



DRAFT PLAN VISION, GOALS & STRATEGIES
December 9, 2024

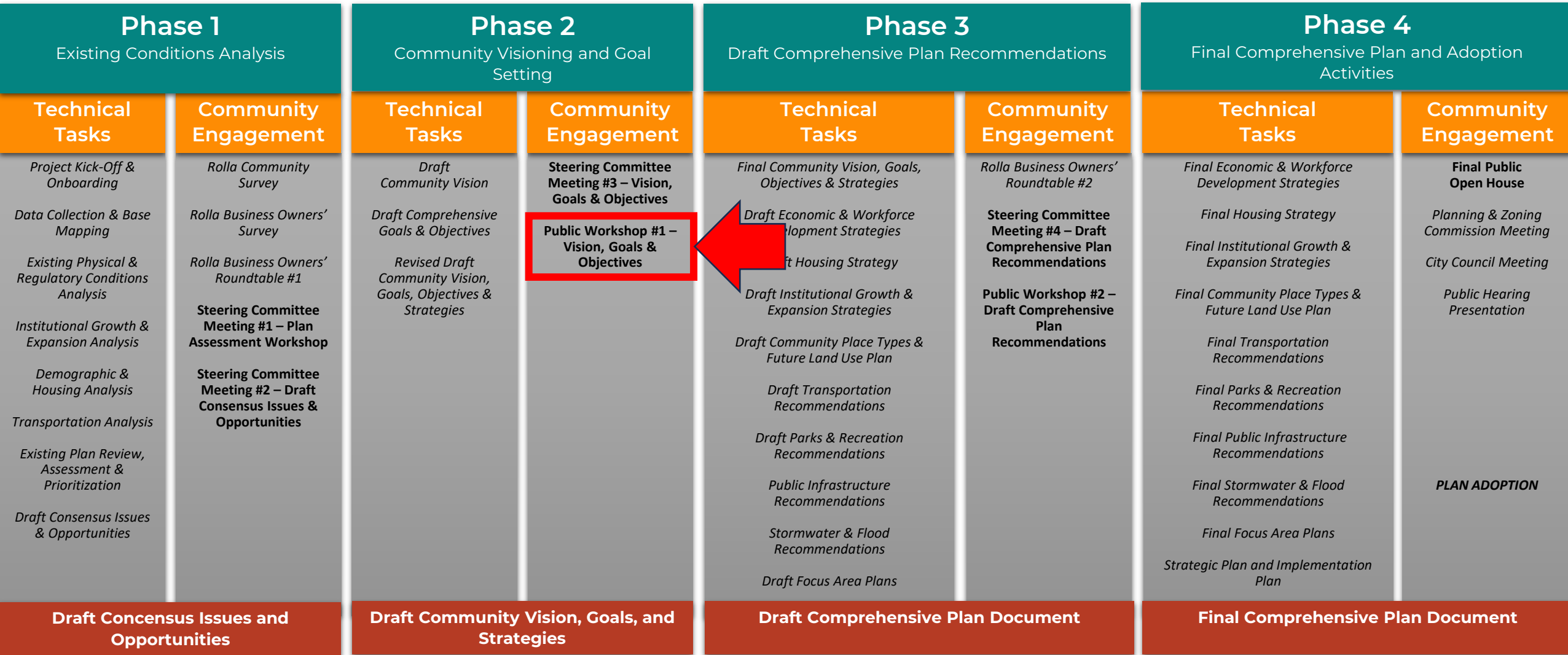
Objective

Public Workshop #1

- ***Review*** the existing conditions analysis summary.
- ***Review*** the Draft Community Vision, Goals, and “seed” Strategies.
- ***Discuss and provide input*** on the Draft Vision and Goals, suggest revisions, add to the Strategies, and draw your ideas on the Map.



Project Timeline



COMMUNITY ENGAGEMENT ACTIVITIES

1. Project Steering Community Meetings

(3 meetings and 1 workshop)

The Steering Committee represents a cross-section of Rolla residents and stakeholders and serves as a regular liaison with the planning process to build awareness and consensus.

(3 Steering Committee Meetings Complete)

2. Online Community Survey

820 total survey responses, of which 730 are Rolla residents.

(Survey Complete)

3. Online Business Owners' Survey

47 total survey responses.

(Survey Complete)

4. Business Owners' Roundtable Meetings (2 total)

Focus group with local business owners to discuss City-wide economic development challenges and opportunities.

(1 Roundtable Meeting Complete)

5. Public Workshops (2 workshops, 1 open house)

City-wide public workshops / open housed for residents to provide direct input on the development and contents of the Comprehensive Plan.

(1 Today)





**WHAT IS A
COMPREHENSIVE PLAN?**

What is a Comprehensive Plan

Chapter 89, Section 89.350; RSMo

“In the preparation of the city plan, the commission shall make careful and comprehensive surveys and studies of the *existing conditions and probable future growth* of the municipality.

The plan shall be made with the general purpose of guiding and accomplishing a coordinated development of the municipality which will, in accordance with existing and future needs, *best promote the general welfare*, as well as *efficiency and economy in the process of development.*”

What is a Comprehensive Plan

A comprehensive plan is an **official document** adopted by a city as a **policy guide to decisions** about the physical development of the community.

- **The plan is not a regulatory ordinance, but a guide to be used when regulatory ordinances are developed and administered.**
- **The plan is not a detailed capital improvement program showing precise locations of public improvements and community facilities; it is used as a guide in the detailed planning that must occur before those facilities are built.**

The plan is a comprehensive document in that it covers all portions of the city and all facilities that relate to development.

A photograph of a red brick building with a bell tower, flanked by large trees, with the title text overlaid.

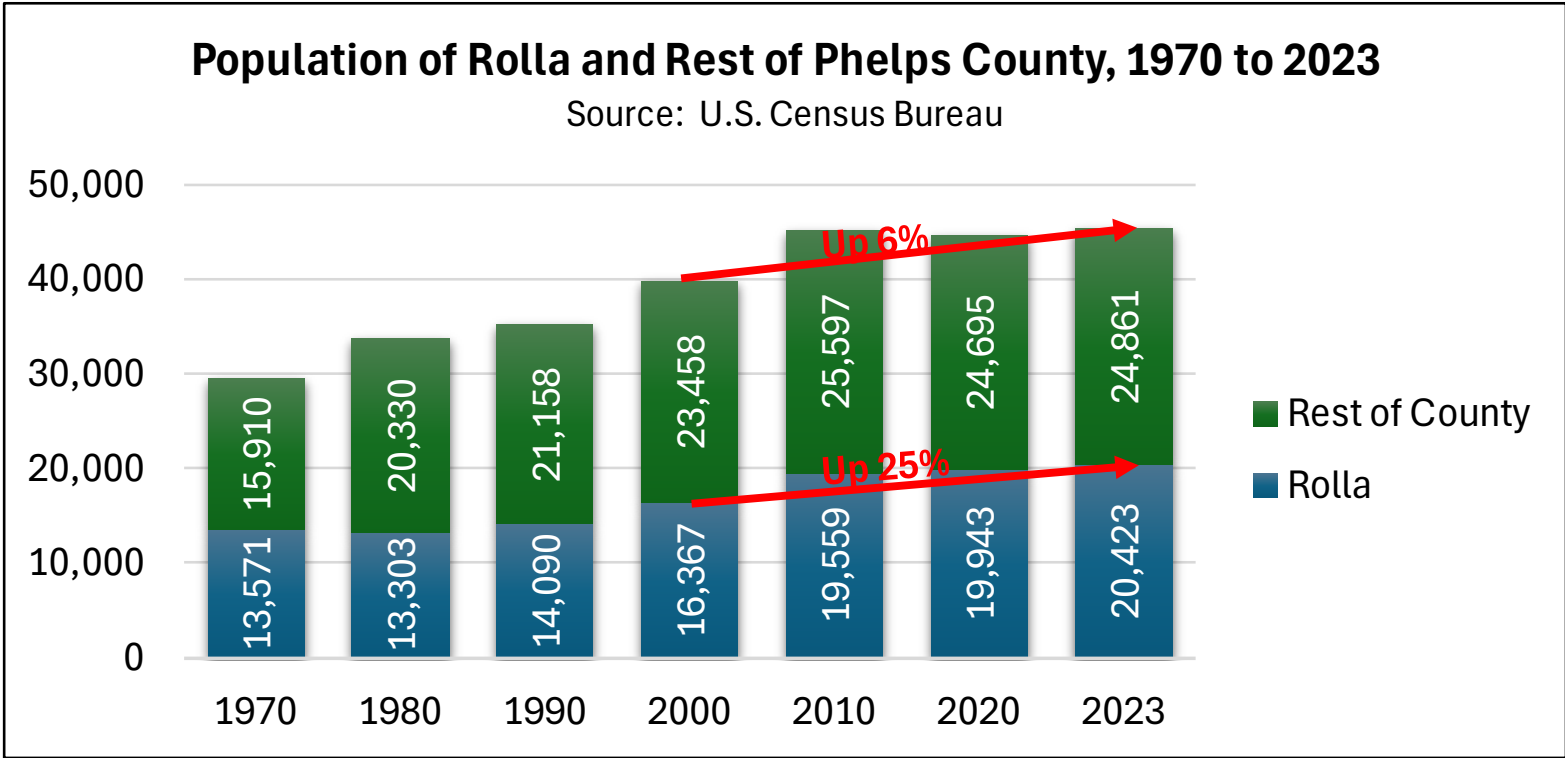
EXISTING CONDITIONS ANALYSIS SUMMARY

Demographic and Economic Factors

Rolla Population Trends 1970 to 2023

- The city of Rolla makes up about 45% of Phelps County’s population with 24,861 residents.
- Rolla added about 4,500 residents since 2000, up 25%. The rest of the county grew just 6%.
- The rest of Phelps County reached its peak population in 2010 at 25,597, with declines in 2020 but a small gain by 2023. Rolla’s share of the county has recently increased as a result, some of this perhaps due to annexation.
- Challenge: Housing for Population Growth

Persons per household:	Missouri	2.44
	Phelps Co.	2.35
	Rolla	2.09



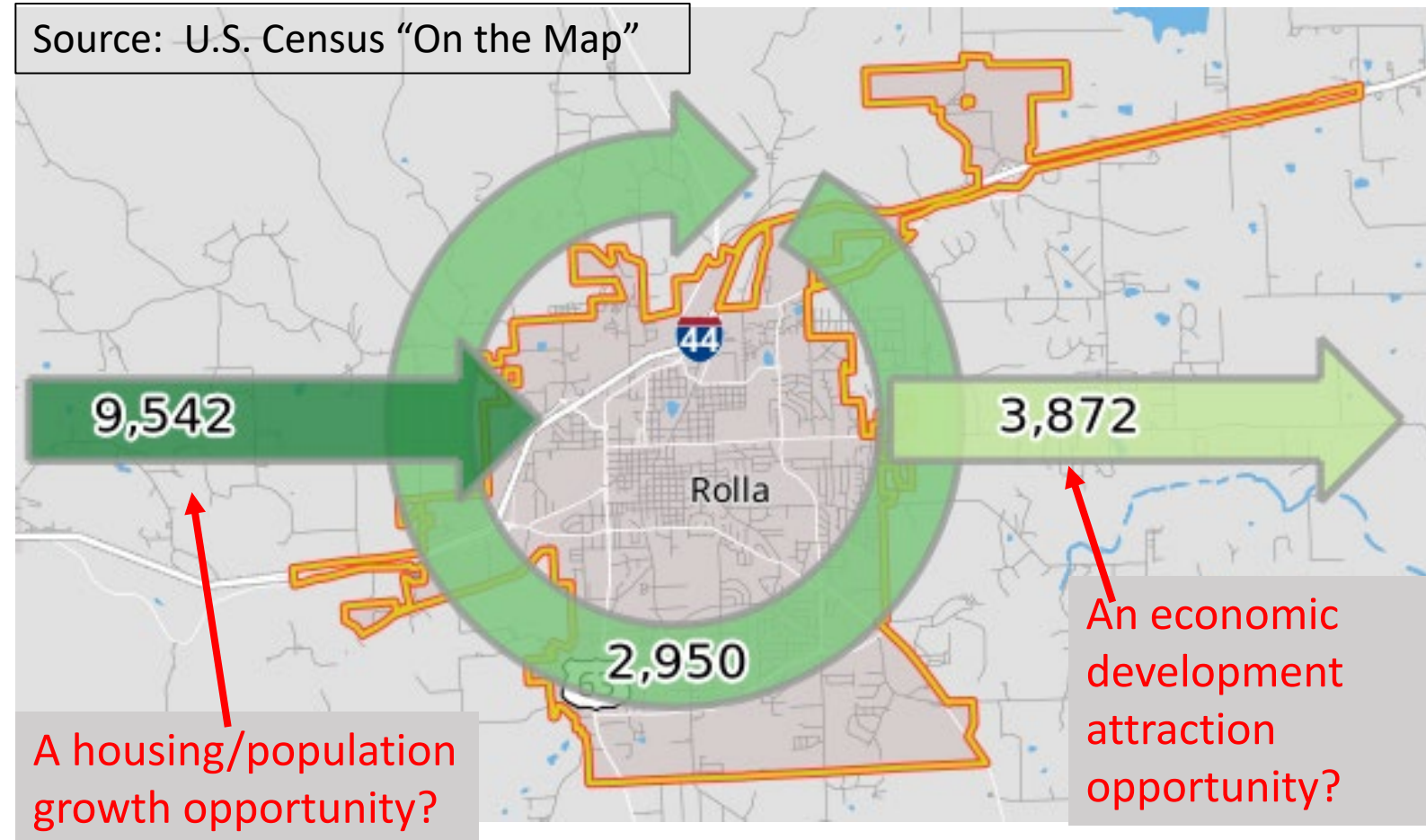
Simply dividing population by housing units shows that Rolla has a relatively low ratio, indicating that above average housing numbers are needed to support the city’s population growth.

Commuting Into and Out of Rolla, 2021

Of the 12,492 jobs located in Rolla as of 2021, 9,542 (76%) were held by non-Rolla residents.

- Only one quarter of Rolla's jobs are held by residents.
- Of the 6,822 residents of Rolla holding jobs as of 2021, 3,872 (57%) *commuted elsewhere* for work.
- Rolla's population "during the day" is larger than at night. The city, that is, depends on both outside workers and outside employment more than its own population might otherwise suggest.
- Could those in-commuting workers become a market for living in the city limits? Could the kinds of jobs held by out-commuters be attracted into Rolla?

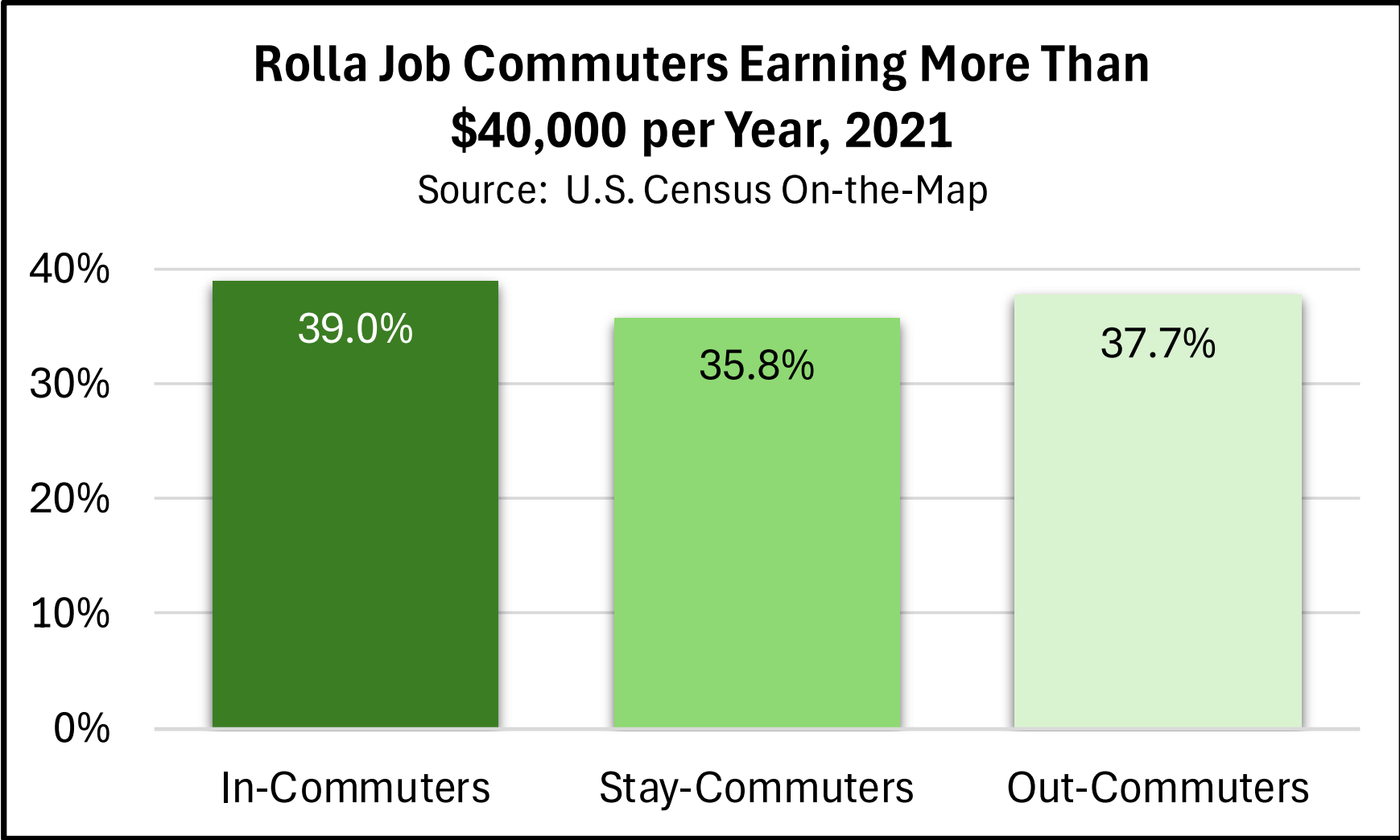
Source: U.S. Census "On the Map"



Earnings of Commuters, 2021

There is a well-balanced distribution of earnings by commuters:

- In-commuters are only slightly more likely to earn \$40,000 or more per year than the other types of commuters.
[\$40,000+ is the highest earnings category in this data source.]
- BUT. . .in-commuters seem to do relatively well compared to those who commute *within* Rolla (39.0% to 35.8%).



