



STRATEGIC PLAN 2023-2026

CONTENTS

Who we are and what we do 3

Background to the Strategic Plan 3

Vision 4

Strategic Goals 4

Our Values 5

Strategy at a Glance 6

Who we are and what we do

The Bermuda National Trust (BNT) is a membership-based registered charity (#81) established in 1970 to preserve Bermuda's natural, architectural and historic treasures and to encourage public appreciation of them. The Trust's programmes and activities are focused on the key areas of conservation, education and advocacy.

In the Trust's care are more than 80 properties, covering some 277 acres and representing much of the best of Bermuda's heritage – a rich variety of historic houses, nature reserves, islands, gardens, cemeteries, farmland and coastline. The Trust's museums display an outstanding collection of artefacts made or owned by Bermudians, including cedar furniture, silver, maps and paintings, all contributing to the story of our island's development. We are also a leading advocate for Bermuda's natural and cultural heritage on a national level.

The Trust has a strong education programme, focused on encouraging understanding and appreciation of Bermuda's history, unique culture and natural environment. Thousands of children participate annually in our curriculum-linked school programme. Additionally we offer teacher training workshops and holiday camp programmes.

Background to the Strategic Plan

BNT reached its 50th anniversary in 2020, during the dark days of the Covid pandemic. In addition to the financial and logistical difficulties presented by the pandemic, the organisation experienced a two-year period from mid-2019 to mid-2021 without consistent leadership at the executive director level.

Despite these challenges, BNT continued to deliver on its mission, caring for the properties we hold in trust, offering high quality educational experiences and advocating strongly for our natural and cultural heritage. The organisation's resilience is a testimony to the commitment of its many stakeholders, including Council, staff, volunteers, members, donors and other supporters who value its important role in protecting Bermuda's heritage.

Since the last strategic plan in 2016, much progress has been made on increasing internal efficiency through changes to organizational and committee structures, meeting schedules, internal communications and processes, and IT. This puts the organisation in a better position to focus on other areas in which less progress was made. In particular, BNT must continue to focus on increasing its diversity at all levels and on connecting with a broader cross-section of the Bermuda community; on developing its museums into dynamic spaces that attract a wider audience and support themselves financially; and on engaging the community with our nature reserves in a variety of ways. This strategic plan, which is backed up by detailed internal action plans, addresses the key areas of focus for BNT over the next three years. Meanwhile our work in the areas of conservation, education and advocacy will be ongoing.

Vision

A sustainable Bermuda where our natural and cultural heritage is protected and valued by the whole community

Mission

To protect and promote Bermuda's unique natural and cultural heritage, for everyone, forever

Strategic Goals and Results

Broaden and Deepen Community Connections

A diverse and engaged community of supporters and stakeholders

Enhance the Experience

High quality and relevant experiences for members, volunteers, supporters and visitors to our sites

Create a Dynamic Team Culture

A diverse, innovative and committed team of staff and volunteers who feel valued and supported

Strengthen Our Financial Foundation

A sustainable organisation with income from a variety of sources to cover operations and grow our reserves

Harness Data and Information

An organisation where data and metrics inform decision-making that is responsive and adaptable

Our Values

Trustworthy

We earn the trust of the community by demonstrating integrity, honesty, fairness and transparency.

Respectful

We show respect for others, for our environment and for all aspects of our natural and cultural heritage.

Inclusive

We strive for diversity in our key stakeholders and will ensure we are relevant to the whole Bermuda community.

Collaborative

We work with other organisations and individuals to further our mission and better Bermuda.

Inspirational

We aim to make our places and activities dynamic and engaging for diverse audiences to better foster appreciation and stewardship.

Innovative

We are bold and open to new ideas to achieve our vision.

Strategic Goal 1:

BROADEN AND DEEPEN COMMUNITY CONNECTIONS

A diverse and engaged community of supporters and stakeholders

A) TARGET SECTORS OF THE COMMUNITY THAT ARE UNDER-REPRESENTED IN THE TRUST

- Research and implement ways to better reach and engage with the Black community, the Portuguese-heritage community and the 20-40 age group, through existing and new events and exhibits.
- Strengthen educational partnership with Department of Education and Government schools to influence the passion for our diverse heritage and awareness of the Trust through traditional and digital approaches.

