



COMPREHENSIVE PLAN GOALS AND IMPLEMENTATION

Work Session – Chapter 10
Goals and Implementation

Planning Commission
April 16, 2026

COMPREHENSIVE PLAN GOALS

- **Goals of the Comprehensive Plan are *policy statements that represent or state the community's goals***
- **Bowling Green's current Comprehensive Plan has goal statements, both overall (pages 14 & 15) and by focus area (Chapter 10)**

COMPREHENSIVE PLAN GOALS

- Commission – discuss as a group how to condense language in Pages 14 & 15 into overall Town of Bowling Green *Vision Statement*
- Example:

"We cherish our heritage, embrace opportunity, and offer an extraordinary community in which to spend a lifetime."

COMPREHENSIVE PLAN GOALS

- **Another Vision Statement Example:**

**_____ is a thriving,
culturally diverse community
where all residents enjoy safe
and attractive neighborhoods,
economic opportunity, quality
education, and celebration of
rich history.**



PLAN'S GOALS FOR GENERAL AREAS OF CONSIDERATION

A. Environment

B. Housing

C. Economics

D. Transportation

E. Community Facilities/Services

F. Historic Preservation & Tourism

G. Land Use

H. Utility Resource Management

I. Public Relations &
Information Sharing

J. Improved Coordination & Cooperation

THE IMPLEMENTATION PLAN is intended to:

- Prioritize and provide accountability for the strategies from each Plan Goal/Element
- Provide specific guidance for decision-making
- Define the ongoing process that will be used to monitor progress towards Plan's vision (Assess the Plan's effectiveness)



TOOLS FOR PLAN IMPLEMENTATION

- Annual Budget
- Capital Improvements Plan
- Land Use Regulations
- Land Use Action
- Intergovernmental Cooperation
- Annual Plan Review and Updates as Necessary



IMPLEMENTATION MATRIX

- Provides specific tools to meet the goals of the Comprehensive Plan
- Serves as our roadmap moving forward.
- Builds strategies in each plan element by identifying tools, resources, responsible parties, and anticipated timeframes for completion.
- Correlates strategies with specific policies, goals, and values set forth in the Plan.
- Measures progress towards Town's vision

IMPLEMENTATION MATRIX SHOULD INCLUDE:

IMPLEMENTATION STRATEGY

The specific action item

Types of Implementation categories include:

- Capital Projects
- Land Use Actions
- Ordinance Updates
- Partnerships
- Plans and Studies
- Programs and Services

RESPONSIBLE AGENCY

Organization(s) responsible for managing, partnering, administering and/or implementing specific action item

Organizations include:

- Town of Bowling Green
- Nonprofit Organizations
- Regional & Govt Partners
- State/Fed Agencies
- Town Citizens

PRIORITY

Each strategy is assigned an ideal timeframe for completion

- High* – Short-term actions within 1-3 years
- Medium* – 3-5 years
- Low* – Beyond 5 years
- On-Going* – Actions should continue for the life of the Plan

