

**TOWN OF PROVINCETOWN - BOARD OF SELECTMEN**  
**MEETING MINUTES**  
**JOINT MEETING WITH THE VISITOR SERVICE BOARD**  
**MONDAY, JULY 31, 2017 6:00 PM**  
**TOWN HALL – JUDGE WELSH ROOM**

Chair Cheryl Andrews convened the open meeting at 6:00 pm noting the following:

Board of Selectmen attending: Chair Cheryl Andrews, Vice Chair Erik Yingling, Robert Anthony, Tom Donegan and Louise Venden

Excused:

Visitor Services Board attending: Chair Richard Murray, Vice chair Lesley Marchessault, and Member Robert Sanborn.

Other attendees: Town Manager David Panagore, Board Secretary Elizabeth Paine, Tourism Director Anthony Fuccillo and Assistant Tourism Director Radu Luca. Red Thread Director Nadine Licosite

Recorder: Elizabeth Paine

**1. Joint Meeting: Visitor Services Board. Round table Discussion - Part two of facilitated discussion on marketing initiative for Provincetown Office of Tourism.**

The VSB did not have a quorum. Chair Andrews scheduled the third round table discussion for August 28<sup>th</sup> at 5 pm.

Red Thread Director Nadine Licosite gave a recap of the first meeting. Slides 3-4 were quotes from the meeting. Slide 5 concluded comments; we need to look at how we represent a comprehensive plan. On the overarching theme, there is a lot of common ground, and we just need to stick with that. We need to understand the visitors, the prospective market and who do we want to market to. This group needs to make this decision.

Slide 6 – I wanted to bring this back because I felt this was very import.

Slide 7 – achieving success, I would like to have a bit of discussion to have an open discussion, as they have had a few weeks to think about thing, what they are now thinking.

Selectman Anthony – there are a lot of business owners who belong either to the PBG and Chamber, but I think there are a lot of independent businesses we should be talking. How far along in the process are we in doing a survey, in regards to the branding survey.

Selectman Venden – have you reached out to some of the non-profit organizations that you have reached out to besides the businesses? I would be interested more about the process.

Chairman Andrews – the reason I mentioned the slides was that you had mentioned the pros and I don't recall seeing those types of words being used before. It was the verbiage, whole group of words that you used to describe the people that live here. I don't recall anyone disagreeing with that description either. What I fund interesting about the comments online about the tag line is that everyone looked at it a little differently. For me it was a very optimistic tagline. You got a lot of people talking about it.

Nadine Licosite – I sent Tony an interesting article by the UN. What people have found is that when a person goes to a place with a lot of diversity, people do change. I have been coming here for 25. I am from New York,

I have a residency here in Provincetown and I am a resident of New Jersey. This place does have impact, impacts other places around the world.

Selectman Donegan – one of the review of the tag line, I think what we have to do now is the “who” part of it. What do we need to do sustain we have now, and what do we need to grow the type of visitors bring brought in. What does the VSB do to prioritize? How much does it cost to sustained, what do you need to invest in a future state?

Nadine Licosite – there was a survey done of 600 visitors. The feedback was positive. We know how the audience is, we aren’t trying to attract more people like us, and so we may not also jibe with our own opinions.

Lesley Marchessault – I really like the idea of using You Belong Here, I think it is a great way to capture the different groups we are trying to bring in here. Clinton, Mississippi used the same time line, would it be possible to have Provincetown come up first when one Google’s it?

VSB Chair Murray – I want to bring to the BOS attention that we have set asides funds to conduct on a survey. Now that Nadine is on board we can start doing them.

Bob Sanborn – slide 5. I think we need to explore on the stakeholder. I always say it takes a village. I have noticed in recent years there has been increase apathy in business owners. For example carnival, it really does take a lot people to do this. Increasingly there is a lot of apathy. Unlike 20 years ago, when every inn in town had a float, now we have to fight to have enough floats. I like these conclusions and I think we need to expand on stakeholders. We need to get everyone involved in tourism.

Chair Andrews – is it apathy, where new owners in town or is it just retirees that are older and tired? That is why I was so excited when you asked who we are leaving town too.

Bob Sanborn – I think it is both. Unlike 20 years ago, when we were just a sleepy town and tourism just happened. Older businesses are getting tired and the new businesses are simply focused on their businesses. Everyone benefits from tourism, either directly or indirectly.

Selectman Venden – one of the things that we see happening is there aren’t enough young people coming here because they don’t just come with business but they come with new ideas.

VSB Chair Murray - some people love theme driven events in the summer and some don’t. There is a whole multitude of facets that contribute to this. I think this is a new fresh approach with red thread. It is very difficult to run a business in Provincetown. At the PBG we as the board and organization, it is very difficult to find businesses who are able to do the floats.

