



2022-2024 STRATEGIC PLAN

As we enter 2022, we will build upon the achievements derived from our previous strategic plan (2017-2021) and recovery efforts from the global pandemic. Cornerstone Alliance's 2022-24 Strategic Plan will set a foundation of goals and metrics for a more inclusive environment, while embracing our diverse resources.

As Berrien County's lead economic development organization, Cornerstone Alliance will focus our efforts on actionable and measurable activities that demonstrate upward movement in economic growth, physical development, organizational excellence and community leadership.

Our strategic vision has been developed with our board and its leadership, formulated by our staff and integrated with our partners. It will position our community for sustained success as we compete for new investment and strive to attract talent which reflects our community and mission.

These targeted efforts and results-driven goals would not be possible without the support of our committed investors.



JOHN JANICK
Chairperson

ROB CLEVELAND
President & CEO

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.

FOUR PILLARS FOR ADVANCEMENT

ECONOMIC GROWTH

Increasing the quality and quantity of the factors of production, which consist of four broad types: **land, labor, capital, and entrepreneurship.**



GENERATE NEW CAPITAL INVESTMENT
\$180,000,000

Cornerstone Alliance will recruit new companies, jobs and investment that will grow Berrien County's economy by:

- Providing direct resource assistance to more than 350 existing businesses
- Creating inward migration that will raise per capita personal income and increase population
- Generating and responding to more than 250 new business leads
- Promoting Berrien County's assets through headquarter and site consultant visits worldwide



LAUNCH 65
NEW SMALL BUSINESSES

The Alliance will benchmark results against peer communities of:
Midland, MI • Columbus, IN • Findlay, OH • Bloomington, IL

PHYSICAL DEVELOPMENT

Guide the evaluation of existing assets, and act to increase utilization. **We will reinvent and cultivate new resources into sites in order to maximize their marketability.**

Site Readiness

Identify, control, and improve sites and buildings suitable for development. Focus on projects that lead directly to job creation, new investment, and shovel-ready sites that enable us to recruit new developers.

Redevelopment

Utilize and highlight existing buildings and natural resources to propel business, employment, and housing growth.

Placemaking

Support municipal and corporate initiatives that improve mobility, connectivity, and access for all, creating a compelling place to live.



Physical development concept leveraging natural resources.



COMMUNITY LEADERSHIP

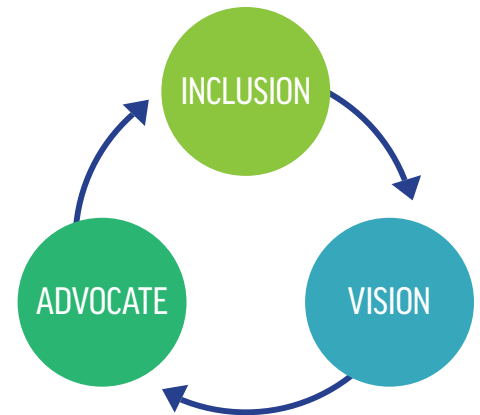
As a visible and vocal proponent for community growth and change, we will be a collaborative leader that acknowledges the opportunities and challenges in Southwest Michigan. We will be the **leading voice in eliminating barriers and cultivating economic prosperity.**

Inclusionary – Supporting initiatives that lead to a more inclusive Berrien County. Cornerstone Alliance will build upon decades of progress and implement 10 new inclusive initiatives over the next three years.

Advocacy – Lead community engagement through partnerships that change the external perception of Berrien County’s business climate.

- Leverage the 2022 and 2024 KitchenAid Senior PGA Championships to showcase Berrien County with regional and national real estate executives
- Talent Attraction/Development – Increase utilization of the First Choice program by Berrien County businesses
- Ensure Berrien County is competitive on a global scale by utilizing our expertise and relationships in order to influence change.

Visionary – Partner with area organizations and municipalities on initiatives and projects that directly lead to community advancement.



ORGANIZATIONAL EXCELLENCE

Deliver results that are market responsive, diverse in thought, and operationally resilient.

Fund Development – Secure the resources necessary to appropriately support economic and physical development activities that lead to growth.

- Raise more than \$5M in support for economic development
- Secure 60 new investors

Pursue Sustainable Resource Streams – Create or partner on new revenue streams that leverage local physical assets.

