



# STEERING COMMITTEE MEETING #4

DRAFT FUTURE LAND USE PLAN & FOCUS AREAS  
April 1, 2025



# Agenda

## Steering Committee Meeting #4

- **Introduction & Work Session Objective**
- **Vision and Goals Recap**
- **Economic Development Strategies**
- **Draft Community Place Types and Future Land Use Plan**
- **Draft Focus Areas**
- **Small Group Work Session & Report-Out**





# Project Objective

The objective of this project is to develop a complete **Comprehensive Plan Update** for the City of Rolla.

The Comprehensive Plan will cover the whole City of Rolla, as well as portions of Phelps County identified for future strategic annexation, and update the current Comprehensive Plan that was adopted in 2006.

The Comprehensive Plan Update will include a ***Vision; Goals; supporting Objectives; Future Land Use Plan; Parks, Recreation, and Open Space Plan; Bicycle and Pedestrian Facilities Plan; Streets and Roads Plan; and Strategic Implementation Plan.***



# Meeting Objective

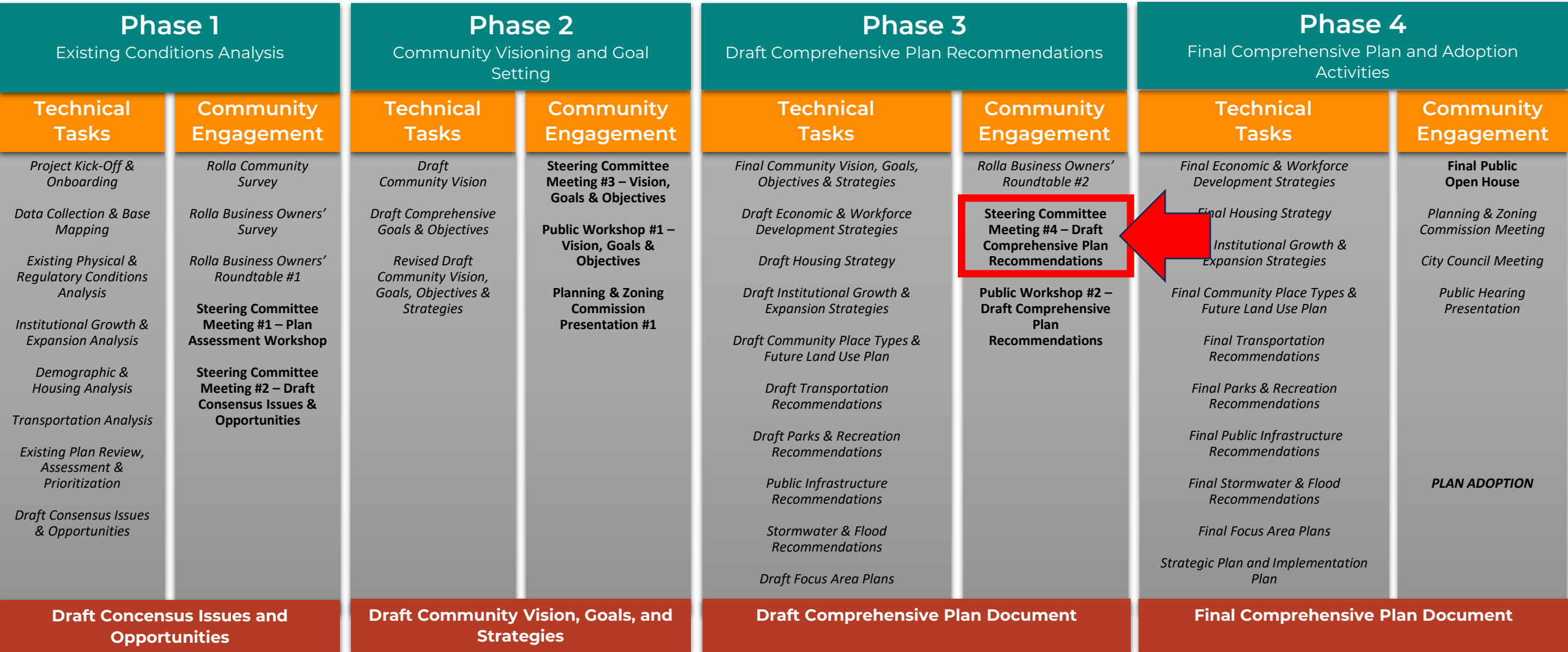
## Steering Committee Meeting #4

- ***Learn about*** the Draft Community Place Types and Draft Future Land Use Plan;
- ***Review*** the Draft Future Land Use Plan, Focus Areas, and supporting economic development strategies; and
- ***Discuss and provide input*** on the Community Place Types, proposed locations of future land uses, and Focus Area boundaries.





# 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, 1 today, and we might need to have a 5<sup>th</sup>)*

## 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 Public Workshop Complete)*







# 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.

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## 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.

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## 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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## 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.

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## 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.

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## 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.

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## 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.

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## 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.

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## 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.



A photograph of a red brick building with a central bell tower, flanked by two large, mature trees. The building has a classical facade with a pediment and a small balcony above the entrance. The sky is a mix of blue and orange, suggesting sunset or sunrise. The text "ECONOMIC DEVELOPMENT STRATEGIES" is overlaid in large, white, bold letters across the middle of the image.

# **ECONOMIC DEVELOPMENT STRATEGIES**

Projected Jobs, Population Growth & Economic Opportunities



City of Rolla, Missouri

# Projected Jobs and Population to 2050



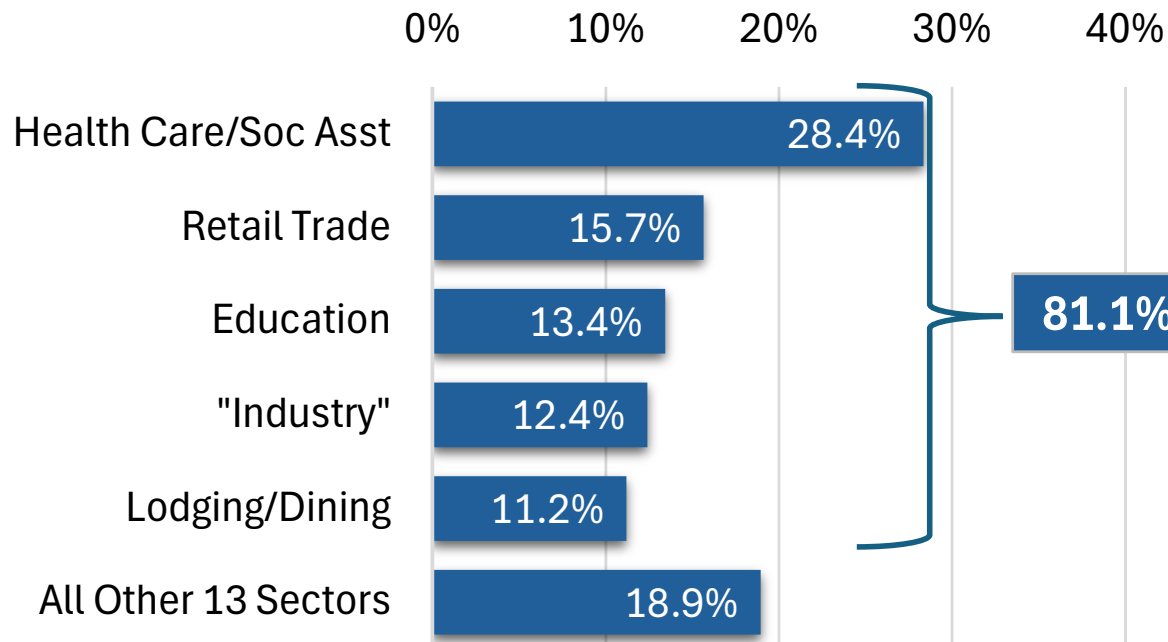
**SAINT LOUIS UNIVERSITY** COMMUNITY PLANNING LAB

# 8 Out of 10 Jobs in Rolla are in Just 5 Sectors

# Central Missouri Growth Projections Favor 4 of Those

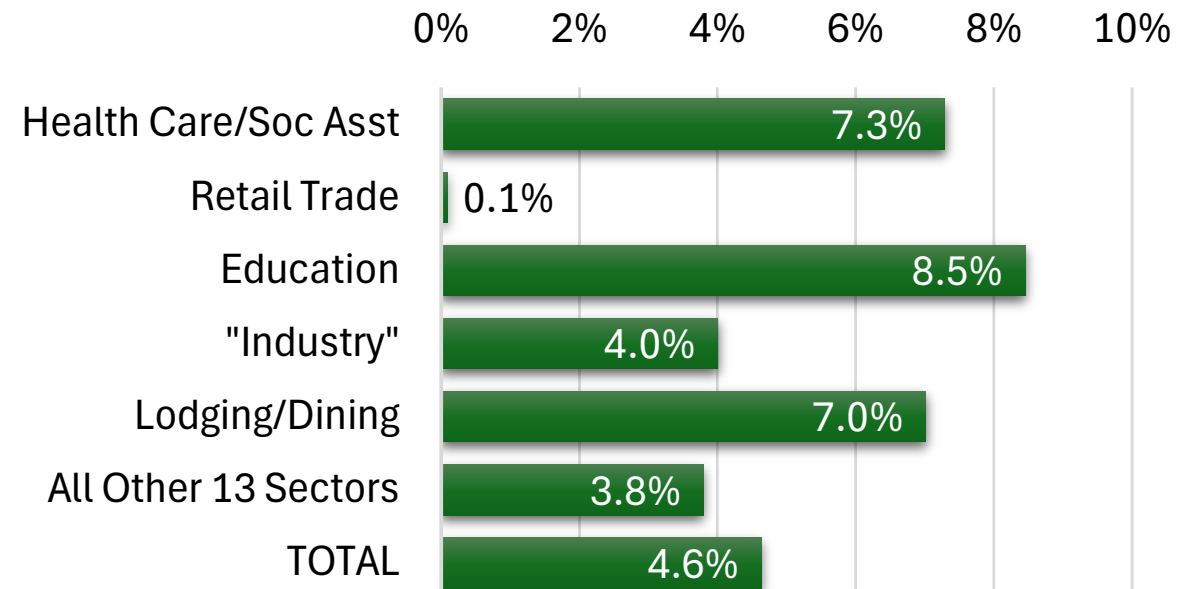
## Share of Jobs by Economic Sector: 2022 City of Rolla

