

SUMMIT LAKE

CHOICE NEIGHBORHOODS
TRANSFORMATION PLAN



acknowledgements

Akron Civic Commons Core Team (Steering Committee)

Akron Civic Theatre
Akron Community Foundation
Akron Metropolitan Housing Authority
Akron Zoo
Alpha Phi Alpha Homes
Amp Strategy
ArtsNow
City of Akron
County of Summit, Ohio
Downtown Akron Partnership
GAR Foundation
Heart to Heart Leadership
Kenmore Neighborhood Alliance
Knight Foundation
METRO Regional Transit Authority
Ohio & Erie Canalway Coalition
Reach Opportunity Center
Say it Loud Akron
Summit Lake BUILD CORPS
Summit Lake Community Center
Summit Lake Community Development Corporation
Summit Lake Residents
Summit Metro Parks
The National Center for Choreography at the University of Akron
University of Akron

Neighborhood Task Force

Akron City Council - Ward 3
Akron Metropolitan Housing Authority
Akron Police Department
Alpha Phi Alpha Homes
City of Akron
Development Finance Authority of Summit County
GAR Foundation
Growing Mindz
Kenmore Neighborhood Alliance
METRO Regional Transit Authority
Ohio & Erie Canalway Coalition
Open M
Reach Opportunity Center
South Street Ministries
Students with a Goal
Summit County Council - District 5
Summit County Land Bank
Summit Lake BUILD CORPS
Summit Lake Community Development Corporation
Summit Lake Residents
Summit Metro Parks

People Task Force

Akron Area YMCA
Akron Children's Hospital
Akron Metropolitan Housing Authority
Akron Public Schools
Akron Urban League
Akron-Summit County Public Library
AMHA Jobs Plus Program
Boys and Girls Clubs of Northeast Ohio
City of Akron
Community Action Akron Summit
ConxusNEO
County of Summit ADM Board
Direction Home Akron Canton Area Agency on Aging & Disabilities
Goodwill Industries of Akron, Ohio
Ohio Means Jobs
OPEN M
Project Learn
Reach Opportunity Center
South Street Ministries
Stark State College
Students With A Goal
Summit County Public Health
Summit Education Initiative
Summit Lake Community Development Corporation
Summit Lake Apartments Residents
Summit Metro Parks
United Way of Summit & Medina

Previous page background image: Summit Lake Community Boating Program (Credit: Tim Fitzwater)

Previous page circle images (top to bottom): Community Workshop #1 at the Front Porch Fellowship on Miller Avenue; Y on the Fly at Community Workshop #1 at Summit Lake; Community Workshop #3 at the Reach Opportunity Center

Housing Task Force

Akron Metropolitan Housing Authority
Alpha Phi Alpha Homes
City of Akron
Summit County Land Bank
Summit Lake Apartments Residents
Summit Lake Community Development Corporation
Summit Metro Parks

Choice Neighborhoods Planning Team

Lead Grantee: Akron Metropolitan Housing Authority
Co-Grantee: City of Akron, Long-Range Planning Division
EJP Consulting Group LLC
The Liou Choice LLC
Interface Studio LLC

Choice Neighborhoods Development Team

The Michaels Organization
Torti Gallas + Partners, Inc.
Moody Nolan

The Akron Metropolitan Housing Authority and the City of Akron would like to give a special thank you to the following residents of Summit Lake Apartments for the extra time they have dedicated to support the planning process:

Jamara Ackles
Deasia Clay
Tee Tee Donnie
Sherri Dowd
Jawanda Lowe
Kiya Portis
Alexandria Poynter
Desmond Roberts
Arica Sutton

*An extra loud shout out is given to Summit Lake Apartments resident **Grace Hudson** and Summit Lake neighborhood resident **Sandra Saulsberry** for their tireless and unwavering support and commitment to this planning effort to re-imagine Summit Lake.*

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*Aerial photo of Summit Lake Apartments.
(Credit Tim Fitzwater)*





EXECUTIVE SUMMARY

VISION FOR SUMMIT LAKE:

Summit Lake is a safe, welcoming and family-friendly community with quality housing and local businesses, where new and long-term residents, proud of their community, work side-by-side to improve the neighborhood.

This vision for Summit Lake captures the hoped for future voiced by residents for this once strong and thriving community anchored by the lake. Over the last two years, hundreds of Summit Lake residents and numerous local organizations including non-profits and foundations, galvanized by the energy and accomplishments of the Akron Civic Commons initiative, have come together to craft a comprehensive plan for this community. Grounded in the realities of today, the Summit Lake Transformation Plan builds upon the community's assets and lays out a series of goals and strategies that will move the neighborhood towards its brighter future of tomorrow.

This brighter future includes:

- **HOUSING - Redevelopment of Summit Lake Apartments** into a mixed-income community both on- and off-site that includes replacing one-for-one the existing units and adding new affordable and market-rate housing. Incorporating green and environmentally sustainable design, these new units will offer residents modern features in a variety of building types and architectural styles within site plans that connect back into the existing street grid.
- **PEOPLE - Enhanced access to programs and services** for residents of all ages and abilities that provide them with the tools and resources they want to thrive physically, socially, emotionally and economically. This resident-first approach puts resident voice, input and feedback as the central drivers in shaping service delivery, format and content, and focuses on building trust and relationships.
- **NEIGHBORHOOD - Strategic investments in the neighborhood** that lead to active and vibrant streets that team with neighbors talking and working together to build and uplift their community today and for the generations to come. New and improved housing, coupled with quality of life enhancements, will reestablish Summit Lake as the place to be and welcomes residents from all walks of life into this proud community.

HOUSING - Redevelopment of Summit Lake Apartments

Summit Lake Apartments is a 239 unit family public housing development sandwiched between Summit Lake and the Ohio & Erie Canal Towpath Trail on one side and Lakeshore Boulevard on the other. In the Transformation Plan, Summit Lake Apartments is re-envisioned as a 479 unit mixed-income community. Of the 479 new units, 239 will remain deeply subsidized, replacing one-for-one the existing public housing units. The remaining units will be split across a mix of additional affordable and market-rate units.

On-site, the existing Summit Lake Apartments will be demolished and the site reconfigured with new pedestrian-friendly streets that connect it back into the fabric of the Summit Lake neighborhood along with new open space for use by residents and visitors alike. Featuring a range of building types - from townhouses and walk-ups to a senior building, approximately 300 new units of mixed-income housing will be built back.

The remaining units will be constructed on vacant lots in the neighborhood, intentionally infusing new investment away from the lake. This will reactivate vacant lots and energize streets with brand new housing that complement the existing housing fabric.

All units, regardless of affordability level, will include modern amenities along with energy-efficient features. Units will be designed to be visitable, i.e. have at least one no-step entranceway and doorways wide enough to accommodate a wheelchair or stroller, etc. Some units will offer accessibility features for residents who may need those accommodations: a minimum of 5% will be fully UFAS/504 compliant and 2% will be hearing and visual impaired. A percentage of units will also be made adaptable. These percentages may increase based on local requirements or to meet the needs of existing residents.



Aerial visual of preferred housing concept for Summit Lake Apartments

PEOPLE - Enhanced access to services and programming

With a long history of resident service and service delivery, AMHA and its partners are changing the way they do business in Summit Lake. Shifting to a resident-first approach that squarely places Summit Lake residents at the center of informing, designing, guiding and modifying the programs and services offered, the goal is to create an environment that empowers and encourages residents.

The People Plan leverages existing assets - both physical, organizational and social - to serve as the foundation for this new approach that includes health, education and employment elements and overall household supports. Physical assets include the Reach Opportunity Center, Summit Lake Community Center and Summit Lake Nature Center as spaces and places where resident-identified programs and services can be held - directly overcoming the transportation barriers faced by the majority of residents.

Organizational assets are the community of service providers in Akron that are interested in and willing to do things differently to elevate resident engagement and outcomes. These providers - called Anchor Organizations - have made the long-term commitment to AMHA and the Summit Lake community to be open to testing new approaches, and to adopt and implement trauma-informed and culturally competent practices.

Social assets are the residents of Summit Lake who are the experts of themselves and their community and understanding the challenges they face as well as the strengths they have. Creating a service environment that effectively and empathetically works with residents requires their voice to be elevated above all others.

NEIGHBORHOOD - Strategic investments in the neighborhood

Beyond redeveloping Summit Lake Apartments, the Summit Lake Transformation Plan is about investing in the neighborhood as a whole. In addition to activating vacant lots with new housing, key neighborhood investments include improving the street and pedestrian network to make it safer and easier to get around the neighborhood; cleaning up vacant lots and turning them into community-serving uses like greenways, gardens or gathering spaces; and addressing blighted properties.

Neighborhood investments also include investments in the people who call Summit Lake home. For homeowners, it is about providing them access to resources and tools to assist them with making needed upgrades and improvements to their homes; for renters, it is about improving the quality of the privately-owned rental housing stock and knowing their rights to safe, decent, and quality housing. Wrapped into the work of improving the existing housing stock is preservation of housing affordability and putting in place the tools to ensure that current Summit Lake homeowners and renters are not priced out as the area changes over time.

The work also focuses on growing the capacity and voice of existing neighborhood organizations like the Summit Lake Community Development Corporation to lead advocacy and community building efforts. This includes having a seat at the table to review new development proposals to make sure they are appropriate for the neighborhood and obtain employment commitments from developers that qualified local residents will be prioritized for available positions on these projects.

What's Next

With the Transformation Plan providing a clear road map forward to realize the community's vision for Summit Lake, the focus now turns to implementing the Plan. The community, AMHA, the City, and the partners are ready to take the steps needed to start the long-awaited work to realize the community's full potential and the future they want see. The community also recognizes that the future they want is going to take time to build, and will require a significant commitment of both human and financial resources. However, the community is undaunted and is ready to embark upon this journey.

AMHA will take the lead as the keeper of the Transformation Plan - overseeing and coordinating the work within the Housing, People and Neighborhood elements and assessing progress

along the way. AMHA's Real Estate Department will head up the implementation of the Housing Program in partnership with its competitively procured co-developer, The Michaels Organization. AMHA's Resident Services Department, with its rich history of collaboration and partnership in the Akron services community, will take on the role of implementing the People Plan along side Summit Lake residents and Anchor Partners. The City, deeply committed to carrying out the resident-identified priorities in Summit Lake, will take the lead on the Neighborhood Plan, bringing to bear resources across various City departments to implement key neighborhood investments.

Working together, the people of Summit Lake know there is an exciting future ahead.



Pilot gathering space next to the Summit Lake Apartments along the Towpath Trail and lake funded in part with HUD Choice Neighborhoods Early Action Activity dollars.

*Canoeists participating in the Summit Lake Community Boating Program.
(Credit: Tim Fitzwater)*





1

INTRODUCTION

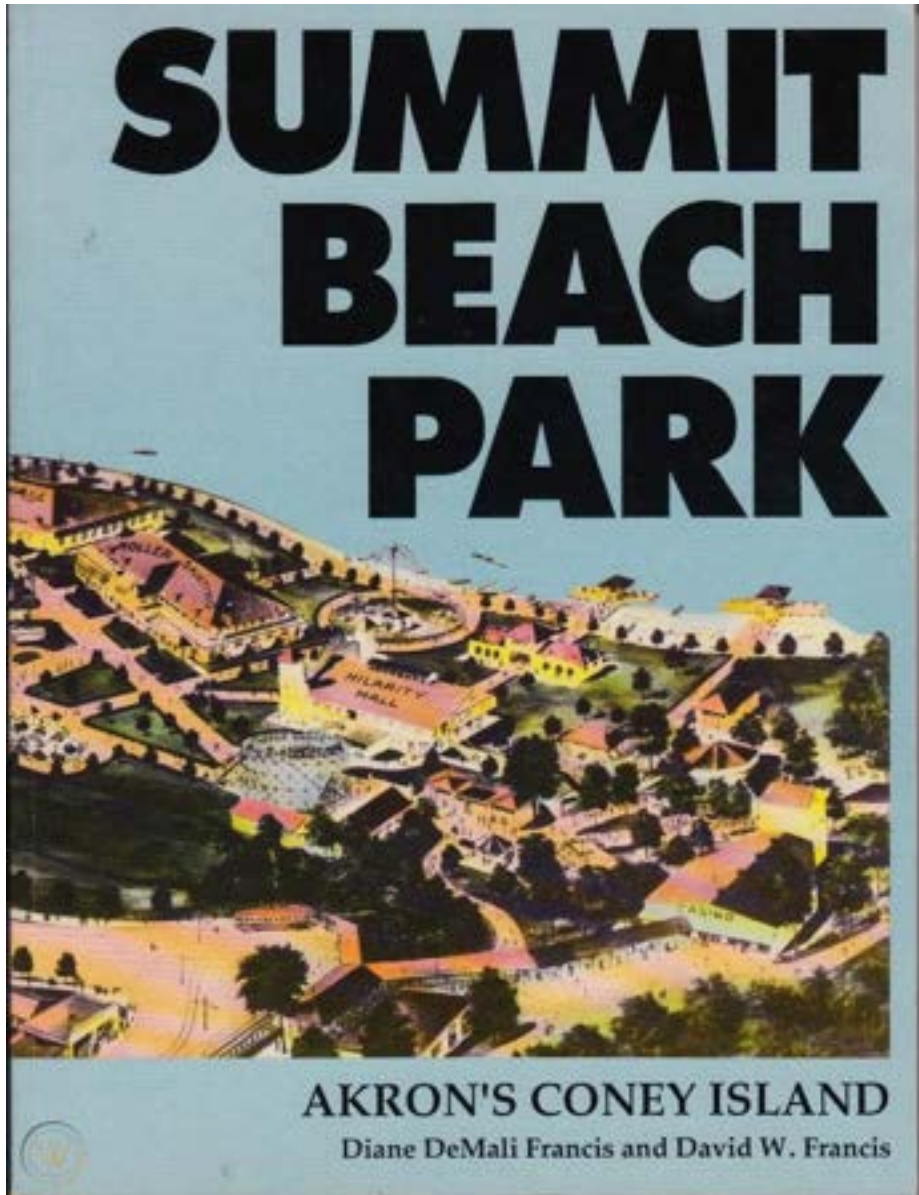
Close your eyes and listen.

Listen to the sounds of children splashing on the water's edge, of oars dipping into the water by canoeists, of food sizzling on the grill, of couples gently rocking back and forth on the swings, of crackling fire pits surrounded by friends and neighbors enjoying the weather.

Now open your eyes. What you heard was not a dream, but a reality that was hard to imagine at Summit Lake just 10 years ago. Made possible through the hard work of local residents and stakeholders convened by the Akron Civic Commons, the shores of Summit Lake will continue to be transformed in the near future with the construction of the Ohio & Erie Canal Summit Lake Trail and development of the northern shore.

Now close your eyes and listen again. Really listen. Hear the sounds of hammers fixing roofs and framing new homes, of lawn mowers keeping yards tidy, of bits of conversation from pedestrians walking by, of neighbors visiting and checking in on one another, of story time at the community center, of keyboard taps during a computer class.

When you open your eyes now, this is not the current reality before you, but it is a future hoped for by residents who call Summit Lake home. This Transformation Plan captures the vision of the Summit Lake community and provides a road map to bring about long sought after changes. The plan builds on the energy and momentum that continues to grow around the lake.



Advertisement for Summit Beach Park.

The Summit Lake Transformation Plan was borne out of and grounded in the work of the Akron Civic Commons. With millions of dollars of additional planned investment along the shores of Summit Lake, the residents in the area began to ask, “what about the rest of the community?”

Immediately to the east of the lake, the Summit Lake neighborhood was once home to a destination amusement park - Summit Beach Park - more fondly called “Akron’s Million Dollar Playground”. The neighborhood boomed during and after World War I and housed workers from nearby plants like Goodyear and Firestone. Tree-lined streets featured single-family homes with front yards, a neighborhood elementary school, and active commercial districts.

The fortunes of Summit Lake began to turn in the mid-1930s as the lake became extremely polluted. Coupled with redlining practices, suburbanization, and the decline of the tire industry, Summit Lake experienced growing disinvestment. In 1958, Summit Beach Park closed its doors and was demolished, and in 1965, the Akron Metropolitan Housing Authority (AMHA) acquired Summit Lake Apartments, which had been built by a private developer on the former amusement park site, to serve as a family public housing site.

Today, Summit Lake is a shadow of its former self. With only about 2,500 residents, which is 42% fewer than in 2000 alone, neighborhood streets are overwhelmed by vacant homes and vacant lots. Commercial storefronts have been transitioned into other uses, and over one-third of the population lives in poverty.

Despite this grim reality, there is a new energy and hope. There is commitment. There is determination. There is resilience among the long-time residents of Summit Lake, which is being embraced by newcomers to the area.

Adopting the “shared values” from the Akron Civic Commons, AMHA and the City of Akron launched a holistic, resident-centered planning process to answer the question, “what about the rest of the community?”

Supported by a FY 2020 Choice Neighborhood Planning Grant from the U.S. Department of Housing and Urban Development (HUD), the Summit Lake Transformation Plan is the result of two years of intensive work by AMHA and the City in partnership with residents and stakeholders to develop a future vision for the community including physical and social investments to elevate neighborhood-wide outcomes.

From community workshops to one-on-one interviews, focused discussions and resident surveys, the Summit Lake Transformation Plan reflects the community’s voice, goals, interests and priorities gathered through these various venues.

The completion of the Summit Lake Transformation Plan is just the first step in making the community’s preferred future a reality. AMHA, the City, and their public, private and non-profit partners will use the Transformation Plan as the road map for what, where, and how to invest, and how to do that in cooperation with the people who matter the most - the residents of Summit Lake.

Shared Values with Akron Civic Commons:

- *Transparency and honesty are essential.*
- *Everyone will be respected and valued.*
- *This is a resident-led process.*
- *We have to build trust first.*
- *We will work to engage those who are not in the room.*
- *We will use plain language.*
- *We will encourage residents to raise questions.*

The Summit Lake Transformation Plan focuses on the portion of Summit Lake that is bounded by I-76 to the north, South Main Street to the east, Kenmore Boulevard/Ira Avenue to the south, and Summit Lake Boulevard/State Highway 93 to the west.

The Summit Lake Transformation Plan is organized into the following chapters:

Chapter 2: Summit Lake Overview A snapshot of Summit Lake today and highlights of the planning process.

Chapter 3: The Vision for Summit Lake The community's preferred future and what actions and investments are needed to achieve that vision.

Chapter 4: People Spotlight A focus on strategies to enhance individual and community well-being.

Chapter 5: Summit Lake Neighborhood Spotlight A focus on targeted investments to uplift the community's quality of life.

Chapter 6: Summit Lake Apartments Spotlight A focus on the redesign of the AMHA site and expansion of housing opportunities.

Chapter 7: Getting from Today to Tomorrow Outlines next steps to move the Transformation Plan from paper to reality.

To inform the selection of strategies, AMHA and the City undertook several studies and facilitated numerous resident gatherings to develop a clear picture of where the community is today - physically, socially, and individually. This information served as the basis for what strategies were most appropriate as well as the baseline from which progress can be judged.

