



City of Fowler  
128 S. 5<sup>th</sup> Street  
Fowler, California 93625

WORKSHOP  
FOWLER PLANNING COMMISSION MEETING AGENDA  
October 3, 2019  
5:30 P.M.

In compliance with the Americans with Disabilities Act, if you need special assistance to access the Council Chamber or to otherwise participate at this meeting, including auxiliary aid or services, please contact City Clerk Jeannie Davis at (559) 834-3113 ext. 102. Notification at least 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to City Council/ Planning Commission Meetings. The City of Fowler is an equal opportunity employer and provider.

1. Call Meeting to Order
2. Roll Call
3. General Plan Update Workshop
4. Communication
8. Adjournment

CERTIFICATION: I, Sennaida Zavala, Planning Secretary for the City of Fowler, California, hereby certify that the foregoing agenda was posted for public review on, Friday, September 27, 2019.

Sennaida Zavala  
Planning Secretary

**STAFF REPORT: CITY OF FOWLER PLANNING COMMISSION**

**To:** Planning Commission  
**From:** Sara Allinder, AICP, Project Manager  
Dawn E. Marple, Planning Consultant  
**Date:** October 3, 2019  
**Subject:** General Plan Update Planning Commission Workshop No. 1 – Key Issues and Vision

**I. Recommendation**

Staff recommends that the Planning Commission receive the report and presentation and provide feedback on the Key Issues Report and draft Community Vision for the General Plan Update, as appropriate.

**II. Discussion**

The City is embarking on its first comprehensive update to the General Plan since 1976. The update process includes six phases, consisting of the following:

- **Phase 1: Discovering** the existing conditions and community profile for the City of Fowler.
- **Phase 2: Listening** to the feedback received from stakeholders, residents, and other interested groups and identify key issues and a draft vision for the community.
- **Phase 3: Vetting** concepts for addressing key issues and implementing the vision through goals and policies for the community.
- **Phase 4: Documenting** the goals, policies and implementing actions to support the community vision in the draft General Plan and preparing the required Environmental Impact Report (EIR).
- **Phase 5: Presenting** the draft materials for public review.
- **Phase 6: Adopting** the General Plan after certifying the EIR through the public hearing process.

Between the months of April and May of 2019, the consultant team for the City of Fowler's General Plan Update conducted 14 stakeholder interviews. As a supplement to the stakeholder interviews, the consultant team also prepared a Community Report, which summarizes existing conditions within the City of Fowler. Together, the stakeholder responses and the Community Report informed the key issues identified that will be considered in the drafting of the General Plan update. The key issues provided the basis for the draft community vision statement and will inform subsequent, goals, policies, and actions included in the final General Plan document.

These activities have represented work completed under **Phase 1: Discovering** and **Phase 2: Listening** of the work program.

**Stakeholder Interviews**

The consultant team interviewed stakeholders individually or, in some cases, in groups of two. While there was a standard list of questions prepared to ensure that interviewers touched on particular topics, the questions were not shared with the interviewees. This allowed the meetings to be conversational and provided an opportunity for individual concerns to be expressed based

on the interviewees' relevant experience with City processes and challenges rather than be limited to pre-determined questions. Interviewees were also informed of the intent to keep individual comments confidential to encourage more frank discussions with the consultant team.

Results of the stakeholder interviews are summarized in *Attachment 1: Stakeholder Interview Summary Memo*.

### **Community Report**

The Community Report provides useful background information for future environmental analysis and will inform the General Plan update process. Notably, conditions documented in the Community Report were used to inform the Key Issues Summary, which identifies key issues to be addressed as part of this update. As part of the General Plan process the Community Report may be added to as new information becomes available or is warranted.

The Community Report is included as *Attachment 2: Fowler Community Report*.

### **Key Issues**

Together, the stakeholder responses and the community report inform the selection of key issues that will be considered in the drafting of the General Plan update (see *Attachment 3: Key Issues Report*). Identifying key issues early in the process allows for the consultant team, City staff, decision makers, and the public to identify and understand the issues of importance for Fowler. As noted above, the key issues identified below provided the basis for the draft community vision statement and will inform subsequent, goals, policies, and procedures included in the final General Plan document.

