

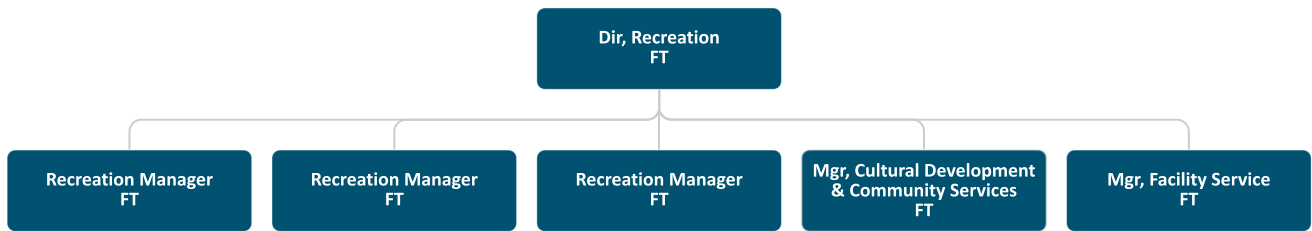
# RECREATION

## FOCUS

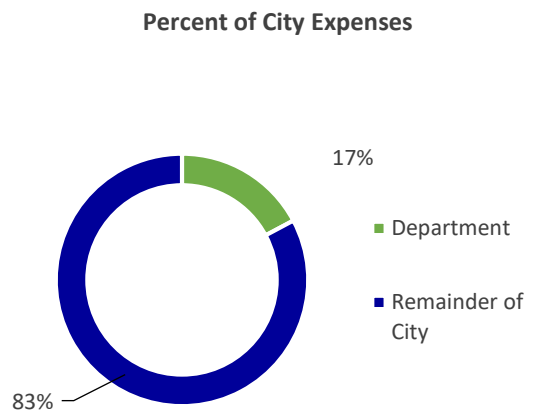
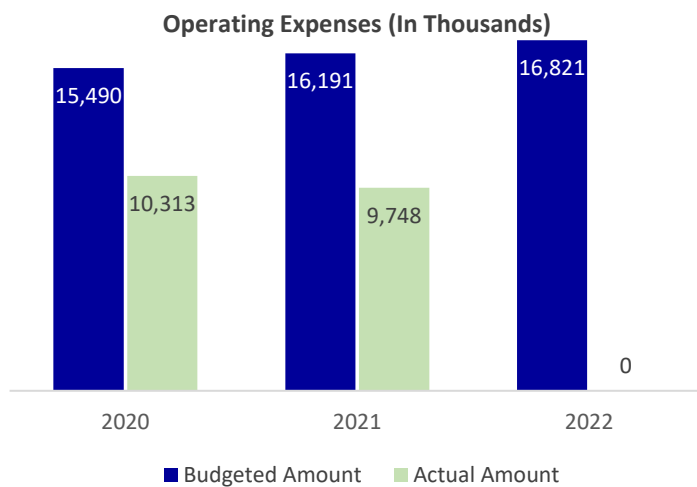
The Recreation Department has four divisions: Administration, Recreation, Facilities and Cultural Development and Community Services. The Department's key roles are the delivery of recreation, sport, arts and cultural programs, events and services, and the operation of recreation facilities. The Department also ensures all City facilities are well maintained, clean, safe, secure and operationally efficient through its preventative maintenance and energy management programs.

Being responsive to identified community needs requires a variety of approaches from direct provision of services to establishing partnerships that leverage collective expertise and resources. Through a community development and engagement approach, the Recreation Department fosters effective community partnerships and works 'with' the community to build the capacity of citizens and community groups by facilitating sharing of information and resources.

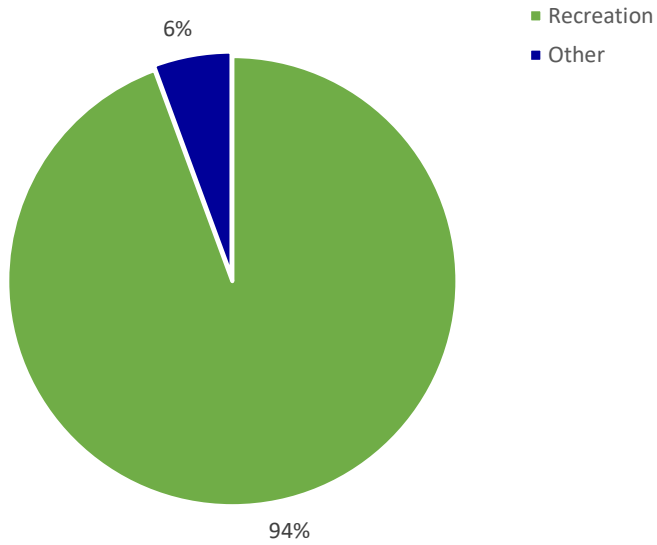
## ORGANIZATIONAL STRUCTURE



## OPERATING BUDGET

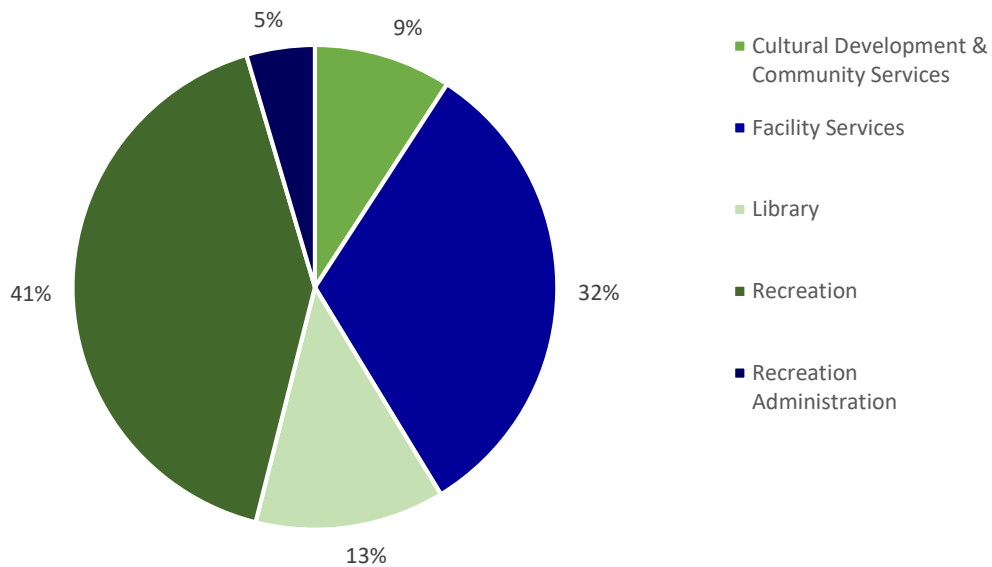


## Department Revenues by Section



REVENUES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Sale of services	4,922,000	5,209,800	287,800	5.8%	1,456,525
Contributions	58,900	60,100	1,200	2.0%	107,638
<b>Total</b>	<b>\$4,980,900</b>	<b>\$5,269,900</b>	<b>\$289,000</b>	<b>5.8%</b>	<b>\$1,564,163</b>

