

Cascade Township Strategic Plan 2022

Adopted September 14, 2022



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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

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Contents

- Introduction iv
- Color Code Key v

- Priorities and Tasks by Category.....1**
- Parks and Trails 2
- Land Use and Economic Development..... 6
- Village Character and Development.....12
- Preservation of the Thornapple River.....17
- Transportation and Safety18

- Board and Commission Action Lists 21**
- Township Board..... 22
- Downtown Development Authority (DDA)..... 36
- Planning Commission..... 42
- Parks Committee 50
- Pathways Committee..... 53
- Thornapple River Special Assessment District Committee 54
- Zoning Board of Appeals..... 55

- Timeline of Tasks 57**
- Immediately (Within 1 Year)..... 58
- Ongoing Processes and Policies, Starting Now 60
- 1 Year..... 63
- 1-2 Years 66
- 2-3 Years..... 70
- 3-4 Years 72
- More Than 4 Years 75

- Public Input Appendix 77**

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

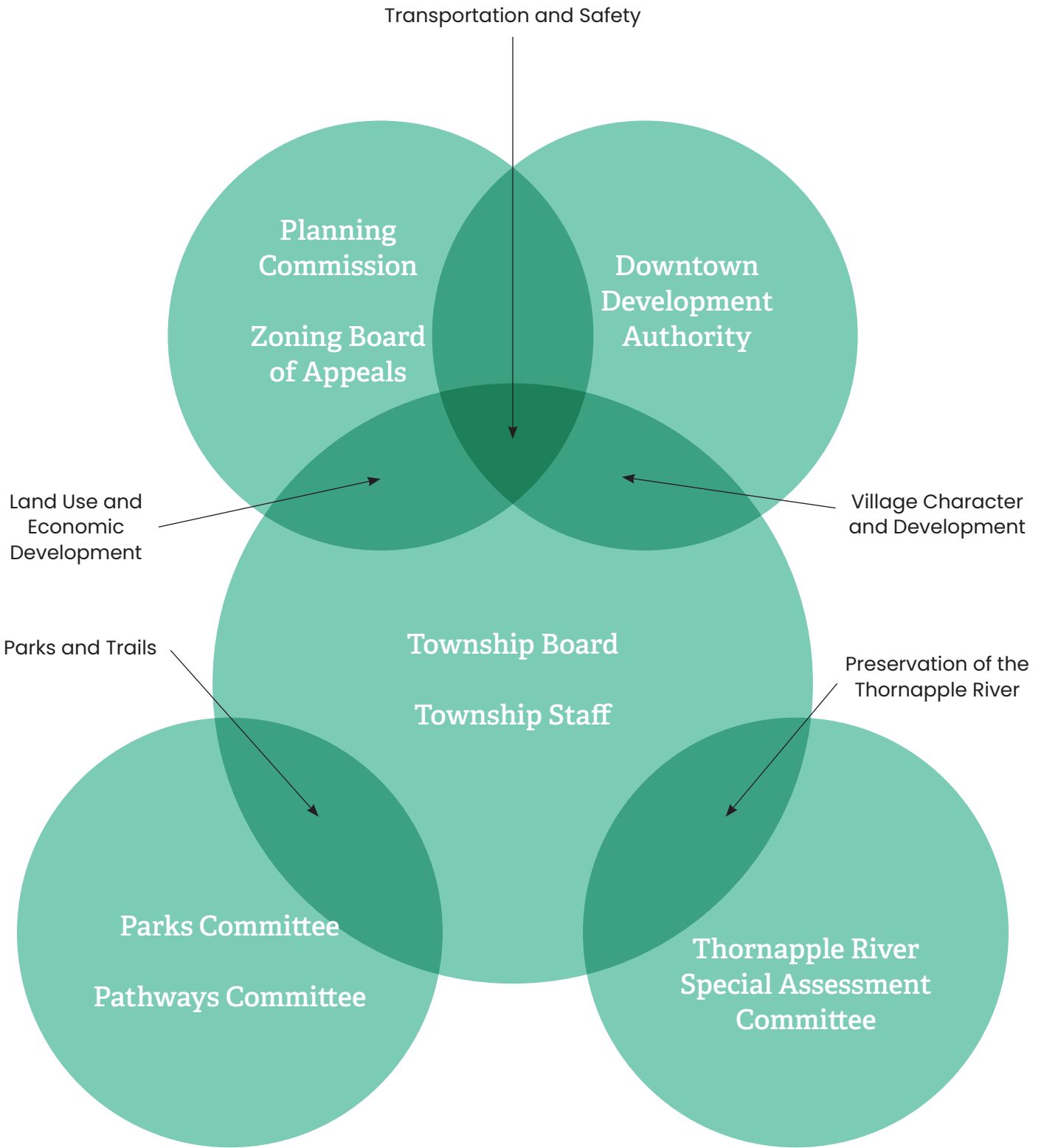


Relationship to Other Plans

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.