Several primary themes emerged from the stakeholder interviews as well as information from the Community Report and represent high-level issues reflective of the most common input heard during the interview process. Key issues identified are in response to the challenges that exist for expansion of City limits and top challenges to businesses and residents in general. The key issues include:

**Economic Development.** Increase the amount of business support services offered by the chamber of commerce. Help the chamber become a "one stop shop" for business development for the City and consider pursuing branding efforts to help attract development and increase amenities.

**Local Amenities.** Increase amenities which help attract and keep residents and businesses in the area.

**Growth Coordination.** Growth coordination and expansion will be a key focal point of future long-range planning efforts. Concerns include expanding the Sphere of Influence, LAFCO coordination, environmental regulation, and land use planning.

**Infrastructure Expansion.** Infrastructure and City service expansion were considered both opportunities and constraints to future growth. Road infrastructure as well as police, water, and fire services were all cited as being top concerns in the face of expansion of the planning area.

**Circulation.** Connection points, road capacity, design principles, pedestrian enhancements and linking the east and west sides of the City are an existing challenge and will be a key issue when considering expansion of the planning area.

**Parks and Recreation.** Identify opportunities to increase efficiency of current joint use agreements, address maintenance issues, and implement a plan for increased park and recreation facility demands.

**Community Character.** A small-town character was identified as one of Fowler's top assets. Preservation of that community character should be a top priority in future planning efforts.

### **Draft Community Vision**

The draft community vision for Fowler is expressed through a vision statement and a series of supporting principles and is a declaration of the kind of community that Fowler wants to become in the future. The community vision establishes the basis for General Plan goals and policies. The **vision statement** describes the values and aspirations for Fowler in the future. It identifies key characteristics necessary for sustaining what is important to the community and for Fowler to achieve its potential. The vision statement is supported by five **supporting principles**, statements that together contribute to the larger community vision and provide more specific guidance for general plan goals and policies.

Based on the responses identified in stakeholder summaries and additional inputs from the Community Report, the consultant team and City staff has developed the following vision statement and accompanying supporting principles for each of the key issue areas identified. Staff is seeking feedback on these draft materials.

### **Vision Statement**

*The City of Fowler is...*

A safe, affordable place to live with a small-town feel. Fowler's community events and thriving schools create a place where you can raise your family and know your neighbors. Fowler fosters a dynamic business-friendly environment, where shared goals and cooperation support local businesses and new economic investment. Thoughtful policies help conserve natural resources and provide well maintained infrastructure to support responsible growth and development while preserving the unique, small town identity that makes Fowler a great place to live, work, and play.

### **Supporting Principles**

The following statements are guiding principles which implement the broader community vision and will inform the goals and policies of the General Plan.

**Our Economy Thrives and Businesses Provide Local Amenities.** We value and support businesses which bolster the community by providing jobs, services, goods, and recreational opportunities. Economic development focuses on supporting business expansion and diversification. Our small-town character is preserved while also providing jobs and increased local amenities, ensuring residents the opportunity to live, work, and recreate all in one place.

**Growth Occurs Thoughtfully and is Shaped by Our Community.** A creative growth management strategy allows expansion to occur in a way that aligns economic needs, community vision, and regional goals. There is a strong system in place to guarantee that as the community accommodates new neighbors and new jobs, it continues to maintain and improve upon the lives of City residents, ensuring infrastructure and services successfully reach growth areas while continuing to serve established neighborhoods. New development is executed through land use decisions which involve careful research, coordination and community outreach.



**Our Community is Mobile and Connected.** Our circulation system is complete, with amenities which make walking, biking, and transit use a safe, comfortable, and viable means of getting from place to place. Roadways are scaled appropriately for the types of land uses that surround them and provide access to jobs, services, goods, and recreational opportunities. The central commercial core is contiguous, with a well-maintained streetscape. Our circulation patterns are shaped by urban design principles which value street design as a method of community connection and placemaking.

