



## TOWN OF BOWLING GREEN PLANNING COMMISSION MEETING

### A G E N D A

Thursday, January 15, 2026  
6:00 PM

#### **PLEDGE OF ALLEGIANCE:**

#### **ROLL CALL AND DETERMINATION OF A QUORUM:**

#### **ELECTION OF OFFICERS:**

1. Chairman and Vice-Chairman

#### **APPROVAL OF THE MINUTES:**

2. None.

#### **PLANNING COMMISSION 2026 ORGANIZATIONAL MATTERS:**

[Planning](#) Commission Bylaws

#### **PUBLIC COMMENT ON NON-PUBLIC HEARING PLANNING COMMISSION/LAND USE MATTERS:**

#### **NEW BUSINESS:**

- [3.](#) 2025 Annual Workplan Review & Report, India Adams-Jacobs
- [4.](#) Capital Improvement Program Review, India Adams-Jacobs, Town Manager

#### **ANNUAL WORKPLAN UPDATE:**

- [5.](#) 2026 Workplan Discussion, Planning Commission

#### **UNFINISHED BUSINESS:**

- [6.](#) Comprehensive Plan SWOT Analysis Discussion-Continued, Planning Commission

#### **REPORT OF THE ZONING ADMINISTRATOR:**

#### **INFORMATIONAL ITEMS:**

#### **COMMISSION COMMENTS AND REPORTS:**

#### **ADJOURNMENT:**



## **MEMORANDUM**

TO: Town of Bowling Green Planning Commission

FROM: India Adams-Jacobs MPA, ICMA-CM, Town Manager

DATE: January 15, 2026

RE: Town of Bowling Green Planning Commission Bylaws

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## **BACKGROUND**

The attached Town of Bowling Green Planning Commission Bylaws establish the formal framework governing the organization, authority, and procedures of the Planning Commission in accordance with the Code of Virginia.

## **DISCUSSION**

The bylaws outline the Planning Commission's objectives, membership composition and terms, officer roles and election procedures, meeting requirements, order of business, public hearing procedures, and duties and powers of the Commission. The document also addresses recordkeeping responsibilities, voting and quorum requirements, use of parliamentary procedure, and required planning-related education for Commission members.

## **RECOMMENDATION**

Staff recommends that the Planning Commission receive and review the Planning Commission Bylaws as provided.

Attachment: Planning Commission Bylaws

# **TOWN OF BOWLING GREEN PLANNING COMMISSION BYLAWS**

## **TOWN OF BOWLING GREEN PLANNING COMMISSION**

### **ARTICLE 1**

#### **OBJECTIVES**

1-1. This Planning Commission has adopted these subsequent Articles in order to clearly delineate its powers and duties in accordance with the provisions of the Code of Virginia, 1950, as amended.

1-2. The official title of this planning commission shall be the "Town of Bowling Green Planning Commission."

### **ARTICLE 2**

#### **MEMBERS**

2-1. In accordance with the provisions of the Code of Virginia, 1950, as amended, the Town of Bowling Green Planning Commission shall consist of five (5) members, one member of the Bowling Green Town Council and four of which are appointed at-large by the Bowling Green Town Council. All commission members shall be residents of the Town of Bowling Green, qualified by knowledge and experience to make decisions on questions of community growth and development. At least one-half of the commission members must be owners of real property in the Town of Bowling Green.

2-2. After initial appointments, Commission member appointments shall be for a term

of four years except that the Bowling Green Town Council representative shall serve a two year term. Vacancies on the Planning Commission shall be filled by the Town of Bowling Green Town Council for the unexpired term only.

2-3. Commission members may be removed for malfeasance in office.

2-4. All members of the planning commission shall serve with compensation in an amount specified by the governing body.

## ARTICLE 3

### OFFICERS AND THEIR SELECTION

3-1. The officers of the planning commission shall consist of a chairman and vice chairman. The Town of Bowling Green Zoning Administrator or designee shall serve as staff support to facilitate the work of the planning commission.

