

## CHAPTER ONE –MARKETING ANALYSIS

### 1.1 INTRODUCTION

Sioux Falls is the largest city in South Dakota located in the heart of America. Regionally positioned, Sioux Falls is a community that offers a welcoming atmosphere, vibrant Downtown, big-city entertainment, and small-City hospitality. The City of Sioux Falls, South Dakota also provides a comprehensive Parks and Recreation system that greatly contributes to the quality of life in Sioux Falls and surrounding areas. Sioux Falls Parks and Recreation Department is responsible for maintaining public open spaces, for providing a quality system of parks and recreation facilities, creating positive leisure opportunities available to all persons in the community, along with marketing and communicating on operations, all services, all facilities, and development projects.

The Sioux Falls Parks and Recreation system consists of 3,190 acres of parkland, made up of 80 parks, 12 undeveloped sites, 5 community centers, 4 enlarged gymnasiums, 3 support sites, 3 golf courses, 6 ice rinks, 5 outdoor pools, one indoor aquatic center, and more than 30 miles of paved, off-street recreational trails. Additionally, Parks and Recreation partners with third parties to manage the following: The Great Plains Zoo & Delbridge Museum of Natural History, Great Bear Recreation Park, Mary Jo Wegner and East Sioux Fall Historic Site, Falls Overlook Café, and the three municipal golf courses. Not to mention, the magnitude of content development, coordination and monitoring it takes to manage the brand through marketing and communications.

Since 2010, Sioux Falls Parks and Recreation has been accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA), which recognizes park and recreation agencies for excellence in operation and service. The Commission for Accreditation of Park and Recreation Agencies (CAPRA) provides quality assurance and quality improvement of accredited park and recreation agencies throughout the United States by providing agencies with a management system of best practices. CAPRA is the only national accreditation of park and recreation agencies and is a valuable measure of an agency’s overall quality of operation, management, and service to the community. Being CAPRA Accredited demonstrates the agencies commitment to keeping Sioux Falls a great place to live by holding the Department accountable to the public and ensures responsiveness to meet the needs of residents through providing quality customer service.



Currently, the marketing and advertising initiatives employed by the Department include online program guides, the City’s website, brochures and flyers, email blasts, PSA’s, paid advertisements, newsletters, special events, in-facility digital monitors / signage, and social media as a part of the marketing mix.

Figure 1: Local Coverage of Marketing & Communications

### 1.1.1 MISSION, VISION AND CORE VALUES

The Mission, Vision and Values are key foundational items within brand development. The department has these established. More important, is that these are seen in the brand identity, in delivery of service and in communication. Examples of this are logo attire, signage, quality satisfaction rating of surveyed households, digital communication and printed materials.

#### MISSION

To enhance the quality of life by providing safe and enjoyable experiences through people, programs, places, and partnerships.

#### VISION

To provide a comprehensive mix of high-quality parks and recreation programs, facilities, and services that contribute to a quality of life that is unparalleled in the region.

#### CORE VALUES

- **Engagement:** We promote a culture of interactive participation and authentic, respectful communication.
- **Collaboration:** We believe in cultivating partnerships to maximize the quality of the parks and recreation system.
- **Resilience:** We accomplish our goals by developing a resilient, committed workforce that can adapt and thrive.
- **Continuous Improvement:** We focus on innovation to continuously improve our programs, facilities and services.
- **Excellence:** We are passionate about the delivery of exceptional experiences in every aspect of our work to fulfill our mission and vision.

### 1.1.2 PROCESS

The Planning Team worked with staff to understand operations and responsibilities, policies, practices, outcomes and to review existing documents and reports that guide the marketing and communications. The process analyzed the current conditions and the following areas of marketing and communications.

- Marketing and Communications Assessment
  - Brand Assessment
  - Website Assessment
  - Program Brochure and Other Marketing Collateral
  - Social Media

## 1.2 CURRENT RESPONSIBILITIES

There are many best practices in place that help the Department reach residents with services and events. These best practices contribute to the efficiency and effectiveness of communications. However, there are instances where current responsibilities exceed capacity throughout the year and some marketing efforts do not reach the intended targets without ample time to expand the reach. Current best practices for marketing are online program guides, the City's website, brochures and flyers, email blasts, PSA's, paid advertisements, newsletters, special events, in-facility promotions/ signage, social media and digital marketing (introduced in 2019) as a part of the marketing mix.

The approach to cost recovery does not necessitate that all efforts reach the intended targets and convert into participation. To achieve greater cost recovery and sustainability, ensuring the resources for increased capacity in marketing and communication is an important first step. **Parks and Recreation departments are the only one within a municipality where people choose to spend their disposable income.** It is important that cost recovery minded departments work towards the three percent (3%) best practices for marketing and communication investment. This includes personnel, supplies and contracted services.

The following sections capture the responsibilities of current staff for Department marketing, special events and outreach.

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#### 1.2.1 MARKETING AND COMMUNICATIONS

The Department Marketing, special events and outreach staff are part of the City's communication team and also coordinate the Special Event Committee for outside requests to utilize City property for larger community events. The City oversees communications and have developed a process for brand and quality assurance before communication is sent out. This process is a best practice in marketing to ensure a brand voice is consistent and achieves outcomes.

The Department makes great use of free to low cost marketing methods. Staff create program content calendars, special events master calendar, develop website and social media content, e-Newsletter, and sprout social, which is a city-wide social media scheduling software.

Additional responsibilities include:

- Social media
- Press release content writing
- Copy editing
- Data analysis
- Email marketing
- Graphic design
- Event/Initiative campaign management
- Web content management
- City wide (non-city sponsored) event logistics
- Press conferences
- Ground breaking
- Ribbon cuttings
- Public Meetings
- Associated administrative tasks
- Permit management
- Staff recruitment
- Community outreach
- Community engagement and response (See Click Fix, CRMs, Social Media) etc.

### 1.2.2 SPECIAL EVENTS

. Staff serve as liaison between the organization and the City. The magnitude of communication is intentionally increased to manage expectations and outcomes. The City team is comprised of representatives from departments including, but not limited to; Health, Police, Parks and Recreation, Fire and Rescue, Environmental, and Public Works. Having SFPR staff serve on the special event committee helps the City ensure a thorough approach to the overall special event process and minimize inconveniences. The number of public events can reach up to 100 annually depending upon events, achievements, projects, and outreach initiatives scheduled.

The first priority is to ensure the success of an event held on city property. This includes City requirements such as the application process, logistics and permitting for compliance. The software used to manage reservations is RecTrac for collecting fees along with application fees, and Energov is used for issuing the permits and fees.

The City has a strong operations team where ideas and discussions lead to a high level of implementation. The City teamwork on special events helps provide a necessary service to the citizens and organizers ensuring the standard is met for the community. That standard includes a clean and safe approach to a large range of events lead by consistent and clear messaging from the beginning to after the event feedback. Staff remain responsive and engaged throughout the process to ensure the most enjoyable and convenient experience for all.

## 1.3 MARKET POTENTIAL

As seen in the charts below, the following sport and leisure trends are most prevalent for residents within the City. The activities are listed in descending order, from highest to lowest Market Potential Index (MPI) score. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents within the service area will actively participate in offerings provided by SFPR.

### 1.3.1 GENERAL SPORTS MARKET POTENTIAL

When analyzing the general sports MPI chart, basketball (113 MPI), football (111 MPI), and golf (110 MPI) are the most popular sports amongst City residents when compared to the national average.

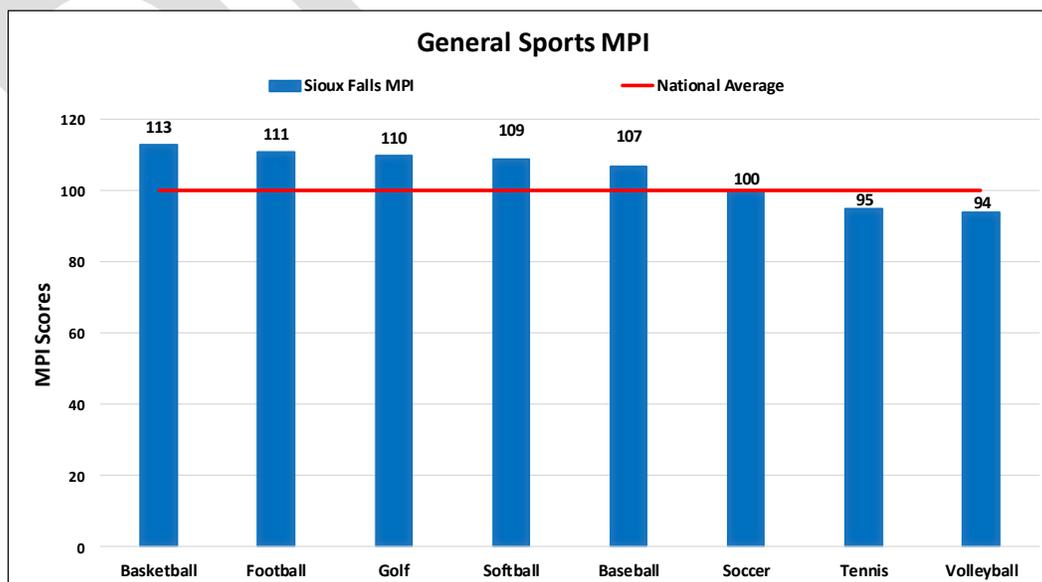


Figure 2: General Sports Participation Trends

1.3.2 FITNESS MARKET POTENTIAL

The fitness MPI chart shows aerobics (108 MPI), jogging/running (107 MPI), and yoga (106 MPI) as the most popular activities amongst Sioux Falls residents when compared to the national average.

