



THE BAHAMAS NATIONAL TRUST  
**STRATEGIC PLAN**  
2024-2029





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# MESSAGE FROM THE PRIME MINISTER

As Prime Minister of The Bahamas, it is with pride and great optimism that I introduce the Bahamas National Trust's Strategic Plan for 2024-2029. This collaborative document lays out a promising roadmap for our nation's natural heritage, underpinned by a profound respect for our environment and a steadfast commitment to its conservation for the flourishing of future generations.

For over six decades, the Bahamas National Trust (BNT) has been a stalwart guardian of our islands' natural heritage, managing a vast network of national parks and protected areas that are vital not only to the sustainability of our ecosystems but also to our economy and well-being. The Strategic Plan builds on this enduring legacy of stewardship, charting a course for the next five years that is as ambitious as it is necessary.

In our present epoch, with the challenges of climate change, habitat degradation, and species extinction more pressing than ever, the activities of the BNT are especially vital. This five-year plan mobilizes the organization's resources across these crucial fronts, outlining a comprehensive approach to national park management that prioritizes scientific research, community engagement, and sustainable practices.

The goal is not simply to protect what we have but to restore and enhance our ecosystems, ensuring that our national parks serve as both hubs of biodiversity and centers of human enrichment.

A key aspect of the Strategic Plan is its emphasis on collaboration. The BNT recognizes that conserving our natural resources cannot be achieved in isolation; it requires the active participation of all stakeholders, from government agencies and local communities to international partners.

Partnerships are therefore indispensable to this plan, particularly in enforcement, scientific monitoring, and community-based conservation.

I am particularly heartened by the plan's emphasis on education. Our youth are the future stewards of The Bahamas. By fostering a strong conservation ethic through immersive educational programs, we are investing in the long-term sustainability of our environment and, indeed, our country. The BNT's commitment to developing future leaders in conservation reflects their understanding that true conservation is not just about protecting land; it is about nurturing a culture that values and cares for it.

The Bahamas National Trust's Strategic Plan for 2024-2029 is a bold statement of intent—one as passionate and courageous as the organization itself. I commend the BNT for their vision, dedication, and enduring commitment to the people and environment of The Bahamas. This measured yet urgent document underscores our collective responsibility to care for the islands we have inherited.

Hand in hand, let us ensure that our national parks emerge as ever-greater sites of wonder, awareness, and well-being.

*Philip Davis*

**Hon. Philip Davis, KC, MP**  
Prime Minister, Commonwealth of The Bahamas







# MESSAGE FROM THE PRESIDENT

Welcome to The Bahamas National Trust's Strategic Plan 2024 - 2029. This document is a dynamic blueprint for the BNT and the national parks we manage on behalf of the people of The Bahamas.

At the core of our strategic plan is our vision: "A comprehensive network of effectively managed Bahamian national parks and protected areas, which is recognized as a powerful force for global biodiversity conservation and is supported and enjoyed by the public."

This ambitious vision is matched by our staff's passion and courage for the environment, commitment to excellence in protected areas management, and the belief that education is key to long-term conservation success and to creating and supporting a public conservation ethic. Additionally, the BNT knows the importance of national parks as open green spaces where people can connect with nature.

In 2023, when our new Executive Director stepped into her role, she asked the BNT Council for a year to visit and listen to regional and national partners, natural resource users, and other important stakeholder groups like educators, government ministers and directors, corporate partners, and our members and donors. She wanted to hear what people thought the BNT did well, and what could be improved, before she embarked upon the creation of a new strategic plan for the organization. Our strategic plan is the product of intensive thought and discussion, incorporating what we heard into our mission of national park management.

It is not enough to have a vision. People and nations will always be faced with change. The BNT seeks with this strategic plan to manage change rather than react to it. Our strategies will provide us with the way forward over the next five years, but will also guide us in how we do business day-to-day. The priorities from the plan become the priorities of our annual budgets, assuring that we focus our resources on those areas that move us toward our vision.

The Strategic Planning Committee is to be commended for their imagination, dedication, and perseverance throughout the strategic planning process. We are grateful to Paige Mac Leod, our consultant and facilitator, for her patience and guidance. Paige is more than a consultant to the BNT. She is a true friend who has seen our growing pains and progress over the years.

The strategic plan has been supported and endorsed by the BNT Council. It is an ambitious plan that, if successful, will provide the Bahamian people with a national park system that will educate youth, provide economic opportunities for local communities, and conserve the precious resources of our country. The BNT will need your support, and we look forward to collaborating with you to achieve our goals.

*Geoff Andrews*

**Geoffrey Andrews**  
President, BNT Council







# MESSAGE FROM THE EXECUTIVE DIRECTOR

The Bahamas National Trust has proudly served as a leader in conservation in The Bahamas since its inception 65 years ago - conceived from a groundbreaking expedition that led to the establishment of the country's first marine protected area, setting the stage for a legacy of environmental stewards. Today, we are honored to be the official steward of 33 national parks and protected areas, dedicated to safeguarding the rich biodiversity and natural beauty that defines our nation.

I had the honour of coming to the helm of the BNT at the culmination of some of our most noteworthy recent environmental successes in 2023. We celebrated significant milestones in our efforts, including the declaration of Seahorse National Park in Eleuthera and the progressive advancement of Moriah Harbour Cay National Park in Great Exuma. My transition into this role also came right before the profound opportunity to lead the crafting of our next Strategic Plan, the vision that would steadily steer this venerable organization into the next five years of our future.

In the drafting of this Strategic Plan, we were guided firmly by the mirror of our historic past; the grounding of present realities, such as the unique challenges faced by vulnerable, small-island developing nations in a world that calls for immediate climate action; and immense consideration for what's to come - how we move forward from the past and present into a brighter, even more promising future. The goals reflected in this plan are from the voices of our committed stakeholders and partners across The Bahamas - carefully crafted with this bright future in mind, and the confidence that it will be supported and realized by our dedicated and passionate team members.

The focus in my transition to Executive Director has always been about recentering the BNT's goals and actions to support our primary mandate of actively managing national parks, and how we can do that more effectively and comprehensively for the protected areas under our purview. This is at the core of each of our goals for the next five years. We have outlined priority parks, and our tenacious team is ready to tackle the intensive work of creating and implementing management plans and climate smart action plans; building infrastructure; implementing educational, scientific, and monitoring programs and initiatives; nurturing relationships with communities, resource users, and government; and more.

Within these pages lies the vision of the BNT - to cultivate better-managed and accessible national parks for both Bahamians and visitors; to foster a more climate-resilient Bahamas; to develop more active and aware environmental stewards; and to unify the Bahamian identity with national parks - incredible environmental treasures to be proud of, to preserve and protect, and to enjoy.

I am delighted to share this inspired Strategic Plan, shaped by the invaluable input of our constituents. My journey with the BNT spans more than a decade, and as I stand in the pinnacle moment, I am proud to lead our remarkable organization into the next five years - into a future that promises to be even more vibrant than the legacy we have collectively built. I extend my heartfelt gratitude to each of our members, partners, stakeholders, and supporters for their contributions in helping us steward our nation's natural treasures. Your ongoing involvement will be essential as we embark on this exciting new chapter. Through this Strategic Plan, we hope to illuminate the vision we share for the future. Together, let's continue to build on the foundation of excellence we've established.

  
**Lakeshia Anderson-Rolle**  
Executive Director, BNT







## OUR VISION

A comprehensive network of effectively managed Bahamian national parks and protected areas that is recognized as a powerful force for global biodiversity conservation, and is supported and enjoyed by the public.

## OUR MISSION

The Bahamas National Trust is a science-based organization dedicated to effectively managing national parks to conserve and protect Bahamian natural resources.

## OUR VALUES

### PASSION AND COURAGE

- For the environment
- For the conservation of our natural resources
- In the face of challenges

### COMMITMENT TO EXCELLENCE

- In using quality and best practices in protected areas management
- In consistent and reliable service to our constituents
- As a trusted advisor to government and the public on policies
- Using sound science as the foundation for conservation management

### RESPECT FOR OTHERS, DEMONSTRATED THROUGH

- Teamwork
- Partnerships
- Community involvement in conservation decisions

### COMMITMENT TO EDUCATION

- As a key to long-term conservation success
- As a key to supporting a public conservation ethic
- As an organization dedicated to developing our future conservation leaders

### NATIONAL PARKS

- As places of recreation where people connect with nature

### INTEGRITY, TRANSPARENCY, AND ACCOUNTABILITY

- By demonstrating and measuring success
- By employing best practices in governance







# WHO WE ARE

Established by an Act of Parliament in 1959, The Bahamas National Trust is a non-profit, non-government, membership-based organization that relies on donations and grants to continue conserving and protecting the Bahamian environment. Our story began with two separate conservation initiatives in the late 1950s that led to the creation of the first-of-its-kind Exuma Cays Land & Sea Park (ECLSP) in 1958, and the establishment of The Bahamas National Trust to develop and manage the national parks of The Bahamas, one year later.

The BNT relies on various pillars to fulfill our mission. We are governed by a 29-member Council, consisting of appointed representatives from some of the most prestigious conservation and scientific organizations in the world and from government. Our every-day operations are supported by a dynamic team of dedicated, talented, and passionate individuals; and our critical work is underpinned by generous donors, partners, members, and supporters. Our collective efforts diligently advance conservation throughout The Bahamas.