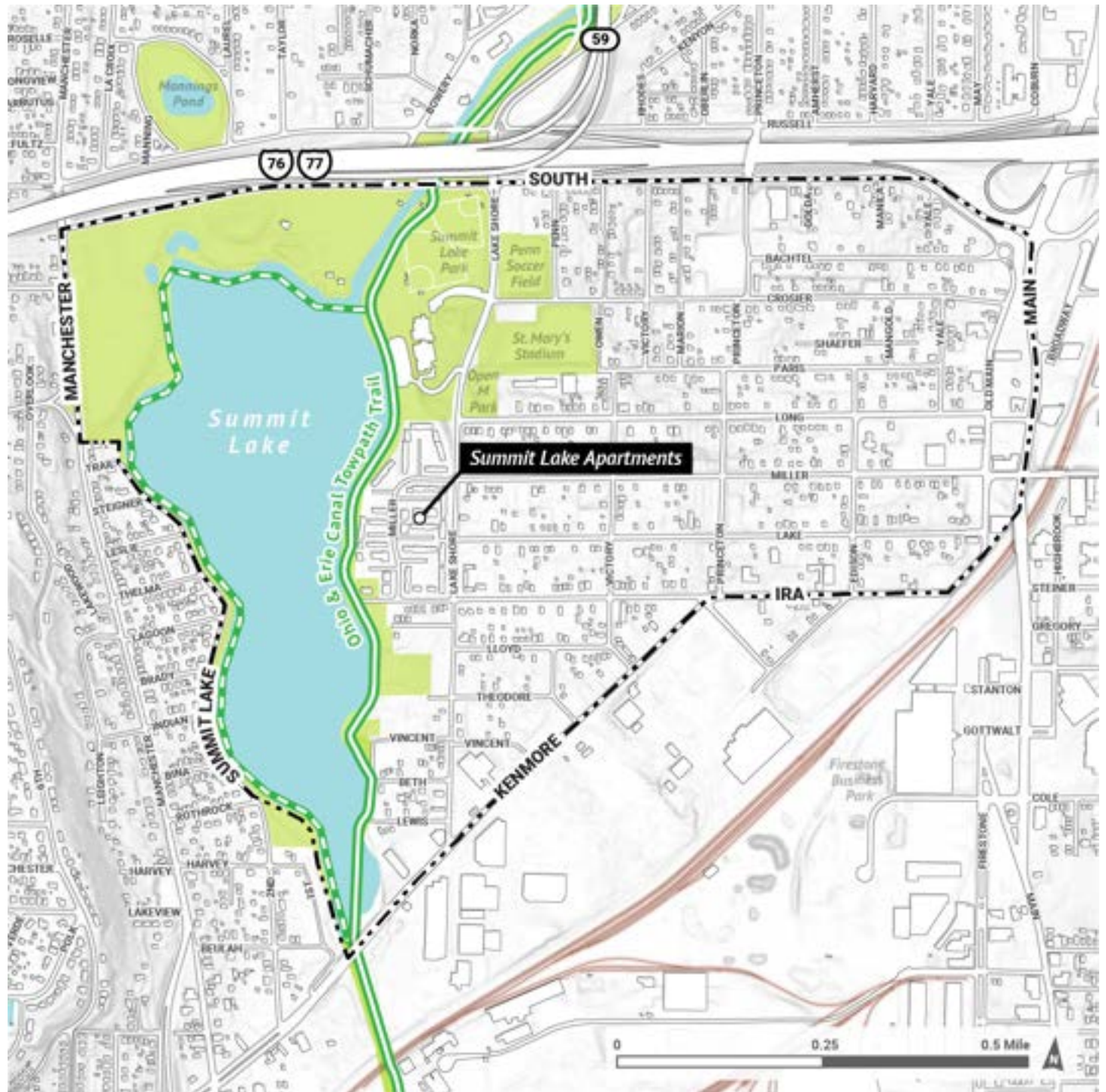
The following studies can be found in the Appendix:

- **Summit Lake Data Book** (Appendix A) - comprehensive compilation of on-the-ground, in-person, and technical studies of the community including:
 - information on the history and physical context of the community including amenities plus socio-economic data.
 - summary of 53 stakeholder interviews completed with residents, service providers and community partners.
 - results from the 158 Summit Lake Apartments resident surveys and 140 Summit Lake neighborhood surveys completed.
 - Phase 1 and Phase 2 Environmental Assessments for Summit Lake Apartments commissioned by AMHA.
- **Analysis of the Residential Market Potential for Summit Lake** (Appendix B) - assessment of the market potential for new rental and homeownership units in the community including target market households and annual absorption rates.
- **State Historic Preservation Review** (Appendix C) - consultation with the State Historic Preservation Office as to the potential historic impacts of any future redevelopment of Summit Lake Apartments.
- **Summit Lake Workshop Summaries** (Appendix D) - results from all six rounds of community workshops held during the planning process.
- **LEED for Neighborhood Development (LEED-ND) Checklist** (Appendix E) - scorecard for how the Transformation Plan is designed to be eligible to secure LEED-ND designation from the U.S. Green Building Council.

Figure 1: Target Neighborhood

Source: City of Akron GIS

- Choice Target Neighborhood
- Lake/River/Pond
- Parks/Open Space
- Ohio and Erie Canal Towpath Trail
- Proposed Summit Lake Trail
- Railroad







2

SUMMIT LAKE OVERVIEW

From growth to decline to resilience and renewal.

Summit Lake, located in the southwestern part of the City of Akron, lies along the Ohio & Erie Canalway and was so named because this glacial lake is located at a high point along the canal. The neighborhood adjacent to Summit Lake boomed during and after World War I as workers, including blacks from the South, flocked to the area to work in nearby plants like Goodyear and Firestone. Towards the end of World War I, Summit Beach Park - more affectionately known as “Akron’s Million Dollar Playground” - opened on the shores of Summit Lake, and thousands came to ride on roller coasters like “The Whip” and swim in the “Crystal Pool” when the lake was deemed unsafe due to chemical runoff from nearby factories.

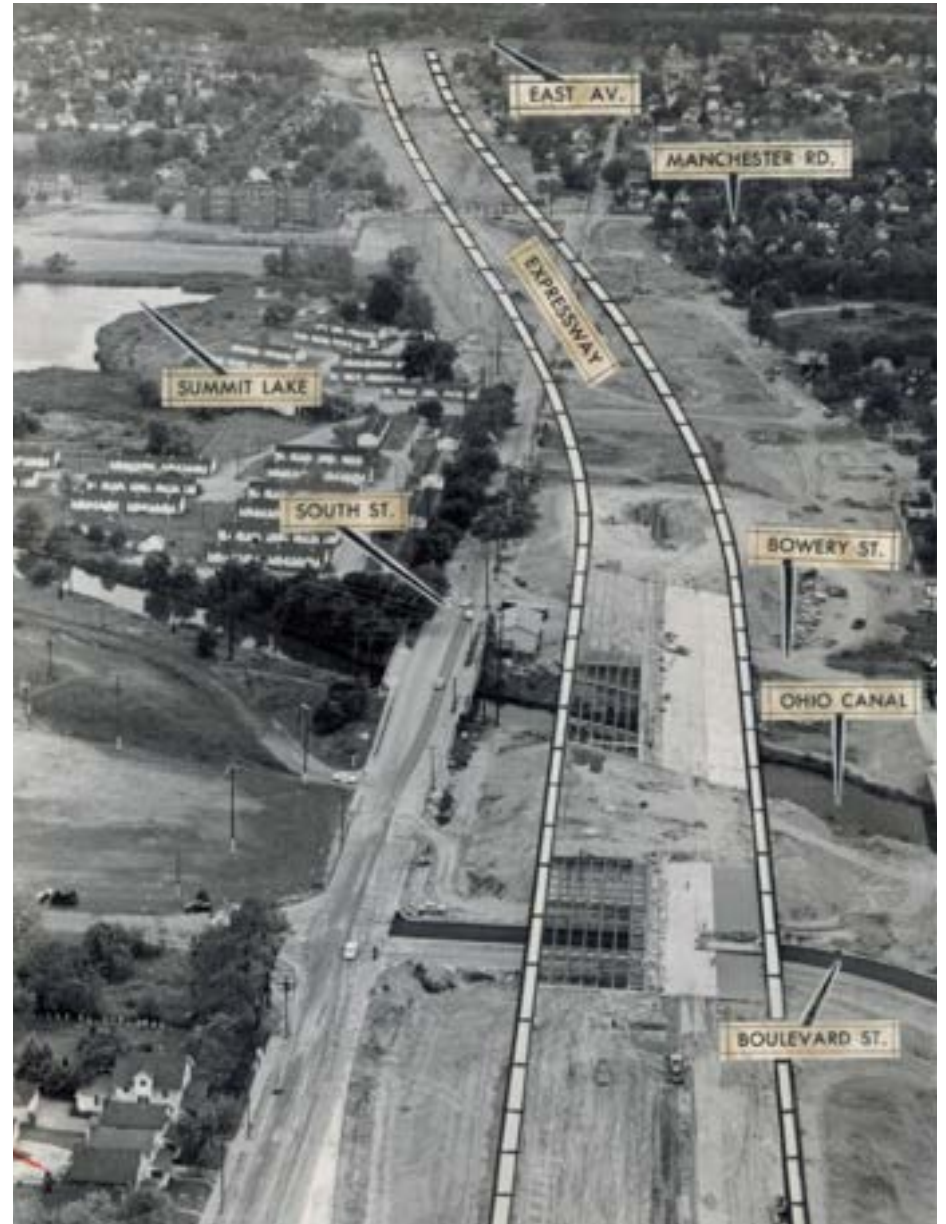
The heyday of the area continued through the 1930s and early 40s, but started to take a downward turn as the impact of redlining practices made it difficult for racial minorities to receive mortgage loans in the neighborhood. Coupled with continued pollution of the lake, volatility in the labor market, and the growth of the suburbs, the decline of Summit Lake was signaled by the closing of Summit Beach Park in 1958. The amusement park was demolished, and the apartment complex built in its place would eventually be acquired by the by AMHA in 1965 and become Summit Lake Apartments, a family public housing community.



Left: Pictures of houses in Summit Lake.

In the years that followed, the Summit Lake community was dealt one blow after another. In the early 1960s, the I-76/I-77 highway was built through the middle of the community, bisecting the neighborhood and displacing hundreds of mostly minority families. The decline of the tire industry due to foreign competition led to significant job losses that hit the already depressed community even harder. Residents fled to the suburbs leaving behind empty homes with low market values that fell into disrepair, foreclosure and/or tax delinquency. Schools were closed as the population shrank, and businesses shuttered their doors.

Today, Summit Lake is a shell of its former self - 50% of the parcels are vacant, which equates to 89 acres. Over half of the vacant parcels are publicly-owned by the City of Akron or the Summit County Land Bank. The increase in vacancy is reflected in the concurrent population decline - between 2000 and 2019, Summit Lake lost 42% of its population. The remaining population tends to be young and poor - over one-third of residents are under the age of 18 and over one-third of households are living in poverty with a median household income of less than \$25,000.

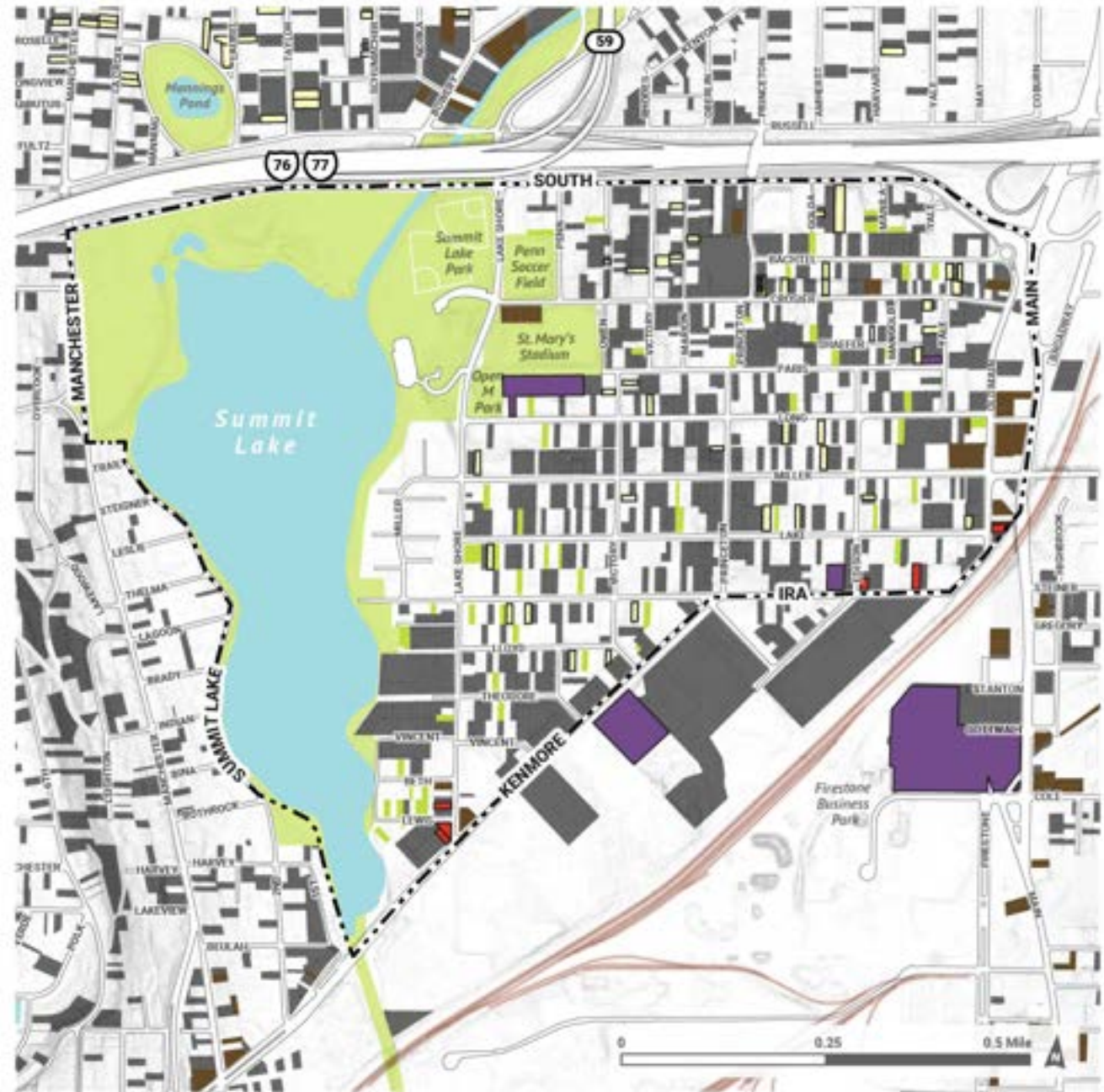


Aerial diagram of the construction of I-76/I-77 from 1962.

Figure 2: Vacant Land and Buildings, 2021

Source: City of Akron GIS, Akron Fiscal Office, 2021 Field Survey

-  Choice Target Neighborhood
-  Vacant Residential Building
-  Vacant Commercial Building
-  Vacant Industrial Building
-  Vacant Land
-  Parking Lot
-  Side Yard



The fortunes of the community started to shift in 2010 when the section of the Ohio & Erie Canal Towpath Trail that ran through Summit Lake was opened. The entire Towpath Trail runs for 87-miles along the long-abandoned canal from Lake Erie and Cleveland in the north to New Philadelphia in the south. With more than 2.5 million trail users annually, Summit Lake, which had been disconnected, hidden, and forgotten began to get noticed as an untapped asset in Akron.

The Towpath Trail was featured prominently in Akron's Reimagining the Civic Commons (RCC) initiative. Jointly funded by the JPB, Knight, Kresge and William Penn Foundations, RCC challenges cities to transform public spaces with the goal that the work advances engagement, equity, environmental sustainability and economic development. In Akron, the City selected civic spaces along three different sections of the Towpath Trail – Downtown, Park East and Summit Lake.



The Ohio & Erie Canal Towpath Trail helped reconnect Summit Lake to the region and runs along the backside Summit Lake Apartments.

Launched in 2016 with the Ohio & Erie Canalway Coalition (OECC) as the convener of partner organizations, coordinator of civic engagement, and administrator of the initiative, the Akron Civic Commons established a resident-first approach to hear what residents wanted and what their concerns were before any planning began.

With a goal of turning resident wants and priorities into actual investments, the first Akron Civic Commons' project in Summit Lake was to create a waterfront sitting area with picnic tables, grills, benches, and shade. Since then, several additional projects have come to fruition: a pop-up nature center at the Reach Opportunity Center that now has a new permanent home in the former Summit Lake Pump House after \$2.5 million in renovations by Summit Metro Parks; the demolition of vacant buildings along the northern shore of the lake including the closed Margaret Park Elementary School at a cost of nearly \$1 million; and the Summit Lake Community Portrait Project featuring photographs of community residents along the Towpath Trail in Summit Lake. A water quality study completed in 2018 also demonstrated that the lake water was safe for certain recreation and had a water quality similar to other inland lakes in Ohio.

Summit Lake Community Portrait Project featured photographs of residents along the Towpath Trail.





One of the first Akron Civic Commons' projects completed, a gathering space along the waterfront, was directly informed by early feedback from neighborhood residents. (Credit Tim Fitzwater)

In 2018, the Akron Civic Commons completed the community-led Summit Lake Vision Plan. Two projects identified in the plan and prioritized by the community were the creation of a 2.25 mile trail around Summit Lake connected to the Towpath Trail and development of the northern shore of the lake (North Shore). The Ohio & Erie Canal Summit Lake Trail was piloted during the summer of 2021 using mowed paths and signage, and permanent construction of the \$2.5 million loop trail began in Fall 2022.

The North Shore project is estimated to cost \$10 million and is currently under design with construction anticipated to start in 2023. The North Shore will feature a picnic pavilion, boat launch, kayak storage facility, concession stand, and a bridge connecting the North Shore over the canal to the east side of the lake.

Aside from these capital projects that will transform the shores of Summit Lake, the most important outcomes from the Akron Civic Commons' work were the development of a mutual understanding and respect for resident voices and the understanding that progress only moves as fast as the speed of trust. Over the years, the community heard a lot of promises that were not fulfilled, and residents were not consulted about decisions that impacted their neighborhood.

The process established by the Akron Civic Commons was the first time residents were at the table with decision-making input about what happens in their community. Building and maintaining resident trust is an on-going effort that continues to infuse the work of the Akron Civic Commons today.

Sign at one of the entrances to the Ohio & Erie Canal Summit Lake Trail during the pilot phase.





Picture of some of the vacant lots in the Summit Lake neighborhood.

Summit Lake Land Use Plan

Aside from the activity happening in and around the lake through Akron Civic Commons, the City has been doing work in the community for the last 15 years, much of which was centered around land acquisition and blight removal. Using Neighborhood Stabilization Program (NSP) 1 and NSP 3 funding, the City spent nearly \$3 million acquiring land, demolishing blighted buildings, rehabilitating older homes and constructing new housing. The City also used a \$235,000 Ohio Department of Natural Resources (ODNR) grant to acquire over 30 parcels adjacent to the lake for future open space.

As the largest land owner in the neighborhood with 350 properties in hand, the City initiated a Land Use Study in early 2021 to determine the future of the City-owned parcels. With an intent to facilitate new development in the area and transition the vacant lots back into productive use, the City completed the Land Use Plan in December 2021. Stemming from the Land Use Plan, the City expects to adopt a new form-based code in 2023 to spur contextually appropriate development.



Logo developed by the City in partnership with Summit Lake residents to brand the Land Use work.

