

CITY COUNCIL STANDING COMMITTEES  
**Special Joint Ordinances & Administration Meeting**  
**With the Planning & Development Committee**  
**Monday, April 2, 2012 – 7:00 p.m.**  
**1<sup>st</sup> Fl. Council Committee Room – City Hall**  
**-MINUTES-**

**Ordinances & Administration Committee:**

**Present:** Chair, Councilor Sefatia Theken; Vice Chair, Councilor Robert Whycott; Councilor Steven LeBlanc, Jr.

**Absent:** None.

**Planning & Development Committee:**

**Present:** Acting Chair, Councilor Jacqueline Hardy; Councilor Joseph Ciolino (Alternate); Councilor Melissa Cox (Alternate)

**Absent:** Councilor Tobey, Councilor Verga

**Also Present:**

City Staff: Linda T. Lowe, City Clerk

Downtown Development Committee: Kathy Gilson; Suzanne Silveira; Robert Whitmarsh, Jr.; Jane Fonzo; Katherine Cuddyer, John Orlando (former chairman)

Tourism Commission: Peter Jenner

Seaport Gloucester DMO: Lynn Parisi

Cape Ann Chamber of Commerce representative: Ed Collard

**The O&A Committee meeting was called to order at 7:00 p.m. by the Chair of the O&A Committee, Councilor Theken. Acting Chair of the P&D Committee, Councilor Jacqueline Hardy called the P&D Committee meeting to order at 7:00 p.m. as well. There was a quorum of the City Council.**

**1. CC2012-015 (Hardy/Cox) Amend GCO Chapter 2, Article V, Sec. 2-471 to 2-476 re: Tourism Commission**

**Councilor Hardy** read her Council Order into the record (on file) and requested they begin the discussion about what they can do to make the Tourism Commission ordinance a better working ordinance for today's application by getting the right people in the room to address the ordinance to allow for the expression for concerns and suggestions. She encouraged the creation of an ad-hoc committee composed of those folks with business concerns in the City from the various tourism sectors, and those who are on related boards, committees and commissions, as well as interested citizens of Gloucester. This input would make for a better working document. She wished to see a City Councilor placed on the Tourism Commission as an ex officio member as well.

**Councilor Theken** related some of her background in tourism of the City, and thanked those in attendance for their volunteerism to make improvements in the City. She expressed the need for collaboration; and didn't want to start a new season with conflict, but rather with a spirit of cooperation and noted she plans to stay involved in tourism long-term. Stating Gloucester is a beautiful City, Councilor Theken wanted to be sure the City is promoted as a whole, not just specific areas. **Councilor Cox**, co-signer of the Council Order which brought this matter forward stated there are three main points for a successful amending of the ordinance on the composition and goals of the Tourism Commission: collaboration, being on the same page, and speaking about the City as a whole and advertising it as a whole entity as well. **Councilor Hardy** reiterated they're looking at the ordinance to make it relevant for today's realities in the tourism market, and to make sure they have the right composition of the Commission. **Councilor Theken** asked about the Mayor's "E-Board" (Executive Board) which had representatives from a variety of committees, boards, commissions and City entities involved in tourism. **Councilor Ciolino** responded the Mayor had this executive board that she instituted over two years; and they would have a final decision on tourism matters. But it is not an official City board. He expressed the opinion that by constituting the E-Board it made the Tourism Commission irrelevant. The Councilor further stated that the Mayor discontinued the E-Board and has expressed the desire to strengthen the Tourism Commission. The tourism web site is under Peter Van Ness's control which he stated his opinion of a concern that it was not under City control. However, to solve that problem, the Community Development Department is undergoing reorganization. A new position of a Marketing and Event Coordinator is being created. That person would be in charge of updating the web site although position hasn't been filled yet and is not likely to be in place in the next fiscal year. That position would allow for the City to regain its complete

control to operate the web site. There was a brief discussion of who that system would work in the near future for posting to the website and its updating. **Councilor Theken** expressed concern for web sites on the internet that uses Gloucester images to lure folks to their real site. This also was pointed out to be something the new Marketing & Event Coordinator could keep an eye on.

**Councilor Ciolino** believed one of the problems with the current Tourism Commission ordinance is that a member of the Downtown Development Committee (DDC) would be a good representative to the Tourism Commission, but a person can't serve on two boards. **Linda T. Lowe**, City Clerk commented that would be true unless the board, committee or commission is inter-related, which they are; therefore, such a requirement that a DDC member be on the Tourism Board could be inserted that in an ordinance amendment. **Councilor Ciolino** and **Councilor Hardy** expressed agreement that a City Councilor should be on the Tourism Commission. It was Councilor Hardy who had suggested putting a Councilor on the DDC which Councilor Ciolino stated it only strengthened that committee. With a City Councilor as an ex officio member on any board, committee or commission, they can be sure to have that knowledge first hand, and get a fair and impartial explanation of what is happening; acting as a liaison at is were. He thought they should put specific requirements for membership on the Tourism Commission with representatives from the restaurant business; a representative from the accommodations sector, and a representative of the City's attractions – museums, whale watching concerns, art associations, etc. **Councilor Hardy** thought if you opened it up to different folks they would step forward to express an interest in participating. **Councilor Whynott** suggested they could put in an At-Large slot so if there is no one available for a particular sector, that At-large member would be able to fill that slot until someone comes forward to fill the sector slot. **Councilor Ciolino** suggested that there should be a member on the Tourism Commission representing the Cape Ann Chamber of Commerce. In the past it has always worked well with someone from the Chamber staff, rather than the Executive Director who from time to time has had an "agenda". **Councilor Cox** stated everyone on this list from each of these sectors has their own agenda which is the point of bringing everyone together.