STRATEGIES TO INVEST IN OUR HOUSING AND COMMUNITIES

Focus Area	Strategy Number	Implementation Strategy	Implementation Type	Responsible Agency	Priority	Resources
Housing & Communities						
People & Communities	4.1	Prioritize housing development in areas of the County where adequate roads, infrastructure, and services are already in place.	Land Use Actions; Plans and Studies	Dinwiddie County	High	Dinwiddie County (Comprehensive Plan and Zoning Ordinance)
	4.2	Engage the County's minority and vulnerable populations in the creation and adoption of future housing plans or policies.	Partnerships	Dinwiddie County	Medium	Habitat for Humanity; Crater District Area Agency on Aging; Virginia Housing
	4.3	Locate senior housing near health-care and social services.	Land Use Actions	Dinwiddie County	Medium	CDAAA; Dinwiddie County (Comprehensive Plan and Zoning Ordinance)
	4.4	Support local agencies that provide residential living facilities for persons with disabilities and senior citizens.	Partnerships	Dinwiddie County; Local Business Partners; Nonprofit Organizations	Medium - High	project:HOMES; Habitat for Humanity; CDAAA
	4.5	Encourage the creation of mixed-use communities.	Plans and Studies; Land Use Actions	Dinwiddie County; Regional and Institutional Partners	Medium - High	Dinwiddie County (Comprehensive Plan and Zoning Ordinance); Virginia Housing
	4.6	Cultivate livable communities through investment in retrofitting pedestrian infrastructure in developed areas and encouraging the inclusion of pedestrian infrastructure and passive and active recreation in new communities.	Plans and Studies; Land Use Actions	Dinwiddie County; Regional and Institutional Partners	Low - Medium	Dinwiddie County (Comprehensive Plan, Zoning Ordinance, and Capital Improvements; VDOT
	4.7	Consider developing a housing trust fund to provide grants to support homeownership.	Ordinance Updates	Dinwiddie County; Regional and Institutional Partners	Low	Virginia Housing Trust Fund; DHCD
Affordable Housing	4.8	Consider establishing incentives for affordable housing development, which could include waived or reduced fees, expedited review, or a density bonus.	Ordinance Updates	Dinwiddie County; Nonprofit Organizations	Medium	Dinwiddie County (Zoning Ordinance); Virginia Housing
	4.9	Ensure that manufactured homes remain a source of affordable housing, as outlined in the Code of Virginia Sec 15.2-2223.5, by preserving existing manufactured housing communities and allowing manufactured homes in specific zoning district(s).	Programs and Services; Ordinance Updates	Dinwiddie County	High	Dinwiddie County (Zoning Ordinance); Virginia Housing Trust Fund; project:HOMES; DHCD
	4.10	To the extent consistent with health, safety, and general welfare, consider reviewing and amending the Zoning Ordinance to remove any barriers to housing affordability and diversity.	Ordinance Updates	Dinwiddie County	High	Dinwiddie County (Comprehensive Plan and Zoning Ordinance); Virginia Housing
	4.11	Encourage residential development that increases housing diversity and opportunity for Dinwiddie County residents, provided that such is consistent with avoiding overcrowding, providing quality services, and preserving quality of life for all residents.	Land Use Actions	Dinwiddie County; Regional and Institutional Partners	Medium	Dinwiddie County (Comprehensive Plan, Zoning Ordinance, Subdivision Ordinance); DHCD



Strategy	Implementation Type	Responsible Department	Timeframe	Stakeholders, Partners, and/or Resources	Cost
Objective 4.2 Facilitate the provision of a diverse, safe, attainable, and high-quality housing stock in all neighborhoods.					
4.2.1: Amend the Zoning Ordinance to support "missing middle" housing. Create incentives within the Zoning Ordinance for these types of structures to promote their development.	Ordinance Updates	Planning & Community Development	2026	Code of Virginia	\$
4.2.2: Amend the Zoning Ordinance to facilitate the provision of safe and attractive manufactured housing development in appropriate areas.	Land Use Actions, Ordinance Updates	Planning & Community Development	2026	Code of Virginia	\$
4.2.3: Provide financial support to the Petersburg Redevelopment and Housing Authority (PRHA) in their work to maintain housing developments, ensuring that they are attractive and safe communities.	Partnerships	Planning & Community Development	Ongoing (Annually)	Annual Budget, Cameron Foundation, CPCD, DHCD, PRHA	\$\$
4.2.4: Recommend approval of mixed-income, market-rate, and workforce housing developments, especially when located in areas of opportunity.	Partnerships, Programs and Services, Land Use Actions	Planning & Community Development	Ongoing (Routine Operations)	Internal Policy	\$
4.2.5: Amend the Zoning Ordinance to allow for adaptive reuse, creative reuse, and opportunities for new housing in non-traditional areas (e.g., former shopping centers, former churches and schools, etc.).	Land Use Actions, Ordinance Updates	Planning & Community Development	2026	Internal Policy	\$
Objective 4.3 Expand pathways to homeownership through partnerships, education, and eliminating regulatory barriers.					
4.3.1: Prioritize annual Community Development Block Grant (CDBG) funding for job training, skills development, and economic development to better position residents for homeownership.	Partnerships, Programs and Services	Planning & Community Development	Ongoing (Annually)	DHCD, HUD, VEC	\$\$
4.3.2: Develop a formal Fair Housing Q&A flyer for frontline City staff to ensure a consistent and high-quality process of referring residents to HOME and Legal Aid. Include this in a Fair Housing clearinghouse on a highly visible section of the City's website.	Programs and Services	Planning & Community Development; Communications, Marketing, Tourism & Government Relations	2026	CDAAA, Habitat for Humanity, project:HOMES, Pathways, PHARVA, PRHA, SCDHC, United Way, Cameron Foundation, VHA	\$



QUESTIONS AND DISCUSSION

COMPREHENSIVE PLAN IMPLEMENTATION

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Benefits of the Comprehensive Plan

The Comprehensive Plan is the town's most important document to consult when making land use decisions. It is also used in the development of future resources for the town.

