















2010 Final Report on Progress Towards 5-Year Measurements/Performance Indicators




(Indicators adopted December 2008–Report as of December 3, 2010)

5-Year Metrics by Strategic Focus Area	2010 Results	Composite Results	Plans for 2011	Trending
Harbor Shores				
Golf course – Completion of course in 2009; Startup of initial operations in Fall 2009.	The Grand Opening celebration took place on Tuesday, August 10th.	Nine holes opened July 15, 2009. The 18-holes opened July 1, 2010.	Preparing to host the Senior PGA Championship in 2012 and 2014.	COMPLETE
Facilitate Development of Vertical Construction for Phase I <ul style="list-style-type: none"> • Sell 40% of Development Parcels • \$100 Million of Tax Base created 	Vertical construction saw tremendous progress in 2010. <ul style="list-style-type: none"> • In the Hideaways neighborhood, there are only three homesites remaining in the first phase with a total of 24 homesites purchased in 2010. There are three completed homes and four homes under construction. Phase II of the neighborhood has been released 6 months ahead of schedule and has received 10 reservations. • In the Fairways neighborhood, four home sites have been sold with three currently under construction. • Detailed information regarding the River Club, which will feature condominium and town home living, together with retail shops, restaurants, and a 57 slip deep water marina was just announced. The development is a joint venture with MCL Companies. Tax base estimates have yet to be calculated for the project.	Infrastructure is in place at Parcels 4 and 21, which has resulted in the real estate sales for 2010.	Cornerstone will continue to support marketing efforts and meetings with developers to move the project forward. Harbor Shores hopes to announce retail development plans as well as multi-family housing options on 2 additional sites.	
Assist Harbor Shores Community Redevelopment, LLC in meeting objectives in regards to local competitiveness <ul style="list-style-type: none"> • 150 job opportunities created <i>(direct and indirect)</i> 	KemperSports has hired over 74 staff for golf operations and hospitality, most are seasonal employees: <ul style="list-style-type: none"> • Grounds: 28 employees – 42% from Benton Harbor 	In 2009, KemperSports hired approximately 51 staff for golf operations and hospitality, most are seasonal employees. In 2010, approximately 74 staff were hired.	Harbor Shores expects to maintain year round and seasonal employment in 2011. Construction of the Club House in	

<ul style="list-style-type: none"> 25% of contract work to competitive local firms and a commitment to local employee hiring 	<ul style="list-style-type: none"> Golf Operations: 46 employees – 30% from Benton Harbor <p>The LBC website included a link offering a bidding opportunity on the Harbor Shores maintenance facility. 96% of the work on the facility was awarded to LBC members.</p>	Staff, along with support of the LBC, continues to stress the importance of local hiring for the project.	Spring 2011 will highlight additional LBC member opportunities.	
Semi-annual meetings with the Local Business Consortium on upcoming opportunities within the project	<p>Over 200 copies of the LBC Directory have been distributed. The LBC website includes information on local construction opportunities.</p> <ul style="list-style-type: none"> Example of success: Pearson Construction made use of the website and the directory to award 96% of the work on the Harbor Shores Maintenance facility to companies listed in the LBC Directory. <p>15 local contractors participated in the six session Contractor Development Program (CDP) covering marketing, business planning, bidding, scheduling and other relevant topics.</p> <p>Two Opportunity Conferences were held to promote the inclusion of local contractors in the upcoming Whirlpool project. 103 people attended the first session for local contractors, over 175 attended the regional session.</p>	2010 saw the implementation of many of the LBC goals identified in the previous years with respect to the development of local construction companies.	<p>While the contractor portion of the LBC will continue, the expansion into retail and restaurant will commence in the second quarter of 2011.</p> <p>Additionally, contractor assistance will be identified such as a peer review lending program and mentoring partnerships.</p>	
Environmental remediation of 1 additional development parcel within project area and surrounding parcels	Staff continues to assist in development of environmental clean-up efforts.	In 2009, thanks to an EPA grant, clean up of former Superior Steel site along Graham Avenue was completed.	Current assessments include the clean-up of Hull Park as well as the Modern Plastics facility. Cornerstone is playing a role in the Hull Park project.	COMPLETE
Existing Business Retention <i>Business Assistance Team (BAT) and Chamber</i>	2010 Results	Composite Results	Plans for 2011	Trending
Make 150 existing business calls per year	127 calls through 12/1/10 and our 4 th Annual Business Blitz with 43 companies in 2010. 170 total calls.	282 composite calls, plus 87 blitz calls for a total of 369 to date.	150 targeted calls, plus 45-60 to be targeted for the 5 th Annual Blitz program.	
Business Assistance Team response to 5 companies each year	2 calls in 2010 where services have been provided.	3 calls to date, with a 4 th outreach effort turned away.	Working to achieve timely response with existing partners as needed.	
Increase Chamber membership total by 2% per year	68 new Chamber Members through 12/1/10.	140 total new Chamber Members to date.	Ongoing recruitment efforts.	

