



STEERING COMMITTEE MEETING #5

FINAL PLAN RECOMMENDATIONS & IMPLEMENTATION PLAN
December 9, 2025

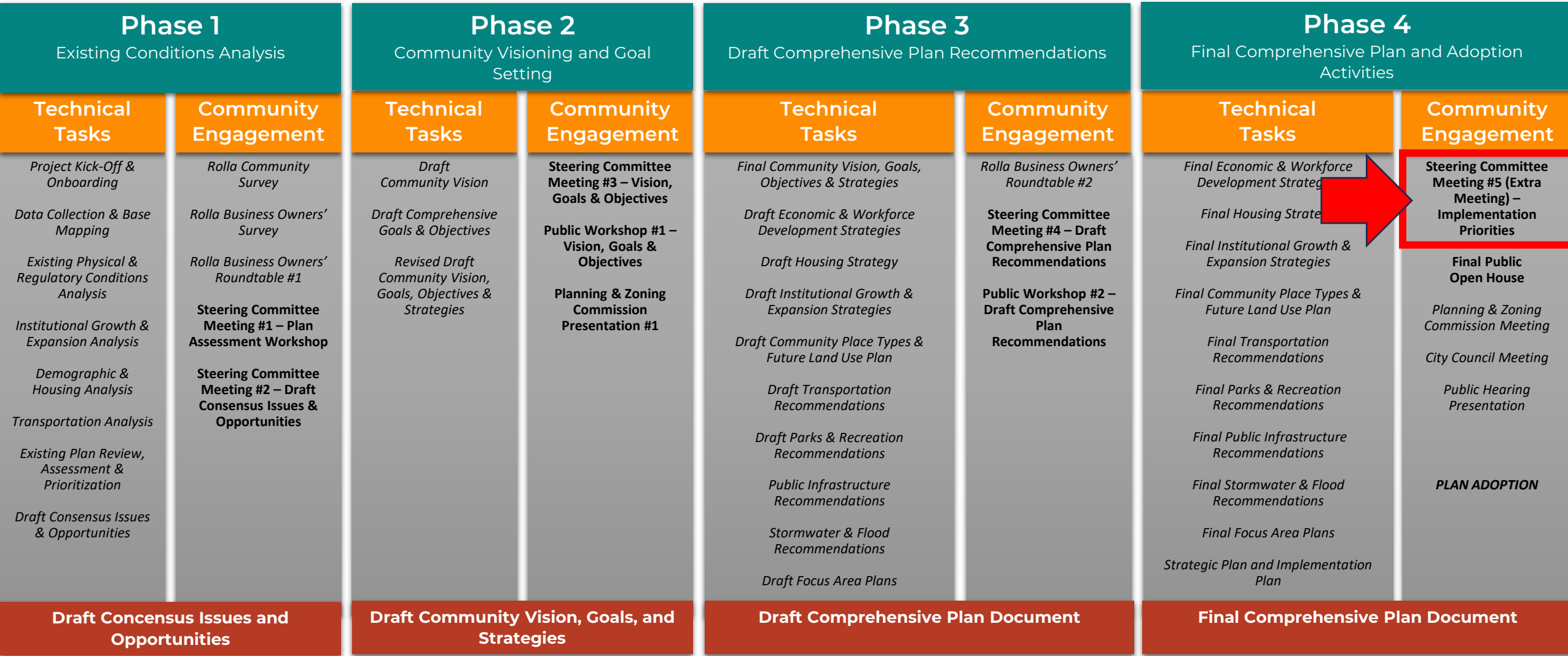
Agenda

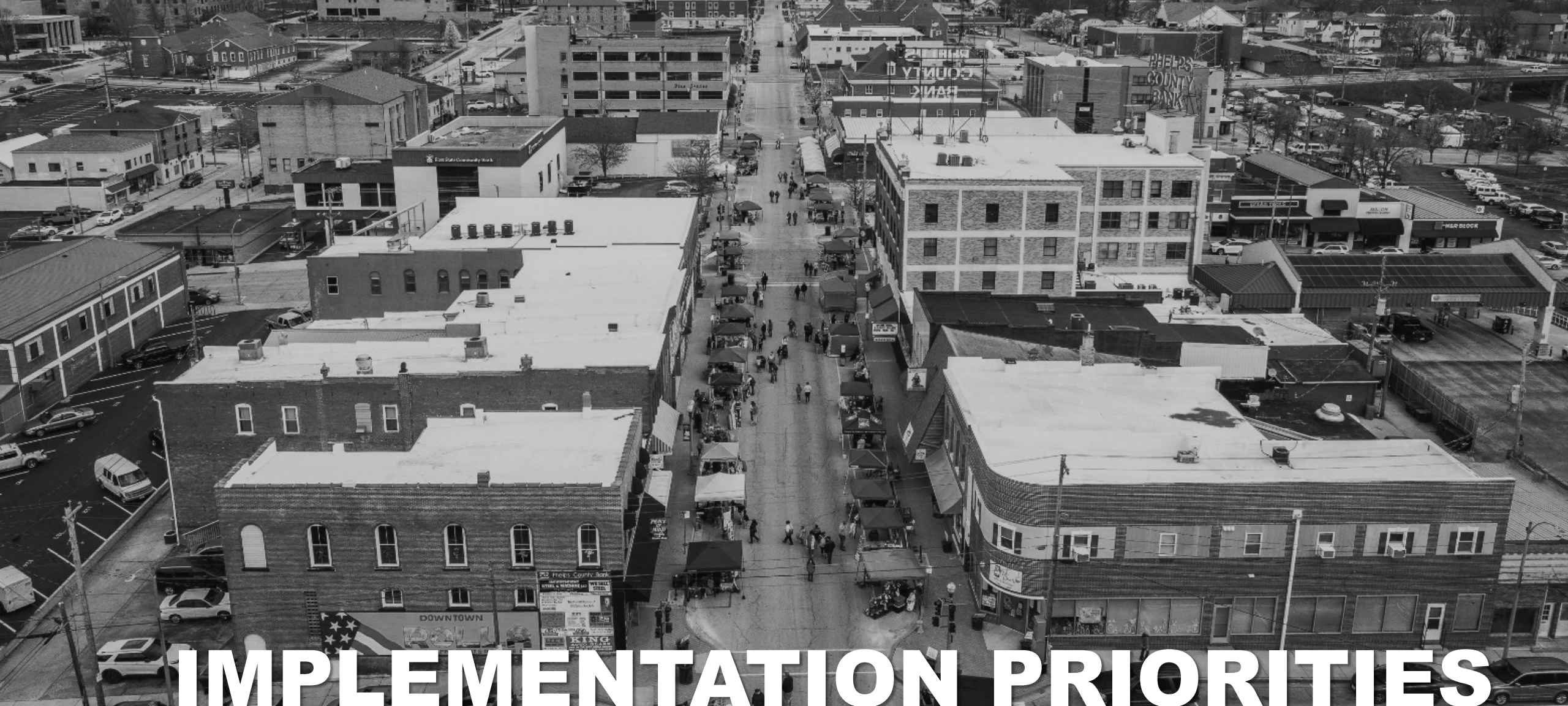
Steering Committee Meeting #5

- **Implementation Priorities**
 - *Downtown Revitalization*
 - *Downtown Gathering Space*
 - *Strategic Partnerships*
 - *Transportation*
 - *Quality of Life*
- **Strategic Implementation Plan**
- **Small Group Work Session & Report-Out**
 - *Short-Term Implementation Action Plan*
 - *Medium- and Long-Term Implementation Strategies*
 - *Early Action Items*



Project Timeline





IMPLEMENTATION PRIORITIES

Draft Rolla Comprehensive Plan

DRAFT COMMUNITY VISION STATEMENT

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.**

COMPREHENSIVE PLAN IMPLEMENTATION PRIORITIES

The following are the top priorities that the Rolla Comprehensive Plan seeks to address:

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

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.***



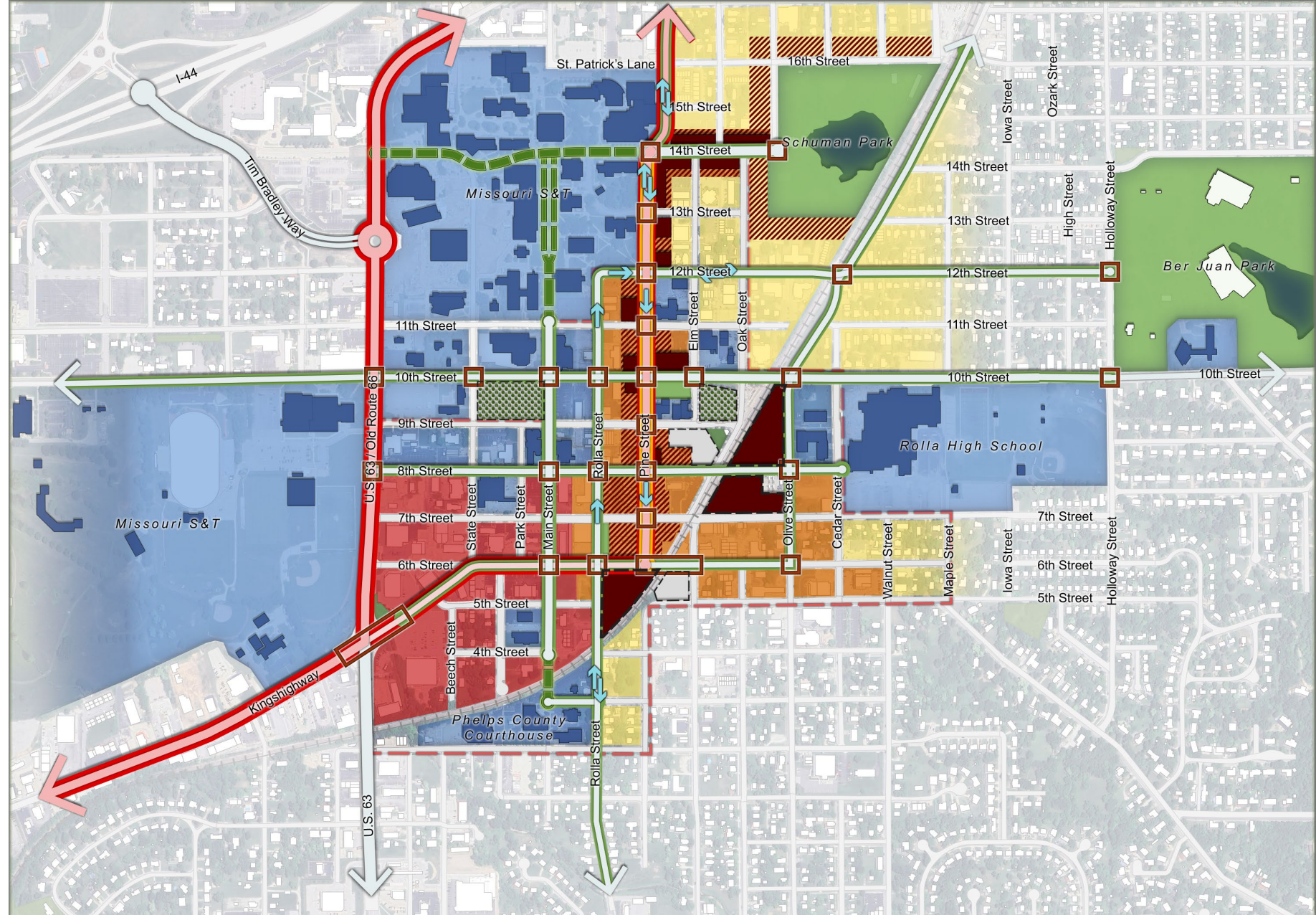
1

DOWNTOWN REVITALIZATION

Draft Rolla Comprehensive Plan

Revitalization Principles Downtown Framework Plan

1. Continue to revitalize Pine Street with mixed-use infill development with ground-floor storefronts and outdoor program space.
2. Provide distributed and managed shared parking.
3. Create a Downtown square to provide a needed central gathering space.
4. Facilitate the future redevelopment of large sites with new mixed-use projects.
5. Integrate Missouri S&T into Downtown.
6. Celebrate Route 66 with streetscape improvements, branding, and supportive adjacent commercial and institutional development.
7. Improve Main Street as a connection between S&T and the Phelps County Courthouse with a new bridge crossing.
8. Improve key streetscapes as connectors between Downtown civic and institutional amenities.
9. Develop improved intersections and crosswalks at key streets and enhance access to Pine Street.
10. Enhance the operational and funding capacity of Downtown through the establishment of a professional management organization.



Operations and Management Organizations – Types and Overview

- **Special Business District (SBD)**
Authorized by Missouri Statutes 71.790 – 71.808
- **Community Improvement District (CID)**
Authorized by Missouri Statutes 67.1401 – 67.1571
(the “Community Improvement District Act”)
- **Neighborhood Improvement District (NID)**
Authorized by Missouri Statutes 67.453 – 67.475
(the “Neighborhood Improvement District Act”)

Special Business District (SBD)

71.790 – 71.808, RSMo

ESTABLISHMENT

- By ordinance
- Ordinance may be initiated by the governing body of the City, or by a petition of one or more property owners
- A public hearing is required, and all property owners within the proposed district boundary shall be notified by mail
- **Determination of expenditures of the SBD is made by the governing body of the City**
- **A power of the governing body of the City, not a separate entity**

ASSESSMENT POWERS

- Special assessments / taxes
- For property, **not to exceed \$0.85 per \$100.00 of assessed value**
- For business, **not to exceed 50% of business license taxes**

OPERATIONAL AUTHORITIES

- Improve, maintain, and operate publicly-owned property and rights-of-way within the district
- Promote business activity within the district
- Provide special cleaning and security services within the district

Community Improvement Districts (CID)

67.1401 – 67.1571, RSMo

ESTABLISHMENT

- By ordinance
- Requires a petition signed by **property owners collectively owning more that 50% by assessed value** within the proposed district boundary, **AND** Signed by **more than 50% per capita of all property owners** within the proposed district boundary
- A 5-year plan for assessments and improvements
- Can be established as **either a political subdivision or as a not-for-profit corporation**

ASSESSMENT POWERS

- Special assessments / taxes
- **Real property tax (political subdivision only)**
- **Sales tax (political subdivision only)**

OPERATIONAL AUTHORITIES

- **Accept grants and donations**
- **Borrow money from private and public sources**
- **Issue public bonds**
- **Purchase, own, and sell real property**
- **Maintain a paid professional staff**
- Improve, maintain, and operate publicly-owned property and rights-of-way within the district
- Produce public events within the district
- Provide special cleaning and security services within the district

Neighborhood Improvement District (NID)

67.453 – 67.475, RSMo

ESTABLISHMENT

- **By ballot measure** at a general or special election
- Requires a **simple majority approval by all qualified voters** residing within the proposed district boundary
- **Associated with a designated improvement project or projects**, with an established project budget and funding plan
- **Has a fixed date of dissolution**
- Established as a political subdivision

ASSESSMENT POWERS

- **Special assessments for the repayment of bonds issued** for funding of the designated improvement project or projects

OPERATIONAL AUTHORITIES

- **Issue public bonds** for the funding of the designated improvement project or projects
- **Complete the designated improvement project or projects**
- **Collect assessment for the repayment of issued bonds**



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DOWNTOWN GATHERING SPACE

Draft Rolla Comprehensive Plan

Conceptual Urban Design Plan

12th Street to 10th Street

- Existing Conditions



Conceptual Urban Design Plan

12th Street to 10th Street

- Existing Conditions
- Proposed Streetscape Improvements
 - Pine Street
 - Rolla Street



Conceptual Urban Design Plan

10th Street to 8th Street

- Existing Conditions



Conceptual Urban Design Plan

10th Street to 8th Street

- Existing Conditions
 - Pine Street
 - Rolla Street
 - 10th Street
 - 8th Street
- Proposed Streetscape Improvements
- Proposed New Rolla Square
- Proposed 9th Street Parking Plaza
- Proposed New Railroad Park



Conceptual Urban Design Plan

8th Street to 6th Street

- Existing Conditions



Conceptual Urban Design Plan

8th Street to 6th Street

- Existing Conditions
- Proposed Streetscape Improvements
 - Pine Street
 - Rolla Street



An aerial, black and white photograph of a downtown street. The street is lined with multi-story brick buildings. On the left, a large white number '3' is overlaid. The street is filled with cars and pedestrians. Signs for 'PHELPS COUNTY BANK' and 'DOWNTOWN' are visible. The overall scene depicts a busy urban environment.

