MINNEAPOLIS AWARENESS

- Knowledge Sharing
  - Consistency with Messaging
  - Aspirational Theme
  - Find an “Ownable” Thing – One Thing to Go Out to World With

- Strengths
  - Sports
  - Healthy (Air, Water, Fitness)
  - Nature
  - Mississippi River
  - Business (Hip/Cool)
  - Stone Arch Bridge
  - Music
  - Nicollet
  - “Creative Class”
  - Cultural Diversity can add Focus

- Challenges
  - Lack of Focus; Find an “Ownable Thing”
  - Brand Resonates with People who Live Here While Others are Left to Define It on Their Own (“Write Your Own Stories”)
  - Cultural Diversity
  - Cooperation with Surrounding Communities
  - Perception of Being “Cold”

- Examples of Success
  - Visibility
    - Denver
    - Montana
    - South Dakota
  - Austin
  - Indianapolis
  - Nashville
  - New York City
  - Portland
  - San Antonio
  - San Francisco
Motivators
- Must See Destination
- Top 5 Things to Do ("Easy to Do") That Resonate and Reference Back to the Brand

Key Partners
- Breweries
- MSP Airport: Take Advantage of Global Airport/Connections to Educate Consumer on More
- Cooperate With All Communities Surrounding Us to Push Consistent Messaging

Big Ideas
- Customizable, Curated Content to Become THE Authority on the Destination
- Mississippi River Content Asset Development
- Create an Aspirational Theme That Can Be Utilized by Surrounding Communities to Push Consistent Messaging

Key Takeaways
- Landmarks
- Strategic Focus
- Brand Essence Exercise
- Media/Film Production
- More Funding
- Mississippi RiverWalk

TOURISM DIVERSITY & INCLUSION

Knowledge Sharing
- Come to Minneapolis, Not Because It’s Diverse, But Because of the Things That Diversity Leads us to Have
- Airport works with Many Emerging Cultures – Very Diverse Employee Base

Strengths
- Focus on How We are a Cosmopolitan City
- They’ll Find the Stuff Once They’re Here
- Influence Perceptions of Immigrant Community
- Tap the Richness of that Diversity
- Minneapolis is Truly A Culturally Diverse City – Visitors have to Understand That (Ethnicity, Age, Demographics)
- Use Assets Like Global Market to Draw Visitors to Neighborhoods and Explore East Lake, etc.

Challenges
- Has Limited Utility in Tourism Marketing, Especially Internationally
- What is the Outside Perspective of Our Diversity?
- Disconnect Between What Locals Perceive and What Others Think of Us
- Have to Address Safety and Appreciation of Diverse Cultures
Finding Partners with Capital to Invest
How Do We Connect Multi-Cultural Neighborhoods and Attractions?
Perceived Lack of Diversity

○ Examples of Success
  ▪ Hmong Festival
  ▪ Irish Festivals
  ▪ Rich Offerings Already Exist
  ▪ Sister Cities Relationships / Sister Cities Day
  ▪ Festivals
  ▪ Craft Breweries
  ▪ Midtown Global Market
  ▪ Farmers’ Markets
  ▪ LGBT Activities + Engagement: Pride

○ Motivators
  ▪ Music & Sports: Lean Into Them
  ▪ Food is a Driver
  ▪ Travelers are Looking For “Experiences”; We Can Offer That: Somali and Hmong Communities

○ Key Partners
  ▪ Tribes in Minnesota: Help Determine How We Talk About This
  ▪ Large Companies Making Strides in Diversity
  ▪ Businesses Looking to Recruit Employees: Twins “Diversity Week”
  ▪ Keep it Genuine: Build Around Existing Businesses and Accentuate That
  ▪ Meet Minneapolis DMAC (Diversity & Multi-Cultural Action Committee) Engagement:
    Business Outreach to Engage Culturally-Specific Businesses
  ▪ Multi-Cultural Chambers of Commerce

