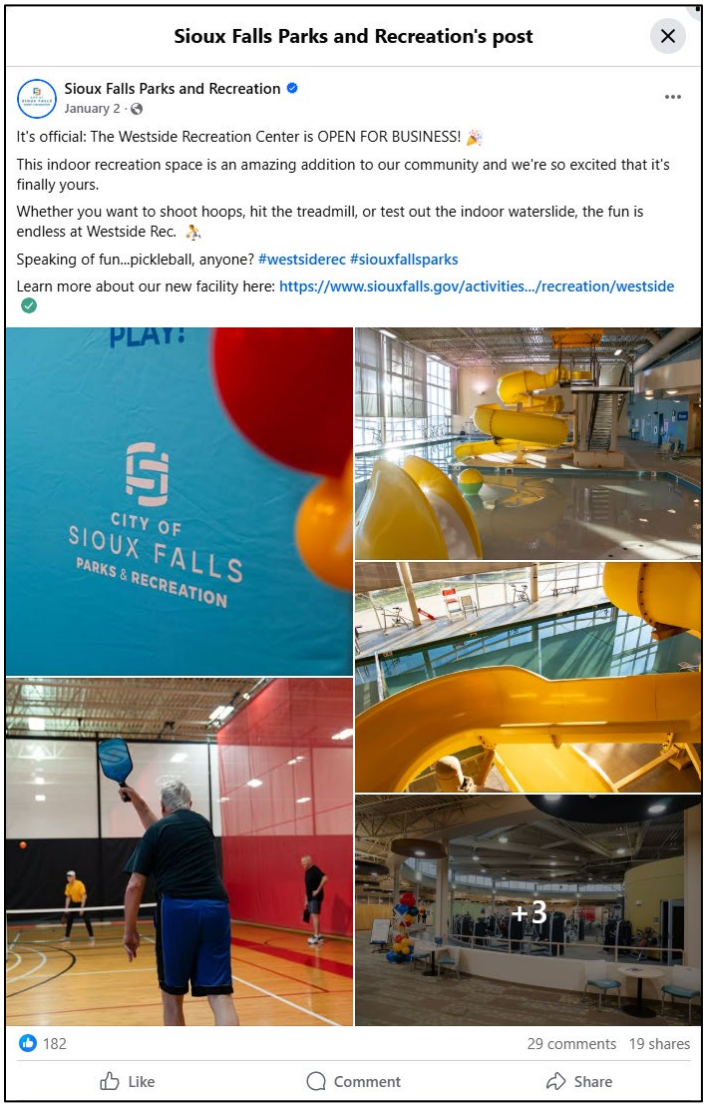
CHAPTER ONE – RECREATION PROGRAM ASSESSMENT

1.1 INTRODUCTION

The Sioux Falls Parks and Recreation ("SFPR") Program Assessment provides an in-depth evaluation of the SFPR program offerings, service delivery, and alignment with community needs and expectations. This assessment is a foundational component of the broader planning process for the Master Plan, guiding strategic improvements in program development, pricing, resource allocation, and community engagement.

A significant milestone informing this assessment was the opening of the Westside Recreation Center in January 2025. In preparation for this new facility, SFPR undertook extensive efforts throughout 2024 to recruit and train staff, design new programs, and coordinate operations to ensure a successful launch. These preparations were grounded in the SFPR mission to provide inclusive, high-quality recreational opportunities, and marked a major step in expanding services to meet the needs of a growing and diverse community.

The Westside Recreation Center ("WRC") continues to evolve in 2025, program planning remains active to fully activate all spaces within the facility. Staff are focused on enhancing self-directed activities, expanding health and wellness offerings, and refining programs based on early user feedback. These efforts, supported by the findings of this assessment, position Sioux Falls Parks and Recreation to deliver responsive, equitable, and sustainable services well into the future.



The methodology for this assessment involved a multi-faceted data collection and analysis process. Focus groups with community leaders, staff, and stakeholders were conducted to gather qualitative insights into program effectiveness, gaps, and emerging needs. A detailed review of program data including participation levels, program lifecycle stages, and age segment alignment which offered a quantitative perspective on performance and reach. In addition, a statistically valid community survey was distributed at random to capture

broad-based public input on priorities, satisfaction, and preferences for future investments. This was complemented by an analysis of demographic and recreation trends data, which provided critical context on the city's growing and diversifying population, shifting age segments, income characteristics, and regional recreation patterns.

Together, these methods created a well-rounded understanding of how SFPR is currently serving the community and where adjustments or enhancements may be needed. The insights gained will inform future program strategies, resource prioritization, and the continued evolution of services in a sustainable manner that remains responsive to community needs.



1.1.1 COMMUNITY DEMOGRAPHIC IMPACTS

The demographic data (see Demographic & Trends Analysis) for SFPR highlights several important factors that will influence recreation planning in the years ahead. The City and the broader service area are expected to grow at a similar pace over the next 15 years, requiring strategic planning for future amenities and ongoing maintenance of existing parks and facilities. The following are demographic and trends implications to programming and service delivery:

- The City's rising population trends may indicate a need to identify and understand the interests of all ages, especially middle-aged and older adult, or senior populations. The City has already taken steps to add more recreational activities on a year-round basis for the active adult population, such as exercise/yoga classes and recreational sports like pickleball through the Westside Recreation Center. It may prove to be beneficial to incorporate new nature trails for active adults to explore the rolling hills and river banks.
- The City's above-average household income characteristics in the State suggest potential disposable income at the family level. SFPR should be mindful of this when establishing appropriate fees for programs and activities while still ensuring opportunities for lower-income households. The City should build this approach into a council-approved pricing policy for implementation defining the City's philosophy on pricing, guidelines the city staff will follow to determine pricing and financial assistance for those facing difficulties.
- In comparison to the United States average (0.70%), Sioux Falls had a high annual growth rate from 2020 to 2024 (2.55%). However, the City's annual growth rate is projected to dip to 1.62% from 2024 to 2039, slowing a little, but still showing a continuation of the accelerated growth the community has seen in the past decade. This population growth should be considered and accounted for when planning new amenities and offerings for the community and the operational impact community growth will have on current services and lifecycle replacement, especially in area of the City with higher population density.
- Finally, SFPR should ensure its diversifying population is reflected in its offerings, marketing/communications, and public outreach. With increasing diversity in both race and age, as well as uncommonly high population growth, SFPR should remain prepared to change its offerings over time to remain culturally relevant for its diversifying user base.

