

**Vision 2020**  
**City of Cape Girardeau**  
**A Strategic Plan for Cape Girardeau's Future**

**Approved by City Council August 7, 2000**

**Mission Statement**

The City of Cape Girardeau will be a regional center and a great place to visit, live, work, and raise a family. Cape Girardeau will be a progressive community that is safe, encourages community involvement, and fosters pride and prosperity for all citizens.

**Arts, Culture, & Leisure**

**Vision Statement:** For the enjoyment of the community, the future will require a broad range of multicultural activities that are both affordable and accessible to all citizens, including opportunities in the arts, historic preservation, parks, beautification, and recreation.

**Goal 1: Foster the growth and appreciation, and provide for the accessibility and affordability, of the arts (visual, music, drama, and dance) for all citizens.**

**Objective 1:** Determine what is currently available in arts programs and facilities and what is necessary for future growth to enrich the arts. *Key implementers: Arts Council of Southeast Missouri, Southeast Missouri State University, local theater groups, municipal band, Cape Girardeau Mural Association, Cape Public Schools, local civic groups*

**Strategies for Success:**

- Survey existing agencies to determine what programs are currently being conducted, what facilities are available, how many participants are attending and what funds are available to support these programs
- Utilize the survey results to improve future delivery, efficiencies and impact of arts programs
- Conduct an arts impact review every five years

**Objective 2:** Develop and coordinate year round programs in the arts for all citizens. . *Key implementers: Arts Council of Southeast Missouri, Southeast Missouri State University, local theater groups, municipal band, Cape Girardeau Mural Association, Cape Public Schools, local civic groups*

**Strategies for Success:**

- Create an area wide coordinating board for the arts (visual, music, dance and drama)
- Promote the awareness of arts programs through the funding of advertising and related informational material

**Objective 3:** Renovate and create facilities and/or create programs to provide appropriate access to the arts. *Key implementers: Arts Council of Southeast Missouri, Southeast Missouri State University, City of Cape Girardeau, Cape Girardeau Mural Association, Cape Public Schools*

**Strategies for Success:**

- Renovate and use the Esquire Theater and/or the Broadway Theater
- Utilize the River Campus for regional arts
- Create outdoor public areas for the display of art (e.g., sculpture, murals, etc.)

**Goal 2: Promote, encourage, and enhance awareness of the diverse cultural heritage of our community.**

**Objective 1:** Determine what cultural programs and historical facilities are currently available in our community and region and determine what would be needed to improve future awareness of their existence. *Key implementers: Cape Girardeau Historical Society, Historic Preservation Commission, River Heritage Museum, Civil War Roundtable, Riverfest Committee, Old Town Cape, Convention & Visitors Bureau, City of Roses Music Festival*

**Strategies for Success:**

- Create an area wide cultural and heritage council to coordinate cultural activities and see to the funding and maintenance of historical facilities
- Survey existing cultural organizations and agencies to identify what programs and activities are currently being conducted in our community that relate to our unique cultural heritage
- Identify existing facilities that are now, or have potential, to be renovated to determine what historical facilities are available for cultural promotion.
- Utilize the survey and review results to improve the quality of life, and promote and increase awareness of our unique cultural heritage, such as week long celebrations of varied cultural heritage.
- Determine methods to bring the various ethnic cultures together to discuss ways to coordinate the positive promotion of our diverse cultural heritage.
- Conduct a program and facility review every five years to determine if our historical treasures are in good condition and available to the community and tourists.

**Objective 2:** Provide for historical facilities and/or create programs that will depict the cultural historical heritage of the Cape Girardeau community. *Key implementers: Convention & Visitors Bureau, Cape Girardeau Historical Society, Historic Preservation Commission, River Heritage Museum, Downtown Merchants Association, Southeast Missouri State University, Civil War Roundtable, Old Town Cape*

**Strategies for Success:**

- Create a cultural tour utilizing historical transportation.
- Construct an historical, interactive river center (north of the Broadway flood gates on Main Street) designed to allow a full unencumbered view of the river
- Have all cultural and heritage printed material and displays be multilingual to better serve our tourist population
- Identify, fund the renovation, and promote visitation of historical homes and buildings with the Cape Girardeau area
- Support the development of Old Town Cape because of its cultural and historical significance

**Goal 3: Promote leisure opportunities by enhancing entertainment and recreational opportunities.**

**Objective 1:** Create a committee to identify existing leisure and recreational opportunities within our community and throughout the region, determine what additional needs are required, and consider ways to fund and promote increased activity. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Chamber of Commerce, Southeast Missouri State University*

**Strategies for Success:**

- Survey existing agencies to determine what programs are currently being conducted, what facilities are available, how many participants are attending, and what funds are available to support these programs.
- Utilize the survey results to improve, coordinate, and promote future availability of leisure opportunities.
- Conduct a facility and use review every five years.

