

AGENDA
Cascade Charter Township
Downtown Development Authority Board of Directors
November 21, 2017
5:30 p.m.
Cascade Library Wisner Center
2870 Jacksmith Ave. SE

- ARTICLE 1.** Call the Meeting to Order
Record the Attendance

- ARTICLE 2.** Approval of the Agenda

- ARTICLE 3.** Approval of the Minutes of October 17, 2017 Meeting

- ARTICLE 4.** Acknowledge visitors and those wishing to speak to non-agenda items *(Comments are limited to five minutes per speaker)*

- ARTICLE 5.** Discussion of Marketing Plan & Tactics

- ARTICLE 6.** Discuss Additional Holiday Decorations

- ARTICLE 7.** Discuss Future Projects

- ARTICLE 8.** Consider 2018 Meeting Schedule

- ARTICLE 9.** Any Other Business
 - a. Update on Planning Activities

- ARTICLE 10.** Adjournment

MINUTES
Cascade Charter Township
Downtown Development Authority Board of Directors
Tuesday, October 17, 2017
5:30 P.M.
Cascade Library – Wisner Center

ARTICLE 1. Chairman Huhn called the meeting to order at 5:30 P.M.
Members Present: Beahan, Huhn, Kingsland, Puplava, Ridings, Rowland, Siegle, Stephan
Members Absent: Smith
Others Present: DDA Director Sandra Korhorn, and those listed on the sign in sheet.

ARTICLE 2. Approve the current Agenda.

Motion was made by Member Beahan to approve the Agenda. Supported by Member Puplava. Motion carried 8 to 0.

ARTICLE 3. Approve the Minutes of the September 19, 2017 Meeting.

Motion was made by Member Beahan to approve the Minutes as presented. Supported by Member Kingsland. Motion carried 8 to 0.

ARTICLE 4. Acknowledge visitors and those wishing to speak to non-agenda items.

No one came forward.

ARTICLE 5. Presentation and Discussion of Draft Marketing Plan

Director Korhorn introduced Ms. Nancy Shore of Q+M who is present to make a presentation of 3 logo/branding concepts for DDA of Cascade. She stated that she is looking for initial feedback to shape the final Marketing and Branding Plan.

Ms. Shore came forward and made a comprehensive presentation which consisted of three logos and branding concepts they came up with for the DDA, which she coined "The District." Ms. Shore also presented a breakdown of approximate costs for each of the concepts and what they would entail going forward and a timeline for each. She stated that if the Board members chose a concept at this meeting, the next step would then be to choose specific tactics to use for that concept by the next meeting.

Upon completion of the presentation, there was a brief discussion between the Board members and Ms. Shore regarding the concepts, with a majority expressing positive views of the ideas presented.

Motion was made by Member Puplava and supported by Member Siegle to approve concept number three. Motion carried 7 to 1.

ARTICLE 6. Discuss Bus Funding

Director Korhorn stated that the Township Manager came to the DDA meeting in November 2016 and made a presentation concerning the 3-year pilot program of the line haul bus service on 28th Street through The Rapid. We are now into year two of the service. The Township Finance Committee was interested in the DDA incurring a larger share of the cost of the service for 2018. The initial agreement (for 2017) was that the Township General Fund would cover 75% of the cost of the service and the DDA would cover 25% of the service.

At that meeting, it was suggested that an ad hoc committee be put together consisting of the DDA Board and the Township Board to discuss the benefits of the service and options for funding. The bus committee has met a few times to begin the conversation.

Director Korhorn went on to state that 25% of the DDA's cost of the funding this year came to approximately \$97,000. Thus far, the bus committee has come up with the following options for the DDA's portion of the bus funding:

1. Stop the service at 28th Street at Walmart, which would scale down the funding, however, no definitive numbers were in for that option just yet; or
2. Use revenue service only (meaning the cost would be only for the time the bus spends in Cascade) with a ceiling of \$258,000. The DDA's cost of that ceiling would be 40%.

As of this moment, there are no definitive ridership numbers.

Extensive discussion proceeded with the Board looking at the DDA's total budget for the 2018 year and the different options for the DDA to fund the service in 2018.

Motion was made by Member Puplava to approve DDA funding for the bus service to be 40% of the total cost, but not to exceed \$105,000. Supported by Member Stephan. Motion carried 8 to 0.

ARTICLE 7. Discuss Future Projects

Director Korhorn stated that over the past few meetings there was discussion of future projects in the DDA District. Discussion included the sidewalk loop on Orchard Vista in Centennial Park, along with some road improvements in Centennial Park. However, neither of those would take place until 2019. In order to plan and budget and work in conjunction with the Kent County Road Commission, the DDA board will need to make a decision by February, 2018.

Director Korhorn gave a list of other potential projects for consideration:

1. Sidewalk extension on Cascade Road from Independent Bank to Cascade Hospital for Animals;
2. 28th Street Mid-Block Crossing;
3. Gateway Signage;

4. Village Gateway Improvements;
5. Path from Tassell Park to Library; and
6. Purchase of Riverfront Properties.

Director Korhorn then presented a list of projects which she placed into the 2018 budget:

1. Seal the Stamped Concrete in the Village (which should be done every couple of years);
2. Bus Service;
3. Cascade Metro Cruise Warmup;
4. Cascade Library Concert Series & Summer Events;
5. Streetlight Painting;
6. Purchase of additional Holiday Decorations; and
7. Marketing Materials.

ARTICLE 8. Any other business.

- a. Update on Planning Activities

ARTICLE 9. Adjournment.

Motion was made by Member Beahan to adjourn. Supported by Member Puplava. Motion carried 8 to 0. The meeting was adjourned at 7:30 p.m.

Respectfully submitted,
Diana Kingsland, Secretary

DDA MEMORANDUM

To: Cascade Township DDA Board

From: Sandra Korhorn, DDA/Economic Development Director SKK

Subject: Discussion of Marketing Plan & Tactics

Meeting Date: November 21, 2017

At the October meeting, Nancy Shore of Q+M presented the draft marketing plan to the DDA Board. At that meeting, the DDA picked Logo Concept 3 to move forward with. As part of the contract with Q+M, the DDA has approximately \$5,000 in the budget for 2017 to spend on tactics.

