

**WICHITA STATE UNIVERSITY**  
*HUGO WALL SCHOOL OF PUBLIC AFFAIRS*  
*Public Policy and Management Center*



# CITY OF CLEARWATER STRATEGIC PLAN

Summer 2017

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# Disclaimer

The study was conducted by the Public Policy and Management Center (PPMC) at the Hugo Wall School of Public Affairs (HWS) at Wichita State University (WSU). The PPMC is an independent research body unaffiliated with the City of Wichita. This report was prepared by the research team. It represents the findings, views, opinions and conclusions of the research team alone, and the report does not express the official or unofficial policy of the HWS or WSU. Information for this report was supplied by the City of Wichita and additional sources. The accuracy of findings for the report is dependent upon these sources.

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# 1. Introduction



The City of Clearwater is a healthy and vibrant community. Clearwater is known for its community-orientated way of life that makes it a premier place in the Wichita Metropolitan area to live and raise a family. Residents share a vision for Clearwater that balances heritage with progress and economic vitality.

The City is committed to creating a community that fosters sustainable growth, while preserving the small-town character that attracts many of Clearwater's residents. Surrounded by Kansas farmland, Clearwater is a peaceful family community filled with people who are warm, welcoming and proud to call Clearwater home. The City is dedicated to maintaining a safe, friendly and attractive experience for residents and visitors.

# 2. Letter from the Mayor

It is my pleasure to present the 2017 City of Clearwater Strategic Plan. This plan reflects the input of engaged citizens, community and business partners, Mayor and Council Members, and City staff.

The City of Clearwater began the strategic planning process in fall of 2016 through engagement of Wichita State University's Public Policy and Management Center to lead the planning process. The City's mission provides the foundation for the plan's five strategic goals: 1) Expand affordable housing; 2) sustain and grow local business; 3) retain and engage younger people; 4) promote stable and sustainable growth; 5) maintain and improve infrastructure.

The strategic objectives for each goal were developed through extensive analysis of citizen needs and desires, local and national trends and information provided by content experts within the community. Our strong commitment to provide excellent municipal services through focus on these strategic goals will guide the work in all City service areas for the next five years.

This Strategic Plan is a tool that articulates City priorities for the community and will inform the development of the 2017-2018 City of Clearwater Budget. The strategic plan provides focus and accountability to advance community priorities and promote a prosperous future for the City.

I appreciate the citizens who provided their time and input to the process, the Council for their leadership and City staff for their hard work and commitment to Clearwater.

Sincerely,

A handwritten signature in black ink, appearing to read "Burt Ussery". The signature is fluid and cursive, with a large loop at the end of the last name.

Burt Ussery, City of Clearwater Mayor

# 3. Mission, Goals, Objectives, Strategies, Actions



## MISSION STATEMENT

*It is the mission of the Governing Body of the City of Clearwater to establish public policy which allows for a high quality of life for all citizens while promoting manageable growth through a progressive image and vision that creates a strong sense of community.*

# CLEARWATER STRATEGIC GOALS

***Expand affordable housing options for all current and potential citizens***

**1**

***Create a community environment to sustain and grow local business***

**2**

***Retain and engage younger people in civic and community leadership***

**3**

***Promote the quality of life in Clearwater to ensure stable and sustainable growth***

**4**

***Provide, maintain and improve infrastructure***

**5**

# GOAL 1: HOUSING

*Expand affordable housing options for all current and potential citizens*

## OBJECTIVES

- » Increase the number of homes available for all current and potential residents
- » Increase housing diversity in types and pricing (consider needs of younger populations)

### Strategies

#### **1. Conduct a housing needs assessment to ensure that growth and development align with citizen needs (37% rated priority 1, Citizen Survey 2017)**

- Contact the Kansas Housing Resource Corporation regarding the Housing Assessment Tool (HAT); meet with State representatives about usage and application of the tool
- Contact local and state housing groups regarding resources available
- Establish a process and implementation schedule for assessment
- Conduct assessment for existing structures
- Convene a stakeholders meeting with local elected officials, business leaders, community members and others to present the assessment findings

Lead:

Timeline:

#### **2. Create a housing partnership among potential allies to increase moderate income rental opportunities (13% rated priority 1, Citizen Survey 2017)**

- Convene a meeting(s) of partners including City of Clearwater, Sedgwick County, state agencies, local businesses, real estate and development leaders, lending institutions and nonprofits
- Identify and prioritize potential options to increase moderate income homes and rental properties
- Contact other communities who have made progress on expanding the housing stock

Lead:

Timeline:

#### **3. Identify funding options for new construction and rehabilitation funding to improve appearance and value of housing (29% rated priority 1, Citizen Survey 2017)**

- Explore grants and other funding opportunities
- Identify homes for rehabilitation
- Engage with SCKEDD and local and state resources regarding analysis for existing structures in the community
- Contact non-profit organizations (Habitat for Humanity, Mennonite Housing, Mid-Town Neighborhood Association, etc.) to determine feasibility for expanding housing options

Lead:

Timeline:

#### **4. Explore ways city government can promote expansion of moderate income housing (21% rated priority 1, Citizen Survey 2017)**

- Evaluate use of industrial park as a site for a moderate income single and multi-family housing development
- Identify incentives that will promote housing growth
- Explore creation of a land bank

Lead:

Timeline:

# GOAL 2: ECONOMIC DEVELOPMENT

*Create a community environment to sustain and grow local business*

## **OBJECTIVES**

- » Retain existing businesses and increase growth in new businesses
- » Create plans and organizational structures to support sustainability and succession planning for community businesses
- » Ensure that City government supports local businesses

## **Strategies**

### **1. Create an Economic Development Council (26% rated priority 1, Citizen Survey 2017)**

- Research and identify best practices for an economic development council
- Partner with county organizations working in economic development to identify resources and potential programs for assistance
- Identify potential members for the council
- Develop draft mission and purpose of an economic development council

*Lead:*

*Timeline:*

### **2. Leverage potential economic development partners (7% rated priority 1, Citizen Survey 2017)**

- Contact and engage with Greater Wichita Partnership, Kansas Global Trade Services, Regional Economic Area Partnership and others

*Lead:*

*Timeline:*

### **3. Create a plan to recruit and retain businesses (39% rated priority 1, Citizen Survey 2017)**

- Coordinate with the Chamber of Commerce to survey existing businesses
- Conduct interviews with current businesses to identify sustainability issues, including business succession planning
- Identify external resources to develop a recruitment plan for key businesses
- Evaluate potential incentive options for attracting businesses

*Lead:*

*Timeline:*

### **4. Implement business-friendly processes, procedures and regulations to encourage business development (28% rated priority 1, Citizen Survey 2017)**

- Identify efficiencies to improve ease and speed in City processes for permit applications, inspections and other requirements
- Create information packet for new businesses in Clearwater

*Lead:*

*Timeline:*

# GOAL 3: YOUTH ENGAGEMENT

*Retain and engage younger people in civic and community leadership*

## OBJECTIVES

- » Connect youth to civic and business leaders
- » Provide increased opportunities for youth to participate in community and civic activities
- » Expand entrepreneurial and career development opportunities for youth

### Strategies

**1. Establish a Youth Activities Council consisting of teenagers, city officials, business and community members** (27% rated priority 1, Citizen Survey 2017)

- Research youth activities provided in other communities
- Conduct a needs assessment to identify and prioritize youth activities that benefit all youth in the Clearwater community
- Make recommendations to city and community leaders
- Research how other communities have developed and used youth council curriculums

Lead:

Timeline:

**2. Provide educational opportunities to inform youth and parents about careers that are feasible while living in Clearwater** (18% rated priority 1, Citizen Survey 2017)

- Collaborate with the high-school, area businesses and Clearwater residents to provide a career fair
- Create partnerships with the Chamber of Commerce, civic organizations and schools to engage youth as volunteers
- Establish a process to provide mentorship opportunities for youth
- Invite youth to serve on city and community boards
- Recognize youth volunteers

Lead:

Timeline:

**3. Expand and diversify the youth activities provided outside of the school system** (18% rated priority 1, Citizen Survey 2017)

- Explore the possibility of establishing a youth center
- Engage youth in planning and operating community-wide events
- Partner with schools, churches and other organizations to identify and promote opportunities for youth

Lead:

Timeline:

# GOAL 4: QUALITY OF PLACE

*Promote the quality of life in Clearwater to ensure stable and sustainable growth*

## OBJECTIVES

- » Increase the number of community-wide activities and grow participation
- » Create a comprehensive marketing campaign to identify target audiences to attract more people to Clearwater
- » Improve appearance of downtown (planning committee purpose)
- » Foster engagement between the City government and schools

## Strategies

### 1. Establish a city-organized Volunteer Community Activities Committee to ensure sustainability of community events (13% rated priority 1, Citizen Survey 2017)

- Create a master calendar of community events
- Identify community leadership for each event
- Engage civic organizations in planning and supporting
- Identify annual event funding; plan and explore options for additional community funding
- Engage new volunteers
- Expand activities for younger families and young professionals (young professionals group)

Lead:

Timeline:

### 2. Create a comprehensive community marketing campaign (22% rated priority 1, Citizen Survey 2017)

- Consult with a marketing agency to develop a community marketing plan
- Create a community ambassador team of business and civic leaders to serve as community hosts for prospective business site visits

Lead:

Timeline:

### 3. Improve appearance of downtown (15 % rated priority 1, Citizen Survey 2017)

- Explore grants for facade renovations
- Assess potential improvements in street lighting

Lead:

Timeline:

### 4. Support quality of Clearwater Schools (50% rated priority 1, Citizen Survey 2017)

- Share the City strategic plan with schools
- Host joint meetings between schools and City government
- Identify ways to collaborate with schools

Lead:

Timeline:

# GOAL 5: INFRASTRUCTURE

*Provide, maintain and improve infrastructure*

## **OBJECTIVES**

- » Prepare a comprehensive sidewalk replacement plan
- » Assess potential four-way stop improvements
- » Expand park improvements

### **Strategies**

#### **1. Evaluate sidewalks and establish a sidewalk replacement plan** (32% rated priority 1, Citizen Survey 2017)

- Assess conditions of sidewalks and prioritize new replacements and repairs
- Identify potential funding sources

*Lead:*

*Timeline:*

#### **2. Improve traffic flow at the four-way stop intersection** (43% rated priority 1, Citizen Survey 2017)

- Conduct traffic study
- Evaluate improvement ideas identified in the traffic study

*Lead:*

*Timeline:*

#### **3. Develop a park improvement plan** (25% rated priority 1, Citizen Survey 2017)

- Conduct a citizen interest survey to identify valued park amenities and priorities
- Coordinate activities of recreation commission, park advisory board and citizen groups to ensure a common focus for park improvements
- Identify potential funding sources, including grants, foundations and others to enhance city services
- Evaluate feasibility and develop timeline for implementing new park amenities

*Lead:*

*Timeline:*

# 4. Background



The Public Policy and Management Center (PPMC) at the Hugo Wall School of Public Affairs at Wichita State University assisted the City of Clearwater with a planning and visioning project. The strategic planning process included five phases: information gathering, priority identification, strategy and actions development, plan development and final plan delivery. The comprehensive strategic plan established goals, strategies, objectives and action steps to advance the City's mission. Throughout the process, the steering committee worked closely with consultants to develop goals and identify strategies and objectives, based on the research developed through document review, environmental scan data, interviews, focus groups, online surveys and community-wide meetings.

# 5. Plan Development



Development of the strategic plan involved multiple steps, focusing on input from the general public, community organizations and the City Council. The planning process included: 1) appointment of a steering committee; 2) research on influencing factors; 3) identification of issues, concerns, trends and opportunities; 4) development of plan by the steering committee; 5) council review; 6) community meeting and survey to prioritize goals; 7) final report.

This plan outlines the primary areas of focus for the community. The City Council and City staff will coordinate strategies and actions that contribute to the successful outcomes in each of the identified focus areas.

# 6. Influencing Factors



As the City of Clearwater considers its future, numerous factors need to be assessed: 1) demographics changes; 2) housing trends; and 3) labor and employment trends. To assist in defining the impact of these three main areas, data was collected from a wide variety of sources, including federal and state governments, academic research, local governments and other research/data collection agencies.

