



Government of Saint Lucia

**Ministry of Tourism, Investment, Creative Industries,
Culture and Information**

TERMS OF REFERENCE

FOR CONSULTING SERVICES FOR

BUSINESS DEVELOPMENT SPECIALIST

FOR

DEVELOPMENT OF MANAGEMENT PLAN

TO GUIDE THE OPERATIONALIZATION AND BUSINESS FRAMEWORK OF

THE SAINT LUCIA MARKETING BOARD (SLMB) CONTAINER BOX PARK

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Context Background

Under the OECS Regional Tourism Competitiveness Project (ORTCP) – implemented by the Ministry of Tourism, Investment, Creative Industries, Culture and Information (MoTICICI) – the Government of Saint Lucia (GoSL) will develop several public tourism sites as part of its broader program – Community Tourism. This program is an initiative focused on building and/or enhancing public infrastructure in rural communities that lend to touristic attraction. The program is expected to influence private investment in accommodations, restaurants and entertainment which gives rise to horizontal linkages in the sector that allow more locals in quaint communities and villages to benefit directly from tourism-based revenue. One of the sites earmarked for development includes the **Castries Market Container-Box Park Shopping Facility**.

The Construction of a Castries Market Container-Box Park Shopping Facility is the final development within the Castries City Centre under the ORTCP, before the project closes in May 2024. This Container-Box Park, once completed, will be a duty-free commercial facility set in the location of the decommissioned Saint Lucia Marketing Board Building which stands at the intersection of Jn Baptiste Street and Carl Crescent Road. The Shopping Facility will also be vested to the Saint Lucia Marketing Board as owners of the property earmarked for development.

Albeit credited globally as one of the top ten (10) marketplaces in the world, which is renowned for the variety of spices and local cuisine, the Castries City Market has not always been highlighted as a touristic site. The construction of the Shopping Facility was motivated by the government's desire to redesign the entire market complex with a goal of balancing features that preserve local architecture and incorporate modern building code regulations, while appealing to an international audience seeking the traditional herbs, spices, cuisine, and crafts of Saint Lucia.

The expectation is that visitors seeking cultural immersion and proximity to the indigenous people of the country may be welcomed to an improved, safer, and more comfortable marketplace. It is typical for seafaring tourists to visit the Craft Market and Vendors' Arcade where a minimum standard of hospitality has been

established in these sections of the market over the years as a direct result of high engagement from ferry and cruise travelers.

The new Shopping Facility, which will be vested to the Saint Lucia Marketing Board (SLMB), will require management which integrates both the needs and objectives of the Saint Lucia Marketing Board with the objectives and requirements of the tourism project and by extension, the Community Tourism program. In an attempt to strategically extend and incorporate tourist-related business into this section of the market and improve health, safety and service standards for all patrons, The Government of Saint Lucia, through MoTICICI wishes to engage the services of a **Business Development Specialist** to develop the Management Plan that would guide the operationalization and business framework of the Shopping Facility.

Scope of Assignment

Whilst locally and closely with MoTICICI and the SLMB, the consultant is expected to prepare and present a Sustainable Business Model and short- and medium- term Business Development and Management Plan to outline the institutional sustainability of the Castries Market Container-Box Park Facility. The plan must factor in the tourism product, marketing needs of the MoTICICI and the business objectives of the SLMB.

The consultancy is for a period of two months and will be administered by the MoTICICI. The consultant will be expected to provide all material and equipment needed to carry out specific tasks of the assignment. However, where applicable the MoTICICI will provide support in the utility of Conference Room Facilities and hosting of important government stakeholder meetings.

