

**AGENDA**  
Cascade Charter Township  
Downtown Development Authority Board of Directors  
September 20, 2022  
5:30 p.m.  
Cascade Library Wisner Center  
2870 Jacksmith Ave. SE

Public may access the meeting via video conference software Zoom

<https://us02web.zoom.us/j/84772691985>

Meeting ID: 847 7269 1985  
By Phone: 1 312 626 6799

- ARTICLE 1.** Call the Meeting to Order
  - a. Moment of Silence
  - b. Record the Attendance
  
- ARTICLE 2.** Approval of the Agenda
  
- ARTICLE 3.** Approval of the Minutes of August 16, 2022
  
- ARTICLE 4.** Acknowledge visitors wishing to speak regarding any agenda or non-agenda items (*Comments are limited to five minutes per speaker*)
  
- ARTICLE 5.** Update on Township Strategic Plan
  
- ARTICLE 6.** Review DDA Strategic Plan Schedule/Kickoff Presentation
  
- ARTICLE 7.** Update on Cascade Branch of the Kent District Library Outdoor Gardens and Activity Space
  
- ARTICLE 8.** Discuss and Consider Holiday Lighting Bids
  
- ARTICLE 9.** Discuss and Consider Permanent Tree at Westdale Memorial Park
  
- ARTICLE 10.** Discuss 2023 DDA Budget
  
- ARTICLE 11.** Update – Grant Applications
  
- ARTICLE 12.** Any Other Business
  - a. Next Meeting: October 18, 2022
  - b. Township Board Approved Minutes: August 10 & 24, 2022
  - c. Informational Meeting
  - d. Transportation Committee Meeting – October 6, 2022
  
- ARTICLE 13.** Adjournment

**Minutes**  
Cascade Charter Township  
Downtown Development Authority  
Tuesday, August 16, 2022  
5:30 P.M.  
2870 Jacksmith Ave SE

**ARTICLE 1.** Chairwomen Puplava called the meeting to order at 5:31 P.M.  
Members Present: Vogel, Kleyla, Stephan, Puplava, Lesperance, Siegle  
Members Absent: Reynolds, Growney, Makkar  
Others Present: DDA Director Korhorn and those listed on the sign-in sheet.

**ARTICLE 2. Approve the current Agenda**

**Motion was made by Member Lesperance to approve the current agenda. Supported by Member Kleyla. Motion carried 5 to 0.**

**ARTICLE 3. Approve the Minutes of July 19, 2022 Meeting**

**Motion was made by Member Lesperance to approve the July 19, 2022 minutes as written. Supported by Member Stephan. Motion carried 5 to 0.**

Member Siegle arrived at 5:34 P.M.

**ARTICLE 4. Acknowledge visitors wishing to speak regarding any agenda or non-agenda items.**

There was no one who wished to speak.

**ARTICLE 5. Discuss and Consider Cascade Branch of the Kent District Library Outdoor Space**

Vanessa Walstra, Regional Manager of Kent District Library, gave an update on the outdoor space. A survey was completed with around 142 respondents and they unanimously supported approving the outdoor space, reaching upwards of 96% approval from Cascade residents. Primarily the walking path, outdoor program space, perennial gardens, and amphitheater options were well perceived by the community. The library prefers the pavilion option as opposed to the amphitheater because it will take less space and offer shelter. The outdoor space will be utilized for book clubs, story time, family picnics, and work, among other things.

Maintenance will be taken care of by donors, applying for grants, and having the first two years completed by Native Edge. Member Kleyla mentioned that certain organizations are always looking for volunteer hours and that could be an additional tool to assist with upkeep.

Phase I of the project will be funded by Friends of the Library and will include a story time space, a perennial garden, and a fountain. The second phase will include walking paths, tree and shrub plantings, and two additional spaces for chairs or events. Included in Phase III would be extension of the walkways all around the building and planting native grasses by the water retaining basin. The fourth phase has yet to be determined.

Walstra understood the benefit in completing this project altogether instead of in phases. She stated that a financial contribution from the DDA's would be beneficial.

Member Siegle asked how many people should be involved in surveys to consider it a reliable source of data since 140 people did not appear to be a substantial amount. Member Vogel stated that, from a previously completed survey of over 1,000 people, he felt they received the feedback needed from residents on what they wanted. Member Kleyla said in the past when surveys were given out, they were used as more of a benchmark to validate previous surveys; whether residents answered or not was up to them.

Member Vogel asked what the vision and deliverables are for this space. Walstra explained this outdoor gathering space initially was brought up during the Covid-19 pandemic since gathering inside was not feasible. Creating a beautiful outdoor space for people to comfortably assemble and have story time or larger get-togethers is the goal. Programs will also be held outdoors as there are many benefits to being in nature.

After obtaining approval from the Township Board the next step is drawing up official plans. The Friends of the Library have the funds necessary and will be ready to begin phase one in 2023. The total cost for Phase I will be \$201,217.61 and the cost for Phase II will be \$209,681.90.

**ARTICLE 6. Discuss and Consider McKenna Proposals and Strategic Plan Update**

Formerly Articles 6 and 7.

There were two strategic plans put together by McKenna. First, a DDA plan for the Cascade Township Strategic Plan, and then a Transportation Committee plan.

Chris Korey of McKenna gave a summary of the proposals. The DDA Strategic Plan was broken down similar to the overall Township's Strategic Plan, including the upper village, lower village, Thornapple Center Shopping Plaza, and the 28<sup>th</sup> Street corridor. He mentioned that the library project was included in the upper village price, but if they are self-funded, he can remove that item from the scope and adjust the price.

For the Transportation Committee's Plan, tasks and schedules were discussed to determine the best system possible. The Rapid will be undergoing its planning process over the next few years, which makes this a good time to discuss goals with them.

Chair Pupilava asked how projects will be billed out. Khorey explained that they bill on a monthly percentage completed basis depending on how far they have advanced in the task described.

**Motion was made by Supervisor Lesperance to move forward with the DDA Strategic Plan proposal. Supported by Member Vogel. Motion carried 6 to 0.**

**Motion was made by Supervisor Lesperance to move forward with the Transportation Committee proposal. Supported by Member Kleyla. Motion carried 6 to 0.**

The Strategic Plan will be included in the upcoming meeting on September 20, 2022.

**ARTICLE 7. Discuss and Consider World War II Veteran – Virgil Westdale Tribute**

Formerly Article 8.

Director Korhorn explained this is a follow-up request from the American Legion Post and a member of the Cascade Christian Church. They would like to re-name Museum Garden Park in honor of Virgil Westdale. As a part of Heritage Day, they will dedicate the park to honor him on September 20, 2022 at 5:00 P.M.

Steve Kenyon, a longtime friend of Virgil Westdale, had many great things to say about his life. Westdale lived to be 104 years old, was a devoted Christian with an inviting personality, and was a highly decorated World War II veteran.

Kenyon presented the 24-inch plaque design which is estimated to cost around \$4,000. Committee members agreed to have his rank spelled out so people can understand it better. There was also a spelling error addressed, formatting changes, and his birth and death date added. Member Stephan mentioned having a brief biography or video accessible in the form of a QR code that's linked to the township website.

Director Korhorn mentioned that this will need to be approved at the next Township Board meeting.

**Motion was made by Chair Puplava to move forward with the creation of the plaque as discussed and the QR code with the DDA covering costs up to \$7,500. Supported by Member Siegle. Motion carried 6 to 0.**

**ARTICLE 8. Discuss and Consider DDA Sponsorship for Cascade Heritage Festival**

Formerly Article 9.

Director Korhorn stated at the previous Township Board meeting they approved up to \$15,000 for the Heritage Festival event. Since the DDA is helping to fund the Vergil Westdale Memorial, they decided not to participate unless needed. The DDA could utilize its connections with various businesses to find sponsorships for next year.

**ARTICLE 9. Information Only – Transportation Update**

Formerly Article 10.

The Transportation Committee asked Staff to provide information on the existing Rapid service and alternative services.

**ARTICLE 10. Information Regarding DDA Budget Process**

Formerly Article 11.

The Township Manager, Ben Swayze, would like to involve the DDA in the Township budget planning process.

**ARTICLE 11. Any Other Business**

Formerly Article 12.

- a. Next Meeting: September 20, 2022
- b. Township Board Approved Minutes: July 13 & 27, 2022
- c. Consumers Energy Tree Grant – Director Korhorn applied for the Consumers Energy Tree Grant and Manager Swayze applied for the DTE Tree Grant.
- d. Business Spotlight- There have been 7 business spotlight videos released with views typically ranging from 200-1,000.
- e. Cascade Metro Cruise Warmup – August 25, 4:30-8:30 p.m.

**ARTICLE 12. Adjournment**

Formerly Article 13.

**Motion to adjourn was made by Member Siegle. Supported by Supervisor Lesperance.  
Motion carried 6 to 0. The meeting was adjourned at 7:35 P.M.**

Respectfully submitted,

Rene Growney, Secretary

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## DDA MEMORANDUM

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**To:** Cascade Township DDA Board

**From:** Sandra Korhorn, DDA/Economic Development Director *SKK*

**Subject:** Update on Township Strategic Plan

**Meeting Date:** September 20, 2022

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The Township Board, at their September 14 meeting, adopted the township Strategic Plan. The board also approved a proposal to continue working with McKenna on the implementation of the Strategic Plan through the Strategic Plan Implementation Committee. Chris Khorey and/or Danielle Bouchard will be at the DDA meeting and can provide additional information.

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## DDA MEMORANDUM

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**To:** Cascade Township DDA Board

**From:** Sandra Korhorn, DDA/Economic Development Director *SKK*

**Subject:** Review DDA Strategic Plan Schedule/Kickoff Presentation

**Meeting Date:** September 20, 2022

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The DDA board approved a proposal from McKenna to assist the DDA with the development of a Strategic Plan. A Downtown Strategic Plan will build off the Township Strategic Plan. This plan will look at various areas of the DDA and McKenna will assist with refining visions and creating redevelopment plans for these areas.

Chris Khorey and/or Danielle Bouchard will be at the DDA meeting to review the DDA Strategic Plan schedule.



## Kickoff Agenda – DDA Strategic Plan *Cascade Township*

Agenda  
September 20, 2022

### 1. DDA Goals and Objectives

- Member Kleyla's Framework
- McKenna Draft
- Discussion at October DDA Meeting

### 2. Lower Village

- Development Design Palette
- Mobility Improvements
- Presentation of Draft to DDA: November
- Review with Kent County Road Commission – After Presentation to DDA
- Refinement and Finalization – Winter
- Recommendations for Zoning Amendments to Planning Commission – Spring
- DDA Action Plan for Mobility Improvements - Spring

### 3. Thornapple Plaza

- Redevelopment Concept
- Presentation of Draft to DDA: December
- Review with Property/Business Owners: Early 2023
- Refinement and Finalization – Mid 2023
- Implementation Action Plan – Late 2023
- RFP for Developers – Early 2024

### 4. Upper Village/Library

- **Question:** Are the proposed library exterior improvements the “Central Gathering Place”?
- Land Ownership
  - Does Township own any land around library? Or just KDL?
  - Private landowners – Notos, others?
- Preservation vs Development
  - Is any public land available for development? Should any be available?
  - Possibility of redevelopment on private property?
- **McKenna Tasks (to be completed in Winter/Spring)**
  - Conceptual Redevelopment Design
  - Mobility Improvements
  - Review Ideas with Stakeholders

- GOAL: Develop a strategy framework for the DDA that aligns with Strategic Plan initiatives
  - Define Vision Statement
    - Articulate the community's aspiration for the DDA district
      - Data from SP surveys
      - Future strategic plan workshops and focus groups (Business Leaders workshop, Downtown & Village Focus Group)
      - Specific questions added to future SP surveys? Expectations of village area vs. 28<sup>th</sup> St corridor.
  - Define Mission Statement
    - What role will the DDA take to meet the aspiration of the community
  - Develop a Statement of Intent to guide DDA decisions on activities
    - Prioritizes critical issues over a 5-year period
    - Identifies short-term/high priority, mid-term/medium priority and long-term/lower priority criteria
  - Identify Focus areas that support Mission and Vision
    - Design
    - Economic Vitality
    - Promotion
    - Business Development/Marketing
    - Organization
- GOAL: Build identify of the DDA as a strong entity that supports economic development
  - Develop outreach efforts to the community
  - Enhance visibility of DDA's mission
  - Develop consistent public facing communications
    - goal statements reflecting priorities
    - tactics for addressing critical issues within DDA district
    - updates on projects
    - call to action for getting involved (committees, focus groups, board positions, business leader forum)
- GOAL: Develop structured process for project initiatives that aligns with Statement of Intent
  - Define project categories that align with Township strategic plan (Parks, Traffic, Streetscaping, Growth & Development)
  - Determine projects including specific actions and programs needed to achieve the community Vision
  - Confirm projects within short-term, mid-term and long-term timeframe (one, three & five year/small, medium and large scope/cost)
  - Develop cost/benefit analysis protocols where appropriate

- Communicate with public stakeholders (residents/businesses) – identify communication platforms and messaging
- Connect with related boards & township to communicate vision and potential benefits – gain consensus where needed (identify role)
- Quarterly updates with annual reporting on projects and financials



# Memorandum

**TO:** Cascade Township Downtown Development Authority  
**FROM:** Christopher Khorey, AICP, West Michigan Manager  
**SUBJECT:** **DDA Strategic Plan Taks**  
**DATE:** July 14, 2022

On the following pages, please find the final list of tasks for the Downtown Development Authority in the Cascade Township Strategic Plan. The Strategic Plan is scheduled for adoption by the Township Board on July 27.

## **SUMMARY OF DDA TASKS**

In summary, the tasks recommended for the DDA over the next few years are as follows:

### **Within One Year:**

- Pursue training/education opportunities for DDA Board members.
- Develop a DDA Strategic Plan, including plans for the “Upper” and “Lower” Villages, Thornapple Plaza, and the 28<sup>th</sup> Street corridor.
- Determine public transportation alternatives and negotiate with The Rapid (delegated to the Transportation Committee)
- Work with the Planning Commission to update the Township Master Plan to make it consistent with the new DDA Plan.
- Begin bi-annual joint meetings with the Planning Commission and Township Board.
- Create a Joint Subcommittee with the Planning Commission, Board, Library, and Parks Committee to determine a location, programming, and plan for a “Central Gathering Place.”

### **Within Two to Three Years:**

- Develop ideas for additional community events, and designate a budget, subcommittee, and staffing to develop events.
- Convene Thornapple Pointe owners and seek buy-in for a redevelopment, as outlined in the DDA Plan.
- Seek a developer to redevelop Thornapple Pointe to match the DDA’s vision.
- Design the Central Gathering Place
- Evaluate the need to update the Township’s brand.

### **Within Three to Four Years:**

- Work with the Township Board to budget for the implementation of the Central Gathering Place.
- Work with the Kent County Road Commission to implement “complete streets” improvements on Cascade Road and other corridors as determined by the DDA Strategic Plan.



- Begin holding the additional community events.
- Promote redevelopment and upgrades of key sites within the DDA area, utilizing acquisition, master deeds, façade/landscaping/parking lot grants, etc. Seek outside grant funding to fund these actions.
- Construct the Central Gathering Place.

#### **Ongoing/Long Term**

- Pursue private and philanthropic funding for DDA priorities.
- Update planning documents to reflect completed tasks and goals.



## **FULL LIST OF STRATEGIC PLAN DDA TASKS (IN TIMELINE ORDER)**

**Village Character and Development Task 1-1:** Provide training opportunities for members of the DDA.

**Time Frame:** <1 year

**Other Responsible Entities:** Township Staff

**Village Character and Development Task 2-1:** Utilize the recommendations of this Plan and the public engagement summary to determine the Upper and Lower Village Boundary.

**Time Frame:** >1 year

**Land Use and Economic Development Task 4-2:** Amend the Future Land Use map to include a designation suitable for establishing the Upper Village and Lower Village area.

**Time Frame:** <1 year

**Other Responsible Entities:** Township Staff, Planning Commission, Township Board

**Land Use and Economic Development Task 1-3:** Schedule two annual (e.g., every October and April, as needed) joint informational meetings between the Township Board, Planning Commission, DDA, Parks Committee, and any other boards/committees as seen fit.

**Time Frame:** 1 year

**Other Responsible Entities:** Township Staff, Planning Commission, Township Board

**Parks and Trails Task 2-1:** Create a subcommittee with representation from Township Staff, the Parks Committee, Planning Commission, DDA, Library, and the Township Board to reach a consensus for the proposed central gathering place.

**Time Frame:** 1 year

**Other Responsible Entities:** Township Staff, Parks Committee, Planning Commission, Township Board

**Parks and Trails Task 2-2:** Work in partnership with the Library to determine the desired programming activities and subsequently, the location, of the proposed gathering place.

**Time Frame:** 1 year

**Other Responsible Entities:** Township Staff, Parks Committee, Planning Commission, Township Board

**Village Character and Development Task 3-1:** Identify funds within the DDA budget to hire out the DDA and TIF Plan and/or Strategic Plan and work alongside a hired consultant to identify the specific short-, mid-, and long-term projects and programs in the DDA and TIF Plan, for all Development Area parcels within the DDA boundary.

**Time Frame:** 1-2 years

**Other Responsible Entities:** Township Board

**Village Character and Development Task 3-2:** As part of the DDA Plan, develop Upper and Lower Village sub-area plans, addressing the following key DDA issues:



- Redevelopment of the Thornapple Center shopping plaza.
- Design, program, enhance, and consider allowing private development in the green space around the library, to create the Upper Village.
- Build-out design (including buildings and parking) for the Lower Village, including potential expansion of Leslie Tassel Park.
- Determine pedestrian and bicycle connections between the Upper and Lower Villages.
- Street network and road diet(s), especially on Cascade Road.
- Gateway locations
- Pedestrian bridge location over the Thornapple River
- Community gathering space and other greenspaces
- Zoning recommendations to support desired results and implementation

**Time Frame:** 1-2 years

**Other Responsible Entities:** Planning Commission, Township Board

**Village Character and Development Task 3-3:** As part of the DDA Plan, develop a 28<sup>th</sup> Street Corridor Plan, addressing the following key issues.

- Pedestrian and bicycle safety.
- Aesthetics and branding.
- Business support, retention, and recruitment.
- Site design and redevelopment goals, including the potential for housing.
- Zoning recommendations to support desired results and implementation.

**Time Frame:** 1-2 years

**Other Responsible Entities:** Planning Commission, Township Board

**Transportation and Safety Task 4-1:** Determine alternative transportation partnership opportunities as needed.

**Time Frame:** 1-2 years

**Other Responsible Entities:** Township Staff, Township Board

**Transportation and Safety Task 4-2:** Implement the vision as established with the Rapid and a private transportation company to enhance Cascade's public transportation opportunities.

**Time Frame:** 1-2 years

**Other Responsible Entities:** Township Staff, Township Board

**Village Character and Development Task 7-1:** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff, and the DDA for village development implementation and associated projects.

**Time Frame:** 1-5 years

**Other Responsible Entities:** Township Staff, Planning Commission, Township Board



**Village Character and Development Task 6-1:** Develop a schedule of event and festival ideas (such as holiday events, live music, art fairs, and more) and designate a point of contact to be responsible for primary event planning tasks.

**Time Frame:** 2 years

**Other Responsible Entities:** Township Board

**Village Character and Development Task 4-1:** Identify all applicable property owners and landlords in Thornapple Plaza, utilizing a robust outreach effort or stakeholder interviews, discuss options and incentives for the redevelopment of the shopping center.

**Time Frame:** 2-3 years

**Other Responsible Entities:** Planning Commission, Township Board

**Parks and Trails Task 2-4:** Work with a hired consultant (e.g., landscape architect) to design the proposed central gathering space with the desired amenities.

**Time Frame:** 2-3 years

**Other Responsible Entities:** Parks Committee, Township Board

**Village Character and Development Task 6-2:** Develop potential cost estimates for each desired event and partner with local businesses, large area employers, developers, and others to secure sponsorships for the various event activities.

**Time Frame:** 2-3 years

**Other Responsible Entities:** Township Board

**Land Use and Economic Development Task 8-1:** Evaluate the need to update the Township's logo and supplemental materials. Ensure that the brand update is consistent with the DDA's marketing and branding plan, as completed in 2017.

**Time Frame:** 2-3 years

**Other Responsible Entities:** Township Staff, Township Board

**Parks and Trails Task 2-3:** Present the consensus vision for the central gathering place.

**Time Frame:** 2-4 years

**Other Responsible Entities:** Township Staff, Parks Committee, Planning Commission, Township Board

**Transportation and Safety Task 1-1:** Continue partnerships and communications with the Kent County Road Commission to determine applicable streetscape and safety aspects (or alternatives) to implement the Upper and Lower Village area vision, as determined by the subarea plans.

**Time Frame:** 3 years

**Other Responsible Entities:** Township Staff, Township Board

**Village Character and Development Task 6-3:** Implement the various planned community events as applicable.



**Time Frame:** 3 years

**Other Responsible Entities:** Township Board

**Transportation and Safety Task 1-2:** Work with an engineering and/or planning firm to create a priority list and tentative schedule for the road improvements that will need to take place to implement the Upper and Lower Village vision.

**Time Frame:** 3-4 years

**Other Responsible Entities:** Township Staff, Township Board

**Parks and Trails Task 2-5:** Implement consensus for central gathering place.

**Time Frame:** 3-4 years

**Other Responsible Entities:** Parks Committee, Township Board

**Village Character and Development Task 4-2:** Partner with the owners of the Thornapple Plaza to redevelop the shopping center into a central hub for the Village. Issue a request for proposals for developers to partner in the project.

**Time Frame:** 3-4 years

**Other Responsible Entities:** Planning Commission, Township Board

**Land Use and Economic Development Task 4-4:** Identify redevelopment programs, such as with the Michigan Economic Development Corporation (MEDC), Redevelopment Ready Communities (RRC) Program, Kent County Economic Development Department, and other applicable organizations to reduce vacancies within the Township's future Upper and Lower Village area, commercial centers, and industrial centers.

**Time Frame:** 3-4 years

**Other Responsible Entities:** Township Staff, Planning Commission, Township Board

**Transportation and Safety Task 1-3:** Update the Township's Complete Streets Plan to reflect the vision for the Upper and Lower Village Area.

**Time Frame:** 4-5 years

**Other Responsible Entities:** Township Staff, Township Board

**Village Character and Development Task 5-1:** Develop a definitive list of large area employers, developers, philanthropists, local businesses, and other similar organizations to establish partnerships and identify any private sector grant opportunities.

**Time Frame:** 4-5 years

**Other Responsible Entities:** Planning Commission, Township Board

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## DDA MEMORANDUM

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**To:** Cascade Township DDA Board

**From:** Sandra Korhorn, DDA/Economic Development Director *SKK*

**Subject:** Update on Cascade Branch of Kent District Library Outdoor Gardens and Activity Space

**Meeting Date:** September 20, 2022

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The Township Board, at their August 24 meeting, considered the use of the township property for the library outdoor gardens and activity space. After discussion, the board approved the potential use of the library property, according to the Friends of the Library outdoor gardens and space proposal, with final approval of each phase by the township board.

The plan will be presented to the Cascade Community Foundation for potential funding opportunities and the library has also applied for ARPA funds for the different phases of the project.

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## DDA MEMORANDUM

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**To:** Cascade Township DDA Board

**From:** Sandra Korhorn, DDA/Economic Development Director *SKK*

**Subject:** Discuss and Consider Holiday Lighting Bids

**Meeting Date:** September 20, 2022

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In August staff sent the RFP for Holiday Lighting to a handful of companies. Bids were due Tuesday, September 13. The RFP generated five proposals from three companies.

The RFP provided two bid options:

### **Bid Item #1**

1. Provide all material, labor, tools, equipment and all other necessary equipment and supplies for the installation, maintenance, take down and storing of holiday lights for the following:
  - a. River birch trees and Kingsland gazebo at Leslie E. Tassell Park
  - b. River birch trees and Historical Museum roofline at the Museum Gardens Park.

### **Bid Item #2 - Alternate**

2. Provide all material, labor, tools, equipment and all other necessary equipment and supplies for the installation, maintenance, take down and storing of holiday lights for the following:
  - a. Streetlight poles located throughout Cascade Village. (See Service Areas below).
  - b. Snowflakes (Township to provide) on the streetlight poles in the village.
  - c. River birch trees and Kingsland gazebo at Leslie E. Tassell Park
  - d. River birch trees and Historical Museum roofline at the Museum Gardens Park.

The proposals are as follows:

**Bid Item #1**

<b>Name</b>	<b>A Tassell</b>	<b>B Westdale</b>	<b>Total</b>	<b>Service Calls</b>	<b>Options</b>
AAA Lawn Care	\$2493.00	\$2291.00	\$4784.00	No Limit	N/A
Zoro's	\$2500.00	\$2850.00	\$5350.00	5	Provided 3 year proposal*
Outdoor Lighting – Holiday White (Permanent)	\$3237.00	\$5993.00	\$9230.00	1 per week	540.00 garland on pillars
Outdoor Lighting – Seasonal White	\$1538.00	\$2134.00	\$3672.00	1 per week	540.00 garland on pillars
Outdoor Lighting – Permanent Color	\$5345.00	\$10873.00	\$16,218.00	1 per week	540.00 garland on pillars

**\*2023 - \$2900.00 2024 - \$2900.00**

**Bid Item #2 – Alternate**

<b>Name</b>	<b>A Streetlight Poles</b>	<b>B Snow flakes</b>	<b>C Tassell</b>	<b>D Westdale</b>	<b>Total</b>	<b>Service Calls</b>	<b>Options</b>
AAA Lawn Care	\$4444.00	\$4000.00	\$2493.00	\$2291.00	\$13,228	No Limit	N/A
Zoro's	\$8000.00	\$900.00	\$2500.00	\$2850.00	\$14,250	5	Provided 3 year proposal*
Outdoor Lighting – Holiday White (Permanent)	\$1320.00	\$2700.00	\$3237.00	\$5993.00	\$13,250	1 per week	540.00 garland on pillars
Outdoor Lighting – Seasonal White	\$1320.00	\$2700.00	\$1538.00	\$2134.00	\$7692	1 per week	540.00 garland on pillars
Outdoor Lighting – Permanent Color	\$1320.00	\$2700.00	\$5345.00	\$10873.00	\$20,238	1 per week	540.00 garland on pillars

**\*2023 - \$7400.00 2024 - \$7400.00**

I also received prices for string lights from Bronner's. If you recall, the existing string lights we used for the streetlight poles have fallen into disrepair due to salt and weather.

Purchasing string lights would allow the Buildings and Grounds Department (B&G) to install the lights on the streetlight poles and hang the snowflakes as well.

String lights - \$12.99  
Approximately 60 strands  
Total - \$780.00

The proposals are included in the packet. Outdoor Lighting is the low bid, providing seasonal service (no permanent lights) for Bid Item 1 and the Alternate.

Staff recommends the following:

1. Outdoor Lighting for Bid Item #1
2. The purchase of string lights from Bronner's and have B&G install the lights on the streetlight poles and hang the snowflakes.

*original*

**BID STATEMENT**

Downtown Development Authority (DDA) Bid Package – 2022  
Holiday Lighting – Cascade Township Village

**1. Bid Item #1:**

a. River birch trees and Kingsland gazebo at Tassell Park

\$ 2493<sup>00</sup>

b. River birch trees and Historical Museum roofline at the Museum Gardens Park.

\$ 2291<sup>00</sup>

Number of Service Calls: no limit \$ \_\_\_\_\_

Options/Alternates: \$ —

Description of Alternates: \_\_\_\_\_

**2. Bid Item #2 – Alternate Item**

a. Streetlight poles located throughout Cascade Village. (See Service Areas below).

\$ 4440<sup>00</sup> (2 strands each pole)

b. Snowflakes (Township to provide) on the streetlight poles in the village.

\$ 4000<sup>00</sup>

c. River birch trees and Kingsland gazebo at Tassell Park

\$ 2493<sup>00</sup>

d. River birch trees and Historical Museum roofline at the Museum Gardens Park.

\$ 2291<sup>00</sup>

Number of Service Calls: no limit \$ \_\_\_\_\_

Options/Alternates: \$ —

Description of Alternates: \_\_\_\_\_

This bid is firm for a period of sixty (60) days from the date of the bid opening and will not be withdrawn, modified or altered after the bid opening.



CONTRACTOR SIGNATURE

James Compau

PRINTED NAME

9/12/22

DATE

AAA Lawn Care, Inc. 14202 Ironwood Dr

COMPANY NAME AND ADDRESS

Grand Rapids, MI 49534

616-677-4000

TELEPHONE NUMBER(S)

jamesc@aaalawn care.com

E-MAIL ADDRESS(S)

PLEASE RETURN THIS ENTIRE BID PROPOSAL IN A SEALED ENVELOPE. MARK ENVELOPE "HOLIDAY LIGHTING BID".



## AAA Lawn Care, Inc. Holiday Lighting References

Cascade Charter Township  
Sandra Korhorn – DDA/Economic Development Director  
616-949-1500  
[sandra@cascadetwp.com](mailto:sandra@cascadetwp.com)

Cascade Charter Township has been Holiday Lighting customer of AAA Lawn Care since 2014.

Trinity Health System – Muskegon  
Dan Russell – Plant Operations Manager  
231-672-4060  
[russelld@mercyhealth.com](mailto:russelld@mercyhealth.com)

Trinity Health has been a Holiday Lighting customer of AAA Lawn Care since 2017. We service multiple sites across Muskegon.



**AAA** LAWN CARE™

*Locally owned. Serving West Michigan for over 30 years.*

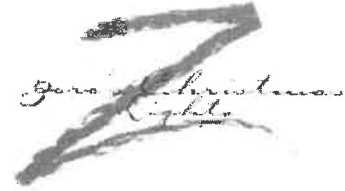
Grand Rapids 616.677.4000 Holland 616.399.4646 Grand Haven 616.847.4000 Muskegon 231.722.3100

info@aaalawn care.com  
888.374.7336



[aaalawn care.com](http://aaalawn care.com)

## Zoro's Christmas Lights



September 11, 2021  
Sandra Korhorn  
Cascade charter Twsp  
Grand Rapids, MI 49546  
616-949-1500

Zoro's Christmas Lights is pleased to submit the following proposal for The Retreat;

- (1) Bid item #1
  - (90) 50ct L.E.D lights to be used on 6 birch trees upto 15ft high.
  - (150) C9 magnetic lights to outline gazebo.
  - (200) c9 lights to outline Historical Museum.
  - This year's price \$5350.00 Year 2023 \$2900.00 Year 2024 \$\$2900.00
  - 
  - Bid item #2
  - 
  - (90) 50ct L.E.D lights to be used on 6 birch trees upto 15ft high.
  - (150) C9 magnetic lights to outline gazebo.
  - (200) c9 lights to outline Historical Museum.
  - (1) Snowflakes to be added on poles, with Cascade providing snowflakes.
  - (170) 50ct Mini L.E.D lights to be wrapped around 34 Streetlight poles.
  - This year's price \$14,300.00 2023 price 7400.00 2024 \$7400.00
- References
  - Jamie Brook DDA of Birmingham 248-508-5518
  - 
  - Jeff Suffolk Boyne Mountain Resorts 720-255-5475
  - 
  - Coral Rott Trijicon 248-960-7700 Ext.1172

In reference to the above quotations, Zoro's Christmas Lights submits the following bid clarification items:

1. All lighting equipment will remain as property Cascade charter Twsp
2. 3 year guarantee on all material as long your with us for your business all 3 years.
3. Storage and maintenance of lighting equipment is not included. The above quoted price is intended for work to be performed by lighting technicians employed through Zoro's Christmas Lights during scheduled designated time frame.
4. There is a 20% deposit required to secure designated resources and personnel for lighting date, which is applied to the balance of the total price.
5. Total payment due after completion of work.

Thank you for the opportunity to provide this bid. If you have any questions or require further information, please do not hesitate to contact me.

**Zoro's Christmas Lights**

34734 Navin Ave  
Livonia, MI 48152  
Phone: (248) 408-6393

[www.zoroschristmaslights.com](http://www.zoroschristmaslights.com)

[Zoroslights@gmail.com](mailto:Zoroslights@gmail.com)

**\*\* All Major Credit Cards Accepted\*\***

Sincerely,

**Martin Zoro**  
**Zoro's Christmas Lights**  
(248) 408-6393



This bid is firm for a period of sixty (60) days from the date of the bid opening and will not be withdrawn, modified or altered after the bid opening.

 MARTÍN ZORO 9-11-22  
CONTRACTOR SIGNATURE PRINTED NAME DATE

Zoros Christmas Lights, 3473 Navin Ave Livonia, mi  
COMPANY NAME AND ADDRESS 4815-

248-408-6393 ZorosLights@gmail.com  
TELEPHONE NUMBER(S) E-MAIL ADDRESS(S)

PLEASE RETURN THIS ENTIRE BID PROPOSAL IN A SEALED ENVELOPE. MARK ENVELOPE "**HOLIDAY LIGHTING BID**".

