TODAY'S DREAM » TOMORROW'S REALITY

CAPE VISION 2040

City of Cape Girardeau Comprehensive Plan

JUNE 2020 DRAFT

CITY of CAPE GIRARDEAU

thanks

Thanks to the many Cape Girardeau citizens, businesses, and organizations that participated in the Cape Vision 2040 process through workshops, events, interviews, and online engagement.

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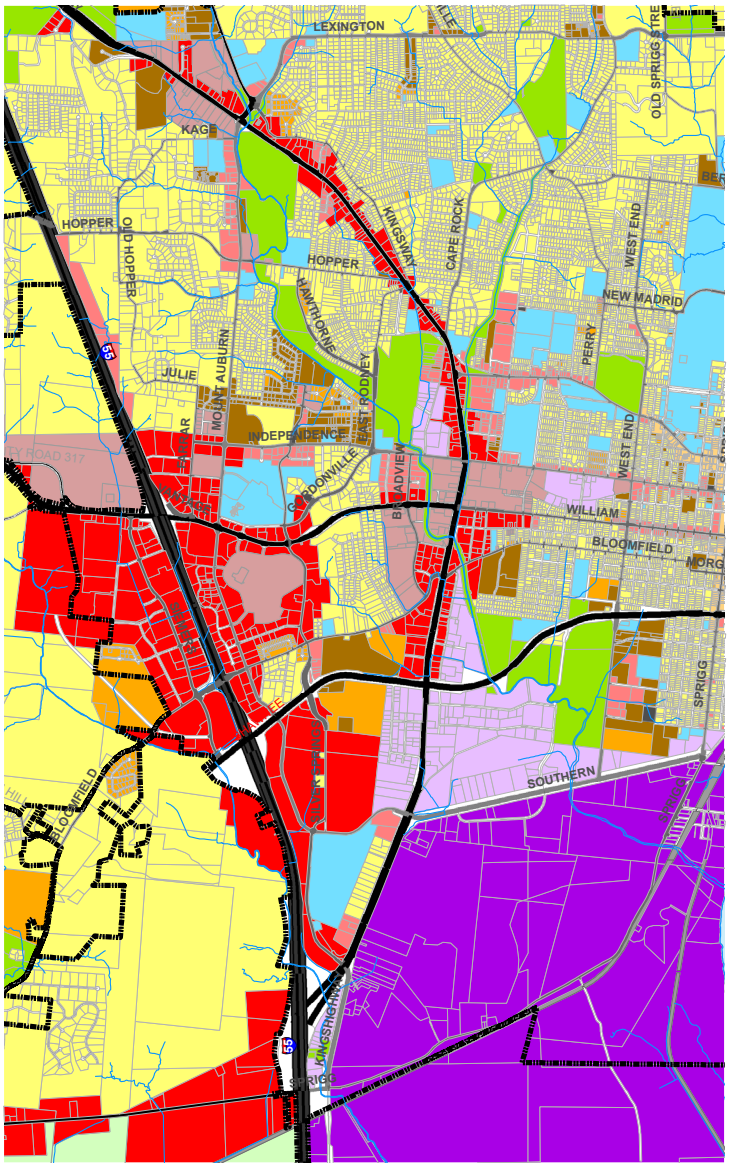
Orion Planning + Design

Cover: Mississippi River Tales Mural | Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

**Former representatives*



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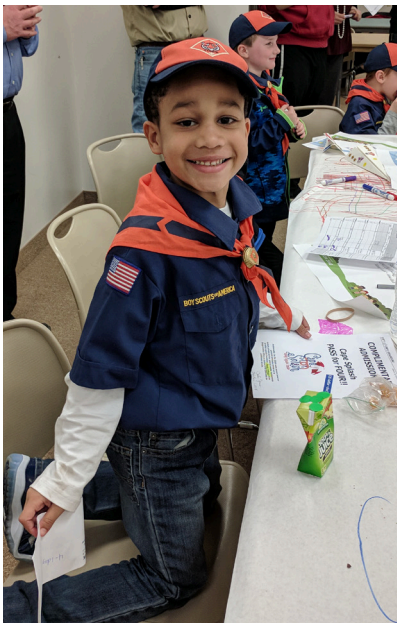

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"Promote character and innovation to encourage new, modern businesses to locate here that provide stable jobs and tax revenues."
- Resident Idea

Mississippi River Tales Mural

Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

CHAPTER ONE

Overview + Background

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- Purpose + Use
- Regional Context
- Physical Environment
- Cape History
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Purpose + Use

Cape Vision 2040: Today's Dream, Tomorrow's Reality is the product of a community-based discussion about the future of Cape Girardeau. It is critical to step back from the day-to-day planning activities and look at the big picture - where does Cape Girardeau want to be in 20 years, and what do we need to do to get there? Through Cape Vision 2040, Cape Girardeau residents, businesses, and organizations responded to this question and shared powerful visions for their community.

Many community development efforts have a short-term focus, such as reviewing a request for a zoning change, a variance, or perhaps a new subdivision. Cape Vision 2040 has a long-term focus that goes beyond individual development projects. It is a blueprint for Cape's future. It encompasses all aspects of the community - from land use and development to community services to quality of life.

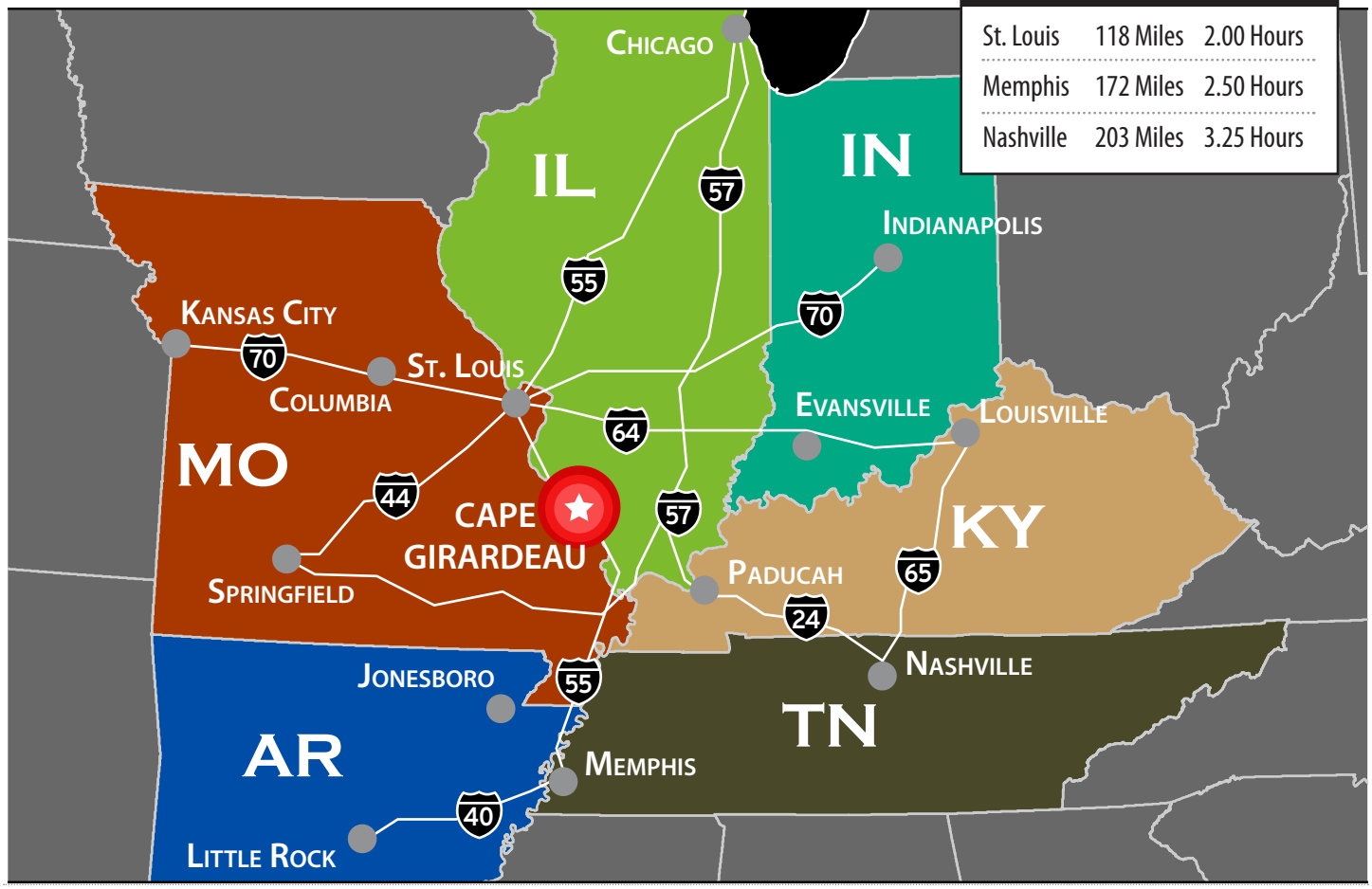
> It is critical to step back from the day-to-day planning activities and look at the big picture - where does Cape Girardeau want to be in 20 years, and what do we need to do to get there?

Cape Vision 2040 furthers the momentum of past planning efforts to make Cape Girardeau more livable, resilient, and vibrant. These efforts share a common set of principles. Cape's position as a regional economic center presents certain challenges as well as opportunities. Planning for development must take into consideration the unique environment of Cape, including its hilly terrain, diverse natural areas, and vulnerability to flooding. A sustainable, multi-modal transportation system is critical to supporting travel to and from home, work, and other destinations. Residents need access to quality options for housing, health care, education, jobs, goods and services, recreation, and entertainment. The Cape Vision 2040 plan addresses each of these elements, with a focus on issues that are important to those having a stake in the community.

Regional Context

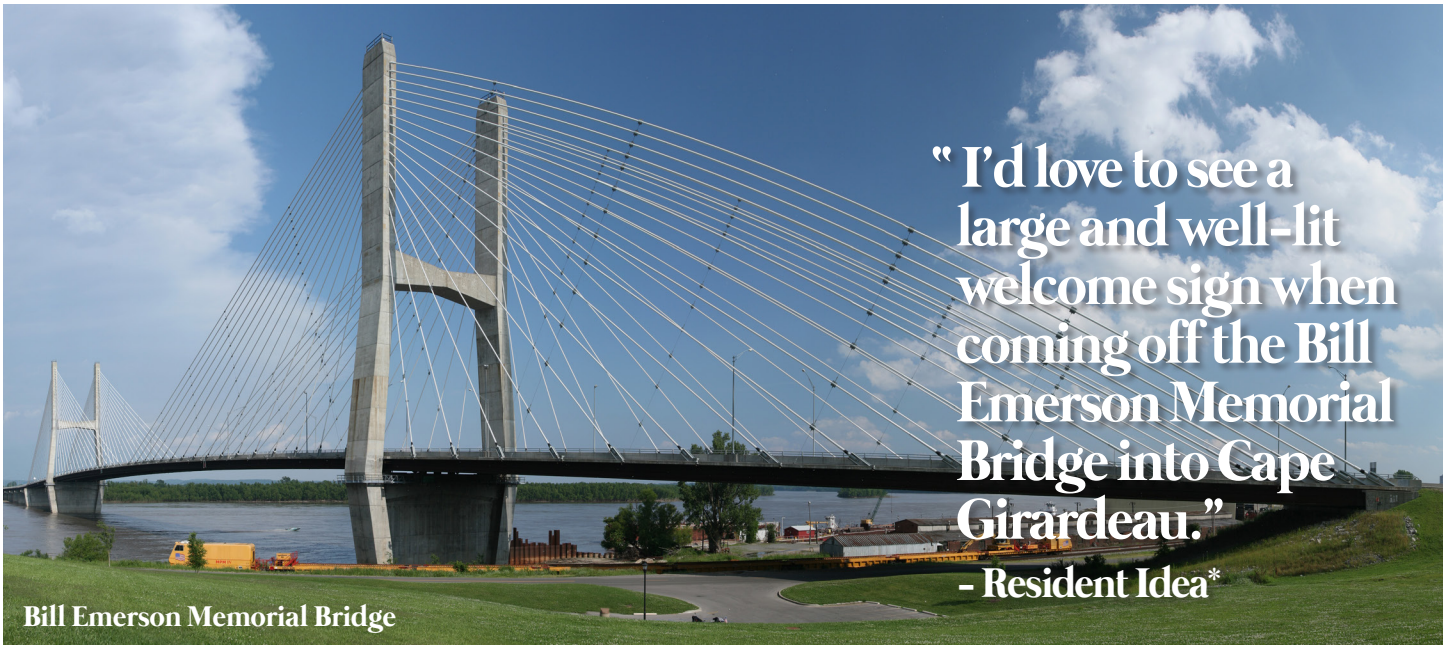
Located in Southeast Missouri, Cape Girardeau is a regional center for health care, education, employment, shopping, and recreation. Cape is within a relatively short driving distance of several other regional centers, including St. Louis, Memphis, and Nashville (Figure 1.1). Five interchanges on Interstate 55 (I-55) and a location on the Mississippi River provide excellent north-south transportation via highway or waterway. The Bill Emerson Memorial Bridge and Shawnee Parkway (Route 74 in Missouri, Route 146 in Illinois) provides access into Illinois to the east. The Cape Girardeau Regional Airport offers passenger service to and from several Midwestern cities, including daily flights to Chicago's O'Hare International Airport.

Figure 1.1 | Regional Context Map



Distance to Surrounding Regional Centers		
St. Louis	118 Miles	2.00 Hours
Memphis	172 Miles	2.50 Hours
Nashville	203 Miles	3.25 Hours

Source: Cape Girardeau Area MAGNET



Bill Emerson Memorial Bridge

** The use of the terms "resident" and "residents" is a general reference that includes actual residents as well as other stakeholders.*

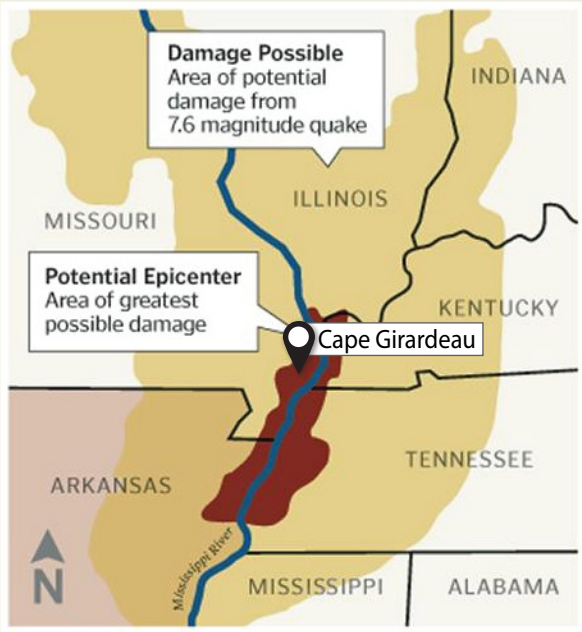
Physical Environment

With a location on the Mississippi River, Cape Girardeau is blessed with unique environmental assets that need to be carefully considered when developing property. The community has significant topographic variations, with generally lower and flatter areas to the south and higher and more steeply sloped areas to the north. The lower and flatter areas, particularly along the Headwater Diversion Channel – are prone to flooding. The significant slopes and elevation changes to the north of Cape Girardeau also limit development potential.

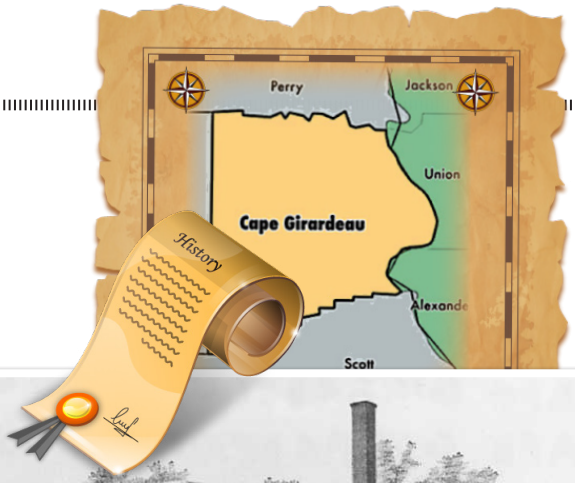
Cape Girardeau falls within the New Madrid Seismic Zone, a major seismic zone that extends into five states (Figure 1.2).. The fault line runs along the Mississippi River through Cape. A series of significant earthquakes (with magnitudes ranging from 7.3 to 7.5) occurred along the New Madrid fault in 1811-1812 that caused major damage. According to United States Geological Survey (USGS) Fact Sheet 2009-3071, "There is broad agreement in the scientific community that a continuing concern exists for a major destructive earthquake in the New Madrid seismic zone."

☐ Figure 1.2 | Fault Zone Map

The New Madrid Fault is a complex zone of seismically active ancient fractures in bedrock buried several thousand feet beneath river sand and mud.



Source: Missouri Department of Public Safety



Cape History

Cape Girardeau has a long and rich history. The Mississippi River and the natural topography of the area inspired French fur traders to form an initial settlement in the 1700s in an area known as Cape Rock, where Jean B. Girardot had established a trading post. In 1793, a French Canadian, Louis Lorimier, founded the town of Cape Girardeau. The City was formally incorporated in 1808.

Steamboats and railroads had a major influence on the growth of Cape Girardeau. In the 1830s, most steamboats on the Upper Mississippi River made stops in Cape Girardeau, and various trading companies had offices and agents located in the city. Around the turn of the century, steamboat trade began to give way to railroads. The new rail lines south of Cape Girardeau resulted in a shift of regional commerce from river to rail. In 1904, railroad connections to both St. Louis and Memphis were completed further establishing Cape Girardeau as a regional center.

The Civil War Battle of Cape Girardeau occurred on April 26, 1863 west of the city. This four-hour battle resulted in a Union victory, and the city remained under Union control throughout the war. Four forts were constructed in the city, taking advantage of its prominent position on bluffs overlooking the Mississippi River. Only one of the forts, Fort D (located at the intersection of Locust Street and Fort Street), remains.

After World War II, agriculture and commerce were still active components of Cape's economy, but the community experienced significant growth in the areas of healthcare, education, construction and recreation. This growth was due in part to the construction of I-55 in the 1960s, which drew businesses away from downtown and into shopping centers. Today, Cape Girardeau is a thriving and active community with exceptional healthcare services and educational institutions; a strong regional shopping, dining, and hospitality base; a revived downtown; and robust recreational and cultural opportunities.

Cape Girardeau Frisco Passenger Depot, razed in 1960 | Source: TheLibrary.Org

Fort D Historic Site located at Locust Street and Fort Street

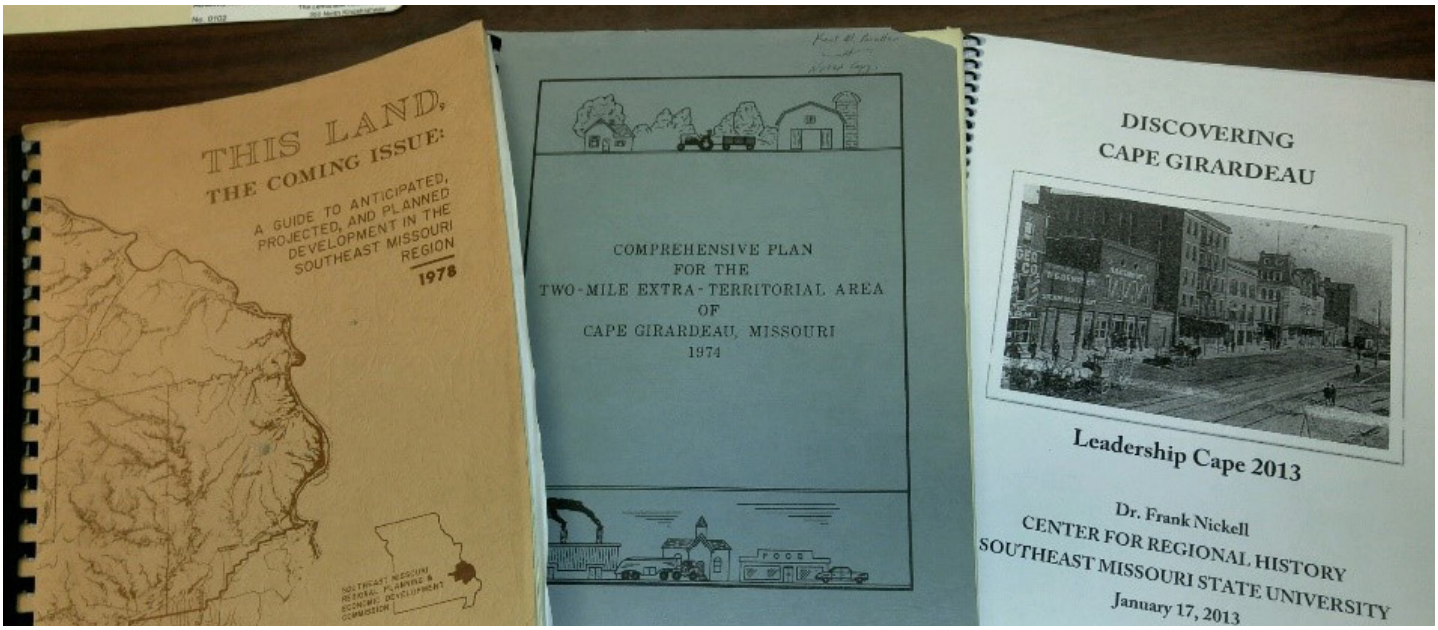
Men and machines near the end of paving of the divided Interstate 55 from Fruitland south to Highway 74 in Cape Girardeau County. This September 18, 1962 photo shows the paving crew, headed south nearing the Bloomfield Road overpass. | Source: Southeast Missourian Archives, G.D. Fronabarger photo

Planning History

The Southeast Missouri Regional Planning and Economic Development Commission was responsible for much of Cape Girardeau's planning efforts in the 1970s and 1980s. In addition to developing plans for the region, the Commission developed specific plans for areas in and around Cape Girardeau. In 2006, the City hired the planning firm Arcturis to prepare its first modern comprehensive plan, which was based on a robust community engagement process. The plan was adopted in 2008. This was followed by the Downtown Strategic Plan, prepared by the planning firm PGAV and adopted in 2009. The Downtown Strategic Plan was a joint effort by the City and the downtown revitalization organization Old Town Cape, Inc. The Downtown Strategic Plan Update, prepared by Arcturis, was adopted in 2017.

Cape Girardeau is a member of the Southeast Metropolitan Planning Organization (SEMPO). Formed in 2013, SEMPO is a federally mandated and funded policy-making organization that oversees transportation planning for the Cape Girardeau-Jackson urbanized area. To date, SEMPO has produced two major transportation plans. The 2016-2040 Metropolitan Transportation Plan, adopted in 2016, includes long-range planning goals and objectives for all modes of transportation in SEMPO's Metropolitan Planning Area (MPA). In 2018, SEMPO adopted the Regional Bicycle and Pedestrian Plan, the first of its kind in Southeast Missouri.

The above plans, along with other existing plans and studies, served to inform the Cape Vision 2040 Plan, which builds on the various goals, objectives, and recommendations of these plans.



City Goals

Each year, the Cape Girardeau City Council establishes goals for the city, with an emphasis on the city government. The 2017-2018 City Council Goals, shown on the right, were established during the development of Cape Vision 2040. Many of these goals are addressed in the Cape Vision 2040 Plan.

"My vision for Cape is happy, healthy humans. To achieve such a utopia, our city needs coordinated community planning with all partners, clearly articulated goals and performance measurement, and an all-in culture of collaboration among all officials, employees, and partners."

- Resident Idea

2017-2018 City Council Goals

Goal 1: Enhance Our Regional Position in Economic Development

- Business Climate Improvement ✱
- Greater Cape Girardeau Business Park Development ✱
- Infrastructure and Transportation Enhancements ✱
- Downtown Improvement ✱
- Tourism Expansion ✱
- Existing Business Support ✱

Goal 2: Improve Safety and Health of Employees and Community

- Emergency Preparedness ✱
- Fitness and Wellness ✱
- Risk Management
- Backup Power for Critical Functions

Goal 3: Enhance & Maintain Fiscal Stewardship

- Budget
- Capital Improvement Plan Improvements
- Sustainable Compensation
- Tax Initiatives

Goal 4: Improve Neighborhoods

- Neighborhood Development Initiative ✱
- Purpose Built Communities ✱
- Building Stock ✱

Goal 5: Streamline Citizen and Business Interaction

- Make Services and Information More Accessible
- Reinforce the Citizen-First Culture ✱

✱ = Addressed in the Cape Vision 2040 Plan

Cape Vision 2040 Vision Statement

Developing a vision statement is crucial to the success of any community initiative. It is important to describe the desired outcome in sufficient detail to establish a common understanding and expectation of what the initiative will accomplish. The below vision statement was developed for Cape Vision 2040, based on input received from the community engagement process. As such, it represents the collective vision of the Cape Girardeau community.

"Cape Girardeau is a thriving and dynamic city, strategically located along the banks of the Mississippi River, which helps strengthen our position as an economic and cultural hub for the Southeast Missouri region. We are home to outstanding institutions such as Southeast Missouri State University, popular events such as the SEMO District Fair, and iconic places such as the Bill Emerson Memorial Bridge. Our award-winning downtown, unique neighborhoods, robust parks and recreation facilities, and thriving business community set the stage for our future. Our city annually attracts thousands of visitors who contribute to its growth and prosperity. To support this growth, we focus on investing in and improving our transportation and utility systems as well as public services by utilizing state-of-the-art technologies supported by diverse funding sources. Through multiple collaborative efforts, we continuously work toward achieving a quality of life that makes Cape Girardeau one of the best cities in the Midwest for residents, businesses, and visitors."

Mississippi River Tales Mural

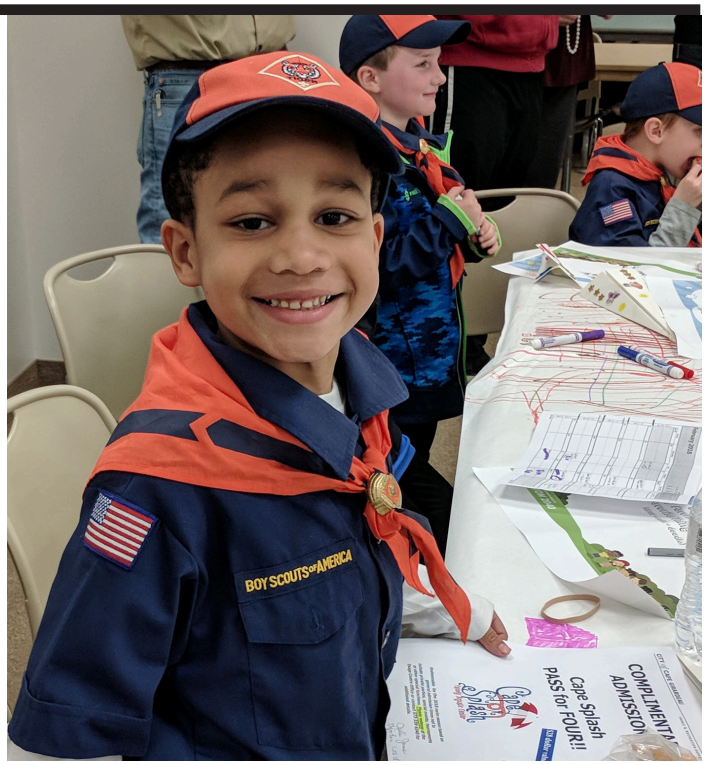
Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

CHAPTER TWO

Community Engagement

CONTENTS

- Introduction
- Process
- Marketing
- Interviews
- Workshops + Events
- Project Website
- Quick Polls



Cub Scouts shared their ideas and renderings at Community Workshop #2: 'Cape to the Future'

Introduction

What are the **CHALLENGES**?
Where are the **OPPORTUNITIES**?
What does **CAPE GIRARDEAU WANT** in the future?

Community engagement helps provide the answers to these questions. Effective community engagement requires active listening, reporting back, reworking ideas, refining concepts, and ultimately producing a set of goals with objectives or action items that address the needs, wants, and aspirations of the community.

> "I envision having a historic and growing downtown with a diverse economy and healthy neighborhoods."
>
> – Resident Idea

The Cape Vision 2040 community engagement process was based on what is known as the "interplay of engagement components" (Figure 2.1). Each component plays an important role in the process.

Community Education and Project Awareness explain what a comprehensive plan is and why it is important to be involved in its development.

Project Marketing and Design create a consistent and recognizable identity or "brand" for use in promoting the plan.

Local Interviews and Discussions provide insight regarding what is important to key stakeholders.

Interactive, Collaborative Tools encourage participation by offering creative and convenient ways to share ideas with others.

> "I'd love an 'outside movies in the park' (maybe the area down by the old bridge) throughout warmer months. They always bring a community out and together and it's great for all ages!"
>
> – Resident Idea

Figure 2.1 | Interplay of Engagement Components

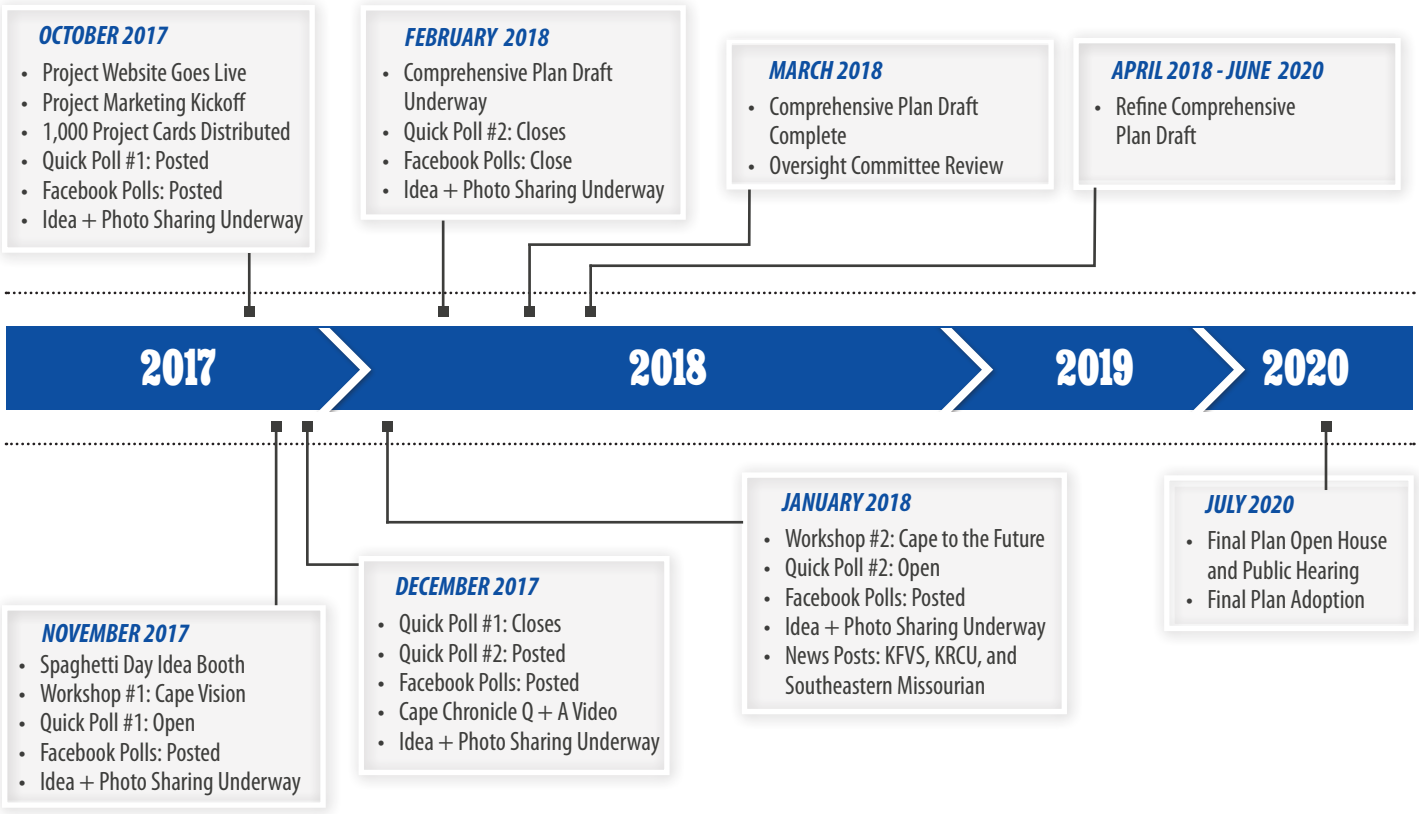
Process

The process of developing the Cape Vision 2040 Plan took place over the course of one and a half year (Figure 2.2). The effort was led by the Project Team (Teska Associates, Inc. and Orion Planning + Design) working closely with the Comprehensive Plan Oversight Committee, which consisted of representatives of the City Council, the Planning and Zoning Commission, the City staff, the Cape Girardeau Area Chamber of Commerce, the Cape Girardeau Area MAGNET, and Old Town Cape, Inc. The Project Team and the Oversight Committee worked together to educate the community about the purpose and value of a comprehensive plan and why it needs to be based on community input.

Marketing

Prior to the community engagement phase, the Project Team and the Oversight Committee developed the Cape Vision 2040 name and logo as well as a marketing strategy, which included news releases that led to coverage in the Southeast Missourian newspaper, KFVS Channel 12 television, KRCU 90.9 FM radio, and a video interview with Cape Chronicle. The strategy also included social media postings and a project website, which were used to promote the plan as well as obtain community input. The marketing strategy proved to be a success, as evidenced by the participation levels in the various community engagement tools and events.

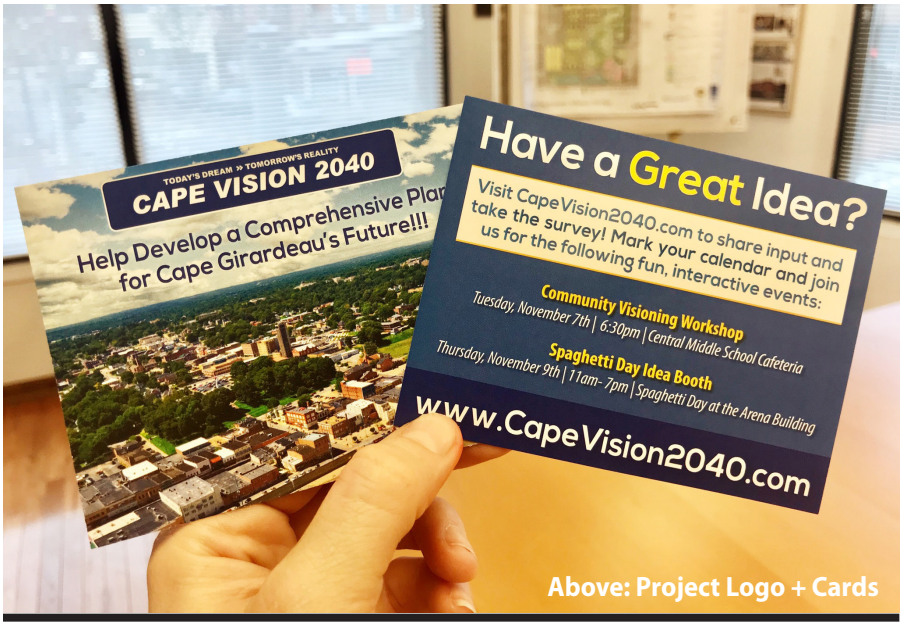
Figure 2.2 | Cape Vision 2040 Timeline



In addition to the news releases, social media postings, and project website, the Project Team designed and printed over 1,000 3" x 4" cards inviting the community to share their ideas and providing information on upcoming workshops and events. The cards were set out at City Hall, Osage Centre, Shawnee Park Center, Cape Girardeau Public Library, and other public places to reach those who may not otherwise hear about Cape Vision 2040.

TODAY'S DREAM » TOMORROW'S REALITY

CAPE VISION 2040



Above: Project Logo + Cards

Interviews

A series of interviews was conducted with over 50 residents, business owners, City staff, and area stakeholders to better understand Cape Girardeau's challenges and opportunities and provide local insights from a wide range of backgrounds and perspectives. These conversations provided a wealth of knowledge that generated new ideas, important questions to ask the community, insights on how to shape the content and structure of workshops, and ultimately inform the Cape Vision 2040 Plan.

Radio Marketing

Cape Vision 2040: Cape Girardeau's New Comprehensive Planning Process Focuses On Public Engagement

- Lindsey Grojean | October 19, 2017

"The City of Cape Girardeau is adopting a new comprehensive planning process called 'Cape Vision 2040.' Since adopting their current plan a decade ago, new developments have taken place in the city, and the community's focus has shifted to new issues.

According to City Planner Ryan Shrimplin, these are two indicators that pushed the City to hire a consultant to develop a long-range blueprint for the growth and development of Cape Girardeau."

KRCU 90.9FM · 88.9FM

Workshops + Events

In-person community engagement in the form of workshops and a pop-up idea booth played a major role in allowing the Project Team and the Oversight Committee to hear from the community. Speaking with residents face-to-face provided a more intimate understanding of their perceived challenges and opportunities, what they wanted in their community, and why. Cape Vision 2040 included a kick-off Visioning Workshop on November 7, 2017, an 8-hour pop-up idea booth at Cape Girardeau's famous Spaghetti Day on November 9, 2017, and a 'Cape to the Future' Workshop on January 25, 2018. The workshops and idea booth covered a wide range of topics, including land use and development, economic development, urban design, transportation and mobility, social and cultural vibrancy, environmental stewardship, and community health. Workshop activities ranged from small group discussions and collaborative idea murals to place-based activities and mind mapping. In addition, a Community Open House was held in the winter of 2019 to allow the community to review and comment on the Cape Vision 2040 Plan prior to its finalization and adoption by the City.

- **Cape Visioning Workshop**
  November 7, 2017
  Central Middle School
- **Spaghetti Day Idea Booth**
  November 9, 2017
  A.C Brase Arena Building
- **'Cape to the Future' Workshop**
  January 25, 2018
  Osage Centre
- **Community Open House + Public Hearing**
  July, 2020
  Cape Girardeau City Hall

'Cape to the Future' Workshop

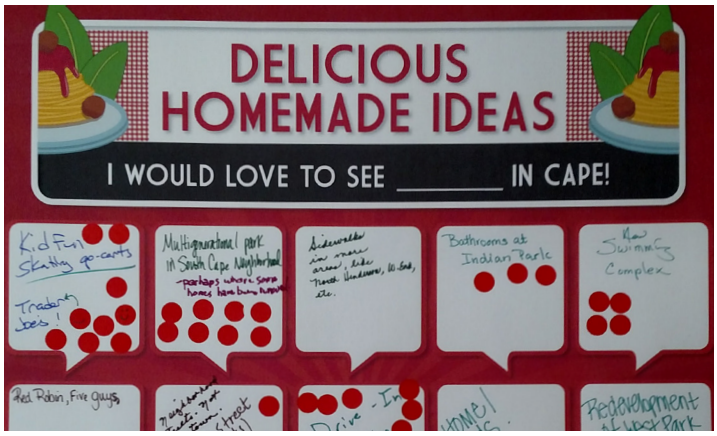
Video Marketing

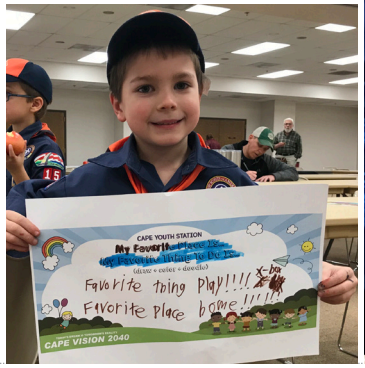
Cape Chronicle: Q + A Video Interview on Cape Vision 2040

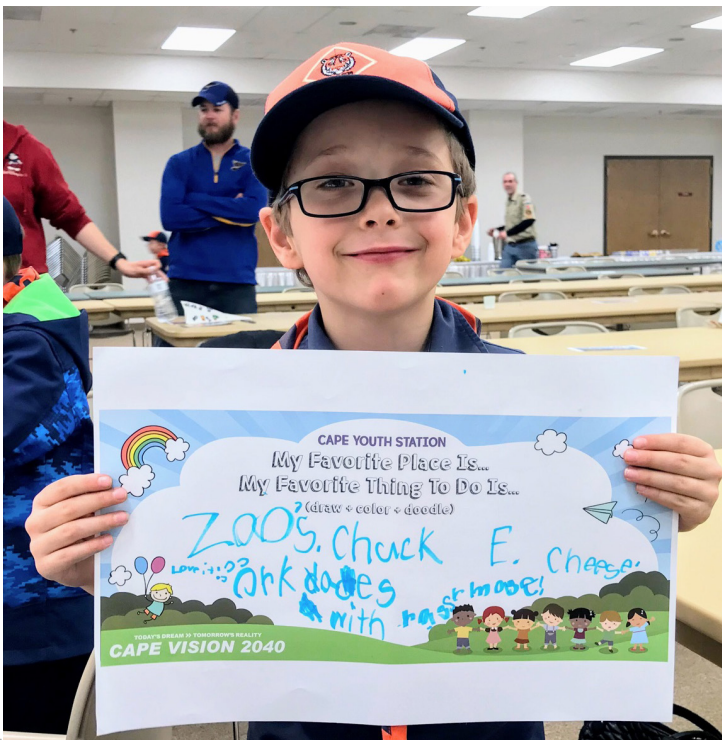
- December 10, 2017

What do we want Cape Girardeau to be by the year 2040? City Planner Ryan Shrimplin took part in a Cape Chronicle Q+A Video Interview to discuss and promote the Cape Vision 2040 initiative. The video was shared via the City's Facebook page, City website, and project website: www.CapeVision2040.com. Cape Chronicle is a monthly public access program produced in conjunction with the Southeast Missouri State University Department of Mass Media and the City of Cape Girardeau.

Workshop + Event Photos





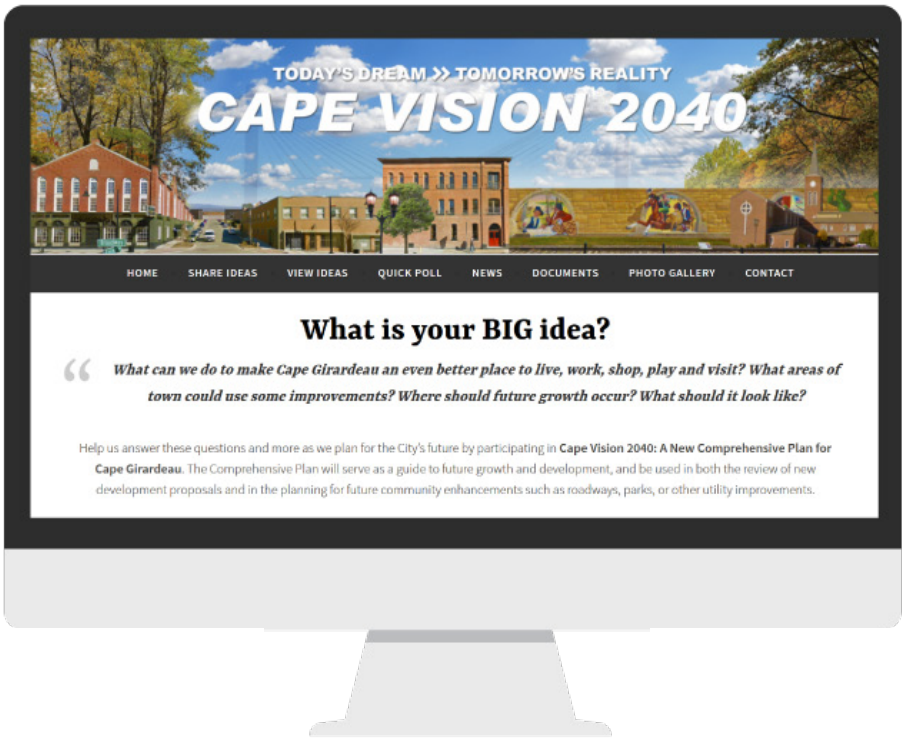


Project Website

The community's online participation via the project website, www.CapeVision2040.com, served as an extensive source of insight and collaboration. The project website contained a variety of interactive tools that allowed users to share ideas, respond to documents, provide feedback, take Quick Polls (see the following page), vote on and rank priorities, and upload photos of places and things in Cape they like as well as those they don't like. The project website also included a "Follow" feature, encouraging visitors to sign-up to receive project news and announcements via email (sign-up was also available at the workshops and idea booth).

In all, the community engagement process produced over 2,500 ideas, which were sorted by topic to help determine emerging themes. These themes were then shared with the community at workshops and events as well as the project website to ensure transparency and refinement along the way.

CapeVision2040.com



Outreach Snapshot

Website + Idea Metrics

October 2017 to June 2018

4,000+
Website Page Views

2,500+
Total Ideas Shared

1,200+
Unique Website Visitors

Website Features

- ☐ Share an Idea Tool
- ☐ Upload Photo Tool
- ☐ Quick Poll Tool
- ☐ Video Integration
- ☐ Social Media Integration
- ☐ Project Follow Feature
- ☐ Documents
- ☐ News Posts
- ☐ Q+A/Contact Form

Quick Polls

A key component of the community engagement process was the quick polls, which were offered on the project website and the City's Facebook page as well as at the workshops and idea booth. The polls asked participants to rank, vote, and comment on ideas for Cape Girardeau's future. Each poll was promoted via websites, social media, news media, workshops, and events.

Quick Poll #1 focused on 'Big Picture Visioning' and included a question on what the focus of the Cape Vision 2040 Plan should be. Another question asked participants to choose one word that best describes Cape now, with a follow-up question asking them to do the same for Cape in 2040. Responses to the latter question are shown in the word cloud below (the larger the font size, the more that word was submitted).

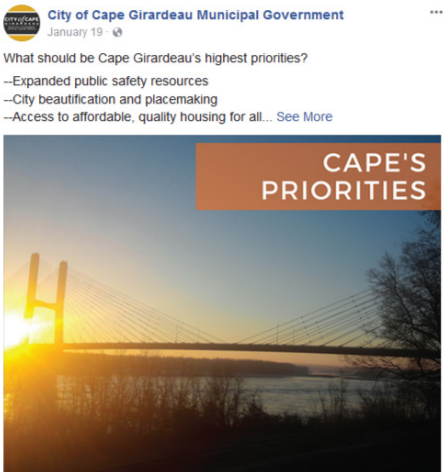
Quick Poll #2 asked more detailed questions focused on strengthening the local economy, enhancing local tourism, dining and entertainment options, recreational amenities, key areas for improvement and revitalization, and top priorities overall. Some of the key themes are highlighted in the sidebar to the right.