## Department Expenses by Section



EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	10,130,500	10,626,000	495,500	4.9%	5,911,590
Other personnel costs	94,300	97,600	3,300	3.5%	34,847
Contracted and other services	3,722,600	3,798,600	76,000	2.0%	2,570,481
Materials and supplies	817,800	854,200	36,400	4.5%	361,822
Telephone, utilities and rent	1,125,700	1,136,600	10,900	1.0%	724,922
Interest and bank charges	168,100	172,500	4,400	2.6%	88,793
Insurance and claims	200	200	0	0.0%	0
Grants and financial assistance	189,000	189,000	0	0.0%	125,754
Internal charges	(56,900)	(53,200)	3,700	-6.5%	(70,211)
<b>Total</b>	<b>\$16,191,300</b>	<b>\$16,821,500</b>	<b>\$630,200</b>	<b>3.9%</b>	<b>\$9,747,998</b>

ALLOCATIONS (TO) / FROM RESERVES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Transfer to Reserve	(73,700)	(73,700)	0	0.0%	0
<b>Total</b>	<b>(\$73,700)</b>	<b>(\$73,700)</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>

NET REVENUE / EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
	(11,284,100)	(11,625,300)	(341,200)	3.0%	(8,183,835)

# RECREATION ADMINISTRATION

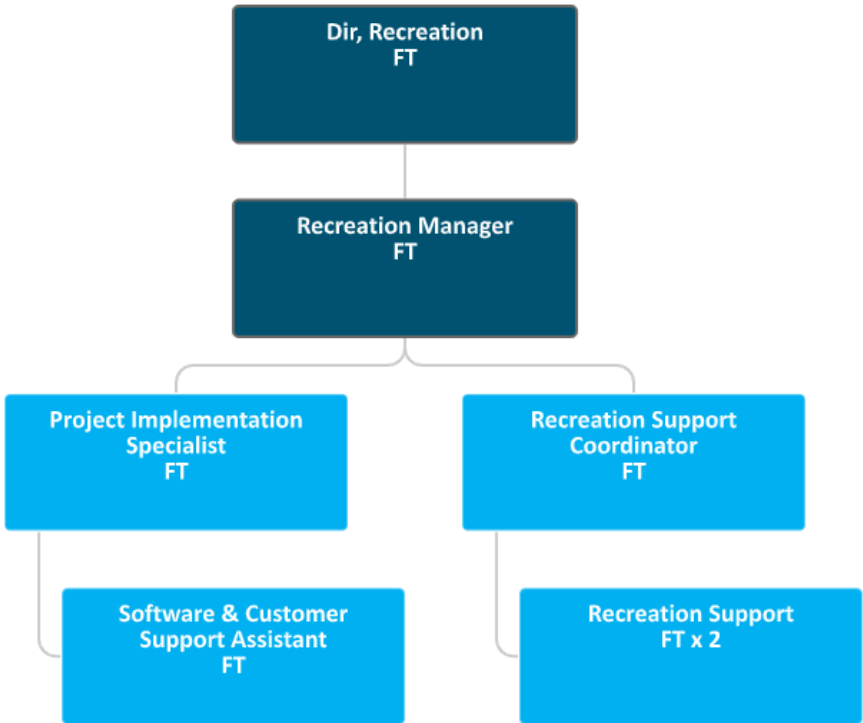
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## FOCUS

This division is responsible for overall management of the Department. Analysis and support of business systems and operations are provided by the Project Implementation Specialist. The Admin Support staff team provides direct customer service, troubleshooting and support for internal Active Net software users, coordination of on-demand work requests for facility maintenance, and facility booking services for community members and groups for the pools, arenas, multi-use rooms, parks and sports fields.

## ORGANIZATIONAL STRUCTURE

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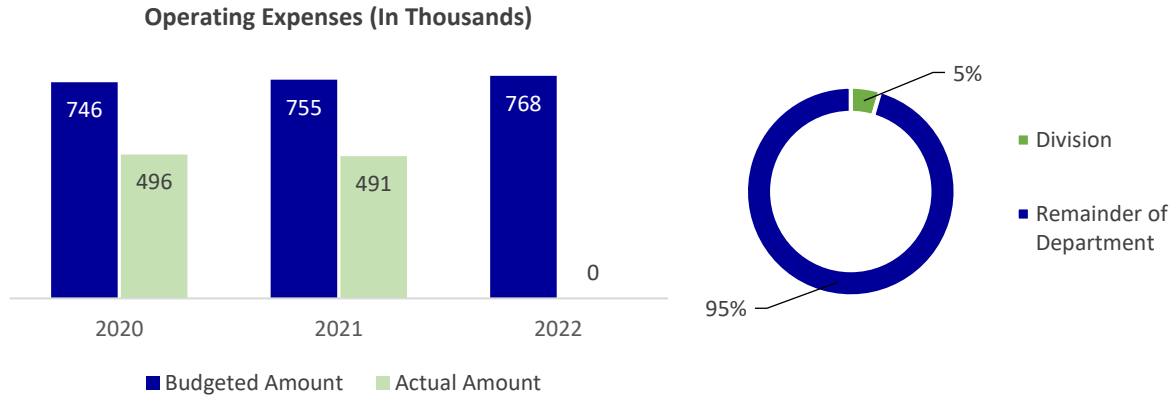
## ENVIRONMENTAL SCAN

