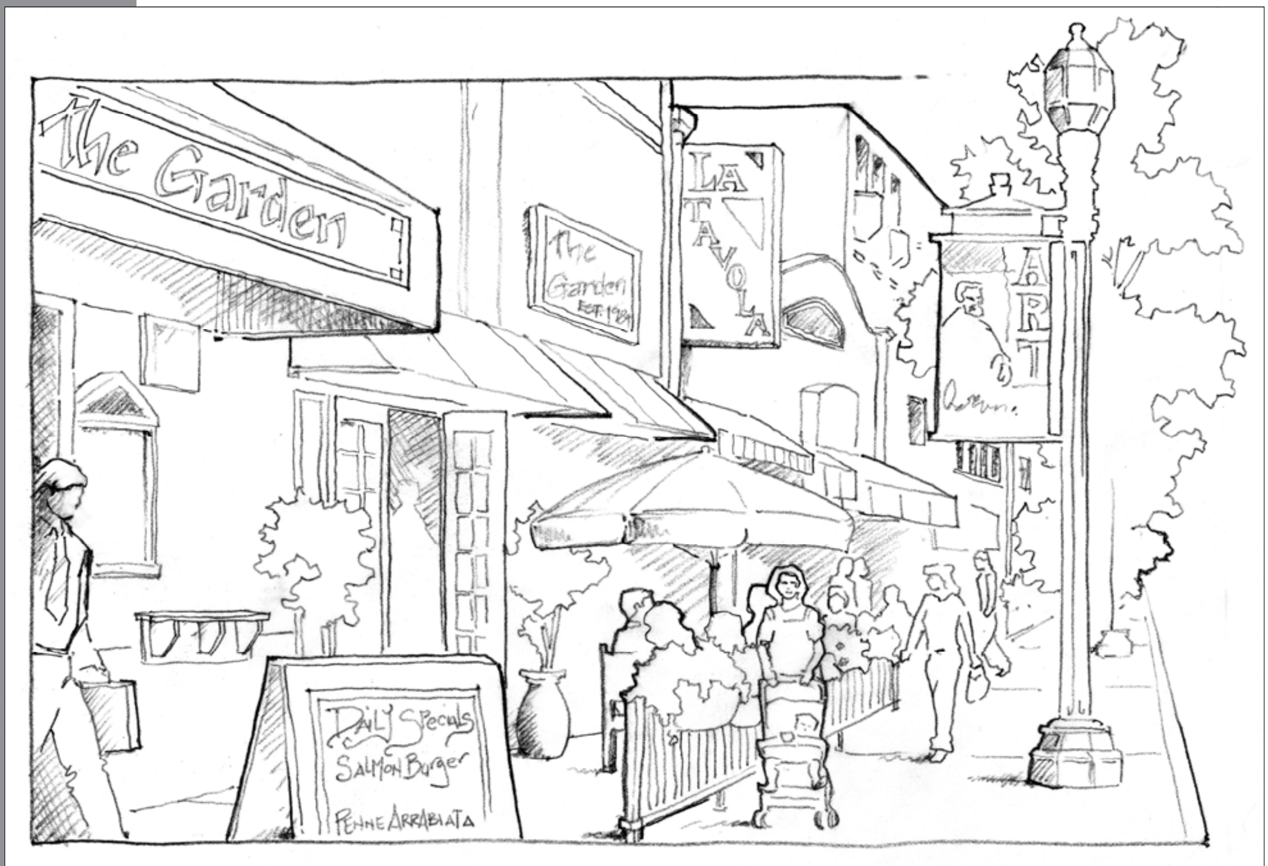
Cape Girardeau, Missouri

DOWNTOWN
REVITALIZATION &
ECONOMIC
ASSISTANCE FOR
MISSOURI

RETAIL MARKET ANALYSIS



DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE FOR MISSOURI
D·R·E·A·M
INITIATIVE

AUGUST 2009

PGAV

Acknowledgments

Downtown Revitalization and Economic Assistance for Missouri (DREAM) Program Sponsors:

Planning Consultant

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Executive Summary

The City of Cape Girardeau is currently participating in the Downtown Revitalization and Economic Assistance for Missouri ("DREAM") Initiative, which comprises a multi-year planning process. This process includes market research to determine the retail development potential of the DREAM Study Area. Such is the subject of this report.

Area Definitions

The retail market analysis focuses on two different geographic trade areas: a Downtown Trade Area and a Secondary Trade Area. For the purposes of this study, the Downtown Trade Area is the Downtown Area, or the DREAM Study Area, and incorporates the three districts: Broadway, Riverfront, and Good Hope/Haarig. The Secondary Trade Area includes the area encompassed within a 30-minute drive of Downtown. The 30-minute drive boundary presents a catch-basin of consumers likely to make a shopping trip to Downtown.

Demographic Data

Downtown Trade Area Demographics - In 2007, 2,747 people lived Downtown in 1,327 households. The average household income was $30,962 and the median age was 26. Approximately 23% of the population living in the Downtown Trade Area (DTA) were 19 or younger; 52% were between 20 and 44 years of age; 25% were 45 or older.

Secondary Trade Area Demographics - As of 2007, the population of the Secondary Trade Area (STA) was 84,872 people living in 34,013 households. The average household income was $57,079. The median age was 37. About 27% of the population were 19 or younger; 31% of the population were between 20 and 44 years of age; 42% of the population were 45 years of age or older.

Downtown Employment - Throughout the City of Cape Girardeau there are more than 27,557 jobs with 2,628 (9.5%) located in the Downtown Trade Area at 364 different establishments. The retail sector employs 507 people (the entire retail sector compromises 19% of the total Downtown jobs) with 212 in the Food & Service Industry. There are 106 retail establishments Downtown, 28 of which are eating and drinking places.

Approximately 40% of Downtown employees are from the city of Cape Girardeau. Sixty-six percent of Downtown employees reside in Cape Girardeau County. Most of the Downtown employees travel from surrounding cities such as: Jackson, Scott, Chafee, Perryville, Sikeston, Bell City and East Cape Girardeau, Illinois (all located within the STA).

Consumer Retail Supply - The DTA currently has 980,000 square feet of 1st Floor Commercial/Retail Space. At the time of the survey, approximately 498,600 square feet of first-floor space was used as Retail/Restaurant space and an additional 60,000 square feet is vacant. The 498,600 square feet of Retail/Restaurant Space is generating about $40 million in sales annually, or about $80 per square foot. The 60,000 square feet of vacancy represents, potentially, another $4.5 million in annual sales to the DTA.

Market Analysis:

The market analysis focuses on consumer spending activity across several retail sectors as classified by the North American Industrial Classification System (NAICS). This report does not include automobile sales and related services in its analysis. The primary variables are consumer expenditures and retail sales activity per each NAICS retail sector.

The Gap Analysis - The Gap Analysis illustrates the DTA's competitive position as a center for retail activity. This determination is made using a "pull-factor" methodology. The pull-factor estimates the consumer and retail sales activity an area draws from outside its boundaries. For the purposes of this analysis, a pull-factor is determined for the DTA.

The pull-factor analysis first determines per capita retail expenditures in the STA and subsequently determines how many shoppers the DTA attracts (or "pulls-in") based on total, estimated retail expenditures found in the DTA, divided by the per capita retail expenditures for consumers in the STA. The result illustrates how many shoppers the DTA attracts relative to its own population.

Positive Pull Factors – Those retail sectors which draw a multiple of one (1) or more of the total DTA population represent "positive pull-factors." By taking the estimated total spent by shoppers in the DTA, $40 million and dividing this number by the per capita demand for total retail services ($6,968), it is possible to estimate of the number of shoppers "captured," or who traveled to the DTA to shop for their retail needs. In this case, 5,741 consumers spent their $6,968 in the DTA last year. These 5,741 shoppers represent 3.44 times the population of the DTA, which means that the DTA has a "pull-factor" of 3.44 for total Retail Trade. This pull-factor indicates that the DTA attracts more consumers than it has residents.

Negative Pull Factors – Those retail sectors which draw a multiple of less than one (1) or zero of the total DTA population represent "negative pull-factors," because they indicate that residents of the DTA leave the area for these services.

Retail Opportunities

Opportunities exist in Cape Girardeau's Downtown Study Area, specifically the Broadway, Good Hope/Haarig, and Riverfront districts. A variety of retail categories could be successful in the DTA. One option for retail growth in the study area is to target retail businesses that can make use of existing properties. As discussed briefly above, and in greater detail in the report, substantial vacancy of existing buildings exists within the DTA which, if put to good use, could have a substantial and positive impact to the DTA's retail activity and overall economic health.

In addition to the pull-factor analysis summarized above, the report also details leakage in terms of retail demand that is unmet by existing sales activity even within the STA. In addition to the pull-factor analysis described above, this report also details various retail opportunities that are revealed, in part, by an examination of "retail leakage".

Retail leakage indicates that people leave the STA for goods and services they cannot get within the STA. The sectors that exhibit retail leakage indicate potential for expansion or new retail development as these sectors exhibit retail demand that is unmet within the STA.

This leakage represents further opportunity for retail development in the DTA. The retail sectors which exhibit leakage, include:

- Furniture Stores
- Food & Beverage Stores
- Grocery Stores
- Specialty Food Stores
- Beer, Wine, and Liquor Stores
- Book, Periodical, and Music Stores
- Limited-Service Eating Places
- Special Food Services

Altogether, the “leakage” represented by these factors totals approximately $48 million in retail demand, some of which could be captured by the addition of appropriate retail services to the Downtown Trade Area (DTA).

Strategic Recommendations

The retail market of Downtown Cape Girardeau presents an opportunity for real and sustainable growth. This study concludes that with the proper additions to service, hospitality and entertainment choices, the retail market for Downtown could see a significant increase of retail activity. These projections are based filling vacant of first-floor space and by capturing some of the estimated leakage of retail dollars being spent outside of the Downtown and Secondary Trade Area (STA). There also exists the potential to add new retail space to the Downtown.

Creating a vibrant mixed-use Downtown would add to Downtown Cape Girardeau’s retail market and enhance the area’s reputation as a shopping and entertainment center. Some potential strategies for increasing vibrancy include: adding new housing alternatives for Downtown residents; programming Downtown events throughout the year; and creating destinations such as entertainment/education/employment facilities. Each of these additions to Downtown would add to a twenty-four hour population base. This working and living population will require goods and services such as groceries, office supplies, furniture, hardware, dry cleaning, and other essential services.

Major development proposals of increased hospitality and entertainment facilities will contribute to the retail support services market. A riverfront destination such as a museum/ aquarium and enhanced riverfront would bring tourists, school groups, and citizens throughout the year into Downtown. The retail market could benefit from such a facility by increasing the customer base for restaurants, specialty stores, office supply stores, and convenience stores. The demand for a hotel in Downtown Cape Girardeau has been expressed in surveys and public meetings in the DREAM planning process. A hotel of 100 (plus) rooms could serve the Downtown and university communities. Such a facility, in the right location, could serve as an anchor for redevelopment and re-investment along Broadway.

The select areas for Downtown are generally defined by location and access. Fortunately, almost all of Downtown Cape Girardeau has good access because of the street grid and the major arterials of Williams St. and Broadway. The appropriate retail uses at the locations could provide a stimulus to an entire street, corridor or neighborhood. Such opportunities may be a urban grocery store of 10,000 square feet along the west end of Broadway. The store could serve the university community, the nearby hospital and the broader Downtown community.

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 market the events with Community Improvement District (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

  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.

INTRODUCTION

Cape Girardeau is fortunate to have a Downtown which is still the social and civic center of the city and region. The history of the City and the region is connected to Downtown Cape Girardeau. Downtown has numerous professional offices, civic institutions, shops, offices and entertainment venues. In summary, Downtown Cape Girardeau is important for the city and the region.

In many instances, modern development trends have diminished the function of the typical American Downtown in every day life, as shopping habits shifted to the big-box stores on the outskirts of town. Shopping centers and major retailers have located along major roadways, as the automobile increased the mobility of the consumer. The auto oriented retail developments have generally been outside the traditional Downtown, which has resulted in a loss of commercial viability for Downtowns, including Cape Girardeau.

Though diminished as the commercial hub, Downtown Cape Girardeau is still the civic center for the city and region. One way to sustain Downtown's prominence is to encourage the restoration of Downtown's function as the shopping hub of the area by encouraging retail development. The existing environment of Downtown must encourage people to come Downtown to shop, work and play. While retail development is not the only necessary component for a successful Downtown, it is one of the most important components and one of the most noticeable. The growth and sustainability of retail in a traditional Downtown is an ever-changing endeavor, complete with challenges and opportunities. The Retail Market Analysis as part of the DREAM Initiative is an effort to identify the challenges and opportunities of the retail market for Downtown Cape Girardeau. In that regard, this report presents data and recommends strategies for strengthening Downtown Cape Girardeau's retail base.

The first part of the report will focus on the "demand" side of the retail market, analyzing demographic trends and consumer demand. The second part of the report will focus on the "supply" side of the retail market in order to evaluate the current level of retail service and to identify the types of retail services that could be supported by available, or unmet, consumer demand. Finally the report will conclude with recommended strategies for encouraging retail development in Downtown Cape Girardeau and attracting the retail services identified via the "gap" analysis.