3

STRATEGIC PARTNERSHIPS

Draft Rolla Comprehensive Plan



Urban
Impact
Advisors

Comparable University Developments

Examples for the Rolla Comprehensive Plan
Project

Examples included

Peer developments

- **Blacksburg, VA** - Virginia Tech
- **Ames, IA** - Iowa State University
- **Fayetteville, AR** - University of Arkansas
- **Houghton, MI** - Michigan Technological University
- **Waterville, ME** - Colby College

Common factors

Leading to success

Several factors stood out as difference makers across peers:

- Joint city-university master planning
- Public-private partnerships for housing/retail/innovation
- Mixed-use, walkable, pedestrian-friendly design
- Incremental, scalable development
- Shared community identity and investment in quality of life



Common Elements of Town-Gown Development

- Student Housing
- Event Space
- Retail
- College oriented Hotels
- Shared Office
- Arts and Innovation

Program highlights

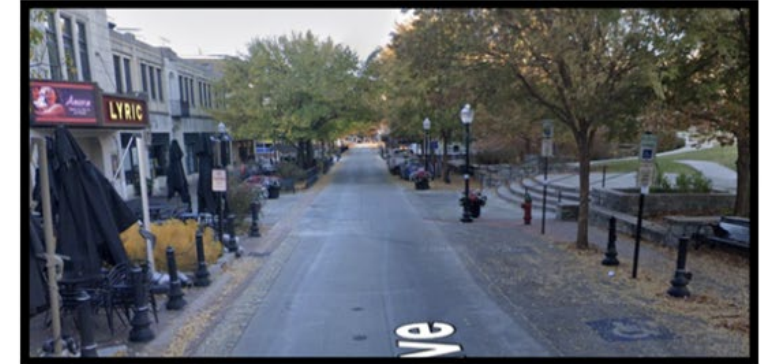
Blacksburg, VA



- **The Inn at Virginia Tech:** an upscale hotel located on the main campus, which also houses the Skelton Conference Center. It offers lodging, a restaurant, and extensive facilities for meetings, events, and weddings. The hotel is the only one on campus and provides amenities like a fitness center, complimentary Wi-Fi, and various room and suite options.
- **University Gateway Center:** Located on the most prominent corner and one of the busiest intersections in Blacksburg. The 80,000 SF four-story building houses all of the combined offices for the Virginia Tech Foundation and University Development - with over 300 employees - as well as a branch facility for BB&T Bank and conference space above. Additional square footage was added as shelled tenant space for restaurant, retail, and office use and is now fully occupied.
- Integrated zoning and **pedestrian connectivity** between campus and town
- Joint branding and growth strategy to attract both students and residents

Images

Downtown partnership
Blacksburg, VA



Program highlights

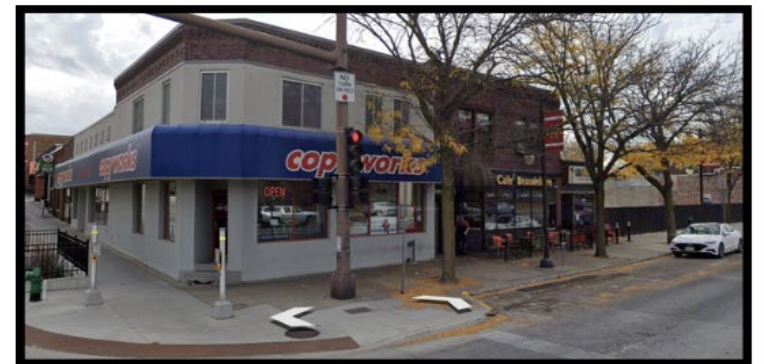
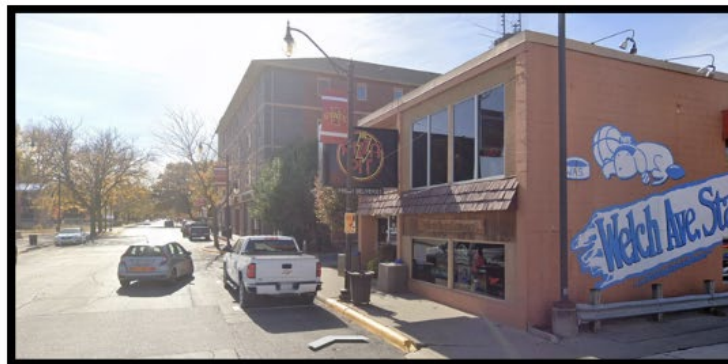
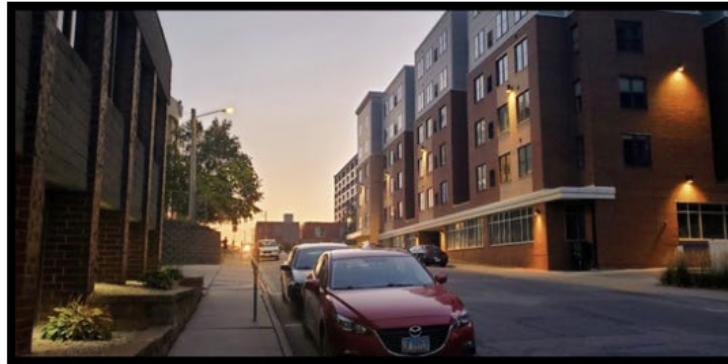
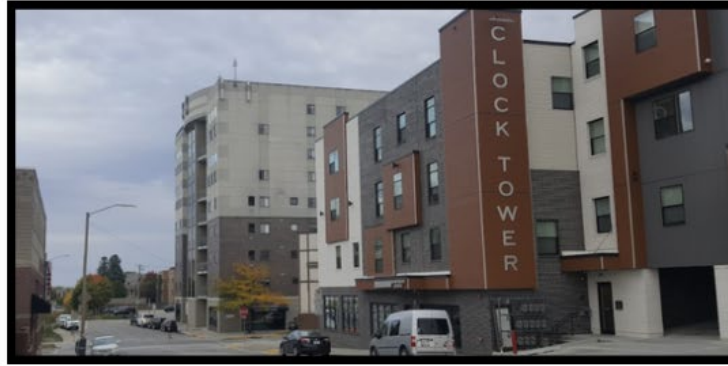
Ames, IA



- New mixed-use housing, including "**Campustown Court**", a student housing complex which offers amenities like a fitness center, pool, and study lounges for residents
- **Student innovation Center in Campustown**: opened in the fall of 2020 and includes various retail and student-focused amenities like a student-run cafe, a Starbucks coffee shop, and a student apparel store
- The university leases several buildings developed privately for **university offices**, including space for the Iowa State Daily student newspaper, University Relations offices and the ISU Foundation call center
- New restaurants
- Improved pedestrian safety and streetscape
- Maintained historic character while adding density

Images

Campustown
Ames, IA



Program highlights

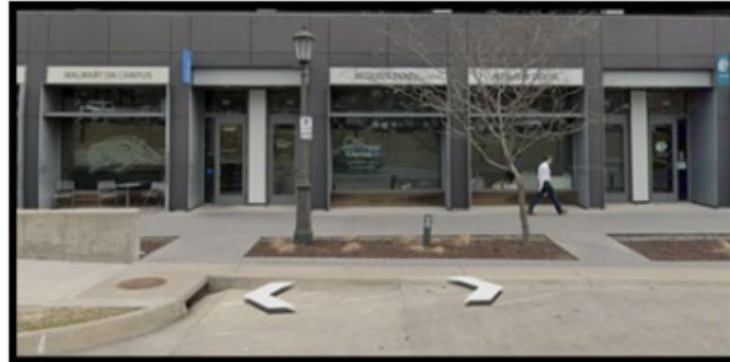
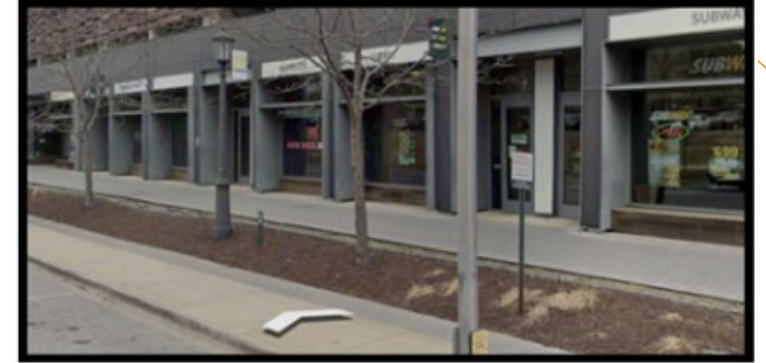
Fayetteville, AR



- **Garland Center:** mixed-use development with a 1600 space parking garage and retail shops that greets more than 50 percent of the campus traffic. The Center includes the U of A bookstore, computer store, Clinique counter, general book department, textbook department, Razorback shop, supply department, along with a campus Wal-Mart, Belle Boutique, Enrich Salon, Mertins Eye Care and a TCBY location
- **Garland Avenue street widening:** supported a city project that included adding lanes, sidewalks, a multi-use trail, and a roundabout, which benefited students and the community.
- Added **student housing**, retail and transit improvements
- Improved mobility and pedestrian safety
- Attracted local business and private investment and participation

Images

Garland Avenue Corridor
Fayetteville, AR



Program highlights

Houghton, MI



**Michigan
Technological**
University

- **Michigan Tech Lakeshore Center:** Provides shared office space for Michigan Tech and commercial tenants. The building includes upgraded office space, technology, conference space and houses university administrative offices, including the Vice President for Research, Human Resources, Payroll, Benefits, Print Services, and others.
- **Student housing,** event spaces, and trails along Canal
- Improved student **engagement with community** and supports tourism
- **Michigan Tech events** and outreach hosted downtown

Images

Downtown and waterfront
Houghton, MI



Program highlights

Waterville, ME

- College-led investment of \$85M+ in downtown
- **Alfond Commons Residential Community:** 200-bed downtown facility for students, faculty and staff who participate in academic and community based learning experiences that engage the local community. Includes ground-floor amenities like retail, a community forum, and recreation spaces, and upper-level academic and social spaces.
- **Lockwood Hotel:** Developed as part of the downtown revitalization initiative and is a collaborative partnership between the college, city leadership, local businesses, and community organizations. Includes a full service restaurant called Front & Main.
- **Paul J. Schupf Art Center:** A downtown hub for visual and performing arts, film, and arts education. The center is part of an integrated group of arts and cultural institutions throughout Waterville, including the Colby College Museum of Art, the Greene Block + Studios, and the Gordon Center for Creative and Performing Arts on Colby's campus.
- Strengthened economic and cultural vibrancy

Images

Downtown
Colby, ME


















Key takeaways

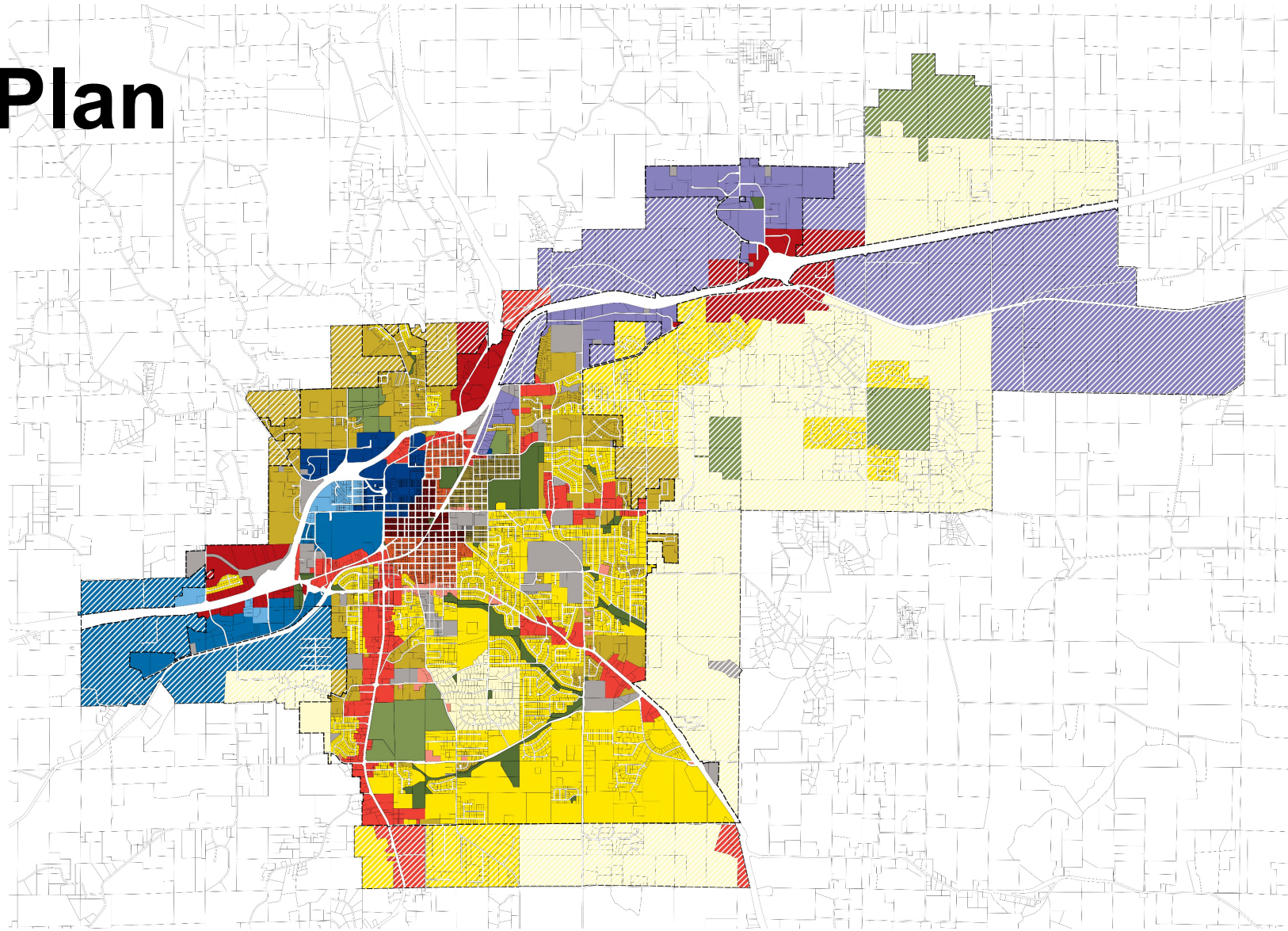
Peer cities have successfully leveraged university-partnerships to catalyze campus-adjacent projects that improve student experience, town vitality, and economic opportunity for local residents.

Lessons for doing so include:






- Align campus expansion with community revitalization
- Encourage private investment through clear zoning and incentives
- Focus on livability — housing, walkability, and amenities
- Highlight and build upon key aspects of existing town identity
- Scale projects to local demand but plan for flexibility

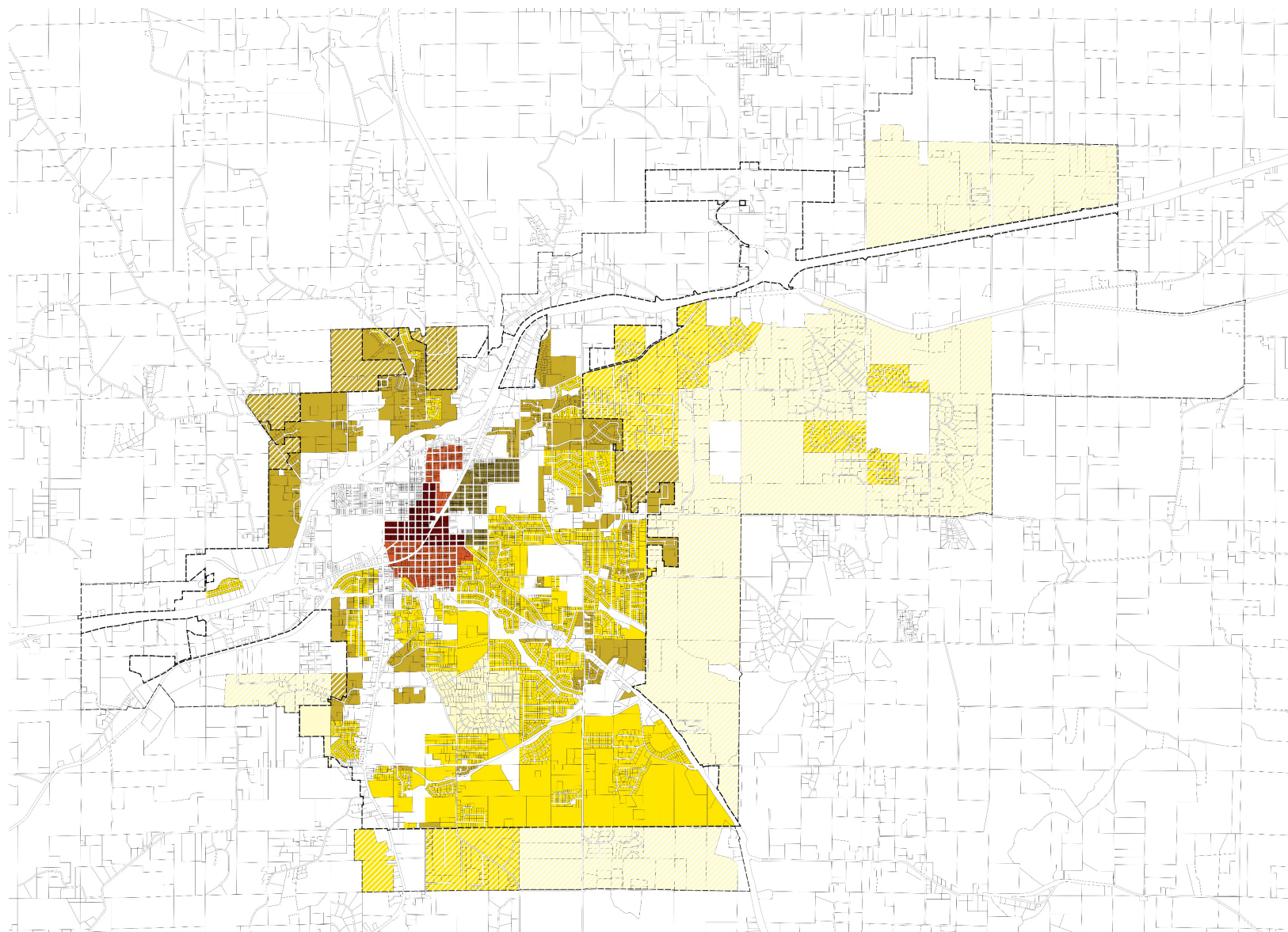
Future Land Use Plan

-  Type I – Countryside Residential (**R1**)
-  Type II – Suburban Residential (**R2**)
-  Type III – High-Density Residential (**R3**)
-  Type IV – Urban Residential (**R4**)
-  Type V – Downtown Mixed-Use Neighborhood (**DT-MU**)
-  Type VI – Neighborhood Commercial (**NC**)
-  Type VII – Corridor Commercial (**CC**)
-  Type VIII – Highway Commercial (**HC**)
-  Type IX – Downtown Core (**DTC**)
-  Type X – University (**U**)
-  Type XI – Mixed-Use Innovation Center (**MUIC**)
-  Type XII – Medical (**MED**)
-  Type XIII – Industrial / Manufacturing (**IM**)
-  Type XIV – Public Land (**P**)
-  Type XV – Parks / Recreation (**REC**)



