



Goal 1: You belong here.

We are welcoming and convenient to all people.

Our communities are changing, and we need to change with them. Three of the most notable changes are race, ethnicity and age. According to the Metropolitan Council's 2019 Regional Forecast, the Twin Cities region expects to see residents identifying as people of color, Hispanic or both increase from 25% in 2010 to 40% of the population by 2040. During the same timeframe, residents who are 65 years or older will double to account for roughly 20% of the region's population. By better connecting these and other growing community groups to nature, everyone will be more likely to support and value the work we do, and we will remain relevant to future generations.

We will:

- Engage and embrace all people with respect, kindness and dignity.
- Identify barriers and actively remove them.
- Encourage, listen to and support new and loyal visitors.
- Offer something for everyone.

We will accomplish this by:

- Ensuring our offerings serve people where they are geographically, as well as in respect to their experience and comfort level in nature by implementing the Visitor Experience Model (pages 10 & 11).
- Focusing efforts on attracting and retaining new visitors and participants, particularly those from underrepresented community groups.
- Providing a wide-range of nature-based settings and offerings.
- Diversifying and training our staff to better represent a more inclusive and supportive culture.

Key Performance Indicators:

Visitor composition, satisfaction ratings and visit frequency.

i What we mean when we say:

Visitors: the people who use any Three Rivers park, trail or facility or participate in any Three Rivers program or event that is on-site, or off-site, including bridging and partnership parks.





The Visitor Experience Model

The Visitor Experience Model (VEM) is a framework for understanding the program, service and facility needs of our visitors. The model functions as a spectrum and is designed to meet people where they are. It provides a structure for how we encourage and support community members in their nature-based education and outdoor recreation growth. While movement from the left side of the model (not aware/curious) to the right side (advanced/expert) is desired, it is expected that some visitors will remain where they are, and as long as their needs are met and their Three Rivers experiences are positive, this is acceptable. We want all community members to know and feel like they belong at Three Rivers.

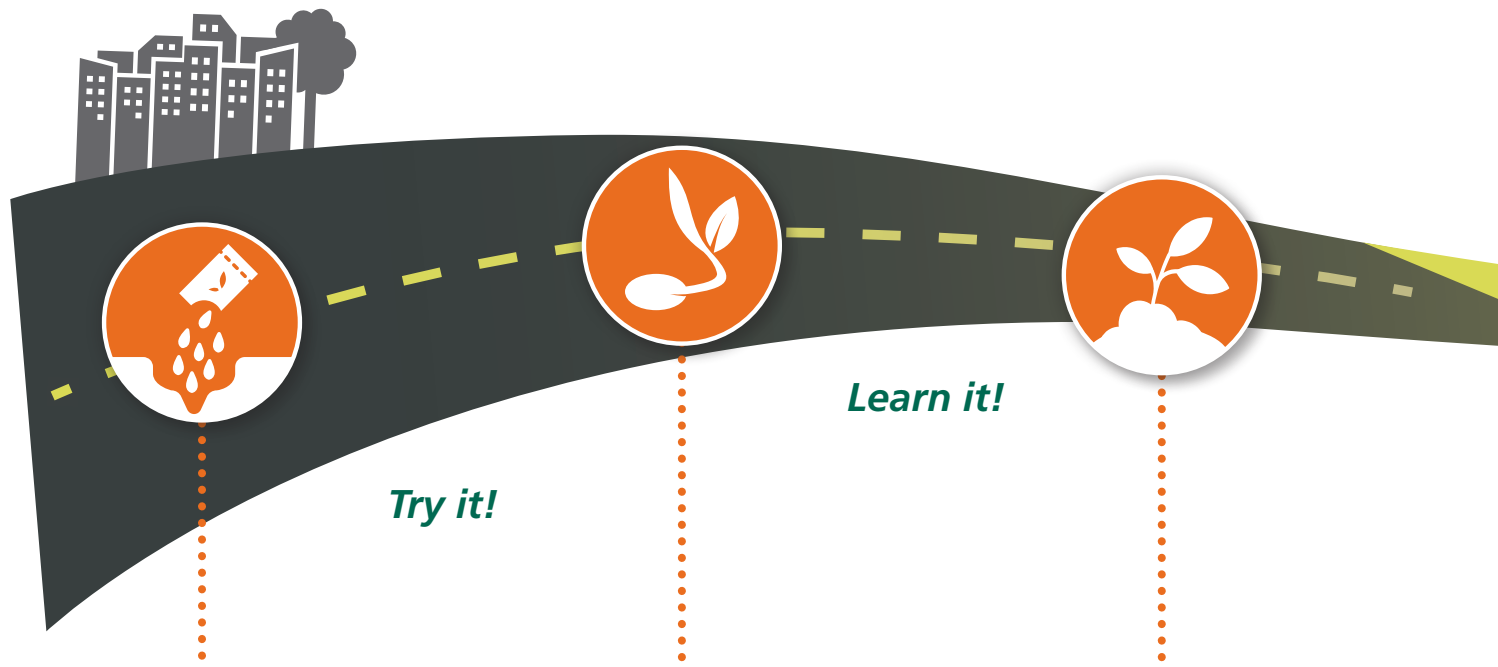
Each existing and potential visitor's connection to and comfort in nature is unique. Some may have very fond memories of camping, hiking or picnicking with their family as a young child and now continue that tradition with their own children, grandchildren and friends. Others may have never participated in outdoor recreation or don't share the same positive experiences in nature. Participating in introductory offerings such as picnicking or sledding may be adventurous for some, while others thrive in more specialized offerings like cross-country skiing or mountain biking. We also recognize that many are not yet aware of our outdoor recreation and education offerings.