3-2. Nomination of officers shall be made from the floor at the regular January meeting each year. Election of officers shall follow immediately thereafter.

3-3. A candidate receiving a majority vote of the entire membership of the planning commission shall be declared elected and shall take office immediately and serve for one (1) year or until his successor shall take office.

3-4. Vacancies in office shall be filled immediately by regular election procedures.

## ARTICLE 4

### DUTIES OF OFFICERS

4-1. The chairman shall be a citizen member of the commission and shall:

- 4-1-1. Preside at all meetings;
- 4-1-2. Rule on all procedural questions subject to a reversal by a two-thirds [3/5] majority vote of the members present;
- 4-1-3. Be informed immediately of any official communication and report same at the next regular meeting; and
- 4-1-4. Carry out other duties as assigned by the governing body.
- 4-2. The vice-chairman shall be a citizen member of the commission and shall:
  - 4-2-1. Act in the absence or inability of the chairman to act,
  - 4-2-2. Have the powers to function in the same capacity of the chairman in cases of the chairman's inability to act.
- 4-3. The Town Clerk shall:
  - 4-3-1. Keep a written record of all business transacted by the commission;
  - 4-3-2. Notify all members of all meetings;
  - 4-3-3. Keep a file of all official records and reports of the commission;
  - 4-3-4. Certify all maps, records and reports of the commission;
  - 4-3-5. Serve notice of all hearings and public meetings;
  - 4-3-6. Attend to the correspondence of the commission as hereinafter prescribed;
  - 4-3-7. Keep a set of minutes as hereinafter prescribed;
  - 4-3-8. Prepare and be responsible for the publishing of advertisements relating to public hearings in compliance with the requirements of the Code of Virginia, 1950, as amended;
  - 4-3-9. Draft and sign all correspondence necessary for the execution of the duties and

functions of the planning commission; and

4-3-10. Communicate by telephone whenever necessary to accomplish communications that cannot be carried out as rapidly as required through direct correspondence.

4-4. The chairman or vice chairman will sign any official documents on behalf of the Commission as needed.

## ARTICLE 5

### MEETINGS

6-1. Regular meetings of the commission shall be held on the third Thursday of each month. When such regular meeting is cancelled for any reason, such as being scheduled on a State designated holiday, lack of quorum, or the chairman declares that weather or other conditions are such that it is hazardous for members to attend the meeting, the meeting shall be held on the following Thursday at the regular meeting time and location. All hearings and other matters previously advertised for such regular meeting shall be conducted at the continued meeting and no further advertisement is required.

6-1-1. The commission shall cause a copy of the yearly regular meeting schedule to be publicly posted at the Town of Bowling Green Business Office and electronically at least seven days prior to the first meeting held pursuant to the adopted schedule.

6-2. Special meetings of the commission may be called by the chairman or by two members upon written request to the Clerk. The Clerk shall mail to all members, at least five days in advance of a special meeting, a written notice fixing the time and place of the meeting and the purpose thereof. Written notice of a special meeting is

not required if the time of the special meeting has been fixed at a regular meeting, or if all members are present at the special meeting or file a written waiver of notice.

6-2-1. Written notice of a special meeting is not required if the time of the special meeting has been fixed at a regular meeting or if all members file a written waiver of notice.

6-3. Pursuant to the Virginia Freedom of Information Act, meetings, hearings, records, and accounts shall be open to the public.

6-4. A majority of the membership of the commission shall constitute a quorum and no action of the planning commission shall be valid unless authorized by a majority vote of those present and voting.