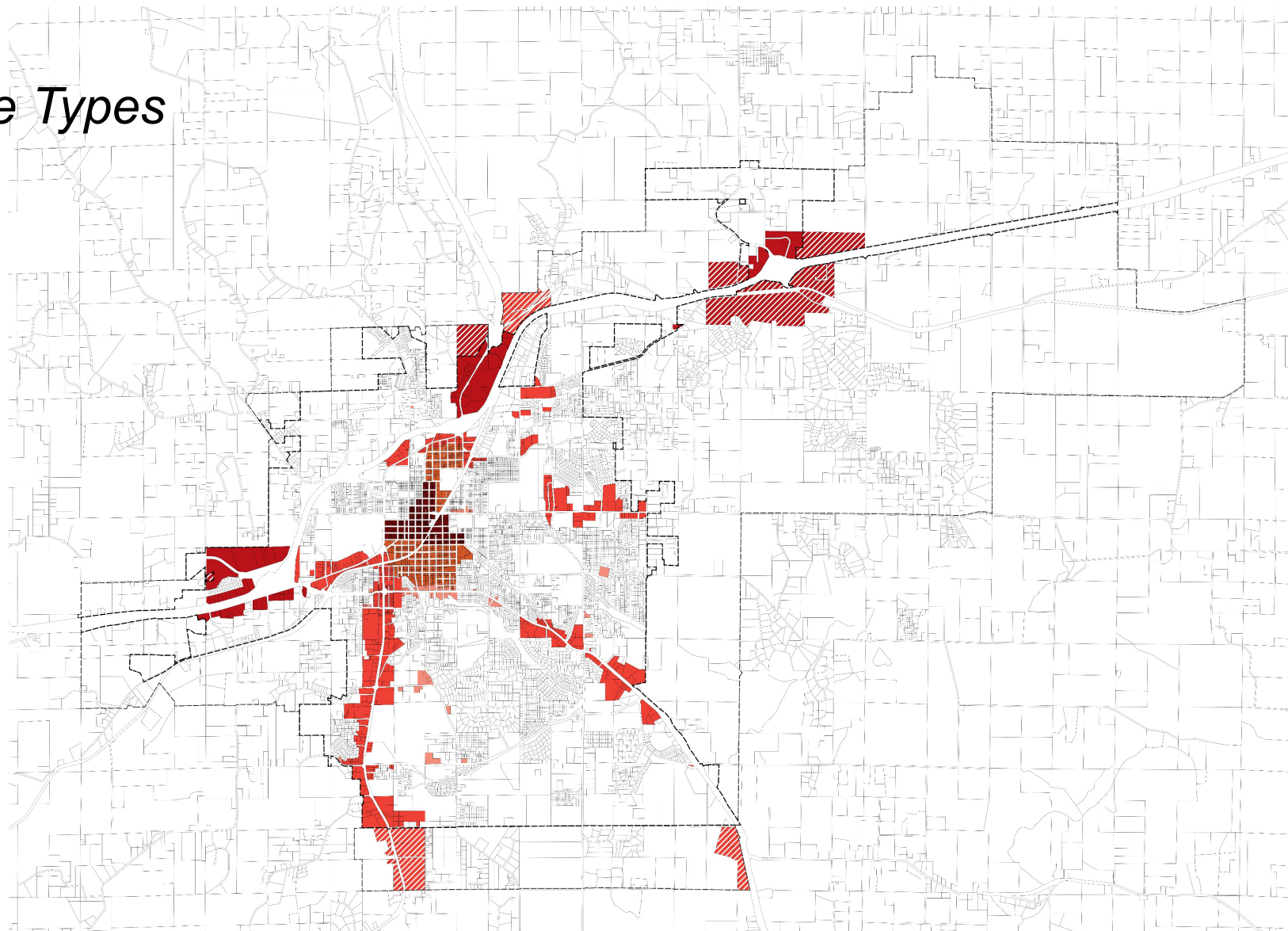
Community Place Types – *Residential Place Types*

-  Type I – Countryside Residential (**R1**)
-  Type II – Suburban Residential (**R2**)
-  Type III – High-Density Residential (**R3**)
-  Type IV – Urban Residential (**R4**)
-  Type V – Downtown Mixed-Use
Neighborhood (**DT-MU**)



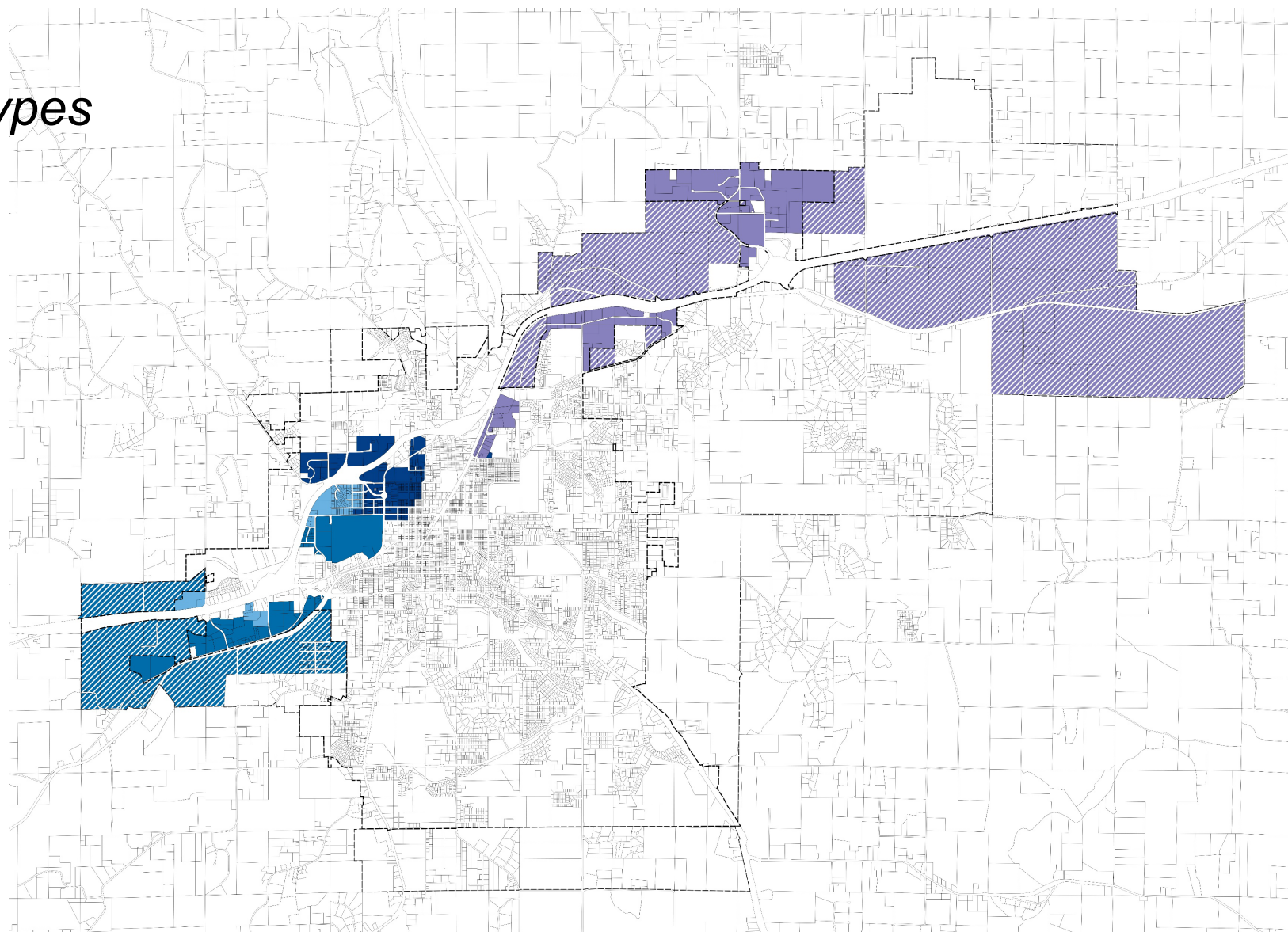
Community Place Types – *Commercial & Mixed-Use Place Types*

-  Type V – Downtown Mixed-Use Neighborhood (**DT-MU**)
-  Type VI – Neighborhood Commercial (**NC**)
-  Type VII – Corridor Commercial (**CC**)
-  Type VIII – Highway Commercial (**HC**)
-  Type IX – Downtown Core (**DTC**)



Community Place Types – *Innovation & Industrial Place Types*

- Type X – University (**U**)
- Type XI – Mixed-Use Innovation Center (**MUIC**)
- Type XII – Medical (**MED**)
- Type XIII – Industrial / Manufacturing (**IM**)

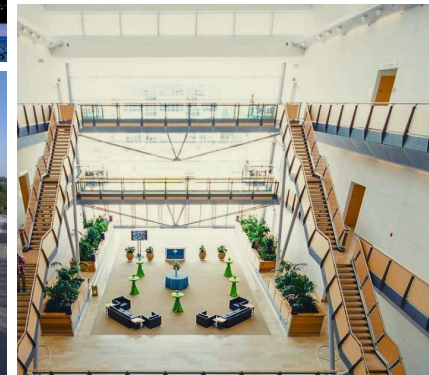
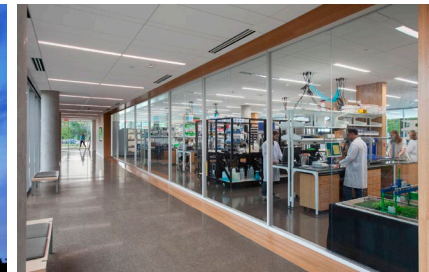
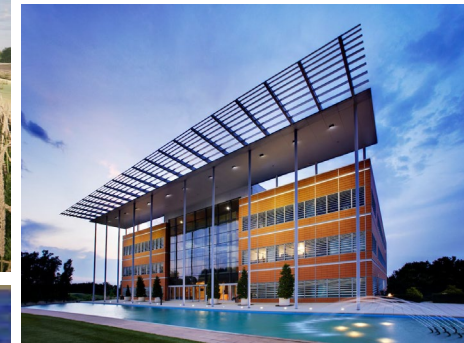


Community Place Types –

What is the Mixed-Use Innovation Center?

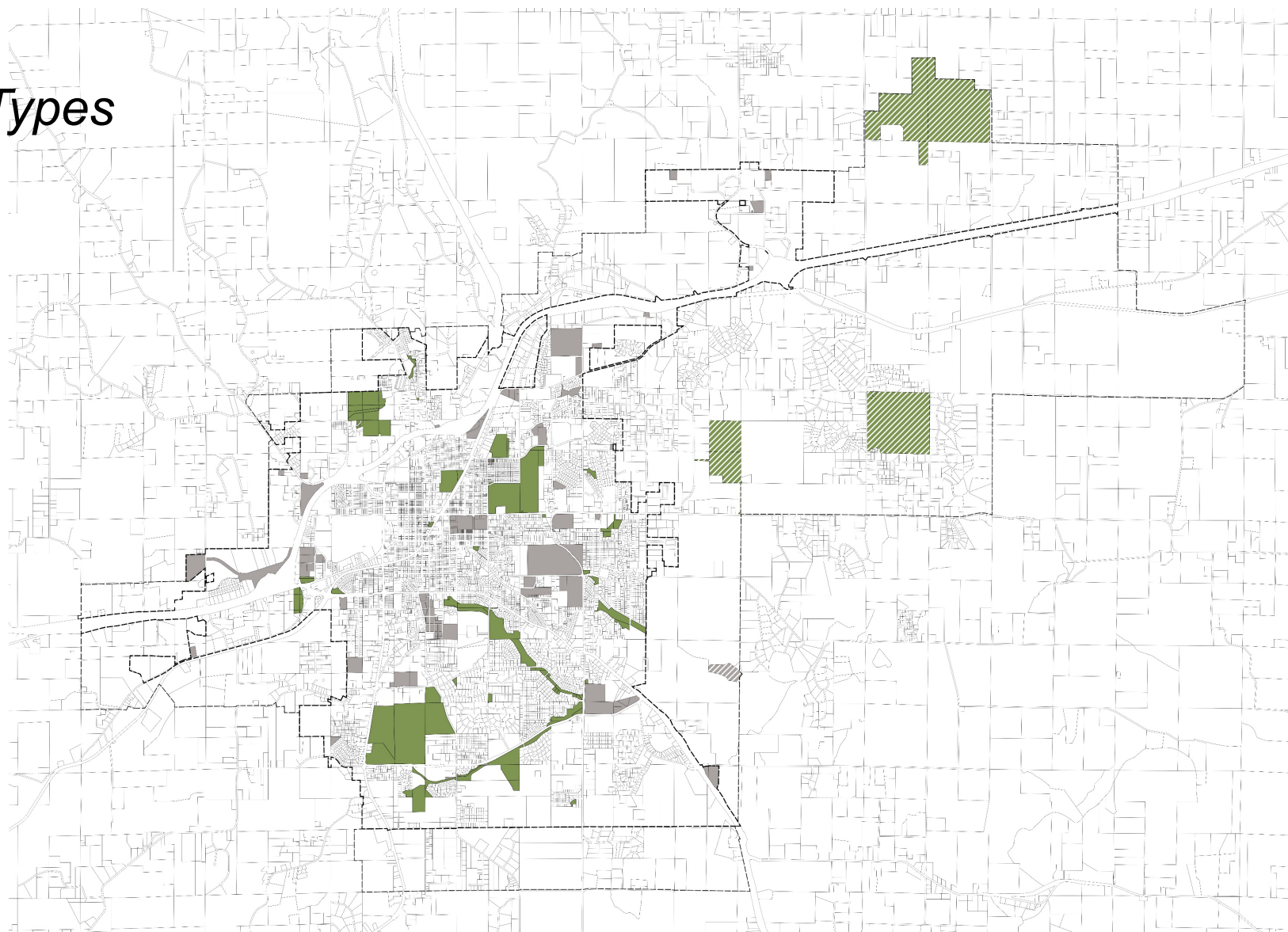
- The Mixed-Use Innovation Center Place Type is designed to support a variety of high-tech business uses **to support the commercialization of S&T programs.**
- Uses are primarily **R&D (labs, design studios, rapid prototyping, etc.) and start-up incubators**, supported by lodging, dining, entertainment, open space, and housing.
- **Some overlap with traditional industrial is possible**, but traditional industrial supports large-scale manufacturing, whereas **MUIC supports research and development.**
- Examples include **Cortex** and **39 North** in St. Louis, and the **S&T Protoplex**.

