



TOWN OF OCCOQUAN
Circa 1734 • Chartered 1804 • Incorporated 1874

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Occoquan Town Council

Work Session Meeting

May 19, 2015 | 7:00 pm

- 1. Call to Order**
- 2. Regular Items**
 - a. Public Art in Occoquan
 - b. Urban Land Institute Mini-Technical Assistance Panel Presentation
 - c. Treasurer's Report - FY15 Year to Date Report (Third Quarter)
- 3. Adjournment**



TOWN OF OCCOQUAN

TOWN COUNCIL MEETING

Agenda Communication

2. Work Session Regular Agenda	Meeting Date: May 19, 2015
2 A: Public Art in Occoquan	

Explanation and Summary:

Occoquan River Communities (ORC) has recently established a public art initiative in an effort to utilize public art to advance the ORC mission through the expansion and accessibility of visual and performing arts throughout the Occoquan and Potomac River communities. The Public Art Project (PAP) Committee aims to identify artists and locations for murals, sculptures and other displays of public art that will further ORC's mission to build a regional identity and brand the river region as a destination.

The purpose of this item is to brief Town Council on this initiative, its progress and the Town's role in the project.

Attachments: None



TOWN OF OCCOQUAN

TOWN COUNCIL MEETING

Agenda Communication

2. Work Session Regular Agenda	Meeting Date: May 19, 2015
2 B: Urban Land Institute Mini-Technical Assistance Panel Presentation	

Explanation and Summary:

In February of this year, the Town was selected by Urban Land Institute (ULI) to participate in a free mini Technical Assistance Panel (mini-TAP.) The Town's mini-TAP began in March and is a three-month project led by ULI, a non-profit research and education organization whose membership is committed to responsible land use to sustain the growth and prosperity of the National Capital region. Over the last several months the ULI team, consisting of experts in real-estate, development, planning, finance and policy, have been working to develop a final document for the town that will provide recommendations on how to address the needs of the community. This is the presentation to the Town Council to discuss the results of the mini-TAP with Town Council.

Attachments: (1) ULI mini-TAP Application

Urban Land Institute/Metropolitan
Washington Council of Governments

Technical Assistance Panel
Feb. 19 – May 21, 2015

**Historic Business District Revitalization
in the Town of Occoquan, VA**

Briefing Book

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Town Council

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Table of Contents

List of Maps.....	3
List of Sponsors.....	4
The Assignment.....	5
Summary of the problem.....	5
Questions to be addressed by the panel.....	6
History of the Area.....	7
Description of the Study Area.....	9
Physical Description.....	10
Commercial Development.....	13
Demographics.....	16
Transportation and Access.....	17
Government.....	18
State and Local Governments.....	18
Sources of Revenue and Taxation.....	19
Fiscal Impact Analysis of Development Projects.....	21
Current Plans Affecting the Study Area.....	23
Private Sector Involvement.....	23
Additional Information.....	24

List of Maps

Map 1, Street Map of Occoquan

Map 2, Occoquan Historic District and Age of Structures

Map 3, Occoquan's Streams

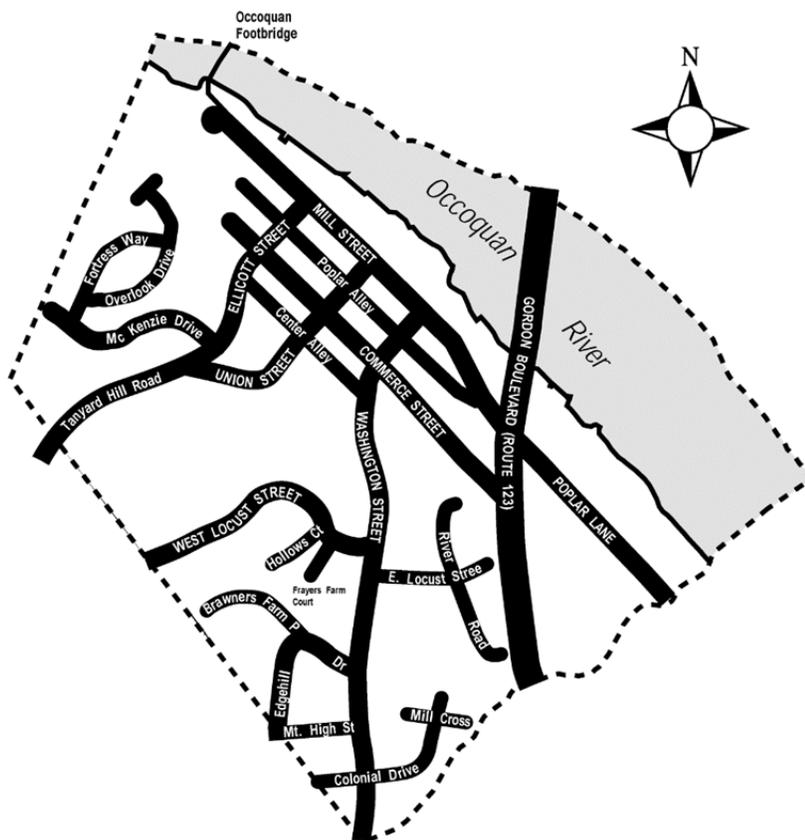
Map 4, Business District

Map 5, Town Zoning Map

Map 6, Future Land Use Map

Map 7, Pedestrian Circulation Plan

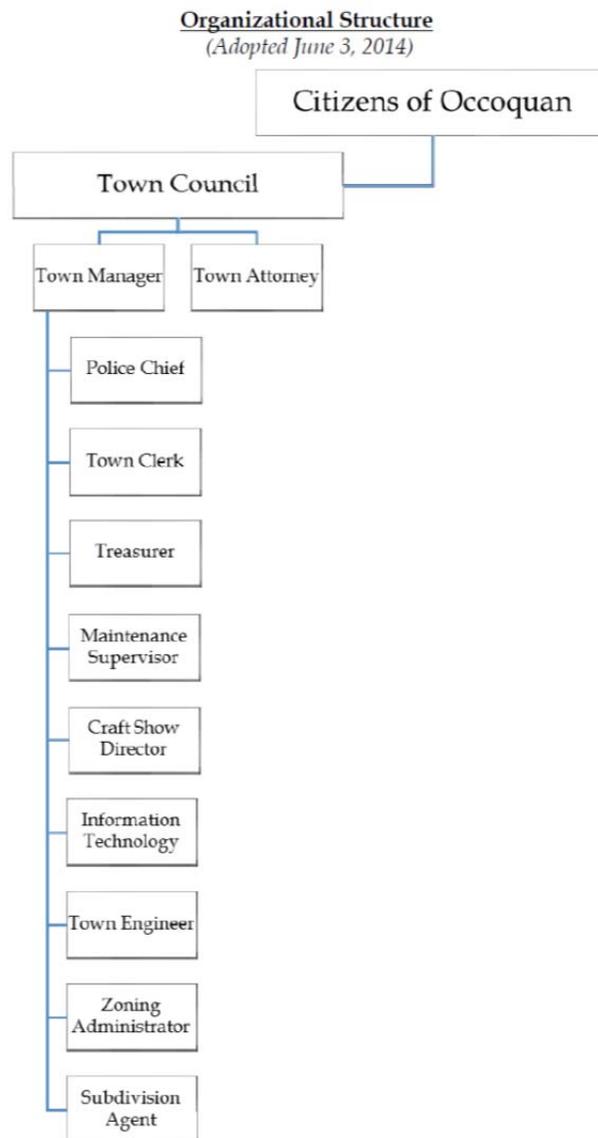
MAP No. 1 - Street Map of Occoquan



List of Sponsors

Occoquan Town Council

The Town of Occoquan is administered by a Council-Manager form of government in which six citizens, consisting of the Mayor and five Council members (at large), are elected to serve on the Council. The Council establishes the Town's public policy through resolutions and ordinances, approves proposed programs and controls the funding of these programs. Oversight of the day-to-day operations of the community resides with the Town Manager.



The Assignment

Summary of the Problem

The Town of Occoquan has historically taken a “passive” approach to planning and zoning. With a volunteer Mayor and Council (each earns \$1/month), 4.4 full-time equivalent members of paid staff, and contracted legal and engineering services, the Town relies largely on the assistance of volunteers to staff its boards and committees and generate important visioning items such as comprehensive and strategic plans. Though the Town has held several visioning exercises over the last twenty years that have produced worthy recommendations and initiatives, Town administration has struggled to fund and develop program implementation plans.

