



Preserving, protecting and promoting Grenada's heritage.

Patron: Governor General, Sir Carlyle Glean



Strategic Plan 2013-2017

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Introduction

PREAMBLE

In June, 2011, the GNT Executive identified that in order to proactively meet its mandate as the official custodian of Grenada's heritage assets, a 5-year Strategic Plan with input from all stakeholders had to be adopted and implemented. The plan will run from 1st January 2013 to 31st December 2017.

The plan is the culmination of months of fact finding and has benefited from the professional assistance of three independent consultants, Jennifer Ellard and Geritt Scheper at the initial stages and Michael Adams of The Solution, for refinement, strategic framework, marketing and final compilation. Along the way there have been significant contributions from the Council Executive, Council Members and other relevant stakeholders with a keen interest in the enhancement of Grenada's Heritage assets.

In developing the plan it became evident that the GNT's broad mandate required clear signposting if it is to deliver on its own expectations. It has been agreed that seven Strategic Initiatives will be adopted to bring focus to all organisational activity. It is deliberate that these initiatives closely relate to those identified in the Grenada Board of Tourism's, Strategic Plan for 2011-2014, as our goals are mutual in concept, if not in delivery. These initiatives are identified later in this document.

The plan carefully examines and updates the priorities of the National Trust with a focus on tactical implementation. This requires:

- Bolstering of organisational human resource capacity—at both professional and volunteer levels—including development of strategic alliances.
- Attraction and management of finance, to efficiently deliver the GNT's goals and objectives

These two prerequisites can only be achieved by raising the profile of the organisation's activities both locally and internationally, through ongoing impact driven brand awareness, which will involve the participation of all stakeholders.



Snapshot Summary

PROJECTED OUTCOME

In line with its Parliament-mandated responsibility as the official custodian of Grenada's heritage assets, the Grenada National Trust (GNT) through implementation of this Strategic Plan for the period of 2013 to 2017 will seek to:

- Achieve UNESCO World Heritage status for the town of St George's.
- Achieve World Heritage status for the Grenadines, in collaboration with the St Vincent National Trust.
- Promote and protect identified heritage assets in Grenada, Carriacou and Petite Martinique in the public domain and to assist in the protection of such assets in the private domain.
- Enhance and reinforce its relationship with the country's planning authorities in achieving the above objectives.
- Introduce and operate a system of vesting and optimizing identified heritage assets into the GNT.
- Engage in schools and public education on the need for heritage conservation.
- Enhance and reinforce the GNT's relationship with other stakeholders in achieving the GNT's organisational objectives.



Background

SETTING THE SCENE

The master 'Strategic Plan 2011-2014' conducted by Independent consultants, May Hinds Consulting Inc of Barbados, on behalf of the Grenada Board of Tourism highlights the following:

"Cultural Heritage Tourism has become one of the fastest growing segments of tourism industry and a fast growing area of economic development. Research shows that over 50% of today's visitors are interested in experiencing the culture of a destination. Heritage tourists spend more and stay longer than traditional tourists. Grenada has the perfect product to further develop this niche market. The rich and unique history and culture of Grenada, Carriacou and Petite Martinique sets this tri-island state apart from the rest of the Caribbean. Grenada has a compelling story that needs to be told to the world. The Amerindian, European and African heritage, historic forts and churches, Great Plantation Houses, slavery, sugar, rum, oral traditions, cricket, spices, music, festivals, carnival, Museums, arts and crafts, oil down, Big Drum dancing and drumming and genealogy and the modern day society, economy and events such as the US Intervention combine to create a very interesting historical record. The island hosts over 12 festivals annually. Grenada must capitalise on this crucial differentiating component in its diverse tourism arsenal, to utilise its cultural heritage as a marketing tool to promote the destination and attract travellers with special interests."

This very powerful positioning statement has to be evaluated in context to where Grenada is right now. The fact remains that there is a distinct lack of education and appreciation as to the value of our heritage product. In fact, there is little understanding as to what 'conservation' entails. Our product is more easily recognised and valued by international audiences than the indigenous population. Those who possess the knowledge, to date, have not been able to transfer their understanding to the wider public. Closing this gap is an organisational priority. In turn, positioning the GNT as the leading entity with respect to the preservation of Grenada's heritage.



Considerations

Our Citizens have to take ownership and responsibility for our heritage assets with guidance from the GNT. The GNT must play a full and leading role in the promotion of our historic environment and ensure that its past is comprehensively researched and understood.

