

Lvl.	No.	Description	Responsibility	Status	Year					On-going	Responsibility	Person
					1	2	3	4	5			
1	1.0.0.0	Goal One: Ensure that Christian County communities have the resources										
2	1.1.0.0	Mobilize the resources needed to lead and manage economic development in each individual municipality and the County.			X						Board	
3	1.1.i.0	<i>Formalize an economic development program to implement the Economic Development Strategic Plan locally</i>			X						Board	
4	1.1.i.a	Commit the human and financial resources necessary to professionally manage an economic development program.			X						Board	
4	1.1.i.b	Forge partnerships with the local chambers of commerce and other parties, such as the school districts and the OTC, to coordinate economic development activities and leverage the city's / county's resources.			X						Board	
4	1.1.i.c	Formally adopt the Economic Development Strategic Plan and accept responsibility for implementing the plan.			X						Board	
3	1.1.ii.0	<i>Organize the Nixa Economic Coalition (CCEC) to provide for more coordination of regional economic development activities.</i>			X						Board	
4	1.1.ii.a	Meet on a quarterly basis, or as needed, to exchange information on regional economic development issues			X						Board	
4	1.1.ii.b	Identify projects with regional significance and work to advance these projects.			X						Board	
4	1.1.ii.c	Create a common legislative agenda and advocate jointly for the County and its municipalities on regional issues.									Board	
3	1.1.iii.0	<i>Purchase and/or develop the basic tools to support operations</i>			X						Board	
4	1.1.iii.a	Create an interview template and survey for business visitations			X						City/Chamber	
4	1.1.iii.b	Complete an inventory of available sites			X						City	
4	1.1.iii.c	Evaluate and purchase a customer relationship management system			X						City/Chamber	C.A./Chamber
4	1.1.iii.d	Develop an informative and professional website			X						City	Comm/Dev

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4	1.1.iii.e	Establish a strong relationship with the Springfield Area Chamber of Commerce			X							Committee	C.A/Chamber
2	1.2.0.0	Launch a business retention and expansion program to support existing and new businesses				X						City/Chamber	C.A/Chamber
3	1.2.i.0	<i>Launch an employer visitation and survey program</i>				X						City/Chamber	C.A/Chamber
4	1.2.i.a	Identify the top 20 private employers in the county as well as the top five private employers from each participating municipality to serve as the list of companies to visit				X						City/Chamber	C.A/Chamber
4	1.2.i.b	Create a database of companies in the region using business registrations and licenses, chamber of commerce membership, as well as other resources				X						City/Chamber	C.A/Chamber
4	1.2.i.c	Establish a standardized protocol for visiting employers, including questions to ask during visits				X						City/Chamber	C.A/Chamber
4	1.2.i.d	Develop an online employer survey to collect information on business climate and outlook				X						City/Chamber	C.A/Chamber
4	1.2.i.e	Communicate findings of survey and visits with stakeholders and track trends over time									X	City/Chamber	Comm/Dev
4	1.2.i.f	Use the information collected through surveys and visits to strengthen marketing messages									X	City	Comm/Dev
3	1.2.ii.0	<i>Train a business concierge to help local companies make connections with needed resources</i>				X						City/Chamber	C.A/Chamber
4	1.2.ii.a	Research and understand resources available to support businesses in the Springfield Region				X						City/Chamber	C.A/Chamber
4	1.2.ii.b	Conduct outreach to local businesses to make them aware of the concierge services available to them									X	City/Chamber	Comm/Chamber
4	1.2.ii.c	Connect businesses with each other, relevant information, and needed resources									X	Chamber	Chamber
4	1.2.ii.d	Integrate services with the business assistance team									X	Chamber	Chamber
4	1.2.ii.e	Build support for a co-working and entrepreneur's hub					X					Chamber	Chamber