Occoquan has been fortunate in its ability to naturally re-invent itself over its three hundred year history and not only survive, but also thrive while many other small communities that once dotted the Northern Virginia landscape have not been as fortunate. While the Town has experienced a relatively stable population growth over the years, Occoquan has seen a boom in development in the 20 years, resulting in a population that has tripled since the early 1990’s. The Town Council understands the importance of comprehensive planning in ensuring that future growth and development in the community protects, preserves, and builds on those characteristics that make Occoquan a unique business and residential community. It has no national chain stores, no postal carrier routes, and a strong, small-town community spirit.

Over the past twenty years, Town committees, resident surveys, and stakeholder charrettes have sought to identify the Town’s strengths and weaknesses. One word always mentioned with respect to the Town is “potential.” Occoquan has a rich history, a reputation as an arts and crafts destination, proximity to the I-95 corridor, and river access in its favor. Interestingly, the responses to our challenges have not changed much over the last two decades, and the current Council finds itself facing many of the same development and land use issues faced by prior Councils. Specifically, the community faces challenges in the following three areas:

- A. Land Use and Revitalization in the Riverfront Historic Business District
- B. Parking, Cut-through Traffic and Pedestrian Safety
- C. Stormwater Management and Flooding

Ultimately, Occoquan is a small subject area with complex issues and limited resources. With the Town’s funding and staffing limitations, any one of the challenges addressed above could threaten its survival. The Town of Occoquan is, therefore, seeking a ULI mini-TAP to advise the Council on best land use policies in the historic business district,

as well as guidance on maximizing the efforts of the Council and staff in leveraging its unique position and characteristics in the greater Occoquan Region.

Questions to be addressed by the Panel:

1. What is the appropriate approach for Occoquan to address planning of streetscapes, pedestrian infrastructure and beautification measures? As part of this, how might the Town encourage façade improvements and code compliance (and eliminate grand-fathered deficiencies)?
2. Is mixed-use development appropriate for the Town's historic business corridor? If so, how can mixed-use development be encouraged through the next Comprehensive Plan update?
3. How can the Town leverage public-private ventures to pay for economic development, programming, and improvements, given the small staff and limited budget?
4. Are there opportunities to improve access to parking, given the Town's space and funding constraints?
5. How can the Town further capitalize on its proximity to the Occoquan River?
6. What does the Town of Occoquan offer (or what could it offer) to the region that isn't currently available elsewhere?

History of the Study Area

“Occoquan” is a Dogue Indian name meaning “end of the waters.” Here the Dogues had bountiful fishing and convenient trade routes while living in a protected site. As Europeans came to the area, the site was used for storage and shipping of tobacco. John Ballendine recognized the potential of the site and in the 1750s began building a settlement of stores, industry, and houses. Ballendine’s residence, built around 1760 and named Rockledge, is a unique stone structure which still overlooks the Town and the Occoquan River from its hillside perch on Mill Street.

Before the dawn of the 18th century, Occoquan had forges, grist mills, tolling mills, a bake house, sawmills, storehouses, and dwellings. The Merchant’s Mill, constructed in 1759, was upgraded in 1790 to be the nation’s first fully automatic grist mill. The mill operated for 175 years until destroyed by fire in 1924. Ruins of the foundation may still be seen along the river bank. The adjacent stone mill house; however, was left intact and serves as the Town’s Historic Museum. A Pratt Iron Truss Bridge at the site of the present-day foot bridge was constructed to replace ferry service over the Occoquan.

In 1804, another entrepreneur by the name of Nathaniel Ellicott formalized the layout of the Town and was successful in having the General Assembly grant a charter for Occoquan. A map which survives from that date illustrates a street pattern nearly identical to the present layout.

In the early 1800s, a large cotton mill was built by the Janney family, who had also acquired the Merchant’s Mill. This marked the beginning of a period of prosperity for the Town. It was a natural stopping place for travelers crossing the Occoquan River by toll bridge or ferry. One of the Town’s prominent landmarks, the Hammill Hotel, was built during this period. The building later served as a headquarters for Confederate General Wade Hampton during the Civil War.

By the mid-1830s, Occoquan contained about 50 residences in addition to mills, stores, and “mechanics.” Most of the structures existing at that time have since disappeared, but a number of houses built in the mid to late 1800s comprise about half the structures in the “Old Town” area today. Most of the buildings on Commerce and Union streets date from this period, as well as a half-dozen structures on Mill Street.

In 1916, a major fire destroyed a number of commercial structures on Commerce, Union, and Mill streets. Other fires over the years have destroyed significant buildings, including the flour mill in 1924 and Ebenezer Church in 1923. The Church was rebuilt the following year on the same site where it still stands.

When U.S. Route 1 was constructed in 1928 with a bridge across the Occoquan River two miles downstream from the Town, a change in orientation took place. Having lost its major industry to fire and its position on the major north-south highway, Occoquan became more of a typical small town with businesses such as a drug store, bank, movie theater, grocery store, funeral parlor, and other locally oriented activities. When Interstate 95 was built in the 1960s, an interchange about a mile from the Town improved access somewhat with traffic traveling through the Town between I-95 and Fairfax County.

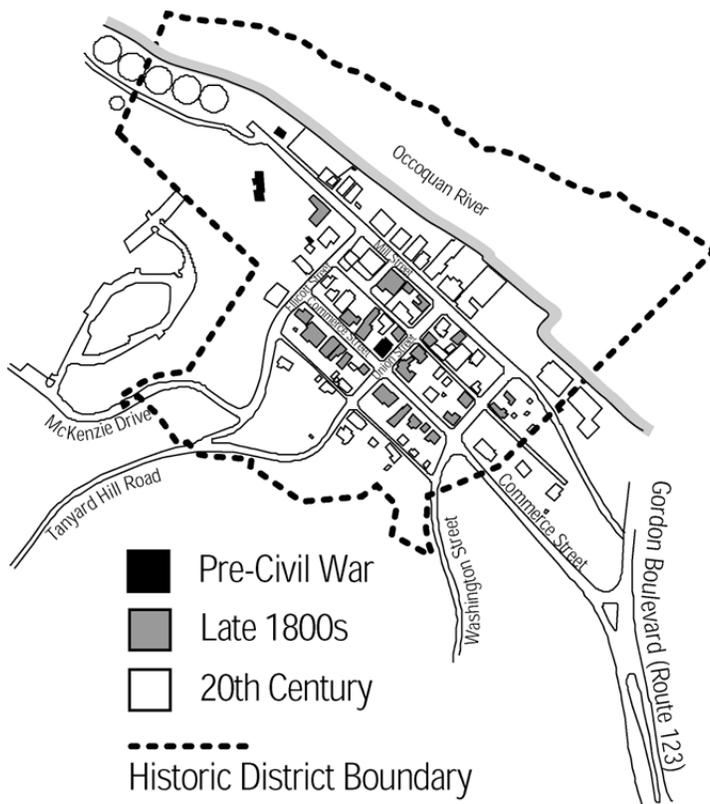
In 1972 the Town experienced a disastrous flood from Hurricane Agnes. Not only were homes and businesses severely damaged, but the Town's bridge across the river was also washed away. Economic consequences were rapidly felt and property values declined when the replacement bridge, relocated downstream of the iron truss bridge, resulted in essentially all traffic bypassing the Town. However, this was also the beginning of a period of resurgence when a few people with vision began rehabilitating older structures and converting them to shopper-oriented specialty shops, restaurants, and boutiques.

[From the 2003 Occoquan Comprehensive Plan]

Description of the Study Area

Occoquan is an incorporated town within the northeastern portion of Prince William County that is home to approximately 1,000 residents and has a number of attributes that set it apart from other jurisdictions, including a prime location along the Occoquan River, a rich and well-documented 300-year history, and a compact and walkable downtown business district. In addition, it is located at the juncture of three major commuter routes, and is within and shares its border with the 12th and 5th wealthiest counties in the United States (Prince William County and Fairfax County, respectively.)

