

Goal 1:
Community Identity & 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.

- Strategy 1.1:** Improve Rolla's key arterial roads and I-44 interchanges with sign nature streetscape enhancements and identifiable gateways.
- Strategy 1.2:** Facilitate the preservation, enhancement, definition, and identities of Rolla's existing residential neighborhoods.
- Strategy 1.3:** Improve code enforcement and compliance to enhance the visual quality of Rolla's built environment.
- Strategy 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.
- Strategy 1.5:** Prioritize restoration, preservation, and infill development in the core of the City over development in areas lacking adequate infrastructure.
- Strategy 1.6:** Promote Rolla's Downtown and residential neighborhoods through education and awareness programs to encourage preservation and enhancement.
- Strategy 1.7:** Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.

Goal 2:
High-Quality Housing & 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.

- Strategy 2.1:** Continue to facilitate the creation of new entry-level and workforce 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.
- Strategy 2.2:** Promote the creation of new executive housing and subdivisions through regulatory zoning incentives and infrastructure capital improvements.
- Strategy 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.
- Strategy 2.4:** Enhance subdivision regulations to provide for neighborhood parklets, sidewalks, street connectivity, and other quality of life enhancements.
- Strategy 2.5:** Define and maintain a sustainable balance of owner-occupied and rental housing, including short-term rentals, throughout the City of Rolla.
- Strategy 2.6:** Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.
- Strategy 2.7:** 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.
- Strategy 2.8:** Conduct a city-wide blighting study to identify geographical areas that may qualify for State of Missouri revitalization and redevelopment programs.
- Strategy 2.9:** 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.

Goal 3:
Economic Growth & 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.

- Strategy 3.1:** Establish a public-private economic development partnership between the City of Rolla, Missouri S&T, and Phelps Health (the "Economic Partnership") to lead establishing and attracting new industry sectors, expansion of physical space for these sectors, and development of supportive quality-of-life amenities, including a revitalized, vibrant Downtown.
- Strategy 3.2:** Develop a new Mixed-Use Innovation Campus zoning district to attract and facilitate development of new business and industrial uses.
- Strategy 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.
- Strategy 3.4:** Work with the Phelps County Community Foundation to expand access and connect Rolla residents to supportive services, including child care and youth programs and organizations.
- Strategy 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.

- Strategy 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.
- Strategy 3.7:** Work with Rolla Regional Economic Coalition to actively connect potential tenants with vacant commercial buildings, and connect developers to vacant building rehab opportunities and vacant site redevelopment opportunities.
- Strategy 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.

