



# Planning & Zoning Commission Presentation #2

FINAL PLAN RECOMMENDATIONS & IMPLEMENTATION PLAN  
January 13, 2026



**H3**  
STUDIO TEAM

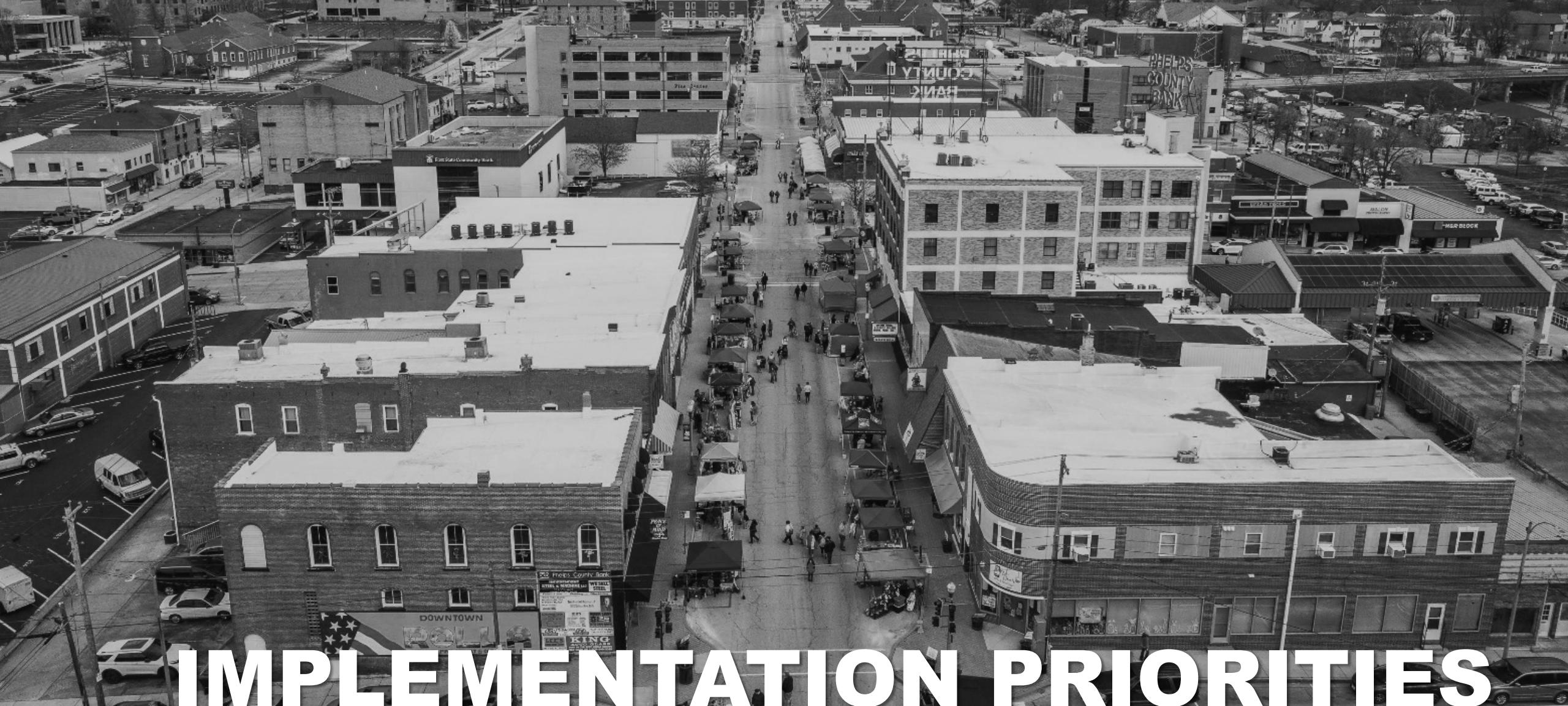
ROLLA COMPREHENSIVE PLAN UPDATE  
CITY OF ROLLA, MISSOURI

# Agenda

## Planning & Zoning Commission Informational Presentation #2

- **Implementation Priorities**
  - *Downtown Revitalization*
  - *Downtown Gathering Space*
  - *Strategic Partnerships*
  - *Transportation*
  - *Quality of Life*
- **Strategic Implementation Plan Summary**





# 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**.



## 1. Revitalize Downtown Rolla

*Goal 1: Downtown Revitalization*

## 2. Create a Downtown Community Gathering Space

*Goal 1: Downtown Revitalization*

## 3. Create Strategic Partnerships for Economic and Community Development

*Goal 2: Economic Growth and Job Base Diversification*

*Goal 3: Supportive Institutional Growth*

*Goal 4: Community Identity and Placemaking*

## 4. Address Transportation Needs and Facilitate Future Growth

*Goal 5: Mobility, Transportation, and Infrastructure*

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

*Goal 6: High-Quality Housing and Neighborhoods*

*Goal 7: Parks, Recreation, and Environment*

*Goal 8: Public Facilities and Services*

*Goal 9: Efficient and Effective Governance*

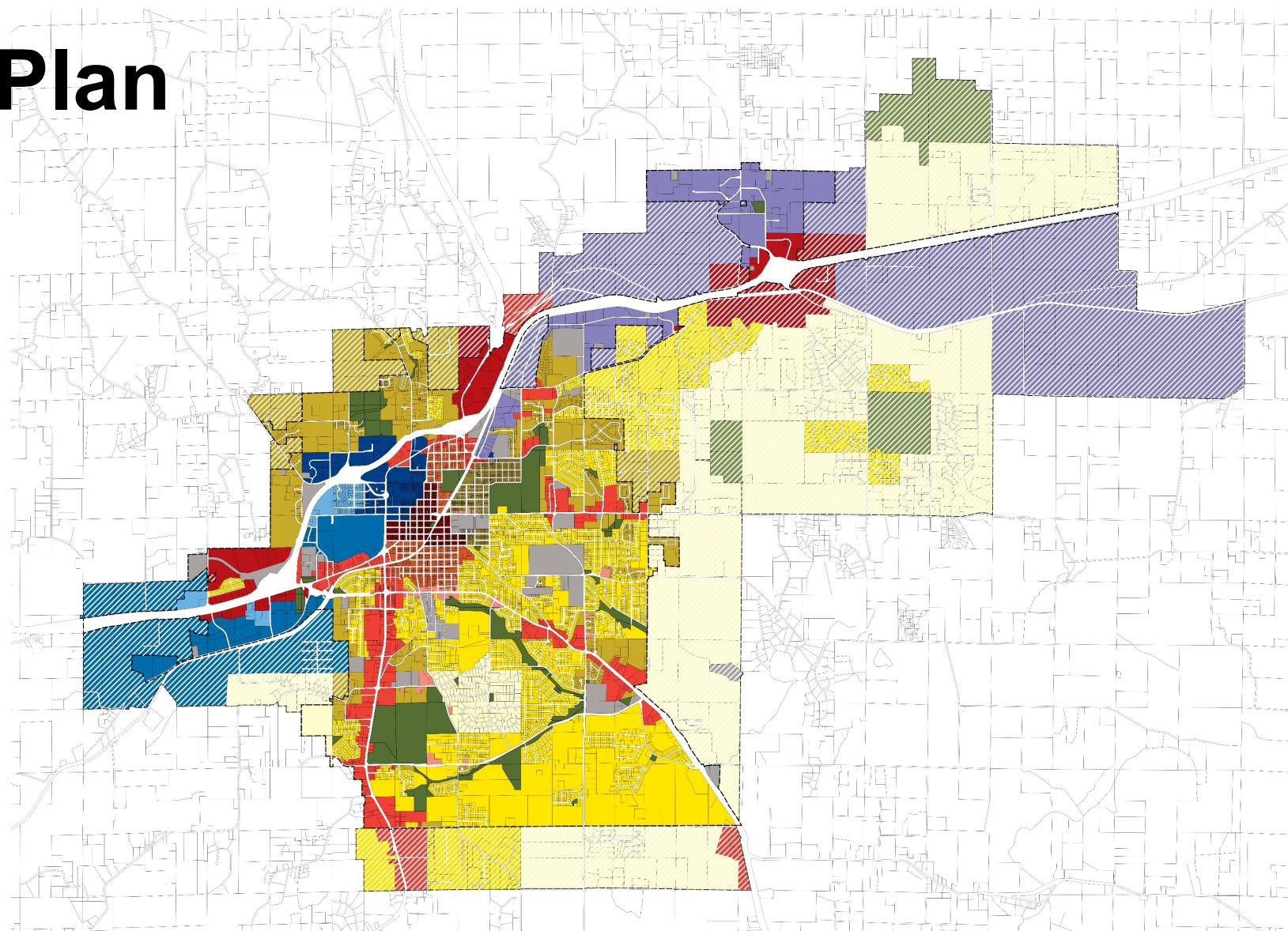
# IMPLEMENTATION EARLY ACTION ITEMS

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 10<sup>th</sup> 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.***

# 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**)



# 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.

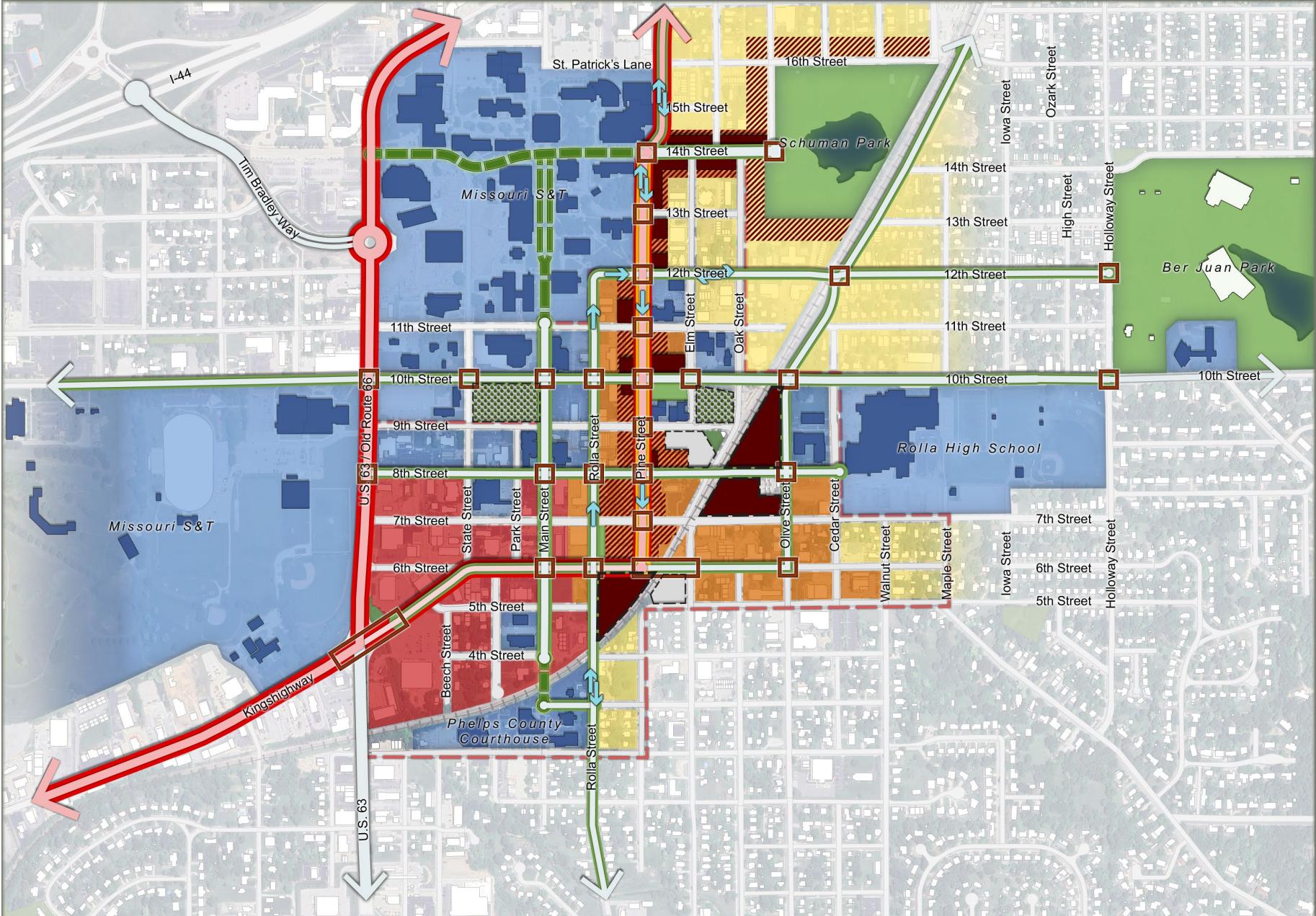
Revitalization of Downtown is a key priority to enhance Rolla's attractiveness for community and economic development.

## *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.

# *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.



## STUDIO TEAM

# ROLLA COMPREHENSIVE PLAN UPDATE

## CITY OF ROLLA, MISSOURI

# **Operations and Management Organizations – Types and Overview**

- **Special Business District (SBD)**

Authorized by Missouri Statutes 71.790 – 71.808

*A power of the Rolla City Council*

- **Community Improvement District (CID)**

Authorized by Missouri Statutes 67.1401 – 67.1571

(the “Community Improvement District Act”)

*Established as either a non-profit corporation or a political subdivision*

- **Neighborhood Improvement District (NID)**

Authorized by Missouri Statutes 67.453 – 67.475

(the “Neighborhood Improvement District Act”)

*Established as a political subdivision with an associated capital improvement project*

# 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 than 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**

## 2. Create a Downtown Community Gathering Space

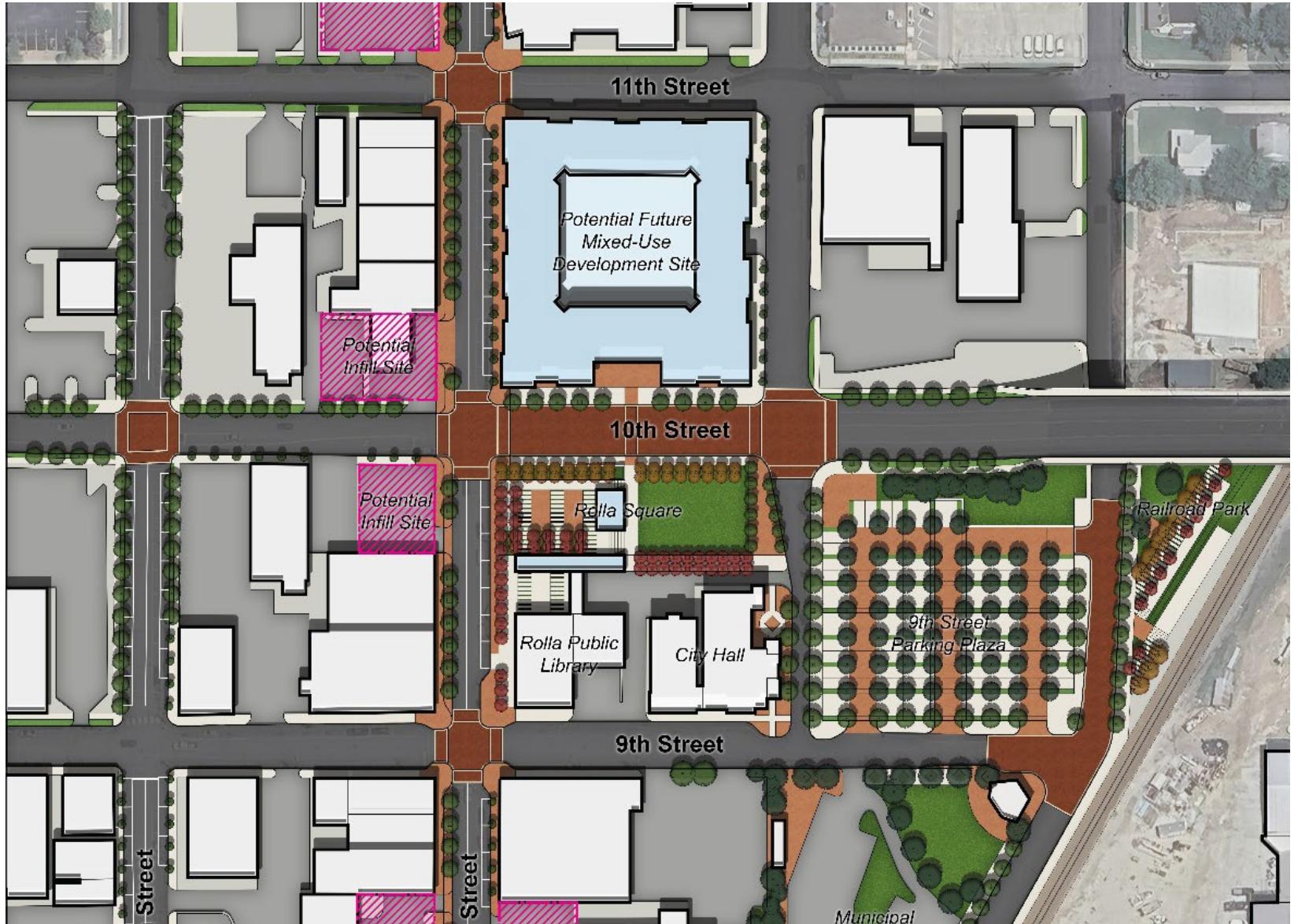
Downtown Rolla has traditionally been home to Rolla's annual events, but it lacks a place for community gathering. Creating a high-quality, multi-use public space in Downtown can facilitate expanded Downtown programming and events to attract visitors back to Downtown. High-quality public spaces can also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