○ Big Ideas
  ▪ Chinatown-like Neighborhood as a Focal Point
  ▪ Bring Cultures Together in a Central Location
  ▪ Tell Our Story at MCC and Other Public Spaces
  ▪ Enable “Neutral” Space for Cross-Cultural Participation: The Commons
  ▪ Regional Approach to Highlighting Cultural Destinations
  ▪ Tie Together Diverse Activities / Festival of Nations
  ▪ Diversity Falls Into Geographic Nodes; Identify Those; Create a Collection of Destinations
  ▪ Celebrate Through International Food Festival; Bridge Cultures
  ▪ Walker Art Festival Bringing Cultures Together
  ▪ Find a Seasonal Cultural Attraction to Amplify
  ▪ Film Industry to Help us Tell Our Story Internationally
  ▪ City Program to Position Their Businesses For Tourism; “Little Italy”; Marketing Assistance
  ▪ How to Diversify Music + Art + Festivals
  ▪ Sales Efforts Targeting Diverse Associations + Groups
Authenticity of Local Experience, Both Old and New: Longstanding Native American Perspective + Newer Immigrant Contributions to Our Diverse City

Monthly Cultural / National Months in our Marketing

Art Can Be Used to Tie Cultures Together

Marketing to Diverse Groups: Make Locals Feel Like Part of the Effort; Get Them More Involved in Industry

Large Cultural Communities: What Can We Do to Have Our Version of “Chinatown”?

Key Takeaways

Challenges
- Outside Perception of Diversity
- Connect Neighborhoods & Cultural Assets Cohesively

Success
- Midtown Global Market
- Festivals
- Sister Cities
- LGBT

Motivators
- Music, Sports, Food, “Experiences”

Big Ideas
- Chinatown
- Unified Festivals – Food, Music, Art
- Leverage Both Old & New
- Central Location – Midtown Global Market
- Seasonal Cultural Attractions
- Monthly Highlights of Cultural Communities in Our Marketing
- Tell Our Story at MCC & Airport: Can Look Like Other Places

TOURISM INFRASTRUCTURE

Knowledge Sharing
- River is Catching On, But Needs More
- Signs Still Displaying the “Metrodome”

Strengths
- Green Spaces Downtown: Become Public Squares
- Built + Natural: Key Elements to Build Off of Both
- The River: Need to Grab It akin to the “Arch” in St. Louis
  - Lock & Dam Development: WaterWorks

Challenges
- Skyways take a lot of Attractions Out of Play because Certain Sections of Downtown are Not Accessible by Skyway
And, Accessibility to Attractions Within the Skyway are Limited by Skyway Hours of Operation
City Not on a Traditional Grid Pattern
A Good Cross-Section of Hotels Downtown is Missing to Prevent Visitors from Staying in the Suburbs
Hennepin Avenue and Loring Park Safety
Rail Transportation: Europeans’ Expectations Not Met

Examples of Success
- John Denver Legacy in a Park in Aspen

Motivators
- Connectivity: If We Can Move People It Leads to Less Isolation and More Connected Communities and Safer Neighborhoods and Stronger Businesses

Key Partners
- Engage the Business Community that will Benefit from Tourism: a Tourism Improvement District
- Develop Partnerships with Non-Tourism Partners, e.g. General Mills, Ecolab, 3M, Cargill, Delta
- Ecolab Help to Clean Up the Mississippi River Water
- Uber and Taxi Drivers to Create an Equivalent of Boston’s “Freedom Trail”
- Develop a Kayaking Course on the Mississippi with the “Above the Falls” Organization
- Airbnb: How Bring into the Fold?
- Minneapolis Cyber Cafes Connected with the City
- Residents: Neighborhood Groups Stand Up and Say “Tourism is Important”

