



**IMAGINE NIXA**

# **Strategic Plan 2021-2025**

Adopted by Nixa City Council on Nov. 23, 2020





# About the Strategic Planning Process:

## February - June 2020:

The City of Nixa launched [ImagineNixa.com](http://ImagineNixa.com) as a way to collect ideas from the entire community. We asked everyone who loves Nixa to help us brainstorm Nixa's future. The website informed the public about the strategic vision set by Nixa City Council for 2020-2025 and asked, "so how do we make this vision become reality?"

### Engagement Stats:

- 433 people registered to use the site.
- 9,012 site visits over 5 months.
- 576 ideas and comments submitted on the Wall of Ideas.
- 142 responses to the customer service survey.
- 1,054 contributions to the discussion forums from...
- 813 visitors to the discussion forums.



## June - September 2020:

City Administrator Jimmy Liles invited 15 community members to participate in the Strategic Planning Advisory Committee. The committee reviewed the input provided by the community through the Imagine Nixa website and consulted with subject matter experts (department directors and leadership staff) in order to draft this recommendations report over the course of roughly 27 hours of discussion. The city thanks each of the committee members for their dedication to this process.

### Advisory Committee Members:

Eric Albers  
Dallin Attwooll  
Athena Fitts  
Chris Foster  
Kevin Grizzell  
Clay Hanna  
Joel Harris  
Amy Jane Hoogstraet

Heather Jenkins  
Andrea Long  
Cledas Manuel  
Chris Russell  
Kari Russell  
Chelsea Weaver  
Freddie Young







# About this plan:

The Strategic Planning Advisory Committee (hereafter referred to as “the committee”) submitted their recommendations report to Nixa City Council for review and adoption as the City of Nixa’s 5-Year Strategic Plan. This plan was adopted by resolution of council on Nov. 23, 2020.



The committee conducted a thorough review of the community’s desires and vision for Nixa’s future. They held extensive discussions with city leadership staff regarding how to set realistic, achievable, and measurable goals which address the challenges currently facing both the community and the municipal organization.

The following pages define our Strategic Priorities and Action Plans which will not change over the next 5 years. Action Steps are considered the “living” elements of the plan which will evolve over time. This plan outlines an ambitious-yet-achievable set of goals for staff and council to focus on accomplishing by the end of 2025.

## Strategic Priorities:

Early in 2020, City Council adopted the strategic vision comprised of 6 priorities which served as the foundation for Imagine Nixa. Each strategic priority is broken down into a series of “Action Plans” which are considered essential to fulfilling the vision set by council.



## Action Plans:

“Action Plans” are statements which explain a specific desired result as agreed to by unanimous vote of all committee members present at the final meeting of the Strategic Planning Advisory Committee. Each Action Plan is a non-negotiable goal, designed to push the city to do more or try something new to address the community’s challenges and demands. Citizens should expect the city to follow through on all Action Plans.


## Action Steps:

“Action Steps” are notes regarding tactics which the committee and/or leadership staff have identified as possible ways to accomplish and implement the “Action Plans”. The Action Steps appropriate for implementation as part of an Action Plan may evolve with time as situations change. An “Action Plan” is something the city has committed to accomplishing, an “Action Step” is a possible way to achieve an “Action Plan”.





# High-Performance Government:



We will continue to create effective, diverse, and innovative teams within the municipal organization which will use efficient processes to produce measurable and actionable results as we provide high-quality public services in a way that is clear, accountable, and financially responsible, while engaging citizens and residents.

**In order to improve processes and productivity across all departments, the City of Nixa shall:**

**Action Plan #1:** Streamline processes in an intuitive manner that reduces effort across all departments.

**Action Plan #2:** Update levels of technology and digital security to protect citizen and city data.

**In order to attract and retain well-qualified talent and build effective teams, the City of Nixa shall:**

**Action Plan #3:** Identify and address staffing needs in order to meet community demands and provide efficient services.

**Action Plan #4:** Offer compensation, benefits, and training which are all competitive.

**Action Plan #5:** Ensure talent attraction efforts reach diverse professional and student organizations.





**In order to further embrace diversity as an organization, the City of Nixa shall:**

**Action Plan #6:** Develop and implement guidelines for visually portraying diversity in communications and marketing materials.

