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**Agenda Item:** Discuss Park Board Strategic Plan

**Background:** The Park Board has a history of long-term strategic planning as a means by which to facilitate the identification of organizational priorities, develop plans and guide the goals of the Park Board. In 2016, the Board of Trustees approved the most recent strategic plan which covered 2016 through 2020.

At the October 27, 2020 Board of Trustees meeting, the strategic planning facilitation services of Tammy Canavan with Fired Up! Culture was approved to assist with the development of an updated plan. As part of this process, Ms. Canavan will be facilitating discussions with the Park Board Advisory Committees for their valuable input.

The 2016 adopted plan envisioned six overarching goals. Each goal, two of which are relative to Galveston as a destination and four relating to the Park Board were defined by strategic “commitments and tactical approaches for marketing, programming and operations”. This plan is attached for review and will be a starting point for the discussion by the advisory committees.

**Park Board of Trustees of the City of Galveston**  
**Strategic Plan 2016-2020**

**Park Board of Trustees of the City of Galveston**  
**Planning Context**

The PBTG recognizes that Galveston is unique, a barrier island that requires the delicate balancing of wetlands, uplands, beaches, and bays. Similarly, as a governmental entity the Board also balances multiple interests to achieve its vision and accomplish its mission.

By its nature, the PBTG engages in strategic partnerships with the City of Galveston and other organizations to build consensus through community-based committees.

The Park Board of Trustees of the City of Galveston, therefore, has established an interrelated set of strategic priorities to accomplish its mission and achieve its vision. Two overarching questions guided the planning process:

- How best do we attract visitors to Galveston? and
- How do we assure that every guest has a memorable, tell-all-your-friends experience?

Clearly, the centerpiece of Galveston’s tourism allure is understood best by starting with magnificent natural gifts, starting with its showcase beaches, a precious resource to be protected and nourished for current enjoyment and for future generations.

The Park Board of Trustees recognizes its responsibilities to all the visitors the City welcomes and to the citizens of Galveston. These responsibilities begin with long-term, effective planning that results in the enhancement and preservation of the island’s array of natural and manmade assets.

This strategic plan builds on three fundamental aspirations for the Park Board of Trustees for the City of Galveston:

1. That Galveston is a national treasure, one that will become an international model of blended tourism and a national destination;
2. That the Park Board of Trustees will be recognized for building a national model for tourism marketing, services, and stewardship of the resources for which it is responsible; and
3. That the Park Board of Trustees will serve as civic model as a trusted public agency and as a model of effective government.

## Park Board of Trustees of the City of Galveston Vision and Mission

**Vision Statement:** The Park Board of Trustees of the City of Galveston’s (PBTG) **vision** is to lead Galveston and Texas in creating a tourist destination that promises an exciting variety of experiences, a high quality-of-life for residents, and wonderful amenities that deliver lifelong memories that make people want to return - and to bring their friends and family.

**Mission Statement:** The Park Board of Trustees of the City of Galveston’s mission is to promote Galveston Island, its beaches and natural resources, attractions, and heritage; to attract visitors to Galveston Island; to assure that Galveston’s assets, for which the Board of Trustees is responsible, provide visitors, residents, and staff members with exemplary experiences in an environment that is safe, clean, accessible, fun, and environmentally sensitive.

## Galveston Island: A National Treasure

### ❖ Goal 1: Galveston: An International Model of Blended Tourism

- Park Board Strategic Commitment 1.1: We envision Galveston as an international model in blending the City’s beaches and other natural resources, historical landmarks, cultural heritage, entertainment attractions, and recreational venues matched with targeted demographic profiles and reasons for visiting.
  - 1.1.1 International Recognition: The Board will welcome and support initiatives that bring international acclaim to Galveston Island’s tourism initiatives.
  - 1.1.2 Destination Marketing: The Board will encourage marketing initiatives that create a demonstrable return on investment-based and targeted model of local, regional, national and international markets.
  - 1.1.3 World-Class Attributes: The Board will provide input to and approve overall tourism efforts across Galveston to enhance the Island’s:
    - i. Beaches and other natural resources;
    - ii. Convention and group programs;
    - iii. Cultural heritage events and recognition;
    - iv. Historical landmarks;
    - v. Recreational venues;
    - vi. Sports;
    - vii. Signature events; and
    - viii. Other programs aligned with the Board’s mission.