Summit Lake Apartments

Located on the lakefront adjacent to the Towpath Trail, Summit Lake Apartments (Apartments) has a prominent presence in the Summit Lake community. With a repetitive design and superblock configuration, the Apartments are readily identifiable as public housing. The Apartments suffer from significant structural issues due to the soils on which the units are built. The buildings have been experiencing differential settlement for decades and AMHA demolished 14 units back in 1996 because the settlement was so severe. Today, with 239 units, structural issues continue to plague the site with 7 more buildings exhibiting signs of differential settlement. Despite these issues, the Apartments maintains a 98% or higher occupancy rate because of the extreme need for affordable housing in Akron.

With the continued decline of the Apartments' physical condition, the successes that had been achieved by the Akron Civic Commons on the shores of Summit Lake, and the City's plan to undertake a land use study, AMHA and the City saw the opportunity to leverage the planned land use work for the neighborhood with a concurrent comprehensive planning process to determine the future of the Apartments.

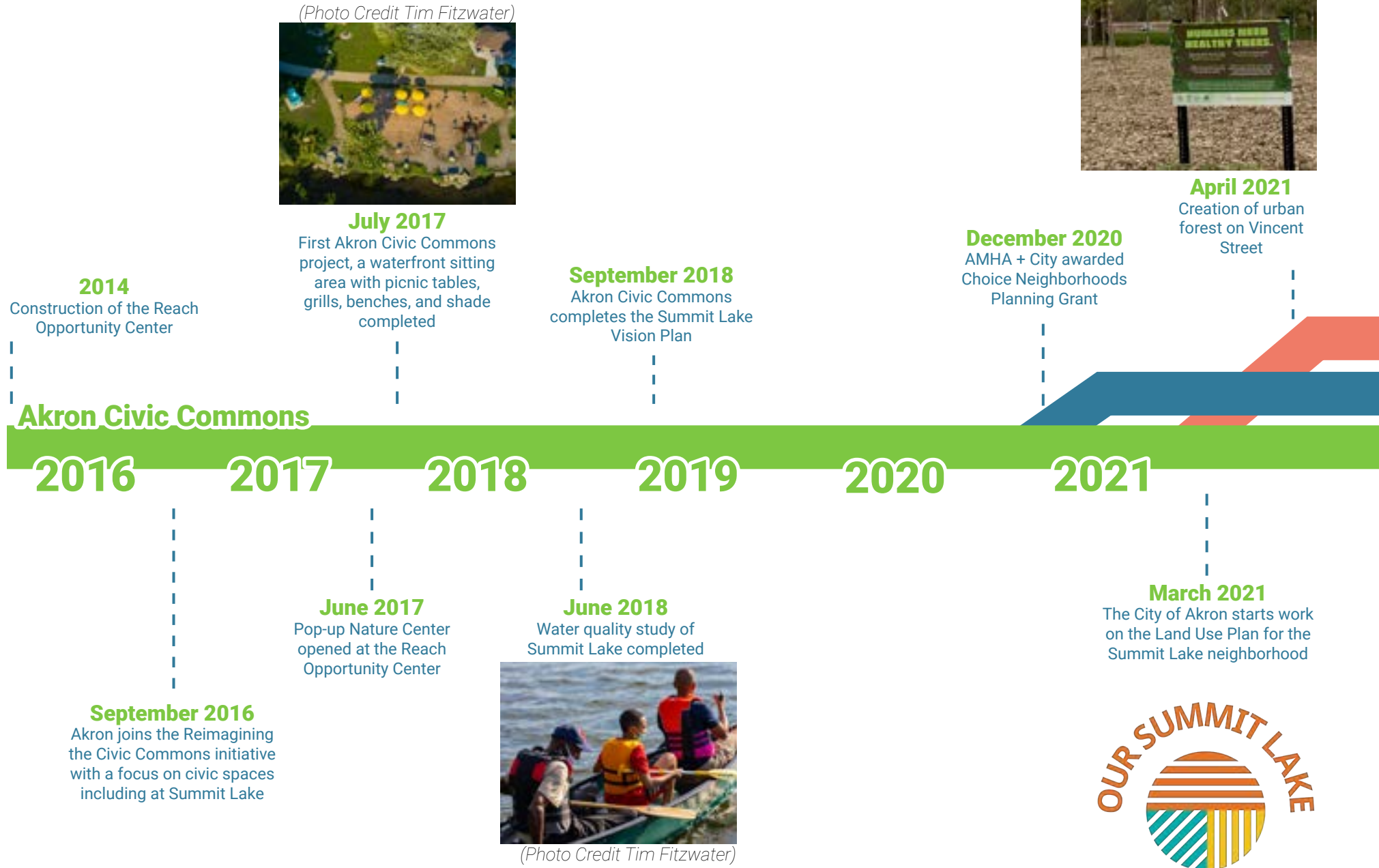
In 2020, AMHA and the City applied for and were awarded a FY2020 Choice Neighborhoods Planning Grant to support the development of a Transformation Plan for the Apartments and the greater Summit Lake community.

*Aerial photo of Summit Lake Apartments.
(Credit Tim Fitzwater)*





Timeline





July 2021

Community Workshops
Round 1



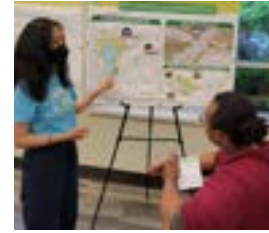
October 2021

Community Workshops
Round 2



March 2022

Community Workshops
Round 3



June 2022

Community Workshops
Round 4



September 2022

Community
Workshops Round 5



November 2022

Community Workshops
Round 6

Land Use

Choice Neighborhoods

2022

July 2021
Ohio & Erie Canal Summit
Lake Trail is piloted around
Summit Lake

July 2021
Summit Lake Nature Center
opens in the old pump house



Dec. 2021
Summit Lake
Land Use Plan
completed

March 2022
Resident / Service
Provider Focus Groups



October 2022
Construction begins on
\$2.5 million Ohio & Erie
Canal Summit Lake Trail

November 2022
Pilot Gathering Space
installed next to Summit
Lake Apartments

December 2022
Final Transformation
Plan
+
Package City-owned
Land in Summit Lake
for RFPs

2023

Sustaining Civic Engagement & Stewardship

A principal Akron Civic Commons goal is to build lasting civic engagement and stewardship of the community. While Akron Civic Commons provided the space and opportunity for the residents to engage, residents had to rise to the occasion and make the decision to participate – and they did. The accomplishments of the last few years would not have been possible without the community's ideas, participation, commitment and growing notion that they can change and determine the future of the place they call home.

Building on the strength of the approach to community engagement established by the Akron Civic Commons, AMHA and the City committed to adhering to the same shared values to ensure meaningful community involvement in every step of the process. These shared values guided the approach to resident engagement, ensuring that the process was transparent, inclusive, built trust, and respected and valued the time and knowledge of Summit Lake residents.

Community engagement activities included community workshops, pop-up events, focused discussions, one-on-one interviews and resident surveys. Done at strategic points during the planning process, these activities provided venues to gather information, share ideas, and collect feedback.

To maximize resident participation, the first five rounds of community workshops were held in two locations - one by the lake near the Apartments, and one in the heart of the Summit Lake community at the Front Porch Fellowship on Miller Avenue. The final workshop was held at the Reach Opportunity Center in an effort to bring the community together in celebration.

Workshops Round #1 - July 2021



The first round of workshops focused on gathering resident experiences living in the neighborhood using a personal history postcard and a collaborative map and spin wheel to record issues and ideas.

Workshops Round #2 - October 2021



The second round of workshops took key themes from the previous workshop and had residents prioritize their vision for the community plus potential neighborhood activities and investments.

Workshops Round #3 - March 2022



The third round of workshops gathered input on two different roadway configurations for the redevelopment of the Apartments, a refined vision for community acceptance, and possible amenities in a new gathering space.

Workshops Round #5 - September 2022



The fifth round of workshops collected input on two different site plan options with different features, building types and styles, and open space amenities.

Workshops Round #4 - May/June 2022



The fourth round of workshops asked residents to prioritize neighborhood improvements, share their architectural preferences, and weigh in on different unit densities for the redevelopment of the Apartments.

Workshops Round #6 - November 2022



The final workshop was a celebration of the completion of the Transformation Plan and kicked off the implementation phase to bring the community's vision for Summit Lake to life.

Planning During the Time of COVID-19

AMHA and the City of Akron were awarded a Choice Neighborhoods Planning Grant in the midst of the COVID-19 pandemic. Being sensitive to low COVID-19 vaccination rates in Summit Lake and that access to reliable internet service was a challenge, community engagement activities were held in-person either outside to decrease the chance of transmission or if inside, due to inclement weather, following all local COVID-19 protocols.

COVID-19 also required creativity to facilitate resident involvement. In October 2021, the Choice planning team participated in a Halloween “parade” with sandwich boards that went door-to-door to solicit resident opinions about the community’s vision, options for open space improvements and ways to build community pride. The residents appreciated the creativity and the parade was a huge success!



Overseeing the planning and community engagement process was a Steering Committee plus three Task Forces - one each for Housing, People and Neighborhood. Each group included Summit Lake Apartments and neighborhood residents, place-based organizations, local stakeholders, and City and County departments.

The Akron Civic Commons Core Team, an established group of stakeholders convened by Ohio Erie Canalway Coalition through Akron Civic Commons to guide and oversee their work, served as the Steering Committee for the Transformation Plan to avoid duplication and build on the Akron Civic Commons process. AMHA and the City attended these monthly convenings to provide updates throughout the planning process.

The Housing Task Force focused on the redevelopment of Summit Lake Apartments, while the People Task Force worked on assessing the services landscape in Summit Lake and how to connect Apartments residents with programs and resources they needed.

The Neighborhood Task Force was intentionally convened as a joint effort between the City’s Land Use Plan and Choice Neighborhoods to coordinate activities and provide a unified approach to neighborhood investment.

Task Forces were convened on a regular basis, whether monthly (Neighborhood) or bi-monthly (Housing, People) as needed. Each task force acted as a sounding board to review and provide feedback on existing condition analyses, community engagement, and ideas and options as they were developed.

Neighborhood children participate in a kids’ activity at the first planning workshop in July 2021.





Participants at Community Workshop #1 held at the Front Porch Fellowship on Miller Avenue.

3

THE VISION FOR SUMMIT LAKE

Summit Lake is a safe, welcoming and family-friendly community with quality housing and local businesses, where new and long-term residents, proud of their community, work side-by-side to improve the neighborhood.





Attendees at the final workshop.

Crafted and refined by the community, the vision statement captures how residents see themselves and how they want the community to be seen in the future. It reflects their long-term intent to be a part of the change, commitment to see the improvements through, and openness to work with others who share their vision.

The guiding principles for the community served as a “North Star” for the selection of the goals and strategies to move Summit Lake closer to its preferred future.

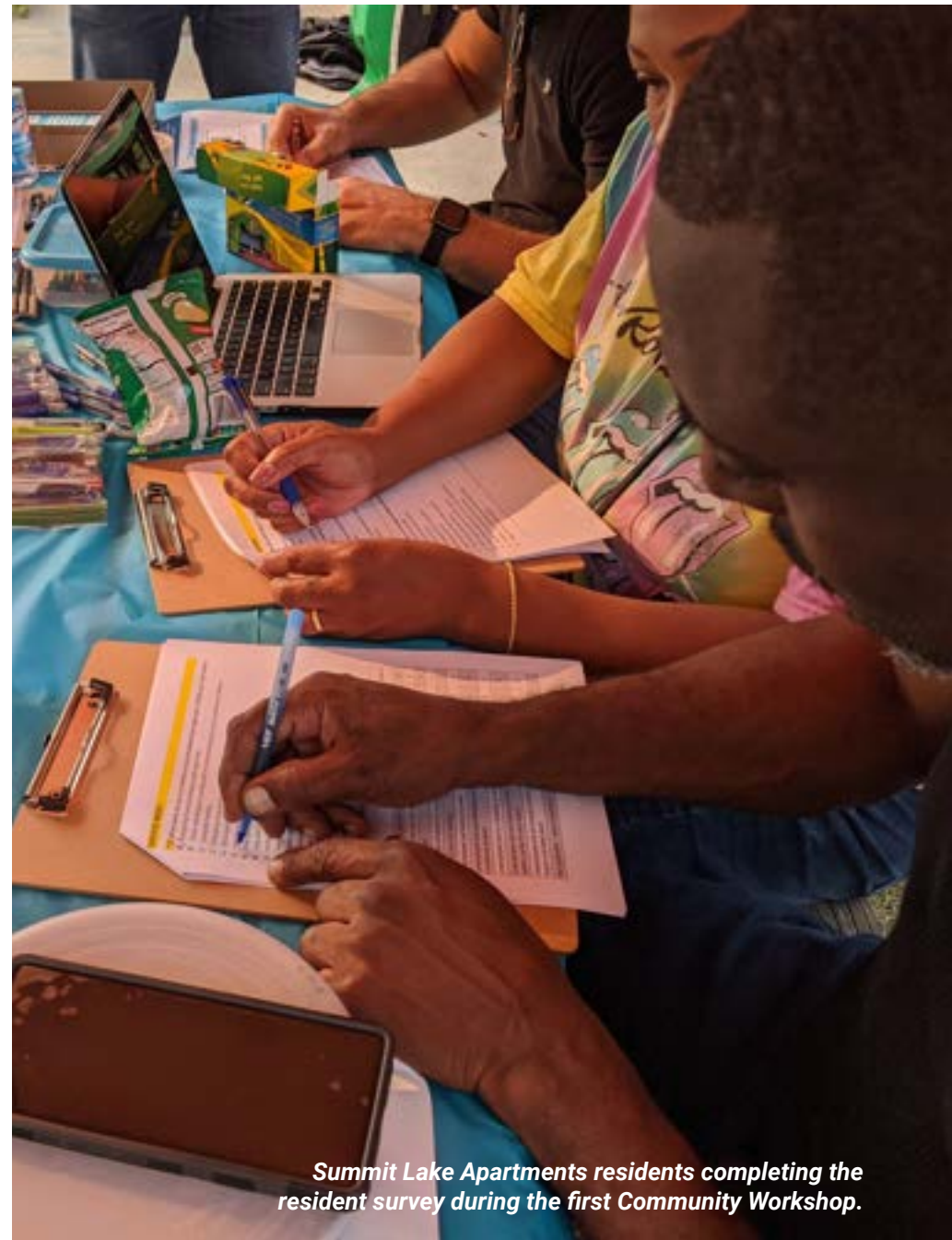
Summit Lake Guiding Principles:

- *Residents are involved in all aspects of the work and guide the selection of community priorities.*
- *Investments and programs will address the needs and interests of both existing and future residents.*
- *Residents are supported to take a leadership role in all investments.*
- *Sustainability and resilience will be included in all neighborhood improvements.*

A Note on Safety

A common theme heard throughout the planning process is that residents do not feel safe. Safety comes in many forms and residents voiced concerns about a range of issues that made them feel unsafe. These included hearing gun shots; being surrounded by dilapidated homes and vacant, trash-filled lots; having to deal with speeding cars while walking in the street because the sidewalks were overgrown, in disrepair or simply non-existent; or not knowing one's neighbors and feeling isolated, alone and afraid.

Some issues that impact safety are beyond the purview of this Transformation Plan, like gun safety and gun control, and require national, state and local leaders to act and pass legislation. However, there are other issues that can be addressed and impacted by this Plan. Within each focus area - People, Neighborhood, Housing - strategies that address safety are highlighted. Because what contributes to "feeling safe" is multi-faceted, the approach to addressing safety is similarly multi-dimensional. No single strategy will address the issue of safety completely; but collectively, the group of strategies offers a holistic, all-encompassing approach to changing perceptions of safety in the community.



Summit Lake Apartments residents completing the resident survey during the first Community Workshop.

Residents are proud to live in Summit Lake with its strong sense of community and neighbors who look out for one another.

This goal focuses on the strengths and benefits that accrue from residents feeling they are a part of and belong to a “community.” The overall goal for the People Plan is: AMHA and its People partners, using a resident-first approach, work side-by-side with Summit Lake residents to design, inform and assess the services and programs available to Summit Lake residents that best meet the community’s needs and support individual households.

The strategies to achieve this overall goal fall under subgoals focused on household supports, education, health and employment:

- Summit Lake households are connected with resources that empower them to thrive.
- Summit Lake youth have access to effective programs and services throughout their educational life course.
- Summit Lake residents are physically, mentally, emotionally and socially resilient.
- Work-able Summit Lake adults are employed in living wage positions with benefits.

“The social ties that accompany a sense of belonging are a protective factor helping manage stress and other behavioral issues. When we feel like we have support and are not alone, we are more resilient, often coping more effectively with difficult times in our lives. Coping well with hardships decreases the physical and mental effects of these situations.”

- The Mayo Clinic Health System, “Is having a sense of belonging important?” by Angela Theisen, December 8, 2021

Meeting residents where they are



As part of Workshop Round #2 and being mindful of increases in COVID-19 cases at the time (October 2021), the Planning Team in partnership with the AMHA Jobs Plus and Resident Services teams conducted a Halloween "Parade" that brought the planning process to the people. The group went door-to-door through the entire Summit Lake Apartments site to obtain resident input while handing out goodies and candy.



Summit Lake is a connected community with quality housing, streets and public spaces that support active and healthy lifestyles as well as protect the natural environment.

This goal focuses on ensuring that all residents of Summit Lake experience a high quality of life through targeted investments in the physical fabric of the neighborhood that have been prioritized by the community.

The strategies in this section aim to strengthen the neighborhood in concert with the redevelopment of the Summit Lake Apartments by focusing on quality of life issues, investments in new and existing housing, and improving neighborhood streets and public space:

- Tackle quality of life issues in the neighborhood.
- Improve and expand the neighborhood housing stock.
- Create safe passageways to neighborhood destinations.
- Invest in parks and open spaces designed for the community.



Summit Lake Apartments will be redeveloped as a mixed-income community that is integrated into the neighborhood.

This goal focuses on redesigning Summit Lake Apartments in a manner that meets the community goals of connecting the site with the rest of the neighborhood, including high quality amenities and open spaces; creating new quality affordable housing and preserving the ability of existing residents to remain in the community; and capitalizing on the site's adjacency to the lake itself.

The strategies in this section focus on the redevelopment of Summit Lake Apartments and the development of infill housing off-site in the neighborhood:

- Redevelop the Summit Lake Apartments site as a high quality mixed-income community with amenities.
- Develop new housing off-site to activate vacant lots and bring new investment into the neighborhood away from the lake.



*View of Summit Lake Apartments
from across the lake.*

Resident survey event at Summit Lake Apartments



Summit Lake Apartments resident survey event outside the Reach Opportunity Center and Summit Lake Community Center in June 2021.

4

PEOPLE SPOTLIGHT

Residents are proud to live in Summit Lake with its strong sense of community and neighbors who look out for one another.

The tens of millions of dollars of investment underway or planned in Summit Lake (the completion of the Ohio & Erie Canal Summit Lake Trail and the new North Shore park, the City beginning to implement resident-identified priorities from the Land Use Plan, and the future redevelopment of Summit Lake Apartments by AMHA) will physically and visually change the existing landscape. However, new parks and housing do not make a community; the people who live there do.

This section focuses on Summit Lake's greatest asset - its residents. Using an asset-based approach, the People Plan outlines a path for doing things differently to better engage, involve, and uplift individual and community well-being and outcomes.

Overall People Goal: AMHA and its People partners, using a resident-first approach, work side-by-side with Summit Lake residents to design, inform and assess the services and programs available to Summit Lake residents that best meet the community's needs and support individual households.

