

2017-2021

STRATEGIC PLAN



Cornerstone
ALLIANCE

ECONOMIC DEVELOPMENT  BERRIEN COUNTY

MISSION

Cornerstone Alliance delivers customer-focused economic development solutions through partnerships that grow employment opportunities, increase the tax base and add to the economic vibrancy of Michigan's *Great* Southwest.

*“Give Me Six Hours to Chop Down a Tree and I Will
Spend the First Four Sharpening the Axe.”*

- Abraham Lincoln

January 2017

As Berrien County’s lead economic development organization, Cornerstone Alliance has spent 30 years collaborating with companies, partnering with municipalities and leading attraction and expansion activities that have improved Berrien County’s business conditions.

Competition for companies, projects, funding and talent has never been more challenging. **Cornerstone Alliance’s 2017-2021 Strategic Plan** will improve Berrien County’s standing as a top competitor for new jobs and investment. We will compete for new projects in all industries, with a specific focus on the sectors where Berrien County is primed for growth.

The Cornerstone Alliance Board of Directors and staff represent a group of more than 300 investors and will use this Strategic Plan as a map to propel Berrien County to greater heights and provide new opportunities for its residents for the next five years and beyond.

Without the support of dedicated investors, these activities could not take place. Thank you for your continued support!



Rob Cleveland
President



John Janick
Chairman of the Board

WHO WE ARE

Cornerstone Alliance is Berrien County's lead economic development organization. We work to attract new industry, expand existing business and launch entrepreneurs, all designed to grow employment in Berrien County.

With guidance from our Board of Directors, Cornerstone Alliance is able to drive economic growth to Michigan's *Great* Southwest due to the generosity of our investors.

BOARD OF DIRECTORS

John Janick, Chairman*
Jako Holdings, LLC

Jim Peters, Vice Chair*
Whirlpool Corporation

Michael Todman, Vice Chair*
TMA Limited, LLC

Pat Brandstatter
Kruger Plastic Products

Chris Cook
Abonmarche Consultants, Inc.

Rick DeVries
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SMEGA

Mike Garey
City of St. Joseph

Joel Gebbie*
AEP / D.C. Cook Nuclear Power Plant

Scott Geik
1st Source Bank

Chris Heugel
Cornerstone Chamber of Commerce

Jon Hinkelman
Berrien County

Lynn Kellogg
Region IV Area Agency on Aging

Shelley Klug
Indiana Michigan Power

Paul Landeck
Tabor Hill Winery & Restaurant

Phil Maki*
Southshore Companies

Jim Marohn*
Doubleday Office Products

Dan Mitchell
Hanson Mold

Greg O'Niel*
O'Niel, LLC

Terry O'Rourke
United Federal Credit Union

Greg Powell
Powell Construction

Chris Randall
Kinexus

Randy Reimers
Fifth Third Bank

Norma Tirado*
Lakeland Health

Rick Villa
Villa Environmental

Bryan von Dorpowski*
JR Automation Technologies

Bill Wolf
Berrien County

*Executive Committee

WHAT WE'VE DONE

The results of the 2014-2016 Strategic Plan exceeded goals, even after adjusting metrics throughout the life of the Plan. Here's a quick look at the economic development achievements in Berrien County from 2014-2016:

“Indiana Michigan Power and Cook Nuclear Plant believe strongly in the work being accomplished by Cornerstone Alliance. As a regulated electric utility and the largest taxpayer in Berrien County, we know that economic development in our community helps all business. Cornerstone Alliance has a proven track record and we see the value and benefits returned from our continued contributions.”



- Joel Gebbie, Senior Vice President and Chief Nuclear Officer



CORNERSTONE ALLIANCE STRATEGIC PLAN 2017-2021

Successful economic development improves the lives of its residents and draws in new, diverse people to a community. New companies, new jobs and expanding businesses will increase the tax base which offers your kids, neighbors and friends a more sustainable future in Berrien County.

Berrien County is well-positioned to target the following industries:

- Advanced Manufacturing
- Food Processing
- Healthcare
- Distribution & Logistics
- Agritourism

FOUR CENTERPIECES

CHANGING OUR ECONOMIC FUTURE

ENHANCING OUR ASSETS

SHARING OUR SECRET WITH THE WORLD

INVESTING IN BERRIEN COUNTY'S NEXT CHAPTER

CHANGING OUR ECONOMIC FUTURE

The purpose of economic development is to grow community wealth. New Business Attraction, Existing Business Retention and Expansion, and Entrepreneurship are the primary functions of an economic development organization. Residents, businesses, units of government, schools and colleges all gain when a local economy flourishes.

