

COMPREHENSIVE PLAN UPDATE

A 25-Year Vision for Rolla

First Draft for Review
January 5, 2026

Acknowledgements

DRAFT

{Acknowledgements Page to be Completed}

Special Thanks To...

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Section 1:

Introduction

Home to one of the nation's top science and technology research universities, Rolla is a historic, complete community—the seat of Phelps County—offering employment opportunities, shopping and dining, and a variety of housing, set within the picturesque landscape of the Ozarks. Rolla is one of South Central Missouri's jobs, retail, and service centers, serving a seven-county region between Springfield, Missouri and St. Louis.

Rolla is home to two major economic development generators—Missouri University of Science and Technology (Missouri S&T) and Phelps Health (a county public hospital serving a population of over 200,000). Missouri S&T was certified as a Carnegie R-1 Research University on January 1, 2025, and is the most affordable such university in the U.S. This presents Rolla with an opportunity to attract national and international students, faculty, and staff in the science, technology, and engineering disciplines that is uncommon to a City of Rolla's size and Midwest location. Furthermore, Rolla has excellent transportation access. Located on I-44 about 90 minutes southwest of St. Louis, Rolla is a historic Route 66 community.

Rolla is not, however, without its challenges. Although mid-Missouri is projected to grow, the entire State of Missouri is projected to experience flat or negative net growth over the coming

decades, and Rolla's growth has slowed over the past two (2) decades. Additionally, new housing starts in Rolla have stagnated (with the exception of the new 578-homesite Highland Manors subdivision) and Rolla's housing costs are unaffordable to many people who work in Rolla. Rolla's historic Downtown has experienced decades of slow disinvestment and decline. Finally, despite the presence of Missouri S&T and a reasonably robust manufacturing jobs base, Rolla has not achieved its potential of attracting businesses that hire S&T graduates, nor of facilitating the establishment of businesses by S&T graduates and faculty.

The Rolla 2050 Comprehensive Plan Update articulates a Community Vision for the future of Rolla and builds upon the community's strengths to address Rolla's challenges and position Rolla for increasing success and a continued bright and vibrant future.

Rolla's Community Vision:

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.

1.1. How this Plan Will be Used

The Rolla 2050 Comprehensive Plan builds upon the existing 2005 Comprehensive Plan (“Rolla 2020”) and establishes an updated long-range vision economic development that leverages and supports Rolla’s nationally-renowned institutions; revitalizing Rolla’s distinctive Downtown and historic neighborhoods; facilitating housing diversification and improving housing affordability to support current, new, and future residents; expanding and improving Rolla’s transportation network and infrastructure to both support and facilitate future development; and providing the necessary community amenities to ensure that Rolla continues to provide an exemplary quality of life for residents and visitors alike. Rather than identifying a specific “end state” for Rolla, this Plan is structured as a guide and call to future action **based on a 25-year vision for the City.**

This Plan presents goals, objectives, and recommendations for the City—developed through an intensive community engagement process—that are reasonable, feasible, and important to the welfare of the entire community. The value of the Plan will be measured by the degree of success the community achieves in its implementation.

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What is a Comprehensive Plan?

A Comprehensive Plan is an official document adopted by the 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, such as the zoning ordinance, 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. Chapter 89, Section 89.350 of the Missouri Revised Statutes (RSMo) defines the purpose of the Comprehensive Plan.

Structure of the Plan

This Plan is organized into seven (7) sections:

Section 1: Introduction

The plan objective, community planning process, implementation priorities addressed in the plan, and the Implementation Early Action Items.

Section 2: Future Land Use Plan

This section updates the Future Land Use Plan, composed of Rolla's Community Place Type classification. Associated recommendations for physical development are presented according to the implementation priorities in Section 3.

Section 3: Community Goals, Strategies & Action Items

This section identifies nine (9) community goals for the City, along with supporting Strategies and Action Items that provide an actionable roadmap for achieving the following Goals:

- » Community Identity and Placemaking
- » High-Quality Housing and Neighborhoods
- » Economic Growth and Job Base Diversification
- » Downtown Revitalization
- » Supportive Institutional Growth
- » Mobility, Transportation, and Infrastructure
- » Parks, Recreation, and Environment
- » Public Facilities and Services
- » Efficient and Effective Governance

The nine (9) Goals are organized according to the Comprehensive Plan Implementation Priorities presented in Section 1.

Section 4: Implementation Plan

This section provides a comprehensive Implementation Strategic Action Plan for all of the Comprehensive Plan strategies, as well as guidance and priorities—a short-term road map—to assist with implementation of the Plan.

The effectiveness of the Plan is directly related to the support and recognition of the recommendations that are included herein by the Planning and Zoning Commission, the Mayor and City Council, City staff, and the other appointed boards and commissions of the City.

This Plan recognizes that no planning system can be entirely quantitative and objective. There will always be a need for subjective judgment by elected and appointed officials, particularly in a mature community with established patterns and institutions. The key to successful planning in this environment is to make good subjective decisions that are aligned with a shared vision for the community, forward-thinking, and coordinated over time.

The Planning and Zoning Commission plays a critical role in the planning process and must be attentive to the needs and desires of the community. It must bring such needs to the attention of the City Council, as well as other authorities within the community having direct responsibility for public improvements. The assessment of local needs and application of the recommendations of the Comprehensive Plan and will result in the orderly and economical attainment—and maximum benefit—of the goals established in the Plan.

After formal adoption of Rolla 2050, it becomes a tool for communicating the City's land use policy and coordinating individual decisions to harmoniously shape the City's growth and development. This Plan supersedes all land use plans previously adopted by the City. It should be used to update and inform administration of the City's existing Code and planning tools, which include, but may not be limited to the following:

- » Buildings (Chapter 6)
- » Stormwater and Flood Control (Chapter 15)
- » Nuisances and Property Maintenance (Chapter 28)
- » Streets and Sidewalks (Chapter 36)
- » Planning and Zoning (Chapter 42)
- » Annual budgets and capital improvement plans (CIPs)

The Planning and Zoning Commission has an ongoing responsibility to see that the Plan is implemented and updated as needed to be responsive to changing conditions. City staff and appointed boards and commissions should use the Plan to guide their decision-making. Close cooperation between the City Council and the Planning and Zoning Commission will be essential to proper administration of the Plan. Coordination with other governmental entities and jurisdictions will also be important to realizing the City's Vision.

To that end, the Rolla 2050 Comprehensive Plan Update is intended to be used in several ways:

1. As a Guide for Future Land Use Decisions

- » To establish a shared vision for development and land use in Rolla; and To provide the Planning and Zoning Commission and City Council with an explicit statement of public policy to guide them in their weekly, monthly, and annual decision making on specific development and land use issues.
- » To remove as much uncertainty as possible from the development process, and thereby facilitate optimal location decisions on the part of businesses, households, and developers.
- » To provide administrative continuity through successive City administrations in dealing with development proposals, both public and private.
- » To provide the community with confidence that recommendations of the Plan are based on the public's participation and input, and that changes made in the community will be responsive to the public's needs and interests.

2. As an Outline for Public Facility Decisions

- » To provide a framework for an orderly and reasonable implementation of the improvement projects recommended by the Plan, such as street and streetscape improvements, sidewalks, storm water improvements, and communication technology.
- » To help ensure that improvement projects will be carried out concurrently with the community's ability to pay so that their completion will not create an excessive tax burden.

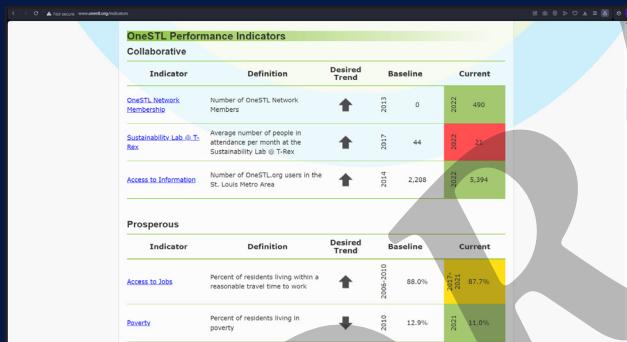
3. As a Call to Action

To articulate and serve as a call to action on City initiatives, including the development of a network of pedestrian and bicycle facilities, creation of walkable, place-based commercial and retail development, continued revitalization and activation of Downtown, increasing housing diversity and affordability, and a strong jobs base of established and emerging industrial sectors.

The Plan is intended to be flexible, so that it can respond to changing community conditions. At the same time however, the Plan should proactively facilitate the planning and decision-making process for the City. This Plan represents a long-range (25-year) vision for Rolla. However, the Plan must be periodically reviewed and updated. As part of implementation activities, the City should establish a "community dashboard" of outcome management indicators on which the City can readily collect data. Using this dashboard, City staff and the Planning and Zoning Commission should track the progress of Plan implementation to assess Plan recommendations and to determine whether adjustments are needed to the Plan.

Community Dashboard for Implementation

The Community Dashboard to track implementation of Rolla 2050, recommended on the preceding page, can take any one of a number of formats. A regional example of an implementation dashboard is the OneSTL Performance Indicators, developed and maintained by East-West Gateway Council of Governments as part of the 2013 OneSTL Regional Plan for Sustainable Development. The dashboard consists of 46 regional *Performance Indicators* across OneSTL's nine (9) sustainable development goals. Baselines for each indicator were identified in 2013 and 2014, and performance is measured annually by comparing the current data for each indicator with the baseline date. Information is presented in an illustrative table on the OneSTL website.



Please visit <http://www.onestl.org/indicators> to explore the dashboard.

There are a range of other formats for community dashboards, from downloadable Excel spreadsheets that are updated annually to GIS-based online map portals. Some other examples of Comprehensive Plan implementation dashboards include:

Smithfield, Missouri:

<https://www.smithvillemo.org/pview.aspx?id=55065&catid=70>

Charlotte, North Carolina:

<https://cltfuture2040.com/implementation/data-dashboard/>

Plano, Texas:

<https://www.planocompplan.org/287/Future-Land-Use-Map-Dashboards>

1.2. Creating the Plan

Rolla 2050 is the product of a robust community engagement process, conducted over the course of eighteen (18) months, which utilized five (5) key engagement activities:

- » **Steering Committee.** The heart of the public planning process, the City's Department of Community Development convened a Comprehensive Plan Steering Community of key community representatives to serve as an advisory body and sounding board during the creation of the Plan. The Steering Committee met five (5) times during the planning process to review work and provide guidance to the planning team. The Steering Committee gave advice and consent at each meeting to bring the current state of the work to date forward to the Public Workshops. The full roster of Steering Committee Members is listed on the Acknowledgements page at the beginning of this Plan.
- » **Public Workshops and Community Open House.** The City of Rolla and the planning team also conducted two (2) public workshops (one for general Plan input and one specific to Downtown Rolla issues and opportunities) and one final Community Open House at key points throughout the development of the Plan. These workshops were used to solicit issues, ideas, and priorities of plan, as well as to review and comment on draft recommendations.
- » **Rolla Community Surveys.** Specific resident and business surveys, consisting of both multiple-choice questions and optional open-ended response questions, were developed and administered through SurveyMonkey to collect input on a variety of topics and conditions affecting Rolla. A total of 867 people responded to these two surveys, of which 777 are residents of Rolla.

- » **Stakeholder, City Staff, and Government Officials Visioning Sessions.** The planning consultant conducted two (2) individual visioning sessions. At the outset of the planning process, the team met first with community stakeholders, City Staff, and elected and appointed officials to conduct an assessment of the existing Comprehensive Plan and its successes and failures; collecting input on how and why the existing plan has been successful or not; and collecting input on current issues and opportunities facing Rolla. The, the team met separately with representatives of Downtown businesses and Downtown property owners to collect input on the challenged and opportunities facing Downtown, as well as successes and failures of previous Downtown revitalization efforts. These sessions provided a foundation of visioning for the Comprehensive Plan update using the expertise of those tasked with administering the Plan day to day.
- » **Business Owners' Roundtable Meetings.** The City and planning team conducted one (1) meeting with property owners, business operators, and other business community stakeholders in Rolla; as well as one (1) meeting of Downtown Rolla business and property owners. The purpose of these meetings was for the planning team to collect input on issues, opportunities, and ideas facing the Rolla business community at-large, and the Downtown business community in particular.

Over 900 unique Rolla residents and non-resident stakeholders participated in this process, through over 1,000 individual points of contact. The Comprehensive Plan Implementation Priorities presented on the following page were identified and prioritized by the community and are addressed in the Rolla 2050 Comprehensive Plan Update.

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1.3. Implementation Priorities

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Rolla 2050 was created through ongoing, iterative engagement with the community of Rolla, as detailed in the preceding section. The planning team collected feedback from Rolla residents and stakeholders through multiple means of engagement at each phase of the planning process. Feedback was synthesized, analyzed, and re-presented to the community at each subsequent phase for continued review, revision, and confirmation.

The entire Rolla 2050 Comprehensive Plan Update is rooted in the outcomes of this process. Early in plan development, the planning team identified a series of *Comprehensive Plan Implementation Priorities*. These key priorities represent the consensus input and feedback gathered from the first two (2) Steering Committee Meetings; the Stakeholder, City Staff, and Governmental Officials Visioning Sessions; and the Rolla resident and business online surveys. The Implementation Priorities are the consensus items that the Rolla community has said should be addressed in Rolla 2050—the things that the planning team heard again and again across multiple stakeholder groups. These Priorities are the foundation of the Plan’s Vision, Goals, Strategies, implementation actions, and physical plan recommendations and are presented on the following page.

Comprehensive Plan Implementation Priorities

1. Revitalize Downtown Rolla

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.

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.

3. Create Strategic Partnerships for Economic and 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.

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.

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 in Rolla.

1.4. Implementation Early Action Items

Identification and successful completion of several early action items will be key to setting the stage for on-going implementation. First, it will establish essential regulatory and policy frameworks for ongoing implementation efforts. Second, it will initiate several key catalytic projects to leverage future investment. Lastly, it will build critical momentum and excitement among residents and stakeholders about Rolla's future.

In order to successfully begin implementation of the Rolla 2050 Comprehensive Plan Update, the following seven (7) early action items should be initiated and, when possible, completed by the City of Rolla within five (5) years of Plan adoption:

1. Establish the Economic Partnership.

Economic and community development in the City of Rolla both affects, and is impacted by, three (3) major partners; the City of Rolla, Missouri S&T, and Phelps Health. As called for in Strategy **X.1**, a formal partnership should be established between these three entities—the City of Rolla, Missouri S&T, and Phelps Health—along with the Rolla Regional Economic Development Commission. The purpose of this partnership is to align economic and community development initiatives and investments among the four (4) partners to maximize their leverage potential and ensure that all of the partners are working toward common goals. The Economic Partnership should be formalized with a publicly-recorded Partnership Agreement document, and the Partnership should hold meetings at least quarterly and produce an Annual Report of activities.

The Economic Partnership should be formally established within six (6) months of adoption of the Comprehensive Plan Update.

2. Establish an outcome reporting system.

Tracking progress of the Comprehensive Plan is an important part of successful implementation. In order to achieve this, the City of Rolla should develop an Outcome Measurement Reporting system to track implementation progress. The City should consider developing a web-based Community Dashboard to publish outcome measurement reports. This system should include a five (5) year assessment interval, with the potential to update tracking, measurements, targets, and/or benchmarks to reflect up-to-date implementation status.

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).

A proven tool for the revitalization and enhancement of Downtown and other districts is a Community Improvement District (CID). As described in [Section X.XX](#), a CID is one of two (2) geographically-based entities that can raise funds and spend those funds on community and economic development initiatives. While a Community Improvement District is more difficult to establish than a Special Business District (SBD), a CID is both more powerful and more flexible as it pertains to raising and acquiring funds, as well as the types of initiatives and activities on which those funds may be spent.

While the Rolla Downtown Business Association (RDBA) does a good job of promoting Downtown Rolla, there are limits to what the RDBA—as essentially a volunteer organization—can successfully accomplish. A CID, by definition, is governed by a Board of Directors and typically maintains at least one (1) paid, professional staff. As such, a Downtown CID can lead Downtown revitalization efforts with engagement with the Economic Partnership.

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 Community Improvement District, the City of Rolla should establish a Chapter 353 Urban Redevelopment Corporation, with boundaries conterminous with the Downtown CID. A Chapter 353 Urban Redevelopment Corporation permits the City of Rolla to grant a 25-year property tax abatement on qualifying redevelopment projects, as summarized in [Section X.XX](#). Of the 25-year tax abatement period, 10 years of property taxes on property improvements may be fully-abated, and the remaining 15 years may be abated at up to 50% of assessed value of the improvements. This property tax abatement is a valuable financial incentive for Downtown investment.

The Downtown Chapter 353 Redevelopment Corporation should be established within eighteen (18) months of adoption of the Comprehensive Plan.

5. Plan for Phase 2 of the MoveRolla TDD.

With the pending completion of the original MoveRolla TDD projects, the City of Rolla should begin to identify projects for the next phase of street improvements. These should include major recommendations from the Rolla 2050 Comprehensive Plan update, including the improvements to the Pine Street / Rolla Street 1-way couplet system in Downtown Rolla, improvement of the Pine Street / Bishop Street (U.S. 63) intersection with a roundabout, and the extension of Lions Club Drive north-east of MO-72 with a new road alignment connecting to the Route V / I-44 interchange.

Project should be identified and funding mechanisms established for MoveRolla TDD Phase 2 projects within eighteen (18) months of adoption of the Comprehensive Plan.

6. Strategically update Rolla's Zoning Code.

The Rolla 2050 Comprehensive Plan Update contains numerous recommendations for updates to the City of Rolla's zoning code. These recommendations are presented by Community Place Type Districts in the Action Items for each Goal. The City should develop and adopt text amendments to Chapter 42 of the municipal code to ensure that each respective zoning district conforms to the recommendations of the Comprehensive Plan, namely the U-R Urban Residential, R-3 Multi-Family Residential, and R-4 Urban Multifamily Residential districts; and the C-2 General Commercial district. One key objective of these zoning code updates is to facilitate the development of more diverse and affordable housing units to attract and serve Rolla's workforce.

Likewise, the Comprehensive Plan recommends the creation of two (2) new zoning and/or zoning overlay districts:

- » A "Downtown Mixed-Use Neighborhood" zoning overlay; and
- » A "Mixed-Use Innovation District" zoning district or zoning overlay.

These zoning overlay district should be incorporated into Chapter 42 of the municipal code, incorporating all recommendations set forth in this Comprehensive Plan.

Zoning code updates should be completed within 12 months of adoption of the Comprehensive Plan Update.

7. Begin Planning for the Downtown Square.

One of the key community priorities of this Comprehensive Plan process is the development of a central Downtown Square, to serve as a community gather space and special event venue in Downtown. Two (2) conceptual locations for the Downtown Square are illustrated in **Section X.XX** of this Plan, and other opportunities for the development of the Square may be available.

Planning for the Downtown Square should begin within two (2) years of adoption of the Comprehensive Plan.

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Section 2:

Future Land Use Plan

Land use refers to how land is occupied or utilized, and informs the City of Rolla in the development, revision, and administration of the zoning code and development review process. Any request made to the City for development or a zoning code change should be checked for consistency with the Future Land Use Plan and the prescribed definition of the associated Community Place Type. Likewise, any updates or revisions to the City of Rolla zoning code instituted by the City should conform to the recommendations of the Future Land Use Plan.

The following specific policies are associated with the Future Land Use Plan:

The Future Land Use Plan is composed of “Community Place Types”. Community Place Types are land use and urban design recommendations that represent the City’s preferred option for: (1) situations where a land owner wishes to change the manner in which he or she uses the land (i.e. a request for rezoning); (2) situations in which the City of Rolla institutes a revision or change to the zoning code, zoning districts, or zoning district definitions, either in part or in whole; and (3) situations in which land is annexed to the City of Rolla and assigned a zoning district. The Future Land Use Plan does not override the regulations associated with a parcel of land’s current zoning or the manner in which the landowner can currently and legally use the land. Any request for a change in zoning, whether consistent with the Future Land Use Plan or not, must still be reviewed by the Planning and Zoning Commission and approved by the City Council, subject to the appropriate notification(s) and public hearing(s).

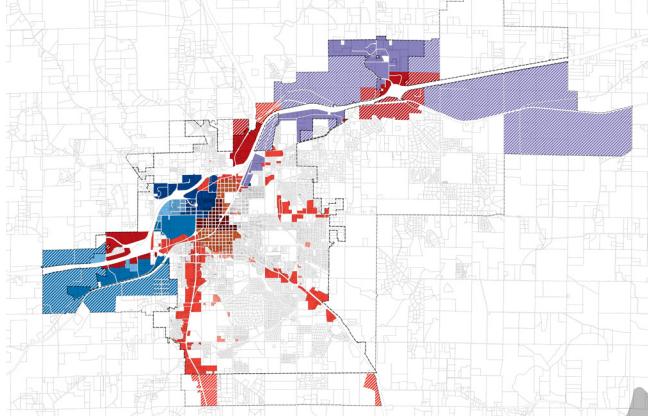
The Future Land Use Plan includes recommendations for two (2) new zoning overlay districts, the (i) “DT-MU Downtown Mixed-Use Neighborhood Overlay” and (ii) “MUIC Mixed-Use Innovation Center” District or MUIC Mixed-Use Innovation Center Overlay, both of which are described in further detail in this section. The Future Land Use Plan also includes recommendations for the modification of “C-2 General Commercial” to permit additional uses (i.e. residential and office as well as vertical mixed-use developments (i.e. commercial ground floors with residential and/or office uses on the second floor and above). Revisions to the zoning districts shall occur in a subsequent update to the City of Rolla’s zoning code. Likewise, text amendments should be made to any zoning district with current requirements that do not match the recommendations of the Future Land Use Plan.

A summary of the Future Land Use Plan’s Community Place Types—with recommended zoning classifications for each—is presented in **Figure 2.6**. Descriptions of each Community Place Type are presented on the following pages.

Rolla Future Land Use Plan

2.1. Community Place Types

Figure 2.1. Commercial & Mixed-Use Place Types

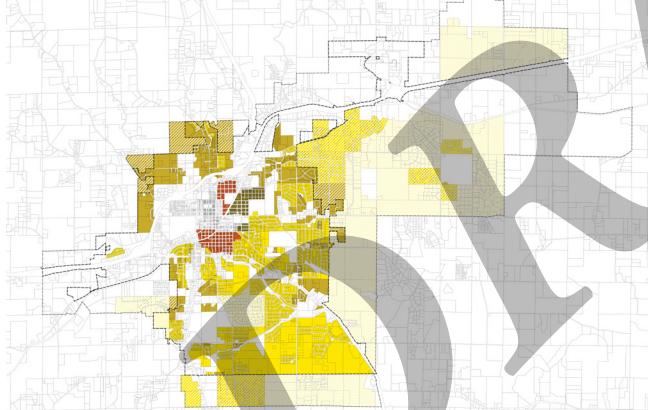


Economic Development Resources...

Commercial, Employment & Mixed- Use Amenities

Oriented along I-44, U.S. 63, and MO-72, Rolla's economic development centers encompass Downtown, Missouri S&T, Phelps Health, Hi-Point Industrial Park, and numerous existing retail centers and potential new development opportunities for strategic annexation.

Figure 2.2. Residential Place Types

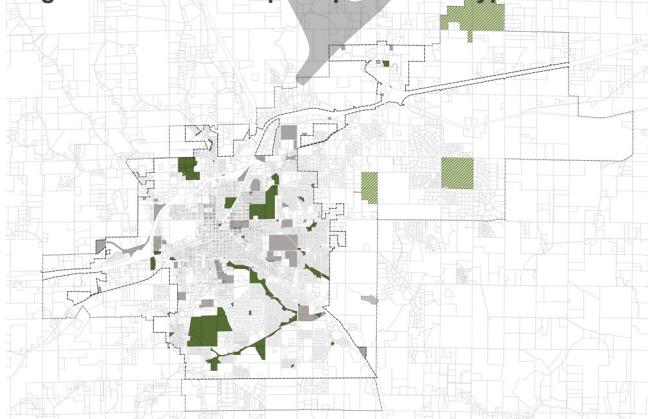


Community Development Resources...

Neighborhoods and Subdivisions

Emanating from the core of Downtown, Rolla's neighborhoods reveal the historical growth of the City. Traditional neighborhoods, housing both families and students, surround Downtown, transitioning to mid-Century suburban subdivisions, large estate subdivisions, and a variety of working and residential farms at Rolla's periphery.

Figure 2.3. Public & Open Space Place Types



Environmental Resources...

Parks, Open Space, and Natural Features

Located on the divide between the Gasconade and Meramec River watersheds, Rolla has two major waterways (Dutro Carter Creek and Deible Branch) and a picturesque landscape of rolling hills. This Ozark environment supports an extensive system of City parks and public conservation and recreation areas for the benefit of Rolla's residents and visitors.

Figure 2.4.1: FUTURE LAND USE PLAN, WEST SIDE

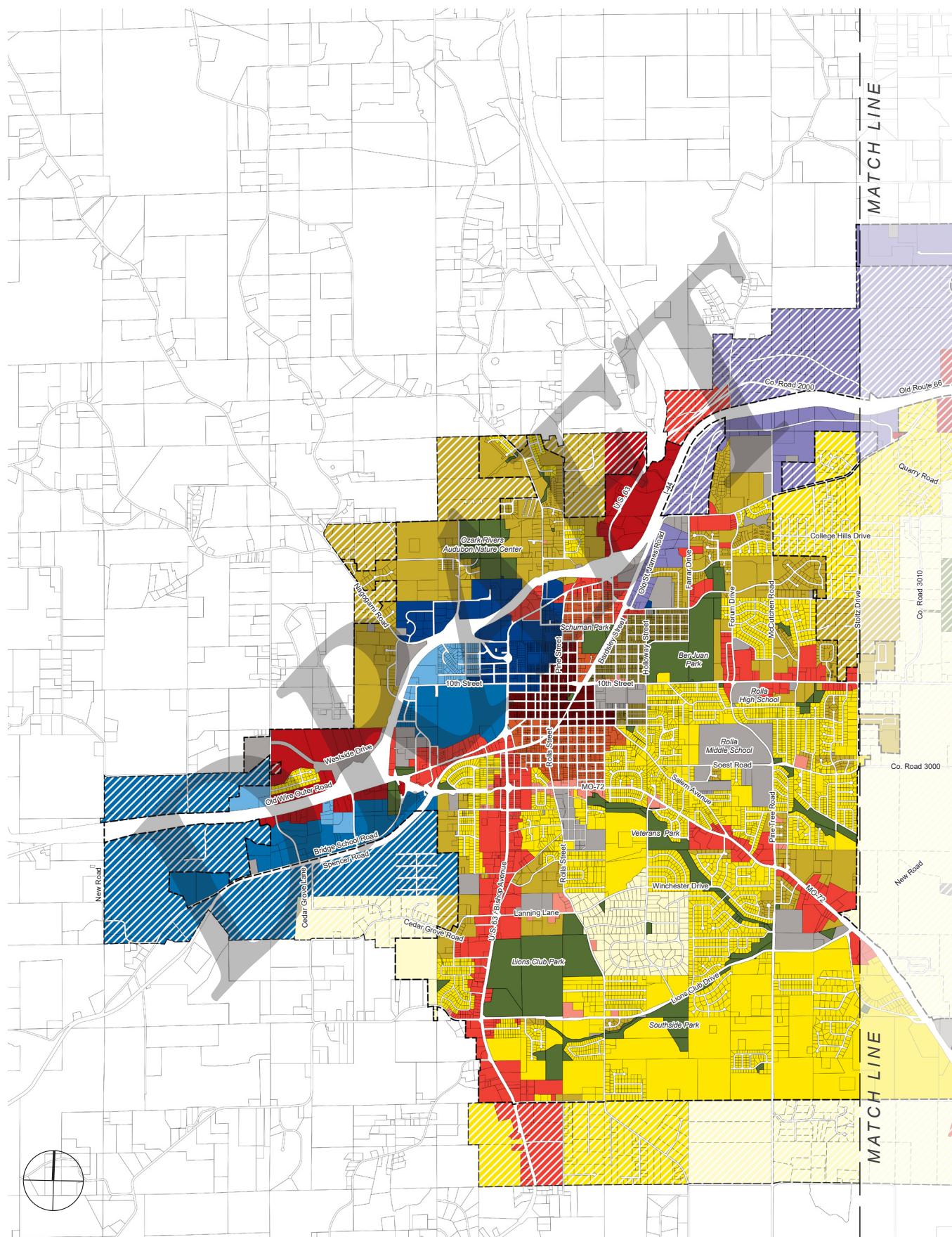


Figure 2.4.2: FUTURE LAND USE PLAN, EAST SIDE

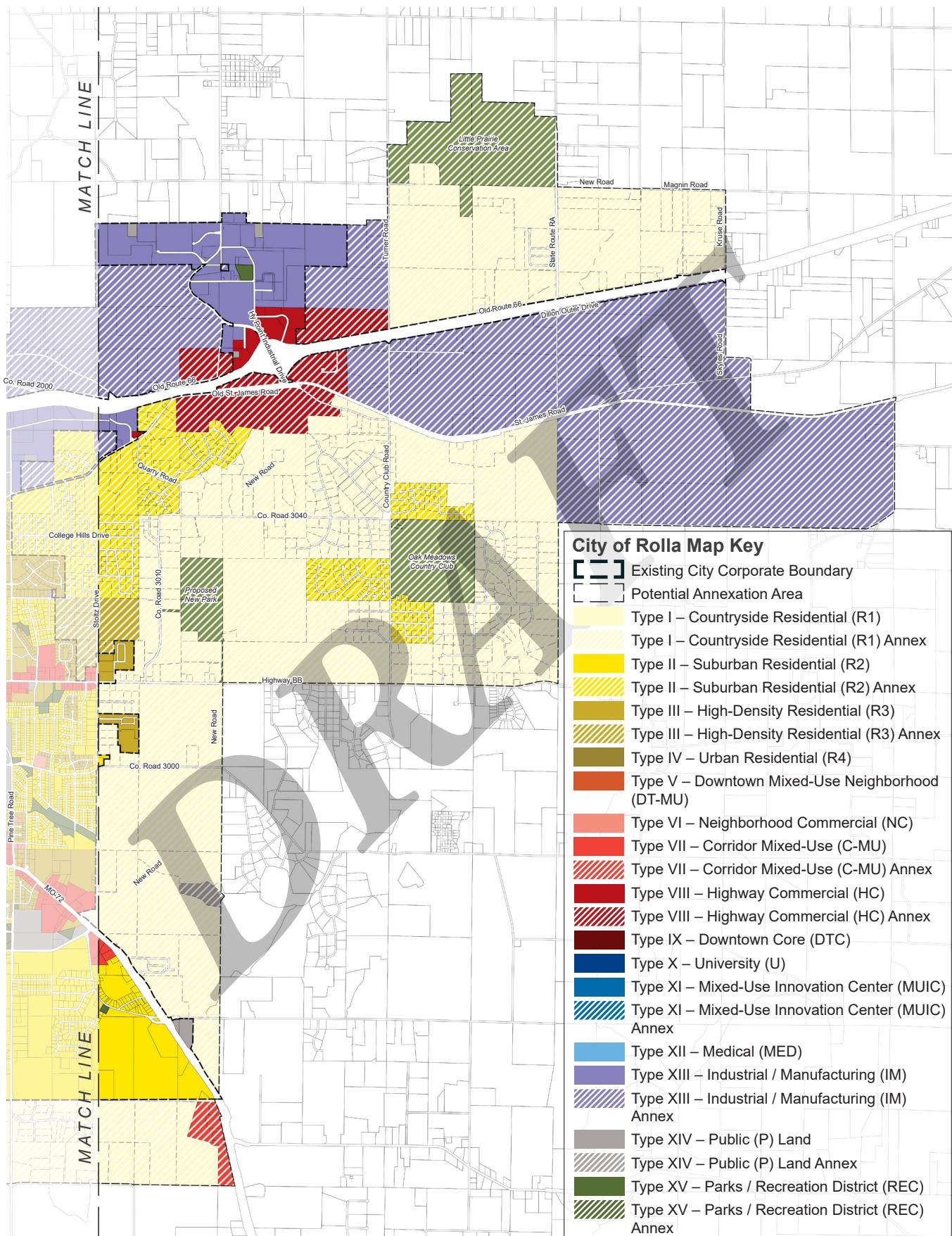


Figure 2.5.1: EXISTING ZONING MAP, WEST SIDE

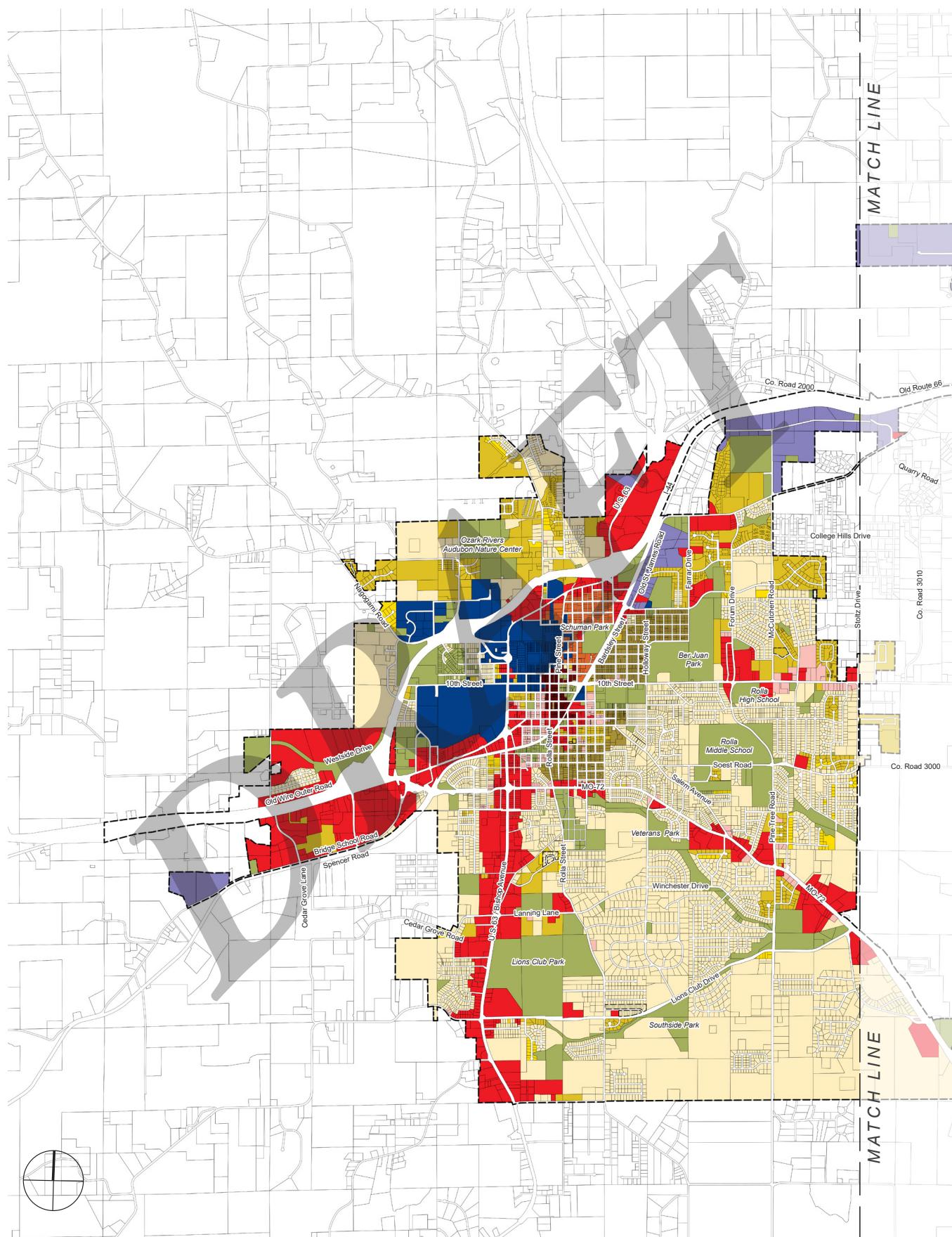


Figure 2.5.2: EXISTING ZONING MAP, EAST SIDE

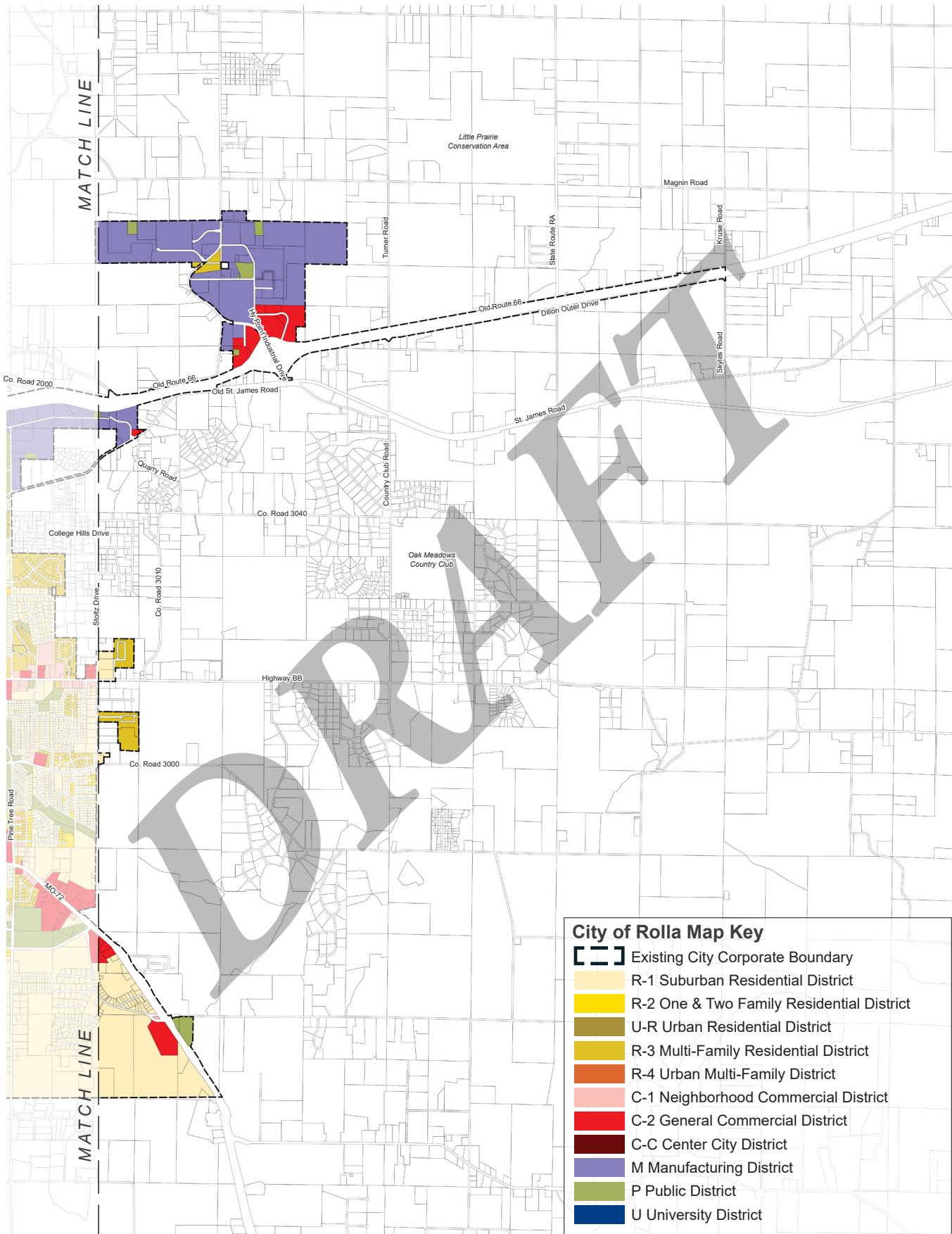


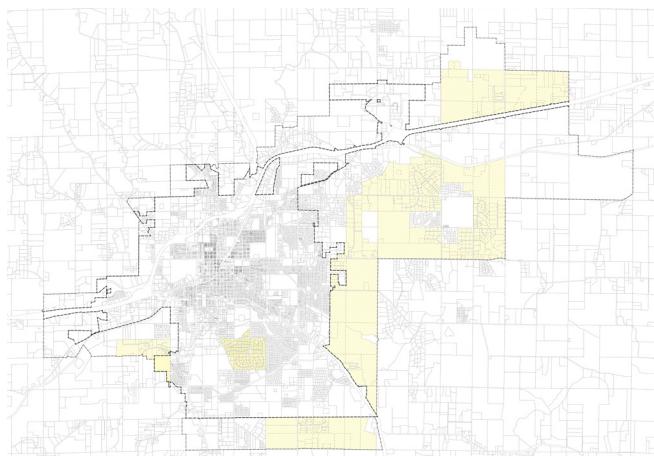
Figure 2.6: Summary of Community Place Types