BACKGROUND

METHODOLOGY

PGAV takes a comprehensive approach aimed at identifying the retail demand and supply of the trade area in order to identify potential retail services, as well as determine appropriate strategies for encouraging downtown retail development. The report includes components of many other DREAM Initiative analyses and consists generally of four parts;

1) a review of the trade area demographics and trends;
2) an analysis of the trade area business mix and site characteristics;
3) identification of potential retail sectors to target; and
4) recommendations of retail development strategies and implementation techniques to achieve goals.

As a component of other DREAM Initiative activities PGAV has conducted numerous surveys of residents and visitors which will provide key insights into what improvements and retail services are desired in downtown. Additionally, a thorough review of the residential demand for the trade area has been conducted. A physical examination of the trade area and surrounding region has been conducted. Detailed examinations of the area provided insight into the traffic and pedestrian patterns downtown, as well as identify the business mix and occupancy levels.

The retail demand, quantified by spending power of the trade area, is compared to the retail supply, quantified by the retail sales of the area, in order to identify potential unmet demand in the area. The retail categories that show unmet demand are then evaluated against the survey results and economic and physical conditions of downtown in order to develop a list of potential retail store space to target. Working with the City and Downtown stakeholders PGAV will develop a strategy to assist in downtown retail revitalization.

LIMITS OF STUDY

This study is intended to provide a general forecast of the amount and types of retail development that could be supported in the trade area. The assumptions and projections used in the analysis are valid and likely supported through 2012. The analysis is meant to provide general strategic direction for developing retail in Downtown Cape Girardeau. This study is not intended to be the sole basis for development decisions.

DETERMING TRADE AREAS

TRADE AREAS

"Trade area" refers to the geographic area from which a majority of a given business's customers originate. Different categories of retail businesses have different trade areas. The trade area for a convenience store or hair salon might be quite small, whereas a specialty electronics retailer or a car dealership's trade area would be much larger. To determine the trade area of a shopping center or entire retail district, an average must be used to even out differences between types of businesses. The concept of trade areas is an important part of evaluating the performance of a retail district and determining the potential to expand retail activity.

Retail market analysis generally focuses on two different geographic trade areas: a Downtown Trade Area and a Secondary Trade Area. For the purposes of this study, the Downtown Trade Area (DTA) is the DREAM Initiative Study Area. The Secondary Trade Area (STA) will be any point within a 30-minute drive of Downtown. The 30-minute drive boundary presents an acceptable catch-basin of consumers likely to make a shopping trip to Downtown. A map of each area is included in Appendix A.

The 30-minute drive time is based upon the commute time for the labor pool within the trade area. The drive time will also be supplemented by the by the zip code analysis of results from the DREAM Visitor Survey.

It is important to note that the Trade Areas ignore municipal, county, and state boundaries; however, the Downtown Trade Area respects the traditional Downtown of Cape Girardeau. The rational for not tying Trade Areas to an established set of boundaries is based upon the fact that modern consumers typically shop at locations that provide the types and quality of shops and services they require and that are most convenient for them to travel to, regardless of jurisdiction.

DEMOGRAPHIC PROFILE

In order to understand the potential for retail development in the Downtown and Secondary Trade Areas (Figures 1 and 2, respectively), it is important to know the populations, household incomes and average annual expenditures of the households in the area. This information provides us with the number of consumers in both areas and an indication of the demand, or the available spending dollars, for retail in each area – though with particular attention paid to the Downtown area.

Because the National Census is conducted decennially, most current population data is estimated based on the last census, which was conducted in 2000.

DOWNTOWN TRADE AREA (DTA)

In 2007, 2,747 people were living in the Downtown Trade Area in 1,327 households. The average household income was $30,962. The median age was 26. Approximately 23% of the population were 19 or younger; 52% were between 20 and 44 years of age; and 25.4% of the population were 45 years of age or older.

The following table illustrates, in further detail, current demographics and future demographic trends for the DTA:

Figure 1: Downtown Trade Area

Table 1

Downtown Trade Area Demographic Trends					
Year	2000	2007	2012	Percent Change 2000-2007	Percent Change 2007-2012
Total Population	2,656	2,747	2,710	3.43%	-1.35%
Total Households	1,368	1,327	1,317	-3.00%	-0.75%
19 and Under	645	629	609	-2.53%	-3.19%
20-44	1,373	1,417	1,376	3.23%	-2.92%
45 and Over	640	698	718	9.01%	2.90%
Median Age	26.4	26.4	26.6	0.00%	0.76%
Average Household Income	$24,883	$30,962	$36,275	24.43%	17.16%

SECONDARY TRADE AREA (STA)

As of 2007, the population of the Secondary Trade Area (STA) was 84,872 people living in 34,013 households. The average household income was $57,079. The median age was 37.2. About 18% of the population were 19 or younger; 29% of the population were between 20 and 44 years of age; 51% of the population were 45 years of age or more.

Table 2, illustrated below, provides current demographics and future demographic trends for the Secondary Trade Area:

Figure 2: Secondary Trade Area

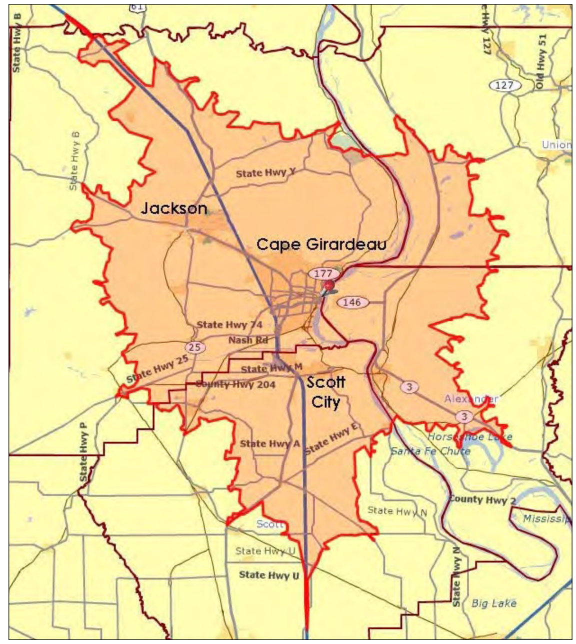


Table 2

Secondary Trade Area Demographic Trends					
Year	2000	2007	2012	Percent Change 2000-2007	Percent Change 2007-2012
Total Population	82,310	84,872	86,824	3.11%	2.25%
Total Households	32,305	34,013	35,050	5.29%	1.87%
19 and Under	16,297	15,107	15,281	-7.30%	-1.14%
20-44	23,788	24,273	24,050	2.04%	-3.25%
45 and Over	40,579	43,539	45,235	7.30%	1.54%
Median Age	35.3	37.2	38.3	5.38%	2.87%
Average Household Income	$34,329	$57,079	$67,229	66.27%	15.10%

EDUCATIONAL ATTAINMENT

As shown in Table 3, Educational Attainment for Cape Girardeau, age 25 and older, more than 43% of the City's residents, have attended or graduated from college, and 1% have obtained advanced degrees.

Table 3

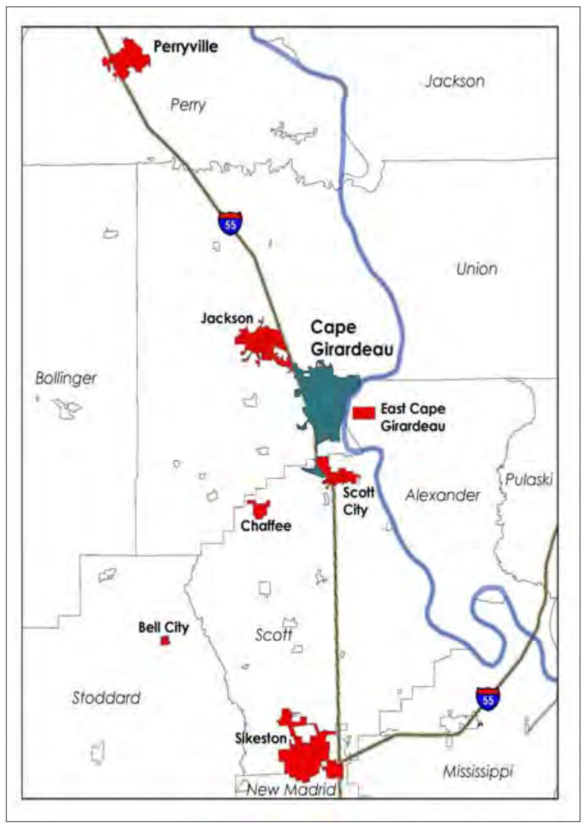
Educational Attainment for Cape Girardeau			
	Males	Females	Total
Total	10,041	11,530	21,571
High school graduate (includes equivalency)	2,737	3,324	6,061
Some College & Associates Degree	2,388	2,851	5,239
Bachelor's degree	1,831	2,351	4,182
Master's degree	562	699	1,261
Professional & Doctorate Degree	709	158	867

U.S. Census Bureau 2000

Individual higher educational attainment generally correlates with higher occupational standing and higher incomes. At a community-level, the education of the population correlates with economic growth; populations with higher-levels of education generally experience higher rates of economic growth.

EMPLOYMENT

Figure 3: Surrounding Communities



Throughout the city of Cape Girardeau there are over 27,557 jobs with 2,628 (9.5%) located in the Downtown Trade Area, representing 364 establishments. Cape Girardeau's Downtown retail sector has 507 employees (19%) with 212 in the Food & Service Industry. There are 106 retail businesses within the DREAM Boundary; of those 28 are eating and drinking places.

Citywide, Cape Girardeau has a total of 7,018 retail and food and service industry employees (25%) in 539 establishments. Of the retail establishments located in Downtown most of them are categorized as miscellaneous retailers and eating/drinking places. Downtown Cape Girardeau has experienced a 6% decrease in the number of jobs available in the Downtown area since 2002, representing a decrease of 181 employees.

Approximately 40% of Downtown employees are from the City of Cape Girardeau. Sixty-six percent of Downtown employees reside in Cape Girardeau

County. Most of the Downtown employees travel from surrounding cities such as: Jackson, Scott City, Chafee, Perryville, Sikeston, Bell City and East Cape Girardeau, Illinois (all located within the Secondary Trade Area). These communities are illustrated in Figure 3 Surrounding Communities (data for Figure 3 provided by Missouri Economic Research & Information Center).

CONSUMER RETAIL SUPPLY

A review of the DREAM Boundary provides a picture of current retail capacity and the potential to provide additional services for Downtown Cape Girardeau residents and visitors. The Downtown Trade Area consists of 288 acres with 980,000 square feet of existing first-floor commercial/retail space. In reviewing the DREAM Land Use and Building Survey results, PGAV has determined that approximately 498,600 square feet of first-floor space is currently used as retail/restaurant space and that 60,000 square-feet of street-level space is vacant. The 498,600 square feet of retail/restaurant space is generating about $40 million in sales annually, or about $80 per square foot. The 60,000 square feet of vacancy represents, potentially, another $4.8 million in annual sales to the Downtown Trade Area.

Table 4, below, represents the breakdown of retail establishments in Downtown Cape Girardeau, the City of Cape Girardeau, and Cape Girardeau County. The bulk of retail establishments in Downtown Cape Girardeau are categorized as Miscellaneous Retail Locations. Maps showing the location of retail establishments in Downtown Cape Girardeau are located in **Appendix C-Downtown Retail Locations and 1st Floor Vacancy.**

Table 4

Retail Establishments	Downtown Cape Girardeau		City of Cape Girardeau		Cape Girardeau County	
	Businesses	Employees	Businesses	Employees	Businesses	Employees
Retail Trade Summary	106	507	539	7,018	755	9,130
Home Improvement	4	38	32	328	57	774
General Merchandise Stores	4	19	22	1,151	28	1,410
Food Stores	4	44	47	501	77	835
Auto Dealers, Gas Stations, Auto Aftermarket	4	6	61	642	102	910
Apparel & Accessory Stores	10	26	52	430	58	449
Furniture & Home Furnishings	5	48	44	496	64	541
Eating & Drinking Places	28	212	126	2,664	173	3,315
Miscellaneous Retail	47	114	155	806	196	896
Total Businesses	106		539		755	
Total Employees	507		7,018		9,130	
Total Residential Population	2,747		35,690		71,726	
Daytime (Employee)/Nighttime (Population) Ratio	0.96		0.77		0.55	

GAP ANALYSIS

The Gap Analysis illustrates the Downtown Trade Area's competitive position as a center for retail activity. This determination is made using a "pull-factor" methodology. A "pull-factor" describes retail supply or demand in per capita terms and can best be described as follows:

Pull-Factor

The pull-factor provides estimates of the consumer and retail sales activity that an area draws from outside its boundaries, using per capita retail sales and area consumer expenditures within the area. For the purposes of this analysis, a pull-factor will be determined for the Downtown Trade Area.

A pull-factor greater than 1.0 indicates that the Downtown Trade Area attracts consumers from outside its boundaries. A pull-factor less than 1.0 indicates that the Downtown Trade Area is losing consumers and retail expenditures to the surrounding area.

The "pull-factor," as utilized in this analysis, reveals gaps, where they exist, in retail service within the Downtown Trade Area on a per capita basis. This methodology not only illustrates the number of shoppers currently drawn to the Downtown Trade Area, but also reveals retail sectors which currently do not "pull in" consumers to the Downtown Trade Area due to a lack of service provision. This latter concept represents the "gap;" such gaps, as revealed per retail sector, purely by the fact of their existence, serve as guides for the City as it plans retail and business development activities.

