

**D90U00**  
**Canal Place Preservation and Development Authority**

***Operating Budget Data***

(\$ in Thousands)

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Working</u>	<u>FY 04</u> <u>Allowance</u>	<u>Change</u>	<u>% Change</u> <u>Prior Year</u>
General Funds	\$284.6	\$313.4	\$292.5	-\$20.9	-6.7%
FY 2003 Cost Containment Contingent & Back of Bill Reductions	0.0	-15.0	0.0	15.0	-100.0%
<b>Adjusted General Funds</b>	<b>\$284.6</b>	<b>\$298.3</b>	<b>\$290.5</b>	<b>-\$7.8</b>	<b>-2.6%</b>
Special Funds	129.3	79.0	155.2	76.2	96.4%
<b>Adjusted Special Funds</b>	<b>129.3</b>	<b>79.0</b>	<b>155.2</b>	<b>76.2</b>	<b>96.4%</b>
<b>Adjusted Grand Total</b>	<b>\$413.9</b>	<b>\$377.3</b>	<b>\$445.7</b>	<b>\$68.4</b>	<b>18.1%</b>

- The allowance reflects greater reliance on the use of special fund revenues to support operations.
- Maintenance costs associated with completed projects adds approximately \$32,000 to the budget.

***Personnel Data***

	<u>FY 02</u> <u>Actual</u>	<u>FY 03</u> <u>Working</u>	<u>FY 04</u> <u>Allowance</u>	<u>Change</u>
Regular Positions	4.00	4.00	4.00	0.00
Contractual FTEs	0.00	0.00	0.00	0.00
<b>Total Personnel</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>

***Vacancy Data: Regular Positions***

Budgeted Turnover: FY 04	0.00	0.00%
Positions Vacant as of 12/31/02	0.00	0.00%

Note: Numbers may not sum to total due to rounding.

For further information contact: Matthew D. Klein

Phone: (410) 946-5530

## ***Analysis in Brief***

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### **Recommended Actions**

	<b><u>Funds</u></b>
1. Reduce general funds due to available special funds.	\$ 10,000
2. Reduce general funds used to support marketing due to the availability of special funds.	10,000
<b>Total Reductions</b>	<b>\$ 20,000</b>

### **Updates**

***Acquisition of Cumberland Electric Property Completed – Resolution of Third Party Complaint Pending:*** The Canal Place Preservation and Development Authority (CPPDA) has obtained title to property acquired through a foreclosure sale. This update highlights the actions taken to acquire the property.

***Authority to Pursue Condemnation of Harper Trucking Company Facility Property Requested:*** Through the Department of General Services Office of Real Estate, CPPDA has asked for Board of Public Works and Legislative Policy Committee approval to initiate condemnation proceedings so that it may acquire a piece of property within its boundaries for future development consistent with the CPPDA development plan.

***Canal Place Development:*** A number of projects at Canal Place are in various stages of completion. This update provides a discussion of some of the more significant projects underway.

***Marketing Initiative Begins to Take Shape:*** CPPDA has developed a cooperative marketing initiative to enhance the awareness of Canal Place and Allegany County as a heritage tourism destination. This update highlights the specifics of the marketing plan and project budget.

## D90U00

# Canal Place Preservation and Development Authority

## *Operating Budget Analysis*

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### **Program Description**

Legislation enacted in 1993 created the Canal Place Preservation and Development Authority (CPPDA) to be the catalyst for the preservation, development, and management of the Canal Place Heritage Area (CPHA). The authority is directed by a nine-member commission and is charged with developing and transforming CPHA into a major heritage tourism destination and preserving the key historical resource within CPHA boundaries. The authority is to:

- preserve or assist in the preservation of buildings, structures, and settings of historical value in the heritage area;
- conduct activities to educate the public about the history and significance of the heritage area;
- provide recreational uses of the heritage area; and
- facilitate economic development in the heritage area through public and private investment in adaptive reuse, interpretive attractions, or other activities.

