



MEMORANDUM

TO: Town of Bowling Green Planning Commission

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

DATE: January 15, 2026

RE: Comprehensive Plan SWOT Analysis Discussion – Continued

BACKGROUND

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

DISCUSSION

The prior SWOT analysis identified key areas for improvement, including plan organization and readability, outdated or missing data in several sections, and the need to strengthen core elements such as housing, economic development, and infrastructure.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

RECOMMENDATION

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