

**Special Meeting of Committee of the Whole
May 25, 2010**

A special Committee of the Whole meeting was convened to discuss marketing for the Town. Present were Chair Mayor Roberts, Deputy Mayor Doug Shaffner, Councillors Kathie Fearon, Pat Power, Holger Mueller-Sparenberg and Sherman Hudson. Also in attendance were Grace Butland who was asked to address Council, Heather LeBlanc, Lillian Stewart, Joy O'Neil, Anne Crossman and Grant Potter. CAO Boyer was recording secretary for the meeting.

The Mayor called the meeting to order at 2:05pm.

Agenda: There was only one agenda item, the future of marketing. Grace Butland was invited by Council to relay her thoughts about the future of marketing within the Town and for an open discussion on the subject. Grace is the Marketing Team Lead for the 300th Anniversary of the Renaming of the Town of Annapolis Royal that is now entering its second and final year of operation.

Grace Butland began with a presentation. She has been involved in marketing since the late 1960's. She was involved in marketing as the owner of a small business and she served as Director of Marketing for an international business. She has also taught marketing in an entrepreneurial program at a university in Connecticut.

Grace stated that marketing is all about getting your message across to people. It includes public relations, advertising and sales. She distinguishes between two things, strategy and tactics. Tactics is what most people focus on. This includes brochures, advertising and radio. If the strategy is not down, everything else is a waste of money. Grace outlined a four-step strategy:

Step 1: you need to establish why people would buy from you, what your brand is. What image do you want to come to people's mind? There is a need for a common vision and positioning in the mind of the buyer, and image that is creating a reason.

Step 2: you need to choose the right product(s). Grace stated that Linda Brown and Amery Boyer had prepared a product list of everything in the Town and this was circulated.

Step 3: You need to know who your customers are. Annapolis Royal has three major customer groups: year-round residents, seasonal residents, and tourists. Within each of these there are many subgroups, some overlapping.

Step 4: You must develop a consistent marketing focus. It can't be fragmented. The message must be consistent.

Grace stated that at the special meeting called by the Business Liaison Committee, one B&B owner mentioned that guests complain that there's nothing to do at night, so a new product might be having the shops open 1 night a week. Another possible product might be developing a festival. Products and services can be developed that fit and support the economy and the Town. You get economic development from things that strengthen something else. Everybody has to cooperate. Everyone who carries an ad needs to carry an association to whatever the motto is.

As a small town without a lot of funds, you should put your money where you can leverage it. She believes that Destination South West Nova Scotia is the best place to leverage dollars.

After Grace's presentation, there was an open discussion, the results of which are summarized below:

Comments	By	Comments by Grace Butland
There needs to be a change from how we've done things before.	Councillor Mueller-Sparenberg	
Timeless Annapolis is our brand.	Councillor Fearon	
We attract one night stand tourists.	Councillor Mueller-Sparenberg	
We need to include more packaging.	Councillor Fearon	That is your strategy. Ted Ashdown has put together various packages such as an adventure package, a golf package); anything that helps retail will help restaurants; anything that helps restaurants will help the B&Bs. She stated that she came into the 300 th rather late, when a lot of activity was already going on. Now she is getting calls from

		the Herald and Amery got a call from Edifice Magazine.
There is a need for a long term plan. Look at Keji: they let you know what you can do in 4 hours or 8 hours. People nowadays want to be served.	Councillor Mueller-Sparenberg	
The Timeless Annapolis Royal brand will take time. You have to be visible and have some successes. Parks Canada likes to leverage (e.g. the 300 th and the 400 th Membertou celebrations). We can't hang our hats on the 300 th because that will be finished. She agrees with Grace's comments.	Lillian Stewart	There are things that can carry over from this year to future years. The Music Series is a good example.
The Timeless Annapolis Royal brand has many uses. There is a variable byline that makes use of the tag "Land of..."	Lillian Stewart	
We already have festivals such as Paint the Town, and Bandfest that is quite successful even if it is brief	Mayor Roberts	
Canada Day and Natal Day are also festivals.	Councillor Fearon	
We are not just marketing to tourists but to future residents.	Mayor Roberts	
The Town is being marketed through realtors anyway. We need young people to serve retired people. The shops are open for 9 months only.	Councillor Mueller-Sparenberg	
As Deputy Mayor Shaffner has pointed out, the more people we have, the more people can shop.	Councillor Fearon	
90% of the people working for the Town do not live here.	Councillor Mueller-Sparenberg	
		My mind is boggled by the multiple voices speaking for the Town. One voice is in everybody's interests, and one who can coordinate. The Town could lead a project like this, but not bear the full cost. A lot