Mixed-Use Innovation Center Development Examples



Community Place Types – *Parks and Open Space Place Types*

- Type XIV – Public Land (**P**)
- Type XV – Parks / Recreation (**REC**)



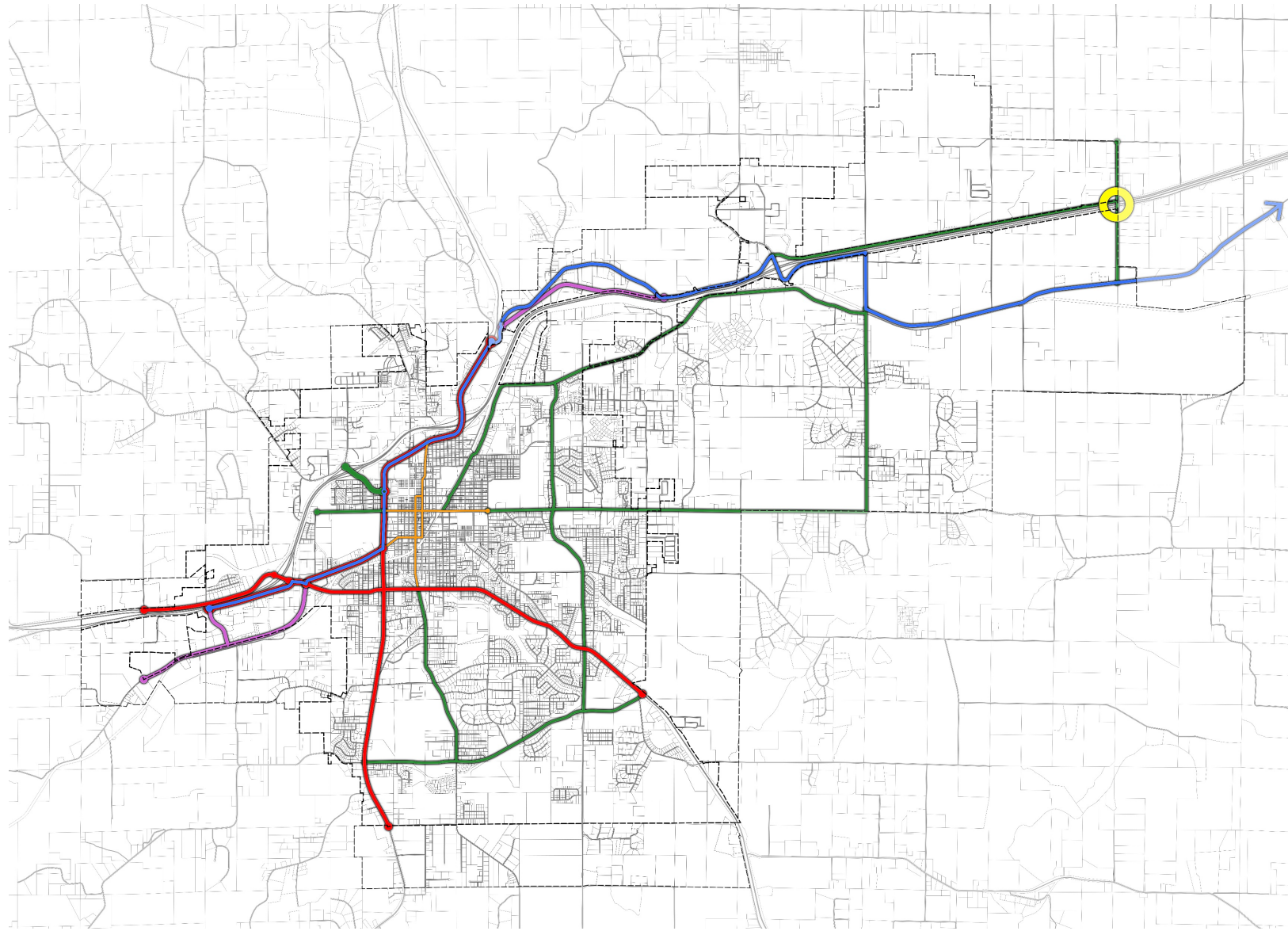
An aerial, black and white photograph of a downtown street scene. The street is lined with multi-story brick buildings. On the left, a building features a large American flag and a sign that reads "DOWNTOWN ROLL". Further down the street, a sign for "KING" is visible. On the right, a building has a sign that reads "SHEPHERD COUNTY BANK". The street is filled with cars and pedestrians, suggesting a busy urban environment. A large white number "4" is overlaid on the left side of the image.