The Retail Market Analysis looks at demographic and market data from several different perspectives, beginning with a definition of the Secondary Trade Area (STA) (given on Page 3). As previously noted, for this study, the STA is defined as the entire area within a 30-minute drive of Downtown. Any trip less than 30-minutes, and therefore originating from any point within the STA, would represent a routine shopping trip. This 30-minute drive-time includes the pool of consumers from which the Downtown Trade Area (DTA) will most likely draw shoppers. The size of this pool can be measured in two ways: In terms of total, aggregate retail demand per North American Industrial Classification Sector ("NAICS") retail sector; and in terms of per capita "retail demand." "Retail demand," estimates the expected amount spent by consumers on retail goods and services.[1]

The crux of the Retail Market Analysis is the determination of the amount of "retail demand" within the STA currently being captured by Downtown area retail establishments. This determination is made for each NAICS retail sector given earlier in this document in order to reveal to the community those sectors which appear to attract people to Downtown and those retail sectors for which Downtown lacks services. All of this is a long way of saying that the analysis reveals the relative strengths and weaknesses of Downtown Cape Girardeau's retail market.

POSITIVE PULL-FACTORS

Table 5 - Downtown Trade Area Positive Pull-Factors, on the following page, illustrates retail demand and supply (i.e. actual sales and actual purchases) within both the STA and the DTA in an effort to provide an estimate of the number of shoppers Downtown Cape Girardeau likely attracts on an annual basis.

To explain this table, it's easiest to pick a sector and describe the course of data analysis from left to right.

For example, in Table 5, the row for "Total Retail Trade and Food and Drink" (NAICS 44-45, 722) provides totals for all retail activity, except for automobile purchases. Aggregate demand in the STA for total retail food and drink amounts to approximately $581 million. Dividing the aggregate demand by the STA's population of 83,398 we can determine the per capita demand for this retail sector, which is $6,968. This means that the average person living in the STA spends roughly $6,968 on retail, food and drink annually.

Next, as we see in the fourth column of Table 5, in 2007, approximately $40 million was spent by shoppers in the DTA on total retail.[2] Dividing this number by the per capita demand for this retail sector ($6,968), we get an idea of the number of shoppers "captured," or who traveled to the DTA to shop for their retail, food and drink needs. In this case, 5,854 consumers spent their $6,968 in the DTA last year. These 5,854 shoppers represent 3.44 times the population of the DTA, which means that the DTA has a "pull-factor" of 3.44 for total Retail Trade. This pull-factor indicates that the DTA attracts more consumers than it has residents; which indicates that it is relatively healthy.

This same calculation has been carried out for each of the NAICS retail sectors listed in Table 5. For each retail sector, the reader can see the positive pull-factors, and shopping activity drawn to the DTA.

The last column in Table 5, the Downtown Trade Area Capture (%) column, illustrates the percentage of total retail activity in the STA that is captured by the DTA. This column gives context to the positive pull-factor by showing what proportion of total STA retail demand the DTA captures or "pulls-in." For example, for Total Retail Trade and Food and Drink, the DTA captures approximately 7% of all retail demand in the STA. This column, by showing the relationship between STA retail demand and actual DTA retail activity reveals retail sectors in which the DTA provides significant proportions of the area's retail services. Also, the column shows the retail sectors for which the DTA provides insignificant proportions of the area's retail services.

[1,2]Source: ESRI Retail Market Profile. May , 2008. All data is 2007 data unless noted otherwise.

Downtown Revitalization Economic Assistance for Missouri
Cape Girardeau, Missouri Retail Market Analysis Report

Table 5
Downtown Trade Area Positive Pull-Factors
Cape Girardeau, MO

Industry Group	Secondary Trade Area Demand	STA Businesses	STA Per Capita Demand	Downtown Area Total Amount Spent	Downtown Businesses	Downtown Trade Area Capture	Downtown Pull-factor	Downtown Trade Area Capture (%)
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	**$581,110,512**	**814**	**$6,968**	**$40,791,362**	**89**	**5,854**	**2.13**	**7.02%**
Total Retail Trade (NAICS 44-45)	**$482,838,393**	**614**	**$5,790**	**$33,695,357**	**62**	**5,820**	**2.12**	**6.98%**
Total Food & Drink (NAICS 722)	**$98,272,119**	**200**	**$1,178**	**$7,096,005**	**27**	**6,022**	**2.19**	**7.22%**
Furniture & Home Furnishings Stores (NAICS 442)	$26,976,591	31	$323	$2,465,612	1	7,622	2.77	9.14%
Furniture Stores (NAICS 4421)	$13,528,627	14	$162	$2,465,612	1	15,199	5.53	18.23%
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$27,814,932	58	$334	$1,831,189	3	5,490	2.00	6.58%
Building Material and Supplies Dealers (NAICS 4441)	$24,254,295	43	$291	$1,698,866	2	5,842	2.13	7.00%
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$3,560,637	15	$43	$132,323	1	3,099	1.13	3.72%
Food & Beverage Stores (NAICS 445)	$118,982,992	45	$1,427	$5,311,847	3	3,723	1.36	4.46%
Grocery Stores (NAICS 4451)	$114,135,347	39	$1,369	$5,311,847	3	3,881	1.41	4.65%
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$26,788,165	39	$321	$4,210,368	3	13,108	4.77	15.72%
Gasoline Stations (NAICS 447/NAICS 4471)	$111,273,025	38	$1,334	$4,347,307	1	3,258	1.19	3.91%
Clothing and Clothing Accessories Stores (NAICS 448)	$37,745,174	77	$453	$4,293,063	11	9,486	3.45	11.37%
Clothing Stores (NAICS 4481)	$28,641,682	46	$343	$2,187,209	6	6,369	2.32	7.64%
Shoe Stores (NAICS 4482)	$6,315,133	13	$76	$727,599	2	9,609	3.50	11.52%
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$2,788,359	18	$33	$1,378,255	3	41,223	15.01	49.43%
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$11,763,963	40	$141	$1,781,705	2	12,631	4.60	15.15%
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$6,057,791	32	$73	$1,730,485	1	23,824	8.67	28.57%

NEGATIVE PULL-FACTORS

The list below shows those North American Industrial Classification Sector (NAICS) retail sectors which exhibit negative or null pull-factors. (These retail sectors are listed in detail in **Table 6 - Negative Pull-Factors**, on the following page). Negative pull-factors indicate that residents of the DTA leave the area to shop for these goods and services. Null pull-factors equal zero and indicate a lack of any retail service in the DTA.

- Home Furnishings Stores
- Specialty Food Stores
- Beer, Wine, and Liquor Stores
- Book, Periodical, and Music Stores
- General Merchandise Stores
- Department Stores Excluding Leased Depts.
- Other General Merchandise Stores
- Miscellaneous Store Retailers
- Florists
- Office Supplies, Stationery, and Gift Stores
- Used Merchandise Stores: Antique, Resale & Thrift Shops
- Other Miscellaneous Store Retailers
- Food Services & Drinking Places
- Full-Service Restaurants
- Limited-Service Eating Places
- Special Food Services
- Drinking Places—Alcoholic Beverages

While the retail services listed above may indicate future retail development potential by revealing services that the DTA currently lacks, the following section details the level of "retail opportunity" in terms of "retail demand" available to the DTA.

Downtown Revitalization Economic Assistance for Missouri
Cape Girardeau, Missouri Retail Market Analysis Report

Table 6
Downtown Trade Area Negative Pull-Factors
Cape Girardeau, MO

Industry Group	Secondary Trade Area Demand	STA Businesses	STA Per Capita Demand	Downtown Area Total Amount Spent	Downtown Businesses	Downtown Trade Area Capture	Downtown Pull-factor	Downtown Trade Area Capture (%)
Home Furnishings Stores (NAICS 4422)	$13,447,964	17	$161	$0	0	0	0.00	0.00%
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$19,355,293	36	$232	$528,204	2	2,276	0.83	2.73%
Specialty Food Stores (NAICS 4452)	$4,186,131	6	$50	$0	0	0	0.00	0.00%
Beer, Wine, and Liquor Stores (NAICS 4453)	$661,514	0	$8	$0	0	0	0.00	0.00%
Book, Periodical, and Music Stores (NAICS 4512)	$5,706,172	8	$68	$51,220	1	749	0.27	0.90%
General Merchandise Stores (NAICS 452)	$86,498,048	30	$1,037	$1,290,638	2	1,244	0.45	1.49%
Department Stores Excluding Leased Depts. (NAICS 4521)	$75,711,816	19	$908	$1,163,153	1	1,281	0.47	1.54%
Other General Merchandise Stores (NAICS 4529)	$10,786,232	11	$129	$127,485	1	986	0.36	1.18%
Miscellaneous Store Retailers (NAICS 453)	$15,640,210	117	$188	$205,397	31	1,095	0.40	1.31%
Florists (NAICS 4531)	$1,391,611	13	$17	$9,868	3	591	0.22	0.71%
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$5,545,325	35	$66	$77,347	7	1,163	0.42	1.39%
Used Merchandise Stores (NAICS 4533)	$1,663,090	39	$20	$28,317	17	1,420	0.52	1.70%
Other Miscellaneous Store Retailers (NAICS 4539)	$7,040,184	30	$84	$89,865	4	1,065	0.39	1.28%
Food Services & Drinking Places (NAICS 722)	$98,272,119	200	$1,178	$1,556,408	27	1,321	0.48	1.58%
Full-Service Restaurants (NAICS 7221)	$13,686,294	9	$164	$142,074	0	866	0.32	1.04%
Limited-Service Eating Places (NAICS 7222)	$58,654,720	154	$703	$929,734	19	1,322	0.48	1.59%
Special Food Services (NAICS 7223)	$22,881,990	15	$274	$426,727	3	1,555	0.57	1.86%
Drinking Places - Alcoholic Beverages (NAICS 7224)	$3,049,115	22	$37	$57,873	5	1,583	0.58	1.90%

RETAIL OPPORTUNITY

When planning future retail development, Cape Girardeau should take into account not only the type and level of retail service the DTA currently provides, but also the retail demand available throughout the STA. "Available," as the term is used here means demand that is unmet, or unsatisfied, within the STA, thus indicating an amount of retail opportunity. The gaps shown below indicate the amount of retail expenditure that currently "leaks" from the STA to outer areas. The DTA could, potentially, capture this demand with the appropriate retail services. The City of Cape Girardeau should be cognizant of these gaps when planning or considering future retail development activities.

The retail sectors which indicate the highest level of opportunity, or available demand which the DTA might capture with adequate planning, are:

1. Food & Beverage Stores/Grocery Stores
2. Limited-Service Eating Places
3. Specialty Food Services
4. Book, Periodical, and Music Stores

Table 7 - Retail Opportunity, below, shows the retail sectors which indicate opportunities for growth. Shown below is the current demand for each retail sector, current sales activity, and the "gap" amount of demand for these services.

Table 7
Retail Opportunity

Industry Group	Available Demand	Current Sales	Gap (Opportunity)
Furniture Stores (NAICS 4421)	$13,528,627	$10,996,158	$2,532,469
Food & Beverage Stores (NAICS 445)	$118,982,992	$102,684,462	$16,298,530
Grocery Stores (NAICS 4451)	$114,135,347	$99,824,012	$14,311,335
Specialty Food Stores (NAICS 4452)	$4,186,131	$2,860,450	$1,325,681
Beer, Wine, and Liquor Stores (NAICS 4453)	$661,514	$0	$661,514
Book, Periodical, and Music Stores (NAICS 4512)	$5,706,172	$2,929,497	$2,776,675
Limited-Service Eating Places (NAICS 7222)	$58,654,720	$51,011,093	$7,643,627
Special Food Services (NAICS 7223)	$22,881,990	$19,612,801	$3,269,189

The following pages illustrate retail opportunities for the three districts of the Downtown Study Area: Broadway, Riverfront, and the Good Hope/Haarig District. The retail opportunities are listed in a table format and illustrated on accompanying maps.

