



THE SAINT LUCIA NATIONAL TRUST

CORPORATE PLAN
April 2010 TO March 2015

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CORPORATE PLAN

STRATEGIC PLAN: 2010 TO 2015

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July 2009

Reference No. SFA2005/SLU/PE1/SLNT/01STR



European Union
Special Framework Assistance



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1. MISSION, VISION AND CHALLENGE

Our Mission

The SLNT champions Fair Helen's patrimony.

Our Vision

The natural and historical patrimony of Saint Lucia is conserved for present and future generations.

Our Challenge

The Trust is unique in that its activities cover the full range of heritage conservation; from site development and management to education and advocacy. Our challenge is to make conservation relevant to the lives of the people of Saint Lucia and all others who have an interest in the island's magnificent heritage. The emphasis of our programme over the coming years will widen from a primary focus on the management of our properties towards an equal recognition of the benefits that heritage conservation can generate for the people of Saint Lucia and all others who share this interest. These benefits range from social, economic and educational enhancement to environmental, cultural and spiritual gains. So, the challenge for the Trust will be to engage with the public in demonstrating these values in a way that is dynamic and inspiring and that engenders a sense of national pride.

2. Our Strategy for 2009 to 2019

We aim to build greater support for our ongoing conservation work and campaign on key issues to champion the cause of heritage conservation in Saint Lucia. To do this we must continue to develop and manage our properties to the highest standards in both conservation and customer care and work to ensure that people not only recognise our name, but also understand the full scope of our activities, including education and advocacy on the conservation of our heritage. We must also develop the Trust into a stronger and more financially stable organisation, developing our staff and volunteers to help them take on the challenges that face us. In managing our assets, including our people, properties and resources, we will aspire to best international standards and will champion creativity and innovation in all our activities.



The Plan shows how we will build greater support for our ongoing conservation work and campaign on key issues to champion the cause of heritage conservation in Saint Lucia. Our objectives are summarised as:

- **Deliver core conservation work to the standards of our Conservation Principles;**
- **Inspire the widest possible audience to join the Trust, to enjoy Trust properties, and to support our conservation values;**
- **Champion the cause of Saint Lucia's heritage and build awareness of the full range of our activities; and**
- **Develop our culture, systems and skills to operate more effectively, efficiently and sustainably.**

The Plan consists of two parts: this document, which is the Corporate Plan, and a separately bound document called the Strategic Plan. The Strategic Plan sets out the medium term approaches the Trust is taking to achieve its long term Vision. The progress made towards the Vision is measured against a set of Key Performance Indicators detailed in Sections IIe and II f. An Annual Implementation Plan will be guided by both the Strategic Plan and the Corporate Plan and is revised each year; it gives an overview of which aspects of the Strategic Plan are to be taken forward over the course of one year, and is drawn up in conjunction with the budgets estimated in this Plan and with the annual budget process.

3. The Corporate Plan

This five-year corporate plan represents our business plan for the period 2010 to 2015. Its purpose is to see how we will focus and deploy our resources over the next five years in order to achieve our strategic aims as articulated in the ten-year Strategic Plan. This Strategic Plan has an ambitious content, which exceeds our current resources, but we believe we can play a modest role in achieving our vision within the next ten to fifteen years.

The Corporate Plan builds on the Strategic Plan which provides information on our current challenges and associated planned actions and targets plus a budget outline for undertaking the activities. In 2016, we will undertake a mid term review of the Strategic Plan. This will coincide with the end of the Corporate Plan which will give us the opportunity to also review the extent to which we have been able to achieve our desired outcomes against our budget and against our performance indicators. Based on this mid-term review, we will make the necessary alterations to the Strategic Plan and formulate a new Corporate Plan for the balance of the life of the Strategic Plan.



The six leading challenges facing the Trust in the next ten years are

- (1) resource mobilisation;
- (2) mobilising the membership around the vision, mission, and values of the Trust;
- (3) energising the membership base to become involved in implementing this Plan;
- (4) recruiting and retaining high quality and committed staff who will be willing to multi-task;
- (5) strengthening the institutional and organisational capacity of the Trust's Secretariat; and
- (6) ensuring that the Trust is vibrant and dynamic and in which the membership, the Council and the Secretariat are in harmony.

In delivering its strategic intent, the SLNT will organise its work around the four objectives identified above, each supported by a portfolio of interventions, which will be monitored and evaluated according to performance indicators. These objectives, individually and collectively will address the problems of:

- poor governance of the Trust;
- the need to expand the membership base and to ensure that the members participate actively in the work of the Trust;
- the need to develop and manage more of the sites that have been vested in or bequeathed to us;
- inadequate sensitisation and awareness of Saint Lucia's patrimony and the need to conserve its rich and diversified heritage;
- the need to build the organisational and institutional capacity of the Trust;
- the need to ensure that the Trust knowledge assets are not compromised; and
- the need to ensure that the Trust remains viable and sustainable during the period of the Plan.

The four objectives identified above will be delivered through three strategic aims. These are as follows:

Strategic Aim # 1

DELIVERING CONSERVATION

We will:

- Develop a network of historical and natural heritage Trust sites that are open for public access and which are managed according to the highest standards;
- Engage with people so that they can be educated and sensitised to our conservation principles and to the importance of conserving our heritage and national patrimony;



- Manage the knowledge assets of the Trust so that information on Saint Lucia's patrimony is maintained and stored for easy retrieval by Saint Lucians and visitors alike; and
- Educate, sensitise, and make the various Saint Lucian publics aware of the richness and diversity of their heritage.

Strategic Aim # 2

CREATING NEW BUSINESS OPPORTUNITIES AND FINANCIAL STREAMS

We will:

- Develop a SLNT Brand Signature; and
- Develop flagship conservation enterprises (products and services) for the Brand Signature.

Strategic Aim # 3

DEVELOPING ORGANISATIONAL CAPACITY

We will

- Strengthen the Trust so that it becomes a lead advocate for heritage and environmental issues in Saint Lucia;
- Establish a Secretariat that is sufficiently staffed with appropriate skill sets and implements an effective and efficient management system;
- Sufficiently resource the Trust so that it is a viable and sustainable entity; and
- Re-energise the membership and create opportunities for them to participate in the work of the Trust.

4. What We Will Do

a. Schedule of Activities, and Milestones

Although the Strategic Plan is for ten years, the attention of the Corporate Plan is on the first five years during which time we will endeavour to achieve the most important objectives of delivering conservation through the development and management of selected sites vested in or bequeathed to the Trust; and on Education and Advocacy. We will also focus our efforts on ensuring that the Trust remains a financially viable and sustainable organisation. We will do this by creating business opportunities for conservation enterprises, and by identifying new financial streams.

We know that these first five years will be critical: we will need the funds and we will need the staff. If we do not succeed in implementing the short-term objectives, then there is the likelihood that we will lose all attempts at conserving Fair Helen. The urgency of obtaining the necessary funds, in a timely manner, and for equipping the



SLNT Secretariat with the necessary skill sets cannot therefore be sufficiently underscored.

The Council and the Membership have a very critical role to play in the first five years. Members can no longer remain ambivalent; not pay the dues in a timely manner; and not participate in the activities of the Association. The same applies to members of the Council. All decisions and actions of the Council must be transparent and all members of the Council must be fully informed and participate actively in all decision making.

The Strategic Aims will be delivered through five work packages:

- WBS 100: Facilitation and Coordination
- WBS 200: Conservation
- WBS 300: Business Services and Events
- WBS 400: Membership Services
- WBS 500: Corporate services

Table 1: Workpackages by Outcomes and Component Elements

WBS	OUTCOMES	COMPONENT ELEMENTS
100: Facilitation and Coordination	<ul style="list-style-type: none"> • SLNT as the leader in heritage conservation in Saint Lucia • Well resourced and organisationally appropriate SLNT implementing a portfolio of programmes that fulfill its mission • Effective Council and other Management Committees 	<ul style="list-style-type: none"> Executive Management Strategic Planning Resource Mobilisation Representation Construction of HQ
200: Conservation	<ul style="list-style-type: none"> • Conservation policies and guidelines • Conservation and preservation of SLNT sites • A system of heritage sites that are open to public access • A system of Parks and Protected Areas • Increased awareness and improved conservation practices of the island's natural and historical heritage; and of SLNT sites; • SLU publics are more sensitised to conservation issues that impact on Saint Lucia's heritage • The SLNT's knowledge assets on Saint Lucia's patrimony and on conservation is maintained and managed for easy retrieval 	<ul style="list-style-type: none"> Site Development and Management Education and Advocacy Information Management
300: Business Services and Events	<ul style="list-style-type: none"> • A diversified portfolio of products and services that profile SLU heritage, and the SLNT • Sustainable revenue streams 	<ul style="list-style-type: none"> Branding and Product Development Brand Signature Flagship Conservation Enterprises



CORPORATE PLAN: 2009 TO 2015
Protecting Fair Helen's Patrimony

		Events Management
400: Membership Services	<ul style="list-style-type: none"> A large and diversified membership that is actively involved in the work of the Trust 	Membership Policies Membership recruitment Membership Events Volunteer Programmes
500: Corporate Services	<ul style="list-style-type: none"> Effective and efficient Day-to-day operations Sound human resources management Sound and sustainable financial stewardship Use of It platforms for conducting the business of the Trust 	Administration Financial Management

A detailed LogFrame is presented in Annex 1.



