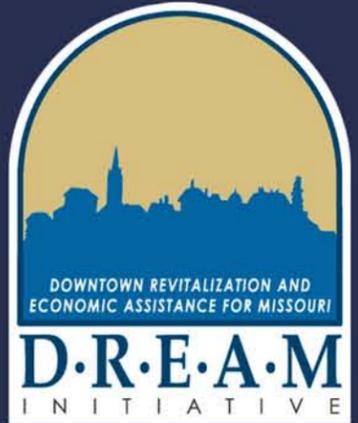




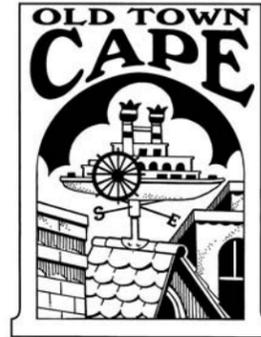
DOWNTOWN STRATEGIC PLAN

CITY OF CAPE GIRARDEAU, MISSOURI

AUGUST, 2009



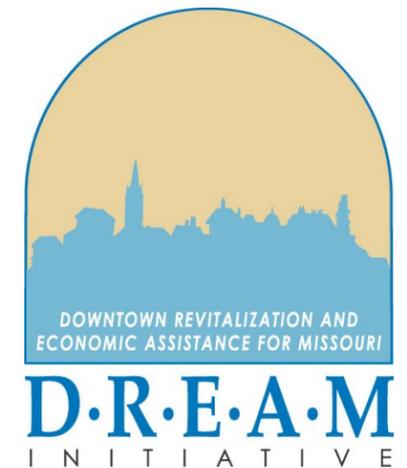
CITY OF CAPE GIRARDEAU



DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE
FOR MISSOURI (DREAM) PROGRAM SPONSORS:



PLANNING CONSULTANT



DREAM Initiative • Downtown Strategic Plan

■ Executive Summary.....	1
■ Introduction.....	4
■ Public Outreach.....	5
■ Accomplishments.....	7
 TASK SUMMARY	
■ Organizational Structure	8
■ Land Use, Buildings & Infrastructure	10
■ Community Surveys.....	12
■ Building & Streetscape Design	14
■ Retail Market	16
■ Housing Market	18
■ Financial Mechanisms.....	20
■ Destination Assessment.....	22
■ Marketing	24
■ Implementation.....	26
Broadway District.....	27
Riverfront District.....	32
Good Hope/Haarig District.....	37
Implementation Schedule.....	41
Downtown Strategic Plan Timeline.....	50

City of Cape Girardeau



DREAM Initiative • Downtown Strategic Plan

The objective of the DREAM Initiative (Downtown Revitalization and Economic Assistance for Missouri) is to develop and create a strategic vision for Downtown Cape Girardeau.

The DREAM planning process addressed numerous issues regarding the function, structure and image of Downtown Cape Girardeau. The goal of the initiative was to identify the opportunities and constraints in the existing Downtown and develop a plan for future improvements, growth and sustainability. The DREAM Initiative began with a wide-ranging assessment of existing conditions and functions of Downtown Cape Girardeau. The assessments were used as the basis for the various tasks of the plan, which are described in this report. The Downtown Strategic Plan serves as a supplement to the City of Cape Girardeau Comprehensive Plan.

The Strategic Plan will serve as the implementation resource for improvements in Downtown Cape Girardeau. The plan provides a five to ten year vision promoting creative, positive and feasible change to Downtown. The many participants of the planning process, including numerous citizens and civic leaders, expect that the DREAM Strategic Plan will provide the blueprint to transform Downtown Cape Girardeau into a dynamic center in which to live, play and work.

The Strategic Plan describes in detail the goals of the DREAM Initiative and the strategy by which these goals are to be achieved. The goals are noted in detail in each of the respective chapters of this report. A summary of the priority goals are listed as follows:

Goal One: *Establish a Community Improvement District (CID) in Downtown Cape Girardeau* - A community improvement district will provide a dedicated funding source for improvements in the Downtown. The CID should be established as a political subdivision and be supported by a property and sales tax in the district. A CID would also help to support Old Town Cape, Inc. to become the lead organization for Downtown. The CID, in addition to investor pledges and city financial support, will provide a sustainable funding source for Old Town Cape, Inc. to expand operations and programming.

Goal Two: *Develop and Enforce Supplemental Design Standards for The Old Town Cape District* - Develop and enforce supplemental regulations which pertain to the rehabilitation of existing buildings and new in-fill construction within The Old Town Cape District. These supplemental regulations should be incorporated as part of the City's Zoning and Subdivision Regulations. They should also be adopted, supported and enforced by the City. Extensive public educational input should be sought to implement these standards.

Goal Three: *Create a University Village near the main campus of Southeast Missouri State University* - Foster private developments along Broadway in the vicinity of the University. Provide financial incentives, such as low interest loans, for rehabilitation of existing buildings into cafes, shops, food stores, entertainment venues and services which cater to students, faculty and staff. Public investment should provide for improvements in infrastructure, beautification, public parking and security. Collaboration with the University will be essential for successful implementation.

City of Cape Girardeau



Southeast Missouri State University River Campus



Detail of Riverfront Plan



Open House Presentation, November, 2008

Goal Four: *Build a Hotel in The Broadway District* -

Solicit interest from private developers for a full service hotel of 100 (plus) rooms. Conduct a feasibility study to identify site locations, market and financing plan. Implement public right-of-way improvements and issue a request for proposal to hotel developers.

Goal Five: *Develop a Riverfront Park Plan* -

Enhance the riverfront park on the river side of the flood wall. The park space could be used for festivals, concerts and recreation activities. The park would attract tourists, residents, cyclists, pedestrians, students, and boaters. Consult with Corps of Engineers and the U.S. Coast Guard regarding technical and jurisdictional issues. Identify funds for design, construction and maintenance of the park. Issue a request for proposals from qualified design firms.

Goal Six: *Create a River Museum and Aquarium* -

Commission a study to determine the feasibility of a museum and aquarium to showcase the community's heritage with the Mississippi River. The study should determine programming, development costs, attendance projections and funding sources. The study should also identify partnerships with institutions for river research and educational opportunities. The museum and aquarium would be a destination for residents and tourists.

Goal Seven: *Develop the Fountain Street Arts District* -

Promote the redevelopment of the Good Hope/Haarig neighborhood by focusing on Fountain Street. The City should extend Fountain Street north to Merriwether Street. This redevelopment should emphasize mixed use designs to accommodate street level retail, performing art and art galleries. Second and third floor uses should be for residential space. Public investment in the street right-of-way and land assembly should serve as the catalyst for private development.

Goal Eight: *Increase Residential Development in The Old Town Cape District* -

Promote the rehabilitation of existing buildings and second floor space into residential units. Identify existing buildings with vacant or under utilized floor space. Collaborate with developers and property owners interested in condominiums, town homes and rental units. Promote the residential units to empty-nesters, young professionals, University faculty, staff and students.

Goal Nine: *Create a Wayfinding and Signage System for The Old Town Cape District* -

Create a wayfinding system for The Old Town Cape District. Focus on the wayfinding from the I-55 corridor along William Street and Broadway into Downtown. Create a hierarchy of wayfinding signs for the three districts: Broadway, Riverfront and Good Hope/Haarig. The wayfinding should use a new icon or logo for The Old Town Cape District. Commission the wayfinding design and plan from a qualified professional.



The Old Town Cape District



The Red House Interpretive Center in The Old Town Cape District.



River City Music Festival

DREAM Initiative • Downtown Strategic Plan

Goal Ten: Rebrand The Old Town Cape District -

Develop a new brand for The Old Town Cape District. Define The Old Town Cape District as a physical, geographical area through the use of streetscapes, wayfinding and signage. Capitalize on the numerous festivals, historic sites, art galleries and dining establishments to promote the Downtown as the cultural and entertainment center of the region. Promote The Old Town Cape District as the center for cultural events such as the Storytelling Festival and Tunes at Twilight. Providing a tangible definition of the Downtown as an area of unique shops and dynamic programming of events will help to rebrand The Old Town Cape District as an exciting place to live, work and play.

City of Cape Girardeau



Sporting Event at Southeast Missouri State University



Riverfront Activities



Tunes at Twilight Event at the Common Pleas Courthouse

DREAM Initiative • Downtown Strategic Plan

The DREAM Initiative is a three-year program providing designated Missouri communities with Downtown planning assistance. The State of Missouri retained PGAV Urban Consulting to develop and administer the DREAM Initiative planning program. DREAM stands for Downtown Revitalization and Economic Assistance for Missouri which embodies the essence of the Initiative. Through the coordination of many state agencies, primarily the Missouri Development Finance Board, Missouri Department of Economic Development, and the Missouri Housing Development Commission, the DREAM Initiative provides planning and financial assistance to enhance Downtown revitalization in Missouri.

Cape Girardeau was one of the ten Missouri communities selected in 2006, for the initial DREAM program. The three-year planning program will result in a five to ten year vision for Downtown Cape Girardeau.

The goal of the DREAM Initiative is to revitalize Downtown districts by putting them back into productive use. This is accomplished by providing technical planning assistance culminating in a Downtown strategic plan. The DREAM Initiative begins with a wide-ranging assessment upon which the planning tasks are based. The tasks included in Cape Girardeau's DREAM Initiative include:

- Organizational Structure Review
- Land Use, Building & Infrastructure Survey
- Community & Consumer Survey
 - Focus Groups
 - Mail/Internet Survey
 - Visitor Survey
- Retail Market Analysis
- Housing Market Analysis

- Financial Assistance Review
- Destination Assessment
- Marketing Plan
- Building & Streetscape Design Guidelines
- Education & Communication
- Downtown Strategic Plan

The strategic plan emphasizes the use of existing state financial incentive programs for future implementation. Throughout the Initiative ongoing project-specific support was provided by the state agencies and PGAV.

The DREAM Initiative recognizes that a substantial investment already exists in Downtown Cape Girardeau and DREAM's role is to help that investment achieve its highest productive use. Cape Girardeau has been provided with technical and financial assistance and has been given priority for various state grant and loan programs.

City of Cape Girardeau



Public Open House, November, 2008



Proposed Streetscape on Broadway



Public Open House, April, 2009

DREAM Initiative • Downtown Strategic Plan

Good planning always engages the public. The DREAM Initiative utilized a comprehensive approach to reach out to local citizens and civic leaders to identify the issues regarding Downtown.

The intent of the public outreach was to learn of issues and perceptions of Downtown Cape Girardeau. The planning process utilized communications with the public to learn of the opportunities and constraints in Downtown. The public outreach was also a venue to introduce and build support for the DREAM Initiative Plan.

The discussions with the public and Downtown stakeholders revealed much local pride and interest in Downtown Cape Girardeau. The DREAM Initiative utilized the public comments to generate proposed solutions and recommendations in the planning process and the final strategic plan.

The DREAM Initiative solicited public comments and active discussion regarding Downtown Cape Girardeau, through a variety of methods, including:

- **Focus Group Meetings**

In the spring of 2007, discussions of issues and ideas for improvements were facilitated with four (4) separate groups: Broadway Area Group, Riverfront Area Group, Good Hope/Haarig Group and a General Group. The group discussions centered around how Downtown is used, how Downtown is perceived, and what improvements can be made to Downtown.

- **Surveys**

A mail and internet survey was conducted to solicit feedback about Downtown from local residents and visitors. Among the local citizens, the majority had positive perceptions of Downtown.

A visitor survey was utilized to gather input on Downtown from out-of-town visitors. Conducted during the summer of 2007, the majority of visitors had positive views of Downtown Cape Girardeau.

- **Key Stakeholder Interviews**

Interviews of key stakeholders were held to identify specific issues affecting business owners, developers, and civic officials. The interviews with 12 different developers and property owners revealed a need for better communication and collaboration among civic leadership and the business community.

Various meetings with individual stakeholders, property owners and business owners occurred throughout the planning process, including discussions with Southeast Missouri State University.

- **Public Meetings**

In the fall of 2008, a public open house was held to present initial results and recommendations of the DREAM Initiative to the general public. The public meeting was held at the new site of the Children's Discovery Playhouse on Broadway. The meeting attracted over eighty (80) attendees and the local media. A public meeting was conducted in the Spring of 2009 to comment on the strategic plan process. The meeting attracted over one hundred (100) local citizens.

City of Cape Girardeau



Public Open House, November, 2008



Public Open House, November, 2008



Public Open House, April, 2009

DREAM Initiative • Downtown Strategic Plan

- **DREAM Development Team:**

The DREAM Initiative was organized to include local representatives' participation in the planning process. Leaders from Old Town Cape, Inc., Chamber of Commerce, City Administration and the City Planning Services Division comprised the local DREAM Committee. These representatives communicated on the DREAM Initiative to their respective boards and organizations.

- **Education and Communication:**

The DREAM Initiative process also included various seminars to educate and inform the local DREAM development team and key stakeholders on issues pertaining to downtown planning. The seminars were conducted by the sponsor state agencies and other agencies, including the Department of Natural Resources and the State Historic Preservation Office. The seminars were held in Jefferson City and Cape Girardeau. Topics discussed included retail business development, historic preservation, building design guidelines, façade loan programs, and community organizational structure.

City of Cape Girardeau



Public Open House, November, 2008



Public Open House, April, 2009



Public Open House, April, 2009

DREAM Initiative • Downtown Strategic Plan

The City of Cape Girardeau was designated a DREAM Initiative community in the fall of 2006. The planning process commenced in the spring of 2007, with a scheduled completion in the summer of 2009. While the DREAM Initiative was envisioned to be a 5-10 year plan, the DREAM Initiative provided immediate benefits to Downtown Cape Girardeau. The following is a summary of the DREAM Initiative accomplishments, in Cape Girardeau, since 2006.

1: Fountain Street Extension – The extension of Fountain Street to William Street, funded through a \$400,000 Community Development Block Grant (CDBG) and \$185,000 in MoDOT Transportation Enhancement Funds. The project construction started in spring 2009.

