

## Chapter 10 – Goals and Implementation Plans

### Legend:

<b>Planning Commission</b>	<b>PC</b>
<b>Economic Development Authority</b>	<b>EDA</b>
<b>Town Manager</b>	<b>TM</b>
<b>Zoning Administrator</b>	<b>ZA</b>
<b>Public Works Director</b>	<b>PWD</b>
<b>Bowling Green Town Council</b>	<b>Council</b>
<b>All of the Above</b>	<b>BGTG</b>

The goals below are organized into general areas of consideration. The category is followed by a primary goal, supported by multiple implementation directives with explanation.

### **A. Environment:**

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

#### **Implementation**

1. Focus growth in areas most suitable for development to protect environmentally sensitive areas:
  - [PC] Determine soil suitability by referencing County information before development plan reviews. Do not allow development where soil conditions do not support the proposed plans.
  - [PC] Limit development in areas of the Chesapeake Bay Preservation Act with slopes of 15% or greater.
  
2. Conserve the town's natural and fiscal resources by supporting infill and concentrated development and redevelopment in existing and defined growth areas.
  - [PC] Adhere to the Comprehensive Plan when reviewing potential development plans, recommending projects that follow those guidelines as a rule.
  - [BGTG] Encourage infill growth in the downtown area and commercial district. to reduce the need of expansion into undeveloped areas.
  - [BGTG] 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.
  - [PC] 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.

3. Protect the groundwater and surface water resources from an increase in pollution while managing the potable water supply.
  - [Council] 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.
  - [TM] Ensure that the job description of the Public Works Director is updated according to the needs of the town.
  - [PWD] Prevent increases in storm water runoff by maintaining Best Management Practices (BMP) at runoff sites, including vegetative buffers and the maintenance thereof.
  
4. Enlist County, Regional or State Assistance where needed to ensure water quality protection.
  - [TM, ZA] 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.
  - [TM, ZA] Encourage the use of shared or regional retention basins for existing and future development.
  - [PWD], [TM ZA] 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.
  - [BGTG] Educate the town citizenry on ways to conserve water and to minimize impacts on water quality.
  
5. Protect the natural wooded character of the town.
  - [PC] 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.

## **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.

### **Implementation**

1. Assure a scale and density of residential development compatible with adjacent and surrounding land uses, environmental conditions, and supporting infrastructure.
  - [PC] 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.
  - [PC] 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.

- [TM] Encourage the rehabilitation of existing substandard housing. Coordinate with Caroline County to ensure the Building Code allows for rehabilitation at a reasonable cost.

- [PC] Review the Zoning and Subdivision Ordinances to ensure they require adequate buffers between residential, commercial and industrial uses to protect development from encroachment.

## **C. Economics**

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

### **Implementation**

1. Promote the town as a center of retail trade for Caroline County.

- [EDA] 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.
- [PC] 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.
- [Council] Use the EDA's market plan and PC's review to direct the TM to pursue new business.

2. Provide adequate public utilities and services to support commercial and industrial growth.

- [PWD] Conduct an annual review of the town's existing public utilities and services to ensure that they are adequate to support projected development.
- [TM] 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.

3. Maintain an Economic Development Program.

- 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.
- [EDA] Report to the Council regularly regarding plans and potential avenues of development.
- 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.

## **D. Transportation**

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

## **Implementation**

1. Plan and coordinate land use development and transportation improvements in such a manner as to establish and maintain a viable town roadway system.
  - [Council],[TM], [PC] Prioritize road transportation improvement projects and pursue funding through multiple avenues.
  - [PC] 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.
  - [TM],[PC] Ensure regional and local transportation networks complement each other by cooperating with the County and VDOT on applicable projects.
2. Ensure that the transportation network is designed to be compatible with the environment.
  - [PC] Review the environmental impact of all proposed road projects to ensure that they meet the goals of the Comprehensive Plan.
  - [Council] Improve the environmental setting of the road network by providing for roadway beautification projects, Adopt-a-Highway programs, and corporate sponsored projects.
3. Promote the use and development of sidewalks throughout town.
  - [Council] Review the town's sidewalk system annually and make recommendations for improvement of the system.
  - [Council] Provide funding for new sidewalks if possible using town funds or request funds from Caroline County and VDOT for new sidewalks. In addition the TM will search for grant opportunities.

## **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.

## **Implementation**

1. Develop a Master Community Facilities and Services Plan to assess the town's current and future public service needs.
  - [TM] Ensure that resources are available to meet the needs of the community.
  - [TM] 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.
2. [TM], [PWD] Review existing facilities regularly to assess their conditions and need of upkeep or renovation to extend their life.
3. [TM] Pursue grant funding for public facilities and services when available to ease the economic burden of the town.

