



PORT COLBORNE

AGENDA

- 1/ Base Budget review
- 2/ Levy Summary review
- 3/ Programs/Group/Services review
- 4/ Unfinanced Staff requests – Council Decisions
- 5/ Review of Operating tax increase

Council Approval of Operating Budget

- 6/ Federal Gas Tax funding review
- 7/ Capital requests – Council Decisions
- 8/ Review of Reserves transfers

Council Approval of Capital Budget

- 9/ Debt Reserves consolidation – Council approval

10/ Downtown CIP – Council confirmation of top priority waiting for grant funding

11/ Fire Capital requirements – staff direction required to prepare a funding plan and report back to Council



PORT COLBORNE

MEMORANDUM

COMMUNITY & ECONOMIC DEVELOPMENT

905-835-2900 ext. 856

TO: Peter Senese, Director of Corporate Services

FROM: Mark Minor, Marina Supervisor

DATE: February 7, 2018

RE: Staffing Changes at Sugarloaf Marina – 2018 Budget Request

Background:

Sugarloaf Marina (the "Marina") is one of the five largest marinas in Ontario. The Marina is a destination for thousands of boaters each year, and is a preferred layover facility for hundreds of yachts transiting the Welland Canal. Many visitors make use of Port Colborne as a clearance point into Canada. These visitors generally stay a night in the City, purchase provisions, and often have vessel servicing needs that must be addressed prior to embarking. In addition, the Marina hosts a variety of City sponsored and privately sponsored events each year. In addition, Sugarloaf Marina is located at the southernmost terminus of the Welland Canal Trail. These and other factors have served to draw thousands of visitors to the Marina on an annual basis.

Numerous changes have taken place at the Marina over time. In 2013, lease agreement to manage the travel lift, boat handling and storage operations with a third party operator matured. Shortly after that time, following an unsuccessful Request for Proposal to solicit a P3 model to work with the municipality, a re-evaluation of the Marina business model was undertaken by staff. The approved business model provided direction to staff to implement total ownership of the Marina service operations and capture 100% of the revenue stream. At that time, existing staffing levels were maintained and existing staff were trained in the operation of the travel lift and all manner of boat handling services, including (launch and haul out services), movement and storage service.

Since that time, the Marina has grown from a 500-slip marina to a 700 plus-slip marina, and now also includes a fuel dock and an array of City-owned equipment, including a marine mobile lift, telehandler, and hydraulic trailer, which are used for the purpose of hauling out and launching boats. Also since that time, Marina revenue has increased as a result of various services such as an increased number of docks available for rent, fuel sales. In addition, boat storage, launch and haul-out services are also provided, which at one point, were provided by the third party operator.

In 2005, two full-time staff were responsible for managing Marina operations: a Marina Manager and an Assistant Marina Manager. At the time, Marina operations included over 500 slips, the boat launch ramp, the harbour master docks and a small retail store. Students were also hired during the summer months.

At Council's direction, staffing levels changed in 2014 to include one full-time Marina Supervisor, a seasonal Marina Coordinator, summer students, and two seasonal maintenance employees.

As outlined above, Marina services have expanded, and now include operating over 700 slips, the boat launch ramp, the harbour master docks, an expanded retail store, the fuel dock, winter storage facilities, and a boat launch and haul out operation.

The expansion of services has been positive and successful, however increased seasonal slip rentals, as well as haul-out and storage services, and increased operational requirements has had a workload impact on the limited available staff resources.

The addition of a seasonal administrative support position was presented to Council for consideration during the 2017 budget deliberations. Council authorized the creation of the new position for a reduced number of hours.

Request:

Due to continued workload demands, and the amount of resources involved in recruiting, hiring and training a new staff member for three-month employment period, staff was directed to review and prepare a report concerning staffing levels for consideration during Council's 2018 budget deliberations. The following provides an overview of the requested staffing changes.

Staff is requesting to increase the hours of one Seasonal Maintenance employee from 24 hours to 40 hours due to the increased workloads, in addition to increasing the length of time by four weeks from 33 to 37 weeks for the shoulder seasons. The additional cost for this request amounts to \$14,600 as follows:

Current budgeted Wages: $\$18.93/\text{hr} \times 24\text{hrs} \times 33\text{ weeks}$ plus statutory benefits (April 1 to November 15) = \$15,000 plus \$1,800 = 16,800.