# P R O P O S A L

Outdoor Lighting Perspectives of Grand Rapids  
 221 Dogwood Ave NE  
 Ada, MI 49301  
 (616) 344-4950



[GrandRapids@outdoorlights.com](mailto:GrandRapids@outdoorlights.com)  
<https://outdoorlights.com/grand-rapids>

**Billing/Service Address**

Korhorn, Sandra  
 Cascade Township  
 5920 Tahoe Dr. SE  
 Grand Rapids, MI 49546  
 (616) 949-1500  
[sandra@cascadetwp.com](mailto:sandra@cascadetwp.com)

Date	September 1, 2022
Total	\$4,464.72

This proposal expires on 11/12/2022

**Please review and select one proposal from the bundle before accepting:**

- Bid Item #1**
- Bid Item #2 - Alternate

This proposal contains 3 options. Be sure to click the checkboxes below for the options you want to include.

Item	Description	Qty	Rate	Amount
Commercial Holiday Installation Rental	Installation of commercial holiday lighting products on a rental basis.	1	0.00	\$0.00
<input checked="" type="checkbox"/> Bid Item #1. Tassell Park				<b>\$1,538.00</b>
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #1 in Tassell Park, 6-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	17	22.00	\$374.00

RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #2 in Tassell Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	9	22.00	\$198.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #3 in Tassell Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	8	22.00	\$176.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #4 in Tassell Park, Single Stem. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	5	22.00	\$110.00
RentLEDC9-WW	Warm White LED C9 on Roofline of Gazebo (price includes Rental of product, clips, installation, removal, extension cords and timers)	85	8.00	\$680.00

**■ Bid Item #1. Museum Gardens \$2,134.00**

RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #1 in Museum Gardens Park, 3-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	5	22.00	\$110.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #2 in Museum Gardens Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	6	22.00	\$132.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #3 in Museum Gardens Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	6	22.00	\$132.00
RentLEDC9-WW	Warm White LED C9 on Roofline of Historical Museum (price includes Rental of product, clips, installation, removal, extension cords and timers)	220	8.00	\$1,760.00

Bid Item #1. Museum Extra **\$540.00**

rentgarlwrap	Led Garland 9' Sections Wrapped around porch columns/pillars (Price includes rental of product, and ext cords, installation, and removal)	4	135.00	\$540.00
			Base	\$0.00
			Bid Item #1. Tassell Park	\$1,538.00
			Bid Item #1. Museum Gardens	\$2,134.00
			Bid Item #1. Museum Extra	\$540.00
			Subtotal	\$4,212.00
			Tax	\$252.72
			Total	\$4,464.72

**P I C T U R E S**



Museum\_001.jpg

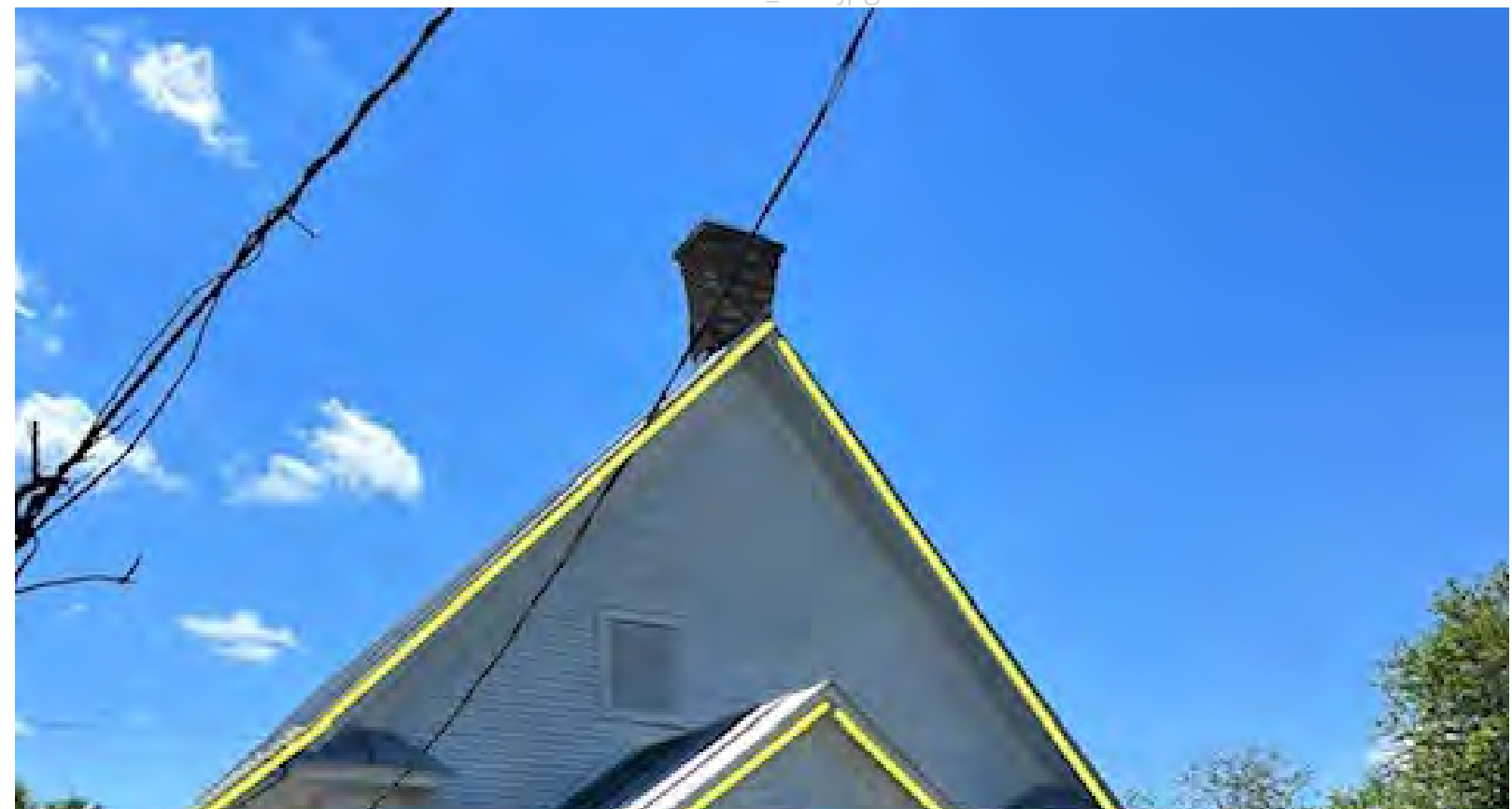




Museum\_002.jpg



Museum\_003.jpg





Museum\_004.jpg



Museum\_Park\_Birch-001.jpg





Tassell\_Park\_Birch-001.jpg





Tassell\_Park\_Birch-002.jpg





Tassell\_Park\_Birch-003.jpg





Tassell\_Park\_Birch-004.jpg



Tassell\_Park\_Gazebo.jpg

Click [here](#) if you no longer wish to receive notifications or related information about this proposal.

# P R O P O S A L

Outdoor Lighting Perspectives of Grand Rapids  
 221 Dogwood Ave NE  
 Ada, MI 49301  
 (616) 344-4950



[GrandRapids@outdoorlights.com](mailto:GrandRapids@outdoorlights.com)  
<https://outdoorlights.com/grand-rapids>

**Billing/Service Address**

Korhorn, Sandra  
 Cascade Township  
 5920 Tahoe Dr. SE  
 Grand Rapids, MI 49546  
 (616) 949-1500  
[sandra@cascadetwp.com](mailto:sandra@cascadetwp.com)

Date	September 1, 2022
Total	\$10,356.20

This proposal expires on 9/30/2022

**Please review and select one proposal from the bundle before accepting:**

**Bid Item #1. Permanent White**

**Bid Item #2 - Alternate Item. Permanent White**

This proposal contains 3 options. Be sure to click the checkboxes below for the options you want to include.

Item	Description	Qty	Rate	Amount
Holiday Installation Permanent	Permanent LED holiday lighting system installation. Includes all necessary wire, connection parts, additional materials and one year of our Annual Maintenance Program.	1	0.00	\$0.00
<input checked="" type="checkbox"/> Bid Item #1 - Tassell Park				<b>\$3,237.00</b>
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #1 in Tassell Park, 6-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product,	17	22.00	\$374.00

	extension cords, timers, installation, and removal)			
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #2 in Tassell Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	9	22.00	\$198.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #3 in Tassell Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	8	22.00	\$176.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #4 in Tassell Park, Single Stem. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	5	22.00	\$110.00
PermHoliday-ClassicWarmWht	Permanent Holiday Lights on Roofline of Gazebo in Tassell Park. Classic Warm White, Brilliantly Bright, Automated, and Dependable. Wifi not required.	85	24.00	\$2,040.00
ClassicWhtPower	Power Transformer, Classic White for Gazebo in Tassell Park, Good for up to 350ft.	1	339.00	\$339.00

Bid Item #1 - Museum Gardens

**\$5,993.00**

RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #1 in Museum Gardens Park, 3-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	5	22.00	\$110.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #2 in Museum Gardens Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and	6	22.00	\$132.00

	includes Rental of product, extension cords, timers, installation, and removal)			
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #3 in Museum Gardens Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	6	22.00	\$132.00
PermHoliday-ClassicWarmWht	Permanent Holiday Lights on Roofline of Historical Museum. Classic Warm White, Brilliantly Bright, Automated, and Dependable. Requires smart plug or switch.	220	24.00	\$5,280.00
ClassicWhtPower	Power Transformer, Classic White for Roofline of Historical Museum, Good for up to 350ft.	1	339.00	\$339.00
PermHoliday-FlushMountChannel	The Flush Mount Channel comes in a variety of colors to match your home's trim. It is designed to be installed in the absence of gutters or drip edge flashing, or used instead of affixing the lights to those elements already on your home.	100	0.00	\$0.00

<input type="checkbox"/> Bid Item #1 - Museum Extra				<b>\$540.00</b>
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rentgarlwrap	Led Garland 9' Sections Wrapped around porch columns/pillars (Price includes rental of product, and ext cords, installation, and removal)	4	135.00	\$540.00
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Base	\$0.00
Bid Item #1 - Tassell Park	\$3,237.00
Bid Item #1 - Museum Gardens	\$5,993.00
Bid Item #1 - Museum Extra	\$540.00

Subtotal	\$9,770.00
Tax	\$586.20
Total	\$10,356.20

P I C T U R E S





Tassell\_Park\_Birch-004.jpg



Tassell\_Park\_Gazebo.jpg

it.

# Classic Warm White

Brilliantly Bright, Automated, and Dependable



## Tiny But Powerful

Good things come in small packages! These energy efficient LEDs are super bright and cost pennies to run.

## Longest Lasting Lights

Never have whole sections go out again. These are the most dependable lights anywhere, backed by a 15-year warranty.

## Added Security

Sync with your home security system or simply turn the lights on each night for the added security a well-lit building provides



ClassicWhite.jpg

DAY



Day\_720x.jpg

NIGHT



Night\_720x.jpg



Museum\_001.jpg

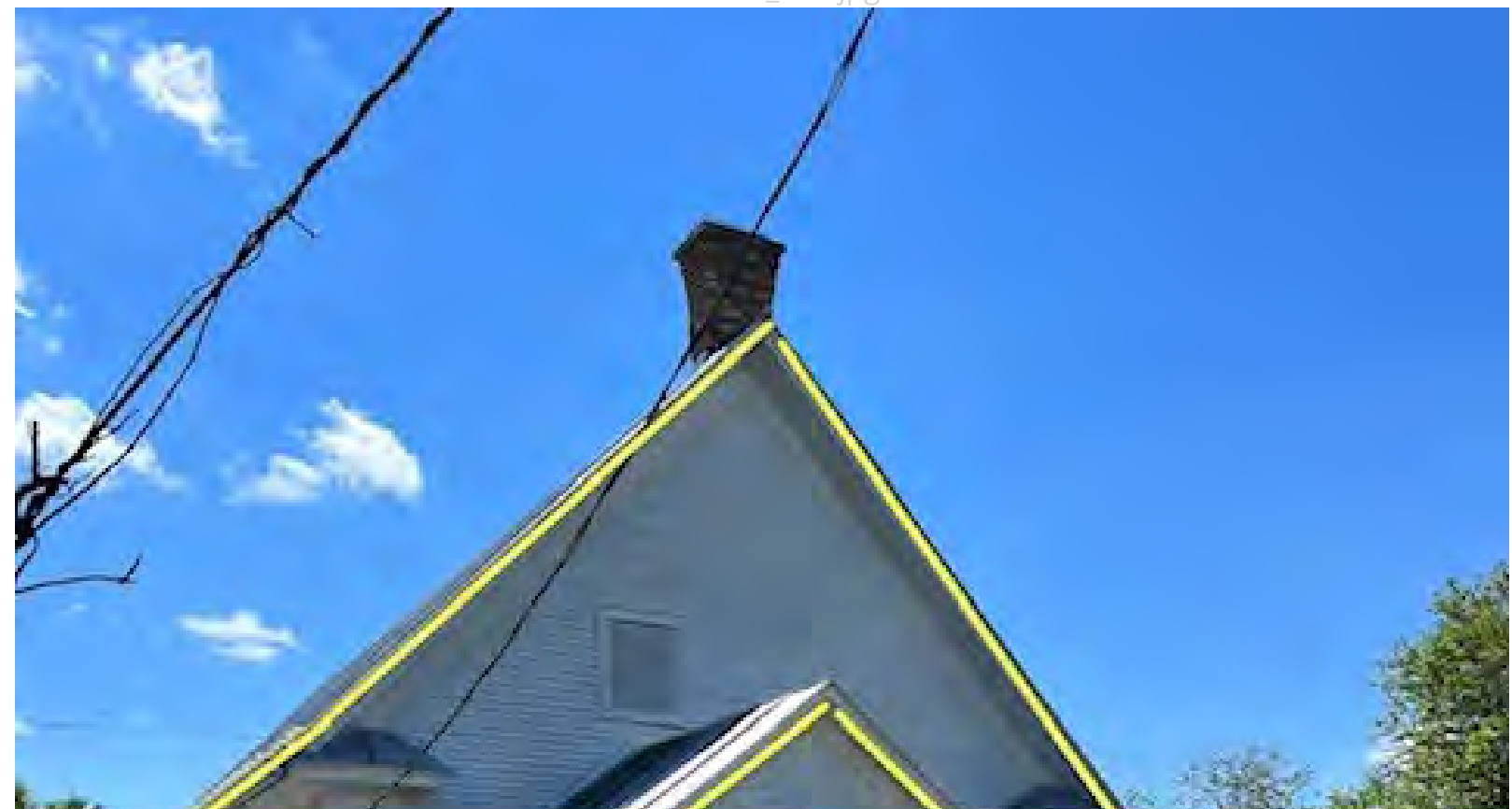




Museum\_002.jpg



Museum\_003.jpg





Museum\_004.jpg



Museum\_Park\_Birch-001.jpg





Tassell\_Park\_Birch-001.jpg





Tassell\_Park\_Birch-002.jpg





Tassell\_Park\_Birch-003.jpg

## T E R M S   A N D   C O N D I T I O N S

[CLICK HERE TO LEARN MORE ABOUT OUR FINANCING OPTIONS.](#)

Outdoor Lighting Perspectives Policies, Terms and Conditions Holiday Ownership

Outdoor Lighting Perspectives's service is comprised of the design, installation, and removal of holiday decorations. All lighting and decorations remain the property of the client. This is an agreement which includes the sale of product and services.

Lighting and Decorations: Outdoor Lighting Perspectives warrants the quality of our decorations and workmanship as provided below. Should you have any problems with the decorations, we want to correct them as soon as possible. We recommend that you turn the lights on for several hours over the first three to four evenings to test the lighting program. This will allow us to make corrections as soon as possible in

order to maximize your enjoyment of the decorations. Repairs needed due to vandalism, extraordinary weather conditions, and customer added lights are not warranted and will be billed as additional services. Power failure or tripping of GFI circuits that occur as a result of inclement weather cannot be the responsibility of Outdoor Lighting Perspectives. We will perform required service calls to solve these issues but we cannot be held liable for damage that may occur as a result of acts of nature. Upon reinstallation, all non-functioning bulbs and/or miniature light sets will be replaced and the client will be charged per the then current pricing; this is NOT included in the reinstallation and removal charge. At the clients approval, as plants grow, we will add additional holiday lights as landscaping matures at our discretion, and bill service at the appropriate rates. Any additional items requested at the time of service will also will be invoiced accordingly.

**Billing and Quality of Service:** Outdoor Lighting Perspectives has been installing lighting for 20 years. We believe in providing outstanding service. Should an issue arise, please contact us immediately so that we can promptly address your concern.

If a client does not contact our office within 7 days of an issue, then all agree that billing is correct. All services, unless otherwise agreed, are billed at the time of installation, at which time payment is due. This normally would include materials, set up, installation accessories, removal, & boxing of decor. Storage of all decor is included with the service; storage charges will apply if service is not utilized for one season, or delivery charges will apply if service is cancelled. Outdoor Lighting Perspectives guarantees the quality of all material and workmanship for that season, however any questions in regard to the quality of workmanship must be addressed within 7 days of service, or before the next service is to be performed, whichever comes first.

**Seasonal Lighting** Please be advised that all holiday lighting that is installed is suitable only to be used as seasonal, temporary lighting, unless otherwise specified. Outdoor Lighting Perspectives can only warrant seasonal lighting up to 100 days. Product life expectancy should not exceed 100 days when used continuously. Please consult your representative if you are interested in a permanent type of lighting. The holiday lighting period is detailed in this agreement and cannot exceed a period of 100 days unless specifically agreed to by the client and Outdoor Lighting Perspectives in writing. Failure to return or surrender all items will result in significant additional charges which are the responsibility of the client to promptly pay. Client agrees to allow Outdoor Lighting Perspectives access to all relevant property to ensure a timely and professional take down and removal of all items provided. Failure to provide reasonable and timely access for take down and removal will result in additional trip charges based on a minimum of \$150 per additional trip. Trips that require additional equipment including but not limited to lifts will incur significant additional charges. Client agrees to promptly settle any of these debts with Outdoor Lighting Perspectives.

**Photos** Please note that unless otherwise agreed upon, Outdoor Lighting Perspectives reserves the right to take photos of our decor services on your property, and use representations of these same photos for marketing purposes to include, but not limited to, brochures, portfolios, internet or postcards. The use of photo representations does not imply any financial or other consideration will be given for said use. Further, we reserve the right on commercial accounts to state the property name and/or address.

**Terms and Conditions:** Where permitted by law a 50% deposit will be required at the time your order is placed. Full payment for every item and service is due the date of installation. In the event payment is not made within terms on invoice, a time- price differential (FINANCE CHARGE) of 18% (eighteen percent) per annum, but in no event in excess of the maximum amount allowed at law, shall be assessed and due on the unpaid balance from the due date until payment is received in full by the Outdoor Lighting Perspectives service provider. Payments received will be applied first to any outstanding FINANCE CHARGE and the remainder to the unpaid balance on the account. In the event the purchaser fails to make payments as

required, your account shall be considered to be in default and the purchaser shall be responsible for costs of collection and reasonable attorneys' fees, as allowed by law. Client will provide all electrical power sources. If a requested item becomes unavailable, Outdoor Lighting Perspectives reserves the right to substitute an item of equal or better quality, subject to customer agreement, or to delete the items off of the installation and invoice.

Residential clients will be bound by continuing service agreement, meaning that yearly decor services are authorized, unless Outdoor Lighting Perspectives is notified otherwise in writing no later than September 15 of each year.

All clients, unless otherwise noted, will be serviced under the terms of the continuing service agreement. Outdoor Lighting Perspectives must be notified in writing prior to September 15th of each subsequent year or the terms and conditions of this agreement will automatically renew at the then current pricing. Clients will be notified via invoice sent to the physical address or e mail address on file no later than August 1st of each year. Installation and Removal: Holiday decorations shall be installed and removed at your request if possible. Clients requesting times are given priority on a first come first served basis. All services are subject to weather conditions and demand. The service provider retains sole discretion as to the timing of services and no breach occurs based on dates of services.

Limited Warranty and Limitation of Liability and Remedies: BOTH PARTIES TO THIS CONTRACT AGREE THAT IN THE EVENT OF THE FAILURE OR MALFUNCTION OF THE LIGHTING AND/OR DECORATIONS PROVIDED, THE SOLE AND EXCLUSIVE REMEDY AVAILABLE TO THE CLIENT SHALL BE THE REFUND OF THE RELEVANT AND PARTIAL PRODUCT FAILURE OF THE SERVICES PROVIDED UNDER THIS AGREEMENT OR THE REPAIR OR REPLACEMENT OF THE LIGHTING AND/OR DECORATIONS, TO BE DETERMINED SOLELY AT THE DISCRETION OF THE SERVICE PROVIDER. FULL REFUNDS ARE NOT AVAILABLE FOR PARTIAL PRODUCT FAILURE OR PARTIAL PRODUCT ISSUES.

BOTH PARTIES AGREE THAT the Outdoor Lighting Perspectives SERVICE PROVIDER WILL NOT BE LIABLE FOR ANY CONSEQUENTIAL DAMAGES OF ANY NATURE CAUSED TO THE PROPERTY OF THE CLIENT BY ANY FAILURE OR MALFUNCTION OF THE LIGHTING AND DECORATIONS PROVIDED UNDER THIS AGREEMENT. SOME STATES MAY NOT ALLOW FOR THE EXCLUSION OR LIMITATION OF INCIDENTAL AND CONSEQUENTIAL DAMAGES, SO THE ABOVE LIMITATION AND EXCLUSION MAY NOT APPLY TO YOU.

BOTH PARTIES AGREE THAT ANY CLAIM BY THE CLIENT THAT THE WORKMANSHIP OR MATERIALS USED ARE DEFECTIVE OR NONCONFORMING MUST BE BROUGHT TO THE ATTENTION OF THE Outdoor Lighting Perspectives SERVICE PROVIDER IN WRITING WITHIN 72 HOURS OF THE SERVICE AND FAILURE TO DO SO RESULTS IN A COMPLETE AND FINAL WAIVER OF ALL CLAIMS. Acceptance of this proposal indicates an agreed upon and binding contract between the parties listed as the billing/service address and Outdoor Lighting Perspectives.

Arbitration: ANY AND ALL DISPUTES THAT MAY ARISE BETWEEN THE PARTIES SHALL BE SETTLED BY ARBITRATION IN ACCORDANCE WITH STATE LAW WHERE THE SERVICE PROVIDER IS LOCATED. THE ARBITRATOR'S AWARD SHALL BE FINAL AND BINDING ON ALL PARTIES, AND JUDGMENT MAY BE ENTERED BY A COURT OF COMPETENT JURISDICTION IN THE COUNTY OF THE SERVICE PROVIDER WHERE ALL ARBITRATION PROCEEDINGS SHALL BE CONDUCTED THROUGH THE DISPUTE RESOLUTION CENTER, OR ITS SUCCESSOR.

Click [here](#) if you no longer wish to receive notifications or related information about this proposal.

# P R O P O S A L

Outdoor Lighting Perspectives of Grand Rapids  
 221 Dogwood Ave NE  
 Ada, MI 49301  
 (616) 344-4950



[GrandRapids@outdoorlights.com](mailto:GrandRapids@outdoorlights.com)  
<https://outdoorlights.com/grand-rapids>

**Billing/Service Address**

Korhorn, Sandra  
 Cascade Township  
 5920 Tahoe Dr. SE  
 Grand Rapids, MI 49546  
 (616) 949-1500  
[sandra@cascadetwp.com](mailto:sandra@cascadetwp.com)

Date	September 1, 2022
Total	\$17,763.48

This proposal expires on 9/30/2022

**Please review and select one proposal from the bundle before accepting:**

**Bid Item #1. Permanent Color-Changing**

**Bid Item #2 - Alternate. Permanent Color-Changing**

This proposal contains 3 options. Be sure to click the checkboxes below for the options you want to include.

Item	Description	Qty	Rate	Amount
Holiday Installation Permanent	Permanent LED holiday lighting system installation. Includes all necessary wire, connection parts, additional materials and one year of our Annual Maintenance Program.	1	0.00	\$0.00
<input checked="" type="checkbox"/> Bid Item #1. Tassell Park				<b>\$5,345.00</b>
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #1 in Tassell Park, 6-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product,	17	22.00	\$374.00

	extension cords, timers, installation, and removal)			
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #2 in Tassell Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	9	22.00	\$198.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #3 in Tassell Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	8	22.00	\$176.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #4 in Tassell Park, Single Stem. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	5	22.00	\$110.00
PermHoliday-ColorChanging	Permanent Holiday Lights on Roofline of Gazebo in Tassell Park. Color Changing, App Controlled Custom Colors and Sequences. Requires network bridge and wireless receiver.	85	40.00	\$3,400.00
ColorChangePower	Power Transformer, Color Changing for Gazebo in Tassell Park, Network Bridge, Wireless Receiver.	1	726.00	\$726.00
ColorChangeBoost	Power Booster, Color Changing for Gazebo in Tassell Park. Required for any runs over 75 ft.	1	361.00	\$361.00
<input type="checkbox"/> Bid Item #1. Museum Gardens				<b>\$10,873.00</b>
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #1 in Museum Gardens Park, 3-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	5	22.00	\$110.00

RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #2 in Museum Gardens Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	6	22.00	\$132.00
RentLEDMini-WW	Warm White LED Mini Lights spiral wrapped on Birch #3 in Museum Gardens Park, 4-Stem Clump. Wrapped to 10-12 ft Height with 6" Spacing between lights. (Cost per strand and includes Rental of product, extension cords, timers, installation, and removal)	1	22.00	\$22.00
PermHoliday-ColorChanging	Permanent Holiday Lights on Roofline of Historical Museum. Color Changing, App Controlled Custom Colors and Sequences. Requires network bridge and wireless receiver.	220	40.00	\$8,800.00
ColorChangePower	Power Transformer, Color Changing for Historical Museum, Network Bridge, Wireless Receiver.	1	726.00	\$726.00
ColorChangeBoost	Power Booster, Color Changing. Required for any runs over 75 ft.	3	361.00	\$1,083.00
PermHoliday-FlushMountChannel	The Flush Mount Channel comes in a variety of colors to match your home's trim. It is designed to be installed in the absence of gutters or drip edge flashing, or used instead of affixing the lights to those elements already on your home.	100	0.00	\$0.00
<input type="checkbox"/> Bid Item #1. Museum Extra				<b>\$540.00</b>
rentgarlwrap	Led Garland 9' Sections Wrapped around porch columns/pillars (Price includes rental of product, and ext cords, installation, and removal)	4	135.00	\$540.00

Base	\$0.00
Bid Item #1. Tassell Park	\$5,345.00
Bid Item #1.	\$10,873.00

Museum Gardens	
Bid Item #1. Museum Extra	\$540.00
Subtotal	\$16,758.00
Tax	\$1,005.48
Total	\$17,763.48

## P I C T U R E S

### Color Changing

App Controlled Custom Colors and Sequences



#### Android/iOS Compatible

Free EverLights app available on nearly all mobile devices for easy control from your phone or tablet.

#### Our Colors

More than 50 premade sequences to choose from themed for popular holidays, seasons, and celebrations.

#### Your Colors

Let your creativity take over! Choose from more than 16 million available colors and build sequences up to 250 individual lights.

#### Robust Calendar

Set it and forget it. Program the next year today or use our Autopilot feature to decorate year-round with one click.

#### Add Fun Animations

Control every aspect of your pattern including animations and set the speed exactly the way you like it.

ColorChanging.jpg

## Complete Mobile Control



Set on autopilot! Holiday patterns auto activate at dusk and dawn. Set it and forget it.



Program your sequences to your calendar. Set multiple patterns for any date or event.



Preview your patterns as you build them. Changes are instant.



Control each individual light with our custom sequence builder.

MobileApp.jpg

DAY



Day\_720x.jpg

NIGHT



Night\_720x.jpg



Museum\_001.jpg

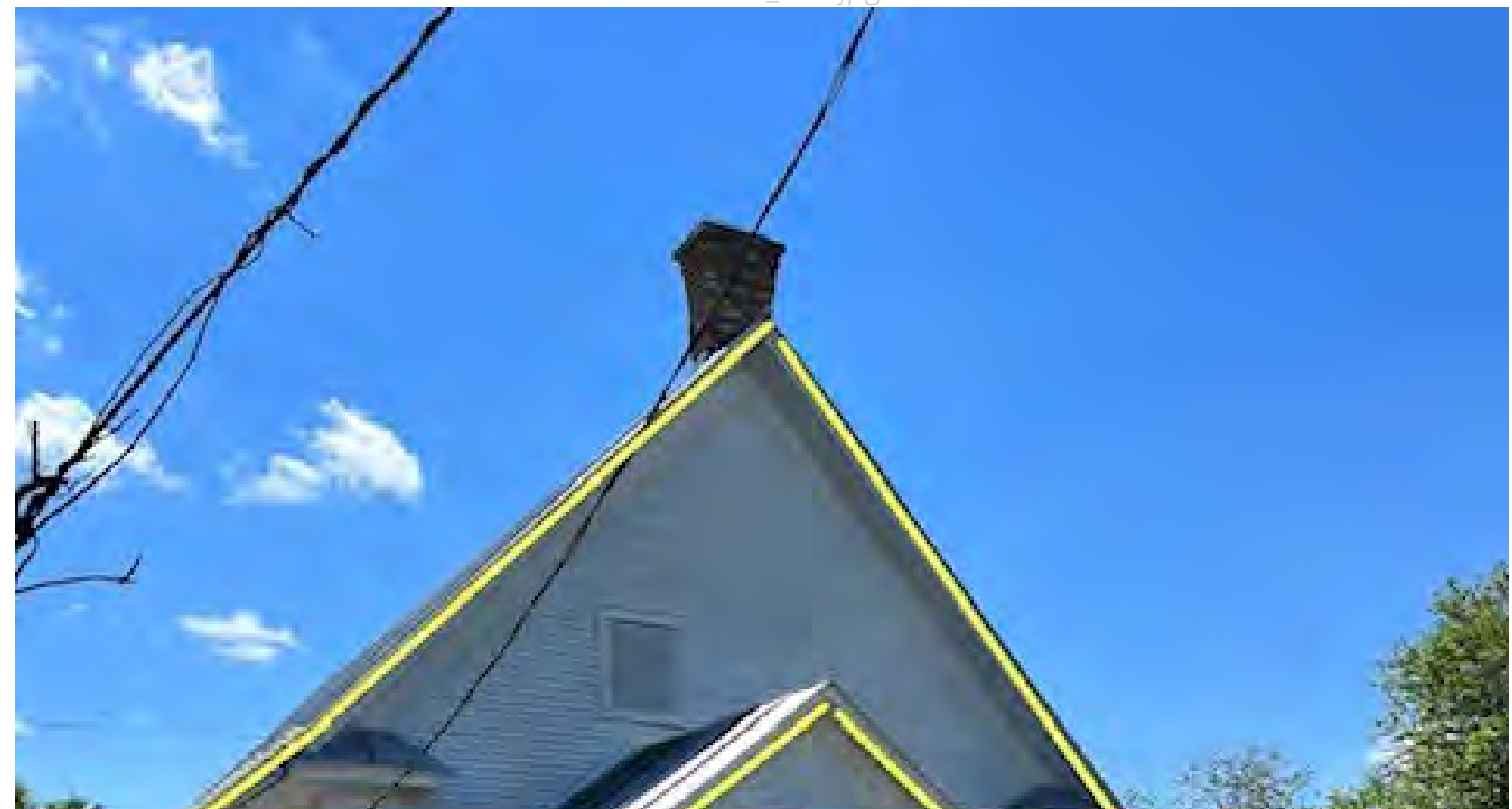




Museum\_002.jpg



Museum\_003.jpg





Museum\_004.jpg



Museum\_Park\_Birch-001.jpg





Tassell\_Park\_Birch-001.jpg





Tassell\_Park\_Birch-002.jpg





Tassell\_Park\_Birch-003.jpg





Tassell\_Park\_Birch-004.jpg



Tassell\_Park\_Gazebo.jpg

## T E R M S   A N D   C O N D I T I O N S

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[CLICK HERE TO LEARN MORE ABOUT OUR FINANCING OPTIONS.](#)

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Outdoor Lighting Perspectives Policies, Terms and Conditions Holiday Ownership

Outdoor Lighting Perspectives's service is comprised of the design, installation, and removal of holiday decorations. All lighting and decorations remain the property of the client. This is an agreement which includes the sale of product and services.

Lighting and Decorations: Outdoor Lighting Perspectives warrants the quality of our decorations and workmanship as provided below. Should you have any problems with the decorations, we want to correct them as soon as possible. We recommend that you turn the lights on for several hours over the first three to four evenings to test the lighting program. This will allow us to make corrections as soon as possible in order to maximize your enjoyment of the decorations. Repairs needed due to vandalism, extraordinary weather conditions, and customer added lights are not warranted and will be billed as additional services. Power failure or tripping of GFI circuits that occur as a result of inclement weather cannot be the responsibility of Outdoor Lighting Perspectives. We will perform required service calls to solve these issues but we cannot be held liable for damage that may occur as a result of acts of nature. Upon reinstallation, all non-functioning bulbs and/or miniature light sets will be replaced and the client will be charged per the

then current pricing; this is NOT included in the reinstallation and removal charge. At the clients approval, as plants grow, we will add additional holiday lights as landscaping matures at our discretion, and bill service at the appropriate rates. Any additional items requested at the time of service will also will be invoiced accordingly.