2: Downtown Infrastructure Improvements – Improvements to downtown parking lots, including new pavement, sidewalks, lighting and restroom facilities. The project was funded through \$370,800 Community Development Block Grant (CDBG) Funds.

3: Schultz School Senior Housing – Conversion of former school building into senior apartment housing. Missouri Housing Development Commission provided \$600,000 in annual state and federal Low Income Housing Tax Credits. Groundbreaking for the project was in February 2009.

4: Discovery Playhouse Children's Museum – Neighborhood Assistance Program Tax Credits provided \$250,000 in tax credits for the renovation of an existing commercial building at 502 Broadway. Construction began in the fall of 2008.

5: Home Repair Opportunity (HeRO) Program – The Missouri Housing Development Commission Home Repair Opportunity Program provided \$200,000 in home repair funds for ten houses within the DREAM boundary of Downtown Cape Girardeau.

6: Old Town Cape District Tunes at Twilight - Missouri Arts Council DREAM Art Builds Communities Grant fund awarded \$5,000 to assist in the promotion of Old Town Cape's Tunes at Twilight music concerts.

7: Storytelling Festival - Missouri Arts Council DREAM Art Builds Communities Grant fund of \$5,000 to assist in the promotions of the Convention and Visitors Bureau Storytelling Festival in the Spring of 2008.

8: Common Pleas Courthouse Improvements – A \$70,000 grant from the Missouri Heritage Properties Program, with the Department of Natural Resources, will be used for a new HVAC system in the historic building.

9: Preserve America Funds - The DREAM Initiative designation was utilized by Old Town Cape, Inc. in applying for the Preserve America designation in 2008. The City of Cape Girardeau is a White House designated Preserve America Community. Since receiving the designation, the City of Cape Girardeau has received a Federal Grant of \$126,235 to assist in marketing initiatives.

10: DREAM Initiative Planning Process – The DREAM Initiative planning process is a commitment of \$228,000 in state and civic funds for planning services, resulting in a Downtown Strategic Plan for Cape Girardeau.

City of Cape Girardeau



Schultz Senior Apartments Ground Breaking



The Discovery Playhouse under rehabilitation



One of 10 homes that have qualified for the Home Repair (HeRO) Program

DREAM Initiative • Downtown Strategic Plan

The DREAM Initiative conducted a review of the organizations with a vested interest in Downtown Cape Girardeau. The purpose of this task was to understand the roles and responsibilities of the various organizations affecting the function of Downtown. The efforts involved with the task focused on which organizations may be improved or revised to enhance its effectiveness and sustainability. The intent of the Organizational Structure Review is to ensure that ongoing organizational structures are prepared to implement the DREAM Initiative.

The organizations that were reviewed included:

- Old Town Cape, Inc.
- City of Cape Girardeau
- Cape Girardeau Area Chamber of Commerce
- Cape Girardeau Downtown Special Business District #2
- Cape Girardeau Downtown Redevelopment Corporation
- Cape Girardeau Convention and Visitor's Bureau
- Cape Girardeau Area MAGNET
- Southeast Missouri State University

The Organizational Structure Review task resulted in a plan for restructuring existing entities and the formation of new organizations. The primary recommendations for improving the organizational structure of Downtown Cape Girardeau are listed as follows:

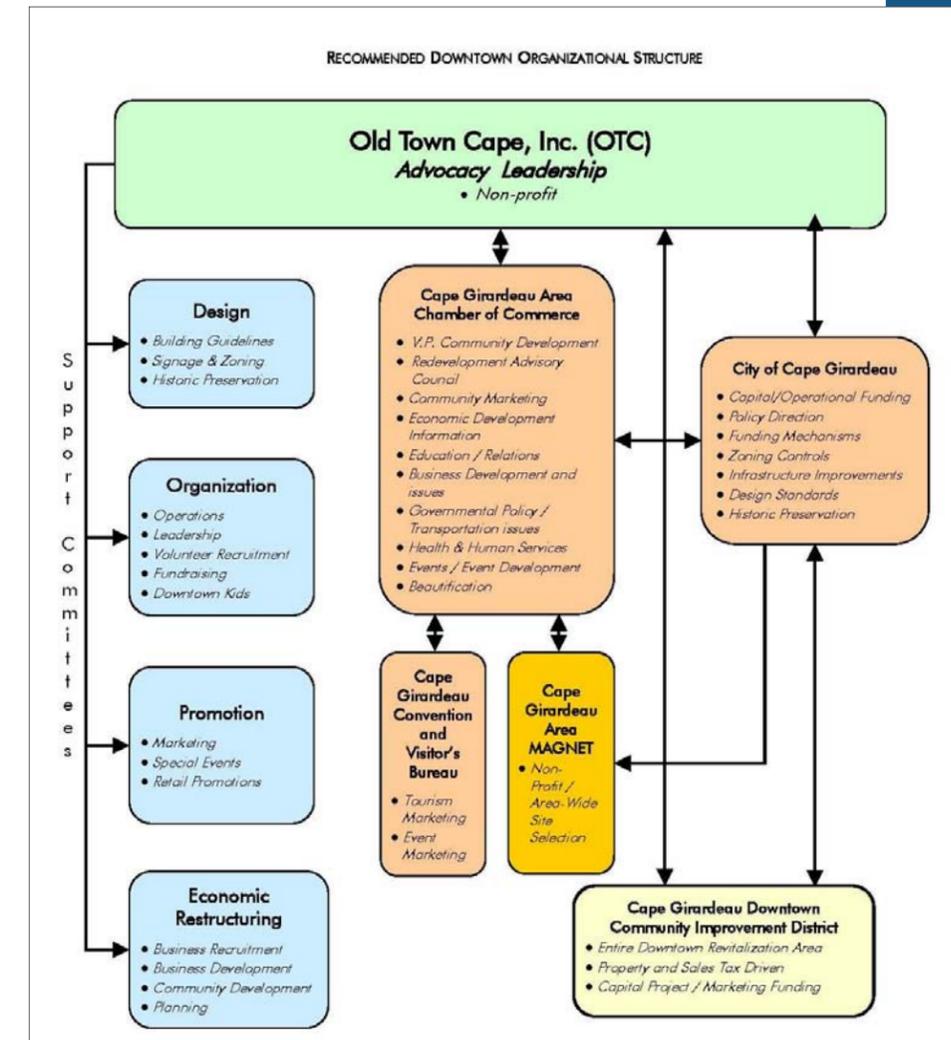
• Dissolve the Special Business District

Due to its limited programming, revenue potential and geographical boundaries, the DREAM Initiative recommends that the Special Business District be legally dissolved. The district board and city administration should consult with the city's legal counsel on the process for dissolution. The Special Business District dissolution should coincide with the effective date of operation of the Community Improvement District (CID).

• City of Cape Girardeau Recommendations

The City of Cape Girardeau has the jurisdiction for most of the public property in the Downtown. The City should take the lead in improving the public realm by funding public infrastructure projects in Downtown. Local, state and federal funding sources should be pursued for these projects. The City should resolve building and development issues in Downtown through the development, and City Council adoption, of Supplemental design standards. The codes would supplement the existing International Building Code (IBC) currently in use. Appropriate staffing, education and programming of city planning and inspections departments will be required. The City should also continue its funding and support of Old Town Cape, Inc.

City of Cape Girardeau



Recommended Downtown Organizational Structure

DREAM Initiative • Downtown Strategic Plan

- **Better “Town and Gown” Relationship**

Southeast Missouri State University is a tremendous asset for Cape Girardeau. Old Town Cape, Inc., City leaders, Cape Chamber of Commerce and the University should be active participants in Downtown initiatives. Regular communication between all four partners is essential for success. Development and redevelopment opportunities adjacent to the main campus and the River Campus should continue to be a collaborative effort among all four entities.

- **Dissolve the Downtown Redevelopment Corporation (DRC)**

The Downtown Redevelopment Corporation should be dissolved. The role which the DRC provided will be replaced by the Community Improvement District and Tax Increment Financing development.

- **Establish a Community Improvement District**

Old Town Cape, Inc., with the support of the City should lead the effort to establish a Community Improvement District (CID) in Downtown. The Cape Girardeau Downtown Community Improvement District will provide a funding source for improvements in the district, which will complement the infrastructure improvements implemented by the City. The CID should be the geographical boundaries of the DREAM Initiative Study Area, possibly with minor modifications. The Community Improvement District for Downtown Cape Girardeau should be created as a political subdivision rather than a not-for-profit corporation. A political subdivision structure will allow the CID to impose a tax. This structure will allow continuing input and support from the City. Such organizational structure will demand collaboration between the CID, which will have

funds for improvements, and the City, which has jurisdiction in both the public and private realm of the district.

The Community Improvement District should be financed through property and sales tax. A property tax on all property within the district boundaries should be imposed. A sales tax option should also be considered when implementing the CID. A combination of funding could allow for additional services for Downtown. Either funding mechanism will require public education regarding the benefits of a CID. The establishment of the CID will require that a petition be signed by the majority of property owners in the district, for approval of the CID plan. The future success of Downtown Cape Girardeau will continue to be the collective responsibility of numerous organizations. A well defined organizational structure, supported by the various entities, is critical for The Old Town Cape District to grow into a more sustainable and vibrant Downtown center. The development team established by The City of Cape Girardeau to manage the DREAM planning process has been a significant factor in the community’s success in strategic planning and project implementation. It is recommended that the development team continue to meet on a regular basis and serve as the implementation team. The team should manage the progress of identified tasks and communicate, on an annual basis, the status of plan achievements to all local entities.

A full list of goals and objectives for the Organizational Structure can be found in the Implementation Section on page 42. For a full list of recommendations refer to the *Organizational Structure Review*, September 2007.

City of Cape Girardeau



River Campus
Southeast Missouri State University



Southeast Innovation Alumni Center
Southeast Missouri State University



Festival in The Old Town Cape District

DREAM Initiative • Downtown Strategic Plan

The Land Use, Building and Infrastructure Survey is an inventory of Downtown Cape Girardeau's existing land use, exterior building conditions and the condition of public infrastructure. The DREAM boundary is comprised of three planning districts: Broadway, Good Hope/Haarig and Riverfront. The Land Use, Building and Infrastructure Survey was conducted in 2007. Continuing to maintain and update the current Map Reference Handbook will allow Old Town Cape, Inc. to monitor the progress of its Downtown revitalization efforts and identify new commercial, residential and recreational developments.

To achieve these goals the DREAM Initiative recommends the City and Old Town Cape, Inc. pursue the following ideas:

- **Update Land Use & Zoning Geographic Information Systems (GIS) Data**

Old Town Cape, Inc. should conduct a field study which inventories the land use, zoning, building conditions, infrastructure, available parking (on and off street), residential units, and commercial vacancies. An inventory will prove beneficial in assessing the progress made in Downtown revitalization efforts. The field survey should be conducted every two years, while the commercial vacancies should be updated every 6 months. Old Town Cape, Inc. should utilize their relationship with Southeast Missouri State University to accomplish this goal. The City should continue to support the GIS system and explore opportunities to use GIS for downtown projects.

- **Identify Location for Public Parking**

City of Cape Girardeau should identify areas to create new public parking lots and acquire property to convert into public parking. The City should continue to monitor plans for additional parking. Additional parking lots should be identified and all parking lots should be constructed with similar design elements. This will improve the appearance of the lots and give users visual cues as they seek out parking in The Old Town Cape District.

- **Develop a Parks & Open Space Master Plan in The Old Town Cape District**

Utilize existing inventory and GIS Data to develop an Open Space Master Plan for The Old Town Cape District. The plan would be used to identify improvements to parks, open space, trails and bicycle networks.

A full list of goals and objectives for The Old Town Cape District can be found in Implementation Section on Page 43. The full inventory of the Land Use, Building and Infrastructure can be found in the *Map Reference Handbook*, February 2008.

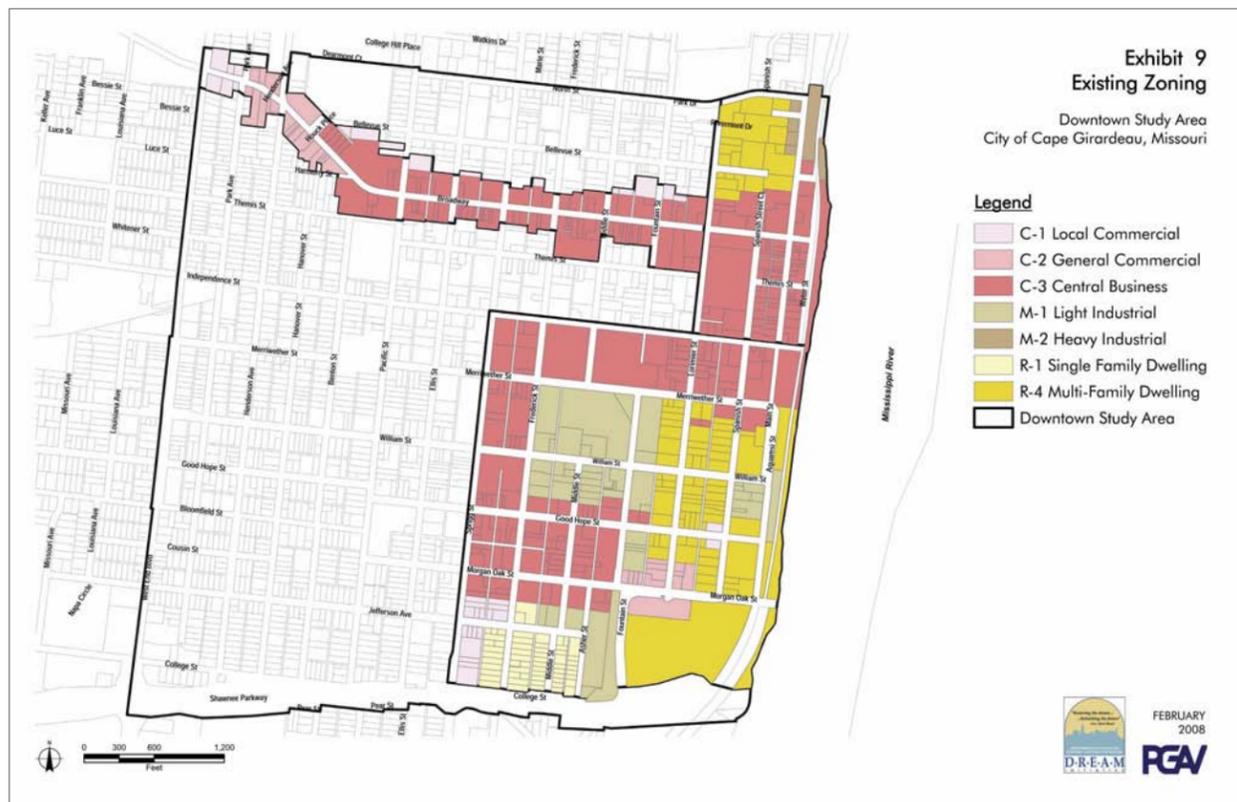
City of Cape Girardeau



Sidewalk Conditions on Broadway



Existing General Land Use in the Riverfront District



DREAM Initiative • Downtown Strategic Plan

A comprehensive community and visitor survey process was conducted to learn of issues regarding Downtown Cape Girardeau. The surveys document information obtained from both local residents and visitors to Cape Girardeau. The information gathered was utilized throughout the DREAM Initiative planning process.