The Akron service community offers a rich and comprehensive menu of services to City residents of different ages and abilities across the spectrum of service areas from health, employment and education to basic needs. AMHA through its Resident Services Department has been at the forefront of bringing together coalitions of partners to serve residents through its Early Childhood Initiative, JobsPlus program, and the conceptualization, opening and operation of the Reach Opportunity Center.

The People Plan for Summit Lake builds upon this history of partnership and the successes and challenges over the last eight years since the Reach Opportunity Center opened. Based on these lessons learned and extensive resident input, AMHA is re-imagining its service model in Summit Lake to a resident-first approach that puts residents at the forefront of service planning and delivery both as partners and as beneficiaries. This means Summit Lake residents are at the table with AMHA and its partners to design the services and programs offered, provide firsthand feedback on what is working and what is not, and guide program modifications.

Convene a Summit Lake Service Coalition that includes Summit Lake residents and Anchor Partners

- Establish shared goals, values, organizational commitments, and how the Coalition will work together, and codify in a Memorandum of Understanding or other document for shared accountability.
- Execute data sharing agreements with Anchor Partners to streamline the collection and sharing of information to assess impact of services provided and minimize resident fatigue.

Prioritize actions and activities that foster relationship and trust building between residents and between residents and service partners

- Dedicate a full-time AMHA Service Coordinator to Summit Lake focused on outreach, information sharing and service connection.
- Expand the Summit Lake Resident Ambassador program and their capacity as resident liaisons between residents and AMHA and resident to resident via community building and outreach activities.
- Host "Get To Know..." sessions that offer casual opportunities for conversation and connection.

Maximize the use of existing space assets in Summit Lake - Reach Opportunity Center, Summit Lake Community Center, Summit Lake Nature Center, George Sisler Field and Summit Lake Apartments community room - to host services and programs

- Streamline and remove barriers to accessing and reserving space whether by service partners or residents.
- Publicize and recruit users to activate these spaces with priority given to those that serve Summit Lake residents.



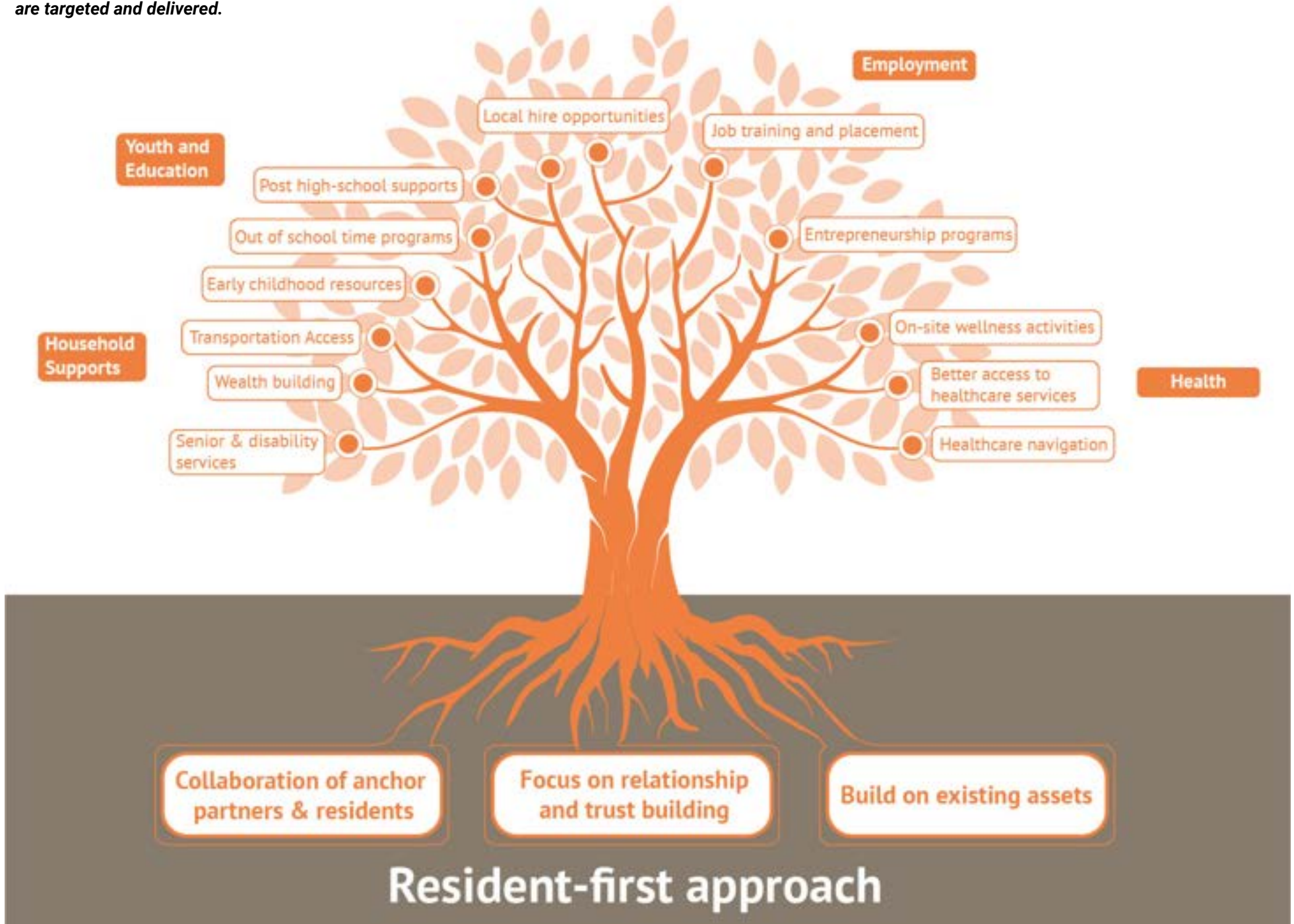
The Reach Opportunity Center, located just north of Summit Lake Apartments and connected to the Summit Lake Community Center, has a computer lab plus two community rooms that are open to the public.

What are “Anchor Partners”?

Anchor Partners are organizations that are:

- Open to changing their approach to service delivery including piloting new programs in Summit Lake.
- Ready to make a long-term commitment to consistent involvement in the community and understand that program participation may take time to grow.
- Willing to assess and modify their policies and practices to align with being a trauma-informed and culturally competent organization.
- Excited about working with AMHA to chart a new path.

The elements of a resident-first approach serves as the “roots” to the People Plan for Summit Lake and serves as the foundation for how services and programs are targeted and delivered.



Why “resident-first”?

Changing the service approach and the narrative of Summit Lake grew out of numerous conversations with residents, on-the-ground staff, and partner organizations working in the neighborhood and reflects consistent themes identified by multiple stakeholders. Residents do not trust or always feel respected by those whose mission is to support them, and providers are frustrated at the lack of participation in the services and programs offered.

At the core of this disconnect is an old-fashioned approach to service delivery and the micro-traumas that happen each time a person does not feel heard. Adopting a “resident-first” approach is an intentional shift by AMHA and its Anchor Partners to re-envision how they work with and within the Summit Lake community. Initially, this means asking residents to share their time and voice to inform how the work is carried out and modified to be more relevant and useful to them and their neighbors. Moving forward, service delivery will continue to evolve in response to resident input and guidance.

As a starting point in this community, this looks like:

- **Making opportunities to connect without an agenda** - too often, the only time providers interact with residents is to get or give “something” - gathering information, signing up for a program, handing out a food box, collecting rent, etc. Instead of working from a singular perspective, include opportunities to get to know residents and their histories.
- **Working with trusted partners to bridge the trust divide** - residents mistrust large institutions for a reason, and overcoming these histories requires a middle person who can help build back that trust.
- **Assessing how services are provided and whether they meet organizational expectations** - low-income residents and people of color are more likely to experience poor customer service. AMHA and its Anchor Partners will voluntarily engage in comprehensively assessing their service practices and policies and be open to making improvements where identified.
- **Committing to sustained involvement** - one-time programs and services contribute to the experience of micro-traumas by residents. Consistent, on-going programming offers a platform for residents to begin to build connections and eventually relationships with a provider. Providers have to understand that engagement takes time to grow and need to commit their participation and presence in the community for a sustained period of time.



Events and programs build community connections.

Safety and the People Plan

The People Plan for Summit Lake works on many of the protective factors that contribute to the perception and feeling of being safe in the community:

- Providing multiple opportunities and ways for residents to get to know each other to build a greater sense of community within the Apartments - a place where residents look out for and support one another.
 - Removing barriers and facilitating access to services - meeting residents where they are and creating a supportive environment that respects and values each individual regardless of race, income, gender, age or ability.
 - Targeting root causes that contribute to criminal behavior including economic instability and mental health factors, including substance use.
 - Creating safe and welcoming spaces for youth that nurture their interests and curiosities and support them as they move along the pathway to adulthood.
 - Empowering residents to have a central voice in what happens in their community and giving them ownership over creating a place and environment where they and their neighbors want to live.
-

Subgoal 1 (Household Supports) Summit Lake households are connected with resources that empower them to thrive.

Beyond specific health, education and employment supports, this subgoal targets activities that span across all households regardless of age, ability or household type.

- 50% of households own a car but 58% report challenges with transportation.
- 45% of households have a savings or checking account at a bank.
- 42 residents are 55 and older and 35 residents receive Supplemental Security Income (SSI) benefits.
- Top reported household needs are budgeting and credit repair, help with financial/legal issues, and transportation assistance.

Work with local organizations like Goodwill Akron and Akron Public Schools to address transportation barriers to service access and employment.

- Incorporate resident voice and perspective into transportation program development and refinement.
- Pilot new transportation programs at Summit Lake.

Focus on increasing financial literacy and achieving financial stability.

- Connect residents with professional, one-on-one financial coaching offering individualized plans to address credit score improvement, debt reduction and asset building.
- Connect residents to safe, no-fee banking services.

Link seniors and residents with a disability to local resources that empower them to live independently.

- Facilitate resident engagement with the local Area Agency on Aging and Disabilities for screenings, in-person assessments and referrals.
- Help residents interested in working engage in services to address barriers and understand their workplace rights and eligibility for disability benefits.

Subgoal 2 (Education): Summit Lake youth have access to effective programs and services throughout their educational life course.

Children under 18 make up 50% of the resident population at Summit Lake Apartments (254 out of 512 residents). Half of the children (128) are under 5 and half (126) are school-age. Transportation, while an issue for all Summit Lake households, is amplified for those with children.

- 21% of children 0-5 are enrolled in pre-K, Head Start or Early Head Start program (excludes children already in Kindergarten).
- Existing local childcare options have eligibility requirements (e.g. work, school, training, age, etc.) or limited hours which significantly constrains the childcare options of parents who need care on a short-term, temporary or long-term basis.
- 88% of school-age youth do not participate in afterschool or out-of-school time programs with transportation and safety as the top barriers to participation.
- School-age youth at Summit Lake Apartments attend 29 different public, charter and private schools across the area.

Early childhood (birth to 5)

Expand the number of local high quality childcare options for working, looking for work, and stay-at home parents.

- Work with existing organizations offering more flexible childcare programs to assess the feasibility of locating a new facility in Summit Lake.
- Support residents interested in providing childcare to obtain pre-licensing training and file the documents needed to become a licensed Type B Home through the Ohio Department of Job & Family Services.

Assist parents/caregivers with childcare enrollment and applying for childcare subsidies.

- Aid parents with the childcare search process and evaluating appropriate options based on their needs.
- Remove barriers to applying for childcare financial assistance including understanding forms and providing copies of required documents.

Prioritize local residents for childcare slots in Summit Lake.

- Advocate with existing program providers to institute a neighborhood preference when filling program slots located in Summit Lake.

School-Age (5 to 17)

Form a teen/tween advisory group to inform out-of-school time activities.

- Recruit local youth to provide guidance to youth-serving organizations on program development including activities, structure and format.
- Empower and mentor local youth to design, test and implement out-of-school time programs. For example, Reach Opportunity Center is pursuing unstructured, self-directed learning programs that provide nontraditional out of school time (e.g. coding, arts and culture) based on resident feedback

Collaborate with local organizations to maximize the reach of available transportation options for Summit Lake students.

- Research existing transportation options and explore what changes can be adopted to expand their reach and impact.
- Establish agreements with organizations with transportation resources to address transportation barriers to youth engagement.

Transition Age Youth (14 to 22)

Connect interested youth with post-secondary supports and mentoring.

- Organize a mentoring program to introduce students to important post-secondary resources, expose them to college life, and offer a support network to ask questions.
- Match students and families with an Education Navigator who can provide information and help with applications for financial aid opportunities, and understand financial aid offers.
- Provide on-going supports targeted to first-generation low-income students to help them stay in college and graduate.

Link youth with career exploration and youth employment programs.

- Assist youth with registering and applying for summer youth employment programs.
- Connect youth that have graduated from high school or dropped out with support services and case management to build the skills needed to obtain and retain employment in their fields of interest.

Subgoal 3 (Health): Summit Lake residents are physically, mentally, emotionally and socially resilient.

There are several dimensions to personal well-being beyond physical health. Personal wellness also includes mental, emotional and social elements - all of which are interdependent and influence each other.

- Depression, extreme stress and anxiety were cited as the top health issues for residents but only two-thirds are currently receiving treatment for these health concerns.
- Top unmet health needs are vision and dental care and weight loss assistance.
- Transportation and wait time to obtain services are the primary barriers to obtaining quality health care.
- 40% of households have been to the Emergency Room at least once in the past year and 24% utilize the emergency room as their primary source of health care; 9% and 4% of adults and children, respectively, do not have health insurance.
- Approximately 20% of children are not up to date on their immunizations.
- Less than half of households feel like they know their neighbors and their neighbors know them.

Establish a satellite health facility in Summit Lake.

- Identify potential facility operators and their space requirements.
- Work with residents to determine which health services are most needed and potential barriers to be addressed (e.g. cost, hours of operation, health plan acceptance, etc.).

Connect residents with free/low-cost specialized health services (e.g. vision, dental, mammograms, developmental assessments, etc.).

- Team up with health partners to identify mobile clinic opportunities available in Akron.
- Collaborate with residents to determine best location, day, times and frequency of mobile clinics.

Expand the reach of the current Community Health Worker (CHW) program to serve all households.

- Partner with health providers to recruit and train additional CHWs that are dedicated to serving the Summit Lake community.
- Leverage CHWs to inform and help residents sign-up for the mobile clinics and satellite health facility appointments, access needed follow-up services, and serve as health care advocates if needed.

Form a Summit Lake Community Wellness Committee.

- Empower residents and provide them with the resources to plan, organize and host on-site activities, clubs and events.

Subgoal 4 (Employment): Work-able Summit Lake adults are employed in living wage positions with benefits.

The average annual income of work-able households is \$11,357; 28% of work-able adults are unemployed and looking for work, and 16% are not working due to a disability or medical restriction.

- Educational attainment levels are low - 24% of adults do not have a high school diploma; and about 50% only have a high school diploma/equivalency.
- Transportation and childcare are the most frequently cited challenges to working or finding work followed by lack of a high school diploma and lack of job skills and training.

Expand the reach and impact of current workforce programs in Summit Lake.

- Increase the hours and days of the satellite OhioMeansJobs Center at the Reach Opportunity Center to provide greater access to OMJ's comprehensive employment services including job development, job placement, and post-placement supports.
- Partner with other existing program providers to assess participation and changes needed to increase local enrollment.
- Recruit work-able residents to inform the services offered and hours of operation to best serve the needs of working and employment-seeking residents.

Prioritize the hiring of Summit Lake residents for local employment opportunities, e.g. redevelopment of Summit Lake Apartments, construction of new housing in the neighborhood, positions at Summit Lake Nature Center.

- Establish a training and employment pipeline to prepare Summit Lake residents for anticipated future construction and non-construction jobs.
- Execute community benefits agreements that include local hiring preferences with entities engaged in development activity in Summit Lake.

Encourage residents to turn "side-hustles" into formal businesses

- Launch a merchants association for local small business owners and entrepreneurs to support networking, sharing of resources and experiences, and growth of Summit Lake-based businesses.
- Connect entrepreneurial-focused residents with mentoring and business development resources.



Let's Grow Akron Community Farm

Summit Lake Neighborhood
Akron, Ohio



Green Onions \$1
Radish \$1

Beets #3
Carrots #3
Cucumber 2/41

Cut Flowers \$2

Fresh Herbs \$2
Italian Parsley

Rhubarb #3
Radicchio #1

Green Beans #2

Vendor at the Summit Lake Farmer's Market.



5

SUMMIT LAKE NEIGHBORHOOD SPOTLIGHT

Summit Lake is a connected community with quality housing, streets and public spaces that support active and healthy lifestyles as well as protect the natural environment.

For the Summit Lake neighborhood, natural assets are an integral part of the community and make it unique. The importance of the lake and the role it plays in the overall civic space environment in Akron has been emphasized through the work of the Akron Civic Commons. With a committed focus of resources and energy on the spaces immediately adjacent to the lake - including the completed Summit Lake Beach, the gathering space currently being piloted, the Summit Lake Trail currently under construction, and the work underway to transform the North Shore, the Neighborhood strategy for the Summit Lake Transformation Plan targets investments and activities that extend beyond the lake and focuses on work within the greater Summit Lake community.

Doing While Planning

During the planning process, the City of Akron and partner organizations carried out several projects in the neighborhood in direct response to resident-identified concerns.

Completed:

- Installation of speed tables on Miller Ave east and west of Victory Street to slow down traffic on this main east-west thoroughfare.
- Planting of over 300 trees and the creation of a 40'x120' urban forest on Vincent Street to expand the amount of tree coverage and future usable open space.
- Repair of inoperable street lights identified during a lighting survey initiated in response to resident concerns about dark and dimly lit areas in the neighborhood.
- Replacement of City gas lines coupled with new sidewalks to upgrade aging infrastructure throughout the neighborhood.

Underway and coming up:

- Pedestrian improvements to the intersection of Lakeshore Boulevard and Long Street to create a safer east-west crossing from the neighborhood on the east to Summit Lake Apartments and the amenities along the lake including the Reach Opportunity Center and the Summit Lake Community Center.
- Start of design work for the park space on the north shore of Summit Lake by Akron Civic Commons followed by construction of the park in 2023 (construction of the park is fully funded).
- Pilot launch of the Ohio & Erie Canal Summit Lake Trail in May 2019; construction on the permanent trail started in October 2022.
- Launch of the Akron Home Repair Program funded through American Rescue Plan Act funds.
- Initiation of traffic studies for West South Street, Old Main Street, Ira Avenue, and Edison Avenue to examine usage patterns and options to improve safety along these streets.
- Construction of a pilot mid-block greenway to improve pedestrian mobility in early 2023.
- Implementation of beautification and pedestrian safety improvements to the Princeton Street bridge - northern gateway into Summit Lake - by 2024.



Groundbreaking for the Ohio & Erie Canal Summit Lake Trail.



Curb ramps at Long Street and Lakeshore Boulevard.



One of the speed tables on Miller Avenue.



Vincent Street urban forest.



Community garden in Summit Lake.

