



**TOWN OF BOWLING GREEN
PLANNING COMMISSION MEETING**

A M E N D E D A G E N D A

**Thursday, July 16, 2026
6:00 PM**

PLEDGE OF ALLEGIANCE:

ROLL CALL AND DETERMINATION OF A QUORUM:

APPROVAL OF THE MINUTES:

- [1.](#) June 18, 2026 Minutes

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

UNFINISHED BUSINESS:

- [2.](#) Comprehensive Plan Discussion
 - A. Project Timeline
 - B. Outreach with Town Staff and Partners
 - C. Proposed Chapter Layout Revised
- [3.](#) Chapter 2: Community Profile
- [4.](#) Chapter 7: Community Facilities & Services
- [5.](#) Chapter 5: Economic Development, Tourism and Economy
- [6.](#) Chapter 3: Environmental Sustainability & Resilience

NEW BUSINESS:

7. None

INFORMATIONAL ITEMS:

ADJOURNMENT:



TOWN OF BOWLING GREEN PLANNING COMMISSION MEETING

MINUTES

Thursday, June 18, 2026
6:00 PM

PLEDGE OF ALLEGIANCE:

ROLL CALL AND DETERMINATION OF A QUORUM:

Commissioners Present: Chair Matthew Benjamin, Vice-Chair Lisa Gattie, Commissioner Scott Seigmund

Commissioners Absent: Commissioner Jeff Voit, Commissioner Lauren Griemsman

Staff Present: Darla Odom, Planner; Jeffrey Smith, Administrative Assistant/Deputy Clerk

APPROVAL OF THE MINUTES:

1. May 21, 2026 Minutes
 - Vice-Chair Gattie motioned to approve the May 21, 2026, Planning Commission minutes as presented. The motion was seconded by Chair Benjamin and was approved unanimously.

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

- Chair Benjamin opened public comment at 6:03 PM. Public comment was closed at 6:03 PM with no speakers present.

UNFINISHED BUSINESS:

2. Comprehensive Plan Discussion
 - A. Project Timeline**
 - Ms. Odom reviewed the updated Comprehensive Plan project timeline and identified work completed since the previous meeting. She stated that the proposed joint Town Council and Planning Commission work session had been moved from June to August to allow additional material to be prepared for review. The Commission discussed whether the July Planning Commission meeting had previously been canceled and agreed that staff would review the adopted meeting schedule, confirm commissioner availability, and notify the Commission by email. Ms. Odom explained that the environmental section of the Comprehensive Plan and related Chesapeake Bay Preservation Act ordinance amendments must be completed before the Town's February 2027 compliance deadline. Staff were working toward completing the full Comprehensive Plan update by December 2026, with an emphasis on state-law compliance and required updates concerning environmental protection, housing, transportation, and related planning matters.
 - B. Plan Vision and Themes**
 - Ms. Odom presented four potential draft vision statements developed from the Commission's May visioning exercise. The Commission discussed language describing Bowling Green as a thriving and welcoming historic community and considered whether visitors should be specifically included alongside residents and businesses. Commissioners generally agreed that the vision should remain focused on residents and businesses and expressed support for Option One as the draft vision statement. Ms. Odom noted that the

proposed language incorporated themes raised during the prior meeting, including vibrancy, safety, community, prosperity, and partnerships.

- Chair Benjamin motioned to adopt Option One as the draft Comprehensive Plan vision statement. The motion was seconded by Commissioner Seigmund and was approved unanimously.

C. Outreach with Town Staff and Partners

- Ms. Odom provided an update on coordination with Town staff and partner agencies to verify existing conditions and obtain current information for the Comprehensive Plan. Staff reviewed information concerning recent construction, water and sewer facilities, well projects, septic systems, utility connections, police activity, and other public facilities and services. Ms. Odom stated that this information would continue to be compiled and was expected to be presented at a future meeting.

3. Plan Diagnostic

- Ms. Odom explained that staff were preparing a diagnostic review of the existing Comprehensive Plan to identify updates required by the Code of Virginia, the Chesapeake Bay Preservation Act, and accepted planning practices. The review would identify mandatory and optional plan components, required and recommended maps, organizational improvements, and content that could make the plan more useful for Town decision-making and grant applications. Ms. Odom stated that the updated plan would also include a transportation component meeting current Virginia Department of Transportation requirements, an updated housing section, and more actionable implementation strategies with assigned responsibilities and anticipated timeframes. The diagnostic findings would be incorporated into the draft chapters as they were presented to the Commission.

4. Demographics and Community Profile

- Mr. Smith presented updated demographic and community-profile tables prepared primarily from the U.S. Census Bureau's 2024 American Community Survey five-year estimates, with population trends based on decennial census information. He noted that several graphics remained in draft form and required corrections, including a population-projection graphic that was not properly displaying Town and Caroline County data, housing-construction estimates that appeared inconsistent with known development, and an enrollment table that had not yet been expanded through Grade 12. Mr. Smith stated that additional employment and wage information had been obtained from the U.S. Department of Labor and that school enrollment information had been obtained from the Virginia Department of Education.
- The Commission discussed reorganizing the Comprehensive Plan so that Chapter Two would serve as a community-profile chapter containing the Town's history, demographic information, readable graphics, abbreviated tables, and explanations of significant trends. The Commission also discussed whether countywide school information was necessary for a Town Comprehensive Plan. Commissioners agreed that education remained relevant to the community but suggested determining whether enrollment information could be narrowed to students residing within the Town. The Commission also requested that staff investigate available data concerning private-school attendance, including The Carmel School and Fredericksburg Christian School, and continue coordination with Caroline County Public Schools regarding enrollment, facility needs, and projections.

5. Draft Chapter 1 — Full Stride to 2045

- Ms. Odom presented the draft first chapter, titled "Full Stride to 2045," which explained the purpose and legal basis of the Comprehensive Plan, its relationship to the zoning ordinance and capital planning, the process used to prepare the update, and how the plan would be implemented and reviewed. She stated that incomplete dates and references would be corrected and that the final document's colors would be drawn from the Town seal. Commissioners discussed the hierarchy and appearance of headings, noting that subordinate sections should be more clearly distinguished from primary headings and that the heading addressing plan jurisdiction and relationships to other plans and policies should be reviewed for clarity.

- The Commission discussed the draft language concerning a capital improvement program. Ms. Odom explained that the Code of Virginia permits a planning commission to prepare a capital improvement program and requires it to do so when directed by the governing body. The Town did not currently maintain a separate formal capital improvement program, and capital projects were generally addressed through the annual budgeting process and multiyear financial planning. The Commission agreed that the Comprehensive Plan should retain general language describing the relationship between capital investments and the plan's goals without making the provision overly restrictive. The draft chapter was left open for further review and written commissioner comments.

NEW BUSINESS:

COMMISSION COMMENTS AND REPORTS:

ADJOURNMENT:

- Commissioner Seigmund motioned to adjourn the Planning Commission Meeting, seconded by Vice-Chair Gattie. Following unanimous approval, the Planning Commission Meeting adjourned at 7:03 PM.

Attest:

Chair: _____
Matthew Benjamin

Clerk: _____
India Adams-Jacobs, MPA, ICMA-CM

TOWN OF BOWLING GREEN - COMPREHENSIVE PLAN REVIEW - PROJECT TIMELINE							
Phase	#	Task Description	20				
			February	March	April	May	June
Comp Plan Update	A1	Project Management	C	C	C	C	C
	A2	Project Kickoff/PC SWOT Analysis	C				
	A3	Document Review at PC Meetings		C	C	C	C
	A4	Work Session 1 w/ TC (PC regular mtg)					
	A5	Demographics & Existing Conditions		C	C	C	C
	A6	Draft Plan Text Amendments			C	C	C
	A8	Mapping					
	A7	Work Session 2 w/ TC (PC regular mtg)					
	A9	Review & Clean Up					
	A10	Pre-Adoption Work Session (PC regular mtg)					
	A11	Incorporate Final Revisions					
	A12	Planning Commission Public Hearing 11.12					
	A13	Town Council Public Hearing 12.3					
	A14	Post-Adoption Materials					

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DRAFT TABLE OF CONTENTS

Town of Bowling Green Comprehensive Plan - Full Stride to 2045		
INTRODUCTORY & CONTEXT CHAPTERS	{	1: <i>Full Stride to 2045</i> – About the Plan
		2: Community Profile and Brief History
		3: Vision, Key Themes & Goals
POLICY CHAPTERS	{	4: Environmental Sustainability & Resilience
		5: Housing & Neighborhoods
		6: Regional Economy, Economic Development & Tourism
		7: Mobility & Connectivity
IMPLEMENTATION	{	8: Community Facilities & Services
		9: Land Use and Growth
		10. Plan Implementation

Housing Units		
Occupied	95.1%	586
Vacant	4.9%	30
Total:		616

Housing Units		
1-unit, detached	384	65.52901024
1-unit, attached	83	14.16382253
2 units	10	1.706484642
3 or 4 units	100	
5 to 9 units	22	3.754266212
10 or more units	17	
Mobile home	0	

* Source: 2024 ACS 5-Year Estimates

Housing Units by Number of Bedrooms

	Number of Units	% of Occupied Units
No bedroom	7	1.1%
1 bedroom	116	18.8%
2 or 3 bedrooms	277	45.0%
4 or more bedrooms	216	35.1%

YEAR STRUCTURE BUILT		
2020 or later*	14	2.3%
2010 to 2019*	11	1.8%
2000 to 2009	155	25.2%
1980 to 1999	62	10.1%
1960 to 1979	234	38.0%
1940 to 1959	99	16.1%
1939 or earlier	66	10.7%