Nadine Licosite - what we hope to be able to bring to this effort, is the tools to be able to help and also reap the rewards. It has been success, and people just say “it’s all happening and they don’t need me”. I think the thing about attacking new audiences, the last study was done in 2006; we can do a new one and see how it differs. The other thing to look for is information that is out there about people who are not coming. Look at what attracts that group and see what it is that draws them here. I think we are not attacking young people is because there is nothing of value. Millennial will travel for things they value.

Selectman Donegan – spoke with a younger couple and the reason they are here is they can do yoga at the beach and have a great dinner in the same place.

Selectman Venden – people have mentioned doing college workshops in the shoulder season, and offer experiences to them. Once they experience Provincetown, they may want to stay here.

Nadine Licosite – opening it up and encouraging what we are looking to do.

Chair Andrews – have you folks ever run workshops geared towards the grant grantees.

VSB Chair Murray – we have been working on reworking our process with Nadine.

Lesley Marchessault – I agree with restructures the grant applications. I am just wondering if there was a schedule in place, or a plan in place to get everyone on the same page. The only way they are going to buy into it, is they are really excited about it. It is important to get those people into the conversation.

Nadine Licosite – my suggestion would be to do a lot of small round tables. With marketing you get to do a lot of conversation about a lot of different things.

VSB Chair Murray – there has been a huge demographic shift in who comes here over the last few years. This year has been a huge struggle because of staffing. Some of us have closes because of staffing issues. Some people who are just exhausted by mid-October. There are many stakeholders who don't mind shutting down for three to four months.

Selectman Donegan – Nantucket talks about having a 9 month income with a year round population. You can stay very busy as a year rounder. The marketing best spent is going to be from where to where. I think that decision is for you to make. How do we start making those decisions? We aren't giving up on something else, but we have to make choices.

VSB Chair Murray - yes we are a year round community, but again, because of demographics, private businesses will decide when they will open and close. Most 2<sup>nd</sup> homeowners will come for holiday weekends.

Lesley Marchessault – it is part of our review process to give a higher rating for events that happen during the off season.

Selectman Venden – it is not about events. They come to walk on the beach, hear a reading, some peace and quiet.

VSB Chair Murray – but they do expect something for people to do.

Selectman Donegan - the fine arts work center gets 100 – 200 people on a Saturday night to hear an unknown poet do a reading.

Vice Chair Yingling - could we do something as simple as illuminating the street during winter to encourage people to come downtown and visit?

Town Manager Panagore – the issue comes getting the power supplied from the pole and that would need to be through Eversource. So it is not as simple as hitting a switch.

Slide 9

Nadine Licosite – is it an objective goal of both boards to get a year round tourism?

Chair Andrews – I would love to see a year round community. But to the extent that more folks could have more opportunities to have year round opportunities.

Nadine Licosite – It is a big risk for businesses to be open year round if they are not supported. If the boards can say they support it.

Selectman Donegan – If we have a set amount of money to spend, where do we focus it on?

Town Manager Panagore – for the tourism sector of the tourism economy, I am all over it, but from the point of view about how this change the procession of you belong here to you live here, we are discussing our most important sector, but people still fish. There are other pieces that we may want to be talking about that fills the gap.

VSB Chair Murray – stressing year round economy. It is difficult to have a work force in the winter time is very difficult to find.

Nadine Licosite – how do we know we are successful and how can we measure it.

Selectman Venden – there are ways to think about to make it easier. We have talked about different water and sewage rates.

VSB Chair Murray - TD you have spoken about changes the percentages about the fund.

Selectman Donegan - I have been looking at other sources of revenue.

Town Manager Panagore – there things that have been passed through the house, but we likely we wont see them until 2019.

VSB Chair Murray – Our budget is less than 700k, ,we have been doing really well on a shoestring budget. If we invest another 50K in a growing our shoulder season, hopefully people will buy into it.

Selectman Venden – people want something different.

Bob Sanborn – interesting enough, when we use to take out an ad at Cape Cod times, people use to say there was an uptick in people coming in.

Town Manager Panagore – our marketing for free parking during the month of April was totally regional.

Nadine Licosite – we are all talking about expanding into the 12-month policy. We are going to look at visitors

who are already here and look for the gaps by developing tactical responses, physical environment and partnerships.

Town Manager Panagore – if we are talking about physical environment, how do we get better busses for workers who would be living out of town and coming into work?

Tourism Director Fuccillo – Baystate cruises stepped up and did cruises in October and New Year's.

Provincetown Chamber of Commerce Candice Collins-Boden – Baystate cruises would love to start earlier and later but the migration of the whales prevent them. Limo liner did not work but I really believe it was because of bad marketing. We have to have everything in place to market.