Table 2: Schedule of Activities, Milestones, and Performance Indicators

	Schedule (Years) and Milestones										Performance Indicators
	1		2		3		4		5		
WBS 100: Facilitation and Coordination											
WBS110: Executive Management											
Coordinate all Functions of Secretariat											By end Y5, Government and other stakeholders regard SLNT as leader in conservation in SLU.
Lead Management Team											Full Management Team is in place and operation by end Y2
Conduct Staff Performance Evaluations	X	X	X	X	X	X	X	X	X	X	Staff are trained in work plan development and execution by end Q2/Y2
Service Council											Minutes of all Council meetings are well recorded and maintained Instructions from Council begin implementation within 1Q of issue of instructions
Service Annual General Meetings		X		X		X		X		X	Annual General Meetings are attended by at least 60% of membership.
Service Executive Committee Meetings											Minutes of Executive Council meetings are circulated to Council members within 7 days of meeting. Policy directions from Council are circulated to all members of Executive Council within 7 days of date of issue of policy
Coordinate Committees of the Trust											All Committee meetings are attended by at least 60% of its membership; and at least 80% of the TORs are completed by the end of their lifetime
Coordinate SLNT Chapters	X	X	X	X	X	X	X	X	X	X	The work of the SLNT Chapters is integrated into annual work plans and budgets. SLNT Chapters provide quarterly reports 1 month after end of Quarter.
Coordinate Quarterly	X	X	X	X	X	X	X	X	X	X	At least 50% of the membership attends



	Schedule (Years) and Milestones										Performance Indicators	
	1		2		3		4		5			
Membership Meetings												meetings
Procure consultancy services	----->										All TORs are prepared and funds mobilised 3 months before beginning of consultancy	
Coordinate legal services ¹	----->										Litigation and disputes are minimised to no more than 1 a year; Legal opinions on matters of conservation are sought in a timely fashion	
WBS 120: Strategic Management												
Align Organisational Structure with new Functions	██████████▲											The new organisational structure is in place and operational by Q2/Y2
Coordinate legislative amendments	██████████▲											Legislative amendments to the SLNT Act is passed by parliament by end Y2
Consolidate Annual work Plans	██		██		██		██		██		██	Each staff member and each Function has an annual work plan derived from the Strategic and Corporate Plans
Consolidate Annual Reports		██		██		██		██		██		Consolidated annual reports are completed one month before AGM
Develop Monitoring Template	██████▲											Monitoring template to be developed and staff trained in use by Q1/Y2
Train Staff in use of Template	██████▲											
Coordinate bi-annual M&E Reports	X	X	X	X	X	X	X	X	X	X	X	Quarterly Reports are submitted to Council within 1 month of close of previous quarter. Report is based on M&E Indicators and Score Card presented in this Corporate Plan. Council members to provide comments to Quarterly report within seven days of receipt of Report. Report to be posted in website for secure access by membership.
Coordinate Balanced Report Card		X		X		X		X			X	
Conduct mid-term evaluation of Strategic Plan and evaluate											▲	Preparation of TORs and sourcing of funds to be completed by end Q1/Y5 and evaluation to be

¹ Manage litigation and the dispute management process; seek/ provide legal opinions; render legal support for policy formulation; formulate and draft or edit contract



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
Corporate Plan						completed by Q1/Y6
WBS 130: Resource Mobilisation						
Donor Liaison					Brochure of Strategic Plan circulated to all strategic partners by Q1/Y1 SLNT Donor Conference to present Strategic Plan by Q4/Y1 All annual reports to be circulated to strategic partners within 1 month of submitting report to AGM.
Proposal writing	X	X	X	X		A database of donors and strategic partners to be finalised by end Q2/Y1. SLNT submits at least 2 proposals per year.
Annual Programme of Conservation Appeals ²	▲	■	■	■	■	A strategy for an Annual programme of Conservation Appeals will be developed by end of Q3/Y1. Establish Conservation Appeals Committee by end Y1 The Conservation Appeals will begin in the first 2 quarters of each year and will coincide with the fiscal year of the strategic partners.
WBS 140: Headquarters						
Coordinate Design and application processes	■					Establish HQ Committee by Q2/Y1 Design of HQ completed by end Q2/Y2 Land for building negotiated with GoSLU by end of Y2
Coordinate Fund Raising	■					At least 80% of funds for HQ sourced by end Y3.
Coordinate Construction			▲			Construction begins by end Q2/Y3. Construction is completed by end Y4
Coordinate Management				→	

² Including a SLNT benefactor Programme



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
WBS 150: Representation						
Represent SLNT	█	█	█	█	█	Meeting reports from representation submitted to Executive committee within seven days of meeting
Coordinate representation by members					Reports to be received within 7 days of meeting
Coordinate SLNT positions					SLNT positions to be hosted on website for secure access by members for comment for 5 days before position is made public
Coordinate responses to EIA referrals					EIA Referrals Committee established within Y1.
WBS 200: CONSERVATION						
210: Site Development and Management						
211: Policy Guidelines						
Develop policy guidelines for choice of sites deserving conservation ³		▲				Guidelines are completed by a consultant by end of Y1. TORS are prepared and funds sourced by end Q2/Y1.
Develop guidelines for the conservation of the selected key sites.		▲				
Develop site-specific conservation guidelines for those sites ⁴ that should be conserved.		→			Site-specific guidelines based on those developed above will be developed for each new site.

³ Those sites that do not belong to the Trust can either be sites in private ownership or in ownership by the State.



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
Inventorise all sites vested in or bequeathed to the Trust and develop geo-referenced metadata base.		▲ ▲				Funding for consultancy sourced by end Y1. Volunteer Bees Programme for site inventory put in place by Q1/Y2. All Trust sites are inventoried by Q1/Y3 Georeferenced metadata base of all Trust sites completed by Q4/Y3
Inventorise all sites on the island that are worthy of conservation ⁵ .					→	Seek TA from external universities/agencies in Y5 to begin process of inventorying SLU sites
212: Historical Sites						
212.1 Morne Fortune Historical Area						
Develop Morne Fortune Historical Area		▲				Morne Fortune Historical Area is presented as SLNT Historical Site by end Y5
<ul style="list-style-type: none"> Develop a Booklet on the history of the Site. 						Selected SLNT members document history of MFHA by end Q2/Y1
<ul style="list-style-type: none"> Establish an Interpretation Site on the Morne. 						SLNT branded tours to MFHA commences in Y3.
<ul style="list-style-type: none"> Establish facilities for collecting fees 						
<ul style="list-style-type: none"> Organise SLNT branded tours with guides trained by the Trust. 					→	
212.2 Pigeon Island National Landmark (PINL)			▲			
Re-electrify PINL						Re-electrification of PINL completed by end Q2/Y1

⁴ Sites should also refer to buildings of historical and architectural value. The valuation and inventorying of these sites should be undertaken in collaboration with the architects and engineers organisations.

⁵ These are to include (a) sites vested in or bequeathed to the Trust; and (b) other sites that meet the criteria for conservation.



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
Establish, with buoys, a zone for swimming along the west side of the Landmark ⁶ .		▲				Negotiations with Sandals Grande and Cruise Liner Agents begin in Q2/Y1 Buoys are in place by end of Y2
Provide a life guard and lifeguard station ⁷			▲	→		Same negotiations as buoys. CSOs provided lifeguard training.
Establish Gift Shop		▲				Refer to 3.1.2.2
Undertake coastal stabilisation ⁸	■	■	■			Funds sourced by end Y1 All coastal stabilisation of PINL completed by end Y3.
212.3 History of Soufriere						
Document History of Soufriere ⁹		▲				Documentation completed by end Y2
Prepare an inventory of historical buildings, sites and artifacts in Soufriere			▲			Preparations for inventory, including sourcing financing and technical assistance completed by end Y2. Inventory completed by end Q2/Y4.
Establish an Interpretation Centre on the History of Soufriere					→	Preparations begin at end of Y5
213: Natural Sites						
Using guidelines developed in WBS 211, evaluate Trust sites inventory to identify sites worthy of development and management			▲			At least 2 sites identified for development by end Y4
Develop 1 site					→	Preparations for developing 1 new site begins in Y5
Develop Marigot Nature Trail	■					The nature Trail is opened before Q2/Y@
213.1: Point Sable Environmental Protection						

⁶ Collaborate with Hotels and Cruise Liner Agents

⁷ Collaborate with Hotels and Cruise Liner Agents

⁸ Inclusive of resource mobilisation for the coastal stabilisation; the engineering drawings have been completed

⁹ This initiative will be undertaken by the Soufriere Chapter, in close collaboration with the Officer and the Trust's Committee responsible for Historical Sites.



Area	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
<ul style="list-style-type: none"> Develop position paper on Trust's vision for the PSEPA. 	▲					Task Force of 5 members identified by Q1/Y1. Task Force submits position paper by end Q4/Y1
<ul style="list-style-type: none"> Identify options and acquire critical habitats and historical areas in the PSEPA 	-----▶					Negotiations with GoSLU/NDC and private landowners. Discussions with The Nature Conservancy and other international agencies for assistance with acquiring some critical habitats
<ul style="list-style-type: none"> Complete Interpretation Centre 	▲					Interpretation Centre rehabilitated and resourced by end Q2/Y2
<ul style="list-style-type: none"> Rehabilitate trails on Moule A Chique. 			▲			Rehabilitation contingent on discussions with stakeholders and Cabinet approval of Management Plan
<ul style="list-style-type: none"> Re-establish tours to Maria Islands¹⁰ 	▲					Programme for the tour submitted by Vieux Fort Chapter by end Y1 and tours resume by Q2/Y2
<ul style="list-style-type: none"> Rehabilitate Trails in Mankôtè. 			▲			Rehabilitation contingent on discussions with stakeholders and Cabinet Approval of management Plan
<ul style="list-style-type: none"> Rehabilitate Sugar Mill as a historical site in the PSEPA 					▲	Negotiations for the use and renovation of the sugar mill and surrounding lands; and mobilisation of resources for rehabilitation completed by end Y5
<ul style="list-style-type: none"> Establish a programme and schedule of tours¹¹ to various sites in the PSEPA¹² 	▲					Contingent on Cabinet approval of PSEPA Management Plan

¹⁰ The Southern Group would like to explore the possibility of taking over the tours to Maria Islands.

¹¹ Include kayaking, hikes, nature walks, tours, etc.

¹² Undertake activities in collaboration with or outsource to the private sector



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
• Develop a multi media documentary on the PSEPA						
• Declare PSEPA a "Litter Free Zone"						
220: Education And Advocacy						
• Develop documentary on work of the Trust over the last 40 years		▲				The documentary completed by Q2/Y2. Planning and mobilising partners begins in Q1/Y1
• Develop documentary on the evolution of Pigeon Island to PINL				▲		Documentary completed by Q4/Y4
• Annual Schools Programme ¹³						Strategy completed by Q3/Y1; programme implementation begins Q3/Y2
• Develop Strategy						
• Mobilise Partners						
• Implement programme						
• Evaluate programme					▲	
Develop booklets, colouring books etc on specific sites and habitats ¹⁴ for schools						At least 4 products completed, produced and distributed to at least 50% of schools in SSLU by end Y3
Annual "Youth for Conservation Programme"						
• Develop Strategy						Strategy developed together with Youth Chapter by end Q1/Y2
• Mobilise Partners						Strategic Partners identified and committed by Q2/Y2
• Implement annual		X	X	X	X	Annul Programme implemented every summer.