Job Location Quotients, 2021

Job location quotients (LQs) compare the share of total jobs in Rolla to the share of jobs in the same sectors in Missouri. A ratio of 1.0 (red vertical line) indicates that the shares are the same.

Healthcare and Education Top the List

- At 1.72 and 1.64, such jobs are extremely important for Rolla’s economy.

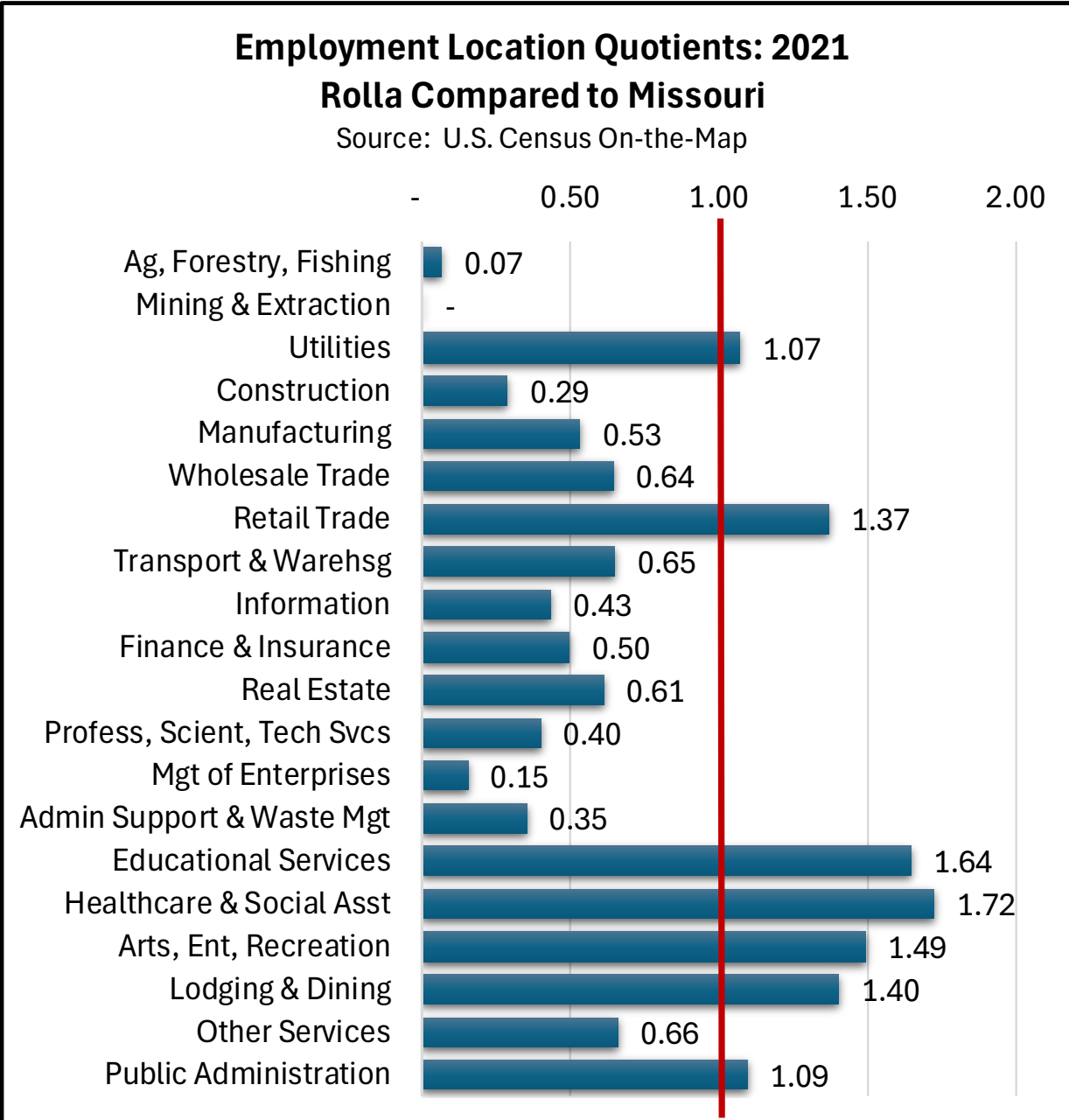
But so are:

- Arts, Entertainment, & Recreation (1.49)
- Lodging and Dining (1.40)
- Retail Trade (1.37)

Weaknesses of note. . .

- Professional, Scientific, & Tech Services (0.40)
- Logistics (Wholesale Trade at 0.64 and Transportation & Warehousing at 0.65)
- Construction (0.29)

Public Administration is relatively strong because Rolla contains city government, county government, and several federal agencies.



Job Projections, 2020-2030 Missouri Central Region



The Missouri Economic Research and Information Center (MERIC) within the state Department of Economic Development, makes projections of future jobs in ten regions of the Missouri.

Strongest Projected Growth Rates in the Central Region:

- Prof, Sci, Tech Services (18.1%)
- Admin/Waste Mgt (17.6%)
- **Arts, Ent, Rec (16.1%)**
- Transp/Warehsg (12.6%)

Rolla's Strengths:

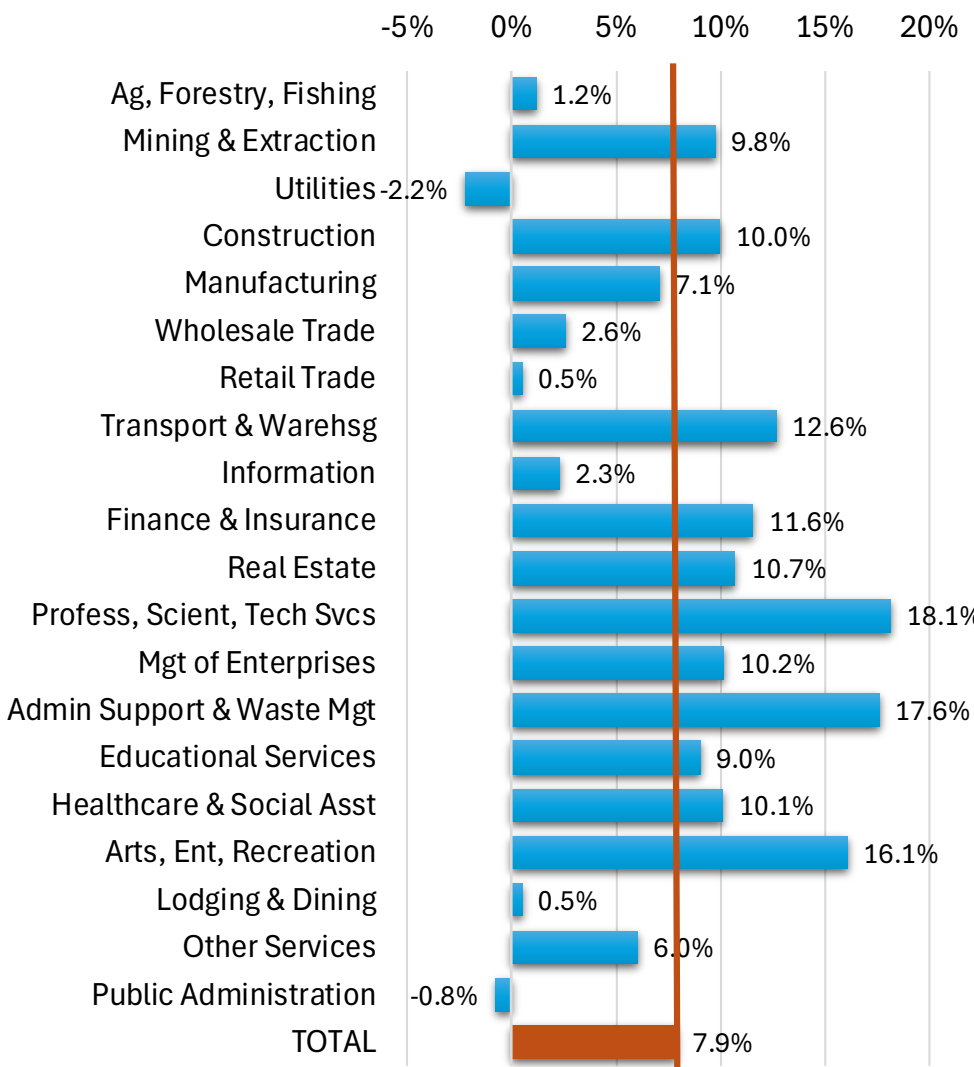
- Health Care/Soc Asst (10.1%)
- Educational Svcs (9.0%)
- Retail Trade (0.5%)
- **Arts, Ent, Rec (16.1%)**
- Lodging/Dining (0.5%)

Central Region Projected Growth Rate: 7.9%

Missouri Projected Growth Rate: 7.3%

Percent Growth in Employment, 2020 to 2030 Missouri Central Region (18 Counties)

Source: Missouri Economic Research and Information Center



Job Projection Numbers, 2020-2030 Missouri Central Region

Strongest Job Gains

- Health Care/Soc Asst (4,221 more jobs)
- Educational Services (2,722)
- Manufacturing (1,830)
- Admin Support/Waste Mgt (1,647)
- Profess, Scient, Tech Services (1,514)

Rolla's Strengths:

- Health Care/Soc Asst (4,221 more jobs)
- Educational Services (2,722)
- Retail Trade (173)
- Arts, Ent, Rec (410)
- Lodging/Dining (130)

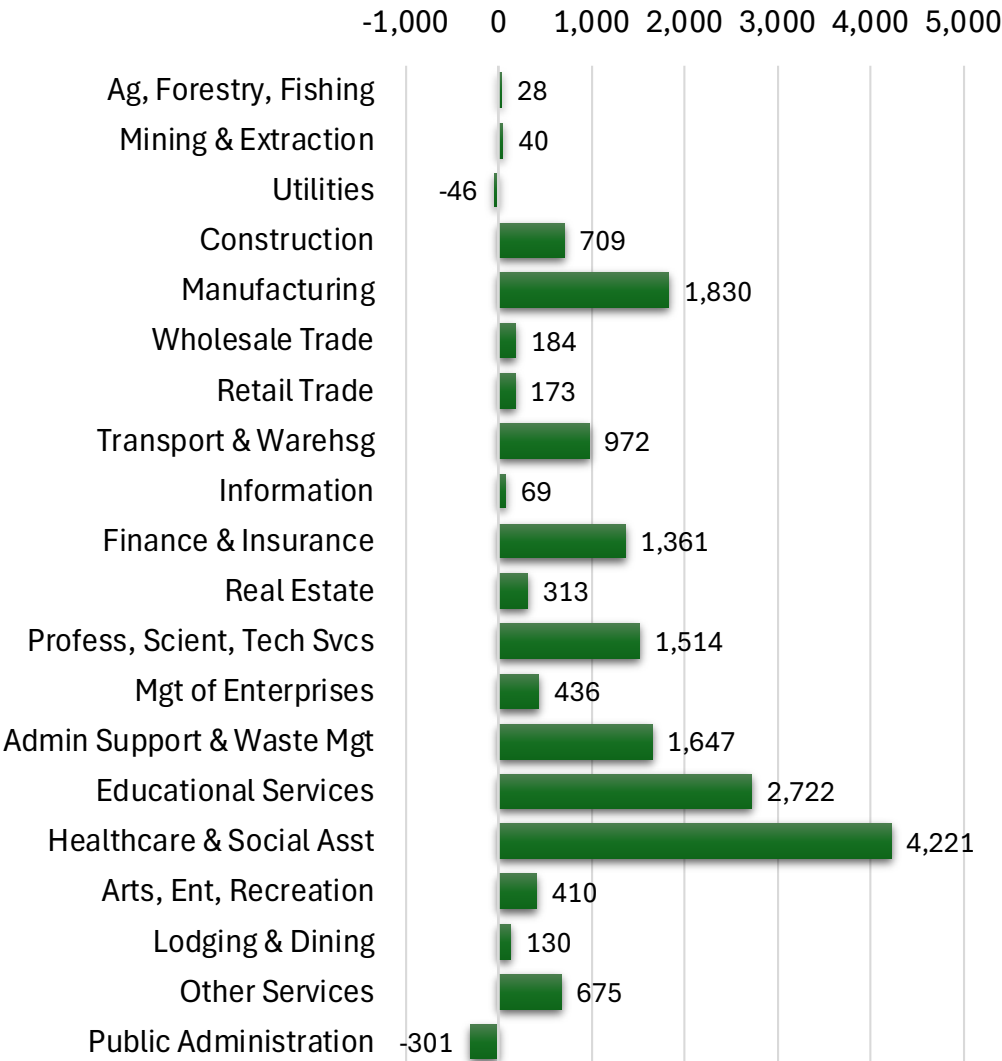
Phelps County encompassed 6.7% of all jobs in the Central Region in 2022.

Existing strengths
in the city of Rolla

Added Employment, 2020 to 2030

Missouri Central Region (18 Counties)

Source: Missouri Economic Research and Information Center



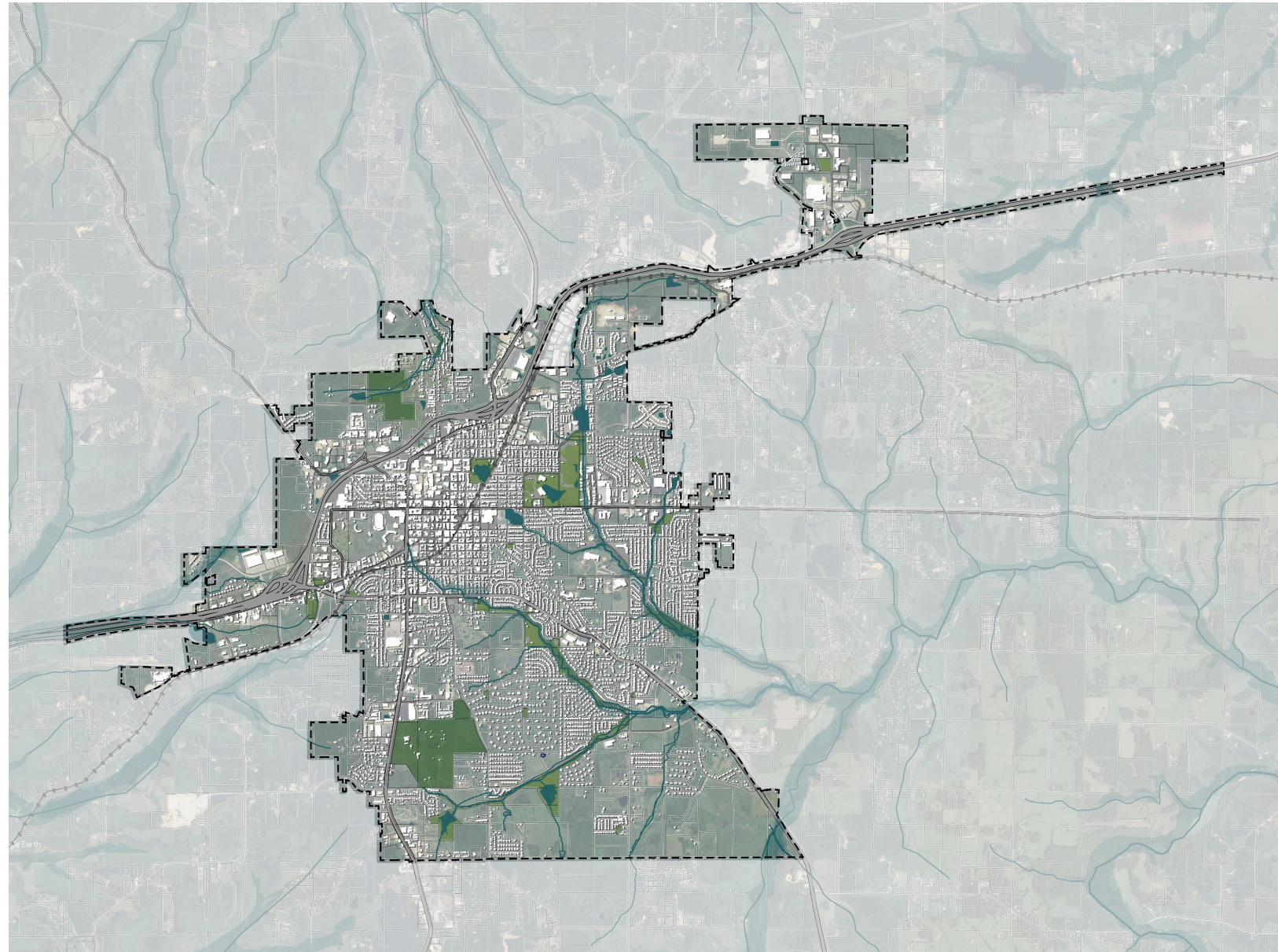
A photograph of a red brick building with a bell tower, flanked by large trees, with the title text overlaid.