### *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.

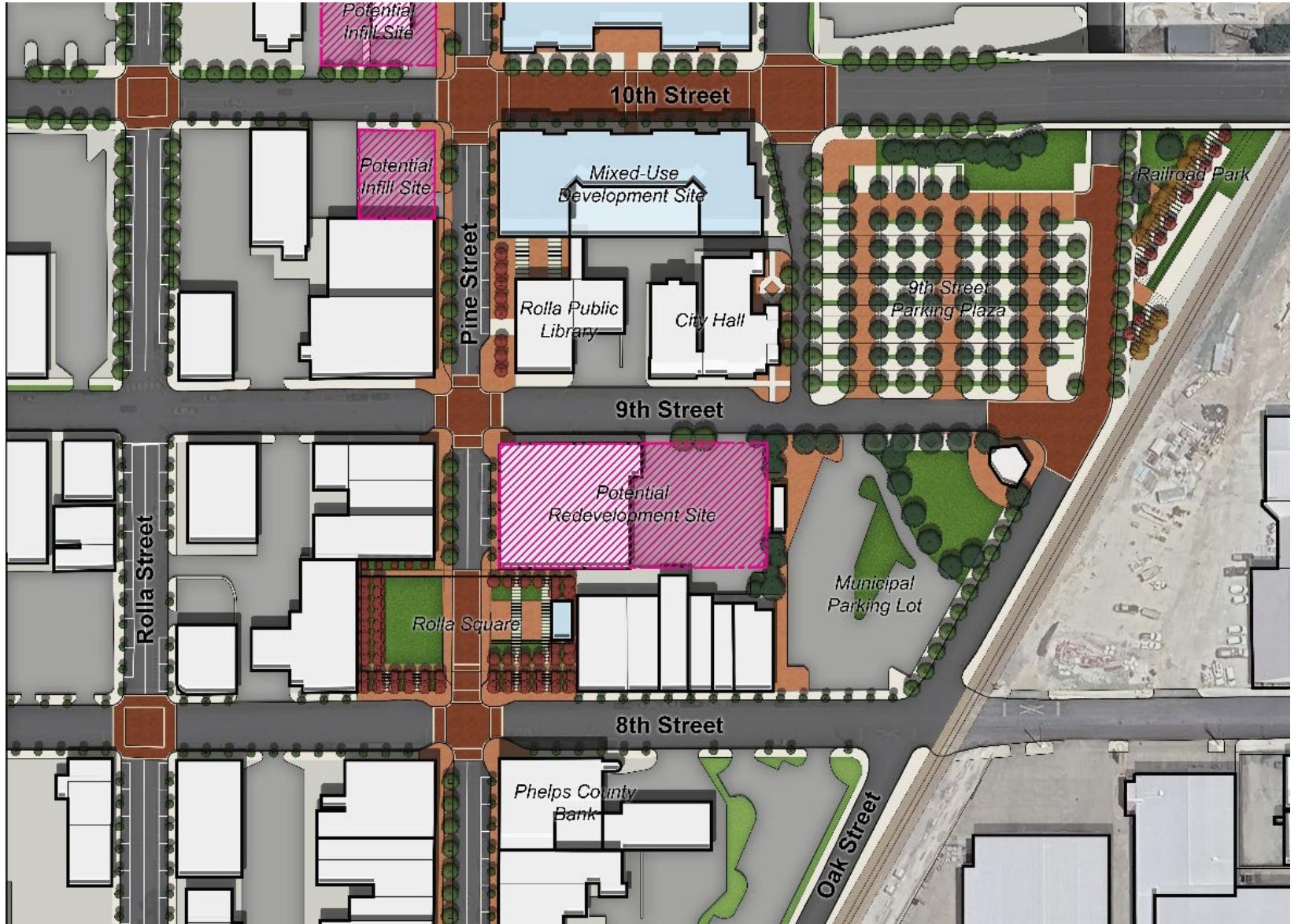
Downtown Community Gathering Space

# Rolla Square – Conceptual Option 1



Downtown Community Gathering Space

# Rolla Square – Conceptual Option 2



### **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 3:* **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.

## 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



Urban Impact Advisors

# 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:

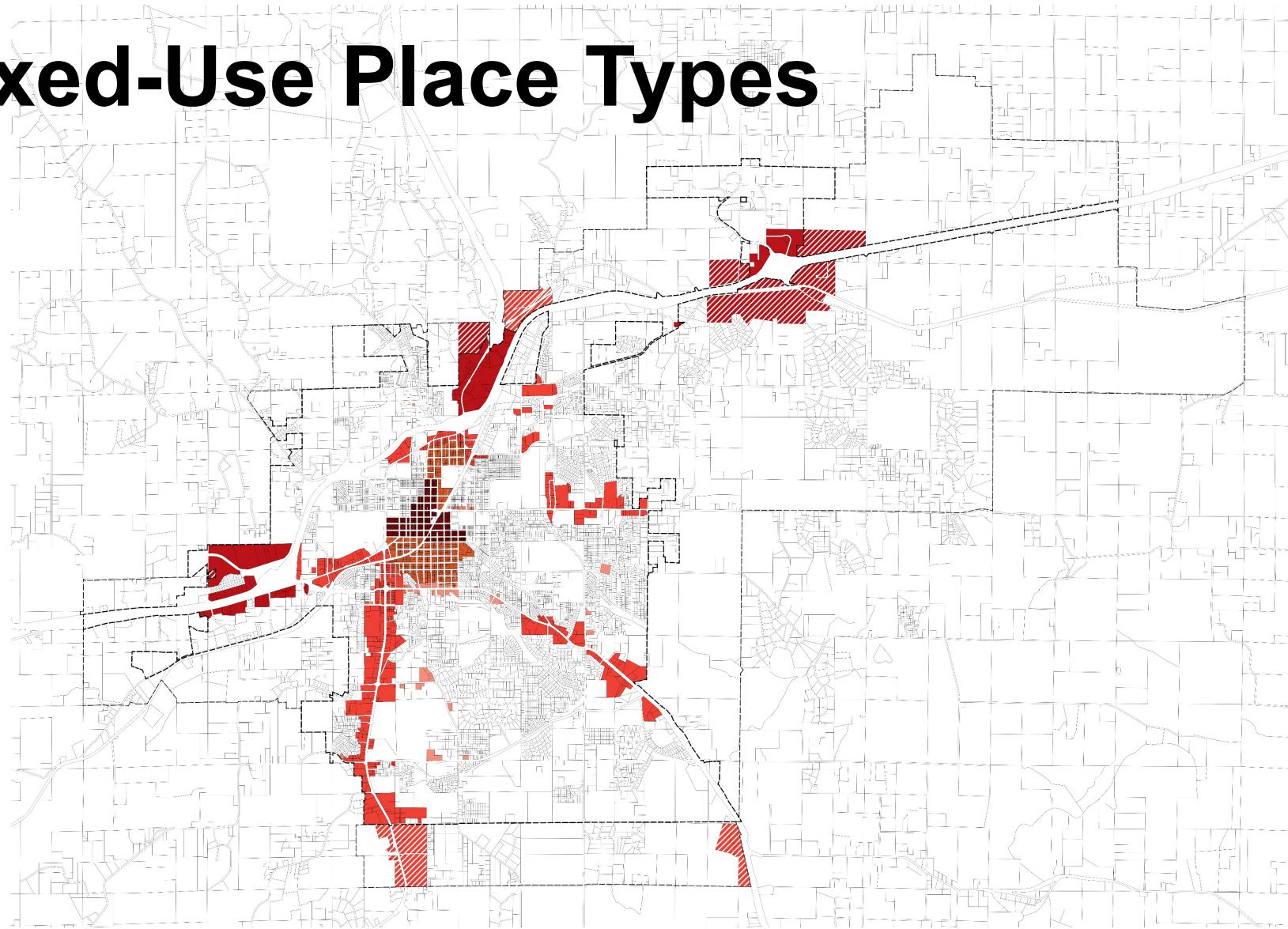
- Align campus expansion with community revitalization
- Encourage private investment through clear zoning and incentives
- Focus on livability — housing, walkability, and amenities
- Highlight and build upon key aspects of existing town identity
- Scale projects to local demand but plan for flexibility



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)



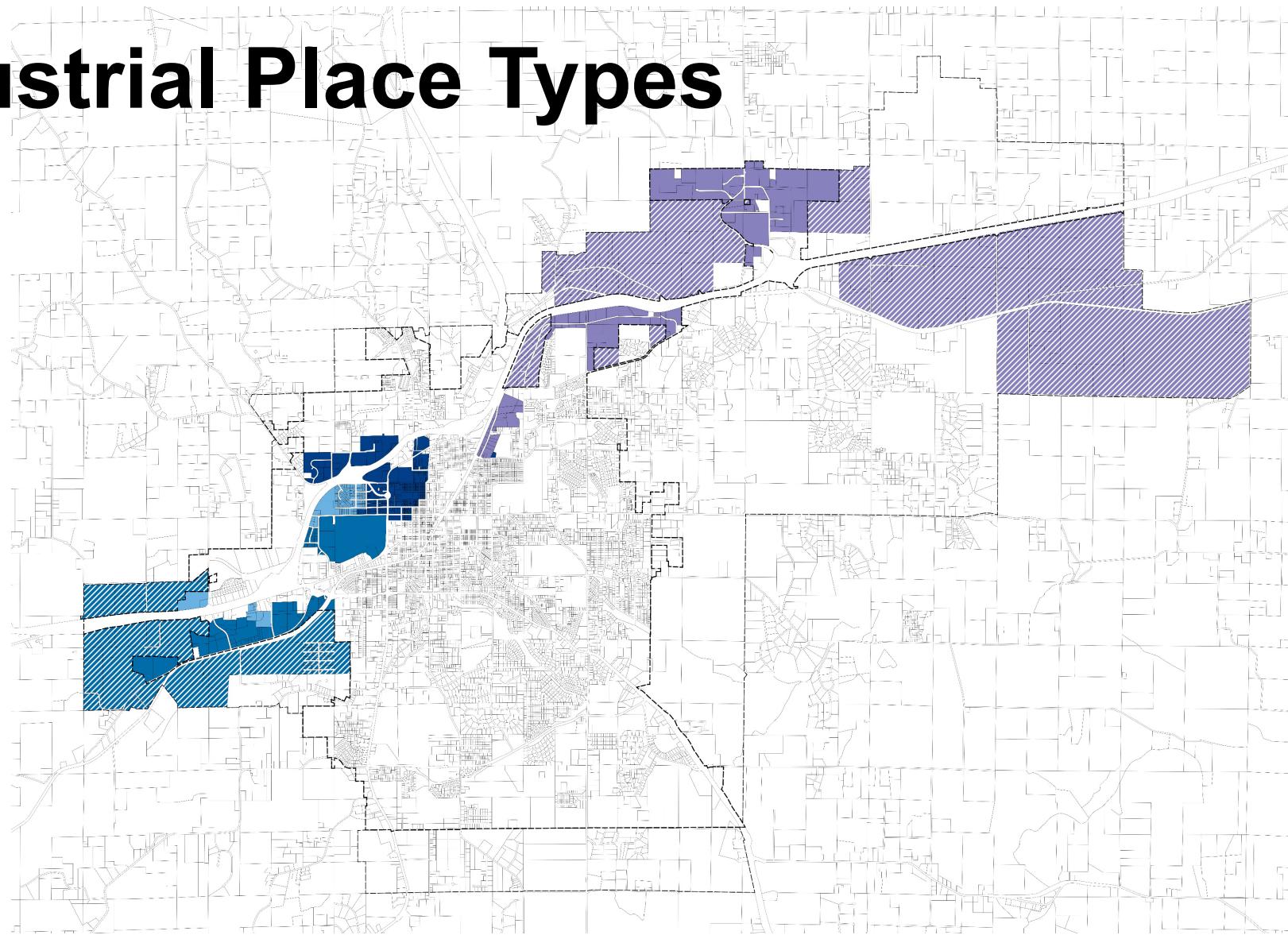
# Selected Recommended Action Items

- » Establish a front build-to line in place of existing front setback dimensions to encourage consistent location and orientation of building facades between neighboring lots.
- » When parking is located in front of buildings, **a consistent zone of pedestrian amenities (i.e. a sidewalk, landscaping, trees, and pedestrian lighting) must be provided** along the front facade of each building to create a “second tier” private sidewalk along the building.
- » Promote cross-access between adjacent sites to encourage shared parking and reduce curb cuts onto Primary Streets.
- » Consider developing and adopting architectural design guidelines for the Type VI – Neighborhood Commercial District (NC), Type VII – Corridor Mixed-Use District (C-MU), and Type VIII – Highway Commercial (HC) districts to achieve high-quality development.
- » Amend Chapter 42 by incorporating the recommendations detailed herein, including the allowance of vertical mixed-use development in portions the “C-2 General Commercial” zoning district classified as Type VII – Corridor Mixed-Use District (C-MU).
- » Amend Chapter 42 to allow for **shared or reduced parking requirements** for all land uses in the Type VI – Neighborhood Commercial District (NC) and Type VII – Corridor Mixed-Use District (C-MU) if sufficient justification can be provided by a parking study.

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**)



# Selected Recommended Action Items

- » **A variety of active, office, and residential ground floor uses** should be allowed and encouraged.
- » **Establish a front build-to line** in place of existing lot frontage setbacks to encourage a consistent location and orientation of building facades to Primary Streets.
- » **Establish a landscape/pedestrian zone** along Primary Streets and discourage parking within this zone.
- » **Develop consistent landscaping standards along Primary Streets** with street trees, lighting, and pedestrian amenities.
- » **Encourage public site amenities**, including outdoor dining, plazas, fountains, bicycle parking, “parklets”, and other elements to promote district vibrancy.
- » **Establish requirements for cross-lot pedestrian facilities** connecting pedestrian amenities of neighboring buildings to encourage walkability between lots.
- » Amend Chapter 42 with a new **“Mixed-Use Innovation Center” zoning district**, incorporating these recommendations.
- » Permit the following land uses by right:
  - *Flexible office space and incubator space with mixed-use ground floors for shopping, dining, drinking, and community service businesses;*
  - *Small-scale dry- and wet-laboratory space for specialized advance industries;*
  - *Cooperative work spaces for start-up businesses and “pioneer” offices of national and global business;*
  - *High-density mixed-use housing; and*
  - *Educational facilities and training centers in cooperation with existing educational institutions.*
- » **Consider developing and adopting design guidelines** for the *Type XI – Mixed-Use Innovation Center (MUIC)* district to achieve the desired character of the place type.

# 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**.



## 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.

# Streets and Roads Plan

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 VI – Rural Street

Street Type VII – Industrial Boulevard

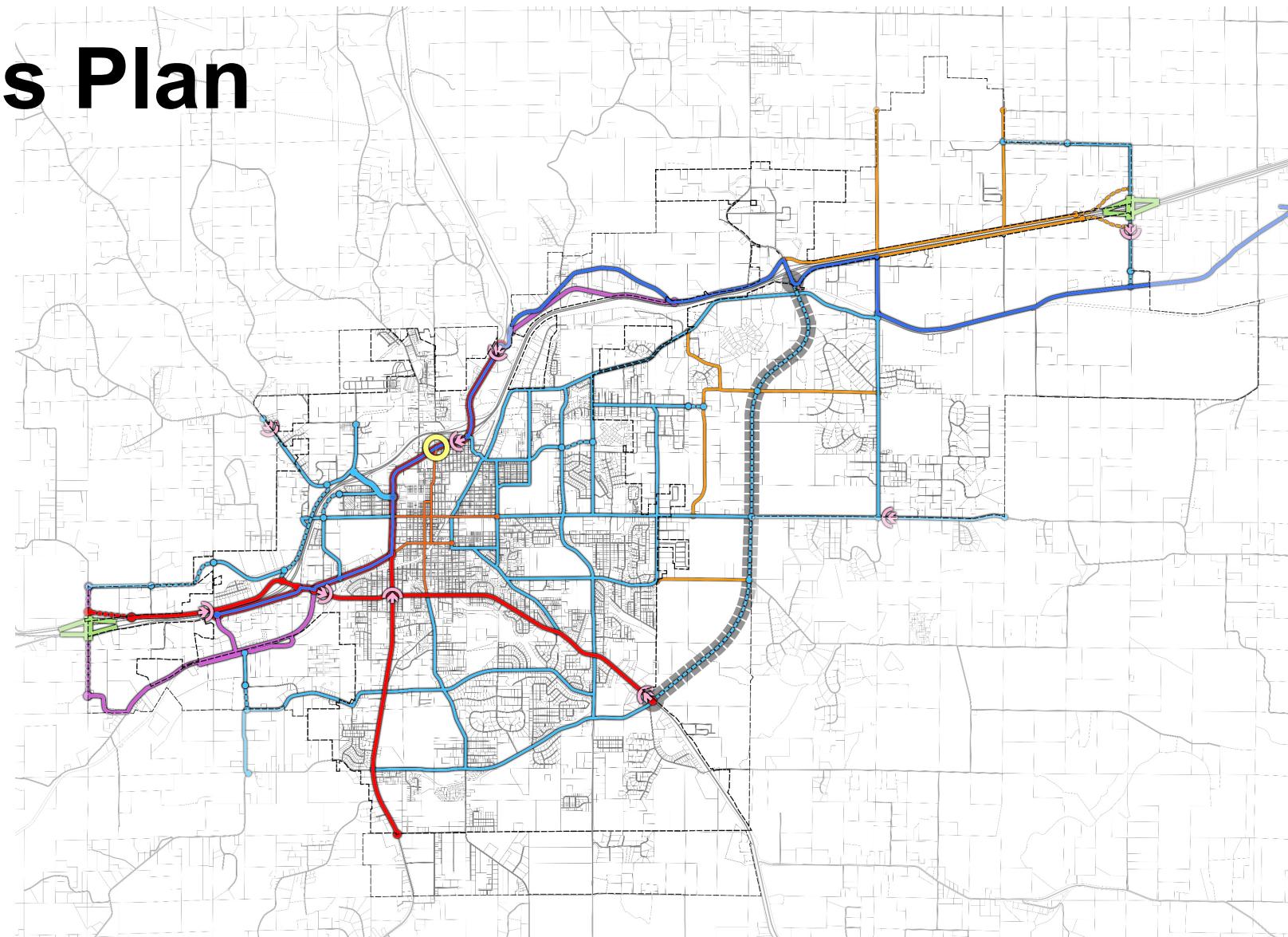
## Proposed New Interchanges

- *East – Skyles Road / Kruse Road @ I-44*
- *West – County Road 7020 / 8010 @ I-44*

## Intersection Improvements

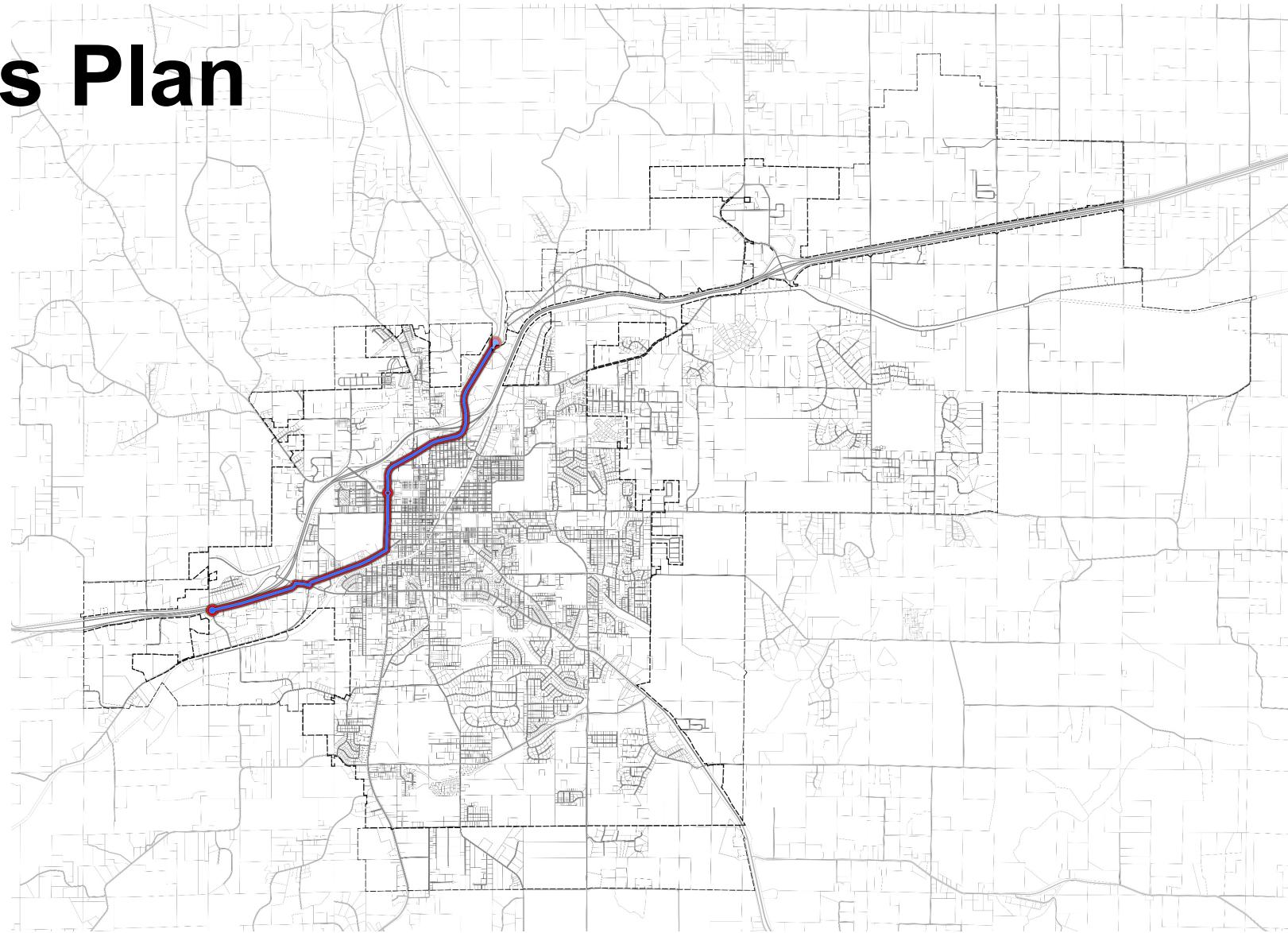
- *Bishop Avenue / U.S. 63 @ N. Pine Street*