Source: 2024 ACS 5-Year Estimates. *data acquired from CaCo COM

Households by Size		
1-person household	33.1%	
2-person household	24.4%	
3-person household	12.6%	
4-or-more-person household	29.9%	

Households by Type		
Married-couple family	45.7%	
Other family	16.9%	
Nonfamily households	37.4%	

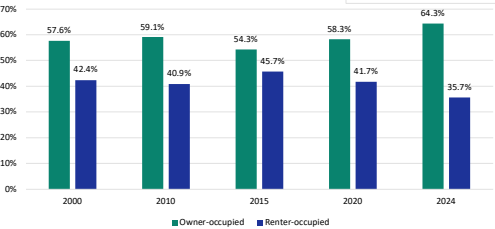
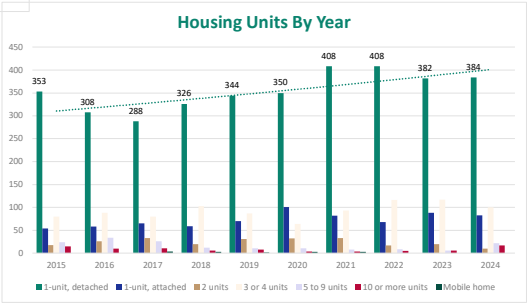
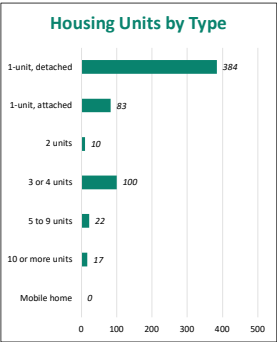
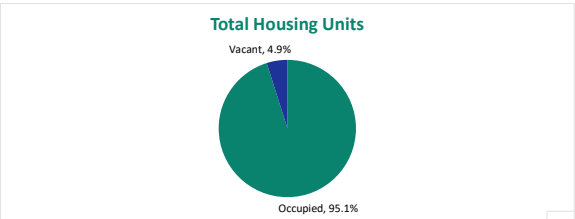
Tenure 2024		
Owner-occupied	64.3%	377
Renter-occupied	35.7%	209
Total:		586

Owner-Occupied Housing Value		
Less than \$50,000	14	3.7%
\$50,000 to \$99,999	0	0%
\$100,000 to \$149,999	47	12.5%
\$150,000 to \$199,999	13	3.4%
\$200,000 to \$299,999	67	17.8%
\$300,000 to \$499,999	185	49.1%
\$500,000 to \$999,999	51	13.5%
\$1,000,000 or more	0	0%
Median (dollars):		\$336,300

Median Monthly Housing Costs		
Housing units with a mortgage	\$1,512	
Housing units without a mortgage	\$511	
Rent	\$751	

Percentage of Cost-Burdened Units		
Bowling Green	Virginia	
Homeowners with a Mortgage	19.5%	25.1%
Homeowners without a Mortgage	12.0%	11.1%
Renters	49.0%	48.5%

Housing Units By Year										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
1-unit, detached	353	308	288	326	344	350	408	408	382	384
1-unit, attached	54	58	65	59	70	101	82	68	88	83



Tenure 2010		
Owner-occupied	59.1%	260
Renter-occupied	40.9%	180
Total:		440

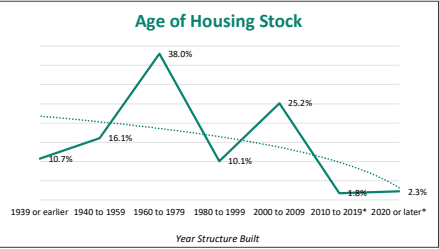
Tenure 2000		
	2000	
Owner-occupied	57.6%	223
Renter-occupied	42.4%	164
Total:		387

Tenure 2015		
Owner-occupied	54.3%	284
Renter-occupied	45.7%	239
Total:		523

Tenure 2020		
Owner-occupied	58.3%	263
Renter-occupied	41.7%	188
Total:		451

Tenure 2000-2024					
	2000	2010	2015	2020	2024
Owner-occupied	57.6%	59.1%	54.3%	58.3%	64.3%
Renter-occupied	42.4%	40.9%	45.7%	41.7%	35.7%

2 units	18	26	33	20	31	32	33	17	20	10
3 or 4 units	80	88	80	103	87	64	93	116	117	100
5 to 9 units	24	34	26	12	11	11	8	9	6	22
10 or more units	15	10	11	6	8	4	4	5	6	17
Mobile home	0	0	4	3	2	3	3	0	0	0



Population Trends		
	Bowling Green	Caroline County
2000	936	22,121
2010	1,111	28,545
2020	1,168	30,887

* Source: 2000, 2010, and 2020 counts came from US Census Bureau

Median Age	
Bowling Green	31.9

* Source: 2024 ACS 5-Year Estimates

	Total	%
Male	652	41.8
Female	909	58.2

* Source: 2024 ACS 5-Year Estimates

1,561 100.00

RACE and ETHNICITY	
White	76.5%
Black or African-American	15.8%
Two or More Races	4.2%
Other	1.7%
Hispanic or Latino	0.8%
Not Hispanic or Latino	99.2%

* Source: 2024 ACS 5-Year Estimates

AGE	
Under 5 years	111
5 to 9 years	136
10 to 14 years	155
15 to 19 years	97
20 to 24 years	42
25 to 34 years	262
35 to 44 years	204
45 to 54 years	92
55 to 59 years	61
60 to 64 years	88
65 to 74 years	149
75 to 84 years	108
85 years and over	56

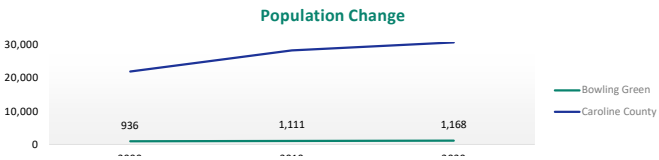
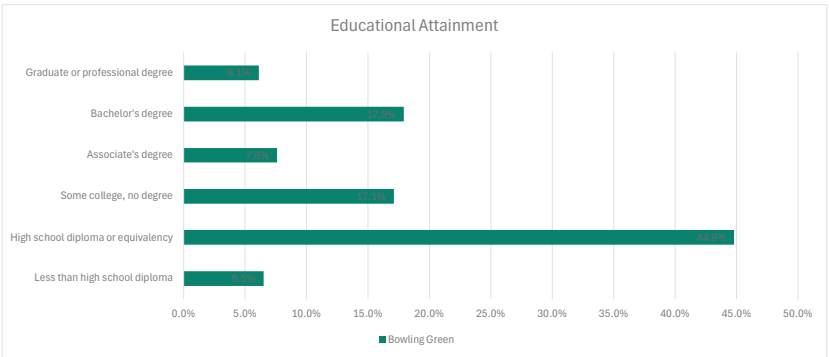
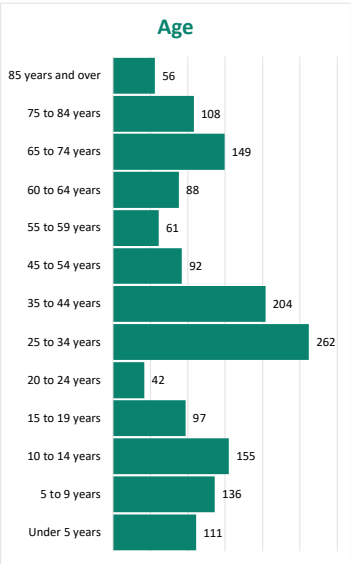
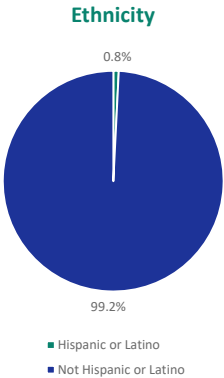
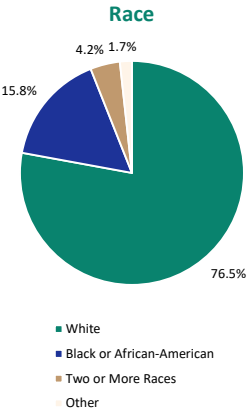
* Source: 2024 ACS 5-Year Estimates

	Bowling Green	Virginia
Less than high school diploma	6.5%	8.4%
High school diploma or equivalenc	44.8%	23.9%
Some college, no degree	17.1%	17.7%
Associate's degree	7.6%	7.8%
Bachelor's degree	17.9%	23.7%
Graduate or professional degree	6.1%	18.5%

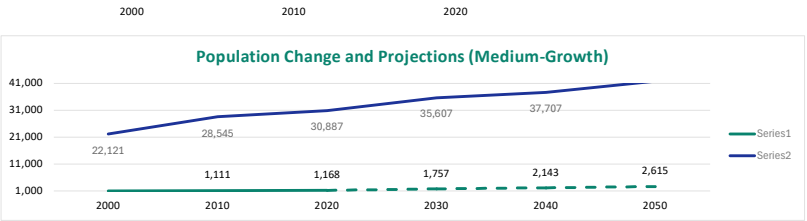
* Source: 2024 ACS 5-Year Estimates

Overall Population Projections			
Year	Low	Middle	High
2024 (base)	1,561	1,561	1,561
2030	1,657	1,757	1,863
2040	1,828	2,143	2,597
2050	2,017	2,615	3,621

Age-Group Projections			
Scenario	2030 age structure		
	0-17	18-64	65+
Low	488	836	333
Middle	518	887	352
High	549	940	374
	2040 age structure		
	0-17	18-64	65+
Low	539	923	366
Middle	632	1,082	429
High	765	1,311	521
	2050 age structure		
	0-17	18-64	65+
Low	594	1,018	405
Middle	771	1,320	524
High	1,067	1,828	726