1.1.2 KEY AREAS OF FOCUS

Based on the detailed assessment of SFPR programs, the following key areas should remain in focus while delivering services to residents to ensure equity, sustainability, and responsiveness to community needs:

Sioux Falls Parks and Recreation Key Focus Areas	
Focus Area	**Importance**
Community-Driven Planning	Use resident feedback from surveys, focus groups, and community meetings to ensure programs reflect evolving interests and priorities.
Equity in Access & Pricing	Apply tiered pricing strategies and scholarships to ensure affordability for all income levels while maintaining financial sustainability.
Health & Wellness for All Ages	Continue to prioritize health and wellness as a cross-generational core program area, with tailored opportunities for youth, adults, and seniors.
Program Lifecycle Management	Monitor participation trends and adjust offerings by expanding high-growth programs, refining mature ones, and phasing out those in decline or saturation.
Cost Recovery & Financial Stewardship	Implement clear cost recovery goals aligned with community benefit to allocate resources effectively and sustain operations amid rising costs.
Cultural Relevance & Inclusivity	Ensure programs, marketing, and outreach reflect the City's increasing diversity in age, race, and household structure.
Data-Driven Decision Making	Track KPIs like participation, cancellation rates, and customer satisfaction to inform continuous improvement and performance management.
Staffing & Workforce Development	Address staffing limitations by refining full-time/part-time models, improving retention, and expanding training in customer service and safety.
Facility Lifecycle Planning	Align new development (e.g., Westside, Frank Olson Park, Jacobson Plaza) with long-term maintenance, operations planning, and Central Facilities coordination.
Partnership Enhancement	Formalize standards for community partnerships that promote shared investment in outcomes and facility stewardship.

1.2 PROGRAM ASSESSMENT

1.2.1 CORE PROGRAM AREAS

Public recreation is challenged by the premise of being all things to all people. To help reach this goal, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet any one or more of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

EXISTING CORE PROGRAM AREAS

Through discussions with the SFPR staff, (5) Core Program Areas were identified as currently being offered for recreation programs.



1.2.2 AGE SEGMENTS

The chart highlights how SFPR serves various age segments across the five core program areas. Youth—particularly preschool, elementary, and teens—are a primary focus in aquatics, enrichment, and youth sports. Adults aged 18 to 69 are primarily targeted through health and wellness, aquatics, enrichment, and sports. Older adults (70+) are served by four of the five Core Program Areas (Aquatics, Enrichment, Health & Wellness, and Adult Sports). Health and wellness along with Enrichment stand out as the two program areas marked "primary" for all ages, reflecting their broad, inclusive appeal across the community. The recent opening of the Westside Recreation Center is helping the city align parks and recreation offerings with the community needs identified from the results of the community needs assessment survey. SFPR is providing health and wellness opportunities for all ages in the facility and is planning another facility to be developed in Frank Olson Park. As the City continues to focus on public identified priorities, such as health and wellness, it may be worthwhile to identify primary age segments and secondary age segments with in the all-ages approach to health and wellness.

Primary & Secondary Age Segments

Age Segments	Aquatics	Enrichment	Health & Wellness	Outdoor Recreation	Youth & Adult Sports
Preschool (5& Under)	Primary	Primary	Primary	Secondary	Secondary
Elementary (6-12)	Primary	Primary	Primary	Primary	Primary
Teen (13-17)	Primary	Primary	Primary	Primary	Primary
Adult (18-34)	Secondary	Primary	Primary	Primary	Primary
Adult (35-50)	Primary	Primary	Primary	Primary	Primary
Adult (51-69)	Primary	Primary	Primary	Primary	Primary
Adult (70+)	Primary	Primary	Primary	Secondary	Primary
All Ages		Primary	Primary		

KEY:
Primary
Secondary

1.2.3 PROGRAM CLASSIFICATION

The chart outlines how SFPR classifies its programs into Core, Enhanced, and Specialized categories based on public benefit versus individual benefit (exclusivity). Classification factors such as public interest, access, benefits, market competition, and financial sustainability help staff determine the appropriate classification.

Core programs (24% of offerings) meet high public expectations, provide substantial community benefit, and are typically free or low-cost, relying heavily on public funding due to limited or no market alternatives. Basic programs (23%) serve both public and individual needs, may have some access restrictions, and aim for a balanced funding model with partial cost recovery. Supplemental programs (53%) are driven by individual or group demand, often have limited access, and primarily benefit the participant. These programs operate in competitive markets and aim for the highest cost recovery, relying mostly on user fees with minimal public subsidy.

This classification supports strategic resource allocation, ensuring essential services remain accessible while more individualized offerings contribute to financial sustainability. Programs are classified in these categories first then when determining pricing, are broken into six levels depending upon cost recovery (Sections 1.2.5 & 1.2.6).

Sioux Falls Parks and Recreation Program Classification			
Factors	**Core**	**Basic**	**Supplemental**
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Access	Open access by all	Open access Limited access to specific users	Limited access to specific users
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Financial Sustainability	Free, nominal or fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, Some public funding as appropriate
Best Practice Cost Recovery Goal	*0 - 40%*	*40% - 80%*	*80% - 100%+*
Program Distribution	**24%**	**23%**	**53%**

1.2.4 PROGRAM LIFECYCLE

The chart categorizes all Sioux Falls Parks and Recreation programs by lifecycle stage, comparing actual distribution to recommended targets to ensure a healthy program portfolio.

Currently, 66% of programs fall into the early stages—Introduction (23%), Take-Off (13%), and Growth (31%)—which aligns well with the recommended 50-60% target for innovative, high-potential programs. This indicates strong program development and responsiveness to evolving community interests. Mature programs account for 18% of total programming, consistent with the 40% recommended for programs with steady but slower growth, supporting stability in the system.

However, Saturation (5%) and Decline (9%) stages together comprise 14% of offerings—exceeding the suggested 0-10% range. These programs may face market saturation or waning interest and could benefit from redesign, repositioning, or phase-out planning. The No Go category includes 2% of programs, indicating some programs have already been canceled, which aligns with expectations for ongoing portfolio refinement. Overall, the distribution shows a healthy program portfolio.