## Park Board of Trustees of the City of Galveston – Strategic Plan 2016-2020

- Park Board Strategic Commitment 1.2: We envision Galveston as a leader in next-generation destination marketing systems, featuring the best practices from the use of social media and other technologies, niche marketing, and year-round programming.
  - 1.2.1 Expanded Reach: The Board will will provide input to and approve expanding Galveston Island’s tourism presence across the range of social media.
  - 1.2.2 Expanded Impact: The Board will will provide input to and approve maintaining a strong presence on the Internet, taking full advantage of its international reach and potential for attracting visitors.
  - 1.2.3 Data-Driven Marketing: The Board will will provide input to and approve the full potential of data analytics to identify and attract visitors to Galveston.
  - 1.2.4 Strategic Campaigns: The Board will provide input to and approve marketing campaigns to attract various and diverse groups to Galveston for meetings, events, attractions, special programming and recreation.
  - 1.2.4 Niche Marketing: The Board will inspire marketing strategies for niche markets and special interests, such as environmental groups, medical travelers, lifestyle groups, educational groups, and other identifiable group clusters.

**❖ Goal 2: Galveston: A National Destination**

- Park Board Strategic Commitment 2.1: We envision Galveston as a leading national tourism destination, featuring its unique Texas twist and year-round signature events.
  - 2.1.1 Galveston’s Uniqueness: The Board will provide input to and approve initiatives to identify and market Galveston’s unique features.
  - 2.1.2 Galveston’s Comparisons: The Board will support benchmarking Galveston’s tourism destination attributes with other national tourism destinations.
  - 2.1.3 Market Research: The Board will support market research and other quantifiable means to assess all aspects of the tourism profile, adding and modifying elements as appropriate.
  
- Park Board Strategic Commitment 2.2: We envision the Park Board of Trustees will develop and maintain beaches and parks that are renowned for the quality of services, the diversity of amenities, the creativity of the environmental interpretation platforms, the protection of terrestrial and marine wildlife, the environmentally sustainable facilities, and the overall management of safe, clean, accessible, and fun.
  - 2.2.1 Beach Life Cycle: The Board will support responsible beach nourishment, development and maintenance programs across the life cycle of each beach.
  - 2.2.2 Beach Infrastructure: The Board will provide leadership in sustaining beach infrastructure, environmental awareness, coastal awareness and education, beach safety and beach and water quality.
  - 2.2.3 Park Development: The Board will support responsible park development and maintenance programs across the life cycle of each park.
  - 2.2.4 Galveston’s Amenities: The Board will assess and enhance its portfolio of amenities, services, events, and all public assets and resources in order to strengthen Galveston’s overall appeal to visitors.
  - 2.2.5 Beach Safety and Cleanliness: The Board will support efforts to make its beaches and parks safer, cleaner, more accessible, and more enjoyable.
  - 2.2.6 Environmental Commitment: The Board will support efforts to assure its beaches, parks, and facilities meet high standards for environmental sustainability and visitor expectations.
  - 2.2.7 Aligning Resources with Needs: The Board will assure that the staffing resources and facilities requirements necessary to support the beaches and parks are met.

## Park Board of Trustees of the City of Galveston: A National Model

### ❖ **Goal 3: Park Board of Trustees: Advanced Tourism and Convention Marketing and Services**

- Park Board Strategic Commitment 3.1: We envision Galveston as a leader in innovative destination marketing, responsive visitor services, and application of analytics to continually improve the tourism experience and informed decision-making.
  - 3.1.1 Innovative Marketing: The Board will support innovation in destination marketing as presented in the master planning documents.
  - 3.1.2 Visitor Services: The Board will support reviews and upgrades to visitor services, emphasizing timely and personalized customer service before during and after a visit to Galveston.
  - 3.1.3 Community Impact: The Board will assess the effects of tourism on the citizens of Galveston to build strong community relationships based on a comprehensive understanding of the role of tourism balanced with community interests.
  - 3.1.4 Community Input: The Board will support community involvement in the decision-making process through its committees, outreach programs, and long-range planning that is known to the community-at-large.
  - 3.1.5 Data-Driven Decision Making: The Board will support the use of advanced analytic tools to assess the tourism experience in Galveston, including, but not limited to fiscal and economic impacts, environmental and quality-of-life impacts, capability and capacity assessments, returns on investments, and visitor satisfaction