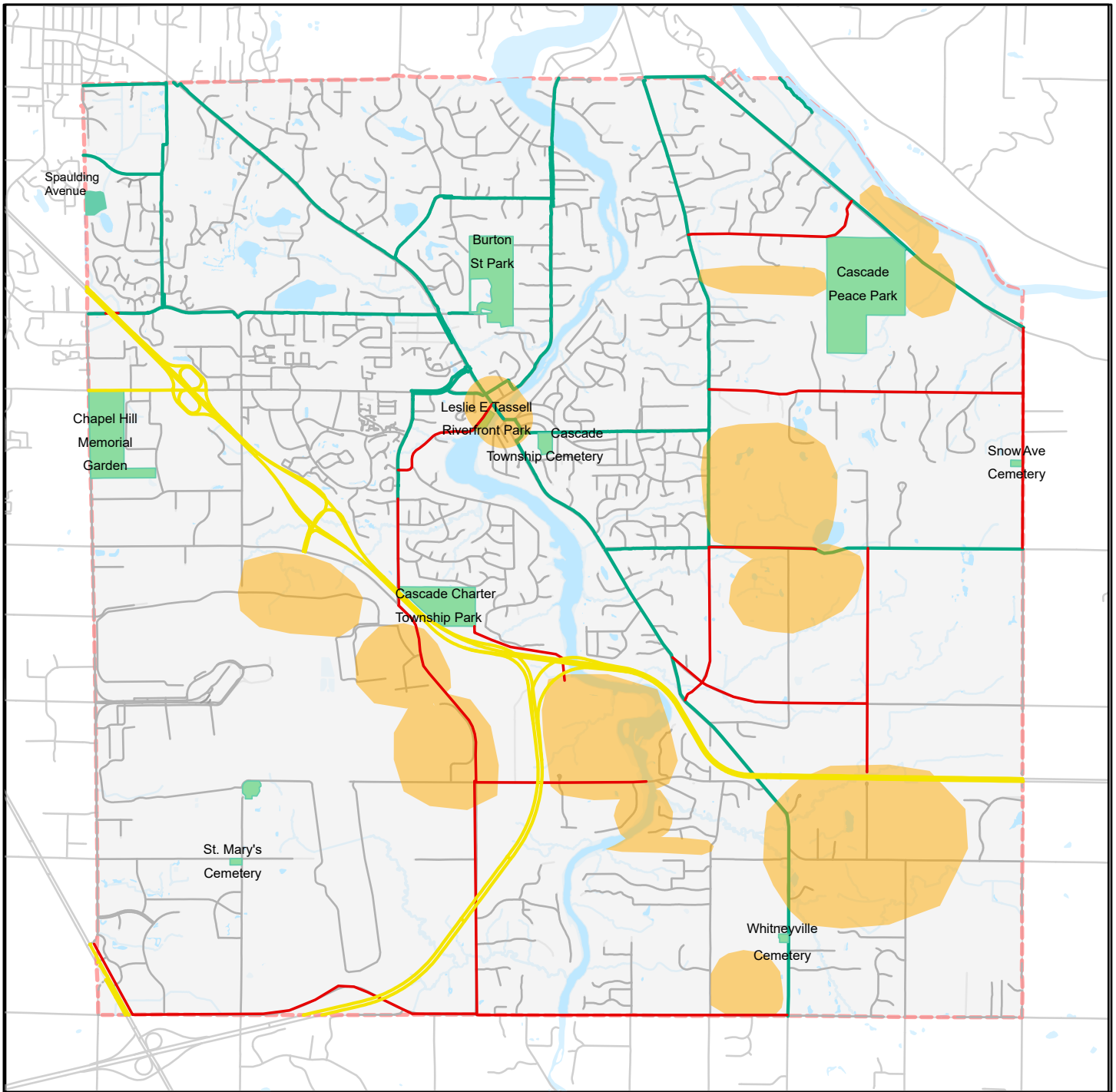
Time Frame: ■ 1-5 years

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

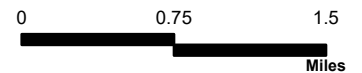


Future Parks Target Areas

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.