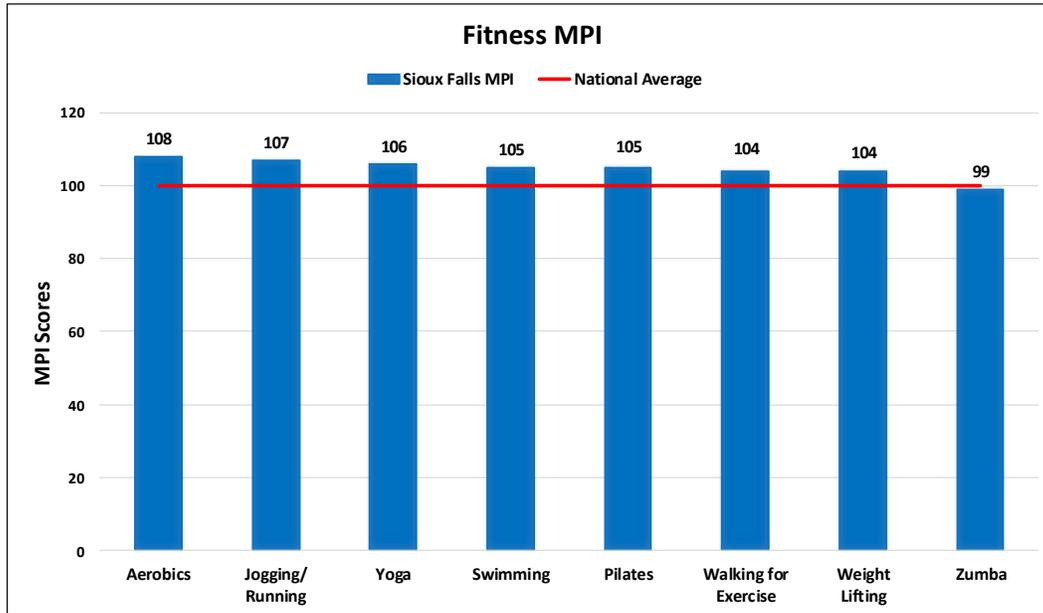


Figure 3: Fitness Participation Trends

1.3.3 OUTDOOR ACTIVITY MARKET POTENTIAL

When analyzing the outdoor activity MPI chart, rock climbing (120 MPI), mountain biking (106 MPI), and hiking (104 MPI) are the most popular activities amongst City residents when compared to the national average.

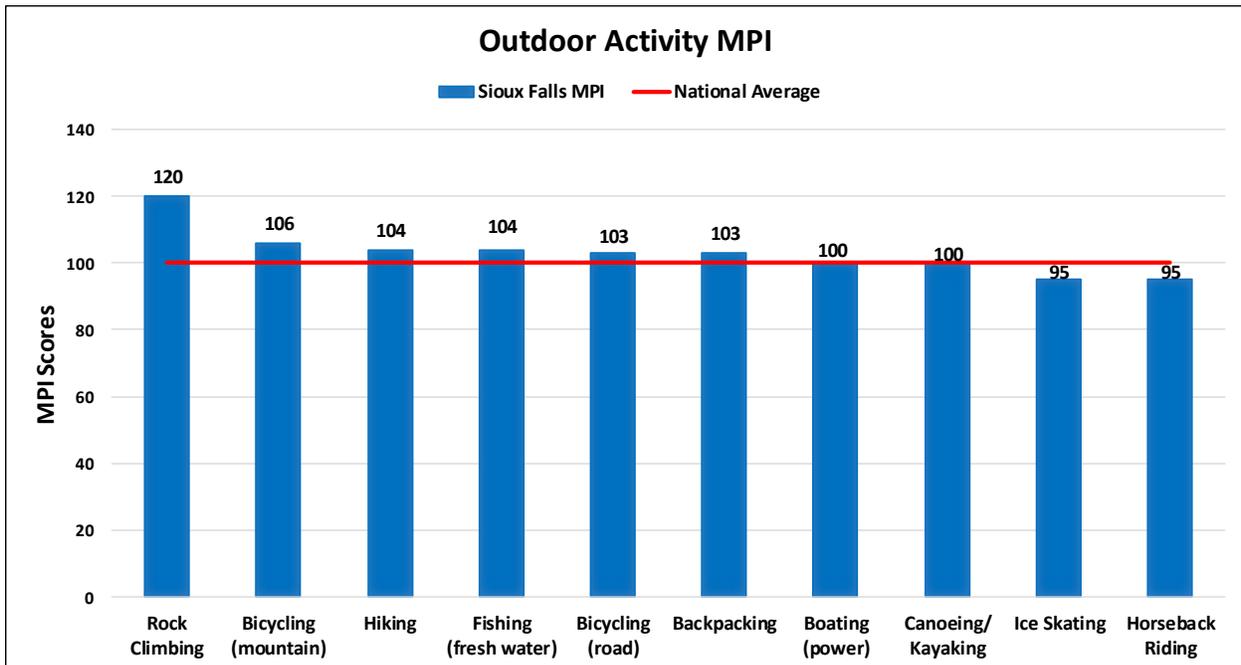


Figure 4: Outdoor Activity Participation Trends

1.3.4 COMMERCIAL RECREATION MARKET POTENTIAL

The commercial recreation MPI chart shows visited a zoo (116 MPI), visited a theme park 5+ times (113 MPI), and played a board game (110 MPI) as the most popular activities amongst Sioux Falls residents when compared to the national average.

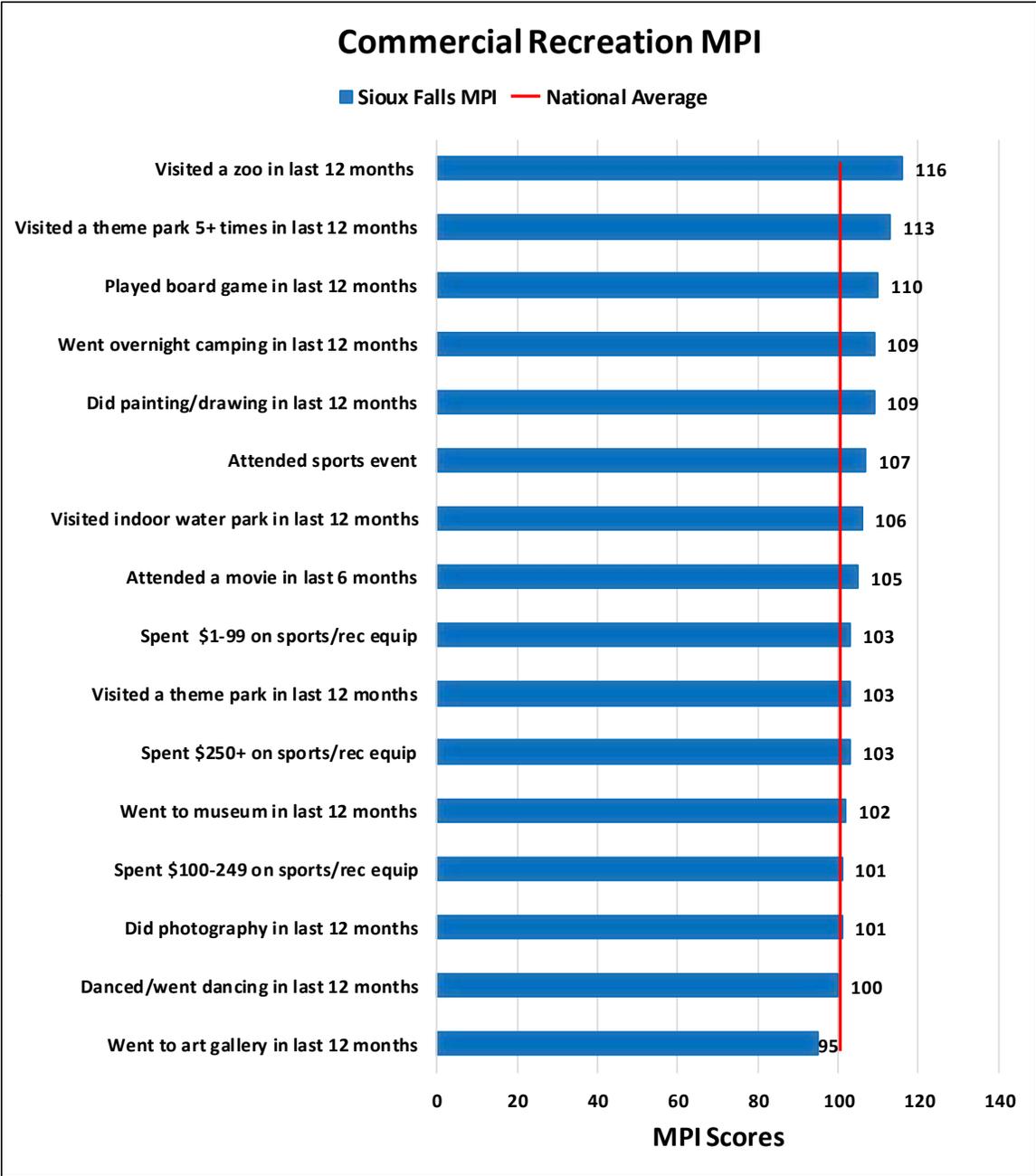


Figure 5: Commercial Recreation Participation Trends

1.3.5 EXPECTED LOCAL PARTICIPATION

The following chart shows the expected percentage of resident participants within the City in regards to recreational activities. These percentages are correlated to MPI scores previously introduced, serving as an additional tool for programmatic decision-making that allows SFPR to quantify the expected participants by activity.