## ARTICLE 7

### ORDER OF BUSINESS

#### 7-1. ROLL CALL AND DETERMINATION OF A QUORUM:

##### 7-1.1 PUBLIC COMMENT (unrelated to any Public Hearings):

##### 7-1.2 APPROVAL OF THE MINUTES:

##### 7-1.3 NEW BUSINESS:

##### 7-1.4 REPORT OF THE ZONING ADMINISTRATOR:

##### 7-1.5 UNFINISHED BUSINESS:

##### 7-1.6 INFORMATIONAL ITEMS:

##### 7-1.7 COMMISSION COMMENTS AND REPORTS:

### 7-1.8 ADJOURNMENT:

Motions shall be restated by the chairman before a vote is taken. The names of persons making and seconding motions shall be recorded. All votes shall be recorded in the minutes as roll call votes.

Parliamentary procedure in commission meetings shall be governed by Robert's Rules of Order. The rules and procedures under Robert's Rules of Order may be waived or temporarily suspended on a designated matter by a majority vote of commission members present and voting.

7-2. These by-laws may be modified by a majority vote of the entire membership.

7-3. The planning commission shall keep a set of minutes of all meetings and these minutes shall become public record.

7-3-1. The Town Clerk shall cause a set of minutes for all regular, continued, and special meetings to be prepared.

## ARTICLE 8

### HEARINGS

8-1. The planning commission shall hold public hearings as required by the Code of Virginia, 1950, as amended.

8-2. Notice of such hearings shall be published in accordance with the requirements of the Code of Virginia, 1950, as amended.

8-3. Public Hearings shall occur in New Business or Unfinished Business after a brief staff introduction and the hearings shall be officially closed before Planning Commission discussion.

8-4. A record shall be kept of those speaking before the hearing.

8-5. Speakers shall be limited to three minutes of comment at the hearing. Applicants or other parties in interest may respond to Commissioner questions without time limitations.

## ARTICLE 9

### DUTIES OF THE COMMISSION

9-1. To effectuate the duties and powers of a local planning commission under the Code of Virginia, 1950, as amended, the Bowling Green Planning Commission shall:

9-1-1. Exercise general supervision of, and make regulations for, the administration of its affairs;

9-1-2. Prescribe rules pertaining to its investigations and hearings;

9-1-3. Supervise its fiscal affairs and responsibilities, under rules and regulations as prescribed by the Bowling Green Town Council;

9-1-4. Keep a complete record of its proceedings; and be responsible for the custody and preservation of its papers and documents;

9-1-5. Make recommendations in an annual report to the Bowling Green Town Council concerning the operation of the Bowling Green Planning Commission and the status of planning within its jurisdiction;

9-1-6. Prepare, publish and distribute reports, ordinances and other material relating to its activities;

9-2. The commission shall perform those duties and functions as requested by the Bowling Green Town Council and as required by the Code of Virginia, 1950, as amended which shall include but not be limited to the following:

9-2-1. Prepare and recommend a comprehensive plan for the physical development of the Town of Bowling Green. In the preparation of the comprehensive plan, the commission shall make careful and comprehensive surveys and studies of the existing conditions and trends of growth, and of the probable future requirements of its land and citizens;

9-2-2. Review and determine whether any requested amendment to the adopted Town of Bowling Green zoning map is substantially in accord with the adopted comprehensive plan and communicate its findings to the Bowling Green Town Council;

9-2-3. Review and consider all additions and modifications to the official zoning map referred by the Bowling Green Town Council which shall be acted upon by the Commission within ninety (90) days of referral;

9-2-4. Prepare and recommend any amendment to the subdivision ordinance and transmit it to the Bowling Green Town Council;

9-2-5. Provide input to the Town Manager on the Town's Capital Improvement Plan as part of the Town budget process;

9-2-6. Review and make recommendations on applications for special exceptions, and when deemed necessary, on appeals and applications for special permits filed with the Board of Zoning Appeals (BZA);

9-2-7. Review and make recommendations on preliminary and final development plans; and

9-2-8. Approve or disapprove the general or approximate location, character and extent of streets, parks or other public areas, public buildings, public structures, public utilities, or public service corporations, other than railroads, whether publicly or privately owned.

