcomes and several supporting Strategies for each one. This makes it easier to chart a road map for each year. So, I hope that you can all peruse the Plan again and commit to assisting your National Trust to make a sustainable impact on our heritage economy and national development in the future.



Margaret McDowall
Chairman
April 2025

National Trust Strategic Plan 2024 to 2030

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Introduction

The National Trust of Trinidad & Tobago (NTTT) is the organisation with the primary responsibility for safeguarding the natural and built heritage of Trinidad & Tobago. Achieving this mandate is no simple task, and the Trust's effectiveness and viability into the future requires a focused direction supported by a well-articulated Strategic Plan, which is consistent with its Vision and Mission.

This document outlines the Trust's Strategic Plan 2025 to 2030, and provides an overview of its strategic priorities and the supporting initiatives.

The document is divided into four main sections:

- I The first section provides a general introduction to the National Trust, its early beginnings, and the Mission, Mandate and Core Values that form its foundation.
- II The second section looks at the national and international context that define heritage and guide the Trust's strategic priorities. It provides an overview of national and international laws, regulations and policy, and looks at the tangible and intangible benefit of managing, preserving and leveraging heritage. This section also touches on the perspectives of some of the Trust's stakeholders, their views and expectations of the Trust, and provides a brief comparative study of other national trusts regionally and internationally.
- III The third section presents the Strategic Plan 2025 to 2030 and outlines its five Strategic Priorities.
- IV Finally, the fourth section outlines some of the ways in which the Trust will ensure the successful monitoring, evaluation and implementation of the Strategic Plan throughout its lifespan.

The National Trust of Trinidad & Tobago

Mandate

The National Trust of Trinidad & Tobago (NTTT) was established in 1991 under the National Trust Act, Chapter 40:53 of the Laws of Trinidad & Tobago. The Act formally entrusted the NTTT with the mandate to preserve and safeguard the natural and built heritage of Trinidad & Tobago. It was later amended by Act No. 31 of 1999 to enhance its span of operations. Since then, the membership of the National Trust has continued to refine the regulations to formalise and legitimise the activities geared towards the preservation of Trinidad & Tobago's heritage.

As enshrined in the Act, the NTTT has five main areas of focus:

- **Preservation:** To protect the important elements of Trinidad and Tobago's built and natural heritage.
- **Public Access:** To ensure access and enjoyment of Heritage by all.
- **Education and Awareness:** To foster understanding of the Nation's history and heritage through educational programmes and tours.
- **Research:** Facilitating research related to heritage properties, including archaeological or ecological investigative activities.
- **Advisory Support:** To provide technical guidance and counsel to the State on matters of conservation.

Structure

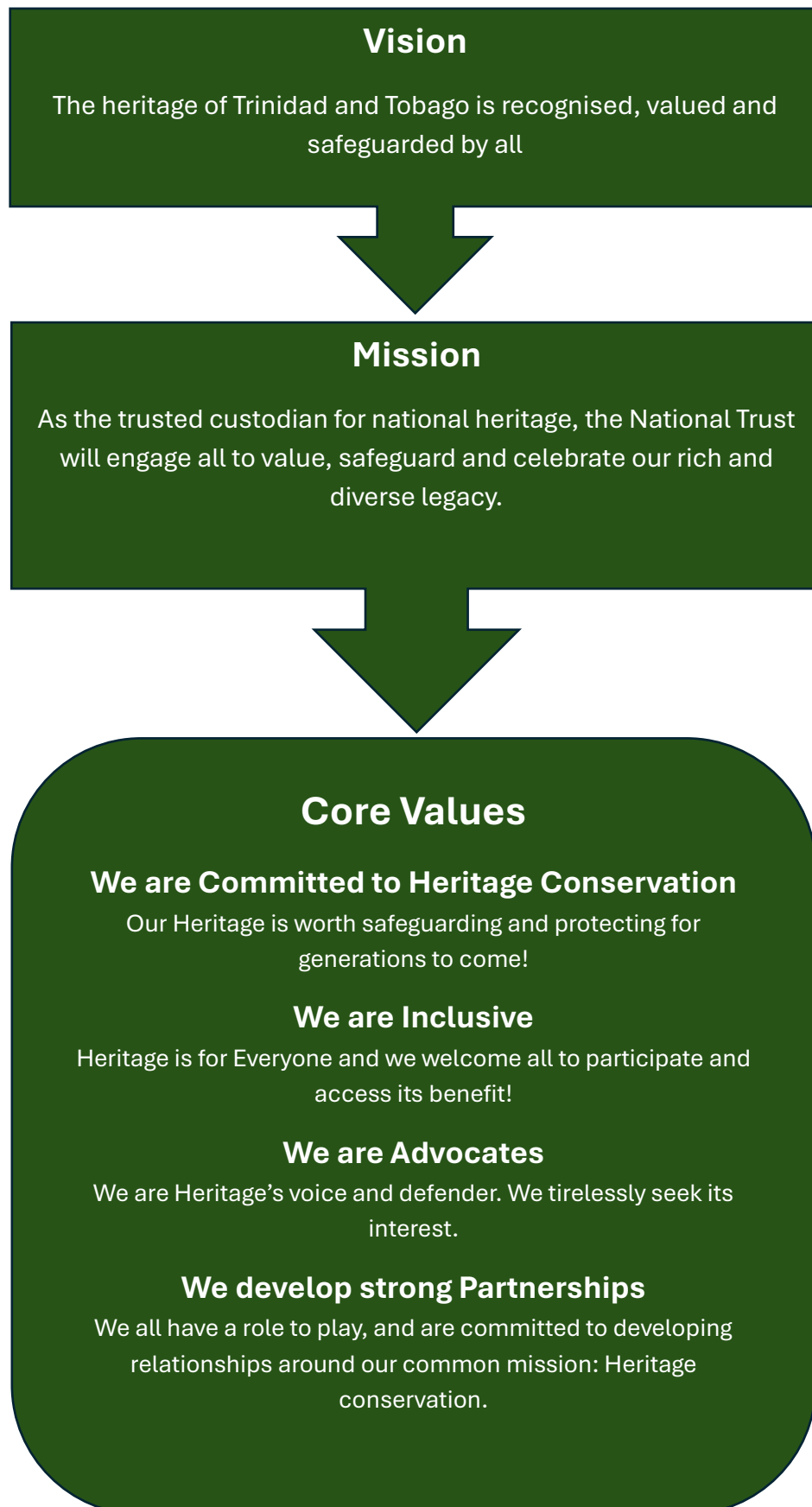
The NTTT is run by an eleven-member Council, five of whom are elected by the membership, and six of whom are appointed by the presiding minister¹. At least three of these must be from organisations that have similar objectives to the National Trust. The Council is accountable to the Minister responsible for The National Trust.

In its present form, the work of the Trust is executed by staff members, volunteers and interns, who are distributed across the Trust's departments:

- 1 Heritage Preservation & Research
- 2 Marketing
- 3 Education & Outreach
- 4 Administration & Finance
- 5 Facilities Management

¹ See List of NTTT Council in Appendix A

Vision, Mission, Core Values



The Heritage Environment

In developing our Strategic Plan, we are guided by Heritage's legislative, regulatory and policy environment.

National Trust Act: Fulfilling the Mandate

The National Trust of Trinidad and Tobago Act Chap. 40:53 outlines the mandate of the National Trust.

The Act describes the Trust as a body corporate with specific duties and responsibilities. The Act legitimises its existence and provides a guide for what activities the Trust can be engaged in. However, the Act does not provide sufficient enforcement powers or accountability structures to support its duties.

Our main responsibilities as enshrined in the Act are as follows:

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

Wider Legislative Framework

There are several other pieces of legislation that have some implications on our internal or external operations or impact our mandate, including but not limited to our industrial relations obligations:

ACT	YEAR/CHAPTER
Companies Act	Chap 81:01
Environmental Management Act	Chap 35:05
Equal Opportunity Act	Chap 22:03
Freedom of Information Act	Chap 22:02
Industrial Relations Act	Chap 88:01
Integrity in Public Life Act	Chap 22:01
Land Acquisition Act	Chap 58:01
Local Gov't Act / Municipal Corporations Act	Chap 25:04
Marine Areas (Preservation and Enhancement) Act	Chap 37:02
Maternity Protection Act	Chap 22:01
National Insurance Board of Trinidad and Tobago	Chap 33:01
National Trust of Trinidad and Tobago	Chap 40:53
Occupational Safety and Health Act	Chap 88:08
Procurement of Disposal of Public Property Act	No. 3 of 2017
Property Tax Act	Chap 76:04
Protection of Wrecks Act	Chap 37:04
The Constitution of the Republic of Trinidad and Tobago	No. 4 of 1976
Town & Country Planning Act	No. 21 of 1990

National Development

Our Strategic Priorities are geared to support the country's Strategic Agenda to address several challenges facing Trinidad & Tobago.

The National Trust has a role to play in contributing to addressing some of challenges to national development that were highlighted, namely:

- Expanding Exports and Increasing Foreign Exchange Earnings and Employment;
- Transforming the existing economic growth model into one that is environmentally friendly while addressing climate change, including reducing greenhouse gas emissions and building resilience to its adverse impacts.
- Protecting and sustainably using our environmental resources.

