



**Destination Marketing Organization (DMO) Task Force Agenda  
April 12, 2023 | 7:30 a.m. to 9:00 a.m.  
City Hall, Ash North and South Conference Room**

**Please note: The April 12, 2023 DMO Task Force meeting is taking place in person at City Hall. Members of the public may attend the meeting in person. Public comments will be accepted during the meeting. Questions regarding this meeting can be taken between the hours of 8:00 a.m. to 4:30 p.m. via email [planning@woodburymn.gov](mailto:planning@woodburymn.gov) or by calling 651-714-3533 and leaving a voicemail message.**

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1. Call to Order / Roll Call
2. Approval of Minutes of the March 15, 2023 Regular Meeting
3. Presentation and Discussion of the Woodbury Destination Amenities
  - A. Public Amenities – Michelle Okada, Parks and Recreation Director & Reed Smidt, Recreation Manager
  - B. Private Amenities – Janelle Schmitz, Community Development Director
4. Development of DMO Goals
5. Discussion of Communications, Marketing, and Branding Activities
6. Adjourn

**The City of Woodbury is subject to Title II of the Americans with Disabilities Act, which prohibits discrimination on the basis of disability by public entities. The City is committed to full implementation of the Act to our services, programs and activities. Information regarding the provisions of the Americans with Disabilities Act is available from the City Administrator's office at 651- 714-3523. Auxiliary aids for disabled persons are available upon request at least 72 hours in advance of an event. Please call the ADA Coordinator at 651-714-3523 (TDD 651-714-3568) to make arrangements.**



**To:** Destination Marketing Organization (DMO) Task Force Members  
**From:** Annie Coyle, Assistant to the City Administrator/Deputy Clerk  
**Date:** April 7, 2023  
**Re:** April 12, 2023 DMO Task Force Meeting

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The Destination Marketing Organization (DMO) Task Force is scheduled to hold its second meeting on April 12, 2023, at 7:30 a.m. in the Ash Conference Rooms of City Hall.

**I. Call to order and roll call**

Chair Burt will call the meeting to order and note any absences.

**II. Approval of Minutes of the March 15, 2023 Regular Meeting**

The draft meeting minutes of the March 15, 2023 DMO Task Force are included in the packet. A positive voice vote from the Task Force is required for adoption of the meeting minutes.

**III. Presentation and Discussion of the Woodbury Destination Amenities**

The City of Woodbury is home to a variety of existing public and private amenities. As the task force begins its strategic planning process, it is imperative that all members are familiar with the variety of amenities within the city and have an opportunity to ask questions for clarification. Presentations by Parks and Recreation Director Michelle Okada and Recreation Manager Reed Smidt will overview the public amenities managed the city and include detail about known future improvements. A presentation by Community Development Director Janelle Schmitz will overview the variety commercial real estate in the City of Woodbury.

The presentation will be followed by a group discussion including questions such as:

- Were any amenities missing from the presentations?
- Did any amenities identified surprise you?
- The Business Plan identifies Central Park, Eagle Valley Golf Course, Sports Center, and Commercial Real Estate including Hotels. Following this discussion, are there other areas we should explore?

Task Force members are encouraged to visit Woodbury amenities at their convenience.

**IV. Development of DMO Goals**

The DMO Task Force has been charged with creating a 2024-2027 Strategic Plan. This plan will outline and document the intended direction of the new DMO through the prioritization of requirements and opportunities. The strategic plan will include the goals, objectives, tactics and strategies for the new DMO starting in 2024, as well as evaluation metrics. The Strategic Plan created by the DMO Task Force will be presented to the City Council on October 18, 2023 as part of the overall task force recommendations.

Strategic Plan Components:

- **Goals:** Goals are more aspirational in nature. They define the desired end state, or what it looks like. The goals respond to the aspirations previously adopted by the City Council.