What one word would you use to describe Cape Girardeau as you would like it to be in 2040? | Quick Poll #1

Quick Poll #2 Highlights

Key themes that emerged from Quick Poll #2 (in no particular order) include:

- **More event spaces, festivals, concerts, and restaurants along the river**
- **Focus on attracting businesses and high-paying jobs**
- **Revitalization of older neighborhoods such as South Cape and Red Star**
- **Bicycle and pedestrian improvements**
- **Redevelopment and beautification of Midtown and key community gateways**
- **More outdoor family-oriented activities**



Social Media Marketing

Sharing is Caring: Facebook's Role in Engaging the Cape Girardeau Community

With nearly 4,500 followers (February 2018), the City of Cape Girardeau's Facebook page provided an effective and engaging way to market and generate additional feedback about the Cape Vision 2040 Plan. One of the most valuable aspects of social media is the ability to "share" and allow others to "share" important posts, information, and ideas. The City aggressively promoted the Cape Vision 2040 website, workshops and events, and quick polls on its Facebook page. This resulted in 15+ project-related news posts, 40+ shares, 200+ likes, and 250+ ideas, proving the power of social media and its effectiveness in reaching Cape residents.

SOCIAL STATS

- **4,500 Facebook Followers**
- **250+ Ideas**
- **200+ Likes**
- **40+ Shares**

Mississippi River Tales Mural

Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

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CHAPTER THREE

Economic Prosperity

CONTENTS

- Introduction
- Cape Girardeau's Workforce
- Occupational Diversity
- Incomes and Wages
- Attracting and Retaining Young Professionals
- Entrepreneurship and Small Businesses
- Action Items

Introduction

A community's economic prosperity is based on a complex combination of employment availability, an appropriately skilled labor force, and innovative entrepreneurs. Local economies are inherently connected with the global economy, but the economic strength of individual communities can be enough to weather larger economic crises and changes. This chapter highlights trends in the national economy and anticipated changes in the employment bases in Cape Girardeau.

Cape Girardeau is a regional hub of economic activity for Southeast Missouri and has become increasingly innovative and diversified. Cape's economy is strong, with low unemployment and many successful locally owned businesses. Within both a regional and local context, Cape Girardeau is well-positioned for economic and workforce development.

> "We are uniquely positioned as a tri-state city that should open up for more economic development. We could host company headquarters with Illinois and Kentucky easily accessible."
>
> – Resident Idea

Over 12,000 students attend a college in the city, over 450,000 people live within a 50-mile radius (source: ESRI Business Analyst, 2019) and over 12 million people live within a 200-mile radius (includes St. Louis, Memphis, and Nashville).

City Council Goals

As noted in Chapter 1, the City Council annually establishes goals for the city. Included in the 2017-2018 City Council Goals is a goal to "Enhance Our Regional Position in Economic Development", with the following objectives:

- Business Climate Improvement
- Greater Cape Girardeau Business Park Development
- Infrastructure and Transportation Enhancements
- Downtown Improvement
- Tourism Expansion
- Existing Business Support

Resident Ideas

Many of the ideas submitted by residents during the Cape Vision 2040 community engagement process related to the local economy. Specifically, residents wanted Cape Girardeau to:

- Attract new businesses and higher paying jobs
- Diversify the economy, reducing reliance on sales tax and hospitals
- Keep Cape an affordable place to do business
- Encourage the reuse/rehabilitation of existing buildings
- Strengthen community partnerships with institutions such as the Cape Girardeau Area Chamber of Commerce and Southeast Missouri State University

The New Economy

Cape Girardeau's future economic prosperity will require building on the city's current momentum as well as adjusting to the nuances of the new economy. Workforce skills, talent development, wages and benefits are just some of the economic issues facing communities across the country. Entrepreneurship is increasingly driving economic growth and challenging conventional business models and ways of thinking. In the new economy:

- Crowdfunding will compete with traditional banking relationships;
- Businesses will boom and bust; and
- Selling a business will replace growing a business as a financial goal.

The Sharing Economy

Another important aspect of the new economy is the sharing economy, where businesses or consumers pay to access someone else's goods or services. There are several examples of the sharing economy in Cape, including:

- Coworking office spaces (such as Codefi)
- Maker spaces (such as Catapult Creative House)
- Innovation hubs (such as Marquette Tech District)
- Ridesharing (such as carGO)
- Short-term home rentals (such as Airbnb)

All of these examples were introduced to the community within the past decade, and some of them within the past five years.

View of downtown looking towards the Mississippi River

Online Competition

Cape Girardeau is well aware of the continuing surge in the online retail industry, which has created stiff competition for traditional, place-based retailers, forcing them to change their business models. One of the nation's largest commercial real estate owners and managers, CRBE, explained the change as follows:

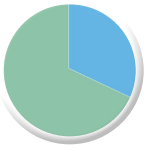
> **"Online competition is forcing brick-and-mortar stores to step up their game. Stores are offering appealing discounts to attract customers. Another tactic retailers are using is to offer their customers the ability to browse and place orders online with a quick-in-store same day pickup option. It is online shopping without having to wait for your item to ship."**

As more consumers take advantage of online ordering and in-store pickup, larger place-based retailers are looking towards downsizing their store footprints.

These trends pose two major challenges for communities. The first challenge is compensating for declining local sales tax revenue due to more purchases being made from out-of-state online retailers. The second challenge is dealing with empty or underutilized "big box" buildings due to large retailers scaling back or relocating in an effort to downsize.

QUICK POLL:

Q: What should be the primary focus of the comprehensive plan?



32%

A: Economic Development

Thirty-two percent of residents who responded to the first quick poll, or 32%, said they wanted to see the comprehensive plan focus on Economic Development.

Retail storefronts along Broadway

☐ Figure 3.1 | Cape Girardeau General Fund Revenue Sources

Revenue Category	2015-2016 Actual	Percent
Real Estate Taxes	$1,395,175	7%
Franchise Taxes (utility, natural gas, phone, cable, etc.)	$4,797,116	23%
General Sales Tax	$10,402,914	50%
Other Taxes	$637,387	3%
License/Permit Fees	$1,609,166	8%
Grants	$691,711	3%
Fees, Fines, Misc.	$1,319,083	6%
Total	$20,852,552	100

Source: City of Cape Girardeau 2017-2018 Budget

☐ Figure 3.2 | Cape Girardeau Taxable Sales

	2012	2014	2016
Dollars (1,000's)	$967,659	$1,039,287	$1,049,980
2 Year % Change	10.8%	6.7%	1.7%

Source: Missouri Department of Revenue, Public Taxable Sales Reports Budget

One way communities are responding to this challenge is by promoting place-based retailers that emphasize "the experience". These businesses go beyond simply selling products by offering amenities such as cafes, children's play areas, live musicians, games and other forms of entertainment, and creative, unique environments. Some of them offer products that cannot be found online. Cape Girardeau has a growing number of retailers offering "the experience", many of which are located downtown and promoted by Old Town Cape. In other areas of the city, recent store closures (such as Toys "R" Us and K-Mart) have created opportunities to attract additional retailers offering "the experience".

Sales Tax

As mentioned in the previous section, declining sales tax revenue poses a challenge for many communities; Cape Girardeau is among them. In the 2015-2016 fiscal year, sales tax comprised half of the City's General Fund revenue (Figure 3.1). This amount is separate from voter-approved special tax levies for public safety, parks/recreation and stormwater, transportation, and other purposes. This heavy reliance on sales tax revenue is common in Missouri and is appropriate for a regional economic center like Cape. However, the potential impact of shopping trends turning towards less local purchases and more online transactions is a concern. While total taxable sales in Cape Girardeau increased from 2012 to 2016, the rate of increase (positive percent change) declined dramatically (Figure 3.2). To compensate for this decline, City officials should explore ways to diversify Cape's revenue streams.

Most of the City's sales tax revenue is generated by the retail and restaurant sectors. While efforts should be made to make Cape less dependent on sales tax revenue, it is important to note that these two sectors are essential to the community's economic prosperity because they are a major source of local jobs and because they provide employment opportunities for people of all socio-economic backgrounds.

Employment

Cape Girardeau's employment base spans a wide range of sectors, which is covered in more detail later in this chapter. Cape is especially strong in the health care and education sectors. Saint Francis Medical Center (over 2,800 employees), SoutheastHEALTH (over 2,400 employees), and Southeast Missouri State University (over 1,100 employees) are three of the region's leading employers. These sectors are projected for continued growth and provide good wages. In addition, both the University and Southeast Missouri Hospital College of Nursing and Health Sciences continue to prepare students for careers with these sectors.

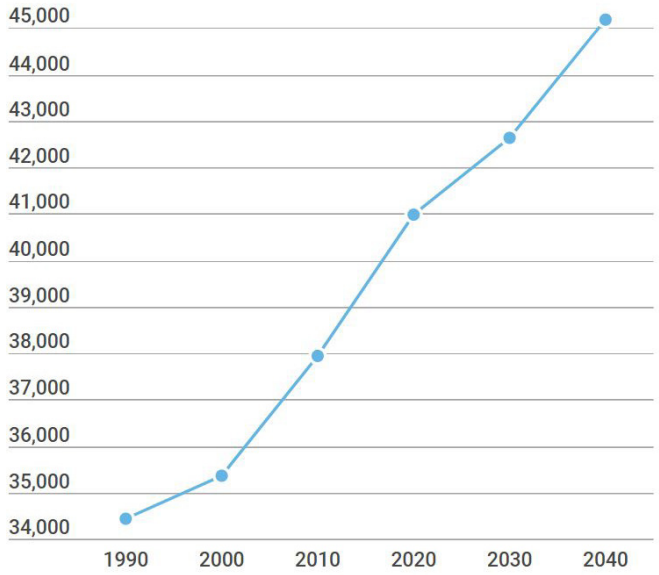
The hospitality sector is another area of strength in Cape's employment base. Already home to several major chain hotels, the city recently welcomed two new additions. The Drury Plaza Hotel Cape Girardeau Conference Center opened in 2017 and is located directly off I-55. Courtyard by Marriott, Cape's first downtown hotel in nearly fifty years, opened in 2018 in the historic H&H building on Broadway.

The retail and restaurant sectors are also strong in Cape Girardeau, but as noted in the previous section, this presents a concern in terms of dependence on sales tax revenue.

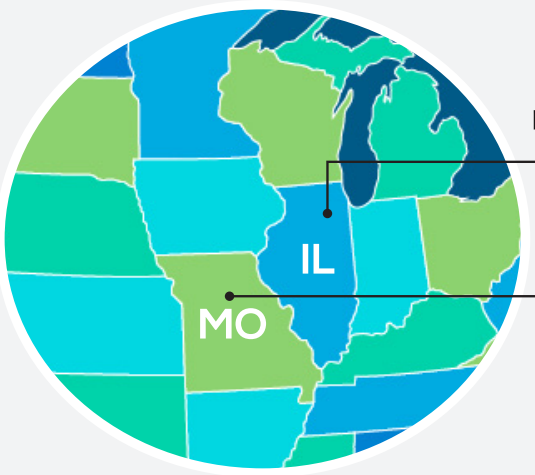
Population

According to a SEMPO projection, the population of the Cape Girardeau-Jackson urbanized area is expected to grow slowly but steadily over the next twenty years (Figure 3.3). Population growth at the national level has reached a near-even split between domestic births and immigration. The national debate on immigration could lead to policy changes in the future, which in turn could affect the ability of educational institutions like Southeast Missouri State University to attract international students. Many graduates seek local employment, so it is vital that the community continue to support the University, develop its workforce, and attract, as well as retain, employers.

☐ Figure 3.3 | Sustained Population Growth (Projected)



Source: SEMPO 2016-2040 Metropolitan Transportation Plan



☐ Where Are New Cape Girardeau Residents Coming From?

33% Other Areas of Missouri

15% Illinois

52% Elsewhere

Source: U.S. Census Bureau, County-to-County Migration Flows (2011-2015 ACS Data)

FLAVORS
Vanilla
Chocolate
Chocolate Brownie Extreme
Chocolate

PLANTS

HOT SHOTS

ZAZZY HOUSE

Cape Girardeau's Workforce

Cape Girardeau has experienced strong employment growth since 1990, adding over 8,000 new jobs. SEMPO expects this trend to continue over the next 20 years, based on its employment projection for the Cape Girardeau-Jackson urbanized area (Figure 3.4). Growth in employment inevitably presents challenges in terms of developing and maintaining a sufficient workforce with the skills necessary to meet employers' needs.

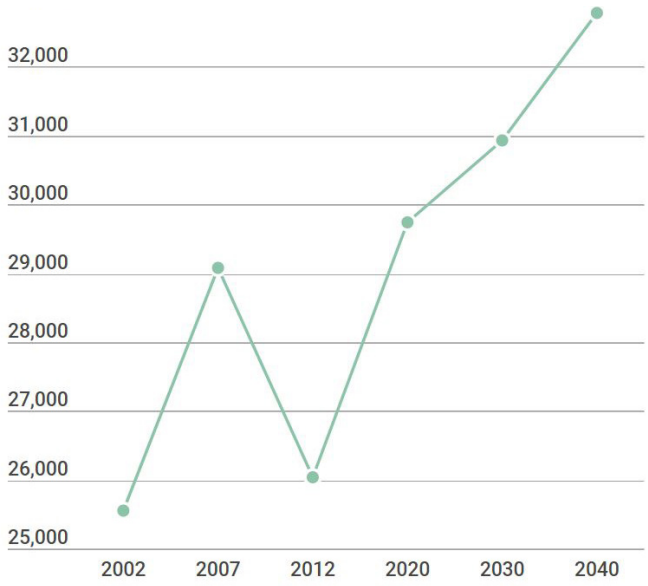
Workforce Skills Gap

Closing the workforce skills "gap" was a frequent topic of interest during the Cape Vision 2040 community engagement process. Residents expressed a desire for more training opportunities, especially in the area of technology. Specific ideas included expanding the Cape Girardeau Career and Technology Center and providing training on automation technology.

Recent predictions of job losses due to automation are dire,* but expanding public-private partnerships, like the City of Cape Girardeau's partnerships with the Career and Technology Center and the University, facilitate a 'hyper-local' focus on three issues - growing workforce skills, developing future workers, and identifying sectors that are expanding. Healthcare, Cape Girardeau's largest employment sector, is among the sectors with automation proof job classes, with several at higher wage rates.

Cape Girardeau has many resources that can assist with addressing workforce development issues. Educational institutions as well as businesses can offer or provide referrals for training opportunities, mentoring and other peer programs, and job placement. Emerging technology-based businesses, such as those housed in Codefi, present a tremendous opportunity for developing in-demand workforce skills.

Figure 3.4 | Sustained Employment Growth (Projected)



Source: SEMPO 2016-2040 Metropolitan Transportation Plan

Strong Employment Growth

- 8,000+ New Jobs Since 1990
- Average of 500+ New Jobs Per Year
- 3.3% Unemployment

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics

**Late 2016 information indicates that 47 percent of existing jobs will be eliminated within 25 years due to automation, according to an Oxford University study published by the Oxford Martin Programme on Technology and Employment entitled "The Future of Employment" by Carl Benedickt Frey and Michael Osborne, analyzing U. S. employment data from 2013.*

Workforce Retention and Recruitment

Workforce retention and recruitment means focusing on what matters most to employees, such as lifestyle and career aspirations. The current national message is that workforce recruitment is a broad, national competition, with big cities reaping most of the talent benefits. This message is somewhat oversimplified. Despite the well-publicized Millennial preference for urban locations, a 2016 study by Ikenna Njezmanie of Cornell University's Industrial and Labor Relations School found that an estimated 26 percent prefer small town or rural living ("How Can Firms Located in Rural Area Position Themselves to Attract and Retain Millennial Talent"). Part of Cape Girardeau's recruiting strategy should be to identify prospects who find a small-city lifestyle appealing and sell them on Cape's small-city benefits and charm. A relatively low cost of living, access to local and regional goods and services, high quality infrastructure and transportation systems, excellent schools and health care, a historic downtown, and plenty of recreation and entertainment options are just some of the features that should be highlighted.

Understanding how their career can thrive in Cape Girardeau is critical to the success of both current and prospective employees. Recognizing the importance of professional growth must be part of any employer's culture, including progressive development programs and ongoing communication and training in support of employee careers. Placing an equal emphasis on how a spouse, partner, or family perceives their fit and opportunities in Cape Girardeau must be a part of the recruiting process. Many residents have mentioned that Cape is a great place to raise a family, and that point should be emphasized during recruitment. Acceptance of diversity is critical for making employees and their families feel valued. This is important to both current and prospective employees and as such, it should be a priority at all times.

Throughout the Cape Vision 2040 community engagement process, residents expressed a desire for more flexibility in the workplace, including flexible hours, longer maternity and paternity leave, childcare assistance, and the ability to work from home. Employers can accommodate such flexibility in a number of ways. One option that should be considered is offering work on a freelance or contract basis, which can have the added benefit of reducing employer costs. Work flexibility is a facet of both lifestyle and career preferences and should therefore be a key component of workforce retention and recruitment in Cape Girardeau.

26% of Millennials Prefer **Small Town or Rural Living**

> **"…Each quarter we ask CFOs [Chief Financial Officers] to rank what their top concerns are. The #1 concern this quarter is hiring and retaining qualified employees. We've been doing the surveys for 21 years, 85 quarters now. That's the first time that's been the #1 concern."**
>
> **–Dr. John Graham, Quarterly Global Survey of Senior Financial Executives, Duke University's Fuqua School of Business, 1st Quarter 2017.**

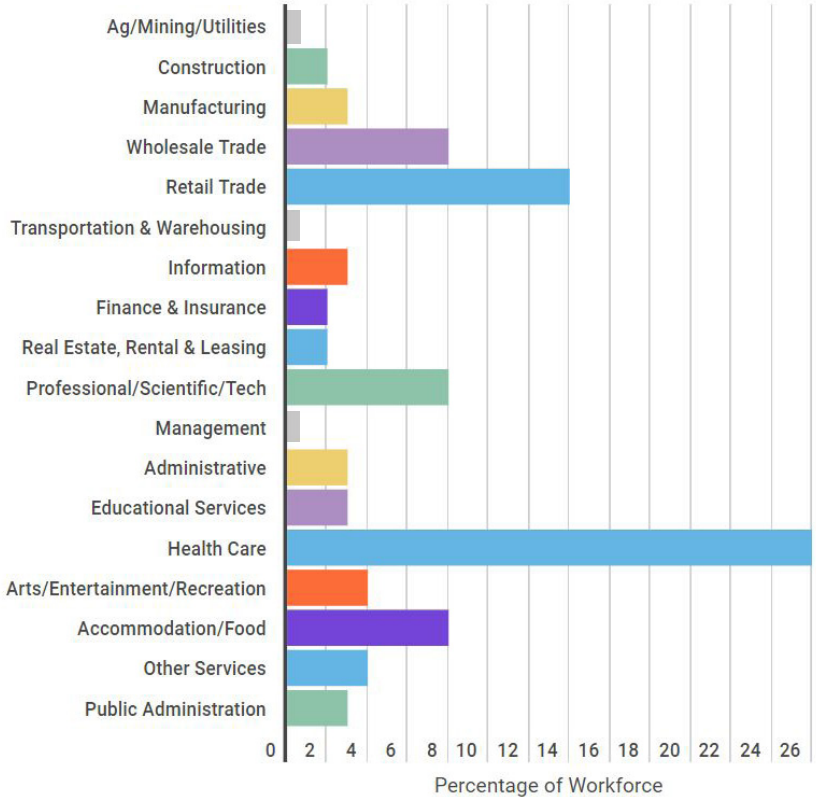
Occupational Diversity

Occupational diversity, along with industry diversity and worker class diversity, is essential to a community's economic resiliency.* Research indicates that communities with a diverse local economy among sectors, types, and classes of jobs are less subject to economic volatility and more likely to experience economic growth. These same communities are also more open to innovation and new ideas as a by-product of resiliency.

Throughout the Cape Vision 2040 community engagement process, residents discussed the need for Cape Girardeau to attract new businesses and diversify its economy. However, when looking at the data, the city is performing above average in occupational and industry diversity (Figure 3.5).

Greater Cape Girardeau Business Park

Figure 3.5 | Cape Girardeau's Occupational Diversity

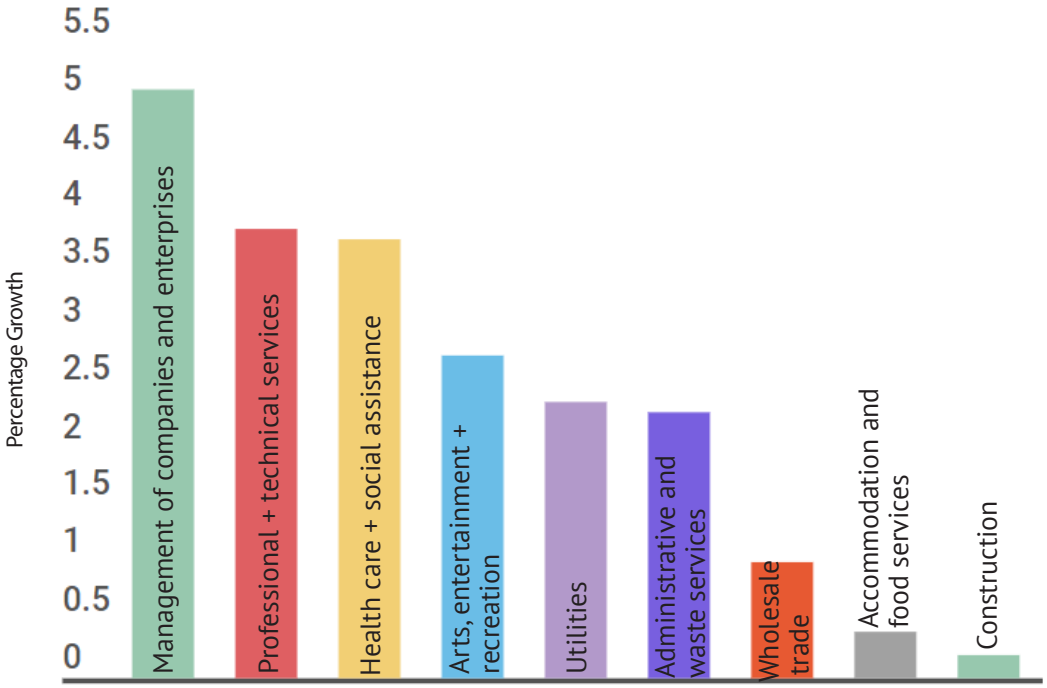


Source: ESRI Business Analyst, 2018

Health Care employees the highest percentage of people in Cape Girardeau

**As defined in 2017 Wallet Hub and University of Minnesota analysis using 2015 U.S. Census data, industry or sector diversity is readily identifiable and reflects the major NAICS employment sectors for each city, such as Wholesale Trade or Retail Trade. Occupational diversity describes the types of occupations available, such as sales and office occupations. Worker-class diversity indicates the numbers or percentages of categories, such as self-employed workers or private sector wage and salary workers.*

Figure 3.6 | Top High-Growth Industries in Southeast Missouri



Source: Missouri Economic Research and Information Center, Quarterly Census of Employment and Wages (2 digit sector), 3rd Quarter 2017

The following paragraph is derived from the City's 2017 Downtown Cape Girardeau Market Study:

Cape Girardeau's economy was originally stimulated by the arrival of the steamboat in 1835, and it became the busiest port between St. Louis and Memphis. Manufacturing was also a major economic driver, but today the region has diversified. Manufacturing and education each account for about 11 percent of total employment, while healthcare accounts for 20 percent of total employment, a larger proportion than compared to the state and nation. The region's top employers are in healthcare (Saint Francis Medical Center and Southeast Health), manufacturing (Procter & Gamble), and education (Southeast State Missouri University). From 2010 to 2015 there was a notable increase in employment in the retail, arts and entertainment, hospitality, and science and technology industries.

As shown in Figure 3.5, a substantial majority of Cape's workforce is in health care and retail trade. Although there are many other occupational sectors in the city, each comprises a small percentage of the workforce. To achieve economic resiliency, Cape must focus on growing the non-health care and non-retail workforce while continuing to support the health care and retail sectors. Figure 3.6 shows the top high growth industries in Southeast Missouri. Cape needs to understand what is driving the growth of each industry in order to support further growth.

"Cape should be a metropolitan hub for the region to enjoy a plethora of retail stores, restaurants and lifestyle services and goods. We have the land, reusable structures, and the I-55 within our borders."

- Resident Idea

Incomes and Wages

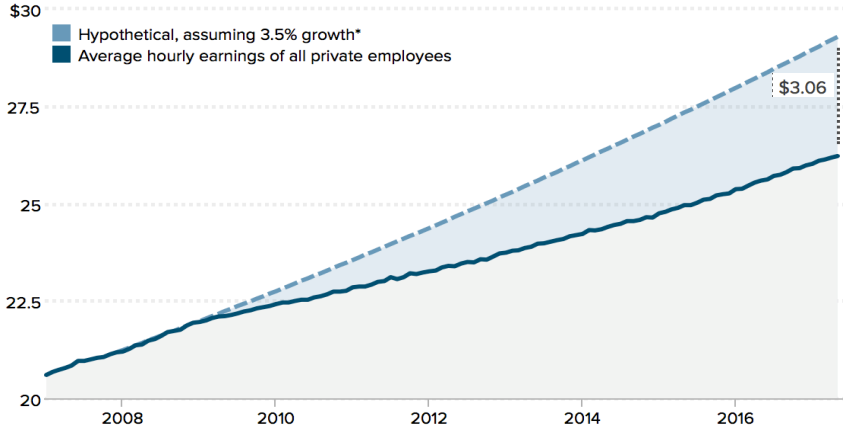
Like the skills gap, wage and income stagnation remain a national issue. The Economic Policy Institute and others have documented the lack of real wage growth, despite increasing job numbers and declining unemployment rates. Inflation remains low. Costs of consumer goods have not increased by more than 2.2 percent annually since 2007, but wages have not kept pace in many parts of the country (Figure 3.7).

Throughout the Cape Vision 2040 community engagement process, residents prioritized higher wages and better benefits. According to the Missouri Economic Research and Information Center (MERIC), from 2001 to 2016 Missouri's average annual wage grew an average of 2.4 percent per year, compared to 2.6 percent for the nation. Figure 3.8 shows a breakdown of sector employment for the Southeast Missouri region's average weekly wages. The regional average weekly wage was $651 in the 3rd Quarter of 2017.

> "If this city is going to scale we need to attract more tech talent and businesses. Codefi and CarGo are a good start."
>
> - Resident Idea

Figure 3.7 | Mind the Wage Gap

Cumulative nominal average hourly earnings, actual and hypothetical if they had grown at 3.5 percent since the recession began, 2007-2017



Nominal wage growth consistent with the Federal Reserve Board's 2 percent inflation target, 1.5 precent productivity growth, and stable labor share of income. Source: EPI Analysis of Bureau of Labor Statistics Current Employment Statistics public data series

QUICK POLL:

Q: How can Cape Girardeau best strengthen the local economy?

52%

A: Marketing efforts and more high-paying jobs

Fifty-two percent of quick poll respondents (102 individuals) selected the following two answer options: (1) marketing efforts to attract new businesses; and (2) retain existing businesses, and attract more high-paying jobs.

☐ Figure 3.8 | Employment and Wages in Top High-Growth Industries (3rd Quarter 2017)

	Average Employment	Average Weekly Wage
Health care and social assistance	27,575	$610
Accommodation and food services	11,352	$279
Wholesale trade	5,637	$840
Construction	5,625	$918
Administrative and waste services	$3,900	$538
Professional and technical services	$2,888	$783
Arts, entertainment and recreation	$1,426	$387
Management	$1,144	$1,058
Utilities	$779	$1,437

Source: Missouri Economic Research and Information Center, Southeast Region Data, 2017

The region's strong healthcare, wholesale trade, construction, professional and technical services, management, and utilities sectors have the highest average weekly wages. According to National Council on Compensation Insurance, these sectors are also less susceptible to automation ("The Impact of Automation – Part 1", October 2017)." Supporting growth in these sectors will increase occupational diversity and also add higher paying jobs.

Marquette Tower, Downtown Broadway

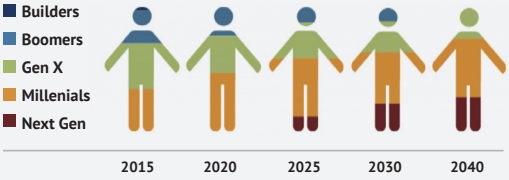
Southeast Missouri State University's Academic Hall

Attracting and Retaining Young Professionals

Like all cities and regions, Cape Girardeau wants to attract new businesses and higher paying jobs. In today's economy, employers are increasingly seeking Millennials* to fill job openings. According to the U.S. Census Bureau, Millennials - the most educated and diverse generation in U.S. history - are expected to comprise half of the nation's workforce by 2020. Millennials generally seek to live and work in areas that offer cultural diversity, new ideas, civic engagement opportunities, and a variety of entertainment and recreation options. This topic is covered in more detail in Chapter 4.

☐ World Population by Generation: #MillennialTakeover

Worldwide and in the U.S, Millennials are the largest generation yet - some 2.3 billion strong. Millennials are expected to comprise half of the nation's workforce by 2020 - the most educated and diverse generation in U.S. history (U.S. Census Bureau).



**Millennials, or Generation Y, are typically defined as the generation born between 1980 and 1995. Various sources use slightly different sets of birth years. For example, the U. S. Census Bureau defines Millennials as the generation as born between 1982 and 2000. They are the children of Baby Boomers and represent the largest living generation, or 75.4 million Americans, according to the Census Bureau and analysis by the Pew Research Center. They began entering the workforce in the early to mid-2000s. The size and potential of this generation will affect the workforce for decades, according to these same sources.*

Retaining Southeast Missouri State University graduates, in addition to seeking external talent, will be critical for Cape Girardeau's future.

Communities with higher education institutions have a distinct advantage in the competition for Millennial talent. While some Southeast Missouri State University graduates find a career in Cape, many of them leave for larger job markets, such as St. Louis. As discussed earlier in this chapter, Cape should focus its efforts on identifying prospects who prefer a small-city lifestyle. Just as important is the ability to match a graduate with an employer in their field of specialization. Local job placement is critical to keeping graduates in the community and requires a network of public and private partnerships. Such partnerships already exist in Cape, including the University's Center for Innovation and Entrepreneurship, the Marquette Tech District, and Catapult Creative House, which are discussed in the next section. Additional opportunities for partnerships such as these should be explored.

Other recommendations for attracting and retaining young professionals include:

- ☑ Offering free or low-cost professional development seminars and workshops;
- ☑ Offering mentorship programs;
- ☑ Sponsoring social events for young professionals; and
- ☑ Partnering with higher education institutions in other communities on job placement, especially in career fields where Cape is strong or wants to grow."

Exhibit at Catapult Creative House

Entrepreneurship and Small Businesses

Cape Girardeau's residents want to see expanded entrepreneurship opportunities in the city and more support for existing small businesses. Throughout the Cape Vision 2040 community engagement process, they shared ideas related to incentivizing redevelopment of the downtown and Midtown areas, lowering taxes and keeping Cape Girardeau an affordable place to do business, and creating a business hub or incubator to support locally owned businesses and entrepreneurs. Support could come in the form of providing work space or helping navigate processes for obtaining grants and other financial assistance as well as licenses and permits.

Services such as these are already being provided by Southeast Missouri State University's Center for Innovation and Entrepreneurship, the Marquette Tech District, and Catapult Creative House. The Center for Innovation and Entrepreneurship. located on the University's campus, offers a number of programs and services for aspiring entrepreneurs, using a wide range of resources. The Marquette Tech District, located downtown at the intersection of Broadway and North Fountain Street, provides modern office spaces for small technology and innovation companies along with organizations to support them. The District features the Marquette Tower and other historic buildings, which have been equipped with a new, high-speed fiber optic network. The District also offers free public Wi-Fi. Catapult Creative House, also located downtown on Broadway, is self-described as a "commercial learning laboratory that immerses students into the creative entrepreneurship process." Studio space, event space, a letterpress, a multimedia lab, an art gallery, a coffee shop, and a store selling products designed by Southeast Missouri State University students highlight Catapult's unique offerings.

While these organizations represent a tremendous effort to support entrepreneurial and small business growth in Cape Girardeau, the opportunity for more exists. Establishing new partnerships for other types of industries and expanding technology infrastructure are two ways Cape can support additional growth.

Since 2014, the Marquette Tech District has helped create 30 technology-based startups that have attracted over $6.5 million in private investments and created over 75 jobs.

Historic Marquette Tower

Catapult Creative House

Just up Broadway from the Marquette Tech District is the **Center for Innovation and Entrepreneurship's Catapult Creative House**. The Center's vision is, "To support the University's strategic priority to advance Southeast Missouri's economic appeal and strength by leading in the development of an increasingly entrepreneurial economy…"

The Catapult Creative House:

- Provides entrepreneurial training programs, business venture mentoring services, and business venture incubation
- Connects innovators, entrepreneurs, and communities with resources to transfer ideas to commercial products and services
- Facilitates existing small business growth through business training, counseling, and mentoring services
- Inspires young local entrepreneurs through programs and practical experiences for K-12 students that equips them for careers in the new economy

The Catapult Creative House is a learning laboratory for students and the community with event space, a coffee shop, a store selling products designed by university students, an art gallery, a letterpress, studio space, and a multimedia lab.

The Marquette Tech District and Catapult Creative House represent the beginning of an entrepreneurial ecosystem for Cape Girardeau. With improved access to technology and tech infrastructure, additional tech entrepreneurs are starting businesses and creating good paying local jobs.

"Look towards creating business parks and developments with high speed fiber internet access and creative and attractive campuses. Continue the great work done to revitalize the downtown area by developing the riverfront to unify the Casino and downtown."

– Resident Idea

Action Items

Action Item #	Description	Responsible Party/Parties	Time Frame for Completion	Cost	Priority
3.01	Understand, support, and promote a comprehensive economic development plan focused on a diverse economy and to include existing business retention and expansion, business recruitment, entrepreneurial ecosystem enhancement, and tourism promotion.	"LEAD: Cape Girardeau Area Chamber of Commerce, Cape Girardeau Area MAGNET, City of Cape Girardeau, Marquette Tech District Foundation SUPPORT: Codefi, Old Town Cape, Southeast Missouri State University, Visit Cape"	N/A - Ongoing	Over $500,000	High
3.02	Partner in developing a comprehensive talent attraction and retention effort, and make adjustments as market conditions change.	"LEAD: Cape Girardeau Area MAGNET SUPPORT: Cape Girardeau Area Chamber of Commerce, City of Cape Girardeau, Old Town Cape, Southeast Missouri State University"	In less than 5 years	$10,000 to $50,000	High
3.03	Review the City of Cape Girardeau codes and development services delivery system with a goal of achieving a world class, responsible, team approach to development with a special focus on rehabilitation and/or reuse of existing building inventory.	"LEAD: City of Cape Girardeau SUPPORT: Cape Girardeau Area Chamber of Commerce, Development community, Old Town Cape"	N/A - Ongoing	Less than $10,000	High
3.04	Collaborate and seek beneficial improvements to West Park Mall.	"LEAD: Cape Girardeau Area Chamber of Commerce, City of Cape Girardeau SUPPORT: Cape Girardeau Area MAGNET, West Park Mall ownership"	In less than 5 years	Less than $10,000	High
3.05	Research and take necessary actions to expand technical training programs either through the Cape Girardeau Career and Technology Center or a new community college.	"LEAD: Business community SUPPORT: Cape Girardeau Career and Technology Center, City of Cape Girardeau, Southeast Missouri State University"	In 10 to 20 years	Less than $10,000	High
3.06	Identify potential enhancements and additions to existing City of Cape Girardeau revenue streams.	"LEAD: City of Cape Girardeau SUPPORT: Cape Girardeau Area Chamber of Commerce; Others TBD"	In less than 5 years	Less than $10,000	High

Mississippi River Tales Mural

Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

CHAPTER FOUR

Social + Cultural Vibrancy

CONTENTS

- Introduction
- Education
- Arts + Entertainment
- Historic Preservation, Sustainability, and City Beautification
- Community Health
- Parks, Trails, and Recreation
- Action Items

Introduction

Social and cultural vibrancy embodies several distinct facets of a community which collectively form its identity. This chapter looks at these facets as they exist in Cape Girardeau and makes recommendations for enhancing them.

Cape Girardeau is a vibrant and beautiful community with high quality educational institutions, an active arts and entertainment community, a historic downtown, a robust health care system, and outstanding parks and recreation facilities. The city annually attracts thousands of visitors and international students. These qualities provide an excellent foundation for enhancing Cape's social and cultural vibrancy.

> "Invest in our people, so that they can feel a part of the community and feel proud and responsible to contribute to their community."
>
> – Resident Idea

4 | social + cultural vibrancy

Social and cultural vibrancy is inextricably linked to individual, community, and economic well-being. Equity, inclusivity, and community cohesion are supported and enhanced by investments in social and cultural vibrancy. Planning for social and cultural vibrancy requires orienting day-to-day and long-range actions and policies around ideas of connectedness, diversity, equity, and inclusion. These concepts will continue to become more defined and understood in practice as the recommendations of this chapter are implemented. Each of the vibrancy elements in this chapter are key to building a community in which all individuals and groups have access to services, environments, and resources that promote their well-being as equally valued residents of Cape Girardeau.

Social and cultural vibrancy is an important goal for both the City of Cape Girardeau and its residents. Several of the 2017-2018 City Council Goals contain focus areas related to social and cultural vibrancy, including:

- Downtown Improvement
- Tourism Expansion
- Fitness and Wellness
- Neighborhood Development Initiative
- Purpose Built Communities
- Citizen-First Culture

Throughout the Cape Vision 2040 community engagement process, residents expressed a desire for more social and cultural opportunities in the areas of:

- Education
- Arts and Entertainment
- Historic Preservation, Sustainability, and City Beautification
- Community Health
- Parks and Recreation

The sections that follow address each of these areas. The recommendations at the end of this chapter are intended to support desired outcomes, with the overall goal of enhancing the social and cultural vibrancy of Cape Girardeau.

Education

Education and community knowledge are fundamental to a socially and culturally vibrant Cape Girardeau.

The educational system plays an important role in many aspects of a community. Its contributions to the local economy in terms of preparing the future workforce are well recognized. But it also contributes to a community's social and cultural vibrancy through group activities, team sports, fine and performing arts, cultural diversity events and programs, and local partnerships. Cape Girardeau's educational institutions are strong in these areas and therefore have a profound effect on the city's social and cultural systems.

It is important to think of education in terms of more than just schools, colleges, and universities. It is a versatile platform for lifelong learning, training, and empowerment. It is not limited to or only appropriate for certain people. Education is for everybody, because everybody is a part of a community's social and cultural systems. For this reason, Cape should think holistically when planning for education.

Cape Girardeau's educational system consists of primary schools, secondary schools, and higher education institutions (Figure 4.1), both public and private, which are discussed on the following pages.

"I envision a future Cape Girardeau with well-educated, involved citizens working for a safe and stable community."

– Resident Idea

Educational attainment in Cape Girardeau exceeds state and national averages. In an encouraging sign for Cape's future, the percentage of the population with a bachelors degree or higher is greater for residents aged 25-44 (approximately 35 percent) than those 45 and older (approximately 26 percent). Higher educational attainment can improve the community through higher salaries, increased tax revenues, and decreased unemployment and crime rates.

High Educational Attainment

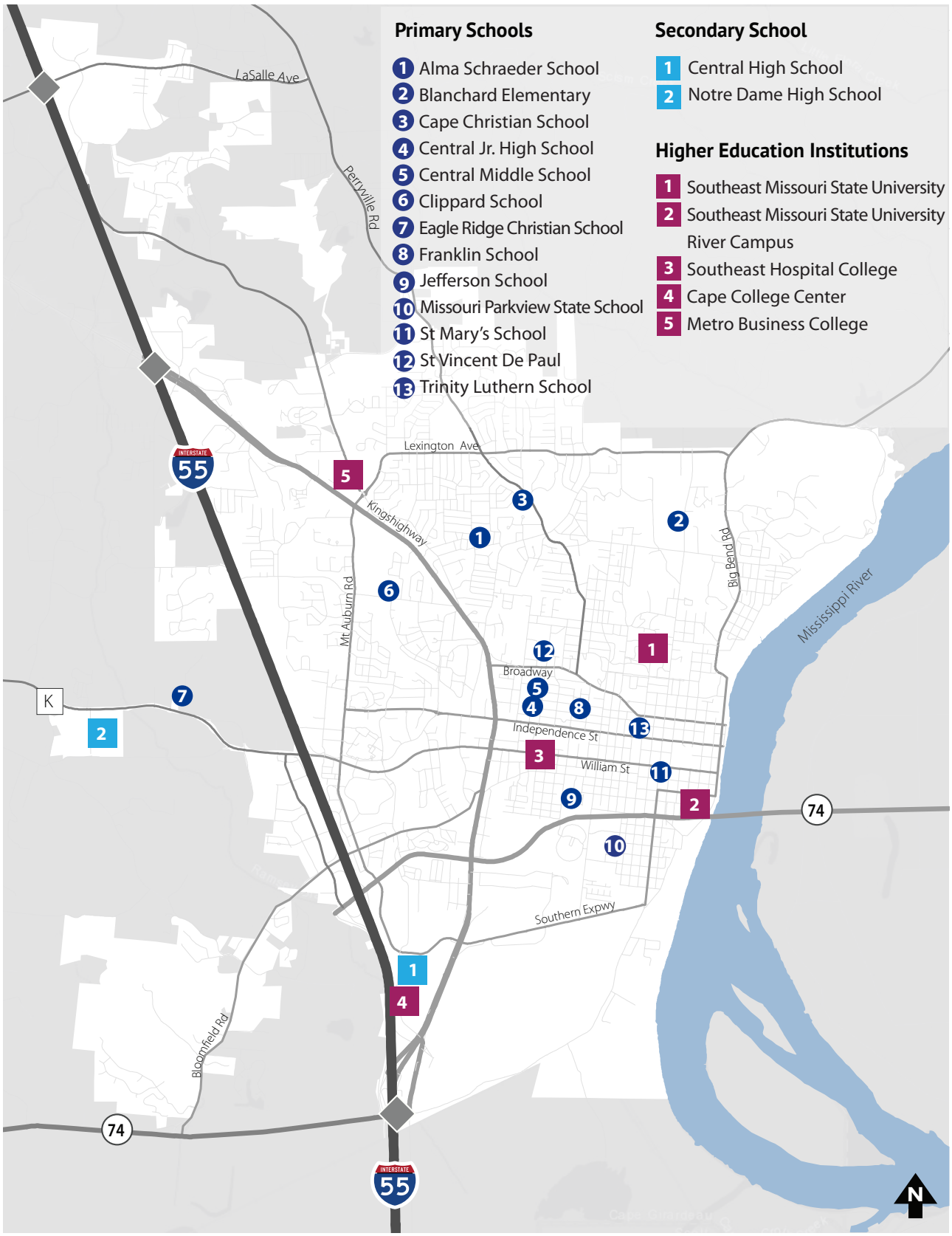
90% Completed High School

34% Earned a Bachelors Degree or Higher

13% Earned a Graduate or Professional Degree

Source: Missouri Census Data Center, (2012-2016 ACS Data, 5-Year Estimates)

Figure 4.1 | Cape Girardeau Educational Institutions Map



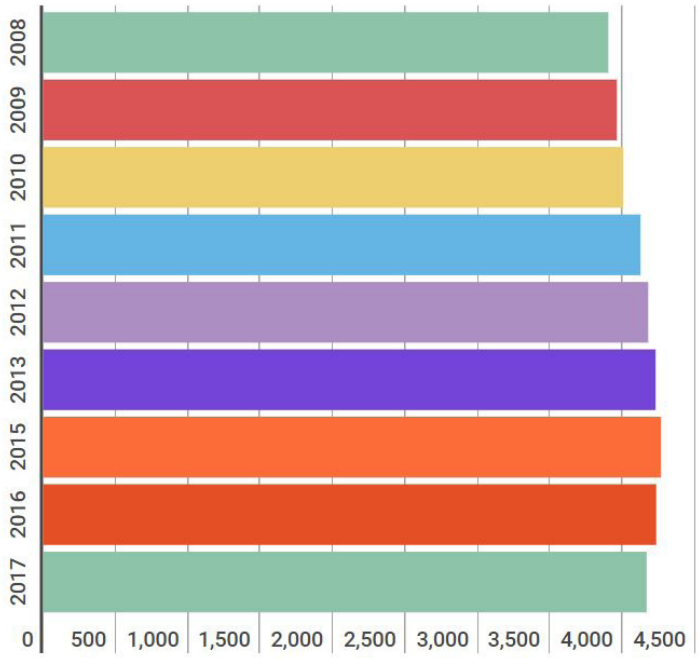
Cape Girardeau Public School District

The Cape Girardeau Public School District employs over 700 people and serves over 4,000 students in 10 schools. The District operates five elementary schools, a middle school, a junior high school, a high school, an alternative school, and the Cape Girardeau Career and Technology Center. The District had a total enrollment of 4,164 students during the 2017-2018 academic year. As illustrated in Figure 4.2, enrollment has been relatively stable over the past 9 years. There is slow but steady population growth occurring within the District, while much of the regional residential growth has occurred within the nearby Jackson School District. Given funding formulas and education goals, slow but steady growth in enrollment would be ideal in the future. Due to the relatively stable enrollment numbers over the past decade, and the recent and ongoing renovations and additions described below, the District currently has the physical capacity to handle modest enrollment growth.

The District's 2017 Comprehensive School Improvement Plan includes the following goals:

- ☑ Enhance learning opportunities for all students and staff that equip them for future success
- ☑ Improve communication through a plan that deliberately engages each stakeholder group in the way that is most effective
- ☑ Cultivate and maintain a positive and safe culture where students and staff are motivated, engaged, and equipped to succeed
- ☑ Mitigate the effects that poverty and learning barriers have on education
- ☑ Increase engagement and interaction with parents and the community
- ☑ Enhance the use of technology as a tool to improve teaching and learning

Figure 4.2 | Cape Girardeau Public School Enrollment



Source: Missouri Department of Elementary and Secondary Education, Missouri Comprehensive Data System, District Report Card

CAPE GIRARDEAU PUBLIC SCHOOLS
Every student...every day!