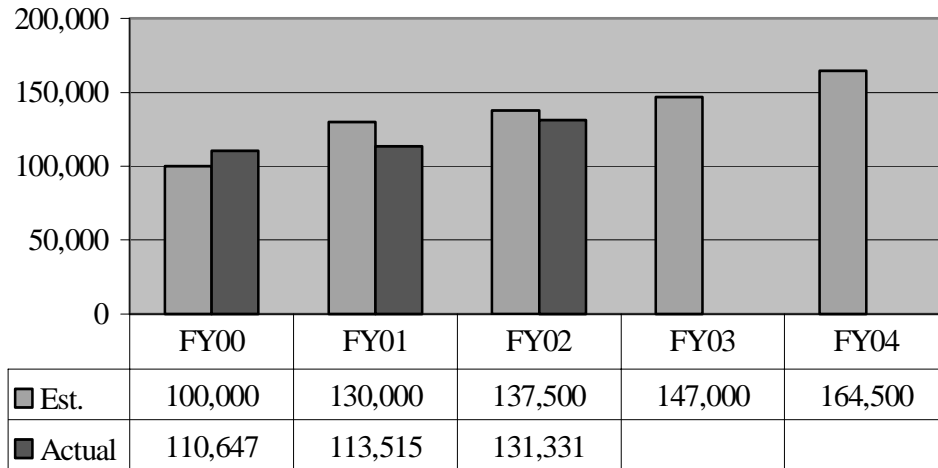
Major ongoing activities include encouraging the redevelopment and rewatering of the last three miles of the C&O Canal in Cumberland and offering interpretive boat rides; improving the Western Maryland Railway Station; expanding the visitor center; constructing of major festival grounds and a retail marketplace; developing special events and recreational programming; encouraging private commercial investment; coordinating a local and regional tourism marketing and promotion program; providing adequate and convenient parking for visitors; and providing improved vehicular and pedestrian access within Canal Place.

### **Performance Analysis: Managing for Results**

According to the authority's recently updated Canal Place Management Plan, CPPDA's mission is to be the catalyst for the preservation, development, and management of the lands adjacent to the C&O Canal in Cumberland and be the advocate for the enhancement of heritage tourism in Western Maryland. CPPDA's Managing for Results (MFR) submission provides several performance measures that attempt to demonstrate the authority's successful development of Canal Place as a tourist destination and economic engine for the City of Cumberland. **Exhibits 1 and 2** show the estimated and actual visitor counts and economic impact figures respectively.

**Exhibit 1**

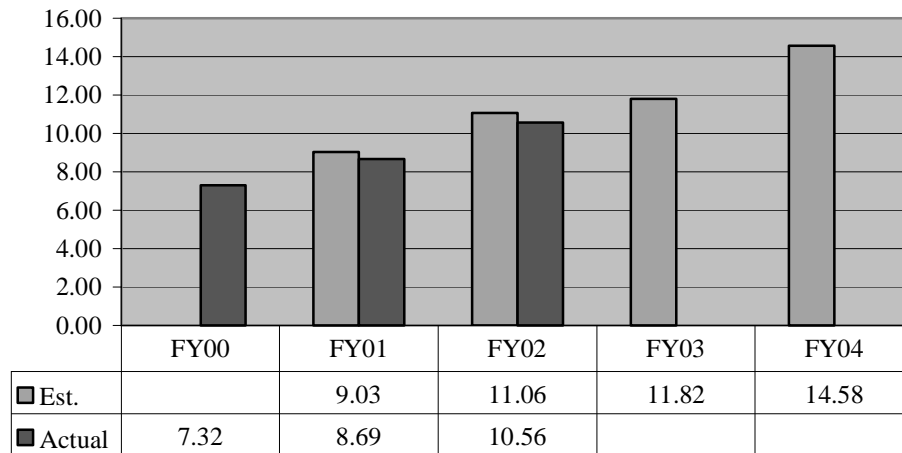
**Canal Place Visitor Data**



Source: Canal Place Preservation and Development Authority

**Exhibit 2**

**Economic Impact  
(\$ in Millions)**



Source: Canal Place Preservation and Development Authority

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The visitor count reflected in Exhibit 1 indicates that the total Canal Place visitor count continues to increase on an annual basis. From fiscal 2000 to 2002, the visitor count increased from 110,647 to 131,331, which represents an 8.95% annual rate of increase. While the number of visitors has increased over the last several years, actual attainment has lagged behind estimates in each of fiscal 2001 and 2002. CPPDA attributes the shortfall in fiscal 2002 to weather events during its major spring festival. The lack of new major project elements helps to explain the fiscal 2001 shortfall. CPPDA estimates that attendance figures will continue to increase steadily in each of fiscal 2003 and 2004 as new elements such as the festival grounds and retail center are opened to the public.