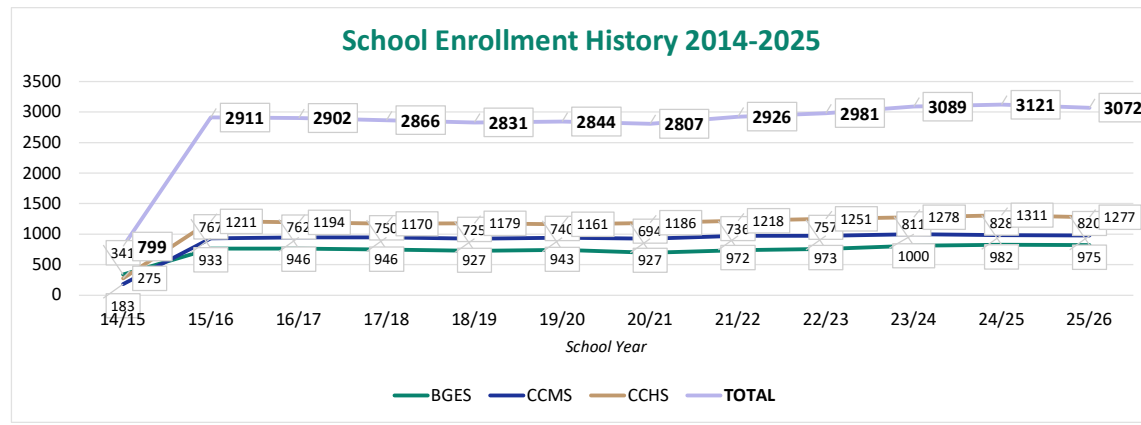


Population Trends		
	Bowling Green	Caroline County
2000	936	22,121
2010	1,111	28,545
2020	1,168	30,887
2030	1,757	35,607
2040	2,143	37,707
2050	2,615	41,839



	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26
BGES	341	767	762	750	725	740	694	736	757	811	828	820
CCMS	183	933	946	946	927	943	927	972	973	1000	982	975
CCHS	275	1211	1194	1170	1179	1161	1186	1218	1251	1278	1311	1277
TOTAL	799	2911	2902	2866	2831	2844	2807	2926	2981	3089	3121	3072

Grade	2014/2015
PK	57
K	120
1	129
2	122
3	100
4	137
5	120
6	314
7	303
8	331
9	356
10	310
11	252
12	267
TOTAL	2918



School Enrollment Projections														
School Year	KG	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Total K-12
2024-2025	52	63	61	68	62	63	59	67	61	60	53	74	60	803
2025-2026	59	53	67	62	72	61	68	61	65	67	59	49	75	818
2026-2027	66	61	57	68	67	72	67	69	59	73	66	56	50	831
2027-2028	59	68	64	58	74	67	79	66	67	66	74	62	56	860

2028-2029	63	61	72	66	63	74	73	79	64	74	66	70	63	887
2029-2030	64	65	65	73	71	63	81	73	77	71	74	62	70	909
2024-2029 Ch	12	2	4	5	9	0	22	6	16	11	21	-12	10	106

Projection 2, Bowling Green														
School Year	KG	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Total K-12
2024-2025	52	63	61	68	62	63	59	67	61	60	53	74	60	803
2025-2026	61	53	66	61	71	63	67	61	66	67	59	50	73	817
2026-2027	66	62	56	67	64	71	68	69	60	72	65	55	50	825
2027-2028	60	68	66	57	72	65	76	69	68	66	72	62	55	855
2028-2029	63	61	71	67	61	72	70	77	67	75	67	67	61	881
2029-2030	64	65	65	73	71	62	78	72	75	74	74	63	67	901
2024-2029 Ch	12	2	4	5	9	-1	19	5	14	14	21	-11	7	98

Projection 3, Bowling Green														
School Year	KG	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12	Total K-12
2024-2025	52	63	61	68	62	63	59	67	61	60	53	74	60	803
2025-2026	60	52	66	61	72	62	69	60	68	69	58	51	73	821
2026-2027	66	60	55	65	63	72	67	71	62	77	67	55	50	830
2027-2028	61	68	63	55	68	64	77	69	71	68	75	63	54	855
2028-2029	63	61	71	63	58	68	69	79	69	79	66	70	63	880
2029-2030	64	65	65	72	67	58	74	71	79	77	77	63	70	902
2024-2029 Ch	12	2	4	4	5	-5	15	4	18	17	24	-11	10	99

ENROLLMENT BY GRADE

2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
53	48	51	50	61	43	45	58	95	89	90
124	131	112	108	115	113	107	122	120	121	103
115	120	117	118	111	110	123	103	129	121	130
124	120	120	116	120	101	115	130	106	123	124
131	120	111	112	119	110	107	118	133	118	121
93	124	121	103	105	120	116	106	117	134	116
127	99	118	118	109	97	123	120	111	122	136
320	313	318	307	320	309	325	331	330	330	320
317	326	312	312	309	311	317	317	326	322	328
296	307	316	308	314	307	330	325	344	330	327
354	317	313	342	345	326	336	355	368	366	381
315	315	294	299	294	322	308	324	328	312	309
274	275	286	262	254	271	294	277	284	302	275
268	287	277	276	268	267	280	295	298	331	312
2911	2902	2866	2831	2844	2807	2926	2981	3089	3121	3072

Type of Workers in Bowling Green

Class of Worker	Number of Employed Population	Percent of Employed Population
Private Wage and Salary Workers	385	68%
Government Workers	162	29%
Unpaid Family Workers	21	4%
Total Workers	568	

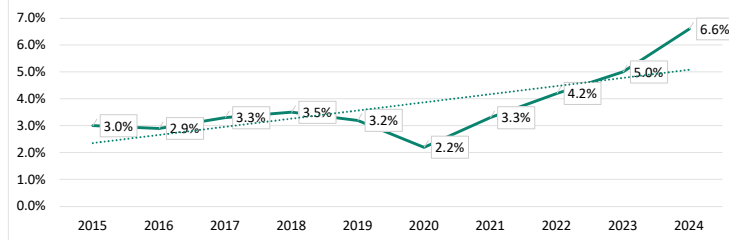
Unemployment Rates

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Unemployment Rate	8.8%	4.9%	6.3%	5.5%	5.5%	5.9%	6.9%	3.9%	8.4%	7.5%
Percentage of Workforce Working From Home	3.0%	2.9%	3.3%	3.5%	3.2%	2.2%	3.3%	4.2%	5.0%	6.6%

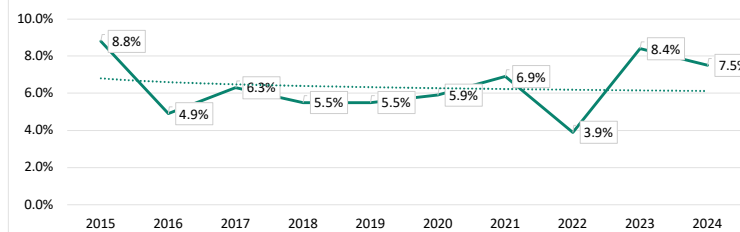
Employment by Industry

Industry Sector	Percent of Total Workers
Educational Services, Health Care and Social Assistance	27.5%
Manufacturing	21.3%
Retail Trade	7.4%
Professional, Scientific, Management, Administrative, and Waste Management Services	8.1%
Transportation, Warehousing, and Utilities	3.3%
Construction	8.5%
Finance and Insurance, Real Estate, Rental and Leasing	6.0%
Other Services, except Public Administration	5.1%
Public Administration	21.3%
Arts, Entertainment, Recreation, Accommodations, and Food Services	7.6%
Agriculture, Forestry, Fishing, Hunting, and Mining	0.5%
Wholesale Trade	0.7%
Information	0.4%

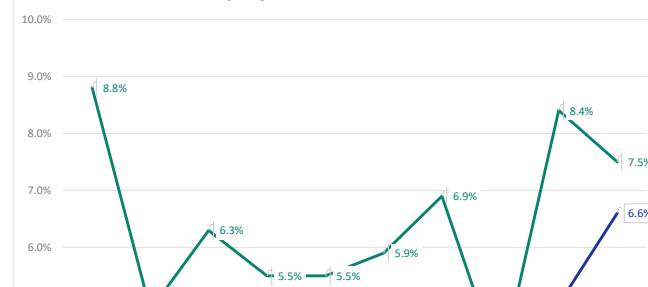
Percentage of Workforce Working From Home



Unemployment Rates



Unemployment and Remote Work



QCEW Industry Employment and Wages, 2024, 2nd Quarter

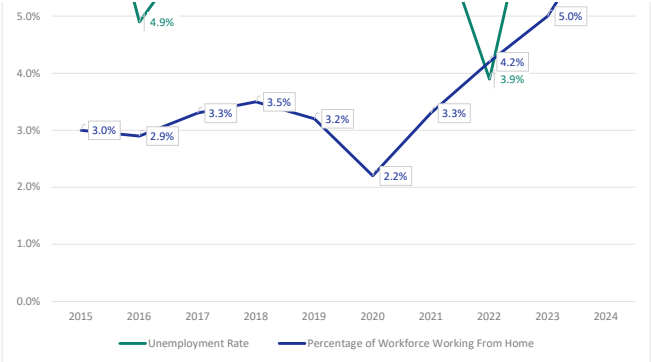
# of Establishments	749
Average employment	6,967
Average weekly wages	\$952
Total Wages	\$173,208,742

Median Household Income by Type of Household

Households, All	\$82,500
Families, All	\$93,995

<i>Married-Couple Families</i>	\$96,071
<i>Nonfamily Households</i>	\$31,328

Poverty Status	
Under 18 years	15.2%
18 to 64 years	16.4%
65 years and over	2.9%



Planning Commission Memorandum

TO: The Honorable Members of the Planning Commission
FROM: Darla Orr Odom, Deputy Zoning Administrator
COPY: India Adams-Jacobs, Town Manager
SUBJECT: **Comprehensive Plan Update – Chapter 7: Community Facilities & Services Information**
DATE: July 16, 2026

SUMMARY:

As part of the Town's ongoing update to the Comprehensive Plan, staff is gathering information related to Chapter 7 – Community Facilities & Services for inclusion in the draft revised Plan. Town staff have contacted various departments and agencies for updated information. So far, information has been received from First Sergeant Davenport with the Virginia State Police and gathered Bowling Green Police Department CAD activity data. The following information was provided:

- Technically, no troopers are assigned specifically to Bowling Green; however, seven (7) troopers are assigned to Caroline County.
- The Virginia State Police office located in Town is scheduled to close on July 6.
- The State Police does not maintain a specific CAD code for Bowling Green, but their CAD technician was able to provide the call information for Bowling Green for 2025 in the chart on Page 2.