EXISTING CONDITIONS ANALYSIS SUMMARY

Physical & Regulatory Conditions Analysis

Rolla Existing Conditions

BASE MAP



Landform & Hydrology

TOPOGRAPHY

- 1,128' – 1,217' Above MSL

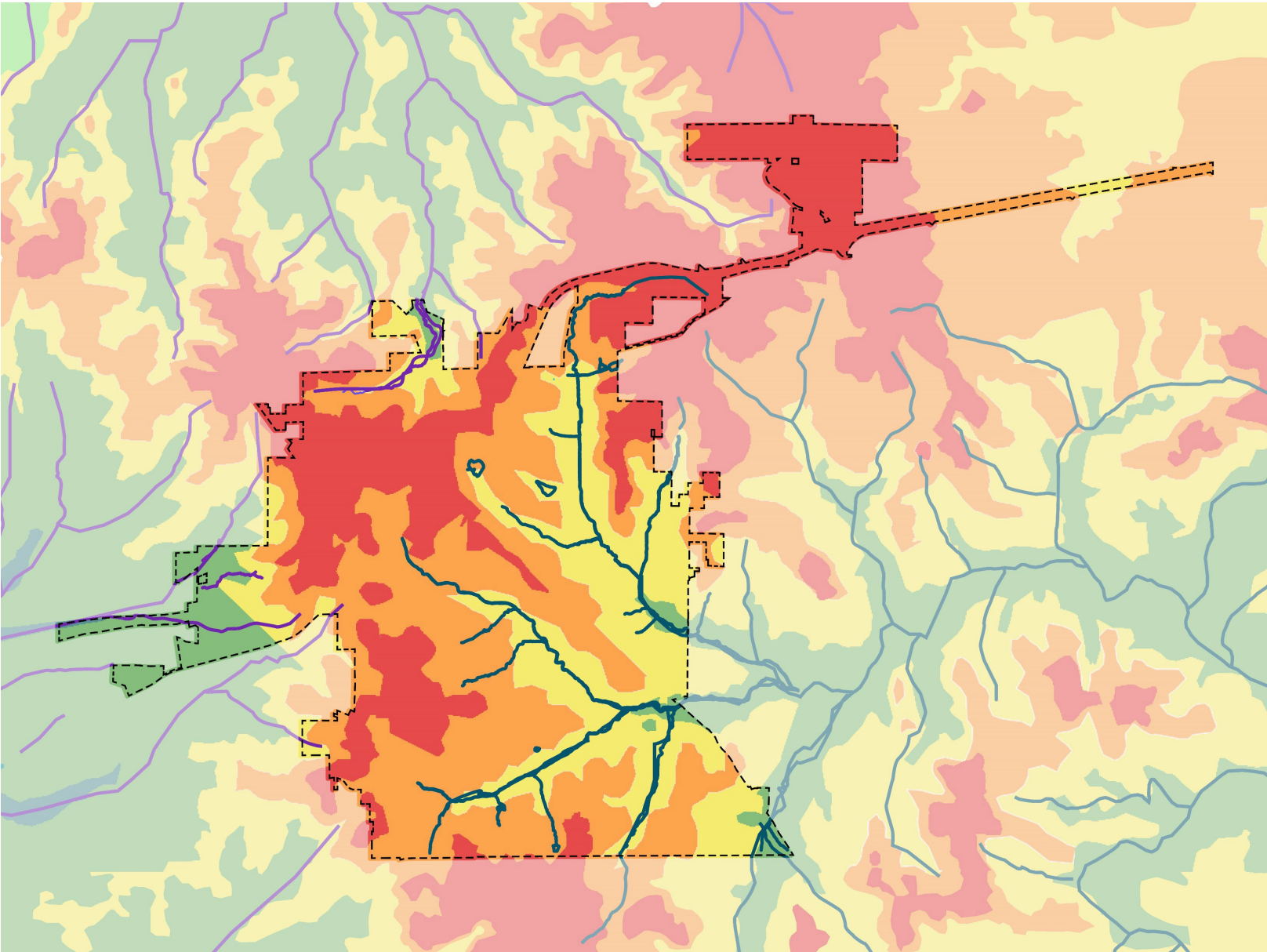
1,072' – 1,127' Above MSL

990' – 1,071' Above MSL

866' – 989' Above MSL

751' – 865' Above MSL

Rolla is located on a ridge in Ozark Plateau, with more than 450' of elevation change.

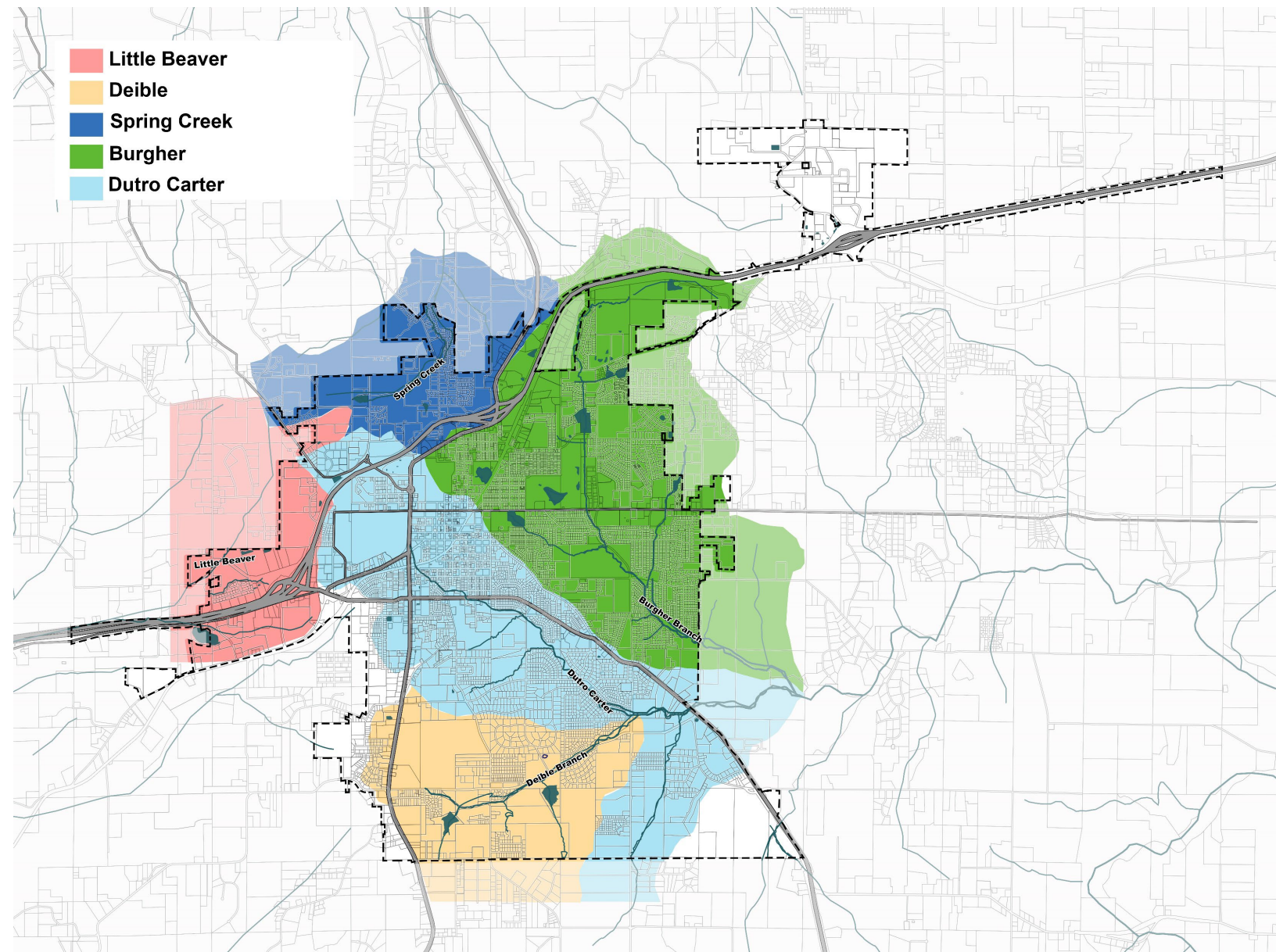


Landform & Hydrology

TOPOGRAPHY

SUB-WATERSHEDS

- Spring Creek
- Little Beaver
- Burgher Branch
- Dutro Carter Creek
- Deible Branch



Rolla has five (5) individual sub-watersheds, two (2) of which drain to the Gasconade River and three (3) of which drain to the Meramec River.

Landform & Hydrology

TOPOGRAPHY

SUB-WATERSHEDS

PRIMARY WATERSHEDS

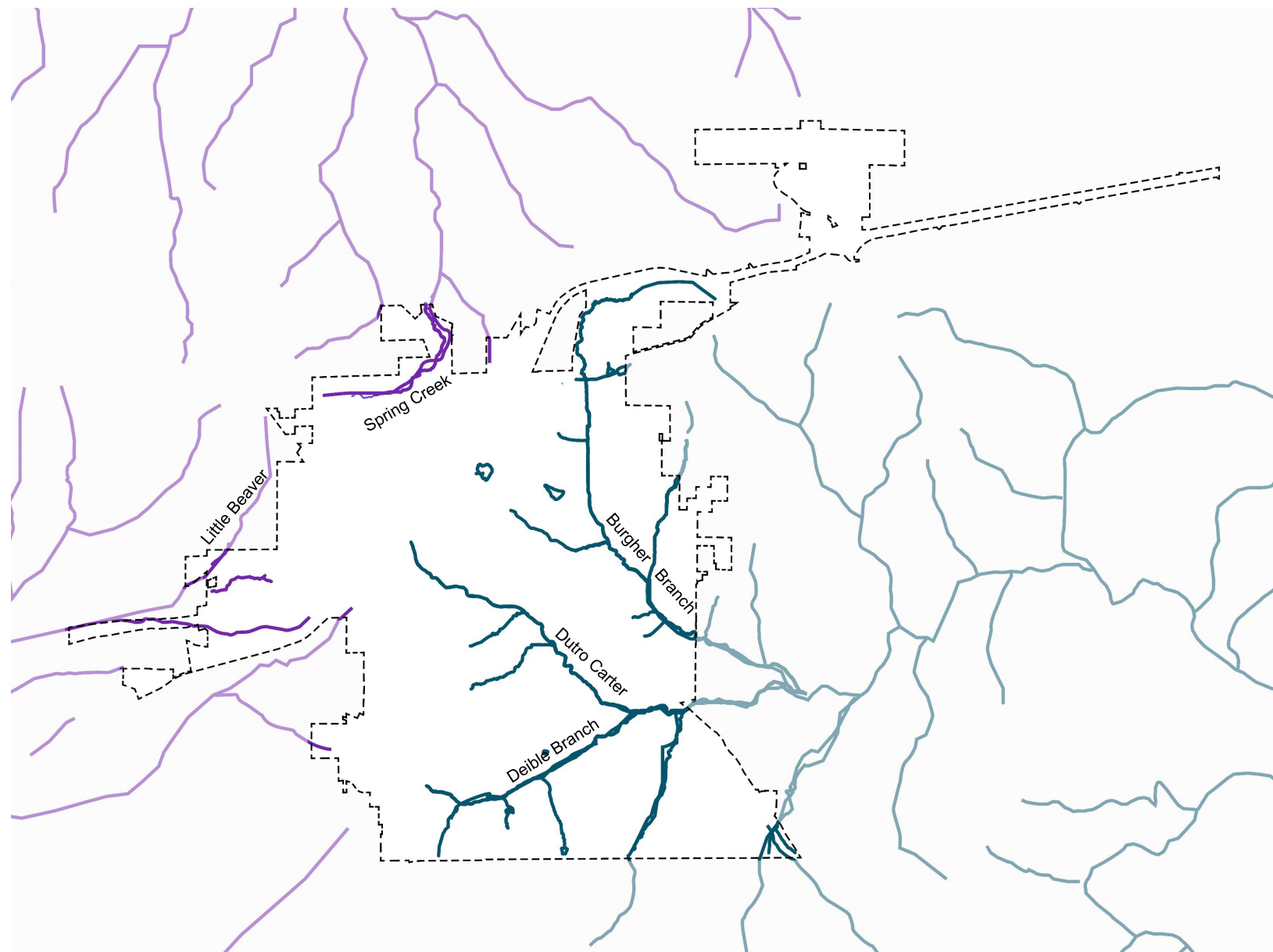
Gasconade River Watershed

- Spring Creek
- Little Beaver

Meramec River Watershed

- Burgher Branch
- Dutro Carter Creek
- Deible Branch

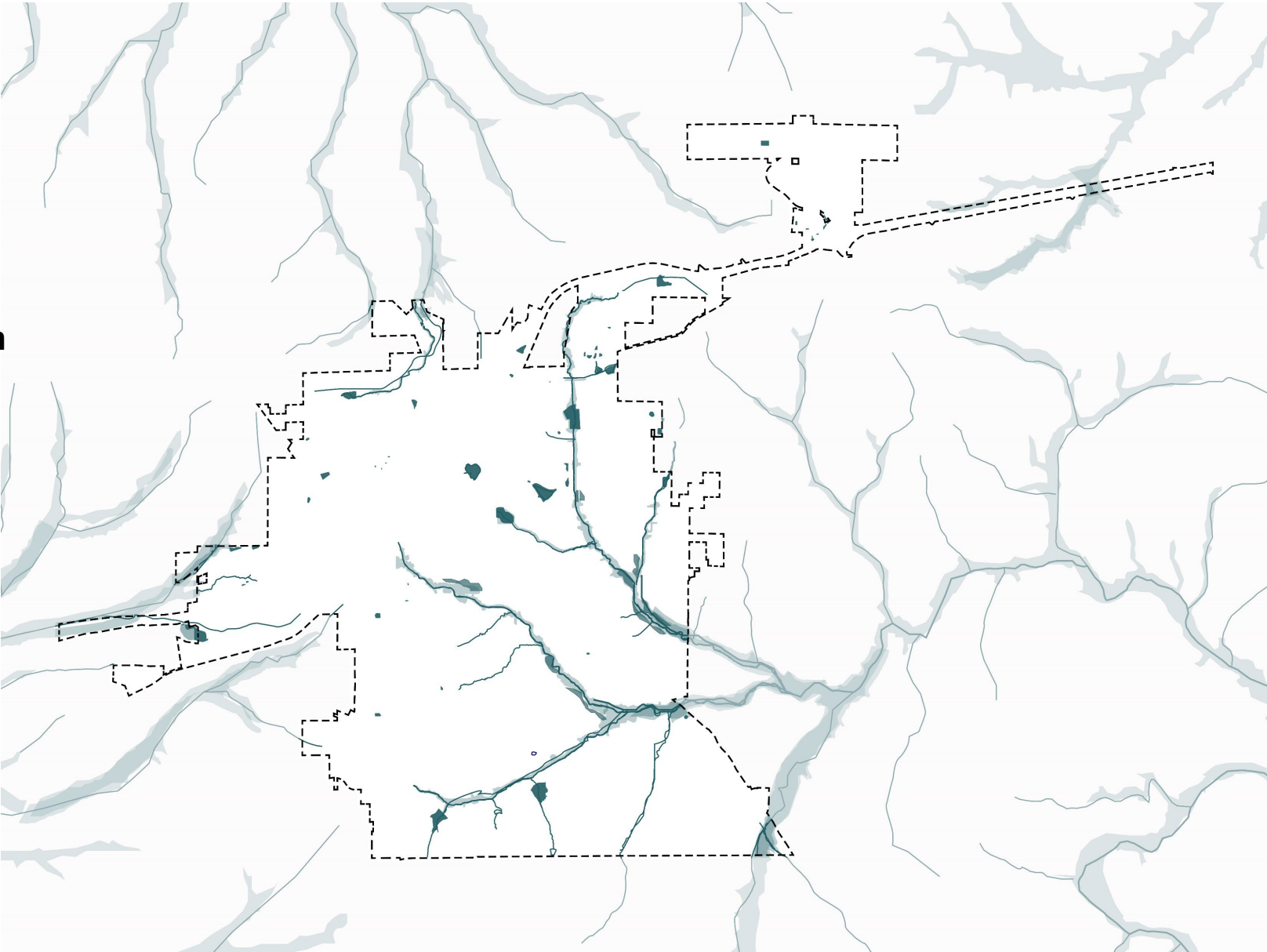
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Landform & Hydrology

- TOPOGRAPHY
- SUB-WATERSHEDS
- PRIMARY WATERSHEDS
- FLOOD PLAINS

- 100-year (1% probability) flood plain
- 500-year (0.2% probability) flood plain

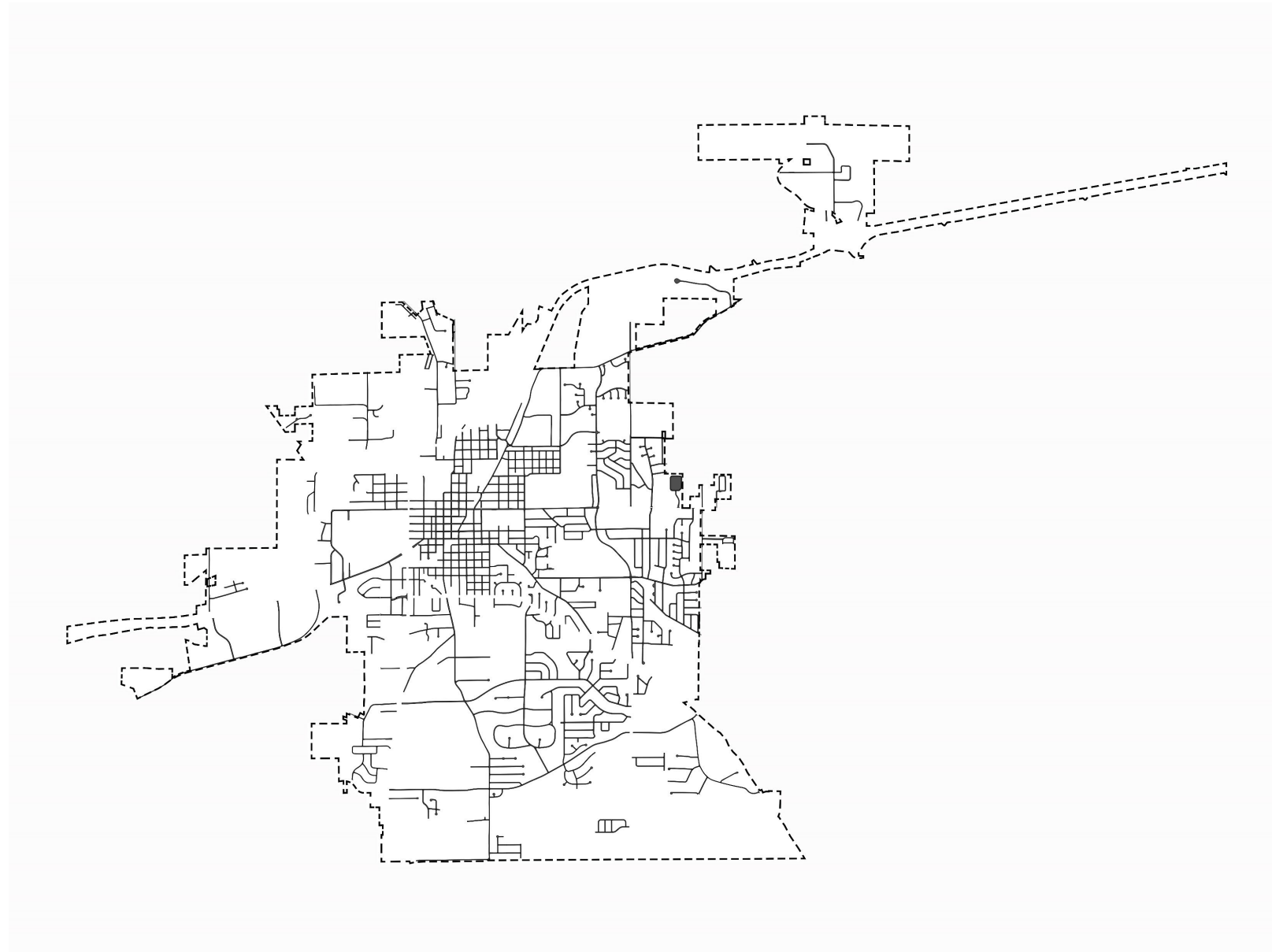


Rolla is well-protected from creek and waterway flooding; less than 3% of Rolla’s land area is located within designated flood plains.

