

*Rolla's Community Vision:*

Rolla will strive to be the premier **regional and cultural hub of South Central Missouri**, providing a safe, resilient, beautiful, and family-oriented community for residents and students with a **high quality of life and the economic opportunity to thrive.**

## Implementation Early Action Items

The following seven (7) early action items should be initiated and, when possible, completed within five (5) years of plan adoption.

- 1. Establish the Economic Partnership.** Establish a formal economic development working group with representatives from the City of Rolla, Missouri S&T, Phelps Health, and the Rolla Regional Economic Development Commission to meet at least quarterly. *The Economic Partnership should be established within six (6) months of adoption of the Comprehensive Plan Update.*
- 2. Establish an outcome reporting system.** Develop and establish an Outcome Measurement Reporting system—or incorporate Comprehensive Plan Strategies into an existing system—to track implementation progress. *The outcome reporting and management system should be established within six (6) months of adoption of the Comprehensive Plan Update.*
- 3. Establish a Downtown Community Improvement District (CID).** Establish a Community Improvement District (CID) for Downtown Rolla, with final boundaries to be determined. *The Downtown CID should be established within one (1) year of adoption of the Comprehensive Plan Update.*
- 4. Establish a Downtown Chapter 353 Redevelopment Corporation.** In conjunction with the Downtown CID, establish a Chapter 353 Redevelopment Corporation for tax abatement, coterminous with the boundary of the CID. *The Chapter 353 should be established within eighteen (18) months of adoption of the Comprehensive Plan.*
- 5. Plan for Phase 2 of the MoveRolla TDD.** Identify projects and funding for new projects under the MoveRolla TDD, including reversing the one-way direction of the Pine Street / Rolla Street one-way couplet, and a new intersection or roundabout at Pine Street and Highway 63. *Project identification and funding mechanisms should be established within eighteen (18) months of adoption of the Comprehensive Plan.*
- 6. Update Rolla's zoning code.** Complete and adopt amendments to the City's zoning code to bring it into compliance with the Comprehensive Plan. *The zoning code amendment should be adopted within two (2) years of adoption of the Comprehensive Plan Update.*
- 7. Begin Planning for the Downtown Square.** Begin planning for a new Downtown Square at the corner of Pine Street and 10th Street, on the current Rolla Public Library / Rolla Municipal Utilities property. *Planning should begin within two (2) years of adoption of the Comprehensive Plan Update.*

# 1. Revitalize Downtown

Downtown Rolla is the largest intact Downtown between Lebanon and the St. Louis Metro, and it is one of only three downtowns with direct access to I-44. However, Downtown Rolla has experienced a steady decline; it does not serve as a destination for Rolla residents, visitors, or Missouri S&T students, nor does it contribute to Rolla's community identity. Revitalization of Downtown is a key priority to enhance Rolla's attractiveness for community and economic development.

*Goal 1:*

## **Downtown Revitalization**

Rolla will work with downtown businesses and community stakeholders through the Economic Partnership to revitalize Downtown Rolla as a vibrant destination for shopping, dining, entertainment, and special events for residents and visitors, becoming a distinctive and recognizable heart of the Rolla community.

## 2. Create a Downtown Community Gathering Space

Downtown Rolla has traditionally been home to Rolla's annual events, but it lacks a place for community gathering. Creating a high-quality, multi-use public space in Downtown can facilitate expanded Downtown programming and events to attract visitors back to Downtown. High-quality public spaces can also demonstrably raise adjacent property value and desirability and facilitate vibrant, mixed-use development with active ground floors and housing or office uses above.

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### **Downtown Revitalization**

Rolla will work with downtown businesses and community stakeholders through the Economic Partnership to revitalize Downtown Rolla as a vibrant destination for shopping, dining, entertainment, and special events for residents and visitors, becoming a distinctive and recognizable heart of the Rolla community.

### **3. Create Strategic Partnerships for Economic & Community Development**

Rolla is home to two major institutions—Missouri S&T and Phelps Health—that are the City’s major drivers for economic development. The City should establish a strategic partnership with these institutions and other regional development organizations to promote and facilitate mutually-supporting community and economic development.

*Goal 2:*

#### **Economic Growth and Job-Base Diversification**

Rolla will build upon its existing economic strengths in healthcare, educational services, retail, and manufacturing to support existing business to stay in Rolla, support existing residents employed in Rolla, and attract new industry sectors in coordination with county, state, and regional growth priorities, supported by community amenities to attract new workers and professionals.

*Goal 3:*

#### **Supportive Institutional Growth**

Rolla will work with Missouri S&T, Phelps Health, Mercy Health, Four Rivers Community Health, the VA, East Central College, and Rolla Public Schools to facilitate mutually-supportive growth to leverage their programs for commercial economic expansion and diversification, including entrepreneurial growth and attracting or establishing new high-tech industry sectors.

*Goal 4:*

#### **Community Identity and Placemaking**

Rolla will celebrate its history, regionally- and nationally-significant institutions, and distinctive natural setting to establish a desirable, amenity-rich place with a high quality of life, supported by orderly, contiguous growth that is sustainable and maximizes efficient use of public resources.

## **4. Address Transportation Needs and Facilitate Future Growth**

Rolla has made significant strides in improving its transportation network over the past decade under the MoveRolla Transportation Development District (TDD). The City should identify and plan for its next decade of transportation improvements with a focus on multi-modal complete streets, improving walkability and bikeability, and providing strategic transportation connections to facilitate future residential, commercial, and employment growth.

### *Goal 5:* **Mobility, Transportation, and Infrastructure**

Rolla will complete implementation of the transportation improvements under the MoveRolla TDD to ensure an efficient transportation system of both local and regional roads that is safe, supports future development, and accommodates the needs of all users and all modes of mobility.

## 5. Enhance the Quality of Life for Residents and Visitors

Rolla is set in a beautiful natural environment and has arts, cultural, and educational amenities that are uncommon to peer communities. The City should capitalize on and build upon these resources with enhanced parks, recreational facilities, diverse and affordable housing opportunities, and other community amenities to provide an excellent quality of life.

### *Goal 6:* **High-Quality Housing and Neighborhoods**

Rolla will actively facilitate construction, preservation, rehab, and renovation of a diversity of high-quality housing, including workforce and entry-level housing and executive housing, in safe, accessible neighborhoods to support the next generation of families, professionals, and workers, as well as future growth within the community.

### *Goal 7:* **Parks, Recreation, and Environment**

Rolla will enhance its significant parks and recreation system to expand park and recreation opportunities for users of all ages, improve and expand walkability and bikeability, and enhance the quality and health of Rolla's distinctive Ozark environment for habitat, visual beauty, and quality of life.

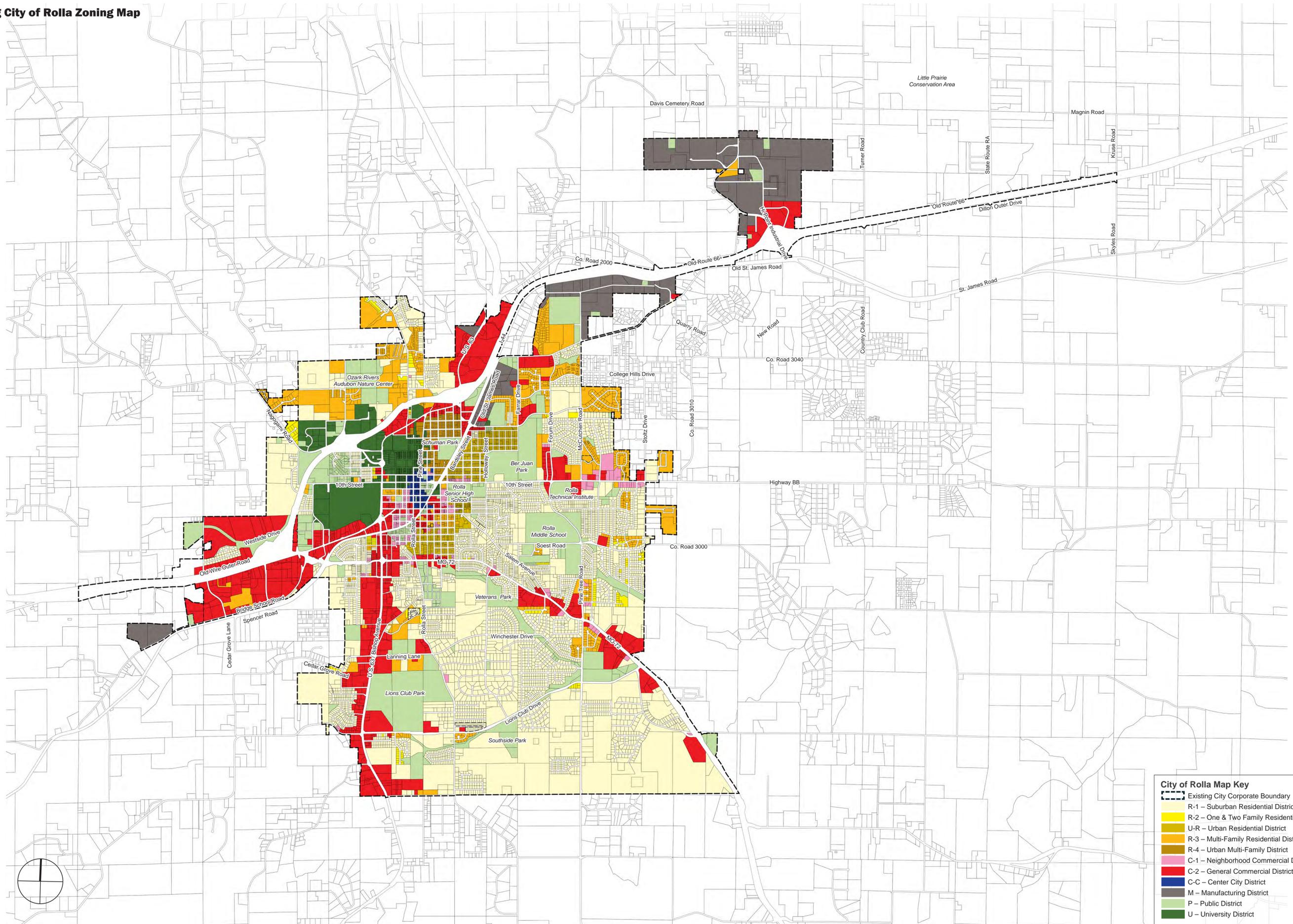
### *Goal 8:* **Public Facilities and Services**