LEGISLATION

On April 12th, 1967, an act of Parliament empowered the Grenada National Trust...

‘to protect Grenada’s cultural, architectural and natural heritage, to preserve chattels of prehistoric, historic or artistic interest and the establishment of museums’.

this mandate was clearly prescribed by the following clauses taken from Ordinance 20 of 1967, which are as follows:

- a) The listing of buildings and monuments of prehistoric, historic and architectural interest and places of natural beauty with their animal or plant life;
- b) The compilation of photographic and architectural record of the above;
- c) The preservation of chattels of prehistoric, historic or artistic interest and the establishment of museums;
- d) Making the public aware of the value and beauty of the territory’s heritage as set out above;
- e) The pursuance of a policy of preservation and acting in an advisory capacity;
- f) The acquiring of property for the benefit of the Territory;
- g) The promoting and preserving for the benefit and enjoyment of the Territory of submarine areas of beauty or natural or historic interest and for the preservation (as far as possible) for their natural aspect, features and animal, plant and marine life;
- h) The attracting of funds by means of subscriptions, donations, bequests and grants.

Considerations (Continued)

To date the GNT has not exercised its full legislative powers, instead choosing to work passively in collaboration with the government of the day. This positioning has manifested in a lack of assertion on the part of the GNT in exercising its legislative powers. The Strategic Plan clearly requires a more assertive, but nonetheless collaborative positioning in respect of this particular dynamic, if strategic goals and objectives are to be met.

INVESTMENT AND FINANCING

Currently the GNT receive a notional EC\$10,000.00 annual subvention channeled through the Ministry of Education. To date, all other revenue comes via private or corporate donations, national lottery contributions and low level project specific funding from identified funding bodies.

The level of funding attracted to date, falls well short of the requirements needed to implement this plan up to 2017.

The vast majority of the organisation's output will be project specific. For this reason, dedicated and specific attention will be paid to the identification and procedural fulfilment of funding requirements demanded by these international agencies. Appropriate expertise will be sought to take the organisation through the funding process.

User fees are already being charged at many historical sites in Grenada. However, these revenues go straight to the Treasury and are not administered by the GNT. These revenues are essential for maintaining the sites as well as giving the organisation significant revenue generating potential. The GNT should seek to retain some of this income for maintenance and site enhancement purposes and negotiate a profit sharing agreement with Government.

The GNT will also seek to increase revenues through an increase in membership, both individually and corporately. There will be several national campaigns that will encourage the attraction of sponsorship and other private sector partnerships.

For further understanding a situational evaluation is attached at Appendix A.



Vision and Mission

THE VISION

The focus of the organisation's vision statement is firmly set in what it delivers to all stakeholders and beneficiaries. It was agreed the statement should be easily understood and give clarity to the purpose of the organisation. The Vision Statement reads as follows:

"To preserve, protect, and promote Grenada's heritage"

This Vision Statement appropriately captures the purpose of the organisation (Heritage) as well as defining the organisations relationship to that purpose (to preserve, protect and promote).

THE MISSION

To fulfil the organisation's purpose, the following Mission Statement has been adopted by the Council to prioritise activities in relation to what the organisation will do, why it will be doing it and who the organisation intends to serve. The Mission Statement is as follows:

"Through professional collaboration, fund raising, education, advocacy, public and private sector partnerships and nationwide community involvement we will identify, conserve and promote Grenada's heritage assets for the continual enjoyment of our citizens and visitors."



Strategic Goals

THE GOALS

1. To conserve to international standards the heritage assets of the nation, through professional implementation and monitoring.
2. To maintain to international standards the heritage assets of the nation, through initiatives that encourage involvement of the people of Grenada in the beautification, upkeep and ultimate ownership of these assets.
3. To increase visitors both internationally and locally to all heritage sites in Grenada, Carriacou and Petite Martinique by providing access to safe, enjoyable and well managed sites.
4. To increase national awareness of the nation's heritage assets, through dedicated marketing and PR initiatives that encourages involvement, and engages the use of all media platforms.
5. To create a highly respected, visible and active national heritage organisation, driven by efficient, motivated, professional staff and volunteers.
6. To develop the financial and professional capacity of the organisation to be effective custodians of Grenada's heritage assets, including the generation of commercial income.
7. To take the lead role in representations to both government and other parties in matters directly relating to heritage conservation and well being.
8. To continually seek an increase in the organisation's membership at both corporate and individual levels.