**John Orlando**, 112 Essex Avenue, former Chair of the DDC stated that for the last sixteen years there always was a staff member of the Chamber on the DDC. That person did not vote. They gave input of what the Chamber was doing and took back all of the information the DDC discussed on certain events. If the Director wanted to be further involved, that person came to the DDC meetings and presented the issue. It worked, in his opinion, until the last Chamber Executive Director. There is a need for a Chamber liaison but a non-voting one. **Ed Collard**, Vice President, Cape Ann Chamber of Commerce stated there have been issues within the Chamber in the past; but the new CEO has vast experience in tourism with other Chambers of Commerce in, Las Vegas and Boston. While he couldn't speak for their Executive Director, he could for the Chamber. As they have been the conduit for tens of thousands of dollars being spent on tourism. They should have a "body" on the Commission, especially in light of the knowledge and experience their new CEO can bring to the table. **Councilor Cox** didn't agree people being on the Commission should be non-voting members. If someone attends the meeting, voices an opinion and then has no vote it would be a problem. **Suzanne Silveriera**, DDC member stated the Chamber always had a representative on their Committee. Their budget is Gloucester tax dollars, and they have to be cognizant of that. **Councilor Cox** understood the Chamber not having a vote because of a conflict of interest due to funds used. **Ms. Silveriera** stated the liaison position had worked well. **Lynn Parisi**, Seaport Gloucester DMO stated it is important to have the Chamber at the table; but they are a membership organization and should not be a voting member. **Councilor Ciolino** stated when a Councilor is on the Commission they would be ex officio member and non-voting. This is not new. It has been done in the past. **Mr. Collard** stated the Cape Ann Chamber of Commerce does represent the four communities. At least 75% of their membership is composed of Gloucester businesses. **Councilor Theken** stated during the ad-hoc committee discussion they could add that on. Either way she wanted to see this settled. Some businesses don't want to join the Chamber but want representation, and visa versa. They all want tourism representation but are disagreeing about how to get there. The new Marketing & Event Coordinator for the City will have to go to all these meetings. Other Councilors can go to all these meetings – they are public meetings. It is clear things do need changing. **Councilor Hardy** asked if there was a fair representation of those present to build an ad hoc committee or were there those who did not know of this meeting. **Peter Jenner**, Tourism Commission Chair stated Jeanne Boland and Laurie Anderson are still active but are the only two remaining members. They meet weekly. They understand the concerns. The Tourism Commission has been going through the same issues. They rehired the Welcome Center coordinator. There has never been a long-term strategy for the Commission and is a key element. They, too, came to the same conclusions as to the composition of the Commission. Councilor Theken wished to see a Commission, whereby any member of that Commission would know how to take care of an issue and what to do. They need to work on the coordination of events. As an example, when cruise ship passengers disembark in the City, when the CATA trolleys are needed as well as other services, no one is coordinating this effort on the City's part. There were a lot of problems on many fronts in that regard. She pointed out no one

promoting the free trolley from the Stage Fort Park parking lot to the City beaches either. She hoped with the new re-composed Commission and with the new Marketing & Event Coordinator they can put these things in place. **Councilor Hardy** wished to set a date for a workshop meeting. The City Councilors are not in a position at this time to do this work. They are looking to the folks involved in the tourism trade to do the needed work on an ad hoc basis, with the understanding that Council would have final approval on any recommendations. She suggested the next meeting be composed of more people involved in tourism. At the suggestion of **Councilor Theken**, **Councilor Hardy** stated the City Clerk's office could place a newspaper advertisement to let the public know of the next meeting to be conducted as a workshop. **Councilor Theken** hoped that the composition of the Tourism Commission would be a united representation of all areas of tourism. **Mr. Orlando** thought making the Tourism Commission larger would be the key, suggesting they add two more slots, bringing the total to nine members. They can't vote on anything because they don't have a quorum. **Mr. Jenner** stated the Commission should be doing ground work; everything is vetted through the City as far as budget is concerned. The E-Board intention was good, but they're starting over. The ad-hoc Committee would be good. He questioned possible conflict of interests, like with the Chamber, DMO members, etc. **Councilor Hardy** stated it is a majority vote of the Commission. **Councilor Theken** added it is up to the ad hoc committee to determine who would vote on the Commission; who should be represented.