## Gateway Features



# Streets and Roads Plan

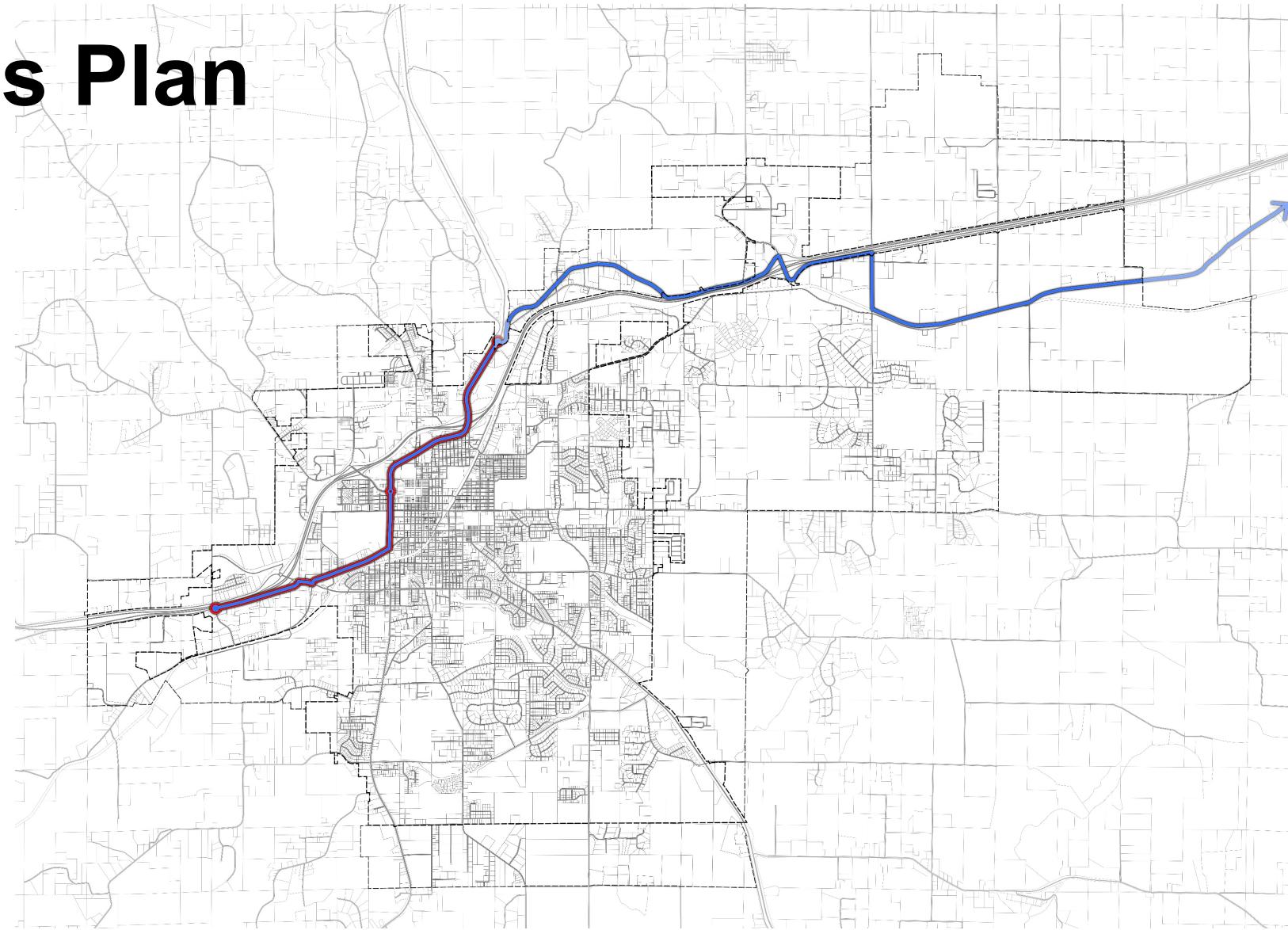
Street Type I – Route 66, Urban



# Streets and Roads Plan

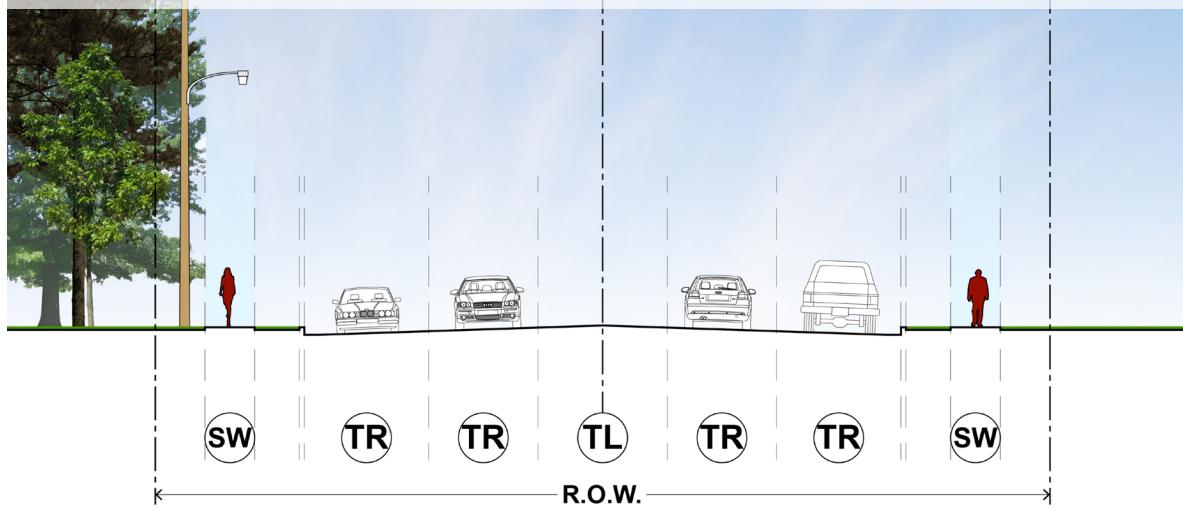
Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

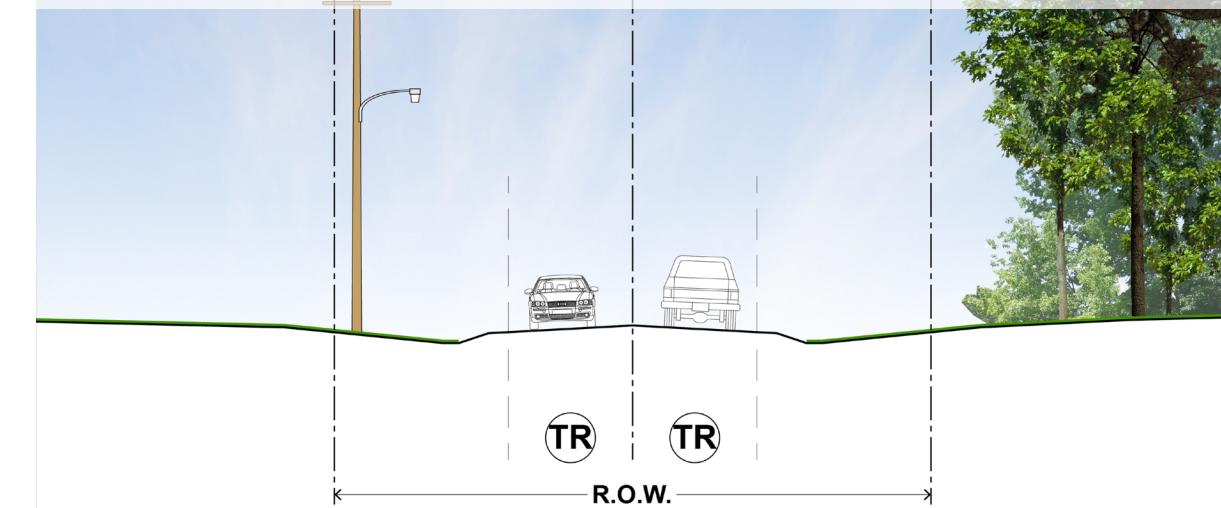


# Route 66 Type

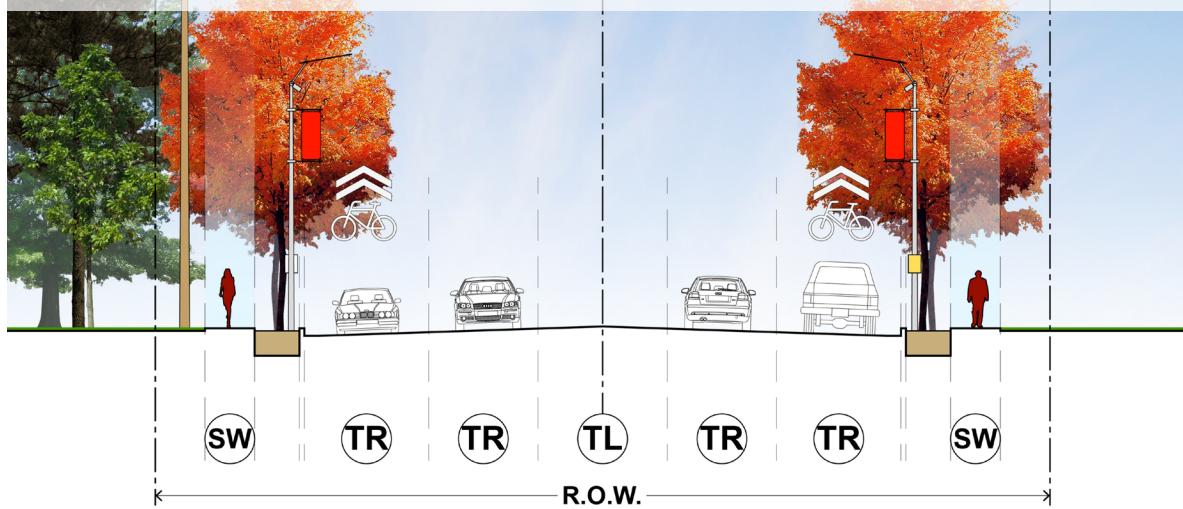
Type I – Route 66, Urban: *Existing*



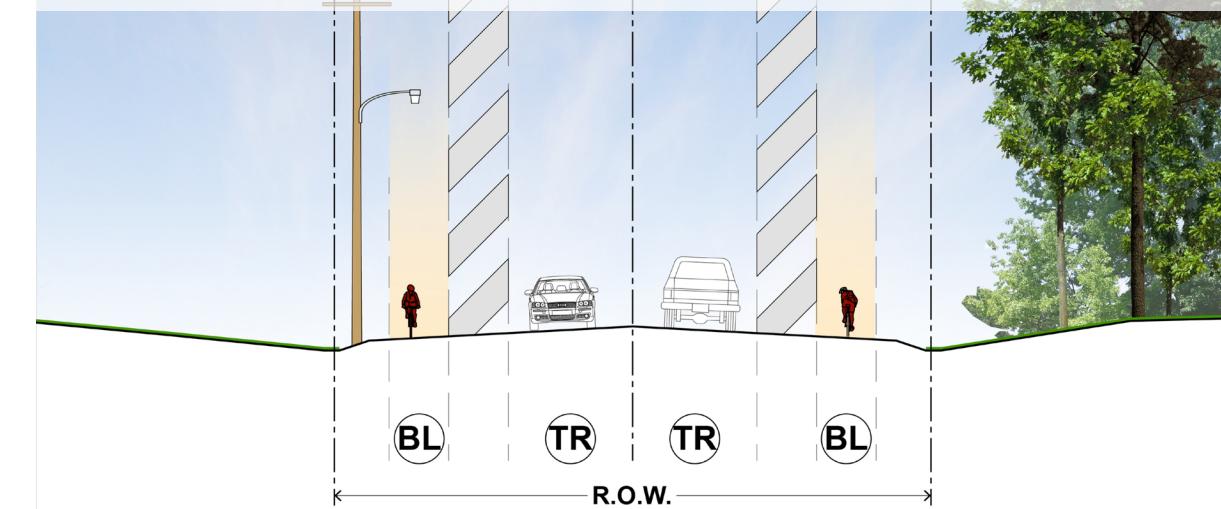
Type II – Route 66, Rural: *Existing*



Type I – Route 66, Urban: *Proposed*



Type II – Route 66, Rural: *Proposed*

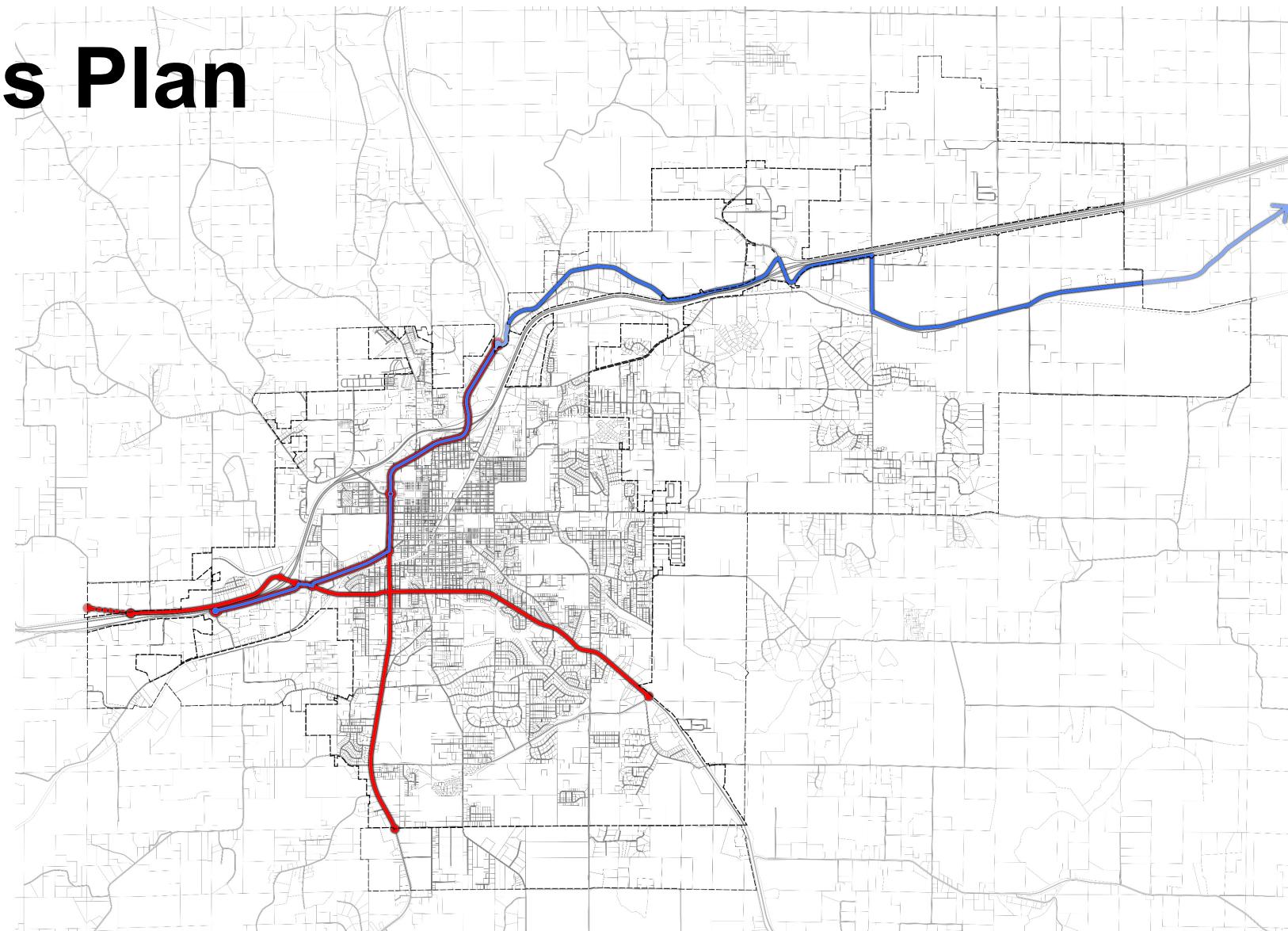


# Streets and Roads Plan

Street Type I – Route 66, Urban

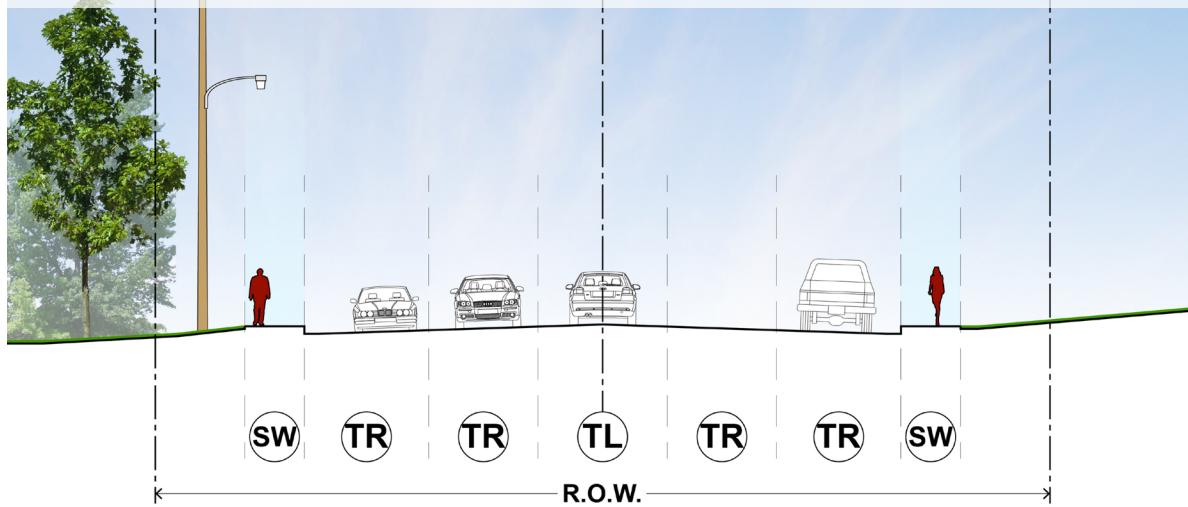
Street Type II – Route 66, Rural

Street Type III – Highway

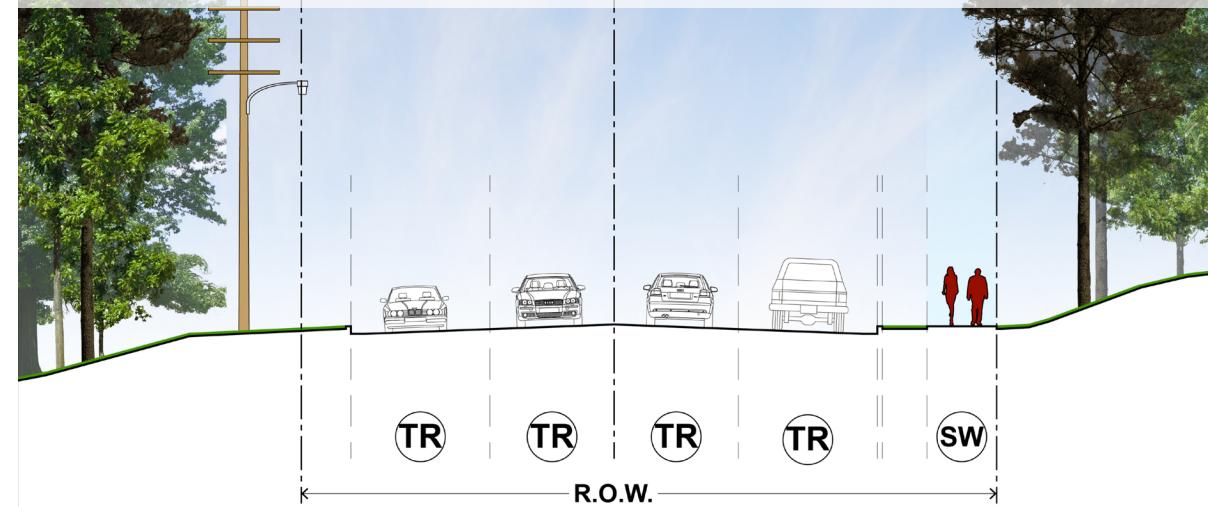


# Highway Type

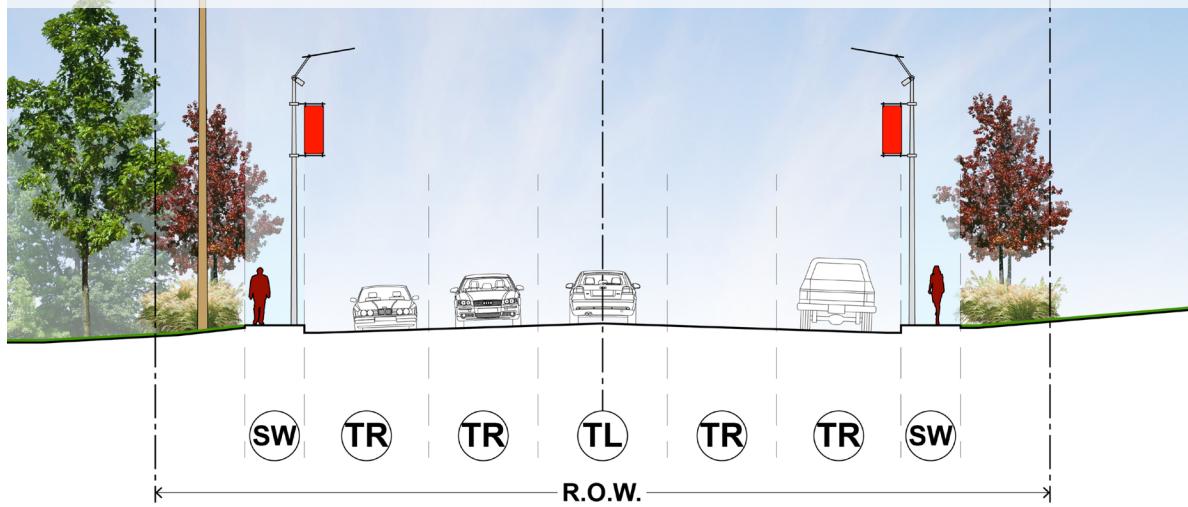
Type III – Highway, 5-Lane Segment: *Existing*