		of businesses do their own advertising. Cooperation development is the biggest problem.
We should get Destination South West Nova Scotia down here. If we gave DSWNS \$5,000 a year, would they put more effort into marketing us?	Councillor Fearon	They come here when they're asked to come here.
There is marketing and there is an administration side. \$5,000 could go towards leveraging marketing for the Annapolis Royal area.	Heather LeBlanc	You would have to have the packaging that would attract people.
The advertising was there through DSWNS. Annapolis Royal lost more than the provincial average.	Councillor Mueller-Sparenberg	Tourists from the US are down, there is the price of gas and lots of challenges. The focus from DSWNA this year is on Halifax and the New Brunswick market.
Annapolis Royal did not lose more than the provincial average.	Heather LeBlanc	
The provincial campaign is much approved.	Councillor Power	
There is a need to have the bigger picture in mind and short and medium term objectives. Parks Canada can partner with ideas. We can develop tactics and there are benefits to cross fertilizing.	Lillian Stewart	
We did have a Marketing Coordinator, but not a marketing professional.	Phil Roberts	You need to have someone with influence, budget responsibility and authority. It can't be volunteer.
Of all these various groups, the ADBOT is the longest standing group. We should support the ADBOT. It represents all aspects of business in the area.	Councillor Fearon	In my experience in the US, it is the Chamber of Commerce that takes the lead.
Would ADBOT be interested in taking such a role on?		In a large town in the US, it would be a paid employee in

		the Chamber of Commerce not directly involved in a business. With volunteers, only a small number would do the work.
No matter what your decision is, one of the criteria has to be leveraging. Leveraging has to take place. What are you leveraging for the dollars you have? How many partners do you have, because relationships are important? Research and development, how the word gets out, evaluation that is not just at the end of the year, and accountability are also important.	Heather LeBlanc	
ADEDA could help with the coordination issues and bring the parties together, making sure that different responsibilities are taken on by individuals.	Joy O'Neil	
One example is Golf and Gardens.	Lillian Stewart	
The number of hits for Golf and Gardens is up by 17%. Anecdotally, there were 7 visitors who won getaway prizes.	Joy O'Neil	
ARDMA made a presentation requesting \$50,000. Council asked ARDMA to come back with a reduced request and the request was revised to \$35,000. The organization was putting forward a proposal.	Lillian Stewart	
The problem for Council is that most of the members do not have any expertise in marketing with the exception of Councillor Mueller-Sparenberg. It is considered an "occult art".	Mayor Roberts	
DSWNS does have trained marketing personnel on staff.	Councillor Fearon	
One of the things that ARDMA wants to do is a marketing strategy.	Lillian Stewart	
Does anyone know how many marketing plans have been generated in the last 10 years?	Anne Crossman	Ross Perrot, the man who ran for President and is a business man and a billionaire, tells the story that in Texas, where there are a lot of poisonous snakes.

		“At EDS, if we see a snake, we kill it. At GM, if they see a snake, we study it. Sometimes a study is just a way to delay action.
Would it be helpful to hear from someone from the Department of Tourism, Heritage and Culture?	Heather LeBlanc	
What is the question? Is it about where to put a small amount of money? Should the Town be spending or should it come up with one person who look after the whole, as opposed to the one? With 11 organizations ¹ in the mix, it is getting fairly contentious these days.		
They have to bring dollars to the table. We need a budget. Tourism is our No. 1 industry.	Lillian Stewart	
What about talking to all the players to coordinate more?	Councillor Mueller-Sparenberg	
We need an action plan. Do we hire a part time person with the expertise?	Mayor Roberts	
That’s why planning is so important.	Heather LeBlanc	

Summary of Town efforts made to date:

- prior to 2002 reliance on a Town Marketing Committee and funding for the WVDA²
- 2002- 2005 hiring of Marketing Coordinator and funding for the WVDA, ADBOT³ and DSWNS⁴
- 2006 reliance on a Committee of the Board of Trade and funding for the WVDA, ADBOT and DSWNS

¹ Tourism Partnership Council, Tourism Industry Association, Destination South West Nova Scotia, Annapolis Digby Economic Development Agency, Annapolis District Board of Trade, Annapolis Region Destination Marketing Association, 300th Anniversary Team, Business Liaison Committee, cruisefundy.com, Digby Area Tourism Association, Team West, Team South West Nova Scotia

² Former Western Valley Development Authority

³ Annapolis District Board of Trade

⁴ Destination South West Nova Scotia

2007-2009	hiring of a Marketing Coordinator and funding for ADEDA ⁵ , ADBOT, DSWNS and ARTC ⁶
2009-2010	funding for ADEDA, ADBOT, DSWNS, ARDMA ⁷ , and cruisefundy.com ⁸
2010	reliance on a volunteer group with marketing expertise (300 th) and funding for ADEDA, DSWNS

⁵ Annapolis Digby Economic Development Agency which replaced the former Western Valley Development Authority

⁶ Former Annapolis Region Tourism Council

⁷ Annapolis Region Destination Marketing Association which replaced the former Annapolis Region Tourism Council

⁸ Collective marketing effort to bring the Balmoral to Digby in 2009

Options for the future:

Continue to do what has been done before with the hope that the results will be better

Part time Town marketing position with necessary expertise

Cooperative funding of marketing position with the Municipality of the County of Annapolis (and perhaps other municipal units) – this is an option that has only recently been presented by the CAO for the municipality of the County of Annapolis

At the end of the meeting, staff were directed to report back to Council with a recommended course of action.

ADJOURNMENT

It was moved by Councillor Mueller-Sparenberg, seconded by Councillor Hudson, that the Committee of the Whole meeting be adjourned.

<i>1Action:</i>	<i>Date</i>	<i>Signature</i>
Reviewed by Mayor Roberts		
Changes made by Administrative Assistant Jackie Longmire		
Approved for website by CAO		
Sent to webmaster		