



SUTTON, NE

Vision Implementation Plan 2016



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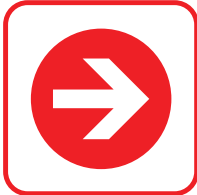


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INTRODUCTION

Introduction:

“Would you tell me, please, which way I ought to go from here?”

“That depends a good deal on where you want to get to.”

“I don’t much care where –”

“Then it doesn’t matter which way you go.”

— Lewis Carroll, Alice in Wonderland

In the case of Sutton, Nebraska, the community does care which way it goes. This Vision Implementation Plan (VIP) or strategic plan identifies the direction expressed by the citizens of Sutton during a public planning process to create a better community.

The purpose of a strategic plan is to help organizations and communities determine where they want to go, what they want to be, and how to get where they want to go; or in other words, how to achieve their vision for the future. For a strategic plan to be more than an academic exercise that results in an impressive, but dreary document gathering dust on a shelf, it must be developed by people who are passionate about an organization’s potential and its future.

Strategic planning is one of the most important responsibilities of the leadership of any organization. It is the activity that establishes a clear vision for the organization and sets appropriate strategic objectives to guide fulfillment of the vision. It also aligns appropriate resources and deployment decisions to achieve the strategic objectives and establishes measures that ensure attainment of those objectives within specified time frames.

Like all cities, the City of Sutton, Nebraska, is continually faced with a myriad of challenges and opportunities. The demands on budgets, public infrastructure, and staffing underscore the need for a comprehensive and clear strategic plan. In an era of limited resources (human and financial), it is critical that citizens, leaders, and staff are focused in the same direction. The role of this strategic plan, therefore, is to provide that focus, facilitate the successful growth of Sutton, and provide a platform to purposefully advance the city as an organization.

The Sutton Strategic Plan will serve as a roadmap for the city’s success over the next five to ten years. It will also serve as a tool to communicate the city’s intentions to the residents, focus the direction of its financial resources and employees, and ensure that short-term goals and objectives are met in a timeframe established by the community. This strategic plan defines specific results that are to be achieved, outlines a course of action for achieving them, and details measurements to ensure the outcomes of those results. Additionally, this plan will ensure that the most important city priorities are identified, communicated,



and achieved with direction and effective planning so that all may know what is expected and how to achieve success. The city will be diligent in focusing its efforts on strategic objectives that it can control and influence within the scope of its mission and vision. The implementation of this plan and the decision making around it will align with the city's values.

Planning Process:

With community-based participation at its center, an effective planning process capitalizes on a local community's assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people's health, happiness, and wellbeing.

JEO Consulting Group, Inc. utilized a planning process that integrates these principals to secure broad public input from face-to-face meetings, interviews and on-line social media sites. The professional planners facilitated this planning process that is: rooted in community partnerships; realistic to implement; leverages local funding with outside resources; and is based upon the uniqueness of the existing built and natural environment of Sutton. This comprehensive and community driven process is the ground work for JEO and the local leaders to collaboratively develop an actionable implementation plan that is sustainable and supported by the community.

On September 23, 2015, a 21-person advisory committee made up of members of the Sutton City Council, city staff, Sutton Public Schools, county elected officials, local businesses, high school students, rural fire district, civic organizations, local media outlets, and concerned residents of the community held a kick-off meeting to discuss the VIP project.



Through the discussion, the committee guided the consultant on the appropriate public engagement process and the top nine areas of concern to prioritize. The specific topic areas are (in alphabetical order):

- Daycare/Before and After School Care
- Downtown and Historic Preservation
- Economic Development
- Fine Arts Programs
- Housing
- Parks and recreation
- Streets and Infrastructure
- Trail Development
- Youth Activities

In addition, it was determined that the public engagement process should consist of: three focus group meetings (housing, business, and high school youth); a public open house; on-line survey questions and a written survey tabulated by the city. The diverse committee was assigned the task of broadcasting the intention of the city's VIP survey and the need for public input. Upon the completion of the public engagement, the committee would reconvene to build consensus on the top issues facing the community.

During the day of October 28, 2015, the focus groups met with the planners from JEO Consulting Group to discuss a topic for which they possessed specific knowledge and were passionate about. The meetings were well-attended and yielded lively discussions. A total of 96 individuals participated in the three focus meetings. That evening 18 people attended the public open house to share their ideas and concerns.

With the majority of the public input documented, the committee met again for the strategic planning workshop. The goal of the strategic planning workshop was to establish consensus on civic betterment initiatives so the city could formulate strategies and target local resources (both human and financial) to accomplish the goals. It was agreed that a formal plan of action was needed to keep Sutton moving forward and to provide efficiency in its resources, regardless of personnel changes.

Committee members were then asked to further define these nine topics by identifying known issues and concerns surrounding these items. This exercise offered Committee members a deeper understanding of the strategic issues, their importance to the long-term well-being of the community, and to facilitate the ranking process for issue prioritization.

Because the Sutton Vision Implementation Plan is a living document, it should be updated regularly to reflect new accomplishments and changing priorities. As updates are needed, the city should continue to engage the community in the planning process. Through ongoing communication and collaboration, the city can ensure that the strategic plan reflects not only the priorities of local decision-makers, but also the priorities of the local citizens.

Ranking Process:

The committee was then asked to consider each of the nine strategic issues and identify their top tier priorities using a dot exercise. Members were given a total of three dots, or votes, to help rank the issue of most important to them by placing stickers on the corresponding topics. These strategic issues were referred to as "First Tier" goals, or the highest priority needs of the community, since they received a majority of first round votes of

those members present. Based upon the results of the dot exercise, the first tier priorities were “Need for Economic Development” (18 votes); “Need for Residential Development” (17 votes); and tied for third place was “Youth Activities” and “Parks and Recreation Amenities” (both with 9 votes). These were prioritized as the most pressing issue facing the community.

The First Tier goals were taken down from the wall and committee members were then asked to rank the remaining strategic issues. Members were given three additional dots and instructed to vote on “Second Tier” goals, or low to medium priorities of the community. Again, the strategic issue had to receive a majority of second round votes in order to be considered a Second Tier priority. Second Tier goals of Sutton include “Daycare/Before and After School Programs” (7 first round and 20 second round votes) and “Downtown Revitalization” (4 first round and 20 second round votes).

Those strategic issues that did not receive a majority vote during the first and second round were placed into a “Third Tier” priority. Although these Third Tier goals did not receive enough votes to be pursued at this time, they were still identified as important projects to the city and may be part of the cities on-going improvements or part of a public private partnership opportunity. Third Tier goals are shown below in no particular order.

- Fine Arts Programs
- Recreational Trail Development
- Streets and Public Infrastructure

Timeframe for Implementation:

The final step in the strategic process was to define a timeframe for implementation of First and Second Tier goals. Four levels were used, including “short term” defined as 0-3 years, mid-term defined as 4-8 years, long term was defined as 8-10 years, and ongoing. The results of this exercise is shown below:

Short Term Goals

- Need for Residential Housing (Short term and ongoing)
- Youth Activities (ongoing)
- Daycare/Before and After School Care

Mid Term Goals

- Need for Parks and Recreational Amenities (ongoing)
- Downtown Revitalization (ongoing)

Ongoing Goals

- Need for Economic Development (ongoing)

Community Action Plan

The Vision Implementation Plan will focus on the First and Second Tier goals, as prioritized by the Sutton Strategic Planning Committee. The format of the plan will be the same for each priority goal: stated goal, concerns/issues, objectives, actions, timelines, responsible groups/agencies, potential resources, and measurable outputs. Although the following goals are numbered, it is realized that such goals may take on different forms, be consolidated with other goals/projects or be re-prioritized based upon unforeseen issues or opportunities. In such cases, this strategic plan shall be re-examined and adopted to provide proper guidance.





GOAL #1

GOAL 1:

PROMOTE ECONOMIC DEVELOPMENT WITHIN THE CITY OF SUTTON.

Community and government leaders across the country have, for the past few decades come to the realization that they not only can, but must initiate programs to enhance their local economies. Governments have sometimes provided enormous subsidies to try to entice large businesses to build manufacturing plants within their communities; while others have started small loan funds to encourage “micro-enterprise” businesses or created “incubators” that provide office space and services to a variety of small businesses. Results of these rural economic development efforts have been decidedly mixed.

“Smokestack chasing” has lost favor with many rural economic development practitioners because of the unintended impact it has had on community systems and local fiscal restraints. In these difficult environments, Sutton must have a clearly focused and structured economic development strategy that is consistent with the vision statement and values contained within the city’s Comprehensive Plan. This guide is an important first step in attaining the city’s long-term commitment of job creation, retaining the local youth in the community, increased tourist traffic within the city, filling vacant store fronts, growing sales tax revenues, and promotion of city as an attractive place to visit, live, work, and invest.

Most often, successful organizations are achieving their goals as a result of having community support for a well-conceived “plan of action” which serves as a blueprint for an economic development program. An economic development plan for the city could serve as a powerful, yet focused guide for the community in formulating intervention strategies that will allow the city to achieve economic development successes. Likewise, the Plan must emphasize the importance of preserving the high quality of life enjoyed by local residents, and supports community values such as environmental preservation, small town atmosphere, recreational facilities, and human resources.