The DREAM Initiative survey process used three (3) methods to obtain the views, perceptions and interests of the local citizenry and visitors regarding Downtown Cape Girardeau. The methods were: Focus Group Meetings of key stakeholders; a Visitor Survey, exclusively for out-of-town visitors; and a Mail/Internet Survey of local residents. The process and results of each method are summarized below:

- **Focus Group Meetings**

The focus groups were facilitated by consultants of the DREAM Initiative to engage open discussion regarding Downtown Cape Girardeau. Discussion of issues was facilitated with four (4) separate groups: Broadway Area Group, Riverfront Area Group, Good Hope/Haarig Group and a general group. Discussion focused on the participants' perceptions of Downtown and the realities experienced. Opportunities and constraints of the existing Downtown and potential improvements were also discussed and documented.

Collectively, all four groups have a positive view of Downtown Cape Girardeau. Discussion among the groups revealed that Downtown is viewed primarily as a dining and entertainment area. Many also noted that Downtown has many specialty stores and unique shops. Locals visit Downtown to conduct business, obtain professional services and utilize government institutions. The majority revealed that citizens visit

Downtown for dining, entertainment, and attending festivals.

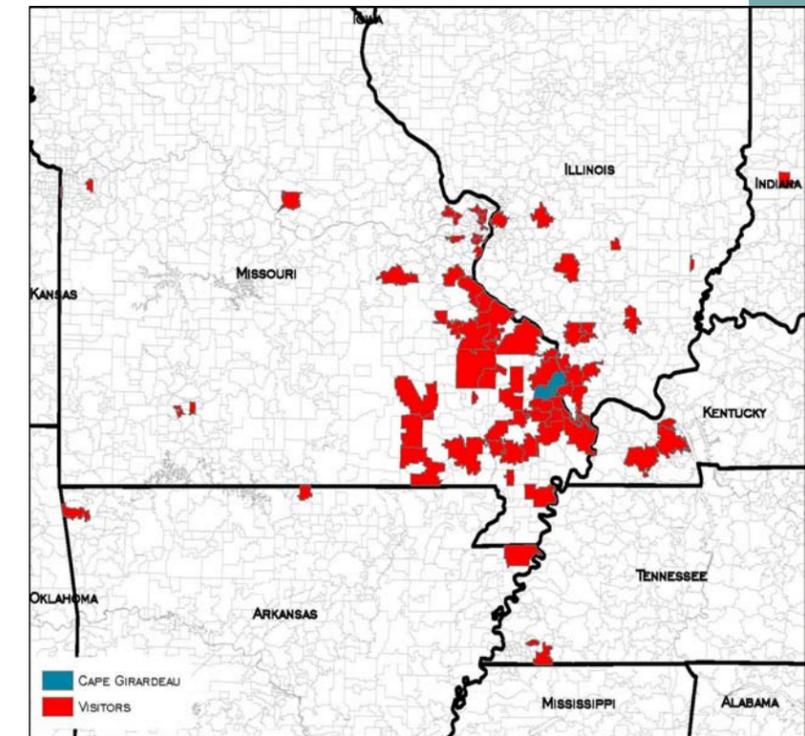
The many events and festivals in The Old Town Cape District such as Tunes at Twilight, First Friday with the Arts and Libertyfest are viewed very favorably. Many Focus Group participants stated that Downtown has made significant progress in recent years. Discussions also revealed that some areas of Downtown still need improvement. These areas include: vacant and underutilized commercial buildings along Upper Broadway near the University; dilapidated houses and vacant lots in the Good Hope/Haarig neighborhood; and better access and activity of the Mississippi Riverfront.

- **Visitor Survey**

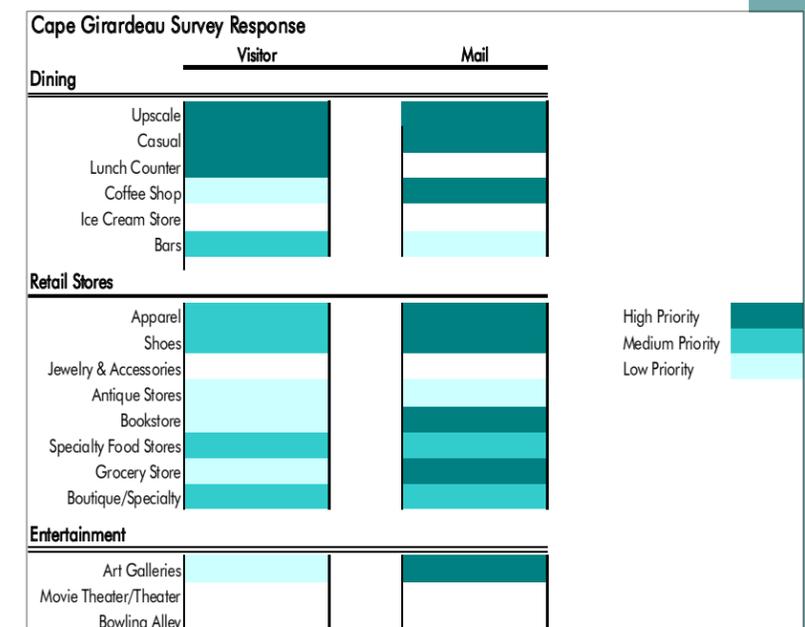
The visitor survey was conducted in the summer and fall of 2007. The survey was facilitated by local volunteers using tablet computers to input data during the survey interview. The survey conducted interviews only with out-of-town visitors in Downtown Cape Girardeau. A total of one hundred eighty one (181) interviews were completed. The intent of the survey was to learn of the perceptions about Downtown from visitors. A summary of the visitor survey revealed the following:

A majority of visitors were attending a special event (85.9%) or dining at a Downtown restaurant (64.0%). Visitors were also in Downtown Cape Girardeau primarily for shopping, entertainment or outdoor recreation. Visitors also noted that more recreation and entertainment opportunities would be an improvement. Top recommendations include: live

City of Cape Girardeau



Visitor Survey: Map of Zip Codes of Survey Respondents



Mail/Internet Survey: Priorities for Downtown Cape Girardeau

DREAM Initiative • Downtown Strategic Plan

concerts/music (42%), more special events (39.0%), and family events (28.1%).

The majority of respondents stated that Downtown was safe and easy to navigate. When asked what physical improvements were needed, respondents reported the following top three answers: rehabilitation of historic buildings (44%), better maintained buildings (32.9%), and more/better parking (24.4%).

- **Mail/Internet Survey**

In the fall of 2007, the DREAM Initiative conducted a random sample survey of 3,000 Cape Girardeau residents. There were four hundred sixty one (461) paper surveys completed and three hundred ninety (390) surveys were completed on an internet website. Eight hundred fifty one (851) surveys were completed, a response rate of approximately 28%.

Most respondents had a positive view of Downtown Cape Girardeau. Many of the survey respondents visit Downtown for special events, government services/business and dining. Improvements suggested included: more restaurants, specialty stores and lodging. New attractions recommended by the respondents included a riverfront amphitheater and excursion boats on the river.

A full listing of responses and comments can be found in the *Mail/Internet Survey Report*, March 2009 *Visitor Survey Report*, July 2009, and the *Focus Group Survey Report*, May 2007.

City of Cape Girardeau



Land Use Survey Fieldwork

DREAM Initiative Open House

Join us for your opportunity to give input on major recommendations & proposed projects identified through the DREAM Initiative!

This is open to the public and a great chance for residents to play a role in this important planning and economic development process!

Tuesday, April 14, 2009
6:30pm
Convocation Center
Southeast Missouri State University River Campus
Call Old Town Cape at (573) 334-8085 for more information

Open House Invitation



Resident fills out Survey

DREAM Initiative • Downtown Strategic Plan

The Building Design Guidelines provide a framework for Cape Girardeau to identify its existing architectural amenities and historic character, and then plan for future preservation, maintenance, rehabilitation and construction. First, the guidelines discuss the need to recognize the historic districts of Downtown Cape Girardeau and strengthen their identity to visitors through effective signage, building codes and usage guidelines. Next, the guidelines provide recommendations for rehabilitation and maintenance of the buildings and properties.

The guidelines will provide direction for new construction, historic rehabilitation and improving the appeal of The Old Town Cape District. The guidelines discuss building facades and materials, signage, outdoor cafes, parking, wayfinding, site furnishing and other elements that add to the aesthetic appearance of Downtown. The primary recommendations from the Building Design Guidelines include:

- **Establish Gateways to Downtown**

Design and construct gateway monument signs at Downtown entrances to the Riverfront District, Broadway District and the Good Hope/Haarig District. Locating and design of signs should reinforce The Old Town Cape District.

- **Establish an Architecture Review Board**

An architectural review board for The Old Town Cape District needs to be established to interpret and help enforce the supplemental design standards. The board would review all projects in The Old Town Cape District. The city appointed board members should have professional backgrounds in design and construction.

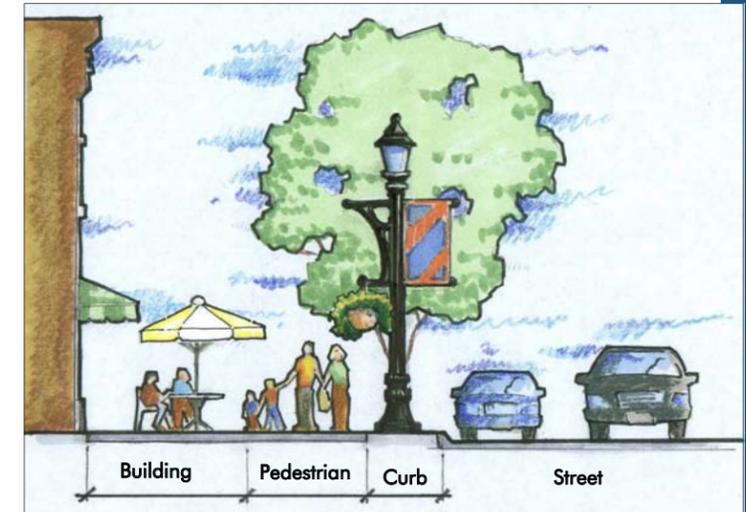
- **Additional Supplemental Design Standards**

The supplemental design standards will enhance the City's Building and Zoning Codes. The City should create and enforce specific design standards for the historic downtown commercial areas and surrounding neighborhoods.

Proper education and understanding of these design standards is needed by City staff involved in the rehabilitation of these buildings (inspections and planning). The City should provide opportunities and set a clear expectation for staff to develop the skills needed to be effective in working with developers and historic preservation organizers so that all entities can be guided to work toward the best interest of Downtown, its occupants, and its visitors.

In order to improve the working relationship with the development community, the City should strive to include a one-stop-shop for developers and create a higher focus on customer service for the rehabilitation of existing buildings. This should involve exploring creative ways to facilitate the rehabilitation of buildings and assistance to identify possible incentives for such development.

City of Cape Girardeau



Building Design Guidelines - Sidewalk Zones



Residence in Old Town Cape District



Southeast Missouriian Newspaper Building

DREAM Initiative • Downtown Strategic Plan

- **Utilization of The Old Town Cape District Design Guidelines**

Old Town Cape, Inc. should partner with the City to educate property owners about design standards in the Old Town Cape District. These design standards will be a supplement to the City's Building and Zoning Codes.

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to the following:

- State & Federal Historic Tax Credits
- Neighborhood Preservation Act Tax Credits
- Brownfield Tax Credits
- Community Development Block Grants
- MIDOC Loan Program/Revolving Loan Fund
- Neighborhood Assistance Program Tax Credits
- Contribution for Tax Credits
- Transportation Trust Fund
- Transportation Development District
- Community Improvement District
- DNR/Grants Management Section

The state of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

A full list of goals and objectives for the Building Design Guidelines can be found in the Implementation Section on page 44.

Cape Girardeau's historic architecture helps to define its identity. It provides a structure around which a successful and marketable Downtown can be centered. An organized plan to guide that creation will strengthen the identity and add value and commerce to Downtown Cape Girardeau. A full listing of building design guidelines can be located in the *Building Design Guidelines*, May 2009.

City of Cape Girardeau



Signage in The Old Town Cape District



Existing Streetscape in The Old Town Cape District



Existing Buildings in The Old Town Cape District

DREAM Initiative • Downtown Strategic Plan

The retail market of Downtown Cape Girardeau presents an opportunity for real and sustainable growth. The DREAM Initiative study revealed that with the proper additions to service, hospitality and entertainment the retail market for The Old Town Cape District could see a significant increase in activity. To meet the expectations of increased retail activity the vacant first floor spaces throughout The Old Town Cape District would need to be filled with new boutiques, restaurants, and other retail stores.

