



2012

PLAN OF WORK

Table of Contents

About Cornerstone 1

Business Recruitment & Physical Development 2-8

Existing Business Retention & Expansion 9-12

Operational Activities Supporting Harbor Shores 13-14

Community Messaging 15-18

Organizational Sustainability 19-21

Collaboration with Government & Community Partners 22-24

Key Terms & Definitions 25-26

For purposes of this plan of work, economic development is defined as the action items that can be measured by job creation or retention, increased tax base or increased consumer spending.

Mission

Cornerstone Alliance is a non-profit, investor-driven economic development organization focusing on tax and job base creation, with an emphasis on socially and economically distressed areas, facilitating change through partnerships within Michigan's Great Southwest.

Vision

Creating individual opportunity in a world-class community through partnerships.

How We Operate

Working through our family of affiliated organizations, we strive to be an outcome-based performance entity which induces growth in our area's job and tax base. Our organization is a reflection of the community and, as such, our work is accomplished only by working in partnership with other businesses, local units of government, and community organizations.



Key Definitions

Cornerstone Alliance Service Area is defined as the communities comprised of the cities of Benton Harbor and St. Joseph, Benton Charter Township, St. Joseph Charter Township, Lincoln Charter Township and Royalton Township.

Michigan's Great Southwest was created to develop a sense of community—not to create boundaries. Therefore, anyone throughout Southwest Michigan who feels a part of Michigan's Great Southwest is, with the primary focus being Berrien County.

Quality of Place is a subset of factors that affect people's quality of life through the way the environment is planned, designed, developed and maintained. Four asset areas typically define quality of place:

- Natural Assets - outdoor recreation, clean air and water, lakes and forests
- Structural assets - housing, health care, education
- Social assets - leadership effective organizations, community character
- Economic assets - jobs, family incomes, business opportunities

Business Recruitment and Physical Development

Businesses locate to and grow within communities that offer a quality of place. Quality of place is a subset of factors that affect people's quality of life through the way the environment is planned, designed, developed and maintained. Four asset areas typically define quality of place: natural assets, structural assets, social assets and economic assets. Ultimately, businesses are seeking an environment in which they will achieve business competitiveness.

A Business Recruitment and Development Strategy was developed in late 2010 and amended in June of 2011. It is a multi-faceted strategy. Successes to date include validating target industries for the area, establishing our competitive advantage as a community, analysis to determine what type of prospecting the organization will do, creating and evaluating available land and buildings, a review of the local workforce, and a review of incentives offered. Future plans include marketing of the organization and community to targeted industries as well as site selectors, hosting a Site Selector Tour Event/Hospitality Suite at the Senior PGA presented by KitchenAid in May of 2012, an economic gardening strategy, continued efforts to enhance the land and buildings offered by the organization, as well as other relationship building and strategic tasks necessary to aid in job creation efforts.

Michigan's *Great Southwest* offers an outstanding quality of place. To capitalize upon our assets, Cornerstone Alliance will continue to implement a business recruitment and development strategy resulting in job creation, increased tax base and consumer spending.

Key Elements:

Cornerstone's focus in this area will center upon:

- Continued implementation of a business recruitment strategy and targeted prospecting to attract companies and employers that are compatible with the business environment;
- Business growth and development;
- Developing and supporting local businesses through start-up counseling, technical training and financial assistance;
- A physical development strategy that continues transformation of our quality of place;
- A focus on economic gardening resulting in creation of new jobs and growth in area existing businesses; and
- A concentrated focus on housing for two projects due to partnership resulting in receiving Neighborhood Stabilization Program II funds (NSPII).

What you will observe:

- Enhancement of the tax base for local units of government.
- Maximization of business attraction efforts thereby creating new jobs and promoting opportunities presented by Harbor Shores, the Whirlpool downtown campus and other growth underway.
- Targeted recruitment efforts of retail and commercial business leading to new and expanded job opportunities, increased tax base and consumer spending.
- Developing a targeted marketing strategy to reach targeted industry sectors, based upon sound research and compatibility with the business climate.
- External marketing of the area including an e-newsletter, website, site sheets and various branding materials.
- Continued expansion of Small Business Services and the Women's Business Center services to Van Buren and Cass Counties.
- Assistance to new businesses through counseling, access to capital and training programs.
- On-going counseling to aid in growing new jobs.
- Ongoing transformation of our quality of place due to physical development projects.

Business Recruitment and Physical Development

Goal 1: Continued implementation of the Business Recruitment Attraction and Development Strategy.

Objective: Cornerstone Alliance staff has developed a multi-faceted business recruitment attraction and development strategy. Throughout 2012, staff will continue to execute the various elements of the strategy to aid in job creation efforts.

Action Items	Contributing Partners	Target Completion	Accountable Party
Publicly announce the Business Attraction Strategy	Staff/Board of Directors	1 st Quarter	Comm./Management
Hire the Vice President—Business Recruitment and Attraction position	Search Committee	1 st Quarter	President
Validate our Target Industries & Establish our Competitive Advantage			
<ul style="list-style-type: none"> Update the organization's web site to reflect the revised target industries and competitive advantage 	Staff	1 st Quarter	Communications/Marketing
<ul style="list-style-type: none"> Revise target industry maps on the web site 	Staff, Vendor, Johnson-Rauhoff	2 nd Quarter	Communications/Marketing
<ul style="list-style-type: none"> Work to grow knowledge of the target industries found in the Whittaker Report 	Staff	Ongoing	Business Development Team
<ul style="list-style-type: none"> Host two in-bound media events to two of our target industries 	DCI	2 nd Quarter/3 rd Quarter	Communications/Marketing
<ul style="list-style-type: none"> Attend one trade show or conference in our target industries per quarter 	Staff, MEDC, DCI	Quarterly	Business Development Team
Marketing of the organization & Community			
<ul style="list-style-type: none"> Incorporate the target industries and competitive advantage into the organization's marketing strategy 	Staff, DCI	1 st Quarter	Communications/Marketing
<ul style="list-style-type: none"> Develop a 2012 marketing strategy 	Staff, DCI	1 st Quarter	Communications/Marketing
<ul style="list-style-type: none"> Prepare our pitch presentation for review by a site selector when in New York 	Staff	1 st Quarter	Business Development Team
<ul style="list-style-type: none"> Take the area's story on the road by conducting site selector meetings and media visits in both New York and Chicago 	Staff, DCI	1 st Quarter/2 nd Quarter	Business Development Team
<ul style="list-style-type: none"> Published a quarterly e-newsletter targeted to site selectors and corporate real estate professionals 	DCI	1 st , 2 nd , 3 rd , and 4 th Quarter	Communications/Marketing
<ul style="list-style-type: none"> Work to develop relationship with site selectors and corporate real estate professionals 	Staff, DCI, MEDC	Ongoing	Business Development Team
<ul style="list-style-type: none"> Incorporate input from the site selectors and corporate real estate professional into the organization's overall strategy 	Staff	Ongoing as received	Business Development Team
Existing Business: Economic Gardening			
<ul style="list-style-type: none"> Continue to partner with the Chamber on existing business efforts 	Staff	Ongoing	Business Development Team & Chamber
<ul style="list-style-type: none"> Produce a marketing tool to share with existing businesses that highlights the services available through Cornerstone Alliance and Chamber of Commerce 	Staff	3 rd Quarter	Business Development Team & Chamber
<ul style="list-style-type: none"> Develop an economic development focused economic gardening strategy 	Staff	2 nd Quarter	Business Development Team

Business Recruitment and Physical Development

Goal 1: Continued implementation of the Business Recruitment Attraction and Development Strategy. —Continued.