The Comprehensive Plan is used to guide the town staff, the Planning Commission, and the Town Council in the review of land use applications. The plan provides the town with the most defensible basis for its decisions. By consistently following the recommendations of the Comprehensive Plan, the town can assure that its land use decisions are consistent and not arbitrary.

Another important benefit of the plan is establishing Goals, Objectives, and Strategies. By executing the Strategies to meet the Objectives and achieve the Goals, the Town Council, the town staff, and the Planning Commission will obtain information that prompts proactive actions and timely decisions.

A Vision for the Town of Bowling Green

There are three key factors that come together when a goal is successfully achieved. These factors are leadership, consensus, and unity of effort. A goal is realized through a unified commitment to a vision and a vision is established by leadership and consensus. The diversity of a town's residents can be focused on a common goal to ensure that the town provides for the needs of its residents, both current and future. It is the challenge and responsibility of a town's leaders, including elected, appointed, civic, religious, and volunteer leaders, to establish and maintain a level of communication that prevents conflicting messages and supports a vision developed through consensus. The unity of effort and the unified commitment of the town's residents provide the energy and focus to act on the vision and achieve positive results over time. Achievement and the schedule for success totally rest within the control of town.

The following context and perspectives are provided:

Ralph Waldo Emerson: This time like all times is a very good one if we but know what to do with it.

Warren Buffett: Someone's sitting in the shade today because someone planted a tree a long time ago.

Franklin Roosevelt: The only limit to our realization of tomorrow will be our doubts of today.

Bob Proctor: To believe in the things you can see and touch is no belief at all. But to believe in the unseen is both a triumph and a blessing.

Robert Collier: Vision gives you the impulse to make the picture your own.

Alfred A. Montapert: To accomplish great things we must first dream, then visualize, then plan... believe... act!

Japanese proverb: Vision without action is a daydream. Action without vision is a nightmare.

What does the future hold for the Town of Bowling Green? The exact answer is elusive, but a well-defined vision of the future will lead the town to a desirable end state or achievement of intermediate goals en route to the end state of several areas of the town. Change will come to Bowling Green. Approaching change with a proactive mindset will benefit the residents, employees, employers and visitors. The following markers are established to shape Bowling Green in a positive way so that the town becomes a highly desirable place to live, work, and visit. In short, Bowling Green deserves to be a destination with a strong foundation that fosters improvement for decades to come.

The Vision:

1. Government Centric
 - a. The center for Caroline County government
 - b. An innovative and responsive town government
 - c. Home of Commonwealth government agencies who service the surrounding area
 - d. Attractive to Federal government agencies

2. Business Friendly
 - a. One main business district and interconnected business districts that are viable and flourishing
 - b. The correct mix of businesses
 - c. Sustainable commerce
 - d. First shopping choice
 - e. Diverse and affordable dining choices with exciting and changing menus
 - f. Employment opportunities that retain and draw local people
 - g. Reciprocal support for the community
 - h. Integrated into the community
 - i. Favorable for new startup businesses
 - j. Competitive tax rates and fees
 - k. Infrastructure for e-commerce

3. A Nice Place to Live
 - a. Available and affordable housing
 - b. Provide for a variety of lot sizes to enable various size homes to be constructed and enable the expansion of dwellings
 - c. A well-maintained sidewalk network throughout the town that connects all areas of the town
 - d. Tree-line streets boasting well-maintained, mature trees
 - e. Underground utilities with no overhead wires
 - f. A network of streets that are well-maintained and provide safe and efficient movement throughout the town
 - g. Bicycle and pedestrian friendly
 - h. Minimum crime
 - i. Well-maintained homes and property that honor the historic nature of Bowling Green. Excellent curb appeal
 - j. Available Fire, Police, and Medical Response assets with short response times.
 - k. Affordable services from town government
 - l. Kid-friendly and supportive of raising a family

4. Educationally Strong
 - a. Availability of schools from Pre-Kindergarten to 12th grade
 - b. Post High School educational opportunities to include distance learning
 - c. Strong Education/Business Partnership
 - d. Community involvement in and support of the educational system
 - e. Exceptional mentoring program

