

**MINUTES**  
**TOWN OF ANNAPOLIS ROYAL**  
**COMMITTEE OF THE WHOLE**  
**December 3, 2008**  
**9:00 a.m.**

The regular meeting of the Committee of the Whole was held on Wednesday, December 3, 2008 in Council Chambers at Town Hall. In attendance were Chair Mayor Phil Roberts, Councillors Sherman Hudson, Kathie Fearon, Pat Power and Doug Shaffner, CAO Amery Boyer, Director of Finance Melony Robinson and Administrative Assistant Jackie Longmire as recording secretary. The following people were also in attendance for portions of the meeting: Adrian Nette, Trish Fry, Ryan Scranton, Kevin Burnell, Angela Amero, Peter Davies, Linda Brown and Alan Melanson.

Regrets: Deputy Mayor Jane DeWolfe

**APPROVAL OF COMMITTEE OF THE WHOLE MINUTES**

**November 5, 2008**

***Motion # 1***

***It was moved by Councillor Power, seconded by Councillor Hudson, that the Committee of the Whole minutes dated November 5, 2008 be approved, as presented. Motion carried.***

**ADDITIONS/DELETIONS TO AGENDA**

Under Presentations delete:

9:00 am - Theresa Bunbury - Fort Anne MOU

Under New Business add:

8. Appointment to the Hanse Society
9. Floor plan for the Town Hall and new Public Works building plan
10. Medical and dental benefits for all members of Council

Under General Discussion add:

1. Grants in lieu of taxes

Under In-Camera add:

2. To discuss staffing in the Police Department

## **APPROVAL OF AGENDA**

**December 3, 2008**

### ***Motion # 2***

***It was moved by Councillor Hudson, seconded by Councillor Shaffner, that the agenda dated December 3, 2008 be approved, as amended. Motion carried.***

## **PRESENTATIONS**

1. **Annapolis Society for Youth Friendly Public Spaces (ASYPS)** - Members of the group provided an update on the Skateboard Park project. A draft design of the park has been received and fundraising is well under way. The group is hoping to start construction in the Spring of 2009 but more funds are required. The grants that the group are able to apply for require a portion of the money to come from the group and a portion to come from the Town; the provincial government will then match the amount through the grant process.

The group did not request a specific amount from the Town but instead asked all members of Council to consider what it might be able to donate toward the completion of the project. The value of the land was discussed and so far the group has not used the land as an in-kind donation because the land would eventually revert back to the Town when the park is complete. Mayor Roberts said that all the information will be turned over to staff who will prepare a package for funding purposes with all things including in-kind donations factored in. The deadline for the provincial funding programs is February 1, 2009.

The estimated cost for completion of the park is \$195,000.00.

2. **Discussion regarding Marketing and Events** - Mayor Roberts began by saying that this discussion arose out of the decision made by Council to make the Marketing and Events Coordinator Position full time. Sally Burnie has held the position since June, 2007 on a temporary basis and she cannot receive any of the full-time staff benefits until the position is made permanent. Feedback was received by members of Council and the CAO regarding the decision. The CAO has responded to comments from Paul Stackhouse and Trish Fry.

Alan Melanson, representing the Annapolis Historical Society and the Attractions Group said that for marketing efforts to be effective within the Town there needs to be a plan and a plan of action; the plan needs to be in place with costs associated. CAO Boyer said that there are several plans in place. The first, drafted in 2003 by John Hockins, was never operationalized. In 2004, the Blue Book on Tourism was developed and, again, never put to use. In December of 2007, John Hockins prepared another plan for the Annapolis Region Tourism Council and in February of 2008 a fourth plan was developed.

Trish Fry presented a briefing document outlining the consensus of the stakeholder groups, which is attached to these minutes as Appendix A. She said that the purpose of the document is to encourage members of Council to defer any decision with respect to making the Marketing and Events Coordinator a full-time position until a full assessment is undertaken to determine the Town's marketing needs and associated resource requirements. She said that the stakeholders appreciate Council's commitment to marketing but everyone involved hasn't approached marketing correctly. She said that a new direction needs to be established with less focus on event planning and more focus on the big picture with hard-core marketing.