"Utilize schools as community hubs for cohesion."

- Resident Idea

These goals, and the following objectives and strategies that the District has outlined to implement them, align with resident ideas on education heard throughout the Cape Vision 2040 community engagement process:

- ☑ **Each school will show growth in student achievement and meet or exceed state averages.** This objective echoes residents' desire for Cape's public schools to increase their performance levels while providing quality education for the future leaders of Cape. The District's action items to increase the number of students in advanced placement classes and the number of students applying for college will benefit Cape's economy.
- ☑ **Increase the graduation rate to 94 percent by 2020.** The 2017 graduation rate for the District was 83 percent, compared to 89 percent for Missouri and 84 percent for the nation. Increasing the graduation rate means more local students will be ready for the workforce and college and can help enhance demand for housing as families seek to enroll children in quality schools.
- ☑ **Improve and expand professional development opportunities for all staff.** Throughout the community engagement process, residents expressed their desire for the District to retain and recruit excellent teachers. Improving and expanding professional development opportunities will increase the quality of current staff and help recruit new teachers to the District. The District should also consider increasing its recruitment of Southeast Missouri State University graduates, as Education has traditionally been a top area of study at the University.
- ☑ **Develop marketing materials to promote the District and increase opportunities to develop and maintain positive communication with real estate agencies.** This objective will help prospective students and their families understand the advantages of being a part of Cape Girardeau public schools and ultimately lead to increased enrollment.
- ☑ **Increase opportunities to develop and maintain relationships with community leaders, businesses, service organizations, and government leaders.** Enhancing the District's partnerships with local businesses and organizations can lead to internship and career readiness opportunities as students enter the workforce before and after graduation. Enhancing the District's relationship with the City and other government entities can lead to more collaborative projects that benefit the entire community such as the new aquatics facility and plans for Jefferson Elementary School.
- ☑ **Maintain and improve safety for students and staff, including providing safe facilities and grounds.** This objective aligns with residents' desire for a safe Cape Girardeau for all.
- ☑ **Increase the availability of preschool and expand partnerships with community mental health services.** Residents expressed a desire for more and better services for pre-school age children as well as children with mental and developmental disabilities. The latter requires properly trained staff and a support network to ensure these children receive the education and care they need to succeed.
- ☑ **Increase the accessibility of internet access for students:** The internet is a powerful resource for sharing and learning information. Students need skills in using the internet to maximize their educational and career opportunities.

Cape Central High School

Franklin Elementary School

Recent and ongoing renovations and additions have improved Cape Girardeau Public School District facilities. In 2008-2009, the District prepared a Facilities Plan to identify its most pressing needs. In 2010, Cape Girardeau voters approved a $40 million bond issue for the District. This funding was used to build the new Franklin Elementary School, the athletic stadium complex, a new library computer wing at Clippard Elementary School, a new library at Central Junior High School, the Kinder Performance Hall at Central High School, and address deferred maintenance throughout the District. In 2015, Cape Girardeau voters approved a $20 million bond issue for the District. This funding was used to complete a major renovation of Central Junior High School, add 25,000 square feet of additional space to the Cape Girardeau Career and Technology Center for more programming space, and install new heating and air conditioning infrastructure throughout the District. In 2019, the District passed a $12 million bond issue for renovations and upgrades to Jefferson and Alma Schrader elementary schools. As part of that bond issue, the District plans to contribute $4 million to extend a partnership with the City by constructing an aquatic/community center on the Jefferson Elementary School campus. These recent bond issues, renovations, and additions show the community's strong support of its public schools and provide the District with momentum as it continues to plan for a brighter future for all of Cape's public school students.

Notre Dame Regional High School

The Parkview School for the Severely Disabled, operated by the Missouri Department of Elementary and Secondary Education, is located in South Cape. The school works with approximately 30 students to educate them and help them develop life skills in a safe, controlled environment so they can be productive members of the community.

Private Schools

Cape Girardeau has several private schools, all of which are faith-based (Figure 4.1). With a total enrollment of over 1,500 students, these schools offer a high-quality education along with a variety of extracurricular activities. Notre Dame Regional High School is the largest private high school between St. Louis and Memphis; its academic program is STREAM-focused (Science, Technology, Religion, Engineering, the Arts, and Mathematics). In addition to sports, clubs, and other activities, Notre Dame students are encouraged to participate in volunteer service projects throughout the community. Private schools such as Notre Dame offer unique experiences that contribute to Cape's social and cultural vibrancy.

Higher Education

Higher education includes colleges and universities as well as career and technology centers. Four such institutions are located in Cape Girardeau (Figure 4.1). Each one contributes to the community in different ways, but all of them play a major role in the development of the local workforce. They are also influential in Cape's social and cultural systems. As such, they are vital to Cape's future.

Southeast Missouri State University, with over 11,000 students, is by far the largest institution and naturally has the largest impact on the community. In addition to economic and transportation contributions, the University plays a key role in Cape's social and cultural vibrancy. The River Campus, located along the Mississippi River next to the Bill Emerson Memorial Bridge, is home to the University's College of Arts and Media. This world-class facility contains a performance hall, a recital hall, a convocation center, a theater, and a regional museum. One of the buildings on the River Campus is a historic building, formerly a seminary, that was rehabilitated.The River Campus hosts numerous events, including concerts, workshops, performing arts productions, and festivals that are open to the community, many of which are free.

Aside from the River Campus, the University has a wide range of academic programs and extracurricular events and activities that contribute to Cape' social and cultural vibrancy. From field-specific partnerships with local businesses, organizations, and government to sports events and the Show Me Center, a multi-purpose arena hosting numerous entertainment events annually, the University serves as a major source of social and cultural activity. In addition to programs, events, and facilities, the University is a partner with Cape by sponsoring community service days. Additional partnership opportunities include development projects near the University campuses, increased community access to University resources, and community education about diversity and inclusivity.

The University has a diverse student body, which is boosted by its international student population. In the 2018 academic year, the University reported there were 633 international students from 65 different countries enrolled in its programs. These students represent a highly diverse group of cultures that add to Cape's vibrancy.

Southeast Missouri Hospital College of Nursing and Health Sciences, with over 200 students, is a private not-for-profit institution that specializes in the preparation of its students for high demand health care careers. The College provides a pipeline of talent for Cape Girardeau's large health care sector, and it offers community clinics as part of student training.

Metro Business College is a 2-year, for-profit institution that prepares students for careers in the business, health care, and information technology sectors.

Southeast Missouri State University's Academic Hall

There is not a community college in Cape Girardeau. The nearest community college is Three Rivers College in Poplar Bluff, approximately 80 miles away. Cape College Center (CCC), located at the Cape Girardeau Career and Technology Center, is a partnership of Mineral Area College (MAC), Southeast Missouri State University, and Three Rivers College (Three Rivers). CCC provides community-college-type services to the greater Cape Girardeau area. General education course work is offered by the University and Three Rivers, which can be applied toward an Associate of Arts degree from Three Rivers. About 250 students are currently enrolled.

While the last three institutions do not contribute to Cape's social and cultural vibrancy to the extent the University does, each one does offer opportunities for students to interact with the community and to receive education and training in an alternative setting.

Cape Girardeau Public Library

Cape Girardeau Public Library is located at 711 Clark Avenue and is open seven days a week. The library has a staff of 12 full-time and 11 part-time employees and serves over 16,000 card holders. The library collection includes:

- ☑ 130,000+ print materials, 8,000+ audio materials, and 7,500+ DVDs
- ☑ Subscriptions to nearly 100 print magazines
- ☑ E-platform access to 30,000+ e-books and 6,500+ e-audio titles

> **"Have more places and activities for families. Increase in art and good design that is accessible to all."**
>
> **– Resident Idea**

In February 2007, voters of the Municipal Library District of Cape Girardeau voted for a $0.15 property tax increase to build and equip a new destination library. The facility officially opened to the public on May 16, 2009. The library can be accessed via the Blue/North bus route of the Cape Girardeau County Transit Authority (CTA), and there is ample free parking available on site. There are currently no other branches. The library offers a genealogy room, study rooms, teen space, youth space, and Wi-Fi access. It also provides a wide variety of educational classes and personal enrichment events. The library board and staff are currently working with an outside firm to prepare a new 3-year Strategic Plan.

Like the schools and higher education institutions, the library is a major contributor to Cape's social and cultural vibrancy by connecting residents with the literary world and a wealth of information in both print and electronic formats.

Cape Girardeau Public Library

Arts + Entertainment

Throughout the Cape Vision 2040 community engagement process, residents expressed a desire for more artistic, cultural, and entertainment offerings year-round, throughout Cape Girardeau. Most of the ideas submitted involved making better use of the riverfront and offering more outdoor and indoor activities, especially for families, with an emphasis on facilities and programming.

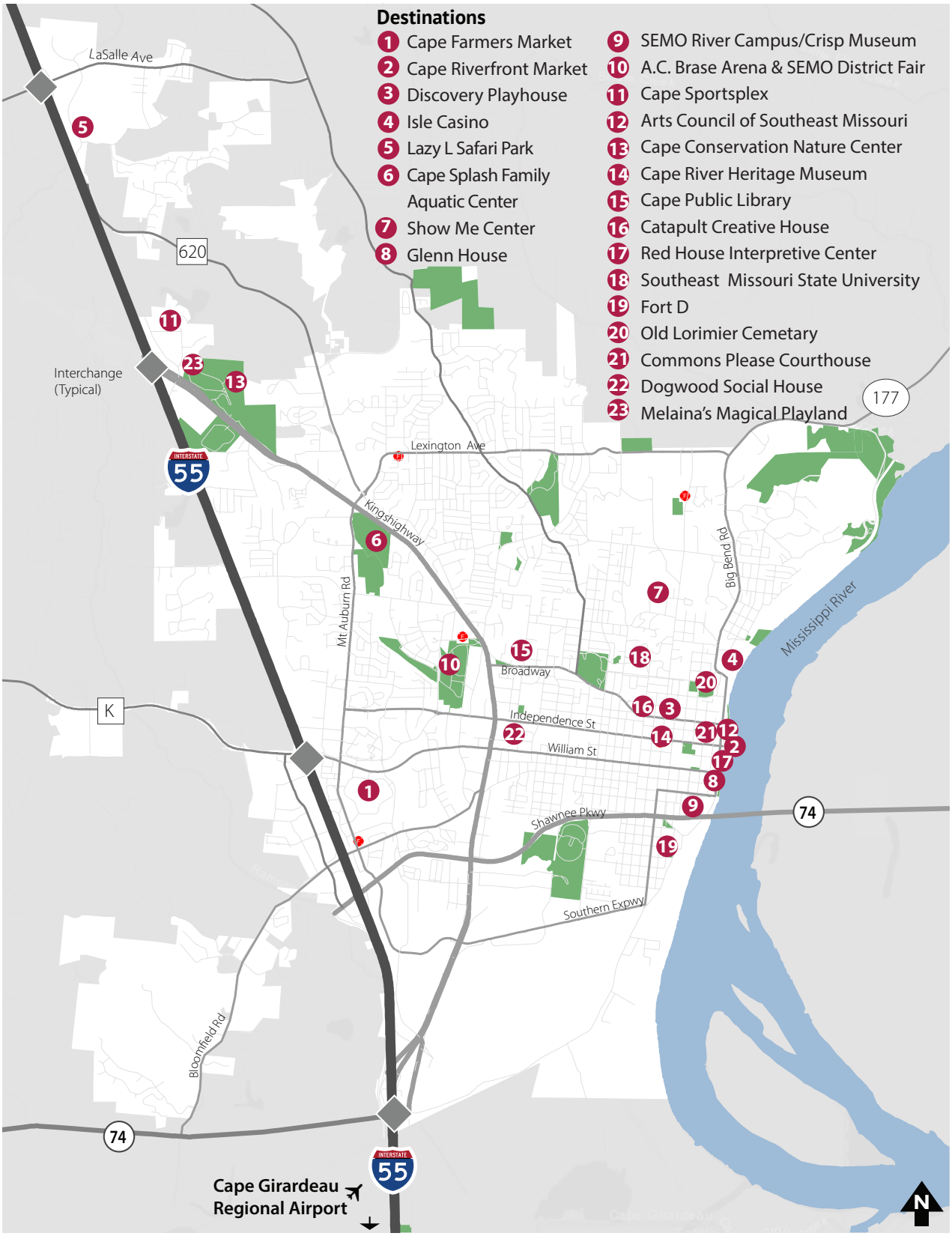
Facilities and Programming

Cape Girardeau already has a large number of arts, culture, and entertainment-related facilities and programs. Places such as the Glenn House, the Cape River Heritage Museum, the Red House Interpretive Center, Fort D, the Commons Pleas Courthouse, Old Lorimier Cemetery, and the Crisp Southeast Missouri Regional Museum offer a wealth of information and artifacts related to Cape's history. The River Campus, the Show Me Center, and the Isle Casino host a wide variety of concerts and other performances that are enjoyed by locals and visitors alike. Sports facilities like the Cape SportsPlex, Shawnee Park Sports Complex, Houck Stadium, Houck Field House, the Show Me Center, and Capaha Field draw from a regional market. Other notable attractions include: Cape Splash Family Aquatic Center, featuring a splash pad, pools, water slides, and a lazy river; Dogwood Social House, a multi-entertainment complex; Discovery Playhouse, a children's museum; Lazy L Safari Park, featuring over 50 different species of exotic animals; Melaina's Magical Playland, an all-inclusive and fully-accessible playground; and Arena Park, home of the A.C. Brase Arena Building and the Southeast Missouri (SEMO) District Fair.

While it appears Cape is already flush with artistic, cultural, and entertainment offerings, the fact that residents expressed a desire for more presents an opportunity to explore other types of attractions and to collaborate on promoting existing attractions.

The Glenn House

Figure 4.3 | Arts, Culture & Entertainment Destinations Map



Community-Based Events

Cape Girardeau is home to a large number of community-based events hosted by various organizations. The City of Cape Girardeau Parks and Recreation Department and the Cape Girardeau Parks and Recreation Foundation host several events throughout the year for residents of all ages. Among the more popular events are Spaghetti Day, the Great American 4th of July Fireworks Show, the Haunted Hall of Horror, the Father Daughter Dance, the Mother Son Game Night, PLAY CAPE!, and the Corporate Games. The Arts Council of Southeast Missouri hosts First Friday with the Arts gallery stroll, the Children's Arts Festival, the Christmas Arts and Crafts Extravaganza, and many other events and educational programs, including those that serve underprivileged and underserved youth. Old Town Cape, Inc. hosts Tunes at Twilight, the Holiday Parade of Lights, and many other downtown events. The Cape Riverfront Market, one of two farmer's markets in the city, is also located downtown and hosted by Old Town Cape. The other is Cape Farmer's Market, located in the West Park Mall parking lot. The SEMO District Fair has been held in Cape Girardeau for over 160 years, and draws thousands of visitors from the region annually. The Fair offers something for everybody, from agricultural exhibits and competitions to rides, games, concerts, a parade, a tractor pull, a demolition derby, and of course, food.

Events such as these play a major role in Cape's social and cultural vibrancy. As noted in the previous section, residents expressed a desire for more artistic, cultural, and entertainment offerings, creating an opportunity to bring new types of events to the community while continuing to promote existing events.

"I would like to see more city events/ festivals that are geared towards more than just children or senior adults. Something that the entire community can come together and enjoy."

- Resident Idea

Tunes at Twilight

Riverfront

The Mississippi River, Cape Girardeau's original landmark and the impetus for its settlement, continues to serve as the primary attraction that brings together residents and tourists of all ages. Throughout the Cape Vision 2040 community engagement process, residents prioritized enhancing the riverfront with more social and cultural activities. Among the top resident ideas were:

- ☑ **Bring back Riverfest**. The first Riverfest was held in downtown Cape Girardeau along the Mississippi River in 1978. It continued to be held annually in the summer for many years, featuring live music on stages near the river, water ski shows, regattas, activities for children, food booths, courtyard dining for restaurants, craft displays, tours of historic downtown buildings, and fireworks. Music genres included country, rock, blues, reggae, pop, ska, folk, bluegrass, salsa, Cajun, and Christian. The festival often drew crowds of over 10,000 people. Riverfest has not been held for over a decade, but at least some of Cape Girardeau's residents are ready for its return.

> **"If we wish to revitalize the downtown area, we must focus on better use of the Mississippi River and linking it to revitalization and growth of residential housing in the downtown area."**
>
> **- Resident Idea**

- **Provide more elevated event spaces and restaurants with a view of the river.** Naturally, residents want more venues to enjoy concerts and places to eat with a view over the floodwall of the river. Some restaurants downtown currently offer views on their upper floors, and several more downtown buildings may be able to accommodate rooftop seating.
- **Create a multi-use park along the river.** Currently, the City has Riverfront Park and the Riverfront Trail on the river side of the flood wall, but residents expressed a desire for more multi-use park space along the river. The City's recently adopted Downtown Strategic Plan Update includes project ideas and renderings for new multi-use park space along Main Street adjacent to the flood wall and river.

  In addition, a new park is planned for the flood buyout area in the Red Star neighborhood.
- **Offer more riverboat rides, dinner boats, and boat rentals.** Residents would like more opportunities for getting out on the water. Riverboats and other vessels do dock at Cape Girardeau in the summer, but most require a cruise booking in order to ride. The boat ramp at Red Star Access allows small watercraft to be used on the river, but there is not a rental facility at or near the ramp.

"Build an interpretive center highlighting the natural history of the area and add boardwalks for bird watching, and a trail for hiking and biking that could be connected to the current Cape LaCroix trail."

- Resident Idea

Bill Emerson Memorial Bridge

Restaurants and Grocery Stores

Many social and cultural activities involve buying, preparing, and/or eating food, which is why restaurants (including food trucks and other mobile food vendors) and grocery stores (including other places where food is sold, such as farmer's markets) are an important component of social and cultural vibrancy. Cape Girardeau has a wide variety of fast food, fast casual, and casual/fine dining restaurants serving cuisines from around the world. Cape also has several grocery stores, ranging from "mom and pop" establishments to large groceries and superstores. Many of the resident ideas submitted during the Cape Vision 2040 community engagement process pertained to restaurants and grocery stores. The top ideas were:

- ☑ **Increase outdoor dining options.** Residents want more courtyard, rooftop, and riverfront dining experiences.
- ☑ **Support existing locally owned restaurants and grocery stores.** While demand for national and regional chains remains strong, residents enjoy the unique offerings and quality of service at local establishments.
- ☑ **Round out Cape's grocery options.** Residents expressed a desire for Trader Joe's, Costco, and other chains not available in the region. They also want a locally run food co-op."

A "mom and pop" grocery store in Old Town Cape

Outdoor dining

Additional Resident Ideas

In addition to those mentioned in the preceding sections, the following resident ideas were submitted during the Cape Vision 2040 community engagement process:

- ☑ **Build more community gardens and enhance education and outreach for existing community gardens.** The City of Cape Girardeau owns three community gardens (one at Shawnee Park Center, one on South Fountain Street, and one at Washington Park). In addition, there are a few privately owned community gardens. Residents enjoy these gardens and would like to see more programming to go along with them. Programming ideas included teaching people how to garden, community clean up days, and harvest days. Residents also would like to see more community gardens in neighborhoods throughout the city.

Shawnee Park Community Garden

- **Continue to expand Cape's collection of public art.** Cape Girardeau has a wide variety of public murals, as evidenced in photos throughout this plan. In addition, art sculptures are featured at several locations along the sidewalks on Broadway and in the roundabout near the River Campus. Residents want to see art forms such as these expanded to other public places.
- **Organize more festivals and neighborhood block parties.** Residents shared ideas for outdoor community and neighborhood events, such as music-themed and food-themed festivals. Some residents expressed a desire to bring back the City of Roses Festival.
- **Build a drive-in movie theater.** Although residents enjoy the newly renovated and upgraded Marcus Cape West Cinema, many of them expressed a desire for a drive-in movie theater. There are several locations in the city that would be suitable for an attraction like this.
- **Start a movies in the park series.** The Cape Girardeau Parks and Recreation Department offers a movie series at Capaha Park in the summer, but residents want to see this program expanded to other areas.
- **Build a new indoor aquatic center or YMCA.** Cape's Central Municipal Pool is in need of being replaced, and the City is actively working on plans for a new facility.
- **Build a new indoor ice skating rink or reopen the pond in Capaha Park for ice skating in the winter.**
- **Reopen the historic Broadway Theater and Esquire Theater.** These historic theater buildings are still standing along Broadway, and reopening each as a movie theater or performance space would add a cultural venue to the city while preserving Cape's heritage.
- Additional ideas included more food trucks, a Ferris wheel along the river, and a family fun park with go-karts and mini golf.

"It would be nice if there were some more indoor options for recreation. When the weather is nice, it is pretty easy to find things to do. But during the winter when it is too cold for those things, or if it is late or after dark, it seems like the only 'recreation' options are shopping and restaurants."

- Resident Idea

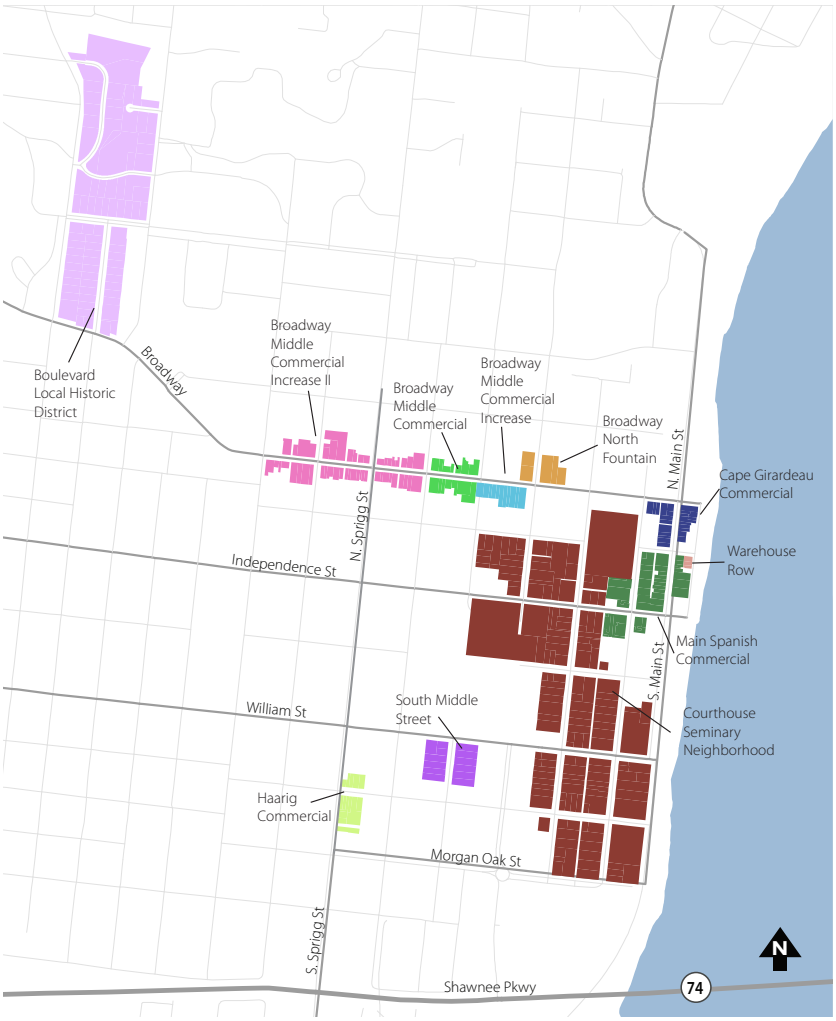
Cape Girardeau SportsPlex

Historic Preservation, Sustainability, & City Beautification

Historic Preservation

Cape Girardeau's historic buildings and districts are some of the city's most important assets. They attract tourists to the city, provide walkable neighborhoods for residents to live in, and when rehabilitated help create a variety of housing options for Cape's residents. At the 'Cape to the Future' Workshop, residents chose the Retrofit and Redevelopment approach as the preferred direction for future land use planning (more information on this is provided in Chapter 8). Historic preservation plays a significant role in the application of this approach. In the words of writer and architect Jane Powell, "The greenest building is the one that is already built."

☐ Figure 4.4 | Historic Districts Map



In recent decades, the historic preservation movement has expanded its vision beyond just saving and celebrating historic buildings; it now includes other elements of heritage - people, communities, and their stories. This has led to many successful "Main Street" programs throughout the nation, including Cape Girardeau's program under the direction of Old Town Cape, Inc.

Cape Girardeau's historic preservation ethic is strong and exemplifies the broader movement's emerging vision. Local preservation programming encompasses the work of the City's Historic Preservation Commission, City staff, and several partners, including Old Town Cape, Inc., Southeast Missouri State University's Historic Preservation Program, the Missouri State Historic Preservation Office (SHPO), and various local businesses and community organizations.

One way Cape supports historic preservation is by encouraging nominations for listing in the National Register of Historic Places. The Historic Preservation Commission reviews and evaluates each nomination as part of a process that involves the SHPO, the Missouri Advisory Council on Historic Preservation, and the National Park Service. Currently, there are 10 National Register districts in the city, including boundary increases (Figure 4.4). In addition, Cape has one locally designated historic district, the Boulevard Local Historic District.

The Historic Preservation Commission is responsible for reviewing Certificate of Appropriateness applications for Local Historic District and Local Historic Landmark properties. The Commission also maintains an ongoing survey of historic properties in the city through a contact with the University's Historic Preservation Program. In addition to these responsibilities, the Commission is charged with engaging in activities that educate and promote public awareness of historic buildings and historic preservation. Such activities include:

- ☑ **Historic Preservation Month Walking Tour** – Each May, in honor of Historic Preservation Month, the Commission hosts a walking tour of historic buildings and places in the city.
- ☑ **Endangered Buildings List** – In 2012, the Commission released its first Endangered Buildings List. The purpose of the list is to promote awareness of buildings and structures in the community that, in the opinion of the Commission, have historic value and are believed to be at risk of being lost due to significant deterioration and/or imminent demolition, with the hope that they may be saved. The 2018 list included 15 buildings, with an additional 11 buildings on the watch list.
- ☑ **Cape Girardeau's Original Treasures** – Original Treasures is a yard sign program that recognizes historic buildings that have been preserved. To be eligible for Original Treasures, a building must be at least 50 years old, feature a unique architectural design or represent a vernacular style, and be maintained in a manner that retains its architectural integrity.

Historic Preservation by the Numbers

34 National Register Listings | **10** National Register Districts | **18** Local Landmark Listings | **1** Local Historic District

> "I remember Cape as being very physically attractive with a unified 'look.' I love the older facades of the buildings."
>
> – Resident Idea

Red House Interpretive Center

The Cape Girardeau Historic Preservation Plan, prepared by Thomason and Associates and adopted by the Commission in 1999, provides a thorough examination of historic structures in the community and offers recommendations for future preservation activities. Many of the recommendations, such as becoming a Main Street Community, continuing surveys of historic properties, and adding properties to historic listings, have been implemented. Others, such as creating a non-profit historic preservation organization and revolving fund, are still in progress or awaiting funding. Given its age, the plan should be updated in the near future.

Throughout the Cape Vision 2040 community engagement process, residents expressed a desire to preserve and improve older buildings, especially those with historic or architectural significance:

- ☑ Encourage rehabilitation and renovation of existing commercial buildings while also encouraging businesses to locate in existing buildings rather than construct new ones
- ☑ Amend local codes to provide flexibility when working with older buildings
- ☑ Continue efforts to preserve and revitalize the Haarig District along South Sprigg Street near the River Campus
- ☑ Make historic preservation a priority

"Have the City help private citizens continue to revitalize the historic riverfront downtown area. That is where our identity resides."

- Resident Idea

Southeast Missourian Building

Sustainability

Historic preservation is one part of a broader topic that has become increasingly important for communities across the nation: sustainability. Ensuring that there will be sufficient resources to sustain future generations requires planning and innovation. A number of ideas submitted by residents during the Cape Vision 2040 community engagement process pertained to sustainability, such as:

- ☑ Make sustainability a City goal
- ☑ Encourage green building (LEED) practices
- ☑ Add glass recycling and recycling for businesses
- ☑ Use renewable energy products and develop a green energy plan
- ☑ Encourage use of native plants for landscaping

The City of Cape Girardeau currently does not have a sustainability plan, but should consider preparing and adopting one. The plan could incorporate existing policies and also establish new ones. Potential topics that could be addressed in the plan include:

- ☑ Clean water
- ☑ Green infrastructure, expanding on the City's Stormwater Management Plan
- ☑ Electric vehicle infrastructure
- ☑ Clean air and renewable energy
- ☑ Climate resiliency
- ☑ Native plants and landscaping
- ☑ Land conservation and agricultural protection
- ☑ Composting
- ☑ Hazard mitigation

An example of a sustainability plan is the Sustainable Decatur plan for Decatur, Illinois. The City of Decatur was innovative by using a portion of the Energy Efficiency Community Development Block Program funds to explore energy efficiency and sustainability from a systems approach. The plan's interrelated strategies include: a public education effort, infill development, energy audits, the promotion of alternative transportation, and fostering a market for the use of perennial grasses as a source of alternative energy. A key recommendation of the plan was to choose an established neighborhood to apply sustainability techniques, leading to: capital cost reductions, property value increases, energy savings per household, reductions in flooding incidents, water quality improvements, recycling rate improvements, and waste reduction.

Green infrastructure in the Cape Girardeau Conservation Nature Center parking lot

City Beautification and Gateways

When the Bill Emerson Memorial Bridge opened in 2003, it became an immediate landmark and community gateway feature for Cape Girardeau. Since that time, the City of Cape Girardeau and its community partners have been working to provide wayfinding and gateway features throughout the city. In 2012, the City adopted the Cape Girardeau Wayfinding Design Documents & Master Plan. The plan, prepared by AECOM, provides designs for wayfinding and gateway signs and recommends locations for their installation. The City has installed many of the wayfinding signs throughout the community in recent years and is still working on installing the gateway signs. Throughout the Cape Vision 2040 community engagement process, residents requested more community gateways and city beautification projects to enhance Cape's unique identity, including:

- An illuminated welcome sign or other feature on the pedestrian bridge over Shawnee Parkway
- Welcome signs, flowers, and landscaping at the Interstate 55 interchanges
- Enhancements to the Midtown corridors
- Stronger landscaping requirements for developments
- More neighborhood-wide and city-wide clean up events
- Litter removal initiatives through partnerships between the City and neighborhood and community groups

New wayfinding signage

Old gateway signage in need of replacement

Community Health

The World Health Organization describes health as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity." According to America's Health Rankings' 2018 Annual Report, Missouri ranked 38th among U.S. states in terms of healthiness. Cape Girardeau County ranked 38th in the state in healthiness according to The Robert Wood Johnson Foundation's 2018 County Health Rankings. It is important to note that these statistics are for a much broader area than the city of Cape Girardeau. Due to its abundance of health care facilities, the city's health outlook is much brighter than the state and the county. Other factors boosting the city's healthiness include: the many parks and recreation facilities, the expanding network of sidewalks and trails, and the various health programs and events sponsored by local businesses and organizations. The City of Cape Girardeau recognizes the importance of health by including it in the City Council Goals and by employing a full time Fitness and Wellness Specialist, who is responsible for developing health and wellness programs for City employees as well as the community."

The Cape Vision 2040 community engagement process highlighted areas of community health that were of the greatest concern to residents, namely, mental health, homelessness, and community cohesion.

Mental health includes the availability of services and the pressing need for more and different solutions to the many aspects of managing mental health impacts. According to the U.S. Department of Health and Human Services, Cape Girardeau County is designated as a Health Professional Shortage Area for mental health providers, and the need for these services cuts across all income and demographic groups. The Cape Girardeau Police Department staff noted the need for training on dealing with mental health issues in the context of public safety. Due to low funding for mental health services in the community, the Department deals with mental health issues frequently.

"Community Cohesion: Activities, programs, resources, and services that involve and cater to neighborhoods, families, and community gardens - diversity of income levels and ethnicities."

- Resident Idea

Saint Francis Medical Center

Southeast Hospital

According to the Community Partnership of Southeast Missouri there are at least 50-60 people without a permanent home in Cape Girardeau. The Community Partnership is currently assisting about 30 clients, and it estimates that there are about 400 people in the city in danger of losing their housing. The absence of homeless shelters in the city is a major concern for the Community Partnership, the City, and other organizations struggling to assist those in need. Such shelters require a sustainable funding source to cover capital and operational costs. Until a source of sustainable funding is found, Cape will continue to face challenges with helping its homeless. As discussed in detail in Chapter 5, the Cape Vision 2040 community engagement process produced several resident ideas related to housing and homelessness, including:

- ☑ Develop a job- and life-skills training program for individuals who have experienced homelessness, addiction, mental illness, and/or incarceration
- ☑ Create tiny house rent-to-own program
- ☑ Provide homeless shelters and more low-income housing and community shelters

Throughout the Cape Vision 2040 community engagement process, residentsconsistently brought up the need for community cohesion. They want a sense of unity and connectedness among Cape's diverse groups, and for investments to be made in all of the city's residents. Community cohesion is an underlying theme throughout the Cape Vision 2040 Plan. The plan itself is intended to advance community cohesion by sharing ideas from Cape's diverse residents and making recommendations to address their respective needs.

"Voluntary municipal program that encourages families from different socio-economic levels to 'adopt' each other and attend events together, eat meals in each other's homes, and encourage people from different cultures to respect and celebrate each other's differences."

- Resident Idea

Cape Riverfront Market

Parks, Trails, + Recreation

Cape Girardeau offers an extensive parks, trails, and recreation system that accommodates a wide range of interests and attracts users from within the county and from the surrounding region. As such, it is a major driver of tourism and economic growth. In addition to those owned by the City of Cape Girardeau, the community benefits from facilities owned by Cape Girardeau County, the Missouri Department of Conservation, and Missouri State Parks.

Figure 4.6 shows a comparison between Cape Girardeau including the County parks, Cape Girardeau excluding the County parks, and the national average in terms of acres per 1,000 residents and number of residents per park. Even without the County parks, Cape Girardeau has a much higher acreage per 1,000 residents than the national average. Adding in the County parks further exceeds the national average for acreage and also significantly lowers the average number of residents served by each park compared to the national average. It should be noted that a significant portion of this acreage is undeveloped or part of a special use facility. Furthermore, this acreage serves more than just the population of the city. As noted previously, Cape Girardeau's system attracts users from the county and region, creating a demand exceeding that of a typical Midwest city. The additional demand created by non-residents generates additional expenses for the City of Cape Girardeau. However, the City generally has not structured its user fees to charge a higher rate to non-residents due to the local economic benefit they generate by visiting the city.

> **"Create more green spaces linked with hiking and biking paths."**
>
> **- Resident Idea**

The City of Cape Girardeau Parks and Recreation Department currently maintains over 20 parks of varying sizes, totaling over 500 acres of land, and nearly 10 miles of off-road, paved trails. In addition, the City maintains three cemeteries, three community centers, several historic sites, a municipal golf course, an outdoor water park, and an indoor athletic field house for sports leagues, tournaments, and other events. Figure 4.5 contains a list of the Cape Girardeau Parks and Recreation facilities. Figure 4.7 contains a map of these facilities.

National Running Day

☐ Figure 4.5 | Cape Girardeau Parks

Facility Type/Name	Area/ Length
Regional/Community Parks	
Arena Park	90.0 acres
Capaha Park	39.3 acres
Kiwanis Park	55.8 acres
Osage Park	131.2 acres
Shawnee Park (sports complex)	86.0 acres
Subtotal	**402.3 acres**
Neighborhood Parks	
Casquin Park (undeveloped)	7.3 acres
Choctaw Park	1.4 acres
Delaware Park (undeveloped)	18.0 acres
Dennis Scivally Park	6.1 acres
Groves Park	1.8 acres
Indian Park	1.9 acres
May Greene Garden/Park	0.2 acres
Missouri Park	6.3 acres
Ranney Park	1.2 acres
Red Star Park (undeveloped; flood buyout)	13.4 acres
Rockwood Park (undeveloped)	1.9 acres
Washington Park	3.3 acres
Subtotal	**62.8 acres**
Special Use Parks/Facilities	
A.C. Brase Arena (community center)	*N/A*
Cape Jaycee Municipal Golf Course	*110.4 acres*
Cape Noon Optimist Wheel Park (skate park)	*N/A*
Cape Rock Park (Mississippi River historic overlook)	*21.3 acres*
Cape Splash Family Aquatic Center (water park)	*3.0 acres*
Central Municipal Pool	*N/A*

Facility Type/Name	Area/ Length
Special Use Parks/Facilities	
City Hall Park	*1.8 acres*
Fairmount Cemetery	*23.8 acres*
Fountain Park (natural area)	*8.4 acres*
Fort D (Civil War historic site)	*3.2 acres*
Murtaugh Park (green space around Red House Interpretive Center)	*0.2 acres*
New Lorimier Cemetery	*28.0 acres*
Old Lorimier Cemetery (historic site)	*5.3 acres*
Osage Centre (community center)	*N/A*
Red House Interpretive Center (history museum)	*N/A*
Shawnee Park Center (community center)	*N/A*
South Fountain Street Community Garden	*1.5 acres*
SportsPlex (multi-sport indoor facility)	*2.1 acres*
Twin Trees Park (natural area by Mississippi River)	*61.8 acres*
Subtotal	***270.8 acres***
Recreational Trails	
Bloomfield Trail (off road, paved)	1.4 miles
Cape LaCroix Trail (off road, paved)	6.0 miles
Fountain Park Trail (off road, unpaved/natural surface)	1.2 miles
Juden Creek Trail (off road, unpaved/natural surface)	2.5 miles
Riverfront Trail (off road, paved)	1.3 miles
Route K Connector (connects Cape LaCroix Trail to Saint Francis Medical Center)	1.2 miles
Subtotal	**13.6 miles**
TOTAL PARK/FACILITY AREA	**735.9 ACRES**
TOTAL TRAIL LENGTH (PAVED)	**9.9 MILES**
TOTAL TRAIL LENGTH (UNPAVED/NATURAL SURFACE)	**3.7 MILES**

Many of the City's parks and recreation facilities are connected to an existing sidewalk or trail system. Three of the larger parks are connected and served by the Cape LaCroix Recreational Trail, which extends from the Cape Girardeau Conservation Nature Center (owned by the Missouri Department of Conservation) at the north end to Shawnee Park at the south end. Facilities served by this trail include Osage Park, Osage Centre, Cape Splash Family Aquatic Center, Arena Park, A.C. Brase Arena, Shawnee Park, and Shawnee Park Center. Another major trail in Cape Girardeau, the Riverfront Trail, is located along the Mississippi River and extends from the Red Star Access (owned by the Missouri Department of Conservation) at the north end to Southeast Missouri State University's River Campus at the south end. This trail provides access to the riverfront as well as the city's downtown. Both trails are major assets for Cape Girardeau and serve as a foundation for expanding the trail system.

Cape Girardeau citizens have shown strong support for the city's quality of life by passing two Parks, Recreation and Stormwater sales tax initiatives (2008, 2018) which have provided the much-needed capital and operational funds to update older facilities and add new amenities. Until the passage of the initial Parks, Recreation and Stormwater sales tax (PRS1) in 2008, the City did not have any type of sustainable funding to make long-range improvements to its parks, trails, and recreation system. The system, which included historic parks such as Capaha Park

☐ Figure 4.6 | Park Land Comparison

	Acres per 1,000 residents	Residents per Park
Cape Girardeau, including County Parks**	23.4	1,600
Cape Girardeau, excluding County Parks	15.7	1,905
National Average*	9.6	1,901

**National Average based on 2017 National Recreation and Parks Association (NRPA) survey of towns with a population between 20,000 and 50,000. May Green Garden, Murtaugh Park, and Red House Interpretive Center were excluded from the Residents per Park calculation due to their small size and limited use.*

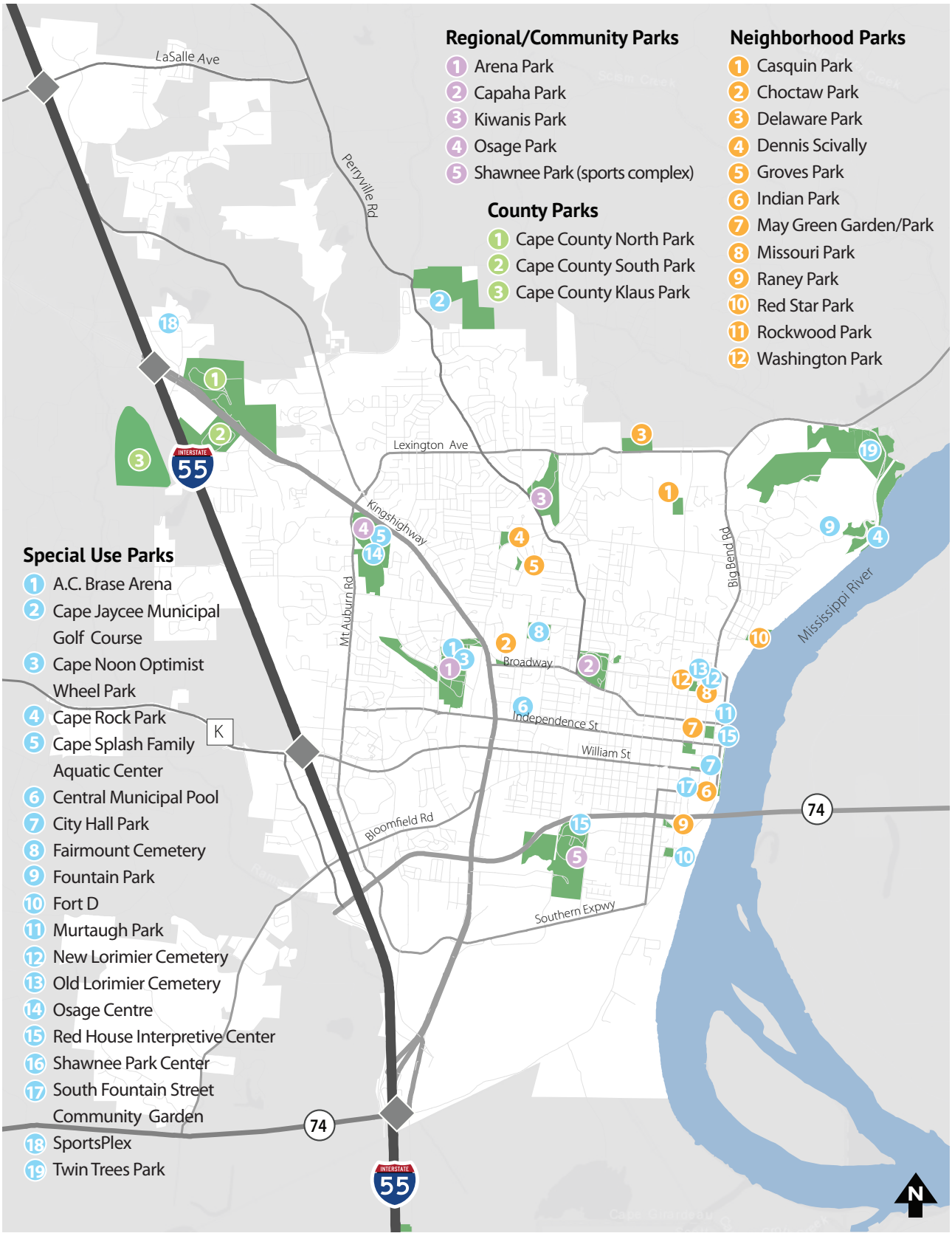
***County park in or adjacent to Cape Girardeau*

"Cape Girardeau's parks are a major selling point when talking about Cape to potential visitors. We need to keep them up to date for both residents and tourists."

- Resident Idea

Capaha Park

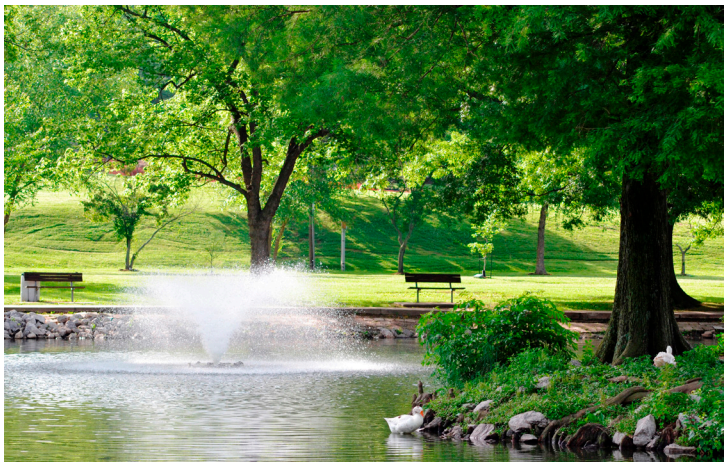
Figure 4.7 | Cape Girardeau Parks Map



(acquired by the City in 1917), was in need of renovation, replacement, and upgrades for amenities such as playgrounds, pavilions, and swimming pools. PRS1 provided a one-eighth percent (or one-eighth cent per dollar spent) sales tax to fund these needs. The renewal of the Parks, Recreation and Stormwater sales tax (PRS2) in 2018 passed by a large margin (81%) and will provide funding for additional capital and operational needs through 2033. The Parks, Recreation and Stormwater sales tax is discussed in more detail in Chapter 9.

Throughout the Cape Vision 2040 community engagement process, residents expressed a desire to continue expanding and enhancing the City's parks, trails, and recreation facilities and programming. The Parks and Recreation Department follows a "four pillars" approach in developing its plans and programs. The "four pillars" are as follows:

Cape Girardeau Conservation Nature Center



Capaha Park Lagoon

Dennis Scivally Park

1. Parks, Trails, and Environmental Stewardship – Green Infrastructure Foundation

The term "green infrastructure" refers to an approach to stormwater management that supports the natural water cycle by using vegetative and/or other permeable surfaces. It is particularly appropriate for projects involving natural areas, parks, or other environmentally sensitive areas. Providing a strong green infrastructure requires adherence to best practices in arboriculture citywide – not just in parks, but in development and redevelopment projects as well. The City of Cape Girardeau encourages green infrastructure where practical. As more examples appear in the community, green infrastructure will eventually become mainstream.