- f. Education System exceeding all standards
 - g. Athletic and extracurricular activities that meet high standards and are recognized from the community level to the national level
 - h. Highly qualified and certified teachers, administrators, and staff
 - i. Well-maintained and desirable facilities
 - j. Technologically advanced capabilities
 - k. Highly effective learning
5. Sustainable and Proper Growth
- a. The right growth, in the right amount, at the right time
 - b. Address needs before they become requirements
 - c. Being proactive, not reactive
 - d. Keep the correct mix of development
 - e. Sensitivity to our Military Partners and Neighbors
 - f. Environmentally responsible
 - g. Sustainable growth rate
 - h. Continually adjust the plan to remain proactive
 - i. Synchronized with Caroline County
6. A Cohesive and Supportive Community
- a. We are small enough to know one another.
 - b. We address our neighbor's needs, and help from within as a first response.
 - c. We have community activities that foster participation, dialogue, and awareness.
 - d. We have an environment that fosters community and government service.
 - e. We will have events that bring in visitors and allow the community to show its best.
 - f. We are proud to be Bowling Green residents and part of a strong community.

Draft - Chapter 10
IMPLEMENTATION

Using Bowling Green’s Comprehensive Plan

The Comprehensive Plan is the Town of Bowling Green’s guiding document for growth and development. This section details the recommended strategies from each element of the Plan. The Planning Commission and Town Council should refer to the Comprehensive Plan and consider its vision prior to making recommendations and decisions. Code of Virginia §15.2-2223 states that the Comprehensive Plan “shall control the general or approximate location, character, and extent of each feature shown in the plan.” Proper implementation of the Plan depends on a consistent measure of each land use application and budgetary decision against the long-range vision of the Comprehensive Plan.

The Town of Bowling Green should review and assess the effectiveness of the Plan by periodically reviewing and monitoring specific issues that impact the goals, objectives, and action strategies outlined within this document. When necessary, the Plan may be amended if the Town Council considers specific amendments to be congruent with the Plan’s overarching vision.

Tools for Implementation

A variety of tools should be utilized to ensure that Bowling Green’s long-range vision becomes a reality. The following tools are the most important to ensuring the successful implementation of this Plan:

Annual Budget

Town Council and staff should consider the recommendations of the Comprehensive Plan when preparing the annual budget. The budget works in conjunction with the Comprehensive Plan to move the Town toward a thriving and productive future. Communities can strengthen the link between the annual budget and Comprehensive Plan by documenting how the budget and proposed capital projects align with the Plan.

Capital Improvement Plan

A Capital Improvement Plan (CIP) is a planning and fiscal management tool that coordinates the location, timing, and financing of capital improvements over a multi-year period. Capital improvements refer to major, non-recurring physical expenditures such as land, buildings, public infrastructure, and equipment. The CIP should be reviewed and updated annually to reflect community needs, priorities, and funding opportunities. The community benefits and the long-range vision is achieved when the priorities of the CIP align with the Comprehensive Plan.

Zoning & Subdivision Ordinances

Zoning and subdivision ordinances are important tools through which the Town of Bowling Green implements its Comprehensive Plan. While the Plan serves as a guide for future development, zoning and subdivision ordinances are the regulations that directly control the location, form, and character of development. Ordinance updates, zoning map amendments, and the approval of new developments should aim for consistency with the overarching vision of the Comprehensive Plan.

Review and Update

Continuous review and progress monitoring keeps everyone accountable to the community’s long-range vision. The Code of Virginia § 15.2-2230 requires that Comprehensive Plans be reviewed, and updated if needed, every five years. In addition to the five-year review and update, annual reviews and revisions of ordinances and plans should be considered as best practice. Reviewing the Plan provides an opportunity to propose and integrate strategic initiatives and policy changes that can be incorporated into the annual work plan, encourage priorities consistent with the community’s vision and ensure that monitoring is systematic and planned.

Implementation Matrix

The implementation matrix provides the specific direction to help achieve the vision of the plan and execute the related recommendations. The matrix builds on the objectives and strategies included in each section of this plan by identifying tools, responsible parties, and anticipated timeframes for completion. The matrix also correlates the strategies with the specific goals, policies, and objectives set forth in the Plan. The implementation matrix should be reviewed annually as part of the Town's budgeting process to set priorities and to also measure progress toward the plan's vision for the Town of Bowling Green.

