1: Long Term Sustainability of SFPR				Action Steps/Milestones:	Who?	When?	Status
1.1	Strategy:	**Establish clear cost recovery and financial stewardship standards.**	1	Implement clear cost recovery goals aligned with community benefit.			
			2	Allocate resources effectively and sustain operations amid rising costs.			
			3	Evaluate and adjust pricing for facilities (e.g., wedding venues, Arrowhead House).			
			4	Align programs to better meet cost recovery goals.			
1.2	Strategy:	**Continue to implement proactive asset and resource management.**	1	Ensure proactive care for aging and expanding assets.			
			2	Use structured maintenance schedules and lifecycle planning.			
			3	Continue enhancing VUEWorks with accurate, consistent data entry.			
			4	Integrate maintenance staff into key facilities (e.g., Westside Recreation Center).			
			5	Develop advanced seasonal operations planning.			
1.3	Strategy:	**Maintain alignment with CAPRA standards and consider application for the NRPA Gold Medal Award.**	1	Keep plans and procedures current to CAPRA standards.			
			2	Ensure consistent application of best practices across operations.			
			3	Consider application for the NRPA Gold Medal Award.			
1.4	Strategy:	**Improve cost efficiency and resource allocation.**	1	Use cost-per-user data and service analysis.			
			2	Prioritize high-impact areas and improve operational sustainability.			
1.5	Strategy:	**Continue best practice for capital planning (reinvest 3–4% of asset valuation annually, balance**	1	Reinvest 3% to 4% of total park system asset valuation in capital investment projects annually.			
			2	Ensure capital funding is balanced between Capital Reinvestment (60%), New/Upgraded Investments (20%), and			
1.6	Strategy:	**Modernize the pricing policy and receive City Council approval.**	1	Discuss existing fee approval process and investigate opportunities for implementation of a modern pricing policy.			
			2	Utilize the pricing of Basic and Supplemental used at the Westside Recreation Center programs and price programs accordingly across the system.			
1.7	Strategy:	Develop a full cost of service assessment for the Department to determine unit costs in parks and recreation services and set cost recovery level goals in recreation programs and facilities.	1	Price services per the cost recovery goals for each program and facility using the updated pricing policy.			
1.8	Strategy:	Advocate to receive a portion of the City's entertainment F&B tax revenue allocated to parks and recreation.	1	Track and analyze data that demonstrates the Department's ability to impact economic impact from facilities/events that attract tourism.			
1.9	Strategy:	Adopt a deliberate approach to pursuing grants by carefully assessing their true value and long-term fit before committing staff time and resources.	1	Develop a standardized grant evaluation process that considers time investment, competitiveness, and			
			2	Weigh the long-term sustainability of programs or facilities once grant funding ends to avoid creating unfunded			
			3	Prioritize grants that contribute funding to operations but also enhance the City's credibility, data access, or ability to leverage future funding.			

2: Provide Exceptional Customer Experiences				Action Steps/Milestones:	Who?	When?	Status
2.1	Strategy:	**Continue to implement community-driven planning practices.**	1	Use resident feedback from surveys, focus groups, and community meetings.			
			2	Ensure programs reflect evolving interests and priorities.			
2.2	Strategy:	**Strengthen staffing and workforce development.**	1	Refine full-time/part-time staffing models to improve retention.			
			2	Expand training in customer service and safety.			
2.3	Strategy:	**Continue to strengthen sponsorships and partnerships.**	1	Develop a formal sponsorship including multi-year (tiered) structure quantifying the value of sponsoring parks and recreation activities and spaces.			
			2	Create a standardized partnership framework to streamline negotiations.			
2.4	Strategy:	**Enhance partnerships that support programs and facilities.**	1	Formalize standards for community partnerships.			
			2	Promote shared investment in outcomes and facility stewardship.			
2.5	Strategy:	**Standardize all partnership agreements.**	1	Ensure agreements include KPIs, financial terms, and legal clauses.			
			2	Regularly evaluate performance.			
			3	Validate community impact of all agreements.			
			4	Foster stronger communication between partners.			
			5	Set timelines for agreement evaluation and renewal.			
			6	Establish regular meetings to review metrics, financials, and legal requirements.			
2.6	Strategy:	Apply data-driven decision-making to programming.	1	Track KPIs such as participation, cancellation rates, and customer satisfaction.			
			2	Use results to inform continuous improvement and performance management.			
2.6	Strategy:	Expand staffing capacity and training systems.	1	Add staff and training focused on specialized systems, safety, and seasonal readiness.			
