

CONSULTANT SERVICE CONTRACT

This Contract, made this ____ day of _____, 2018 between the CITY OF NORTHFIELD, MINNESOTA, a Minnesota municipal corporation, 801 Washington Street, Northfield, MN 55057, ("CITY"), and the NORTHFIELD AREA CHAMBER OF COMMERCE, a nonprofit corporation organized under the laws of the State of Minnesota, 19 Bridge Square, Northfield, MN 55057 ("CONSULTANT"), (collectively the "PARTIES").

WHEREAS, pursuant to Minn. Stat. § 469.190 and Chapter 74, Article II of Northfield City Code, copies of which are attached, CITY has imposed a tax of three percent on the gross receipts from the furnishing for consideration of lodging within CITY to fund a Convention and Visitors Bureau for the purpose of marketing and promoting CITY as a tourist and convention center; and

WHEREAS, CITY requires certain professional services in conjunction with establishing and maintaining a Convention and Visitors Bureau (the "Project"); and

WHEREAS, CONSULTANT agrees to furnish the various services and perform the various functions required herein related to the Project.

NOW, THEREFORE, in consideration of the mutual covenants and promises contained herein, the Parties agree as follows:

SECTION I – CONSULTANT'S SERVICES AND RESPONSIBILITIES

- A. **Scope of Services.** CONSULTANT agrees to perform various services and functions as detailed in Exhibit 1, Scope of Services, attached hereto and incorporated herein by reference.
- B. **Standard of Care.** Services provided by CONSULTANT or its agents, subcontractors and/or sub-consultants under this Contract will be conducted in a manner consistent with that level of care and skill ordinarily exercised by members of CONSULTANT's profession.
- C. **Convention and Visitors Bureau.** The Convention and Visitors Bureau hereby established shall consist of a twelve (12) member Board of Advisors. The Board of Advisors shall include two (2) members appointed by the Mayor and approved by the City Council, one (1) member appointed by the CONSULTANT, and the remaining nine (9) members submitted by the CVB Board of Advisors and appointed by the CONSULTANT. One of the two members appointed by the CITY shall be a member of the City Council. The member appointed by the CONSULTANT shall be a member of the Board of Directors of the Chamber.

D. **Policies and Procedures.** The policies and procedures of the Convention and Visitors Bureau attached hereto and incorporated herein as Exhibit 2 shall be subject to annual review by the City Council of CITY. In the event of any conflict or inconsistency between this Contract and Exhibit 2, the terms of this Contract shall govern.

E. **Insurance.**

1. CONSULTANT agrees to maintain, at CONSULTANT's expense, statutory worker's compensation coverage.
2. CONSULTANT agrees to maintain, at CONSULTANT's expense, with coverage for itself as well as for all vendors and participants in the events, a commercial general liability insurance policy with limits of at least \$2,000,000.00 per occurrence and at least \$4,000,000.00 aggregate coverage. Such insurance policies shall cover all losses related to the events, including set-up and take-down.
3. True, accurate and current certificates of insurance, showing evidence of the required insurance coverages, are hereby provided to the CITY by CONSULTANT and are attached hereto as Exhibit 3. The Certificate of Liability insurance must specify that all licensees, vendors and participants in the events are covered by the required insurance policies, and shall name the City as an additional insured. CONSULTANT shall deliver a list of all licensees, vendors, operators and other participants in the Project and certificate(s) of insurance evidencing the required insurance coverage to the City's City Clerk/Risk Manager at least 30 days prior to beginning of the Project. No vendor or operator shall be allowed to set-up operations until such certificate of insurance has been delivered to the Risk Manager.

Acceptance of a certificate of insurance that does not comply with the requirements of this contract will not operate as a waiver of CONSULTANT's or any other party's obligations hereunder. CONSULTANT shall specifically ensure that its liability insurance covers claims related to the activities that are part of the Project.

SECTION II- THE CITY'S RESPONSIBILITIES

A. CITY shall compensate CONSULTANT for services and functions performed to the satisfaction of the CITY, in accordance with Section III of this Contract.

B. A staff-person of the CITY's ~~designated by the City Administrator with interest in the tourism industry~~, shall serve as the liaison person to act as the CITY's representative with respect to services to be rendered under this Contract. The representative shall have the authority to transmit instructions, receive instructions, receive information, interpret and define the CITY's policies with respect to the Project and CONSULTANT's services.