Action Items	Contributing Partners	Target Completion	Accountable Party
<ul style="list-style-type: none"> Identify Stage II companies within our region and survey them to determine specific needs 	Staff, Chamber	Any Quarter	Business Development Team & Chamber
Create a land and building inventory			
<ul style="list-style-type: none"> Provide a report of recommendations based upon the land and building inventory analysis conducted in 2011 	Staff	1 st Quarter	Business Development Team
<ul style="list-style-type: none"> Enhance and improve the marketing materials offered on our sites and buildings based upon the analysis conducted in 2011 	Staff	1 st Quarter	Business Development Team
<ul style="list-style-type: none"> Continue to develop relationships with regional commercial real estate representatives 	Staff, MEDC	1 st Quarter/2 nd Quarter	Business Development Team
<ul style="list-style-type: none"> Continue to increase the organization's knowledge of the land and buildings presented to prospective clients 	Staff, Local realtors, Berrien County, Asset Review Planning and Strategy Committee	Ongoing	Business Development Team
<ul style="list-style-type: none"> Continue to explore additional land and buildings to increase inventory offered to prospects 	Staff, Local realtors, Berrien County, Asset Review Planning and Strategy Committee	Ongoing	Business Development Team
<ul style="list-style-type: none"> Market the property at 3401 Lakeshore Drive particularly to companies in our target industries. 	Staff, Local realtors, Berrien County, Asset Review Planning and Strategy Committee	2 nd Quarter	Business Development Team
Workforce Development			
<ul style="list-style-type: none"> Share Target Industry Study with local workforce development partners such as Michigan Works! and LMC 	Staff, Whittaker Associates	1 st Quarter	Business Development Team
<ul style="list-style-type: none"> Identify local training programs within each target industries and develop a one-pager for each industry. 	Staff, Michigan Works, LMC	2 nd Quarter	Business Development Team and Communications/Marketing
Incentive Offerings			
<ul style="list-style-type: none"> Continue to monitor the incentives being offered at the state level 	MEDC	Ongoing	Business Development Team
<ul style="list-style-type: none"> Determine internal incentives to be offered to interested prospects 	Staff	1 st Quarter	Business Development Team/Finance Team
<ul style="list-style-type: none"> Update incentives page of the organization's website 	Staff, MEDC	2 nd Quarter	Business Development Team
Other Initiatives			
Continue regional and local partnerships to assist with attraction efforts: Michiana Partnership, Southwest Michigan First (Michigan regional partnership) and Strong Economies Together Project	Michiana Partners, Southwest Michigan First, Partners in Stronger Economies Together	Ongoing	Business Development Team
Explore and make recommendations on the best Contact Management Resource for the organization	Potential Vendors	1 st Quarter	Special Project Manager/ Business Development Team
Create group of business leaders to report feedback from Business Recruitment, Attraction and Development Strategy activities	Executive Committee	1 st Quarter	President

Business Recruitment and Physical Development

Goal 2: Attract new businesses and developers to Michigan's Great Southwest.

Objective: Recruit new businesses and developers to the community to make investments resulting in the creation of new jobs for residents, an increased tax base for local municipalities and increased consumer spending.

Action Items	Contributing Partners	Target Completion	Accountable Party
Pursue industries which have good potential of being interested in making investments in the community based on attributes of the community.	Staff, Berrien County, State of Michigan, and Local Municipalities	Quarterly review	Business Development Team
Use focused marketing strategies to reach out to the established targeted industries in an effort to locate new business to the area and ultimately create new jobs with the goal of at least one outreach to a targeted industry per quarter	Staff	Quarterly	Business Development Team
Utilize incoming prospect leads outside of targeted industries to attract jobs and investment to the community.	Staff, State of Michigan, Southwest Michigan First, Site Selectors, and Businesses	Ongoing	Business Development Team
Work with the partners in Stronger Economies Together to complete the USDA funded project. Once complete use the data to assist in business recruitment efforts.	Partners in Stronger Economies Together	Ongoing	Business Development Team

Goal 3: Use Harbor Shores as a tool to assist in business recruitment efforts.

Objective: Harbor Shores is a key tool to aid in strengthening business opportunities offered in Michigan's Great Southwest. Staff will find ways to take advantage of Harbor Shores and the Golf Club at Harbor Shores to enhance awareness of the economic, environmental and social transformation underway in the community in an effort to assist with business recruitment.

Action Items	Contributing Partners	Target Completion	Accountable Party
Invite Site Selectors and Corporate Real Estate Professionals to Senior PGA event		1 st Quarter	Communications/Marketing
Determine appropriate giveaways that represent the area to use as a part of the overall event and marketing strategy		1 st Quarter	Communications/Marketing
Work with partners to plan event in conjunction with the Senior PGA Championship		1 st Quarter/2 nd Quarter	Business Development Team
Coordinate with possible MEDC event as well as MEDC's participation in our event		1 st Quarter/2 nd Quarter	Business Development Team
Host a hospitality suite at the Senior PGA Championship as well as familiarization tour of the community for site selectors and corporate real estate professionals		2 nd Quarter	Business Development Team
Conduct follow up relationship building activities with those that attended the event		3 rd Quarter	Business Development Team
Benchmark developments similar to Harbor Shores to identify target businesses necessary to complement that project	Harbor Shores Developers	3 rd Quarter	Cornerstone Staff

Business Recruitment and Physical Development

Goal 4: Grow and enhance results orientated SBA funded entrepreneurial programs.

Objective: To provide business education and services to individuals who have a passion to produce a product or provide a service in the hopes that these entrepreneurs ultimately create jobs, increase the tax base and improve consumer spending through their efforts.

Action Items	Contributing Partners	Target Completion	Accountable Party
5/3 Grant Work Plan			
<ul style="list-style-type: none"> • Outreach & Marketing in the rural areas of Cass, Van Buren and Berrien Counties. Promote one-on-one business counseling, and professional development courses and workshops. 	SBS/WBC Staff and Resource Partners	1 st Quarter 3 rd Quarter	SBS/WBC Staff/ Communications
<ul style="list-style-type: none"> • 15% growth in clients served overall (three counties); 25% growth for Cass and Van Buren Counties. 	SBS/WBC Staff	3 rd Quarter	SBS/WBC Staff
<ul style="list-style-type: none"> • The CASBS staff will contact each 5/3 branch manager for face-to-face introductions of CASBS services. • Establish best practices for serving the client in this collaborative effort. 	SBS/WBC/5/3 Representatives Resource Partners	1 st Quarter Ongoing	SBS/WBC Staff
<ul style="list-style-type: none"> • Facilitate a CORE FOUR course in Lawrence (Van Buren County) 	SBS/WBC Staff/Resource Partners	2 nd Quarter	SBS/WBC Staff
<ul style="list-style-type: none"> • Facilitate: <ul style="list-style-type: none"> ◦ Introduction to QuickBooks ◦ How to Design Your Own Small Business Website in either Cass or Van Buren County 	SBS/WBC Staff Resource Partners	2 nd Quarter 3 rd Quarter	SBS/WBC Staff
Collaboration Efforts			
<ul style="list-style-type: none"> • Michigan Rehabilitation Services 	WBC/SBS Staff/MRS	Ongoing	WBC/SBS Staff
WBC/SBS			
<ul style="list-style-type: none"> • Continue Monthly Newsletter (3 per quarter) 	WBC/SBS/Comm.	1 st , 2 nd , 3 rd , 4 th Quarter	WBC/SBS Staff
<ul style="list-style-type: none"> • Restructure Class/Workshop Content and Verbiage • Structure Social Media Series. Collaborate with Chamber • Develop Courses/Workshops that focus on Women ONLY <ul style="list-style-type: none"> ◦ Pitch Parties 	WBC/SBS Staff/Cornerstone Staff/Resource Partners	2 nd Quarter	WBC/SBS Staff
<ul style="list-style-type: none"> • Conduct four (4) seminars/workshops in either Berrien, Cass, or Van Buren County 	WBC/SBS Staff/Resource Partners	2 nd , 3 rd , 4 th Quarter	SBS/WBC Staff
<ul style="list-style-type: none"> • Update the WBC website to meet OWBO guidelines 	WBC /Johnson Rauhoff	1 st Quarter	SBS/WBC Staff
<ul style="list-style-type: none"> • Restructure SBS Operating Unit • Schedule Quarterly meetings 	SBS/WBC Staff/Resource Partners	1 st Quarter	SBS/WBC Staff
SBA/WBC Goals			
<ul style="list-style-type: none"> • Counsel a total of 200 NEW clients per fiscal year • Obtain 590 Counseling Hours per FY • Conduct 12 Training Sessions • Obtain 38 Training Hours • Training at least 125 clients/attendees 	WBC/SBS Staff/Resource Partners	3 rd Quarter	SBS/WBC Staff

Business Recruitment and Physical Development

Goal 4: Grow and enhance results orientated SBA funded entrepreneurial programs.—Continued.