# OUR NETWORK OF NATIONAL PARKS



## National Parks

- 1 Andros West Side National Park
- 2 Crab Replenishment Reserve
- 3 Blue Holes National Park
- 4 North Andros Marine Park
- 5 South Andros Marine Park
- 6 Rand Nature Centre
- 7 Peterson Cay National Park
- 8 Lucayan National Park
- 9 Walker's Cay National Park
- 10 Black Sound Cay National Reserve
- 11 Fowl Cays National Park
- 12 Pelican Cays Land & Sea Park
- 13 Tiloo Cay National Reserve
- 14 Abaco National Park
- 15 Primeval Forest National Park
- 16 Harrold & Wilson Ponds National Park
- 17 Bonefish Pond National Park
- 18 The Retreat
- 19 Exuma Cays Land & Sea Park
- 20 Moriah Harbour Cay National Park
- 21 Leon Levy Native Plant Preserve
- 22 Conception Island National Park
- 23 Southern Great Lake National Park
- 24 Pigeon Creek and Snow Bay National Park
- 25 Graham's Harbour Iguana & Seabird National Park
- 26 West Coast Marine Park
- 27 Green's Bay National Park
- 28 Great Hope House
- 29 Marine Farm
- 30 Little Inagua National Park
- 31 Union Creek Reserve
- 32 Inagua National Park
- 33 Seahorse National Park at Sweetings Pond and Hatchet Bay



## BNT Offices

- Marsh Harbour, Abaco
- Freeport, Grand Bahama
- Nassau, New Providence
- Warderick Wells, Exuma Cays
- Moriah Harbour Cay, Great Exuma
- Staniard Creek, Andros
- Governor's Harbour, Eleuthera
- Matthew Town, Inagua







# CONSERVATION MILESTONES



**1958**

Establishment of the Exuma Cays Land & Sea Park, the world's first land and sea park, a model for marine conservation.



**1965**

Creation of Inagua National Park, positively impacting the Caribbean flamingo population.



**1959**

Establishment of The Bahamas National Trust as the official National Park Manager of The Bahamas.



**1990**

Launch of the Adelaide Wetlands Restoration Project by the BNT.



**2002**

Expansion of The Bahamas' national park system from 315,000 acres to 700,000 acres.



**1994**

Establishment of Abaco National Park to protect The Bahama Parrot.



**2011**

Opening of the Leon Levy Native Plant Preserve, Eleuthera's first national park, through a partnership between the BNT and The Leon Levy Foundation.

Advocacy by BNT for shark protection in The Bahamas.



**2018**

The Exuma Cays Land & Sea Park awarded the prestigious Blue Park Designation, signifying its exceptional commitment to marine conservation and effective management practices.



**2013**

Introduction of the "Conchervation Campaign" to safeguard the future of the Bahamian Queen Conch.



**2022**

Official designation of 5 national parks on San Salvador through signed park leases.



**2023**

Designation of Sweetings Pond in Eleuthera as Seahorse National Park at Sweetings Pond & Hatchet Bay Cave, increasing the total number of national parks to 33.



**2021**

National Park Bylaws gazetted for the national park system, introducing fixed penalties and spot fines for violations.

Development of the world's first mobile conch hatchery at Moriah Harbour Cay National Park (MHCNP) as part of its ongoing conch conservation efforts.





# ACHIEVEMENTS IN THE PAST FIVE YEARS

## PARK DEVELOPMENT & OPERATIONS

### SAN SALVADOR NATIONAL PARKS

Leases signed to enable national park operations, with staff deployed on a rotational basis for park enforcement and surveillance.

### MORIAH HARBOUR CAY NATIONAL PARK

Successfully operationalized with the hiring and mobilization of the first park staff, expanding BNT's operations on mainland Exuma.

### SEAHORSE NATIONAL PARK

Officially declared, with a lease signed, and a ground-breaking ceremony held to kickstart the park's development.

## INFRASTRUCTURE ENHANCEMENTS

### LEON LEVY NATIVE PLANT PRESERVE

Completion of a new administrative, science, and educational facility to mark the successful conclusion of phase 3 in a multi-phase development plan for the park.

### INAGUA NATIONAL PARK

Approximately 2.5 miles of road paved to improve accessibility for park management activities, including flamingo monitoring, invasive species management and visitor access.

### LUCAYAN NATIONAL PARK

Construction of a new Welcome Centre and gift shop to improve visitor experience and park engagement.

### RAND NATURE CENTRE

Upgraded degraded parking facilities to enhance accessibility and visitor convenience.

## ENVIRONMENTAL EDUCATION & COLLABORATION

### ENVIRONMENTAL STREAM WITH MINISTRY OF EDUCATION

Pivoting during the pandemic, the BNT conducted an online workshop supported by Sandals Foundation, focusing on environmental education to engage students and educators.

## INVASIVE SPECIES MANAGEMENT

### FERAL HOGS IN INAGUA

Immediate action was taken to respond to the threats posed by feral hogs in Inagua. Good scientific practices were employed, including the 2024 census of the flamingo population, funded by the annual Cuban Pig Roast and Morton Salt Bahamas.

## CONSERVATION RECOGNITION

### THE NATIONAL AUDUBON SOCIETY

The BNT was honored with the prestigious Thomas W. Keese Jr. Conservation Award for its dedicated work in protecting essential Bahamian habitats for the endangered Piping Plover, specifically in the protection of the Joulter Cays (Andros) and Pigeon Cay to Kemp's Cay (Berry Islands).



# BAHAMAS WILDLIFE ENFORCEMENT NETWORK

## PARK ENFORCEMENT TRAINING

Collaborated with the Bahamas Wildlife Enforcement Network (BahWEN), the Royal Bahamas Defence Force, the Royal Bahamas Police Force, WildAID and Re:wild, to provide specialized training aimed at strengthening protected area enforcement capabilities.

## COMMUNICATIONS & FACILITATION TRAINING

Collaborated with The Nature Conservancy and the Reef Resilience Network to provide essential training for natural resource managers and conservation practitioners, enhancing their ability to conduct critical stakeholder engagement work.

# POLICY ADVANCES

## BYLAWS GAZETTED

The Parliament of The Bahamas approved the National Park Bylaws, strengthening the enforcement capacity of the BNT. The new bylaws empower the BNT to issue spot fines for first time offenders within the parks, enhancing compliance and protection efforts.







# STRATEGIC AREAS OF FOCUS

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Awareness & Enforcement

Scientific Monitoring  
& Threat Management

Community & Stakeholder  
Relations

Enhanced Park Visitor  
Experiences

Organizational  
Sustainability







# Goal 1

## EFFECTIVELY MANAGED NATIONAL PARKS

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### Objective 1.1

Climate Smart Management Plans implemented for 20 parks by June 2029, and at least 10 parks have operational plans under implementation.

### Objective 1.2

Enforcement Unit effectively enforces National Park Bylaws and relevant Bahamian laws, and is recognized and respected to do so.

### Objective 1.3

Develop and implement an Invasive Alien Species Management Program for the National Park System.

### Objective 1.4

Develop and implement a Monitoring and Reporting Program to inform adaptive management of the National Park System.

The Bahamas National Trust's 2024-2029 strategic plan is a visionary roadmap that empowers local communities and local leaders, like myself, as stewards of our national parks. Growing up in Freetown, the Lucayan National Park which is situated in close proximity was a place known for its protection of the environment, its natural resources and its rich historical heritage. By engaging key stakeholders, this plan will protect our precious natural heritage for generations to come and give my kids and others the same opportunities I had to create wonderful childhood memories. I fully endorse this ambitious yet achievable blueprint to conserve the Bahamas' unique biodiversity and ensure sustainable eco-tourism for the benefit of all Bahamians.

**MARCUS COOPER,**  
Park Advisory Committee Member, East  
Grand Bahama Local Government





## EFFECTIVELY MANAGED NATIONAL PARKS

**The National Park System is effectively managed to conserve Bahamian natural and cultural resources, contribute to economic sustainability, and support climate change resilience.**

The BNT is committed to upholding and enhancing the management of our national parks through innovative and strategic practices that ensure the conservation of Bahamian natural and cultural resources. Recognizing the significant threat posed by climate change, we aim to not only protect these invaluable resources but also to contribute to the economic sustainability of local communities and enhance their resilience against environmental changes.

Our approach encompasses a blend of traditional conservation strategies and modern, adaptive management techniques. We strive to create an inclusive framework, engaging a wide range of stakeholders and forming effective partnerships across relevant sectors to bolster our conservation efforts. Each initiative under this goal is meticulously designed to ensure that our national parks remain healthy, resilient and equipped to adapt to the evolving ecological landscape.

We are committed to implementing climate-smart management plans across 20 parks by June 2029, and will develop standardized operational plans for all remaining parks. These new management and operational plans will integrate climate-smart indicators and zoning strategies to support strategic park management and ensure our parks are well-equipped to handle changing environmental conditions.

We will significantly enhance our enforcement capabilities to ensure compliance with park regulations. A structured, well-recognized Enforcement Unit will uphold the rules and regulations outlined in The Bahamas National Trust 2022 Bylaws. This will involve comprehensive training for wardens, collaboration with local law enforcement agencies, and public awareness and education to increase understanding and compliance with the laws protecting our parks.

The threat posed by invasive species will be addressed through the development of a comprehensive Invasive Alien Species Management Program. Set for implementation by January 2025, this program will prioritize high-risk areas and develop management protocols and eradication and restoration plans to mitigate the impact of invasive species on park ecosystems.

Additionally, to support these efforts, we are establishing a Monitoring and Reporting Program. Set to be operational by March 2025, this program will provide ongoing data on the health of our park ecosystems. By refining our monitoring strategies and creating standardized reporting structures, we will enable data-driven decisions to inform park management.