Community Place Type / Future Land Use Category	Definition	Recommended Zoning Classification
Type I – Countryside Residential (R1)	Single-family detached homes subdivisions with curvilinear streets on lots of 6,000 square feet or more.	R-1 Suburban Residential District
Type II – Suburban Residential (R2)	Single-family detached homes, duplexes, and townhome subdivisions on lots of 5,000 square feet or more (single-family), 7,500 square feet or more (two-family), or 12,000 square feet or more (all other uses).	R-2 One and Two Family Residential District
Type III – High-Density Residential (R3)	Single-family detached homes, duplexes, townhomes, and apartments on lots of 4,000 square feet or more.	<i>R-3 Multi-Family Residential District, modified according to Comprehensive Plan Update recommendations</i>
Type IV – Urban Residential (R4)	Single-family detached homes, duplexes, townhomes, and apartments in traditional neighborhoods with gridded streets on lots of 4,000 square feet or more.	<i>U-R Urban Residential District and R-4 Urban Multi-Family District, modified according to Comprehensive Plan Update recommendations</i>
Type V – Downtown Mixed-Use Neighborhood (DT-MU)	Limited commercial and service businesses in existing, historic, residential and mixed-use districts adjacent to Downtown.	<i>New Downtown Mixed-Use Neighborhood (DT-MU) Overlay District</i>
Type VI – Neighborhood Commercial (NC)	Small-scale, day-to-day commercial retail and service businesses located along primary and secondary corridors.	C-1 Neighborhood Commercial District
Type VII – Corridor Mixed-Use District (C-MU)	Medium-density traditional commercial, retail, office, dining, community services, and mixed-use developments on large sites with centralized parking	<i>Portions of C-2 General Commercial District, modified to permit additional uses and vertical mixed-use development</i>
Type VIII – Highway Commercial	Medium-density traditional commercial, retail, office, dining, entertainment, and hospitality community services, and mixed-use developments on large, Interstate-highway oriented sites with centralized parking	C-2 General Commercial District
Type IX – Downtown Core (DTC)	Rolla's historic Downtown Core.	C-C Center City District
Type X – University (U)	Missouri S&T Campus.	U University District
Type XI – Mixed-Use Innovation Center (MUIC)	Specialized office, laboratory, innovation, education, high-tech manufacturing, research, and incubator uses in a vibrant mixed-use environment with supportive residential, commercial, and hospitality uses.	<i>New Mixed-Use Innovation Center (MUIC) Zoning District or Zoning Overlay</i>
Type XII – Medical (MED)	Phelps Health campus and immediately adjacent supportive development.	P Public District
Type XIII – Industrial / Manufacturing District (IM)	Large-scale industrial, processing, and manufacturing (including advanced manufacturing) operations.	M Manufacturing District
Type XIV – Public (P) Land	Lands owned by public agencies.	P Public District
Type XV – Parks / Recreation District (REC)	Rolla's existing and proposed parks and public recreation lands.	P Public District

Community Place Types Overview

Community Place Types – Residential:

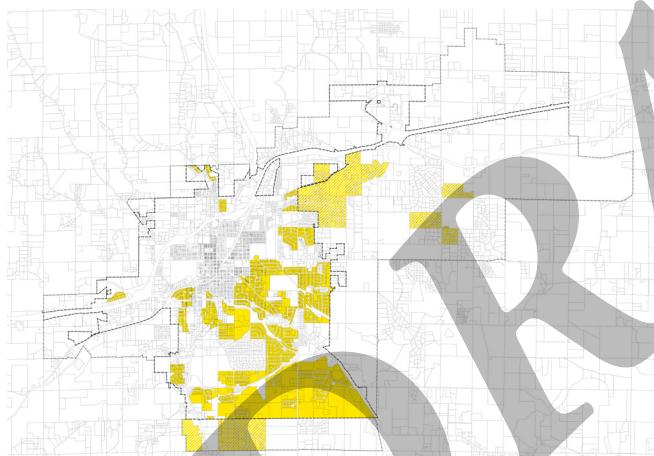
Type I – Countryside Residential (R1)



Countryside neighborhoods are medium- to large-lot neighborhoods (lots 6,000 square feet and larger) with detached single-family homes in a spacious, suburban rural setting. They have a country roads or curvilinear, cul-de-sac street systems and may have optional sidewalks, typically on one side of the street; street lighting at expanded intervals; and trees located in private yards. Countryside subdivisions may be built around common ground tracts, which often feature a lake or pond.

Community Place Types – Residential:

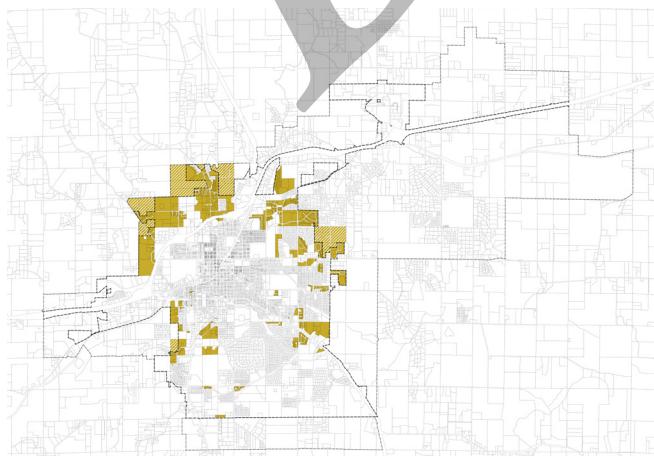
Type II – Suburban Residential (R2)



Suburban neighborhoods are medium-lot neighborhoods (5,000 square feet and larger) with a mix of detached single-family homes, duplexes, and townhomes in suburban subdivisions. Neighborhoods can feature curvilinear or rectilinear streets in either gridded or cul-de-sac configurations with sidewalks on one or both sides of the street; street lighting at expanded intervals, and trees located in private yards. Suburban subdivisions are typically built around common ground tracts, which often feature a lake or pond.

Community Place Types – Residential:

Type III – High-Density Residential (R3)

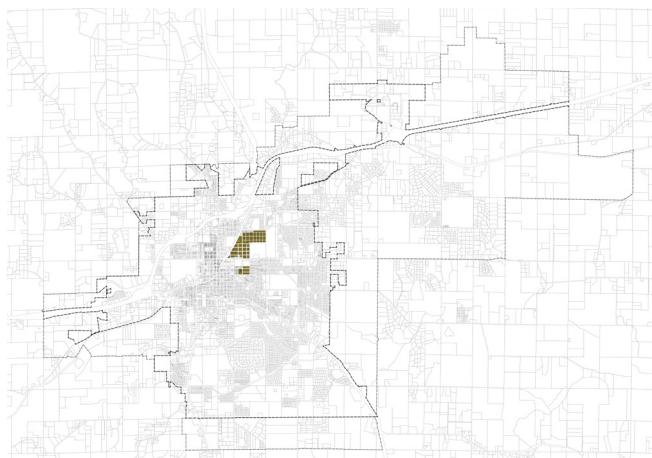


High-density residential neighborhoods are small- to medium-lot neighborhoods (4,000 square feet and larger) duplexes, townhomes, apartments, and some single-family homes in suburban subdivisions and traditional neighborhoods. Neighborhoods can feature curvilinear or rectilinear streets in either gridded or cul-de-sac configurations with sidewalks on one or both sides of the street; street lighting at expanded intervals, and trees located in private yards or in tree lawns.

Community Place Types Overview

Community Place Types – Residential:

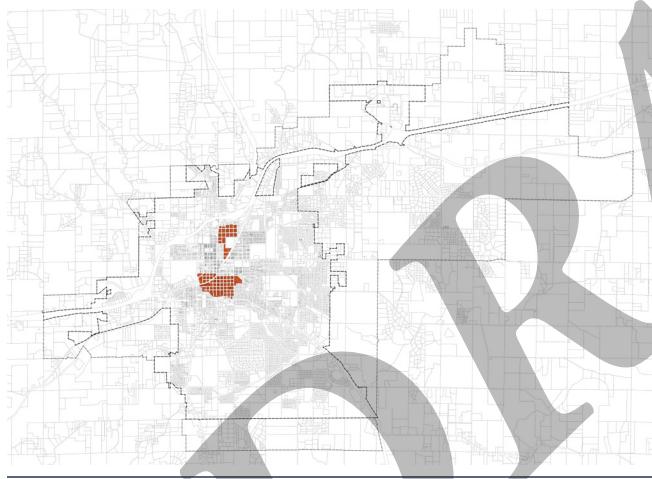
Type IV – Urban Residential (R4)



Urban Residential districts feature a mix of detached single-family homes, duplexes, townhomes, and apartments—including fraternity and sorority homes—in traditional neighborhoods immediately surrounding Downtown Rolla. Neighborhoods feature gridded streets with sidewalks on both sides of the street, regular street lighting, and street trees in tree lawns within the public right-of-way. Lots are small- to medium-size, with a minimum lot area of 4,000 square feet for newly-platted lots.

Community Place Types – Residential:

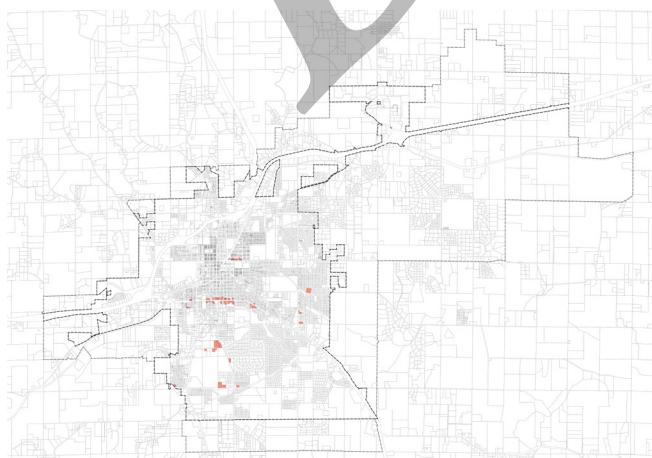
Type V – Downtown Mixed-Use Neighborhood (DT-MU)



The Downtown Mixed-Use Neighborhood provides for the ability to operate a mix of certain restricted commercial and service businesses in existing residential and mixed-use buildings surrounding the Downtown core. Commercial uses consist of professional services, boutique retailers, bed and breakfasts, coffee shops, and cafes that provide desired community amenities and accent the character of Rolla's greater Downtown area.

Community Place Types – Commercial & Mixed-Use:

Type VI – Neighborhood Commercial (NC)

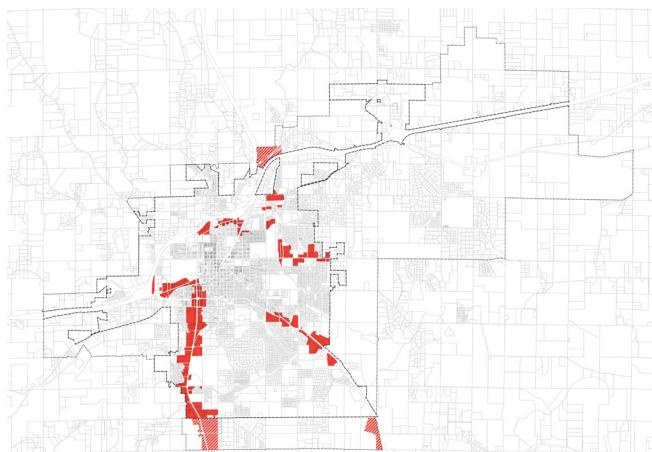


The Neighborhood Business District is characterized by a variety of small-scale, day-to-day commercial retail and service business located along Rolla's primary and secondary corridors. The intent of this district is to provide for retail and service businesses in a walkable but primarily auto-oriented development pattern.

Community Place Types Overview

Community Place Types – Commercial & Mixed-Use:

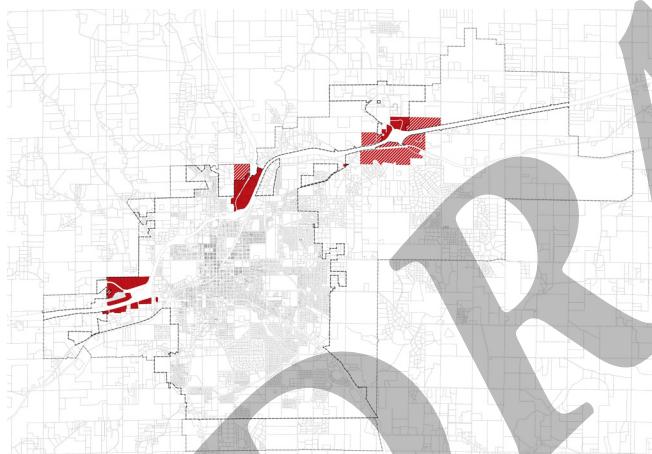
Type VII – Corridor Mixed-Use (C-MU)



The Corridor Mixed-Use district supports a variety of medium-density traditional commercial, retail, office, dining, and community services on large sites with centralized parking. It also facilitates future incremental development of mixed-use centers combining ground-level retail, family entertainment, and dining uses with upper floor office and multi-family residential development around a town square or main street, similar to the Boulevard in Richmond Heights, Missouri or Streets of St. Charles.

Community Place Types – Commercial & Mixed-Use:

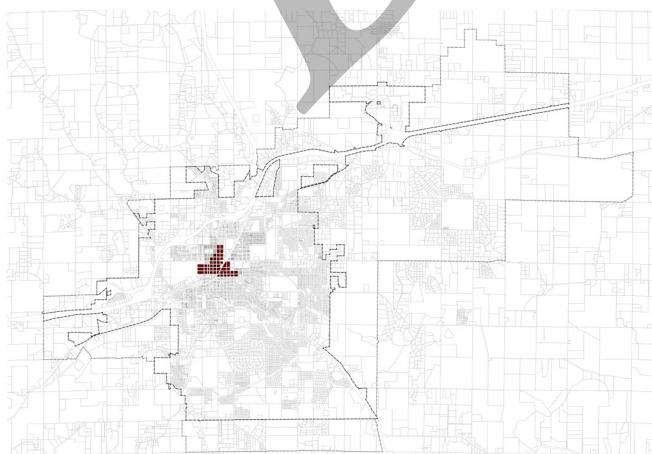
Type VIII – Highway Commercial (HC)



The Highway Commercial district supports large-scale, auto-oriented commercial development on large sites with centralized parking, oriented toward access from the I-44 corridor.

Community Place Types – Commercial & Mixed-Use:

Type IX – Downtown Core (DTC)

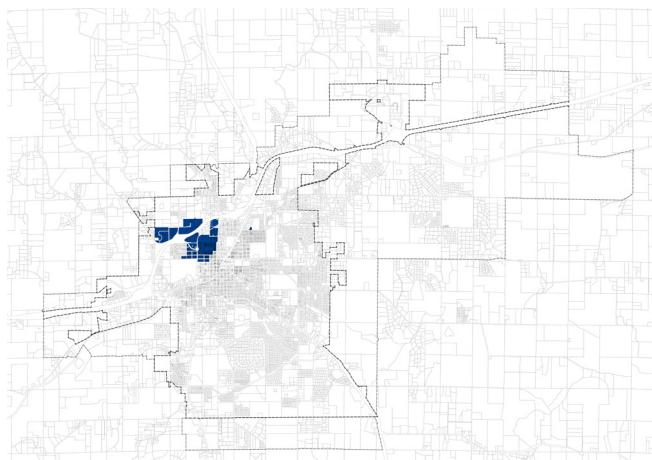


The Downtown District encompasses Rolla's historic Downtown Core. It supports the development of a variety of medium- to high-density, high-intensity, and mixed-use commercial, dining, retail, office, and upper-floor multi-family residential in a vibrant, walkable, small-town downtown environment.

Community Place Types Overview

Community Place Types – Commercial & Mixed-Use:

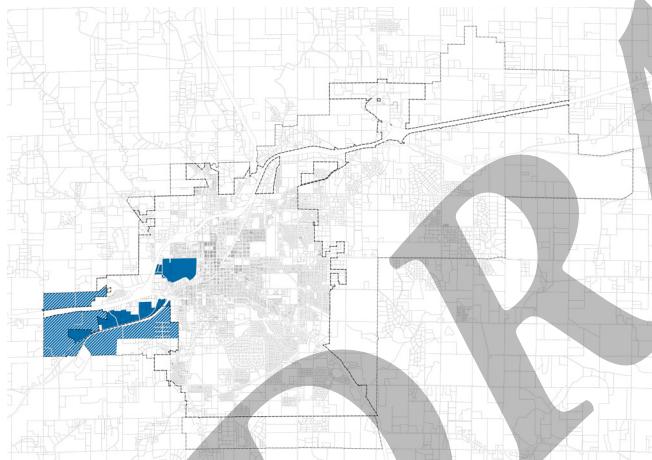
Type X – University (U)



The University district supports the Missouri S&T campus and adjacent university development. The purpose of this district is to guide the physical character of the outer perimeter of the campus where it meets the surrounding city.

Community Place Types – Commercial & Mixed-Use:

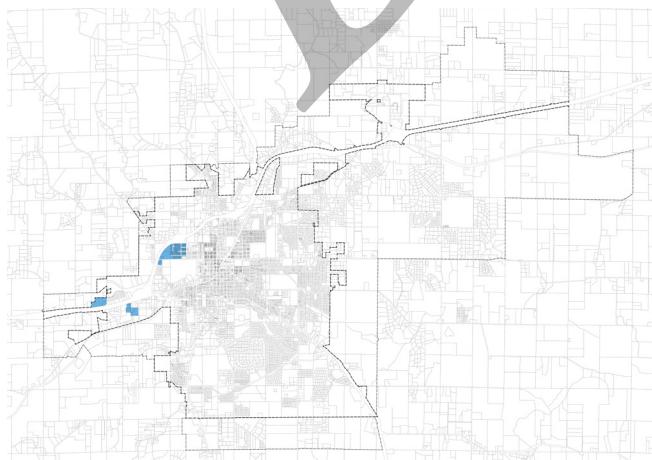
Type XI – Mixed-Use Innovation Center (MUIC)



The Mixed-Use Innovation Center provides for the development of specialized office, laboratory, innovation, education, high-tech manufacturing, research, and incubator uses to support the commercialization of Missouri S&T's educational programs. The Mixed-Use Innovation Center is intended to facilitate economic development in emerging industry sectors supported by S&T's fields of study to attract new industries and support the establishment of industries to diversify Rolla's light industrial base and position the City for future success.

Community Place Types – Commercial & Mixed-Use:

Type XII – Medical (MED)

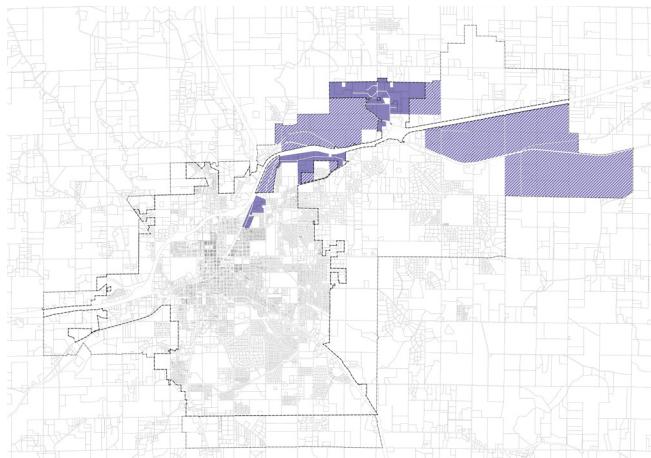


The Medical district supports the Phelps Health hospital campus and other medical facilities. The purpose of this district is to guide the physical character of the outer perimeter of the campus where it meets the surrounding city.

Community Place Types Overview

Community Place Types – Commercial & Mixed-Use:

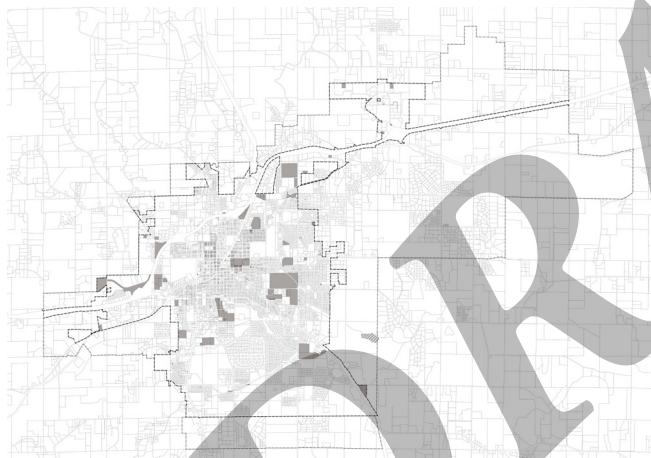
Type XIII – Industrial / Manufacturing District (IM)



The Industrial / Manufacturing District supports processing, logistics, and manufacturing operations—including advanced manufacturing—that are low-impact to adjacent land uses. This includes activities like fabrication, manufacturing, food processing, construction services, warehousing, shipping logistics, material processing, and equipment storage, sales, and rentals.

Community Place Types – Public & Open Space:

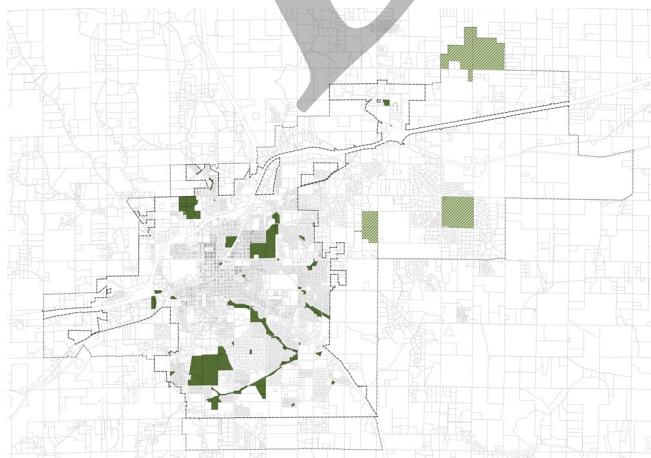
Type XIV – Public (P) Lands



Public lands are comprised of all property owned by agencies or authorities that are not part of either the University or Medical districts. This includes Federal, State, and Phelps County properties in Rolla, and Rolla Public Schools.

Community Place Types – Public & Open Space:

Type XV – Parks / Recreation District (REC)



The Parks and Recreation District is comprised of Rolla's public parks and other publicly-accessible conservation and recreation lands.

Future Zoning Code Framework

A major potential barrier to the implementation of a Comprehensive Plan is a lack of coordination between the Plan and the City's zoning code. This issue is not unique to Rolla; many communities have regulatory ordinances that do not facilitate—and sometimes directly prohibit—key recommendations of the Comprehensive Plan and Future Land Use Plan. Furthermore, Rolla has recently taken steps to strategically update its zoning code to facilitate desired development in key parts of the City. Moving forward, Rolla should remain open to making necessary zoning code amendments to ensure coordination with the Comprehensive Plan Update.

While the approval or denial of zoning adjustments in Rolla falls within the general recommendations of the Future Land Use Plan, a greater degree of integration between the two will benefit the City of Rolla. First, it will provide the Planning and Zoning Commission, Board of Adjustment, and Rolla City Council a greater degree of guidance and oversight in the approval of denial of projects. Second, it will provide a greater degree of detail and refinement in the Vision for—and regulation of—development, especially in key parts of the City (i.e. Downtown and the I-44 corridor). This refinement will help Rolla's staff and elected and appointed officials to more carefully guide future development and realize latent economic development potential.

In addition to establishing qualitative, geographically-based placemaking recommendations, the Community Place Types are designed as a framework for future Zoning Code updates to facilitate implementation of the Comprehensive Plan Update's Vision on a lot-by-lot, project-by-project basis. The geographical Place Type Districts set forth in this Plan are intended to serve as guidelines in future Zoning Code updates.

This approach has several key advantages for the City and the community:

1. First, it ensures that **development fulfilling the Comprehensive Plan Vision can occur by right and incrementally**. This removes one possible barrier to implementation, since implementation of the Plan is not reliant on a few large-scale development projects.
2. Second, it establishes a **framework for a place-based Zoning Code update**—should it be considered in part or in whole—that truly responds to the goals and desires of the community, and guides development and land use to support those goals and desires.
3. Finally, it creates a **fully-integrated and coordinated relationship between the Comprehensive Plan and Zoning Code** utilizing coterminous geographical boundaries for future land use and the regulation of physical development. This will greatly simplify the existing Zoning Code and streamline the day-to-day administration of the code by City Staff and the Planning and Zoning Commission.

While the completion and adoption of this Comprehensive Plan Update does not automatically result in any updates or revisions to the Zoning Code, it is a key recommendation of this Plan that the City completes an update of the zoning code based upon the recommendations set forth in the Rolla 2050 Comprehensive Plan Update.

Commercial & Mixed-Use Districts Frontage Regulations

Like most cities, Rolla has a Euclidian zoning code that—except for in Downtown—does not permit vertical mixed-use development by right. Additionally, the code specifies minimum setback dimensions for each zoning district. This approach to regulating lot coverage does not facilitate or guide a consistent orientation of buildings along streets. This typically results in disharmonious and visually-fragmented development.

A key recommendation of this Comprehensive Plan Update is to develop a place-based land use and development framework (and associated zoning code revisions) to guide individual, lot-by-lot developments in a way that, over time, will achieve a unified and visually-attractive development pattern that promotes a distinctive sense of place.

In order to achieve this goal, the Rolla 2050 Comprehensive Plan Update proposes commercial and mixed-use frontage regulations. These recommended regulations utilize the Community Place Type character districts and a qualitative hierarchy of street types to define the relationship of use, buildings, streets, and the public realm. The recommended frontage regulations deal with the way in which buildings, their uses, and their access address the street. Regardless of lot size, frontage regulations specify the allowed uses, build-to lines, and building form requirements for the “first tier” of development adjacent to the street. On small lots, there may only be room for a single tier of development. On large lots, “second”, “third”, and more tiers of development from the street are considered “interior” lot conditions and are minimally regulated.

This helps to create a coherent identity for Rolla’s civic, commercial, and mixed-use centers, supporting a wide variety of lot sizes, and facilitates achieving this identity—incrementally and over time—through coordinated and complementary development.

Frontage Plan recommendations are utilized in the seven (7) commercial and mixed-use Community Place Type Districts:

1. Type VI – Neighborhood Commercial District (NC);
2. Type VII: Corridor Mixed-Use District (C-MU);
3. Type VIII: Highway Commercial District (HC);
4. Type IX: Downtown Core (DTC);
5. Type X: University (U);
6. Type XI: Mixed-Use Innovation Center (MUIC); and
7. Type XII: Medical (MED).

Within these districts, existing and new streets should be classified according to three (3) street Functional Classifications:

- A. **Primary Streets:** The main commercial and mixed-use streets within a given district, onto which the “front doors” of primary developments are located;
- B. **Secondary Streets:** Commercial and mixed-use streets within a given district where supportive retail and community services, as well as parking facilities, are located; and
- C. **Service Streets:** Tertiary and/or internal streets whose primary function is access to parking facilities (including shared parking and parking garages) and building service areas (including loading docks, mechanical equipment, and waste management facilities).

This allows for a variety of specific frontage characteristics within the commercial and mixed-use districts, each defining a particular desired use and physical character. As part of the implementation of this Plan, the City of Rolla should undertake a classification of streets within each of the commercial and mixed-use districts. **Recommendations for each Frontage are provided as part of each Community Place Type District’s recommendations.**

Section 3:

Community Goals, Strategies & Action Items

The Community Goals, Strategies, and Action Items of the Rolla 2050 Comprehensive Plan Update are comprised of nine (9) Goals and 69 individual action-oriented Strategies, organized according to the five (5) Comprehensive Plan Implementation Priorities presented in Section 1. The Goals and Strategies reflect the needs and desires of the Rolla community. Together, they serve to achieve the community's Vision on which the Comprehensive Plan Update is founded.

The Goals and Strategies include programming and municipal service initiatives, policy and partnership recommendations, and physical development plans to be completed or initiated over the following ten (10) years in order to build a more vibrant, livable, and resilient Rolla for the next 25 years. Community Goals and Strategies were developed with the active input of the citizens and stakeholders of Rolla throughout the community engagement process.

Each of the Rolla community's Implementation Priorities of this Comprehensive is supported by one (1) or more of the Community Goals. The Implementation Priorities and supporting Community Goals are summarized on the facing page, and each Goal with its respective Strategies are presented in the following pages.

Rolla's Community Vision:

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

DRAFT

3.1. 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.

Strategies:

Strategy 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.

Strategy 1.2: Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.

Strategy 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.

Strategy 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.

Strategy 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.

Strategy 1.6: Restore Rolla's historic buildings by encouraging comprehensive preservation efforts.

Strategy 1.7: Expand and enhance Rolla's farmers' market.

Strategy 1.8: Continue to promote façade improvements. Seek funding from the State's CDBG program, public/private partnerships, or other funding sources.

Strategy 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.

Strategy 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.

Strategy 1.11: Develop and adopt Downtown Design Guidelines and/or a Downtown Form-Based Code to guide and facilitate rehab and new infill development.

Strategy 1.12: Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.

Downtown Revitalization

Downtown Revitalization Framework Plan

Downtown Rolla has numerous positive attributes—"good bones"—that should be built upon to address issues with long-term disinvestment and declining visitorship. These positive attributes include a walkable, gridded street pattern, a number of existing storefronts and mixed-use buildings, (especially south of 9th Street), and an adjacent population of college students with disposable income.

Issues include a lack of pedestrian-oriented businesses, numerous gaps of missing buildings, and a lack of landscape and public realm amenities. Downtown Rolla's opportunities are well-proven, because Downtowns work when they have:

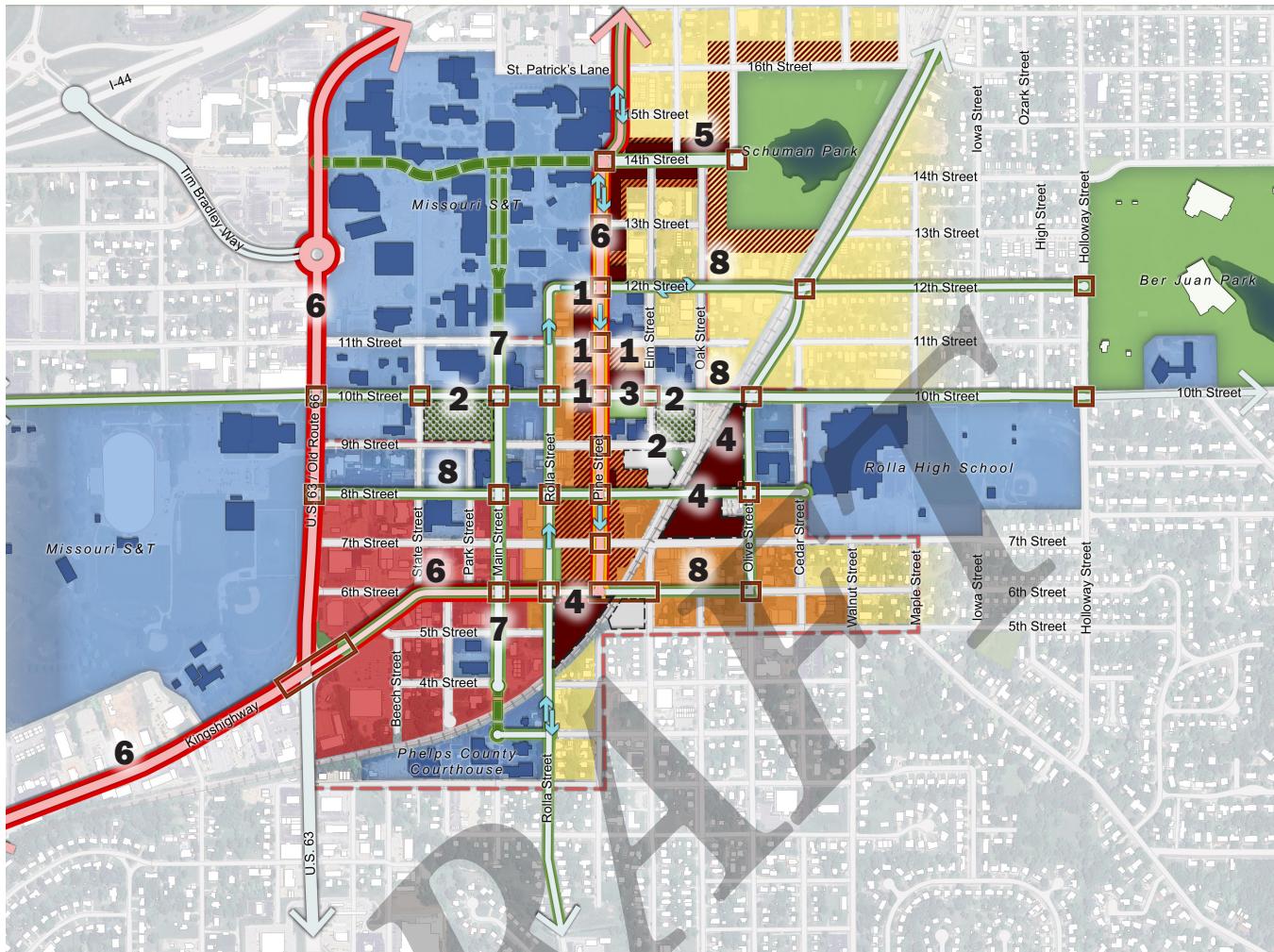
- » **Well-defined edges** that connect to adjacent neighborhoods and institutions.
- » **A well-defined center** that serves as a gathering place for community events.
- » **A destination identity that is bigger than one or a few specific businesses**, supported by special events throughout the year.
- » A majority of **businesses that support visitors staying for several hours** (retail boutiques, restaurants, bars, entertainment, etc.)
- » **Businesses that are oriented to the sidewalk** and pedestrian traffic.
- » Sidewalks and public realm that **support pedestrian activity and visitors hanging-out**.
- » Easy and clear **accessibility and parking**.
- » **A population of residents** that use Downtown on a regular basis.

- » **Zoning regulations and design guidelines** to maintain coherent building siting, massing, and design.
- » **A professional management organization** with an operating budget and the ability to raise revenue.

Downtown Revitalization Action Items

- » **Action Item 1:** Continue to revitalize Pine Street with mixed-use development, ground-floor storefronts, and outdoor program space.
 1. Establish a façade program to provide property owners with assistance in improving their building facades and storefronts.
 2. Facilitate infill development of vacant lots, surface parking lots, and other underdeveloped sites along Pine Street.
 3. Inventory and actively facilitate re-tenanting of vacant storefronts.
 4. Provide outdoor space for seating and dining; consider the conversion of some existing parking spaces.
 5. Consider establishing advisory design guidelines for Downtown buildings.

Figure 3.1: Downtown Revitalization Framework Plan



» **Action Item 2:** Provide distributed and managed shared parking, using the Rolla municipal lots and Leach Theater lot as multi-use parking plazas.

1. Improve the lighting of municipal lots.
2. Develop a shared-use agreement with S&T for the Leach Theater lot.
3. Improve the Elm Street municipal lot and Leach Theater lots a multi-use parking plazas with enhanced trees, landscaping, and utility services to function as special events venues.
4. Implement a parking wayfinding plan.
5. Implement a comprehensive parking operations and management plan for weekday, weekend, and special event parking.