Action Items	Contributing Partners	Target Completion	Accountable Party
<ul style="list-style-type: none"> Quarterly Reporting 	WBC/SBS Staff	Quarterly	WBC Staff
Economic Impact Results <ul style="list-style-type: none"> Assist one (1) disabled individual to start a business Assist with the start-up of three (3) businesses. Assist in the creation of at least 6 jobs 	WBC/SBS Staff/Resource Partners/Clients	3rd Quarter	SBS/WBC Staff
Explore regional entrepreneurial competitions and Development Recommendation for locally-focused Event	WBC/SBS Staff/Resource Partners/Clients	2 nd Quarter	WBC/SBS Staff

Goal 5: Maximize Harbor Shore's Impact on Local Business.

Objective: The Local Business Consortium will continue to communicate the projected impact of Harbor Shores, other development underway and events conducted at the Golf Club in order to increase opportunities for existing and new local businesses.

Action Items	Contributing Partners	Target Completion	Accountable Party
Arrange for a vendor to conduct an economic impact study on hosting the Senior PGA Championship	Vendor	1 st Quarter	Communications
Conduct an economic impact study on hosting the Senior PGA Championship	Vendor	2 nd Quarter	Communications
Semi-annual updates to the Local Contractor Directory	Staff	2 nd Quarter/4 th Quarter	Marshall and Bob
Hold and promote construction-relevant business classes	Staff	1 st Quarter/3 rd Quarter	Marshall and Bob
Uncover and promote construction opportunities to local businesses	Staff	As needed	Marshall, Bob and Communications

Goal 6: Explore opportunities in the food/wine based industry sector.

Objective: Utilizing the unique agricultural assets of Berrien County to spur additional tourism and economic growth in our region.

Action Items	Contributing Partners	Target Completion	Accountable Party
Use focused marketing strategies to reach out food and wine industry in an effort to locate new business to the area and ultimately create new jobs	DCI	Ongoing	Business Development Team
Host an in-bound media tour for the food and wine industry	DCI	2 nd Quarter	Communications
Continue partnerships with food and wine based groups as well as others in the hopes of attracting new business and jobs to the area	MSU Extension	Ongoing	SBS

Business Recruitment and Physical Development

Goal 7: Undertake physical development activities which have a transformational impact on our quality of place.

Objective: Utilizing development activities centered on commercial spaces, infrastructure and neighborhoods – create an environment which both meets the needs of the existing community and transforms the perception of the community to make it more attractive to outside investors.

Action Items	Contributing Partners	Target Completion	Accountable Party
Harbor Town			
Launch construction of the Harbor Town project	Capital Access, BH, Cornerstone, MSHDA, builders	1 st Quarter	Marshall, Thad and Greg
Market and sell the homes in Harbor Town to qualified homeowners	Realtor partners, BH, Capital Access	1 st Quarter, 2 nd Quarter, 3 rd Quarter	Marshall, Thad and Greg, Communications
Construction of 17 homes in the Harbor Town area	Capital Access, BH, Cornerstone, MSHDA, builders	1 st Quarter, 2 nd Quarter, 3 rd Quarter	Marshall, Thad and Greg
Completion and assist in obtaining occupancy certificates for 17 New Homes in Harbor Town	Capital Access, BH, Cornerstone, MSHDA, local banks	4 th quarter	Marshall, Thad and Greg
372 E. Empire Project			
Launch construction for the project	Builder, Capital Access, BH, Cornerstone Alliance	1 st Quarter	Marshall, Thad and Greg
Complete rehab of Fire Station located at 372 E. Empire – 6 new units of transitional housing	Capital Access, BH, Cornerstone Alliance, MSHDA, local banks, Emergency Shelter Services	3 rd Quarter	Marshall, Thad and Greg
Cornerstone Alliance owned properties			
Sell two Cornerstone buildings	Local Realtor, Cornerstone Staff	4 th Quarter	Thad and Marshall
Raze Harbor Graphics Building	Cornerstone Staff	4 th Quarter	Thad and Marshall
Other Projects			
Seek donation of one building or property that we can sell immediately or hold at a very low carrying cost	Cornerstone Staff, investors	2 nd Quarter	Thad
Work on improving the look of Main Street – i.e. Kitchen Mart Building	Staff, Local realtors, Berrien County, Asset Review Planning and Strategy Committee	4 th Quarter	Thad

Existing Business Retention and Expansion

Existing businesses create a stable environment by providing jobs for area residents, opportunities for local business-to-business commerce, and support of community activities.

The ongoing economic challenges across the country impact traditional retention, recruitment and business development activities. In order to best prepare our communities to compete for jobs and tax base, Cornerstone will continue to explore ways to work with existing businesses on retention and expansion opportunities.

The organization will continue to focus on economic gardening, an economic development model that embraces the fundamental idea that entrepreneurs drive economies. The concept connects entrepreneurs to resources, encouraging the development of essential infrastructure and providing them with necessary information.

Key Elements:

Cornerstone's focus on retention and expansion will assist our existing business community by:

- a. Identifying the needs of our businesses via multiple channels of communications.
 - Our enhanced Business Call Program, which establishes trust-building relationships between the organization and the business community.
 - A substantive Annual Business Blitz, creating a snapshot of the state of our local economy.
 - Advanced business survey tools geared to specific topics identified by local business.
 - Establishment of Business-to-Business Connections, which foster diversification of product mix and stronger opportunities to create new business channels between local companies.
- b. The Business Assistance Team, designed to address industry and company specific concerns, will exhibit renewed emphasis on being reactive to crisis but incredibly pro-active when called upon for assistance, through aggressive marketing and mobilization of its resources.
- c. Researching and developing an existing business strategy focused on economic gardening.
- d. Continually tracking the Quality of Customer Service, and providing ongoing instruction, feedback, and awareness to raise the bar across the region.
- e. Assisting local employers in the recruitment of talent necessary for increased competitiveness.
- f. Connecting local businesses through varied and effective networking and access to capital.
- g. Serving as the collective voice of the greater business community regarding regulatory and legislative affairs.
- h. Encouragement and community-wide support of business expansion and active community involvement.

What you will observe:

- Responsive, yet confidential, reaction to the needs of individual businesses.
- An empowered staff and timely identification of the necessary resources to do the job.
- A steady increase in meaningful dialogue with our businesses.
- Successful execution and documentation of a comprehensive annual Business Blitz.
- First Choice outreach to existing companies hiring outside the region with new hire tours.
- Further growth in the working relationships between business and government.
- Identification of new sources for access to capital, business-to-business opportunities, and a strengthened link between existing business programming and the Small Business Services team.
- Leadership by example when it comes to customer service delivery by our own staff.
- Pro-active outreach to help businesses take advantage of community events, maximizing their visibility. (Pre-event marketing...regional/national scale)
- Research, analysis and implementation on feasibility of new efforts in the following areas:
 - Growing our "Quality of Place" by increasing tourism destinations;
 - Exploring new technologies and markets that capitalize on our regional strengths;
 - And advancing economic gardening
- Enhanced efforts in the core areas of business retention and expansion to improve job creation efforts.