The economic impact figures presented in Exhibit 2 also reflect a steady increase in measured economic impact for the immediate area. The economic impact figures are derived using a multiplier of \$72.93 per visitor for fiscal 2000, \$76.58 for fiscal 2001, \$80.41 for fiscal 2002, \$83.43 for fiscal 2003 and \$88.65 for fiscal 2004. The figures represent an annual increase of 5% from fiscal 2000 to 2002. Because the economic impact figures use the visitor count as a basis for estimation, the actual economic impact figures for fiscal 2001 and 2002 are below the estimates due to the direct correlation involved. Looking forward, CPPDA expects the measured economic impact to increase each year as the visitor count increases.

As in previous years, the Department of Legislative Services (DLS) recommends that CPPDA introduce new performance measures such as the annual dollar figure of private sector contributions, the annual number of new projects completed, the percentage of projects completed that have been planned for in the development plan, and the percentage of operating budget supported with special fund revenues derived from Canal Place activities and leases. Furthermore, as new projects are funded and completed, new performance measures should be developed.

## **Fiscal 2003 Actions**

### **Impact of Cost Containment**

CPPDA's contribution toward the fiscal 2003 cost containment consists of a \$15,032 general fund reduction that is to be taken primarily from funds budgeted for contractual services.

Included as part of the authority's cost containment contribution, but not reflected in its operating budget, is an additional \$53,000 reduction from unencumbered fiscal 2002 general fund PAYGO appropriations. These funds will be reverted to the general fund as part of the fiscal 2003 closeout.

## **Governor's Proposed Budget**

As shown in **Exhibit 3**, the fiscal 2004 allowance for CPPDA is \$445,698 which represents a \$68,322 increase, or 18.1% increase over the fiscal 2003 adjusted working appropriation (adjusted for the impact of the fiscal 2003 cost containment reduction). Personnel expenses, which comprise 44.7% of the

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authority's allowance, increase by \$7,272 in the budget. Virtually all of the changes in personnel costs is attributable to an \$8,108 increase in employee and retiree health insurance costs.

Over the past several years, progress has been made toward completing projects that add to CPPDA facilities and amenities. These include among others: trestle walk, crescent lawn festival grounds and marketplace, and parking facilities. The construction of these projects advances the CPPDA's mission of facilitating the development of Canal Place as a heritage tourism destination and advances several of the authority's development oriented goals. However, as new facilities are added, the authority's maintenance and utility cost requirements are increased. The fiscal 2004 allowance reflects these increased costs that are supported predominantly with special funds. Specific items include:

- a net increase of \$32,000 in contractual services for grounds maintenance, janitorial services, security services, and trash removal, as well as increased expenditures for maintenance equipment and supplies; and
- \$23,013 budgeted for land and building improvement. These improvements might include the replacement of heating and air conditioning components, carpeting, and painting. CPPDA considers these funds as reserves for potential replacements and improvement that may or may not occur. Because these expenditures are supported with special funds, to the extent they are not used, they would revert back to the CPPDA Financing Fund for future use.

Two of the authority's MFR goals address the need for the development of a public awareness and tourism marketing plan that promotes Canal Place and heritage tourism in Allegany County. The governor's allowance to the authority provides approximately \$22,000 for advertising and publication, printing and reproduction, and promotional supply expenditures and represents an increase of almost \$14,000 over the adjusted fiscal 2003 working appropriation. These funds are primarily used to cover expenses related to the publication of informational brochures and targeted advertising for the annual spring canal festival but are insufficient to adequately implement an effective marketing campaign. The authority is actively working towards the development of a comprehensive marketing strategy for Canal Place and Allegany County through a partnership with Destination Allegany. A grant application has been made to the Maryland Heritage Areas Authority (MHAA) to support this partnership; however, these funds have yet to be approved for distribution by MHAA. Further discussion of CPPDA's marketing strategy and partnership with Destination Allegany is provided in the Issues section of this analysis.