Lifecycle Stage	Description	Actual Program Distribution		Recommended Distribution
Introduction	New program; modest participation	23%	66%	50-60% total
Take-Off	Rapid participation growth	13%		
Growth	Moderate, but consistent population growth	31%		
Mature	Slow participation growth	18%	18%	40% total
Saturation	Minimal to no participation growth; extreme competition	5%	14%	0-10% total
Decline	Decline participation	9%		
No Go	Cancelled Programs	2%	2%	

1.2.5 PRICING STRATEGIES

To ensure equitable access, financial sustainability, and market competitiveness, best practice pricing strategies can be applied to limit the amount of subsidy required for sustainability, especially during periods when operational costs are increasing significantly. These strategies consider factors such as age, household status, and residency, allowing pricing to reflect user characteristics and encourage participation across demographics. Operational variables like day of the week, time of day, and location help align pricing with demand patterns and facility use. Additional considerations for alignment with SFPR's cost recovery goals to achieve a balanced and responsible financial model.

Best Practice Pricing Strategies	
Pricing Strategy	**Description**
Age Segment	Different prices offered for different ages
Bundle Pricing	Programs/ services are grouped together at a single, often discounted, price
By Competition (Market Rate)	Competitors' prices influence your price
By Cost Recovery Goals	Dept. cost recovery goals influence your price
By Customer's Ability to Pay	Scholarships, subsidies, discounted rates offered for low-income
By Location	Different prices at different locations
Family / Household Status	Different prices offered for family / household groups
Group Discounts	Different prices for groups
Introductory Pricing	Program/ service is offered at a lower price for a limited time when it's first launched
Prime / Non-Prime Time	Different prices for different times of the day
Residency	Different prices for resident vs non-resident
Subscription/ Member Pricing	Pay a recurring fee at regular intervals (i.e., memberships, member/ non-member)
Weekday / Weekend	Different prices for different days of the week

SFPR has begun using best practices to pricing programs and services at the Westside Recreation Center. SFPR employs a tiered pricing strategy that distinguishes between basic and supplemental programming to balance affordability, access, and cost recovery. This is an industry best practice

BASIC PROGRAMS

Basic programs are included with the facility pass and encompass access to all physical amenities such as aquatics, fitness areas, open gym, and the indoor playground. This includes routine programming that offers broad community benefit without significant additional cost. These programs include activities like open gym sports (basketball, volleyball, pickleball), group games, aqua fitness, cycling classes, and drop-in sessions like Storytime or arts and crafts.

SUPPLEMENTAL PROGRAMS

Supplemental programs, by contrast, incur an additional fee due to their individualized nature, higher operational costs, or the inclusion of take-home materials. Examples include themed events (e.g., Superhero Dance), STEM and art camps with materials or kits, organized adult sports leagues with officiating, and specialized rentals such as party rooms. Notably, some programs like swim lessons carry a fee not due to higher cost, but to ensure equitable access for all users regardless of pass status and supported by scholarships where needed.

This approach allows SFPR to maintain inclusive baseline access while applying fees to value-added or specialized experiences, ensuring both financial sustainability and community equity.

Sioux Falls also incorporates ability-to-pay pricing tools, such as discounted subsidies, to support affordability and access for low-income residents. Together, these strategies form a flexible and responsive pricing framework that supports both community benefit and long-term departmental sustainability. One example of this is through their summer swim passes. Reduced-income season passes are available during the summer season for qualified families.

1.2.6 COST RECOVERY

Cost recovery in parks and recreation refers to the process of generating revenue through user fees, rentals, and other sources of earned income to offset the operational costs of delivering programs, services, and facilities. It reflects the percentage of expenses that are recouped from participants rather than relying solely on tax-based funding.

Having cost recovery goals is especially important during periods of rising operational costs such as increases in staffing, utilities, maintenance, and material prices, for several key reasons:

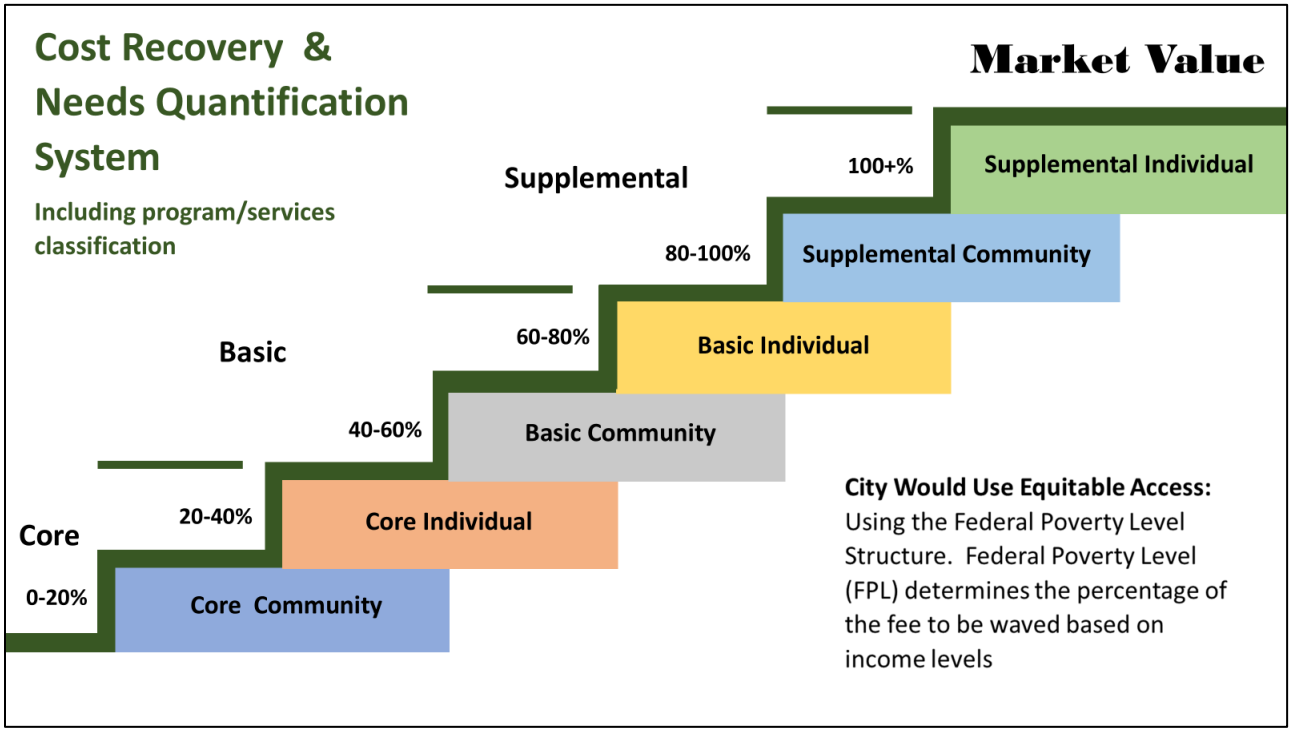
- **Financial Sustainability:** Clear cost recovery targets help ensure that the SFPR can continue offering quality services without compromising its budget or overburdening general funds.
- **Resource Prioritization:** Cost recovery goals guide decisions on which programs should be subsidized for public benefit and which should be expected to pay for themselves, enabling the agency to allocate limited resources more effectively.
- **Transparency and Accountability:** Setting goals helps explain to the public and policymakers why certain fees are charged and what level of subsidy is being provided, aligning pricing with community benefit.
- **Equity and Access:** A structured cost recovery model allows agencies to subsidize high-benefit, widely accessible programs (e.g., youth enrichment, adaptive services, senior health) while charging more for individualized or premium services, ensuring fairness in who pays for what and who benefits.
- **Adaptability:** In inflationary periods, cost recovery goals provide a framework for adjusting pricing in a strategic, data-informed way, rather than reacting ad hoc to budget shortfalls.