Track 60% of Chamber members participating in Chamber activities over 5 years	Tracking in 2010 is at about 88% of membership through 12/1/2010.	2009 tracking ended up at 90%. Average tracking to date is 89%.	Staff will continue to work to find events and activities that spike interest and involvement.	
<i>Business Retention/Expansions</i> Affect the retention of 850 jobs with local entities through incentive tools, relocation assistance, IFT applications and other direct services over 5 years	Confirmed retention projects in 2010: <ul style="list-style-type: none"> JVIS Manufacturing, LLC (Atlantic Automotive): 200 jobs Whirlpool Corporation: 868 jobs Gast Manufacturing: 267 jobs (+ 28 new) Alutech: 55 jobs (+ 60 new) Shepherd Caster: 100 jobs (+ 10 new) 	1,595 jobs retained (+98 new jobs) affected to date through the tools of assistance provided.	Continuing active IFT work with several companies, and follow up on potential opportunities for two more as a result of the 2010 Business Blitz.	GOAL MET
Add one company using First Choice each year, and increase number of tours by 2% per year	Although adding a new company per year has not occurred; the amount of tours given in 2010 has increased 74%.	2009 Tours: 265; 2010 Tours: 361 (Data through 11/30/10).	Continued work with existing clients to enhance our product offerings.	
Business Recruitment, Development and Expansion <i>Business Development/Job Creation Services</i>	2010 Results	Composite Results	Plans for 2011	Trending
Assist in creation of 725 jobs through recruitment efforts and expansion services over 5 years	Public relations efforts have resulted in positive stories in the <i>USA Today</i> , <i>Chicago Tribune</i> , <i>Wall Street Journal</i> and <i>The Detroit Free Press</i> . The good news is that all of the positive national news is creating opportunities. Proposals have been provided to 34 companies. 12 on-site visits by prospective companies have taken place. To date in 2010, no new jobs have been created through attraction efforts.	In 2009, staff sent proposals to over 22 leads; with no new jobs being created through our attraction efforts. As the economy has changed, staff has seen a renewed and increased interest from potential companies interested in locating in the area. In 2010, proposals have been provided to 34 companies. 12 on-site visits by prospective companies have taken place. To date in 2010, no new jobs have been created through attraction efforts.	To aid in job creation efforts, a team of staff members has developed a Business Recruitment Attraction and Development Strategy. Additionally, at the direction of the Board of Directors, staff is working to develop an existing business retention and expansion strategy to assist in job creation efforts.	
Assist in creation of \$25 million in tax base (real and personal property) over 5 years	A Rent Subsidy Program to aid in the occupancy of area downtowns as well as to provide support to new businesses was launched in 2010. Whirlpool Corporation's decision to build an office complex along Main Street Benton Harbor is an over \$20 million investment in the first phase. The total project is estimated to be an \$86.8 million project and will include the proposed new construction as well as rehabilitation of the Administrative Center.	Secured real estate needed to advance the Whirlpool Downtown Office Campus.	Continue to assist in the development of the Whirlpool Downtown Office Campus and development of the surrounding area.	