**In order to maintain financial responsibility, the City of Nixa shall:**

**Action Plan #7:** Provide voters with opportunities to secure new revenue sources to ensure the long-term financial stability of the City.

**Action Plan #8:** Expand financial transparency efforts to educate the public about city finances.

**In order to improve communications and civic engagement, the City of Nixa shall:**

**Action Plan #9:** Expand and enhance message distribution systems, procedures and protocols to improve public awareness of city news, events, and program offerings.

**Action Plan #10:** Design and utilize a city app which is integrated with the website.

**Action Plan #11:** Redesign Nixa.com to be more functional, interactive, and user-friendly.

**Action Plan #12:** Implement a virtual platform for broadcasting city council meetings.



# Community Safety:

We will promote an exceptional quality of life through partnerships and proactive measures to ensure Nixa is safe, healthy, and welcoming.

## **In order to provide excellent police services, the City of Nixa shall:**

**Action Plan #1:** Build community trust of the Police Department through improved transparency and communication.

**Action Plan #2:** Provide voters an opportunity to fund law enforcement operations and facilities to meet the community's growing needs and demands.

**Action Plan #3:** Expand police department facilities to address the growth of the department and the need for additional workspace.

**Action Plan #4:** Offer more trainings and education opportunities to the public regarding policing and safety related issues.

## **In order to promote health and safety through community partnerships, the City of Nixa shall:**

**Action Plan #5:** Foster partnerships to enhance long-term crisis intervention programs.





**In order to improve pedestrian and driver safety, the City of Nixa shall:**

**Action Plan #6:** Prioritize high traffic areas when upgrading sidewalks and crosswalks.

**Action Plan #7:** Provide a safer method for pedestrian travel along Missouri St.

**Action Plan #8:** Employ more traffic calming devices to encourage compliance with speed limits.

**In order to enhance emergency preparedness, the City of Nixa shall:**

**Action Plan #9:** Develop and annually review a comprehensive continuity plan for all operations to ensure uninterrupted city functions during all-hazards incidents.

**Action Plan #10:** Prioritize funding for facilities, equipment, and technology necessary to ensure the city is prepared for all-hazards incidents.





# Reliable Infrastructure:

We will develop and maintain future-proof infrastructure designed to meet current needs and accommodate growth. We will provide safe, reliable, and environmentally-friendly services.

## **In order to improve infrastructure, the City of Nixa shall:**

**Action Plan #1:** Improve roadways to alleviate congestion in high-traffic areas.

**Action Plan #2:** Improve intersections to enhance safety and alleviate congestion.

**Action Plan #3:** Create new road connectivity to alleviate congestion in high traffic areas.

**Action Plan #4:** Advocate to MoDOT that they prioritize various Nixa projects

**Action Plan #5:** Improve public lighting to enhance safety and efficiency citywide.

## **In order to improve utility services, the City of Nixa shall:**

**Action Plan #6:** Bury electric lines to enhance safety, increase reliability, and improve aesthetics.

**Action Plan #7:** Upgrade utility metering to Automated Meter Infrastructure (AMI) to improve customer service and reliability.

## **In order to improve environmental quality, the City of Nixa shall:**

**Action Plan #8:** Improve community awareness of ways the public can minimize damage to our environment.

**Action Plan #9:** Implement a comprehensive Stormwater Utility in order to manage and enhance water quality.





# Sustainable Economy:

We will help our local businesses continue to thrive and expand, while developing an atmosphere of entrepreneurship. We will engage in partnerships to create an environment which fosters the job skills and workforce required to succeed in tomorrow's economy. We will invest in our community to attract further private investment and economic development.

## **In order to attract investment and development, the City of Nixa shall:**

**Action Plan #1:** Seek to partner with a developer in order to build a new industrial park.

**Action Plan #2:** Provide voters an opportunity to fund the city's economic development efforts.

**Action Plan #3:** Implement a unique economic development branding and marketing strategy for the city and distribute its key messages in creative and innovative ways.

## **In order to support business retention and expansion, the City of Nixa shall:**

**Action Plan #4:** Create a packet and electronic communications which explain the processes of starting and maintaining a business in Nixa.