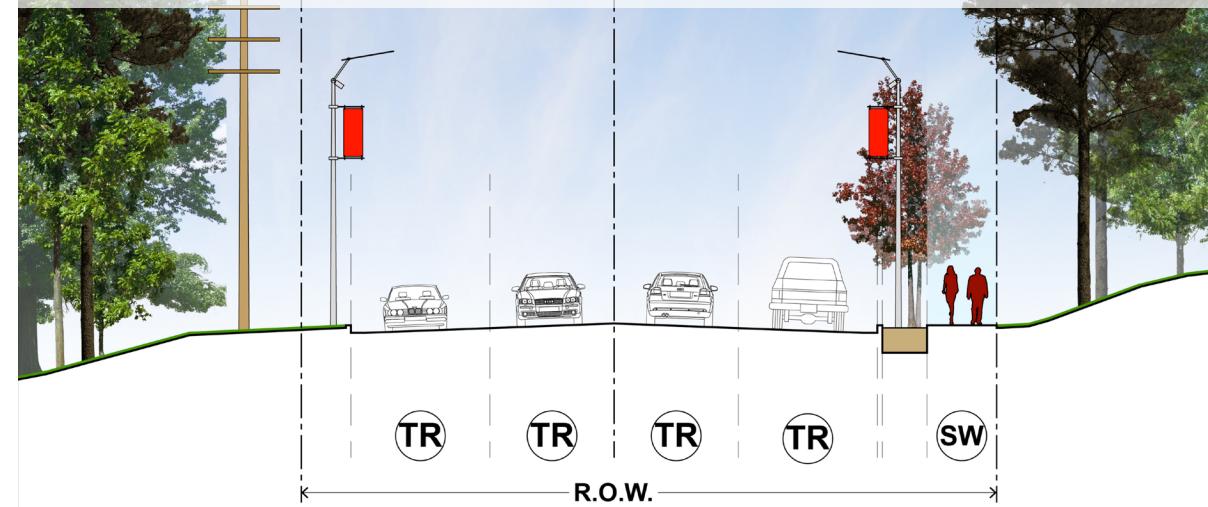
Type III – Highway, 4-Lane Segment: *Existing*



Type III – Highway, 5-Lane Segment: *Proposed*



Type III – Highway, 4-Lane Segment: *Proposed*



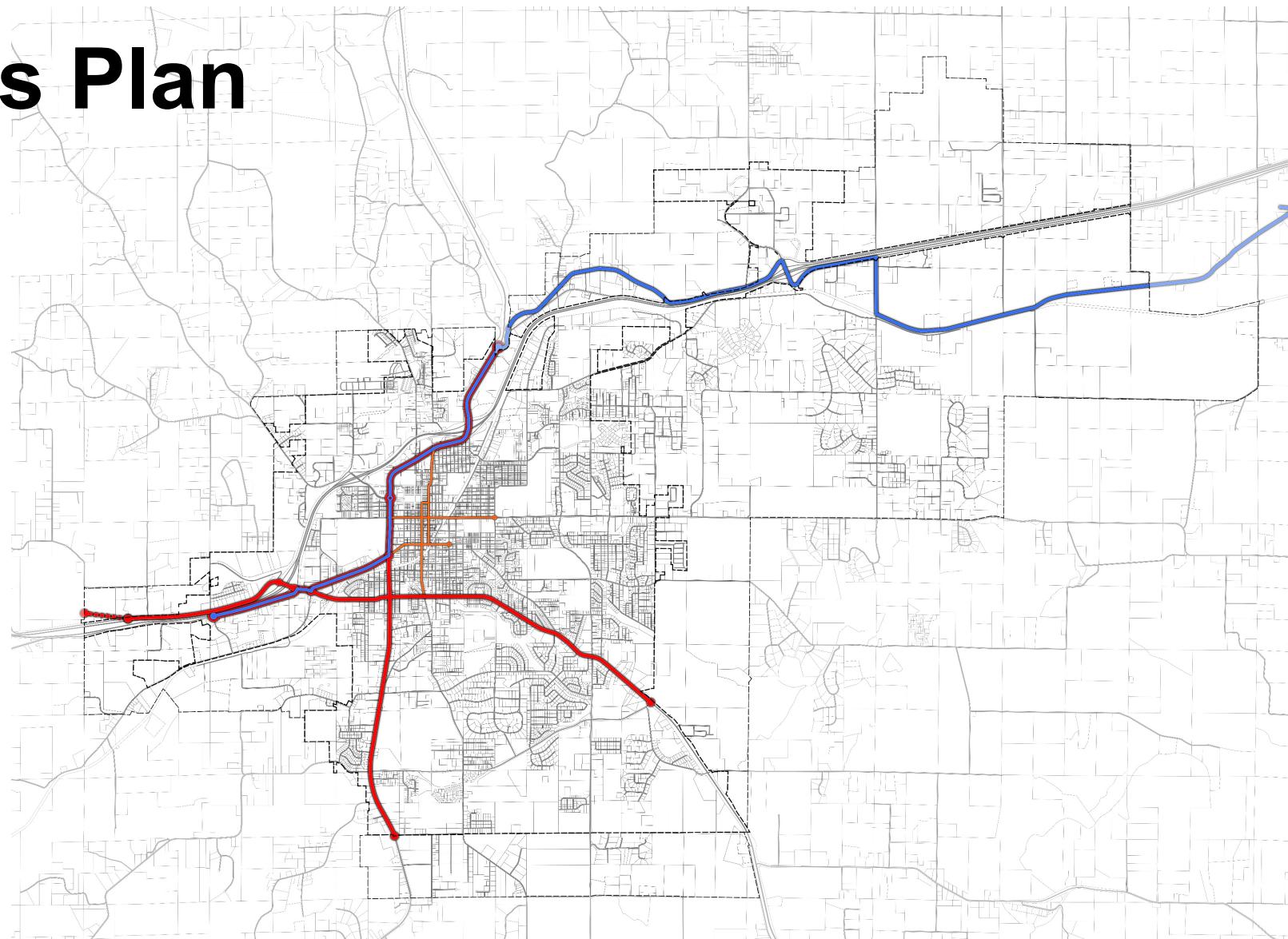
# Streets and Roads Plan

Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

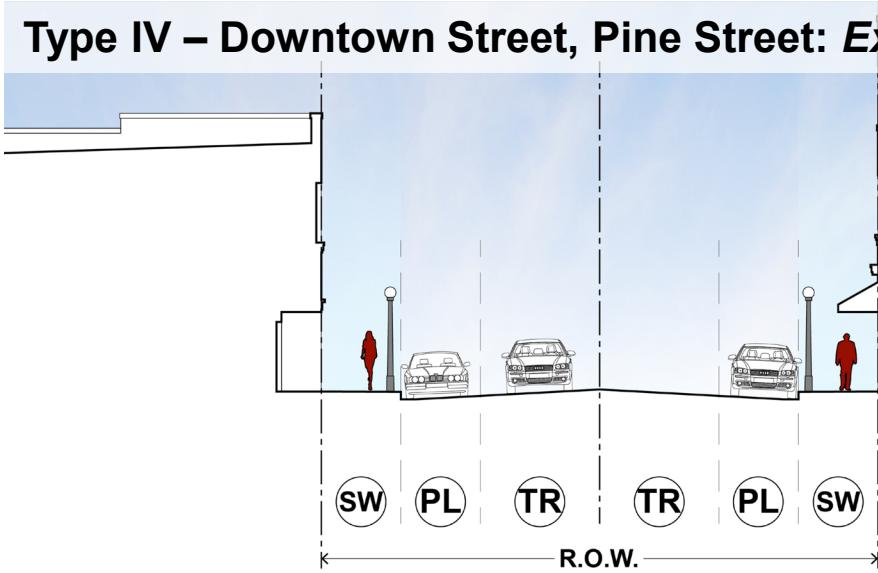
Street Type III – Highway

Street Type IV – Downtown Street

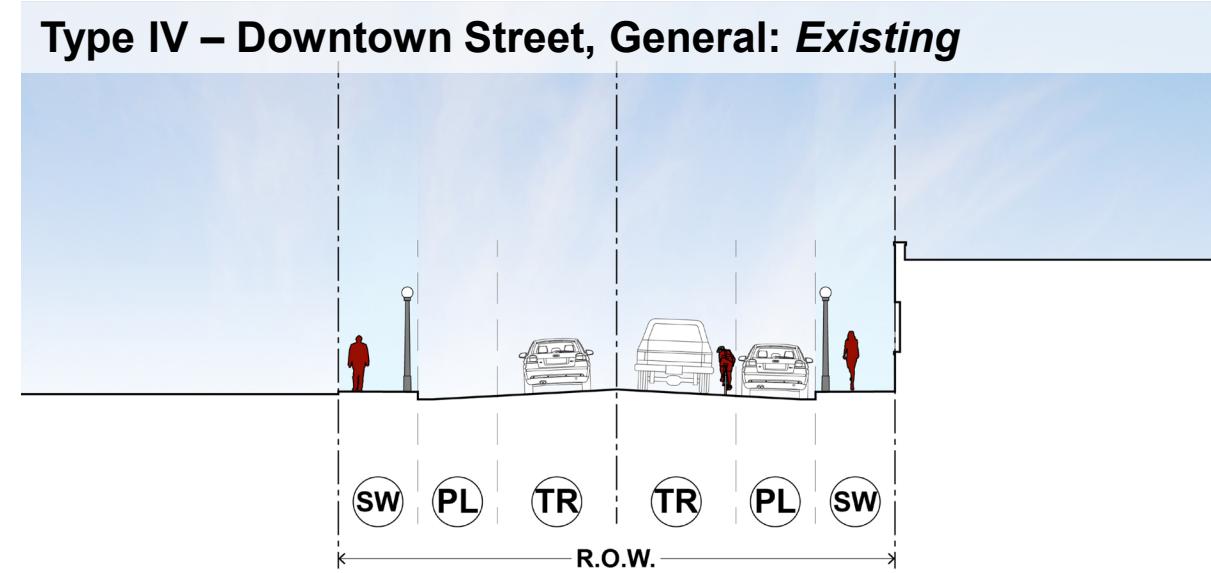


# Downtown Street Types

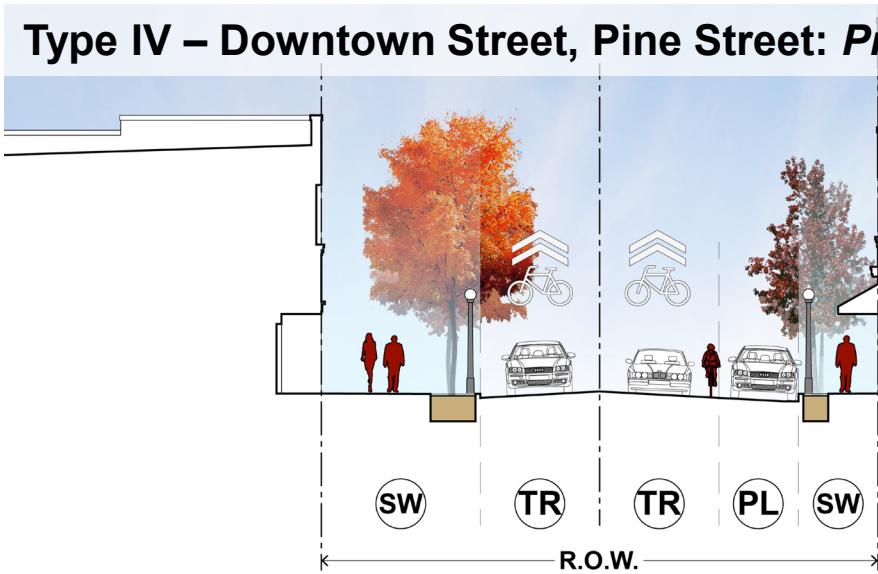
Type IV – Downtown Street, Pine Street: *Existing*



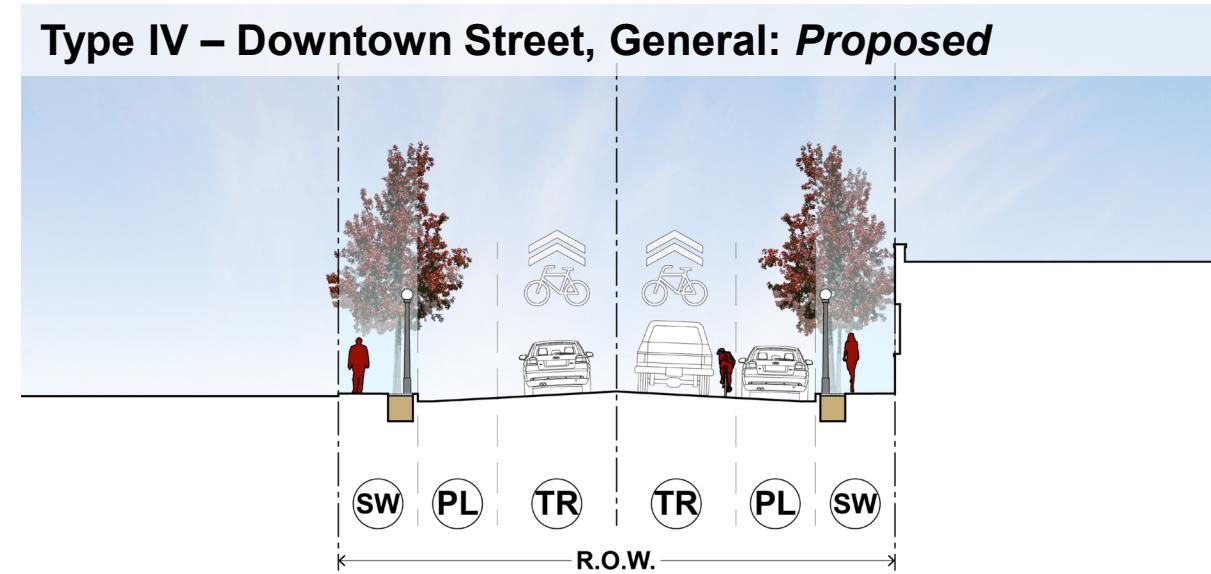
Type IV – Downtown Street, General: *Existing*



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



Type IV – Downtown Street, General: *Proposed*



# Streets and Roads Plan

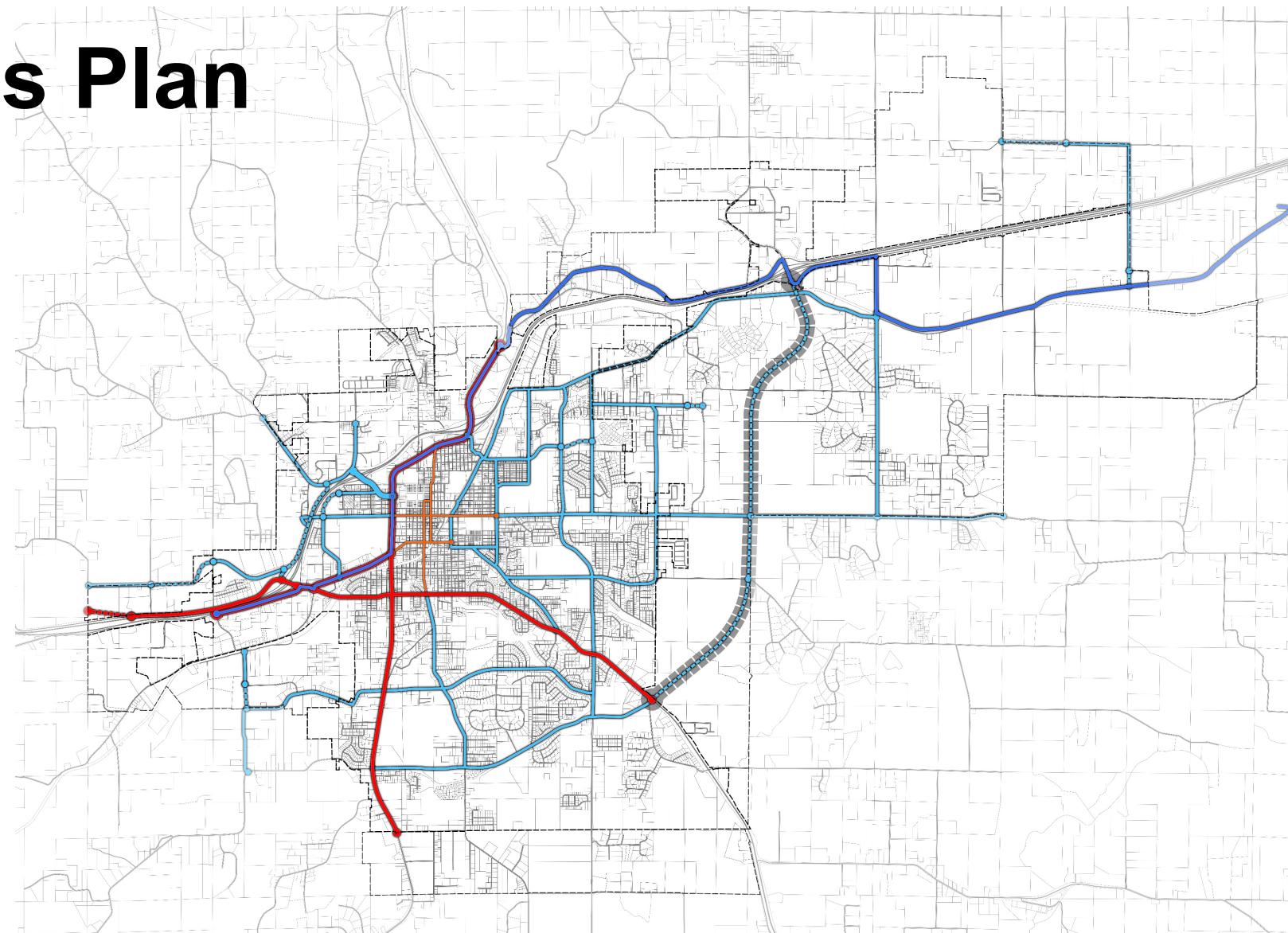
Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