**Parks and Recreation are a Focal Point of Our Community.** Our parks and recreation facilities are safe, accessible, and connected to the community they serve. Passive and active recreation opportunities are abundant and coordinated across local facilities and organizations.

**Protecting our Community's Character.** We celebrate Fowler's unique small-town character and balance it with the need to foster growth both physically and economically. Our commitment to facilitating growth in a way that complements our character is reflected in core planning documents. Growth policies preserve our central commercial core, residential neighborhoods, and support local businesses that contribute to the fabric of our community.

### **III. Next Steps**

The Stakeholder Summary, Community Report, Key Issues Report, and draft Community Vision, along with feedback received from the Planning Commission and public on these items, will be presented to City Council for consideration. Confirmation of the Community Vision by the City Council will inform next steps in the General Plan update process and initiate the next phase of work, **Phase 3: Vetting**.

Over the next six to eight months, the consultant team will define the scope of changes to existing goals and policies in order to support the updated Community Vision, as confirmed by the City Council. A review of the existing General Plan relative to state requirements for general plans will also inform identified changes necessary to the General Plan. Alternative development scenarios will be developed for review and consideration by City staff, the Planning Commission, City Council, and the public. The conclusion of work under Phase 3: Vetting will result in the selection of a preferred land use scenario for inclusion in the General Plan and associated Environmental Impact Report.

The alternative development scenarios will be presented at a Planning Commission workshop and a preferred land use scenario will be confirmed by City Council at a workshop following consideration of input received on the alternative scenarios.

### **IV. Attachments**

1. Stakeholder Interview Summary Memo
2. Fowler Community Report
3. Key Issues Report

# City of Fowler General Plan Update

## STAKEHOLDER INTERVIEWS

### Summary

## MEMO

September 24, 2019

**From:** Sara Allinder, Project Manager  
Dawn E. Marple, Planning Consultant

**To:** Jeannie Davis, City Manager

**Subject:** **Fowler General Plan Update**  
**STAKEHOLDER INTERVIEWS Summary**

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During the months of April and May of 2019, the consultant team for the City of Fowler's General Plan Update conducted 14 stakeholder interviews. The interviews were intended to solicit an understanding of issues and challenges the community currently faces, what aspects of the community stakeholders found to be beneficial to residents and local businesses, as well as what issues should be addressed as a priority in the General Plan Update.

This purpose of this memo is to provide a summary of these interviews and includes:

- The **key themes** identified, as informed by the feedback collected through the stakeholder interviews;
- The list of **interviewees**;
- The **approach** used in the interviews; and,
- A **summary of the comments** received.

The information identified in this memo will be considered during the City of Fowler General Plan Update process. Specifically, the input from the stakeholders will provide the basis for the draft Community Vision for Fowler, which will inform development of the goals, policies, and actions included in the General Plan.

## KEY THEMES

The key themes identified below were derived from feedback received during the stakeholder interviews. These key themes will be combined with issues identified through preparation of a Fowler Community Report and be included in a Key Issues Summary for presentation to the Planning Commission and City Council.

**Economic Development.** Comments on the Chamber of Commerce included the recognition that the organization is still fairly young compared to more established chambers. Suggestions for improvement included a more comprehensive branding for the City, as well as implementation of more coordinated business support services. There was a desire to create a “one stop shop” for new businesses wishing to become established within the City.

**Local Amenities.** Lack of amenities, such as restaurants, shopping and entertainment contributes to low resident retention, which in turn, keeps population low and makes it hard for businesses to thrive. Increasing amenities which attract and keep residents in the area will be a key issue when considering strategies for economic development and increasing the community’s tax base.