The representative shall be the primary contact person between the CITY and CONSULTANT with respect to the services from CONSULTANT under this Contract. The CITY reserves the right to substitute the representative at any time and shall notify CONSULTANT of the substitution.

SECTION III -FUNDING

- A. **Funding.** All funding for the Convention and Visitors Bureau and the Scope of Services under this Contract exclusively shall be from the proceeds of the imposed lodging tax.
- B. **Compensation for Services.** The CITY will compensate CONSULTANT for CONSULTANT's performance of services under this Contract by remitting to CONSULTANT on the 15th day of each month during the term hereof, ninety-five percent (95%) of the lodging tax proceeds received by the City from the prior month, less any refunds or delinquencies. This amount shall be the exclusive compensation to CONSULTANT for all services performed under this Contract for CITY.
- C. **Budget.** CONSULTANT shall submit an annual operating budget to the City Council of CITY for the next calendar year, by October 10 of the preceding year, detailing how anticipated lodging tax proceeds for the subsequent year are intended to be used in meeting the Scope of Services to be performed by CONSULTANT under this Contract. The submitted budget shall be subject to review, modification and approval by the City Council of CITY and no proceeds of the lodging tax for the subsequent calendar year shall be distributed to CONSULTANT until the budget for that year has been approved by the City Council.
- D. **Verification of Expenditures.** CONSULTANT shall provide to the CITY's Finance Director each month a copy of the Convention and Visitors Bureau's monthly financial statements from the prior month. The financial statements shall show monthly, year-to-date, and budget figures as verified and approved by the Board of Advisors.

SECTION IV - TERM AND TERMINATION

- A. **Term.** This Contract shall be in effect for a period of three years commencing January 1, 2019 and ending December 31, 2021.
- B. **Termination.** Notwithstanding the foregoing, this Contract may be terminated by either party for any reason or for convenience by either party upon one hundred twenty (120) days written notice. In the event of termination, CITY shall be obligated to CONSULTANT for payment of amounts due and owing including payment for services performed or furnished to the date and time of termination, computed in accordance with Section III of this Contract.
- C. **Default.** If CONSULTANT fails to perform any of the provisions of this Contract or so fails to administer the services detailed in Exhibit 1, attached hereto, after notice and fails to correct such performance within 30 days, this shall constitute a default. Unless

CONSULTANT's default is excused by the CITY, the CITY may, upon written notice, immediately cancel this Contract or exercise any other rights or remedies available to the CITY under this Contract or law.

SECTION V- INDEMNIFICATION

- A. CONSULTANT shall indemnify, protect, save, hold harmless and insure the CITY, and its respective officers, directors, employees and members and agents, from and against any and all claims and demands for, or litigation with respect to, all damages which may arise out of or be caused by CONSULTANT or its agents, employees, contractors, subcontractors, or sub-consultants with respect to CONSULTANT's performance of its obligations under this Contract. CONSULTANT shall defend the CITY against the foregoing, or litigation in connection with the foregoing, at CONSULTANT's expense, with counsel reasonably acceptable to the CITY. The CITY, at its expense, shall have the right to participate in the defense of any Claims or litigation and shall have the right to approve any settlement, which approval shall not be unreasonably withheld. The indemnification provision of this Section shall not apply to damages or other losses proximately caused by or resulting from the negligence or willful misconduct of the CITY. All indemnification obligations shall survive termination, expiration or cancellation of this Contract.
- B. Nothing contained in this Contract shall create a contractual relationship with or a cause of action in favor of a third party against the CITY or CONSULTANT. CONSULTANT's services under this Contract are being performed solely for the CITY's benefit, and no other entity shall have any claim against CONSULTANT because of this Contract or the performance or nonperformance of services provided hereunder.

SECTION VI- GENERAL TERMS

- A. **Voluntary and Knowing Action.** The PARTIES, by executing this Contract, state that they have carefully read this Contract and understand fully the contents thereof; that in executing this Contract they voluntarily accept all terms described in this Contract without duress, coercion, undue influence, or otherwise, and that they intend to be legally bound thereby.
- B. **Authorized Signatories.** The PARTIES each represent and warrant to the other that (1) the persons signing this Contract are authorized signatories for the entities represented, and (2) no further approvals, actions or ratifications are needed for the full enforceability of this Contract against it; each party indemnifies and holds the other harmless against any breach of the foregoing representation and warranty.
- C. **Notices.** The PARTIES' representatives for notification for all purposes are:

THE CITY:

Ben Martig

City Administrator
801 Washington Street
Northfield MN 55057
Phone: (507) 645-3009
Email: ben.martig@ci.northfield.mn.us

CONSULTANT:

Todd J. Bornhauser
President Northfield Area Chamber of Commerce &
Tourism
19 Bridge Square
Northfield MN 55057
Phone: (507) 645-5604
Email: todd@northfieldchamber.com

- D. **Independent Contractor Status.** CONSULTANT, including its employees and agents, at all times and for all purposes hereunder, shall be an independent contractor and is not an employee of the CITY for any purpose. No statement contained in this Contract shall be construed so as to find CONSULTANT to be an employee of the CITY, and CONSULTANT shall not be entitled to any of the rights, privileges, or benefits of employees of the CITY, including but not limited to, workers' compensation, health/death benefits, and indemnification for third-party personal injury/property damage claims.

The CITY acknowledges that no withholding or deduction for State or Federal income taxes, FICA, FUTA, or otherwise, will be made from the payments due CONSULTANT, and that it is CONSULTANT's sole obligation to comply with the applicable provisions of all Federal and State tax laws.

CONSULTANT shall at all times be free to exercise initiative, judgment and discretion as to how to best perform or provide the services described in Exhibit 1.

CONSULTANT is responsible for hiring sufficient workers to perform the services/duties required by this Contract, withholding their taxes and paying all other employment tax obligations on their behalf.

- E. **Acceptance of Services.** Each service shall be subject to a verification of acceptability by CITY to ensure such service satisfies the Scope of Services. The acceptability of any service will be based on CITY's satisfaction or non-satisfaction with the services based on requirements of this Contract. If any service is not acceptable, CITY will notify CONSULTANT specifying reasons in reasonable detail, and CONSULTANT will, at no additional cost, conform the service to the Scope of Service requirements of this Contract.
- F. **Subcontracting.** CONSULTANT shall not enter into any subcontract for performance of any services contemplated under this Contract without the prior approval of the CVB Board of Advisors. CONSULTANT shall be responsible for the performance of all

subcontractors and/or sub-consultants.

- G. **Assignment.** This Contract may not be assigned by either Party without the written consent of the other Party.
- H. **Modifications/Amendment.** Any alterations, variations, modifications, amendments or waivers of the provisions of this Contract shall only be valid when they have been reduced to writing, and signed by authorized representative of the CITY and CONSULTANT.
- I. **Records-Availability and Retention.** Pursuant to Minn. Stat. § 16C.05, subd. 5, CONSULTANT agrees that the CITY, the CITY's Finance Director, the State Auditor, or any of their duly authorized representatives at any time during normal business hours and as often as they may reasonably deem necessary, shall have access to and the right to examine, audit, excerpt, and transcribe any books, documents, papers, records, etc., which are pertinent to the accounting practices and procedures of CONSULTANT and involve transactions relating to this Contract.

CONSULTANT agrees to maintain these records for a period of six years from the date of termination of this Contract.
- J. **Force Majeure.** The PARTIES shall each be excused from performance under this Contract while and to the extent that either of them are unable to perform, for any cause beyond its reasonable control. Such causes shall include, but not be restricted to fire, storm, flood, earthquake, explosion, war, total or partial failure of transportation or delivery facilities, raw materials or supplies, interruption of utilities or power, and any act of government or military authority. In the event either party is rendered unable wholly or in part by force majeure to carry out its obligations under this Contract then the party affected by force majeure shall give written notice with explanation to the other party immediately.
- K. **Compliance with Laws.** CITY and CONSULTANT shall each abide by all Federal, State and local laws, statutes, ordinances, rules and regulations now in effect or hereinafter adopted pertaining to this Contract or to the facilities, programs and staff for which is their respective responsibility.
- L. **Non-Discrimination.** The provisions of any applicable law or ordinance relating to civil rights and discrimination shall be considered part of this Contract as if fully set forth herein.
- M. **Work Product.** All materials such as reports, exhibits, models, graphics, computer files, maps, charts, and supporting documentation produced under work authorized by this Contract ("Materials") shall become the property of CITY upon completion of the work. CITY may use the information for the Project for which they were prepared. Such use by CITY shall not relieve any liability on the part of CONSULTANT. Notwithstanding any of the foregoing to the contrary; (a) CONSULTANT may reuse standard details of its

Materials in the normal course of its business; and (b) CITY understands that the Materials have been prepared for a specific project, and are not intended to be reused for other purposes. If CITY reuses the Materials for any other purpose, CITY waives any claims against CONSULTANT arising from such reuse and agrees to defend and indemnify CONSULTANT from any claims arising from such reuse.