4

TRANSPORTATION

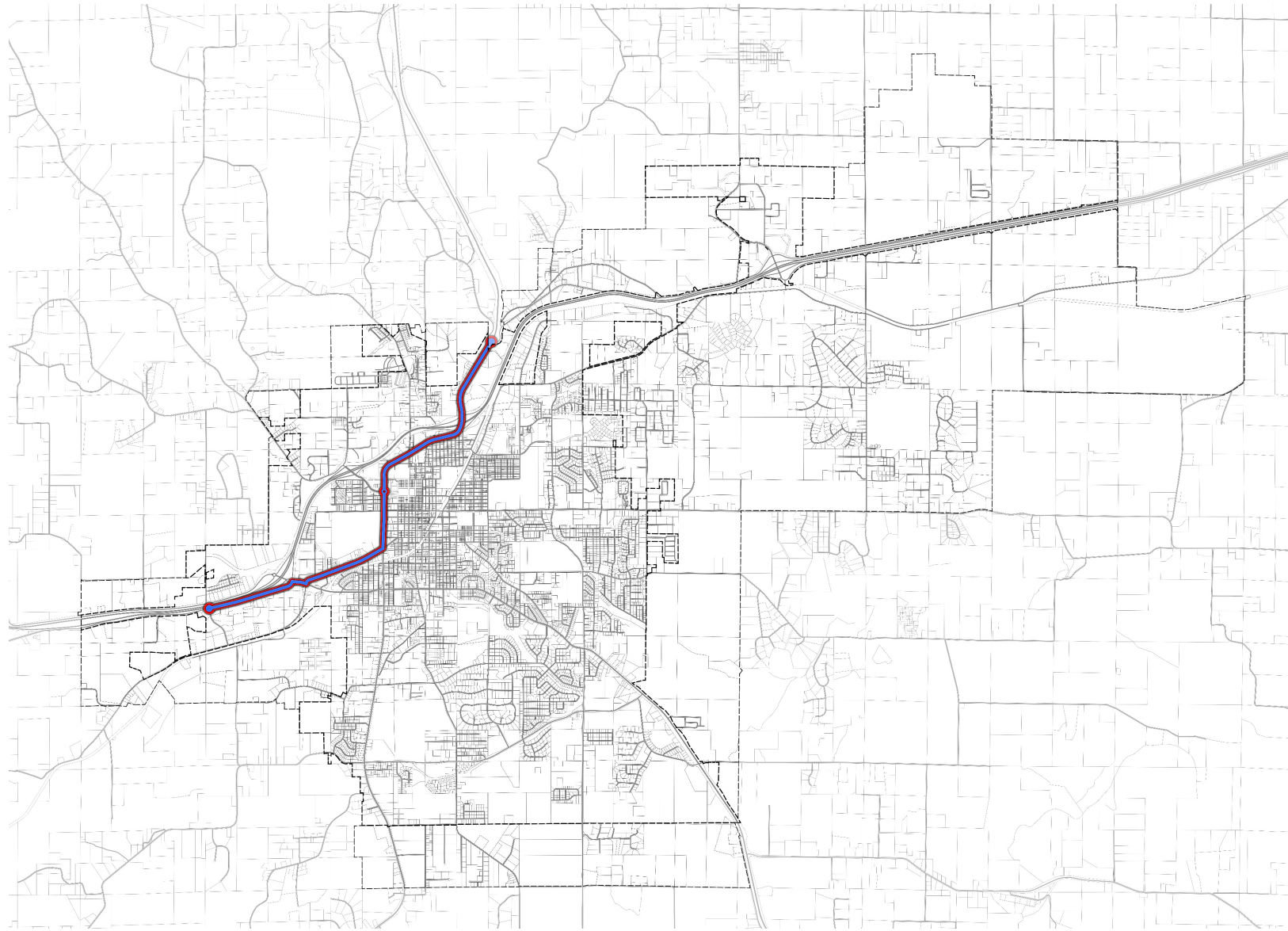
Draft Rolla Comprehensive Plan

Streets Plan



Streets Plan

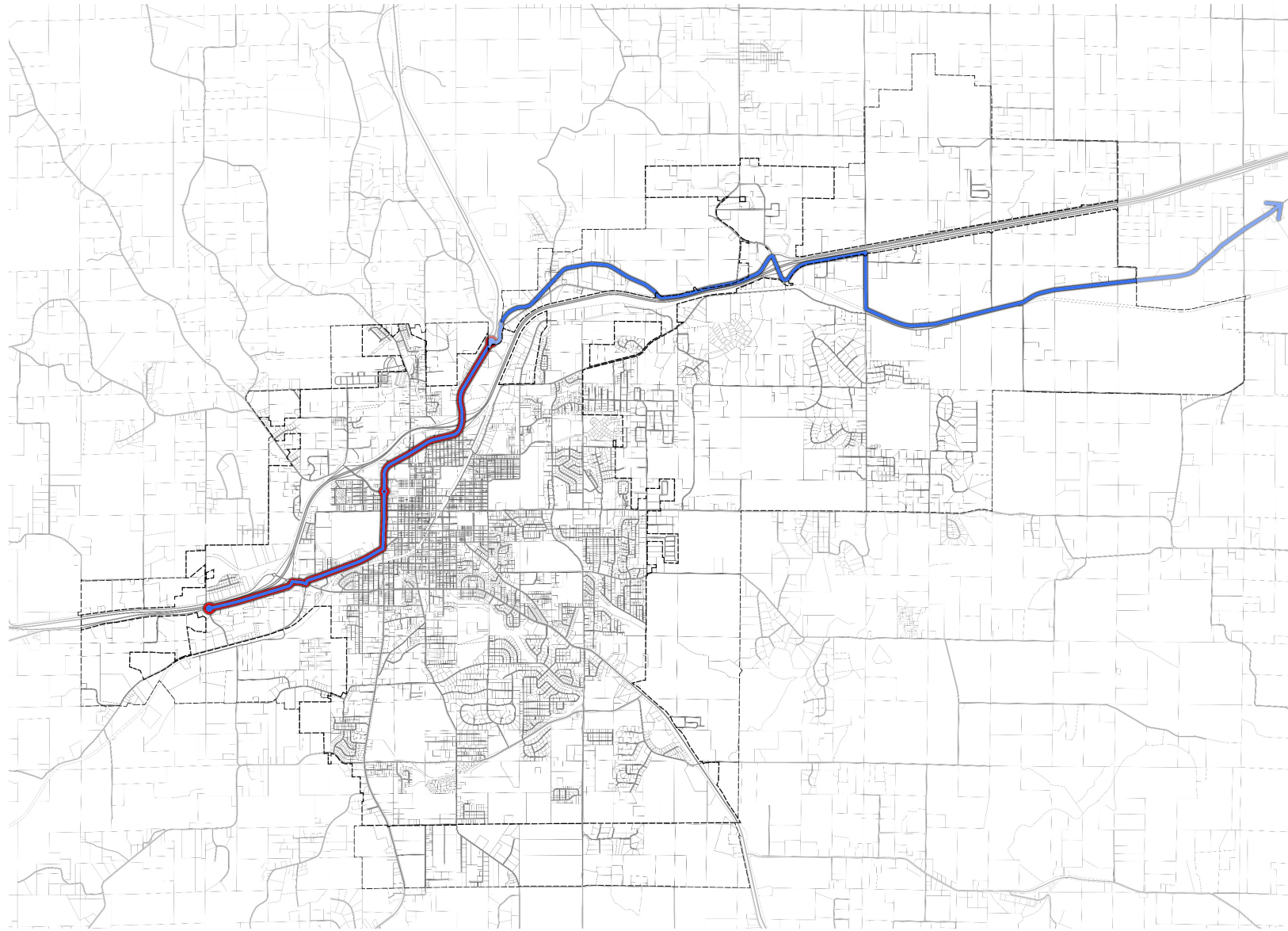
Street Type I – Route 66, Urban



Streets Plan

Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

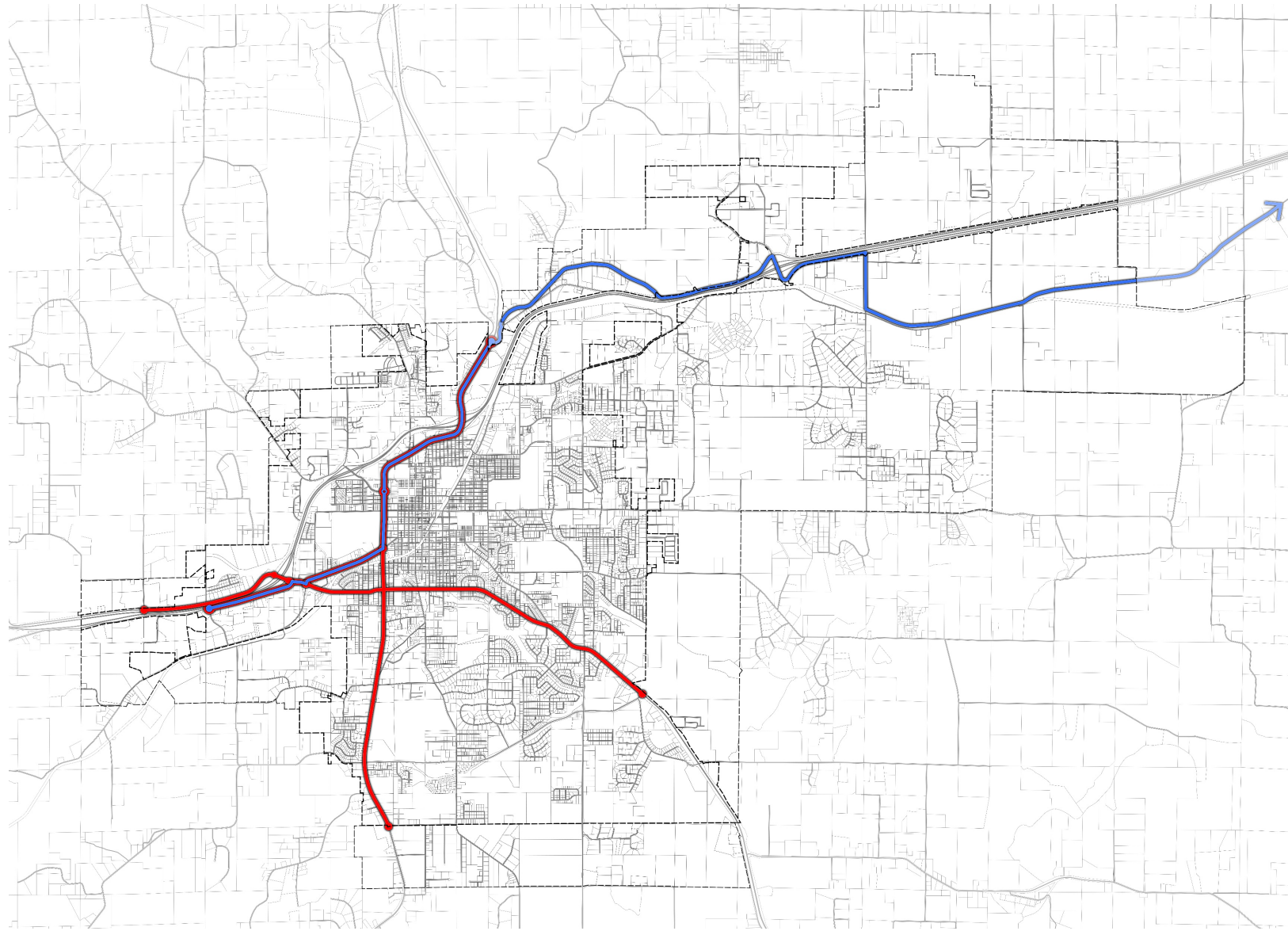


Streets Plan

Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

Street Type III – Commercial Corridor



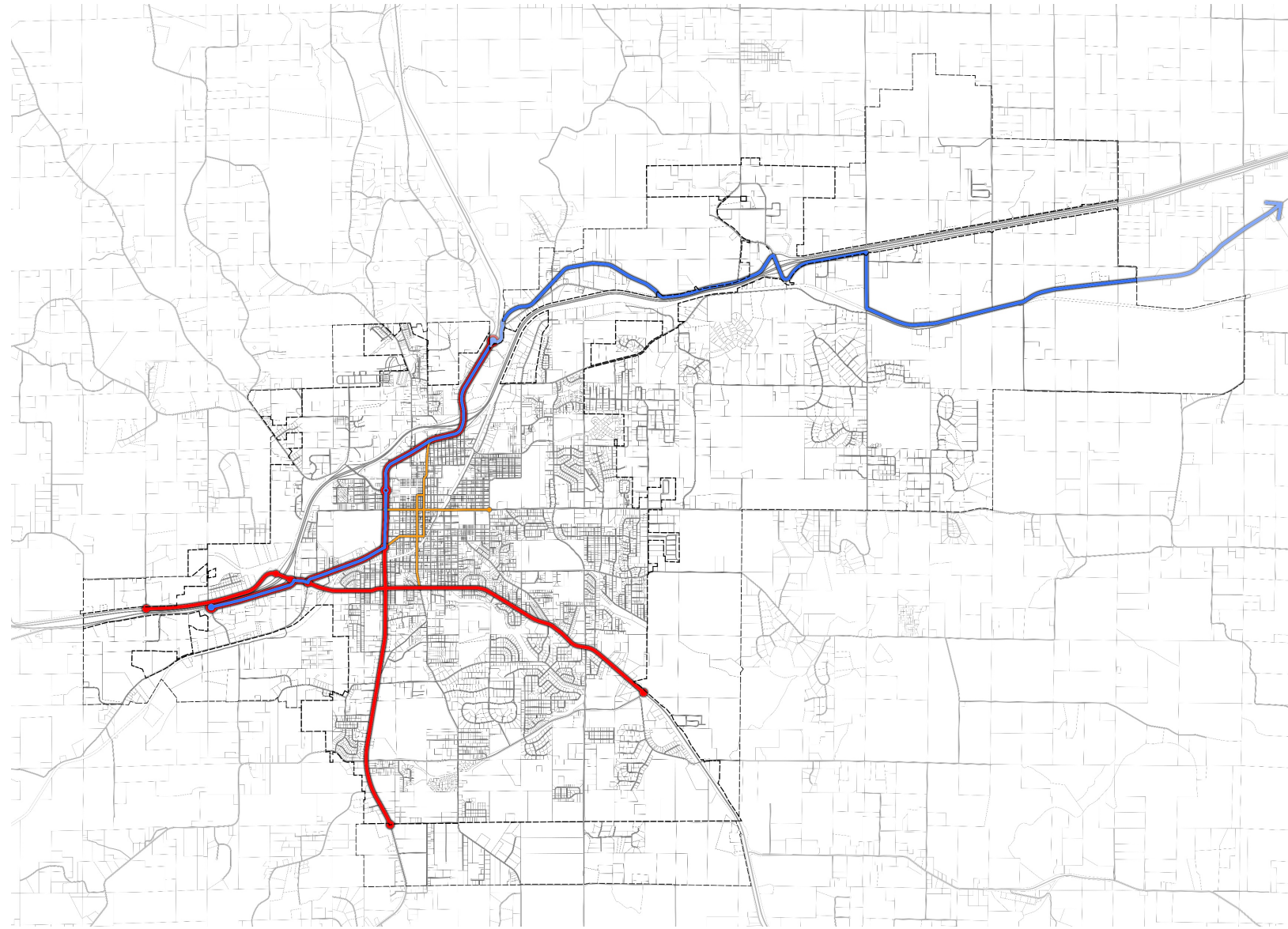
Streets Plan

Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

Street Type III – Commercial Corridor

Street Type IV – Downtown Main Street



Streets Plan

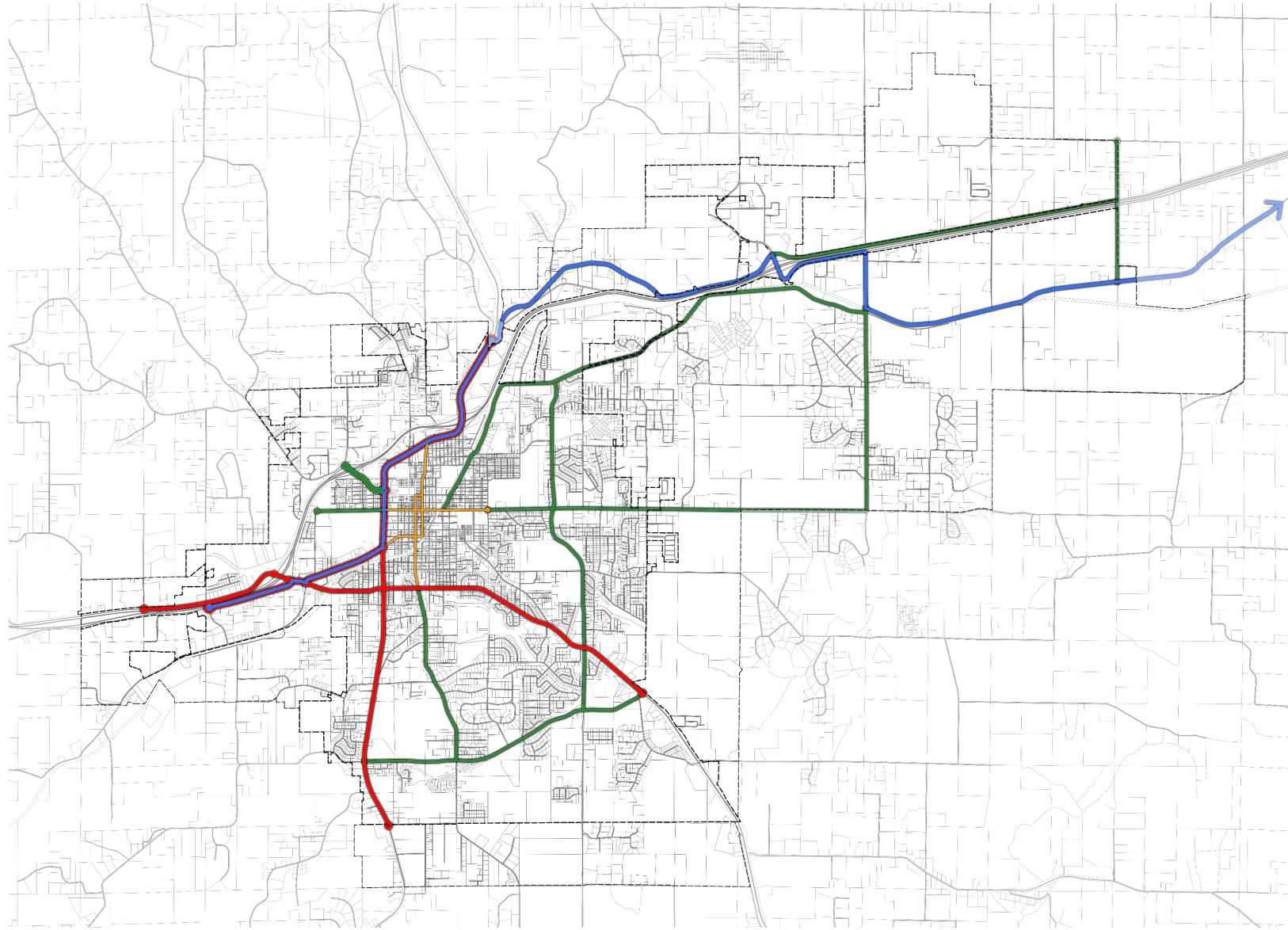
Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

Street Type III – Commercial Corridor

Street Type IV – Downtown Main Street

Street Type V – Suburban Boulevard



Streets Plan

Street Type I – Route 66, Urban

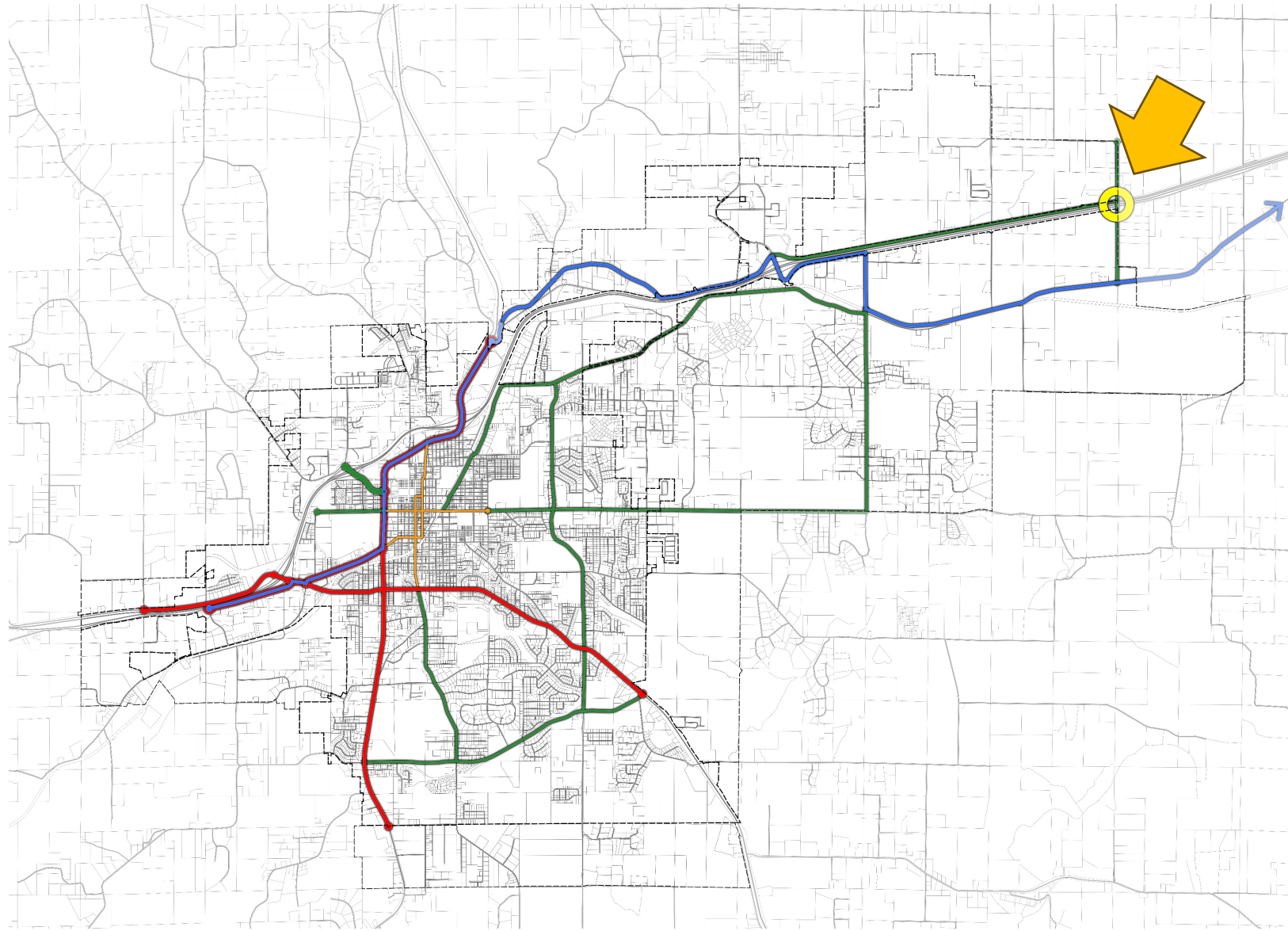
Street Type II – Route 66, Rural

Street Type III – Commercial Corridor

Street Type IV – Downtown Main Street

Street Type V – Suburban Boulevard

Proposed New Interchange – *Skyles Road /
Kruse Road @ I-44*



Streets Plan

Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

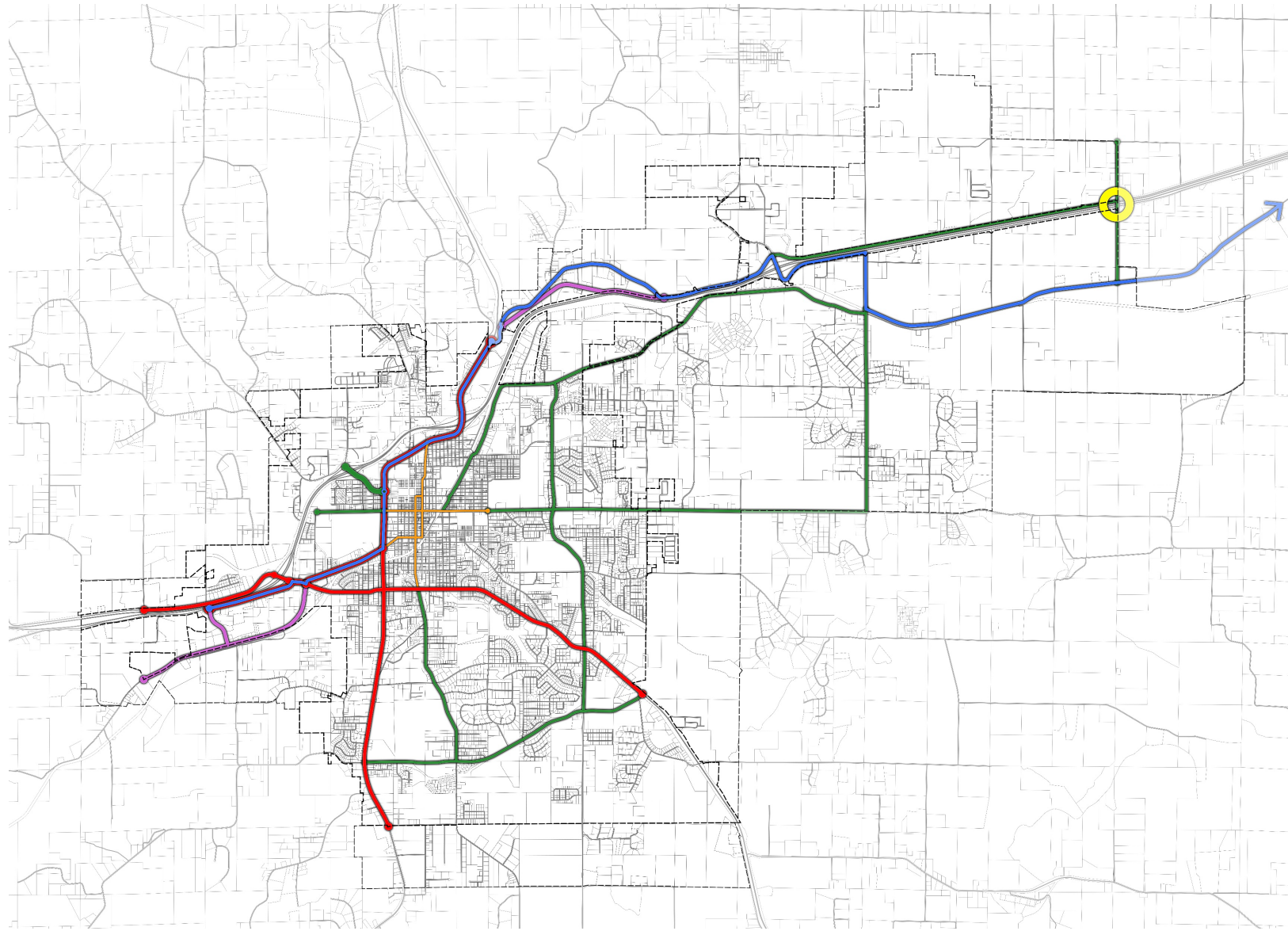
Street Type III – Commercial Corridor

Street Type IV – Downtown Main Street

Street Type V – Suburban Boulevard

Proposed New Interchange – *Skyles Road /
Kruse Road @ I-44*

Street Type VI – Industrial Boulevard



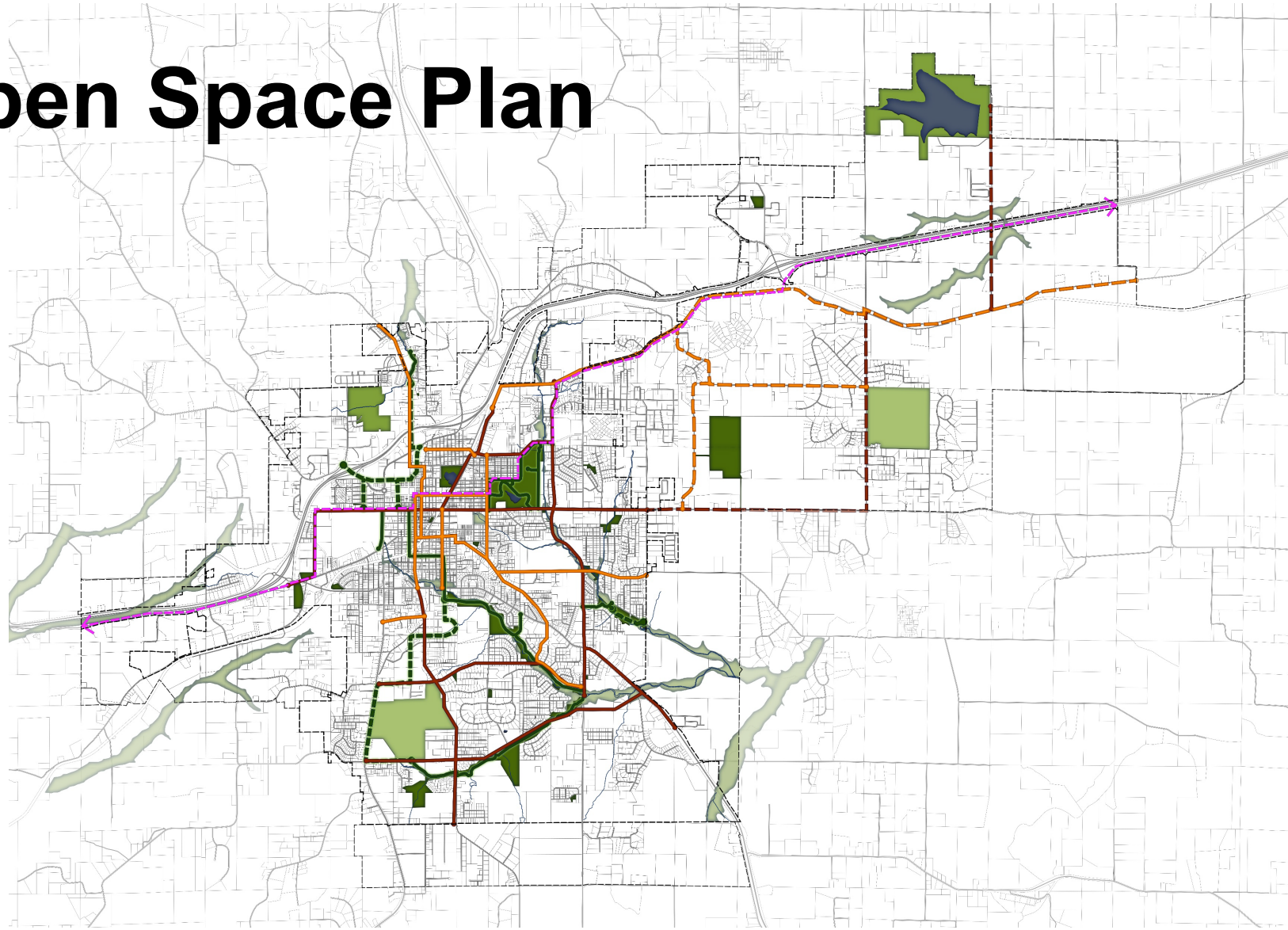
An aerial, black and white photograph of a downtown street scene. The street is lined with multi-story brick buildings. On the left, a large white number '5' is overlaid. In the foreground, a building features a sign that reads 'DOWNTOWN ROLL' with an American flag graphic. Further down the street, a sign for 'SHELPS COUNTY BANK' is visible on a building. The street is filled with people and cars, suggesting a busy urban environment.

