

2026 Economic Development and Marketing Plan



May 1, 2026



ECONOMIC DEVELOPMENT AND MARKETING PLAN

Village of Marcellus, Cass County, Michigan

May 1, 2026

Prepared by the Village of Marcellus with the assistance of



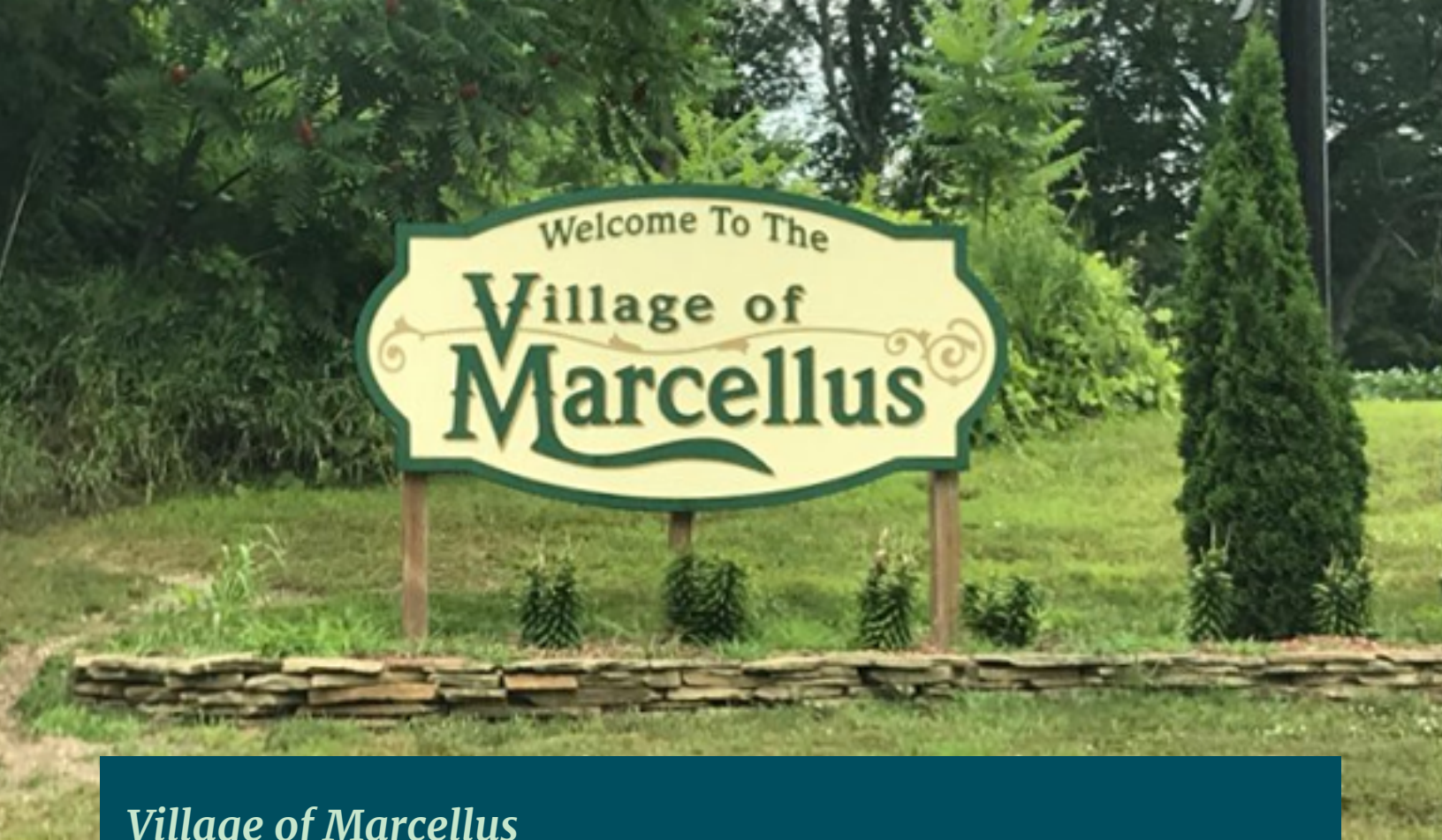
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Village of Marcellus