Within this report, data relative to Clearwater is included along with external national, state and county data where appropriate. National, state and Sedgwick County data is used to illustrate how Clearwater is responding to various influencing factors comparatively. In some cases, influencing factors have a greater, reduced, or differing impact locally, compared to what is seen at the county, state and national levels. The complete Influencing Factors analysis appears in the Addendum.

This report provides an environmental scan of the community and includes information that will help guide decision makers and advisors as the community implements its strategic plan.

## ***INFLUENCING FACTORS HIGHLIGHTS***

- » **Population growth is stable at two percent**
- » **The largest age groups are children under 18 and adults 35 years and older**
- » **Clearwater is well-educated compared to surrounding communities, with about 95% of the population holding a high school diploma**
- » **The median household income is \$63,382, well above the Kansas median income of \$51,872**
- » **Clearwater has 6.3% of families living below the poverty level, compared to 9.4% for the State of Kansas**
- » **The largest employment sectors include manufacturing, education, retail or healthcare**
- » **The majority of the labor force in Clearwater commutes outside of the city for work, but 97% stays inside of Sedgwick County**

# 7. Community Participation



Phase 1 of the Clearwater Strategic Planning process identified common themes from the community through stakeholder interviews, focus groups and an online community survey. Over 100 stakeholders were asked to identify opportunities, needs and challenges facing Clearwater in both the present and future. All participants were fully engaged and provided extensive feedback and discussions to inform the process.

# COMMUNITY DISCUSSIONS

Citizens participating in community discussions were asked to respond to the following questions:

1. How would you describe Clearwater today?
2. How would you like to describe Clearwater five years from now?
3. What are the best assets or qualities about Clearwater?
4. What are the concerns or challenges for the community?
5. What are the potential losses for the community?
6. What stands out as the transformative issues to be addressed? What most helps create that preferred future?
7. What stands in the way of addressing those issues? What barriers must be addressed?
8. What other needs should be considered for Clearwater's future?

Community discussions were held with approximately 100 participants from:

- Senior Center lunch group
- Ministerial League
- Chamber of Commerce
- Lions Club
- High school students
- Parent Teacher Organization
- Clearwater Planning Commission
- Fall community-wide meeting

# INTERVIEWS AND SURVEY

Seven one-on-one interviews with the City Council and City staff were conducted, and 23 citizens responded to the online community-wide survey. The following summarizes the most common responses received for each question.

1. How would you describe Clearwater today?
  - Small, friendly town with pride
  - Clean & safe
  - Large faith community
  - Bedroom community
  - Good schools & sports programs
  - Community pride & identity
  - Supportive of school activities
  - Nice pool and park
  - Lack of retail stores
  - Desire to maintain small-town atmosphere while promoting sustainable growth
  - Need to retain local businesses and services
  - Lack of new volunteers to organize community events
  - Need for more housing options

# INTERVIEWS AND SURVEY CONT'D

## 2. How would you like to describe Clearwater five years from now?

- Moderate growth by attracting new residents
- New housing options, including rentals
- Maintain high-quality schools
- Increased volunteerism and civic engagement
- Improvements to downtown
- Sustain and attract local businesses
- Increase the number of and attendance at community-wide events

## 3. What are the best assets or qualities about Clearwater?

- Good schools
- Engaged civic organizations
- Grocery store
- Park and pool
- Recreation Center
- Close to Wichita
- Small town

## 4. What are the concerns or challenges for the community?

- Sustain growth but keep the “small town feel”
- Support school quality and funding
- Foster local businesses & encourage entrepreneurs
- Attract and retain younger people
- Grow leadership and volunteerism
- Ensure community safety
- Grow housing options for all citizens
- Improve downtown
- Infrastructure improvements (e.g. four-way stop, sidewalks)

## 5. What are the potential losses for the community?

- Loss of the small community atmosphere
- Loss of local businesses and service providers (e.g. doctors, pharmacy, grocery store)
- Declining tax base
- Decline in safety with community growth
- Loss of good teachers
- Loss of young people who don't return after college
- Need to revitalize downtown
- Succession planning for community leadership (e.g. council positions)

6. What stands out as the transformative issues to be addressed? What most helps create that preferred future?

- Clearwater is influenced by the Wichita and regional economy
- Attracting young families to move to Clearwater
- Providing moderate cost housing for young families
- Providing competitive teacher's salaries
- Retention of businesses and service providers
- Space for town to grow
- Involve younger people in community leadership
- Change in community perceptions about the need for and benefits of growth.

7. What stands in the way of addressing those issues? What barriers must be addressed?

- Funding
- Unengaged citizens
- Lack of support for citizens to buy from local businesses
- Sense that growth in Clearwater may change small town atmosphere
- Need for more housing options
- Lack of citizens willing to volunteer for community leadership roles

8. What other needs should be considered for Clearwater's future?

- Different generational groups value different types of activities
- More retail choices, including stores, entertainment and restaurants
- Need for resources to maintain city infrastructure
- How county growth patterns might impact Clearwater

# 8. Priority Identification



On November 29, 2016, Clearwater citizens were invited to attend a community-wide meeting to provide input and ideas for actions related to the five strategic goals which were identified through the research, focus groups, interviews and guidance from the steering committee. The steering committee reviewed the data from the community meeting and used this information to guide development of the plan's objectives and strategies. On May 3, 2017, the City Council reviewed the Influencing Factors and Draft Strategic Goals, Objectives and Strategies. The City Council provided feedback on the plan and discussed ways to engage stakeholders, partners and citizens in the community to help prioritize the strategies identified in the plan. On June 22, 2017, the City sponsored a community-wide ice cream social to engage citizens in a survey to prioritize the plan's strategies. In addition, the City distributed an online survey, completed by 141 citizens, in which citizens were asked to prioritize the plan's strategies. The complete survey appears in the Addendum.

## ***TOP PRIORITIES/STRATEGIES FOR CLEARWATER***

- » Conduct a housing needs assessment
- » Create a plan to recruit and retain business
- » Expand and diversify the youth activities provided outside of the school system
- » Support the quality of Clearwater schools
- » Improve the four-way stop intersection



**City of CLEARWATER**  
**KANSAS**

# A. Addendum 1

## Influencing Factors Report

### *Purpose & Background*

The City of Clearwater steering committee reviewed the environmental scan data provided in this Influencing Factors report to guide the development of a strategic plan. To assist in these efforts, the Public Policy and Management Center at Wichita State University has prepared this report to guide decision makers and advisors as the community's desired future is considered.

### *Protocol*

Attention was given to the impact of a number of areas, including: 1) change of demographics; 2) housing trends; and 3) labor and employment trends. To assist in defining the impact of these three main areas, data was collected from a wide variety of sources including: federal and state government, academic research, local governments and other research/data collection agencies.

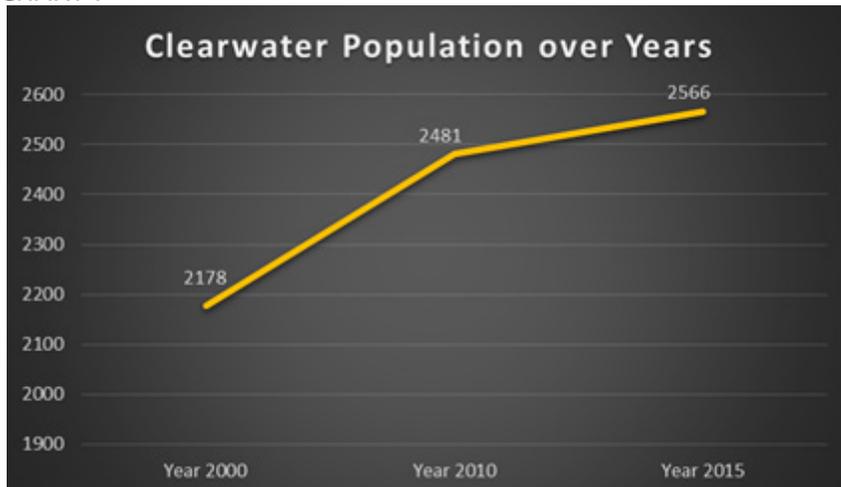
Within this report, data relative to Clearwater is included as well as external national, state, and county data where appropriate. National, state and Sedgwick County data is used to illustrate how Clearwater is responding to various influencing factors comparatively. In some cases, influencing factors have a greater, reduced, or differing impact locally compared to what is seen at the county, state and national level.

### **Demographics**

#### *Population*

The total population of Clearwater has been growing in recent years. The city's population was at 2,178 in 2000 and grew to 2,481 in 2010. The current estimate of 2,537 residents is an estimated increase of two percent from 2010 to 2015, which is shown in Chart 1. While the 2015 data is only an estimate of current population levels, it could show that Clearwater's population is still increasing—but at a slower rate than it was between 2000 to 2010.

CHART 1

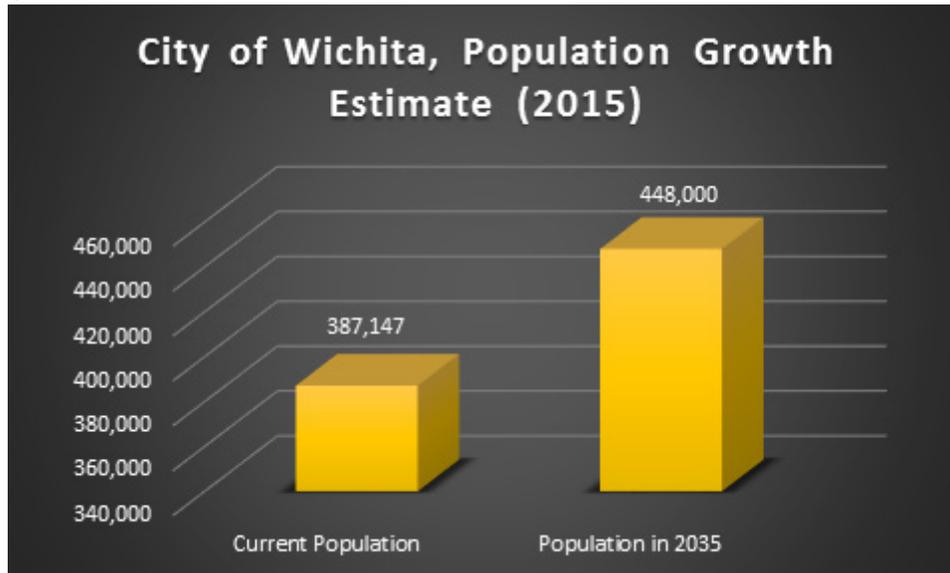


Source: Data from 2000 Census, 2010 Census, and 2015 American Community Survey

### **Anticipated Population Growth in the City of Wichita**

Over the next twenty years, there is an expected population growth rate of 0.8% per year, an additional 64,000 people and a total population of 448,000 in Wichita by 2035. Most of this growth is expected to be seen in the West/Northwest and East/Southeast areas in and around the city.