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Factor	Impact
Communication and technology	As the city continues to focus on enhanced customer service, refining the online processes and tools are key. This includes ease of access to program information, managing online accounts, booking facilities, and registering for programs online through streamlined processes and continuous improvements with the online platforms.
COVID-19	The uncertainty of the lingering impacts of the pandemic is a key consideration in the delivery of recreation programs and services for 2022. The recreation department will be rebuilding programs and services in alignment with remaining COVID-19 pandemic restrictions, while at the same time operating the first year of all programs and services available at the new Port Coquitlam Community Centre. Throughout the pandemic the recreation department has collaborated with community sport organizations, schools and other community agencies working to promote physical literacy and lifelong active living.
Inclusion	Inclusive recreation opportunities are a critical support for many individuals and families in our communities. In order to meet the needs, the recreation department is building new partnerships, strengthening ongoing relationships with organizations supporting inclusion, and seeking grant funding where appropriate, in order to better meet the needs of all people living in the community.
Retention and recruitment	As the department faces challenges with recruitment due to the impact of the COVID pandemic and industry-wide staffing shortages, supervisory staff are focused on recruiting employees that share the organization's purpose and values and are seeking a career in recreation. The number of staff needed to support increased recreation programs and services at the new Port Coquitlam Community Centre requires an ongoing focus on recruiting, training and developing effective staff teams to ensure excellent customer service and quality programs continue to be delivered.

# OPERATING BUDGET

Percent of Department Expenses



REVENUES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Sale of services	6,000	2,900	(3,100)	-51.7%	0
<b>Total</b>	<b>\$6,000</b>	<b>\$2,900</b>	<b>(\$3,100)</b>	<b>-51.7%</b>	<b>\$0</b>

EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	638,400	647,000	8,600	1.3%	451,180
Other personnel costs	51,300	51,800	500	1.0%	13,520
Contracted and other services	27,300	27,800	500	1.8%	7,290
Materials and supplies	20,200	20,200	0	0.0%	7,560
Telephone, utilities and rent	900	900	0	0.0%	680
Interest and bank charges	16,900	20,300	3,400	20.1%	11,930
Grants and financial assistance	0	0	0	N/A	(1,120)
Internal charges	0	0	0	N/A	10
<b>Total</b>	<b>\$755,000</b>	<b>\$768,000</b>	<b>\$13,000</b>	<b>1.7%</b>	<b>\$491,050</b>

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
<b>NET REVENUE / (EXPENSES)</b>	<b>(\$749,000)</b>	<b>(\$765,100)</b>	<b>(\$16,100)</b>	<b>2.1%</b>	<b>(\$491,040)</b>

## BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Sale of services	Departmental Ongoing Adjustment	Adjustment based on historical trend	(3,100)
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(19,000)
Payroll expense	Budget Reallocation	Reclassification based on operations	10,400
Other personnel costs	Departmental Ongoing Adjustment	Adjustment based on historical trend	(500)
Contracted and other services	Contracted Services	Inflation 2.0%	(500)
Interest and bank charges	Departmental Ongoing Adjustment	Adjustment based on historical trend	(3,400)
<b>Total</b>			<b>(\$16,100)</b>

## INDICATORS AND MEASURES

Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
# Facility Booking Contracts Requested	574	1,365	1,231	930	1335
# Facility Booking Contracts Issued	1,054	1,070	946	547	761
# Customers/Organizations with Bookings	483	533	511	269	402

# FACILITY SERVICES

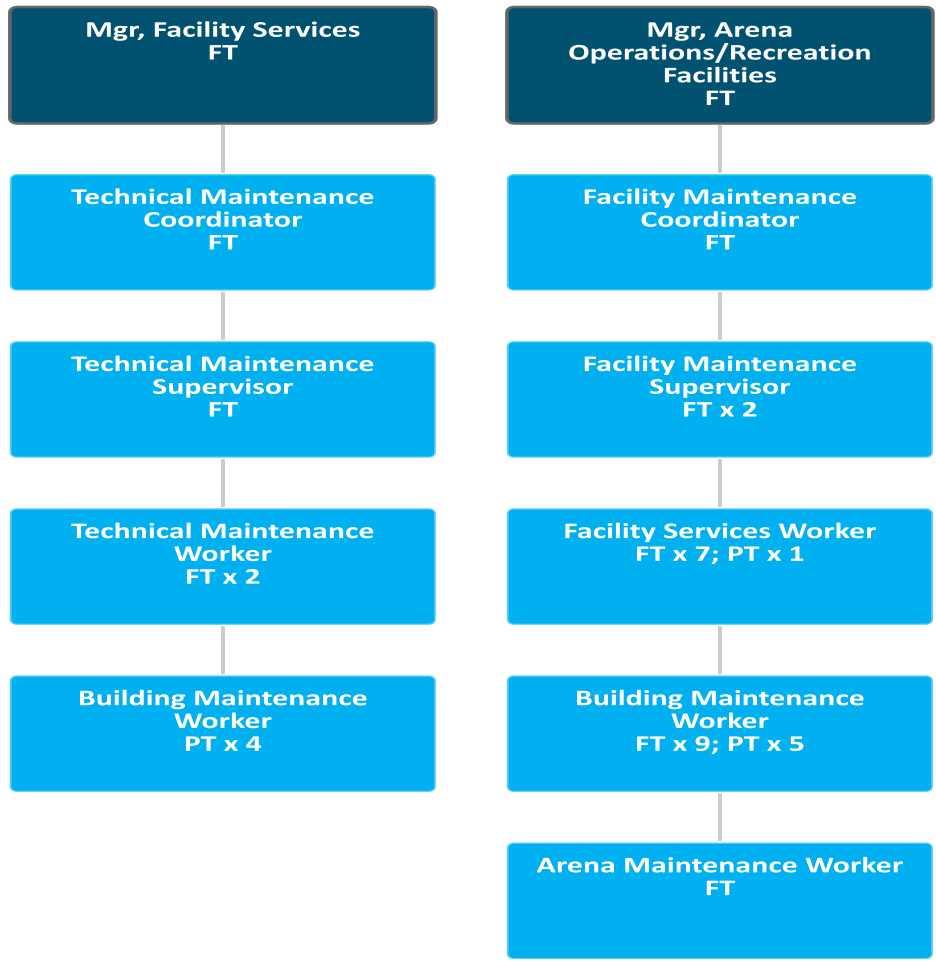
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## FOCUS

The Facility Services Division ensures City facilities meet the needs and expectations of public and staff. Through Life Cycle, Energy Management, and Asset Management Programs, this division ensures a cost-effective approach to strategically planning building infrastructure renewal and implementing opportunities for operational efficiencies. It also monitors and administers the City's security program for buildings, recommending and implementing improvements as required. Project management services for facility renovations, in consultation with building users, are provided along with daily facility operation and janitorial services.