Rolla will continue to enhance the provision of electric, water, sewer, fire protection, emergency management, police, public schools, parks, and other utilities and facilitate future growth that provides for high-quality and cost-effective public infrastructure and facilities for community safety, resilience, and quality of life.

### *Goal 9:* **Efficient and Effective Governance**

Rolla will work to facilitate improved citizen engagement, enhance responsiveness of City government, and increase the efficiency and effectiveness of City operations.

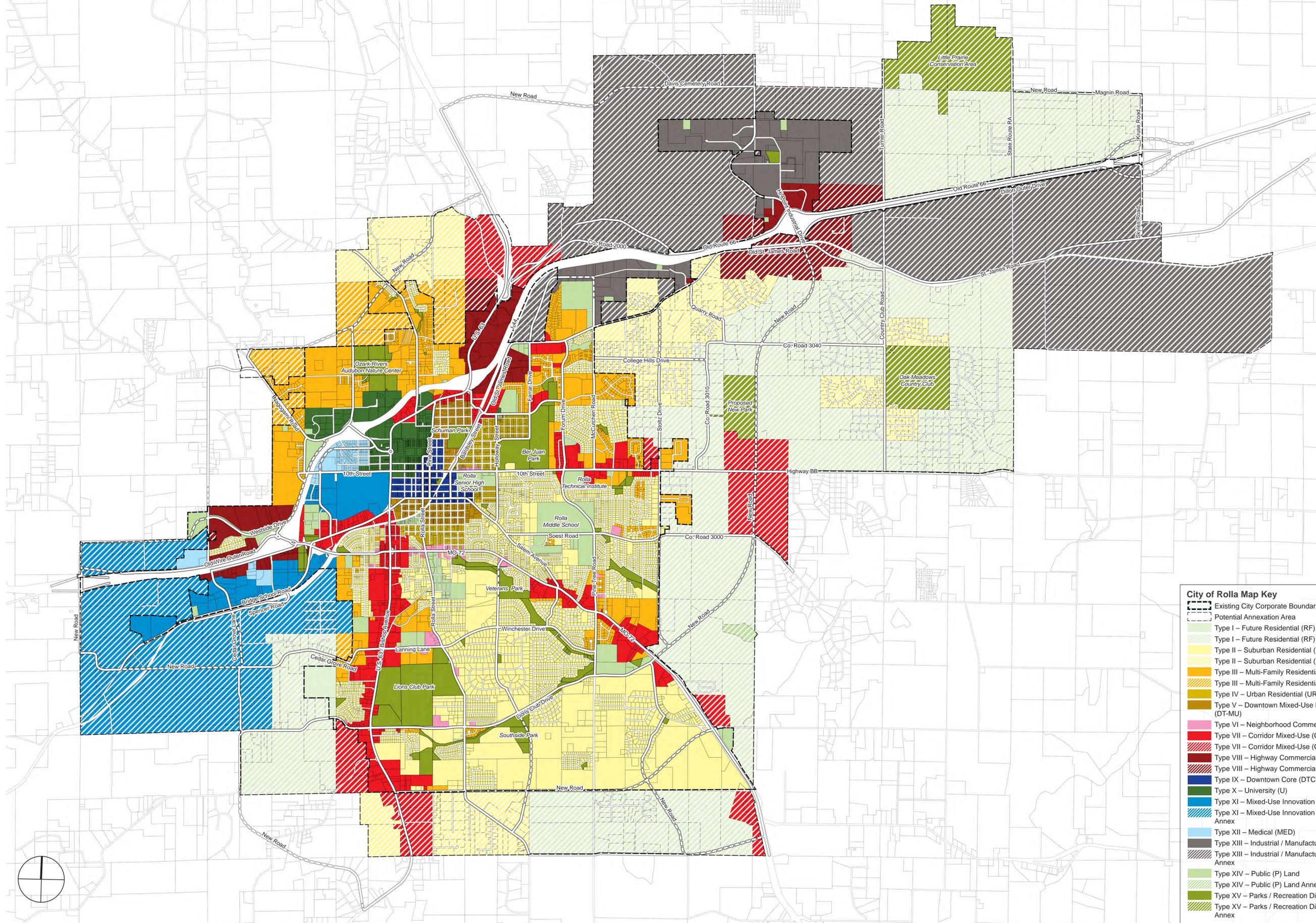
Existing City of Rolla Zoning Map



**City of Rolla Map Key**

- Existing City Corporate Boundary
- R-1 – Suburban Residential District
- R-2 – One & Two Family Residential District
- U-R – Urban Residential District
- R-3 – Multi-Family Residential District
- R-4 – Urban Multi-Family District
- C-1 – Neighborhood Commercial District
- C-2 – General Commercial District
- C-C – Center City District
- M – Manufacturing District
- P – Public District
- U – University District