After the October meeting, we did secure the madeincascade.org web domain. We will have to decide how we want to use and populate that site. However, at this time, I believe the most important item we can move forward with is a business directory/guide.

Visitors of the library concert series repeatedly ask for some type of guide so they can visit the Cascade businesses/restaurants. This guide could be located in hotel rooms around the Township and placed at different businesses/sports facilities.

I have included the final plan, which includes the list of tactics for your review.

CASCADE TOWNSHIP DDA

*Branding and Marketing
Plan*



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Executive Summary

The best way to understand what is special about a particular place is to ask the people that live there. What restaurants do locals enjoy? Where do they shop to buy that special gift? What parks do they visit to take a quiet walk? The answers to these questions help define the key strengths of a community. A strong branding and marketing plan builds on and amplifies those strengths to best convey what a community has to offer.

The Cascade Township DDA District (herein called The District) is no different. While lack of a mailing address contributes to an identity problem, there are many unique characteristics of The District that can help form that identity. The key opportunity lies in leveraging what people love most about The District and showing them why The District is a great place to shop, work and play. The more we bring out its special features, the stronger The District's identity will become and the easier it will be for people to recognize what makes it great. While The District does face some challenges in its built environment, there are many ways we can use this environment to our advantage, creating spaces that cause people to linger rather than drive by. These and many other ideas are outlined below.

In order to develop this plan, Q+M spent time talking with and learning from a multitude of stakeholders over the phone, through in-person meetings, and through an online survey. The key takeaways from all of these stakeholder activities are summarized below. We have provided the Cascade DDA with more detailed findings in separate report documents.

This plan first covers our stakeholder research, then moves into a higher-level discussion of goals, audience and messaging. Next, we discuss the strategies and tactics we feel best accomplish the outlined goals. Along with the tactics, we present the logo chosen by the Cascade DDA Board to deliver our tactics. Finally, we provide tables that will leave you with an understanding of the different directions you can take and how we can help you get there.

Stakeholder Feedback

Speaking with stakeholders is a crucial part of any Marketing Plan. Q+M spent two months visiting stakeholders in-person, conducting phone interviews and surveying residents to find out their perspective on Cascade and The District. Below is a summary of our efforts. More detailed results from each stakeholder method are in documents provided to the Cascade DDA.

STAKEHOLDER FEEDBACK SESSIONS

We spent half a day conducting Stakeholder Feedback Sessions on August 25, 2017. We met with a total of 20 stakeholders, including Township Board and Staff, DDA Board and Staff, and representatives from each area of the Cascade DDA (The Village, Interstate/28th Street Corridor, Centennial Park).

KEY FINDINGS FROM IN-PERSON STAKEHOLDER FEEDBACK SESSIONS

- » Many participants noted that the lack of identity is a problem that makes it hard to promote Cascade. Coupled with this observation, participants spoke about some challenges to marketing Cascade related to the built environment (congestion, lack of walkability, etc.).
- » While Cascade may have challenges when it comes to identity, participants also mentioned many wonderful community assets (events, natural features, special places/businesses). The community continues to move in the right direction. The momentum is positive.
- » Participants noted that Cascade has a huge variety of activities and users and is in a convenient location.
- » Businesses in the different areas of the DDA are interested in more recognition and promotion.

ONLINE SURVEY

In order to get feedback from as many residents, employees and visitors as possible, Q+M created an online survey using Survey Monkey (an online survey tool). The survey asked respondents open-ended questions to identify the places, words and activities respondents most associate with Cascade. The survey also asked respondents to give their suggestions for how to promote Cascade. As an extra incentive to take the survey, we included a drawing for 2 \$25 gift certificates to JT's Pizza and Spirits to two survey respondents who provided their email address. The survey remained open for two weeks from September 5th to September 16th,

2017. A total of 442 respondents completed the survey. Complete survey results accompany this Marketing Plan as a separate document.

KEY FINDINGS FROM THE ONLINE SURVEY

- » Responses were generally positive, describing the township as a great place to live, work and shop.
- » Respondents identified the schools, and the clean, safe small town feel as key reasons they live in Cascade.
- » In addition, respondents identified both natural features (the river, trees), activities (biking, walking) and shopping destinations that make Cascade a special place.
- » Respondents identified several local establishments among their favorite places to shop and eat, such as Harvest Health, Parooz, Sugar Mama, Cascade Roadhouse, Thornapple Brewing and many more.
- » Responses to the survey were similar regardless of age of respondent and whether the respondent was a resident or not.
- » Respondents identified activities they enjoy in Cascade, including the Fourth of July Parade and going to the library.
- » Respondents offered many suggestions to improve the look and feel of Cascade, which were provided to the DDA in a separate document.

TELEPHONE INTERVIEWS

Q+M conducted telephone interviews with 11 stakeholders including the Director of the Kent District Library—Cascade Branch, the Forest Hills School District Superintendent, Board Members of the Forest Hills Business Association, bankers, brokers and staff at hotels and sports facilities.

KEY FINDINGS FROM TELEPHONE INTERVIEWS:

- » Stakeholders are very passionate about Cascade. There is a lot of optimism and positivity about the direction that Cascade is going. At the same time, there was a feeling that these positive things (new businesses, events, etc.) could be better promoted.
- » Stakeholders were generally open to helping to promote what The District has to offer to their

target audiences. In particular, individuals that work at places that serve customers and visitors were interested in having materials they could share about businesses in the Cascade DDA area.

- » Many stakeholders noted the variety of businesses and activities that exist in Cascade and called this out as an asset.
- » Businesses want to play a role in promoting The District and their own businesses.
- » Stakeholders noted some of the same positive aspects of the community as did respondents of the online survey: great schools, convenient location, safe community.

What Problems Will Our Branding and Marketing Plan Solve?