¹³ Including annual competitions

¹⁴ Trust can work with CAMDU



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
event						SLNT Secretariat publishes Summary of Conclusions and Recommendations from annual event within 8 weeks of conclusion of event.
Develop multi-media ¹⁵ campaigns on environmental and conservation issues		→			On-going initiative. At least 2 campaigns produced by end Y5
Build a mobile exhibition ¹⁶ on the Trust and on Saint Lucia's patrimony						Equipment sourced and purchased by end Y1. Exhibit completed by end Y2. Test exhibition to be staged during Jazz Festival in Y2
Quarterly production and dissemination of Conservation News – review format and distribution process						On going initiative. The Newsletter produced and disseminated within 4 weeks of end of quarter. At least 75% of readership among members
230 Information Management						
231: Resource Centre						
Cull and inventorise existing collection of documents; digitise documents where appropriate						All existing documents are inventoried by middle Y2
Develop catalogue of SLNT documents						A catalogue of SLNT documents with a price list is available on the SLNT website by end Y2
Establish and maintain Resource Centre						The Resource Centre is established no later than Y4
232: Records Management						
Develop Policy for Records						The Policy is endorsed by Council by Q3 of Y1

¹⁵ Including popular theatre

¹⁶ The exhibition is to be mounted at all major events in Saint Lucia; the exhibition should be circulated through the Trust's Regional Groups



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
Management in the Trust, including digital records, and retrieval and archiving	■	■				
Organise/update filing system		■	■			A proper filing system is in place and fully operational by end Y2
Organise/update archives			■			An operational archive with easy retrieval systems in place by end Y2
234: IT Management						
Coordinate Office Intra-net	----->					Internet Downtime [due to equipment failure and not as a result of service provider] should be less than 2x per month
Supervise website maintenance	----->					New information uploaded on to website at least 2x per month
Acquire and dispose equipment	----->					Guidelines provided in Operational manual to be followed
WBS 300: Business Services and Events						
310: BRANDING¹⁷ AND PRODUCT DEVELOPMENT						
311: Develop SLNT Brand Signature						
Develop Brand Strategy		▲				Brand Strategy completed and approved by Council by end Q2/Y2
Develop Brand Signature Booklet			▲			Brand Signature Booklet in circulation by end Y2
Build SLNT Brand Awareness ¹⁸			■			Brand Awareness Strategy initiated by Q2/Y2

¹⁷ In addition to the affirmation of the Trust's mission, there are four elements of the brand:

- Core positioning - what the Trust stands for relative to other brands [CONSERVATION]
- The core needs it meets: i.e. the mix of deep motivators or satisfiers that moved members, volunteers and others to connect themselves with the brand [CONSERVATION]
- Its core brand values, which reflect and are congruent also with conservation values
- The brand essence, the root value of the brand deriving from its unique identity.



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
312: Develop flagship Conservation Enterprises for SLNT Brand						
Develop Strategy – <ul style="list-style-type: none"> Identify products and services¹⁹ Identify producers and service providers Develop franchising modalities Develop guidelines for franchising 			▲			Strategy completed and in place by end Q2/Y3
3.1.2.1 Products						
<ul style="list-style-type: none"> Print old maps and Caddy's prints for sale 						Products printed and ready for sale by Q2/Y1
<ul style="list-style-type: none"> Print postcards from pictures and drawings of historical and natural sites 						Products printed and ready for sale by end Y1
<ul style="list-style-type: none"> Produce calendars and diaries with pictures, paintings, photographs from the Trust.²⁰ 		▲	▲	▲	▲	Annual event. Publisher and other corporate partners willing to participate will be identified in Y1. A Production Committee established by Q2/Y1
3.1.2.2 Services						
<ul style="list-style-type: none"> Establish Kiosk at PINL 		▲				Kiosk established and fully operational with SLNT branded conservation products by Q3/Y2

¹⁸Including on-line and off-line Brand exposure

¹⁹Including Heritage/Historical Tours

²⁰In collaboration with a publisher and advertisements from corporate partners



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
<ul style="list-style-type: none"> Establish SLNT Kiosks at all ports of entry to sell SLNT branded services and products. 			▲	▲	▲	Discussions initiated with SLASPA in Y3. At least 2 kiosks established and operational in two ports of entry by Y5.
<ul style="list-style-type: none"> Develop guidelines for care and maintenance of paintings for loan from the Helen Collection. 	▲					Establish Helen Collections Committee in Q1/Y1. Guidelines completed by end Q1/Y1
<ul style="list-style-type: none"> Develop an annual programme for showing the Helen Collection. 						Helen Collections Committee submits Strategy to Council by end Q3/Y1. First exhibition starts in Y2
320: EVENTS MANAGEMENT						
321. Develop Trust's Annual Calendar of Events²¹						Annual Calendar of Events available on website by end Q1 of every year.
WBS 400: Membership Services						
410: Membership Policies						
411: Develop suite of Membership Policies²²	▲	▲				Membership packs developed for different categories of members by end Q2/Y1 Membership database updated and fully digitised by end of Q4/Y1

²¹ Should include: Annual Arts and Crafts Festival to be hosted on one of the Trust Sites; Popular Theatre/Cultural Fiesta at the Park; Moonlight events at the Park; Annual Lecture Series sponsored by the Trust and hosted at one of the Trust sites; An Annual Shows by Popular Theatre Groups; Annual Fund Raising Event around a Conservation Theme

²² Identify different categories of members/customers and determine needs of each category; Develop membership packs²² detailing the benefits to be gained from being a member; Develop new membership cards with appropriate text and photographs; Digitise and update membership database; Develop digitised database of skill sets among members; Update Members Directory with contact addresses, telephone numbers, and e-mail addresses.



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
<p>412: Develop a policy and guidelines for members to:</p> <ul style="list-style-type: none"> • Represent the Trust at national, regional, and international fora; (b) be mobilised and advocate on issues of national significance, and (c) develop position papers on significant national issues. • Develop reporting format for members to report on their representation of the Trust. 						Policy and template completed by end of Q1/Y1
420: Membership Recruitment						
<ul style="list-style-type: none"> • Direct marketing to recruit new members and inform old members²³ 						<p>Membership Committee in place by end Q1/Y1. Committee to submit recruitment strategy and budget to Council by end Q3/Y1</p> <p>Annual increase of at least 25% of existing membership base</p>
<ul style="list-style-type: none"> • Review and implement if feasible, Community Membership Agents – <i>provide packs, training</i> 						Membership Committee to submit recommendations to Council by end Q1/Y1
<ul style="list-style-type: none"> • Re-establish/reinforce²⁴ SLNT Chapters --- Vieux Fort Chapter and Soufriere Chapter, Youth Chapter 						<p>Membership Committee to submit Guidelines for establishing and operating Chapters by end Q2/Y1</p> <p>Quarterly membership meetings circulated through various Chapters</p>

²³ letters, postcards, inserts

²⁴ Inclusive of policy guidelines of establishing and operating Chapters



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
430: Annual Calendar of Membership Events						
<ul style="list-style-type: none"> Post annual calendar of events²⁵ – for all categories of members – on website 						On going activity. The calendar is posted on website during Q1 of every year.
440: Volunteer Programme						
<ul style="list-style-type: none"> Develop policy on volunteering 						Membership Committee to submit policy to Council by end Q1/Y1
<ul style="list-style-type: none"> Volunteer Working Bee Programme²⁶ – develop guidelines 						Membership Committee to submit policy by end Q2/Y2
WBS 500: Corporate Services						
510: ADMINISTRATION						
511: Office Administration						
<ul style="list-style-type: none"> Finalise Operational Manual for the Trust 						Establish Task Force from members to finalise Operational manual Operational Manual containing various existing policy documents completed by end Q2/Y1.
<ul style="list-style-type: none"> Day to day management of Secretariat 	----->					Efficient and effective management of Secretariat. Refer to Balanced Score Card
<ul style="list-style-type: none"> Procurement of Goods 	----->					Proper costing and procurement procedures are observed
<ul style="list-style-type: none"> Records management 	----->					Records are available for easy recall
<ul style="list-style-type: none"> Service meetings of Trust 	----->					All meetings follow procedures established in

²⁵ Calendar of events must include events to be undertaken by SLNT Chapters

²⁶ Volunteers assist in undertaking the various activities of the Trust and is based on a as needed basis



	Schedule (Years) and Milestones										Performance Indicators	
	1	2	3	4	5	6	7	8	9	10		
												Operational Manual
• Manage consultancy contracts	----->										All consultancies are monitored for timely deliver of outputs and for completion of assignment according to stated TORs.	
512: Human Resources Management												
• Develop HR Policies		■										Policies develop by members with HR qualifications. Policies in place by Q#/Y1
• Staff Recruitment												
• Business Services and Events Manager			■									Manager recruited and in place by end Y1
• Conservation Manager				■								Manager recruited and in place by Q3/Y2
• Conservation Officer II					■							Office II recruited and in place by Q2/Y3
• Education and Advocacy Officer II			■									Office II recruited and in place by Q2/Y2
• Membership Manager			■									Manager recruited and in place by beginning Y2
• Registry Assistant		■										The Registry Assistant identified from the existing cadre of staff at the Secretariat by the end of Q3/Y1
• Refine Personnel Evaluation System (PES)		■	▲									PES developed, tested and in place by Q1/Y2
• Provide Training in PES			■									Training in PES provided to staff of Secretariat in Q2/Y2
• Coordinate bi-annual PES						X	X	X	X	X	X	
• Manage Personnel ²⁷ and Personnel Files	----->											
513: Staff Development & Training												

²⁷ Employee relations services; employment activities; employee wellness programme; employee management system; employee benefits (insurance etc.); Leave Management; service terminations; Labour Management, negotiations & issues; Salary Administration; and Health and Safety