**Objective 2:** Develop the Cape Girardeau riverfront area to enhance leisure and recreational opportunities. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Army Corps of Engineers, levee districts, Old Town Cape, Downtown Merchants Association, Downtown Redevelopment Corporation, Convention and Visitors Bureau, Southeast Missouri State University*

**Strategies for Success:**

- Create a river trail/boardwalk along the Mississippi River
- Promote river traffic and riverboat stops downtown to enhance leisure opportunities and tourism
- Create a public marina on the riverfront
- Create river sports programs

**Objective 3:** Increase the availability of recreational and leisure activities and facilities. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Velo Bicycle Club, Army Corps of Engineers, Cape Road Runners, local sports league organizations, Southeast Missouri State University*

**Strategies for Success:**

- Develop more walking/biking/jogging trails and other leisure areas (e.g., skateboard park, frisbee golf course, tennis courts, etc.) throughout the Cape Girardeau community
- Renovate or build a new swimming and recreational center in Cape Girardeau
- Create coordinated and improved youth sports activity programs
- Build increased support for local semi-professional sports programs

**Objective 4:** Provide areas of parks and areas of natural beauty for the benefit of both its citizens and visitors. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Chamber of Commerce Beautification Committee, Southeast Missouri State University*

**Strategies for Success:**

- Provide funds to maintain current parks and green space areas
- Provide funds to maintain recreational activities and equipment
- Routinely set aside green space for the purpose of future parks and recreational development

## **Community Services & Enrichment**

**Vision Statement:** For the benefit and growth of body, mind, and spirit, the future will require all citizens and governmental, social, religious, and community organizations to work together to provide quality services, foster democratic processes, and create enrichment opportunities.

**Goal 1: Encourage the involvement of all citizens in the development of community services and activities through partnerships, empowerment, and volunteerism.**

**Objective 1:** Utilize technology to enhance the efficiency, access, and responsiveness of community services. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Chamber of Commerce, League of Women Voters*

**Strategies for Success**

- Expand City services on the Internet, including online payment of bills, fines and fees; applications for jobs, boards, licenses, and permits; and public information with updated community information
- Evaluate voting methods (such as online voting) to increase voter turnout in local, state, and national elections
- Improve public safety through advanced communication technologies, crime statistics models, and criminal databases
- Develop enhanced warning systems and disaster mitigation projects for community emergency preparedness

**Objective 2:** Foster cooperation between citizens and City government, and review City services regularly to ensure efficiency, access, and responsiveness. *Key implementers: City of Cape Girardeau, Vision 2020 Community Relations Council*

**Strategies for Success:**

- Conduct a citizen survey on City services at least every three years to determine citizen satisfaction
- Conduct a City Charter review at least every ten years
- Conduct a complete review of the City Comprehensive Plan at least every ten years and update annually
- Conduct public meetings as necessary to receive citizen input on City issues and projects
- Establish a Vision 2020 Community Relations Council to monitor and evaluate the implementation of the Vision 2020 Strategic Plan

**Objective 3:** Support and strengthen a health and human services coalition that will develop a coordinated strategy for providing social services, identifying resources, and addressing unmet needs in the community. *Key implementers: Area Wide United Way, Community Caring Council, First Call for Help, State agencies, Cape Ministerial Alliance, East Missouri Action Agency, St. Francis Medical Center, Southeast Missouri Hospital, Salvation Army, Cape Girardeau County Public Health, Cape Girardeau County Area Medical Society, Family Resource Center*

**Strategies for Success:**

- Expand coalition representation to include broad community participation (i.e., citizens, businesses, education, social services, faith, and government)
- Establish a volunteer network that promotes volunteerism and best utilizes volunteers with community needs
- Provide coordinated health and dental care to those who cannot afford it
- Increase awareness of existing health care services and resources through a coordinated community wide effort
- Conduct a community wide service review at least every three years

**Objective 4:** Develop capacity for community leadership and civic involvement. *Key implementers: Leadership Cape, Cape Central Renaissance Program, Optimist Clubs (Youth in Government Day), Rotary Clubs (Camp Enterprise), youth organizations*

**Strategies for Success:**

- Recognize and develop potential leaders in the minority community
- Create opportunities for youth to develop leadership skills and increase their civic involvement
- Increase civic involvement by young adult leaders through programs like Leadership Cape
- Develop a local government internship program for local high school students
- Develop a community-wide youth advisory board (or committee or council)