There is a lot that can be accomplished with branding and marketing. Our Marketing Plan can help the Cascade DDA in the following ways:

- » Create a unified identity for The District
- » Create a stronger sense of place for The District
- » Market and promote the businesses within The District
- » Attract more people and interest to The District
- » Clarify what is unique about The District and what it has to offer
- » Define who we should be marketing to and why

What our Branding and Marketing Plan Can't do

While branding and marketing can do a lot, they are not a silver bullet for all challenges faced by a community. As with any public engagement efforts, our process revealed deeper challenges facing Cascade Township and The District. These challenges are important for the DDA to recognize. The good news is the DDA has recognized and identified many of these challenges already and are working towards possible solutions.

Here is an overview of some of the challenges identified by stakeholders that will take more than marketing to overcome:

- » **Change the built environment/infrastructure of The District.** Marketing can promote existing places, events and activities of a community. Marketing alone will not make The District more walkable or reduce congestion.
- » **Address bigger picture challenges (political, cultural).** In order to move The District forward, this is essential, but is beyond the scope of what this plan can do.
- » **Promise The District is something that it's not.** When marketing is done well, it communicates sincerity. Our plan and marketing approach can't turn The District into something it's not. We don't need to do that. Rather, we should embrace what The District is and where it is heading.
- » **Instant, overnight success and press.** This is a long game, but we can have some small short-term wins.

Focusing Our Plan: Work, Shop, Eat, Play

Trying to accomplish too much in a single Branding and Marketing Plan is tempting and all too common. We tried to avoid that trap by focusing our plan on encouraging our target audiences to shop, eat and conduct activities in The District. This means we consciously made a decision to not focus on creating a Branding and Marketing plan to promote The District as a place to live. Our philosophy is to capture the low hanging-fruit first—creating a brand and showcasing what The District has to offer—then move on to tackling other market segments and opportunities. Our efforts to promote The District as a great place to shop, work, eat and play also serve to make it a desirable place to live, all be it in a less direct way.

With many new housing developments being built in The District, we acknowledge that creating a plan to encourage people to live in The District is important. However, a Branding and Marketing plan encouraging people to work, shop, eat and play in The District is distinct enough from encouraging people to live in The District, that we decided to tackle the former before moving on to the latter.

Our recommendation is to establish The District brand first by highlighting the great things you can do here and then moving on to developing a plan to direct that message and brand to potential residents.

In addition, our conversations with businesses and residents revealed many opportunities to promote what is currently happening to those already here. This is a great first step and positions us well for many other efforts in the future.

Marketing Plan Elements

In order to develop our Marketing Plan, we identified the key goals, messages, audiences and other elements.

Goals

SHORT TERM

- » Develop a cohesive brand and identity for The District that builds on its strengths to increase awareness of The District and what it has to offer.
- » Create materials and activities that help to promote the The District's brand and identity.
- » Highlight the businesses and activities that showcase the unique character of The District.

LONG TERM

- » Increase the perception of The District as a desirable place to shop, eat, work and play.
- » Increase engagement and promotion of The District by residents, visitors and employees over social media and through word of mouth.

Measurements of Success

We can use these measurements to determine if we have successfully met our goals:

- » Positive engagement with Cascade Township and The District over social media channels as measured by likes and shares.
- » Positive feedback from business owners as measured by online engagement, comments at personal visits, etc.
- » Increasing attendance at events conducted in partnership with The District.
- » Increase in social posts related to Cascade Township and The District over social media.

Target Audiences

RESIDENT OF CASCADE TOWNSHIP (PRIMARY)

A resident of Cascade is our primary target audience for this plan. That's because they are the ones most likely to be frequent customers to District businesses. In our conversations with residents, we found that many of them were interested in more promotion of The District and learning more about what The District has to offer. This is a great initial audience we can target easily and effectively with our marketing efforts.

KEY CHARACTERISTICS

- » Family-oriented
- » Generally affluent
- » Active
- » Top Professionals (Management, Sales, Admin Services)
- » Lives here because of the schools, the natural features, the small-town feel
- » Generally positive about The District, but would like to see more promotion of businesses and events
- » Has pride in the town, loves the river and doing activities along the river
- » Wants fun things to do with kids, nice places to go out to eat

BUSINESS OWNERS AND MANAGERS IN THE DISTRICT (SECONDARY)

Business owners and managers are an important audience for our marketing efforts. They can be strong advocates and promoters of The District.

KEY CHARACTERISTICS

- » Resident of Cascade or surrounding small town
- » Focused on running his/her business
- » Wants to feel welcome and promoted

EMPLOYEE OF THE DISTRICT (TERTIARY)

Employees are also a frequent user of The District. Promoting The District to these employees can increase their use of what The District has to offer. There is also an opportunity here to attract more employees to The District.

KEY CHARACTERISTICS

- » Resident of Cascade or surrounding small town
- » Works in professional services, retail, sales
- » Works in Cascade because of their employer
- » Enjoys the convenience and location of Cascade
- » Wants a place to grab lunch with coworkers

VISITOR TO THE DISTRICT (TERTIARY)

Because of the many hotels, sports facilities and surrounding towns, there are a variety of visitors. This audience represents a great opportunity to promote The District brand.

KEY CHARACTERISTICS

- » Business Traveler
 - › Short stay
 - › Corporate
 - › Mostly from small companies
 - › Staying at a hotel
 - › Never been to Cascade before
 - › Wants to know of good places to eat and get other services
- » Families with school age kids
 - › Visiting because of travel sports event/tournament
 - › Wants healthy/fast places to eat
 - › Doesn't really know what Cascade has to offer
- » Resident of nearby town: Ada/Lowell, etc.
 - › Family-oriented
 - › Generally affluent to middle class
 - › Likes small towns
 - › Enjoys sports, small towns, parks
 - › Doesn't really know what Cascade has to offer
 - › Wants a family-friendly place—not the big City

Key Messages

Below are the messages we feel most capture The District brand. The messages used will vary depending on the target audience.