## ORGANIZATIONAL STRUCTURE

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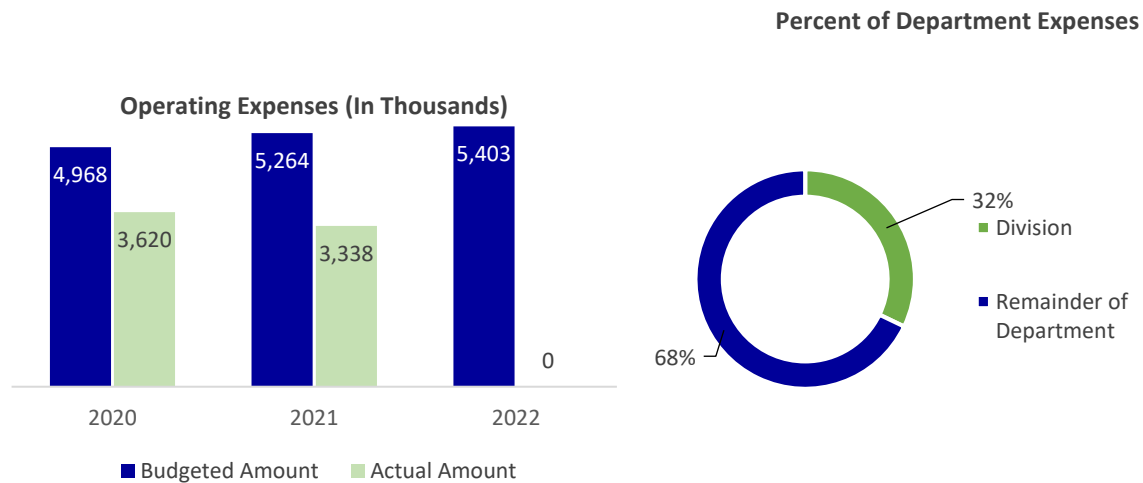




# ENVIRONMENTAL SCAN

Factor	Impact
Aging infrastructure	As facility infrastructure ages, life cycle maintenance activities become more prevalent. This requires proportionally more planning, monitoring and strategic resource allocation. Ongoing operational maintenance workload also increases as facilities age.
Climate change	The upward pressure of electricity and natural gas prices and focus on curbing greenhouse gas emissions related to climate change are increasing the importance of the City's energy conservation and building performance initiatives.
Data driven decision-making	Key performance indicators are required to ensure efficient facility operation and maintenance. Accurate metrics are necessary to inform a more proactive, preventative approach to facility maintenance.
Operating the new Community Centre	2022 will be the first year of full operation of the new facility centre and will require significant effort in creating maintenance programs, and working with the contractor to address warranty and deficiency issues. 2022 will also be a year to work through maintenance staff resources and ensuring that these are aligned with facility usage.

# OPERATING BUDGET



REVENUES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Sale of services	86,400	144,400	58,000	67.1%	12,200
Contributions	0	0	0	N/A	100
<b>Total</b>	<b>\$86,400</b>	<b>\$144,400</b>	<b>\$58,000</b>	<b>67.1%</b>	<b>\$12,300</b>

<b>EXPENSES</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Changes</b>	<b>% Change</b>	<b>2021 Actuals (Oct 30)</b>
Payroll expense	2,917,200	3,015,600	98,400	3.4%	2,097,230
Other personnel costs	17,500	18,100	600	3.4%	6,940
Contracted and other services	886,000	903,800	17,800	2.0%	344,720
Materials and supplies	401,000	400,200	(800)	-0.2%	247,380
Telephone, utilities and rent	1,102,200	1,123,100	20,900	1.9%	710,650
Internal charges	(59,500)	(58,100)	1,400	-2.4%	(72,350)
<b>Total</b>	<b>\$5,264,400</b>	<b>\$5,402,700</b>	<b>\$138,300</b>	<b>2.6%</b>	<b>\$3,334,570</b>

<b>ALLOCATIONS (TO) / FROM RESERVES</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Changes</b>	<b>% Change</b>	<b>2021 Actuals (Oct 30)</b>
Transfer to Reserve	(73,700)	(73,700)	0	0.0%	0
<b>Total</b>	<b>(\$73,700)</b>	<b>(\$73,700)</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Changes</b>	<b>% Change</b>	<b>2021 Actuals (Oct 30)</b>
<b>NET REVENUE / (EXPENSES)</b>	<b>(\$5,251,700)</b>	<b>(\$5,332,000)</b>	<b>(\$80,300)</b>	<b>1.5%</b>	<b>(\$3,322,270)</b>

## BREAKDOWN OF BUDGET CHANGES

<b>Line Item</b>	<b>Adjustment Category</b>	<b>Nature of Adjustment</b>	<b>Impact on Net Revenue/Expense</b>
Sale of services	Budget Reallocation	Reclassification based on operations- Drop-in revenue	\$ 58,000
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(71,800)
Payroll expense	Departmental Ongoing Adjustment	Reclassification of position	(17,700)
Payroll expense	Departmental Ongoing Adjustment	Adjustment based on historical trend	(5,300)
Contracted and other services	Contracted Services	Inflation 2.0%	(17,300)
Utilities, rent and other	Departmental Ongoing Adjustment	Adjustment based on inflation and historical trend	(20,900)
Internal charges	Departmental Ongoing Adjustment	Adjustment for Internal Equipment allocation	(1,400)
Various lines	Budget reallocation	Reclassification based on operational functions	(3,900)
		<b>Total</b>	<b>(\$80,300)</b>

# INDICATORS AND MEASURES

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Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
Electricity Savings (%) <sup>1</sup>	7.80%	11.9%	14.7%	5.73%	-3.1%
Natural Gas Savings (%)	10.00%	12.1%	18.4%	-12.3%	-21.3%
Facility Service Requests	443	659	663	278 <sup>(2)</sup>	273
Preventative Maintenance Work Orders	3,462	2,649	2,826	3,211 <sup>(3)</sup>	2,158

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<sup>1</sup> 2017 to 2019 compared to baseline year (2011), 2020 and 2021 compared to baseline year (2019) for when the Port Community Centre Phase 1 was brought online.