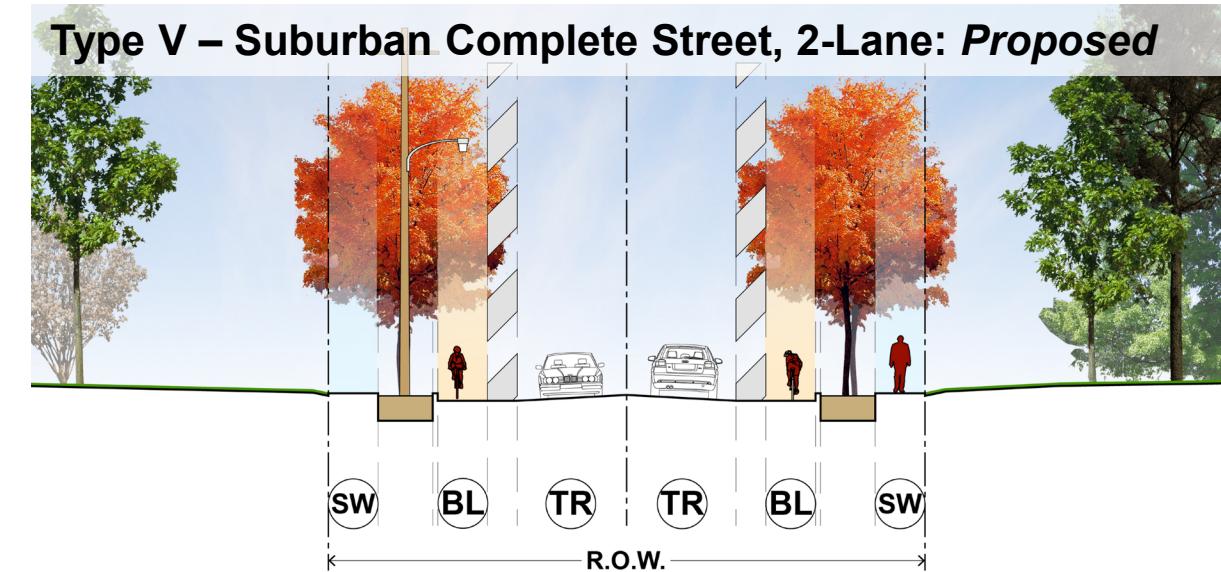
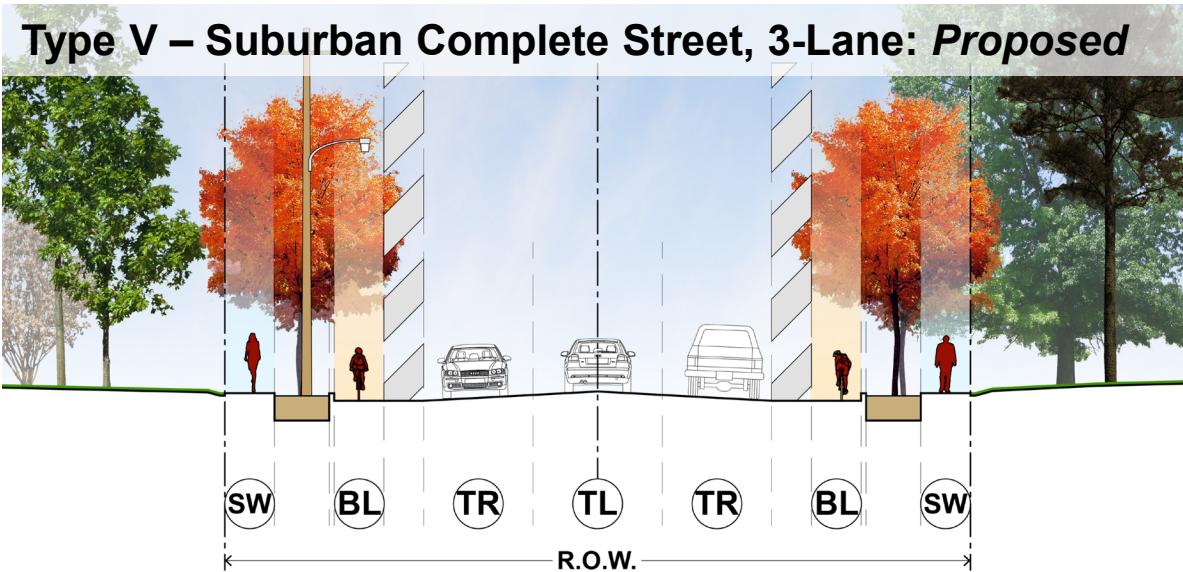
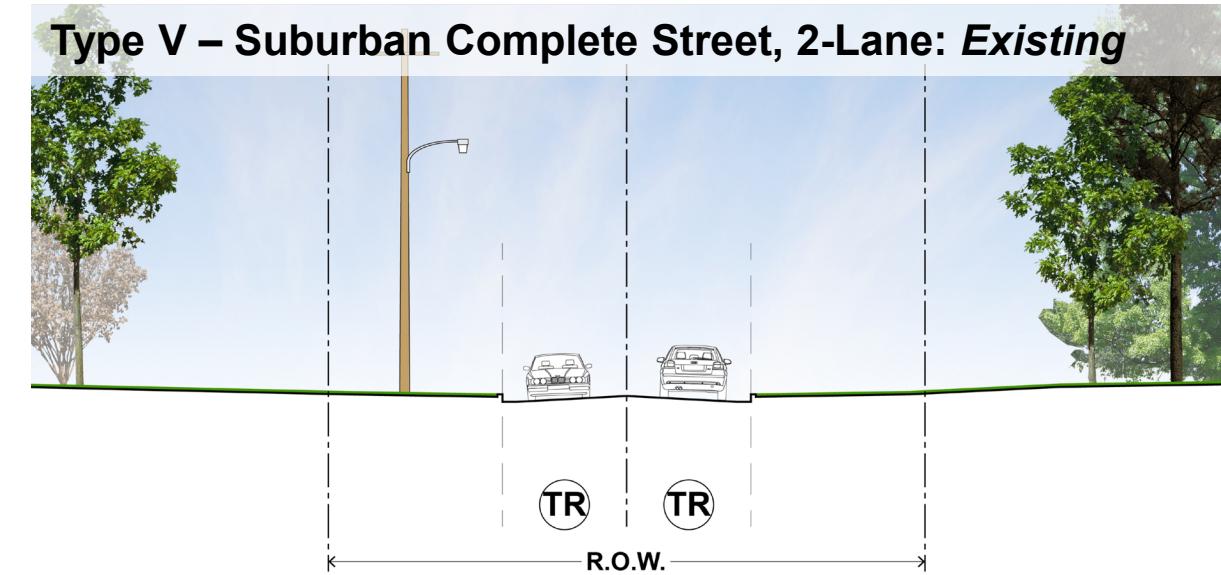
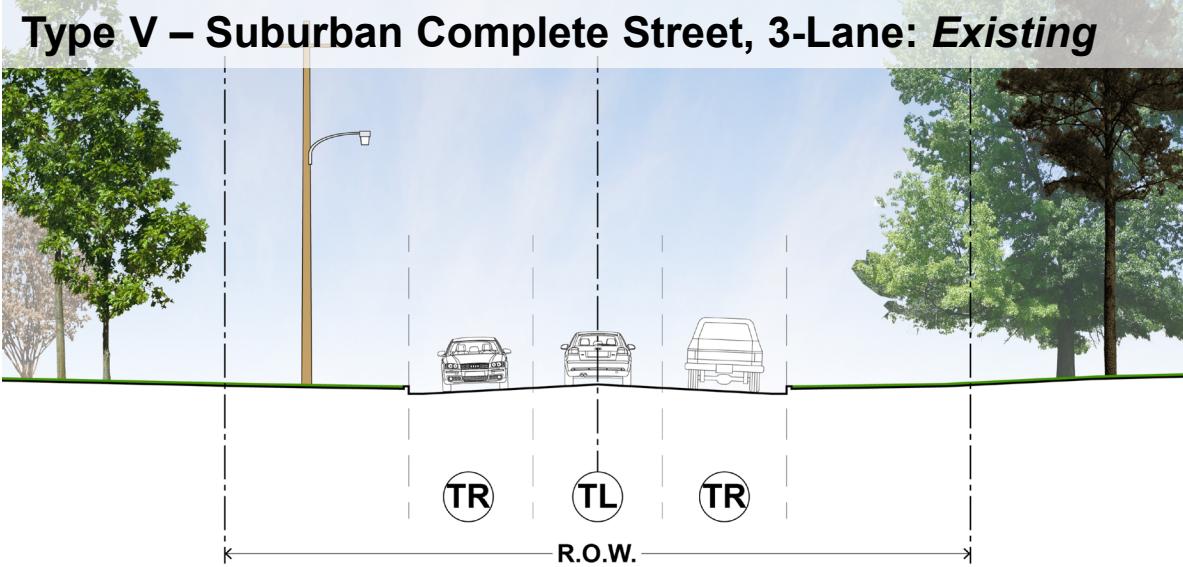
Street Type III – Highway

Street Type IV – Downtown Street

Street Type V – Suburban Complete Street



# Suburban Complete Street Type



# Streets and Roads Plan

Street Type I – Route 66, Urban

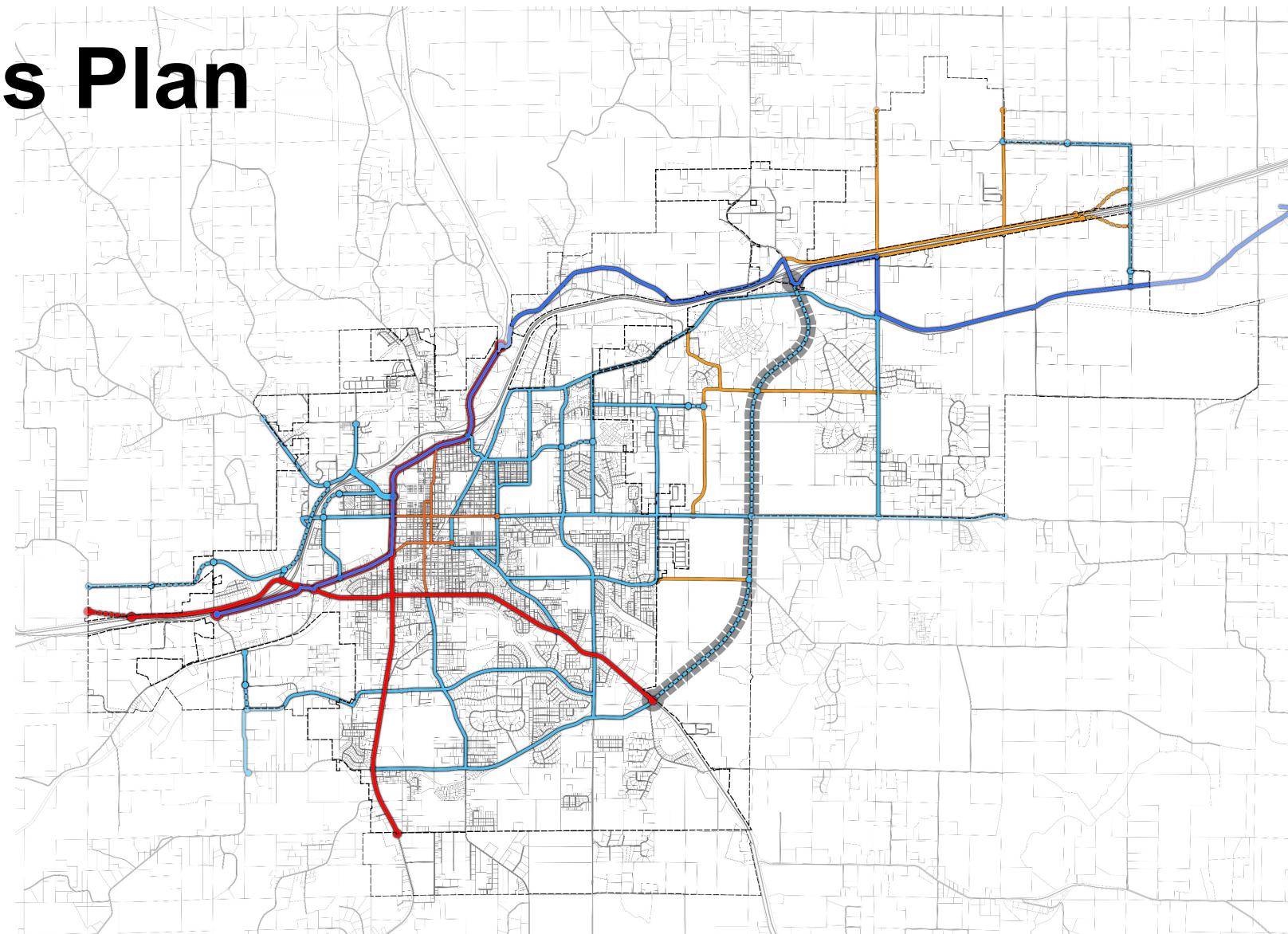
Street Type II – Route 66, Rural

Street Type III – Highway

Street Type IV – Downtown Street

Street Type V – Suburban Complete Street

Street Type VI – Rural Street



# Streets and Roads Plan

Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

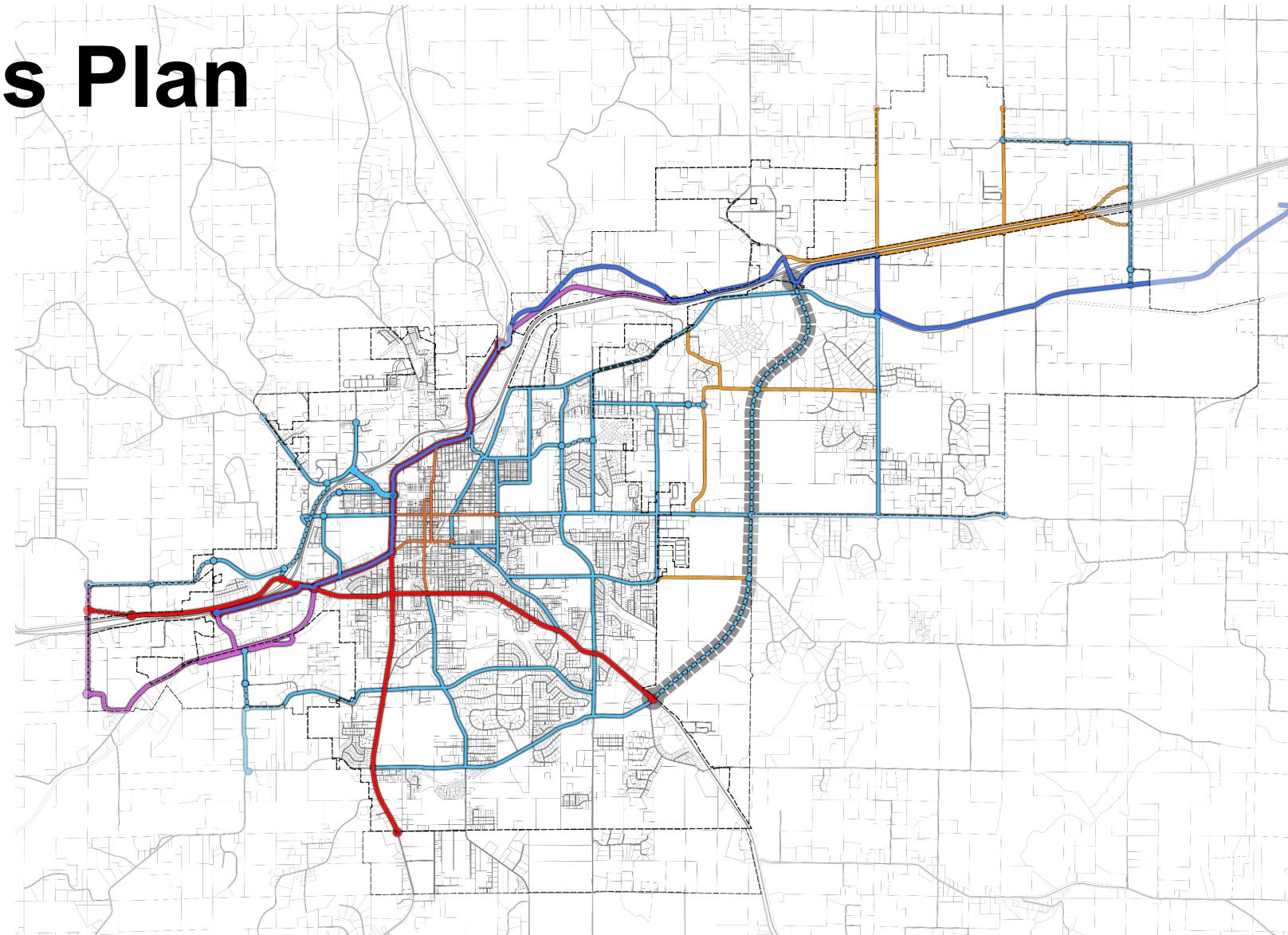
Street Type III – Highway

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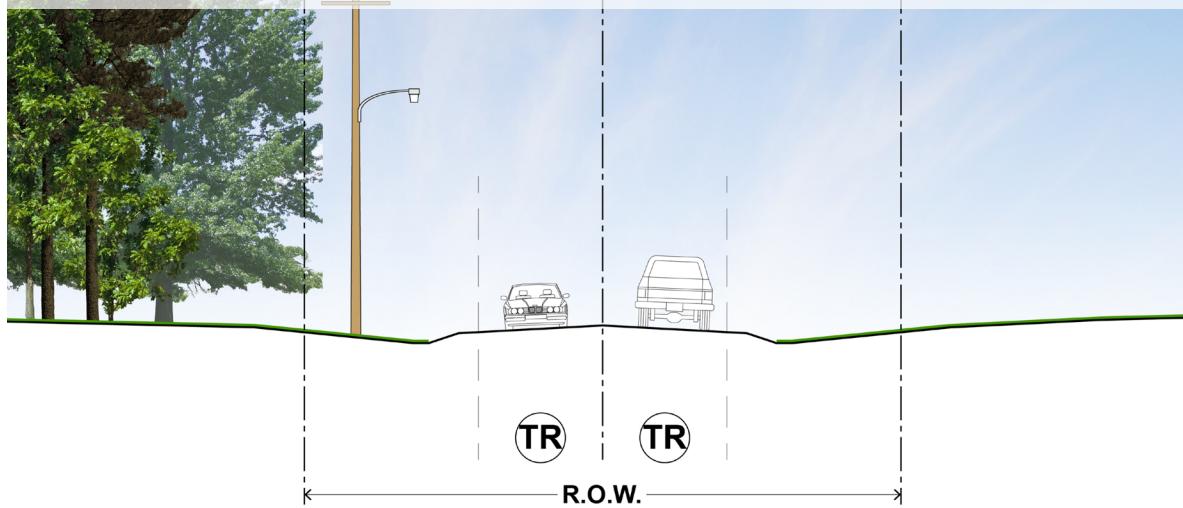
Street Type VI – Rural Street