**Councilor Ciolino** noted GCO Sec. 2-471 needs rewording. He pointed out that "recommend the organization creation and maintenance of tourist attraction" is no longer relevant; and questioned Sec. 2-476 concerning reports which he wanted to see them reinstated. On the planning stages, there should also require that part of the planning should have a three year master plan to go from one Administration to the next. He also spoke to funding, pointing out that revenue from local meals tax for 2011 was \$379,768; hotel/motel tax revenue \$426,068; beach concessions leases \$60,667; beach parking seasonal \$191,680; beach parking fee revenues \$1.95 million. It comes in at about \$2.2 million. The Tourism Commission, in his opinion, gets "a pittance". With the meals and hotel/motel tax, some of that should go towards the Tourism Commission. These are just some of the issues that need to be addressed.

**Kathy Cuddyer**, DDC member pointed out the decorations that the DDC does around town goes beyond the downtown. Their \$20,000 budget just allows them to maintain their Christmas plantings and banners; and their plantings in the summer. **Ms. Parisi** thanked the Councilors for this meeting. Commenting that whether she is on the ad hoc committee, she stated putting \$100,000 at the problem without a plan is useless. Conversely, no money with a sound plan is also useless. She asked once the ad hoc committee gets together that it makes a plan to encompass the role of the City's marketing and event person into the mix. She also suggested they look to the City of Salem's model to come up with a plan and then decided what they could collectively do. It is about promoting the entire City, not its specific areas. There needs to be overall structure first. Newburyport, Newbury, Amesbury, Salisbury are getting together to do this also and are moving ahead of Gloucester. City infrastructure also needs to be a part of the discussion as well.

There was a discussion of the need of printing of brochures for the City to be promoted now amongst the committees and the members of the DDC and Tourism Commission. Several organizations already have their maps in at the printers. **Councilor Cox** stated the reason they have different maps is that these groups use them as advertising. What the City needs is to have the Tourism Commission do their own map. **Mr. Orlando** stated the maps all do something different; the downtown walking guide promotes retailers; the Chamber's map promotes Cape Ann; the DMO promotes the downtown merchant's group. **Kathy Gilson**, DDC member stated visitors ask for a complete map so they can go point to point. She has a poor selection of donated map brochures. Visitors need to be able to go from place to place. A downtown map is nice because it is the restaurants, stores but they also need a road map. **Mr. Jenner** stated that they need the ad hoc to discuss this one kind of map. There is no standard to start with, needing one map with everything in it. **Councilor Ciolino** stated there is no overall map in the City. That is what the Tourist Commission should focus on. **Councilor Theken** stated it is not just the downtown; it is the entire City. **Ms. Parisi** thought **Mr. Jenner** was correct that this needs to come out of the ad hoc committee and there needs to be a plan. There is no overall leadership to date. **Councilor Whynott** offered that some years ago there was a map of the City showing many points of interest all around the City on one side, and on the other was a street map of the City and wished to see something like this done again.

**Councilor Hardy** stated there has to be a clearing house for all these events in the City. The Chamber is not doing this. They have no data point where no one can look and see what is going on in the City at any given time. This Marketing and Event Manager will be that coordinator. **Mr. Jenner** asked what the upcoming workshop meeting. **Councilor Hardy** stated they will appoint an ad hoc committee at an April 17<sup>th</sup> workshop. She would be looking for a facilitator for that meeting, also, to write things down on a flip chart to give the ad hoc committee focus. **Ms. Parisi** offered some data as to what City businesses were looking for and would bring that to the April 17<sup>th</sup> meeting. **Councilor Ciolino** thought they should focus on one map for the City. **Councilor Theken** suggested all those

tourism concerns that produce maps that show the City should bring them to the Welcome Center to be used. **Councilor Theken** asked for suggestions for potential new members of the Tourism Commission, noting all appointments to the Commission must go through the Mayor. **Councilor Hardy** urged that any new appointments to the Tourism Commission be a one year term until the new ordinance amendments are in place. Both she and Councilor Theken wished to see a fully representative Tourism Commission. **Councilor Hardy** asked if the people who serve on the Tourism Commission be year round residents. **Mr. Orlando** stated in his opinion, members should be year round residents. **Councilor Ciolino** added they must also be legal residents of the City.

**Councilor Theken** stated this matter will be continued to an O&A Committee Workshop on Tourism on Tuesday, April 17, 2012 at 6 p.m. in Kyrouz Auditorium. She asked again that those present come up with maps for a City brochure to be brought forward then, before the ad hoc committee is composed.

**A motion was made, seconded and voted unanimously to adjourn the O&A Committee meeting at 8:29 p.m.**  
**A motion was made, seconded and voted unanimously to adjourn the P&D Committee meeting at 8:29 p.m.**

**Respectfully submitted,**

**Dana C. Jorgenson**  
**Clerk of Committees**

**ITEMS/DOCUMENTS SUBMITTED AT MEETING: None.**