Small Business Services programming average results of 30 new jobs, 8 new businesses, 35 training sessions for startups, and 325 counseling sessions per year	<p>20 new businesses, resulting in 68 new jobs, 17 training sessions, and 444 counseling sessions per year.</p> <p>With a goal of assisting 5 to 8 disadvantaged entrepreneurs in the tri-county area attain sustainability, the PRIME program grew to 13 participants by year end. The PRIME programming also includes the 13 LBC CDP participants. Clients made use of SCORE and WBC training courses.</p>	<p>2009-2010 composite results: 30 new businesses, resulting in 109 new jobs, 56 training sessions, and 774 counseling sessions.</p> <p>With grant dollars of over \$125,000 for the two year period, Cornerstone has significantly exceeded the initial targets for the program.</p>	<p>2010-2011 Goals: 2 new businesses, resulting in 6 new jobs, 12 training sessions, and 300 counseling sessions per year.</p> <p>Small Business Services will continue its PRIME marketing to disadvantaged entrepreneurs as well as PRIME's participation in the expanding LBC efforts to include restaurant and retail in 2011.</p>	
Lend an average \$200,000 in small business loans per year from our revolving loan funds	Renaissance Development Fund managed and serviced 40 loans valued at over \$1.3 M dollars. To date, seven new Commercial and Microloans have been issued valued at \$161,593 with one additional \$15,000 Microloan pending.	Staff worked closely with pre and post loan borrowers and potential borrowers. The Microloan Program, Renaissance Development Fund's primary lending option, allowed staff to help entrepreneurs to sustain and create 13 new small businesses and 55 new jobs.	Continue to provide sustained, creative, and broad-based funding opportunities for small businesses and any assistance that supports a successful entrepreneur.	
<i>Quality of Place (Physical Development /Infrastructure)</i> Development and rehabilitation of 150 housing units over 5 years	<p>HOPE VI Phase IV B closed in the last quarter of 2010. It is expected that 24 townhomes will be built in 2011. Other efforts in 2010:</p> <ul style="list-style-type: none"> 847 Pavone: Have identified and prequalified a potential buyer. 400 Market: Worked with homeowners and local contractor to build new home in Harbor Town. 372 E. Empire: Application for HUD/MSHDA Neighborhood Stabilization Program submitted and awaiting response. 	In 2009, Cornerstone purchased 128 E. Empire single family home as part of the Empire Corridor project to increase homeownership and decrease blight. Rehabilitation is complete. Additionally, as a part of the HOPE VI project—construction was completed on 16 town homes at Harbor Bluffs (former Whitfield I site). For a total of 17 housing units to date.	<p>2011 plans include:</p> <ul style="list-style-type: none"> HOPE VI: Construction of 36 townhomes Harbor Town: Sale of 4 lots and 2 homes to begin construction. 372 E. Empire (Fire Station): Anticipate working with the City of Benton Harbor and MSHDA to use Neighborhood Stabilization Program 2 funding to develop this property into a 6-unit apartment complex for the chronically homeless. 80 W. Main & 170 E. Wall: Work with private investor or self-develop. 	
Generate \$200,000 of revenue per year by managing Cornerstone's portfolio of assets	2010 activity includes: JVIS (Atlantic) lease is current; 215 Empire leased to Whirlpool; 82 W. Main Street leased; Sold 486 Pipestone and church on Broadway; Sold Burch and Wagner Properties. Continue to market remaining properties	Continue to realize goal through lease of 359 Territorial to JVIS, 215 Colfax to Whirlpool and 80 W. Main St. 2010 sales include 486 Pipestone, 725 Broadway, 300 Riverview and 566 W. Main.	Work with Physical Development Operating Unit to refine strategies for assets.	