<sup>2</sup> 2020 Facility service requests decreased due to COVID-19

<sup>3</sup> 2020 Preventative maintenance work order increased due to addition of the Port Coquitlam Community Centre Phase 1.

# CULTURAL DEVELOPMENT & COMMUNITY SERVICES

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## FOCUS

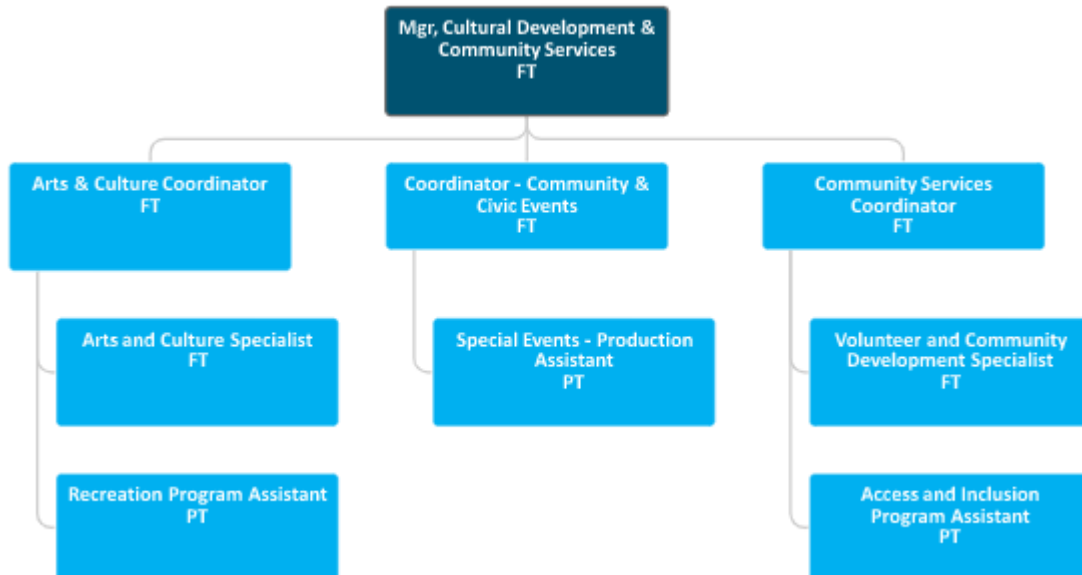
The Cultural Development and Community Services Division provides strategic direction, leadership and supervision for the following program and service areas: arts and culture, festivals, community events, City civic events, public art, volunteer services, neighbourhood development, and access and inclusion. This Division also acts as a resource and provides leadership for the Department’s marketing, advertising, and promotion initiatives and delivers of the arts and culture programs, festivals and events.

The division acts as a liaison and provides support to many cultural and community organizations including the Port Coquitlam Heritage and Cultural Society, the Terry Fox Library, Port Coquitlam Arts Council and the Port Coquitlam Farmers Market. This division manages community, arts, culture and heritage grants and is also the liaison for community event task forces, the Terry Fox Theatre, the Cultural Roundtable and the newly formed Equity Diversity and Inclusion Roundtable.

The Cultural Development and Community Services Division operates the Leigh Square facilities including the Gathering Place, Michael Wright Art Gallery, Outdoor Performance Stages and Outlet.

## ORGANIZATIONAL STRUCTURE

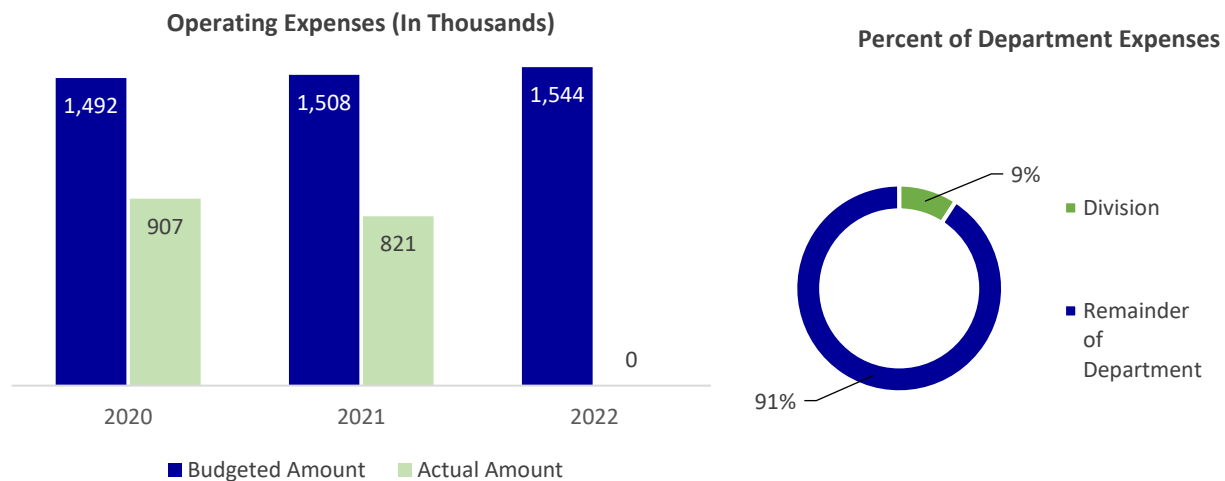
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# ENVIRONMENTAL SCAN

Factor	Impact
Community engagement	Residents are seeking ways to be part of their community. Staff are responding with a variety of opportunities for individual and groups to be part of, contribute to and interact in their neighbourhood and community. This includes volunteer opportunities, roundtables, stewardship, arts engagement and community initiatives.
Leadership in access and inclusion	There is increased awareness of the importance for equitable opportunities to access programs, services and events. Examples include increased demand for recreation support and financial assistance, the Mayor’s Equity, Diversity and Inclusion Roundtable, and accessibility enhancements in all City facilities and at events.
COVID-19	Responding to Public Health Authority direction and adapting programs, services and events to continue to connect the community, support community members and provide arts, culture and community services.
Development of downtown including new Port Coquitlam Community Centre	Developing plans for community engagement and public art to correspond with the developments in Downtown Port Coquitlam. This includes decommissioning some existing public art and developing plans for new public art at Leigh Square and the Port Coquitlam Community Centre reflecting the community vision outlined in the Cultural Plan to celebrate the city’s unique small-town charm and weave culture into our active, outdoor lifestyles.
Customer service	Residents are increasingly relying on online registration options and social media for information on Arts, Culture and Recreation programs, services and events.