The VEM is designed with this diversity in mind. It categorizes the experiences and needs of individuals into five stages: not aware, curious, beginner, advanced and expert. The model is intended to be dynamic, expecting that people will fluctuate from one stage to another as their experiences and preferences change over time. Some may fall into multiple categories all at once – for example, a person may be an expert hiker but not aware that mountain biking is an option available for them to try.

While each individual visitor within a category is unique, they typically share several similarities. These similarities may include level of awareness, skill and passion for nature. By recognizing each category as an independent and specialized group, we can customize our marketing, outreach, engagement and offerings to better serve those in each category.

The VEM creates a framework for more intentional focus on reaching and serving underrepresented community groups and new visitors within each category. While we will maintain the same level of support for specialized offerings, this plan calls for a renewed focus on introductory offerings to ensure we are making nature available and accessible to all community members in ways that are convenient and comfortable.

Visitor Experience Model



Not Aware

We welcome & invite individuals with little to no awareness of Three Rivers and our offerings. They may not yet be connected to or appreciate nature.

Success looks like:

- Increased awareness
- Brand recognition
- Sparked curiosity

Curious

We inspire individuals who are aware of Three Rivers and may have some connection to nature. They may not yet be comfortable enough to visit or participate on their own without a little extra support or guidance.

Success looks like:

- Attended a Three Rivers event or program
- Interested in exploring on their own
- Visited more than one Three Rivers park or trail

Beginner

We encourage & support individuals whose experiences with Three Rivers have been positive, and who are actively participating. Their knowledge and confidence are growing, but they may still need and appreciate guidance and having gear available.