Specific Tasks

The specific responsibility and specific tasks:

- Review existing tourism strategies, strategies for Castries City development, and strategies developed by SLMB, to ensure alignment of the Business Development and Management Plan;
- Review of international best practices in similar contexts, which may include but is not limited to those employed in the best-rated international markets;
- Conduct detailed consultation on the marketing and product development needs of the MoTICICI, with the relevant Directors and Senior Officers at the Ministry and its support agencies of the Saint Lucia Tourism Authority (SLTA), and Community Tourism Agency;

- Visit the market with key stakeholders engaged during undertaking;
- Conduct detailed consultation on the business objectives of the SLMB, with the Chairperson, relevant Directors and Senior Officers at the Saint Lucia Marketing Board;
- Conduct a market analysis and risk assessment, and study the critical sustainability factors for similar entities including operational gaps, funding loopholes, competitiveness and viability;
- Conduct a thorough review of the SLMB's existing governance, management and operational structure, systems and policies to inform the development of a sound and efficient business model and plan for the Shopping Facility;
- Develop a curated implementation plan that considers product development and diversification of the Box Park with financial analysis and a business case for the facility;
- Consult the Castries Constituency Council to determine synergies and dependencies for the post construction management of the facility and consider the entity as part of the management structure with clear roles and responsibilities;
- Develop two (2) options for a Governance and Finance framework for the business model established for acceptance and approval by the MoTICICI and SLMB;
- Develop two (2) options for a Human Resource framework for the business model established for acceptance and approval by the MoTICICI and SLMB;
- Develop two (2) options for a Security and Maintenance framework for the business model established for acceptance and approval by the MoTICICI and SLMB;
- Develop three (3) options for a Marketing Framework and three (3) options for the official naming or title of the commercial facility, for acceptance and approval by the MoTICICI and SLMB;
- Develop three (3) options for the tenant rent structures and standards requirements of the commercial facility, for acceptance and approval by the MoTICICI and SLMB;
- Prepare a technical asset management plan for the facility and highlight associated cost in the financial sustainability plan.
- Conduct validation up to three validation sessions, as approved by the MoTICICI and SLMB to discuss and review the draft Business Model and Plan, before it is finalized. This should include proposed products and services; governance, operational and financial management structures including any tax implications; branding and communication strategies and cost estimates/budget.

In undertaking the assignment, the Business Development Specialist will work closely and collaborate with the Saint Lucia Marketing Board and the Ministry of Tourism, Investment, Creative Industries, Culture and Information.

Deliverables/Outputs

The Consultant shall prepare and submit the following reports to the client:

Work Program and Schedule – Week 1

The consultant is expected to deliver a thorough work program and methodology outlining the process for determining the Business Framework and Management Plan. The schedules must include project management tools that detail the expected timeline for completion. Any requests or recommendations for special meetings and engagements should also be listed.

Business Analysis – Week 3

The consultant is expected to conduct all necessary engagements, meetings and site visits by the third week of contract commencement to prepare the first business analysis for review. This report is expected to identify gaps, challenges and opportunities for business development, and inform the Client of what can be expected in the key deliverable of a business management framework and development plan.

Business Management Framework & Development Plan – Week 6

The consultant is expected to deliver a comprehensive Business Management Framework and Development Plan, inclusive of summary presentations by the sixth week of engagement for review and consideration of the Clients. The feedback from these presentations should also be expected to be incorporated in the final plan to be presented in the Final Report.

Final Report – Week 8

A Sustainable Business Model and short- to medium- term Business Development and Management Plan, as well as accompanying operational strategies, governance and management and human resource structures. The plan should clearly detail roles and responsibilities of each actor and include a financial and operational plan; cost estimates/budget; tax implications; risk mitigation/management, as well as a plan for measuring performance and impact.

Duration

The Business Management Specialist will be engaged for 45 professional days over a 2 month period and is expected to commence the assignment by March 15, 2024.

Qualification and Experience Requirements

Minimum required education and experience;

Academic:

- Masters' Degree in either Business Management and Development, Tourism Management and Development, Economic Development or related discipline, with at least five (5) years of relevant strategic business planning and management experience, or;
- Bachelors' Degree in either Business Management and Development, Tourism Management and Development, Economic Development or related discipline, with at least ten (10) years of relevant strategic business planning and management experience, or;

Experience:

- Demonstrated experience in undertaking similar assignments within NGOs/Civil Society/ Private Sector Organizations within the last 10 years;
- Familiarity and strong understanding of governance and anti-corruption issues;
- Strong research and analytical skills, communication in English (oral and written), interpersonal and facilitation skills;
- Ability to work with a multi-disciplinary team and stakeholders;
- Good coordination and organizational skills