Ms. Fry said that this is not about Ms. Burnie who has held the position for the past 18 months but about there being several groups and individuals within the Town who are all working on marketing and event related projects but are not bringing their resources together. She said that all involved need to talk and need to develop one plan. She also said that once a position is made permanent it is difficult to change the description of that position. She asked that time be allowed to develop the marketing plan through two sessions with John Hockins and with the Annapolis Royal Tourism Council as the lead.

Mayor Roberts said that the Town has to address the problem of declining population and has to market the Town as a place to live and work. He said that there are other players like the Annapolis Region Tourism Council who are working on the tourism issue. Ms. Fry agreed but said that all of the issues needed to be discussed.

Linda Brown said that the Town must support thinking behind local development and consider that there will continue to be shifts in any marketing plan. Ms. Brown said that through the move-forward process with marketing there has been no voice from the Annapolis Region Tourism Council. Team Annapolis was formed to assist the current Marketing and Events Coordinator with project throughout the year. She also said that there is so much opportunity right now and every effort within the Town is being recognized by the Department of Tourism.

Kevin Burnell read a letter that was forwarded from the Directors of the Annapolis District Board of Trade, which is attached to the minutes as Appendix B. In response to the letter CAO Boyer said that the job description for the Marketing and Events Coordinator was forwarded to all interested parties. Mr. Burnell said that he did not receive a copy and requested that another copy be forwarded. He was provided with a copy.

Angela Amero, representing the Annapolis Royal Inn and Champlain Motel said that both facilities are having a difficult time finding people to work. She said that there is nothing in the area to keep or attract families. She said that as a result of declining tourism numbers and staffing issues, one of the motels will go up for sale in 2009. As the chairperson for the Natal Day Committee she said that there are no problems with pulling the four-day event together and the assistance of the current Marketing and Events Coordinator is appreciated. The comment was also made that the marketing and events position should focus on marketing and events rather than filling in for other positions within the Town Hall.

The Director of Finance asked Ms. Burnie how many over time hours she had banked since June, 2007. Ms. Burnie couldn't answer the question with a firm number but it is estimated that she has banked well over 100 overtime hours. Linda Brown said that she herself has banked many volunteer hours for the Town and has worked 40-50 hours a week since July, 2008 on projects that are happening now. She said that she has worked from the inside out and the Town, through the current Marketing and Events Coordinator, is making great progress in getting Annapolis Royal recognized as a place to visit and a place to live. She said that the involved groups need to go beyond these kind of comments to continue to make progress. The current Marketing and Events Coordinator said that she wants the same things for Annapolis Royal as all the groups do. She is working hard on each project and attempts to take advantage of all opportunities that would benefit the Town.

CAO Boyer said that the Town has been dealing with marketing issues since 2002 and she has no doubt that a meeting will be set to develop another plan. She also said that the current Marketing and Events Coordinator does have a plan and every year the plan has been brought forward for discussion. Trish Fry said that she both agreed and disagreed with the comments and that she recognized that there have been plans and papers put on the shelf; she said that now is the time to decide what exactly needs to be done. Ms. Fry suggested that the key stakeholders meet with CAO Boyer and a representative of Council to discuss the issues and then have John Hockins begin working on a plan before the Christmas season. Mayor Roberts asked who would take the lead on the project, Ms. Fry responded that the Annapolis Region Tourism Council will take the lead. Trish Fry and Ryan Scranton will work with Paul Stackhouse. Mayor Roberts said that he would be interested in attending the meeting and said that the process must start immediately. Mayor Roberts also said that the

current Marketing and Events Coordinator, Sally Burnie, should also be a part of the discussions. Councillor Power also expressed an interest in being part of the discussions.

Mayor Roberts said that the tabled motion from the November 19, 2008 Council meeting will now be placed on the December 15, 2008 Council Agenda. The group indicated that they had no problem with Ms. Burnie receiving the same benefits as other full-time staff.