## ARTICLE 10

### EDUCATION REQUIREMENTS

10-1. All appointees to the Town of Bowling Green Planning Commission are required to attend and successfully complete a Planning Commissioners Course. The appointee will make every attempt to attend the course in the first year of the appointed term. Should class schedule, funding, or personal circumstances prevent attendance in the first year, the class will be completed as soon as possible.

10-2. The Chairman of the Town of Bowling Green Planning Commission shall identify all educational requirements for the upcoming budget year and provide the request for funds to the Town Manager during the budget development cycle. Other educational opportunities that will benefit the town planning process may be identified by the Chairman of the Town of Bowling Green Planning Commission and appropriate approvals and funding will be requested from the governing body or projected for the next budget cycle.



## MEMORANDUM

TO: Town of Bowling Green Planning Commission

FROM: India Adams-Jacobs MPA, ICMA-CM, Town Manager

DATE: January 15, 2026

RE: Draft 2025 Planning Commission Annual Report

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## BACKGROUND

The attached Draft **2025 Planning Commission Annual Report** has been prepared as a summary document reflecting the Planning Commission's primary focus areas and actions undertaken during calendar year 2025. The report serves as a record of the Commission's work over the past year. The Commission is required by state code to provide an annual report to Town Council each year.

## DISCUSSION

The draft Annual Report organizes Planning Commission activity by timeframe and documents key focus areas addressed throughout 2025, including Comprehensive Plan discussions and hearings, zoning map research and adoption, Chesapeake Bay Preservation Area (CBPA) ordinance changes, and policy discussions related to topics such as tiny homes and food trucks/mobile vending.

## RECOMMENDATION

Staff recommends that the Planning Commission review the Draft 2025 Planning Commission Annual Report, provide any comments or revisions it deems appropriate. After the discussion, the Planning Commission may vote to approve the 2025 Annual Report.

## DRAFT MOTION

I move that the Planning Commission approve the 2025 Planning Commission Annual Report.



## **PLANNING COMMISSION 2025 ANNUAL REPORT**

## Executive Summary

The Bowling Green Planning Commission completed a productive 2025 with a focus on three strategic priorities: (1) mobile food vendor regulatory framework development, (2) Comprehensive Plan update initiation, and (3) technical infrastructure improvements, including GIS implementation and Chesapeake Bay Preservation Act compliance. The Commission held ten regular meetings, conducted community surveys, facilitated public hearings, and advanced multiple land-use policy initiatives that position the Town for sustainable growth.

## Organizational Leadership

**February 2025:** Conducted annual officer elections; Scott Seigmund elected Chair, Lisa Gattie elected Vice-Chair. Welcomed new Commissioner Lauren Griemsman. Approved 2025 meeting schedule with regular third-Thursday meetings at 6:00 PM; June meeting moved to June 12; July and December meetings cancelled per approved schedule.

**Staffing Continuity:** Following the June vacancy in the Director of Community Development position, the Commission operated with consulting support The Berkley Group (Darla Odom) and the Town Manager from August through year-end, ensuring project continuity and technical expertise.

## 2025 Annual Workplan

**February 2025:** Commission reviewed 2024 accomplishments and approved 2025 Annual Workplan encompassing three major initiatives: (1) Zoning Map Update with GIS integration, (2) Comprehensive Plan Update for state code compliance by 2026, and (3) Chesapeake Bay Preservation Act ordinance amendments.

**March 2025:** Amended workplan to incorporate tiny homes housing analysis at Town Council request, establishing February-April timeline for policy research and feasibility assessment.

**June 2025:** Expanded workplan scope to formally integrate food truck regulations and tiny homes analysis as planning priorities, ensuring alignment between regulatory development and long-range planning processes.

## Mobile Food Vendor Regulatory Framework

**June 2025:** Initiated food truck regulatory research following Town Manager referral. Reviewed comparative analysis of municipal policies from similar Virginia localities, examining permit structures, operational requirements, and enforcement mechanisms.