Existing Business Retention and Expansion

Goal 1: Increased development and awareness of Business-to-Business Opportunities.

Objective: Create new opportunities to nurture our existing business community through expansion and diversification right here at home. Continue to work with existing businesses to take advantage of the growth underway throughout Michigan's Great Southwest.

Action Items	Contributing Partners	Target Completion	Accountable Party
Implement a "Shop Local" marketing and awareness campaign	Chamber Staff and Committee Members	2 nd Quarter	Chamber Staff

Goal 2: Assist in job growth through retention and expansion of the existing business community.

Objective: Inasmuch as 80% of new jobs are created by existing businesses, our call team "SWOT Analysis" will seek out opportunities for tax abatement assistance, revolving loan fund prospects, and identify products and services to enhance retention and expansion.

Action Items	Contributing Partners	Target Completion	Accountable Party
Develop and conduct an Export Assistance educational opportunity for existing businesses	Chamber Staff	1 st Quarter	Pat Moody
Develop and conduct a Business Roundtable designed to determine How Local Businesses Can Work Together	Chamber Staff	2 nd Quarter	Pat Moody
Identify expansion assistance opportunities revealed in Business Blitz calls	Chamber Staff	1 st Quarter	Chamber Staff
Accomplish turnkey PA 198 IFT assistance to existing manufacturers	Chamber Staff	Ongoing as requested	Pat Moody
Conduct Lead Star Leadership Session	Chamber Staff	4 th Quarter	Regina Ciaravino
Market Cornerstone services such as revolving loan fund to existing business	Cornerstone Staff	Ongoing	Cornerstone Staff

Goal 3: Enhance the Cornerstone Chamber Existing Business Call Program through fact-finding and data-gathering.

Objective: Focus on the needs of participating companies engaged in the Business Call program for potential creation of new products and services to assist in their growth and expansion.

Action Items	Contributing Partners	Target Completion	Accountable Party
Research, establish and implement a robust database system for existing business contact management	Cornerstone Staff	Research - 1 st Qtr Establish - 2 nd Qtr Implement - 2 nd /3 rd	Pat Moody Christine Scharf
Provide tools & strategies to existing companies with the capacity/desire to grow.	Cornerstone Staff	Ongoing	Chamber Staff
Research & implement new Chamber Management Software system	Chamber Staff	Research - 1 st Qtr Implement 2 nd Qtr	Chamber Staff
Continue to explore new technologies and markets that capitalize on our regional strengths by maintaining the relationship with our partners in Michiana.	Cornerstone Staff, Michiana partners, University of Notre Dame	3 rd Quarter	Cornerstone Staff

Existing Business Retention and Expansion

Goal 4: Research and develop an existing business strategy that emphasizes economic gardening.

Objective: In an effort to maximize the chamber's existing business contacts and turn them into expansion opportunities, an existing business strategy must be researched and developed. The organization will adopt an Economic Gardening Strategy designed to cultivate and nurture local growth-oriented companies. As a part of the strategy, staff will work to identify, investigate and capitalize on emerging technology and market opportunities while leveraging the existing resources of our region whenever possible.

Action Items	Contributing Partners	Target Completion	Accountable Party
Conduct an annual Economic Gardening survey for expansion planning	Chamber Staff	3 rd Quarter	Pat Moody
Research to identify the area's second stage companies	Cornerstone Staff, Edward Lowe Foundation	2 nd Quarter	Cornerstone Staff
Monitor MEDC for Economic Gardening programs	Cornerstone Staff	Ongoing	Cornerstone Staff
Create a Chamber Relocation Packet	Chamber Staff	2 nd Quarter	Chamber Staff

Goal 5: Continue to process customer service programming & initiatives.

Objective: Keep raising the bar on the quality of customer service throughout Michigan's Great Southwest.

Action Items	Contributing Partners	Target Completion	Accountable Party
Research and schedule cutting-edge customer service training seminars	Chamber Staff and Committee Members	1 st & 4 th Qtrs	Chamber Staff
Market the Customer Citation Program for enhanced use by consumers	Chamber Staff and Committee Members	2 nd Quarter	Chamber Staff
Work with Lake Michigan College to re-invent the Customer Service Academy program	Chamber Staff and Lake Michigan College	4 th Quarter	Pat Moody Debbie Gillespie

Goal 6: Continue to provide top quality customer service to First Choice customer companies.

Objective: Exceed the expectations of our clients and their candidates in providing an exceptional experience of the community and Michigan's Great Southwest.

Action Items	Contributing Partners	Target Completion	Accountable Party
Meet with First Choice clients to determine what is working and what can be improved upon.	Whirlpool, Lakeland	1 st Quarter	First Choice
Review current First Choice collateral and make necessary changes.	Communications	1st Quarter	First Choice
Conduct Quarterly First Choice Independent Contractor meeting.	Outside Businesses such as Harbor Shores, SPGA, etc.	Quarterly	First Choice
Determine the best use of YourMichiganRental.com as a support resource for First Choice Program.		1st Quarter	First Choice
Work with Whirlpool's Talent Acquisition regarding implementing Concierge Services.	Whirlpool	2 nd Quarter	First Choice
Collaborate with Lakeland and Whirlpool to combine efforts in quarterly sessions for new hires and their families to learn about the community.	Whirlpool, Lakeland	Quarterly	First Choice

Existing Business Retention and Expansion

Goal 7: Maximize Harbor Shore’s Impact on Local Business.

Objective: Capitalize upon the scope of the Cornerstone Chamber of Commerce in order to communicate the projected impact of Harbor Shores and events conducted at the Golf Club in order to increase opportunities for existing and new local businesses.

Action Items	Contributing Partners	Target Completion	Accountable Party
Implement the “Very Important Ticket” Senior PGA Business Discount Program	Chamber Staff, PGA officials	1 st Quarter	Chamber Staff

Goal 8: Accomplish the additional directives set by the Cornerstone Chamber of Commerce Board of Directors.

Objective: Fulfill the Chamber’s organizational mission through activities established by the Board of Directors and volunteer supported committees.

Action Items	Contributing Partners	Target Completion	Accountable Party
Chamber Membership Recruitment Campaign	Chamber Staff, Board and Committee Mbrs	2 nd & 3 rd Qtrs	Chamber Staff
Chamber Branding Campaign	Chamber Staff, vendors and committee members	3 rd Quarter	Chamber Staff
Review and update of Chamber By-Laws	Chamber Staff, Board and F&A Committee	1 st Qtr	Chamber Staff and F&A Committee
Publish & Disseminate 2012 Legislative Agenda	Chamber Staff and Legislative Committee	1 st Quarter	Pat Moody and Legislative Committee

Operational Activities Supporting Harbor Shores

The progress towards a 530-acre development, which includes residential, commercial and recreational amenities, is a transformational opportunity for all residents served by Cornerstone's activities. Three areas of focus for the project include:

- *Economic transformation* – significant increases in the tax base for the participating communities; new employers attracted to the area resulting in job creation; and increased consumer spending power to benefit our existing businesses.
- *Environmental transformation* – Much of the land dedicated to the Harbor Shores development is economically underutilized because of significant environmental contamination. Our organization will play a role in clean-up efforts.
- *Social/cultural transformation* – The project developers, all non-profit entities with a history of accomplishment, are dedicated to using any proceeds from the development to fund community benefits.

As the development progresses and national attention focuses on our communities, we will continue to see economic opportunities for the entire region. Harbor Shores will play host to the Senior PGA Championship in 2012 and 2014 thanks to sponsorship support of Whirlpool Corporation's KitchenAid brand. Maximizing the economic impact from these events will require proactive planning. We have incorporated activities throughout this work plan that are building on the asset that Harbor Shores gives our community and our economic development efforts.