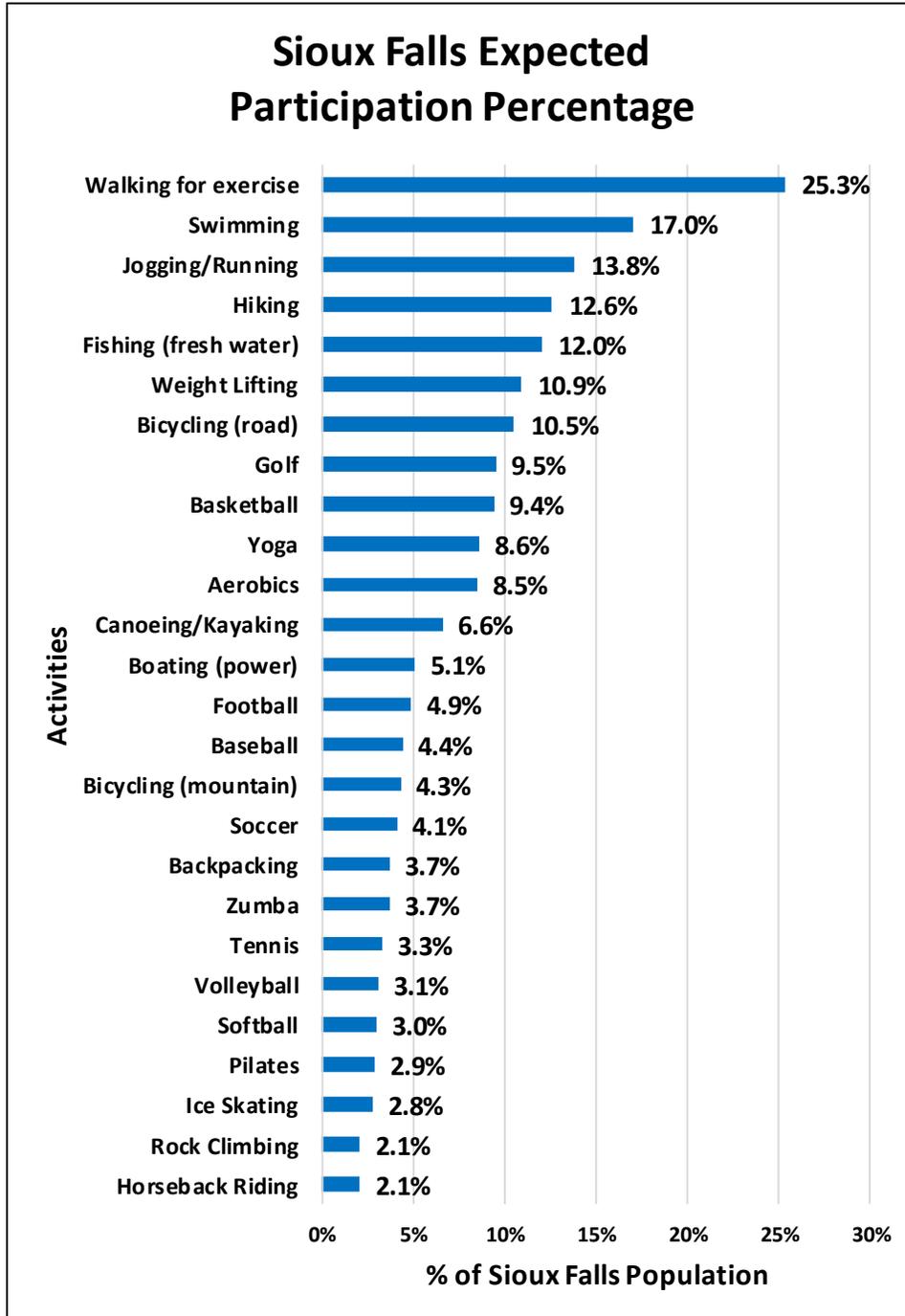


Figure 6: Expected Participation Percentage

## 1.4 TARGET MARKET

It is important to understand that Parks and Recreation Departments cannot be all things to all people and by categorizing the broader potential participants into specific categories, SFPR can better focus its marketing efforts. Just like the programs need to drive the facility design, similar the target market identification would drive the marketing initiatives.

The Primary Target Market is the residents of Sioux Falls, SD. These are the segments that have the greater use of services and largely fund operations and maintenance of the system. The primary focus of the marketing efforts ought to be towards this group. Ideally, the Primary Target Market services are driven largely by the City.

The Secondary Target Market is the visitors to Sioux Falls, SD (approximately one-hour radius). This includes audiences with specific interests that are much more difficult to reach without partnerships. Some examples of partnerships and assistance can be with regional and national sports organizations or with the Sioux Falls Convention and Visitor's Bureau. These specific interest audiences have the potential to become a key target market base, and in some cases, a primary target market in the future. Ideally, the Secondary Target Market services are typically driven by outside organizations in partnership with the City for overall enjoyment.

### 1.4.1 PRIMARY TARGET MARKET

The Comprehensive System Plan process included significant public input through focus groups, key stakeholder interviews, public forums with live polling, online survey and the statistically-valid community survey. The random sample of the community included questions that are important to understanding the primary target market. The following information is beneficial to reaching the primary target market and increasing the reach. As the demographics can evolve rather quickly in a rapidly growing City, the Primary Target Market should be surveyed to ensure the City remains responsive to changing needs.

#### MARKET PROVIDERS

These results demonstrate the Department is highly used by households for both indoor and outdoor recreation. Other similar providers of recreation that the households use are local churches, State Recreation Areas and the school districts. Private clubs (tennis, fitness, and dance) round out the top five. In several instances the City and/or Department partners with these organizations to help provide services across Sioux Falls.

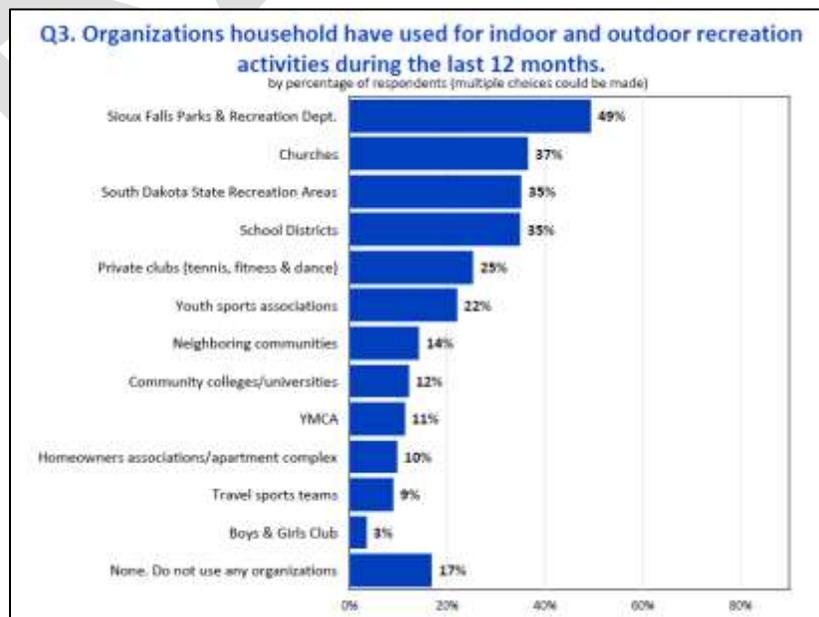


Figure 7: Local Market Providers

### SOURCES OF INFORMATION USED

The results show information sources that are beneficial to the Department for reaching the Primary Target Market. The website is the most used source of information. Friends and neighbors as a source of information is also a result of other digital and printed collateral and effort to reach the Primary Target Market where they are. This information is then shared in social and business networks in conversation and digitally. Rounding out the top tier is the Department program guide.

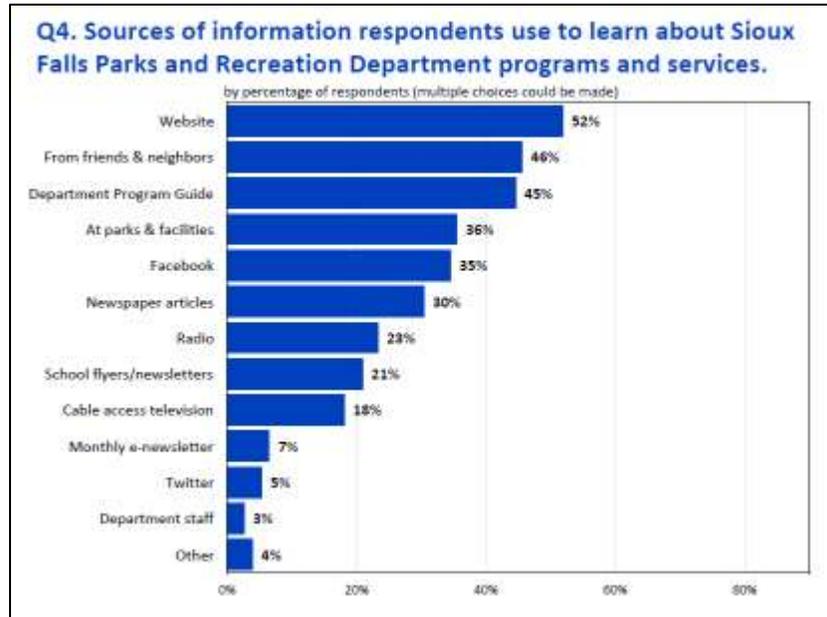


Figure 8: Sources of Information Used

### PREFERRED SOURCES OF INFORMATION TO USE

These results from the Primary Target Market demonstrate the reliance of households on the website for information. It is the most preferred method. The Department program guide and Facebook round out the top tier of preferred ways households want to learn about programs and services. These three marketing and communication methods can be used by the Department to reinforce the brand and highlight services through enhanced features.