**Future Land Use Plan and Community Place Types Classification**



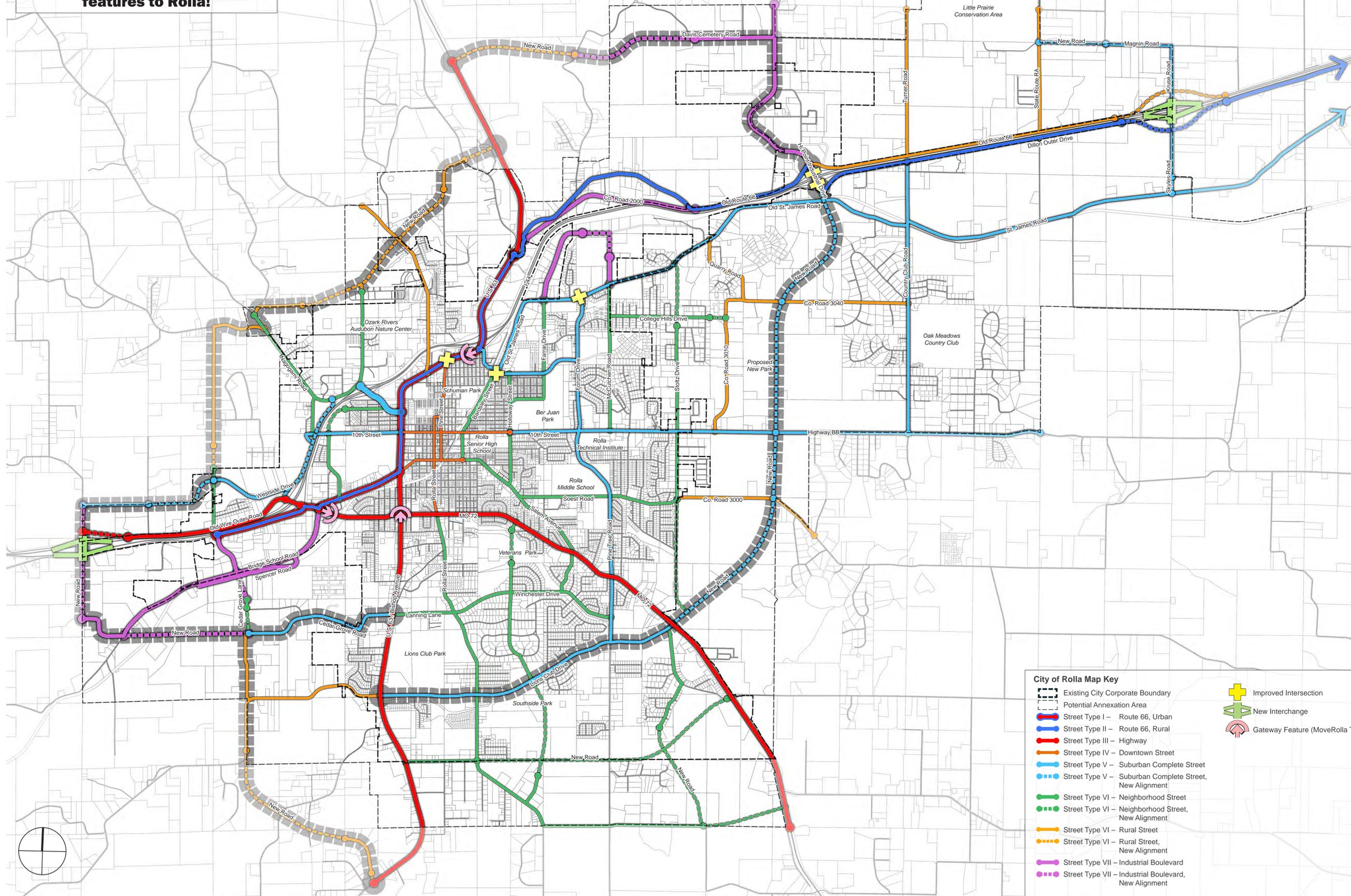
**City of Rolla Map Key**

- Existing City Corporate Boundary
- Potential Annexation Area
- Type I – Future Residential (RF)
- Type II – Suburban Residential (R1) Annex
- Type II – Suburban Residential (R1)
- Type III – Multi-Family Residential (R3) Annex
- Type III – Multi-Family Residential (R3)
- Type IV – Urban Residential (UR)
- Type V – Downtown Mixed-Use Neighborhood (DT-MU)
- Type VI – Neighborhood Commercial (NC)
- Type VII – Corridor Mixed-Use (C-MU)
- Type VII – Corridor Mixed-Use (C-MU) Annex
- Type VIII – Highway Commercial (HC)
- Type VIII – Highway Commercial (HC) Annex
- Type IX – Downtown Core (DTC)
- Type X – University (U)
- Type XI – Mixed-Use Innovation Center (MUIC)
- Type XI – Mixed-Use Innovation Center (MUIC) Annex
- Type XII – Medical (MED)
- Type XIII – Industrial / Manufacturing (IM)
- Type XIII – Industrial / Manufacturing (IM) Annex
- Type XIV – Public (P) Land
- Type XIV – Public (P) Land Annex
- Type XV – Parks / Recreation District (REC)
- Type XV – Parks / Recreation District (REC) Annex



Streets and Roads Plan

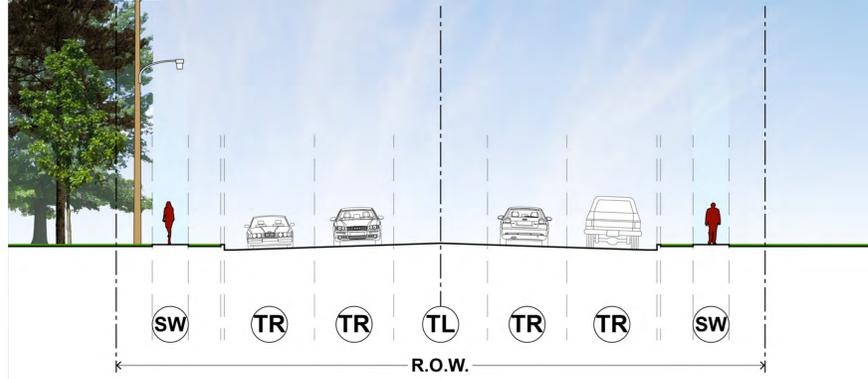
Please use the stickers to indicate where gateway entrance features to Rolla!



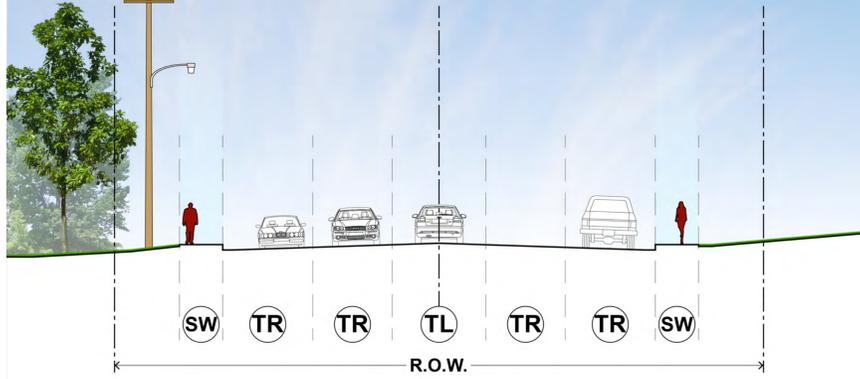
**City of Rolla Map Key**

- Existing City Corporate Boundary
- Potential Annexation Area
- Street Type I – Route 66, Urban
- Street Type II – Route 66, Rural
- Street Type III – Highway
- Street Type IV – Downtown Street
- Street Type V – Suburban Complete Street
- Street Type V – Suburban Complete Street, New Alignment
- Street Type VI – Neighborhood Street
- Street Type VI – Neighborhood Street, New Alignment
- Street Type VI – Rural Street
- Street Type VI – Rural Street, New Alignment
- Street Type VII – Industrial Boulevard
- Street Type VII – Industrial Boulevard, New Alignment
- Improved Intersection
- New Interchange
- Gateway Feature (MoveRolla TDD Plan)

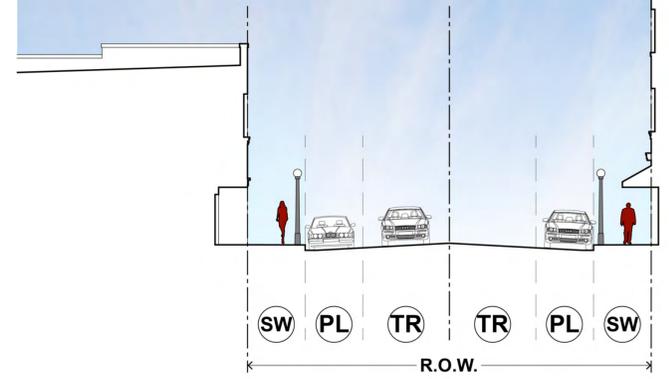
**Street Type I – Route 66, Urban: Existing Conditions**



**Street Type III – Highway, 5-lane Segment: Existing Conditions**

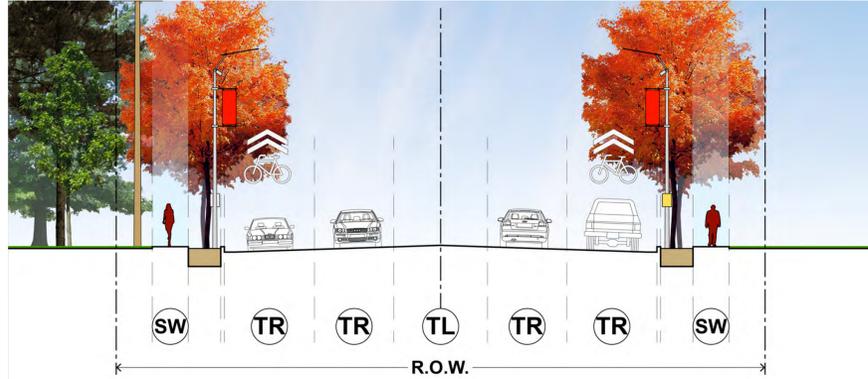


**Street Type IV – Downtown Street, Pine Street: Existing Conditions**

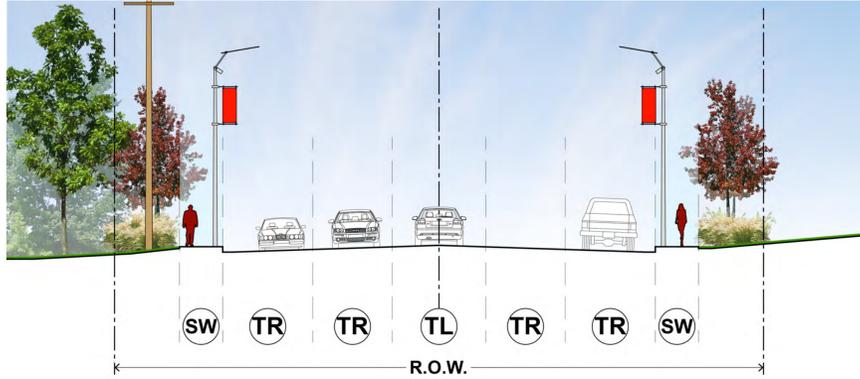


- TR Travel Lane
- TL Turn Lane
- SW Sidewalk
- BL Bike Lane
- SP Side Path
- SH Shoulder
- SL Shared Lane
- R.O.W. Right-of-Way
- Shared Lane Marking Icon