**Street Type VII – Industrial Boulevard**

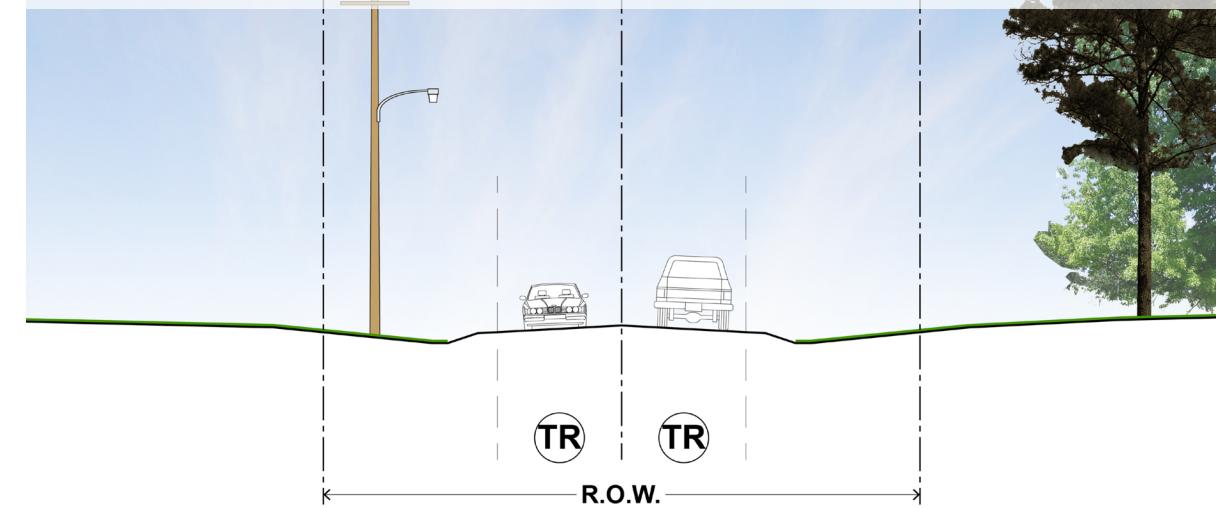


# Rural and Industrial Street Types

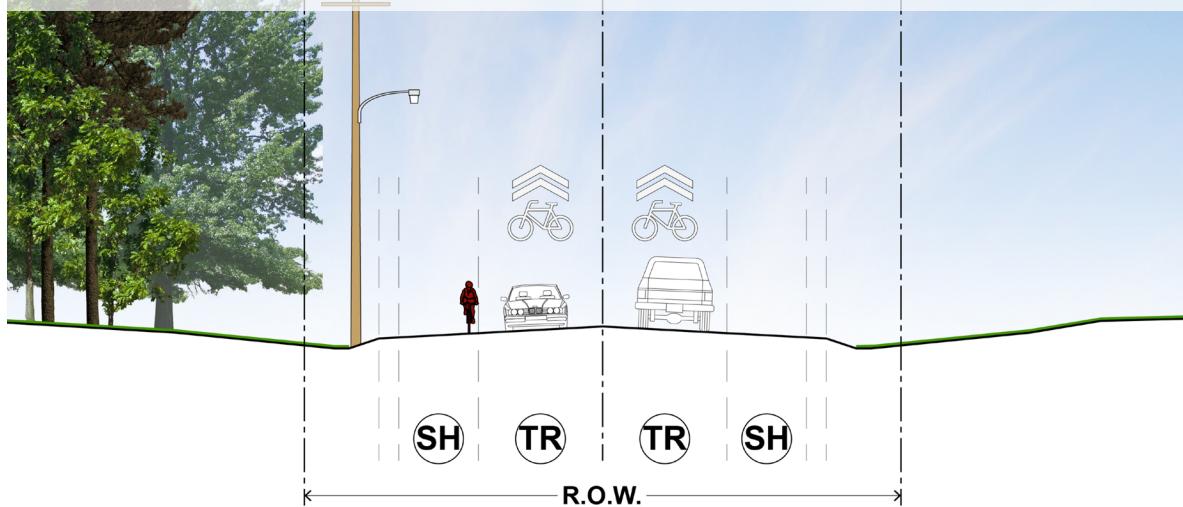
Type VI – Rural Street: *Existing*



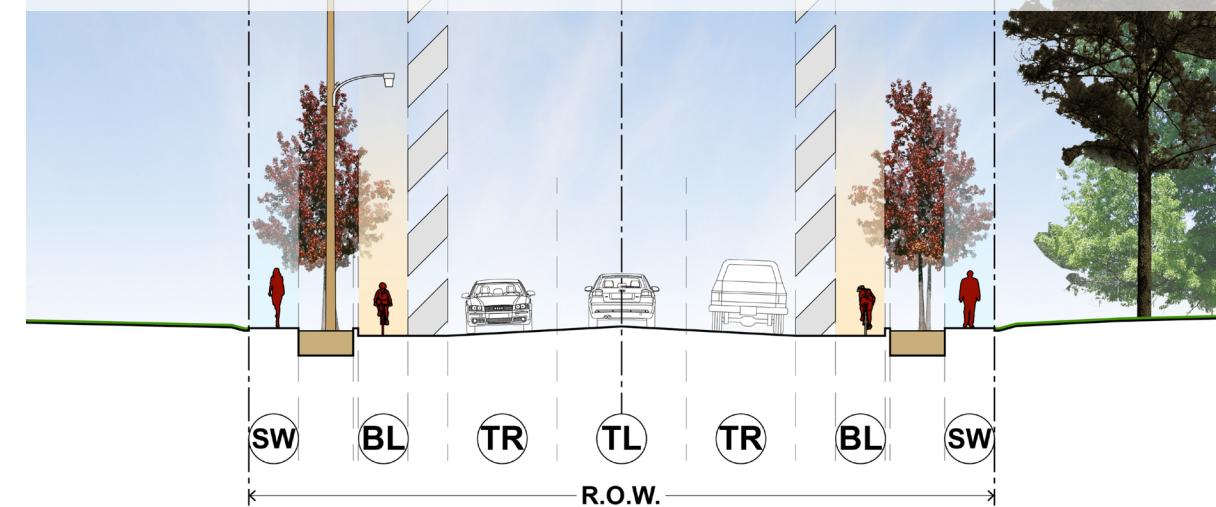
Type VII – Industrial Boulevard: *Existing*



Type VI – Rural Street: *Proposed*



Type VII – Industrial Boulevard: *Proposed*



# Streets and Roads

Street Type I – Route 66, Urban

Street Type II – Route 66, Rural

Street Type III – Highway

Street Type IV – Downtown Street

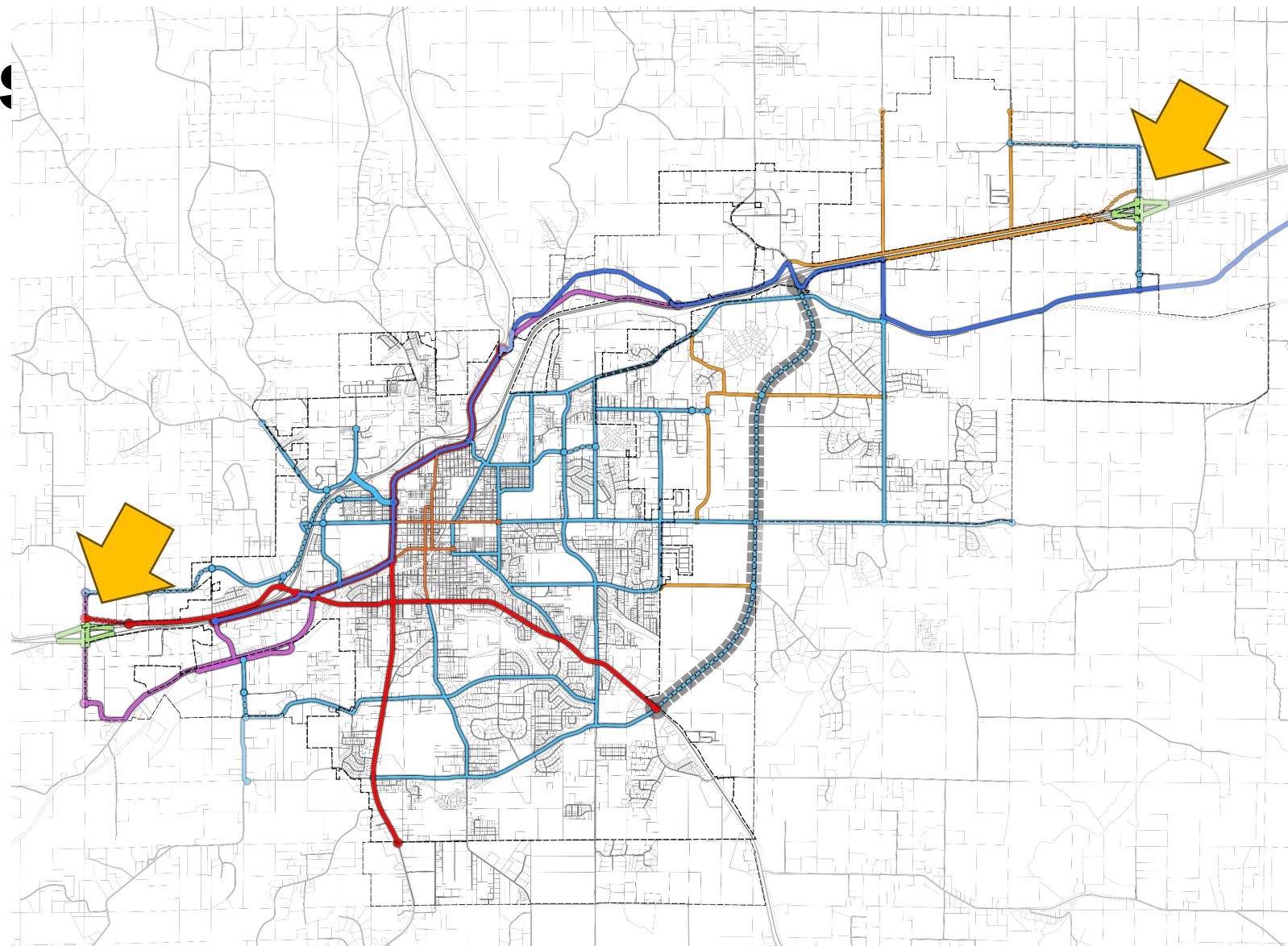
Street Type V – Suburban Complete Street

Street Type VI – Rural Street

Street Type VII – Industrial Boulevard

## Proposed New Interchanges

- *East – Skyles Road / Kruse Road @ I-44*
- *West – County Road 7020 / 8010 @ I-44*



# Streets and Roads Plan

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 VI – Rural Street

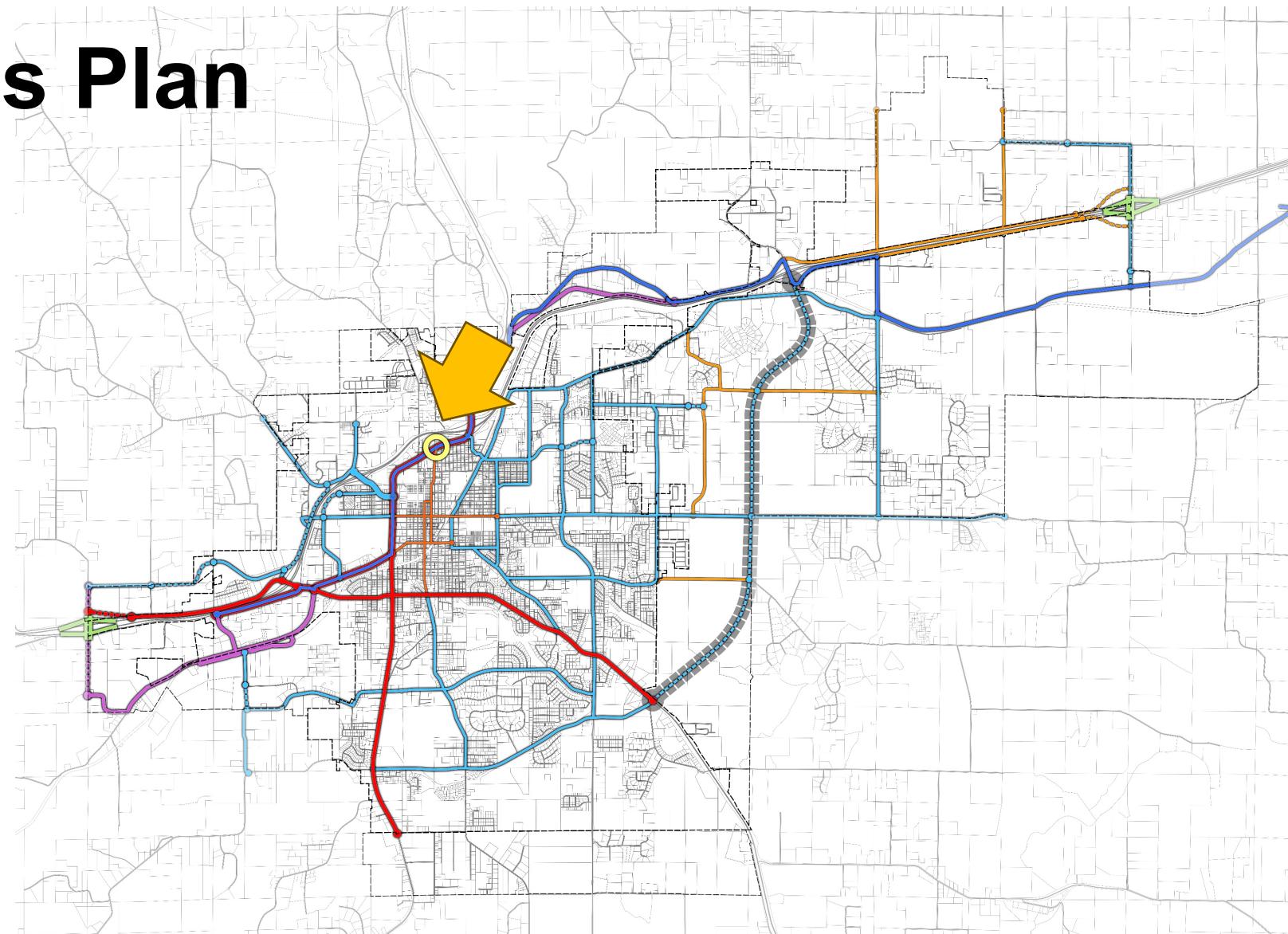
Street Type VII – Industrial Boulevard

Proposed New Interchanges

- *East – Skyles Road / Kruse Road @ I-44*
- *West – County Road 7020 / 8010 @ I-44*

**Intersection Improvements**

- *Bishop Avenue / U.S. 63 @ N. Pine Street*



# Streets and Roads Plan

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 VI – Rural Street

Street Type VII – Industrial Boulevard

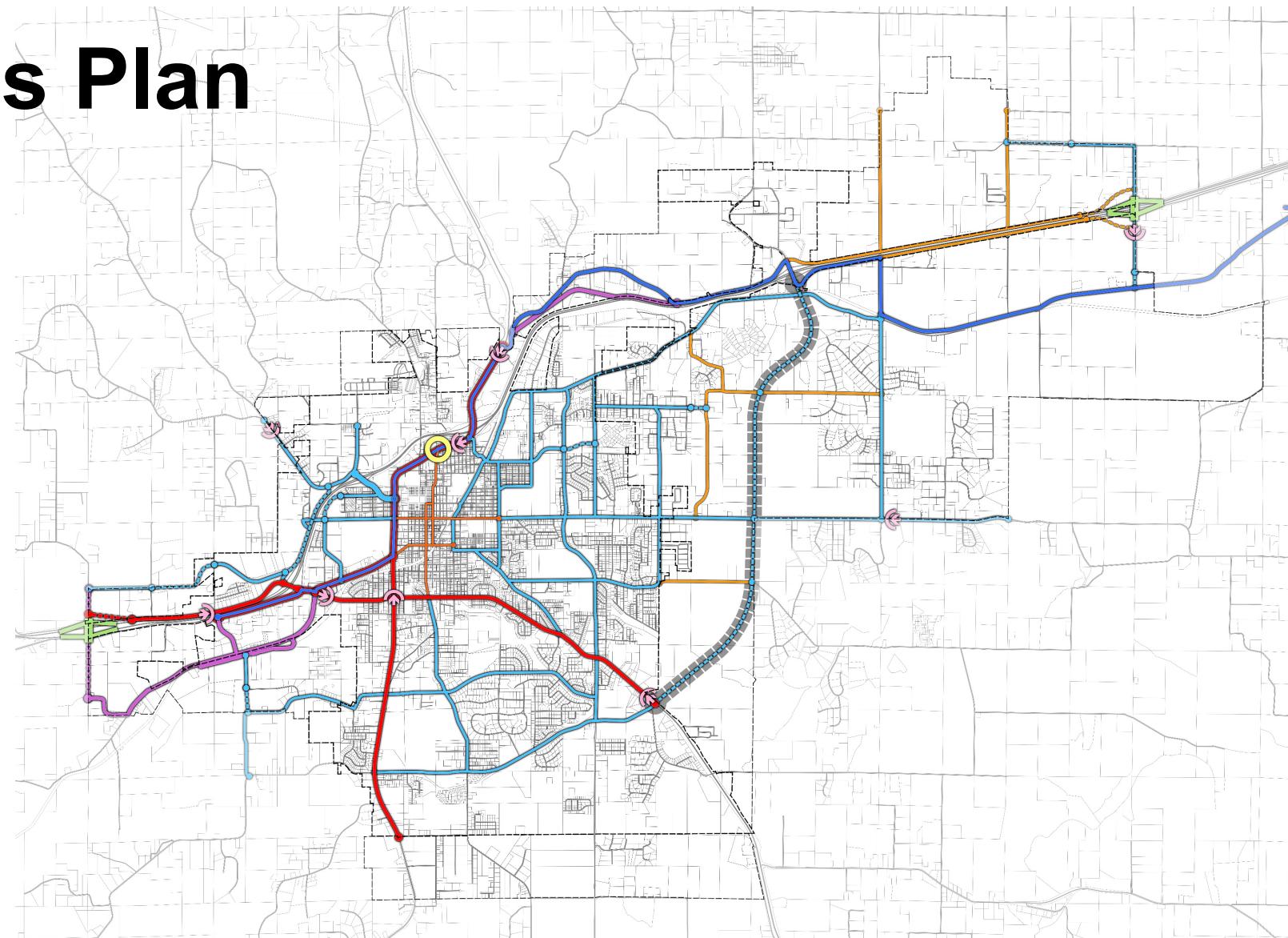
Proposed New Interchanges

- East – Skyles Road / Kruse Road @ I-44
- West – County Road 7020 / 8010 @ I-44

Intersection Improvements

- Bishop Avenue / U.S. 63 @ N. Pine Street

Gateway Features



## 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.

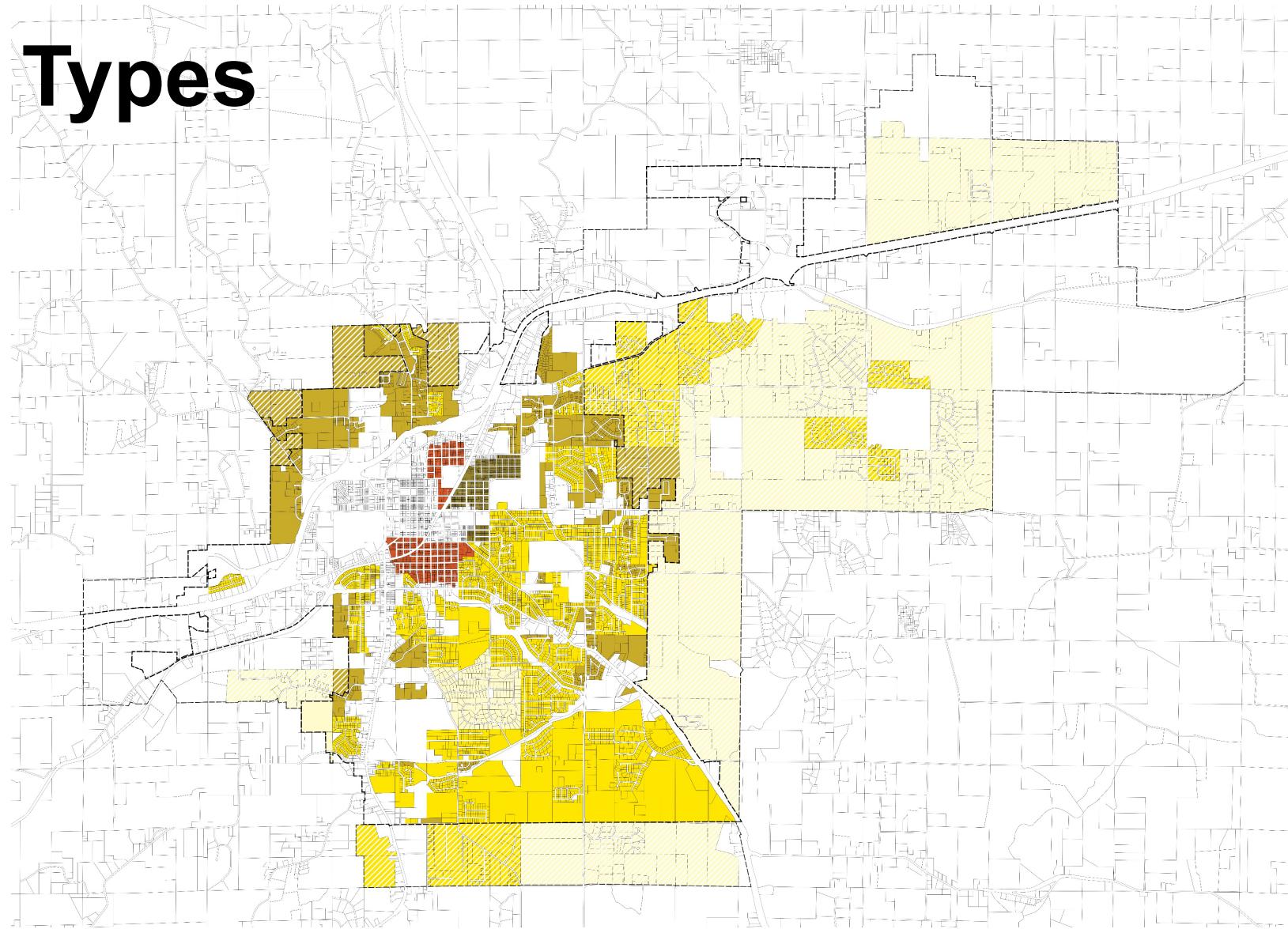
### *Goal 8:* **Efficient and Effective Governance**

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

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)



# Selected Recommended Action Items

» Establish a front build-to line (minimum and maximum) in place of a front setback line for all lots; build-to lines should be developed separately for each of the following residential Place Type Districts:

- *Type III – High-Density Residential (R3);*
- *Type IV – Urban Residential (R4); and*
- *Type V Downtown Mixed-Use*
- *Neighborhood (DT-MU)*

Front build-to lines should be **based on existing as-built conditions to reflect each place type's prevailing character** and desired Vision; for example, by calculating the mean setback dimension of the existing street or block face.

» Remove minimum lot dimension and minimum lot area requirements for the *Type III – High-Density Residential (R3)*, *Type IV – Urban Residential (R4)*, and *Type V Downtown Mixed-Use Neighborhood (DT-MU)* Place Type Districts to remove barriers to infill development and redevelopment.