Safety and the Neighborhood Plan

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While Summit Lake is considered safer now than in past years, many residents do not feel safe in the neighborhood. A major contributing factor to this feeling is the extraordinary amount of vacancy as well as poor pedestrian conditions and speeding traffic. The strategies in the Neighborhood Plan target these physical factors that impact perceived and real safety:

- Addressing quality of life issues such as overgrown lots, unsealed buildings, dumping and trash to convey the message the community is cared for and watched over.
 - Building neighborhood resilience to crime through community building events such as neighborhood clean ups, community cookouts, and block watches that both tackle quality of life issues and also strengthen resident relationships.
 - Activating vacant properties with temporary resident-serving uses such as pocket parks and permanent investments like new housing so there are more “eyes on the street.”
 - Designing streets that are safer for pedestrians and bicyclists with better sidewalks, crosswalks, bike facilities and slower traffic.
-

Key Data Points

Vacancy and blight

- 50% (793) of all parcels are vacant which amounts to 89 acres of vacant property.
- Over half of the vacant property is publicly owned by the City of Akron or the Summit County Land Bank.
- Nuisance complaints are concentrated on vacant properties, particularly those that are privately-owned.
- Vacancy and litter were the top quality of life issues residents wanted this plan to help solve.
- 39% of neighborhood residents cited vacant/abandoned properties as one of the biggest problems with the neighborhood and 42.5% felt the City was doing a “poor” job of addressing unsafe, vacant homes in the neighborhood.

Streets

- Safer streets was a top priority with Lakeshore Boulevard and Miller Avenue in the most need of traffic calming - crash and speeding data from the City confirm these streets as being locations for accidents and unsafe driving.
- Sidewalk conditions are poor, particularly the eastern part of the neighborhood, and there are few crosswalks.

Housing

- 26% of Summit Lake housing units were demolished between 2000 and 2019.
- 33% homeownership rate.
- 49% of renters are housing cost-burdened.
- The majority of the housing in Summit Lake was built prior to 1940.
- 26% of all homes are in overall good condition, 57% need of minor repairs, 16% need of major repairs, 1% appear unsafe.
- Housing affordability was cited by residents as one of the things they like most about the neighborhood.
- Building new housing and rehabilitating existing housing is a top priority for residents.

Open space

- Over half the neighborhood lives farther than a quarter mile or 5-minute walk, from a park entrance.
- Neighborhood parks and recreational spaces were cited by residents as one of the things they like most about the neighborhood.

The strategies in this chapter aim to uplift the neighborhood in concert with the future redevelopment of the Summit Lake Apartments by prioritizing efforts that enhance the neighborhood’s appearance and beautification, create new housing and upgrade existing housing, and improve neighborhood streets and public spaces.

1. Tackle quality of life issues in the neighborhood.

Grow the work and activity of the Summit Lake Community Development Corporation (CDC).

The Summit Lake CDC is a resident volunteer organization focused on improving the quality of life in Summit Lake. The organization is interested in and naturally suited to undertake various initiatives within the Transformation Plan. Several actions are needed to help them serve in this key role:

- Build organizational capacity: AMHA and the City of Akron will support organizational growth of the Summit Lake CDC including connecting them with other local CDCs such as East Akron Neighborhood Development Corporation (EANDC) or Well CDC, and Kenmore Neighborhood Alliance.
- Continued alliance with the Summit Lake Neighborhood Association: The Neighborhood Association serves as a valuable communication arm that can share information generally as well as specifically regarding the Summit Lake CDC initiatives.
- Identification of financial resources to support activities: The Summit Lake CDC wants to take the lead on organizing community events and further expand their work to address quality of life issues in the neighborhood. AMHA and the City of Akron will support the Summit Lake CDC to locate and secure resources to fund such activities including hiring a full-time staff person.
- Grow neighborhood clean-up efforts: Residents identified “cleaning up the neighborhood” as the top activity they want

to see happen in the next year. With this clear resident-identified priority, the Summit Lake CDC took the lead to initiate a resident-led clean-up program with on-going stewardship in the community. The program provides cleaning equipment and supplies, and coordinates with the City of Akron for dumpsters and trash removal on clean-up days. More clean ups are desired and the Summit Lake CDC needs support to market and identify new locations and recruit neighborhood stewards.

Support the establishment and growth of small businesses.

Residents want to see more small businesses in the community to serve neighborhood needs and fill the gaps left over the years. To support small business development, the following actions will be pursued:

- Establish a merchant’s association to provide networking and mentoring opportunities for local entrepreneurs and small business owners.
- Incorporate retail/restaurant space into new developments and identify mechanisms to lower rental costs for new businesses.
- Identify opportunities for small business pop-ups during community events to increase retail exposure.



Residents at the first neighborhood clean up effort on May 7, 2022.

Target programs to address nuisance properties.

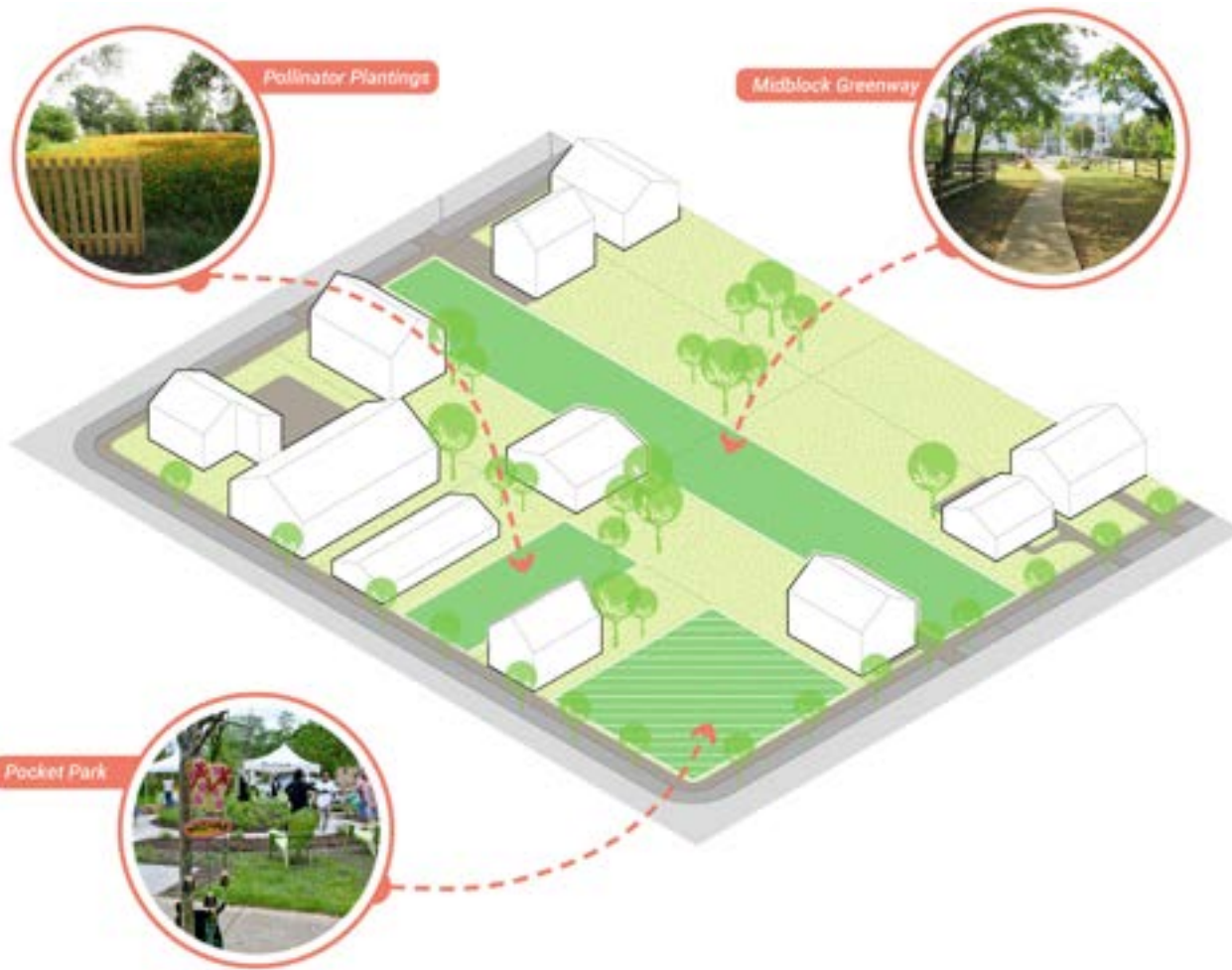
Nuisance properties, including properties with noise complaints, unkept yards, vacant and blighted houses, and overgrown vacant lots, are a serious concern for residents and are a blighting influence on the neighborhood.

- The City will develop and implement a process to identify nuisance properties, and will work with the Summit Lake CDC to educate residents on how to report these properties.
- The City will also review current code enforcement practices and explore what adjustments are needed to adopt a more proactive approach, prioritize code violation response in Summit Lake, and follow-up on corrections for cited code violations in a timely manner.

Activate vacant lots with temporary and permanent uses.

Residents want vacant lots activated with community-serving temporary uses to discourage dumping while awaiting future development. Other spaces may be suitable for permanent community uses such as providing additional open space away from the lake (see Neighborhood strategy #4). Depending on the size, location and other characteristics of the vacant lot, a range of community-identified uses may be appropriate including:

- Pocket parks on visible corners where interventions can include beautification investments such as installing low-height fencing, planters, benches, or welcome signs.
- Mid-block greenways on publicly-owned vacant lots to create pedestrian-only pathways that make it easier to traverse the neighborhood with its long east-west blocks as identified in the City's Land Use Plan.
- Low maintenance landscaping such as native wildflower, grasses and pollinators that can reduce the need for mowing, manage stormwater, and support pollinator populations.



Examples of vacant lot activation.



Credit: Brilliant Detroit

Precedent: **Detroit Pocket Parks**

Brilliant Detroit uses a resident-led process to create pocket parks in underserved neighborhoods.



Credit: Alexa Bush

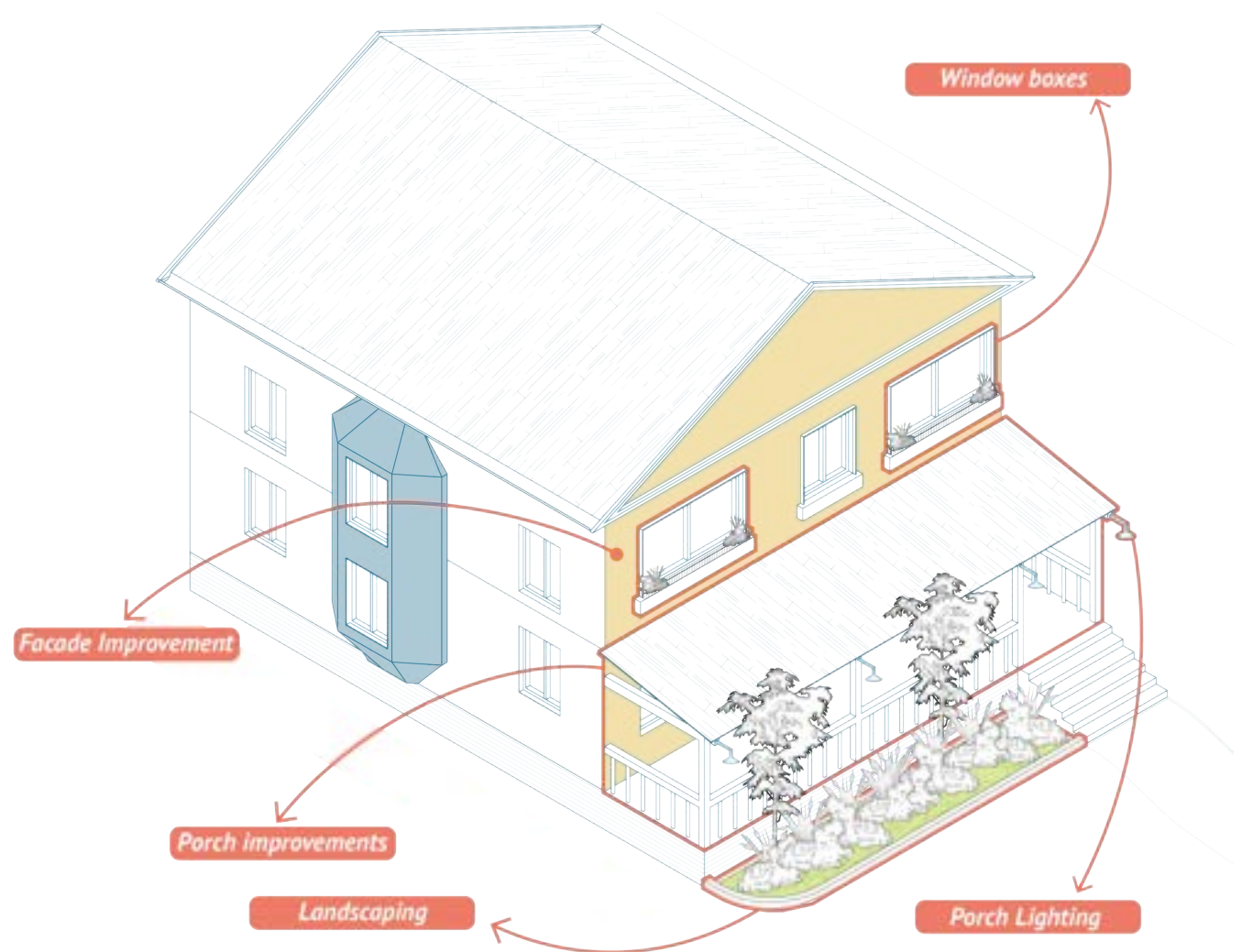
Precedent: **Native Meadows**

Detroit Civic Commons Fitzgerald neighborhood transformed vacant lots into meadows. Also adopted "No Mow May" to create better pollinator habitats.

2. Improve and expand the neighborhood housing stock.

Support existing homeowners with home improvements.

Current homeowners need assistance to maintain their homes. The age and size of the homes, combined with low property values, make it difficult for homeowners to access the needed financial resources to pay for the work. The City is in the process of developing a homeowner rehabilitation program, including one specifically targeted to Summit Lake homeowners. Beautification and safety enhancing upgrades, such as installing planters, window boxes, and porch lights, can complement other exterior improvements and provide more lighting in the neighborhood. Organizations like Habitat for Humanity can be a partner to help residents install solar lights.



Examples of home improvements.

Address the quality of existing rental housing stock.

Large single family homes in Summit Lake that have been converted to one or more rental units face the same challenges as owner-occupied units. The age and size of the homes make them difficult and expensive to maintain by the property owner. For property owners who do not have the financial resources to make improvements, the City is researching the feasibility of a landlord grant program that could be piloted in Summit Lake. For property owners who are not interested in making improvements and are only interested in the income generated from the property, the tools to address nuisance properties will be applied by the City (see Neighborhood strategy #1).

Adopt tools and policies that minimize resident displacement from Summit Lake.

With millions of dollars of investments happening on the shores of Summit Lake and the City and AMHA planning to invest in new housing, existing residents are fearful that they will be priced out of the community. Homeowners are concerned their property taxes and fees will increase significantly, and renters are concerned landlords will increase rents higher than they can afford. The City has some existing tools at its disposal to help mitigate the concerns of homeowners, but residents are unaware of them and whether they really address the challenges Summit Lake homeowners face. Activities to address these concerns include:

- Market existing homeowner-relief programs to homeowners and eviction prevention programs for Summit Lake renters.



Precedent: Whole Home Repair Program

The Commonwealth of Pennsylvania passed the Whole Home Repair Program in July 2022 to address the challenges low-income tenants and small landlords face with buildings in need of repair: buildings are either left in poor condition or landlords use repairs to justify rent hikes. The new program provides up to \$50,000 per unit to small landlords to fund repairs and does not have to be paid back as long as landlords keep annual rent hikes below 3% for 15 years.

- Establish a Summit Lake task force focused on developing and piloting resident non-displacement programs, which could include grandfathering tax liability for existing homeowners or putting in place affordability terms for rental property owners that utilize any City programs to upgrade their properties.

Develop new housing.

The long-term shared goal of the City and Summit Lake residents is to build new rental and homeownership housing on vacant lots. These new units would span the range of affordability and housing types.

The City's Land Use Plan identified key locations for increased density and mixed use. Based on community input, areas with a high concentration of publicly-owned vacant land requiring minimal land assembly or large single owner-owned lots are best suited for larger housing developments. Smaller infill housing projects throughout the neighborhood are also supported by clarifying and streamlining the process for obtaining City and Summit County Land Bank-owned property.

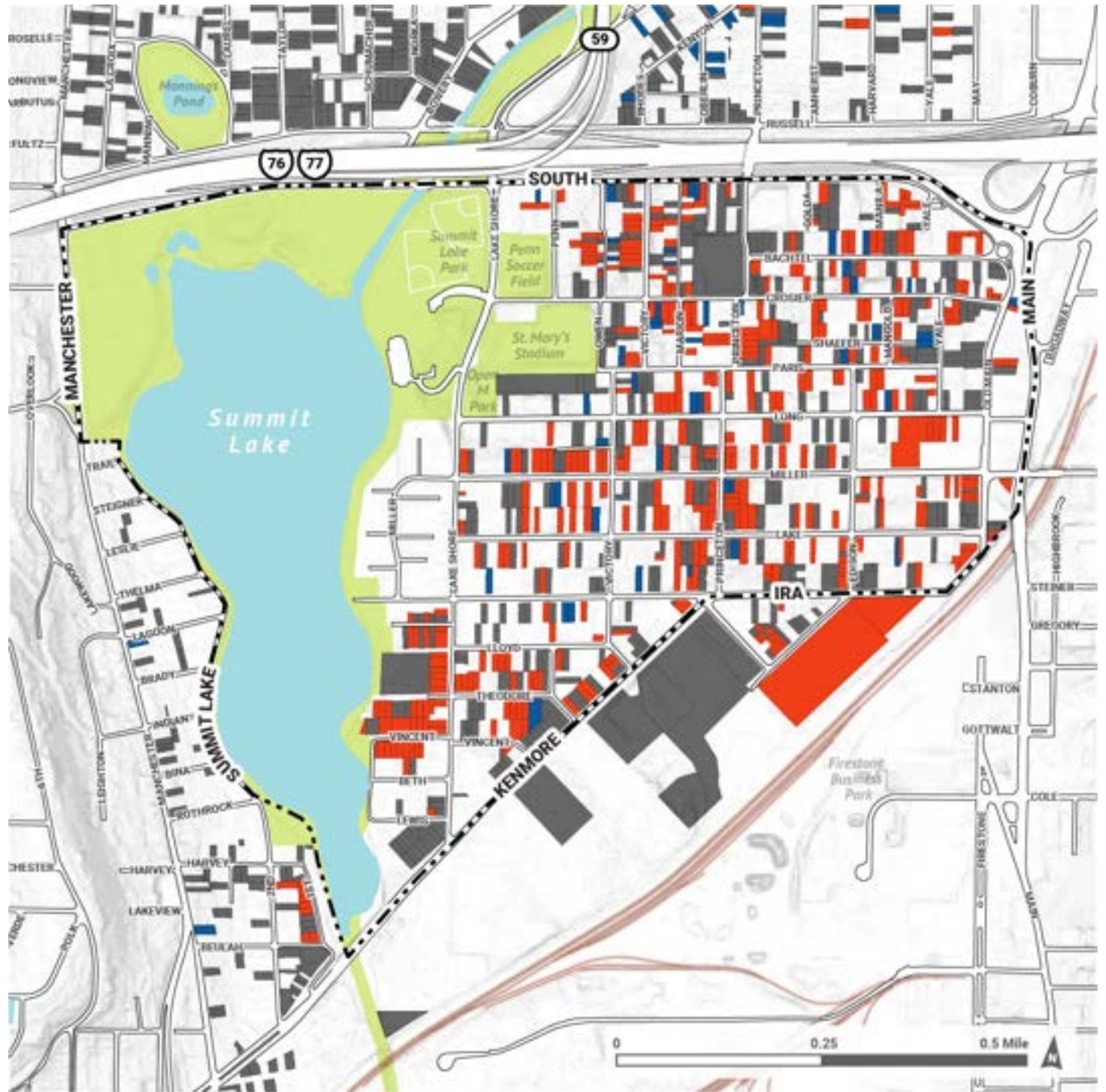
To ensure new development is aligned with community values, the Summit Lake CDC should play an advisory role in the review of future development on publicly owned-land. Additionally, future development should include a community benefit agreement, which could include funding (potentially to provide a funding source for the Summit Lake CDC to grow their work as described in Neighborhood strategy #1) or local hiring goals for Summit Lake residents.



