# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Directors</td>
<td>3</td>
</tr>
<tr>
<td>Letter From Our Executive Director</td>
<td>4</td>
</tr>
<tr>
<td>Nonprofits &amp; Downtown Development</td>
<td>5</td>
</tr>
<tr>
<td>Our Year In Review</td>
<td>6</td>
</tr>
<tr>
<td>Donor Recognition</td>
<td>12</td>
</tr>
<tr>
<td>Looking Ahead to 2019</td>
<td>13</td>
</tr>
</tbody>
</table>
Albion Reinvestment Corporation is led by a talented, committed and connected Board of Directors. These individuals have set the vision for our organization and continue to work to move Albion forward.

Dr. William Dobbins, Board President

Dr. Samuel Shaheen, Board Vice President

Jeffrey Ott, Board Secretary

Michael McFarlen, Board Member

Amy Deprez, Executive Director
Greetings Friends of Albion,

We have come a long way towards our goal of a sustainable and vibrant downtown Albion, and yet we have a long way to go for that mission to become a reality. Last year we launched a strategic roadmap and began the process of driving toward success. In 2018, the ARC team grew considerably, concentrated on marketing and communications, and made real strides toward redevelopment of downtown Albion.

About five years ago, discussions and acquisition of property started. The organization has since transitioned into a non-profit structure and controls 17 properties in the downtown. Those initial discussions by interested and committed individuals propelled ARC's ability today to entertain a transformational project – Big Albion Plan – that otherwise would not be possible. ARC has commissioned Revitalize LLC, a consultant that has played a critical role in providing the preliminary data necessary for initial drawings and renderings to be completed and an environmental consultant was also brought on board to assist with the Brownfield Plans that will be needed to offset the high cost of renovating historic and blighted properties. For more information on the Big Albion Plan, refer to pages 8 and 9.

As a testament to the commitment and compassion of dedicated partners, ARC was able to grow its team, through the donation of employees, and the result has been extraordinary. Through partnerships with Albion College, Caster Concepts, and the Albion Economic Development Corporation, we have dedicated team members concentrating on fundraising, development, marketing, and administration of the non-profit. The Albion EDC Board of Directors continues to support shared leadership between the two organizations and commits approximately 50% of my time to ARC. Going from a staff of one to a TEAM has been instrumental to the success we saw in 2018.

Marketing and communications had to be a critical focus of the past year. ARC launched a new website (www.albionreinvests.org) social media presence and developed marketing collateral to help tell our story. Each step ARC takes towards the redevelopment of the downtown means more and more donations will be needed. In 2018, the ARC Board and Team started the process of creating interest and asking for financial and technical support from friends and supporters of Albion, and this will continue to be a critical focus for 2019.

As we move into 2019, we will continue to engage you and ask you to evaluate your commitment to the community and to ARC. There will be a variety of opportunities for you to bring your expertise to the table and be involved, as well as offer financial support. We know that the vision is attainable – if we work together. We need each of you to be successful. Together, we will find success on Superior Street and the Big Albion Plan will be a reality. Are you with us?

Kind Regards,
Amy Deprez

PAGE 4
Nonprofit organizations are a mainstay of arts and culture projects and social service agencies. However, it is often not apparent that nonprofits support business attraction and retention, economic development and, help to fill financing gaps through grant funds. Nonprofits are capable of driving economic activity in communities that are lacking traditional economic activity such as diverse business growth, technological developments, a skilled workforce, and available capital investment. Albion, like so many Midwestern towns, has struggled for decades to attract traditional economic drivers. As a 501(c)3 organization, Albion Reinvestment Corporation (ARC) is positioned to play the role of an economic driver in the city of Albion.

The model that ARC is using has been successful in other communities throughout Michigan, specifically Flint and the Uptown Reinvestment Corporation. As an organization, their mission “is to encourage entrepreneurial business development in the downtown Flint business district by enhancing the public infrastructure and improve aesthetics, increase downtown residency, and develop the downtown into an attractive area for business, employment, and entertainment.” As an organization, they are solely focused on the downtown Flint business district, just as ARC’s focus is Albion’s downtown corridor. Through its work with the Mott Foundation, Uptown Reinvestment Corporation has completed more than a dozen projects through public/private partnerships. Their coalition of local government, education, businesses, and charitable institutions have come together to move their mission forward and see success in downtown Flint.

In Albion, ARC administers funds to facilitate the acquisition, renovation, and lease and sale of underserved properties to help eliminate blight and encourage businesses to start-up in and relocate to Albion. In an economy where there are not investors to make things happen, this model provides the capital to incentivize an otherwise unachievable development.

Albion Reinvestment Corporation’s work after the last three years has been possible only through charitable donations and strategic partnerships with private and public entities. This investment of time, talent, and capital will continue to drive ARC’s work toward the transformational work that began this year. As a nonprofit, we must be good stewards of the donations that we receive and make wise investments. We believe that the future of Albion and a revitalized core to the community is an investment worth making.
New Addition to the Board of Directors

Michael McFarlen

As a graduate of the prestigious Culinary Institute of America, Michael McFarlen has spent the last 30+ years honing his passion for food and beverage management as an Executive Chef and Vice President of Food and Beverage for FireKeepers Casino Resort Hotel.