Success looks like:

- Explored on their own
- Checked out equipment
- Made a commitment to return

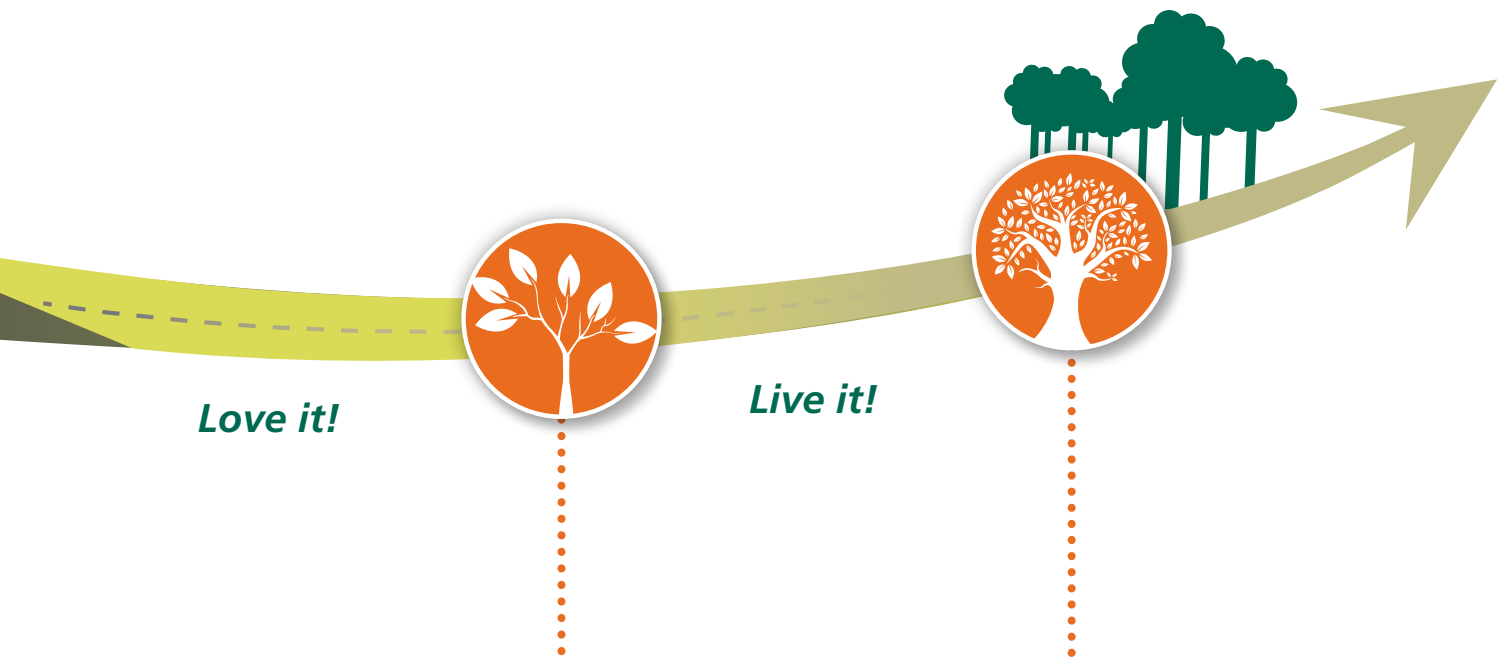
Introductory and Specialized Recreation Classifications

Recreation offerings can be classified into two categories: introductory and specialized. This helps us understand who and how we are currently serving different visitors and participants and how our focus is shifting to better serve new visitors and participants.

Introductory Offerings: Grow & Enhance



Introductory includes recreational offerings that are basic, easily accessible and serve as a gateway for new visitors. Very few barriers (skill, cost, location) should exist for people's participation and enjoyment.



Love it!

Live it!

Advanced

We challenge individuals who love Three Rivers and are avid users. They participate independently on a regular basis and are likely pursuing a specialized skill or offering.

Success looks like:

- Have their own gear
- Three Rivers recreation pass holders
- Participate regularly

Expert

We empower individuals who are passionate about and schedule their life around a specialized offering. They typically expect superior offerings and facilities that are available early morning and late evenings.

Success looks like:

- Self confidence and proficiency
- Volunteering and leading groups
- Taking their passion beyond Three Rivers

Specialized Offerings: Maintain



Specialized includes recreational offerings that may require an additional level of skill, specific equipment, participation fees and generally serve more advanced visitors.