Proposed Wages: $\$18.93/\text{hr} \times 40\text{hrs} \times 37\text{ weeks}$ plus statutory benefits (March 19 to November 30) = \$28,000 plus \$3,400 = \$31,400.

Increased differential in cost amounts to \$14,600.

Staff is requesting to add a Seasonal Administrative employee to work in the office, and would eliminate one or three office students to work the front desk. This administrative staff will work the Front Desk in addition to the remaining two students during the summer hours. The additional cost for this request amounts to \$11,725 as follows:

Current Student Wages: $\$14.75/\text{hr} \times 40\text{hrs} \times 18\text{ weeks}$ plus statutory benefits (Summer months) = \$10,620 plus \$1,300 = \$11,920.

Proposed Admin staff Wages: $\$15.08/\text{hr} \times 40\text{hrs} \times 35\text{ weeks}$ plus statutory benefits (April 1 to November 30) = \$21,112 plus \$2,533 = \$23,645.

Increased differential in cost amounts to \$11,725.

Staff are requesting an additional amount of funding for \$26,325 to accommodate the above staffing requests for wages in the 2018 budget.

Sincerely,



Mark Minor
Marina Supervisor

**CITY OF PORT COLBORNE
2018 BUDGET WORKSHEET SUMMARY**

Mar 5 2018

2017 Levy	16,038,334	4.71%					
Staff PROPOSED LEVY			\$ 16,562,737	3.27%			
CURRENT PROPOSED LEVY			\$ 16,892,737	5.33%			levy increase
Note-\$161,000 = 1% levy increase							

	Cost	OMPF Funds	LEVY FUNDING	Reserve Funds	Other/ Grants	Defer Funding	Description
Available Funds for one time expenditures				\$ -		\$ -	
UNFINANCED REQUESTS							
Human Resources	Consultant	\$10,000	\$10,000				Employee Engagement Survey Follow Up - Phase 2
Human Resources	Coop Student	\$6,300	\$6,300				work term of 400 hours in fall/winter months
CAO	Corporate Accessibility Compliance	\$5,000		\$5,000			website audit/training/accessibility plan update-Accessibility reserve
CAO	Live Streaming Council Meetings	\$3,000	\$3,000				pilot project
CAO	Performance Mgmt Training	\$11,000		\$11,000			Performance Appraisals
CAO	Coaching and Training	\$24,500	\$24,500				
CAO	CUPE Job Evaluation	\$30,000	\$30,000				review for internal/pay equity and market rates
Health & Safety	Bill 168 Workplace Risk Assessments	\$10,000	\$5,000	\$5,000			assessments of 2 locations annually-health & safety reserve
Health & Safety	Working Mind Training Courses	\$11,225	\$11,225				24 managers and 72 staff attendees
Corp Services-Clerks Divisi	Records Mgmt & Retention System	\$80,000		\$80,000			phased in over 2016/2017 for 2018/2019 implementation
Corp Services-Finance Divi:	Asset Management	\$48,750		\$25,000	\$ 23,750	In Levy	Provide and update Comprehensive AMP
Corp Services-Finance Divi:	Capital Asset/Budget Supervisor-sal & ber	\$83,705		\$3,705	\$ 80,000	OCIF grant	2018/2019 initiative to implement and manage AMP with capital budgeting
							Available funding from OCIF max \$80,000
Fire Dept	Fire Safety Initiative	\$20,000	\$20,000				Smoke and Carbon Monoxide Alarm Program
Fire Dept	Summer Student	\$9,400		\$9,400			16 weeks
Engineering	Pavement Marking	\$6,140		\$6,140			increase current budget from \$43,860 - two markings Spring and Fall
Engineering	Facility Maintenance Study	\$75,500		\$75,500			OMPF 2015
Engineering	OGRA Training Courses	\$3,000		\$3,000			increase staff development to \$5,000
Engineering	Renewable Passive Energy Generation	\$15,000	\$15,000				consultant required to investigate feasibility of installing at Operations Centre
Operations	Tree Trimming/Removal/Replacement	\$20,000		\$20,000			increase current budget from \$130,000 to \$150,000
Operations	Tree Trimming Equip Rental	\$9,600		\$9,600			8 week rental-tractor with arm mower-cut on rural and clay roads
Operations	Inventory & Asset Tracking Software	\$22,000			\$22,000	FCM grant	
Operations	WorkOrders & Equip Maint Software	\$60,000			\$10,000	FCM grant	annual maintenance fee \$7500
					\$50,000	OCIF grant	
Operations	Stone Repairs on roads and shoulders	\$7,500		\$7,500			increase from \$32,500 for shouldering and stone road repairs in rural area
Operations	Snow Ploughing Equipment Rental	\$54,000		\$54,000			rent 2 loaders for one snow route-city operator
Operations	Snow Poughing Contractor Changes	\$5,133		\$5,133			increase to \$37,000 - 5 yr agreement (100 hr/season min guarantee)
Operations	Sanding Contractor Changes	\$9,312		\$9,312			increase to \$30,000 - 5 yr agreement (100 hr/season min guarantee)
Operations	Building/Yard Materials	\$2,404		\$2,404			increase to \$9,000 - addl costs on move to new Operations Centre
Operations	Public Works Staff Development	\$3,000		\$3,000			Municipal Equip Operator Assoc Technology events
Operations	Drainage Works-City portion of costs	\$110,586	\$100,586			\$10,000	Zavitz Drain/Sherkston North and East & West Trail Branch Drains
Operations	Drainage Works-City portion of costs	\$90,093				\$90,093	Young and Hopf-Wagner Drains-2019 construction