Downtown Rolla Map Key

- Downtown Focus Area Boundary
- Pine Street / Historic Route 66
- Kingshighway / 6th Street / Historic Route 66
- U.S. 63 / Old Route 66
- Key Streets
- Mixed-Use Land Use
- Mixed-Use Frontages
- Mixed-Use Infill Sites
- Residential Land Use
- Institutional Land Use
- Commercial Land Use
- Multi-Use Parking Plazas

Downtown Revitalization Action Items (continued)

- » **Action Item 3:** Create a Downtown square to provide a needed central gathering space at Pine and 10th Streets.
 1. Develop a new square on existing public-owned properties adjacent to City Hall and the Rolla Public Library.
 2. Develop a signature “retail street” streetscape for Pine Street, between 6th Street and 14th Street.
 3. Implement streetscape improvements to Rolla Street.
 4. Implement streetscape improvements to 10th Street and 12th Street connecting to Ber Juan Park.
- » **Action Item 4:** Facilitate the future redevelopment of large sites with new mixed-use projects.
 1. Promote the redevelopment of the vacant Meek's Builders Supply site on 6th Street.
 2. Work with Meek's to relocate their store on 7th Street and promote the redevelopment of that site.
 3. Work with S&T to redevelop the former MFA Oil property as a mixed-use development.
- » **Action Item 5:** Integrate Missouri S&T into Downtown with a northern gateway to Downtown at 14th Street.
 1. Facilitate implementation of S&T's plan for mixed-use development on 14th Street between Pine Street and Schuman Park.
 2. Assist with the development of gateway urban design features at 14th Street to provide a northern edge to Downtown.
 3. Promote the development of higher density, higher value housing surrounding Schuman Park.
- » **Action Item 6:** Celebrate Route 66 with streetscape improvements, branding, and supportive development.
 1. Implement a signature Route 66 streetscape for U.S. 63 and Kingshighway.
 2. Incorporate Route 66 signage and urban design features into the streetscapes of Pine Street and 6th Street / Kingshighway.
 3. Develop commercial design guidelines for adjacent commercial development to promote Route 66 history and heritage tourism.
 4. Work with S&T on adjacent institutional development that supports Route 66 branding and heritage.
 5. Make Pine Street a key entrance to Downtown from U.S. 63.
- » **Action Item 7:** Improve Main Street as a connection between S&T and the Phelps County Courthouse with a new bridge crossing.
 1. Improve the streetscape on Main Street.
 2. Connect Main Street to the S&T east-west pedestrian connector the campus quad.
 3. Develop a new Main Street bridge over the railroad to the replace the deteriorated bridge that was demolished.
- » **Action Item 8:** Improve key streetscapes to connect civic and institutional amenities.
 1. Improve the streetscape on 8th Street to link Rolla High School, the Post Office, First United Methodist Church, and Missouri S&T's athletics campus.
 2. Extend Rolla Street streetscape improvements south to the Old Town Neighborhood.
 3. Extend 10th Street streetscape improvements west to connect to Phelps Health.

Downtown Revitalization Action Items (continued)

4. Implement streetscape improvements to Olive Street to connect north into the Schuman / Ber Juan Neighborhood.
5. Make Rolla Street a key entrance to Downtown from Highway 72.

» **Action Item 9:** Develop improved intersections and crosswalks at key streets and enhance access to Pine Street.

1. Improve all intersections of Pine Street between 14th Street and 6th Street, and all intersections of 10th Street between U.S. 63 and Olive Street with signature paving and ADA curb cuts.
2. Improve key intersection on Main Street, Rolla Street, and Olive Street with signature paving and ADA curb cuts.
3. Consider reversing the direction of the Pine Street / Rolla Street one-way couplet, with Pine Street carrying southbound traffic and Rolla Street carrying northbound traffic.

» **Action Item 10:** Enhance the operational and funding capacity of Downtown through the establishment of a professional management and funding organization.

1. Transition the Rolla Downtown Business Association (RDBA) into a Community Improvement District (CID, preferred) or Special Business District (SBD) or establish a new CID or SBD.
2. Establish a Chapter 353 Redevelopment Corporation for tax abatement, coterminous with the boundary of the CID or SBD.
3. Consider one or more Neighborhood Improvement Districts (NIDs) to fund specific improvement projects.
4. Consider the establishment of an Entertainment District.

Professional Management and Funding Organization Types and Overview

There are four (4) operations, management, and funding organizations that may be relevant to the revitalization of Downtown Rolla. These include:

- » **Special Business District (SBD). *Authorized by Missouri Revised Statutes 71.790 – 71.808:*** Special Business Districts are a power of the City's governing body, with geographic boundaries, and limited assessment and fundraising powers for operation and maintenance of public rights-of-way and promotion of business activity.
- » **Community Improvement District (CID). *Authorized by Missouri Statutes 67.1401 – 67.1571 (the “Community Improvement District Act”):*** Community Improvement Districts are established as a separate political subdivision or not-for-profit corporation, with geographic boundaries, and expanded assessment and fundraising powers for a variety of community development and real estate development initiatives.
- » **Neighborhood Improvement District (NID). *Authorized by Missouri Statutes 67.453 – 67.475 (the “Neighborhood Improvement District Act”):*** Neighborhood Improvement Districts are established as a political subdivision for a special assessment to repay public finance bonds, issued for a designated improvement project or projects (such as the construction of a streetscape, public square, or park).
- » **Chapter 353 Urban Redevelopment Corporation. *Authorized by Missouri Statutes 353.010 – 353.190:*** Chapter 353 Urban Redevelopment Corporations are established as a for-profit corporation to provide real property tax abatement (up to 25 years) for eligible property in blighted areas.

Additional information on these organizations is provided on pages **X.XX** through **X.XX**.

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 District (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.
- » Promote business activity within the district.
- » Provide special cleaning and security services within the district.

Neighborhood Improvement District (NID)

67.453-67.475, 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.
- » Promote business activity within the district.
- » Provide special cleaning and security services within the district.

Chapter 353 Urban Redevelopment Corporation

353.010-353.190, RSMo

ESTABLISHMENT

- » As a **for-profit corporation** incorporated under the requirements of Chapter 353, for a term **not to exceed 99 years**.

OPERATIONAL AUTHORITIES

- » Provide real property tax abatement for a maximum of 25 years for qualifying real property in blighted areas in Missouri

(“Blighted area” is defined as “That portion of the city within which the legislative authority of such city determines that by reason of age, obsolescence, inadequate or outmoded design or physical deterioration, have become economic and social liabilities, and such conditions are conducive to ill health, transmission of disease, crime or inability to pay reasonable taxes.”)

Tax abatement is available for a period of 25 years, which begins when the Urban Redevelopment Corporation takes title to the property. During the first 10 years, the property is not subject to real property taxes except in the amount assessed on the land, exclusive of improvements, during the calendar year before the Urban Redevelopment Corporation acquired title to the property (353.110.1). If the property was tax exempt year, then the county assessor is required to assess the land, exclusive of improvements, immediately after the Urban Redevelopment Corporation takes title. During the next 15 years, the real property may be assessed up to 50% of its true value (353.110.2, RSMo).

- » Receive grants from governmental agencies and non-governmental organizations.
- » Borrow money from private and public sources.
- » Purchase, own, and sell real property.

Downtown Community Character Examples

Existing Conditions Character Images



ROLLA PUBLIC LIBRARY



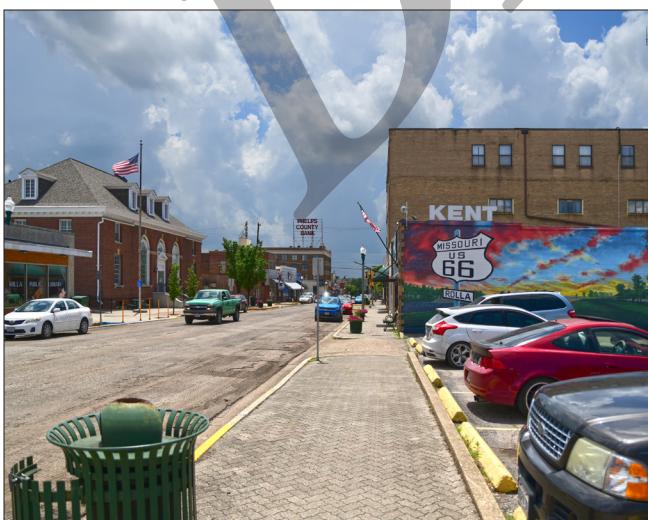
DOWNTOWN STOREFRONTS



DOWNTOWN ROLLA



UNDERUTILIZED COMMERCIAL BUILDING, PINE STREET AND 10TH STREET



DOWNTOWN ROLLA



PHELPS COUNTY BANK

Downtown Community Character Examples

Downtown Vision & Best Practices Character Images



SIDEWALK BUMP-OUTS FOR OUTDOOR USE



SIDEWALK DINING



STREET TREES AND STREET LIGHTS



OUTDOOR PUBLIC SPACE IN A VACANT LOT



LOW-IMPACT SEASONAL LANDSCAPING

3.2. 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.

Downtown Public Gathering Space Opportunities

Downtown Rolla currently hosts a variety of community events throughout the year. These include the St. Patrick's Day parade and 5K run; Spring Arts and Crafts Festival; Route 66 Summerfest; Independence Day Parade; Veterans' Day Parade; Christmas Parade; and Rolla Farmers Market. These events occur at a maximum frequency of approximately once per month.

The most successful small Downtowns host a significantly greater number of events and programs—an average of up to one (1) to two (2) events per week throughout the course of the year. These events are not of the scale of the St. Patrick's Day Parade; they are small- to medium-scale programs like dine-out events with Downtown restaurants, weekly concert series, and weekly movie nights. Downtown Rolla will significantly benefit from a permanent, dedicated Downtown Square to serve as a community gather space to serve as a venue or focal point for such programming.

Perhaps more importantly, such a public space can also serve to leverage redevelopment and business reinvestment in adjacent properties. High-quality, program-supporting urban squares and parks are proven to increase neighboring property values. This includes facilitating the redevelopment of blighted and/or underdeveloped properties to achieve their highest and best use, as well as facilitating the re-tenanting of existing storefronts with active, pedestrian-oriented uses—particularly cafes, coffee shops, bars, and restaurants. These types of uses want to be adjacent to a vibrant public space because when people gather, they want to get something to eat or drink. Likewise, the public space benefits from active surrounding uses, by providing a place for people to take their coffee or carry-out. This public space to business relationship is key to developing and sustaining a vibrant, mixed-use environment that attracts people to Downtown day-to-day.

Downtown Square Conceptual Options

Rolla 2050 provides two (2) Conceptual Options for the creation of a Downtown Square. Each of these options has particular benefits and challenges relating to operations, implementation, and leverage potential for adjacent redevelopment opportunities.

The two Conceptual Options have the following elements in common:

- » **Pine Street and Rolla Street remain a one-way couplet, with two lanes on each street.**
- » **Parallel parking on the west side of Pine Street is removed, and the sidewalk is widened eight (8) feet, for a total width of 16 feet (see Street Type IV, [Section X.XX](#)).**
- » **Elm Street municipal parking lot is re-configured as a multi-use parking plaza (Downtown Revitalization Action Item 2).**

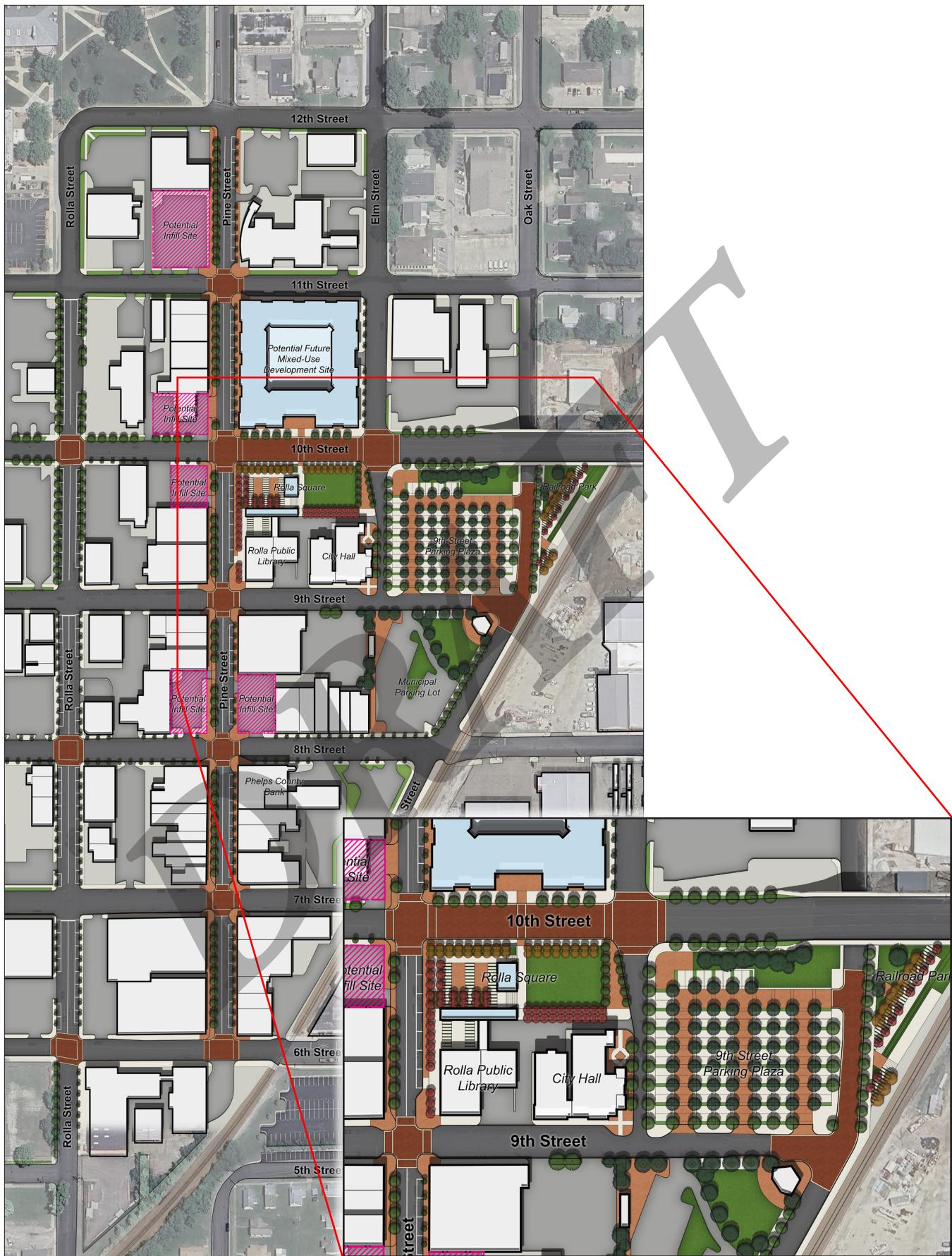
Downtown Square Conceptual Option 1

Conceptual Option 1 utilizes the City-owned parcels on the 100-block of W. 10th Street, between Pine Street and Elm Street, immediately north of Rolla City Hall and the Rolla Public Library ([Figure 3.2.1](#)). These parcels currently house the Library annex, facilities for Rolla Municipal Utilities, and several third-party tenants. This site is approximately 0.62 acres (27,100 square feet) and is slated to be vacated in 2026.

OPTION 1 BENEFITS

- » The site is currently owned by the City of Rolla, so there is no property acquisition cost.
- » The site slopes approximately seven (7) feet downhill to the east, providing an ideal topography for a stage pavilion and seating lawn.

Figure 3.2.1: Downtown Square Conceptual Plan, Option 1



Downtown Square Conceptual Option 1 (continued)

OPTION 1 BENEFITS (CONTINUED)

- » The site is slightly larger than the Option 2 site.
- » The site is directly adjacent to City Hall.
- » The site is directly adjacent to the Elm Street municipal parking lot / multi-use parking plaza, providing the opportunity for larger events between the two sites.
- » There are four (4) surrounding redevelopment opportunities that can be leveraged by the site.

OPTION 1 CHALLENGES

- » The site is directly adjacent to 10th Street, which is a heavily-trafficked corridor; successful development of this site will require improvements to 10th Street between Pine Street and Elm Street to calm traffic.
- » The site is located north of the existing commercial epicenter of Downtown, which is between 9th Street and 6th Street.
- » Sloping site topography necessitates that the site is developed with at least two elevations, separated by a grade-change feature.
- » There are limited existing, active storefronts immediately adjacent to the site.

OPTION 1 REDEVELOPMENT LEVERAGE POTENTIAL

- » 1000-blocks of N. Pine Street and N. Elm Street, currently occupied primarily by the Rolla Police Department.
- » 1001 N. Pine Street property.
- » Parking lot at the corner southwest corner of N. Pine Street and W. 10th Street.

Downtown Square Conceptual Option 2

Conceptual Option 1 utilizes two (2) existing privately-owned parking lots at the northeast and northwest corners of Pine Street and W. 8th Street ([Figure 3.2.2](#)). This site is approximately 0.51 acres (22,200 square feet) and bisected by Pine Street.

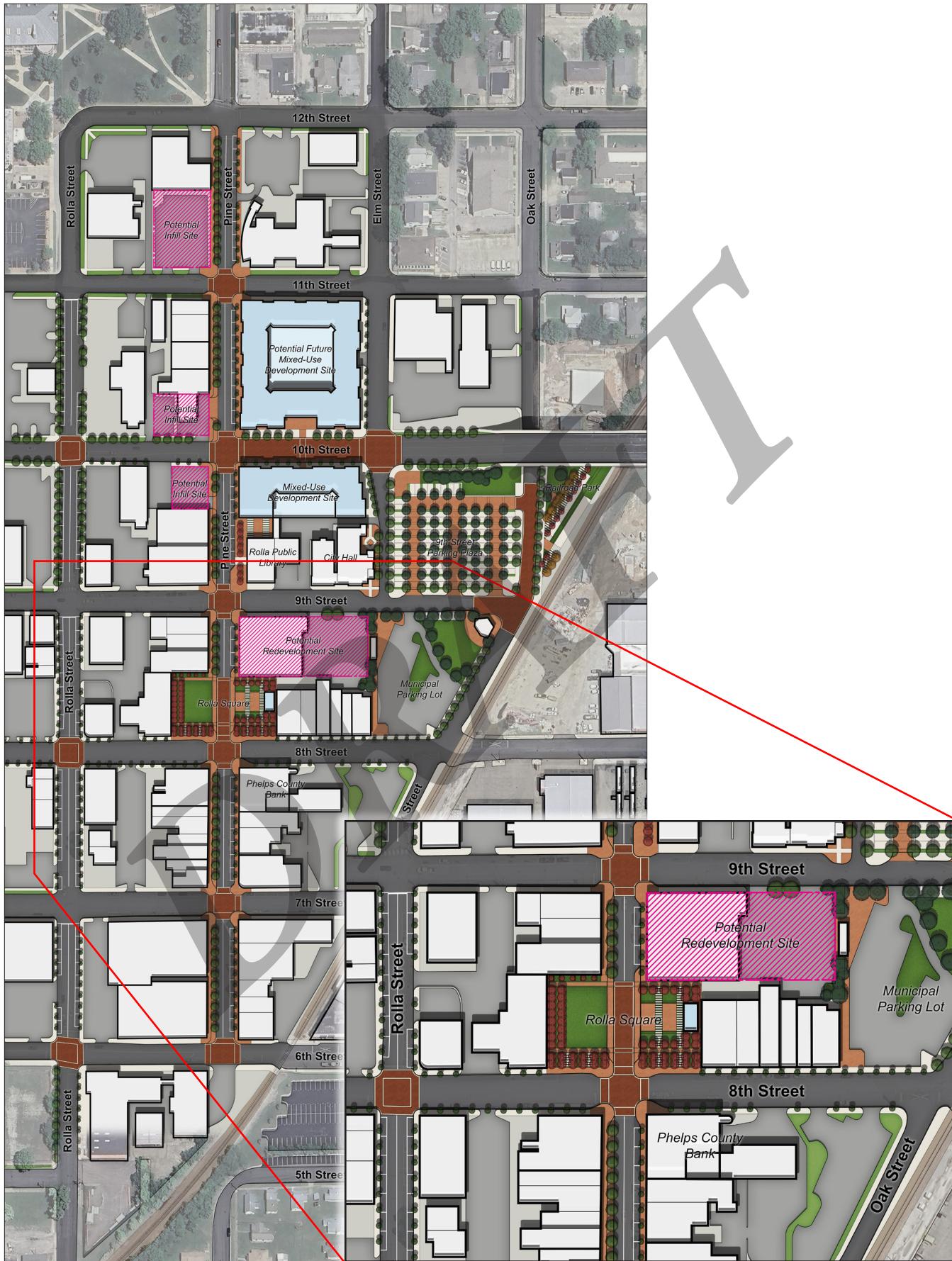
OPTION 2 BENEFITS

- » The site is located in the heart of the existing commercial epicenter of Downtown, which is between 9th Street and 6th Street.
- » The site is essentially flat, permitting a greater flexibility in site design and use.
- » The site can incorporate Pine Street with a temporary road closure for special events.
- » There are more existing, active storefronts immediately adjacent to the site, as compared to Option 1.
- » The site preserves the Option 1 site for a potential mixed-use development.

OPTION 2 CHALLENGES

- » The site is privately-owned, necessitating purchase by the City of Rolla.
- » The site is slightly smaller than the Option 1 site.
- » The site is bisected by Pine Street; unless Pine Street is temporarily closed, this results in two (2) sites that are significantly smaller than the Option 1 site.
- » The site is directly adjacent to the Elm Street municipal parking lot / multi-use parking plaza, providing the opportunity for larger events between the two sites.
- » There are more limited surrounding redevelopment opportunities to be leveraged, as compared to the Option 1 site.

Figure 3.2.2: **Downtown Square Conceptual Plan, Option 2**



Downtown Square Conceptual Option 2 (continued)

OPTION 2 REDEVELOPMENT LEVERAGE POTENTIAL

- » 810-818 N. Pine Street and adjacent parking lot to the east.
- » Option 1 site (available for mixed-use development pending sale by the City of Rolla or land swap or other public-private partnership).
- » 1000-blocks of N. Pine Street and N. Elm Street, currently occupied primarily by the Rolla Police Department (provided that the Option 1 site is developed as a mixed-use development).

Downtown Public Gathering Space Action Items

- » Evaluate Downtown Square Conceptual Options with the Economic Partnership, specifically Missouri S&T, to assess the highest and best use for individual sites, redevelopment leverage potential, and overall Downtown revitalization and economic development.
- » Explore public-private partnerships for the implementation of the Downtown Square.
- » Explore public-private partnerships for supportive mixed-use redevelopment, including:
 - Relocation of the Rolla Police Department from the 1000-blocks of N. Pine Street and N. Elm Street;
 - Mixed-use redevelopment of the 1000-blocks of N. Pine Street and N. Elm Street;
 - Mixed-use redevelopment of the Option 1 site, if the another site is chosen for the Downtown Square; and
 - Other adjacent mixed-use development opportunities, as available.
- » Begin planning, design, engineering, and cost opinions for construction of a public square on the selected site(s).
- » Consider the establishment of a Neighborhood Improvement District (NID) to issue public finance bonds to fund construction and repay those bonds.

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3.3. Create Strategic Partnerships for Economic and 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.

Strategies:

Strategy 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.

Strategy 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.

Strategy 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.

Strategy 2.4: 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 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.

Strategy 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.

Strategy 2.7: 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 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.

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.

Strategies:

Strategy 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.**

Strategy 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.**

Strategy 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.**

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

Strategy 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.**

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

Strategy 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.**

Goal 4:

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.

Strategies:

Strategy 4.1: Improve Rolla's key arterial roads and I-44 interchanges with signature streetscape enhancements and identifiable gateways.

Strategy 4.2: Facilitate the preservation, enhancement, definition, and identities of Rolla's existing residential neighborhoods.

Strategy 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.

Strategy 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.

Strategy 4.5: Prioritize restoration, preservation, and infill development in the core of the City over development in areas lacking adequate infrastructure.

Strategy 4.6: Promote Rolla's historic Downtown through education and awareness programs to encourage preservation and enhancement.

Strategy 4.7: Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.

Strategy 4.8: Develop and implement a comprehensive wayfinding signage initiative for Rolla to better direct visitors to Downtown and other community assets and amenities.

Strategy 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.

Strategic Partnerships for Economic Development

Commercial and Mixed-Use Land Use Recommendations

Rolla is the major commercial center serving Phelps, Crawford, Pulaski, Maries, Gasconade, Texas, and Dent Counties with a variety of day-to-day retail and service amenities. The Vision for Rolla's commercial land uses is to enhance their quality and visual distinction; improve walkable and bikeable access; and support both existing and new emerging uses that serve Rolla's residents, visitors, and reinforce the City's competitiveness as a commercial and retail hub.

Rolla's commercial and mixed-use land uses are classified according to the following Community Place Types: Type V – *Downtown Mixed-Use Neighborhood (DT-MU)*; Type VI – *Neighborhood Commercial District (NC)*; Type VII – *Corridor Mixed-Use District (C-MU)*; Type VIII – *Highway Commercial (HC)*; and Type IX – *Downtown Core District (DTC)*.

Commercial and Mixed-Use Place Types: **Downtown Mixed-Use Neighborhood (DT-MU)**

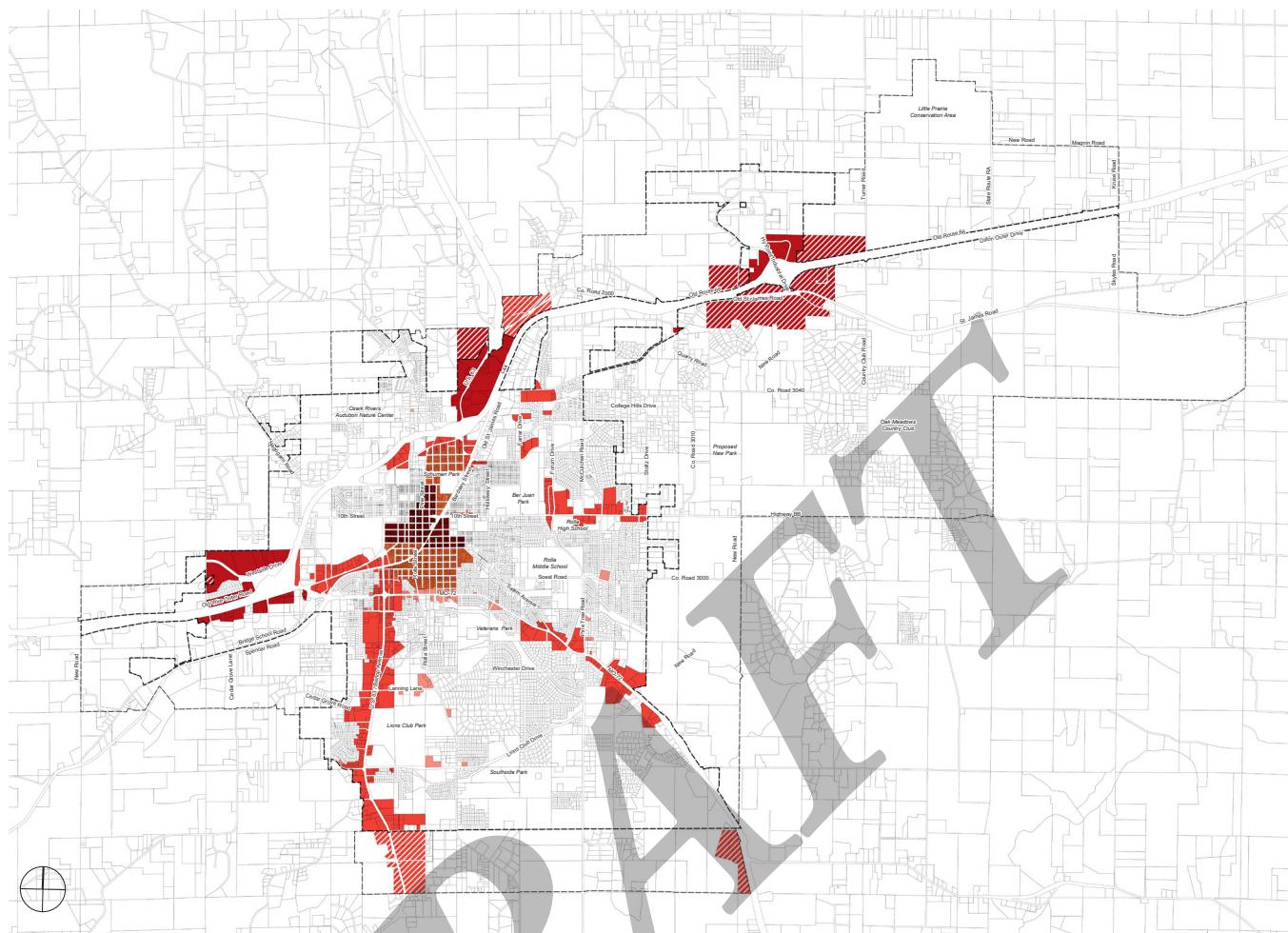
Type V – *Downtown Mixed-Use Neighborhood (DT-MU)* includes portions of the existing “U-R Urban Residential” and “R-4 Urban Multi-Family” zoning districts. The purpose of this Community Place Type is to permit limited, walkable, and community-supportive commercial and retail uses within the established urban residential neighborhoods immediately adjacent to Downtown Rolla.

Commercial and Mixed-Use Place Types: **Neighborhood Commercial District (NC)**

Type VI – *Neighborhood Mixed-Use District (N-MU)* is roughly coterminous with the existing “C-1 Neighborhood Commercial” zoning district. As such, this district incorporates the general regulations of the C-1 district and are characterized by narrower and shallower commercial lots along an urban or suburban street with close proximity to adjacent residential land uses. As such, impacts of parking are more acute due to limited lot size and residential adjacencies, and the opportunity for walkable and bikeable access is better.

The intent of this Place Type District is to provide for lot-by-lot, incremental revitalization and redevelopment that builds toward a coherent corridor identity. By establishing a front build-to line in place of existing front setback requirements, new buildings on adjacent lots will have a consistent relationship to the street as parcels are redeveloped. Requiring cross-lot access between parcels will permit shared parking facilities regardless of property ownership and minimize the need for curb cuts.

Figure 3.3.1: Commercial and Mixed-Use Community Place Types



City of Rolla Map Key

- Existing City Corporate Boundary
- Potential Annexation Area
- Type V – Downtown Mixed-Use Neighborhood (DT-MU)
- Type VI – Neighborhood Commercial (NC)
- Type VII – Corridor Mixed-Use (C-MU)
- Type VII – Corridor Mixed-Use (C-MU) Annex
- Type VIII – Highway Commercial (HC)
- Type VIII – Highway Commercial (HC) Annex
- Type IX – Downtown Core (DTC)

Commercial and Mixed-Use Place Types: **Corridor Mixed-Use District (C-MU)**

The *Type VII – Corridor Mixed-Use District (C-MU)* Place Type District is roughly coterminous with the majority of the existing “C-2 General Commercial” zoning district (generally excluding those areas that are directly adjacent to I-44 interchanges). This is the most flexible commercial district place type and supports the development of a variety of medium-density commercial, retail, office, dining, and community services on large development sites with centralized parking lots. It also facilitates future incremental development of vertical mixed-use centers combining ground-level retail, family entertainment, and dining uses with upper floor office and multi-family residential development.

These land uses are supported through primarily vehicular access serving centralized, shared parking facilities. The *Type VII – Corridor Mixed-Use District (C-MU)* Place Type District promotes improved bike and pedestrian access to the districts from adjacent neighborhoods via proposed sidewalks and bike accommodations on U.S. 63 and MO-72 (**Street Types I and III, Section X.XX**), as well as greenway connections from the City’s parks, trails, and open space network. This Place Type promotes improved interior walkability and bikeability to promote the “park once” concept; visitors who arrive by car park once and comfortably access the district by walking.

Type VII – Corridor Mixed-Use District (C-MU) is located primarily along U.S. 63 and MO-72. Vertical mixed-use developments are recommended to be permitted throughout the Place Type. This will permit a greater flexibility to develop diverse housing opportunities (i.e. more affordable apartments or condominiums in a vibrant, walkable, mixed-use environment) as well as the creation of one or more “lifestyle” mixed-use shopping,

dining, and entertainment centers (similar to the Streets of St. Charles in the City of St. Charles, Missouri or The Boulevard in the City of Richmond Heights, Missouri).

Commercial and Mixed-Use Place Types: **Highway Commercial District (HC)**

The *Type VIII – Highway District (HC)* Place Type District is roughly coterminous with the remaining portions of the existing “C-2 General Commercial” zoning district (those areas that are directly adjacent to and served by I-44 interchanges). This commercial district place type supports large-scale, auto-oriented commercial development (i.e. “big-box”) on large development sites with centralized parking lots. As such, this district incorporates the general regulations of the existing C-1 district.

Commercial and Mixed-Use Place Types: **Downtown Core (DTC)**

The *Type IX – Downtown Core* Place Type District is comprised of an expanded boundary for Downtown Rolla, incorporating the “C-C Center City” zoning district, as well as adjacent properties that zoned “U-R Urban Residential”, “R-4 Urban Multi-Family”, “C-1 Neighborhood Commercial”, and “C-2 General Commercial”. The *Type IX – Downtown Core* Place Type District matches the “Downtown Revitalization Framework Plan” area illustrated in **Figure 3.1**, and the recommendations for this Place Type are presented in **Section 3.1**.

Commercial and Mixed-Use Place Types Street Frontage Classifications

Within the *Type V – Downtown Mixed-Use Neighborhood; Type VI – Neighborhood Commercial District (NC); Type VII – Corridor Mixed-Use District; and Type VIII – Highway Commercial* Place Type Districts, the City of Rolla should complete a street classification of perimeter streets and private interior streets and drives (if present). Streets should be classified as either (1) Primary Streets; (2) Secondary Streets; and/or (3) Service Streets (refer to [page X.XX](#) for additional information). In general, the street on which the property is addressed should be the Primary Street, and intersecting streets to that Primary Street should be the Secondary Street(s). Likewise, major corridors (such as U.S. 63 or MO-72) should always be classified as Primary Streets. Thus, certain corner sites may have frontage on two (2) or more Primary Streets. Recommendations for these Place Type Districts in the Rolla 2050 Comprehensive Plan Update are categorized according to Street Classification. This Street Classification will also serve as part of the regulatory framework for future zoning code updates.

Character images for Commercial and Mixed-Use Place Types are presented on [pages X.XX-X.XX](#); plan recommendations for Commercial and Mixed-Use Place Types are detailed on [pages X.XX-X.XX](#). **XX**. Recommendations apply to new development; new subdivisions; teardowns and infills; and significant expansions of existing buildings.

Downtown Mixed-Use Character Examples

Existing Conditions Character Images



Downtown Mixed-Use Character Examples

Vision & Best Practices Character Images



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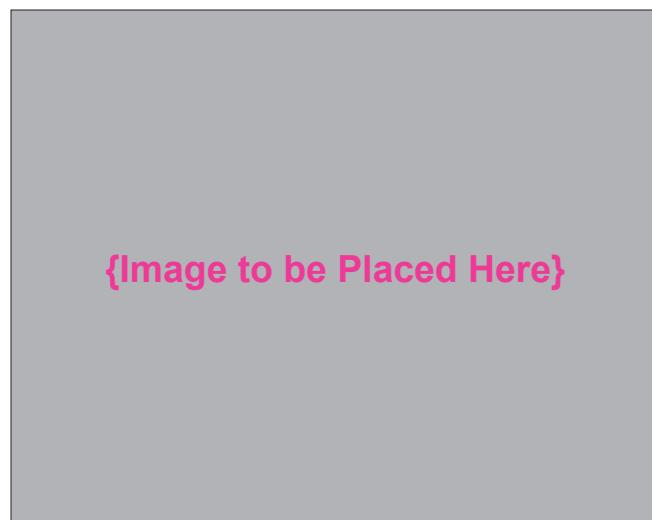
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Neighborhood Commercial Character Examples

Existing Conditions Character Images



Neighborhood Commercial Character Examples

Vision & Best Practices Character Images



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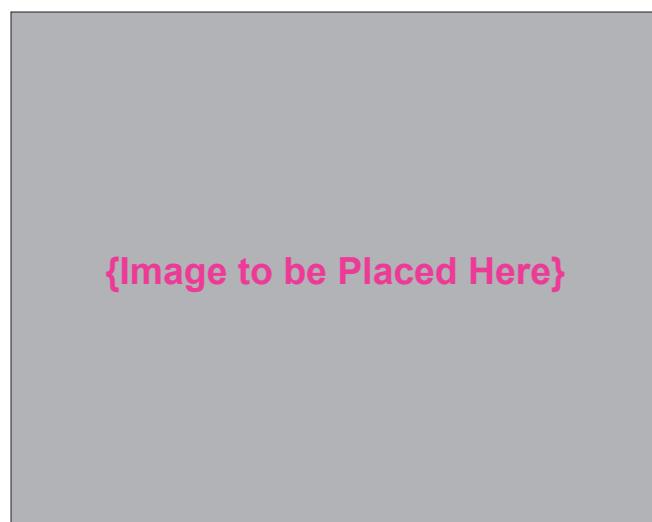
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Corridor Mixed-Use Character Examples

Existing Conditions Character Images



Corridor Mixed-Use Character Examples

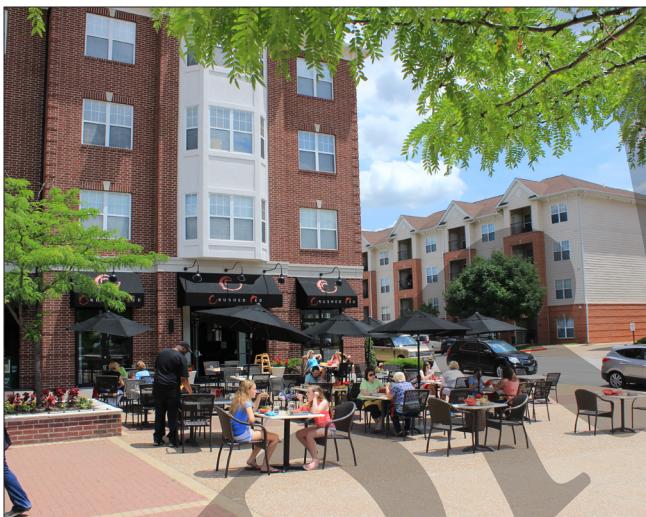
Vision & Best Practices Character Images



THE BOULEVARD (RICHMOND HEIGHTS, MISSOURI)



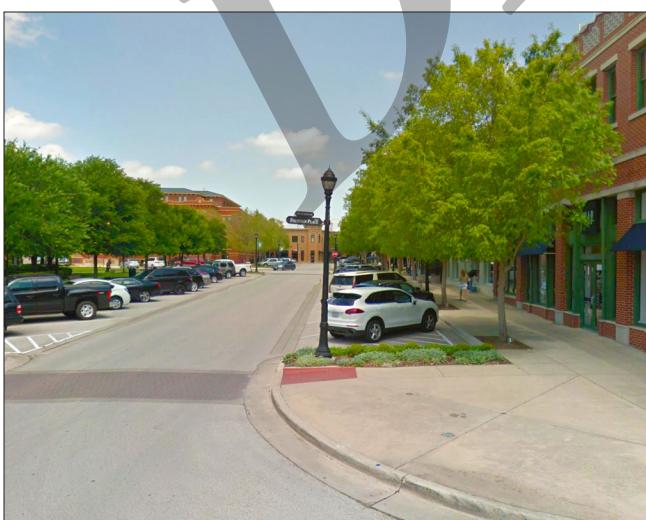
STATION PLAZA (KIRKWOOD, MISSOURI)



STATION PLAZA (KIRKWOOD, MISSOURI)



STATION PLAZA (KIRKWOOD, MISSOURI)



SOUTHLAKE, TEXAS TOWN CENTER



BRENTWOOD BOULEVARD

Highway Commercial Character Examples

Existing Conditions Character Images



Highway Commercial Character Examples

Vision & Best Practices Character Images



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Commercial and Mixed-Use Land Use Action Items

FRONTAGE RECOMMENDATIONS – PRIMARY STREETS

- » Establish a build-to line¹ in place of existing setback dimensions along Primary Streets to encourage a consistent location and orientation of building facade frontages between neighboring lots.
- » Require primary building entrances to face the Primary Street.
- » Parking can be located in front of buildings, but parking to the side or rear of buildings and in shared facilities, through the use of cross-access easements, is encouraged.
- » 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, break up parking facilities, support active uses, and provide a buffer zone between parking and buildings.
- » Implement consistent landscaping standards along U.S. 63 and MO-72 ([refer to Section X.X Streets and Roads Plan](#) for design standards).
- » Encourage outdoor dining and retail site amenities.