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
<ul style="list-style-type: none"> Undertake Training Needs Assessment 						Task Force of members undertakes Training Needs Assessment for Strategic Plan during Qs3&4/Y1
<ul style="list-style-type: none"> Develop Annual Staff Training Plan 						Training Plan submitted to Council for approval during Q1 of every year
<ul style="list-style-type: none"> Coordinate Training Plan 						
<ul style="list-style-type: none"> Evaluate Training programmes 						Evaluation of training plan for previous year submitted to Council together with training plan for new year
520: FINANCIAL MANAGEMENT						
<ul style="list-style-type: none"> Finalise Financial Guidelines 						Financial; Guidelines completed and included in Operational manual by end Q2/Y1
<ul style="list-style-type: none"> Develop and maintain unified accounting system for entire Secretariat 						Unified accounting system in place by end Y1
<ul style="list-style-type: none"> Undertake Budget Formulation & Execution 						Budget templates Assumptions stated Budget preparation schedule issued annually Scheduled budget meetings Budget completed and approved at least one month before commencement of new Financial Year Monthly comparison of budget with actual performance Explanation for significant variances Council approval for items not included in budget
<ul style="list-style-type: none"> Prepare Payroll 						Payroll submitted to Director for approval by



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
						the 23 rd of each month Payroll in employees' bank account by 25 th of each month All statutory requirements complied with
<ul style="list-style-type: none"> Prepare monthly, quarterly and annual financial statements 	----->					Monthly accounts (Income Statement, Balance Sheet and cash flow statement submitted by the 14 th of each month
<ul style="list-style-type: none"> Prepare monthly bank reconciliations and financial updates 	----->					All key accounts reconciled Draft annual financial statement prepared within 30 days of year end
<ul style="list-style-type: none"> Develop digitised inventory of all SLNT physical assets 						Fully computerised inventory register Register updated at the end of each month
<ul style="list-style-type: none"> Maintain database of SLNT physical assets 		----->				Fully computerised fixed asset register Register updated at the end of each month
<ul style="list-style-type: none"> Manage lease agreements 	----->					Compliance with terms of agreement Advise Director of any inconsistency
<ul style="list-style-type: none"> Record and monitor all revenues of the SLNT 	----->					Separate ledger account for each revenue stream Supporting documentation for all ledger items Report identifying any significant variance from budget and or previous year
<ul style="list-style-type: none"> Revenue and sales collection 	----->					Collection of all outstanding amounts consistent with terms
<ul style="list-style-type: none"> Supervise accounts receivable and accounts payable 	----->					Monthly reconciliation of all payable and receivable accounts by the 14 th of each month Report on all non performing accounts Monthly aging of all payables and receivables balances
<ul style="list-style-type: none"> Facilitate annual audits 	X	X	X	X	X	Complete audit within 90 days of year end



	Schedule (Years) and Milestones					Performance Indicators
	1	2	3	4	5	
						All Memorandum of Internal Control points responded to Schedule of implementation of recommendations Meetings of Audit Committee to review accounts, Memorandum of Internal Controls and deal with appointment, performance and remuneration of external auditors
<ul style="list-style-type: none"> Manage financial records 						Fully indexed filing system Easy retrieval of documents Physical and access controls over financial records



5. HOW WE WILL MONITOR OUR PERFORMANCE

To ensure that the Trust does in fact create value for its members and other stakeholders we will create a culture of accountability. The components that will drive this accountability are:

- The Ten Year Strategic Plan;
- Building the organisational capability of the Trust;
- Having a Council and a membership that assume ownership of the Trust; and
- Understanding the importance of quality leadership.

Since accountability must transcend everything the Trust does, we need some form of overall measurement for the entire organisation. Additionally, accountability requires that the Trust aggressively pursue excellence in everything it does and therefore, we need comprehensive performance measurement for managing our pursuit of excellence. We have opted for a Three Tiered Framework for Comprehensive Performance Measurement. This three-layered model places the mission at the top with activities fulfilling the mission and organisational capabilities driving the activities.

The Three Tiered Measurement Model provides a fully integrated approach to measuring the performance of the organisation. The Model that we will use is presented in the table below.

Table 3 COMPREHENSIVE MEASUREMENT PERFORMANCE: THREE TIERS			
Tiers	Measurement Level	What it Measures	Measurement Instrument
Tier 1	IMPACT	Assesses Mission Impact	Strategic Plan LogFrame
Tier 2	OUTCOMES	Measures Outcome-level results achieved through the combined effects of outputs that have been successfully achieved.	Strategic Plan LogFrame
Tier 3	OUTPUTS	Measures Outputs of activities in the Work Breakdown Structure AS defined by the functional areas .	Strategic Plan LogFrame

The frequency of measurement will depend on the measure level. Tiers 1 and 3 indicators will be measured once a year while Tier 2 will be measured every quarter. All



measurements will be cumulative for the 5-year period of the Corporate Plan. New measurement indicators will be developed for years 6 to 10, after this Corporate Plan has been evaluated at the end of year 5.

The Reporting Format is provided in Annex I. Guidelines for using the Reporting templates are provided under separate cover.



Table 4 Tier 1: IMPACT

Narrative Summary	Expected Results	Performance Indicators
<p>Mission The SLNT champions Fair Helen's patrimony</p>	<p>Impact</p> <ul style="list-style-type: none"> The various Saint Lucian publics are sensitised and become advocates for the conservation of their heritage. 	<p>By March 2020, the Saint Lucia National Trust is recognised, by government and the public, as a responsible, committed, and trusted champion and steward of Saint Lucia's natural and historical patrimony.</p> <p>By March 2020, the various saint Lucian publics are very knowledgeable of their heritage and become major advocate for the conservation of this heritage.</p>

Table 5 Tier 2: OUTCOMES

Narrative Summary	Expected Results	Performance Indicators
<p>DELIVERING CONSERVATION To Implement strategic interventions aimed at:</p> <ul style="list-style-type: none"> (a) Protecting and conserving natural and historical sites in Saint Lucia; (b) Educating and sensitizing various publics to (i) Saint Lucia's national patrimony; and (ii) improved conservation and environmental practices; and (c) Safeguarding the knowledge assets of the Trust 	<ul style="list-style-type: none"> A system of Heritage Sites – both SLNT and non-SLNT sites- that are open to public access and provide well designed interpretation centres. The SLNT provides leadership in the articulation of appropriate policy, legal and institutional arrangements for heritage conservation in Saint Luca. The various publics in Saint Lucia are educated on and sensitised about their natural and historical patrimony. The knowledge assets of the Trust on Saint Lucia's patrimony are well maintained and managed. 	<ul style="list-style-type: none"> The Trust will develop at least three new sites by the end of 2019. A Policy on Heritage Conservation is developed by the Trust and accepted by Cabinet by the end of 2011. The Trust facilitates the formulation and enactment of a Heritage Conservation Act by the end of 2015. The number of planning approvals for development in ecologically sensitive and/or heritage sites in Saint Lucia decreases by at least 10% a year A Resource Centre is established and fully operational by 2014
<p>CREATING NEW BUSINESS OPPORTUNITIES AND FINANCIAL STREAMS</p>	<ul style="list-style-type: none"> The Trust identifies new and viable revenue streams A range of services and products that carry a unique SLNT brand will be developed and marketed. 	<ul style="list-style-type: none"> The Trust is able to source at least 30% of its income outside of membership dues and government subventions by the end of year 1. This



Narrative Summary	Expected Results	Performance Indicators
		source increases by no less than 5 to 10% every year.
DEVELOPING ORGANISATIONAL CAPACITY	<ul style="list-style-type: none"> • The Trust has a vibrant membership and competent staff; and effective governance and accountability. • The Trust diversifies its revenue streams and increases its sustainability. 	<ul style="list-style-type: none"> • By January 2012 the Trust has a competent core staff compliment; the governance structure is improved with amended legislation and regulations; the structure and terms of reference for the Council are improved; and new organisational structures which will allow for greater participation of the membership in the programmes of the Trust are in place. • The Secretariat to the Trust is sufficiently staffed and resourced so that at least 80% of all the activities in the Strategic Plan are completed by 2019. • The Trust has a new Headquarters building by 2013.

Table 6 Tier 3: OUTPUTS

Narrative Summary	Expected Results	Performance Indicators
WBS 100: Facilitation and Coordination	<ul style="list-style-type: none"> • Well resourced and organisationally appropriate SLNT implementing a portfolio of programmes that fulfill its mission • Effective Council and other Management Committees 	<ul style="list-style-type: none"> • A new organisational structure to implement the Strategic Plan is endorsed by the general membership and put in place by end 2009. • The governance structure is improved with the establishment of an Executive Committee by end 2009. • Ad Hoc Committees comprising of members and volunteers are established as and when needed. • At least 75% of the budget for implementing the first 5 years of the Strategic Plan is available by end of 2013. • By the end of Year 6, at least 75 % of the Trust's revenue is generated from its own sources.



Narrative Summary	Expected Results	Performance Indicators
<p>WBS200: Delivering Conservation</p> <p>WBS210: Site Development and Management</p> <p>WBS220: Education and Advocacy</p>	<ul style="list-style-type: none"> • All the sites vested in or bequeathed to the Trust are evaluated and the information placed in a digitized meta database. • The conservation and preservation of selected SLNT natural and historical sites. • Guidelines for the development and management of natural and historical sites in Saint Lucia • Increased awareness and improved conservation practices of the island's natural and historical heritage; and of SLNT sites; and • SLU publics are more sensitised to environmental issues that impact on SLU's heritage 	<ul style="list-style-type: none"> • A digitized database of SLNT sites is completed by end 2011 • By 2019, at least two new sites are developed and managed by the Trust • A System of Heritage Sites – both SLNT and non-SLNT sites- is developed and open to public access by 2014. • Guidelines for the development of historical and natural sites are developed by end 2015. • A budgeted Education and Advocacy Strategy is in place by mid 2010 and begins implementation by third quarter of 2010. • Annually, at least 20% of the schools in Saint Lucia participate in conservation, and environmental sensitisation programmes
<p>WBS 300: Business Services and Events</p>	<ul style="list-style-type: none"> • A diversified portfolio of products and services that profile SLU heritage, and the SLNT; • The branding of all SLNT sites, products and services; and • Creation of sustainable revenue streams for the SLNT 	<ul style="list-style-type: none"> • A Brand Signature and Strategy for the SLNT is developed by end 2012. • SLNT Brand awareness is established by 2014. • Flagship Conservation Enterprises for SLNT Brand are identified and marketed by mid 2013. • SLNT establishes first Gift Shop/Kiosk with signature brand products by end 2013.
<p>WBS 400: Membership Services</p>	<p>A large and diversified membership that is actively involved in SLNT programmes</p>	<ul style="list-style-type: none"> • A Membership Policy is finalised and accepted by the General membership by end 2009. • The membership base is diversified and increases by at least 10 % a year • At least 60% of the Trust's membership has been involved in at least one activity identified in the Strategic Plan.
<p>WBS 500: Corporate Services</p>	<ul style="list-style-type: none"> • Effective and Efficient Day-to-day operations and HR Management; 	<ul style="list-style-type: none"> • An Operational Manual is finalised and in use by end 2009.