² See *National Development Strategy* <https://www.planning.gov.tt/sites/default/files/Vision%202030-%20The%20National%20Development%20Strategy%20of%20Trinidad%20and%20Tobago%202016-2030.pdf>

The National Development Strategy provides five (5) Thematic Areas⁴ for national development. The National Trust is poised to contribute to Themes I and V:

•THEME I: Putting People First: Nurturing Our Greatest Asset

•THEME V: Placing the Environment at the Centre of Social and Economic Development

Trinidad & Tobago's National Development Strategy strongly resonates with our Vision and Mission. Further, our goals, objectives and strategies outlined in our Strategic Plan directly respond to the GoRTT's call for transformation:

*“An urgent call is made to all relevant implementing agencies to commence activities to effect the transformations direly needed....the NDS calls on all segments of society to play its role in our country's development. Key stakeholders include the Private and Public Sectors and Civil Society, including labour, citizens, our international development partners and the diaspora”.*⁵

Managing a diverse society is another challenge put forward by the NDS that must be addressed. The National Trust through its ethos of inclusivity will positively impact challenges of a diverse society. The Strategic Plan is being formulated in a national context of increased interest in diversifying our economy due to the decline of the energy sector. The National Trust proposes the development of a heritage economy that supports economic development.

United Nations Conventions and SDGs

The National Trust's role in effectively managing and preserving our Heritage helps support the GoRTT in fulfilling Trinidad & Tobago's obligations as a member state of the United Nations. Trinidad & Tobago has adopted a stance of strong support of UN Conventions and Sustainable Development Goals (SDGs), as demonstrated by its ratification of UN Conventions and the Nation's engagement with the UN Multi-Country Sustainable Development Framework (UN MSDF).

The strategy for managing and preserving our Heritage is directly in alignment with the global framework for heritage preservation. In developing this Strategic Plan and its supporting activities, the National Trust has considered four (4) United Nations Conventions and Sustainable Development Goals that have a strong connection to Heritage and to which Trinidad & Tobago is signatory:

- 1 The Convention Concerning The protection of the World's Cultural and Natural Heritage (The World Heritage Convention 1972)**, which focuses on ensuring the identification, protection and preservation of cultural and natural heritage sites of outstanding universal value.
- 2 The Convention for the Safeguarding of the Intangible Cultural Heritage (2003)**, which looks at preserving living cultural practices like oral traditions, the performing arts and traditional craft.

- 3 **UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property (1970)**, that protects against the unlawful removal and exportation of cultural property.
- 4 **Underwater Cultural Heritage Convention (2001)**, which seeks to safeguard underwater heritage assets like submarine archaeological sites or shipwrecks.

While the National Trust has a role to play in all SGD's, we consider the following to be the most critical to this strategic planning period:

- 1 **SDG 1: No Poverty** – helping to eradicate poverty through job creation and business development in the heritage sector
- 2 **SDG 4: Quality Education** – through sensitisation, school curriculum development and promoting awareness
- 3 **SDG 8: Decent Work and Economic Growth** – heritage can stimulate economic growth through tourism
- 4 **SDG 9: Industry, Innovation, and Infrastructure** – resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
- 5 **SDG 11: Sustainable Cities and Communities** – incorporating heritage preservation into urban planning and communities
- 6 **SDG 13: Climate Action** – developing or preserving heritage sites using sustainable practices
- 7 **SDG 14: Life below water** - Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- 8 **SDG 15: Life on Land** – protecting heritage landscapes and ecosystems
- 9 **SDG 16: Peace, Justice, and Strong Institutions** – promoting unity and diversity in communities through the promotion of cultural practices
- 10 **SDG 17: Partnerships for the Goals** – collaborating with government, communities and national and international organisations to pursue heritage initiatives

Placing Value on Our Heritage

Under the 1972 UNESCO World Heritage Convention, Cultural Heritage encompasses:

- 1 Monuments – works and structures both of an architectural and archaeological nature
- 2 Groups of Buildings – separate or connected buildings within a defined landscape
- 3 Sites – works of man or nature.

Trinidad & Tobago's Heritage Asset Inventory currently contains 426 heritage assets which include Buildings and Cultural Spaces, Natural Heritage and Green Spaces and Monuments including war memorials, graves, First People and archaeological spaces, railroad history and industrial heritage. This is a dynamic list that is constantly under review.

Trinidad & Tobago's identified heritage assets are presented in greater detail in *Figures 1-3* below:

Figure 1

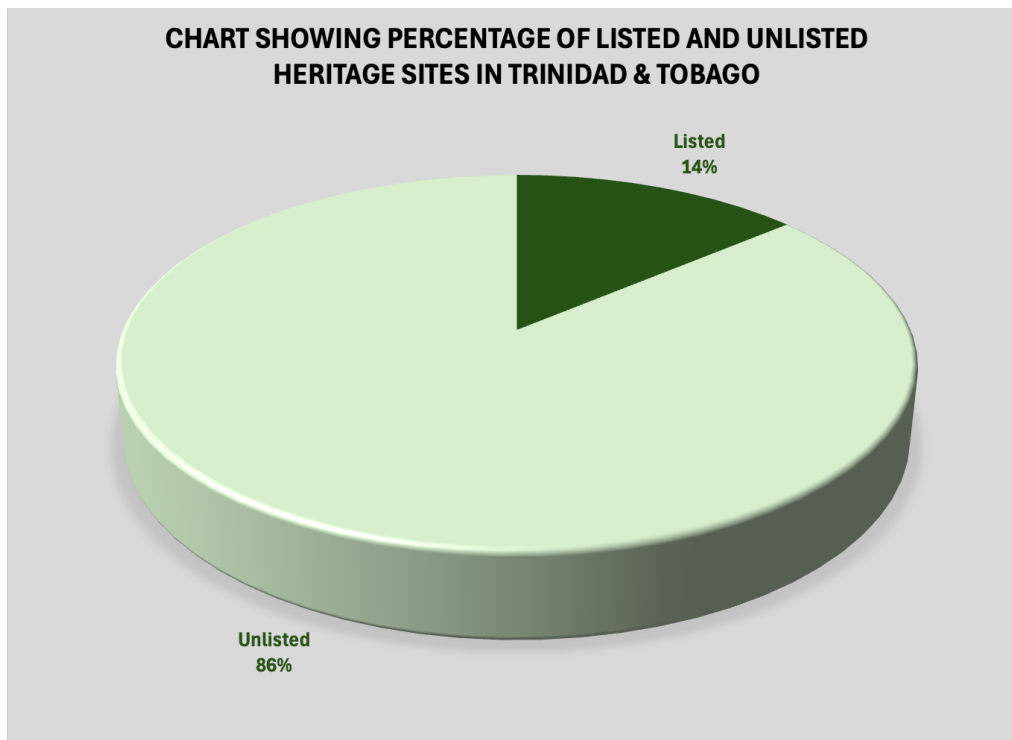


Figure 2

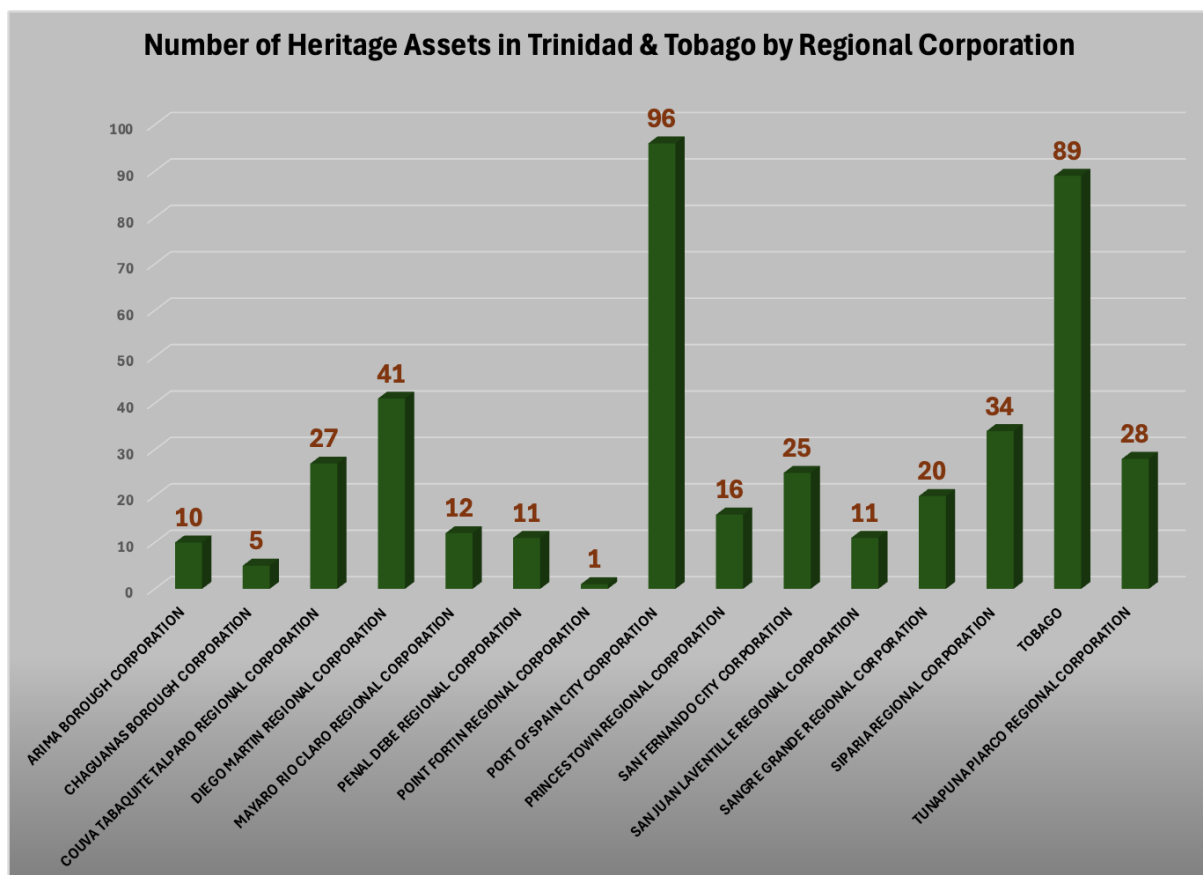
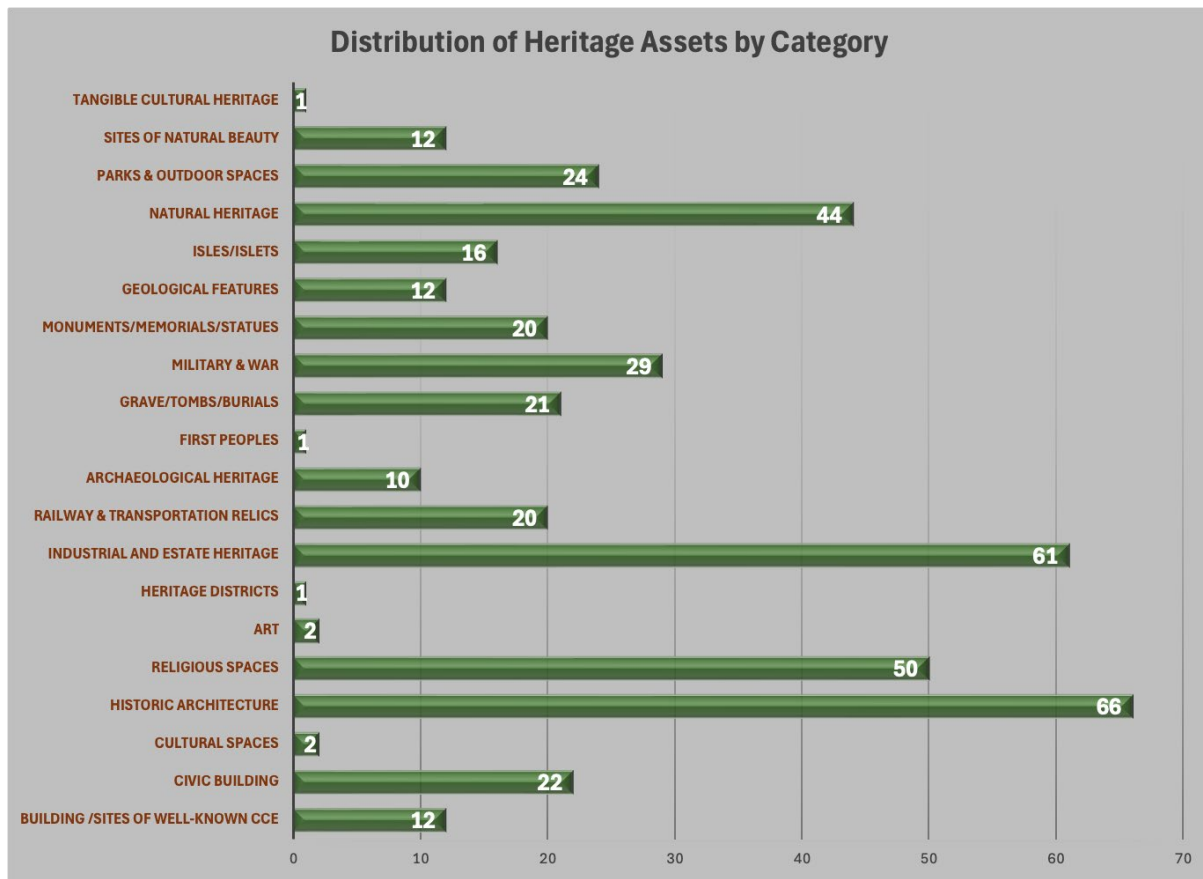


Figure 3



These heritage assets provide great opportunities that can have a major impact on our economy with enormous potential for job creation, tourism development and enhancement of the investment climate.

Heritage activities can influence education and technology, and can promote social cohesion, intercultural dialogue and exchange in our ethnically-diverse nation. Sympathetic adaptive re-use respects the historicity of the sites, promotes a deeper sense of national identity and civic pride and ensures the sustainability of heritage assets.

In Trinidad & Tobago, developing the heritage sector can lead to job creation in areas like hospitality, transportation, tour guiding, entertainment, media and culinary and craft activities. Additionally, the restoration and maintenance of our listed buildings and cultural heritage sites will also create numerous employment opportunities, providing the opportunity to develop new skills and jobs for local artisans.

The National Trust recognises the great potential to learn from and be proud of our history, our tangible and intangible culture and the edifices that have been built by our traditional artisans, craftsmen and designers. Further, conservation reduces waste associated with demolition and disposal of buildings that can be reused and enhances real estate values as adaptation can often enable a better and more innovative use of the property than new construction. Very importantly, conservation of our assets also provides a special look and feel to our communities that is unique to our nation, attracting local, regional and international visitors.

Heritage's contribution to our Nation's sustainable development initiatives cannot be ignored. Investing in ecological heritage encourages sustainable development practices that support economic growth while safeguarding our natural heritage for generations to come. This approach can lead to long-term economic benefits by ensuring the preservation of our natural resources while also attracting investment in green technologies and sustainable practices. This directly supports the UN's Millennium Development Goal 7, which focuses on ensuring environmental sustainability by placing the environment at the centre of Trinidad & Tobago's social and economic planning.

With its vast array of plants, species of birds and mammals, and natural and man-made (sunken wrecks) marine sites, Trinidad & Tobago's potential as an eco-tourism destination is great. During this planning period, the National Trust will pay greater attention to our natural heritage through sustainable tourism. Heritage Tourism is an economically viable sector as evidenced in many countries including in the Caribbean. According to the World Economic Forum, roughly 40% of income generated from tourism globally is attributable to heritage tourism.⁶

Beyond the direct impact heritage makes on the economy, there is also the less easily quantifiable but equally important social impact. Heritage has a positive impact on mental health and happiness, unifies communities and reinforces national pride and identity.

More attention needs to be paid to quantifying Trinidad & Tobago's heritage economy, to show evidence of the return of investment in heritage. In this planning period, the National Trust intends to develop metrics that these returns.

Our Partners' Perspectives

Stakeholders

Effective partnerships and synergies are vital to ensuring the future of heritage. Stakeholder perspectives and buy-in are therefore a critical factor as we chart our strategic direction and priorities. This collaborative and iterative process will be ongoing throughout the life of our Strategic Plan, as we work to improve our levels of cooperation. As we developed the strategic plan, we met and engaged with stakeholders to strengthen our understanding of how we can more effectively work together. Stakeholder discussions included the following:

- Their perception of the Trust, and its role and presence in the heritage landscape, and their ideas for how the Trust can bolster its credibility and visibility
- Their views on what should be the Trust's strategic priorities and initiatives in the next planning period
- The quality and effectiveness of their existing relationship with the Trust, and ideas for improvement
- Their perspectives on the heritage sector, and what challenges or opportunities may exist or arise in the emerging planning period

⁶ <https://www.weforum.org/stories/2024/02/turning-tourism-into-development/>

What emerged strongly in these discussions is the need to develop a more coordinated and formalised approach amongst agencies, with joint efforts at data collection, sharing of information, and more formalised terms of engagement. It also became clear that we must take on a more visible and extensive leadership role in managing heritage, including the provision of training opportunities for partner agencies, artisans and government ministries. Funding to maintain sites, attract visitors and generate income was also raised as a challenge that must be more effectively addressed. These issues and more are reflected in planned initiatives in our Strategic Plan.

Regional Benchmarking

We are actively working towards deepening our relationships with national trusts across the region, fuelled by the understanding that heritage transcends borders, and we share a common Caribbean heritage. Establishing relationships of cooperation with Caribbean and international trusts provides a richer experience for our members, who can benefit from heritage experience beyond our shores, and assists in attracting foreign visitors through reciprocal membership agreements. We also recognise that there are lessons to be learned from other Trusts regionally and internationally, and that benchmarking and the sharing of ideas is necessary.

We held discussions with personnel from the National Trusts in St. Lucia, Barbados and Jamaica, supplemented by comparative research of the National Trusts of the Bahamas, the UK and Estonia. We can therefore move forward with a strong sense of the universality and relevance of our strategic imperatives, and the common challenges we all face in securing our Caribbean heritage. Our discussions provided the opportunity not only to receive, but share ideas on myriad issues. These include membership relations and how these can be leveraged, heritage property management and strategies for property maintenance and funding initiatives, heritage tourism and how to better create relationships with local tourism agencies and boost connectivity with other regional or international Trusts, including membership in the International National Trusts Organisation (INTO). These discussions provided a rich tapestry of perspectives and laid the groundwork for stronger collaborative partnerships moving forward.

