Strategic Redevelopment Plan



CAYMAN NATIONAL
CULTURAL FOUNDATION

Key considerations

CNCF initiated this Strategic Redevelopment Exercise to explore ways and means of returning to the originally stated mission of sector-wide support while prioritising 21st century cultural sector management needs, inclusive of a central campus site.

The project included a full CNCF organisational analysis, as well as consideration of the need for a wider National-level cultural management strategy in keeping with the National Culture & Heritage Policy (NCHP), and in dialogue with multiple organisations.

Key questions for the study have included: the needs CNCF should address, the functions it should pursue, and the management model to accomplish those functions – with the outcome being a professional and impactful CNCF, as well as the evolving physical needs of the site and future campus.

Part One: Strategic Redevelopment Process

May 2022
to June 2022

Preliminary Planning and Assessment

- ✓ Project Implementation Plan
- ✓ Environmental Scan

July 2022
to September 2022

Visioning, Consultations, and Strategic Options

- ✓ Visioning Workshop
- ✓ Interviews, Survey, Community Workshops
- ✓ Options Assessment

October 2022
to March 2023

Feasibility Assessment and Strategic Redevelopment Plan

- ✓ Benchmarking
- ✓ Assumptions Workshop
- ✓ Recommended Option

April 2023
to November 2023

Draft Final and Final Report and Implementation

- ✓ Reviews and amendments
- ✓ Approved 02 November
- ✓ Implementation

Summary of the Strategic exercise

Planning context:

This Strategic Redevelopment Plan for CNCF must advance the vision identified in National Cultural and Heritage Policy and Strategic Plan 2017-2026 and support goals identified in the Cayman Islands Government Strategic Policy Statement 2024-26

- ✓ Overall appetite for change at CNCF to greater support the cultural sector and to provide a centralized venue.
- ✓ Greater need for funding, advocacy, professional development, and access to research resources across the cultural sector
- ✓ Desire for greater access to the F.J. Cultural Centre and theatres for community performance groups (while maintaining programmatic quality)
- ✓ Role for CNCF to play in social cohesion and inspiring cultural pride in Cayman
- ✓ Expectation that current CNCF programmes and events continue in some capacity (not necessarily produced inhouse by CNCF)
- ✓ Realignment of core CNCF functions to better align with stakeholder feedback, international benchmarks and to better carry out the vision and goals in the CNCF Law and the National Cultural and Heritage Policy and Strategic Plan.
- ✓ Preferred functions were determined by comparables study and by stakeholder feedback.

Other Highlight Recommendations

- Preserve current governance model as Statutory Authority/Government Company (“arm’s length” organisation)
- Move from being a ‘production-centric’ organisation to a facilitator/funder/trainer
- Recommendation to increase CNCF’s capacity for private sector fundraising and revenue generation to support expanded scope and vision
- Increase research and the creation of cultural resources (both for schools and the wider community) as a priority
- Recommend the phased creation of new departments (or independent offices) to begin undertaking current CNCF programming functions:
  - ✓ National Theatre/Performing Arts Office
  - ✓ National Festivals Office

Part Two: Implementation

- New functions, organisational structure, responsibilities (Strategic Implementation Plan)
- Recruitment exercise (roles approved by the Portfolio of the Civil Service) and team onboarding
- Rebrand exercise (Vision, Mission, Values, along with image)
- Communication and alignment with key stakeholders
- Create Resident Company opportunities
- Improve collaboration with other cultural leaders and institutions via creative partnerships

CNCF Functions & Scope

Theatre & Festivals Department

Manages annual theatre productions and programming, and new Resident Company, Associate Artists, and Creative Partnership programmes schedule. Conducts theatre workshops. Manages client rentals, theatre facilities and tech maintenance, concessions and bar services (revenue generation, box office etc). Festivals management: Gimistory, Red Sky at Night, Cayfest, and Christmas of Yesteryear; and carnival grant administration.

Research, Grants & Education Department

Manages research and archive library, creates teaching materials, curates and stores cultural knowledge management systems, produces and commissions research. Manages school programmes, artist in residence, NCHP & National Arts & Culture Awards. Expands, manages and promotes grants for the arts, and third-party grant administration, and sector professional development workshops and associated resources for arts and cultural sector.