#### **BUSINESS ARISING FROM MINUTES**

<b>Item</b>	<b>Decision / Action</b>	<b>Responsibility</b>	<b>Target Date</b>
{a} Windows for the Town Hall	The quotes received from Annapolis Royal Home Hardware were received and a decision to order single-hung, internal mullion vinyl inserts was made. It must be confirmed that the windows are constructed with low E glass before the order can be placed.	Executive Assistant to proceed with the order	
{b} Code of Conduct	The Town has adopted the UNSM's Code of Conduct and the document needs to be signed by each member of Council.	Executive Assistant	
{c} Friends of the Annapolis Pool Society - Water Bill	Adrian Nette represented the Society and spoke about the water bill. He said that he had a conversation with the Superintendent of Public Works and it is possible for the Town to replace the current 2" meter with a smaller 5/8" meter. The Director of Finance said that she will contact the Nova Scotia Utility and Review Board to see if it is possible for the Pool to be billed for the summer season only. If this is possible, the Pool will receive only one water bill per year.  <i>Motion #3</i>		

	<i>It was moved by Councillor Hudson, seconded by Councillor Shaffner to recommend to Council that the utility bill with account number FRIE.001 in the amount of \$564.56 plus accumulated interest be written off. Motion carried.</i>		
{d} Council Orientation - Roles and Responsibilities	CAO Boyer has forwarded all of the components of Module 2 (Roles and Responsibilities) to all members of Council. Module 2 will be reviewed and discussed on December 10 at 11:00 am.		

## NEW BUSINESS

Item	Decision / Action	Responsibility	Target Date
{a} Water Tests	Water tests have been reviewed and found to be satisfactory.	CAO	
{b} Results of Public Meeting 1: Climate Change and Renewable Energy, November 19, 2008	The questions were developed by Dalhousie University graduate students and were addressed by three groups through the public meeting process. The responses to the questions were provided for information only. The same group of students continues to work on the results of the second public meeting.	CAO	
{c} False Alarms	A letter has been received from the Annapolis West Education Centre in response to a fine that the school received through the Town's Fire and Burglar Alarm By-law. The school has exceeded the allowable number of false alarm calls and a \$250.00 fine is the result. The Recreation Director Grant Potter asked that the Town recognize the amount of use that is made of		

	the school facilities through the recreation programs. Mr. Potter indicated that he just recently signed a new agreement with the school and all rental fees were waived through a “good neighbour agreement.” It was agreed that this item would be referred back to staff for further review and comment on a reduced fine which is allowed under the By-law.		
{d} Project Status	Report from the Annapolis District Planning Commission - for information only.		
{e} Traffic Authority	The Superintendent of Public Works has declined the Traffic Authority responsibilities. This item will be referred to the Board of Police Commissioners for further consideration.		
{f} Recommendation from the Board of Police Commissioners	This item involves a staffing issue that will be discussed during the in-camera session.		
{g} Borrowing Resolution	A copy of the routine borrowing resolution - for information only.		
{h} Recreation Nova Scotia Award - Valley Recreation	For information only.		
{i} Appointment to the Hanse Society	Ron Boulding continues to have an interest in the Hanse Society; he will be asked to continue. Mr. Boulding will provide updates		
{j} Plans received from Jost Architects	A draft plan for space layout reconfiguration from Jost Architects and a new Public Works building from Hatch Mott MacDonald		

{k} Health and Dental Benefits for all Members of	Council members are able to be covered through the Town's health and dental program but all members of Council must take	Executive Assistant	
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**PLANNING AND HERITAGE ADVISORY COMMITTEE 10:00 am**

Regrets: Elizabeth Ross, Ian Lawrence and newly appointed member Peter Davies.

**BUSINESS ARISING**

Item	Decision / Action	Responsibility	Target Date
{a} Parting thoughts and ideas from Elizabeth Ross.	Ms. Ross has decided to leave the Committee but said she has enjoyed her time. She said there are a lot of heritage-related things happening and there seems to be a different type of pressure on the Committee. She said that PHAC needs to develop a good, strong voice and suggested that her replacement be someone who is new to the ideas and processes. Mayor Roberts thanked Ms. Ross for her time and commitment and said that PHAC will miss her expertise and acute observations.	Executive Assistant to advertise vacancy	



## NEW BUSINESS

Item	Decision / Action	Responsibility	Target Date
{a} ARCAC - Sculpture Park	<p>The Annapolis Royal Community Arts Council has provided a draft for the construction of a sculpture park and streetscape plaza near its property on St. George Street. The initial concept was reviewed and several issues were noted: the Traffic Authority may not approve the proposed on-street parking, there is a large oak tree that may have to be removed and landscaping concerns.</p> <p>Staff will check with the Planning Commission to confirm the role of Council in this development.</p>	Executive Assistant	