SFPR has always been conscious of financial limitations and recognize the importance of service delivery with financial responsibility, especially as operational costs are climbing.

COST RECOVERY AND NEEDS QUANTIFICATION

The Cost Recovery and Needs Quantification System provides a structured framework to guide how programs and services are classified (building on Section 1.2.3), priced, and supported within the community. This model helps determine the appropriate balance between public benefit and individual benefit, aligning the level of cost recovery with the type of service offered, ranging from core community programs that serve broad public needs to supplemental individual programs that provide personalized value at market rate. By categorizing programs into tiers such as Core, Basic, and Supplemental, the system ensures fiscal responsibility while promoting affordable access. Additionally, the City applies an ability to pay approach using the Federal Poverty Level (FPL) to adjust or waive fees for qualifying participants, ensuring that all residents can benefit from recreational opportunities regardless of current financial circumstances.



1.3 BEST PRACTICES

1.3.1 KEY PERFORMANCE INDICATORS (KPIS) TRACKING

SFPR understands the need to track the data it creates from service delivery. They tracks KPIs to better inform decision making for the program portfolio. Currently, the following is tracked for programs and events:

- Total participation
- Participant to staff ratio
- Program cancellation rate
- Customer satisfaction level
- Monthly financial performance and reconciliation
- Partnerships (See Partnership Analysis)
- Market Competition

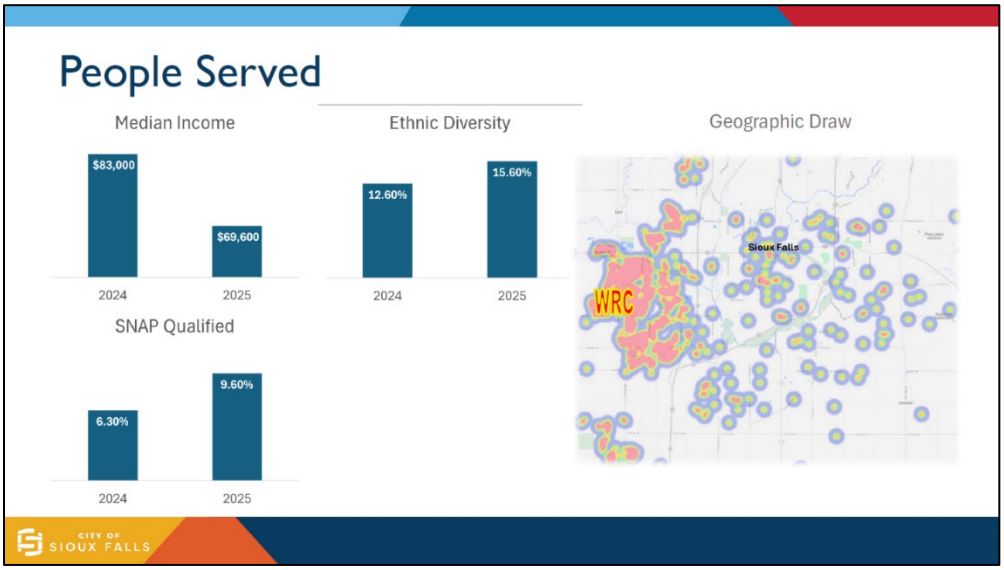
WESTSIDE RECREATION CENTER - PERFORMANCE

The Westside Recreation Center is demonstrating strong financial discipline and promising early results with indoor year-round services. Although revenues and expenditures are below mid-year targets in absolute terms, the cost recovery rate suggests a positive operational trend. This is especially true if revenue generation increases in the second half of the year as programming, memberships, and community awareness continue to grow. If current trends hold, the facility is positioned to meet or exceed budgeted expectations and the feasibility plan pro forma by end of the year.

Westside Recreation Financial Performance			
	Feasibility Pro Forma	Budgeted	Actual YTD
Revenue	$1,873,581	$1,553,949	$407,291
Expenses	$2,305,954	$2,238,997	$479,806
Cost Recovery	81%	69%	85%

When looking at people served, the Median Income of WRC users has decreased since being owned and operated by the City, Ethnic diversity of people served has increased, and those that qualify for assistance has increased. The City opening the WRC has led to increased access for people that need health and wellness services but would likely not have used the facility prior.

Geographically, the use is concentrated on the west side, but the benefits of the facility have reached across the City demonstrating the positive potential of a regional recreation center approach.



JACOBSON PLAZA AT THE FALLS - PERFORMANCE



Jacobson Plaza officially opened on June 30, 2025, marking a major milestone for Sioux Falls Parks and Recreation and transforming Falls Park West into a vibrant regional destination. This signature project, made possible through the generosity of the Garry and Dianne Jacobson Family and other local philanthropists, showcases the city's commitment to inclusive, year-round recreation and downtown vitality. Featuring The Ribbon skating track, the city's largest accessible playground, the expansive Pawsible Dog Park, the T. Denny Sanford Splash Pad, and The Lodge and Warming House, Jacobson Plaza has quickly become a cornerstone of community life and a symbol of Sioux Falls' innovative park design with many recreational services. Connected by trails and green space to Falls Park and the Big Sioux River Greenway, the plaza strengthens downtown's role as a gathering hub for residents and visitors alike.