B) RAISE PROFILE THROUGH TARGETED COMMUNICATION, VISIBLE BRANDING, SENSITIVE ADVOCACY

- Ensure branding and messaging are strong and have wide appeal, and that communications reach the widest possible audience
- Ensure advocacy is sensitive to community concerns beyond the heritage sphere
- Install highly visible branded signage for all Trust properties

C) IMPROVE MEMBERSHIP EXPERIENCE

- Review membership categories, pricing, policies and benefits

Strategic Goal 2:

ENHANCE THE EXPERIENCE

High quality and relevant experiences for members, volunteers, supporters and visitors to our sites

A) TRANSFORM VERDMONT INTO A DYNAMIC HERITAGE HUB

- Complete infrastructure changes to enable more active use and interpretation
- Use the house for regular events and exhibits, and enhance use as an educational space (in-person and virtual)

B) DETERMINE BEST USE OF ST GEORGE'S MUSEUMS

- Concentrate focus, at least temporarily, on one museum
- Find alternative revenue-generating use for the other museum

C) DIGITIZE THE EXPERIENCE

- Develop a property app for digital access
- Create “virtual” experiences at museums
- Enhance website content on museums, collections and nature reserves

D) ENCOURAGE ACCESS TO AND USE OF OUR OPEN SPACE

- Develop interpretative signage /downloadable field guides for more reserves
- Offer more regular nature reserve tours and volunteer days
- Collaborate with organisations/groups from our target community sectors to activities at nature reserves

Strategic Goal 3:

CREATE A DYNAMIC TEAM CULTURE

A diverse, innovative and committed team of staff and volunteers who feel valued and supported

A) STAFF

- Hire new staff for key roles where capacity challenges have been identified
- Take advantage of learning forum opportunities to stay abreast of leading practice and spark new ideas
- Increase the number and type of team activities, both social events and opportunities to share ideas
- Offer a CURB course for Council and staff

B) VOLUNTEERS

- Prioritise focus on recruitment, placement, support and recognition
- Train staff in volunteer management
- Encourage more semi-autonomous volunteer groups (led by trusted, trained volunteers)

C) COUNCIL

- Increase visibility internally and in the public domain
- Increase interaction between staff and Council
- Identify ways to ensure Council members feel valued

Strategic Goal 4:

STRENGTHEN OUR FINANCIAL FOUNDATION

A sustainable organisation with income from a variety of sources to cover operations and grow our reserves

A) DEVELOP AND DELIVER A CAPITAL CAMPAIGN

- Engage a professional fundraising company to assist
- Consider crowd funding for specific projects

B) DEVELOP A CARBON CREDIT PROGRAMME

- Research models for selling carbon credits to corporate entities
- Map and assess open space (e.g. woodland, mangroves) for carbon sequestering value

C) DEVELOP A LEGACY PROGRAMME

- Prepare information pack and hold presentations for law firms/estate attorneys

D) EXPAND CORPORATE DONOR BASE AND OPTIONS FOR CORPORATE SUPPORT

- Expand property adoption programme with tiered adoption packages for museums and nature reserves

E) NURTURE RELATIONSHIPS WITH MAJOR PRIVATE DONORS AND TRUSTS

F) BOOST INCOME FROM ADMISSIONS AND TOURS, VENUE RENTALS, RETAIL

- Enhance marketing
- Review retail strategy and branded items

G) OPTIMISE INVESTMENT INCOME

- Regularly review investment performance and strategy

H) OPTIMISE RENTAL INCOME

- Maintain properties to high standards and keep pace with market rates

Strategic Goal 5:

HARNESS DATA AND INFORMATION

An organisation where data and metrics inform decision-making that is responsive and adaptable

A) ASSESS DATA AND INFORMATION NEEDS (QUALITATIVE AND QUANTITATIVE) AND DATA MANAGEMENT SYSTEMS

- Identify data and information needed for best-practice, decision-making and measurement/monitoring
- Establish key performance indicators for various stakeholders

B) REVIEW PROCESSES FOR DATA/INFORMATION COLLECTION AND SHARING, ENCOURAGING INPUT FROM DIVERSE SOURCES

- Establish focus groups to solicit qualitative input for other key goals
- Conduct membership survey
- Expand access to existing data to Council and volunteers
- Offer and encourage further database training