Economic Development Strategy

Background

The Village of Marcellus is located in Southwest Michigan, more specifically in the northeast corner of Cass County. The intersection of two state highways, M-40 and M-216 occurs in downtown Marcellus. The state highways provide a direct connection to US 131, which is 12 miles to the east and I-94, which is 12 miles to the north. The larger cities of Kalamazoo, Battle Creek and South Bend are all located within a 50 mile radius of the village.

Within the Village, the 2023 American Community Survey (ACS) Census update identified a population of 1,113 residing in 422 homes and a few apartments. Beyond that population, the Marcellus Community Schools principal campus lies on the west side of the village, and the educational and extracurricular activities that occur at the schools can provide a ready-made market for new and existing businesses.

Historic Influences

The Economic downturn of 2010 and the Covid pandemic in 2020 devastated the national economy as a whole; however, the impacts of these events in rural areas and small towns were more profound. Marcellus was not immune to this as several businesses have closed since 2010. Fortunately, as all of West Michigan recovers, so will smaller communities like Marcellus, and new businesses like 36 Lakes, Posh Salon, Moo Moo's Ice Cream Shop, Sun and Soul Tanning and More, Chapter 2 Customs, Amy Fabulous Diner II, and the Whippy Dip are showing that Marcellus is turning the corner.

The changing population dynamics also impact the future economy of a community. Thousands of residents left Michigan during the economic downturn, and the Covid pandemic took thousands more. In addition, community demographics, especially in rural areas, continually indicate smaller family sizes. The 2022 Census information indicates that Marcellus has a median family size of 2.85. Since 2010, the population of the Village has slightly increased: however, the population of Marcellus Township decreased by a similar amount and as a county, Cass County showed a population decrease. Looking closer at the population, the highest percentage of residents are in the 50-59 age ranges, while the age ranges between 25 and 40 years are relatively low. This is likely a result of young people moving away from the Village due to a lack of services and businesses catering to that age group. Finding or creating businesses that attract people within those age brackets should be a priority for the Village. For further clarification and additional information on the demographics of the Village, refer to the 2026 Village Master Plan, adopted February 2026.

Regional Economic Development

The Village of Marcellus and all of Cass County is included in Michigan's Prosperity Region #8. The Prosperity Regions were developed by the State of Michigan to encourage regional private, public and non-profit partners to create vibrant regional economies. Region 8 also includes Berrien, Branch, Calhoun, Kalamazoo, St Joseph, and Van Buren Counties.

Development Incentives

The Village of Marcellus, in partnership with Market One, Southwest Michigan First, and the MEDC, can assist and provide direction to local businesses within the community. Some examples of the available funding that could be offered by the Village include:

1. **Michigan Business Development Program (MBDP):** In partnership with the MEDC, this program provides performance-based grants and loans to competitive projects in the state based on investment, job creation, and industry.
2. **Industrial Property Tax Abatement:** This is a state incentive that reduces the tax burden for eligible businesses making new investments by abating up to 50% of the net new taxes for up to 12 years.
3. **The Commercial Rehabilitation Act:** Allows tax incentives to rehabilitate commercial property for a new commercial business or multi-family residential facility.
4. **Border County Incentives:** Allow businesses to receive up to a 100% abatement on personal property taxes if it is located in one of the 14 counties that border another state.

5. **Brownfield Redevelopment:** An incentive program which can be used to develop brownfield properties with approved brownfield plans by leveraging Tax Increment Financing (TIF) for redevelopment.
6. **Community Development Block Grants (CDBG):** Available to both businesses and communities through the US Department of Housing and Urban Development and can be used for various infrastructure and development projects.
7. **Land Bank:** Cass County offers a Land Bank option that can prioritize properties for new development or redevelopment.
8. **DDA:** The DDA is instrumental in the development and sustainability of Marcellus. In the past 10 years, the DDA has allocated the following funding for improvements in the Village.