Strategic Objectives

THE OBJECTIVES

- To have a minimum of 15 heritage properties or sites vested with the Trust by 2017.
- To achieve annual direct income from tourist receipts of EC\$650,000.00 by 2017.
- To achieve an annual percentage of 10% of overall tourism revenue for heritage related income by 2017.
- To increase direct employment within secretariat from 2 in 2013 to 5 by 2017.
- To achieve direct site employment nationwide to 105 persons by 2017.
- To increase site volunteer work force nationwide from 17 in 2013 to 155 by 2017.
- To increase individual membership from 57 in 2013 to 2000 by 2017.
- To increase corporate membership from 6 in 2013 to 50 by 2017.
- To achieve 100% school membership by 2017.
- To create reserve fund of EC\$100,000.00 by 2017.



The Working Plan

PLAN METHODOLOGY

The purpose of this plan is to tactically and expediently reach the organisation's vision by adhering to the attributes stated in its mission, goals and objectives. The framework will adopt the following methodology. All activity will fall under a specific category. We will refer to these categories as 'Strategic Initiatives'. An activity can be an action or group of actions that address a goal. For the sake of clarity, we will call these activities 'Programmes'. This in effect means that all programmes will fit under a 'Strategic Initiative' and address one or more 'Strategic Goal'.

THE STRATEGIC INITIATIVES

1. **Heritage Conservation**

All activity related to the enhancement of Grenada's heritage assets

2. **Strategic Alliances and third party relations**

All activity related to working collaborations

3. **Marketing**

All activity related to the promotion and profiling of the organisation

4. **Investment and Financing**

All activity related to funding, revenues, expenditure and money management

5. **Stakeholder Capacity Building**

All activity related to institutional strengthening

6. **Education**

All activity related to both schools and public education concerning heritage welfare

7. **Advocacy**

All activity related to policy development for the enhancement of Grenada's heritage assets



Plan In Action

1. HERITAGE CONSERVATION

PROGRAMMES	GOALS ADDRESSED
<ul style="list-style-type: none"> • Formulation of strategic plans for forts around St George's in the short-term and in the medium term for fortifications throughout the island. Working with Government to conserve, restore and give public access. • Complete the conservation and restoration of the Drill Yard and Antilles Complex which hosts the National Museum. • Work with PPU on a planning strategy for the conservation of all heritage sites on the island. • Erection of signposting to heritage sites that are ready to receive visitors. • Identification and preservation of preserve pre-colonial heritage sites at risk. Working with outside archaeologists. • Identification, cataloguing and archiving of all heritage assets. • Conservation plan for endangered heritage sites and buildings. • Identify conservation area on every island, including but not limited to Carriacou, Petit Martinique, Ronde Island, White Island and Saline Island. 	<ul style="list-style-type: none"> • To conserve to international standards the heritage assets of the nation, through professional implementation and monitoring. • To increase visitors both internationally and locally to all heritage sites in Grenada, Carriacou and Petite Martinique by providing access to safe, enjoyable and well managed sites. • To take the lead role in representations to both government and other parties in matters directly relating to heritage conservation and well being.



1. HERITAGE CONSERVATION (CONTINUED)

PROGRAMMES	GOALS ADDRESSED
<ul style="list-style-type: none"> • Create and maintain list of the flora and fauna of the Grenadines for conservation purposes. • Commence programme for propagating Grenada's endemic species out of harm's way in and around the Forts, Centennial Park and Botanical Gardens. • Create local community maintenance initiative to raise knowledge of importance of flora and fauna. • Commence the ongoing collection of environmental and ecological data on sites and species across Grenada and the Grenadines, that require protection because of their unique environmental and ecological value. • Develop programme to locate, name, conserve and monitor birds and their nesting sites and develop a photographic inventory of the birds of Grenada and the Grenadines • Develop programme to protect threatened wild life species such as the Leatherback and Hawksbill Turtles. 	<ul style="list-style-type: none"> • To conserve to international standards the heritage assets of the nation, through professional implementation and monitoring. • To maintain to international standards the heritage assets of the nation, through initiatives that encourage involvement of the people of Grenada in the beautification, upkeep and ultimate ownership of these assets. • To increase visitors both internationally and locally to all heritage sites in Grenada, Carriacou and Petite Martinique by providing access to safe, enjoyable and well managed sites. • To take the lead role in representations to both government and other parties in matters directly relating to heritage conservation and well being.