FRONTAGE RECOMMENDATIONS – SECONDARY STREETS

- » Establish a build-to line in place of existing setback dimensions along Secondary Streets to encourage a consistent location and orientation of building facade frontages between neighboring lots.
- » Encourage side-lot and rear lot parking frontages and parking lots.
- » Encourage outdoor dining and retail site amenities.

FRONTAGE RECOMMENDATIONS – SERVICE STREETS (WHERE APPLICABLE)

- » Flexible ground floor uses, including site and building service functions.
- » Establish flexible setbacks and limited setback restriction for building and parking service access.
- » No limitation on parking frontage and access.

1. Build-to lines do not need to be “zero lot line”, although mixed-use developments are recommended and encouraged to be built to the sidewalk in order to foster a traditional sidewalk to storefront relationship. What is important is to establish a consistent line to which all new building facades align. Furthermore, it is understood (although not encouraged) that some developments will be allowed to deviate from the build-to line through the variance process. This should be the exception, not the rule, and should apply to more specialized developments such as a big-box anchor retailer, an entertainment venue, and other development types that do not fit into a traditional retail storefront.

Commercial and Mixed-Use Land Use Action Items (continued)

LOT DEVELOPMENT STANDARDS

- » Establish pedestrian facility requirements to encourage walkable access, including 1) the provision of walkways between buildings and the public sidewalk; 2) walkways that provide pedestrian cross-access between neighboring lots; and 3) walkways connecting parking facilities to buildings.
- » Promote cross-access between adjacent sites to encourage shared parking and reduce curb cuts onto Primary Streets.
- » Establish standards for buffers between *Type VI – Neighborhood Commercial District (NC)*, *Type VII – Corridor Mixed-Use District (C-MU)*, and *Type VIII – Highway Commercial (HC)* lots and adjacent residential district lots.
- » Support sustainable and low impact site development practices such as permeable pavement, bio-retention, native landscaping, and energy efficient lighting through the use of zoning incentives such as site or density bonuses.
- » Develop design guidelines to achieve the desired character of the place type.

REGULATORY AMENDMENTS

- » 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)* to achieve high-quality and visually-distinctive physical development, including development that enhanced the character of the historic Route 66 corridor.
- » 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 400 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.

STREET & CONNECTIVITY STANDARDS

- » Provide street and public realm facility enhancements according to street type classifications ([refer to Section 3.4 Streets and Roads Plan](#)).
- » Develop bicycle facilities, pedestrian, and multi-use pathways ([refer to Section 3.5 Parks, Trails, and Open Space Plan](#)).

STORMWATER & RUNOFF MITIGATION

- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

TREE COVERAGE STANDARDS

- » Establish private tree planting and coverage standards for private lots subject to new development.
- » Establish tree planting and coverage standards for surface parking lots.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within the *Type VI – Neighborhood Commercial District (NC)* and *Type VII – Corridor Mixed-Use District (C-MU)*.

Strategic Partnerships for Economic Development **Innovation and Employment Land Use Recommendations**

Rolla is centrally located in the Missouri Economic Research and Information Center's (MERIC's) Central Region. This 19-county region's employment base is dominated by the manufacturing, educational services, and public administration / government sectors, all of which are represented in the City of Rolla.

Rolla is home to approximately 12,500 jobs and is the employment center of Phelps County. The industry sectors leading Rolla's jobs base are as follows, with the percentage indicating the how many more jobs, per capita, that Rolla is home to compared to the State of Missouri as a whole:

- » Healthcare and Social Assistance (+72%)
- » Educational Services (+64%)
- » Arts, Entertainment, and Recreation (+49%)
- » Lodging and Dining (+40%)
- » Retail Trade (+37%)
- » Public Administration (+9%)
- » Utilities (+7%)

There are several additional industries that are well-represented in the Missouri Central Region, but that are under-represented in Rolla:

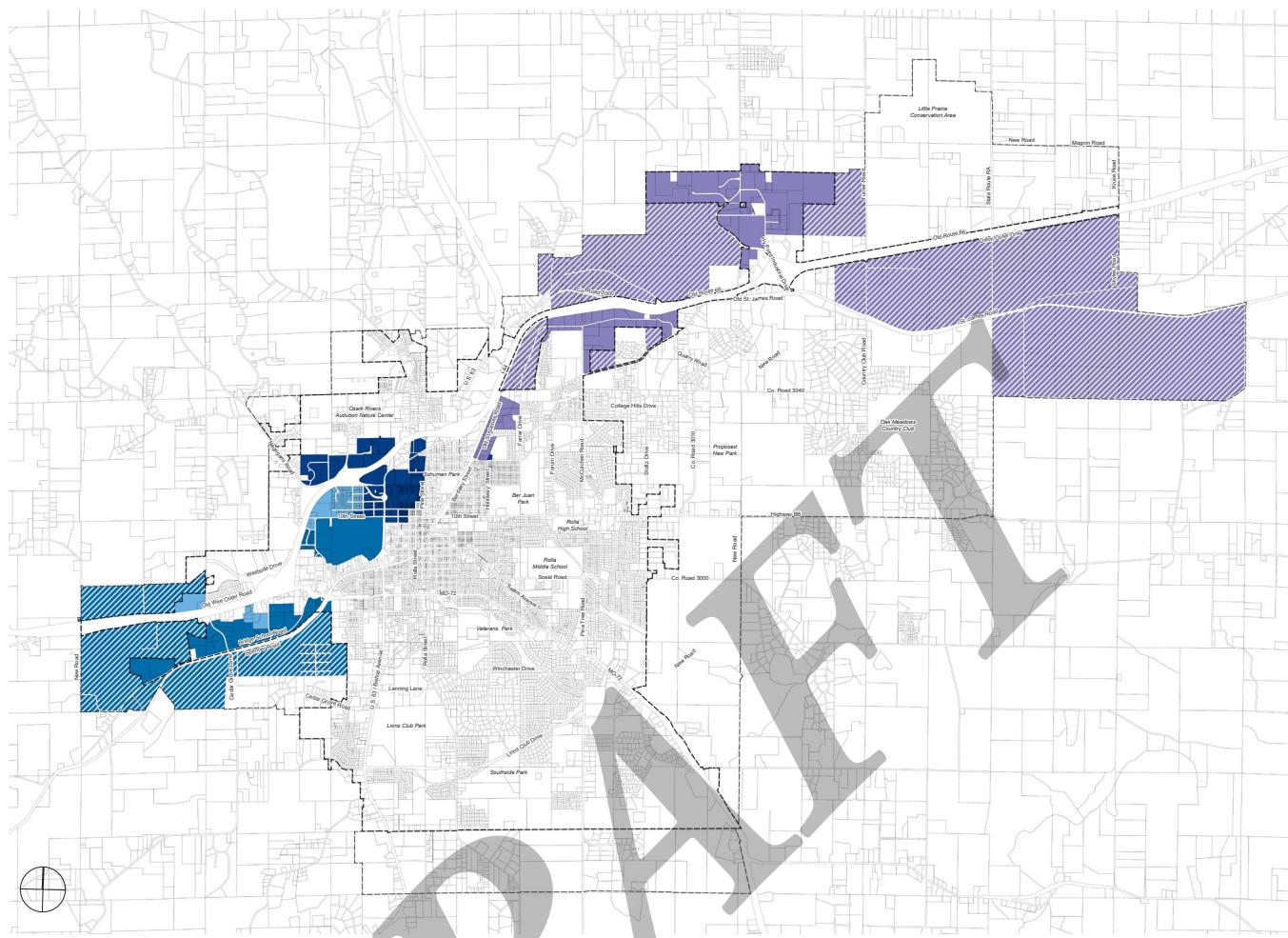
- » Transportation and Warehousing (-35%)
- » Wholesale Trade (-34%)
- » Manufacturing (-47%)
- » Construction (-71%)

The two most significant economic development and employment base generators within Rolla are Missouri University of Science and Technology (Missouri S&T) and Phelps Health. Not only are these two institutions the two single largest employers in Rolla, they also have the greatest potential for attracting and / or spinning off supportive businesses.

It is notable that—historically—the City of Rolla and Missouri S&T has not either attracted existing high-tech engineering- and science-based businesses to Rolla that would employ Missouri S&T graduates, nor have the City of Rolla and Missouri S&T facilitated the establishment of new high-tech engineering- and science-based businesses in Rolla by Missouri S&T faculty and graduates. **This process of “commercializing” Missouri S&T’s fields of study is mutually beneficial to both the City of Rolla and the University.** It helps the City retain students as residents after graduation, and it builds a vibrant environment of collaboration between the University’s research and education programs and commercial industries which can make S&T even more attractive to prospective students and faculty. **The most important economic development initiative of the Rolla 2050 Comprehensive Plan Update is for the City and Missouri S&T to collaboratively build and actualize this relationship and process.**

Rolla’s employment base and industrial land uses are classified according to the following Community Place Types: *Type X – University District (U)*; *Type XI – Mixed-Use Innovation Center (MUIC)*; *Type XII – Medical District (MED)*; and *Type XIII – Industrial / Manufacturing District (IM)*.

Figure 3.3.2: **Employment Base and Industrial Community Place Types**



City of Rolla Map Key

- Existing City Corporate Boundary
- Potential Annexation Area
- Type X – University (U)
- Type XI – Mixed-Use Innovation Center (MUIC)
- Type XI – Mixed-Use Innovation Center (MUIC) Annex
- Type XII – Medical (MED)
- Type XIII – Industrial / Manufacturing (IM)
- Type XIII – Industrial / Manufacturing (IM) Annex

Employment Base and Industrial Place Types: University District (U)

Type X – University (U) district applies to the properties that are owned by the Curators of the University of Missouri for the Missouri University of Science and Technology (Missouri S&T) campus and peripheral properties. It is coterminous with the existing “U University” zoning district. The State Government, of which the University of Missouri system is a unit, is exempt from zoning regulations. Land use and development recommendations are provided to Missouri S&T as advisory recommendations, to help facilitate cooperation between the City of Rolla and Missouri S&T in guiding development that positively contributes to both the S&T campus and the surrounding City.

Employment Base and Industrial Place Types: Mixed-Use Innovation Center (MUIC)

As outlined in the introduction to this Section, the City of Rolla possesses a significant opportunity to expand its industrial, manufacturing, and emerging-technology jobs base by—in cooperation with Missouri S&T—commercializing the University’s fields of study by attracting employers and jobs in emerging, technology-driven industry sectors. These sectors broadly include advanced manufacturing (including automation controls and machinery, machine learning, and artificial intelligence); material processing, synthesis, and manufacturing; agricultural sciences; biological sciences; information technology; and energy production. These sectors are all projected by MERIC to grow within the Central Region of Missouri, are identified priorities of regional economic development partners, and are supported by adjacent growth priorities in the greater St. Louis region.

Development of these sectors can be done by growing them “from scratch”, as well as by attracting existing businesses. The two strategies go hand in hand. Growing from scratch requires the provision of job training facilities and programs to build a trained and qualified workforce. It also requires facilities for start-up businesses, including incubators and other support services. Nationally, trends for these resources show that they prefer to locate in vibrant, mixed-use “urban areas” with numerous community amenities (dining, drinking, entertainment, and recreational opportunities) that are walkable and bikeable. Housing affordability is also beneficial. Because these businesses attract employees from throughout the nation, these qualities are necessary to compete with larger cities on the coasts, as well as St. Louis! Rolla—home to a Carnegie R-1 Research University, good regionally accessibility, and relatively (regionally and nationally) affordable housing—is well-positioned to compete if supportive amenities are provided.

Facilitating the provision of these amenities will help to channel potential workforce and prospective students to Rolla, as well as provide an attractive environment to which established enterprises in these sectors would choose to locate. Attracting national and global enterprises in science- and technology-driven industrial sectors will mutually-attract workforce and additional amenities, strengthening the future of both Missouri S&T and the City of Rolla as a whole.

In order to facilitate the provision of these amenities and the attraction of employers in these sectors, Rolla should establish a Mixed-Use Innovation Center district as a new zoning district or zoning overlay. The purpose of this new zoning classification is to permit a mix of land uses and building typologies—that would not be ordinarily permitted in existing commercial or industrial zoning district—by right in order facilitate attraction and retention of these types of amenities.

Mixed-Use Innovation District Examples

Vision & Best Practices Character Images



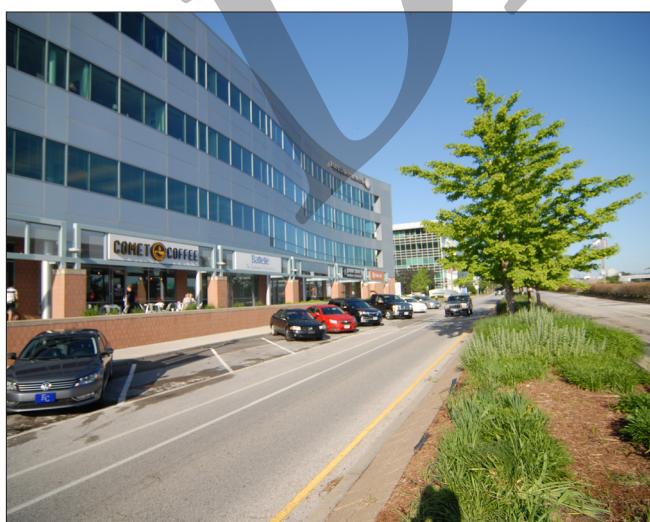
MIXED-USE DEVELOPMENT AT THE CORTEX INNOVATION DISTRICT (ST. LOUIS, MISSOURI)



@4240 CENTER AT THE CORTEX INNOVATION DISTRICT



CORTEX INNOVATION DISTRICT



MIXED-USE DEVELOPMENT AT THE HIGHLANDS @ FOREST PARK



MIXED-USE DEVELOPMENT AT THE HIGHLANDS @ FOREST PARK

Examples would include:

- » 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 Missouri S&T and other existing educational “pipeline” institutions (such as East Central College, State Tech, Ozark Technical College, and Ranken Tech).

Type XI – Mixed-Use Innovation Center (MUIC) is proposed to extend southwest from Missouri S&T’s campus along the I-44 corridor. Within this geography, there are numerous vacant properties, vacant buildings, and underutilized sites that can be redeveloped into such facilities. National and regional examples of these types of development and land use include Research Triangle Park (Raleigh-Durham, NC); Cortex Innovation District (St. Louis, MO); 39 North plant science and agricultural district (Creve Coeur, MO); and Missouri Research Park (O’Fallon, MO), as well as the Missouri S&T Protoplex in Rolla.

Employment Base and Industrial Place Types: **Medical District (MED)**

Type XII – Medical (MED) district includes portions of the existing “P Public” zoning district occupied by the Phelps Health campus and peripheral properties, as well as the future Veterans Administration (VA) Harry S. Truman Memorial Veterans’ Hospital Outpatient Clinic on Old Wire Road. County, State, and Federal governments are exempt from zoning regulations. Land use and development recommendations are provided to as advisory recommendations, to help facilitate cooperation in guiding development that positively contributes to the both the these medical institutions and the surrounding City.

Employment Base and Industrial Place Types: **Industrial / Manufacturing District (IM)**

While the City of Rolla has about half of the per capita manufacturing jobs and about three-fourths of the transportation, wholesale, and warehousing jobs as Missouri as a whole, the City still has a number of large employers in these sectors. Key business include:

- » Hartmann North America (egg packaging)
- » Missouri S&T RCDC Innovation Center (hi-tech research and industry incubation)
- » Missouri S&T Protoplex (advanced manufacturing research and industry incubation)
- » Engineered Tissue Solutions (medical products)
- » MO SCI (advanced glass products)
- » Brewer Science (advanced R&D and manufacturing)
- » Motion (industrial supplies)
- » Phelps County Industrial Solutions (packaging)
- » Garr Logistics (intermodal shipping)
- » Pepsi Bottling of Rolla (food and beverage processing)

- » Ozarks Coca-Cola / Dr. Pepper (food and beverage processing)
- » Grellner Sales and Service (beverage distribution)
- » Butler Supply (electrical and plumbing supplies)
- » Covico Manufacturing and Performance (machining)
- » Fabick Rents (heavy equipment rental)
- » XPO (shipping and logistics)
- » FedEx (shipping and logistics)

Additionally, Royal Canin USA formerly operated a pet food manufacturing plant in Rolla, which employed approximately 110 people. This plant has been permanently closed as of December 31, 2025, but the facility is still present.

The *Type XIII – Industrial / Manufacturing (IM)* district is roughly coterminous with Rolla's existing "M Manufacturing" zoning district, plus adjacent areas for potential annexation. As such, it is recommended that the general regulations that apply to the existing Manufacturing zoning district continue to apply to this Community Place Type District.

Within the *Type XIII – Industrial / Manufacturing (IM)* district, the City of Rolla should complete a street classification of perimeter streets and interior streets (if present). Streets should be classified as either (1) Primary Streets; (2) Secondary Streets; and (3) Service Streets (refer to [page X.XX](#) for additional information). Recommendations for these Place Type Districts in this Rolla 2050 Comprehensive Plan Update are categorized according to this Street Classification.

Plan recommendations for the *Type XIII – Industrial / Manufacturing (IM)* district are detailed on [pages X.XX-X.XX](#). Recommendations apply to new development; new subdivisions; teardowns and infills; and significant expansions of existing buildings.

Mixed-Use Innovation District Action Items

FRONTAGE RECOMMENDATIONS – PRIMARY STREETS

- » 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 facade frontages to Primary Streets.
- » Parking should primarily be located in shared facilities, behind buildings.
- » When parking is located in front of buildings, pedestrian amenities must be provided along the front facade of each building.
- » 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.

FRONTAGE RECOMMENDATIONS – SECONDARY STREETS

- » A variety of active, office, and residential ground floor uses should be allowed and encouraged.
- » Encourage uniform setbacks on neighboring lots to establish a consistent location and orientation of building facade frontages to Secondary Streets.
- » Encourage side-lot and rear lot parking frontages and parking lots.

- » Encourage outdoor dining and outdoor retail and recreation site amenities.

FRONTAGE RECOMMENDATIONS – SERVICE STREETS

- » Flexible ground floor uses, including site and building service functions.
- » Establish flexible setbacks and limited setback restriction for building and parking service access.
- » No limitation on parking frontage and access.

SIGNAGE RECOMMENDATIONS – PRIMARY & SECONDARY STREETS

- » Encourage the use of building signs on all buildings.
- » Wall signage is preferred; however consideration should be given to allow monument signs for multi-tenant, multi-use developments on larger properties at the primary entrance to the shared parking facility.

SIGNAGE RECOMMENDATIONS – SERVICE STREETS

- » Allow and encourage the use of building signs on all buildings.
- » Allow ground signs for wayfinding and establish maximum height and area requirements for such signs.

Mixed-Use Innovation District Action Items (continued)

LOT DEVELOPMENT STANDARDS

- » Establish requirements for pedestrian facilities between buildings and the public sidewalk.
- » Establish requirements for cross-lot pedestrian facilities connecting the pedestrian amenities of neighboring buildings to encourage walkability between lots.
- » Establish guidelines for pedestrian connectivity between parking facilities and buildings.
- » Support sustainable and low impact site development practices such as permeable pavement, bio-retention, native landscaping, and energy efficient lighting through the use of zoning incentives such as site or density bonuses.

REGULATORY UPDATES

- » Amend Chapter 42 with a new "Mixed-Use Innovation Center" zoning district, incorporating the recommendations detailed herein.
- » 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)* to achieve the desired character of the place type.

STREET & CONNECTIVITY STANDARDS

- » Provide street and public realm facility enhancements according to street type classifications (refer to **Section 3.4 Streets and Roads Plan**).
- » Develop bicycle facilities, pedestrian, and multi-use pathways (refer to **Section 3.5 Parks, Trails, and Open Space Plan**).

STORMWATER & RUNOFF MITIGATION

- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

TREE COVERAGE STANDARDS

- » Establish private tree planting and coverage standards for private lots subject to new development, common ground, and street trees in the redevelopment of subdivisions.
- » Establish private tree planting and coverage standards for private lots subject to redevelopment.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within the *Type XIII – Mixed-Use Innovation Center (MUIC) Place Type District*.

GREEN SPACE PRESERVATION

- » Establish a minimum percentage of green space to be preserved as part of new development or redevelopment of lots.

Industrial / Manufacturing Land Use Action Items

LOT DEVELOPMENT STANDARDS

- » Establish Primary Street and Secondary Street setbacks that are compatible with neighboring residential and commercial place type districts. When located in primarily residential areas, setbacks should be compatible with adjacent residential place type districts.
- » When lots directly abut other lots of a different residential Community Place Type, a landscape buffer, measured horizontally from the lot boundary, should be provided.

REGULATORY AMENDMENTS

- » Amend Chapter 42 by incorporating the recommendations detailed herein for the “M Manufacturing” zoning district.

STREET & CONNECTIVITY STANDARDS

- » Provide street and public realm facility enhancements according to street type classifications (**refer to Section 3.4 Streets and Roads Plan**).
- » Develop bicycle facilities, pedestrian, and multi-use pathways (**refer to Section 3.5 Parks, Trails, and Open Space Plan**).

STORMWATER & RUNOFF MITIGATION

- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

TREE COVERAGE STANDARDS

- » Establish private tree planting and coverage standards for private lots subject to redevelopment.
- » Establish tree planting and coverage standards for surface parking lots.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within the *Type XIII – Industrial / Manufacturing District (IM) Place Type District*.

GREEN SPACE PRESERVATION

- » Establish a minimum percentage of green space to be preserved as part of new development or redevelopment of lots.

Cooperative University / City Partnership Development Case Studies

There are numerous examples from throughout the country of universities that have undertaken cooperative partnerships with the city in which they are located to pursue development that is mutually-beneficial to the university and the city. These developments include investments in existing downtowns (to help fulfill the Downtown Revitalization Goals set forth in Section 3.1), as well as broader community and economic development initiatives, such as those described in this section with the Mixed-Use Innovation Center place type.

The following peer community case studies are examples of how small college towns leverage campus-edge development to strengthen local economies. This information is intended to be used to inform decisions about institutional alignment between the City of Rolla and Missouri S&T. The peer development examples are:

- » **Blacksburg, Virginia** – Virginia Tech
- » **Ames, Iowa** – Iowa State University
- » **Fayetteville, Arkansas** – University of Arkansas
- » **Houghton, Michigan** – Michigan Technological University
- » **Waterville, Maine** – Colby College

Across each peer community case studies, the following factors stand out as characteristics of successful developments:

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

Peer community case studies are presented on the following pages.

Blacksburg, Virginia

Virginia Tech

UNIVERSITY-CITY COLLABORATION IN DOWNTOWN BLACKSBURG

Virginia Tech partnered with the Town of Blacksburg to enhance and strengthen the campus edge through mixed-use buildings, hotels, and walkable streetscape improvements.

- » **Population:** ~45,000 (college town)
- » **Project type:** Downtown revitalization & mixed-use expansion at campus edge
- » **Why comparable:** Similar university-town scale and STEM focus; both institutions anchor regional economies



PROGRAM HIGHLIGHTS

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

Ames, Iowa

Iowa State University

CAMPUSTOWN REDEVELOPMENT

A joint effort by the City of Ames, Iowa State University, and local developers to revitalize the commercial area bordering campus to be more student-friendly, while preserving local identity.

- » **Population:** ~67,000 (college town, rural context)
- » **Project type:** Mixed-use commercial district adjacent to campus
- » **Why comparable:** Similar “college-town core” dynamic with a small regional economy anchored by the university



PROGRAM HIGHLIGHTS

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



Fayetteville, Arkansas

University of Arkansas

GARLAND AVENUE CORRIDOR PROJECT

Redevelopment of a key edge between campus and the city with mixed-use retail, student housing, and transit access.

- » **Population:** ~95,000 (slightly larger, regional peer)
- » **Project type:** Mixed-use corridor redevelopment
- » **Why comparable:** University-driven mixed-use corridor project in a small metro area with strong town-gown collaboration



PROGRAM HIGHLIGHTS

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



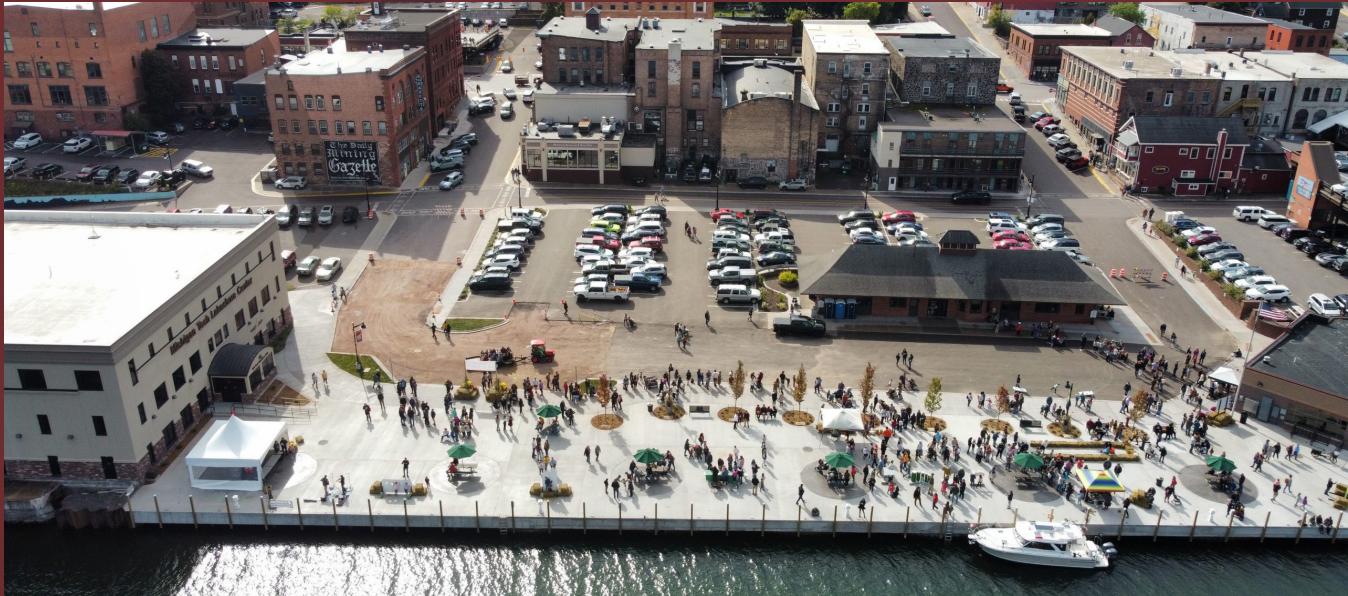
Houghton, Michigan

Michigan Technological University

DOWNTOWN REVITALIZATION AND WATERFRONT REDEVELOPMENT

City-university collaboration to improve Houghton's downtown and waterfront connection, aimed at benefiting students and residents alike.

- » **Population:** ~8,000 (micropolitan)
- » **Project type:** Waterfront and downtown revitalization
- » **Why comparable:** Similar scale and rural tech-university setting; clear collaboration to benefit both city and campus



PROGRAM HIGHLIGHTS

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

Waterville, Maine Colby College

DOWNTOWN WATERVILLE REDEVELOPMENT INITIATIVE

Colby College partnered with the City of Waterville to reinvigorate Main Street through mixed-use buildings, retail, and arts spaces.

- » **Population:** ~17,000 (similar size)
- » **Project type:** Downtown revitalization partnership
- » **Why comparable:** Similar sized-town; focus on strengthening both city and campus



PROGRAM HIGHLIGHTS

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



Case Study Conclusions

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 and economic development;
- » 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; and
- » Scale projects to local demand but plan for flexibility.

DRAFT

3.4. 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.

Strategies:

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

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

Strategy 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.

Strategy 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.

Strategy 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.

Strategy 5.6: Continue to seek funding and create strategic public/private partnerships to facilitate the construction of new sidewalks or the rehabilitation of old sidewalks.

Mobility, Transportation, and Infrastructure

Streets and Roads Plan

The Rolla 2050 streets and roads recommendations are qualitative improvements for Rolla's major streets and road corridors in the City's Downtown, commercial, and mixed-use districts, as well as key streets and new connections throughout Rolla's residential neighborhoods.

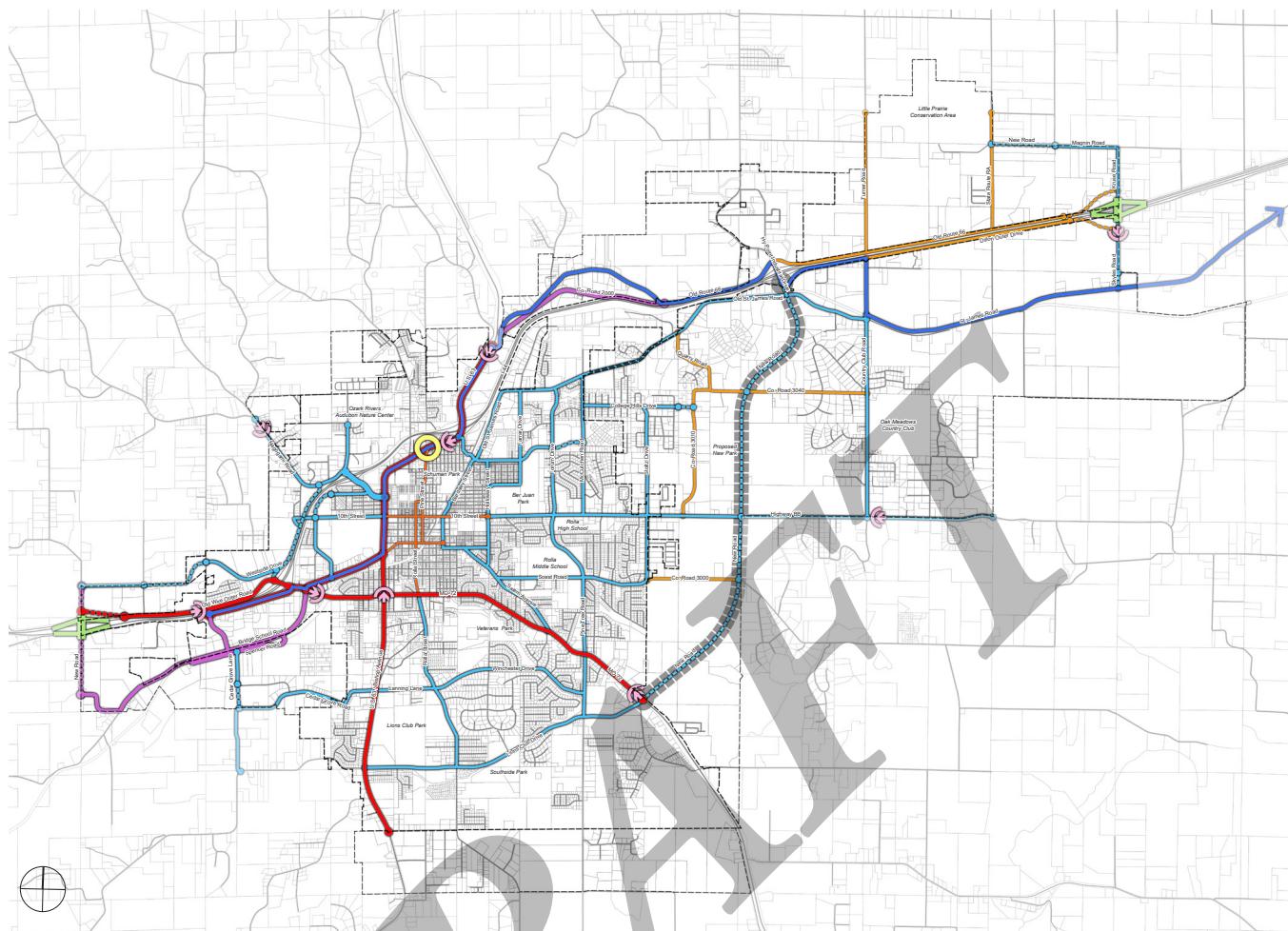
These recommendations encourage the continued development of Complete Streets—streets with facilities for all users and modes of transportation—incrementally as street improvements are made. While the *Parks, Recreation & Open Space Plan*, presented in following section, outline specific City-wide connectivity improvements, the Streets and Roads Plan provides for safe and effective intra-neighborhood connectivity for pedestrians, bikes, mobility device users, and vehicles alike.

As presented herein, these recommendations do not suggest or require the wholesale reconstruction of identified streets. Rather, they establish principles for facility types and levels of service for all users, to guide improvements as needed when street repair, reconstruction, or improvements required by redevelopment projects occurs. Additionally, these recommendations and principles should be viewed as guidelines to be adapted to specific existing conditions, including ROW width, pavement width, and adjacent development. No reduction of existing vehicular levels of service (LOS) is recommended, and enhanced LOS is desired.

Streets and roads recommendations are presented according to 13 street segments and/or typologies, as shown in **Figure 3.4.1**. General streets and roads recommendations are presented on pages 6.6 through 6.7). Specific segment and/or typology recommendations are presented on the following pages:

1. **Street Type I – Route 66, Urban segment** recommendations are presented on page 3.68;
2. **Street Type II – Route 66, Rural segment** recommendations are presented on page 3.70;
3. **Street Type III – Highway, 5-lane Section** typology recommendations are presented on page 3.72;
4. **Street Type III – Highway, 4-lane Section** typology recommendations are presented on page 3.74;
5. **Street Type IV – Downtown Street, Pine Street** segment recommendations are presented on page 3.76;
6. **Street Type IV – Downtown Street, General** typology recommendations are presented on page 3.78;
7. **Street Type V – Suburban Complete Street, 3-lane Section** typology recommendations are presented on page 3.80;
8. **Street Type V – Suburban Complete Street, 2-lane Section** typology recommendations are presented on page 3.82;
9. **Street Type VI – Rural Street** recommendations are presented on page 3.84; and
10. **Street Type VII Industrial Boulevard** recommendations are presented on page 3.86.