Big Ideas
- Tourism Kiosks in Key Places, e.g. Lake Calhoun, Nicollet Mall
- Shops & Restaurants in the Un-Used Arcade on the River Side of the Post Office
- Leverage the DID Ambassadors, e.g. Hand Out Maps
- Key Monuments Leveraged as Marketing Tools, e.g. “If you have 24 hours go here – the Stone Arch Bridge”: “Minneapolis in 24 Hours”
- If a Visitor is Simply Stopping Over at the Airport, Get Them Out to Explore the City AND Stay Out in the City
- Self-Guided 30- Minute Tours
- Leverage the Top Five Attractions, e.g. the Walker, MIA, Etc.; What are the Next Five?
- Signage: Easier to Find Your Way Around: “You Are Here” Type of Signs that Display Attractions
- Our Own Uber Program
- Itineraries: Two Day and Three Day
- Leverage the Infrastructure Around the Lakes
- Prince Legacy
- Expand to “Minnesota Artists; Artists Hall of Fame (Prince, Bob Dylan, Judy Garland, Anderson Sisters)
- Skyway App, Map & Signs that Connect to Ground Floor
- Signage to Museums
- Multi-Lingual Signage: Employ the Universal Symbols in Place of Words
- Corridors: Lake Street (Midtown Global Market), Franklin Avenue as “Native American Cultural Corridor”
- Legacy Projects From Major Events
- Walkability / Signage
- Wayfinding App with Restaurants, Beer, Sports, etc. (Visitors Currently Use TripAdvisor, etc.) Such an App Will Also Build Awareness about the City
- Endless Bridge at the Guthrie; Need More Attractions Like it
- Suspension Bridge over the Mississippi akin to Bridges in Vancouver and Thunder Bay
- Easy Way to Get Around akin to Cable Cars in San Francisco or the Metro in Washington, D.C.; Pedicabs prevalent in downtown Minneapolis.
- Central Repository of Schedule of Events akin to Target’s Red Phone Concierge
- Central Comprehensive User-Friendly Web Site to Drive All Searches
- Pop-Up Shops and Restaurants
- River to Nicollet to Walker Connection with Signage about the Attractions Two Blocks off that Corridor
- And, other Linear Corridors Like It
- Technology Infrastructure: A Series of iPads in Skyway to Determine Where a Person is “At” and Where “Going”; Easier than an iPhone
- Significant Park akin to Millennium Park in Chicago with the “Jelly Bean”

  o Key Takeaways
  - “Technology Infrastructure”, e.g. Kiosks or Events Central Clearinghouse
  - Corridor Development: River to Walker, Franklin Avenue, Lake Street
  - Partners: Non-Tourism

- **TOURISM POLICY**

  o Knowledge Sharing
  - Sharing Economy is Here to Stay
  o Strengths
  - Airbnb helps the neighborhoods.
  o Challenges
  - Minneapolis is Becoming to be Seen as ANTI-Business ($15 Minimum Wage, Sick Time Policy, Working Families Agenda)
  - Health & Safety Issues Need to Be Addressed with Airbnb Through Regulations
  - Airbnb Must Pay Local Lodging Taxes
  - Safety Issues in Downtown Minneapolis
    - Perception is that Downtown is Now Less Safe: Dangerous for both Residents & Visitors
    - Warehouse District is not Safe at Bar Closing
    - Panhandling Problems on the Street
Youth on the Street at Late Hours
Coming Downtown Should Be a Positive Experience.

**Big Ideas**

- **Retail Strategy**: Retail is Moving to North Loop, NE, Linden Hills, Uptown; Downtown Needs a Retail Strategy with All Organizations Involved
  - Get Serious About Incentives to Attract Retail
  - Nicollet Mall: Take Buses off of Nicollet – Make it a True Pedestrian Walkway
  - Or, Allow Trolleys (Circulators) Only
  - Make Minneapolis Competitive
  - Promote as “A Good Place for business”
  - Competitive Property Taxes

- **A Place at the Table to Deal with Transit Issues**
- **Tourism Improvement District**
- **Surcharge on Hotel Stays**
- **Support Fund to Go After Big Events**
- **Regional Cooperation**
  - Develop a Regional DMO Model; Look at Other Cities
  - Develop a BIG VISION for the Metro Area; Get Buy-In for This Vision
  - Make MSP a Global Destination: Go Beyond the Regional Visitor and Vision for Marketing the Area
  - $31 Million in Local Lodging Taxes are Collected in the Region
  - Need a Common Brand; Common Messaging; That Can Be Difficult
  - MOA is a Destination for all Regional Communities
  - Large Employers / Key Companies Have to Be Part of the Solution; Similar to Greater MSP; They Have a Vested Interest For Recruitment of Employees
  - A Met Council for Tourism?
  - Local Communities Will Need an Incentive to Change Their Model to a Regional One; They are only Judged and Rewarded on their Local Success