- » **Everything you need:** Everything you want and need is right here in The District.
- » **Close to it all:** Come to The District and you will be close to it all—great parks, great library, great places to eat.
- » **Connected to it all:** The District is a place where you can be connected to it all—the airport, natural features, Grand Rapids, and more.
- » **Pride:** Pride in the small-town feel, the local events, the schools, and the changing face of Cascade.
- » **Made in Cascade:** Great local businesses live here.
- » **Welcome:** New businesses are welcome in The District. You are welcome to shop and enjoy all that The District has to offer. Think of a welcome mat at someone's door.

Strategic Recommendations

Strategy 1

Create a unified and highly visible identity that promotes The District and what it has to offer to residents, business owners, employees and visitors.

Show people who and WHERE Cascade is through a strong brand that communicates the strengths of The District with a strong visual message.

Tactics

LOGO AND BRAND SPECIFIC TO THE DISTRICT

Create a stand-alone brand for The District that calls out its strengths and characteristics.

IDENTITY PIECE GIVEAWAYS

Identity pieces that can be given away during events and offered to businesses help encourage promotion of The District and create a sense of pride. Identity pieces that work well for this tactic include shopping bags, notebooks, and decals.

LAMPPOST BANNERS

Lampost banners positioned on 28th Street can both create a visual sense of where The District is and also communicate the different activities you can conduct in the district.

LOGO AND BRAND FOR THE DISTRICT

This simple concept allows room for application elsewhere. This also allows a color coded approach to identify the different areas of and activities in The District quickly and easily as it becomes more recognizable throughout materials. We chose a classic and timeless serif typeface paired with a sans serif to add contrast.



BANNER MOCK-UP



Strategy 2

Launch The District brand with a multi-channel toolkit of resources.

A campaign launching The District brand will help to showcase the wonderful and unique local businesses and activities in The District. By telling the stories of these business and activities, The District can show visitors, residents and employees what Cascade has to offer.

Tactics

PHOTO LIBRARY TO SUPPORT ALL TACTICS

All of the tactics outlined below will be much more engaging and exciting if we use real high-quality photos. Having photos that showcase the businesses and activities in The District firmly identifies The District as a place where great things happen. We also know that sharing photos of people on social media leads to more shares, likes and engagement. We recommend having our photographer out in The District on two separate days to capture a range of businesses and activities when they are at their best. We would work with the Cascade DDA to determine the shot list and schedule.

MADE IN CASCADE CAMPAIGN

We've learned from experience that targeted campaigns are the best way to launch an effort to your audiences. The concept of Made in Cascade brings attention to Cascade as a place and focuses on the local businesses and activities that make The District unique and worth visiting. This campaign will show residents, visitors and employees what is Made in Cascade through a multi-channel campaign that covers both digital and print.

Our goal is to provide you with a strong grounding through creating templates and designs that you can use to build out the campaign. We can help launch the campaign, or you can choose to do it on your own.

MADE IN CASCADE LAUNCH CAMPAIGN FEATURES

MadeinCascade.org Microsite

MadeinCascade.org serves as the central hub to highlight and showcase the businesses and activities happening in the district. The site would be an easy place for residents, visitors and employees to find out about The District. Businesses would be invited to be included on the website.

The microsite would include:

- » A news/blog page highlighting the stories of businesses in the DDA area through photos, videos and long form articles.
- » An events page to showcase the many events happening in the area.
- » A page that would serve as a directory of businesses in The District.

Q+M can create this microsite template in such a way that the Cascade DDA can easily edit pages and update content.

Made in Cascade Digital Activity and Event Highlights

In order to promote The District and bring people to the microsite to learn more about The District, we recommend developing activity and event-focused content.

The Made in Cascade Digital Activity and Event Highlights would include 4 long form articles showcasing the different activities you can do in the District (work, shop, play, eat) and 2 articles highlighting events you can do in The District (Fourth of July and another event, such as the Summer Concert Series). We would incorporate the photos from our photo library to build out the articles.

Content from the long form articles can then be adapted into social media posts that can further promote The District. Finally, this content can be used for The District newsletter. More information about the newsletter is below.

Q+M can write the long form articles and turn them into social media content for all of your social channels.

Made in Cascade Digital Paid Campaign

The Made in Cascade Paid Campaign would serve to promote the content above to our target audiences

and drive traffic to the Made in Cascade microsite. We recommend two four week paid digital campaigns (one during the Holiday season and one during the spring) to maximize our dollars and concentrate our message. Q+M can create and execute the digital campaign.

EMAIL AND PRINT NEWSLETTER TEMPLATES

The District newsletter would serve as another way to engage our target audiences and promote what The District has to offer. We can use our launch campaign articles as initial content and offer suggestions for ongoing content for the future. The email newsletter would be highly visual with photos from our library and would direct readers to social media or the microsite for more information. Sign up would be included on the Made in Cascade microsite. Q+M would develop the template for this newsletter, including setting it up in an email platform if the Cascade DDA does not already have one. The intent would be to provide you with a template you can use and add content to on your own.

In addition, Q+M can create a branded template design for the existing Cascade Township printed newsletter that would allow The District to promote activities and businesses to Cascade residents.

BUSINESS GUIDE MOCK UP



PRINTED PIECES

A great way to firmly establish The District as a place is to create physical printed materials that call attention to what is happening in The District.

BUSINESS GUIDE

The business guide would be a booklet featuring businesses, activities and events in The District. This versatile guide would be provided to businesses and worksites as well as area hotels and sports facilities for easy distribution to all audiences. The booklet would highlight places in The District to work, eat, shop and play. Business highlights in the booklet would allow us to feature some of the unique businesses that exist in The District. Q+M can design this guide with the Cascade DDA's assistance to determine the businesses and activities featured.

EVENTS POSTER

In order to bring attention to the events happening in The District, we recommend creating a stand-alone poster that includes events happening in The District for a season (Spring, Summer, Winter, Fall). This poster would be provided to businesses to display. This poster includes both events conducted by the DDA as well as events conducted by area businesses. This would help to promote the area businesses and also show that many activities and events are already happening in The District.

Strategy 3

Increase visibility of existing district activities to make it easy for residents and visitors to find out what's already happening in The District.

Tactics

EVENTS POSTER

The poster (as described above) would serve to promote the activities currently happening in The District. This poster can be posted at business throughout The District showcasing the many existing events.