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



## Job Growth Rates 2022 - 2032 Missouri Central Region

Source: Missouri Economic Research & Information Center



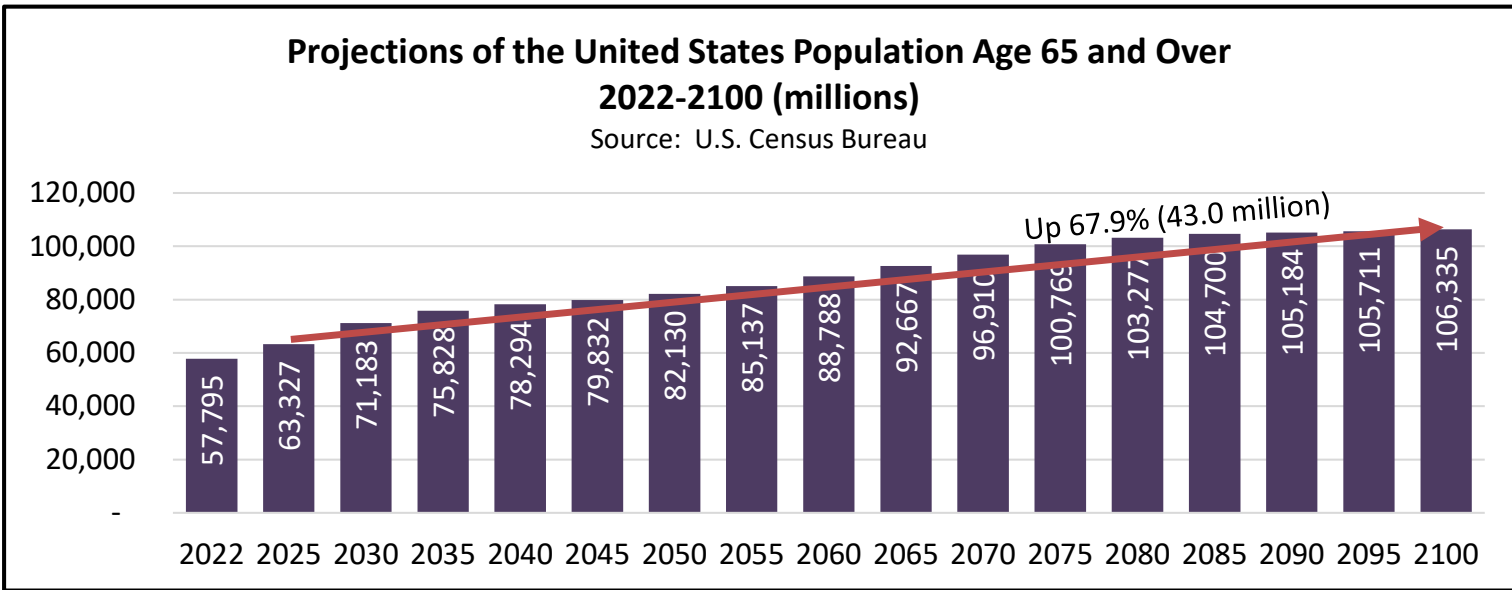
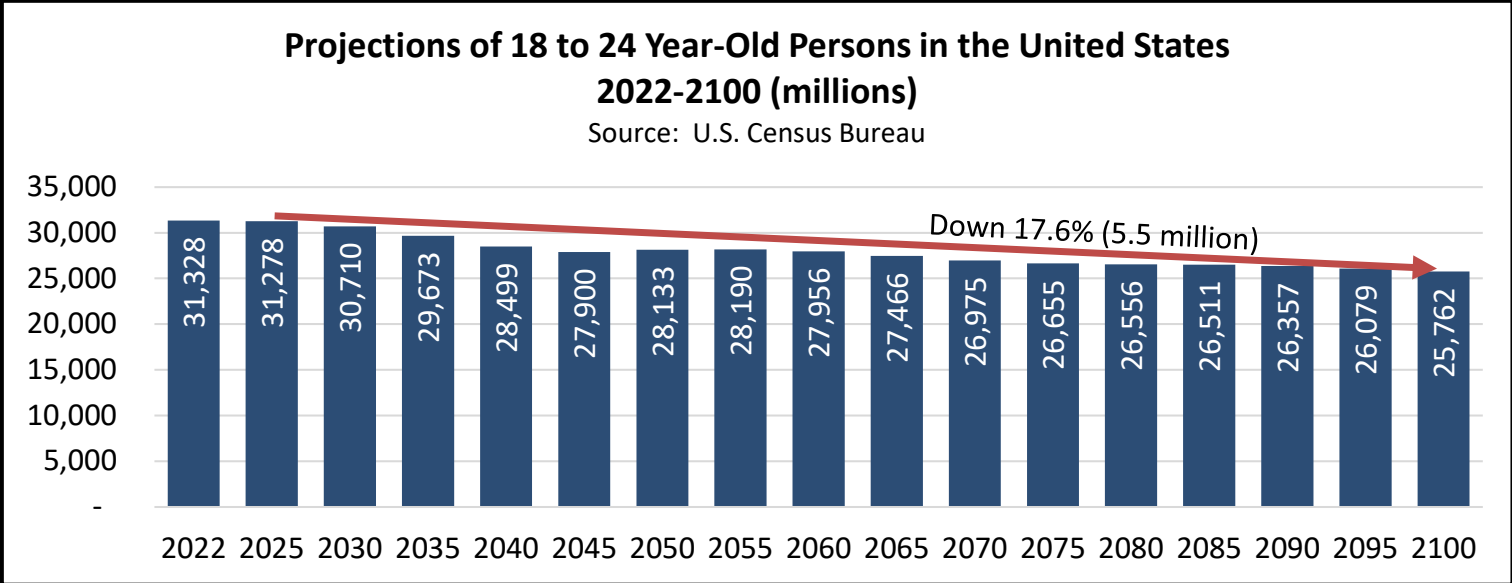


# Declining National Population of Traditional College Ages

10% drop 2025 to 2050

# Increasing National Population of Seniors

30% increase 2025-2050

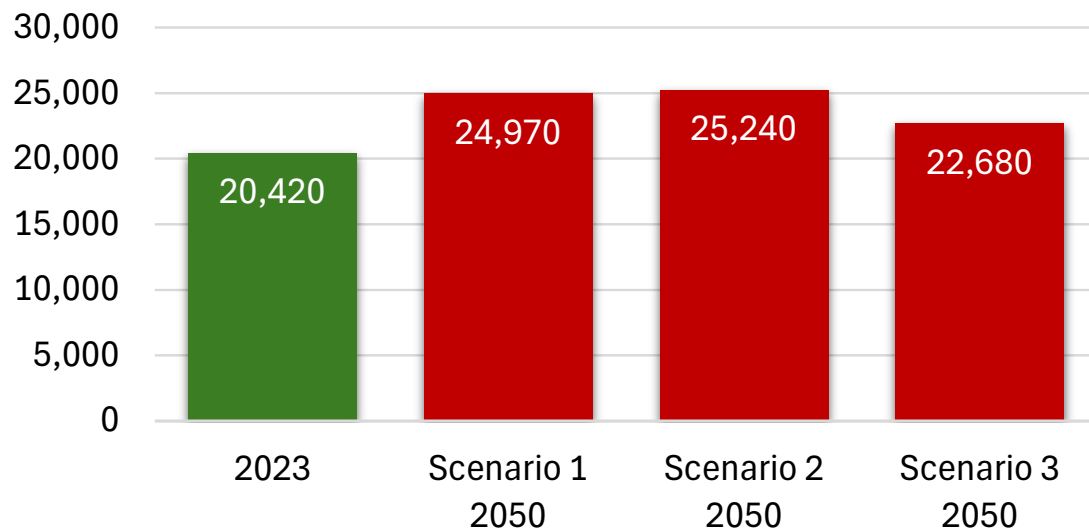


University growth challenges?      Health care growth opportunities?

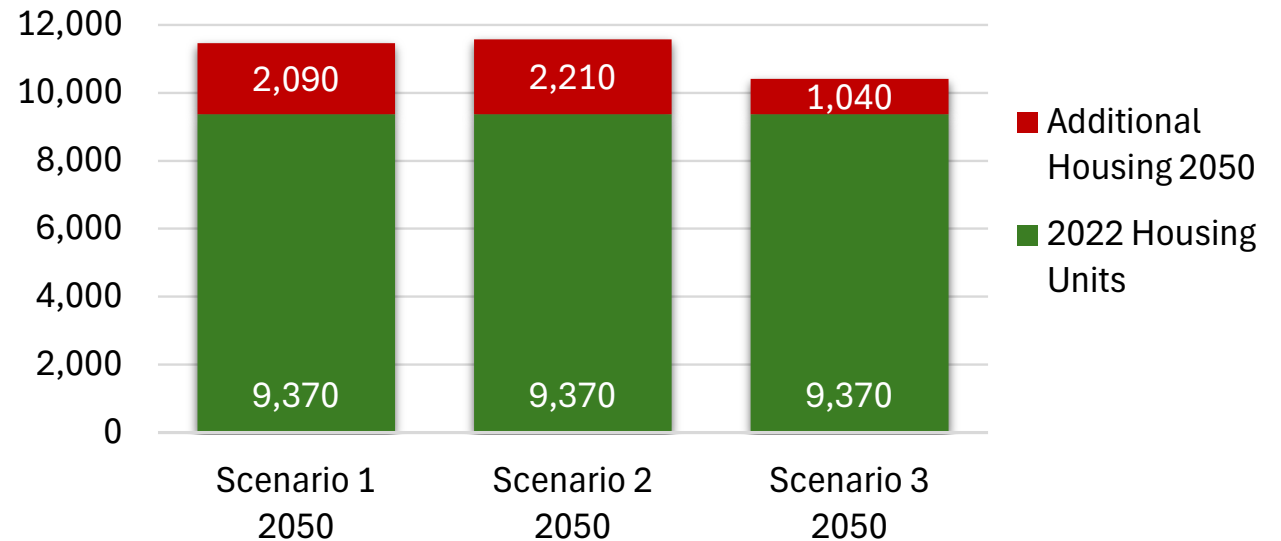
Add 2,300 to 4,800  
Residents by 2050

Add 1,040 to 2,210 Housing  
Units by 2050

Population Projection Scenarios: City of Rolla  
2023 to 2050



Additional Housing Units Needed in the City of Rolla  
Based on Population Projection Scenarios