**Key Takeaways**

- Regional Cooperation: Too Many DMOs Selling the Same Area
- Safety in Downtown Minneapolis
- Airbnb: Level the Playing Field for Hotel Community
- Nicollet Mall: Opportunities & Challenges
- Retail Downtown: Need a Strategy
- Policy Issues: Need More of a Voice from Meet Minneapolis for a Healthy Hospitality Industry e.g., $15 Minimum Wage, SWLRT, Skyway Issues, etc.
- Funding Sources for Meet Minneapolis to Increase Visitors: TID? Hotel Tax Increase? Dedicated Taxes?
• TOURIST ACTIVITIES
  
  ○ Knowledge Sharing
    ▪ Partner with Celebrities / Icons / Influencers
    ▪ Share Places Visitors Normally Would Not Go
    ▪ Word of Mouth / Get Information to People
    ▪ Authenticity
    ▪ Un-Sanitized
    ▪ Unique Form of Transportation
    ▪ Hidden Gems
    ▪ Getting Information to Specific Groups via Different Channels
    ▪ Kid-Friendly
  
  ○ Strengths
    ▪ Outdoors / Nature / Parks / Lakes / Trails
    ▪ MIA
    ▪ Midtown Global Market
    ▪ Arts / Theater
    ▪ Local Restaurants
    ▪ Water
    ▪ Mississippi River
    ▪ Big Event
    ▪ Super Bowl
    ▪ Final 4
    ▪ X Games
    ▪ Music
    ▪ Sports
    ▪ Arts and Culture
    ▪ Farmers’ Markets
  
  ○ Examples of Success
    ▪ More Use of the Mississippi River
    ▪ Global Awareness of Events: What’s Next?
    ▪ Embracing Winter
    ▪ Look Overseas
    ▪ Summerfest Milwaukee
    ▪ Chicago Millennium Park “Silver Egg”
    ▪ Peddle Pub / Craft Beer
  
  ○ Motivators
    ▪ How Are We Leveraging People Who Come to Events to Stay Longer?
    ▪ Activities Have to Be Truly Unique
    ▪ Talk-worthy to Tell Family & Friends
    ▪ Free Museum Night
    ▪ Strong Interests / Attractions (Craft Beer)
Key Partners
- Online Platforms (Yelp) Linkage
- Partner with Sports Franchises
- Partner with Major Employers (Target)
- Associations

Big Ideas
- Be a Healthier City
- Olympics Visibility
- Bike and Breweries
- How do we Bring Our Strengths to Light? What Are We Known For?
- Seasonal Activities
- Water Activities (Kayaking)
- More of a Give-Back Program
- Event / PR / Stunts (Flood the Lake, Rubber Duck, Big Stunts)
- Apps
- Iconic Draw
- Trolley / Cable Car
- Better River Cruise

Key Takeaways
- Need one Unique Thing To Make Minneapolis Famous: Monument, Attraction, Festival or Activity
- Minneapolis Has Great Sporting Events and Big Events that Will Bring in People From Around the World: Super Bowl, Final Four, X-Games, Etc.
- People of Minneapolis Embrace Winter and We Should Showcase This More in our Events; Enhance Our Big Winter Events such as The Loppet and Winter Carnival; Try to Bring More People Here During Winter by Hosting More Winter Activities
- Minneapolis Has Great Parks, Lakes and the Mississippi River
- Minneapolis Has Fantastic Arts and Theater; Over 40 Theaters in the Minneapolis Area, but Many People Do Not Know This Fact: How Can We Make it More Well Known?
- Leverage the Big Events such as the Super Bowl and X-Games to Extend Visitors’ Stays

VISITOR TRANSPORTATION & WAYFINDING

Knowledge Sharing
- Some of the Best Air Service in the Country; Starting to Drop in Price; Delta Hub - Fly to all United and American Hubs