5

QUALITY OF LIFE

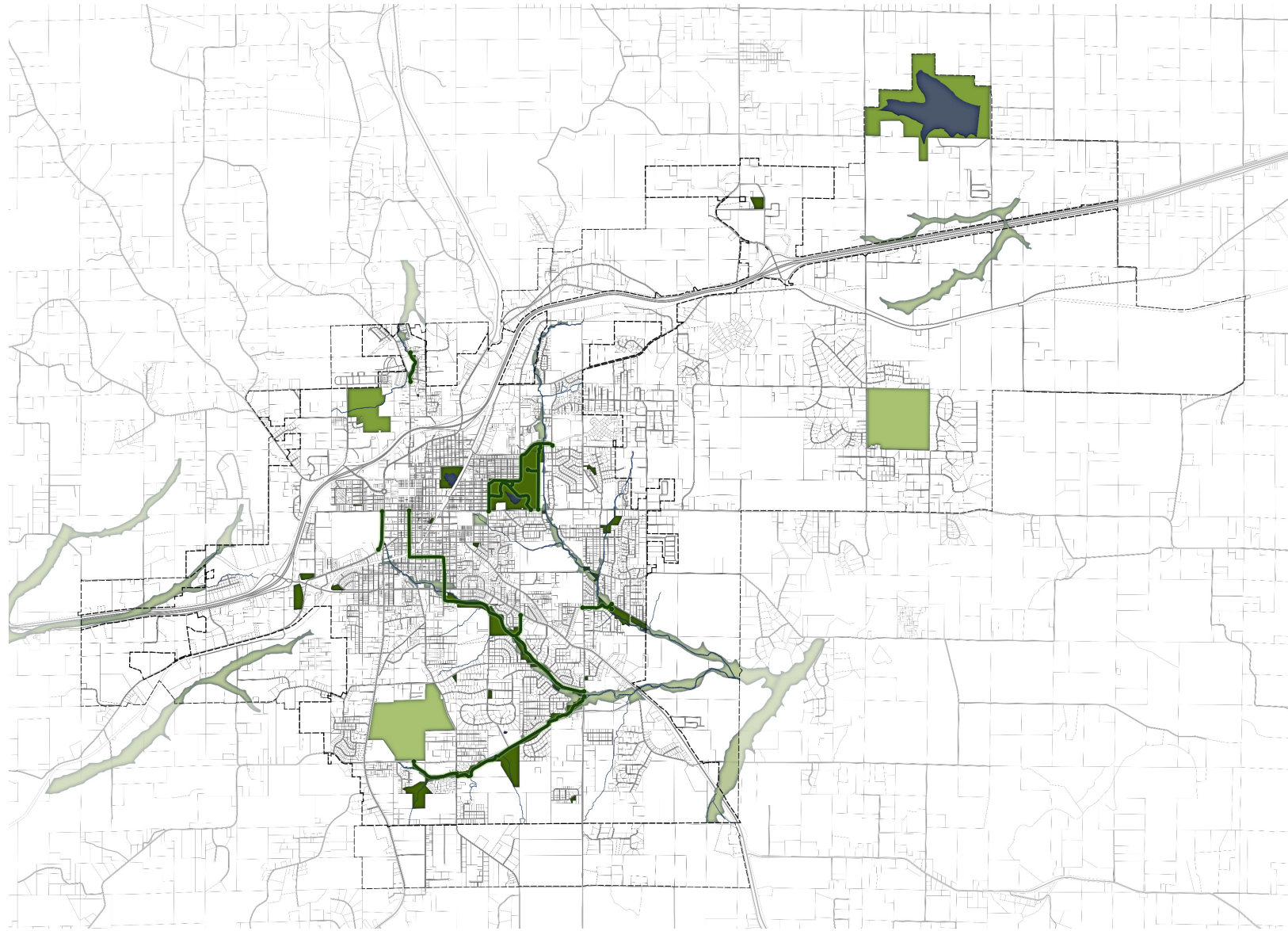
Draft Rolla Comprehensive Plan

Parks, Trails & Open Space Plan



Parks, Trails & Open Space Plan

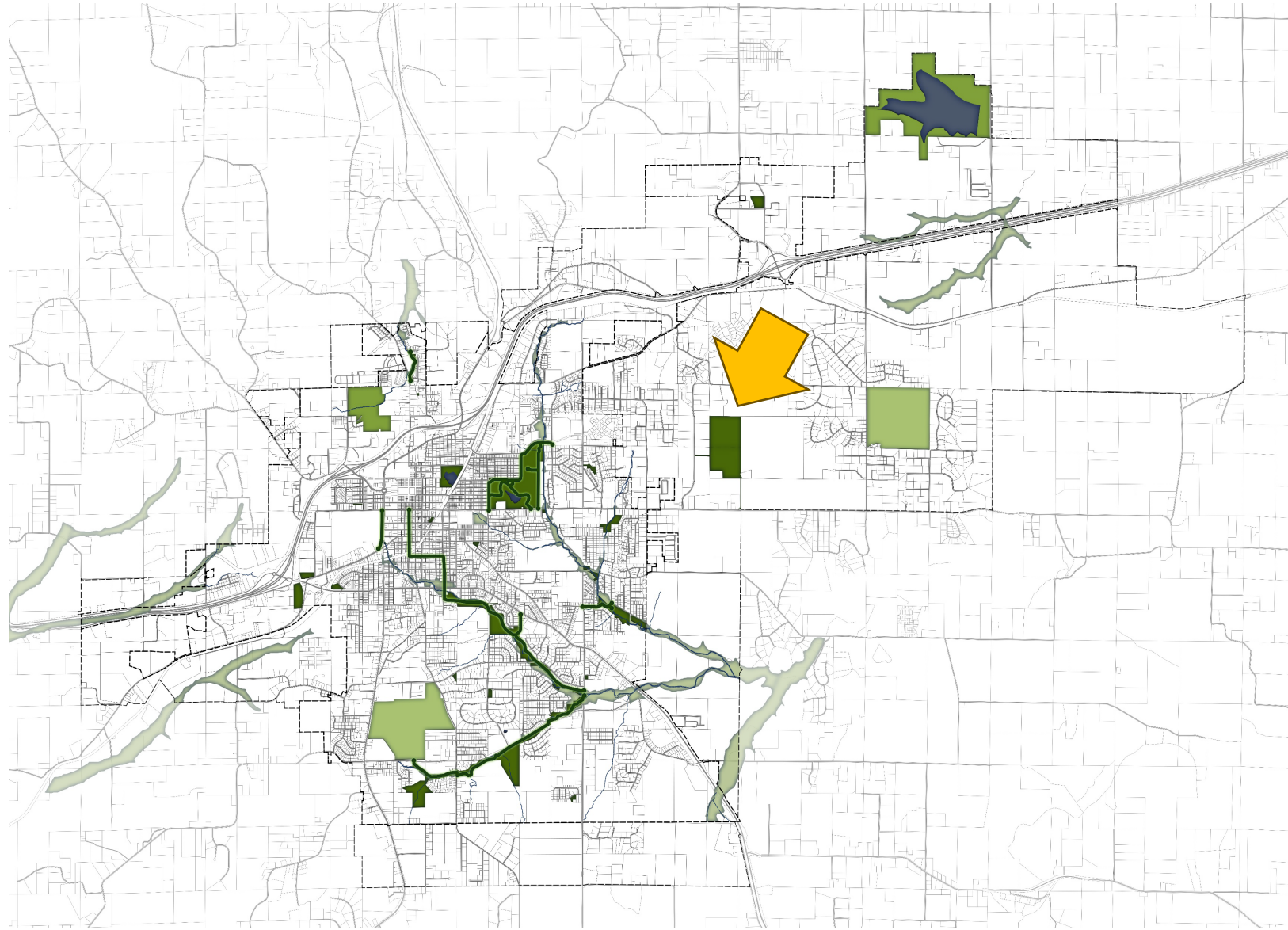
Floodplains & Water Bodies
Existing Parks
Existing Recreation Areas
Existing Conservation Areas
Existing Trails



Parks, Trails & Open Space Plan

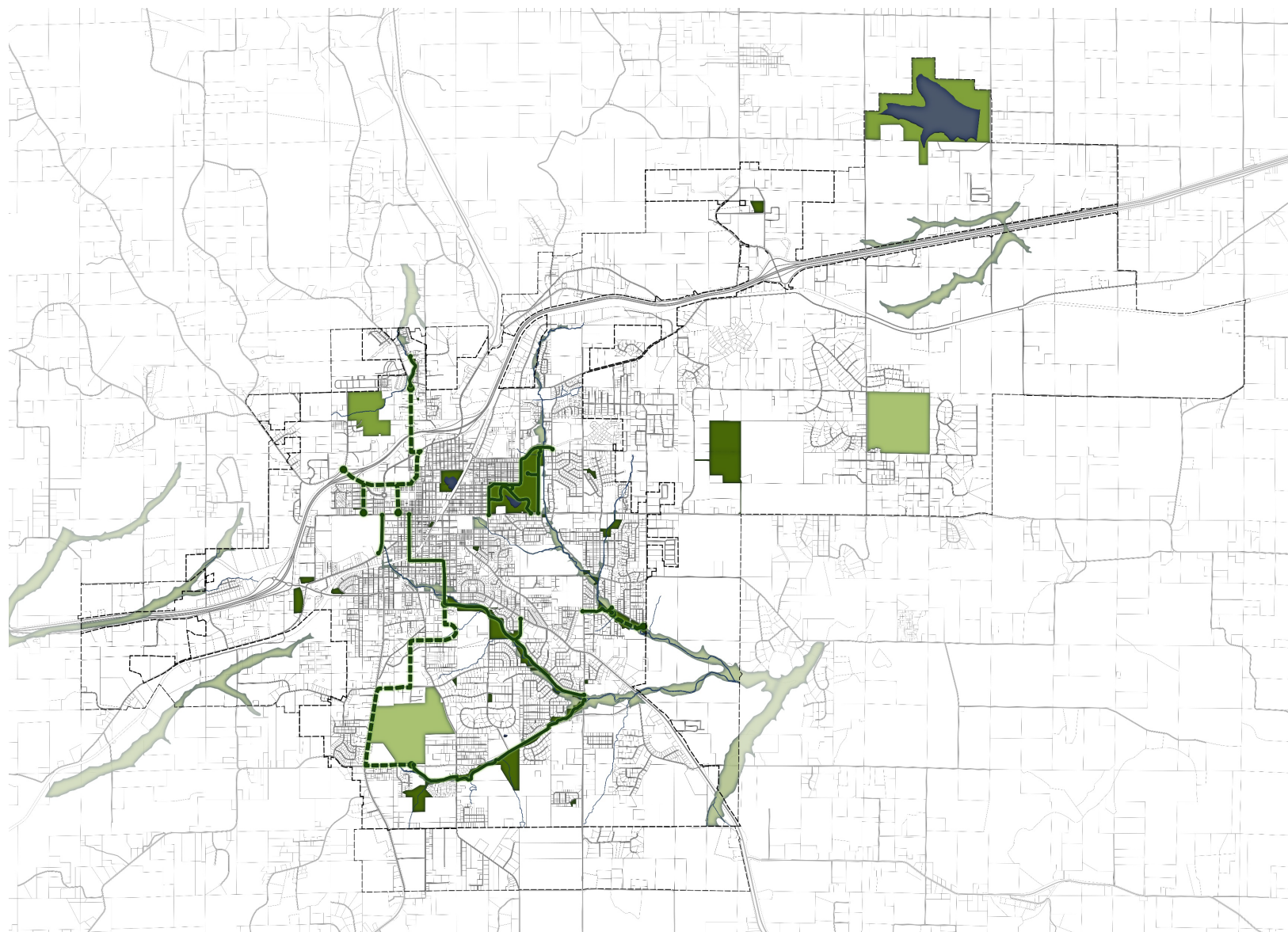
Floodplains & Water Bodies
Existing Parks
Existing Recreation Areas
Existing Conservation Areas
Existing Trails
Proposed New Park

Question for Consideration:
*If Rolla were to develop a
tournament-level sports facility,
where should it be built?*



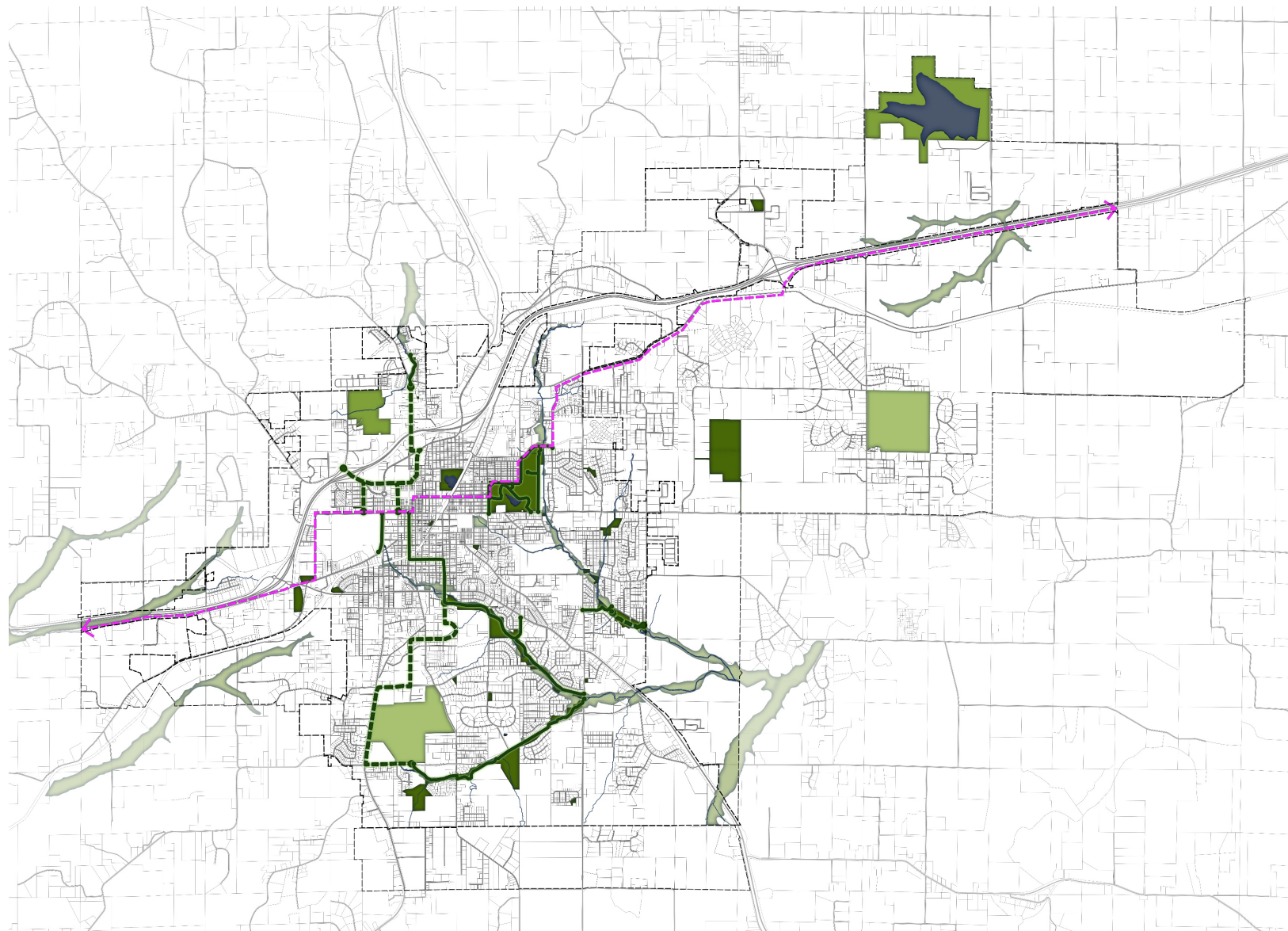
Parks, Trails & Open Space Plan

Floodplains & Water Bodies
Existing Parks
Existing Recreation Areas
Existing Conservation Areas
Existing Trails
Proposed New Park
Proposed New Trails