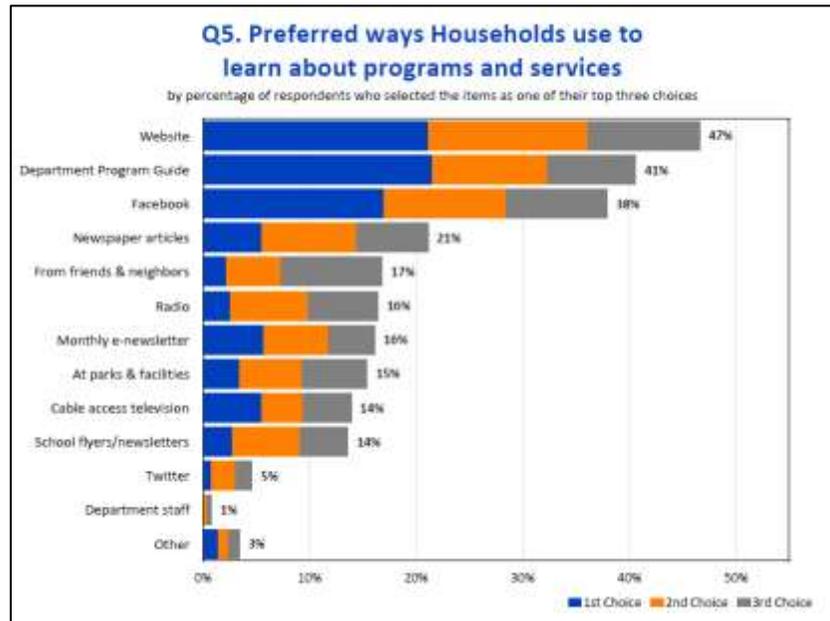


Figure 9: Preferred Sources of Information

### KEY MESSAGES

These results can help the Department address the reasons deterring households from using SFPR that can be improved upon and highlight the advantages and benefits. In addition, key messages can be derived from the reasons that are least deterring to households. Analyzing this data, it can be concluded that residents are not deterred by poor customer service demonstrating a high opinion of the Department and staff delivering services. Ease of registering in programs for every busy schedule. There are several additional messages about the strengths of the brand from this data that is affirmed by the overall use (95%) and quality (97% satisfaction).

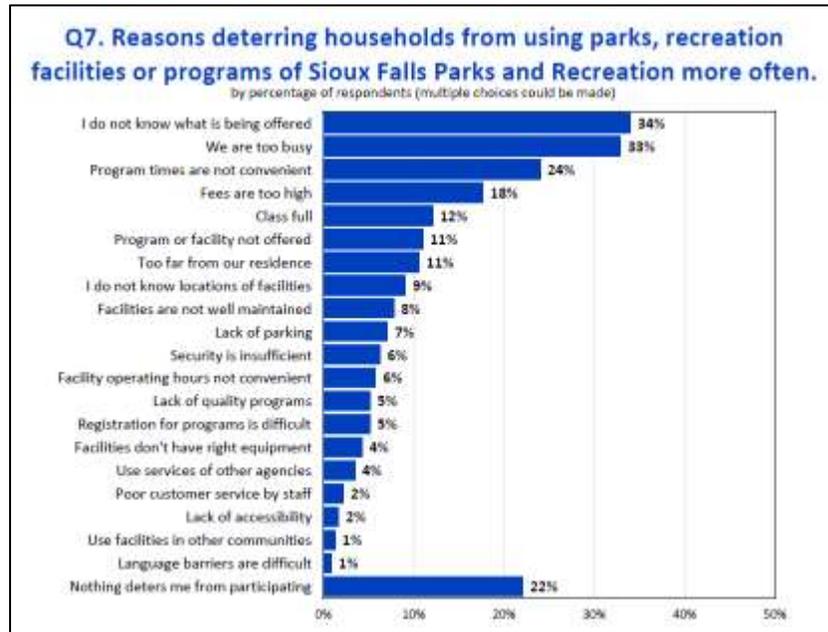


Figure 10: Reasons Detering Use

### PRIORITY INVESTMENT FOR PARKS AND RECREATION FACILITIES

The High Priority for investment identifies the type of facilities that are most important to the Primary Target Market. The Department has many of these facilities in the system currently. This is an opportunity to ensure content is developed around the high priorities as it relates to use and enjoyment of existing facilities, and upgrades and renovations to facilities, and new development of high priority facilities including any public input that may be part of improvements.

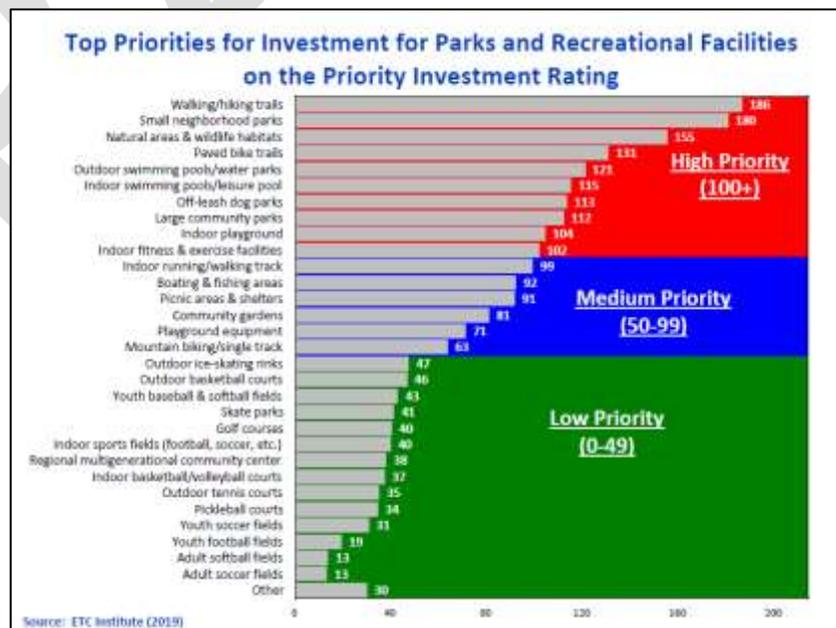


Figure 11: Parks and Recreation Facilities Top Priorities

### PRIORITY INVESTMENT FOR RECREATION PROGRAMS

The High Priority for investment identifies the type of programs that are most important to the Primary Target Market. The Department has many of these programs currently or provide them through partnership. This is an opportunity to ensure content is developed around the high priorities as it relates to use and enjoyment of existing programs, partner highlights including upcoming programs to add value to the partnership, new programs or new tier to a program like intermediate or expert.

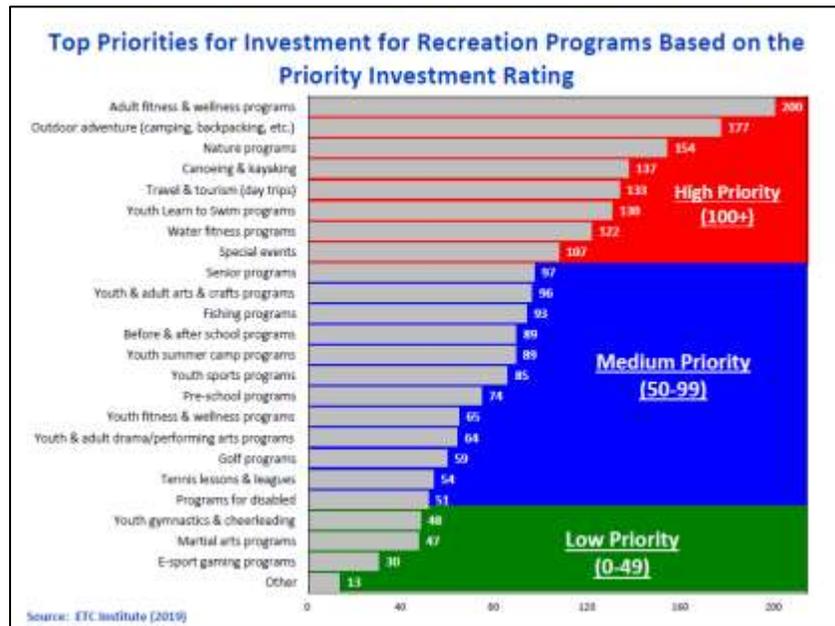


Figure 12: Recreation Program Investments Top Priorities

### MARKET POTENTIAL AND HIGH PRIORITY PROGRAM INVESTMENTS

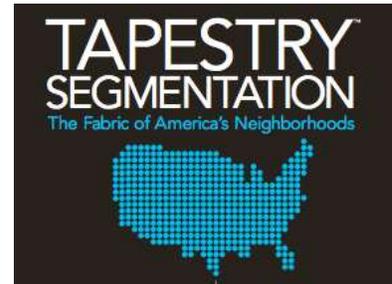
When we look at the Market potential and the High Priority Program Investments it demonstrates the services most desired by the Primary Target Market and reinforced by the data for higher than national average participation. Figure 12 below shows services where Marketing and Communications can reinforce the implementation of the Comprehensive System Plan. In addition, reinforce the brand through messaging by tying in the CAPRA Accreditation and the Department’s responsiveness to meet the community needs.