Since opening, Jacobson Plaza has experienced remarkable attendance and community engagement, averaging over 2,400 daily visitors, with weekends exceeding 4,000 guests—and attracting more than 146,000 visits in its first two months. Roughly 70% of visitors come from within 10 miles, highlighting strong local use and complementing the more tourist-oriented Falls Park. A full calendar of creative programs including Science in the Park, Chalk the Walk, Pup-A-Thon, and the Plaza Pumpkin Trot has further energized the space and established it as a family-friendly activity hub. The Lodge restaurant and event venue has exceeded sales expectations, bolstered by offerings like Parlour ice cream, themed skate nights, and NFL Sunday Ticket. Roller skating on The Ribbon has also extended activity year-round, while nearby businesses have reported 100% to 400% increases in traffic, reflecting Jacobson Plaza's growing impact on downtown Sioux Falls' economic and social vitality.

1.3.2 HUMAN RESOURCES PRACTICES

SFPR integrates Human Resources practices to support high-quality service delivery and operational excellence across its programs and facilities. Staff receive foundational training, along with ongoing customer service, diversity, and marketing training to foster a welcoming and responsive environment for all users.

To ensure continuous improvement, SFPR conducts regular reviews of policies and procedures, uses performance evaluations for full-time staff, and implements a program evaluation system that informs staff development and service enhancements. Certified instructor quality checks and structured lesson plans further standardize program delivery and create a consistent participant experience. Together, these HR practices build a knowledgeable, skilled, and mission-aligned workforce focused on delivering safe, inclusive, and financially sustainable recr eation services.

Human Resources Practices
Consistently review & update policies & procedures
Continuing education
Customer service training
Diversity training
Enhanced life safety training
Instructor quality check
Lesson plans
Marketing training
Performance reviews; full-time
Program evaluation system
Specialty skill training
Training on calculating/tracking cost of service
Training on calculating/tracking total cost of facility operations

1.3.3 CUSTOMER FEEDBACK

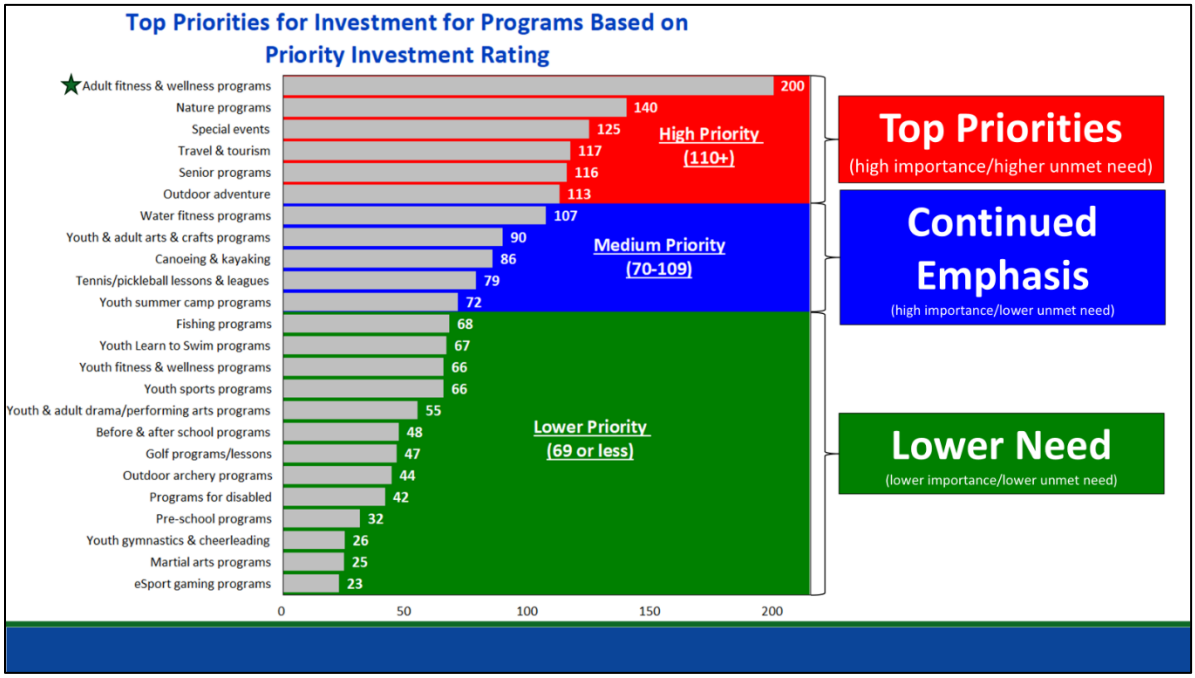
Currently, SFPR utilizes the following to gain insight into customer perceptions:

- Pre-program surveys
- Post-program surveys
- Focus groups
- Statistically valid surveys
- In-facility, in-park, or on-site surveys
- Public/Community Meetings

SFPR uses a variety of tools including pre- and post-program surveys, focus groups, statistically valid surveys, on-site feedback opportunities, and public meetings, to gather meaningful insights into customer perceptions and priorities. This ongoing dialogue not only informs decision-making but also demonstrates that residents' voices matter. By using resident input to shape offerings, improve services, and guide investments, SFPR helps residents feel heard and confident that their tax dollars are being used wisely and effectively to support the programs and amenities they value most.

1.3.4 NEEDS ASSESSMENT SURVEY RESULTS

The existing Core Program Areas provide a generally well-rounded array of programs for the community. Based upon the survey results, there are opportunities for programming that residents have identified as needs in the community. The community identified the following high priority investments along with medium priorities for continued emphasis. Top priorities include adult wellness & fitness, nature programs, special events, travel and tourism, senior programs, outdoor adventure.



1.4 OPERATIONAL STRENGTHS, CHALLENGES, AND OPPORTUNITIES

The Recreation Division of SFPR is navigating a period of transition and growth, marked by the recent integration of the Westside Recreation Center, Jacobson Plaza, and continued expansion of services citywide. This operational review highlights the division's current strengths, identifies key challenges, and outlines opportunities for improvement. SFPR's collaborative team culture, focus on business plan outcomes, and innovative approaches to staffing and service delivery reflect a solid foundation. However, growing operational demands, staffing limitations, and evolving service expectations point to the need for structural refinement and strategic investment. The table below summarizes the primary findings in three categories: strengths, challenges, and opportunities.