JEO recommends targeting businesses and opportunities that will support the tourism opportunities of the city and/or that would benefit from the high traffic counts along Highway 6. Such businesses could include additional retail shops, eateries, niche wine/beer/whiskey dispensaries, or destination businesses to name a few. The city must decide what incentives, if any, could be made available to new or relocating businesses. Incentives could include the use of an incubator, a grant/loan program, special programs for entrepreneurs or the implementation of tax increment financing (TIF) strategies.

Topics Identified During the Strategic Planning Session

- It’s the people that makes Sutton, Sutton
- Civic Pride “doing our part”
- Keep moving Sutton forward
- Growth and successes in Sutton, still provide strong hope for the future of the city
- Good traffic in downtown
- Strong medical support facilities and existing retirement home and assisted living complex
- Young families moving in/back; growing population
- Good school system/FFA program/FFCLA Program
- LB840 small business assistance program (up in 2016)
- Sutton does things right
- Market area – surrounding area
- Economic Development needs
- Home health
- Home maintenance
- Better internet speed
- Recruitment of younger families
- Housing – limited supply in rentals
- Succession planning
- Mentoring – for our youth to think more entrepreneurially
- IT support
- Space in downtown area
- Condition of 100-year old business storefronts
- Fiber optics – city wide to both residents and businesses needed – limited currently
- Daycare – need for more daycare availabilities – very limited now
- Medical – continued support and expansion
- Park – need for improvements to playground facilities, equipment, handicap access
- Downtown revitalization
- Streetscaping/beautification
- Clothing store
- Internet marketing of Sutton
- Space for business start-up
- Private rooms at nursing home – need for more or development of new home
- Marketing of Sutton and services available
- Cost prohibitive to buy agriculture land
- Restaurant – succession of current businesses and new developed ones
- Need for a BID



Objective #1-1:

Establish an Economic Development Culture within the City.

Action Steps:

1. Define the economic development vision for the City of Sutton with the Chamber of Commerce and other development groups with key interest and insight. Consider key industries for which the city desires to market to the community. JEO recommends a vision around recruiting and incentivizing businesses that will support and grow the value added agriculture and the tourism opportunities for the city including destination type businesses within the retail and service based industry. Focus on development of ‘start-up businesses’ and expanding current businesses to their ‘next stage’ of development should be strongly emphasized.
2. Establish clear public policy as it relates to dedicating resources for economic development activities.
3. Establish economic development goals, objectives, action steps and timelines. Creation of an entrepreneurial atmosphere to encourage the development of new business.
4. Creation or utilizing an established program such as “Junior Achievement” or new program that trains our youth from K-12 specifically about: 1) community development, 2) leadership, 3) jobs and 4) entrepreneurship.
5. Continuation and expansion of the career pathways program within the Sutton School District to encourage mentorship and training with real world job training.
6. Involvement of youth in the interaction of more community organizations, service groups, city committees and/or youth dignitaries for the city council.

Timeline: 2016.

Objective #1-2:

Examine the economic profile of Sutton and external factors that may influence future economic development efforts

Action Steps:

1. Establish a broad-based city Economic Development Committee.
2. Hold focus group sessions to discuss trends in the city business community (business startups, failures, expansions or relocations).
3. Review economic indicators (housing starts, employment, unemployment, per capita income, net taxable sales, and existing business make-up) to establish a baseline.
4. Survey the city business community to gather information on product/service, number of employees, future plans, and strengths/barriers to economic development within the City.

5. Survey city residents on a periodic basis to gather information on pertinent demographics, income, commuting patterns, purchasing characteristics, and community economic development needs.
6. Consider the economic composition of Sutton to determine its susceptibility to business cycles, comparative advantages, potential value-added business prospects, economic clusters, and other factors that will lead to economic sustainability.
7. Consider the capacity of existing public infrastructure/utilities to support future economic development efforts.
8. Consider the capacity of public safety (fire protection, law enforcement) to support further economic development efforts.
9. Analyze the existing housing situation in Sutton to maintain a sufficient housing stock.
10. Review the City's Land Use Plan/Zoning Ordinance to ensure adequate/appropriate space for business expansion/recruitment.
11. Inventory available business space within the existing downtown area and along Highway #6. Pursue additional real estate acquisition for future development areas.
12. Periodically review the opportunities and constraints associated with economic development within Sutton.
13. Consider the opportunities and constraints of a "commuter" population base. Involve a yearly Pull-Factor analysis of workforce that commutes.
14. Consider the opportunities and ways to reduce threats of new economic expansion within the immediate area, especially throughout Clay County and the Hastings micropolitan area.
15. Consider the leakages (purchases made in other communities by residents of Sutton) of the local economy.
16. Consider the availability of labor in and around the community.
17. Consider the availability of "shovel ready" sites within the city and its extraterritorial jurisdiction. Pursuing any possibilities to be 'certified' ready by outside group.

Timeline: 2016-2018.



Objective #1-3:

Develop strategies for promoting/fostering economic development in the Sutton.

Action Steps:

1. Reorganize the local Economic Development Corporation.
2. Identify businesses that have enormous growth potential within the local economy including existing and new businesses, value-added businesses, and new opportunities that slow economic leakages.
3. Outline intervention strategies that respond to specific barriers and opportunities that face city businesses (job training, housing affordability/availability, labor market skills, and new marketing strategies including regional marketing efforts, public infrastructure, and economic development resources).
4. Identify new development areas within the community which are suitable for economic development.
5. Identify local and regional partners for economic development, including financial assistance partners, technical, educational and job training partners, improve communication among business and government leaders, and foster cooperation among industry coalitions, and local residents.
6. Review activities associated with city festivals and identify other activities that may enhance the economic impact resulting from community events. Actively promote any of the civic celebrations on a regional basis.
7. Review the use of a local option sales tax to be a reinvestment into promoting and marketing existing businesses.
8. Creation of Sutton as a “Destination Location” for events and/or services.
9. Develop a marketing plan that focuses on common business sectors.
10. Coordinate with other rural community that follow Highway 6 to market together.
11. Consider establishing a “sister city”.
12. Creation of a community foundation with multiple funds (fields of interest) that would support this VIP and future strategic endeavors. Coincide with ways for wealth retention programs through the community foundation.

Timeline: Ongoing.

Objective #1-4:

Support small business development and entrepreneurial training.

Action Steps:

- 1. Survey city residents to determine community economic development leakages, patronage potential and interest in and concerns about starting a small business within the City.
- 2. Tabulate and analyze survey results.
- 3. Consider the feasibility/possibility of addressing the challenges of potential development of small businesses.
- 4. Utilize the Chamber of Commerce and the Central Community College to offer ongoing training and education to small business needs/entrepreneurs about accessing capital, preparing business plans, capturing niche markets, expanding market share, foster economic clusters, or develop effective marketing strategies.
- 5. Incentivize small business development efforts through strategies such as city funded small business loans/grants, property tax relief, or through a reinvestment of a local option sales tax for business development that matches the economic development vision of the City.
- 6. Provide assistance to businesses for education in marketing or other small business owner needs.
- 7. Creation and development of a small business incubation space.
- 8. Development of a micro-enterprise business market area (mini-mall). Coordinate the space for a colocation of the Chamber of Commerce by utilizing a renovated space downtown.
- 9. Develop an Innovation Center connection for mentorship and future business and invention recruitment .

Timeline: Ongoing.



GOAL #1

Responsible Group/Agencies

City Council, Planning Commission, city staff, private business and residents, and the Sutton Chamber of Commerce, Central Community College.

Potential Resources

Local Funds, Tax Increment Financing, LB840 Local Option Sales and Use Tax, U.S.D.A. Rural Development Programs, Utility Providers, Nebraska Investment Finance Authority Programs, Nebraska Department of Economic Development (NDED), Nebraska Department of Roads, U.S. Department of Commerce - Economic Development Administration.

Measurable Outputs

Increased economic development in the community can be measured by the number of businesses and new businesses within the community. It also can be measured through the number of jobs and net taxable sales collected over time.

Improving the local economy is an ongoing goal of the city.



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GOAL #2

GOAL #2:

TO IMPROVE THE HOUSING CHOICE FOR ALL CURRENT AND FUTURE RESIDENTS OF SUTTON.

Throughout the participation process, citizens cited the lack of quality housing as a major deterrent to growth. While the Grandview and Horseshoe Bend Housing Subdivisions both have single family residential lots available to build new homes, the existing housing choice is very limited. Also, within these subdivisions there are covenants which prevent renting, leasing or multi-family development, which could make it difficult to fulfill housing needs and discourage developers. The availability of land and infrastructure for new subdivision development with a variety of housing choices is a key factor in reducing the cost barriers for this type of development. The City of Sutton should review policies and programs to facilitate private subdivision development including potential incentivizing strategies such as the use of tax increment financing (TIF) to provide lots suitable for a variety of housing types.