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levy increase

	Cost	OMPF Funds	LEVY FUNDING	Reserve Funds	Other/ Grants	Defer Funding	Description
Parks Division	Temp Summer Staff extended weeks	\$17,550		\$17,550			3 staff extended from 19 to 24 weeks similar to other 3 staff
Parks Division	Temp Winter Works - Addl 10 weeks	\$12,000		\$12,000			20 week term during winter months 1/2 levied 2017, 1/2 2018 budget
Parks Division	East/West Trail	\$100,000	\$50,000	\$50,000			tree removal/planting/asphalt/signage/painting/culvert barriers
Community Services	VHWC - Summer Camp Program	\$24,800		\$4,300	\$20,500		potential grant for \$20,500
Community Services	Grant Application-Celebrate Ontario 2018	\$10,000	\$10,000				Canal Days Grant consultant wrote grant
Community Services	Canal Days Sponsorship Program	\$20,000	\$20,000				40th Annual sponsor engagement
Community Services	Parks&Recreation Master Plan	\$70,000				\$70,000	OMPF 2015
Communications & Marketir	Social Media Monitoring Program	\$4,320	\$4,320				Shared program with 5 Cities
Community Services	Canal Days	\$40,000	\$40,000				increase entertainment for 40th Annual
Community Services	Canal Days	???					increased costs due to relocation of concert area
Community Services	Berkley Cdn Fishing Championship	\$25,000	\$25,000				as approved by Council
Community Services	Niag Healthy Kids Community Challenge	\$1,000	\$1,000				as approved by Council
Community Services	Canada Day Celebrations	\$15,000	\$10,000		\$5,000		Sponsorship
Marina	One Seasonal Maintenance staff	\$14,600		???			increase 24 to 40 hrs and additional 4 weeks
Marina	Seasonal Administrative staff	\$11,725		???			reduce one student and add a seasonal admin for 35 weeks
Marina	Clerical/Customer Service - 1/2 staff	\$4,662		\$4,662			Apr to Sept-6 months part time 24 hrs per week -600 hrs
Vale Health & Wellness Cer	Customer Service Rep - 1/2 staff	\$4,662		\$4,662			Oct to March-6 months part time 24 hrs/week - 600 hrs after hours
Museum	Receptionist increased hours-50 hours	\$837		\$837			increased hrs from 750 to 800 for admin/customer service-deferred 2017
Museum	Archives Assistant	\$1,037		\$1,037			new in 2017 @ 210 hrs - request addl 50 hrs for year round service
Library	additional 100 part time hours	\$2,110		\$2,110			current budget at 2100 part time hours
Economic Development	New Corporate and Tourism Branding	\$10,000			\$10,000		branding and design work
Economic Development	Industrial Land clearing	\$60,000			\$60,000		Invertose Drive 23 acres cleared over 3 years-\$20,000/year (3rd of 3 years)
Economic Development	Active Transportation Needs Assessment	\$10,000			\$10,000		study transportation network including bike friendly community designation
By-law Division	Bylaw Enforcement Summer Student	\$9,200		\$9,200			assist with increased complaints, monitor beach parking, canal days etc
By-law Division	School Crossing Guard Rover	\$15,725		\$15,725			conduct daily visits and breaks to all crossing guards
Building Division	New Inspection Software and Hardware	\$46,500			\$46,500		MobilINSPECT provides handheld technology for field inspections/reporting
Physician Recruitment	reserve shortfall	\$10,000		\$10,000			Comm recommends \$10,000 annually
Physician Recruitment	future recruitment	\$35,000	\$35,000				Comm recommends to support potential new physician for 2018
YMCA	Request additional funding	\$22,118	\$19,369		\$2,749		see memo re:50% of budgeted deficit
Fort Erie Resolution	YWCA/Niagara Region - \$5,000	???					Anti-Human Trafficking Program
Welland Transit	Service Agreement Renewal Apr 1 2018	???					Potential Increase in cost - \$59,000
				-\$201,677			
New Operations Centre	Debenture	\$130,000		\$130,000			\$390,000 spread over 3 years 2017, 2018, 2019
Annual Capital Levy	Future Capital Amortization	\$200,000		\$200,000			
Total Expenditures	\$1,773,994	\$440,300	\$330,000	\$464,349	\$211,250	\$100,093	
TOTAL LEVY			\$ 16,892,737		5.33%		levy increase