## DESIRED OUTCOMES

- Effective preparation of the park system to mitigate climate change impacts, ensuring ecological sustainability
- Strengthened enforcement of park regulations and other environmental laws, leading to increased compliance and protection of park resources
- Minimized impacts of invasive alien species, preserving native biodiversity within parks and adjacent areas
- Comprehensive data gathered for informed adaptive management strategies, ensuring the sustainability of national parks



# STRATEGIES

Climate Smart Management Plans implemented for 20 parks by June 2029, and at least 10 parks have operational plans under implementation:

## DEVELOP CLIMATE-SMART MANAGEMENT PLANS

Create detailed, actionable, and climate-resilient management plans for all 20 designated parks. At least 10 parks are actively executing their operational plans by June 2029, demonstrating effective management practices and resilience strategies.

## UPDATE MANAGEMENT & ZONING PLANS

Conduct an initial assessment of current management plans. Complete updates to existing management plans to incorporate climate-smart indicators and develop zoning plans for strategic park management.

## TRAINING

Design and deliver training workshops for park managers, planners and other staff on climate-smart practices and the implementation of operational plans.

Enforcement Unit effectively enforces National Park Bylaws and relevant Bahamian laws, and is recognized and respected to do so:

## STRENGTHEN ENFORCEMENT UNIT

Build strong partnerships with other law enforcement agencies and community groups to support enforcement efforts. Establish and launch a structured Enforcement Program by December 2024, enhancing the capacity to effectively enforce National Park Bylaws and related Bahamian laws, utilizing technology to improve enforcement capabilities.

## TRAINING FOR PARK WARDENS & OTHER ENFORCEMENT PROGRAM STAFF

Conduct comprehensive training for park wardens in partnership with law enforcement agencies such as BaWEN, RBDF and RBPF to increase compliance of Bylaws and the effectiveness of the Enforcement Unit.

## ENHANCE SURVEILLANCE AND MONITORING

Implement an Enforcement Surveillance Compliance and Monitoring program to improve the safety and effectiveness of patrol and incident response operations.

## INCREASE PUBLIC AWARENESS OF PARK REGULATIONS

Engage local communities, stakeholders, and partners before launching a public awareness campaign to increase public understanding of the National Park Bylaws and the responsibilities of the BNT's Enforcement Unit.

Develop and implement an Invasive Alien Species Management Program for the National Park System:

## INVASIVE SPECIES CONTROL

A comprehensive Invasive Alien Species Management Program is developed, including prevention, early detection, rapid response, and long-term management strategies that lead to a significant reduction in the presence and impact of invasive species within the National Park System.

## BIODIVERSITY PROTECTION

Conduct regular monitoring and evaluation to assess the effectiveness of the program and make necessary adjustments, leading to improved protection and recovery of native species and ecosystems. This involves collaboration with local, national, and international stakeholders for effective implementation and technical knowledge sharing.

Develop and implement a Monitoring and Reporting Program to inform adaptive management of the National Park System:

## STANDARDIZE MANAGEMENT PLANNING PROCESSES

Develop improved adaptive management practices, allowing for timely and effective responses to changes and challenges. Enhance and standardize the process and template for management and operational planning by June 2025, beginning with Conception Island National Park as a pilot.

## CAPACITY BUILDING & RESOURCE ALLOCATION

Create enhanced capacity of BNT staff and a network of partners to conduct monitoring, analyze data, and apply findings to management practices. We will ensure that adequate resources are allocated for the ongoing implementation and sustainability of the Monitoring and Reporting Program.







# Goal 2

## DESTINATIONS FOR RECREATION & RETREAT

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### Objective 2.1

At least 12 national parks have sufficient infrastructure to support a visitor experience.

### Objective 2.2

Develop and implement a Visitor Experience Program for 12 national parks.

### Objective 2.3

Develop and execute a multi-channel, multi-year national park marketing strategy, in partnership with local stakeholders, to increase visitation by 20% across parks.

### Objective 2.4

Develop and implement a Monitoring and Reporting Program to inform adaptive management of the National Park System.

On behalf of the Nassau & Paradise Island Promotion Board, it is with great enthusiasm that we endorse the Bahamas National Trust's 2024-2029 Strategic Plan. This forward-thinking plan aligns seamlessly with our commitment to conserve and protect our natural resources and promote The Bahamas as the ultimate vacation destination. The Bahamas is renowned for its white sand beaches and stunning natural landscapes, and our national parks contribute to what makes Nassau unique. We are fully committed to supporting BNT's strategic goal to transform our national parks into highly sought-after destinations. This will not only enrich our resident and visitor experiences, but also celebrate the natural and historical sites that define Nassau & Paradise Island. We look forward to working with BNT to bring this vision to life.

**JOY JIBRILU**

CEO, Nassau Paradise Island  
Promotion Board (NPIPB)







## DESTINATIONS FOR RECREATION & RETREAT

**National Parks are desired destinations for residents and international visitors, providing access and connection to natural, cultural, and historical Bahamian sites.**

The BNT recognizes the invaluable role our national parks play in connecting people to the unique natural, cultural, and historical heritage of The Bahamas. By transforming our parks into sought-after destinations, we aim to foster a deeper appreciation and understanding of our environment among both residents and international visitors. This initiative is crucial not only for conservation, but also for promoting sustainable tourism and contributing to the local economy.

To achieve this vision, we will ensure that at least 12 of our national parks have the necessary infrastructure to provide a high-quality visitor experience. This includes upgrading facilities, improving accessibility, and equipping priority parks to offer educational and recreational activities that showcase the beauty and significance of our natural and cultural resources.

In parallel with these infrastructure improvements, we will develop and implement a comprehensive Visitor Experience Program. This program will be designed to engage visitors in meaningful and memorable ways, offering guided tours, interactive exhibits, and community-led activities that deepen their connection to the parks and encourage return visits.

To further increase visitation, we will execute a multi-channel, multi-year marketing strategy in collaboration with local stakeholders. This strategy aims to boost park visitation by 20% across all parks, leveraging digital marketing, partnerships with tourism operators, and community outreach to attract both domestic and international audiences. By positioning our parks as must-visit destinations, we not only enhance their visibility but also drive economic benefits for the surrounding communities.

By prioritizing visitor experience and implementing strategic marketing initiatives, we are committed to making our national parks vibrant, accessible, and cherished destinations that highlight the natural splendor and rich history of The Bahamas. This effort will ensure that our parks continue to inspire and educate future generations while contributing to the sustainable development of our nation.

## DESIRED OUTCOMES

- By 2029, at least 12 national parks will have sufficient infrastructure, including signage and visitor centers, to support a high-quality visitor experience
- Enriched visitor engagement through a comprehensive and well-implemented Visitor Experience Program across 12 national parks, fostering deeper connections to natural, cultural, and historical Bahamian sites
- Increased national and international visitation, contributing to local economic growth and greater awareness of Bahamian national parks



# STRATEGIES

At least 12 national parks have sufficient infrastructure to support a visitor experience:

### ASSESSMENT AND PLANNING

Conduct infrastructure assessments to identify current deficiencies and prioritize upgrades based on visitor needs and park potential.

### FUNDING AND PARTNERSHIPS

Establish partnerships with government entities, NGOs, and private investors to secure funding for infrastructure development. Explore grants and sponsorship opportunities specifically aimed at conservation and tourism enhancement.

### SUSTAINABLE PRACTICES

Implement sustainable building practices in infrastructure development that minimize ecological footprint and align with conservation goals. These include eco-friendly materials and energy-efficient systems.

### ACCESSIBILITY IMPROVEMENTS

Ensure that designated pathways, facilities and information centers are accessible to all national parks visitors, including persons with disabilities.

Develop and implement a Visitor Experience Program for 12 national parks:

### ENGAGING ACTIVITIES FOR ALL

A comprehensive, engaging, and educational Visitor Experience Program will be developed, tailored to the unique features and attractions of each of the 12 priority parks. Activities for all ages will include guided tours, workshops, and interpretive programs that connect visitors with the natural, cultural, and historical aspects of the parks.

### STAFF & TOUR GUIDE TRAINING

Training and development programs for park staff and tour operators will be established to ensure they provide exceptional customer service and encourage visitor engagement. Foster enhanced connection of visitors to the cultural and historical significance of the parks through interpretive displays, storytelling, and cultural demonstrations.

### IMPROVING VISITOR SATISFACTION

Increase visitor satisfaction and enjoyment, leading to positive word-of-mouth and repeat visits; as well as increases in revenue, memberships, and donations. We will implement feedback mechanisms to continuously gather visitor input and improve the visitor experience in national parks.

Develop and execute a multi-channel, multi-year national park marketing strategy, in partnership with local stakeholders, to increase visitation by 20% across parks:

### DEVELOP MARKETING STRATEGIES

Create a multi-channel, multi-year marketing strategy that leverages digital, print, and other media platforms to promote the national parks that are visitor-ready. Collaborate with local tourism boards and operators, hotels and travel agencies to create package deals to enhance marketing efforts and reach a wider audience.

### ESTABLISH CAMPAIGNS FOR BRAND AWARENESS

Identify target audiences and implement effective marketing campaigns that highlight the unique attractions and experiences available in national parks. Leverage international brand awareness of The Bahamas and align visibility of Bahamian national parks as premier destinations for both residents and international visitors.