Built Environment

STREETS & ROAD NETWORK

- Surface Streets

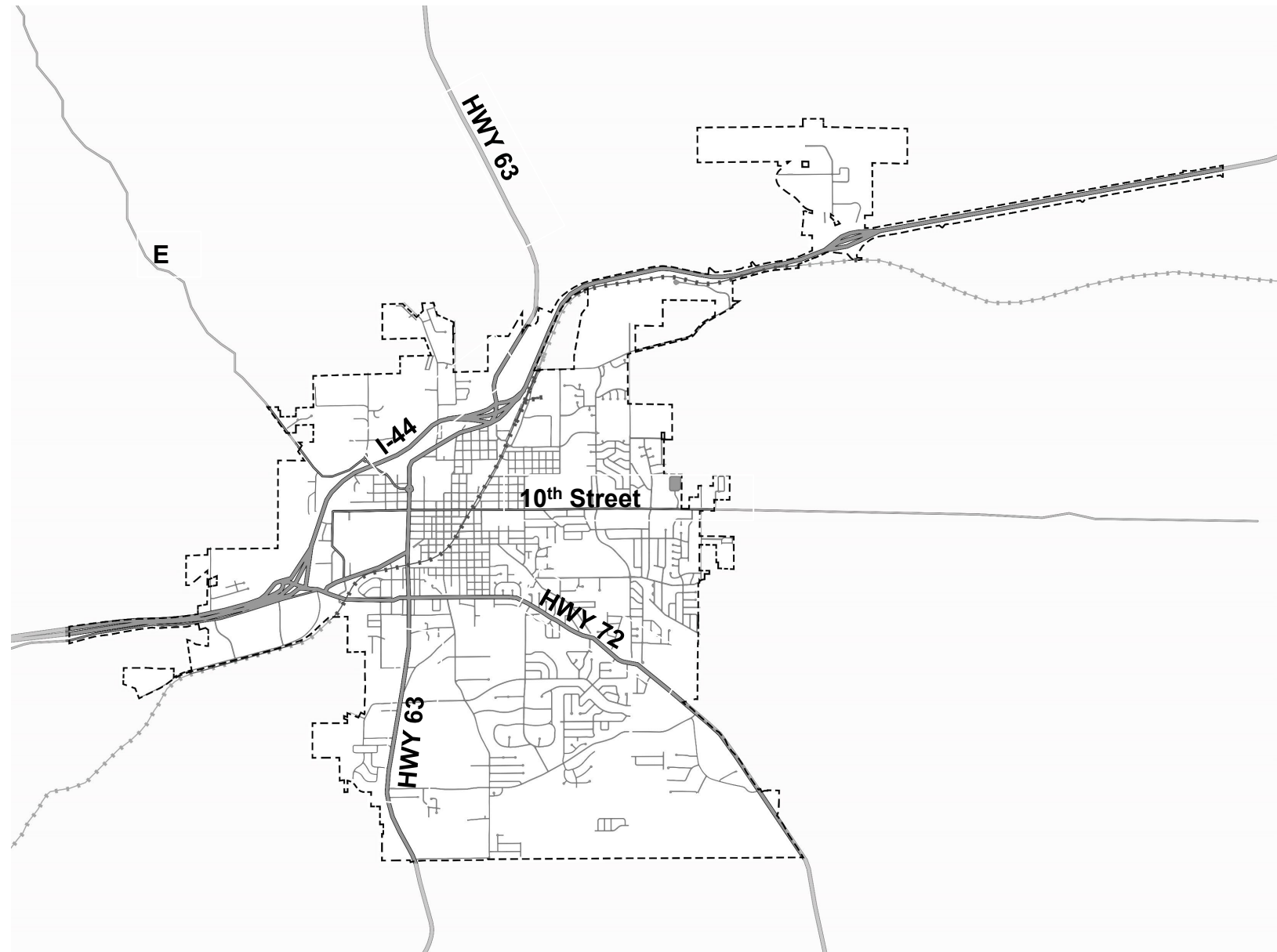


Built Environment

STREETS & ROAD NETWORK

- **Surface Streets**
- **Major Streets / Regional Connectors**
 - I-44
 - HWY 63
 - HWY 72
 - HWY E
 - 10th Street

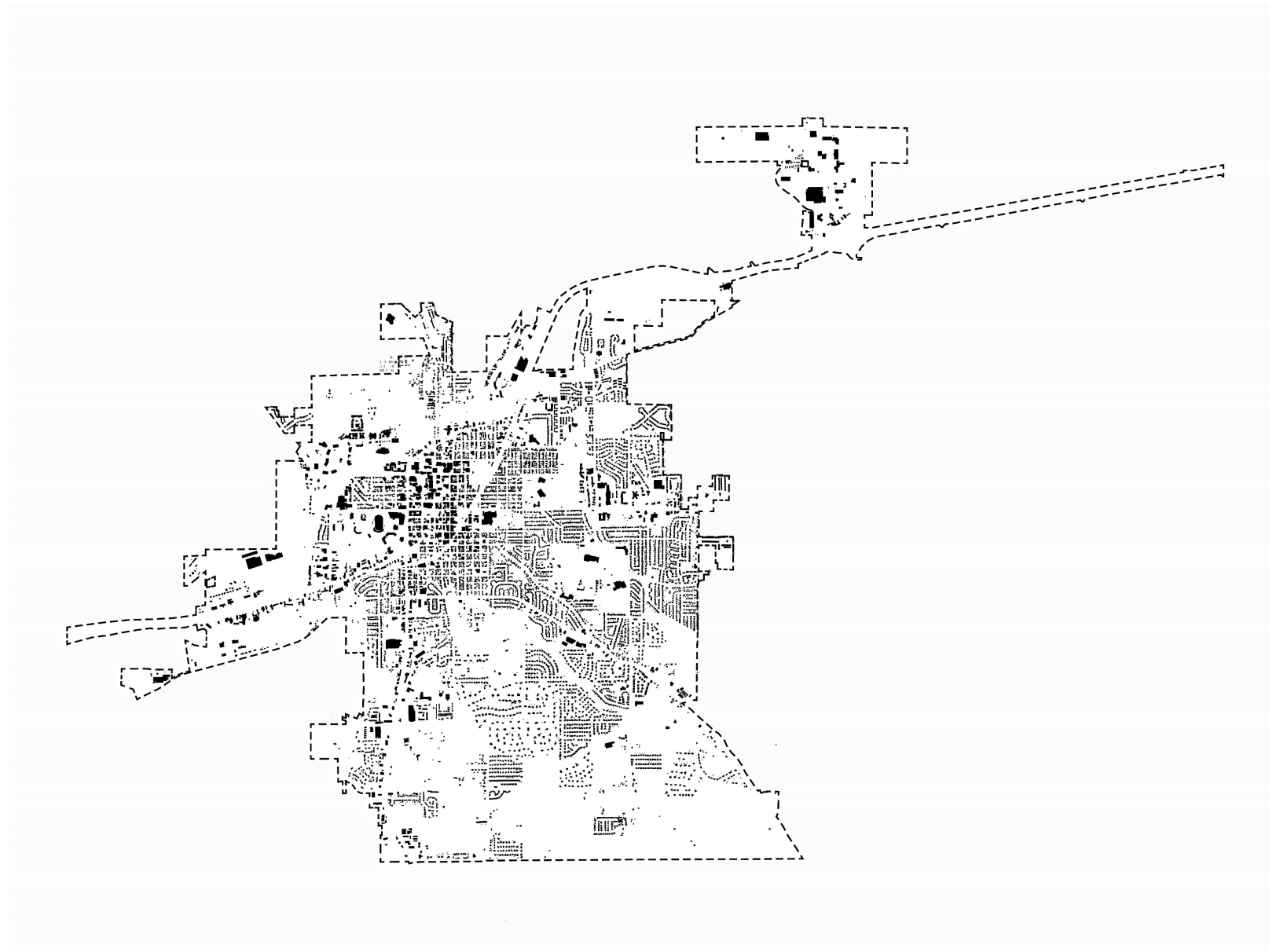
Rolla is well-located at the intersection of I-44 and US Highway 63; these provide easy access to St. Louis, Springfield, Jefferson City, and Columbia.



Built Environment

STREETS & ROAD NETWORK BUILDING FOOTPRINTS

The central core of Rolla—Downtown, Missouri S&T, and Phelps Health are fairly-densely developed. Outside of the core, land coverage is fairly sparse; only about 50% of Rolla's land area is covered by buildings.



Built Environment

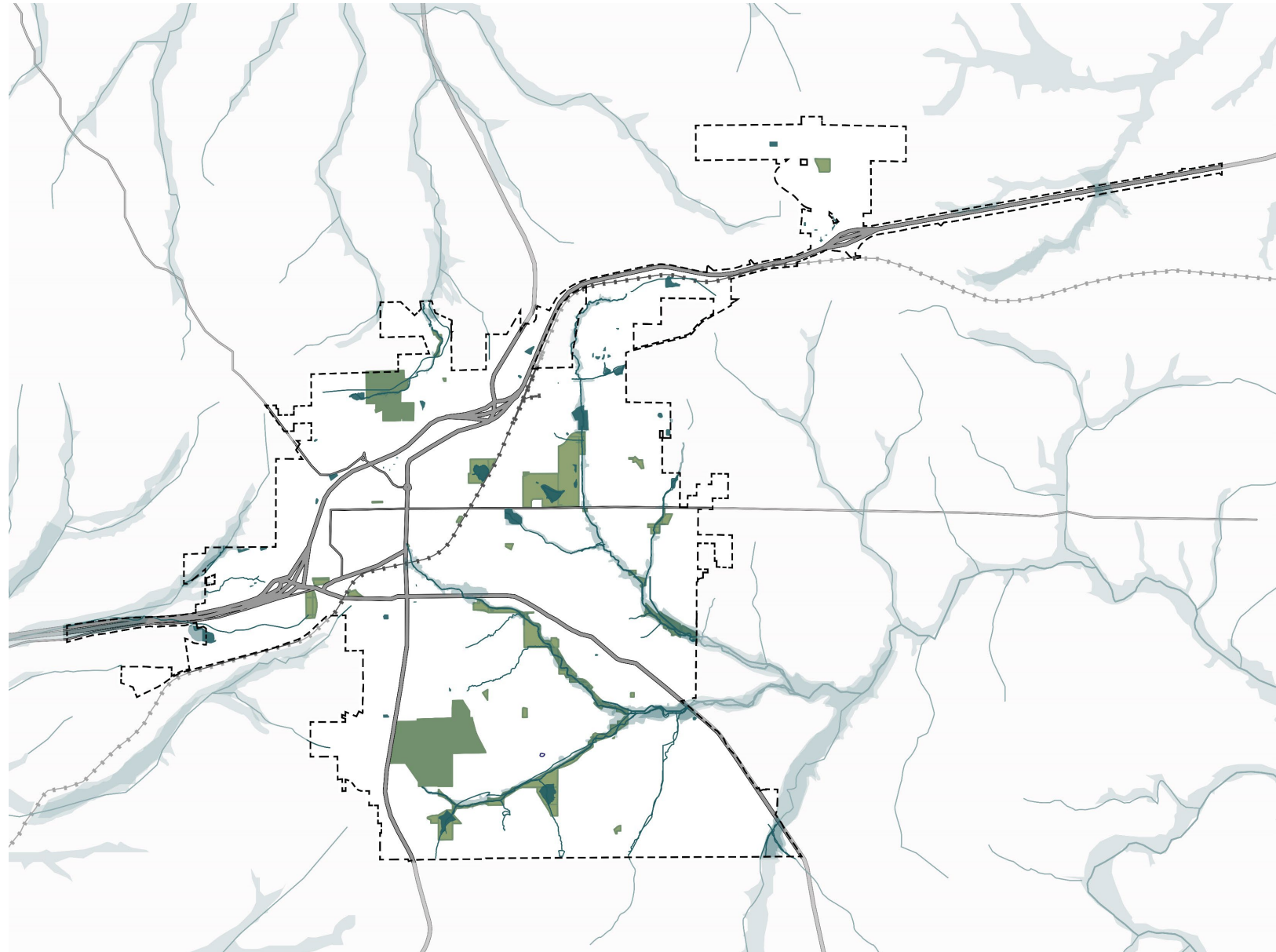
STREETS & ROAD NETWORK

BUILDING FOOTPRINTS

PARKS & RECREATION AREAS

- Rolla's parks and recreational areas are built along its creek networks.
- Total Parks: **33 (488 total acres)**
- **City Parks Department**
 - 31 parks
 - 235 acres
 - 8.5 miles of trails
- **Lions Club Park**
 - 183 acres
 - 4.5 miles mountain bike trails
- **Ozark Rivers Audubon Nature Center**
 - 70 acres
 - 5+ miles of trails

*Rolla provides **23.89 acres of park space per 1,000 residents!** This is over **2 times the national standard of the National Recreation and Parks Association (NRPA).***



Built Environment

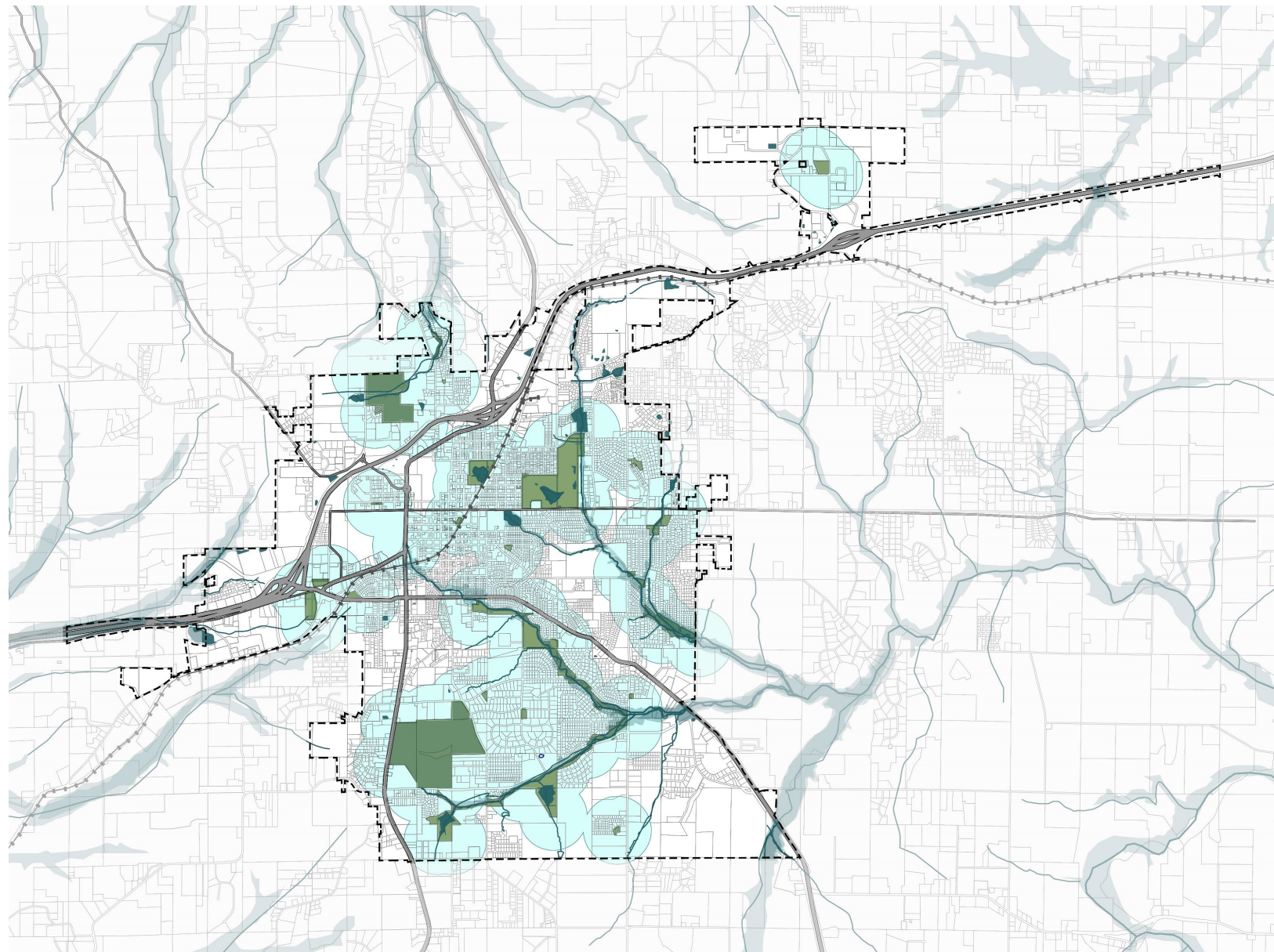
STREETS & ROAD NETWORK

BUILDING FOOTPRINTS

PARKS & RECREATION AREAS

■ Five (5) minute walk-shed
One-quarter (1/4) mile

Approximately 70% of Rolla's existing housing is within a quarter-mile (5-minute walk or 2-minute bike ride) of a City or regional park.