**Goal 2: Establish a sensitive community environment for all citizens, which embraces diversity, opportunities and education**

**Objective 1:** Encourage ministries in the community to be sensitive to unmet needs of all citizens and develop cooperative efforts to meet those needs. *Key implementers: Cape Girardeau Ministerial Alliance*

**Strategies for Success:**

- Invite and recruit clergy to become involved in community and civic organizations
- Promote coordination among churches to function with a community focus

**Objective 2:** Build positive relationships between all cultures and ethnic groups. *Key implementers: Southeast Missouri State University, Convention & Visitors Bureau, City of Cape Girardeau, Cape Girardeau Ministerial Alliance*

**Strategies for Success:**

- Celebrate diversity through support of community events and festivals
- Support Southeast Missouri State University's International Student Program
- Create opportunities for dialog to promote multicultural appreciation

**Goal 3: Create a unique sense of community pride where people like to live, work, learn, play and do business.**

**Objective 1:** Undertake three community pride projects annually to improve the image of Cape Girardeau. *Key implementers: City of Cape Girardeau, Chamber of Commerce Beautification Committee, Vision 2020 Community Relations Council, Downtown Merchants Association, Downtown Neighborhood Association, Missouri Department of Transportation, Triad SALT*

**Strategies for Success:**

- Apply for and achieve status as an All-America City
- Create a media campaign around "Why I love Cape Girardeau"
- Review and implement a community beautification program
- Plant flowers and trees at major street intersections and roadside business locations
- Encourage individuals, businesses, and organizations to become involved in clean-up projects (e.g., "Adopt-A-Street", "Help Cape Shine")

**Objective 2:** Strengthen neighborhoods through the conservation and revitalization of older neighborhoods and the development of high quality and affordable new subdivisions. *Key implementers: City of Cape Girardeau, Community Pride Coalition, Downtown Neighborhood Association, Chamber of Commerce, Homebuilders Association, Habitat for Humanity*

**Strategies for Success:**

- Address urban blight through housing rehabilitation or condemnation and demolition.
- Enforce the City's minimum property standards ordinance.
- Promote home ownership through incentives provided by local financial institutions, organizations, and government programs.

**Objective 3:** Build a sense of community within neighborhoods. *Key implementers: Cape public schools, City of Cape Girardeau, Cape Ministerial Alliance, neighborhood associations, Historic Preservation Commission, Southeast Missouri State University, Caring Communities*

**Strategies for Success:**

- Develop new ways for schools, churches, community centers, police/fire stations, and other public buildings to cooperate and get involved with their neighborhoods
- Continue development of community policing initiatives
- Encourage the establishment of neighborhood associations throughout the community

## **Economic Development**

**Vision Statement:** For the economic growth of our community, the future requires diversity in recruitment, expansion, and retention of quality business, industry, and tourism.

**Goal 1: Create a comprehensive and futuristic economic development plan that includes a cooperative effort among business, industry, tourism, and government.**

**Objective 1:** Develop and implement separate short term and long term plans for business retention and expansion, business recruitment, and tourism, each with identifiable cohesive links that cultivate interactive partnerships. *Key implementers: Chamber of Commerce, City of Cape Girardeau, Convention & Visitors Bureau, Cape Girardeau County, Industrial Recruitment Association, Regional Commerce and Growth Association, Old Town Cape, Small Business Development Center, Southeast Missouri Regional Planning Commission, Missouri Department of Economic Development, University of Missouri Extension, Southeast Missouri State University, Career & Technology Center, Private Industry Council*

**Strategies for Success:**

- The Cape Girardeau Chamber of Commerce will annually develop short and long range plans for business retention and expansion
- The Cape Girardeau Area Industrial Recruitment Association will annually develop short and long range plans for business recruitment
- The Cape Girardeau Convention and Visitors Bureau will annually develop short and long range plans

for destination marketing and destination development

- Old Town Cape will annually develop short and long range plans for business retention and expansion
- All organizations will communicate and integrate plans through semi-annual meetings and will draw on numerous resource partners

**Objective 2:** Use best practice methods to determine the effectiveness of economic development plans.

*Key implementers: Chamber of Commerce, City of Cape Girardeau, Convention & Visitors Bureau, Cape Girardeau County, Industrial Recruitment Association, Regional Commerce and Growth Association, Old Town Cape, Small Business Development Center, Southeast Missouri Regional Planning Commission, Missouri Department of Economic Development, University of Missouri Extension, Southeast Missouri State University, Career & Technology Center, Private Industry Council*