**CITY OF PORT COLBORNE
2018 BUDGET
FUNDING CAPITAL AMORTIZATION
FUNDS TRANSFERRED TO CAPITAL PROJECTS**

		2017	2018	Capital Levy	Reserve	Grant	Defer	
Traditional Allocation of Budgeted Capital Funds		budget	Est Cost	Funds	Funds	Funds	Funding	
Capital Replacement Requests								
Sidewalk Replacements	Annual allocation	95,000	100,000	100,000				
Road Resurfacing Program	Annual allocation	1,030,000	1,130,810	379,055		751,755		Fed Gas Tax \$622,000 OCIF \$129,755
Road Resurfacing Program	Fed Gas Tax \$538,000 OCIF \$96,592	(634,592)						
Road Resurfacing Program	Roads Debenture	34,566	34,567	34,567				debenture cost for roads
Traffic Signals	Welland and Clarence-power supply cabinet		10,000	4,000		6,000		Main St Revitalization Initiative Fund
Pedestrian Crossing	Clarence St at Catharine St		45,000			45,000		Main St Revitalization Initiative Fund
Vehicles and Equipment	Annual allocation	272,750	335,000	335,000				
Museum	unfunded museum building renovations	6,000	6,000	6,000				funding year 3 of 4 years
Museum	Building equip/repairs	10,000	10,000	10,000				museum lump sum \$15,000 each year
Museum	Timber Cabin	10,000	10,000	10,000				Year 3 - \$10,000/yr for 3 yrs plus Fundraising over 5 years
Museum	Shelving/Art Rack Heritage Resource Building		25,000	10,000		15,000		
Museum	Furnace/Air Conditioner Assessment		10,000	10,000				
Museum/Library	Security Cameras		15,000		15,000			Security for the grounds-\$5,000Library res/\$7,000 cultural res
Library	Library capital	35,000	35,000	35,000				per library capital budget
Library	increase to capital budget-accessible washrooms/security		15,000	15,000				
IT	Annual allocation for computers	59,200	60,400	60,400				
IT	New Server Rack		3,000	3,000				
IT	Access Control Door Reader for Server Room		2,000	2,000				Secure acces to the IT servers and equipment
IT	60 in Monitor for 2nd floor Comm Room		3,500		3,500			
IT	Network Monitoring/Patch Mgmt Software		5,000	5,000				
IT	Desktop Imaging/Apppl Pkg Software		3,000	3,000				
Communications & Marketing	VHWC & Ops Centre-Software for Monitors connectivity		5,150	5,150				\$CALA Systems Software
Corporate Services	New Financial Software	155,000	23,700	23,700				Virtual City Hall - Citizen Self-Service Suite
Community & Econ Development	Canada Summer Games 2021		7,500	7,500				1st year of 4 yr commitment to Sport Tourism Capital Reserve - \$30,000
Roselawn Centre	Fencing of grounds		47,680		47,680			AGCO required for licensed venue-match current heritage fencing
Facility Maintenance	Roselawn - annual allocation	100,000	100,000	100,000				
Facility Maintenance	Roselawn - Fire systems update to meet Fire Code		11,285	11,285				
Facility Maintenance	Lions Field Roof Replacement-metal panels		31,200		31,200			pending roof tender
Facility Maintenance	HarbourMaster Building		24,500	24,500				siding complete/skirting replaced/deck structure and boards replaced
Facility Maintenance	Humberstone Centennial Park	17,400	17,400		17,400			replace south side large older pavilion roof - metal roof
Facility Maintenance	HH Knoll Park	16,500	16,500		16,500			replace old band shell roof with original cedar shingles
Facility Maintenance	Ice Box Facility - Steel roof and gutter replacement	15,000	30,000		30,000			fund over two years 2016 and 2017 (requires assessment)
Facility Maintenance	VHWC - Pool Lighting		23,000		23,000			replace 400 watt metal halide to beacon LED-energy/maint savings
Facility Maintenance	VHWC - Lighting		50,000	25,000		25,000		change all T5 light tubes to LED light tubes-payback in 6 months
Facility Maintenance	VHWC - Fire systems update to meet Fire Code		21,535	21,535				
Facility Maintenance	VHWC - Electrical Surge Protection		5,000	5,000				electrical surges have damaged electronic equipment
Facility Maintenance	Facility Fire systems update to meet Fire Code		25,000	25,000				City Hall, Marina, Bethel & Sherkston Community Centres
Facility Maintenance	Sherkston Community Centre - Roof Repairs		12,000		12,000			new flashing-leaking into the attic
Facility Maintenance	Bethel Community Centre-roof		22,000		22,000			Roof Repairs-front upper metal roof in poor condition-replace with shingles
Facility Maintenance	Bethel Community Centre-roof		25,000		25,000			Roof Repairs-lower full roof replacement on south side
Facility Maintenance	Bethel Community Centre Accessibility Report		4,000		4,000			AODA Compliance for accessibility and security
Engineering	GIS Technician - computer and monitors		5,400	5,400				
Engineering	Facility Maintenance staff computer hardware		5,000	5,000				
Engineering	Pleasant Beach Waste Collection Enclosures		7,000	7,000				security cameras & installation \$4,000 / enclosure roof \$3,000
Engineering/Parks	Public Transit Infrastructure Fund Program	96,500	193,000		96,500	96,500		upgrade/refurbish existing network of trails as approved by Council