Despite being located within the Metropolitan Washington Region, it is described as an oasis; a quaint, safe, close-knit community, whose stakeholders have a deep, abiding affection for the town and desire to see it succeed. Town government has no debt, and will own and/or maintain four town parks without a formal programming plan by the Fall of 2015. Occoquan's semi-annual Arts & Crafts Shows draw about 20,000 people a year to the business district, and generate net revenue of approximately \$123,000 per year. Currently in its 46th year, this income is the only source of capital funds generated by the town, as the operating budget is typically planned revenue-neutral, and separate from capital planning.



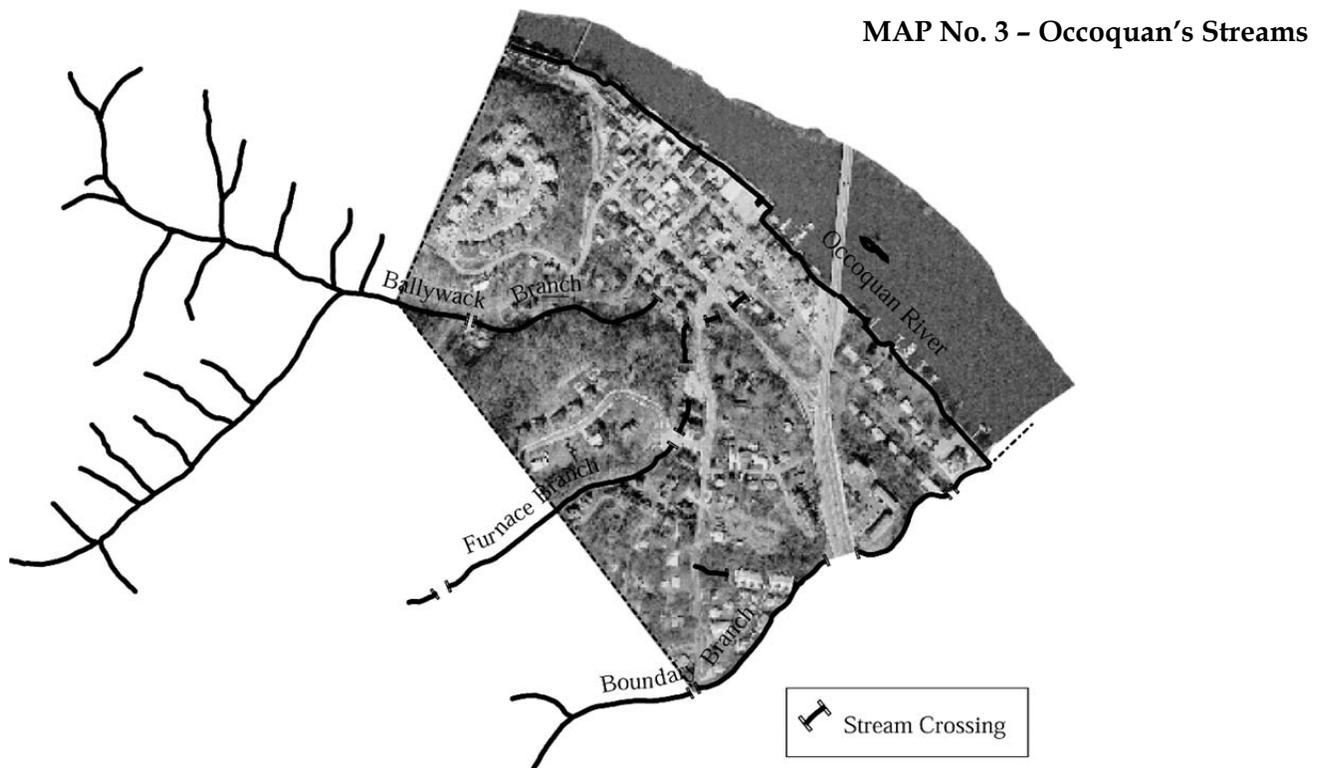
MAP No. 2 - Occoquan Historic District and Age of Structures

Source: Virginia Historic Landmarks Commission Survey/Prince William County GIS (structure footprints), January 2002

Physical Description

The Town occupies approximately 125 acres, including 25 acres of the Occoquan River. While the built portion of the Town is located along the southern shore of the Occoquan River, the Town boundary actually extends into the Fairfax County portion of the river. In 1984, the greater historic district was declared a historic landmark by the Virginia Historic Landmarks Commission, and was added to the National Register of Historic Places.

The Town is situated at the “fall line” which delineates the Piedmont and Coastal Plain geological provinces and represents the end of the navigable waters of the Occoquan River. The downtown and Poplar Lane portions of Occoquan are on a relatively level and low-lying plain adjacent to the river. To the southwest of this low-lying plain is a ridge underlain by mostly granite rock. The ridge is dissected by several small streams that empty into the river. The largest stream is Ballywack Branch. The other streams are Furnace Branch, Boundary Branch, Phelps Creek, and the tributary of Boundary Branch designated as Edgehill Creek. High ground is generally rolling with some very steep slopes and rocky outcrops adjacent to streams and the river plain.



Due to its position on the Occoquan River, and the relative elevation of nearby Woodbridge on the southern border, Occoquan often finds itself challenged with

flooding. Rising water during storms and overflow from the three major streams that originate outside Town borders cause flash flooding and significant property damage. Sometime in the 1990's, the Town opted not to participate in the Prince William County stormwater management program. This left the responsibility for stormwater management maintenance for non-VDOT structures to the Town. Residential development continues to threaten sensitive streams and culverts, and the Town's primary zoning ordinance for protecting the watershed was taken in a VA Supreme Court case in 2012.

Flooding Event: September 8, 2011

Flooding resulting from Hurricane Irene in late August, 2011 was particularly devastating to the historic district. Homes flooded, many businesses experienced water damage and lost revenue, and a Chevy Suburban was overturned by a mudslide at the intersection of Union and Ellicot Streets.



Center Lane, Occoquan



Intersection of Union and Commerce Streets, Occoquan



Union Street, Occoquan



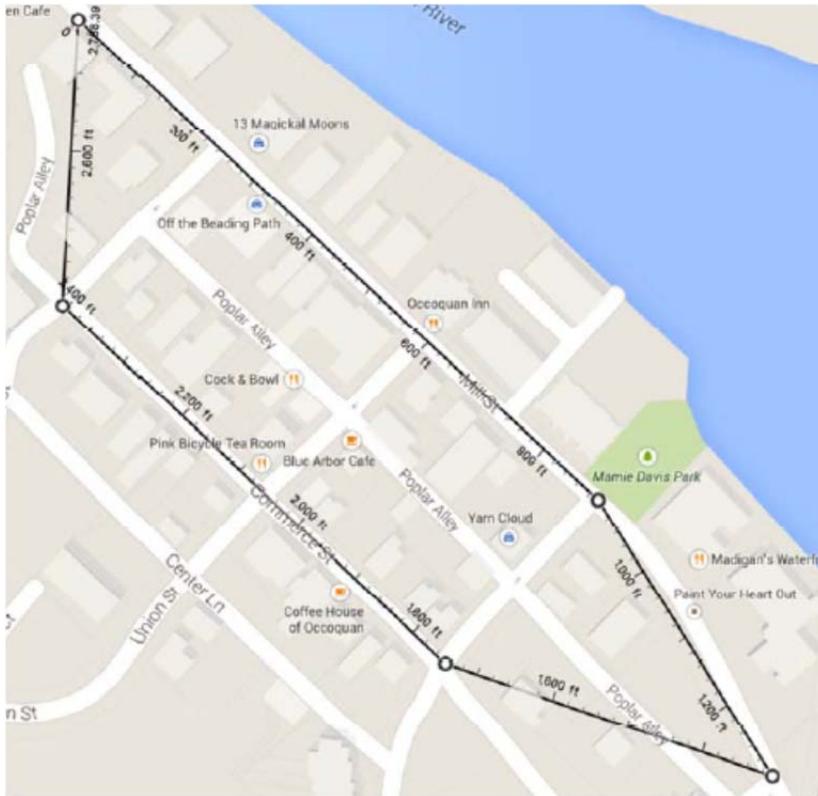
Intersection of Union and Mill Streets

Flooding from this event was exacerbated by the collapse of the debris catcher on Ballywack Creek. Debris from outside Town boundaries caused blockage upstream, and overwhelmed subsequent culverts and portions of the system underneath Town roads.