**Exhibit 3**

**Governor's Proposed Budget  
Canal Place Preservation and Development Authority  
(\$ in Thousands)**

<b>How Much It Grows:</b>	<b>FY 02 <u>Actual</u></b>	<b>FY 03 <u>Working</u></b>	<b>FY 04 <u>Allowance</u></b>	<b><u>Change</u></b>	<b><u>% Change Prior Year</u></b>
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**Where It Goes:**

**Personnel Expenses**

Employee and retiree health insurance .....	\$8
Other fringe benefit adjustments .....	1

**Building Maintenance – Marketing and Promotional Expenses**

Additional utility, maintenance, and supply expenditures attributable to new facilities	32
Land and building improvements .....	23
Marketing and promotional activities .....	14

**Miscellaneous**

Reduced allowance for travel.....	-2
Reduced allowance for legal services provided by Assistant Attorney General.....	-4
Reduced allowance for professional organization membership dues.....	-2

**Other** -2

**Total** **\$68**

Note: Numbers may not sum to total due to rounding.

## ***Recommended Actions***

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	<b><u>Amount Reduction</u></b>	
1. Reduce the amount of general funds supporting operations due to the availability of special funds. The Canal Place Preservation & Development Authority Financing Fund is projected to carry forward a balance of approximately \$22,000 into fiscal 2004. To the extent these funds are available they should be used in place of general funds.	\$ 10,000	GF
2. Reduce general fund support for marketing and promotional activities due to the availability of special funds to support these activities. Canal Place has recently received a grant from the Maryland Heritage Areas Authority in the amount of \$33,500 to cover expenditures for marketing initiatives. Canal place is contributing an additional \$16,000 of available special funds from the Canal Place Preservation & Development Authority Financing Fund to supplement marketing initiatives for a total budget of \$49,500 in support of a two-year marketing initiative.	10,000	GF
<b>Total General Fund Reductions</b>	<b>\$ 20,000</b>	

## Updates

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### **1. Acquisition of Cumberland Electric Property Completed – Resolution of Third Party Complaint Pending**

During the 2001 interim, CPPDA had an opportunity to purchase the Cumberland Electric Co. property through a foreclosure sale. Acquisition of the 3.25-acre property has been a part of the CPHA management plan since June 1996. The acquisition of the property would allow the authority to control how the property is used and thus ensure that its use is consistent with the authority's management plan. While the fiscal 2002 *Capital Improvement Plan* provided \$2.0 million in fiscal 2003 for the acquisition of the Cumberland Electric Company property, the authority did not have a source of funds, which could be used to bid at the foreclosure auction scheduled for November 14, 2001. CPPDA subsequently asked the Department of Budget and Management (DBM) for advice on how the property could be purchased by the authority. DBM approved the use of a portion of the \$2,479,000 in fiscal 2002. A PAYGO general fund appropriation was provided for phase two development of the Crescent Lawn project. Although intended for the Crescent Lawn project, the appropriation language was general in nature allowing it to be used instead for the property acquisition.

Appraisals for the property had already been completed during the summer of 2000 when the CPPDA first showed real interest in purchasing the property. The highest appraisal came in at \$1,275,000, and the lowest appraisal was \$800,000. On February 8, 2001, the Department of General Services (DGS) recommended that the high appraisal be used.

Representing CPPDA, DGS purchased the property for a bid price of \$1,025,000 on November 14, 2001. There were four other bidders on the property at the public foreclosure auction sale. The Board of Public Works (BPW) approved the sale at its December 12, 2001, meeting. The sale was ratified by the circuit court on January 14, 2002, and settlement has taken place giving Canal Place deed to the property. An appeal to the sale was filed but later dropped. However, third party complaints claiming unjust enrichment and inverse condemnation still must be resolved. Canal Place has submitted responses to interrogatories to the third party plaintiff and on December 16, 2002, filed with the courts a Notice of Service of Discovery. Canal Place has asked for responses to the interrogatories which are due no later than January 21, 2003.

