



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

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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

DREAM Initiative • Downtown Strategic Plan

City of Cape Girardeau

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/Haarg 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/Haarg. 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

City of Cape Girardeau



Public Open House, November, 2008



Public Open House, November, 2008



Public Open House, April, 2009

DREAM Initiative • Downtown Strategic Plan

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.

- *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

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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*

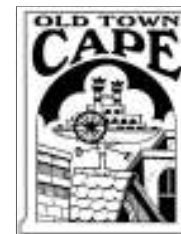
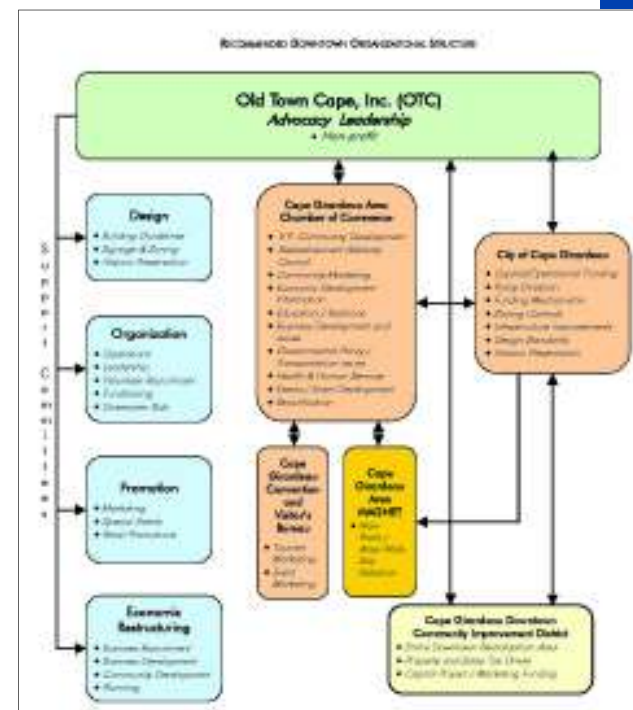
Due to its limited programming, revenue potential and

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.

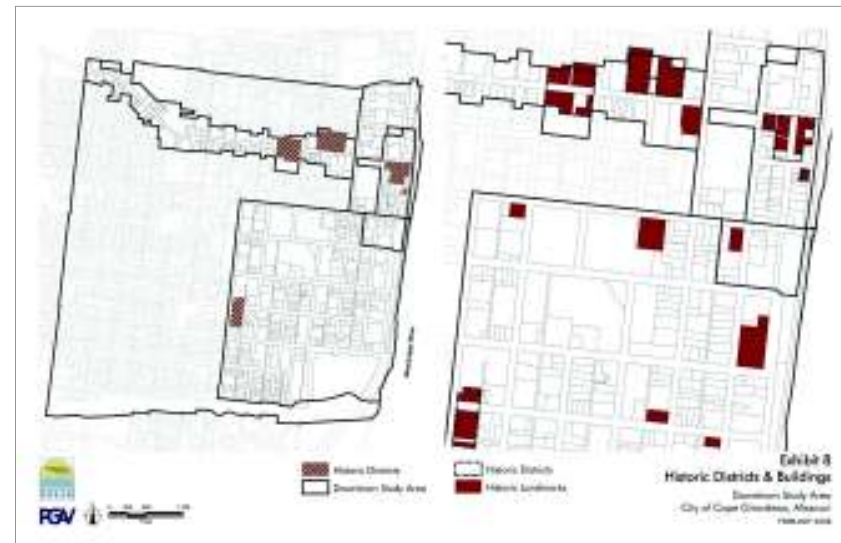
City of Cape Girardeau



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.

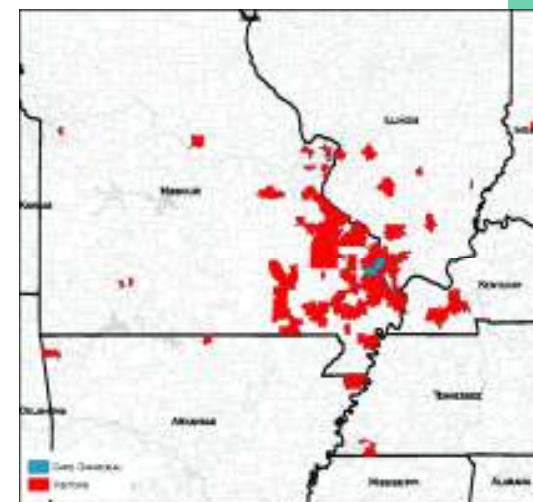
The many events and festivals in The Old Town Cape District such as Tunes at Twilight, First Friday with the Arts and Libertyfest are viewed very favorably. Many Focus Group participants stated that Downtown has made significant progress in recent years. Discussions also revealed that some areas of Downtown 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*