### INCORPORATE VISITOR FEEDBACK INTO MANAGEMENT & MARKETING

Implement continuous monitoring and evaluation of marketing efforts to assess effectiveness on footfall and satisfaction ratings in national parks. We will implement feedback mechanisms and make adaptations that optimize results, leading to increased overall visitation and data-driven positive economic impact on local communities (through increased tourism and related business opportunities made possible through national park management).







We recognize education is a key component when it comes to conservation and protecting what's precious at Moriah Harbour Cay. We're thrilled to support the BNT's efforts to make the park more accessible to students. We're especially glad to see the BNT expanding their environmental education activities, working alongside other organizations and schools to provide opportunities for all ages to visit the park for outdoor educational experiences.

**BOB COUGHLIN**  
Founder of The Bob & Jeanne Coughlin Foundation



# Goal 3

## COMMUNITY & STAKEHOLDER STEWARDSHIP

### Objective 3.1:

Develop a Stakeholder Engagement Strategy by June 2025 to foster positive relationships and support park management; and implement the plan through June 2029.

### Objective 3:2

National Park Commercial Use Program established by 2026, supporting economic benefits for local communities and resource users.

### Objective 3.3:

Develop and launch a Volunteer Stewardship Program to complement organizational priorities.

### Objective 3.4:

The BNT's Membership Program hosts 5,000 members who support the BNT and are engaged through participation in our work.

### Objective 3:5:

The BNT's digital presence supports a leading online hub for national park information, environmental education, and BNT supporter engagement.





## COMMUNITY & STAKEHOLDER STEWARDSHIP

**Key stakeholders (local communities, resource users) are stewards of their national parks.**

The BNT envisions a future where local communities and resource users are not just beneficiaries, but active stewards of their national parks. By fostering a sense of ownership and responsibility, we aim to cultivate a collaborative environment where stakeholders play a pivotal role in the conservation and sustainable management of our natural resources. This collaborative stewardship is essential for the long-term health and resilience of our parks, ensuring they remain vibrant and valuable for generations to come.

Central to this vision is the development of a comprehensive Stakeholder Engagement Strategy by June 2025. This strategy will prioritize building positive relationships with local communities, resource users, and other stakeholders. By actively involving them in park management, we ensure that their voices are heard and their needs are addressed, leading to more inclusive and effective conservation efforts. Implementing this plan through June 2029 will foster lasting partnerships and a shared commitment to our national parks.

Recognizing the economic potential of our parks, we will establish a National Park Commercial Use Program by 2026. This program will create sustainable economic opportunities for local communities and resource users, integrating them into the economic fabric of park management. By supporting local livelihoods through eco-friendly commercial activities, we ensure that conservation efforts align with community interests and economic benefits.

Additionally, we will develop and launch a Volunteer Stewardship Program to complement our organizational priorities. This program will engage community members, students, and conservation enthusiasts in hands-on conservation activities, fostering a culture of volunteerism and environmental stewardship. Volunteers will play a crucial role in maintaining and enhancing national parks, contributing their time and skills to support our mission.

Our efforts to engage stakeholders extend to the BNT's Membership Program, which aims to host 5,000 members who actively support and participate in our work. A robust membership base will provide critical support for our conservation initiatives, advocacy efforts, and educational programs, creating a strong community of park advocates.

Finally, to ensure broad outreach and engagement, we will enhance the BNT's digital presence, developing a leading online hub for national park information, environmental education, and supporter engagement. An accessible and dynamic digital platform will facilitate greater awareness and participation in our conservation efforts, connecting a wider audience to the mission of the BNT.

Through these strategic initiatives, we are committed to empowering local communities and resource users as stewards of their national parks. This collaborative approach will enhance conservation outcomes, support sustainable economic development, and build a resilient network of engaged stakeholders dedicated to preserving the natural and cultural heritage of The Bahamas.



## DESIRED OUTCOMES

- Strengthened relationships and collaboration with local communities and resource users, developing mutual trust and cooperation between the BNT and local communities
- Stakeholders collaboratively contribute to park management practices and policies
- Economic growth in local communities through the National Park Commercial Use Program, resulting in increased employment opportunities and income generation for sustainable businesses linked to national parks
- Increased volunteer participation and support through a dedicated Volunteer Stewardship Program, aiding in the achievement of organizational priorities
- Expanded and active membership base of 5,000 individuals, contributing to and participating in the BNT's mission and initiatives
- A robust digital presence serving as a primary resource for national park information, environmental education, and engagement with BNT supporters



# STRATEGIES

Develop a Stakeholder Engagement Strategy by June 2025 to foster positive relationships and support park management, and implement the plan through June 2029:

### ESTABLISH PARK ADVISORY COMMITTEES

Engage park enthusiasts in the community, leading to increased communication about conservation efforts and support for BNT management and maintenance activities. At least six Park Advisory Committees will be meeting regularly and providing input for effective park management throughout the span of this strategic plan.

### CREATE A STAKEHOLDER ENGAGEMENT STRATEGY

This comprehensive plan will be informed and developed in collaboration with key stakeholders, outlining methods to foster positive relationships and collaboration with local communities and park resource users. The engagement strategy will be actively implemented and continuously refined from June 2025 through June 2029.

### DEVELOP MUTUALLY BENEFICIAL PARTNERSHIPS THAT BUILD TRUST

Create mutually beneficial partnerships that support both park conservation goals and community needs, and encourage mechanisms for stakeholders to provide feedback and participate in decision-making processes. This will lead to the building of trust and strong, positive relationships between park managers and stakeholders.

National Park Commercial Use Program that supports economic benefits for local communities and resource users established by 2026:

### DEVELOP A NATIONAL PARK COMMERCIAL USE PROGRAM

The Business Development Unit establishes a well-structured National Park Commercial Use Program by 2026. Working alongside small business operators in eco-tourism, food and beverage, retail, and other service-based industries, the program will have clear regulatory frameworks and guidelines in place to manage commercial activities and ensure compliance with park policies. Commercial activities will adhere to sustainable practices that do not compromise the integrity of natural and cultural resources.

### EDUCATION AND TRAINING FOR NATURE GUIDES

In partnership with relevant agencies such as The Bahamas Ministry of Tourism, we will establish education and training for eco-tourism businesses to become certified National Park Experience providers and Naturalists. By 2029, we aim to have at least five local companies offering certified tours to national parks, which are assessed annually for accuracy of information, sustainability, and compliance.

### CREATE NET-POSITIVE ECONOMIC OPPORTUNITIES & BENEFIT-SHARING

Successful programs will create positive economic opportunities for local communities and resource users through sustainable commercial activities within national parks. The direct benefits to local communities will include job creation, business development, and increased income for all parties.

Develop and launch a Volunteer Stewardship Program to complement organizational priorities:

### COMMUNITY ENGAGEMENT THROUGH VOLUNTEERISM

Create a robust and structured Volunteer Stewardship Program that aligns with organizational priorities. Its effectiveness will be assessed by the number of community members actively involved in volunteer opportunities. Impact will be measured through a Resource Impact Assessment, quantifying organizational capacity, improvements in national park accessibility, cleanliness, safety, and overall condition due to volunteer efforts that support maintenance.

### VOLUNTEER RECRUITMENT, TRAINING, & RETENTION

Establish guidelines and processes for the effective recruitment and training of volunteers who are passionate about park stewardship and conservation. In turn, this will lead to enhanced community and corporate engagement and participation in national park activities, projects, and programs. High volunteer satisfaction and retention rates will be measured through meaningful and rewarding feedback.

The BNT's Membership Program hosts 5,000 members who support the BNT and are engaged through participation in our work:

### INCREASE MEMBERSHIP GROWTH, ENGAGEMENT, & RENEWALS

Achieve a membership base of 5,000 active members by 2029 who support the BNT through an engaged Membership Program. Develop a cultivation strategy to ensure high levels of engagement through participation in activities, events, and initiatives. Strong support and advocacy from membership towards conservation goals and programs will be a marker of success.

### IMPROVE MEMBERSHIP BENEFITS PROGRAM

Beginning 2024, assess and expand the provision of valuable benefits and opportunities exclusive to members, encouraging continued membership and support. Engage corporate partners and local businesses to promote benefits that will incentivize growth. Annual membership fees and donations provide funding and resources to support the BNT's mission.

The BNT's digital presence serves as a leading online hub for national park information, environmental education, and BNT supporter engagement:

### DEVELOP THE CURRICULUM HUB AS AN EDUCATIONAL RESOURCE

Online access and availability of high-quality environmental education resources for diverse audiences will be maintained on an ongoing basis. Create enhanced educational impact by hosting documents, resources, and notices that are suitable for public consumption online. This will educate and raise awareness about national parks, environmental challenges, and opportunities for educators, students, resource users, and the general public.

### ENHANCE DIGITAL PRESENCE & INFLUENCE

Facilitate comprehensive, up-to-date, and frequent information-sharing about national parks, conservation efforts, and organizational activities. Develop the BNT's digital platforms to become the leading source for national park information, environmental education, and supporter engagement. Implement strong multi-media campaigns to increase the BNT's presence, influence, and public awareness of conservation efforts. Expand reach and engagement to a broad audience and attract new supporters.







# Goal 4

## COLLABORATIVE RELATIONSHIPS WITH GOVERNMENT

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### Objective 4.1

Government Relations Strategy is reviewed, updated, and implemented by 2025 to enhance support for the Bahamas National Protected Area System (BNPAS), and in alignment with The National Development Plan: 2040 Vision.

### Objective 4.2

National Park Bylaws are revised and updated to support national park enforcement work.