CHART 2

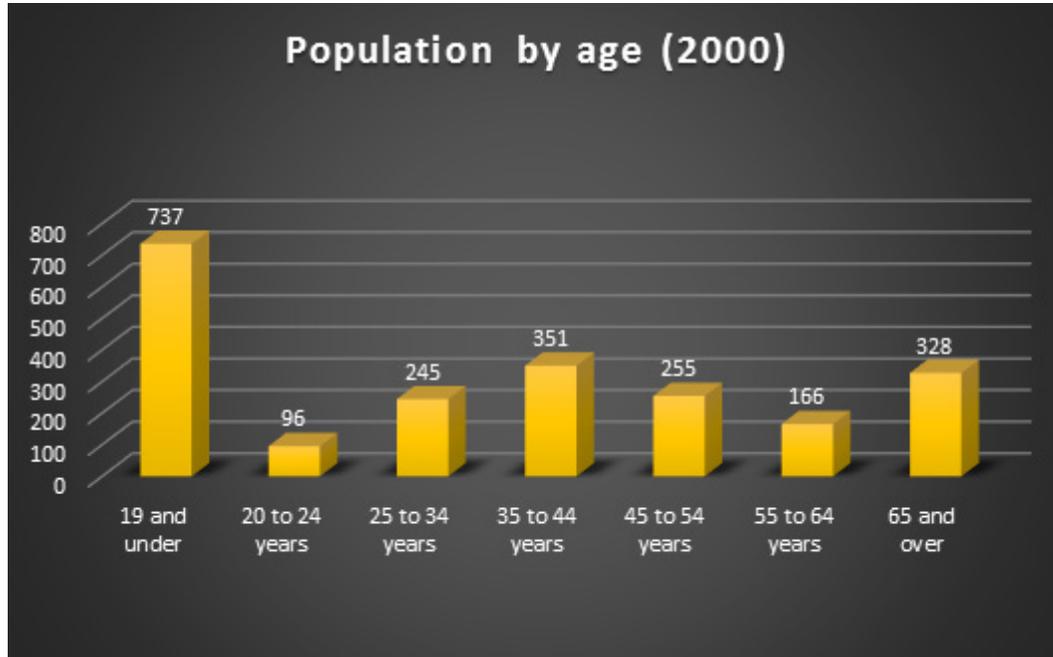


Source: Community Investments Plan, Wichita-Sedgwick County Planning Commission and 2015 American Community Survey

*Age*

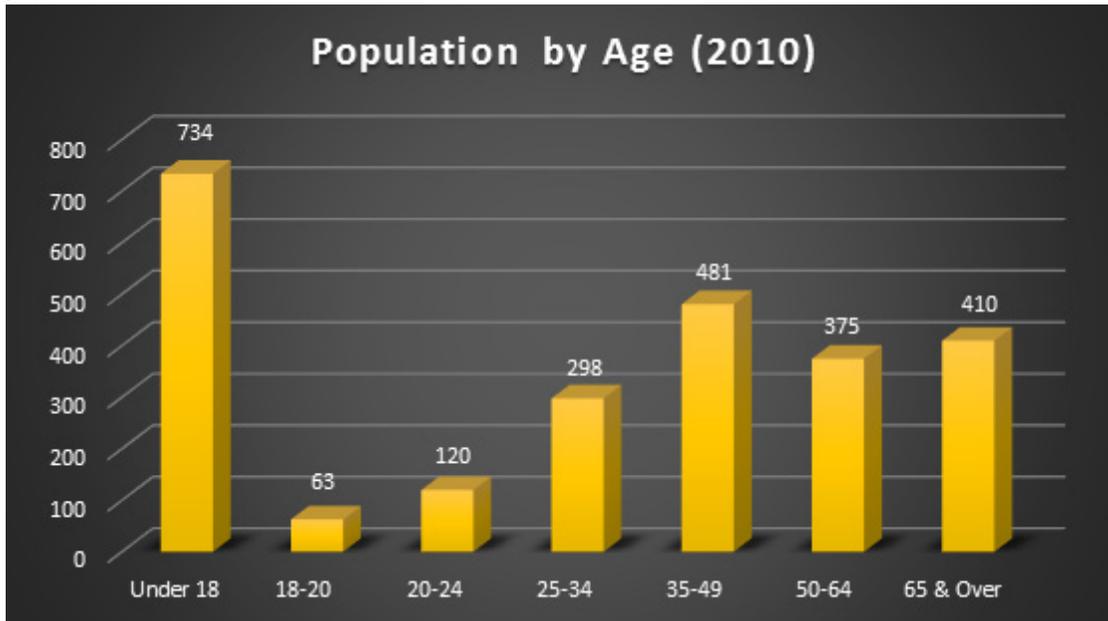
From 2000 to 2010, the total Clearwater population grew by fourteen percent. As shown in Chart 2 and Chart 3, the age groups of 20 to 24 and 65 and over, both grew at 25 percent, faster than the overall population growth rate of 14-percent and faster than the other age groups. The age group of twenty-five to thirty-four was not far behind, growing at twenty-two percent. The combined sectors of population between the ages of thirty-five and sixty-four grew at eleven percent, and the remaining age group, nineteen and Under, grew the least at eight percent.

CHART 3



Source: 2010 Census Data

CHART 4

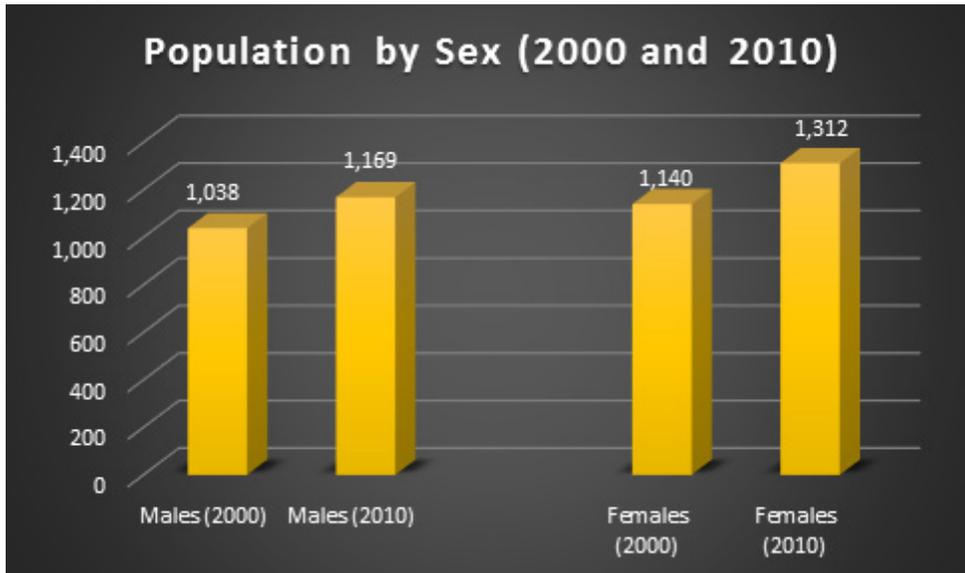


Source: 2010 Census Data

*Sex*

In 2000, there were 1,038 (48%) males and 1,140 (52%) females in Clearwater. In 2010, both males and females increased to 1,169 and 1,312, respectively, bringing males to forty-seven (47) percent and females to fifty-three (53) percent of the population.

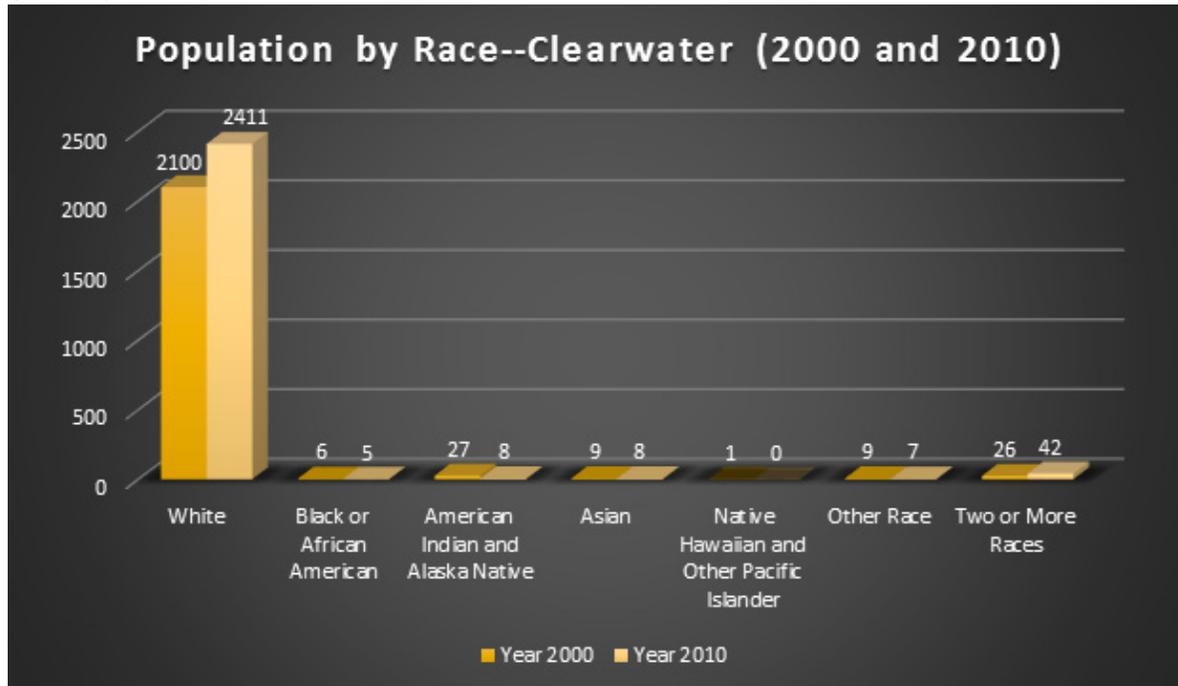
CHART 5



*Race*

Clearwater is a predominately white community, with race demographics not changing between 2000 and 2010. Caucasian individuals made up 96 percent of the population in 2000, and 97 percent in 2010. The only other noticeable difference between the years is the Native American group fell from 27 people to 8 people, and the Interracial group increased from 26 to 42 people. A number of variables could account for this, including individuals of different races moving to and from Clearwater or simply individuals categorizing themselves differently from one census to the next.

CHART 6



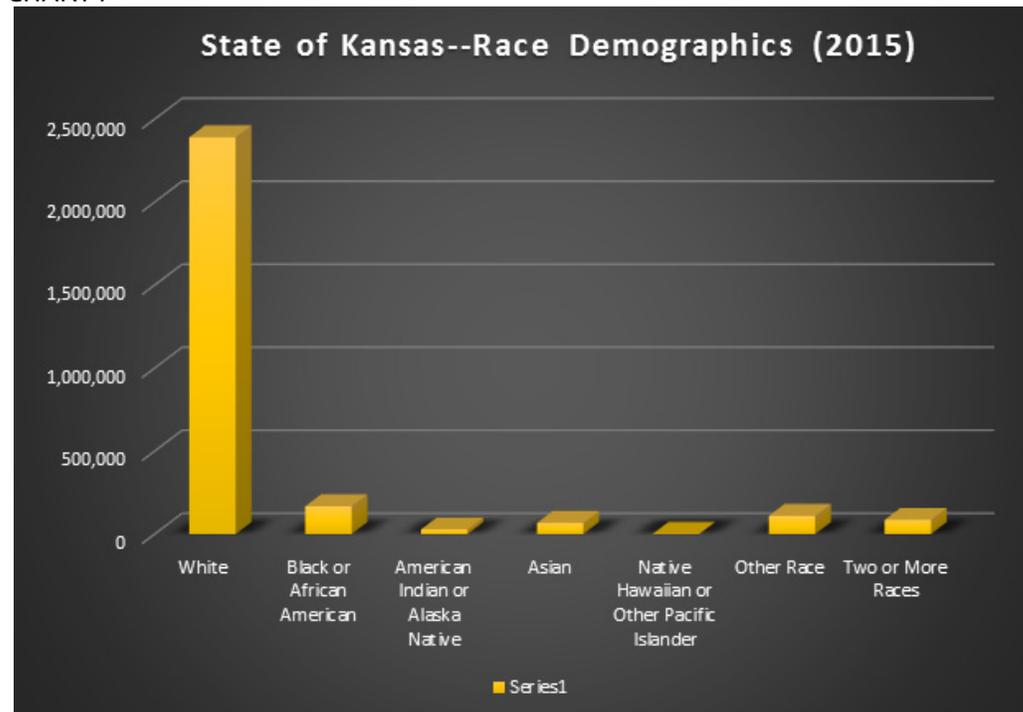
Source: 2000 and 2010 Census Data

*Growth in minority populations*

The City of Wichita is expecting a considerable amount of future population growth to occur within the Hispanic community. With the U.S. Census projecting that non-white people in America will be the majority within the next 25 years, Clearwater may experience growth in diversity, as well.

Kansas currently has a somewhat small number of ethnic minorities with multiple groups present. Current figures show that while white individuals make up a vast majority of the population, many other segments are present.