2. STRATEGIC ALLIANCES AND THIRD PARTY RELATIONS

PROGRAMMES	GOALS ADDRESSED
<ul style="list-style-type: none"> • Work with UNESCO to achieve World Heritage status for the Grenadines • Work with UNESCO to achieve World Heritage status for St George's and the fortification system. • Work with PPU on a planning strategy for the conservation of all heritage sites on the island. • Build on close working relationship with the National Parks Authority to protect our national parks and to develop them as conservation areas. • Develop close working relationships with Ministries of Tourism, Finance, Education, Culture, Agriculture and Works. • Strengthening of relationships through shared policy development with other local entities whose remit is the protection of Grenada's Heritage assets. 	<ul style="list-style-type: none"> • To conserve to international standards the heritage assets of the nation, through professional implementation and monitoring. • To increase visitors both internationally and locally to all heritage sites in Grenada, Carriacou and Petite Martinique by providing access to safe, enjoyable and well managed sites. • To create highly respected, visual and active national heritage organisation, driven by efficient, motivated, professional staff and volunteers. • To take the lead role in representations to both government and other parties in matters directly relating to heritage conservation and well being. • To develop the financial capacity of the organisation to be effective custodians of Grenada's heritage assets. Including the generation of commercial income.



3. MARKETING

PROGRAMMES	GOALS ADDRESSED
<ul style="list-style-type: none"> • Formulation of dedicated marketing plan that supports the Strategic Plan in its entirety. • Programme of commercial fund raising activities including Dinners, launches, exhibitions and merchandising. • Creation of flexible Membership Scheme that allows all citizens and visitors to join the Trust. • Creation of Membership referral scheme • Promotion of all inclusive “National Awareness Campaigns”. • Development of Press Relations strategy. • Creation of interactive website including social network outreach. • Development of Sponsorship packages and private sector partnerships. 	<ul style="list-style-type: none"> • To increase visitors both internationally and locally to all heritage sites in Grenada, Carriacou and Petite Martinique by providing access to safe, enjoyable and well managed sites. • To increase national awareness of the nation’s heritage assets, through dedicated marketing and PR initiatives that encourage involvement, across the full spectrum of media platforms. • To develop the financial capacity of the organisation to be effective custodians of Grenada’s heritage assets. Including the generation of commercial income. • To continually seek an increase in the organisation's membership at both corporate and individual level.



4. INVESTMENT AND FINANCING

PROGRAMMES	GOALS ADDRESSED
<ul style="list-style-type: none"> • Collection of ‘User Fees’ from Heritage Sites • Identification and application processing for Programme/ Project Specific funding from international agencies that support Trust’s goals and objectives. • Development of private sector partnerships that give the Trust a consistent stream of commercial income. • Income from Development of Drill Yard Car Park. • Dedicated campaign to increase individual and corporate membership. • Programme of commercial fund raising activities including Dinners, launches and merchandising. • Development of a Green Fund. • Development of a Heritage Fund. • Introduction of a Property Management Programme. • Introduction of an Endowment Programme. 	<ul style="list-style-type: none"> • To increase visitors both internationally and locally to all heritage sites in Grenada, Carriacou and Petite Martinique by providing access to safe, enjoyable and well managed sites. • To increase national awareness of the nation’s heritage assets, through dedicated marketing and PR initiatives that encourage involvement, across the full spectrum of media platforms. • To develop the financial capacity of the organisation to be effective custodians of Grenada’s heritage assets. Including the generation of commercial income. • To continually seek an increase the organisation's membership at both corporate and individual level.



5. STAKEHOLDER CAPACITY BUILDING

PROGRAMMES	GOALS ADDRESSED
<ul style="list-style-type: none"> • Set up staffed GNT Secretariat Office. • Locate dedicated HQ office premises in St. George • Creation of working Task Forces for delivery of programmes for each 'Strategic Initiative. • Recruit full time 'Office Administrator' to support Board and task forces. • Develop communications plan clearly defining roles and responsibilities to enhance speed of decision making and aid transparency. • Develop recruitment plan for 5 year period incorporating full time, part time and volunteer staff. 	<ul style="list-style-type: none"> • To create a highly respected, visual and active national heritage organisation, driven by efficient, motivated, professional staff and volunteers. • To increase visitors both internationally and locally to all heritage sites in Grenada, Carriacou and Petite Martinique by providing access to safe, enjoyable and well managed sites.