Narrative Summary	Expected Results	Performance Indicators
	<ul style="list-style-type: none"> • Financial stewardship according to international standards; • Records management is digitized; and • All communications are built on electronic platforms 	<p>The Saint Lucia National Trust Act 1975 is amended and passed to reflect modern realities by mid 2012.</p> <ul style="list-style-type: none"> • The Secretariat of the Trust is restructured into a functional matrix organisation by end 2009. • An Executive Committee appointed by the Council with responsibilities delegated upon it is established by end 2010. • At least 5 new revenue streams identified and operational by end 2014



6. OUR BUDGET

Although the Strategic Plan is a Ten Year Plan, all our attention is going to be focussed on this Corporate Plan which is for the first five years, during which time we will endeavour to achieve the most important objectives of (i) strengthening the Trust and re-energising its membership; and (ii) conserving and protecting Saint Lucia's patrimony. We know that these first five years will be critical: we will need the funds and we will need the staff. If we do not succeed in implementing the short- to medium-term objectives, then there is the likelihood that we will lose much of our heritage. The urgency of obtaining the necessary funds, in a timely manner, cannot therefore be sufficiently underscored.

This Plan will be used as the blue-print to mobilise resources. Given the present global economic crises it is very likely that different sources of financing will be available at different times during the life of the Plan. To ensure that the scheduling of the activities in this Plan is not compromised, resource mobilisation will be undertaken at least 12 months before the on-set of implementation of each of the work packages and the activities contained therein.

We need approximately **\$19,481,361.00** to implement activities in this Corporate Plan. We know that this is an ambitious Plan and we do not have all of the funds that we will need to implement the Plan. We are nevertheless confident that this Strategic Plan will provide us the blueprint for sourcing funds.

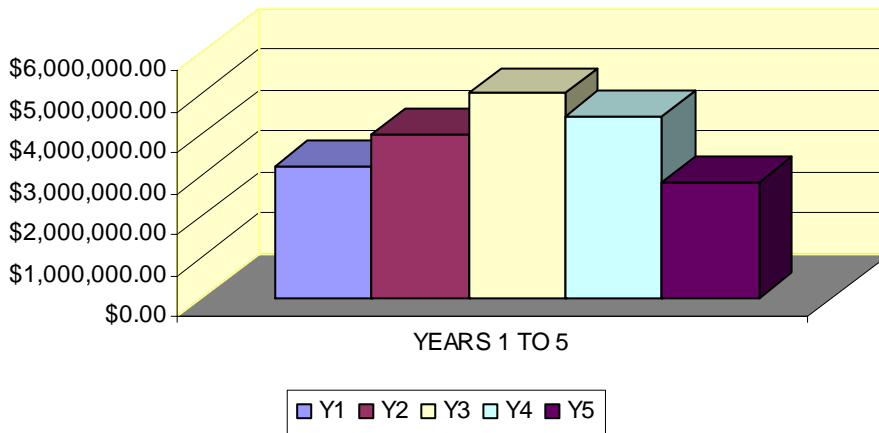


Figure 1: Budget Allocations by Year

As is to be expected the indicative budget peaks in year 3. It is estimated that the construction of the SLNT Headquarters will be at its height in year 3. It is also envisaged that the development of the Morne Fortune Historical Area as one of the Trust's historical sites will be close to completion in year 3. The indicative budget for year 5 is considerably less because many of the activities that have been scheduled in this Corporate Plan would have been completed or close to completion. Indeed, only a



small budget was allocated for activities to be undertaken in year 5. Most of the effort of the Trust's Secretariat will focus on a mid-term evaluation of the ten year Strategic Plan and the preparation of a second Corporate Plan.

Of the 19,000,000XCD that is projected as the indicative budget for the first five years of the Strategic Plan, 46% has been allocated for programmes; and 17% has been allocated for administrative costs. The remaining 37 % covers the cost of salaries and emoluments.

About 37% of the programme costs has been allocated for capital works – coastal stabilisation of Pigeon Island national Landmark; rehabilitation of the Morne Fortune Historical Area; and the construction of the SLNT Head Quarters.

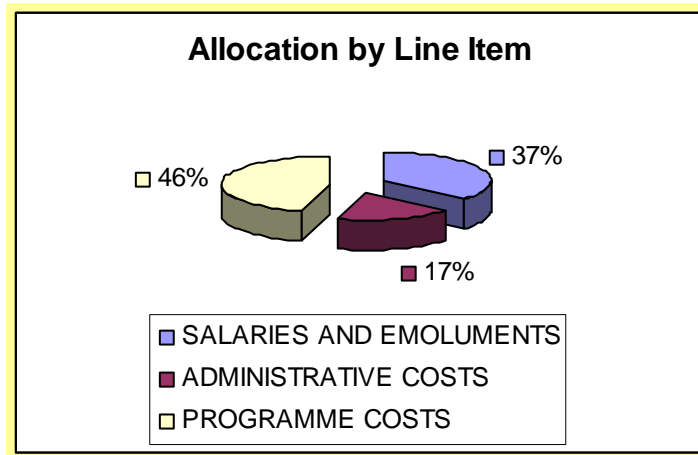


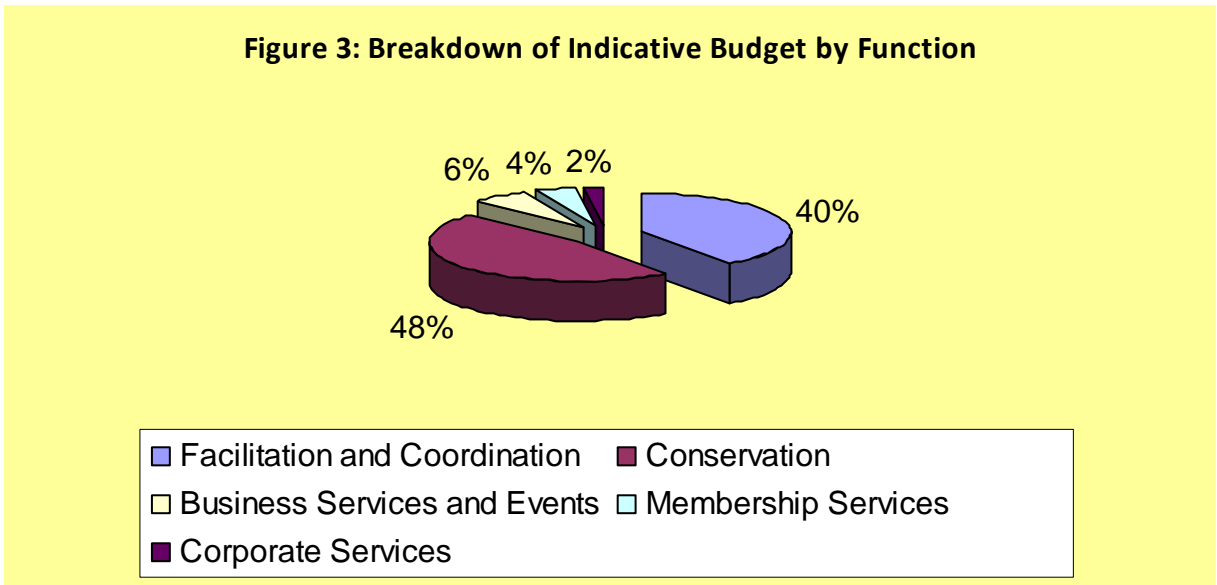
Figure 2: Allocation by Line Item

The effective implementation of this Strategic Plan for the first five years of its life will require hiring five new staff members, three of whom will be at the level of Function Manager. The Business Services and Events Manager is critical and will be hired within the first year of implementation. The other Managers will be phased in years 2 and 3.

When the budgets for each of the Function Areas are compared, Conservation through which the bulk of the technical work of the Trust will be carried out constitutes 48% with facilitation and Coordination constituting 40% of the budget. Included in the budget for Conservation is the capital works that will take place in the Pigeon Island National landmark and the Morne Fortune Historical Area.



Figure 3: Breakdown of Indicative Budget by Function



About 77% (3.5mil XCD) of the budget for Facilitation and Coordination is to be used for the construction of the Trust Headquarters.

The summary budgets for each work breakdown Structure is presented in the Tables below. A Companion Excel Workbook, available under separate cover provides the detailed calculations.

Revenue Projects for implementing this Corporate Plan are provided in Annex 2.