New homes should provide ‘move-in ready’ quality with modern amenities. These are currently in high demand within Sutton. New housing allows for not only housing options for future residents, retirees and families, but also allows current Sutton residents the option to upgrade or downsize, increasing the inventory of available housing. The city should encourage the development of a mix of housing types including traditional single family homes and multi-unit housing options including duplexes, apartments, condominiums, or row houses. A healthy mix of housing types can help achieve a housing stock that spans multiple demographics. Consideration should be given to annexation of adjacent developments to provide the city greater control over the future development plans of peripheral area. Additional residential growth benefits the school district, local business and provides more households to reduce the local tax burdens.

Existing empty or developable lots within the city should be inventoried and analyzed to understand if a single family home and what size or another housing type would be desirable for the lot. Through this process the city should work with existing lot owners to prepare a list of lots that can be provided to potential home builders or developers to fit the preferred housing type and size they desire to build.

The city’s existing housing stock is its largest total physical investment. The neighborhoods’ quality as a living environment is largely determined by the quality of its housing structures. Since most of the housing supply that will be present by the end of 2025 is already standing today, conservation of the existing housing supply is very important to the vitality of the community. Consequently, Sutton should consider establishing an owner-occupied, single

family housing rehabilitation program and a renter-occupied housing rehabilitation program, if demand warrants. The investment of these resources will provide the financing to significantly improve living conditions of low and moderate-income homeowners of the area; property-owners who could not otherwise afford a conventional loan. Strategically utilizing public/private resources will allow financial assistance to be provided to lower-income homeowners/landlords, at a rate which will accommodate their payback capacity.

Lastly, JEO recommends that the city take on a larger role in actively promoting and marketing housing growth to potential developers and builders. The city and school district should partner to produce marketing materials highlighting the strengths of the community and the attractiveness to potential new residents. These materials should be shared with potential residents and builders through active solicitation.



Topics Identified During the Strategic Planning Session

- Quality housing stock is an issue/need some rehab (both owner and rental)
- Two (2) housing Subdivisions with lots available– 4 at Horseshoe Bend – 12 at Grandview
- Enforcement of building codes and nuisance properties
- Housing authority has 34 + 8 market rate transition housing
- 20 – 30 on waiting list for the housing authority units
- Low vacancy rate for owner and rental
- Have enjoyed stable property value
- Need housing education (rental vs. ownership costs)
- Few new houses built every year
- Need for seniors transitioning into apartments to free up houses for sale and extended family
- People looking for 3-bedroom homes
- Biggest Need
 - 2–3 bedroom townhouses w/2-car garage for family (market rate)
 - 1–2 bedroom townhouses w/bigger garage for seniors (market rate)
 - Maintenance free
 - 3 bedroom houses
- Homes currently being built in the \$130 - \$200 per square foot range
- Need for private investment group to encourage housing
- Need to think about “Return of Investment” vs. return on investment
- City has buildable lots and possible incentives (TIF, LB840, etc...)
- Rental rates (market rates) may not support new construction
- 2nd story residences in downtown not feasible



Objective #2-1:

Provide an environment that encourages and promotes residential development.

Action Steps:

1. Revisit the City's Housing Study annually and review the recommendations and action plans as to whether they are still applicable to today's environment.
2. Conduct an update to the Housing Study in 2020 (if needed) to quantify and qualify the present housing needs of Sutton. Present the results of the Study to the public and private housing developers.
3. In conjunction with the school district, prepare marketing materials that highlight the strengths of the community and attractiveness to potential new residents.
4. Hold a Housing Developers/Builders Summit to discuss housing demand opportunities and local policies.
5. Actively solicit potential housing developers/builders within the region.
6. Review the goals and policies contained within the adopted Sutton Comprehensive Development Plan and Zoning Ordinance, and Subdivision Regulations that support housing development.
7. Develop public/private partnerships, where necessary, to facilitate new housing development.
8. Consider all public financing options that may be used to promote, incentivize, and stimulate housing development on infill properties and new developments including the use of tax increment financing (TIF).
9. Prepare an inventory of available infill properties and the desired housing types and sizes for each.
10. Visit with peripheral landowners and discuss the ability to obtain purchase options on their property that can be shared with potential housing developers.
11. Creation of other housing incentives by the Community Redevelopment Agency (CRA) for moving the existing lots in Horseshoe Bend Subdivision
12. Consider adding more garages on Nolde apartments.
13. Review prices on city owned lots and consider discounting to encourage more residential development.
14. City should consider purchasing nuisance lots that need cleaned up and then sell to a developer or build houses on via CRA.
15. Creation of an incentive to lower or reduce the risk to a builders and developers.

Timeline: 2016.



Objective #2-2:

Consider adjacent land and existing subdivisions within the City’s Extraterritorial Jurisdiction to be legally annexed into the corporate limits.

Action Steps:

1. Identify potential land and existing subdivisions to be legally annexed, as indicated in the Comprehensive Development Plan and other studies.
2. Conduct an annexation study on specified sites to determine feasibility, cost-benefit and legality of the annexation.
3. Consider the initial and ongoing cost of extending public infrastructure/utilities to these new areas.
4. Consider the potential revenues generated of these new areas.
5. Determine the cost-effectiveness of annexing these specific sites.
6. Hold a public hearing of the Sutton Planning Commission and City Council to solicit public input on the annexation.
7. Approval of annexation ordinance.

Timeline: 2018.



Objective #2-3:

Provide financial assistance for the rehabilitation of the City's existing housing stock.

Action Steps:

1. Develop a Housing Rehabilitation Program. Discuss any issues that hindered the efficient and effective implementation of past housing rehabilitation programs.
2. Where appropriate, formulate and officially adopt revised guidelines which will govern the fair and effective implementation of Sutton Housing Rehabilitation Program. Include specific language that addresses the responsibilities of the homeowner during the compliance period.
3. Continue to identify local, regional, state and federal resources available for housing rehabilitation activities.
4. Consider applying for funding to establish the Housing Rehabilitation Program.
5. Package and secure funding for housing rehabilitation activities.
6. Structure resources to accommodate payback potential of low- and moderate-income homeowners.
7. Consider Program Guidelines that would govern the implementation of a Sutton Renter-Occupied Housing Rehabilitation Program. Review Guidelines from previous Programs implemented in other communities. Discuss any issues that may have hindered the implementation of those programs.
8. Formulate and officially adopt revised guidelines which will govern the fair and effective implementation of Sutton Renter-Occupied Housing Rehabilitation Program. Include specific language that addresses the responsibilities of the landlord during the compliance period.
9. Secure funding for a renter-occupied housing rehabilitation program.
10. Structure assistance to accommodate payback potential/return on investments for landlords that own rental properties in the study area.
11. Advertise the Sutton Housing Rehabilitation Programs, using local media outlets, online resources, direct mailing, and/or social service agencies.
12. Conduct a town hall meeting to discuss eligibility requirements for participation in the Program.
13. Accept applications from eligible homeowners; verify eligibility.

Timeline: 2017-2019.

Responsible Groups/Agencies

Sutton, Sutton Planning Commission, Sutton residents, DED, city staff, property owners, media outlets, social service agencies, private developers, economic development corporation, and local lending institutions.

Potential Resources

Local lending institutions, Tax Increment Financing, private funds, Nebraska Energy office, Nebraska Investment Finance Authority Programs, Nebraska Department of Economic Development Housing Programs, and U.S.D.A. Rural Development Programs.

Measurable Outputs

The existing housing stock can be measured through the number of homes, variety of types of homes, and the net property values of the city.

Improving the quantity, quality and appearance of the city's housing stock is a short-term and ongoing priority of the community.





GOAL #3

GOAL #3:

ENHANCE YOUTH ACTIVITIES

The youth of Sutton was a common topic discussed at focus groups, town hall meeting and the strategic planning workshop. It is clear that the existing leadership desires to retain the youth of today as tomorrow's leaders and future workforce in Sutton. A strong emphasis was put on activities and opportunities for the Sutton youth to partake in activities and groups today; as well as, the creation of opportunities for them to stay in Sutton or return after college to raise their families here.

The high quality of life, in general, tops the list of attributes communities must strive for, in their efforts to both survive and prosper. The availability of quality housing, education and commerce must be in place to keep current the youth and existing residents from relocating, and to entice new families into a community. Job creation and parks and recreational amenities are the key to retaining the youth and creating a stable and growing population.

Through our discussions with city staff and stakeholders it was obvious that additional recreational amenities and programs are desired by the youth and adults within the community including paintball, indoor and outdoor movies, recreation center, desirable "youth restaurants", mentoring programs, and job shadowing education opportunities. In addition, the city has a trail system and it is desirable to continue the connectivity of this trail to other areas of the City.



Topics Identified During the Strategic Planning Session

- 0 students wanted to stay in Sutton after graduation from high school
- 12+ want to come back after college graduation
 - Sutton is a good place to raise a family, proximity to family
- 8 do not want to return to Sutton
 - Want to seek economic opportunity elsewhere
- Students want:
 - Jobs (mechanics, bankers, lawyer, accountants, graphic artists, computers)
 - Mentoring Program
 - Ask them to come back
- Likes about Sutton
 - Sports
 - Friends (social network)
 - Small town
 - Trust/Safety
 - Pool
- Economic needs
 - Sporting good/clothing stores
 - Pizza restaurant
 - Outdoor recreational business (paintball or movie)
 - Arcade
 - Community get together (game day)
 - Movie Theater



Objective #3-1:

Include the youth in formation and implementation of the strategic goals.