Table 8-a
Retail Opportunities Broadway District

Retail Development Opportunities - Broadway

ID	Address	1st Floor Land Use	1st Floor Vacancy	Vacant 1st Floor Square Footage	Recommended Use
1	805 BROADWAY	Vacant	100%	13,000	Specialty Grocery
4	502 BROADWAY/ 215 N MIDDLE	Vacant	100%	11,000	Service
10	516 BROADWAY	Vacant	100%	3,000	Service
11	510 BROADWAY	Retail	50%	2,000	Service
13	433 BROADWAY	Retail	50%	3,500	Mixed Use - Entertainment
14	600 BROADWAY	Vacant	100%	1,500	Educational/Entertainment (Discovery Playhouse)
21	529 BROADWAY	Vacant	100%	3,000	Retail - Specialty
31	915 BROADWAY	Vacant	100%	1,200	Residential
34	1330 BROADWAY	Vacant	100%	3,076	Retail - Specialty
35	817 BROADWAY	Vacant	100%	10,000	Open Space
36	721 BROADWAY	Vacant	100%	3,200	Open Space
37	1231 BROADWAY	Vacant	100%	4,100	Mixed Use - Retail/Entertainment
38	1304 BROADWAY	Vacant	100%	2,300	Specialty Dining
39	No Address Available	Restaurant/Bar	75%	11,250	Specialty Dining & Retail
42	222 PACIFIC N	Vacant	100%	17,000	Entertainment - Theatre
43	221 FOUNTAIN N/ 237 FOUNTAIN N	Vacant	100%	10,000	Service
44	824 BROADWAY	Vacant	100%	8,000	Educational
45	621 BROADWAY	Commercial	50%	3,400	Mixed Use - Retail/Service/Residential
47	318 BROADWAY	Vacant	100%	9,100	Residential
48	635 BROADWAY/ 637 BROADWAY	Vacant	100%	3,900	Mixed Use - Retail/Service/Residential
51	419 BROADWAY	Vacant	100%	3,800	Specialty Dining & Retail
52	411 BROADWAY	Vacant	100%	3,800	Specialty Dining

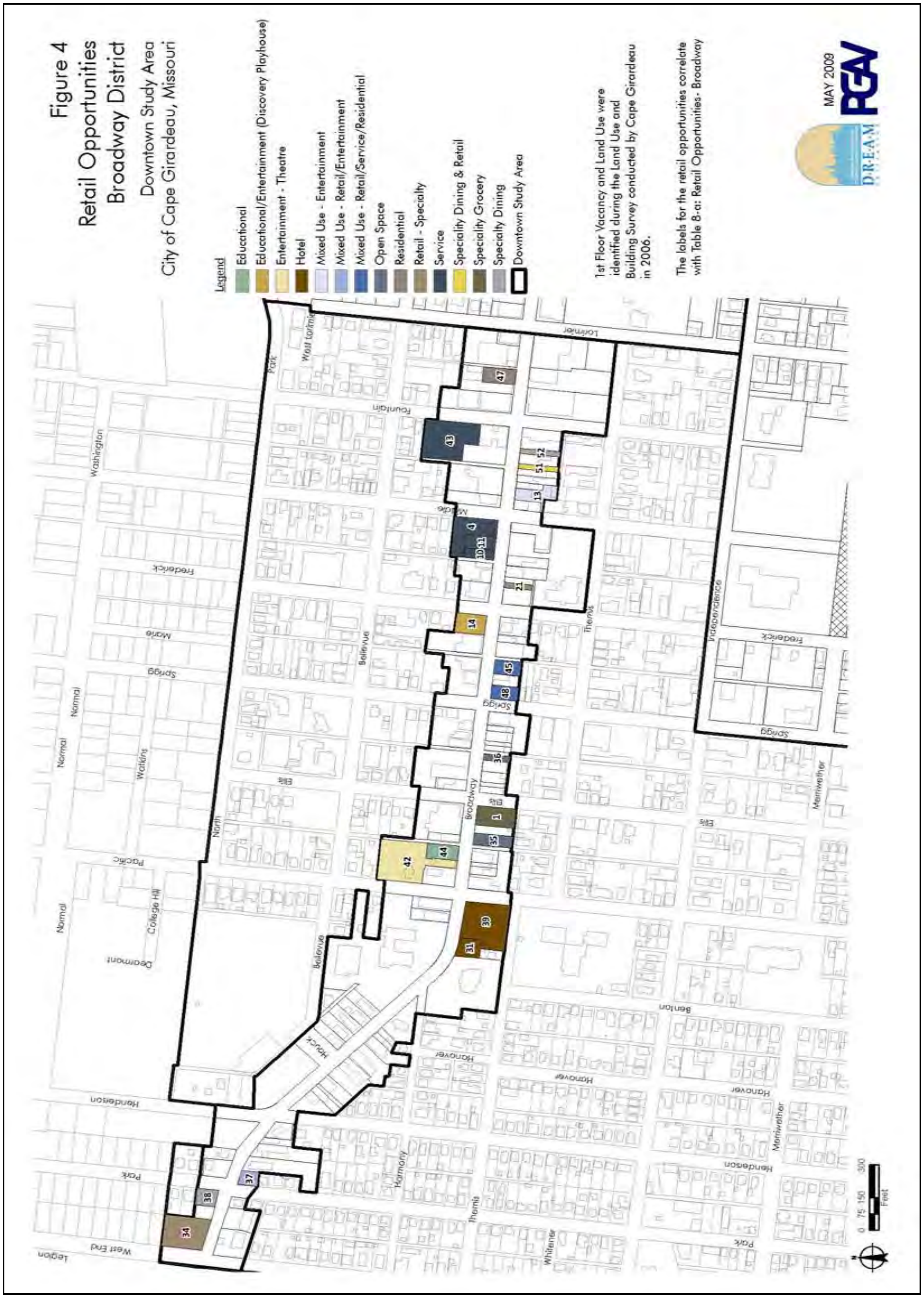


Figure 4
Retail Opportunities
Broadway District
Downtown Study Area
City of Cape Girardeau, Missouri
Legend
Educational
Educational/Entertainment (Discovery Playhouse)
Entertainment - Theatre
Hotel
Mixed Use - Entertainment
Mixed Use - Retail/Entertainment
Mixed Use - Retail/Service/Residential
Open Space
Residential
Retail - Specialty
Service
Speciality Dining & Retail
Specialty Grocery
Specialty Dining
Downtown Study Area
1st Floor Vacancy and Land Use were identified during the Land Use and Building Survey conducted by Cape Girardeau in 2006.
The labels for the retail opportunities correlate with Table 8-a: Retail Opportunities - Broadway
MAY 2009
PGAV
D·R·E·A·M
Broadway
Independence
Lorimier
Fountain
Spanish
Frederick
Sprigg
Bellevue
Themis
Ellis
Henderson
Hanover
Harmony
Washington
Normal
Pacific
North
College Hill
Park
West End
Legion
Houck
Benton
Meriwether
Whitener
0 75 150 300
Feet

Table 8-b
Retail Opportunities Riverfront District

Retail Development Opportunities - Riverfront

ID	Address	1st Floor Land Use	1st Floor Vacancy	Vacant 1st Floor Square Footage	Recommended Use
2	100 BROADWAY	Vacant	100%	7,600	Riverfront Destination
7	33 MAIN N	Retail	50%	2,150	Retail - Specialty
12	120 BROADWAY	Vacant	100%	1,100	Riverfront Destination
20	20 MAIN N / 20A MAIN N	Vacant	100%	9,900	Mixed Use - Retail/Service/Residential
22	220 INDEPENDENCE	Vacant	100%	2,187	Service/Professional Office
24	31 MAIN N/ 31B MAIN N	Restaurant/Bar	50%	1,110	Mixed Use - Entertainment
26	1 SPANISH COURT/ 200 BROADWAY	Commercial	100%	5,200	Residential
40	36 SPANISH N	Vacant	100%	4,200	Mixed Use - Retail/Service/Residential
53	121 BROADWAY	Vacant	100%	4,200	Mixed Use - Retail/Service/Residential


Figure 5
Retail Opportunities
Riverfront District
Downtown Study Area
City of Cape Girardeau, Missouri
Legend
Mixed Use - Entertainment
Mixed Use - Retail/Service/Residential
Residential
Retail - Specialty
Riverfront Destination
Service/Professional Office
Downtown Study Area
1st Floor Vacancy and Land Use were identified during the Land Use and Building Survey conducted by Cape Girardeau in 2006.
The labels for the retail opportunities correlate with Table 8-b: Retail Opportunities-Riverfront.
MAY 2009
Mississippi River
Water
Main
Themis
Spanish
Lorimier
Broadway
Independence
Fountain
Feet

Table 8-c
Retail Opportunities Good Hope/Haarig District

Retail Development Opportunities - Good Hope/Haarig

ID	Address	1st Floor Land Use	1st Floor Vacancy	Vacant 1st Floor Square Footage	Recommended Use
3	334 MIDDLE S	Vacant	100%	2,500	Service
5	INDEPENDENCE	Vacant	100%	200	Service/Retail
6	1 FREDERICK S	Vacant	50%	1,750	Service/Retail
8	630 GOOD HOPE	Vacant	100%	2,759	Mixed Use - Retail/Service/Residential
9	626 GOOD HOPE	Vacant	100%	1,500	Mixed Use - Retail/Service/Residential
15	412 ASHER	Vacant	100%	3,000	Hotel
16	15/21 FREDERICK S	Vacant	100%	1,000	Service/Retail
17	101 FREDERICK S	Vacant	100%	1,276	Service
18	130 FREDERICK S	Vacant	100%	25,000	Service
19	334 FOUNTAIN S REAR/ 336 FOUNTAIN S REAR	Vacant	100%	2,500	Mixed Use - Retail
23	422 GOOD HOPE	Vacant	100%	1,300	Specialty Dining
25	629/631/633/635 GOOD HOPE	Vacant	100%	6,100	Mixed Use - Retail/Service/Residential
27	518/522 MIDDLE S	Vacant	100%	1,900	Retail
28	518/522 MIDDLE S	Vacant	100%	1,900	Residential
29	100 SPRIGG S	Retail	25%	1,981	Retail - Specialty
30	544 FREDERICK S	Vacant	100%	1,200	Mixed Use - Retail/Service/Residential
32	302 MORGAN OAK	Vacant	100%	3,000	Specialty Dining
33	622 JEFFERSON	Vacant	100%	1,200	Retail - Specialty
41	150 LORIMIER S	Vacant	100%	5,200	Service
46	121 MAIN N	Vacant	100%	3,185	Service
49	500 MORGAN OAK	Vacant	100%	800	Retail
50	331 MORGAN OAK	Vacant	100%	400	Retail
54	315R MIDDLE S	Vacant	100%	1,100	Residential
55	150 MIDDLE S	Vacant	100%	3,933	Mixed Use - Retail/Service/Residential
56	101 WILLIAM	Vacant	100%	14,000	Architectural Museum
57	522 GOOD HOPE / 526 & 530 GOOD HOPE/ 224 & 240 FREDERICK S	Vacant	100%	7,510	Mixed Use - Retail/Service/Residential
58	522 GOOD HOPE / 526 & 530 GOOD HOPE/ 224 & 240 FREDERICK S	Vacant	100%	7,510	Mixed Use - Retail/Service/Residential
59	211 AQUAMSI	Vacant	100%	2,600	Architectural Museum
60	312/316/318 SPRIGG S	Vacant	100%	3,900	Mixed Use - Retail/Service/Residential
61	625 GOOD HOPE/ 627 GOOD HOPE/ 629 GOOD HOPE	Retail	50%	4,300	Mixed Use - Retail/Service/Residential
62	605 GOOD HOPE	Vacant	100%	5,500	Mixed Use - Retail/Service/Residential
63	615 GOOD HOPE REAR	Vacant	100%	1,100	Residential
64	313 MIDDLE S	Vacant	100%	1,200	Mixed Use - Retail/Service/Residential
65	326 SPRIGG S	Vacant	100%	2,041	Mixed Use - Retail/Service/Residential
66	531 MORGAN OAK	Vacant	100%	15,000	Service

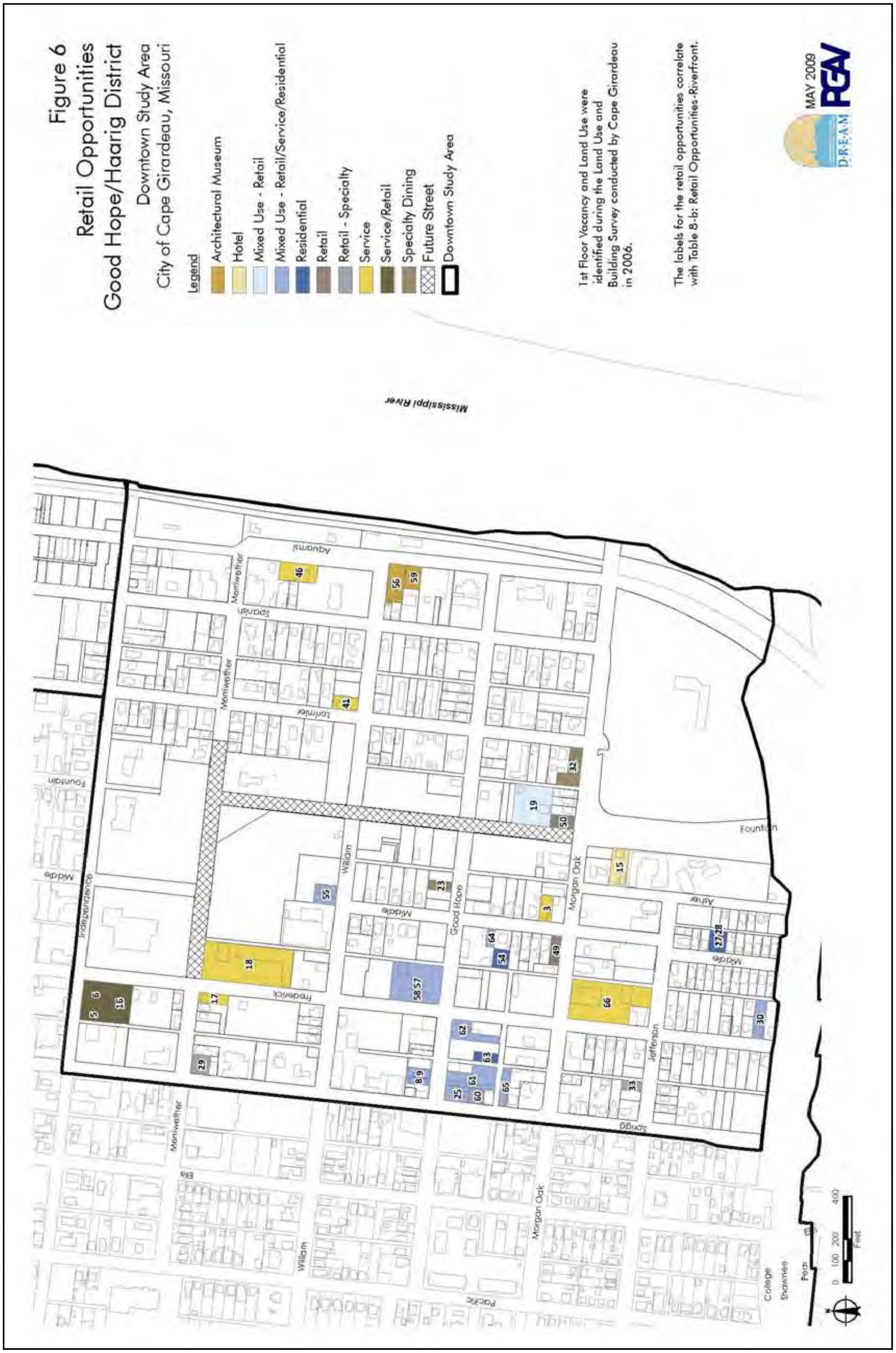


Figure 6
Retail Opportunities
Good Hope/Haarig District
Downtown Study Area
City of Cape Girardeau, Missouri
Legend
Architectural Museum
Hotel
Mixed Use - Retail
Mixed Use - Retail/Service/Residential
Residential
Retail
Retail - Specialty
Service
Service/Retail
Specialty Dining
Future Street
Downtown Study Area
1st Floor Vacancy and Land Use were identified during the Land Use and Building Survey conducted by Cape Girardeau in 2006.
The labels for the retail opportunities correlate with Table 8-b: Retail Opportunities-Riverfront.
MAY 2009
Mississippi River
Feet

CONSUMER RETAIL DEMAND

The spending habits of the consumers in the two study areas are of particular interest since the spending habits of these individuals provide the basis for the determination of demand. In short, determining how much each household spends on average per retail sector provides important data regarding the average household demand for particular retail services.