# OPERATING BUDGET



REVENUES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Sale of services	135,800	135,800	0	0.0%	7,770
Contributions	12,700	12,700	0	0.0%	45,380
<b>Total</b>	<b>\$148,500</b>	<b>\$148,500</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$53,150</b>

EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	958,600	997,300	38,700	4.0%	562,690
Other personnel costs	3,600	4,800	1,200	33.3%	2,430
Contracted and other services	269,500	269,000	(500)	-0.2%	88,170
Materials and supplies	78,700	74,200	(4,500)	-5.7%	37,410
Telephone, utilities and rent	600	600	0	0.0%	320
Interest and bank charges	4,700	4,700	0	0.0%	940
Insurance and claims	200	200	0	0.0%	0
Grants and financial assistance	189,000	189,000	0	0.0%	126,880
Internal charges	2,600	4,600	2,000	76.9%	1,950
<b>Total</b>	<b>\$1,507,500</b>	<b>\$1,544,400</b>	<b>\$36,900</b>	<b>2.4%</b>	<b>\$820,790</b>

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
<b>NET REVENUE / (EXPENSES)</b>	<b>(\$1,359,000)</b>	<b>(\$1,395,900)</b>	<b>(\$36,900)</b>	<b>2.7%</b>	<b>(\$767,640)</b>

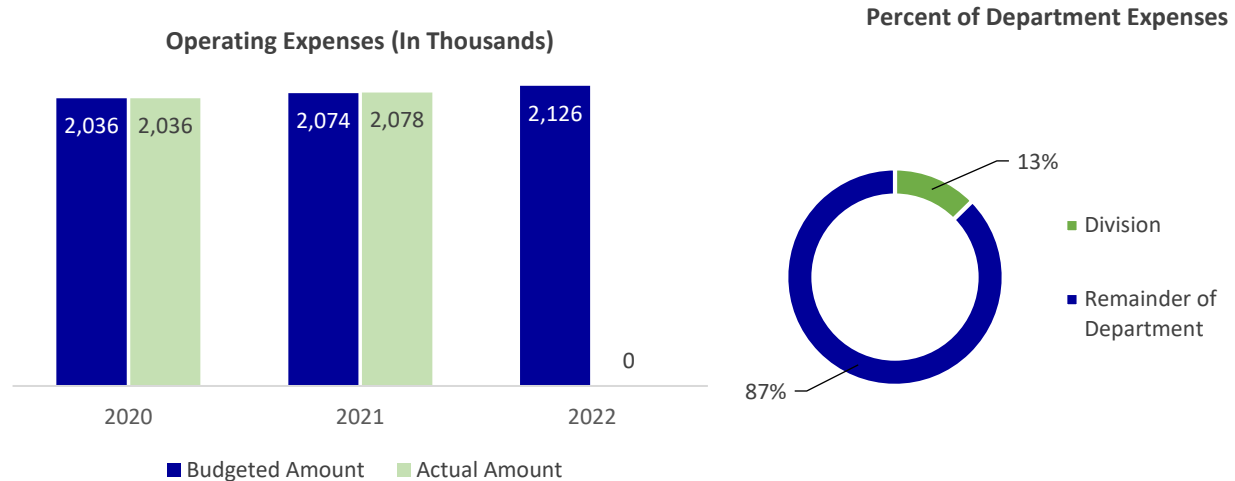
## BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(14,700)
Contracted and other services	Contracted Services	Inflation 2.0%	(5,200)
Internal charges	Departmental Ongoing Adjustment	Adjustment for Internal Equipment allocation	(2,000)
Various	Budget Reallocation	Reclassification based on operations	(15,000)
<b>Total</b>			<b>(\$36,900)</b>

## INDICATORS AND MEASURES

Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
Community Capital Project Matching Grants - \$ Awarded	\$ 15,000	\$ 21,150	\$9,179	\$27,943	\$40,000
# Community Capital Project Matching Grants	2	3	3	5	8
CCD Investment Grants - \$ Awarded	\$ 39,000	\$69,810	\$64,888	\$38,000	\$15,000
# CCD Investment Grants	8	14	12	5	6
# City Produced Festivals/Events	Data Not Available	12	16	2	6
Estimated Attendees at City Produced Festivals and Events	Data Not Available	65,988	78,550	11,000+	6,000
# of Community Festivals/Events Receiving City Support	Data Not Available	13	18	1	3
# Volunteers	498	446	469	192	164
# Total Volunteer Hours	11,074	9,438	12,822	3,519	6,600
% of Volunteers under 18 years of age	55%	55%	63%	44%	42%
% of volunteers over the age 55	6%	8%	10%	18%	9%
Jump Start Funding for Recreation Programs	\$4,055	\$4,437	\$6,571	\$3,153	\$1,364
# Leisure Buddy Program – Requests	43	36	43	51	89
# Leisure Buddy Program – Filled	29	28	37	25	41
Arts & Culture Programs Offered	164	140	123	93	83
Arts & Culture Program Participants	684	830	1,094	349	421
Financial Assistance Program \$ Awarded	\$24,929	\$22,650	\$19,588	\$4,717	\$7,972
# Financial Assistance Customers	348	327	283	158	63
# Financial Assistance awarded One City Passes (families and individuals)	-	-	-	-	85
Little Free Libraries	9	13	16	14	15
Block Parties	20	22	12	0	5
Adopt-a-Spot (Trails, Streets and Parks)	42	40	45	62	88
Cultural Roundtable – number of artists, organizations and businesses participating	36	37	29	42	56

## OPERATING BUDGET – TERRY FOX LIBRARY



EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Contracted and other services	2,073,900	2,125,700	51,800	2.5%	2,077,560
<b>Total</b>	<b>\$2,073,900</b>	<b>\$2,125,700</b>	<b>\$51,800</b>	<b>2.5%</b>	<b>\$2,077,560</b>