**Billing and Quality of Service:** Outdoor Lighting Perspectives has been installing lighting for 20 years. We believe in providing outstanding service. Should an issue arise, please contact us immediately so that we can promptly address your concern.

If a client does not contact our office within 7 days of an issue, then all agree that billing is correct. All services, unless otherwise agreed, are billed at the time of installation, at which time payment is due. This normally would include materials, set up, installation accessories, removal, & boxing of decor. Storage of all decor is included with the service; storage charges will apply if service is not utilized for one season, or delivery charges will apply if service is cancelled. Outdoor Lighting Perspectives guarantees the quality of all material and workmanship for that season, however any questions in regard to the quality of workmanship must be addressed within 7 days of service, or before the next service is to be performed, whichever comes first.

**Seasonal Lighting** Please be advised that all holiday lighting that is installed is suitable only to be used as seasonal, temporary lighting, unless otherwise specified. Outdoor Lighting Perspectives can only warrant seasonal lighting up to 100 days. Product life expectancy should not exceed 100 days when used continuously. Please consult your representative if you are interested in a permanent type of lighting. The holiday lighting period is detailed in this agreement and cannot exceed a period of 100 days unless specifically agreed to by the client and Outdoor Lighting Perspectives in writing. Failure to return or surrender all items will result in significant additional charges which are the responsibility of the client to promptly pay. Client agrees to allow Outdoor Lighting Perspectives access to all relevant property to ensure a timely and professional take down and removal of all items provided. Failure to provide reasonable and timely access for take down and removal will result in additional trip charges based on a minimum of \$150 per additional trip. Trips that require additional equipment including but not limited to lifts will incur significant additional charges. Client agrees to promptly settle any of these debts with Outdoor Lighting Perspectives.

**Photos** Please note that unless otherwise agreed upon, Outdoor Lighting Perspectives reserves the right to take photos of our decor services on your property, and use representations of these same photos for marketing purposes to include, but not limited to, brochures, portfolios, internet or postcards. The use of photo representations does not imply any financial or other consideration will be given for said use. Further, we reserve the right on commercial accounts to state the property name and/or address.

**Terms and Conditions:** Where permitted by law a 50% deposit will be required at the time your order is placed. Full payment for every item and service is due the date of installation. In the event payment is not made within terms on invoice, a time- price differential (FINANCE CHARGE) of 18% (eighteen percent) per annum, but in no event in excess of the maximum amount allowed at law, shall be assessed and due on the unpaid balance from the due date until payment is received in full by the Outdoor Lighting Perspectives service provider. Payments received will be applied first to any outstanding FINANCE CHARGE and the remainder to the unpaid balance on the account. In the event the purchaser fails to make payments as required, your account shall be considered to be in default and the purchaser shall be responsible for costs of collection and reasonable attorneys' fees, as allowed by law. Client will provide all electrical power sources. If a requested item becomes unavailable, Outdoor Lighting Perspectives reserves the right to substitute an item of equal or better quality, subject to customer agreement, or to delete the items off of the installation and invoice.

Residential clients will be bound by continuing service agreement, meaning that yearly decor services are authorized, unless Outdoor Lighting Perspectives is notified otherwise in writing no later than September 15 of each year.

All clients, unless otherwise noted, will be serviced under the terms of the continuing service agreement. Outdoor Lighting Perspectives must be notified in writing prior to September 15th of each subsequent year or the terms and conditions of this agreement will automatically renew at the then current pricing. Clients will be notified via invoice sent to the physical address or e mail address on file no later than August 1st of each year. Installation and Removal: Holiday decorations shall be installed and removed at your request if possible. Clients requesting times are given priority on a first come first served basis. All services are subject to weather conditions and demand. The service provider retains sole discretion as to the timing of services and no breach occurs based on dates of services.

Limited Warranty and Limitation of Liability and Remedies: BOTH PARTIES TO THIS CONTRACT AGREE THAT IN THE EVENT OF THE FAILURE OR MALFUNCTION OF THE LIGHTING AND/OR DECORATIONS PROVIDED, THE SOLE AND EXCLUSIVE REMEDY AVAILABLE TO THE CLIENT SHALL BE THE REFUND OF THE RELEVANT AND PARTIAL PRODUCT FAILURE OF THE SERVICES PROVIDED UNDER THIS AGREEMENT OR THE REPAIR OR REPLACEMENT OF THE LIGHTING AND/OR DECORATIONS, TO BE DETERMINED SOLELY AT THE DISCRETION OF THE SERVICE PROVIDER. FULL REFUNDS ARE NOT AVAILABLE FOR PARTIAL PRODUCT FAILURE OR PARTIAL PRODUCT ISSUES.

BOTH PARTIES AGREE THAT the Outdoor Lighting Perspectives SERVICE PROVIDER WILL NOT BE LIABLE FOR ANY CONSEQUENTIAL DAMAGES OF ANY NATURE CAUSED TO THE PROPERTY OF THE CLIENT BY ANY FAILURE OR MALFUNCTION OF THE LIGHTING AND DECORATIONS PROVIDED UNDER THIS AGREEMENT. SOME STATES MAY NOT ALLOW FOR THE EXCLUSION OR LIMITATION OF INCIDENTAL AND CONSEQUENTIAL DAMAGES, SO THE ABOVE LIMITATION AND EXCLUSION MAY NOT APPLY TO YOU.

BOTH PARTIES AGREE THAT ANY CLAIM BY THE CLIENT THAT THE WORKMANSHIP OR MATERIALS USED ARE DEFECTIVE OR NONCONFORMING MUST BE BROUGHT TO THE ATTENTION OF THE Outdoor Lighting Perspectives SERVICE PROVIDER IN WRITING WITHIN 72 HOURS OF THE SERVICE AND FAILURE TO DO SO RESULTS IN A COMPLETE AND FINAL WAIVER OF ALL CLAIMS. Acceptance of this proposal indicates an agreed upon and binding contract between the parties listed as the billing/service address and Outdoor Lighting Perspectives.

Arbitration: ANY AND ALL DISPUTES THAT MAY ARISE BETWEEN THE PARTIES SHALL BE SETTLED BY ARBITRATION IN ACCORDANCE WITH STATE LAW WHERE THE SERVICE PROVIDER IS LOCATED. THE ARBITRATOR'S AWARD SHALL BE FINAL AND BINDING ON ALL PARTIES, AND JUDGMENT MAY BE ENTERED BY A COURT OF COMPETENT JURISDICTION IN THE COUNTY OF THE SERVICE PROVIDER WHERE ALL ARBITRATION PROCEEDINGS SHALL BE CONDUCTED THROUGH THE DISPUTE RESOLUTION CENTER, OR ITS SUCCESSOR.

Click [here](#) if you no longer wish to receive notifications or related information about this proposal.

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## DDA MEMORANDUM

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**To:** Cascade Township DDA Board

**From:** Sandra Korhorn, DDA/Economic Development Director SKK

**Subject:** Discuss and Consider a Permanent Tree at Westdale Memorial Park

**Meeting Date:** September 20, 2022

---

It has been suggested that the DDA consider planting a real tree at the Virgil Nishimura Westdale Memorial Park. Earlier this year, staff asked Thornapple River Nursery to look at the space and make a suggestion on what would fit. Since they looked at the space, we have added a dedication plaque and flag pole for the renaming of the park. Due to these installations, a tree location may have to shift.

At the time, Thornapple River Nursery felt that an 8-10' Norway Spruce would work at the park and the cost would be approximately \$800.

The DDA board should discuss and consider whether they would like to move forward with a permanent tree and location.

---

## DDA MEMORANDUM

---

**To:** Cascade Township DDA Board

**From:** Sandra Korhorn, DDA/Economic Development Director *SKK*

**Subject:** Discuss 2023 DDA Budget

**Meeting Date:** September 20, 2022

---

Ben Swayze, Township Manager, will be at the meeting to discuss the 2023 DDA budget. He will review the DDA budget and budget process with the board. Following the review, he is interested in discussion regarding budget items/projects for the 2023 FY. It may be helpful to review the township strategic plan for this discussion. Please remember that all projects have to be included in the DDA TIF plan in order to be considered. I have attached both for your review.



# Cascade Township Strategic Plan 2022

Scheduled for Adoption September 14, 2022



# Cascade Township Strategic Plan 2022

Scheduled for Adoption September 14, 2022

Prepared with the assistance of:



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6th Floor, Suite B  
Grand Rapids, MI 49503  
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[www.mcka.com](http://www.mcka.com)

## Cascade's Commitment:

*"Provide the resources, staffing, and organizational structure to execute the desires of residents to preserve the natural beauty and community character of Cascade."*

# Acknowledgments

## Township Board

Supervisor Grace Lesperance\*  
Clerk Susan Slater  
Treasurer Ken Peirce  
Trustee Tom McDonald  
Trustee John Shipley\*  
Trustee Timmy Noordhoek  
Trustee Jim Koessel

## Planning Commission

Chris Noordyke, Chairman\*  
Ralph Moxley, Vice Chair  
Diedre Deering, Secretary  
Scott Rissi  
Windy Korstange  
Ben Rapin  
Alan Rowland  
Joe Engel  
Timmy Noordhoek  
Parks Committee:  
Ginny Wanty, Chairman  
Joe Engel, Vice Chair  
Mike Reese\*  
Grace Lesperance  
Matthew Douglas  
Windy Korstange

## Downtown Development Authority

Jennifer Puplava, Chairman  
Steve Stephan, Vice Chair  
Rene Growney, Secretary  
Richard Siegle  
Rishi Makkar  
Scott Vogel  
Michelle Kleyla\*  
Grace Lesperance\*  
Gordon Reynolds

## Other Key Contributors

Ben Swayze, Township Manager\*  
Craig Meurlin, Resident\*  
Jessica Stine, Administrative Assistant  
Amy Snow-Buckner, SaboPR  
Hunter Zuk, SaboPR

*\*Indicates Strategic Plan Advisory Committee Member*

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# Introduction






Welcome the Cascade Township 2022 Strategic Plan. The purpose of this document is to serve as a roadmap that describes the guiding principles, priorities, and proposed actions of the Township's Boards, Commissions, Committees, and Staff. Final actions will be contingent on resource availability, financial evaluation, and approval by a majority vote of the Township Board.

The Strategic Plan was developed over the course of a year, using a public process. The process included two online surveys, a series of public focus groups, and workshops with the Township Board, Planning Commission, Downtown Development Authority, Parks Committee and Township Staff. In total, nearly 2,000 people were engaged in the Strategic Planning process.

It is the intent of this document to begin implementation immediately, with a multi-pronged process. The Board, Planning Commission, DDA, Parks Committee, newly created Pathways Committee, and other entities all have tasks assigned to them, in order to create on-the-ground quality of life improvements for residents.

# Color Code Key

## Category

	Parks and Trails
	Land Use and Economic Development
	Village Character and Development
	Preservation of the Thornapple River
	Transportation and Safety

## Responsible Entities

	TS	Township Staff
	TB	Township Board
	DDA	Downtown Development Authority
	PC	Planning Commission
	ParkCom	Parks Commission
	PathCom	Pathways Commission
	ZBA	Zoning Board of Appeals
	TRSAD	Thornapple River Special Assessment District Committee

## Timeline

Immediately (Within 1 Year)

5+ Years

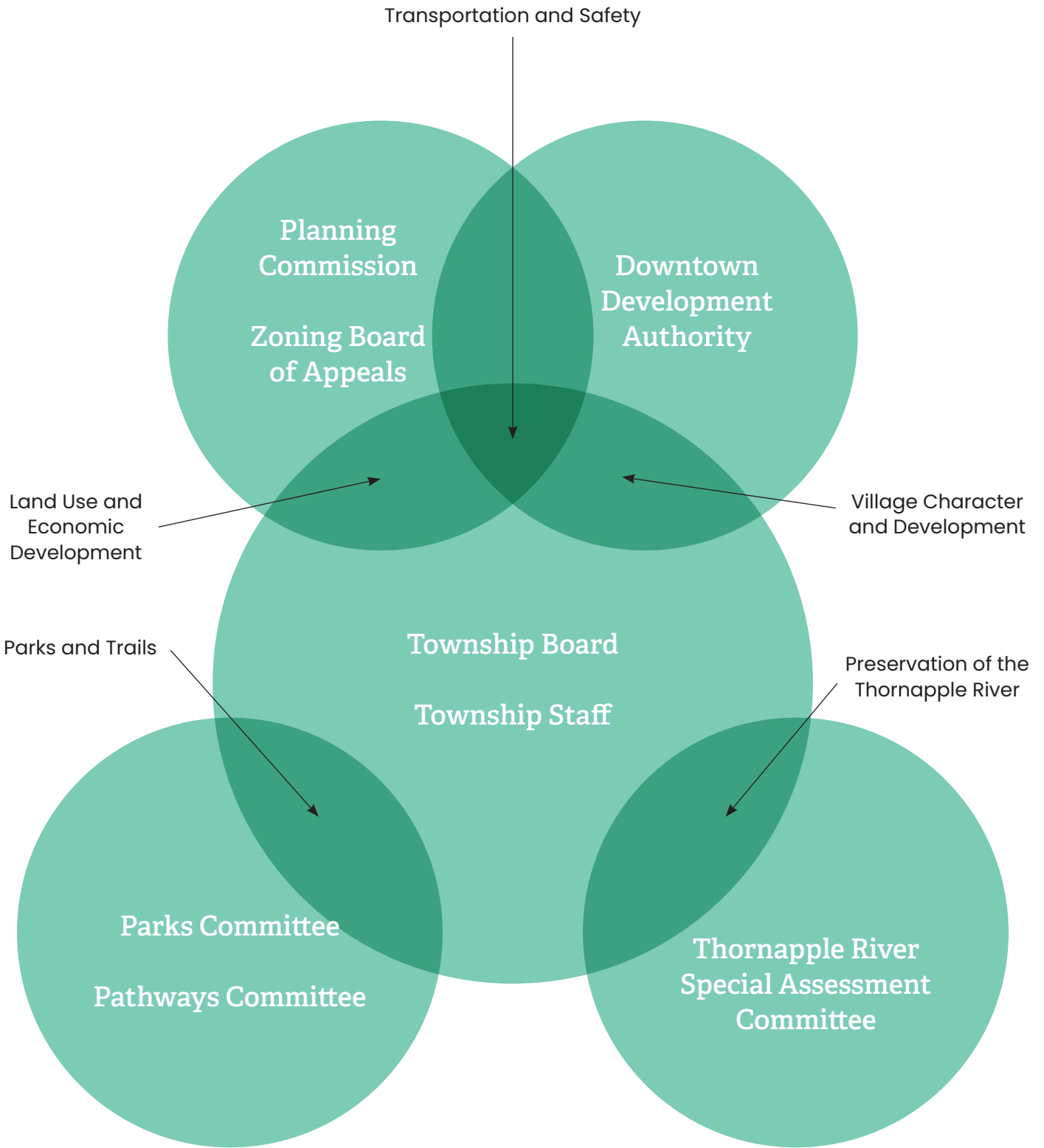


## Relationship to Other Plans

This **Strategic Plan** is designed to implement the **Township 10-Year Master Plan** by way of actions and tasks of Boards, Commissions, Committees, and Staff. The Master Plan provides the long-term vision for the community—it is the endpoint. The Strategic Plan provides the roadmap to get there.

Similarly, this plan provides a roadmap to the implementation of the vision of the Downtown Development Authority. However, that vision has not been updated as recently as the Township Master Plan, which is why this Strategic Plan recommends the creation of a **DDA Strategic Plan** to more clearly define the future of Cascade Village.

Finally, this plan was developed in conjunction with an ongoing update to the **5-Year Parks and Recreation Plan**. The priorities and tasks of this plan are intended to be consistent with that plan.



# Priorities and Tasks by Category

01

# Parks and Trails

## Priority 1. Ensure that existing parks meet the needs of the portion of the community that they serve.

**Task 1-1.** Complete the updated 2023-2027 5-Year Parks and Recreation Plan and Submit to MDNR.

**Time Frame:**  <1 year

**Responsible Entities:**  TS  ParkCom  TB

**Task 1-2.** Ensure sufficient resources in the annual budget for routine and long-term parks maintenance costs.

**Time Frame:**  <1 year

**Responsible Entities:**  TS  ParkCom  TB

**Task 1-3.** Implement parks and recreation capital improvements program and other projects listed in the 2023-2027 5-Year Parks and Recreation Plan.

**Time Frame:**  1 year

**Responsible Entities:**  TS  ParkCom  TB

## Priority 2. Create a central gathering place for the Township.

**Task 2-1.** Create a subcommittee with representation from Township Staff, the Parks Committee, Planning Commission, DDA, Library, and the Township Board to reach a consensus for the proposed central gathering place.

**Time Frame:**  1 year

**Responsible Entities:**  TS  ParkCom  DDA  
 PC  TB

**Task 2-2.** Work in partnership with the Library to determine the desired programming activities and subsequently, the location, of the proposed gathering place.

**Time Frame:**  1 year

**Responsible Entities:**  TS  ParkCom  DDA  
 PC  TB

**Task 2-3.** Work with a hired consultant (e.g., landscape architect) to design the proposed central gathering space with the desired amenities.

**Time Frame:**  2-3 years

**Responsible Entities:**  ParkCom  DDA  TB

**Task 2-4.** Present the consensus vision for the central gathering place.

**Time Frame:** ■ 2-4 years

**Responsible Entities:** ■ TS ■ ParkCom ■ DDA  
 ■ PC ■ TB

**Task 2-5.** Implement consensus for central gathering place.

**Time Frame:** ■ 3-4 years

**Responsible Entities:** ■ ParkCom ■ DDA ■ TB

### Priority 3. Create new parks to serve the community as it grows and preserve natural features for sustainability and natural character.

**Task 3-1.** Develop a land acquisition template and designate target zones for new parks and incorporate them in the Township’s 10-Year Master Plan and 5-Year Parks and Recreation Plan. Especially in areas of the Township currently underserved by parks, such as the southeast portion of the Township.

**Time Frame:** ■ <1 year

**Responsible Entities:** ■ TS ■ ParkCom ■ PC ■ TB

**Task 3-2.** If land is designated for recreation, develop new amenities for those areas. If land is designated for open space or greenspace, develop a preservation plan for those areas.

**Time Frame:** ■ 3-5 years

**Responsible Entities:** ■ TS ■ ParkCom ■ TB

### Priority 4. Refine the Township’s Parks and Recreation organizational structure.

**Task 4-1.** Establish and adopt bylaws and utilize the newly created Pathways Committee to identify funding opportunities and requirements for trail development, establish trail maintenance priorities and schedule, prioritize key trail connections and routes, and assist in parks and recreation program outreach.

**Time Frame:** ■ <1 year

**Responsible Entities:** ■ TS ■ ParkCom ■ TB

**Task 4-2.** Appoint residents to the Parks Committee and Pathways Committee who represent the geographic and knowledge-base diversity of the community, when feasible.

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ TS ■ ParkCom  
 ■ PathCom ■ TB

**Task 4-3.** Explore hiring additional Township staff to assist with routine tasks for parks and recreation activities including:

- A parks director
- A nature program director / conservationist
- Maintenance staff

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ TS ■ ParkCom ■ TB

**Task 4-4.** Explore programming and education opportunities for the Township’s Parks and Recreation facilities.

**Time Frame:** ■ 3 years

**Responsible Entities:** ■ ParkCom ■ TS ■ TB

**Task 4-5.** Allow community members to rent the Historic Township Hall and increase the availability of the Wisner Center for community rental.

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ TS ■ TB

**Priority 5. Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.**

**Task 5-1.** Assess and allocate adequate resources to the Parks Committee and Pathways Committee to implement the 2023-2027 5-Year Parks and Recreation Plan as well as the Strategic Plan.

**Time Frame:** ■ 1-5 years

**Responsible Entities:** ■ TS ■ ParkCom  
■ PathCom ■ TB

**Task 5-2.** Consider a new dedicated millage for parks upgrades, recreational programming, pathways, and new parks.

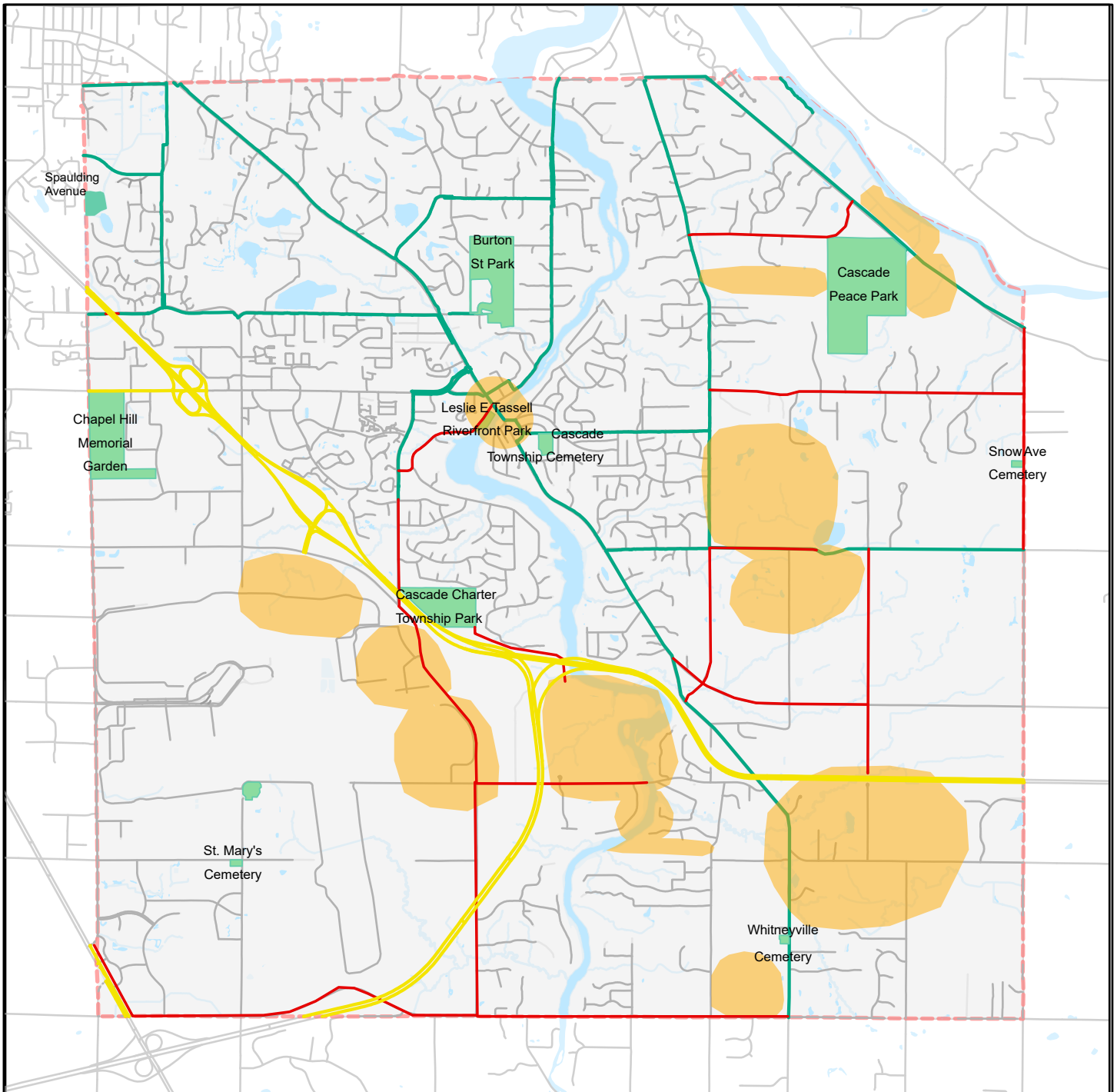
**Time Frame:** ■ 1-5 years

**Responsible Entities:** ■ TS ■ ParkCom  
■ PathCom ■ TB

**Task 5-3.** Approach private businesses and individuals to solicit philanthropic funding of parks facilities, pathways, and recreational programming.

**Time Frame:** ■ 1-5 years

**Responsible Entities:** ■ TS ■ ParkCom  
■ PathCom ■ TB

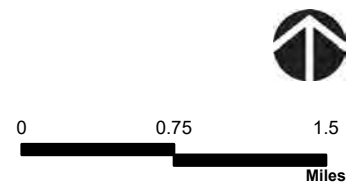


# Future Parks Target Areas

Cascade Charter Township, Kent County, Michigan  
September 14, 2022

## LEGEND

- Proposed Trail Extensions
- Existing Non Motorized Trails
- Proposed Park Acquisition Areas
- Existing Parks - Modified selection



Data Source: Michigan Geographic Data Library 2022. Grand Valley Metropolitan Council REGIS 2022. McKenna 2022.



# Land Use and Economic Development

**Priority 1. Populate Boards and Commissions with residents who represent the diversity of the Township and ensure that those that serve on Boards and Commission receive training and support to be effective in their roles.**

**Task 1-1.** Provide training opportunities for members of the Planning Commission and Zoning Board of Appeals.

**Time Frame:**  <1 year

**Responsible Entities:**  TS  ZBA  PC

**Task 1-2.** Appoint residents to the Planning Commission who represent the geographic and knowledge-base diversity of the community, when feasible.

**Time Frame:**  1-3 years depending on vacancies

**Responsible Entities:**  TS  PC  TB

**Task 1-3.** Schedule two annual (e.g., every October and April, as needed) joint informational meetings between the Township Board, Planning Commission, DDA, Parks Committee, and any other boards/committees as seen fit.

**Time Frame:**  1 year

**Responsible Entities:**  TS  DDA  PC  TB

**Priority 2. Ensure that zoning processes are clear, efficient, and promote both economic development and Township planning goals.**

**Task 2-1.** Instruct the Planning Director and Zoning Administrator to make written recommendations to the Planning Commission of possible inefficiencies with zoning processes.

- Include specific provisions (Section 21.08) in which modifications to a site plan can be deemed minor and therefore not subject to another review and approval by the Planning Commission but can be approved by the Planning Director. Examples of minor modifications may include:
  - » Revisions to landscaping design.
  - » The addition or re-location of any sidewalks, refuse containers, lighting, interior driveways, and/or signs.
  - » Decrease in building size.

- » Moving a proposed building by no more than 10 feet or 5% of the distance to the closest property line.
- » An increase in building size that does not exceed 5,000 square feet or 5% of the approved floor area.
- » A new building that does not exceed 5,000 square feet and will not contain a use requiring a Special Use permit.
- » Modification of parking lots within 10% of the approved size.
- Develop provisions to establish distinct separation between the Planning Director roles and the newly created Zoning Administrator position (Section 24.02). Some of the roles for the Zoning Administrator may include (but are not limited to):
  - » Fielding general zoning ordinance inquiries from the public
  - » Administering permits and staff approvals for accessory structures (i.e., fences and sheds)
  - » Enforcement activities and case logs
  - » Authority to issue cease and desist orders.
- Evaluate creating a Civil Infractions Bureau and refine the civil infractions system as needed, which may include a definitive fine structure for zoning ordinance violations (such as a warning period, a base fine for first offense, secondary offenses, repeat offenses, and cost per day when the offense is not reconciled).
- Allow the Planning Director or Zoning Administrator (with oversight from the Township Manager) to review and approve temporary uses, as defined in the Zoning Ordinance (to lessen the workload of the ZBA and streamline processes).

**Time Frame:** ■ 1 year

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 2-2.** Ensure sufficient staff and professional support for the Planning Commission by reviewing workloads of current staff and finding areas where support may be needed.

**Time Frame:** ■ 1 year

**Responsible Entities:** ■ TS ■ PC ■ TB

### Priority 3. Review the zoning ordinance to ensure it reflects Township priorities and market realities.

**Task 3-1.** Instruct the Planning Director and Planning Commission to conduct a "Lean Zoning" audit of the Zoning Ordinance to remove regulations that do not specifically advance a Township priority. Specifically, review the dimensional, landscaping, lighting, parking, and signage sections for unnecessary regulations and address impediments to business expansions and/or additions by means of:

- Allowing the Planning Commission jurisdiction to approve a lesser number of parking spaces than required, provided that proper justification for a different standard is given by the applicant.
- Allowing the Planning Commission jurisdiction to approve a different standard pertaining to landscaping, fencing, and screening, provided that adequate justification is provided by the applicant.
- The Planning Commission and Zoning Administrator should make written recommendations to the Planning Commission for review, and the Planning Commission will make its final recommendations to the Township Board for approval by a vote of the majority of the Township Board.

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 3-2.** Draft and adopt amendments to the Zoning Ordinance reflecting the key policy items identified during the Strategic Planning Process:

- Architectural Standards in Cascade Village, including whether current standards meet Township and DDA goals.
- Architectural Standards along 28th Street
- Landscaping Requirements
- Office Parks and their Potential for Mixed Use
- Outdoor Dining, including Year-Round Options

**Time Frame:** ■ 1 year

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 3-3.** Enhance and strengthen the B-1, Village Business District (or another district chosen to implement the Lower Village vision) provisions to include high-quality building and architectural and use standards considering:

- Permitted uses and special land uses
- Minimum/maximum parking requirements (including electric vehicles)
- Allowable building types and corresponding schedule of regulations

- Landscaping and lighting
- Outdoor dining

**Time Frame:** ■ 2-3 years

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 3-4.** Review the 2018 10-Year Master Plan’s Zoning Recommendations and implement amendments that have not yet been implemented (if they still reflect Township goals). These amendments include:

- Create and adopt the community mixed-use and transitional mixed-use zoning districts as outlined in the 10-Year Master Plan to realize the vision of the Upper and Lower Village area and mixed-use areas surrounding the airport.
- Develop and adopt Form-Based regulations where appropriate, such as within the Upper and Lower Village areas.
- Amend the Zoning Map to reflect new mixed-use zoning district classifications.

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ TS ■ PC ■ TB

#### Priority 4. Update the 10-Year Master Plan and, subsequently, the Zoning Ordinance, to position to Township for the 2020s and 2030s.

**Task 4-1.** Amend the “utility service area” boundary on the Township’s Future Land Use map to guide growth. Consider allowing utility extensions along Cascade Road as far as Quiggle Road, to the area near Ada Bible Church, with associated Future Land Use changes to allow housing development in that area. Increase protections for farmland and natural space in the areas remaining outside the utility service area boundary.

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 4-2.** Amend the Future Land Use map to include a designation suitable for establishing the Upper Village and Lower Village area, including criteria for structures and uses appropriate in those areas.

**Time Frame:** ■ <1 year

**Responsible Entities:** ■ TS ■ DDA ■ PC ■ TB

**Task 4-3.** Amend the Future Land Use Map to identify areas that may be conducive to small local commercial and mixed-use hamlets.

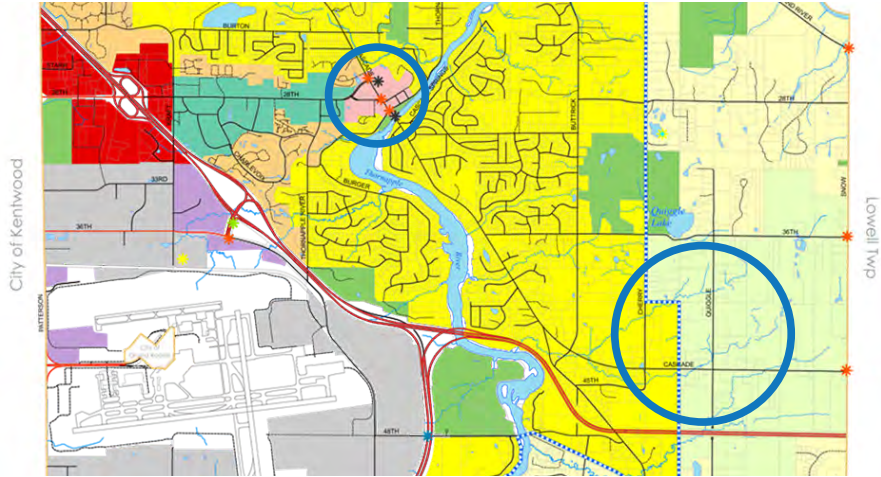
**Time Frame:** ■ 1 year

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 4-4.** Identify redevelopment programs, such as with the Michigan Economic Development Corporation (MEDC), Redevelopment Ready Communities (RRC) Program, Kent County Economic Development Department, and other applicable organizations to reduce vacancies within the Township’s future Upper and Lower Village area, commercial centers, and industrial centers.

**Time Frame:** 3-4 years

**Responsible Entities:** TS DDA PC TB



**Future Land Use Update Areas**

**Priority 5. Assess the Township’s current infrastructure to support business-friendliness.**

**Task 5-1.** Inventory cell service and broadband “dead zone” areas to ensure that commercial and industrial centers have adequate access to high speed and reliable phone and internet services.

**Time Frame:** 1-2 years

**Responsible Entities:** TS TB

**Task 5-2.** Inventory and prioritize segments along commercial and industrial corridors for sidewalk maintenance activities and upgrades.

**Time Frame:** 3-4 years

**Responsible Entities:** TS TB

**Task 5-3.** Develop a road maintenance plan for streets within (and connecting to) commercial and industrial developments.

**Time Frame:** 4 years

**Responsible Entities:** TS TB

**Task 5-4.** Inventory and address areas within commercial and industrial centers to ensure adequate access to water and sewer services and well as to prevent PFAS concerns.