Table 9 illustrates average annual expenditures per household for each retail sector, as defined by the U.S. Departments of Labor and Commerce.

Table 9

2007 Average Annual Consumer Expenditures Per Household		
Retail Sector	Downtown Trade Area	Secondary Trade Area
Average Household Income	$30,962	$57,079
Total Households	1,327	34,013
Aggregate Consumer Expenditures	$41,086,574	$1,941,428,027
General Merchandise	$886.82	$1,553.63
Food	$3,875.73	$6,688.64
Food at Home	$2,443.85	$4,349.11
Food Away from Home	$1,431.88	$2,339.53
Apparel and Services	$1,182.15	$1,938.66
Household Merchandise	$869.24	$1,537.54
Electronics	$386.16	$585.80
Household Goods	$483.08	$951.74
Household Care	$135.40	$307.17
Transportation	$1,370.42	$2,519.39
Miscellaneous Merchandise	$888.52	$1,693.64
Health Care	$303.32	$671.41
Miscellaneous Goods	$585.20	$1,022.23
Entertainment & Recreation	$1,423.08	$2,705.97

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CUSTOMER INCOME

The following tables depict the potential purchasing power of the Downtown Trade Areas customers. Table 10 illustrates the numbers of households at regular income thresholds, listing the purchasing power available in Downtown Cape Girardeau, the City, and Cape Girardeau County.

Table 10

Households by Income Level for Cape Girardeau			
Income Level	Downtown	Citywide	County
Total Households	1,327	14,863	28,824
$ 0 - $14,999	483	2,601	4,093
$ 15,000 - $24,999	280	1,947	3,430
$ 25,000 - $34,999	143	1,843	3,430
$ 35,000 - $49,999	182	2,497	4,929
$ 50,000 - $74,999	131	2,675	6,197
$ 75,000 - $99,999	54	1,442	3,084
$ 100,000 - $149,999	41	1,115	2,335
$ 150,000 - $199,999	4	312	663
$ 200,000 +	8	416	663

Table 11 clarifies this idea of consumer demand by showing the amount of disposable income, per household, for the Downtown Trade Area and the Secondary Trade Area. This table presents the volume of demand available within both Trade Areas.

Table 11

Disposable Income Profile for Cape Giraradeau		
Income Level	Downtown Trade Area	Secondary Trade Area
Less than $15,000	290	5,578
$15,000-$24,999	188	5,192
$25,000-$34,999	101	5,241
$35,000-$49,999	107	7,218
$50,000-$74,999	74	7,308
$75,000-$99,999	15	1,456
$100,000-$149,999	8	1,317
$150,000-$199,999	2	364
$200,000+	3	445
Total	788	34,119
Median Disposable Income	$19,307	$36,495
Average Disposable Income	$27,759	$46,351

CONSUMER PROFILES & SEGMENTS

As a part of the DREAM planning process visitor and mail surveys were conducted to gather residents and visitors perceptions regarding Downtown Cape Girardeau.

Visitor Survey Overview

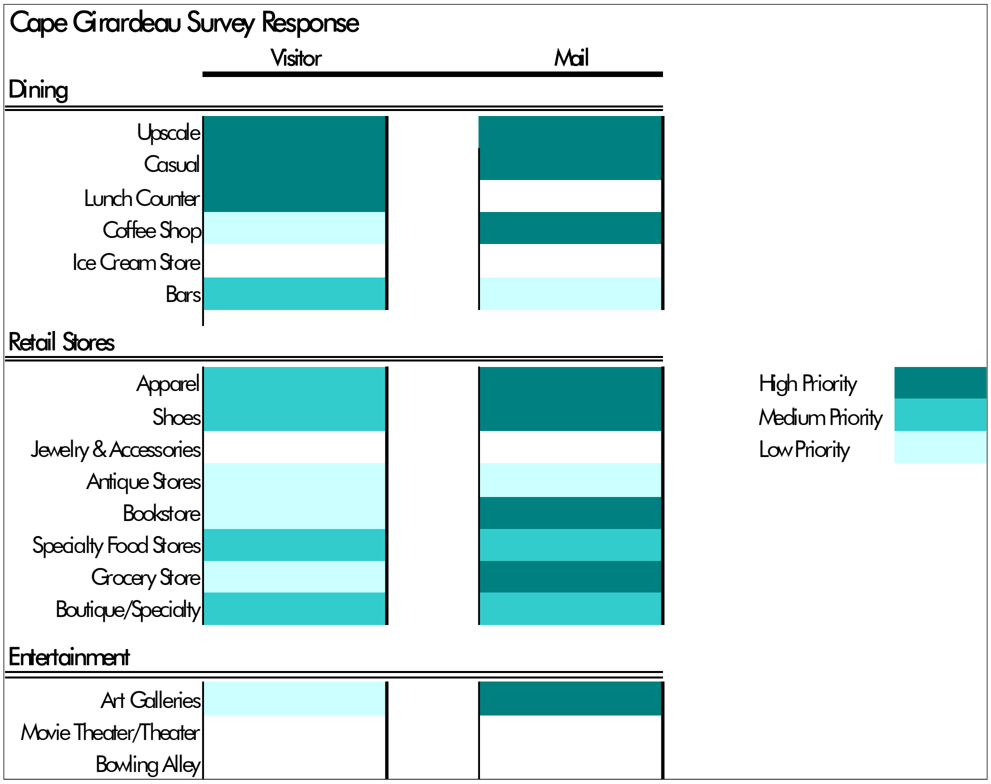
- Top Reasons for visiting Downtown Cape Girardeau:
  - Special Events, Dining,& Shopping
- Additional Businesses needed in Downtown:
  - More/better Restaurants
  - Book Store
  - Clothing Stores
  - Art Galleries
  - Upscale/Specialty Stores
  - Coffee Shop
- Visitor Composition: More than 40% of visitors are between the ages of 18 and 34. Another 25% of visitors are between the ages of 35 and 64, and these visitors generally do not bring children along on visits to Downtown Cape Girardeau.

Mail Survey Overview

- Downtown Visits:
  - A majority of respondents stated they visit Downtown for dining.
  - 27% of individuals visit Downtown Cape Girardeau more than 5 times a month.
  - Another 40% visit one to five times a month.
- Activities when Visiting Downtown:
  - Dining - 38%
  - Shopping - 14%
  - Entertainment - 17%
  - Government/Post Office—9%

Figure 7 illustrates visitor and mail/internet survey responses for various categories of new retail, restaurant and entertainment businesses in Downtown (white spaces indicate that the category was not identified as a priority by that group).

<u>Figure 7: Survey Responses</u>



Cape Girardeau residents placed varying degrees of importance on several categories within the retail sector. The highest priority from the visitors and mail/internet survey was upscale and causal dining. Visitors to Cape Girardeau indicated that they would also be interested in additional dining locations, apparel and shoe stores, and boutiques. The community indicated that attracting an coffee shop, clothing and shoe stores and a bookstore should be a top priority.

In summary, visitors and mail survey respondents were both very much interested in a wider variety of retail establishments, with extended business hours and an environment that focuses on the customer and their experience.

SEGMENTS

Downtown Workers:

- Most viable customer segment with more than 2,628 employees and 364 businesses
- A key issue is understanding the spending capacity of office workers.

An estimate of Downtown Worker potential spending:

- 2,628 x $25 estimated weekly spending = $3.4 million annually

Local Residents:

- Local residents visit Downtown for a variety of reasons, such as shopping, events, etc.
- Key issues for this segment will be to inspire community loyalty through effective marketing of Downtown as a shopping option.

Downtown Residents:

- This group comprises a special sub-set of the local market. Downtown will most likely never offer a wide enough range of goods to satisfy all the buying needs of Downtown residents (2,747 people living Downtown), though the presence of these residents presents an opportunity.
- Diverse buying demands of these residents can be partially served with a unique approach to retail and marketing.

Tourists - Out of Town Visitors:

- Some of these travelers are overnight visitors while others are day-trippers.
- Hotels are located in the Secondary Trade Area and this limits the ability for the Downtown Trade Area to attract these visitors.
- This segment can be quite lucrative based on expectation of increased patronage and their potential for expendable income.

Downtown Cape Girardeau Goals & Strategies

Retail development and attraction activities for Downtown Cape Girardeau should complement Downtown Cape's unique characteristics and attributes. Downtown Cape Girardeau has a rich history which has been greatly influenced by proximity to the Mississippi River. Cape Girardeau has many historical assets, dining, and entertainment facilities, shops, and festivals, which allows Downtown to continue to be a cultural and commercial hub.

Goals

There are several paths toward reaching this objective, all marked by different strategies each of which have varying time frames for implementation (i.e. short-term or long-term strategies). These strategies include:

<u>Expand the Downtown Trade Area's (DTA) Market Potential</u>

<u>Short-term strategy</u>—*Develop a merchant education program to assist businesses in serving customers*

Downtown business owners must recognize their individual roles in the collective success of Downtown Cape Girardeau. The Old Town Cape, Inc. should take a leadership role in maintaining cooperation among Downtown business owners and developing training sessions for Downtown retailers. These activities could be funded by association dues and/or revenue funds generated by a Community Improvement District. Additional recommendations include:

- Develop a Downtown Business Directory or map for quick reference so businesses can refer customers to other Downtown businesses.
- Encourage open house events for businesses to showcase their goods/services to other Downtown businesses, thus various businesses can develop a better understanding of what other shops have to offer.

<u>Short-term strategy</u>—*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 these events and market throughout The Old Town Cape District and City of Cape Girardeau.

<u>Short-term strategy</u>—*Increase Marketing during Major Events & Holidays*

These promotional efforts should primarily target residents, Southeast Missouri State students, visitors, and families. 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 services to ensure the broadest and most effective coverage.

Long-term strategy—*Attract new Downtown residents*

As noted in the "Residential Demand Analysis," the Downtown Cape Girardeau DREAM Study Area can support 290 additional residential units:

- 60 of which could be for-sale condos, lofts or townhouse;
- 100 market-rate apartments;
- 90 Affordable Senior Rental; and
- 40 Affordable Family Rental.

Downtown Cape Girardeau should encourage Downtown living and Downtown housing developments. When Downtown has more people living and invested in it, then increased retail and services will follow.

Long-term strategy—*Enhance the safety and aesthetics of Downtown*

The City should pursue streetscape plans, enforce building codes, and ensure safety via regular police (or other security) presence. Incoming residents and visitors will be more likely to utilize the Downtown businesses as a retail option if they experience a clean, safe Downtown that exhibits pride of place and ownership.

Long-term strategy—*Target services that Downtown residents need or prefer*

Target retail attraction efforts to those retailers that provide services identified in the DREAM Initiative mail and focus group surveys (summarized in the table below, as well as on Page 15). Respondents from the Community Surveys place a high priority on the following services:

- Upscale & Casual Dining
- Coffee Shop
- Apparel & Shoe Stores
- Bookstore
- Grocery Store
- Art Galleries

Long-term strategy—*Develop more Activity-generating Retail Space in Downtown*

Essentially, Cape Girardeau has an opportunity to increase the DTA's retail activity by up-to five percent (5%) (assuming an addition of 60,000 square feet of retail space is added), and should use the analysis within this document, in addition to the surveys referenced earlier, to inform the development community of currently vacant space that could be transformed into sustainable retail services.

Destination Developments: Developments focusing on bringing in tourists could help to boost the existing retail market of shops, restaurants, etc. Developments such as a riverfront museum/aquarium, architecture museum, theatres and the proposed Discovery Playhouse will help generate more tourist activity.

Hospitality Developments: An upscale 100 room hotel (with conference rooms and parking) to serve the Downtown and university communities would provide an anchor for a redevelopment project specifically along the western portion of Broadway.