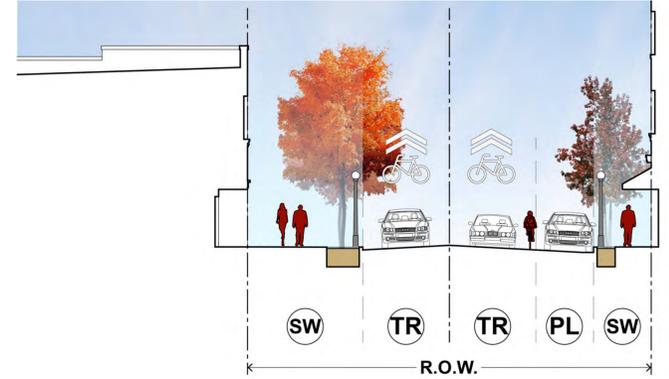
**Street Type I – Route 66, Urban: Proposed**



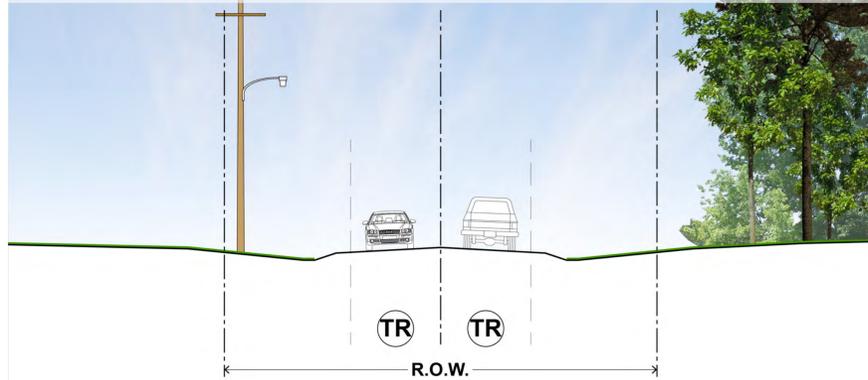
**Street Type III – Highway, 5-lane Segment: Proposed**



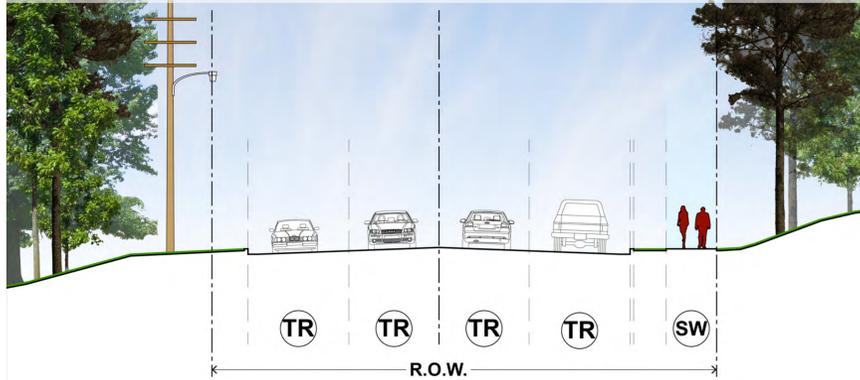
**Street Type IV – Downtown Street, Pine Street: Proposed**



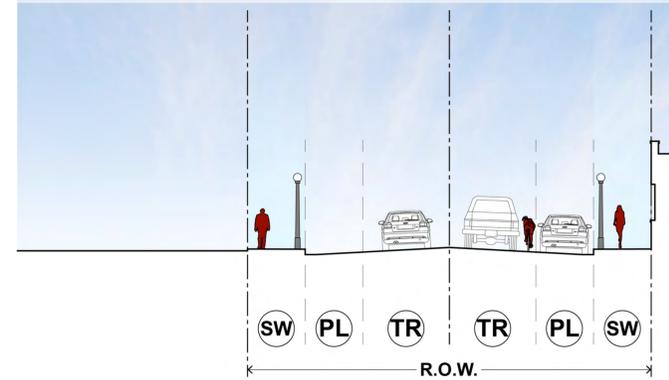
**Street Type II – Route 66, Rural: Existing Conditions**



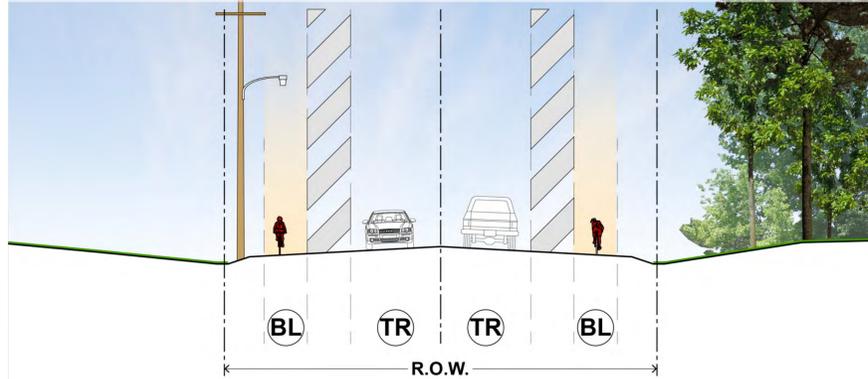
**Street Type III – Highway, 4-lane Segment: Existing Conditions**



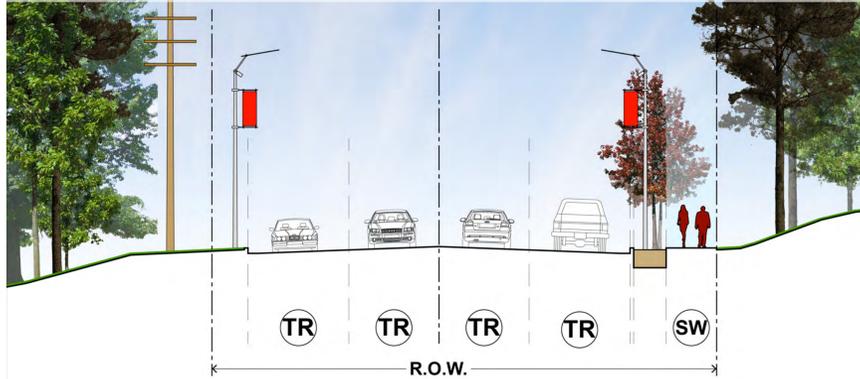
**Street Type IV – Downtown Street, Typical: Existing Conditions**



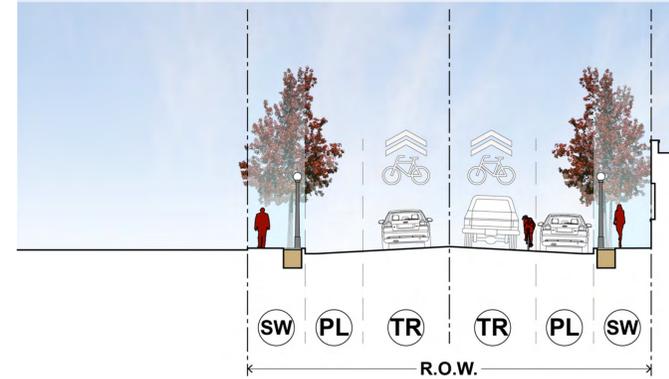
**Street Type II – Route 66, Rural: Proposed**

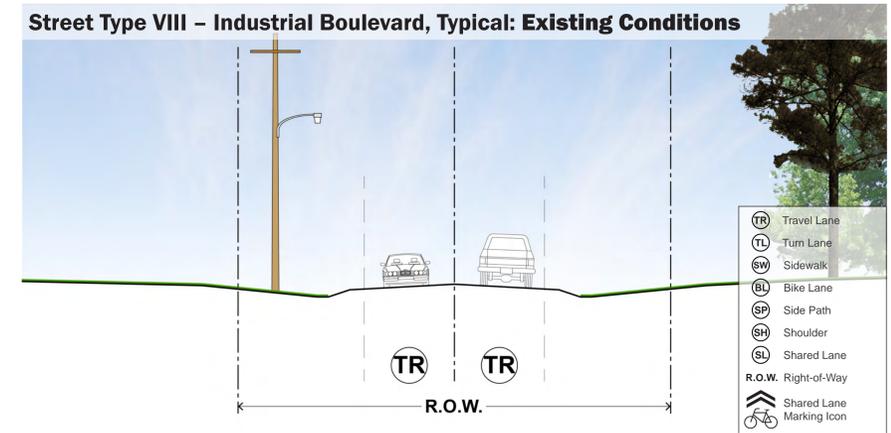
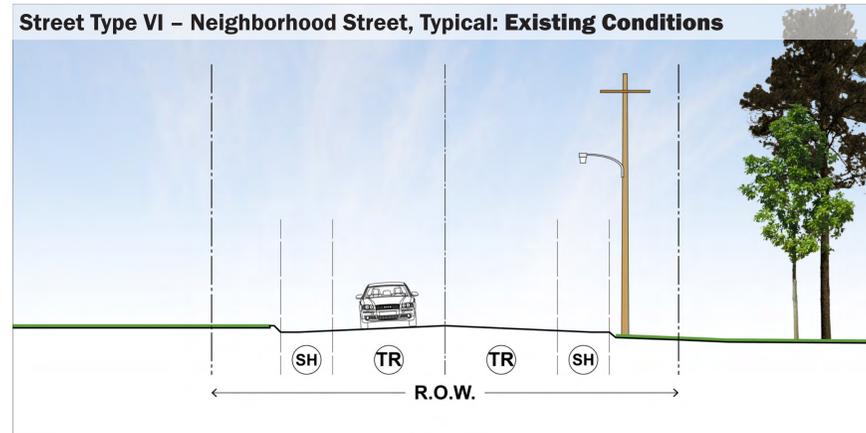
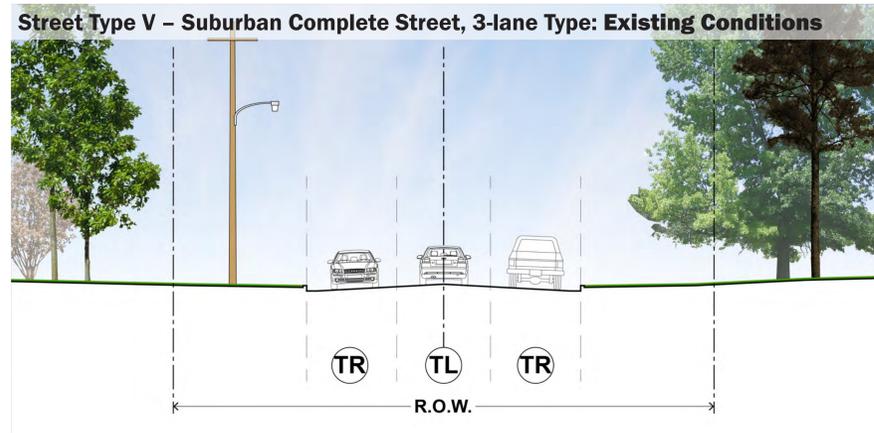