### Objective 4.3

Mutually-beneficial arrangement with the Government defines how the national park system integrates into the national climate change policy, commitments, and financing.

### Objective 4.4

The expanded BNT national park system includes seven national park expansions and 45% of the priority marine protected areas (MPAs) approved or gazetted before 2025.

Collaboration is essential for effective conservation. BahWEN's role as an enforcement agency is greatly enhanced through partnerships with governmental and non-governmental entities. By working together, we can ensure our conservation efforts are comprehensive, integrated, and aligned with both national policies and international standards. Such collaboration is crucial for the sustained protection and management of our natural heritage. We reaffirm BahWEN's commitment to supporting BNT in its mission to protect and manage The Bahamas' national parks. We are excited about the potential of this strategic plan to enhance conservation and appreciation of our national parks and look forward to continuing our partnership to achieve these objectives.

**COMMANDER DESIREE CORNEILLE**  
Bahamas Wildlife Enforcement Network





## COLLABORATIVE RELATIONSHIPS WITH GOVERNMENT

**Collaborative relationships with the Government of The Bahamas support national park management aligned with national and international priorities.**

The BNT is dedicated to fostering a robust partnership with the Government of The Bahamas, ensuring that the management of national parks aligns with both national priorities and international commitments. By collaborating closely with governmental entities, we aim to create a unified approach to conservation that leverages policy support, regulatory frameworks, and financial resources. This collaboration is vital for the sustained protection and enhancement of our national parks, ensuring they contribute to global conservation goals and the sustainable development of The Bahamas.

To strengthen governmental support for the Bahamas National Protected Area System, we will review, update, and implement a comprehensive Government Relations Strategy by 2025. This strategy will be closely aligned with The National Development Plan: 2040 Vision, ensuring our conservation initiatives are integrated into the broader national development agenda. By establishing clear communication channels and strategic partnerships with government agencies, we aim to secure the necessary support for the effective management and expansion of our national parks.

A key element of this collaboration involves revising and updating of National Park Bylaws to bolster enforcement efforts. By ensuring these bylaws are robust and reflective of current conservation needs, we will strengthen our capacity to protect park resources. Improved enforcement capabilities will lead to better compliance and conservation outcomes, contributing to the long-term sustainability of our parks.

Moreover, we will pursue a mutually beneficial arrangement with the Government that defines the role of the national park system within national climate change policies, commitments, and financing avenues. This integration is essential for addressing climate resilience and ensuring that our parks actively contribute to national and international climate goals. By securing governmental commitments and financial support, we can adopt climate-smart management practices that enhance the resilience of our national parks and surrounding communities.

Expanding the BNT's national park system is a priority, with aims to achieve seven national park expansions and have 45% of the priority marine protected areas designated to BNT before 2026. This expansion will significantly increase the protected areas under our management, enhancing biodiversity conservation and the protection of critical marine and terrestrial ecosystems. By working with the government to achieve these expansion goals, we ensure that our national parks continue to provide vital ecological, economic, and cultural benefits.

Through strategic collaboration with the Government of The Bahamas, we are dedicated to creating a cohesive and effective framework for national park management. This partnership will enable us to align our conservation efforts with national and international priorities, secure necessary resources, and implement policies that support the long-term sustainability of our national parks. By doing so, we contribute to the broader goals of environmental protection, climate resilience, and sustainable development for The Bahamas and the global community.

## DESIRED OUTCOMES

- Establishment of a formalized Government Relations Strategy that integrated conservation goals with the National Development Plan: 2040 Vision.
- Enhanced government support for the Bahamas National Protected Area System (BPNAS).
- Increased advocacy and awareness within governmental bodies about the importance of national parks and conservation.
- Adoption of updated National Park Bylaws that enhance enforcement capabilities, within national parks.
- Improved compliance and protection of park resources through effective law enforcement in partnership with government agencies responsible for natural resources management.
- Development of clear framework that defines the role of national parks within the national climate change policy.
- Successful expansion of the national park system, with seven new park expansions and 45% of priority marine protected areas added to BNT's portfolio.
- Enhanced biodiversity conservation, habitat protection and environmental sustainability through increased number of protected areas.





# STRATEGIES

Government Relations Strategy reviewed, updated, and implemented by 2025 to enhance support for the Bahamas National Protected Area System, in alignment with The National Development Plan: 2040 Vision:

## CONDUCT COMPREHENSIVE REVIEW

Perform a thorough review and update of the current Government Relations Strategy to identify strengths, weaknesses, and areas for improvement by 2025, and is inclusive leading up to the general elections to ensure all political parties are engaged.

## ENGAGE GOVERNMENT STAKEHOLDERS

Seek to improve collaboration and communication between the BNT and various government agencies. Conduct meetings with key government officials and agencies to discuss the Government Engagement Strategy and identify mutual interests.

## DEVELOP COMMUNICATIONS PLANS

Create targeted communications materials that articulate the benefits and importance of the BNPAS and how it aligns with national priorities, including sustainability, tourism, and climate resilience.

National Park Bylaws are disseminated to government agencies, law enforcement and the public to support national park enforcement work:

## PUBLIC DISSEMINATION OF BNT BYLAWS 2022

The BNT through signage, public outreach, social media and traditional media ensure that visitors to the national parks are aware of the regulations governing the national parks . Collateral material for marinas and other tourist outlets will be developed and distributed.

## BYLAWS

Conduct a comprehensive review of the existing National Park Bylaws to identify gaps and areas needing revision on a bi annual basis. Work with legal experts to ensure the updated bylaws are clear, enforceable, and aligned with current conservation goals. Establish monitoring and evaluation mechanisms to assess the effectiveness of the revised bylaws and make necessary adjustments.

## STRENGTHEN ENFORCEMENT CAPACITY & AWARENESS

Provide training and resources to enforcement personnel to effectively implement and uphold the revised bylaws. Involve local communities, resource users, and other stakeholders in the bylaw revision process to gain support and compliance. Launch a public awareness campaign to educate the public on the updated bylaws and the importance of compliance.

Mutually-beneficial arrangement with the Government defines how the national park system integrates into the national climate change policy, commitments, and financing.

## FORMALIZE STRATEGIC ALLIANCES

Collaborate with climate change policy makers to highlight the role of the national park system in achieving national emission reduction targets and resilience building.

## IMPLEMENT JOINT PROJECTS & COLLABORATIVE PLANNING

Develop and implement joint initiatives and projects with government agencies that contribute to national climate goals. Engage in collaborative planning sessions with government agencies to align park management with climate change adaptation and mitigation strategies.

## SECURE FUNDING & RESOURCES

Identify and secure climate financing to support climate resilience projects within national parks

The expanded BNT national park system includes seven national park expansions and 45% of the priority marine protected areas approved or gazetted before 2025:

## ADVOCACY FOR ADDITIONAL MPAS

Work closely with government officials, local communities, and conservation organizations to build support for designated MPA to be added to BNT's portfolio. Prepare justification proposals, including expertise, partnership opportunities, investments and benefits, to present to the government for approval.

## IMPLEMENT PUBLIC AWARENESS CAMPAIGNS

Launch campaigns to educate the public and stakeholders about the benefits of expanded marine protected areas by 2025. This should highlight the benefits to biodiversity, tourism and local economies. .







# Goal 5

## DIVERSIFIED FUNDING & REVENUE STREAMS

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### Objective 5.1

The projects and grant portfolio is at least 18% funding and positioned to access expanded funding opportunities for national park management priorities.

### Objective 5.2

BNT's general fundraising generates 25% of annual operating costs.

### Objective 5.3

The BNT Endowment Strategy is developed and implemented by 2027.

### Objective 5.4

\$6M is secured for capital project infrastructure needs to support visitor experiences and administrative headquarters for the 12 priority national parks.

### Objective 5.5

A Business Development Strategy is created and implemented to sustainably fund at least five national parks.

I support the National Park System and The Bahamas National Trust because they are vital to preserving our Bahamian natural and cultural heritage. These parks are not only gateways to our nation's stunning landscapes and rich history, but also essential pillars for economic growth and climate resilience. By fostering collaborative stewardship and diversifying funding, we ensure that our parks remain cherished destinations and sources of pride for both locals and visitors for generations to come

**IGNACIO DE LA ROCHA**  
BLU Investments





## DIVERSIFIED FUNDING & REVENUE STREAMS

**The national park system is sustained through diversified funding sources and revenue streams.**

The BNT envisions a future where the sustainability and resilience of our national park system are underpinned by a robust and diversified funding strategy. By establishing multiple revenue streams, we aim to ensure that our parks have the financial resources needed to support conservation efforts, infrastructure development, and community engagement initiatives. Diversified funding is crucial for reducing financial vulnerability, enabling long-term planning, and enhancing our capacity to respond to emerging challenges and opportunities in park management.

To achieve this vision, we will build a strong projects and grants portfolio that contributes at least 18% of our funding. This portfolio will position us to access expanded funding opportunities, ensuring that our national park management priorities are well-supported. By securing grants and project-based funding, we can implement targeted conservation initiatives, research projects, and community programs that address specific needs and goals within our parks.

General fundraising will play a pivotal role in sustaining our operations, and we are committed to generating 25% of our annual operating costs through these efforts. Effective fundraising campaigns, donor engagement, and community support will provide a reliable financial base, ensuring that we can maintain and enhance our park management activities.

In addition, we will develop and implement the BNT Endowment Strategy by 2027. This strategy will create a long-term financial foundation for the organization, generating investment income to support ongoing conservation efforts and operational needs. A well-managed endowment will provide financial stability and enable us to plan for the future with greater confidence and security.