A Road Map for the Future

The Implementation Matrix provided in this chapter is the roadmap forward for the Bowling Green community. Listed below are the step-by-step directions to achieve the vision for the Town of Bowling Green. A proactive approach by the Planning Commission in cooperation with the Town Council, Town departments and boards, residents, businesses, and community institutions and organizations are critical for the success of this plan.

The Matrix includes the following information:

Implementation Strategy

Each implementation strategy is grouped by the planning element and specific objective as outlined in each section of the Plan.

- Specific action item

Type of Implementation

Categories that describe the specific action item and how it will be implemented. All categories assume there may be a need to contract with professionals in planning, engineering, architecture, and other consulting firms for implementation. Categories include:

- Regulation Updates and Enforcement
- Community Outreach and Education
- Partnerships
- Capital Projects
- Programs and Services
- Plans and Studies
- Development Application Review

Responsible Agency

The organization(s) responsible for partnering, administering, managing, and/or implementing the specific action item. These organizations include:

- Town Council
- Planning Commission
- Town Staff
- Caroline County
- State and Federal Agencies
- Regional and Institutional Partners
- Nonprofit Organizations
- Local Business Partners

Schedule

- *Short-term* (1-3 years) – short-term actions can be completed within 3 years of the Plan's adoption.
- *Medium-term* (3-5 years) – medium-term actions may be initiated within 3 years but will be completed by 5 years from the Plan's adoption.
- *Long-term* (5+ years) – long-term actions may be initiated between 3 and 5 years from the plan's adoption but will be completed beyond the first five years of the plan's adoption.
- *Ongoing* – ongoing actions should continue for the life of the plan

Town of Bowling Green

A. Environment

Goal: To achieve a pattern of land use that balances water quality and environmental protection with social and economic needs.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
A.1	<p>Focus growth in areas most suitable for development to protect environmentally sensitive areas:</p> <ul style="list-style-type: none"> ○ Determine soil suitability by referencing County information before development plan reviews. Do not allow development where soil conditions do not support the proposed plans. ○ Limit development in areas of the Chesapeake Bay Preservation Act with slopes of 15% or greater. 		Planning Commission	
A.2	<p>Conserve the town's natural and fiscal resources by supporting infill and concentrated development and redevelopment in existing and defined growth areas.</p> <ul style="list-style-type: none"> ○ Adhere to Comprehensive Plan when reviewing potential development plans, recommending projects that follow those guidelines as a rule. ○ Encourage infill growth in the downtown area and commercial district to reduce the need of expansion into undeveloped areas. ○ Prioritize shared access, parking and pedestrian walkway improvements to achieve a well-designed and concentrated commercial downtown area. Continue this method as growth occurs in the secondary commercial areas. ○ Review Subdivision and Zoning Ordinances every two years, as a minimum, to ensure alignment between environmental and development goals. This may involve updates to those ordinances, to the Comprehensive Plan or both as needs change. 		Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council	

Town of Bowling Green

A. Environment (continued)

Goal: *To achieve a pattern of land use that balances water quality and environmental protection with social and economic needs.*

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
A.3	<p>Protect the groundwater and surface water resources from an increase in pollution while managing the potable water supply.</p> <ul style="list-style-type: none"> ○ Support and maintain communication with the Public Works Director. Encourage consistent reporting to be made aware of issues as early as possible to address them. ○ Ensure that the job description of the Public Works Director is updated according to the needs of the town. ○ Prevent increases in storm water runoff by maintaining Best Management Practices (BMP) at runoff sites, including vegetative buffers and the maintenance thereof. 		<p>Town Council Town Manager Public Works Director</p>	
A.4	<p>Enlist County, Regional or State Assistance where needed to ensure water quality protection.</p> <ul style="list-style-type: none"> ○ Maintain a cooperative partnership with Caroline County for the enforcement of the town's Chesapeake Bay Preservation Act Program and to address any erosion problems. ○ Encourage the use of shared or regional retention basins for existing and future development. ○ Enlist State and County assistance as needed in order to identify possible sources of point and nonpoint pollution in the town such as illegal landfills, underground storage tanks, abandoned wells, failing septic systems, inadequate treatment of organic effluent, and industrial discharges. ○ Educate the town citizenry on ways to conserve water and to minimize impacts on water quality. 		<p>Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council</p>	