**August 2025:** Authorized distribution of dual-track community survey targeting business owners and residents. Survey designed to capture distinct stakeholder perspectives on food truck operations, competitive impacts, preferred locations, and regulatory preferences.

**September 2025:** Analyzed survey results from 36 respondents (18 businesses, 18 residents). Key findings: strong community support for year-round operations; concerns about waste management and parking; preference for commercial district locations; support for discretionary permitting over strict numerical caps. Directed staff to draft ordinance language and permit application incorporating survey input.

**October 2025:** Reviewed draft zoning ordinance text amendment establishing "Temporary Mobile Vending Vehicles" as permitted uses in B-1 and B-2 Business Districts. Refined regulatory language, including a 100-foot restaurant separation standard, \$100 permit fee structure, and enforcement protocols. Authorized public hearing advertisement for November 20, 2025.

**November 2025:** Conducted an advertised public hearing on zoning text amendment and reviewed comprehensive permit requirements, including property owner permission, VDH licensing, fire inspection certification, \$1 million liability insurance, residential separation standards, operational day limits (3 consecutive days, 5 days per month per property), meals tax compliance, and waste management responsibilities. **The Commission voted to recommend approval to the Town Council with a targeted December 2025 adoption and January 2026 implementation.**

## Comprehensive Plan Update

**March 2025:** Received briefing on Town Council Strategic Planning Retreat land-use priorities. Reviewed Capital Improvement Plan updates; provided a favorable recommendation to the Town Council.

**May 2025:** Conducted detailed policy analysis on tiny homes housing format, examining taxation implications, Town Code compatibility, utility service provision, and Virginia State Building Code Appendix Q requirements. Discussion on informed housing element development for the Comprehensive Plan.

**September 2025:** Town Manager briefed Commission on Comprehensive Plan update requirements per Virginia Code. Identified priority revision areas: geographic data updates, historical trends analysis, housing element development, economic development section separation from tourism component, and state statutory compliance. Assigned individual Commissioner SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses with an October 8 completion target.

**October 2025:** Facilitated a comprehensive SWOT workshop examining:

- **Strengths:** County seat designation, data-informed planning capacity, historic preservation efforts, proactive growth mindset, connectivity infrastructure, increased community momentum
- **Weaknesses:** Aging infrastructure, public safety capacity questions, Comprehensive Plan formatting challenges, outdated demographic data, missing housing element, insufficient economic development focus
- **Opportunities:** Enhanced community engagement, regional partnerships, town identity definition, Main Street branding, Fort A.P. Hill collaboration, and Architectural Review Board potential

- **Threats:** Regional competition from Ladysmith/Carmel Church growth, housing affordability concerns, infrastructure funding gaps, unfunded state mandates, aging system constraints

SWOT findings compiled for integration into draft Comprehensive Plan revisions. The update process continues into 2026, with public hearings and technical revisions, with adoption targeted for late 2026.

## Technical Infrastructure and Zoning Compliance

**March 2025:** Advanced Chesapeake Bay Preservation Act local compliance review. Received updates on zoning map modernization project, including zoning designation change requests coordinated with Caroline County for Town parcels.

**August 2025:** The Town Manager/Zoning Administrator secured a partnership with SERCAP for Geographic Information System development at no cost to the Town valued at \$70,000. The GIS system provides a digital asset management foundation and supports infrastructure planning.

**Throughout 2025:** Continued technical work on zoning map updates, CBPA ordinance amendments, and GIS implementation, establishing infrastructure for improved land-use administration and long-term asset management.

## Regional Coordination

Participated in the VDOT Route 301 Smart Scale Project public engagement process for \$14 million state-funded transportation improvements. Coordinated with the George Washington Regional Commission on regional economic study participation. Supported the Mobilizing Main Street program survey on downtown revitalization strategies.