The Bowling Green Police Department also provided call numbers which are provided in the chart on Page 2.

Town staff is awaiting updated information from other facilities and agencies to complete the Chapter.

Virginia State Police Calls for Bowling Green – 2025		Bowling Green Police Department CAD Activity	
Month	Calls	Reporting Period	Calls
January	2	September–December 2021	270
February	2	2022	778
March	4	2023	792
April	2	2024	355
May	3	2025	1,057
June	5	2026 through June	497
July	2		
August	3		
September	5		
October	3		
November	4		
December	2		
Grand Total	37		



Planning Commission Memorandum

TO: The Honorable Members of the Planning Commission
FROM: Darla Orr Odom, Deputy Zoning Administrator
COPY: India Adams-Jacobs, Town Manager
SUBJECT: **Comprehensive Plan Update – Chapter 5: Regional Economy, Economic Development & Tourism**
DATE: July 16, 2026

SUMMARY:

Staff has prepared a revised and edited draft of Chapter 5 – Regional Economy, Economic Development & Tourism for presentation to the Planning Commission as part of the Town's ongoing update to the Comprehensive Plan.

BACKGROUND

Chapter 5 provides updated information related to regional economic conditions, local economic trends, employment, household income, commuting patterns, taxable sales, local revenue indicators, and tourism-related activity in Bowling Green and the surrounding region. The chapter uses data from sources including the U.S. Census Bureau, the George Washington Regional Commission Comprehensive Economic Development Strategy, the Virginia Employment Commission, the Virginia Department of Taxation, Town financial records, and Main Street-related community engagement efforts.

The revised chapter includes updated discussion and analysis in the following areas:

- Regional Economy and Employment Trends
- Household Income and Poverty Status
- Taxable Sales and Commuting Patterns
- Local Economy and Revenue Indicators
- Tourism and Main Street Activity

RECOMMENDATION

This revised chapter is provided for Planning Commission review and discussion as part of the Comprehensive Plan update process.

CHAPTER 5 - REGIONAL ECONOMY, ECONOMIC DEVELOPMENT & TOURISM

INTRODUCTION

This chapter will share trends and factors, both qualitative and quantitative, related to the regional economy, economic development, and tourism, relative to Bowling Green, based on information from the U.S. Census, the George Washington Regional Commission (GWRC) Comprehensive Economic Development Strategy, and state-specific economic development efforts from the Virginia Department of Community Development and Housing. All these factors weave into one of the most important aspects of the town’s comprehensive plan.

This chapter will present data on state, regional, and local taxes, employment, and other pertinent economic data to the Town of Bowling Green. In 2025, the George Washington Regional Commission adopted the first Comprehensive Economic Development Strategy for our region, which includes Caroline, King George, Spotsylvania, Stafford, and the City of Fredericksburg; where appropriate, this chapter includes charts directly from the report, as it most accurately captures the regional information for this chapter. This chapter presents data on cases where Bowling Green data was unavailable; information for the County, the GWRC area, and the State has also been presented. In cases where data for Bowling Green were not available, information for the County, the GWRC area, and the State has been presented.

REGIONAL ECONOMY

Labor Force Growth

Caroline County's labor force grew by 739 persons (or 4.5%) between the 2016–2020 and 2020–2024 American Community Survey 5-Year Estimates, reaching approximately 17,340 persons. Over the same period, the labor force in the George Washington Regional Commission (GWRC) region — comprising Fredericksburg city and Caroline, King George, Spotsylvania, and Stafford Counties — increased by over 15,400 persons, or nearly 7.8%, reaching approximately 213,565 persons. Growth was concentrated in Spotsylvania and Stafford Counties (each up roughly 9–10%), while Fredericksburg city's labor force declined slightly (–1.3%) and Caroline County grew more modestly than the regional average.

Table 5-2: Labor Force Growth by Jurisdiction, ACS 5-Year Estimates				
Jurisdiction	2016–2020	2020–2024	Change	% Change
Caroline County	16,601	17,340	+739	+4.5%
King George County	14,149	14,651	+502	+3.5%
Spotsylvania County	71,156	78,130	+6,974	+9.8%
Stafford County	79,867	87,270	+7,403	+9.3%
Fredericksburg city	16,393	16,174	–219	–1.3%
GWRC Region Total	198,166	213,565	+15,399	+7.8%

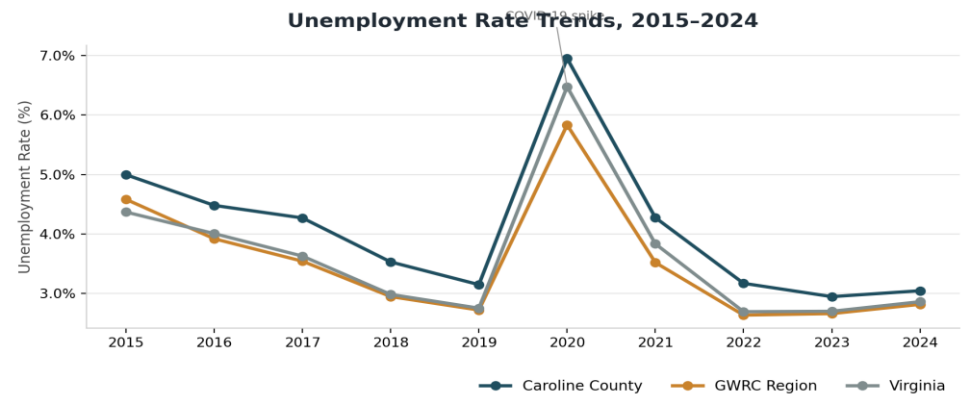
Source: U.S. Census Bureau, American Community Survey, Table DP03, Selected Economic Characteristics – 2016–2020 5-Year Estimates and 2020–2024 5-Year Estimates. “In labor force” (population 16 years and over).

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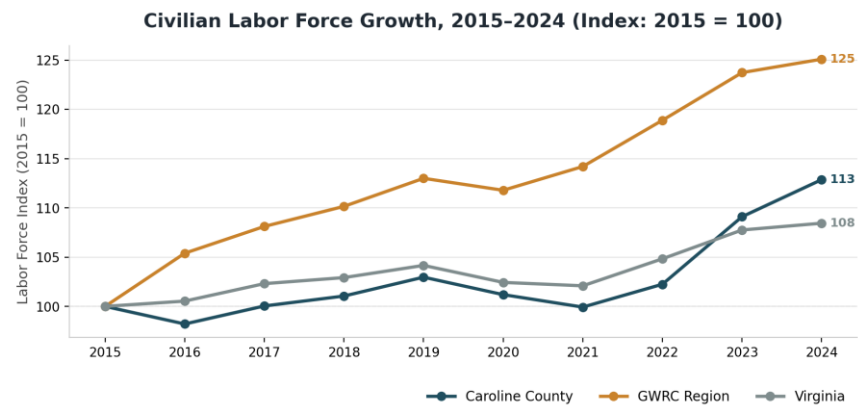
Note on scope: These two ACS 5-year releases provide a start-and-end comparison only; annual or intra-period detail (e.g., which years within each window drove the change) is not available at this geography and survey

Historical Labor Force and Unemployment Trends

This section updates Table 5-2 (originally reporting 1992–2001 trends) with annual average data for 2015–2024, sourced exclusively from the Virginia Employment Commission's Virginia Works Local Area Unemployment Statistics (LAUS) program. Caroline County's labor force grew from 14,772 in 2015 to 16,672 in 2024 (+12.9%), tracking below the George Washington Regional Commission (GWRC) region's growth of 25.1% (171,077 to 213,995) and roughly in line with Virginia's statewide growth of 8.4% (4,228,925 to 4,585,889). All three geographies show the same pattern: a sharp unemployment spike in 2020 tied to the COVID-19 pandemic, followed by a steady recovery to historically low unemployment rates (2.8–3.0%) by 2023–2024.



Source: Virginia Employment Commission / Virginia Works, Local Area Unemployment Statistics (LAUS), Annual Averages, 2015–2024.



Source: Virginia Employment Commission / Virginia Works, Local Area Unemployment Statistics (LAUS), Annual Averages, 2015–2024.

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Table 5-2: Labor Force and Unemployment Trends, 2015-2024

GWRC Region = Fredericksburg City and Caroline, King George, Spotsylvania, and Stafford Counties, summed.