By speaking on behalf of its influential roster of investors, Cornerstone Alliance drives opportunities that will best refine and advance the community. Cornerstone Alliance will provide technical, financial and other resources that support businesses of every industry sector and size, and entrepreneurs in every age, race and gender in Michigan's *Great* Southwest.

Five-Year Goals:

- Lead efforts that attract 10 new businesses, expand 15 businesses, add \$100M in new capital investment.
- Respond to Qualified Leads that generate New Project Opportunities.
- Offer resources and specialized assistance during proactive Business Retention and Expansion (BRE) calls to strengthen relationship building that lead to referrals and additional BRE assistance.
- Actively support and collaborate with the Michigan Economic Development Corporation and Southwest Michigan First to advance initiatives while leveraging local, state and federal resources.
- Maximize Small Business Administration funding to assist in the creation of 50 Small Business starts while training and counseling 2,500 people.

GOALS

10 New Business Attractions

\$100M New Capital Investment

50 Small Business Starts

ENHANCING OUR ASSETS

Economic Development is more competitive today than at any time before. Companies require better product, at a competitive price, in a shorter timeframe, in a healthy and diverse community. The term "Product" has become a broad label that includes sites, buildings, downtown options, Commercial, Industrial, and more recently, People and Talent. Cornerstone Alliance will lead the effort to maximize the community assets and execute programs to make Berrien County one of the nation's best places to live, work and play.

GOALS

20 Improved Sites
for Development

10 New First Choice
Clients

5 Core Projects

Five-Year Goals:

- Identify, control or improve sites and buildings suitable for development.
- Coordinate the development of spec buildings.
- Provide resources to, and when appropriate, lead the downtown development efforts for municipal investment partners.
- Cultivate the growth of Healthcare and Life Sciences industries by partnering with Kinexus and Lake Michigan College to recruit and train a skilled workforce that will allow for greater access to healthcare professionals and a healthier population.
- Execution of Core Projects that have a positive impact on Berrien County by improving the quality of place.

SHARING OUR SECRET WITH THE WORLD

Companies, Site Consultants, Developers and Real Estate Advisors are exposed to messaging each day from communities and economic development groups all over the world. In order to stand out, we must identify our audiences to understand and meet their needs. With knowledge comes responsibility.

Five-Year Goals:

- Host site consultants and company influencers to Familiarization Tours in Berrien County, highlighted by the 2018 and 2020 KitchenAid® Senior PGA Championships.
- Partner with our local, state, regional and utility economic development partners to participate in site location visits, company visits and tradeshow.
- Increase the Cornerstone Alliance brand presence via digital, print and social media platforms.

GOALS

30 Unique Site Consultants

30 Business Development Events

↑ Brand Presence

MICHIGAN'S GREAT SOUTHWEST OFFERS:

- Over 615,000 Available Workforce within a 1-Hour Drive
- Overnight access to 60% of U.S./Canadian Populations
- Proximity to major markets - 90 interstate miles to Chicago; 150 interstate miles to Detroit
- 19 Colleges & Universities within a 1-Hour Drive
 - A Right-to-Work State
- No Personal Property Tax on Machinery & Equipment
- 6% Corporate Income Tax
- Over 468.5 Billion in GDP within 90 miles

Cornerstone ALLIANCE
ECONOMIC DEVELOPMENT BERRIEN COUNTY

269.925.6100 | www.GoMichigan.com | info@cornerstoneaz.org

Cornerstone Alliance at Work

April 2016

Welcome to Cornerstone Alliance at Work!

Each month we will share what is happening in Berrien County economic development. We will feature businesses, and individuals focused on bringing economic vibrancy to Michigan's Great Southwest!

The most effective way for you to drive local growth is to support your local economic development organization.

Interested in becoming a Cornerstone Alliance investor? Contact Stacy Stephens, Director, Investor Relations at stacy@cornerstoneaz.org or call her at 269.925.6100.

Learn more about investing here.

Investor Spotlight

Chemical Bank Believes in Cornerstone Alliance

Bob Burch, Chemical Bank's Community Relations director, might ask to why they invest in Cornerstone Alliance.