## CORRESPONDENCE

Item	Decision / Action	Responsibility	Target Date
{a} Invitation to the Mayor for welcoming dinner	For information only.	Mayor Roberts	

reception for the defence ministers			
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## GENERAL DISCUSSION

1. **Grants in Lieu** - Councillor Shaffner expressed concerns over the grant in lieu that is received from NSPI. He suggested that the Town consider taking 25% of the grant per year and investing it. It was also suggested that a token amount be placed in reserve funds or another investment vehicle like the nova Scotia Community Trust Foundation. All options will be explored and discussed.
2. **Perimeter Trail** - Councillor Roberts said that he has walked around the entire perimeter trail and it is finished other than detail work.

## IN CAMERA

*It was moved by Councillor Shaffner, seconded by Councillor Hudson, to move in camera to discuss staffing issues and litigation against the Town.*

*It was moved by Councillor Shaffner, seconded by Councillor Hudson, to move out of camera.*

The following motion is a result of the in-camera session:

### *Motion #4*

*It was moved by Councillor Fearon, seconded by Councillor Shaffner to recommend to Council that Constable Keith McCuaig be appointed as Acting Chief of the Annapolis Royal Police Department, effective December 5, 2008, if he is willing to accept the position. Motion carried.*

## ADJOURNMENT

*It was moved by Councillor Hudson to adjourn the meeting.*

**NEXT MEETING** January 7, 2008 at 9:00 a.m.

<i><b>Action:</b></i>	<i><b>Date</b></i>	<i><b>Signature</b></i>
Reviewed by Mayor Phil Roberts		
Changes made by Administrative Assistant Jackie Longmire		
Approved for website by CAO		
Forwarded to the Website		

## **APPENDIX A**

### **Briefing Document**

**Presented to:** Town of Annapolis Royal Council – Committee of the Whole  
**Date:** Wednesday, December 3, 2008  
**Subject:** Town Marketing and Events Coordinator Position

#### **Why here, why now?**

The purpose of this document is to encourage members of the Town Council to defer any decision with respect to making the position of Town Marketing and Events Coordinator a permanent full time position until a full assessment is undertaken to determine the Town's marketing needs and associated resource requirements. The document also describes

1. a proposed process to develop a Marketing Plan for the 2009/2010 season, which in its development will require,
2. a needs analysis that would better prepare Town Council to make decisions relative to required resources.

#### **Our point of departure**

There is growing consensus among stakeholder groups and individuals that it would be premature to make this staff position permanent until after those in the industry were consulted and a proper marketing plan is developed. Development of a cohesive marketing plan to carry us forward is essential in these challenging times; one which has all groups and interests working together towards a common set of goals and sharing resources as best we can.

#### **Our proposed journey**

At this point, the suggestion is to assemble interested parties (groups, attractions, businesses, government, etc) to work through a short but intense process over the next 2-3 months to develop a plan we can all share – a very specific plan of everything we need to do, how to do it, and what resources can and should be involved at each level. An important aspect of this plan would be to address the ongoing challenges of operating our Visitor Information Centre, since it is clearly an integral part of our community marketing efforts. In addressing this we would hope to have representation from board of trade, NS Power, Parks Canada, Attractions, Town, Tourism Council, etc. so that we have as many interests as possible at the table.

Having come to grips with the needs and purpose of a marketing plan, the focus would shift to examine the best mechanism to deliver and or coordinate the various marketing components. Likely these would range from a marketing person in-house (Town Hall) to outside contract person.

### **The way ahead and the actors**

The Annapolis Region Tourism Council (ARTC) was formed almost 2 years ago to move an initiative forward that had spawned from a Tourism Destination Area program promoted by the Dept. of Tourism, Culture & Heritage. The group acted in the capacity of a steering committee for the development of the Tourism Vision for the Annapolis Royal Region, which was completed and accepted by Town Council about a year ago.