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
<b>NET REVENUE / (EXPENSES)</b>	<b>(\$2,073,900)</b>	<b>(\$2,125,700)</b>	<b>(\$51,800)</b>	<b>2.5%</b>	<b>(\$2,077,560)</b>

## BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Contracted and other services	Contract Adjustment - Fraser Valley Regional Library	Proposed increase by FVRL (2.5% increase)	(51,800)
<b>Total</b>			<b>(\$51,800)</b>



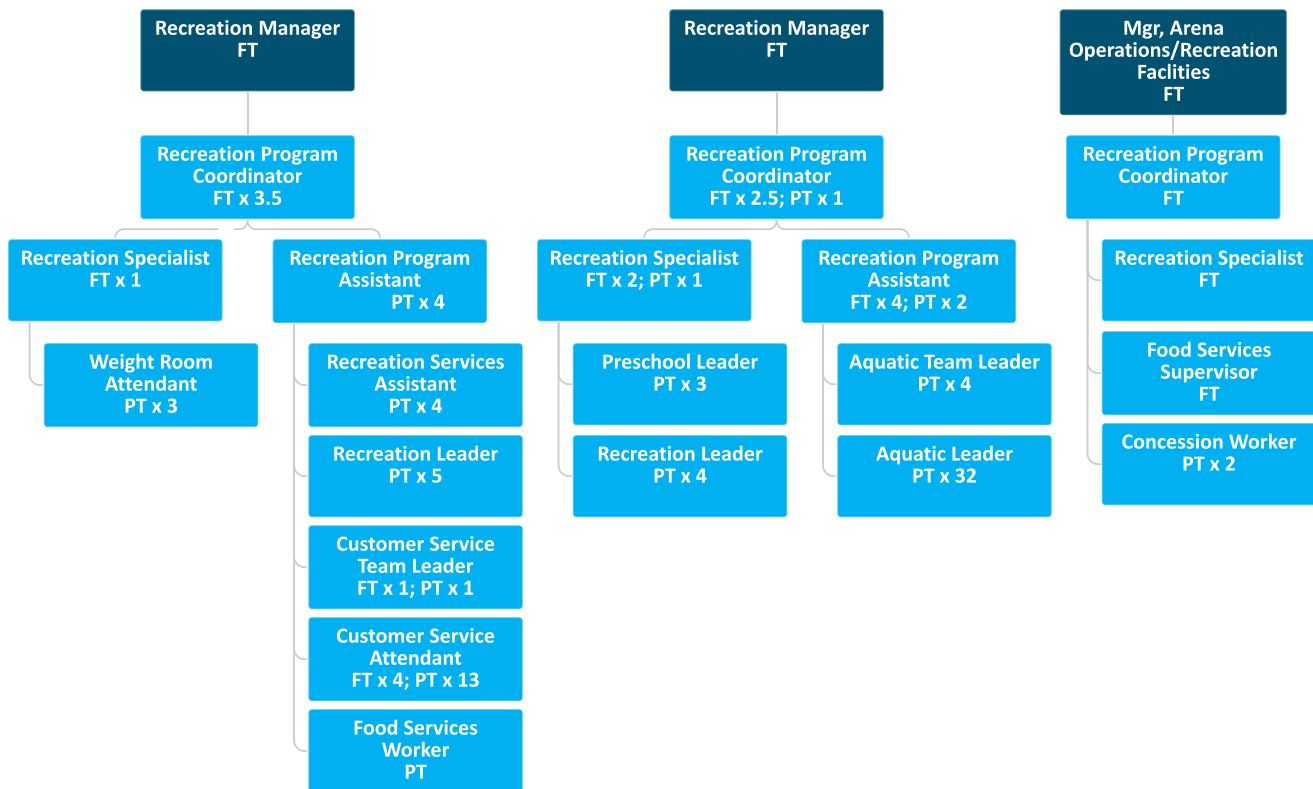
# RECREATION SERVICES

## FOCUS

The Recreation Services Division provides a broad range of programs and services in the following areas: pre-school, children, youth, adult/senior, sport, aquatics, arenas and fitness and wellness. This division is responsible for the day-to-day operation/maintenance and programming of public recreation facilities including Hyde Creek Recreation Centre, Port Coquitlam Community Centre, Centennial Pool, Robert Hope Pool, Routley Wading Pool, Sun Valley Wading Pool/Spray Park, Rainside Youth Park and the Bike Skills Park.

In addition, this division works in partnership with and provides support to multiple community organizations and groups including: the Wilson Centre Seniors Advisory Board, Port Coquitlam Sports Alliance Society and several non-profit organizations including the Canuck Autism Network and local businesses such as Kids First Physio. The division works on collaborative initiatives with Fraser Health Authority, School District 43, Ministry of Children and Families and other social service organizations.