- N. **Governing Law.** This Contract shall be deemed to have been made and accepted in Rice County, Minnesota, and the laws of the State of Minnesota shall govern any interpretations or constructions of the Contract without regard to its choice of law or conflict of laws principles.
- O. **Data Practices.** The PARTIES acknowledge that this Contract is subject to the requirements of Minnesota's Government Data Practices Act, Minnesota Statutes, Section 13.01 *et seq.*
- P. **No Waiver.** Any Party's failure in any one or more instances to insist upon strict performance of any of the terms and conditions of this Contract or to exercise any right herein conferred shall not be construed as a waiver or relinquishment of that right or of that Party's right to assert or rely upon the terms and conditions of this Contract. Any express waiver of a term of this Contract shall not be binding and effective unless made in writing and properly executed by the waiving Party.
- Q. **Severability.** The invalidity or unenforceability of any provision of this Contract shall not affect the validity or enforceability of any other provision. Any invalid or unenforceable provision shall be deemed severed from this Contract to the extent of its invalidity or unenforceability, and this Contract shall be construed and enforced as if the Contract did not contain that particular provision to the extent of its invalidity or unenforceability.
- R. **Entire Contract.** These terms and conditions constitute the entire Contract between the PARTIES regarding the subject matter hereof. All discussions and negotiations are deemed merged in this Contract.
- S. **Headings and Captions.** Headings and captions contained in this Contract are for convenience only and are not intended to alter any of the provisions of this Contract and shall not be used for the interpretation of the validity of the Contract or any provision hereof.
- T. **Survivability.** All covenants, indemnities, guarantees, releases, representations and warranties by any Party or PARTIES, and any undischarged obligations of the CITY and CONSULTANT arising prior to the expiration of this Contract (whether by completion or earlier termination), shall survive such expiration.
- U. **Execution.** This Contract may be executed simultaneously in two or more counterparts that, when taken together, shall be deemed an original and constitute one and the same document. The signature of any Party to the counterpart shall be deemed a signature to the Contract, and may be appended to, any other counterpart. Facsimile and email transmissions of executed signature pages shall be deemed as originals and sufficient to bind the executing Party.

SECTION VII -SIGNATURES

IN WITNESS WHEREOF, the PARTIES have hereunto executed this document
the day and year first above written.

NORTHFIELD CHAMBER OF COMMERCE:

By: _____
(Signature)

Date: _____

Title: _____

Print Name: _____

By: _____
(Signature)

Date: _____

Title: _____

Print Name: _____

CITY OF NORTHFIELD:

By: _____
Rhonda Pownell, Its Mayor

Date: _____

By: _____
Deb Little, Its City Clerk

Date: _____

EXHIBIT 1

SCOPE OF SERVICES

Please see attached document

Exhibit 1

Northfield Convention and Visitors Bureau Scope of Services Attached to Consultant Service Contract Between the City of Northfield And The Northfield Area Chamber of Commerce

The Northfield Area Chamber of Commerce ("Chamber") shall perform the following services pursuant to a Contract between the Chamber and the City of Northfield ("City"). These services are provided pursuant to Minn. Stat. § 469.190 and Chapter 74, Article II of Northfield City Code, copies of which are attached to this Exhibit 1. The scope below is based on the 2019 Strategic Plan created by the CVB board.

1. Enhance Industry Relations

Goal: Increase and provide outreach and education to tourism industry partners. Increased partnerships with sports organizations and continue local and regional partnerships.

- Create Annual Report
- Create cooperative marketing program
- Increase communications about events
- Continue to recognize hospitality industry leaders
- Continue partnerships with regional and state association

2. Increase Consumer Engagement

Goal: Increase consumer engagement through growing number of annual visitors to website, increase social media followers and social media engagement.

- Engage audiences with innovative digital content
- Generate more web traffic from potential visitors
- Be a social media thought leader and collaborate with stakeholders to engage new audiences

3. Create Innovative Advertising & Promotion Campaign

Goal: Increase occupancy rates, event attendance and traveler spending in community.

- Evolve the creative campaign to engage visitors
- Reach target consumers where they are through a strategic marketing mix including social media.