Action Steps:

1. Incorporate the youth in the economic development activities of the community.
2. Consider the housing desires and needs of the youth as first time renters or recent college graduates coming to the community.
3. Utilize the youth leadership and energy to develop and operate the potential parks and recreational amenities.
4. Identify potential opportunities for youth jobs within the parks and recreation programs.
5. Identify and prioritize park amenities that will encourage maximum usage for community, social and family, and general affairs.
6. Explore a partnership with the public schools to develop a youth entrepreneurial program.
7. Develop a youth retention program (mailboxes at graduation, or other) to inform encourage students to consider staying or coming back to Sutton after higher education.
8. Development of more year round activities for youth interaction.

Timeline: 2016-2018.

Objective #3-2:

Implement youth leadership and mentoring programs.

Action Plan:

1. Consider the creation of Sutton Youth Leadership Academy with the Chamber of Commerce.
2. Implement feasible/viable programs/facilities desired by the youth for “youth to youth” tutoring at a before or after school program.
3. Develop and support programs which encourage activities where local business can mentor or have job shadow opportunities to expose the youth to jobs and careers in Sutton.

Timeline: 2016-2018.

Responsible Groups/Agencies

Sutton City Council, Sutton Park and Recreation Board, local sports associations, Sutton residents, Sutton Chamber of Commerce, local businesses, Sutton Public and sports and outdoor recreational enthusiasts.

Potential Resources

Local monies, Local Option Sales Tax, private donations, private foundations, volunteer efforts, fee for use, concession stand proceeds, Community Development Assistance Act (CDAA), Nebraska Game and parks, and Land and Water Conservation Program.

Measurable Outputs

The Sutton youth will be more involved in civic activities and engaged in entrepreneurial businesses. The long term affect should create opportunities for Sutton to retain the youth in the community while enhancing local pride in Sutton.

Developing and implementing the Enhanced Youth Activities Goal for the community is a short-term goal and ongoing for the city.





GOAL #4

GOAL #4:

DEVELOPMENT AND IMPLEMENTATION OF A PARKS AND RECREATION PLAN

In an era where municipal budgets leave little room for non-essential services/facilities/ programs, it is vital that local residents outline their recreational priorities to provide direct guidance to local decision-makers. These efforts will ensure that limited local resources are supporting only those programs and amenities that are desired by residents.

A professional planning firm can assist the city in soliciting public input on asset identification/ prioritization. Item to be considered include: splash pad, sporting fields, trails, playground equipment, picnic shelters, picnic tables, barbeque grills, open space, tennis/ basketball courts, park layout and cost opinions. This professional consultation will ensure that the outdoor recreational interests of today’s generations are met so that the park will provide long-term service to the community.

Through our discussions with city staff and stakeholders it was obvious that additional recreational amenities are desired within the community including pool/water features, zipline, paintball course, new playground equipment, skate park, and additional soccer fields. Expansion of the trail system is desirable to continue the connectivity of this trail to other areas of the City.



Topics Identified During the Strategic Planning Session

- Pool 14 years old/just paid off – repainted
- New 4 ballfields (1 BB, 3 SF), lighted, scoreboard (Open 2016)
 - Can be used for soccer on open space
 - \$1.8M sales tax
 - Need playground
- No toddler and ADA equipment/access
- City contributes to the Legion baseball (\$4,500 - \$4,800) – refs, travel
 - Softball – administrated by private group/parents
 - Baseball for T-ball thru High School
- School sponsored sports after 7th grade
 - 4th – 6th grade basketball sponsored by parents
- Need new playground equipment in park
- Soccer run by parents (lack of consistency and concern about succession)
- Community Senior Center – mid 2000, CDBG, need parking, design needs
- Desire for new Deputy Clerk/Rec. Director
- 3 total parks (shelter, pavilion)
- 1 RV park with old play equipment
- Unique feature – long BBQ pit, but it is old and should be replaced with smaller BBQ pits
- Need an indoor Rec Center
- Outdoor recreational opportunities
 - Zip line
 - Paint ball

Objective #4-1:

Evaluate the recreational needs of Sutton families and residents and develop a long term Recreation Master Plan

Action Steps:

1. Expand the park board to comprise of parents, students, coaches, seniors, and outdoor recreational enthusiasts to encourage better communication between residents, the city, and the youth sports organizations.
2. The city shall consider hiring a new deputy clerk to assist with recreational administration support.
3. Consider the current and desired usage of the city park system.
4. Outline current programs/facilities that are offered in Sutton, whether publically- or privately-sponsored.
5. Determine the programs/facilities overall strengths and weaknesses.
6. Identify potential opportunities and threats to the long-term sustainability of these programs/facilities.
7. Survey the residents of Sutton about the need for new playground equipment, splash pad, soccer field improvements, paintball course, zip line, outdoor movie area, skate park, trails and other potential programs/facilities desired by local residents.



GOAL #4

8. Summarize the findings and publicize the results.
9. Review and update park system maintenance procedures.
10. Develop a Recreation Master Plan to include:
 - a. Procure the services of a professional planning consultant to develop a Recreational Master Plan for the Sutton parks and trail system.
 - b. Hold a town hall meeting to discuss how residents plan to use the city park and trail system.
 - c. Identify and prioritize park amenities that will encourage maximum usage for community, social and family, and general affairs.
 - d. Develop a park schematic showing location of existing amenities.
 - e. Consider measures to integrate recreational opportunities and community amenities via walking/biking trails.
 - f. Develop a plan showing the layout of a future park and trail improvements and their relationship to each other.
 - g. Prepare cost opinions for planned park and trail improvements.
 - h. Develop a phasing plan for the implementation of the proposed improvements.
 - i. Identify the appropriate public agencies and/or community organizations that will be responsible for the implementation and ongoing oversight of the programs.
11. Consider the most appropriate resource (human and financial) to undertake the park and trail projects.
12. Conduct local fund-raising activities.
13. Pursue public/private monies to offset the construction cost of the projects.

Timeline: 2015-2017.



Objective #4-2:

Implement priority and cost-effective park improvements/programs.

Action Plan:

- 1. Consider the feasibility of implementing the Sutton Recreation Master Plan in phases.
- 2. Implement feasible/viable programs/facilities desired by local residents.
- 3. Develop and support programs which encourage activities where families can participate together.
- 4. Create a handicap accessible playground and park areas
- 5. Explore a multi-plex recreational facility used for health and recreation by retirement home, assisted or independent living with specialty treatment provided at same location.
- 6. Explore the utilization of buildings owned by multiple organizations for community projects or activities (i.e. school theater area for community monthly film, city community center for more activities needed by school kids, etc.)

Timeline: 2018 - Ongoing

Responsible Groups/Agencies

Sutton City Council, Sutton Park and Recreation Board, local sports associations, Sutton residents, Natural Resources District, local businesses and outdoor recreational enthusiasts.

Potential Resources

Local monies, Local Option Sales Tax, private donations, private foundations, volunteer efforts, fee for use, concession stand proceeds, Community Development Assistance Act (CDAA), Nebraska Recreational Trails Program, Transportation Alternatives, NRD, Nebraska Game and parks, and Land and Water Conservation Program.

Measurable Outputs

The creation and implementation of a Sutton Recreation Master Plan

Developing and Implementing a Recreation Master Plan for the community is a mid-term goal of the city.





GOAL #5

GOAL #4:

IMPROVE DAYCARE/BEFORE AND AFTER SCHOOL OPPORTUNITIES

During discussions with the Mayor, city staff, and at the strategic planning session, it became evident that childcare and /or senior care for the working families of Sutton is one of the City's current greatest needs to support in its economic base. The lack of family care can negatively impact a community by limiting the family income of two working adults. It can also affect the efficiency of the local economy that can grow business, generate taxable sales, and help offset the costs of quality of life amenities for the residents of the community by reducing available labor supply.

It is the recommendation of JEO that the city work to better enhance the family care opportunities for the working families of the city and then capture the benefit that additional local monies can provide for quality of life betterment. To do this, JEO recommends the formation of a committee that can work with the city, school, existing businesses, and existing care providers to better explore and create more care provider opportunities for the working families of Sutton.

Topics Identified During the Strategic Planning Session

- Not enough daycare facilities
- Commitment needed for working parents
- Daycare in homes vs. facility regarding regulations
- Have preschool services
- Maybe the nursing home could offer daycare for seniors
- Potential for daycare in local churches



Objective #5-1:

Create a plan and evaluate the potential costs and benefits to a before and or after school program.

Action Steps:

- 1. Create a committee that can work with the City, School, and existing businesses providers to better explore and create before and after school programs to serve the school aged youth of the working families.
- 2. Review other communities' care programs and evaluate the transferability to Sutton.
- 3. City leaders, local businesses and other organizations should meet with the School Board to determine the potential to develop a program at the public school.
- 4. Inspect the physical condition and capacity of potential classroom area including the need for additional staff.
- 5. Meet with business-owners and employees to evaluate the future needs and deficiencies of care for the employees' families.
- 6. Prepare a memorandum of understanding with the city and school district to evaluate and develop a potential care program.
- 7. Implement the proposed plan for before and after school care.