- » Consider establishing architectural design guidelines for the Type IV – Urban Residential (R4); and Type V Downtown Mixed-Use Neighborhood (DT-MU) Place Type Districts.
- » Consider developing and adopting a **Form-Based Code (FBC) overlay district** for the Type IV – Urban Residential (R4) and Type V Downtown Mixed-Use Neighborhood (DT-MU) Place Type Districts.
- » Amend the “U-R Urban Residential” and “R-4 Urban Multi-Family” zoning district regulations in Chapter 42 to permit additions to non-conforming buildings that will continue the non-conformity but not increase the non-conformity to remove barriers to improving and adding on to existing homes.

# Parks, Trails & Open Space Plan

## Existing Parks and Open Space Features

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

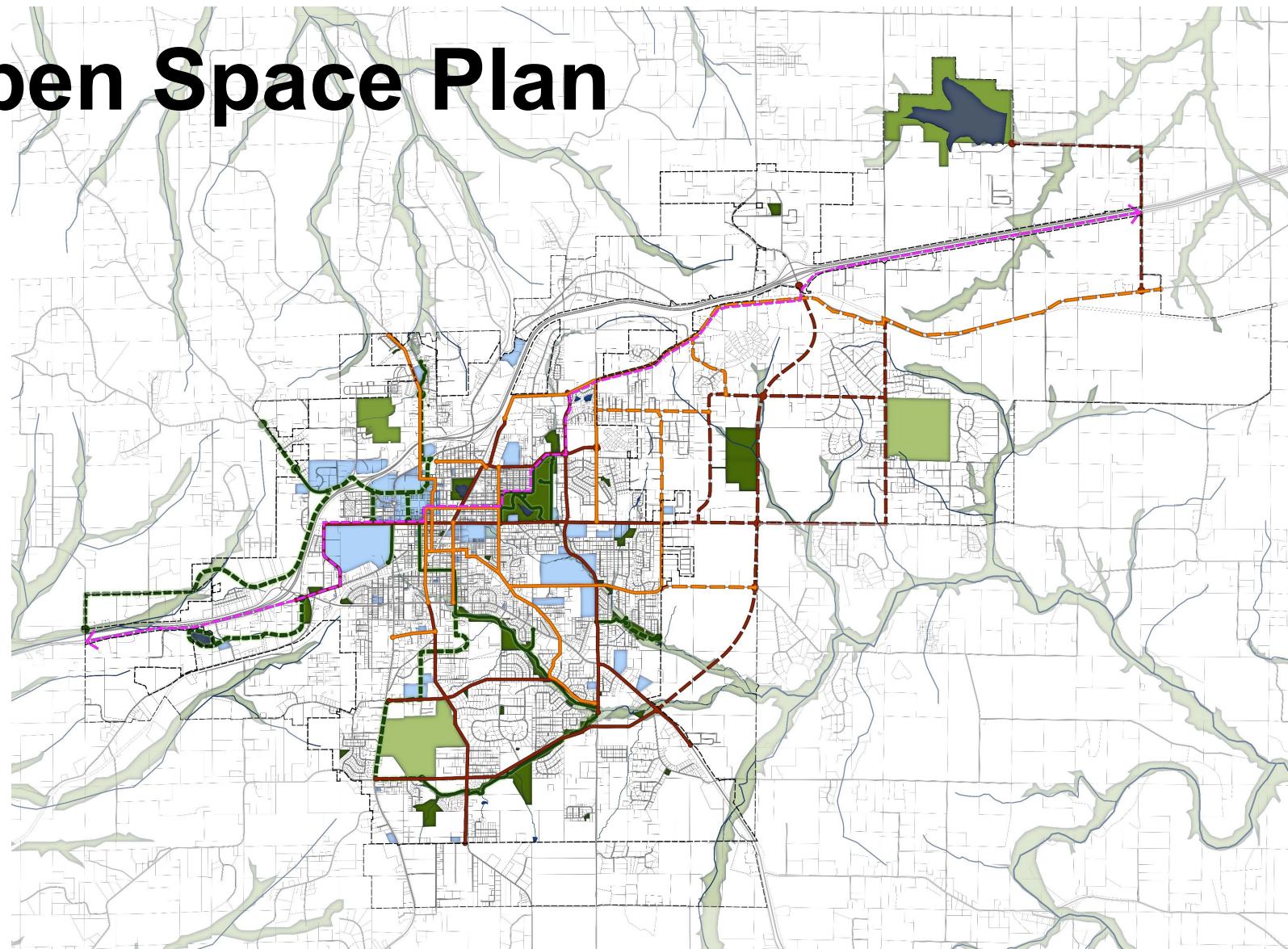
## Proposed New Park

## Proposed New Trails

## Route 66 Bikeway

## Proposed Bike Lanes

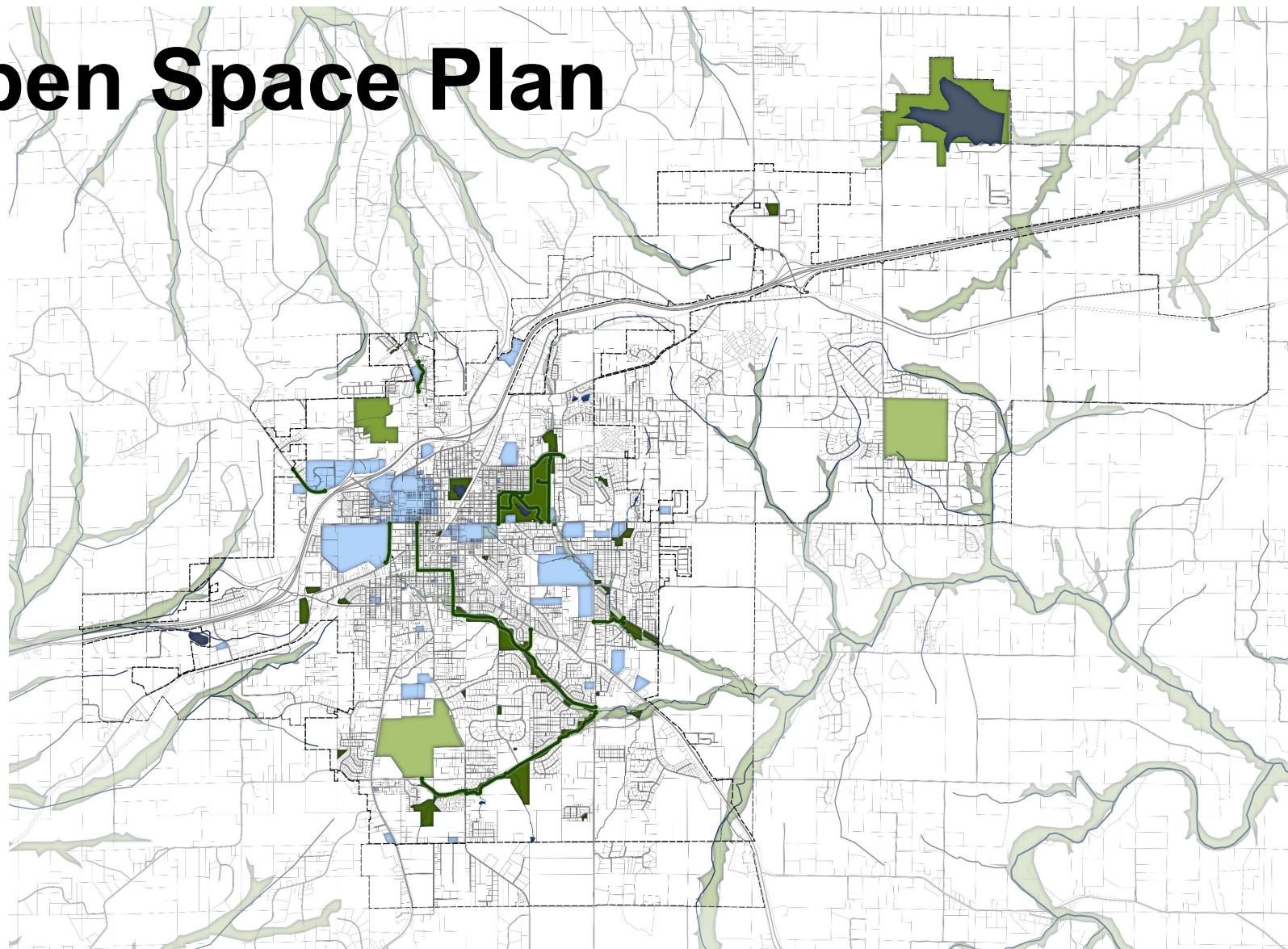
## Proposed “Share the Lane” Sharrows



# Parks, Trails & Open Space Plan

## Existing Parks and Open Space Features

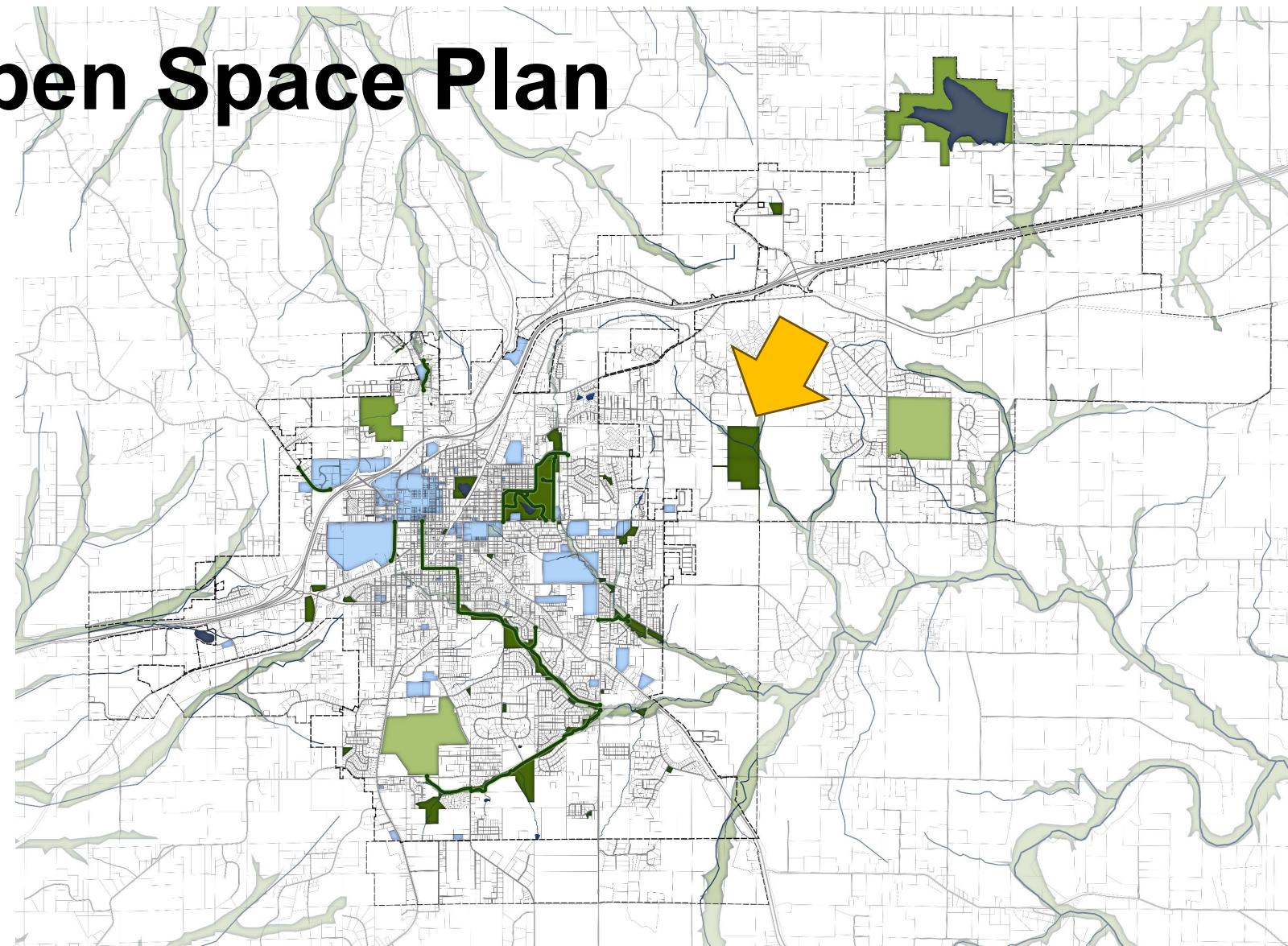
- *Floodplains & Water Bodies*
- *Existing Parks*
- *Existing Recreation Areas*
- *Existing Conservation Areas*
- *Existing Trails*