**Time Frame:** 5+ years

**Responsible Entities:** TS PC TB

**Priority 6. Establish formal and consistent communication with representatives from the airport.**

**Task 6-1.** Actively participate in the Airport Access Study, as headed by the GVMC.

**Time Frame:** 1 year

**Responsible Entities:** TS PC TB

**Priority 7. Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.**

**Task 7-1.** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement the 10-Year Master Plan, zoning ordinance, and other applicable Township documents and visions.

**Time Frame:** 1-5 years

**Responsible Entities:** TS PC TB

**Priority 8. Evaluate the Township’s brand (including logos, website, social media, marketing and promotional materials, etc.) to ensure that the brand accurately reflects the consensus vision and direction for the future of the Township.**

**Task 8-1.** Evaluate the need to update the Township’s logo and supplemental materials. Ensure that the brand update is consistent with the DDA’s marketing and branding plan, as completed in 2017.

**Time Frame:** 2-3 years

**Responsible Entities:** TS DDA TB

# Village Character and Development

**Priority 1.** Appoint residents to the Downtown Development Authority who represent the geographic and knowledge base diversity of the DDA District, and ensure that DDA Board members receive training and support to be effective in their roles.

**Task 1-1.** Provide training opportunities for members of the DDA.

**Time Frame:**  <1 year

**Responsible Entities:**  TS  DDA

**Priority 2.** Establish the official boundary for the Upper and Lower Village District, to be utilized in the 10-Year Master Plan, Zoning Ordinance, and DDA Plan, as well as any other relevant Township processes and procedures.

**Task 2-1.** Utilize the recommendations of this Plan and the public engagement summary to determine the Upper and Lower Village Boundary.

**Time Frame:**  <1 year

**Responsible Entities:**  DDA  TB

**Priority 3.** Update the Cascade Township Downtown Development Authority (DDA) Development Plan, Tax Increment Financing (TIF) Plan, and/or Strategic Plan to establish the short, mid, and long-term projects and programs for the DDA to implement (in compliance with PA 57 of 2018).

**Task 3-1.** Identify funds within the DDA budget to hire out the DDA and TIF Plan and/or Strategic Plan and work alongside a hired consultant to identify the specific short-, mid-, and long-term projects and programs in the DDA and TIF Plan, for all Development Area parcels within the DDA boundary.

**Time Frame:**  1-2 years

**Responsible Entities:**  DDA  TB

**Task 3-2.** As part of the DDA Plan, develop Upper and Lower Village sub-area plans, addressing the following key DDA issues:

- Redevelopment of the Thornapple Center shopping plaza.

- Design, program, and enhance the green space around the library, to create the Upper Village.
- Build-out design (including buildings and parking) for the Lower Village, including proposed expansion of Leslie Tassel Park.
- Determine pedestrian and bicycle connections between the Upper and Lower Villages.
- Street network and road diet(s), especially on Cascade Road.
- Gateway locations
- Pedestrian bridge location over the Thornapple River
- Community gathering space and other greenspaces
- Zoning recommendations to support desired results and implementation

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Task 3-3.** As part of the DDA Plan, develop a 28th Street Corridor Plan, addressing the following key issues.

- Pedestrian and bicycle safety.
- Aesthetics and branding.
- Business support, retention, and recruitment.
- Site design and redevelopment goals, including the potential for housing.
- Zoning recommendations to support desired results and implementation.

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ DDA ■ PC ■ TB

## Priority 4. Implement the Upper and Lower Village sub-area plans, and the 28th Street Corridor Plan.

**Task 4-1.** Identify all applicable property owners and landlords in Thornapple Plaza, utilizing a robust outreach effort or stakeholder interviews, discuss options and incentives for the redevelopment of the shopping center.

**Time Frame:** ■ 2-3 years

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Task 4-2.** Partner with the owners of the Thornapple Plaza to redevelop the shopping center into a central hub for the Village. Issue a request for proposals for developers to partner in the project.

**Time Frame:** ■ 3-4 years

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Task 4-3.** Rezone appropriate properties as applicable to achieve the desired result for the Upper and Lower Village and the 28th Street corridor.

**Time Frame:** ■ 3-4 years

**Responsible Entities:** ■ PC ■ TB

**Task 4-4.** Work with the Kent County Road Commission to develop a road diet and pedestrian/bicycle safety plan for Cascade Road.

**Time Frame:** ■ 3-4 years

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Task 4-5.** Implement the planned uses for the Upper Village green space surrounding the library, including programming and recreational upgrades, as well as potential sale of a portion for development.

**Time Frame:** ■ 2-4 years

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Task 4-6.** Implement the 28th Street Corridor Plan using zoning amendments, DDA investments, and partnerships with MDOT, the Kent County Road Commission, the Rapid, and private entities.

**Time Frame:** ■ 2-4 years

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Priority 5. Identify and establish opportunities for public/private partnerships to assist with project implementation.**

**Task 5-1.** Develop a definitive list of large employers, developers, philanthropists, local businesses, and other similar organizations to establish partnerships and identify any private sector grant opportunities.

**Time Frame:** ■ 4-5 years

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Priority 6. Enhance local community spirit by means of planning and implementing various community events, festivals, business showcases, and other happenings.**

**Task 6-1.** Develop a schedule of event and festival ideas (such as holiday events, live music, art fairs, and more) and designate a point of contact to be responsible for primary event planning tasks.

**Time Frame:** ■ 2 years

**Responsible Entities:** ■ DDA ■ TB

**Task 6-2.** Develop potential cost estimates for each desired event and partner with local businesses, large employers, developers, and others to secure sponsorships (or operational support) for the various event activities.

**Time Frame:** ■ 2-3 years

**Responsible Entities:** ■ DDA ■ TB

**Task 6-3.** Implement the various planned community events as applicable.

**Time Frame:** ■ 3 years

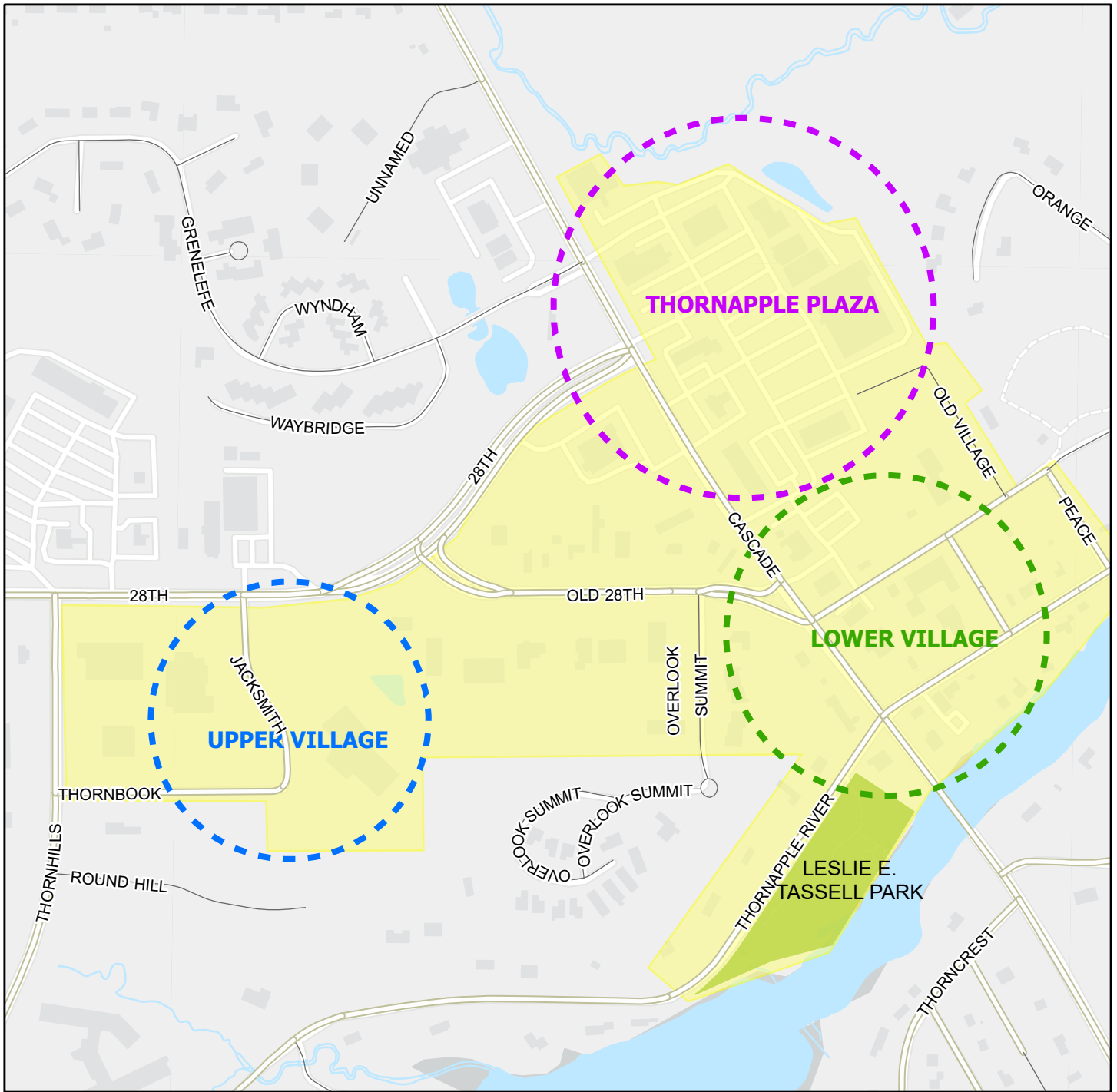
**Responsible Entities:** ■ DDA ■ TB

**Priority 7. Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.**

**Task 7-1.** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff, and the DDA for village development implementation and associated projects.

**Time Frame:** ■ 1-5 years

**Responsible Entities:** ■ TS ■ DDA ■ PC ■ TB



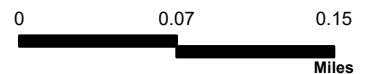
# Cascade Village Area

Cascade Charter Township, Kent County, Michigan

## LEGEND

### Layer

-  Parks
-  Bodies of Water
-  Village Area
-  Kent County Roads
-  Private Roads
-  Rivers & Streams



Data Source: Michigan Geographic Data Library 2022. Grand Valley Metropolitan Council REGIS 2022. McKenna 2022.

# Preservation of the Thornapple River

## Priority 1. Expand the Sustainability and Environment section of the 10-Year Master Plan to describe actionable steps for Thornapple River preservation.

- Task 1-1.** Consider various steps for river preservation efforts that may include (but are not limited to):
- Partner with an engineering firm specializing in environmental sustainability to develop a river preservation plan
  - Limit (or prohibit) development in flood hazard and wetland areas
  - Plan for strategic land acquisitions along the river to preserve as future parkland or greenspace
  - Prioritize targeted areas for water/sewer hookups
  - Create and enforce robust zoning ordinance provisions relating to fill and tree removal

**Time Frame:**  4-5 years

**Responsible Entities:**  TS  TRSAD  PC  TB

## Priority 2. Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.

- Task 2-1.** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement the 10-Year Master Plan and other various preservation projects.

**Time Frame:**  1-5 years

**Responsible Entities:**  TS  PC  TB

# Transportation and Safety

## Priority 1. Enhance road safety and streetscapes in the Cascade Village area to promote a safe, well-connected, walkable, and bikeable village environment.

**Task 1-1.** Continue partnerships and communications with the Kent County Road Commission to determine applicable streetscape and safety aspects (or alternatives) to implement the Upper and Lower Village area vision, as determined by the subarea plans.

**Time Frame:** ■ 3 years

**Responsible Entities:** ■ TS ■ DDA ■ TB

**Task 1-2.** Work with an engineering and/or planning firm to create a priority list and tentative schedule for the road improvements that will need to take place to implement the Upper and Lower Village vision.

**Time Frame:** ■ 3-4 years

**Responsible Entities:** ■ TS ■ DDA ■ TB

**Task 1-3.** Update the Township’s Complete Streets Plan to reflect the vision for the Upper and Lower Village Area.

**Time Frame:** ■ 4-5 years

**Responsible Entities:** ■ TS ■ DDA ■ TB

## Priority 2. Continue partnerships with the Kent County Road Commission to prioritize various bike facilities along specific corridors of the Township.

**Task 2-1.** Assess the Road Commission’s strategic road improvements schedule to collaborate on including new bike facilities in conjunction with road resurfacing or repaving projects. Bike projects can include expanded paved road shoulders (4 feet or wider), separated bike lanes, or on-street bike lanes.

**Time Frame:** ■ 3-4 years

**Responsible Entities:** ■ TS ■ PC ■ TB

### Priority 3. Continue partnerships with the Kent County Road Commission to address safety concerns at key intersections and corridors.

**Task 3-1.** Prioritize intersection enhancements at key locations where traffic accidents occur most frequently. Some of these intersections may include:

- 28th Street and Thornapple River Drive
- Buttrick Avenue and Cascade Road
- Whitneyville Avenue and Cascade Road
- 28th Street and Cascade Road
- Cascade Road and Burton Street
- Burton Street and Spaulding Avenue
- 28th Street and Kraft / Burton & Kraft
- Burton (between Patterson and Kraft)

**Time Frame:** ■ 1-3 years

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 3-2.** Determine the most appropriate enhancement(s) for each key intersection identified in the analysis process in task 1 above. Some examples of enhancements may include:

- Traffic signal timing
- Implementing green arrows for left turns
- Additional speed limit signage along key corridors
- Working alongside the Kent County Road Commission to implement their complete streets policy

**Time Frame:** ■ 1-3 years

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 3-3.** Identify and set aside potential sources for funding (or allocate resources) for the implementation of other intersection enhancements based on resident priorities:

**Time Frame:** ■ 4-5 years

**Responsible Entities:** ■ TB

**Priority 4. Partner with The Rapid and potentially a private transportation company to replace Route 29 with a more flexible, innovative, and efficient mode of public transportation to connect riders to jobs, dining, shopping, entertainment, and housing in Cascade, as well as to Ford Airport and Woodland Mall/the Kentwood Transit Center.**

**Task 4-1.** Determine alternative transportation partnership opportunities as needed.

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ TS ■ DDA ■ TB

**Task 4-2.** Implement the vision as established with the Rapid and a private transportation company to enhance Cascade’s public transportation opportunities.

**Time Frame:** ■ 1-2 years

**Responsible Entities:** ■ TS ■ DDA ■ TB

**Priority 5. Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.**

**Task 5-1.** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement road safety and public transportation projects.

**Time Frame:** ■ 1-5 years

**Responsible Entities:** ■ TS ■ PC ■ TB

# Board and Commission Action Lists

02

# Township Board

## Parks and Trails Task 1-1

Complete the updated 2023–2027 5-Year Parks and Recreation Plan and Submit to MDNR.

**Time Frame:**  <1 year

**Other Responsible Entities:**  TS  ParkCom

## Parks and Trails Task 1-2

Ensure sufficient resources in the annual budget for routine and long-term parks maintenance costs.

**Time Frame:**  <1 year

**Other Responsible Entities:**  TS  ParkCom

## Village Character and Development Task 2-1

Utilize the recommendations of this Plan and the public engagement summary to determine the Upper and Lower Village Boundary.

**Time Frame:**  >1 year

**Other Responsible Entities:**  DDA

## Parks and Trails Task 3-1

Develop a land acquisition template and designate target zones for new parks and incorporate them in the Township's 10-Year Master Plan and 5-Year Parks and Recreation Plan. Especially in areas of the Township currently underserved by parks, such as the southeast portion of the Township.

**Time Frame:**  >1 year

**Other Responsible Entities:**  TS  ParkCom  PC

## Parks and Trails Task 4-1

Establish and adopt bylaws and utilize the newly created Pathways Committee to identify funding opportunities and requirements for trail development, establish trail maintenance priorities and schedule, prioritize key trail connections and routes, and assist in parks and recreation program outreach.

**Time Frame:**  >1 year

**Other Responsible Entities:**  TS  ParkCom

### Land Use and Economic Development Task 4-2

Amend the Future Land Use map to include a designation suitable for establishing the Upper Village and Lower Village area, including criteria for structures and uses appropriate in those areas.

**Time Frame:** ■ <1 year

**Other Responsible Entities:** ■ TS ■ DDA ■ PC

### Parks and Trails Task 1-3

Implement parks and recreation capital improvements program and other projects listed in the 2023–2027 5–Year Parks and Recreation Plan.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ ParkCom

### Parks and Trails Task 2-1

Create a subcommittee with representation from Township Staff, the Parks Committee, Planning Commission, DDA, Library, and the Township Board to reach a consensus for the proposed central gathering place.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ ParkCom ■ DDA ■ PC

### Land Use and Economic Development Task 1-3

Schedule two annual (e.g., every October and April, as needed) joint informational meetings between the Township Board, Planning Commission, DDA, Parks Committee, and any other boards/committees as seen fit.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ DDA ■ PC

### Land Use and Economic Development Task 2-1

Instruct the Planning Director and Zoning Administrator to make written recommendations to the Planning Commission of possible inefficiencies with zoning processes.

- Include specific provisions (Section 21.08) in which modifications to a site plan can be deemed minor and therefore not subject to another review and approval by the Planning Commission but can be approved by the Planning Director. Examples of minor modifications may include:
  - » Revisions to landscaping design.
  - » The addition or re-location of any sidewalks, refuse containers, lighting, interior driveways, and/or signs.
  - » Decrease in building size.
  - » Moving a proposed building by no more than 10 feet or 5% of the distance to the closest property line.

- » An increase in building size that does not exceed 5,000 square feet or 5% of the approved floor area.
- » A new building that does not exceed 5,000 square feet and will not contain a use requiring a Special Use permit.
- » Modification of parking lots within 10% of the approved size.
- Develop provisions to establish distinct separation between the Planning Director roles and the newly created Zoning Administrator position (Section 24.02). Some of the roles for the Zoning Administrator may include (but are not limited to):
  - » Fielding general zoning ordinance inquiries from the public
  - » Administering permits and staff approvals for accessory structures (i.e., fences and sheds)
  - » Enforcement activities and case logs
  - » Authority to issue cease and desist orders.
- Evaluate creating a Civil Infractions Bureau and refine the civil infractions system as needed, which may include a definitive fine structure for zoning ordinance violations (such as a warning period, a base fine for first offense, secondary offenses, repeat offenses, and cost per day when the offense is not reconciled).
- Allow the Planning Director or Zoning Administrator (with oversight from the Township Manager) to review and approve temporary uses, as defined in the Zoning Ordinance (to lessen the workload of the ZBA and streamline processes).

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ PC

■ **Land Use and Economic Development Task 2-2**

Ensure sufficient staff and professional support for the Planning Commission by reviewing workloads of current staff and finding areas where support may be needed.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ PC

■ **Parks and Trails Task 2-2**

Work in partnership with Kent District Library to determine the desired programming activities and subsequently, the location, of the proposed gathering place.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ ParkCom ■ DDA ■ PC

■ **Land Use and Economic Development Task 3-2**

Draft and adopt amendments to the Zoning Ordinance reflecting the key policy items identified during the Strategic Planning Process:

- Architectural Standards in Cascade Village, including whether current standards meet Township and DDA goals.
- Architectural Standards along 28th Street

- Landscaping Requirements
- Office Parks and their Potential for Mixed Use
- Outdoor Dining, including Year-Round Options

**Time Frame:** ■■■ 2-3 years

**Other Responsible Entities:** ■■■ TS ■■■ PC

### ■ Land Use and Economic Development Task 4-3

Amend the Future Land Use Map to identify areas that may be conducive to small local commercial and mixed-use hamlets.

**Time Frame:** ■■■ 1 year

**Other Responsible Entities:** ■■■ TS ■■■ PC

### ■ Land Use and Economic Development Task 6-1

Actively participate in the Airport Access Study, as headed by the GVMC.

**Time Frame:** ■■■ 1 year

**Other Responsible Entities:** ■■■ TS ■■■ PC

### ■ Village Character and Development Task 3-1

Identify funds within the DDA budget to hire out the DDA and TIF Plan and/or Strategic Plan and work alongside a hired consultant to identify the specific short-, mid-, and long-term projects and programs in the DDA and TIF Plan, for all Development Area parcels within the DDA boundary.

**Time Frame:** ■■■ 1-2 years

**Other Responsible Entities:** ■■■ DDA

### ■ Land Use and Economic Development Task 3-1

Instruct the Planning Director and Planning Commission to conduct a "Lean Zoning" audit of the Zoning Ordinance to remove regulations that do not specifically advance a Township priority. Specifically, review the dimensional, landscaping, lighting, parking, and signage sections for unnecessary regulations and address impediments to business expansions and/or additions by means of:

- Allowing the Planning Commission jurisdiction to approve a lesser number of parking spaces than required, provided that proper justification for a different standard is given by the applicant.
- Allowing the Planning Commission jurisdiction to approve a different standard pertaining to landscaping, fencing, and screening, provided that adequate justification is provided by the applicant.

- The Planning Commission and Zoning Administrator should make written recommendations to the Planning Commission for review, and the Planning Commission will make its final recommendations to the Township Board for approval by a vote of the majority of the Township Board.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS PC

### Village Character and Development Task 3-2

As part of the DDA Plan, develop Upper and Lower Village sub-area plans, addressing the following key DDA issues:

- Redevelopment of the Thornapple Center shopping plaza.
- Design, program, and enhance the green space around the library, to create the Upper Village.
- Build-out design (including buildings and parking) for the Lower Village, including proposed expansion of Leslie Tassel Park.
- Determine pedestrian and bicycle connections between the Upper and Lower Villages.
- Street network and road diet(s), especially on Cascade Road.
- Gateway locations
- Pedestrian bridge location over the Thornapple River
- Community gathering space and other greenspaces
- Zoning recommendations to support desired results and implementation

**Time Frame:** 1-2 years

**Responsible Entities:** DDA PC

### Village Character and Development Task 3-3

As part of the DDA Plan, develop a 28th Street Corridor Plan, addressing the following key issues.

- Pedestrian and bicycle safety.
- Aesthetics and branding.
- Business support, retention, and recruitment.
- Site design and redevelopment goals, including the potential for housing.
- Zoning recommendations to support desired results and implementation.

**Time Frame:** 1-2 years

**Responsible Entities:** DDA PC

### Land Use and Economic Development Task 3-4

Review the 2018 10-Year Master Plan's Zoning Recommendations and implement amendments that have not yet been implemented (if they still reflect Township goals). These amendments include:

- Create and adopt the community mixed-use and transitional mixed-use zoning districts as outlined in the 10-Year Master Plan to realize the vision of the Upper and Lower Village area and mixed-use areas surrounding the airport.
- Develop and adopt Form-Based regulations where appropriate, such as within the Upper and Lower Village areas.
- Amend the Zoning Map to reflect new mixed-use zoning district classifications.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS PC

### Transportation and Safety Task 4-1

Determine alternative public transportation partnership opportunities as needed.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS DDA

### Land Use and Economic Development Task 4-1

Amend the "utility service area" boundary on the Township's Future Land Use map to guide growth. Consider allowing utility extensions along Cascade Road as far as Quiggle Road, to the area near Ada Bible Church, with associated Future Land Use changes to allow housing development in that area. Increase protections for farmland and natural space in the areas remaining outside the utility service area boundary.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS PC

### Transportation and Safety Task 4-2

Implement the vision as established with the Rapid and/or a private transportation company to enhance Cascade's public transportation opportunities.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS DDA

### Parks and Trails Task 4-2

Appoint residents to the Parks Committee and Pathways Committee who represent the geographic and knowledge-base diversity of the community, when feasible.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS ParkCom PathCom

**Parks and Trails Task 4-3**

Explore hiring additional Township staff to assist with routine tasks for parks and recreation activities including:

- A parks director
- A nature program director / conservationist
- Maintenance staff

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS ParkCom

**Parks and Trails Task 4-5:**

Allow community members to rent the Historic Township Hall and increase the availability of the Wisner Center for community rental.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS

**Village Character and Development Task 4-4**

Work with the Kent County Road Commission to develop a road diet and pedestrian/ bicycle safety plan for Cascade Road.

**Time Frame:** 1-2 years

**Other Responsible Entities:** DDA PC

**Land Use and Economic Development Task 1-2**

Appoint residents to the Planning Commission who represent the geographic and knowledge-base diversity of the community, when feasible.

**Time Frame:** 1-3 years depending on vacancies

**Other Responsible Entities:** TS

**Transportation and Safety Task 3-1**

Prioritize intersection enhancements at key locations where traffic accidents occur most frequently. Some of these intersections may include:

- 28th Street and Thornapple River Drive
- Buttrick Avenue and Cascade Road
- Whitneyville Avenue and Cascade Road
- 28th Street and Cascade Road
- Cascade Road and Burton Street
- Burton Street and Spaulding Avenue
- 28th Street and Kraft / Burton & Kraft
- Burton (between Patterson and Kraft)

**Time Frame:** 1-3 years

**Other Responsible Entities:** TS PC

### Transportation and Safety Task 3-2

Determine the most appropriate enhancement(s) for each key intersection identified in the analysis process in task 1 above. Some examples of enhancements may include:

- Traffic signal timing
- Implementing green arrows for left turns
- Additional speed limit signage along key corridors
- Working alongside the Kent County Road Commission to implement their complete streets policy

**Time Frame:** 1-3 years

**Other Responsible Entities:** TS PC

### Parks and Trails Task 5-1

Assess and allocate adequate resources to the Parks Committee and Pathways Committee to implement the 2023-2027 5-Year Parks and Recreation Plan as well as the Strategic Plan.

**Time Frame:** 1-5 years

**Other Responsible Entities:** TS ParkCom PathCom

### Transportation and Safety Task 5-1

Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement road safety and public transportation projects.

**Time Frame:** 1-5 years

**Other Responsible Entities:** TS PC

### Land Use and Economic Development Task 7-1

Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement the 10-Year Master Plan, zoning ordinance, and other applicable Township documents and visions.

**Time Frame:** 1-5 years

**Other Responsible Entities:** TS PC

### Village Character and Development Task 7-1

Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff, and the DDA for village development implementation and associated projects.

**Time Frame:** 1-5 years

**Other Responsible Entities:** TS DDA PC

**■ Preservation of the Thornapple River Task 2-1**

Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement the 10-Year Master Plan and other various preservation projects.

**Time Frame:** ■ 1-5 years

**Other Responsible Entities:** ■ TS ■ PC

**■ Land Use and Economic Development Task 5-1**

Inventory cell service and broadband “dead zone” areas to ensure that commercial and industrial centers have adequate access to high speed and reliable phone and internet services.

**Time Frame:** ■ 2 years

**Other Responsible Entities:** ■ TS

**■ Village Character and Development Task 6-1**

Develop a schedule of event and festival ideas (such as holiday events, live music, art fairs, and more) and designate a point of contact to be responsible for primary event planning tasks.

**Time Frame:** ■ 2 years

**Other Responsible Entities:** ■ DDA

**■ Parks and Trails Task 2-4**

Work with a hired consultant (e.g., landscape architect) to design the proposed central gathering space with the desired amenities.

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ ParkCom ■ DDA

**■ Land Use and Economic Development Task 3-2**

Draft and adopt amendments to the Zoning Ordinance reflecting the key policy items identified during the Strategic Planning Process:

- Architectural Standards in Cascade Village, including whether current standards meet Township and DDA goals.
- Architectural Standards along 28th Street
- Landscaping Requirements
- Office Parks and their Potential for Mixed Use
- Outdoor Dining, including Year-Round Options

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ TS ■ PC

### Land Use and Economic Development Task 3-3

Enhance and strengthen the B-1, Village Business District (or another district chosen to implement the Lower Village vision) provisions to include high-quality building and architectural and use standards considering:

- Permitted uses and special land uses
- Minimum/maximum parking requirements (including electric vehicles)
- Allowable building types and corresponding schedule of regulations
- Landscaping and lighting
- Outdoor dining

**Time Frame:** 2-3 years

**Other Responsible Entities:** TS PC

### Land Use and Economic Development Task 8-1

Evaluate the need to update the Township's logo and supplemental materials. Ensure that the brand update is consistent with the DDA's marketing and branding plan, as completed in 2017.

**Time Frame:** 2-3 years

**Other Responsible Entities:** TS DDA

### Village Character and Development Task 4-1

Identify all applicable property owners and landlords in Thornapple Plaza, utilizing a robust outreach effort or stakeholder interviews, discuss options and incentives for the redevelopment of the shopping center.

**Time Frame:** 2-3 years

**Responsible Entities:** DDA PC

### Village Character and Development Task 6-2

Develop potential cost estimates for each desired event and partner with local businesses, large employers, developers, and others to secure sponsorships (or operational support) for the various event activities.

**Time Frame:** 2-3 years

**Other Responsible Entities:** DDA

### Parks and Trails Task 2-3

Present the consensus vision for the central gathering place.

**Time Frame:** 2-4 years

**Other Responsible Entities:** TS ParkCom DDA PC

**Village Character and Development Task 4-5**

Implement the planned uses for the Upper Village green space surrounding the library, including programming and recreational upgrades, as well as potential sale of a portion for development.

**Time Frame:** 2-4 years

**Other Responsible Entities:** DDA PC

**Village Character and Development Task 4-6**

Implement the 28th Street Corridor Plan using zoning amendments, DDA investments, and partnerships with MDOT, the Kent County Road Commission, the Rapid, and private entities.

**Time Frame:** 2-4 years

**Other Responsible Entities:** DDA PC

**Transportation and Safety Task 1-1**

Continue partnerships and communications with the Kent County Road Commission to determine applicable streetscape and safety aspects (or alternatives) to implement the Upper and Lower Village area vision, as determined by the subarea plans.

**Time Frame:** 3 years

**Other Responsible Entities:** TS DDA

**Parks and Trails Task 4-4**

Explore programming and education opportunities for the Township’s Parks and Recreation facilities.

**Time Frame:** 3 years

**Other Responsible Entities:** ParkCom TS

**Village Character and Development Task 6-3**

Implement the various planned community events as applicable.

**Time Frame:** 3 years

**Other Responsible Entities:** DDA

**Transportation and Safety Task 1-2**

Work with an engineering and/or planning firm to create a priority list and tentative schedule for the road improvements that will need to take place to implement the Upper and Lower Village vision.

**Time Frame:** 3-4 years

**Other Responsible Entities:** TS DDA

### Transportation and Safety Task 2-1

Assess the Road Commission's strategic road improvements schedule to collaborate on including new bike facilities in conjunction with road resurfacing or repaving projects. Bike projects can include expanded paved road shoulders (4 feet or wider), separated bike lanes, or on-street bike lanes.

**Time Frame:** 3-4 years

**Other Responsible Entities:** TS PC

### Parks and Trails Task 2-5

Implement consensus for central gathering place.

**Time Frame:** 3-4 years

**Other Responsible Entities:** ParkCom DDA

### Village Character and Development Task 4-2

Partner with the owners of the Thornapple Plaza to redevelop the shopping center into a central hub for the Village. Issue a request for proposals for developers to partner in the project.

**Time Frame:** 3-4 years

**Other Responsible Entities:** DDA PC

### Village Character and Development Task 4-3

Rezone appropriate properties as applicable to achieve the desired result for the Upper and Lower Village and the 28th Street corridor.

**Time Frame:** 3-4 years

**Other Responsible Entities:** PC

### Land Use and Economic Development Task 4-4

Identify redevelopment programs, such as with the Michigan Economic Development Corporation (MEDC), Redevelopment Ready Communities (RRC) Program, Kent County Economic Development Department, and other applicable organizations to reduce vacancies within the Township's future Upper and Lower Village area, commercial centers, and industrial centers.

**Time Frame:** 3-4 years

**Other Responsible Entities:** TS DDA PC

### Land Use and Economic Development Task 5-2

Inventory and prioritize segments along commercial and industrial corridors for sidewalk maintenance activities and upgrades.

**Time Frame:** 3-4 years

**Other Responsible Entities:** TS

**Parks and Trails Task 3-3**

If land is designated for recreation, develop new amenities for those areas. If land is designated for open space or greenspace, develop a preservation plan for those areas.

**Time Frame:** 3-5 years

**Other Responsible Entities:** TS ParkCom

**Land Use and Economic Development Task 5-3**

Develop a road maintenance plan for streets within (and connecting to) commercial and industrial developments.

**Time Frame:** 4 years

**Other Responsible Entities:** TS

**Transportation and Safety Task 1-3**

Update the Township’s Complete Streets Plan to reflect the vision for the Upper and Lower Village Area.

**Time Frame:** 4-5 years

**Other Responsible Entities:** TS DDA

**Preservation of the Thornapple River Task 1-1**

Consider various steps for river preservation efforts that may include (but are not limited to):

- Partner with an engineering firm specializing in environmental sustainability to develop a river preservation plan
- Limit (or prohibit) development in flood hazard and wetland areas
- Plan for strategic land acquisitions along the river to preserve as future parkland or greenspace
- Prioritize targeted areas for water/sewer hookups
- Create and enforce robust zoning ordinance provisions relating to fill and tree removal

**Time Frame:** 4-5 years

**Other Responsible Entities:** TS TRSAD PC

**Transportation and Safety Task 3-3**

Identify and set aside potential sources for funding (or allocate resources) for the implementation of other intersection enhancements based on resident priorities:

**Time Frame:** 4-5 years

**Other Responsible Entities:** None

**Village Character and Development Task 5-1**

Develop a definitive list of large employers, developers, philanthropists, local businesses, and other similar organizations to establish partnerships and identify any private sector grant opportunities.