At the October ARTC meeting it was also discussed that a legitimate role for the group would be the development and oversight of an Annual Marketing plan for the Town and surrounding area. Through this process we would identify the resources required to implement and manage the plan. The intention is to determine a process for the development of a plan for the 2009/2010 season before the Christmas holidays, ensuring that it will coincide with the timelines for the development of the Town's budget.

### **The resources available**

John Hockin, Hockin Cronin & Associates (the consultant who facilitated the development of our Tourism Vision) has volunteered (no charge) his time to facilitate one or two sessions to assist in the development of a Marketing Plan. John has extensive experience in marketing and has assisted several other communities with developing their destination marketing plans.

### **A look back at the future**

Up until now the ARTC has been an ad hoc group, as members did not see the need to become a formal entity provided that the Town was prepared to be the proponent for any initiatives requiring funding. At a meeting of the ARTC held October 27, 2008 it was the consensus of those present that this body should move to formalize now. As a result, the application process with the Registry of Joint Stocks has commenced and the name Annapolis Region Tourism Council has been

reserved. The process of putting together the required information and documentation to complete the registration process is ongoing. Although the role and mandate of the ARTC has not been finalized there has been general agreement that the role is; "to lead the development of a vision, strategy, goals and a tourism plan and its key role will be to provide direction with respect to the business of tourism for the Annapolis Royal region with the objective of industry growth."

Current members of the ARTC are as follows:

Paul Stackhouse (Chair) – Hillsdale House Inn

Trish Fry – Historic Gardens

Ryan Scranton – Annapolis Heritage Society

Joy O'Neill – Annapolis Digby Economic Development Agency

Amery Boyer – Town of Annapolis Royal

Sally Burnie – Town of Annapolis Royal

Steve Raftery – Town of Bridgetown

Wayne Currie – Music Industry representative

Lillian Stewart – Destination Southwest Nova Scotia Association

*[Representation from the Retail and Food & Beverage sectors is currently being addressed.]*

It is recommended that at a minimum the following groups/individuals/organizations should be invited to participate and/or provide input when creating the plan:

1. Annapolis Region Tourism Council
2. Annapolis District Board of Trade
3. Town of Annapolis Royal
4. Annapolis Royal Historic Gardens
5. Annapolis Heritage Society
6. Historical Association of Annapolis Royal
7. Parks Canada
8. Annapolis Royal Attractions Group
9. King's Theatre
10. Annapolis Region Community Arts Council
11. Clean Annapolis River Project
12. County of Annapolis
13. Annapolis Digby Economic Development Agency
14. Destination Southwest Nova Scotia
15. Nova Scotia Tourism, Culture & Heritage

*[In addition to this list there may be others identified who it is felt could provide valuable input and would be invited to participate]*

**A sincere hope and aspiration**

In closing, it is hoped that members of Town Council will see this as an opportunity to engage members of the business community and others by accepting their recommendation and supporting the process through participation and other means. There is a wealth of expertise and insight in our community that can be invaluable in providing guidance if called upon.

## APPENDIX B

Tuesday, December 02, 2008

Dear Mayor and Councilors,

Along with other organizations in our community we would like to express our concerns regarding the future of Marketing for the Town of Annapolis.

The Executive of the Annapolis and District Board of Trade feel the Town requires a true professional marketing person that has the required experience and skills to fulfill a demanding position - an individual who has a valuable network of outside contacts and influence within marketing.

If it is the intention of the Town of Annapolis to hire for a Marketing position, we would ask the council to ensure the hiring process reflects the needs of the marketing position and the correct level of skills are sought to achieve an effective result for the Town.

The title of "Marketing Coordinator" puts very high expectations on the person attached to it and leads one to believe that this person is in charge of exposing our Town to the rest of the world. Taking this into consideration, does the council believe they currently have the correct level of resources and skills within their current full time/ temporary employees to achieve this?

We would also ask to know what type of qualifications the Town feels the Marketing Coordinator should have to fill this position and also, what type of performance evaluation must they have and how often throughout the year?

Our feeling is, if the current employee is hired, her position should reflect what she actually does for the community. Therefore, unless she has the qualifications required to be a true Marketing Coordinator then the position should be renamed to Events Coordinator.

Kind Regards,

The Directors of the Annapolis District Board of Trade