Recipient of the “Beacon of Light Award” as well as the Governor’s Service Awards “Volunteer of the Year,” Michael has earned repeated recognition for his hands-on approach to his craft and the ability to balance highly driven philanthropic endeavors with the business demands of a casino executive.
Michael has developed, designed, and launched complete Food and Beverage openings for companies like MGM Grand, Kerzner International/Atlantis Resorts and FireKeepers Casino Resort Hotel, which included menu creation, kitchen layout, staff training, menu engineering, staffing and hiring, budgeting, capital expenditure forecasting, food safety compliance, and strategic planning. He has worked in 5 star, 4 diamond properties, managed celebrity chef-driven outlets, high-profit fine dining, and catering operations and led teams of up to 570 team members. Most recently Michael created a hybrid concept “The Fire Hub” designed to feed local nonprofits thru revenue sharing, as well as, house a fully operational food pantry in conjunction with The Food Bank of South Central Michigan.

“THE POTENTIAL FOR ECONOMIC GROWTH AND REVITALIZATION IN DOWNTOWN ALBION HAS DRAWN ME TO SERVING ON THE ARC BOARD. I AM VERY EXCITED TO SEE WHAT WE CAN DO IN CONJUNCTION WITH ALBION COLLEGE AND THE COMMUNITY TO FURTHER THE ECONOMIC DEVELOPMENT IN DOWNTOWN ALBION.”

- MICHAEL MCFARLEN, BOARD MEMBER

New Team Members

Through the generosity of Albion College, Caster Concepts and Albion Economic Development Corporation, the ARC team has been able to add capacity in fundraising, development, marketing, and organizational administration without incurring additional costs by the non-profit.

Andrew French

Andrew French currently serves as Director of Community Action and Special Assistant to the President of Albion College. In this capacity, he serves as Project Supervisor to the Build Albion AmeriCorps VISTA Initiative, and as project leader on a number of college-community initiatives. He also serves ARC as a Major Gift Officer and served as an Albion City Council Member for eight years.
Andrew received a BA in Chemistry from Ohio Wesleyan University and a Ph.D. from Illinois. He served as a professor of Chemistry for Albion College for 20 years and in his current position for 3 years. He will complete his Lilly School of Philanthropy Certificate in Fundraising Management in March 2019. He is married to his wife, Lisa, and they have two grown children.

Caroline Dobbins-Hurteau

Caroline Dobbins-Hurteau, a graduate of both Albion High School and Albion College, joined the ARC team to lead the organizations marketing and communications, support fundraising efforts, and create opportunities for ARC to engage with the community of Albion. As a recent graduate of the Master of Community Development program at the University of Detroit Mercy, Caroline brings a holistic perspective on ARC's work in Albion and is excited to be apart of the revitalization in her hometown.

Big Albion Plan

The idea of the Big Albion Plan (BAP) was brought forth to assist the City of Albion and most importantly the citizens of Albion. Quite simply, the BAP is tasked to find a path that will enable 25 or more buildings in downtown Albion to be fully renovated in a relatively short period of time. This creates a vibrant downtown full of opportunities to live, work, play, and grow.

"Fully renovated" is a term used frequently but has many definitions. In this case, it means the full exterior restoration of the historic brick and storefronts, new plumbing, mechanical, electrical, roofing and the creation of 50+ apartments & approximately 25 new commercial opportunities. Additionally, the removal of hazardous materials and ensuring proper infrastructure to accommodate each building for decades to come. Upon completion, each building will breathe new life into downtown and benefit current and future generations.

In August 2018, ARC hired Revitalize, LLC and its co-owner, Bruce Johnston, to put together a team tasked with preparing a plan showing a viable way forward to renovate these unique properties.
Revitalize, LLC then hired DK Design architects and TriTerra environmental group to provide design and environmental process assistance.

DK Design measured all buildings and created apartment & commercial designs for each. TriTerra worked with the Albion Economic Development Corporation to identify environmental hazards and funding sources to assist in their permanent abatement. Revitalize, LLC teamed up with First Contracting Inc. to use the information provided by DK design and TriTerra to come up with financial proforma’s that identifies preliminary cost and funding sources to bring the Big Albion Plan to fruition.

As the due diligence is being completed, the Michigan Economic Development Corporation (MEDC) has been a partner that believes in Albion and the re-birth of its downtown. Their financial support is key to the transformational plan, and they have been committed from the start.

"You only get one chance in a lifetime to bring buildings like these back to life... that time is now!"

Bruce Johnston, Revitalize, LLC
Marketing & Events

During the past year, ARC believed it was imperative that the organization start talking about and sharing its vision for downtown Albion with the entire community. ARC worked to create a consistent message and brand that will serve the organization for years to come. The focus has been on creating a website, print collateral, and community events that build relationships, momentum, and excitement for a revitalized downtown.