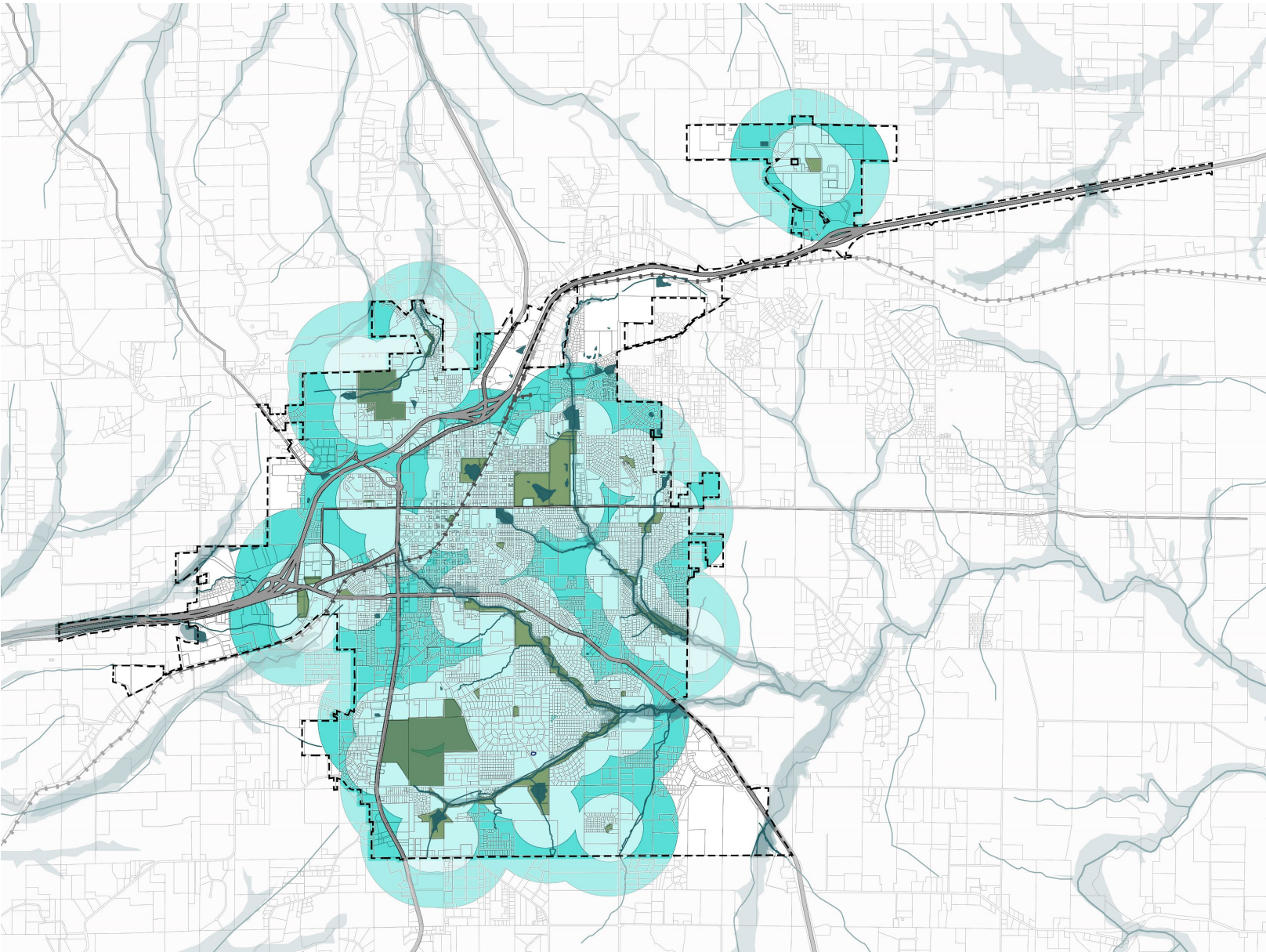
Built Environment

STREETS & ROAD NETWORK

BUILDING FOOTPRINTS

PARKS & RECREATION AREAS

- Five (5) minute walk-shed**
One-quarter (1/4) mile
- Ten (10) minute walk-shed**
One-half (1/2) mile



Approximately 97% of Rolla’s existing housing is within a half-mile (10-minute walk or 5-minute bike ride) of a City or regional park.

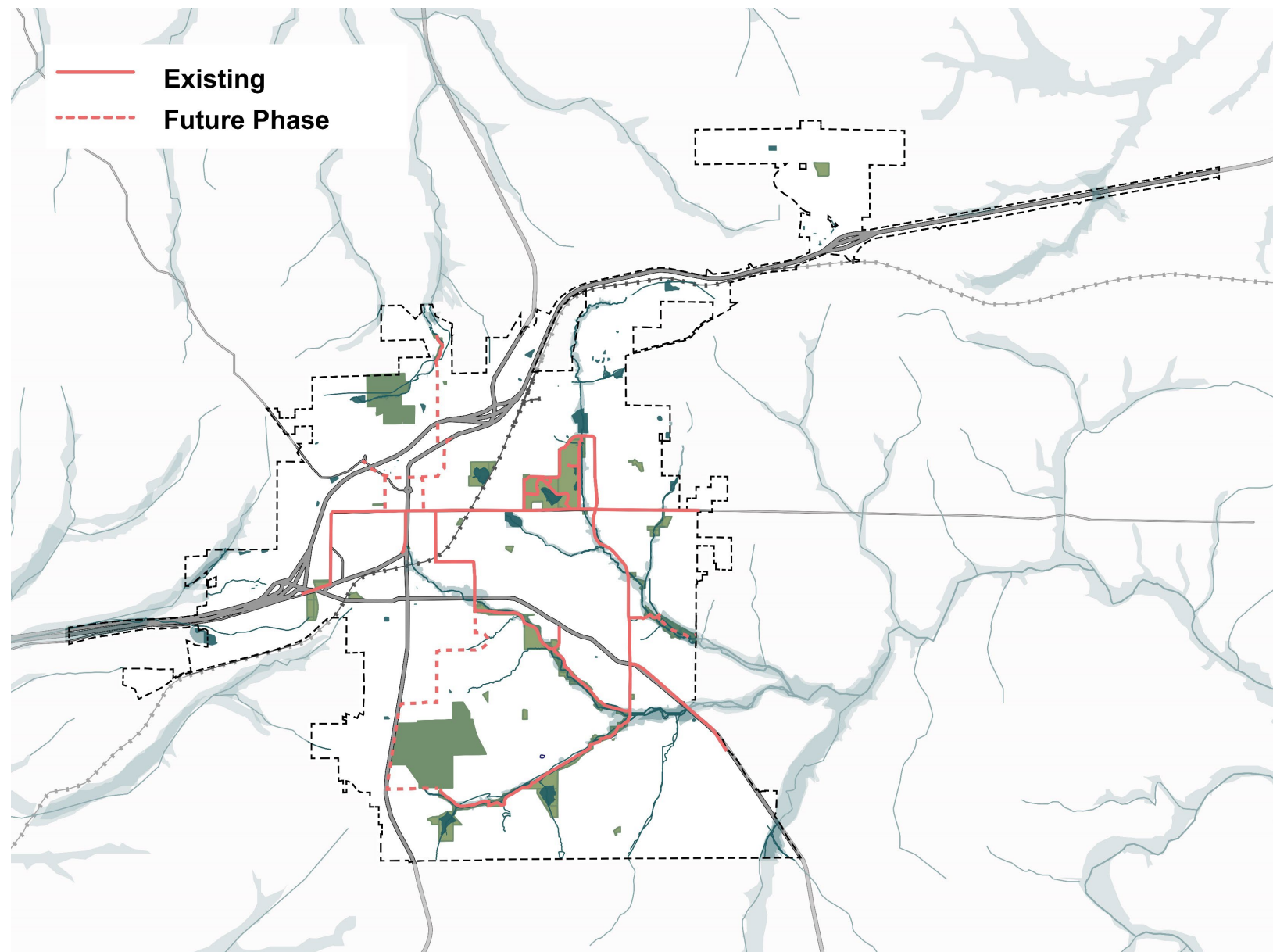
Built Environment

STREETS & ROAD NETWORK

BUILDING FOOTPRINTS

PARKS & RECREATION AREAS

GREENWAY TRAILS



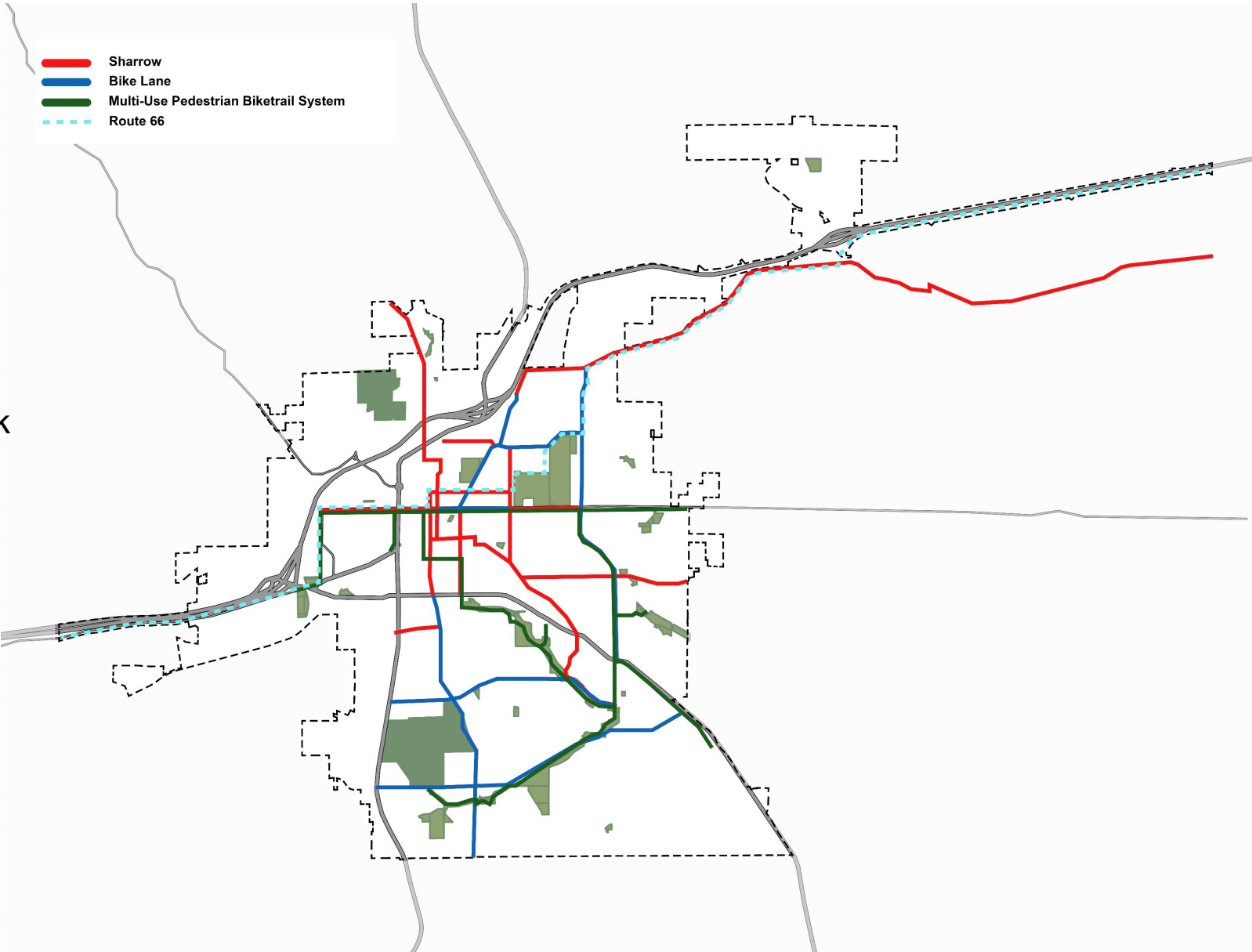
Rolla has 19.5 miles of existing multi-use greenway trails.

Built Environment

- STREETS & ROAD NETWORK
- BUILDING FOOTPRINTS
- PARKS & RECREATION AREAS
- GREENWAY TRAILS
- DESIGNATED BIKE ROUTES

- Sharrows
- Bike Lanes
- Multi-Use Pedestrian / Bike Trail Network
- Route 66 Bikeway

Rolla has a network of designated bike routes, including dedicated bike lanes and bike paths, at a maximum interval of approximately one-half (1/2) mile.



Built Environment

STREETS & ROAD NETWORK

BUILDING FOOTPRINTS

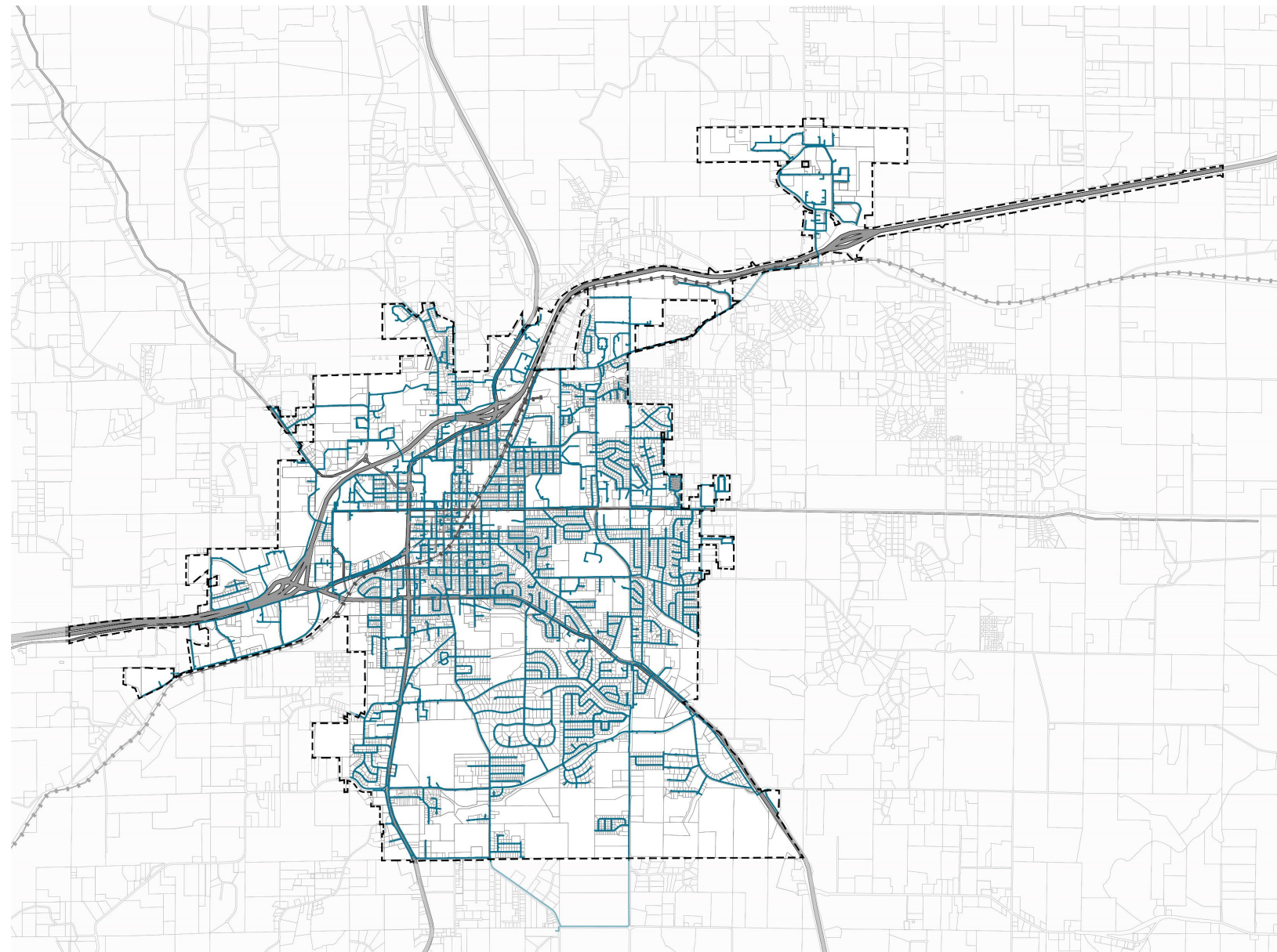
PARKS & RECREATION AREAS

GREENWAY TRAILS

DESIGNATED BIKE ROUTES

UTILITY INFRASTRUCTURE

 Potable Water Supply



Limited water supply infrastructure is provided south of Rolla's City limits.