**Time Frame:** 4-5 years

**Other Responsible Entities:** DDA PC

**Land Use and Economic Development Task 5-4**

Inventory and address areas within commercial and industrial centers to ensure adequate access to water and sewer services and well as to prevent PFAS concerns.

**Time Frame:** 5+ years

**Other Responsible Entities:** TS PC

# Downtown Development Authority (DDA)

## Village Character and Development Task 1-1

Provide training opportunities for members of the DDA.

**Time Frame:**  <1 year

**Other Responsible Entities:**  TS

## Village Character and Development Task 2-1

Utilize the recommendations of this Plan and the public engagement summary to determine the Upper and Lower Village Boundary.

**Time Frame:**  >1 year

## Land Use and Economic Development Task 4-2

Amend the Future Land Use map to include a designation suitable for establishing the Upper Village and Lower Village area, including criteria for structures and uses appropriate in those areas.

**Time Frame:**  <1 year

**Other Responsible Entities:**  TS  PC  TB

## Land Use and Economic Development Task 1-3

Schedule two annual (e.g., every October and April, as needed) joint informational meetings between the Township Board, Planning Commission, DDA, Parks Committee, and any other boards/committees as seen fit.

**Time Frame:**  1 year

**Other Responsible Entities:**  TS  PC  TB

## Parks and Trails Task 2-1

Create a subcommittee with representation from Township Staff, the Parks Committee, Planning Commission, DDA, Library, and the Township Board to reach a consensus for the proposed central gathering place.

**Time Frame:**  1 year

**Other Responsible Entities:**  TS  ParkCom  PC  TB

### Parks and Trails Task 2-2

Work in partnership with the Library to determine the desired programming activities and subsequently, the location, of the proposed gathering place.

**Time Frame:** 1 year

**Other Responsible Entities:** TS ParkCom PC TB

### Village Character and Development Task 3-1

Identify funds within the DDA budget to hire out the DDA and TIF Plan and/or Strategic Plan and work alongside a hired consultant to identify the specific short-, mid-, and long-term projects and programs in the DDA and TIF Plan, for all Development Area parcels within the DDA boundary.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TB

### Village Character and Development Task 3-2

As part of the DDA Plan, develop Upper and Lower Village sub-area plans, addressing the following key DDA issues:

- Redevelopment of the Thornapple Center shopping plaza.
- Design, program, and enhance the green space around the library, to create the Upper Village.
- Build-out design (including buildings and parking) for the Lower Village, including proposed expansion of Leslie Tassel Park.
- Determine pedestrian and bicycle connections between the Upper and Lower Villages.
- Street network and road diet(s), especially on Cascade Road.
- Gateway locations
- Pedestrian bridge location over the Thornapple River
- Community gathering space and other greenspaces
- Zoning recommendations to support desired results and implementation

**Time Frame:** 1-2 years

**Other Responsible Entities:** PC TB

**Village Character and Development Task 3-3**

As part of the DDA Plan, develop a 28th Street Corridor Plan, addressing the following key issues.

- Pedestrian and bicycle safety.
- Aesthetics and branding.
- Business support, retention, and recruitment.
- Site design and redevelopment goals, including the potential for housing.
- Zoning recommendations to support desired results and implementation.

**Time Frame:** 1-2 years

**Other Responsible Entities:** PC TB

**Village Character and Development Task 4-4**

Work with the Kent County Road Commission to develop a road diet and pedestrian/bicycle safety plan for Cascade Road.

**Time Frame:** 1-2 years

**Other Responsible Entities:** DDA TB

**Transportation and Safety Task 4-1**

Determine alternative transportation partnership opportunities as needed.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS TB

**Transportation and Safety Task 4-2**

Implement the vision as established with the Rapid and a private transportation company to enhance Cascade’s public transportation opportunities.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS TB

**Village Character and Development Task 7-1**

Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff, and the DDA for village development implementation and associated projects.

**Time Frame:** 1-5 years

**Other Responsible Entities:** TS PC TB

### Village Character and Development Task 6-1

Develop a schedule of event and festival ideas (such as holiday events, live music, art fairs, and more) and designate a point of contact to be responsible for primary event planning tasks.

**Time Frame:** ■ 2 years

**Other Responsible Entities:** ■ TB

### Village Character and Development Task 4-1

Identify all applicable property owners and landlords in Thornapple Plaza, utilizing a robust outreach effort or stakeholder interviews, discuss options and incentives for the redevelopment of the shopping center.

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ PC ■ TB

### Parks and Trails Task 2-4

Work with a hired consultant (e.g., landscape architect) to design the proposed central gathering space with the desired amenities.

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ ParkCom ■ TB

### Village Character and Development Task 6-2

Develop potential cost estimates for each desired event and partner with local businesses, large employers, developers, and others to secure sponsorships (or operational support) for the various event activities.

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ TB

### Land Use and Economic Development Task 8-1

Evaluate the need to update the Township's logo and supplemental materials. Ensure that the brand update is consistent with the DDA's marketing and branding plan, as completed in 2017.

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ TS ■ TB

### Parks and Trails Task 2-3

Present the consensus vision for the central gathering place.

**Time Frame:** ■ 2-4 years

**Other Responsible Entities:** ■ TS ■ ParkCom ■ PC ■ TB

**Transportation and Safety Task 1-1**

Continue partnerships and communications with the Kent County Road Commission to determine applicable streetscape and safety aspects (or alternatives) to implement the Upper and Lower Village area vision, as determined by the subarea plans.

**Time Frame:** 3 years

**Other Responsible Entities:** TS TB

**Village Character and Development Task 6-3**

Implement the various planned community events as applicable.

**Time Frame:** 3 years

**Other Responsible Entities:** TB

**Transportation and Safety Task 1-2**

Work with an engineering and/or planning firm to create a priority list and tentative schedule for the road improvements that will need to take place to implement the Upper and Lower Village vision.

**Time Frame:** 3-4 years

**Other Responsible Entities:** TS TB

**Parks and Trails Task 2-5**

Implement consensus for central gathering place.

**Time Frame:** 3-4 years

**Other Responsible Entities:** ParkCom TB

**Village Character and Development Task 4-2**

Partner with the owners of the Thornapple Plaza to redevelop the shopping center into a central hub for the Village. Issue a request for proposals for developers to partner in the project.

**Time Frame:** 3-4 years

**Other Responsible Entities:** PC TB

**Land Use and Economic Development Task 4-4**

Identify redevelopment programs, such as with the Michigan Economic Development Corporation (MEDC), Redevelopment Ready Communities (RRC) Program, Kent County Economic Development Department, and other applicable organizations to reduce vacancies within the Township’s future Upper and Lower Village area, commercial centers, and industrial centers.

**Time Frame:** 3-4 years

**Other Responsible Entities:** TS PC TB

**Transportation and Safety Task 1-3**

Update the Township’s Complete Streets Plan to reflect the vision for the Upper and Lower Village Area.

**Time Frame:** 4-5 years

**Other Responsible Entities:** TS TB

**Village Character and Development Task 5-1**

Develop a definitive list of large employers, developers, philanthropists, local businesses, and other similar organizations to establish partnerships and identify any private sector grant opportunities.

**Time Frame:** 4-5 years

**Other Responsible Entities:** PC TB

# Planning Commission

## Land Use and Economic Development Task 1-1

Provide training opportunities for members of the Planning Commission and Zoning Board of Appeals.

**Time Frame:** ■ <1 year

**Other Responsible Entities:** ■ TS ■ ZBA

## Parks and Trails Task 3-1

Develop a land acquisition template and designate target zones for new parks and incorporate them in the Township's 10-Year Master Plan and 5-Year Parks and Recreation Plan. Especially in areas of the Township currently underserved by parks, such as the southeast portion of the Township.

**Time Frame:** ■ >1 year

**Other Responsible Entities:** ■ TS ■ ParkCom ■ TB

## Land Use and Economic Development Task 4-2

Amend the Future Land Use map to include a designation suitable for establishing the Upper Village and Lower Village area, including criteria for structures and uses appropriate in those areas.

**Time Frame:** ■ <1 year

**Other Responsible Entities:** ■ TS ■ DDA ■ TB

## Land Use and Economic Development Task 1-3

Schedule two annual (e.g., every October and April, as needed) joint informational meetings between the Township Board, Planning Commission, DDA, Parks Committee, and any other boards/committees as seen fit.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ DDA ■ TB

## Land Use and Economic Development Task 2-1

Instruct the Planning Director and Zoning Administrator to make written recommendations to the Planning Commission of possible inefficiencies with zoning processes.

- Include specific provisions (Section 21.08) in which modifications to a site plan can be deemed minor and therefore not subject to another review and approval by the Planning Commission but can be approved by the Planning Director. Examples of minor modifications may include:
  - » Reconfiguration of parking lots, involving 20 spaces or less
  - » Modifications to landscaping (provided landscaping still meets general ordinance requirements)

- » Change of use to a permitted use without exterior alterations other than signage (provided it still meets building code requirements)
- » Modifications to lighting (provided lighting still meets general ordinance requirements)
- » Other similar minor modifications
- Develop provisions to establish distinct separation between the Planning Director roles and the newly created Zoning Administrator position (Section 24.02). Some of the roles for the Zoning Administrator may include (but are not limited to):
  - » Fielding general zoning ordinance inquiries from the public
  - » Administering permits and staff approvals for accessory structures (i.e., fences and sheds)
  - » Enforcement activities and case logs
  - » Authority to issue cease and desist orders.
- Evaluate creating a Civil Infractions Bureau and refine the civil infractions system as needed, which may include a definitive fine structure for zoning ordinance violations (such as a warning period, a base fine for first offense, secondary offenses, repeat offenses, and cost per day when the offense is not reconciled).
- Allow the Planning Director or Zoning Administrator the authority to review and approve temporary uses (to lessen the workload of the ZBA and streamline processes).

**Time Frame:** ■ 1 year

**Responsible Entities:** ■ TS ■ TB

### ■ Land Use and Economic Development Task 2-2

Ensure sufficient staff and professional support for the Planning Commission by reviewing workloads of current staff and finding areas where support may be needed.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ TB

### ■ Parks and Trails Task 2-1

Create a subcommittee with representation from Township Staff, the Parks Committee, Planning Commission, DDA, Library, and the Township Board to reach a consensus for the proposed central gathering place.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ ParkCom ■ DDA ■ TB

### ■ Parks and Trails Task 2-2

Work in partnership with the Library to determine the desired programming activities and subsequently, the location, of the proposed gathering place.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ ParkCom ■ DDA ■ TB

**Land Use and Economic Development Task 4-3**

Amend the Future Land Use Map to identify areas that may be conducive to small local commercial and mixed-use hamlets.

**Time Frame:** 1 year

**Other Responsible Entities:** TS TB

**Land Use and Economic Development Task 6-1**

Actively participate in the Airport Access Study, as headed by the GVMC.

**Time Frame:** 1 year

**Other Responsible Entities:** TS TB

**Land Use and Economic Development Task 3-1**

Instruct the Planning Director and Planning Commission to conduct a "Lean Zoning" audit of the Zoning Ordinance to remove regulations that do not specifically advance a Township priority. Specifically, review the dimensional, landscaping, lighting, parking, and signage sections for unnecessary regulations and address impediments to business expansions and/or additions by means of:

- Allowing the Planning Commission jurisdiction to approve a lesser number of parking spaces than required, provided that proper justification for a different standard is given by the applicant.
- Allowing the Planning Commission jurisdiction to approve a different standard pertaining to landscaping, fencing, and screening, provided that adequate justification is provided by the applicant.
- The Planning Commission and Zoning Administrator should make written recommendations to the Planning Commission for review, and the Planning Commission will make its final recommendations to the Township Board for approval by a vote of the majority of the Township Board.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS TB

**Village Character and Development Task 3-2**

As part of the DDA Plan, develop Upper and Lower Village sub-area plans, addressing the following key DDA issues:

- Redevelopment of the Thornapple Center shopping plaza.
- Design, program, and enhance the green space around the library, to create the Upper Village.
- Build-out design (including buildings and parking) for the Lower Village, including proposed expansion of Leslie Tassel Park.
- Determine pedestrian and bicycle connections between the Upper and Lower Villages.
- Street network and road diet(s), especially on Cascade Road.
- Gateway locations
- Pedestrian bridge location over the Thornapple River

- Community gathering space and other greenspaces
- Zoning recommendations to support desired results and implementation

**Time Frame:** 1-2 years

**Other Responsible Entities:** DDA TB

### Village Character and Development Task 3-3

As part of the DDA Plan, develop a 28th Street Corridor Plan, addressing the following key issues.

- Pedestrian and bicycle safety.
- Aesthetics and branding.
- Business support, retention, and recruitment.
- Site design and redevelopment goals, including the potential for housing.
- Zoning recommendations to support desired results and implementation.

**Time Frame:** 1-2 years

**Other Responsible Entities:** DDA TB

### Land Use and Economic Development Task 3-4

Review the 2018 10-Year Master Plan's Zoning Recommendations and implement amendments that have not yet been implemented (if they still reflect Township goals). These amendments include:

- Create and adopt the community mixed-use and transitional mixed-use zoning districts as outlined in the 10-Year Master Plan to realize the vision of the Upper and Lower Village area and mixed-use areas surrounding the airport.
- Develop and adopt Form-Based regulations where appropriate, such as within the Upper and Lower Village areas.
- Amend the Zoning Map to reflect new mixed-use zoning district classifications.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS TB

### Land Use and Economic Development Task 4-1

Amend the "utility service area" boundary on the Township's Future Land Use map to guide growth. Consider allowing utility extensions along Cascade Road as far as Quiggle Road, to the area near Ada Bible Church, with associated Future Land Use changes to allow housing development in that area. Increase protections for farmland and natural space in the areas remaining outside the utility service area boundary.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS TB

**Village Character and Development Task 4-4**

Work with the Kent County Road Commission to develop a road diet and pedestrian/ bicycle safety plan for Cascade Road.

**Time Frame:** 1-2 years

**Other Responsible Entities:** DDA TB

**Land Use and Economic Development Task 1-2**

Appoint residents to the Planning Commission who represent the geographic and knowledge-base diversity of the community, when feasible.

**Time Frame:** 1-3 years depending on vacancies

**Other Responsible Entities:** TS TB

**Transportation and Safety Task 3-1**

Prioritize intersection enhancements at key locations where traffic accidents occur most frequently. Some of these intersections may include:

- 28th Street and Thornapple River Drive
- Buttrick Avenue and Cascade Road
- Whitneyville Avenue and Cascade Road
- 28th Street and Cascade Road
- Cascade Road and Burton Street
- Burton Street and Spaulding Avenue
- 28th Street and Kraft / Burton & Kraft
- Burton (between Patterson and Kraft)

**Time Frame:** 1-3 years

**Other Responsible Entities:** TS TB

**Transportation and Safety Task 3-2**

Determine the most appropriate enhancement(s) for each key intersection identified in the analysis process in task 1 above. Some examples of enhancements may include:

- Traffic signal timing
- Implementing green arrows for left turns
- Additional speed limit signage along key corridors
- Working alongside the Kent County Road Commission to implement their complete streets policy

**Time Frame:** 1-3 years

**Other Responsible Entities:** TS TB

### ■ Preservation of the Thornapple Task 2-1

Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement the 10-Year Master Plan and other various preservation projects.

**Time Frame:** ■ 1-5 years

**Other Responsible Entities:** ■ TS ■ TB

### ■ Land Use and Economic Development Task 7-1

Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement the 10-Year Master Plan, zoning ordinance, and other applicable Township documents and visions.

**Time Frame:** ■ 1-5 years

**Other Responsible Entities:** ■ TS ■ TB

### ■ Village Character and Development Task 7-1

Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff, and the DDA for village development implementation and associated projects.

**Time Frame:** ■ 1-5 years

**Other Responsible Entities:** ■ TS ■ DDA ■ TB

### ■ Land Use and Economic Development Task 3-2

Draft and adopt amendments to the Zoning Ordinance reflecting the key policy items identified during the Strategic Planning Process:

- Architectural Standards in Cascade Village, including whether current standards meet Township and DDA goals.
- Architectural Standards along 28th Street
- Landscaping Requirements
- Office Parks and their Potential for Mixed Use
- Outdoor Dining, including Year-Round Options

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ TS ■ TB

### ■ Land Use and Economic Development Task 3-3

Enhance and strengthen the B-1, Village Business District (or another district chosen to implement the Lower Village vision) provisions to include high-quality building and architectural and use standards considering:

- Permitted uses and special land uses
- Minimum/maximum parking requirements (including electric vehicles)
- Allowable building types and corresponding schedule of regulations
- Landscaping and lighting

- Outdoor dining

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ TS ■ TB

■ **Village Character and Development Task 4-1**

Identify all applicable property owners and landlords in Thornapple Plaza, utilizing a robust outreach effort or stakeholder interviews, discuss options and incentives for the redevelopment of the shopping center.

**Time Frame:** ■ 2-3 years

**Other Responsible Entities:** ■ DDA ■ TB

■ **Parks and Trails Task 2-3**

Present the consensus vision for the central gathering place.

**Time Frame:** ■ 2-4 years

**Other Responsible Entities:** ■ TS ■ ParkCom ■ DDA ■ TB

■ **Village Character and Development Task 4-5**

Implement the planned uses for the Upper Village green space surrounding the library, including programming and recreational upgrades, as well as potential sale of a portion for development.

**Time Frame:** ■ 2-4 years

**Other Responsible Entities:** ■ DDA ■ TB

■ **Village Character and Development Task 4-6**

Implement the 28th Street Corridor Plan using zoning amendments, DDA investments, and partnerships with MDOT, the Kent County Road Commission, the Rapid, and private entities.

**Time Frame:** ■ 2-4 years

**Other Responsible Entities:** ■ DDA ■ TB

■ **Transportation and Safety Task 2-1**

Assess the Road Commission’s strategic road improvements schedule to collaborate on including new bike facilities in conjunction with road resurfacing or repaving projects. Bike projects can include expanded paved road shoulders (4 feet or wider), separated bike lanes, or on-street bike lanes.

**Time Frame:** ■ 3-4 years

**Other Responsible Entities:** ■ TS ■ TB

**Village Character and Development Task 4-2**

Partner with the owners of the Thornapple Plaza to redevelop the shopping center into a central hub for the Village. Issue a request for proposals for developers to partner in the project.

**Time Frame:** 3-4 years

**Other Responsible Entities:** DDA TB

**Village Character and Development Task 4-3**

Rezone appropriate properties as applicable to achieve the desired result for the Upper and Lower Village and the 28th Street corridor.

**Time Frame:** 3-4 years

**Other Responsible Entities:** TB

**Preservation of the Thornapple River Task 1-1**

Consider various steps for river preservation efforts that may include (but are not limited to):

- Partner with an engineering firm specializing in environmental sustainability to develop a river preservation plan
- Limit (or prohibit) development in flood hazard and wetland areas
- Plan for strategic land acquisitions along the river to preserve as future parkland or greenspace
- Prioritize targeted areas for water/sewer hookups
- Create and enforce robust zoning ordinance provisions relating to fill and tree removal

**Time Frame:** 4-5 years

**Other Responsible Entities:** TS TRSAD TB

**Village Character and Development Task 5-1**

Develop a definitive list of large employers, developers, philanthropists, local businesses, and other similar organizations to establish partnerships and identify any private sector grant opportunities.

**Time Frame:** 4-5 years

**Other Responsible Entities:** DDA TB

**Land Use and Economic Development Task 5-4**

Inventory and address areas within commercial and industrial centers to ensure adequate access to water and sewer services and well as to prevent PFAS concerns.

**Time Frame:** 5+ years

**Other Responsible Entities:** TS TB

# Parks Committee

## Parks and Trails Task 1-1

Complete the updated 2023–2027 5-Year Parks and Recreation Plan and Submit to MDNR.

**Time Frame:** ■ <1 year

**Other Responsible Entities:** ■ TS ■ TB

## Parks and Trails Task 1-2

Ensure sufficient resources in the annual budget for routine and long-term parks maintenance costs.

**Time Frame:** ■ <1 year

**Other Responsible Entities:** ■ TS ■ TB

## Parks and Trails Task 3-1

Develop a land acquisition template and designate target zones for new parks and incorporate them in the Township’s Master Plan and 5-Year Parks and Recreation Plan. Especially in areas of the Township currently underserved by parks, such as the southeast portion of the Township.

**Time Frame:** ■ >1 year

**Other Responsible Entities:** ■ TS ■ PC ■ TB

## Parks and Trails Task 4-1

Establish and adopt bylaws and utilize the newly created Pathways Committee to identify funding opportunities and requirements for trail development, establish trail maintenance priorities and schedule, prioritize key trail connections and routes, and assist in parks and recreation program outreach.

**Time Frame:** ■ >1 year

**Other Responsible Entities:** ■ TS ■ TB

## Parks and Trails Task 1-3

Implement parks and recreation capital improvements program and other projects listed in the 2023–2027 5-Year Parks and Recreation Plan.

**Time Frame:** ■ 1 year

**Other Responsible Entities:** ■ TS ■ TB

### Parks and Trails Task 2-1

Create a subcommittee with representation from Township Staff, the Parks Committee, Planning Commission, DDA, Library, and the Township Board to reach a consensus for the proposed central gathering place.

**Time Frame:** 1 year

**Other Responsible Entities:** TS DDA PC TB

### Parks and Trails Task 2-2

Work in partnership with the Library to determine the desired programming activities and subsequently, the location, of the proposed gathering place.

**Time Frame:** 1 year

**Other Responsible Entities:** TS DDA PC TB

### Parks and Trails Task 4-2

Populate the Parks Committee and Trails Committee with residents who represent the diversity of the Township.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS PathCom TB

### Parks and Trails Task 4-3

Explore hiring additional Township staff to assist with routine tasks for parks and recreation activities including:

- A parks director
- A nature program director / conservationist
- Maintenance staff

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS TB

### Parks and Trails Task 2-4

Work with a hired consultant (e.g., landscape architect) to design the proposed central gathering space with the desired amenities.

**Time Frame:** 2-3 years

**Responsible Entities:** DDA TB

### Parks and Trails Task 4-4

Explore programming and education opportunities for the Township's Parks and Recreation facilities.

**Time Frame:** 3 years

**Other Responsible Entities:** TS TB

**Parks and Trails Task 2-5**

Implement consensus for central gathering place.

**Time Frame:** 3-4 years

**Other Responsible Entities:** DDA TB

**Parks and Trails Task 3-3**

If land is designated for recreation, develop new amenities for those areas. If land is designated for open space or greenspace, develop a preservation plan for those areas.

**Time Frame:** 3-5 years

**Other Responsible Entities:** TS TB

# Pathways Committee

## Parks and Trails Task 4-2

Appoint residents to the Parks Committee and Pathways Committee who represent the geographic and knowledge-base diversity of the community, when feasible.

**Time Frame:** 1-2 years

**Other Responsible Entities:** TS ParkCom TB

## Parks and Trails Task 5-1

Assess and allocate adequate resources to the Parks Committee and Pathways Committee to implement the 2023-2027 5-Year Parks and Recreation Plan as well as the Strategic Plan.

**Time Frame:** 1-5 years

**Other Responsible Entities:** TS ParkCom TB

# Thornapple River Special Assessment District Committee

## ■ Preservation of the Thornapple River Task 1-1

Consider various steps for river preservation efforts that may include (but are not limited to):

- Partner with an engineering firm specializing in environmental sustainability to develop a river preservation plan
- Limit (or prohibit) development in flood hazard and wetland areas
- Plan for strategic land acquisitions along the river to preserve as future parkland or greenspace
- Prioritize targeted areas for water/sewer hookups
- Create and enforce robust zoning ordinance provisions relating to fill and tree removal

**Time Frame:** ■ 4-5 years

**Other Responsible Entities:** ■ TS ■ PC ■ TB

# Zoning Board of Appeals

## ■ Land Use and Economic Development Task 1-1

Provide training opportunities for members of the Planning Commission and Zoning Board of Appeals.

**Time Frame:** ■ <1 year

**Other Responsible Entities:** ■ TS ■ PC

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# Timeline of Tasks

03

# Immediately (Within 1 Year)

## Parks and Trails

### Priority 1. Ensure that existing parks meet the needs of the portion of the community that they serve.

**Task 1-1.** Complete the updated 2023–2027 5-Year Parks and Recreation Plan and Submit to MDNR.

**Responsible Entities:** ■ TS ■ ParkCom ■ TB

**Task 1-2.** Ensure sufficient resources in the annual budget for routine and long-term parks maintenance costs.

**Responsible Entities:** ■ TS ■ ParkCom ■ TB

### Priority 3. Create new parks to serve the community as it grows and preserve natural features for sustainability and natural character.

**Task 3-1.** Develop a land acquisition template and designate target zones for new parks and incorporate them in the Township’s 10-Year Master Plan and 5-Year Parks and Recreation Plan. Especially in areas of the Township currently underserved by parks, such as the southeast portion of the Township.

**Responsible Entities:** ■ TS ■ ParkCom ■ PC ■ TB

### Priority 4. Refine the Township’s Parks and Recreation organizational structure.

**Task 4-1.** Establish and adopt bylaws and utilize the newly created Pathways Committee to identify funding opportunities and requirements for trail development, establish trail maintenance priorities and schedule, prioritize key trail connections and routes, and assist in parks and recreation program outreach.

**Responsible Entities:** ■ TS ■ ParkCom ■ TB

## Land Use and Economic Development

**Priority 1.** Populate Boards and Commissions with residents who represent the diversity of the Township and ensure that those that serve on Boards and Commission receive training and support to be effective in their roles.

**Task 1-1.** Provide training opportunities for members of the Planning Commission and Zoning Board of Appeals.

**Responsible Entities:**  TS  ZBA  PC

**Priority 4.** Update the 10-Year Master Plan and, subsequently, the Zoning Ordinance, to position to Township for the 2020s and 2030s.

**Task 4-2.** Amend the Future Land Use map to include a designation suitable for establishing the Upper Village and Lower Village area, including criteria for structures and uses appropriate in those areas.

**Responsible Entities:**  TS  DDA  PC  TB

## Village Character and Development

**Priority 1.** Appoint residents to the Downtown Development Authority who represent the geographic and knowledge base diversity of the DDA District, and ensure that DDA Board members receive training and support to be effective in their roles.

**Task 1-1.** Provide training opportunities for members of the DDA.

**Responsible Entities:**  TS  DDA

**Priority 2.** Establish the official boundary for the Upper and Lower Village District, to be utilized in the 10-Year Master Plan, Zoning Ordinance, and DDA Plan, as well as any other relevant Township processes and procedures.

**Task 2-1.** Utilize the recommendations of this Plan and the public engagement summary to determine the Upper and Lower Village Boundary.

**Responsible Entities:**  DDA  TB

# Ongoing Processes and Policies, Starting Now

## Parks and Trails

Priority 5. Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.

**Task 5-1.** Assess and allocate adequate resources to the Parks Committee and Pathways Committee to implement the 2023-2027 5-Year Parks and Recreation Plan as well as the Strategic Plan.

**Responsible Entities:**  TS  ParkCom  PathCom  TB

## Land Use and Economic Development

Priority 1. Populate Boards and Commissions with residents who represent the diversity of the Township and ensure that those that serve on Boards and Commission receive training and support to be effective in their roles.

**Task 1-2.** Appoint residents to the Planning Commission who represent the geographic and knowledge-base diversity of the community, when feasible.

*Time frame dependent on vacancies*

**Responsible Entities:**  TS  PC  TB

Priority 7. Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.

**Task 7-1.** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement the 10-Year Master Plan, zoning ordinance, and other applicable Township documents and visions.

**Responsible Entities:**  TS  PC  TB

## Village Character and Development

### Priority 3. Continue partnerships with the Kent County Road Commission to address safety concerns at key intersections and corridors.

**Task 3-1.** Prioritize intersection enhancements at key locations where traffic accidents occur most frequently. Some of these intersections may include:

- 28th Street and Thornapple River Drive
- Buttrick Avenue and Cascade Road
- Whitneyville Avenue and Cascade Road
- 28th Street and Cascade Road
- Cascade Road and Burton Street
- Burton Street and Spaulding Avenue
- 28th Street and Kraft / Burton & Kraft
- Burton (between Patterson and Kraft)

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 3-2.** Determine the most appropriate enhancement(s) for each key intersection identified in the analysis process in task 1 above. Some examples of enhancements may include:

- Traffic signal timing
- Implementing green arrows for left turns
- Additional speed limit signage along key corridors
- Working alongside the Kent County Road Commission to implement their complete streets policy

**Responsible Entities:** ■ TS ■ PC ■ TB

### Priority 7. Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.

**Task 7-1.** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff, and the DDA for village development implementation and associated projects.

**Responsible Entities:** ■ TS ■ DDA ■ PC ■ TB

## Preservation of the Thornapple River

**Priority 2.** Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.

**Task 2-1.** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement the 10-Year Master Plan and other various preservation projects.

**Responsible Entities:** ■ TS ■ PC ■ TB

## Transportation and Safety

**Priority 5.** Ensure sufficient resources (e.g., staffing, financial, organizational) to assist with efficient project implementation.

**Task 5-1.** Assess and allocate adequate resources to Township Management, Planning/Zoning, Economic Development staff to implement road safety and public transportation projects.

**Responsible Entities:** ■ TS ■ PC ■ TB

# 1 Year

## Parks and Trails

**Priority 1.** Ensure that existing parks meet the needs of the portion of the community that they serve.

**Task 1-3.** Implement parks and recreation capital improvements program and other projects listed in the 2023-2027 5-Year Parks and Recreation Plan.

**Responsible Entities:**  TS  ParkCom  TB

**Priority 2.** Create a central gathering place for the Township.

**Task 2-1.** Create a subcommittee with representation from Township Staff, the Parks Committee, Planning Commission, DDA, Library, and the Township Board to reach a consensus for the proposed central gathering place.

**Responsible Entities:**  TS  ParkCom  DDA  PC  TB

**Task 2-2.** Work in partnership with the Library to determine the desired programming activities and subsequently, the location, of the proposed gathering place.

**Responsible Entities:**  TS  ParkCom  DDA  PC  TB

## Land Use and Economic Development

**Priority 1.** Populate Boards and Commissions with residents who represent the diversity of the Township and ensure that those that serve on Boards and Commission receive training and support to be effective in their roles.

**Task 1-3.** Schedule two annual (e.g., every October and April, as needed) joint informational meetings between the Township Board, Planning Commission, DDA, Parks Committee, and any other boards/committees as seen fit.

**Responsible Entities:**  TS  DDA  PC  TB

## Priority 2. Ensure that zoning processes are clear, efficient, and promote both economic development and Township planning goals.

**Task 2-1.** Instruct the Planning Director and Zoning Administrator to make written recommendations to the Planning Commission of possible inefficiencies with zoning processes.

- Include specific provisions (Section 21.08) in which modifications to a site plan can be deemed minor and therefore not subject to another review and approval by the Planning Commission but can be approved by the Planning Director. Examples of minor modifications may include:
  - » Revisions to landscaping design.
  - » The addition or re-location of any sidewalks, refuse containers, lighting, interior driveways, and/or signs.
  - » Decrease in building size.
  - » Moving a proposed building by no more than 10 feet or 5% of the distance to the closest property line.
  - » An increase in building size that does not exceed 5,000 square feet or 5% of the approved floor area.
  - » A new building that does not exceed 5,000 square feet and will not contain a use requiring a Special Use permit.
  - » Modification of parking lots within 10% of the approved size.
- Develop provisions to establish distinct separation between the Planning Director roles and the newly created Zoning Administrator position (Section 24.02). Some of the roles for the Zoning Administrator may include (but are not limited to):
  - » Fielding general zoning ordinance inquiries from the public
  - » Administering permits and staff approvals for accessory structures (i.e., fences and sheds)
  - » Enforcement activities and case logs
  - » Authority to issue cease and desist orders.
- Evaluate creating a Civil Infractions Bureau and refine the civil infractions system as needed, which may include a definitive fine structure for zoning ordinance violations (such as a warning period, a base fine for first offense, secondary offenses, repeat offenses, and cost per day when the offense is not reconciled).
- Allow the Planning Director or Zoning Administrator (with oversight from the Township Manager) to review and approve temporary uses, as defined in the Zoning Ordinance (to lessen the workload of the ZBA and streamline processes).

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 2-2.** Ensure sufficient staff and professional support for the Planning Commission by reviewing workloads of current staff and finding areas where support may be needed.

**Responsible Entities:** ■ TS ■ PC ■ TB

**Priority 4. Update the 10-Year Master Plan and, subsequently, the Zoning Ordinance, to position to Township for the 2020s and 2030s.**

**Task 4-3.** Amend the Future Land Use Map to identify areas that may be conducive to small local commercial and mixed-use hamlets.

**Responsible Entities:** ■ TS ■ PC ■ TB

**Priority 6. Establish formal and consistent communication with representatives from the airport.**

**Task 6-1.** Actively participate in the Airport Access Study, as headed by the GVMC.

**Responsible Entities:** ■ TS ■ PC ■ TB

# 1-2 Years

## Parks and Trails

### Priority 4. Refine the Township's Parks and Recreation organizational structure.

**Task 4-2.** Populate the Parks Committee and Trails Committee with residents who represent the diversity of the Township.