### **2. Authority to Pursue Condemnation of Harper Trucking Company Facility Property Requested**

In connection with the continued development of Canal Place, the authority has sought BPW and Legislative Policy Committee (LPC) approval to initiate condemnation proceedings for the purpose of acquiring a 3,771 square foot piece of property within the established CPPDA boundaries referred to as the Harper Trucking Company Facility. The DGS Office of Real Estate is handling the matter on behalf of CPPDA.

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After extensive negotiations with the property owner, an agreement to acquire the property within the State's fair market value parameter failed. CPPDA advises that the property in question represents an important component to the Canal Place development plan, specifically the future development of a planned hotel. The owner was originally offered \$90,000 which is the appraised value of the property. This offer was refused and subsequently increased by \$30,000, to \$120,000 as an incentive to avoid the cost of litigation. Furthermore, the owner was assured that the State would pay for moving and relocation expenses estimated at an additional \$30,000. The property owner has rejected the second offer which is the reason for requesting the initiation of condemnation proceedings. BPW approved the request to initiate condemnation proceedings at its December 18, 2002 meeting pending approval by the LPC. A letter polling LPC members was sent by DLS on January 21, 2003.

### **3. Canal Place Development**

Many projects in the overall development plan are complete, and many others are either underway or scheduled to commence during fiscal 2004. What follows is a discussion and update on some of the recent major initiatives undertaken by CPPDA.

#### **Trestle Walk/Canal Street Promenade**

This project will provide the primary pedestrian access to the C&O Canal towpath. Construction for this project began in spring 2001 and is scheduled to be completed by May 2003. Total project costs including planning and construction is estimated at \$1.81 million. Funding consists of a \$1.0 million grant through the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21), \$661,000 of State general obligation (GO) bonds authorized in 1997, and a \$150,000 Appalachian Regional Commission (ARC) grant.

#### **Footer's Dye Works – Cumberland Electric Property**

The State provided approximately \$708,000 of GO bond funding for the acquisition and repair of the Footer's Dye Works. The intent is to use the facility as a hotel. The authority executed an amended six-month option agreement with a private developer who is actively engaged in acquiring a feasibility study, construction documents, and financing. Under the agreement, the authority would receive annual rent payments of \$6,000 during the first four years of hotel operations. Thereafter, the authority would receive a percentage share of gross room sales revenue consisting of 0.5% for years 5 through 10, and 3.5% in years 11 through 50. The authority anticipates annual revenues at \$12,000 in years 5 through 10, and between \$100,000 and \$150,000 in years 11 through 50 depending upon occupancy and room rates. There is a clause in the option agreement that stipulates that once Canal Place acquires all parcels in the development site, the developer has 120 days to exercise the option. The authority's attempted negotiations to purchase one remaining parcel of land required for the project failed. As a result, the authority is seeking BPW and LPC approval to initiate condemnation proceedings. At the end of the option period the developer will have to decide to exercise the option by signing a 50-year lease or

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abandoning the project. The amount of private investment in the construction project is estimated to be between \$4.0 and \$5.0 million.

### **Festival Grounds/Crescent Lawn**

Crescent Lawn will be the major public recreational area for Canal Place. The project will proceed in two phases and include the construction of a festival grounds, amphitheater, canal basin plaza, interpretive entryway, and building complex. Including the \$2.0 million general fund PAYGO appropriation made in fiscal 2001 for Phase I, \$1,979,000 fiscal 2002 PAYGO funds for Phase II, \$286,325 of prior State bond funds, and \$150,000 grant from the ARC, the total amount of available funds for the project is \$4,415,325. Design and engineering work was completed in spring 2001. Phase I construction, which consists of most of the building complex construction, began in spring of 2002. Phase II construction is scheduled to start in spring 2003 and be completed in spring 2004. The building complex component of the project will provide 14,500 gross square feet of retail space, of which the authority has retail commitments on about 90% of the available space. Revenues from retail lease agreements is estimated at \$100,000 annually beginning in fiscal 2004. The project time schedule has been heavily influenced by several factors. First, the City of Cumberland was scheduled to start work on the replacement of a major city sewer line in fall 2001. Although the sewer will cut through the center of Crescent Lawn, the authority anticipates that it can complete both Phases I and II of the project unencumbered by the sewer line project. The discovery of two relatively intact canal boats during an archeological survey funded with a \$150,000 grant from ARC also influenced the design schedule. An assessment by the National Park Service on the cost of removing and reconditioning the canal boats proved to be too expensive. As a result, the boats will remain in the ground. Finally, and most importantly, is the impact of the canal rewatering project discussed below.