## **F. Historic Preservation and Tourism**

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

### **Implementation**

1. Ensure the protection and preservation of the historical assets of the community.
  - [BGTG] Work with the Caroline County Historical Society, the County Visitor Center, and other organizations to identify and preserve historical assets located in the Town.
  - [PC] Regularly review Federal and State legislation related to historic and cultural preservation and development.
  - [BGTG] Promote Bowling Green as a walk-able 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.
  - [EDA] Develop and promote tourism programs.

## **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.

### **Implementation**

1. [PC] 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.
2. Ensure that land uses are compatible with their surroundings.
  - [PC] 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.
  - [PC] Review all land use applications and the associated impacts to ensure that they are compatible with the Town's environmental protection goals.
  - [PC] Promote infilling of downtown commercial district whenever possible. Limit intensive commercial development of vacant land outside of the 301 Growth District.
  - [TM ZA] 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.
  - [PC] 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.

- [PC] reviews the Zoning and Subdivision Ordinances to ensure adequate setbacks, buffers, and restrictions exist between development areas in the Residential Character Preservation Plan in the Comprehensive Plan.
3. Ensure that vices to promote those land uses are consistent with the town's ability to provide.
- [PC] 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.
  - [PC] Review all development proposals so that the town's ability to provide public services is not jeopardized or exceeds mandated limits.
  - [Council] [TM] 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.

## **H. Utility Resource Management Plan**

Goal: 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.

### **Implementation:**

1. Staff [TM] [PWD] maintains an accurate and accessible current projection of public utility capacity and usage. A corresponding engineering study to verify capacity should also be enacted.
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.
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.
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.
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.
6. These metrics are to be reassessed annually at a minimum.
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.
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.
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.

## Sewer

*Totals do not include County reserve and usage*

Current Usage		Amount (gallons per day)	% of capacity used	Actions Triggered
Max Capacity Permitted		250,000		None
Total Average Usage by Town		98,000	39.2 %	
▪ Residential		51,156	20.4 %	
▪ Commercial		29,890	12.0 %	
▪ Inflow and Infiltration		16,954	6.8 %	
Caroline County Reserve		45,000	18.0%	
Unused Capacity		107,000	42.8 %	
Tier 1 Growth Cap	New Growth GPD	Total GPD	Capacity used	
Total Max Usage	25,000	123,000	60.0 %	<ul style="list-style-type: none"> <li>▪ Engineering Study</li> <li>▪ Project Approval</li> <li>▪ Financing Secured</li> </ul>
▪ Residential	9,944	61,100	29.8 %	
▪ Commercial	4,760	34,650	16.9 %	
▪ Inflow and Infiltration	46	17,000	8.3 %	
▪ Reserve	10,250	10,250	5.0 %	
Unused Capacity		82,000	40.0%	
Tier 2 Growth Cap	New Growth GPD	Total GPD	Capacity used	
Total Max Usage	20,500	143,500	70.0 %	<ul style="list-style-type: none"> <li>▪ Break Ground on Project</li> <li>▪ Secure Amended Permit</li> </ul>
▪ Residential	9,225	70,325	34.3 %	
▪ Commercial	6,150	40,800	19.9 %	
▪ Inflow and Infiltration	0	17,000	8.3 %	
▪ Reserve	5,125	15,375	7.5 %	
Unused Capacity		61,500	30.0%	

## Water

The town's current groundwater withdrawal permit allows for 69,520,000 gallons per year which is 190,465 GPD on average. The current average daily production is 153,000 GPD.

- This total includes unaccounted for water usage from water leaks, flushing of hydrants, use from Caroline County Fire and Rescue (training, filling trucks, etc.)
- Current daily reserve is 37,465 which allows for an additional 124 connections at 300 GPD
- Approval of development that will cause an excess of 190,000 GPD is contingent upon the Virginia Department of Environmental Quality's (VDEQ) approval of a modified withdrawal permit.
- VDEQ will not consider modifying the Town's groundwater withdrawal permit without conditionally approved development plans.

Current Usage	Total Production GPD	Capacity used
Total Permitted Daily Production	190,465	
Total Average Usage	153,000	80.3%
▪ Residential	92,070	48.3 %
▪ Commercial	34,050	17.9 %
▪ Unaccounted for water loss	26,880	14.1 %
Unused Capacity	37,465	19.7%

### I. Public Relations and Information Sharing

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

#### Implementation

1. [BGTG] 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.
2. [BGTG] will meet all legal and logical requirements to disseminate and provide access to information that affects the town and surrounding areas swiftly.
3. [BGTG] will facilitate the means for public feedback on public matters and access to public meetings. When emergency or executive orders prohibit physical access, every effort to enable electronic participation will be enacted.
4. [TM] 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.
5. [TM] Contact information for elected and appointed officials will be publicly available. to the public to be able to serve as representatives of the town.

## **J. Improved Coordination and Cooperation**

Goal: To develop a collaborative process between the Town of Bowling Green and the various County, State, and Federal Agencies to improve Bowling Green and Caroline County's capacity to address issues.

### **Implementation**

1. [BGTG] 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.
2. [BGTG] 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.
3. [BGTG] 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.