Website & Social Media

As ARC’s work continues to evolve and move towards revitalization projects, the team knew that having an online presence was vital. In 2018, ARC was able to work with Brick Street Marketing, courtesy of Caster Concepts, to develop its website, www.albionreinvests.org. The site was designed as a place where residents and others could visit to get to know the ARC team, learn about specific projects, and read about various topics related to community development and revitalization. In addition to the website, ARC can also be found on Facebook. This additional online presence allows ARC to share relevant content with our followers and provide up-to-date information about events and projects happening in Albion.

Marketing Collateral

As ARC’s work became more concrete in 2018, the team developed print collateral to be used at various events and meetings. To the right are examples of the new marketing materials.
In the Fall of 2018, ARC hosted several events and information tables. The purpose of these events was to provide the community with an opportunity to understand the organization, its mission, seek community input, and support and answer any questions they may have about our focus and work.

In partnership with Albion College, ARC hosted information tables at four home football games as well as Homecoming. These information tables provided the college and community members attending football games with opportunities to learn more about Albion’s revitalization and ARC’s work in the downtown.

Albion Reinvestment Corporation also hosted two evening events that brought together community stakeholders. These two events were smaller, more intimate gatherings that provided background about the organization, the vision for downtown Albion, and allowed for meaningful discussion about community support moving forward.

Finally, on October 23rd, ARC hosted a community celebration and open house in one of the downtown spaces. All community members and supporters were invited to view front-elevation renderings and proposed floor plans for many of the proposed downtown projects. We intended to celebrate forward progress while continuing to engage citizens in conversations about what they desire to see in downtown Albion. The event was well attended and covered by the media including The Albion Recorder, mLive, and the Battle Creek Enquirer.
Our continued forward progress would not be possible without each of our generous donors. Each dollar donated goes directly to funding our redevelopment projects in Albion, and we have made significant strides with your support this year.

$100,000 and above
- Dr. and Mrs. Samuel Shaheen

$25,000 to $49,999
- Mr. Kevin Asher
- Battle Creek Community Foundation
- Mr. Robert Musser
- Mr. and Mrs. Mark Newell
- Mr. and Mrs. Donald Sheets
- Mr. James Wilson

$10,000 to $24,999
- Mr. and Mrs. Jim Carr
- Judy and Michael Harrington Family Foundation
- Mr. Jeff Petherick

$5,000 - $9,999
- Mr. Thomas Ludington

$2,500 - $4,999
- Mr. and Mrs. Stephen Greenhalgh

$2,500 and under
- Mr. and Mrs. Bud Fox
- Mr. and Mrs. William Rafaill
- Mr. and Mrs. Sam Porter
As we look ahead to 2019, ARC will continue to be focused on fundraising and bringing at least one redevelopment project to construction.

The aggressive desire to have the Big Albion Plan - the transformational redevelopment of much of the downtown - funded and incentive assistance secured is well underway. ARC has brought in key partners to help raise the necessary funds to finance a project of this size and we are months away from being able to request formal support of the incentives through Michigan Economic Development Corporation. Before that can happen, ARC needs to identify and secure prospective donors to collectively cover ARC’s equity portion of the project financing and secure the remaining sources to finance the project.

Depending on many variables, ARC moving forward with either a singular redevelopment project – more than likely Superior Street Lofts which will include a commercial anchor tenant, or with the Big Albion Plan - remains to be decided on during early 2019. The momentum that has been built within the community simply cannot stall. The focus must remain on redevelopment and the window of opportunity is now. If we cannot secure funding for the transformational project, then ARC will proceed with a single project that can be more easily financed and more able to raise funds to keep construction happening and the focus going forward.

Whether it is a 12-unit loft-style apartment building with an anchor commercial tenant (Superior Street Lofts) or a comprehensive and transformational redevelopment of approximately 25 commercial storefronts and 50+ apartments (Big Albion Plan), ARC is moving forward toward revitalization. We will not stop until a non-profit is no longer needed and the community is attracting quality private investment.

Your participation and financial commitment are critical and needed now more than ever. We invite you to talk with any of the ARC Board of Directors or Team to further explore how you can be a part of the transformation.
Our goal will not be achieved without the support of our community and those who have a connection to the City of Albion. We ask that you consider making a monetary donation to Albion Reinvestment Corporation and invest in Albion’s success. If you choose to make a donation, please use the donation card below or visit our website at www.albionreinvests.org. Together we will move Albion forward.

Albion Reinvestment Corporation - Donation Card
16000 East Michigan Avenue, Albion MI 49224

Yes! I want to support Albion’s downtown revitalization through a tax-deductible donation to Albion Reinvestment Corporation

☐ I/We want to support Albion Reinvestment Corporation

Enclosed is my/our ONE-TIME GIFT of:
☐ $50,000  ☐ $25,000  ☐ $10,000  ☐ $5,000
☐ Other $________

☐ I/We would like to learn more about making a MULTI-YEAR PLEDGE.

A member of our staff will contact you using the information provided.

Name(s):________________________________________________________
Address:________________________________________________________
City/State /Zip:____________________________________________________
Phone:___________________________________________________________
Email:____________________________________________________________

☐ Enclosed is a check payable to Albion Reinvestment Corporation
☐ This gift is anonymous

To make a gift by credit card visit www.albionreinvests.org or call 517.629.3926