Duplex in Summit Lake built by the City of Akron using Neighborhood Stabilization Program (NSP) funds. The building was purchased by AMHA and is used as scattered site public housing.

Figure 3: Vacancy by ownership, 2021

-  Choice Target Neighborhood
-  Lake/River/Pond
-  Parks/Open Space
-  Railroad
-  Privately Owned - Vacant
-  Summit County Land Bank - Vacant
-  City of Akron - Vacant



3. Create safe passageways to neighborhood destinations.

Improve Lakeshore Boulevard to be the front door to the neighborhood.

Re-designing Lakeshore Boulevard would complement the redevelopment of Summit Lake Apartments and transform this nondescript road into an attractive north-south spine.

The City is studying the feasibility of a road diet to reduce travel lanes from four to three and using the additional space for buffered bike lanes and/or sidewalks. Additional tree plantings and a planted median that alternates with a middle left-turn lane can further transform Lakeshore Boulevard into a tree-lined, park-like boulevard that links the community on the east to the destinations along the lake.

In the short-term, all intersections from South Street to Ira Avenue should have painted crosswalks and signage to indicate pedestrian crossings. Additionally, key intersections should be considered for curb bumpouts using street paint and removable bollards or planters to reduce the crossing distance from 26 to 20 feet. Priority intersections include Crosier Street, Miller Avenue and Ira Avenue.

Bus stops at destination points along Lakeshore Boulevard should be upgraded with elements like artistic benches, bus shelters, lighting and signage to call attention to neighborhood destinations like the Summit Lake Community Center (at Crosier Street), Reach Opportunity Center (at Long Street), and the Summit Lake Nature Center (at Ira Street).



Example of painted bumpouts and removable bollards.



Example of enhanced bus stop elements.

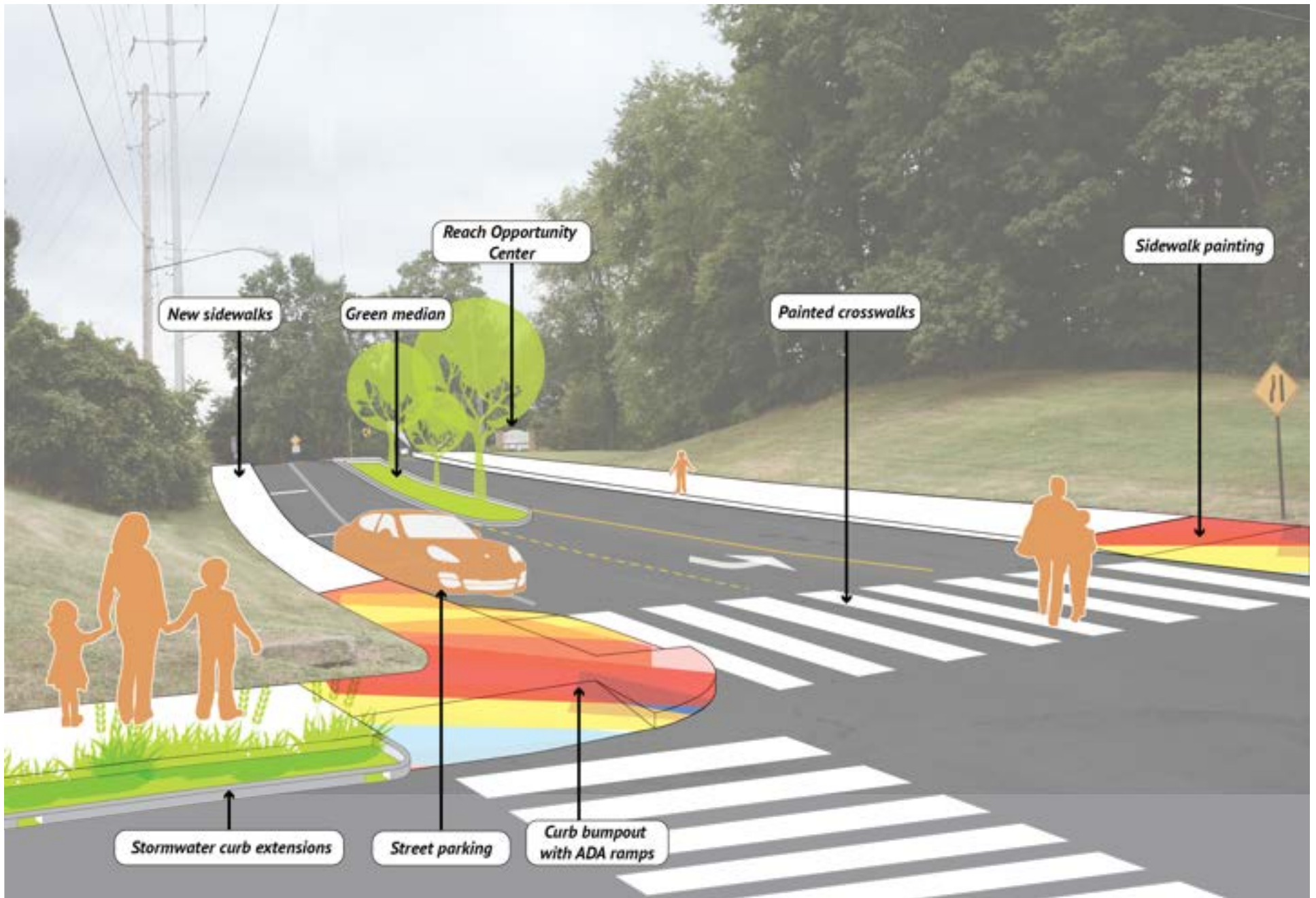


Figure 4: Diagram of potential street improvements at Lakeshore Boulevard & Crosier Avenue

Create gateways that connect the larger Summit Lake neighborhood.

Due to highway construction on I-76/I-77, the Towpath Trail will be detoured from its current route underneath the highway and will pass under at Lakeshore Boulevard instead. The Ohio & Erie Canalway Coalition is considering incorporating artistic improvements to the underpass as a part of the highway construction. If this moves forward, it can help kick start improvements to the Lakeshore Boulevard underpass and the other highway underpasses to make them attractive northern gateways into Summit Lake.

Artistic treatments should also be considered for other gateway locations to build community pride and beautify the neighborhood while calling attention to important locations. For example, residents can be involved in the design and execution of sidewalk painting projects. Sidewalk painting already exists at the intersections of Lakeshore Boulevard and Ira Avenue and Long Street and Edison Avenue - both of which could use refreshment with durable materials. These homegrown interventions help to define key neighborhood locations while beautifying the landscape, calming traffic, and making connections to community destinations.

Priority locations for sidewalk painting and/or murals include:

Highway underpasses at:

- Manchester Road.
- Lakeshore Boulevard.
- South Main Street.

Bridges at:

- Princeton Street.
- Kenmore Boulevard.

Lakeshore Boulevard intersections:

- Crosier Street (Summit Lake Community Center).
- Long Street (Reach Opportunity Center).
- Ira Avenue (Nature Center) - existing sidewalk painting can be refreshed.

Miller Avenue intersections:

- Main Street.
- Old Main Street.



Above top to bottom: stormwater curb extension, painted stormwater outlet.

Left top to bottom: Examples of gateway treatments such as painted sidewalks, existing painted sidewalk on Ira Avenue and Lakeshore Boulevard, underpass treatment in Downtown Akron.

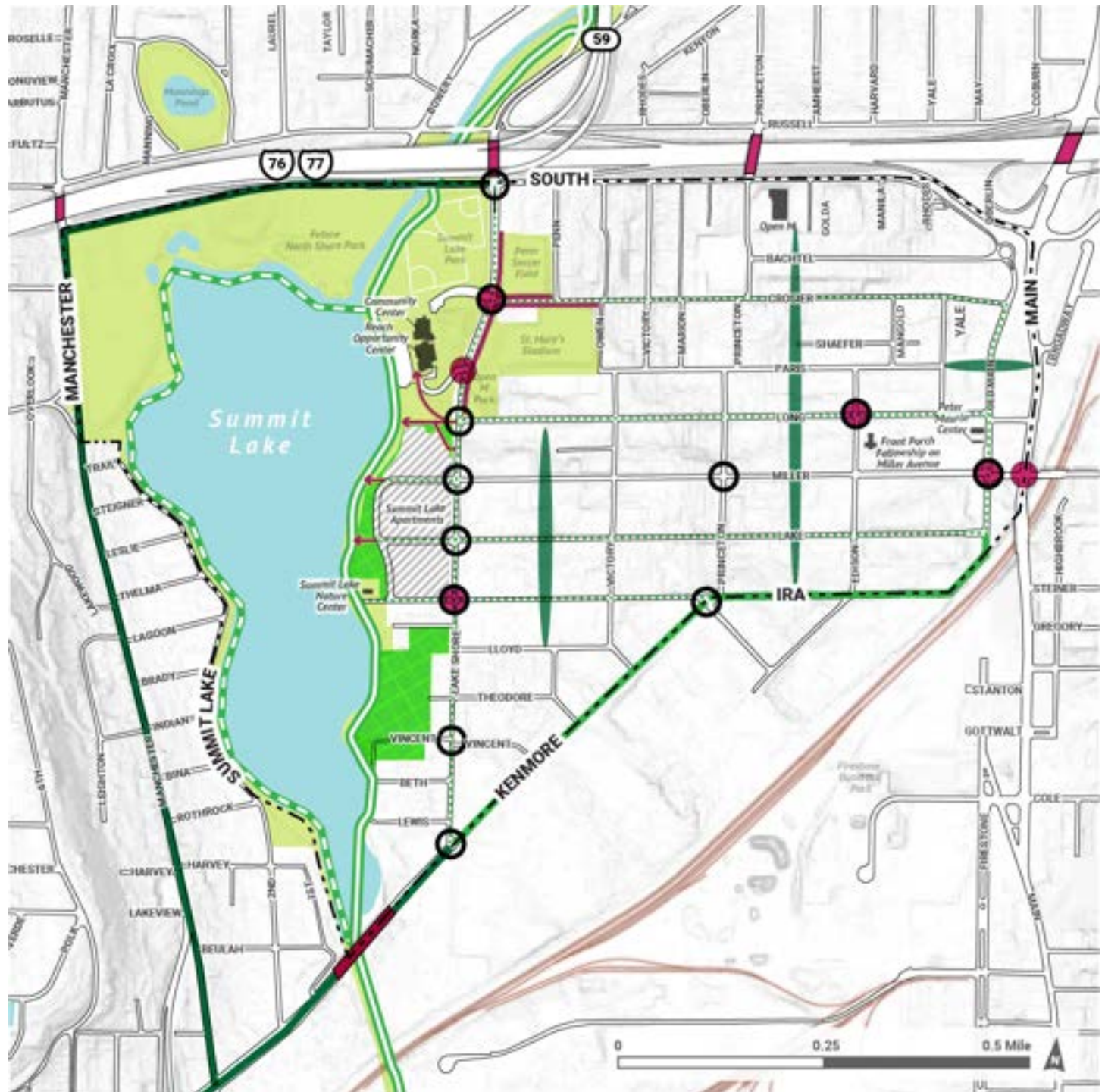
Make streets pedestrian- and bicycle-friendly.

Most streets in Summit Lake have a standard roadway width of 26 feet and allow for permit parking on one side only. Most of the homes have off-street parking, which means there are few cars parked on the street. This results in wide open roadways that encourage speeding. To improve safety, key streets and intersections should be treated with both short-term and long-term traffic calming measures, including rebuilding intersections with ADA curb ramps.

- **Old Main Street and Miller Avenue:** This key intersection is identified in the City's Land Use Plan as a gateway into the neighborhood with potential as a new "town center". To make this intersection a more inviting entryway to Summit Lake, realignment of the streets combined with new signage or traffic signals should be evaluated in addition to beautification efforts.
- **Intersection improvements:** Painted crosswalks, 4-way stop signs and painted curb bumpouts with bollards should be considered for Miller Avenue/Princeton Street, Ira Avenue/Princeton Street/Kenmore Avenue, and Long Street/Edison Avenue.
- **Chicanes and stormwater curb extensions:** Traffic calming and green stormwater infrastructure opportunities exist on east/west streets, as water flowing down from the neighborhood affects the lake's water quality. Traffic calming chicanes can be tested with street paint and bollards similar to those described for intersection bumpouts. If successful, these can be built out as stormwater curb extensions to help manage stormwater and can also be an opportunity to educate about watershed management using signage or painted stormwater outlets.
- **Bike routes:** Build out the bicycle network with bike lanes and/or signage per the City's bike plan. Focus on creating bike-friendly routes to neighborhood destinations on quieter streets and provide sufficient bike parking at these key locations.
- **Sidewalks:** Build new sidewalks as new development occurs to close gaps, and identify programs to help property owners repair existing sidewalks.
- **Tree planting:** Wherever possible, the City should increase tree cover on public property in accordance with the City's goal to protect the natural environment and enhance the pedestrian environment. Residents may also request street trees through 311, which neighborhood organizations like the Summit Lake CDC can help share with the community.

Figure 5: Street improvements

-  Choice Target Neighborhood
-  Ohio and Erie Canal Towpath Trail
-  Proposed Summit Lake Trail
-  Proposed new open space
-  Existing bike lanes
-  Proposed bike lanes (Bike Plan)
-  Proposed bike-friendly routes
-  New sidewalks, pedestrian paths
-  Gateway improvements
-  Intersection improvements
-  Potential greenways (location TBD)



4. Invest in parks and open spaces designed for the community.

Maintain and activate existing parks with year-round programming and events.

Residents appreciate existing park facilities but improvements are needed. The playground at the Summit Lake Community Center needs shade and the playground and ball fields need better drainage and maintenance. Residents are also interested in more park events and programs for all age groups such as outdoor movies and music, educational programs, and exercise programs.



Example of contemplative nature space and trail that is part of the Nature Sacred network that reconnects communities with nature.

Develop new open space in the neighborhood.

New wetland open space and walking trail.

The City has acquired wetlands adjacent to the lake to create a new natural open space and potential walking trail. Residents want natural areas where they can learn about nature and observe wildlife. The City recently planted trees along Vincent Street at the south end of the proposed park to create an urban forest - a natural, contemplative space that also affords opportunities for future programming outside of the wetland park.

New open space away from the lake.

In the Land Use Plan, the City identified a need for new greenspace on the eastern side of the neighborhood that is farther away from the lake. Resident preferences for new open space include active recreational spaces for kids, spaces that celebrate nature and/or provide opportunities for contemplation, and gathering spaces for quieter socializing. The Summit Lake CDC is interested in having an open space in the neighborhood for community events such as meetings and social gatherings. The City should work with community groups, including the Summit Lake CDC, to identify publicly-owned vacant lots that are suitable for new open space development.

“Summit Lake feels so far away. If you don’t live a block away it feels so far away.” -resident

New lakefront open space across from Summit Lake Apartments.

The reconfigured road network on the Summit Lake Apartments site creates several new open space opportunities for both local residents and visitors to the area (see Summit Lake Apartments Spotlight for more detail). Along the lake, parking will be made available to visitors of the new expanded open space. As shown in Figure 6, perpendicular parking will allow access to cars traveling in either direction. To delineate the parking from the park, landscaping and barriers will be installed, such as the large stones that are already a fixture at other sites around the lake, including the Akron Civic Commons-improved space, the Summit Lake Nature Center, and the gathering space.



Landscaping and large stones will be used to delineate the parking from the park, and landscaped dividers will soften the impact of parking.

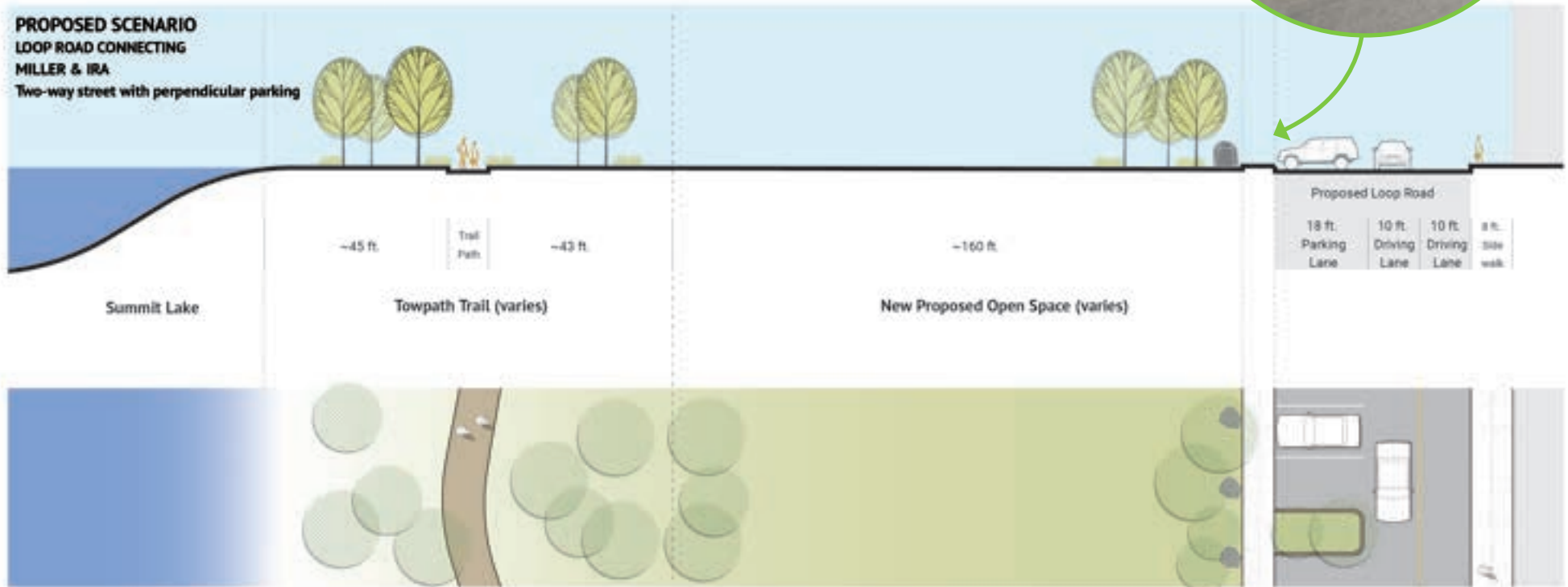
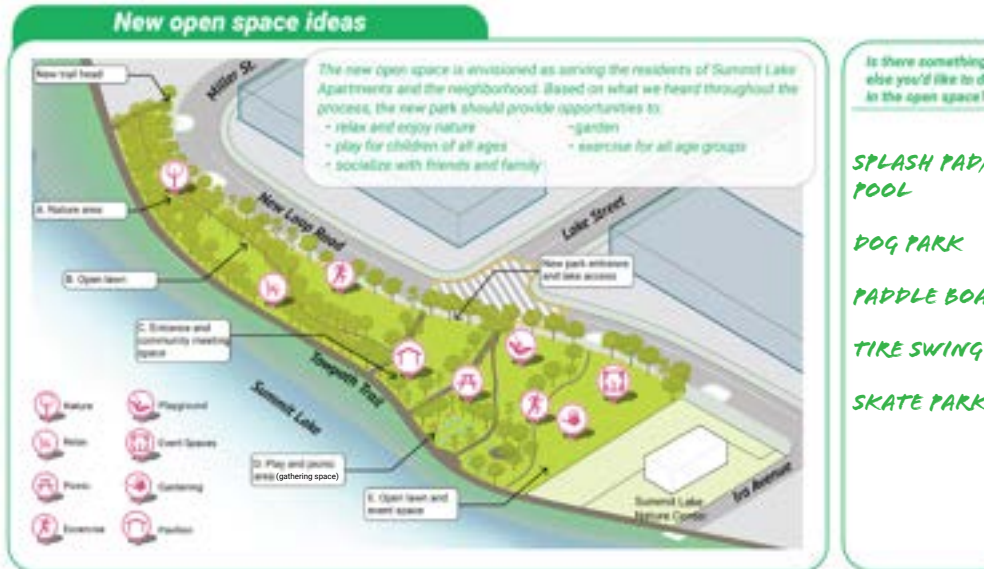


Figure 6: Proposed cross-section of new loop road

The proposed new site layout also creates a large new public open space on the west side of the new loop road. The new space will expand and complement the existing park along the Towpath Trail. As design progresses, this space will be integrated with the other spaces around the lake, like the new gathering space. The new open space is envisioned as serving the residents of Summit Lake Apartments and the neighborhood. Residents identified opportunities to relax and enjoy nature, play and exercise for all age groups, and socialize with friends and family as priorities for new park space.