2. Health and Wellness – A Way to a Better Life

There is no doubt that without health and wellness, individuals and communities suffer. A community can facilitate achieving and maintaining health and wellness by providing facilities and programs that foster positive behaviors. According to the National Recreation and Park Association, communities with higher levels of health and wellness have a park located within a 10-minute walk of every resident. Individuals and families that have convenient access to parks, trails, and other recreational facilities are afforded more opportunities for physical activity than those who don't. These opportunities are even greater when the facility is accessible by foot. Walking is one of the easiest and most economical ways to achieve and maintain health and wellness.

Indian Park

Figure 4.9 contains a map showing the Cape Girardeau Parks and Recreation service levels in terms of walkability to facilities as well as gaps in service. As Cape Girardeau expands its parks, trails, and recreation system, it will improve walkability and thus facilitate better health and wellness in the community.

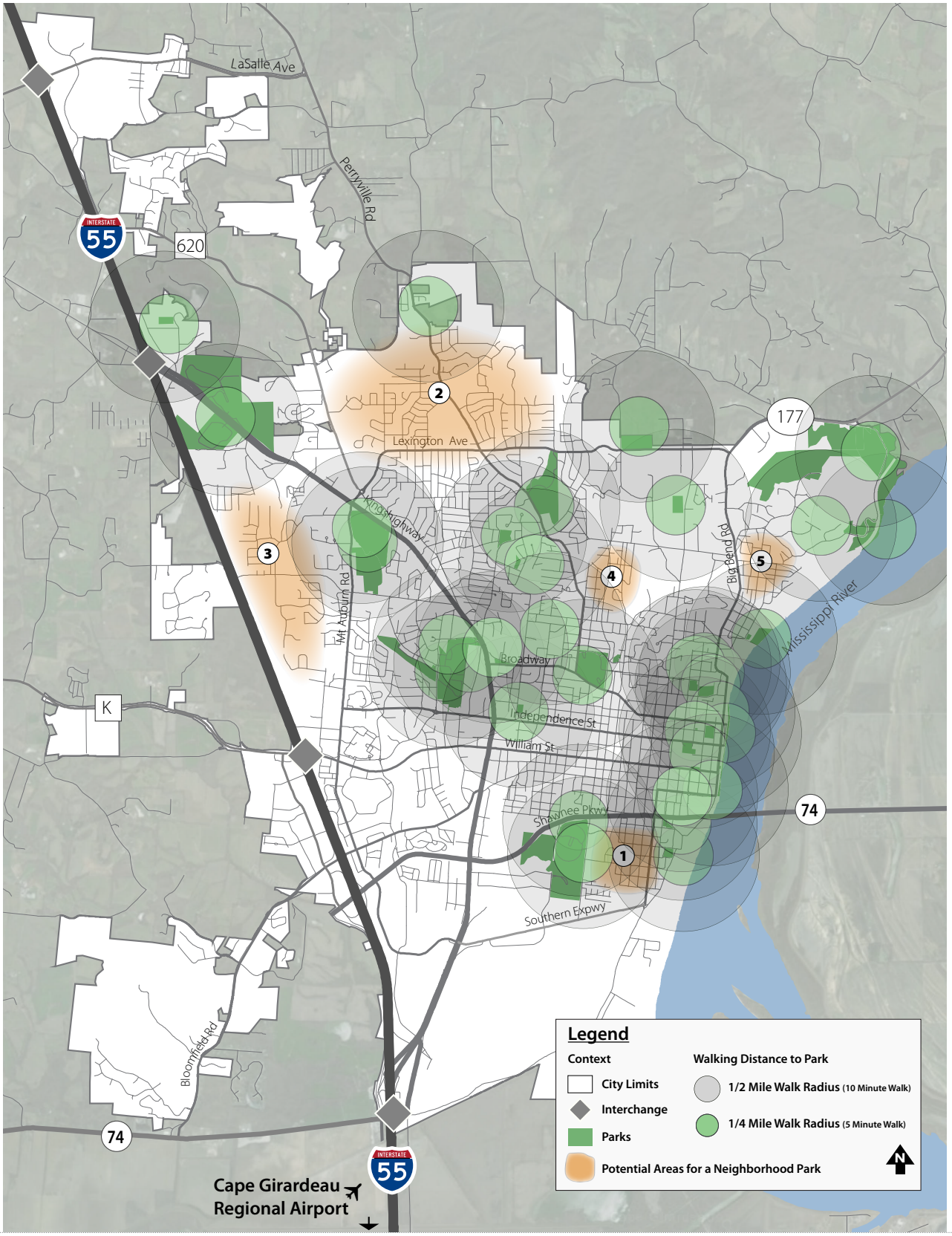
3. Building Community & Relationships

Communities with a high quality of life foster social equity, cohesion, and engagement. As a community grows and changes, the desire to provide a range of facilities, programs, and events that appeal to a diverse group of users also grows. Providing facilities that can accommodate a variety of functions (public and private, recreational, educational, and social) allows a community to meet a diverse range of needs. Programs and events that bring together organizations and people with different backgrounds offer opportunities for more inclusivity and interaction. They also serve to build a sense of community and stimulate new relationships. Cape Girardeau already has many existing partnerships that are working to increase equity, cohesion, and engagement in the community, but there is a need for even more.

4. Economic Impact – Inspiring Business in the Region

Southeast Missouri has a healthy business climate. It is home to many successful businesses of all sizes, most of which are members of a Chamber of Commerce or other networking organization. The abundance and diversity of businesses helps to attract more visitors to the region, especially Cape Girardeau. This spurs the city's growing tourism industry. Cape's recreational opportunities and sporting events bolster local tourism and enhance the city's position as a regional economic hub. As such, planning for and investing in Cape Girardeau's facilities, programs, and events generally results in a strong economic return on investment. This is evident in the City's hotel/motel/restaurant license tax, which has funded the development of several major facilities, including the Show Me Center, Southeast Missouri State University's River Campus, Cape Splash Family Aquatic Center, Shawnee Park Center, and the Cape Girardeau SportsPlex. These facilities bring thousands of visitors to the city, filling its hotel rooms and restaurants. This tax, along with other strategies, should continue to be utilized in order to provide ongoing financial support for the capital and operational needs of economic drivers such as these.

Figure 4.9 | Walkability to Cape Girardeau Parks



While the "four pillars" approach is a valuable framework for developing plans for the City's parks, trails, and recreation system, there are additional guides that should be utilized, such as the SEMPO Regional Bicycle and Pedestrian Plan (discussed in Chapter 7).

The City relies heavily on its citizens to assist with identifying needs and opportunities as well as developing and implementing plans. The Parks and Recreation Department works with several advisory boards, including the Parks and Recreation Advisory Board, the Keep Cape Beautiful Beautification Committee, the Golf Course Advisory Board, the Red House Interpretive Center Board, and the Tree Board. The City has been a Tree City USA member for over 22 years and a Keep America Beautiful affiliate for over 7 years. These organizations provide public education and awareness and also sponsor initiatives and grants.

In addition to the advisory boards, the City partners with the Cape Girardeau Parks and Recreation Foundation, a 501(c)(3) nonprofit organization dedicated to preserving, growing, and enhancing the City's parks and recreational amenities. The funds raised by the Foundation are used to supplement the City's expenditures in order to optimize amenities and services.

Planning for parks, trails, and recreation should be a collaborative process based on the "four pillars" approach. It should involve robust citizen engagement and leverage resources in the community. This approach is reflected in the action items at the end of this chapter.

> **"Enhanced park area between Broadway and the casino on the river side of the street. Green space, picnic area, splash pad, fountains."**
>
> **- Resident Idea**

Fort D Historic Site

Action Items

Action Item #	Description	Responsible Party/Parties	Time Frame for Completion	Cost	Priority
4.01	Enhance and expand educational opportunities and provide a safe, supportive, and innovative learning environment to optimize student performance.	"LEAD: Schools, Southeast Missouri State University SUPPORT: Business community, Cape Girardeau Public Library, City of Cape Girardeau, Community organizations"	N/A - Ongoing	Over $500,000	High
4.02	Develop a citywide after-school educational and cultural enrichment progam.	LEAD: Business community, Cape Girardeau Public Library, City of Cape Girardeau, Community organizations, Schools, Southeast Missouri State University	In less than 5 years	$50,000 to $100,000	High
4.03	Implement the initiatives of the Downtown Strategic Plan Update.	"LEAD: Cape Girardeau Area Chamber of Commerce, City of Cape Girardeau, Old Town Cape SUPPORT: Development community, Downtown Community Improvement District, Marquette Tech District Foundation, Southeast Missouri State University, Visit Cape"	In 10 to 20 years	Over $500,000	High
4.04	Identify potential incentives to encourage rehabilitation and/or reuse of historic buildings.	LEAD: Cape Girardeau Area Chamber of Commerce, City of Cape Girardeau, Old Town Cape	In less than 5 years	Less than $10,000	High
4.05	Promote community health through programs that enourage active lifestyles, self-support, and access to nutritious foods and health care services.	LEAD: Cape Girardeau County Public Health, City of Cape Girardeau, Community organizations, Health care organizations, Schools	N/A - Ongoing	Over $500,000	High
4.06	Complete the Parks, Recreation and Stormwater 2 (PRS2) projects to enhance and expand the City's parks, trails, and recreation facilities and programs (2018-2033). Plan for PRS3, to include updating the Parks, Recreation and Trails Master Plan.	LEAD: City of Cape Girardeau	In 10 to 20 years	Over $500,000	High
4.07	Optimize the number of festivals, sporting events, and other events. Identify areas for new events.	LEAD: Business community, City of Cape Girardeau, Community organizations, Old Town Cape, Visit Cape	In less than 5 years	$50,000 to $100,000	Medium
4.08	Expand choices for dining and groceries, with an emphasis on outdoor dining and unique dining/grocery experiences.	LEAD: Business community, Cape Girardeau Area Chamber of Commerce, Old Town Cape	N/A - Ongoing	Over $500,000	Medium
4.09	Update the City of Cape Girardeau Historic Preservation Plan.	"LEAD: City of Cape Girardeau SUPPORT: Southeast Missouri State University"	In less than 5 years	Less than $10,000	Medium
4.10	Establish community identity/gateway features at key entry points to the city.	"LEAD: City of Cape Girardeau SUPPORT: Business community, Cape Girardeau Area Chamber of Commerce, Southeast Missouri State University"	In 5 to 10 years	$100,000 to $250,000	Medium

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Mississippi River Tales Mural

Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

5

CHAPTER FIVE

Quality Housing Mix

CONTENTS

- Introduction
- Housing Market
- Housing Affordability
- Neighborhoods
- Action Items

Introduction

Like many communities across the nation, Cape Girardeau is faced with the challenge of offering quality housing options for residents of all income levels. Because Cape does not have a public housing authority, it relies on the private market to provide affordable housing for low-income residents. The City of Cape Girardeau frequently receives calls for assistance with obtaining affordable housing, and residents expressed a desire for affordable, quality housing for all during the Cape Vision 2040 community engagement process. The City Council has prioritized improving housing and neighborhoods by including it in the 2017-2018 Goals.

Cape Girardeau has outstanding recreational opportunities, multiple regional transportation connections, and a strong economy. These assets, along with a quality mix of housing options, make Cape a special place to call home. Despite these advantages, the City's housing stock is aging, and that presents challenges to neighborhood stability and residents' quality of life.

"Access to affordable, quality housing for all..."

– Resident Idea

The City is working toward its goal of improving housing and neighborhoods by partnering with residents, businesses, schools, and community organizations in programs such as the Neighborhood Development Initiative, the Purpose Built Communities/P.O.R.C.H. Initiative, grant-funded emergency housing and home repair programs, and enforcement of zoning, property maintenance, and nusiance laws.

Community Input

When it came to improving housing and neighborhoods, residents had plenty to say during the Cape Vision 2040 community engagement process. Hundreds of ideas were received on topics ranging from revitalizing Cape's older neighborhoods (especially South Cape and Red Star), to housing diversity and cost, to aging housing stock and infrastructure. These topics are all covered in this chapter.

A historic building near downtown is currently being rehabilitated into modern apartments.

QUICK POLL:

Q: What should be Cape Girardeau's highest priority?

#1

A: Revitalization of older neighborhoods

When asked to choose the top two priorities for Cape Girardeau, the highest ranked answer focused on revitalizing the City's older neighborhoods.

Housing Market

In 2017, the City commissioned the Downtown Cape Girardeau Real Estate Market Study, prepared by Development Strategies. Although the focus of the study is on downtown, it includes an analysis of the city-wide and regional housing market. According to the study, median home sales prices and median monthly rents in Cape Girardeau are low compared to the state and peer cities. The study states that the relatively low cost of living in the region is primarily driven by low housing costs. The claim that the region has a relatively low cost of living is supported by Sperling's Best Places Cost of Living Index (December 2016). The index - which factors in housing, food, transportation, utilities, health care, services, and entertainment - indicates that Cape Girardeau's cost of living is about 13 percent below the national average.

The study also states that, according to the St. Louis Federal Reserve, homes in Cape Girardeau are more affordable compared to the state and nation, even when accounting for the differences in incomes. Additionally, compared to the nation, housing prices in the region have been relatively stable. Between 2004 and 2007, region-wide housing prices increased just 4 percent while national prices increased 24 percent. This was followed by the national economic recession, during which local housing prices only dropped 5 percent while national prices dropped 19 percent.

In spite of a low cost of living and stable housing prices, the pace of new residential development in Cape Girardeau has been relatively slow. According to City of Cape Girardeau records, the city has added 636 units over the past six years - an average of 106 units per year. Much of the land in Cape is already developed, and the city's ability to expand its boundary is limited to certain areas due to the Mississippi River and other constraints. Another factor in Cape's new residential development pace is the additional construction costs due to the city's location along the New Madrid fault. According to one local developer, the additional cost ranges from 20 to 30 percent.

The residential rental market is one area where the pace of development has increased in recent years. The study indicates that nearly half (48 percent) of Cape Girardeau's households are renters - well above the statewide figure of 33 percent. The large rental market in Cape is primarily due to Southeast Missouri State University, which generates a high demand for both

on- and off-campus student housing. University students and other renters have a wide range of housing options available to them. There are many homes for rent within walking distance of the main campus. Most of them are large, older homes that are rented out by the unit or bedroom. In addition, there are numerous apartment buildings and complexes of different types throughout the city. Rents vary based on several factors, including unit size, age of the building, amenities, and location. According to the study, monthly rent for an average apartment in Cape Girardeau is roughly $650 to $830. The demand for rental units has prompted local and out-of-state investment in new apartment developments.

Figures 5.1 and 5.2 show an overall increase in median rents and home values, respectively, in Cape Girardeau since 2011. Based on this data, it is clear that both markets are strong, but residents have expressed a desire for more, which will be discussed in the following sections.

48 percent of Cape's households are renters, compared to just 33 percent statewide.

Figure 5.1 | Median Rent (2 Bedroom)

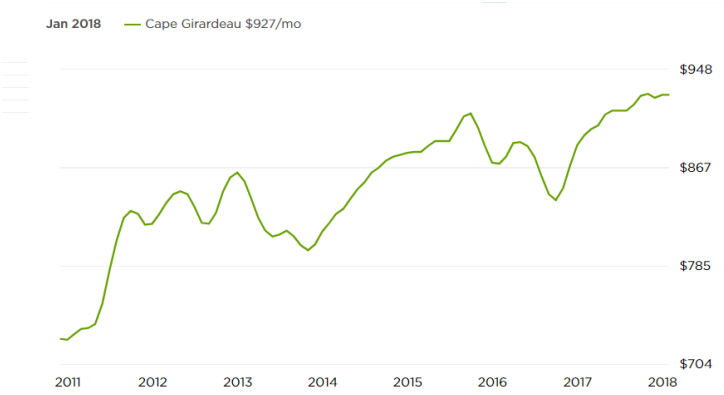
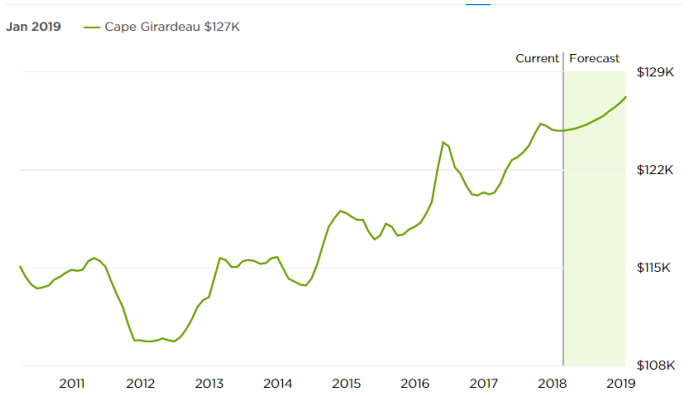


Figure 5.2 | Median Home Value



Source: Zillow Market Overview Data, 2018

Historic single-family home

Newly constructed student apartments near Southeast Missouri State University

Newer single-family home in the Dalhousie neighborhood

Age of Housing

A significant challenge for Cape Girardeau is the age of the city's housing stock. As Figure 5.3 shows, nearly 65 percent of the city's housing stock was built before 1980. Older homes and apartments are valuable in many respects. They provide much of the city's needed affordable housing opportunities, are near services, and have charm and character not found in newer housing. But, the cost and labor needed to maintain this older housing stock can be a challenge, in addition to potential health concerns such as lead paint and asbestos. Figure 5.4 shows the general age of housing stock in and around Cape, by census tract. The map indicates that the newer residential development has occurred at the city's periphery.

Housing Mix

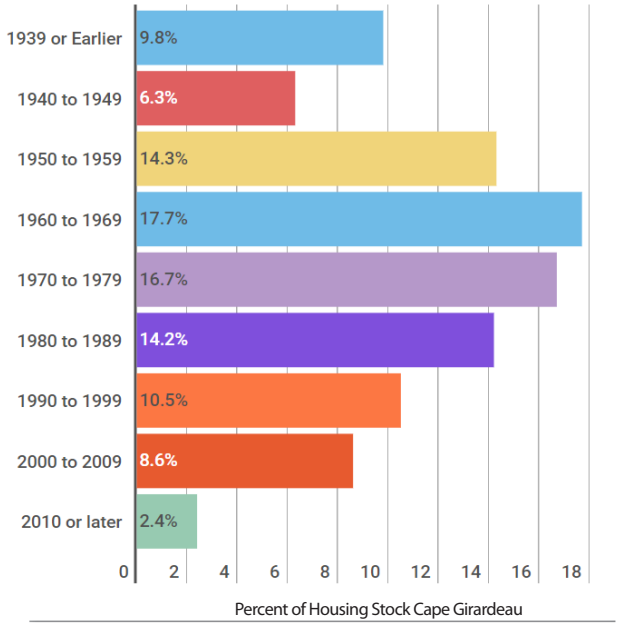
Cape Girardeau's housing mix reflects the city's two distinct eras of development. Most of the housing built during the first era (through World War II) is located in neighborhoods in or near downtown, which feature a traditional street grid pattern and are walkable. These homes and apartments tend to be historic and feature unique architecture. After the war, development shifted to a suburban pattern of winding streets and cul-de-sacs. These neighborhoods are located away from downtown and are generally auto-dependent. Housing built during this era generally consists of cheaper, less durable materials and is based on stock plans.

The Downtown Cape Girardeau Real Estate Market Study identifies several housing types present in the city, including:

- ☑ Single-family homes
- ☑ Apartments
- ☑ Student Housing
- ☑ Affordable Housing
- ☑ Senior Housing

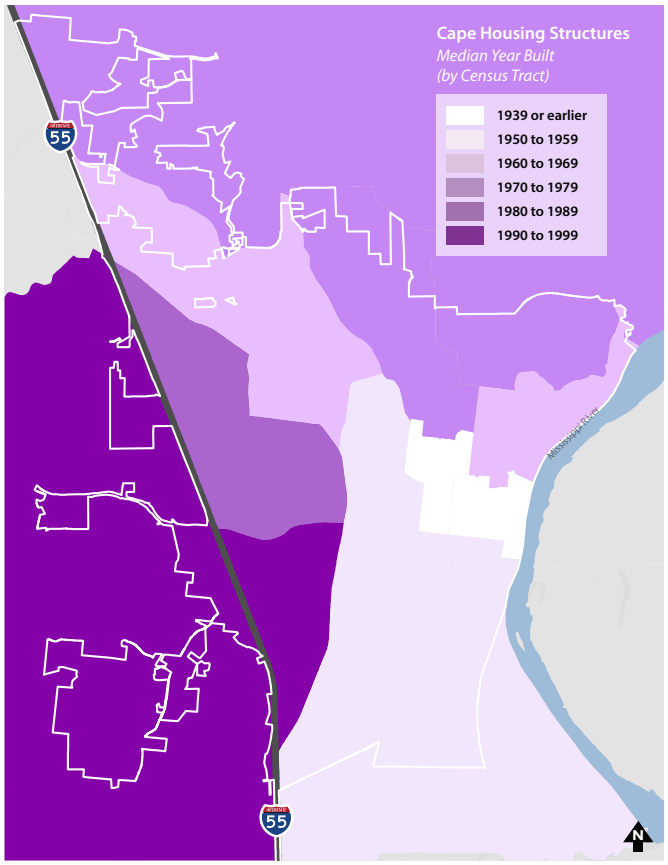
> "There is a need for smaller, owner-occupied single level houses in senior neighborhoods."
>
> -Resident Idea

Figure 5.3 | Age of Housing Stock



Source: Missouri Census Data Center, (2012-2016 ACS Data, 5-Year Estimates)

Figure 5.4 | Housing by Year Built



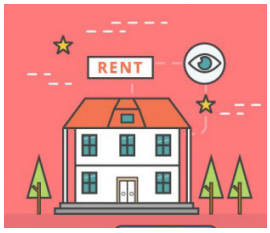
Source: 2012-2016 American Community Survey, 5-Year Estimates

Input from residents received during the Cape Vision 2040 community engagement process (and recent market studies commissioned by the City) have made it clear that there is demand in Cape Girardeau for a more diverse housing stock. Residents and the market want more mixed-use developments, senior assisted and independent living communities, student housing, affordable housing, and new apartments, with an emphasis on smaller homes and downtown housing, especially housing in historic buildings or offering a view of the river.

Diversifying the mix of housing in Cape requires a coordinated effort, which should be led by the City of Cape Girardeau and its partners. The City can provide for diversity in housing by ensuring that its regulations, such as zoning, allow for various forms of residential development, including mixed-use development (this is discussed in detail in Chapter 8). The City can also offer incentives, like tax increment financing, to attract such development. Partners like Old Town Cape, Inc. and the Community Partnership of Southeast Missouri can assist with helping developers understand housing needs and opportunities in the community.

Schultz Senior Apartments is an excellent local example of repurposing a historic non-residential building for housing. The building was constructed in 1915 as Central High School, and in 2008 a local developer turned it into affordable senior housing while preserving the original character of the building. The developer was able to use state and federal rehabilitation tax credits and affordable housing tax credits to make the finances work. The building provides affordable senior housing in a walkable neighborhood near downtown, all while preserving Cape's heritage.

Typical Housing Typologies by Demographics



Renters Profile
Millennials, Downsizing 'Baby Boomers', Transient

Attracting Families
Primarily Single-Family Homes

New townhomes under construction on North Main Street, featuring a view of the Mississippi River

Housing Affordability

Another theme that emerged from the Cape Vision 2040 community engagement process is that residents want more affordable housing even though, as noted previously, homes in Cape Girardeau are more affordable compared to the state and nation.

Data from the National Low Income Housing Coalition's "Out of Reach 2017" report addresses residents' concerns regarding affordability for renters. In Cape Girardeau, the Fair Market Rent (FMR) for a two-bedroom apartment is $735. To afford this level of rent plus utilities – without paying more than 30 percent of income on housing – a household must earn at least $2,450 monthly or $29,400 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into an hourly wage of $14.13. At the current minimum wage of $7.70 per hour, that equates to 1.8 full-time jobs to afford a two-bedroom apartment in Cape Girardeau. Most households in Cape are capable of working two full-time jobs at this wage rate or a single full-time job equivalent.

☐ Figure 5.5 | Comparative Median Housing values

Cape Girardeau	$144,500
Missouri	$151,600
USA	$204,900

Source: U.S. Census Bureau Quick Facts, 2014-2018 median value of owner-occupied housing units

A well-maintained historic bungalow in the South Cape neighborhood

Another insightful way to look at the housing affordability issue is to examine housing and transportation costs together. The Center for Neighborhood Technology's (CNT) Housing and Transportation (H+T®) Affordability Index provides a more comprehensive approach to examining the true affordability of a city or neighborhood. The Index shows that transportation costs vary between and within regions, depending on neighborhood characteristics. Location-efficient neighborhoods, like many older neighborhoods in Cape Girardeau, are typically denser, have a greater mix of uses, and have convenient access to jobs, services, and amenities. Location-inefficient neighborhoods, like those on the northern and western edges of Cape Girardeau, are the opposite – they are less dense and require an automobiles for most trips, and thus typically have higher transportation costs (Figure 5.6). A combined housing and transportation cost ratio of 50 percent of income or less is considered affordable, but as the Index (Figure 5.7) shows, the combined cost in Cape Girardeau is 54 percent on average. The large number of location-inefficient neighborhoods in the city contribute to this figure. Cape can lower the ratio by investing in more sidewalks, trails, and bicycle facilities as well as applying the Retrofit and Redevelopment principles discussed in Chapter 8.

> **" I would like to see more investment in and support of the older housing stock and older neighborhoods near the center of Cape."**
>
> **-Resident Idea**

☐ Figure 5.6 | Location Matters: Cape Girardeau Transportation Costs

In dispersed areas, people need to own more vehicles and rely upon driving them farther distances which also drives up the cost of living.

$12,098
Annual Transportation Costs

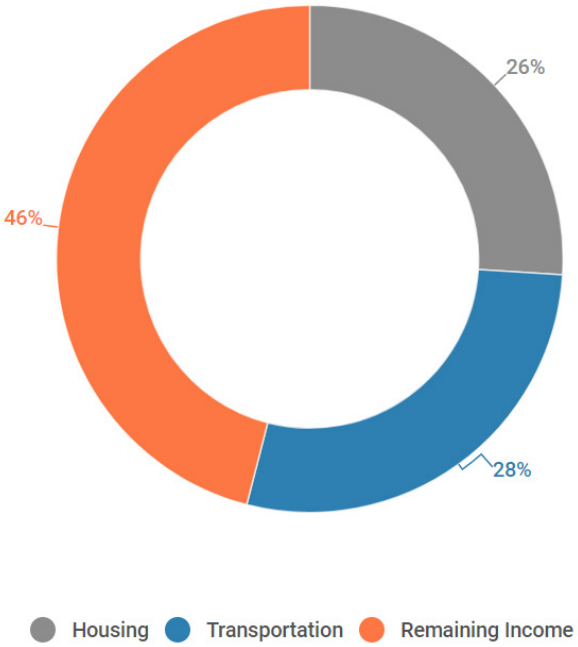
1.66
Autos Per Household

21,521
Average Household Annual Vehicles Miles Traveled

Source (above and at right): Center for Neighborhood Technology, Housing and Transportation Affordability Index

☐ Figure 5.7 | What Remains? Comparing Average Housing, Transportation Costs to Remaining Income in Cape Girardeau

Factoring in both housing and transportation costs provides a more comprehensive way of thinking about the cost of housing and true affordability.



Neighborhoods

Neighborhoods are the backbone of a community. Without them, there would be no local workers, customers, grade schools, places of worship, and other essential components of a socially and culturally vibrant city. Cape Girardeau has numerous neighborhoods, each with its own unique character. Many ideas expressed during the Cape Vision 2040 community engagement process focused on neighborhoods. It is clear from these ideas that Cape's residents value their neighborhoods and want to improve them.

In recent years, the City of Cape Girardeau has been instrumental in developing programs aimed at improving its neighborhoods. In early 2015, the City officially kicked off the Neighborhood Development Initiative (NDI) program with a public meeting in the Red Star neighborhood. According to the City, the ultimate goal of the NDI program is to strengthen Cape's neighborhoods by making them safer, more attractive, and more active. As part of this process, neighbors receive guidance on how to engage the City in addressing issues. They also learn about what they can do to create an environment that discourages crime and deterioration, and promotes a sense of community. More recently, the City has partnered with the Cape Girardeau Public School District and other community leaders to establish a program in South Cape based on the highly successful Purpose Built Communities model. According to its website, Purpose Built Communities is "driven by a collective desire to transform communities, improve the lives of residents of underserved neighborhoods, end a cycle of intergenerational poverty, and set a new course for cities across the country." South Cape's version of the model, named the P.O.R.C.H. (People Organized to Revitalize Community Healing) Initiative, was organized in early 2018. Its website states that it has a single goal: to devise a plan to recreate the vibrant community that once flourished on the south side of the city.

"Focus on South Cape. I would love to see community gardens, improved sidewalks and added lighting to improve walkability and safety, updated playgrounds and basketball courts, and to better utilize green spaces that already exist."

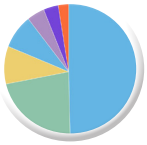
-Resident Idea

Small, traditional brick homes in the South Cape neighborhood

South Cape

South Cape is one of Cape Girardeau's oldest neighborhoods, as evidenced by the large number of bungalows and other smaller house styles that were popular in the early 20th century. The neighborhood, located between downtown and Hackberry Street, extending from South West End Boulevard to the Mississippi River, was originally a thriving area, filled with homes built for residents who worked in the nearby industries along the river. Over time, South Cape became home to churches, parks, and the May Greene School, named for a prominent teacher who taught in the school district for over five decades. According to its cornerstone, the school building was erected in 1920 and was originally named South Grade School. Like most neighborhood schools, May Greene School was a hub of activity and a focal point of the neighborhood. When the school was closed in the late 1990s, South Cape lost an important institution that had shaped its identity. Today, the building is used by a church for a faith-based after-school program, but the facility lacks the vibrancy and importance to the neighborhood it once had.

PLACE-BASED RESIDENT IDEAS



50% **Half of the ideas submitted were for improvements in South Cape.**

When residents were asked about ideas relating to specific places, over 138 votes (50 percent of the total) were cast for improvements in South Cape.

Homes in the South Cape Neighborhood

The road expansion for Shawnee Parkway, which occurred in the early 2000s in conjunction with the construction of the Bill Emerson Memorial Bridge, divided South Cape and further undermined the neighborhood's identity. A pedestrian bridge, made of a self-rusting weathering steel, was constructed over Shawnee Parkway in an effort to re-connect the two parts of the neighborhood. The bridge is seldom used, and many residents consider it to be an eyesore.

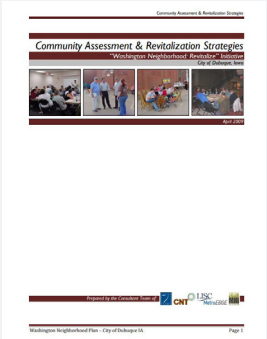
The loss of the May Greene School and the road expansion for Shawnee Parkway were two major factors in South Cape's decline. These changes, in addition to other changes that have occurred in urban neighborhoods across the nation, led to a decline in property values and a shift in investment away from the neighborhood. Most of the owner-occupied homes have become rental homes, reducing the number of residents who have a "stake" in the neighborhood. Crime and a widespread lack of property maintenance have also resulted from these changes. South Cape residents are understandably concerned about what has happened to their neighborhood, but the P.O.R.C.H. Initiative is working to spread hope and to be a powerful agent of positive change.

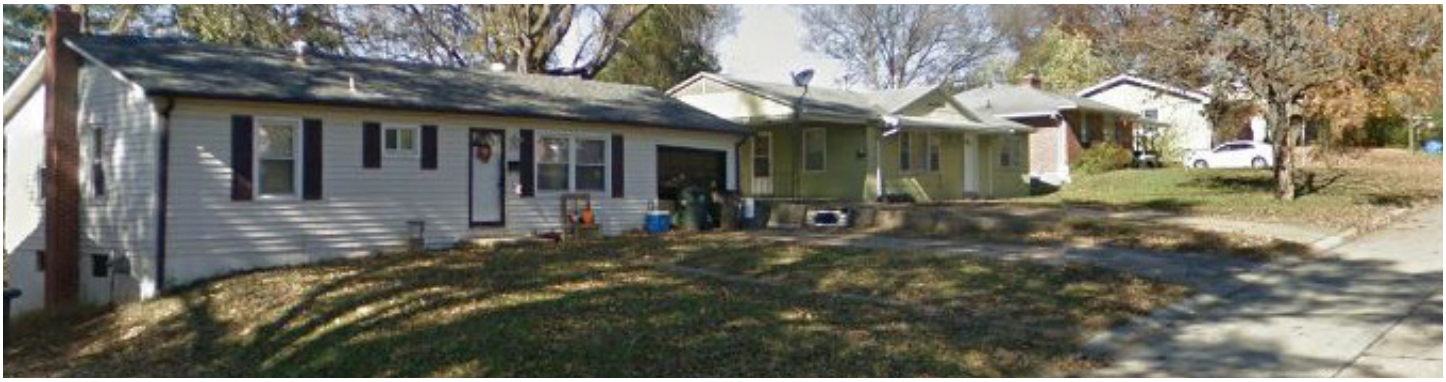
The Cape Vision 2040 community engagement process produced many ideas specific to South Cape, including:

- Continue neighborhood initiatives such as Purpose Built Communities, with resident leadership
- Reinvest in the neighborhood by bringing in more businesses, services, and diverse housing options
- Provide more law enforcement outreach activities to build resident trust
- Work with local churches to provide neighborhood support
- Provide more after-school activities
- Provide more job opportunities
- Promote home ownership
- Work with groups such as Habitat for Humanity to rehabilitate homes
- Work with residents and the City to improve property maintenance (such as a home maintenance library) and increase code enforcement
- Improve bicycle and pedestrian access to Shawnee Park Center, Cape Girardeau County Public Health Center, and other facilities
- Improve bicycle and pedestrian crossings, especially on Shawnee Parkway
- Install more streetlights
- Repair the Fort D blockhouse and improve the fort/park
- Build a South Cape neighborhood park

These ideas show how much potential there is to restore South Cape to the dynamic, thriving neighborhood it once was - and far more.

An effective way to improve a neighborhood is to develop and implement a neighborhood plan. An example of a neighborhood plan is the Washington Neighborhood Plan in Dubuque, Iowa. Moving forward from a community visioning process, the City of Dubuque began its revitalization efforts for the Washington Neighborhood with a planning process aimed at developing strategies to improve the neighborhood's quality-of-life. Led by a Citizen Coordinating Committee, neighborhood stakeholders participated in workshops to brainstorm ideas for programs and projects in three core issue areas: (1) families, youth, and education; (2) economic development; and (3) housing. The planning effort resulted in a work program with over 75 projects and programs. The Washington Neighborhood is a plan of action that is being actively implemented to help improve its quality-of-life.





Ranch homes in the Red Star neighborhood

Red Star

Like South Cape, Red Star is one of Cape Girardeau's oldest neighborhoods. It extends from the Cape Girardeau Country Club to Sloan Creek, between Big Bend Road and the Mississippi River. This area contains several blocks of small homes, many of which were built in the first half of the 20th century. Some residents believe that the Red Star neighborhood was named after a brand of shoes made by the Roberts, Johnson and Rand Shoe Company; its factory used to be located on North Main Street near the river (now the site of the Isle Casino). According to the Southeast Missourian, the factory was built in 1907. It was later named the International Shoe Company. By 1935, the company was producing 12 million pairs of shoes annually, with a peak workforce of 1,600. It was later acquired by the Florsheim Shoe Company. By the mid-1980s, the factory complex had become abandoned, and it was demolished in 1990. Two decades later, the factory site and the surrounding blocks were cleared and redeveloped for the Isle Casino. Both the demolition of the factory and the redevelopment for the casino changed the character of the Red Star neighborhood, which lost a significant part of its historic fabric. The neighborhood also lost several older buildings, mostly homes, as a result of a "flood buyout" program in the 1990s. Using FEMA grant funds, the City of Cape Girardeau purchased flood-prone properties and demolished the buildings, leaving entire blocks of vacant land subject to deed restrictions that preclude development except for public open space and minor open structures.

Over the years, Red Star has experienced many of the same issues South Cape has: a dramatic shift from owner-occupied housing to rentals; a widespread lack of property maintenance; a decrease in property values; and crime. These concerns prompted Red Star to become the first neighborhood to participate in the City's Neighborhood Development Initiative (NDI). Since early 2015, Red Star Neighborhood Revival (the neighborhood association) has met on a regular basis with City officials to share what is going on in the neighborhood and to develop strategies for improving it.

Several ideas specific to the Red Star neighborhood were shared during the Cape Vision 2040 community engagement process, including:

- ☑ Improve Cape Rock Park and the Red Star Access
- ☑ Connect Cape Rock Park to the Riverfront Trail and other trails
- ☑ Use vacant land for community gardens, art displays, and other amenities
- ☑ Install more streetlights and take other measures to deter crime

Through the NDI program, these and other ideas can become a reality, making Red Star a vibrant neighborhood that takes full advantage of its unique qualities and serves as a model for neighborhoods throughout the city.

Neighborhood Streets and Sidewalks

Many neighborhood-related ideas expressed during the Cape Vision 2040 community engagement process focused on streets and sidewalks. Residents mentioned streets with poor pavement conditions and inadequate street lighting. They also mentioned a lack of sidewalks along streets as well as sidewalks in poor condition. While neighborhood streets and sidewalks are not used as heavily as those in major traffic corridors, they are just as important to residents because they serve the areas where these residents live.

The Cape Girardeau City Council recognizes the importance of streets, sidewalks, and related improvements in neighborhoods and throughout the city. The Council made Infrastructure and Transportation Enhancements one of its 2017-2018 City Council Goals. The City includes street and sidewalk projects in its Capital Improvements Program each year. The Transportation Trust Fund (TTF) includes funding for general projects such as expanded paving overlay; street, curb, and gutter repair; sidewalk gap and sidewalk repair; and streetlights. SEMPO, of which the City is a member, recently adopted a Regional Bicycle and Pedestrian Plan which contains prioritized lists of sidewalk, trail, and bicycle facility projects in Cape Girardeau and Jackson. The plan serves as a guide for non-motorized transportation investments. Chapter 7 addresses these and other transportation and mobility issues in more detail.

> **" Landlords need to be held accountable for maintaining their properties."**
>
> **-Resident Idea**

Property Maintenance

Property maintenance was another hot topic for residents during the Cape Vision 2040 community engagement process. Residents want better enforcement of laws to keep properties maintained properly and free of nuisances. In recent years, the City has taken several measures to increase compliance with its property maintenance and nuisance laws, including:

- ☑ Establishing a residential rental licensing program with annual compliance inspections
- ☑ Establishing a chronic nuisance property program, which provides additional sanctions beyond the normal penalties for properties with repeated and serious offenses
- ☑ Establishing the Neighborhood Development Initiative, a partnership between neighborhood groups and the City for exchanging information and collaborating on neighborhood improvement projects and programs
- ☑ Hiring additional inspection staff, allowing for separate inspectors for property maintenance and residential rental inspections
- ☑ Conducting inspection sweeps through the entire city over a two-year period to check each property for property maintenance violations
- ☑ Increasing the number of violations referred for prosecution
- ☑ Securing or demolishing dangerous buildings in cases of non-compliance with orders issued by the Building Supervisor, and issuing tax bills
- ☑ Implementing City-wide software for the integration of permitting, licensing, billing, and work orders, thereby improving information sharing and allowing permits and licenses to be held in cases of outstanding violations or unpaid fees
- ☑ Facilitating reinvestment in, and redevelopment of, distressed properties through development agreements, tax increment financing, community improvement districts, Opportunity Zones, and other programs

These efforts represent a substantial investment by the City, and the community needs to be aware of the value each provides in improving the quality of Cape's neigbhorhoods.

A historic apartment building near downtown Cape Girardeau

Housing in the Napa Ridge neighborhood

A duplex in the Stronebridge neighborhood

Housing Summary

With a strong employment base and steady population growth, demand for housing should remain strong in Cape Girardeau. In recent decades, much of the city's housing and population growth has been to the northwest and southwest of Cape's older neighborhoods. The Cape Vision 2040 Plan is focused on retrofitting and redeveloping existing neighborhoods, which have convenient access to jobs, shopping, services, and schools. Cape Girardeau will need to strategically position itself to capitalize on various market trends to cater to segments of the population (i.e. first-time buyers, retirees, etc.). The City is already investing in and planning for its older neighborhoods, which will help it achieve sustainability. One local developer indicated that he believes downtown Cape is the next key residential development market. The recommendations in the Cape Vision 2040 Plan will ensure that this opportunity is not missed.

"Take care of what the city already has. Fix the current streets in all neighborhoods."

-Resident Idea

Action Items

Action Item #	Description	Responsible Party/Parties	Time Frame for Completion	Cost	Priority
5.01	Revise the City of Cape Girardeau codes to provide for new and innovative forms of housing.	LEAD: City of Cape Girardeau	N/A - Ongoing	Less than $10,000	High
5.02	Support affordable housing options for low-income and moderate-income households.	LEAD: Business community, City of Cape Girardeau, Community organizations, Development community	N/A - Ongoing	Over $500,000	High
5.03	Identify additional resources to assist low-income and elderly homeowners with home repairs.	LEAD: Business community, City of Cape Girardeau, Community organizations, Neighborhood Development Initiative groups, P.O.R.C.H. Initiative group	N/A - Ongoing	Less than $10,000	High
5.04	Support neighborhood improvement programs, such as the Neighborhood Development Initiative and the P.O.R.C.H. Initiative, and support new investment in the city's older neighborhoods.	LEAD: Business community, City of Cape Girardeau, Community organizations, Neighborhood Development Initiative groups, P.O.R.C.H. Initiative group	N/A - Ongoing	Over $500,000	High
5.05	Strengthen enforcement of code violations.	LEAD: Cape Girardeau County Public Health, City of Cape Girardeau	N/A - Ongoing	Over $500,000	High
5.06	Invest in infrastructure improvements serving existing residential neighborhoods in the city limits.	LEAD: City of Cape Girardeau, Non-City utility providers	N/A - Ongoing	Over $500,000	High

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Mississippi River Tales Mural

Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

CHAPTER SIX

Sustainable Infrastucture

CONTENTS

- Introduction
- Utilities
- Technology Infrastructure
- Municipal Facilities
- Sustainability Measures
- Action Items

Introduction

Infrastructure is a critical component of any community's sustainability outlook. Utilities, transportation, and other forms of infrastructure require massive investments in order to construct and maintain them. Infrastructure is often taken for granted until it begins to deteriorate or fail. When it does, residents demand repairs and upgrades – preferably without having to bear the additional expense. This is why infrastructure planning is a necessity for any community's sustainable future.

Like other communities, Cape Girardeau faces significant challenges in managing the various systems that support development, communication, public safety, public health, and other important elements. This chapter examines those systems and addresses what is needed to ensure that they will continue to function effectively in the future.

> "Sustainable infrastructure repairs and expansion must continue for growth."
>
> – Resident Idea

Utilities

The City of Cape Girardeau provides water and wastewater services for properties within the city limits and, through annexation agreements, also serves properties outside the limits. Other utilities, including electric, natural gas, telecommunications, cable, and data, are provided by private utility companies. Residents, businesses, organizations, institutions, and visitors depend on these services every day. It is critical that utility providers plan for regular maintenance as well as upgrades and expansion in order to satisfy the demand for their services.

Water

The Mississippi River was the sole source of drinking water for Cape Girardeau until 1977, when the first public wells were drilled. For many years, the public water system was owned and operated by Union Electric Company, which used well water sparingly, mainly in the summer during peak usage periods. The City purchased the water system from Union Electric in 1992, and hired Alliance Water Resources to manage the system. In April 2012, the City completed a 15-year effort to switch solely to well water.

Alliance maintains two water treatment facilities: Cape Rock and Ramsey Branch. The Cape Rock facility has a capacity of 7.5 million gallons per day and operates throughout the year. The Ramsey Branch facility has a capacity of 2.8 million gallons per day and operates in the summer during peak usage periods. The total pumping capacity of both facilities is 10.3 million gallons per day. Average water production is 5.4 million gallons per day, with peak water production reaching 8 million gallons per day. The water system is divided into several pressure zones that are served by over 200 miles

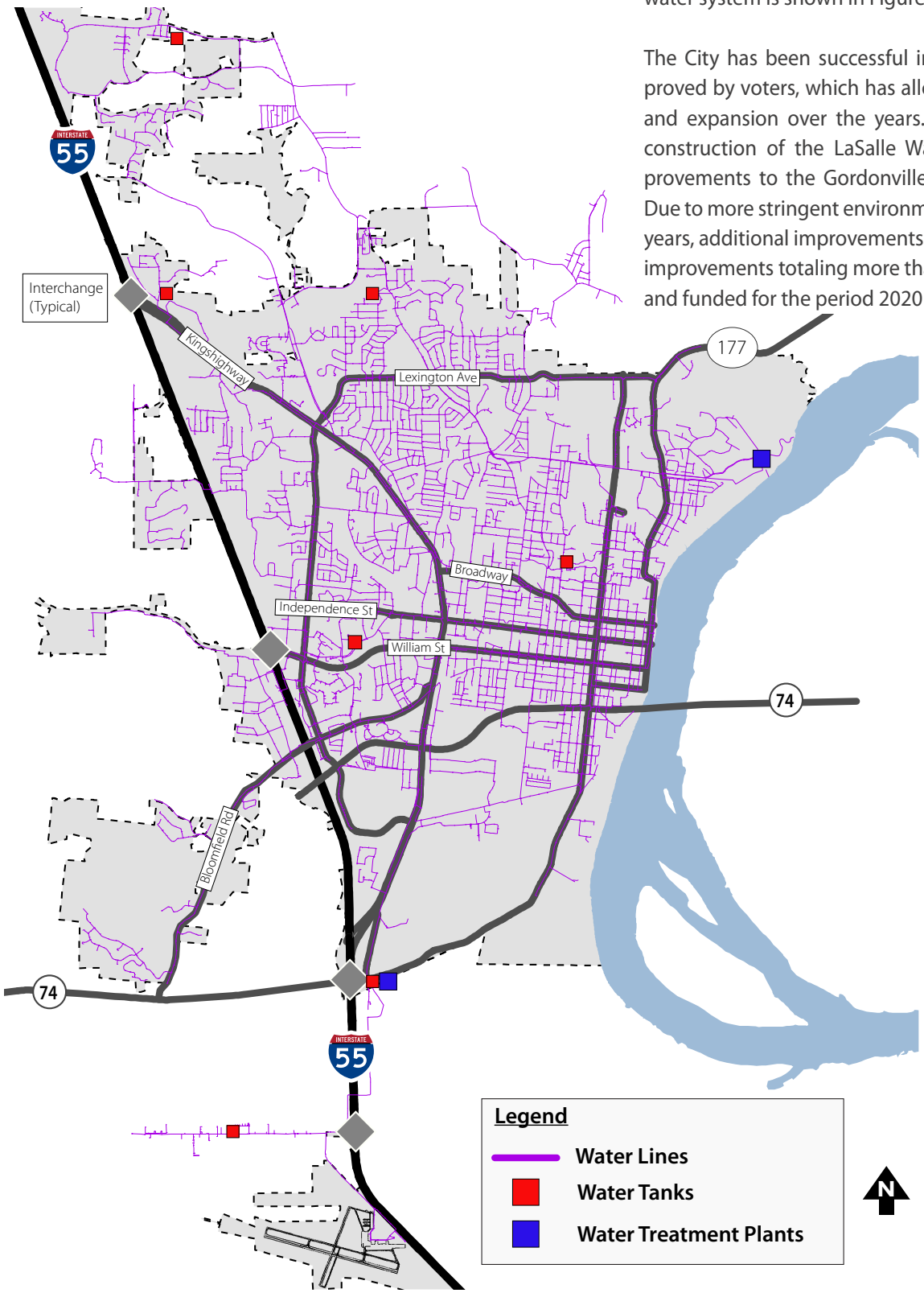
Water Line Repair

LaSalle Water Tank

of public water lines (mains) as well as a number of storage tanks and booster pump stations. A general map of the water system is shown in Figure 6.1.