## Park Board of Trustees of the City of Galveston – Strategic Plan 2016-2020

- Park Board Strategic Commitment 3.2: We envision the Park Board of Trustees will be recognized as a leader in applications of current and emerging technologies to destination marketing and services.
  - 3.2.1 Strategic Marketing: The Board will support the practice of continuous improvement for marketing strategies and the tools to best reach various audiences.
  - 3.2.2 Adapting to Industry Changes: The Board will provide input to and approve adaptations and changes that technology has brought to the tourism industry, from personal applications and direct bookings to the sharing economy to review-sites to personal social media outlets and beyond.
  - 3.2.3 Engaging Diverse Markets: The Board will engage its various constituencies and visitor groups using the technologies and tools appropriate to each group.
  
- Park Board Strategic Commitment 3.3: We envision Galveston’s convention and group services to be recognized for responsiveness to client needs, high-quality amenities, and best-in-class integrated services.
  - 3.3.1 Convention and Group Services: The Board will provide input to and approve efforts for integrated, aligned, and responsive convention and group services.
  - 3.3.2 Galveston’s Convention and Group Image: The Board will provide input to and approve efforts to unify Galveston’s outreach to visitors from the business and group-booking sectors.
  - 3.3.3 Access to Galveston’s Attractions: The Board will promote improved air, land, and sea access to the Island’s beaches and other attractions.



**❖ Goal 4: Park Board of Trustees: Integrated and Aligned Planning, Budgeting and Assessment to Assure Outstanding Tourism Experiences for the Next 100+ Years.**

- Park Board Strategic Commitment 1: We envision the Park Board of Trustees building on its tradition of consensus-driven master planning for critical operational components – from tourism development and marketing to beach operations and maintenance to amenities and event planning – thus allowing for longer-range planning, more accurate shorter term budgeting, and a more sustainable tourism infrastructure, while still retaining the flexibility necessary to address the inevitable challenges and surprises that occur along the Gulf Coast.
  - 4.1.1 Master Planning: The Board will continue its tradition of master planning for its component units as well as for human resources, capital improvements, and other operations, with plan revisions on a regular cycle for review and revision.
  - 4.1.2 Emergency Planning: The Board will provide input to approve best-in-class emergency preparedness plans and contingency plans to address catastrophic events.
  - 4.1.3 Work Plans: The Board will provide input to and approve annual work-plans to guide each year’s actions that support the strategic plan.
  - 4.1.4 Annual Budgets: The Board will provide input to and approve annual budgets that support the annual work plan.
  - 4.1.5 Facilities Planning: The Board will develop a comprehensive facilities planning document to detail annually-updated, 10-year cycles for renovation, remodeling, maintenance, and other necessary infrastructure improvements.
  - 4.1.6 100+ Year Mindset: The Board will identify and commit to “100+ year planning” for the most critical of Galveston’s needs, as related to tourism, such as storm surge protection, sea wall protection, beach nourishment, environmental protections, subsidence issues, rising sea level issues, and other initiatives as identified.
  
- Park Board Strategic Commitment 2: We envision the Park Board of Trustees supporting initiatives that preserve, protect and strengthen Galveston’s beaches and natural resources as well as the array of cultural resources and tourism attractions for which the Trustees are responsible.
  - 4.2.1 Strategic Partnerships: The Board will encourage collaboration with appropriate regional and state organizations and agencies to address issues related to the tourism industry and to the beaches and parks.
  - 4.2.1 Regional Leadership: The Board will provide the leadership in identifying solutions to mission-related issues that transcend jurisdictional boundaries.