During the workshops, residents provided input on how the new open space could be programmed. Residents were particularly interested in using the space for events, a playground, quiet opportunities to enjoy nature, walking, gardening and exercising.



What do you see yourself (or your family) doing in the new open space?

TOP 5 PRIORITIES (in order)

1 Attending an event

2 Playing at the playground

3 Enjoying nature

4 Taking a walk

5 Exercising

TIE Gardening

Workshop 5 open space activity summary.

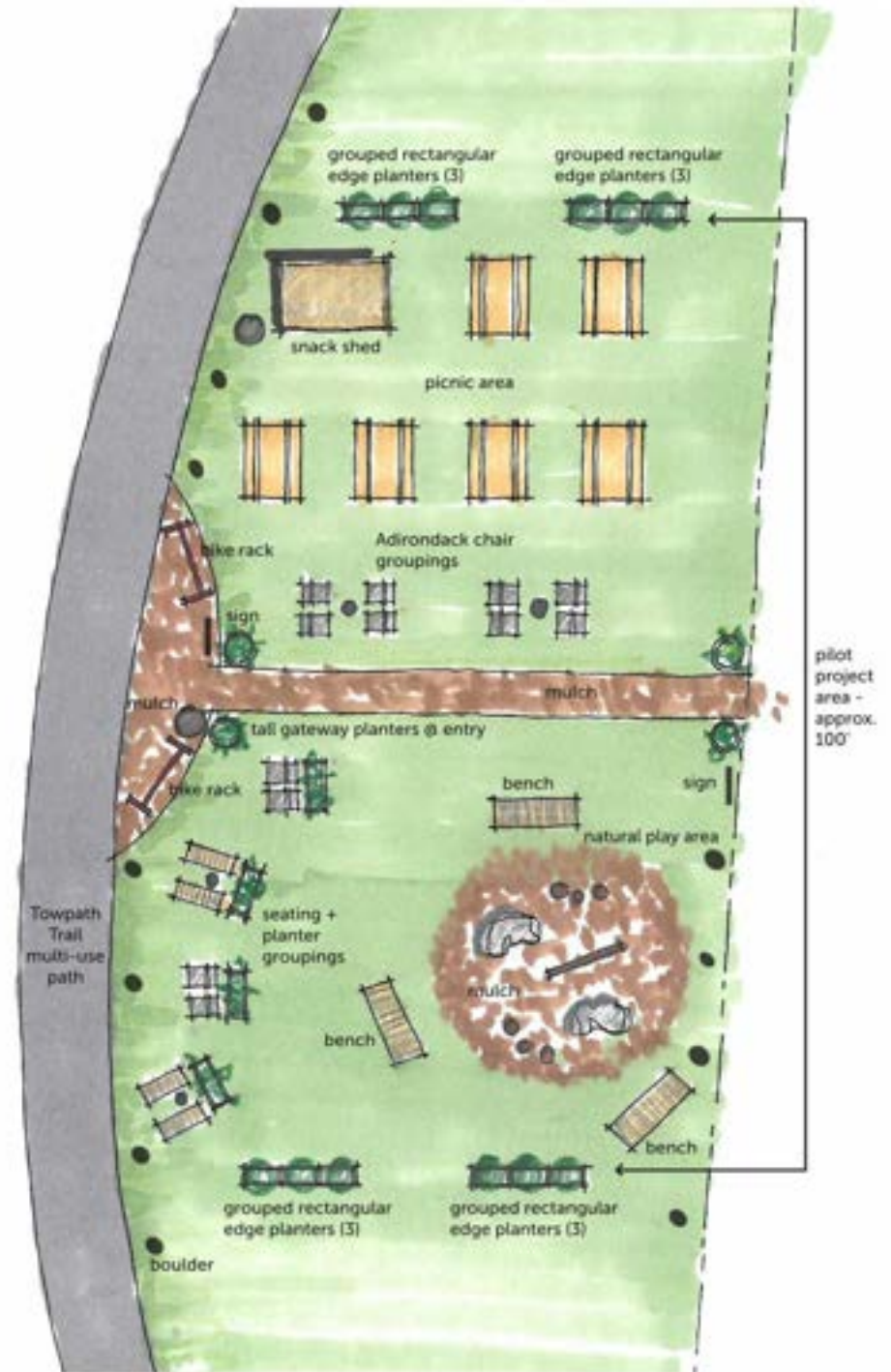


Figure 7: Rendering of proposed new open space with the gathering space in the foreground and redesigned Summit Lake Apartments in the background

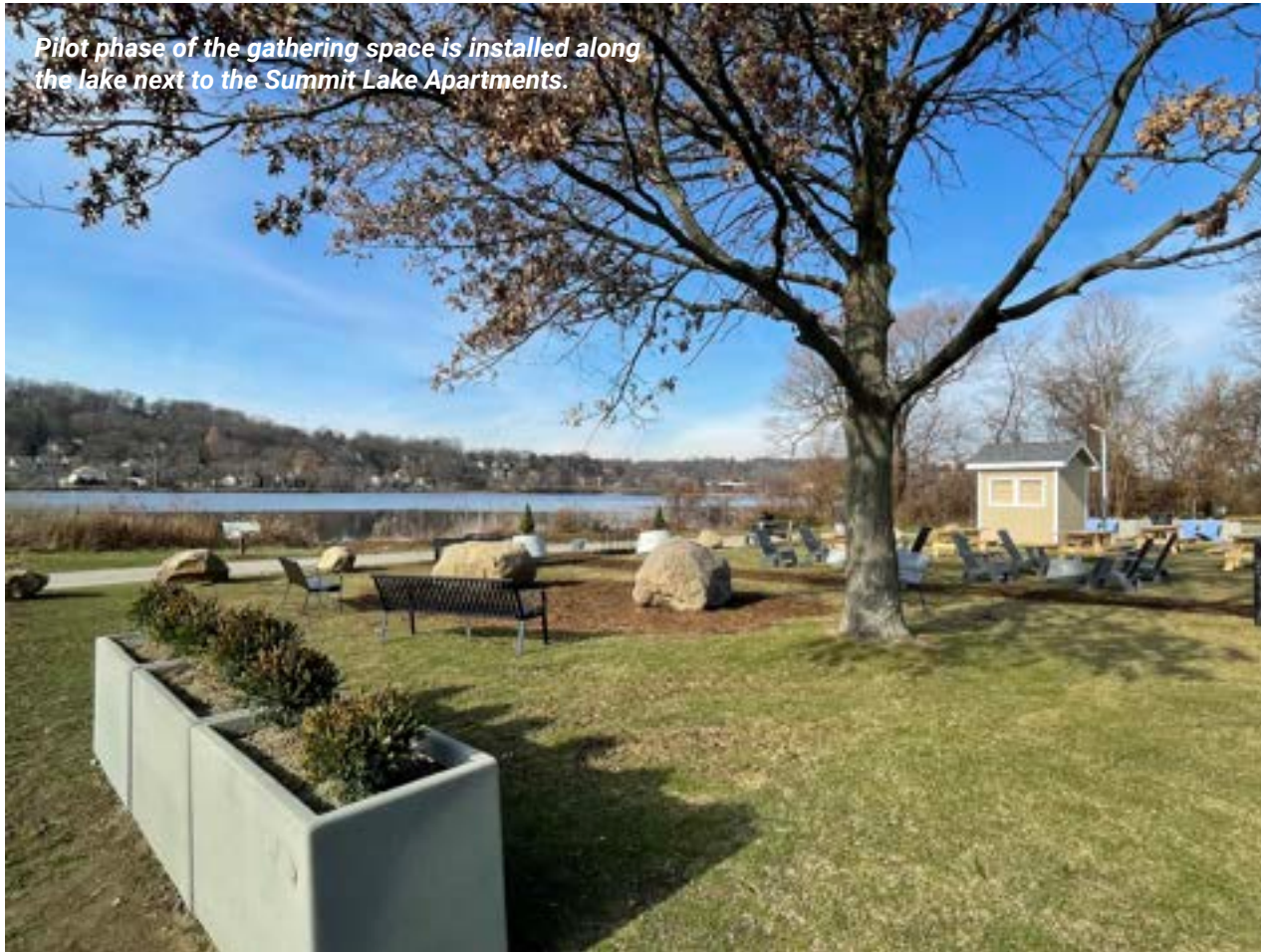
Early Action Activity: Lakefront Gathering Space

Residents want places to gather and widely approve of the improvements made by Akron Civic Commons along the northeast side of the lake, but wanted additional improved spaces to spend time along the lake. Based on this input, Early Action Activity funding available through the Choice Neighborhoods grant is being used to create a new gathering space on City-owned land between the Towpath Trail and Summit Lake Apartments just north of the Summit Lake Nature Center.

This public gathering space is easily accessible by Summit Lake Apartments residents to use along with the rest of the community including Summit Lake Nature Center visitors and Towpath Trail users. The design of the space was shaped by resident input on how they wanted to use the space. The space is currently being piloted with the permanent build in 2023.



Site concept plan for pilot phase of the gathering space. Source: City Architecture



Pilot phase of the gathering space is installed along the lake next to the Summit Lake Apartments.



AMHA's Executive Director at the new gathering space.



Picture of Summit Lake Apartments looking south on Miller Avenue.





6

SUMMIT LAKE APARTMENTS SPOTLIGHT

Summit Lake Apartments will be redeveloped as a mixed income community that is integrated into the neighborhood.

With its prominent location on the lake, the redevelopment of Summit Lake Apartments has the potential to serve as a major catalyst for uplifting the entire community. New housing with visually pleasing architecture fronting onto new pedestrian-friendly streets along with new units built in the neighborhood will signal that the time has come for Summit Lake to reclaim its stature as a vibrant, family-friendly community that welcomes new and old residents alike.

Overall Housing Program

The overall housing program was designed to achieve several community goals and align with AMHA's organizational mission:

- preserve the same number of deeply affordable rental housing units as currently exists at Summit Lake Apartments;
- expand the number of other quality affordable rental housing units available to the community;
- incorporate as many unrestricted market-rate units as is feasible to support a true mixed-income community; and
- seek to develop new housing off-site to reactivate vacant lots and bring the energy of new development deeper into the neighborhood.



To understand the residential market potential of Summit Lake, AMHA and the City retained Zimmerman/Volk Associates (ZVA) to prepare a market assessment that included the following findings and recommendations:

- on average, 1,765 households represent the market for new and existing housing on an annual basis, both rental and homeownership, in Summit Lake;
- 67% of the annual potential market would be moving to Summit Lake from other parts of the City;
- nearly half of the potential market is comprised of younger singles and childless couples (47%) followed by empty nesters and retirees (29%) and traditional and non-traditional households (24%);
- over the next five years, between 21 and 26 new unrestricted market rate rental units could be absorbed annually in Summit Lake; 1-2 new market rate for sale townhouses; and 3-5 new market rate for sale houses; and
- initially new development should happen close to the lake to capitalize upon the investments being made there; as the community improves, new construction can shift away from the lake towards the central and eastern areas of the neighborhood.

A copy of ZVA's full market analysis can be found in Appendix B.

Based upon this information, the proposed overall housing program for Summit Lake Apartments is shown in the table below:

Type of units	# of units
Existing public housing units @ Summit Lake Apartments	239
Total proposed new housing units	479
Public housing units (one-for-one replacement)	239
Non-public housing units - other affordable units	144
Non-public housing units - market-rate (unrestricted) units	96

Homeownership units are not included in the housing program for Summit Lake Apartments because the City is moving forward with a Request for Proposal process to solicit developers to build homeownership units on City-owned vacant lots in the community as described in Chapter 5.

Safety and the Housing Plan

The redevelopment of the Summit Lake Apartments is an opportunity to incorporate design that promotes a safer community both on-site and off-site. The Housing Plan supports improving neighborhood safety through urban design and redevelopment that will bring more activity to the Summit Lake neighborhood by:

- Reconfiguring the street network to reconnect the Summit Lake Apartments site back into the existing street grid, encouraging greater visibility and activity throughout the site.
 - Orienting the front doors and entrances of buildings to allow for “eyes on the street” to improve neighborhood safety. As mentioned in the Neighborhood Plan, spaces that are cared for and watched over promote safety. By having buildings and front yards open onto the street, the site will reinforce this message.
 - Developing new housing off-site in the neighborhood will help activate currently vacant lots, bringing more activity to the neighborhood. More people and less vacancy will ultimately be one of the most important factors impacting neighborhood health and safety.
-

1. Redevelop the Summit Lake Apartments site as a high quality mixed-income community with amenities.

Integrate the Summit Lake Apartments site into the neighborhood.

Preliminary site layouts were developed to respond to the community's goals. Residents preferred a street network that extended the neighborhood grid through the site and a new loop road that connects from Miller Avenue to Ira Avenue along the Lake. Reconfiguring the street network in this manner also promotes connectivity and meets several other urban design objectives:

- creating a clear delineation between the new housing and the public open space.
- creating new access points to the Towpath Trail for pedestrians at the north end of the site and for pedestrians and bicycles at Miller Avenue.
- creating more efficient blocks for the development of new units and expanding the open space adjoining the lakefront and Towpath Trail.
- enabling buildings to be oriented to the street to allow for “eyes on the street” rather than to parking lots as in the current site.
- while resulting in a decrease in the amount of developable land on-site, it creates a more livable and sustainable development and requires new investment in the neighborhood away from the lake.

Design for connectivity, sustainability and safety.

Site Capacity

With a smaller developable footprint, the next step was to assess the site capacity and the number of new units that could be built. Key community goals that influenced how many new units could be accommodated on-site included:

- providing a mix of housing types including townhouses, walk-up flats, a senior building, and single-level units that are accessible to residents with mobility challenges.
- providing enough parking so that residents did not have to park far away from their unit.
- maximizing views of the lake throughout the site.

Based on community feedback, the preferred site capacity was one that offered a greater variety of housing types, had building heights that fit the neighborhood context, and provided more open views toward the lake. As a result, approximately 300 one-to four bedroom units can be accommodated on site with the remaining 170+ units to be constructed off-site in the Summit Lake neighborhood (see Housing strategy #2).

Site Design

Residents reviewed two different roadway configurations during Workshop #3 and provided input.



Site capacity

Residents explored different site capacity options for the Summit Lake Apartments and the trade-offs of each during Workshops #4 and 5.



Community Goals:

Based on community input, the goals for the design of a reconfigured of Summit Lake Apartments site are to:

- Better connect the site with the neighborhood.
- Better connect the neighborhood to the lake and towpath trail.
- Maximize views of the lake when possible.
- Create public open spaces that connect to the lake and trail.
- Provide a mix of housing options.

Preferred Site Plan

The preferred site plan for Summit Lake Apartments was influenced by community feedback while being informed by urban design principles to create a dynamic, safe and walkable community. Key features of the site plan for Summit Lake Apartments are:

- A street network that reconnects the site back to the existing street grid.
- Every street will have a well-lit, accessible sidewalk with safe pedestrian crossings that connect residents to amenities on- and off-site; and street trees that provide shade and safely separate pedestrians from traffic.
- Buildings will have doors that face a public street to promote visibility, sidewalk activity and resident safety.
- Each residential building will have front and back yards with clear delineations of what is private versus public outdoor space.
- Residents will have access to off-street parking intended to serve the units surrounding it as well as spaces on the street for guests. Interior parking lots will be screened from public view by street-facing buildings and landscaping, and within each parking lot additional trees and landscaping will be used to visually break up the space.
- A Community Center/event space for resident use is included, and a variety of public, private and semi-private spaces are included within each block.
- The site is designed to maximize accessibility for people with physical disabilities including ADA curb ramps at all intersections.

Figure 8: Preferred site plan for Summit Lake Apartments



WHAT AMENITIES WOULD YOU LIKE IN THE HOUSING UNITS ?

New units will include air conditioning, ventilation fans in bathrooms, and closet doors. Please look at the additional features below, and PLEASE SHOW US YOUR TOP 3 FEATURES: **1** **2** **3**

DISHWASHER	STOVE WITH OVEN	BATH	1 BATH CLOSET	2ND OR 3RD BATH
LAUNDRY ROOM	WOOD FLOOR	CEILING FAN	SOMETHING ELSE ?	



WHICH FEATURES WOULD YOU LIKE TO SEE MORE OR FEWER IN YOUR IDEAL HOME?

1 WOULD YOU LIKE A PRIVATE LOT?	2 WOULD YOU LIKE AN ADJACENT WALL?	SOMETHING ELSE ?
3 WOULD YOU PREFER LARGER LIVING AREA, SMALLER BEDROOMS OR LARGER, REDUCED/SMALLER LIVING AREA?	4 WOULD YOU PREFER WINDOWS TO BE FACTED A STREET OR LOT BY?	5 WOULD YOU PREFER TO HAVE CLOSET OR HANGERS FOR YOUR CLOTHES IN THE UNIT?



Housing types and building features
During the workshops, residents reviewed various housing types, unit amenities and features, and noted their preferences.