The Old Town Cape District currently has almost half a million square feet of retail space and over 100 retail shops that generate over \$40 million in sales. There is currently 60,000 square feet of vacant first floor space available in The Old Town Cape District with the potential to generate an additional \$4.5 million in annual taxable sales. Old Town Cape District captured approximately 10% of the City-wide expenditures in Cape Girardeau, which totaled \$433 million.

The Retail Market Analysis has revealed that shoppers leave the Secondary Trade Area (any point within a 30-minute drive of Downtown) for certain retail services. This indicates that there is an unmet demand for certain retail services. Downtown Cape Girardeau has the opportunity to identify and lure these services from outside the Secondary Trade area to the Downtown.

Re-energizing Downtown retail can be a difficult, lengthy and complicated process. Traditional downtowns have changed dramatically in the past decades due to changes in lifestyles, spending patterns, merchandising and heightened competition for retail and restaurant spending. To achieve long-term success, merchants in The Old Town Cape District need to make the necessary adjustments to retail practices and adapting to the changes in shopping habits. The DREAM Initiative has outlined some goals to help achieve further retail success.

The market analysis focuses on consumer spending activity across several retail sectors as classified by the North American Individual Classification System (NAICS). The following retail options presently exist for the Old Town Cape District:

- Furniture Stores (NAICS 4421)
- Food & Beverage Stores (NAICS 4450)
- Grocery Stores (NAICS 4451)
- Specialty Food Stores (NAICS 4452)
- Beer, Wine, & Liquor Stores (NAICS 4453)
- Book, Periodical, & Music Places (NAICS 7222)
- Special Food Service (NAICS 7223)

To achieve meeting the retail demand in Downtown the DREAM Initiative suggests implementing the following strategies:

- **Create Shopping Oriented Downtown Events**
Create events such as weekly evening shopping nights, storefront display contests and other retail focused events that bring people to Downtown. Develop and markets event with CID funds.
- **Increase Available Retail Space**
Where feasible relocate service uses from first floor to second floor. The City, Chamber of Commerce and Old Town Cape, Inc. should work together to develop a low interest loan program to provide incentive for this type of rehabilitation.

City of Cape Girardeau



Existing Retail Store in The Old Town Cape District



Antique Store located in The Old Town Cape District



Existing Restaurant in The Old Town Cape District

DREAM Initiative • Downtown Strategic Plan

- **Establish a Business Recruitment Program and Package**

Establish and implement a business recruitment program. Integrating this program with specific marketing and promotion strategies could allow for Old Town Cape, Inc. to fill vacant first floor spaces and generate excitement with residents and customers. The DREAM Initiative has provided a gap analysis and guidance on the types of retail that should be pursued. Old Town Cape, Inc. and the Chamber of Commerce should lead the effort in recruiting new businesses to the area.

The Business Recruitment Package should be professionally designed and should include:

- *Business Inventory*
- *Develop List*—complete list of all desired businesses
- *Match List*—match of desired businesses with locations
- *Business Incentive List*—list of services and incentives provided by the City
- *Build Relationship with Realtors*—develop a working relationship to inform and collaborate with realtors for locating businesses Downtown

- **Increase Marketing During Major Events & Holidays**

These promotional efforts should primarily target residents, Southeast Missouri State students and families, and the region. Using CID funds, a cooperative advertising campaign should be used for Downtown retailers.

Local newspapers and magazines, websites, radio, television ads and flyers should be effectively promoting the Old Town Cape District. Old Town Cape, Inc.

should consider retaining professional advertising service to ensure the broadest and most effective coverage. CID funds could be used as a potential funding source.

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to the following:

- Missouri Tourism
- Missouri Arts Council

Generally, State agencies are restricted from giving incentives to retail development, but if other businesses are included in the plan, the following are programs that may be applicable:

- Establishment of an Enhanced Enterprise Zone
- Rebuilding Communities
- Development Tax Credits
- Community Development Block Grants

The state of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

A full set of goals and objectives for the Retail Market Analysis can be found in the Implementation Section on page 46. All strategies and recommendations as well as the gap analysis can be located in the *Retail Market Analysis*, May 2009.

City of Cape Girardeau



Local Boutique Store located in the Riverfront District



Existing Restaurant in The Old Town Cape District



Existing Retail Store in The Old Town Cape District

DREAM Initiative • Downtown Strategic Plan

The Housing Market Analysis provides insight on the supply and demand for housing in the Old Town Cape District. The report also identifies possible locations for additional residential development, general strategies and marketing strategies for The Old Town Cape District to meet the residential demand that exists. A large majority of the residential units throughout the District are at full capacity. The production of additional housing would complement other revitalization efforts by increasing the twenty-four hour population.

The Old Town Cape District can support an additional 290 residential units over the next 5 years which includes opportunities for condos, lofts, townhomes, market rate rentals and affordable senior living. To achieve the goals outlined in the Housing Market Analysis the DREAM Initiative recommends that the City and Old Town Cape, Inc. pursue the following objectives:

- **Encourage Property Owners to Improve & Maintain Properties**

The City and Old Town Cape, Inc. should encourage all property owners to maintain and upgrade current buildings. The City and Old Town Cape, Inc. should explore creating Neighborhood Home Repair Programs involving local charities and Community Development Corporations, assisted by creating a low interest loan program through local banks. The Home Repair Opportunity Program (HeRO) should be continued throughout The Old Town Cape District.

By enforcing building codes some problems should be easily addressed. The City's Development Services Division should be able to suggest solutions and options to comply with existing City codes.

- **Develop Downtown Housing Marketing Campaign**

Old Town Cape, Inc. and the Cape Girardeau Chamber of Commerce should develop materials that promote living in Downtown Cape Girardeau. These materials should be made available to current and prospective residents and developers, and paired with informational packages that identify a variety of financing mechanism that are available from participating banks. O.T.C., Inc. should conduct and market a Downtown Housing Tour each spring.

- **Develop Residential Infill in the Good Hope/Haarig District**

Several areas within the Good Hope/Haarig District have been identified for residential development and infill. The Fountain Street Art District is a perfect opportunity for new townhomes, condos and single-family homes. Emphasis on sustainable design methods should be encouraged for the residential infill developments.

Design which incorporate such measures as rain gardens, pervious pavement, alternative energy sources and recycled building materials will help to achieve sustainability in the neighborhood.

The use and promotion of sustainable design will give a new identity to the neighborhood. Such an identity will attract educated and progressive home buyers.

City of Cape Girardeau



One of 5 homes that have qualified for the Home Repair (HeRO) Program



Downtown Condominium Housing



Existing House in The Old Town Cape District

DREAM Initiative • Downtown Strategic Plan

- Develop Second Floor Residential Space

Old Town Cape, Inc. needs to identify unused or underutilized second story space throughout the Old Town Cape District. Adapting vacant and underutilized buildings and second story space will maintain the historic character of the O.T.C. District. The identified spaces should be marketed to local and national developers for conversion to residential units. Converting second floor spaces into residential units will help reach the goal of creating 290 new residential units. Upon completion these units should be marketed to young professionals and empty nesters.

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to the following:

- Low Income Housing Tax Credits
- State & Federal Historic Tax Credits
- HeRO Home Repair Program
- Affordable Housing Assistance Program
- Community Development Block Grant

The State of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

A list of goals and objectives for Housing can be found in Implementation Section on page 47. The full analysis of the Downtown Cape Girardeau housing market can be found in the *Residential Demand Analysis*, January 2008.

The Downtown Housing Market Analysis provides analysis on the supply and unmet demand of the Old Town Cape District. Targeting vacant tracts of land, second stories of commercial buildings and in-fill lots throughout the Old Town Cape District will help generate the 24 hour population for Downtown.

City of Cape Girardeau



Existing House in Good Hope/Haarig District



Existing House in The Old Town Cape District



Existing House in The Old Town Cape District

DREAM Initiative • Downtown Strategic Plan

The Financial Assistance Review analyzed many different financial mechanisms that can be employed to promote revitalization in The Old Town Cape District. The intent of the Financial Assistance Review was to provide a scan of the available financing mechanisms with supporting financial data supplied by the Missouri Department of Revenue. For purposes of strategic planning it is the opinion of the DREAM Initiative that three of these mechanisms be pursued by Old Town Cape, Inc. within the first few years following the adoption of the plan. They are as follows:

- **Implement Tax Increment Financing District (TIF)**

The City of Cape Girardeau has several available options when considering the use of Tax Increment Financing (TIF) in the downtown area. One course of action could be the use of TIF as a development incentive for major economic projects in the downtown area. The use of this economic development tool should follow already established TIF procedures the City has adopted. Another option would be for the City of Cape Girardeau to establish a Tax Increment Financing District. The established district can have a primary emphasis on infrastructure improvements for the downtown area and be a secure source of revenue.

A Downtown TIF District, including the three main Downtown districts, has the potential to generate \$23,200 in 2010 and could increase depending on the amount of redevelopment activity. For comparison purposes, if redevelopment assumptions are met (derived from financial modeling forecasts, see page 16 of Financial Assistance Review), the TIF Revenue is estimated to be at \$88,200 in 2012. This revenue could be channeled into infrastructure improvements such as

streetscape, sidewalks, or serve as matching funds for major projects such as burying utilities.

Please refer to Table TIF-1 - Summary or Projected TIF Revenues (PILOTS) in the Financial Assistance Review for the estimated annual dollar amounts generated by a TIF.

- **Establish Façade Rehabilitation Revolving Loan Fund**

Utilize the MDFB/MIDOC Infrastructure loan program to establish a Façade Revolving Loan Fund to provide gap loan financing for rehabilitation projects throughout the Riverfront, Broadway and Good Hope/Haarig Districts. CID or TIF funds can be used as the matching component to MDFB funds.

- **Establish a Community Improvement District (CID)**

Establishing a Community Improvement District has the potential to have the most impact for the entire Old Town Cape District. The consultant suggests that of all the recommendations coming out of the strategic planning process, the creation of a CID is one of the highest priorities and should be one of the first strategies implemented. The breadth and variety of activities that can be funded by a CID allows for a significant advancement for The Old Town Cape District.

The CID creation should derive revenues from both a property tax and a sales tax within The Old Town Cape District.

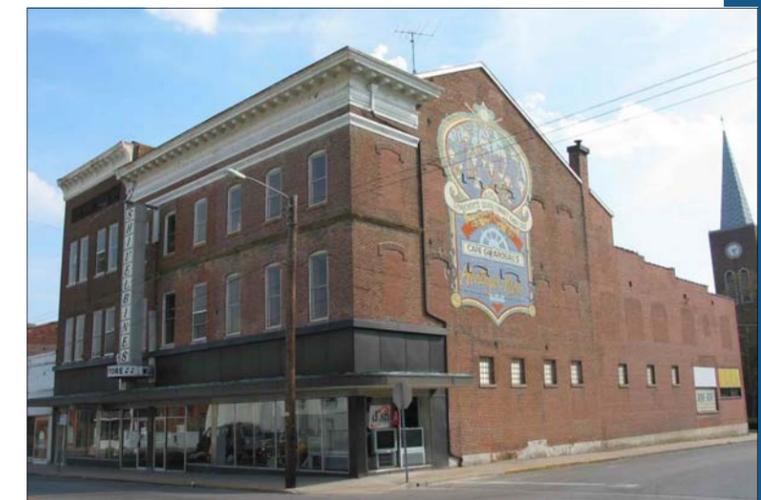
City of Cape Girardeau



Commercial Property in The Old Town Cape District



Commercial Property in The Old Town Cape District



Existing Business on Broadway

DREAM Initiative • Downtown Strategic Plan

For demonstration purposes, the Financial Assistance Review estimates the following within the first year of creation of a CID (base year is 2010):

An additional tax on property (at a rate of 1.0452 per \$100 of assessed valuation, which is the current rate for the Special Business District #2) is estimated at \$80,000 in 2010, \$82,600 in 2012. If redevelopment activity continues to grow, these numbers could also increase (see page 22 in Financial Assistance Review for Table CID-2).

A CID plan including a sales tax option could generate varying amounts contingent on the rate set in the CID planning process. The Financial Assistance Review analyzed potential sales tax revenue that could be generated by The Old Town Cape District (sales tax numbers were provided by the Missouri Department of Revenue). If a half-cent (0.50%) sales tax was imposed it could potentially generate about \$204,000 in 2010 and \$215,000 in 2012. If redevelopment activity continues to grow, these numbers also increase (see page 21 in the Financial Assistance Review for Table CID-1 and further detail).

A CID funded by both property tax and sales tax has the possibility of funding a range of projects and activities downtown, such as seasonal banners, cross promotional events for businesses, trash pickup, security, parking improvements. CID revenues could also be used to assist with additional feasibility studies for additional economic development projects.

Increasing program services in The Old Town Cape District will benefit everyone whether they are property owners, business owners, employees, residents or customers.

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to, the following:

- Low Income Housing Tax Credits
- State & Federal Historic Tax Credits
- HeRO Home Repair Program
- Affordable Housing Assistance Program
- Community Development Block Grant

The state of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

A full set of goals and objectives for Financial Assistance can be found in the Implementation Section on page 48. A full listing of all financial mechanisms can be reviewed in the *Financial Assistance Review*, February 2009.

City of Cape Girardeau



Downtown Destination - Red House Interpretative Center



Business located in The Old Town Cape District



Existing Streetscape in the Broadway District

DREAM Initiative • Downtown Strategic Plan

The Destination Assessment component of the DREAM Initiative identified the existing assets and potential opportunities for tourism in Cape Girardeau. Cape Girardeau possesses many historic sites, festivals, and recreational areas. Enhancing these existing attractions and adding new destinations, will clearly establish the City and The Old Town Cape District as the cultural and entertainment hub of the region.