Figure 3.4.1: Streets and Roads Plan



City of Rolla Map Key

- Existing City Corporate Boundary
- Potential Annexation Area
- 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 V – Suburban Complete Street, New Alignment
- Street Type VI – Rural Street
- Street Type VI – Rural Street, New Alignment
- Street Type VII – Industrial Boulevard
- Street Type VII – Industrial Boulevard, New Alignment



Street Type I Recommendations

Figure 3.4.2:

Route 66, Urban Segment – Existing Conditions (Typical)

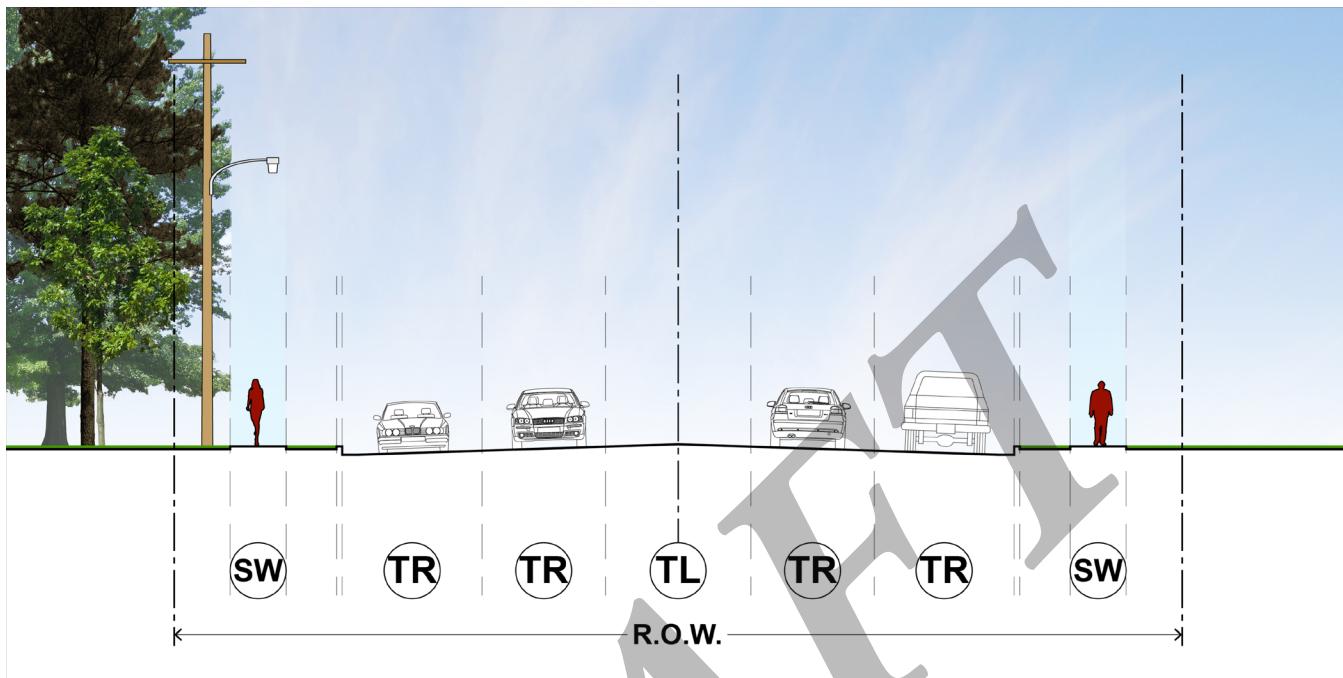
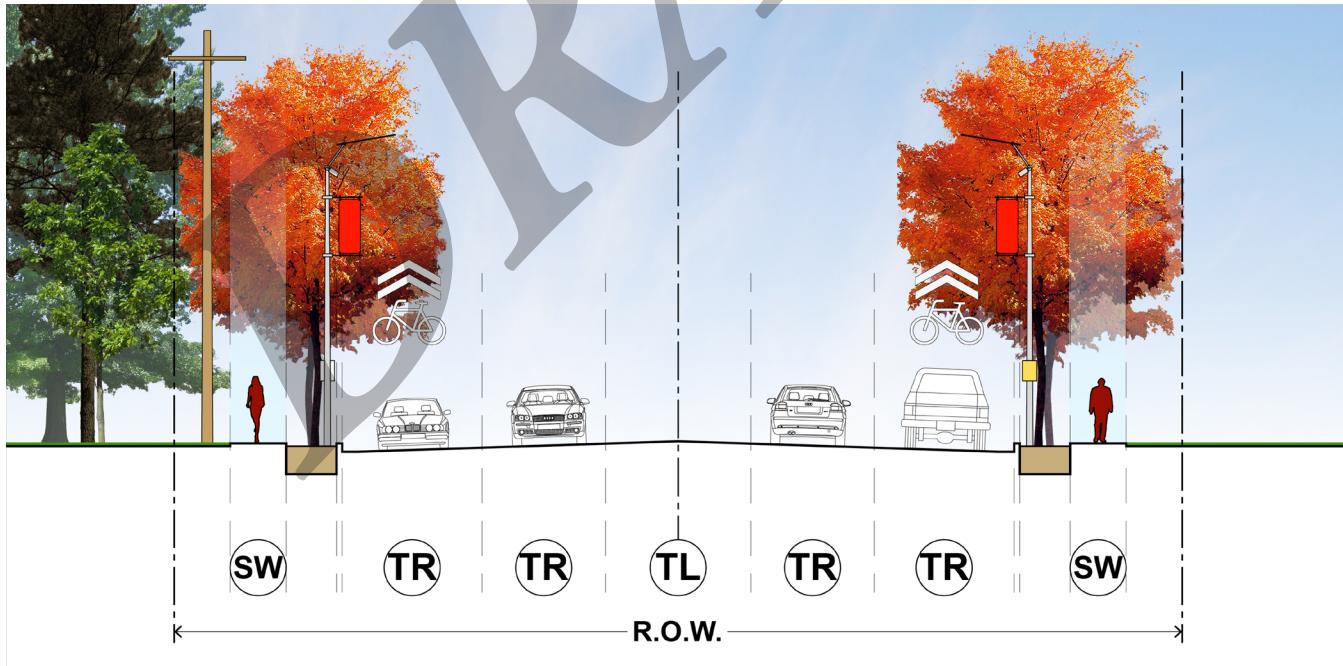


Figure 3.4.3:

Route 66, Urban Segment – Proposed Improvements (Typical)



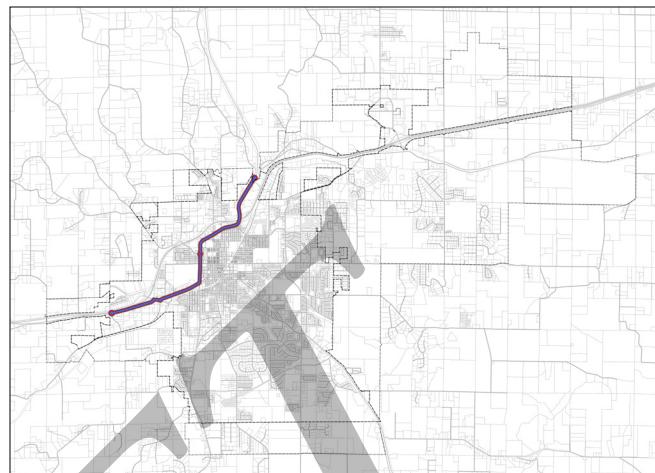
Street Type I Recommendations

1. Street Type I – Route 66, Urban Segment

This Street Type applies to U.S. 63 / Bishop Avenue south of County Road 2000 / Old Route 66 and continues south, transitioning to Kingshighway, then MO-72, and finally Martin Springs Drive, ending at Blues Lake Parkway. This segment is recommended to be enhanced as a Route 66-themed urban boulevard with continuous sidewalks, tree lawns with street trees, and signature street lighting and signage. All improvements are recommended to be constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing two (2) or four (4) travel lanes
- » Existing center turn lane
- » 5-foot pedestrian sidewalks (both sides)
- » 5-foot tree lawn (both sides) with street trees
- » Signature street lighting and signage
- » Existing curb-to-curb with vertical curbs
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

Street Type I Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane

R.O.W. Right-of-Way

	Shared Lane Marking Icon
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Street Type II Recommendations

Figure 3.4.4:

Route 66, Rural Segment – Existing Conditions (Typical)

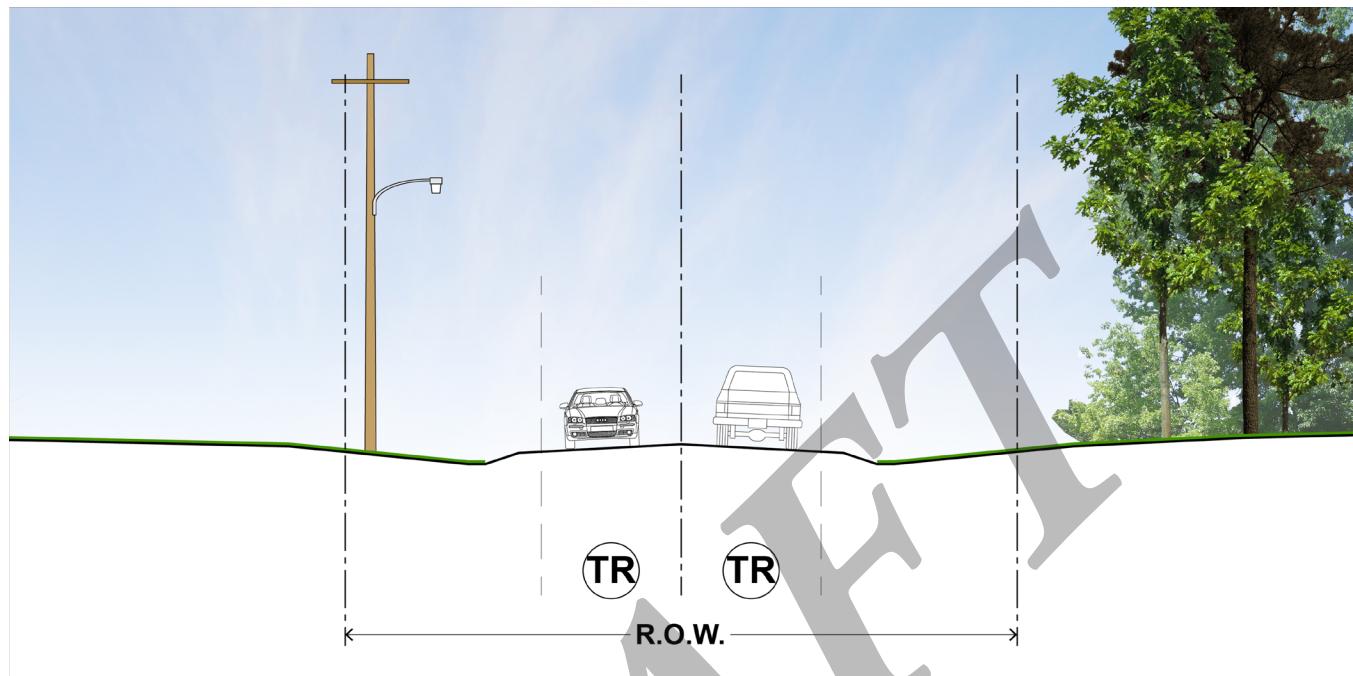
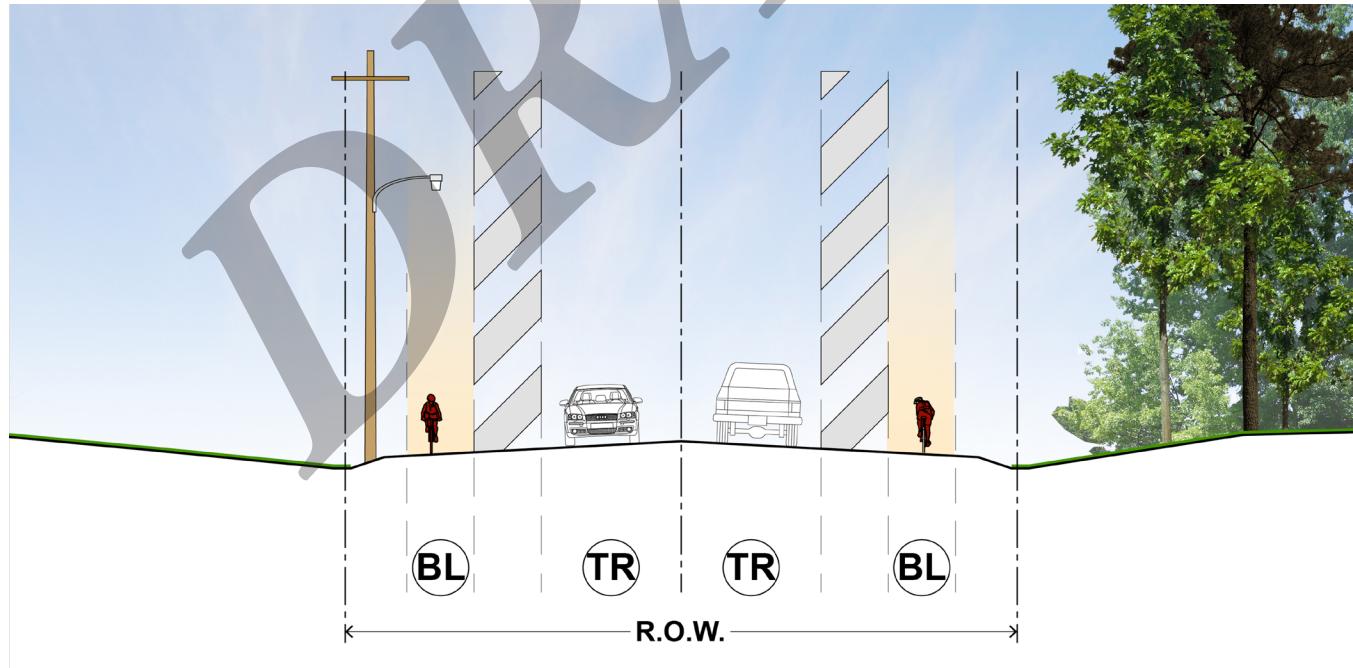


Figure 3.4.5:

Route 66, Rural Segment – Proposed Improvements (Typical)



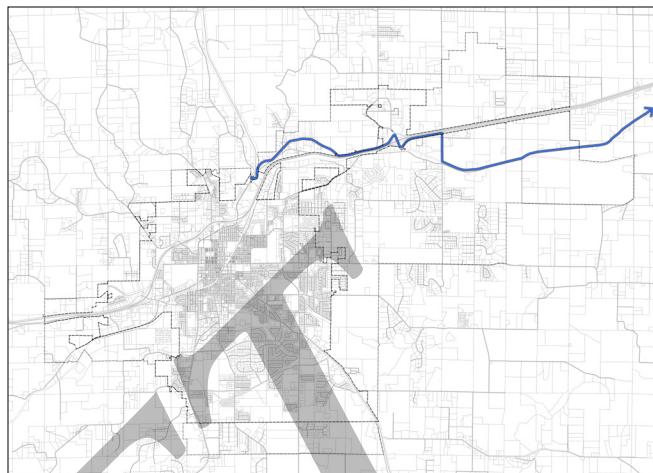
Street Type II Recommendations

2. Street Type II – Route 66, Rural Segment

This Street Type applies to Old Route 66 at Bishop Avenue, continuing east to Hy Point Industrial Drive, south on Hy Point Industrial Drive to Dillon Outer Drive, east on Dillon Outer Drive to Country Club Road, south on Country Club Road to St. James Road, and east on St. James Road. This segment is recommended to be enhanced as a Route 66-themed rural road with buffered bike lanes on new, paved shoulders. All improvements are recommended to be constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing two (2) travel lanes
- » New paved shoulders
- » 5-foot designated bike lanes with 5-foot buffer, each side
- » Signature Route 66 signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

Street Type II Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane
R.O.W. Right-of-Way	
	Shared Lane Marking Icon

Street Type III Recommendations, 5-lane Typology

Figure 3.4.6:

Highway, 5-lane Typology – Existing Conditions (Typical)

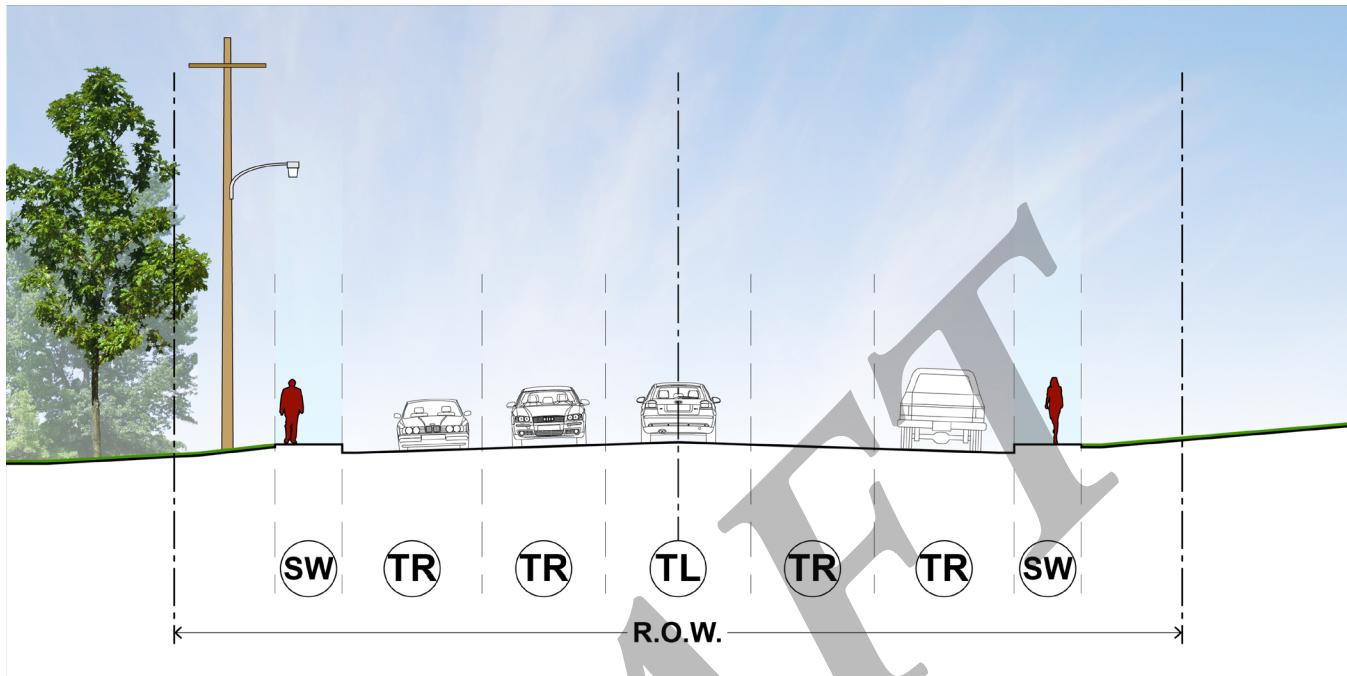
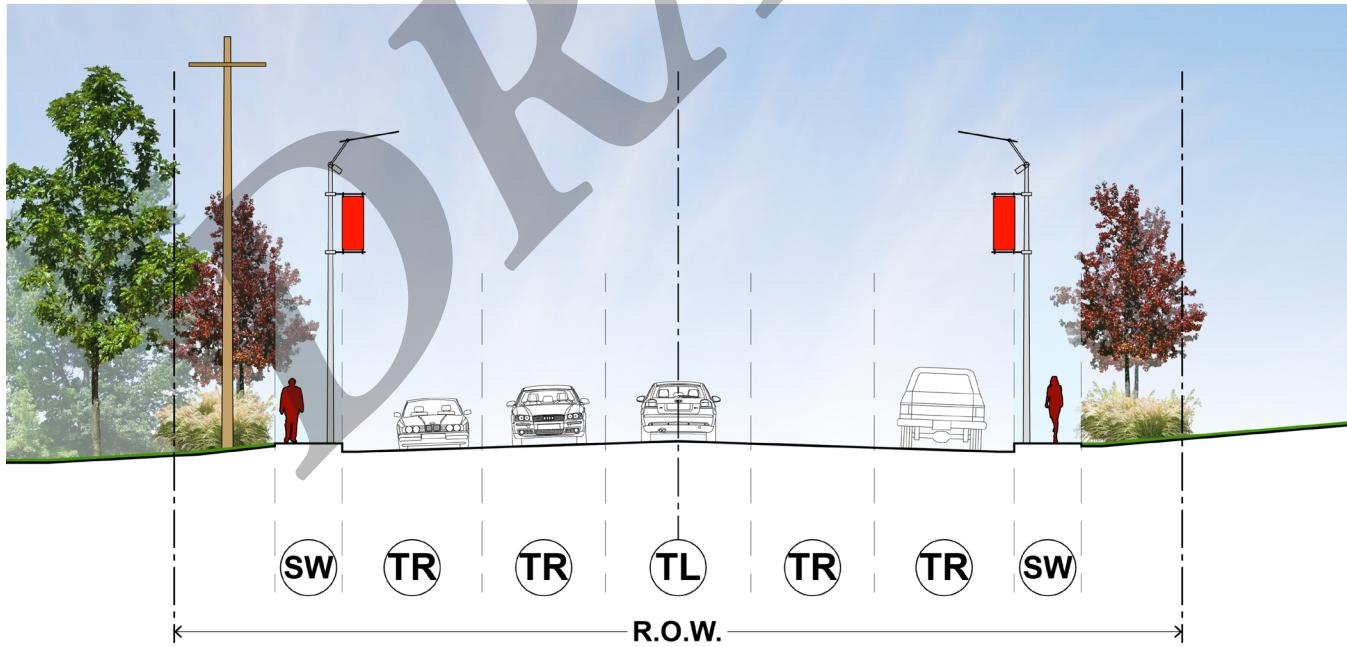


Figure 3.4.7:

Highway, 5-lane Typology – Proposed Improvements (Typical)



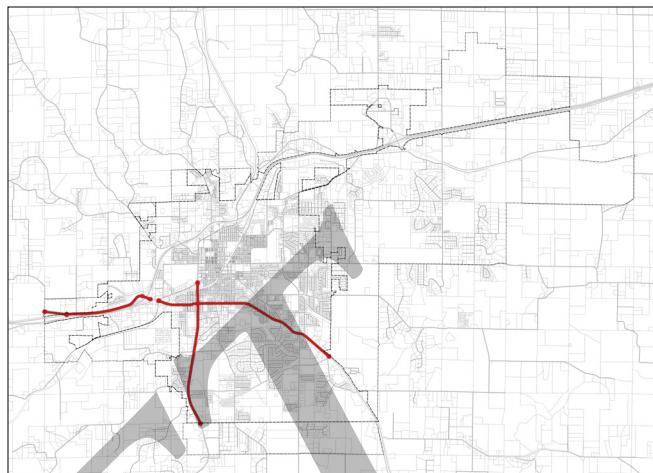
Street Type III Recommendations, 5-lane Typology

3. Street Type III – Highway, 5-lane Typology

This Street Type applies to sections of U.S. 63 / Bishop Avenue and MO Highway 72 to support commercial and mixed-use development with enhanced pedestrian connectivity and visual appeal. This typology is recommended to be enhanced with continuous sidewalks on both sides of the street, landscape strips with street trees, and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing four (4) travel lanes
- » Existing center turn lane
- » 5-foot pedestrian sidewalks (both sides)
- » 5-foot landscape strip between sidewalk and property line (both sides) with street trees
- » Signature street lighting and signage
- » Existing curb-to-curb with vertical curbs
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

Street Type III Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane
R.O.W. Right-of-Way	

	Shared Lane Marking Icon
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Street Type III Recommendations, 4-lane Typology

Figure 3.4.8:

Highway, 4-lane Typology – Existing Conditions (Typical)

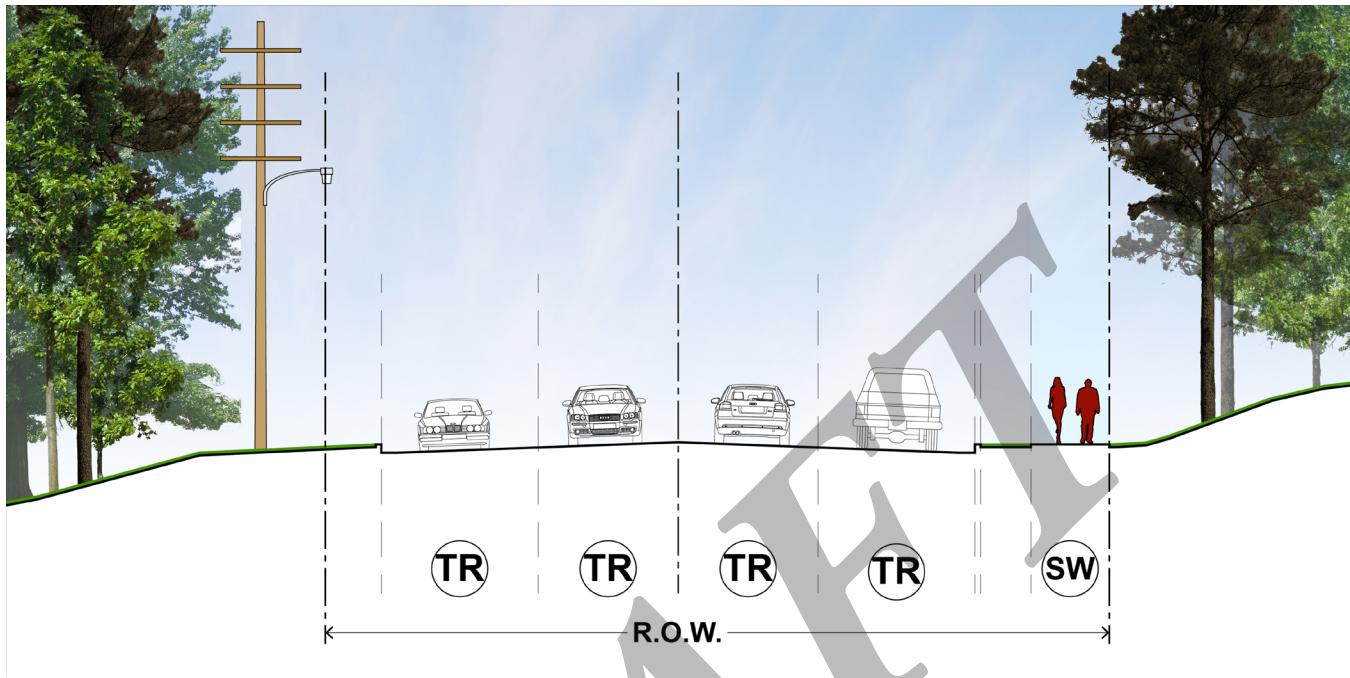
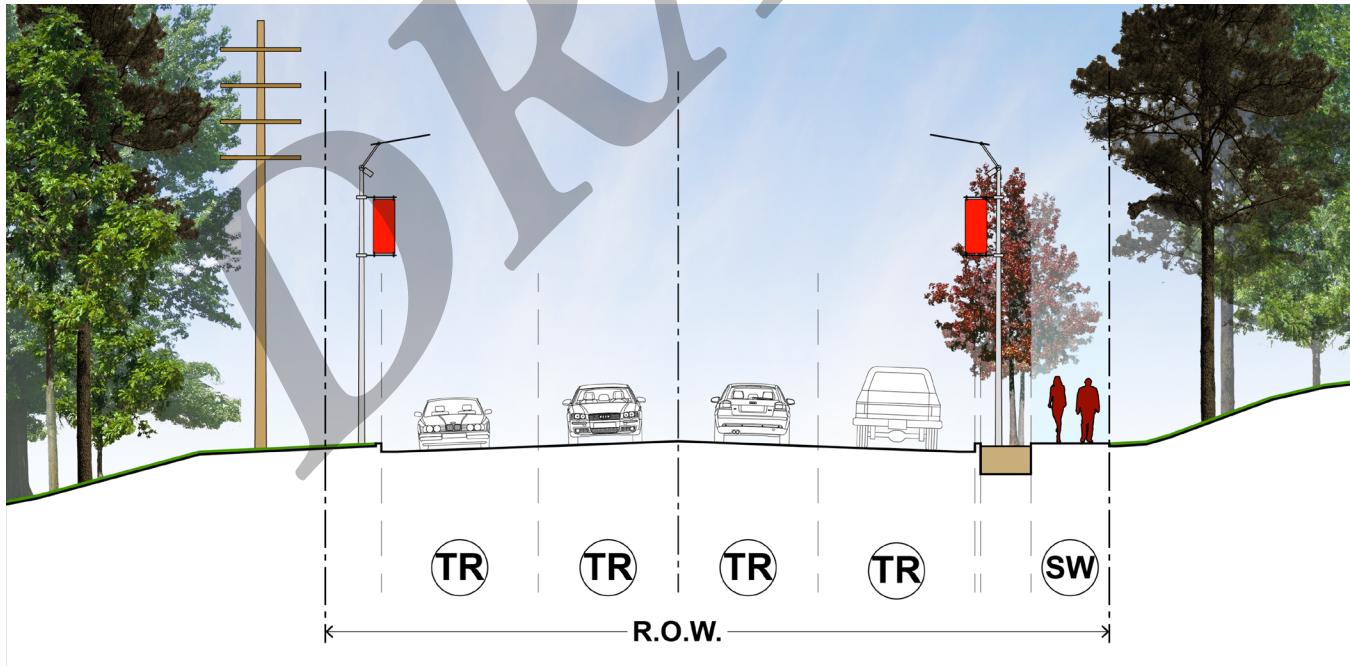


Figure 3.4.9:

Highway, 4-lane Typology – Proposed Improvements (Typical)



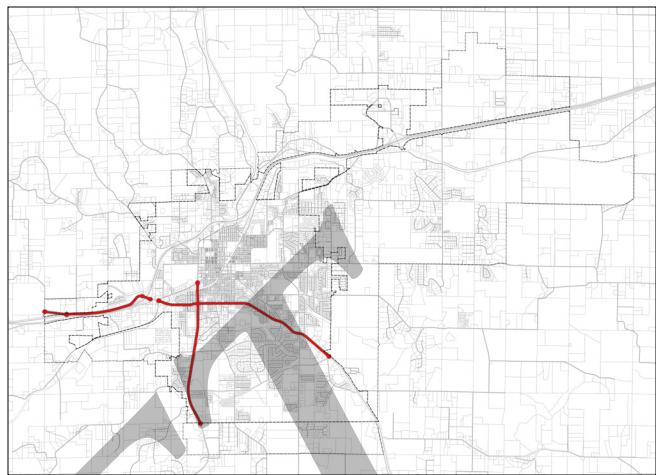
Street Type III Recommendations, 4-lane Typology

4. Street Type III – Highway, 4-lane Typology

This Street Type applies to sections of MO Highway 72 and Old Wire Outer Road to support commercial and mixed-use development with enhanced pedestrian connectivity and visual appeal. This typology is recommended to be enhanced with continuous sidewalks on one side of the street, a tree lawn with street trees, and signature street lighting and signage, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing four (4) travel lanes
- » 5-foot pedestrian sidewalk (one side)
- » 5-foot tree lawn between sidewalk and curb (one side) with street trees
- » Signature street lighting and signage
- » Existing curb-to-curb with vertical curbs
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

Street Type III Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane
R.O.W.	Right-of-Way
	Shared Lane Marking Icon

Street Type IV Recommendations, Pine Street

Figure 3.4.10:

Downtown Street, Pine Street Segment – Existing Conditions

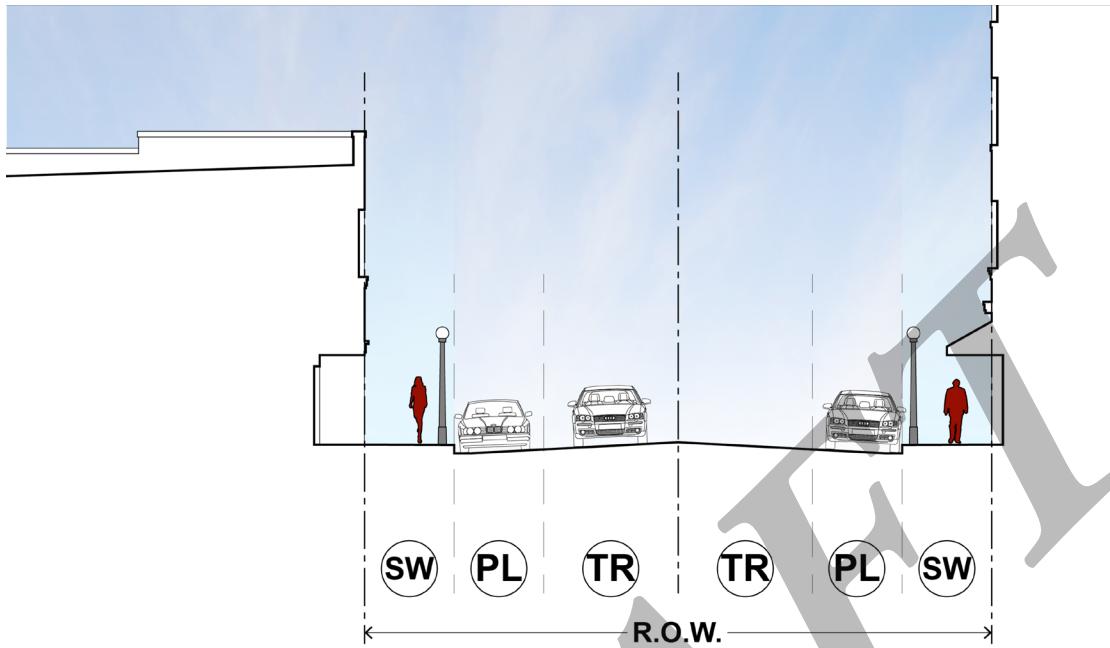
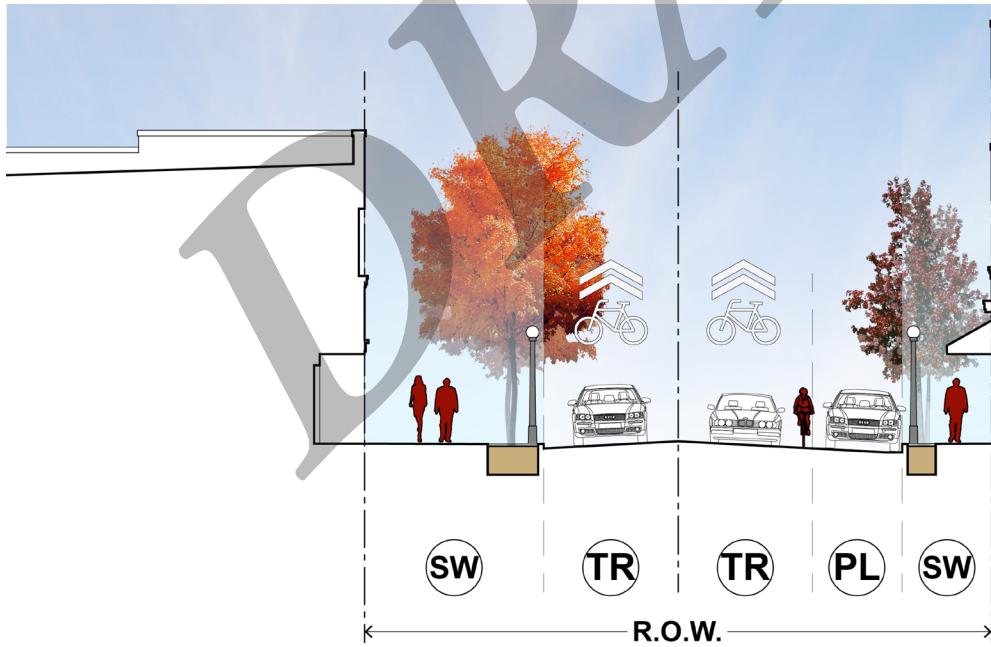


Figure 3.4.11:

Downtown Street, Pine Street Segment – Proposed Improvements



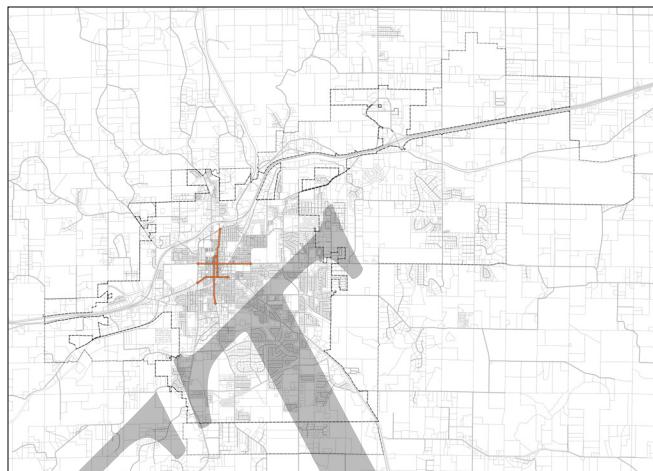
Street Type IV Recommendations, Pine Street

5. Street Type IV – Downtown Street, Pine Street

This Street Type applies to Pine Street in Downtown Rolla, from 6th Street north to 12th Street. This segment is recommended to be enhanced as a commercial Downtown main street, with enhanced sidewalks, streetscape, signage, and lighting, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing two travel lanes, one-way
- » Existing 8-foot parallel parking lane, east side only
- » Existing 8-foot pedestrian sidewalk, east side
- » New 16-foot pedestrian sidewalk, expanded into existing parallel parking lane, west side
- » 3-foot square tree wells (east side) with street trees, recommended 20-feet on-center
- » 5-foot square tree wells (west sides) with street trees, recommended 20-feet on-center
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.
- » Consider reversing the traffic direction of Pine Street to one-way south, in conjunction with reversing the traffic direction of Rolla Street to one-way north

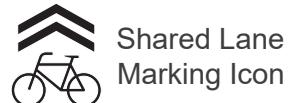
Street Type IV Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane

R.O.W. Right-of-Way



Street Type IV Recommendations, General Typology

Figure 3.4.12:

Downtown Street, General – Existing Conditions (Typical)