**Infrastructure Expansion.** Lack of City infrastructure was noted as a major hurdle to successful city expansion to Fowler’s west side. Specific services of concern included traffic and road infrastructure capacity, police, water, and fire services. It should be noted that while service expansion is considered a top challenge, it was also identified as a top benefit of expanding the sphere of influence

**Growth Coordination.** While there was a high level of acknowledgement that City expansion was a key necessity in order to spark economic development, there was also recognition that land use and planning issues needed to be considered carefully. Community involvement in land use decisions, LAFCO coordination, and environmental regulations will be part of the challenges that lie ahead for planned expansion to the west side of the City. Several stakeholders commented on the need for coordination and due diligence on these topics prior to implementation.

**Parks and Recreation.** Currently, sports fields and parks operate under a joint use agreement with local school districts. While there was a recognition of a high level of cooperation between the City and the School districts, it was mentioned that these joint use agreements could be executed with more detail paid to maintenance issues and that it should be a priority to increase the number of parks in the community to alleviate demand on exiting park and school resources.

**Community Character.** While there was a high level of recognition that city expansion would be a key driver of economic growth and the backbone of future development within the City, there was also a concern for facilitating that growth in a way that maintains Fowler’s key asset: its small-town character. It was identified that Fowler’s identity as a small town and tight knit community should be considered and preserved in the face of expansion. It was also identified as a potential catalyst for branding.

## INTERVIEWEES

Interviews were conducted with 14 total stakeholders representing diverse interests across the community, including the following individuals:

- Jessie Hudgins, Vice President, Valley Children’s Hospital
- Chelsey Marderosian, Accounting Manager, Bee Sweet Citrus
- Lori Gonzalez, Interim Superintendent, Fowler Unified School District
- Veronica Cazares, District Engineer, SKF Community Sanitation District
- Ben Munoz, General Manager, SKF Community Sanitation District
- Liz Gomez, Public Sector Representative, Waste Management
- David Cardenas, Mayor
- Leonard Hammer, Mayor Pro Tem

- Dan Parra, City Councilmember
- Mark Rodriguez, City Councilmember
- Karnig Kazarian, City Councilmember
- Jeannie Davis, City Manager
- David Peters, City Engineer
- Manuel Lopez, Fire Chief/Interim Public Works Director

## APPROACH

Provost and Pritchard staff interviewed stakeholders individually or, in some cases, in groups of two. While there was a standard list of questions prepared to ensure that interviewers touched on particular topics, the questions were not shared with the interviewees. This allowed the meetings to be more conversational and provided an opportunity for individual concerns to be expressed based on the interviewees' relevant experience with City processes and challenges rather than be limited to pre-determined questions. Interviewees were also informed of the intent to keep individual comments confidential to encourage more frank discussions with the consultant team.

## SUMMARY OF COMMENTS

The following summary of comments reflects individual feedback received during the stakeholder interviews. The summaries are organized by the standard list of questions asked of each interviewee. In analyzing each response for content, it was revealed that many of the interviewees had similar concerns, which were then sorted into major categories. Once sorted, comments were then quantified, revealing the top three priority areas for each question. These comments will inform the key issues identified in the Key Issues Summary Report.

### 1. WHAT ARE THE TOP THREE ASSETS THAT THE CITY OF FOWLER OFFERS TO ITS RESIDENTS?

Stakeholders overall value that the City of Fowler possesses a small-town character, which fosters a sense of community, connection to one's neighbors, safety, and town pride. Small-town character was the most frequent asset listed by interviewees. Safety and location were tied for second place and together make up the second highest ranked asset for the City of Fowler. Respondents referenced the City's proximity to State Route (SR) 99, stating that easy access to the major transportation route, and larger metropolitan hubs by extension, made it a convenient place to live and raise a family. The school district was often stated as a key asset, however there was little elaboration on what exact characteristics elicited such a high level of satisfaction. Other assets which were stated less frequently include high levels of government cooperation with staff and residents, relatively high home values, and affordability.