**Street Type III – Highway, 4-lane Segment: Proposed**

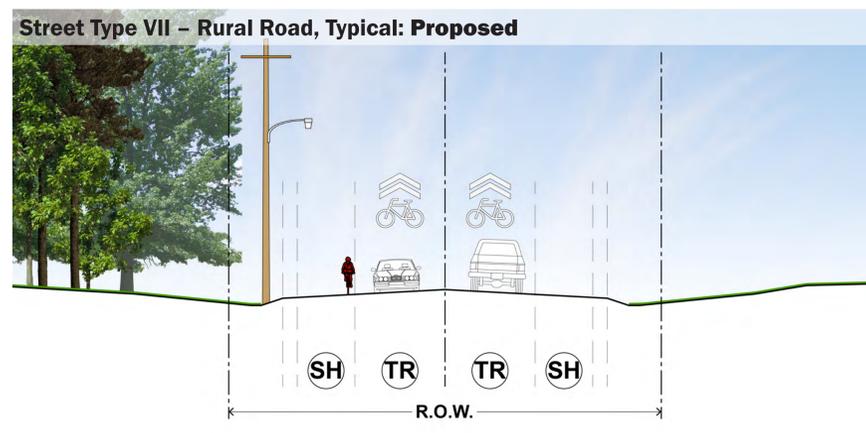
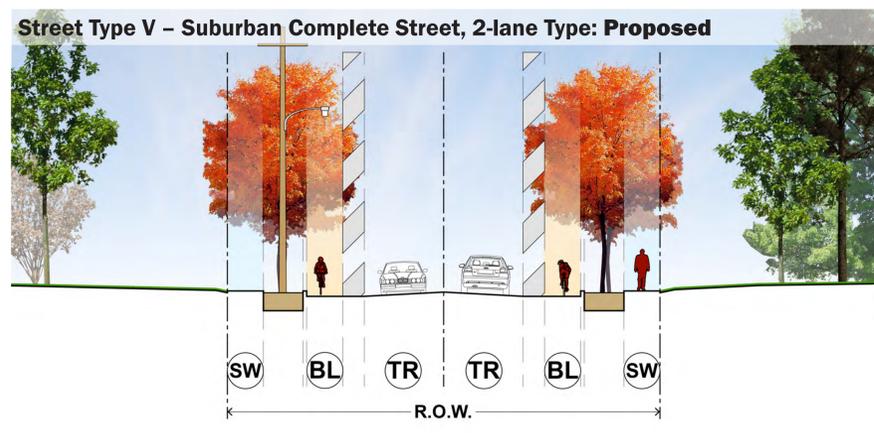
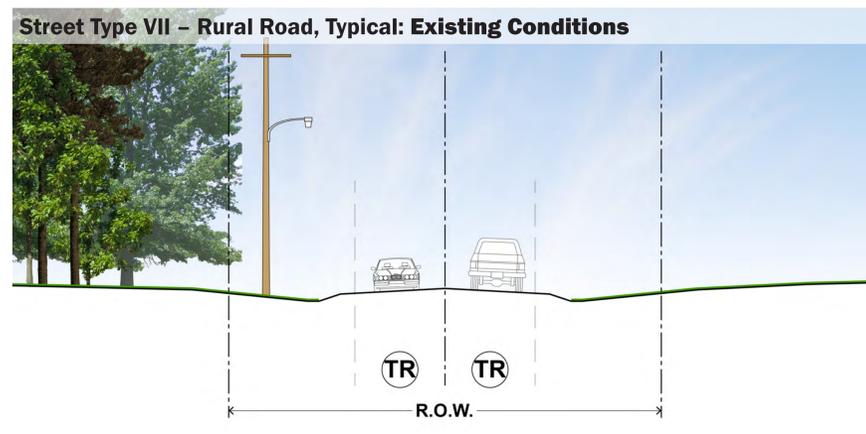
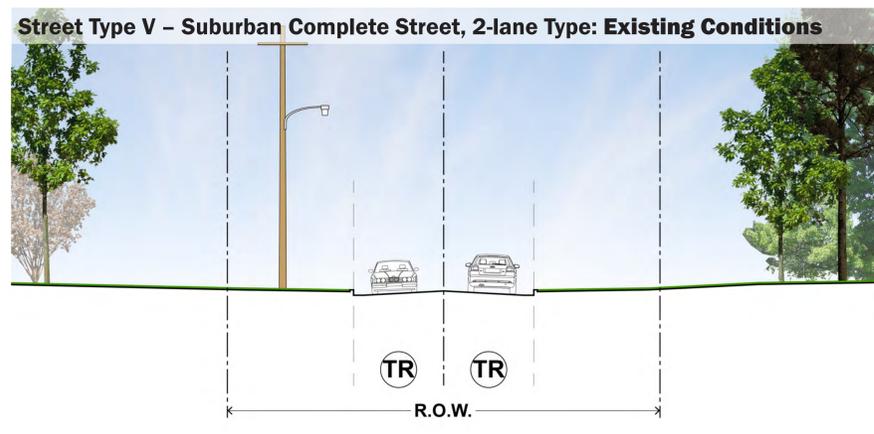
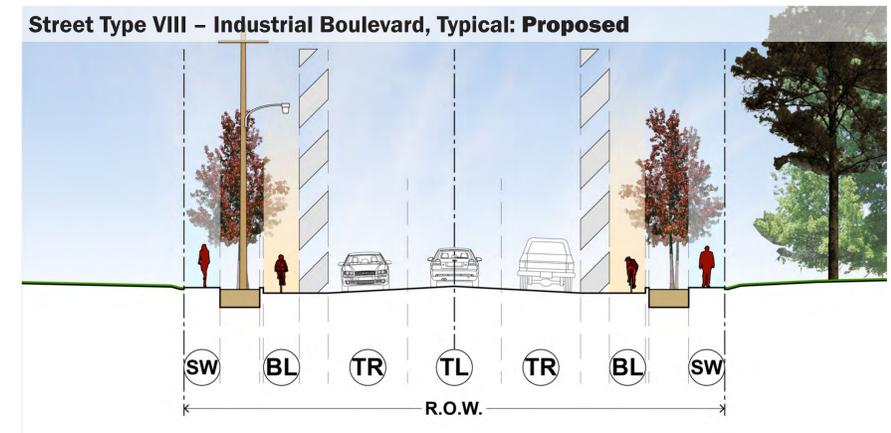
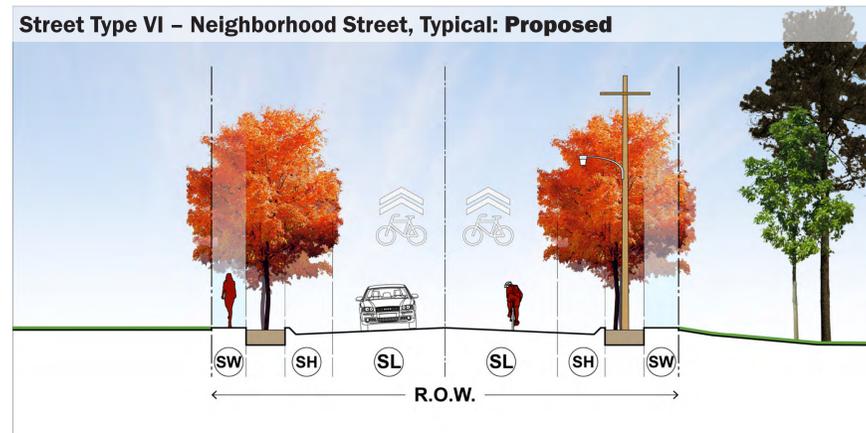
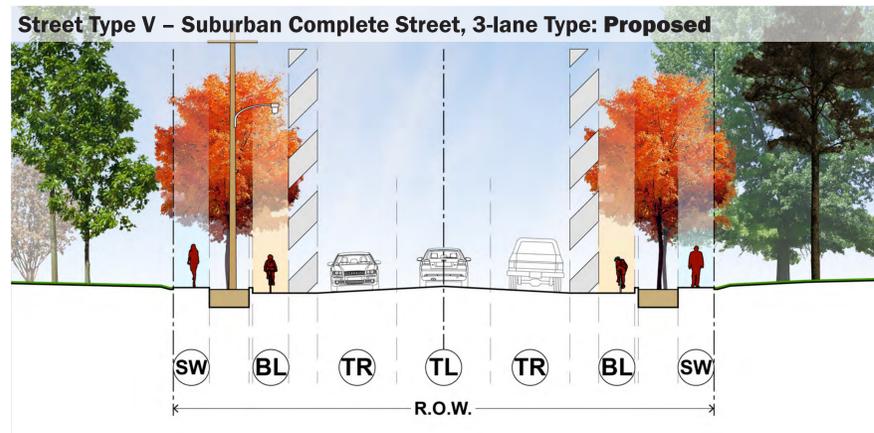