6. EDUCATION

PROGRAMMES	GOALS ADDRESSED
<ul style="list-style-type: none"> • Development of dedicated programmes for all schools nationwide that focus on direct involvement with heritage assets and sites. • Implementation of all inclusive “National Awareness Campaigns”. • Development of Press strategy to educate public on specific heritage activity. 	<ul style="list-style-type: none"> • To maintain to international standards the heritage assets of the nation, through initiatives that encourage involvement of the people of Grenada in the beautification, upkeep and ultimate ownership of these assets. • To increase visitors both internationally and locally to all heritage sites in Grenada, Carriacou and Petite Martinique by providing access to safe, enjoyable and well managed sites. • To increase national awareness of the nation’s heritage assets, through dedicated marketing and PR initiatives that encourage involvement, across the full spectrum of media platforms. • To continually seek an increase the organisation's membership at both corporate and individual level.



7. ADVOCACY

PROGRAMMES	GOALS ADDRESSED
<ul style="list-style-type: none"> • Develop a robust policy framework for ‘Advocacy’ in Grenada, Carriacou & Petit Martinique that conserves heritage through respectful advocacy. • Lobby Government to review the current legislation with a view to ensuring proper protection of sites containing pre-colonial, colonial and post-colonial artefacts. • Lobby Government for an increase in the annual Subvention figure received by the Trust. 	<ul style="list-style-type: none"> • To create highly respected, visual and active national heritage organisation, driven by efficient, motivated, professional staff and volunteers. • To develop the financial capacity of the organisation to be effective custodians of Grenada’s heritage assets. Including the generation of commercial income. • To take the lead role in representations to both government and other parties in matters directly relating to heritage conservation and well being. • To continually seek an increase the organisation's membership at both corporate and individual level.



Appendix A

SITUATION EVALUATION

What follows is a brief evaluation of the GNT's positioning in respect of the highlighted areas.

AREA & NEED	EVALUATION
HISTORICAL BUILDINGS Conserve & Promote	<ul style="list-style-type: none"> • Strong Council capacity/expertise for heritage building conservation/restoration • Funding capacity for conservation/restoration through aid programmes • Employment generating potential • Clear economic benefits • Climate change mitigation linkages (eg: protection from sea level rise) • Possible overlap with Willy Redhead Foundation
ARTEFACT PRESERVATION Conserve & Promote	<ul style="list-style-type: none"> • Medium Council expertise in this area • Significant need (museums are not to international standards) • Need to curb artefact poaching & destruction by development • Possible overlap with Grenada's Cultural Foundation & existing museums
ARTISTIC HERITAGE Research & Promote	<ul style="list-style-type: none"> • Council capacity/experience for this • Possible overlap with Grenada Arts Council
COMPILATION OF DOCUMENTS AND PHOTOGRAPHIC RECORD Research, Archive & Promote	<ul style="list-style-type: none"> • Abundance of documents and photos to be conserved • Some in government control, but significant amount in private collections • Strong Council capacity in this area • Strong funding potential • Highly visible programming potential with significant results potential (educational portal for schools, for example)



AREA & NEED	EVALUATION
<p>ACQUIRING PROPERTY FOR THE BENEFIT OF THE TERRITORY</p> <p>Research, Conserve & Promote</p>	<ul style="list-style-type: none"> • Significant Council capacity in this area • Potential to create sustainable revenue streams for organization • Willingness from government to vest sites with the GNT • Endowment campaign potential
<p>ESTABLISHMENT OF MUSEUMS</p> <p>Refurbish & Promote</p>	<ul style="list-style-type: none"> • Museums in operation managed by Ministry of Culture can be vested in the Trust • St. George's Public Library Building clearly a heritage in need of restoration; closed since July 2011
<p>NATURAL ASPECT</p> <p>Beautify & Promote</p>	<ul style="list-style-type: none"> • Several opportunities for working with Ministry of Agriculture, Fisheries and the National Parks on large marine and terrestrial areas. Primary area is with the UNESCO World Heritage Site nomination and future policy management • Work with organizations on the ground including YWF-KIDO Foundation and Sustainable Grenadines to protect endangered and endemic species; Hawksbill and Leatherback turtles. Create small parks with unique features (out islands with shore birds, or botanical gardens)

STAKEHOLDER	COMMENTS
Ministry of Tourism & Culture	Partnership
YWF - KIDO Foundation	Partnership
The Willy Redhead Foundation	Partnership
Citizens in Defence of Grenada's Lands and Heritage	Lobbying Group
Sustainable Grenadines	Partnership
Carriacou Museum Society	Partnership
Clarke's Court Rum	Partnership