Strategic Plan 2025 to 2030

The Strategic Plan 2025 to 2030 charts a course that ensures the Trust's sustainability and success. While the Plan covers a six-year period, it contains the building blocks to take us into the distant future. The Plan builds strongly on momentum we have gained and brings us closer to achieving our long-term Strategic Objectives. The Plan is bold and ambitious, but realistic and achievable, by carefully considering and balancing our sometimes-competing priorities.

The work of the Trust is critical to our development as a Nation and as a people. The five Strategic Priorities speak directly to our intent to continue to fulfil the mandate and ensure the Viability, Visibility, Effectiveness and Credibility of The National Trust into the future.

Strategic Plan at a Glance



Strategic Priority #1 Viability & Self-Sustainability

We will maximise income-generating opportunities for heritage in the Blue, Green, Silver, Gold, economies⁷, and ensure more effective harnessing of economic activities and benefits from the conservation & management of Trinidad & Tobago's heritage assets.

Our Nation's Heritage has vast, and largely untapped potential to boost our economy through the creation of employment, skills development and foreign exchange gains. The development of new

⁷ See *The 10 Colors of the Economy and Sustainable Development Goals* <https://changeoracle.com/2022/04/20/defining-sustainable-economic-systems-development-vs-growth/#:~:text=One%20of%20the%20ways%20we,%2C%20gray%2C%20and%20black%20economies.>

income-generating opportunities from the work we conduct, and assets we manage, will provide the financial means to conserve our Heritage.

The green economy is geared to undo the damage caused by the brown (oil and gas) economy, via terrestrial activities in food production, ecotourism and climate change resilience. This undergirds SDG's 1, 4, 8, 11, 13, 14, 15, 16 and 17.

The blue economy (marine economy) is crucial to our financial, biological, cultural, planetary, and spiritual well-being. It refers to efforts to preserve the finite resources in our oceans and waterways. Biotechnology, fisheries, and aquaculture are all part of this economy. The blue economy seeks to manage marine resources through the adoption of sustainable harvests, and regeneration (restoration) where necessary and possible. This economy strives to eradicate pollution and recycle waste in the marine environment, and supports SDG's 3, 14, 16 and 17.

The gold economy promotes renewable energy and resource use with particular focus on solar and wind-generated energy. Activities in this economy reinforce SDG 7 and 13.

The silver economy constitutes the economic activities of people over the age of 50, and is in line with SDG 4 and 8.

Strategic Priority #2 Visibility, Impact & Credibility

The National Trust is the strongest defender of Heritage.

Greater sensitisation to heritage issues will ensure that all heritage-related actions or decisions preserve our assets for future generations. In this six-year plan we intend to increase our membership base ten-fold and increase our visibility to the national and international public. We will place ourselves at the forefront of this movement and become synonymous with heritage in the National psyche.

We will deepen and broaden our partnerships with similar and complementary agencies or groups and facilitate communication, accountability and cooperation.

Managing and safeguarding our heritage is a collaborative effort, involving an extensive network of individuals, communities and agencies. We will engage a wide variety of partners, pooling our resources to have maximised and coordinated impact.

We will create and expand our virtual and physical heritage spaces

The properties that we manage at Mille Fleurs, Banwari Archaeological site and Nelson & The Five Islands are the first step towards establishing a strong heritage presence. Over the next six years we will create digital and physical spaces that people of all ages and locations can view, explore, handle or learn about our heritage.

Strategic Priority #3 Enabling Environment

We will become a well-equipped organisation with all necessary policies, procedures and systems to ensure our operational efficiency as we continue to make our mark in the heritage sector.

The Trust is an Employer of Choice. Our staff is engaged, motivated and committed to the Vision, Mission and Core Values of the Trust. We empower our staff by ensuring they are provided with resources and an enabling environment. Our organisation culture promotes teamwork and

mutual support. We will place a high priority on attracting and retaining the talent that we need to take us to the next level as an organisation, and to effectively accomplish all our strategic priorities.

Strategic Priority #4 Supportive Regulatory Framework

The Trust has begun the process of critically examining our legislative environment. **We will strengthen the legal framework by proposing amendments that allow us to fulfil our mandate more effectively.**

Strategic Priority #5 Awareness, Knowledge & Capacity Building

The heritage sector calls for a wide range of knowledge and skills, across many professions and disciplines from architects, to masons, historians to project managers, tour guides to museum curators.

We will contribute to the development of skills capacity in the heritage sector by utilising partnerships with local and international experts including universities.

Implementation

These five Strategic Priorities are geared towards the achievement of ten specific outcomes, which are supported by carefully selected strategies and initiatives. The successful implementation of these Strategic Priorities will be gauged by developing targets, key performance indicators and timeframes for each of the supporting activities.

Outcomes

The ten Outcomes are listed below:

- 1 A Financially-viable and income-generating Institution to support the Heritage Economy**
- 2 A recognised Authority both nationally and internationally as the Primary Agency for consultation, advice and advocacy for T&T's heritage**
- 3 A recognised household name, known by all demographics in T&T and its diaspora**
- 4 A partner with effective national, regional and international sectoral networks, synergies and collaborations**
- 5 A strong digital and physical presence for heritage in TT**
- 6 An entity with robust internal systems, structures and procedures**
- 7 A legislative environment that enables and empowers the Trust to fulfil its goals and objectives**
- 8 An organisational culture where staff and members are integral participants in the Trust's development**
- 9 A full staff complement with the requisite competencies required to achieve the Trust's goals and objectives**
- 10 Effective training, education and development Initiatives to build knowledge and capacity among stakeholders in heritage sector**

Our Strategic Plan's ten outcomes are grouped under our five Strategic Priorities as follows. Supporting strategies that may be employed to achieve outcomes are summarised below⁸:



⁸ The supporting strategies are presented in greater detail in Appendix D

**Strategic
Priority#2:
Visibility,
Impact &
Credibility**

OUTCOME 3

A recognised household name, known by all demographics in T&T and its diaspora

OUTCOME 4

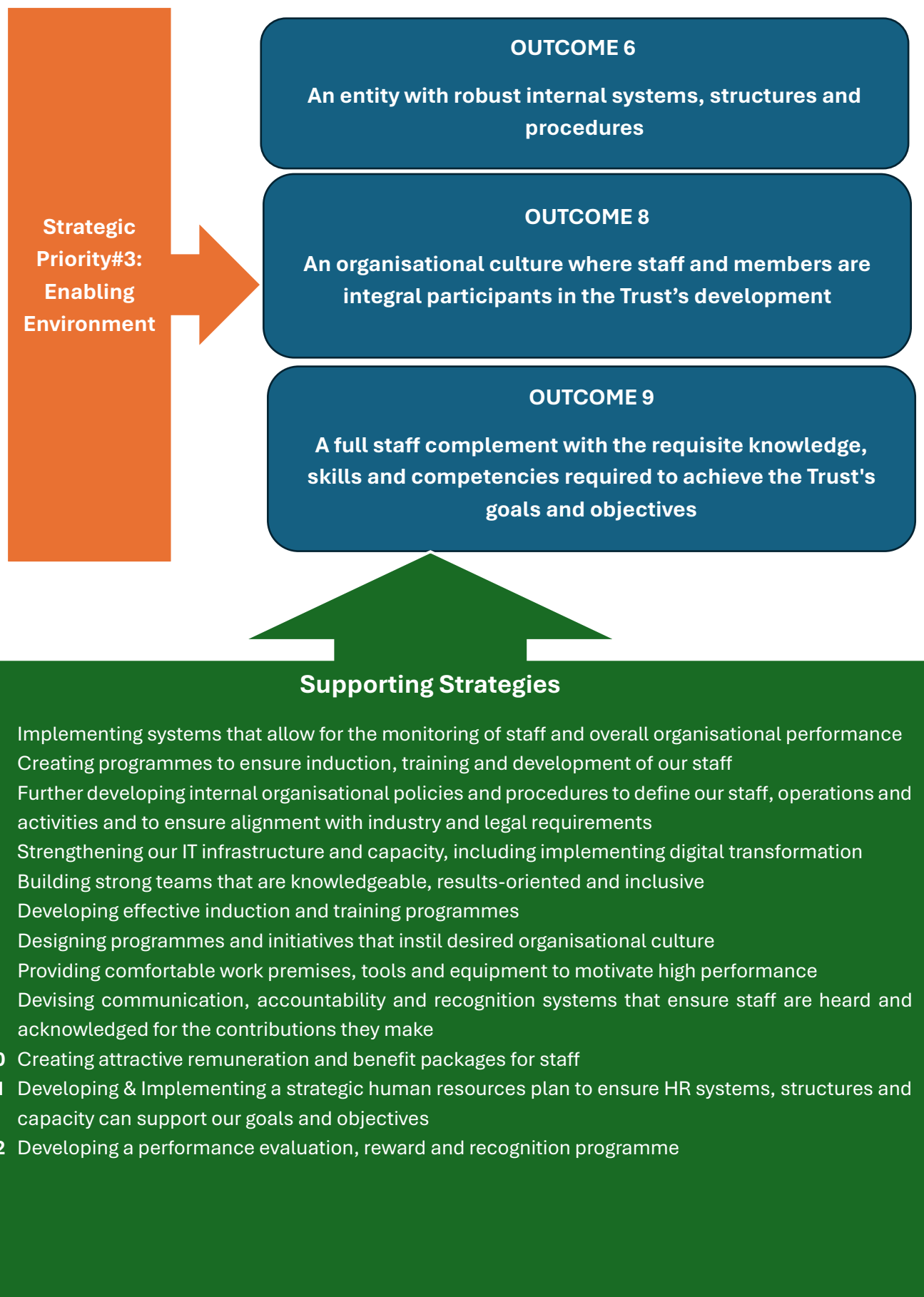
A partner with effective national, regional and international sectoral networks, synergies and collaborations