\$79,538.50	Building Improvements
\$40,000	Enhancements (streetscapes)
\$ 57,000	Blight Elimination

In addition, in 2024, the DDA commissioned a Retail Market Strategy prepared by Land Use USA. The Strategy provides recommendations for several different categories of economic development. The conclusions of that Strategy document will be included in this plan.

One area that the DDA may choose to consider would be to create a TIF boundary and program. The DDA could use the TIF to capture local, township, and county taxes within the boundary that could be used to support improvements and development in the downtown area.

Market Opportunities

The 2026 Economic Development Strategy should focus on three different market segments: Village residents, tourists and seasonal residents who live outside the Village, and students enrolled in and others who visit Marcellus Community Schools.

Residents

Consumers living in or around Marcellus provide the primary market for its goods and services. The needs of these consumers vary from daily sustenance shopping, service, and dining to periodic entertainment and recreation.

Local stakeholders have indicated that the number one priority for economic development in Marcellus should be the addition of new restaurants and that the restaurants maintain working hours that support the lifestyles of the residents who live in rural communities, including staying open later in the evening and on weekends. The Retail Strategy echoes that sentiment as it concluded that as many as six (6) new restaurants could be supported in Marcellus. The types of restaurants suggested would range from bakeries/breakfast options to diverse ethnic fare such as Asian or Hispanic.

In addition, there is a great need for medical services in Marcellus. Recruiting a general practice physician, a dentist, and/or a chiropractor or similar treatment specialist would be a significant benefit for the residents of Marcellus.

Summer Residents and Tourists

There are 36 lakes within 6 miles of the Village, of which there are over 500 homes located on them. In addition, there are several campgrounds within the area. Many of these homes and campsites are used seasonally by out-of-town residents or are rented on a weekly basis to vacationers. This is a growing yet underserved market and can provide an important source of economic activity. Typically, vacationers and summer residents are drawn to a community for its restaurants, shopping and entertainment.

Adding retail options will be a vital component of the economic profile of Marcellus that will have the ability to capture those seasonal dollars. The Retail Market Strategy recommends up to five (5) unique clothing and apparel options ranging from screen-printing and t-shirt sales to family apparel and lake-wear.

In addition to retail, the study indicated that “there is a profound pent-up demand for more entertainment venues in the Village.” Among the options recommended in the Retail Strategy were an arcade, a pop-up movie screen, and music options.

Businesses in Marcellus would also have the ability to attract other types of tourists, including people who are traveling to the M-40 racetrack or the Swiss Valley Ski resort as well as the multitudes of travelers who use M-40 and M-216 as a means of travel around southwest Michigan.

The Village will be well served to offer scheduled activities on a consistent repetitive basis similar to the current First Friday series. A weekly farmers market in the downtown park would be a simple way to bring people into the community.

Students and School Visitors

The Marcellus Community Schools principal campus lies on the western side of the Village, and it provides year-round activities for its students and for visitors to the school. Extra-curricular activities, whether they are athletic practices and games or activities associated with the Fine Arts or Leadership, are scheduled nearly every day during the school year, and, in a way, create a captive audience that often desires goods and services around the activities. The Village must work with the school district to maximize the potential of this partnership, and businesses in the community must recognize that there is an underserved market that is in need of options between 3pm and 9 pm almost every weeknight.

In addition, the school’s resources are utilized during off-hours by organized youth sports and recreational leagues. The addition of new businesses to support youth sports may lead to a symbiotic relationship: More options available in town may lead to more hosting opportunities for the school, and more events at the school will lead to larger audiences to support the businesses in the Village.

Local Economic Development Goals

The Village of Marcellus has set the following priorities in its Master Plan for its local economic development efforts:

1. Investing in a diverse range of economic businesses.
2. Collaborating with third-party entities to aid first-time business owners in real estate development.
3. Reviewing existing policies and procedures to identify impediments to financial investment within the community.
4. Developing a new business guidebook which will offer helpful insights pertaining to planning, zoning, utilities, building requirements and other regulations.
5. Encouraging adaptive reuse and infill development in existing commercial areas.