## 2025 Accomplishments Summary

1. **Mobile Food Vendor Framework:** Completed research, community survey (36 responses), draft ordinance, permit application, public hearing; recommended approval to Town Council with January 2026 implementation target
2. **Comprehensive Plan SWOT:** Completed strategic assessment identifying strengths, weaknesses, opportunities, threats to guide plan revisions
3. **Organizational Leadership:** Elected Chair and Vice-Chair; welcomed new Commissioner; approved and implemented Annual Workplan
4. **Policy Analysis:** Conducted feasibility assessments on tiny homes, food trucks, zoning map updates, CBPA compliance

## Pending Actions for 2026

1. Complete Comprehensive Plan update with consultant support; conduct public hearings; forward recommendation to Town Council
2. Finalize Chesapeake Bay Preservation Act ordinance compliance amendments
3. Continuing the tiny homes feasibility analysis for housing element development

## Commission Membership (2025)

**Scott Seigmund**, Chair

**Lisa Gattie**, Vice-Chair

**Matthew Benjamin**, Commissioner

**Lauren Griemsman**, Commissioner

**Jeff Voit**, Councilmember/Commissioner

### Staff Support:

J.C. LaRivere, Jan-May

India Adams-Jacobs, MPA, ICMA-CM, Town Manager/Zoning Administrator

Darla Orr, July-December

Jeffrey Smith, Deputy Clerk

## Conclusion

The Planning Commission maintained focused, collaborative work throughout 2025, balancing immediate regulatory needs with long-term strategic planning. The Commission's systematic approach—combining benchmarking research, community engagement, policy analysis, and public hearings—produced well-developed recommendations that advance Town Council priorities while ensuring broad stakeholder input. The foundation established in 2025 positions the Commission to complete the Comprehensive Plan update, implement new regulatory frameworks, and continue supporting Bowling Green's role as Caroline County's government center and a thriving historic town.

**Respectfully submitted,**  
Bowling Green Planning Commission

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*Chair*

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*Vice-Chair*

## FINAL 2025 Workplan

2025 Planning Commission Annual Workplan	
Timeframe	Action Items
February- April	CBPA Ordinance Changes
	Zoning Map Research
	Comprehensive Plan Discussions
May- July	Zoning Map Adoption
	Comprehensive Plan Discussions
	<i>Tiny Homes</i>
	<i>Food Trucks</i>
August- October	Comprehensive Plan Discussions
	<del>Comprehensive Plan Hearings</del>
	Food Trucks/Mobile Vending
November	<del>Comprehensive Plan Recommendation to Council</del> Food Trucks/Mobile Vending Public Hearing-approved and forwarded to the council
December	<del>Comprehensive Plan adopted by Council</del> No December Meeting



## **MEMORANDUM**

TO: Town of Bowling Green Planning Commission

FROM: India Adams-Jacobs MPA, ICMA-CM, Town Manager

DATE: January 15, 2026

RE: Draft Capital Improvement Program Review

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## **BACKGROUND**

The Capital Improvement Program (CIP) serves as the Town's long-term planning tool for identifying and prioritizing major capital projects and infrastructure investments.

## **DISCUSSION**

The Capital Improvement Program is provided for Planning Commission review to support coordination between the CIP and the Town's Comprehensive Plan. This review allows the Planning Commission to consider whether proposed capital projects are consistent with adopted planning goals and long-term community needs.

## **RECOMMENDATION**

Staff recommends that the Planning Commission review the Draft Capital Improvement Program and provide any comments or feedback deemed appropriate.



## **MEMORANDUM**

TO: Town of Bowling Green Planning Commission

FROM: India Adams-Jacobs MPA, ICMA-CM, Town Manager

DATE: January 15, 2026

RE: Draft 2026 Planning Commission Annual Work Plan

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## **BACKGROUND**

The attached Draft 2026 Planning Commission Annual Work Plan has been prepared to outline anticipated Planning Commission activities and major focus areas for calendar year 2026. The work plan is intended to assist with scheduling, coordination, and workload planning throughout the year.