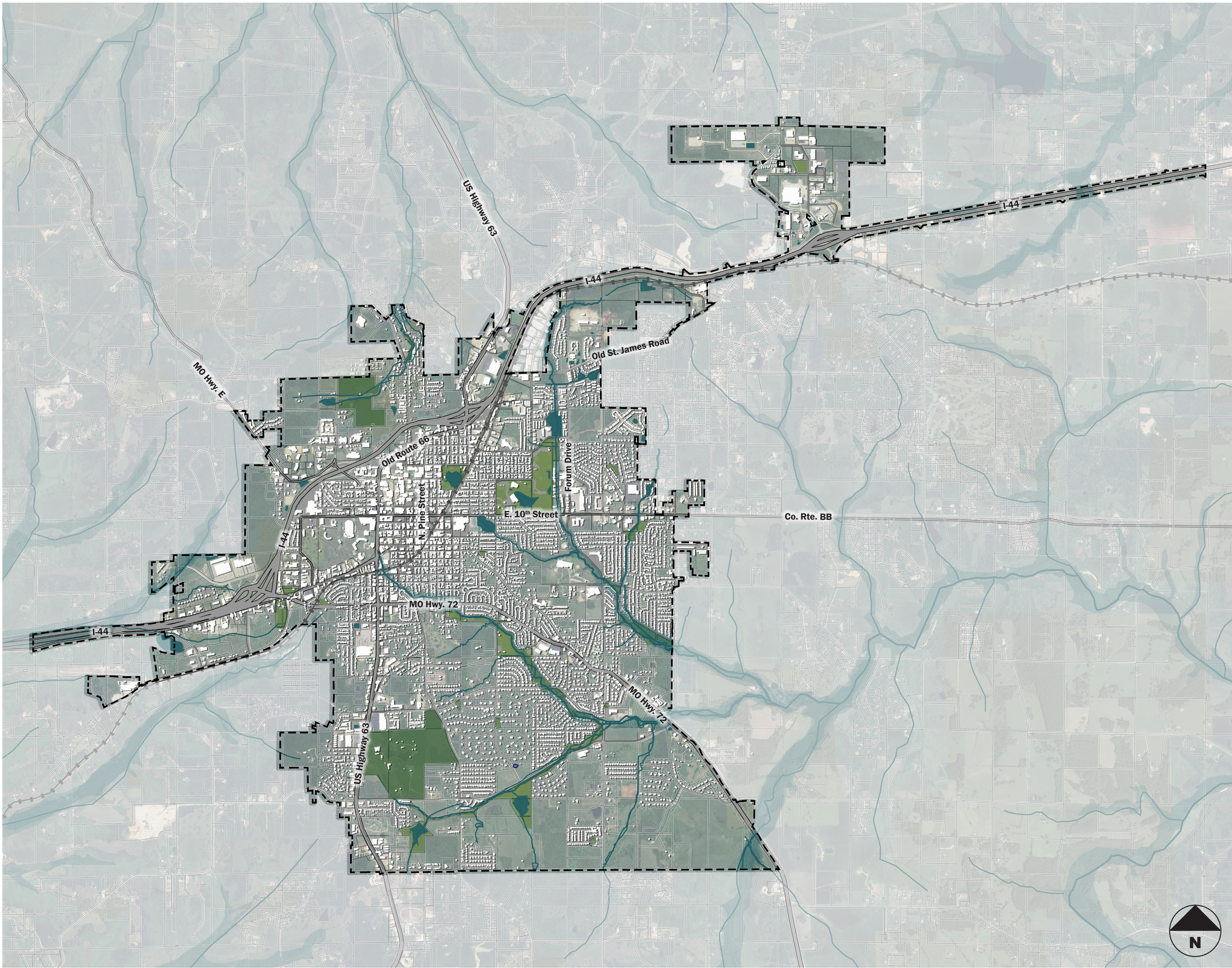
Goal 4:
Downtown Revitalization
Rolla will work with downtown businesses and community stakeholders through the Economic Partnership to revitalize Downtown Rolla as a vibrant destination for shopping, dining, entertainment, and special events for residents and visitors, becoming a distinctive and recognizable heart of the Rolla community.

- Strategy 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.
- Strategy 4.2:** Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.
- Strategy 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.
- Strategy 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.
- Strategy 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.
- Strategy 4.6:** Restore Rolla's historic buildings by encouraging comprehensive preservation efforts.

- Strategy 4.7:** Expand and enhance Rolla's farmers' market.
- Strategy 4.8:** Continue to promote façade and urban design improvements. Seek funding from the State's CDBG program, public/private partnerships, or other funding sources.
- Strategy 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.
- Strategy 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.
- Strategy 4.11:** Develop and adopt Downtown Design Guidelines and a Downtown Form-Based Code to guide and facilitate rehab and new infill development.
- Strategy 4.12:** Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.

Goal 5:
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.

- Strategy 5.1:** Support the efforts, via the Economic Partnership, of Missouri S&T to commercialize its fields of study into new businesses in Rolla, including through the Protoplex and Bioplex projects.
- Strategy 5.2:** Explore a collaborative opportunity between the Economic Partnership and Greater St. Louis Inc. to market Bioplex to the St. Louis region's bioscience industrial sector.
- Strategy 5.3:** Actively coordinate with Phelps Health to support the success of the medical center and prioritize community investment in housing and community amenities that helps Phelps Health to attract and retain physicians and staff, while improving patient visitor experience to Rolla.
- Strategy 5.4:** Actively coordinate with Missouri S&T on mutually-supportive mixed-use and commercial development surrounding the university's campus.
- Strategy 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.
- Strategy 5.6:** Identify new land for high-tech and advanced manufacturing industries in Rolla, co-located with supporting mixed-used amenities and services.
- Strategy 5.7:** Support the growth of new high-tech, innovation, advanced manufacturing, and mixed-use incubator developments through a flexible new zoning classification or zoning overlay district.



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.

Goal 6:
Mobility & Transportation
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.