**CITY OF PORT COLBORNE
2018 BUDGET
FUNDING CAPITAL AMORTIZATION
FUNDS TRANSFERRED TO CAPITAL PROJECTS**

Traditional Allocation of Budgeted Capital Funds	2017 budget	2018 Est Cost	Capital Levy Funds	Reserve Funds	Grant Funds	Defer Funding
Parks		45,000		45,000		9,000 each for 5 parks-2 in 2013-1 in 2014/2015/2016
Parks		2,500	2,500			bilingual emergency park signs and installation
Parks		75,000	75,000			playground replacement
Parks		15,000	15,000			replace wooden retaining wall with block/replace wooden stairs
Parks	73,200	73,200		73,200		playground replacement
Parks	28,000	28,000		28,000		\$19,500 east/west hilltop path & \$8,500 north/south west side path
Park Sports Field Bleachers	10,350	28,550		28,550		Vimy Complex \$6,200 -2016 / Lannan complex \$10,350 -2017
Tennis Courts		60,000		60,000		Fund from Facility Reserve
Nickel beach			???			provides access for wheelchairs/strollers/pedestrians
Nickel beach		15,000	15,000			\$3,000 each x 5 wheelchairs
Nickel beach		50,000	50,000			Future Washroom/Changeroom Upgrades to reserve
Marina		2,660	2,660			existing extinguishers are not enclosed
Marina		3,500	3,500			install feeder cable/plugs/lighting/switch
Marina	12,000	15,000	15,000			replace old pedestals - 10 units @ \$1,500
Marina		65,000	65,000			inspect and replace
Marina		11,600	11,600			additional storage area in parking lot
Marina	12,000	12,000		12,000		replace walkway lights with LED energy efficient lighting
Marina		15,000		15,000		Concrete required between the ramps existing concrete slabs
Marina		4,500		4,500		expanding services as source of revenue
Marina		300,000	100,000	200,000		includes \$50,000 in 2018 budget
Vale Health&Wellness centre		2,500	2,500			seed money to update/enhance plaques
Vale Health&Wellness centre		10,000			10,000	donation from Golden Puck Hockey over 2 years
Vale Health&Wellness centre		9,600		9,600		4 new security cameras for areas of high risk not monitored
Vale Health&Wellness centre		23,000	23,000			to accommodate rec programming in summer months
Sherkston Community Centre	5,000	5,000	5,000			funding year 3 of 4 years
City Hall	10,000	10,000	10,000			
City Hall	44,000	44,000		44,000		see memo for explanation
Fire Dept	20,000	11,000	11,000			replace 5 sets @ \$2,200 each
Fire Dept	10,000	25,000	25,000			replace fire and safety equipment
Fire Dept		8,000	8,000			replace 10 helmets @ \$800 each
Fire Dept		12,000	12,000			includes annual maintenance fee
Fire Dept		20,000	20,000			Hose \$15,000 Nozzles \$5,000
Fire Dept		14,000	14,000			carpets/painting/appliances/dorms/chairs/tables