**Responsible Entities:** ■ TS ■ ParkCom  
■ PathCom ■ TB

**Task 4-3.** Explore hiring additional Township staff to assist with routine tasks for parks and recreation activities including.

- A parks director
- A nature program director / conservationist
- Maintenance staff

**Responsible Entities:** ■ TS ■ ParkCom ■ TB

## Land Use and Economic Development

### Priority 3. Review the zoning ordinance to ensure it reflects Township priorities and market realities.

**Task 3-1.** Instruct the Planning Director and Planning Commission to conduct a "Lean Zoning" audit of the Zoning Ordinance to remove regulations that do not specifically advance a Township priority. Specifically, review the dimensional, landscaping, lighting, parking, and signage sections for unnecessary regulations and address impediments to business expansions and/or additions by means of.

- Allowing the Planning Commission jurisdiction to approve a lesser number of parking spaces than required, provided that proper justification for a different standard is given by the applicant.
- Allowing the Planning Commission jurisdiction to approve a different standard pertaining to landscaping, fencing, and screening, provided that adequate justification is provided by the applicant.

- The Planning Commission and Zoning Administrator should make written recommendations to the Planning Commission for review, and the Planning Commission will make its final recommendations to the Township Board for approval by a vote of the majority of the Township Board.

**Responsible Entities:** ■ TS ■ PC ■ TB

**Task 3-4.** Review the 2018 10-Year Master Plan’s Zoning Recommendations and implement amendments that have not yet been implemented (if they still reflect Township goals). These amendments include.

- Create and adopt the community mixed-use and transitional mixed-use zoning districts as outlined in the 10-Year Master Plan to realize the vision of the Upper and Lower Village area and mixed-use areas surrounding the airport.
- Develop and adopt Form-Based regulations where appropriate, such as within the Upper and Lower Village areas.
- Amend the Zoning Map to reflect new mixed-use zoning district classifications.

**Responsible Entities:** ■ TS ■ PC ■ TB

#### Priority 4. Update the 10-Year Master Plan and, subsequently, the Zoning Ordinance, to position to Township for the 2020s and 2030s.

**Task 4-1.** Amend the “utility service area” boundary on the Township’s Future Land Use map to guide growth. Consider allowing utility extensions along Cascade Road as far as Quiggle Road, to the area near Ada Bible Church, with associated Future Land Use changes to allow housing development in that area. Increase protections for farmland and natural space in the areas remaining outside the utility service area boundary.

**Responsible Entities:** ■ TS ■ PC ■ TB

## Village Character and Development

### Priority 3. Update the Cascade Township Downtown Development Authority (DDA) Development Plan, Tax Increment Financing (TIF) Plan, and/or Strategic Plan to establish the short, mid, and long-term projects and programs for the DDA to implement (in compliance with PA 57 of 2018).

**Task 3-1.** Identify funds within the DDA budget to hire out the DDA and TIF Plan and/or Strategic Plan and work alongside a hired consultant to identify the specific short-, mid-, and long-term projects and programs in the DDA and TIF Plan, for all Development Area parcels within the DDA boundary.

**Responsible Entities:**  DDA  TB

**Task 3-2.** As part of the DDA Plan, develop Upper and Lower Village sub-area plans, addressing the following key DDA issues.

- Redevelopment of the Thornapple Center shopping plaza.
- Design, program, and enhance the green space around the library, to create the Upper Village.
- Build-out design (including buildings and parking) for the Lower Village, including proposed expansion of Leslie Tassel Park.
- Determine pedestrian and bicycle connections between the Upper and Lower Villages.
- Street network and road diet(s), especially on Cascade Road.
- Gateway locations
- Pedestrian bridge location over the Thornapple River
- Community gathering space and other greenspaces
- Zoning recommendations to support desired results and implementation

**Responsible Entities:**  DDA  PC  TB

**Task 3-3.** As part of the DDA Plan, develop a 28th Street Corridor Plan, addressing the following key issues.

- Pedestrian and bicycle safety.
- Aesthetics and branding.
- Business support, retention, and recruitment.
- Site design and redevelopment goals, including the potential for housing.
- Zoning recommendations to support desired results and implementation.

**Responsible Entities:**  DDA  PC  TB

## Transportation and Safety

Priority 4. Partner with The Rapid and potentially a private transportation company to replace Route 29 with a more flexible, innovative, and efficient mode of public transportation to connect riders to jobs, dining, shopping, entertainment, and housing in Cascade, as well as to Ford Airport and Woodland Mall/the Kentwood Transit Center.

**Task 4-1.** Determine alternative transportation partnership opportunities as needed.

**Responsible Entities:** ■ TS ■ DDA ■ TB

**Task 4-2.** Implement the vision as established with the Rapid and a private transportation company to enhance Cascade's public transportation opportunities.

**Responsible Entities:** ■ TS ■ DDA ■ TB

## 2–3 Years

### Parks and Trails

#### Priority 2. Create a central gathering place for the Township.

**Task 2-4.** Work with a hired consultant (e.g., landscape architect) to design the proposed central gathering space with the desired amenities.

**Responsible Entities:**  ParkCom  DDA  TB

#### Priority 8. Update the Township's brand (including logos, website, social media, marketing and promotional materials, etc.) to ensure that the brand accurately reflects the consensus vision and direction for the future of the Township.

**Task 8-1.** Evaluate the need to update the Township's logo and supplemental materials. Ensure that the brand update is consistent with the DDA's marketing and branding plan, as completed in 2017.

**Responsible Entities:**  TS  DDA  TB

### Land Use and Economic Development

#### Priority 3. Amend the zoning ordinance to ensure it reflects Township priorities and market realities.

**Task 3-2.** Draft and adopt amendments to the Zoning Ordinance reflecting the key policy items identified during the Strategic Planning Process:

- Architectural Standards in Cascade Village, including whether current standards meet Township and DDA goals.
- Architectural Standards along 28th Street
- Landscaping Requirements
- Office Parks and their Potential for Mixed Use
- Outdoor Dining, including Year-Round Options

**Responsible Entities:**  TS  PC  TB

**Task 3-3.** Enhance and strengthen the B-1, Village Business District (or another district chosen to implement the Lower Village vision) provisions to include high-quality building and architectural and use standards considering:

- Permitted uses and special land uses
- Minimum/maximum parking requirements (including electric vehicles)
- Allowable building types and corresponding schedule of regulations
- Landscaping and lighting
- Outdoor dining

**Responsible Entities:** ■ TS ■ PC ■ TB

**Priority 5. Assess the Township’s current infrastructure to support business-friendliness.**

**Task 5-1.** Inventory cell service and broadband “dead zone” areas to ensure that commercial and industrial centers have adequate access to high speed and reliable phone and internet services.

**Responsible Entities:** ■ TS ■ TB

**Village Character and Development**

**Priority 4. Implement the Upper and Lower Village sub-area plans, and the 28th Street Corridor Plan.**

**Task 4-1.** Identify all applicable property owners and landlords in Thornapple Plaza, utilizing a robust outreach effort or stakeholder interviews, discuss options and incentives for the redevelopment of the shopping center.

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Priority 6. Enhance local community spirit by means of planning and implementing various community events, festivals, business showcases, and other happenings.**

**Task 6-1.** Develop a schedule of event and festival ideas (such as holiday events, live music, art fairs, and more) and designate a point of contact to be responsible for primary event planning tasks.

**Responsible Entities:** ■ DDA ■ TB

**Task 6-2.** Develop potential cost estimates for each desired event and partner with local businesses, large employers, developers, and others to secure sponsorships (or operational support) for the various event activities.

**Responsible Entities:** ■ DDA ■ TB

## 3-4 Years

### Parks and Trails

#### Priority 2. Create a central gathering place for the Township.

**Task 2-3.** Present the consensus vision for the central gathering place.

**Responsible Entities:**  TS  ParkCom  DDA  
 PC  TB

**Task 2-5.** Implement consensus for central gathering place.

**Responsible Entities:**  ParkCom  DDA  TB

#### Priority 4. Refine the Township's Parks and Recreation organizational structure.

**Task 4-4.** Establish a nature education program with the following elements:

- Invasive species education
- Nature education (native vegetation and animals, etc.)
- Tree planting program

**Responsible Entities:**  ParkCom  PathCom  TB

#### Priority 5. Assess the Township's current infrastructure to support business-friendliness.

**Task 5-2.** Inventory and prioritize segments along commercial and industrial corridors for sidewalk maintenance activities and upgrades.

**Responsible Entities:**  TS  TB

## Land Use and Economic Development

**Priority 4. Update the 10-Year Master Plan and, subsequently, the Zoning Ordinance, to position to Township for the 2020s and 2030s.**

**Task 4-4.** Identify redevelopment programs, such as with the Michigan Economic Development Corporation (MEDC), Redevelopment Ready Communities (RRC) Program, Kent County Economic Development Department, and other applicable organizations to reduce vacancies within the Township's future Upper and Lower Village area, commercial centers, and industrial centers.

**Responsible Entities:** ■ TS ■ DDA ■ PC ■ TB

## Village Character and Development

**Priority 4. Implement the Upper and Lower Village sub-area plans, and the 28th Street Corridor Plan.**

**Task 4-2.** Partner with the owners of the Thornapple Plaza to redevelop the shopping center into a central hub for the Village. Issue a request for proposals for developers to partner in the project.

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Task 4-3.** Rezone appropriate properties as applicable to achieve the desired result for the Upper and Lower Village and the 28th Street corridor.

**Responsible Entities:** ■ PC ■ TB

**Task 4-4.** Work with the Kent County Road Commission to develop a road diet and pedestrian/bicycle safety plan for Cascade Road.

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Task 4-5.** Implement the planned uses for the Upper Village green space surrounding the library, including programming and recreational upgrades, as well as potential sale of a portion for development.

**Responsible Entities:** ■ DDA ■ PC ■ TB

**Task 4-6.** Implement the 28th Street Corridor Plan using zoning amendments, DDA investments, and partnerships with MDOT, the Kent County Road Commission, the Rapid, and private entities.




**Responsible Entities:** ■ DDA ■ PC ■ TB




**Priority 6. Enhance local community spirit by means of planning and implementing various community events, festivals, business showcases, and other happenings.**


**Task 6-3.** Implement the various planned community events as applicable.  
**Responsible Entities:**  DDA  TB

## Transportation and Safety



**Priority 1. Enhance road safety and streetscapes in the Cascade Village area to promote a safe, well-connected, walkable, and bikeable village environment.**

**Task 1-1.** Continue partnerships and communications with the Kent County Road Commission to determine applicable streetscape and safety aspects (or alternatives) to implement the Upper and Lower Village area vision, as determined by the subarea plans.  
**Responsible Entities:**  TS  DDA  TB

**Task 1-2.** Work with an engineering and/or planning firm to create a priority list and tentative schedule for the road improvements that will need to take place to implement the Upper and Lower Village vision.  
**Responsible Entities:**  TS  DDA  TB

**Task 2-1.** Assess the Road Commission’s strategic road improvements schedule to collaborate on including new bike facilities in conjunction with road resurfacing or repaving projects. Bike projects can include expanded paved road shoulders (4 feet or wider), separated bike lanes, or on-street bike lanes.  
**Responsible Entities:**  TS  PC  TB

**Priority 2. Continue partnerships with the Kent County Road Commission to prioritize various bike facilities along specific corridors of the Township.**

**Task 2-1.** Assess the Road Commission’s strategic road improvements schedule to collaborate on including new bike facilities in conjunction with road resurfacing or repaving projects. Bike projects can include expanded paved road shoulders (4 feet or wider), separated bike lanes, or on-street bike lanes.  
**Responsible Entities:**  TS  PC  TB

# More Than 4 Years

## Parks and Trails

**Priority 3.** Create new parks to serve the community as it grows and preserve natural features for sustainability and natural character.

**Task 3-3.** If land is designated for recreation, develop new amenities for those areas. If land is designated for open space or greenspace, develop a preservation plan for those areas.

**Responsible Entities:** ■ TS ■ ParkCom ■ TB

## Land Use and Economic Development

**Priority 5.** Assess the Township's current infrastructure to support business-friendliness.

**Task 5-3.** Develop a road maintenance plan for streets within (and connecting to) commercial and industrial developments.

**Responsible Entities:** ■ TS ■ TB

**Task 5-4.** Inventory and address areas within commercial and industrial centers to ensure adequate access to water and sewer services and well as to prevent PFAS concerns.

**Responsible Entities:** ■ TS ■ PC ■ TB

## Village Character and Development

**Priority 5.** Identify and establish opportunities for public/private partnerships to assist with project implementation.

**Task 5-1.** Develop a definitive list of large employers, developers, philanthropists, local businesses, and other similar organizations to establish partnerships and identify any private sector grant opportunities.

**Responsible Entities:** ■ DDA ■ PC ■ TB

## Preservation of the Thornapple River

**Priority 1.** Expand the Sustainability and Environment section of the 10-Year Master Plan to describe actionable steps for Thornapple River preservation.

- Task 1-1.** Consider various steps for river preservation efforts that may include (but are not limited to):
- Partner with an engineering firm specializing in environmental sustainability to develop a river preservation plan
  - Limit (or prohibit) development in flood hazard and wetland areas
  - Plan for strategic land acquisitions along the river to preserve as future parkland or greenspace
  - Prioritize targeted areas for water/sewer hookups
  - Create and enforce robust zoning ordinance provisions relating to fill and tree removal

**Responsible Entities:** ■ TS ■ TRSAD ■ PC ■ TB

## Transportation and Safety

**Priority 1.** Enhance road safety and streetscapes in the Cascade Village area to promote a safe, well-connected, walkable, and bikeable village environment.

- Task 1-3.** Update the Township's Complete Streets Plan to reflect the vision for the Upper and Lower Village Area.

**Responsible Entities:** ■ TS ■ DDA ■ TB

**Priority 3.** Continue partnerships with the Kent County Road Commission to address safety concerns at key intersections.

- Task 3-3.** Identify and set aside potential sources for funding (or allocate resources) for the implementation of other intersection enhancements based on resident priorities:

**Responsible Entities:** ■ TB

# Public Input Appendix

044



# Cascade Township Strategic Plan Survey #1 Results

**1,887** Total Respondents



**97%**  
live in Cascade Township



**79%**  
are property owners



**57%**  
work full-time or part-time

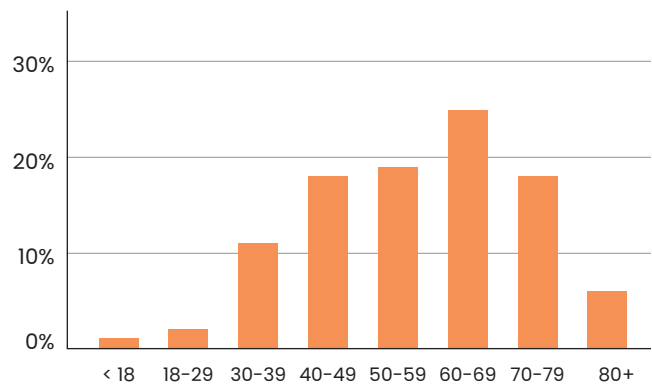


**32%**  
are retired

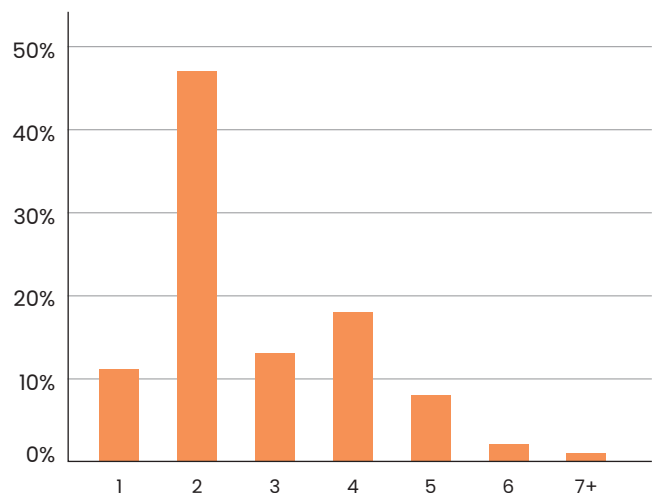


**7%**  
are business owners

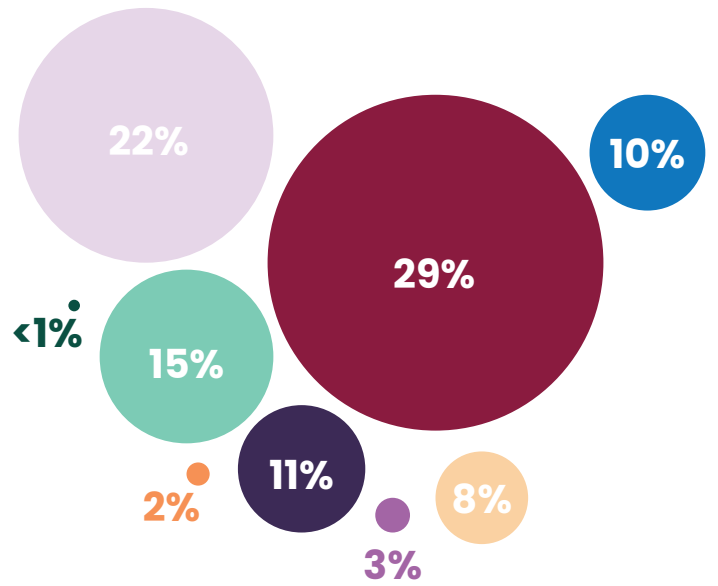
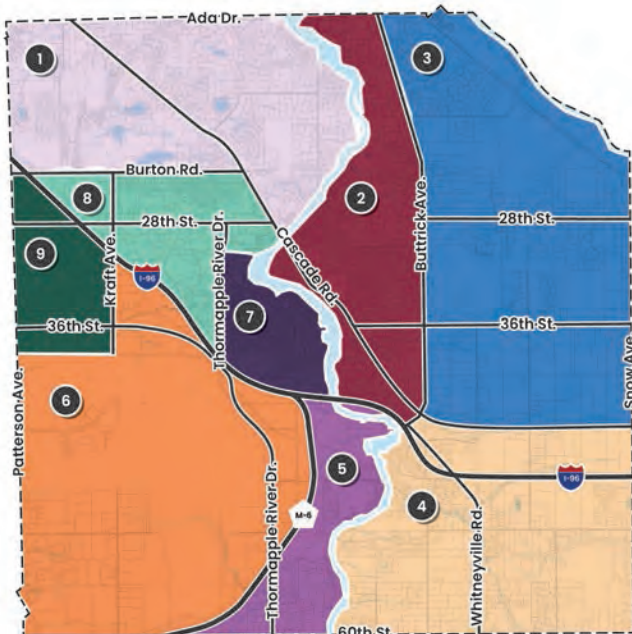
## Age Range



## Household Size



## Where Respondents Live



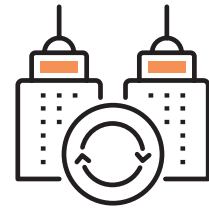
## Cascade's Top Assets



### 1. Natural Scenery



### 2. Safety (from Crime)



### 3. Proximity to Most Areas with Greater Grand Rapids

4. The Thornapple River
5. Bike Paths/Walking Trails
6. Green Spaces
7. Suburban Setting
8. Parks and Outdoor Recreation
9. Schools
10. Rising Home Values

# Cascade's Top Issues of Concern

1. Too Much Traffic Speeding on Major Roads
2. Lack of a Village Area
3. Too Much Traffic Speeding in Neighborhoods/Residential Areas
4. Lack of River/Lake Preservation Efforts
5. Too Much Congestion along Township's Major Roads
6. Decreased Personal Safety
7. Not Enough Parks/Natural Areas
8. Loss of Character Due to Rapid Growth
9. Lack of Pathway Maintenance
10. Too Much Traffic Congestion in Neighborhoods/Residential Areas

## Top Issues of Concern by Age

Issue	18-29	30-49	50-69	70+
Too Much Speeding (Major Roads)	7	2	1	1
Lack of a Village	3	1	2	4
Too Much Speeding (Neighborhoods)	5	3	3	3
Lack of River/Lake Preservation	1	5	5	2
Too Much Congestion (Major Roads)	4	6	6	5
Decreased Safety	2	7	4	7
Not Enough Parks	6	4	8	8
Loss of Character	9	9	7	6
Pathway Maintenance	8	8	9	10
Too Much Congestion (Neighborhoods)	10	10	10	9

## Top Issues of Concern by Geography

Issue	1	2	3	4	5	6	7	8	9
Too Much Speeding (Major Roads)	1	1	1	1	2	2	4	3	1
Lack of a Village	2	2	2	2	3	5	1	1	2
Too Much Speeding (Neighborhoods)	3	3	7	3	5	3	3	2	N/A
Lack of River/Lake Preservation	5	4	3	8	1	4	2	7	N/A
Too Much Congestion (Major Roads)	6	6	5	7	7	8	7	4	N/A
Decreased Safety	4	7	8	5	9	1	5	5	N/A
Not Enough Parks	7	5	6	4	4	9	9	9	N/A
Loss of Character	8	8	4	6	6	7	6	6	N/A
Pathway Maintenance	9	9	10	10	11	6	8	8	N/A
Too Much Congestion (Neighborhoods)	10	10	9	9	10	10	10	10	N/A

# Cascade's Top Priorities

1. Creating a "Downtown" Village
2. Not Raising Taxes
3. Allocating and Planning Residential Growth in Appropriate Areas
4. Creating a Community Gathering Space
5. Improving Existing Parks
6. Encouraging and Supporting Commercial Development in Appropriate Areas
7. Investing Resources into Improving and Enhancing Streetscapes
8. Cleaning up the Thornapple River
9. Creating More Parks
10. Pedestrian Facilities

## Top Priorities by Age

Issue	18-29	30-49	50-69	70+
Creating a Village	2	1	1	2
Not Raising Taxes	1	2	2	1
Planning Residential Growth	7	9	3	3
Community Gathering Space	4	4	4	4
Improving Existing Parks	5	3	7	8
Encouraging Commercial Development	9	5	5	7
Streetscapes	6	8	6	5
Cleaning up the Thornapple	3	10	8	6
More Parks	8	6	10	9
Pedestrian Facilities	10	7	9	11

## Top Priorities by Geography

Issue	1	2	3	4	5	6	7	8	9
Creating a Village	1	1	2	1	1	1	1	2	1
Not Raising Taxes	2	2	1	2	4	3	2	1	2
Planning Residential Growth	3	6	3	7	6	4	3	3	N/A
Community Gathering Space	7	4	5	8	2	2	5	4	N/A
Improving Existing Parks	4	5	4	3	7	6	9	6	N/A
Encouraging Commercial Development	6	7	6	6	8	9	4	5	N/A
Streetscapes	5	3	8	4	11	5	10	7	N/A
Cleaning up the Thornapple	10	9	10	5	3	8	6	8	N/A
More Parks	9	8	9	9	10	7	8	9	N/A
Pedestrian Facilities	8	10	7	10	5	10	10	10	N/A

# Focus Groups

The following public focus groups were held as part of the Strategic Planning Process:

**Downtown/Village (March 24, 2022):** Participants discussed the boundaries of the “Cascade Village”, and how the Village area could be enhanced. Key topics included redevelopment, beautification, complete streets, bicycle and pedestrian safety, community events, and business attraction and retention.

**Parks and Trails (March 29, 2022):** Participants discussed the recreation and preservation needs of the Township, including new parks amenities that are desired, the need for additional recreational programming, and opportunities to develop new parks as the Township grows.

**Growth Management and Preservation (April 14, 2022):** Participants discussed how to accommodate growth pressure while preserving the natural features of the Township. Specific areas were identified for future growth, and we as areas to be protected from future growth.

**Roads and Streets (April 21, 2022):** Participants discussed the safety and efficiency of the Township’s transportation system. Dangerous or congested intersections were identified, as were places where pedestrian or bicycle infrastructure is needed. Representatives of the Kent County Road Commission were on hand to answer questions and provide context.

# Survey #2 Results

A second survey was launched on June 6th, 2022 and closed on July 5th, 2022. The purpose was to validate the Priorities and Tasks developed during the rest of the process. The Township received 355 responses to the online survey.

For each task, respondents were given choices to rate in terms of how important they were to them. The options were "Not Important", "Neutral/No Opinion", "Somewhat Important", and "Very Important". In compiling the results, a score was assigned to each option (Not Important = 1, Very Important = 4), and averaged the score to determine the popularity of each statement.

## The top 5 priorities overall were:

- Keep up on parks and trail maintenance responsibilities. – **3.7/4**
- Ensure that existing parks have facilities that match residents' needs. – **3.5/4**
- Improve pedestrian and bicycle safety along Cascade Road in the "Village area". – **3.5/4**
- Work with the Kent County Road Commission to address safety concerns at key intersections, such as 28th/Kraft, Cascade/Spaulding, and others. – **3.4/4**
- Make it safer and easier to cross the Thornapple River (near the "Village") on a bicycle or on foot. – **3.3/4**

## Priorities – Parks And Trails

Keep up on parks and trail maintenance responsibilities. – **3.7**

Ensure that existing parks have facilities that match residents' needs. – **3.5**

Establish a Pathways Committee to assist with trails funding, maintenance, planning, and other activities. – **3.1**

Create new parks and/or nature preserves as the community grows. **3.1**

Increase Township staffing for parks maintenance and operations. – **2.8**

Find a location for a community gathering space. – **2.4**

Construct facilities and hold events at a designated community gathering space. – **2.3**

Establish a nature education program. – **2.2**

## Priorities – Land Use And Economic Development

Promote high-quality building and architectural standards with provisions in the Zoning Ordinance. – **3.0**

Assess and inventory the Township's broadband "dead zone" areas for better infrastructure. – **3.0**

Inventory and prioritize segments along commercial and industrial roads and businesses for sidewalk improvements. – **2.9**

Increase protections and tools for farmland preservation. – **2.9**

Develop a road maintenance plan for commercial and industrial streets. – **2.9**

Update the 10-Year Master Plan to guide residential growth to targeted areas, such as Quiggle Road near Ada Bible Church. – **2.6**

Update the 10-Year Master Plan to accommodate small/local mixed-use nodes in targeted areas, such as the corner of Cascade Road and Whitneyville Avenue. – **2.6**

Update the Township’s brand (including logos, website, social media, and other items). – **1.9**

## Priorities – Village Character And Development

Improve pedestrian and bicycle safety along Cascade Road in the “Village area.” – **3.5**

Make it safer and easier to cross the Thornapple River (near the “Village”) on a bicycle or on foot. – **3.3**

Attract and retain businesses along 28th Street. – **3.2**

Attract new businesses to the “Village” area. – **3.2**

Redesign Cascade Road in the “Village” area for slower speeds. – **3.1**

Improve pedestrian and bicycle safety along 28th Street. – **3.1**

Partner with private developers to construct additional mixed use development in the “Village” area. – **2.9**

Revise the zoning along 28th Street to improve aesthetics. – **2.9**

Redesign 28th Street for safer turns and more efficient access to businesses. – **2.9**

Revise the zoning along 28th Street to promote mixed-use development. – **2.8**

Revise the zoning along 28th Street to restrict auto-centric land uses (gas stations, car washes, etc). – **2.8**

Create an outdoor park space near the library. – **2.6**

Enhance local community spirit by means of community events, festivals, business showcases, and others. – **2.6**

Construct new development around the library to create an “Upper Village”. – **2.6**

## Priorities – Preservation Of The Thornapple River

Identify actionable steps for Thornapple River preservation (such as developing a river preservation plan, limiting development in flood hazard areas, land acquisitions along the river, etc.) – **3.2**

## Priorities – Travel And Safety

Work with the Kent County Road Commission to address safety concerns at key intersections, such as 28th/Kraft, Cascade/Spaulding, and others. – **3.4**

Continue working with the Kent County Road Commission to prioritize bike facilities in the Township. – **3.2**

Target busy commercial and industrial roadways for maintenance and improvements. – **2.9**

Partner with The Rapid (and potentially a private transportation company) to replace Route 29 with a more efficient mode of public transportation to connect riders to important community destinations. – **2.4**

## Priorities – Township Processes And Organization

Ensure that zoning processes are clear, efficient, and promote both economic development and Township planning goals. – **3.2**

Populate Boards and Commissions with residents who represent the diversity of the Township. – **3.1**

Allocate resources to Township Management Staff to assist with Township daily functions, such as clear defined employee roles, assuring departments have adequate staff, and others. – **2.8**

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**Final Adopted Plan**

Cascade Charter Township

DDA Development Plan and Tax Increment Financing Plan

Adopted: December 14, 2011

As Amended through July 9, 2014 (Ord. #6 of 2014)

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Cascade Charter Township

**DDA Members**

Mr. Rob Beahan, Township Supervisor

Mrs. Julie Johnson

Mr. David Huhn

Mrs. Diana Kingsland

Mr. Tom McDonald

Ms. Joann Noto

Mr. Kirt Ojala

Ms. Jennifer Puplava

Dr. Rick Siegle

**Township Board**

Cynthia Fox, Trustee

Fred Goldberg, Trustee

Jim Koessel, Trustee

Jack Lewis, Trustee

Ken Peirce, Treasurer

Ron Goodyke, Clerk

Mr. Rob Beahan, Township Supervisor

**Township Staff**

Ms. Sandra Korhorn, DDA Director

Mr. Steve Peterson, AICP, Planning Director

Mr. Bill Cousins, Township Manager

## **Chapter 1**

### **Introduction & Purpose**

In 1993, the Cascade Charter Township Board adopted an ordinance creating the Cascade Charter Township Downtown Development Authority (DDA). Since the creation of the DDA, the DDA Board of Directors and the Township Board have adopted three (3) District Development Plans and Tax Increment Financing Plans. These plans were adopted in 1994, 2000 and 2004 respectively.

On November 19, 2002, the concept of expanding the DDA district to include the Interchange area was introduced to the DDA Board. In February of 2003, a resolution was passed by the DDA to expand the district and the Township Board affirmed the decision in March of 2003. The 2003 expansion would bring in 380 acres of property and extend the DDA boundary to Patterson Avenue. This expansion would increase the size of the DDA district from 338 acres to 718 acres, a land area increase of 212 percent.

This area was brought into the DDA in order to develop an entryway into the community. 28th Street is the primary entry point into Cascade Township and presently is very stark and unattractive. Through tax increment financing, the DDA can undertake streetscape improvements between Kraft Avenue and Patterson Avenue. Opportunities to improve trail connections, key street intersections, community facilities, access to the river, streetscape, and traffic/pedestrian/bicycle circulation and vehicular access are also planned to make this area more attractive to business and to the community.

In November 2003, the Township received a request from the Centennial Business Park Association to expand the DDA district once again. The Association wanted to be incorporated into the DDA district as a means of attracting tenants to this office park. The Association was impressed with the improvements the DDA had carried out in the Village area of the district and felt that similar improvements to their office park would help them attract tenants. In April 2004, the Township adopted an ordinance incorporating the remaining portion of Centennial Park (85 acres) into the DDA district. This expansion increased the size of the DDA district from 718 acres to 803 acres.

The purpose of this report is to amend the 2004 District Development Plan & Tax Increment Financing Plan. Many of the projects included in the 2004 Plan have been completed, yet there remains continued opportunity for improvement and investment into the Downtown District. Once adopted, this report would become the 2011 Cascade Charter Township Downtown Development Authority District Plan and Tax Increment Financing Plan for Downtown Improvements. The plan would be effective until 2041, unless amended.

The primary purpose of the Downtown Development Authority (DDA) Act is to "halt property value deterioration and increase property tax valuation where possible" in a community's business district. It also strives to "eliminate the causes of deterioration ... to promote economic growth". In order to accomplish this purpose a community can adopt an ordinance creating a downtown development authority (DDA) to halt property value deterioration and its effects.

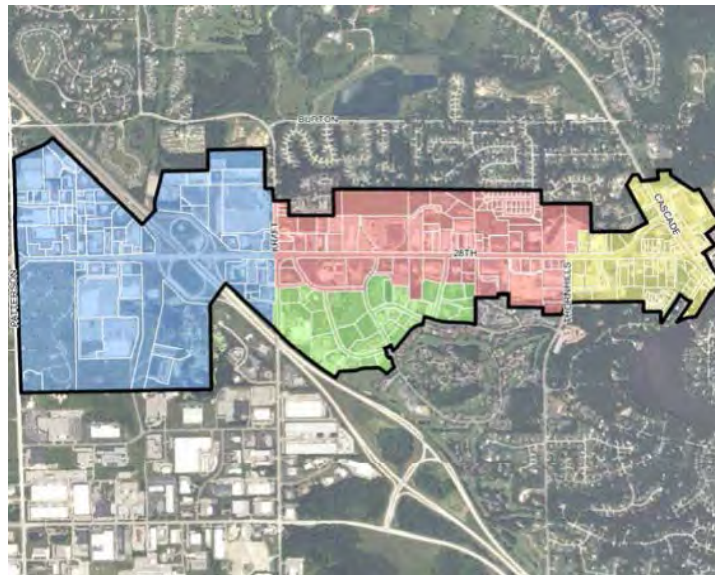
Perhaps the most significant aspect of Michigan's DDA enabling act is that it allows a community to establish an authority to ***prevent*** deterioration from happening in the business district. A community does not have to wait for blight or deterioration to occur before action is taken. The enabling act is in some ways proactive in nature. The enabling act recognizes that without a thriving business district a community will likely suffer economic decline and will eventually lack an effective means to promote economic growth.