CNCF Functions & Scope

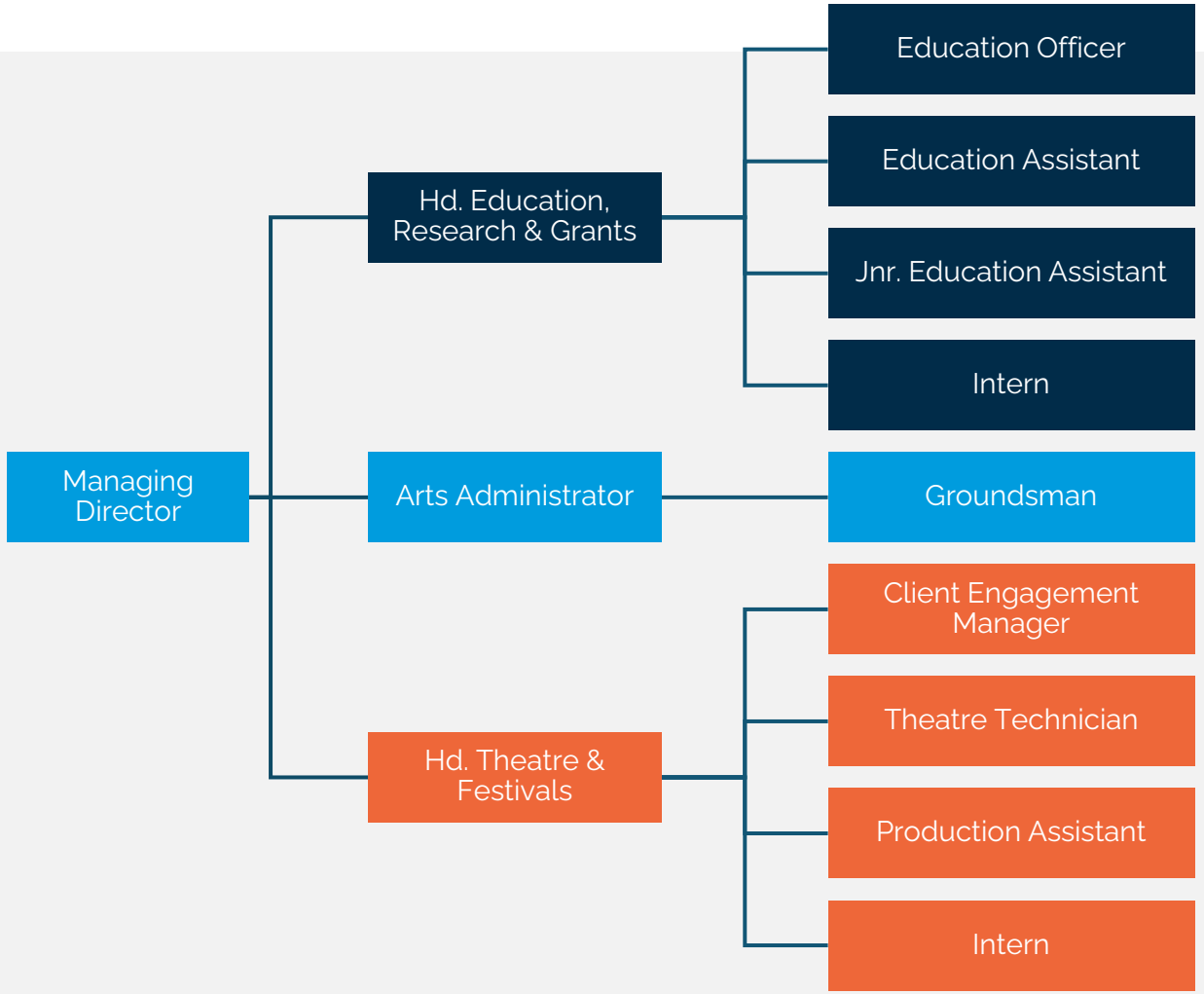
Communications Department (incl Fundraising & Engagement)

Drives fundraising strategy, oversees the database, creates public engagement strategies, media and social media, member engagement, grant writing, fundraising events, ambassador programme, corporate sector reporting.

Operations & Finance Department (incl Business Development)

Management of the physical location and team and ensures all staff carry the CNCF values and culture. Office administration, HR, facility and property management, finance, budgets audit and book-keeping, Cayman Islands Government and Board reporting, FOI and emergency management, policy management and implementation.. Business development initiatives.

Organizational chart (operating)



Unfilled positions:
Communications Manager

2026/2027 Output Commitments

NCF 1 - Arts and Cultural Preservation, Documentation and Promotion

- ✓ Management of Miss Lassies Cottage and Art Collection (Inc. conservation)
- ✓ School Tours
- ✓ National Arts and Culture Awards programme and production
- ✓ Cultural Heritage Research Programme resources (schools and public – in classroom/onsite and digital)
- ✓ Helen Harquail Resource Library
- ✓ Artist/Scholar-in-Residence Research programme

NCF 2 - Cultural Festivals, International Cultural Presentations, and Local Cultural Partnerships

- ✓ Gimistory Storytelling Festival (Island-wide)
- ✓ Cayfest – National Festival of the Arts (incl Red Sky at Night)
- ✓ Cayman Carnival Grant Management
- ✓ Support for Resident Companies and Cultural Partnerships (x 15 annually)
- ✓ Promotional support for cultural partners (new web platform)

2026/2027 Output Commitments

NCF 3 - Management FJ Harquail Cultural Centre (Harquail and Studio Theatres)

- ✓ Professionally manage and maintain the National Theatre for the hosting of plays, performing arts, concerts, etc., (bi-weekly performances)
- ✓ Support for the development of performing arts (workshops)

NCF 4 - Training and Support for Artistic Development

- ✓ Workshops in Traditional, Visual, Literary and/or Performing Arts (capacity building for sector)
- ✓ Grants for the Arts Programme
- ✓ Promotion of Cayman Creative sector
- ✓ Management of Creative Sector database

NCF 5 – Youth Arts Programming & School Support

- ✓ Provision of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music.
- ✓ Provision of Caymanian cultural heritage resources and related teaching materials for school sector.
- ✓ Support for the National Children's Festival of the Arts and National Curriculum (arts, culture and heritage) implementation.

Our brand



Weaving through the intricate threads of Caymanian Culture

Our new brand is a modern interpretation and evolution of our incredibly diverse culture, heritage and arts spectrum.

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Future Planning:

National Cultural Campus
Conceptual Development

(2024-2026)



Cultural Campus Considerations

Extensive work has been completed on the revised needs of CNCF and the initial conceptual considerations of the wider campus, which will feed into the next phase of the feasibility study. Additional considerations in Phase Two include:

- ✓ Phase Two Steering Committee established
- ✓ Ongoing analysis of evolving stakeholder and Resident Company needs, and wider national survey of venues and industry needs to identify 'gaps'
- ✓ Dialogue with adjacent landowners and neighbouring entities
- ✓ Audit of technical updates needed to professionalise / upgrade and expand existing structures
- ✓ Legal structure for site and related companies (i.e. with multiple entities and land ownership)
- ✓ Project budget development and business planning for future operational budget requirements
- ✓ Architectural renderings RFP and costed development plan