Read More

Featured Property: 5675 Coloma Road, Coloma, MI

Shaping Berrien County's Future Workforce

Investor Relations

Back by popular demand, the 2nd Annual Southwest Michigan Maker Fair will again hit the annual Cornerstone Park on Saturday, June 4, 2016 from 10:00 am to 4:00 pm. The event will showcase the talents of makers of all ages and allow guests to experience firsthand what can be accomplished through innovation, and creativity.

Maker Fairs throughout the country, and across the globe are bringing back the "craft" in making things which can have a positive impact on the future of manufacturing, and our own

upcoming event in Berrien County.

Read More

It Starts with a Visit

Business Development

Business Retention and Expansion (BRE) programs are the backbone of successful economic development efforts. Studies have shown that a community's existing businesses are responsible for almost 80% of all net new employment. This has led many private firms in Berrien County as we've seen the recent expansion of existing businesses including Eagle Technology, First Family Foods, Colman Fraser Foods, and Lane Automotive.

The Cornerstone Alliance Business Development Team believes in a strong BRE program. It's important to spend time with local businesses to learn about their successes, challenges and opportunities. Each visit offers important insight into research, transportation, supply chains and overall business competitiveness.

Read More

Proud to Partner With:

CHANGEMAKER BERRIEN COUNTY

Berrien County

WATERBURY BERRIEN COUNTY ALLIANCE

kinexus

Stay Connected:

"Our region offers high-tech talent producing innovative global products and services which is why we encourage you to do business here. Collectively, we employ a uniquely qualified and skilled workforce of more than 10,000. Imagine what you can do here."

- Jeff Fetiga, CEO, Whirlpool Corporation
- Dr. Loren Hamel, CEO, Lakeland Health
- Melvin Hanson, Chairman, Hanson Group
- Joel Gobbie, Chief Nuclear Officer, American Electric Power

Cornerstone ALLIANCE
ECONOMIC DEVELOPMENT BERRIEN COUNTY

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INVESTING IN BERRIEN COUNTY'S NEXT CHAPTER

Since 1988, Cornerstone Alliance has been Berrien County's leader in developing projects that have transformed the area economy, drawing in new people and working with companies to bring new careers for its residents. Individuals, companies, foundations and municipalities invest in Cornerstone Alliance with faith that we are the best steward of their dollars and beyond reproach when it comes to financial excellence. In order for Berrien County to continue its upward trajectory, Cornerstone Alliance must maintain and grow its group of stakeholders.

GOALS

\$11M Fundraising

125 New Cash Investors

100% Investors Retained

Five-Year Goals:

- Diversify and create new revenue sources to lessen the dependency on investor support.
- Raise over \$11M in funding to drive positive economic development outcomes.
- Retain all existing investors while recruiting more than 100 new investors.
- Grow the Cornerstone Alliance Endowment Fund in order to create sustainable development support in perpetuity.

HOW WE GET THERE

A plan is only as good as the resources available to execute the vision. Cornerstone Alliance is equipped to reach the challenging goals that shape its Strategic Plan through a collective group of people who are committed to improving the lives of Berrien County residents. The Plan will tap into human capital and investment resources that will change Berrien County's economic future.

The Strategic Plan initiatives will be achieved through the keen focus and active participation of the Cornerstone Alliance Board of Directors, community stakeholders and the Cornerstone Alliance team.

The Cornerstone Alliance Board of Directors is comprised of industry-recognized experts, committed to making bold decisions that lead to the best outcomes for Berrien County businesses and residents. The Board will support this inclusive vision by ensuring the means are available to support the Strategic Plan and raise more than \$2M annually. Their active participation with the Investor Relations, Finance and other Committees is paramount to achieve long-term success.

Community stakeholders, business leaders, financial experts, utility partners and municipal officials will collaborate and identify the best available property and target industries that will thrive based on the existing assets and resources.

The Cornerstone Alliance team will ensure that the Plan comes together through the day-to-day work of more than a dozen people who share the vision of an improved Berrien County. The team at Cornerstone Alliance sets the course with industry knowledge and progressive deal-making philosophies. Success will be measured through milestones leading to the goals found in the Plan.

Growing Berrien County's business landscape through attraction and expansion is instrumental in changing the economic future. The Cornerstone Alliance Strategic Plan provides a road map to economic prosperity, a growing population and improved opportunities for all of Berrien County businesses and residents.