Civilian Labor Force, 2015-2024			
Year	Caroline County	GWRC Region	Virginia
2015	14,772	171,077	4,228,925
2016	14,508	180,307	4,251,547
2017	14,778	184,955	4,326,572
2018	14,927	188,440	4,352,476
2019	15,210	193,309	4,404,770
2020	14,948	191,234	4,331,863
2021	14,761	195,360	4,317,236
2022	15,104	203,388	4,433,157
2023	16,116	211,663	4,556,792
2024	16,672	213,995	4,585,889

Employment, 2015-2024			
Year	Caroline County	GWRC Region	Virginia
2015	14,034	163,238	4,044,182
2016	13,858	173,239	4,081,193
2017	14,147	178,402	4,169,566
2018	14,400	182,884	4,222,550
2019	14,731	188,046	4,283,479
2020	13,909	180,081	4,051,412
2021	14,130	188,482	4,151,669
2022	14,625	198,025	4,313,707
2023	15,641	206,028	4,433,694
2024	16,164	207,965	4,454,619

Unemployment Rate, 2015-2024			
Year	Caroline County	GWRC Region	Virginia
2015	5.0%	4.6%	4.4%

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2016	4.5%	3.9%	4.0%
2017	4.3%	3.5%	3.6%
2018	3.5%	2.9%	3.0%
2019	3.1%	2.7%	2.8%
2020	7.0%	5.8%	6.5%
2021	4.3%	3.5%	3.8%
2022	3.2%	2.6%	2.7%
2023	2.9%	2.7%	2.7%
2024	3.0%	2.8%	2.9%

Source: Virginia Employment Commission / Virginia Works, Local Area Unemployment Statistics (LAUS), Annual Averages (Period M13), 2015-2024.

Unemployment rates in Caroline County throughout the period from 2015-2024 have exceeded those of both the GWRC region and the State each year. While unemployment has ranged from a low of 2.9% (in 2023) to a high of 7% (in 2020) in Caroline, the highest rate in the GWRC region over this period was 7.0% in 2020 during the COVID-19 pandemic. Unemployment rates in Virginia did fluctuate to a similar degree, ranging from a high of 6.54% in 2020 to a low of 2.7

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Employment

The following table presents employment by type in Bowling Green, Caroline County, and the State of Virginia according to the most recent Census. The largest employment category in Bowling Green and Virginia was management, professional, and related, while the largest category for Caroline was sales and office occupations.

Employment by Occupation Type

This section updates Table 5-3 from the 2000 U.S. Census with the most recent comparable American Community Survey (ACS) estimates for Bowling Green, Caroline County, and the Commonwealth of Virginia.

Table 5-3: Employment by Occupation Type, ACS 2019–2023 5-Year Estimates						
Occupation	Bowling Green		Caroline County		Virginia	
	#	%	#	%	#	%
Management, business, science & arts	194	34.2%	6,091	38.3%	2,031,791	48.3%
Service	159	28.0%	2,213	13.9%	646,999	15.4%
Sales & office	96	16.9%	3,511	22.1%	768,138	18.3%
Natural resources, construction & maintenance	80	14.1%	2,007	12.6%	315,036	7.5%
Production, transportation & material moving	39	6.9%	2,086	13.1%	444,458	10.6%
Total civilian employed (16+)	568	100%	15,908	100%	4,206,422	100%

Sources: Bowling Green town — U.S. Census Bureau, ACS 2019–2023 5-Year Estimates, Table DP03. Caroline County — U.S. Census Bureau, ACS 2020–2024 5-Year Estimates, Table DP03. Virginia — ACS-based statewide totals.

Note on category changes: The Census Bureau retired the six-category occupation scheme used in 2000 in favor of a five-category ACS scheme. “Farming, fishing, and forestry” is now folded into “Natural resources, construction, and maintenance” rather than reported separately, so 2000 and current figures are not perfectly comparable row-for-row.

Note on vintage: Bowling Green and Caroline County figures are drawn from different (though overlapping) 5-year ACS windows — 2019–2023 and 2020–2024, respectively — because that was the most recent Table DP03 release available for each geography at the time of pull.

Caroline County's labor force grew by 739 persons (or 4.5%) between the 2016–2020 and 2020–2024 American Community Survey 5-Year Estimates, reaching approximately 17,340 persons. Over the same period, the labor force in the George Washington Regional Commission (GWRC) region — comprising the City of Fredericksburg and Caroline, King George, Spotsylvania, and Stafford Counties — increased by more than 15,400 persons, or nearly 7.8%, to approximately 213,565 persons. Growth was concentrated in Spotsylvania and Stafford Counties (each up roughly 9–10%), while the labor force in Fredericksburg declined slightly (–1.3%) and Caroline County grew more modestly than the regional average.

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Household Income and Poverty Status

The median household income in Bowling Green, according to the most recent U.S. Census data, was lower than that of each jurisdiction in the GWRC region and the State overall. The proximity of several jurisdictions to major employment centers, as well as the number of persons of retirement age in Bowling Green, undoubtedly play a role in the disparity in income levels.

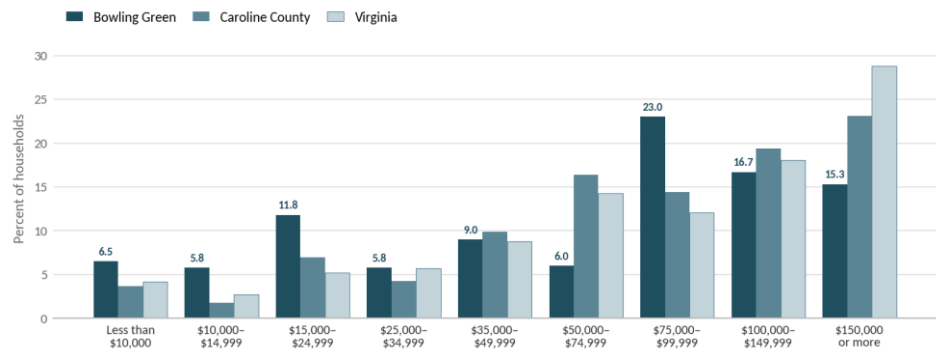
Table 5-4: Median Household Income, 2024

Locality	Median Household Income
Bowling Green	\$62,000
Caroline	\$78,000
King George	\$98,000
Spotsylvania	\$95,000
Stafford	\$112,000
Fredericksburg	\$68,000
Virginia	\$89,500

Source: 2024 U.S. Census

Exhibit 5-5: Household Income by Income Range, 2020–2024

Distribution of households by income range — percent of all households



Income Range	Bowling Green		Caroline County		Virginia	
	HHs	%	HHs	%	HHs	%
Less than \$10,000	38	6.5%	444	3.7%	141,361	4.2%
\$10,000 to \$14,999	34	5.8%	216	1.8%	90,875	2.7%
\$15,000 to \$24,999	69	11.8%	839	7.0%	175,018	5.2%
\$25,000 to \$34,999	34	5.8%	515	4.3%	191,847	5.7%
\$35,000 to \$49,999	53	9.0%	1,187	9.9%	296,184	8.8%
\$50,000 to \$74,999	35	6.0%	1,966	16.4%	481,300	14.3%
\$75,000 to \$99,999	135	23.0%	1,726	14.4%	407,254	12.1%
\$100,000 to \$149,999	98	16.7%	2,326	19.4%	609,197	18.1%
\$150,000 or more	90	15.3%	2,769	23.1%	969,331	28.8%
Total households	586	100%	11,988	100%	3,365,732	100%

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Median household income	\$82,500	\$87,407	\$93,170
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Trend Analysis

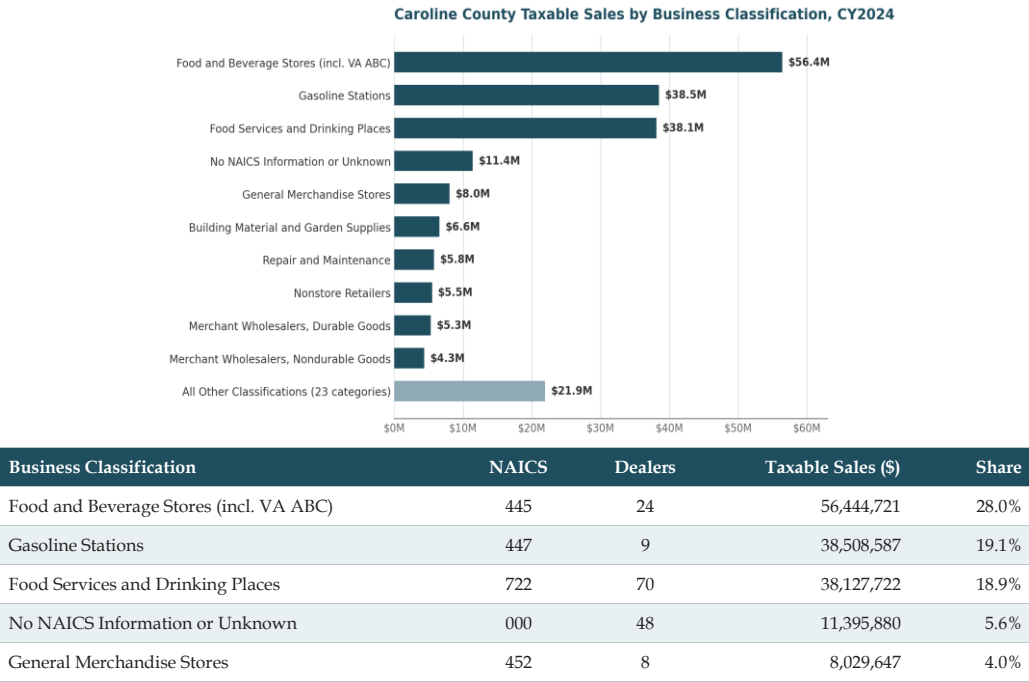
The Town’s income profile has shifted markedly upward since the 2000 Census (Table 5-54). In 2000, 39.9 percent of Bowling Green households earned less than \$25,000 and only 10.0 percent earned \$100,000 or more; in the 2020–2024 period, those shares are 24.1 percent and 32.0 percent, respectively, and the median household income has risen from \$32,250 to \$82,500. Even so, the Town’s median continues to trail Caroline County (\$87,407) and Virginia (\$93,170), and the local distribution remains wider at both ends than the County’s: nearly one in four Town households (24.1%) earns under \$25,000 — roughly double the County share (12.5%) — while the Town’s largest single cohort, 23.0 percent of households, falls in the \$75,000–\$99,999 range. The Town also lags in the top bracket, with 15.3 percent of households at \$150,000 or more versus 23.1 percent countywide and 28.8 percent statewide, consistent with the Town’s role as a modestly priced county seat within a higher-earning commuter region.