EVENTS PAGE ON THE MADE IN CASCADE MICROSITE

The events page on the Made in Cascade website would provide a digital way to showcase events in The District.

ORGANIC SOCIAL MEDIA PROMOTION OF DISTRICT EVENTS

Q+M recommends that The District share photos from existing events on social media. As part of our content production, we would create social media posts to share around two events happening in The District, as outlined above.

Strategy 4

Create more events to encourage residents, employees and visitors to shop, eat and play in The District.

Tactics

GETTING CREATIVE WITH LOCATIONS

When we visited Cascade, we saw many spaces that could be used creatively for any of the events below. We encourage the Cascade DDA to partner with local businesses to make this happen.

Some spaces we identified and suggested events to consider:

- » Beer-themed event in shopping area with Thornapple Brewing and Blue Moose.
- » Activities at Centennial Park:
 - › Centennial Park offers a variety of wonderful green-spaces as well as ample parking that make this place ideal for events.
 - › Since this an office park, it would be well suited for weekend activities. Especially nice would be kid-friendly events and concerts or food truck rallies.
- » Events in other parking lots:
 - › Cascade already conducts events in parking lots. These large spaces should be considered for even more events in the future.

LAUNCH TWO ADDITIONAL EVENTS IN THE DISTRICT

The feedback we received from residents clearly pointed to an interest in more events in The District. The DDA is already looking for ways to conduct more events. Below are some additional suggestions for the types of events to conduct. Q+M can support two new events by creating a promotional plan and marketing materials.

SHOPPING-FOCUSED EVENTS

Cascade Days

- » A week long or weekend event that highlights many of the small businesses in the area.

Included in this promotion:

- » **Passport or Scavenger Hunt:** Create a passport or scavenger hunt guide with all willing small businesses and local community partners. Patrons get stamps for all the businesses they visit and activities they engage in. Stamps add up to get you incentives.
- » **Contests to determine which businesses have the best food, best gifts, etc.** These contests would be shared on social media.
- » **Business expo** to highlight the businesses in Cascade.
- » **Sidewalk sales.**

Midnight Madness Holiday Shopping Event

Give residents and visitors an excuse to go out and shop at night and during the holidays. The Cascade DDA would provide support to businesses by bringing in other events and activities to make the holiday event more of an experience, such as a visit with Mrs. Claus, holiday lights and more.

FOOD-FOCUSED EVENTS

The District has a great array of restaurants. To highlight these restaurants and create positive buzz, the Cascade DDA can develop events that encourage our audiences to explore the eating establishments in The District.

Some suggestions include:

- » **Taste of Cascade:** Area food establishments set up booths and offer small tastes of their foods to entice customers to come in for more.
- » **Restaurant Week:** Area restaurants offer a special menu and pricing during a week in the summer or fall.
- » **Food Truck Rally:** Food trucks gather at a parking lot and offer fun foods to try. Other events and entertainment would round out the experience.

FITNESS-FOCUSED EVENTS

Cascade is an active community. Bringing in a 5K or bike race would bring out this asset.

COMMUNITY FOCUSED EVENTS

Events that celebrate the community and work towards a good cause are great ways to generate community pride.

Some suggestions include:

- » **Youth Art Month:** Allow school students to showcase their art at local businesses.
- » **Community fund-raiser:** Raise funds for a local charity with a benefit night at local restaurants and businesses.

MUSIC-FOCUSED EVENTS

Music Series/Concerts

Many residents suggested more concerts in The District. The Cascade DDA is already working with the Library on a Summer Concert Series. These type of events are a great way to encourage residents to linger. Throw in food trucks and you have a complete event.

Strategy 5

Welcome businesses to The District so they feel positive about doing businesses there.

Tactics

NEW BUSINESS WELCOME PACKAGE

Establishing trust, partnership and pride with businesses once they enter The District will help those business to better promote The District and what it has to offer. Q+M recommends developing a welcome package to provide to new businesses once they enter The District. This package includes giveaway items, a District decal, business guide and a one-sheet to explain the DDA and its role in The District. Once this package is developed, we recommend distributing it to more established businesses as well, as a way to continue to build relationships and trust with these businesses. Q+M can design this package for the DDA to distribute.

Strategy 6

Leverage community and business pride.

This strategy directly relates to the feedback we received from our different stakeholder activities. There is a strong sense of pride among residents and community leaders about Cascade and The District. The Cascade DDA can leverage this pride to build a stronger, more connected community and bring more interest to The District.

Tactics

DISTRICT ADVISORY GROUP

We spoke to both residents and business stakeholders who were more than happy to provide ideas and feedback to the DDA on how to better promote the District. However, many of these people would not be able to attend a monthly DDA meeting. To that end, we recommend establishing an advisory group of residents and businesses that meets four times a year. This group would both serve as place to pitch new ideas and a place to get more and better ideas for promoting The District.

EVENTS POSTER

As described above, the events poster would serve to show the great events happening in The District, and through that generate a sense of pride in the community by residents and business owners/managers.

EVENTS PAGE ON THE MADE IN CASCADE MICROSITE

As described above, we recommend creating an events page on the Made in Cascade microsite to showcase events happening in The District.

SOCIAL MEDIA TOOLKIT FOR BUSINESSES

In order to encourage businesses to promote The District to customers, we recommend creating a social media

toolkit. It would include digital assets (logo, photos, etc.) for social media sharing and suggestions for promoting The District brand over social media. Q+M can put together this package for the Cascade DDA to distribute.

LAUNCH TWO ADDITIONAL EVENTS

As described above, events are great ways to celebrate The District and what it has to offer.

COMMUNITY PARTNERSHIPS

The Cascade DDA already works with many great partners including the Library. We recommend continuing and enhancing these partnerships through providing materials to your partners, conducting activities with partners, and finding other ways to show the value of The District to your partners.

Since many residents live in Cascade because of the quality of the schools, we also recommend strengthening your partnership with area schools to engage young people and their parents in District businesses and events. The schools are always looking at ways children can learn real-world skills. Setting up a partnership between schools and local businesses in The District would help each partner gain something valuable.