**Strategies for Success:**

- The Chamber of Commerce, Industrial Recruitment Association and Convention and Visitors Bureau will measure results in jobs retained, expansion, new businesses, visitors, and the economic impact of these efforts, and will publish them annually
- All organizations will make changes in any/all plans to increase positive impact

**Goal 2: Enhance a tax and regulatory structure that fosters economic growth and opportunity.**

**Objective 1:** Ensure Cape Girardeau's tax, regulatory, and administrative structure give it a competitive edge among locations for economic development in the region, the state, and the nation. *Key*

*implementers: Chamber of Commerce, City of Cape Girardeau, Convention & Visitors Bureau, Cape Girardeau County, Industrial Recruitment Association, Regional Commerce and Growth Association, Old Town Cape, Small Business Development Center, Southeast Missouri Regional Planning Commission, AmerenUE, Missouri Department of Economic Development, University of Missouri Extension, Southeast Missouri State University, Career & Technology Center, Private Industry Council, Cable Access TV*

**Strategies for Success:**

- Develop and maintain a positive "can do" attitude throughout the community -- specifically in City Hall, the Chamber of Commerce, and the Convention and Visitors Bureau -- through regular customer service training
- Annually work with elected officials (local, state, and national) to influence policies congruent with effective regulation and taxation for Cape Girardeau
- Actively support issues with direct local benefits after doing a local cost/benefit analysis

**Goal 3: Foster business involvement in cultural, civic, educational, and government activities.**

**Objective 1:** Offer and promote opportunities for involvement through the Chamber of Commerce, Convention and Visitors Bureau, and the City of Cape Girardeau. *Key implementers: City of Cape Girardeau, Chamber of Commerce, Convention and Visitors Bureau*

**Strategies for Success:**

- The Chamber of Commerce will develop and maintain committees/task forces that focus on cultural heritage, civic promotion and responsibility, educational resources, and government and public policy issues
- The Convention and Visitors Bureau will work with local business in the promotion of cultural heritage tourism
- The City government will encourage business involvement in civic affairs through City Council appearances, town hall meetings, and technology methods

**Objective 2:** Educational groups and civic organizations/clubs will focus on increased business involvement for the furtherance of their mission. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Chamber of Commerce, Cape Public Schools, Southeast Missouri State University, University of Missouri Extension, local civic clubs and organizations*

**Strategies for Success:**

- Each institution, club, and organization will develop partnerships with local businesses/business people, promote opportunities, and publish results
- An inclusive calendar of event and opportunities will be created and maintained through local partnerships

## **Education**

**Vision Statement:** For the welfare of each individual, our community and the nation, we will actively pursue, support, and promote literacy, education, and on-going job training.

### **Goal 1: Provide a broad variety of educational programs and facilities to promote lifelong learning and to make learning fun.**

**Objective 1:** Enhance educational programming to meet the changing needs and interests of students, business, and the community. *Key implementers: Cape Public Schools, Southeast Missouri State University, private and parochial schools, Chamber of Commerce*

**Strategies for Success:**

- Maintain active recruitment procedures to attract quality educators
- Retain quality educators by reducing teacher turnover by 10% per year
- Survey regional businesses, industries, and the community to assess continued educational priorities
- Involve businesses and industry in staff development programs and curriculum design
- Increase the high school graduation rate by 1% annually
- Increase community awareness for financial assistance for post-secondary education (grants, scholarships, student loans, etc.)
- Continue to plan and implement educational programs for all "at-risk" children

**Objective 2:** Reduce the number of functionally illiterate citizens and provide training/retraining opportunities to meeting changing personal and vocational needs. *Key implementers: Cape Public Schools, Southeast Missouri State University, private and parochial schools, Cape Civic Center, Salvation Army, Chamber of Commerce, Industrial Recruitment Association, Private Industry Council, Rolling Readers, Family Resource Center, YELL, Caring Communities, civic organizations, America Reads*

**Strategies for Success:**

- Establish a committee to identify literacy efforts in the community and assess literacy data annually
- Publicize and promote Adult Basic Education (GED) throughout the community
- Identify and promote career training/retraining opportunities

**Objective 3:** Provide exceptional educational facilities and technological infrastructure needed to drive progressive learning. *Key implementers: Cape Public Schools, Southeast Missouri State University, private and parochial schools*

**Strategies for Success:**

- Promote accessibility to educational opportunities through distance learning
- Develop future facilities plans to determine the space, building, and technology needs for elementary, secondary, and higher education (public and private)
- Maximize the use of educational facilities during non-school hours (after school programs, community meetings, recreational activities, adult learning, etc.)