Civic leadership in Cape Girardeau should continue to support existing destinations and promote the development of new attractions. The DREAM Initiative recommends the following priorities to achieve the goal of maintaining The Old Town Cape District as a destination:

- **Conduct a Feasibility Study for a River Research Science Museum and Aquarium.**

Commission a study to determine the feasibility of a museum and aquarium to showcase the Mississippi River and its impact on the history of Cape Girardeau. Public/private partnerships should be identified to combine the museum/aquarium with research facilities for Southeast Missouri State University and other state institutions.

The study should determine the potential programming of the museum/ aquarium and research facilities. The study should identify potential sites, development costs, maintenance costs, visitor attendance projections, funding sources, and public/private partnerships. The National Mississippi River Museum and Aquarium in Dubuque, Iowa is a precedent project to emulate.

- **Develop a Riverfront Park Plan**

Develop a riverfront park plan for the river side of the flood wall. The City's comprehensive plan identified the need for an improved public space at the river's edge. The plan should be creative in design yet feasible in regards to implementation and maintenance costs. The planning process should include input from the general public, community leaders and Downtown stakeholders.

Discussion regarding the design, construction, programming and maintenance of the park should include city officials in parks, planning and public works departments. Initial efforts by civic leaders should also include meetings with the Corps of Engineers and the U.S. Coast Guard to determine technical and jurisdictional issues. The park should provide space for festivals, concerts and watching the river. The park can become a connection to the City's past with interpretive exhibits and performances to educate residents and visitors on the heritage of the region.

- **Establish University Village**

Establish "University Village" along Broadway, near the Southeast Missouri State University campus. The existing buildings along Broadway present the opportunity for redevelopment into shops and services oriented towards the university community of students, faculty and staff. Restaurants, pubs, bike shops, bookstores, mobile phone stores, dentist offices and daycare facilities are the type of facilities which could serve the university community.

City of Cape Girardeau



Live Music in The Old Town Cape District



Trail of Tears Triathlon



Ghost Storytelling Festival Advertisement

DREAM Initiative • Downtown Strategic Plan

A concentration of such shops and businesses, along with improvements to the streetscape by the City and University will help to develop a community identity for the neighborhood.

- **Develop Wayfinding & Signage Program**

Develop a comprehensive wayfinding plan and signage system that guides vehicular and pedestrian visitors into and around Downtown. This is particularly necessary for William Street and Broadway. An effective system should direct the movement of the visitor and provide them with useful information to make Downtown usable and enjoyable.

- **Build a Hotel on Broadway**

A primary redevelopment project for the Broadway corridor would be the construction of a hotel. The hotel would have at least 100 rooms, conference rooms, and off street parking. The hotel would serve business travelers, visitors to the university and tourists. The site for the hotel will require good visibility and access from Broadway.

Aggressive promotion of events and infrastructure improvements will strengthen the visitor experience and such measures will allow Cape Girardeau to realize its destination potential as the region's cultural and entertainment hub of "Where the River Turns a Thousand Tales." Implementation of improvements and event programming will require coordination among civic leadership.

The financial resources for implementing the recommendations of this task summary are listed below. Resources include, but are not limited to, the following:

- Missouri Division of Tourism
- Missouri Arts Council
- Community Development Block Grant
- MoDOT
- Contributions for Tax Credits

The state of Missouri financing programs are discussed in detail in *Missouri's Economic Development Tool: A Practical Guide to Building a Better Missouri*, published by the Missouri Department of Economic Development and the Missouri Development Finance Board. Refer to www.ded.mo.gov for full report details.

A full set of goals and objectives for the Destination enhancements can be found in the Implementation Section on page 48. A listing of strategies and recommendations are located in the *Destination Assessment*, May 2009.

City of Cape Girardeau



Streetscape in Old Town Cape District



Example of extreme recreation event - Missouri River 340 Race



Southeast Missouri State University

DREAM Initiative • Downtown Strategic Plan

The purpose of the Marketing Plan is to provide Cape Girardeau with a resource to retain, attract and expand businesses. The marketing plan provides recommendations to enhance the image of Downtown Cape Girardeau, which will draw more customers, investors and new residents. The overall goal of the marketing plan is to transform the perception of The Old Town Cape District as an exciting place to live, work and play.

The marketing plan of the DREAM Initiative identified critical objectives to achieve the goal of revitalizing The Old Town Cape District. The objectives are listed as follows:

- **Enhance the Old Town Cape, Inc. Website**

Redesign the Old Town Cape, Inc. website to reflect a new image of the organization and district. Continue to include information regarding festivals, businesses, shops and entertainment. The website should also include information regarding redevelopment opportunities, vacancies, and historic building codes for the development community. Information on housing in the Downtown should also be included. The website should have a link to social websites including: You Tube, MySpace, Twitter and Facebook. These communication venues will provide access to a younger population, including Southeast Missouri State University students.

- **Establish a Storefront Display Contest**

Establish a contest for Storefront Display in order to encourage retailers to keep a fresh and appealing appearance. This could be tied to the arts and cultural community.

- **Rebrand The Old Town Cape District**

Develop a new brand for The Old Town Cape District to create a cohesive and exciting image. Define The Old Town Cape District as a physical, geographical area through the use of unifying elements: wayfinding signage, streetscapes, landscaping, site furniture, public art and pedestrian lighting.

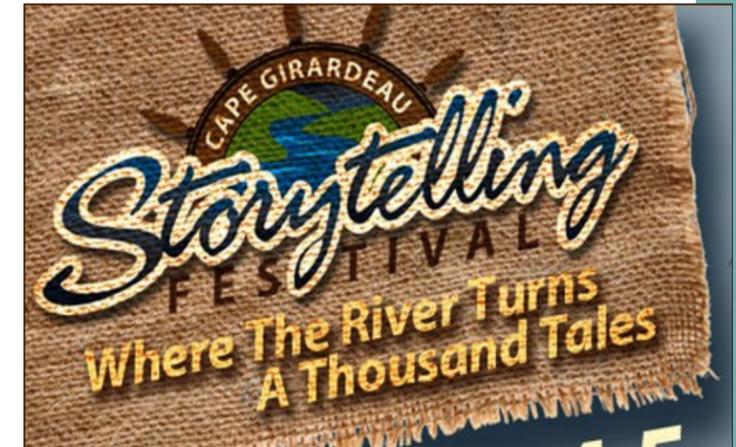
Utilize a hierarchy of signage for the Old Town Cape District with separate but similar signs for the three sub districts of Broadway, Riverfront and Good Hope/Haartig.

- **Design a new logo for The Old Town Cape District & Old Town Cape, Inc.**

Produce a new logo which is easy to recognize and understand. The logo should be used on signs, banners, websites, and marketing brochures. The logo will represent both The Old Town Cape District and Old Town Cape, Inc.

- **Enhance Promotional Activities by Old Town Cape, Inc.**

Establish Old Town Cape, Inc. as the lead organization for Downtown Cape Girardeau. Increase staff resources to promote the visibility of Old Town Cape, Inc. and its mission. Marketing efforts should focus on supporting existing businesses, attracting new businesses and promoting the organization to developers for development projects. A potential funding source for marketing and organization stability is the CID.



Annual Storytelling Festival



River City Music Festival



SEMO District Fair

DREAM Initiative • Downtown Strategic Plan

The DREAM Initiative marketing plan seeks to change the image of The Old Town Cape District into a vibrant district in which to live, work and play. The image will be based on the reality of new businesses, redevelopment projects and Downtown activities which will attract residents, shoppers and visitors.

To see a listing of the goals and objectives for Marketing Strategies refer to the Implementation Schedule on page 49. A full list of marketing objectives and goals are located in the *Marketing Plan, June 2009*.

City of Cape Girardeau



Existing Cape Girardeau Brochures



Commercial Area in The Old Town Cape District



Commercial Area in The Old Town Cape District

DREAM Initiative • Downtown Strategic Plan

The following sheets illustrate the recommendations resulting from the planning process for the three areas of The Old Town Cape District: Broadway, Riverfront and Good Hope/Haarig. The plans are conceptual, and therefore, will need further study and development, additional public engagement, market studies and technical assistance.

Each district has opportunities and constraints regarding development. The DREAM Initiative planning process identified opportunities for improvement, individually for each district and collectively for the entire Downtown.

The opportunities exist in both the public realm and on private property. The Downtown Strategic Plan proposes a strategy to improve upon the many opportunities in The Old Town Cape District. The strategies focus on implementation goals and mechanisms of the many projects in The Old Town Cape District.

City of Cape Girardeau



City Hall



Streetscape in The Old Town Cape District



Streetscape in the Riverfront District

DREAM Initiative • Downtown Strategic Plan

Development Opportunity Area #1 - Broadway District

The area described as Development Opportunity Area #1 (Broadway District) contains 18 blocks which front on Broadway. The Broadway District is comprised of two distinct areas: The University Village District at the west end and the Business District at the east end.

University Village District:

The intersection at Broadway and Pacific St. is one of the primary points of entry into the Broadway District and The Old Town Cape District. Southeast Missouri State University has a large presence in this area, with Broadway being the southern border of campus. Broadway, near the campus, has the potential to serve as a major destination for residents, University staff and faculty, students and family, with the creation of "University Village."

University Village should be comprised of street level retail and restaurants with second floor residential units. Public investment in the infrastructure will be a catalyst for private investment in the many underutilized buildings along Broadway. For effective revitalization of the Broadway District to occur, existing building rehabilitation must be accompanied by infill development projects. The inclusion of a hotel in this area will serve the University Village and the entire Old Town Cape District. The inclusion of new parking areas would also greatly serve both the entertainment and business areas within the Broadway District.

Business District:

The Broadway Business District is located from Sprigg Street to Lorimier Street. This area has a strong mix of commercial and professional offices which should be supported by public investment in streetscape enhancements and off street parking facilities.

New businesses and developments should attract residents and visitors, contribute to the tax base of the Downtown and City, and transform the advantages of the Broadway District into a distinct, vibrant neighborhood within The Old Town Cape District.

City of Cape Girardeau



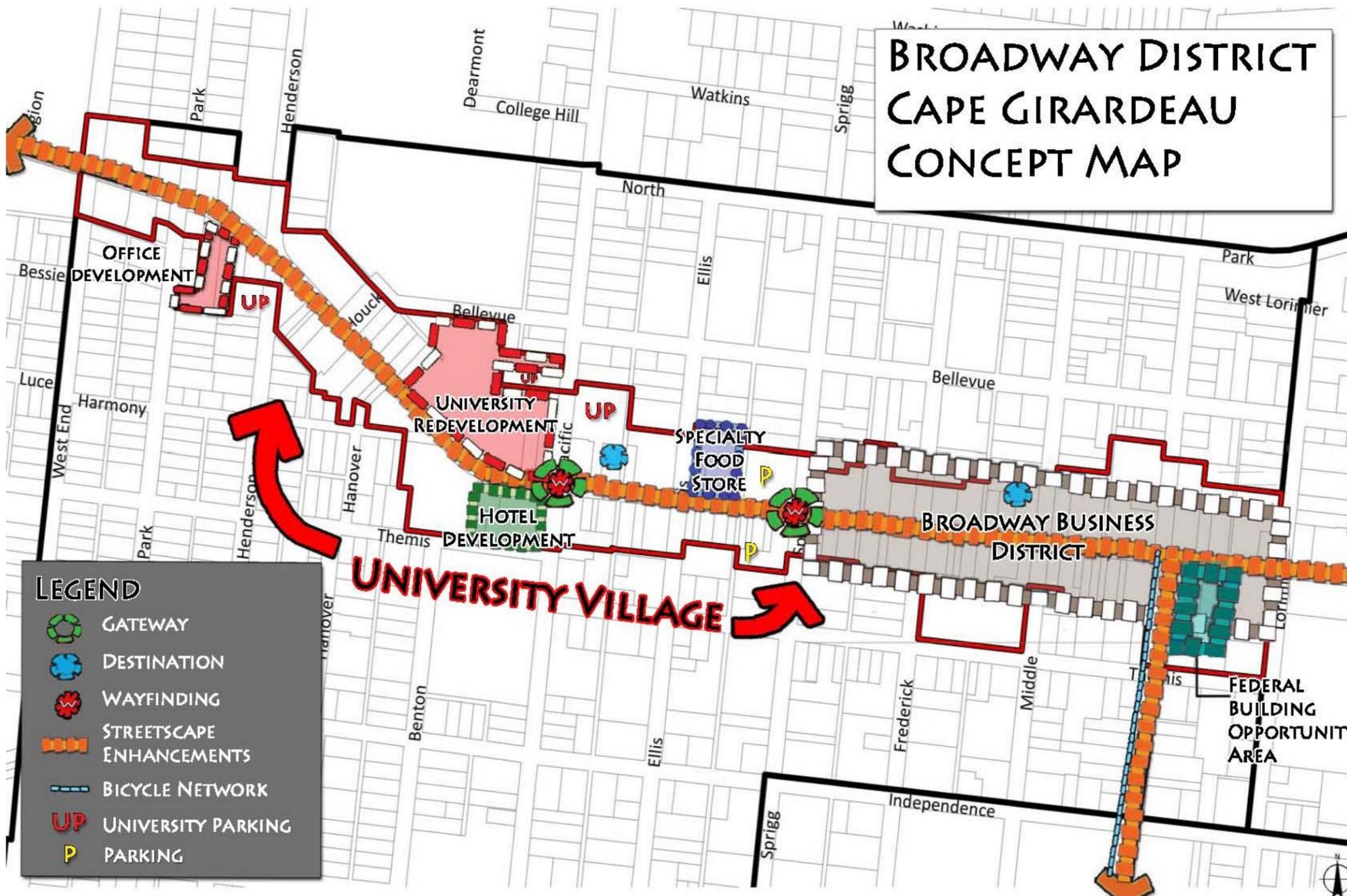
Existing streetscape on Broadway



Former Federal Courthouse at the intersection of Fountain Street and Broadway



Existing businesses on Broadway



- A) University Village: Concentration of shops, restaurants and services for the university community adjacent to the south end of the main campus.
- B) University Development: Proposed infrastructure and urban design improvements on campus near Broadway.
- C) Hotel Development: Potential hotel site on Broadway.
- D) Specialty Food Store: Potential location for local grocery store.
- E) Broadway Business District: Many professional offices and service oriented businesses are located along Broadway from Sprigg Street to Lorimier Street.
- F) Federal Building Opportunity Area: Former federal courthouse will be available for re-use.