Built Environment

STREETS & ROAD NETWORK

BUILDING FOOTPRINTS

PARKS & RECREATION AREAS

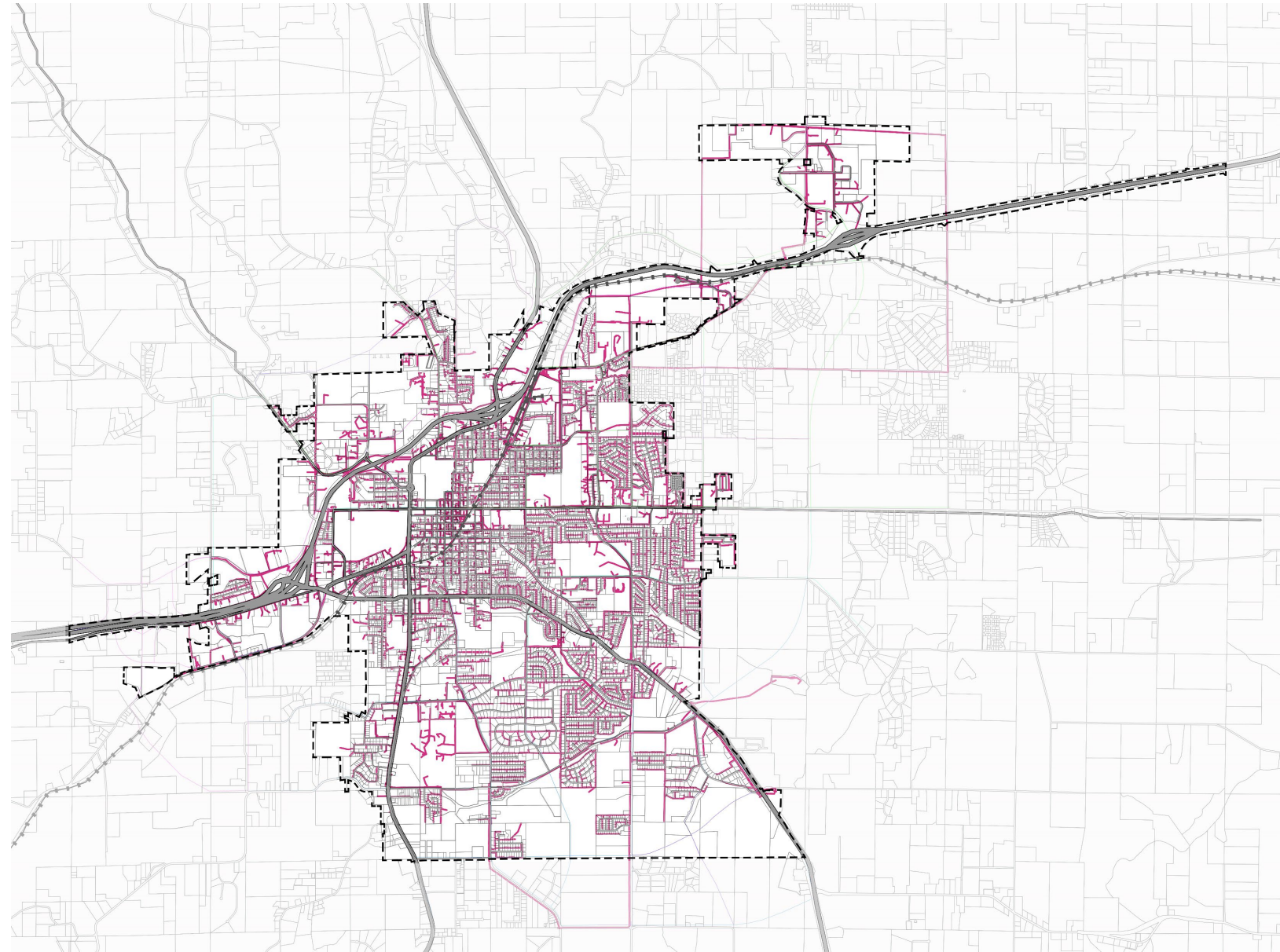
GREENWAY TRAILS

DESIGNATED BIKE ROUTES

UTILITY INFRASTRUCTURE

-  Potable Water Supply
-  Electrical Supply Lines

Limited electric supply infrastructure is provided south and east of Rolla's City limits.



Built Environment

STREETS & ROAD NETWORK




BUILDING FOOTPRINTS

PARKS & RECREATION AREAS

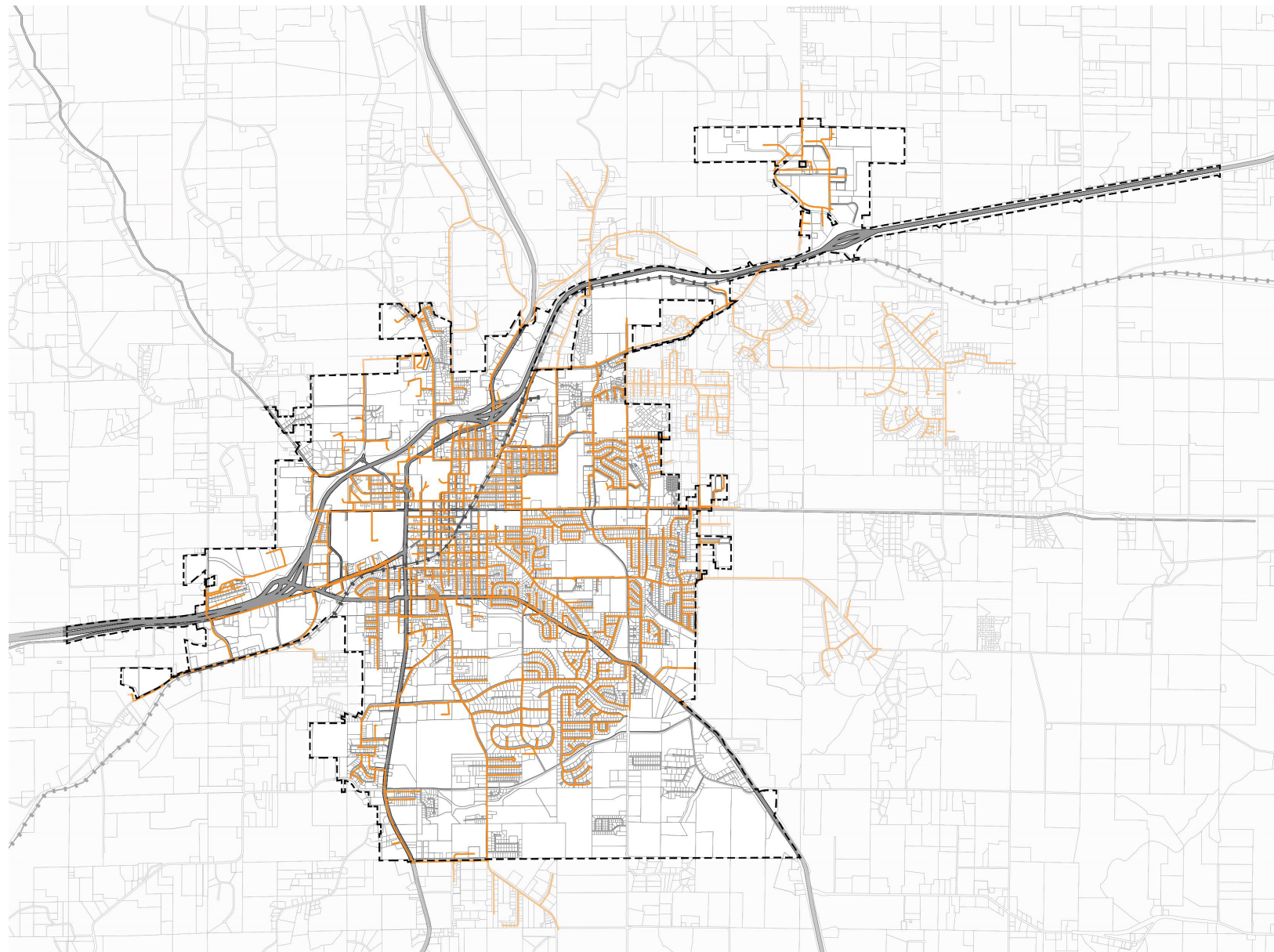
GREENWAY TRAILS

DESIGNATED BIKE ROUTES

UTILITY INFRASTRUCTURE

-  Potable Water Supply
-  Electrical Supply Lines
-  Natural Gas Supply Lines

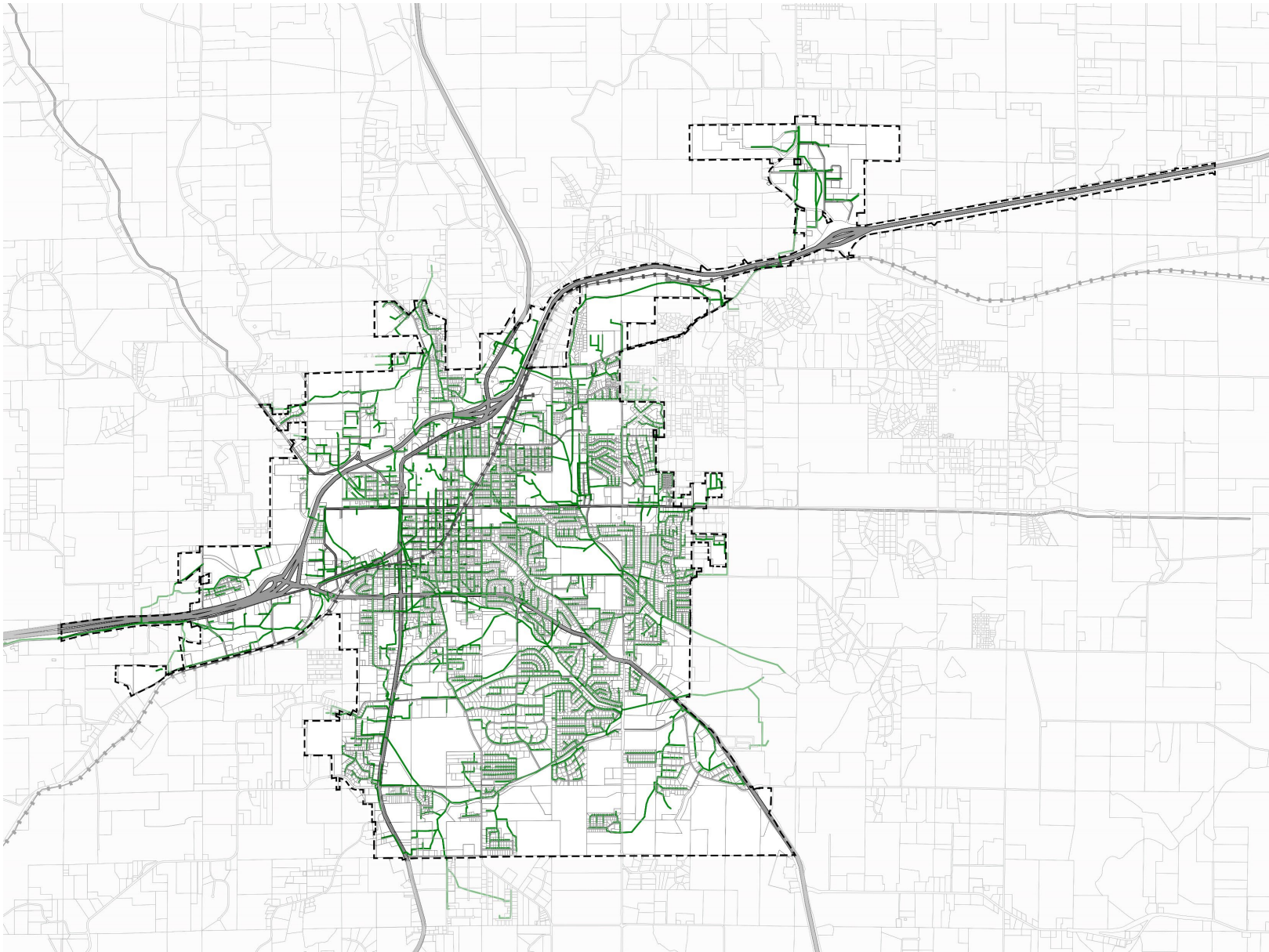
Significant natural gas infrastructure is provided north, south, and east of Rolla's City limits.



Built Environment

- STREETS & ROAD NETWORK
- BUILDING FOOTPRINTS
- PARKS & RECREATION AREAS
- GREENWAY TRAILS
- DESIGNATED BIKE ROUTES
- UTILITY INFRASTRUCTURE

- Potable Water Supply
- Electrical Supply Lines
- Natural Gas Supply Lines
- Sanitary Sewers



Limited sanitary sewers are provided south and east of Rolla's City limits.

Built Environment

STREETS & ROAD NETWORK

BUILDING FOOTPRINTS

PARKS & RECREATION AREAS

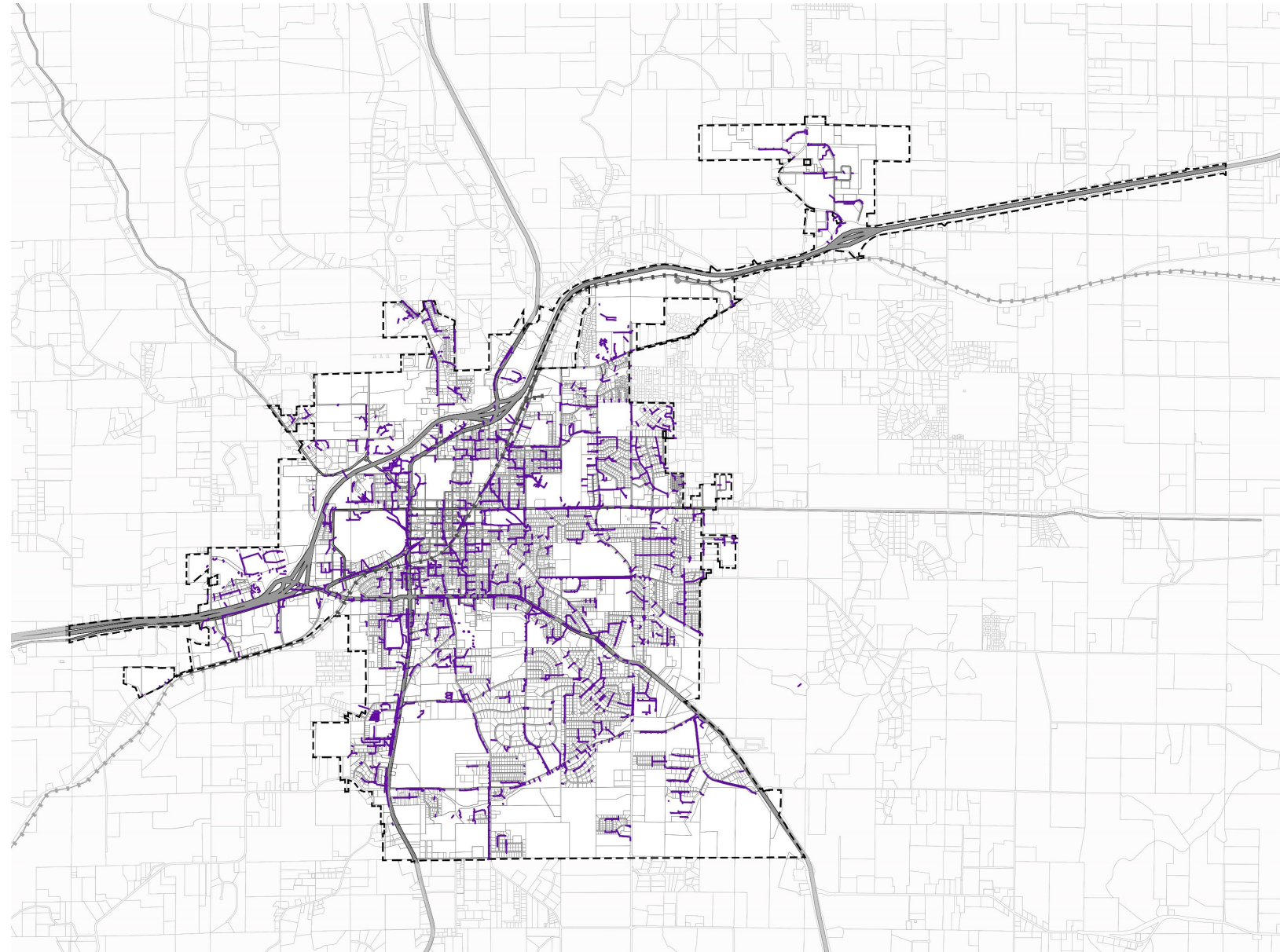
GREENWAY TRAILS

DESIGNATED BIKE ROUTES

UTILITY INFRASTRUCTURE

- Potable Water Supply
- Electrical Supply Lines
- Natural Gas Supply Lines
- Sanitary Sewers
- Stormwater Sewers

Rolla has limited underground storm sewers, primarily in the City's central core.