**Objective 4:** Cultivate and encourage parental and community support and involvement in schools. *Key implementers: Cape Public Schools, Southeast Missouri State University, private and parochial schools, City of Cape Girardeau, Chamber of Commerce, civic organizations, PTAs, booster clubs, YELL, Caring Communities*

**Strategies for Success:**

- Encourage parents, businesses, and civic organizations to become active participants within all community schools through volunteerism and financial support
- Increase the recognition of student and teacher accomplishments
- Continue the partnerships with local law enforcement and civic organizations to provide a safe learning environment in all schools

## **Transportation & Infrastructure**

**Vision Statement:** For the economic growth and the convenience and safety of all citizens, the future requires well-planned, innovative, and comprehensive transportation systems and infrastructure (water, sewer, natural gas, electricity, telecommunications, streets, highways, and public buildings)

### **Goal 1: Offer affordable, accessible, and convenient transportation systems to meet the needs of all citizens.**

**Objective 1:** Increase quality land transportation options. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Missouri Department of Transportation, Southeast Missouri State University, Chamber of Commerce, Regional Commerce and Growth Association, private transportation groups, environmental groups*

**Strategies for Success:**

- Research possibilities of public and private transportation, including funding sources
- Complete a comprehensive, concise needs survey of total area
- Coordinate existing, ongoing public transportation programs
- Develop new programs to integrate with existing transportation options
- Continue to promote the development of an east/west interstate highway

**Objective 2:** Increase quality air, passenger and cargo transportation. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Missouri Department of Transportation, Southeast Missouri State University, Chamber of Commerce, Regional Commerce and Growth Association, private transportation groups, environmental groups*

**Strategies for Success:**

- Conduct a comprehensive needs analysis of businesses, citizens and industries
- Explore interest from air service providers
- Maintain an effective marketing program
- Maintain an increasing number of passenger boardings
- Investigate regional funding sources

### **Goal 2: Increase cargo, recreation and tourist activities on the Mississippi River.**

**Objective 1:** Assist the Southeast Missouri Port Authority. *Key implementers: City of Cape Girardeau, Cape Girardeau County, Scott County, Missouri Department of Economic Development, Army Corps of Engineers, Cape Girardeau Area Industrial Recruitment Association*

**Strategies for Success:**

- Creating more industrial sites at the Port
- Marketing existing industrial sites and terminals
- Utilizing private industrial cooperative investment
- Developing and marketing intermodal capabilities



**Objective 2:** Research growth opportunities for riverboat dockings. *Key implementers: Convention and Visitors Bureau, Old Town Cape, Downtown Merchants Association, Southeast Missouri State University, Chamber of Commerce, levee districts, Army Corps of Engineers*

**Strategies for Success:**

- Pursue product development, including new tours and attractions
- Enhance Cape Girardeau's current image by improving the environment in the Old Town Cape area
- Market and promote Cape Girardeau as "the option" for dockings

**Objective 3:** Explore methods of increasing accessibility to the River. *Key implementers: City of Cape Girardeau, Convention and Visitors Bureau, Old Town Cape, Downtown Merchants Association, Chamber of Commerce, levee districts, Army Corps of Engineers*

**Strategies for Success:**

- Establish docking and fueling facilities for private leisure vessels
- Market Cape as a prime fueling, services and sight-seeing stop for leisure vessels
- Encourage use of the riverfront as a hiking, biking and scenic resource
- Encourage excursion and/or sightseeing resources;
- Develop cooperative programming with St. Genevieve for intercoastal tourism

**Goal 3: Plan, maintain, and improve the area's infrastructure to ensure economic development, public convenience, and safety.**

**Objective 1:** Attain and maintain optimal infrastructure systems in all current and projected areas of the City. *Key implementers: City of Cape Girardeau, levee districts, Old Town Cape, Chamber of Commerce, Missouri Department of Transportation, Missouri Department of Economic Development*

**Strategies for Success:**

- Continue the City Transportation Trust Fund with voter approval to improve the City's street system
- Coordinate and encourage private utilities to provide the community with the latest state-of-the-art technology
- Maintain wastewater, water and levee systems
- Upgrade inadequate stormwater systems
- Implement the City Future Facilities Plan
- Maintain airport runways and taxiways at or above FAA standards
- Develop sufficient hangar space to meet the needs of local business and general aviation
- Maintain and improve terminal facilities at a level commensurate with economic growth
- Develop an industrial park adjoining airport property

**Objective 2:** Revitalize older business districts. *Key implementers: City of Cape Girardeau, Historic Preservation Commission, Old Town Cape, neighborhood associations, Chamber of Commerce*

**Strategies for Success:**

- Utilize available state and federal funding
- Support Old Town Cape (Main Street Program) in its efforts to preserve Downtown business structures through grant and loan opportunities