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- Objectives: Objectives will be used to get to a more specific achievable or measurable goal where appropriate.
- Strategies and Tactics: Strategies represent the game plan or what the DMO will do to carry out the goal. Strategies will be broad action-oriented statements. Tactics are a specific method or action to achieve an objective. A tactic is different than a strategy in that it has an identified timeline, budget and/or level of city resource need identified to carry it out and, as well as a responsible party/partner.
- Performance Measurement Metrics: Metrics will be identified to help the DMO determine the effectiveness of the strategies and tactics.

The first step in the creation of the Strategic Plan is to establish some working goals. These goals may be revised by the Task Force over the next few meetings, but a starting point is required to continue the strategic planning process. City Staff will review five drafted goals for initial consideration by the task force.

*Please consider the question: What do we want the DMO to achieve by 2027?*

**V. Discussion of Communications, Marketing and Branding Activities**

The city is evaluating proposals from agencies and/or individuals with extensive experience in developing marketing and branding plans for destination marketing organizations, convention or visitors bureaus and travel destinations. The selected firm will provide destination marketing expertise in formulating impactful and measurable marketing and branding plans in conjunction with, and informed by, this task force. Staff will provide a status update on the review and hiring of this resource.

**VII. Adjourn**

Respectfully submitted,



Annie Coyle, Assistant to the City Administrator/Deputy Clerk

**ATTACHMENTS**

1. Minutes of the March 15, 2023 Regular Meeting
2. DRAFT Destination Marketing Organization Goals

cc: Mayor and Councilmembers  
Clint Gridley, City Administrator  
Angela Gorall, Assistant City Administrator  
Janelle Schmitz, Community Development Director

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Michelle Okada, Parks & Recreation Director  
Rob James, Information & Communications Technology Director

**CITY OF WOODBURY**  
**DMO TASK FORCE MEETING MINUTES**  
**March 15, 2023**

Pursuant to due call and notice thereof, a meeting of the Destination Marketing Organization (DMO) Task Force was held at Woodbury City Hall, 8301 Valley Creek Road on March 15, 2023, in the Ash North and South Conference Room.

**CALL TO ORDER**

Chair Anne Burt called the meeting to order at 7:30 a.m.

**ROLL CALL/INTRODUCTIONS**

Upon roll call the following members were present: Chair Anne Burt (Mayor of Woodbury), Pattie Ball (Hospitality/Hotel representative), Jason Egerstrom (City of Woodbury/ICT representative), Paul Huffman (Woodbury Days representative), Craig Johnson (EDC representative), Dan Moris (City of Woodbury/Parks & Recreation representative), Tim O'Brien (Hospitality/Restaurant representative), Vice-Chair Amy Scoggins (former Council member), Eric Searles (City of Woodbury/Community Development representative), Manali Shah (Non-Profit Service Organization representative), Laurie Staiger (Chamber of Commerce representative), and Vivian Latimer Tanniehill (at large representative).

Absent: Barbe Marshall Hansen (Arts & Culture representative)

Also present: Angela Gorall, Assistant City Administrator; and Jamie Thoen, Administrative Assistant.

Chair Burt called the meeting to order and asked members of the task force to introduce themselves, including what group they are representing on the task force.

**ITEM 1: Review DMO Task Force Plan of Action**

Angela Gorall, Assistant City Administrator, described the DMO Task Force's Plan of Action and the four desired outcomes; review the DMO business plan, establish the 2023-27 DMO Strategic Plan, recommend an advisory structure for the DMO, and provide guidance on the DMO marketing strategy and branding, including naming. She also reviewed the general timeframe outlined in the Plan of Action, noting that their work is expected to be completed by the end of September so that the strategic plan recommendation can be presented at the City Council Workshop on October 18th.