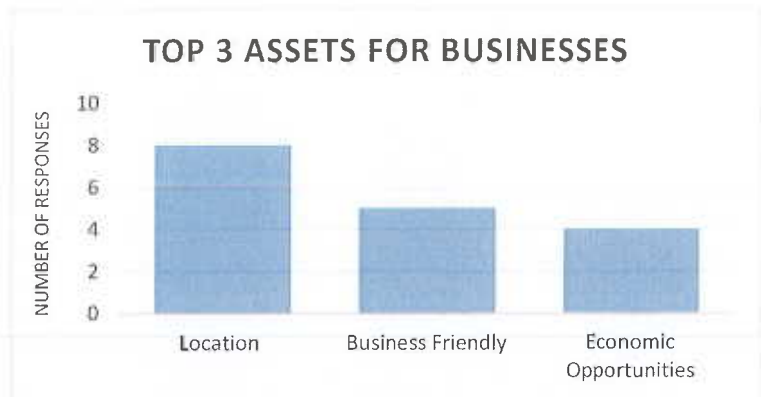




## 2. WHAT ARE THE TOP THREE ASSETS THAT THE CITY OF FOWLER OFFERS TO ITS BUSINESSES?

Stakeholders identified several key assets for businesses, with the top three including location, a business-friendly environment, and economic opportunity. Locational assets mainly relate to the City's proximity to the SR 99 corridor and railroad accessibility, while economic opportunity refers to the high quantity of development opportunities within the City's industrial core. A streamlined, relatively easy permitting process as well as City responsiveness contributed to the

identification of Fowler as having a business-friendly environment. Other less frequent responses included safety, small community, and resident support of local businesses.



## 3. WHAT ARE THE TOP THREE ISSUES OR CHALLENGES THAT THE CITY OF FOWLER SHOULD FOCUS ON TO IMPROVE SERVICE TO EITHER ITS RESIDENTS OR BUSINESSES?

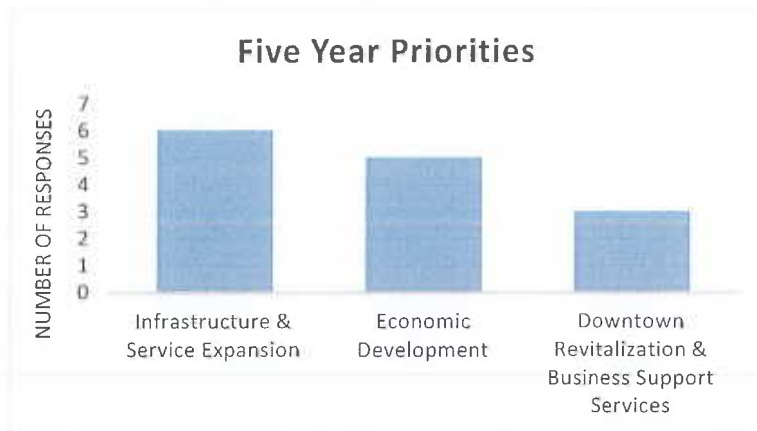
Stakeholder response to this question yielded four top responses, with the need for an expanded chamber of commerce and expansion of park services tying for first place. Lack of amenities and limited housing development and design standards came in third and fourth place, respectively. With regard to the chamber of commerce, it was noted that the chamber and its services were relatively young and limited compared to other more developed chambers. Coordinated branding and the creation of business support services were identified as

being two main areas for improvement for the current chamber of commerce. Park services were also identified as being a top challenge. Currently, park services are coordinated through joint use agreements with local schools. While there is a high level of coordination between the City and the Fowler Unified School District, it was stated that maintenance agreements may need to be coordinated at a higher level. In addition, current park facilities are in high demand and may need to be expanded. Housing availability and range of choice were listed as a challenge as well. It was stated that design guidelines for housing quality need to be developed, especially for higher density housing product. In addition to these main responses, other less frequent responses included circulation issues, development streamlining, limited staff resources, limited business ownership, slow economic growth, and small tax base.