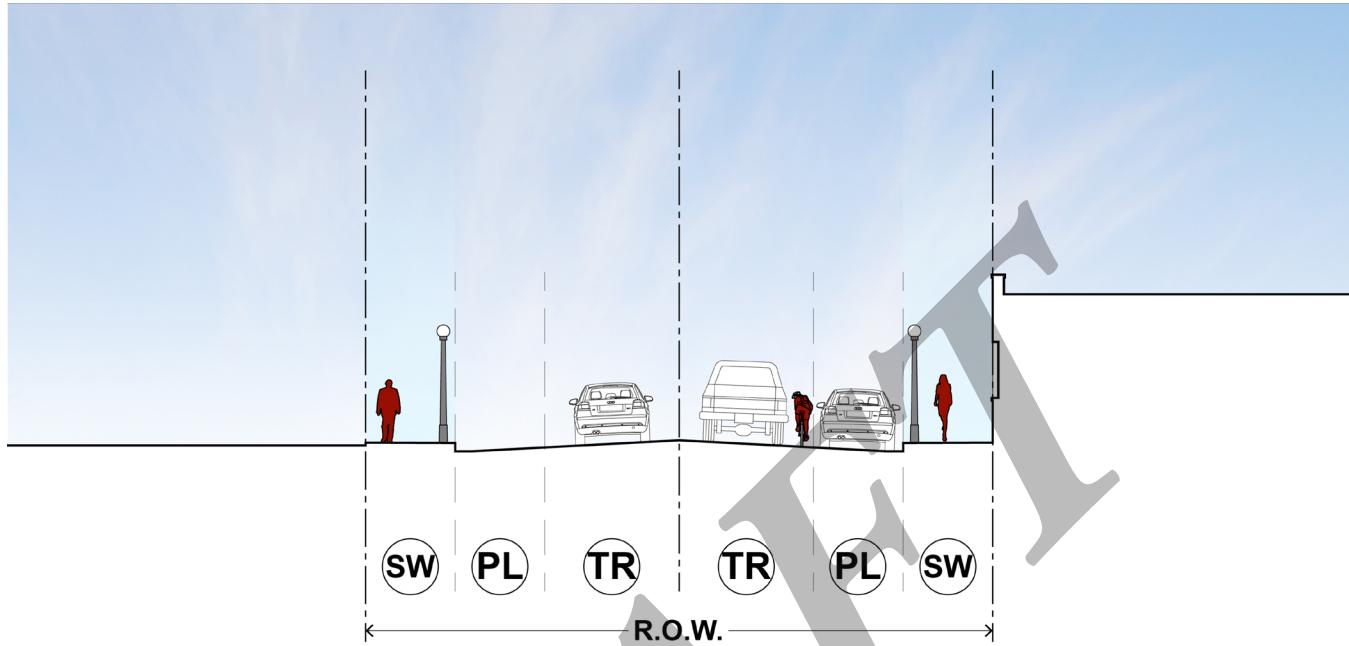
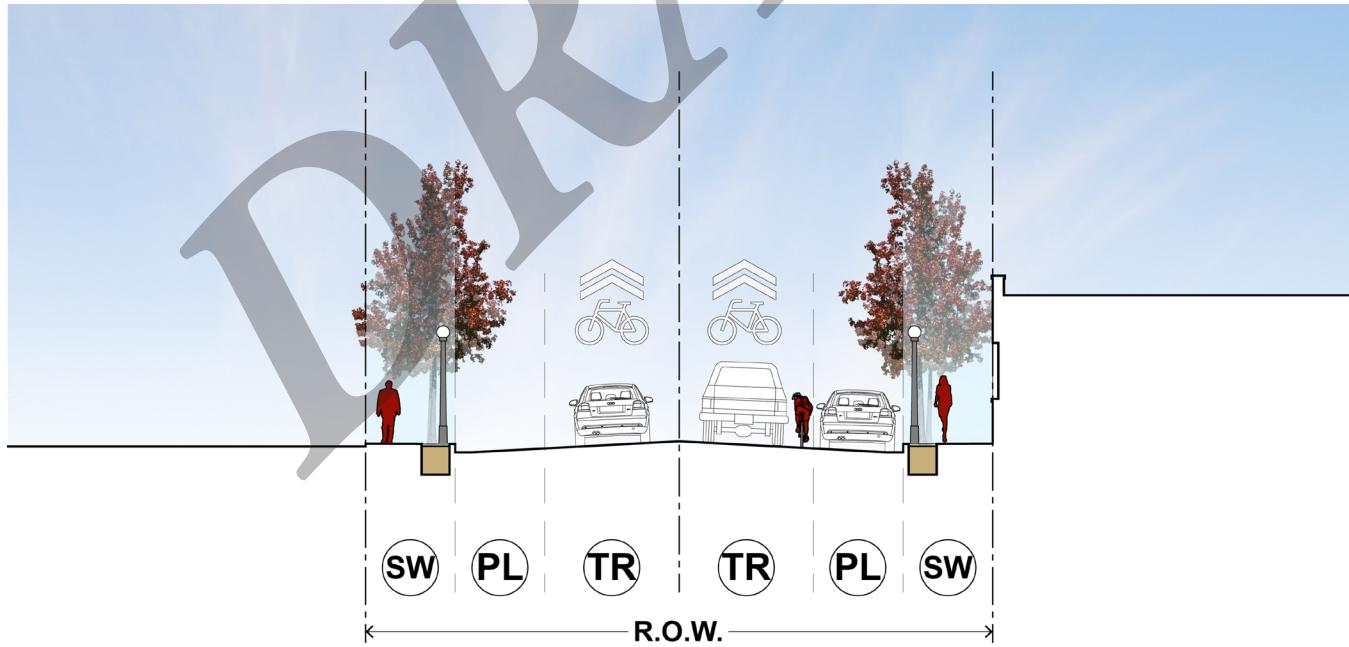


Figure 3.4.13

Downtown Street, General – Proposed Improvements (Typical)



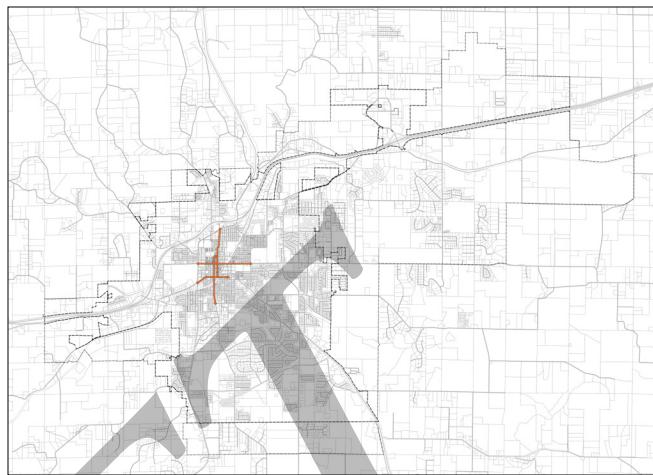
Street Type IV Recommendations, General Typology

6. Street Type IV – Downtown Street, General

This Street Type applies to other identified streets in Downtown Rolla, including 10th Street, Rolla Street, and 6th Street. This typology is recommended to be enhanced as supporting mixed-use Downtown streets, with enhanced sidewalks, streetscape, signage, and lighting, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing two travel lanes, one-way or two-way
- » Existing 8-foot parallel parking lanes, both sides
- » Existing 8-foot pedestrian sidewalks, both sides
- » 3-foot square tree wells or 3-foot tree lawns with street trees, recommended 20-feet on-center
- » Signature street lighting and signage
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.
- » Consider reversing the traffic direction of Rolla Street to one-way north in conjunction with reversing the traffic direction of Pine Street to one-way south

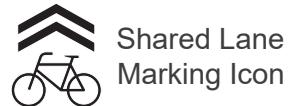
Street Type IV Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane

R.O.W. Right-of-Way



Shared Lane
Marking Icon

Street Type V Recommendations, 3-lane Typology

Figure 3.4.14:

Suburban Complete Street, 3-lane – Existing Conditions (Typical)

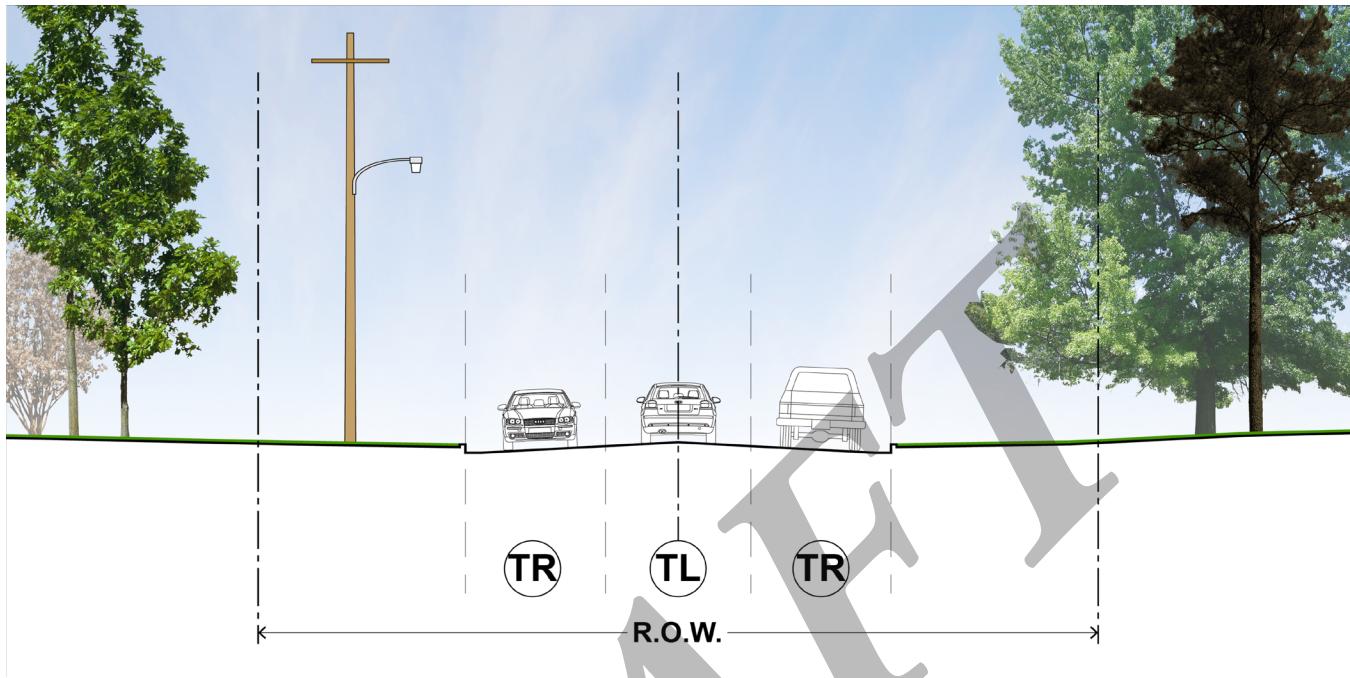
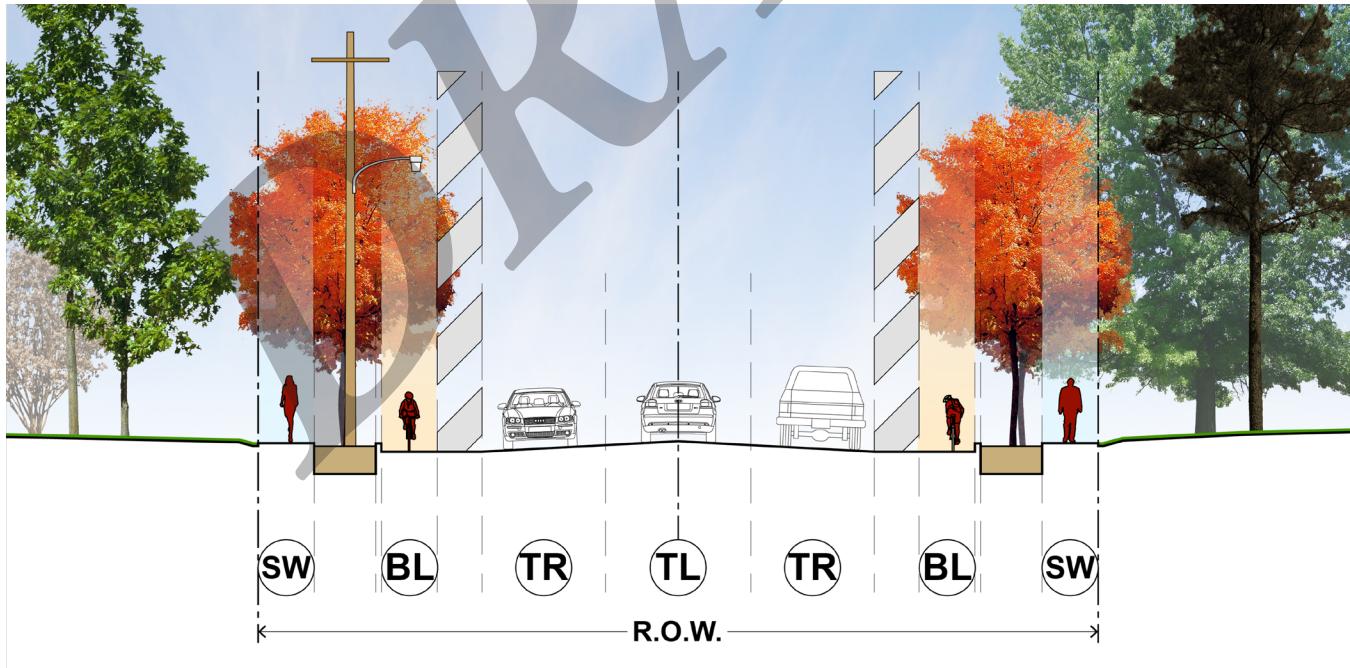


Figure 3.4.15:

Suburban Complete Street, 3-lane – Proposed Improvements (Typ.)



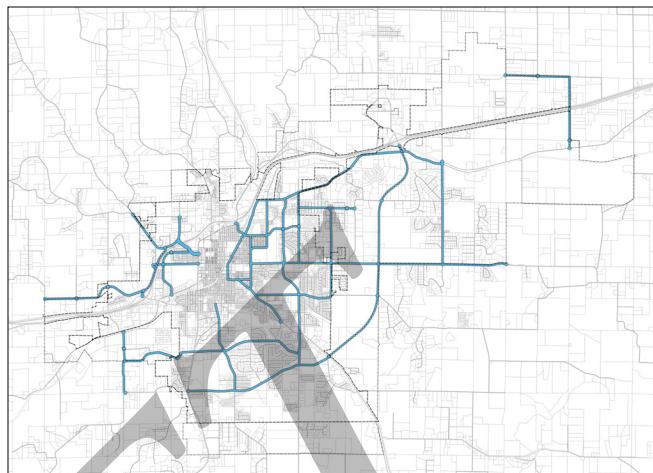
Street Type V Recommendations, 3-lane Typology

7. Street Type V – Suburban Complete Street, 3-lane Typology

This Street Type applies to a variety of existing 3-lane through-streets and corridors in Rolla as well as new road alignments to support mixed-use development and residential development with enhanced bicycle and pedestrian connectivity, safety, and visual appeal. This typology is recommended to be enhanced with continuous sidewalks on both sides of the street, tree lawns with street trees, and optional buffered bike lanes, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing two (2) travel lanes
- » Existing center turn lane
- » 5-foot pedestrian sidewalks (both sides)
- » 5-foot tree lawns (both sides) with street trees
- » Optional buffered bike lanes, 5-foot minimum width
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

Street Type V Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane
R.O.W.	Right-of-Way
	Shared Lane Marking Icon

Street Type V Recommendations, 2-lane Typology

Figure 3.4.16:

Suburban Complete Street, 2-lane – Existing Conditions (Typical)

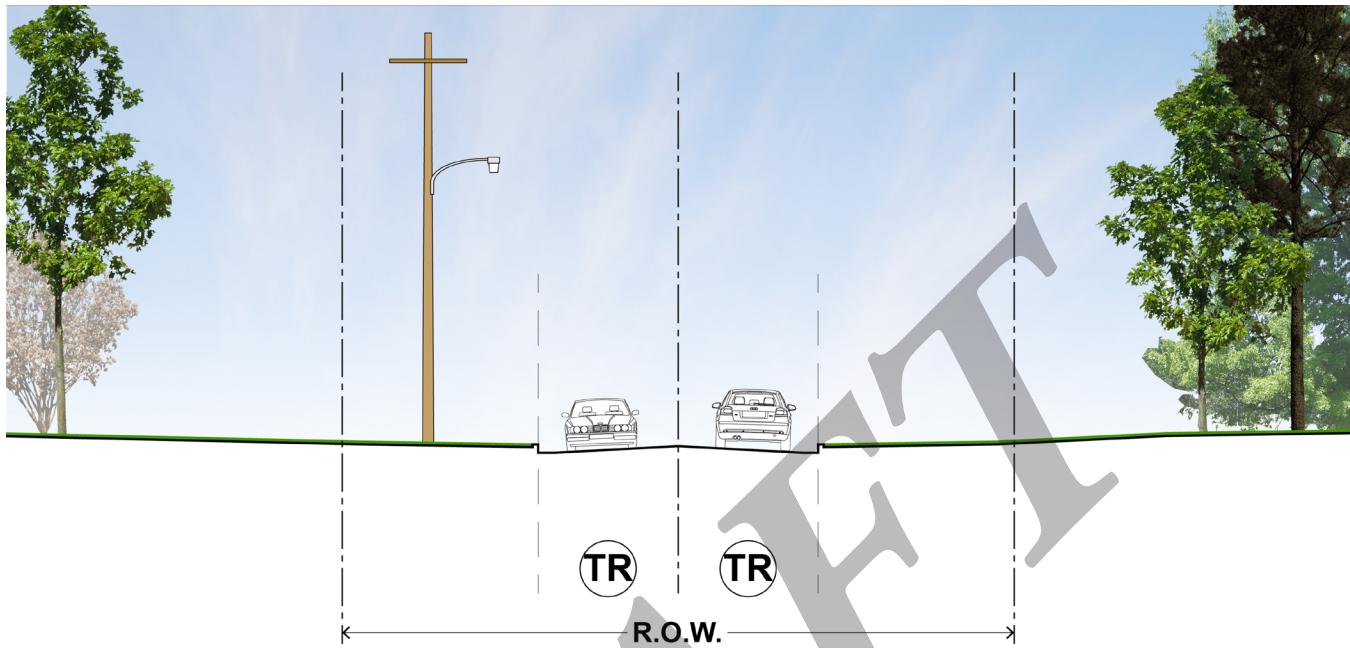
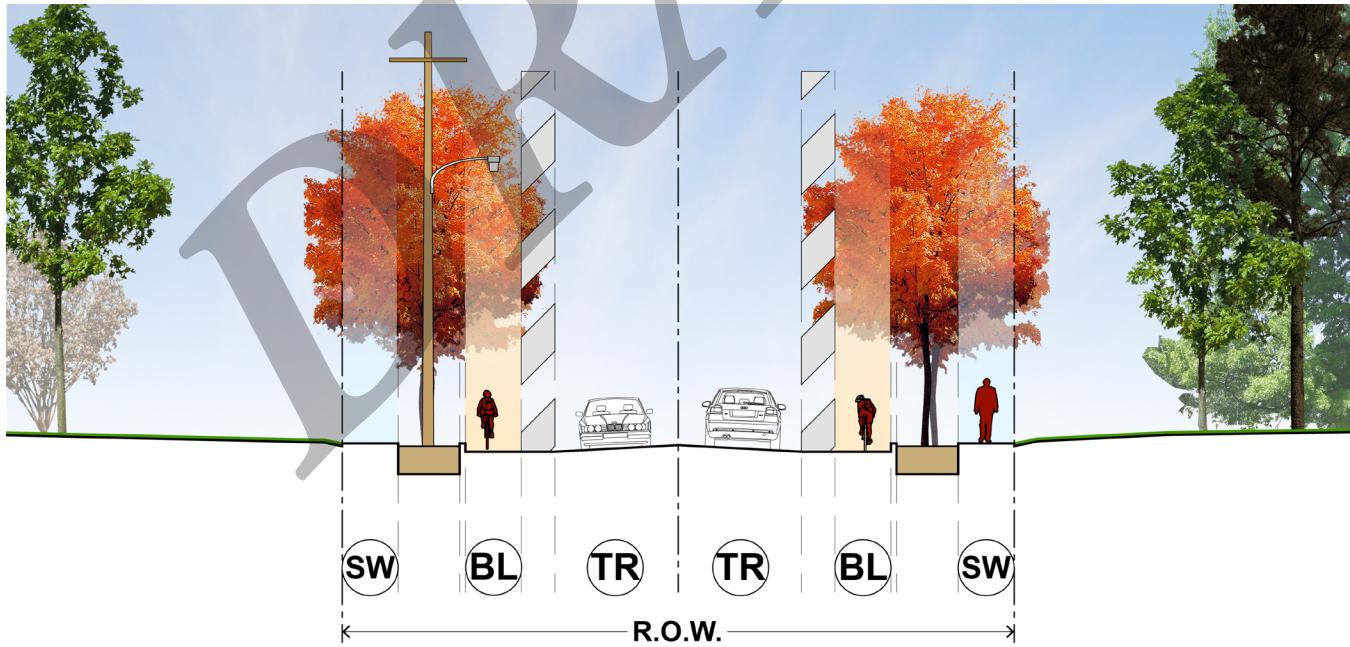


Figure 3.4.17:

Suburban Complete Street, 2-lane – Proposed Improvements (Typ.)



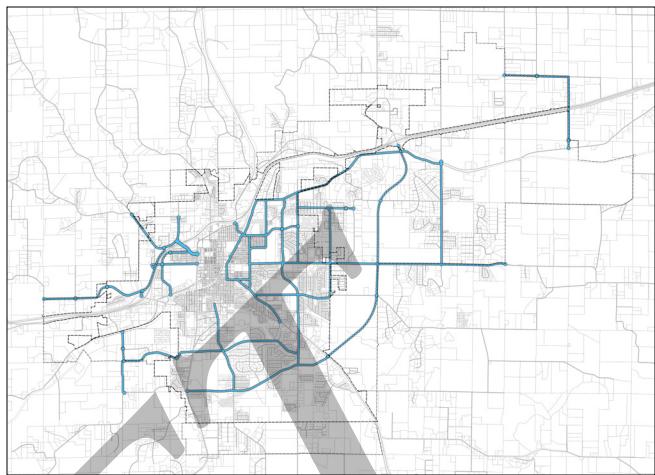
Street Type V Recommendations, 2-lane Typology

8. Street Type V – Suburban Complete Street, 2-lane Typology

This Street Type applies to a variety of existing 2-lane through-streets and corridors in Rolla as well as new road alignments to support mixed-use development and residential development with enhanced bicycle and pedestrian connectivity, safety, and visual appeal. This typology is recommended to be enhanced with continuous sidewalks on both sides of the street, tree lawns with street trees, and optional buffered bike lanes, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing two (2) travel lanes
- » 5-foot pedestrian sidewalks (both sides)
- » 5-foot tree lawns (both sides) with street trees
- » Optional buffered bike lanes, 5-foot minimum width
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

Street Type V Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane
R.O.W.	Right-of-Way
	Shared Lane Marking Icon

Street Type VI Recommendations

Figure 3.4.18:
Rural Street – Existing Conditions (Typical)

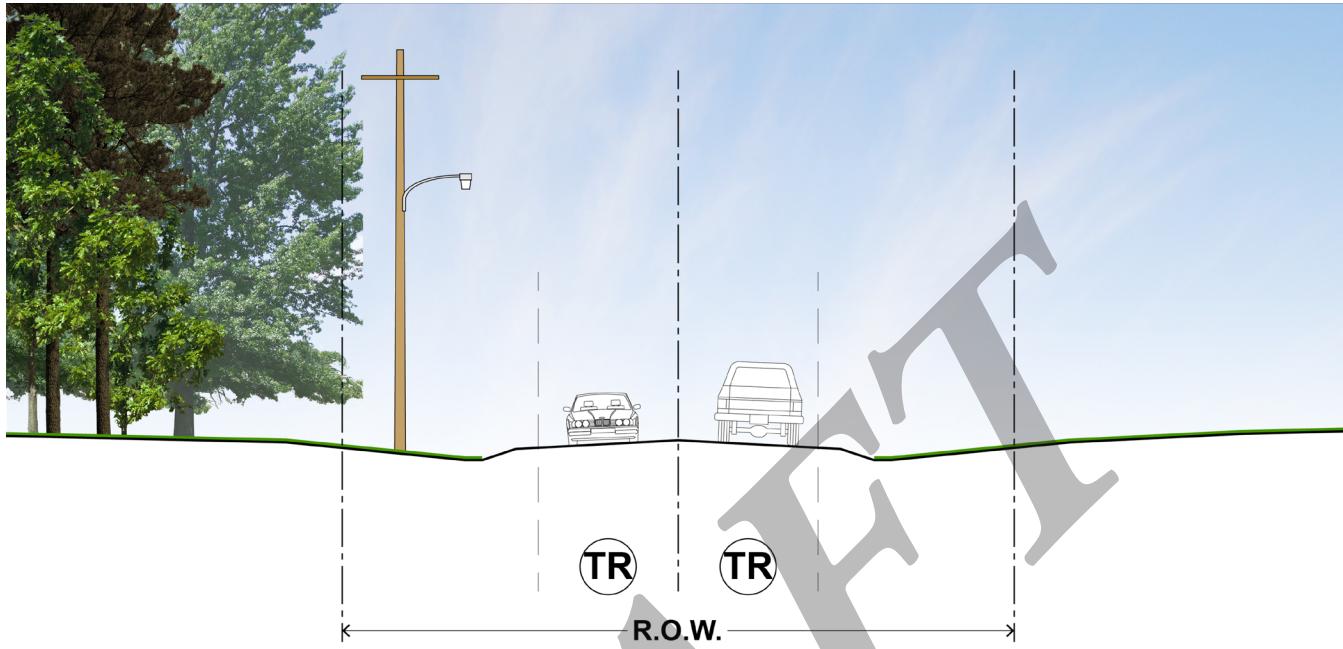
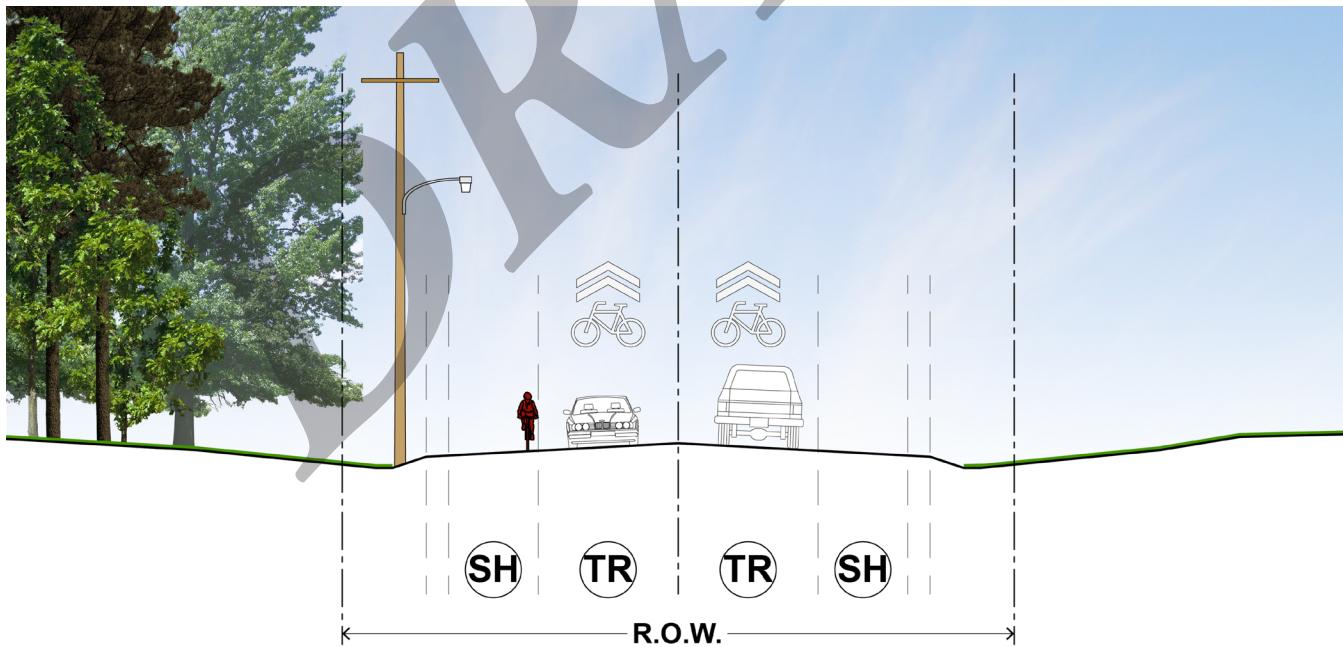


Figure 3.4.19:
Rural Street – Proposed Improvements (Typical)



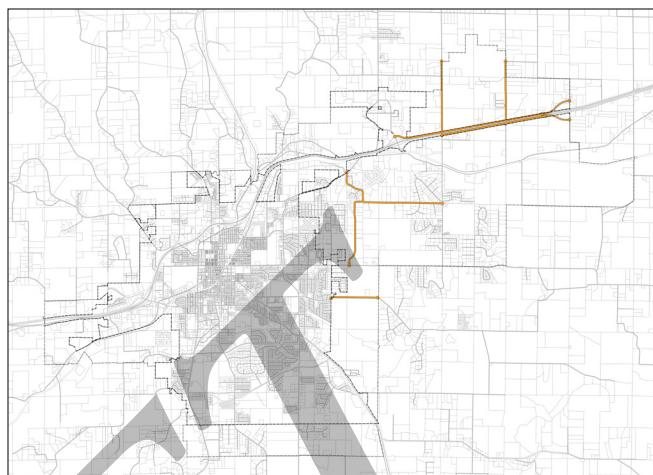
Street Type VI Recommendations

9. Street Type VI – Rural Street

This Street Type applies to a variety of existing rural roads and new road alignments to support residential development with enhanced connectivity and safety. This typology is recommended to be enhanced with optional sharrows share-the-road markings and new paved shoulders, constructed within the existing right-of-way (R.O.W.). Features include:

- » Existing two (2) travel lanes
- » New paved shoulders, both sides
- » Optional sharrows share-the-road markings
- » Existing R.O.W. width
- » All improvements to be completed within existing R.O.W.

Street Type VI Key Map



Street Section Symbol Key

	Travel Lane
	Turn Lane
	Sidewalk
	Bike Lane
	Side Path
	Shoulder
	Shared Lane
R.O.W.	Right-of-Way
	Shared Lane Marking Icon

Street Type VII Recommendations

Figure 3.4.20:

Industrial Boulevard – Existing Conditions (Typical)

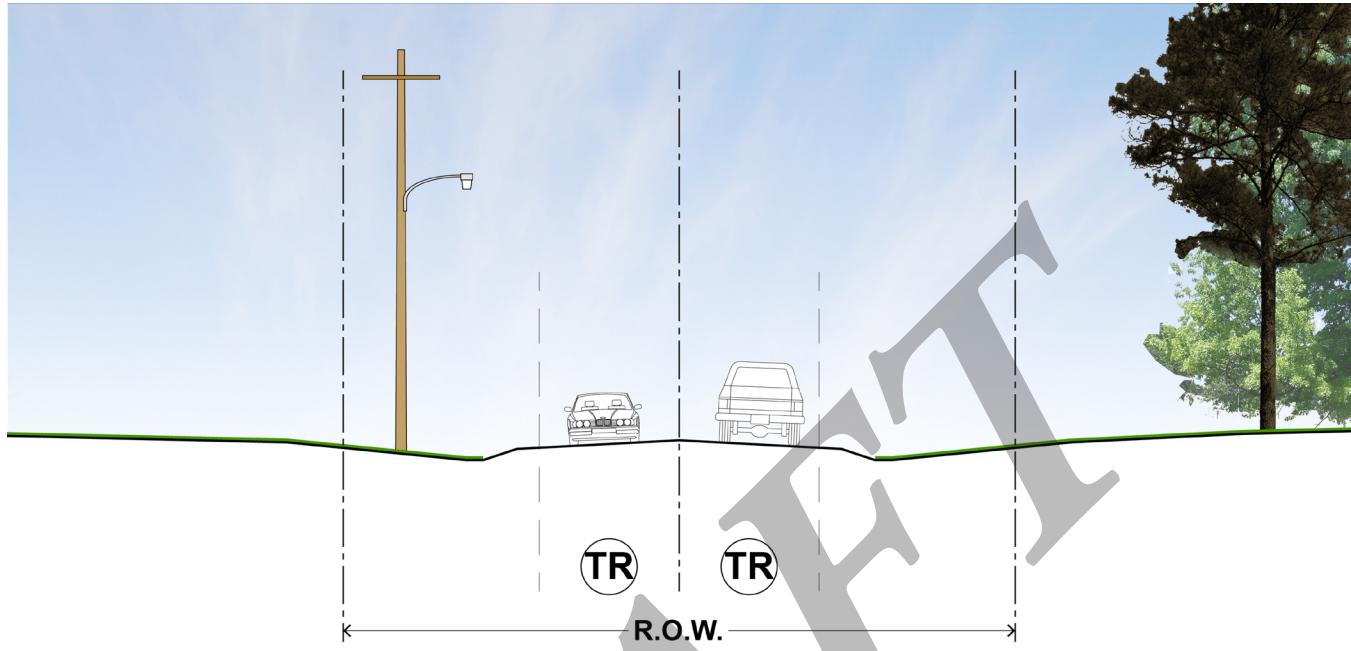
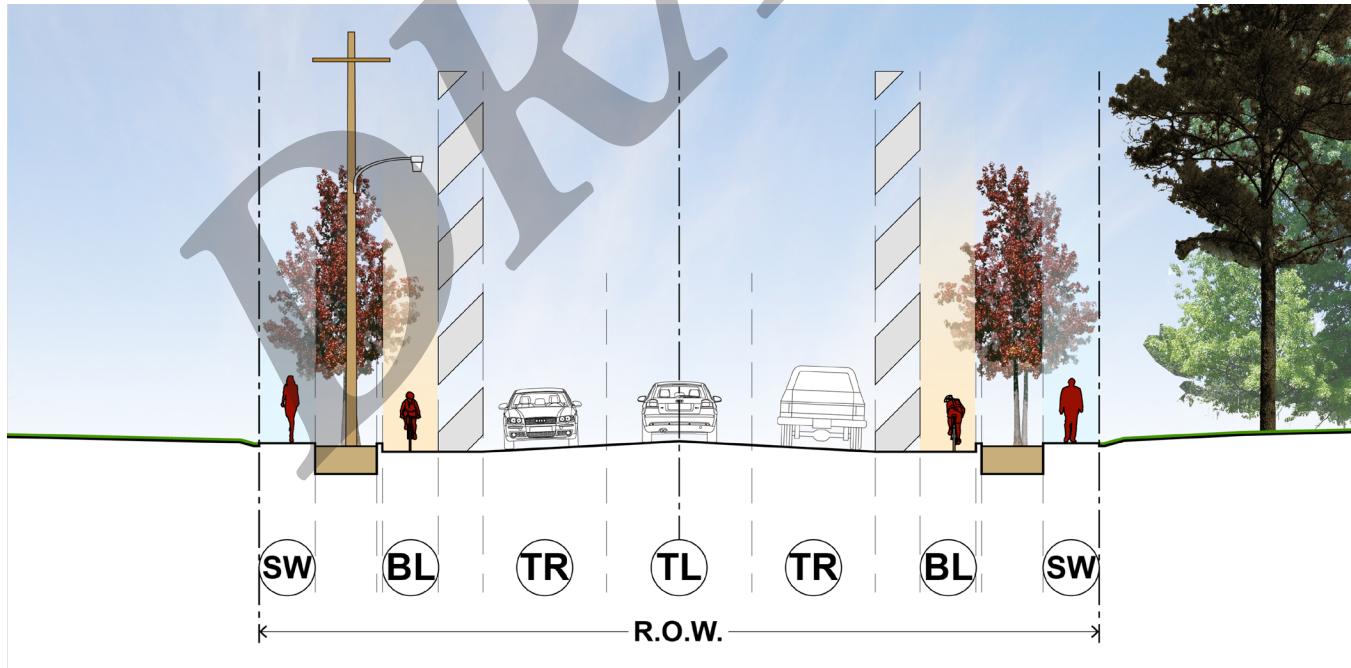


Figure X.1.21:

Industrial Boulevard – Proposed Improvements (Typical)



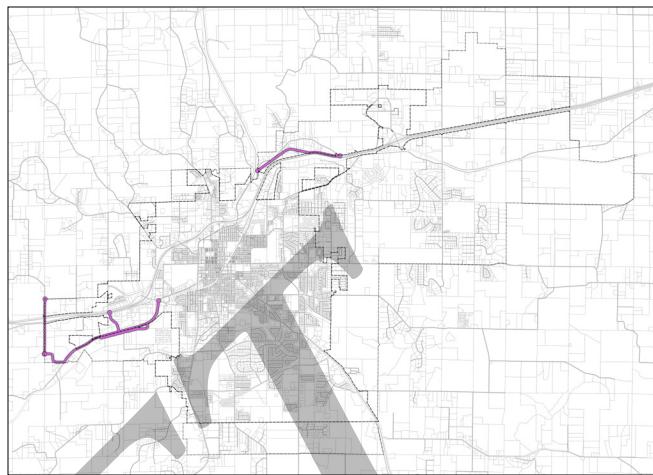
Street Type VII Recommendations

10. Street Type VI – Industrial Boulevard

This Street Type applies to key existing roads and proposed new road alignments within areas identified for future industrial and mixed-use innovation development to support land use intensification and access with enhanced connectivity, safety, and visual appeal. This typology is recommended to be enhanced with continuous sidewalks on both sides of the street, tree lawns with street trees, and optional buffered bike lanes, constructed within the existing right-of-way (R.O.W.). Features include:

- » Expanded curb-to-curb width and R.O.W. width (as required)
- » Two (2) travel lanes
- » Center turn lane
- » 5-foot pedestrian sidewalks (both sides)
- » 5-foot tree lawns (both sides) with street trees
- » Optional buffered bike lanes, 5-foot minimum width

Street Type VI Key Map



Street Section Symbol Key

 TR	Travel Lane
 TL	Turn Lane
 SW	Sidewalk
 BL	Bike Lane
 SP	Side Path
 SH	Shoulder
 SL	Shared Lane
R.O.W. Right-of-Way	
	Shared Lane Marking Icon

Streets and Roads Plan Recommendations

Figure 3.4.21:

N. Pine Street and U.S. 63 / Bishop Avenue Concept Plan



IMPROVED INTERSECTION

It is recommended that the intersection of N. Pine Street and U.S. 63 / Bishop Avenue be improved with a roundabout incorporating a gateway feature and clear wayfinding signage to Downtown Rolla, Missouri S&T, and Phelps Health (Figure 3.4.21). The design of the roundabout should conform to all MODOT requirements and should be similar in configuration, design features, and materials to the existing roundabout at U.S. 63 / Bishop Avenue and Tim Bradley Way, and to the existing roundabout at Kingshighway and Martin Spring Drive. The objective is to both improve traffic flow on U.S. 63 as well as to more clearly direct visitors arriving in Rolla from the I-44 / U.S. 63 interchange to Downtown Rolla.

NEW INTERCHANGES

It is recommended that the City of Rolla pursue the construction of two (2) new I-44 interchanges in Rolla, one on the east side of Rolla and one on the west side.

The east side interchange is recommended to be located at Skyles Road / Kruse Road, and the current eastern limit of Rolla's corporate boundary. This interchange will require the construction of a new bridge at Skyles Road / Kruse Road, as well as the realignment of Old Route 66 and Dillon Outer Road. This intersection should be constructed in conjunction with Street Type V typology improvements to Skyles Road, Kruse Road, Country Club Road, and Highway BB, and Type II segment improvements to St. James Road.