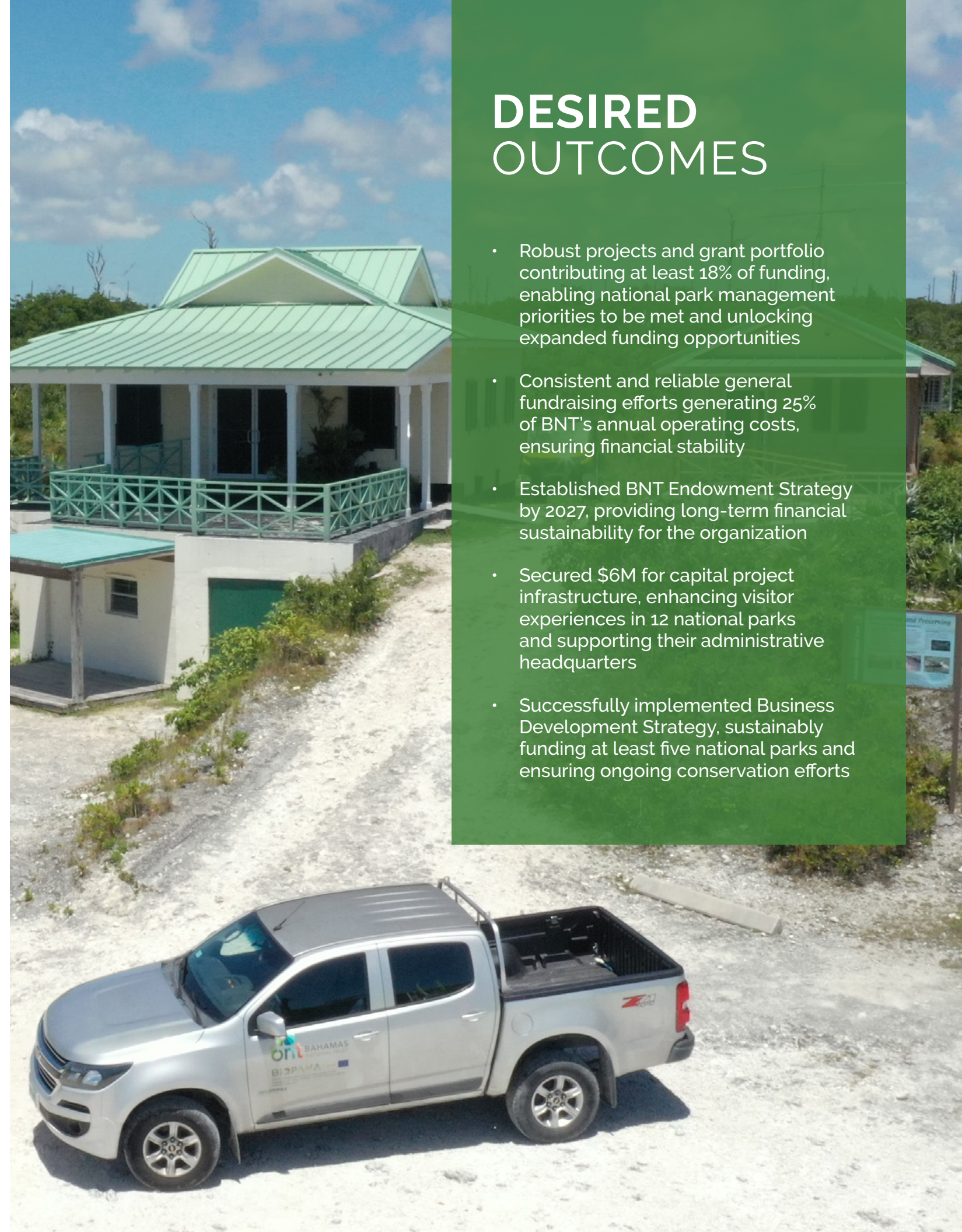
Another critical objective is securing \$6M for capital project infrastructure needs. These funds will be allocated to improving visitor experiences in 12 priority national parks, and supporting the parks' administrative headquarters. By investing in infrastructure, we enhance the appeal and functionality of our parks, making them more accessible and enjoyable for visitors while ensuring that our administrative operations run smoothly and efficiently.

Furthermore, we will create and implement a Business Development Strategy to sustainably fund at least five national parks. This strategy will explore innovative revenue-generating opportunities, such as ecotourism ventures, partnerships with private sector entities, and development of park-related services and products. By tapping into new business opportunities, we ensure that our parks can generate income that directly supports their conservation and operational needs.

Through these comprehensive funding strategies, the BNT is dedicated to securing the financial resources necessary for the sustained management and growth of our national park system. Diversified funding not only enhances our capacity to protect and preserve Bahamian natural and cultural resources, but also supports economic sustainability and community engagement. By building a resilient financial framework, we ensure that our national parks continue to thrive and contribute to the well-being of present and future generations.

## DESIRED OUTCOMES

- Robust projects and grant portfolio contributing at least 18% of funding, enabling national park management priorities to be met and unlocking expanded funding opportunities
- Consistent and reliable general fundraising efforts generating 25% of BNT's annual operating costs, ensuring financial stability
- Established BNT Endowment Strategy by 2027, providing long-term financial sustainability for the organization
- Secured \$6M for capital project infrastructure, enhancing visitor experiences in 12 national parks and supporting their administrative headquarters
- Successfully implemented Business Development Strategy, sustainably funding at least five national parks and ensuring ongoing conservation efforts







# STRATEGIES

The projects and grant portfolio is at least 18% funding and positioned to access expanded funding opportunities for national park management priorities:

## EXPAND GRANT OPPORTUNITIES

Establish a dedicated team to identify potential grants, partnerships, and funding opportunities specifically for park management projects. Provide training and resources to enhance the grant writing skills of BNT staff to increase the success rate of funding applications.

## DEVELOP TAILORED GRANT PROPOSALS

Craft compelling proposals that align with funding agency priorities, emphasizing the impact and sustainability of proposed projects

## DEVELOP STRATEGIC PARTNERSHIPS

Cultivate relationships to build and maintain strategic partnerships with grant-making organizations and other potential funders locally and internationally. Ensure that project proposals align with national park management priorities and the interests of potential funders.

## ENHANCE PROJECT MANAGEMENT & REPORTING

Implement robust project management, monitoring, and reporting systems to demonstrate the impact of funded projects and build credibility with funders with timely reporting. Use successful projects as case studies to attract additional funding and demonstrate the BNT's effectiveness in managing funded projects.

BNT's general fundraising generates 25% of annual operating costs:

## DIVERSIFY FUNDRAISING EFFORTS

Implement a variety of fundraising strategies, including events, membership cultivation, special campaigns, online gifts, and annual appeals, to reach a broad audience of potential donors. Regularly evaluate the effectiveness of fundraising activities and adjust strategies as needed to achieve the 25% annual operating cost target.

## UTILIZE SOCIAL MEDIA AND DIGITAL PLATFORMS

Capitalize on social media marketing to reach potential donors and engage them with compelling narratives about the parks.

## EXPAND CORPORATE PARTNERSHIPS & DONOR RELATIONS

Review and renew the Corporate Partnership Program to secure annual sponsorships, donations, and in-kind support from untapped industries and contacts. Develop personalized Donor Stewardship Plans to build long-term relationships and increase donor engagement and retention. Encourage BNT Membership to contribute to general fundraising efforts.

## RECOGNIZE DONORS

Create recognition programs for donors to enhance their engagement and encourage repeat contributions.

Develop and implement the BNT Endowment Strategy by 2027:

## ENDOWMENT PLANNING & ACTIVATION

Increase internal capacity to support major gift campaigns. Alongside the Advancement Committee and external consultants, develop a comprehensive Endowment Strategy that outlines goals and giving targets by 2027. Engage in a feasibility study to evaluate the current financial landscape and identify donor prospects to cultivate relationships with major donors who are interested in contributing to the endowment fund.

## ALIGN THE ENDOWMENT WITH ORGANIZATIONAL GOALS

Ensure that the endowment's investment strategy aligns with the BNT's mission and overarching conservation efforts.

## INVESTMENT MANAGEMENT & TRANSPARENCY

Enlist the Finance & Investments Committee, along with the Legal Advisory Committee, to partner with financial experts that will manage the endowment fund, support the creation of investment policies, and ensure optimal returns. Maintain transparency in the management and use of endowment funds, providing regular reports to donors and stakeholders.

## BUILD AWARENESS & PROMOTE GIVING

Increase awareness of the endowment fund and its importance to the BNT's long-term financial stability through public relations and marketing efforts. Promote legacy giving and planned gifts through targeted outreach campaigns that demonstrate impact investment.



**\$6M secured for capital project infrastructure needs to support visitor experiences and administrative headquarters at 12 national parks:**

**PRIORITIZE INFRASTRUCTURE NEEDS**

Assess and prioritize infrastructure projects based on visitor impact and administrative effectiveness.

**ENGAGE STAKEHOLDERS**

Hold community forums and discussions with stakeholders to promote the importance of capital projects for tourism and local economies.

**DEVELOP CAPITAL PROJECT PROPOSALS**

Create detailed project proposals on a case-by-case basis to present to potential funders, highlighting the benefits and impact of the infrastructure improvements. Launch targeted capital campaigns to raise the \$6 million needed over five years for infrastructure projects - between facilities at national parks to improve visitor experiences, enhancing staffing, and supporting administrative headquarters. Implement a donor recognition program to acknowledge and thank contributors to the capital projects, encouraging further support.