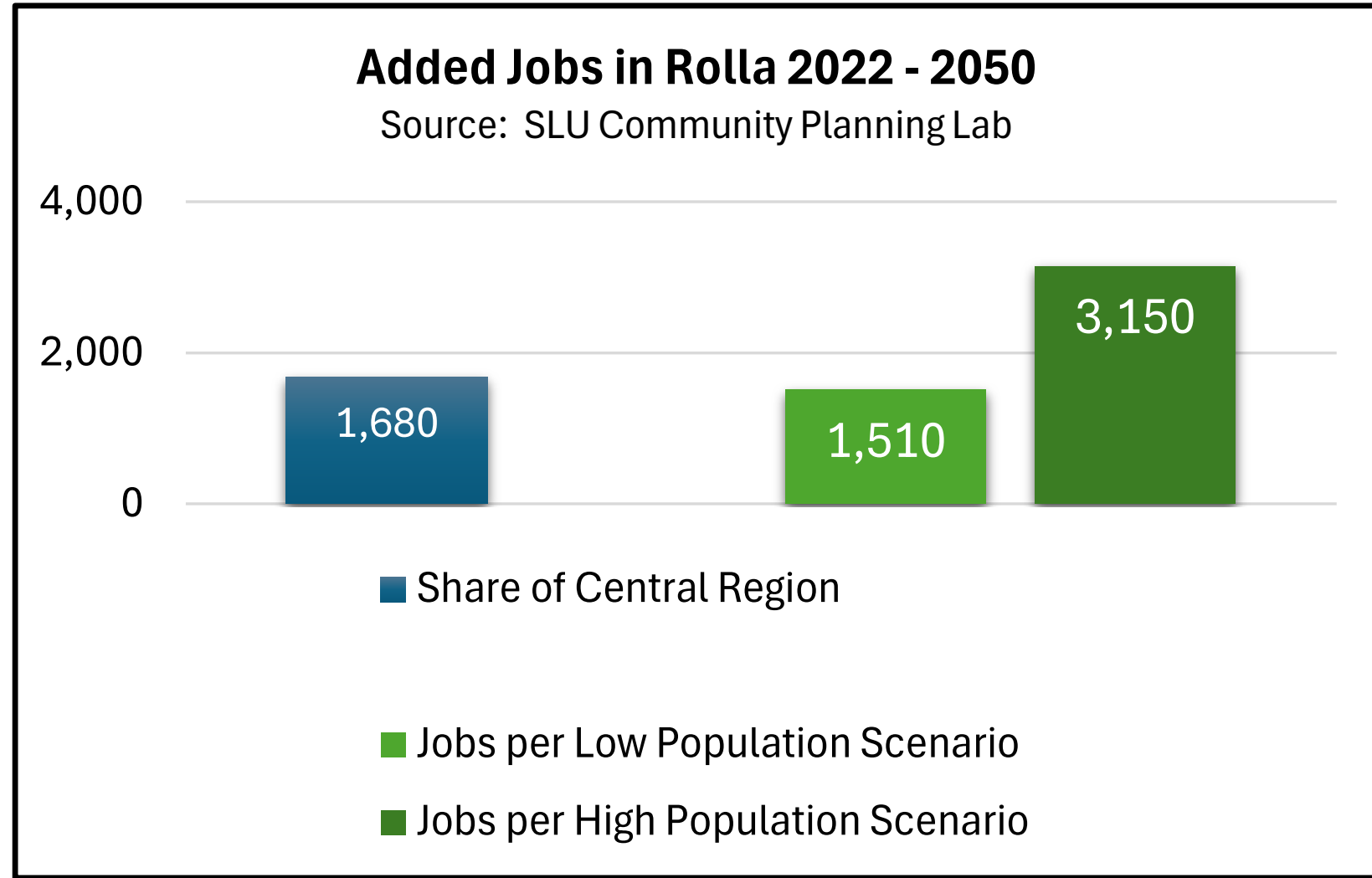
At three to four units per acre, Rolla needs **260 to 740** additional acres of land for new housing.



# Projected *Added* Jobs 2022 to 2050

**1,680**  
if Rolla maintains  
share of Central  
Missouri

**1,510 to 3,150**  
if jobs-to-  
population ratio  
remains steady



Probably favors a lower scenario given increases in future older population and decreases in future younger population...

***UNLESS a new market can be developed!***



Urban  
Impact  
Advisors

# Rolla and Missouri S&T: Maximizing Joint Gains



# Today

## Table of Contents

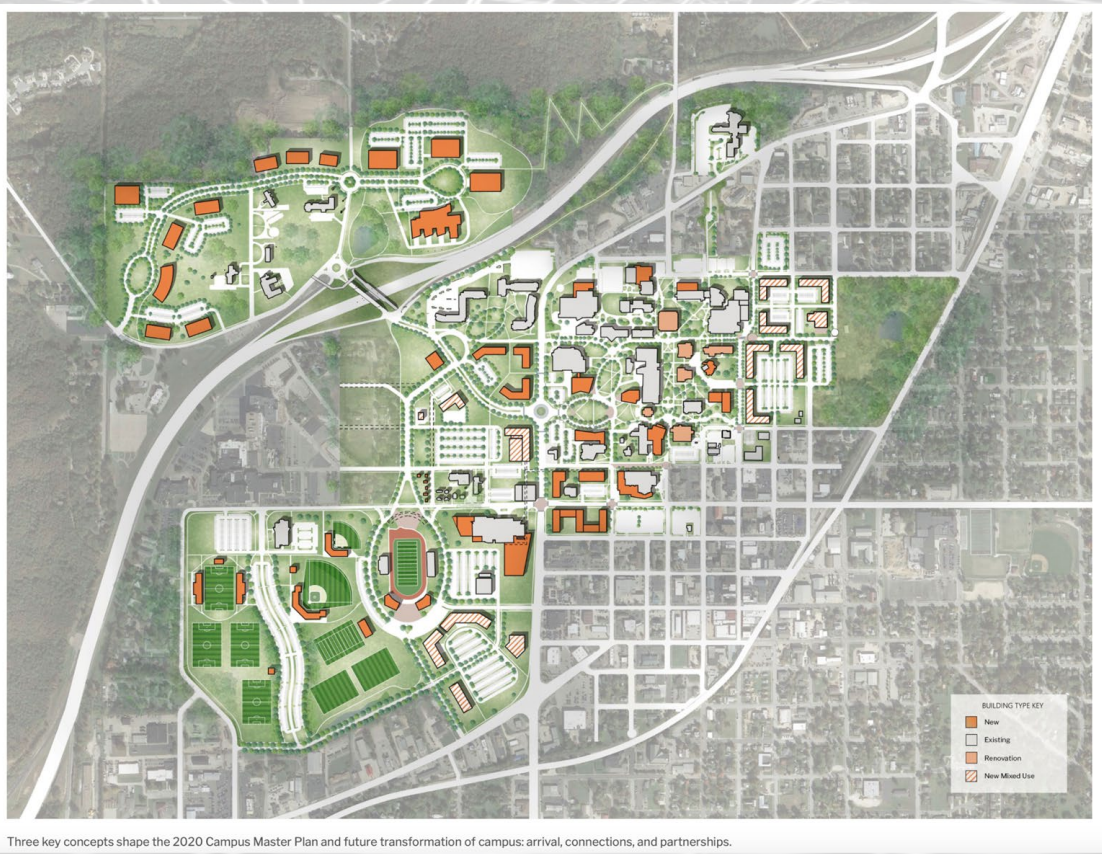
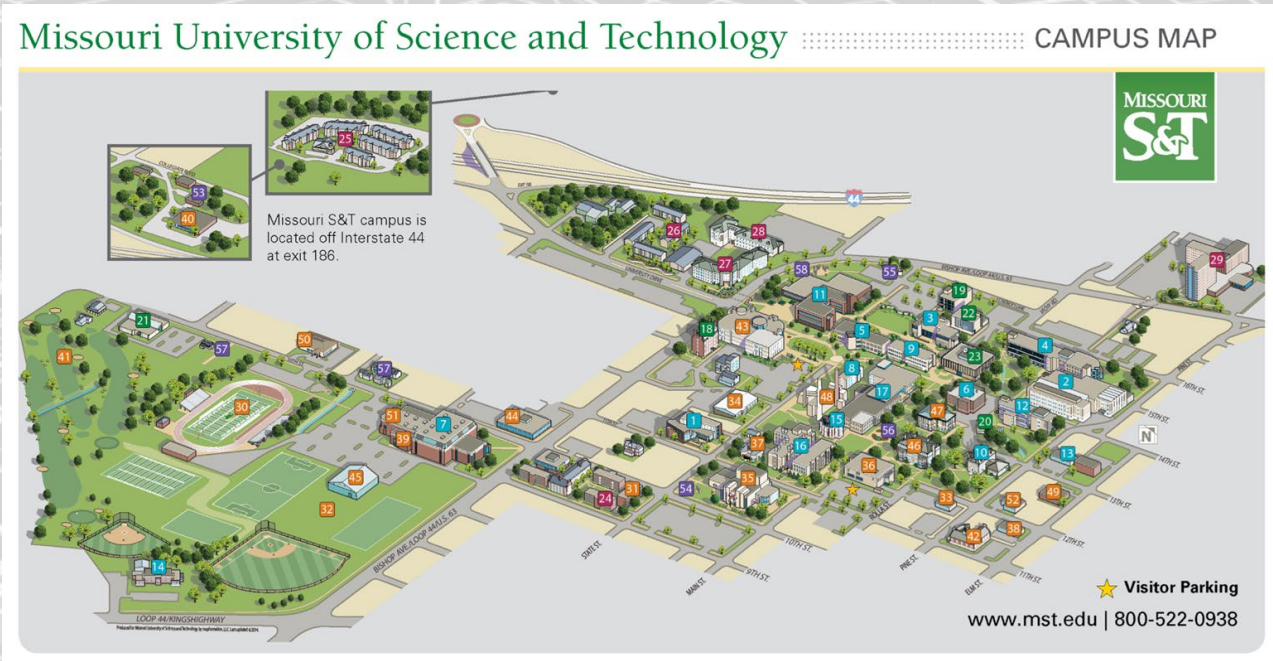
- University Needs
- City of Rolla Needs
- Options
- Suggested Path

# University needs

- A town that is attractive to students, faculty and staff
- **Land to develop commercial activities and grow the campus**
- **A gathering place adjacent to campus**
- More attractive housing options



# Campus land holdings





# City of Rolla needs

- Growth in high quality jobs
- Population growth
- A more vibrant downtown
- More housing options



# These are convergent needs!

- Growth of Missouri S&T is by far the most likely path toward growth in Rolla
- As Rolla improves, Missouri S&T will find it easier to achieve their goals



**Key question:** How does Missouri S&T maintain land for future growth and meet the needs of its students for vibrant urban life?