Timeline: 2016-2018.



Objective #5-2:

Develop strategies for promoting/fostering more daycare in the City.

Action Steps:

1. Create a committee that can work with the city, nursing home, and existing businesses providers to better explore and create before and after school programs to serve the school aged youth of the working families.
2. Identify the in-home daycare providers and daycare businesses that exist within the community and maintain a current list of providers to inform potential families seeking those services.
3. Identify new daycare providers or churches within the community which are suitable for these services.
4. Identify local and regional partners for new daycare providers, including local businesses, technical, educational and job training partners, to improve the availability of daycare.
5. Explore city incentive policy to increase capacity or create new providers.
6. Consider local churches and private school as potential collocated day-care facilities.

Timeline: 2016-2018.

Responsible Groups/Agencies

Sutton City Council, Sutton Public Schools, Sutton residents, Central Community College, nursing home, local businesses and existing care providers.

Potential Resources

Local monies, Local Option Sales Tax, private donations, private foundations, volunteer efforts, fee for use, and Sutton Public Schools.

Measurable Outputs

More day care capacity will be developed by expanding existing facilities or creating new opportunities in Sutton.

Developing and implement a daycare and before and after school programs for the community is a short-term goal of the city.

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GOAL #6

GOAL #4:

IMPROVE THE APPEARANCE AND VIABILITY OF THE DOWNTOWN BUSINESS DISTRICT.

The image of the downtown area is vital to the community's overall perception of itself and to the region. Image can impact the economic viability either by attracting consumers or pushing consumers out of the area. To attract consumers, the image and environment of the downtown area must be friendly, inviting, and at a comfortable scale.

Sutton's principal entrance to the community is Highway 6 (a highly traveled east-west corridor). This entrance offers visitor's a first impression of the community; the cardinal attribute that portrays Sutton as a quality place to visit, work, live, play and invest. However, the highway ushers traffic through various community features but bypasses the downtown area. Thus, wayfinding signage on the highway could be utilized to attract tourism to the historic downtown.

It is through the implementation of downtown revitalization efforts that residents can expect to witness economic and civic progress. A thriving downtown builds a positive self-image for the community; creates job opportunities; attracts new industry; strengthen service and retail job markets. It will also symbolizes a community's confidence, vitality and long-term viability; saves tax dollars; stabilizes and improves the area's tax base. A revitalized downtown will protect the investments already made in downtown infrastructure, while attracting new private investments, preserving the community's historic resources, and enable property-owners to maintain commercial buildings while preserving a critical component of the community.

A revitalized streetscape and building façade improvements can be beneficial to Sutton and enhance the image within the downtown area by creating an environment that will continue to be inviting and friendly to the consumer. Streetscape development and image may not seem like economic development, but these concepts can play a vital role in the economic development process. The implementation of these recommendations will be primarily the responsibility of the building and business owners. However, programs providing low interest loans, for redevelopment, will provide a means to spread the cost of improvements over a period of time. These loans should be repaid with the principal and interest going to assist other building owners. Assisting these projects or improvements area-wide can be supported by benefit districts. Potentially, a Community Redevelopment Authority (CRA) using Tax Increment Financing (TIF) would be beneficial. These funds can be used to aid the enhancement of the businesses and can be set-up to serve more people and more projects.

JEO recommends that the city embrace a downtown identity. This begins with identifying a downtown district, but also look to incorporate the side streets. Architectural standards for new development within this district including side streets should be adopted as design guidelines or an overlay zoning district. Additional public parking opportunities on side streets and more pedestrian friendly features should be investigated that would assist with the growth of existing businesses or the attraction of new businesses to the district. The purchase and installation of a community kiosk to improve public communication could also be beneficial.

The downtown area should be marketed to align with the overall economic development vision of the city. JEO recommends marketing towards additional retail, eateries, wine/ bar/whiskey dispensaries, or other destination or history based businesses that would encourage additional tourism to the city and becoming a visitor’s destination. Thought should be given to sponsorship of civic events/programs within the downtown area. Such events/programs may include: street dances, cultural celebrations, performing arts, concerts series, soap box derbies, bed-races, etc. These events/programs not only promote economic activity, but they reestablish the downtown as the center of civic life, fostering a sense of celebration and exploration.

Lastly, the city should consider taking a role in the redevelopment of existing empty downtown storefronts either through incentivizing practices for small business as previously discussed or through the purchase of the storefronts as public property that can then be rented at a low cost or offered as a rent to own to startup companies. Additional uses of a public owned storefront could include a co-op style of business that depends upon volunteer labor for operations, incubator spaces that offer office space or multi-tenant space to new startups, or partnerships with the local school system to provide on the job training to current students in the operation of a business.

Topics Identified During the Strategic Planning Session

- Most buildings are greater than 100 year old
- Not a Historical District....yet
- Need renovation of buildings/2nd floor
- Have LB840... to allow rehab
- Business Improvement District could be utilized
- Streetscaping/beautification/landscaping/speakers
- Minor infrastructure needs
- Alleys need to be repaved
- Need new street lighting - new poles; replace lighting with LED
- Lack downtown brand/banners/flags
- Railroad crossing can be a traffic and noise issue
- Need marketing of downtown
- Have the annual Parade of Lights downtown
- There is room for expansion
- Additional parking is needed
- Need an employee parking area
- 2nd story housing is a possibility, but appears to be too expensive



Objective #6-1:

Evaluate the physical condition of the Sutton downtown business district and consider additional streetscape and façade improvements.

Action Steps:

1. Inspect the physical condition and capacity of the downtown area including, but not limited to, streets, sidewalks, lighting, landscaping, grade changes, parking, surface drainage and underground utilities.
2. Inspect the existing building facades and provide recommendations of improvements.
3. Meet with business-owners to evaluate the future needs and deficiencies of the downtown area.
4. Provide opinion of costs to correct physical deficiencies and facades.
5. Prepare the Sutton Downtown Condition Report.
6. Develop a Business District Master Plan to incorporate elements of the Sutton Downtown Condition Report and visioning process to encourage a unified downtown revitalization strategy.
7. Hold a meeting with downtown stakeholders to unveil the Business District Master Plan.
8. Revise the plan as necessary to ensure that it reflects the needs, thoughts, and desires of residents and downtown business-owners.
9. Develop downtown design guidelines to protect the investments and ensure building aesthetics.
10. Present the Business District Master Plan to the Sutton Planning Commission and City Council for their review, approval, and implementation.
11. Consider downtown stakeholder's willingness and financial capacity to support implementation of the Business District Master Plan.
12. Meet with the city's fiscal agent to determine the bonding capacity of Sutton.
13. Identify local, regional, state and federal resources for downtown improvements.
14. Prepare plans and specifications for downtown revitalization activities.
15. Hold a town hall meeting to solicit public input on the plans and specifications.
16. Make necessary revisions and submit the plans and specifications to the Sutton City Council for final approval.
17. Implement the proposed improvements.
18. Consider new parking areas for downtown by purchasing unused lots or lots in the flood plan areas.

- 19. Encourage and provide incentives for youth or residents to start-businesses or franchises
- 20. Explore a possible link to the Innovation Center in UNL campus
- 21. Market downtown businesses on the outskirts of the town at Saunders and Highway 6.
- 22. Provide incentives to help temporary fixes to second floor levels while phase 2 (major recondition is being considered) to stop the deterioration of the historic buildings.
- 23. Investigate options for both the renovation and uses for the 2nd floor levels of the downtown business structures

Timeline: 2016-2018.



Objective #6-2:

Develop a vision for downtown revitalization.

Action Steps:

1. Foster cooperation and communication among downtown business-owners through the establishment of a Business Association.
2. Hold a working conference with downtown stakeholders to create a vision for the redevelopment of the downtown area.
3. Identify the strengths, weaknesses, opportunities and threats of the downtown.
4. Survey local residents about spending habits to identify economic leakages within the downtown business district.
5. Identify other potential niches that will make the Sutton downtown a visitor's destination that will lead to lasting economic activity.
6. Identify potential programs/measures to incentivize new businesses, including startups and small businesses, to locate in the downtown district.
7. Create a marketing plan for the downtown area with the proposed Sutton Community Association
8. Recruit businesses that are consistent with the Business District Master Plan and the City's Economic Development Plan.
9. Identify potential programs/measures to incentivize downtown property-owners to renovate their building façades.
10. Evaluate the need/desire/potential for urban landscaping within the downtown area.
11. Consider wayfinding signs along Highway 6 to educate visitors/travelers about the various goods and services found in Sutton.
12. Contact the Nebraska Department of Roads and Clay County Highway Superintendent to obtain necessary permits to install wayfinding signage along this route.
13. Sponsor civic events/programs within the downtown area.
14. Consider applying for Leadership Community Designation through the Nebraska Department of Economic Development.

Timeline: 2016-2017.

Responsible Groups/Agencies

Sutton City Council, Sutton Public Schools, Sutton residents, Central Community College, nursing home, local businesses and existing care providers.