Additional Tactics for Future Consideration

We also considered the following tactics, but didn't include them in the main plan because of cost considerations. These would be good tactics to consider if additional budget is available or in future years.

CALENDAR FOR RESIDENTS

To bring attention to the great activities and businesses in The District, we recommend creating a calendar targeted at residents featuring a local business or activity from The District every month. Events would be included right on the calendar. The calendar would be a year-long reminder to residents of why The District is such a great place to live and encourage them to shop, eat and play there. Q+M can design this calendar, including taking specific photos, as needed.

RESIDENT DIRECT MAIL CAMPAIGN

To continue to bring attention to The District, we recommend using the photos and information created in the Made in Cascade Campaign and turning it into a direct mail campaign targeted at residents. Each piece would highlight upcoming events, include a business highlights, and provide incentives (such as a coupon) to encourage residents to shop in The District. Q+M can design and execute this campaign, with support from the Cascade DDA.

ACTIVITY-FOCUSED VIDEOS

Video would be the next level up from taking photos and writing articles about the different activities you can do in The District. Each video would highlight an activity you can do in The District (eat, shop, play, work). They would be a strong storytelling tool used on social media to promote The District. Q+M can script, shoot and edit the videos.

Strategic Recommendations Table

These tables include all tactics recommended by Q+M with the cost paid to Q+M to execute each tactic. Media and materials cost estimates are included where necessary.

STRATEGY 1: Create a unified and highly visible identity.

TACTIC	DESCRIPTION	ROLES	BUDGET
Logo and branding	<ul style="list-style-type: none"> • Logo and brand specific to The District. 	<ul style="list-style-type: none"> • Q+M to design final version after feedback from Cascade DDA 	<ul style="list-style-type: none"> • Total Q+M Fees: Included in Marketing and Branding Plan budget
Identity piece giveaways	<ul style="list-style-type: none"> • This tactic includes graphics for shopping bags, notebooks, and decals for businesses. 	<ul style="list-style-type: none"> • Q+M to design final version after feedback from Cascade DDA 	<ul style="list-style-type: none"> • Total Q+M Fees: Included in Marketing and Branding Plan budget • Materials Costs: Depends on items selected
Lamppost banners	<ul style="list-style-type: none"> • Lamppost Banners positioned on 28th Street to reinforce the visual identity and establish The District as a place. • At least 4 different banner designs. 	<ul style="list-style-type: none"> • Q+M to design final version after feedback from Cascade DDA 	<ul style="list-style-type: none"> • Total Q+M Fees: \$300 • Materials Costs: \$150-\$200 per banner

STRATEGY 2: Launch The District brand with a multi-channel toolkit of resources.

TACTIC	DESCRIPTION	ROLES	BUDGET
Photo library to support all tactics	<ul style="list-style-type: none"> 2 visits to Cascade to take photos to use for digital and print materials. 	<ul style="list-style-type: none"> Q+M to take photos Cascade DDA to provide shot list 	<ul style="list-style-type: none"> Total Q+M Fees: \$2,000 for 2 days of photography
Made in Cascade– Microsite	<ul style="list-style-type: none"> Microsite template to serve as a hub for The District brand. Includes page for long form articles (blog posts), events, and business directory. 	<ul style="list-style-type: none"> Q+M to design, code and launch Cascade DDA to create and add content 	<ul style="list-style-type: none"> Total Q+M Fees: \$6,000 for microsite design that is simple for the Cascade DDA to edit
Made in Cascade Campaign Launch– Digital activity and event highlights	<ul style="list-style-type: none"> 4 long form articles with photos that highlight different activities to do in The District (shop, eat, play, work). From these articles, we will create 8 posts for social media. 2 articles highlighting events in The District (The Fourth of July Parade and Summer Concert Series). From these articles, we will create 4 posts for social media. Content will also be used for the email newsletter. 	<ul style="list-style-type: none"> Q+M to create articles, social posts and posting schedule Cascade DDA to launch articles and social posts 	<ul style="list-style-type: none"> Total Q+M Fees: \$5,000
Made in Cascade Campaign Launch– Digital Campaign	<ul style="list-style-type: none"> 2 four week paid social and digital campaigns promoting The District during two times during the year: Holiday Season and the spring. 	<ul style="list-style-type: none"> Q+M to create digital ads and execute campaign 	<ul style="list-style-type: none"> Total Q+M Fees: \$2,000 Media budget: \$2,000 Total cost: \$4,000
Email newsletter template	<ul style="list-style-type: none"> Monthly email newsletter to promote businesses and events in The District. Sign up would be included on the Made in Cascade Microsite. 	<ul style="list-style-type: none"> Q+M to provide digital template and set up Cascade DDA to promote write and send emails 	<ul style="list-style-type: none"> Total Q+M Fees: \$500
Print newsletter template	<ul style="list-style-type: none"> Template that can be inserted into current Cascade Township newsletter to promote The District to residents by featuring events and businesses. 	<ul style="list-style-type: none"> Q+M to provide template Cascade to create and add content 	<ul style="list-style-type: none"> Total Q+M Fees: \$500
Business guide	<ul style="list-style-type: none"> A booklet featuring businesses, activities and events in The District provided to businesses, area hotels and sports facilities. 	<ul style="list-style-type: none"> Q+M to design Cascade DDA to provide initial copy Q+M to copy edit 	<ul style="list-style-type: none"> Total Q+M Fees: \$3,000 Materials Cost (2,000): \$1,200–\$1,800, depending on number of pages
Events poster	<ul style="list-style-type: none"> Stand-alone poster that includes events happening in The District. 	<ul style="list-style-type: none"> Q+M to design Cascade DDA to provide initial copy Q+M to copy edit 	<ul style="list-style-type: none"> Q+M Fees: \$1,000 for first poster, \$500 for 3 additional posters (1 per season) Total Q+M Fees: \$2,500 Materials Cost (500): \$200–\$300

STRATEGY 3: Increase visibility of existing district events to make it easy for residents and visitors to find out what’s already happening in the district.