Primary Target High Priority	Market Potential	Examples of Service
Adult Fitness & Wellness Programs	Aerobics	Groups fitness facilitated program with instructional and social interactions, interchanging social activities that develop sharable moments for the participants and Department
	jogging/running	
	Yoga	
	Pilates	
	Weight lifting	
Outdoor Adventure (camping, backpacking, etc.)	Rock climbing	Possibilities from group instruction to group adventure, the only limitation to this High Priority is the creativity of programming. Developing an experience, with value added components is what these residents are looking to participate in. Shareable moments
	Mountain biking	
	Hiking	
	Fishing	
	Biking (road)	
	Backpacking	
	Canoeing/Kayaking	
Nature Programs	Mountain biking	Groups activities that can have specific stops along the way to make a more granular connection within the environment focusing on physical and mental benefits of participation
	Hiking	
	Fishing	
	Backpacking	
Canoeing/Kayaking	Canoeing/Kayaking	Many adventures exist along blueways that can include a trip down to the Arboretum and social/nature based activity when landing at the location
	Water safety	
Travel and Tourism	Rock climbing	An event or activity planned with social interactions and stops along the way will make for a unique experience and adds value
	Mountain Biking	
	Backpacking	
	Canoeing/Kayaking	
	Music Performance	
	Theme Park	
Water Fitness	Swimming	Added value to the outdoor and indoor aquatic centers and pools
	Water aerobics	
	Water safety	
Special Events	Expo events in Outdoor Adventure, fitness, sports,	Exhibits, demonstrations, and merchandise make for great feeder events and cross promotion of High Priorities

Figure 13: Primary Target High Priority and Market Potential

### 1.4.2 TAPESTRY AND LIFEMODE SEGMENTATION

ESRI's Tapestry Segmentation is a geodemographic system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. This market segmentation system integrates consumer traits with residential characteristics to identify individual markets within a specified area. The Tapestry provides a classification model with 67 distinct, behavioral market segments that depict consumers' lifestyles and lifestages, and detail the diversity of the American population. These individual market segments are then arranged into 14 LifeMode groups that have similar characteristics and market profiles. A brief summary of the 14 LifeMode groups is provided in the table below. A complete listing of these groups' characteristics and the individual segments that comprise each LifeMode group are available in **Appendix \_\_\_**. (Source: ESRI)



LifeMode Summary Groups	
Group Name	Brief Description
<b>Affluent Estates</b>	Established wealth- educated, well-traveled married couples
<b>Upscale Avenues</b>	Prosperous, married couples in higher density neighborhoods
<b>Uptown Individuals</b>	Younger, urban singles on the move
<b>Family Landscapes</b>	Successful younger families in newer housing
<b>GenXurban</b>	Gen X in middle age; families with fewer kids and a mortgage
<b>Cozy Country Living</b>	Empty nesters in bucolic settings
<b>Ethnic Enclaves</b>	Established diversity- young, Hispanic homeowners with families
<b>Middle Ground</b>	Lifestyles of thirtysomethings
<b>Senior Styles</b>	Senior lifestyles reveal the effects of saving for retirement
<b>Rustic Outposts</b>	Country life with older families, older homes
<b>Midtown Singles</b>	Millenials on the move; single, diverse, and urban
<b>Hometown</b>	Growing up and staying close to home; single householders
<b>Next Wave</b>	Urban denizens; young, diverse, hardworking families
<b>Scholars and Patriots</b>	College campuses and military neighborhoods

Figure 14: LifeMode Summary Groups

The ESRI Tapestry Segmentation provides an understanding of consumers' lifestyle choices, what they buy, and how they spend their free time for a specified service area. This information is useful in identifying target markets, as well as highlighting segments that are being underserved, to ensure that the Department's offerings are in line with the unique characteristics and preferences of its users. Analyzing the individual market segments allows informed decision making in providing services based on the specific socioeconomic and demographic composition of the service area. Figure 15 shows the top Tapestry segments that comprise Sioux Falls, and compare them to the national average.

SIoux FALLS TOP TAPESTRY SEGMENTS

Sioux Falls Top 5 Tapestry Segments		
Tapestry Segments	% of Sioux Falls Households	% of U.S. Households
<b>1 Up and Coming Families</b> Ethnic Enclaves	21.2%	1.9%
<b>2 Set to Impress</b> Midtown Singles	14.3%	2.2%
<b>3 Front Porches</b> Middle Ground	12.7%	1.1%
<b>4 Old and Newcomers</b> Middle Ground	8.1%	1.4%
<b>5 Young and Restless</b> Midtown Singles	7.6%	1.5%
<b>Total Percentage of Population:</b>	<b>63.9%</b>	<b>8.1%</b>

Figure 15: Sioux Falls Top 5 Tapestry Segments

LIFEMODE - ETHNIC ENCLAVES

LifeMode 7: Ethnic Enclaves	Segments
-Established diversity--young, Hispanic homeowners with families -Multilingual and multigenerational households featyre children that represent second-, third-, or fourth-generation Hispanic families -Neighborhoods feature single-family, owner-occupied homes built at city's edge, primarily built after 1980 -Hard-working and optimistic, most residents aged 25 years or older have a high school diploma or some college education -Shopping and leisure also focus on their children--baby and children's products from shoes to toys and games -Residents favor Hispanic programs on radio or television; children enjoy playing video games on computers, handheld or console devices. -Many households have dogs for domestic pets	<b>Up and Coming Families</b>
	<b>Urban Villages</b>
	<b>American Dreamers</b>
	<b>Barrios Urbanos</b>
	<b>Valley Growers</b>
	<b>Southwestern Families</b>

Figure 16: LifeMode - Ethnic Enclaves

ETHNIC ENCLAVE TAPESTRY SEGMENT - UP AND COMING FAMILIES

Up and Coming Families (21.2% of households)

- One of the **fastest growing markets** in the country who are younger, ethnically diverse with young families.
- **Hard working labor force** with a low unemployment rate who are ambitious and willing to take some risk to achieve their goals.
- They are careful shoppers and are mindful of prices and are **willing to shop around** for the best deals.

- Residents find leisure in family activities and rely on internet for information, shopping, and banking.
- Residents have some college education with a median age of 30.7 and median household income of \$64,000.

### LIFEMODE - MIDTOWN SINGLES

LifeMode 11: Midtown Singles	Segments
-Millennials on the move—single, diverse, urban -Millennials seeking affordable rents in apartment buildings -Work in service and unskilled positions, usually close to home or public transportation -Single parents depend on their paycheck to buy supplies for their very young children -Midtown Singles embrace the Internet, for social networking and downloading content -From music and movies to soaps and sports, radio and television fill their lives -Brand savvy shoppers select budget friendly stores	City Strivers
	Young and Restless
	Metro Fusion
	Set to Impress
	City Commons

Figure 17: LifeMode - Midtown Singles

### MIDTOWN SINGLES TAPESTRY SEGMENT - YOUNG AND RESTLESS

#### Young and Restless (7.6% of households)

- **Single-person and shared households** living in multiunit rentals in densely populated neighborhoods with median age of 29.4 and median household income of \$36,000
- Well-educated, **diverse** young workers in **professional/technical occupations and sales and office/administrative support roles** that are not yet established, but striving to get ahead
- **Careful shoppers**, aware of prices, and demonstrate little brand loyalty; like to be the first to try new products, but do research before buying the latest technology
- Most of their information comes from the Internet and TV; no landline telephones for majority of households, and **use cell phones for everything**
- **Activities** include dancing, playing pool, watching MTV and Comedy Central, reading fashion and music magazines, listening to music, and playing volleyball
- 

### MIDTOWN SINGLES TAPESTRY SEGMENT - SET TO IMPRESS

#### Set to Impress (14.3% of households)

- **Single-person households** make up over 40% of all households and found most in urban areas but also in suburbs.
- **Unemployment is higher**, although most are still in college, and live in areas where it is easy to walk or bike to work.
- Leisure activities include going to rock concerts, night clubs, and the zoo and are very **comfortable with the latest technology**.
- Nearly one in three **residents are 20-34 years old** and live in apartment complexes that are multiple multiunit structures.
- With a median household income of **\$29,000**; they are always looking for a good deal and will stock up when the price is right.

LIFEMODE - MIDDLE GROUND

LifeMode 8: Middle Ground	Segments
-Lifestyles of thirtysomethings -Millennials in the middle: single/married, renters/homeowners, middle class/working class -Urban market mix of single-family, townhome, and multi-unit dwellings -Majority of residents attended college or attained a college degree -Householders have ditched their landlines for cell phones, which they use to listen to music (generally contemporary hits), read the news, and get the latest sports updates of their favorite teams -Online all the time: use the Internet for entertainment (downloading music, watching YouTube, finding dates), social media (Facebook, Twitter, LinkedIn), shopping and news -Leisure includes night life (clubbing, movies), going to the beach, come travel and hiking	City Lights
	Emerald City
	Bright Young Professionals
	Downtown Melting Pot
	Front Porches
	Old and Newcomers
	Hardscrabble Road

Figure 18: LifeMode - Middle Ground

MIDTOWN SINGLES TAPESTRY SEGMENT - FRONT PORCHES

Front Porches (12.7% of households)

- Single-parent families or singles living alone make up almost half of the households with a median age of 34.2 and a median household income of \$39,000
- Labor force is mostly composed of a blue-collar work force who are price sensitive due to limited income
- Tend to use the internet for gaming, online dating, and chat rooms.
- Activities include sports, indoor water parks, bingo, and video games.
- Strive to have fun and seek adventure, while also being price conscious

MIDTOWN SINGLES TAPESTRY SEGMENT - OLD AND NEWCOMERS

Old and Newcomers (8.1% of households)

- **Mostly renters** who are just beginning their careers or retiring.
- Most residents are **single households** with a mix of married couples (no children).
- Median age is **38.5** with a median household income of **\$39,000**.
- Consumers are **price aware** and coupon clippers but **open to impulse buys**.
- They are attentive to environmental concerns and **comfortable with the latest technology**.