University Village: The development of a district which has an identity as an university oriented community could serve to draw students, staff and local citizens to the upper Broadway area immediately adjacent to campus of Southeast Missouri State University.

Specialty Food Services/Stores: Food services such as a cooking school or high end catering services could serve the professional communities located Downtown. Food stores including a specialty grocer such as a Trader Joe's, wine bars and international markets could serve the staff and international students of the university community. These potential customers with out-of-town backgrounds expect more variety in their food selection options.

Increase the Amount of Sales Generated by the DTA

Long-term strategy—*Prepare an Economic Development Plan that is focused on "Retail Opportunities."*

A retail recruitment team, lead by Old Town Cape, Inc. in cooperation with the City of Cape Girardeau and the Chamber of Commerce, can focus on targeted retail sectors identified, in part, by the "Retail Opportunity" revealed previously on Page 17, and also identified, in part, by the team's knowledge of the Cape retail market. From the retail sectors identified as "retail opportunity," the retail recruitment team should develop a list of local and regional business owners who may have the capacity to develop retail services to meet these opportunities, as well as national boutique retailers who may be appropriate for Downtown Cape Girardeau.

Useful information the team could provide to prospective developers includes:

- A listing of priority customer segments through demographics—Downtown workers, residents, etc.
- An available space inventory detailing square footage, listed rental rates, contact information, and building amenities.
- Incentives (grants) for tenant improvements, rent subsidies, and or other related start up costs as supported by the City.
- Promotional materials, including testimonials from successful Downtown businesses.

- Demonstrate current Downtown assets; completed and imminent improvements.
- Highlight investments and active roles played by the City, Old Town Cape, the Chamber and other local businesses associations.

Long-term strategy—*Establish a Business Recruitment Program and Package*

Establish and implement a business recruitment program. Integrating this program with specific marketing and promotion strategies could allow for Old Town Cape, Inc. to fill vacant first floor spaces and generate excitement with residents and customers. This report 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 them for locating businesses Downtown.

General Strategies

The future Downtown Cape Girardeau retail development strategy must be realistic and must be framed by knowledge of Downtown Cape's current retail market, its primary customers, and the spending potential of the key customer segments identified earlier in this analysis.

Re-energizing Downtown retail can be a difficult, lengthy and complicated process. Most Downtowns have changed dramatically in the past decades due to changes in lifestyles and spending patterns, merchandising and competition. To achieve long-term success these changes must be understood and Downtown Cape Girardeau should embrace new approaches to re-establishing its retail market. Creating an atmosphere in Downtown Cape that resembles a "lifestyle center" encourages round-the-clock activity by creating a mix of residential, retail, and commercial uses that could be attractive to virtually all segments of the community.

The public and private sectors should partner to create an environment in which retail can thrive. This means encouraging creative cooperation among elected and appointed municipal officials, City staff, and private business and property owners to maximize the impact of their individual efforts in Downtown Cape Girardeau. Utilizing such public sector mechanisms as a Community Improvement District to leverage CDBG or other funds for streetscape and infrastructure improvements along with private investment in buildings and facades can result in a comprehensive, physical revitalization program.

Strategies to achieve the noted goals are described in detail in the following pages. These strategies are realistic and based on an understanding of Downtown Cape Girardeau's current retail market, its primary customers, and the spending potential of the key customer segments identified earlier in this analysis. The goals and their respective strategies are listed below.

Downtown Improvements

Business Retention & Expansion
A formal business retention and expansion program is among the most cost-effective initiatives that a community can undertake and implement. Programs designed to assist businesses with expansion, relocation and building improvements within the Downtown area can stimulate increased levels of private investment. A well-rounded program should include:

- A benchmarking measurement for the program.
- Goodwill and testimonial efforts that promote a sense of Downtown pride.
- Regular business visits that include City Officials and Private Business owners.
- Efficient follow-up of issues as they are uncovered.
- Regular review of program effectiveness.

Also, efforts should be made to familiarize businesses with local, regional, and state business assistance and technical resources.

Retail Sites

Location is the key to retail success. Though a mix of uses in the Downtown Area is important for generating foot traffic and a solid, 24-7 population, the City must also recognize the importance of giving priority to retail in certain "key" Downtown locations. Too often the Downtown "general business" zoning category includes uses that are more service or office uses in nature. These businesses take up valuable sales-generating retail sites and push any retail businesses that might locate Downtown on to less desirable sites, often on side streets. Site locations should be reviewed carefully in light of a comprehensive Downtown planning strategy and should consider the following qualities:

- Foot Traffic—Pedestrian & Auto;
- Sales generation potential;
- Customer and visitor attraction ability;
- General appearance of the area;
- Adequacy of parking;
- Proximity to other visitor amenities such as transportation, parkland, or trails.

Downtown Niche Determination

The primary objective of the "Niche Strategy" is to create a critical mass of a particular type of retail that can create a vibrant destination. While the niche may take on nearly any retail 'type,' there are certain retail uses that will almost always be attractive to Downtown visitors and shoppers. Establishing a niche includes:

- Capitalizing on uniqueness of Downtown Cape Girardeau, its place and location;
- The inherent nature of uniqueness requires mainly local independent retail to anchor the Downtown core;
- Unique products and excellent service can allow the Downtown to tap into new customer bases;
- Identification of needed supporting businesses that complement the niche such as:
    1. Apparel,
    2. Restaurants,
    3. Coffee shops,
    4. Bakeries,
    5. Gift Shops,
- A decision to support the niche type and potential incentives or removal of obstructions unique to that type of business.

Other General Retail Recruitment

A proactive business recruitment campaign, driven by Old Town Cape, Inc., but including the existing Downtown businesses is a critical step. This team should target specific retail businesses and develop materials to direct their outreach efforts.

Tools this team should utilize include:

- An available space inventory including sizes, listed rental rates, contact information, and building amenities;
- Listing of target stores and businesses to contact. The target should be retail only, not services or offices;
- Incentives (e.g. grants, forgivable loans) for tenant improvements and rent subsidies;
- An effective promotional program, including testimonials from successful businesses located businesses in Downtown;
- Prioritize customer segments;
- Highlight successful projects implemented by public/private partnerships; and
- Listing of potential market competitors.

Retail Economic Development Tools

Retail-Oriented Economic Development Tools
Downtown retail revitalization has a place in a City's on-going economic development activities. A retail incentive program should enhance the taxable assessed value within the Downtown Area and should be considered as important as new business attraction to greenfield sites, if not more so. Often a particular tool is only as effective as the community's willingness to use it. Knowledgeable personnel willing to demonstrate how these tools can help a business considering a Downtown location is critical. Other aspects of an appropriate, retail-oriented economic development plan include:

- The identification and targeting of specified retail uses in defined areas to match comprehensive retail goals;
- Demonstration of the reduction of private investment risk through public investment and leveraging of amenities such as infrastructure and utilities;
- Improving the city permitting process for small-scale projects to help the facilitation of new stores, restaurants and outdoor cafes;
- Programs to fund façade and/or storefront improvements and interior renovation;
- Knowledge, and possible use of, traditional mechanisms like revolving loan funds, incentive districts, special improvement districts, and tax rebates; and,
- Ongoing costs of business incentives such as assistance with marketing, promotions, events, and other amenities can help a Downtown business build a competitive advantage over other locations.

Enhancing the Purchasing Experience.

Coexisting with Big Box Retailers
There are various methods and services that a Downtown retailer is in a unique position to fill, better than any of the large Big Box retailers today. It is important for a Downtown merchant and the city leadership to understand the psychology behind the consumer appeal of the "Big Box Experience" versus the "Local Mom & Pop Store."

Big Boxes offer a safe, homogenous shopping experience that emphasizes the efficient obtaining of necessities. Everything from the perception of parking availability to the availability of snacks is designed to meet the customer's every need and to keep them in the store. These factors allow Big Boxes to operate as stand-alone locations, which is why these stores prefer the outskirts of a city.

Unique local shops thrive when they can work together to create a critical mass and become a destination as a group. City leadership needs to understand that the consumer will have to perceive the entire area as safe, clean, and friendly. Local shop owners need to understand that they will have to embrace visitors and make them feel comfortable. The consumer going to the local shop is there for the experience of the shop, not the efficiency of buying everyday items.

For Downtown Cape Girardeau to be truly successful in its efforts to compete effectively with local strip commercial centers and big box retailers, Downtown will need to convey an image and comfort level that welcomes shoppers, diners and casual visitors. The unique ambience of Downtown will emerge through the implementation of the façade and design guidelines that have been developed specifically for this particular area within Cape Girardeau. The successful application of these guidelines requires the continued cooperation and commitment of all Downtown business and property owners to consider and apply these recommendations as the needs for building, façade and streetscape improvements arise.

Some ways that unique local shops can capitalize on their strengths include:

- Carry the unique or higher-end items that can't be found elsewhere.
- Learn how to attract the dissatisfied customers from the larger retailers.
- Offer expert, personalized assistance and extraordinary customer service.
- Consider shopping amenities like gift wrapping, free shipping, convenient return and exchange policies, recommendations to other area shops and restaurants, and special orders.
- Work smarter by using technology and eliminating wasteful overhead.
- Think like your first-time customer walking into your store, ask yourself, "What can improve?"
- Extend your business hours. Changes in lifestyles have made longer business hours a necessity as members of households with multiple wage earners cannot get to your store if it is only open from 9 a.m. to 5 p.m.
- Advertise your unique qualities and services.
- Retail businesses should consider implementing a parking plan that encourages or requires their employees to park away from the storefront to free up street parking for customers; consider customer only spaces, combining with other stores for valet parking services on designated nights.

Wayfinding
Clear and well-placed signage and other visual cues are essential to help visitors arrive at their destination and easily navigate Downtown. City leadership will need to implement sound guidelines to improve public wayfinding, but retail locations can address areas including:

- Development of a Downtown directory of eating, shopping, and entertainment / cultural offerings for distribution at major activity centers. This directory should also include regular events and contact information;
- Development of a Downtown parking guide; and,
- Develop or link the retail stores' websites to the Old Town Cape, Inc. website

Downtown Aesthetics
While the enhancement of much of the beauty of Downtown will rest upon the organizations involved in the leadership of the revitalization effort, there are several methods that Downtown retailers and property owners can employ to assist and complement these improvements. Sound operational policies to enhance retail "curb appeal" include:

- Old Town Cape, Inc. should maintain any vacant store fronts and create exciting window displays or artwork to ensure pedestrian "flow" is not interrupted by "dead" storefronts;
- Downtown merchants and property owners should meet to discuss issues and form teams for general clean-up, neighborhood watch functions, welcoming ambassadors for groups, or landscaping maintenance. These teams can shift some of the financial burden from the City or other groups and encourage those entities to make other public investments;
- Adhere to design guidelines to create complementary building façades;
- Keep storefronts well lit at night;
- Use seasonal landscape plantings to provide color to the storefront;
- Keep access to storefront free of visual clutter; and
- Hire street musicians or performers for special shopping nights.

Communication and Marketing of the Downtown

Connections to Special Attractions
It is important for Downtown retailers to understand why people visit downtown so they can market themselves accordingly.

"Activity generators" that draw people downtown include:

- Colleges & Universities
- Governmental Services
- Libraries & Museums
- Parks
- Large daytime employment centers
- Special Events

These facilities and events can be capitalized on by developing retail promotions designed to appeal to visitors of these attractions.

General Marketing

The long-term success of Downtown redevelopment efforts will depend in part on the quality of marketing and promotional activities and the ability of the Downtown leadership to appeal to specific customer segments identified earlier in this document. Creating a mix of businesses that provides for a variety of experiences allows Downtown to become marketable to residents and visitors of many incomes and lifestyles. Sound marketing techniques include:

- Identification of specific targeted visitors through demographic research;
- Encourage visitors to extend their stays;
- Development of a consistent marketing message that creates an identification for the Downtown shopping experience;
- Materials should include maps, calendars, and parking guides;
- Fill Downtown vacant windows with promotions for events & activities;
- A plan for managing events in order to "always have something going on," or combining multiple, smaller-scale events on a single weekend to create a larger event;
- Cooperative advertising and marketing can be a cost-effective approach for participating merchants. Advertisement of this nature tells the event attendee that the establishment is "visitor friendly" and worth a visit; and
- Advertise parking availability.

CONCLUSIONS

The retail market for Downtown Cape Girardeau has both opportunities and challenges. The greatest opportunity Downtown has is the fact that Downtown is still the civic center for the city and region. The critical mass of offices, employers, and institutions along with destinations and events, provides a steady source of customers for the Downtown retail market. Capitalizing on the existing consumer base and growing the retail market will be challenging, yet is very feasible. Downtown has the pedestrian environment of sidewalks, buildings with architectural character, residential units and a variety of shops which makes for a “shopping experience”. Such characteristics, generally referred to as “new urbanism” or “lifestyle centers” are currently a major development trend in new shopping center designs all across the country. Cape Girardeau should promote Downtown as an experience and shopping destination similar to the new shopping developments mentioned above.