Commercial Development

The bulk of the historic district is the Town's business district, and is zoned B-1, which is intended for the conduct of general business to which the public requires direct and frequent access. This includes such uses as retail stores, banks, theaters, business offices, newspaper offices, restaurants and taverns. The area resembles the "Town Center" format, with retail below and apartments above, that many planned, mixed use communities are trending towards today.

Occoquan is home to approximately 164 small businesses, 82% of which are located in the six acre, riverfront historic business district. Approximately 45% of these are retail shops, 25% are professional services, and the remaining 30% are equally comprised of restaurants, contractors and personal care services. This business district puts Occoquan at a unique advantage over similar sized towns. Not only do the businesses generate revenue through sales tax to the Commonwealth and meals tax to the Town, but they also contribute significantly through the Business, Professional & Occupational License (BPOL) fees paid annually.



MAP No. 4 - Business District

Spanning only approximately 6 acres, it takes about 15 minutes to walk the perimeter of the business district.

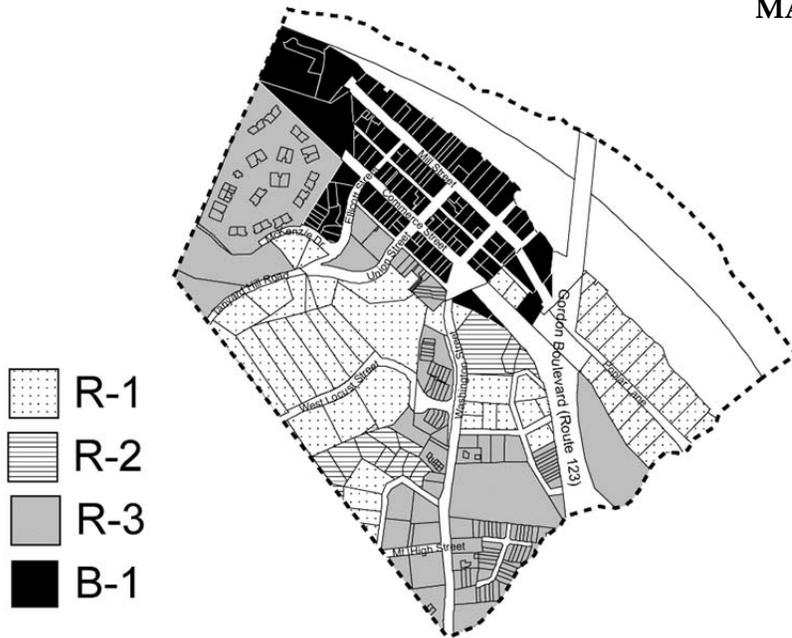
Historic preservation and protection of our community’s natural strengths have long been a focus of the Town’s leadership, but determining the next generation of development in the “downtown,” specifically the West end of Mill Street, is paramount. Occoquan has a unique identity and source of revenue that is at risk if residential development continues to spread, edging out commercial space. In addition, given other communities’ trends toward “Town Centers,” it would follow that preserving the mixed-use business district zoning would be an important aspect of comprehensive planning.

As is the case in many historic districts, significant concerns exist regarding deteriorating building façades and a perceived reluctance by landlords’ to bring properties up to current fire, electrical, and sanitary codes. While these buildings present both aesthetic and structural concerns for the community and their tenants, they also block the view to one of the community’s greatest natural, yet underutilized, resources – the Occoquan River.

The Town has planned for more than a decade to build a Riverwalk along the 1,200 foot bank of the Occoquan River. It would stretch from the existing Town dock in front of Mamie Davis Park, to the western most end of the historic district where the Occoquan

Historical Society’s Mill House Museum stands. A recently signed lease with the Fairfax Water Authority created a 1.1 acre park at the west end, which will provide the Town with additional open-space for recreation and Town events. While it would be a natural move to connect the two parks, not all property owners agree with the move towards creating a Riverwalk.

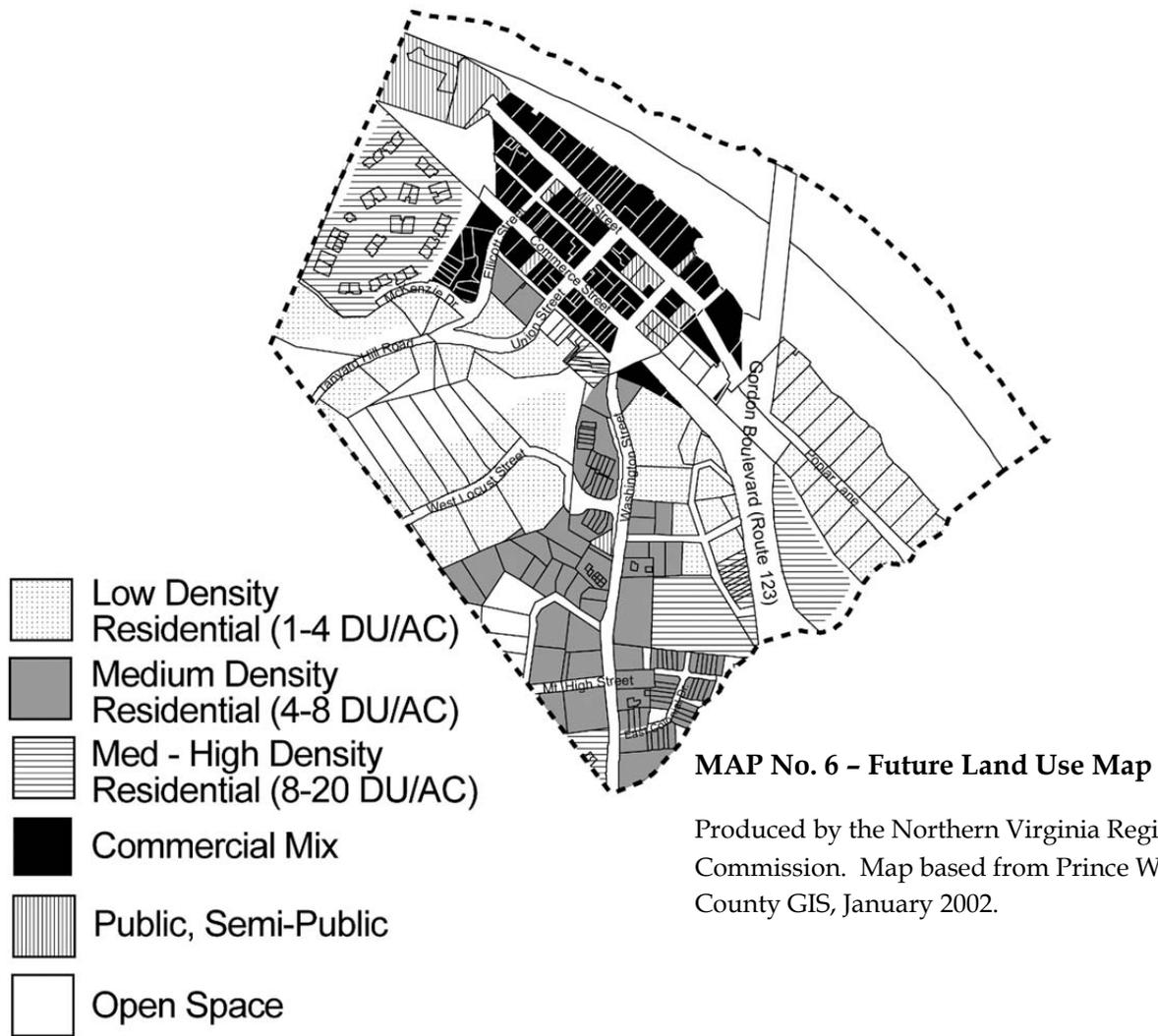
MAP No. 5 - Town Zoning Map



Outside of the “historic district” area, land use consists of a mixture of residential structures, with the trend towards higher density, townhome construction. Residents have increasingly expressed a desire for more diverse shopping and dining options, and beautification efforts in the historic district. While local government is interested in encouraging economic development, it is sensitive to the strain it might place on available parking and rents for the existing businesses. There is a large parcel for sale at the western end of Town which currently contains a multi-level boat storage rack and has the potential for a mixed use development that could incorporate additional public parking. The challenge that the Town has faced has been not having the tools available to encourage the appropriate mix of development for the town that the community is craving.