The west side interchange is recommended to be located at a new road alignment and bridge that connects the north-south alignment of County Road 7020 (south of I-44) to the north-south alignment of County Road 8100 (north of I-44). This proposed interchange is also part of the 2015 MoveRolla TDD Plan, and should be constructed in conjunction with a new Type VII road alignment and Type VII typology improvements to County Road 7020 and County Road 8100.

GATEWAY FEATURES

Gateway features—consisting of signage, landscaping, and optional monuments—are recommended to be constructed on key corridors to indicate arrival Rolla. Gateway features are recommended for the following locations:

- » **Skyles Road:** immediately south of the proposed new I-44 interchange;
- » **Highway BB:** immediately east of Country Club Road;
- » **U.S. 63:** immediately south of Old Route 66 / County Road 2000;
- » **U.S. 63 / Bishop Avenue:** immediately south of I-44 interchange;
- » **Nagogami Road:** at Danata Street;
- » **Old Wire Outer Road:** at Sally Road;
- » **MO-72:** at Kingshighway
- » **U.S. 63 / Bishop Avenue:** at MO-72; and
- » **MO-72:** immediately northwest of Lions Club Drive.

DRAFT

3.5. 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 in Rolla.

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.

Strategies:

Strategy 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.

Strategy 6.2: Promote housing affordability at all market sectors through regulatory zoning incentives and infrastructure capital improvements.

Strategy 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.

Strategy 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.

Strategy 6.5: Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.

Strategy 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.

Strategy 6.7: Conduct a city-wide blighting study to identify geographical areas that may qualify for State of Missouri revitalization and redevelopment programs.

Strategy 6.8: 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.

Strategy 6.9: Target the areas immediately surrounding Downtown for new high-quality, multi-family and mixed-use housing.

Strategy 6.10: Support the development of a local workforce of contractors to build new housing in Rolla.

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.

Strategies:

Strategy 7.1: Update Rolla's trails plan as a counterpart to this Comprehensive Plan Update.

Strategy 7.2: Develop and conduct a biennial parks and recreation user survey of residents, as part of a broader citizen satisfaction survey.

Strategy 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.

Strategy 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.

Strategy 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.

Strategy 7.6: Establish partnerships to provide organized sports leagues for youth, teens, and adults.

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.

Strategies:

Strategy 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.

Strategy 8.2: Explore the regionalization of sanitary sewer service.

Strategy 8.3: Prioritize infill, contiguous, and higher-density development to promote more efficient provision of services and infrastructure.

Strategy 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.

Strategy 8.5: Utilize impact fees to mitigate indirect costs of new infrastructure development and City services.

Strategy 8.6: Establish cooperative and reciprocal agreements and partnerships to share community facilities with public and private institutions.

Strategy 8.7: Work with institutions and community non-profits to maintain and enhance the social safety net for low-income and vulnerable residents.

Goal 9:

Efficient and 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.

Strategies:

Strategy 9.1: Establish a committee to comprehensively focus on Rolla public relations, marketing, and mass communication.

Strategy 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.

Strategy 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.

Strategy 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.

Strategy 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.

Resident and Visitor Quality of Life

Residential Land Use Recommendations

Rolla's neighborhoods are a key element to the City's identity and quality of life. Emanating from the core of Downtown, Rolla's neighborhoods reveal the historical growth of the City. Traditional neighborhoods, housing both families and students, surround Downtown, transitioning to mid-Century suburban subdivisions, large estate subdivisions, and a variety of working and residential farms at Rolla's periphery. Much of Rolla's housing, however, is unaffordable to those who work in Rolla and, with the notable exception of the new Highlands Commons development, new housing starts and population growth rates have significantly slowed over the past decade.

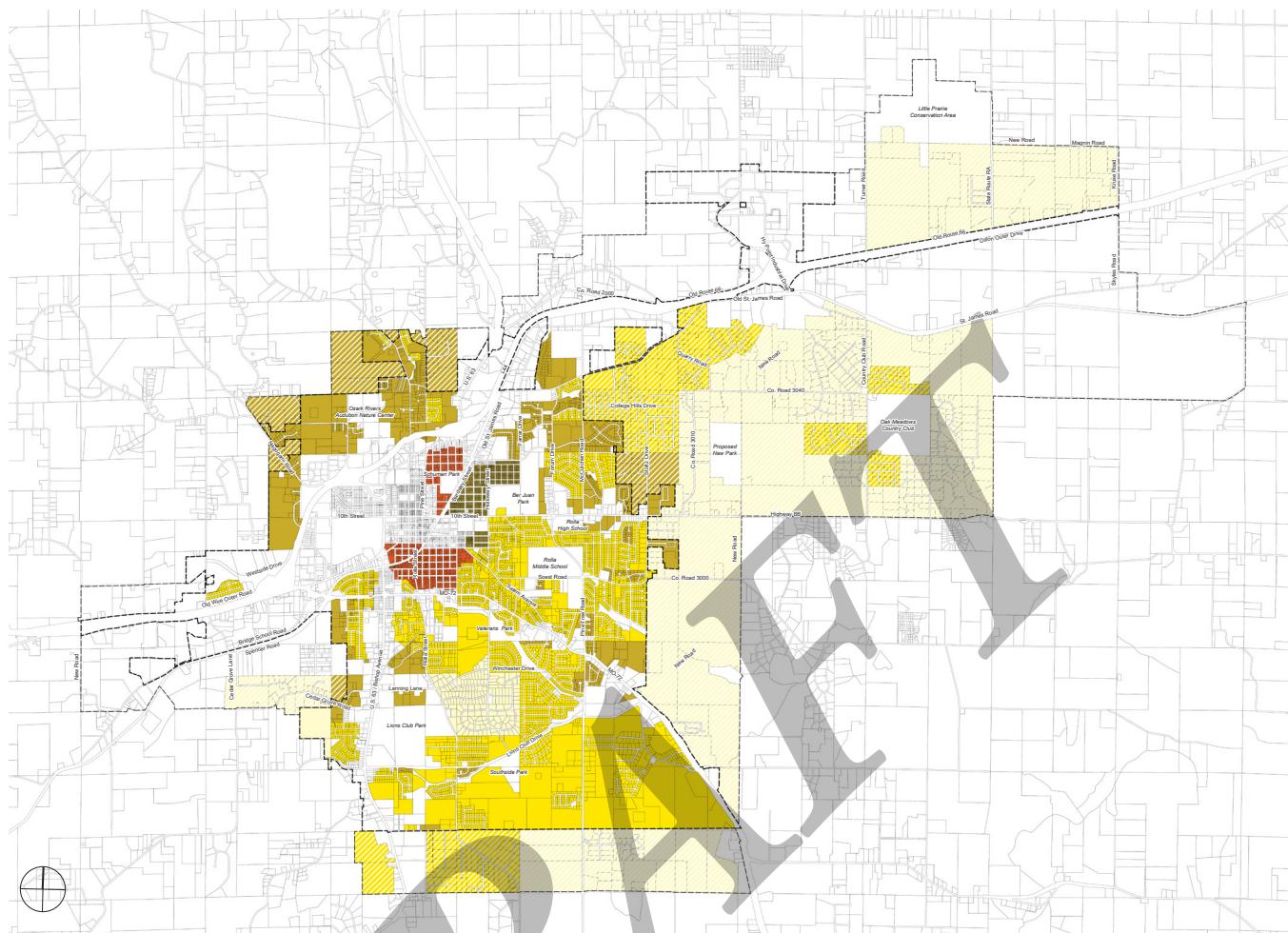
The objective of the residential land use recommendations is two-fold. First, they guide the development of new subdivisions on currently-undeveloped tracts to ensure continued development of high-quality neighborhoods. Recommendations include neighborhood enhancements for walkability and bikeability; streetscape and public realm improvements; and guidelines for green space preservation, tree canopy coverage, and mitigation of stormwater runoff.

Second, these recommendations are designed to facilitate and guide infill development and redevelopment in existing residential neighborhoods, including managing the transition of some existing homes in areas surrounding Downtown to low-impact commercial uses. Recommendations include a variety of future zoning and regulatory revisions to ensure that, as established neighborhoods transition over time, new development is contextually-sensitive to existing development patterns. Furthermore, they are intended to facilitate reinvestment in and the revitalization of Rolla's core residential districts.

Implementation of these recommendations should be calibrated to the existing built character and desired future vision of each residential Community Place Type and zoning district.

Character images for Residential Place Types are presented on [pages X.XX-X.XX](#) and plan recommendations for Residential Place Types are detailed on [pages X.XX-X.XX](#). Recommendations apply to new development, new subdivisions, teardowns and infills, and significant expansions of existing buildings.

Figure 3.5.1: Residential Community Place Types



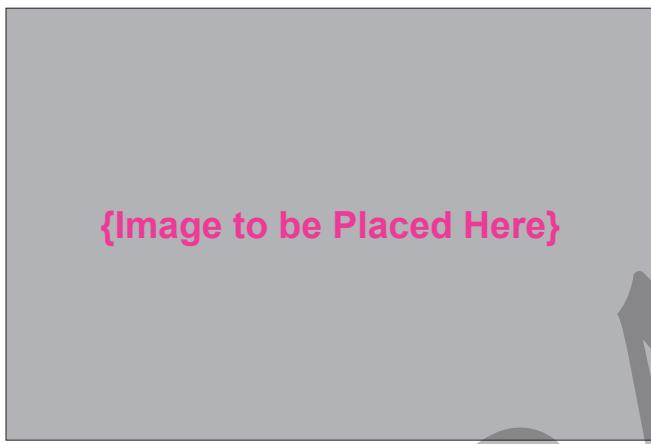
City of Rolla Map Key

- Existing City 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)

Residential Place Type Districts

I. Countryside Residential (R1)

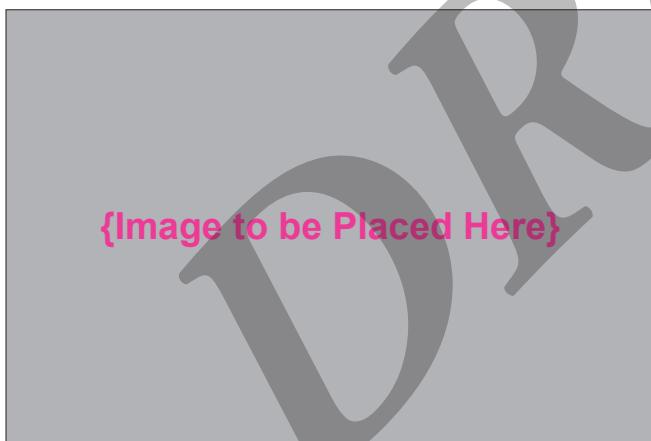
Countryside neighborhoods are medium- to large-lot neighborhoods (lots 6,000 square feet and larger) with detached single-family homes in a spacious, suburban rural setting. They have a country roads or curvilinear, cul-de-sac street systems and may have optional sidewalks, typically on one side of the street; street lighting at expanded intervals; and trees located in private yards.



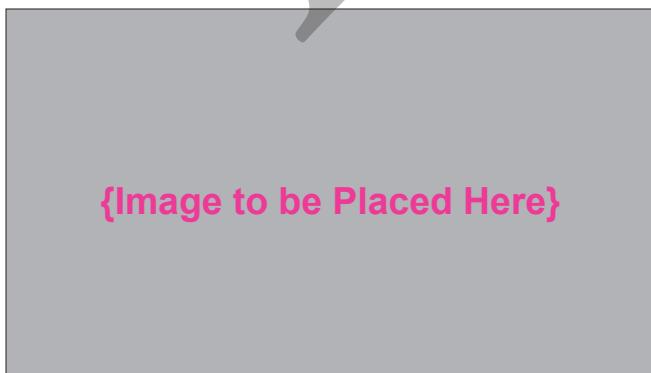
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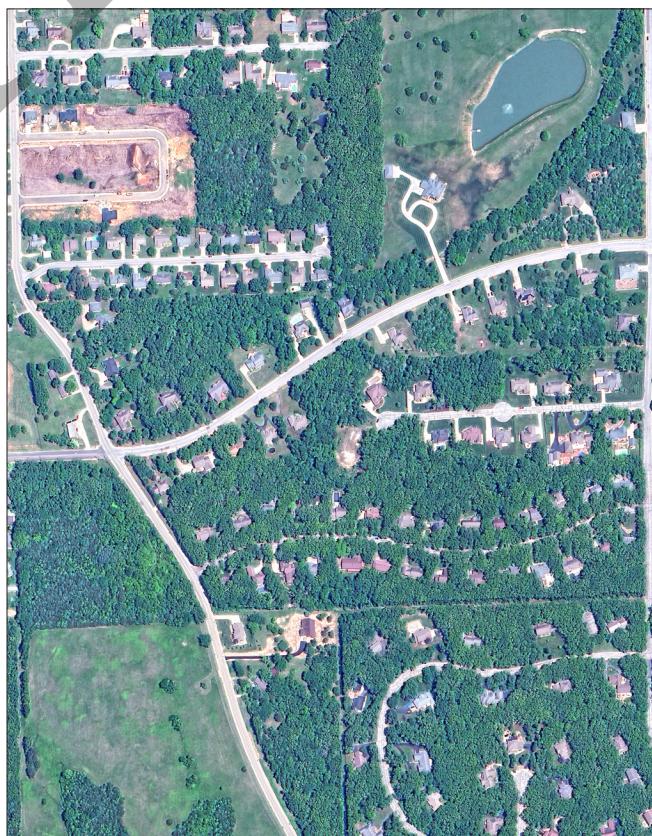
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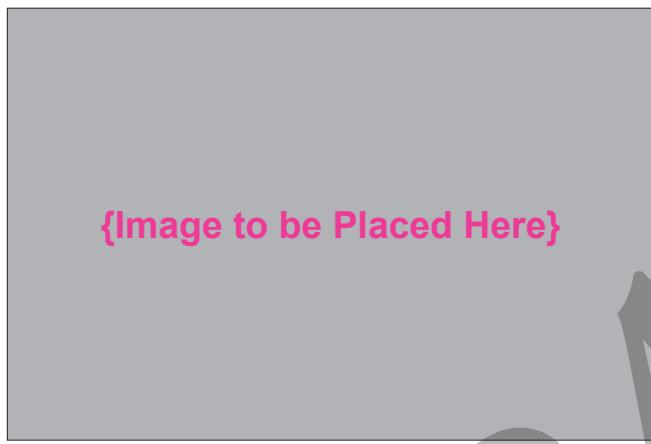


EXISTING PLACE TYPE TYPICAL DEVELOPMENT PATTERN

Residential Place Type Districts

II. Suburban Residential (R2)

Suburban neighborhoods are medium-lot neighborhoods (5,000 square feet and larger) with a mix of detached single-family homes, duplexes, and townhomes in suburban subdivisions. Neighborhoods feature sidewalks on one or both sides of the street; street lighting at expanded intervals, and trees located in private yards. Suburban subdivisions are typically built around common ground tracts, which often feature a lake or pond.



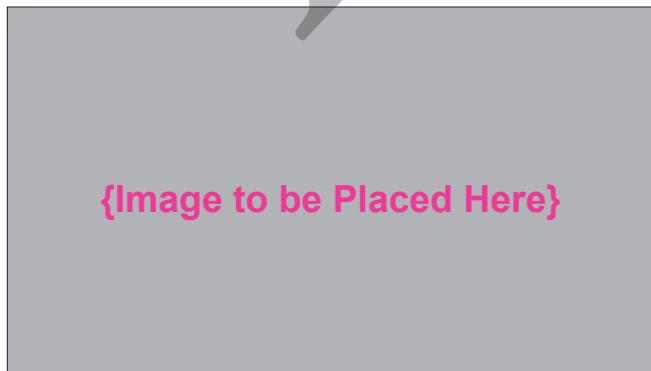
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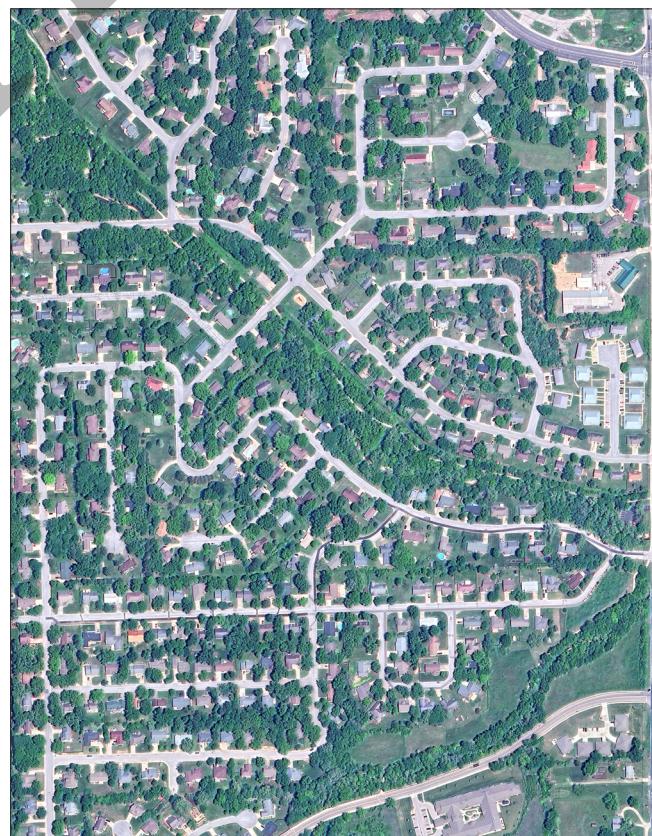
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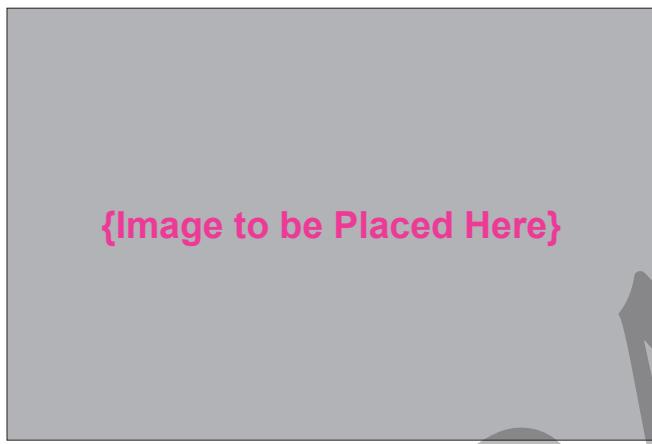
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Residential Place Type Districts

III. High-Density Residential (R3)

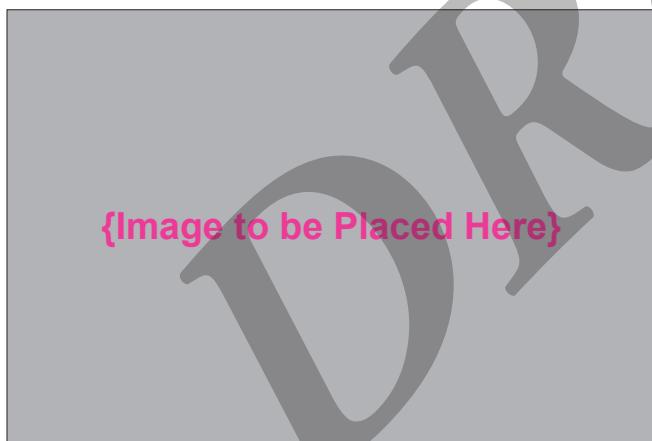
High-density residential neighborhoods are small- to medium-lot neighborhoods (4,000 square feet and larger) duplexes, townhomes, apartments, and some single-family homes in suburban subdivisions and traditional neighborhoods. Neighborhoods feature sidewalks on one or both sides of the street; street lighting at expanded intervals, and trees located in private yards or in tree lawns.



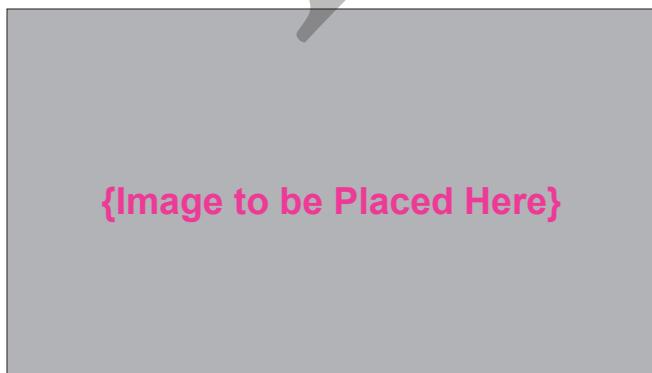
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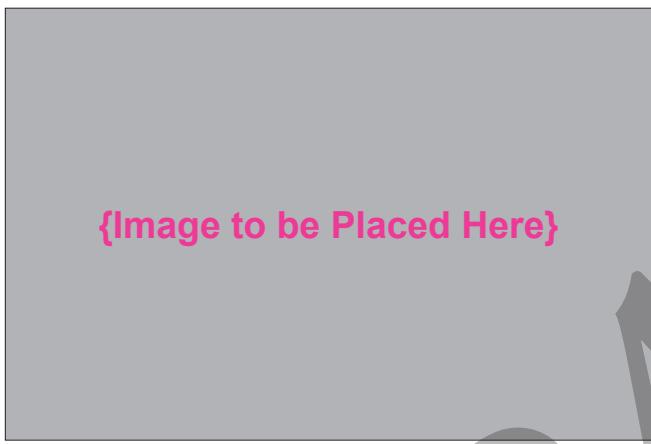
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Residential Place Type Districts

IV. Urban Residential (R4)

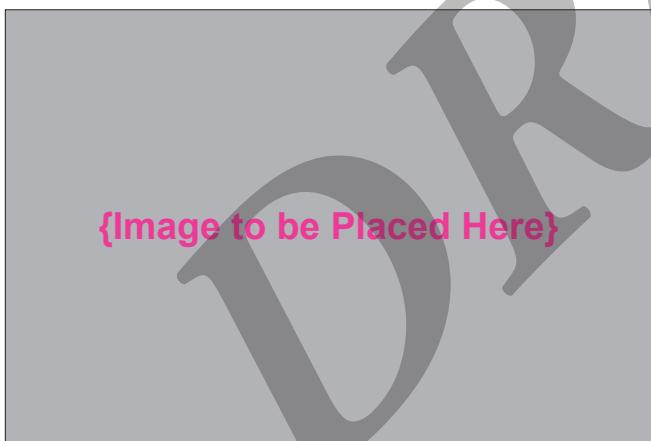
Urban Residential districts feature a mix of detached single-family homes, duplexes, townhomes, and apartments—including fraternity and sorority homes—in traditional neighborhoods immediately surrounding Downtown Rolla. Neighborhoods feature gridded streets with sidewalks on both sides of the street, regular street lighting, and street trees in tree lawns within the public right-of-way.



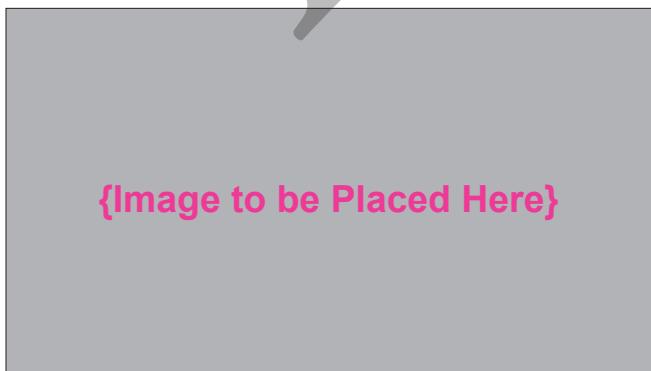
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Residential Place Type Districts

V. Downtown Mixed-Use Neighborhood (DT-MU)

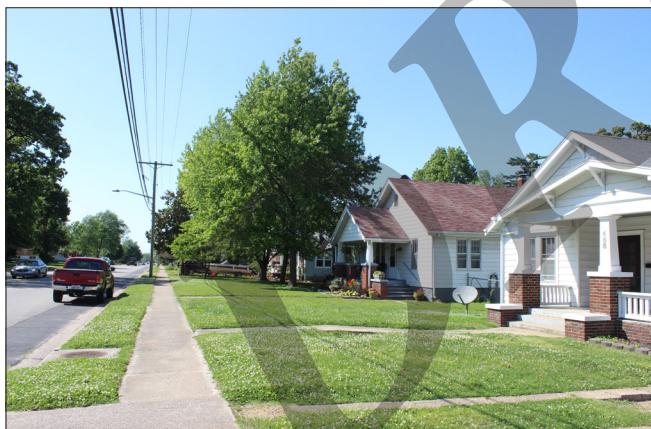
The Downtown Mixed-Use Neighborhood provides for the ability to operate certain restricted commercial and service businesses in existing residential and mixed-use buildings surrounding the Downtown core. Commercial uses consist of professional services, boutique retailers, bed and breakfasts, coffee shops, and cafes that accent the character of Rolla's greater Downtown area.



DOWNTOWN MIXED-USE NEIGHBORHOOD EXAMPLE; WASHINGTON, MO



DOWNTOWN MIXED-USE NEIGHBORHOOD EXAMPLE; WASHINGTON, MO



DOWNTOWN MIXED-USE NEIGHBORHOOD EXAMPLE; LEBANON, MO



DOWNTOWN MIXED-USE NEIGHBORHOOD EXAMPLE; WASHINGTON, MO



DOWNTOWN MIXED-USE NEIGHBORHOOD EXAMPLE; LEBANON, MO



DOWNTOWN MIXED-USE NEIGHBORHOOD EXAMPLE; WASHINGTON, MO

Residential Land Use Action Items

LOT DEVELOPMENT STANDARDS

- » 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.

- » 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.

REGULATORY AMENDMENTS

- » Amend all respective zoning district regulations within Chapter 42 to conform with the recommendations of the Comprehensive Plan Update.
- » Amend Chapter 42-500 Subdivision Regulations to require specification of a front build-to line (minimum and maximum) for all new subdivision proposals within the following Place Type Districts:
 - *Type III – High-Density Residential (R3);*
 - *Type IV – Urban Residential (R4); and*
 - *Type V Downtown Mixed-Use Neighborhood (DT-MU)*
- » Amend Chapter 42-500 Subdivision Regulations with a connectivity index calculation of the number of links (roadway segments between nodes) divided by the number of nodes (intersections). **Refer to reference examples on the following page.**
- » Amend Chapter 42-500 Subdivision Regulations to require multiple access points to subdivisions if the subdivision is located on a major arterial or collector road.

STREET & CONNECTIVITY STANDARDS

- » Provide street and public realm facility enhancements according to street type classifications (**refer to Section 3.4 Streets and Roads Plan**).
- » Develop bicycle facilities, pedestrian, and multi-use pathways (**refer to Section 3.5 Parks, Trails, and Open Space Plan**).

Street Connectivity Index

Neighborhood walkability can be dramatically enhanced by specifying minimum standards for street connectivity in a community's subdivision regulations and other parts of the land development code. Principles for street connectivity minimums are described in detail in the Sustainable Development Code, which can be found at: <https://sustainablecitycode.org/brief/street-connectivity-minimums-4/>.

When utilizing a Connectivity Index, a figure is derived by dividing the number of street links (lengths or segments of streets between intersections) with the number of nodes (intersections). The figure must be equal or greater than the minimum Connectivity Index. Typically, this minimum is 1.5 to 1.8 for suburban development; a traditionally gridded block pattern has a connectivity index of 2.0 or greater.

As an example, the City of Lehi, UT utilizes a Connectivity Index, which can be viewed at: <https://perma.cc/8AT6-A9MD>.

Tree Coverage Standards

The intent of tree coverage standards is to preserve and enhance Rolla's existing tree canopy, as well as to proactively plan for the maintenance and replacement of trees that, over time, will be lost to age, damage, and redevelopment.

There are several ways in which this can be achieved, which should be subject to further consideration by the City of Rolla as part of a future code update.

- » **Replacement of equivalent caliper-inches:** caliper inches describes the diameter of a tree's trunk. In a basic standard, the cumulative number of tree caliper-inches removed must be replaced by an equivalent cumulative number of caliper-inches. An enhanced standard would set a minimum size for the caliper-diameter of replacement trees, discouraging replacement of large trees with small trees.
- » **Replacement of canopy coverage:** to more qualitatively replace trees, the City can require a analysis of canopy coverage area and require an equivalent replacement of canopy coverage. This also helps to discourage replacement of large trees with small.
- » **Tree removal penalty:** when trees are replaced, it can be required that they are replaced at a greater than on-to-one ratio (i.e. 115% of removed caliber inches or canopy coverage are must be replaced). This can help discourage removal of existing trees.

Residential Land Use Action Items (continued)

STORMWATER & RUNOFF MITIGATION

- » Provide regulatory incentives for increased stormwater detention/recharge (green infrastructure) on private lots.

TREE COVERAGE STANDARDS

- » Establish private tree planting and coverage standards for private lots subject to new development, common ground, and street trees in the redevelopment of subdivisions.
- » Establish private tree planting and coverage standards for private lots subject to redevelopment.
- » Establish public tree planting and coverage standards for street trees in the public ROW for all streets within the *Type IV – Urban Residential (R4)*; and *Type V Downtown Mixed-Use Neighborhood (DT-MU)* Place Type Districts.

GREEN SPACE PRESERVATION

- » Establish a minimum percentage of green space to be preserved as part of new subdivision plats.

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Resident and Visitor Quality of Life

Parks, Trails & Open Space Plan

The Parks, Recreation & Open Space Plan recommendations seek to create an interconnected network of City parks, recreation areas, open space, pedestrian pathways, and multi-use greenway trails that link neighborhoods to Rolla's parks, schools, churches, and commercial districts.

These recommendations preserve Rolla's existing parks and open space and develops an enhanced system of connective trails and greenways to provide recreation and mobility options for all residents (refer to Figure 3.5.2). As a long-term Plan, these recommendations are not set in stone, but provide an outline of feasible future projects to kick-start future planning and implementation efforts. These recommendations, and the existing inventory of parks facilities, should be regularly assessed to ensure that they are meeting the needs and desires of Rolla residents.

WATERWAYS & RIPARIAN CORRIDORS

Rolla's landscape is by its location in rolling hills of the Ozark Plateau, located on the divide between the Gasconade River watershed (to the north) and the Meramec River watershed (to the south).

Gasconade watershed creeks include Spring Creek (near U.S. 63 north of I-44) and Little Beaver Creek (near Old Wire Outer Road). Meramec watershed creeks include the Burgher Branch (east Rolla), Dutro Carter Creek (central Rolla), and the Deible Branch (south Rolla).

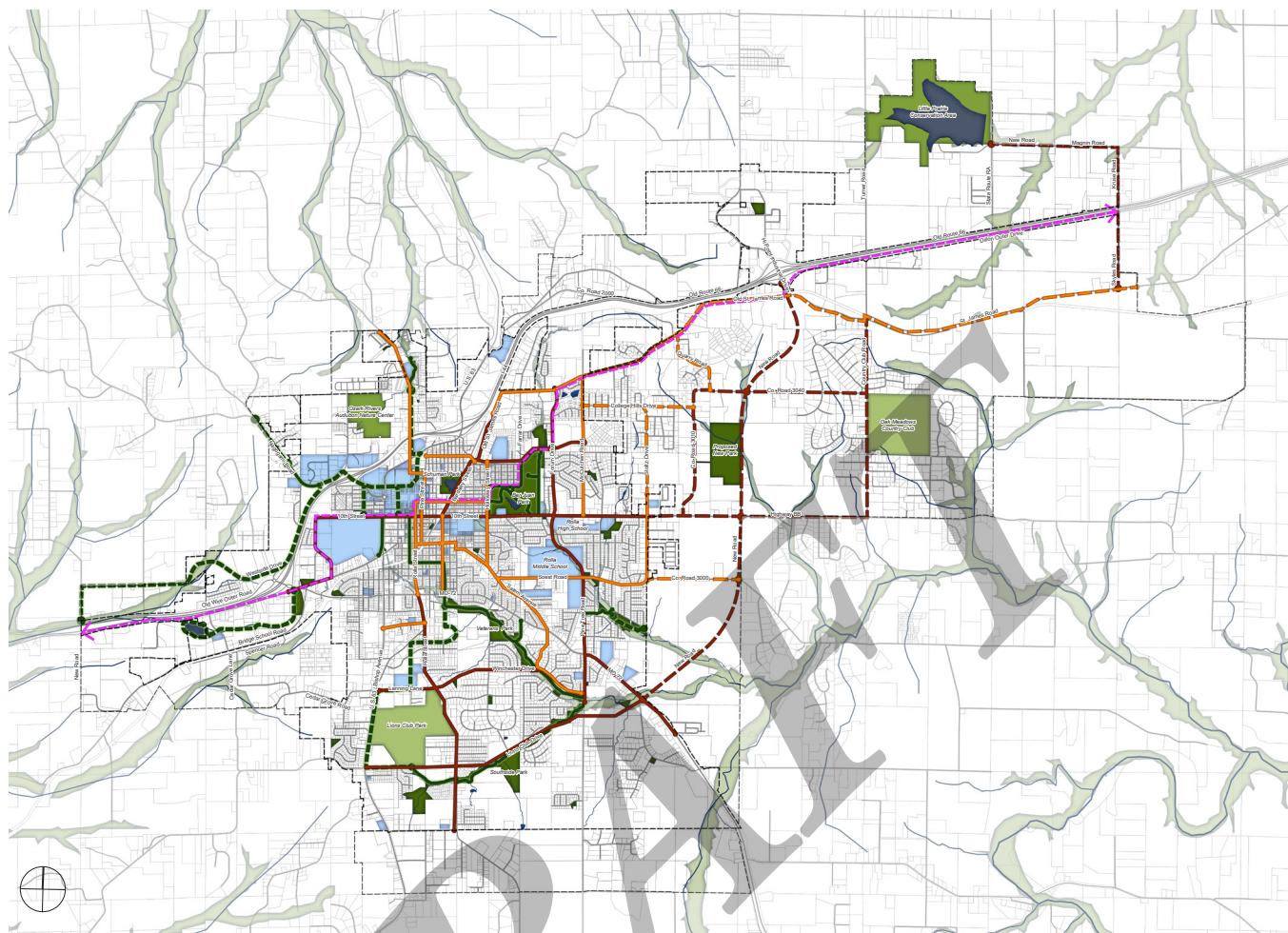
Numerous Rolla City parks and trails are located along these riparian corridors, including Ber Juan Park, Coventry Park, and Coventry Trail (Burgher Branch); Veterans Park and the Acorn Trail (Dutro Carter Creek); and Silverleaf Park, Southside Park, and the Deible Trail (Deible Branch).

CITY OF ROLLA PARKS & MUNICIPAL FACILITIES

Rolla currently has 34 designated and programmed public parks (including one park proposed to be constructed as part of the Highlands Commons development, totalling approximately 235 acres:

1. Ann's Acres Park
2. Barnitz Park
3. Ber Juan Park
4. Breuer Park
5. Buehler Park
6. Countryaire Park
7. Country Ridge Park
8. Coventry Park
9. Deer Crossing Park
10. Green Acres Park
11. Heritage Heights Park
12. Industrial Park
13. Kingshighway Pocket Park
14. Lariat Lane Park
15. Lanning Park
16. Maggi Park
17. Meadowbrook Park
18. Murry Park
19. Newcastle Park
20. Northside Park
21. Osage Park
22. Parkview Park
23. Powell Park
24. Ridgeview Park
25. Schuman Park
26. Sheron Park
27. Silverleaf Park

Figure 3.5.2: Parks, Trails & Open Space Plan



- 28. Southside Park
- 29. *The Highland Park (Proposed)*
- 30. Tim Ponzer Memorial Park
- 31. Tory Park
- 32. Town and Country Park
- 33. Veterans Park
- 34. Wedgewood Park

City of Rolla Map Key

- Existing City Corporate Boundary
- Potential Annexation Area
- Creeks and Streams
- Flood Plains
- Water Bodies
- Parks
- Recreation Areas
- Conservation Areas
- Existing Trails
- Proposed Trails
- Route 66 Bikeway
- New Bike Lanes
- New Bike Lanes – Annexation Areas
- New Sharrows
- New Sharrows – Annexation Areas

In addition to 15 City-maintained playgrounds, seven (7) reservable pavilions, 11 baseball/softball fields, 19 soccer fields, two (2) basketball courts, seven (7) pickleball courts, two (2) sand volleyball courts, and seven (7) tennis courts, the City also owns and maintains a variety of special-use park facilities. These include:

- Dog Park:** a three (3) yard, off-leash dog park located in Buehler Park;
- Outdoor Water Park:** SplashZone, Rolla's outdoor water park, is located in Ber Juan Park adjacent to The Centre, Rolla's Health and Recreation Complex;
- Disc Golf Course:** a nine (9) hole disc golf course is located in Ber Juan Park;
- Skate Park:** a designate skateboard facility in Ber Juan Park, and;
- Community Hall:** the Eugene Northern Community hall is rentable for community organizations, events, and both non-profit and for-profit activities.

PUBLICLY-ACCESSIBLE RECREATION AND CONSERVATION AREAS

Rolla also has four (4) significant recreation and conservation areas that are publicly-accessible and located within or immediately adjacent to the City of Rolla:

- Rolla Lions Club Den and Park (183 acres):** located in Rolla on Bishop Avenue between Lanning Lane and Lions Club Drive, Lions Club Park features a lake, playground, walking trails, a disc golf course, and rentable pavilions and facilities. Lions Club Park is privately owned and maintained by the Rolla Lions Club and is open to the public.