Because the Town sample covers only 586 households, small-area estimates carry wide margins of error (±\$20,288 on the Town median) and individual ranges should be read as indicative rather than precise. Dollar figures are expressed in 2024 inflation-adjusted dollars; the 2000 median of \$32,250 equates to roughly \$59,000 in 2024 dollars, indicating real — not merely nominal — income growth.

Sources: U.S. Census Bureau, 2020–2024 American Community Survey 5-Year Estimates, Table S1901 (Income in the Past 12 Months, in 2024 inflation-adjusted dollars). Household counts derived from published percentage distributions and rounded; the \$150,000-or-more range combines the ACS \$150,000–\$199,999 and \$200,000-or-more categories for comparability with Table 5-54. Comparative 2000 figures: 2000 U.S. Census.

Taxable Sales

Exhibit 5-6: Caroline County Taxable Sales by Business Classification, Calendar Year 2024



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Business Classification	NAICS	Dealers	Taxable Sales (\$)	Share
Building Material and Garden Supplies	444	7	6,576,559	3.3%
Repair and Maintenance	811	28	5,762,111	2.9%
Non-store Retailers	454	42	5,477,706	2.7%
Merchant Wholesalers, Durable Goods	423	34	5,307,245	2.6%
Merchant Wholesalers, Nondurable Goods	424	22	4,328,476	2.1%
All Other Classifications (23 categories)	—	283	21,920,924	10.9%
Caroline County Classified Total		575	201,879,578	100%

Source: Virginia Department of Taxation, Taxable Sales by Business Classification (NAICS), Caroline County, CY2024, per sales tax deposits made February 1, 2024–January 31, 2025. Ten largest classifications shown individually; the remaining 23 are aggregated. Shares reflect the classified county total of \$201,879,577.53.

Taxable sales in Caroline County totaled \$201.9 million across 575 classified dealers in calendar year 2024, with an additional \$18.2 million in miscellaneous and unidentifiable sales bringing the countywide total to \$220.1 million among 655 dealers. The sales tax base is heavily concentrated in everyday consumption and highway-oriented commerce: Food and Beverage Stores (\$56.4 million), Gasoline Stations (\$38.5 million), and Food Services and Drinking Places (\$38.1 million) together generate \$133.1 million, or roughly two-thirds of all classified taxable sales in the county.

This composition carries two implications for the Town. First, the county's taxable sales base aligns closely with the categories from which Bowling Green draws its own meals, sales, and lodging tax revenues, tying the Town's revenue outlook to the same consumption and travel-oriented spending along the U.S. Route 301 and Interstate 95 corridors. Second, Food Services and Drinking Places counts 70 dealers — the largest of any classification — underscoring dining as both a fiscal anchor and an economic development opportunity for the Town's downtown.

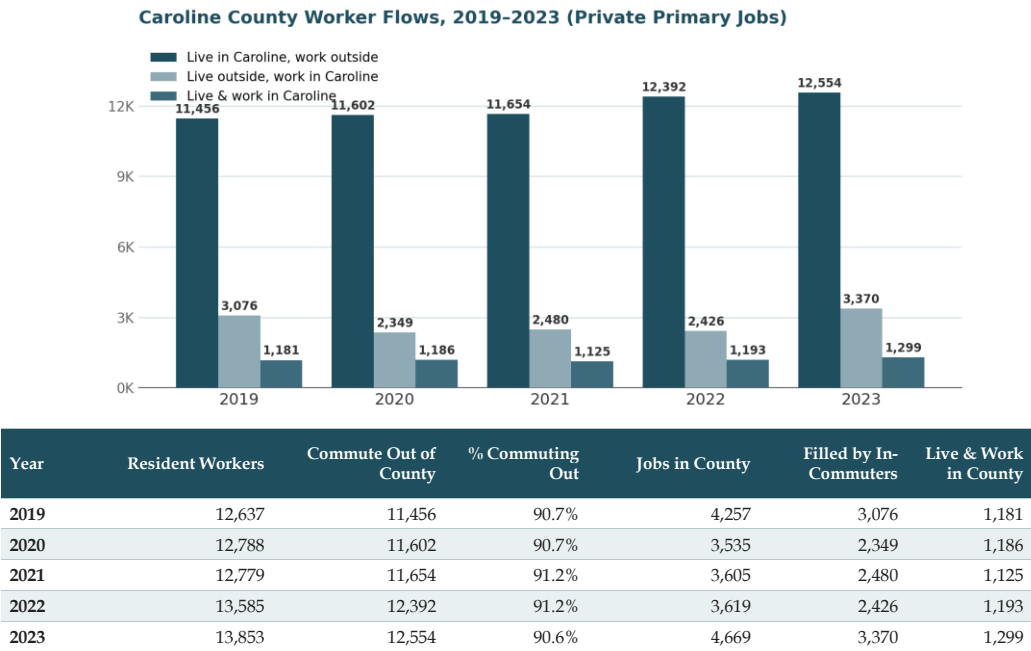
Although taxable sales information is not available for businesses located only in Bowling Green, historic data for Caroline County is helpful when reviewing economic trends in the immediate area.

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Commuting Patterns

Although commuting patterns are not provided for the town itself, Caroline County's commuting patterns can be used to gauge overall trends in the local area.

Exhibit 5-7: Caroline County Commuting Patterns, 2019–2023



Commuting Pattern Analysis

Caroline County is a pronounced net exporter of workers, and that pattern has been remarkably stable across the five-year period. In each year from 2019 through 2023, roughly 91 percent of the county’s employed residents commuted to private-sector jobs outside the county, while only about 1,100 to 1,300 residents both lived and worked within Caroline. The county’s resident workforce grew 9.6 percent over the period, from 12,637 to 13,853, confirming the county’s role — identified in the GWRC Comprehensive Economic Development Strategy — as the region’s affordability-driven growth locality: new households are arriving faster than new local jobs, and the daily out-commute grew by nearly 1,100 workers over five years. Caroline’s out-commute share is far more pronounced than the 57.6 percent regional rate reported in the CEDS for Planning District 16 as a whole.

Two trends within the data warrant attention. First, local private employment fell sharply during the pandemic (from 4,257 jobs in 2019 to 3,535 in 2020) and did not recover until 2023, when jobs rebounded to 4,669 — a five-year high — accompanied by a rebound of in-commuters to 3,370, signaling renewed strength in the county’s own employment base. Second, the out-commuting workforce is increasingly well-compensated: the share of out-commuters earning more than \$3,333 per month rose from 45.7 percent in 2019 to 58.2 percent in 2023. For Bowling Green, these patterns represent both a challenge and an opportunity: a large, rising-income commuter population passes through the U.S. Route 301 corridor daily, supporting the meals, fuel, and convenience retail base documented in this chapter.

Sources: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (LODES 8.4), Inflow/Outflow Analysis for Caroline County, VA, private primary jobs, 2019–2023 (analysis generated July 2026). Figures exclude federal, state, and local government employment, including Fort Walker and public-sector employers, and therefore understate total local employment. Regional comparison from the GWRC 2026–2030 Comprehensive Economic Development Strategy for Planning District 16.

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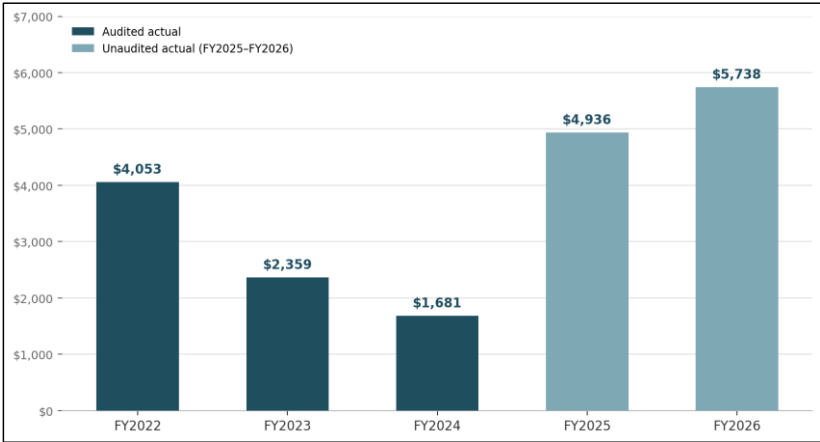
LOCAL ECONOMY

Exhibit 5-8: Local Meals Tax Revenue Trend, FY2021–FY2026

Fiscal Year	Meals Tax Actual	YoY Growth
FY2021	\$272,382	+21.5%
FY2022	\$311,725	+14.4%
FY2023	\$351,328	+12.7%
FY2024	\$387,079	+10.2%
FY2025	\$377,421	–2.5%
FY2026	\$479,234	+27.0%

The last five complete fiscal years (FY21–FY26) range from \$311,725 to \$479,234 — about 53.7% total growth, or roughly 11.4% compounded annually. On the FY26 number: the headline +27% includes the 6% to 7% rate change. Adjusting to an equivalent 6% basis, FY26 collections work out to be about \$410,800 — so underlying gross receipts grew roughly +8.8% over FY2025. This means the FY25 dip was fully reversed on receipts alone, and the rate increase added about \$68,400 over the year, representing a strong base for tourism and collections efforts by the town administration.