**Street Type IV – Downtown Street, Typical: Proposed**

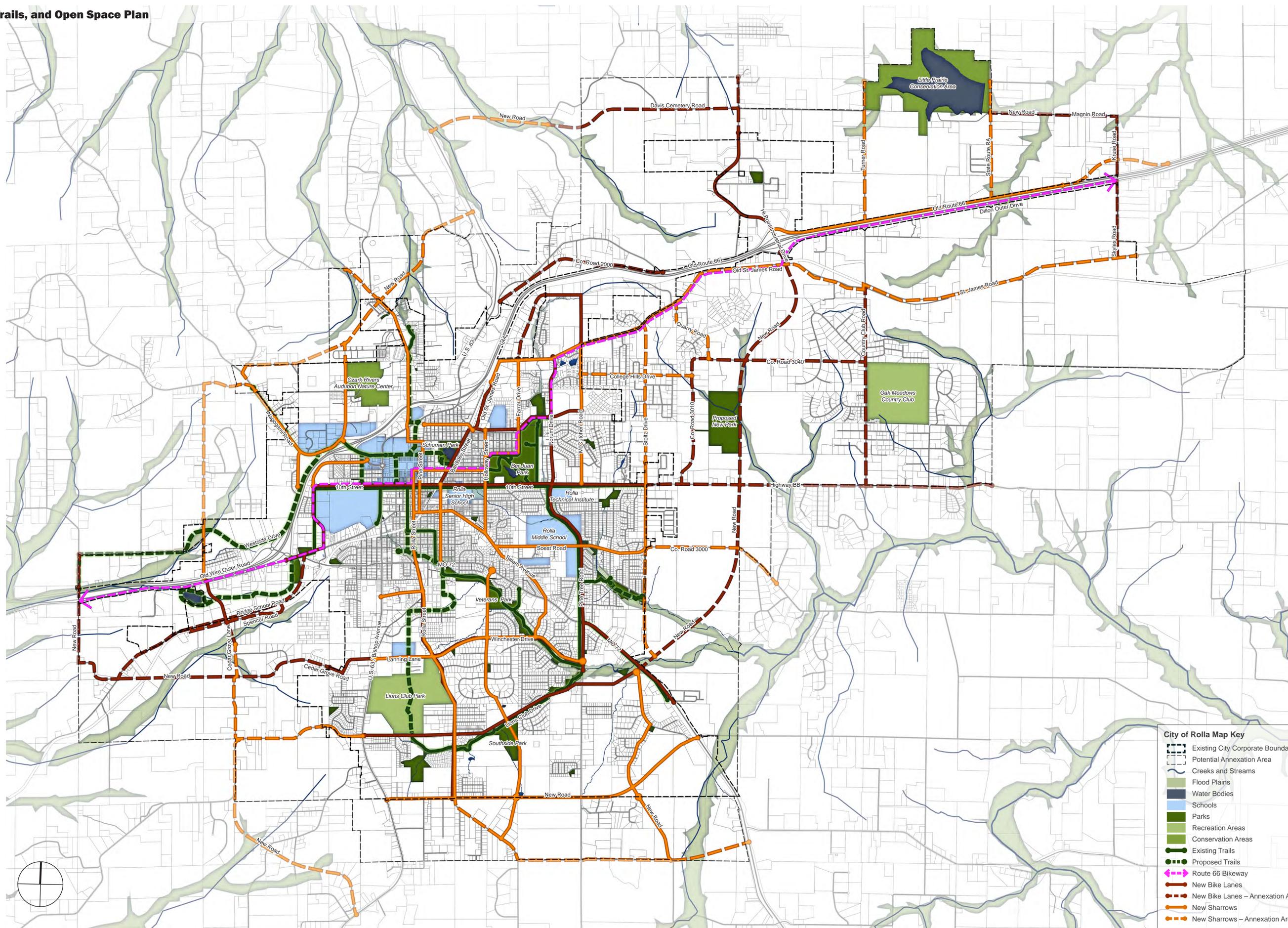




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- > Marking Icon



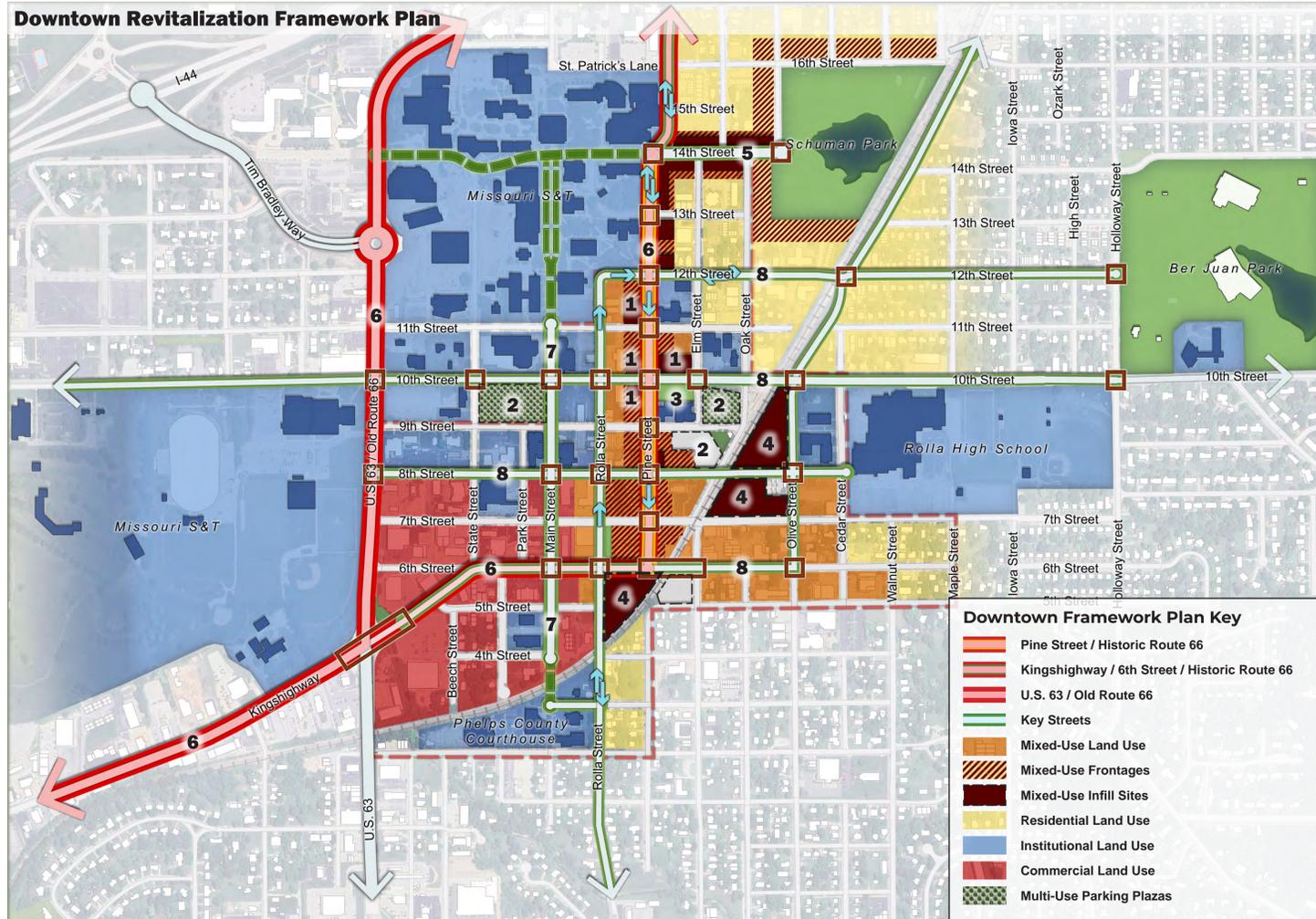
**Parks, Trails, and Open Space Plan**



**City of Rolla Map Key**

- Existing City Corporate Boundary
- Potential Annexation Area
- Creeks and Streams
- Flood Plains
- Water Bodies
- Schools
- Parks
- Recreation Areas
- Conservation Areas
- Existing Trails
- Proposed Trails
- Route 66 Bikeway
- New Bike Lanes
- New Bike Lanes – Annexation Areas
- New Sharrows
- New Sharrows – Annexation Areas