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3	1.2.iii.0	Train a workforce concierge to ensure that employers can find the human resources they need to operate in the county				X						City/Chamber	C.A./Chamber
4	1.2.iii.a	Participate in the Christian County initiative to become a Work Ready Community (see Strategy 31)				X						County	C.A./Chamber EDC
4	1.2.iii.b	Build relationships with the Ozark Region Missouri Career Center, higher education institutions, school systems, and other workforce development stakeholders to understand their programs and offerings available to employers				X						Committee	MO Career Ctr
4	1.2.iii.c	Monitor hiring difficulty of key occupations using resources such as Wanted Analytics or surveys of employers in the Springfield region and identify major talent recruitment challenges									X	Committee	MO Career Ctr
4	1.2.iii.d	Maintain a repository of best practices in talent recruitment, development, and retention to support local employers									X	Committee	
4	1.2.iii.e	Work with employers who are having difficulty recruiting talent to catalogue their current and anticipated needs									X	Missouri Career/School/OTC	
4	1.2.iii.f	Serve as the liaison between employers and workforce development groups to communicate employers' needs and jointly craft solutions to meet those needs									X		
2	1.3.0.0	Ensure that the City has real estate "product" to meet the needs of expanding and relocating businesses				X						Development	Travis Cossey
3	1.3.i.0	Work closely with Springfield Area Chamber of Commerce to identify where there are gaps in their product inventory that could be filled by sites in Nixa				X						C.A./Chamber	
4	1.3.i.a	Meet with local landowners and developers to identify the best sites to fill these gaps									X	C.A./Development	
4	1.3.i.b	Consider identifying a prime site to take through MoED's site certification requirements Currently, there are 15 certified sites in Missouri, only one of which is in the Springfield region – a 51 acre site in Partnership Industrial Center West				X						Development	

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4	1.3.i.c	Highlight these sites in the parcel inventory (See below)				X					Development
3	1.3.ii.0	Keep an updated inventory of parcels available and a map of where the parcels are located				X					Development
4	1.3.ii.a	Review available sites in the community and collect standardized information about each site								X	Development
4	1.3.ii.b	Note any sites with infrastructure needs and work with local governments to discuss potential plans to meet those infrastructure needs								X	Dev/PW
4	1.3.ii.c	Keep site information current in MoED's searchable database of sites (LOIS)								X	Development
3	1.3.iii.0	Encourage the development of a business park over the next 5 years to support the growth of a regional employment center in Christian County					X	X	X		Development
4	1.3.iii.a	Identify a 300 to 400 acre site located centrally in the county to develop as a mixed-use business park that would create a suburban central business district in Christian County					X				Development
4	1.3.iii.b	Explore the possibility of a multi-jurisdictional park to facilitate public participation in the project, create a more robust product, and encourage regional collaboration (See article from the Economic Development Journal in Appendix E)					X				EDC
4	1.3.iii.c	Partner with a private developer experienced in successful business park development						X			Development
4	1.3.iii.d	Secure an anchor to act as a catalyst in attracting other tenants								X	C.A./Development
2	1.4.0.0	Implement a relationship management system for prospective and existing employers seeking assistance			X	X					
3	1.4.i.0	Evaluate and choose a web-based customer relationship (CRM) management system for the economic partnership to use			X						C.A./Chamber

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4	1.4.i.a	Establish a protocol for gathering information about local businesses so that information is stored in a systemized fashion			X						C.A./Chamber
4	1.4.i.b	Designate a single point of contact that collects basic information from employer regarding its needs			X						C.A./Chamber
4	1.4.i.c	Make the system accessible for viewing and editing by other people involved in the business assistance process								X	C.A./Chamber
3	1.4.ii.0	<i>Create a structure for forming response teams that address the needs of the employer seeking assistance</i>			X						C.A./Chamber
4	1.4.ii.a	Assemble a pool of decision-makers in the community that includes the board members of the coalition and other essential individuals			X						C.A./Chamber
4	1.4.ii.b	Train the pool of team members on the goal of the program and team member expectations			X	X					Committee
4	1.4.ii.c	Based on the specific needs of the employer, put together a team of three or four community representatives that will come to the table with the employer to design a customized response								X	Committee
3	1.4.iii.0	<i>Provide top notch customer services to businesses seeking assistance</i>								X	Development/Chamber
4	1.4.iii.a	Shepherd the employer through any necessary processes (development, incentives, etc)								X	Development/Chamber
4	1.4.iii.b	Provide the business with personal introductions to any individuals they will need to coordinate with								X	Development/Chamber
4	1.4.iii.c	Form a response team, if needed								X	Committee
4	1.4.iii.d	Track the employer's progress from start to finish and record results and outcomes in the CRM system								X	Development
2	1.5.0.0	Identify opportunities to market and promote Nixa to an external audience				X					C.A./Communication
3	1.5.i.0	<i>Prepare a brochure, a professional website, proposal template, and an information packet that features Christian County and its municipalities as well as the new organization</i>				X					Communication