- We are working with existing businesses through our Chamber and Local Business Consortium activities to facilitate opportunities for local participation with planned construction and events at Harbor Shores. These activities are included in the "Existing Business Retention and Expansion" section.
- We are pleased that the Community Showcase Committee has assembled to help prepare our communities for hosting the PGA events. Cornerstone's work with this group appears in the "Collaboration with Community and Government Partners" section of this work plan.
- We are using both Harbor Shores and the 2012 Senior PGA Championship presented by KitchenAid as a key component of the Business Attraction Strategy, which is described in detail in the "Business Recruitment and Physical Development" section.
- We are also maintaining a role with serving the communications functions for the Harbor Shores development as it impacts our economic development efforts. These activities are included in the "Community Messaging" section of the work plan.

Key Elements

As a partner in this project, Cornerstone will play a role in:

- a. Vertical development within the project site to ensure project goals are met:
 - Working with commercial developers to maximize economic activity; and
 - Working with developers and operators to incorporate local and minority participation in both construction and employment.
- b. Serving as a liaison with the local business community to assure that they can maximize opportunities during the continued development of the project as well as during the Senior PGA Championship and other events at The Golf Club at Harbor Shores;
- c. Improvement opportunities surrounding the project site:
 - Downtown redevelopment in Benton Harbor that provides quality of place for future growth;
 - Strong linkages to existing businesses and development opportunities in downtown St. Joseph;
 - Retail and commercial growth opportunities in Benton Charter Township; and
 - Business opportunities within Berrien County to meet the needs of residents and increased wealth generation;
- d. Relationship management with the many partner entities;
- e. Maintaining the positive feelings towards the development's progression through communication efforts; and
- f. Governance procedures and financial review resulting from Cornerstone's role within the project.

What you will observe:

- Defined results for our economic development efforts resulting in job creation, tax base creation and increased consumer spending.
- Existing businesses preparing to take advantage of the opportunities created by the Senior PGA Championship in 2012 and 2014.
- Maximizing events at the golf course to aid in job creation efforts by marketing the activities to site consultants & corporate real estate professionals.
- Local and minority businesses directly participating with and/or benefiting from the Harbor Shores development.
- Awareness of and projected impact communicated to the local business community.
- Public communications and updates that share the project's successes in each of the development's three transformational areas: economic, environmental and social/cultural.
- Utilization of Harbor Shores in increasing regional tourism.
- Financial oversight of Harbor Shores' activities as they relates to our organization's entities.

Operational Activities Supporting Harbor Shores

**For purposes of this Plan of Work, the HSCRI Trustee is the Cornerstone Alliance representative on the Harbor Shores Board of Trustees.*

Goal 1: Assist the Harbor Shores team in facilitating vertical construction within the project area by identifying and attracting suitable businesses and investors.

Objective: As vertical construction continues, the community will begin to see benefits including job creation, tax base increases, increased consumer spending and new business opportunities. As the economic development partner in the project, Cornerstone Alliance will support all efforts surrounding vertical construction within the project area whether commercial, residential or recreational.

Action Items	Contributing Partners	Target Completion	Accountable Party
Assist Harbor Shores team in securing commitments from developers for vertical components of project. <ul style="list-style-type: none"> • Provide “Red Carpet Service” to those developers to help them meet their needs. • Meet with selected developers to identify and structure opportunities. • Provide turnaround information for developers ASAP. • Coordinate with relevant businesses and assistance providers as needed. 	Staff, HSCRI, Evergreen	Ongoing	HSCRI Trustee
Work with Harbor Shores’ team to reciprocate developer interest in Michigan’s Great Southwest.	Staff	As Needed	HSCRI Trustee
Continue to provide updates with local, state and federal agencies so that funding approvals can be as smooth as possible for developers.Support Harbor Shores team in securing necessary permits, etc. as needed. Consult with local, state and federal agencies to provide proactive support.	Staff, HSCRI, HS Comm. Team	Ongoing	HSCRI Trustee

Goal 2: Maintain financial oversight of Harbor Shores’ activities as it relates to our organization’s entities.

Objective: As a non-profit investor driven organization, Cornerstone Alliance and the Renaissance Development Fund strive to be financially responsible organizations that pride themselves on being good stewards of our investors’ dollars. It is critical for the organization to report the financial oversight of our involvement.

Action Items	Contributing Partners	Target Completion	Accountable Party
Maintain active role in Harbor Shores’ Risk Management meetings	Staff	Ongoing	HSCRI Trustee
Report to Cornerstone Alliance and Renaissance Development Fund Boards of Directors to ensure accountability of leadership	Staff	Ongoing	HSCRI Trustee, COO and CFO
Maintain high fiscal integrity of organizations through audit process	Staff	2nd Quarter	CFO

Community Messaging

In our efforts to catalyze economic vitality throughout Michigan's *Great Southwest*, our organization often establishes a distinct role to play within our many projects. The role we play is flexible for each project, depending on projected rewards and risks. Therefore, the purpose, goals and results of each endeavor should be communicated to our many stakeholders so that we continue to build support for our efforts.

As the area's economic development organization and the Chamber of Commerce for the Benton Harbor and St. Joseph area, Cornerstone Alliance and its affiliate organizations have become the voice and face of the community on a variety of topics, essentially, we have become a media guidepost. Oftentimes, we serve as the conduit between the media and partner organizations by guiding them to the appropriate spokesperson on the topic they are interested in.

Key Elements:

- a. Proactive messaging for these projects should include an emphasis on:
 - The expected benefits of the project;
 - The role that our organization will take to ensure the project is successful;
 - Updates as to the project's success; and
 - The project's contributions toward our strategic outcomes.
- b. Branding the community, both internally and externally. These activities will increase not only the existing business retention and expansion efforts, but also in the recruitment and development of new businesses.
- c. Communication of the benefits of our projects to the community outside of the economic indicators, and linkages to the efforts of our partners, which can include:
 - The Consortium for Community Development and the Champions for Change Initiative;
 - Our governmental partners, including municipal, county and state agencies;
 - Business and tourism partners;
 - Educational and training partners; and
 - Other social service providers whose missions align with our goals.
- d. Investor messaging to highlight our stewardship of resources.
- e. Build upon relationships developed with media outlets in order to share the messages of Michigan's *Great Southwest* both internally and externally.

What you will observe:

- A communication strategy that is proactive rather than reactive.
- Detailed discussions about our commitments to each of the projects we undertake, including the expected participation of each project partner.
- Measurement goals and reporting on the progress towards those goals through regular communications.
- Continued communications on Harbor Shores. Specifically, as the development experiences growth and attracts major events such as the Senior PGA Championship, we will report to our stakeholders and the general public regarding the impact of our activities.
- Increased staff knowledge about the goals and outcomes from each of our project areas. Work between strategic focus areas will be collaborative and seamless.
- Positive features on the area in regional or national media outlets.
- Regular communications to the investors on the activities of the organization.
- A communication strategy developed each year focused around the Michigan's *Great Southwest* brand as well as participation in regional marketing initiatives.
- Contingency plans that aid in crisis communications situations as they arise.

Community Messaging

Goal 1: Effective communications of projects and their impact on the community.

Objective: A communication strategy that is proactive and consistent with the Cornerstone Alliance brand.

