

DESTINATION TRANSFORMATION 2030

MINNEAPOLIS TOURISM MASTER PLAN

TOURISM MASTER PLAN STEERING COMMITTEE “IDEA CAFÉ”

August 24th, 2016

- **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*

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- **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*

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- *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*

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- *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*

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- *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*

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- *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”*
 - **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**
 - **Knowledge Sharing**
 - *Sharing Economy is Here to Stay*
 - **Strengths**
 - *Airbnb helps the neighborhoods.*
 - **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*

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- *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?*

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- **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)*

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- **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*

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- *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*

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- *“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*