#### 4. WHAT ARE YOUR TOP PRIORITIES FOR THE CITY IN THE NEXT FIVE YEARS? 20 YEARS?

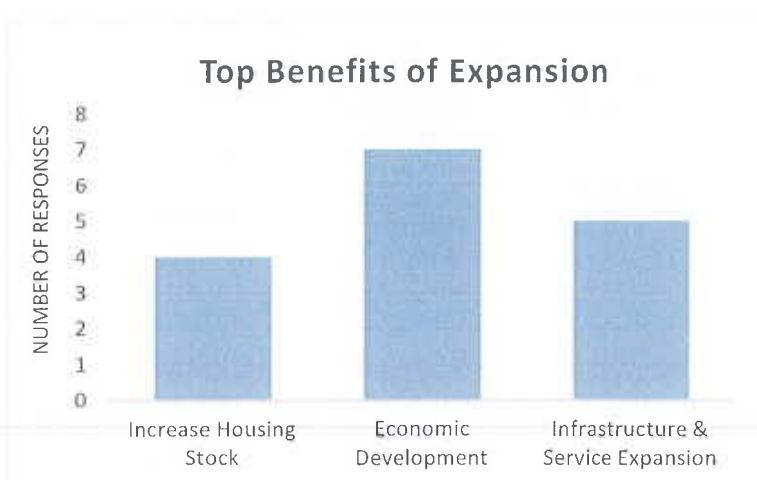
Five-year priorities for the City of Fowler parallel major themes identified within the City's top challenges. Top responses include service expansion, economic development, and downtown improvements. Comments on service expansion specifically mentioned circulation issues, including truck routes, Golden State Corridor improvements, as well as connections between east and west Fowler. Downtown improvements included both physical improvements, such as façade rehabilitation, as well as coordinated service improvement which could potentially be provided through the Chamber of Commerce.



Twenty-year priorities were much more varied, with no real trends emerging. Overall, comments tended to reference the need to address and keep pace with future growth, although no specific issue was identified as being a top hurdle, challenge, or opportunity. Some topics mentioned include water issues, downtown improvements, branding, circulation, park and public facilities expansion, visioning, and public infrastructure.

#### 5. WHAT BENEFITS WOULD THERE BE IF THE CITY EXPANDS?

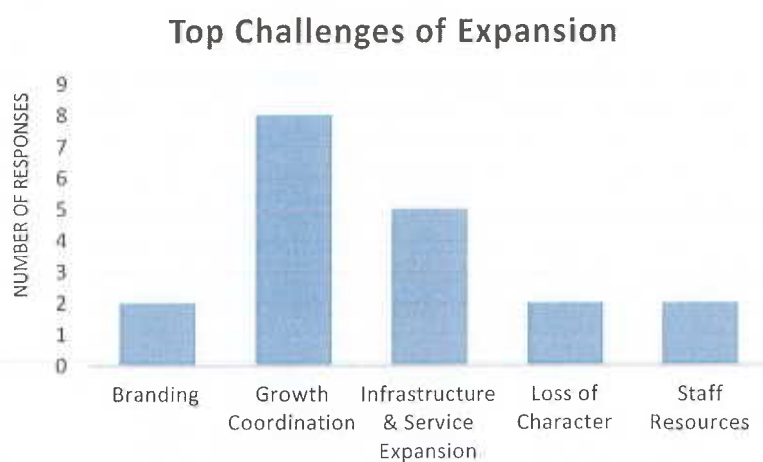
Top benefits of expansion include increased housing stock, economic development opportunities, and service expansion to the west side. Service expansion to the west side is recognized as a major facilitator of development in that area. Other economic development benefits include increased commercial opportunities, including amenities which might help facilitate resident retention. Less frequent responses included a larger tax base, positive impacts to downtown businesses, and additional access to SR 99.



## 6. WHAT IS THE BIGGEST CHALLENGE YOU THINK THE CITY FACES IF THEY DO EXPAND?

Land use planning and growth coordination was the top concern for stakeholders with regards to expansion challenges. This concern was mentioned considerably more often than any of the other responses. Concerns in this area include all aspects of the planning and development process, including Local Agency Formation Commission (LAFCo) coordination, California Environmental Quality Act (CEQA) review, and land use planning. Lack of existing infrastructure within the expansion area was also cited as a major hurdle.