CHART 7



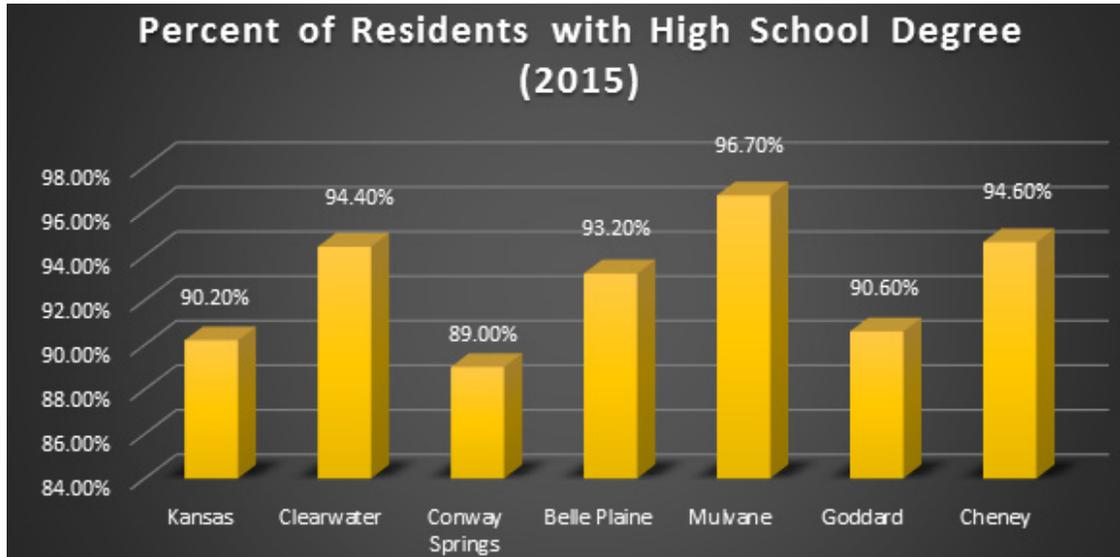
Source: 2015 American Community Survey

### Educational Attainment

The educational attainment of a community influences economic development, the prevalence of public safety concerns, and a number of other key issues. Understanding the trends of educational attainment and competitiveness of a region is an important factor in planning for the future.

Approximately 95 percent of Clearwater's population holds either a high school or college degree. As shown in Chart 8, Clearwater has a high number of graduates in comparison to other local communities. With the exception of Mulvane and Cheney, Clearwater outperforms all other nearby communities. This is certainly an asset for Clearwater, as having an educated community can be a selling point for the city and can help increase the possibilities of establishing future companies and businesses.

CHART 8

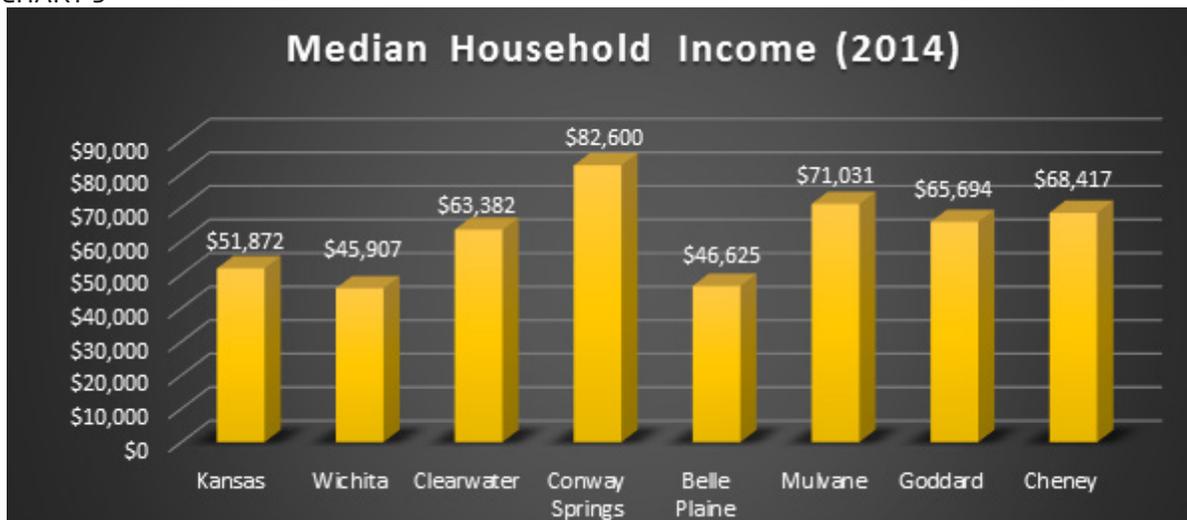


Source: 2015 American Community Survey

### Income

The Clearwater community's median household income was \$63,382 in 2014 (Chart 9), up 43 percent from 2010, when the median household income was \$44,360. Clearwater's household income average for 2014 was higher than the state of Kansas as a whole and in the middle of several nearby cities. It appears that the size of a city has little impact on the average income level from this chart, as Conway Springs holds the highest level of income despite being a town of 1,237 people. However, household income can vary depending on the number of single versus married people living in a city.

CHART 9

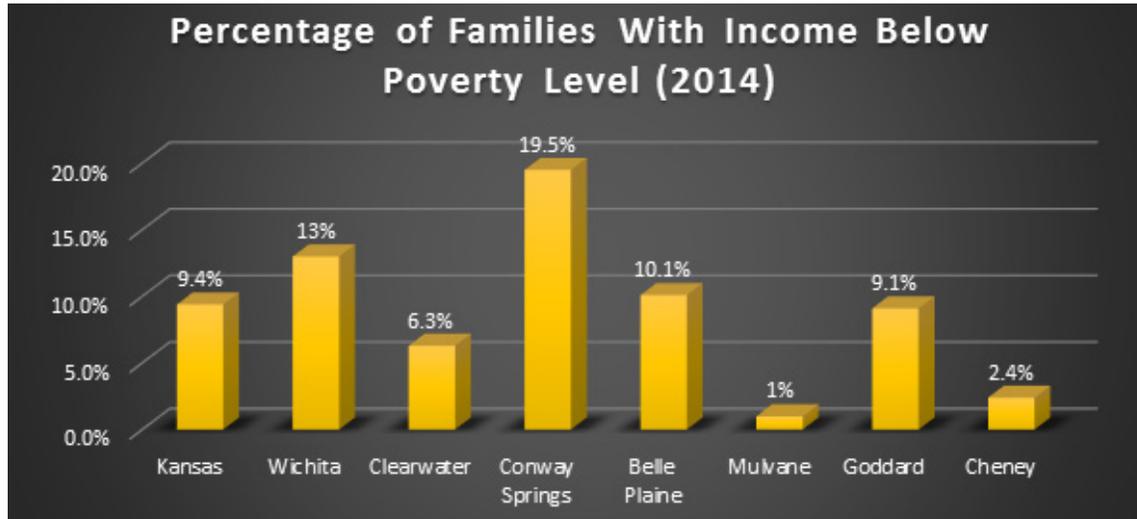


Source: 2014 American Community Survey

### Families with Income Below Poverty Level

From 2010 to 2014, the percentage of families living below the federal poverty line increased from 4 percent to 6 percent (Chart 10). However, Clearwater is consistently below the state average from 2010 through 2014 and remains at about half that of the national percentage. In addition, Clearwater fares better than many regional comparisons, with the exceptions of Mulvane and Cheney.

CHART 10



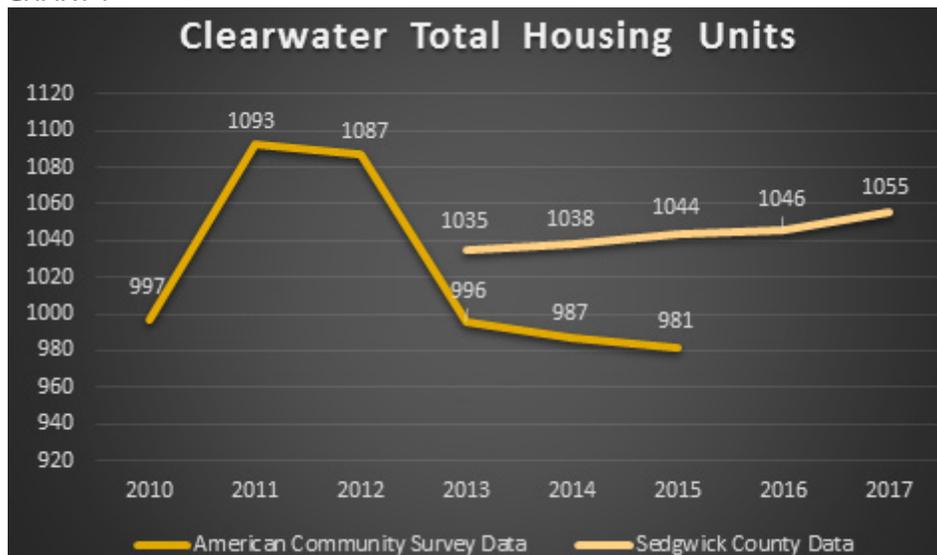
Source: 2014 American Community Survey

### Housing

According to the 2010-2014 American Community Surveys, the number of housing units in Clearwater decreased from a peak of 1,093 in 2011 to 981 in 2015—a decline of nearly twelve (12) percent. This reported decline is likely due to a statistical sampling outlier within the unweighted sample unit coupled with the sampling methodology process. This Census sample has a wide margin of error meaning there is substantial variability in the data and we are less confident of the accuracy of these counts. As American Community Surveys continues to make refinements and increase sample sizes, those margins of error will continue to improve.

In contrast to American Community Surveys (U.S. Census data), recent data from Sedgwick County Appraiser shows a more stable housing stock in 2013 and 2014 and modest growth of total of 1046 units in 2016 and projected 1,055 housing units in 2017 an increase of 20 total housing units from 2013. This growth in housing may be driven, in part, by a new incentive program instituted by The City of Clearwater, beginning in 2016.

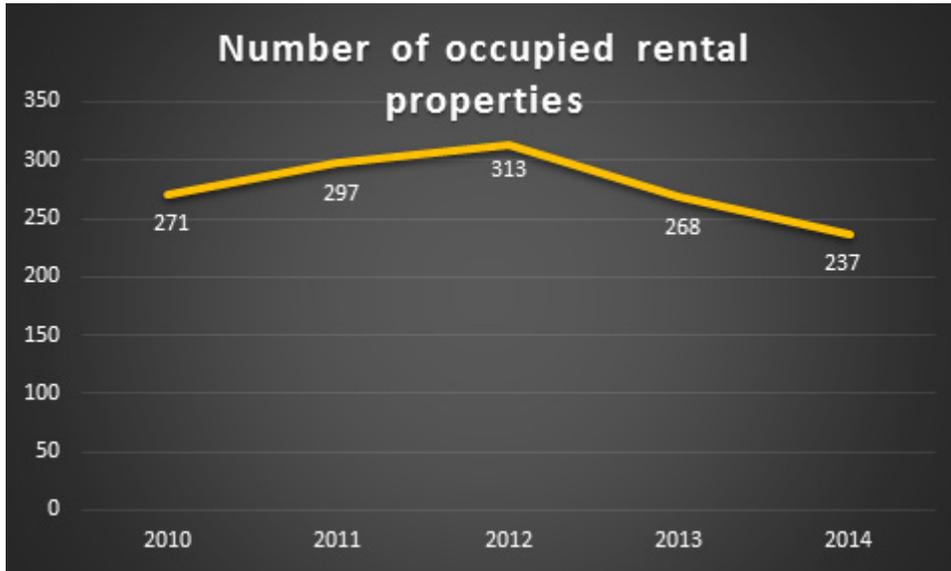
CHART 1



Source: 2010 to 2014 American Community Survey

In 2011, 90 percent of these units were occupied, and in 2014, 92 percent were occupied. Of those occupied housing units, 70 percent were owner occupied in 2011 and 30 percent were renter occupied. In 2014, 74 percent of the occupied housing units in Clearwater were owner occupied, and 26 percent were renter occupied. The number of owner occupied units declined by 2 percent, and the number of renter occupied units declined by 20 percent over that time. According to current Sedgwick County Appraiser data for 2017, about 90% of the 769 owned housing units are occupied.