Regional Economic Strategic Priorities

Cass County Economic Development partners with Market One for its Economic Development endeavors. Market One is responsible for economic and community development throughout Cass and Van Buren Counties. Market One connects people, investments, and organizations with strategies and services that improve the quality of life and economic conditions in the region. Market One's Strategic Priorities are:

1. Execute a robust business development program.
2. Organizational Sustainability and Resiliency.
3. New Site Development (Industrial and Residential)
4. Community Advocacy, Education, and Alignment

The Village's goals complement Market One's regional objectives. As a partner with Market One, the Village can coordinate with it for business attraction and retention; however, the Village remains committed to ensuring that the services and benefits provided by Market One will translate into tangible local benefits. Moving forward, the Village and its DDA will prioritize coordinated business retention strategies.

Effective partnerships require economic development entities and the Village to operate with full transparency regarding local business movements. This alignment ensures that the Village is not only the funder of regional growth but also a primary participant in the strategies affecting its own tax base and property assets. Retention of businesses within the Village needs to be the highest priority for its economic development partners.

Priority Properties

The Village of Marcellus had identified several priority properties to focus on to enhance economic development for all economic categories within the community. The identified priority properties are:

1. **Tailgater Building:** This former eating and drinking establishment is now in the hands of the Cass County Land Bank and is in an ideal location for redevelopment into a new restaurant.
2. **Columbia Park Vacant Lot:** Columbia Park is currently a small pocket park located on East Main Street between Burney and Centre Streets; however, it was formerly the Columbia Hotel, and the Village is currently working with the MEDC to offer the property as a redevelopment site.
3. **Old Football Field:** The Village of Marcellus Master Plan identifies this property as a potential new housing development site, with single-unit, two-unit, or multi-family options available.
4. **Centennial Building:** The Centennial Building is a multi-use/mixed use building located at 105 West Main Street. Being in the heart of downtown allows for many options for the redevelopment of this building, but filling the retail or restaurant need for the Village could be a priority. The building is currently listed for sale at \$275,000.
5. **Hemlock Lake Road Industrial Property:** The Village of Marcellus owns a vacant piece of property on Hemlock Lake Road that is approximately 25 acres in size and is zoned and planned for Industrial use. Use of the incentives discussed in this document should be considered to bring investment into the community. One additional incentive for this property would be to partner with the Southwest Michigan Planning Commission to include the property in a Materials Management Plan and being willing to develop an Industrial Development District if a proposal comes forward.

Village of Marcellus Retail Businesses by Class

Business Type	Number of Businesses
General Merchandise/Grocery	3
Automotive Related	5
Apparel and Accessories	3
Miscellaneous Retail	2
Eating and Drinking	5
Hardware	0
Social	1
Support Service	2
Industrial	2

Existing Businesses by Category:

1. **General Business/Grocery**
 1. Family Dollar
 2. Dollar General
 3. Terrill's Market
2. **Automotive-Related**
 1. Grames Tire and Battery
 2. Chapter 2 Customs
 3. Shell Gas
 4. Citgo Gas
 5. Final Rinse (Car Wash)
3. **Apparel and Accessories**
 1. 36 Lakes
 2. Delightful Designs (empty)
 3. Mega Monster T-shirts
4. **Eating and Drinking**
 1. Whippy Dip
 2. Big Tony's Pizza
 3. Moo Moos
 4. Amy's Fabulous Diner II
 5. Ora Cafe
5. **Social Gathering**
 1. Patch and Remington
6. **Service**
 1. Posh Salon
 2. Sun and Soul
7. **Industrial**
 1. Faith Plastics
 2. Marcellus Metalcasters
8. **Miscellaneous Retail**
 1. Sporting Goods
 2. Electric Moon