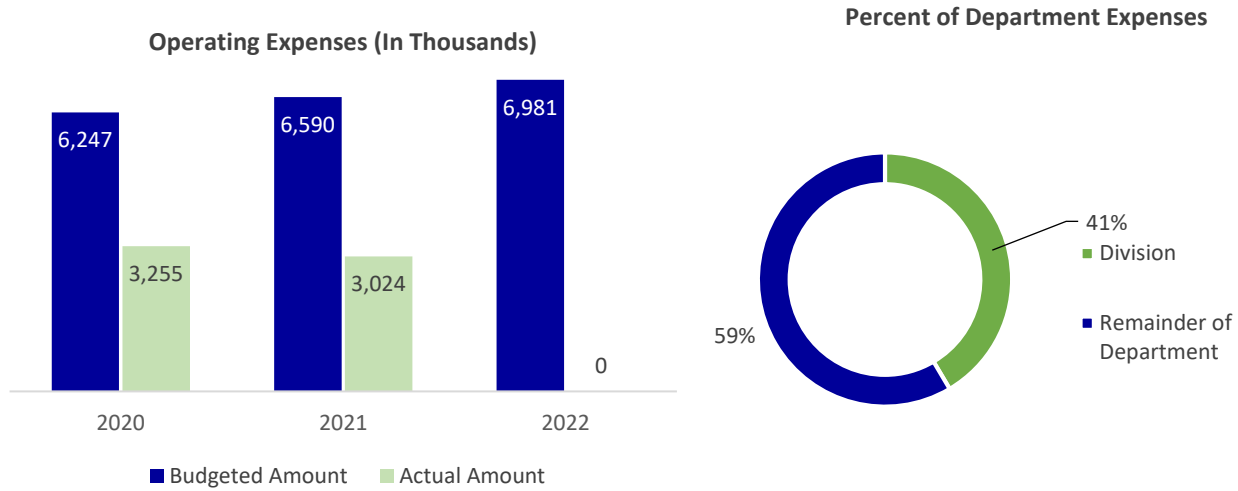
## ORGANIZATIONAL STRUCTURE



# ENVIRONMENTAL SCAN

Factor	Impact
Communication and technology	Enhancing customer service continues to be a priority, online processes and tools are a focus to ensure customers have easy access to program information, managing their online accounts and registering for programs online through streamlined processes and online platforms. In addition to a customer service focus, enhanced data collection mechanisms and reporting processes are being implemented through hardware and software integration.
Physical fitness and activity	As the recreation department continues to rebuild programs and services coming out of the COVID-19 pandemic, collaboration with community sport organizations, schools and other community agencies who are working to promote physical literacy and activity for life is essential. With the completion of phase 2 construction of the Port Coquitlam Community Centre, more opportunities will be provided for the community to safely engage in recreation programs and physical activities, with increasingly varied options available.
Inclusion	Inclusive recreation opportunities are a critical support for individuals and families facing barriers to participation. The recreation department is building new partnerships, strengthening ongoing relationships with organizations supporting inclusion, and seeking grant funding in order to better meet the needs of all people living in the community.
COVID-19	The pandemic continues to have an impact on the delivery of recreation programs and services. The province guides safe restart plans and the recreation department adapts programs and services in alignment with public health orders. Staff continue to implement innovative ways of engaging with community and providing opportunities to connect and recreate safely.
Retention and recruitment	Staff are committed to providing excellent customer service and a positive work culture. Recruitment is focused on hiring new employees who share the organization’s purpose and values, and have a keen interest in a career with the City. As 2022 will be the first year of full operation for the new Community Centre, introducing new staff to the team and working collaboratively to improve department culture, employee satisfaction, and retention is essential.

# OPERATING BUDGET



	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
<b>REVENUES</b>					
Sale of services	4,693,800	4,926,700	232,900	5.0%	1,436,560
Contributions	46,200	47,400	1,200	2.6%	62,160
<b>Total</b>	<b>\$4,740,000</b>	<b>\$4,974,100</b>	<b>\$234,100</b>	<b>4.9%</b>	<b>\$1,498,720</b>

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
<b>EXPENSES</b>					
Payroll expense	5,616,300	5,966,100	349,800	6.2%	2,800,480
Other personnel costs	21,900	22,900	1,000	4.6%	11,960
Contracted and other services	465,900	472,300	6,400	1.4%	52,740
Materials and supplies	317,900	359,600	41,700	13.1%	69,480
Telephone, utilities and rent	22,000	12,000	(10,000)	-45.5%	13,270
Interest and bank charges	146,500	147,500	1,000	0.7%	75,930
Internal charges	0	300	300	N/A	180
<b>Total</b>	<b>\$6,590,500</b>	<b>\$6,980,700</b>	<b>\$390,200</b>	<b>5.9%</b>	<b>\$3,024,040</b>

	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
<b>NET REVENUE / (EXPENSES)</b>	<b>(\$1,850,400)</b>	<b>(\$2,006,600)</b>	<b>(\$156,200)</b>	<b>8.4%</b>	<b>(\$1,525,320)</b>

## BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Impact on Net Revenue/Expense
Payroll expense	Labour / Benefits	Labour and benefits adjustments	(132,900)
Contracted and other services	Contracted Services	Inflation 2.0%	(8,600)
Internal charges	Departmental Ongoing Adjustment	Adjustment for Internal Equipment allocation	(300)
Sale of services	Departmental Ongoing Adjustment	Additional revenue from new concession, offset by additional expenses	48,800
Materials and supplies	Departmental Ongoing Adjustment	Additional revenue from new concession, offset by additional expenses	(16,000)
Sale of services	Departmental Ongoing Adjustment	Additional revenue related to new licensed preschool, offset by additional expenses	173,200
Payroll expense	Departmental Ongoing Adjustment	Additional expenses related to new licensed preschool, offset by additional revenues	(130,100)
Contracted services, materials and other	Departmental Ongoing Adjustment	Additional expenses related to new licensed preschool, offset by additional revenues	(40,500)
Sale of services	Budget Reallocation		12,000
Payroll expense	Budget Reallocation		(86,800)
Other personnel costs	Budget Reallocation	Reclassification to other sections based on operations	1,000
Contracted and other services	Budget Reallocation		15,000
Materials and supplies	Budget Reallocation		(1,000)
Telephone, utilities and rent	Budget Reallocation		10,000
<b>Total</b>			<b>(\$156,200)</b>

## INDICATORS AND MEASURES

Indicator/Measure	2017	2018	2019	2020	2021 (Oct 1)
# Payments Processed - Total	\$ 3,715,703	\$ 3,764,604	\$4,134,437	\$1,754,290	\$1,954,533
# Payments Processed – Online	25.24%	27.91%	28%	32%	45%
# Programs Offered	5,927	5,992	5,919	1,865	1,327
# Program Hours	31,537	30,179	31,454	9,907	8,091
# Registrations in Programs	25,538	25,218	24,819	8,870	6,247
# Drop-in Participants - Total	133,938	146,090	125,508	65,075	109,463*
# Drop-in Participants – RH Pool	6,759	5,632	4,339	6,945	8,712
# Drop-in Participants – CE Pool	3,068	3,668	4,339	11,253	9,229
# Pass Scans - Total	128,105	126,909	123,021	79,465	8,093*
# Unique Customers Scanned - Total	5,778	5,776	6,385	5,596	1,227*

\*Due to the rapidly changing environment during COVID-19, and conscious decisions made to maximize customer service, the city has offered several hybrid methods and systems of drop-in participation, which may inadvertently double- or triple-count a small percentage of drop-in admissions and pass scans. Numbers produced are approximate.