Two options:

1. Missouri S&T develops bars, coffee houses and University oriented retail on its golf course
1. Downtown meets this need though private development





**Recommendation:** Missouri S&T develops a University centered retail complex in the portion of downtown closest to campus

- Missouri S&T must control development
- If successful, private development will follow
- Experience shows that University development draws other audiences











Urban Impact Advisors





Urban Impact Advisors





Urban Impact Advisors





Urban Impact Advisors



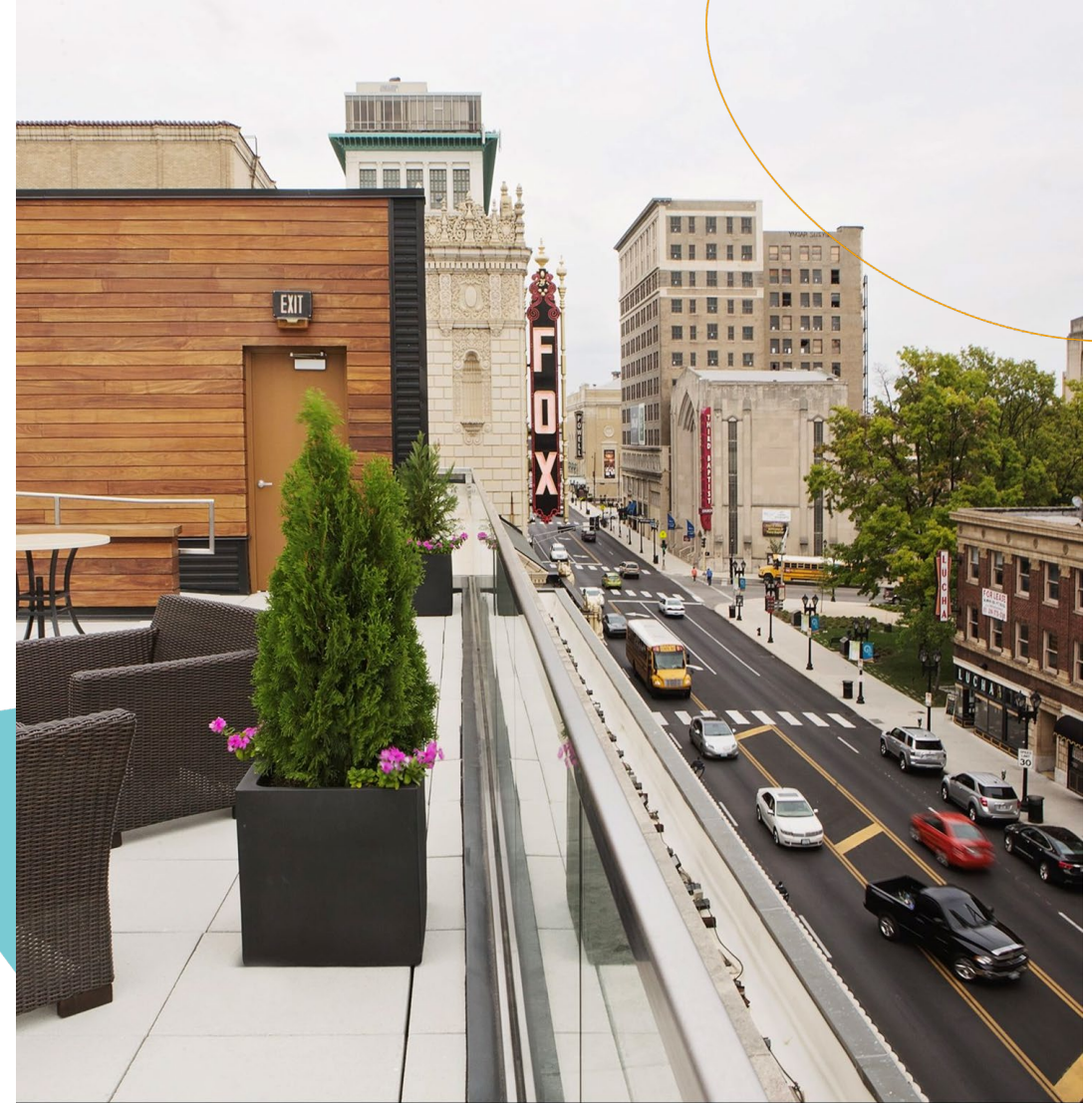




# Next steps

1. Architectural vision
2. Financial viability
3. Incentives
4. Planning and design standards
5. RFP for developers

**Strong advice:** Missouri S&T have as much control as possible over key parcels.







# **FUTURE LAND USE PLAN**

Community Place Types & Preliminary Future Land Use Plan



## What are Community Place Types?

- Instead of simple land use definitions (i.e. retail, medium-density residential, etc.), the **Future Land Use Plan is made up of Community Place Types.**
- Place Types **have specific geographic boundaries**, so that they can easily be translated into zoning district revisions if necessary for implementation.
- Place Types define land use, but **they also define qualities of the built environment**, like street patterns, streetscape, building types, and urban design features.
- Place Types establish the **framework for future physical development** in Rolla.

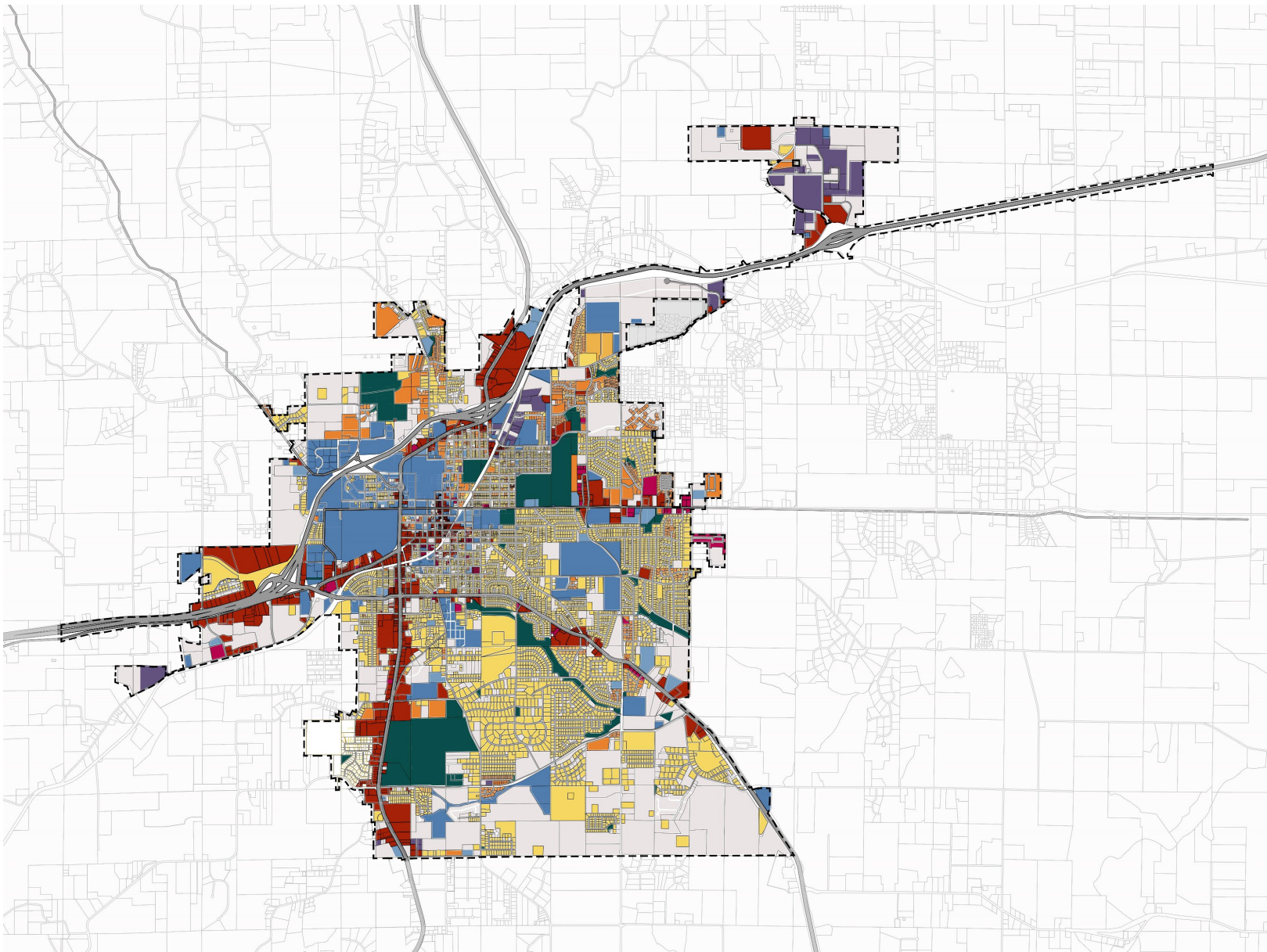




Regulatory Environment

LAND USE & ZONING

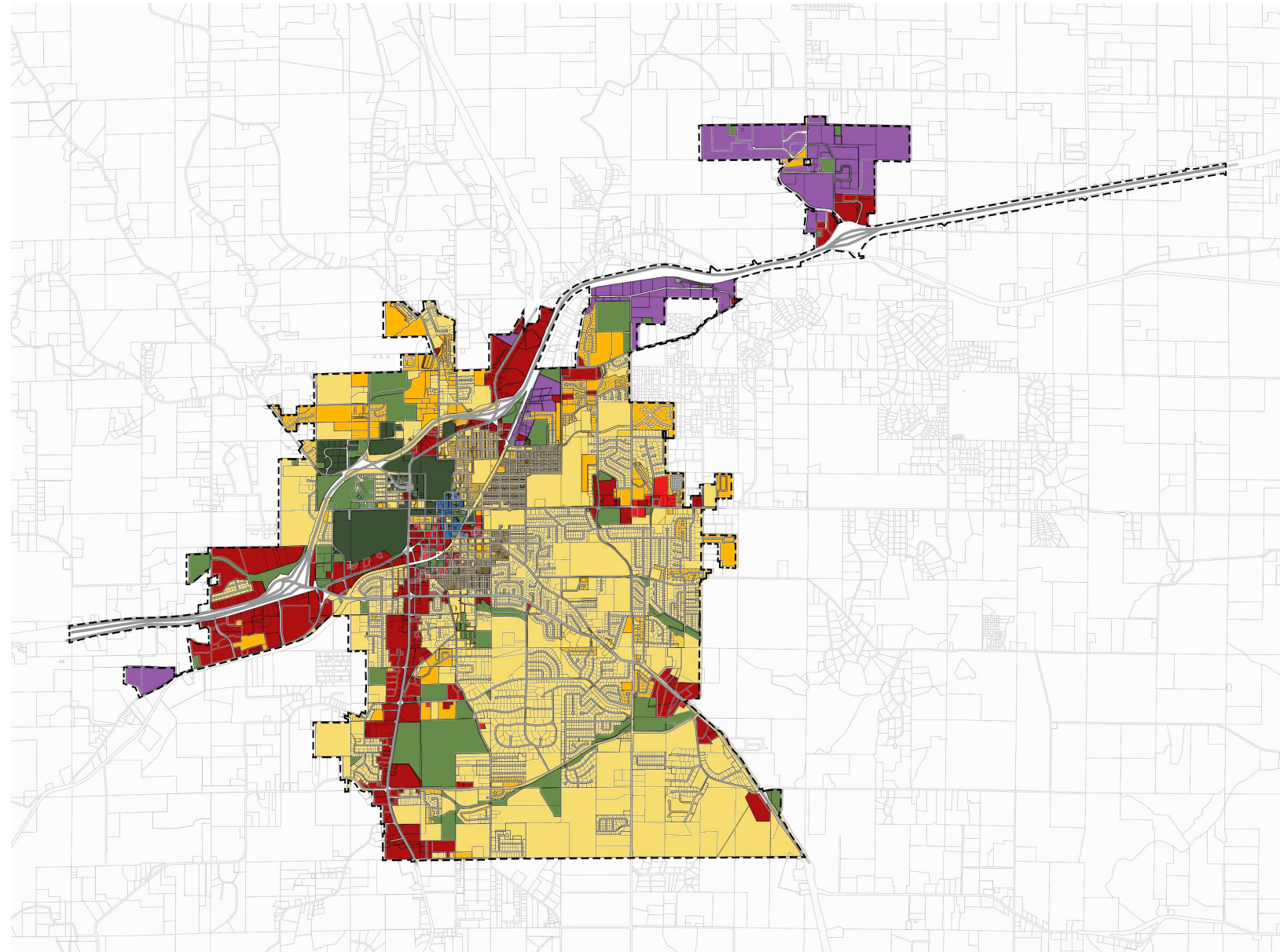
- Land Use Classification (Phelps County Assessor)
  - Commercial/Retail
  - Office
  - Parks and Open Spaces
  - Public
  - Churches
  - Manufacturing
  - Multi-family
  - Duplex
  - Single-family
  - Vacant