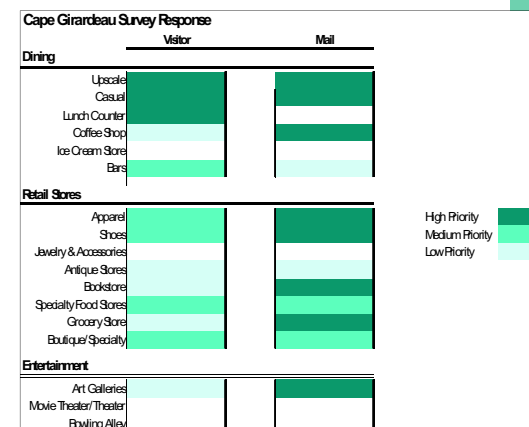
The visitor survey was conducted in the summer and fall of 2007. The survey was facilitated by local volunteers using tablet computers to input data during the survey interview. The survey conducted interviews only with out-of-town visitors in Downtown Cape Girardeau. A total of one hundred eighty one (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 concerts/music (42 %), more special events (39.0 %), and family events (28.1 %).

City of Cape Girardeau



Visitor Survey: Map of Zip Codes of Survey Respondents



Mail/Internet Survey: Priorities for Downtown Cape Girardeau

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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



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/Haarg 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.

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

Old Town Cape, Inc. should partner with the City to educate

City of Cape Girardeau



Building Design Guidelines - Sidewalk Zones



Residence in Old Town Cape District



Southeast Missourian Newspaper Building

DREAM Initiative • Downtown Strategic Plan

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.

- *Establish a Business Recruitment Program and Package*

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 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 under utilized 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/Haig 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 Facade 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.

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

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

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.

A concentration of such shops and businesses, along with

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

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/Haarg.

- *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.

The DREAM Initiative marketing plan seeks to change the image of The Old Town Cape District into vibrant district in which to live, work, shop and visit. The image will be based on the reality of new

City of Cape Girardeau



Annual Storytelling Festival



River City Music Festival



SMO 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.