Potential Resources

General Obligation Bonds, Special Assessment Districts, Local Option Sales Tax, Community Development Block Grant (CDBG) Program-Downtown Revitalization Program, Tax Increment Financing*, private monies, Business Improvement District, private foundations, Nebraska Arts Council, Nebraska Energy Office, Nebraska Enhancing, Developing and Growing Entrepreneurs (EDGE), GROW Nebraska™, Recreational Trails Program, Transportation Alternatives Program, Rural Enterprise Assistance Act (REAP), Service Corps of Retired Executives (SCORE), Community Development Assistance Act, Federal Home Loan Bank – Joint Opportunities for Building Success, Small Business Administration and USDA Rural Development.

Measurable Outputs

Sutton will develop and implement a Downtown Revitalization Plan that will incorporate the community's goals and sustain the historic buildings while enhancing the economic viability of the community.

The continued success of existing businesses and the attraction of new business to the downtown area. Improving the downtown business district is a mid-term goal of the city.



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APPENDICES

to the

SUTTON, NE

Vision Implementation Plan 2016

mySidewalk

A part of the public input process, the project utilized mySidewalk to gather public opinion online. The following depicts the results of this process:



September 25 · Edited

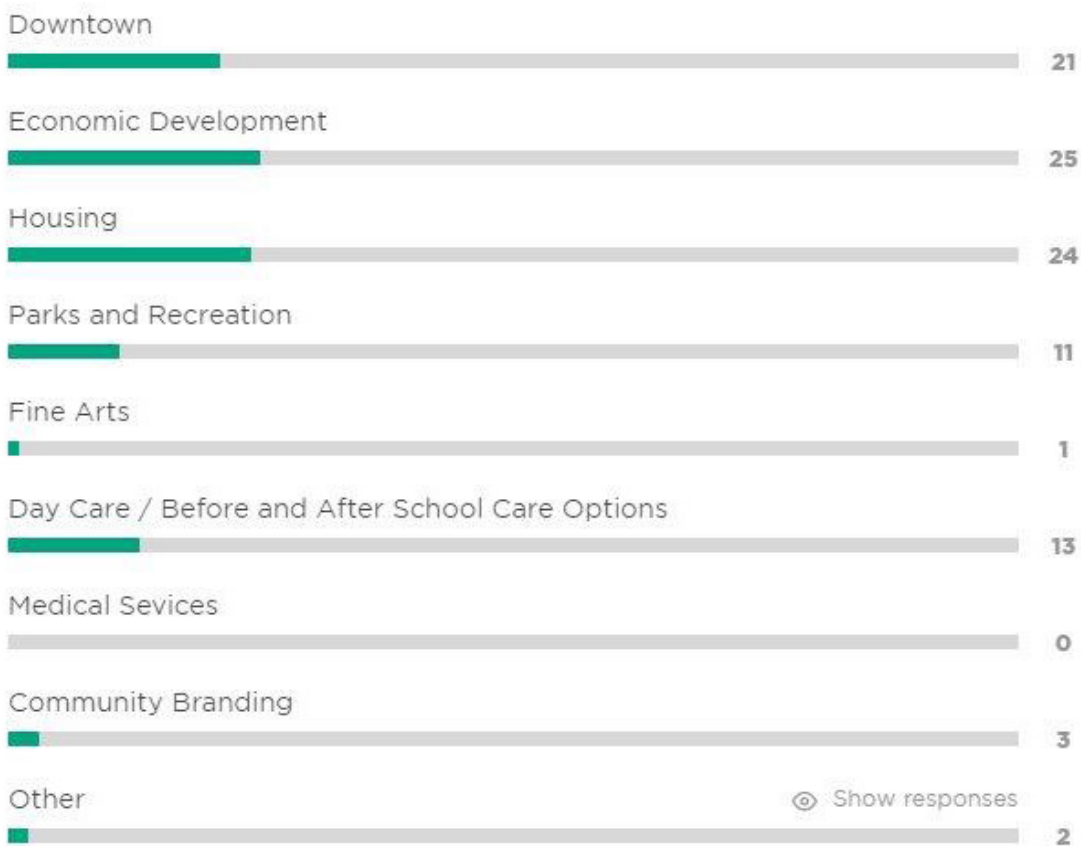
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Sutton Vision Implementation Plan posted

Community Priorities

#Government, #Parks, #Livability in Sutton, NE

As citizens and the city government seek to enhance the quality of life for all in Sutton, what area(s) should be the highest priority? (vote up to three)



Show responses

Vote on this poll **38 people** have voted

Share



November 8

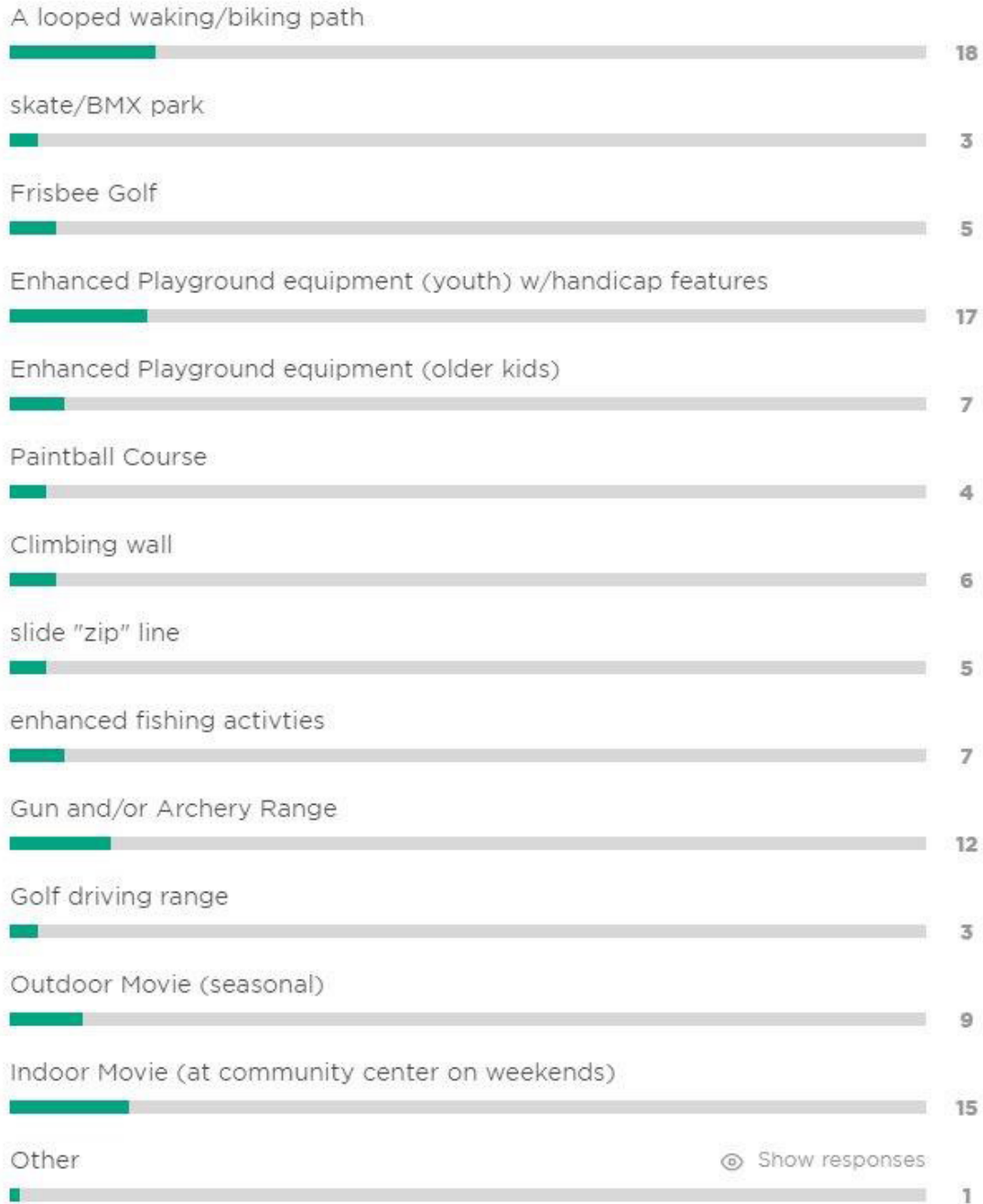
Sutton Vision Implementation Plan posted

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Recreational Activities

#Parks, #Arts, #Wellness in Sutton, NE

What recreational activities would you like to see in the community over the next 5 years? (select each one that you would like)