While the Cascade Charter Township DDA district does not bear a strong resemblance to a traditional downtown area like Monroe Center in Grand Rapids, it certainly serves as the economic heart of this community. Properties within the district have shown a slight decline in values while others are showing their age and have become less competitive in the real-estate market for tenants. Commercial vacancies exist, and dated business and office parks are in need of investment to regain a competitive edge in the marketplace. Currently, the Centennial Park area is a negative capture, meaning values are less than they were in 2004 when they were included in the DDA. Since the DDA enabling act is proactive in preventing deterioration, need for the DDA continues and is justified.

For Cascade Township, the DDA district is best approached by dividing it into four development areas. The four development areas are listed below. A map of each development area follows.

- The Village Area (Yellow)
- 28<sup>th</sup> Street Corridor (Red)
- The Interchange Area (Blue)
- Centennial Park (Green)

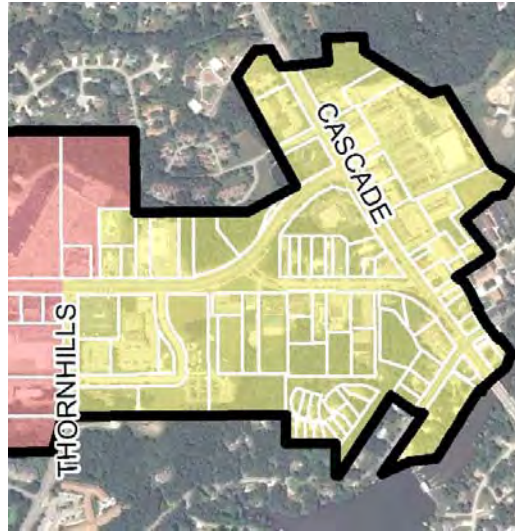
Map 1.1. Cascade Township DDA Development Areas Map



## Chapter 2 Land Use & District Characteristics

### A. District Development Areas

Map 2.1. Cascade Township DDA Village Development Area



#### *1. The Village Development Area -*

The Village Area is the location of the original commercial development in Cascade. In the beginning this area had a general store at the corner of Cascade Road and Thornapple River Drive. Development in the Village area is more oriented to the resident-customer in the surrounding residential areas of the community. The individual or family that needs a prescription, dry cleaning services or minor automobile repair can receive this service from a small, operator - owned business. The development pattern in the Village area was designed in a manner to orient itself toward the automobile. The buildings are placed more toward the front of their respective property, with convenient access a high priority. Architecture is more utilitarian in nature. There are some older wood frame commercial structures which give the Village area its quaintness.

Land use in the village is dominated by the shopping center at the east end of 28<sup>th</sup> Street called Thornapple Centre. This shopping center encompasses approximately 23.4 acres and is anchored by a grocery store with several adjoining strip commercial storefronts. Many storefronts, especially along the northern portion of the center, are vacant. At the eastern end of the village an “anchor” was developed to help stimulate foot traffic in the village. Leslie E. Tassell Park was completed in October 2001. Since its opening, this beautiful 3.59 acre park has exceeded expectations in drawing people down to the Village area. In fact, a few businesses have been attracted to the Village area because of the park and its patrons.



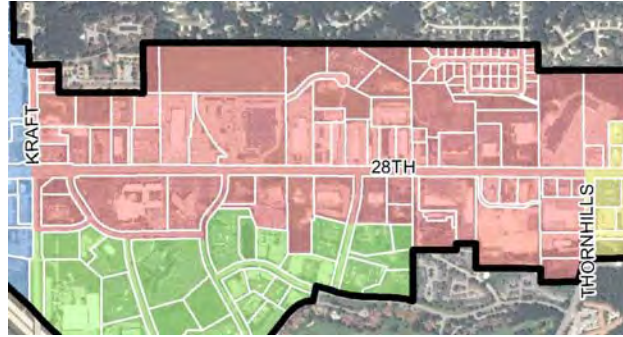
Leslie E. Tassell Park - the anchor for the Village Development Area

Approximately 10% or 9.45 acres is considered vacant in the village. This vacant property is located throughout the Village area, although a significant portion is along the south side of Old 28<sup>th</sup> Street behind the existing buildings. The vacant property in the village will be difficult to develop due to its location, the shape of the property, and its topography.

TABLE - 1  
2011 Land Use

Land Use	2011 Acreage
Residential	3.58
Commercial	65.5
Government / Library	13.94
Park	4
Vacant	9.45
<b><i>TOTALS</i></b>	95.55

*2. 28<sup>th</sup> Street Corridor Development Area-*



The development area west of the Thornhills Avenue / 28<sup>th</sup> Street intersection takes on a different appearance and orientation than the Village area. Commercial uses are grouped together or "clustered" into shopping centers that typically have some kind of unifying design element to create an identifiable image for the public (e.g., Cascade Centre). The development is automobile-oriented and relies on high traffic counts at controlled access points to bring customers into their development. Road frontage to "advertise" their location is still a high priority. Businesses along the corridor typically have larger customer market areas than the surrounding residential neighborhoods. A combination of commercial franchises and locally-owned unique businesses are present.

Since 2004, there has been some new development along both sides of 28<sup>th</sup> street including:

- Culver's Restaurant
- R-Athletics Gymnastics
- Panera

TABLE - 2  
2011 Land Use

Land Use	2011 Acreage
Residential	23.39
Commercial	182.84
Government	8.16
Industrial	0
Vacant	21.61
<b>TOTALS</b>	<b>236.01</b>

### 3. The Interchange Development Area -

Map 2.3. Cascade Township DDA the Interchange Development Area



The Interchange Development Area was added to the DDA district in 2003. This area consists of 380 acres. This area has developed primarily to serve the traveling public. Numerous motels, restaurants and gas stations are present. Along with these uses there are regional retailers that have located here to take advantage of the location of 28<sup>th</sup> Street intersecting with Interstate 96. Development off the 28<sup>th</sup> Street corridor is primarily office or service uses. Horizon Office Park, located north of 28<sup>th</sup> Street and Northern Industrial Drive was developed in the mid-1980's. Over the past few years it has had difficulties maintaining occupancy. The new developments in recent years in the Interchange Area include:

- Aldi
- Bagger Daves Restaurant

Table 3  
2011 Interchange Land Use Breakdown

Land Use	2011 Acreage
Residential	0
Commercial	119.41
Government	82.71
Industrial	30.52
Vacant	51.91
<b>TOTALS</b>	<b>284.55</b>

#### *4. Centennial Park Development Area-*

Map 2.4. Cascade Township DDA the Centennial Park Development Area



Centennial Park was added to the DDA district at the request of the Centennial Park Association in 2003. The park's building owners formed the Centennial Park Association in 2002 to address common issues and to develop a plan to enhance the park's value and desirability. For many years, the Park has suffered from high vacancy rates. It is the Township's impression that Centennial Park is the first office park in the southeast metropolitan area to suffer from high vacancy rates during recessionary periods and the last to recover.

Office buildings are the only development characteristic within Centennial Park DDA Development Area. The park was originally developed by Foremost Insurance Company in the late 1960's, with most of the development of office space taking place in a period from 1970 through 1990. The office buildings were developed in a campus lot pattern with large manicured lawn areas and ornamental trees.

The office buildings are generally owner-occupied. Many are in the process of being re-modeled to provide up to date office suites for potential tenants. Because of their age and relative location away from downtown or other employment core areas, tenant occupancy has been difficult to maintain. Some of the buildings have also had to address asbestos removal while re-modeling office space. This added expense has caused some delays in securing tenant leases.

Approximately 13 acres of Centennial Park is vacant land ready for new development. Given the high vacancy rates in the park it is unlikely that these parcels will be developed until the market sees Centennial Park as a "preferred address". In 2008-2010, Centennial Park developed a Master Plan and an overlay zoning ordinance to guide future redevelopment and to create a fresh, new, cohesive appearance throughout the park. In 2011, the Downtown Development Authority approved adding lighting, sidewalks and street trees within the development to create a more walkable environment.

TABLE 4  
2011 Centennial Park Development Area Land Use Breakdown

Land Use	2011 Acreage
Residential	0
Commercial/Office*	68.61
Government	0
Industrial	0
Vacant	12.80
<b>TOTALS</b>	<b>81.41</b>

\* Assessor classifications combine commercial and office into the same use category.

**B. Zoning**

**1. Overview -**

Zoning in the DDA is largely a combination of three (3) different zoning districts allowed in the Cascade Charter Township Zoning Ordinance. Approximately 20.35 percent of the downtown area is currently zoned "B-2, General Business"; the remainder is evenly divided between the "B-1, Village Business" (7.03 percent) and the "PUD, Planned Unit Development" (61.04 percent) zoning classifications. The following sections provide greater detail of the zoning in each development area of the district.

TABLE - 5  
2011 Zoning Breakdown for the Entire DDA District (Percentage)

	Acreage	Percent
B-2 General Business	188	20.35%
B-1 Village Business	65	7.03%
PUD	564	61.04%
Expressway Service	46	4.98%
Industrial	38	4.11%
Office	18	1.95%
R2 Residential	5	0.54%
<b>TOTALS</b>	<b>924</b>	<b>100%</b>

**2. The Village Area -**

The Village area is zoned 75 percent "B-1, Village Business". This zoning category is intended to "promote a village atmosphere, satisfying the land needs for convenience, specialty and personal type shops and establishments primarily serving those persons residing in the surrounding residential areas of the township". The district was amended in 2010 to also provide mixed uses with residential above retail or office uses, live/work, and stand-alone attached residential uses. A design committee reviews projects within the B-1 district, and standards for yards, landscaping, access, and architectural features are in place to help govern the appearance and form of new development and redevelopment.

The remaining portion of the village area is zoned "PUD, Planned Unit Development". This PUD is the Thornapple Centre development. In 1994 four commercial retail buildings were initially designed in a village cluster arrangement. In subsequent years, two additional commercial retail buildings and one medical office were added to Thornapple Centre.

### ***3. The 28<sup>th</sup> Street Corridor-***

90.84 acres or 39.3% of the 28<sup>th</sup> Street corridor area is zoned "B-2, General Business. This category is identified in the Zoning Ordinance as "that area of the township intended to satisfy the land use needs of a wide range of business uses and to cater to the needs of a larger consumer population than is served by the "B-1" zoning district". This zoning district allows for a much wider array of commercial uses than the B-1" district. It also requires larger lot areas to accommodate larger scaled more intense commercial uses.

This development area also includes 17.91 acres or 7.7% of property zoned "O" Office. This property lies behind the Wal-Mart development and the Arbor Shores residential development.

The remaining 52.9 percent of the corridor is zoned "PUD, Planned Unit Development. Commercial "PUD's" include the Cascade East Shopping Center, the Cascade Centre, the Cascade Country Square and the Esplanade.

### ***4. The Interchange Development Area -***

This area is made up of a mix of different zoning classifications which take advantage of the I-96 highway interchange. With the addition of the new Waterfall Shoppes PUD -- 215 acres of this area is made up of PUD zoning. This amounts to 56.7 percent. This is followed by B-2 zoning at 110 acres, Expressway Service zoning at 31 acres and Industrials at 22 acres.

### ***5. Centennial Park Development Area-***

This area consists of 81.4 acres (87%) of PUD zoning and 12.33 acres of Industrial Zoning. As one of the oldest PUD's in Cascade Township it is not surprising that almost all of the zoning in this area is in a PUD.

## **Chapter 3**

### **Downtown Development Plan**

#### **A. The Development Plan**

The Cascade Charter Township Downtown Development Authority (DDA) proposes to construct numerous public improvements in the downtown district, which will be financed by the tax increment financing plan (TIF). This plan hopes to stimulate the downtown business district economy and encourage new private investment in the downtown business district properties.

During the summer of 2011, the DDA Authority Board met to discuss possible capital improvement projects for the development district. Additionally, two public meetings were organized to gather input from business owners, Township residents, and citizens living within the district. The Township mailed letters to citizens in an effort to form a citizens committee in accordance with PA 197 of 1975; however, there was insufficient participation. Projects were reviewed and prioritized by the DDA Authority Board. However, the Board acknowledges that projects may occur at anytime based on need, funding, and circumstance.

#### **B. The Development Plan Goals, Projects and Schedule**

The following includes goals for each of the development areas, as well as tables depicting the projects for each development area, projected costs, timing, and priority designation. To prioritize, each project is given a letter A-C with A being a top priority of the DDA Board. It should be noted that the approximate costs, timing and priorities are not fixed and the amounts and timing of the improvements may change at any time. Neither the DDA nor the Township are bound to the costs or timing of projects in the Development Plan. Additionally, in an effort to spur discussion and further develop concepts for several projects identified by the DDA Board, Cornelisse Design Associates was asked to produce renderings to accompany this plan. Graphics are included within corresponding development areas.

#### **DEVELOPMENT AREA: THROUGHOUT THE DDA**

Goals for the DDA projects within the entire DDA area include the following:

- Pedestrian safety through appropriate roadway and traffic modifications will enhance the shopping experience.
- Beautification will enhance the streetscape and create character, identity and attract shoppers and businesses alike.
- Existing businesses will remain and grow, while new businesses, offices, education or health care industries will locate in the DDA.

Accordingly, the projects identified for the duration of the plan are identified below in terms of priority. It should be noted that projects can be separated into phases as funds become available.

Throughout DDA	Approximate Cost	Timing	Priority
Bury, move and/or consolidate power lines throughout the DDA to improve visual appearance of corridor and reduce visual clutter. Also included is inventorying existing lines and identifying opportunities for relocation, consolidation or removal of cable, telephone, guy wires and all other overhead lines.	\$1,500,000 to consolidate lines (Amended by Ord. #6 of 2014)  or \$5,000,000 per mile to bury lines	Interchange area 2012-2022 Village area 2012-2022 28 <sup>th</sup> street 2022-2040	A
Plant and maintain decorative landscaping throughout the DDA, including planting, watering, drip irrigation systems, tree trimming and fertilizing.	\$50,000	On-going	A
Conduct a DDA-wide market study and strategy to enhance business creation and retention in the Township. Use the information to create and execute a marketing campaign for the commercial and industrial areas within the DDA.	\$155,000	2012-2017	A
Provide or upgrade technology (such as wi-fi or the most current technology available) throughout DDA district.	\$100,000	2012-2017	A
Support public transportation within and connecting to the DDA area, including trolley service, bus shelters, etc.	\$375,000	On-going	A
Maintenance and operations/interest payments	\$300,000	On-going	A

<b>Throughout DDA</b>	<b>Approximate Cost</b>	<b>Timing</b>	<b>Priority</b>
Provide development support to assist any private or public project that would help to accomplish the goals of the DDA. (Amended by Ord. #6 of 2014)	\$1,600,000	On-going	A
Improve gateways to Cascade Township through signage, softscaping, landscaping, public art, banners, flags, and other highly visible design features to create a sense of arrival and improve the character of the commercial and industrial areas.	\$125,000	2015-2017	B
Acquire property for development and redevelopment purposes if and when such properties meet the goals of the DDA development areas.	\$750,000	On-going	B
Façade improvements for businesses as a matching grant program	\$120,000	On-going	B
Close or combine driveways to facilitate access management	\$125,000	On-going	B
Develop a unified identity for the DDA area and market that image using decorative benches, bike racks, banners, signage, lighting, street signs and other highly visible amenities.	\$75,000 (study) \$125,000 (materials)	2012-2017	B
Create, manage and support annual events occurring within the DDA district.	\$200,000 (Amended by Ord. #6 of 2014)	On-going	C

Throughout DDA	Approximate Cost	Timing	Priority
Develop an auto node to consolidate automobile related uses and create development incentives for businesses within the DDA looking to relocate to the auto node.	\$80,000 (Amended by Ord. #6 of 2014)	2022-2032	C
Study the feasibility of and develop (if feasible) a business incubator to grow existing businesses, as well as attract start-up businesses to Cascade Township. Such incubator project may include land acquisition, design, construction, promotions, and marketing.	\$35,000 (study)  \$250,000 (incubator) (Amended by Ord. #6 of 2014)	2022-2032	C

**DEVELOPMENT AREA: 28th STREET**

Goals for the DDA projects within the 28<sup>th</sup> Street development area include the following:

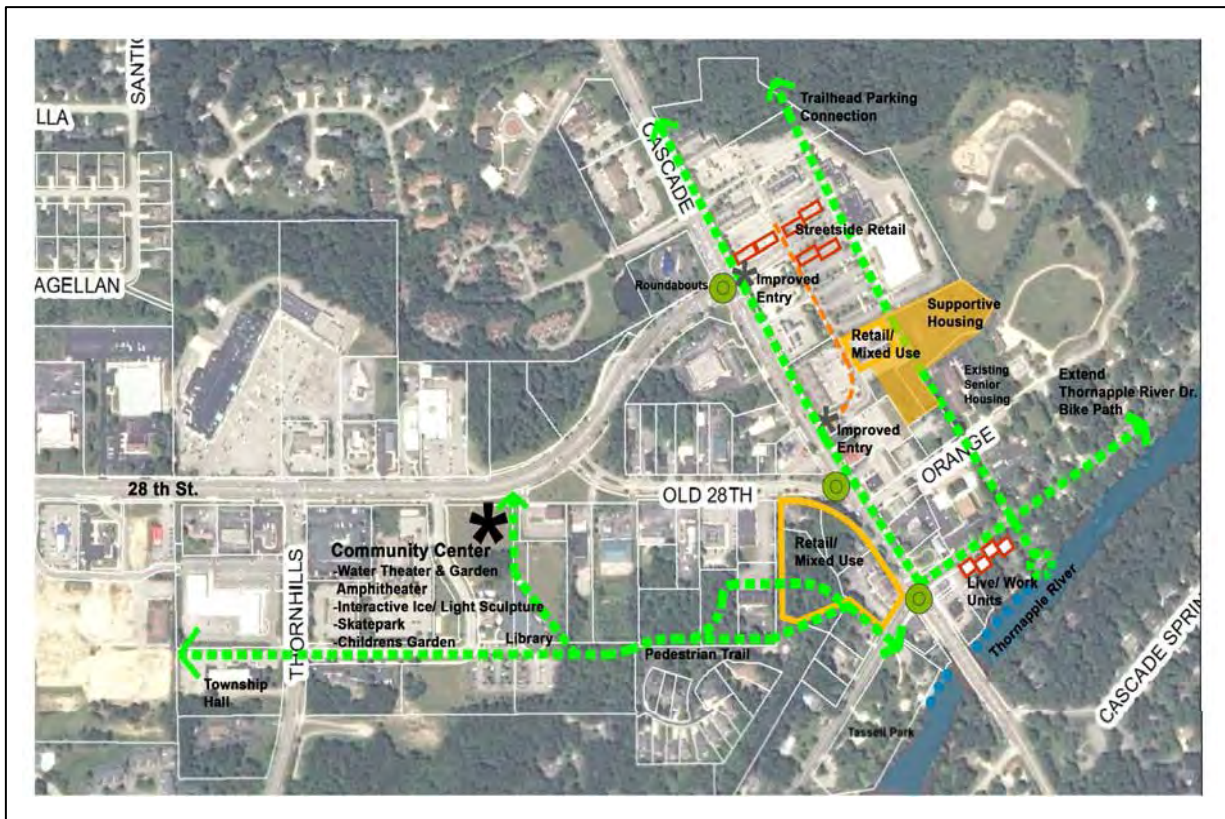
- 28<sup>th</sup> Street retail and office occupancies will increase and new jobs will be created.
- Visual clutter along 28<sup>th</sup> Street will be minimized.
- Pedestrian connections from the north and south sides of 28<sup>th</sup> street will be enhanced.
- Traffic flow and traffic safety will improve.

Accordingly, the projects identified for the duration of the plan are identified below in terms of priority. It should be noted that projects can be separated into phases as funds become available.

<b>28<sup>th</sup> Street</b>	<b>Approximate Cost</b>	<b>Timing</b>	<b>Priority</b>
Improve 28 <sup>th</sup> Street crossings through roadways enhancements, pavement markings, signage, lighting, and signaling, including replacement of signal cables for masts.	\$500,000	2012-2017	A
Interface and coordinate with MDOT and the KCRC to reduce speeds, reduce congestion, improve traffic flow and improve roadway design through road diets and other traffic calming measures. Implement and finance traffic calming measures.	\$2,000,000	On-going	B
Study and build a pedestrian and bicycle way, such as a pedestrian bridge, underpass, tunnel, or boulevard connecting the north and south sides of 28 <sup>th</sup> Street.	\$450,000	2017-2022	C

28 <sup>th</sup> Street	Approximate Cost	Timing	Priority
Create community gathering places along or behind 28 <sup>th</sup> Street, such as parks, playgrounds, nature areas, trails, baseball fields, sports complexes and other public facilities.	\$500,000	2017-2032	C
Construct a boulevard along entire length of 28 <sup>th</sup> Street.	\$1,200,000	2017-2032	C

GRAPHIC 1. IMPROVEMENTS TO THE 28<sup>TH</sup> STREET AND VILLAGE DEVELOPMENT AREAS



## DEVELOPMENT AREA: INTERCHANGE

Goals for the DDA projects within the Interchange development area include the following:

- Traffic flow and traffic safety will improve.
- There will be safe areas for pedestrians to walk along roadways and within developments.
- Visual clutter along 28<sup>th</sup> Street and the interchange area will be minimized.
- Pedestrian connections from the north and south sides of 28<sup>th</sup> street will be enhanced.
- The interchange will be a gateway to the Cascade Township business areas.

Accordingly, the projects identified for the duration of the plan are identified below in terms of priority. It should be noted that projects can be separated into phases as funds become available.

Interchange	Approximate Cost	Timing	Priority
Work with MDOT to improve staging area through hardscape and landscaping improvements at 28 <sup>th</sup> Street and I-96, implement and finance clean up.	\$55,000	2012-2017	A
Work with MDOT to provide sidewalks to Patterson, decorative lighting and landscaping	\$800,000	2012-2017	A
Study and coordinate the improvement of pedestrian connections, coordinated traffic signal timing, internal circulation, and ingress/egress at the Waterfall Shoppes.	\$10,000	2012-2017	B
Reconfigure and improve access within the Cascade Office Park and Northern Drive, acquire rights-of-way.	\$3,000,000	2012-2017	B
Attract high-end or theme-oriented businesses near the interchange to capitalize on the proximity to the I-96 corridor.	\$40,000	On-going	C

**DEVELOPMENT AREA: VILLAGE**

Goals for the DDA projects within the Village development area include the following:

- Enhance the Village to make it welcoming and a destination for shoppers.
- The Village will be pedestrian-friendly.
- Activities/destinations for people of all ages, including children and seniors, will be available.
- The Village will have public gathering areas.
- The Village will have improved traffic flow and traffic safety.
- The Village will have improved recognition as a place, with character, charm and quaintness.
- The Village boundaries will be reviewed.

Accordingly, the projects identified for the duration of the plan are identified below in terms of priority. It should be noted that projects can be separated into phases as funds become available.

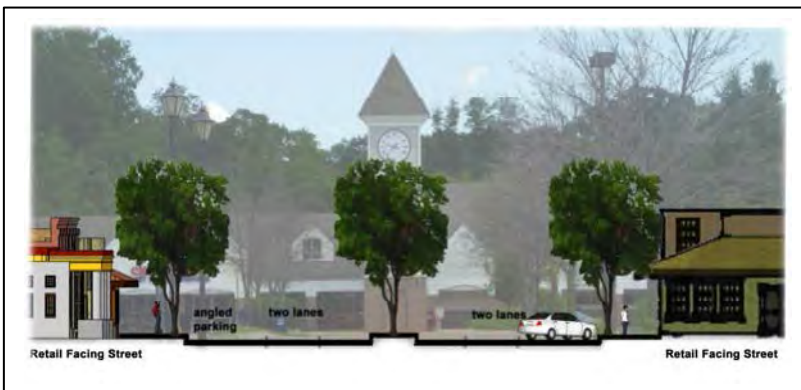
<b>Village</b>	<b>Approximate Cost</b>	<b>Timing</b>	<b>Priority</b>
Finance traffic calming measures including round-a-bouts, road diets, and other mechanisms approved by the KCRC.	\$3,600,000	2012-2017	A
Create community gathering places along 28 <sup>th</sup> Street and near the library, such as a community center, skate park, rock climbing, sound park, amphitheater, nature area, trails, baseball fields, and/or other public facilities.	Skatepark: \$350,000 Kids playground with rock wall: \$350,000 Sound Park: \$55,000 Small amphitheater: \$250,000 Support Amenities (lighting parking, site furniture, walks, landscaping, signage, fencing) \$250,000 Children's garden with small water feature: \$100,000 Interactive element: \$500,000 Total with fees: \$2,000,000	2012-2017	A

<b>Village</b>	<b>Approximate Cost</b>	<b>Timing</b>	<b>Priority</b>
Connect Tassell Park to the Cascade Township Library and Wisner Center via a pathway.	\$275,000	2012-2017	A
Improve Cascade Road pedestrian crossings.	\$80,000	2012-2017	A
Update the Cascade Village Design Plan to address mixed use development and redevelopment of the Thornapple Centre plaza and Old 28 <sup>th</sup> Street.	\$50,000	2012-2017	B
Provide access to the Thornapple River at and below the dam and create riverfront amenities such as fishing areas, viewing spots, and personal non-motorized watercraft launch areas.	\$250,000	2017-2022	B
Provide a sidewalk connecting Cascade Village Condos to 28 <sup>th</sup> Street	\$150,000	2012-2017	B
Enhance Thornapple Centre development through land acquisition, façade programs and other tools to improve pedestrian accessibility and redesign circulation to create a more pedestrian and bike-friendly destination.	\$200,000	2012-2017	B
Develop a destination attraction for summer and winter months, such as an artisan or farmer's market during summer months and an ice rink or other cold weather attraction during winter months.	\$300,000	2012-2022	B

Village	Approximate Cost	Timing	Priority
Modify the museum park area to provide benches, public art, water features, and other amenities.	\$10,000	2012-2017	C
Develop a community parking lot and signage.	\$375,000	2012-2022	C
Preserve greenspace at the junction of 28 <sup>th</sup> and Old 28 <sup>th</sup> Street through land acquisition and preservation easements.	\$200,000	2012-2017	C
Acquire easements and construct sidewalks and providing decorative lighting along the north side of Old 28 <sup>th</sup> Street.	\$250,000	2017-2042	C
Provide a sidewalk from Old 28 <sup>th</sup> Street to the Wisner Center.	\$150,000	2017-2022	C



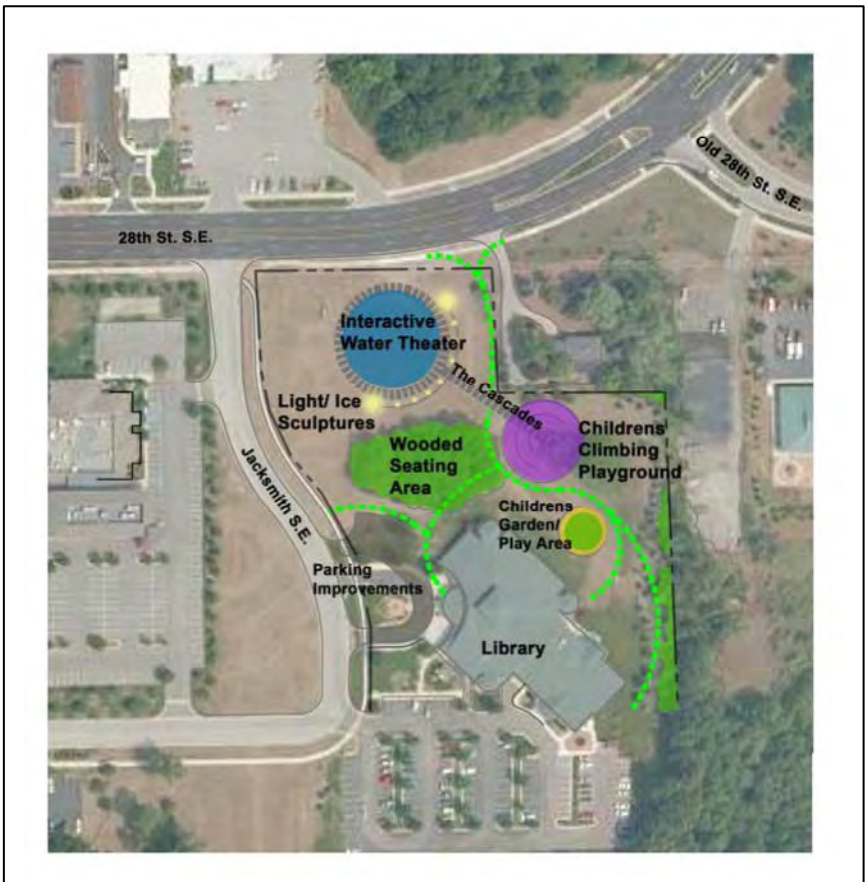
Graphic 2. Potential Entry Enhancements to Cascade Village Retail Center



Graphic 3. Future Infill Retail/Mixed Use Development along cascade Road at the Cascade Village Retail Center



Graphic 4.  
Round-a-bout  
configuration at  
28<sup>th</sup> Street and  
Cascade Road.



Graphic 5.  
Community Activity  
Center concepts for  
the Township-owned  
property at Jacksmith  
and 28<sup>th</sup> Street.

**DEVELOPMENT AREA: CENTENNIAL PARK**

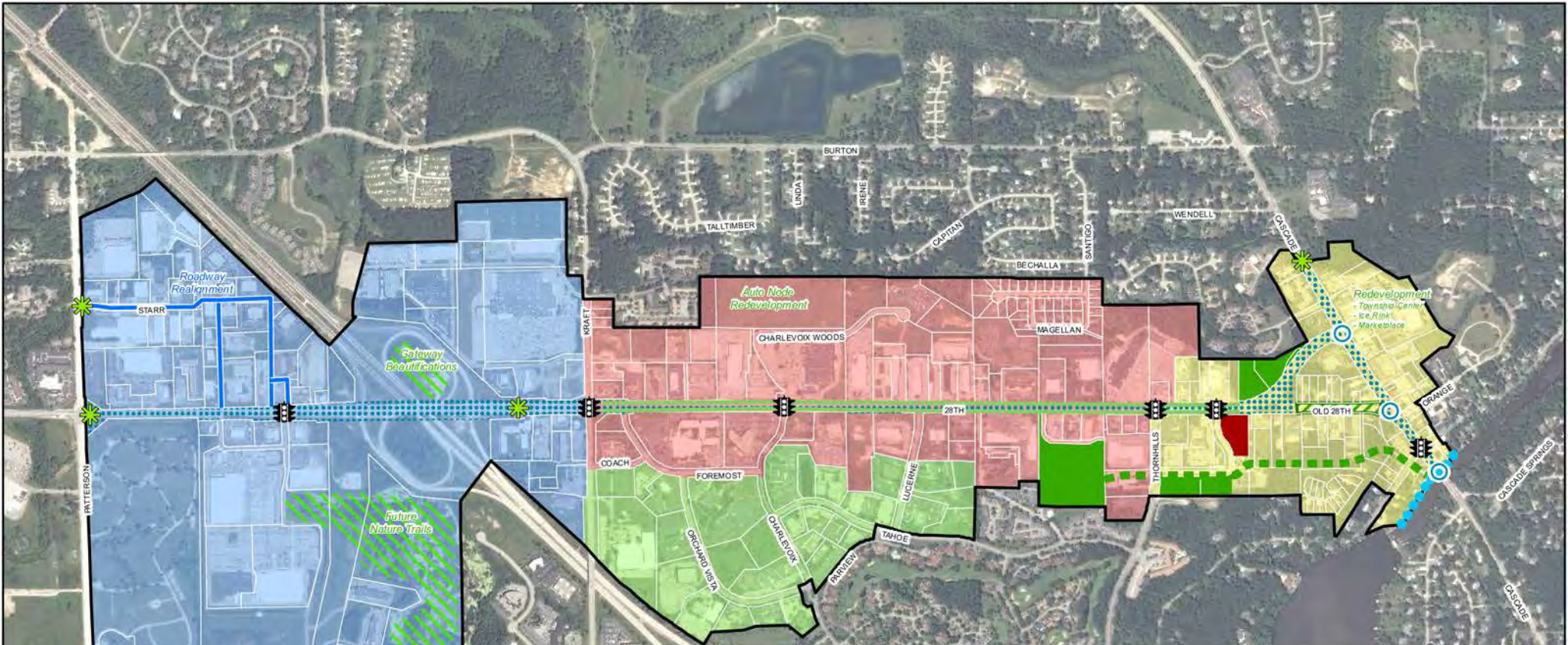
Goals for the DDA projects within the Centennial Park development area include the following:

- New businesses and/or expanded businesses will occupy the business park.
- Job growth will occur.
- Occupancies will increase.
- On-going review and implementation of the Centennial Park Land Use and Design Plan.

Accordingly, the projects identified for the duration of the plan are identified below in terms of priority. It should be noted that projects can be separated into phases as funds become available.