# Regulatory Environment

## LAND USE & ZONING

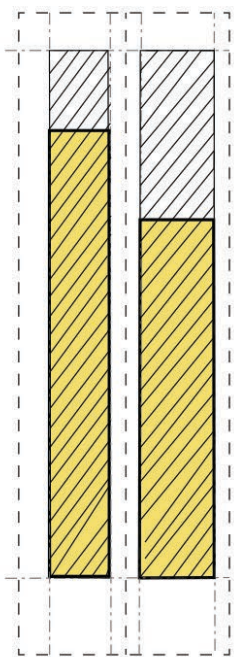
- Land Use Classification (Phelps County Assessor)
- Zoning Districts
  - C-C Center City District
  - U University District (*Special District*)
  - R-4 Urban Multi-Family District
  - U-R Urban Residential District
  - C-2 General Commercial District
  - C-1 Neighborhood Commercial District
  - R-1 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. <sup>2</sup>	2400 Sq. Ft. <sup>2</sup>
Total Coverage Percentage	7.18% <sup>2</sup>	40.0% <sup>1</sup>
Ratio	5.57 times existing as-built <sup>2</sup>	
<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.

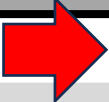
## Place-Based Zoning Analysis Summary Table

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

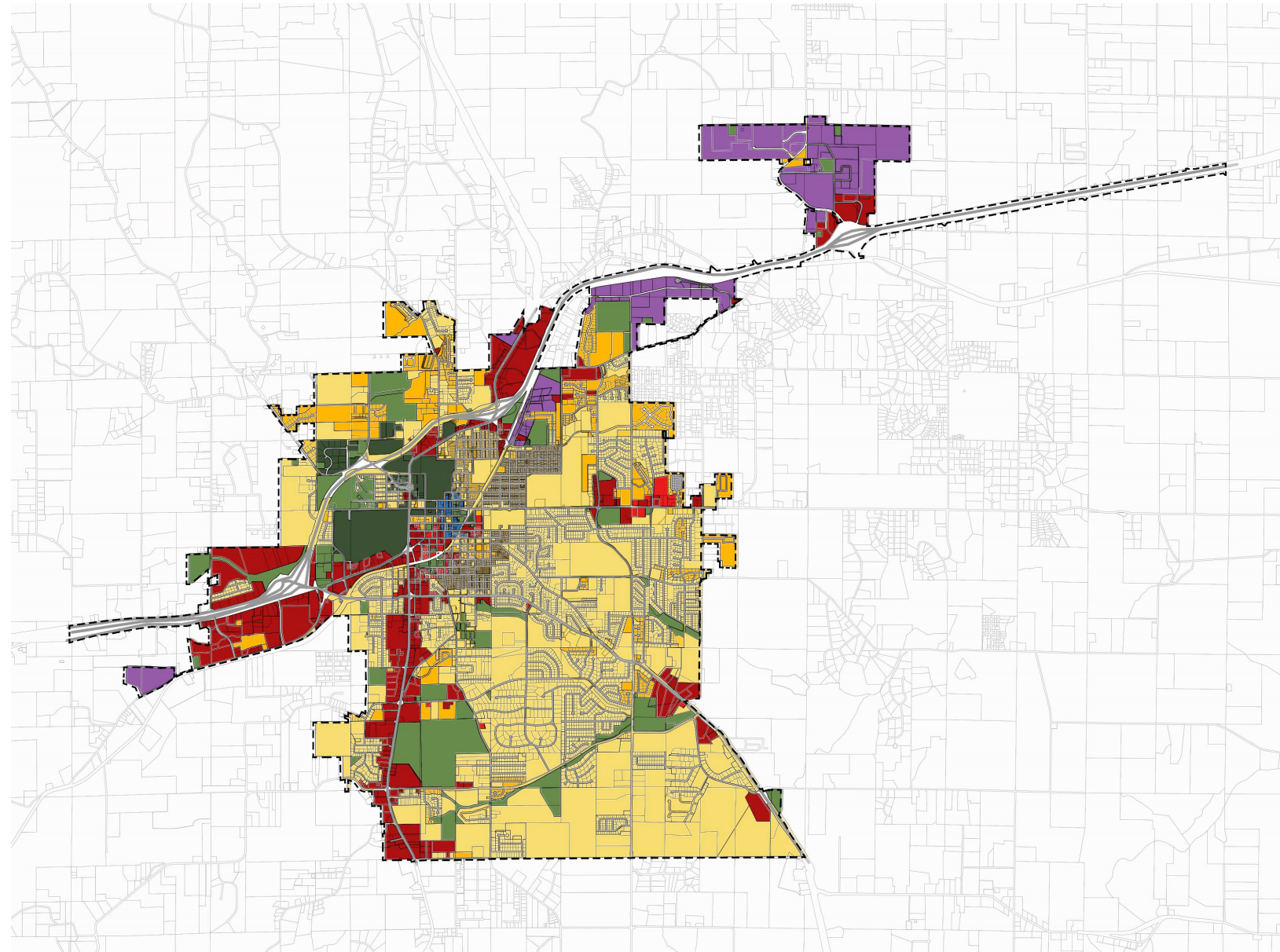
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# Community Place Types

*How are the Community Place Types identified and defined?*

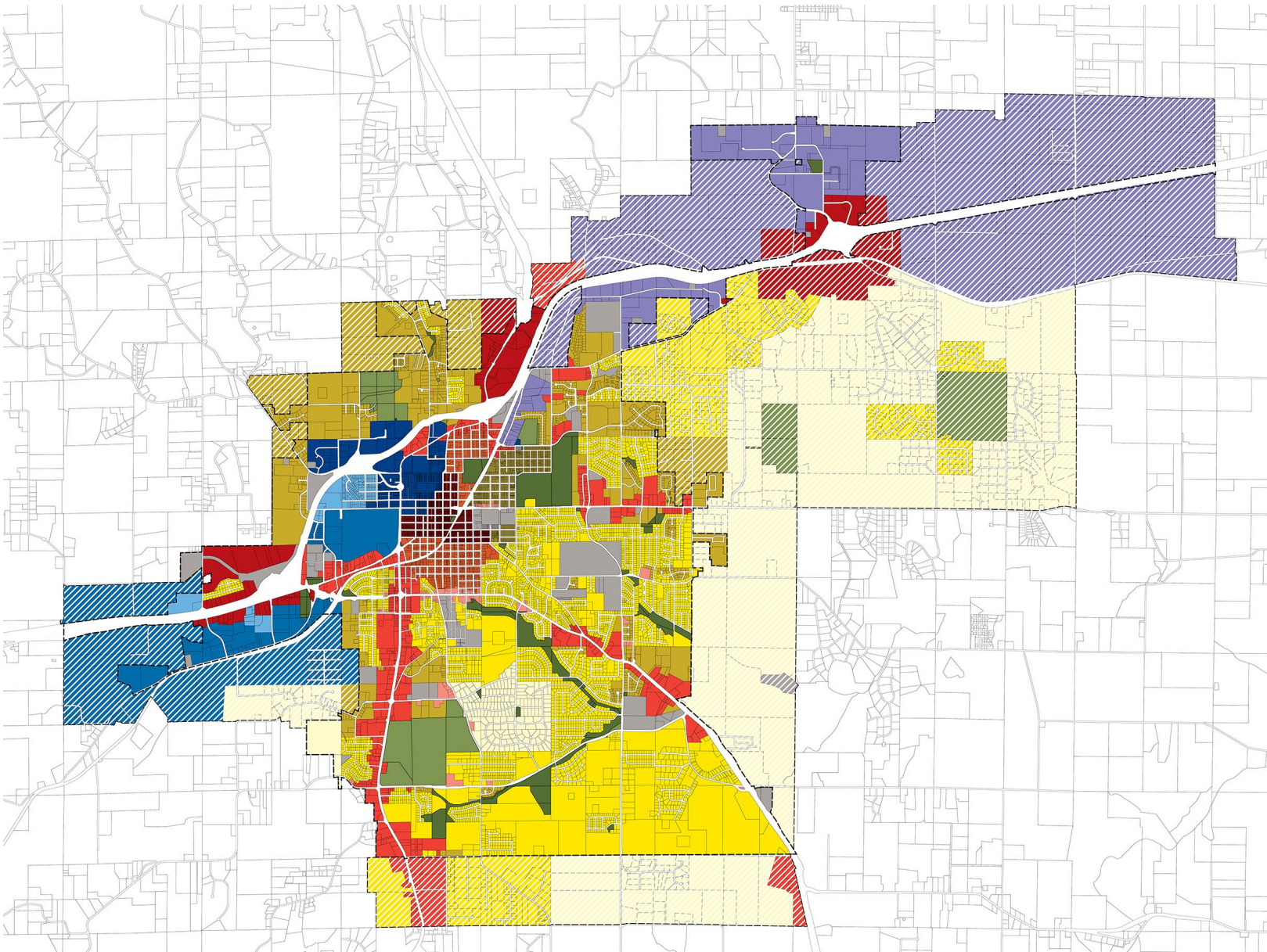
- Existing Zoning Districts
- Detailed built character analysis of...
  - *Building typology*
  - *Building scale and location on site*
  - *Building age*
  - *Street network configuration*
  - *Streetscape quality and features*
- Classification of similar attributes
  - *Combining like with like*





# Community 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**)
- Type VI – Neighborhood Commercial (**NC**)
- Type VII – Corridor Commercial (**CC**)
- Type VIII – Highway Commercial (**HC**)
- Type IX – Downtown Core (**DTC**)
- Type X – University (**U**)
- Type XI – Mixed-Use Innovation Center (**MUIC**)
- Type XII – Medical (**MED**)
- Type XIII – Industrial / Manufacturing (**IM**)
- Type XIV – Public Land (**P**)
- Type XV – Parks / Recreation (**REC**)





Community Place Types

Residential & Mixed-Use Place Types

- Type I – Countryside Residential (R1)