CHART 12

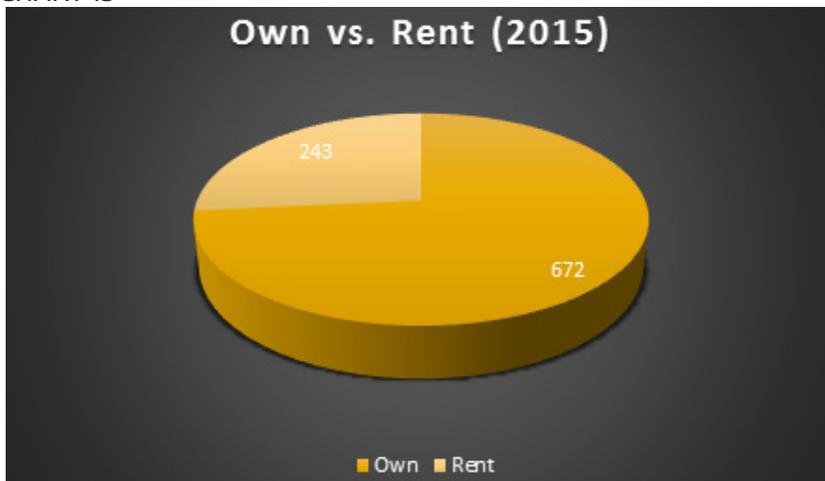


Source: 2010 to 2014 American Community Survey

As of 2014, the majority of the housing stock in Clearwater was built before 2000. Eleven (11) percent was built in 1939 or earlier; fifteen (15) percent was built between 1940 and 1959; thirty-one (31) percent was built between 1960 and 1979; and forty-three (43) percent was built after 1980. Several housing developments have been established in Clearwater, including Chisholm Ridge, Park Glen Estates, Indian Lakes, and Harps House. According to Sedgwick County Metropolitan Area Building and Construction Development, Clearwater is seeing some housing construction take place. Three new duplex units were built within the Indian Lakes area. Future plans exist for five more duplex units to be constructed, and fourteen new home permits were issued in the Chisholm Ridge and Park Glen Estates housing developments through this year (2017). Additionally, Prairie Meadows has also had about four new additions in the past few years.

About half of homeowners (48 percent in 2014) in Clearwater pay less than 20 percent of their monthly household income on their home mortgage. Twenty-one (21) percent of those in 2014 spent thirty (30) percent or more of their monthly household income on their home mortgage. It is commonly recommended that homeowners spend no more than twenty-eight (28) percent.

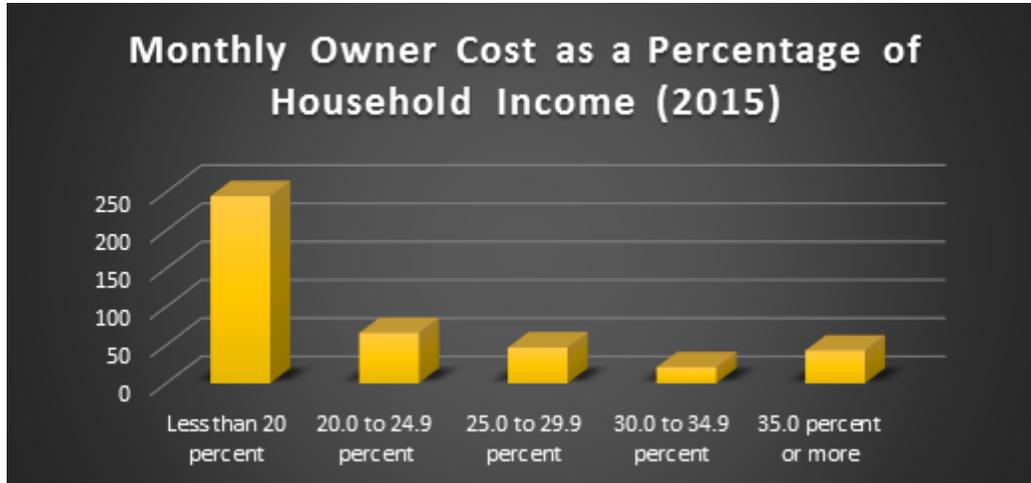
CHART 13



Source: 2015 American Community Survey

Approximately three-fourths of Clearwater residents own their own property, with 672 members of the community that own their own house and 243 community members renting their property.

CHART 14



Source: 2015 American Community Survey

Within residents who own property, 422 have a mortgage on their property. Most of these individuals have a relatively low level of monthly payments, with the majority of residents with mortgages having a monthly owner cost of less than 20 percent of their household income.

### Housing Trends

Housing trends for millennials have perplexed those in the market—as this age group seems to be contradicting trends in home ownership from past generations. Young people have generally moved towards renting rather than buying, with most young individuals living in apartment complexes. Other millennials end up staying with parents or moving back in at some point after moving out. These choices certainly differ from past norms but can be easily understood when looking at trends among young individuals, such as postponing marriage and having children until later in life, and having jobs with lower wages directly out of school. However, falling unemployment rates are allowing more young people to find the jobs they are looking for after college, which is a trend that could potentially increase home ownership for this generation (Dickerson, 2016).

Another trend for young people appears to be “boomeranging” back to their parent’s house. Between the ages of 18 and 27, approximately 90 percent of young people move out of their parents’ homes, but over half end up returning to their parents’ house at some point during that timeframe. The median age in which these individuals moved out was 19 while the median age for moving back was 21. A majority of individuals who established independence and then moved back were independent again by the age of 27. However, 21 percent of 27 year-olds were found to still be living with their parents (Dey, Pierret, 2014).

More stringent mortgage lending criteria that was developed after the great recession will also negatively impact the ability of young people to own homes. Many young people do not have the money to pay high down-payments associated with home buying. Student loan debt is another financial obligation for many young adults—so that even those making money after college have additional payments on top of rent or home payments (Xu, Johnson, Bartholomae, O’Neill, Gutter, 2015).

### Transportation

Clearwater roads are well-maintained, but a lack of transportation access exists. The primary road running East-West is 103rd Street, and 135th Street leads directly through town, running North-South. Both of these streets are paved. Clearwater also has several township roads that are maintained and graded frequently. State Highway K-42 is directly north of the city and 81 Highway is east of the city, allowing for connections to I-235 and I-35, as well as commutes into Wichita and surrounding areas. Although the interstate connections and commuting possibilities exist, the lack of transportation access may be a limitation to growth in Clearwater.

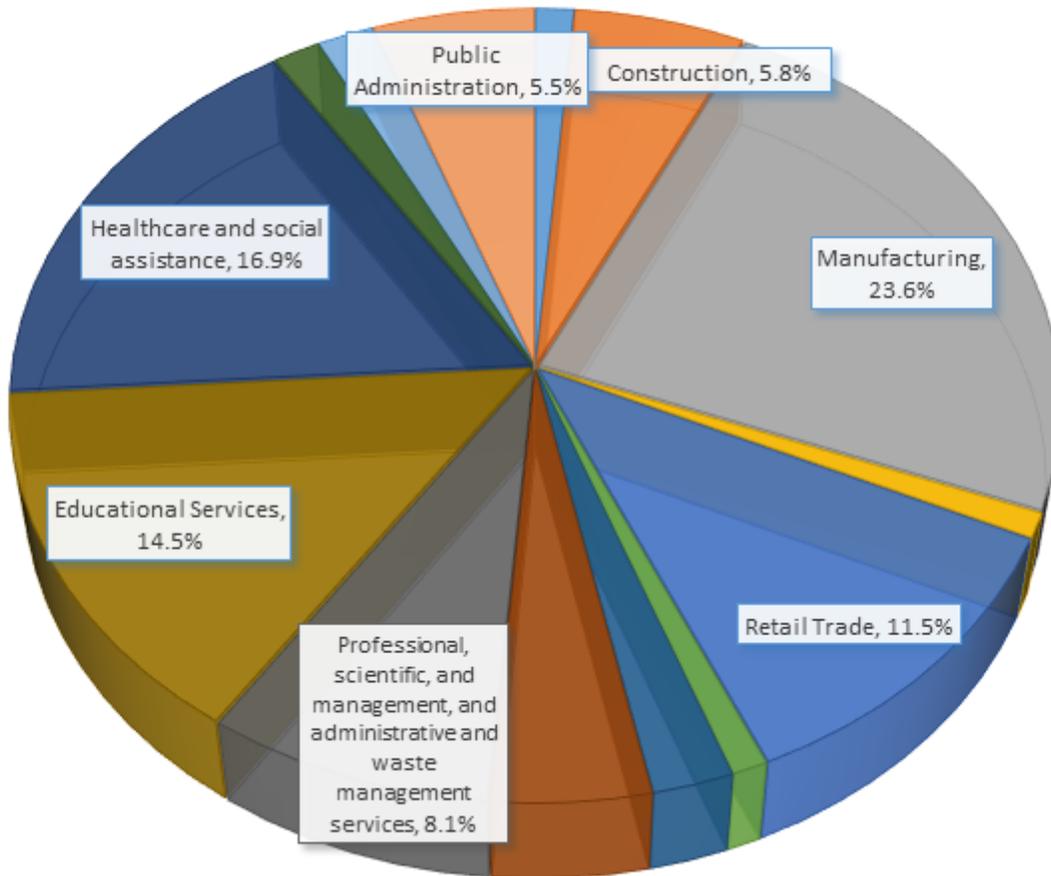
While some informal conversations have occurred regarding interchanges in Clearwater, the Kansas Transportation Authority does not include any specific recommendations in the most recent long range (10-year) plan for the area.

## Labor and Employment

In 2010, Clearwater's unemployment rate for residents over the age of 16 sat at 3.3 percent, while 68 percent were in the labor force. In 2014, the unemployment rate for residents over the age of 16 sat at 1.7 percent, while 67 percent were in the labor force. The workforce was 55 percent male.

CHART 15

### WHERE CLEARWATER CITIZENS WORK (2014)



Source: 2014 American Community Survey

In 2014, the majority of employed residents in Clearwater were either in the manufacturing, education, retail or healthcare industries. Eighteen (18) residents stated they were in the industry of farming, fishing and forestry, which is a decrease from 46 in 2010. While Clearwater has historically been – and still remains to some degree – an agricultural community, the labor force living within the city limits primarily works in manufacturing, health care, education and retail trade.

Over that same time period, the number of people in the health care and social assistance industries rose from 99 to 219. Manufacturing, which is the second largest labor category in Clearwater behind health care and education, remained relatively constant. The number of people working in retail doubled in this time frame from 73 to 146. The construction and finance/ insurance industries combined for about 10 percent of the employed population. Public administration made up six percent. The majority of the labor force in Clearwater are commuting outside of the city for work, but 97 percent are staying inside of Sedgwick County. This would imply that they're commuting into Wichita. According to the 2014 American Community Surveys, 71 percent of laborers had a commute time of at least 15 minutes and 49 percent had a commute time of at least 25 minutes. The figures from 2010 are very similar.

## Employment

Over the next twenty years, there is an expected employment growth rate of 0.7% per year, for an additional 31,200 jobs and a total of 224,400 jobs in Wichita by 2035.

Clearwater may consider strategies to foster business growth by building on the community strengths and engaging residents in identifying and supporting ways in which a town should grow. Taking advantage of outside funding and allowing for collaboration with nearby communities can also increase success.

There are a number of examples of successful methods to attract development in a small community. An article by the Initiative for Competitive Inner Cities (ICIC) mentions Fairfield, Iowa's Entrepreneur "Hall of Fame." This program encourages high-school students to start their own businesses in the community. A peer-to-peer mentoring system helps students understand the logistics of starting a business. Dubuque, Iowa based much of its success on working with nearby colleges within a 60-mile radius. The city created young professional's organizations at each of these universities while offering an extensive internship program within the community. A college-loan repayment program was also offered for students from high-demand fields who relocate to the city. These programs helped recruit college graduates to join the community. If a city is considered quality area to live, it will attract more residents and businesses (Maher).