Fire Dept	20,000	35,000		35,000		communication radio equipment upgrades
Fire Dept		1,310,000			1,310,000	Use of maturing debenture payments-\$307,000 available 2019
Niagara Central Airport Council		32,870		32,870		Reserve Fund - \$45,000
		???				Waiting for Grant Opportunity

**CITY OF PORT COLBORNE
2018 BUDGET
FUNDING CAPITAL AMORTIZATION
FUNDS TRANSFERRED TO CAPITAL PROJECTS**

	2017 budget	2018 Est Cost	Capital Levy Funds	Reserve Funds	Grant Funds	Defer Funding
Traditional Allocation of Budgeted Capital Funds						
Vehicles and Equipment	27,250					
Vehicles and Equipment	35,000					
IT	7,000					
Corporate Services	5,000					completed 2017
Corporate Services	8,836					purchased 2017
Marina	9,000					completed 2017
Marina	10,000					replace 5 canopies @ \$2,000/picnic dock - 10 years old
Marina	20,000					add 4 Outdoor Access Points for better signal to entire docks
Marina	10,000					replace for restaurant dining side-13 yrs old require heat exchanger
Marina	17,500					replace old pump out requiring ongoing repairs with larger capacity
Marina		27,000				27,000 secure winter storage for equipment currently stored in open area
Marina		16,000				16,000 requires investigation of costing and grants
Marina		10,000				10,000 Funding from Conservation Club - 30'x6' section
Public Works	8,000					for new sign installs and safety issues as per Council direction
Public Works	15,500					32 lateral file cabinets for relocated files and storage
Public Works	76,000					Sand Blast Unit \$4,000 & 6 Portable Hoist Units \$72,000
Fire Dept	4,000					upgrade and replace 6 pagers
Fire Dept	8,000					new larger lockers required for clothing/equipment separation
Fire Dept	8,000					storage and transportation of decontamination equipment
Fire Dept	30,000					completed 2017
Animal Shelter	2,500					completed 2017
OMPF Funds	(124,200)					
Capital Reserve						
Total Budgeted Capital Funds	<u>1,740,260</u>					
		<u>5,017,607</u>	<u>1,773,852</u>	<u>931,500</u>	<u>949,255</u>	<u>1,363,000</u>
Future Capital Amortization			(200,000)			
Funds Available in Library capital levy			(35,000)			
Funds Available in capital levy			<u>(1,705,260)</u>			
(Unallocated capital funding)			<u>(166,408)</u>			

NOTE: Amortization for the City's operations capital assets amounts to \$4,151,470 of which the City levys \$1,940,260 plus OCIF Funds of \$129,755 and allocates Federal Gas Tax funds of \$622,000. The total allocation for capital amounts to \$2,692,015 with a shortfall in covering capital amortization in the amount of \$1,459,455.