



# SLHTA

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## STRATEGIC PLAN 2019-2022

# INTRODUCTION

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Success  
Model



Board Structure  
& Composition



Byelaws Update



Strategic  
Plan

# STRATEGIC PLAN STEPS

Step 1

**Review of Last Strategic Plan & Other  
Best Practice Models**

Step 2

**Board and Membership Consultations**

Step 3

**Strategy Analysis, Design and Reporting**

# STRATEGIC PLAN STEPS

Step 4

**Establish Success Model**

Step 5

**Update Governance Structure – Board  
Composition and Byelaws**

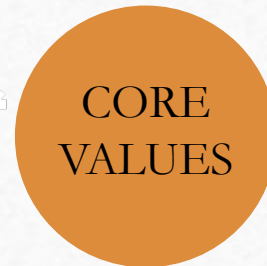
Step 6

**Develop Strategic Priorities and  
Implementation Plan**



# SUCCESS MODEL

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## SUCCESS MODEL

# VISION

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*An independent, effective organization that provides value to its members and plays a leading role in the sustainable development of Saint Lucia's tourism industry.*

# SUCCESS MODEL

## MISSION

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*To represent the interests of our members and provide the leadership, resources and knowledge which facilitates business and industry success*



# SUCCESS MODEL

## CORE VALUES

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Values	How the value will be manifested
Professionalism	<ul style="list-style-type: none"><li>• We will maintain the highest standards of professional ethics and corporate social responsibility</li></ul>
Collaboration	<ul style="list-style-type: none"><li>• We will constantly seek opportunities for the SLHTA to collaborate with both private and public sector organizations locally, regionally and internationally in fostering an enabling environment for responsible tourism growth and development</li></ul>
Unity of Purpose:	<ul style="list-style-type: none"><li>• We will adopt positions on issues that serve the interests of the members and the industry as a whole and will assist in resolving competing interests among members</li></ul>



# SUCCESS MODEL

## CORE VALUES

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Values	How the value will be manifested
Vigilance:	<ul style="list-style-type: none"><li>• We will remain alert and sensitive to market and economic trends, impending legislation and public policies relevant to tourism</li></ul>
Accountability:	<ul style="list-style-type: none"><li>• We accept responsibility for contributing to the success of the Association and the tourism industry as a whole</li></ul>
Results	<ul style="list-style-type: none"><li>• Ultimately, our success will be measured by the results we help to create for our members, the tourism industry and the national welfare.</li></ul>
Fairness and Balance	<ul style="list-style-type: none"><li>• The SLHTA will not engage in political, religious or racial discrimination</li></ul>

# SUCCESS MODEL

## **VALUE PROPOSITION**

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- Advocacy for member interests and concerns
- Networking and business development opportunities in both the local and international marketplace
- A source of industry Intelligence, innovation and best practice
- Institutional and Human Resource Capacity building
- Operational efficiencies through collaboration
- Support for tourism related social programs and UN sustainable development goals and respect and observance of Human Rights
- Crisis Management

# BOARD STRUCTURE

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1. PRESIDENT
2. VICE PRESIDENT ELECTED BY ALLIED MEMBERS
3. BOUTIQUE HOTELS – Under 75 ROOMS
4. VILLAS AND HIGH-END ACCOMMODATIONS
5. SMALL PROPERTIES 6-20 ROOMS & BUDGET ACCOMMODATION
6. RESTAURANTS & F+B PROVIDERS
7. MARITIME SERVICES PROVIDERS
8. TOURISM SERVICE PROVIDERS, SITES & ATTRACTIONS
9. ANXILLARY SERVICE PROVIDERS

## **EX OFFICIO POSITIONS**

10. CEO
11. IMMEDIATE PAST PRESIDENT
12. SLTA
13. TEF CHAIR



# BOARD STRUCTURE

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## BOARD COMMITTEES

- EXECUTIVE COMMITTEE
- NOMINATING COMMITTEE
- SLHTA SOUFRIERE COMMITTEE
- OTHER COMMITTEES AS DETERMINED BY THE BOARD

# STRATEGIC PLAN

## STRATEGIC PRIORITIES

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1. Organization Viability
2. Strong Advocacy Role
3. Member Engagement
4. Member Support & Development

# STRATEGIC INITIATIVE 1: ORGANISATION VIABILITY

Desired Result	KPI/Target	Initiative	Timeline	Resp
Effective, efficient and responsive organization	Quarterly board and monthly committee meetings held  Annual plans approved by members	Update governance structure to better reflect changing membership and improve on effectiveness and productivity of board and committees	Jan 2020	President & CEO
Improved financial performance	Grow existing revenue streams 5% annually  1 new revenue stream created annually which contributes 5% of revenues	Develop a realistic plan for fundraising, exploring additional revenue streams	End of each financial year	Executive Committee



## STRATEGIC INITIATIVE 2 : ADVOCACY 2.1

Desired Result	KPI/Target	Initiative	Timeline	Resp
Inclusion in national sector policy formulation and planning	<p>Increased representation on relevant national boards – SLTA, ISL, Village Tourism, ECSL – 2 per year</p> <p>Scheduled meetings with key policy makers - quarterly</p>	<p>Policy positions developed and adopted in a timely manner with member consultation</p> <p>Commissioned research including human rights issues and SGDs</p> <p>Strategic alliances with relevant public and private sector and community-based organizations</p>	Year 1	CEO

## STRATEGIC INITIATIVE 2 : ADVOCACY 2.2

Desired Result	KPI/Target	Initiative	Timeline	Resp
Improve public acceptance of tourism	<p>Awareness program produced &amp; executed</p> <p>Increase Linkages with other sectors developed</p>	<p>Public education on the benefits of tourism</p> <p>Documentation of the History of Tourism</p> <p>National Tourism Awards</p> <p>Linkages programs expanded – marketing &amp; promotions of local talent and products</p>	Year 1 & ongoing	Board Committees

## STRATEGIC INITIATIVE 3 : MEMBER ENGAGEMENT

Desired Result	KPI/Target	Initiative	Timeline	Resp
Improved member participation and two-way communication	Quarterly sector meetings	Up-to-date database of all members  Multiple formats used for ensuring two-way communication is maintained	Year 1	CEO
Improve B2B networking among members	Social mixers	Individual member features on communication platforms	Quarterly	CEO



## STRATEGIC INITIATIVE 4 : MEMBER DEVELOPMENT

Desired Result	KPI/Target	Initiative	Timeline	Resp
Improved members' business success	Research and marketing programs in place	Requisite skills for Secretariat are identified and acquired	Year 1	Board of Directors
Improve members operational capacity	Training Initiatives developed and training offered	Develop annual training plan based on member survey	Year 1 & ongoing	CEO
	Capacity and sustainability Building programs in place	Establish Safety and Security, Resilience and sustainability programs	Year 1 & ongoing	CEO



# **SLHTA**

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**STRATEGIC PLAN  
2019-2022**