### **Rewatered C&O Canal**

This project will entail rebuilding the original main canal boat basin within Crescent Lawn and rewatering the last 2.1 miles of the canal in order to allow the National Park Service to offer canal boat rides down the canal. The U.S. Congress passed an authorization bill in 1999 in the amount of \$15.0 million for the canal rewatering. The U.S. Army Corp of Engineers (USACE) has completed the engineering and construction documents for the project. The federal fiscal 2002 budget provided USACE with \$650,000 to begin the construction. Final construction plans are underway with completion expected in early 2003.

### **Parking**

The authority engaged a consultant to help determine the appropriate amount of parking space needed to support Canal Place. Based upon a projected annual visitor population of 135,000 by 2005, the consultant study determined that 680 spaces would be required to meet parking demand. The authority is addressing the majority of its parking space needs in two phases. Phase I includes the construction of two parking lots accommodating 100 parking spaces. Phase I funding consisted of \$224,000 of a fiscal 2001

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general fund PAYGO appropriation. Phase II, funded with \$500,000 of fiscal 2002 PAYGO general funds, will provide an additional 225 parking spaces for long-term and bus parking at Canal Place. The 325 parking spaces created in Phases I and II combined with the existing 263 spaces currently available at Canal Place will provide the majority of the parking spaces recommended in the consultant study. The remaining shortfall of parking spaces will be provided by City of Cumberland downtown parking spaces.

### **4. Marketing Initiative Begins to Take Shape**

In an effort to improve CPPDA's marketing and promotional activities Chapter 556, Acts of 2001 authorized CPDA to provide or contract marketing and promotional service for the Canal Place Heritage Area, and financially support tourism marketing and promotion in Allegany County and its municipal jurisdictions if the expenditures are matched with non-State funds.

Through a partnership with Destination Allegany, CPPDA has developed a series of marketing initiatives to enhance awareness of Canal Place and Allegany County as a travel destination. The programs and initiatives outlined below will be implemented over a two-year period beginning in fiscal 2003. The total proposed project budget is \$194,000, of which \$50,000 will be provided by CPPDA through a grant from MHAA. The remaining \$144,000 will be provided through matching funds from Destination Allegany. The proposed initiatives are as follows:

- ***National Print Advertising Campaign:*** Feature advertisements will be placed in national publications to increase regional awareness of Canal Place and Allegany County as a heritage tourism destination. The project budget is \$80,000, and consists of \$15,000 from MHAA grant funds and \$65,000 from Destination Allegany.
- ***Web Site Development:*** Canal Place intends to revamp its current web site to better serve its marketing needs. The proposed web site development plan entails the creation of a portal site under the umbrella of Destination Allegany, which will allow visitors to access a variety of area tourism attractions. The project budget is \$10,000 and consists of \$5,000 each from MHAA grant funds and Destination Allegany.
- ***Festival and Event Marketing:*** The marketing plan includes the direct advertising of area festivals through the purchase of promotional booth space and media outlet advertising. The project budget is \$22,000, of which \$17,000 is contributed through MHAA grant funds and \$5,000 by Destination Allegany.
- ***Traveling Trade Show Exhibit:*** CPPDA intends to develop a portable display that can be used to market the Heritage Area during festivals and regional trade shows. MHAA grant funds in the amount of \$4,000 comprise the project budget.
- ***Trade Show Participation:*** Canal Place will be represented at consumer trade shows within the target market area. The project budget of \$20,000 will be provided by Destination Allegany.