			2	Use succession planning efforts for structured advancement opportunities.			
			3	Invest in professional development, competitive benefits, and wages.			
2.6	Strategy:	Continue to improve business management and customer experience.	1	Work with and train recreation program staff on appropriate pricing of services to achieve desired outcomes.			
			2	Formalize sponsorships, philanthropy, naming rights, advertising, and partnerships.			
2.6	Strategy:	Introduce a volunteer rewards program to grow and retain the volunteer base.	1	Capture volunteer hours as a “financial equivalent” in reports to show their impact as in-kind revenue.			
2.6	Strategy:	Continue to modernize the reservation platform and expand online access to reserve sites and amenities.	1	Introduce dynamic pricing (peak/off-peak, weekday/ weekend) to capture more revenue.			
2.6	Strategy:	Optimize the City’s equipment rental program to maximize revenue and community benefit.	1	Phase out equipment rentals that provide low or no return on investment.			
			2	Outsource equipment concessions to private operators where appropriate to reduce risk and operating costs.			
			3	Expand into trending, high-demand items such as e-bikes, skates, kayaks, and pickleball sets to support use of city developed facilities.			
2.7	Strategy:	Build staff expertise in partnership management.	1	Build internal capacity to negotiate, track, and evaluate agreements.			
			2	Provide training on maximizing partnership benefit while minimizing risk.			

3: Continue to invest in year-round recreation			Action Steps/Milestones:		Who?	When?	Status
3.1	Strategy:	**Strengthen health and wellness programming for all ages.**	1	Continue to prioritize health and wellness as a cross-generational core program area.			
			2	Provide tailored opportunities for youth, adults, and seniors.			
3.2	Strategy:	**Continue to invest in year-round recreation programs, recreation facilities and amenities.**	1	Continue to invest in indoor recreational spaces, as well as adult fitness and wellness programs.			
			2	Continue to have a focus on expanding outdoor winter activities.			
			3	Enhance Great Bear trails and amenities.			
3.3	Strategy:	Continue to monitor programs and manage tenured programs through lifecycle planning to better align with community identified priorities.	1	Monitor participation trends.			
			2	Expand high-growth programs, refine mature ones, and phase out those in decline or saturation.			
3.4	Strategy:	Develop advanced seasonal operations planning.	1	Use advanced planning and resource deployment strategies.			
			2	Improve readiness for winter and event-based demands.			
3.5	Strategy:	Develop a responsible approach to providing ice rinks with additional winter recreation enhancement,	1	Move toward a regional model of providing non-refrigerated ice equitably.			
			2	Continue to invest refrigerated ice, like Jacobson Plaza, at other locations equitably.			

4: Ensure Equitable Access to Parks and Facilities				Action Steps/Milestones:	Who?	When?	Status
4.1	Strategy:	**Expand equity in access through tiered pricing models and affordability.**	1	Apply tiered pricing strategies.			
			2	Pursue scholarships to ensure affordability for all income levels while maintaining financial sustainability.			
4.2	Strategy:	**Prioritize addressing the service gaps and eliminating geographic inequities in access to indoor recreation spaces.**	1	Complete construction of Frank Olson Recreation Center to help reduce the level of service shortage and improve service area on the east side of the City.			
			2	Conduct a feasibility study on future multi-generational recreation center for underserved areas of the community.			
4.3	Strategy:	**Strategically acquire land for additional parks and natural areas to keep pace with population growth.**	1	As Sioux Falls grows, there is a need for strategic planning, investment in infrastructure, and securing parkland in population growth areas to meet future demands.			
			2	Determine where neighborhood parks may be lacking based on access and density maps used as part of the System Plan process and prioritize areas for new park development.			
			3	Begin to plan for a new community park.			
			4	Begin to plan for a new regional park.			
			5	Increase staff for operation and maintenance of newly acquired land.			
			6	Continue to offer a wide variety of parks and amenities that cater to all age groups and interests, from large destination parks to neighborhood spaces.			
4.4	Strategy:	**Continue the initiative of a half mile strategy connecting residents to parks and trails.**	1	Develop new neighborhood parks in areas of the City not currently served by a park, of any classification, within one half of a mile. Use equity mapping to identify best locations.			
			2	Work with developers to establish agreements for parks and trail development and connectivity alongside their development project.			
4.5	Strategy:	Continue investing in redevelopment of existing parks.	1	Continue to regularly evaluate existing parks and make investments to provide equity in facilities and services to all residents throughout the community.			
4.6	Strategy:	Develop a feasibility study to understand if a south side pool is necessary to develop over the next five years.	1	Complete financial feasibility study of appropriate concept utilizing all data sources available such as placer.ai and the level of service maps.			