Map number six shows the future land proposed under the 2003 Occoquan Comprehensive Plan. It anticipated the encouragement of the incorporation of residential units as a part of renovated and new buildings, and the importance of

carefully controlling development adjacent to Rockledge mansion. It also planned for the prospect of west end public/open space and parking. While the park will become a reality, the current weight load limits on the property, along with the acreage, do not allow for parking on the site; however, the Town has incorporated a public restroom and storage facility into the plans.



Demographics

According to U.S. Census data, there were 934 persons living in the Town as of April 1, 2010, and an estimated 995 by 2013. This estimate represents a 31% increase over the 2000 Census. Though Occoquan’s 2003 Comprehensive Plan questioned the ability for

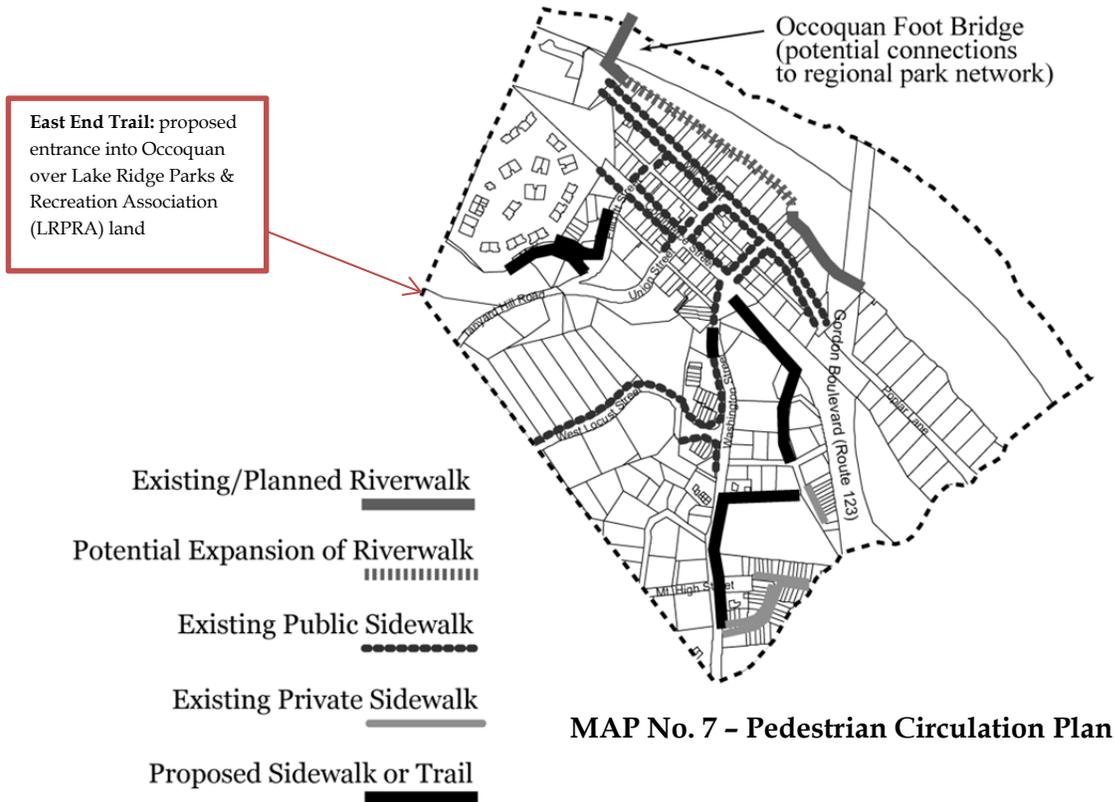
continued growth due to development limitations, the number of households has grown by approximately 26% to 525.

The median age in Town continues on an upward trend, rising from 32.1 years in 1990, to 41.6 in 2000, and 45.4 in 2010. Family households comprise 42.9% of the households in 2010, compared to 44.7% in the prior count.

Transportation and Access

Occoquan is conveniently located at the junction of Route 123 and Old Bridge Road, less than one mile from exit 160 on Route 95. There are currently no public transportation routes through the Town, but its proximity to three major commuter lots, all within one mile of Town, makes access to bus stops, slug lines and ride-sharing relatively easy.

One of the best features of Occoquan, and the east end of Prince William County, is the way local organizations work with the Town and County governments to establish and promote use of trails and streams, and protect green space and watersheds in an area



facing rapid growth and development. Occoquan made a major commitment to this effort by purchasing a 17.6 acre property that was rezoned for higher-density

development in a controversial move by the County. The property, purchased for \$300,000 with funds earned through the Town's Arts & Crafts Shows, was then placed in a permanent conservation easement. This was an effort to protect not only the scenic by-way and natural traffic calming entrance into Occoquan on Tanyard Hill Road, but the sensitive property containing a large portion of the fragile Ballywack Branch tributary that is prone to flooding and impacting the Town.

Areas of significant concern with regard to transportation, as the community continues its comprehensive planning efforts, are the issues of parking, cut-through traffic, and pedestrian access. One of Occoquan's greatest strengths is its walkability; however, the Town experiences significant cut-through vehicular traffic on its one-way streets during the morning and evening rush hours, resulting in unsafe speeds and stop sign violations. This dangerous traffic pattern, coupled with a lack of safe and thoughtful pedestrian access for residents from outside the historic district, threatens this advantage. There are a number of areas in Town which would benefit from proposed sidewalks and traffic calming, yet Occoquan lacks a formal plan for pedestrian infrastructure and streetscaping.

Parking is one of the most frequently cited reasons for not actively promoting growth and progress in the historic business district. Previous surveys and charrettes resulted in short-term solutions, such as converting to one-way traffic patterns, and revising parking requirements in the zoning text. The Town has struggled to identify property in which a parking lot or structure would be feasible, and has, instead focused on the potential for funding a parking study, and the addition of bike racks obtained through a grant from Transurban and Prince William Trails and Streams Coalition.

Former Occoquan Mayor, Earnie Porta, founded a transportation company in 2013 to shuttle Amtrak's Lorton Auto Train customers back and forth to Occoquan while their vehicles were being loaded onto the trains. This creative solution for bringing visitors into Occoquan to shop and dine not only reaches many first-time visitors to the area, but does so without placing a strain on scarce parking resources. There may be similar opportunities for public-private ventures to allow the growth that residents and visitors want to see without negatively impacting the businesses that are already here.

Government

State and Local Governments

Occoquan is one of four incorporated towns in Prince William County. The Town provides public safety, refuse and recycling collection, park operations and Craft

Shows, sidewalk maintenance, snow removal, and street maintenance (on other than VDOT or homeowners' association roads). Occoquan has control over zoning, historic preservation, future land use plans, environmental protection and municipal parking. The County is responsible for education, utilities, social services and libraries.

Occoquan is located twenty miles southwest of Washington, DC and approximately halfway between Fort Belvoir and Marine Corps Base Quantico on the I-95 corridor. The six-member Council serves congruent two-year terms, which often does not allow for consistency and follow-up on long-term planning action items. After decades of operating as a Council of "do-ers," Occoquan has formally adopted a Council-Manager form of government. The Town Manager, on staff since April 2014, has been focused on updating policies and procedures, developing a more comprehensive budgeting program, improving document management efforts, and leveraging technology in daily operations.

Sources of Revenue and Taxation

Nearly 80% of the revenue for the Town's operating budget comes from property taxes and excise taxes. The remaining 20% of the half million dollar operating budget comes from business licenses, grants, auto decals, fines and miscellaneous fees. Occoquan Craft Shows currently generate net revenues of approximately \$120,000 a year, which are used almost exclusively for capital improvements.