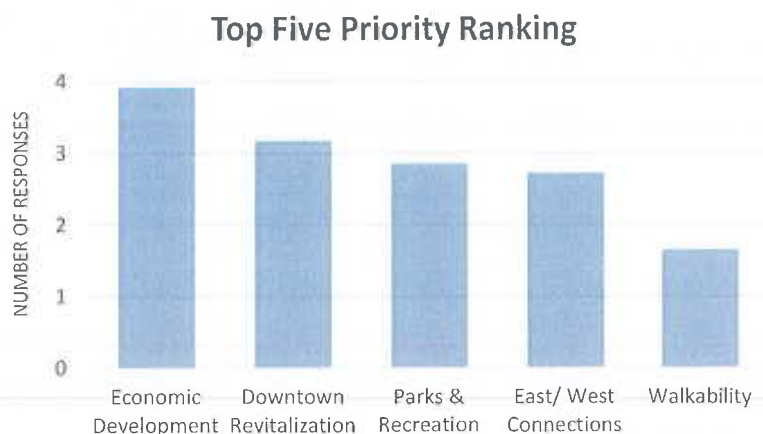
Although it should be noted that stakeholders also see implementation of service expansion as a top benefit of growth. Loss of small-town character, limited City staff resources, and lack of coordinated branding were all equally represented as potential challenges to expansion. Density challenges, City politics, and competition with other cities were also mentioned, although with less frequency than the topics identified above.



## 7. PLEASE LIST THE FOLLOWING IN ORDER OF PRIORITY. ONE BEING THE TOP PRIORITY AND FIVE BEING THE LOWEST.

Stakeholders were asked to evaluate five topics of concern for the City of Fowler and rank them in order, with one being the top priority and five being the lowest. Topics chosen for rank evaluation included economic development, connecting the east and west sides of Fowler, parks and recreation, walkability, and downtown revitalization. It should be mentioned that walkability and east/west connections were at times identified as having the same ranking. In addition,

some respondents felt that several of the categories really pertained to the same goal and were ranked equally as a result. For example, connecting the east and west sides of Fowler, downtown revitalization, and economic development were all identified as serving the same function and were ranked accordingly. Responses were analyzed by averaging various rankings by category. Economic development was a clear top priority, with downtown revitalization and parks and recreation coming in nearly tied for second and third place, respectively. The east to west connection was identified as the second to last priority, while walkability was identified as the lowest priority out of the five options. Additional priorities identified during the interviews included water rates, the amount of active recreation space, the need for water and storm drain master plans, and future water capacity.



**ADDITIONAL NOTES, COMMENTS, AND CONCERNS**

Several concerns were mentioned throughout the discussion which do not fit into the discussion topics noted above, including the following:

- There is a need for a community center for children.
- Joint Use Agreements for parks need to address maintenance issues.
- Add community events to help draw people into the City. These events can be focused on youth.
- The City's government offices may need to be relocated.
- There is a need for a community center and civic center.
- Truck routes should be incorporated as part of the Circulation Element.
- Focus on design guidelines and interface / compatibility guidelines.
- There is a need for a grocery store.





# CITY OF **FOWLER** **GENERAL PLAN** UPDATE

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KEY ISSUES REPORT  
**September 2019**



# ATTACHMENT **A**

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## **STAKEHOLDER INTERVIEWS SUMMARY MEMO**

## INTRODUCTION

The City of Fowler has initiated a comprehensive General Plan Update process. The General Plan, once complete, will be an overarching policy document that guides City actions and provides a blueprint for land use and development within the City. The City adopted its first General Plan in 1976 and adopted subsequent updates for land use, circulation, and economic development in 2009. The remainder of the mandatory General Plan elements have not been updated since the original document was adopted in 1976.