Show responses



October 7

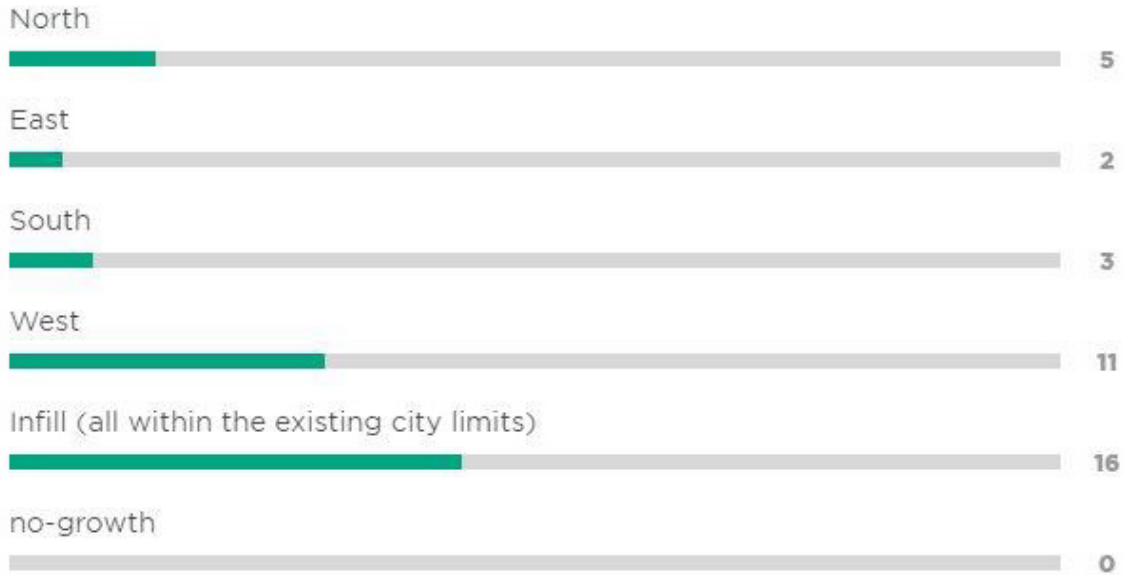
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Sutton Vision Implementation Plan posted

Area to grow?

#Economy, #Government, #Sustainability in Sutton, NE

If the city is to grow, in what direction would you prefer the new growth occur?



Vote on this poll **37 people** have voted

Share



October 22

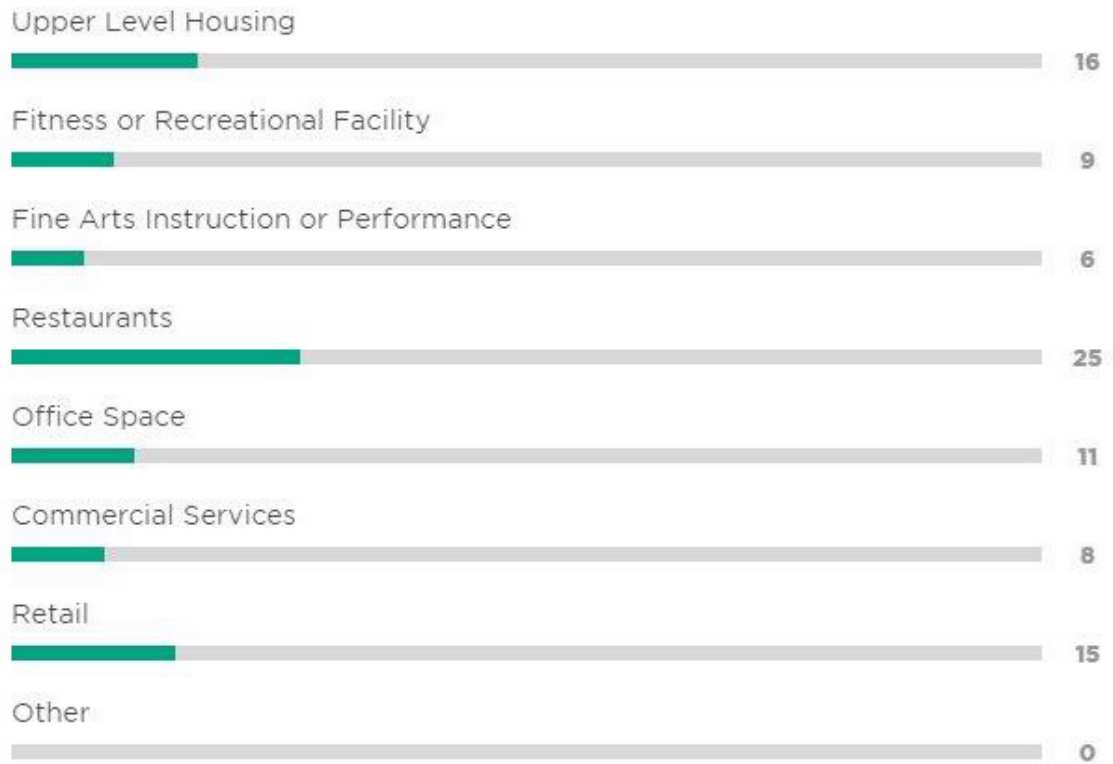
Sutton Vision Implementation Plan posted



Downtown revitalization

#Sustainability, #Government, #Economy in Sutton, NE

What uses should be downtown (select up to three)?



Vote on this poll. **31 people** have voted



October 7

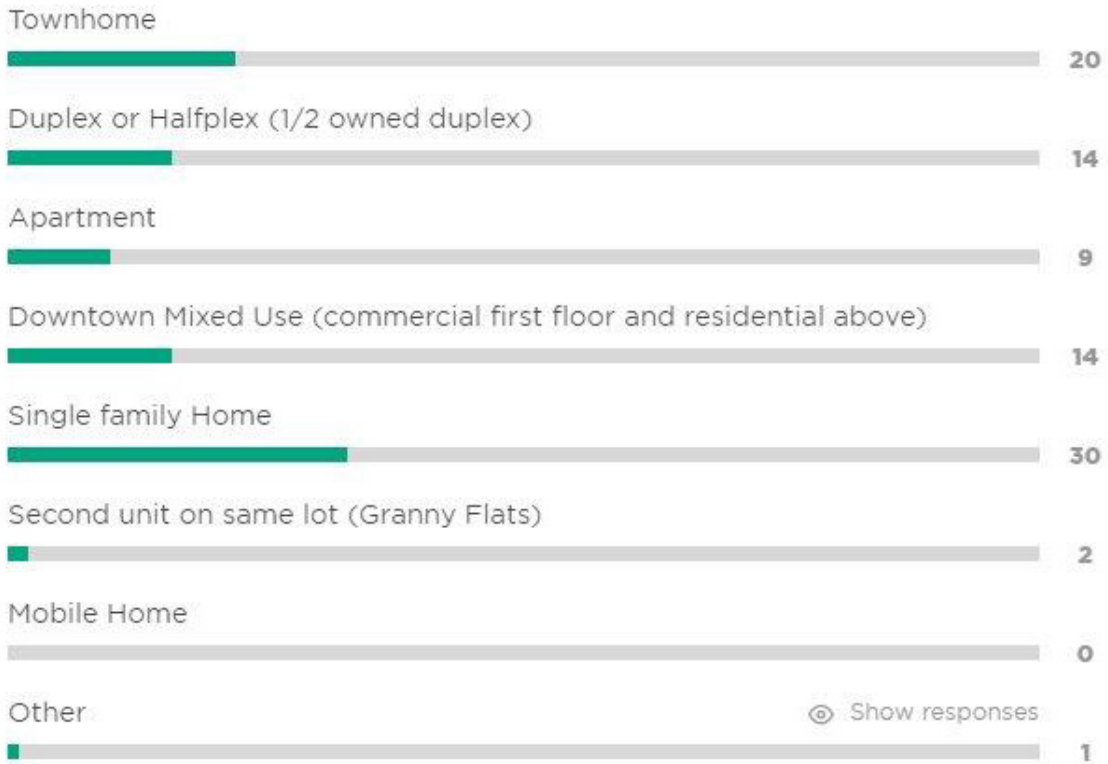
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Sutton Vision Implementation Plan posted

Housing Choice

#Livability in Sutton, NE

If more housing types were available in Sutton, what would be your choice for now or in the near future (select up to three)?



Show responses

Vote on this poll **35 people** have voted

Share



October 22

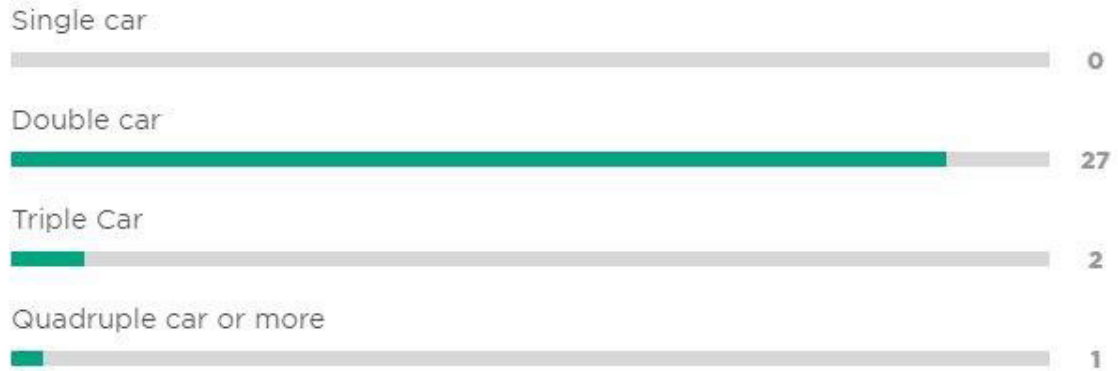
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Sutton Vision Implementation Plan posted

Housing Amenities

#Government, #Livability, #Economy in Sutton, NE

How many garage spaces are desired in a house?