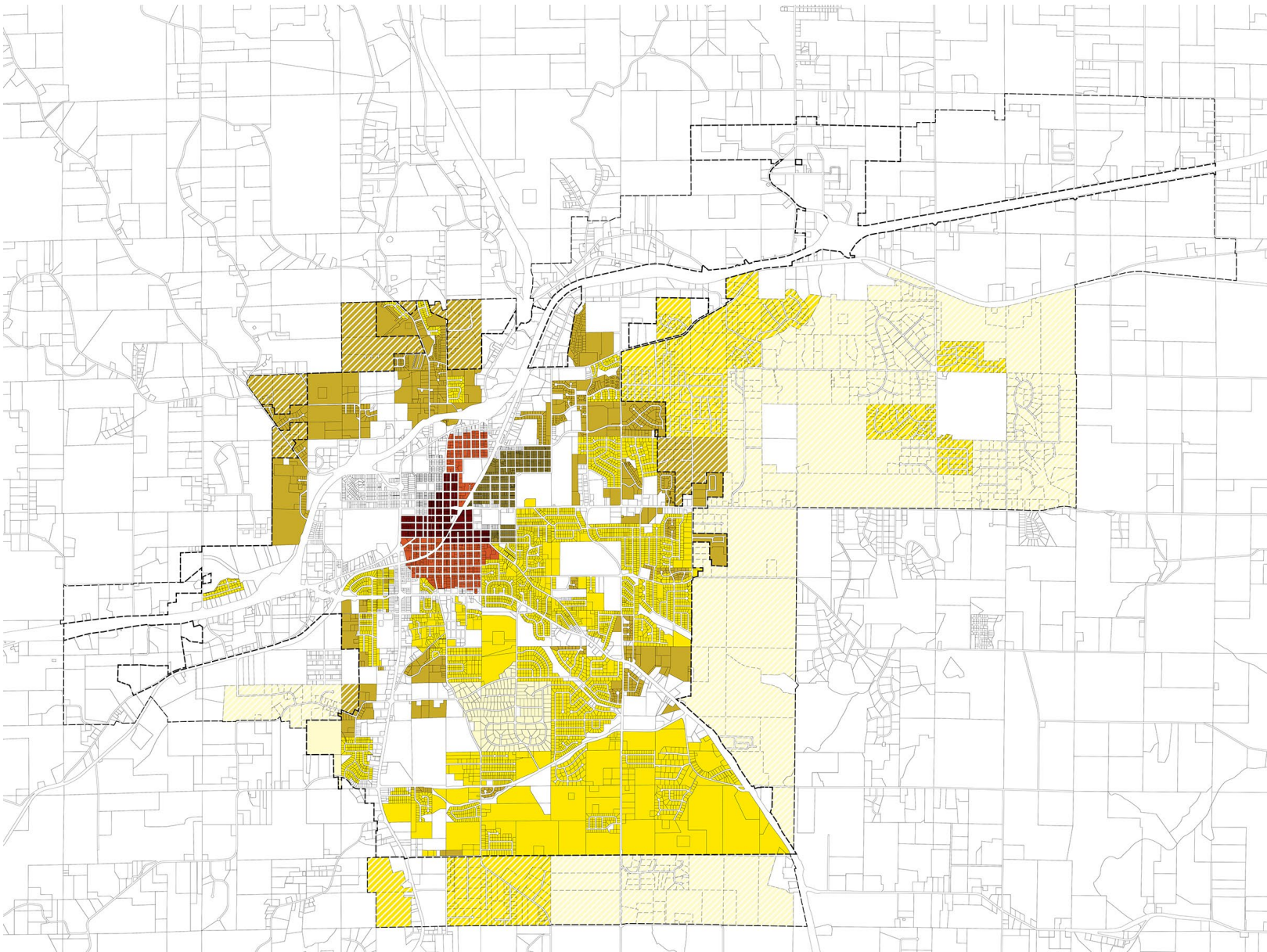
Type II – Suburban Residential (R2)

Type III – High-Density Residential (R3)

Type IV – Urban Residential (R4)

Type V – Downtown Mixed-Use Neighborhood (DT-MU)

Type IX – Downtown Core (DTC)





Community Place Types

Commercial & Retail Place Types

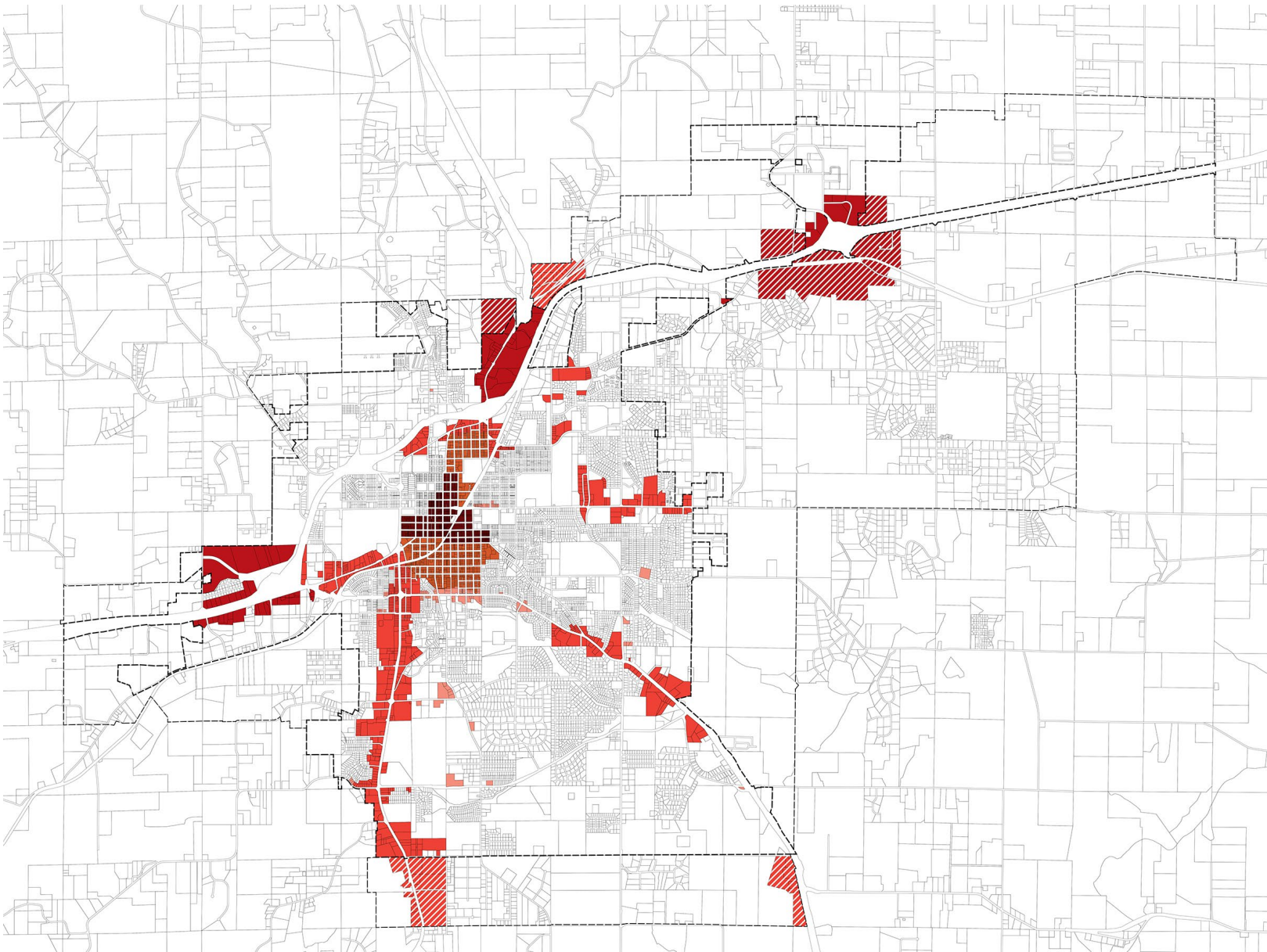
- Type V – Downtown Mixed-Use Neighborhood (**DT-MU**)

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Community Place Types

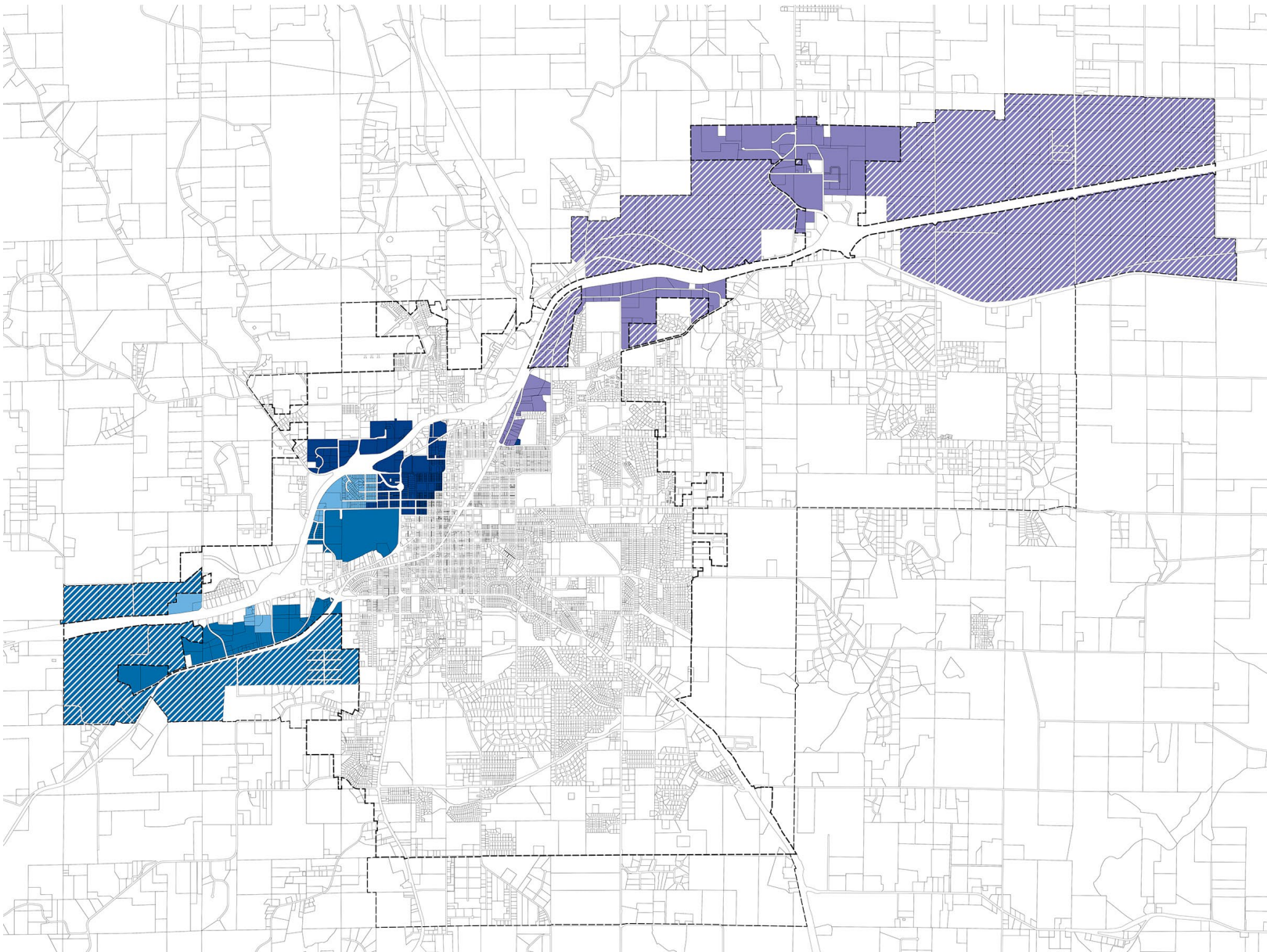
Innovation & Employment Place Types

- Type X – University (**U**)