**Downtown Revitalization Framework Plan**



**Downtown Square Concept Plan, Option 1**



**Downtown Square Concept Plan, Option 2**



**Downtown Rolla Revitalization Principles**

- Principal 1:** Continue to revitalize Pine Street with mixed-use infill development with ground-floor storefronts and outdoor program space.
- Principal 2:** Provide distributed and managed shared parking, using the municipal lot and Leach Theater lot as multi-use parking plazas.
- Principal 3:** Create a Downtown square to provide a needed central gathering space at Pine and 10th Streets.
- Principal 4:** Facilitate the future redevelopment of large sites with new mixed-use projects.
- Principal 5:** Integrate Missouri S&T into Downtown with a northern gateway to Downtown at 14th Street, linking S&T to Schuman Park.
- Principal 6:** Celebrate Route 66 with streetscape improvements, branding, and supportive adjacent commercial and institutional development.

- Principal 7:** Improve Main Street as a connection between S&T and the Phelps County Courthouse with a new bridge crossing.
- Principal 8:** Improve key streetscapes as connectors between Downtown civic and institutional amenities.
- Principal 9:** Develop improved intersections and crosswalks at key streets and enhance access to Pine Street.
- Principal 10:** Enhance the operational and funding capacity of Downtown through the establishment of a professional management organization.



**Downtown Focus Area Plan**

Final Public Open House – January 21, 2026

# Implementation Strategic Action Plan

A critical element of any effective Comprehensive Plan is successful implementation. The Rolla 2050 Comprehensive Plan Update is a 25-year, community-based vision that provides actionable strategies to—over the next 10 years—successfully position Rolla for continued future success by building upon the City’s strengths to address current challenges and respond to future opportunities.

The Rolla 2050 Implementation Strategic Action Plan is based upon the following principles:

- 1. Facilitate Incremental Action:** Implementation actions are coordinated to reflect the Vision of the Plan and incrementally build toward that Vision. The City’s primary control over future land use and development is through the regulatory environment—specifically, the Code of Ordinances. As part of implementation, Rolla should consider strategically updating its zoning code and other ordinances to allow—by right—for development that incrementally builds toward that Vision.
- 2. Provide Specific Direction:** The Comprehensive Plan includes geographically-specific recommendations for capital improvements, zoning and regulatory districts, and new amenities and infrastructure. This provides needed direction to future City staff, commissioners, and elected officials to streamline the implementation of recommendations over the Plan’s 10- to 15-year lifespan.
- 3. Diversification of Funding:** While the primary public funding source of Plan implementation will be City funds, the Comprehensive Plan should leverage these funds with grant opportunities and other partnerships. Many recommendations of the Rolla 2050 Plan have been developed to overlap with activities of regional and statewide partners, including Missouri Department of Transportation (MODOT), Rolla Regional Economic Development Commission, and others. This will help to ensure eligibility for existing and future funding opportunities.

- 4. Maintain Flexibility:** At the same time, the Comprehensive Plan cannot be too prescriptive. If it is, the City risks setting itself up for failure by undertaking activities that cannot be sustained long-term, and/or relying on activities over which the City has no direct control.

A successful Comprehensive Plan clearly: 1) outlines the City’s activities; 2) prioritizes initiatives that are both achievable and leverage other actions and investments for maximum positive impact; and 3) builds in a level of flexibility to allow for unforeseen circumstances, both positive and negative.

- 5. Evaluate Success:** Actively reviewing and evaluating the relevance and efficacy of the Plan is important to long-term, successful implementation. An ongoing outcome management process with regular review and re-evaluation of the Rolla 2050 Plan is recommended and is an important factor for successful implementation.

- 1. Revitalize Downtown Rolla.
- 2. Create a Downtown community gathering space.
- 3. Create strategic partnerships for economic and community development.
- 4. Address transportation needs and facilitate future growth.
- 5. Enhance the quality of life for Rolla residents and visitors

IMPLEMENTATION TIMEFRAME

Primary Implementor

## Goal 1: Downtown Revitalization

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
1.1: Establish a Community Improvement District (CID) or Special Business District (SBD) to raise funding for Downtown improvement projects. The organization Board of Directors should lead future planning, operations, and management initiatives in Downtown Rolla.	●	●	●	◐	●	●	Administration
1.2: Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.	●	○	●	◐	●	●	Community Development
1.3: Work with the Rolla Downtown Business Association and Rolla Area Chamber of Commerce to adopt and implement a program to recruit and retain businesses in Downtown Rolla.	●	◐	●	○	●	●	Community Development
1.4: Promote higher-density, mixed-use residential uses in Downtown—above stores and as infill development in adjacent neighborhoods within walking distance of Downtown.	●	●	◐	○	●	●	Community Development
1.5: Develop an enhanced community gathering space and outdoor entertainment venue in Downtown. Create an organization or city department to program various events and to manage such spaces.	●	●	◐	○	●	●	Community Development
1.6: Restore Rolla’s historic buildings by encouraging comprehensive preservation efforts.	●	○	◐	○	●	●	Community Development
1.7: Expand and enhance Rolla’s farmers’ market.	●	◐	●	○	●	●	Administration
1.8: Continue to promote facade improvements. Seek funding from the State’s CDBG program, public/private partnerships, or other funding sources.	●	○	●	○	●	●	Community Development
1.9: Encourage the use of street furniture such as benches, waste containers, fountains, public art, information kiosks and seasonal banners to help create a unified visual theme.	●	●	◐	○	●	●	Community Development
1.10: Develop a comprehensive plan to manage Downtown parking, including shared parking strategies, reduced or eliminated on-site parking requirements, and shared parking facilities.	●	●	●	○	●	●	Administration
1.11: Develop and adopt Downtown Design Guidelines and/or a Downtown Form-Based Code to guide and facilitate rehab and new infill development.	●	○	◐	○	●	●	Community Development
1.12: Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.	●	○	●	○	●	●	Rolla Police Department

### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- ◐ Secondary Action & Effect
- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

### Goal 2: Economic Growth and Job Base Diversification

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
2.1: Establish a public-private economic development partnership between the City of Rolla, Missouri S&T, Phelps Health, and the Rolla Regional Economic Development Commission (RREC) (the "Economic Partnership") to lead establishing and attracting new industry sectors and development of supportive quality-of-life amenities, including a revitalized, vibrant Downtown.	●	◐	●	○	◐	●	Administration
2.2: Develop a new Mixed-Use Innovation Campus zoning district or overlay district to attract and facilitate development of new business and industrial uses.	◐	○	●	◐	◐	●	Community Development
2.3: Target industrial clusters for additional employer and workforce expansion focused on Rolla's strengths and needs toward a goal of economic diversity and resilience to economic downturns.	◐	○	●	○	◐	●	Community Development
2.4: Expand access and connect Rolla residents to supportive services, including child care and youth programs, as a workforce development incentive.	○	○	●	○	●	●	Administration
2.5: Maintain and routinely update relevant data and maps to be consistently prepared and available for inquiries and marketing campaigns to attract new businesses and employees.	◐	○	●	○	◐	●	Community Development
2.6: Utilize provisions in Chapters 99, 100, and 353 of the Missouri Revised Statutes (RSMo) to facilitate the revitalization of underutilized commercial and industrial properties, with a focus on Downtown.	●	○	●	○	●	●	Administration
2.7: Work with the Rolla Regional Economic Development Commission (RREC) and Rolla Area Chamber of Commerce to actively connect potential tenants with vacant commercial buildings, and connect developers to vacant building rehab opportunities and vacant site redevelopment opportunities.	◐	○	●	○	◐	●	Community Development
2.8: Continue to collaborate with the Department of Economic Development and Missouri Partnership to market Rolla to new and existing businesses; the City's residents; the resident workforce; and members of the workforce who do not live in Rolla.	◐	○	●	○	◐	●	Administration