Bob Sanborn- the ferry has been very flexible to our input. They added a Monday morning which has been a huge success.

Nadine Licosite – who speaks to them? If we decided to market to someone who was a 2 hours away.

Town Manager Panagore – Bay state is the lead. I'd be happy to follow up with you later.

Nadine Licosite – When it comes to marketing, they will come, we have to be careful to make sure people are open and they have a place to stay and way to get here. If we can find there are some tactical things, and other incentives, that the town can use those levers, to help with.

Selectmen Anthony – has anyone spoken to the seashore? They have thousands of visitors.

Nadine Licosite – We are looking at partnership with major federal groups if anyone has additional information surrounding that. At our next meeting we are hoping to have more information and giving out a hand out for take home.

Chair Andrews recessed at 7:34 pm.

7:40 Chair Andrews called the meeting out of recess.

## **2. Interview applicants for the Visitor Services Board**

Richard Murray was the first applicant brought up. "I'd be proud and happy to serve as the PBG Rep. and I look forward to working with the new marketing firm."

Selectman Donegan – how do you handle the structurally handle the conflict of interest.

Richard Murray – every grant that is given, effect the whole town in same way. The Crown has never applied for a grant and I try not to allow my personal business to affect my decisions.

Selectman Venden – How do you think the three groups should be working together?

Richard Murray – Candy has every right to the right to produce any of the videos they choose to produce for the

chamber of commerce. As does Robin have for the PBG but I feel that the three organizations have been working well together these last three years.

Chair Andrews – have you ever recused yourself on any of the decisions on the VSB? I think that all the appointees need to look at the issues. It is not just an actual benefit but an appearance of conflict. Everyone who has come to the VSB has brought a lot of experience and I appreciate it. It is ok to have a conflict and ok to have an appearance of a conflict but speak to the town clerk and educate yourself on it.

Richard Murray – Yes. The most recent one I abstain from is a grant applicant for a show that use to be at the crown and is now at the art house. I have never applied for VSB funds, everything benefits all of us. I will fill out a form tomorrow and have it on file tomorrow.

Up next to be interviewed Robert Sanborn.

Robert Sanborn – I have been on the VSB for three years, I was the tourism director for about 4 years and an inn keeper for about a decade. Before that spent number of years as the marketing director in the corporate world.

Selectman Donegan – you are away for parts of the winter? Does that affect your attendance?

Bob Sanborn – I have some excused absences, but I dial in when I am away.

Vice Chair Yingling - my only concern would be your ability to attend winter months.

Bob Sanborn – I did fill out a conflict of interest form when I was the tourism director. I do not believe that there has been any conflict of interest currently. I am not opposed to do it again. I don't recall specifically recusing. I cannot recall a specific time that I had a conflict.

Chair Andrews – are there any thoughts on what the VSB is doing that should be done different.

Bob Sanborn – I am big proponent of social media. It was under my tourism director leadership that we launched social media. I believe we need to push that wherever we can. Our tourism office is a big piece of our tourism office.

Selectman Venden – the other issue that came up was how we measure success. A lot of things have been going on from year to year. I know you are looking to Nadine firm to expertise. What are the discussions that come up on granting the funding?

Bob Sanborn – one school of thoughts is the funds should be used to incubate an event, let it grow legs and develop one their own. The other school of thought is that a lot of these events are non-profit and operates on a shoestring budget and the money we give is essential. A lot of these events have been happening for decades, I cannot see pushing the Portuguese festival away. It's an ongoing discussion.

Chair Andrews – it is a significant topic in town.

The BoS interviewed Paul DeRuyter next.

Paul DeRuyter – I have been a year round resident on and off for a number of year. I have server on various boards. My first thought when I came on board is that I needed to do a bit of research on the VSB. The first thing I learned is there is still a lot of to learn. One of the things that I was interested in was that the current board stress they needed to take a whole new approach. All of us are aware of that sort of sentiment. That opened a door in my mind a new way to things about. Starting with the mission statement, I felt like there was missing, why? “to protect the most important engine in Provincetown, tourism”. All of this activity should be intended to support a healthy community. A healthy community is a balanced community, so we are not balanced by definition by our geographic location and tourism. One of the things I thought about is it is possible to broaden our mission statement. I think we have more than just tourism. And if you think in terms of leisure industries, we also have retired and second homeowners and we want to promote that as well. It is a very difficult challenge and my hope is to broaden our approach to tourism. My hope is to focus more on how we can leverage our researches to join with other groups to combine our efforts with theirs.

Selectman Donegan – Is the monument one of the organization that appoints? Do you own any businesses in town? Are you retired? One of the comments on diversifying, how do you envision us presenting ourselves to the outside?