<b>Centennial Park</b>	<b>Approximate Cost</b>	<b>Timing</b>	<b>Priority</b>
Create and execute a business recruitment plan for attracting higher education, medical, or other high-end, large-scale, tenants.	\$50,000	2017-2022	A
Bus stops/shelters should bus service be extended to the area	\$55,000	2017-2022	B
Complete sidewalks, lighting, and add street trees	\$2,000,000	2017-2022	B

The following map shows a selection of the planned improvements within each of the four Development Areas.





### Cascade Charter Township DDA Development Areas



**DDA District Boundary**

**DDA Development Areas**

- Centennial Park
- The 28th Street Corridor
- The Expressway/Interchange Area
- The Village Area

1 inch = 1,500 feet

0 375 750 1,500 Feet

**Williams & Works** 

NAIP Aerial Photography Date: 2010

-  Lighting/Signal Improvements
-  Roundabout
-  Boulevard
-  River Access Improvements
-  Roadway Reconfiguration
-  Trail Connection
-  Community Center
-  Community Gathering
-  Crossings/Lighting/Landscaping
-  Traffic Calming

## Chapter 4 Sources of Funds for the Downtown Development Authority

### A. Financing Sources

The Downtown Development Authority (DDA) Act authorizes several potential sources of funds for the DDA to use in financing its development activities, including the following:

- 1) Donations;
- 2) A tax of up to two (2) mills levied on the DDA district upon approval of the Township Board for use in financing DDA activities;
- 3) Proceeds from general obligation bond issues;
- 4) Revenues from property owned by the DDA;
- 5) Monies received from other sources approved by the Township Board; and
- 6) Proceeds of a tax increment-financing plan.

The following comments relate to the first five funding sources. These comments will try to put into perspective the need for consideration of tax-increment financing as a means of funding the improvements summarized in Chapter 3.

- 1) Donations - These funds could be from either individuals or corporations, including philanthropic foundations or from special activities sponsored by the DDA.
- 2) Tax Levy - Limited to two (2) mills, this source could provide the DDA district with a constant stream of funds similar to a special assessment levy on the district. Originally, Act 197 limited the use of these funds to finance the "operations" of the authority. However, the law was amended in June 1983 to allow this millage to be used for any purpose (Act 86, P.A. of 1983).

On June 23, 1993, the Township Board passed a resolution (Resolution # 24 of 1993, which stated that the Township had no intention of levying an ad valorem property tax of up to two mills in the DDA district.

Currently the Township provides the staff for the operation of the DDA.

- 3) Bond Proceeds - These funds are provided in the Act as a "source of financing," however, it could be better termed that they are a source of borrowing, not an actual source of capital.

In 2010, the Cascade Township Board refinanced a 2000 revenue bond. The bond issue was in the amount of \$1,068,346.50 and will be paid by 2020.

- 4) Revenue from Properties - The Township owns several parcels of property in the DDA district. The DDA could purchase these properties from the Township; however their potential revenue stream is limited. The property purchased on 28<sup>th</sup> Street by the Township has been partially developed for the Cascade Public Library. The remaining

property is planned for a new main fire station and an administrative office building for the Township. No definite time frame has been established for these two buildings.

- 5) Other Sources - These sources might include any general revenues of the Township or special assessments approved by the Board for the DDA's use or special grants. As previously mentioned, the Township's general fund has directly and indirectly financed the operation of the DDA through staffing.
- 6) Tax Increment Financing - This procedure allows the DDA to capture a tax levied on increases in the Taxable Value (TV) of the district which are attributable to the growth caused by improvements financed with the revenue from increased taxes.

The DDA favors this approach because it does not establish a new tax but merely captures a portion of increased tax revenue to use for a specific purpose.

The DDA feels this is the most viable option to finance the proposed development projects. The following section provides further information regarding the tax increment-financing plan.

The DDA recommends that Tax Increment Financing be used as the major source of revenue to finance development projects.

#### **B. Explanation of Tax Increment Financing Procedure**

Public Act 197, the enabling legislation for Downtown Development Authorities introduced the concept of Tax Increment Financing to economic development projects in Michigan. By using this financing method a Downtown Development Authority (DDA), with the approval of the municipality, can "capture" a portion of the revenue gained from taxes to implement a development plan. Tax increment financing is not a new tax, but simply earmarks increasing tax revenue for activities specified in a DDA development plan. The Tax Increment Financing process is typically carried out in the following manner:

- 1) A DDA determines it is necessary to make public improvements to stimulate economic growth in a downtown business district. It defines the public improvements and identifies costs in a development plan;
- 2) The DDA determines if it wants to make the improvements by issuing bonds or by collecting a portion of the taxes in the area to be used at a later date to actually implement improvements;
- 3) The DDA captures the taxes or a portion of taxes generated by subsequent growth stimulated by the public investment. This tax base growth is called the "captured assessed value." More specifically, it is the difference between the Taxable Value (TV) in the district that exists at the time of adoption of the plan and subsequent increases in Taxable Value (TV). For example, if at the time a DDA plan was adopted the Taxable Value (TV) of property was \$150,000 and five years later the property's TV was \$200,000, the DDA could capture the taxes generated from the \$50,000 increase.
- 4) The taxes which are potentially available for collection to pay for the future project include all the normally levied taxes by all the taxing units on the captured assessed value

of the DDA district. Local school tax increment and State Education Tax are not subject to capture. (The DDA may enter into agreements with each of the taxing units to share a portion of the captured assessed value). Revenues collected beyond the amount needed to meet the cost of the specific development project would be returned proportionately to the taxing units.

- 5) When implementation of the development is completed, the captured assessed value is released and all affected taxing units receive all the taxes levied from that point.
- 6) During the time the tax increment plan is in effect the taxing units continue to receive the tax revenue from the DDA's total Taxable Value (TV) in the base year. If the DDA collects more money than it needs, to implement the plan the excess amount of funds are returned to the taxing units.
- 7) In order to be implemented, the tax increment-financing plan must be approved by an ordinance enacted by the Township after a public hearing is held.
- 8) While the plan is in effect the DDA shall submit to the Township an annual report on the status of the tax increment financing account. The report shall also be published in a newspaper.

## Chapter 5 Tax Increment Financing Plan

The Cascade Charter Township Downtown Development Authority (DDA) proposes the following tax increment-financing plan:

1. Purpose - The purpose of this tax increment-financing plan is to capture the revenue gained from increased development in the downtown area to pay for the improvements specified in the development plan.
2. Financing Plan - The DDA proposes to accumulate sufficient revenue from the captured taxable value to make the principal and interest payments on borrowed money. The maximum amount of bonded indebtedness will not exceed total TIF capture. The DDA also recommends that, alternatively, funds be used to fund projects on a "pay as we go" schedule.
3. Initial Taxable Value - On April 13, 1994 the Township Board adopted its first District Development Plan and Tax Increment-Financing Plan. The "initial taxable value" - which is the base year Taxable Value from which the "captured assessed value" is calculated - was the 1994 Taxable Value of the tax increment-financing district as determined by the State Tax Commission.
4. Captured Taxable Revenue to be Used - The DDA proposes that all of the tax revenue levied by all eligible taxing units on the captured taxable value of real and personal property within the district be used by the authority for the proposed projects. In 1994, the original base for the DDA development district was \$36,500,800. The original development area is identified in this Plan as the "Village Development Area" and the "28<sup>th</sup> Street Corridor Development Area". In 2003, the DDA District expanded westward to Patterson Avenue and incorporated the "Interchange Development Area" as previously described in this Plan. The "Interchange Development Area" had a 2003 original base of \$50,275,739. In 2004, the DDA expanded to include the remaining non-residential areas of Centennial Park. This development area, called the, "Centennial Park Development Area" previously in this Plan has a 2004 original base of \$23,184,574.
5. Project Duration - This amended financing plan will continue through 2042.
6. Projection of Captured Taxable Value and Revenue - Table 6 on the following page provides the projected captured taxable value in the DDA.

TABLE - 6  
TIF Captured Revenue - Entire DDA District (2011)

Development Area	Year of Original Base	Original Base Value	2011 Taxable Value	2011 Captured Taxable Value
Village and 28 <sup>th</sup> Street	1994	36,500,800	78,379,615	41,878,815
Interchange	2003	50,275,739	60,367,136	10,091,397
Centennial Park	2004	23,184,574	20,941,444	-2,243,130
<i>Totals</i>	<i>---</i>	109,961,113	159,688,195	49,727,082

The projected revenue in Table 7, below is based on capturing taxes generated from the captured taxable value. As the law indicates, any revenue produced from the captured taxable value that exceeds projections can be returned to the taxing units on a proportional basis. Since the DDA plans to finance projects essentially through borrowing, it will be requested that the taxing units permit the DDA to use any additional revenue produced beyond each year's projections in order to complete projects sooner. The net effect would be an earlier completion date and an end to the financing plan and an earlier return on the investment made by the taxing units.

TABLE - 7  
Cascade Charter Township DDA  
Projected Tax Increment Revenues

Due Year	Tax Increment Revenues
2011	614,449
2012	581,641
2013	549,489
2014	565,243
2015	581,155
2016	597,226
2017	613,458
2018	629,853
2019	646,411
2020	663,135
2021	680,026
2022	697,086
2023	714,316
2024	731,719
2025	749,296
2026	767,048
2027	784,979
2028	803,088
2029	821,379
2030	839,852
2031	859,526
2032	879,871
2033	900,420
2034	921,175
2035	942,137
2036	963,308

2037	984,692
2038	1,006,289
2039	1,028,102
2040	1,050,133
2041	1,072,385
2042	1,094,859
TOTAL	25,333,745

**Notes:** Table assumes an annual loss of 2% for each of the development districts for 2011-2014. In 2015, a 1% gain is projected until 2042. Years represent the amount due that year, not the amount levied that year.

### A. Impact on Taxing Units

The taxing units affected by the tax increment-financing plan are:

- Cascade Charter Township
- Grand Rapids Community College
- County of Kent\*
- Kent District Library

\* Kent County Opted out of the Tax capture for the Centennial Park Development Area.

In judging the impact of tax increment-financing, several actions must be considered: 1) the amount of millage levied; 2) the percent of the tax increment financing district of the taxing unit's total Taxable Value; 3) the increased Taxable Value the taxing unit could use if the plan were not in place; and 4) the overall community benefit of increasing the tax base.

Table - 8 below, summarizes the various taxing units and how the Tax Increment Financing Plan affects them for the Downtown Development Authority. The overall impact to taxing jurisdictions is modest as compared to the total annual budget by jurisdiction.

TABLE - 8  
Affect of TIF Plan

Taxing Unit	Tax Levy as of 2011	2011 Annual Budget	2011 DDA projected capture	DDA as a Percent of Total TV Unit Annual Budget
Cascade County	3.7626	3,350,763 (General Fund)	195,543	5.8%
County of Kent	5.3940	165,192,942*	280,327	.1%
GRCC	1.7865	36,750,383	92,845	.25%
KDL	0.88	15,639,865	45,734	.29%
TOTALS	11.8231		614,449	

\*Source: 2011 Kent County Budget  
 \* 2011 TV of DDA = 159,688,195  
 2011 Total Capture of DDA = 49,727,064

### B. Justification of the Tax Increment-Financing Plan

The Downtown Development Authority (DDA) proposes a plan that will provide significant long-range benefits to the community. It asks the taxing units to defer revenue for a time to undertake

specific activities that will result in increased development and an increased tax base for the Township and all other affected taxing authorities.

The proposed projects outlined in Chapter 3 of this document have a total cost of \$24,315,000. It is estimated that interest needed to finance projects for the DDA will cost an estimated \$161,338 through the life of this Plan. Anticipated costs of this plan total \$25,333,745. The plan estimates the DDA will collect \$25,333,745. Unforeseen new tax levies (millages) have also not been factored in as additional revenues. Other potential means of accomplishing projects within the Development Plan include collaborations with the Forest Hills Business Association, The Cascade Township Community Foundation, Parks and Recreation Board, and issuing revenue bonds, among others.

TABLE - 9  
Anticipated DDA Costs Through Life of Plan

<b>DDA Costs</b>	<b>Amount</b>
Proposed Projects	24,315,000
Existing Debt Service	857,407
Operational Maintenance	161,338
<i>Total</i>	<b>\$25,333,745</b>

The DDA feels it is imperative that public improvements in the downtown district continue. It strongly believes that without these public improvements the downtown business district could follow a declining path. The DDA also feels that public improvements can serve as a catalyst to businesses to make improvements to their respective buildings and facilities.

**C. Summary**

The DDA recommends adoption of this amended plan in total to be used to finance the various public improvement projects included in the development plan. The DDA recognizes that there are other sources of funding. Due to the uncertainty and anomalous nature of these funding methods (e.g., grants, private donations, etc.), the DDA reserves the right to fund projects through these sources when made available.

## **APPENDICES**

1. Tax Increment Projections
2. Visioning Meeting Results



**MEMORANDUM**

**TO:** Cascade Township DDA

**FROM:** Lynée Wells, AICP  
Andy Moore AICP

**DATE:** July 22, 2011

**RE: Results of Visioning Meetings**

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On July 15<sup>th</sup> and 19<sup>th</sup>, the Cascade Township DDA held two visioning workshops intended to gather the opinions of business owners and residents regarding the future of the Cascade Township DDA. The meeting on July 15<sup>th</sup> was intended to gather the opinions and insight of those who own businesses in the DDA district, while the July 19<sup>th</sup> meeting was intended to gather the opinions of residents throughout the Township. It should be noted, however, that both residents and businesses owners were welcome to attend either (or both) meetings.

After an opening presentation, participants were divided into groups to discuss the Township's DDA. The groups participated in two exercises. The first exercise was to gather opinions regarding the identity of each of the four development areas as they exist today. The second exercise asked participants to come up with ideas for future projects that could be undertaken by the DDA to make the Cascade Township DDA a more desirable place to live, work and play.

After the second exercise, participants were asked to prioritize the ideas by ranking their top three priorities using colored dots. The "score" for each idea was calculated by assigning a value of 3 to the top priority, a value of 2 to the second priority and a value of 1 to the third priority; therefore the highest "scores" can be thought of as being the highest priorities. It should be noted, however, that a score of zero does not mean that the idea was unimportant or does not merit inclusion in the revised DDA Plan. Rather, it means that it was not seen as one of the top three priorities by any participant.

This memorandum presents the input from those meetings. The input from both meetings has been combined into one list, which was then categorized and sorted based on the score of each idea. Based on the input received, we created five general categories: appearance, land use & design, marketing & promotion, regulatory strategies and transportation. Where necessary, we combined similar ideas and adjusted the scores appropriately.

Also attached to this memorandum is the "raw" input as well as the worksheet that each participant used to inform the discussions.

## Category: Appearance

Comment	Location	Score
Bury power lines	Throughout DDA	29
Preserve / better maintenance of greenspace	Centennial Park	22
Keep clean, well-groomed	Throughout	12
Improve landscaping	DDA Throughout	11
More lighting, with attractive architectural lighting poles	DDA 28th Street, Village Area	8
Pedestrian bridge as gateway	Village Area	5
Make state clean up their mess at the interchange	Interchange	1
Better signage at Family Fare	Village Area	0
Tree trimming	28th Street, Village Area	0

**Category: Land Use & Design**

<b>Comment</b>	<b>Location</b>	<b>Score</b>
Roundabout would calm traffic - as gateway feature?	Village Area	26
Property acquisition at river - create access	Village Area	24
Improve family fare development, create pedestrian friendly plaza; it is key	Village Area	19
Acquire and raze Tuffy muffler - looks awful	Village Area	18
Park behind Macatawa Bank/Culver's, could double as Farmer's Market	28th Street	17
Positive entertainment/activity, such as a YMCA or skate park, community center	28th Street	16
Amphitheater	Village Area	12
Mixed uses, retail below residential, create more residential, live-work	28th Street	12
Permanent farmers market in Family Fare plaza, becomes ice rink in winter	Village Area	11
Improve Waterfall Shops	Interchange	10
Improve Charlevoix Plaza; it is the keystone for the area	Centennial Park	10
Fix up wetland by Target development	Interchange	10
Skate park, playground at library area	Village Area	10
Knock down some buildings, replace with parking behind	28th Street	8
Sound park (see Cadillac)	Village Area	8
Travelling public - projects for them mini-golf, water park	Interchange	7
Increase size of museum park, benches, art, fountain	Village Area	7
Theme-oriented hotel	Interchange	6
Acquire property behind Culver's for a baseball park/tournament facility	28th Street	5
Improve infrastructure, power goes out frequently	Centennial Park	5
Make parking lots smaller	Centennial Park	5
Take advantage of ice arena	Interchange	3
Acquire and update rundown, empty buildings	28th Street	2
Build community parking - behind businesses	Village Area	2
Sports complex	28th Street	1
Build up	28th Street	0
Create a park at the NW corner of Old 28th, there is a creek/stream there	Village Area	0
Acquire property next to Kingslands	Village Area	0

## Category: Marketing and Promotion

Comment	Location	Score
Improve or create gateways using signs, banners, flags	Throughout DDA	39
Incentives to move auto repair to a repair node, incubator	28th Street	21
Attract higher education such as GRCC or GVSU extension	Centennial Park	20
Better directional signage	Interchange	10
Attract corporate HQ, large tenants, high-end businesses	Centennial Park, 28 <sup>th</sup> Street	9
Business incubator reuse	28th Street	9
Needs a draw	Interchange	6
Events/attractions	Village Area	5
Fill existing businesses, find out what people need	Village Area	3
Enhance image	Centennial Park	2
Marketing study	28th Street	2
Internet	Interchange	0
Attract medical companies	Centennial Park	0
Needs a nightlife	Village Area	0

## Category: Regulatory Strategies

Comment	Location	Score
Allow restaurants and retail	Centennial Park	12
Development incentives	28th Street	9
Allow taller buildings near the expressway	Interchange	5
Lessen noise requirements to keep people around later	Village Area	3
Allow more lights	Village Area	3
Require cross access easements	28th Street	0
Determine what destination businesses would be and then grow them	28th Street	0

## Category: Transportation

Comment	Location	Score
Reduce traffic congestion; improve traffic flow and control	Throughout DDA	22
Sidewalks, improve walkability	Throughout DDA	15
Path from Tassell to library and hall	Village Area	14
28th street pedestrian overpass (could be gateway)	28th Street	12
Boulevard in 28th	Interchange	11
Transit/trolley	Interchange	10
Enact traffic calming / speed reducing measures	Village Area	10
No left from old 28th onto Thornapple	Village Area	8
Trail from library through woods to parks	Village Area	7
More boulevards along 28th street / reduce curb cuts	28th Street	6
Improve crosswalks	Throughout DDA	5
Redesign old 28th	Village Area	4
Increase left turn lane at 28th and Cascade (2 left lanes)	Village Area	3
Sidewalk on north side of 28th	Village Area	2
Accessibility, roundabout	Village Area	1
Road connections at Starr and Horizon	Interchange	0
Improve ingress/egress within Waterfall Shops	Interchange	0
Sidewalk from Cascade Village Condos to 28th Street	Village Area	0
Sidewalk in front of library	Village Area	0
Cross access connections between businesses on Old 28th street	Village Area	0

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## DDA MEMORANDUM

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**To:** Cascade Township DDA Board

**From:** Sandra Korhorn, DDA/Economic Development Director *SKK*

**Subject:** Update – Grant Applications

**Meeting Date:** September 20, 2022

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This memo serves as an update to the Tree Grant applications the township has applied for.

Consumers Energy – Awarded. This is a reimbursement of \$3000, up to 15 trees, that must be planted on public property by November 11.

DTE – The Township Manager applied for this grant opportunity. This application is currently pending.

DNR Community Forestry Grant – Staff is currently working on this application and will submit it on or before it's due date of September 23. If awarded, trees must be planted by September 1, 2023 on public property.

**MINUTES OF THE  
CASCADE CHARTER TOWNSHIP  
REGULAR BOARD MEETING**

Wednesday, August 10, 2022

Wisner Center

2870 Jacksmith Dr SE

Grand Rapids, MI 49546

AND

Virtual Zoom Meeting

7:00 P.M.

HYBRID FORMAT

- Article 1.** Supervisor Lesperance called the meeting to order.  
Present: Supervisor Lesperance, Clerk Slater, Treasurer Peirce, Trustees Koessel, McDonald, Shipley and Noordhoek  
Absent: None  
Also Present: Township Manager Swayze, DDA/Economic Development Director Korhorn, Planning Director Hilbrands, Fire Chief Magers, Deputy Clerk Brott, Planning Commissioner Windy Korstange, Brianne Pitchford-Triangle Associates, Inc., Nick Ballou-Triangle Associates, Inc., and those listed in the Supplement
- Article 2.** Supervisor Lesperance led the Pledge of Allegiance.
- Article 3. Approval of Agenda**  
Motion by Trustee Shipley, seconded by Trustee McDonald to approve. Motion carried unanimously.
- Article 4. Presentations**  
None
- Article 5. Public Comments-Anything on the Agenda not scheduled for a public hearing. (limit comments to 3 minutes)**  
None
- Article 6. Approval of Consent Agenda**
- a. Receive and File Minutes
    - 1. Township Board – 7/27/2022
  - b. Receive and File Reports
    - 1. Building Department – July 2022
  - c. Receive and File Education Requests
    - 1.
  - d. Receive and File Communication
    - 1. DIRECTV, LLC Annual Video Report for U-verse Video Service in Michigan
    - 2. Dr. Keys’ Deer Study
- Motion by Trustee Shipley, seconded by Trustee Koessel to approve the Consent Agenda.  
Motion carried unanimously.

Township Board Minutes

August 10, 2022

**Article 7. Financial Actions**  
None

**Article 8. Unfinished Business**

**048-2022 Consider Directing Staff to Prepare for Board Approval of Modification of Cascade Township’s Deer Hunt Application Process**  
Manager Swayze will convene with the Township Attorney and the insurance agency.  
No action taken.

**Article 9. New Business**

**051-2022 a) Public Hearing to Consider Zoning Amendment Regarding Composting**  
Planning Director Hilbrands, Planning Commissioner Korstange, Luis Chen-Wormies, and Chandler Michalsky-Wormies presented and answered questions.  
Motion by Trustee McDonald, seconded by Trustee Koessel to open the Public Hearing.  
Motion carried unanimously.

1. Steven Riddle-6410 Wendell St-In strong support of Wormies.

Motion by Trustee McDonald, seconded by Trustee Koessel to close the Public Hearing.  
Motion carried unanimously.

**b) Consider Zoning Ordinance Amendment Regarding Composting (Roll Call)**

Motion by Trustee Shipley, seconded by Trustee McDonald to approve the zoning ordinance amendment. Motion carried unanimously by roll call vote.

**052-2022 Consider Resolutions for Streetlight Request for Tammarron North (Roll Call)**

Motion by Trustee Shipley, seconded by Trustee Koessel to approve both resolutions.  
Motion carried unanimously by roll call vote.

**053-2022 Consider Approval of Outdoor Gathering Permit for the Cascade Heritage Festival**

Motion by Trustee Shipley, seconded by Clerk Slater to approve the Outdoor Gathering Permit plus designate up to \$15K for the Cascade Heritage Festival. Motion carried unanimously.

**054-2022 Consider Resolution for Special License Permit for Cascade Heritage Festival (Roll Call)**

Motion by Trustee McDonald, seconded by Trustee Shipley to approve. Motion carried unanimously by roll vote.

**055-2022 Consider Resolution for Road Closures for Cascade Heritage Festival (Roll Call)**

Motion by Clerk Slater, seconded by Trustee Shipley to approve. Motion carried unanimously by roll call vote.

**056-2022 Consider Resolution to Approve the Levy of the 2022 Millage Rates  
(Roll Call)**

Motion by Trustee McDonald, seconded by Trustee Koessel to approve. Motion carried unanimously by roll call vote.

**057-2022 Consider Sizing of Fire Station Capital Improvement Bonds**

Motion by Trustee Shipley, seconded by Trustee McDonald to approve the issuance of bonds in the amount of \$6M. Motion carried unanimously.

**058-2022 Consider Acceptance of the Planning Commission Process  
Recommendations Subcommittee Report**

Motion by Trustee Koessel, seconded by Trustee Shipley to approve. Motion carried unanimously.

**059-2022 Consider Award of Fire Station #1 Construction Early Bid Package**

Considerable discussion.

Motion by Trustee Shipley, seconded by Trustee Koessel to approve. Motion carried unanimously.

**Article 10. Discussion**

1. Trustee Noordhoek-How is the Township informing those residents affected by PFAS about the process? Discussed that there is no groundwater ordinance; Manager Swayze advised that he and Supervisor Lesperance are in talks with Township Attorneys re the development of one.
2. Trustee Shipley-Is there an update re Egypt Creek Landscaping? Manager Swayze advised there is none. Would like to utilize the field between the library going west for Township activities like a farmer's market and/or arts festival.
3. Supervisor Lesperance-Re Egypt Creek Landscaping: Attorney Homier sent the cease-and-desist letter and is now waiting for direction from the Township Attorney regarding violations. Spoke with business owners of Parooz about ideas for a craft fair and other activities similar to nearby townships.
4. Trustee Noordhoek-What is the status of the Planning Commission pay scale inquiry? Manager Swayze advised that Human Resources Director Murawski is compiling comparison data for Board consideration.
5. Supervisor Lesperance-The American Legion would like to incorporate recognition of Virgil Westdale into Cascade Heritage Day. A tribute will be made to go along with possibly renaming the park.

**Article 11. Public Comments – Any comments...whether it is on the Agenda or not. (limit comments to 3 minutes)**

1. Chuck Whitley-5030 Sequoia-Requested clarification of the verbiage in the bid item for Fire Station #1 project. Re Strategic Plan Township Board Workshop: The Thornapple River Subcommittee has not been approached but is mentioned in the presentation which could cause some confusion.

**Article 12. Manager Comments**

1. Planner Hilbrands, Building Official Wilson, and Zoning Administrator Smith-Jacoby trained last week on the BS&A module for Planning and Zoning. A demonstration before the Board is expected once they are comfortable using it.
2. Thanked Clerk Slater and her team for a smooth election.

**Article 13. Board Member Comments**

1. Trustee Shipley-Thanked everyone for coming to the meeting.

**Article 14. Adjournment**

Motion by Trustee Shipley, seconded by Trustee McDonald to adjourn. Motion carried unanimously.

Meeting adjourned at 8:33 pm.

Krissi Brott  
Deputy Clerk

Approved by:

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Grace Lesperance, Supervisor

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Susan B. Slater, Clerk

**MINUTES OF THE  
CASCADE CHARTER TOWNSHIP  
REGULAR BOARD MEETING**

Wednesday, August 24, 2022

Wisner Center

2870 Jacksmith Dr SE

Grand Rapids, MI 49546

AND

Virtual Zoom Meeting

7:00 P.M.

HYBRID FORMAT

- Article 1.** Supervisor Lesperance called the meeting to order.  
Present: Supervisor Lesperance, Clerk Slater, Treasurer Peirce, Trustees Koessel, McDonald, Shipley and Noordhoek  
Absent: None  
Also Present: Township Manager Swayze, DDA/Economic Development Director Korhorn, Deputy Clerk Brott, Brianne Pitchford-Triangle Associates, Inc. via Zoom, Nick Ballou-Triangle Associates, Inc. via Zoom, Mike Reese-Troyer Group, and those listed in the Supplement
- Article 2.** Supervisor Lesperance led the Pledge of Allegiance.
- Article 3.** **Approval of Agenda**  
Motion by Trustee Shipley, seconded by Trustee Koessel to approve. Motion carried unanimously.
- Article 4.** **Presentations**  
None
- Article 5.** **Public Comments-Anything on the Agenda not scheduled for a public hearing. (limit comments to 3 minutes)**  
None
- Article 6.** **Approval of Consent Agenda**
- a. Receive and File Minutes
    - 1. Township Board – 8/10/2022; 8/11/2022
  - b. Receive and File Reports
    - 1.
  - c. Receive and File Education Requests
    - 1. Tom Hanson – Code Officials Conference of MI – Bellaire, MI – September 27-30, 2022
    - 2. Dennis Rowlander – Code Officials Conference of MI – Bellaire, MI – September 27-30, 2022
    - 3. Brian Wilson – Code Officials Conference of MI – Bellaire, MI – September 27-30, 2022
  - d. Receive and File Communication
    - 1.

Township Board Minutes

August 24, 2022

Motion by Trustee Shipley, seconded by Trustee McDonald to approve the Consent Agenda. Motion carried unanimously.

**Article 7. Financial Actions**

**a.** Consider Approval of July 2022 Financial Reports

**b.** Consider Approval of July 2022 Payroll, Payables and Transfers

Motion by Trustee Koessel, seconded by Trustee Shipley to approve. Motion carried unanimously.

**Article 8. Unfinished Business**

**048-2022 Consider Peace Park Hunting Ordinance and Regulations**

**(Information added 8.23.22)**

Considerable discussion.

Motion by Trustee McDonald, seconded by Trustee Koessel to set the Public Hearing for September 14, 2022. Motion carried unanimously.

**050-2022 Consider Compensation for Boards and Commission**

Consider discussion.

Motion by Trustee Shipley, seconded by Trustee McDonald to approve \$90.00 per meeting for Planning Commission members, and \$100.00 per meeting for the Planning Commission Chair, as well as cost of living increases for both Planning Commission members and Zoning Board of Appeals (ZBA) members in line with Township employees. Trustee McDonald, as a member of ZBA, and Trustee Noordhoek, as Planning Commission member, recused himself themselves from the vote. Motion carried ~~6-0~~ 5-0.

**Article 9. New Business**

**060-2022 Consider Use of Township Property for Library Outdoor Gardens & Activity Space**

Considerable discussion.

Motion by Trustee McDonald, seconded by Trustee Shipley to approve the potential use of the library property according to the Friends of the Library outdoor gardens and activity space proposal with final approval by the Board. Motion carried unanimously.

**061-2022 Consider Award of Fire Station #1 Construction Fire Alarm Bid Package**

Motion by Trustee Koessel, seconded by Trustee Shipley to approve. Motion carried unanimously.

**062-2022 Consider Amendment to Troyer Group Contract to Update the Parks, Recreation and Open Space Plan**

Motion by Trustee Shipley, seconded by Trustee Koessel to approve. Motion carried unanimously.

**063-2022 Consider a Contract for Fall 2022 Spongy Moth Survey**

Motion by Trustee Shipley, seconded by Trustee McDonald to approve. Motion carried unanimously.

**064-2022 Consider Resolution Recognizing Greenridge Dream Team Foundation as a Non-Profit Organization (Roll Call)**

Motion by Trustee Shipley, seconded by Trustee Koessel to approve. Motion carried unanimously by roll call vote.

**065-2022 Consider Approval of Delegates for the 2022 MERS Conference**

Motion by Trustee Shipley, seconded by Supervisor Lesperance to approve. Motion carried unanimously.

**066-2022 Consider Renaming of the Museum Gardens Park to Virgil Nishimura Westdale Memorial Park (Roll Call)**

Considerable discussion.

Motion by Trustee Shipley, seconded by Trustee Noordhoek to approve. Motion carried 5-2 by roll call vote. In favor-Supervisor Lesperance, Trustee Koessel, Trustee McDonald, Trustee Noordhoek, and Trustee Shipley. Opposed-Clerk Slater and Treasurer Peirce.

**Article 10. Discussion**

1. Supervisor Lesperance-Re 36<sup>th</sup> Street bus service termination: Additional research and communication with businesses would have been helpful. Re pathways: It would have been helpful to know about Kentwood building a pathway on Burton Street. Pathways Committee will meet on 9/1/22 at 10 a.m. Re special Board meetings: Because of inadequate audio visual equipment at the Township Hall, future special board meetings should take place at Wisner so that residents can fully participate.

**Article 11. Public Comments – Any comments...whether it is on the Agenda or not. (limit comments to 3 minutes)**

1. Brian Holcomb-3415 Glenstone Ct-Requested update on Egypt Creek Landscaping matter. Manager Swayze advised that the Township has unleased the full powers of our attorney and is waiting to hear what actions the Township is allowed to take.
2. Tom Richardson-3438 N Applecrest Ct-Re Strategic Plan: Concerned about safety at intersections. Re Pedestrian bridge at Burton: Board should rethink 2/23/22 decision as 2018 millage was approved by voters and the pedestrian bridge was mentioned as a proposed project. The Strategic Plan renews focus on the area.
3. Chris Noordyke via Zoom-3720 Oakbluff Ct-Page 2 of the draft resolution for Virgil Nishimura Westdale Memorial Park naming should be revised to say “Cascade Christian Church.”
4. Jeff Hughes-7250 Red Bud Lane-Re deer population: Discussed the weight of doe/buck vs. impact on vehicles. Provided pictures of deer/car collisions to the Board. Trustee Noordhoek suggested he contact the Kent County Road Commission for signage on Cascade Rd.

**Article 12. Manager Comments**

1. Metro Cruise is 8/25/22 and Heritage Day is 9/10/22. Bonds were sold today at 3.65% rate. Triangle will come before the Board with the remaining bids.

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**Article 13. Board Member Comments**

1. Trustee Shipley-Thanked everyone for coming to the meeting.

**Article 14. Adjournment**

Motion by Trustee Shipley, seconded by Trustee McDonald to adjourn. Motion carried unanimously.

Meeting adjourned at 8:46 pm.

Krissi Brott  
Deputy Clerk

Approved by:

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Grace Lesperance, Supervisor

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Susan B. Slater, Clerk