## Park Board of Trustees of the City of Galveston: A Civic Model

### ❖ Goal 5: Park Board of Trustees: A Respected, Trusted Public Agency

- Park Board Strategic Commitment 5.1: We envision the Park Board of Trustees as a stewards of a destination model that other communities emulate for best practices to sustain the world-class tourism-related programs and services that are recognized as entertaining, safe, cost-effective, community-sensitive, and eco-friendly. The Park Board of Trustees will be emulated as a leader in beach nourishment and beach management.
  - 5.1.1 Dissemination of Best Practices: The Board will support activities to promote the Park Board’s best practices to a wide audience of industry professionals and visitors.
  - 5.1.2 Adoption of Best Practices: The Board will identify and adopt best practices from other agencies, as those practices are appropriate and cost-effective.
  - 5.1.3 Community Communication: The Board will communicate with the community to address any tourism-community issues that arise.
  - 5.1.4 Benchmarking: The Board will benchmark its services with both national and international agencies.
  
- Park Board Strategic Commitment 5. 2: We envision the Park Board of Trustees will actively support the overall economic development initiatives that benefit Galveston’s citizens and businesses in conjunction with the City of Galveston and other local organizations. The Board of Trustees also supports the efforts of its regional partners to build the Houston metropolitan area’s overall tourism capacity.
  - 5.2.1 Realities of Tourism: The Board will recognize the regional nature of tourism and the patterns of visitor behaviors to optimize the positive impact on Galveston.
  - 5.2.2 Economic Impact: The Board will support programs that have a positive economic impact on Galveston.
  - 5.2.3 Economic Benefits: The Board will commission the necessary reports detailing the economic benefits of tourism for Galveston.
  - 5.2.4 Economic Development Partnerships: The Board will actively support regional and state initiatives that bring more economic benefits to Galveston.
  - 5.2.5 Economic Development Advocacy: The Board will communicate the benefits of tourism across the community and engage the community as a tourism partner.

❖ **Goal 6: Park Board of Trustees: A Model of Effective, Efficient Government**

- Park Board Strategic Commitment 6.1: We envision the Park Board of Trustees as a high-performance public board, recognized for operational integrity, trustee integrity, fiscal responsibility, and public accountability.
  - 6.1.1 Audits: The Board’s audits will be exemplary.
  - Planning Drives Budgeting: The Board will enhance its annual ‘work plan-budget’ model.
  - 6.1.2 Key Document Reviews: The Board will provide input to and approve all master plans, policy and procedures, departmental operations and other core documents on a regular, cyclical basis.
  - 6.1.3 Responsible Budgeting: The Board will demonstrate responsible budgeting by balancing the annual budget, sustaining a minimum six-month reserve available to address emergencies, , respecting the restricted nature of funding sources, and adhering to best fiscal practices for public agencies.
  - 6.1.4 Relationship Building: The Board will advocate and practice building strong, positive relations with other governmental agencies as well as the various constituencies it serves.
  - 6.1.5 Board Development: The Board will strengthen annually its board development activities and briefings on trends and developments related to the Board’s mission.
  - 6.1.6 Board Self-Assessment: The Board will undertake an annual self-evaluation of Board performance.
  - 6.1.7 Emergency Preparedness: The Board will assure that necessary plans and resources are available to address any contingencies.

## Park Board of Trustees of the City of Galveston – Strategic Plan 2016-2020

- Park Board Strategic Commitment 6.2: We envision the Park Board of Trustees' staff and their employees being known as respected leaders within Galveston and also be regionally and nationally recognized for their professional accomplishments.
  - 6.2.1 Ethical Standards: The Board as an entity and each board member will act in all matters in a manner that is ethical, moral, legal, and in the public interest.
  - 6.2.2 Civic Engagement: The Board will participate in civic affairs, representing and advocating for the best interests of the Park Board's vision, mission, and activities.
  - 6.2.3 High-Performance: The Board will commit to becoming a high-performance board.
  - 6.2.4 Staff Recruitment and Retention: The Board will hire and retain exceptional staff, who in turn will be accountable for the activities of those who report to them.
  - 6.2.5 Board Governance: The Board will respect the traditional roles of a Board (governance and evaluation, policy, planning, and budgeting) and Management (implementation of the Board's approved policies and plans within the budget framework).
  - 6.2.6 Staff Development: The Board will commit to a plan of systematic staff and employee development.