## 1.5 MARKETING AND COMMUNICATIONS ASSESSMENT

This section seeks to highlight the individual media that are currently utilized by SFPR and additional recommendations to maximize their effectiveness. It additionally draws attention to technology and ways to leverage within the Department to promote their brand and offerings.

*It must be noted that this is not an all-inclusive list but rather a key foundational component and key marketing and communication mediums that have been used by SFPR and other systems nationwide.*

### 1.5.1 BRAND ASSESSMENT

Establishing a brand is an important component to any service provider. Key foundational elements within the brand are also standards identified by CAPRA Accreditation. These foundational items are present within SFPR and can be found in sections 1.1.1. and 1.1.2 of this chapter. In addition to foundational items, the planning team looked at the logo, hashtags/taglines/headlines, messages, images, and consistency in use and impression created.

The City and Department do an outstanding job in brand management and quality assurance through communication efforts. The City and Department have style guides that provide direction for staff when developing content. There are logos for the various applications and effective design to manage applications with image limitations. These are used appropriately and effectively. The appropriate color palettes are used when developing content.

The use of hashtags, taglines and headlines are effective in application and help the Primary Target Market instantly recognize the brand, determine the purpose of messaging, and its relevance to their interests. This effectiveness is carried through the content/messages with creative and informational introduction sentences that are meant to entice further reading and if desired, lead to the reader taking action to participate or get involved.

Images can reinforce the brand when intentional in use. The Department demonstrates best practices in use of images and can continue this with the collateral developed as part of this Comprehensive System Plan. The collateral can serve as visual aids helping convey or affirm the message. Specifically, the results of the statistically-valid community survey that includes the satisfaction levels that the primary target market identified with certain operations and potential actions. This is a collective perspective of the agency from system users and non-users increasing the potential to reach them through the use of the data. Best practice is to use the collateral created to reinforce the Department's brand across all marketing methods, especially during the initial implementation of the Comprehensive System Plan.

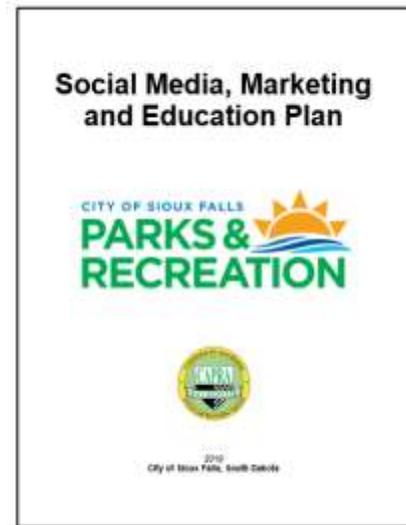
The Department exhibits consistency in brand, brand management, and quality assurance. The community survey results that the Primary Target Market sees value in the brand and its services.



### 1.5.2 SOCIAL MEDIA, MARKETING AND EDUCATION PLAN

The Department has updated the Marketing Plan for 2019. This analysis is looking at the Marketing Plan for responsibilities, direction and policies regarding communication. The 2019 Social Media, Marketing and Education Plan is specific to the Department and is intended to compliment any plans, policies and procedures the City may have for all Departments. The Department is compliant with City requirements in delivery of Department specific marketing and communications. The following key sections are included within the plan:

- Department Mission, Vision and Core Values
- Public Information
- Marketing and Communication Methods
- Media Communication Policy
- Leadership Media Communication Responsibilities
- News Releases
- Community Relations and Goals
- Marketing Functions and Goals
- Management Staff Marketing Responsibilities



Each section of the plan is well thought out and provides ample direction and flow of processes specific to the Department. The Media Communications Policy is detailed in responsibilities and subject matter that each leadership position will assist in addressing. All media inquiries are reported to the Director of Parks and Recreation to designate the appropriate person to respond. This includes how to handle external communication on emergencies, weather, and out-of-the-ordinary topics.

The Community Relations section addresses the need to provide high priority to good relations with residents, City Departments, local government agencies, partners, and user groups. This section also identifies various methods and meetings conducted by the City for additional information to the public. Community relations Goals are to Tell Our Story, Proactive vs. Reactive, Engage Stakeholders and Consistent Messaging. The Department should add direction for staff to identify opportunities for photos and to acquire them when present at programs and events. Develop a strong picture database of actual participants in programs and visitors to facilities. This should also include staff living the mission and working in the field, demonstrating the positive impact and reinforcing the brand.

The Marketing section of the plan provides further direction of functions and responsibilities as part of the Department's overall approach. The Marketing Philosophy is, "The City of Sioux Falls Parks and Recreation Department is committed to developing and implementing effective marketing goals, research, and strategies that result in a variety of customer driven programs, which meet or exceed the customer's expectations for stated program outcomes, price, convenience, scheduling, and customer service." Marketing goals are categorized into Identify/Awareness, Community Relations, Community Centers, Forestry Programs, Social Media, Website/CityLink 16. Now that the City has initiated digital marketing it should be included as a goal along with digital marketing responsibilities to the 2019 updated plan.

### 1.5.3 WEBSITE ASSESSMENT

It has become a requirement that an organization's website be the gateway and often the primary source of information about that organization or system. A website is not only the most cost-effective medium available but it is also providing public access around the clock.

The Department website is actually within the structure of the City's website. The Department Website is the most relied upon source of parks and recreation information according to the Primary Target Market. In many instances, the overarching feel and layout within the municipal website restricts the reach of parks and recreation agencies due to a predominantly institutional look and feel. This is not the case with the Department's website. The website homepage is clean and the images are visually appealing.

Additional findings provided below are based on the user experience, search optimization, conversion, and mobile application of the site. Some key observations include:

- Recognizable images within the top banner that include the Department logo.
- Quick links exist with images and titles that are easily recognizable.
- On the top-left hand side of the home page, the Department has categorized facilities, services, and projects for quick identification and access.
- The site only takes two to four clicks to find most information on the website.
- Site is not text-heavy. Mostly images and headings until the user arrives at the topic of choice where the most vital information is present and contact information if additional assistance is needed.
- Exclusive Employment Opportunities are prominent along the left-hand column and get visual recognition when arriving to the site.
- Volunteer opportunities required a search to find. This may be more easily found under things to do dropdown menu.
- Site map or search function provides current relevant information.
- No mention of parks and recreation social network profile(s) information on the homepage.
- Limited focus on using the website as a revenue-generating tool.
- Content appears more informational than marketing oriented. The philosophical approach to fees and changes for certain services and facilities could drive the feel of the content.
- The Online registration graphic on the Parks and Recreation landing page of the City website is not in a prominent location and does not grab the attention of the users as quickly as other information on the site. This may be from the philosophical approach to certain services being minimal to no cost.
- When the City adopts the recommendations as it relates to fees and charges, the Department will want to look at the following enhancements:
  - Develop a look and feel to the site that visitors are familiar with from visiting and purchasing from retail websites as seen in Figure 19. This may require a different template and host to accomplish.
  - Make the online registration icon larger and relocate to a more prominent location on the site.



- Research a website platform or software that can identify and track the rate of conversion for better data and decision making within marketing and communications.
- Additional staff may be needed to continue the standard in level of communication and responsiveness.



Figure 19: Example of Parks and Recreation Website and Retail Website

#### 1.5.4 FUN GUIDE / PRINT MATERIAL

SFPR currently publishes its program guide online. It is an extremely comprehensive approach for a wide gamut of offerings and one of the prime means of information dissemination for the Department. The Department supplements this with print fliers specific to core program areas, segments of the population, and informational purposes.

PROS evaluated the Summer 2019 Fun Guide and print materials. The evaluation yielded the following observations.

- Very visually pleasing work.
- The Fun Guide is static and does not currently allow for clicking on content for more information or to the registration page. Making this interactive will help to increase convenience of ecommerce.
- Use of actual pictures from Sioux Falls participants is appropriate and relevant. Where pictures are used, they are aesthetically appealing and have human connections.
- Good call to action in all collateral intending this outcome.



- Thorough copyedit review process to proof-read all collateral.
- Consistent brand identity and reinforced appropriately.
- A plethora of information is presented in a clean, organized format increasing the depth a reader will consume information.
- **All programs use succinct descriptors and promote participation benefits, which is a best practice.**
- **Presenting brief staff/instructor/partner highlight in a section to add expertise, draw attention to initiative and facilities is a good practice and helps personalize the relationship with the Primary Target Market.**
- **Social network profile listing missing in the contact information.** Facebook is in the top three preferred ways to learn of activities. Promote the frequency and timeliness of Facebook posts to ensure your favorite fun times are not overlooked.
- Consistent brand identification across informational and promotional print materials. Continue to obtain photographs of the diversity of the community in actual parks and recreation programs and events.
- When implementing the recommendations as it relates to fees and charges, the Department should resume mailing out the fun guide to ensure target markets are not missed. Similar providers are using direct mail.