The City has been successful in getting bond issues approved by voters, which has allowed for system upgrades and expansion over the years. Recent projects include construction of the LaSalle Water Tank facility and improvements to the Gordonville Road Water Tank facility. Due to more stringent environmental regulations in recent years, additional improvements are needed. Water system improvements totaling more than $18 million are planned and funded for the period 2020 through 2034.

Figure 6.1 | Water System Map

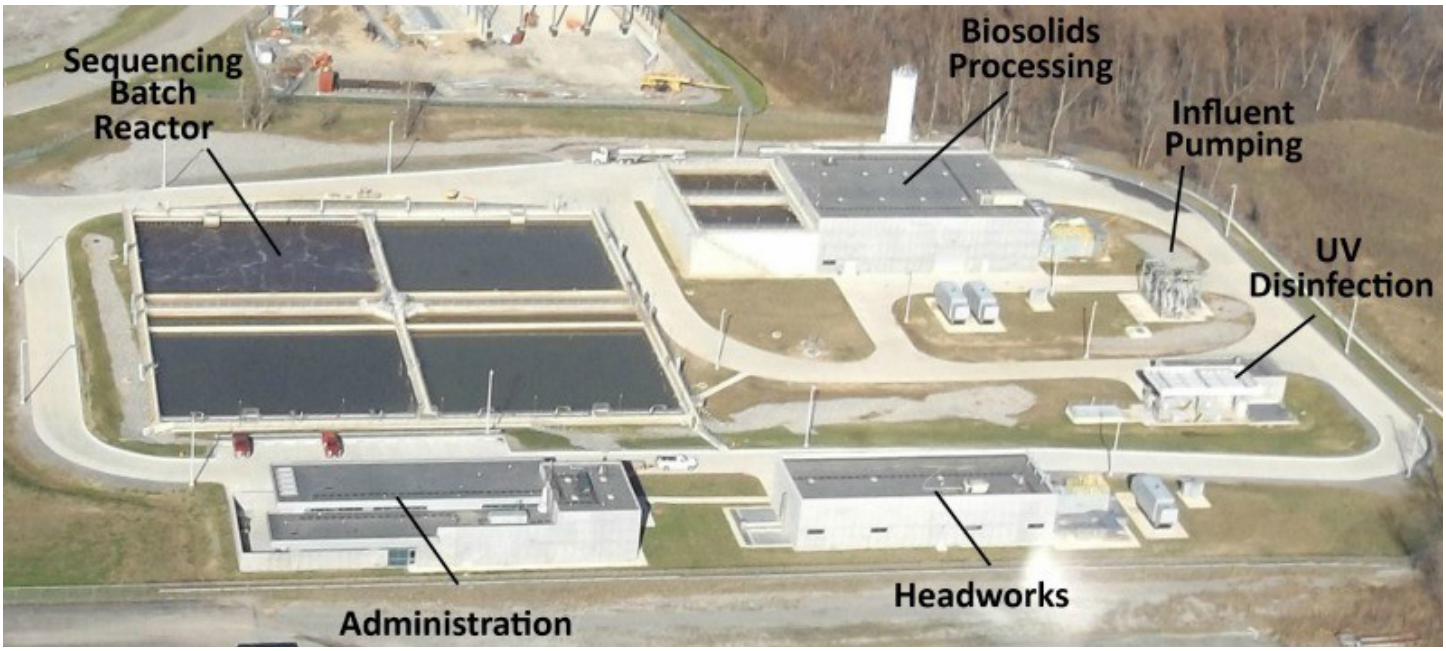


Wastewater

The City's Public Works Department manages the wastewater system. The Department maintains over 225 miles of public sewer lines (mains), consisting mostly of gravity flow lines. Lift stations are used to pump sewage when gravity flow is not feasible. All wastewater in the system is conveyed to the wastewater treatment facility at the south end of the city. A general map of the wastewater system is shown in Figure 6.2.

The current wastewater treatment facility is still relatively new. It began operations in December 2014, replacing the old facility located on the Mississippi River. The new facility is the largest of its kind in Southeast Missouri and one of the most technologically advanced statewide. With the opening of the new facility, the City increased its daily flow capacity from 7 million gallons per day to 11 million gallons per day and its peak flow from 18 million gallons per day to 50 million gallons per day. The facility produces Class A biosolids for use as fertilizer by farmers in the region.

Figure 6.2 | Wastewater System Map



Wastewater Treatment Facility

Electric and Natural Gas

Ameren Missouri provides both electric and natural gas services to Cape Girardeau. While some residents expressed concerns about local electric rates, average 2017 rates in Cape were 4 to 15 percent less per kilowatt hour than other communities in Missouri, and 18 to 25 percent less than national averages (Source: www.electricitylocal.com). In contrast, 2017 local natural gas rates were 6 to 60 percent higher than national averages depending on the month and the type of user (residential or industrial) (Source: www.naturalgas-local.com). It appears that Ameren has sufficient capacity and capability to meet current and future demand for these services.

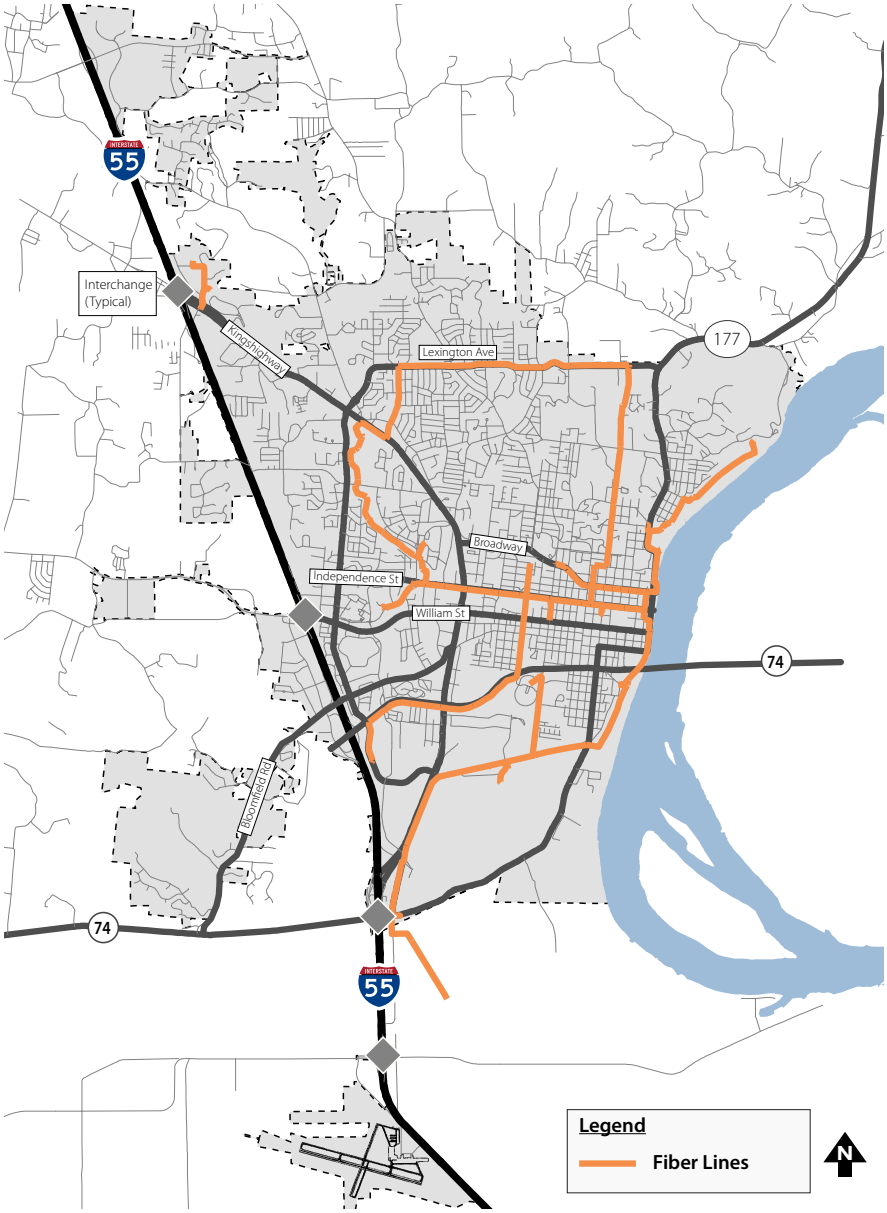
Technology Infrastructure

Fibre Optic

Access to a strong fiber optic network to accommodate high speed internet, especially gigabit speeds, is an important selling point when recruiting businesses, particularly in the high-tech sector. The City of Cape Girardeau has worked with AT&T, Big River Communications, the Marquette Tech District Foundation, and other partners in recent years to create such a network. A general map of the fiber network is shown in Figure X.X. Several areas in the city now offer internet service at gigabit

Marquette Tech District

Figure 6.3: | Fiber Network Map



speeds, including downtown. Using the City's dark fiber lines, the Marquette Tech District offers free public Wi-Fi. Servir, a joint venture between Southeast Health in Cape Girardeau and Missouri Delta Medical Center in Sikeston, uses the fiber network to provide medical data storage services for both institutions. Southeast Health invested over $3.5 million in the facility to meet federal mandates for electronic medical records. The fiber network also serves other healthcare facilities, major downtown corridors including the Tech District, Southeast Missouri State University's campuses, and several City facilities. Like utilities, technology infrastructure investments should be based on a plan to optimize resources in expanding and maintaining services. The City has such plans for water and sanitary sewer infrastructure, and a similar plan should be produced for fiber optic infrastructure.

Emergency Communications

For several years, the City's first responders were challenged by an outdated analog VHF radio system and equipment at or near end-of-life which resulted in coverage issues, dead-spots, and poor audio quality. In addition, the City's existing radio network did not provide adequate capacity or interoperability. As a result, the City chose to invest millions of dollars in a new state-of-the-art, Project 25 compliant standards-based Trunked Radio System for Emergency Communications. The new system design utilizes the Missouri Statewide Interoperability Network (MOSWIN), providing Cape's first responders with a truly seamless interoperable two-way radio communications solution. The new communication system, constructed in 2020, includes three radio tower sites (Gordonville Tower, North County Park Tower, and SEMO Tower) which tie into the State of Missouri's system, thus allowing seamless emergency communications in the region.

Municipal Facilities

In addition to utilities and transportation (the latter being the subject of Chapter 7), there are a number of other facilities owned by the City of Cape Girardeau that are considered infrastructure.

City Hall

Many of the functions of Cape Girardeau's municipal government are housed in City Hall on Independence Street. The building was constructed in 1937 as the Lorimier School. In 1978, the school closed and the building was converted to City Hall. While a beautiful building from the outside, the age of City Hall presents some significant challenges regarding accessibility and functionality. Among them are the lack of an elevator and a heating and cooling system that has exceeded

City Hall

its service life. In 2019, voters approved a renewal of the Capital Improvement Sales Tax, which will provide funding for several capital improvements, including the renovation of the Common Pleas Courthouse and Annex for a new City Hall.

Police Headquarters and Municipal Court

In March 2018, the Cape Girardeau Police Department Headquarters and Municipal Court building opened on Maria Louise Lane next to Arena Park. Located on the site of a former Naval Reserve Center, the state-of-the-art facility was designed to comply with recent state legislative changes regarding retention and accessibility requirements. The building is approximately 35,500 square feet; the outbuilding is approximately 3,300 square feet. The facility houses all Police Department functions, including a 20 bed jail, as well as the Municipal Court functions. The Police Department and the Municipal Court were previously in separate locations, which required Police personnel to make frequent trips between facilities, including transporting prisoners to and from court proceedings. The new facility integrates Police and Court operations and provides secure access throughout. It was paid for by a combination of sources, including the Fire Sales Tax and Public Safety Trust Fund approved by voters in 2014, the Restaurant Sales Tax, and revenue from the Isle Casino per an agreement with the City.

At a cost of $11.4 million, the new facility represents a major investment by the City and reflects the priority it has placed on enforcing laws and maintaining peace, order, and safety in Cape. This aligns with input received during the Cape Vision 2040 community engagement process, in which residents expressed an overall per-

New Police Headquarters and Municipal Court

☐ Figure 6.4 | 2016 Crime Comparison

	Violent Crime per 1,000 Population	Property Crime per 1,000 Population	Officers per 1,000 Population
Cape Girardeau	5.9	41.0	2.0
Average*	3.2	30.8	1.9

**Average of the 25 Missouri communities with populations between 20,000 and 60,000*

Source: U.S. Department of Justice, Federal Bureau of Investigations, Criminal Justice Information Division, 2016 Crime in the United States

The Police Department is actively working to address crime through building community trust, relationship-based policing, and direct engagement of officers in the community.

ception of safety but also expressed concerns regarding both violent and property crime, especially in the south-central portion of the community. The Police Department is actively working to address these issues through building community trust, relationship-based policing, and direct engagement of officers in the community (there have been discussions about establishing Police substations in neighborhoods in the future). Mental health issues were another concern raised by both residents and the Police Department. Since 2016, the Department has been tracking mental health related calls and has been actively training officers in crisis intervention. When compared to other Missouri communities of similar size, the overall crime rate in Cape Girardeau is higher than average according to FBI comparative data (Figure X.X). However, Cape's property crime rate is lower, and its violent crime rate is only about one-third of larger communities like St. Louis and Kansas City. The Department responds to more than 140 calls for service per day on average and maintains a fleet of approximately 90 vehicles. This fleet includes patrol vehicles, unmarked police vehicles, a police motorcycle, and two all-terrain vehicles.

Fire Stations

The Cape Girardeau Fire Department delivers fire, rescue, emergency medical, and emergency management services from four fire stations. These stations are strategically located to provide excellent coverage and response time to all areas of the community. The Department responds to calls in six minutes or less at least 85 percent of the time.

Built in 1980, Fire Station 1 on South Sprigg Street serves the southeast quadrant of the city and houses the Department's Administrative Offices. The busiest of all four fire stations, Station 1's district consists of older construction and more densely-populated blocks, including the downtown area and nearby residential neighborhoods, which contain numerous historic buildings, as well as Southeast Hospital and the Mississippi River.

Fire Station 2 on South Mount Auburn Road was built in 1990 and serves the southwest quadrant of the city. Station 2's district includes a variety of facilities including Saint Francis Medical Center, West Park Mall, Cape Central and Notre Dame

The Cape Girardeau Fire Department responds to calls in six minutes or less at least 85 percent of the time.

high schools, Cape Girardeau Regional Airport, an industrial park, hotels, restaurants, apartment complexes, and a portion of I-55 in Cape Girardeau.

Fire Station 3 on North Sprigg Street opened in 2008 and serves the northeast quadrant of the city. Along with the many different residential neighborhoods in the response area, Station 3 covers much of the Southeast Missouri State University campus and Isle Casino Cape Girardeau. Fire Station 3 also provides backup response for the Mississippi River.

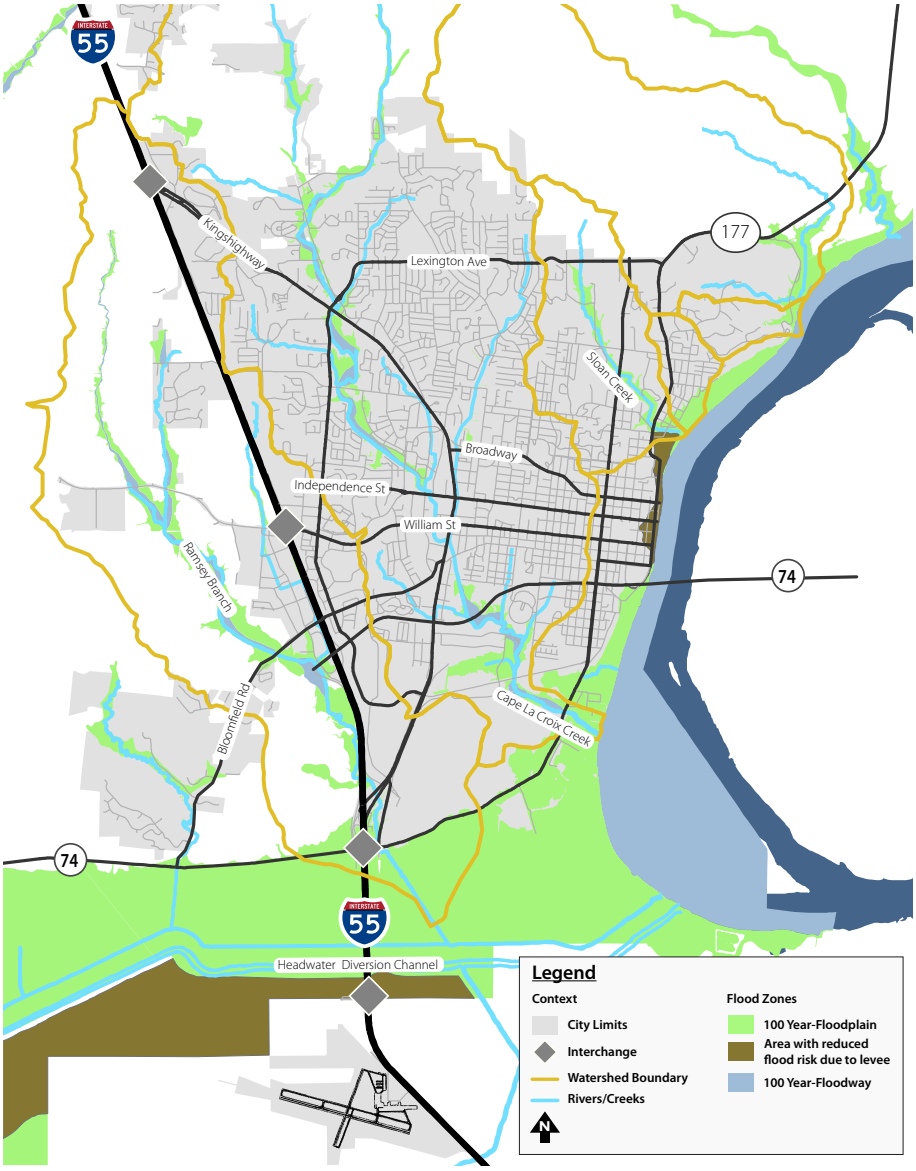
Serving the northwest quadrant of the city, Fire Station 4 was moved from its old location on Kurre Lane to a new facility on Lexington Avenue, which opened in December 2017. In addition to protecting a growing number of commercial and residential developments and a portion of I-55, Station 4 responds through an automatic-aid agreement to all incidents in Cape Girardeau County involving potential rescues and extrications.

In the 2016-2017 Fiscal Year, the Fire Department had 65 employees, including 62 career firefighters. This staffing level is generally consistent with comparable-sized communities. Firefighters are cross-trained to handle medical, hazard and fire calls.

Public Works Main Facility

The Public Works Department's main facility on Southern Expressway houses the Department's administrative offices as well as the maintenance garage. The Department provides numerous services for the city, including water, wastewater, solid waste and recycling, stormwater management and flood control, traffic control, street maintenance and repair, leaf collection, and snow plowing and salting. Some of these services have their own separate facilities. The water and wastewater facilities were discussed earlier in this chapter. The following sections discuss solid waste and recycling facilities as well as stormwater management and flood control facilities.

Figure 6.5 | Flood Zone Map



Exterior of Transfer Station

Solid Waste and Recycling Facilities

In 2016, the City opened a new transfer station, located on Corporate Circle near the Public Works main facility and the wastewater treatment facility. This replaced the previous transfer station located on Petroleum Road near the Mississippi River. The transfer station accepts appliances, bulky items, and extra trash from the public for a fee. The City also operates a recycling drop-off facility, which accepts paper, cardboard, metal, plastic, glass, and electronics. The City provides curbside trash and single stream recycling pickup to more than 9,000 households each week. The facility also processes solid waste and recycling from local commercial haulers. As of 2019, the facility was processing nearly 200 tons of solid waste and recyclable material each day.

Interior of Transfer Station

Stormwater Management + Flood Control Facilities

The City operates and maintains several different facilities to control flooding. In addition to flooding caused by heavy rain events, Cape Girardeau must deal with floodwaters of the Mississippi River. Figure X.X shows the flood zones for the city and its vicinity. The areas most vulnerable to floodwaters include those along the Mississippi River, the Headwater Diversion Channel, Ramsey Branch, Cape LaCroix Creek, and Sloan Creek. The Stormwater Division of the Public Works Department is responsible for maintaining and repairing over 200 miles of stormwater drainage pipe and 5,500 stormwater drain inlets. The Division also maintains several City-owned stormwater detention basins. These facilities are designed to reduce flooding caused by stormwater by collecting it and releasing it in a controlled manner. In recent decades, the City has addressed water quality issues by separating combined (stormwater and sanitary) sewers. This had a two-fold objective of reducing wet weather flows at the wastewater treatment facility and improving water quality in local waterways.

In 1989, the City passed a stormwater ordinance. The last significant revision was in 2012. The ordinance requires that developers:

- Hold pre-design/pre-development meetings with City Staff to consider opportunities for water quality Best Management Practices (BMPs) to be utilized in site design;
- Develop effective flood control detention methods that include water quality considerations;
- Develop a reasonable means to mimic pre-development runoff conditions. This involves filtering surface runoff from small frequent rain events;
- Provide as part of the design package a detailed plan for the development site including information on the planned erosion and sediment controls, pollution prevention practices, and future operation and maintenance practices for onsite water quality BMPs;
- Preserve a 50-foot buffer along stream banks;
- Make graded slopes no steeper than 3:1; and
- Make cooperative use of landscaping areas for stormwater quality improvement.

As part of its MS4 program, the City also adopted a stormwater management plan, which was last updated in 2018.

Using funds from the Parks, Recreation, and Stormwater Sales Tax renewal (discussed in Chapter 9), the City is making several drainage improvements to minimize future flooding and enhance the overall stormwater management systems. Some of these enhancements include:

- Dredging of the lagoon at Capaha Park, which serves as a regional detention basin
- Replacement of several roadway crossing culverts
- Drainage improvements along Good Hope Street, at Hopper Road and Kingshighway, and within Arena Park

The City operates and maintains a system specifically for controlling floodwaters from the Mississippi River. The system includes a floodwall (levee) with five openings that can be closed while the river is in a flood stage and two pumping stations along Main Street (one at Mill Street and the other at Merriwether Street). When the Mississippi River level reaches local flood stage of 32 feet on Cape Girardeau's gauge, the pumping stations must be manned 24 hours a day. Stormwater drains to the river by gravity flow when the river is below flood stage. Once the river level reaches flood stage, this is no longer possible, so the pumps push the stormwater into the river. The pumps are critical for protecting downtown Cape Girardeau from flooding.

The floodwall contains two pedestrian gates (one at Water and Themis Streets and another at Water Street and Broadway) as well as other gates that are used by the railroads. The Public Works Department follows a protocol for closure of the gates based on the river level readings on Cape Girardeau's gauge.

Reopening the Themis Street Flood Gate

The highest river level on record at Cape Girardeau occurred on January 2, 2016 when the river reached a historic crest of 48.86 feet. The levee system is designed to provide protection up to a 54 foot flood stage.

The levee requires regular maintenance in order to keep it operational and within U.S. Army Corps of Engineers guidelines. Public Works crews are responsible for monitoring the entire levee system during floods to ensure there are no problems. The levee protects the downtown area but does not extend far enough to protect the area north of Sloan Creek. This area includes the Red Star neighborhood which, as discussed in Chapter 5, has lost several blocks of homes due to the flood buyout program.

Typical flood conditions at Arena Park

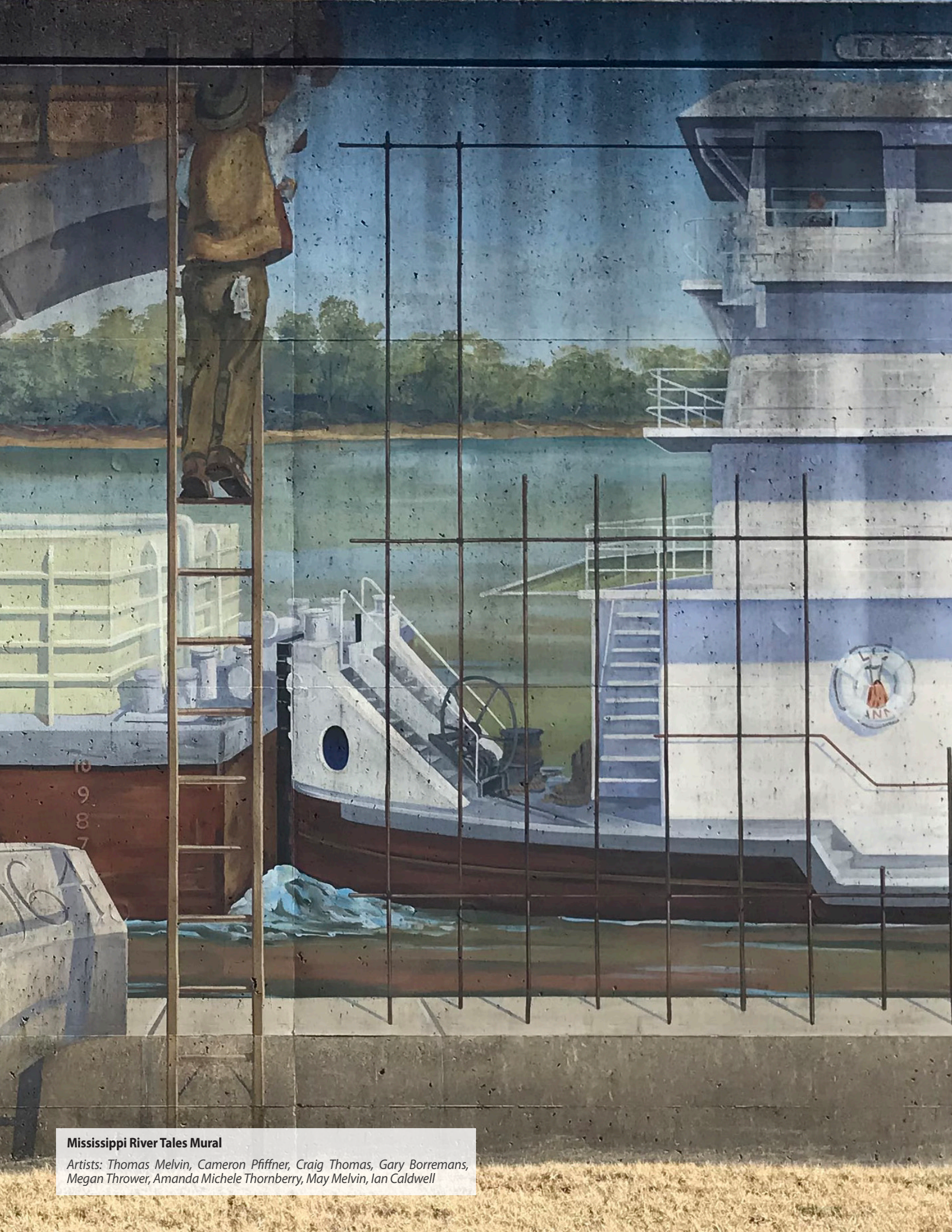
Sustainability Measures

All of the types of infrastructure discussed in this chapter require the same general measures to be taken in order to ensure their sustainability. Among these measures is developing, and updating as needed, an asset management plan (AMP). There are many resources available to assist in developing an AMP, including websites like www.assetworks.com. The AMP process typically involves a systems approach that focuses on managing each asset over its life cycle in the most cost effective manner to provide a specific level of service. Another important measure is ensuring that sustainable funding sources are in place. This is where having an AMP is highly beneficial because it identifies the long-term cost of maintaining each asset, which is critical for financial planning. Funding sources should be evaluated on a regular basis to assess their ability to cover the long-term costs of assets. Even if no issues are identified, additional potential sources of funding should be explored.

The highest river stage on record at Cape Girardeau occurred on January 2, 2016 when the Mississippi River reached a historic crest of 48.86 feet.

Action Items

Action Item #	Description	Responsible Party/Parties	Time Frame for Completion	Cost	Priority
6.01	Complete the Capital Improvement Sales Tax water system expansion and improvement projects.	LEAD: City of Cape Girardeau	In 10 to 20 years	Over $500,000	High
6.02	Continue the infiltration and inflow reduction program to sustain sewer system capacity.	"LEAD: City of Cape Girardeau SUPPORT: Missouri Department of Natural Resources"	N/A - Ongoing	Over $500,000	High
6.03	Sustain compliance with MS4 permit requirements for water quality.	"LEAD: City of Cape Girardeau SUPPORT: Development community, Missouri Department of Natural Resources"	N/A - Ongoing	$50,000 to $100,000	High
6.04	Complete the Parks, Recreation and Stormwater 2 (PRS2) projects to make drainage improvements and enhance the City's stormwater system. Plan for PRS3.	LEAD: City of Cape Girardeau	In 10 to 20 years	Over $500,000	High
6.05	Maintain the Mississippi River floodwall and levee system to acceptable U.S. Army Corps of Engineers standards.	"LEAD: City of Cape Girardeau SUPPORT: U.S. Army Corps of Engineers"	N/A - Ongoing	Over $500,000	High
6.06	Promote green infrastructure best practices for development and redevelopment.	LEAD: City of Cape Girardeau	N/A - Ongoing	Less than $10,000	High
6.07	Update the City of Cape Girardeau Water System Master Plan.	LEAD: City of Cape Girardeau	In less than 5 years	$250,000 to $500,000	Medium
6.08	Update the City of Cape Girardeau Sewer System Master Plan.	LEAD: City of Cape Girardeau	In 5 to 10 years	$250,000 to $500,000	Medium
6.09	Coordinate with non-City utility providers on upgrading and expanding their systems.	LEAD: City of Cape Girardeau	N/A - Ongoing	Less than $10,000	Medium
6.10	Prepare and adopt a fiber optic infrastructure master plan.	LEAD: City of Cape Girardeau, Fiber service providers	In less than 5 years	Less than $10,000	Medium
6.11	Develop an asset management (repair and replacement) program for major City facilities.	LEAD: City of Cape Girardeau	In less than 5 years	$50,000 to $100,000	Medium
6.12	Continue to upgrade to LED street lighting throughout the city.	LEAD: Ameren Missouri, City of Cape Girardeau	N/A - Ongoing	$100,000 to $250,000	Low



Mississippi River Tales Mural

Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

CHAPTER SEVEN

Enhanced Transportation + Mobility

CONTENTS

- Introduction
- Community Input
- Travel Patterns
- Commute Patterns
- Complete Streets + Active Transportation
- Public Transportation
- Connections to Other Regions
- Automobile Travel
- Action Items

"I would like to see the addition of more sidewalks, improved road conditions, and a pedestrian crosswalk over Kingshighway."

- Resident Idea

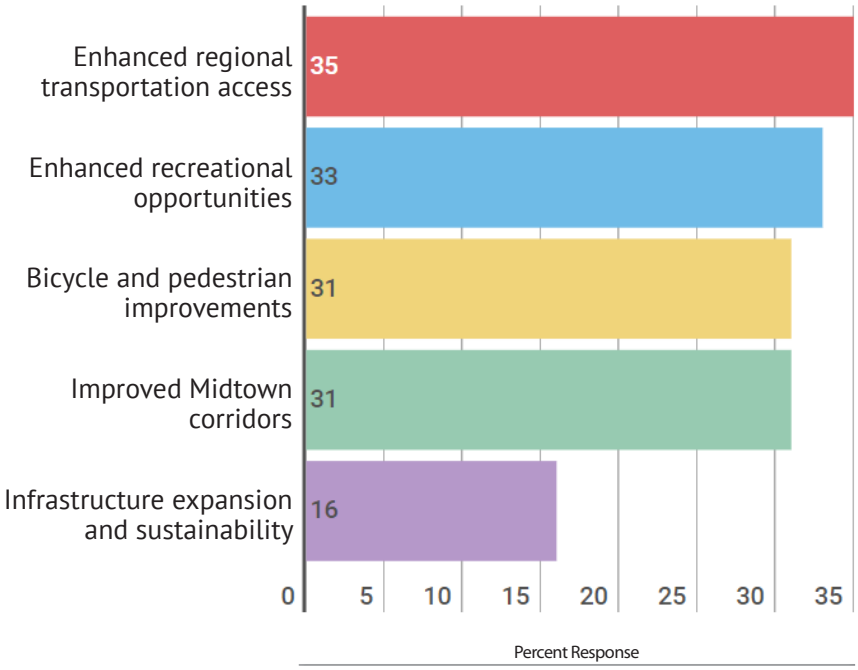
Introduction

A safe, reliable, accessible, and balanced transportation system enhances a community's economic prosperity, sustainability, and ultimately its quality of life. Investments in a variety of transportation modes provides improved access to jobs, schools, services, and recreational opportunities. Cape Girardeau has a robust transportation system consisting of various types of highways and streets, bicycle and pedestrian facilities, bus transit systems, freight rail, an airport, and the Mississippi River. Each of these modes serves an important role in supporting the various activities of the city's businesses, institutions, residents, and visitors. This chapter examines transportation and mobility in Cape Girardeau and discusses how it can be enhanced to promote economic development, neighborhood improvement, connectivity, sustainability, safety, health, and other community goals.

Community Input

The Cape Vision 2040 community engagement process resulted in substantial community input on the topic of transportation. Residents were given the opportunity to choose what they felt should be the top transportation priority in Quick Poll #2 (Figure 7.1). They were also asked to share their ideas for improving transportation and mobility in Cape (some of which are in the column to the right). Based on the input received, it is clear that Cape's residents want more bicycle and pedestrian improvements and more transportation connections within the city and region.

Figure 7.1 | Quick Poll #2 Results: Transportation Priorities



CAPE RESIDENTS SHARE...

Here is what Cape residents had to say about transportation:

"Bicycle and pedestrian access improvement, more sidewalks especially."

"Let's focus on the overall way our town looks. Sidewalks to start. We have people walking on the shoulder of Kingshighway daily."

"Transit connections to places of employment."

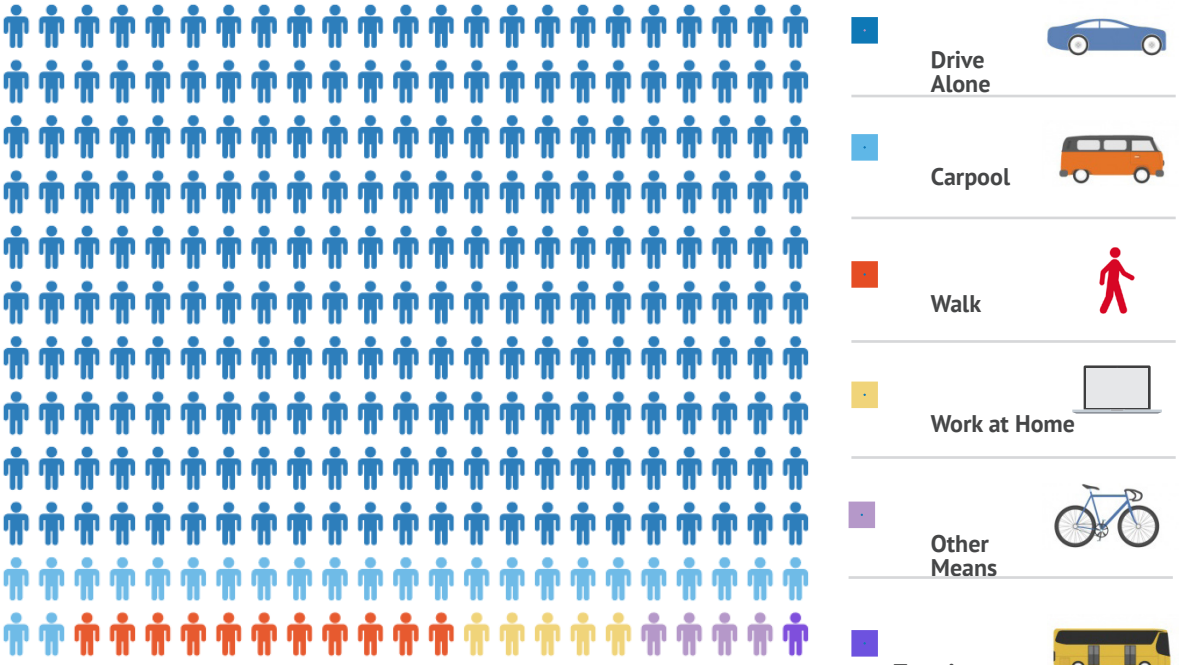
"I'd like more and better bike paths. The Cape La Croix Trail is amazing, I'd love to see long-term plans for expansion."

"Add sidewalks to all places where public school kids have to walk to school or to a bus stop so they don't have to walk in the streets."

Travel Patterns

It is helpful to understand the community input within the context of how residents travel. Figure 7.2 shows the different means Cape Girardeau residents get to work and the proportion of residents using each means. As one would expect in a city the size of Cape, a vast majority of residents drive alone to work. Yet much of the community input focused on alternate modes of transportation. One possible explanation for this discrepancy is that some residents live in areas where driving to work is the only option due to lack of bicycle and pedestrian systems and transit service. Another possible explanation is that residents primarily use bicycle and pedestrian systems for recreational purposes. Whatever the case may be, Cape's residents want choices when it comes to means of travel.

☐ Figure 7.2 | How do Cape Girardeau residents currently get to work?



Source: 2012-2016 American Community Survey 5-Year Estimates

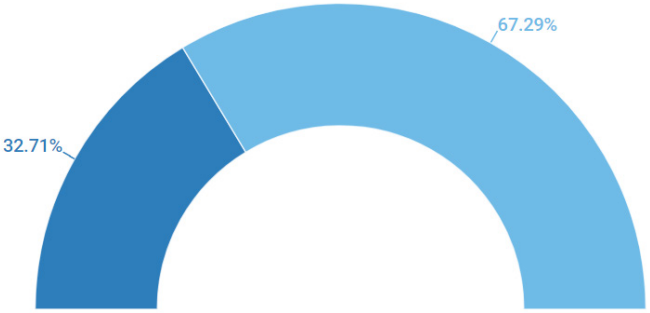
Commute Patterns

Commute patterns help explain the relative strength of Cape Girardeau's economy and its role as a regional hub. The more nonresidents that commute into the city to work, the larger the economic draw. Commute patterns also highlight the importance of regional transportation connections.

Data from the Longitudinal Employer-Household Dynamics program at the U.S. Census Bureau Center for Economic Studies indicates that Cape Girardeau is a net importer of workers. This means that there are more people that commute into Cape Girardeau for work than there are Cape Girardeau residents that commute elsewhere for work. Figure 7.3 and Figure 7.4 show the breakdown of commute patterns in and out of Cape Girardeau. Based on this data, the number of workers commuting into Cape Girardeau is nearly three times the number of Cape residents commuting to work elsewhere (20,027 vs. 7, 949). A majority of traffic enters Cape Girardeau via Interstate 55. Given its critical role in commuting and other transportation functions, the interstate should be a top priority for future transportation investments.

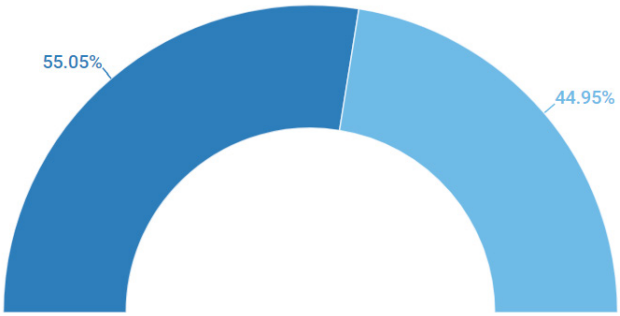
I-55/William Street interchange

Figure 7.3 | Cape Girardeau Workforce:
What is the ratio of residents to non-residents?



Cape Girardeau Residents	9,734
Non-Residents	20,027
Total Number of Workers Employed in Cape Girardeau	**29,761**

Figure 7.4 | Stay Local or Travel Elsewhere:
Where do Cape Girardeau residents work?

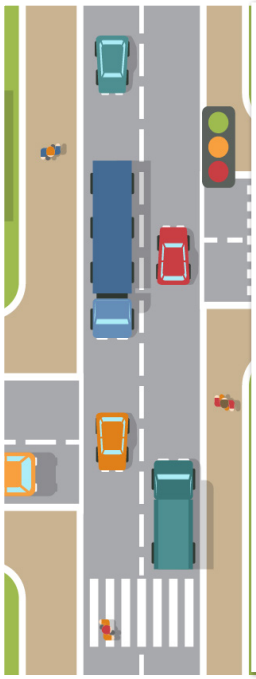


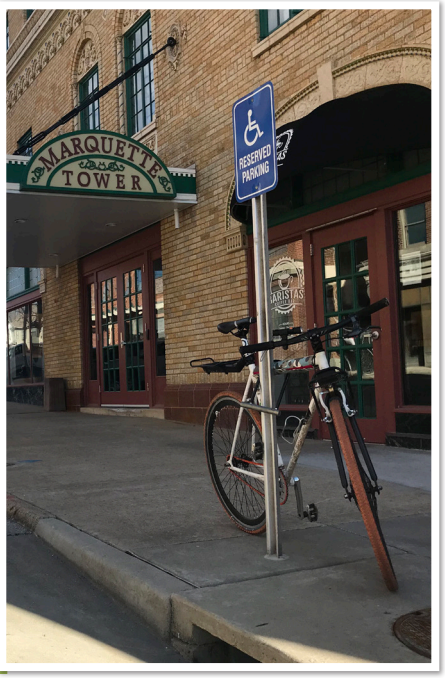
Local: Work in Cape Girardeau	9,734
Elsewhere: Work Outside Cape Girardeau	7,949
Total Number of Workers Living in Cape	**17,683**

Source: U.S. Census Bureau, Center for Economic Studies, 2015

Complete Streets + Active Transportation

Complete Streets and Active Transportation are two topics that have gained considerable momentum in recent decades. A Complete Streets Network is defined as a roadway network that is planned, designed, constructed, operated, and maintained to service pedestrians, bicyclists, motorists, and transit riders of all ages to safely and efficiently travel. Many communities have adopted a Complete Streets Policy that supports an equitable, balanced, and effective transportation system where every roadway user can travel safely and comfortably and where sustainable transportation options are available to everyone. To this end, the City of Cape Girardeau, Missouri Complete Streets Policy was adopted on September 20, 2018. The vision of the policy is "to create a comprehensive, integrated, balanced, and connected transportation network where all users can travel safely and comfortably to promote a more livable community." The policy contains the following six strategies:





- ☑ Elements to accommodate all users will be considered in the development and modification of design standards and best practices.
- ☑ Street design solutions will consider the City's Comprehensive Plan as well as the SEMPO Regional Bicycle and Pedestrian Plan, and will endeavor to be context-sensitive.
- ☑ The City Manager is responsible for the overall implementation and execution of this policy.
- ☑ The City Manager supports including complete streets principles in all City transportation projects, and sharing those principles with developers, design professionals, construction professionals, and other parties to encourage the incorporation of those principles and strategies into non-City transportation projects.
- ☑ When available, appropriate, and monetarily feasible, the City will support staff professional development and training on non-motorized transportation issues through participation in conferences, classes, seminars, and workshops.
- ☑ The City Manager supports including complete streets principles in design manuals and standards to encompass the safety of all users consistent with the type of street, right of way, and function.

Active Transportation is closely related to Complete Streets, but its focus is solely on non-motorized forms of transportation, such as walking and bicycling. Active Transportation refers to any means of getting around that is powered by human energy and thus requires physical activity. Data from the Missouri Department of Health and Senior Services shows that approximately 2 in 3 adults in Cape Girardeau are overweight or have obesity, 20 percent of residents do not exercise at all, and only 40 percent have sidewalks or bicycle lanes in their neighborhood. The data also shows that nearly 50 percent of residents regularly use trails. There are many ways Cape Girardeau can promote physical activity to improve the health of its residents. Active Transportation is an excellent way to encourage residents to be more physically active and also challenge them to become less dependent on the automobile.

In addition to economic and environmental considerations, transportation plays a key role in Cape Girardeau's community health. The most recent Missouri Department of Health and Senior Services Community Data Profile found that about 2 in 3 adults in Cape Girardeau are overweight or have obesity (this aligns with state and national averages*). The report also found that about 20 percent of residents do not exercise at all, and only about 40 percent have sidewalks or bike lanes in their neighborhood. However, 50 percent of residents regularly use trails. These findings, in conjunction with a strong community desire for more pedestrian and bike facilities, show that Cape Girardeau has an opportunity to reduce the high costs associated with obesity and inactivity with a more active transportation system.