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4	1.5.i.a	Convene a group of community representatives with marketing experience to craft a message and talking points that tell the story of Christian County and why it stands out as a destination				X					Chamber
4	1.5.i.b	Use a professional firm to prepare a brochure, website, proposal template, and information packet to be used for marketing purposes				X					Communication
4	1.5.i.c	Design an e-newsletter template that can be used to communicate with stakeholders and marketing audiences				X					Communication/Chamber
3	1.5.ii.0	<i>Leverage the community's relationships with local businesses to make contact with businesses who might consider relocating to Nixa</i>			X						Communication/Chamber
4	1.5.ii.a	Encourage stakeholders and business owners to act as business ambassadors			X						Communication/Chamber
4	1.5.ii.b	Cultivate relationships with local businesses who can be Nixa evangelists to the outside business community				X				X	Communication/Chamber
4	1.5.ii.c	Educate the local businesses on what kinds of assistance is available to businesses in Nixa				X				X	Communication/Chamber
4	1.5.ii.d	Have the local businesses and business ambassadors send any referrals to the appropriate program								X	Communication/Chamber
3	1.5.iii.0	<i>Be selective in marketing activities to maximize scarce funding</i>								X	Communication/Chamber
4	1.5.iii.a	Participate in prime co-marketing initiatives with the Springfield Area Chamber and the State of Missouri								X	C.A./Communication
4	1.5.iii.b	Identify one to two trade shows to attend and raise awareness of Christian County as a place to do business						X			C.A./Chamber
2	1.6.0.0	Communicate with Nixa residents about the importance of economic development			X						Communication

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3	1.6.i.0	<i>Publish articles in local media celebrating economic development successes</i>			X						Communication
4	1.6.i.a	Submit press releases and work regularly with local media outlets								X	Communication
3	1.6.ii.0	<i>Provide regular communications with residents to build awareness of economic development activities, projects, and successes</i>								X	Communication
4	1.6.ii.a	Establish a Facebook page and Twitter account				X					Communication
4	1.6.ii.b	Encourage residents to join these networks				X				X	Communication
4	1.6.ii.c	Publish an eNewsletter regularly, and promote it through these social media outlets								X	Communication
4	1.6.ii.d	Post pertinent articles and important information on these feeds to keep residents informed and engaged								X	Communication
3	1.6.iii.0	<i>Participate in the Springfield Chamber's visitation program to peer communities to educate local leaders on best practices for economic development</i>			X					X	C.A./Chamber
4	1.6.iii.a	Encourage stakeholders and community leaders to join the Springfield Chamber's Community Leadership Visit								X	C.A./Chamber
4	1.6.iii.b	Schedule separate meetings with peer communities near the leadership visit destination to also learn how peers are addressing challenges common to suburbs								X	C.A./Chamber
1	2.0.0.0	Goal Two: Provide a regulatory environment and the infrastructure to									
2	2.1.0.0	Continue to seek ways to collaborate on infrastructure, growth management, and development issues								X	Development
3	2.1.i.0	<i>As part of the CCEC, include a sub-group that would include city managers, county administrator, and planning directors</i>			X						C.A./Chamber/School
4	2.1.i.a	Meet regularly to share information of policies, initiatives, and projects that will be of regional significance and influence economic development								X	Development

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4	2.1.i.b	Track how other cities and counties are collaborating and supporting each other				X				X	Development
4	2.1.i.c	Reach out to other municipalities in Christian County to engage them around collaboration and coordination					X				Development
2	2.2.0.0	Monitor the business climate to maintain a friendly atmosphere that provides the area with a competitive advantage								X	Development
3	2.2.i.0	<i>Review and evaluate the development processes of the community</i>				X					Development
4	2.2.i.a	Prepare a matrix that shows a comparison of the different entities' processes across the most important characteristics				X					Development
4	2.2.i.b	Invite key developers and businesses in the Springfield region to provide input about what works well and what does not				X					Development
4	2.2.i.c	Examine communities in the region and beyond who stand out and identify best practices				X					Development
4	2.2.i.d	Make recommendations to local governments in Christian County on how to tweak their processes to make them more user-friendly				X					Development
3	2.2.ii.0	<i>Create a culture that is customer-service oriented to encourage a partnership between the public and private sectors</i>								X	Development/PW
4	2.2.ii.a	Train county and city staff on how to better assist their clients, and make sure the knowledge base and interpretation of the development code and ordinances are consistent across staff								X	Development
4	2.2.ii.b	Identify ways to expedite the development process by relieving bottle necks and looking for ways to make the process more efficient					X				Development
4	2.2.ii.c	Ensure a predictable development process by clearly outlining the process and requirements so the expectations of staff and the client are well-understood by both sides								X	Development
3	2.2.iii.0	<i>Track the economic development initiatives, policies, and incentives of other municipalities in the region to maintain competitiveness</i>					X				Development