Village of Marcellus Retail Office Space by Code

Office Type	Number of Offices
Financial Institutions	2
Health Services	0
Legal Services	1
Insurance	1
Real Estate	0
General Government/Education	5
Membership Organization	2
Religious Institutions	3

Existing Businesses by Category:

1. Financial Institutions

1. GW Jones Exchange Bank
2. Oakleaf Financial Services

2. Medical

3. Law

1. Jones Law Office

4. Insurance

1. Abbott and Powers

5. Real Estate

6. Government

1. Village of Marcellus
2. Marcellus Township
3. Marcellus Community Schools
4. Marcellus Township Library
5. Hudson Memorial Building

7. Membership Organizations

1. VFW
2. Lions Club

8. Religious

1. Trinity Bible Church
2. St Margaret and Mary Roman Catholic Church
3. Marcellus United Methodist Church

Components of the Economic Development Strategy

- 1. Repair and Improve Infrastructure:** The Village needs to ensure that its streets, sidewalks, and parking areas are in good repair and inviting to visitors to the Community. Coordinating with MDOT on the timing of road repairs will aid the Village as they develop its Capital Improvement Program. Further, encouraging non-motorized access into the Downtown core by placing bike racks in strategic locations throughout town and changing ordinances to allow bikes, scooters and skateboards in the downtown will increase the viability of the downtown to younger customers.
- 2. Develop New Housing:** Throughout Michigan, there is a need for new housing and perhaps, more importantly, affordable housing. The Village is pro-housing and there is the possibility to add a few homes near the school. The Village can coordinate with the DDA in investing in the mixed-use buildings downtown to bring the apartments back to life. Adding residents to the community who can walk downtown would be a boon for all businesses.
- 3. Improve Appearance of the Downtown:** Façade and storefronts need to be invested in to make the Village more appealing to visitors. Business owners need to be made aware of the various financing and grant options that may be available to them. The Village can be a viable connection between property owners and the façade grant administrators at the MEDC, Market One, or the DDA. The DDA has the unique ability to fund façade improvements within its boundary by leveraging its income revenues with grants and other funding sources.
- 4. Know the Market:** While aspirations to be a destination for residents of Chicago, Indianapolis or Detroit is admirable, and when they arrive, it will change the market, the reality is that the majority of people that will come to Marcellus as a visitor or customer likely reside in the area or already visit the area. Businesses and services that serve these people should be prioritized and will likely gain a greater return on investment. Those customers identified three core areas of improvement for local businesses:
 1. Keep businesses open later in the evening and maintain consistent hours of operation
 2. Keep businesses open later on Saturdays
 3. Improve Customer Service
- 5. Targeted Recruitment:** The Retail Study identified several categories of business that have significant capacity in the Village. Two of the more prominent needs are restaurants and clothing/apparel shops. The Village can partner with the DDA and its other partners to provide incentives for these types of businesses to become established.
- 6. Develop a phased approach as an action plan:** Success will not come to Marcellus instantaneously. The Village needs to identify what may be the easiest and least costly action it can accomplish to show community progress. The following are suggestions of inexpensive actions that can lead to success.
 1. Fill the existing vacancies in the Mixed-use buildings downtown. The infill could be commercial or residential and may be able to be completed without infrastructure upgrades.
 2. **DDA investments:** Façade improvements and Aesthetic beautifications are allowable projects that the DDA can fund. The DDA can fund these enhancements through its 50% revenue share of lease income from Village-owned properties. The DDA also prioritizes the long-term maintenance of its revenue generating assets, including ongoing roof repairs and exterior preservation, to ensure the continued stability of this funding source in addition to hosting events that bring folks downtown.
 3. Form a Partnership with Marcellus Community Schools to increase communication and cooperation.
 4. Enforce the Village's ordinances to ensure the community is inviting and attractive.