**Did you know ...** 

**Emerald Ash Borer (EAB)**

Emerald ash borer was confirmed in northern Sioux Falls in May 2018. It is a highly invasive, non-native insect that attacks and kills all species of North American ash trees, including white, green and black varieties.

EAB is able to kill all ash trees, regardless of their health, age or size. It has already killed more than 100 million ash trees in the United States and is a serious threat to trees in Sioux Falls.

EAB is attracted to fresh pruning wounds. Trees should be pruned between Labor Day until the following Memorial Day while the insect is inside the tree. Movement of ash wood is restricted from Memorial Day to Labor Day in Sioux Falls.

For more information, visit [siouxfalls.org/eab](http://siouxfalls.org/eab) or call the Helpline at 211

Healthy Ash Tree      EAB-Infested Ash Tree

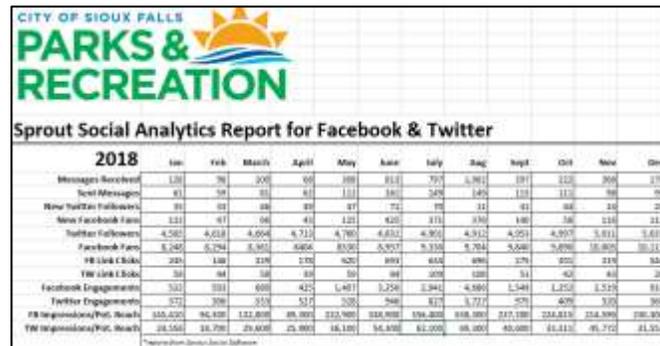


### 1.5.5 SOCIAL MEDIA ASSESSMENT

Over the last decade, social media has become one of the county’s fastest growing trends. With only 24% of the country using social media in 2008; today, an estimated over 80% of the U.S. population is currently using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the Department to take advantage of these marketing opportunities.

Currently, the SFPR has social media presence on Facebook and Twitter and limited presence on YouTube. The Department’s approach to content is informative, brand reinforcing, promotes a call to action and makes human connections. The content reinforces the brand with messaging on the features, advantages, and benefits of being in a relationship with the Department.

The City is well versed in the analytics of their social media presence and have built capacity in social media presence through the use of technology that collects data from key performance indicators (KPIs) and schedules posts where content is prepared in advance. A valuable resource to the Department and City is the use of sprout social. This resource analyzes how each platform is performing for the City, develops insightful content for client’s enhanced use, and increases efficiency and effectiveness. This is a valuable tool should the Department look to increase reach, participation and revenues.



**2018**

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Messages Received	120	76	255	55	89	81	75	1,761	191	112	264	178
Sent Messages	81	39	31	61	111	181	247	149	112	112	98	79
New Twitter Followers	81	82	88	89	87	72	78	11	82	68	16	20
New Facebook Fans	121	97	96	41	121	620	111	130	188	58	118	112
Twitter Followers	4,582	4,618	4,604	4,711	4,787	4,832	4,901	4,912	4,951	4,907	5,811	5,811
Facebook Fans	8,347	8,294	8,351	8,604	8,797	9,107	9,110	9,794	9,640	9,690	10,805	10,112
FB Link Clicks	349	188	218	178	162	184	654	99	278	122	118	144
TW Link Clicks	36	84	58	88	59	88	89	188	51	42	42	28
Facebook Engagements	511	511	600	425	1,481	1,254	1,841	4,884	1,544	1,252	1,218	811
Twitter Engagements	571	358	312	517	525	741	817	1,717	971	409	518	369
FB Impressions/Pot. Reach	155,425	94,438	111,808	88,881	112,789	134,898	154,838	168,881	217,188	124,818	114,888	178,878
TW Impressions/Pot. Reach	28,541	18,798	29,608	25,881	18,181	16,898	12,008	88,881	88,881	81,811	91,711	11,511

As part of this analysis, the Sprout Social Summary Reports for the Department were reviewed. The years of 2018 and 2019 (January to June) were analyzed due to changes in key performance indicators tracked within the summary reports. In the analysis of these reports we can see that the Department is expanding reach and increasing in all but three of the key performance indicators for the first half of the year. Largest increases are in Sent Messages (20.7%), Facebook Fans (18.7%), Facebook Link Clicks (55.3%), Twitter Link Clicks (18.8%), and Twitter Impressions (22.7%).

2018 & 2019 Comparison (January - June)			
Subject	2018 January-June	2019 Year to Date	Increase or Decrease (%)
Messages Received	1,515	1,416	-7.0%
Sent Messages	536	676	20.7%
New Twitter Followers	281	289	2.8%
New Facebook Fans	838	779	-7.6%
Twitter Followers	28,171	30,994	9.1%
Facebook Fans	50,794	62,463	18.7%
FB Link Clicks	2,211	4,947	55.3%
TW Link Clicks	342	421	18.8%
Facebook Engagements	6,803	6,560	-3.7%
Twitter Engagements	3,212	3,566	9.9%
FB Impressions/Pot. Reach	1,023,610	1,218,717	16.0%
TW Impressions/Pot. Reach	189,156	244,672	22.7%

Figure 20: 2018 & 2019 Sprout Social Summary Comparison Year to Date

The Planning Team also conducted an analysis on the MIDCO Aquatic Center (MAC) Sprout Social Summary Reports. The years of 2018 and 2019 (January to June) were analyzed due to changes in key performance indicators tracked within the summary reports. In the analysis of these MAC summary reports we can see that the Department is experiencing decreases in all but two of the key performance indicators the first half of the year. Largest decreases are in Messages Received (-78.3%), New Twitter Followers (-100%), Twitter Link Clicks (-68.8%), Facebook Engagements (-89.9%) and Twitter Impressions (-111%). The largest increase is in Facebook Engagements which is a goal within the 2019 Social Media, Marketing and Education Plan.

MIDCO Aquatic Center 2018 & 2019 Comparison (January - June)			
Subject	2018 January- June	2019 Year to Date	Increase or Decrease (%)
Messages Received	246	138	-78.3%
Sent Messages	144	124	-16.1%
New Twitter Followers	30	15	-100.0%
New Facebook Fans	308	255	-20.8%
Twitter Followers	2,264	2,487	9.0%
Facebook Fans	16,765	19,692	14.9%
FB Link Clicks	397	394	-0.8%
TW Link Clicks	54	32	-68.8%
Facebook Engagements	64,909	639,676	89.9%
Twitter Engagements	30,788	23,158	-32.9%
FB Impressions/Pot. Reach	690	464	-48.7%
TW Impressions/Pot. Reach	597	283	-111.0%

Figure 21: MIDCO Aquatic Center Sprout Summary Report Analysis

It is important for staff to analyze the potential causes that have affected this decrease in MIDCO Aquatic Center Social Media. While these numbers are decreasing, in many instances the message and content may not be of particular interest. In addition, the decrease for new followers and fans does not represent the Department's total numbers decreasing, these are new to Sioux Falls Parks and Recreation Facebook and Twitter. The Department is still gaining followers, just not at the same rate as in the first six months of 2018.

Currently the Department has over 5,400 Twitter Followers and over 11,500 Facebook Followers and does not use the Instagram platform. Through searches, it was identified that there is a Sioux Falls Instagram Account that people are posting to. The site has many photos from the people using the Sioux Falls Parks and Facilities. The Department should reach out to the platform and claim the page to begin controlling the content in the Department's name.

Across all platforms the Department could engage followers and increase followership on social media through:

- More content and images reinforcing the Department's culture
- More behind the scene preparations and activities making human connections
- Engage with thought-provoking questions/responses
- Create Giveaways with prizes (Like the social media page, then Share)—Then draw for a prize
- Facebook Live Events
- Increase video content



1.5.6 E-NEWSLETTER

The City also collects data regarding E-Newsletters. The data collected for analysis is from the E-News Reports for 2018 and 2019 for the Department. The data points are:

- Mailing Score
- Recipients Sent To
- Opens
- Open Rate
- Clicks
- Click Rate
- Delivery
- Delivered
- Bounced
- Opt-Outs
- Shares
- Open by Desktop
- Open by Mobile

From the Analysis we have learned that the Mailing score has improved and the Total Recipients and Total Opens have increased over 2018 (first six months) exponentially, (1300.2%) and (1261.1%) respectively. Additional positive takeaways are decreases in Total Bounced and Total Opt-Outs, (71.6%) and (31.3%) Respectively.

The best days of the week and the best times of day for the best open rate can be seen in Figure 23. This shows the best days and times to be Wednesday AM, Thursday PM, and Friday PM for open rate from 2018 to 2019 year-to-date. In addition, 2019 is also showing a higher open rate for Wednesday PM and Friday AM. To achieve the highest open rate, the staff should send the E-Newsletters that need the most attention on the days and times that demonstrate the best percentages.