Town of Bowling Green

A. Environment (continued)

Goal: To achieve a pattern of land use that balances water quality and environmental protection with social and economic needs.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
A.5	<p>Protect the natural wooded character of the town.</p> <ul style="list-style-type: none"> ○ When reviewing site plans, ensure that trees are retained to the highest extent possible. ○ Council will attempt to provide funding for trees to be planted on town properties and in selected areas throughout town. 		<p>Town Council Planning Commission</p>	

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Town of Bowling Green

B. Housing

Goal: To encourage adequate housing in a variety of attractive styles and costs to meet the needs of present and future town residents.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
B.1	<p>Assure a scale and density of residential development compatible with adjacent and surrounding land uses, environmental conditions, and supporting infrastructure.</p> <ul style="list-style-type: none"> ○ Review the Zoning and Subdivision Ordinances to ensure they allow residential development in areas with surrounding compatible land uses and adequate provision for public utilities. ○ Review the Zoning and Subdivision Ordinances and Comprehensive Plan to ensure they allow densities that maximize the use of land for new housing while protecting the environment and surrounding character. ○ Encourage the rehabilitation of existing substandard housing Coordinate with Caroline County to ensure the Building Code allows for rehabilitation at a reasonable cost. ○ Review the Zoning and Subdivision Ordinances to ensure they require adequate buffers between residential, commercial and industrial uses to protect development from encroachment. 		<p>Planning Commission Town Manager</p>	

Town of Bowling Green

C. Economics

Goal: To promote managed economic growth while preserving the historic character of the town and quality of life of its residents.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
C.1	<p>Promote the town as a center of retail trade for Caroline County.</p> <ul style="list-style-type: none"> o Maintain and regularly update a marketing plan to promote the town, working with the County Office of Economic Development and Chamber of Commerce as needed. o Conduct an annual review of the land use map in the Comprehensive Plan to ensure it allows for an adequate supply of land zoned for business and industrial development. o Use the EDA's market plan and PC's review to direct the TM to pursue new business. 		<p>Town Council Planning Commission Economic Development Authority</p>	
C.2	<p>Provide adequate public utilities and services to support commercial and industrial growth.</p> <ul style="list-style-type: none"> o Conduct an annual review of the town's existing public utilities and services to ensure that they are adequate to support projected development. o Conduct an annual review of all possible resources, financial and otherwise, that will enable the town to extend utilities and services to areas that have business growth potential 		<p>Public Works Director Town Manager</p>	
C.3	<p>Maintain an Economic Development Program.</p> <ul style="list-style-type: none"> o Support the cooperation to foster collaboration between the TM and Bowling Green EDA with the County Office of Economic Development, County Visitor Center, and County Chamber of Commerce to promote opportunities for potential developers. 		<p>Town Council Planning Commission Economic Development Authority Town Manager</p>	

Town of Bowling Green

C. Economics (continued)

Goal: To promote managed economic growth while preserving the historic character of the town and quality of life of its residents.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
	<ul style="list-style-type: none"> o Report to the Council regularly regarding plans and potential avenues of development. o The PC, EDA, and Council will have open communication in order to promote cooperation between the bodies, including joint meetings when the need arises to properly collaborate. An annual joint meeting should be considered between the PC and EDA as well as each of them with the Council separately. 			

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Town of Bowling Green

D. Transportation

Goal: To provide for the safe, efficient and economical movement of people and goods.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
D.1	<p>Plan and coordinate land use development and transportation improvements in such a manner as to establish and maintain a viable town roadway system.</p> <ul style="list-style-type: none"> ○ Prioritize road transportation improvement projects and pursue funding through multiple avenues. ○ Private land developers will be required to provide adequate transportation improvements necessary to serve their developments. They must minimize the impact of development on the roadway network by limiting access points, providing joint entrances, and interconnecting adjoining developments. ○ Ensure regional and local transportation networks complement each other by cooperating with the County and VDOT on applicable projects. 		<p>Town Council Town Manager Planning Commission</p>	
D.2	<p>Ensure that the transportation network is designed to be compatible with the environment</p> <ul style="list-style-type: none"> ○ Review the environmental impact of all proposed road projects to ensure that they meet the goals of the Comprehensive Plan. ○ Improve the environmental setting of the road network by providing for roadway beautification projects, Adopt-a-Highway programs, and corporate sponsored projects. 		<p>Town Council Planning Commission</p>	
D.3	<p>Promote the use and development of sidewalks throughout town.</p> <ul style="list-style-type: none"> ○ Review the town's sidewalk system annually and make recommendations for improvement of the system ○ Provide funding for new sidewalks if possible, using town funds or request funds from Caroline County and VDOT 		<p>Town Council Planning Commission</p>	