Village of Marcellus **Marketing Strategy**

Marcellus is a small, intimate, and charming community that offers a variety of community resources to enhance the quality of life for its residents and provides opportunities for visitors to the community. As a village of approximately 1,113 residents, Marcellus lies in close proximity to several significant resources and land uses, including 36 lakes within six (6) miles of the Village, the Swiss Valley ski resort, and the M-40 Speedway. The Village parks and the Marcellus Community Schools properties are also resources that will continuously bring people into the community. A marketing strategy will enable the Village to promote itself with a consistent message at many local, county, and regional events as well as by being displayed on the Village website. In addition, it will provide Marcellus with the ability to comprehensively market the Village by taking advantage of all available resources and assets.



Current Village Marketing Brand

1. Purpose and Procedure of Marketing

1. **Goal:** To actively promote the Village and the high quality of life, business opportunities, and redevelopment readiness via various mediums, through a transparent, measurable, and collaborative vision that embraces a culture of partnership and action.
2. **Objectives:**
 - i. Development of Marketing materials to “tell the Village’s story.”
 - ii. Development of a measurable dashboard to define and measure the return on investment.
 - iii. Track activity statistics such as business retention and project attraction.
 - iv. Issue regular press releases highlighting current Village and DDA events, major progress on priority projects, and policy decisions.
 - v. Collaborate with one of the Village’s Economic Development partners, the DDA, and the local business community to review and modify (if desired) the Village brand.

2. Implementation

1. **Outreach:** The Village and the DDA will connect with businesses, consumers, real estate developers, and other members of the community.
 - i. **Businesses:** The Village DDA will reach out to local businesses when opportunities present themselves for exposure and marketing.
 - ii. **Consumers:** The Village will market to consumers by advertising events, projects, and resources.
 - iii. **Real Estate Developers:** The Village will allow real estate professionals to actively market priority and high-profile redevelopment/development sites online. Village staff will notify listing agents and authorize other marketing mediums to increase exposure of redevelopment sites via a dedicated location on the Village’s website.
 - iv. **Schools, Cass County, Market One, etc.:** The issuance of regular press releases and establishing an online social media presence will enable the Village to reach broader audiences. The Village is encouraged to partner with Marcellus Community Schools to assist with community events and possibly maintain the Village’s social media presence.
2. **Responsibilities:** Marketing the community will be a collaborative team effort involving staff, business owners, community members, and other partner organizations. It will be imperative that all staff members and appointed and elected officials participate in marketing efforts for the community.
 - i. Staff is encouraged to promote major decisions, projects, and events that are a result of effective policies and comprehensive efforts to market Marcellus.
 - ii. Elected and appointed officials, particularly the DDA, should take every opportunity to market community events, such as First Fridays, the Blue Gill Frolic, the Farmers Market, and community parades. When possible, new community events that correlate with school activities, such as homecoming, should be encouraged.
3. **Methodology:**
 - i. **Signage:** Marketing of events and projects can be listed on the Village sign, which is located just east of the Village Hall in front of the fire department. The Village may also consider coordinating with the school district on advertising community events.
 - ii. **Regular Press Releases:** Village staff and its partners shall issue regular press releases of important decisions, events, projects, and general information that positively market Marcellus. These notifications can be done in the local newspaper, on the Village website, and via Social Media.

- iii. **Promotional Materials:** Promotional materials may be created and distributed at various community and regional events, including the Cass County Fair, other county fairs, and nearby events.
- iv. **Branding:** The Village, DDA, community business owners, and prominent stakeholders will collaborate to review and modify (if desired) the community brand. The Community brand and logo should be prominently and consistently displayed at all Village functions and community events. The “Brand Voice” may include one of the four *Marketing Angles*, that have been identified, or others as they may arise:
 - a) Lake Country Escape: Highlight the 36 lakes within a 6-mile radius.
 - b) Small-Town Charm: Highlight our nationally recognized schools and local festivals, such as the Blue Gill Frolic
 - c) Art & Nature Hub: Promoting Spirit Springs Sanctuary alongside our downtown galleries like *Patch & Remington*
 - d) Strategic Peace: Positioning Marcellus as a peaceful alternative for those in Kalamazoo or South Bend (and all those in between).

Additionally, such branding may be applied by utilizing one of the following, however, these options are not exhaustive and can be modified to incorporate additional opportunities.