Paul DeRuyter - I am not a marketing person. I think we spend too much time and marketing. I think we should be spending more time and money on building a healthy community.

Selectman Donegan – I would to see you on the Economic Committee, this is a marketing position.

Paul DeRuyter – I was part of the original EDC, and that was the same conversation we had 13 years ago. The thing that attracted me to the VSB, it has a funding source, and that gets me excited.

Selectman Venden – it is true right now, the VSB is orientated towards marketing. I would like to know if you have any experience with marketing but you certainly have been successful in your business ventures.

Paul DeRuyter – words sometimes matter and sometimes dictates strategies. It is a marketing organization, in the sense of the whole new approach. But I would like to think that the VSB might challenge itself to use its resources in a more a productive way that challenges precious habits.

Vice Chair Yingling- could you elaborate more on how you see us using marketing dollars to cultivate a healthy community?

Paul DeRuyter - I would love to rattle of a lot of ideas, but I have one. It has to deal with eco-tourism. My thought is that we are a natural ecotourism destination. We are surrounded by it. My idea deals with permaculture. If you can develop, this town should get it. “The town has been certified”. You could use it in the marketing. Take a certain fund amount and go to every inn and see if they would take part in encourage them to join.

Vice Chair Yingling – where are you living?

Paul DeRuyter – we bought a home in the East end. It is being renovated and the plan is to move here and be permanent resident.

Chair Andrews – can you describe anything the board votes on now that you would feel that you would have a conflict of interest with?

Paul DeRuyter – any business my son is in involved in. and also anything the monument is involved in.

Jay Gurewitsch was the last applicant interviewed.

Jay Gurewitsch, as a business owner for 20 years, I understand how critical how marketing affects your business. Provincetown has a reputation of being a popular summer destination. We need to be proactive in reaching out to digital marketing, building stronger relationships; we really need to up our visitor service game. We need to start looking at our challenges as opportunities. I hope to contribute to capitalizing on these changes.

Selectman Venden - I would like to know how you identify the need to change course and how you measure success.

Jay Gurewitsch – Acadia started as a small space, it was doing so well that it had to move to a larger space. 2006 I signed the new lease, in 2007 the success came. That is when all the connections came into play. It was all to do that would encourage sales without spending money. I started doing first Monday where I would donate a percentage of my sales to non-profit. Over the years, the website started being more productive than the store, I was able to down size the store. I eventually was able move here and run my business off the web. I still have relationship with many of those people who I worked with. If we talk about expanding season, pick the low hanging fruit. September is when I came to visit as a business owner, because that is when people can afford it. Right now we are 12 weeks, let's discuss 16 weeks, and then expand on it. We need to be smarter on how we do it. If you want people to come under 50, we need to be a better presence on social media.

**3. Appointments-votes may be taken**

- a. Provincetown Business Guild Representative to the Visitor Services Board :  
Richard Murray**

Vice Chair Yingling moved that the Board of Selectmen vote to appoint Richard Murray, as the P

Selectmen Donegan seconded the motion.

**VOTED**

**In favor: 5  
Oppose: 0  
Abstain: 0**

- b. At Large Members – 2 positions:  
Robert Sanborn, Susan Avellar, Paul DeRuyter and Jay Gurewitsch**

**Vice Chair Yingling move that the board of selectmen vote to appoint Robert Sanborn as an at large member to the Visitor Services Board effective July 31, 2017 and expiring on June 30, 2020.**

**Selectman Anthony seconded the motion.**

Selectman Donegan - I think a reappointment is different and I am comfortable with going ahead of the re-nomination, Vice Chair Yingling and Selectman Anthony agreed.

I would like to delay the appointment off the second at large appointment until all have been interviewed.

**VOTED**

**In favor: 5**  
**Oppose: 0**  
**Abstain: 0**

**Selectman Donegan moved that the Board of Selectmen leave the 2<sup>nd</sup> at large position vacant until all interviews have been conducting.**

**Selectman Anthony seconded**

**VOTED**

**In favor: 3**  
**Oppose: 2(ey&lv)**  
**Abstain: 0**

**4. The Board of Selectmen will vote to go into Executive Session pursuant to MGL c30A, Section 21(a), Clause 1 for the purposes of:**

**Clause 1 – To discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges against, a public officer, employee, staff member or individual.**

**Motion: Cheryl Andrews**

**Seconded: Robert Anthony**

**Roll Call Vote:**

**Tom Donegan: yes**  
**Erik Yingling: yes**  
**Louise Venden: yes**  
**Robert Anthony: yes**  
**Cheryl Andrews: yes**

**Chair Andrews moved to adjourn**

Without objection the meeting was adjourned at 8:41 pm

**Minutes transcribed by: Elizabeth Paine**