E-News Reports Analytics			
Subject	2018 (12 Sent)	2019 (20 Sent)	Increase or Decrease (%)
Mailing Score Average	8.9	9.1	2.5%
Total Recipients Sent to	9460.9	132,473	1300.2%
Total Opens	2874.5	39,124	1261.1%
Open Rate Average	40.8%	46%	12.8%
Total Clicks	5,780	4,157	-28.1%
Click Rate Average	20.7%	22.8%	9.8%
Delivery Average	99.4%	99.6%	0.2%
Total Delivered	121,737	132,132	8.5%
Total Bounced	1,199	341	-71.6%
Total Opt-Outs	294	202	-31.3%
Total Shares	9	0	-100.0%
Open by Desktop Average	47.8%	50.4%	5.5%
Open by Mobile Average	52.2%	49.6%	-5.0%

Figure 22: E-News Report Analysis

E-News Report Open Rate Analysis		
Open Rate Days/Time	2018	2019 (YTD)
Monday AM	41.0%	0.0%
Monday PM	0.0%	32.7%
Tuesday AM	24.9%	0.0%
Tuesday PM	44.7%	27.1%
Wednesday AM	57.0%	51.7%
Wednesday PM	32.8%	47.7%
Thursday AM	0.0%	43.2%
Thursday PM	47.2%	44.5%
Friday AM	25.4%	51.2%
Friday PM	42.5%	50.5%
Saturday AM	0.0%	37.8%
Saturday PM	32.0%	0.0%
Sunday AM	52.9%	0.0%
Sunday PM	32.0%	42.2%

Figure 23: Open Rate Analysis by Day and Time

## 1.6 RETURN ON INVESTMENT

Best practice is for organizations to track and evaluate spending and track the conversion rate to ensure maximum return on the investment. While it may be unrealistic to be able to accurately track the return on all marketing spent, it would be useful to establish certain tracking measures that would help the staff make informed decisions. The following outlines the process and provides the ROI template that could be used to evaluate the marketing initiatives.

The process recommendations to track user information and participation metrics include:

- **Encourage user sign-up for email database**  
Provide incentives through discounts or promotions through the website alone. An example would be to offer early bird registration for upcoming programs through the website only. This would help identify the effectiveness of the newsletter and encourage additional sign-ups of non-customers for email blasts.
- **Short Messaging Service Codes (SMS)**  
Offer unique offers with event or program-specific codes to those who opt-in to receive messages. It would be easy to track source of information through unique codes.
- **Social Media**  
Those who are ‘fans; on Facebook could also be provided specific incentives, similar to email blasts, to sign up.
- **Web analytics (e.g. Google Analytics, Sprout Social, etc.)**  
Currently the City uses internal analytics and could benefit externally from Google Analytics. Google Analytics can help identify the most popular pages, and sections or sub-sections that users view. Additionally, information regarding key phrases entered into search engines to locate services and websites driving the most traffic to the site will also be available.
- **Track sources of information during registration, special events and at facilities**  
Ensure every program registration format obtains the source of information that drove the participant to sign up for the program. During special events, partner with other institutions (i.e. high school or college) to utilize students as part of a data-collection drive which identifies sources of information for the participant.
- **Build database identifying sources of information for participants and how much revenue it generated**  
By developing the database that documents the sources of information used by respondents and the amount of fee / dollar spending for those programs, it would be possible to identify individual marketing methods and the corresponding revenue generated by them based on participation numbers.
- **Document true costs of marketing**  
Utilize the Cost of Service Model’s structure identified in Chapter \_\_\_\_ to track true costs of marketing for a specific activity or program, event, or facility. The true cost would include all direct costs associated with the activity including cost of printing, mailing, buying advertisements etc. It would also include direct and overhead staff time allocated towards it.

A basic formula and a model that will help staff track and calculate ROI is shown in the figure below.

$$\text{Marketing ROI} = \frac{\text{Contribution (\$) generated from externally referred customers}}{\text{(\$) for staff interaction \& other costs to manage \& engage in the process}}$$

Email Marketing		Direct Marketing	
	Input		Input
Total # of Emails Sent	2,500.00	Total # of Postcards Sent	10,000.00
Total Cost (Direct / Indirect)	\$ 500	Total Cost (Direct / Indirect)	\$ 2,500
Response Rate (%)	30.0%	Response Rate (%)	10.0%
Conversion Rate (%)	10.0%	Conversion Rate (%)	10.0%
Average Spending by Buyer (\$)	\$ 20.00	Average Spending by Buyer (\$)	\$ 12.00
	Output		Output
Total # of Emails	2,500.00	Total # of Postcards	10,000.00
Total Cost	\$ 500	Total Cost	\$ 2,500
Cost / Unit	\$ 0.20	Cost / Unit	\$ 0.25
Response Rate (%)	30%	Response Rate (%)	10%
# of Responses	750	# of Responses	1,000.00
Cost / Responder (\$)	\$ 1	Cost / Responder (\$)	\$ 3
Conversion Rate (%)	10%	Conversion Rate (%)	10%
# of Buyers	75	# of Buyers	100
Cost / Buyer (\$)	\$ 6.67	Cost / Buyer (\$)	\$ 25.00
Revenue Generated	\$ 1,500.00	Revenue Generated	\$ 1,200.00
Net Profit / Loss	\$ 1,000.00	Net Profit / Loss	\$ (1,300.00)

*Response Rate (% of responses expected from the total list)*

*Conversion Rate (% of respondents that will make a purchase)*

*Buyer = Participants*

The figure above depicts sample ROI spreadsheet for email and direct mail marketing. The input variables refer to those that the staff must fill in for each marketing medium. The output variables are driven by the model and will automatically adjust to the input variables when set up with formulas.

***It must be noted that the numbers used are for illustration purposes only.***

## 1.7 MARKETING ANALYSIS CONCLUSIONS

SFPR is very intentional with marketing and communications. This culture of continuous enhancement to increase reach and awareness will be achieved as key metrics are being tracked and monitored on a monthly basis. Below are some key takeaways that were identified throughout the Marketing Analysis:

- Current Responsibilities are being met with periodic gaps due to workload. Staff have responsibilities and rolls defined for efficiency and effectiveness. Capacity will need to be increased if the philosophical approach to cost recovery increases focus on revenue generation in order to maximize brand recognition and demonstrate value of experiences.
- Market Potential is driven by consumer spending patterns overlaid with the community needs from the statistically-valid survey (Primary Target Market). Department position within the primary Target Market is strong with high satisfactory levels for operations and facilities. Using collateral from the data collected will help the Department reinforce the brand, tell the Department's story, introducing new services to meet needs, and reinforce the benefits of being a customer.
- Target Markets for the Department are in two categories; Primary and Secondary. The Primary Target Market is the residents of Sioux Falls, SD. These are the segments that have the greater use of services and largely fund operations and maintenance of the system. The Secondary Target Market is the visitors to Sioux Falls, SD (approximately one-hour radius). This includes audiences with specific interests that are much more difficult to reach without partnerships. Secondary Target Market services are typically driven by outside organizations in partnership with the City for overall enjoyment.
- The **Brand Assessment shows the City and Department do an outstanding job in brand management and quality assurance through communication efforts.** The use of hashtags, taglines and headlines are effective in application and help the Primary Target Market instantly recognize the brand, determine the purpose of messaging, and its relevance to their interests. Continued use of local participation photos with intent capture the value and make human connections strengthening the brand.
- The Website Assessment uncovered a better approach to a government website for ease of use in navigation and locating information. There are website layout enhancements that should be explored for increased participation. Having the layout familiar to consumers of e-commerce will enhance ease of use. Having a mechanism in place to establish a conversion rate, track it over time, and benchmark against past performance would enhance the marketing efficiency and effectiveness to a greater level. Social media, specifically Facebook is a significant preferred method of learning about services and should have social media profiles and ways to connect on the website.
- The Fun Guide is online publishing only at this time. Fliers for core program areas are being printed and distributed. The Department should closely monitor this approach for participation

levels and make adjustments as needed. The Department's print materials are visually appealing and they go through a thorough copyedit process to ensure consistent brand identity and quality content. Content is appropriate and digestible with direction to acquire additional information. Titles are creative and descriptive where readers can identify the activity. Introductory sentences are inconsistent. They either creatively identify the benefits or they are basic and some go right into the logistics for the activity. Content development should include the features, advantages, and benefits (FAB) of facilities, parks, programs, projects and events within the first sentence to entice participation. Logistical details are better for the second or third sentence or towards the end of the description.

- The Department Website and Fun Guide: These two methods were identified by household survey responses as the number one and number two ways the residents would like to hear of programs and services. It is important that these two methods compliment each other especially since the Fun Guide is no longer printed. When a new seasonal Fun Guide is released it should have a prominent location and attractive to the eye for easy download and review. Fewer clicks to this important marketing tool will be better to participation as is the case for the online registration icon. In addition, having the Fun Guide link to RecTrak registration pages for specific programs will enhance the experience and ease of use.
- Currently, SFPR has **social media** presence on Facebook and Twitter and limited presence on YouTube. The Department's approach to content is informative, brand reinforcing, promotes a call to action and makes human connections.
  - The City is well versed in the analytics of their social media presence and have built capacity through the use of technology that the Department is obtaining as well. Analysis of current summary reports shows that the Department has great success in building capacity with a 16% to 22.7% increase in impressions during the analysis period. Currently the Department has over 5,400 Twitter Followers and over 11,500 Facebook Followers. To continue this growth the Department should run more campaigns and contests. Continued analysis of social media is important to ensure the Department is allocating resources efficiently and for the greatest effectiveness.
  - Instagram Account should be established for brand assurance purposes and sharing engaging content. Through searches, it was identified that there is a Sioux Falls Instagram Account that people are posting to. The site has many photos from the people using the Sioux Falls Parks and Facilities. The Department should reach out to the platform and claim the page to begin controlling the content in the Department's name.
  - The Department could engage followers and increase followership on social media through more brand reinforcing content and images. Behind the scenes brand reinforcement demonstrating the Department's culture will enhance the brand. Engage the community with thought provoking questions and responses that use data collateral created from the Comprehensive System Plan process.

DRAFT