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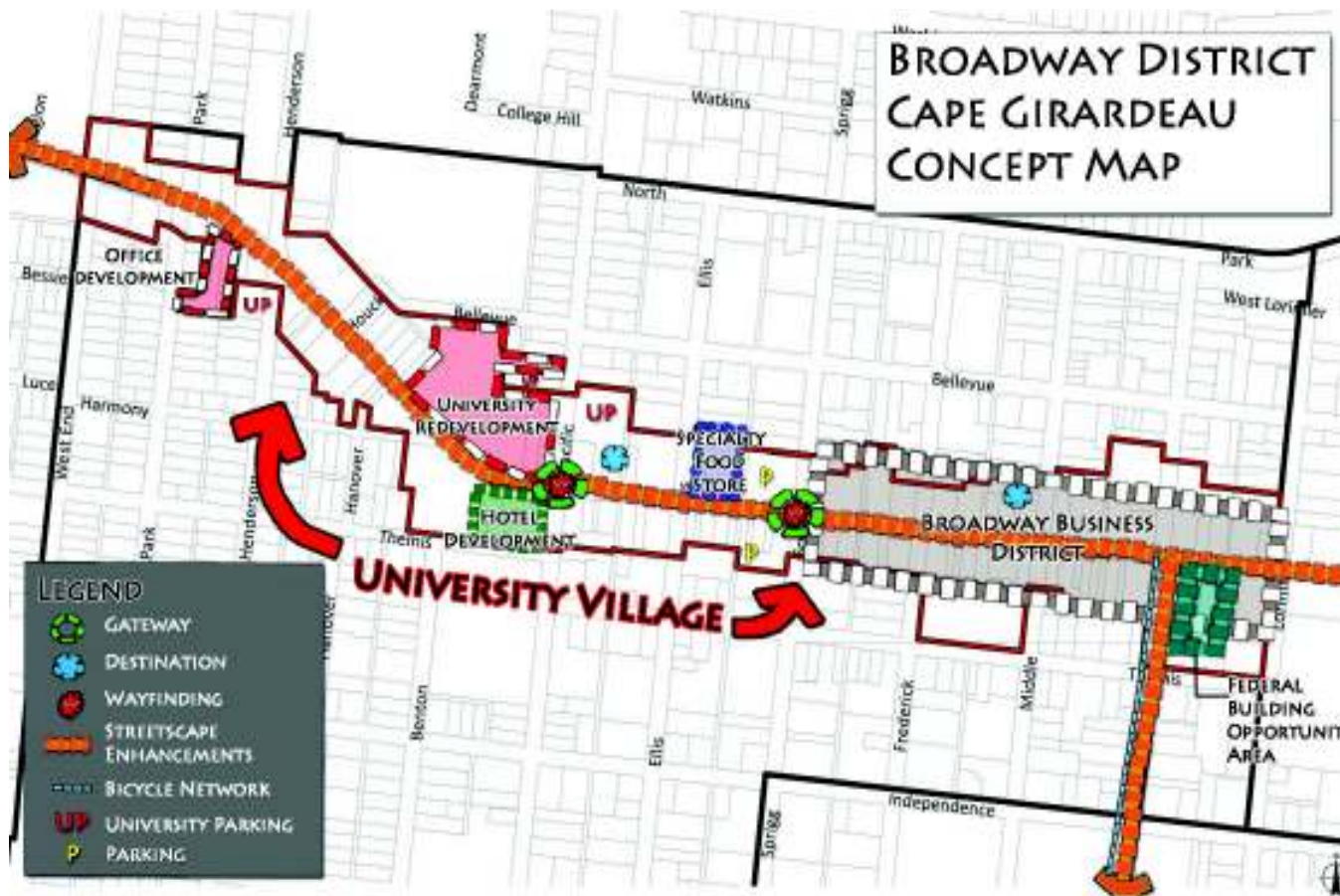
Existing streetscape on Broadway



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 Lorimer 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



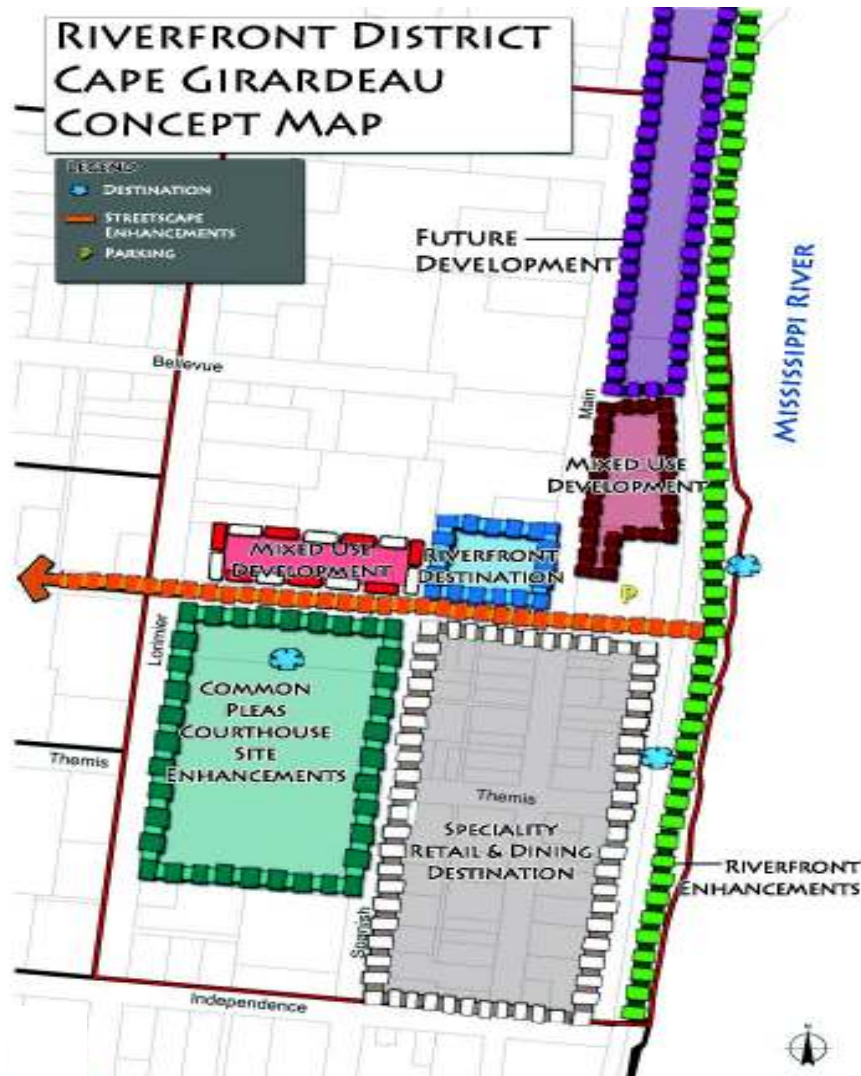
Existing mural on the floodwall in the Riverfront District