TACTIC	DESCRIPTION	ROLES	BUDGET
Events poster	<ul style="list-style-type: none"> Stand-alone poster that includes events happening in The District. 	<ul style="list-style-type: none"> Q+M to design Cascade DDA to provide initial copy Q+M to copy edit 	<ul style="list-style-type: none"> Total Q+M Fees: This is the same item as in Strategy 3
Events page on Made in Cascade Microsite	<ul style="list-style-type: none"> Microsite page featuring the events happening in The District in digital form. 	<ul style="list-style-type: none"> Q+M to design as part of website Cascade DDA to add content 	<ul style="list-style-type: none"> Total Q+M Fees: This cost would be included in the microsite fee
Organic social media promotion of District events	<ul style="list-style-type: none"> Content on social media sites featuring District events. 	<ul style="list-style-type: none"> Q+M to design and copy edit Cascade to execute 	<ul style="list-style-type: none"> Total Q+M Fees: This cost would be included in the digital activity and event highlights fee

STRATEGY 4: Create more events to encourage residents, employees and visitors to shop, eat and play in the Cascade DDA District.

TACTIC	DESCRIPTION	ROLES	BUDGET
Launch two additional events	<ul style="list-style-type: none"> Create two additional events focused on attracting more people to shop, eat and play in The District. 	<ul style="list-style-type: none"> Q+M to provide marketing support (promotion plan and materials) Cascade DDA to execute 	<ul style="list-style-type: none"> Total Q+M Fees: \$2,000 (\$1,000 per event).

STRATEGY 5: Welcome businesses to The District so they feel positive about doing businesses there.

TACTIC	DESCRIPTION	ROLES	BUDGET
New business welcome package	<ul style="list-style-type: none"> Welcome package to provide to new businesses once they enter the community to welcome them. Includes decal, one-sheet welcoming them to The District, other District giveaway items. 	<ul style="list-style-type: none"> Q+M to design Cascade DDA to provide copy and provide packet to new businesses 	<ul style="list-style-type: none"> Total Q+M Fees: \$1,000 Materials Costs: \$100-\$300

STRATEGY 6: Leverage community/business pride.

TACTIC	DESCRIPTION	ROLES	BUDGET
District Advisory Group	<ul style="list-style-type: none"> Establish an Advisory Group of residents and businesses that meets 4 times a year to provide feedback n ways to promote and highlight The District. 	<ul style="list-style-type: none"> Cascade DDA to execute 	<ul style="list-style-type: none"> Total Q+M Fees: N/A
Events poster	<ul style="list-style-type: none"> Stand-alone poster that would include events happening in The District. 	<ul style="list-style-type: none"> Q+M to design Cascade DDA to provide initial copy Q+M to copy edit 	<ul style="list-style-type: none"> Total Q+M Fees: This is the same item as in Strategy 3
Events page on Made in Cascade Microsite	<ul style="list-style-type: none"> Microsite page featuring the events happening in The District in digital form. 	<ul style="list-style-type: none"> Q+M to design as part of website Cascade DDA to add content 	<ul style="list-style-type: none"> Total Q+M Fees: This cost would be included in the microsite fee
Social Media toolkit for businesses	<ul style="list-style-type: none"> Toolkit provided to businesses that contains digital assets for social media sharing and suggestions for promoting the brand over social media. 	<ul style="list-style-type: none"> Q+M to create toolkit Cascade DDA to provide to businesses 	<ul style="list-style-type: none"> Total Q+M Fees: \$1,000
Launch 2 additional events 2018	<ul style="list-style-type: none"> Create 2 additional events focused on attracting more people to shop, eat and play in The District. 	<ul style="list-style-type: none"> Q+M to provide marketing support (promotional plan and materials) Cascade DDA to execute 	<ul style="list-style-type: none"> Total Q+M Fees: This is the same item as in Strategy 4
Community partnerships	<ul style="list-style-type: none"> Provide District materials to the schools and community organizations to generate awareness of what The District has to offer. Partner with the schools and the library and other community organizations. 	<ul style="list-style-type: none"> Cascade DDA to execute 	<ul style="list-style-type: none"> Total Q+M Fees: N/A

TOTAL ESTIMATED COSTS TO EXECUTE ALL TACTICS

Q+M FEES.....	\$25,800
BUDGET REMAINING FROM MARKETING AND BRANDING PLAN	\$5,000
MEDIA COSTS.....	\$2,000
MATERIALS COST.....	AT LEAST \$4,500

DDA MEMORANDUM

To: Cascade Township DDA Board

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

Subject: Discuss and Consider Holiday Decorations for The District

Meeting Date: November 21, 2017

Similar to last year, Bronner's will be holding their sale on holiday decorations through February 28, 2018. The sale will include all of the items we purchased for this year's display.

Last year we ordered 49 - 3' snowflakes in cool white for the village. The breakdown is as follows:

Snowflakes	Quantity	Price
Diamond	14	\$276.00
Silhouette	15	\$299.00
Winterfest	10	\$319.00
Spiral	10	\$339.00

We also ordered a 16' Paramount tree in multi-colored lights to place at the bottom of Old 28th/Cascade Rd. The old snowflakes are currently placed along 28th St., however, we chose not to light them.

I recommend that the DDA move forward and order additional snowflakes and/or decorations that we can display throughout the district. Funds were placed in the 2018 budget for this project.