5: Maintaining and Growing Infrastructure				Action Steps/Milestones:	Who?	When?	Status
5.1	Strategy:	**Upgrade existing maintenance shop campus.**	1	Make upgrades at the existing park shop campus through renovation and expansion.			
			2	Expands capacity to accommodate staffing and equipment needs.			
			3				
			4				
5.2	Strategy:	**Expand the Recreation Trail, river access, and the Big Sioux River Greenway.**	1	Coordinate with transportation projects to promote walkability and multi-modal transportation.			
			2	Seek opportunities and partnerships to implement additional phases of the Downtown River Greenway.			
			3	Develop criteria where the highest area of population receives priority for connections to spine trails.			
			4	Work towards establishing trail connections to parks through bike trails, side paths, bike boulevards, bike routes, and bike lanes, where appropriate.			
			5	Prioritize greenway properties for acquisition citywide.			
5.3	Strategy:	**Develop new earned income opportunities.**	1	Implement one to two new earned income opportunities such as recreation service fees, leasing space, value added packages, naming rights, advertising, gift cards.			
5.4	Strategy:	**Work with the Sioux Falls Parks Foundation to expand its role and to help raise funds.**	1	Identify and prioritize Visionary Projects in the Capital Improvement Plan best suited for public-private partnerships.			
			2	Prepare materials to communicate the projects and needs to potential donors and community groups.			
			3	Train and regularly communicate with Sioux Falls Area Community Foundation staff and Sioux Falls Parks Foundation Advisory Board Members to foster an understanding of park needs and priorities.			
			4	Seek feedback from community philanthropists and tailor the project 'asks' to maximize success.			
5.4	Strategy:	**Expand advertising sales to diversify revenue streams.**	1	Broaden advertising beyond traditional opportunities (e.g., scoreboards) to include facility signage, digital displays, and branded community events.			
			2	Introduce advertising placements in high-visibility spaces within recreation centers, athletic complexes, and trail systems.			
			3	Establish clear guidelines for tasteful and appropriate advertising to maintain community trust.			
			4	Create flexible advertising packages that allow small businesses, nonprofits, and regional partners to participate at varying levels.			
5.5	Strategy:	Incorporate facility lifecycle planning into new developments.	1	Align new development (e.g., Westside, Jacobson Plaza, Frank Olson Park) with long-term maintenance.			
			2	Ensure cleanliness, safety, and responsiveness.			
5.6	Strategy:	Integrate maintenance staff into key facilities.	1	Embed maintenance staff in future key facilities such as the Westside Recreation Center.			
			2	Coordinate with Central Facilities on operations planning.			
5.7	Strategy:	Align maintenance staffing by geographic districts.	1	Maintain equitable coverage and workload distribution.			
5.8	Strategy:	Optimize technology and data utilization.	1	Enhance RecTrac and KPIs to track labor.			
			2	Analyze trends and guide decision-making for staffing needs.			
			3	Continue enhancing VUEWorks with consistent data entry.			
			4	Track expenses and use historical data for forecasting.			
5.9	Strategy:	Implement innovative staffing solutions.	1	Convert part-time roles consistently working near full-time hours into full-time positions.			
			2	Maintain a core full-time staff with seasonal/part-time staff during peak demand.			
			3	Expand structured volunteer programs and work-study partnerships with local colleges.			
			4	Combine complementary part-time roles into full-time equivalents.			
			5	Provide loyalty bonuses, recognition programs, or incremental pay increases.			
5.1	Strategy:	Continue to refresh aging aquatic facilities with current uses combined with new trends in aquatic design.	1	Continue to renovate and update the Terrace Park Family Aquatic Center, Drake Springs Aquatic Center, and Laurel Oak Family Aquatic Center sites with a refreshed look with trending aquatic play features that have wide age segment appeal to extend their useful life.			
5.11	Strategy:	Coordinate development of Falls Park Master Plan with philanthropic opportunities and sponsorships.	1	Begin development of Falls Parks updates when funding/partnerships become available.			
			2	Seek additional funds and partnerships to complete this visionary capital project.			
5.12	Strategy:	Continue to look for opportunities to implement visionary capital projects.	1	Seek public-private partnerships for implementation of large visionary projects in areas such as aquatics, refrigerated ice and golf.			
5.13	Strategy:	Increase sponsor value through integrated packages.	1	Integrate advertising opportunities into multi-tiered sponsorship levels to create bundled, high-			
			2	Offer sponsors added benefits such as naming rights for facilities, programs, or events to deepen			
			3	Use digital and social media platforms to extend sponsor visibility beyond physical facilities.			
			4	Develop sponsor impact reports that highlight return on investment, community reach, and			