Table 7: INDICATIVE BUDGET BY WBS AND YEAR						
Budget Line Items	YEARS				TOTAL	
WBS 100: Facilitation and Coordination	1	2	3	4		
Salary and Emoluments Administration	\$141,432.00	\$148,500.00	\$155,928.00	\$165,876.00	\$171,900.00	\$783,636.00
Programmes	\$27,900.00	\$28,585.00	\$29,305.00	\$30,060.00	\$30,854.00	\$146,704.00
	\$39,500.00	\$519,500.00	\$1,506,500.00	\$1,506,500.00	\$26,500.00	\$3,598,500.00
TOTAL for WBS 100	\$208,832.00	\$696,585.00	\$1,691,733.00	\$1,702,436.00	\$229,254.00	\$4,528,840.00
WBS 200: Conservation						
Salary and Emoluments Administration	\$581,494.00	\$708,090.00	\$754,495.00	\$780,667.00	\$837,655.00	\$3,662,401.00
Programmes	\$415,900.00	\$248,525.00	\$261,281.00	\$264,176.00	\$267,214.00	\$1,457,096.00
WBS 210	\$730,000.00	\$1,100,000.00	\$1,105,000.00	\$520,000.00	\$280,000.00	\$3,735,000.00
WBS 220	\$66,000.00	\$103,000.00	\$143,000.00	\$93,000.00	\$138,000.00	\$543,000.00
TOTAL for WBS 200	\$1,793,394.00	\$2,159,615.00	\$2,263,776.00	\$1,657,843.00	\$1,522,869.00	\$9,397,497.00
WBS 300: Business Services and Events						
Salary and Emoluments Administration	\$159,253.00	\$170,975.00	\$179,526.00	\$189,219.00	\$203,779.00	\$902,752.00
Programmes	\$26,400.00	\$27,550.00	\$28,758.00	\$30,025.00	\$31,357.00	\$144,090.00
	\$196,500.00	\$182,500.00	\$65,000.00	\$62,000.00	\$45,000.00	\$551,000.00
TOTAL for WBS 300	\$382,153.00	\$381,025.00	\$273,284.00	\$281,244.00	\$280,136.00	\$1,597,842.00



WBS 400: Membership Services						
Salary and Emoluments Administration	\$112,459.00	\$118,082.00	\$123,986.00	\$130,244.00	\$138,644.00	\$623,415.00
Programmes	\$17,700.00	\$18,300.00	\$18,733.00	\$19,322.00	\$20,287.00	\$94,342.00
	\$82,500.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$302,500.00
TOTAL for WBS 400	\$212,659.00	\$191,382.00	\$197,719.00	\$204,566.00	\$213,931.00	\$1,020,257.00
WBS 500: Corporate Services						
Salary and Emoluments Administration	\$219,985.00	\$231,652.00	\$241,988.00	\$250,232.00	\$240,522.00	\$1,184,379.00
Programmes	\$296,800.00	\$303,440.00	\$310,163.00	\$316,372.00	\$323,271.00	\$1,550,046.00
	\$97,500.00	\$30,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$202,500.00
TOTAL for WBS 500	\$614,285.00	\$565,092.00	\$577,151.00	\$591,604.00	\$588,793.00	\$2,936,925.00

Table 8: SALARIES AND EMOMULEMENTS FOR FIVE YEARS						
WBS	YEARS					TOTAL
	1	2	3	4	5	
WBS 100	\$141,432.00	\$148,500.00	\$155,928.00	\$165,876.00	\$171,900.00	\$783,636.00
WBS 200	\$581,494.00	\$708,090.00	\$754,495.00	\$780,667.00	\$837,655.00	\$3,662,401.00
WBS 300	\$159,253.00	\$170,975.00	\$179,526.00	\$189,219.00	\$203,779.00	\$902,752.00
WBS400	\$112,459.00	\$118,082.00	\$123,986.00	\$130,244.00	\$138,644.00	\$623,415.00
WBS 500	\$219,985.00	\$231,652.00	\$241,988.00	\$250,232.00	\$240,522.00	\$1,184,379.00
TOTAL SALARIES & EMOLUMENTS	\$1,214,623.00	\$1,377,299.00	\$1,455,923.00	\$1,516,238.00	\$1,592,500.00	\$7,156,583.00



Table 9: ADMINISTRATIVE COSTS FOR FIVE YEARS

WBS	YEARS					TOTAL
	1	2	3	4	5	
WBS 100	\$27,900.00	\$28,585.00	\$29,305.00	\$30,060.00	\$30,854.00	\$146,704.00
WBS 200	\$415,900.00	\$248,525.00	\$261,281.00	\$264,176.00	\$267,214.00	\$1,457,096.00
WBS 300	\$26,400.00	\$27,550.00	\$28,758.00	\$30,025.00	\$31,357.00	\$144,090.00
WBS400	\$17,700.00	\$18,300.00	\$18,733.00	\$19,322.00	\$20,287.00	\$94,342.00
WBS 500	\$296,800.00	\$303,440.00	\$310,163.00	\$316,372.00	\$323,271.00	\$1,550,046.00
TOTAL ADMINISTRATIVE COSTS	\$784,700.00	\$626,400.00	\$648,240.00	\$659,955.00	\$672,983.00	\$3,392,278.00

Table 10 PROGRAMME COSTS FOR FIVE YEARS

WBS	YEARS					TOTAL
	1	2	3	4	5	
WBS 100	\$39,500.00	\$519,500.00	\$1,506,500.00	\$1,506,500.00	\$26,500.00	\$3,598,500.00
WBS 200	\$796,000.00	\$1,203,000.00	\$1,248,000.00	\$613,000.00	\$418,000.00	\$4,278,000.00
WBS 300	\$196,500.00	\$182,500.00	\$65,000.00	\$62,000.00	\$45,000.00	\$551,000.00
WBS400	\$82,500.00	\$55,000.00	\$55,000.00	\$55,000.00	\$55,000.00	\$302,500.00
WBS 500	\$97,500.00	\$30,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$202,500.00
TOTAL PROGRAMME COSTS	\$1,212,000.00	\$1,990,000.00	\$2,899,500.00	\$2,261,500.00	\$569,500.00	\$8,932,500.00

Table 12: INDICATIVE BUDGET FOR FIVE YEARS

LINE ITEMS	YEARS					TOTAL
	1	2	3	4	5	
SALARIES AND EMOLUMENTS	\$1,214,623.00	\$1,377,299.00	\$1,455,923.00	\$1,516,238.00	\$1,592,500.00	\$7,156,583.00
ADMINISTRATIVE COSTS	\$784,700.00	\$626,400.00	\$648,240.00	\$659,955.00	\$672,983.00	\$3,392,278.00
PROGRAMME COSTS	\$1,212,000.00	\$1,990,000.00	\$2,899,500.00	\$2,261,500.00	\$569,500.00	\$8,932,500.00
TOTAL INDICATIVE BUDGET	\$3,211,323.00	\$3,993,699.00	\$5,003,663.00	\$4,437,693.00	\$2,834,983.00	\$19,481,361.00



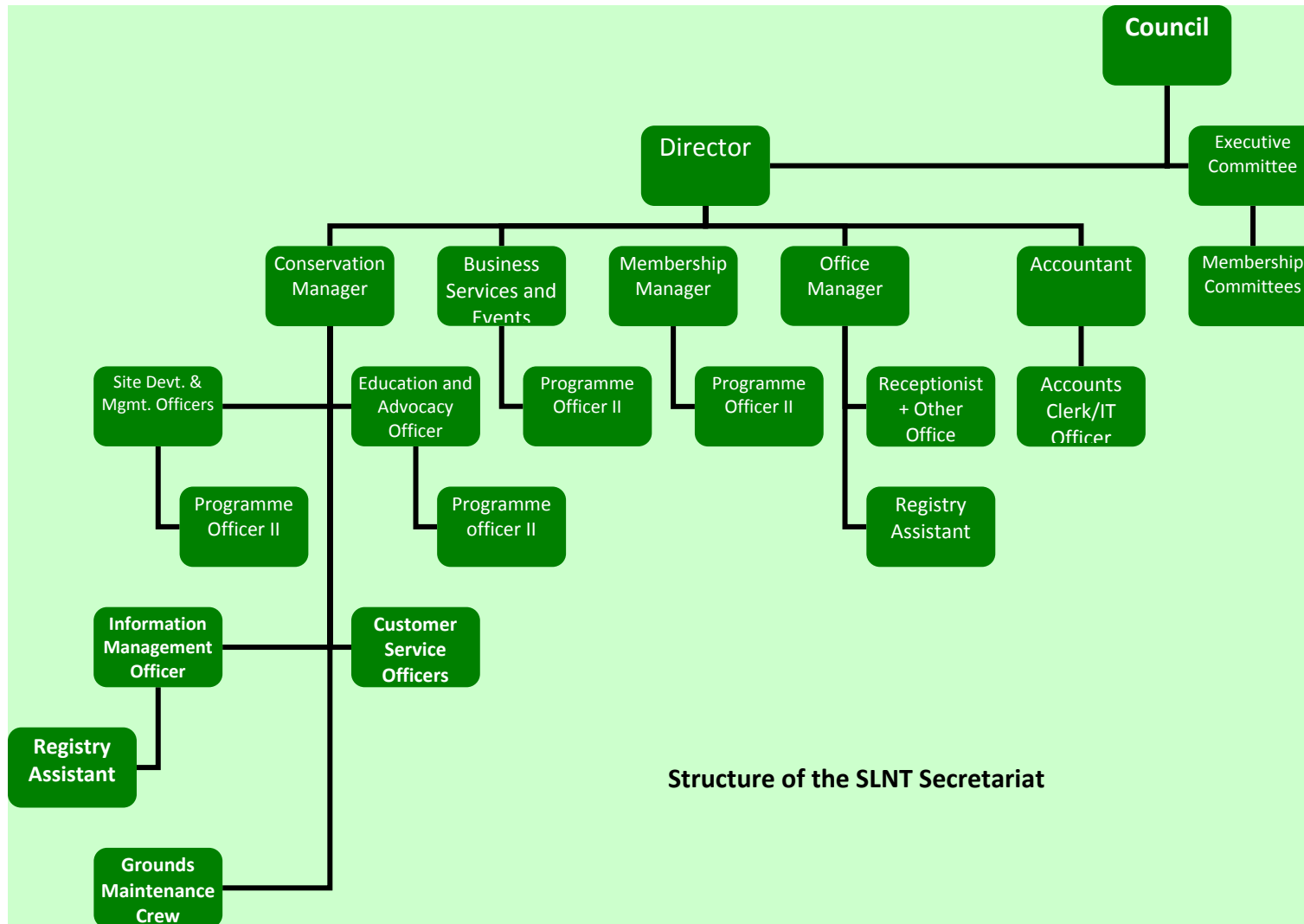
7. HOW WE WILL ORGANISE OURSELVES TO DELIVER THE PLAN

In order to deliver this Strategic Plan we will restructure our organisational architecture. There will be an Executive Committee which will report to the Council and which will take its instructions from the Council. A number of Committees, each of which will operate with specific terms of reference and specific time lines to deliver their outputs, will support the Executive Council. These Committees will report to the Council through the Executive Committee.

The Secretariat to the Trust will be made up of the staff and volunteers. The Director who will report to the Council through the Executive Committee will head the Secretariat and will be responsible for the Facilitation and Coordination Function. The Director in collaboration with the Functional Managers will constitute the Management team at the Secretariat.

The Secretariat's Organisational Structure during the life of the Strategic Plan is presented in Figure 4 below. This structure will be developed over the first five years of the Strategic Plan. It is possible that funds will not allow for the fully developed structure. Nevertheless, for the Trust to achieve its mission, must undertake most of the activities identified in the Strategic Plan. Consequently, in the absence of the full cadre of staff, the Trust will actively pursue the assistance of its membership and of volunteers to undertake its work.