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4	2.2.iii.a	On an on-going basis, collect information on other municipalities in the region								X	Development
4	2.2.iii.b	Understand the strengths and weaknesses of the different communities in Christian County in terms of the business climate				X				X	Development
4	2.2.iii.c	Identify and address any notable weaknesses or differences				X				X	Development
3	2.2.iv.0	<i>Develop a transparent incentives policy that outlines the tools and procedures available to encourage desirable development</i>				X					C.A./Development
4	2.2.iv.a	Each locality should develop its own incentives policy based on the tools they have available				X					C.A./Development
4	2.2.iv.b	Build safeguards into the policy to make sure the interests of the locality are protected and the milestones negotiated in each incentives agreement are met before payments are made				X					C.A./Development
4	2.2.iv.c	Incorporate a cost-benefit analysis into the decision-making process to ensure that participating localities will earn a return on their investment				X					C.A./Development
2	2.3.0.0	Designate significant employment centers in the city				X					Development
3	2.3.i.0	<i>Choose two to three areas in the city to be designated as primary employment centers</i>				X					Development
4	2.3.i.a	Work with planning staff as well as the development and business community to identify the areas that are best positioned to become employment centers				X					Development
4	2.3.i.b	Choose at least one area that is positioned for development in the next 5 to 10 years				X					Development
3	2.3.ii.0	<i>Put in place the tools and mechanisms to preserve these areas for commercial and industrial development that will support the goal of becoming an employment center</i>				X				X	Development

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4	2.3.ii.a	Modify the applicable land-use plans accordingly			X						Development
4	2.3.ii.b	Ensure that infrastructure plans prioritize these areas for service in line with the anticipated timeline				X					Development/PW
4	2.3.ii.c	Consider the creation of a special district to help finance improvements to the areas				X					Development
4	2.3.ii.d	Educate landowners and developers on the importance of and opportunities around these centers								X	Development
4	2.3.ii.e	Consider structuring a public-private partnership to promote the development of the area positioned for growth over the shorter-term				X					Development/PW
2	2.4.0.0	Ensure that capital improvement and transportation plans as well as funding support economic development priorities in the city								X	C.A./Development/PW
3	2.4.i.0	<i>Educate residents on the importance of forward-looking transportation and infrastructure planning and how this can be funded</i>								X	Communication
4	2.4.i.a	Use local media sources to report on problems, current and future, as well as the solutions being considered								X	Communication
4	2.4.i.b	Use citizen surveys to educate the general population and to gauge public opinion								X	Communication
4	2.4.i.c	Invite influential community members to attend a workshop or series of workshops				X		X			Committee
3	2.4.ii.0	<i>Coordinate local capital improvement plans, public works projects, and planning and zoning with economic development goals</i>								X	C.A./Development/PW
4	2.4.ii.a	Convene staff (city managers, planning directors, etc) from local governments to discuss priorities and projects								X	C.A./Development
4	2.4.ii.b	Monitor public works plans to make sure they sync with economic development goals								X	C.A./Development/PW

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4	2.4.v.c	Work with utilities to provide infrastructure detail on available sites								X	C.A./PW
1	3.0.0.0	Goal Three: Build a strong sense of identity in Christian County as a									
2	3.1.0.0	Become a Missouri Certified Work Ready Community									
3	3.1.i.0	<i>Organize and apply to be a participating community</i>									EDC
4	3.1.i.a	Organize a local leadership team									EDC
4	3.1.i.b	Develop and assess goals for worker certification that were established by MoDED and ACT									EDC
4	3.1.i.c	Develop a county plan to reach the goals to submit to the Certified Work Ready Community office									EDC
4	3.1.i.d	Prepare the application for becoming a Certified Work Ready Community									EDC
3	3.1.ii.0	<i>Work towards achieving goals within two years of application</i>			X	X					EDC
4	3.1.ii.a	Continue to hold regular meetings of the leadership team to track plan implementation and progress towards goals								X	EDC
4	3.1.ii.b	Recruit local companies to become a supporting business and recognized the NCRC credential								X	EDC
4	3.1.ii.c	Publicize the initiative to demonstrate regional cooperation and alignment of talent pipeline with employers' needs			X	X					EDC
3	3.1.iii.0	<i>Continue to maintain certification</i>					X	X			EDC
4	3.1.iii.a	Continue to set goals, certify workers, and improve the skill level of Christian County's workforce					X	X			EDC
4	3.1.iii.b	Continue to engage employers in the program and encourage them to recognize the NCRC credential					X	X			EDC
2	3.2.0.0	Create a workforce training center of excellence to serve the Greater Springfield Region and beyond									
						X				X	School/OTC/MoCC