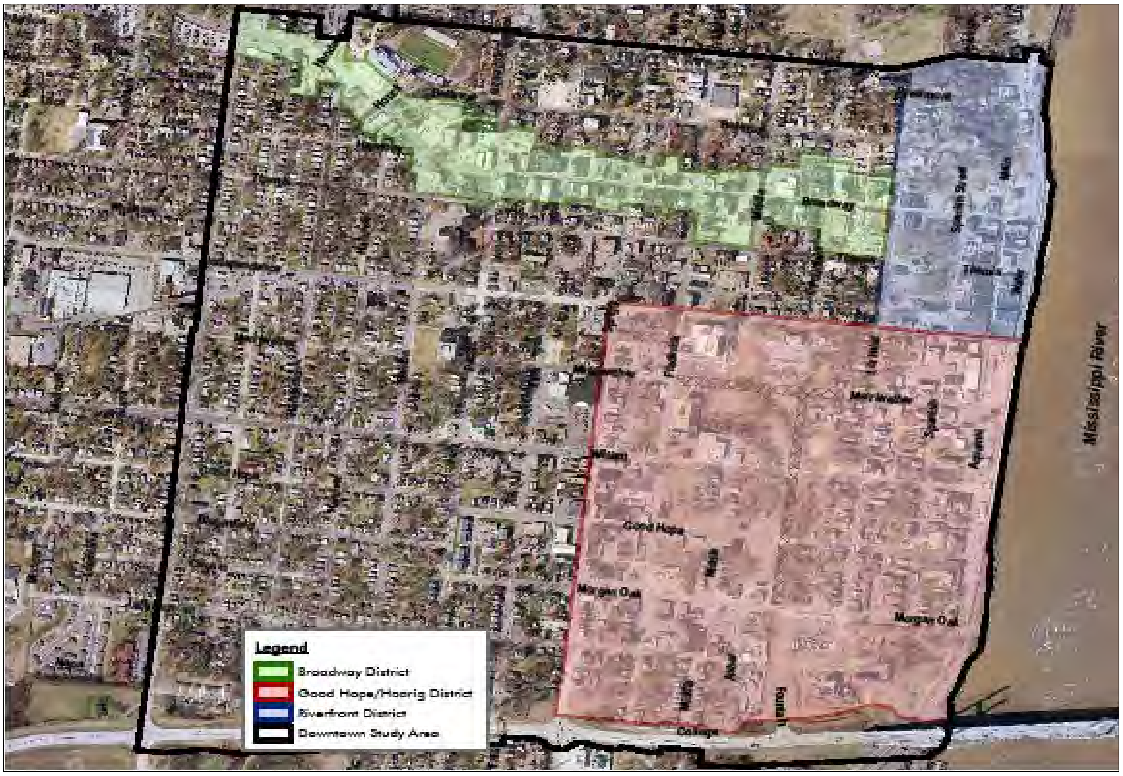
Downtown Cape Girardeau possess a sold inventory of retail uses, which could with its location and ease of access, provides a solid foundation for future retail growth and development.

Downtown possess extensive square footage of retail floor space and good access from neighborhoods and institutions to build and maintain retail markets. The existing organizations for Downtown, various festivals/events and future destination developments give promise to future growth of retail in Downtown Cape Girardeau. Yet some of the primary challenges will remain, such as consumers preferring auto oriented “one stop” shopping of large national retailers. Overcoming this mentality with the local consumer will be formidable task if Downtown Cape Girardeau is to regain its status as a retail center for the region.

APPENDIX

APPENDIX A

DOWNTOWN TRADE AREA

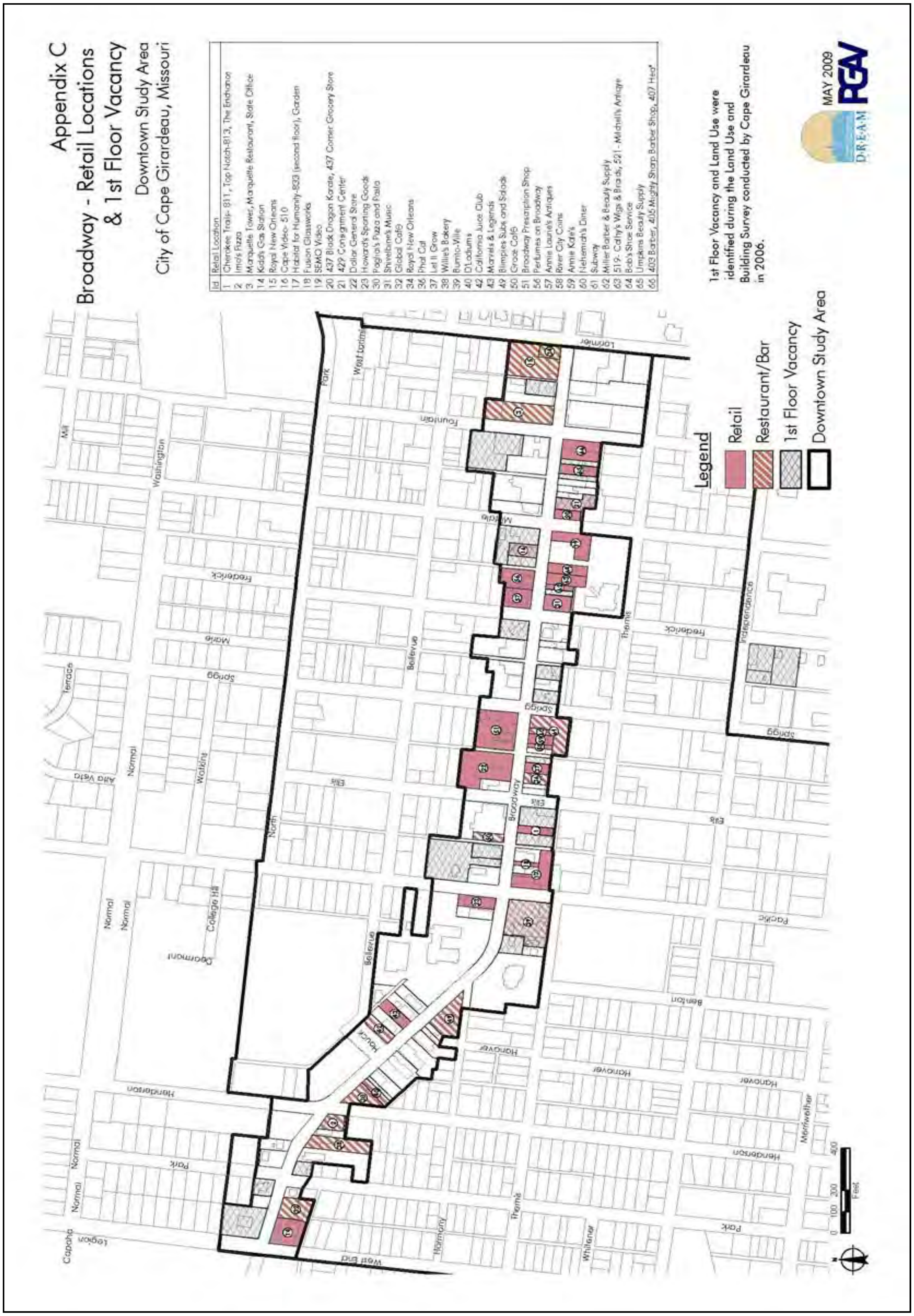


SECONDARY TRADE AREA

Downtown Revitalization Economic Assistance for Missouri
Cape Girardeau, Missouri Retail Market Analysis Report

Appendix B
Downtown Trade Area Pull-Factor Summary
Cape Girardeau, MO

Industry Group	Secondary Trade Area Demand	STA Businesses	STA Per Capita Demand	Downtown Area Total Amount Spent	Downtown Businesses	Downtown Trade Area Capture	Downtown Pull-factor	Downtown Trade Area Capture (%)
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	**$581,110,512**	**814**	**$6,968**	**$40,791,362**	**89**	**5854**	**2.13**	**7.02%**
Total Retail Trade (NAICS 44-45)	**$482,838,393**	**614**	**$5,790**	**$33,695,357**	**62**	**5820**	**2.12**	**6.98%**
Total Food & Drink (NAICS 722)	**$98,272,119**	**200**	**$1,178**	**$7,096,005**	**27**	**6022**	**2.19**	**7.22%**
Furniture & Home Furnishings Stores (NAICS 442)	$26,976,591	31	$323	$2,465,612	1	7622	2.77	9.14%
Furniture Stores (NAICS 4421)	$13,528,627	14	$162	$2,465,612	1	15199	5.53	18.23%
Home Furnishings Stores (NAICS 4422)	$13,447,964	17	$161	$0	0	0	0.00	0.00%
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	$19,355,293	36	$232	$528,204	2	2276	0.83	2.73%
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	$27,814,932	58	$334	$1,831,189	3	5490	2.00	6.58%
Building Material and Supplies Dealers (NAICS 4441)	$24,254,295	43	$291	$1,698,866	2	5842	2.13	7.00%
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	$3,560,637	15	$43	$132,323	1	3099	1.13	3.72%
Food & Beverage Stores (NAICS 445)	$118,982,992	45	$1,427	$5,311,847	3	3723	1.36	4.46%
Grocery Stores (NAICS 4451)	$114,135,347	39	$1,369	$5,311,847	3	3881	1.41	4.65%
Specialty Food Stores (NAICS 4452)	$4,186,131	6	$50	$0	0	0	0.00	0.00%
Beer, Wine, and Liquor Stores (NAICS 4453)	$661,514	0	$8	$0	0	0	0.00	0.00%
Health & Personal Care Stores (NAICS 446/NAICS 4461)	$26,788,165	39	$321	$4,210,368	3	13108	4.77	15.72%
Clothing and Clothing Accessories Stores (NAICS 448)	$37,745,174	77	$453	$4,293,063	11	9486	3.45	11.37%
Clothing Stores (NAICS 4481)	$28,641,682	46	$343	$2,187,209	6	6369	2.32	7.64%
Shoe Stores (NAICS 4482)	$6,315,133	13	$76	$727,599	2	9609	3.50	11.52%
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	$2,788,359	18	$33	$1,378,255	3	41223	15.01	49.43%
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	$11,763,963	40	$141	$1,781,705	2	12631	4.60	15.15%
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	$6,057,791	32	$73	$1,730,485	1	23824	8.67	28.57%
Book, Periodical, and Music Stores (NAICS 4512)	$5,706,172	8	$68	$51,220	1	749	0.27	0.90%
General Merchandise Stores (NAICS 452)	$86,498,048	30	$1,037	$1,290,638	2	1244	0.45	1.49%
Department Stores Excluding Leased Depts. (NAICS 4521)	$75,711,816	19	$908	$1,163,153	1	1281	0.47	1.54%
Other General Merchandise Stores (NAICS 4529)	$10,786,232	11	$129	$127,485	1	986	0.36	1.18%
Miscellaneous Store Retailers (NAICS 453)	$15,640,210	117	$188	$205,397	31	1095	0.40	1.31%
Florists (NAICS 4531)	$1,391,611	13	$17	$9,868	3	591	0.22	0.71%
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	$5,545,325	35	$66	$77,347	7	1163	0.42	1.39%
Used Merchandise Stores (NAICS 4533)	$1,663,090	39	$20	$28,317	17	1420	0.52	1.70%
Other Miscellaneous Store Retailers (NAICS 4539)	$7,040,184	30	$84	$89,865	4	1065	0.39	1.28%
Food Services & Drinking Places (NAICS 722)	$98,272,119	200	$1,178	$1,556,408	27	1321	0.48	1.58%
Full-Service Restaurants (NAICS 7221)	$13,686,294	9	$164	$142,074	0	866	0.32	1.04%
Limited-Service Eating Places (NAICS 7222)	$58,654,720	154	$703	$929,734	19	1322	0.48	1.59%
Special Food Services (NAICS 7223)	$22,881,990	15	$274	$426,727	3	1555	0.57	1.86%
Drinking Places - Alcoholic Beverages (NAICS 7224)	$3,049,115	22	$37	$57,873	5	1583	0.58	1.90%



Id	Retail Location
1	Cherokee Trails- 811, Top Notch-813, The Enchanos
2	Imo's Pizza
3	Marquette Tower, Marquette Restaurant, State Office
14	Kidd's Gas Station
15	Royal New Orleans
16	Cape Video- 510
17	Habitat for Humanity-833 (second floor), Garden
18	Fusion Glassworks
19	SEMO Video
20	437 Black Dragon Karate, 437 Corner Grocery Store
21	429 Consignment Center
22	Dollar General Store
23	Howard's Sporting Goods
30	Pagliai's Pizza and Pasta
31	Shivelbine's Music
32	Global Café
34	Royal New Orleans
36	Phat Cat
37	Let It Grow
38	Willie's Bakery
39	Burrito-Ville
40	D'Ladiums
42	California Juice Club
43	Marvels & Legends
49	Blimpies Subs and Salads
50	Grace Café
51	Broadway Prescription Shop
56	Perfumes on Broadway
57	Annie Laurie's Antiques
58	River City Coins
59	Annie Kate's
60	Nehemiah's Diner
61	Subway
62	Miller Barber & Beauty Supply
63	519- Cathy's Wigs & Braids, 521- Mitchell's Antiqye
64	Bob's Shoe Service
65	Umpkins Beauty Supply
66	403 Barber, 405 Mighty Sharp Barber Shop, 407 Hea*