## **DISCUSSION**

The draft work plan organizes Planning Commission activities by time frame and identifies anticipated action items, including ongoing Comprehensive Plan revision discussions, review of the Town's Capital Improvement Plan, consideration of Chesapeake Bay Preservation Area (CBPA) and other ordinance amendments, as well as scheduling of stakeholder input on these matters. An important component of this Work Plan is the anticipated timing for forwarding a revised Comprehensive Plan recommendation to Town Council later in the year.

It is important to note that the Work Plan is a working document and will be brought back to the Planning Commission if revisions are needed and will be updated as projects are completed.

## **RECOMMENDATION**

Staff recommends adoption of work plan as presented and forward to council for adoption.

2026 Planning Commission Annual Workplan	
Timeframe	Action Items
February- April	
	2026 Annual Workplan
	Comprehensive Plan Discussions
	Capital Improvement Plan Review
	CBPA Ordinance Changes
May- July	
	Comprehensive Plan Discussions
August- October	
	Comprehensive Plan Discussions
	Comprehensive Plan Hearings
November	Comprehensive Plan Recommendation to Council
December	



## **MEMORANDUM**

TO: Town of Bowling Green Planning Commission

FROM: India Adams-Jacobs MPA, ICMA-CM, Town Manager

DATE: January 15, 2026

RE: Comprehensive Plan SWOT Analysis Discussion – Continued

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## **BACKGROUND**

In the fall of 2025, the Planning Commission kicked off the five-year review/revision of the Town's Comprehensive Plan. This work is intended to be completed by the end of 2026. In the fall, the Planning Commission reviewed the existing Comprehensive Plan and participated in an exercise to evaluate the Plan based on its strengths, weaknesses, opportunities and threats (a SWOT analysis).

## **DISCUSSION**

The prior SWOT analysis identified key areas for improvement, including plan organization and readability, outdated or missing data in several sections, and the need to strengthen core elements such as housing, economic development, and infrastructure. At the same time, the discussion recognized the strength of the Plan's data-informed foundation, emphasis on historic and natural resource preservation, and proactive growth mindset, while also noting external pressures related to infrastructure capacity, housing affordability, public services, and regional growth. The continued discussion at this meeting is intended to refine the SWOT observations and assist as focus areas for Comprehensive Plan revisions are prioritized.

## **RECOMMENDATION**

Staff recommends that the Planning Commission continue the Comprehensive Plan SWOT Analysis discussion to clarify and refine the previous discussion.

# Town of Bowling Green

## PLANNING COMMISSION

### October 16, 2025 Planning Commission Meeting SWOT Analysis Notes

#### Strengths

- Data-informed
  - Opportunities to use this data more
- Efforts within historic area
- Preservation of natural areas
- Growth mindset; proactive with preservation
- Positive growth for more improvements
- Growth
- Government Center

#### Weaknesses

- Page 85 needs a more readable format
- Overwhelming; could use more references and clarifying language
- Table of Contents (TOC) needs reformatting
  - Generally needs reformatting
- Well / future water demand information is outdated
- Park information missing
- School information outdated
- Page 80: services provided
- Page 71: address change
- Missing housing element
- Economic development

#### Opportunities

- Future focus
- Community engagement
- Traffic
- Alignment with Town Council vision / strategic plan
- Regionalism (county / state plans)
- Branding:
  - What are we?
  - How are we?
  - Define “BG”
- ARB??
- Base expansion
- Strategic partners:
  - Main Street
  - Applied History
  - EDA
  - Planning Commission
- Historic District

#### Threats

- Growth
- Public safety / public services
- Housing affordability
- Infrastructure regulations
  - Unfunded mandates
- Energy / data center impacts
- Losing “Gov’t Center”
- Aging infrastructure and public facilities