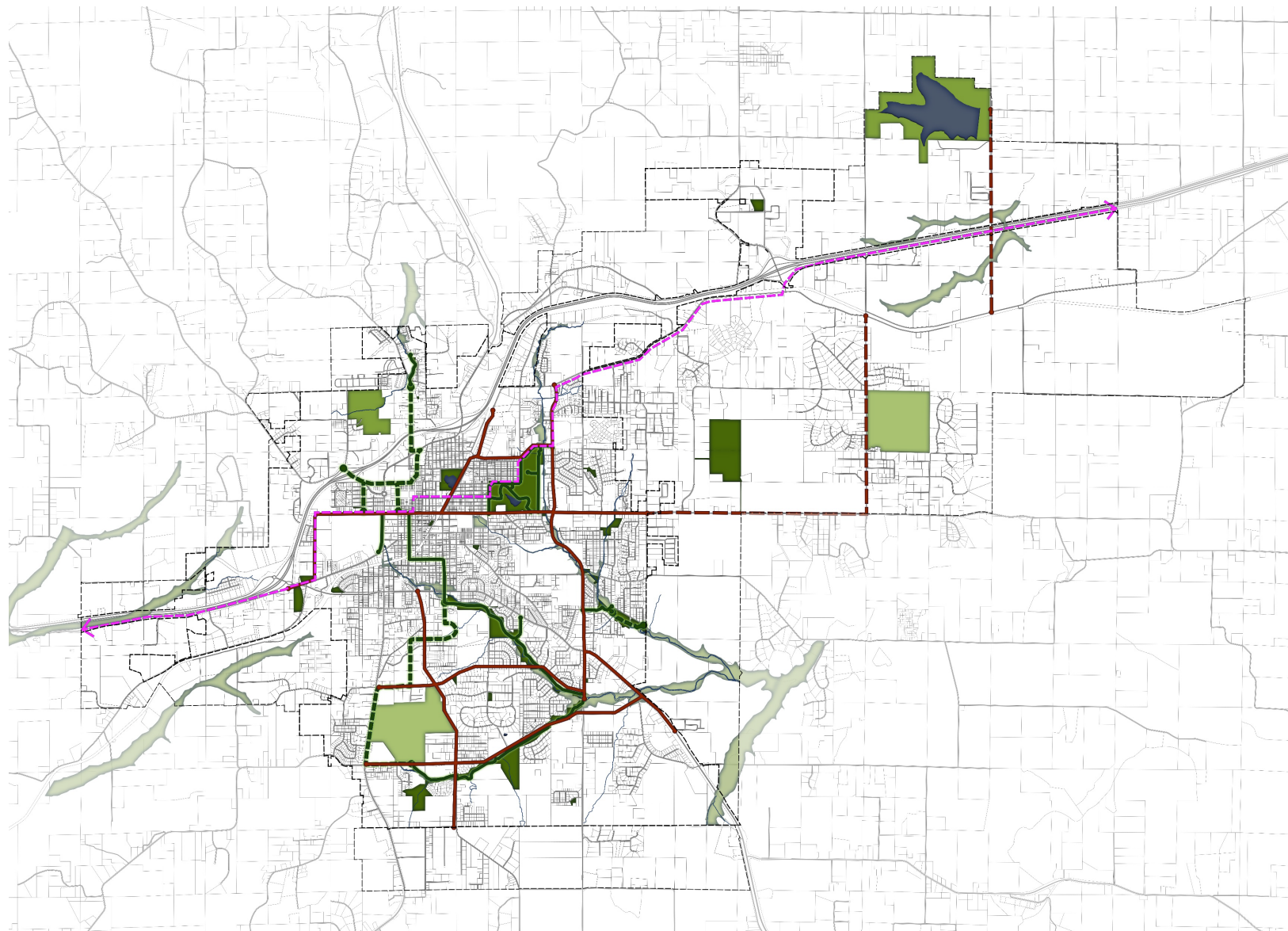
Parks, Trails & Open Space Plan

Floodplains & Water Bodies
Existing Parks
Existing Recreation Areas
Existing Conservation Areas
Existing Trails
Proposed New Park
Proposed New Trails
Route 66 Bikeway



Parks, Trails & Open Space Plan

Floodplains & Water Bodies
Existing Parks
Existing Recreation Areas
Existing Conservation Areas
Existing Trails
Proposed New Park
Proposed New Trails
Route 66 Bikeway
Proposed Bike Lanes



Parks, Trails & Open Space Plan

Floodplains & Water Bodies

Existing Parks

Existing Recreation Areas

Existing Conservation Areas

Existing Trails

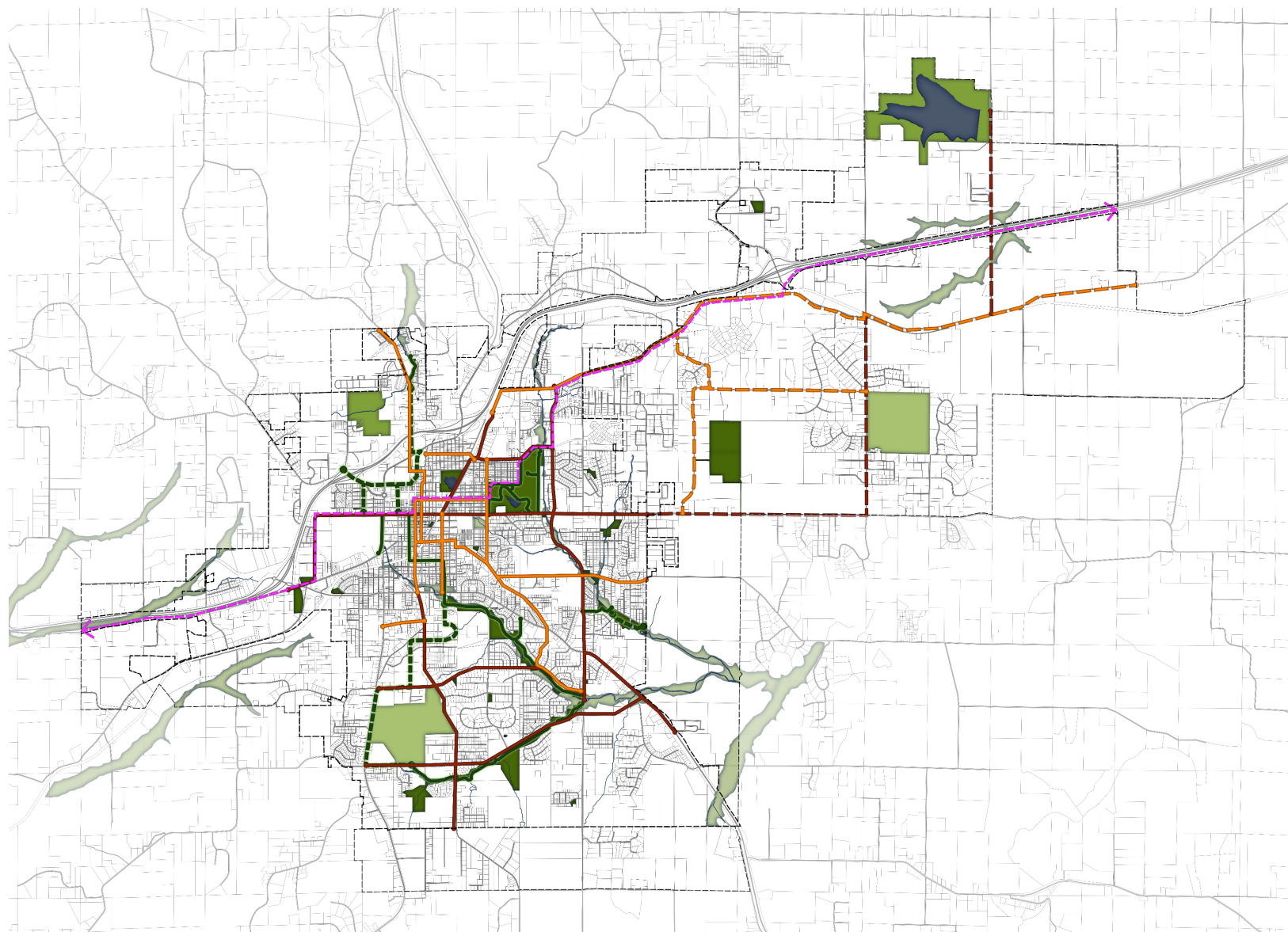
Proposed New Park

Proposed New Trails

Route 66 Bikeway

Proposed Bike Lanes

Proposed “Share the Lane” Sharrows





STRATEGIC IMPLEMENTATION

Draft Rolla Comprehensive Plan




IMPLEMENTATION PRINCIPLES

The Rolla 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. This includes strategically-updating Rolla's zoning code and other ordinances to allow—by right—for private development that fulfills the Comprehensive Plan.
- 2. Provide Specific Direction:** The Comprehensive Plan includes geographically-specific recommendations for capital improvements, zoning and regulatory districts, and new amenities and infrastructure.
- 3. Diversification of Funding:** The Comprehensive Plan should leverage City funding with grant opportunities and other partnerships to help ensure eligibility for existing and future funding opportunities.
- 4. Maintain Flexibility:** 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.
- 5. Evaluate Success:** An ongoing outcome management process with regular review and re-evaluation of the Plan is recommended and is an important factor for successful implementation.

IMPLEMENTATION ACTION MATRIX

Each of the Comprehensive Plan Strategies is assigned an implementation timeframe:

-  **Short-Term** (*Initiated and/or completed in 1 to 3 years*)
-  **Medium-Term** (*Initiated and completed in 4 to 7 years*)
-  **Long-Term** (*Initiated and completed in 8 to 12 years*)

Implementation timeframes are recommendations and are based on the following criteria:









1. The impact of the strategy in addressing key Rolla priorities identified in the public engagement process;
2. Alignment with existing City and institutional priorities;
3. Leverage potential of the strategy to impact implementation of other related strategies (*i.e.: What has to happen first in order to achieve a bigger goal?*); and
4. The ability of the strategy to be reasonably completed within the timeframe (*i.e.: Some strategies take longer than others, some are more difficult, and some are low-hanging fruit.*)

Timeframes are a recommendation only and should not preclude the City implementing other initiatives if such opportunities arise.









Goal 1: Community Identity & Placemaking

1.1:	Improve Rolla's key arterial roads and I-44 interchanges with signature streetscape enhancements and identifiable gateways.	Medium-Term	
1.2:	Facilitate the preservation, enhancement, definition, and identities of Rolla's existing residential neighborhoods.	Medium-Term	
1.3:	Improve code enforcement and compliance to enhance the visual quality of Rolla's built environment; develop resources to assist property owners with compliance requirements.	Short-Term	
1.4:	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.	Short-Term	
1.5:	Prioritize restoration, preservation, and infill development in the core of the City over development in areas lacking adequate infrastructure.	Medium-Term	
1.6:	Promote Rolla's historic Downtown through education and awareness programs to encourage preservation and enhancement.	Medium-Term	
1.7:	Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.	Short-Term	
1.8:	Develop and implement a comprehensive wayfinding signage initiative for Rolla to better direct visitors to Downtown and other community assets and amenities.	Short-Term	
1.9:	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.	Long-Term	













Goal 2: High-Quality Neighborhoods & Housing

2.1:	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.	Medium-Term	
2.2:	Promote housing affordability at all market sectors through regulatory zoning incentives and infrastructure capital improvements.	Medium-Term	
2.3:	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.	Short-Term	
2.4:	Actively encourage and facilitate home ownership by creating a clearinghouse to connect potential homebuyers to Federal, State, and non-profit homebuyer assistance programs.	Long-Term	
2.5:	Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.	Short-Term	
2.6:	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.	Medium-Term	
2.7:	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.	Medium-Term	
2.8:	Target the areas immediately surrounding Downtown for new high-quality, multi-family and mixed-use development.	Medium-Term	
2.9:	Support the development of a local workforce of contractors to build new housing in Rolla.	Long-Term	

Goal 3: Economic Growth & Job Base Diversification

3.1:	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.	Short-Term	
3.2:	Develop a new Mixed-Use Innovation Campus zoning district or overlay district to attract and facilitate development of new business and industrial uses.	Medium-Term	
3.3:	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.	Medium-Term	
3.4:	Expand access and connect Rolla residents to supportive services, including child care and youth programs, as a workforce development incentive.	Medium-Term	
3.5:	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.	Short-Term	
3.6:	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.	Medium-Term	
3.7:	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.	Short-Term	
3.8:	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.	Short-Term	







Goal 4: Downtown Revitalization

4.1:	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.	Short-Term	
4.2:	Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.	Short-Term	
4.3:	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.	Short-Term	
4.4:	Promote higher-density, mixed-use residential uses in Downtown—above stores and as infill development in adjacent neighborhoods within walking distance of Downtown.	Short-Term	
4.5:	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.	Long-Term	
4.6:	Restore Rolla's historic buildings by encouraging comprehensive preservation efforts.	Long-Term	
4.7:	Expand and enhance Rolla's farmers' market.	Medium-Term	
4.8:	Continue to promote façade improvements. Seek funding from the State's CDBG program, public/private partnerships, or other funding sources.	Short-Term	
4.9:	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.	Short-Term	
4.10:	Develop a comprehensive plan to manage Downtown parking, including shared parking strategies, reduced or eliminated on-site parking requirements, and shared parking facilities.	Medium-Term	
4.11:	Develop and adopt Downtown Design Guidelines and/or a Downtown Form-Based Code to guide and facilitate rehab and new infill development.	Medium-Term	
4.12:	Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.	Short-Term	



Goal 5: Supportive Institutional Growth

5.1: 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.	Short-Term	
5.2: 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.	Short-Term	
5.3: 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.	Medium-Term	
5.4: Actively coordinate with Missouri S&T on mutually-supportive mixed-use and commercial development surrounding the university's campus.	Medium-Term	
5.5: 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.	Long-Term	
5.6: Develop land suitable for high-tech and advanced manufacturing industries in Rolla, co-located with supporting mixed-used amenities and services.	Medium-Term	
5.7: 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.	Medium-Term	








Goal 6: Mobility, Transportation & Infrastructure

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|---|--|
| 6.1: Complete implementation of the MoveRolla Transportation Development District (TDD). | Short-Term  |
| 6.2: Revise the MoveRolla TDD with new projects upon completion of current projects. | Medium-Term  |
| 6.3: 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. | Medium-Term  |
| 6.4: 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. | Medium-Term  |
| 6.5: 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. | Medium-Term  |
| 6.6: Utilize City neighborhood and area plans to evaluate the needs for sidewalk installation, replacement, and repair. | Short-Term  |






Goal 7: Parks, Recreation & Environment

7.1: Update Rolla's trails plan as a counterpart to this Comprehensive Plan Update.	Medium-Term 
7.2: Develop and conduct a biennial parks and recreation user survey of residents, as part of a broader citizen satisfaction survey.	Medium-Term 
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.	Medium-Term 
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.	Long-Term 
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.	Long-Term 
7.6: Establish partnerships to provide organized sports leagues for youth, teens, and adults.	Short-Term 

Goal 8: Public Facilities & Services

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.	Short-Term	
8.2: Explore the regionalization of sanitary sewer service.	Medium-Term	
8.3: Prioritize infill, contiguous, and higher-density development to promote more efficient provision of services and infrastructure.	Medium-Term	
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.	Long-Term	
8.5: Utilize impact fees to mitigate indirect costs of new infrastructure development and City services.	Short-Term	
8.6: Establish cooperative and reciprocal agreements and partnerships to share community facilities with public and private institutions.	Medium-Term	
8.7: Work with institutions and community non-profits to maintain and enhance the social safety net for low-income and vulnerable residents.	Long-Term	

Goal 9: Efficient & Effective Governance

- | | | |
|---|-------------|---|
| 9.1: Establish a committee to comprehensively focus on Rolla public relations, marketing, and mass communication. | Short-Term |  |
| 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. | Short-Term |  |
| 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. | Medium-Term |  |
| 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. | Short-Term |  |
| 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. | Medium-Term |  |

SHORT-TERM IMPLEMENTATION ACTION PLAN

Each of the Comprehensive Plan Strategies identified as a Short-Term Implementation Priority are organized into a Short-Term Implementation Action Plan.