- Oak Meadow County Club (157 acres):**

Located on Country Club Road / County Road 3110 approximately 2 miles east of Rolla's existing corporate boundary, Oak Meadow Country Club features an 18-hole golf course, swimming pool, and rentable facilities. Oak Meadow Country Club is privately owned and maintained and is open to the public. Oak Meadow offers memberships with additional benefits not available to public users. Oak Meadow Country Club is located in an area that is identified for potential future annexation to Rolla

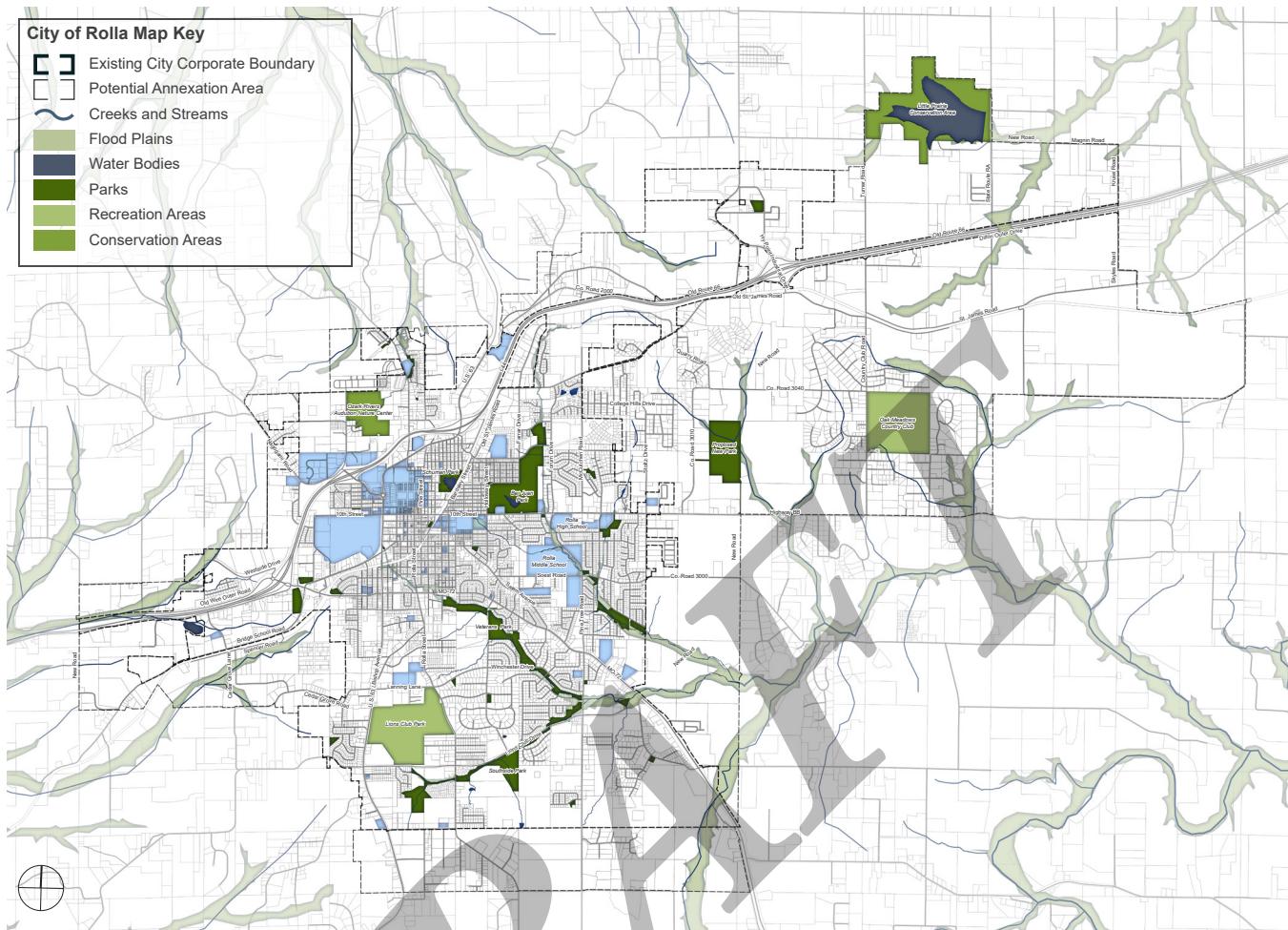
- Ozark Rivers Audubon Nature Center (70 acres):**

located in Rolla on White Columns Drive, the Ozark Rivers Nature Center is focused on preserving bird habitat and features five (5) miles of paved and non-paved trails and a reservable pavilion. The Ozark Rivers Nature Center is owned and maintained by the Ozark Rivers Chapter of the National Audubon Society and is open to the public.

- Little Prairie Conservation Area (342 acres):**

Located on State Route RA approximately six (6) miles northeast of Rolla's existing corporate boundary, Little Prairie Conservation Area contains the 40-acre remnant Heilbrunn prairie and features a three (3) mile hiking trail. The 97-acre Towell Lake is located on the property and features a dock, boat launch, and various fishing and hunting opportunities. Little Prairie Conservation Area is owned and maintained by the Missouri Department of Conservation (MDC) and is open to the public. Little Prairie Conservation Area is located in an area that is identified for potential future annexation to Rolla.

Figure 3.5.3: Existing and Proposed Parks, Recreation, and Conservation Areas



TOTAL EXISTING PARKS AND RECREATION AREAS PER ROLLA'S POPULATION

The National Recreation and Parks Association (NRPA) provides a standard of 10 acres of park space per 1,000 residents as the minimum park space that a City should provide. Rolla's 2025 estimated population is 20,754 people (U.S. Census American Community Survey estimate).

Total park, recreation, and conservation areas within Rolla are as follows:

- » City of Rolla parks:
235 acres
11.32 acres per 1,000 residents
- » City of Rolla parks, plus other recreation and conservation areas within the City of Rolla's existing boundaries:
488 acres
23.51 acres per 1,000 residents

» City of Rolla parks, plus other recreation and conservation areas within the City of Rolla's existing boundaries and potential future annexation areas:
987 Acres
47.56 acres per 1,000 residents

Thus, Rolla provides significantly more park space than the recommended minimum. Rolla's City parks space will support up to 23,500 residents. Factoring recreation and conservation areas within the City's current boundaries, Rolla's park space will support up to 48,800 residents. Furthermore, approximately 70 percent of Rolla's existing housing is located within one-quarter (1/4) mile (a five-minute walk or two-minute bike ride) of a City park or recreational area, and 97 percent of Rolla's existing housing is located within one-half (1/2) mile (a ten-minute walk or five-minute bike ride) of a City park or recreational area. However, future annexation to

the east should be accompanied by the development of new park space east of the current Rolla municipal boundary.

Rolla's parks and municipal facilities should be preserved and enhanced through capital, programming, and operational improvements to serve the needs of Rolla residents and park users.

Recommendations for expansion of public park space include:

- » **Proposed New Park:** Identify and plan for the future acquisition of land for a new City park (70 to 80 acres) in the area generally east of County Road 3010 and north of Highway BB. Acquisition and development of such park land in conjunction with annexation will support population growth of approximately 10,000 additional residents.
- » **Proposed New Athletic Complex:** Develop a central sports complex for tournaments, including parking, concessions facilities, restrooms, and other support functions. Consider a location of approximately 125 to 175 acres with accessibility to either I-44, U.S. 63, 10th Street / Highway BB, or MO-72.

GREENWAYS & TRAILS

The City of Rolla currently owns and maintains 6.1 miles of trails. These include:

1. **Acorn Trail (1.6 miles)** along Dutro Carter Creek;
2. **Ber Juan Trail (1.5 miles)** in Ber Juan Park;
3. **Coventry Trail (0.25 miles)** in Coventry Park;
4. **Deible Trail (1.75 miles)** along Deible Creek;
5. **Industrial Trail (0.5 miles)** in Industrial Park; and
6. **North Side Trail (0.5)** in Northside Park.

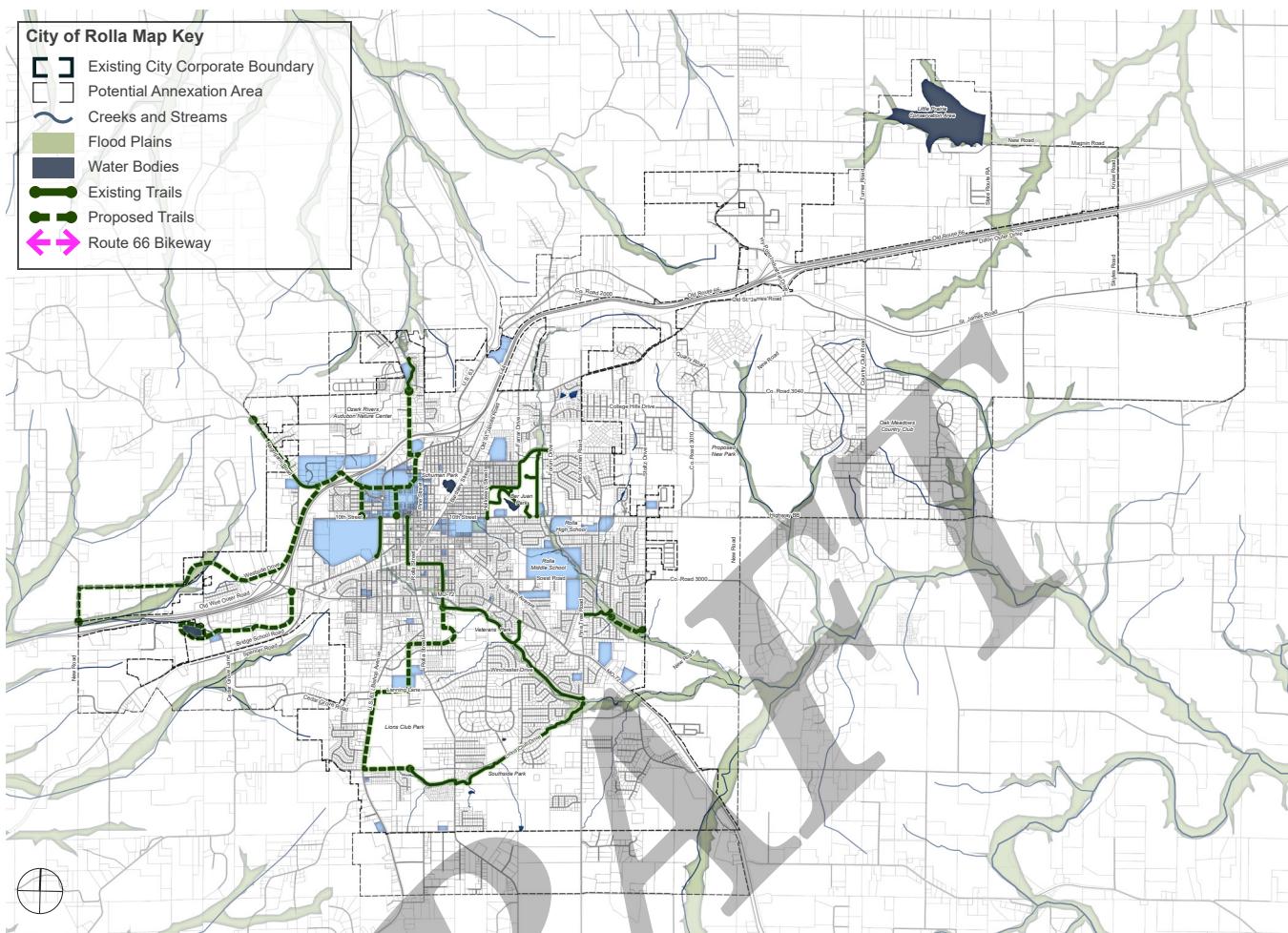
Rolla 2050 recommends the expansion of Rolla's greenway and trail network for bicycle and pedestrian connectivity. The purpose of this network is multi-fold. (1) First, it connects Rolla's parks, schools, recreation areas, shopping districts, and other community amenities to create a network of various active and passive recreation amenities.

(2) Second, it provides a variety of off-street and on-street connections to promote cycling and walking as viable transportation options. (3) Finally, it provides additional connectivity options where the existing street network exhibits gaps, lack of connectivity, and other barriers to personal mobility. This promotes an equity of mobility for all Rolla residents, regardless of age, income, or ability.

Specific greenway and trail alignment recommendations build upon Rolla's trails and greenways—including planned improvements in Rolla's Trails Plan and MoveRolla TDD Plan—consisting of:

- » **Acorn Trail Pedestrian Bike Path Loop:** Including the existing Acorn Trail along the Burgher Branch, and extended with new roadway alignments on Olive Street, 3rd Street, Main Street, 10th Street, Fairgrounds Road, and Forum Drive.
- » **Deible Branch Pedestrian Bike Path Loop Extension:** Including the existing Deible Trail along the Deible Branch, and extended with new roadway and off-street alignments on Lions Club Drive, Bishop Avenue, Lanning Lane, Fort Wyman Elementary School, and Rolla Cemetery.
- » **Highway E Trail Extension:** Roadway alignment on Nagogami Road / Highway E.
- » **University Loop Trail:** Roadway and campus alignments on Poole Avenue, State Street, Tim Bradley Way, Vichy Road, and Missouri S&T campus.

Figure 3.5.4: Existing and Proposed Trails



- » **Bridge School Trail:** Off-street alignment between Bridge School Road and Martin Springs Drive, connecting Chamber / Bridge School Park to Blues Pond.
- » **Westside Trail:** Roadway alignment along Westside Drive, Westside Drive extensions, and County Road 8100, connecting the Highway E Trail to the new road connection between County Road 8100 and County Road 7020, and the new east interchange with I-44.

As illustrated, these connections are conceptual ideas only. Future implementation will determine specific locations and involve agreements with adjacent property owners.

ON-STREET BIKE AND PEDESTRIAN FACILITIES

In order to supplement and connect to the off-street greenway network, Rolla 2050 proposes a variety of on-street bike and pedestrian facilities—inclusive of sidewalks, bike lanes, shared lanes, and other streetscape and public realm improvements. These facilities are located at a minimum interval of one-half (1/2) mile throughout Rolla, to ensure that no household is more than one-quarter (1/4) mile—a 5-minute walk or 2-minute bike ride—from a designated route of the bike and pedestrian network.

1. Dedicated Bike Lanes: Dedicated bicycle lanes are one-way, striped, on-street lanes dedicated to bike traffic. They can be striped only or separated with a buffer zone. Dedicated bicycle lanes are the preferred on-street facility type where roadway widths allow. Bicycle lanes should be a minimum of 5-feet wide and ideally should be buffered from vehicular traffic lanes with a 2- to 3-foot, painted buffer zone, curb, raised median, or planting strip.

The bike lane typology is recommended for the following roads:

- » N. Olive Street / Bardsley Road (10th Street to Old St. James Road)
- » E. 18th Street (Bardsley Road to Forum Drive)
- » 10th Street / Highway BB (Fairgrounds Road to Country Club Road)
- » Fairgrounds Road (10th Street to Kingshighway)
- » Forum Drive (Old St. James Road to Soest Road)
- » Pine Tree Road / Highway O (Soest Road to Deible Trail)
- » MO-72 (Pine Tree Road to Kevin Street)
- » S. Rolla Street (MO-72 to Little Oaks Road)
- » Lions Club Drive (U.S. 63 to MO-72)
- » Lanning Lane / Winchester Drive (U.S. 63 to Newcastle Drive)
- » County Road 3010 (Highway BB to County Road 3040)

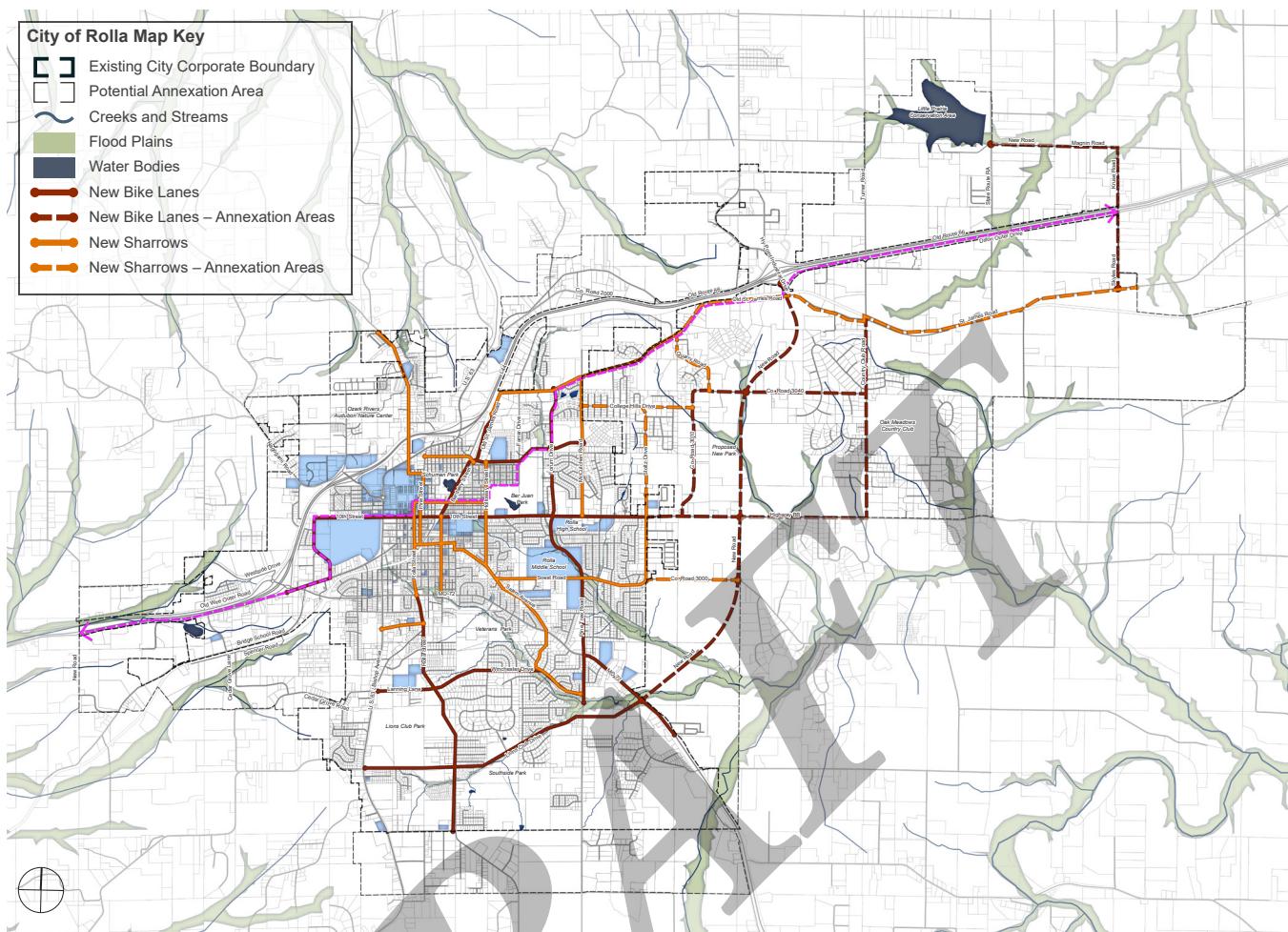
- » County Road 3040 (County Road 3010 to Country Club Road)
- » Country Club Road (Highway BB to St. James Road)
- » Skyles Road / Kruse Road and extensions (St. James Road to Magnin Road)
- » Magnin Road and extension (Kruse Road to State Route RA / Little Prairie Conservation Area)
- » New Road Extension from Lions Club Drive north to Route V at the Route V / I-44 interchange.

2. Shared Lanes: Shared lanes consist of “sharrows” with signage indicating that bicyclists may use the full lane. This facility type is designated for roads with lower traffic volumes where bike lanes are not feasible due to dimensional constraints. Shared lanes represent a compromise facility type designed to improve bicycle network connectivity within physical constraints.

The shared lane typology is recommended for the following roads:

- » Fort Wyman Road
- » Rolla Street (MO-72 to 12th Street)
- » Pine Street to St. Patrick’s Lane to Vichy Road (6th Street to north City boundary)
- » 6th Street to Olive Street to 5th Street to Salem Avenue to Newcastle Drive to Winchester Drive (Rolla Street to Highway O)
- » E. 18th Street (N. Pine Street to Bardsley Road)
- » Holloway Street (E. 18th Street to Salem Avenue)
- » Soest Road (Salem Avenue to Lovers Lane)
- » McCutchen Road (Old St. James Road to 10th Street)
- » College Hills Drive and extension (McCutchen Road to County Road 3010)
- » Lovers Lane / Stoltz Drive (Soest Road to College Hills Drive)
- » Quarry Road (County Road 3010 to Old St. James Road)
- » Old St. James Road to Country Club Road to St. James Road

Figure 3.5.5: On-Street Bicycle and Pedestrian Facilities



Section 4:

Implementation Strategic Action Plan

A critical element of any effective Comprehensive Plan is successful implementation. The Rolla 2050 Comprehensive Plan Update is a 25-year, community-based vision that provides actionable strategies to—over the next 10 years—successfully position Rolla for continued future success by building upon the City's strengths to address current challenges and respond to future opportunities.

The Rolla 2050 Implementation Strategic Action Plan is based upon the following principles:

- » **Facilitate Incremental Action:** Implementation actions are coordinated to reflect the Vision of the Plan and incrementally build toward that Vision. The City's primary control over future land use and development is through the regulatory environment—specifically, the Code of Ordinances. As part of implementation, Rolla should consider strategically updating its zoning code and other ordinances to allow—by right—for development that incrementally builds toward that Vision.
- » **Provide Specific Direction:** The Comprehensive Plan includes geographically-specific recommendations for capital improvements, zoning and regulatory districts, and new amenities and infrastructure. This provides needed direction to future City staff, commissioners, and elected officials to streamline the implementation of recommendations over the Plan's 10- to 15-year lifespan.
- » **Diversification of Funding:** While the primary public funding source of Plan implementation will be City funds, the Comprehensive Plan should leverage these funds with grant opportunities and other partnerships. Many recommendations of the Rolla 2050

Plan have been developed to overlap with activities of regional and statewide partners, including Missouri Department of Transportation (MODOT), Rolla Regional Economic Development Commission, and others. This will help to ensure eligibility for existing and future funding opportunities.

- » **Maintain Flexibility:** At the same time, the Comprehensive Plan cannot be too prescriptive. If it is, the City risks setting itself up for failure by undertaking activities that cannot be sustained long-term, and/or relying on activities over which the City has no direct control.

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, both positive and negative.

- » **Evaluate Success:** Actively reviewing and evaluating the relevance and efficacy of the Plan is important to long-term, successful implementation. An ongoing outcome management process with regular review and re-evaluation of the Rolla 2050 Plan is recommended and is an important factor for successful implementation.

Implementation Plan

4.1. Implementation Matrix

Implementation of the Rolla 2050 Comprehensive Plan Update will be driven by 69 measurable and action-oriented community development *Strategies*, organized according to nine (9) community Goals. These Strategies address the five (5) Comprehensive Plan Implementation Priorities that were identified by the Rolla community during the Comprehensive Plan process.

The Implementation Matrix, presented on the following pages, describes the way in which each of the Comprehensive Plan Implementation Priorities are addressed by the Strategies. Collective impact of the Rolla 2050 Comprehensive Plan Update recommendations is illustrated by the Primary and Secondary Contributing Strategies for each Issue and Priority. The Matrix also indicates the recommended timeframe in which each Strategy is to be completed, as well as the Primary Implementor responsible for implementation. Implementation of these Strategies will be achieved, in part, by the *Future Land Use Plan*, the *Streets and Roads Plan*, and the *Parks, Recreation and Open Space Plan* detailed herein.

IMPLEMENTATION MATRIX KEY

 Primary Action & Effect

 Secondary Action & Effect

 Indirect Effect

 Short-Term Implementation Action (0-3 Years)

 Medium-Term Implementation Action (3-7 Years)

 Long-Term Implementation Action (7+ Years)

Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space. .	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 1: Downtown Revitalization							
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.	●	●	●	●	●	●	Administration
1.2: Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.	●	○	●	●	●	●	Community Development
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.	●	●	●	○	●	●	Community Development
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.	●	●	●	○	●	●	Community Development
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.	●	●	●	○	●	●	Community Development
1.6: Restore Rolla's historic buildings by encouraging comprehensive preservation efforts.	●	○	●	○	●	●	Community Development
1.7: Expand and enhance Rolla's farmers' market.	●	●	●	○	●	●	Administration
1.8: Continue to promote façade improvements. Seek funding from the State's CDBG program, public/private partnerships, or other funding sources.	●	○	●	○	●	●	Community Development
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.	●	●	●	○	●	●	Community Development
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.	●	●	●	○	●	●	Administration
1.11: Develop and adopt Downtown Design Guidelines and/or a Downtown Form-Based Code to guide and facilitate rehab and new infill development.	●	○	●	○	●	●	Community Development
1.12: Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.	●	○	●	○	●	●	Rolla Police Department

Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space. .	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 2: Economic Growth and Job Base Diversification							
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.	●	●	●	○	●	●	Administration
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.	○	○	●	●	●	●	Community Development
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.	○	○	●	○	●	●	Community Development
2.4: Expand access and connect Rolla residents to supportive services, including child care and youth programs, as a workforce development incentive.	○	○	●	○	●	●	Administration
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.	○	○	●	○	●	●	Community Development
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.	●	○	●	○	●	●	Administration
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.	○	○	●	○	●	●	Community Development
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.	●	○	●	○	●	●	Administration

IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- Secondary Action & Effect
- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space. .	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 3: Supportive Institutional Growth							
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.	●	○	●	○	●	●	Administration
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.	●	○	●	○	●	●	Administration
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.	●	●	●	○	●	●	Community Development
3.4: Actively coordinate with Missouri S&T on mutually-supportive mixed-use and commercial development surrounding the university's campus.	●	●	●	●	●	●	Community Development
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.	○	○	●	○	●	●	Administration
3.6: Develop land suitable for high-tech and advanced manufacturing industries in Rolla, co-located with supporting mixed-used amenities and services.	○	○	●	●	●	●	Community Development
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.	●	○	●	●	●	●	Community Development

IMPLEMENTATION MATRIX KEY

● Primary Action & Effect

● Secondary Action & Effect

○ Indirect Effect

● Short-Term Implementation Action (0-3 Years)

● Medium-Term Implementation Action (3-7 Years)

● Long-Term Implementation Action (7+ Years)

Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space. .	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 4: Community Identity and Placemaking							
4.1: Improve Rolla's key arterial roads and I-44 interchanges with signature streetscape enhancements and identifiable gateways.	●	●	○	●	●	●	Public Works
4.2: Facilitate the preservation, enhancement, definition, and identities of Rolla's existing residential neighborhoods.	○	○	○	○	●	●	Community Development
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.	●	○	○	○	●	●	Community Development
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.	●	●	●	●	●	●	Administration
4.5: Prioritize restoration, preservation, and infill development in the core of the City over development in areas lacking adequate infrastructure.	●	●	●	●	●	●	Community Development
4.6: Promote Rolla's historic Downtown through education and awareness programs to encourage preservation and enhancement.	●	●	●	○	●	●	Community Development
4.7: Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.	●	●	●	●	●	●	Administration
4.8: Develop and implement a comprehensive wayfinding signage initiative for Rolla to better direct visitors to Downtown and other community assets and amenities.	●	●	○	●	●	●	Public Works
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.	●	●	●	○	●	●	Administration

IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
- Secondary Action & Effect
- Indirect Effect
- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 5: Mobility, Transportation, and Infrastructure							
5.1: Complete implementation of the MoveRolla Transportation Development District (TDD).	●	○	○	●	●	●	Public Works
5.2: Revise the MoveRolla TDD with new projects upon completion of current projects.	●	●	○	●	●	●	Public Works
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.	○	○	●	●	●	●	Public Works
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.	●	○	●	●	●	●	Administration
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.	●	●	●	●	●	●	Public Works
5.6: Utilize City neighborhood and area plans to evaluate the needs for sidewalk installation, replacement, and repair.	●	●	○	●	●	●	Community Development

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- Short-Term Implementation Action (0-3 Years)
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Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space. .	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 6: High-Quality Neighborhoods and Housing							
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.	●	○	●	○	●	●	Administration
6.2: Promote housing affordability at all market sectors through regulatory zoning incentives and infrastructure capital improvements.	○	○	○	○	●	●	Administration
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.	●	○	●	○	●	●	Community Development
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.	○	○	○	○	●	●	Administration
6.5: Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.	●	○	○	○	●	●	Community Development
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.	●	○	●	○	●	●	Community Development
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.	●	○	●	○	●	●	Administration
6.8: Target the areas immediately surrounding Downtown for new high-quality, multi-family and mixed-use development.	●	●	○	○	●	●	Community Development
6.9: Support the development of a local workforce of contractors to build new housing in Rolla.	○	○	○	○	●	●	Administration

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- Secondary Action & Effect
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- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space.	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 7: Parks, Recreation, and Environment							
7.1: Update Rolla's trails plan as a counterpart to this Comprehensive Plan Update.	○	○	○	●	●	●	Public Works
7.2: Develop and conduct a biennial parks and recreation user survey of residents, as part of a broader citizen satisfaction survey.	○	○	○	○	●	●	Parks and Recreation
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.	○	○	○	●	●	●	Parks and Recreation
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.	○	○	○	○	●	●	Parks and Recreation
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.	○	○	●	○	●	●	Administration
7.6: Establish partnerships to provide organized sports leagues for youth, teens, and adults.	○	○	●	○	●	●	Parks and Recreation

IMPLEMENTATION MATRIX KEY

- Primary Action & Effect
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- Short-Term Implementation Action (0-3 Years)
- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space. .	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 8: Public Facilities and Services							
8.1: Invest in resilience and proactive maintenance of utility infrastructure and City services in order to continue to provide an affordable cost of living with high-quality services.	●	○	●	●	●	●	Administration
8.2: Explore the regionalization of sanitary sewer service.	○	○	●	●	●	●	Public Works
8.3: Prioritize infill, contiguous, and higher-density development to promote more efficient provision of services and infrastructure.	●	○	●	●	●	●	Community Development
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.	●	○	●	●	●	●	Administration
8.5: Utilize impact fees to mitigate indirect costs of new infrastructure development and City services.	●	○	●	●	●	●	Administration
8.6: Establish cooperative and reciprocal agreements and partnerships to share community facilities with public and private institutions.	○	○	●	○	●	●	Administration
8.7: Work with institutions and community non-profits to maintain and enhance the social safety net for low-income and vulnerable residents.	●	○	●	○	●	●	Administration

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- Medium-Term Implementation Action (3-7 Years)
- Long-Term Implementation Action (7+ Years)

Implementation Matrix

	1. Revitalize Downtown Rolla.	2. Create a Downtown community gathering space. .	3. Create strategic partnerships for economic and community development.	4. Address transportation needs and facilitate future growth.	5. Enhance the quality of life for Rolla residents and visitors	IMPLEMENTATION TIMEFRAME	Primary Implementor
Goal 9: Parks, Recreation, and Environment							
9.1: Establish a committee to comprehensively focus on Rolla public relations, marketing, and mass communication.	●	●	●	●	●	●	Administration
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.	●	○	●	○	●	●	Administration
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.	●	○	●	●	●	●	Administration
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.	○	○	●	○	●	●	Administration
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.	○	○	●	○	●	●	Community Development

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Implementation Plan

4.2. Short-Term Implementation Action Items

Short-term implementation action items are the strategies from the Implementation Matrix that have been identified for completion within a zero (0) to three (3) year timeframe. In this section, each short-term implementation strategy is presented according to the City of Rolla department that will have primary responsibility for completion. Where necessary, sub-tasks are provided for strategies that should be completed in multiple parts, and the primary implementor and partner(s) are indicated for each sub-task.

Finally, each strategy and—as applicable—sub-task, has an indicated timeframe for implementation, measured in months from the adoption of the Comprehensive Plan.

It is recommended that the short-term implementation action items be utilized by each City department with implementation responsibility to establish annual department budgets and work plan priorities for at least the next three (3) years.

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Short-Term Implementation Action Plan

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
Community Development Department Priorities			
1.2: Participate in Missouri Main Street Connection as an Aspiring Community; strive for Affiliate Community status.	Community Development Department	<ul style="list-style-type: none"> Administration Rolla Downtown Business Association Rolla Area Chamber of Commerce 	12 months
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.	Community Development Department	<ul style="list-style-type: none"> Administration Rolla Downtown Business Association Rolla Area Chamber of Commerce 	6 months
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.	Community Development Department	<ul style="list-style-type: none"> Administration City Council Planning and Zoning Commission 	24 months
1.8: Continue to promote façade improvements. Seek funding from the State's CDBG program, public/private partnerships, or other funding sources.	Community Development Department	<ul style="list-style-type: none"> Missouri Department of Economic Development 	12 months
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.	Community Development Department	<ul style="list-style-type: none"> Public Works Department Parks and Recreation Department Rolla Downtown Business Association 	12 months
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.	Community Development Department	<ul style="list-style-type: none"> Administration Rolla Area Chamber of Commerce Rolla Downtown Business Association Rolla Regional Economic Development Commission 	12 months
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.	Community Development Department	(See Sub-Tasks Below)	(See Sub-Tasks Below)
SUB-TASKS:			
2.7.1: Develop an inventory of vacant commercial buildings and vacant commercial properties, including regulatory conditions, property size, and transportation and utility services.	Community Development Department	<ul style="list-style-type: none"> Rolla Regional Economic Development Commission Rolla Area Chamber of Commerce Rolla Downtown Business Association Rolla Regional Economic Development Commission Administration Missouri S&T Phelps Health Rolla Area Chamber of Commerce Rolla Downtown Business Association 	6 months
2.7.2: Develop an inventory of potential market sectors and individual businesses.	Community Development Department		12 months
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.	Community Development Department	<ul style="list-style-type: none"> Administration Rolla City Council Planning and Zoning Commission Rolla Regional Economic Development Commission 	12 months

Short-Term Implementation Action Plan

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
Community Development Department Priorities (continued)			
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.	Community Development Department	<ul style="list-style-type: none"> • Rolla City Council • Planning and Zoning Commission • Environmental Services Department • Local charities • Local not-for-profit volunteers 	12 months
5.6: Utilize City neighborhood and area plans to evaluate the needs for sidewalk installation, replacement, and repair.	Community Development Department	<ul style="list-style-type: none"> • Public Works Department 	24 months
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.	Community Development Department	(See Sub-Tasks Below)	(See Sub-Tasks Below)
SUB-TASKS:			
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.	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla City Council • Planning and Zoning Commission 	24 months
6.3.2: Investigate utilizing State CDBG funding for small home repair grants (up to \$5,000).	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla City Council 	24 months
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	Administration	<ul style="list-style-type: none"> • Missouri S&T • Phelps Health 	12 months
6.5: Establish an occupancy inspection program for rental housing to promote a safe and sustainable rental housing inventory.	Community Development Department	<ul style="list-style-type: none"> • Administration • Rolla Fire Department • South Central Board of Realtors 	12 months

Short-Term Implementation Action Plan

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
Administration Priorities			
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.	Administration	<ul style="list-style-type: none"> Community Development Department Rolla Downtown Business Association Rolla Area Chamber of Commerce Downtown businesses Missouri S&T 	12 months
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.	Administration	<ul style="list-style-type: none"> Rolla City Council Missouri S&T Phelps Health Rolla Regional Economic Development Commission (RREC) Rolla Downtown Business Association Rolla Area Chamber of Commerce 	6 months
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.	Administration	<ul style="list-style-type: none"> Community Development Department Rolla Area Chamber of Commerce Missouri S&T Route 66 Centennial Commission Rolla Downtown Business Association 	18 months
4.7: Create and implement a comprehensive branding initiative for Rolla to highlight the strengths, benefits, and opportunities of the community.	Administration	<ul style="list-style-type: none"> Rolla Area Chamber of Commerce Missouri S&T Rolla Downtown Business Association 	18 months
8.5: Utilize impact fees to mitigate indirect costs of new infrastructure development and City services.	Administration	<ul style="list-style-type: none"> Public Works Department Community Development Department Rolla City Council Rolla Downtown Business Association 	24 months
5.1: Using the Economic Partnership, support Missouri S&T in commercializing its fields of study into new businesses in Rolla, including the Protoplex, Bioplex, and upcoming Powerplex projects.	Administration	<ul style="list-style-type: none"> Community Development Department Missouri S&T Phelps Health Rolla Regional Economic Development Commission 	24 months
5.2: Explore a collaborative opportunity between the Economic Partnership and Greater St. Louis Inc. to market Protoplex and Bioplex to the St. Louis region's industrial sectors.	Administration	<ul style="list-style-type: none"> Missouri S&T Phelps Health Greater St. Louis Inc. 	24 months
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.	Administration	<ul style="list-style-type: none"> Rolla Municipal Utilities Community Development Department Parks and Recreation Department Environmental Services Department Rolla Fire Department Rolla Police Department Public Works Department 	12 months

Short-Term Implementation Action Plan

Action Item / Sub-Tasks	Primary Implementor (City Department)	Implementation Partner / Partners	Implementation Timeframe (From Date of Plan Adoption)
Administration Priorities (continued)			
9.1: Establish a committee to comprehensively focus on Rolla public relations, marketing, and mass communication.	Administration	• Rolla Area Chamber of Commerce	12 months
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.	Administration	• Rolla Area Chamber of Commerce	18 months
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.	Administration	<ul style="list-style-type: none"> • City of St. James • County of Phelps • County of Pulaski • City of St. Robert • City of Waynesville • Rolla Area Chamber of Commerce • Rolla Regional Economic Development Commission 	6 months
Public Works Department Priorities (continued)			
4.8: Develop and implement a comprehensive wayfinding signage initiative for Rolla to better direct visitors to Downtown and other community assets and amenities.	Public Works Department	<ul style="list-style-type: none"> • Community Development Department • Rolla City Council • Rolla Area Chamber of Commerce • Missouri S&T • Rolla Downtown Business Association 	24 months
5.1: Complete implementation of the MoveRolla Transportation Development District (TDD).	Public Works Department	• MODOT	12 months
Rolla Police Department Priorities			
1.12: Increase police presence in Downtown with foot patrols and community policing strategies to visibly enhance public safety and community-police relations.	Rolla Police Department	<ul style="list-style-type: none"> • Administration • Missouri S&T Campus Police Department 	12 months
Parks and Recreation Department Priorities			
7.6: Establish partnerships to provide organized sports leagues for youth, teens, and adults.	Parks and Recreation Department	<ul style="list-style-type: none"> • Rolla Area Chamber of Commerce • Rolla Lions Club 	24 months

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