Action Items	Contributing Partners	Target Completion	Accountable Party
Develop a Cornerstone Alliance specific communications plan for 2012	Staff	1st Quarter	Communications/ Management Team
Working with all affiliated organizations to reassume that effective communications of their projects is taking place	Staff	Quarterly	Communications Team
Use of communications tools such as <i>The Cornerstone</i> , investors updates, presentations etc. in order to share the Cornerstone Alliance message	Staff	Quarterly	Communications Team
Effective use of electronic communications to share the messages of the organizations	Staff	Ongoing	Communications Team
Keep staff informed of communication efforts	Staff	As Needed	Communications Team
Presentations about Cornerstone Alliance beyond Harbor Shores to present a more accurate picture of the breadth of activities and services undertaken by the organization with the goal of one presentation per quarter	Staff	Quarterly	Communications Team
Plan and execute a successful combined Annual Meeting to highlight key messages for the organization as well as the Champions of Commerce	Staff	1 st Quarter	Communications/ Management Team
Conduct four education based sessions as well as one social session with the Stewards of Michigan's Great Southwest	Staff	Quarterly	Communications Team
Begin planning communications and public relations efforts as well as potential events in order to celebrate the organization's 25 th Anniversary in December 2012 into 2013	Staff	3 rd Quarter/4 th Quarter	Communications/ Management Team
Ongoing maintenance and enhancements to all Cornerstone Alliance owned web sites with a goal of at least five improvements per quarter.	Staff	Quarterly	Communications Team

Community Messaging

Goal 2: Share the story of the community outside the area.

Objective: Execute a media program to enhance positive interest in the area in an effort to obtain positive features in regional and/or national media outlets.

Action Items	Contributing Partners	Target Completion	Accountable Party
Continue to develop relationships with local and regional media outlets that will result in positive media coverage	Staff	Ongoing	Communications Team
Continue efforts to pull together the community story to share with the media outlets anticipated for the Senior PGA Championship	Staff, Area Partners, Vendor, Whirlpool Corporation, Agencies	1 st Quarter	Communications Team
Continue to work with the DCI team to garner positive stories in national media outlets with a goal of one positive story per quarter	Staff, DCI	Quarterly	Communications Team

Goal 3: Cornerstone Alliance will continue to play a role in managing certain communications efforts surrounding Harbor Shores.

Objective: As the Harbor Shores project continues to evolve, Cornerstone Alliance will continue to keep the local community informed and engaged in the progress of the project.

Action Items	Contributing Partners	Target Completion	Accountable Party
Continue to support communications and public relations efforts surrounding Harbor Shores	HS Communications Team	Ongoing	HSCRI Trustee, Communications and Chamber
Share the 2011 project accomplishments.	HS Comm. Team	1 st Quarter	HSCRI Trustee & Communications
Include Harbor Shores' updates when necessary in all Cornerstone communications strategies.	CA Strategy & Execution Team; Chamber Team	Quarterly	HSCRI Trustee & Communications
Continue media roundtable sessions in order to share the various aspects of the project.	HS Communication Team	As needed	HSCRI Trustee & Communications
Serve as the conduit between the media and project spokespeople.	HS Communication Team	Ongoing	Communications
Serve as a part of a response team should issues regarding the project arise.	HS Communication Team	Ongoing	HSCRI Trustee & Communications
Assist with communications efforts that support the legal issues surrounding the project.	HS Communication Team	Ongoing	HSCRI Trustee & Communications
Coordinate and provide media training to project spokespeople	HS Communication Team, Vendor	1 st Quarter	HSCRI Trustee & Communications

Community Messaging

Goal 4: Continue communicating the Michigan's Great Southwest brand in all marketing and communications efforts.

Objective: The Michigan's Great Southwest brand plays a key role in sharing the area's message. This includes continued use of the brand to describe the community as well as incorporation of the brand in efforts to share the area's story to business, individuals, and media outlets.

Action Items	Contributing Partners	Target Completion	Accountable Party
Continue to build community pride through the Michigan's Great Southwest radio campaign	Staff, Underwriters, Midwest Family Broadcasting	Ongoing	Communications Team
Use the Michigan's Great Southwest brand as we highlight the area to visitors for the Senior PGA Championship	Staff	Ongoing	Communications Team
Complete the process to redesign and refresh the Michigan's Great Southwest website	Staff/Vendor	1 st Quarter	Communications Team
Review the Michigan's Great Southwest website once a quarter to reassure it is up to date and current	Staff	Quarterly	Communications Team

Goal 5 : Implement a strategy to use social media outlets for economic development purposes.

Objective: As social media continues to grow as a communications tool, the organization will implement its strategy to reach the wide array of economic development focused audiences.

Action Items	Contributing Partners	Target Completion	Accountable Party
Grow the Cornerstone Alliance Linked In page to aid in business recruitment efforts with a goal of a meaningful post on a monthly basis.	Staff	Monthly	Communications Team
Keep up to date on the latest trends in social media with regards to economic development uses	Staff	Ongoing	Communications Team

Organizational Sustainability

Cornerstone Alliance is a 501(c)(3) investor driven economic development organization dependent upon investments (donors) to meet the organization's needs. We perform many day-to-day activities to ensure effective and efficient operations. The longevity and ultimate effectiveness of these activities depend on our successful administrative and financial accountabilities.

Key Elements:

- a. Governance to maximize engagement of the Boards of Directors, staff, investors, committee members and other stakeholders;
- b. Oversight and accountability of all financial operations;
- c. Goal-oriented fundraising plan, including annual fundraising activities;
- d. Explored opportunities and implementation of strategies toward organizational self-sufficiency;
- e. Improved communications and relationship management with the organizations' investors; and
- f. Ensuring the appropriate talent retention and growth activities are in place to prepare the organization for the future.

What you will observe:

- Thorough communications with the Board, Executive Committee, and Operating Units so that participants are engaged in effective meetings and the decision making process.
- Good stewardship of resources that are entrusted to us, and annual audits for each organization authenticating our successful administration of these funds.
- Annual budgets that depend on project fees and returns on investment in addition to fundraising goals.
- Successful targeted programs operating at zero-balance budgets.
- Cornerstone Alliance will maximize the challenge grant from Whirlpool Foundation each year.
- An increase in the number of investors in our organization.
- Implementation of a strategic fundraising plan.
- Continued emphasis on staff development.

Goal 1: Maintain financial accountability and positive audit reports.

Objective: The investors in Cornerstone Alliance entrust the Board of Directors and staff with proper administration of their funds.

Action Items	Contributing Partners	Target Completion	Accountable Party
Develop a cash flow projection model for 2012 and forward for all Cornerstone Alliance affiliates supported by our investors. Finalize 2012 budget.	Staff, Finance Committee	1 st Quarter	Finance Team
Complete a successful audit for 2011	Staff, Finance Committee	2 nd Quarter	Finance Team
Along with Finance Operating Unit, review and simplify financial reporting documents and streamline classes.	Staff, Finance Committee	Ongoing	Finance Team
Develop 2013 budget for each program.	Staff, Finance Committee	4 th Quarter	Finance Team, Staff

Organizational Sustainability

Goal 2: Financial oversight of organization-wide projects to enhance the net worth of the organization via asset management and developer fees.

Objective: Utilizing development activities to attract outside investors to the area in an effort to ultimately create jobs, increase the tax base and increase consumer spending.

Action Items	Contributing Partners	Target Completion	Accountable Party
Oversight of commercial properties development for which Cornerstone serves as a developer	PD Team, Finance Staff	Ongoing	Finance Team

Goal 3: Cultivate new relationships ultimately resulting in an increased investor base and additional contributions to the organization.

Objective: Using 2008 as a fundraising cash/cash equivalent benchmark year, raise cash/cash equivalent of 5% per year for 2009 – 2013. Therefore, for 2012, raise cash/cash equivalent of 20% over 2008 as part of agreement to raise \$1 million per Whirlpool Foundation's challenge match.

Action Items	Contributing Partners	Target Completion	Accountable Party
Retain and renew pledge commitments for 2012 from 2011 investors	Staff, Board of Directors, IROC	Ongoing	Investor Relations/Finance Team
Acquire new investors/contributions with an emphasis on cash contributions	Staff, Board of Directors, IROC	Ongoing	Investor Relations/Finance Team
Re-engage SYBUNTS	Staff, Board of Directors, IROC	4th Quarter	IR/Finance Team
Grow and diversify Chairman's Advisory Council	Staff, Board of Directors	One new CAC member/ Quarter	IR/Finance Team
Seek additional funding support/sponsor for the Coming Home Coming Together Concert	Staff	One new sponsor 2 nd Quarter	Investor Relations/Finance Team
Continue to support targeted campaigns previously in place	Staff	Ongoing	Investor Relations/Finance Team
Diversify funding sources/ways to contribute	Staff, Board of Directors, IROC	Ongoing	Investor Relations/Finance Team

Organizational Sustainability

Goal 4: Ensure our investors are informed and engaged.