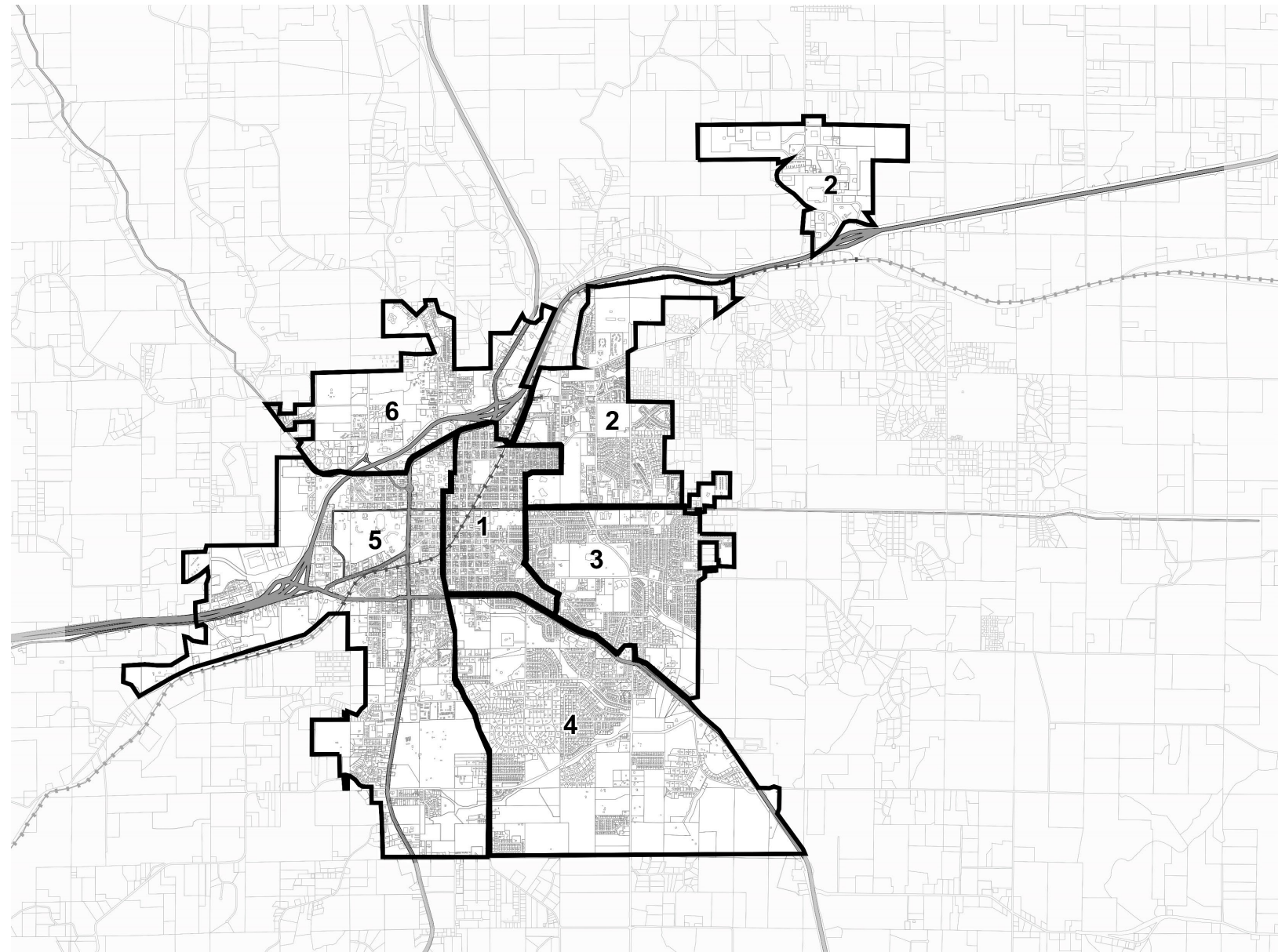


Regulatory Environment

CITY COUNCIL WARDS

Rolla's Wards are differentiated by their primary land uses and development patterns:

- *Ward 1 is characterized by Downtown commercial and multi-family development*
- *Ward 2 is primarily industrial with limited residential*
- *Wards 3 and 4 are primarily residential*
- *Ward 5 is characterized by large-scale institutional and commercial development*
- *Ward 6 is a mix of corridor commercial and supporting institutional uses*

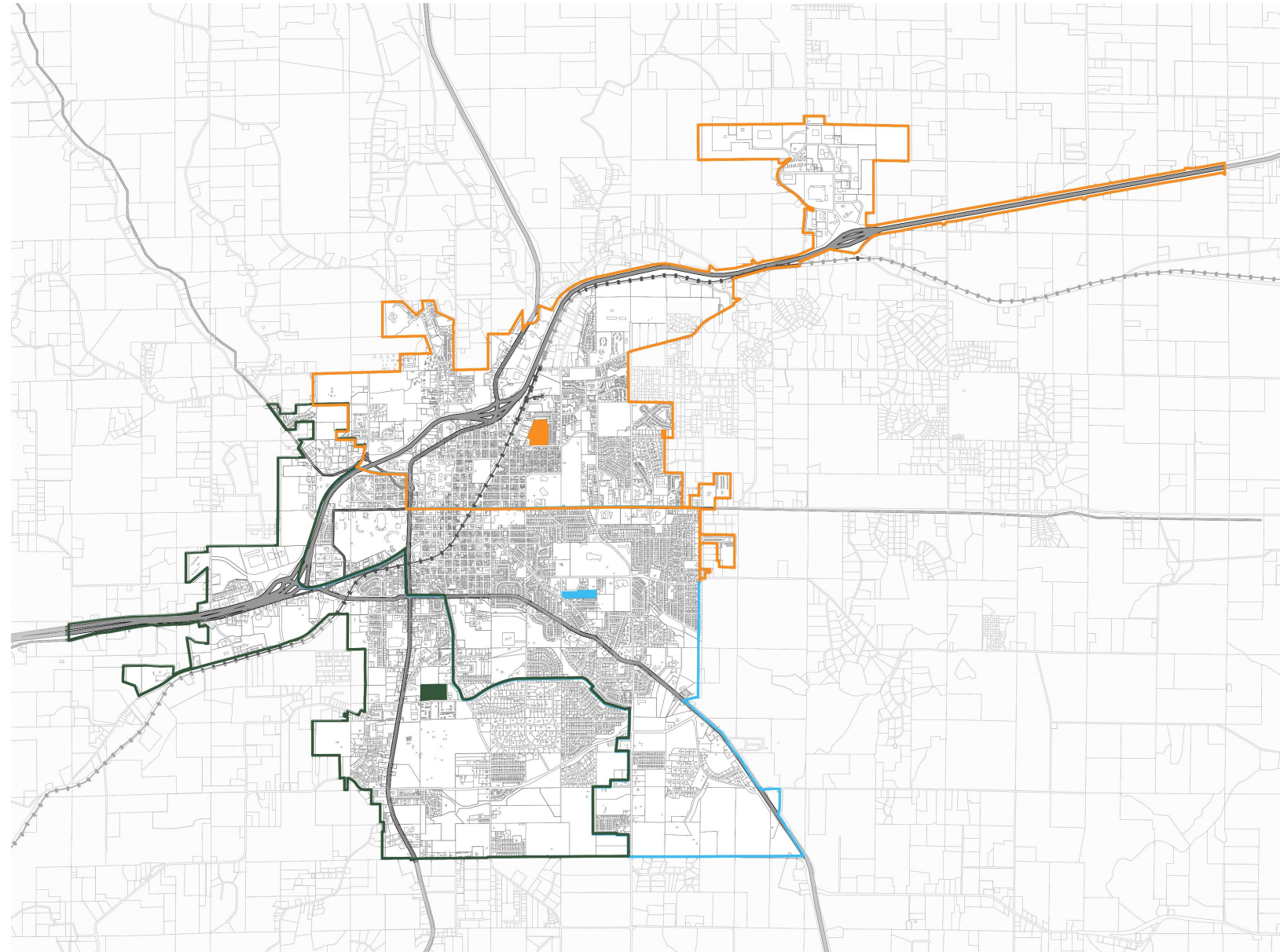


Regulatory Environment

CITY COUNCIL WARDS

ELEMENTARY SCHOOL BOUNDARIES

- Mark Twain Elementary
- Wyman Elementary
- Truman Elementary



Regulatory Environment

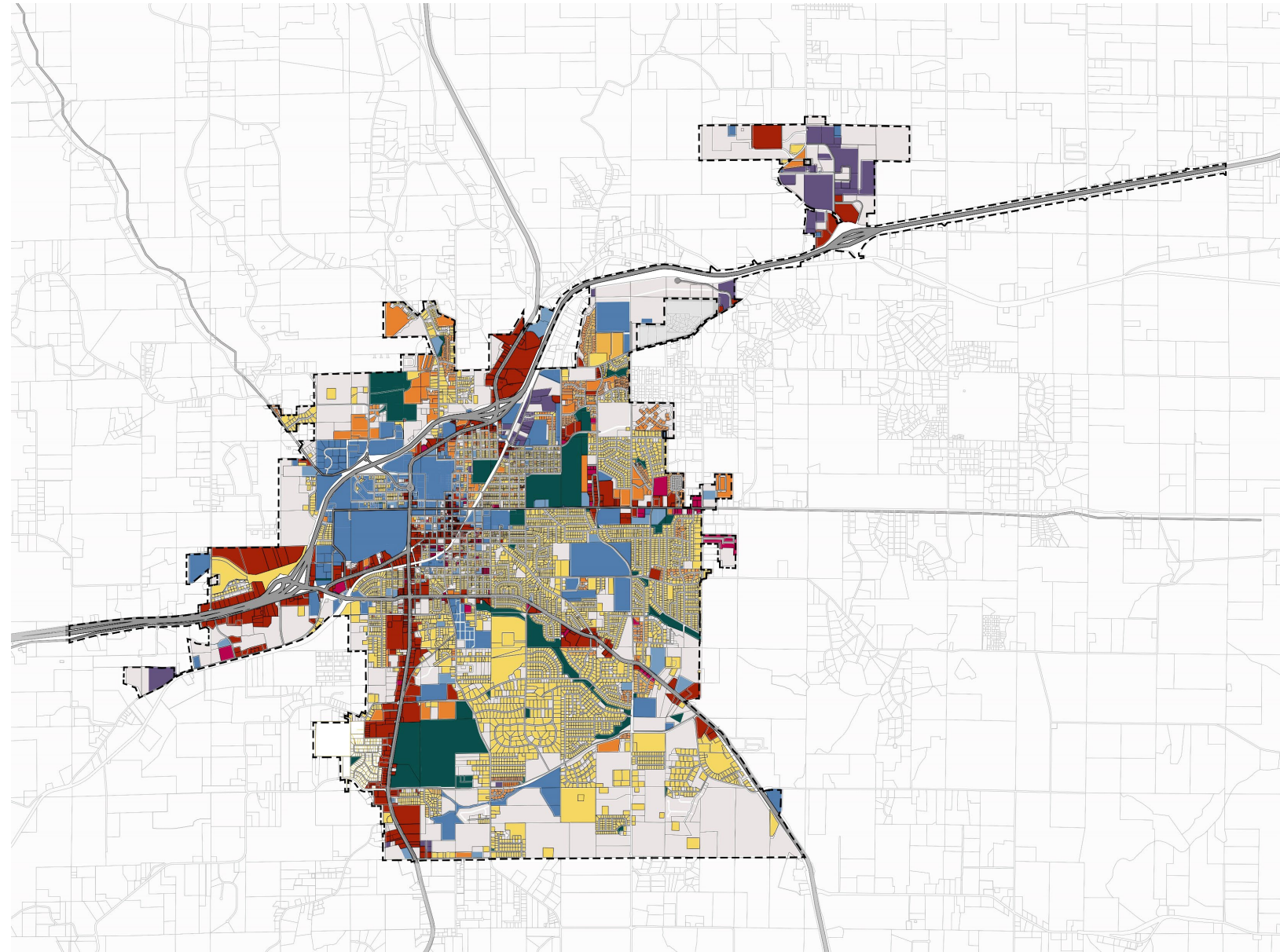
CITY COUNCIL WARDS

ELEMENTARY SCHOOL BOUNDARIES

LAND USE & ZONING

- Land Use Classification (Phelps County Assessor)

■	Commercial/Retail
■	Office
■	Parks and Open Spaces
■	Public
■	Churches
■	Manufacturing
■	Multi-family
■	Duplex
■	Single-family
■	Vacant



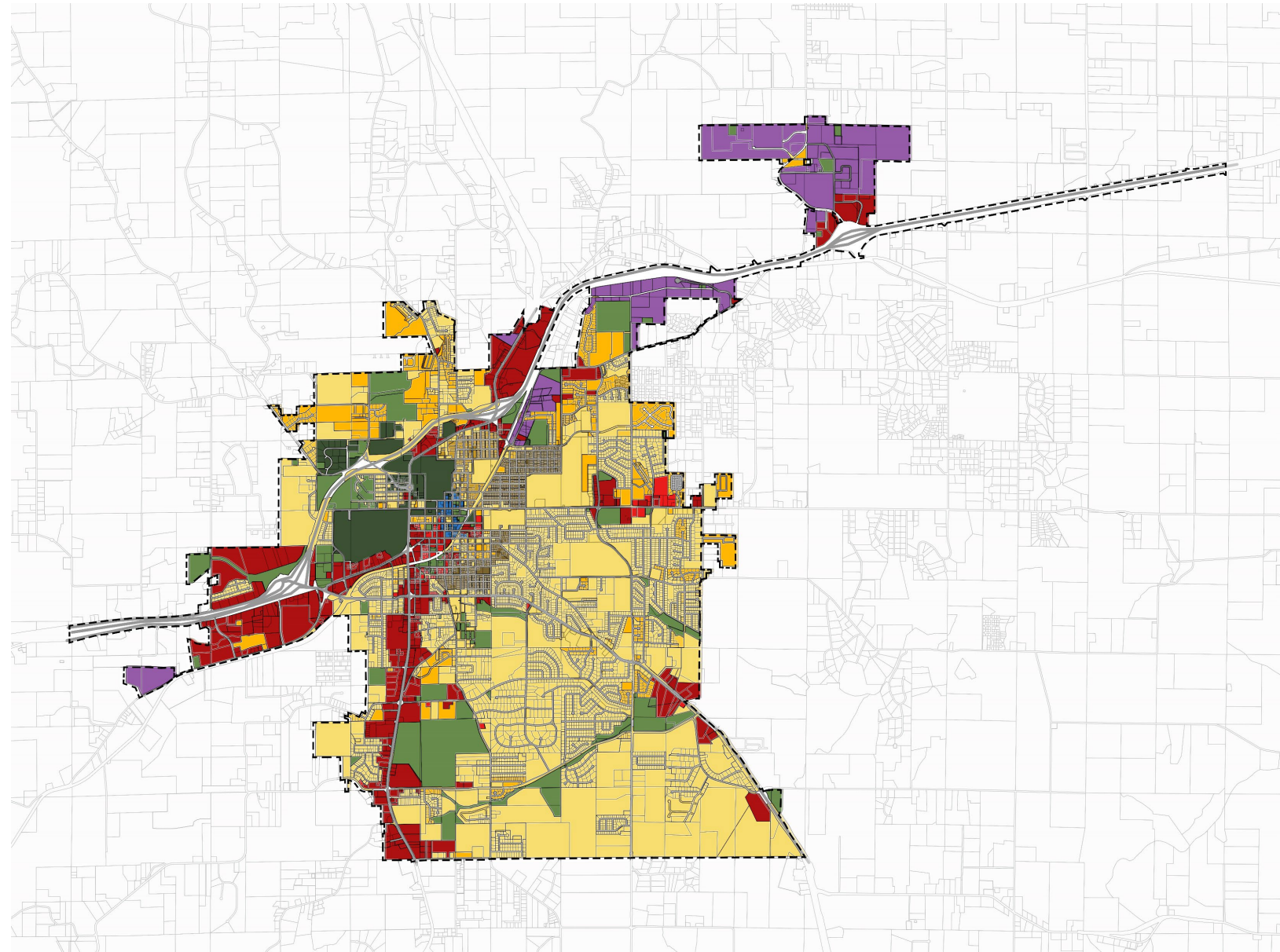
Regulatory Environment

CITY COUNCIL WARDS

ELEMENTARY SCHOOL BOUNDARIES

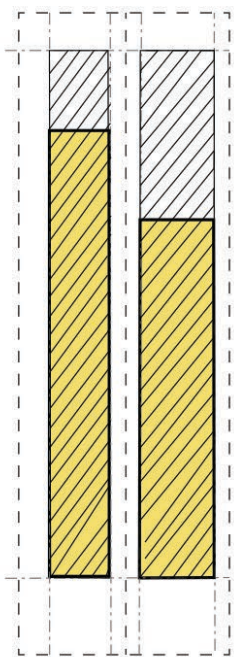
LAND USE & ZONING

- Land Use Classification (Phelps County Assessor)
- Zoning Districts
 - C-C Center City District
 - U University District (*Special District*)
 - R-4 Urban Multi-Family District
 - U-R Urban Residential District
 - C-2 General Commercial District
 - C-1 Neighborhood Commercial District
 - R-1 Suburban Residential District
 - R-2 One & Two Family Residential District
 - R-3 Multi-family Residential District
 - P Public District (*Special District*)
 - M Manufacturing District



Place-Based Zoning Analysis

R-1 Suburban Residential District Example



- Lots
- ▨ Build Area
- Min. Setback
- Max. Lot Coverage

Min. Lot Size: **6,000 SF**
Min. Frontage: **25 ft**
Min. Front Yard: **20 ft**
Min. Side Yard: **5 ft**
Min. Side Yard (Corner): **10 ft**
Min. Rear Yard: **10 ft**
Max. Bld. Height: **2 story / 50 ft**
Max. Lot Coverage: **40%**

	Existing Average (As-Built)	Maximum Allowable by Right (per min. lot size)
Coverage per Lot	811.45 Sq. Ft. ²	2400 Sq. Ft. ²
Total Coverage Percentage	7.18% ²	40.0% ¹
Ratio	5.57 times existing as-built ²	
<div>1. Statutory</div> <div>2. Calculated (by dimension)</div>		

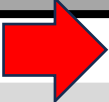
The R-1 zoning districts are **built at less than 20% density** of what is permitted by right.