- 1) Adding the slogan into downtown street banners and gateway signage
- 2) Updating the Village website headers and social media for visual consistency.

Branding will continue to be evaluated each year to determine impact on economic and marketing impacts, with modifications to be made to better enhance the Village, where appropriate.

- v. The Village will authorize its local partners and volunteers to develop a digital presentation called “Why Marcellus” that will detail the benefits of residing or doing business in Marcellus which can be displayed on the Village website, at community events, and on social media platforms.
- vi. **Banners and Advertising:** The DDA may purchase and display a community banner at community events and dedication ceremonies. The Village, DDA, and the school district may also place banners of students throughout the community, but especially downtown, during the school year.
- vii. **Community Partnerships:** The Village can partner with other community organizations such as the Marcellus youth sports programs, the FFA, and others to promote events, businesses, and high-profile properties at games and other events.
- viii. **Measurable Dashboard:** The Village may coordinate with Market One, the MEDC, or one of its other economic development partners to create a database of marketing events that will include how the event was marketed and the costs involved, which will include any quantitative figures measuring the return on investment.
- ix. **Community Slogans: The Village will partner with stakeholders and local business owners to develop a community slogan, which will be utilized in marketing materials and promotional events. Such slogans may include, but are not limited to the following;**
 - a) Primary Recommendation: *Marcellus – Worth The Drive*
 - b) Alternative: *Marcellus – Small Town. Strong Spirit*
 - c) Alternative: *Marcellus – Where 36 Lakes Flow & The Community Grows*

3. Marketing of Redevelopment Sites

- 1. **Online Website:** The Village may partner with volunteers and the Marcellus Community Schools to develop and maintain an online website dedicated to marketing redevelopment/development properties with information packages.
 - i. Staff and its partners will maintain the website by updating the information on redevelopment/development sites as development occurs.

- ii. For new developments, conceptual drawings can be displayed at community events, on the website, and inside the Village Hall.
- iii. The Village may schedule and participate in formal dedication ceremonies as development and redevelopment projects reach completion. The Village may invite partners from the state, region, and county as well as local stakeholders to participate in the ceremonies.
- iv. The Village and DDA can promote development projects by displaying signage on the site and indicating which fund or incentives were utilized to complete the project.
- v. Testimonials may be prepared by business owners, stakeholders such as Market One and the State of Michigan and volunteers that will provide details of how specific programs or funding sources, such as RRC, The DDA, or the Land Bank helped facilitate the project.

2. Outreach

- i. The Village shall retain transparent communication of available sites listed with real estate developers and brokers, local businesses and other organizations. Village Staff are encouraged to partner with developers, brokers, and other financial representatives to aid in seeking fiduciary potential to develop and/or redevelop sites within the community.
- ii. The Village will be encouraged to create an information pamphlet that includes key information regarding Village infrastructure such as water and sewer lines and community statistics including employment potential and community demographics that can be available for consumers interested in development.
- iii. The Village and DDA may engage with each other in order to undertake tactical urbanism to effectuate a parcel's highest and best potential.

- 3. **Market Analysis Usage:** The Village may utilize the retail market strategy to prioritize market needs while promoting redevelopment sites. The Village may include the analytics from the retail document when discussing potential development with businesses and real estate developers, and how the potential development fits with the existing planning and zoning regulations for the site.