Sioux Falls Parks and Recreation Strengths, Challenges, & Opportunities		
Category	**Theme**	**Details**
Strengths	Collaborative Operations	Recreation and maintenance staff work well together in unified operations. This model should be refined and implemented at Westside Recreation Center and future facilities.
	Team Alignment	Staff are focused on business plan outcomes and demonstrate a strong commitment to teamwork across sites.
	Facility Support Model	Central Facilities is assisting with capital improvements while on-site staff manage daily operations and custodial needs effectively.
	Distributed Staffing Across Sites	Coordinators and recreation program specialists manage operations at Midco Aquatic Center, Jacobson Plaza, Lloyd Landing, and other sites with localized expertise.
	Tech Adoption Efforts	Implementation of RecTrac software and plans for a mobile app show investment in modernizing operations and customer interaction.
Challenges	Staffing Limitations	The city's 28-hour rule for part-time staff restricts scheduling flexibility, and current FTE models do not align with operational needs.
	Seasonal Staff Transition Gaps	Required employment breaks for seasonal staff (e.g., lifeguards) affect service continuity between indoor and outdoor facilities.
	Tech Implementation	Rollout of RecTrac app has been a challenge. The increased recreation operations of Westside Recreation Center opening and need for increasing staffing levels in opening may have contributed.
	Undefined Long-Term Support Structure	Central Facilities' future involvement in maintenance and lifecycle planning for the department and other centers is still being determined.
	Limited Admin Capacity	Administrative support for recreation remains on hold, impacting marketing communication and coordination.
Opportunities	Refine Staffing Strategy	Reassess staffing structure to determine true operational needs; explore interim positions and more flexible scheduling solutions.
	Strengthen Partnerships	Develop a new standard or policy for partnerships that encourages greater partner investment in outcomes and maintenance.
	Improve Cost Recovery	Evaluate and adjust pricing for facilities (e.g., wedding venues, Arrowhead House, shelters, indoor rental space) and programs to better align with cost recovery goals.
	Optimize Program Portfolio	Review existing offerings to determine which programs should expand, evolve, or be phased out (e.g., reducing number of ice rinks).
	Apply Best Practices	Incorporate examples and benchmarks from other facility operations to improve standards, efficiency, and staff buy-in.

1.5 CONCLUSION

The Recreation Program Assessment demonstrates that Sioux Falls Parks and Recreation is well-positioned to build on its strong foundation of inclusive programming, fiscal responsibility, and community engagement. The opening of the Westside Recreation Center has both expanded opportunities and highlighted the importance of thoughtful planning, cost recovery strategies, and continuous evaluation of programs against community needs. Demographic trends point to continued growth, diversification, and rising expectations, making it essential for SFPR to remain agile in its program design, pricing, and resource allocation. By leveraging its identified strengths, addressing operational challenges, and capitalizing on emerging opportunities, SFPR can ensure long-term sustainability and equitable access to recreation services. Ultimately, this assessment reinforces the Department's commitment to delivering high-quality, responsive, and financially sound programs that enhance quality of life for all residents of Sioux Falls today and into the future.

APPENDIX: CLASSIFICATION OF PROGRAMS

CLASSIFICATION OF PROGRAMS

Core Program Area	Program	Core	Basic	Supplemental
Aquatics	Aqua Zumba			X
Aquatics	Aquatic Fitness Classes		X	
Aquatics	Aquathon			X
Aquatics	Aquatic Sports Camp			X
Aquatics	Basic Arthritis Aquatics			X
Aquatics	Boga Fit			X
Aquatics	Crocodile Wrangling			X
Aquatics	Deep Water Aqua Fit			X
Aquatics	Deep Water Circuit			X
Aquatics	Dive-In Movies		X	
Aquatics	Diving 101			X
Aquatics	Fitness Try it Days			X
Aquatics	Flick n Float			X
Aquatics	Free Family Fridays		X	
Aquatics	Frozen 50			X
Aquatics	Great Cardboard Boat Race		X	
Aquatics	Hydroriders			X
Aquatics	Indoor Swim Lessons	X		
Aquatics	Joints in Motion			X
Aquatics	Lap Swim		X	
Aquatics	Lazy 5ks			X
Aquatics	Lifeguard Certification Course	X		
Aquatics	Lifeguard Recertification Course	X		
Aquatics	Luck of the Lap			X
Aquatics	New Year New You Bingo		X	
Aquatics	Open Swim	X		
Aquatics	Outdoor Swim Lessons	X		
Aquatics	Public Swim	X		
Aquatics	Race to the North Pole			X
Aquatics	Schools Out Party		X	
Aquatics	Social Saturdays			X
Aquatics	Swim & Storytime			X
Aquatics	Swimming Gone to the Dogs	X		
Aquatics	Swimming Lessons- Adult	X		
Aquatics	Swimming Lessons- Level 1	X		
Aquatics	Swimming Lessons- Level 2	X		
Aquatics	Swimming Lessons- Level 3	X		
Aquatics	Swimming Lessons- Level 4	X		
Aquatics	Swimming Lessons- Level 5	X		
Aquatics	Swimming Lessons- Level 6	X		
Aquatics	Swimming Lessons- Parent/Child	X		
Aquatics	Swimming Lessons- Preschool	X		
Aquatics	Swimming Lessons- Toddler	X		
Aquatics	Swim Meets			X
Aquatics	Warm Water Aqua Fit		X	
Aquatics	Water Aerobics		X	
Aquatics	Water Safety Instructor Course	X		
Aquatics	Water Walking	X		
Aquatics	Wibit Action Tower		X	
Aquatics	Wibit Events			X
Aquatics	Wiggle Bridge	X		
Aquatics	Youth Triathlon	X		