CORNERSTONE ALLIANCE INVESTORS

1st Source Bank
Abonmarche Consultants, Inc.
Accu-Die & Mold, Inc.
Active Realtors
AEP / D.C. Cook Nuclear Power Plant
Milton & Michelle Agay
Jim & Michele Allen
Alliance Beverage
Beth & Dan Anderson
J.C. & Nancy Anderson
Andrews University
Kenneth Ankli & Ann Miller
ARP Global Holdings
ARS Arts & Culture Center
Aramark
Art & Image
Ausco Products
B&L Information Systems, Inc.
Al Baker
Beaudoin Electrical Construction, Inc.
Benton Charter Township
Berrien Artist Guild
Berrien Community Foundation
Berrien County
Berrien County RESA
Berrien Hills Golf Club
Alloyd Blackmon
Bluedrop Performance Learning
Dave & Carol Bly
Bosch Community Fund
The Boulevard Inn & Bistro
Brammall Supply Company
Bread + Bar
Brooks Architectural Inc.
Bud Distributing
Damita Burton
Bobby Byrd
John G. Cameron, Jr.
CARES
Caring Works Counseling Services
John & Barb Carter
Chemical Bank
Regina Ciaravino
The Citadel Dance & Music Center
City of Benton Harbor
City of St. Joseph
City Plumbing & Heating
Rob & Susan Cleveland
Comcast Business
Competitive Edge, LLC
Consultant Connect

Chris & Katie Cook
CORE Real Estate
Cornerstone Chamber of Commerce
Michael & Susan Cox
Crystal Land Company
Curious Kids Museum
Michael Damschroder, DFP
Dawson Manufacturing
The DeGroot Family Foundation
Vincent DesJardins
Joseph E. Dick
Todd Dockerty
Jeff Dorn
Ted & Ann Dosch
Doubleday Office Products
The Dunn Group, LTD
Rick & Pam Dyer
Gary Easterling
Edible Arrangements
Edgewater Automation
Edgewater Bank
Edgewater Development
Edgewater Resources
Edward Jones-Becky Young
Express Employment Professionals
Falcon Lakeside Manufacturing
Far Ahead Advertising
Fathom Works, Inc.
Larry & Sandy Feldman
The Fettig Family
Fifth Third Bank
Jim & Ellen Finan
First Presbyterian Church of Benton Harbor
The First Tee
Christina Frank
Frederick S. Upton Foundation
Freedom Finishing, Inc.

Freedom Screen/Freedom Counseling
Friends of the Airport
Mike & Liz Garey
Mrs. D. Lou Gast
KC & Juli Gast
Joel & Jackie Gebbie
Scott & Maria Geik
Loren & Margaret Gerber
Goodwill Industries of Southwest Michigan
Great Lakes Eye Care
Ted & Connie Green
Greenspan Construction, LLC
Ron & Cheri Griesinger
The Hanson Group
Harbor Country Chamber of Commerce
Harbor Shores Golf Course
Harbortown Interiors
Luann & Craig Harden
Bob & Janine Harrison
Herald Palladium
The Heritage Museum & Cultural Center
Highland Machinery
Hilton Garden Inn
Holt-Bosse
Honor Credit Union
Dan & Lupe Hopp
Horizon Bank
Howard & Howard
Huggett-Betten Corporation
Randy Hymns
Indiana Michigan Power
The Inn at Harbor Shores
Insurance Management Service, Inc.
Jim's Heating Service
John & Karin Janick
JLN Studio
Bill & Patt Johnson



“Cornerstone Alliance helps support job growth and creates a better quality of life.”