Annex 1:



THE SAINT LUCIA NATIONAL TRUST

PROTECTING FAIR HELEN'S PATRIMONY
Our future plans April 2010 to March 2020

LOGFRAME FOR THE STRATEGIC PLAN



Narrative Summary	Expected Results	Performance Indicators	Sources of Verification	Risks and Assumptions
<p>Principal Objective Goal</p> <p>To promote the conservation of the natural and historical heritage of Saint Lucia through sound stewardship, education and advocacy, and development and management of vested heritage sites and properties.</p>	<p>Impact</p> <ul style="list-style-type: none"> The various Saint Lucian publics are sensitised and become advocates for the conservation of their heritage. 	<p>By December 2019, the Saint Lucia National Trust is recognised, by government and the public, as a responsible, committed, and trusted champion and steward of Saint Lucia's natural and historical patrimony.</p> <p>By 2019, the various saint Lucian publics are very knowledgeable of their heritage and become major advocate for the conservation of this heritage.</p>	<p>SLNT Annual Reports</p> <p>Reports of other national, regional, and international environmental and conservation agencies</p> <p>News Bulletins</p> <p>Annual budgets of the Government of Saint Lucia</p>	<p>The present global economic crisis takes long to remedy and the Saint Lucian public remains insufficiently engaged in conserving and protecting Saint Lucia's heritage.</p> <p>Competition between conservation and economic gain negatively impact on the heritage sites vested in the Trust.</p> <p>Global economic events constrict the present and potential opportunities for revenue generation.</p> <p>The Government of Saint Lucia reduces its annual subvention to the Trust.</p>
<p>Specific Objectives Purpose</p> <p>DELIVERING CONSERVATION To Implement strategic interventions aimed at: (d) Protecting and conserving natural and</p>	<p>Outcomes</p> <ul style="list-style-type: none"> The Trust diversifies its revenue streams and increases its sustainability. A system of Heritage Sites – both SLNT and non-SLNT 	<ul style="list-style-type: none"> By January 2012 the Trust has a competent core staff compliment; the governance structure is improved with amended legislation and regulations; the structure 	<p>SLNT Annual Reports</p> <p>Annual Budgets of the Trust</p> <p>SLNT Programme/Technical</p>	



Narrative Summary	Expected Results	Performance Indicators	Sources of Verification	Risks and Assumptions
<p>historical sites in Saint Lucia; and</p> <p>(e) Educating and sensitizing various publics to (i) Saint Lucia's national patrimony; and (ii) improved conservation and environmental practices.</p> <p>CREATING NEW BUSINESS OPPORTUNITIES AND FINANCIAL STREAMS</p> <p>DEVELOPING ORGANISATIONAL CAPACITY</p>	<p>sites- that are open to public access and provide well designed interpretation centres.</p> <ul style="list-style-type: none"> The SLNT provides leadership in the articulation of appropriate policy, legal and institutional arrangements for heritage conservation in Saint Luca. The various publics in Saint Lucia are educated on and sensitised about their natural and historical patrimony. The Trust identifies new and viable revenue streams A range of services and products that carry a unique SLNT brand will be developed and marketed. The Trust has a vibrant membership and competent staff; and effective governance and accountability. 	<p>and terms of reference for the Council are improved; and new organisational structures which will allow for greater participation of the membership in the programmes of the Trust are in place.</p> <ul style="list-style-type: none"> The Secretariat to the Trust is sufficiently staffed and resourced so that at least 80% of all the activities in the Strategic Plan are completed by 2019. The Trust has a new Headquarters building by 2013. The Trust will develop at least three new sites by the end of 2019. A Policy on Heritage Conservation is developed by the Trust and accepted by Cabinet by the end of 2011. The Trust facilitates the formulation and enactment of a Heritage Conservation Act by the end of 2015. The number of planning approvals for development in ecologically sensitive and/or heritage sites in Saint Lucia decreases by at least 	<p>Reports</p> <p>Amended Legislation and Regulations</p> <p>Membership database</p> <p>Number of persons attending the Trust events</p> <p>Number of members volunteering their time to Trust events and services.</p> <p>A Headquarters Building for the SLNT.</p> <p>Cabinet Conclusions</p> <p>Gazetted Legislation</p> <p>Visitor Assessments and questionnaires</p> <p>Newspaper articles</p> <p>Radio programmes</p>	



Narrative Summary	Expected Results	Performance Indicators	Sources of Verification	Risks and Assumptions
		10% a year	Development Control authority	
Duration of Strategy: 10 years				
Budget of Strategy for Years 1 to 5: \$19,481,361.00				
Activities	Outputs			
WBS 100: Facilitation and Coordination	<ul style="list-style-type: none"> Well resourced and organisationally appropriate SLNT implementing a portfolio of programmes that fulfill its mission Effective Council and other Management Committees 	<ul style="list-style-type: none"> A new organisational structure to implement the Strategic Plan is endorsed by the general membership and put in place by end 2009. The governance structure is improved with the establishment of an Executive Committee by end 2009. Ad Hoc Committees comprising of members and volunteers are established as and when needed. At least 75% of the budget for implementing the first 5 years of the Strategic Plan is available by end of 2013. By the end of Year 6, at least 75 % of the Trust's revenue is generated from its own sources. 		<p>The present global economic crisis takes long to remedy and the Saint Lucian public remains insufficiently engaged in conserving and protecting Saint Lucia's heritage.</p> <p>Competition between conservation and economic gain negatively impact on the heritage sites vested in the Trust.</p> <p>Global economic events constrict the present and potential opportunities for revenue generation.</p> <p>The Government of Saint Lucia reduces its annual subvention to the Trust.</p> <p>The required budget for the implementation of this Strategy cannot be sourced.</p>
WBS200: Delivering Conservation WBS210: Site Development and Management	<ul style="list-style-type: none"> All the sites vested in or bequeathed to the Trust 	<ul style="list-style-type: none"> A digitized database of SLNT sites is completed 		<p>The Trust's membership remains committed to the</p>



Narrative Summary	Expected Results	Performance Indicators	Sources of Verification	Risks and Assumptions
<p>WBS220: Education and Advocacy</p>	<p>are evaluated and the information placed in a digitized meta database.</p> <ul style="list-style-type: none"> The conservation and preservation of selected SLNT natural and historical sites. Guidelines for the development and management of natural and historical sites in Saint Lucia Increased awareness and improved conservation practices of the island's natural and historical heritage; and of SLNT sites; and SLU publics are more sensitised to environmental issues that impact on SLU's heritage 	<p>by end 2011</p> <ul style="list-style-type: none"> By 2019, at least two new sites are developed and managed by the Trust A System of Heritage Sites - both SLNT and non-SLNT sites- is developed and open to public access by 2014. Guidelines for the development of historical and natural sites are developed by end 2015. 		<p>conservation and protection of Saint Lucia's patrimony.</p> <p>The Membership, Staff and Council are slow to accept organisational and legislative changes.</p>
<p>WBS 300: Business Services and Events</p>	<ul style="list-style-type: none"> A diversified portfolio of products and services that profile SLU heritage, and the SLNT; The branding of all SLNT sites, products and services; and Creation of sustainable 			



Narrative Summary	Expected Results	Performance Indicators	Sources of Verification	Risks and Assumptions
	revenue streams for the SLNT			
WBS 400: Membership Services	A large and diversified membership that is actively involved in SLNT programmes	<ul style="list-style-type: none"> • A Membership Policy is finalised and accepted by the General membership by end 2009. • The membership base is diversified and increases by at least 10 % a year • At least 60% of the Trust's membership has been involved in at least one activity identified in the Strategic Plan. 		
WBS 500: Corporate Services	<ul style="list-style-type: none"> • Effective and Efficient Day-to-day operations and HR Management; • Financial stewardship according to international standards; • Records management is digitized; and • All communications are built on electronic platforms 	<ul style="list-style-type: none"> • An Operational Manual is finalised and in use by end 2009. • An assessment of the SLNT's' sites is completed by end 2009 • At least 5 new revenue streams identified and operational by end 2014 		



Annex 2 REPORTING TEMPLATES

FINANCIAL REPORT

Planned and Invoiced Expenditures During The Quarter

Expenditures incurred during the period of this report are identified according to WBS activity in Table 1. Planned expenditures identified in the Table are those estimated for the period "Budget Actual" expenditures represent actual expenditures incurred during the period; expenditure commitments undertaken during the period of this report require activities to be undertaken in future reporting periods and expenditures associated with these activities will therefore be progressively reported as they are incurred.

Variances between Planned and Invoiced Expenditures

It is expected that there will generally be variation between planned and actual expenditures because changing opportunities and constraints may result in adjustments in the implementation of individual activity work-plans, within approved work-plan scope. These in turn may result in differing costs as compared to those initially estimated, or a differing schedule of cost expenditure as compared to what was initially planned.

Table 2 is a template for monitoring expenditure forecast for the upcoming quarter.

Table3 monitors the income earned from the various revenue streams and compares those values against what was projected for the quarter. While there will be a few fixed revenue streams, they may also be new ones from time to time.

RESULTS REPORT

In Table 4 activities scheduled for implementation in XXX (identify fiscal year) are identified and for each activity actions at the WBS XXX.X level are also identified; planned results at this level are identified together with actual results, variance between planned and actual results and progress towards results.



Table 1: Strategy Implementation Expenditures - [state period] XCD

WBS ACTIVITY	PLANNED AND ACTUAL EXPENDITURES: [STATE PERIOD]			TOTAL EXPENDITURE TO DATE (YEAR 1)	APPROVED BUDGET	BUDGET REMAINING
	PLANNED	Actual	QUARTERLY TOTAL			
<u>WBS 100:</u> <u>Facilitation and Coordination</u>						
WBS 110 Executive Management						
WBS 120 Strategic Management						
WBS 130 Resource Mobilisation						
WBS 140 Headquarters						
WBS 150 Representation						
<u>WBS 200:</u> <u>Conservation</u>						
WBS 210 Site Development and Management						
WBS 220 Education and Advocacy						
WBS 230 Information Management						
<u>WBS 300:</u> <u>Business Services and Events Management</u>						
WBS 310 Branding and Product Development						
WBS 320 Events Management						
<u>WBS 400:</u> <u>Membership Services</u>						
WBS 410 Membership Policies						
WBS 420 Membership Recruitment						
WBS 430 Annual Calendar of Membership Events						
WBS 440 Volunteer Programme						
<u>WBS 500:</u> <u>Corporate Services</u>						
WBS 510 Administration						
WBS 520 Financial Management						
TOTAL						



Table 2: Expenditure Forecast For Upcoming Quarter.