Achieve audit and accounting excellence – Execute financial management best practices.

Developing Talent – Commit to a DEI-driven team of professionals positioned to effectively serve Berrien County.

INVESTORS

1st Source Bank	Chris & Katie Cook	Freedom Finishing	Chevrolet Buick GMC	Kenley & Carla Penner	Spectrum Health Lakeland
Abonmarche Consultants	Tyler Cook	KC & Julie Gast	Lincoln Charter Township	Pepsi-Cola Company	Springthrough Managed Services
AEP / D.C. Cook Nuclear Power Plant	Creative Landscaping	Joel & Jackie Gebbie	Linear Electric, Inc.	Peter J. Johnson Law Office	St. Joseph Charter Township
Beth & Dan Anderson	Cressy Commercial Real Estate	Loren & Margaret Gerber	MailMax	Plante Moran	St. Joseph Today
J.C. & Nancy Anderson	Cupps Produce	Hanson Group	Bill & Jane Marohn	PNC Foundation	Starks Family Funeral Home
Kenneth Ankli & Ann Miller	Michael Damschroder, CFP	Happy Poochie Eatery	Marzke Family Foundation	Point Blue	Stella Event Design
Aon Grand Rapids	Dawson Manufacturing	High Top Public Affairs	Michigan Municipal League	Jerry Price	Sturgis Bank
Arcadia Gardens	The De Groot Family Foundation	Holt-Bosse	Mid-West Family Broadcasting	John & Kristy Proos	The Inn at Harbor Shores
Ausco	DiMaggio's Pizza	Honor Credit Union	Midwest Glass & Mirror Company	Quality Assured Plastics	Michael Timmers
B&L Information Systems	Jeff Dorn	Dan Hopp	Huntington Bank	Ronald & Janice Raade	Michael & Lynn Todman
Perry Ballard	Ted & Ann Dosch	Salle Huber	Mark & Leslie Miller	Bob & Linda Roberts	Tyler Automotive Group
Beaudoin Electrical Construction	Eagle Technologies Group	Randy Hyrns	Moersh Hospitality Group	Royalton Township	United Federal Credit Union
Benton Charter Township	Economic Development Foundation	IBEW 153	Sam & Connie Monte	Mike & Amy Ryan	Fred & Amey Upton
Berrien Community Foundation	Edward Jones - Becky Young	Indiana Michigan Power	Pat & Carol Moody	Gordon & Niki Schreiber	Vail Rubber Works
Berrien County	Gloria Ender	Insurance Management Service	Nature's Way Landscaping	SCORE Counselors to America's Small Business	Vickers Engineering
bread+bar	Michael Evans	John & Karin Janick	Thomas Nelson & Prudence Barrett Nelson	Mark & Kate Seaman	Rick Villa
BSC Investments	Far Ahead Advertising	Jim Roberts Enterprises	Gayle Olson	Signature Automotive Group	Villa Environmental Consultants
Bridgman Area Economic Growth Alliance	Featherstone	JR Walters Resources	Terry & Wanda O'Rourke	Silver Harbor Brewing	Village of Stevensville
Wilson Chandler	Fifth Third Bank	Kilwins of Saint Joseph	Oronoko Charter Township	South Bend International Airport	Wales and Associates
City of Benton Harbor	Jeff & Marcia Fetting	King Media	PGA of America	Southwest Michigan Chamber	Whirlpool Corporation
City of Saint Joseph	Jim & Ellen Finan	David & Elaine Kirschenbaum	Pearson Construction Company	Southwest Michigan CRA Association	Whirlpool Foundation
City Plumbing & Heating	First Merchants Bank	Kotz Sangster Wysocki P.C.	Peat's Original Cider	Southwest Michigan Endodontics	Whitcomb Retirement Community
Ethel Clark-Griffin	Flagstar Bank	Krugger Lawton CPAs	Gladys Peebles-Burks, PhD	Southwestern Michigan Tourist Council	David Whitwam
Rob & Susan Cleveland	Flaugh Insurance	Lake Michigan College	Special-Lite	Williamson Employment	Wightman
Competitive Edge	Christina Frank	Lazy Ballerina Winery		Wright Properties	
	Frederick S. Upton Foundation	LeValley			



BECOME AN INVESTOR



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SITES & BUILDINGS