Implementing Complete Steets

Implementing Complete Streets projects advances both Complete Streets and Active Transportation goals. As noted in the previous section, the City's Complete Streets Policy contains strategies for incorporating Complete Streets principles into all aspects of street planning, design, and construction. The adoption of this policy aligns with ideas expressed by residents during the Cape Vision 2040 community engagement process. Residents expressed a desire for more sidewalks, bicycle lanes, pedestrian crossings, lighting, and landscaping along Cape's streets. In implementing the Complete Streets Policy, the following streets should be assigned the highest priority level (in alphabetical order):

- ☑ Broadway
- ☑ Independence Street
- ☑ Sprigg Street
- ☑ West End Boulevard
- ☑ William Street, east of Kingshighway

These streets are located in areas of the city having the highest population densities and include several major employment centers. They also serve as primary transportation corridors but have lower travel speeds than Kingshighway and the portion of William Street west of Kingshighway. These streets also have existing sidewalks and, in some sections, bicycle lanes, so upgrading them to Complete Streets would be more cost effective than upgrading the major highways. This does not mean that the major highways are not a priority. In fact, several residents shared ideas specific to Kingshighway in particular. Because Kingshighway and the portion of William Street west of Kingshighway are state highways, they are under the control of the Missouri Department of Transportation (MoDOT). State DOTs tend to be very cautious about incorporating Complete Streets elements into their highways, for reasons of safety, liability, and maintenance. The Southeast Metropolitan Planning Organization (SEMPO) is uniquely suited to address issues such as Complete Streets with MoDOT, however, and with its leadership, these highways can be improved to accommodate non-motorized transportation. **The 2016-2040 Metropolitan Transportation Plan's accessibility goals and objectives include "Encourage the development of complete streets that accommodate the transportation needs of all users including vehicular traffic, transit, bikes, and pedestrians"**

Complete Streets are designed to accommodate all forms of transportation

"The bike and pedestrian trails in Jackson and Cape each receive quite a bit of use, and many people wish the two would be connected. This would result in more efficient transportation and recreation options as well as increasing the overall health of both communities."

– Resident Idea

Cape Girardeau has a significant hospitality cluster at the William Street/I-55 interchange. Unfortunately, as shown in the photo above, there are no sidewalks in this area to provide for safe pedestrian travel between hotels, restaurants, shops, and the nearby Saint Francis Medical Center. When future roadway improvements or repairs are planned, the integration of safer options for pedestrians should be considered.

Existing Conditions - Kingshighway:

Areas for improvement shown in the images below include locations lacking sidewalks and intersections with crosswalks but no sidewalk connections.

Cape Residents Want Complete Streets

"Addition of sidewalks, road conditions, a crosswalk over Kingshighway."

"We need sidewalks on Kingshighway, and other roads like West Cape Rock Drive."

"Some of our roads that are supposed to be bicycle friendly are too narrow and dangerous for cyclists and vehicles."

Pedestrian Crossings

Street and road crossings are a critical component of any pedestrian transportation system. Crossings should be designed in a manner that provides the shortest crossing distance as possible, while making the pedestrian as visible as possible to drivers. Other design considerations include:

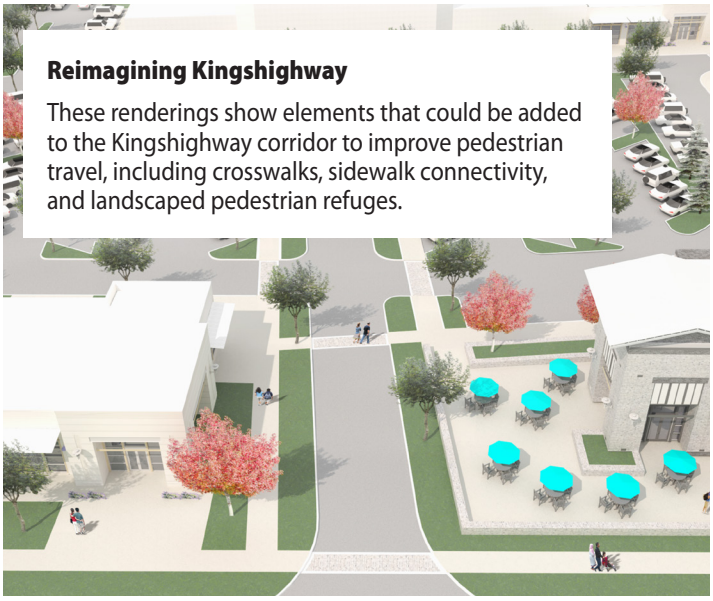
☑ **Complete sidewalk connections** represent the backbone of a safe pedestrian network. Completing sidewalk connections to intersections makes clear to pedestrians where to cross. See example renderings below.

☑ **Effective crosswalks are highly visible.** This provides a cue to drivers that it is the pedestrians' space and that drivers should yield to pedestrians during the appropriate signal phases. High visibility crosswalk markings, as shown in the adjacent photo, provide a more visible pedestrian environment and often improve pedestrian safety. LED lights can also be embedded into the crosswalk for enhanced visibility.

☑ **Where possible, provide tight corner radii.** Tighter corner radii at intersections improve pedestrian safety by providing shorter crossing distances, slower vehicle turning speeds, and place pedestrians closer to drivers' line-of-sight. This design consideration can be a tradeoff in many corridors with high commercial vehicle volumes. Large trucks often require wider turn radii to navigate intersections.

High Visibility Crosswalk Markings | Source: NACTO

Tight Corner Radii | Source: NACTO



Reimagining Kingshighway

These renderings show elements that could be added to the Kingshighway corridor to improve pedestrian travel, including crosswalks, sidewalk connectivity, and landscaped pedestrian refuges.

Renderings of Pedestrian Potential Improvements along Kingshighway

Bicycle and Pedestrian Systems

Cape Girardeau's bicycle and pedestrian systems have been expanded significantly in recent decades. This is due in part to tax initiatives such as the Transportation Trust Fund (TTF) and the Parks, Recreation, and Stormwater (PRS) tax. The City of Cape Girardeau has also been successful in leveraging federal grants, such as the Transportation Alternatives Program (TAP), and other grants, including the Missouri Foundation for Health. The latter provided funding to add bicycle lanes throughout the city.

In April 2018, the Southeast Metropolitan Planning Organization (SEMPO) adopted the Regional Bicycle and Pedestrian Plan. This plan, the first of its kind in Southeast Missouri, contains an analysis of the bicycle and pedestrian systems in Cape Girardeau and Jackson as well as a prioritized list of projects for each system. The plan was developed using a community engagement process that is similar to the one used for the Cape Vision 2040 Plan. The ideas shared during the Cape Vision 2040 community engagement process were closely aligned with those submitted for the Regional Bicycle and Pedestrian Plan. Residents expressed a desire for a comprehensive bicycle system that offers multiple routes and connects to other systems in the region. They also requested more sidewalks in neighborhoods and more trails, especially those serving the Southeast Missouri State University campuses. Figure 7.5 shows the existing and proposed bicycle facilities and trails map from the Regional Bicycle and Pedestrian Plan.

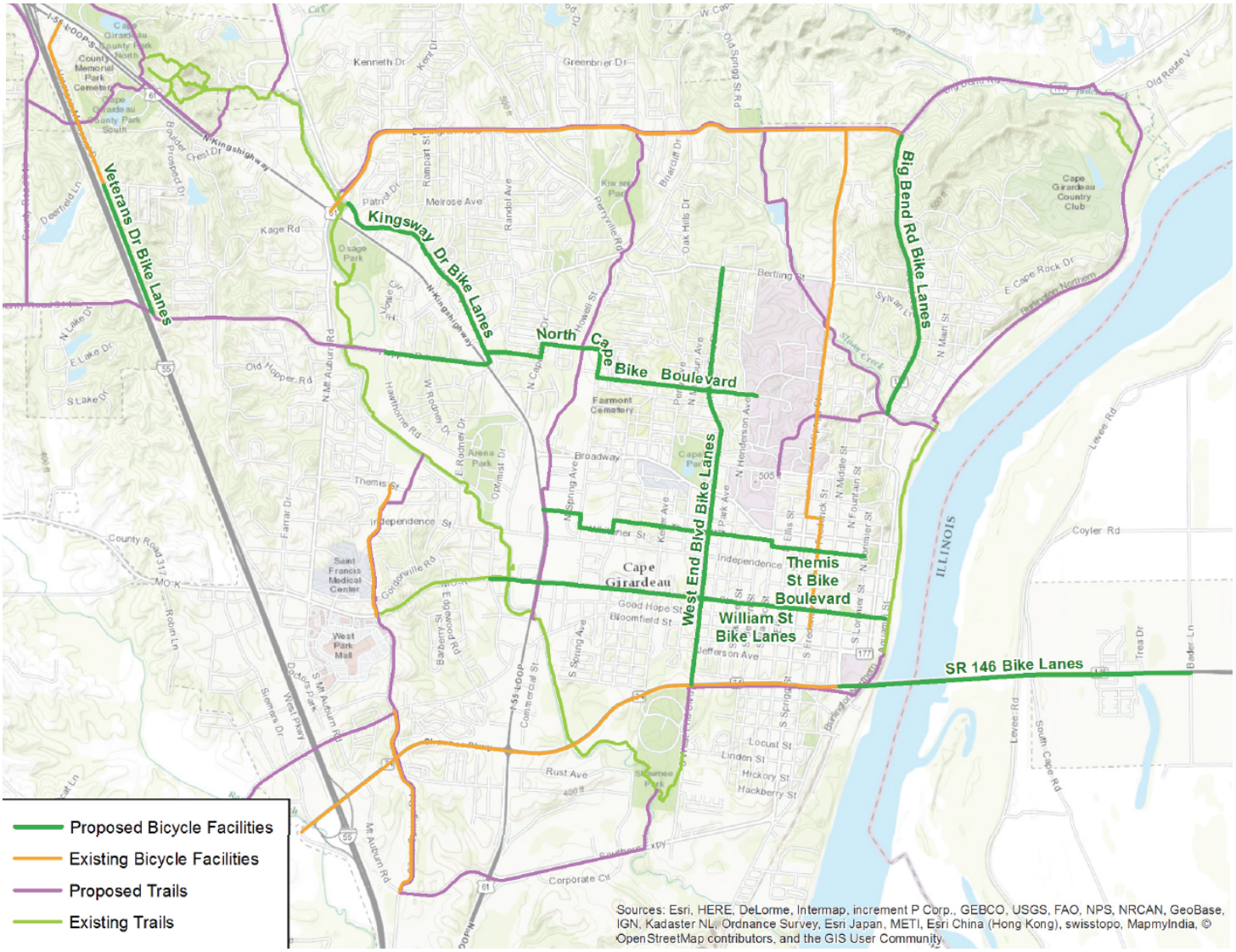
The Regional Bicycle and Pedestrian Plan also contains best practices for design and makes recommendations for policies and programs aimed at making bicycle and pedestrian travel safer and more convenient. Both the Cape Vision 2040 Plan and the Regional Bicycle and Pedestrian Plan recognize the need to not only expand bicycle and pedestrian systems, but to also upgrade and fix areas that are not in compliance with the Americans with Disabilities Act (ADA) or are otherwise substandard. For example, much of Cape's on-street bicycle system consists of "sharrows" - markings indicating bicycle lanes that are shared with motor vehicles. This type of system does not provide the separation necessary to make cyclists feel safe and comfortable. Efforts should be made to establish bicycle-only lanes in these areas or provide trails.

Bicycle parking facilities, such as those in the above photos, provide a safe and secure way to park bicycles. To encourage more bicycling, additional facilities should be provided, especially in and near the Southeast Missouri State University campuses, downtown, and other destinations served by bicycle systems.

REFERENCE
SEMPO Regional Bicycle & Pedestrian Plan

A full list of the recommended trails, on-street bicycle facilities, and sidewalks can be found in the Regional Bicycle and Pedestrian Plan on SEMPO's website (www.southeastmpo.org).

Figure 7.5 | Map of Existing and Proposed Bicycle Facilities and Trails
Source: SEMPO Regional Bicycle and Pedestrian Plan



Substandard Bicycle Lane | Shawnee Parkway

Public Transportation

Public transportation is a critical component of any community's transportation system. While many Cape Girardeau residents drive to most of their destinations, there are some who rely primarily on public transport buses and vans for their mobility. Some organizations specializing in services for seniors, individuals with disabilities, or those dealing with substance abuse or behavioral issues provide transit services for their clients. Two public transportation providers, Greyhound Lines and BART Shuttle, offer intercity service and are discussed toward the end of this chapter. The largest transit operators in Cape Girardeau are Cape Girardeau County Transit Authority (CTA) and Southeast Missouri State University. In addition to revenue from fares, CTA receives funding from the City of Cape Girardeau, the City of Jackson, Cape Girardeau County, MoDOT, and the Federal Transit Administration (FTA). The University receives a portion of the FTA grant funds awarded to CTA each year.

CTA's fixed-route and demand-response services are based out of its facility at 937 Broadway (Broadway Plaza). Facility upgrades, such as a sheltered station, are needed. CTA commissioned a new facility feasibility study in 2009 and is working to secure the funds needed for construction. The study recommends purchasing land for a new facility, including office space, a maintenance garage, and a large canopy shelter for buses and riders.

CTA Fixed-Route Service

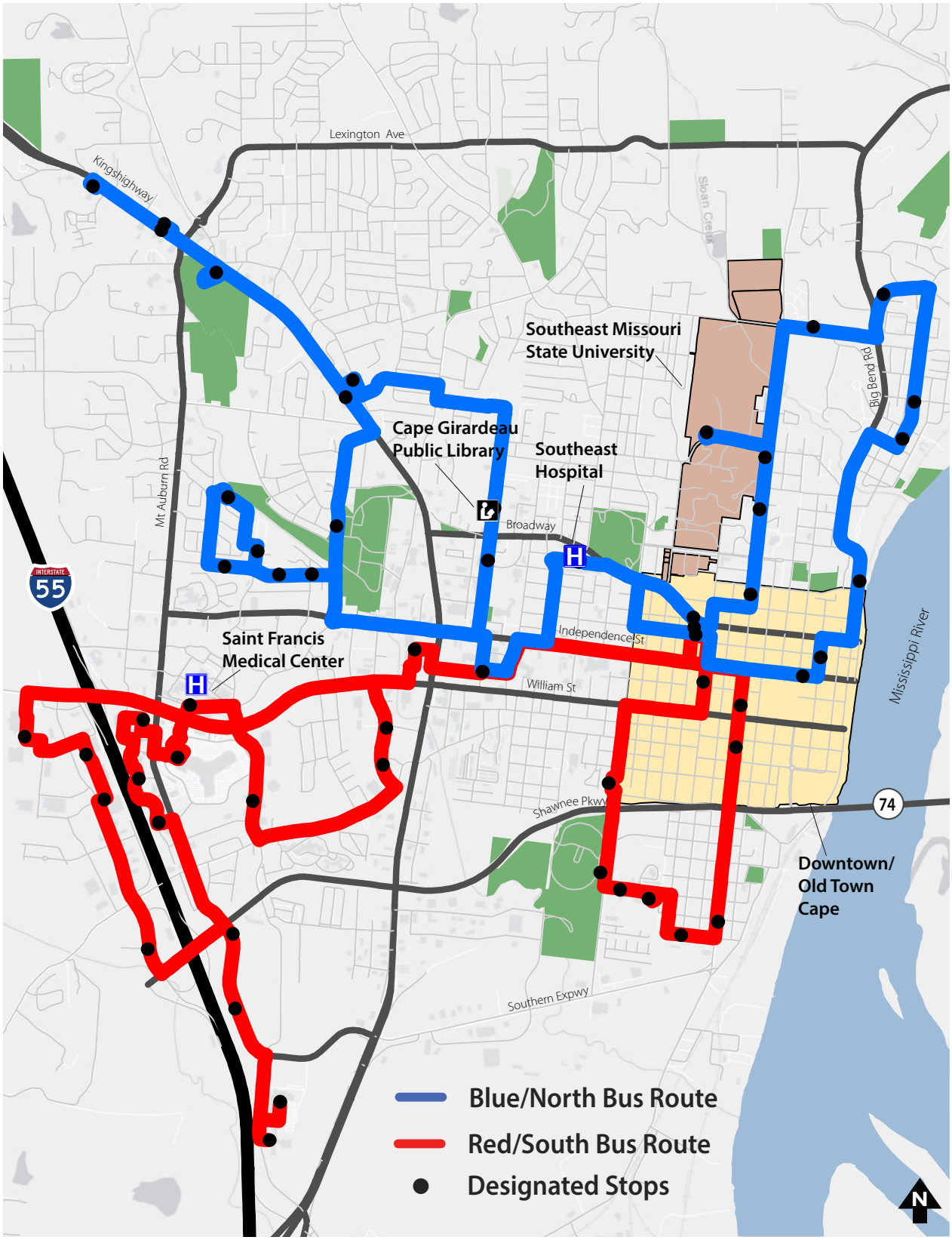
CTA operates two fixed bus routes, the Blue/North Line and the Red/South Line (see Figure 7.6 for route map). Both routes operate entirely within Cape Girardeau and provide access to major employers, hospitals, schools, and shopping destinations. The buses operate Monday-Friday from 6:00 AM to 6:00 PM and Saturday from 9:00 AM to 5:00 PM. The general fare is $2 per ride, and children under the age of 6 ride for free. Seniors and disabled individuals receive a discounted rate of $1 per ride. The Blue Line, with higher demand and usage, is served by two buses, while the Red Line is served by one bus. Together these routes consist of over 60 stops, including 4 covered bus shelters.

CTA Downtown Trolley

Southeast Missouri State University Bus

CTA Bus Stop Sign

Figure 7.6 | Cape Girardeau County Transit Authority Route Map



As shown in Figure 7.7 below, fixed-route bus ridership has increased steadily in recent years, with an increase of nearly 78 percent since 2013. According to SEMPO's long-range, multi-modal transportation plan, the Metropolitan Transportation Plan, assuming a 3 percent annual increase, CTA's fixed-route service is projected to handle over 400,000 trips per year by 2040.

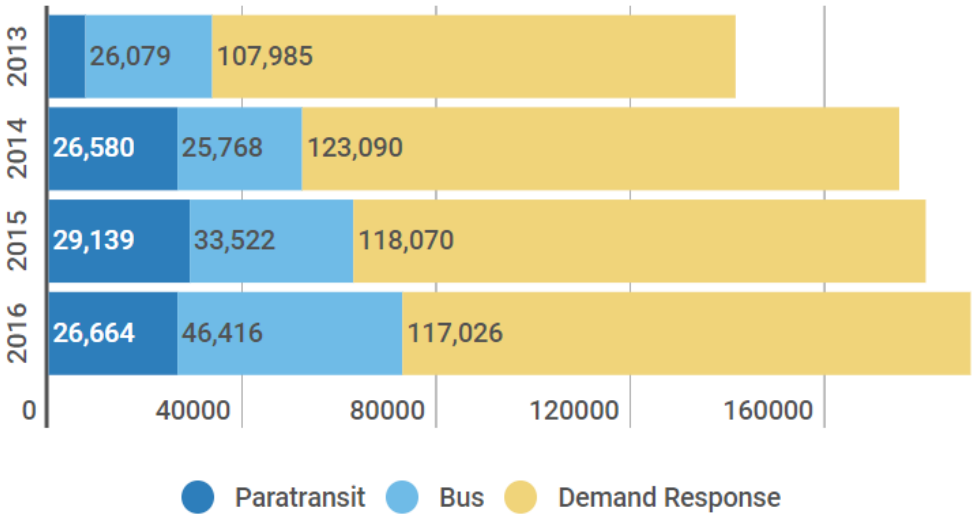
CTA currently employs over 60 drivers and operates a fleet of over 40 vehicles. In addition to a new operations facility, CTA is actively pursuing funding for expanding and enhancing its system. This aligns with ideas residents shared during the Cape Vision 2040 community engagement process, including:

- ☑ Adding fixed-route bus service between Cape Girardeau and Jackson
- ☑ Increasing access to job centers such as the Greater Cape Girardeau Business Park
- ☑ Installing more covered bus shelters

CTA Demand-Response Service

CTA offers convenient door-to-door public transit via its demand-response service throughout Cape Girardeau County. Demand-response service, often referred to as taxi service, allows individual passengers to request transportation from one specific location to another specific location at a certain time. The drivers do not follow a specific route; instead they travel throughout the community transporting passengers according to individual needs. Demand-response is the most popular service CTA offers, with over 100,000 trips annually. The service is available 24/7, except for 2:00 PM Sunday to 5:00 AM Monday. Fares start at $6 for a one-way trip, and trips must be scheduled in advance (senior discounts are available).

Figure 7.7 | Cape Girardeau Transit Ridership



U.S. Department of Transportation, Federal Transit Administration, Transit Agency Profiles

Additional Transit Services

Paratransit services are available upon request from CTA for individuals who qualify under the Americans with Disabilities Act.

The University operates three fixed bus routes connecting the Main Campus to the River Campus as well as University parking lots and several downtown destinations. The buses are free and open to the public.

"More frequent bus routes."

"Public shuttles through town."

"Free shuttle bus for head start kids."

"Install an electric trolley from the old train station in front of Hudson's running down Main all the way to the Casino."

– Resident Ideas

Connections to Other Regions

One theme that residents voiced often during the Cape Vision 2040 community engagement process was the importance of enhancing Cape Girardeau's position as a regional economic hub. Good transportation connections to the region and beyond are vital for maintaining and enhancing this position. This section discusses Cape Girardeau's regional rail, air, bus, and waterway connections.

Freight Rail Service

Burlington Northern Santa Fe Railway (BNSF) operates in Cape Girardeau as part of its service between St. Louis and Memphis. One of two major western rail systems in the U.S. (the other being Union Pacific Railroad), BNSF serves several other large cities, including Birmingham, Chicago, Dallas, Houston, Los Angeles, New Orleans, and Seattle. Local customers include the Proctor & Gamble paper products plant, the Buzzi Unicem cement plant, and businesses in the Nash Road Industrial Park. The line between St. Louis and Memphis carries roughly 12 to 20 trains a day.

SEMO Port Railroad, Inc. (SE) is a local eight-mile long switching rail line which connects the Port with the Union Pacific line in Scott City as well as the BNSF line. Traffic on the line has grown from 12 cars in 1995 to thousands of cars today. The Port has several tracks used by local businesses for rail-to-truck and truck-to-rail transfers as well as transfers to and from barges on the Mississippi River. SE provides daily service to its customers.

Access to freight rail service is a major factor in many industrial location decisions. Cape Girardeau benefits from the businesses served by these railroads, and understanding their current and future needs is essential for strengthening Cape's economic position. The City of Cape Girardeau, the Greater Cape Girardeau Area

"Enhance regional transportation access."

"Provide transit to the airport."

- Resident Ideas

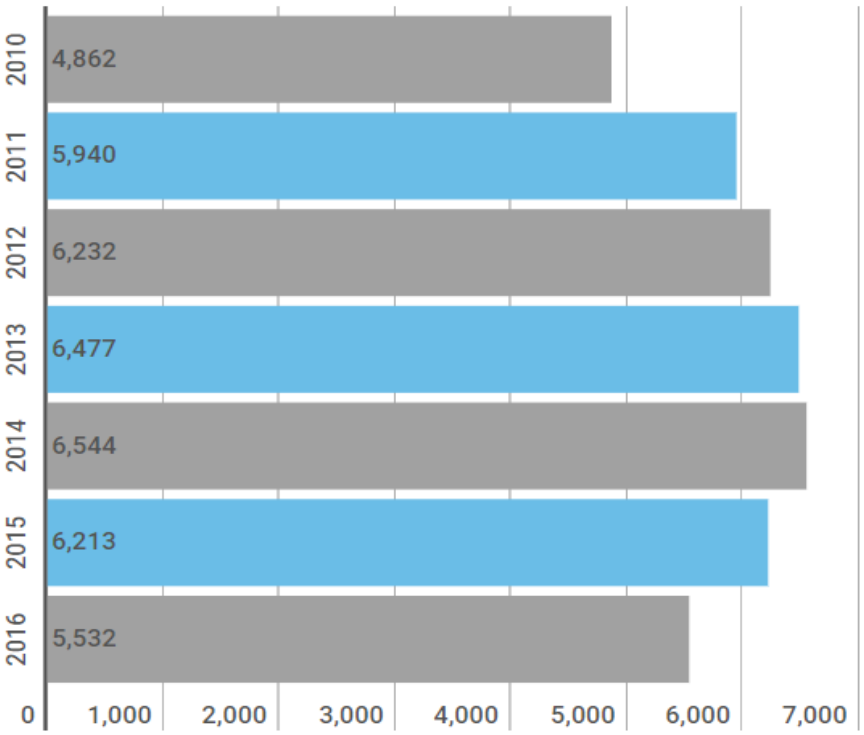
MAGNET, and other economic development partners serve an important role in supporting freight rail service and working with the railroads to identify future growth opportunities."

Air Service

Located near Interstate 55 approximately 5 miles southwest of downtown, Cape Girardeau Regional Airport is owned and operated by the City of Cape Girardeau. The airport is a full-service facility, providing a wide range of aviation-related services. Passenger air service includes United Express flights to Chicago O'Hare International Airport, operated by SkyWest Airlines. Other services include air charter service, flying lessons, hangar leasing, car rentals, and a restaurant. The City also owns and operates Cape Aviation, a Fixed Base Operator (FBO) providing line service for pilots. Cape Aviation also provides fuel and services for U.S. Government aircraft and personnel under a government fuel contract. The airport has two runways: Runway 10/28, measuring 6,500 feet long by 150 feet wide; and Runway 02/20, measuring 4,000 feet long by 100 feet wide. The airport terminal is open from 4:30 AM to midnight while the air traffic control tower operates from 7:00 AM to 5:00 PM daily.

As shown in Figure 7.8, enplanements at the airport peaked at 6,544 in 2014 but fell to 5,532 in 2016. Since that time, enplanements have increased substantially - reaching 8,891 in 2018 - due in part to SkyWest Airlines' service to Chicago, which began in late 2017. The growth in enplanements is good news for the airport, the city, and the region. With this growth, however, comes the challenge of meeting facility needs. The terminal, the air traffic control tower, the maintenance shed, and the hangars are all in need of repair and upgrades. According to the airport manager, federal funds are available to cover a portion of the cost to make these improvements, but an estimated $4 million in additional funds is needed."

Figure 7.8 | Commercial Enplanements at Cape Girardeau Regional Airport



Intercity Bus and Van Service

As mentioned previously, two public transportation providers offer intercity service to and from Cape Girardeau. According to its website, www.greyhound.com, Greyhound Lines offers two daily schedules and four schedules on the weekend to St. Louis and Memphis, where customers can connect to its extensive network of 3,800 destinations across North America. Customers board and deboard at the Huck's convenience store and gas station at 353 South Kingshighway. BART Shuttle, per its website at www.bartshuttle.com, offers van service to and from St. Louis Lambert International Airport Monday through Saturday. Customers can board and deboard at one of three locations (Jackson, Fruitland, or Perryville). For an additional fee, customers in Cape Girardeau or Jackson can be picked up and dropped off at their home.

Greyhound and BART offer an affordable alternative to air travel for long-distance travelers who do not have access to a personal motor vehicle. It is important to note that the boarding and deboarding locations need to be served by the local transit system and, where feasible, the pedestrian system. The Greyhound location in particular lacks a pedestrian connection. Although there are no sidewalks in this area, the Cape LaCroix Trail is located less than two blocks to the north. A pedestrian connection from the trail to the Huck's station should be explored."

Barge going up the Mississippi River (Source: Trip Advisor)

Mississippi River

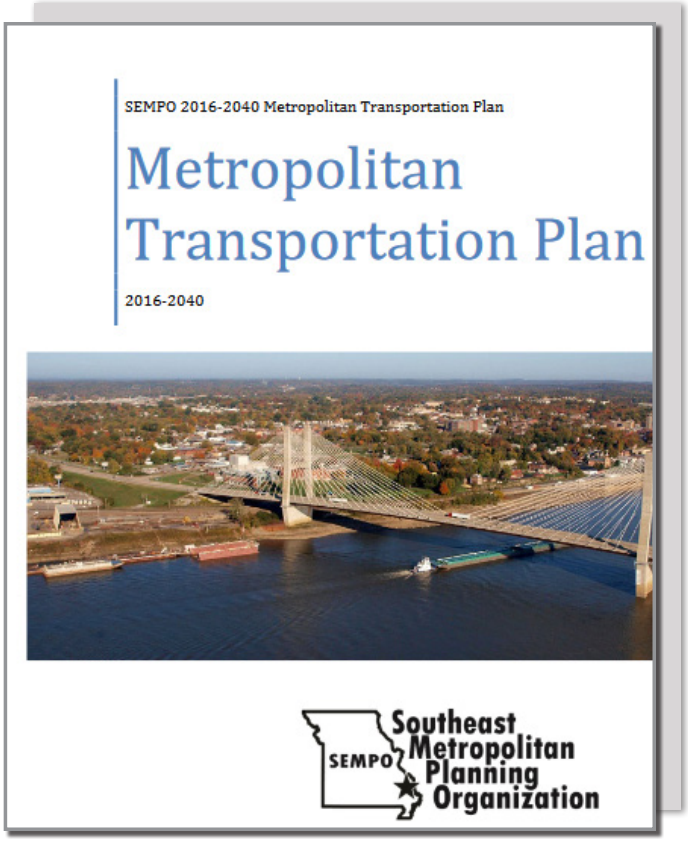
The Mississippi River is a key asset to Cape Girardeau's economy. The river not only offers recreational, cultural, and tourism opportunities, but it also provides a means of transporting freight via barges. With approximately 1,800 miles of navigable water from Minneapolis to the Gulf of Mexico near New Orleans, the Mississippi River is one of the busiest commercial waterways in the world.

Southeast Missouri Regional Port Authority (SEMO Port), located south of Cape Girardeau in nearby Scott City, is one of many intermodal facilities located on the Mississippi River. The Port offers a slackwater harbor, public terminals, interstate access, the SEMO Port Railroad, and a number of industrial sites with utilities. Several different barge lines provide service to the Port, transporting bulk commodities ranging from ore to agricultural products. On average, the Port moves over 1 million net tons of goods and over 500 barges a year. Over $50 million has been invested in the Port since 2006. Due to heavy demand, the Port is planning several projects to expand and enhance its infrastructure and services, including the construction of a loop tracks terminal. This project will provide the capability for efficient multimodal transfer of multiple goods between unit trains and river barges.

Like other Missouri ports, SEMO Port relies heavily on state and federal funds (such as transportation grants) to implement its projects. These funding sources are often variable and present a challenge for project planning and programming. Because of the Port's critical role in connecting Southeast Missouri with the world economy, it is vital that the City of Cape Girardeau, the Cape Girardeau Area MAGNET, SEMPO, and other economic development and transportation planning partners actively support SEMO Port's efforts to secure funding for its projects.

Automobile Travel

While all modes of transportation are important to Cape Girardeau residents, automobile travel is by far the most common means of getting around. This is reflected in the numerous miles of roads within the city. For this reason, much of SEMPO's long-range, regional transportation plan, the 2016-2040 Metropolitan Transportation Plan (MTP), is devoted to analysis of and recommendations for roads. The MTP includes a list of road projects in Cape Girardeau and other areas for which funds have been committed as well as a list of contingent projects should funding become available. The MTP is a valuable resource for the City of Cape Girardeau, MoDOT, and other entities responsible for roads and other components of the regional transportation system.



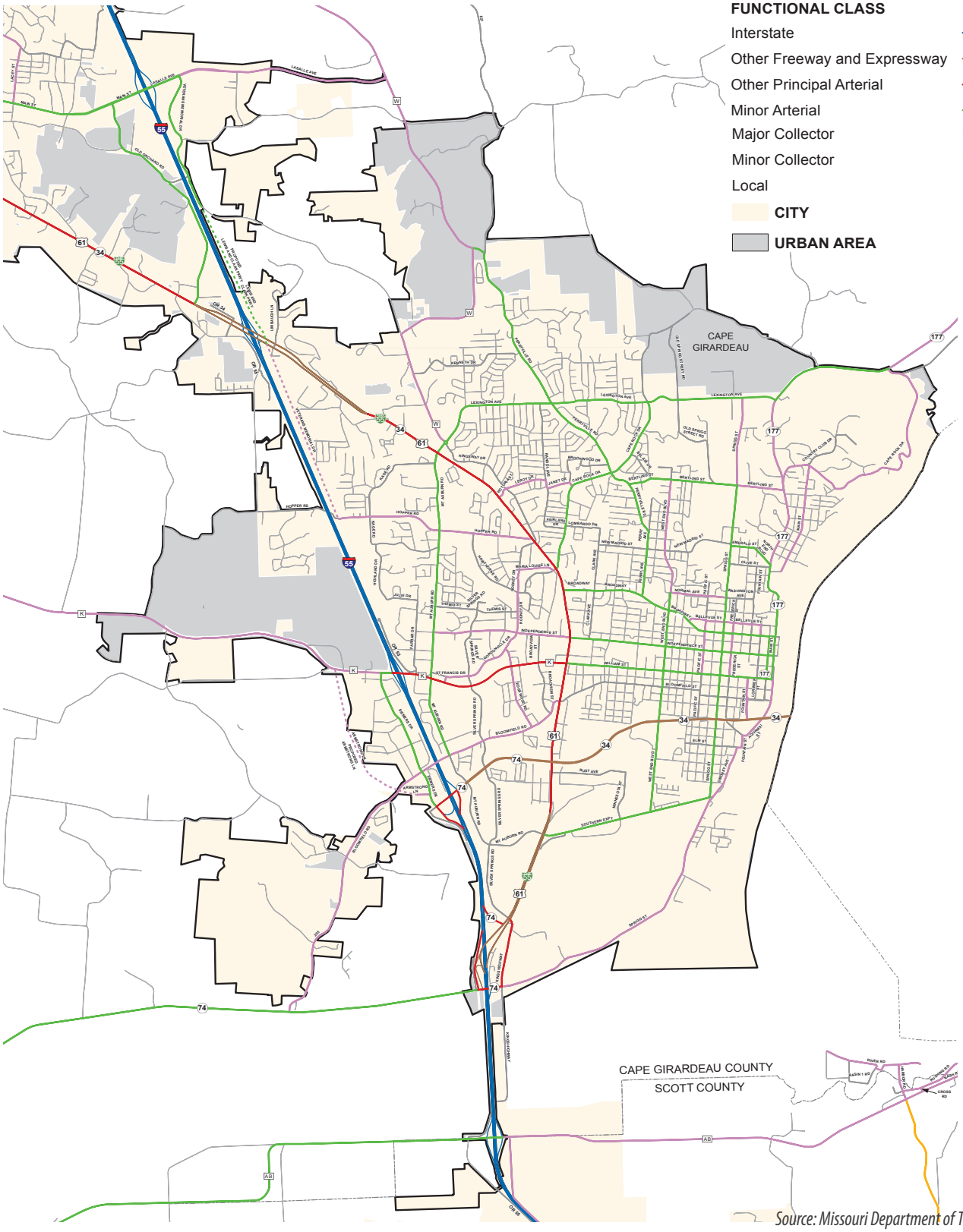
Roadway System

The roadway system in Missouri consists of various types of roads with different functions. MoDOT uses a functional classification system to distinguish between these road types. Figure 7.9 shows a map of the functional classification system for Cape Girardeau. The functional classes, in order of hierarchy, are as follows:

1. Interstate
2. Freeway/Expressway
3. Principal Arterial
4. Minor Arterial (Mount Auburn Road)
5. Major Collector
6. Minor Collector
7. Local Road

"Improve traffic flow on William Street."

Figure 7.9 | Cape Girardeau Functional Classification System Map
Missouri Department of Transportation



Source: Missouri Department of Transportation

Interstate 55 is the only **interstate** that runs through Cape Girardeau. Like other interstates, it is designed and constructed for the efficient movement of passengers and freight throughout and between states. Using Interstate 55, one can travel from Cape Girardeau to St. Louis in approximately 2 hours and from Cape Girardeau to Memphis in approximately 2.5 hours. According to MoDOT, over 40,000 vehicles travel on Interstate 55 through Cape Girardeau per day. It was noted previously that a majority of traffic entering Cape Girardeau comes from Interstate 55, which includes a substantial amount of commuter traffic. This fact, combined with its importance to the freight industry, should make Interstate 55 a top priority for future transportation investments.

Shawnee Parkway and the north and south ends of Kingshighway near Interstate 55 are considered **freeways/ expressways.** These roads are access-controlled and have a median or barrier walls separating the opposing directional lanes. As such, they accomodate higher travel speeds. Shawnee Parkway is connected to the Bill Emerson Memorial Bridge and thus serves as a gateway for Cape Girardeau. Local officials have been working to advance a plan for a new highway serving Southeast Missouri and Southern Illinois, which would include Shawnee Parkway. The north and south ends of Kingshighway serve as a transition between Interstate 55 and the central portion of Kingshighway. Like Shawnee Parkway, these corridors serve as gateways to Cape, making them significant not only from a transportation standpoint, but from a community image standpoint as well.

Cape Girardeau has two **principal arterials:** the central portion of Kingshighway and William Street west of Kingshighway. These roads serve a majority of Cape's businesses and activity centers away from downtown. As with Interstate 55 and the freeways/expressways, the principal arterials are on the state highway system and are controlled by MoDOT. These roads carry a high volume of traffic and for the most part lack bicycle and pedestrian systems. There are several projects in SEMPO's Regional Bicycle and Pedestrian Plan which could be implemented in order to provide non-motorized access to the many businesses.

There are several **minor arterials** in the city, including Mount Auburn Road, Perryville Road, West End Boulevard, Sprigg Street, Lexington Avenue, Broadway, Independence Street, and William Street east of Kingshighway. Many of these roads serve as primary north-south and east-west routes through the city. Unlike the principal arterials, there are many residential properties fronting on the minor arterials. As such, these roads tend to be a source of resident complaints about potholes, speeding, and other road and traffic issues caused by a mix of commercial and residential traffic. The City of Cape Girardeau is responsible for minor arterials as well as major collectors and local roads. The minor arterials have been and will continue to be a focus of the City's street improvement programs.

Hopper Road, Bloomfield Road, and LaSalle Avenue east of the Greater Cape Girardeau Business Park are a few of the **major collectors** in the city. They collect traffic from local roads and channel it to the arterial road system. These roads serve as the primary access for neighborhoods and are particularly suitable for bicycle and pedestrian systems.

There are numerous **local roads** in Cape Girardeau which provide access to properties not located on the higher volume roads. Themis Street and Lorimier Street are two examples. Because they have the lowest traffic volumes, local roads are typically the lowest priority for maintenance and improvements, but they also serve a majority of Cape's residents and therefore tend to be a source of complaints about potholes and other issues.

High Priority Asphalt and Concrete Repair Areas

Source: City of Cape Girardeau Website

There are numerous local roads in Cape Girardeau which provide access to properties not located on the higher volume roads. Themis Street and Lorimier Street are two examples. Because they have the lowest traffic volumes, local roads are typically the lowest priority for maintenance and improvements, but they also serve a majority of Cape's residents and therefore tend to be a source of complaints about potholes and other issues.

Road Jurisdiction and Maintenance

As noted above, MoDOT has jurisdiction over roads on the state highway system. In Cape Girardeau, these roads include Interstate 55, U.S. Highway 61 (Kingshighway), Missouri Highways 74 and 177, and Routes K (William Street west of Kingshighway) and W (Cape LaCroix Road). In addition, there are a number of roads that are maintained by Cape Special Road District, including County Roads 203, 205, 206, 618, 620, 621, 642, and 645. All other public roads are maintained by the City of Cape Girardeau."

The City of Cape Girardeau and SEMPO recognize the importance of maintenance and upgrades. Infrastructure and Transportation Enhancements are a part of the City Council Goals, and the City's Capital Improvements Program includes a section devoted to roads, sidewalks, and other transportation improvements. A map showing the City's priority areas for asphalt and concrete road repair is below. SEMPO's MTP includes projects aimed at maintaining the existing transportation system in addition to expansion projects. In recent years, both the City of Cape Girardeau and MoDOT have shifted their focus to maintaining the existing system. This focus will allow both jurisdictions to work toward achieving sustainability.

Road Maintenance

Road maintenance, with an emphasis on fixing potholes and adding sidewalks, was one of the top concerns of residents throughout the community engagement process. The City of Cape Girardeau and SEMPO recognize the importance of maintenance and upgrades. Infrastructure and Transportation Enhancements are a part of the City Council Goals, and the City's Capital Improvements Program includes a section devoted to roads, sidewalks, and other transportation improvements. A map showing the City's priority areas for asphalt and concrete road repair is below. SEMPO's MTP includes projects aimed at maintaining the existing transportation system in addition to expansion projects. In recent years, both the City of Cape Girardeau and MoDOT have shifted their focus to maintaining the existing system. This focus will allow both jurisdictions to work toward achieving sustainability.

Roadway Capacity

In the development of the MTP, SEMPO used a travel demand forecast tool to identify roadway capacity issues in the year 2040. Only two roads in Cape Girardeau were found to be at or near capacity at peak travel times: Interstate 55, and William Street from Siemers Drive to Silver Springs Road. This aligns with the fact that traffic issues were rarely mentioned during the Cape Vision 2040 community engagement process. This also supports the direction chosen by the City of Cape Girardeau to focus on maintaining the existing transportation system. While opportunities for expansion of the roadway system exist, the short-term and long-term costs of such projects should be weighed against the benefits to determine their feasibility.

> **"More roundabouts, especially where traffic backs up in rush hour."**
>
> **– Resident Ideas**

Roundabout at Lexington Avenue and Cape LaCroix Road

Roundabouts

While expansion of the roadway system is not the highest priority for the City of Cape Girardeau or MoDOT, making the existing system safer and more efficient is always a top priority. The use of roundabouts to replace dangerous intersections has gained popularity throughout the United States. There are currently four roundabouts in Cape Girardeau, located at the following intersections (in order of construction):

- South Silver Springs Road and Gordonville Road
- Lexington Avenue and Route W (Cape LaCroix Road)
- South Fountain Street and Morgan Oak Street
- Independence Street and Gordonville Road/East Rodney Drive

The roundabouts have been generally well-received by residents. They have also provided opportunities for public art and beautification projects. Currently, neither the City nor MoDOT have plans to construct additional roundabouts in Cape Girardeau. Both entities should, however, continue to address dangerous intersections as issues are identified. As noted previously, traffic issues were rarely mentioned during the Cape Vision 2040 community engagement process. Residents did, however, identify some intersections that they felt should be considered for a roundabout or other traffic solution, including:

- West Cape Rock Drive and Perryville Road
- West Cape Rock Drive and Lexington Avenue
- Perryville Road and Lexington Avenue
- North Mount Auburn Road and Hopper Road
- South Mount Auburn Road and Bloomfield Road

Although one cannot put a price on safety, such projects should be evaluated to determine the short-term and long-term costs relative to the benefits. An expensive project that produces a modest benefit may not be justifiable.

Ridesharing

Ridesharing is two or more people coordinating to share a vehicle for a trip. Ridesharing can make the transportation system more efficient by transporting more people in fewer vehicles. Ridesharing services are a good supplement to existing modes of transportation. They extend beyond the hours of public transportation (like CTA), and provide transportation for individuals who do not own or cannot drive a vehicle.

Local company carGO has provided ridesharing to the Cape Girardeau community since 2016. carGO offers 24-hour service within a 25-mile radius of Cape Girardeau. The company offers three distinct services carGO rides, carGo carryout (food delivery), and carGO business (client/patient delivery). Users download a free app on their smartphone, and carGo connects them with a driver for on-demand, door-to-door trips. Throughout the Cape Vision 2040 community engagement process, residents expressed that they were happy to have ridesharing in Cape Girardeau, and were pleased to support a local company instead of national brands like Uber or Lyft.

Emerging technologies, such as autonomous and connected vehicles, are changing the transportation landscape. As the name implies, autonomous vehicles are capable of controlling functions such as steering, throttle control, or braking without direct driver input. There are various levels of automation, with the highest being full automation - a self-driving vehicle. Connected vehicles are capable of communicating with each other as well as roadside infrastructure (such as traffic control signals) and other "smart" devices (source: www.attap.umd.edu). While such technologies have not become mainstream at the present, they will eventually. The City of Cape Girardeau, MoDOT, SEMPO, and other regional transportation planning partners should consider how technological innovations like autonomous and connected vehicles will affect the transportation system and what changes will need to be made in order to accommodate them.

Emerging Technologies

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Action Items

Action Item #	Description	Responsible Party/Parties	Time Frame for Completion	Cost	Priority
7.01	Complete the Transportation Trust Fund 5 (TTF5) street projects and repairs. Plan for TTF6.	LEAD: City of Cape Girardeau	In less than 5 years	Over $500,000	High
7.02	Repair existing public sidewalks to remove defects.	LEAD: City of Cape Girardeau	N/A - Ongoing	Over $500,000	High
7.03	Review, refine, and promote the SEMPO Regional Bicycle and Pedestrian Plan.	LEAD: City of Cape Girardeau	In less than 5 years	Less than $10,000	High
7.04	Coordinate with public transportation agencies on upgrading and expanding their services.	LEAD: City of Cape Girardeau	N/A - Ongoing	Less than $10,000	High
7.05	Complete the Capital Improvement Sales Tax projects for terminal and tower replacement and land acquisition at the Cape Girardeau Regional Airport.	LEAD: City of Cape Girardeau	In less than 5 years	Over $500,000	High
7.06	Apply the Complete Streets principles in implementing street projects, where feasible, to incorporate and enhance bicycle and pedestrian systems.	LEAD: City of Cape Girardeau, Development community	N/A - Ongoing	Over $500,000	Medium
7.07	Support the Southeast Metropolitan Planning Organization and the Missouri Department of Transportation in planning and implementing transportation plans and programs.	LEAD: City of Cape Girardeau	N/A - Ongoing	Less than $10,000	Medium
7.08	Support emerging technologies in transportation.	LEAD: City of Cape Girardeau	N/A - Ongoing	Less than $10,000	Medium

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Mississippi River Tales Mural

Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

8

CHAPTER EIGHT

Harmonious Land Use

CONTENTS

- Introduction
- Existing Land Use Map
- Establishing Land Use Direction
- Future Land Use Map
- Focus Areas
- Action Items

Introduction

Cities in the United States have long regulated the use of land, balancing the rights of individual property owners with the best interests of the community. A well-planned land use pattern is more efficient to serve with roads and other infrastructure, provides for appropriate transitions between uses, and accommodates various types of development. Zoning is the primary regulatory tool for implementing land use plans. Zoning regulations govern the use of property as well as development characteristics such as lot size, density, height, and setbacks.