**EXPLORE PUBLIC-PRIVATE PARTNERSHIPS**

Identify and approach major funders (including philanthropic organizations, government agencies, and private donors) for capital project support. Consider public-private partnerships to leverage additional funding and resources for capital projects. Seek in-kind contributions of materials, labor, and expertise to reduce costs and maximize the impact of funds raised.

**Business Development Strategy created and implemented to sustainably fund at least five national parks:**

**REVENUE DIVERSIFICATION STRATEGY**

Identify a strategy towards multiple revenue streams (such as eco-tourism, concessions, and educational programs) to support park funding. Achieve a diversification ratio of at least 80%, ensuring that no single funding source contributes more than 20% of the total revenue generated for the national park system. This ensures that the park system is less reliant on any single funding stream, enhancing financial sustainability and resilience against economic fluctuations or changes in funding priorities.

**NATIONAL PARK BUSINESS PLAN DEVELOPMENT**

Conduct a market analysis to identify potential revenue-generating opportunities within the identified priority national parks. Engage with local businesses, communities, and stakeholders to gain support and collaboration for business development initiatives. Create detailed business plans for sustainable revenue-generating ventures in at least five national parks.

**IMPLEMENT PILOT PROJECTS**

Launch projects to test the feasibility and impact of proposed business ventures in at least five national parks, making adjustments as necessary by 2029. Establish monitoring and evaluation systems to track the success and sustainability of business ventures, making data-driven adjustments to strategies.

**DEVELOP ECOTOURISM VENTURES**

Explore partnerships with tour operators to expand eco-friendly tourism options that align with park preservation goals.

**CREATE PARK-RELATED PRODUCTS**

Design and sell park-themed merchandise (e.g., apparel, educational materials) that resonate with visitors and supporters.

**ENGAGE LOCAL COMMUNITIES**

Work with neighboring communities to create park-related services, ensuring that economic benefits extend to local populations while enhancing visitor experiences.







# Goal 6

## GOVERNANCE & ORGANIZATIONAL STRUCTURE

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### Objective 6.1:

Council provides appropriate institutional governance, including duty of care, duty of loyalty, and duty of obedience.

### Objective 6.2:

Organizational structure revised by June 2025 to support comprehensive approach to park management.

### Objective 6.3:

Develop and implement a Culture Change Strategy reflecting the BNT's values, with emphasis on teamwork, professionalism, strong internal communication, effective external partnerships, and environmental advocacy.

### Objective 6.4:

Establish an effective and efficient human resource management process that supports diverse and inclusive staffing and organizational needs.

### Objective 6.5:

Professional Development is updated and implemented annually to address staff training development needs.

### Objective 6.6:

Develop and implement an Operations Plan to support national park management needs (facilities, maintenance, emergency support, buildings, insurance, and supplies).

### Objective 6.7:

Effective and efficient financial management processes guide organizational decision making.

BNT's 5 Year Strategic Plan is the bellwether that guides the organisation's development. It is well thought out and measured with tangible benchmarks to realise the desired outcomes. I was proud to lead the organisation for a short time and I beam with pride to see how it has continued to grow and achieve recognition internationally and more importantly, here at home because of its solid foundation.

**JANET JOHNSON**

Past President, BNT Council







## GOVERNANCE & ORGANIZATIONAL STRUCTURE

**The BNT's organizational structure and culture supports people-focused, inclusive, innovative, and effective governance.**

The vision to create a more comprehensive approach to BNT park management starts from within the organization. At the heart of this Strategic Plan is the desire to reconnect to the BNT's core values - values that cannot be upheld without a strong foundation of effectively-trained staff and leadership, who serve as frontline ambassadors of the BNT.

An important element of institutional governance for the BNT is the BNT Council. By agreeing to serve on the Council, board members indicate a commitment to the ideals and success of the organization and to make decisions that are ethical and responsible. In addition to supporting the Executive Director, the Council will be expected to review, track, and sign off on the progress of the Strategic Plan, annual work plan, and budget.

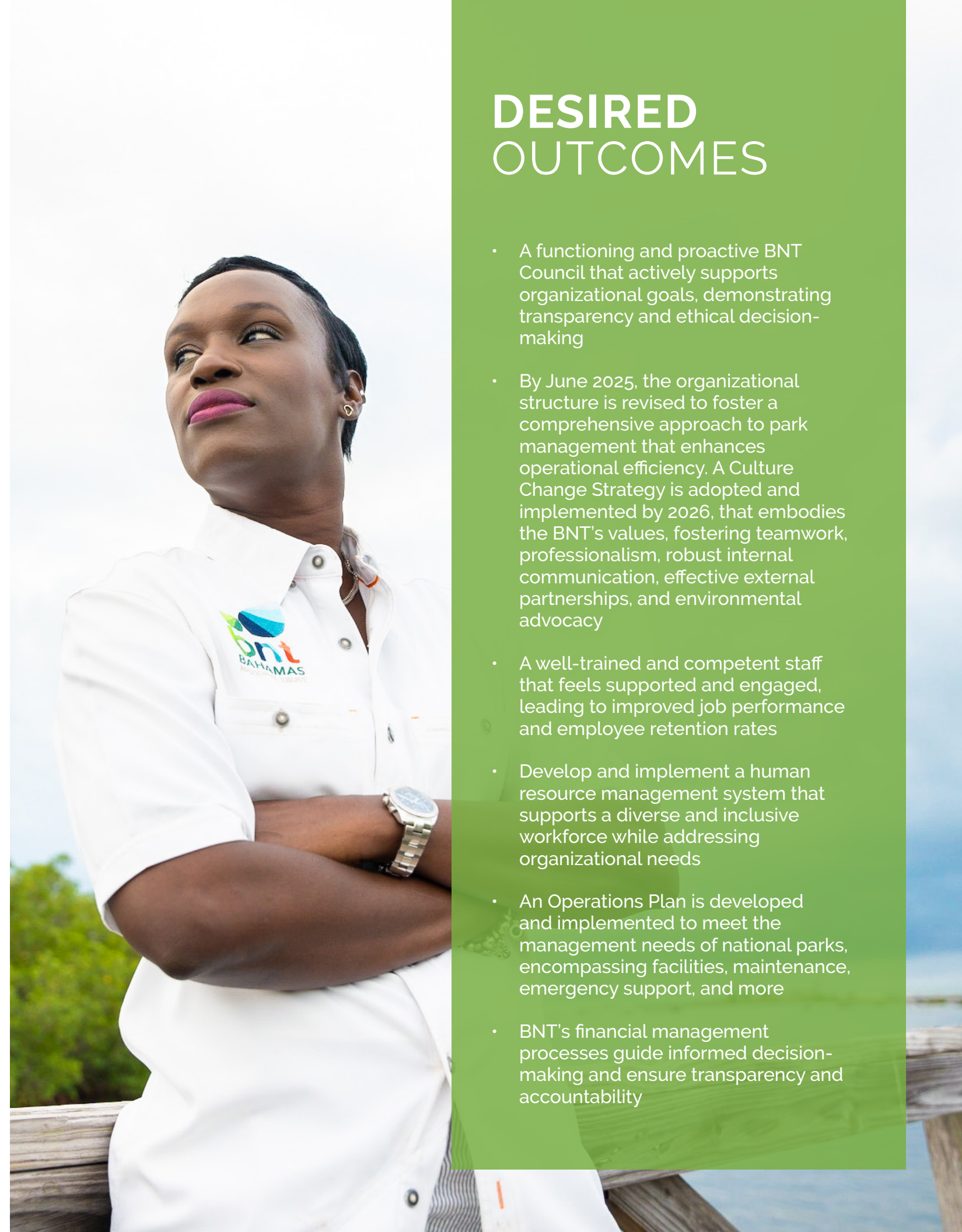
We desire for BNT teams and leaders to be able to effectively fulfill their roles and be recognized for their accomplishments that contribute to our organizational goals. To achieve this ideal, an organizational restructure will be a major component of the 2024-2029 Strategic Plan.

Key to creating a restructured, more resilient and effective BNT will be the engagement of a consultant who will oversee the full integration of the organization's directors and committee chairs, and a more robust HR system that will support revised staff positions and roles with an organizational restructure.

Robust systems and streamlined processes to support operations nationally will be developed to facilitate collaboration, clear decision making, and timely delivery of tasks across the organization. Ultimately, a professional, well-trained, and well-supported staff with strong and focused leadership will result in more effectively managed national parks; increased donor and public confidence; and the ability to secure more resources to support the success of our work.

## DESIRED OUTCOMES

- A functioning and proactive BNT Council that actively supports organizational goals, demonstrating transparency and ethical decision-making
- By June 2025, the organizational structure is revised to foster a comprehensive approach to park management that enhances operational efficiency. A Culture Change Strategy is adopted and implemented by 2026, that embodies the BNT's values, fostering teamwork, professionalism, robust internal communication, effective external partnerships, and environmental advocacy
- A well-trained and competent staff that feels supported and engaged, leading to improved job performance and employee retention rates
- Develop and implement a human resource management system that supports a diverse and inclusive workforce while addressing organizational needs
- An Operations Plan is developed and implemented to meet the management needs of national parks, encompassing facilities, maintenance, emergency support, and more
- BNT's financial management processes guide informed decision-making and ensure transparency and accountability





# STRATEGIES

## ORIENTATION & TRAINING PROGRAMS

Develop and implement comprehensive orientation and training for new Council members to ensure understanding of governance responsibilities.