*POLE MOUNTED DISPLAYS // SILHOUETTE
POLE DECORATIONS*



WINTERFEST SNWFLK 6' | 1089255
\$485.00 | LED \$670.00

WINTERFEST 5' | 1099270
\$435.00 | LED \$595.00

WINTERFEST 4' | 1108631
\$395.00 | LED \$530.00

WINTERFEST 3' | 1108568
\$355.00 | LED \$450.00



SPIRAL SNWFLK 6' | 1159403
\$520.00 | LED \$770.00

SPIRAL 5' | 1125673
\$455.00 | LED \$650.00

SPIRAL 4' | 1108632
\$415.00 | LED \$590.00

SPIRAL 3' | 1118151
\$370.00 | LED \$475.00



DIAMOND SNWFLK 6' | 1089254
\$410.00 | LED \$555.00

DIAMOND 5' | 1118911
\$395.00 | \$510.00

DIAMOND 4' | 1108630
\$380.00 | LED \$475.00

DIAMOND 3' | 1109106
\$335.00 | LED \$385.00



SNOWFLAKE SILHO 6' | 1041170
\$395.00 | LED \$550.00

SNOWFLAKE 4' | 1074252
\$365.00 | LED \$490.00

SNOWFLAKE 3' | 1098780
\$320.00 | LED \$415.00



PRESIDENTIAL SNWFLK 6' | 1099285
\$500.00 | LED \$695.00

PRESIDENTIAL 5' | 1109107
\$460.00 | LED \$645.00

PRESIDENTIAL 4' | 1118150
\$410.00 | LED \$575.00



SNOWFLAKE CASCADE 8' | 1047865
\$720.00 | LED \$975.00



LEAPING BUCK 5X8' | 1140783
\$485.00 | LED \$570.00



STANDING DEER 8' | 1041429
\$520.00 | LED \$675.00



ORNAMENT TREE | 1088680
\$530.00 | LED \$745.00

DDA MEMORANDUM

To: Cascade Township DDA Board

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

Subject: Discuss 2018 and Future DDA Projects

Meeting Date: November 21, 2017

At the past few meetings we have been discussing future projects in the DDA district. The main project we were focusing on has been the sidewalk loop on Orchard Vista, in Centennial Park. At the last meeting, we also discussed making some road improvements in Centennial Park in addition to the sidewalks.

While I believe we should continue that discussion, any sidewalk and/or road improvements would not take place until 2019. However, in order to plan and budget and work in conjunction with the Kent County Road Commission, the DDA board will need to make a decision by February, 2018.

Other potential projects include:

1. Sidewalk extension on Cascade Rd. from Independent Bank to Cascade Hospital for Animals (should be a joint project with the Township Board)
2. 28th St. Mid-Block Crossing
3. Gateway Signage
4. Village Gateway Improvements
5. Path from Tassell Park to Library
6. Purchase of Riverfront Properties (should be a joint project with the Township Board)

For 2018, I placed the following in the budget:

1. Seal the Stamped Concrete – when we installed the stamped concrete in the village we were told that we should seal it every couple of years so it maintains its vibrancy.
2. Bus Service
3. Cascade Metro Cruise Warmup
4. Cascade Library Concert Series & Summer Events
5. Streetlight Painting
6. Purchase of Additional Holiday Decorations
7. Marketing Materials

CASCADE CHARTER TOWNSHIP
 2017 REQUESTED BUDGET

GL NUMBER	DESCRIPTION	2017 AMENDED BUDGET	2018 REQUESTED BUDGET
Dept 000			
248-000-401-401	TAXES - CASCADE TOWNSHIP	186,715	210,630
248-000-401-402	TAXES - G.R.C.C.	95,000	110,000
248-000-401-403	TAXES-KENT COUNTY	300,954	375,000
248-000-401-406	KDL TAXES-DDA	67,815	76,500
248-000-665-000	INTEREST REVENUE	5,500	4,000
248-000-675-300	DDACONTRIB & DONATION- METRO CRUISE	15,000	6,000
248-000-675-310	DDA CONTRIBUTION & DONATION-SCULPTURE	7,500	
NET OF REVENUES/APPROPRIATIONS - 000-		678,484	782,130
Dept 170-DDA OPERATIONS/CONSTRUCTION			
248-170-723-000	DDA - MEMBERSHIP AND DUES	940	900
248-170-724-000	DDA - EDUCATION	2,000	2,000
248-170-787-000	OTHER EXPENSES	10,000	5,000
248-170-821-000	ENGINEERING	10,000	15,000
248-170-826-265	LEGAL	2,500	2,500
248-170-860-000	DDA - MILEAGE	400	400
248-170-861-100	BUS SERVICE 28TH ST	97,187	104,000
248-170-921-000	ELECTRICITY	27,000	25,000
248-170-922-000	STREETLIGHTS	8,000	5,000
248-170-924-100	CELL PHONES	900	900
248-170-927-000	WATER-SEWER	6,500	5,500
248-170-931-000	MAINT & REPAIR/IMPROVEMENTS	37,800	72,800
248-170-931-300	DDA REPAIR & MAINT- METRO CRUISE V	20,000	10,000
248-170-950-000	DDA PROPERTY TAX REFUNDS	5,000	10,000
248-170-967-000	SPECIAL PROJECTS	75,000	60,000
248-170-981-000	SMALL EQUIP AND FURNITURE	500	500
NET OF REVENUES/APPROPRIATIONS - 170-DDA OPERATIONS/C		(303,727)	(319,500)
Dept 965-TRANSFERS OUT			
248-965-999-101	TRANSFER TO GENERAL FUND	94,340	94,788
NET OF REVENUES/APPROPRIATIONS - 965-TRANSFERS OUT		(94,340)	(94,788)
Dept 990-DEBT SERVICE			
248-990-992-003	MUN BOND 2010 /PRINCIPAL	95,000	97,000
248-990-996-003	MUN BOND 2010 / INT & FEES	15,518	10,362
NET OF REVENUES/APPROPRIATIONS - 990-DEBT SERVICE		(110,518)	(107,362)
ESTIMATED REVENUES - FUND 248		678,484	782,130
APPROPRIATIONS - FUND 248		508,585	521,650
NET OF REVENUES/APPROPRIATIONS - FUND 248		169,899	260,480
BEGINNING FUND BALANCE		401,788	
ENDING FUND BALANCE		571,687	

DDA MEMORANDUM

To: Cascade Township DDA Board

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

Subject: Consider 2018 Meeting Schedule

Meeting Date: November 21, 2017

Attached is a tentative DDA meeting schedule for 2018. Meetings are held on the 3rd Tuesday of the month. The dates below reflect this. This schedule will have to be approved at the meeting.

The schedule is as follows:

- January 16
- February 20
- March 20
- April 17
- May 15
- June 19
- July 17
- August 21
- September 18
- October 16
- November 20
- December 18