# Parks, Trails & Open Space Plan

Existing Parks and Open Space Features  
Proposed New Park

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



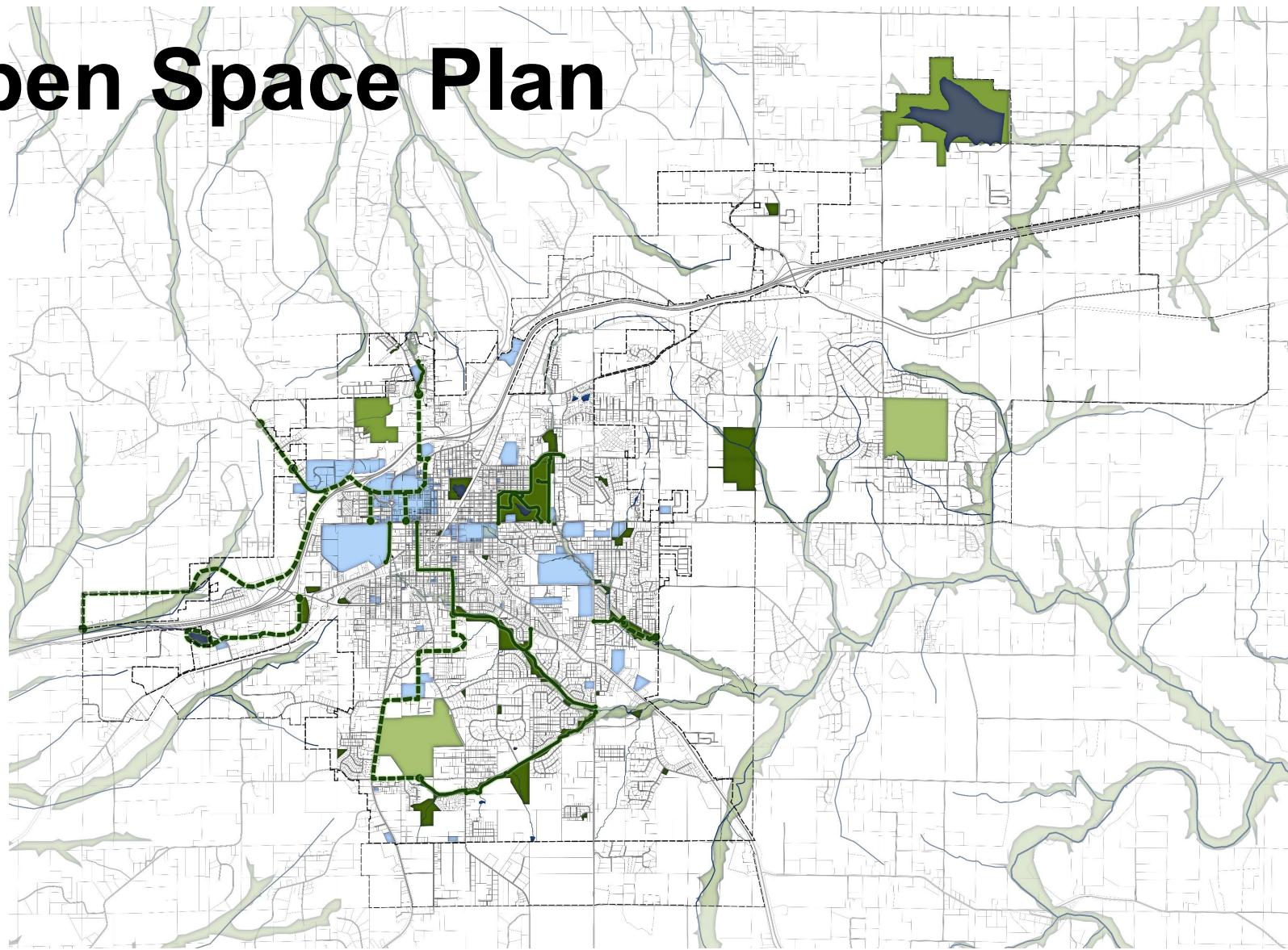
Rolla 2050 Comprehensive Plan Update

# Parks, Trails & Open Space Plan

Existing Parks and Open Space Features

Proposed New Park

Proposed New Trails



**H3**  
STUDIO TEAM

ROLLA COMPREHENSIVE PLAN UPDATE  
CITY OF ROLLA, MISSOURI

Rolla 2050 Comprehensive Plan Update

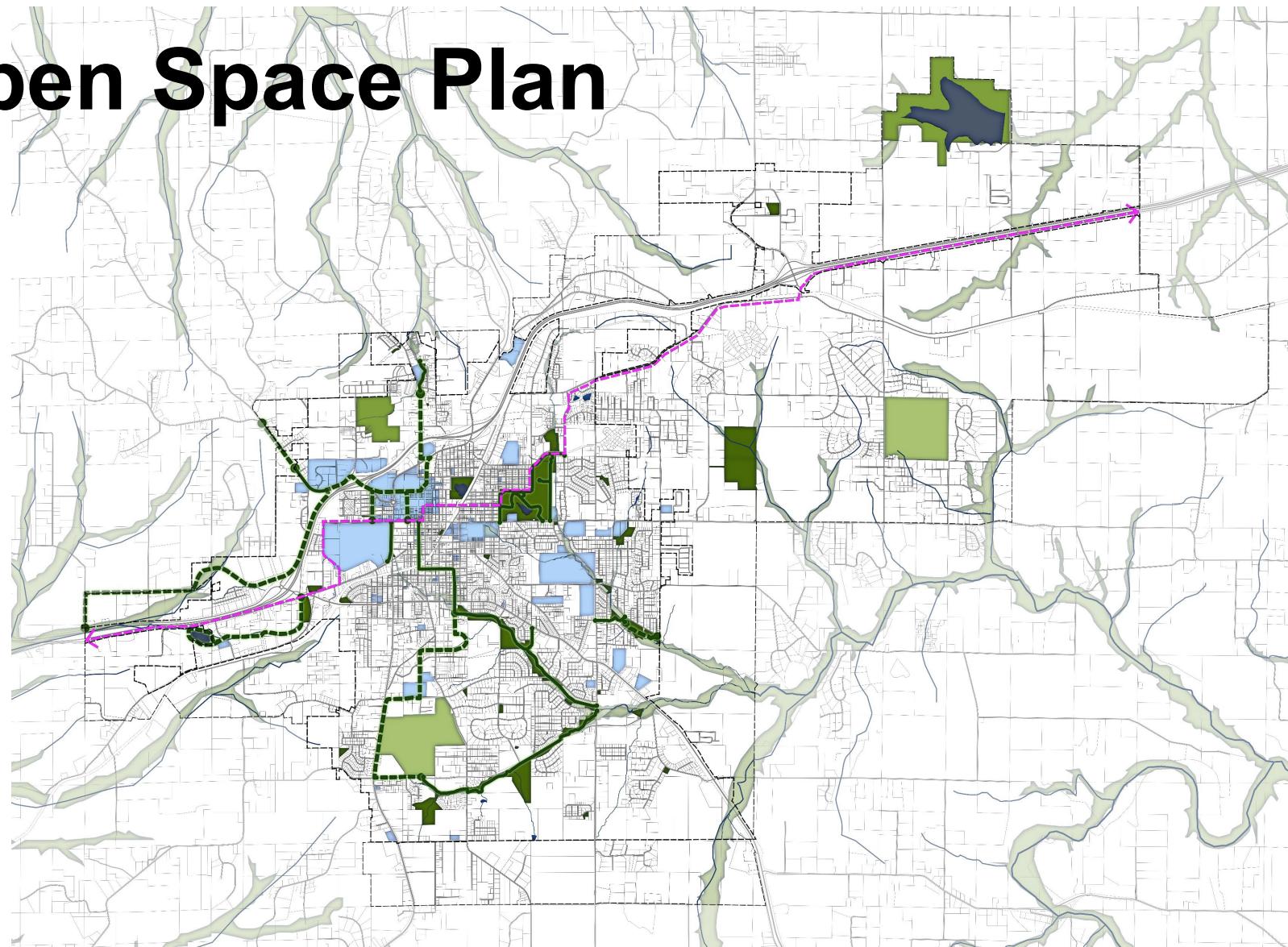
# Parks, Trails & Open Space Plan

Existing Parks and Open Space Features

Proposed New Park

Proposed New Trails

Route 66 Bikeway



**H3**  
STUDIO TEAM

ROLLA COMPREHENSIVE PLAN UPDATE  
CITY OF ROLLA, MISSOURI

# Parks, Trails & Open Space Plan

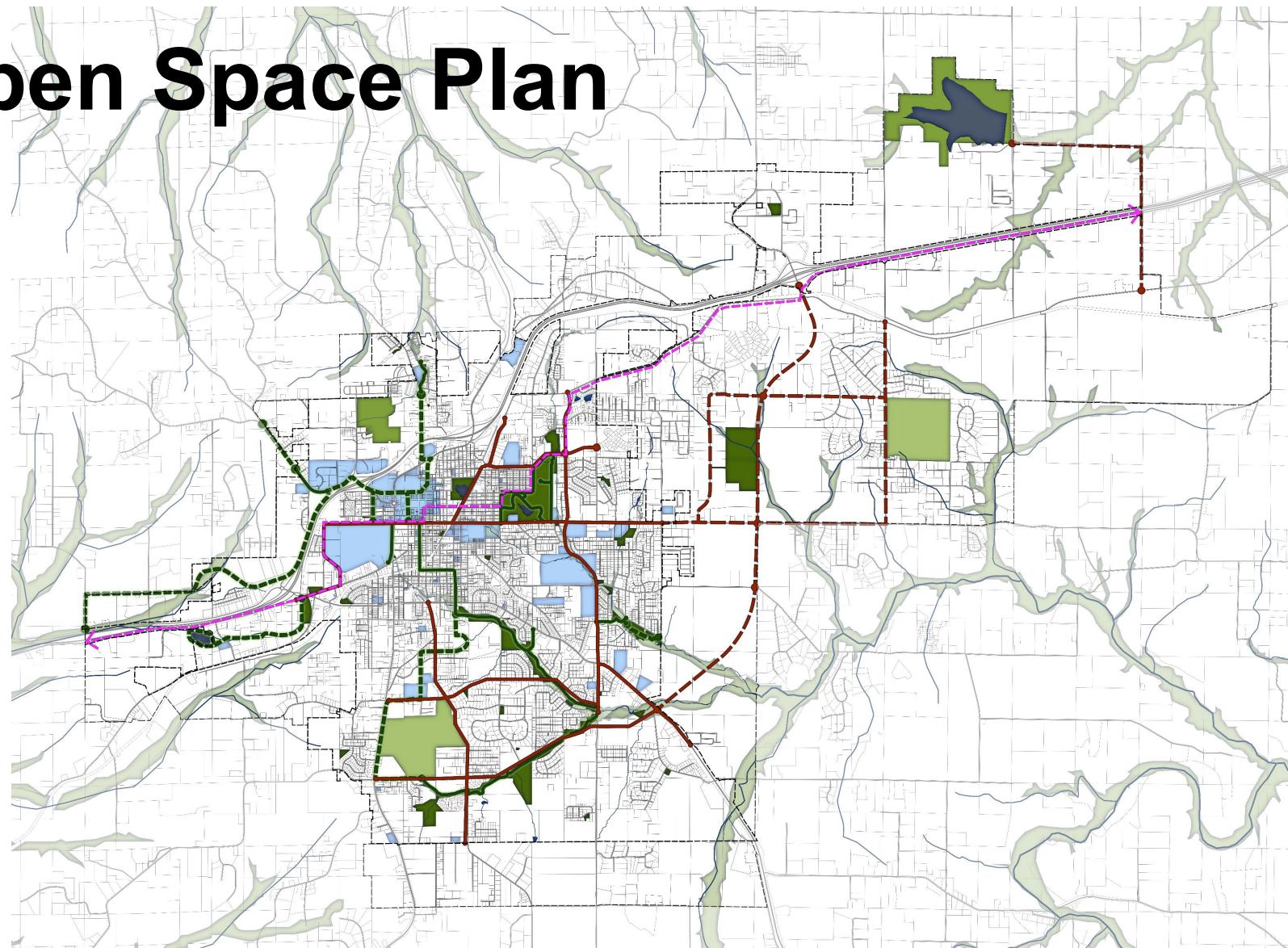
Existing Parks and Open Space Features

Proposed New Park

Proposed New Trails

Route 66 Bikeway

Proposed Bike Lanes



# Parks, Trails & Open Space Plan

Existing Parks and Open Space Features

Proposed New Park

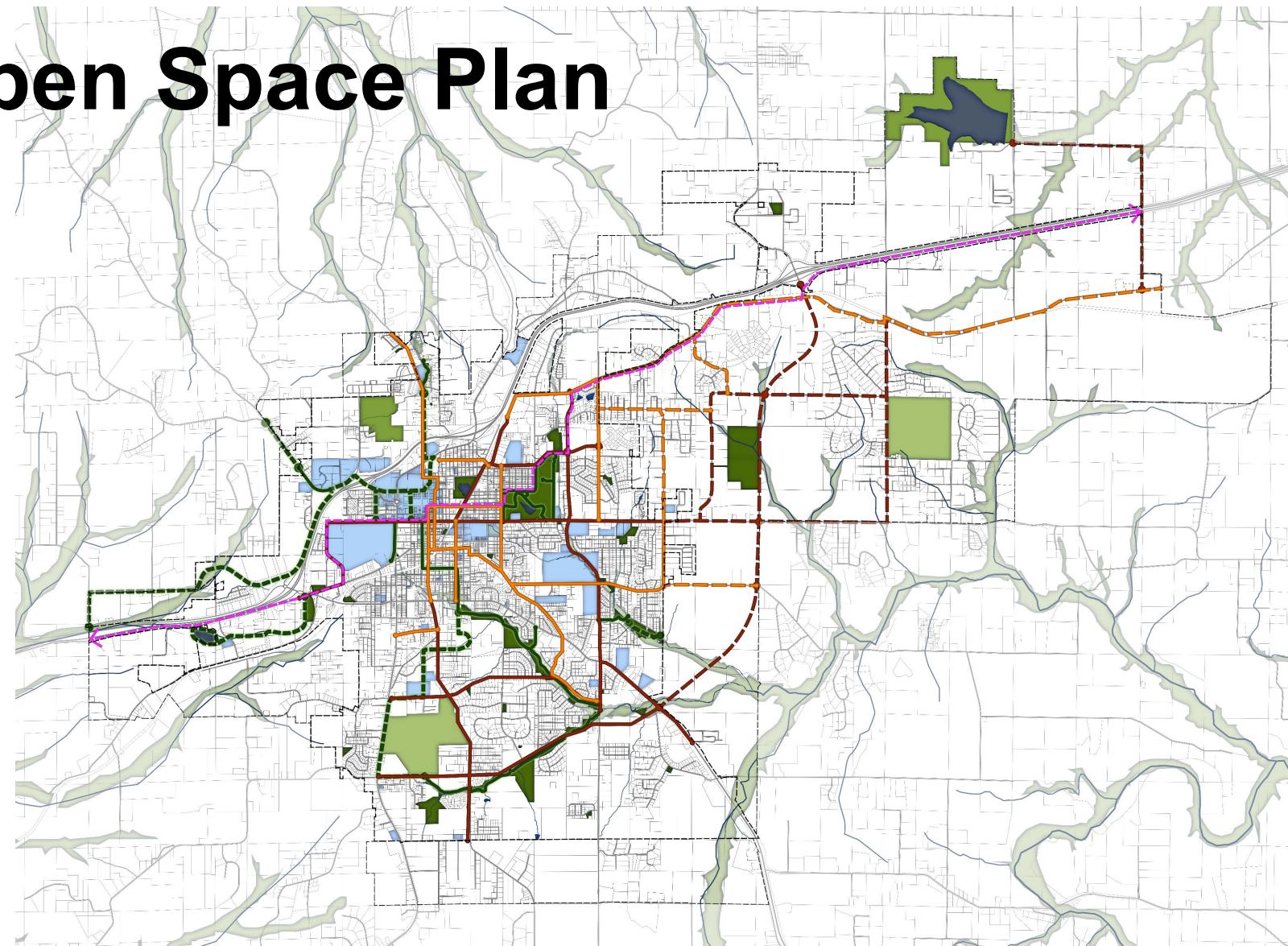
Proposed New Trails

Route 66 Bikeway

Proposed Bike Lanes

Proposed "Share the Lane" Sharrows

Bike and pedestrian facilities are *located at a maximum interval of  $\frac{1}{2}$  mile*, ensuring that *all households are within  $\frac{1}{4}$  mile (a 5-minute walk or 2-minute bike ride)* from a designated facility.





# 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: Downtown Revitalization

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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.	Short-Term	
1.2:	Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.	Short-Term	
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.	Short-Term	
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.	Short-Term	
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.	Long-Term	
1.6:	Restore Rolla's historic buildings by encouraging comprehensive preservation efforts.	Long-Term	
1.7:	Expand and enhance Rolla's farmers' market.	Medium-Term	
1.8:	Continue to promote façade improvements. Seek funding from the State's CDBG program, public/private partnerships, or other funding sources.	Short-Term	
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.	Short-Term	
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.	Medium-Term	
1.11:	Develop and adopt Downtown Design Guidelines and/or a Downtown Form-Based Code to guide and facilitate rehab and new infill development.	Medium-Term	
1.12:	Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.	Short-Term	

# Goal 2: Economic Growth & Job Base Diversification

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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.

Short-Term 

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.

Medium-Term 

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.

Medium-Term 

2.4: Expand access and connect Rolla residents to supportive services, including child care and youth programs, as a workforce development incentive.

Medium-Term 

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.

Short-Term 

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.

Medium-Term 

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.

Short-Term 

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.

Short-Term 

# Goal 3: Supportive Institutional Growth

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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.

*Short-Term* 

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.

*Short-Term* 

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.

*Medium-Term* 

3.4: Actively coordinate with Missouri S&T on mutually-supportive mixed-use and commercial development surrounding the university's campus.

*Medium-Term* 

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.

*Long-Term* 

3.6: Develop land suitable for high-tech and advanced manufacturing industries in Rolla, co-located with supporting mixed-used amenities and services.

*Medium-Term* 

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.

*Medium-Term* 

# Goal 4: Community Identity & Placemaking

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4.1: Improve Rolla's key arterial roads and I-44 interchanges with signature streetscape enhancements and identifiable gateways.	Medium-Term	
4.2: Facilitate the preservation, enhancement, definition, and identities of Rolla's existing residential neighborhoods.	Medium-Term	
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.	Short-Term	
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.	Short-Term	
4.5: Prioritize restoration, preservation, and infill development in the core of the City over development in areas lacking adequate infrastructure.	Medium-Term	
4.6: Promote Rolla's historic Downtown through education and awareness programs to encourage preservation and enhancement.	Medium-Term	
4.7: Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.	Short-Term	
4.8: Develop and implement a comprehensive wayfinding signage initiative for Rolla to better direct visitors to Downtown and other community assets and amenities.	Short-Term	
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.	Long-Term	

# Goal 5: Mobility, Transportation & Infrastructure

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5.1: Complete implementation of the MoveRolla Transportation Development District (TDD).

*Short-Term* 

5.2: Revise the MoveRolla TDD with new projects upon completion of current projects.

*Medium-Term* 

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.

*Medium-Term* 

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.

*Medium-Term* 

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.

*Medium-Term* 

5.6: Utilize City neighborhood and area plans to evaluate the needs for sidewalk installation, replacement, and repair.

*Short-Term* 

# Goal 6: High-Quality Neighborhoods & Housing

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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.	<b>Medium-Term</b> 
6.2: Promote housing affordability at all market sectors through regulatory zoning incentives and infrastructure capital improvements.	<b>Medium-Term</b> 
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.	<b>Short-Term</b> 
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.	<b>Long-Term</b> 
6.5: Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.	<b>Short-Term</b> 
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.	<b>Medium-Term</b> 
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.	<b>Medium-Term</b> 
6.8: Target the areas immediately surrounding Downtown for new high-quality, multi-family and mixed-use development.	<b>Medium-Term</b> 
6.9: Support the development of a local workforce of contractors to build new housing in Rolla.	<b>Long-Term</b> 

# Goal 7: Parks, Recreation & Environment

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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

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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

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

## 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)
<b>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.</b>	12 months	Administration	<ul style="list-style-type: none"><li>Community Development Department</li><li>Rolla Downtown Business Association</li><li>Rolla Area Chamber of Commerce</li><li>Downtown businesses</li><li>Missouri S&amp;T</li></ul>
<b>1.2: Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.</b>	12 months	Community Development Department	<ul style="list-style-type: none"><li>Administration</li><li>Rolla Downtown Business Association</li><li>Rolla Area Chamber of Commerce</li></ul>
<b>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.</b>	6 months	Community Development Department	<ul style="list-style-type: none"><li>Administration</li><li>Rolla Downtown Business Association</li><li>Rolla Area Chamber of Commerce</li></ul>

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

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
<b>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.</b>	24 months	Community Development Department	<ul style="list-style-type: none"> <li>Administration</li> <li>City Council</li> <li>Planning and Zoning Commission</li> </ul>
<b>1.8: Continue to promote façade improvements. Seek funding from the State's CDBG program, public/private partnerships, or other funding sources.</b>	12 months	Community Development Department	<ul style="list-style-type: none"> <li>Missouri Department of Economic Development</li> </ul>
<b>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.</b>	12 months	Community Development Department	<ul style="list-style-type: none"> <li>Public Works Department</li> <li>Parks and Recreation Department</li> <li>Rolla Downtown Business Association</li> </ul>
<b>1.12: Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.</b>	12 months	Rolla Police Department	<ul style="list-style-type: none"> <li>Administration</li> <li>Missouri S&amp;T Campus Police Department</li> </ul>

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

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
<b>2.1: Establish a public-private economic development partnership between the City of Rolla, Missouri S&amp;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.</b>	6 months	Administration	<ul style="list-style-type: none"> <li>• Rolla City Council</li> <li>• Missouri S&amp;T</li> <li>• Phelps Health</li> <li>• Rolla Regional Economic Development Commission (RREC)</li> <li>• Rolla Downtown Business Association</li> <li>• Rolla Area Chamber of Commerce</li> </ul>
<b>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.</b>	12 months	Community Development Department	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Rolla Area Chamber of Commerce</li> <li>• Rolla Downtown Business Association</li> <li>• Rolla Regional Economic Development Commission</li> </ul>

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

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
<p><b>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.</b></p>			<p><i>(See Constituent Tasks Below)</i></p>
<p>2.7.1: Develop an inventory of vacant commercial buildings and vacant commercial properties, including regulatory conditions, property size, and transportation and utility services.</p>	6 months	Community Development Department	<ul style="list-style-type: none"> <li>• Rolla Regional Economic Development Commission</li> <li>• Rolla Area Chamber of Commerce</li> <li>• Rolla Downtown Business Association</li> </ul>
<p>2.7.2: Develop an inventory of potential market sectors and individual businesses.</p>	12 months	Community Development Department	<ul style="list-style-type: none"> <li>• Rolla Regional Economic Development Commission</li> <li>• Administration</li> <li>• Missouri S&amp;T</li> <li>• Phelps Health</li> <li>• Rolla Area Chamber of Commerce</li> <li>• Rolla Downtown Business Association</li> </ul>

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

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
<b>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.</b>	12 months	Community Development Department	<ul style="list-style-type: none"> <li>Administration</li> <li>Rolla City Council</li> <li>Planning and Zoning Commission</li> <li>Rolla Regional Economic Development Commission</li> </ul>
<b>3.1: Using the Economic Partnership, support Missouri S&amp;T in commercializing its fields of study into new businesses in Rolla, including the Protoplex, Bioplex, and upcoming Powerplex projects.</b>	24 months	Administration	<ul style="list-style-type: none"> <li>Community Development Department</li> <li>Missouri S&amp;T</li> <li>Phelps Health</li> <li>Rolla Regional Economic Development Commission</li> </ul>
<b>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.</b>	24 months	Administration	<ul style="list-style-type: none"> <li>Missouri S&amp;T</li> <li>Phelps Health</li> <li>Greater St. Louis Inc.</li> </ul>

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

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
<b>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.</b>	12 months	Community Development Department	<ul style="list-style-type: none"> <li>• Rolla City Council</li> <li>• Planning and Zoning Commission</li> <li>• Environmental Services Department</li> <li>• Local charities</li> <li>• Local not-for-profit volunteers</li> </ul>
<b>4.4 Work with the Rolla Area Chamber of Commerce and tourism office to capitalize on Missouri S&amp;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.</b>	18 months	Administration	<ul style="list-style-type: none"> <li>• Community Development Department</li> <li>• Rolla Area Chamber of Commerce</li> <li>• Missouri S&amp;T</li> <li>• Route 66 Centennial Commission</li> <li>• Rolla Downtown Business Association</li> </ul>
<b>4.7: Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.</b>	18 months	Administration	<ul style="list-style-type: none"> <li>• Rolla Area Chamber of Commerce</li> <li>• Missouri S&amp;T</li> <li>• Rolla Downtown Business Association</li> </ul>

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

Strategy / Constituent Action <sup>4</sup>	Implementation Term	Primary Implementor	Implementation Partner(s)
<b>4.8: Develop and implement a comprehensive wayfinding signage initiative for Rolla to better direct visitors to Downtown and other community assets and amenities.</b>	24 months	Public Works Department	<ul style="list-style-type: none"><li>Community Development Department</li><li>Rolla City Council</li><li>Rolla Area Chamber of Commerce</li><li>Missouri S&amp;T</li><li>Rolla Downtown Business Association</li></ul>
<b>5.1: Complete implementation of the MoveRolla Transportation Development District (TDD).</b>	12 months	Public Works Department	<ul style="list-style-type: none"><li>MODOT</li></ul>
<b>5.6: Utilize City neighborhood and area plans to evaluate the needs for sidewalk installation, replacement, and repair.</b>	24 months	Community Development Department	<ul style="list-style-type: none"><li>Public Works Department</li></ul>

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

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
<b>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.</b>			<i>(See Constituent Tasks Below)</i>
6.3.1: 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"> <li>Administration</li> <li>Rolla City Council</li> <li>Planning and Zoning Commission</li> </ul>
6.3.2: 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"> <li>Administration</li> <li>Rolla City Council</li> </ul>
6.3.3: 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"> <li>Missouri S&amp;T</li> <li>Phelps Health</li> </ul>

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

Strategy / Constituent Action4	Implementation Term	Primary Implementor	Implementation Partner(s)
<b>6.5: Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.</b>	12 months	Community Development Department	<ul style="list-style-type: none"> <li>Administration</li> <li>Rolla Fire Department</li> <li>South Central Board of Realtors</li> </ul>
<b>7.6: Establish partnerships to provide organized sports leagues for youth, teens, and adults.</b>	24 months	Parks and Recreation Department	<ul style="list-style-type: none"> <li>Rolla Area Chamber of Commerce</li> <li>Rolla Lions Club</li> </ul>
<b>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.</b>	12 months	Administration	<ul style="list-style-type: none"> <li>Rolla Municipal Utilities</li> <li>Community Development Department</li> <li>Parks and Recreation Department</li> <li>Environmental Services Department</li> <li>Rolla Fire Department</li> <li>Rolla Police Department</li> </ul>
<b>8.5: Utilize impact fees to mitigate indirect costs of new infrastructure development and City services.</b>	24 months	Administration	<ul style="list-style-type: none"> <li>Public Works Department</li> <li>Community Development Department</li> <li>Rolla City Council</li> </ul>

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

Strategy / Constituent Action	Implementation Term	Primary Implementor	Implementation Partner(s)
<b>9.1: Establish a committee to comprehensively focus on Rolla public relations, marketing, and mass communication.</b>	12 months	Administration	<ul style="list-style-type: none"> <li>• Rolla Area Chamber of Commerce</li> </ul>
<b>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.</b>	18 months	Administration	<ul style="list-style-type: none"> <li>• Rolla Area Chamber of Commerce</li> </ul>
<b>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.</b>	6 months	Administration	<ul style="list-style-type: none"> <li>• City of St. James</li> <li>• County of Phelps</li> <li>• County of Pulaski</li> <li>• City of St. Robert</li> <li>• City of Waynesville</li> <li>• Rolla Area Chamber of Commerce</li> <li>• Rolla Regional Economic Development Commission</li> </ul>



# QUESTIONS & ANSWERS

Planning & Zoning Commission Informational Presentation #2