Type XI – Mixed-Use Innovation Center (**MUIC**)

Type XII – Medical (**MED**)

Type XIII – Industrial / Manufacturing (**IM**)



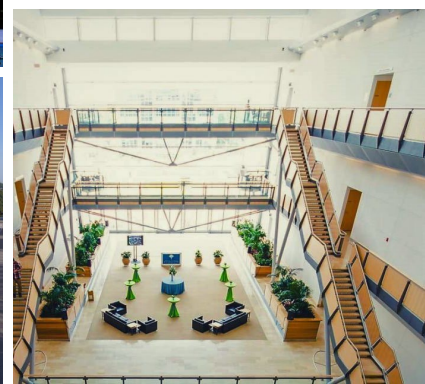
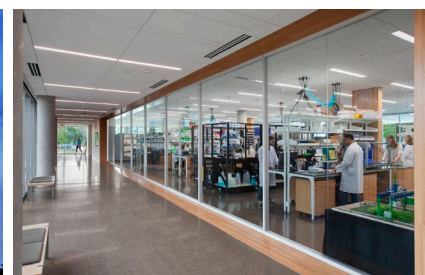
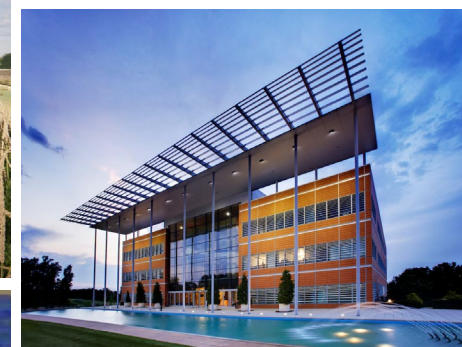


## Community Place Types

### *What is the Mixed-Use Innovation Center?*

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

### *Mixed-Use Innovation Center Development Examples*

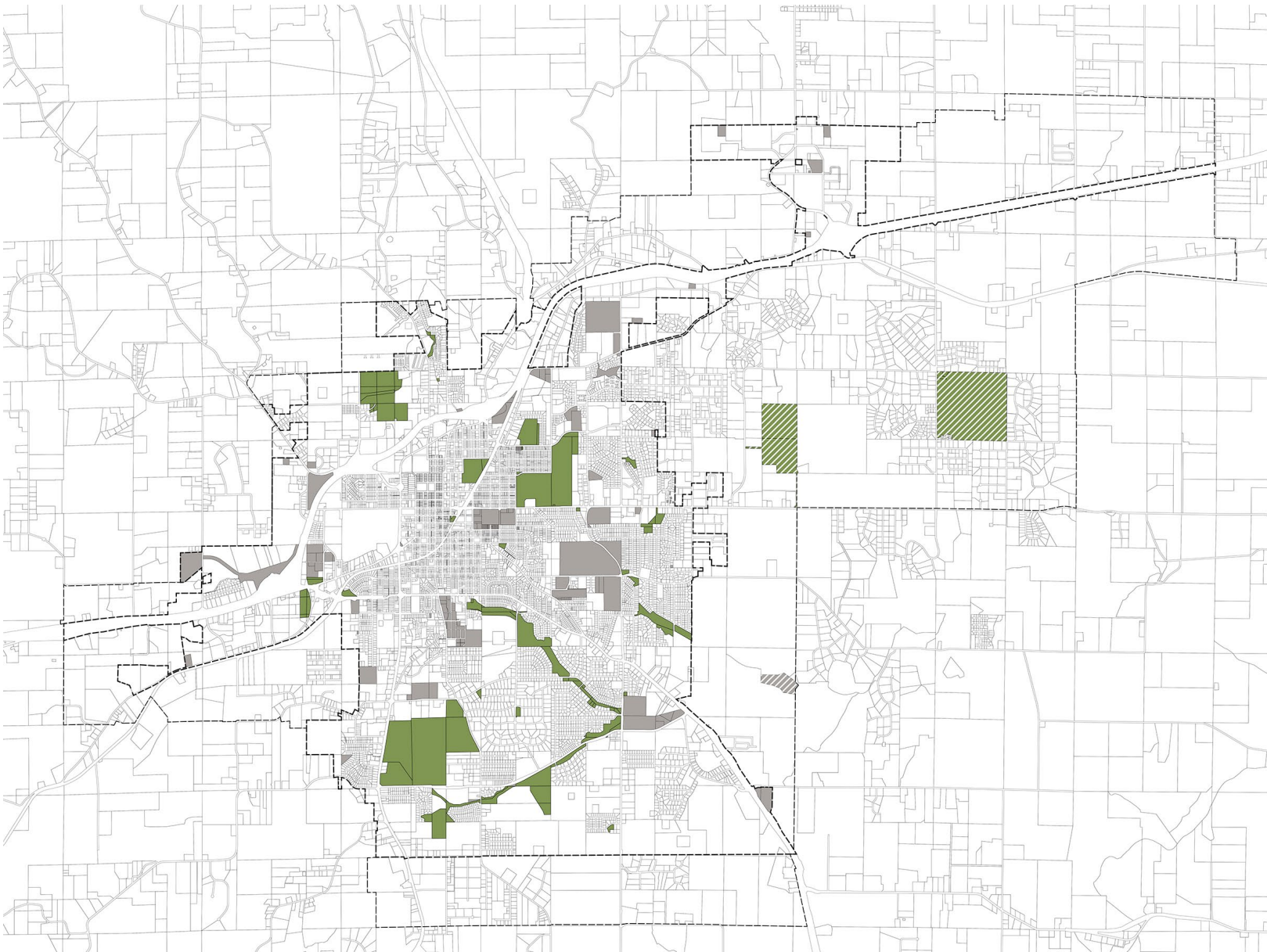




Community Place Types

Parks, Recreation, and Public Land

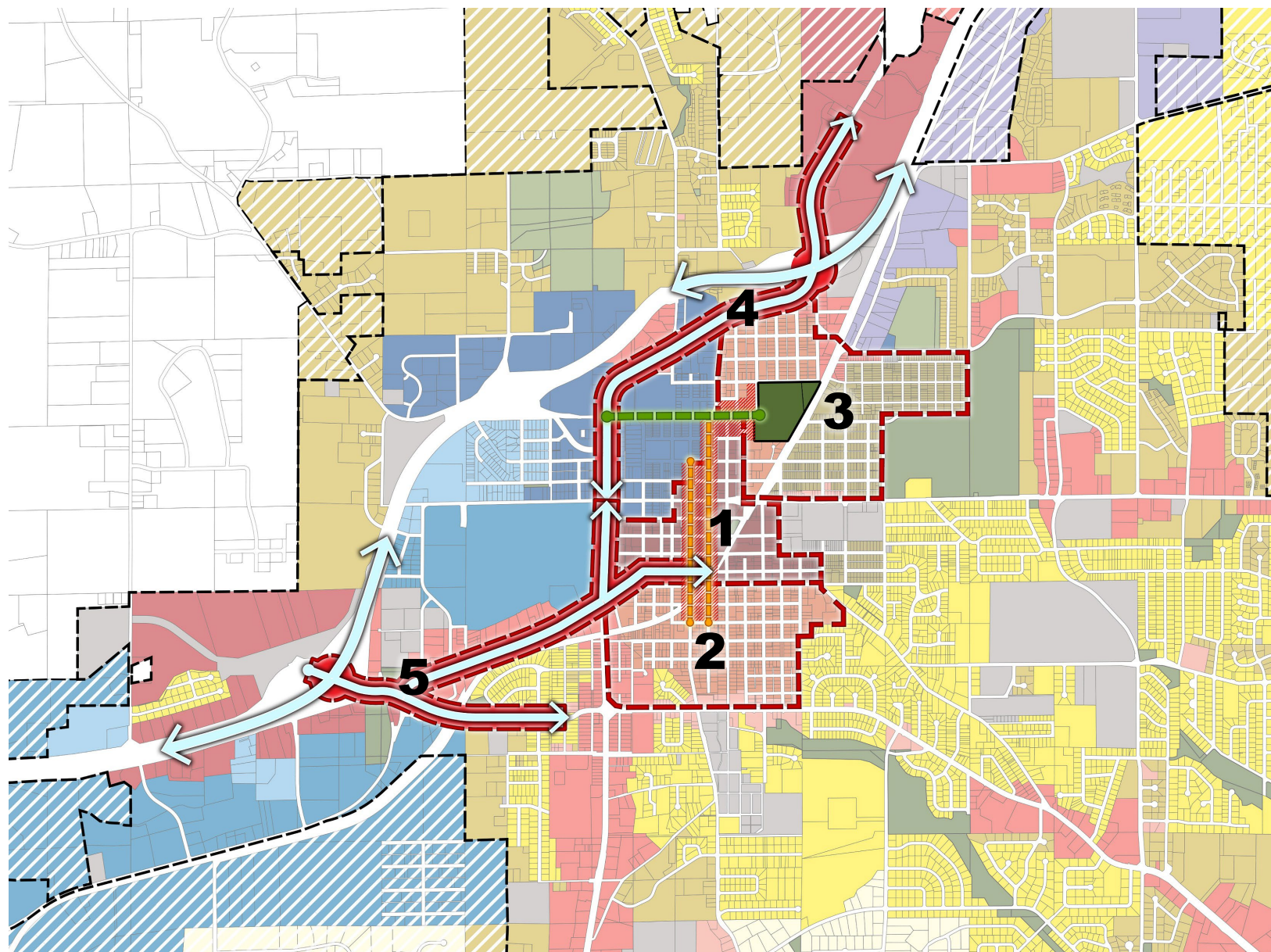
- Type XIV – Public Land (P)
- Type XV – Parks / Recreation (REC)