Town of Bowling Green

D. Transportation (continued)

Goal: To provide for the safe, efficient and economical movement of people and goods.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
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for new sidewalks. In addition, the Town Manager will search for grant opportunities

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Town of Bowling Green

E. Community Facilities and Services

Goal: To provide a variety of community facilities and services to meet the needs of the citizens of Bowling Green.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
E.1	<p>Develop a Master Community Facilities and Services Plan to assess the town's current and future public service needs.</p> <ul style="list-style-type: none"> ○ Ensure that resources are available to meet the needs of the community ○ Develop a plan that reviews Town, County and State facilities and services so that the town does not duplicate items that are already being provided. 		<p>Town Manager Public Works Director</p>	
E.2	<p>Review existing facilities regularly to assess their conditions and need of upkeep or renovation to extend their life.</p>		Town Manager	
E.3	<p>Pursue grant funding for public facilities and services when available to ease the economic burden of the town.</p>		Town Manager	

Town of Bowling Green

F. Historic Preservation and Tourism

Goal: *To preserve the historic assets of the community while promoting tourism.*

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
F.1	<p>Ensure the protection and preservation of the historical assets of the community.</p> <ul style="list-style-type: none"> ○ Work with the Caroline County Historical Society, the County Visitor Center, and other organizations to identify and preserve historical assets located in the Town. ○ Regularly review Federal and State legislation related to historic and cultural preservation and development. ○ Promote Bowling Green as a walkable historic district. Emphasize the Old Mansion, County Courthouse, Civil War All Historical Markers, and other historic attractions listed on the National Register of Historic Places and the Virginia Landmarks Register. ○ Develop and promote tourism programs 		<p>Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council</p>	

Town of Bowling Green

G. Land Use

Goal: To provide a balanced pattern of land use that promotes harmony among existing development, future development, and the natural environment while meeting the town's future growth needs.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
G.1	<p>Ensure that land exists for the controlled growth of residential, commercial, industrial, and institutional uses. Review land use annually and recommend updates if land for a particular use becomes limited.</p>		Planning Commission	
G.2	<p>Ensure that land uses are compatible with their surroundings.</p> <ul style="list-style-type: none"> o Encourage the compatibility of land uses between the Town's Comprehensive Plan and Caroline County's Comprehensive Plan. When reviewing the Town's Plan seek ways to consolidate resources and support the needs of both jurisdictions. o Review land use applications and the associated impacts to ensure that they are compatible with the Town's environmental protection goals o Promote infilling of downtown commercial district whenever possible. Limit intensive commercial development of vacant land outside of the 301 Growth District. o Require development proposals to include analysis assessments regarding traffic impact, environmental impact, and other considerations such as noise, odor, smoke, light, building height and scale. Private developers will be required to provide funds to address impact in and adjacent to development o Maintain the character of the town by easing land use transition. Adequate buffers will be required for new development adjacent to existing residential areas when such new development represents a change in land use. These buffers will differ based on the intensity of the change. o Planning Commission reviews the Zoning and Subdivision Ordinances to 		<p>Planning Commission Town Manager Zoning Administrator</p>	

Town of Bowling Green

G. Land Use (continued)

Goal: To provide a balanced pattern of land use that promotes harmony among existing development, future development, and the natural environment while meeting the town's future growth needs.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
	to ensure adequate setbacks, buffers and restrictions exist between development areas in the Residential Character Preservation Plan in the Comprehensive Plan			
G.3	<p>Ensure that vices to promote those land uses are consistent with the town's ability to provide.</p> <ul style="list-style-type: none"> o Conduct an annual review of the [CIP] to ensure funds are provided to support the future land use plans and infrastructure needs of new developments. o Review all development proposals so that the town's ability to provide public services is not jeopardized or exceeds mandated limits. o Define and implement a process to seek private investment and/or State or Federal grants that will provide funds to support facilities and future land uses. 		<p>Planning Commission Town Council Town Manager</p>	