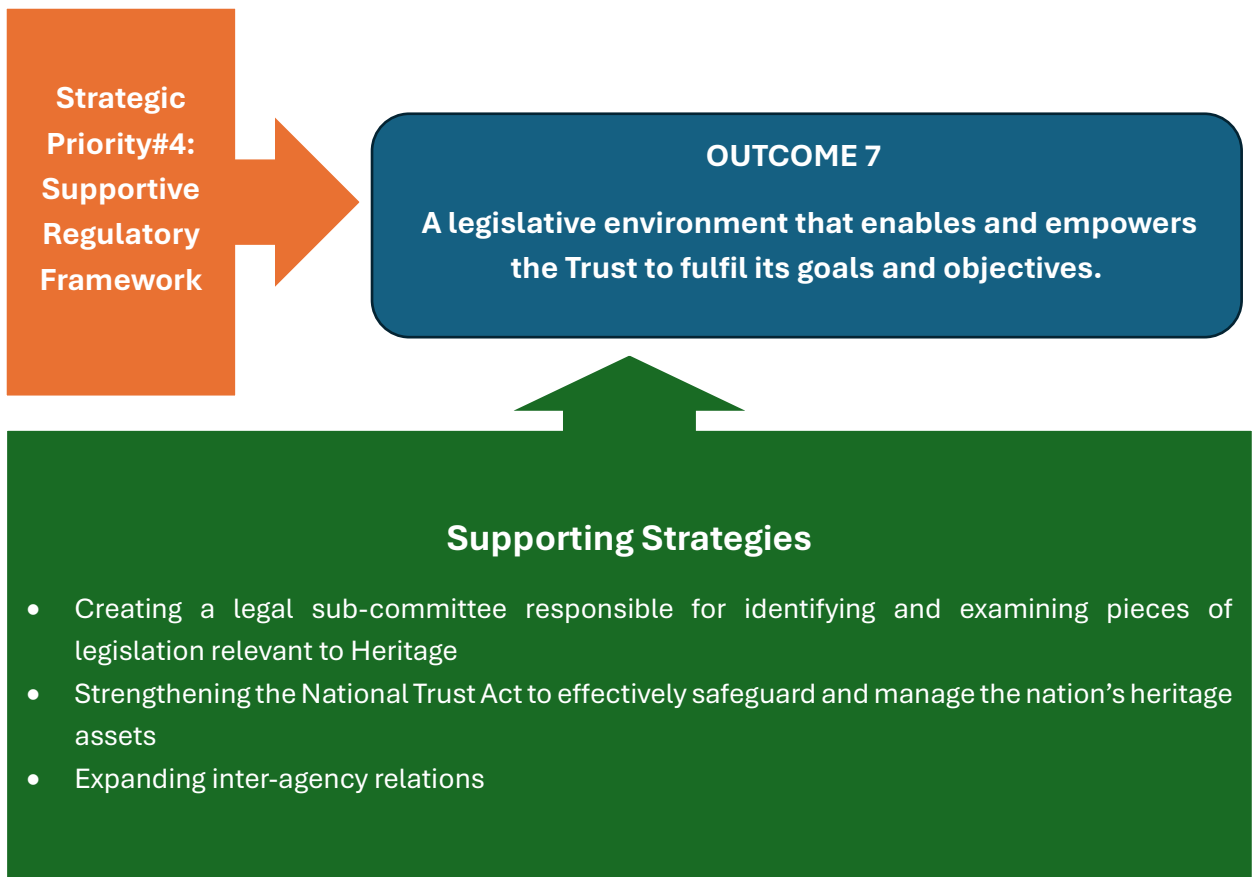
OUTCOME 5

A strong digital and physical presence for heritage in T&T

Supporting Strategies

- 1** Targeting the diaspora for membership and outreach initiatives abroad
- 2** Enhancing membership benefits and engagement
- 3** Conducting an analysis of our existing membership base and strategically targeting demographical and geographical groups
- 4** Establishing a stronger presence in the regional and international heritage sector including seeking full membership in INTO
- 5** Putting T&T on the global heritage map by pursuing world heritage recognition for selected T&T heritage sites
- 6** Creating heritage tourism opportunities by promoting traditional attractions, activities and events
- 7** Enhancing the viability of listed heritage sites to promote awareness and encourage visitor traffic to sites
- 8** Working with relevant agencies to develop, collect and track heritage metrics that will enhance the ability to monitor the management and development of T&T's heritage sector
- 9** Formalising relationships or partnerships with relevant individuals or entities by pursuing official agreements in the form of MOUs or TOEs to drive our heritage priorities
- 10** Spearheading the reactivation of a Caribbean National Trust by establishing contact and building relationships with, other regional Trusts and heritage organisations
- 11** Constructing or acquiring physical premises to act as museums, resource centres or storage facilities for heritage artefacts
- 12** Developing and expanding websites, online resources and social media platforms to create an extensive virtual world for heritage
- 13** Developing a comprehensive national strategic branding and marketing campaign for the Trust and wider heritage economy
- 14** Researching and publication of an annual report on *State of Heritage in T&T*
- 15** Developing a role for members to contribute to networking and outreach activities





**Strategic
Priority#5:
Awareness,
Knowledge &
Capacity-
Building**



OUTCOME 2

A recognised Authority, both nationally and internationally, as the Primary Agency for consultation, advice and advocacy for Trinidad & Tobago's Heritage

OUTCOME 10

Effective training, education and development Initiatives to build knowledge and capacity among heritage sector stakeholders



Supporting Strategies

- Ensuring heritage issues are widely publicised and defended
- Building formal partnerships with stakeholders and related agencies to liaise on matters that impact conservation
- Mobilising experts and volunteers to actively contribute to heritage development in the country
- Spearheading education and sensitisation campaigns to build knowledge and awareness of conservation
- Encouraging communication from, and cooperation with, the public to report any areas of heritage concern to the Trust for immediate action
- Developing a stronger and more articulated stance on climate change and the environment, as it impacts T&T's heritage
- Promoting heritage education in our schools by developing learning material and educational opportunities for youth
- Creating manuals and publications to provide 'how to' guidance and information on relevant topics
- Offering training programmes to professionals in the heritage sector to enhance their skills
- Attending international conferences and training programmes to network with sector leaders and share knowledge and best practice
- Conducting or facilitating research into heritage matters and concerns to build the body of knowledge
- Expand internships for local and international students and graduates

Counting The Cost

As we implement our Strategic Plan, we will be constantly considering the required human, financial and other resources. By developing a tally of the human and financial resources required to support the Plan, areas of resource deficit, overuse or duplication can be easily identified, and activities that support the most important outcomes can be given priority. This will avoid a scattershot approach, where many activities are embarked on, but are only achieved to a limited extent or scale.

Resourcing the strategic objectives will be an iterative process that will take place throughout the lifespan of the planning period, as we take steps to ensure that we have sufficient human and other resources to execute each successive phase of the Plan.

Impact & Performance Metrics

Assessing the Impact, Measuring Performance

Developing measurable standards against which the success of strategies can be measured and monitored is necessary for assessing and tracking the true impact, and degree of completion of the Plan. As far as is practicable, KPIs and targets will be set to facilitate the effective monitoring and measuring of its achievements of the goals and objectives. This is in alignment with the requirements outlined in the NDS: *“Programmes, projects and activities must be based on sound, robust criteria and data, and must be aligned to the national goals.”*⁹

⁹ Development Strategy 2016 to 2030, Introduction 09-10

Conclusion

The strategic planning period 2025 to 2030 comes at an exciting and critical time not only in our Nation's history, but that of the entire planet. Never has world heritage been in greater peril, and therefore never has it been so important to do all that is necessary to preserve it. The GoRTT shows that it recognises that many challenges facing Trinidad & Tobago and the need to rally all individuals, groups and organisations to contribute to Nation development. We intend to take our place alongside many others and make a sustainable impact on our Nation's future.