Strengths
- Skyway is a Great Asset!
- Bikes and Car2Go are Cool
- Nice Ride is a Target Audience Opportunity - Biking

Challenges
- People Don’t Know How to Get to Destinations, e.g. MIA, if Beyond Walking Distance
We Need to Consider the REGION; We Don’t Act in a Unified Way
Skyway is Confusing
First Avenue & Hennepin is Confusing For Drivers; CHALLENGE; Bus Lanes are Confusing
Flotsam, Jetsam Clutter Wayfinding
Balance of Bike/Vehicle Needed
Will People Understand the District brands? How Much Will We Use Those for Navigation?
People Don’t Know How to Get to Destination
Skyways are a Maze!

Examples of Success
- Greenway, Grand Rounds, Bikeways: Successful
- Eat Street Worked; It was real; grass roots
- Computerized PRT (Personal Rapid Transit): Japan and Portland Have This
- Freedom Trail (Boston; Off-Shoots can Emerge)
- Wine Country: Clearly Signed Attractions; We can be the Beer Country
- Safety as a Goal: Expand Technology (London)
- Police Trailers, Cameras are Effective

Motivators
- People Want it to be Easy to Find Info & do Stuff: EASY!
- Yelp: How can we use it?
- Augmented Reality: Use Camera View to Pull Info
- Uber, Lyft: These are Popular: How Can We Leverage (Access from Outside Mobile Devices)?)
- Make it Easy!

Key Partners
- Think About Regional Assets (MOA, Paisley Park)
- Wayfinding Must Be Regional
- TripAdvisor Connection to Help Visitors Plan Experiences
- Super Bowl Wayfinding Committee

Big Ideas
- Consistent Simple Wayfinding City Wide; “You Are Here” Maps Citywide
- How Do We Move People to the Experiences They Want? THEMES; MOBILITY
- Circulator System (Key Destinations)
- We Need an Official City Map App (Tied to Buying Tix, etc.)
- A Regional Tourism Body: A “Greater MSP”, “Met Council” for Tourism
- Hennepin to Mississippi River to Surdyk’s Circulator to Destinations
- We Need Low Tech Ways to Get People Around (Trolley, Day Pass, “See the City”)
- DID Should Be Expanded into the Skyway!! Ambassadors Can Help Homeless, Security, Service
- Mobility Throughout Region
- Trolley or Circulator or “City Uber” (Low Cost Rides to Destinations)
- An App: Technology Can Be Better Utilized
“Walking City” As a Brand Goal

Ad Focus in Five State Area: Can We Expand Transportation Access Outside of the Five States? AIRPORT LEVERAGED.

Need More LRT, Subway; Not Enough “World Class” Transportation

Car2Go, Uber, Lyft: How Can we Leverage These to Facilitate Goals? Program?

We Need a Map App

Subsidies for Uber & Lyft at Some Places That Validate; Voucher

Bike Tourism

More Busses and Taxis Off the Mall! Pedestrian Only

Organized Tours; Let Us Design Your Visit; Central Concierge at the Visitor Center

Tech Touch Screens (5 Minutes to “X”); Use Best

We Need a Mobile “Experience” Resource: Is it Meet Minneapolis?

- Key Takeaways
  - Wayfinding for International Visitors: Languages
  - Skyway Curated Experiences
  - Mobility
  - Tech Easy
  - City-Wide Wayfinding: Signs, Technology, Skyway, Transportation, Parks, etc.
  - Visitor Serving Destinations
  - We Need a Signage Plan (Streets + Skyways)
  - We Need Wayfinding Signage
  - Signage in Multiple Languages (Downtown & Airport)
  - Signage/Wayfinding: City & Region (Streets & Skyways: Hard Signs & Apps)
  - Curated Experience: Themed Experiences; Information
  - “City Concierge”
  - Yelp; App; Service: Make it Easy
  - Mobility (Circulators; Trolleys; Pay Passes; Uber & Lyft)
  - Technology
  - Regionalism From a Tourism Perspective (Incentives)
  - Mississippi River: THE DESTINATION