Objective: Go beyond traditional forms of communications to make sure information is timely, relative and informative.

Action Items	Contributing Partners	Target Completion	Accountable Party
Personal visits with top investors with a goal of a minimum of two visits per quarter	President, Chairman of the Board	Quarterly	Investor Relations
Diverse a strategy on how best to conduct the Chairman's Advisory Council in 2012	President, Chairman of the Board, Staff	1 st Quarter	Investor Relations, Communications
Conduct four session with members of the Chairman's Advisory Council	President, Chairman of the Board, Staff	2 nd Quarter, 3 rd Quarter, 4 th Quarter	Investor Relations, Communications
Use email and database system to provide timely information with a goal of 3 per quarter and a minimum of 12 touches for the year.	Staff	Quarterly	Investor Relations, Communications
Conduct a minimum of 5 direct mail touches to investors in the organization throughout the course of the year	Staff	Ongoing	Investor Relations, Communications
Publish a mid-year report on progress towards reaching the goals in the five-year strategic plan	Staff	2 nd Quarter	All Staff with Communications serving as lead
Conduct an annual session with just investors in the organization	Staff	4 th Quarter	Investor Relations, Communications
Publish the 2012 Accomplishments, Annual Report and yearly results at reaching the goals set forth in the five-year plan	Staff	4 th Quarter	All Staff with Communications serving as lead
Complete and submit the various Foundation Reports required by investors in the organization	Staff	Varies based upon due date	Investor Relations, Communications

Goal 5: Improve staff development process and tools.

Objective: Ensure the appropriate talent retention and growth activities are in place to prepare the organization for the future.

Action Items	Contributing Partners	Target Completion	Accountable Party
Staff performance evaluations completed	Cornerstone Management	1 st Quarter	Management
Have staff complete development and growth plan. Review staff development and growth plan results.	Cornerstone Management	1 st Quarter	HR
Staff and supervisors work together to develop and implement an action plan.	Staff and supervisors	2 nd Quarter	HR

Collaboration with Community & Government Partners

The foundation of Cornerstone Alliance is building the community through partnerships. Working through our family of affiliated organizations, we strive to be an outcome-based performance entity which induces growth in our area's job and tax base. Our organization is a reflection of the community and, as such, our work is accomplished only by working in partnership with other businesses, local units of government, and community organizations.

Cornerstone Alliance is an agent of change, commitment, and coalition-building that will evolve as an organization by measuring our goals and functions against the ultimate objective—a community where each citizen and organization has equal opportunity to participate at their fullest potential. Through collaborating with partners, we are striving to “*create individual opportunity in a world-class community through partnerships.*”

We must have seamless implementation strategies and programs on both the economic development axis as well as the community development axis to drive systemic and lasting change. Therefore, we will engage in strategic initiatives to maximize our transformational activities.

Key Elements:

- In order to aid efforts to improve the community particularly in the areas of job creation and business retention, Cornerstone Alliance will work in partnership with governmental entities.
- Cornerstone Alliance oftentimes partners with other area non-profits in order to aid community development initiatives that touch upon economic development initiatives as well. As an organization, we will continue these efforts in order to provide benefits to area residents.
- The Champions for Change Initiative has been launched to spread the word regarding the many business and individuals that aid in efforts to improve the community each day. Cornerstone Alliance and its affiliate organizations will continue to support this important initiative as it moves forward.
- Small business development efforts will be directed to best achieve results in the areas with documented need. Activities with an emphasis on downtown revitalization will be prioritized.

What you will observe:

- Engaged stakeholders and, where possible, citizen input on projects while in the planning stages.
- Partner teams assembled to meet specific issues and needs as they are identified.
- Continued alignment with our community and governmental partners will become the responsibility of each staff member as their shared accountabilities are dependent upon each other's success.

Goal 1: Cornerstone Alliance will continue to support The Consortium for Community Development's efforts in the community development arena.

Objective: *Support the Consortium as they work to end chronic poverty, work on municipal capacity building, and to improve the educational system in the Benton Harbor Area Schools.*

Action Items	Contributing Partners	Target Completion	Accountable Party
Key staff and board members serve on the Consortium's Board of Directors	Consortium for Community Development Board of Directors	Ongoing	Cornerstone Staff/ Board
Continue to provide administrative support to the Consortium for Community Development	Consortium for Community Development	Ongoing	Cornerstone Staff

Collaboration with Community & Government Partners

Goal 2: Define projects and roles where Cornerstone Alliance supports community development partners.

Objective: Provide leadership and coordinate efforts to provide stability to downtowns, neighborhoods and meet the workforce needs of businesses.

Action Items	Contributing Partners	Target Completion	Accountable Party
Work with Community Partners to conduct the 14 th annual Coming Home Coming Together concert	CHCT Committee	2 nd Quarter	Communications Team
Provide communications and public relations assistance when requested by area community development partners	Various	As needed	Communications Team
Serve as the administrator of the Downtown Benton Harbor project, coordinating meetings for the group and providing guidance and information required to facilitate the efforts of the sub-committees.	Downtown Benton Harbor Project Group	Ongoing	Chesser/Paulson/Scharf

Goal 3: Work with governmental units on projects and strategies that result in job creation and retention, tax base creation and improved consumer spending.

Objective: Governmental partners play a key role in working on business attraction and retention projects. Therefore, staff will work to develop and maintain strong relationships and open lines of communications that will aid in economic development efforts to improve the area. Additionally, Cornerstone Alliance will continue to create and nurture relationships with existing organizations throughout the region.

Action Items	Contributing Partners	Target Completion	Accountable Party
Complete Municipality Reports for Benton Charter Township, and Lincoln Charter Township	Cornerstone Staff	1 st Qtr	Scharf
Complete Municipality Reports for St. Joseph Charter Township and Village of Stevensville	Cornerstone Staff	2 nd Qtr	Scharf
Complete Municipality Reports for City of St. Joseph, Village of Baroda, and Baroda Township	Cornerstone Staff	3 rd Qtr	Scharf
Complete Municipality Reports for Lake Charter Township, Royalton Township and City of Benton Harbor	Cornerstone Staff	4 th Qtr	Scharf

Collaboration with Community & Government Partners

Goal 4: Cornerstone Alliance will provide leadership and facilitate the efforts of the Community Showcase Committee in preparation for the Senior PGA Championship presented by KitchenAid in 2012 and 2014.

Objective: To maximize the value of the national exposure that will be received from hosting the Championships in 2012 and 2014, and create an image of our community that is enticing to recreational visitors as well as potential business owners and developers, Cornerstone Alliance will facilitate the work of the Community Showcase Committee. The CSC is comprised of six sub-committees with at least one member of the Cornerstone staff participating on each. This group will ensure that the community is clean, businesses are prepared, and we have the proper infrastructure in place to guarantee our guests a pleasant experience and incentivizing them to return to Michigan's Great Southwest to live, work and recreate.

Action Items	Contributing Partners	Target Completion	Accountable Party
Oversee the efforts of the Community Showcase Committee, coordinating meetings for the group and providing guidance and information required to facilitate the efforts of the sub-committees.	Community Showcase Committee Volunteers	2 nd Qtr.	Chesser/Ciaravino/ Adams/ Cox/ Rieder/ Scharf
Host Public Safety Hospitality Tent at Jean Klock Park for local law enforcement/security at SPGA	Cornerstone Staff	2 nd Qtr	Scharf/Cornerstone Staff
Designate routes to be cleaned up for SPGA	CSC, Cornerstone Staff, Michigan Works!, Block Clubs, Churches	1 st Qtr	Rieder/Scharf
Organize cleanup efforts in cooperation with local block clubs, Michigan Works Summer Youth program, church groups and other volunteers.	CSC, Cornerstone Staff, Michigan Works!, Block Clubs, Churches	2 nd Qtr.	Rieder/Scharf

Goal 5: Support the Champions for Change Initiative.