Place-Based Zoning Analysis Summary Table

Zones	Parcel Area		Building Coverage		Total as Built Coverage Percentage	Total Coverage Percentage Per Zoning Code	Ratio of Allowable Coverage to As-Built Coverage
	Sq. Ft.	Acres	Sq. Ft.	Acres			
R-1	128,198,343.36	2,943.03	9,209,158.35	211.41	7.18%	40%	5.57 times existing as-built
R-2	2,225,481.99	51.09	231,736.82	5.32	10.41%	40%	3.84 times existing as-built
R-3	24,958,471.17	572.97	8,434,211.26	193.62	33.79%	60%	1.78 times existing as-built
R-4	1,781,023.49	40.89	541,676.02	12.44	30.41%	72.5%-90.63%	2.38 to 2.98 times existing as-built
C-C	701,932.49	16.11	382,945.66	8.79	54.56%	n/a	Not Applicable
C-1	3,361,310.69	77.17	698,907.17	16.04	20.79%	40%	1.92 times existing as-built
C-2	43,705,913.72	1,003.35	18,376,579.39	421.87	42.05%	64%-80%	1.52 to 1.90 times existing as-built
M	23,700,561.35	544.09	1,566,191.20	35.95	6.61%	92.3%-95.6%	13.96 to 14.46 times existing as-built
P	42,249,822.05	969.92	2,320,840.30	53.28	5.49%	n/a	Not Applicable
U	11,861,770.45	272.31	2,434,040.95	55.88	20.52%	n/a	Not Applicable
U-R	4,475,507.58	102.74	1,062,145.37	24.38	23.73%	68%-92.2%	2.87 to 3.89 times existing as-built

Rolla’s zoning code provides for significantly more density—by right—than at what the City is currently-built. Depending on the zoning district, Rolla could be built anywhere from 2 to 15 times the density that exists.

Place-Based Zoning Analysis Summary Table

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M	23,700,561.35	544.09	1,566,191.20	35.95	6.61%	92.3%-95.6%	13.96 to 14.46 times existing as-built
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ISSUES & OPPORTUNITIES

Updated Consensus Issues & Opportunities

Draft Consensus Issues *(revised 10/17/24)*

- Rolla lacks both affordable housing as well as diverse housing options, especially high-quality historic housing and executive level housing.
- Rolla's topographic and hydrological conditions result in high construction costs for sewer, utility, and road infrastructure.
- Downtown Rolla does not serve as a community center, lacks a vibrant mix of businesses, and lacks a coherent, identifiable image.
- There are limited reasons for Rolla residents to visit Downtown Rolla.
- To date, the presence of Missouri S&T and Phelps Health have not driven significant supportive residential and economic development in Rolla.
- Over three-quarters of Rolla's jobs are held by non-Rolla residents.
- More than half of Rolla's employed residents commute outside of Rolla to work.

Draft Consensus Issues (*continued...*) (*revised 10/17/24*)

- Rolla lacks sufficient elevated retail, hospitality, and dining businesses—i.e. Target, Costco/Sam’s Club, high-amenity hotels, fine dining restaurants, etc.—necessary to attract new executive and professional residents.
- Historically, Missouri S&T has not actively “commercialized” its fields of study, resulting in few businesses in Rolla to attract Missouri S&T graduates and attract other professional employees from outside Rolla, **nor have businesses been recruited that hire S&T graduates.**
- There is a lack of recreation and entertainment resources, facilities, and activities geared toward teenagers, young adults, and professionals.
- **There is a lack of recreation facilities for competitive and organized sports.**
- There is a very limited market of homebuilders in Rolla, and larger homebuilders from St. Louis and Springfield, such as McBride Homes, have not historically developed in Rolla.
- The ratio of housing to population in Rolla is very low, indicating that above average housing growth is needed to support continued population growth.

Draft Consensus Issues (*continued...*) (*revised 10/17/24*)

- Rolla's streets and public realm lack high-quality design, including lighting and landscaping, and do not positively contribute to the overall character and aesthetics of the City.
- It is perceived that the high cost of expanding and accessing infrastructure and utilities in Rolla—especially compared to other communities in Missouri, has been an impediment to development of new housing.
- Rolla residents have expressed consensus concerns over increasing vagrancy and an increase in the homeless population in Rolla.
- Rolla residents has expressed consensus concerns over traffic safety, particular for pedestrians and cyclists, due to traffic speeds, volume, and cut-through traffic in residential neighborhoods.
- Communication from the City to residents is overwhelmingly perceived as only average to below average.
- Rolla has not done a good job of marketing itself to outsiders.

Draft Consensus Opportunities *(revised 10/17/24)*

- Rolla has an excellent location at the intersection of I-44 and US Highway 63, less than two (2) hours from both the St. Louis Metro Area and the Springfield Metro Area; less than two (2) hours from Columbia; and approximately one (1) hour from Jefferson City.
- Rolla has enjoyed strong population growth since 2000, growing at nearly five (5) times the rate of Phelps County as a whole.
- Rolla serves as a retail and community services hub for a seven (7) county area including Phelps, Crawford, Pulaski, Maries, Gasconade, Texas, and Dent Counties.
- Missouri S&T is a nationally-competitive research university and will receive Carnegie R-1 classification on January 1, 2025.
- Phelps Health is a primary- and secondary-care public hospital serving approximately 200,000 people.
- Rolla provides 65 jobs per 100 residents, which ranks with the Missouri metropolitan areas of Cape Girardeau, Columbia, Jefferson City, and Joplin.

Draft Consensus Opportunities (*continued...*)

(revised 10/17/24)

- Missouri S&T is planning to increase its enrollment by nearly 50%, to 12,000 students (up from approximately 7,500 students today).
- Missouri S&T's Protoplex advanced manufacturing center is opening Spring 2026.
- McBride Homes is planning to develop 587 houses on 145 acres as part of the upcoming “The Highlands” development.
- The strongest projected job growth sectors in Central Missouri—those which are projected to grow at a rate of 15% or more by 2030—are sectors that are either already well-represented in Rolla (Arts, Entertainment, and Recreation), or sectors that have good synergy with Missouri S&T (Professional, Scientific, and Technical Services).
- Rolla's actual and perceived community safety is very high; nearly 90% of residents rank their neighborhood as either somewhat safe or very safe.

Draft Consensus Opportunities (*continued...*)

(revised 10/17/24)

- Over 75% of residents surveyed state that health care facilities in Rolla are of average, above average, or excellent quality. (27% above average, 10% excellent)
- Over 80% of residents surveyed state that streets and sidewalks in Rolla are of average, above average, or excellent quality. (25% above average, 7% excellent)
- Over 85% of residents surveyed state that parks and recreational amenities in Rolla are of average, above average, or excellent quality. (35% above average, 10% excellent)
- Over 90% of residents surveyed state that the quality and responsiveness of City services in Rolla are of average, above average, or excellent quality. (32% above average, 13% excellent)
- Over 75% of residents surveyed state that the sense of community in Rolla are of average, above average, or excellent quality. (32% above average, 7% excellent)



FUTURE GROWTH PROJECTIONS

Population and Housing Growth Scenarios

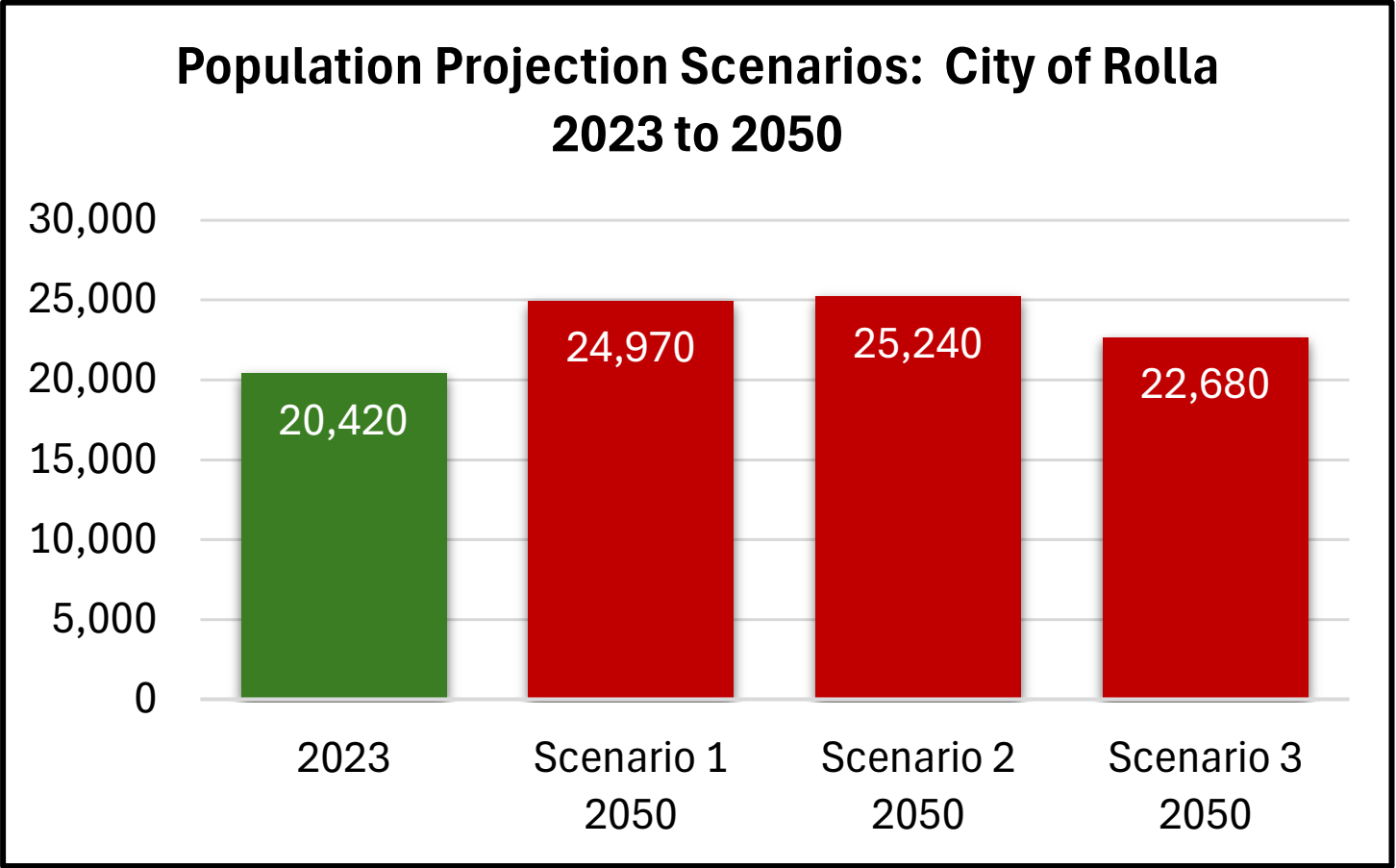
Population Projection Scenarios

Three approaches to projecting population growth in Rolla and Phelps County are illustrated on the next three pages. None of these scenarios is necessarily recognized as the “best” result. In reality, Rolla’s growth will likely be some mix of these various assumptions.

1. The first simply **continues the growth trend from 1990 through 2023**. The pattern and pace of adding population between those two years is projected to the year 2050.
2. The second does much the same **but for all of the Missouri micropolitan areas that have added population** since 2010. Rolla’s and Phelps County’s future growth is based on **maintaining their share of those particular micro areas**.
3. The third scenario is based on the city’s and county’s share of the United States population. **The pace of USA population growth is slowing**; this scenario assumes that Rolla area will **maintain its “fair share” of that slowing national growth**.

Summary Population Projections for the City of Rolla

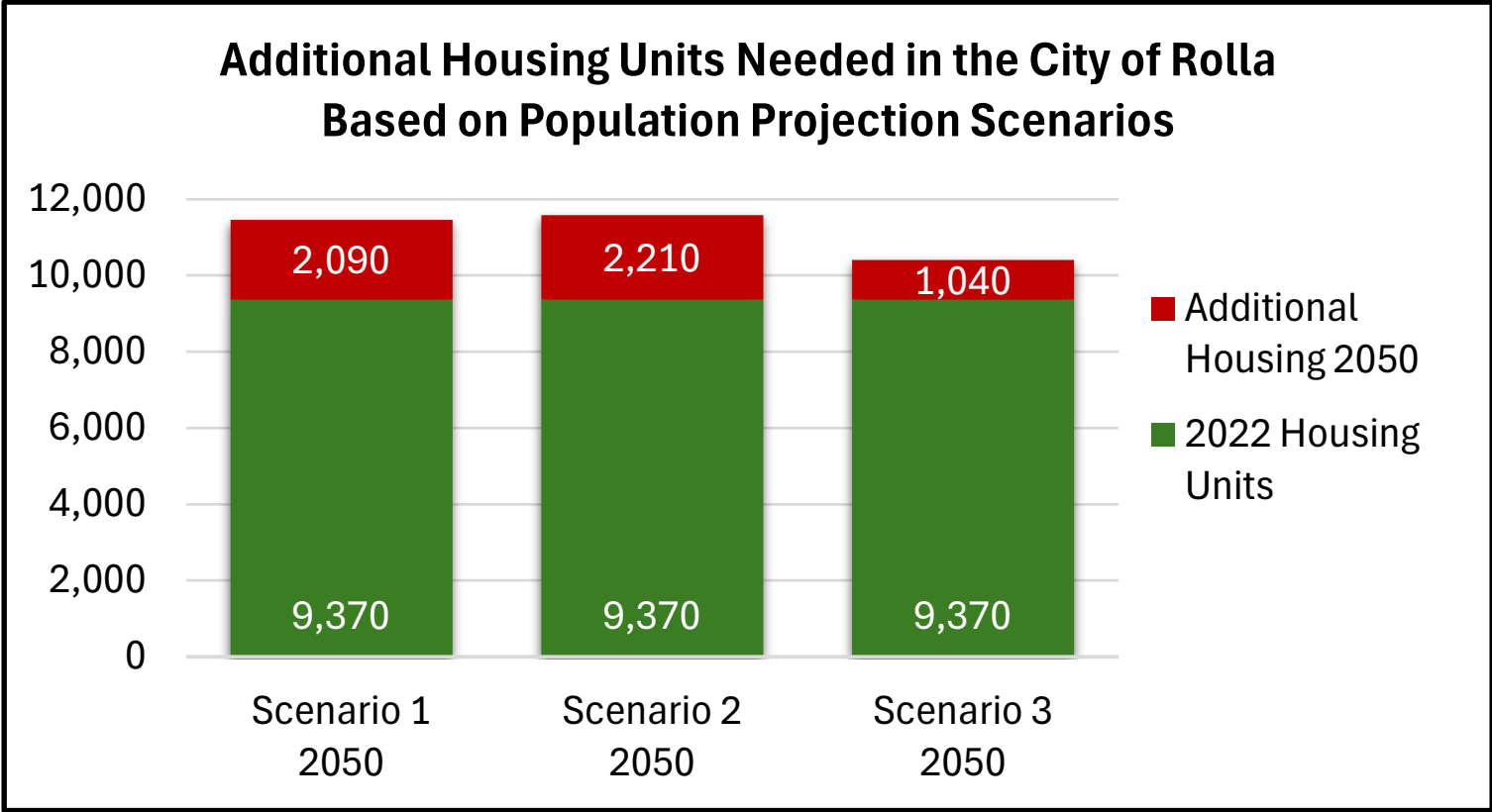
- All three projection scenarios result in higher populations in the city of Rolla in 2050 than today.
- The slowest growth would result from sustaining a consistent share of the nation’s population where the growth rates are declining rapidly. Rolla would **add about 2,200 residents** in 27 years
- The largest population growth would come from keeping up with Rolla’s peer micropolitan areas in Missouri. The city would reach 25,240 in 2050, **adding about 4,800 residents**.
- Simply maintaining growth rates consistent with the recent past would result in a middle-ground population of almost 25,000 in 2050, **adding about 4,500 residents**.



Projected Housing Unit Requirements, 2023-2050

Applying the previous disaggregation of households vs. non-households to the three population growth scenarios reveals that:

- 1. Scenario 1 population growth (continuation of Rolla’s past growth pattern) would **require almost 2,100 more housing units by 2050.**
- 2. Scenario 2 population growth (maintaining Rolla’s share of other growing micropolitan areas) would **require about 2,200 more housing units by 2050.**
- 3. Scenario 3 population growth (maintaining a consistent share of U.S. population growth) would **require just over 1,000 net new housing units in the city by 2050.**



Persons per household:	Missouri	2.44
	Phelps Co.	2.35
	Rolla	2.09



FUTURE GROWTH PROJECTIONS

Economic Development Opportunities

Economic Development Opportunities

Rolla's future economic development opportunities will be driven by the presence of **Phelps Health** and, to a greater extent, **Missouri S&T**. These institutions can be leveraged for economic development in **three (3) primary ways**:

1. Attracting companies to Rolla that **want to hire Missouri S&T graduates** (engineering, advanced manufacturing, and computer science/information technology), or which **provide supportive services to a major healthcare system**.
2. Supporting the ability of **Missouri S&T staff and graduates to found companies** in Rolla, **"commercializing" the university's fields of study** (i.e. the Cortex Innovation District in St. Louis).
3. Supporting the development of **community amenities in vibrant, mixed-use districts** that provide the quality of life that companies, students, professionals, and physicians are **looking for when choosing a community in which to go to school, work, and live** (i.e. Cortex and the Delmar Loop in St. Louis).



VISION, GOALS & STRATEGIES

Draft Plan Vision, Goals, and Strategies

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 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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

Draft Strategies:

Strategy 1.1: Improve Rolla's key arterial roads and I-44 interchanges with signature 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.

Goal 2: High-Quality Neighborhoods & Housing

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.

Draft Strategies:

- 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.

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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.

Draft Strategies:

- 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.

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.

Draft Strategies:

- 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.

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.

Draft Strategies:

- 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.

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.

Goal 6: Mobility & Transportation

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Draft Strategies:

- 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.

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.

Draft Strategies:

- 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.

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.

Draft Strategies:

- 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.

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Draft Strategies:

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.



WORK SESSION

Draft Plan Vision, Goals, and Strategies

Review the Vision Statement and Goals and write down any suggestions or revisions.

Draw your ideas on the map!