Exhibit 5-9: Transient Occupancy Tax Revenue Trend, FY2022–FY2026



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Fiscal Year	Adopted Budget	Actual	YoY Growth	Source
FY2022	n/a	\$4,053	—	FY2022 Annual Financial Report
FY2023	n/a	\$2,359	−41.8%	FY2023 Annual Financial Report
FY2024	\$3,000	\$1,681	−28.7%	FY2027 Adopted Budget
FY2025	\$3,000	\$4,936 *	+193.6%	FY2027 Adopted Budget
FY2026	\$3,000	\$5,738 *	+16.2%	FY2027 Adopted Budget

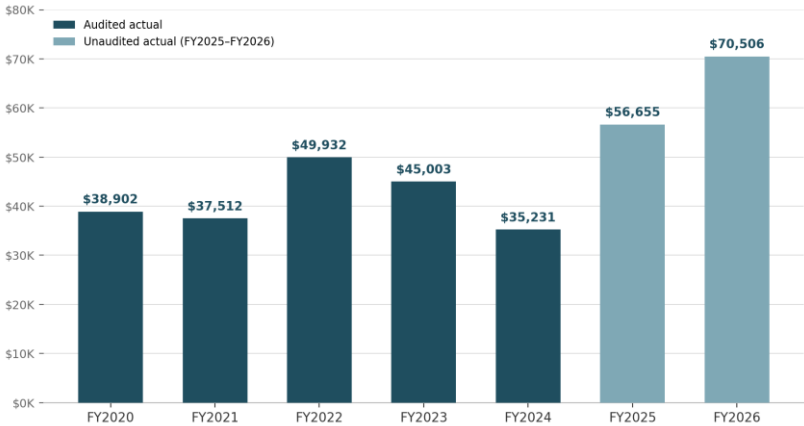
Trend Analysis

Transient occupancy tax collections grew from \$4,053 in FY2022 to \$5,738 in FY2026 — an increase of 41.6 percent over the five-year period — but the path was far from linear. Collections fell to \$2,359 in FY2023 and bottomed out at \$1,681 in FY2024 before nearly tripling in FY2025 and continuing upward in FY2026. FY2026 collections finished at nearly double the \$3,000 adopted budget, and the FY2027 Adopted Budget anticipates continued growth at \$6,000.

The transient occupancy tax is levied directly by the Town on overnight lodging within Town limits, making it — like the meals tax — a direct indicator of local visitor activity rather than a countywide distribution. Given the Town’s small lodging base, however, the dollar amounts are modest, and year-to-year percentage swings can reflect the opening, closure, or reporting timing of a single establishment as much as underlying visitation trends. The recent recovery is nonetheless a positive signal for tourism-related activity, consistent with the sustained growth in meals tax collections over the same period and supports continued investment in events and visitor-oriented programming.

* FY2025 and FY2026 actuals unaudited, as reported in the FY2027 Adopted Budget. Sources: Town of Bowling Green Annual Financial Reports, FY2022–FY2023 (Exhibit 2, Lodging Tax); Town of Bowling Green FY2027 Adopted Budget (FY2024–FY2026 actuals and adopted figures). Prepared July 2026.

Exhibit 5-10: Local Sales & Use Tax Revenue Trend, FY2020–FY2026



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Fiscal Year	Adopted Budget	Actual	YoY Growth	Source
FY2020	\$30,000	\$38,902	—	FY2020 Annual Financial Report
FY2021	n/a	\$37,512	−3.6%	FY2021 Annual Financial Report
FY2022	n/a	\$49,932	+33.1%	FY2022 Annual Financial Report
FY2023	n/a	\$45,003	−9.9%	FY2023 Annual Financial Report
FY2024	\$35,000	\$35,231	−21.7%	FY2027 Adopted Budget
FY2025	\$45,000	\$56,655 *	+60.8%	FY2027 Adopted Budget
FY2026	\$52,050	\$70,506 *	+24.4%	FY2027 Adopted Budget

Trend Analysis

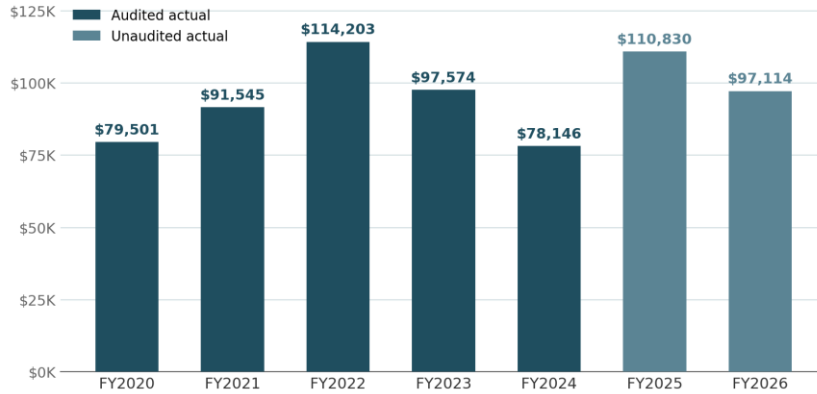
Local sales and use tax receipts grew from \$38,902 in FY2020 to \$70,506 in FY2026 — an increase of 81.2 percent over the seven-year period, a compound annual growth rate of approximately 10.4 percent. The path has been notably more volatile than meals tax collections: receipts declined in FY2021, FY2023, and sharply in FY2024 (−21.7 percent) before rebounding strongly in FY2025 (+60.8 percent) and FY2026 (+24.4 percent). FY2026 collections exceeded the \$52,050 adopted budget by roughly 35 percent, and the FY2027 Adopted Budget anticipates continued growth at \$80,000.

Unlike the meals tax, the Town does not levy its own sales tax. The combined rate within Bowling Green is 5.3 percent (4.3 percent state, 1.0 percent local option); the local option share is collected by the Commonwealth, distributed to Caroline County, and apportioned to the Town. Year-to-year swings therefore reflect countywide taxable sales, distribution timing, and the demographic apportionment as well as in-Town retail activity, and this exhibit is best read alongside the meals tax exhibit as a complementary indicator of local commercial vitality.

* FY2025 and FY2026 actuals unaudited, as reported in the FY2027 Adopted Budget. Sources: Town of Bowling Green Annual Financial Reports, FY2020–FY2023 (Exhibit 2 / Schedule 1); Town of Bowling Green FY2027 Adopted Budget (FY2024–FY2026 actuals and adopted figures). Prepared July 2026.

Exhibit 5-11: Business, Professional & Occupational License (BPOL) Tax Revenue Trend, FY2020–FY2026

Business, Professional & Occupational License (BPOL) Tax Collections



Fiscal Year	BPOL Tax Collections	YoY Change	Source
FY2020	\$79,501	—	FY2020 Annual Financial Report, Schedule 1
FY2021	\$91,545	+15.1%	FY2021 Annual Financial Report, Exhibit 2
FY2022	\$114,203	+24.7%	FY2022 Annual Financial Report, Exhibit 2
FY2023	\$97,574	-14.6%	FY2023 Annual Financial Report, Exhibit 2
FY2024	\$78,146	-19.9%	FY2024 Annual Financial Report
FY2025	\$110,830	+41.8%	Unaudited actuals
FY2026	\$97,114	-12.4%	Unaudited actuals

Trend Analysis

Business, Professional & Occupational License (BPOL) tax collections have ranged from \$78,146 to \$114,203 over the seven-year period, ending FY2026 at an unaudited \$97,114 — approximately 22 percent above the pre-pandemic FY2020 base of \$79,501. Because BPOL is levied on the prior calendar year's gross receipts, each fiscal year's collections lag underlying business activity: the FY2022 peak reflects the surge in local gross receipts during calendar 2020–2021, the FY2024 trough of \$78,146 reflects the post-stimulus normalization in calendar 2022–2023 receipts, and the FY2025 rebound to \$110,830 signals renewed growth in the Town's commercial gross-receipts base.

BPOL is the most variable of the Town's major local tax revenues, with year-over-year swings ranging from a 19.9 percent decline (FY2024) to a 41.8 percent gain (FY2025) across this period. This volatility is structural rather than a sign of instability in the business community, and the revenue is best evaluated against its multi-year average of approximately \$95,600 rather than any single year. The FY2026 collection of \$97,114 sits within two percent of that average, and every year in the series has remained within a band of roughly \$78,000 to \$114,000, indicating a durable commercial base in the Town's downtown and Route 301 corridor that supports conservative budgeting near the multi-year average.

Sources: Town of Bowling Green Annual Financial Reports, FY2020–FY2024 (Davis & Associates, PC), Statement of Activities (Exhibit 2) and General Fund budget-to-actual schedule (Schedule 1). FY2025 (\$110,830) and FY2026 (\$97,113.68) figures are unaudited actuals per Town Treasurer's records and are subject to change upon completion of the respective annual audits.