Broadway- University Village District Development Plan



- A) University Village Gateway – Brick columns and truss structure to give identity to vibrant university neighborhood along Broadway.
- B) Broadway Streetscape – Streetscape enhancements of new sidewalks, street trees, site furnishings and signage.
- C) Public Parking Lot – Public parking with lighting, landscaping, and signage.
- D) Café/Bistro – Small restaurant and outdoor cafe to serve pedestrians in the neighborhood.
- E) Specialty Food Store – Store to offer groceries, necessities, local produce and international food selections to students and university community.
- F) Hotel – A 100 room hotel and conference center to serve the local business and university communities.

Broadway- Business District Development Plan



- A) County Government Center – New location of Cape Girardeau County government offices.
- B) Parking Structure – Parking garage structure, maximum 5 levels, with lighting, signage and security cameras.
- C) Broadway Streetscape – Streetscape enhancements of new sidewalks, street trees, site furnishings and signage.
- D) Discovery Playhouse – Regional destination for children’s entertainment and education.

Broadway- University Village District Character Sketch - Proposed Streetscape, Broadway & Pacific



DREAM Initiative • Downtown Strategic Plan

Development Opportunity Area #2 - Riverfront District

The area described as Development Opportunity Area #2 (Riverfront District) contains 9 blocks bounded by Park Street, Lorimier Street, Independence Street and the Riverfront. The Mississippi River and the riverfront are the main focus of this area. The potential for development along the Riverfront provides a tremendous opportunity to create a central location for festivals and local community events. The riverfront area also has property which could be developed into mixed-use developments of retail, office and residential.

The creation of a Riverfront Destination, such as a River Museum and Aquarium would serve as an attraction for residents and visitors to Cape Girardeau, therefore increasing the number of visits to The Old Town Cape District. The location of this facility would encourage people to visit the shops and restaurants also located within the Riverfront District. This destination and the development of the specialty retail and dining opportunities would aid Downtown in competing with other retail hubs in the City and region. Creating an interesting mix of retail, restaurants and destinations would present customers with a unique shopping and cultural experience.

Public investment in improved parking lots, streetscapes and wayfinding signage will improve the civic image of Downtown Cape Girardeau.

City of Cape Girardeau



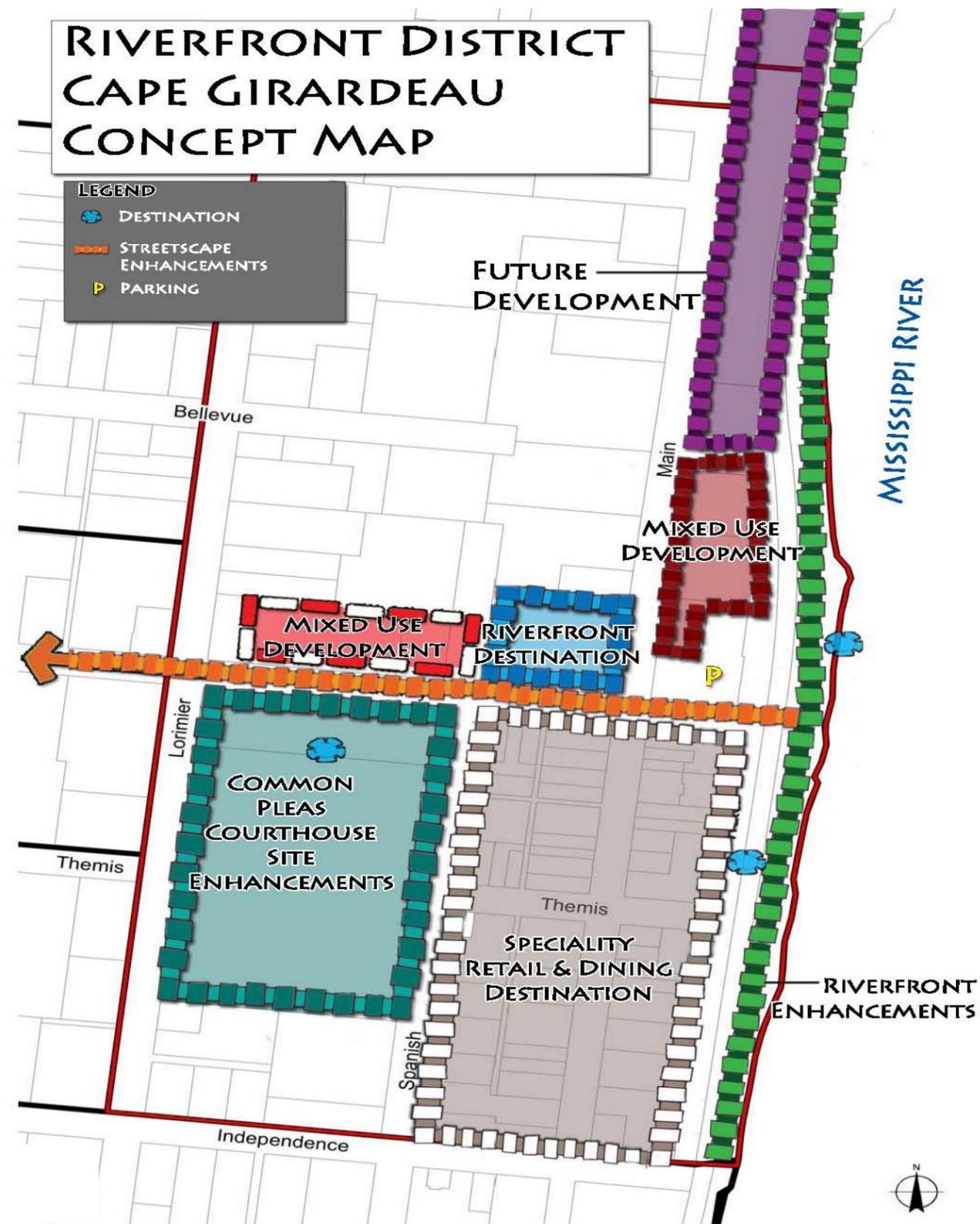
Existing mural on the floodwall in the Riverfront District



Existing business in the Riverfront District



The waterfront promenade along the Mississippi River



- A) Future Development: Potential future development of property along Main Street, adjacent to the river.
- B) Mixed Use Development: Proposed mixed use development of existing office and future office, residential and retail land uses.
- C) Riverfront Destination: Facility for education, research and entertainment with emphasis on the Mississippi River.
- D) Riverfront Enhancements: Improving the pedestrian environment along the waterfront of the river.
- E) Specialty Retail and Dining Destination: Concentration of shops, restaurants and entertainment facilities in the central business district.
- F) Common Pleas Courthouse Site Enhancements: Future improvements to the grounds of the historic courthouse.

Riverfront District Development Plan



- A) Recreational Boat Dock Facility – Boat dock facility for short term use by recreational boats.
- B) Sculpture – Grand scale public art to serve as a focal point along riverfront promenade.
- C) Riverfront Promenade – Boardwalk at rivers edge with railings, seating and landscaping.
- D) Riverfront Plaza – Civic space with fountains, sculpture and seating.
- E) Amphitheater – Amphitheater seating for festivals, performances and events.
- F) Excursion Boat Dock Facility – Boat dock facility for river cruise boats and local cruise boats.
- G) Visitors' Center – Conversion of existing building into Visitors' Center.
- H) Public Parking Lot - Public parking with restrooms, lighting, landscaping, and signage.
- I) River Museum and Aquarium – Destination of an aquarium, science center and research facility for education and entertainment.
- J) Service – Service area of the River Museum and Aquarium.
- K) Parking Garage w/ Street Level Retail – Parking garage with lighting, signage and security to serve the River Museum and Aquarium.
- L) Broadway Streetscape - Streetscape enhancements of new sidewalks, street trees, site furnishings and signage.
- M) Mixed-Use Development – Mix of retail, office and residential uses.

Riverfront District Character Sketch - Riverfront Park & Amphitheater



Riverfront District Character Sketch - River Museum, Aquarium & Science Center



DREAM Initiative • Downtown Strategic Plan

Development Opportunity Area #3 - Good Hope/Haarig District

The area described as Development Opportunity Area #3 (Good Hope/ Haarig District) contains 31 blocks on the south side of Downtown.

The Good Hope/Haarig District presents a variety of development opportunities. Extending the Riverfront enhancements from Development Opportunity Area #2 (Riverfront District) will provide connectivity to the riverfront for residents of the Good Hope/ Haarig neighborhood.

Public investments in more public park space and enhancing existing parking lots and streets will show the City's commitment to the area.

A majority of the Good Hope/Haarig District is made up of residential units, which vary greatly in quality. There are several opportunities for residential infill, including the Fountain Street Corridor which contains numerous vacant lots. The construction of new townhomes, condos and single-family homes that place an emphasis on sustainable and green design would create a new identity and draw a new clientele to the Good Hope/Haarig District and The Old Town Cape District. These new residential spaces can offer great amenities with updated modern homes in a historic neighborhood.

City of Cape Girardeau



Federal Courthouse at the intersection of Frederick Street and Independence Street



Multifamily residences in the Good Hope/Haarig District.



Existing house in the Good Hope/Haarig District



- A) Courthouse Village: Potential future development with a concentration of shops and professional offices to serve the Federal Courthouse and City Hall.
- B) Park Enhancements: Expansion and enhancement of existing open space.
- C) Old Mid Town Redevelopment: Rehabilitation of former neighborhood commercial center.
- D) Riverfront Enhancements: Improving the pedestrian environment along the waterfront of the river.
- E) Residential Infill: Potential location for new infill housing.
- F) Fountain Street Art District: Redevelopment of new housing, office and art studios/galleries concentrated along Fountain Street.

Good Hope/Haarig District Development Plan



- A) Fountain Street Greenway – Open space and bike trail connecting neighborhoods.
- B) Merriwether Street Extension – Street connection for better circulation.
- C) William Street Roundabout – Traffic calming and safety improvement.
- D) William Street Gateway – Monument for neighborhood identity.
- E) William Street Streetscape – Streetscape enhancements of new sidewalks, street trees, site furnishings and signage.
- F) Murtaugh Park Expansion – Expand and enhance open space.
- G) Fountain Street Extension – Extend street for better circulation.
- H) Residential Infill - Residential Development of single-family homes.
- I) Farmer's Market – Renovated building and site for Farmer's Market.
- J) Indian Park Expansion– Expand and enhance open space.
- K) Morgan Oak Roundabout – Traffic calming and safety improvement.
- L) Good Hope Street Streetscape - Streetscape enhancements of new sidewalks, street trees, site furnishings and signage.
- M) Midtown Development – Mix of retail, office and residential uses.

Good Hope/Haarig District Character Sketch - Roundabout at Morgan Oak Street & Fountain Street



DREAM Initiative • Downtown Strategic Plan

City of Cape Girardeau

The accompanying schedule, located on the following pages, compartmentalizes the projects and programs into categories that relate to the DREAM Initiative Tasks.

These include: Organizational Structure, Land Use, Building & infrastructure, Community Surveys, Building and Streetscape Design, Retail Market, Housing Market, Financial Mechanism, Destination Assessment and Marketing. Each project and program is listed by title, description, responsible party, support groups, timeframe, tools, techniques and resources. The timeline is based on the prioritization of the projects and their importance to The Old Town Cape District.

Organizational Structure Strategies	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
1 Establish Community Improvement District	Develop program for establishment of the Cape Girardeau Downtown Community Improvement District.	O.T.C./City	C.O.C.	Q4 2009	A CID will provide The Old Town Cape District with additional funding mechanism to achieve improvements for the district. The CID includes members from civic groups and public agencies.
2 Provide additional staff for O.T.C.	Hire additional full time staff to support the executive director; Director should focus on: business retention/attraction; fundraising; development/redevelopment initiatives.	O.T.C.	-	Q1 2010	Develop a 5-Year Business Plan with budgets and paying particular attention to detail for 2010. The Plan should identify goals, objectives and strategies as well as roles and responsibilities for implementation. Much of this will be derived from the DREAM Initiative reports. Plan should be updated annually.
3 Enhance on-going funding sources for O.T.C.	Develop consistent, reliable an sustainable funding for OTC Programs and Administration.	O.T.C.	City/C.O.C.	Ongoing	Prepare and negotiate funding agreements with the City and other current investors. City should continue DREAM supplemental funding for implementation until additional funding can be obtained, such as the CID.
4 Dissolve Cape Girardeau Downtown Redevelopment Corporation (DRC)	The current Board for Cape Girardeau Downtown Redevelopment Corporation should act to dissolve both the corporation and board.	D.R.B.	O.T.C/City	Q1 2011	Legal and accounting advice should be sought by the D.R.C. to ensure compliance with all State and local laws. The date of the dissolution of the Downtown Redevelopment Corporation should coincide with the effective date of the proposed CID.
5 Dissolve Special Business District	The Special Business District Board should recommend to the City that the District and the Board be dissolved.	Special Business District Board & City	O.T.C.	Q1 2011	City Council should take appropriate steps to dissolve the Board on the date that the proposed CID becomes effective.
6 Better "Town & Gown" Relationship	Old Town Cape, Inc., City leaders, Cape Chamber of Commerce and the University should be active participants in Downtown Initiatives.	O.T.C.	City/ University/ C.O.C.	Ongoing	The Strategic Plan provides guidance for development of the University Village and the Good Hope/ Haarig District . The University should be an active participant in the planning and implementation of projects within these areas. All participating entities - O.T.C., the University, Chamber of Commerce and the City must maintain a policy of transparency and openness to ensure trust and cooperation in these redevelopment efforts.
7 Volunteer Development	Continue to build a strong volunteer base and create a volunteer recognition program.	O.T.C.	City/C.O.C.	Ongoing	Enhance current programs; a brochure on volunteer opportunities could be developed and posted on O.T.C., City and Chamber of Commerce websites so that prospective volunteers can easily see where their time is needed.