**-Bob Burch, Community President
Chemical Bank**

Bob & Joan Judd
JR Automation Technologies
JR Walters Resources
Free & Lynn Kellogg
Kendall Electric
Lynn Kerber
Kilwins of St. Joseph
Kinexus
King Media
Jack & Rita Kinney
David & Elaine Kirshenbaum
Becky Kliss
Norm & Shelley Klug
Kohl's Store 1078
Dayna Kozminski
Ken Kozminski
Krasl Art Center
Kreis, Enderle, Hudgins & Borosos, PC
Kruger Plastic Products
Krugger Lawton CPAs f/k/a Schaffer & Layher
LaFarge Midwest Inc.
Lakeland Health
Lake Michigan College
Lakeshore Rotary Club
Lamplight Business Solutions
Langbehn Communication Services
Les Surface
LeValley Chevrolet Buick GMC
Lincoln Charter Township
M&W Tire, Inc.
Maddog 5/1
Phil & Loni Maki
Manage Perceived Value
Marketing Partners, Inc.
Bill & Jane Marohn
Jim & Amy Marohn
Margaret McLeod
Meijer, Inc.
Mercedes-Benz, USA
Michigan Certified Development Corporation
Michigan Economic Development Corporation
Michigan Gas Utilities
Mid-West Family Broadcasting
Midwest Glass & Mirror Company
Mark & Leslie Miller
Dan & Jane Mitchell
Christopher & Margaret Moffat
Sam & Connie Monte
Lois Mummaw
Nature's Way Landscaping
Navy Pier, Inc.
Naylor Landscape Management
Thomas E. & Prudence Barrett Nelson
New Territory Arts Association
Jeff & Judy Noel
The Oak Room at the Citadel
Ocean Clean
Old National Bank
Gayle R. Olson

Greg & Marian O'Neil
Opportunity Finance Network
Oronoko Charter Township
Oscar's Printing
PGA of America
PNC Foundation/PNC Bank
Parrett Company
Pearson Construction
Kenley & Carla Penner
Jim & Heidi Peters
Pier 1000 Marina
Pioneer Construction
Plante & Moran
The Pokagon Fund
Powell Construction Services
Prairie Real Estate Group
Jerry Price
Prism Science & Technology, LLC
Professional Hearing Services, Inc.
John & Kristy Proos
Al & Sue Pscholka
Purely Michigan
Quality Assured Plastics
RMB Capital
Pete & Nancy Racine
Don & Jan Radde
Real Heroes Initiative
Region IV Area Agency on Aging
Renaissance Athletic Club
D.J. & Eileen Resch
Revision Legal, LLC
Rieth-Riley Construction
Right at Home-Southwest Michigan
David & Mary Jo Risetter
Gregg Rizzo
Bob & Linda Roberts
Jim Roberts Enterprises, LLC
Anna Russo-Sieber
Michael Ryan
Brad & Sandy Sackett
Theresa Saggua
Bill & Cathy Schalk
Marcella Schalon
Gordon & Niki Schreiber
Schroeder Furniture
Schultz Roofing Supply Company
SCORE Counselors to America's Small Business
Scott Berry Promotions
Second Baptist Church
SeeMeCNC
ServPro of Berrien County
Signature Automotive Group
Silver Beach Carousel Society
Minnie Sims
Slumberland Furniture
Jim & Joan Smith
South Bend International Airport
South Haven Area Chamber of Commerce
Southshore Companies

Southwestern Michigan Economic Growth Alliance
Southwest Michigan Symphony Orchestra
Southwestern Michigan Tourist Council
Robert & Carla Sykora
St. Joseph/Benton Harbor BPO Elks No. 541
St. Joseph/Benton Harbor Rotary Foundation
St. Joseph Charter Township
St. Joseph Today
Robert Starks
Thomas Starks
Starks Family Funeral Home
Dick Stauffer
Stacey Stephens
Sun Coast Packaging
Sunset Coast Brands, LLC
Supplier IQ
Tabor Hill Winery & Restaurant
Tech Help
Third Coast Surf Shop
Cathy Tilley
Norma Tirado & Kevin Kellenberger
Michael & Lynn Todman
Jim & Nancy Tomczyk
TransCanada
Two Piers Interactive
Tyler Automotive Group
United Federal Credit Union
Upton For All of Us
Vail Rubber Works
Greg & Janice Vaughn
Bill & Barb Vegter
Brenda Vice
Rick Villa
Villa Environmental Consultants
Village of Berrien Springs
Dr. Kyle L. Vonk, DDS, PC
Wayne & Kathy Walden
Waterfront Framing & Fine Art
Water Street Glassworks
Charles & Sharon Watts
Mike & Lisa Welch
Allan J. Westmaas
Western Michigan University
Whirlpool Corporation
Whirlpool Foundation
Whitcomb Retirement Community
David Whitwam
Wightman & Associates, Inc.
Williamson Employment Services, Inc.
Glenn & Renate Wilson
Wolverine Metal Stamping
The Wood Temporary Staffing Agency
Mamie Yarbrough



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