## REGULAR GOVERNANCE REVIEWS

Schedule annual reviews of governance policies and practices to ensure alignment with best practices and organizational goals.

## ESTABLISH ACCOUNTABILITY MECHANISMS

Implement systems to track Council attendance, contributions, and adherence to their established duties.

## CONDUCT STAFF AND COMMUNITY SURVEYS

Gather feedback from staff and community stakeholders regarding current organizational culture and desired changes.

## LAUNCH TEAM-BUILDING INITIATIVES

Establish regular team-building activities and workshops that promote collaboration and strengthen interpersonal relationships among staff.

## COMMUNICATION TRAINING PROGRAMS

Implement training for staff to develop effective communication skills and encourage feedback and idea-sharing.

## RECOGNIZE & REWARD CONTRIBUTIONS

Revamp the recognition program that highlights individual and team achievements aligned with organizational values.

## IMPLEMENT RECRUITMENT STRATEGIES

Develop targeted recruitment campaigns to attract a diverse range of candidates for open positions.

## ESTABLISH EMPLOYEE SUPPORT PROGRAMS

Create mentorship and support programs that facilitate professional development and promote inclusivity.

## CREATE A PROFESSIONAL DEVELOPMENT CALENDAR

Develop a yearly calendar of training opportunities, workshops, and seminars, ensuring content aligns with identified needs.

## ENCOURAGE PARTICIPATION AND FEEDBACK

Foster an environment that encourages staff to take on learning opportunities and provide feedback on programs.

## INVENTORY ASSESSMENT

Complete a comprehensive assessment of existing facilities and maintenance needs across all parks.

## CREATE A COMPREHENSIVE PLAN

Develop an Operations Plan that outlines maintenance schedules, emergency response protocols, and resource allocation for park management.

Implement effective and efficient financial management processes to guide organizational decision making.

## PROVIDE FINANCIAL TRAINING

Offer training sessions for staff on budget management, financial reporting, and resource allocation to empower informed decision-making







# TWELVE PRIORITY NATIONAL PARKS

## VISITOR READY NOW

\*\*WITH FEE COLLECTION IN PLACE IN 2023



EXUMA CAYS LAND  
& SEA PARK



LEON LEVY NATIVE  
PLANT PRESERVE



LUCAYAN  
NATIONAL PARK



THE RETREAT  
GARDEN



RAND NATURE  
CENTRE



PRIMEVAL  
FOREST

## VISITOR READY BY JUNE 2029



MORIAH HARBOUR CAY  
NATIONAL PARK



SEAHORSE  
NATIONAL PARK



BONEFISH POND  
NATIONAL PARK



ANDROS WEST SIDE  
NATIONAL PARK

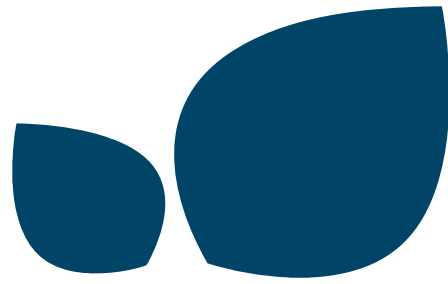


BLUE HOLES  
NATIONAL PARK



ABACO  
NATIONAL PARK





# DEVELOP INFRASTRUCTURE FOR THE 12 PARKS

## EXUMA CAYS LAND & SEA PARK

STEM Building, renewable energy systems, fuel storage tank upgrades, trail upgrades and interpretive signage, wifi upgrades for mooring fields

## LEON LEVY NATIVE PLAN PRESERVE

Dormitory for visiting scientists and students, renovation and upgrades to mangrove boardwalk, renewable energy systems

## LUCAYAN NATIONAL PARK

New restroom facilities, parking lot upgrade, fee collection kiosk, renewable energy systems, expansion of Southern Mangrove Boardwalk, interpretive signage and exhibits

## THE RETREAT GARDENS

New palms and enhanced landscaping for tours, picnic area, three new trails, interpretive signage

## RAND NATURE CENTRE

Upgrades to Welcome Centre gardens, , trail signage, improved trails, campground facilities, exhibits

## PRIMEVAL FOREST

Gift shop upgrades, trail and infrastructure improvements

## MORIAH HARBOUR CAY NATIONAL PARK

Welcome Centre, interpretive trail signage, plant labels, trail improvements, new moorings, dock improvements, new docks

## SEAHORSE NATIONAL PARK

Visitor Centre, education pavilion, restroom and shower facilities, renewable energy systems, floating dock, trails, Farmer's Market area

## BONEFISH POND NATIONAL PARK

Welcome Centre, education pavilion, interpretive signage and exhibits, renewable energy systems, plant labels

## WEST SIDE NATIONAL PARK

Moorings, rest stops, restroom facilities, plant labels, wayfinding and interpretive signage, benches, communication improvements

## BLUE HOLES NATIONAL PARK

Visitor Centre, entrance gate and security booth, restroom facilities, campground improvements, new trails, dock access to inland lakes

## ABACO NATIONAL PARK

Welcome Centre, Warden station, campground facilities, trail improvements







# Cost Estimates

## BREAKDOWN BY GOAL

GOAL		TOTAL BY GOAL
GOAL 1	The National Park System is effectively managed to conserve Bahamian natural and cultural resources, contribute to economic sustainability, and support climate change resilience	\$3,833,843
GOAL 2	National Parks are a desired destination for residents and international visitors, providing access and connection to Bahamian natural, cultural, and historical sites	\$10,344, 184
GOAL 3	Community Stewardship/Stakeholder Engagement: Key stakeholders (local communities, and resource users) are stewards of their National Parks	\$1,423,701
GOAL 4	Collaborative relationships with The Government of The Bahamas support National Park management aligned with national and international priorities	\$331,722
GOAL 5	The National Park System is sustained through diversified funding sources and revenue streams	\$7,145,400
GOAL 6	The BNT's organizational structure and culture supports people-focused, inclusive, innovative, and effective governance	\$9,157,908
TOTAL ANNUAL ACTIVITY COSTS		\$32,236,757





# WAYS TO GIVE

As a non-profit organization, The Bahamas National Trust (BNT) counts on donations to achieve our critical mission of protecting special species and spaces.

Everything we've achieved in our historic legacy was made possible by the generous support of our donors, members, and supporters, who are the backbone of the BNT. And everything we've outlined and hope to achieve in this Strategic Plan depends on their continued contributions and support.

There are several roles you can play to help us safeguard, manage, and advance national parks throughout The Bahamas and protect our country's magnificent natural treasures. There are several ways to give to the BNT - both in The Bahamas and through The Bahamas National Trust Fund Inc, a registered 501c3 charity in the United States. Here are the ways you can make a difference by making a contribution:

## BECOME A MEMBER

Membership is the lifeblood of the BNT. Our members who make annual contributions receive free access to all national parks and other special benefits. Contact us for more information about becoming a member or renewing your commitment

## MAKE A ONE-TIME CONTRIBUTION

You can make a one-time gift to the BNT to support our work. Donations can be unrestricted or specific to a program or project. You can donate online, over the phone, or with cash or cheque. You can also donate stocks, bonds, mutual funds, or make a gift as a tribute. Get in touch to learn more about how to give.

## PLANNED GIVING

Designate the BNT as the recipient of an annual philanthropic gift. Your recurring support will go a long way towards sustaining future programs and operations of the Trust. Go a step further and build a conservation legacy by designating the BNT as a beneficiary in your will or trust.

For more information about planned giving, contact us today!

## IN-KIND SUPPORT

Provide a gift or service in-kind to the BNT to help offset annual expenses or add value to a special campaign, project, or event. Gifts and services in-kind can also support the organization's revenue generation through re-sales, such as silent auctions and raffles.

## CORPORATE PARTNERSHIP

BNT Corporate Partners provide vital operating support for our conservation efforts through philanthropic giving, event sponsorship, and cause marketing. Partnerships with the BNT help corporations gain brand exposure, consumer loyalty, and community engagement, while aligning their brand with an important cause.

## VOLUNTEER

Giving freely of your time and talents is welcomed! There are various ways to volunteer with the BNT, depending on your interests, skills, and expertise. When you volunteer with the BNT, you have the opportunity to work alongside a dedicated team of people committed to preserving our environment and safeguarding our future. Get in touch with us to learn how you can volunteer!

**For information on how you can support THE BAHAMAS NATIONAL TRUST, please contact us by:**



**(242) 393-1317**



**SUPPORTTHEPARKS@BNT.BS**



**WWW.BNT.BS/DONATE**



**BNT HEADQUARTERS**  
East Bay Street  
Nassau, The Bahamas





# STRATEGIC PLAN STEERING COMMITTEE (COUNCIL & STAFF)

## COUNCIL/GOVERNANCE COMMITTEE

Geoff Andrews, BNT President	Dr. Karen Bjournal
Joanne Smith, Deputy President	Stacey Moultrie
Karin Sanchez	Patrick Thomson
Glenn Bannister	

## STAFF

Lakeshia Anderson-Rolle	Catherine Booker
Ellsworth Weir	Janeczka Johnson
Falon Cartwright	Shaunna Dawkins
Portia Sweeting	Gloria Miller
Kendyce Ferguson	Summer McCartney
Anna Bancroft	Elijah Sands
Christen Charlton	Leah Carr
Lindy Knowles	Tika Penn
Chantal Curtis	Garth Jackson
Lakeisha Wallace-Campbell	Deshanna Williams
Dr. Ethan Freid	Lynn Gape