CLASSIFICATION OF PROGRAMS				
Enrichment	Mondays at McKennan	X		
Enrichment	Storyland	X		
Enrichment	Theatre Camps			X
Enrichment	Theatre in the Parks	X		
Enrichment	Adult Hobbies & Interests			X
Enrichment	Defrightful Family Fun		X	
Enrichment	Holiday Parties			X
Enrichment	Independence Day Celebration	X		
Enrichment	Kids Nite	X		
Enrichment	Senior Recreation Trail Tour		X	
Enrichment	Senior Education			X
Enrichment	Touch a Truck	X		
Enrichment	Youth Hobbies & Interests			X
Enrichment	Art Exploration			X
Enrichment	Artist Pup			X
Enrichment	Chess			X
Enrichment	Doggie DIY			X
Enrichment	Doggie Holiday Pawty			X
Enrichment	Doggie Spring Fling			X
Enrichment	Dogust 1st			X
Enrichment	Family Foam Party/Splash Pad Showdown			X
Enrichment	Friends on the Front Porch			X
Enrichment	Great Pumpkin Roll		X	
Enrichment	Hydrant Party		X	
Enrichment	K9 Root Beer Keg Races			X
Enrichment	Kitty DIY			X
Enrichment	Luck of the Irish Bash			X
Enrichment	Messy Science			X
Enrichment	Not So Scary Trail or Treat		X	
Enrichment	Park & Play		X	
Enrichment	Play Outside Day			X
Enrichment	Playground Program	X		
Aquatics	Pool Treasure Hunt			X
Enrichment	Princess Party		X	
Enrichment	Puppy Soccer			X
Enrichment	Puzzle Palooza			X
Enrichment	Scarecrow Design Contest			X
Enrichment	Stroke Of Luck			X
Enrichment	Urban Arbor Day Festival		X	
Enrichment	Winter Kids Day			X
Health & Wellness	5K Events		X	
Health & Wellness	Cooking & Nutrition			X
Health & Wellness	Fun & Fit		X	
Health & Wellness	Land Fitness	X		
Health & Wellness	Yoga in the Park		X	

CITY OF SIOUX FALLS
PARKS & RECREATION

CLASSIFICATION OF PROGRAMS

Health & Wellness	Aqua Fitness			X
Health & Wellness	Beginner Yoga			X
Health & Wellness	Chair Yoga			X
Health & Wellness	Cycling			X
Health & Wellness	Fitness in the Park			X
Health & Wellness	Frosty 5k/10k		X	
Health & Wellness	Fun & Fit Day			X
Health & Wellness	Get out and Play			X
Health & Wellness	Golden Fitness			X
Health & Wellness	Healthy Living Day		X	
Health & Wellness	Karate		X	
Health & Wellness	Power Yoga			X
Health & Wellness	SAIL (Stay Active & Independent for Life)	X		
Health & Wellness	Turkey Trail Run 5K			X
Health & Wellness	Xplosion			X
Health & Wellness	Yoga in the Park			X
Outdoor Recreation	Archery programs		X	
Outdoor Recreation	*Winter Sioux Solstice Hike*			X
Outdoor Recreation	Birding programs			X
Outdoor Recreation	Candlelight Hike			X
Outdoor Recreation	Earth Day Festival		X	
Outdoor Recreation	Explorer Hike for Kids			X
Outdoor Recreation	Fishing programs		X	
Outdoor Recreation	Hiking programs			X
Outdoor Recreation	Ice Fishing 101		X	
Outdoor Recreation	Park Poker Run			X
Outdoor Recreation	Plant & Grow			X
Outdoor Recreation	Snowshoeing			X
Outdoor Recreation	Stream Study			X
Outdoor Recreation	Toddler Nature Explorers			X
Outdoor Recreation	Trail & Paint			X
Outdoor Recreation	Trail Hunt			X
Outdoor Recreation	Trailgating Festival			X
Outdoor Recreation	Traveling Winter Carnival			X
Outdoor Recreation	Winter Lights & Cocoa Strolls			X
Outdoor Recreation	Archery			X
Outdoor Recreation	Ecology Camp			X
Outdoor Recreation	Fishing		X	
Outdoor Recreation	Nature Arts			X
Outdoor Recreation	Open Skate	X		
Outdoor Recreation	Paddling Fair		X	
Outdoor Recreation	Recreational Hikes			X
Outdoor Recreation	Snowshoeing			X

CLASSIFICATION OF PROGRAMS

Core Program Area	Program	Core	Basic	Supplemental
Special Events	Glow in the Dark Swim		X	
Special Events	Underwater Easter Egg Hunt	X		
Special Events	Youth Triathlon	X		
Youth/Adult Sports	Adult Basketball	X		
Youth/Adult Sports	Adult Indoor Volleyball	X		
Youth/Adult Sports	Adult Kickball	X		
Youth/Adult Sports	Adult Outdoor Volleyball	X		
Youth/Adult Sports	Adult Pickleball	X		
Youth/Adult Sports	Developmental Track Meets		X	
Youth/Adult Sports	Road Races		X	
Youth/Adult Sports	Senior Games			X
Youth/Adult Sports	Toddler/Preschool Sports		X	
Youth/Adult Sports	VB Tournaments			X
Youth/Adult Sports	Youth Sports/Camps		X	
Youth/Adult Sports	Bumper Medley			X
Youth/Adult Sports	Introduction to Tball			X
Youth/Adult Sports	Kids Cross Country Meets		X	
Youth/Adult Sports	Recreation Trail Races			X
Youth/Adult Sports	Track & Field Clinics			X

APPENDIX: LIFECYCLE STAGES OF PROGRAMS

	LIFECYCLE STAGE OF PROGRAM							
Core Program Area	**Program**	**Introduction**	**Take-Off**	**Growth**	**Mature**	**Saturated**	**Decline**	**No Go**
		New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation	Cancelled Programs
Aquatics	Aqua Fitness		X					
Aquatics	Aqua Zumba			X				
Aquatics	Aquathin	X						
Aquatics	Aquatic Camps				X			
Aquatics	Basic Arthritis Aquatics			X				
Aquatics	Boga Fit			X				
Aquatics	Crocodile Wrangling	X						
Aquatics	Deep Water Aqua Fit			X				
Aquatics	Deep Water Circuit				X			
Aquatics	Dive-In Movies			X				
Aquatics	Flick n Float						X	
Aquatics	Free Family Fridays			X				
Aquatics	Frozen 50						X	
Aquatics	Glow in the Dark Swim		X					
Aquatics	Great Cardboard Boat Race			X				
Aquatics	Hydroriders			X				
Aquatics	Joints in Motion					X		
Aquatics	Lazy 5ks				X			
Aquatics	Luck of the Lap				X			
Aquatics	New Year New You Bingo			X				
Aquatics	Polo	X						
Aquatics	Pool Treature Hunt	X						
Aquatics	Public Swim			X				
Aquatics	Race to the North Pole	X						
Aquatics	Schools Out Party			X				
Aquatics	Social Saturdays						X	
Aquatics	Swim Fit Camp	X						
Aquatics	Swimming Gone to the Dogs			X				
Aquatics	Turkey Swim						X	
Aquatics	Warm Water Aqua Fit			X				
Aquatics	Water Aerobics			X				
Aquatics	Water Walking			X				
Aquatics	Wibit Action Tower			X				
Aquatics	Youth Triathlon			X				