Tourism

In 2024, the Town of Bowling Green was recognized as an exploring Main Street America community and in 2025, recognized as a mobilizing Main Street America community. Over the last two years, the Bowling Green

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Virginia (BGVA Main Street) Main Street nonprofit and the Town of Bowling Green have partnered to focus intentionally on the Main Street America model for revitalization and on tourism in Bowling Green.

As part of these efforts, the Virginia Department of Housing and Community Development has assisted the town with transformation strategies related to tourism since 2024. Most notably, BGVA Main Street led efforts in 2024 to conduct a community survey based on the best practices of the Main Street America model, in collaboration with the Virginia Department of Housing and Community Development. Some of the results of the community survey and transformational strategy are included throughout this section.

Exhibit 5-12: Main Street Business District – Community Perspective & Transformation Strategies

Community Perspective

Bowling Green’s Main Street planning effort was grounded in an exceptional level of community engagement. A district-wide survey drew **409 participants** – residents, visitors, business owners, and property owners – providing both quantitative data and hundreds of open-ended responses. The results reveal a community deeply embedded and emotionally invested in the district’s future: **55%** of respondents have lived in Bowling Green for more than a decade, and **75%** visit Main Street weekly or monthly. With **92%** arriving by car – most within a 5–15-minute drive – the district benefits from a strong, built-in base of local and near-local customers who interact with Main Street as part of daily life.

2026 MAIN STREET BUSINESS DISTRICT COMMUNITY SURVEY – KEY FINDINGS	
409	survey participants – residents, visitors, business & property owners
55%	of respondents have lived in Bowling Green more than 10 years
75%	visit the Main Street district weekly or monthly
92%	arrive by car, most within a 5–15-minute drive
“Quaint” × 56	the most frequent open-ended descriptor of the district

The community’s sense of identity emerged with striking consistency. **“Quaint” was the single most common descriptor**, appearing 56 times in open-ended responses, reinforced by themes of friendliness, small-town charm, coziness, and a distinctive local business culture. Residents expressed pride in the district’s walkability and heritage character. At the same time, they identified clear gaps: the current business mix does not meet everyday needs, with demand for dining, entertainment, and family-friendly activities far outpacing supply. Limited and inconsistent business hours – particularly evenings and Sundays – were a recurring frustration, alongside parking concerns and a desire for more gathering places such as parks, improved playgrounds, and casual spaces to linger.

Business owners cited challenges with customer attraction, staffing, and parking, and some located just beyond the primary block reported feeling excluded from promotional efforts. Property owners voiced strong collective interest in **façade improvements and upper-floor renovations** to enhance leasing potential while preserving historic character. Across all groups, respondents called for stronger communication about events, opportunities, and the role of the Main Street program.

Transformation Strategies

The survey’s quantitative results and open-response feedback provide clear, community-driven direction for the district’s emerging Transformation Strategies across the four Main Street points: Organization, Design, Economic Vitality, and Promotion.

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Organization

Successful transformation depends on a collaborative governance model built on public-academic-nonprofit partnership. The Town should strengthen cross-jurisdictional communication — particularly regarding how housing growth affects regional resources — and formalize relationships with strategic regional partners.

Design

The physical environment should bridge Bowling Green’s rural heritage with modern connectivity. Priorities include enhancing the town’s signature “quaint factor” through consistent façade improvements and walkable streetscapes designed to invite people to linger. Design efforts should knit new housing developments to the historic core so that growth reads as a natural extension of the town’s identity rather than a disconnected addition — directly responding to residents’ expressed desire for gathering places and preserved character.

Economic Vitality

The district’s consumer base is shifting, with “Flourishing Families” and “Loyal Locals” driving demand for higher-quality local services. The central economic opportunity is reclaiming retail leakage: residents currently travel outside town for basic needs such as casual dining and specialty retail. Targeted business recruitment that fills “third space” gaps — , family-friendly eateries, and similar establishments — can convert the Town’s high-traffic Route 301 location into a sustainable revenue engine serving both residents and regional travelers, while addressing the survey’s most-cited unmet demand.

Promotion

Bowling Green’s narrative should pivot toward its identity as a “connected haven” for those who value heritage and community. Marketing should leverage the area’s high concentration of “Dreamers” — residents emotionally invested in the town’s story — and brand the Town as a destination for authentic small-town experiences, positioning local events and boutique offerings to regional audiences seeking an alternative to more commercialized corridors. Promotional efforts should be deliberately inclusive of businesses located just outside the primary district, strengthening relationships and raising the visibility of the Main Street program itself.

Taken together, the community’s direction is clear: protect and amplify what residents already treasure — the quaint, welcoming character of Main Street — while filling the gaps in dining, hours, gathering spaces, and communication that currently draw local spending and social life outside the Town.

Market Overview

According to data from 2025, Bowling Green’s market profile reveals a strong and growing opportunity for Main Street revitalization, supported by rising household incomes, population increases within the 5-, 15-, and 30-minute trade areas, and a highly family-oriented demographic base. This market environment indicates significant potential for expanded business activity, increased visitor capture, and a more diversified business mix. Furthermore, Bowling Green’s location near Route 301 positions the town to capitalize on cross-regional travel, creating a sustainable environment for destination-driven retail, food and beverage establishments, and experience-focused offerings that align with modern spending patterns.

Household Income & Economic Strength

The trade area shows healthy income levels, providing a strong consumer base for district businesses. Median household income rises significantly as the trade radius expands. The 15-minute drive-time market reaches a median household income of \$100,150, indicating substantial purchasing power close to Bowling Green’s core. The 5-minute radius, while more modest, still presents stable income levels that support local spending. These trends confirm that Bowling Green has the economic foundation to sustain additional dining, entertainment, and shopping options.

Income distribution also reflects notable upper-income representation in the broader market. Within

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the 15-minute trade area, 41.9% of households fall within the \$100,000–\$200,000 category, while 6.1% exceed \$200,000, further strengthening conditions for destination-driven retail, food-and-beverage, and experience-focused offerings.

Population Characteristics

The area surrounding Bowling Green demonstrates stability and modest growth. Recent “population snapshot” data shows increases within the 5-, 15-, and 30-minute radii, indicating ongoing residential draw and reinforcing demand for daily-use retail and services. While precise population counts vary across the drive-time rings, survey respondents and market tables confirm that Bowling Green serves as a local activity center for families and commuters within a reasonable drive downtown.

Age and household composition data further support this pattern. Across the trade area, the dominant household type is family households (67%), with a large share of multi-person and school-aged households attracted to Bowling Green’s quiet environment and small-town amenities. This family-oriented market profile directly corresponds with resident survey demand for family entertainment, youth activities, breakfast restaurants, cultural programming, improved playgrounds, and places to gather.

Psychographic & Lifestyle Segments

ESRI Tapestry segmentation data identifies Bowling Green’s market as being primarily concentrated within the Loyal Locals, Flourishing Families, and Dreamers/Dream belt segments. These groups are characterized by a deep-rooted commitment to community, a strong preference for small-town living, and value-conscious spending patterns that prioritize safe, convenient, and family-friendly experiences. Because these residents typically favor local dining, recreation, and daily-use retail – with a marked preference for authenticity – Bowling Green is uniquely positioned to leverage its historic assets to meet these demands. These psychographic insights directly reinforce the viability of the town’s dual Transformation Strategies, particularly the long-term initiative to establish 'Experience Bowling Green' as a welcoming, multi-generational destination.

ESRI Tapestry Segments

ESRI Tapestry Segmentation divides U.S. neighborhoods into 67 unique market segments based on socioeconomic and demographic characteristics, incorporating factors such as income, education, and urbanization. This system uses GIS (Geographic Information Systems) technology to provide a detailed spatial analysis of consumer behaviors at a local level.

ESRI Tapestry Segmentation provides a detailed understanding of the consumer lifestyles, preferences, and behaviors within Bowling Green’s primary trade areas. These insights help guide business recruitment, district programming, marketing strategies, and long-term economic development initiatives. The 5-, 15-, and 30-minute trade areas around Bowling Green display a strong presence of family-oriented, community-rooted, and value-driven segments. These groups are highly compatible with the district’s desired identity as a welcoming, family-friendly, experience-oriented destination. Bowling Green’s dominant tapestry groups show strong affinity for local businesses, authentic experiences, convenience-oriented retail, and traditional community events, while also revealing opportunities for expanded food, entertainment, and creative offerings.

Bowling Green is a community defined by pride, loyalty, and potential. Residents love their small-town character and want more opportunities to enjoy it – more restaurants, more family activities, more consistency, and more connections. Businesses share these sentiments and emphasize the need for stronger communication, better visibility, and support that helps them thrive. Market data confirms that Bowling Green sits within a healthy and growing trade area of families, young professionals, and local loyalists.



Planning Commission Memorandum

TO: The Honorable Members of the Planning Commission
FROM: Darla Orr Odom, Deputy Zoning Administrator
COPY: India Adams-Jacobs, Town Manager
SUBJECT: **Comprehensive Plan Review – Utilities Sections Updates**
DATE: July 16, 2026

SUMMARY:

Understanding the existing state of the Town's utilities is important to evaluating the Town's path forward. The Town's Utility contractor, Inboden, provided updated information and suggested updates to the utility sections of the Plan in the attached document.

BACKGROUND:

Staff held a work session with the contractor in June. Updates were provided on July 8, 2026.

The attached document updates the water, sewer, and utility sections of Chapters 3, 7, and 10, replacing 2006–2008 figures with current, source-verified data.

Updates are drawn from the 2024 VPDES permit and fact sheet, the 2024 groundwater withdrawal permit, the 2022 Dewberry PER, and the Town's 2025 VDH and WWTP monthly operating reports.

RECOMMENDATION:

No action required. Provided for the Commission's information.