Appendices

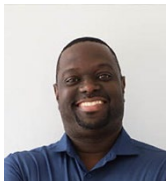
Appendix A: National Trust Council



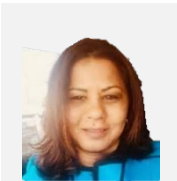
Margaret McDowall
(Chairman)



Neisha Ghany
(Deputy Chairman)



Dominic Romain
(Treasurer)



Candice Ramsaran
(Secretary)



Jacqueline Weekes-Penco
(Appointed Member)



Ryan Mohammed
(Elected Member)



Mark Franco
(Elected Member)



Turkessa Blades
(Elected Member)



Kadelle Jessamy
(Elected Member)



George Leacock
(Appointed Member
- THA)



Susan Shurland
(Elected Member)

Appendix B: National Trust Staff

Administration Department

Pauline Phillip (Operations Coordinator)

Crystal Austin (Grants Officer)

Chitrakha Harrypersad (Custodian)

Margaret Harewood (Accounting Assistant)

Tricia Chin (Legal & Compliance Officer)

Pauline Phillips-Marshall (Membership Officer)

Simone Thorne-Mora (Events & Communications)

Outreach & Education Department

Graeme Suite (Marketing & Business Development Coordinator)

Marlon Green (Education & Outreach Officer)

Joseph Bertrand (Education & Outreach Officer)

Tiy Cross-Lovelace (Social Media Marketing & Outreach Officer)

Heritage Preservation & Research Department

Ashleigh Morris (Heritage Preservation & Research Officer)

Nesaymn Ranut (Heritage Preservation & Research Officer)

Karishma Nanhu (Heritage Preservation & Research Officer)

Projects & Facilities Department

Kumi De Souza (Senior Project & Facilities Officer)

Sean Austin (Facilities Technician)

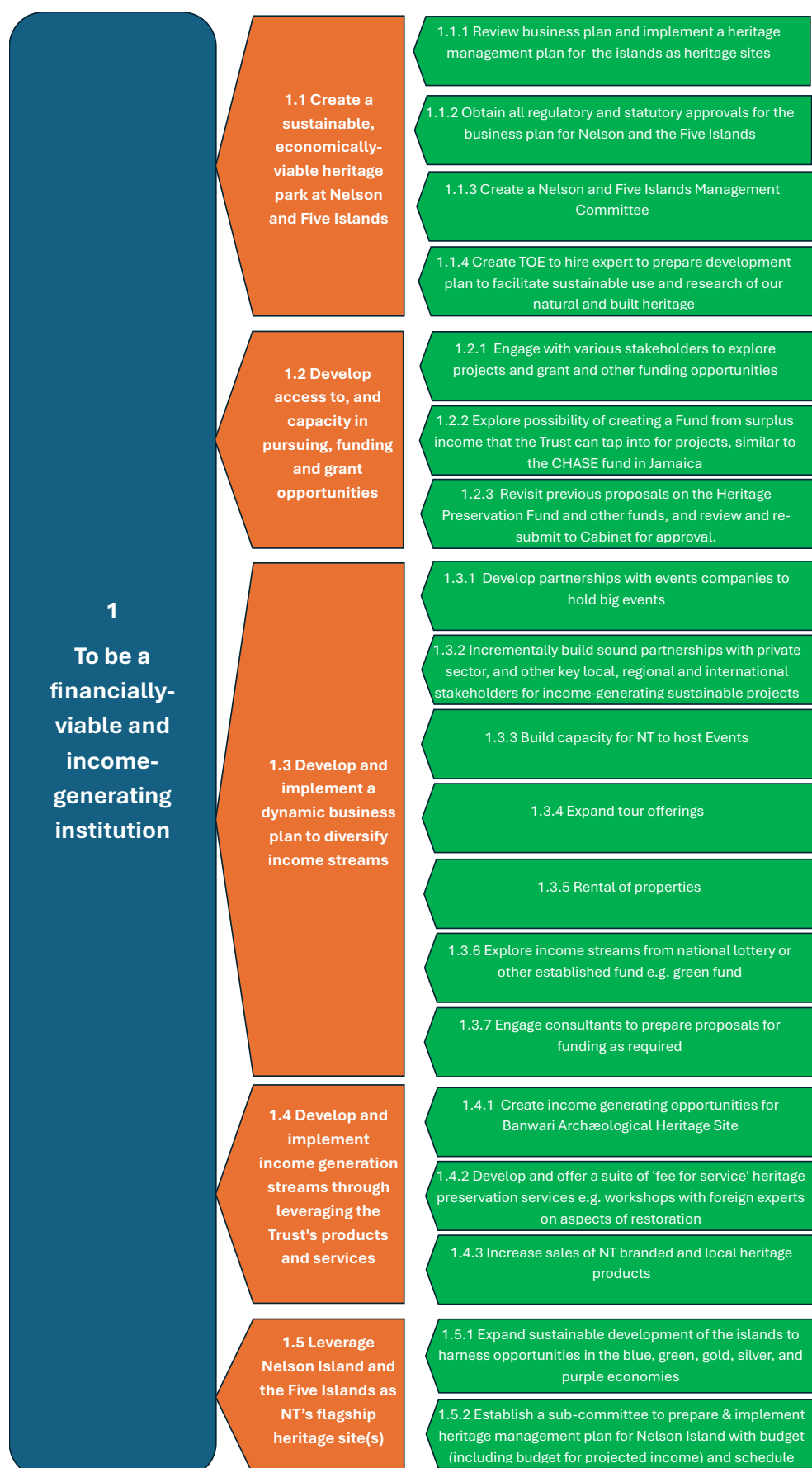
Kelly-Ann Carrabon (Civil Engineer)

Junior Marcano (Facilities Tech Assistant)

Appendix C: List of Stakeholders & Partners Interviewed

Name	Position
Marion Lewis	Director, Planning Division (Ag), Ministry of Planning & Development
Sherry Hazel-Loney	Senior Planning Officer, Planning Division (Ag), Ministry of Planning & Development
Sateesh Gualbance	Senior Planning Manager, Ministry of Tourism, Culture & the Arts
Cornell Buckradee	Tourism Trinidad Limited
Shaneil Sutherland	Tourism Trinidad Limited
Denise Sandiford	Barbados National Trust
Lorna Bailey	Jamaica National Trust
Deborah Grant	Barbados National Trust
Jeannine Compton-Antoine	St. Lucia National Trust

Appendix D: Outcomes and Supporting Strategies



2 Recognised nationally and internationally as the authority and primary agency for consultation, advice and the advocate for heritage matters across Trinidad & Tobago

2.1 Strengthen the Trust's capacity, reputation and effectiveness as an expert and watchdog on heritage related matters

2.1.1 Devise strategy to build volunteerism arm of the NT

2.1.2 Manage archaeological and palaeontological practices and activities in TT, including establishing Archaeology and paleontology sub-committee

2.1.3 Embark on national awareness programme in the areas where the Trust can contribute to heritage management, specifically courting corporate and public

2.1.4 Strengthen position as the gatekeepers of standards wrt heritage and its conservation, by devising regulatory & fee structure for consultation & advice for

2.1.5 Develop a regional database of experts in fields relevant to heritage preservation who can be called upon to assist the Trust in providing assistance, or take

2.2 Raise awareness on topical heritage issues to rally membership and supporters around

2.2.1 Write monthly articles on topical heritage issues for social media and/or newspapers and other mass media

2.3 Promote recognition and knowledge of the specific aspects of Trinidad & Tobago heritage

2.3.1 Devise specific strategies to preserve, promote and educate on the various types of TT heritage - Industrial (oil and gas), agricultural, cultural, literary/oral, culinary,

2.4 Extend the reach of the Trust into all the main aspects of heritage in Trinidad & Tobago

2.4.1 Build partnerships with creative arts and cultural entities like NTAC, NCC, TUCO, Pan Trinbago and grass roots cultural organisations

2.4.2 Explore relationships with relevant environmental preservation entities including EMA, IMA, Forestry Divisions

2.4.3 Tap into international knowledge sharing networks like INTO CAN (climate and environment) to add NT's voice to environmental issues impacting heritage

2.4.4 Formalise communication and partnerships with related entities e.g. Develop MOU with Tobago Heritage Trust, Citizens for Conservation, UWI, UTT, IMA, etc

2.4.5 Strengthen NT's reach into environmental preservation by using the Nelson Island model to create similar 'green' heritage sites

2.5 Build and strengthen the heritage's 'voice' in Trinidad & Tobago

2.5.1 Initiate research into the impact of climate change on TT's natural heritage

2.5.2 Implement measures to track heritage issues that need to be publicised and defended

2.5.3 Empower community groups and individuals as heritage watchdogs

2.6 Become the custodian of State-owned Heritage Properties

2.6.1 Ensure preservation of French chattel houses like Mille Fleurs in compliance with international standards

2.6.2 Propose management plans on retainer for all listed Heritage Properties including the Red House, President's House, Knowsley, White Hall and Queens

3

NTTT is a Household name, recognised internationally and known by all demographics in T&T and its diaspora

3.1 Boost visibility of listed sites

3.1.1 Develop content linked by QR code providing information on listed sites

3.1.2 Design standardised plaques to be awarded to owners after properties are listed

3.1.3 Develop means to display QR codes for listed buildings that navigate user to a brief history/story of the property

3.2 Build community outreach strategies

3.2.1 Strengthen youth outreach arm of the NT including heritage keepers, Scouts, hosting competitions, art galleries etc monthly for young artists

3.2.2 Develop NTTT linkages into tourism and the Arts (Purple Economy), Food Dance, Culture

3.3 Develop membership management, services and monitoring systems

3.3.1 Develop membership management, services and monitoring systems

3.3.2 Develop a computerised membership management system.

3.3.3 Devise a system to ensure the timely distribution of membership cards.

3.3.4 Gather and analyse data on membership demographics

3.5 Establish a strong presence in the international heritage landscape

3.5.1 Prepare documentation to get Queens Park Savannah and other locations in TT listed as World Heritage Sites by UNESCO

3.5.2 Get Pitch Lake listed as a UNESCO Man and the Biosphere Reserve

3.5.3 Become a full member of INTO

3.5.4 Take steps to acquire designated properties

3.6 Increase NT international reach and foreign membership

3.6.1 Devise strategies to target the diaspora e.g. build relationships with Trinidad & Tobago consulates

3.6.2 Pursue membership in regional or international Trusts

3

NTTT is a Household name, recognised internationally and known by all demographics in T&T and its diaspora