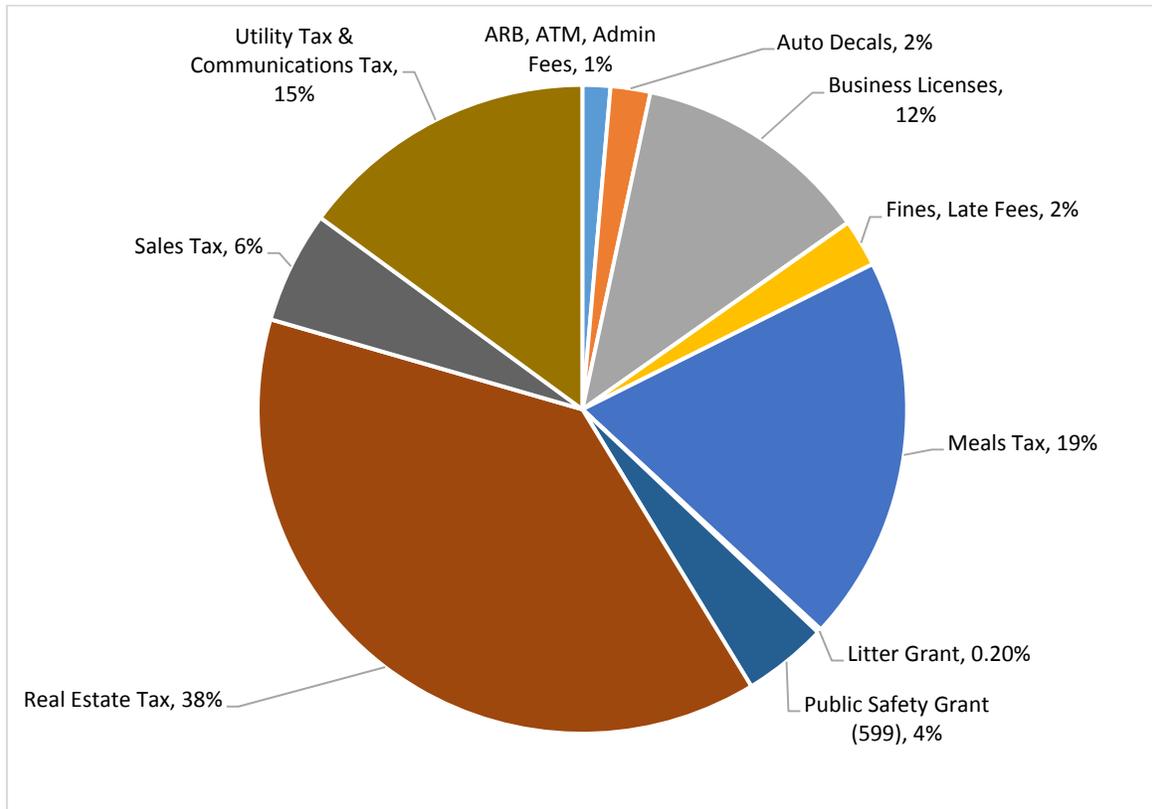
In FY 2014, meals tax revenue was \$106,000 and business licenses generated revenue of \$61,500, or 22% and 12% of total operating revenue for the Town, respectively. Real estate taxes generate the largest percentage of operating revenue, at approximately 35% annually, or \$165,000 in FY2014. Therefore, it has been the budget line item which is most often manipulated to meet the Town's fiscal needs. In the early 1990's, after many years of running successful Craft Shows, the Town Council decided to utilize this special revenue stream for operating purposes. They reduced the real estate tax rate from \$0.25 per \$100 of assessed value to \$0.05.

While this approach was successful in the first few years, by 1998 the Council and outside advisors began to recognize the importance of adding certainty and balance to the town's revenue base with a more realistic real estate tax rate. When the Council moved away from this practice in FY2011 and produced a balanced operating budget, it was in an effort to educate the public about the true costs of operating the Town. Additionally, the Council realized that this source of revenue should be set aside to fund capital improvements such as roads, buildings, and vehicles. Using them for operating expenses, left the Town with significant deferred maintenance needs, and ill-equipped to replace capital assets that had exceeded their useful life. While this places

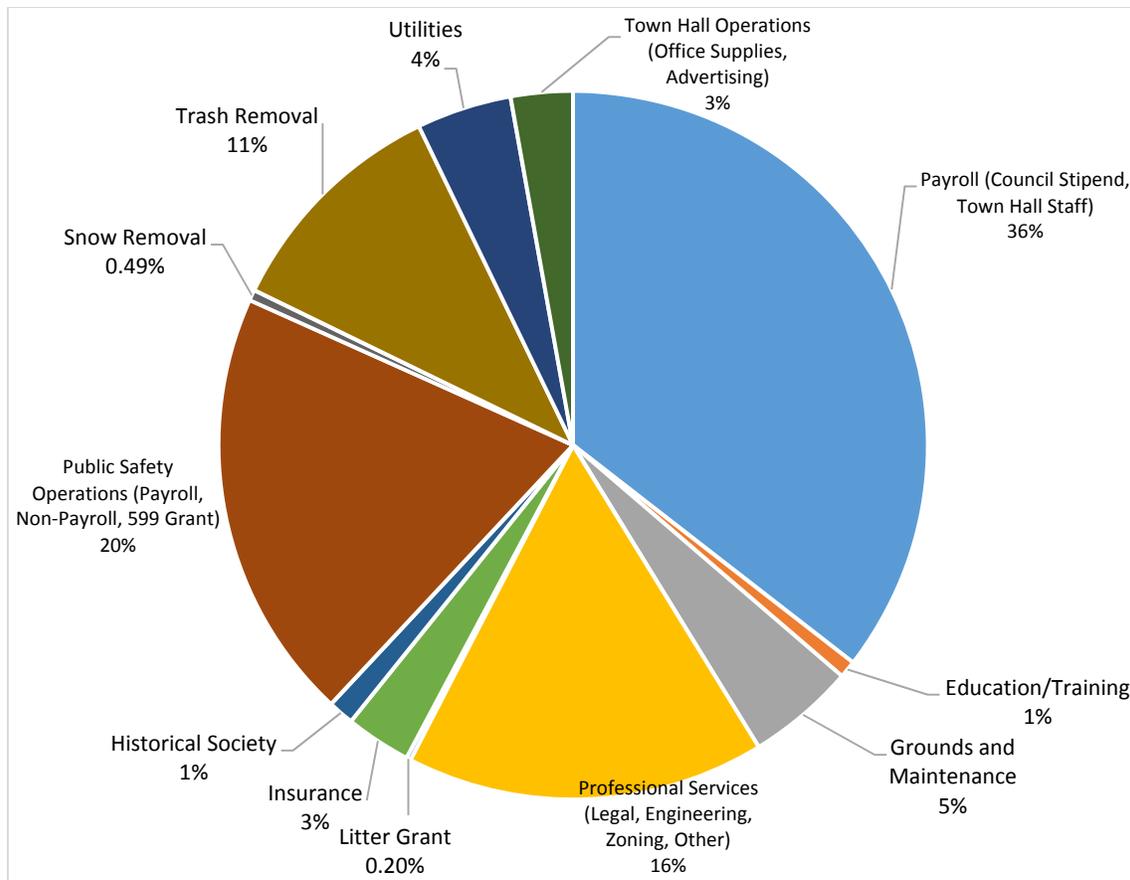
increasing pressure on Council each year to meet the expectations of Town appearance and delivery of services on existing real estate tax rates, it is a more responsible method of near and mid-term planning for the Town.

The budgeted revenues and expenses for the 2015 fiscal year are both \$505,296 and are allocated as follows:

FY 2015 BUDGETED REVENUE SOURCES



FY 2015 BUDGETED EXPENSES



Fiscal Impact Analysis of Development Projects

In July 2011, the Council chartered a Strategic Planning Committee to make recommendations to the Town on a five to ten year vision, as well as provide specific recommendations on how to implement that vision. The areas covered were Economic Development, Community and Neighborhoods, Cultural Resources/Open Space, Marketing, and the Use of Quasi-Public Authorities.

The Committee developed a plan that incorporated four major goals and six strategies, some with specific action items incorporated to guide the Council in accomplishing the goals. It also recommended an initial investment of 100% of Craft Show revenues for the first two years of the plan, or \$240,000. In the summer of 2013, the Council adopted the four goals, as well as the strategic plan as it was presented by the Committee, as a framework for implementation of those goals.

1. Be the shopping, dining and entertainment hub of the Occoquan Region, the premier leisure destination in Prince William, southern Fairfax, and northern Stafford counties

2. Be an attractive center of employment for start-ups and small businesses (fewer than 25 employees) in targeted sectors
3. Be regarded as one of the top 5 most attractive towns in Virginia
4. Be clean, green, safe and stable

Members of the public in attendance during Council discussions expressed appreciation and interest in the plan, offered suggestions and assistance in its implementation, and generally expressed a consistent desire for improvements in the historic business district and the attraction of more professionally-run businesses. However, when it came time to begin budgeting for some of the suggested actions, discussion fell apart.