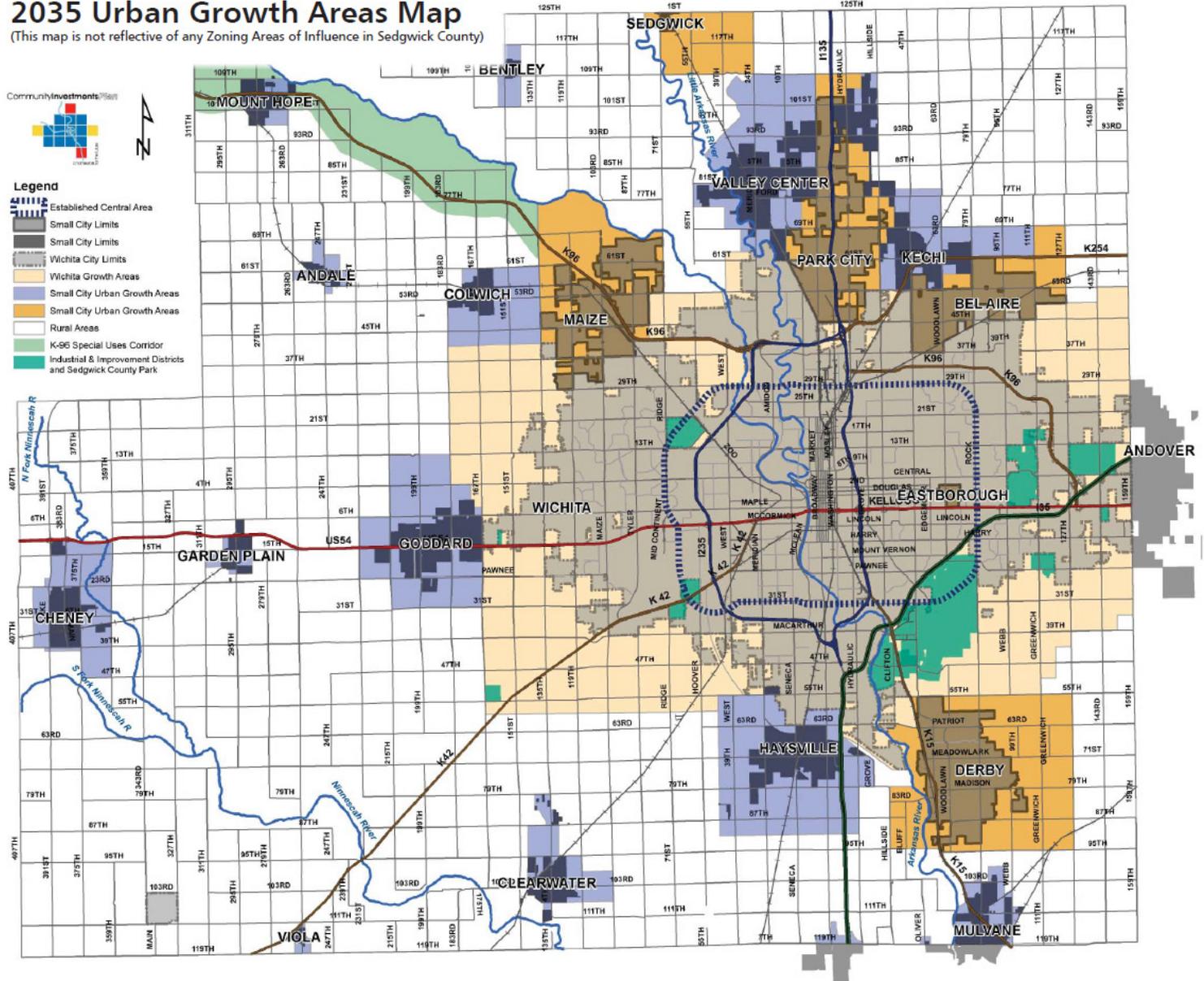
### Future Growth Patterns

The Wichita-Sedgwick County Planning Commission's Community Investment Plan illustrates forecasted growth patterns for cities within Sedgwick County through the year 2035. The plan shows most growth patterns for Wichita occurring in the West-Northwest and East-Southeast suburban areas throughout the next twenty years.

CHART 17

## 2035 Urban Growth Areas Map

(This map is not reflective of any Zoning Areas of Influence in Sedgwick County)



Clearwater is identified as a Small City Urban Growth Area in the Wichita-Sedgwick County Planning Commission's Community Investment Plan, which indicates the likelihood of some growth, but the direction and amount of growth depends on current infrastructure limitations, environmental factors, and other community considerations. In addition, the plan identifies rural surrounding areas on all sides of Clearwater, which would likely be developed for agricultural uses, rural businesses, and larger lot residential subdivisions over the next couple of decades.

### **Summary of Influencing Factors**

Overall, several important factors have an impact on the future of Clearwater, including population demographics, housing trends, and labor and employment trends. Key findings within the influencing factors include: 1) Clearwater is a predominately white community with high educational attainment and very few families with income below the poverty level; 2) Clearwater has added some new housing developments since 2009, including Chisholm Ridge, Park Glen Estates, Indian Lakes, etc.; however, the majority of current housing units were built prior to 2000; 3) Clearwater has a low unemployment rate, with the majority working in manufacturing, education, retail or healthcare. Most people are commuting to their jobs within Sedgwick County; 4) Clearwater will likely see some growth in the future, especially if efforts are made in business development and housing expansion. Understanding these factors will assist in guiding the Clearwater community's strategic planning efforts for the future.

# B. Addendum 2

## Community Planning Survey

December 2016

*Q1 - What will create an environment to sustain and grow local businesses?*

- Reduce costs of living here. Cable and water rates are very high and outside of norm.
- Clearwater is a bedroom community not a business haven. Small businesses are needed like grocery, gas, hardware but nothing else. Please stop wasting our tax dollars on business development. Listen to what the experts have told us...we are a cul de sac bedroom community and we need to make ourselves the best bedroom community we can be which means good schools, good parks, good recreation programs, walking paths, exercise locations, low crime, etc. The industrial park just setting out there empty is a very good example of having a city council that didn't know what they were doing and were in over their heads and spent tax money on land and improvements that will never be developed.
- Find ways to connect local business with city, rec, and schools are working together. Then citizens will see us as "one Clearwater"
- The future, I'm afraid, is technology and services that ease the strain on working parents. Stores with home delivery, or curbside pick up. Too many people are buying convenience online. Services that are not offered here, that people have to leave to get.
- Tax breaks for new businesses and competition
- Clearwater's best chance in business is to attract businesses that would be considered quirky or out of the way.
- more low income housing and rentals, a rec center that offers more things to all. Bring in more people get more businesses to come here.
- As a business owner, HSI is one of the biggest issues for me. SKT is a good company that provides great customer service. However, their plant is substandard for being the only company to provide the service they do. There are small towns in KS, Chanute, that are building their own plant for their residents.
- More advertising and promotion of local businesses.
- Better internet! Our local company has a lot of issues with speed.

*Q2 - How can Clearwater expand housing options to ensure affordable and available options for all current and potential citizens?*

- Costs are too high
- more rental homes in all price levels
- Possibly a family townhouse community? Sidewalks, play area. Send out a questionnaire to parents, and ask them.
- Stop taxing us twice for EMS services.
- They must give apartment builders incentives to build in Clearwater
- offer things that other towns do. We need to get things going where our young people will want to stay here and start their families here.
- I think we have plenty of options for our community, the only possible thing I could think of is maybe more rental properties.
- Apartment complex is needed. Not a fixed income apartment such as Mimosa Arms.
- More rentals. Rentals that have 3-4 bedrooms

*Q3 - How can Clearwater enhance public infrastructure and public spaces to support sustainable growth?*

- I believe the existing areas are acceptable cannot afford additional taxes.
- Continued work on parks and recreation areas, create a recreation center with activities for youth of all ages, open courts for basketball and volleyball
- Lease or purchase Walmart building for rec center. Then enlarge the library into current wellness center.
- You need a stoplight at the crosswalk by Chisholm Ridge.
- Perhaps the growth should come first, then worry about how to enhance public spaces... geezzz....
- We have a very nice park, I wish there were more sidewalks around the newer parts of the city.
- Repair the streets. The development downtown along Ross was beneficial and cosmetically appealing.
- Renewable energy
- The 4-way stop is a huge issue. Between traffic during school times and all school children crossing there. The issue with semis at that stop is a huge issue as well.

*Q4 - What are ways Clearwater can retain and engage young people to ensure sustainable community leadership for future generations?*

- Costs are too high for young family's however schools are great
- Good luck...with this one. Lions Club and other civic and public service groups are having the same problem.
- Providing activities and events for youth of all ages and ways that youth can take part in the community planning commissions, city council, school board meetings
- With day care costs cutting deeply into family budgets, any community backed support would be a positive for young families, and give purpose to those no longer in the work force.
- More after school programs. I.e. monthly get together at the park with crafts or a contest. Even a pageant would bring kids and teach them sportsmanship and humility.
- Bowling alley
- Create opportunities (get more business & industry) so the younger folks will stay in Clearwater
- first they have to want and be able to live here..then you can get programs to help get them involved., plus it would be helpful to have jobs out here where they didn't have to drive to Wichita or Haysville to work.
- I would go back to better HSI, lots of younger people are cutting the cord and are looking for fast internet than what we are offered here. This has nothing against SKT, I believe they are a good company, I just do not believe that they are doing enough to invest in their community.
- Teach the dynamics of life in Clearwater. Teach the cost of living, school choice, nearby employment, that makes Clearwater a much more suitable place to live than other areas.
- Better City website.

*Q5 - How can Clearwater market our community to increase awareness and promote a positive community image?*

- We need better support in our government. I believe the entry of Walmart was a huge mistake. I am so thankful that Mixes was able to hold on during those dark months
- There shouldn't be a need to market Clearwater. If we are a very very good bedroom community word of mouth and Facebook will spread the word better than any paid advertisement can. IF WE HAVE PAY TO PROMOTE CLEARWATER then we aren't doing something right to please our citizens as they should be bragging enough about us on Facebook for free.
- Market the whole community as Clearwater Indians, business, residential, schools, city govt all one community of Clearwater Indians supporting each other

- Maybe talk to the business class in the high school. Maybe have a senior class meeting and ask them. What do they see as pros and cons in our community? What would they like to see? Talk to returning college and military graduates.
- Have everyone get together for an annual city wide clean up, where the community gets together and fixes broken or run down signs, playground equipment, some can re paint fences, sweep the sidewalks... Just a way to help out the whole town.
- One of the most reviewed elements of a community are the schools... clean out the current school board and get some folks in there that truly care about providing a basic education and quit setting the students up for failure. The school system is NOT what it used to be. It's no secret that the Clearwater school system does NOT have a good program. Has to start at the top... weed out the "teachers" that are only there for a paycheck and get some individuals in there that CARE about teaching the students...CLEAN HOUSE... DRAIN THE SWAMP...
- that will come and word will get around if there are jobs here or there are places to live that are affordable. Word of mouth travels fast.
- Clearwater has a positive image.