Objective: As the community prepares for 2012 and 2014 when the area hosts the Senior PGA Championship, the Champions for Change initiative has been launched to share the positive message of the many businesses and individuals that are volunteering each day to make a difference. Cornerstone Alliance and its affiliate organizations will play a role in efforts to spread the Champions for Change message.

Action Items	Contributing Partners	Target Completion	Accountable Party
Assist with the plan surrounding the initiative	C4C Communications Team	1 st Quarter	Communications
Continue to maintain the Facebook page	Chamber, Area non-profits	Ongoing	Chamber Staff
Continue to sell the merchandise	Cornerstone Chamber of Commerce	Ongoing	Chamber Staff
Work with area partners to pull together the community's story in anticipation of media coverage surrounding hosting the Senior PGA Championship	Area Partners, Vendor, Whirlpool Corporation, Agencies	1 st Quarter	Communications
Conduct an agency summit to establish key messaging as well as targeted outreach efforts	Area Partners, Vendor, Whirlpool Corporation, Agencies	1 st Quarter	Communications
Conduct a community media training session to prepare for hosting the Senior PGA Championship	Vendor	1 st Quarter	Communications
Partner to conduct a media social event in conjunction with the Senior PGA Championship	Area Partners, Vendor, Whirlpool Corporation, Agencies	2 nd Quarter	Communications
Any post event outreach that is necessary based upon hosting the Senior PGA Championship	Area Partners, Vendor, Whirlpool Corporation, Agencies	2 nd Quarter	Communications
Determine the future of Champions for Change	Area Partners, Vendor, Whirlpool Corporation, Agencies	3 rd Quarter	Communications

Key Terms and Definitions

Business Recruitment and Physical Development

- Michiana Partners refers to the Regional Economic Development group that Cornerstone Alliance has been working with for some time now. The group includes representatives from nine counties throughout Michigan and Indiana.
- SBA funded programs service the tri-county region of Berrien, Cass and Van Buren Counties.
- The Women's Business Center at Cornerstone Alliance and Small Business Services is partially funded by the SBA. All SBA programs are extended to the public on a non-discriminatory basis. Cornerstone Alliance is an equal opportunity employer and provider.

Abbreviations

- MEDC=Michigan Economic Development Corporation
- DCI=Developer Counselors International
- SBA=Small Business Administration
- BHHC=Benton Harbor Housing Commission
- IEDC=International Economic Development Council
- NSPII=Neighborhood Stabilization Program II funds

Existing Business Retention & Expansion

- The Existing Business Call Program is an ongoing project of Cornerstone Chamber of Commerce where staff in partnership with Berrien County and the state of Michigan visit with local area businesses to check in regarding their state of business at that point in time.
- The Annual Business Blitz is conducted by Cornerstone Chamber of Commerce and Cornerstone Alliance each fall. Existing Business Blitz is a face-to-face data gathering visit with more than forty companies in a diversified cross-section of business sectors including manufacturing, retail services, agricultural processing, professional services, communications, construction, non-profit and service sector organizations. The initiative has two major objectives:
 - To show appreciation for these outstanding people who continue to conduct business from a base of operations here in Michigan's Great Southwest.
 - To assemble a brief snapshot of the local economy.
- The Business Assistance Team is a team pulled together in order to assist an existing business that is at a critical point of needing assistance. Members of the team vary depending upon the issue at hand and can include the state of Michigan, Berrien County, local municipalities, Michigan Works and others as needed.
- Economic gardening is an economic development model that embraces the fundamental idea that entrepreneurs drive economies. The model seeks to create jobs by supporting existing companies in a community. Economic gardening connects entrepreneurs to resources, encouraging the development of essential infrastructure and providing entrepreneurs with needed information.

Abbreviations

- Chamber=Cornerstone Chamber of Commerce

Operational Activities Supporting Harbor Shores

- Harbor Shores Community Redevelopment, Inc. (HSCRI), a non-profit entity, is investing in the future of Southwest Michigan and building Harbor Shores, a beach and golf resort community in Benton Harbor and St. Joseph, Michigan.
- The purpose of Harbor Shores is to be a catalyst to support ongoing efforts of community transformation – defined by HSCRI as economic, environmental, and social/ cultural revitalization efforts.
- HSCRI is owned by three non-profit organizations that have established relationships and successes within the Benton Harbor community: Whirlpool Foundation, Cornerstone Alliance, and the Consortium for Community Development.
- Cornerstone Alliance is at the forefront of the economic development efforts, which includes job creation and increased local tax base from new residential and commercial space as well as increased consumer spending throughout the region.
- Although incorporated as a Michigan non-profit, HSCRI operates with a for-profit discipline and has developed a thorough business plan along with financial controls, continued to monitor market forces that impact success, and hired Evergreen Development, LLC, a professional

management team with deep development experience to create a sustainable venture. Through great public and private partnerships, Evergreen will lead the efforts of restoring beauty to a pristine area of Lake Michigan's waterfront through the restoration of Jean Klock Park, the clean-up of brownfields, and the preservation of wetlands.

- The Harbor Shores' Community Benefits will help individuals realize their potential, prepare residents for a competitive job market, offer our youth a future, and provide citizens with assistance in building that future. Cornerstone Alliance's work on the Community Benefits includes working to include local contractors in the project as well as assisting in improving the housing stock available in the community.
- The Local Business Consortium (LBC) is a forum for including local businesses into the Harbor Shores project planning. The initial LBC membership reflects an emphasis on construction trades, with participation by established general contractors as well as subcontractors. Future plans call to expand the consortium to include local suppliers, retailers and service providers.
- The LBC targets small businesses located within the communities impacted by the Harbor Shores development. Special emphasis is given to minority-owned and women-owned businesses, which face challenges to access to capital, training, equitable contracting prospects and joint venture and partnership opportunities. The LBC is establishing a program to create opportunities for these businesses to be delivered within two primary areas: contractor assistance and development and entrepreneurial small business development.
- The Senior PGA Championship is one of the major championships in men's senior golf. It is administered by the Professional Golfers' Association of America and is recognized as a major championship by both the Champions Tour and the European Seniors Tour.
- The Business Development Team is an internal team of staff members dedicated to job creation and attraction efforts.

Abbreviations

- HSCRI=Harbor Shores Community Redevelopment Incorporated
- DNRE=Department of Natural Resources and Environment
- EPA=Environmental Protection Agency
- MDOT=Michigan Department of Transportation
- MEDC=Michigan Economic Development Corporation
- MSHDA=Michigan State Housing Development Authority
- LBC=Local Business Consortium
- PGA=Professional Golfers Association
- SBS=Small Business Services
- PD=Physical Development
- Chamber=Cornerstone Chamber of Commerce
- COO=Chief Operating Officer
- CFO=Chief Financial Officer

Community Messaging

- Formed in December of 2008, the Consortium for Community Development (Consortium) is a 501(c)(3) community-based organization. The organization was formed to provide a whole-system approach to dramatically intervene into the issues and causes of chronic poverty, and to drive a transformation in the quality of life offered in the greater Benton Harbor area. Members include Benton Harbor residents as well as business, government and community leaders. All united behind the Benton Harbor Transformation Strategy.
- The Champions for Change initiative is a movement that everyone in this area can engage in. It was launched to help us leverage all of the positive change underway. It is a common brand that has been designed to reflect the strong sense of community pride that exists here in Michigan's Great Southwest. It is about people coming together to make a difference for the community they call home. It is about people helping people.