In addition to containing strategic goals and action items, the plan included a strategy for spending and potential impacts to revenue for each portion of the plan. It suggested 50% of the spending towards economic development and tourism, 25% towards a marketing initiative, and the remainder towards community investment partnerships, community engagement programs, redevelopment visualization vehicles, and zoning and ordinance reviews.

Financial outcomes included an increase in direct revenues such as meals tax, occupancy tax, and business licenses. Indirect revenue increases could be anticipated through real estate assessment increases and sales taxes pass-through. For example, the first three objectives for Goal #1 involved doubling the Town’s dining options, attracting a small lodging and conference facility, and encouraging new or existing entertainment venues to offer a minimum of 125 events annually. The Committee conservatively calculated that an additional \$142,000 of tax revenues could be generated by meeting these three objectives.

	Meals	BPOL	Occupancy	Total
Objective 1.1	\$ 12,500	\$ 11,250	\$ -	\$ 23,750
Objective 1.2	\$ 99,347	\$ 9,935	\$ -	\$ 109,282
Objective 1.3	\$ 2,000	\$ 1,380	\$ 6,000	\$ 9,380
Total	\$ 113,847	\$ 22,565	\$ 6,000	\$ 142,412

Similarly, the Committee attempted to quantify the effect on real estate tax revenues if Occoquan attained the goal of being considered one of the top 5 most attractive small towns in Virginia. Assuming a 5% increase in overall property values, the Town could generate an additional \$7,300 in real estate tax revenue annually. Five percent increases over each of three years would contribute an additional \$45,000 to operating revenues without an increase in the tax rate.

	Base Year (2012)	Year 3: 2015	Year 4: 2016	Year 5: 2017
Assessed Value	\$150,401,100	\$157,921,155	\$165,817,213	\$174,108,073
Real Estate Tax	\$145,930	\$153,227	\$160,888	\$168,932
Increase over base year:	-	\$7,297	\$14,958	\$23,002

The overall goals of the Strategic Plan were adopted by the previous Council; however, the plan remains in draft and no further action has been taken by the Council.

Current Plans Affecting the Study Area

As the current Council plans for the opening of the new one acre riverfront park and a 17 acre park just outside town boundaries, it must begin planning for financial implications, as well. There are certain fixed costs of operating the parcel, such as landscaping, maintenance and winterization. In addition, there are other cost items which will fluctuate with the number of special events and visitors the community can expect as a result of the park's opening.

Occoquan needs to incorporate additional types of revenue into its budget, such as event and user fees, sponsorships, charitable contributions, grants, and memberships. It is unclear at this time how the Town will manage park programming and revenue generation with the existing staff.

Private Sector Involvement

Occoquan is very fortunate to have residents and members of the business community with a deep, abiding affection for the Town and a desire to see it succeed. Volunteers carry out a number of projects, and their creativity and collaborative spirit have created a community unlike any other in the Northern Virginia region. Numerous charitable and civic organizations contribute to projects in the Occoquan region, including, but not limited to:

- Occoquan Historical Society
- Occoquan River Communities
- Occoquan-Lake Ridge Civic Association
- Lake Ridge Parks and Recreation Association
- PWC/Manassas Convention and Visitors Bureau
- Business Guild of Occoquan
- Occoquan Regional Park
- PW Trails & Streams Coalition
- Prince William Conservation Alliance
- Prince William Chamber of Commerce
- Workhouse Arts Foundation
- Keep Prince William Beautiful
- Homeowners' Associations (various)

Additional Information - To be provided via email

- FY2015 Final Adopted Budget
- Comprehensive Plan (2003, 2013)
- Strategic Plan and Town Meeting Presentation



TOWN OF OCCOQUAN
TOWN COUNCIL MEETING
Agenda Communication

2. Work Session Regular Agenda	Meeting Date: May 19, 2015
2 C: Treasurer's Report - FY 2015 Year to Date Report (Third Quarter)	

Explanation and Summary:

The Town Treasurer will provide the financial report for the third quarter (January - March) of Fiscal Year (FY) 2015.

Attachments: (1) Treasurer's Financial Report

TOWN OF OCCOQUAN
FINANCIAL REPORT
AS OF 3/31/15

TOWN OF OCCOQUAN
Balance Sheet Prev Year Comparison
As of Mar 31, 2015

	<u>Mar 31, 2015</u>	<u>Mar 31, 2014</u>
ASSETS		
Current Assets		
Cash and Cash Equivalents		
Operating Checking	158,373	84,941
Operating Checking - Payroll	17,187	17,114
Craft Show - Checking	72,863	8,674
Craft Show - MM	248,087	583,363
Craft Show - MM/CD	200,000	200,000
Craft Show - Paypal	1,067	0
Mamie Davis - Checking	4,923	4,323
Mamie Davis - MM	100,000	100,000
Undeposited Funds	0	39,978
Petty Cash	100	100
Total Checking/Savings	<u>802,600</u>	<u>1,038,492</u>
Accounts Receivable		
Engineering Receivable	8,182	8,178
Real Estate Receivable	5,856	4,729
Sales Tax Receivable	5,368	4,037
Accounts Receivable	90,626	25,959
Total Accounts Receivable	<u>110,032</u>	<u>42,903</u>
Other Current Assets		
Deposit	0	0
Inventory Asset	302	828
Prepaid Expenses	3,799	7,141
Total Other Current Assets	<u>4,101</u>	<u>7,970</u>
Total Current Assets	<u>916,733</u>	<u>1,089,364</u>
TOTAL ASSETS	<u><u>916,733</u></u>	<u><u>1,089,364</u></u>

TOWN OF OCCOQUAN
Balance Sheet Prev Year Comparison
 As of Mar 31, 2015

Mar 31, 2015 Mar 31, 2014

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable

Accounts Payable	69,754	11,825
Total Accounts Payable	69,754	11,825

Other Current Liabilities

Security Deposits	1,100	200
Grant Pass Through	200	200
Unearned Craft Show Revenue	70,900	70,758
Unearned Other Revenue	700	437
Unearned Real Estate Tax	0	1,483
Payroll Liabilities	13,032	781
Total Other Current Liabilities	85,932	73,859

Total Current Liabilities	155,686	85,684
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Total Liabilities	155,686	85,684
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Equity

Unrestricted Retained Earnings	204,144	815,597
Temporarily Restricted - Craft Show	331,721	0
Temporarily Restricted - CIP	7,610	7,610
Restricted - Mamie Davis Fund	100,000	100,000
Net Income	117,572	80,473

Total Equity	761,047	1,003,680
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TOTAL LIABILITIES & EQUITY	916,733	1,089,364
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TOWN OF OCCOQUAN
Profit & Loss Budget vs. Actual
July 2014 through March 2015