### Goal 3: Supportive Institutional Growth

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
3.1: Using the Economic Partnership, support Missouri S&T in commercializing its fields of study into new businesses in Rolla, including the Protoplex, Bioplex, and upcoming Powerplex projects.	◐	○	●	○	◐	●	Administration
3.2: Explore a collaborative opportunity between the Economic Partnership and Greater St. Louis Inc. to market Protoplex and Bioplex to the St. Louis region's industrial sectors.	◐	○	●	○	◐	●	Administration
3.3: Actively support Rolla's institutional employers, including Missouri S&T, Phelps Health, and State and Federal agencies and prioritize investment in housing and community amenities to attract and retain employees and staff.	◐	◐	●	○	●	●	Community Development
3.4: Actively coordinate with Missouri S&T on mutually-supportive mixed-use and commercial development surrounding the university's campus.	●	●	●	◐	●	●	Community Development
3.5: Facilitate the creation of a "training pipeline" between Rolla Public Schools, East Central College, Missouri S&T, and entrepreneurial resources to promote new, diverse, and home-grown businesses. Consider partnering with one or more non-profits like the Missouri-based Kauffman Foundation to support this effort.	○	○	●	○	●	●	Administration
3.6: Develop land suitable for high-tech and advanced manufacturing industries in Rolla, co-located with supporting mixed-used amenities and services.	○	○	●	◐	●	●	Community Development
3.7: Support the growth of new high-tech, innovation, advanced manufacturing, and mixed-use incubator developments, including through a new Mixed-Use Innovation Campus zoning district or overlay district.	◐	○	●	◐	●	●	Community Development

#### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- ◐ Secondary Action & Effect
- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

### Goal 4: Community Identity and Placemaking

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors.	IMPLEMENTATION TIMEFRAME	Primary Implementor
4.1: Improve Rolla's key arterial roads and I-44 interchanges with signature streetscape enhancements and identifiable gateways.	●	●	○	●	●	●	Public Works
4.2: Facilitate the preservation, enhancement, definition, and identities of Rolla's existing residential neighborhoods.	○	○	○	○	●	●	Community Development
4.3: Improve code enforcement and compliance to enhance the visual quality of Rolla's built environment; develop resources to assist property owners with compliance requirements.	●	○	○	○	●	●	Community Development
4.4: Work with the Rolla Area Chamber of Commerce and tourism office to capitalize on Missouri S&T, Rolla's location on Route 66, and other aspects of Rolla's history and natural Ozark setting to promote Rolla as a tourist destination.	●	●	●	●	●	●	Administration
4.5: Prioritize restoration, preservation, and infill development in the core of the City over development in areas lacking adequate infrastructure.	●	●	●	●	●	●	Community Development
4.6: Promote Rolla's historic Downtown through education and awareness programs to encourage preservation and enhancement.	●	●	●	○	●	●	Community Development
4.7: Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.	●	●	●	●	●	●	Administration
4.8: Develop and implement a comprehensive wayfinding signage initiative for Rolla to better direct visitors to Downtown and other community assets and amenities.	●	●	○	●	●	●	Public Works
4.9: Promote the development of arts and cultural amenities, institutions, programs, and supportive services within Downtown Rolla; consider re-establishing the Rolla Arts District with revised boundaries and incentives.	●	●	●	○	●	●	Administration

### Goal 5: Mobility, Transportation, and Infrastructure

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors.	IMPLEMENTATION TIMEFRAME	Primary Implementor
5.1: Complete implementation of the MoveRolla Transportation Development District (TDD).	●	○	○	●	●	●	Public Works
5.2: Revise the MoveRolla TDD with new projects upon completion of current projects.	●	●	○	●	●	●	Public Works
5.3: Create a strategy for development of transportation facilities and infrastructure on the east side of Rolla, including Old St. James Road and Highway V, that is supportive of future land use recommendations and development potential.	○	○	●	●	●	●	Public Works
5.4: Provide expanded access to electric vehicle (EV) charging stations at City facilities and Downtown for tourism and economic development; consider regulatory incentives to encourage property owners to provide EV charging stations at businesses and homes. Enhance electric infrastructure to support additional charging stations.	●	○	●	●	●	●	Administration
5.5: Provide sidewalks and paths to close gaps in the existing networks and connect the City's neighborhoods, schools, downtown and parks/recreational areas for pedestrians and cyclists.	●	●	○	●	●	●	Public Works
5.6: Utilize City neighborhood and area plans to evaluate the needs for sidewalk installation, replacement, and repair.	●	●	○	●	●	●	Community Development

#### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- Short-Term Implementation Action (0-3 Years)
- Secondary Action & Effect
- Medium-Term Implementation Action (3-7 Years)
- Indirect Effect
- Long-Term Implementation Action (7+ Years)

### Goal 6: High-Quality Neighborhoods and Housing

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
6.1: Continue to facilitate the creation of new entry-level and workforce-affordable housing through zoning regulations; consider the use of incentives for workforce housing development, including the Missouri Housing Development Commission (MHDC) Low Income Housing Tax Credit (LIHTC) program.	◐	○	●	○	●	●	Administration
6.2: Promote housing affordability at all market sectors through regulatory zoning incentives and infrastructure capital improvements.	○	○	○	○	●	●	Administration
6.3: Prioritize and actively facilitate the preservation, rehab, and renovation of existing housing—particularly the older neighborhoods in Rolla’s central core—through policy and possible regulatory incentives. Explore working with major employers on private incentive programs for employees.	◐	○	●	○	●	●	Community Development
6.4: Actively encourage and facilitate home ownership by creating a clearinghouse to connect potential homebuyers to Federal, State, and non-profit homebuyer assistance programs.	○	○	○	○	●	●	Administration
6.5: Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.	◐	○	○	○	●	●	Community Development
6.6: Assist in connecting homeowners of older homes—particularly residents who are low-income or on fixed incomes—with county, state, and federal grant programs for home repair and home maintenance.	◐	○	◐	○	●	●	Community Development
6.7: Consider the use of Chapter 99 and Chapter 353 provisions, including a Land Clearance for Redevelopment Authority (LCRA) and redevelopment corporations for residential and mixed-use revitalization projects.	●	○	●	○	●	●	Administration
6.8: Target the areas immediately surrounding Downtown for new high-quality, multi-family and mixed-use development.	●	◐	○	○	●	●	Community Development
6.9: Support the development of a local workforce of contractors to build new housing in Rolla.	○	○	○	○	●	●	Administration

### Goal 7: Parks, Recreation, and Environment

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
7.1: Update Rolla’s trails plan as a counterpart to this Comprehensive Plan Update.	○	○	○	●	●	●	Public Works
7.2: Develop and conduct a biennial parks and recreation user survey of residents, as part of a broader citizen satisfaction survey.	○	○	○	○	●	●	Parks and Recreation
7.3: Ensure that Rolla’s park system continues to meet or exceed the National Recreation and Parks Association (NRPA) standard of 10 acres per 1,000 residents by adding new park acreage and facilities as Rolla’s population increases.	○	○	○	●	●	●	Parks and Recreation
7.4: Enhance Ber Juan park as the City’s primary central park; expand and enhance the outdoor pool, water park, and existing softball fields.	○	○	○	○	●	●	Parks and Recreation
7.5: Develop a new, tournament-level youth sports complex and facilitate supportive development of hotels, entertainment, recreation, dining, and other hospitality uses to promote tourism and economic development in Rolla.	○	○	◐	○	●	●	Administration
7.6: Establish partnerships to provide organized sports leagues for youth, teens, and adults.	○	○	●	○	●	●	Parks and Recreation

#### IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
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- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

### Goal 8: Public Facilities and Services

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
8.1: Invest in resilience and proactive maintenance of utility infrastructure and City services in order to continue to provide an affordable cost of living with high-quality services.	◐	○	◐	◐	●	●	Administration
8.2: Explore the regionalization of sanitary sewer service.	○	○	●	◐	●	●	Public Works
8.3: Prioritize infill, contiguous, and higher-density development to promote more efficient provision of services and infrastructure.	●	○	◐	●	●	●	Community Development
8.4: Concentrate capital investments in new infrastructure and reinvestments in upgrades to existing infrastructure into areas that are contiguous to currently developed land; that are currently or easily served by existing facilities; and targeted areas to promote economic development.	●	○	◐	●	●	●	Administration
8.5: Utilize impact fees to mitigate indirect costs of new infrastructure development and City services.	◐	○	●	●	●	●	Administration
8.6: Establish cooperative and reciprocal agreements and partnerships to share community facilities with public and private institutions.	○	○	●	○	●	●	Administration
8.7: Work with institutions and community non-profits to maintain and enhance the social safety net for low-income and vulnerable residents.	◐	○	●	○	●	●	Administration

### Goal 9: Parks, Recreation, and Environment

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
9.1: Establish a committee to comprehensively focus on Rolla public relations, marketing, and mass communication.	●	◐	●	◐	◐	●	Administration
9.2: Conduct an outreach campaign to all schools, churches, the Rolla Area Chamber of Commerce, and other community groups to build motivation and enthusiasm for community involvement.	◐	○	●	○	●	●	Administration
9.3: Continue to conduct a biennial citizen satisfaction survey of Rolla residents and actively utilize survey results in capital improvements plans and updates to the Comprehensive Plan.	◐	○	◐	◐	●	●	Administration
9.4: Continue to actively engage and cooperate with St. James, Phelps County, and other neighboring cities and counties including Pulaski County, St. Robert, Waynesville, and Fort Leonard Wood to coordinate regional community and economic development.	○	○	●	○	●	●	Administration
9.5: Develop an annexation strategy to achieve annexation recommendations of the Comprehensive Plan; actively engage with Phelps County and neighboring property owners to facilitate future expansion of Rolla's City boundaries.	○	○	●	○	●	●	Community Development

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- Primary Action & Effect
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- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

# Implementation Matrix