Facilitate and assist in 5 Public Infrastructure improvement projects over 5 years	Cornerstone Alliance continues to support the City of Benton Harbor in developing a master plan. Additionally, the organization has provided and will continue to support the Boys & Girls Club of Benton Harbor with their development of a new campus.	Public infrastructure projects assistance has been provided to include: <ul style="list-style-type: none"> • Arts District project • BH Main St. • HOPE VI PHASE I • Harbor Shores 	Assist Boys & Girls Club with erecting new Headquarters & Teen Center. To include 30,000 sq. ft. facility adjacent to Benton Harbor Housing Commission and 15,000 sq. ft. facility in close proximity to Benton Harbor High School.	
Facilitate 4 commercial/mixed-use projects during five year period	Staff launched the Retail and Restaurant Rent Subsidy Program to aid in the occupancy of area downtowns as well as to provide support to new businesses. To date, \$9,796 has been awarded to 2 tenants.	Four facade grants were awarded in 2009, with three more awarded in 2010, the final year of the façade program. Rent Subsidy Program designed and launched in place of the façade grant program.	Expand awareness of the Rent Subsidy Program in the three service area downtowns. Additionally, in 2011, staff will examine the sale or development of 80 W. Main and 170 E. Wall.	GOAL MET
Supporting Services	2010 Results	Composite Results	Plans for 2011	Trending
No major non-conformances in annual audits	2009 audit is complete. Received unqualified clean opinion.	In 2009 & 2010, organization received unqualified clean opinion.	Continued transparency of the organization's financial information.	
Increase number of investors and cash raised by 5% per year	<p>2010 Cash Goal (no in-kind dollars):</p> <ul style="list-style-type: none"> -Cash + Targeted: \$953,836 -Cash only: \$489,420 -Targeted only: \$464,416 <p>Received as of December 1, 2010*:</p> <ul style="list-style-type: none"> -Cash + Targeted: \$686,507; (72% of goal) -Cash: \$344,323; (70% of goal) -Targeted: \$279,167; (60% of goal) <p>2010 Accomplishments as of 12/01/2010*:</p> <ul style="list-style-type: none"> • Secured 62 new investors resulting in \$204,778 • Recaptured 33 investors resulting in \$44,668 • Upgraded 42 investors resulting in an addition of \$90,803 <p>*Final results to be reported.</p>	<p>2009 Cash Goal (no in-kind dollars):</p> <ul style="list-style-type: none"> -Cash and Targeted: \$910,480 -Cash only: \$467,173 -Targeted only: \$443,307 <p>Total 2009 Received:</p> <ul style="list-style-type: none"> -Cash + Targeted: \$715,823 (79% of goal) -Cash only: \$438,591 (94% of goal) -Targeted only: \$277,232 (63% of goal) <p>2009 Final Accomplishments:</p> <ul style="list-style-type: none"> • Secured 44 new investors resulting in \$35,281 • Recaptured 21 investors resulting in \$21,987 • Upgraded 37 investors resulting in \$366,948 (\$166,948 without land donation) 	<p>2011 Cash Goal (no in-kind dollars):</p> <ul style="list-style-type: none"> - Cash and Targeted: \$1,001,528 - Cash only: \$513,891 -Targeted only: \$487,637 	
Leverage grant/loan funds and private investment into projects by 5:1 ratio for each \$1 invested by Cornerstone	HOPE VI Phase IV B closed in the 4 th Quarter. Additional leverage of funding from SBA. Cornerstone Alliance coordinating \$3 million Urban Land Assembly Loan to support the WHR office campus.	In 2009, Cornerstone earned \$50,000 in developer fees.	\$250,000 expected for 2011 for the final phase of the HOPE VI project.	