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- ***Canal Boat Replica Tour Program:*** Canal Place intends to market its canal boat replica tours through newspaper advertisements. MHAA grant funds of \$1,500 comprise the project budget.
- ***Volunteer Recruitment Campaign:*** Canal Place intends to utilize \$1,000 of MHAA grant funds to initiate a recruitment campaign to encourage volunteerism during special events.
- ***Partnerships with Area Convention Boards:*** The marketing initiative seeks to increase participation with area convention boards to bundle advertisement. The project budget includes \$2,500 in MHAA grant funds and \$1,500 from Destination Allegany.
- ***Creation of Familiarization Tours:*** The marketing initiative includes the development of educational and informative group tours. The project budget is \$7,500 from MHAA grant funds.
- ***Acquisition of Promotional Tools:*** Canal place intends to contract with a professional photographer, and purchase software and equipment to enhance its marketing production capabilities. The project budget of \$44,000 includes \$4,000 in MHAA grants and \$40,000 from Destination Allegany.

## *Current and Prior Year Budgets*

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**Current and Prior Year Budgets**  
**Canal Place Preservation and Development Authority**  
(\$ in Thousands)

	<u>General Fund</u>	<u>Special Fund</u>	<u>Federal Fund</u>	<u>Reimb. Fund</u>	<u>Total</u>
<b>Fiscal 2002</b>					
Legislative Appropriation	\$286	\$75	\$0	\$0	\$ 361
Deficiency Appropriation	0	0	0	0	0
Budget Amendments	0	55	0	0	55
Reversions and Cancellations	-1	-1	0	0	-2
<b>Actual Expenditures</b>	<b>\$ 285</b>	<b>\$ 129</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 414</b>
<b>Fiscal 2003</b>					
Legislative Appropriation	\$313	\$79	\$0	\$0	\$ 392
Budget Amendments	-15	0	0	0	-15
<b>Working Appropriation</b>	<b>\$ 298</b>	<b>\$ 79</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$377</b>

Note: Numbers may not sum to total due to rounding.

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**Fiscal 2002**

CPPDA finished fiscal 2002 \$52,986 above its legislative appropriation. Significant adjustments include:

- the addition of \$17,500 from MHAA to fund outreach efforts; and
- the use of \$32,500 of unencumbered fund balances from the Canal Place Preservation & Development Authority Financing Fund to support operations.

**Fiscal 2003**

CPPDA's fiscal 2003 budget has been reduced by \$15,032 to reflect cost containment measures.

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Object/Fund Difference Report  
Canal Place Preservation and Development Authority

Object/Fund	FY03			FY04 Allowance	FY03 - FY04 Amount Change	Percent Change
	FY02 Actual	Working Appropriation				
<b>Positions</b>						
01 Regular	4.00	4.00	4.00	4.00	0	0%
<b>Total Positions</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0</b>	<b>0%</b>
<b>Objects</b>						
01 Salaries and Wages	\$ 187,316	\$ 191,838	\$ 201,242	\$ 9,404	4.9%	
03 Communication	7,275	9,226	10,355	1,129	12.2%	
04 Travel	977	3,000	1,235	(1,765)	(58.8%)	
06 Fuel & Utilities	34,000	37,900	52,000	14,100	37.2%	
07 Motor Vehicles	716	1,700	1,039	(661)	(38.9%)	
08 Contractual Services	129,369	132,776	138,914	6,138	4.6%	
09 Supplies & Materials	17,468	10,000	13,896	3,896	39.0%	
10 Equip - Replacement	1,496	0	0	0	0.0%	
11 Equip - Additional	7,105	2,000	4,000	2,000	100.0%	
13 Fixed Charges	1,526	3,968	2,004	(1,964)	(49.5%)	
14 Land & Structures	26,693	0	23,013	23,013	N/A	
<b>Total Objects</b>	<b>\$ 413,941</b>	<b>\$ 392,408</b>	<b>\$ 447,698</b>	<b>\$ 55,290</b>	<b>14.1%</b>	
<b>Funds</b>						
01 General Fund	\$ 284,599	\$ 313,411	\$ 292,547	(\$ 20,864)	(6.7%)	
03 Special Fund	129,342	78,997	155,151	76,154	96.4%	
<b>Total Funds</b>	<b>\$ 413,941</b>	<b>\$ 392,408</b>	<b>\$ 447,698</b>	<b>\$ 55,290</b>	<b>14.1%</b>	

- Notes:
1. Full-time and contractual positions and salaries are reflected for operating budget programs only.
  2. Fiscal 2003 appropriations and fiscal 2004 allowance do not include cost containment and contingent reductions.

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