The effectiveness of a community's zoning regulations is dependent upon the underlying plan or framework that establishes the desired outcome. It is also dependent upon how the regulations are applied in reviewing applications for rezoning and developing property. Understanding land uses in the community is critical for making sound policy and administrative decisions.

"I'd like to see flexible building and development codes to incentivize redevelopment and renovation of older structures and areas of town."

- Resident Idea

The development of a land use plan begins with an analysis of the existing land use patterns, followed by the application of a specific approach based on a set of principles, and culminating in a new framework that reflects the community's vision.

Existing Land Use Map

Cape Girardeau's previous comprehensive plan contained a map of the existing land uses. Due to the age of the map, however, it was decided that new data should be collected and a new map created. The Existing Land Use Map (Figure 8.1) was created using data from the Cape Girardeau County Assessor's Office, the City of Cape Girardeau, field investigations, and analysis of aerial images. The map shows existing land uses within the City of Cape Girardeau's boundaries only.

The County uses the State of Missouri's four land use classes for tax assessment when analyzing its parcels. The classes are as follows:

- ☑ Residential
- ☑ Commercial
- ☑ Agriculture
- ☑ Exempt

In creating the map, the Commercial class was split into two categories: Commercial and Industrial. Aerial images were used to determine the appropriate category. The Exempt class applies to parcels for which taxes are not assessed. This class was split into two categories: Parks/Open Space and Institutional. The latter includes schools, churches, hospitals, and government facilities.

If a parcel includes more than one use, the County determines the predominant use and classifies the parcel as one of the following:

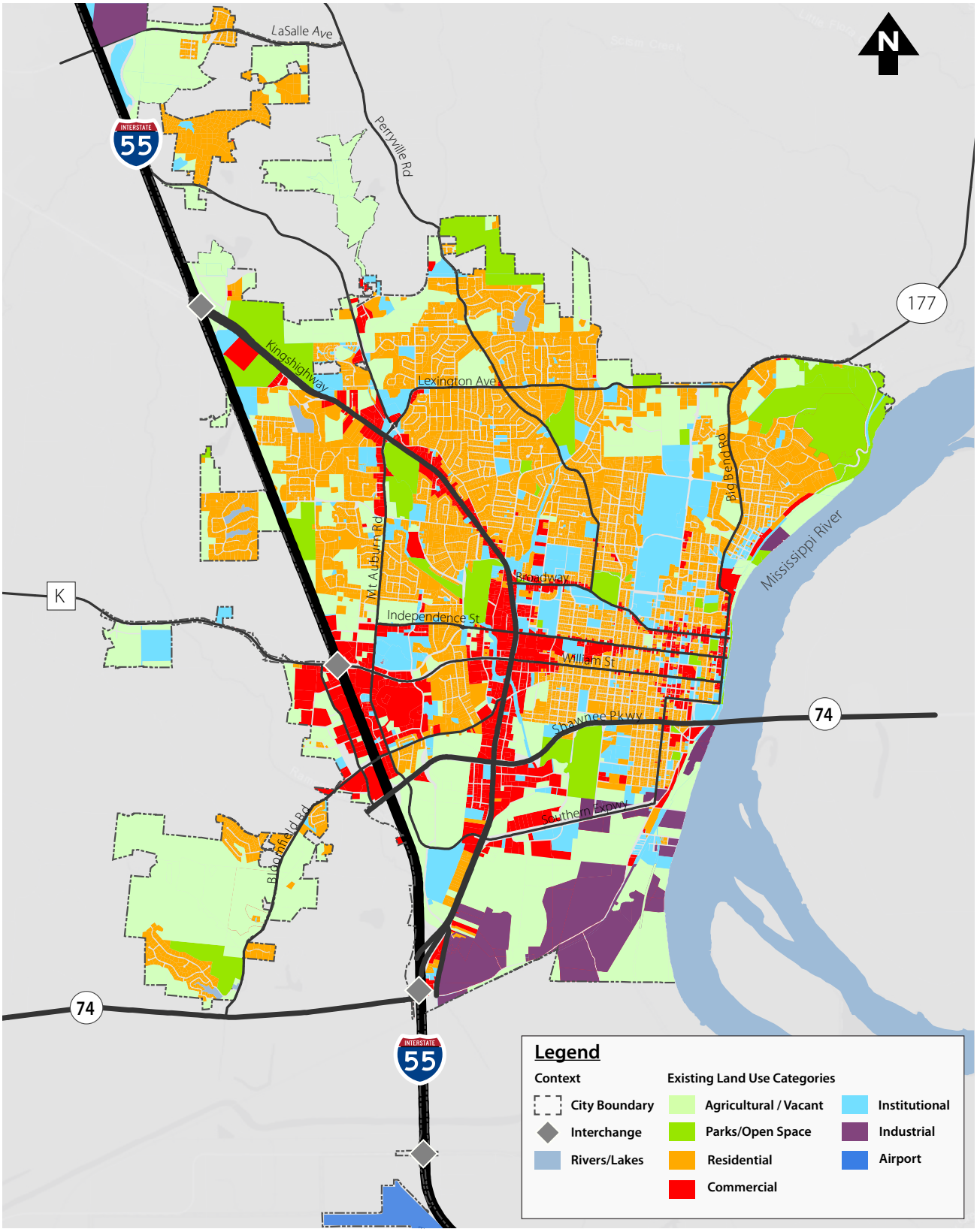
- ☑ Mixed Class Primary Residential
- ☑ Mixed Class Primary Agriculture
- ☑ Mixed Class Primary Commercial

Due to the methodology used to identify the existing land uses, the map may contain inaccuracies. An analysis of the map yields several important observations about the historical growth and development of the city, including:

- ☑ The historic core of the city was developed using a traditional urban grid system, which remains today;
- ☑ The rest of the city has largely been developed in a manner consistent with conventional suburban principles (low-density, single uses, auto dependency, outward expansion);
- ☑ Roughly half of the land area in the city has been developed for residential use;
- ☑ A majority of the commercial developments are concentrated along Kingshighway, William Street, and Interstate 55;
- ☑ There are several areas to the north, west, and south of Kingshighway that are connected to the city limits solely by means of a narrow corridor, such as a road; and
- ☑ A majority of the city is well served by a comprehensive system of streets and highways.

From these observations, it is clear that the city has experienced a pattern of expansion-focused, auto-dependent suburban development for many years.

Figure 8.1 | Existing Land Use Map



Establishing Land Use Direction

The Cape Vision 2040 plan establishes the overall direction on which more detailed planning recommendations and provisions are based. This direction was determined through the planning process by analyzing and synthesizing the results of three sets of planning inputs: review of existing development patterns, consideration of projected growth of Cape Girardeau over the next 20 years, and key themes that emerged from the public engagement process.

The results of this analysis led to the creation of a framework encompassing three fundamental approaches, which were presented to the community.

The approaches were as follows:

A. Conventional - continuing the current suburban pattern of low-density, single uses, auto dependency, and outward expansion;

B. Retrofit and Redevelopment - focusing on development and redevelopment within the current city boundary and upgrading existing developments; and

C. Strategic Connections - supporting both outward and inward growth and development by focusing on key nodes and their connections.

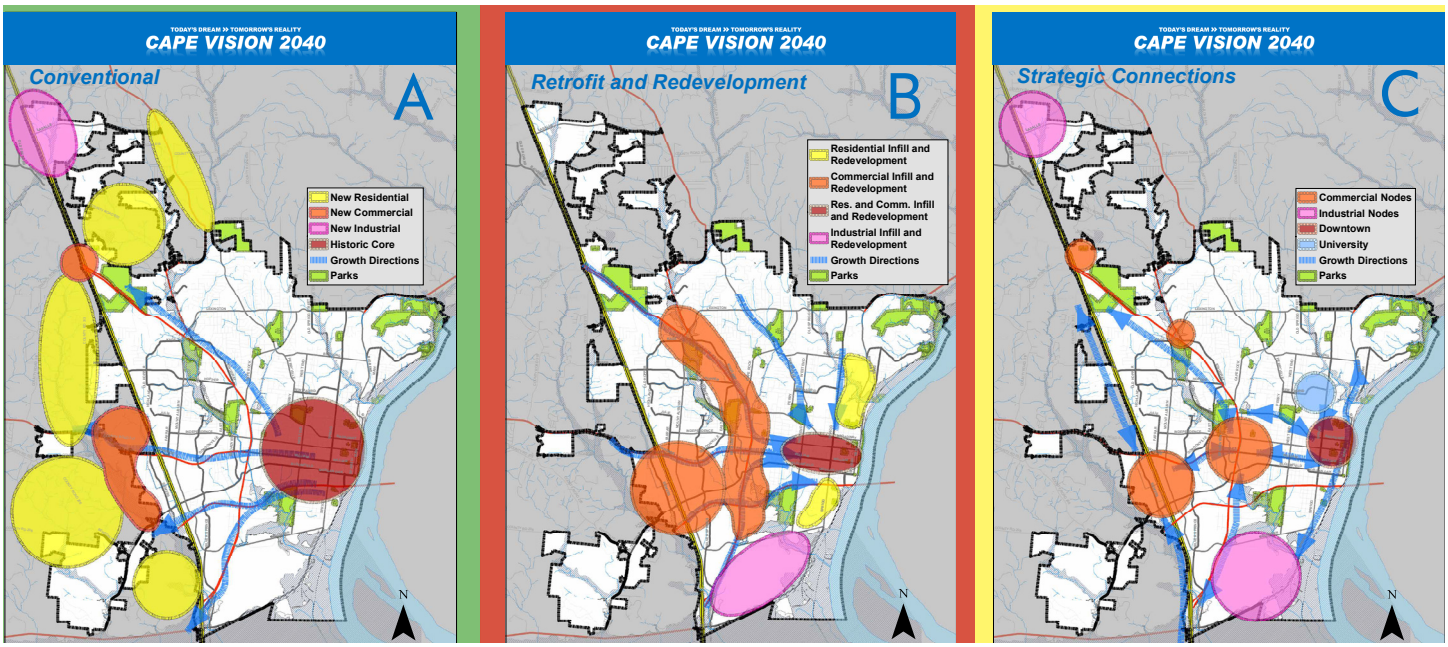
Each of these approaches is described in Figure 8.2 and illustrated in Figure 8.3. After reviewing the approaches with the community during the "Cape to the Future" workshop and the Cape Vision 2040 Steering Committee, the Retrofit and Redevelopment approach was chosen as the preferred direction for future land use planning. It was noted that some elements of the Strategic Connections approach should also be considered, as they have a role in facilitating retrofit and redevelopment projects.

Dalhousie Golf community

☐ Figure 8.2 | Summary Descriptions of Planning Approaches

Approach	What It Means	Implications Over 20 Years
A) Conventional 	The Conventional approach would maintain current development patterns and emphasize development in the less-developed areas of the city (northwest, west, and southwest). This would result in more agricultural and forested areas becoming urbanized.	• Auto-dependent sprawl development patterns would continue. • Heavy infrastructure investments would be required to maintain expanded transportation and utility systems. • Policy focus would be on managing the effects of expansion.
B) Retrofit and Redevelopment 	The Retrofit and Redevelopment approach would emphasize infill development and redevelopment of older areas, including retrofitting existing conventional developments (characterized by expansive infrastructure and parking areas, deep setbacks, etc.) using flexible regulations and balanced design principles.	• Public-private partnerships would be crucial to attract developers (incentives and marketing). • Infrastructure investments would focus on upgrading existing transportation and utility systems and expanding technology infrastructure. • Policy focus would be on making regulations more flexible to address existing constraints and adding requirements for urban design elements (pedestrian and bicycle facilities, landscaping, "green" infrastructure, etc.).
C) Strategic Connections 	The Strategic Connections approach would combine elements of the other two approaches by identifying key activity nodes in the city and emphasizing regulations and design principles that enhance the connections between them.	• Policy focus would be on coordinating land use and infrastructure plans and investments to upgrade strategic corridors using a combination of regulations and design principles. • Areas of focus would include land use, architectural and site design, multi-modal transportation systems, connectivity, and placemaking.

☐ **Figure 8.3 | Illustrated Examples of Planning Approaches**



Future Land Use Map

The Future Land Use Map is an important component of the Cape Vision 2040 plan. It reflects the Retrofit and Redevelopment approach by supporting mixed uses in the city's downtown district while providing for innovative, mixed use development in strategic locations in the suburban areas of the city.

The United States Census Bureau estimated Cape Girardeau's 2017 population to be 39,151. According to the Southeast Metropolitan Planning Organization (SEMPO) 2016-2040 Metropolitan Transportation Plan, the city's population is projected to reach 40,976 in 2020 and 45,172 in 2040 in a sustained growth scenario. In an enhanced growth scenario, the projections are 42,494 in 2020 and 50,483 in 2040. Given either level of growth, the Retrofit and Redevelopment approach will help Cape Girardeau absorb these additional households without overtaxing public services and infrastructure.

The Future Land Use Map is depicted in Figure 8.4. The following are descriptions of the land use categories.

Parks, Recreation, Open Space

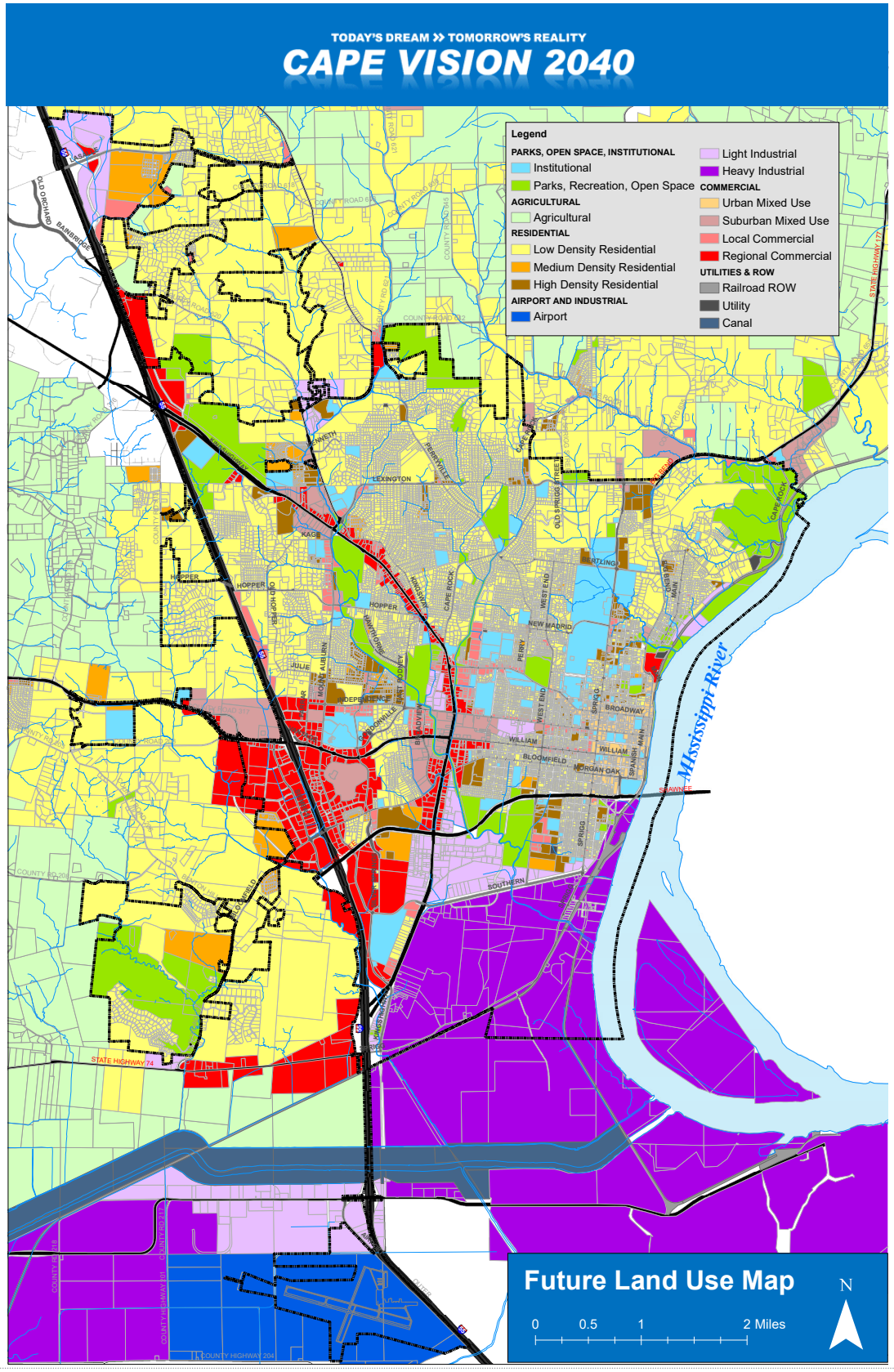
The Parks, Recreation, Open Space category is intended for parks and other forms of public or private open space, including preserved natural areas and outdoor recreation areas. It also includes public indoor recreation facilities.

Agricultural

The Agricultural category includes farms, pastureland, orchards, stables, and other crop-related or livestock-related areas and facilities.

Agricultural

Figure 8.4 | Future Land Use Map



Low Density Residential

The Low Density Residential category generally applies to single-family detached dwellings, although there may be cases where the Medium Density Residential category is more appropriate (for example, a neo-traditional residential development with a higher density).

Low-Density Residential

Medium Density Residential

The Medium Density Residential category consists of two-family dwellings (duplexes), single-family attached dwellings in groups of three or more where each dwelling is on a separate lot (townhouses), and mobile home parks. As noted above, it can also include higher density single-family detached residential developments.

Medium-Density Residential

High Density Residential

The High Density Residential category is for multifamily dwellings.

High-Density Residential

Urban Mixed-Use

The Urban Mixed Use category is reserved for properties in the central business district, which historically has accommodated a mix of commercial and residential uses.

Suburban Mixed-Use

The Suburban Mixed Use category is appropriate for properties outside the central business district that are suitable for development consisting of both commercial and residential uses.

> "My vision is for a historic and growing downtown with a diverse economy and healthy neighborhoods."
>
> – Resident Idea

Urban Mixed-Use

Local Commercial

The Local Commercial category is intended for commercial uses located in a local transportation corridor.

Local Commercial

Regional Commercial

The Regional Commercial category applies to commercial uses located in a regional transportation corridor.

Regional Commercial

Light Industrial

The Light Industrial category is designated for industrial uses that do not involve the on-site extraction, bulk transfer or storage, or processing of raw or hazardous materials or substances, or the manufacture of large or heavy articles. It can also include commercial uses that are compatible with such industrial uses.

Light Industrial

Heavy Industrial

The Heavy Industrial category covers more intensive industrial uses, including those that involve the on-site extraction, bulk transfer or storage, or processing of raw or hazardous materials or substances, or the manufacture of large or heavy articles. Like the Light Industrial category, commercial uses that are compatible with such industrial uses may be included.

Heavy Industrial

Airport

The Airport category includes airports and airfields, public or private, including on-site support facilities and businesses.

Airport

Institutional

The Institutional category consists of schools, churches, hospitals, government facilities, and similar organizational uses.

Utility

The Utility category is for utility infrastructure facilities such as water and wastewater treatment facilities and electric substations.

Railroad Right-of-Way

The Railroad Right-of-Way category denotes land subject to a right-of-way for purposes of rail transport.

Canal

The Canal category applies to major artificially constructed water channels.

Institutional (Southeast Missouri University)

> "Cape Girardeau is a regional hub for education, healthcare, jobs, entertainment, sports, and more."
>
> – Resident Comment

Utility

As noted in the beginning of this chapter, zoning is the primary regulatory tool for implementing land use plans. The Future Land Use Map serves as a guide for zoning actions, such as zoning newly annexed land or rezoning existing zoned property.

Figure 8.5 lists the future land use categories and the corresponding zoning districts. Some categories allow for flexibility and choices in determining an appropriate district. Other categories are closely aligned with a particular district. Ultimately, a combination of resources should be used to evaluate a proposed zoning action to ensure it is consistent with state and local zoning laws.

☐ Figure 8.5 | Relationship Between Future Land Use and Zoning

Future Land Use Category	Appropriate Zoning District(s)
Parks, Recreation, Open Space	Create new district
Agricultural	AG (Agricultural), AG-1 (Exclusive Agricultural)
Low-Density Residential	RE (Rural Estate Single-Family), R-1 (Single-Family Suburban Residential), R-2 (Single-Family Urban Residential)
Medium Density Residential	R-3 (High Density Single-Family Residential), RUMD (Residential Urban Mixed Density), RMH (Residential Manufactured Home)
High Density Residential	R-4 (Medium Density Multifamily Residential), R-5 (High Density Multifamily Residential)
Urban Mixed Use	CBD (Central Business District)
Suburban Mixed Use	NC (Neighborhood Commercial), PD (Planned Development), or create new district
Local Commercial	NC (Neighborhood Commercial), C-1 (General Commercial)
Regional Commercial	C-2 (Highway Commercial)
Light Industrial	M-1 (Light Manufacturing/Industrial)
Heavy Industrial	M-2 (Heavy Manufacturing/Industrial)
Airport	A-1 (Airport)
Institutional	Varies*
Utility	Varies*
Railroad Right-of-Way	Varies*
Canal	Varies*
* Appropriate zoning district varies depending on context.	

Focus Areas

While the Cape Vision 2040 plan addresses all areas of the city, it is recommended that the community focus on the following areas:

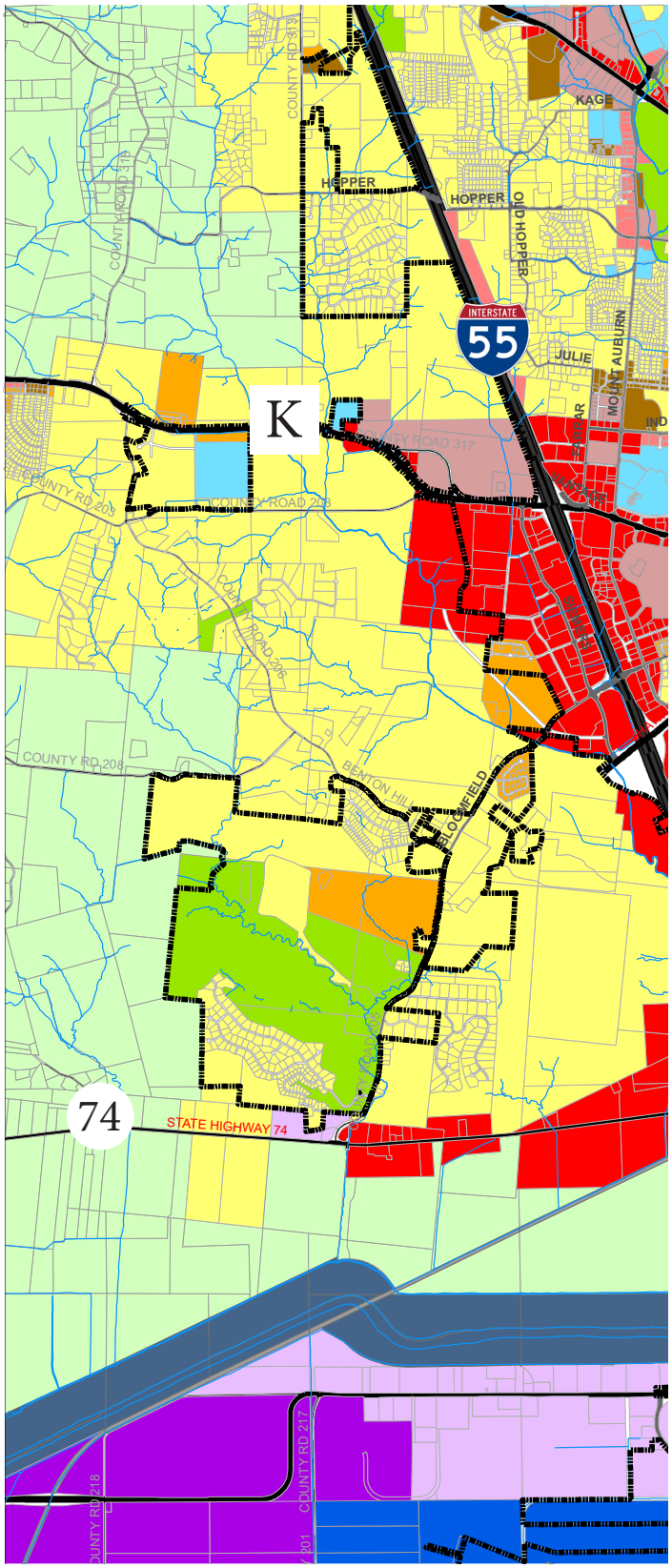
- ☑ West of Interstate 55
- ☑ Kingshighway Corridor
- ☑ West Park Mall
- ☑ Older Neighborhoods
- ☑ Downtown

These areas have the potential to produce a major positive or negative effect on the city's well being in the future. Proactive planning for these areas can be the impetus for positive changes."

West of Interstate 55

Unlike previous planning efforts which favored expansion of development in the rural fringe of the city, the Retrofit and Redevelopment principles support limiting expansion, particularly in the western direction. With the exception of the Siemers Drive corridor and the farm at the northwest corner of the Interstate 55/William Street interchange, the zoning and development of land west of the interstate should be compatible with the existing rural character. This is reflected in the Future Land Use Map for this focus area (Figure 8.6).

☐ **Figure 8.6 | Focus Area Map: West of Interstate 55**



Kingshighway Corridor

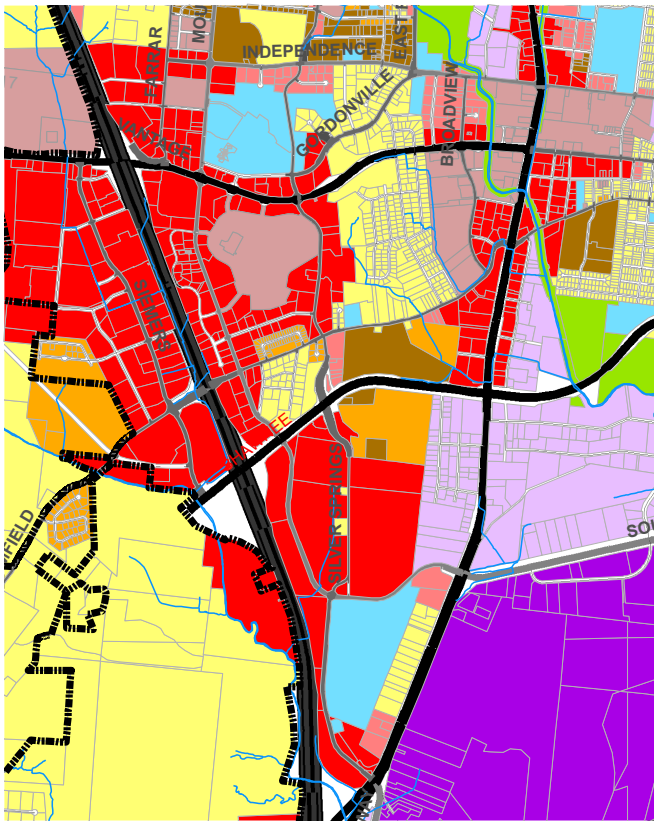
Kingshighway, also known as U.S. Highway 61, is one of two major north-south routes through the city (the other being Interstate 55). Most of the Kingshighway corridor was developed in the mid to late 20th century when suburban sprawl development was at its peak. Although recent development and redevelopment projects reflect a higher degree of quality in terms of building and site design, a majority of the corridor still typifies the poor access, auto dependency, expansive pavement, lack of landscaping, deep setbacks, commercial chain architecture, and single use type development that detract from Cape Girardeau's identity and character.

Due to the fact that most of the corridor is already developed, applying the Retrofit and Redevelopment principles requires changes in the way City officials and developers think about commercial development. One of the fundamental changes involves challenging the notion that commercial uses and residential uses don't mix and therefore need to be separated. Many communities, including Cape Girardeau, have zoning regulations that do not allow a mix of commercial and residential uses in the main commercial districts except for the historic downtown or central business district. As discussed previously, the Future Land Use Map contains a category named "Suburban Mixed Use" which provides for the integration of residential uses into commercial developments. Figure 8.7 shows the application of the Suburban Mixed Use category in strategic locations along the Kingshighway corridor.

Figures 8.8 through 8.11 illustrate the Suburban Mixed Use concept. Taking a typical shopping center development at a major intersection, renderings were created showing how it could be transformed into a comprehensive mixed use development with elements that accommodate both residents and customers, including patios, landscaping, and a complete pedestrian system serving all areas of the development. The residential use could take on various forms, such as in a building also containing commercial uses, or in a separate building with no other uses. Regardless of its form, the residential use is integrated into the development so as to be harmonious with the commercial use. Although not integral to the Suburban Mixed Use concept, the renderings also show converting the concrete lined creek to a natural riparian corridor to provide a better amenity and to support the local ecosystem.

The principles demonstrated in the renderings are scalable and can be applied to a variety of contexts. As noted earlier, application of the Retrofit and Redevelopment principles requires changes to how development and redevelopment projects are approached. This will inevitably require initiative on the part of City officials to create a new zoning district or to require or incentivize developers to follow the Planned Development rezoning process. Either way, the zoning regulations would need to be amended to incorporate the principles. To further benefit the community, City officials should consider other planning and policy initiatives that support the principles discussed here. Examples include Complete Streets, expansion of the bicycle and pedestrian systems throughout the city, architectural design requirements or guidelines, and changes to the bulk and setback requirements in the zoning regulations."

Figure 8.7 | Focus Area Map: Kingshighway Corridor



☐ **Figure 8.8 | Kingshighway Current Conditions, View 1**

☐ **Figure 8.9 | Kingshighway Concept Rendering, View 1**

☐ **Figure 8.10 | Kingshighway Current Conditions, View 2**

☐ **Figure 8.11 | Kingshighway Concept Rendering, View 2**

Functional + Fun

To manage stormwater, Cape Girardeau has created some channelized areas along Cape LaCroix Creek. While functional in terms of reducing flooding issues, these concrete channels could be turned into an amenity through naturalization—a process of integrating natural and man-made features to create a symbiotic environment. Naturalization provides many practical benefits, including improving water quality, slowing the flow of water, and reducing the heat-island effect of paved surfaces. It is also more aesthetically pleasing and can be turned into a community asset. The existing Cape LaCroix Trail already provides pedestrian and bicycle access to this area, so improving the visual appeal and recreational opportunities within this corridor could produce an additional benefit.

An example of a naturalization project is the Bee Branch Creek Restoration Project in Dubuque, Iowa, which was successful in improving stormwater management and creating a neighborhood amenity. Several features were added or enhanced, including a trail, an amphitheater, a community garden, playgrounds, observation areas, and rain gardens. More information on this restoration effort can be found online at: http://www.cityofdubuque.org/804/Bee-Branch-Creek-Restoration.

Another example of a naturalization project is the Kinnickinnic River in Milwaukee, Wisconsin. The river had previously been channelized and was restored to a more natural condition.

Bee Branch Creek Restoration Project in Dubuque, Iowa

Kinnickinnic River Restoration in Milwaukee, Wisconsin

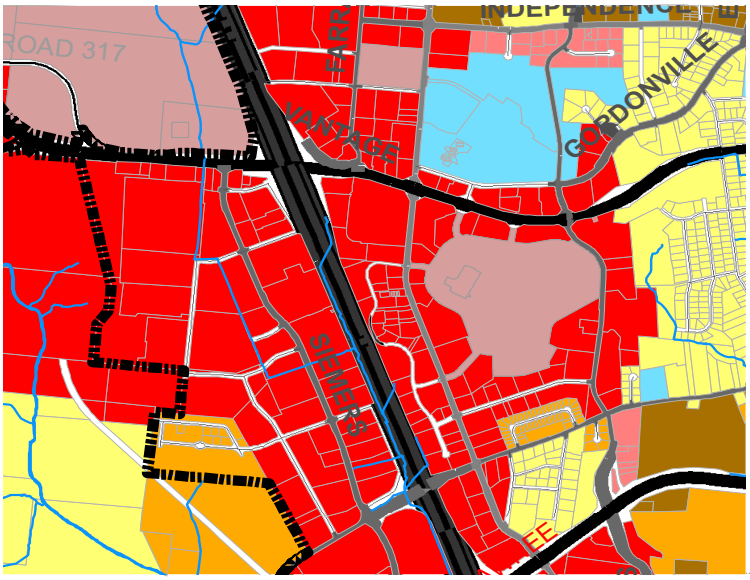
Kinnickinnic River Restoration in Milwaukee, Wisconsin

West Park Mall

West Park Mall, constructed in the early 1980s, is located on a 60+ acre site and contains approximately 590,000 square feet of retail space. Like most older malls across the country, West Park Mall is experiencing ongoing attrition as location-based retailers close or move to newer developments. The shift in consumer preferences to online shopping and lifestyle/amenity based retail developments has forced traditional malls to either reinvent themselves or close. For West Park Mall, the application of the Retrofit and Redevelopment principles means replacing portions of the vast parking lot, which generates no revenue and increases maintenance costs, with new buildings and amenities that attract customers and increase revenue. An example of this is the Dayton Mall in Dayton, Ohio. The once-declining traditional mall was revived by the addition of new retail and restaurant tenants in a walkable district setting, replacing parking areas that were often empty. The mall is now part of a rebranding effort for the larger commercial area, called Miami Crossing.

Like the Kingshighway Corridor, West Park Mall presents an opportunity to utilize the Suburban Mixed Use concept (Figure 8.12). Residential uses could be integrated into the main mall building as well as the additional buildings constructed in the parking lot. When properly implemented, the infusion of residential into a traditional mall can diversify the revenue base, thus making the mall operator less dependent on retailers. Further diversification can be achieved by adding non-retail commercial businesses, such as fitness centers, and community facilities, such as fine and performing arts venues.

☐ **Figure 8.12 | Focus Area Map: West Park Mall**



West Park Mall

The District at Dayton Mall, Dayton, OH

Concept Rendering of Possible Future Redevelopment, Dayton, OH | Source: Dayton Daily News

> **"A lot of people come to town to go to the mall. If we make that area more appealing they may travel further in town and visit more of the smaller shops."**
> **– Resident Idea**

Older Neighborhoods

Cape Girardeau has wide range of neighborhoods, which were developed at various stages of the city's growth. While all of Cape's neighborhoods are important, the community should focus on those experiencing decline in terms of significant disinvestment, crime, lack of property maintenance, lack of community services and amenities, and other issues.

As is the case with most cities, older neighborhoods, especially those in or near the urban core, tend to be more vulnerable to decline than other neighborhoods. In Cape Girardeau, two neighborhoods in particular are struggling with the aforementioned issues and should be included in this focus area: South Cape and Red Star.

The South Cape and Red Star neighborhoods pre-date World War II.

South Cape Neighborhood

Red Star Neighborhood

South Cape

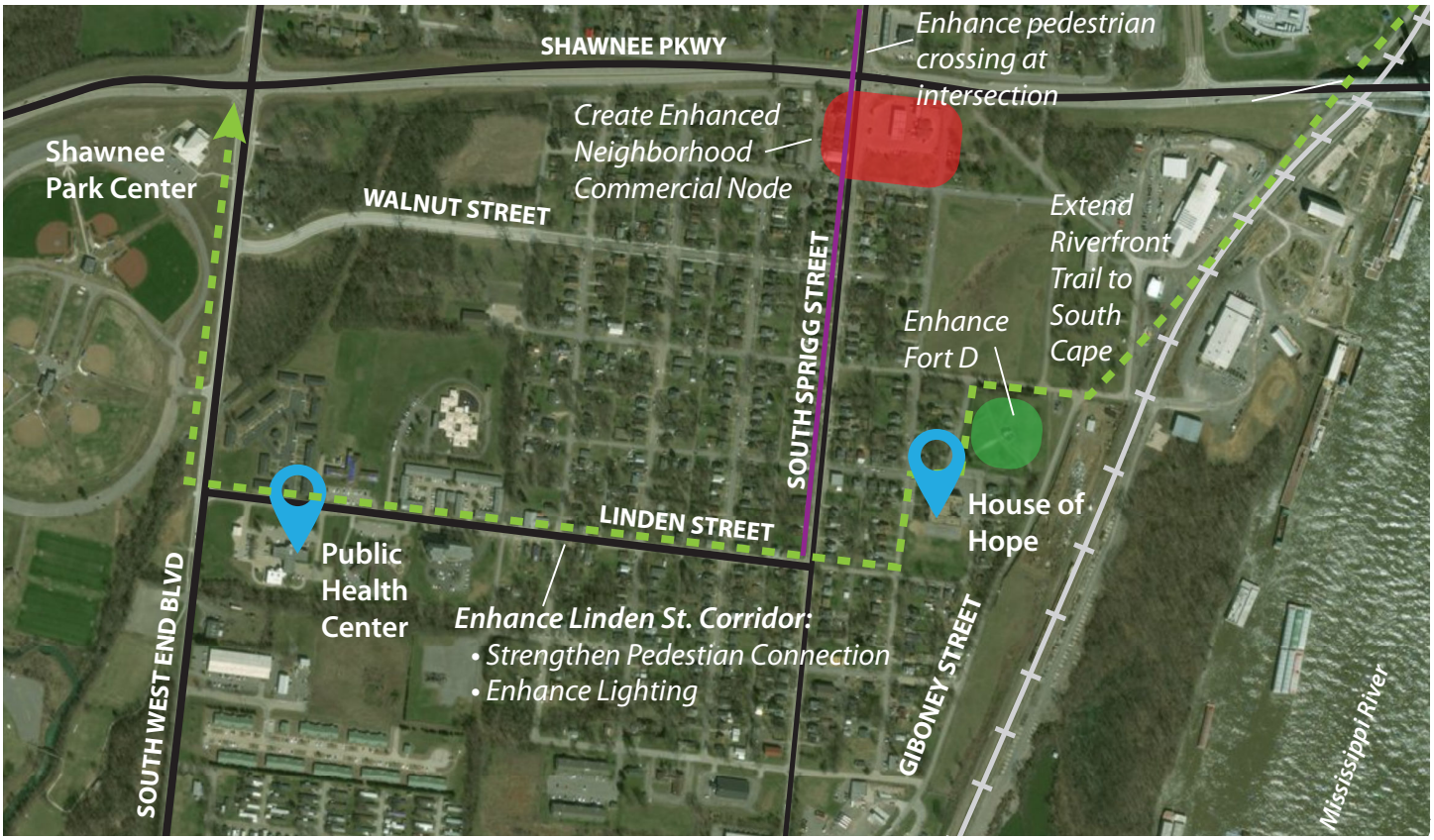
South Cape encompasses the area south of downtown and north of Hackberry Street, between South West End Boulevard and the Mississippi River. This neighborhood pre-dates World War II and was developed using the traditional urban grid system. In its heyday, South Cape contained many owner-occupied homes as well as apartment buildings, local businesses, churches, schools, and parks.

As the city grew and gave way to suburban style development, the businesses and schools moved outside the neighborhood or closed. The homes, apartments, churches, and parks remain, but years of disinvestment and lack of community support have eroded the quality of life in the neighborhood. Through planning efforts such as the City's Neighborhood Development Initiative and Cape Vision 2040, residents have submitted recommendations regarding projects that would help revitalize South Cape. The recommendations, which are illustrated in Figure 8.13, include:

- ☑ Installing a safer pedestrian and bicycle crossing at the intersection of Shawnee Parkway and South Sprigg Street. This will create better access to downtown as well as Southeast Missouri State (SEMO) University's River Campus.
- ☑ Creating an enhanced neighborhood commercial node at the southeast and southwest corners of the intersection of Shawnee Parkway and South Sprigg Street.
- ☑ Extending the Riverfront Trail to South Cape. This will create another connection to downtown and provide access to recreation opportunities along the Mississippi River.
- ☑ Installing pedestrian and bicycle infrastructure, and improved lighting, along Linden Street. This will create better access to the Cape Girardeau County Health Center and the Shawnee Park Center.
- ☑ Enhancing Fort D by making improvements to the blockhouse and expanding events and programs, especially for families.

Recommendations such as these support the Retrofit and Redevelopment principles by emphasizing reinvestment in the existing neighborhood.

☐ **Figure 8.13 | Focus Area Recommendations: South Cape**



Red Star

Red Star encompasses the area south of the Cape Girardeau County Club and north of Sloan Creek, between Big Bend Road and the Mississippi River. Like South Cape, this neighborhood reflects the pre-World War II, traditional urban grid system. While the suburban growth of the city sparked an exodus of residents and businesses out of Red Star, two other factors also contributed to its decline. In the 1990s, the City of Cape Girardeau began acquiring and clearing properties using FEMA "flood buyout" grant funds. While the flood buyout program has mitigated recurring losses due to flooding, it has also left a void in the fabric of the neighborhood. Red Star was dealt another blow when several blocks on the south side of Sloan Creek were obliterated to make way for the Isle Casino, which opened in 2012. These factors disrupted the community character of Red Star and created a sense of isolation. Residents of Red Star have embraced planning efforts such as the Neighborhood Development Initiative and Cape Vision 2040, and like South Cape residents, they have submitted recommendations for projects to help revitalize their neighborhood. The recommendations, which are illustrated in Figure 8.14, include:

- ☑ Extending the Riverfront Trail to Cape Rock Park.
- ☑ Constructing a trail along Sloan Creek to connect Red Star with SEMO University's Main Campus and the Show Me Center.
- ☑ Creating a neighborhood park or community space in the flood buyout area.

Like the South Cape recommendations, the Red Star recommendations emphasize reinvestment in the existing neighborhood and thus support the Retrofit and Redevelopment principles.

☐ **Figure 8.14 | Focus Area Recommendations: Red Star**

Downtown

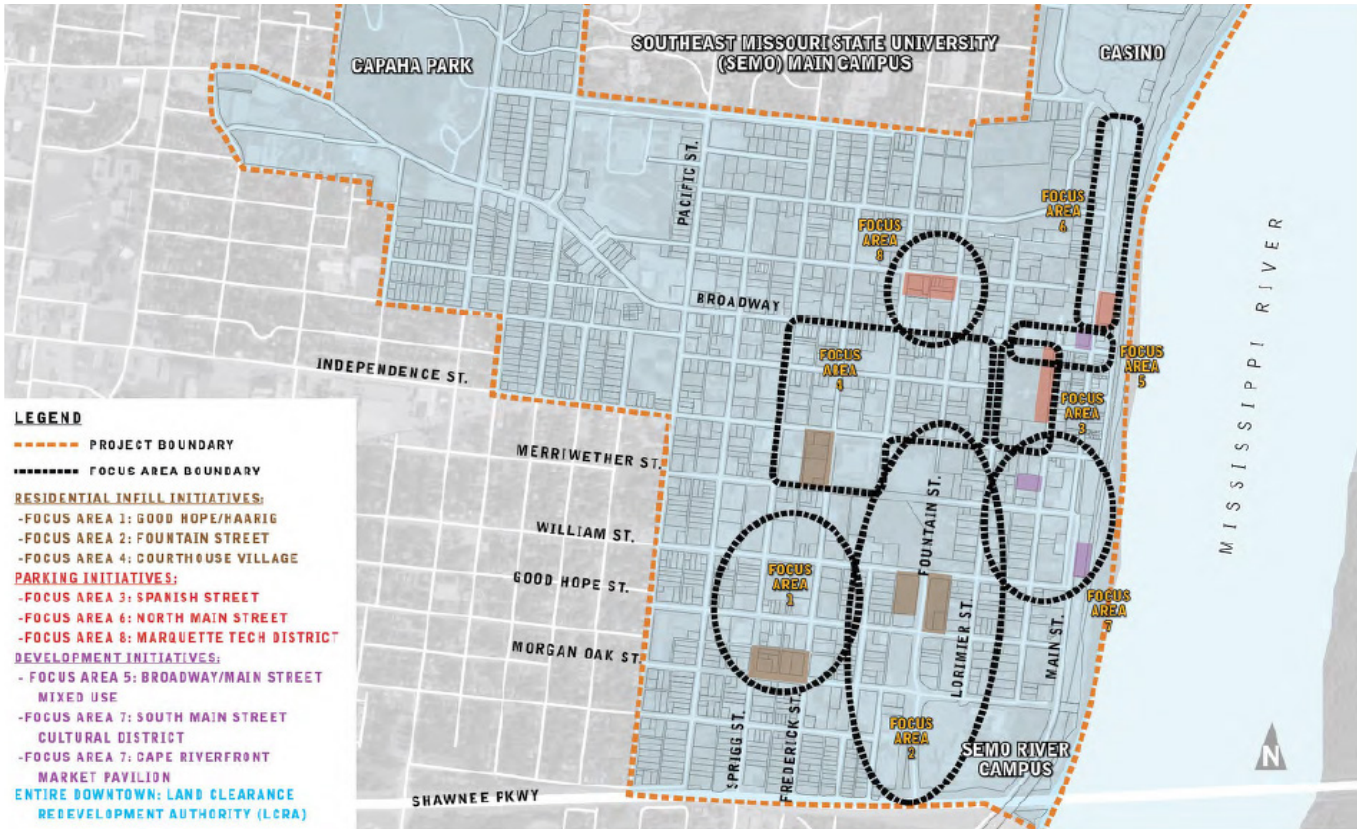
Downtown Cape Girardeau, also known as the Old Town Cape area, encompasses the city's central business district and the surrounding neighborhoods. This area is rich in history and character, and a large number of businesses and organizations contribute to its growing success. Like the other focus areas, downtown is not without its challenges. To address these challenges, the City sought assistance from the DREAM (Downtown Revitalization and Economic Assistance for Missouri) Initiative to prepare a strategic plan for downtown. The Downtown Strategic Plan, adopted in 2009, was the culmination of a robust public engagement process that addressed land use, economic development, housing, marketing, infrastructure, and placemaking. In 2016, the City commissioned the Downtown Strategic Plan Update, which was adopted in 2017. Both the original plan and the update include general initiatives as well as district/corridor-specific initiatives.