	<u>Jul '14 - Mar '13</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense				
Income				
REAL ESTATE TAX	182,187	192,971	-10,784	94.41%
UTILITY/COMMUNICATIONS TAX	59,406	56,625	2,781	104.91%
MEALS TAX	73,950	72,994	956	101.31%
SALES TAX	18,362	21,150	-2,788	86.82%
LATE FEES	2,041	0	2,041	100.00%
BUSINESS LICENSE	94,757	60,000	34,757	157.93%
AUTO DECALS	10,559	10,000	559	105.59%
ARB, ATM & OTHER MISC INCOME	6,935	5,250	1,685	132.10%
FINES	9,479	9,000	479	105.32%
SERVICES REVENUE - ENGINEERING	142,997	0	142,997	100.00%
SERVICES REVENUE - LEGAL	4,399	0	4,399	100.00%
GRANTS	1,059	1,000	59	105.90%
GRANT-PUBLIC SAFETY	15,972	15,975	-3	99.98%
Total Income	622,103	444,965	177,138	139.81%
Expense				
ADVERTISING	1,090	800	290	136.30%
SERVICES EXPENSE - ENGINEERING	142,722	0	142,722	100.00%
SERVICES EXPENSE - LEGAL	4,399	0	4,399	100.00%
COUNCIL STIPEND	0	0	0	0.00%
ECONOMIC DEVELOPMENT OFFICE	0	0	0	0.00%
EDUCATION & TRAINING	890	2,727	-1,837	32.64%
GRANT	0	1,000	-1,000	0.00%
GROUNDS AND MAINTENANCE	22,991	17,421	5,570	131.97%
OHS SUBSIDY (HOI)	6,000	6,000	0	100.00%
INSURANCE	11,949	11,949	0	100.00%
LEGAL	38,086	24,750	13,336	153.88%
PROFESSIONAL SERVICES	39,302	37,500	1,802	104.81%
OFFICE SUPPLIES	10,879	9,254	1,625	117.56%
PAYROLL - PUBLIC SAFETY	53,432	53,084	348	100.66%
PAYROLL - TOWN	131,782	135,059	-3,277	97.57%
PUBLIC SAFETY (non-payroll)	4,349	5,355	-1,006	81.21%
GRANT - PUBLIC SAFETY	6,190	16,725	-10,535	37.01%
SNOW REMOVAL	4,938	2,500	2,438	197.50%
TRASH REMOVAL	41,769	40,446	1,323	103.27%
UTILITIES	14,452	16,500	-2,048	87.59%
Total Expense	535,218	381,070	154,148	140.45%
Net Ordinary Income	86,885	63,894	22,991	135.98%
Net Income	86,885	63,894	22,991	135.98%

TOWN OF OCCOQUAN
Profit & Loss Prev Year Comparison
July 2014 through March 2015

	Jul '14-Mar '15	Jul '13-Mar '14		2015	2014
Ordinary Income/Expense					
Income			TAX REVENUES:		
TAX REVENUES	335,946	314,897	Communications	34,902	34,806
BUSINESS LICENSE	94,757	61,039	Meals	73,950	71,495
AUTO DECALS	10,559	9,096	Real Estate	186,840	167,762
ARB, ATM & OTHER MISC INCOME	6,935	3,928	Tax Relief	-4,653	-4,209
FINES	9,479	4,033	Sales	18,362	20,783
SERVICES REVENUE-ENGINEERING	142,997	0	Utility	24,504	22,943
SERVICES REVENUE-LEGAL	4,399	0	Late fees	2,041	1,317
GRANTS	1,059	1,060		335,946	314,897
GRANT-PUBLIC SAFETY	15,972	17,349			
Total Income	622,103	411,401	BUSINESS LICENSE:		
Expense			Contractors	41,325	7,543
ADVERTISING	1,090	3,476	Professional	14,743	9,719
AUTO DECAL EXPENSE	462	772	Restaurant	11,246	9,716
BANK SERVICE CHARGES	511	450	Retail	18,353	17,085
SERVICES EXPENSE - ENGINEERING	142,722	0	Other	7,807	16,788
SERVICES EXPENSE - LEGAL	4,399	0	Late fees	1,283	188
COUNCIL STIPEND	0	-24		94,757	61,039
DUES, MEMBERSHIPS	743	651			
ECONOMIC DEVELOPMENT	0	339			
EDUCATION & TRAINING	890	0			
GROUNDS AND MAINTENANCE	22,991	25,956			
OHS SUBSIDY (HOI)	6,000	6,000			
INSURANCE	11,949	11,138			
LEGAL	38,086	22,701			
PROFESSIONAL SERVICES	39,302	40,009			
OFFICE SUPPLIES	9,163	10,644			
PAYROLL - PUBLIC SAFETY	53,432	48,171			
PAYROLL - TOWN	131,782	83,876			
PUBLIC SAFETY (non-payroll)	4,349	14,518			
GRANT - PUBLIC SAFETY	6,190	0			
SNOW REMOVAL	4,938	2,977			
TRASH REMOVAL	41,769	37,916			
UTILITIES	14,452	17,105			
Total Expense	535,218	326,672			
Net Ordinary Income	86,885	84,729			
Other Income/Expense					
Other Income					
SETTLEMENTS/LEGAL	1,100	6,525			
MAMIE DAVIS INCOME	1,199	1,514			
SPRING SHOW INCOME	0	555			
FALL SHOW INCOME	105,670	107,774			
CRAFT SHOW INTEREST	1,350	2,766			
Total Other Income	109,319	119,135			
Other Expense					
CIP EXPENSE	29,768	59,159			
MAMIE DAVIS EXPENSE	603	0			
SPECIAL TOWN EVENTS	1,647	7,950			
CRAFT SHOW INDIRECT	10,226	15,511			
SPRING SHOW EXPENSE	929	538			
FALL SHOW EXPENSE	35,460	40,232			
Total Other Expense	78,632	123,390			
Net Other Income	30,687	-4,256			
Net Income	117,572	80,473			

TOWN OF OCCOQUAN
Profit & Loss by Class
July 2014 through March 2015

	CIP	OPERATING	PUBLIC SAFETY	CRAFT SHOW	TOTAL
Ordinary Income/Expense					
Income					
TAX REVENUES	-	335,946	-	-	335,946
BUSINESS LICENSE	-	94,757	-	-	94,757
AUTO DECALS	-	10,559	-	-	10,559
ARB, ATM & OTHER MISC INCOME	-	6,930.08	5	-	6,935
FINES	-	-	9,479	-	9,479
SERVICES REVENUE - ENGINEERING	-	142,997	-	-	142,997
SERVICES REVENUE - LEGAL	-	4,399	-	-	4,399
GRANTS	-	1,059	-	-	1,059
GRANT-PUBLIC SAFETY	-	-	15,972	-	15,972
Total Income	-	596,647	25,456	-	622,103
Gross Profit	-	596,647	25,456	-	622,103
Expense					
ADVERTISING	-	1,090	-	-	1,090
AUTO DECAL EXPENSE	-	462	-	-	462
BANK SERVICE CHARGES	-	511	-	-	511
SERVICES EXPENSE - ENGINEERING	-	142,722	-	-	142,722
SERVICES EXPENSE - LEGAL	-	4,399	-	-	4,399
DUES, MEMBERSHIPS	-	743	-	-	743
ECONOMIC DEVELOPMENT	-	-	-	-	-
EDUCATION & TRAINING	-	890	-	-	890
GROUNDS AND MAINTENANCE	-	22,991	-	-	22,991
OHS SUBSIDY (HOI)	-	6,000	-	-	6,000
INSURANCE	-	11,949	-	-	11,949
LEGAL	-	38,086	-	-	38,086
PROFESSIONAL SERVICES	-	39,302	-	-	39,302
OFFICE SUPPLIES	-	9,163	-	-	9,163
PAYROLL - PUBLIC SAFETY	-	-	53,432	-	53,432
PAYROLL - TOWN	-	131,782	-	-	131,782
PUBLIC SAFETY (non-payroll)	-	-	4,349	-	4,349
GRANT - PUBLIC SAFETY	-	-	6,190	-	6,190
SNOW REMOVAL	-	4,938	-	-	4,938
TRASH REMOVAL	-	41,769	-	-	41,769
UTILITIES	-	14,452	-	-	14,452
Total Expense	-	471,248	63,971	-	535,218
Net Ordinary Income	-	125,400	(38,515)	-	86,885
Other Income/Expense					
Other Income					
SETTLEMENTS/LEGAL	-	1,100	-	-	1,100
MAMIE DAVIS INCOME	-	1,199	-	-	1,199
SPRING SHOW INCOME	-	-	-	-	-
FALL SHOW INCOME	-	-	-	105,670	105,670
CRAFT SHOW INTEREST	-	-	-	1,350	1,350
Total Other Income	-	2,299	-	107,020	109,319
Other Expense					
CIP EXPENSE	29,768	-	-	-	29,768
MAMIE DAVIS EXPENSE	-	603	-	-	603
SPECIAL TOWN EVENTS	-	1,647	-	-	1,647
CRAFT SHOW INDIRECT	-	-	-	10,226	10,226
SPRING SHOW EXPENSE	-	-	-	929	929
FALL SHOW EXPENSE	-	-	-	35,460	35,460
Total Other Expense	29,768	2,249	-	46,615	78,632
Net Other Income	(29,768)	49	-	60,405	30,687
Net Income	(29,768) *	125,449	(38,515)	60,405	117,572

* CIP Expense: \$620 is for the Tanyard Hill Land and \$29,148 is Other CIP