- Increase brand awareness of Northfield in the core markets of ND, SD, IA, MN, NE, WI, Chicago, Denver and Kansas City.
- Capitalize events and national recognition through the state tourism department.

4. Provide Excellent Customer Service

Goal: To promote positive interactions with callers, information requests and walk-in visitors.
To increase email open rates and information requests from potential visitors.

- Provide all avenues of customer service, including email, social media interaction, phone and postal mail.
- Work with stakeholders and front-line employees to enhance tourism education

Services performed:

The CVB shall provide informational services to potential, current and future visitors to Northfield by:

1. Meet with tourism partners to understand upcoming events.
2. Seek, solicit and provide materials for earned media and informational news coverage through online and direct contact.
3. Create advertising and promotions.
4. Seek new and update information with Explore Minnesota Tourism. Utilize grant received from Explore Minnesota to promote travel.
5. Work with partners locally and regionally to maximize cooperative advertising and promotional efforts.
6. Plan itineraries for group travel and longer-stay guests. Create and update stay-and-play packages on website and social media.
7. Participate in tourism organizations to promote Northfield to other communities' representatives and to learn and employ best practices in tourism industry.
8. Work with conference planners to find meeting spaces, lodging, dining and free-time activities for attendees.

Exhibit 1

Northfield Convention and Visitors Bureau

Scope of Services
~~Attached to Consultant Service Contract~~
~~Between the City of Northfield~~
~~And~~
~~The Northfield Area Chamber of Commerce~~

The Northfield Area Chamber of Commerce ("Chamber") shall perform the following services pursuant to a Contract between the Chamber and the City of Northfield ("City"). These services are provided pursuant to Minn. Stat. § 469.190 and Chapter 74, Article II of Northfield City Code, copies of which are attached to this Exhibit 1. The scope below is based on the 2016 Strategic Plan created by the CVB board.

~~1. Create brand awareness for visiting Northfield~~

Utilizing the expertise of a public relations firm, the CVB will initiate and manage a campaign to promote the City as a tourist destination and convention site. The public relations firm and the CVB will obtain information from stakeholders to ensure that the campaign speaks to the different activities, festivals, areas of interest and businesses involved in tourism and conventions.

- ~~Will continue branding through existing website www.visitingnorthfield.com, social media, advertising (web, print and radio) to create a cohesive, and consistent message and brand.~~
- ~~Will use the campaign to continue outreach to potential visitors, public relations and media to maximizing branding investment for several years.~~
- ~~Will market branding through creative efforts meant to capture attention of individuals and local, regional, and national media.~~
- ~~Will market branding through visual goods, such as t-shirts, posters, postcards, bumper stickers, buttons.~~
- ~~Will work with partners to make the visual goods available.~~
- ~~Will provide outreach at different events to make campaign known to the general public and visitors.~~
- ~~Will educate and encourage tourism partners to engage, interact with and utilize branding to maximize visual and message impact and to encourage cooperative advertising and promotion spending, thereby stretching advertising monies. Education will take place with one-on-one meetings and a tourism partner training session. Stakeholders will be encouraged to adapt and make the branding "their own" so it can be cross-promoted in many ways.~~

2. Increase visitor spending

Encourage visitors (tourists, college students, parents of students, recreational visitors) to stay longer and spend more money while in our community.

- Will create sample itineraries to outline activities and interests visitors could use. Will share itineraries via website, social media and through targeted print advertising.
- Will work with seasonal or one-time activities to encourage people to try Northfield for a short visit, then offer opportunities for other activities they may enjoy. Suggestions will be made with call-in and walk-in traffic as well as through social media.
- Will target visitors who enjoy history, recreational activities, performing and visual arts, festivals, boutique shopping, dining, and colleges. Will target demographics (age, geographical location, interests) through:
 - social media posts, contests and ads
 - placed advertising online, in print, and on radio
 - information distribution; making information accessible and in formats each group is most likely to use
 - Groups targeted include: current and potential college students, parents of students, college and high school alumni, day trippers, young families, "girlfriend" outings, romantic get-aways, tour groups.
 - Targeting will include encouraging overnight visitors when lodging establishments typically have vacancies.
- Will create play-and-stay packages for different interest groups, coordinating with hotels, restaurants, activities, and retail opportunities. Will promote packages on website and through social media and other appropriate outlets.

3. Market Northfield as a recreation destination

Will market to potential visitors who are not currently utilizing our recreational amenities (biking, cross-country skiing, kayaking, sports facilities, hiking) by promoting outdoor activities and venues on websites and in promotions.