**Action Plan #5:** Participate annually in tax-free weekend.





# Fun & Unique Places:

We will cultivate vibrant, unique, and accessible spaces which attract and benefit residents, businesses, and visitors. We will seek to add local flavor to new and existing spaces where people will want to spend time. Public spaces will offer fun and healthy recreational opportunities for all.

## **In order to beautify the Nixa community, the City of Nixa shall:**

**Action Plan #1:** Improve public spaces by incorporating landscaping, fountains & art and conduct routine maintenance.

**Action Plan #2:** Invest in 5 art installation projects including sculptures, fountains, statues, and other art on public property.

**Action Plan #3:** Establish a citywide maintenance department to coordinate maintenance of all public structures, landscaping, and spaces to ensure functionality, operability, and fresh/clean appearance.

**Action Plan #4:** Implement a process for members of the public to beautify public spaces.

**Action Plan #5:** Create and implement a consistent water tower painting plan.





**In order to improve connectivity for pedestrians and bicyclists, the City of Nixa shall:**

**Action Plan #6:** Create a digital and printed mapping system of all pedestrian-friendly pathways.

**Action Plan #7:** Prioritize funding to connect existing school and park properties to the regional trails identified in the Ozarks Transportation Organization Regional Trails Plan.

**In order to expand and improve recreational spaces, the City of Nixa shall:**

**Action Plan #8:** Develop new recreation spaces and renovate existing recreational spaces in accordance with the Parks Master Plan in order to meet the recreational demands of the community.

**Action Plan #9:** Provide voters an opportunity to fund the addition of an indoor pool at The X Center.

**Action Plan #10:** Put forward at least one ballot issue which would provide voters an opportunity to fund expansion of parks department facilities and/or operations.



**In order to expand the variety of recreational program opportunities, the City of Nixa shall:**

**Action Plan #11:** Implement 5 additional recreational sports programs.

**Action Plan #12:** Implement new community activities aimed towards adults.

**Action Plan #13:** Implement more community enrichment courses.

**Action Plan #14:** Create and implement an online platform for existing and new community classes.

**Action Plan #15:** Offer X Center membership plans which include pool access.

**In order to revitalize neighborhoods and business districts, the City of Nixa shall:**

**Action Plan #16:** Make investments each year towards downtown district for revitalization.

# Hometown Spirit:

We will engage, inform, and partner with residents, non-profits, and businesses to foster a sense of unity and inclusion across our diverse and growing community to preserve a shared sense of small-town pride and interconnection. We will invite participation in events, programs, and experiences that bring us together to enhance our quality of life.

**In order to make Nixa more welcoming to everyone, the City of Nixa shall:**

**Action Plan #1:** Develop and implement a marketing strategy that actively attracts and embraces diversity.

**Action Plan #2:** Implement at least 5 new diversity and inclusion initiatives.

**Action Plan #3:** Promote and host a roundtable discussion series with a diverse cross-section of community members to build relationships and address their needs within the community.

**Action Plan #4:** Implement programs to welcome new Nixa Utilities customers – both residents and businesses.

**In order to offer events and festivities which bring everyone together, the City of Nixa shall:**

**Action Plan #5:** Incorporate multi-cultural and inclusive aspects to existing events.



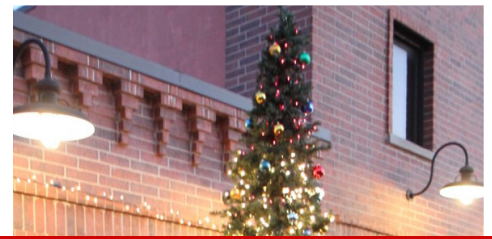


**In order to foster pride in our community, the City of Nixa shall:**

**Action Plan #6:** By 2025, communications department should be creating community showcase videos on a monthly basis.

**Action Plan #7:** Develop, implement, and market a unique and comprehensive community brand identity not associated with any particular organization.

**Action Plan #8:** Add consistent and conforming welcome signs on all major thoroughfares.





**“The City of Nixa will be a high-performance government creating a safe community, reliable infrastructure, and sustainable economy with a vibrant atmosphere united by hometown spirit.”**

**- Strategic Vision of the Nixa City Council (2020-2025)**