Town of Bowling Green

H. Utility Resource Management Plan

To responsibly and efficiently provide a means to oversee incoming growth of the Town of Bowling Green. To establish a method of control over the town's resource usage and establish a method of phasing in scaled development to address potential resource capacity concerns.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
H.1	Staff maintains an accurate and accessible current projection of public utility capacity and usage. A corresponding engineering study to verify capacity should also be enacted.		Town Manager Public Works Director	
H.2	This report will establish a baseline usage of current public utility from which to generate the following Plans. The report should also include an estimated impact of expected by-right usage awaiting connection but not yet online.			
H.3	The Planning Commission shall give a recommendation and Council approve an appropriate threshold limiting large development upon reaching a defined percentage of utility capacity. This is beyond the scope of the existing DEQ limit and is intended as a hard stop against large scale projects that would over-encumber the town's ability to provide service to its existing residents.		Planning Commission Bowling Green Town Council	
H.4	The Planning Commission shall give a recommendation and Council approve a defined projection of land use to direct growth while approaching this limit. This should establish a policy of prioritizing specific land uses incrementally so that uses grow together rather than a single large development absorbing all remaining supply. These brackets may be tiered and tied to related overall caps to serve as a multi-phased growth plan as the town looks to expand its resource capacities.		Planning Commission Bowling Green Town Council	

Town of Bowling Green

H. Utility Resource Management Plan (continued)

To responsibly and efficiently provide a means to oversee incoming growth of the Town of Bowling Green. To establish a method of control over the town's resource usage and establish a method of phasing in scaled development to address potential resource capacity concerns.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
H.5	Benchmarks and ratios will be assigned to land use types based on remaining utility access. If the town chooses to establish multiple growth tiers then large developments will be on hold until the corresponding benchmarks of those tiers are met.			
H.6	These metrics are to be reassessed annually at a minimum.			
H.7	The town will establish and continue on an overall utility conservation, maintenance, and expansion plan that will serve future growth without causing undue economic or environmental harm to the community.			
H.8	The town will reach out and work with both inside and outside agencies to complete these goals. The town will be transparent with the public. Efforts will be made to search for grant opportunities and other potential ways to improve utility performance, access, and growth.			
H.9	This Plan will be adopted into the Bowling Green Comprehensive Plan as a defined policy in dealing with all site plan and development projects.			

Town of Bowling Green

I. Public Relations and Information Sharing

Goal: To provide pertinent, relevant, and legally required information to the public in a timely manner.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
I.1	The Town shall use the Town’s website, newsletter, press releases, local government television, newspapers, social media and other methods and media to provide information to the public.		Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council	
I.2	The Town will meet all legal and logical requirements to disseminate and provide access to information that affects the town and surrounding areas swiftly.		Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council	
I.3	The Town will facilitate the means for public feedback on public matters and access to public meetings. When emergency or executive order prohibit physical access, every effort to enable electronic participation will be enacted.		Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council	
I.4	The Town Office will be easily accessible for the public to communicate with. The staff will be prompt in referring communication to the appropriate channel.		Town Manager	
I.5	Contact information for elected and appointed officials will be publicly available to the public to be able to serve as representatives of the town.		Town Manager	

Town of Bowling Green

J. Improved Coordination and Cooperation

To develop a collaborative process between the Town of Bowling Green and the various County,

Goal: State, and Federal Agencies to improve Bowling Green and Caroline County's capacity to address issues.

Strategy #	Implementation Strategy	Implementation Type	Responsible Agency	Schedule
J.1	Forge and foster a cooperative relationship with the Caroline County Board and Administration. Establish communicative points of contact and if possible, establish annual meetings with the equivalent bodies of the town and county.		Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council	
J.2	Forge and foster a cooperative relationship between the town and Fort A.P. Hill. Coordinate and hold meetings with the Commander and/or staff to address needs. Ensure prompt notification of A.P. Hill of any proposed actions within 3000 feet of the installation boundary, or any other defined encroachment sensitive zone that is federally mandated.		Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council	
J.3	In matters that would greatly affect other agencies, involve said agencies early and address the scope to define all known developmental, zoning, and rezoning proposals. Avoid piecemeal approval of subdivision, zoning, and rezoning requests that will ultimately define a pattern of growth that is unexpected. Be proactive in all matters to achieve responsible growth.		Planning Commission Economic Development Authority Town Manager Zoning Administrator Public Works Director Bowling Green Town Council	

Town of Bowling Green

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