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Land Use & Building Survey	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
8 Parking Study	Conduct periodic updates to determine: parking occupancy, parking habits, and on-street parking for customers. Also, seasonal surveys should be conducted on occasion.	City	O.T.C.	Annual	Adopt a modified study methodology based on a parking study conducted in 2008 by Crawford Bunte & Brammeier for Downtown Cape Girardeau.
9 Identify Locations for Public Parking	City should identify areas to create new public parking lots and acquire property to convert into public parking.	City	C.V.B./O.T.C.	Q1 2010	The City should continue to monitor plans for additional parking. Additional public parking lots should be identified. Use common design treatments on the perimeter of all public parking lots. This will improve the appearance of the lots and give users visual cues as they seek out parking Downtown.
10 Update Land Use & Zoning Geographic Information Systems (GIS) Data	Update existing land use and zoning maps produced as part of the DREAM Initiative.	City	O.T.C.	Annual	Old Town Cape, Inc. should conduct a field study which inventories the land use, building conditions, infrastructure, available parking, residential units, and commercial vacancies. Zoning maps should also be update regularly. Old Town Cape, Inc. should utilize their working relationship with Southeast Missouri State University to accomplish this goal.
11 Continue GIS Technology & Education	Continue GIS education for City and O.T.C. staff.	City	O.T.C./University	Ongoing	City staff responsible for mapping and database development should continue to participate in professional organizations dealing with Geographic Information Systems and should continue participating in training seminars as a means of maintaining appropriate skill levels.
12 Develop Parks & Open Space Master Plan for The Old Town Cape District	Utilize existing inventory & GIS Data to develop Open Space Master Plan for The Old Town Cape District. The plan would be used to identify improvements to parks, open space, trails and bicycle networks.	City/O.T.C.	C.V.B.	Q3 2010	Utilize O.T.C. staff and City Planning staff to inventory and analyze existing parks, trails and open space. Identify improvement projects for implementation.
13 Develop Inventory Database for Downtown Infrastructure	Working with Department of Public Works & GIS staff develop and conduct inventory of downtown assets (fire hydrants, trees, benches, lighting & types, traffic signals & signs, etc.).	City	O.T.C.	Ongoing	A GIS data base will be developed for the Downtown. This data base will be available to assist the City and developers in the implementation of the redevelopment and revitalization program for Downtown. O.T.C. should use O.T.C. Volunteers and Southeast Missouri State students to accomplish this task.
14 Develop Information on River Data	Working with the U.S. Army Corps of Engineers, Paducah District, begin developing a data base related to the Mississippi River.	City	U.S. Army Corps of Engineers	Q4 2010	Develop a dialog with the Corps of Engineers and apprise them of current planning efforts in Downtown Cape Girardeau.
15 Produce/Procure new Aerial Photography	Aerial Photography is available from Missouri Spatial Data Information; photography should be acquired every other year.	City	State	Ongoing	The City's GIS staff should continue to maintain the current aerial photography available.

Community Surveys	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
16 Continue Visitor Surveys	During major events (Storytelling Festival) continue to monitor attitudes and effectiveness of Downtown Revitalization Efforts	O.T.C.	C.V.B	Ongoing	Follow format/procedures developed for the DREAM Initiative including announcements by the local media about the results and value of such surveys.
17 Re-convene Focus Groups	Focus Groups should be held every 5 years to monitor progress throughout the community.	O.T.C.	C.O.C.	Q1 2012	Follow format/procedures developed for the DREAM Initiative.
18 Conduct Telephone/Mail Survey	Statistically valid telephone/mail surveys should be conducted every 5 years as a means of measuring the effectiveness of Downtown revitalization efforts.	O.T.C.	C.O.C.	Q3 2012	O.T.C. should enter into a professional services agreement with a qualified public survey firm.

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Building & Streetscape Design Guidelines	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
19 Establish an Architectural Review Board	Establish framework for implementation of a building preservation program that maintains the architectural and historic character of Downtown. Revise the existing project review process for the Historic Preservation Commission/ Architectural Review Board;	City	O.T.C.	Q2 2010	City staff to develop supplemental design standards for overlay district. City Council should develop and adopt ordinances for Architectural Review Board.
20 Adopt Supplemental Design Standards	Prepare and adopt Supplemental Design Standards for The Old Town Cape District. Identify and establish boundaries for Downtown overlay districts for supplemental design standards;	City	O.T.C.	Q2 2009	Develop historic district standards for rehabilitation of existing buildings and new construction. Standards should be adopted as ordinances by City Council. Standards supplement existing IBC code.
21 Utilization of The Old Town Cape District Design Guidelines	Utilize The Old Town Cape District Design Guidelines to the fullest extent.	City	O.T.C.	Q2 2010	Old Town Cape, Inc. should promote and utilize the design guidelines with property owners in The Old Town Cape District. These design guidelines will be a supplement to the City's Building and Zoning Codes.
22 Building Code Enforcement Official for The Old Town Cape District	Designate a building inspector for The Old Town Cape District	City	O.T.C./ C.O.C.	Q3 2010	The position of an inspector, dedicated to The Old Town Cape District, should be within the City's Development Services Department, Inspectors Division. Existing city staff should be given the opportunity for the position and be trained appropriately.
23 Establish Gateways to Downtown	Design and construct gateway monument signs at Downtown entrances.	City	O.T.C./ C.O.C./ University	Q4 2010	Secure funding for preliminary design and construction of gateway signs for Downtown. Location and design of signs should reinforce The Old Town Cape District.
24 Wayfinding Plan & Signage specifically for William St. & Broadway	Develop a plan to supplement existing signage that makes recommendations for the placement of signs to provide direction and information for motorists and pedestrians on Broadway & William Street.	City	O.T.C.	Q3 2010	Solicit proposals for wayfinding system from design firms. Implement signage on Broadway and William St. from I-55, before the 2010 Storytelling Festival.
25 Develop Signage System for Public Parking	Develop Signage system for public parking lots downtown for better identification.	City	O.T.C./ C.V.B.	Q2 2010	City staff to develop sign designs for system contract with local sign company.
26 Federal & State Tax Credits for Rehabilitation	Educate property owners about available tax credits as an incentive for improvements to their properties.	O.T.C.	City/C.O.C/ D.E.D.	Ongoing	O.T.C. should host Developer and Property/Business Owner Development Financing Seminars twice a year, that would focus on Downtown and bring tax credit experts in selected topic areas together to explain the merits and limitations of such programs. As a gesture of support for other communities in the DREAM Program, O.T.C. and the City may wish to invite participation by other DREAM communities from this southeastern portion of the State.
27 Continue to Encourage Rehabilitation of Downtown Buildings	Encourage rehabilitation of underused building space in the downtown, including second & third story space to accommodate residential & office use.	O.T.C.	City	Ongoing	O.T.C. should showcase successful rehabilitation efforts. They should also monitor database of vacant floor space. Streamline City processes for redevelopment and continue a business friendly atmosphere.
28 Upper Floor Development	Establish financial assistance & incentive programs to encourage upper-story development.	O.T.C.	City	Ongoing	Identify buildings and owners with ambition to develop 2nd & 3rd story office, service and housing units.
29 Maintenance of Beautification Projects	Manage the maintenance of the downtown beautification projects.	O.T.C.	City	Ongoing	Maintenance of Downtown beautification projects should be financed primarily from Community Improvement District (CID) funds. Projects will include banners, landscaping, public art and seasonal decorations. High level of maintenance during festivals is critical.

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Building & Streetscape Design Guidelines	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
30 Develop appreciation for Historic Districts	Prepare information promoting the historic assets in Downtown.	H.P.C.	O.T.C./ C.O.C/ C.V.B./City	Q1 2010	State and federal funds should be sought to pay for the development and printing of materials that will educate the public about the historic character of Downtown Cape Girardeau. CID funds could be used to provide any match in funding that may be required to produce these materials. This information can be made available to area residents and visitors through distribution at various locations throughout Downtown. These materials should also be provided to local schools as a means of supplementing students' knowledge about their hometown.
31 Encourage & Facilitate Sidewalk Cafes & Outdoor Seating	Where space is available on public sidewalks create sidewalk cafes for restaurants and pubs.	O.T.C.	City	Ongoing	Locate sidewalk cafes on sidewalks that are large enough to accommodate pedestrian traffic and outdoor dining areas. Other important considerations are: determination of local regulations, city approval, health department reviews, identification of feasible locations, and assistance in providing design standards for appropriate furniture types.
32 Improve Aesthetics of Existing Parking Lots	Produce design guidelines and maintenance strategies for public and private parking lots.	City	O.T.C.	Ongoing	Building code enforcement should be emphasized relative to the maintenance and cleanliness of all parking lots in the three main districts of Downtown. Work with local lending institutions to encourage funding for business/property owners who wish to make improvements to their parking lots.
33 Develop Downtown Parking Map/ Brochure	Develop parking map of public lots and on street parking.	City	C.V.B./ O.T.C.	Q1 2010	Parking maps should be developed to clearly define all parking downtown. Maps should use the same graphic system as signage system.
34 Historic Plaque Walking Tour	Expand the historic marker program in the downtown to identify building or sites.	O.T.C.	C.V.B.	Q4 2011	Local historians should identify criteria for historic plaque program. Utilize C.I.D. fund for installation of plaques.

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Retail Market Analysis	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
35 Business Retention & Expansion	Establish & implement a business retention program. Integrate with marketing and promotion strategies; improve communications with property owners (through meetings and marketing materials); develop inventory of properties; provide incentives for mixed use development; provide educational workshops for business owners.	O.T.C.	City/D.E.D.	Ongoing	For the first five years, on an annual basis, survey by mail and follow-up with phone calls, all business within the three primary districts of Downtown. The purpose of the survey is to gather information about each business, to identify problems or issues, and to offer assistance if that is needed. A survey instrument should be prepared and reviewed by the City and DED for input. Information should be tabulated and compared from year to year. Surveys of this type reassure local businesses and keep the City and O.T.C. current on the status of the business community.
36 Business Recruitment Program & Package	Establish & implement a business recruitment program and package. Integrate with marketing and promotion strategies. The Recruitment Package should contain all available data on downtown and services.	O.T.C.	City/C.O.C./D.E.D./MAGNET/MERIC	Q1 2010	The Retail Business Analysis provided as part of the DREAM Initiative will provide guidance relative to the types of businesses that should be pursued for Downtown Cape Girardeau. O.T.C. and the C.O.C. should lead the effort in recruiting new businesses to the area.
37 Increase Marketing during Major Events & Holiday Season	This promotional effort should primarily target area residents, and residents within the secondary trade area defined in the Retail Market Analysis.	O.T.C.	C.V.B./Business Owners	Ongoing	Local newspapers, websites, radio and television ads, as well as flyers and ads in local magazines will be effective in promoting Downtown. O.T.C. and C.V.B. should consider retaining professional advertising services to ensure the broadest and most effective coverage.
38 Create Shopping Oriented Downtown Events	Create events such as weekly evening shopping nights, storefront display contests, etc. that are focused on shopping.	O.T.C.	City, C.O.C	Ongoing	Develop, coordinate and market events with CID funds.
39 Create a Brochure for New Businesses	This brochure would outline the process to open a new business in Cape Girardeau.	C.O.C.	O.T.C./City/MAGNET/Missouri Source Link	Q3 2009	Creating an outline for prospective business owner. This brochure should also include steps that businesses need to do with the County or State regulations. Other possibilities include listing incentives and programs available to businesses.
40 Increase Available Retail Space	Where feasible relocate service uses from first floor to second floor.	O.T.C./City	C.O.C	Q2 2011	Develop a low interest loan program to incent this type of rehabilitation and streamline city processes.
41 Verify & Update Commercial Vacancies	Update the 1st floor commercial vacancies and available square-footage on a quarterly basis.	O.T.C.	C.O.C	Annual	Maintaining a listing of readily available properties and space within Downtown is critical to the timely reuse of the buildings. These properties/spaces should be marketed to existing business owners. Also, this listing will be beneficial for inquiries from business considering a Downtown location. This listing should be made available on the O.T.C. website.

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Housing Market Analysis	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
42 Develop 2nd Floor Residential Space	Identify unused and under-used second story space that could be marketed to local/ national developers for conversion to living space.	O.T.C.	City/O.T.C.	Ongoing	O.T.C., Inc. should offer assistance in the conversion of such properties. Developers may also be interested in converting these properties.
43 Develop Downtown Housing Marketing Campaign	Develop appropriate materials that can be distributed to the public and promote Downtown living in Cape Girardeau.	O.T.C.	C.O.C	Q1 2011	O.T.C. should also prepare a series of informational packages that identify a variety of financing mechanism that would be available from participating banks. Conduct a Downtown Housing Tour each spring. Provide realtor packages and rental opportunities.
44 Enforce Building Codes	City must enforce current building codes in Downtown, on consistent basis for all structures.	City	O.T.C.	Ongoing	Building codes with supplemental building code regulations should be consistently enforced for The Old Town Cape District. The code should be enforced by the City and supported by the City Council. Permit process and opportunity to file for waivers should also be clearly defined and communicated.
45 Encourage Property Owners to improve & maintain properties	Provide incentives for home owners and landlords to improve the physical appearance and curb appeal of properties.	City	O.T.C.	Ongoing	Continued maintenance and improvements will increase the values of neighboring areas and create an aesthetically appealing atmosphere.
46 Develop Residential Infill in the Good Hope/Haarig District	Develop new single-family and condominium housing units in the neighborhood.	City/C.O.C	O.T.C.	Q3 2010	The Fountain Street Arts District has been identified as an area for the development of condos, lofts, townhomes, market rate family rentals, affordable senior and family rentals. These units should target young professionals, empty nesters, Southeast Missouri State faculty and staff, and families.
47 Develop 290 Residential Units in the next 5 years	There is an unmet demand for residential units of all types and price ranges.	City/C.O.C	O.T.C.	Ongoing	Identify sites and work with developers who are interested in developing for sale condos, lofts, townhomes, market rate family rentals, affordable senior and family rentals throughout The Old Town Cape District. These units should target young professionals, empty nesters, Southeast Missouri State faculty, staff, students, and families.
48 Increase the Residential Population in The Old Town Cape District	Identify buildings for conversion and building lots for infill opportunity.	O.T.C.	City	Ongoing	Promoting The Old Town Cape District as a 24 hour Downtown will help cultivate the people presence needed for continuing development. Promote the use of state and federal tax credits and programs offered by MHDC for affordable or senior housing assistance.
49 Stop Conversions of Single-Family homes to Multi-Family homes.	Discourage the conversion of single-family home to multi-family homes.	City	O.T.C.	Q1 2010	Efforts should be made to reverse the trend of converting large single-family housing into multi-family structures in the downtown area.
50 Rental Occupancy Permit	Develop a rental occupancy permit and enforcement program.	City	O.T.C.	Q1 2010	City staff should devise an effective and feasible program for inspecting rental property to ensure quality of housing and to maintain property values.