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3	3.2.i.0	Assemble resources to create a pipeline of talent to support regional employers								X	School/OTC/MoCC
4	3.2.i.a	Create a portfolio of interactive and experiential learning programs focused on preparing local workers for difficult-to-fill positions								X	School/OTC/MoCC
4	3.2.i.b	Through these programs, connect and engage students with employers								X	School/OTC/MoCC
4	3.2.i.c	Make programs dynamic and responsive to both employer and student feedback to ensure a product that meets both sides' needs								X	School/OTC/MoCC
3	3.2.ii.0	Support the growth of OTC in Christian County					X				School/OTC/MoCC
4	3.2.ii.a	Increase partnerships with 4-year institutions to offer more choices of 4-year degrees that can be obtained at the OTC-Richwood Valley Campus					X	X			School/OTC/MoCC
4	3.2.ii.b	Work with local software developers to create programs at OTC that would support their human resource needs					X				School/OTC/MoCC
4	3.2.ii.c	Increase the number of allied health programs and health administration programs to consolidate Christian County's position as a primary source of labor for the regional healthcare industry					X				School/OTC/MoCC
3	3.2.iii.0	Collaborate with workforce development training resources to provide high school students with opportunities to interact with employers, learn about different careers, and pursue local employment post-graduation								X	School/OTC/MoCC
4	3.2.iii.a	Champion programs aimed at education to employment initiatives, technology adoption, and life skills								X	School/OTC/MoCC
4	3.2.iii.b	Organize periodic career days								X	School/OTC/MoCC
4	3.2.iii.c	Offer both short-term and longer-term apprenticeships and internships to cultivate soft life skills and job skills in students								X	School/OTC/MoCC

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4	3.2.iii.d	Partner with training institutions to provide access to certificate programs and post-secondary coursework to high school students so that students have the opportunity to graduate with helpful credentials								X	School/OTC/MoCC
2	3.3.0.0	Pursue additional entertainment venues, recreational opportunities, and special events that reinforce Christian County's positioning as a destination for families								X	C.A./Development
3	3.3.i.0	<i>Nurture and expand special events that have a regional draw such as the Ozark Arts & Crafts Show, the Sertoma Duck Race, and Nixa Sucker Day</i>		X							C.A./Parks/Associations
4	3.3.i.a	Work with event organizers to ensure that each event effectively showcases the community well and offers a range of family-oriented activities		X							C.A./Parks/Associations
4	3.3.i.b	Explore ways to maximize visitors' length of stay at these festivals and ensure that they have opportunities to spend their activity dollars in the county				X					C.A./Parks/Associations
3	3.3.ii.0	<i>Launch a strategy to attract family-oriented entertainment venues that would attract visitors and generate sales revenues</i>				X					C.A./Parks/Associations
4	3.3.ii.a	Identify destination-type entertainment venues that are not present in the region				X					C.A./Parks/Associations
4	3.3.ii.b	Examine the markets that these venues are located in, and craft a case for locating in the Springfield region and in Christian County, in particular				X					C.A./Parks/Associations
4	3.3.ii.c	Approach the appropriate representatives from these venues Invite them to Christian County for a tour and presentation in which the case is made to them				X					C.A./Parks/Associations
4	3.3.ii.d	Follow-up and maintain contact going forward to forge a relationship and stay top of mind when the venue looks to expand into new areas				X				X	C.A./Parks/Associations

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3	3.3.iii.0	Continue to invest in recreational venues and events that encourage family participation					X			C.A./Parks/Associations
4	3.3.iii.a	Contact the Branson Chamber of Commerce to explore opportunities to collaborate with them on their youth athletics strategy					X			C.A./Parks
4	3.3.iii.b	Develop a cross-county trail system that connects the rivers and communities of Christian County					X			C.A./Parks/Development
4	3.3.iii.c	Design a strategy around the James and Finley Rivers to promote river recreation, and connect river visitors with opportunities to spend dollars in Christian County at restaurants and stores					X			C.A./Parks/Development

Data Validation	Responsibility	Status
	1	Incomplete
	2	In-progress
	3	Complete
	4	On-going