LIFECYCLE STAGE OF PROGRAM

Core Program Area	Program	Introduction	Take-Off	Growth	Mature	Saturated	Decline	No Go
		New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation	Cancelled Programs
Enrichment	Art Exploration	X						
Enrichment	Artist Pup				X			
Enrichment	Doggie DIY			X				
Enrichment	Doggie Holiday Pawty			X				
Enrichment	Doggie Spring Fling				X			
Enrichment	Dogust 1st				X			
Enrichment	K9 Root Beer Keg Races				X			
Enrichment	Kids Nite in the Park		X					
Enrichment	Kitty DIY			X				
Enrichment	Luck of the Irish Bash				X			
Enrichment	Not-So-Scary Trail or Treat	X	X					
Enrichment	Paws in the Park						X	X
Enrichment	Playground Program						X	
Enrichment	Princess Party			X				
Enrichment	Puppy Soccer	X						
Enrichment	Scarecrow Design Contest				X			
Enrichment	Theatre in the Parks					X		
Enrichment	Touch-A-Truck		X					
Enrichment	Winter Kids Day	X						
Enrichment	4th of July Celebration						X	
Enrichment	Chess	X						
Enrichment	Family Foam Party							X
Enrichment	Friends on the Front Porch				X			
Enrichment	Hydrant Party			X				
Enrichment	Messy Science	X						
Enrichment	Monday's at McKennan					X		
Enrichment	Park & Play			X				
Enrichment	Play Outside Day	X						
Enrichment	Playground Program						X	
Enrichment	Puzzle Palooza	X						
Enrichment	Storyland Theatre				X			
Enrichment	Urban Arbor Day Festival	X						

CITY OF SIOUX FALLS
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LIFECYCLE STAGE OF PROGRAM

Core Program Area	Program	Introduction New program; modest participation	Take-Off Rapid participation growth	Growth Moderate, but consistent participation growth	Mature Slow participation growth	Saturated Minimal to no participation growth; extreme competition	Decline Declining participation	No Go Cancelled Programs
Health & Wellness	Beginner Yoga	X						
Health & Wellness	Chair Yoga		X					
Health & Wellness	Cycling			X				
Health & Wellness	Fitness in the Park						X	
Health & Wellness	Frosty 5k/10k				X			
Health & Wellness	Fun & Fit Day	X						
Health & Wellness	Get out and Play	X						
Health & Wellness	Golden Fitness		X					
Health & Wellness	Healthy Living Day		X					
Health & Wellness	Karate			X				
Health & Wellness	KOBRA	X						
Health & Wellness	Power Yoga	X						
Health & Wellness	SAIL (Stay Active & Independent for Life)		X					
Health & Wellness	Turkey Trail Run 5K				X			
Health & Wellness	Xplosion			X				
Health & Wellness	Yoga in the Park						X	
Outdoor Recreation	Arhcery Programs		X					
Outdoor Recreation	Birding Programs			X				
Outdoor Recreation	Candlelight Hike			X				
Outdoor Recreation	Earth Day Festival	X						
Outdoor Recreation	Explorer Hike for Kids				X			
Outdoor Recreation	Fishing programs			X				
Outdoor Recreation	Great Pumpkin Roll		X					
Outdoor Recreation	Hiking programs				X			
Outdoor Recreation	Ice Fishing 101			X				
Outdoor Recreation	Paddling Fair				X			
Outdoor Recreation	Park Poker Run	X						
Outdoor Recreation	Plant & Grow					X		
Outdoor Recreation	Senior Recreation Trail Tours			X				
Outdoor Recreation	Snowshoeing				X			
Outdoor Recreation	Stream Study			X				
Outdoor Recreation	Toddler Nature Explorers	X						
Outdoor Recreation	Trail & Paint			X				
Outdoor Recreation	Trail Hunt		X					
Outdoor Recreation	Trailgating Festival			X				
Outdoor Recreation	Traveling Winter Carnival	X						
Outdoor Recreation	Winter Lights & Cocoa Strolls		X					

LIFECYCLE STAGE OF PROGRAM

Core Program Area	Program	Introduction	Take-Off	Growth	Mature	Saturated	Decline	No Go
		New program; modest participation	Rapid participation growth	Moderate, but consistent participation growth	Slow participation growth	Minimal to no participation growth; extreme competition	Declining participation	Cancelled Programs
Youth/Adult Sports	Introduction to Tball	X						
Youth/Adult Sports	Kids Cross Country Meets		X					
Youth/Adult Sports	Recreation Trail Races					X		
Youth/Adult Sports	Senior Games				X			
Youth/Adult Sports	Track & Field Clinics				X			

CITY OF SIOUX FALLS PARKS & RECREATION

APPENDIX: SIMILAR PROVIDERS

Similar Provider Program Offerings						
Comparative of Programming	Aquatics	Enrichment	Health & Wellness	Outdoor Recreation	Youth & Adult Sports	Notes
Similar Providers						
605 Running Co		●	●	●	●	Running Events, Fitness,
Active Generations		●	●	●	●	Non-profit organization in Sioux Falls, South Dakota, that provides various programs and gathering spots for seniors
Community Education		●	●	●	●	Operated by the Sioux Falls School District, ComEd offers a diverse range of courses covering topics like music, art, culinary skills, wellness, language, business, and adventure
Crunch		●	●	●	●	a large gym located in the former Gordmans building at The Empire Mall. It is the largest Crunch Fitness in the United States
Embe	●		●		●	A pool that has existed since 1965 and provides expert instruction and training aquatic instructors for the aquatics community
Great Life	●	●	●	●	●	Great LIFE Golf & Fitness provides a wide range of fitness and recreational opportunities
Safe Splash	●	●	●	●	●	A swimming school inside of Great Life athletic club.
Sanford Wellness	●	●	●	●	●	Large fitness facility
Scheels IcePlex	●	●	●	●	●	Multiple sheets of ice for practice, competition and open to the public for activities and lessons.
SD Game Fish & Parks: i.e. Outdoor Campus, state parks, etc.	●	●	●	●	●	Provide hands-on outdoor adventure learning programs
SF Libraries		●				Reading and recreation programming
Sioux Falls Area Running Club	●	●	●	●	●	Local club members with same interests