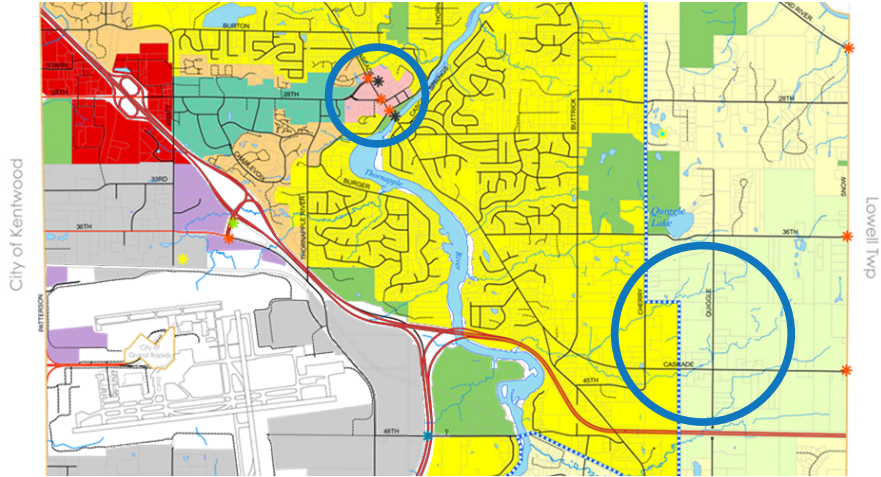
Time Frame: ■ 1 year

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



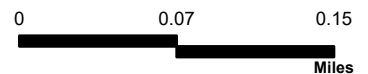
Cascade Village Area

Cascade Charter Township, Kent County, Michigan

LEGEND

Layer

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



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

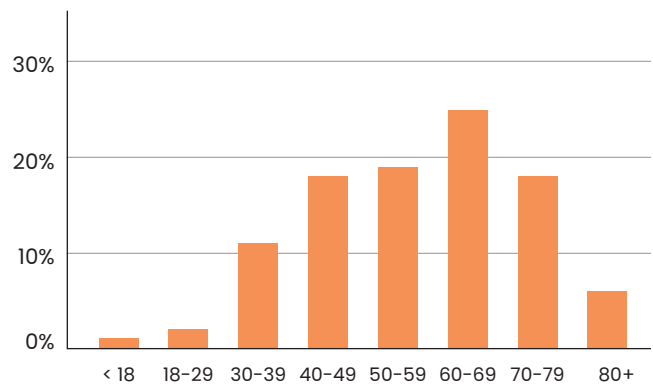