Update efforts will look ahead to the year 2040, making adjustments based on current issues and emergent trends, and positioning the City of Fowler for the next 20 years. The update also brings the General Plan into compliance with new laws related to climate adaptation, complete streets, and floodplains.

As part of the update process, the Provost and Pritchard consultant team (consultant team) conducted two distinct tasks to date designed to solicit input from a cross-section of interests and to identify existing conditions that would inform identification of key issues for consideration during the process

- **Stakeholder Interviews**, consisting of 14 focused interviews with stakeholders over a 2-month period. Interviews were conducted with stakeholders representing diverse interests across the community, including City Staff, local business owners, City residents, and City Council members.
- Preparation of a **Community Report**, which summarizes the existing conditions within the City of Fowler as it relates to a number of topics that will be addressed in the General Plan

Together, the stakeholder responses and the community report inform the key issues that will be considered in the drafting of the General Plan update. The Key Issues Summary will in turn provide a basis for the community vision statement and subsequent, goals, policies, and procedures included in the final General Plan document. This summary identifies the key issues that were identified through the stakeholder interviews and preparation of the Fowler Community Report.

## Stakeholder Interviews

During the months of April and May of 2019, the consultant team for the City of Fowler's General Plan Update conducted 14 stakeholder interviews. The interviews were intended to solicit an understanding of issues and challenges the community currently faces, what aspects of the community stakeholders found to be beneficial to residents and local businesses, as well as what issues should be addressed as a priority in the General Plan Update.

The consultant team interviewed stakeholders individually or, in some cases, in groups of two. While there was a standard list of questions prepared to ensure that interviewers touched on particular topics, the questions were not shared with the interviewees. This allowed the meetings to be more conversational and provided an opportunity for individual concerns to be expressed based on the interviewees' relevant experience with City processes and challenges rather than be limited to pre-determined questions.

Interviewees were also informed of the intent to keep individual comments confidential to encourage more frank discussions with the consultant team.

See **Attachment A: Stakeholder Interviews Summary Memo** for additional details on the interview process and comments received.

## Fowler Community Report

A General Plan update requires a solid knowledge base of existing physical environmental, economic, and social conditions. The Community Report was therefore one of the first major steps in the General Plan update process. It summarizes baseline conditions in Fowler and the surrounding planning area and identifies preliminary planning implications that the update should address going forward. This Report will contribute useful background material for the environmental analysis that occurs later in the process. The information conveyed in the Community Report will also help community members, City staff, and elected officials make informed decisions throughout the rest of the General Plan update.

## KEY ISSUES AND CONSIDERATIONS

The following key issues include those topics or considerations that were derived from feedback received during the stakeholder interviews as well as those considerations that were identified through the preparation of the Community Report.

### Key Issues Identified

The following key issues are listed in no particular order; however, they generally fall in level of importance based on stakeholder input. Many of the key issues are specifically related to community identity, economic development needs, local amenities, and other issues related to planning for future growth.

**Economic Development.** Increase the amount of business support services offered by the chamber of commerce. Help the chamber become a “one stop shop” for business development for the City and consider pursuing branding efforts to help attract development and increase amenities.

**Local Amenities.** Increase amenities which help attract and keep residents and businesses in the area.

**Growth Coordination.** Growth coordination and expansion will be a key focal point of future long-range planning efforts. Concerns include expanding the Sphere of Influence, LAFCO coordination, environmental regulation, and land use planning.

**Infrastructure Expansion.** Infrastructure and City service expansion were considered both opportunities and constraints to future growth. Road infrastructure as well as police, water, and fire services were all cited as being top concerns in the face of expansion of the planning area.

**Circulation.** Connection points, road capacity, design principles, pedestrian enhancements and linking the east and west sides of the City are an existing challenge and will be a key issue when considering expansion of the planning area.



**Parks and Recreation.** Identify opportunities to increase efficiency of current joint use agreements, address maintenance issues, and implement a plan for increased park and recreation facility demands.

**Community Character.** A small-town character was identified as one of Fowler's top assets. Preservation of that community character should be a top priority in future planning efforts.