The Short-Term Implementation Action Plan provides a more detailed roadmap for achieving these short-term priorities. This includes:

1. **Identification of “Constituent Actions”**, if the Strategy requires multiple steps or multiple implementation partners to achieve.
2. Identification of a more precise **Implementation Term** to strategically-sequence implementation of the Strategies to maximize impact.
3. **Identification of the Primary Implementor**, which is the City of Rolla department that will lead implementation of the Strategy or Constituent Actions.
4. Identification of one or more **Implementation Partners**, which include other City departments, elected and appointed Boards and Commissions, other State and local units of government, and other non-governmental entities with expertise in particular topics relevant to the Strategy.

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
1.3: Improve code enforcement and compliance to enhance the visual quality of Rolla's built environment; develop resources to assist property owners with compliance requirements.	12 months	Community Development Department	<ul style="list-style-type: none"> • Rolla City Council • Planning and Zoning Commission • Environmental Services Department
1.4 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.	18 months	Administration	<ul style="list-style-type: none"> • Community Development Department • Rolla Area Chamber of Commerce • Missouri S&T • Route 66 Centennial Commission
1.7: Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.	18 months	Administration	<ul style="list-style-type: none"> • Rolla Area Chamber of Commerce • Missouri S&T
1.8: Develop and implement a comprehensive wayfinding signage initiative for Rolla to better direct visitors to Downtown and other community assets and amenities.	24 months	Public Works Department	<ul style="list-style-type: none"> • Community Development Department • Rolla City Council • Rolla Area Chamber of Commerce • Missouri S&T

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
2.3: 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.	<i>(See Constituent Tasks Below)</i>		
2.3.1: Complete and adopt updates to Rolla’s zoning code to remove regulatory challenges to residential rehabs and infill development in established neighborhoods.	24 months	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla City Council • Planning and Zoning Commission
2.3.2: Investigate utilizing State CDBG funding for small home repair grants (up to \$5,000).	24 months	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla City Council
2.3.3: Identify neighborhoods to target homebuyer assistance; engage with Missouri S&T and Phelps Health to establish private homebuyer incentive programs for selected neighborhoods	12 months	Administration	<ul style="list-style-type: none"> • Missouri S&T • Phelps Health

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
2.5: Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.	12 months	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla Fire Department
3.1: 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.	6 months	Administration	<ul style="list-style-type: none"> • Rolla City Council • Missouri S&T • Phelps Health • Rolla Regional Economic Development Commission (RREC) • Rolla Downtown Business Association
3.5: 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.	12 months	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla Area Chamber of Commerce • Rolla Downtown Business Association

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
3.7: 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.	<i>(See Constituent Tasks Below)</i>		
3.7.1: Develop an inventory of vacant commercial buildings and vacant commercial properties, including regulatory conditions, property size, and transportation and utility services.	6 months	Community Development Department	<ul style="list-style-type: none"> • Rolla Regional Economic Development Commission • Rolla Area Chamber of Commerce • Rolla Downtown Business Association
3.7.2: Develop and inventory of potential market sectors and individual businesses.	12 months	Community Development Department	<ul style="list-style-type: none"> • Rolla Regional Economic Development Commission • Administration • Missouri S&T • Phelps Health • Rolla Area Chamber of Commerce • Rolla Downtown Business Association

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
3.8: 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.	12 months	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla City Council • Planning and Zoning Commission
4.1: 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.	12 months	Administration	<ul style="list-style-type: none"> • Community Development Department • Rolla Downtown Business Association • Rolla Area Chamber of Commerce
4.2: Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.	12 months	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla Downtown Business Association • Rolla Area Chamber of Commerce

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
4.3: 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.	6 months	Community Development Department	<ul style="list-style-type: none"> Administration Rolla Downtown Business Association Rolla Area Chamber of Commerce
4.4: Promote higher-density, mixed-use residential uses in Downtown—above stores and as infill development in adjacent neighborhoods within walking distance of Downtown.	24 months	Community Development Department	<ul style="list-style-type: none"> Administration City Council Planning and Zoning Commission
4.8: Continue to promote façade improvements. Seek funding from the State’s CDBG program, public/private partnerships, or other funding sources.	12 months	Community Development Department	<ul style="list-style-type: none"> Missouri Department of Economic Development
4.9: 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.	12 months	Community Development Department	<ul style="list-style-type: none"> Public Works Department

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

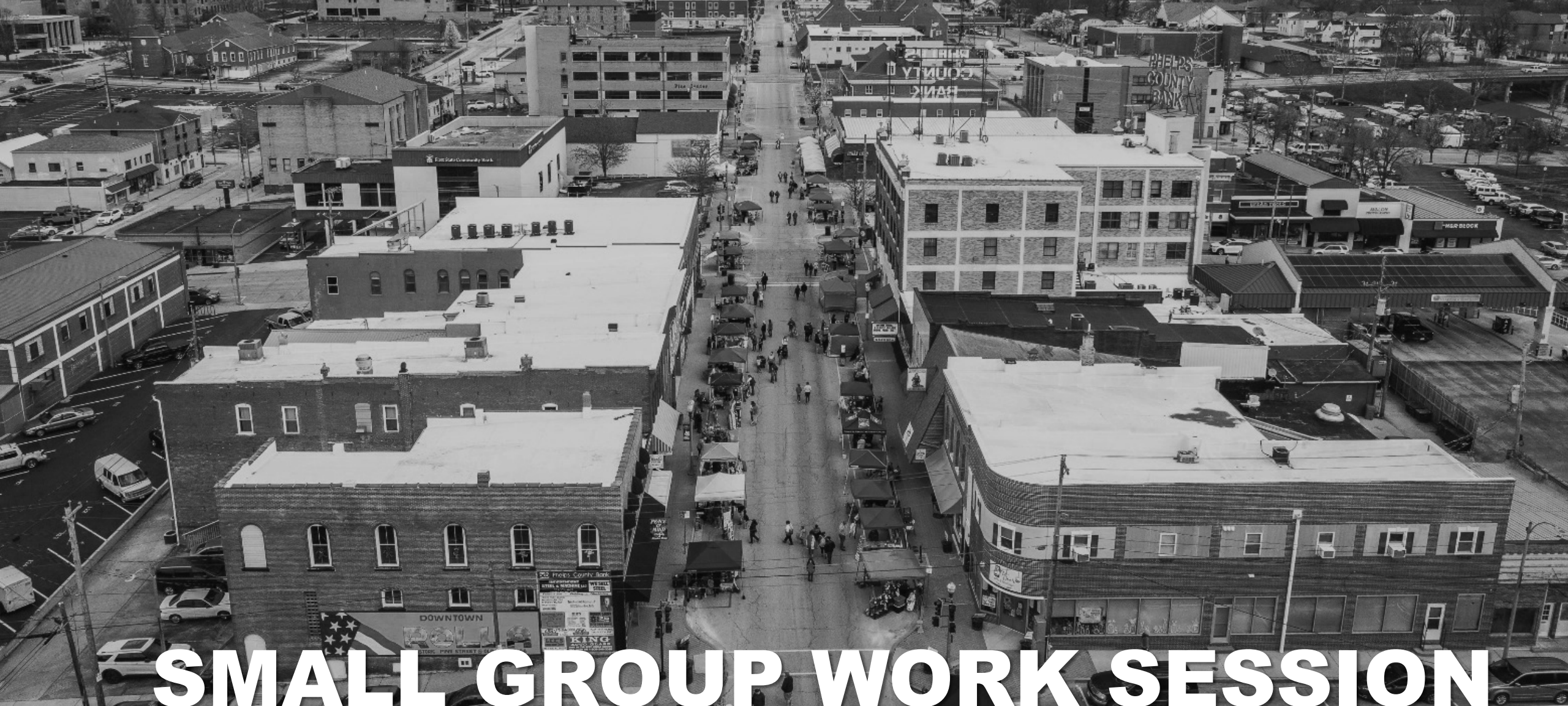
Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
4.12: Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.	12 months	Rolla Police Department	<ul style="list-style-type: none"> • Administration • Missouri S&T Campus Police Department
5.1: 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.	24 months	Administration	<ul style="list-style-type: none"> • Community Development Department • Missouri S&T • Phelps Health • Rolla Regional Economic Development Commission
5.2: 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.	24 months	Administration	<ul style="list-style-type: none"> • Missouri S&T • Phelps Health • Greater St. Louis Inc.

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

Strategy / Constituent Action ⁴	Implementation Term	Primary Implementor	Implementation Partner(s)
6.1: Complete implementation of the MoveRolla Transportation Development District (TDD).	12 months	Public Works Department	<ul style="list-style-type: none"> • MODOT
6.6: Utilize City neighborhood and area plans to evaluate the needs for sidewalk installation, replacement, and repair.	24 months	Community Development Department	<ul style="list-style-type: none"> • Public Works Department
7.6: Establish partnerships to provide organized sports leagues for youth, teens, and adults.	24 months	Parks and Recreation Department	<ul style="list-style-type: none"> • Rolla Area Chamber of Commerce
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.	12 months	Administration	<ul style="list-style-type: none"> • Rolla Municipal Utilities • Community Development Department • Parks and Recreation Department • Environmental Services Department • Rolla Fire Department • Rolla Police Department

SHORT-TERM IMPLEMENTATION ACTION PLAN (1 to 3 Years)

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
8.5: Utilize impact fees to mitigate indirect costs of new infrastructure development and City services.	24 months	Administration	<ul style="list-style-type: none"> Public Works Department Community Development Department Rolla City Council
9.1: Establish a committee to comprehensively focus on Rolla public relations, marketing, and mass communication.	12 months	Administration	<ul style="list-style-type: none"> Rolla Area Chamber of Commerce
9.2: Conduct an outreach campaign to all schools, churches, the chamber of commerce, and other community groups to build motivation and enthusiasm for community involvement.	18 months	Administration	<ul style="list-style-type: none"> Rolla Area Chamber of Commerce
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.	6 months	Administration	<ul style="list-style-type: none"> City of St. James County of Phelps County of Pulaski City of St. Robert City of Waynesville Rolla Area Chamber of Commerce Rolla Regional Economic Development Commission



SMALL GROUP WORK SESSION

Downtown Revitalization Principles and Draft Framework Plan

Short-Term Implementation Strategies
1 to 3 years

Strategy / Implementation Action	Implementation Area	Primary Implementor	Implementation Partner(s)	Additional Implementation Partners
1.3.1. Implement a comprehensive plan to enhance the local quality of life and economic development.	1.3.1.1	Community Development Department	Rolla Public Library Rolla Chamber of Commerce Rolla Area Chamber of Commerce	
1.4.1.1. Enhance the historic downtown area by restoring historic buildings and creating a vibrant, walkable, and pedestrian-friendly environment.	1.4.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.7.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.7.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.8.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.8.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.9.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.9.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.10.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.10.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.11.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.11.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.12.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.12.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.13.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.13.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.14.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.14.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.15.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.15.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.16.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.16.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.17.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.17.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.18.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.18.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.19.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.19.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.20.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.20.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.21.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.21.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.22.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.22.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.23.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.23.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.24.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.24.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.25.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.25.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.26.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.26.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.27.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.27.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.28.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.28.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.29.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.29.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.30.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.30.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.31.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.31.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
1.32.1.1. Create and implement a comprehensive plan to enhance the local quality of life and economic development.	1.32.1.1.1	City of Rolla	Rolla Chamber of Commerce Rolla Area Chamber of Commerce Rolla Public Library	
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Medium-Term Implementation Strategies
4 to 7 years

Goal 1: Community Identity & Placemaking
1.1. Improve Rolla's key arterial roads and I-44 interchanges with signature streetscape enhancements and identifiable gateways.
1.2. Facilitate the preservation, enhancement, definition, and identities of Rolla's existing residential neighborhoods.
1.3. Prioritize restoration, preservation, and infill development in the core of the City over development in areas lacking adequate infrastructure.
1.4. Promote Rolla's historic Downtown through education and awareness programs to encourage preservation and enhancement.
Goal 2: High-Quality Neighborhoods & Housing
2.1. 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.
2.2. Promote housing affordability at all market sectors through regulatory zoning incentives and infrastructure capital improvements.
2.3. 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.
2.4. 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.
2.5. Target the areas immediately surrounding Downtown for new high-quality, multi-family and mixed-use development.
Goal 3: Economic Growth & Job Base Diversification
3.1. Develop a new Mixed-Use Innovation Campus zoning district or overlay district to attract and facilitate development of new business and industrial uses.
3.2. 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.
3.3. Expand offices and connect Rolla residents to supportive services, including child care and youth programs, as a workforce development incentive.
3.4. 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.
Goal 4: Downtown Revitalization
4.1. Expand and enhance Rolla's farmers' market.
4.2. Develop a comprehensive plan to manage Downtown parking, including shared parking strategies, reduced or eliminated on-site parking requirements, and shared parking facilities.
4.3. Develop and adopt Downtown Design Guidelines and/or a Downtown Form-Based Code to guide and facilitate rehab and new infill development.
Goal 5: Supportive Institutional Growth
5.1. 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.
5.2. Actively coordinate with Missouri S&T on mutually supportive mixed-use and commercial development surrounding the university's campus.
5.3. Develop land suitable for high-tech and advanced manufacturing industries in Rolla, co-located with supporting mixed-use amenities and services.
5.4. 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.
Goal 6: Mobility, Transportation & Infrastructure
6.1. Revise the MoveRolla TOD with new projects upon completion of current projects.
6.2. 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.
6.3. 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.
6.4. Provide sidewalks and paths to close gaps in the existing network and connect the City's neighborhoods, schools, downtown and parks/recreational areas for pedestrians and cyclists.
Goal 7: Parks, Recreation & Environment
7.1. Update Rolla's trails plan as a counterpart to this Comprehensive Plan Update.
7.2. Develop and conduct a biennial parks and recreation user survey of residents, as part of a broader citizen satisfaction survey.
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.
Goal 8: Public Facilities & Services
8.1. Explore the regionalization of sanitary sewer service.
8.2. Prioritize infill, contiguous, and higher-density development to promote more efficient provision of services and infrastructure.
8.3. Establish cooperative and regional agreements and partnerships to share community facilities with public and private institutions.
Goal 9: Efficient & Effective Governance
9.1. 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.
9.2. 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.

Long-Term Implementation Strategies
8 to 17 years

Goal 1: Community Identity & Placemaking
1.1. Promote the development of arts and cultural amenities, institutions, programs, and supportive services within Downtown Rolla corridor re-establishing the Rolla Arts District with revised boundaries and incentives.
Goal 2: High-Quality Neighborhoods & Housing
2.1. Actively encourage and facilitate home ownership by creating a clearinghouse to connect potential homebuyers to Federal, State, and non-profit homebuyer assistance programs.
2.2. Support the development of a local workforce of contractors to build new housing in Rolla.
Goal 4: Downtown Revitalization
4.1. 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.
4.2. Restore Rolla's historic buildings by encouraging comprehensive preservation efforts.
Goal 5: Supportive Institutional Growth
5.1. 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-profit like the Missouri-based Kaufman Foundation to support this effort.
Goal 7: Parks, Recreation & Environment
7.1. Enhance the just park as the City's primary central park, expand and enhance the outdoor pool, water park, and existing softball fields.
7.2. 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.
Goal 8: Public Facilities & Services
8.1. Concentrate capital investments in new infrastructure and reinvestments in upgrades to existing infrastructure in areas that are contiguous to currently developed land, that are currently or easily served by existing facilities, and targeted areas to promote economic development.
8.2. Work with institutions and community non-profits to maintain and enhance the social safety net for low-income and vulnerable residents.
Comprehensive Plan Implementation Priorities
1. Revitalize Downtown Rolla.
2. Create a Downtown community space.
3. Create strategic partnerships for economic and community development.
4. Address transportation needs.
5. Enhance the quality of life for Rolla residents and visitors.
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, determined 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 TOD. Identify projects and funding for new projects under the MoveRolla TOD, 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.