Vote on this poll **30 people** have voted

Share



October 22

...

Sutton Vision Implementation Plan posted

Housing Amenities

#Livability, #Economy, #Government in Sutton, NE

How many bedrooms are desired in a house or apartment?



Vote on this poll **31 people** have voted



November 8

Sutton Vision Implementation Plan posted



Community Identification

#Economy, #Livability, #Government in Sutton, NE

If you had to come up with a "Logo" or "Catch phrase" for Sutton, what would it be?



Respond



Share



Add your response



October 22

Sutton Vision Implementation Plan posted



Population Growth

#Government, #Livability, #Economy in Sutton, NE

Who should be targeted for new population growth in Sutton?

18-24 year olds



3

25-40 year olds



25

40-65 year olds



3

65+ year olds



0

Vote on this poll **31 people** have voted



October 7

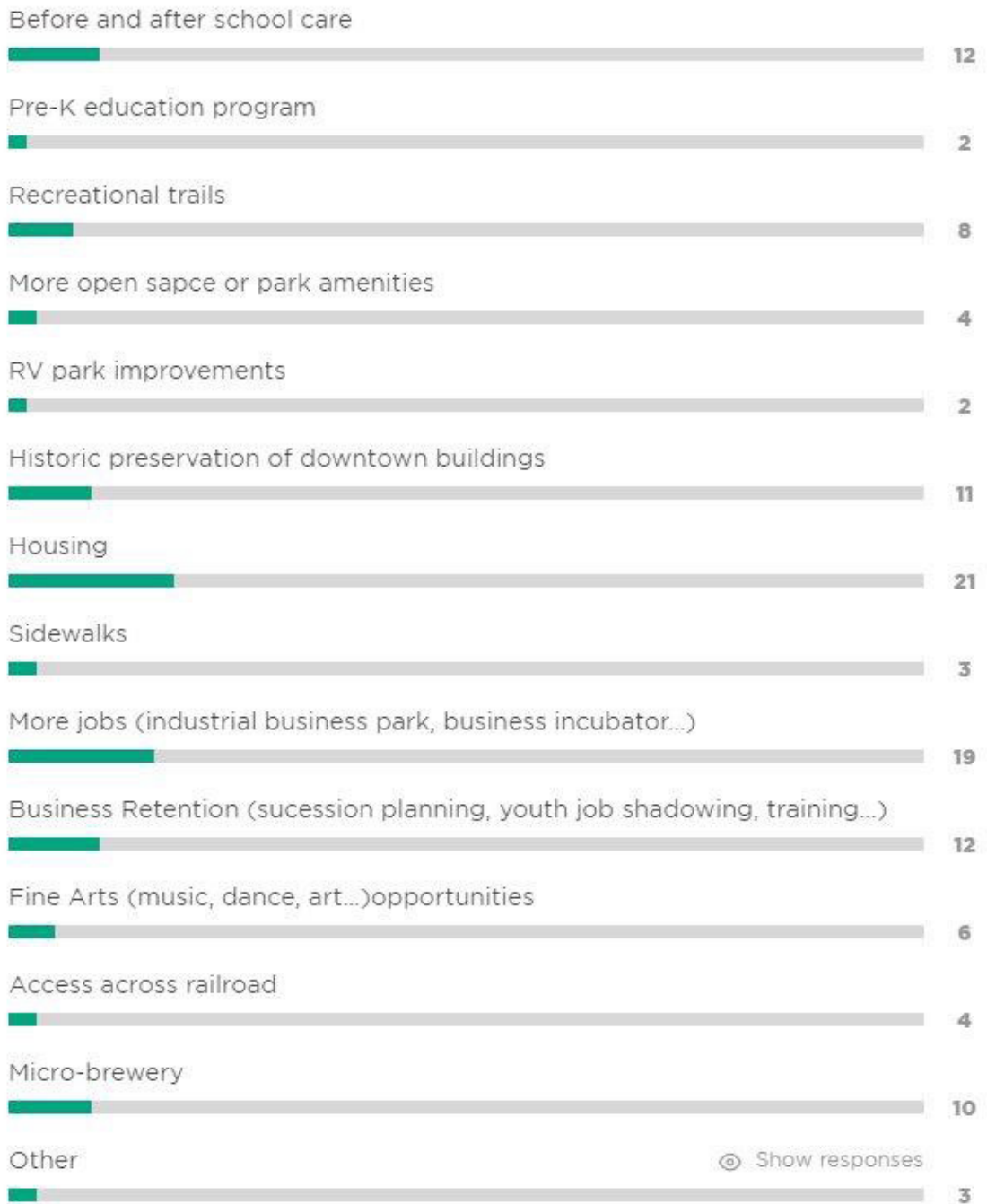
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Sutton Vision Implementation Plan posted

What's missing in Sutton?

#Livability, #Arts, #Economy in Sutton, NE

In your opinion, what is needed to make Sutton a stronger more viable community? (select up to 3)



Show responses

Vote on this poll **40 people** have voted



October 7 · Edited

Sutton Vision Implementation Plan posted



Why Sutton?

#Livability in Sutton, NE

What key characteristic of Sutton has kept you here or brought you back?

(select up to 3)



Vote on this poll **35 people** have voted

Youth Survey:

The high school youth at Sutton High School participated in a focus group meeting and a voluntary survey regarding: recreational amenities; businesses in the community; what would make Sutton better; do you plan to stay after graduation; their image of Sutton and ideas for a community logo. The following is copy of the questionnaire and the tabulated results.

Sutton Vision Implementation Plan Survey

Special Youth Response Survey

- What recreational activities would you like to see in the community over the next 5 years?
(Choose your top 5 choices) _____

- | | |
|--|----------|
| 1. A 'looped' walking/biking path (extension) | (Y or N) |
| 2. Skating park | (Y or N) |
| 3. Frisbee Golf | (Y or N) |
| 4. Enhanced Playground equipment (youth) w/handicap features | (Y or N) |
| 5. Enhanced Playground equipment (older kids) | (Y or N) |
| 6. Paintball course | (Y or N) |
| 7. Climbing wall | (Y or N) |
| 8. Slide "Zip" Line | (Y or N) |
| 9. Enhanced Fishing activities | (Y or N) |
| 10. Gun and/or Archery Range | (Y or N) |
| 11. Driving Range – Golf | (Y or N) |
| 12. Outdoor movies (seasonal) | (Y or N) |
| 13. Indoor movies (at community center on weekends) | (Y or N) |
| 14. Other (List) _____ | |

- What type of business(s) would you like to have in Sutton, which is not here right now?
(circle answers that may apply or write in additional ones)

Restaurant Appliance Store Financial business Handyman Laundromat
Clothing Store Exercise Club Hunting Store Furniture Store

Other:

- If you had a magic wand (if there was such a thing), what would be your wish that would make Sutton a better community to live in?
-

- Would you like to stay in Sutton after you graduate? (Y / N)
Why? _____

- What do you 'like' about Sutton?
-

- What do you feel best represents Sutton? (location, food, service, feeling, people, history)
-

- Have you thought about running your own business? (Y or N)

What type of product/service would you provide? _____

- If you had to come up with a "Logo" or "Catch phrase" for Sutton, what would it be?
-

Recreational		Total	Ranking
1	looped walking/bike path	29	10
2	skating park	27	11
3	frisbee golf	32	9
4	youth - enhanced playground	34	7t
5	older - enhanced playground	34	7t
6	paintball	62	1
7	climbing wall	37	6
8	zip line	46	4
9	enhanced fishing	22	12
10	gun/archery range	45	5
11	driving range	19	13
12	outdoor movies - seasonal	47	3
13	indoor movies - existing structure	52	2
14	other	2	14
	Rec Center		
	Pizza Area		

Sutton Needs	
Restaurant	57
Appliance Store	7
Financial Business	6
Handyman	2
Laundromat	3
Clothing Store	45
Exercise Club	13
Hunting Store	24
Furniture Store	13

Other listed:

- movie place
- sports store
- phone store
- bigger library
- move theater
- Finish Line
- Casey's
- Slushy Store
- Mexican Restaurant
- Video Game store
- Walmart
- Skydiving
- Runza
- McDonalds

Future Plans	
Stay in Sutton	38
Leave Sutton	37

What do you like about Sutton:

everyone knows each other
Clarks Pond
clean and welcoming
tradition
feeling
homey atmosphere
everything a family needs is
here

the people and history
the pool and people
people and feeling

library
friendly
pool, complex, safe
park
pool
summer activities

pool football friendly

it is small
quiet
bike trail
sports
pool
safe
small safe quiet
everything
friendly people
calm good at football
sports

small cozy cool
its safe and kids love
it
a lot to do
friendly safe clean
everything
nice people
fun quiet safe
lil people little town
quiet
Dollar General
calm not much violence

quiet and everyone
knows everyone
safe and something to do
pool complex farming
school activities
friendly
people and history

friendly
can ride bike without
worry
small
get to know everybody
small and quiet
small and know everyone
safe and know everyone
small community
friendly
small town life
resturants, dollar general
lots of activities
everyone knows
everyone

safe
nice and helpful
peaceful and security
location people
football and people
small town setting
sports
safe
sports
know everyone
know everyone

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