32%
are retired

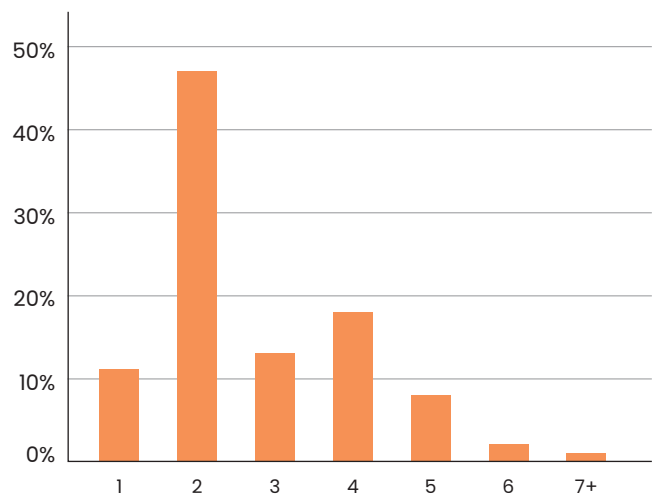


7%
are business owners

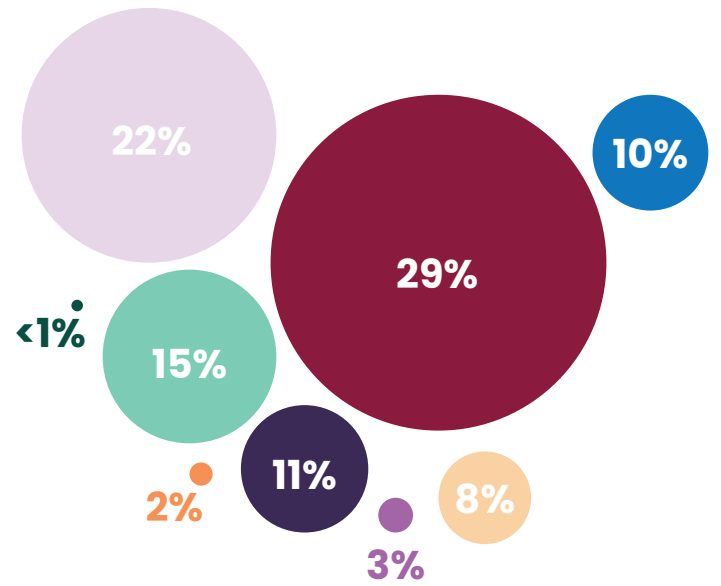
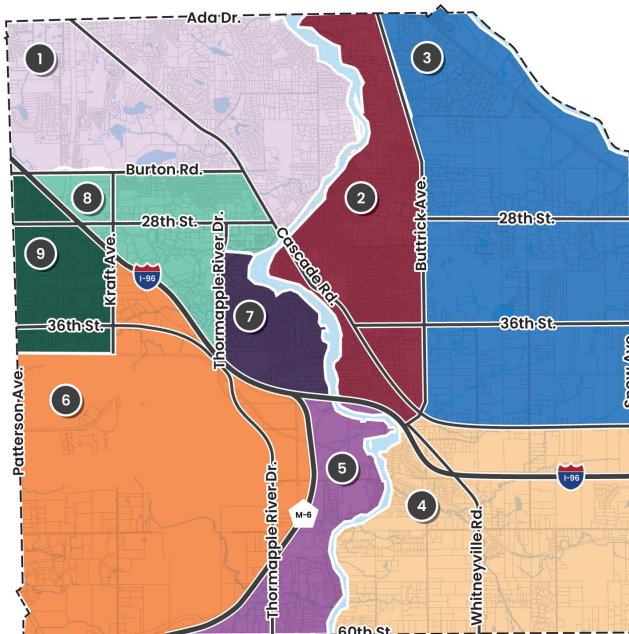
Age Range



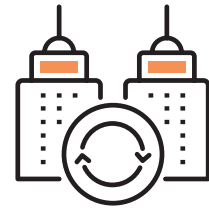
Household Size



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 staffing, and others. – **2.8**

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