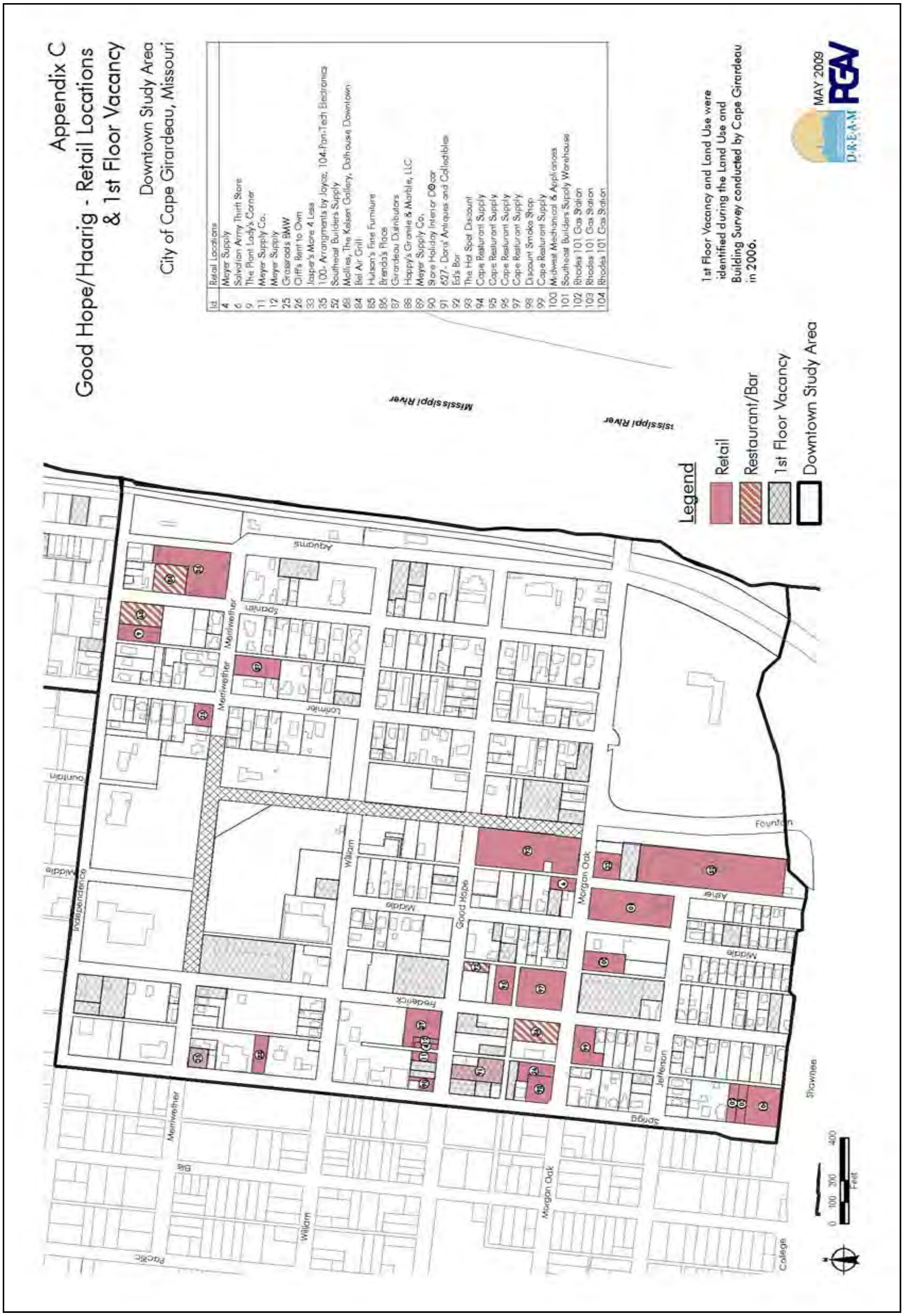
Appendix C
Riverfront - Retail Locations & 1st Floor Vacancy

Downtown Study Area
City of Cape Girardeau, Missouri

Id	Retail Location
5	Brown's Shoes, The Women's Store
7	Riverfront Antique Mall
8	Golden Goose Antiques & Collectibles
10	Pasttime Antiques in 35 N. Main
13	Patricia Ann's
24	2 North Bistro
27	Premiere Antiques
28	Breakway's (Billards)
29	Dockside Furniture and The Upper Deck Meeting Room
79	The Lewis and Clark Café
80	Brick Street Gallery
81	Bella Italia
55	River Nick's
41	Moxy
44	Made in Missouri-110
45	Annie Em's Antiques and Gifts
46	The Artist Studio
47	Art Gallery under construction
48	Spanish Street Mercantile
53	Cup & Cork
54	Port Cape Girardeau
67	Back Porch Antiques
69	Pourhouse Pub
70	Buckner Restaurant & Brewery, Ragsdale Bar
71	Lang Jewelers
72	Rude Dog Pub
73	Broussard's
74	Jeremiah's
75	CP McGinty's Jewelry
76	Hemples
77	Socials
78	Pasttime Antiques
82	Cape Importers
83	Glitz N Glamor, Visions, Diva in Training, Botanical

1st Floor Vacancy and Land Use were identified during the Land Use and Building Survey conducted by Cape Girardeau in 2006.

MAY 2009


Appendix C
Good Hope/Haarig - Retail Locations
& 1st Floor Vacancy
Downtown Study Area
City of Cape Girardeau, Missouri
Id | Retail Locations
4 | Meyer Supply
6 | Salvation Army Thrift Store
9 | The Plant Lady's Corner
11 | Meyer Supply Co.
12 | Meyer Supply
25 | Grassroots BMW
26 | Cliff's Rent to Own
33 | Jasper's More 4 Less
35 | 100- Arrangments by Joyce, 104-Pan-Tech Electronics
52 | Southeast Builders Supply
68 | Mollies, The Kelsen Gallery, Dalhouse Downtown
84 | Bel Air Grill
85 | Hutson's Fine Furniture
86 | Brenda's Place
87 | Girardeau Distributors
88 | Happy's Granite & Marble, LLC
89 | Meyer Supply Co.
90 | Store Holiday Interior D©cor
91 | 627- Doris' Antiques and Collectibles
92 | Ed's Bar
93 | The Hot Spot Discount
94 | Cape Resturant Supply
95 | Cape Resturant Supply
96 | Cape Resturant Supply
97 | Cape Resturant Supply
98 | Discount Smoke Shop
99 | Cape Resturant Supply
100 | Midwest Mechanical & Appliances
101 | Southeast Builders Supply Warehouse
102 | Rhodes 101 Gas Station
103 | Rhodes 101 Gas Station
104 | Rhodes 101 Gas Station
1st Floor Vacancy and Land Use were identified during the Land Use and Building Survey conducted by Cape Girardeau in 2006.
Legend
Retail
Restaurant/Bar
1st Floor Vacancy
Downtown Study Area
Mississippi River
Independence
Middle
Fountain
Meriwether
Spanish
Aquamsi
Lorimier
William
Good Hope
Morgan Oak
Frederick
Jefferson
Asher
Sprigg
Shawnee
College
Pacific
Bis
0 100 200 400
Feet
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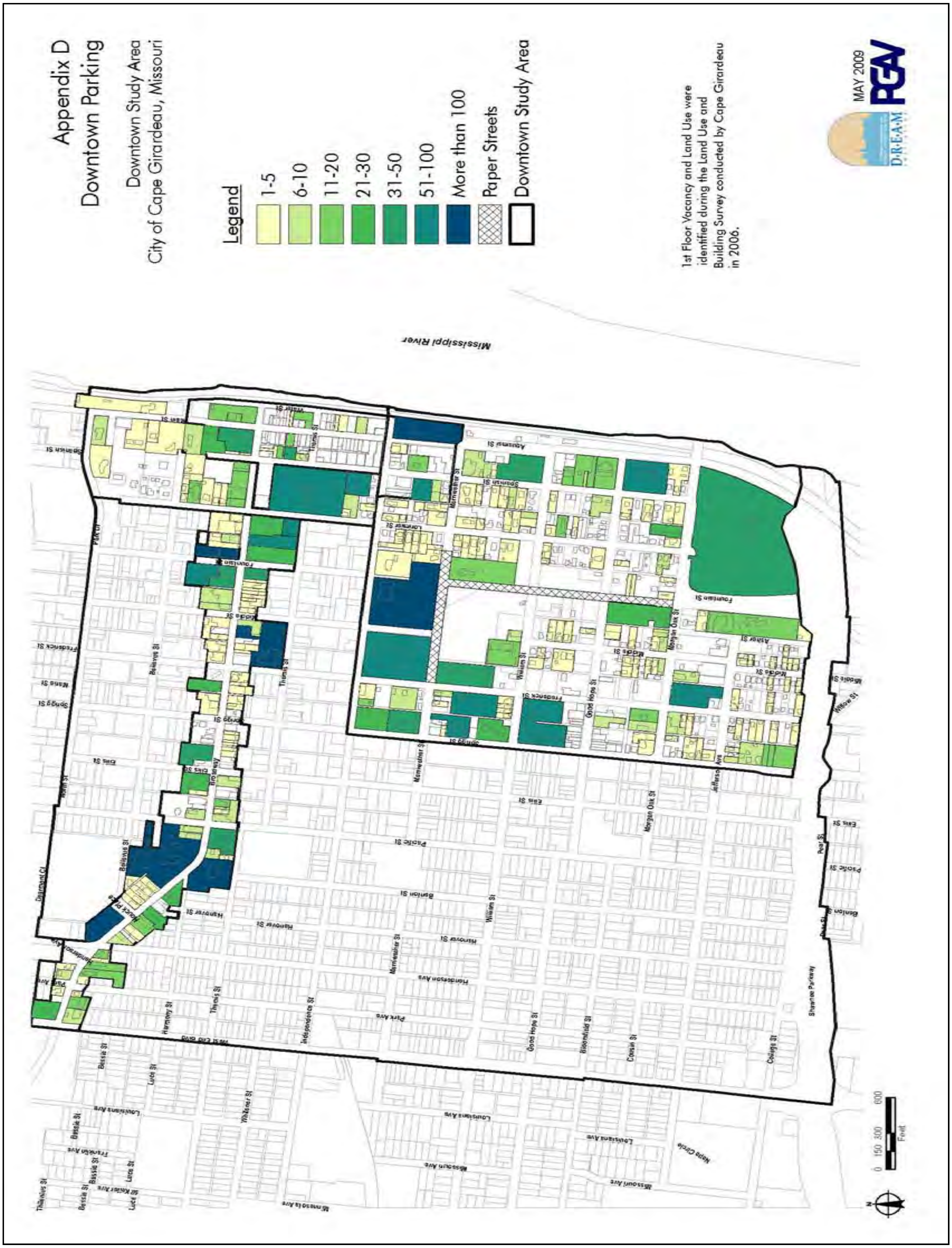
D·R·E·A·M
PGAV


Appendix D
Downtown Parking
Downtown Study Area
City of Cape Girardeau, Missouri
Legend
1-5
6-10
11-20
21-30
31-50
51-100
More than 100
Paper Streets
Downtown Study Area
1st Floor Vacancy and Land Use were identified during the Land Use and Building Survey conducted by Cape Girardeau in 2006.
MAY 2009
Mississippi River
Feet

Appendix E
Table References

Table 1: Downtown Trade Area Demographic Trends
Missouri Economic Research & Information Center

Table 2: Secondary Trade Area Demographic Trends
Missouri Economic Research & Information Center

Table 3: Educational Attainment
U.S. Census Bureau

Table 4: Retail Establishments
Info USA & ESRI

Table 5: Downtown Trade Area positive Pull-Factors
ESRI & Info USA

Table 6: Downtown Trade Area Negative Pull-Factors
ESRI & Info USA

Table 7: Retail Opportunity
ESRI & Info USA

Table 8: Retail Development Opportunity
Land Use Survey: Cape Girardeau

Table 9: Average Annual Consumer Expenditures per Household
Missouri Economic Research & Information Center

Table 10: Households by Income
Missouri Economic Research & Information Center

Table 11: Disposable Income
ESRI

APPENDIX F

DREAM MARKET INFORMATION TABLE OF CONTENTS

A compact disc of the data files used in the production of the Retail Market Analysis will accompany this report as **Appendix F.** The files on the disc are listed below:

Table 1: Demographics — Demographic Analysis of Downtown, Citywide, County, Metro Area & Secondary Trade Area

Table 2: Employment — 2007Emplyoment Overview of Downtown, Citywide, County, Metro Area & Secondary Trade Area

Table 3: Consumer Expenditures — 2007 Consumer Expenditures for Downtown, Citywide, County, Metro Area & Secondary Trade Area

Table 4: Retail —Retail Competitive Market Overview

Table 5: Retail MPI — Retail Market Potential for Downtown, Citywide, County, Metro Area & Secondary Trade Area

Table 6: LED Downtown — Labor Shed Report

Table 7: LED City Level — Labor Shed Report

Table 8: LED County — Labor Shed Report

Table 9: LED Metro — Labor Shed Report

Table 10: LED STA — Labor Shed Report

Table 11: Business Summary Downtown — Business Summary by SIC Codes

Table 12: Business Summary City/County/Metro — Business Summary by SIC Codes

Table 13: Business Summary City/County/Metro — Business Summary by SIC Codes

Table 14: Business Summary STA — Business Summary by SIC Codes

Table 15: SF3 Comparison Downtown —1990-2000 Comparison Profile

Table 16: SF3 Comparison City —1990-2000 Comparison Profile

Table 17: SF3 Comparison County —1990-2000 Comparison Profile

Table 18: SF3 Comparison Metro —1990-2000 Comparison Profile

Table 19: SF3 Comparison STA —1990-2000 Comparison Profile

Table 20: MPI Downtown — Retail Market Potential