- Will create awareness of recreational opportunities by promoting events, outdoor amenities and business resources that may be useful to recreational enthusiasts.

- ~~Marketing will take place on websites, social media, ads and with printed materials such as hiking/biking guides, waterway information and maps.~~
- ~~Will coordinate tourism opportunities with organized sporting event organizers (such as tournaments) to encourage visitors to explore other areas of community and take part in other events or sites, during the sporting event or in the future.~~

4. ~~Move from traditional media to contemporary outreach approaches~~

~~Utilize more internet, social media and media influencers to attract and interact with current and future visitors~~

- ~~Will optimize Facebook, Instagram, Twitter and Pinterest sites with regular and relevant posting. Will interact and respond to interested parties through social media to answer questions and provide more information, filling requests and providing additional options. Will collaborate with stakeholders to provide their information via posts and links.~~
- ~~Will create marketing materials that are easily sent via email or downloadable from website, reducing costs of traditional print and advertising.~~
- ~~Will seek free publicity through social media, guerilla events, magazines, video, and television writers/producers.~~
- ~~Will work with Explore Minnesota online opportunities to feature Northfield events, attractions and businesses as well as promote branding and connections to other websites/social media.~~
- ~~Will enhance and maintain online calendar of events, seeking out upcoming events and attractions to feature. Will promote linkages to events, festivals, and tourism stakeholder sites.~~

5. ~~Increase group travel~~

~~The CVB will attract more travel groups (organized and organic) to explore and re-visit our area.~~

- ~~Create marketable itineraries, encouraging travel groups to take in an array of activities, dining and shopping. Will market itineraries through group travel publications and on websites.~~
- ~~Provide information and support to tour operators, including parking options, dining and lodging contact information, ideas for activities inside and around Northfield, and ideas for special areas of interest. Will promote capabilities from leads generated by group travel publications, online contact form, and from interested parties who've~~

~~contacted our tourism partners.~~

- ~~• Educate and coordinate with other regional tourism partners to inform their contact circles about Northfield tour opportunities. Will enhance itineraries with day trips to other interesting venues while encouraging tour groups to lodge in Northfield.~~

~~Services performed day-to-day:~~

- ~~1. The CVB shall provide informational services to potential, current and future visitors to Northfield by:~~
 - ~~a. Answering inquiries from phone, walk-in traffic, email and social media requests; sending out information verbally, via email, web links or post.~~
 - ~~b. Fulfilling information requests from lead generating agencies such as Explore Minnesota and Explore Southern Minnesota.~~
 - ~~c. Providing information about current and upcoming activities on the website, through social media and through public relations efforts.~~
 - ~~d. Gathering and providing information about attractions, festivals and events.~~
 - ~~e. Creating and distributing marketing materials featuring annual events, maps and target interest publications. Collecting materials created by tourism partners and networks to give to on-site and potential visitors.~~
 - ~~f. Seeking out and distributing places for marketing materials, including travel centers, lodging establishments and high traffic tourism sites.~~
- ~~2. Meet with tourism partners to understand upcoming events~~
 - ~~a. Seek updates and timely information to provide to potential visitors through website, social media and distribution of printed materials.~~
 - ~~b. Collaborate with tourism stakeholders on cooperative advertising opportunities to promote/brand Northfield as a whole as well as special events or attractions.~~
 - ~~c. Become aware of advertising/promotions being placed by tourism partners so to support but not duplicate efforts.~~
- ~~3. Seek, solicit and provide materials (press releases and updates) for earned media (publicity) and informational news coverage through online and direct contact.~~
- ~~4. Create advertising and promotions with appropriate outlets.~~
- ~~5. Seek new and update information with Explore Minnesota (state website/organization). Utilize grant received from Explore Minnesota to promote travel.~~
- ~~6. Work with partners locally and regionally to maximize cooperative advertising and promotional efforts.~~
- ~~7. Plan itineraries for group travel and longer stay guests. Create and update stay and play packages on website and social media.~~

- ~~8. Participate in tourism organizations to promote Northfield to other communities' representatives and to learn and employ best practices in tourism industry (Southern MN Tourism Association, Minnesota Association of Convention and Visitors Bureaus).~~
 - ~~9. Work with conference planners to find meeting spaces, lodging, dining and free time activities for attendees.~~
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EXHIBIT 2
POLICIES AND PROCEDURES

Please see attached document.

EXHIBIT 3
INSURANCE