3.7 Initiate a comprehensive and systematic membership drive and programmes to increase and diversify membership

3.7.1 Research and develop suite of membership benefits that appeals to member interests e.g. discounts for cultural events

3.7.2 Network with TTARP, TTUTA, Chambers of Commerce, State Boards and Agencies, NGOs and other relevant entities to attract members

3.7.3 Develop a marketing and communications strategy to better position the organisation, support advocacy work and promote the National Trust

3.7.4 Determine target membership size and demographics and timeline(s) timelines to achieve same

3.7.5 Hire the requisite personnel to develop and market a suite of attractive membership benefits

3.7.6 Acquire international membership to allow members access to reciprocal member benefits

3.7.7 Hire additional marketing personnel to develop and implement marketing strategy

3.7.8 Develop mobile NT display for events

3.7.9 Devise methods of getting NT's message across in a stronger way by classifying its public – decision makers of the state and decision makers of the private sector

3.7.10 Devise strategies to target under-represented groups or territories e.g. Tobago

3.7.11 Erect NT display at targeted events to promote work of the Trust

3.8 Promote activities that are linked to (built, archæological, and natural, cultural) heritage and to support heritage tourism

3.8.1 Devise strategies to mark or recognise all days of cultural significance in the country

3.8.2 Expand the Heritage events – lectures, visits, excursions, films appealing to a wide cross section of the national and international community

3.8.3 Develop Calendar of events that marks all days of cultural significance in the country

3.8.4 Create events at built heritage sites and integrate visual and performing arts cultural practices of relevance to the sites

3.9 Re-activate the National Heritage Awards System to recognise efforts in heritage preservation, education, sensitisation and promotion

3.9.1 Explore criteria, design, structure and frequency of awards system to ensure feasibility and relevance

3.9.2 Seek sponsorship for the National Heritage Award

3.9.3 Select independent judging panel including a representative from a regional or international organisation

4 Effective national, regional and international sectoral networks, partnerships, synergies and collaborations

4.1 Actively build sound partnerships with private sector, and other key local, regional and international stakeholders

4.1.1 Prepare a suite of presentations to Introduce the NT - its role, function and achievements for use at stakeholder meetings and interactions

4.1.3 Engage with private sector for innovative strategies on heritage preservation and promotion

4.2 Build heritage preservation and management capacity by developing partnerships to develop or enhance heritage data and metrics

4.2.1 Identify entities that collect or potentially can collect traditional and non-traditional heritage data e.g. Forestry, tourism, hotels

4.2.2 Identify entities that collect or potentially can collect traditional and non-traditional heritage data

4.2.3 Tap into the records and resources of historical and record-keeping bodies to create or promote information on heritage

4.2.4 Engage all associations of active elders, special interest and other community groups for heritage knowledge transfer between the generations

4.2.5 Expand Heritage Keepers & continue to collaborate with other youth organisations to support heritage education

4.2.6 Create collaborative groups and partnerships to support the First Peoples in the preservation of their heritage

4.3 Enable the establishment of a reconvened Cabinet appointed Archæological Committee for the care, protection and documentation of our archæological heritage

4.3.1 Become the secretariat of the Cabinet-appointed Archæology Committee

4.3.2 Form archaeology sub-committee of the Council with a secretariat

4.3.3 Create facilities for storage of artefacts in conjunction with the History departments of the UWI/UTT and other institutions.

4.3.4 Explore registering NT as a museum under the Museums Act

4.4 Expand number of listed national heritage sites through enhancement of research and dossier writing capacity

4.4.1 Engage historians and other professionals for review of dossiers

4.4.2 Collaborate with THA and Regional Corporations to document their heritage sites

4.4.3 Tap into membership resources, government funding and corporate sponsorship

4.5 Explore relationships with councils of regional Trusts and equivalent organisations to re-activate a Caribbean

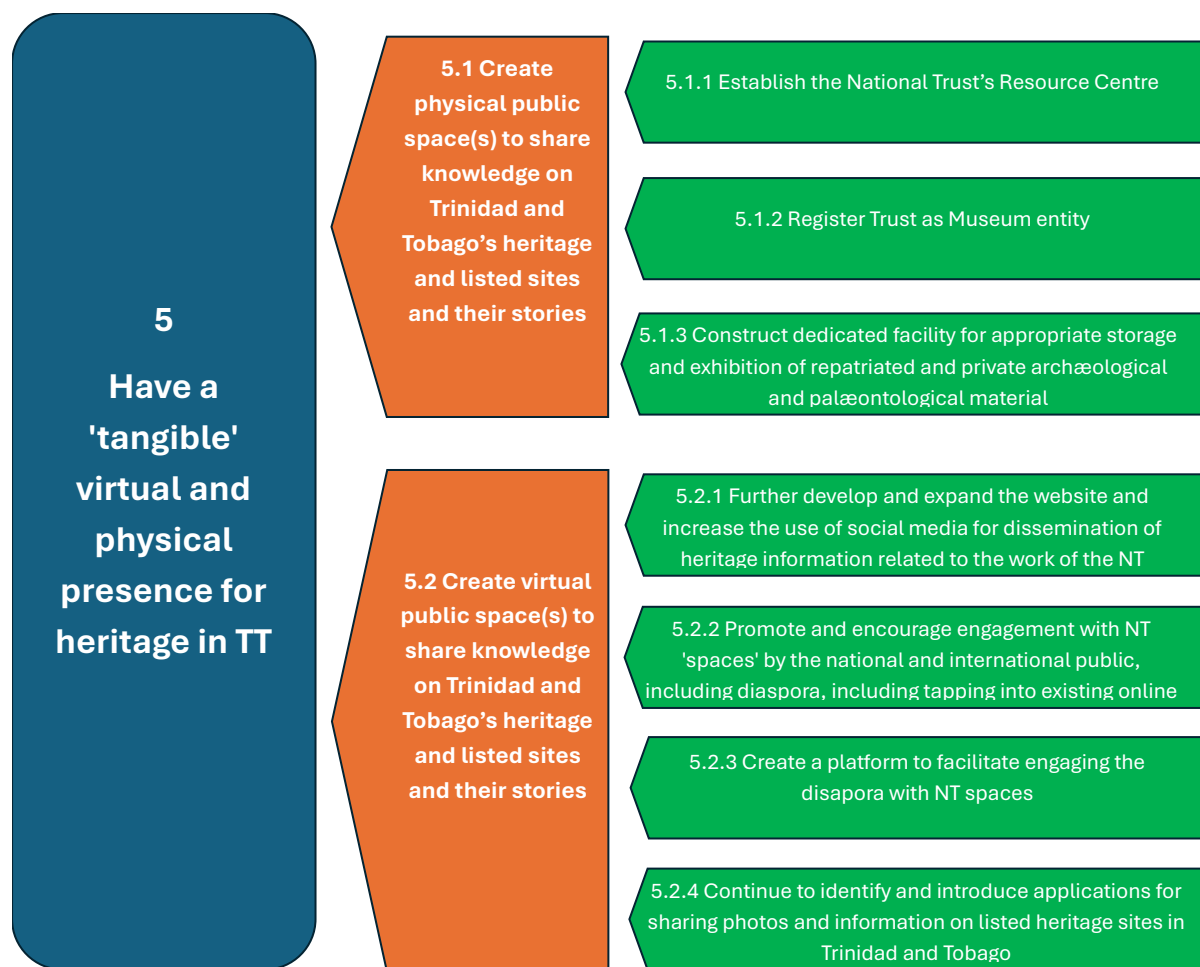
4.5.1 Contact INTO to get contact information for Trusts and form contact group