*Q6 - What events, places, services and activities can connect citizens to the Clearwater community?*

- Need to have additional open forums,
- One big communication issue that if resolved will help people connect to their town and know what is going in real time and help connect would be to add to and get all the City Regulations and Ordinances, along with printable Permit and Application forms on the cities web site, and then keep the City web site current real time. The City council meeting notes for example should be posted the next day by 9am after the meeting,.... not three weeks later that defeats the whole purpose of doing it electronically instead of paper. The city council notes come out in the newspaper published once a week before we see them on the web page....that's ridiculous. Paper beats electronic on publication should NEVER happen. These kinds of things will help connect them....activities like the Christmas comes to Clearwater, Fall Festival etc. also very good....However a strong suggestion for Fall Festival.... set a date and hold it on the same date every year....don't keep changing the dates every year. That prevents us from being able to schedule in advance to be there until date is announced a month ahead of time and more importantly prevents scheduling of good bands, rides, events, vendors because they need to know a year ahead. Hold it on the third weekend of September or the second weekend of October etc. and hold it there every single year. That is easy for everyone to remember and lets us schedule a year in advance or more to get better vendors, rides, carnivals, attendance etc. at each festival. ,
- Fall fest, Christmas in Clearwater, art walk are good but we need to add more - at least one per quarter and build on what we already have
- Rec center could provide after school activities to members' children. Expanded library could offer research assistance for late elementary, middle and high school students, and a comfortable place to study alone or in groups. Early elementary could have story time or nature walks in the parks. Volunteers from retirement community down to high school students could volunteer in any of these activities.
- Dance recitals, put on a ball, pageants, contest with things grown - biggest vegetable, prettiest tulip... chili cook off
- Continue to enhance the Fall Festival... by moving it to the FALL. Create more reasons to Shop Clearwater. They're only going to want to charge for more "services" so nix that one. Maybe get a real college involved (not WSU) that knows how to ask survey questions... geez... whoever put this lame survey together with these vague questions needs to get back to grade school and learn a thing or two...
- first you have to have a places that draws them too here..events like sporting tournaments, baseball, basketball, soccer..etc., ads..if you build it they will come.
- The events we have in place are great. I propose more activity with a live band or DJ once in a while.

# C. Addendum 3

## Clearwater Priorities Survey

July 2017

Column one identifies Citizen Ratings of their first priority.

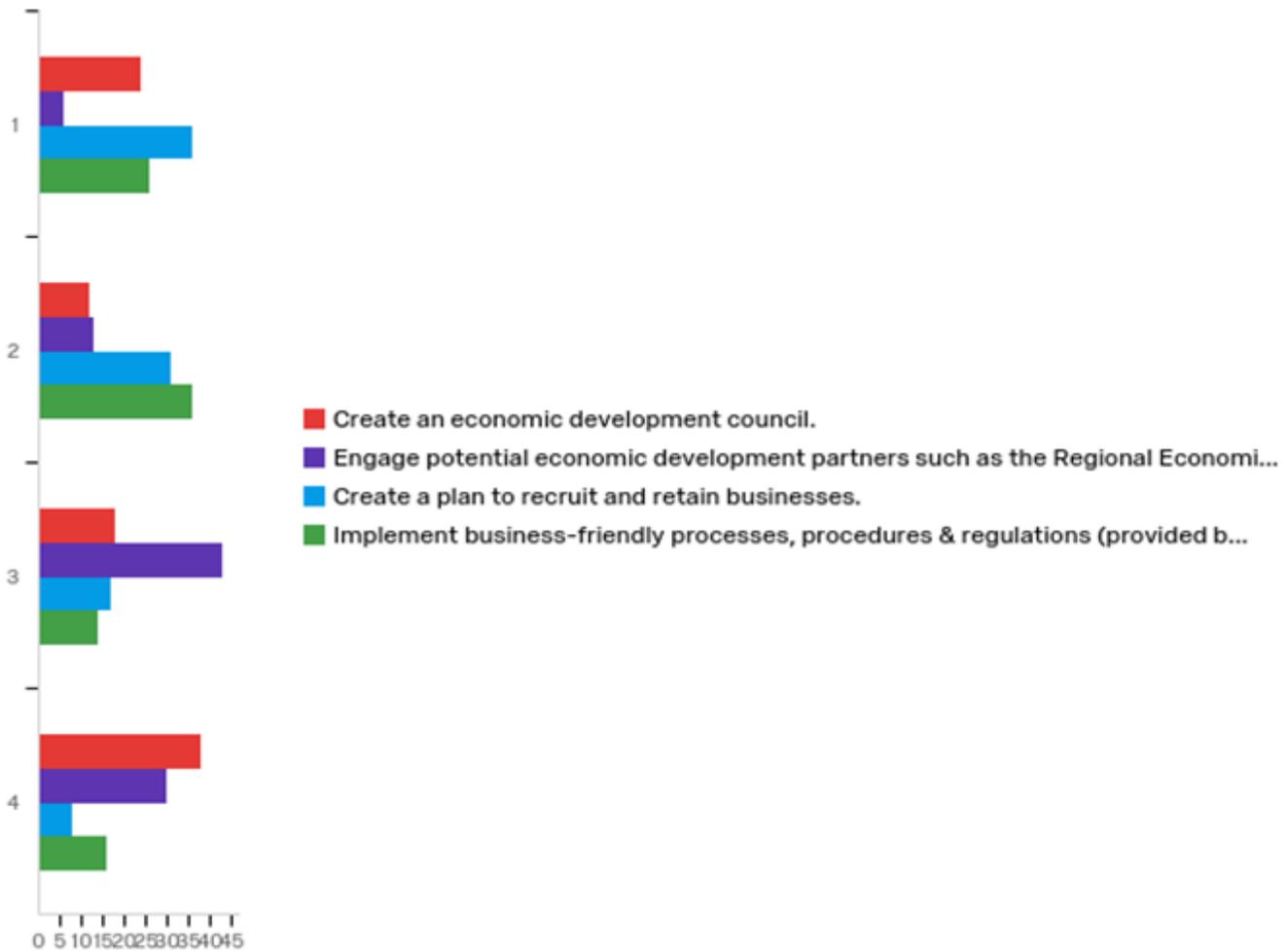
Q1 - The Strategic Goal: Expand affordable housing options for all current and potential citizens. From the options below, rank the importance of the following strategies to achieve this goal. (1 = First priority, 2 = Second priority, etc.)

#	Question	1		2		3		4	
1	Conduct a housing needs assessment in Clearwater.	36.96%	34	19.57%	18	23.91%	22	19.57%	18
2	Create a housing partnership with Clearwater, Sedgwick County, realtors and others to increase moderate income rental opportunities.	13.04%	12	21.74%	20	29.35%	27	35.87%	33
3	Identify funding options for new construction and rehabilitation funding to improve appearance/value of existing housing.	29.35%	27	23.91%	22	28.26%	26	18.48%	17
4	Explore ways city government can promote expansion of moderate income housing.	20.65%	19	34.78%	32	18.48%	17	26.09%	24
	Total	Total	92	Total	92	Total	92	Total	92



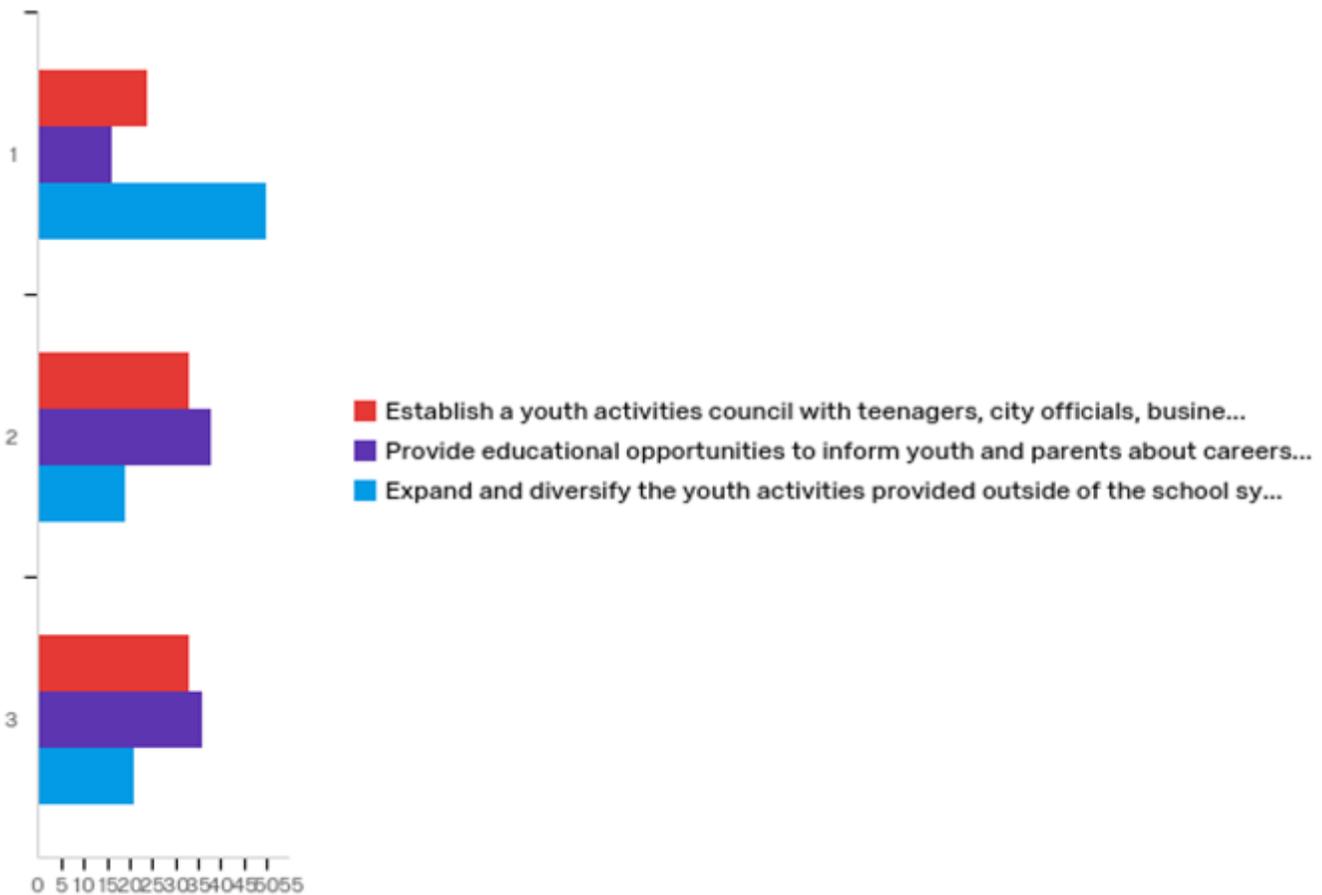
Q2 - The Strategic Goal: Create a community environment to sustain and grow local business. From the options below, rank the importance of the following strategies to achieve this goal. (1 = First priority, 2 = Second priority, etc.)

#	Question	1	2	3	4			
1	Create an economic development council.	26.09%	24	13.04%	12	19.57%	18	41.30%
2	Engage potential economic development partners such as the Regional Economic Area Partnership, Greater Wichita Area Partnership, etc.	6.52%	6	14.13%	13	46.74%	43	32.61%
3	Create a plan to recruit and retain businesses.	39.13%	36	33.70%	31	18.48%	17	8.70%
4	Implement business-friendly processes, procedures & regulations (provided by city government ) to encourage business development.	28.26%	26	39.13%	36	15.22%	14	17.39%
	Total	Total	92	Total	92	Total	92	Total



