



*Partners for Tourism in the Bluegrass*

# Strategic Plan

2 Year Plan for BHA Member Review - 11/9/04

## Mission

Through cooperative partnerships, to be an advocate for the hospitality industry and promotion of travel and tourism in the Bluegrass.

## Tag Line

"Partners for Tourism in the Bluegrass"

## Guiding Beliefs

- ★ Tourism is a vital component of economic development
- ★ Tourism contributes to the overall quality of life in the region
- ★ Together we are stronger
- ★ Communication and education are key to our mutual success
- ★ Employment in the tourism industry is a noble profession



# GOALS

## Goal 1

**BHA is the premier network and resource for tourism organizations in the Bluegrass region.**

- 1.1 Establish appropriate categories of membership. (completed September 2004)
- 1.2 Identify and sustain member benefits and value. (identification completed September 2004)
- 1.3 Develop a membership solicitation/marketing plan. (Fourth quarter 2004, with implementation in 2005)
- 1.4 Generate an annual membership growth rate of 40% through 2006. (~20 - 25 organizations)  
(2 year plan: 2005-2006)
- 1.5 Advance the concept that employment in the tourism industry is a noble profession.

## Goal 2

**BHA is a visible and viable influence in the advocacy of regional tourism issues.**

- 2.1 Develop a policy formulation process for issues advocacy. (year 1)
- 2.2 Develop relationships and partnerships with strategic organizations and policy advocates.
- 2.3 Serve as a watch dog on critical issues. (ongoing)
- 2.4 Leverage the experience of members to anticipate and respond to changes in the environment.

## Goal 3

**BHA is an established and viable organization.**

- 3.1 Bring association bylaws up to date. (completed October 2004)
- 3.2 Develop an association identifier/tag line. (completed September 2004)
- 3.3 Establish an annual budget process. (completed October 2004)
- 3.4 Develop an annual business plan and timeline.
- 3.5 Develop and communicate an annual calendar of events. (completed September 2004)
- 3.6 Establish a committee/task force structure.
- 3.7 Ensure ongoing strategic planning.
- 3.8 Refine roles and responsibilities of leadership groups (board, management firm, committees/task forces).