- Strategy 6.1:** Complete implementation of the MoveRolla Transportation Development District (TDD) and revise the TDD upon completion of current projects.
- Strategy 6.2:** Strive to provide a level of service (LOS) of C or better in all new projects. Any development that causes traffic to exceed a level of C should be required to provide the necessary updates to the appropriate roadways.
- Strategy 6.3:** Explore transportation needs east of Rolla in coordination with future land use regulations, including Old St. James Road and Highway V.
- Strategy 6.4:** Continue to incorporate state of the practice design features such as roundabouts, protected bike lanes, traffic calming, and synchronized traffic signals into roadway projects.
- Strategy 6.5:** Work with Rolla Municipal Utilities to provide electric vehicle (EV) charging stations at City facilities and in Downtown; consider regulatory incentives to encourage property owners to provide EV charging stations at businesses and homes.
- Strategy 6.6:** 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.
- Strategy 6.7:** Continue to seek funding and create strategic public/private partnerships to facilitate the construction of new sidewalks or the rehabilitation of old sidewalks.

Goal 7:
Parks, Recreation & 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.

- Strategy 7.1:** Update Rolla's trails plan and develop a City-wide Parks Master Plan as a counterpart to this Comprehensive Plan Update.
- Strategy 7.2:** Develop and conduct a bi-annual parks and recreation user survey of residents, as part of a broader citizen satisfaction survey.
- Strategy 7.3:** Identify and plan for additional park land and trail rights-of-way as the city expands into underserved areas. 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 as Rolla's population increases.
- Strategy 7.4:** Enhance Ber Juan park as the City's primary central park; expand and enhance the outdoor pool and water park and expand and enhance the Park's existing softball fields into a tournament level youth sports complex.
- Strategy 7.5:** Establish partnerships to provide organized sports leagues for youth, teens, and adults.
- Strategy 7.6:** Plan for the construction of designated trails, greenways, and on-street bike and pedestrian facilities are at an interval of no more than one-half (1/2) mile across the entire City, ensuring that all households are within one-quarter (1/4) mile or less of a designated facility.
- Strategy 7.7:** Install sidewalks along all major roads and other designated routes and connect Downtown, Missouri S&T, Phelps Health, Rolla parks, and Rolla schools with sidewalks and trails. Make sure kids can safely walk to school.
- Strategy 7.8:** Explore operational and funding partnerships with the State of Missouri and Phelps County, including Missouri Department of Natural Resources and Missouri Department of Conservation.
- Strategy 7.9:** Promote Rolla's parks to the local community and to employers as an amenity to attract visitors and potential new residents.

Goal 8:
Public Facilities & 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.

- Strategy 8.1:** Continue to maintain Rolla's affordable cost of living through the provision of high quality, efficient public services with reasonable rates.
- Strategy 8.2:** Continue to enhance the high quality, responsiveness, and efficiency of City services.
- Strategy 8.3:** Explore the regionalization of sanitary sewer service.
- Strategy 8.4:** Prioritize infill, contiguous, and higher-density development to promote more efficient provision of services and infrastructure.
- Strategy 8.5:** Concentrate capital investments in new infrastructure and reinvestments in upgrading existing infrastructure into areas that are contiguous to currently developed land and that are currently or easily served by existing facilities.
- Strategy 8.6:** Utilize impact fees to mitigate indirect costs of new infrastructure development and City services.
- Strategy 8.7:** Establish cooperative and reciprocal agreements and partnerships to share community facilities with public and private institutions.
- Strategy 8.8:** Work with institutions and community non-profits to maintain and enhance the social safety net for low-income and vulnerable residents.

Goal 9:
Efficient & Effective Governance
Rolla will work to facilitate improved citizen engagement, enhance responsiveness of City government to citizen input, and increase the efficiency and effectiveness of City operations.

- Strategy 9.1:** Establish a committee to comprehensively focus on Rolla public relations, marketing, and mass communication.
- Strategy 9.2:** Develop and launch a new, state-of-the-art, and easy to navigate city website.
- Strategy 9.3:** Conduct an outreach campaign to all schools, churches, the chamber of commerce, and other community groups to build motivation and enthusiasm for community involvement.
- Strategy 9.4:** Continue to conduct a bi-annual citizen satisfaction survey of Rolla residents and actively utilize survey results in capital improvements plans and updates to the Comprehensive Plan.
- Strategy 9.5:** Increase the presence of code enforcement officers and the consistent enforcement of city codes. Adopt support services and resources to assist cooperative property owners with costs of compliance.
- Strategy 9.6:** Continue to actively engage, coordinate, and cooperate with St. James, Phelps County, and other neighboring cities and counties.
- Strategy 9.7:** 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.