WBS ACTIVITY	PLANNED BUDGET	BUDGET FOR THE YEAR	TOTAL BUDGET ALLOCATION IN CORPORATE PLAN
<u>WBS 100: Facilitation and Coordination</u>			\$4,528,840.00
WBS 110 Executive Management			
WBS 120 Strategic Management			
WBS 130 Resource Mobilisation			
WBS 140 Headquarters			
WBS 150 Representation			
Sub-Total:			
<u>WBS 200: Conservation</u>			\$9,397,497.00
WBS 210 Site Development and Management			
WBS 220 Education and Advocacy			
WBS 230 Information Management			
Sub-Total:			
<u>WBS 300: Business Services and Events Management</u>			\$1,597,842.00
WBS 310 Branding and Product Development			
WBS 320 Events Management			
Sub-Total			
<u>WBS 400: Membership Services</u>			\$1,020,257.00
WBS 410 Membership Policies			
WBS 420 Membership Recruitment			
WBS 430 Annual Calendar of Membership Events			
WBS 440 Volunteer Programme			
Sub-Total:			
<u>WBS 500: Corporate Services</u>			\$2,936,925.00
WBS 510 Administration			
WBS 520 Financial Management			
TOTAL			\$19,481,361.00



Table 3: REVENUE STREAMS MONITORING FRAMEWORK

REVENUE STREAM	BUDGETED AND ACTUAL REVENUES: [STATE PERIOD]			TOTAL REVENUE TO DATE (YEAR 1)	APPROVED BUDGET	SHORTFALL
	PLANNED	Actual	QUARTERLY TOTAL			
<u>Subvention – Government of St. Lucia</u>						
Gate Receipts						
Entrance fees General						
Entrance fees -PINL residents						
Entrance fees -PINL Visitors						
Entrance fees -PINL Children						
Memberships Fees						
Memberships Fees - Family						
Membership Fees - Individuals						
Membership fees - Groups						
Membership fees - Corporate						
Membership Fees - Schools						



REVENUE STREAM	BUDGETED AND ACTUAL REVENUES: [STATE PERIOD]			TOTAL REVENUE TO DATE (YEAR 1)	APPROVED BUDGET	SHORTFALL
	PLANNED	Actual	QUARTERLY TOTAL			
Membership Fees - Misc						
Membership Fees - Lifetime						
Membership - Overseas						
Other Income						
Tours -MINR						
Packaged Tours						
Publications						
Kiosk Sales						
Concessions Income - PINL						
Rental - Beach chairs						
Venue Rental - PINL						
PI Jazz Concerts						
Weddings PINL						
Rental of Wedding Chairs						



REVENUE STREAM	BUDGETED AND ACTUAL REVENUES: [STATE PERIOD]			TOTAL REVENUE TO DATE (YEAR 1)	APPROVED BUDGET	SHORTFALL
	PLANNED	Actual	QUARTERLY TOTAL			
Miscellaneous Income						
TOTAL						



Table 4: ACTIVITY AND RESULTS MONITORING FRAMEWORK

ACTIVITY RESULTS AND MONITORING FRAMEWORK				
Programme year [number of year in Strategic Plan] (1 April XXXX– 31 March XXXX)	RESULTS PLANNED April XXXX – March XXXX	ACTUAL RESULTS	VARIANCE OF PLANNED TO ACTUAL	PROGRESS TO DATE TOWARDS PLANNED RESULTS
Planned Activities WBS 100: Facilitation and Coordination				
Outputs: [choose outputs relevant for that year's work plan]				
WBS 110: Executive Management				
WBS 120: Strategic Management				
WBS 130: Resource Mobilisation				
WBS 140: Headquarters				
WBS 150: Representation				
Planned Activities WBS 200: Delivering Conservation				
Outputs: [choose outputs relevant for that year's work plan]				
WBS 210: Site Development and Management				
WBS 220: Education and Advocacy				
WBS 230: Information Management				
Planned Activities WBS300: Business Services and Events Management				
Outputs: [choose outputs relevant for that year's work plan]				
WBS 310: Branding and Product Development				
WBS 320: Events Management				
Planned Activities WBS400: Membership Services				
Outputs: [choose outputs relevant for that year's work plan]				
WBS 410: Membership Policies				



ACTIVITY RESULTS AND MONITORING FRAMEWORK				
Programme year [number of year in Strategic Plan] (1 April XXXX– 31 March XXXX)	RESULTS PLANNED April XXXX – March XXXX	ACTUAL RESULTS	VARIANCE OF PLANNED TO ACTUAL	PROGRESS TO DATE TOWARDS PLANNED RESULTS
WBS 420: Membership Recruitment				
WBS 430: Annual Calendar of Membership Events				
WBS 440: Volunteer Programme				
Planned Activities WBS 500: Corporate Services				
Outputs: [choose outputs relevant for that year's work plan]				
WBS 510: Office Administration				
WBS 520: Financial Management				



ANNEX 3

REVENUE PROJECTIONS
FOR
IMPLEMENTING THE
SAINT LUCIA NATIONAL TRUST
CORPORATE PLAN: 2010 TO 2015

Prepared by
Wilton Bleasdille

August 2009

ST. LUCIA NATIONAL TRUST

REVENUE PROJECTIONS

Assumptions

Revenue Stream	Assumptions
Entrance fees -PINL residents	Anticipate 11% increase each year with target marketing
Entrance fees -PINL Visitors	Provides for a 10% decline in year one due consistent with anticipated reduction in tourist arrivals. From year two onward, a 10% increase expected annually.
Entrance fees -PINL Children	10% expected each year
Memberships Fees – Family, Individuals, Groups	5% increase expected each year
Corporate	10% increase expected each year
Schools	5% increase expected each year
Membership Fees – Miscellaneous and Life Time and Overseas	Expected to be constant
Membership Activities	10% increase expected each year
Tours -MINR	10% expected each year; it is expected that the activities generating this stream would be reorganized within year one.
Packaged Tours	Anticipate 11% increase each year after new tour packages are developed in year one. This area has considerable potential, if the relevant strategic partnerships are established with key hotels, HERITAS etc
Publications	5% increase expected each year once materials are developed.
Kiosk Sales	Anticipate 11% increase each year with target marketing
Concessions Income – PINL	Anticipates that contracts with concessionaires will provide for an annual 3% increase per annum
Rental - Beach chairs	5% increase expected each year
Venue Rental - PINL	5% increase expected each year
PI Jazz Concerts	2% increase expected each year
Weddings PINL	10% increase expected each year
Rental of Wedding Chairs	10% increase expected each year
Miscellaneous Income	This include any activity not identified above, such as website revenue, endowment funds and donations

Note:

1. The base year for the revenue is the year ended March 31, 2009.
2. The % increase is contingent upon the SLNT undertaking some specific activities accompanied by the necessary marketing initiatives
3. These projections would have to be revised on an annual basis.

ST. LUCIA NATIONAL TRUST
REVENUE PROJECTIONS

Revenue	Year 1	Year 2	Year 3	Year 4	Year5
Government Subvention					
Operation	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
Headquarters / Museum	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
	<u>700,000.00</u>	<u>700,000.00</u>	<u>700,000.00</u>	<u>700,000.00</u>	<u>700,000.00</u>
Gate Receipts					
Entrance fees General					
Entrance fees -PINL residents	54,314.52	60,289.12	66,920.92	74,282.22	82,453.27
Entrance fees -PINL Visitors	591,121.80	650,233.98	715,257.38	786,783.12	865,461.43
Entrance fees -PINL Children	11,598.40	12,758.24	14,034.06	15,437.47	16,981.22
	<u>657,034.72</u>	<u>723,281.34</u>	<u>796,212.36</u>	<u>876,502.81</u>	<u>964,895.91</u>
Memberships Fees					
Memberships Fees - Family	11,886.00	12,480.30	13,104.32	13,759.53	14,447.51
Membership Fees - Individuals	2,073.75	2,177.44	2,286.31	2,400.62	2,520.66
Membership fees - Groups	2,520.00	2,646.00	2,778.30	2,917.22	3,063.08
Membership fees - Corporate	3,300.00	3,630.00	3,993.00	4,392.30	4,831.53
Membership Fees - Schools	850.00	892.50	937.13	983.98	1,033.18
Membership Fees - Misc	500.00	500.00	500.00	500.00	500.00
Membership Fees - Lifetime	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Membership - Overseas	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Membership activities	3,000.00	3,300.00	3,630.00	3,993.00	4,392.30
	<u>27,129.75</u>	<u>28,626.24</u>	<u>30,229.05</u>	<u>31,946.65</u>	<u>33,788.25</u>
Other Income					
Tours -MINR	5,000.00	5,500.00	6,050.00	6,655.00	7,320.50
Packaged Tours	50,000.00	55,000.00	60,500.00	66,550.00	73,205.00
Publications	10,000.00	10,500.00	11,025.00	11,576.25	12,155.06

CORPORATE PLAN: 2009 TO 2015
Protecting Fair Helen's Patrimony

Kiosk Sales	20,000.00	22,000.00	24,200.00	26,620.00	29,282.00
Concessions Income - PINL	89,507.00	92,192.21	94,957.98	97,806.72	100,740.92
Rental - Beach chairs	42,044.00	44,146.20	46,353.51	48,671.19	51,104.74
Venue Rental - PINL	49,045.00	51,497.25	54,072.11	56,775.72	59,614.50
PI Jazz Concerts	112,200.00	114,444.00	116,732.88	119,067.54	121,448.89
Weddings PINL	122,299.10	134,529.01	147,981.91	162,780.10	179,058.11
Rental of Wedding Chairs	27,600.10	30,360.11	33,396.12	36,735.73	40,409.31
Miscellaneous Income	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
	577,695.20	610,168.78	645,269.51	683,238.24	724,339.04
Total Revenue	<u>1,961,860</u>	<u>2,062,076.35</u>	<u>2,171,710.92</u>	<u>2,291,687.70</u>	<u>2,423,023.20</u>