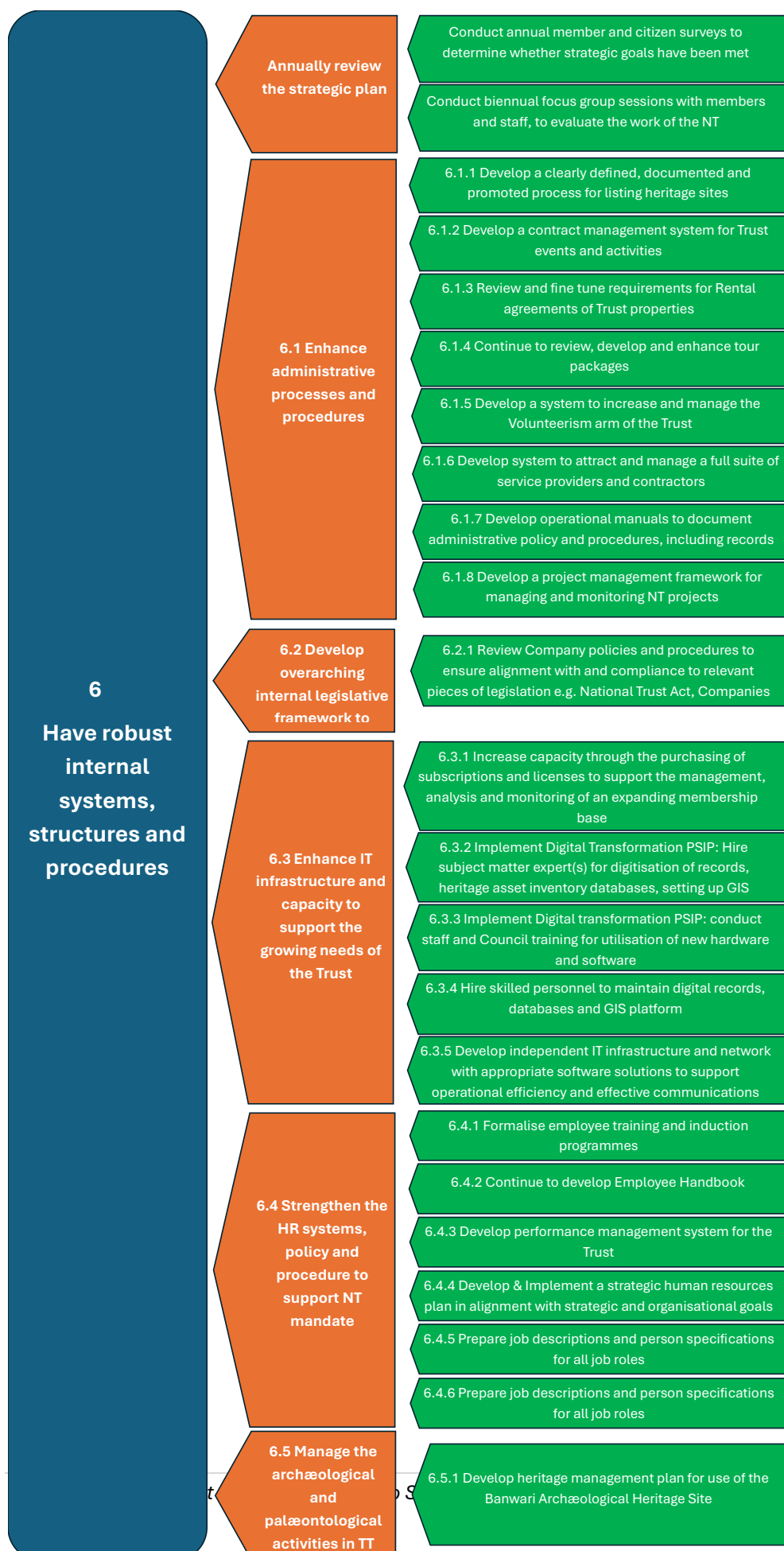
4.5.2 Develop list of persons who can form steering committee

4.5.3 Hold regular meetings with Caribbean trust councils/board representatives

4.6 Investigate and lobby for fiscal and other incentives that encourage built heritage preservation

4.6.1 Continue discussions with the Ministry of Planning and Development, Board of Inland Revenue, Ministry of Finance and other relevant authorities for introduction of additional fiscal incentives





7 Supportive legislative environment that enables and empowers the Trust to fulfil its goals and objectives.

7.1 Become the trustee of heritage properties for public purposes

7.1.1 Create strategies and processes for becoming a trustee for maintaining, preserving, repairing and servicing properties of interest

7.1.2 Get Nelson Island and the Five Islands, and Banwari Archæological Heritage Site and Mille Fleurs legally vested in the NT

7.2 Strengthen existing legislative environment to promote heritage preservation and conservation

7.2.1 Negotiate a sole management lease of state-owned heritage buildings or in partnership with other State agencies

7.2.2 Research & list all pieces of legislation that have implications for the Trust

7.2.3 Develop a strategy to mitigate the challenges identified in the current legislative environment

7.2.4. Expand and activate the legal subcommittee

7.2.5 Lobby for changes and amendments to the relevant legislation

7.2.6 Review the National Trust Act and Regulations to identify gaps & ensure alignment with best practice

7.3 Strengthen the capacity to protect archæological sites and artefacts

7.3.1 Examine legal framework and suggest areas for creating or strengthening legislation to support management of archæology and palæontology

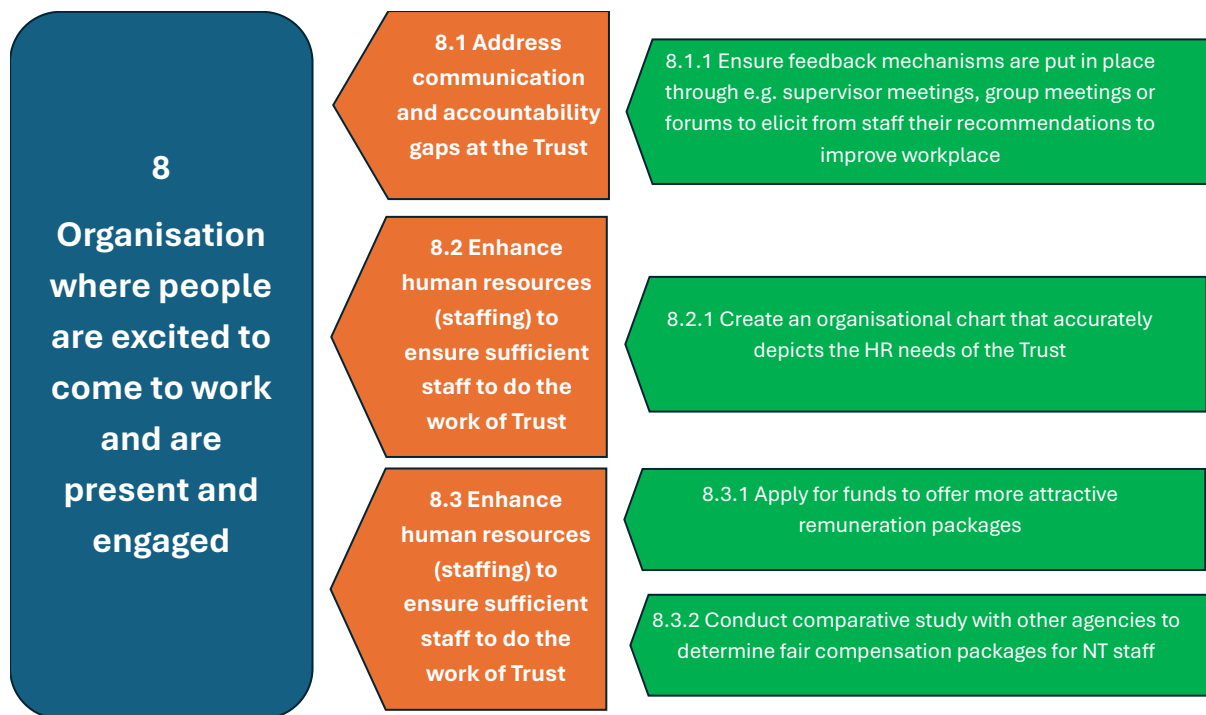
7.3.2 Advise on and advocate for legislation to protect against and penalise the unauthorised storage or removal of archæological and palæontological artefacts

7.3.3 Update legislation to support the continued repatriation and storage of artefacts native to TT

7.3.4 Create secretariat from Archæological sub-committee of the Council on Archæological matters

7.3.5 Lobby for reactivation of the Cabinet-appointed Archæological Committee

7.3.6 Lobby for creation of Archæological act or strengthening of National Trust Act to better govern and



9

Full staff complement with the requisite knowledge, skills, attitudes and behaviours required to achieve the Trust's goals and objectives

9.1 Address communication and accountability gaps at the Trust

9.1.1 Strengthen, develop and implement effective performance management mechanisms

9.2 Develop & implement a strategic human resources plan in alignment with strategic and organisational goals

9.2.1 Develop, review, revise organisational chart and increase specialist staff as funds become available

9.2.2 Hire an HR expert to conduct HR/organisational analysis, make recommendations and implement recommendations

9.3 Enhance human resources (staffing) to ensure sufficient staff to do the work of Trust

9.3.1 Create a policy for hiring interns, volunteers, OJTs etc

9.3.2 Develop strategy for outsourcing competent contractors (eg. Consultants) as well as interns, OJTs, volunteers to fill HR gaps.

9.3.3 Develop recruitment strategy to hire the skills needed and allows the Trust to tap into required skillsets

9.3.4 Hire a CEO

9.3.5 Find alternative sources of funding to hire short-term staff e.g. through PSIP, grant funding etc

9.4 Strengthen the HR capacity of the Trust to support NT mandate

9.4.1 Design and lobby for more competitive staff packages that align with the quality of staff required

9.4.2 Develop recruitment strategy to attract skilled staff

10
Effective Training, Education and Development Initiatives to build knowledge and capacity in individuals, staff and stakeholders

10.1 Enhance management, capacity and knowledge of heritage preservation in Trinidad & Tobago and wider Caribbean by boosting skilled human resources in heritage economy

10.1.1 Advocate the award of scholarships for nationals in the field of archaeology and heritage maintenance and restoration

10.1.2 Develop database of experts in heritage – architects, structural engineers, craftsmen, contractors, curators, historians, etc.

10.1.3 Enhance research and dossier writing capacity in relevant stakeholders

10.1.4 Access grant funding for capacity building through exchanges, internships, professional courses, etc

10.1.5 Offer training programmes to support the development of heritage professionals, craftsmen and other persons involved in the heritage and advocate for further training opportunities

10.1.6 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

10.1.7 Explore employment of graduate-level students in Government's On-the-Job-Training Programme to enhance skills in the heritage economy

10.1.8 Implement ongoing skills training to inspect historic sites and natural sites in staff complement

10.1.9 Locate sources of funding to finance attendance at international and regional conferences

10.1.10 Participate in international and regional conferences to learn of best practices and network with other heritage organisations

10.2 Enhance heritage education nationwide

10.2.1 Establish strong networks with school supervisors, teachers' organisations/groups for heritage education

10.2.2 Develop and publish textbooks, and other publications and mass media productions to boost heritage education