4. Components of the Marcellus Marketing Strategy

- 1. **Utilize Social Media:** Social Media is one of the most effective tools to advertise a community's assets, accomplishments and offerings on a continual basis. The Village should more actively promote the use of social media, including Facebook, to advocate good news stories about Marcellus, its residents and businesses, as well as make interested parties aware of various business and employment opportunities. Facebook and the Village's website can be used to visually promote businesses and events in Marcellus. As younger generations continue to increase their online presence, having a well-established digital footprint will promote the connection to up and coming generations.
- 2. **Market Marcellus's Commercial Activity:** In many cases, small businesses may not be able to afford the marketing tools and methods that many bigger companies can. The Village is encouraged to work with residents and their partners including the MEDC, Market One, and the DDA to assist in marketing Marcellus's commercial businesses.
- 3. **Develop a unique theme for the First Friday series:** One of Marcellus' more popular summertime activities is the monthly First Friday celebration, which the Village hosts in the evenings on the first Friday of every month between May and September. One suggestion for the popular activity would be to develop a different theme for each month and then promote the themes across the region. Some ideas of themes could include, but are not limited to:
 - i. **Car Rally** (The Corvette Club of Kalamazoo goes to many communities for unique events)
 - ii. **Food Truck Night:** Invite several different food truck options in for residents to sample
 - iii. **Patriotic Night:** Everyone wears red, white and blue
 - iv. **School Night:** Use the colors of Marcellus Community Schools as a backdrop

- v. **Water Recreation:** Invite water recreation providers (motorized and non-motorized) as well as fishing experts to showcase product and material. This event could be prior to the Blue Grill Frolic in order to set the stage for that specific event.

Each theme would serve two purposes: It would likely bring new people into town, and it could serve as a recruiting tool for those targeted businesses.

- 4. **Cross-Pollination:** In smaller communities like Marcellus, it is imperative that all entities promote each other to ensure the highest potential return for the community. Accordingly, there must be a strong connection between the government, school district, businesses, and local civic groups on community projects that will make Marcellus a more welcoming community.
- 5. **Ownership:** Property and Business owners must be accountable to visitors and neighbors. Business owners must offer high quality goods and services in attractive spaces, operate during posted business hours and strive to extend the highest level of customer service.



5. Action Plan

While the components of an Economic Development and Marketing Plan can seem daunting, having a coordinated Action Plan can help organize and prioritize the details so the Village can plan for the future and easily document successes. Action Plans are organized so that priorities are identified by significance, time frames for completion are estimated, and responsible parties are indicated.

Priority Level	Time Frame	Responsible Parties			
L Low Priority	Short Term: 0–2 years	CC	Cass County	PC	Planning Commission
M Medium Priority	Medium Term: 2–5 years	BO	Business Owners	VC	Village Council
H High Priority	Long Term: 5+ years	DDA	Downtown Development Authority	C	Consultant
	Ongoing: Ongoing	CM	Community Members	V	Volunteers
		MDOT	Michigan Department of Transportation	M1	Market One

1. OBJECTIVE: Marketing of Properties

Project Name	Priority	Time Frame	Responsible Parties
Develop the Village Brand	H	Short Term	BO, VC, C, V
Redevelop the Tailgater Property	H	Short Term	M1, DDA, VC, SOM, CC
Market Other Commercial Properties	M	Ongoing	M1, DDA, SOM
Targeted Recruitment of New Businesses	M	Ongoing	M1, DDA, VC, PC

2. OBJECTIVE: Improve Online Presence

Project Name	Priority	Time Frame	Responsible Parties
Create/Maintain Social Media Accounts	M	Ongoing	VC, MCS, V, CM
Develop/Maintain an Online Village Website	H	Ongoing	VC, MCS, V
Update the Village Dashboard to Support Economic Development	M	Medium	VC, V, M1, SOM
Develop a Digital Presentation of Why Marcellus?	M	Medium	VC, MCS, V, CM

3. OBJECTIVE: Increase Foot Traffic in Marcellus

Project Name	Priority	Time Frame	Responsible Parties
Add Housing to Community	M	Long Term	VC, SOM, CM, DDA, PC
Improve Non-motorized Access Options in Village	H	Medium Term	PC, VC, DDA
Add/Improve Sidewalks in Village	M	Long Term	MDOT, DDA, VC, SOM
Adjust Ordinances in Village per Master Plan	M	Medium Term	PC, C, VC
Incentivize High Quality Customer Service and Consistent Hours of Operation	L	Ongoing	BO, CM, VC, DDA
Initiate the Cross-Pollination of Existing Businesses	L	Ongoing	BO, VC, CM, DDA



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