



NATIONAL TRUST FOR THE CAYMAN ISLANDS

STRATEGIC PLAN

2018 - 2023

INTEGRITY ◦ ACCOUNTABILITY ◦ PRESERVATION ◦ SUSTAINABILITY ◦ INCLUSION

THE NATIONAL TRUST FOR THE CAYMAN ISLANDS (NTCI) WAS ESTABLISHED BY STATUTE IN 1987
AND HAS BEEN PROTECTING THE FUTURE OF CAYMAN'S HERITAGE EVER SINCE

THE PURPOSES OF THE TRUST AS PRESCRIBED UNDER LAW ARE:

- (A) The preservation of the historic, natural and maritime heritage of the Cayman Islands through the preservation of areas, sites, buildings, structures and objects of historic or cultural significance;
 - (B) The conservation of land, natural features and submarine areas of beauty, historic or environmental importance which the Trust may have acquired through gift, bequest, purchase, lease or other means; and
 - (C) The protection of native flora and fauna.
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MISSION

To ensure that Cayman's unique history and nature are kept alive forever.

VISION

For a community in which the Cayman Islands' historic, cultural and environmental heritage, that enriches everyone's lives, is valued, supported and protected.



PROUD ACHIEVEMENTS

- Protecting 5% of Cayman's land by acquiring critically-important and biodiverse habitats such as the Mastic Reserve, the Brac Parrot Reserve and the Booby Pond
- Safeguarding old Caymanian buildings – The Mission House and White Bay Trust House are excellent examples
- Saving the iconic Blue Iguana from extinction – there are now almost 1,000 Blues in the wild
- Highlighting the ecological importance of the Central Mangrove Wetlands
- Fostering strong relationships with the Cayman Islands Government and international stakeholders such as IRCF and RSPB

This new strategic plan is the result of a collaboration between the Trust Council and Trust Staff and aims to prioritise those vital areas where we can maximise our impact and influence on the future of conservation in the Cayman Islands.

OPERATING ENVIRONMENT



THE TRUST'S CURRENT OPERATING ENVIRONMENT IS COMPLEX AND HAS CHANGED A GREAT DEAL SINCE ITS INCEPTION.

As an organisation, the Trust's key strengths lie in its committed Council and Staff, its ability to execute its 'saving nature' mandate and its strong brand and presence within the community.

The external environment has a huge effect on the Trust's ability to do its work and these issues are seen as important opportunities in the next five years:

- the need for an updated Development Plan and Historic Preservation Legislation;
- the growing interest of private sponsors and donors;
- the development of the Cultural Policy and subsequent law to assist the historic conservation mandate;
- the new Cayman Islands Development Plan; and
- our ever strengthening relationships with international partners.

The main challenges facing the Trust are, as always, scarce resources – both financial and manpower – and the need to raise awareness of the vital importance of conservation for the future of the Cayman Islands.

THEMES & STRATEGIC GOALS

THE TRUST COUNCIL AND STAFF IDENTIFIED THESE SIX THEMES, EACH WITH A STRATEGIC GOAL:

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| <p>(1) ENVIRONMENT</p> <p>to protect 11% of the Cayman Islands terrestrial environment and selected native species</p> | <p>(4) FUNDING</p> <p>to ensure the Trust's funding from independent sources is diverse and sustainable</p> |
| <p>(2) BUILT HERITAGE</p> <p>to promote awareness and appreciation of the Cayman Islands' built heritage and to preserve and maintain on a sustainable basis the Trust's places of historic significance so they may be enjoyed by current and future generations</p> | <p>(5) MEMBERSHIP</p> <p>to grow the Trust's membership base and to increase the proportion that are long-term and actively involved in the work of the Trust</p> |
| <p>(3) ENGAGEMENT</p> <p>to ensure that the Trust is recognised as being essential for the Cayman Islands and that its supporters are inspired to understand and champion its mission</p> | <p>(6) GOVERNANCE</p> <p>to ensure the Trust is professionally governed and shows effective leadership, direction and supervision as it undertakes the work it has been established to do</p> |
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OBJECTIVES

ENVIRONMENTAL GOAL



TO PROTECT 11% OF THE CAYMAN ISLANDS' TERRESTRIAL ENVIRONMENT AND SELECTED NATIVE SPECIES

The strategic objectives to achieve include:

- Acquire five new environmentally-strategic pieces of land;
 - Protect five NTCI-nominated sites under the NCL;
 - Manage all NTCI environmental sites in accordance with their management plans;
 - Implement the revised BIRP Management Plan;
 - Implement the revised Bats Management Plan; and
 - Prepare for and/or execute at least three National Biodiversity Species Action Plans across all three Cayman Islands.
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OBJECTIVES

BUILT HERITAGE GOAL



TO PROMOTE AWARENESS AND APPRECIATION OF THE CAYMAN ISLANDS' BUILT HERITAGE AND TO PRESERVE AND MAINTAIN ON A SUSTAINABLE BASIS THE TRUST'S PLACES OF HISTORIC SIGNIFICANCE SO THAT THEY MAY BE ENJOYED BY CURRENT AND FUTURE GENERATIONS

The strategic objectives to achieve include:

- Update the Heritage Register with all buildings and sites of historic and cultural significance within the Cayman Islands and graded according to international criteria;
 - Manage all NTCI historic properties in accordance with their management plans;
 - Achieve a status of 'Headline Projects' for at least three historic Trust properties and regenerate to appeal to new audiences;
 - Enforce the NTCI Historic Site Acquisition Guide to ensure that further property acquisitions are sustainable; and
 - Promote community engagement and education on Caymanian history and built heritage.
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ENGAGEMENT GOAL



FIND A PLACE IN YOUR HEART FOR CONSERVATION

The strategic objectives to achieve include:

- Implement long-term, tailored outreach campaigns and programmes for key stakeholder groups on all three Cayman Islands aimed at communities (members, volunteers and the general public), professionals (donors and sponsors) and the tourism industry;
 - Voice reactive targeted responses to policy issues affecting the Trust's mission;
 - Raise awareness among all young residents of the Cayman Islands of the Trust and its programmes, and encourage a minimum of 10% to inspired to become active members; and
 - Proactively contribute to the development of legislation and policy that influences the Trust's mission.
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OBJECTIVES

FUNDING GOAL



TO ENSURE THE TRUST'S FUNDING FROM INDEPENDENT SOURCES IS DIVERSE AND SUSTAINABLE

The strategic objectives to achieve include:

- Show an increase of 100% over 2017 corporate sponsorship and major donations;
 - Generate an income across three Trust properties or sites in order to cover 10% of their operating costs;
 - Receive grant funding support for at least two projects with international donors and four local initiatives;
 - Generate \$40,000 per annum from tours;
 - Operate a profitable Nature Store by 2023; and
 - Manage Trust assets responsibly and sustainably.
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MEMBERSHIP GOAL

TO GROW THE TRUST'S MEMBERSHIP BASE
AND TO INCREASE THE PROPORTION
THAT ARE LONG-TERM AND ACTIVELY
INVOLVED IN THE WORK OF THE TRUST

The strategic objectives to achieve include:

- Grow total membership by 25%;
- Increase the membership renewal rate to 50%;
- Improve membership benefits and communications;
- Enhance the website for greater public exposure and encourage membership contributions;
- Survey members and non-members to benchmark the success of the current membership programme;
- Develop membership meetings and educational events; and
- Implement a monthly giving campaign.



GOVERNANCE GOAL



TO ENSURE THE TRUST IS PROFESSIONALLY GOVERNED AND SHOWS EFFECTIVE LEADERSHIP, DIRECTION AND SUPERVISION AS IT UNDERTAKES THE WORK IT HAS BEEN ESTABLISHED TO DO

The strategic objectives to achieve include:

- Assurance from Council that the Trust will remain focused on achieving its strategic goals and objectives;
- Maintain effective dialogue between Council and senior staff with external stakeholders – particularly those who have a mandate to serve on the Trust’s governing body;
- Assurance that Council members will carry out their work with integrity, that their behavior will contribute to the functionality of the Trust and that it is conducive to achieving the Trust’s objectives; and
- Establishing proper protocols, policies and management practices to ensure good staff and organisational management.

RESOURCES AND MANAGEMENT



Plan implementation is based on annual operational plans that align with strategic theme and strategies along with performance metrics, resources and budgets needed to drive intended results.

Operational flexibility is to be essential for the plan to remain relevant in the face of today's rapid change and each year the Trust will assess and adjust the level of effort and resources in each of the themes needed to best serve the Trust's strategic goals and members' needs.

Core activities are to remain funded through members' subscriptions, donations and sponsorships as well as events and partnerships with Government and external stakeholders.

Additionally, in-kind, voluntary donations of time and skills remain vital to delivering the Trust's results.