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Financial Assistance	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
51 Establish Community Improvement District (CID)	A Community Improvement District will provide the organization an opportunity for multiple improvements.	O.T.C.	City	Q4 2009	City and O.T.C. needs to identify the area that would be included within the CID. Establish board with representatives from business, civic, university and the community. Organization of CID should be a political subdivision.
52 Establish TIF	The City should examine the possibility of creating a TIF District(s) in Downtown as a means of supporting/promoting redevelopment efforts. Revenues generated could be used for variety of purposes including public infrastructure improvements, acquisition of property, etc.	City	O.T.C.	Q4 2010	As with the creation of a CID(s) in Downtown, the City must identify areas that might reasonably be designated for TIF. The City and O.T.C., should coordinate a series of public relations meetings with the public, Downtown property owners and business owners to promote the benefits of a TIF.
53 Establish Façade Rehabilitation Revolving Loan Fund	Utilize the MDFB Façade Revolving Loan Fund to provide gap loan financing for rehabilitation projects.	O.T.C.	City/ M.D.F.B./ C.D.C./ C.O.C	Q4 2009	Create and market the Façade Rehabilitation Revolving Loan Program within the 3 primary districts of Downtown. Working with MDFB, local banks and other potential funding sources, identify ways to expand the existing program and begin promoting it to Downtown business and property owners. Potential users should be involved in the process of developing the program. Utilize existing Loan Fund or CID/TIF funds as matching component to MDFB funds.

Destination Assessment	Project/Program/Action Item	Responsible Party	Support Groups	Start Date	Tools, Techniques & Resources
54 Feasibility Study for River Research Museum and Aquarium	Develop process and funding for study.	C.V.B.	City/O.T.C./ C.O.C	Q4 2010	Determine local interest in museum and aquarium. Solicit funding for potential study.
55 Develop Riverfront Park Concept Plan	New concept Plan for Cape's Riverfront to establish long term vision of river connection.	City/C.V.B./ C.O.C	O.T.C.	Q3 2011	Meet with Corps of Engineers and U.S. Coast Guard to identify issues. Develop an RFP for qualified firms; select the firm with the best level of planning, design and understanding of what is needed to attract people to the Riverfront. Broad community participation and good media coverage will be a requirement.
56 Continue to Develop the Story Telling Festival	Continue to develop the programming and marketing of the festival	C.V.B.	O.T.C./ C.O.C	Ongoing	Conduct surveys with visitors and citizens on the quality of the festival and solicit comments from performers.
57 Develop River Recreation Event	The Mississippi River offers many opportunities that can be pursued that will help to create Downtown as a true destination.	City/C.V.B.	O.T.C./ University	Q1 2011	Research might be conducted at other river cities throughout the country to find out what types of events are occurring. Capitalize on the natural system of the river to attract extreme athletes and eco-tourists.
58 Develop Wayfinding & Signage Program	Develop a comprehensive wayfinding plan and signage system that guides vehicular and pedestrian visitors into and around Downtown.	City/O.T.C.	C.V.B./ C.O.C	Q4 2009	An effective system should direct the movement of the visitor and provide them with useful information to make Downtown usable and enjoyable.
59 Provide Downtown Public Amenities	Construct restrooms, kiosks, and provide drinking fountains at various locations throughout Downtown.	City/O.T.C.	C.V.B./ C.O.C	Q4 2010	Amenities should be maintained daily for a good impression of Downtown. CID and TIF may provide revenue for implementation.
60 Establish University Village on Broadway	Develop "University Village" along Broadway, adjacent to campus.	O.T.C./ University	City	Ongoing	Develop streetscape improvements from West End Blvd. to Sprigg Street. Attract developers for redevelopment of existing buildings.
61 Enhance Transportation System	The connectivity of activities and areas within Downtown can be accomplished through a system of trolleys, sidewalks & trails.	City/C.O.C/G.T.A.	O.T.C./ C.V.B.	Q2 2010	Identify a variety of methods and opportunities for enhancing connectivity within Downtown. For most, additional study and/or design will be required. These projects should be tied to other developments that are either planned or are in process of implementation.
62 Development of Downtown Hotel	Pursue development of Downtown Hotel.	O.T.C./C.O.C.	City/C.V.B.	Q2 2010	Identify location of proposed hotel. Determine real estate issues of selected site. Issue RFP to developers for hotel.

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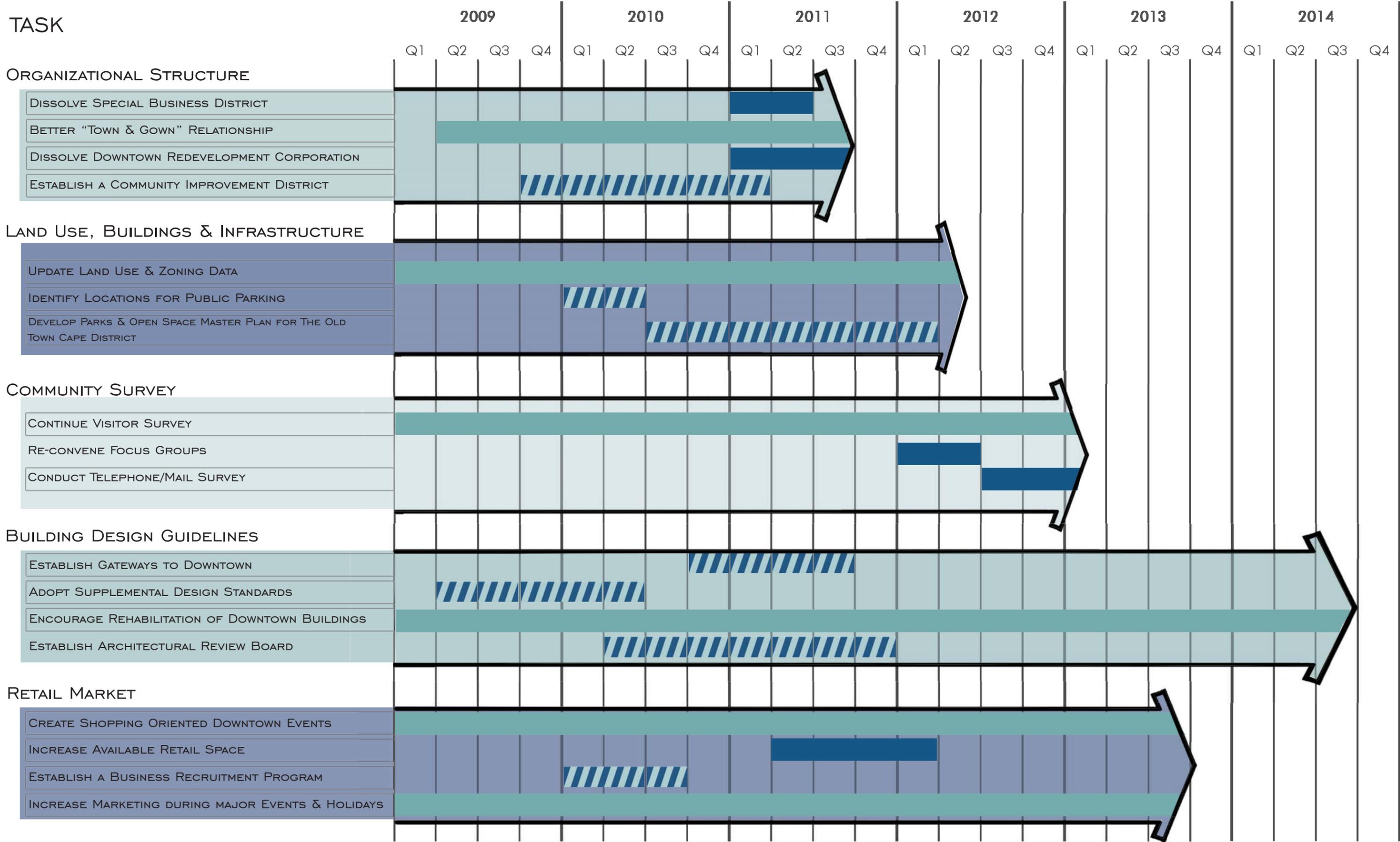
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Marketing Strategies	Project/Program/Action Item	Responsible Party	Support Groups	Timeframe	Tools, Techniques & Resources
63 Rebrand The Old Town Cape District	Develop a brand for The Old Town Cape District that creates a cohesive and exciting image.	O.T.C.	C.V.B./ C.O.C./ City	Q3 2009	Define The Old Town Cape District as a physical, geographical area though the use of unifying elements. A hierarchy of signage for The Old Town Cape District and the three sub districts should be used. The new brand needs to create a complete marketing strategy covering all promotions.
64 New Logo for Old Town Cape District	A new logo should be iconic and reflective of the District.	O.T.C.		Q3 2009	O.T.C. should consider various alternatives for developing this new logo. Alternatives might include retention of a consultant, a project for a selected class at the University, or a competition with a prize.
65 Enhance Old Town Cape Website	Expand the O.T.C, Inc website to include programs available to assist with redevelopment/ renovation, a yearly calendar of events, flash photos related to new development or project implementation, etc.	O.T.C.	Missouri Division of Tourism	Ongoing	A new website should be developed and tested by the O.T.C. membership, the City and the Missouri Division of Tourism. The State may be a resource for website development.
66 Coordinate Special Events with Retailers	Coordinate with store owners for services, specials, and expanded hours during special events held in The Old Town Cape District.	O.T.C.	Retailers/ C.V.B./ Hotels	Ongoing	Notify all Hotels, Downtown Store Owners and Retailers of special events throughout the year.
67 Expand Store Hours	Encourage downtown businesses to maintain hours that respond to customers' needs.	Retailers	O.T.C.	Q1 2010	A cooperative approach is needed among shop owners and notices of change must be well-publicized.
68 Establish Storefront Display Contest	Establish a contest for Storefront Display in order to encourage shop owners to keep a fresh and appealing appearance.	O.T.C.	Retailers/ C.V.B.	Q1 2010	Promote contest w/ local artists and designers.
69 Enhance Promotional Activities by Old Town Cape, Inc.	Increase staff resources to promote the visibility of Old Town Cape, Inc.	O.T.C.	City	Q4 2009	Marketing efforts should focus on supporting existing businesses, attracting new businesses and promoting the organization to developers for projects.
70 Develop and Market a Top 10 List of Activities	Develop a list of the Top 10 Activities to do in The Old Town Cape District.	O.T.C.	C.V.B.	Q3 2009	The list should include a variety of activities and events that occur throughout the year and encourage repeat visits. Produce marketing materials with CID funds.
71 Fill Vacant Storefronts with local art and signage promoting Downtown	Use empty storefronts to market and promote The Old Town Cape District and to promote local artists.	O.T.C.	Retailers	Q2 2009	Make vacant storefronts visually appealing with displays from local retailers, art and signage promoting events or other retailers in The Old Town Cape District.

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 City: City of Cape Girardeau

C.D.C.: Cape Girardeau Area Community Development Corporation
 G.T.A.: Cape Girardeau County Transit
 M.D.F.B.: Missouri Development Finance Board
 D.R.B.: Downtown Redevelopment Board
 D.E.D.: Missouri Department of Economic Development
 M.H.D.C.: Missouri Housing Development Commission

TASK



TASK

HOUSING MARKET

- DEVELOP 290 RESIDENTIAL UNITS
- DEVELOP DOWNTOWN HOUSING MARKET CAMPAIGN
- RESIDENTIAL INFILL IN GOOD HOPE/HARRIG DISTRICT
- STOP CONVERSION OF SINGLE-FAMILY HOMES TO MULTI-FAMILY HOMES

FINANCIAL MECHANISMS

- ESTABLISH A TAX INCREMENT FINANCING DISTRICT
- ESTABLISH FACADE REHABILITATION REVOLVING LOAN FUND
- ESTABLISH A COMMUNITY IMPROVEMENT DISTRICT

DESTINATION ASSESSMENT

- DEVELOP A RIVERFRONT PARK PLAN
- ESTABLISH UNIVERSITY VILLAGE
- BUILD A HOTEL ON BROADWAY
- FEASIBILITY STUDY FOR RIVER RESEARCH MUSEUM & AQUARIUM
- DEVELOP AND IMPLEMENT WAYFINDING & SIGNAGE PROGRAM

MARKETING

- REBRAND THE OLD TOWN CAPE DISTRICT
- ENHANCE THE OLD TOWN CAPE, INC. WEBSITE
- ENHANCE PROMOTIONAL ACTIVITIES BY OLD TOWN CAPE, INC.
- DESIGN A NEW LOGO FOR THE OLD TOWN CAPE DISTRICT & OLD TOWN CAPE, INC.
- ESTABLISH STOREFRONT DISPLAY CONTEST

