

APPENDIX 3

Draft Memorandum of Understanding Between Juniata and Mifflin County Boards of Commissioners and Juniata River Valley Visitors Bureau

**MEMORANDUM OF UNDERSTANDING BETWEEN THE
JUNIATA AND MIFFLIN COUNTY BOARDS OF COMMISSIONERS
AND THE JUNIATA RIVER VALLEY VISITORS BUREAU**

THIS AGREEMENT entered into as of this _____ day of _____ of 2003 by and between the Juniata and Mifflin County Boards of Commissioners (hereinafter referred to as "Commissioners") and the Juniata River Valley Visitors Bureau (hereinafter called "JRVVB"):

WITNESSETH THAT:

WHEREAS, the Juniata Valley Area Chamber of Commerce (JVACC) has served as the Juniata-Mifflin Counties Tourist Promotion Agency, and

WHEREAS, the JVAAC has acted as the official agent of Juniata and Mifflin counties in administering financial aid and other tourist promotion support provided by the Commonwealth of Pennsylvania, and

WHEREAS, the JVACC, acting in concert with the Commissioners of Juniata and Mifflin Counties, has determined to segregate tourism promotion from its other functions and establish a new organization, the Juniata River Valley Visitors Bureau, to assume such responsibilities,

WHEREAS, Juniata and Mifflin Counties, Pennsylvania, have by resolution designated the JRVVB as their joint tourist promotion agency, and

WHEREAS, the Commissioners of both Counties have enacted a hotel room rental tax to help support the operations of the JRVVB, and

WHEREAS, the Commissioners of both Counties, together with representatives of JRVVB and other community and economic development organizations, have prepared a Juniata River Valley Regional Tourism Plan, setting out strategies for tourism development and marketing in the two Counties, and

WHEREAS, it is the desire of JRVVB to work cooperatively with the Commissioners of Juniata and Mifflin Counties to develop and promote tourism in the two Counties,

NOW, THEREFORE, the parties hereto mutually agree as follows:

- 1) The JRVVB shall be organized as a nonprofit corporation under the laws of the Commonwealth of Pennsylvania and as a tax-exempt organization under Section 501(c)(6) of the Internal Revenue Code. The JRVVB shall be obligated to maintain such status so long as it serves as the designated tourism promotion agency for Juniata and Mifflin Counties.
- 2) The JRVVB's responsibilities shall include, but not be limited to, the following:

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- a) Maintaining, improving and distributing a recreation and tourism map in cooperation with the Mifflin County Information Technology Department.
- b) Documenting and explaining the economic and other contributions of tourism to the area.
- c) Placing group advertising for the two Counties in targeted national and regional media outlets.
- d) Coordinating the area's many events to increase awareness and avoid conflicts.
- e) Working with local government to make downtown areas safer and more appealing for visitors.
- f) Providing visitors with constant access to brochures and other information on the area's attractions through a pamphlet distribution program.
- g) Packaging and booking of visits to lodging places and attractions in the two Counties.
- h) Coordinating tourism signage.
- i) Working with local government to ensure the working landscape character of the area is maintained and growth is controlled.
- j) Marketing the area outside the region under a "Juniata River Valley" brand image.
- k) Helping tourism providers develop websites linked to an interactive JRVVB version of the Mifflin County Information Technology Department's recreation and tourism inventory.
- l) Securing additional funding from the Commonwealth for regional tourism promotion.
- m) Promoting unique attractions and areas that serve to support the desired image of the region.
- n) Managing tours of the region.

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- o) Effectively dealing with referrals from the Pennsylvania tourism promotion programs.
- 3) A JRVVB Board of Directors of manageable size (9 to 15 members maximum) shall be established. It shall include a combination of tourism industry and public representatives from both Counties, with the former forming the majority to ensure that program decisions are made on the basis of tourism promotion priorities.
- 4) Officer positions on the JRVVB Board of Directors shall rotate regularly. Term limits of 12 years maximum shall apply to all Directors to ensure organizational vitality and effective representation of all segments of the industry.
- 5) Membership on the JRVVB Board of Directors shall be balanced between Juniata and Mifflin Counties on an equitable basis, with no less than 40% of the Directors coming from each County and at least one Commissioner from each County.
- 6) The JRVVB Board of Directors shall exercise overall authority and responsibility for all activities and operations of the Bureau. Those responsibilities should include the following:
 - a) Developing the corporate mission statement;
 - b) Approving goals and objectives;
 - c) Approving corporate finance, service and personnel policies;
 - d) Approving corporate strategic plans;
 - e) Monitoring corporate investments;
 - f) Balancing interests of tourism stakeholders, employees, clients and the public;
 - g) Electing corporate officers and monitoring their performance;
 - h) Hiring, advising and supervising the Executive Director and assisting that individual with related tasks;
 - i) Ensuring that Directors, officers and employees meet established legal, ethical and professional standards; and

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- f) Ensuring the financial stability of the organization through a combination of financial oversight and fund raising within both the private and public sectors.

- 7) The JRVVB Executive Director shall be responsible for the day to day management of the JRVVB with primary accountability for its accomplishments and fiscal integrity. The Executive Director shall work with the Board of Directors to determine the focus and direction of the Bureau; develop corporate goals, policies, strategic plans; create an organizational structure; and formulate long-range financial plans. The Executive Director shall also serve as the spokesperson for the Bureau, work with political organizations in coordinating the activities of the Bureau and negotiate financial support. Finally, the Executive Director shall bear responsibility for informing and updating the Board of Directors on management and operations policies and procedures.

- 8) The JRVVB shall assume primary responsibility for implementing the Juniata River Valley Regional Tourism Plan in all its facets, including the specific tourism development and marketing recommendations set forth in such Plan. The JRVVB shall also be responsible for periodically updating and supplementing such Plan as may be required to be meet the changing needs of the tourism industry.

- 9) The parties may mutually agree from time to time in changes in this Agreement. Said changes shall be in writing and signed by all parties.

**Juniata County
Board of Commissioners**

ATTEST: _____

Chairperson

**Mifflin County
Board of Commissioners**

ATTEST: _____

Chairperson

**Juniata River Valley
Visitors Bureau**

ATTEST: _____

Chairperson