The 2017 Downtown Strategic Plan Update includes the following initiatives (also depicted in Figure 8.15):

1. Good Hope/Haarig Focus Area residential infill
2. Fountain Street residential infill
3. North Spanish Street parking/linear garden
4. Courthouse Village Focus Area residential infill
5. Broadway/North Main Street Focus Area mixed-use development
6. Expanded North Main Street Parking
7. South Main Street Cultural District
8. Marquette Tech District Public Parking
9. Build the Old Town Cape Riverfront Market pavilion
10. Establish a land clearance redevelopment authority

These initiatives exemplify the Retrofit and Redevelopment principles by making substantial investments in downtown to strengthen the local economy, mitigate blight, promote mixed use development, provide amenities, and enhance one of the city's greatest assets.

☐ Figure 8.15 | 2017 Downtown Strategic Plan Update Initiatives Map



Action Items

Action Item #	Description	Responsible Party/Parties	Time Frame for Completion	Cost	Priority
8.01	Identify additional potential incentives to encourage rehabilitation and/or reuse of existing building inventory.	"LEAD: Cape Girardeau Area Chamber of Commerce, City of Cape Girardeau, Old Town Cape SUPPORT: Development community"	In less than 5 years	Less than $10,000	High
8.02	Identify opportunities for infill development.	"LEAD: Cape Girardeau Area Chamber of Commerce, City of Cape Girardeau, Old Town Cape SUPPORT: Development community"	In less than 5 years	Less than $10,000	High
8.03	Revise the City of Cape Girardeau codes to provide for large-scale and medium-scale mixed-use developments outside of downtown.	LEAD: City of Cape Girardeau	In less than 5 years	Less than $10,000	High
8.04	Prioritize annexing land into the city limits in order to make the corporate boundary more regular and to discourage substandard development along the city's periphery.	LEAD: City of Cape Girardeau	N/A - Ongoing	Less than $10,000	High
8.05	Identify potential incentives to encourage mixed-use development in strategic locations throughout the city.	"LEAD: Cape Girardeau Area Chamber of Commerce, City of Cape Girardeau SUPPORT: Development community"	In less than 5 years	Less than $10,000	Medium
8.06	Prepare and adopt a corridor enhancement plan for Midtown.	"LEAD: City of Cape Girardeau SUPPORT: Business community, Cape Girardeau Area Chamber of Commerce, Development community, Missouri Department of Transportation"	In 5 to 10 years	$50,000 to $100,000	Medium

Downtown Cape Girardeau

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Mississippi River Tales Mural

Artists: Thomas Melvin, Cameron Pfiffner, Craig Thomas, Gary Borremans, Megan Thrower, Amanda Michele Thornberry, May Melvin, Ian Caldwell

9

CHAPTER NINE

Implementation

CONTENTS

- Introduction
- Partnerships
- Funding
- Incentives
- Measuring Success

"Cape Girardeau needs to continue investing in its quality-of-life and in being a good place to live, work and visit. I envision Cape Girardeau as a welcoming place for everyone."

- Resident Idea

Introduction

A plan is only as good as the ability to implement it. The action items at the end of each chapter of the Cape Vision 2040 plan represent objectives for achieving the plan's goals, which are represented by the chapter titles. Successful implementation of these objectives will make "Today's Dream, Tomorrow's Reality". This final chapter of the plan discusses the essential components of implementation.

Just as the Cape Vision 2040 plan was developed through community engagement, implementation of the plan will require an engaged community - one that takes ownership of the plan and works together to complete the action items. It is the responsibility of the plan's custodians, namely the City of Cape Girardeau and its many partners, to activate the community by sharing the plan and creating opportunities for residents to participate in its implementation.

Partnerships

Throughout this plan, many references have been made to partnerships. It is apparent that Cape Girardeau has experienced extraordinary success over the years as a result of the many projects, programs, and initiatives that were only made possible through effective partnerships. Figure 9.1 shows the many different types of organizations involved in these partnerships.

Partnerships are important for several reasons. First, they allow resources to be pulled together and used for a common purpose. Second, they allow each partner to utilize their strengths. Third, they ensure "buy-in" or agreement as to the purpose as well as the activity itself. All of these can enhance the overall outcome and build confidence within each organization as successes are celebrated.

Partnerships will continue to be critical to Cape Girardeau's future. New partners should constantly be sought out in order to keep existing partners from being over-extended. Sources of new partnerships include new local businesses and organizations as well as regional and national businesses and organizations that share the community's vision."

Figure 9.1 | Cape Girardeau Partnerships

Funding

Implementing the action items in the Cape Vision 2040 plan will require a diverse and sustainable set of funding sources, public and private. The following is a summary of several funding sources currently available.

Municipal Funding Sources

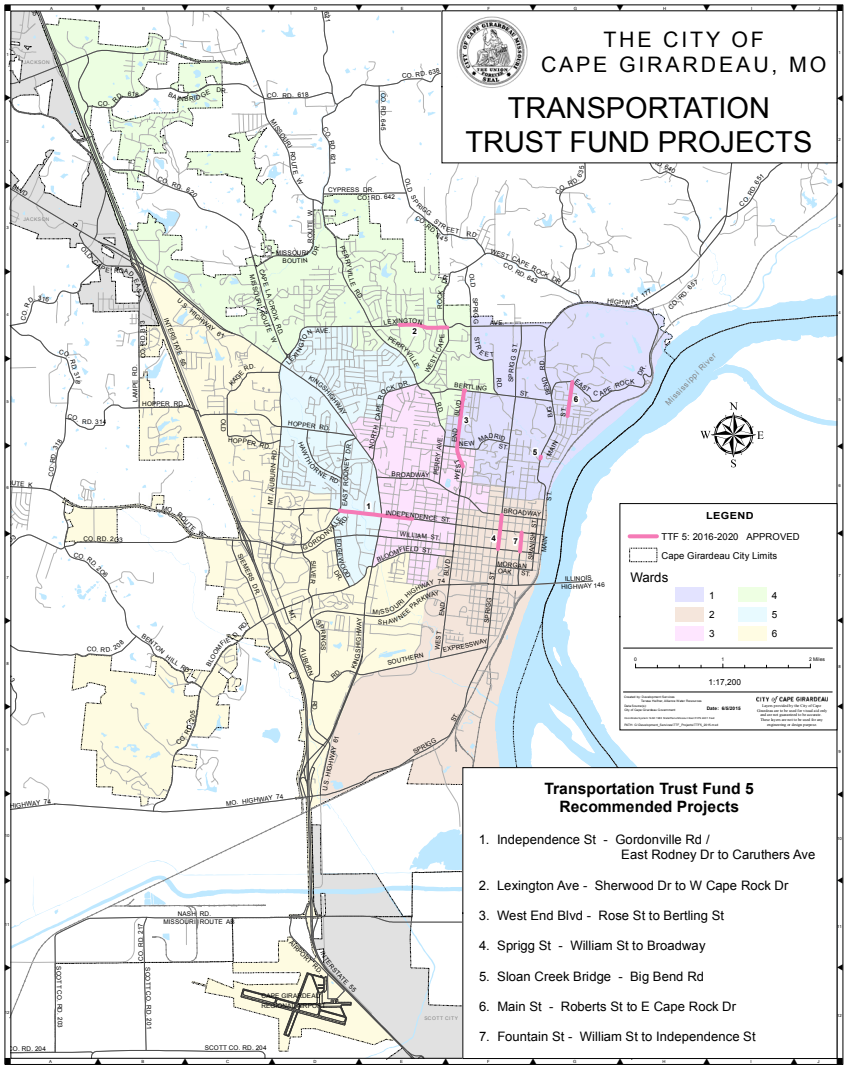
One of the largest and most obvious sources of funding is the City of Cape Girardeau municipal funds, which consist of two types: general and dedicated.

☐ **General Fund** – According to the City's 2018-2019 Annual Budget, the General Fund is almost totally supported by general taxes, and it accounts for basic municipal functions such as police, fire, street maintenance, parks maintenance, etc. It is also used to finance temporary cash flow shortfalls in other funds, to provide a contingency account, to provide operating transfers to other funds, and to meet special project needs for economic development and other purposes approved by the City Council. As noted in the earlier chapters, sales tax comprises a majority of the City's tax revenue.

☐ **Dedicated Funds** – The City has several funds dedicated to specific purposes. Some of these funds are tied to sales tax initiatives approved by voters for a fixed period, after which they "sunset" and can only be extended upon voter approval. Other funds are tied to ongoing revenue sources.

- Transportation Trust Fund (TTF) The Transportation Trust Fund is designated for transportation improvement projects throughout the city. It is funded by a one-half percent (or one-half cent per dollar spent) sales tax collected over a five-year period. The TTF ballot measure was first approved by Cape voters in 1995, and it has been renewed by the voters every five years since. As part of each ballot measure, the City develops a list of specific and general projects to be completed within the five-year period. TTF funds are expended on a "pay-as-you-go" basis, meaning that no project is started until sufficient taxes have

☐ **Figure 9.2 | Transportation Trust Fund Map**



been collected to pay for it. Typical TTF projects include road extension, road reconstruction, sidewalk improvement, and road resurfacing and repair. The map in Figure 9.2 shows the projects approved for Transportation Trust Fund 5.

- Fire Tax and Public Safety Trust Fund. First approved by voters in 2004, the Fire Sales Tax is devoted to Fire Department expenses. The full tax is one-quarter percent (or one-quarter cent per dollar spent). Half of the tax (one-eighth percent) is permanent and is used for operating expenses. The other half, used for capital expenses such as vehicles, apparatus, and facilities, was approved by voters to be renewed to 2035. The passage of the renewal in 2014 allows the City to redirect some General Fund revenue otherwise designated for the Fire Department to the Public Safety Trust Fund, where it can be used for Police Department expenses.

- Parks, Recreation and Stormwater Sales Tax - PRS, as it is often called, was first approved by voters in 2008 with a renewal approved in 2018. The one-half percent (or one-half cent per dollar spent) sales tax provides funding for both operating and capital expenses. The operating portion of the tax (one-eighth percent) is permanent. The capital portion (three-eighths percent) has been renewed by voters to 2033 and will fund numerous projects ranging from park, trail, and recreational facility improvements to drainage system upgrades and creek bank stabilization.

- Capital Improvement Sales Tax – Sewer: In 1996, voters approved two additional sales taxes for water and sewer capital improvements. Each tax is one-quarter percent (or one-quarter cent per dollar spent). The water tax was originally used for expansion of the water treatment facility and other water system improvements. It was renewed by voters in 2011 to be used for the new wastewater treatment facility. The tax expires in 2037. The sewer tax has been used for separating combined sanitary and storm sewers and for other sewer system improvements. The tax expires in 2019.

- State Motor Vehicle Taxes - A portion of the State's revenues from its gasoline tax, motor vehicle licensing fees, and motor vehicle sales tax are distributed to its cities and counties. The City of Cape Girardeau maintains a fund for the collection and disbursement of these revenues, which can be used for road-related capital improvements as well as operating and maintenance expenses.

- Enterprise Funds – Water, Sewer and Solid Waste: The City operates several businesses, or enterprises, that generate revenues for services provided to the citizens and to businesses. Operation of the water and sewer systems, maintenance, construction and improvement of the systems has most of its funding coming from monthly fees charged for water and sewer used by the end customers. The City also charges fees for new customer's connection to the systems. The City has a similar enterprise fund for solid waste

to provide weekly curbside trash pick-up, weekly recycling pickup, the transfer station, the recycling drop-off center, special collections, recycling drop off points around the City, the annual leaf pick up program and a leaf drop off site and more recently an electronic recycling program.

- Casino Revenue: Casino Revenue - The Isle Casino pays a portion of its gaming revenue to the City. Each year, the City allocates the revenue across several funds, each with a specific purpose. Roughly 40-60% is allocated for capital improvement projects. The remainder is divided among funds designated for riverfront economic development, innovation, legacy, and adjacent communities.

Casino revenue helps fund capital improvements

Other Funding Sources

☐ **Non-Municipal Public Funds** - Partnerships between public entities can be very effective and allow projects and programs to be implemented that might otherwise not be possible. An example of this is MoDOT's Cost Share Program. MoDOT pays up to 50% of the cost for transportation improvement projects on the state highway system; the other 50% is paid by a local public agency, such as a city or county. The Cost Share Program is typically used for projects MoDOT would not otherwise implement due to insufficient funds.

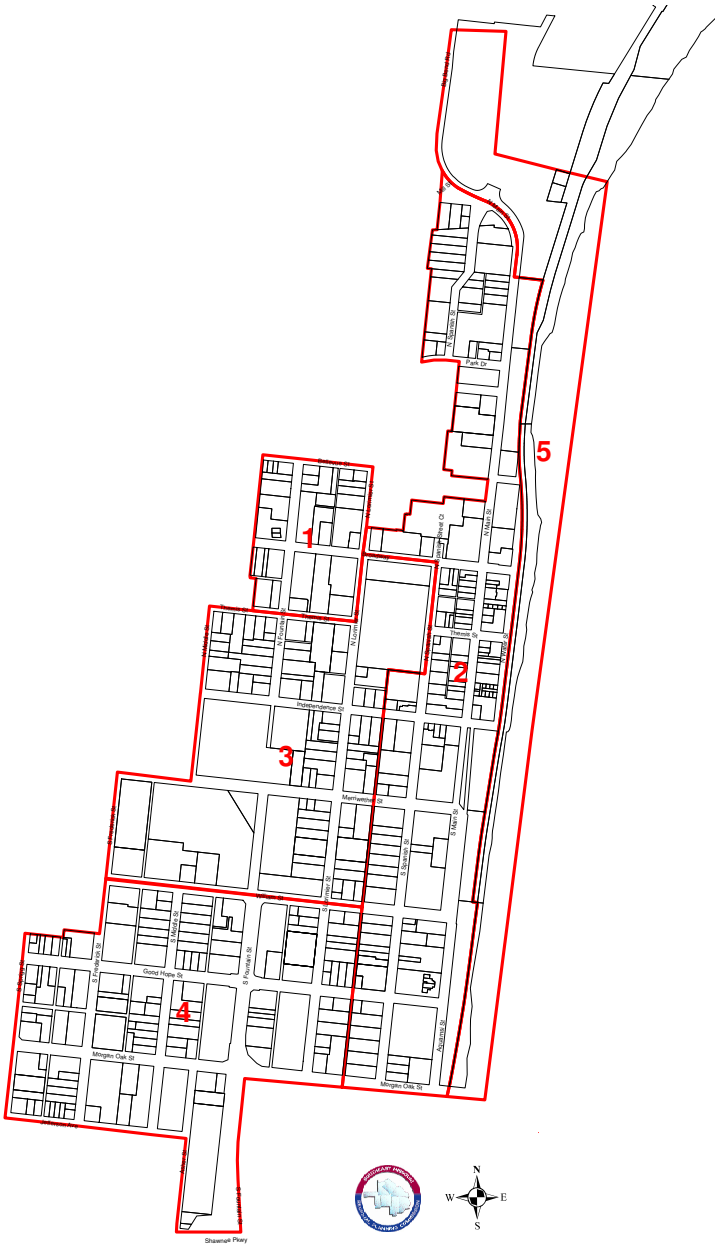
☐ **Private Funds** - Public-private partnerships can be equally effective in implementing projects and programs. The City has partnered with numerous private businesses and organizations on projects ranging from the SportsPlex to the Marquette Tech District. These projects benefit the community and also provide a return on investment for the private partner.

☐ **Grants** - A wide variety of public and private grants are available for all kinds of projects and programs. Two examples include the Transportation Alternatives Program, which the City of Cape Girardeau used to construct new sidewalks; and the Partners in Preservation: Main Streets campaign, which Old Town Cape, Inc. used to make improvements to Ivers Square. Grants are often highly competitive, but offer tremendous upside because the funds typically come from sources external to the community, helping to stretch local dollars.

Incentives

In Chapter 8, it was noted that the Retrofit and Redevelopment approach chosen by the residents will require public-private partnerships in order to attract developers, and involve a combination of incentives and marketing. Incentives in particular can make a development or redevelopment project much more appealing for a developer, but they need to be used appropriately and strategically. The following is a summary of several incentives currently available.

☐ **Figure 9.3 | Downtown TIF District Map**



☐ **Tax Increment Financing (TIF) -** Tax Increment Financing is a development tool used to help finance eligible property improvements in designated redevelopment areas (TIF districts) by utilizing the new (incremental) tax revenues generated by the project after completion. Cape Girardeau's first TIF district, the Downtown Tax Increment Financing District, was created in 2016. The district contains approximately 226 acres and consists of five redevelopment project areas. A map of the district is shown in Figure 9.3. The district is intended to prevent the area from deteriorating further and to ultimately increase property values. In order to qualify for TIF, a project must meet certain criteria, including the "but for" test ("but for" the use of TIF, the development would not occur). The City has already approved several projects, including the redevelopment of the Marquette Tower and the H-H Building which has led to the highly successful Marquette Tech District.

☐ **Community Improvement District (CID)** – A Community Improvement District is a local special taxing district, typically encompassing a commercial area, which collects revenue within its designated boundaries to pay for special public facilities, improvements, or services. Although approved by the local municipality, a CID is a separate political subdivision with the power to govern itself and impose special assessments as well as additional sales and property taxes. A CID can also generate revenue by charging fees for use of district property or services as well as through grants, gifts, or donations. Cape Girardeau currently has three CIDs: one for downtown, one for the Town Plaza shopping center, and one for the Cape Dogwood development. Unlike TIF, CID revenue does not affect other local tax revenues.

☐ **Neighborhood Improvement District (NID)** – A Neighborhood Improvement District is similar to a Community Improvement District, but it typically encompasses a residential area rather than a commercial area. An NID generates funding, usually through special assessments, to back municipal revenue bonds that are sold to pay for projects within its designated boundaries. The special assessments may be extended beyond the retirement of the bonds to pay for ongoing maintenance. Like CID, NID revenue does not affect other local tax revenues.☐ **Transportation Development District (TDD) -** A Transportation Development District is a local special taxing district which collects revenue within its designated boundaries to pay for public transportation improvement projects. Like a CID, a TDD is a separate political subdivision with the power to impose special assessments as well as sales and property taxes. It may also impose tolls. The revenue from these sources can be used to repay notes, bonds, and other debt securities issued by the TDD to fund a project. Two TDDs were recently created in Cape Girardeau. One is for the construction of Veterans Memorial Drive north of U.S. Highway 61 (Kingshighway) to serve the Cape SportsPlex and future development. The other is for the construction of a new driveway and related improvements on Route K (William Street) to serve the Shoppes at South Kingshighway development. In both cases, the developer paid the costs of these improvements and will be reimbursed by the TDD as revenue is collected."

☐ **Enhanced Enterprise Zone (EEZ)** - An Enhanced Enterprise Zone is an area designated by a local government and certified by the state to encourage job creation in a blighted area. Zone designation is based on certain demographic criteria, the potential to create sustainable jobs in a targeted industry, and a demonstrated impact on local industry cluster development. New and expanding businesses in an EEZ are eligible for certain incentives. Most of Cape Girardeau is in an EEZ. Qualifying businesses can receive a minimum of 50% property tax credit on the new improvements for up to 10 years. In order to qualify, the business must fit one of the recognized NAICS codes, create at least 2 jobs, and invest at least $100,000 in the new improvements.

"Chapter 353" Property Tax Abatement - Chapter 353 of the Revised Statutes of Missouri authorizes property tax abatement for a period of 25 years for Urban Redevelopment Corporations (URCs) organized pursuant to this law. The tax abatement is only extended to real property that has been found to be a "blighted area" by the municipality. The term "blighted area" is defined in Chapter 353. During the first 10 years of the abatement period, the property is not subject to real property tax except in the amount assessed on the land, exclusive of any improvements, in the calendar year preceding the year the URC acquired title to the property. During the next 15 years, the property is subject to a real property tax based on an assessment of up to 50% of the property's true value. The 25-year period begins as soon as the URC takes title to the property, so the timing of acquiring title must be carefully planned to maximize the benefits of the tax abatement."

U.S. Department of Transportation
Federal Highway Administration

Federal Aviation Administration

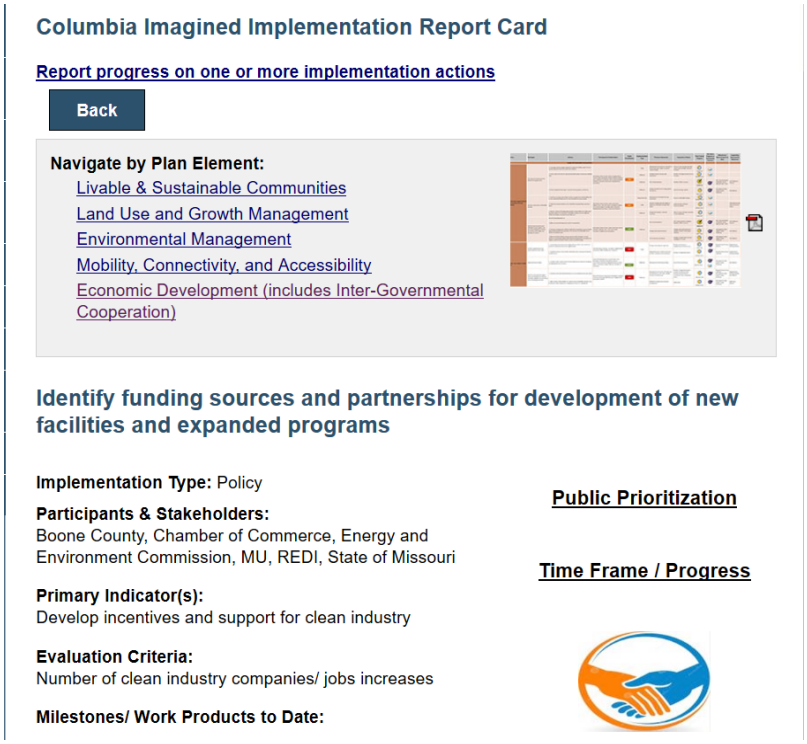
Measuring Success

While implementation is an essential component of the Cape Vision 2040 plan, so is the ability to measure success, i.e., to track progress and evaluate effectiveness. This can be accomplished in many ways. Some communities schedule a "check up" at regular intervals, conducted by a committee charged with identifying successes and shortcomings. Others engage in public outreach, using surveys and other means, to assess progress. There are also many tools available, designed by national organizations as well as local communities.

One example of such tools is the Sustainability Tools for Assessing and Rating (STAR) Communities rating system. This system is designed to assess a community's sustainability efforts in a clear and data-driven way. It allows a community to track progress over time as well as compare its performance to other communities. Over 70 communities nationwide are STAR certified, including Kansas City, St. Louis, and Columbia, Missouri. More information on STAR Communities can be found online at www.starcommunities.org.

Another example is the Columbia Imagined Implementation Report Card, an online tool which allows the public to follow the implementation of the plan's 70 action items and participate in achieving the plan's goals and objectives. The Report Card can be accessed via the plan's website (www.como.gov/community_development/comprehensive plan).

In addition to technical methods of measuring success, it is important to solicit feedback from the community through social media, comment forms, in-person interactions, and other means that allow residents to share their observations and perspectives about the outcomes of the Cape Vision 2040 plan."



Appendix

CONTENTS

- Action Items Summary
- Existing Physical Conditions from 2007 Comprehensive Plan
- Future Land Use Map (11x17)

Action Item #	ECONOMIC PROSPERITY Description	Priority
3.01	Understand, support, and promote a comprehensive economic development plan focused on a diverse economy and to include existing business retention and expansion, business recruitment, entrepreneurial ecosystem enhancement, and tourism promotion.	High
3.02	Partner in developing a comprehensive talent attraction and retention effort, and make adjustments as market conditions change.	High
3.03	Review the City of Cape Girardeau codes and development services delivery system with a goal of achieving a world class, responsible, team approach to development with a special focus on rehabilitation and/or reuse of existing building inventory.	High
3.04	Collaborate and seek beneficial improvements to West Park Mall.	High
3.05	Research and take necessary actions to expand technical training programs either through the Cape Girardeau Career and Technology Center or a new community college.	High
3.06	Identify potential enhancements and additions to existing City of Cape Girardeau revenue streams.	High

Action Item #	SOCIAL + CULTURAL VIBRANCY Description	Priority
4.01	Enhance and expand educational opportunities and provide a safe, supportive, and innovative learning environment to optimize student performance.	High
4.02	Develop a citywide after-school educational and cultural enrichment progam.	High
4.03	Implement the initiatives of the Downtown Strategic Plan Update.	High
4.04	Identify potential incentives to encourage rehabilitation and/or reuse of historic buildings.	High
4.05	Promote community health through programs that enourage active lifestyles, self-support, and access to nutritious foods and health care services.	High
4.06	Complete the Parks, Recreation and Stormwater 2 (PRS2) projects to enhance and expand the City's parks, trails, and recreation facilities and programs (2018-2033). Plan for PRS3, to include updating the Parks, Recreation and Trails Master Plan.	High
4.07	Optimize the number of festivals and other outdoor events. Identify areas for new events.	Medium
4.08	Expand choices for dining and groceries, with an emphasis on outdoor dining and unique dining/grocery experiences.	Medium
4.09	Update the City of Cape Girardeau Historic Preservation Plan.	Medium
4.10	Establish community identity/gateway features at key entry points to the city.	Medium

QUALITY HOUSING MIX		
Action Item #	**Description**	**Priority**
5.01	Revise the City of Cape Girardeau codes to provide for new and innovative forms of housing.	High
5.02	Support affordable housing options for low-income and moderate-income households.	High
5.03	Identify additional resources to assist low-income and elderly homeowners with home repairs.	High
5.04	Support neighborhood improvement programs, such as the Neighborhood Development Initiative and the P.O.R.C.H. Initiative, and support new investment in the city's older neighborhoods.	High
5.05	Strengthen enforcement of code violations.	High
5.06	Invest in infrastructure improvements serving existing residential neighborhoods in the city limits.	High

SUSTAINABLE INFRASTRUCTURE		
Action Item #	**Description**	**Priority**
6.01	Complete the Capital Improvement Sales Tax water system expansion and improvement projects.	High
6.02	Continue the infiltration and inflow reduction program to sustain sewer system capacity.	High
6.03	Sustain compliance with MS4 permit requirements for water quality.	High
6.04	Complete the Parks, Recreation and Stormwater 2 (PRS2) projects to make drainage improvements and enhance the City's stormwater system. Plan for PRS3.	High
6.05	Maintain the Mississippi River floodwall and levee system to acceptable U.S. Army Corps of Engineers standards.	High
6.06	Promote green infrastructure best practices for development and redevelopment.	High
6.07	Update the City of Cape Girardeau Water System Master Plan.	Medium
6.08	Update the City of Cape Girardeau Sewer System Master Plan.	Medium
6.09	Coordinate with non-City utility providers on upgrading and expanding their systems.	Medium
6.10	Prepare and adopt a fiber optic infrastructure master plan.	Medium
6.11	Develop an asset management (repair and replacement) program for major City facilities.	Medium
6.12	Continue to upgrade to LED street lighting throughout the city.	Low

ENHANCED TRANSPORTATION + MOBILITY		
Action Item #	**Description**	**Priority**
7.01	Complete the Transportation Trust Fund 5 (TTF5) street projects and repairs. Plan for TTF6.	High
7.02	Repair existing public sidewalks to remove defects.	High
7.03	Review, refine, and promote the SEMPO Regional Bicycle and Pedestrian Plan.	High
7.04	Coordinate with public transportation agencies on upgrading and expanding their services.	High
7.05	Complete the Capital Improvement Sales Tax projects for terminal and tower replacement and land acquisition at the Cape Girardeau Regional Airport.	High
7.06	Apply the Complete Streets principles in implementing street projects, where feasible, to incorporate and enhance bicycle and pedestrian systems.	Medium
7.07	Support the Southeast Metropolitan Planning Organization and the Missouri Department of Transportation in planning and implementing transportation plans and programs.	Medium
7.08	Support emerging technologies in transportation.	Medium

HARMONIOUS LAND USE		
Action Item #	**Description**	**Priority**
8.01	Identify additional potential incentives to encourage rehabilitation and/or reuse of existing building inventory.	High
8.02	Identify opportunities for infill development.	High
8.03	Revise the City of Cape Girardeau codes to provide for large-scale and medium-scale mixed-use developments outside of downtown.	High
8.04	Prioritize annexing land into the city limits in order to make the corporate boundary more regular and to discourage substandard development along the city's periphery.	High
8.05	Identify potential incentives to encourage mixed-use development in strategic locations throughout the city.	Medium
8.06	Prepare and adopt a corridor enhancement plan for Midtown.	Medium

CHAPTER-3
Existing Physical Conditions

PHYSICAL CHARACTERISTICS

The purpose of identifying the existing land use and zoning districts for the City of Cape Girardeau is to examine and evaluate general types and locations of services, the supply of adequate infrastructure, and potential sites for new development, infill, and redevelopment. The identification of land use throughout the city will provide an indicator that will help gauge the current supply of land availability and predict the amount of land that is needed to support the community in the future.

The intent of this section is to identify the existing availability of each land use within the community through the evaluation of the city's current Zoning District Map and the Existing Land Use Map. This information, along with the analysis of existing conditions, will be used to develop the "Future Land Use Map". The Future Land Use Map will be used as a guide by the City to determine growth potential and in making land use decisions.

"The Comprehensive Plan" provides the vision for land usage over time. This document will directly affect the Zoning Districts and provide guidance which will dictate long term development strategies for development trends and community investment. In evaluating rezoning and Special Use Permit requests the Comprehensive Plan will be consulted regarding critical issues and concerns each proposed development must address to be approved. For example, applications will be evaluated for density levels appropriate to the surrounding area"[1].

Zoning is the regulatory tool used by cities to achieve its land use goals. While zoning dictates the density, intensity and physical improvements that are needed before a building or parcel of land can be developed, the Future Land Use Plan provides the vision for that development. Therefore, this document provides a general guide for acceptable land improvements on a per parcel basis of land[2].

NATURAL FEATURES AND TOPOGRAPHY

The physical environment of the planning area offers both opportunities and constraints for future development. A good understanding of the physical environment helps the community seize opportunities and alleviate constraints through focused

[1] Available at http://www.blacksburg.va.us/comp_plan/faqs/real_estate.html, Accessed on December 16, 2006
[2] Ibid.

planning. The comprehensive planning process requires the community to fully analyze physical environments in areas identified for planning.

The physical environment refers to both the natural environment and the existing man-made environment. The natural environment includes land area, elevations, natural drainage basins, flood plains and slopes, water features, soil, vegetation, environmentally sensitive areas, fault lines and any other natural elements related to the land. Man-made environments include physical structures, public infrastructure, and parks. This section examines some of the key features of the physical environments within the city as a whole, focusing on the planning areas where necessary.

Soils Series

Soil series normally consists of one or more major soils and at least one minor soil. The name of the series is derived from the names of the major soils present within a given location. The most predominant soil type in Cape Girardeau belongs to the Menfro series ranging from 2 to 30 percent slopes. Most of the soils are deep, well drained to moderately permeable. The soil series within the city are shown in the Soil Association Map-CP-3 located at the end of the document. The predominant soil series within the City of Cape Girardeau include the following:

Menfro Series: The Menfro series consists of very deep well drained; moderately permeable soils formed in thick loess deposits on upland ridge-tops, back-slopes and benches adjacent to the Mississippi River and its major tributaries. Slopes range from 2 to 60 percent. However, they range from 2 to 30 percent in the City of Cape Girardeau.

The Menfro silt loam is predominate soil type in Cape Girardeau. This soil type is suitable for most recreation uses and low to moderate density developments where slope permits. Proper design of structures and extra reinforcement in footings and foundations help prevent damage caused by shrinking and swelling. Providing adequate base material for local roads and streets and proper drainage with side ditches and culverts help prevent damage caused by low strength and frost action.

Falaya Series: The Falaya series consists of very deep, somewhat poorly drained, moderately permeable soils that formed in silty alluvium from loess. These level to nearly level soils are wide flood plains in the Southern Mississippi Valley Silty Uplands.

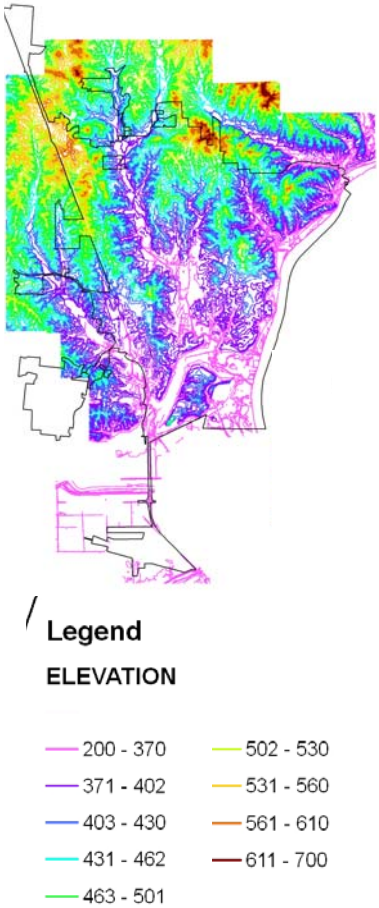
They are subject to flooding and are saturated with water at 1 to 2 feet during periods of high rainfall. Slopes range from 0 to 2 percent.

Wakeland Series: The Wakeland series consists of very deep, somewhat poorly drained soils that are formed in silty alluvium. These soils are on flood plains and flood-plain steps. Slopes are from 0 to 2 percent. The mean annual temperature is about 54 degrees F, and the mean annual precipitation is about 42 inches.

Slopes and Elevations

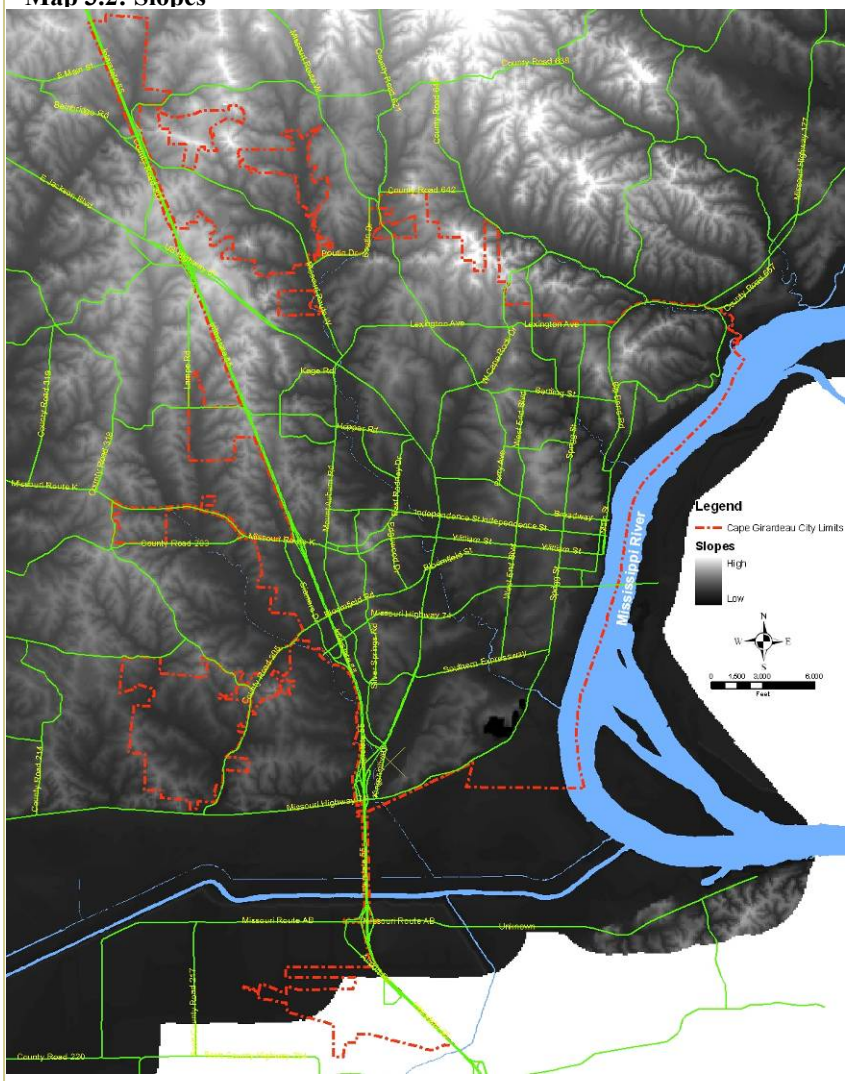
The elevations in Cape Girardeau range from 220 feet above sea level to 700 feet on the upland plains in the northern portion refer Map 3.1. Map 3.2 shows the slopes in the City of Cape Girardeau. Much of the land in the north and north-east of the city is hilly and has a slope of 15 percent or more. Slopes over 10 percent are

Map 3.1: Elevation



Source: City of Cape Girardeau GIS Dept

Map 3.2: Slopes



Source: City of Cape Girardeau GIS Dept

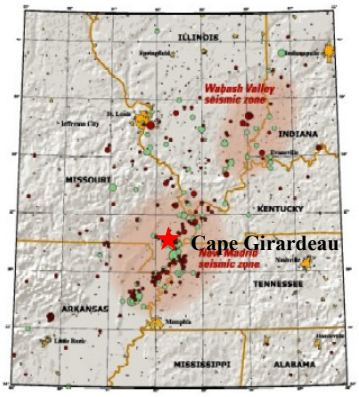
generally considered unsuitable for development. However, depending on soil type, low to medium density developments are suitable on grades between 10 percent -15 percent slopes, provided appropriate planning, engineering and construction techniques for steep slopes are employed. It is recommended that detailed onsite soil and geologic investigations be performed in areas being considered for building sites containing steep slopes or unstable soils. However, it is generally recommended that slopes above 15 percent not be developed.

Reshaping of the landscape by cutting and filling is a common construction practice used to flatten steep ridges. Piers or wider than normal footings are needed to give additional support for buildings and help compensate for the low bearing strength of fill areas. Cut and fill alters the natural drainage patterns and destroys sensitive environmental areas while increasing the cost of construction. For these reasons, utilizing compact development in steep slope areas to consolidate the development footprint and preserve natural slopes and drainage patterns is recommended.

A clear understanding of soils and slopes, especially in the areas west and northwest of Cape Girardeau that are targeted for future annexation, will help the city decide on and formulate policies with respect to annexation. It will also help the City understand if a particular parcel of annexed land is appropriate for development or conservation. The Soil Association Map CP-3 shows the various soil types within the City and the Map 3.1 shows slopes.

Fault Lines

Map 3.3: Areas affected by New Madrid Fault Line



Source: http://earthquake.usgs.gov/, Accessed on Dec 18, 2006

There are eight major seismic zones in United States. Two of these are located in the State of Missouri. The most active zone is the New Madrid Seismic Zone that runs from northern Arkansas to Southeast Missouri and through Tennessee, Kentucky, Illinois and Ohio. The New Madrid Fault line runs through the City of Cape Girardeau along the Mississippi River (Refer Map 3.3). The most severe earth quakes recorded along this fault line were in early 1800s. According to a probability study done by the Center of Earthquake Research and Information at the University of Memphis, there is a 20 to 50 percent probability that a 6.0-7.0 point earthquake along this fault line will occur within 25 to 40 years[3]. However, it is believed that when such an earthquake occurs the damage in Cape Girardeau County will be far less

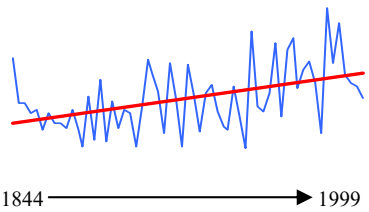
[3] Available at http://sema.dps.mo.gov/sh%20annex%20f.pdf, Accessed on December 18, 2006

serious than the scenario envisioned for other areas farther south[4]. The City, County and the State have emergency disaster management plans in place to respond to such an occurrence.

Floods and Floodplains

The Mississippi River, being one of the major rivers in North America, can be a danger to those who live or work near its shore and floodplain areas[5]. Flooding, especially in recent years, has

Graph 3.1: Water levels of Mississippi River in Cape Girardeau



Source: http://www.rosecity.net/river/floods.html, Accessed on Dec 18, 2006

Map 3.4: Area in floodplain

Source: City of Cape Girardeau GIS Dept

[4] Available at http://www.semissourian.com/story/1180308.html, Accessed on December 18, 2006

[5] A floodplain, or flood plain, is flat or nearly flat land adjacent to a stream or river that experiences occasional or periodic flooding. It includes the floodway, which consists of the stream channel and adjacent areas that carry flood flows, and the flood fringe, which are areas covered by the flood, but which do not

become a major problem for many people living and working in and near the floodplains.[6]. Major floodplain areas are primarily along the Cape LaCroix Creek, Ramsey Branch, Juden Creek, Sloan Creek, Scism Creek and the Mississippi River (Refer to Map 3.4). The Graph 3.1 here shows the trend of increasing water levels along the Mississippi River. The water level reached a record high of 48.5 inches in 1993 and remained above 40 inches for the following three years.

Cape Girardeau Levee Wall

Source: Arcturis

The floodplains are underlain by water-deposited sand, silt, and clays. Map 3.4 shows the Floodplains mainly concentrated in the east and south of the city. These deposits are relatively shallow. It is assumed that the most common way to protect floodplains is the construction of earthen levees and levee walls. Cape Girardeau is protected by a 500 feet length levee wall. At the south end of the floodwall is the newly renovated "Wall of Fame" featuring forty-five famous Missourians. The city has used this barrier between the municipality and the river in a creative way and has attracted tourists from around the country to the downtown area to view the graphics and experience the river. The inner edge of the levee wall, facing Water Street, has colorful depictions of the history of the area in murals. The murals are called "Mississippi River Tales", and the murals cover nearly 18,000 square foot. of wall surface spanning 1,800 feet in length along the levee wall.

EXISTING ZONING DISTRICTS

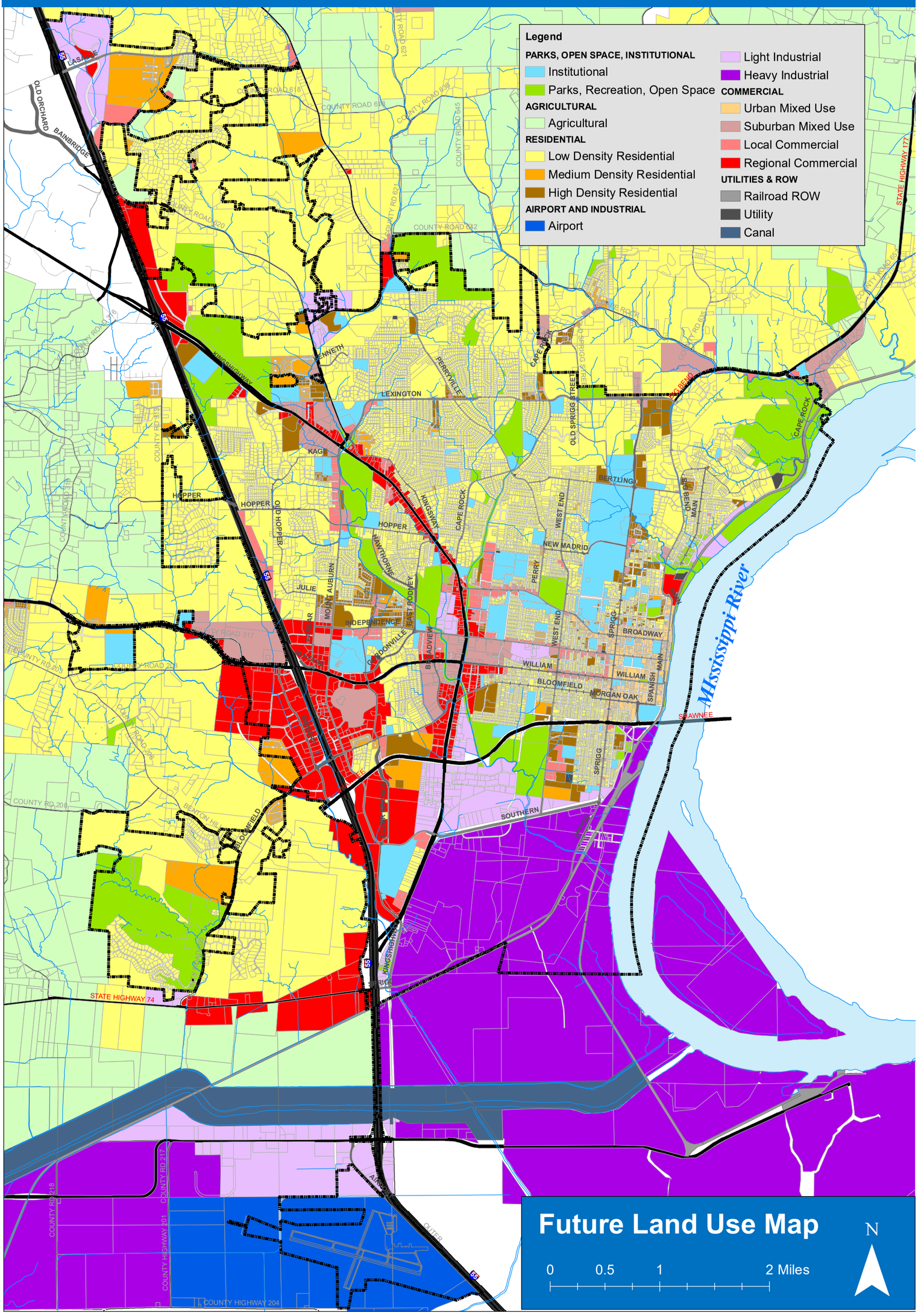
The Zoning Map- CP-1 depicts the Zoning District boundaries into which the city has been divided. The City of Cape Girardeau currently has twelve (12) zoning districts ranging from residential to commercial and industrial uses (Refer Graph-3.2 and Table-3.1).

These uses are seen in the Map CP-1 at the end of this document. Legally, the zoning map is adopted as part of the local Zoning Code. This map is a tool to be used by the city to determine how a particular piece of property or parcel is zoned.

The city is divided into zoning districts for the purpose of enforcing Cape Girardeau's Municipal Zoning Code. Each zoning district has specific guidelines and regulations that development must follow in order to be in compliance with the City's Zoning

experience a strong current. Available at http://en.wikipedia.org/wiki/Floodplain, Accessed on December 18, 2006

[6] Available at http://www.rosecity.net/river/floods.html, Accessed on December 18, 2006

TODAY'S DREAM » TOMORROW'S REALITY

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