Existing business in the Riverfront District

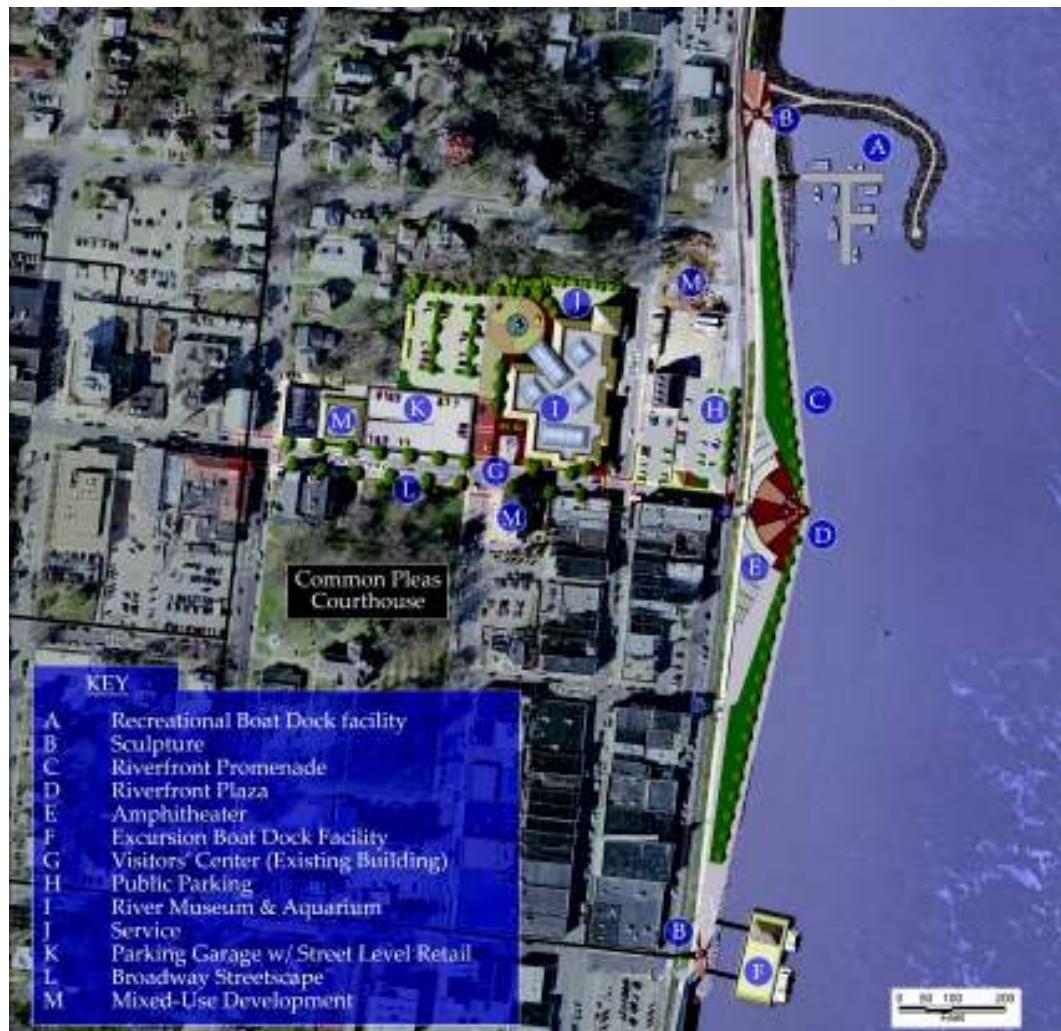


The waterfront promenade along the Mississippi River



- 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

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.

City of Cape Girardeau