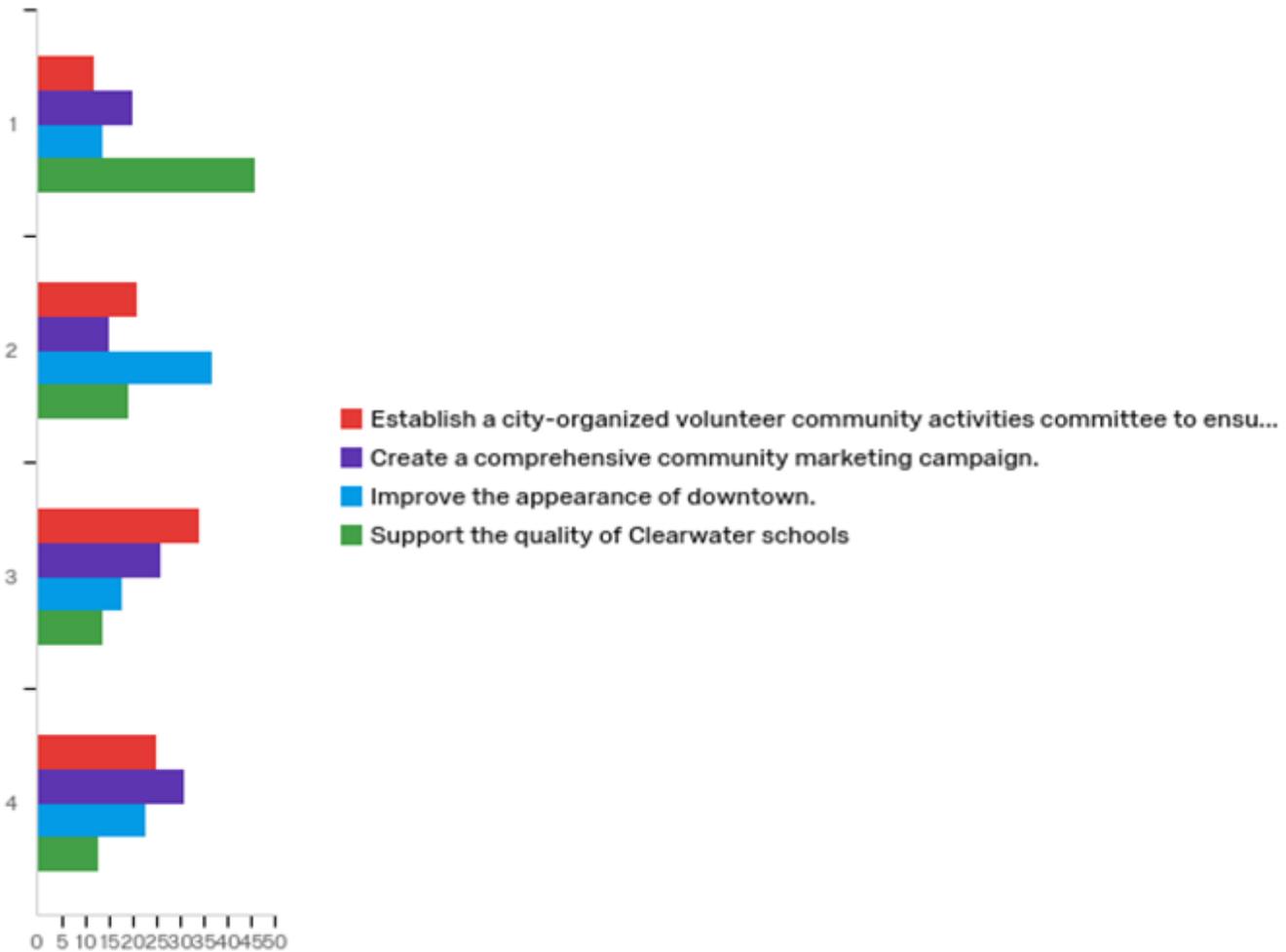
Q3 - The Strategic Goal: Retain and engage younger people and families in civic and community leadership. From the options below, rank the importance of the following strategies to achieve this goal. (1 = First priority, 2 = Second priority, etc.)

#	Question	1		2		3	
1	Establish a youth activities council with teenagers, city officials, business & community members.	26.67%	24	36.67%	33	36.67%	33
2	Provide educational opportunities to inform youth and parents about careers that are feasible while living in Clearwater.	17.78%	16	42.22%	38	40.00%	36
3	Expand and diversify the youth activities provided outside of the school system.	55.56%	50	21.11%	19	23.33%	21
	Total	Total	90	Total	90	Total	90



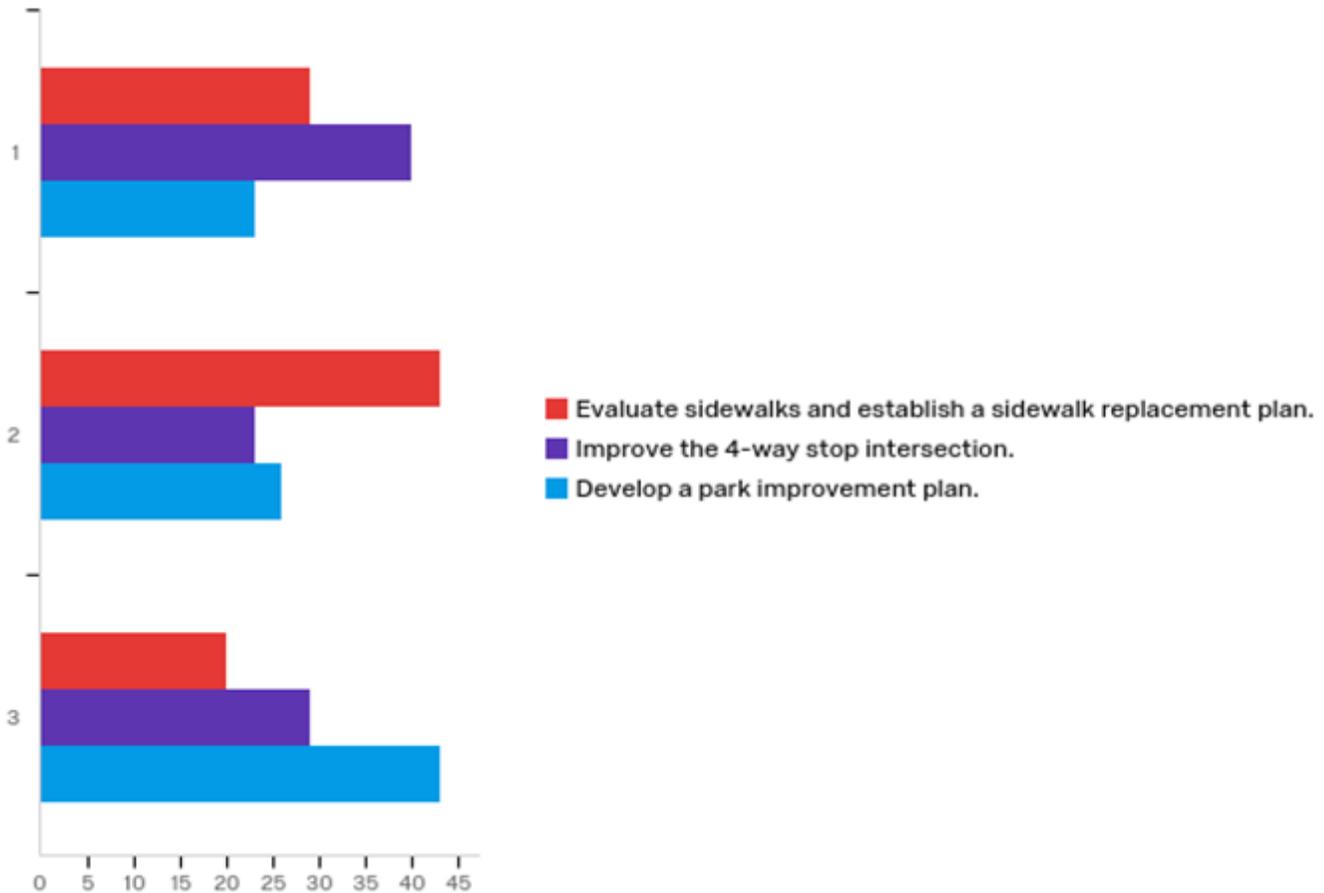
Q4 - The Strategic Goal: Promote the quality of life in Clearwater to ensure stable and sustainable growth. From the options below, rank the importance of the following strategies to achieve this goal. (1 = First priority, 2 = Second priority, etc.)

#	Question	1		2		3		4	
1	Establish a city-organized volunteer community activities committee to ensure sustainability of community events.	13.04%	12	22.83%	21	36.96%	34	27.17%	25
2	Create a comprehensive community marketing campaign.	21.74%	20	16.30%	15	28.26%	26	33.70%	31
3	Improve the appearance of downtown.	15.22%	14	40.22%	37	19.57%	18	25.00%	23
4	Support the quality of Clearwater schools	50.00%	46	20.65%	19	15.22%	14	14.13%	13
	Total	Total	92	Total	92	Total	92	Total	92



Q5 - The Strategic Goal: Provide, maintain and improve infrastructure. From the options below, rank the importance of the following strategies to achieve this goal. (1 = First priority, 2 = Second priority, etc.)

#	Question	1		2		3	
1	Evaluate sidewalks and establish a sidewalk replacement plan.	31.52%	29	46.74%	43	21.74%	20
2	Improve the 4-way stop intersection.	43.48%	40	25.00%	23	31.52%	29
3	Develop a park improvement plan.	25.00%	23	28.26%	26	46.74%	43
	Total	Total	92	Total	92	Total	92



Q6 - Please provide any ideas you have to address the identified strategic goals.

- We need to continue to promote Clearwater as a wholesome community and encourage businesses and light industry to come to our community.
- Find alternative use for industrial park.
- I would like to see an end to duplexes. If the rent is \$1000 plus a month why not have a house for that much? Also a Sonic in the old gas station wouldn't suck.
- I would like to see a Sonic!
- Volunteerism: as is always the case, a handful of volunteers seem to be the mainstay - as they age, we need to involve more, at all ages but especially younger participants. Promote local businesses some residents are not aware that we even have a downtown.

- 1st Priority over-all = place a 4-way light at the intersection of 4th & Ross! This is a life threatening issue! Myself and others avoid it when possible before and after school hours. Drivers are not obeying the laws and children (and the crossing guard) are put at high risk during those times! I would suggest a programmable unit so it may be scheduled for different traffic flow. Example: regular lights from all 4 sides during heavy traffic, before and after school time. Blinking yellow north/south and blinking red east/west during other light traffic times. blinking red north/south during moderate traffic times, like 5-6pm. This has been a huge concern for me for years. Thank you for your consideration! Julie Brandt
- Please add a sidewalk to the post office. It is difficult to walk there.
- No comment
- Clearwater is a cul-de-sac bedroom community to Wichita. We cannot compete not even close for large industrial businesses in Clearwater. We need to promote Clearwater as a place to live while you work in Wichita. A great place to raise kids and have evening activities. We should try to be the BEST cul-de-sac bedroom community we can be and quit trying to be what we are not. We need to focus on great schools, low, low crime, no drugs, swimming pools, walking trails, bike paths, nature trails, community sports teams for kids aged 4-18 and family activities. Those are the things that will attract young couples with small children to come live and play here but work in Wichita. Sell the industrial park kick our stupidity wounds and move on from that 30 years ago pipe dream. Low real estate prices and low taxes are also attractors especially for the young parents with kids. Let's don't forget the elderly either in the process. If we are going to improve our image as a bedroom community then webbed to remember that all ages will live here.
- Pave West Wood Street and fix the railroad crossing on Grant St. Both are in bad shape.
- Let the free market determine housing availability and needs. No need for The county to get involved with housing any further. Too much government intrusion .
- Offer incentives and or tax breaks to volunteer emergency service providers. This will be a win, win for the city, brings in certified EMS & firefighters and keeps the service alive and well In Clearwater.
- Move the Elementary East playground to the park. Also, I believe some sort of action needs to be taken or the building, whether demolition or sale as it is an older building that does no good hosting a PTO meeting once a year.
- I personally believe the first major step is to create and secondary access road somewhere between the high school and the four way stop that comes out somewhere near Mizes or the liquor store having one access to and from the high school is simply ridiculous it is not safe. If there was ever an incident for example around the bus barn area access to the high school would be completely cut off
- This isn't a good survey. So I have to answer and rank based on 1-4 when I feel they all should be 4's. This survey is flawed in that aspect and I cannot believe we used tax dollars to support this. Real Estate options really? The government doesn't need to be in the real estate or development business. AKA Chisholm Trial and giving away tax my tax dollars in the form of rebates to a new housing development. Developer would be spending their own money if they saw a community for substantial growth but they aren't. Clearwater will never be a Goddard, Maize or Andover. Focus needs to be on making improvements for current citizens and those who fund the tax base. The focus needs to be on those leaving the community and the why's.
- Bring more business in to town
- Install sidewalks along 4th from Mizes to the 4-way stop.
- Keep Clearwater a small bedroom community and NOT make it another suburb of Wichita. If we wanted suburbia we would have bought a home in Andover. We chose Clearwater for small town. It does not need to overgrow.
- Safe walk ways north and east four way, continue park improvements, think outside e box with attracting new businesses