Ms. Gorall provided a brief history noting that the City has reviewed and evaluated the potential of using local a lodging tax to establish a destination marketing organization, or DMO, which is also commonly referred to as a convention and visitor bureau or CVB. Ultimately the City Council decided late last year to proceed with the creation of a DMO. The first step was to adopt an ordinance that authorized a three percent lodging tax, which was approved by the City Council in November, 2022. She noted that 95 percent of the lodging tax proceeds must be used to fund a local convention or tourism bureau for the purposes of marketing and promoting the city as a tourist or convention center. The Minnesota Department of Revenue sent notices to all of the hotels in Woodbury regarding collection of the new lodging tax, which would go in effect on April 1, 2023.

Ms. Gorall Angela referenced the draft DMO Business Plan, which the City Council has reviewed, stating that it recommends the DMO be an entity within the City's organizational structure and would not be operated by an external organization or as a separate non-profit organization. She also reviewed the key goals for the DMO as outlined in the draft Business Plan.

Questions and comments from the Task Force included:

- The status of the marketing and branding consultant, who will assist with the logo and branding for the DMO.
- Questions regarding why an internal city operation is being recommended.
- High level discussion of who will be decide how the lodging tax dollars are spent, and that as an internal city operation, this will be part of the City's annual budget process, which adds transparency to how these tax dollars are used.
- Discussion of transportation, specifically transit, and how that might assist with bringing new visitors to Woodbury.
- Clarification that proceeds from the three percent lodging tax will not be used for capital costs for the Central Park remodel, and that the City did not need special legislation to authorize this tax.
- Discussion regarding the decision to have the MN Department of Revenue collect the tax and notify the hotels after the ordinance was approved authorizing the tax. Question on whether it is difficult for hotels to update their systems to allow for collection of this new tax. Discussion of whether there are advantages to having the city collect the tax rather than of the MN Department of Revenue.
- Question about the collateral, both print and digital, that will be needed for the DMO, and how this relates to the marketing and branding consultant.
- Discussion of the staffing needs for the DMO, both near and longer term, and the possible use of consultants to assist with specific areas of expertise. Also questions about who will be making day to day operational decisions, since this is to be an internal city operation.
- Question about the revenue assumptions, which included estimated hotel occupancy rates. Discussion regarding the comp rates for different types of hotels and whether they attract business travelers (during the week) versus families (weekends). Discussion about the likelihood of additional hotels coming to Woodbury, and how COVID disrupted that industry.
- Discussion regarding hotels in Woodbury that have convention/meeting/banquet space, their relatively small size, and how certain events, such as weddings, attract visitors. Continued discussion regarding city venues, such as the Sports Center, Eagle Valley and the proposed remodel at Central Park will benefit from the DMO by increased marketing of these venues for events.

Chair Burt asked staff to briefly discuss the expansion and remodel of Central Park, which will include the addition of a gathering space to host larger events (~350 people).

### **ITEM 2: Communication Update**

Ms. Gorall gave a brief update on the request for proposals for consulting services related to marketing and branding. She noted that staff would provide updates to the Task Force as more information becomes available.

### **ITEM 3: Discuss Future Meetings and Scheduling**

Ms. Gorall discussed the DMO Task Force meeting schedule.

### **ADJOURNMENT**

The meeting adjourned at 9:00 a.m.

# Destination Marketing Organization Task Force

## Destination Marketing Organization Goal Setting

April 12, 2023

### Introduction

Definition: a **goal** is an objective or aim that the Destination Marketing Organization will try to reach or achieve.

Goals established by the DMO Task Force will be included in the 2024-2027 Destination Marketing Organization Strategic Plan.

The following draft goals are not provided in order of priority.

### DRAFT Destination Marketing Organization Goals

1. To provide value to visitors who are utilizing the City's lodging services.
2. To provide a high quality and innovative online and Central Park presence, marketing and promoting the City as a destination.
3. To continue to cultivate partnerships with business establishments supporting the tourism and visitors to Woodbury, supporting their success and ultimately the economic impact to the community.
4. To support and enhance marketing and business opportunities for Eagle Valley Golf Course, Central Park, and M Health Fairview Sports Center.
5. To provide transparent comprehensive financial and performance reporting, planning and analysis.