## Comprehensive Plan Focus Areas

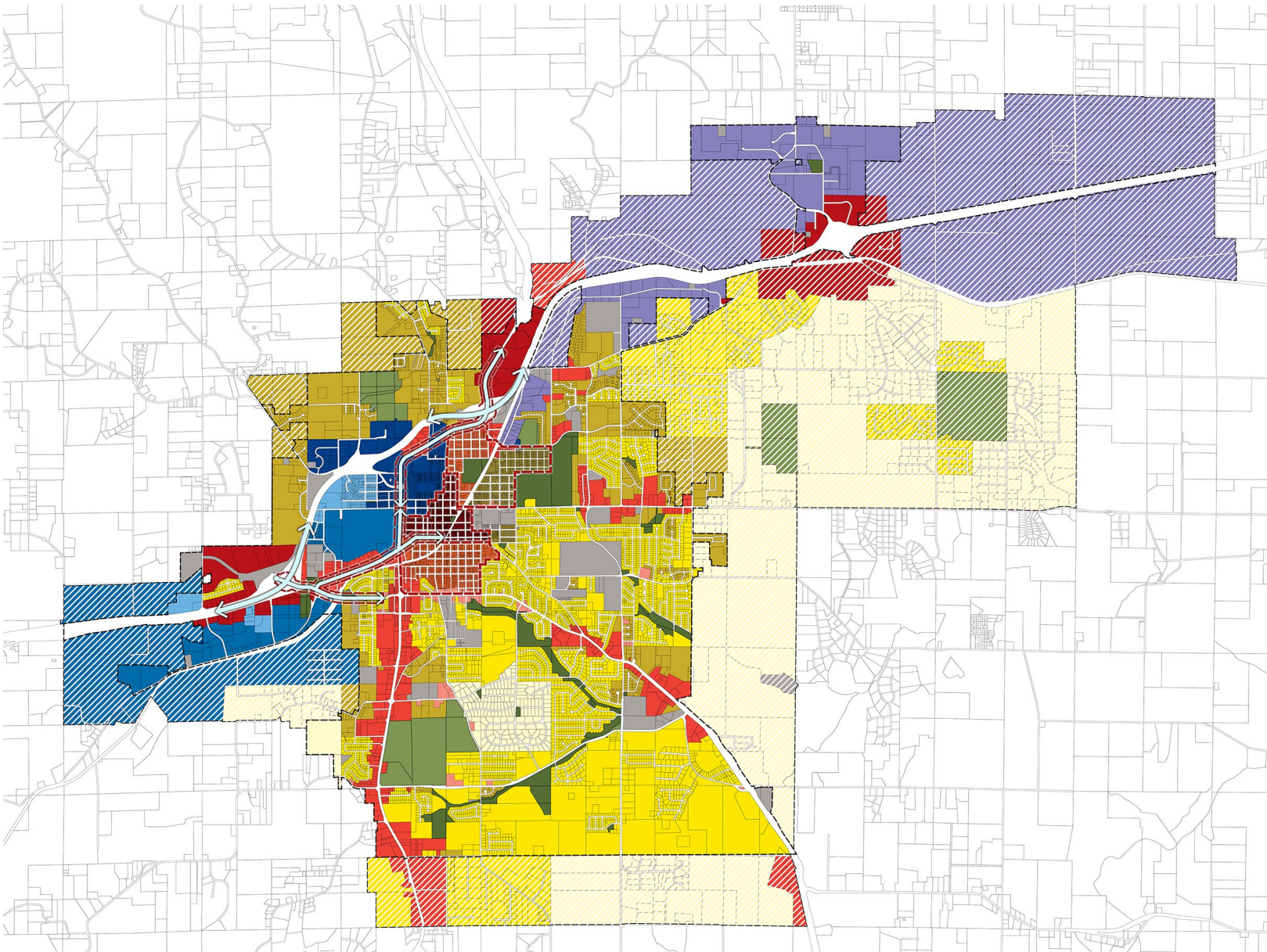
1. Expanded Downtown Rolla
2. Old Town Neighborhood
3. Schuman / Ber-Juan Neighborhood
4. I-44/Highway 63 Interchange and Corridor
5. I-44/Highway 72 and Kingshighway Interchange and Corridor





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# Work Session Tasks...

## Steering Committee Meeting #4

- Review the Community Place Types and focus areas of the Future Land Use Plan.
- Are these the right Place Types? In the right locations? The right size and proportion?
- Do the focus area boundaries and locations make sense to facilitate Rolla's community and economic development?
- Anything we are missing?
- **Draw your ideas on the map!**



### 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:

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#### Goal 8:

##### **Public Facilities & Services**

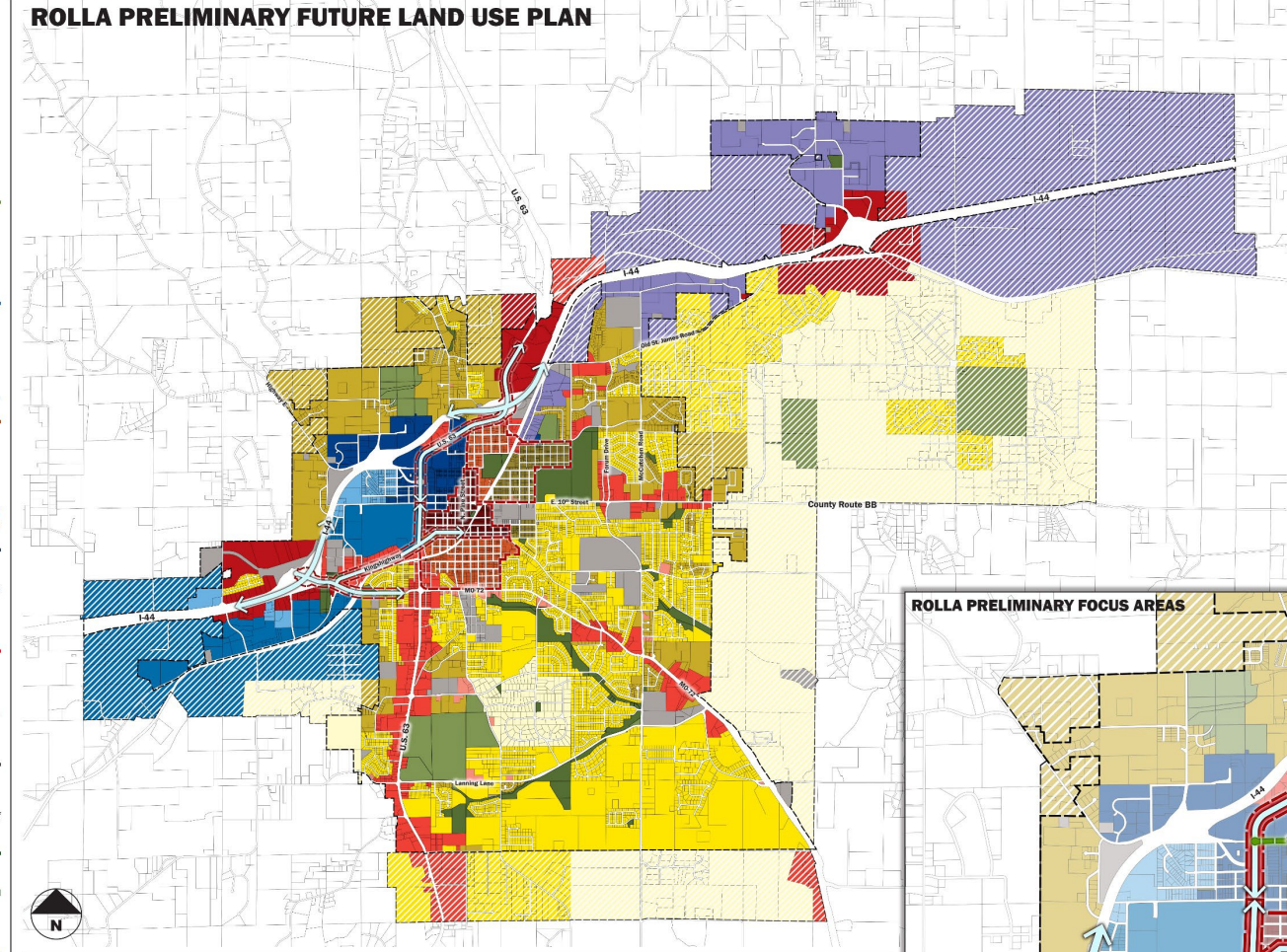
Rolla will continue to enhance the provision of electric, water, sewer, fire protection, emergency management, police, public schools, parks, and other utilities and facilitate future growth that provides for high-quality and cost-effective public infrastructure and facilities for community safety, resilience,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

## ROLLA PRELIMINARY FUTURE LAND USE PLAN

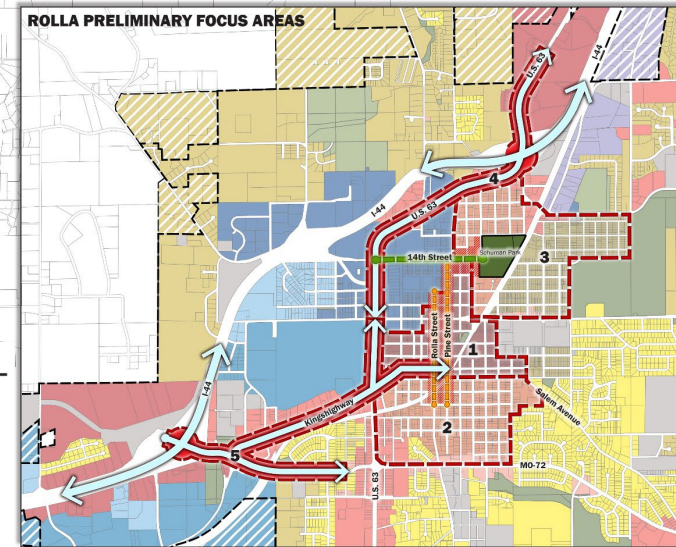


### Rolla Community Place Type Map Key

- Existing Village Corporate Boundary
- Potential Annexation Area
- Type I - Countryside Residential (R1)
- Type I - Countryside Residential (R1) Annex
- Type II - Suburban Residential (R2)
- Type II - Suburban Residential (R2) Annex
- Type III - High-Density Residential (R3)
- Type III - High-Density Residential (R3) Annex
- Type IV - Urban Residential (R4)
- Type V - Downtown Mixed-Use Neighborhood (DT-MU)
- Type VI - Neighborhood Commercial (NC)
- Type VII - Consider Commercial (CC)
- Type VII - Consider Commercial (CC) Annex
- Type VIII - Highway Commercial (HC)
- Type VIII - Highway Commercial (HC) Annex
- Type IX - Downtown Core (DTC)
- Type X - University (U)
- Type XI - Mixed-Use Innovation Center (MUSIC)
- Type XI - Mixed-Use Innovation Center (MUSIC) Annex
- Type XII - Medical (MED)
- Type XIII - Industrial / Manufacturing (IM)
- Type XIII - Industrial / Manufacturing (IM) Annex
- Type XIV - Public (P) Land
- Type XV - Public (P) Land Annex
- Type XVI - Parks / Recreation District (PRC)
- Type XVII - Parks / Recreation District (PRC) Annex

### Focus Area Key

- Expanded Downtown Area
- Old Town Neighborhood
- Schuman / Ber-Juan Neighborhood
- I-44 / U.S. 63 Interchange and Corridor
- I-44 / MO-72 & Kingshighway Corridor



## Steering Committee Meeting #4

Preliminary Future Land Use Plan & Focus Area Identification

April 1, 2025