Housing Types and Building Features

With a mix of townhomes, walk-up apartments and a senior apartment building, building design should complement the existing housing in the neighborhood and foster neighborhood cohesion. The final building designs are still under development and will be finalized with additional input from residents. Specific design principles and considerations that will inform the final design include the following:

- Building orientation, window locations, and landscaping will be designed to allow for passive surveillance of public spaces from the units.
- Front porches create social outdoor spaces, allows for passive surveillance of the street, and distinguishes/separates unit entrances.
- Multi-family building façades should incorporate design features that create a visual demarcation between units such as vertical bays, horizontal string courses, step-backs, material changes, articulated fenestration, balconies, or other projected/recessed façade volumes.
- Building height and scale should be compatible with adjacent buildings that are typical of the neighborhood, and building exteriors should incorporate elements of the existing context—echoing patterns such as roof shape and orientation, porches, dormers, and materials.
- Unit design will prioritize open concept layout, natural light, durable finishes, and if possible, energy star appliances. Where possible, larger units will have a balcony and extra bath.
- For ground level units, a patio will provide a private outdoor space and allow for larger windows/sliding doors to increase natural light in on the ground level, protected from view by fencing. For units above, a balcony acts as private outdoor space where residents can enjoy views of the lake, the tree canopy, community gardens, and amenities.
- As determined feasible, incorporate small commercial spaces into the buildings facing Lake Shore Boulevard or Summit Lake to serve as incubators to jumpstart local retail and/or provide services for residents on-site and in the neighborhood.



*Poindexter Place, Columbus, OH
Moody Nolan*

Gathering spaces designed to be visible from nearby units.



Poindexter Place, Columbus, OH

Sidewalks with multiple building entrances become active spaces and safer places to walk.



Poindexter Place, Columbus, OH

Multiple entry doors and a mix of building types create a dynamic streetscape.



Poindexter Place, Columbus, OH

A play area incorporated within the design of multifamily building avoids crossing of streets.



*Scholar House, Columbus, OH
Moody Nolan*

Semi-private pavilion for residents of the L-shaped building in the background.



*Sarang Affordable Housing, Eugene, OR
BDA Architecture and Planning*

Multifamily units with balconies and porches surround a semi-private park with playground.

Housing Type Examples

Examples of building types proposed in the Housing Plan show the possibilities of how variations in style, materials, and massing can create neighborhood identities. As implementation of the Housing Plan moves forward, the housing will be designed with community input gathered through inclusive processes.

Townhomes

- 2 to 3-story units
- Each apartment has a private entrance and porch
- Units can be designed to look like individual units with different fronts
- Can include no-step accessible units on the ground floor with a walk-up flat above



Walk-Up Apartments

- 3-story building
- Apartments are one-level with units located above one another
- The entrance for each apartment is located off a shared stairway in the middle of the building



Senior Apartments

- 3 to 4-story building
- Building will have a lobby plus elevator
- Residents of the building will share common spaces
- The entrance for each apartment is off a hallway accessed by the elevator



Example Building Type Plans

The building plans shown are examples from similar projects developed in other communities. The actual building plans for Summit Lake will follow current codes and standards and be informed by community input.



Figure 9: Example of a triplex townhouse building

Figure 10: Example of a walk-up building: ground floor plan



Figure 11: Example of a senior building: ground floor plan



Example Unit Plans

Example unit plans provided to show possible unit layouts.



Key plan of example walk-up building



3 bedroom unit plan



1 bedroom unit plan

Figure 12: Example unit plans in walk-up buildings

Sustainable Design

The Summit Lake Transformation Plan follows the LEED for Neighborhood Development (LEED-ND) standards for sustainable design. This approach increases quality of life for residents, lowers utility costs, and protects the natural setting. A preliminary evaluation of the community's preferred site plan indicates that a basic level of LEED-ND certification is achievable and higher levels attainable with relatively modest efforts:

- Smart Location & Linkage - Several of these elements are inherent in the site itself such as Preferred Locations and Brownfield Remediation. Other elements like Bicycle Facilities and Steep Slope Protection can be incorporated into the detailed design.
- Neighborhood Pattern & Design - The preferred site plan incorporates Connected and Open Community, Walkable streets, and Compact Development elements. Community Outreach and Involvement, Local Food Production, and Tree-Lined and Shaded Streetscapes can be incorporated into the detailed design.
- Green Infrastructure & Buildings - Many of these elements will be incorporated into more detailed design work as the process progresses.

In addition, the Innovation & Design Process and Regional Priority Credits will be incorporated into all new buildings.

A copy of the LEED-ND checklist reflecting that the Summit Lake Transformation Plan is eligible to secure a LEED-ND designation is provided in Appendix D.



Figure 13: Aerial perspective rendering of preferred housing concept for Summit Lake Apartments





Figure 14: Rendering looking down a typical street toward the lake

A relocation plan for residents

AMHA understands that relocation, even temporarily, is extremely disruptive to residents, especially those with children, and only adds stress to an already stressful situation. When residents must be relocated, AMHA will adhere to all of the requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and will strive to make relocation as minimally disruptive as possible.

To initiate the relocation work, AMHA will contract with an experienced relocation consultant who will work with the agency and Apartments residents to create an appropriate relocation plan. Residents will have input on the following:

- Additional relocation supports residents might need beyond those required by the URA
- The best communication methods to keep relocated residents informed about progress of the redevelopment

When the relocation process starts, all residents will meet individually with a relocation counselor to determine the best relocation option for their family based on individual circumstance. This relocation counselor will work with residents every step of the way pre-move until they are re-housed in a new unit in Summit Lake or are permanently relocated. For those who select a Housing Choice Voucher, the relocation counselor will work closely with these households to locate units in areas that best serve their needs.

Relocation options will include temporarily or permanently relocating to another AMHA public housing unit or taking a Housing Choice Voucher. As standard practice, mobility counseling and transportation assistance to see units are provided if needed and residents have the option of being moved or moving themselves and receiving a one-time moving payment. Regardless the relocation option selected, AMHA is committed to guaranteeing all existing residents that remain lease-compliant at the time of relocation and while relocated the right to return to a new unit in Summit Lake.

2. Develop new housing off-site to reactivate vacant lots and bring the energy of new development deeper into the neighborhood.

Approximately 175 housing units will need to be developed off-site in the Summit Lake neighborhood. Developing off-site units achieves several goals:

- Deconcentrating the number of deeply subsidized units to create healthier mixed-income communities.
- Reactivating vacant lots in the neighborhood
- Leveraging the investment and partnerships of the Summit Lake Apartments redevelopment to bring new housing and residents to the neighborhood.
- Achieving the overall housing program of 479 units.

AMHA and the City will work together to identify and secure parcels for infill development guided by the residential market study (Appendix B) and City's Land Use Plan. AMHA and the City will focus on areas with a concentration of publicly-owned vacant land as well as any large developable lots for a larger multi-family development. AMHA will also explore the use of Project-Based Vouchers for replacement housing opportunities in mixed-income developments.

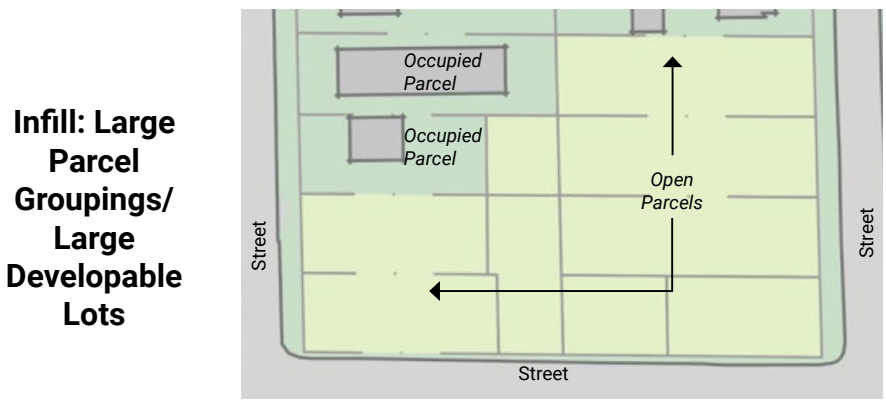
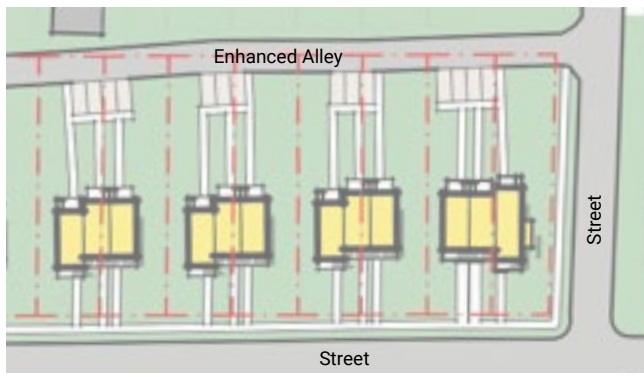
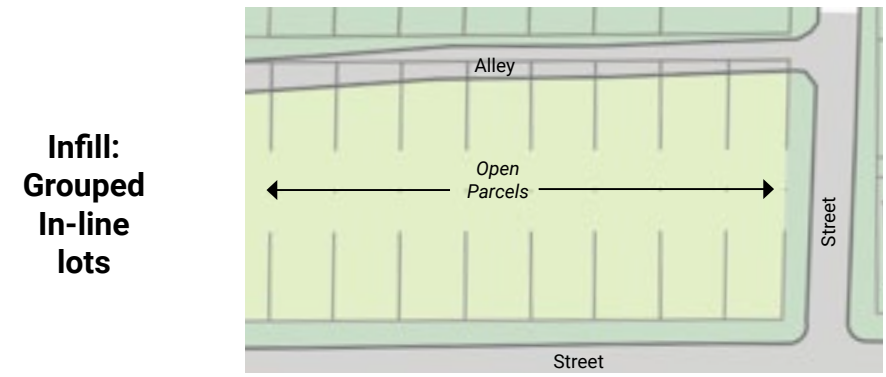
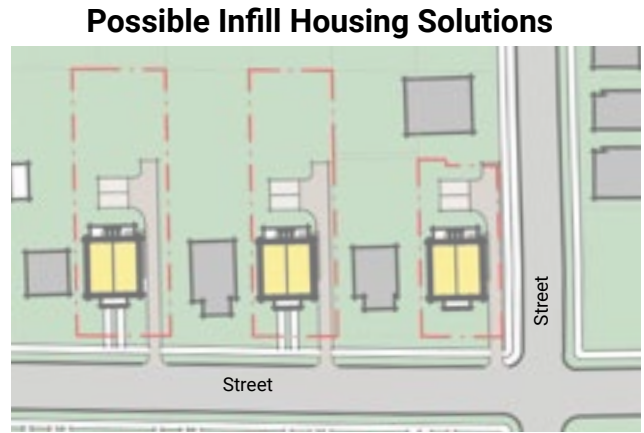
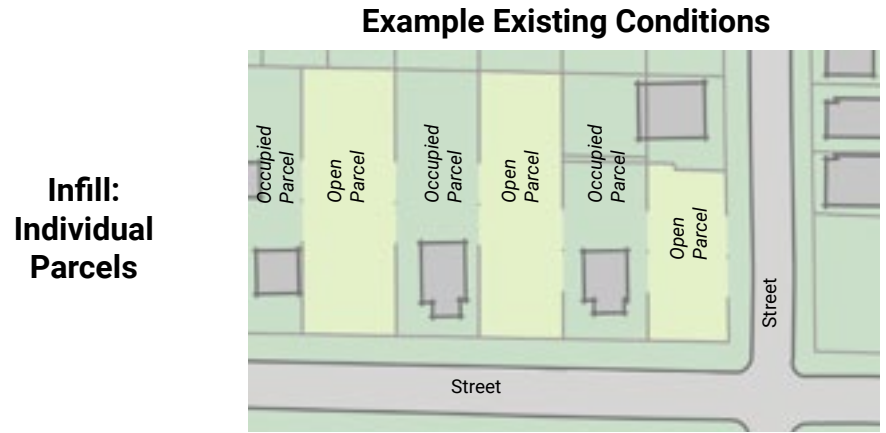
The characteristics of the available vacant parcels and opportunities for assembly will inform the type of housing that can be built and is best suited for that location. The typologies in Figure 15 provide an example of what could be built off-site on different types of vacant lots within the Summit Lake neighborhood.

Infill - Individual Parcels: Where single vacant parcels or two adjacent vacant parcels are found within the neighborhood, 2-3 unit buildings could be developed as infill solutions. To match neighborhood context, the buildings would follow established setbacks, the massing would be scaled appropriately, and parking would be screened behind the building.

Infill - Grouped In-line lots: Where multiple vacant parcels are found grouped together along a single street, 2-4 unit buildings that match the existing context in scale and setbacks could be developed in larger, more efficient phases. Off street parking could utilize existing alley networks or construct new alleys to provide the required off-street parking.

Infill - Large Parcel Groupings: Where multiple vacant parcels are found grouped together, especially at the corners of blocks, or on large developable lots, larger developments could reconfigure frontages and occur around accompanying community open spaces. Off-street parking can be grouped more efficiently in these locations.

Note: The existing conditions and housing solutions in Figure 15 are generic examples, but are based on conditions found within the Summit Lake neighborhood.



LEGEND

- Infill Opportunity
- Existing Homes
- Proposed Housing

Figure 15: Housing typologies for off-site parcels



Town Hall hosted by Summit Lake Neighborhood Association in September 2022.



7

GETTING FROM TODAY TO TOMORROW

The development of the Summit Lake Transformation Plan entailed the involvement and participation of a multitude of stakeholders including countless residents, local non-profit organizations, foundations, elected officials, County offices and City departments in addition to AMHA. Moving the Transformation Plan from paper to reality will require the continued commitment from each of these stakeholders with more added as the implementation work begins.

Governance

Leading the shift from planning to implementation will be AMHA. In this role, AMHA will be responsible for overseeing and managing the work of its partners to carry out the strategies and activities identified in the Transformation Plan, as well as assessing progress and impact. AMHA will enter into written agreements with its key partners - whether a Memorandum of Understanding (MOU), a Master Development Agreement (MDA) or a signed contract - to codify roles and responsibilities of both AMHA and the partner. These signed documents will provide a means by which each entity can hold each other accountable to their commitment and the execution of their roles.

Within AMHA, the Real Estate Department is charged with the overall oversight of the implementation work across all focus areas (Housing, People and Neighborhood) and will be hiring a dedicated full-time Project Manager to manage the project as a whole. The Project Manager, with the support of the Planning and Development Coordinator, will organize partner meetings, plan engagement events, coordinate press releases, and make sure all three areas are working together and meeting goals and deadlines on a timely basis.

The Project Manager will be supported by the rest of the agency from the Executive Office to Finance and Legal to Housing Management. With regard to day-to-day management within each area, the Real Estate Department will serve as the point for all Housing and Neighborhood activities, and the Resident Services Department will serve as point for all People activities.

Housing

As the day-to-day manager of the housing component, AMHA's Real Estate Department will work with its competitively procured co-developer, The Michaels Organization (Michaels). AMHA will enter into a MDA with Michaels and together, AMHA/Michaels will be responsible for ensuring that the housing program, both on- and off-site, is completed, including the replacement of all 239 existing public housing units at Summit Lake Apartments.

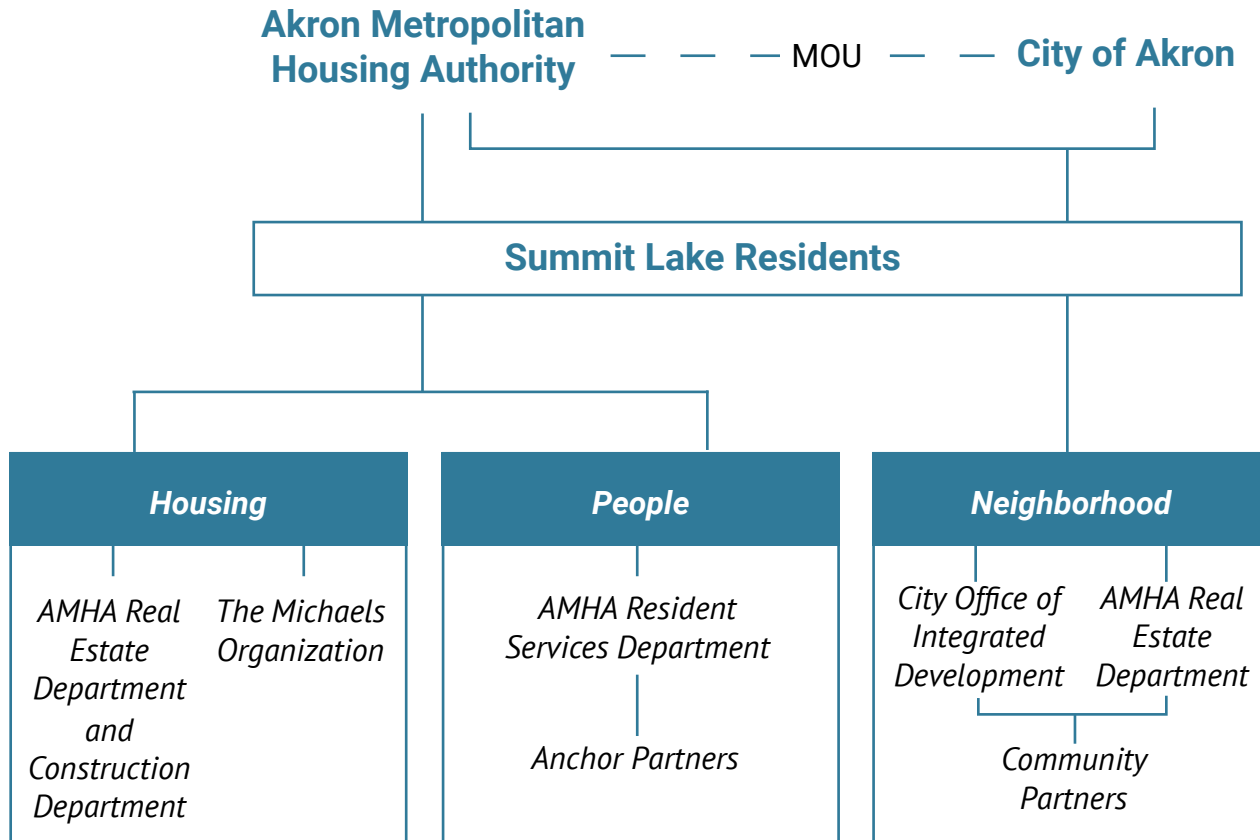
AMHA's Real Estate Department is responsible for the following:

- overall project management and overseeing refinements to the housing plan, architectural team and Michaels' work.
- hire a relocation consultant to work with AMHA Operations staff to develop the relocation plan and assist with the actual relocation process.
- ensure site control of the off-site parcels, and work with Michaels on due diligence.
- contract with a construction project manager and use internal Construction Department staff to monitor construction and work with the Finance Department to track and approve invoices.

Michaels is responsible for the following:

- produce the housing design and plans, establish housing budget, and line up financing including tax credit applications.
- contract with contractors for due diligence, site prep, etc.
- contract with construction contractors and overall project manage construction and ensure deadlines are met.
- ensure all finance, compliance and grant timelines related to housing are met.

Organization chart of partners responsible for overseeing and managing implementation



Phasing and Financing

Based on a very preliminary financial analysis of the preferred housing concept, the redevelopment of the on-site units at Summit Lake Apartments could occur in five phases. The phasing would proceed from the northern end of the site to the southern end, with the senior building being built in the 5th phase as shown in the diagram in Figure 16. The off-site units would be developed in four phases. The order of the phases could change as the housing plan is refined depending upon whether new units can be built off-site first, in which case existing residents can be relocated to minimize disruption, or where existing utilities are located, impacting demolition phasing.

A very conceptual estimate of the cost to build each phase and the potential sources that could be used to finance the work is provided in the table on the adjacent page. This financial analysis will be refined as the housing plan is further developed.

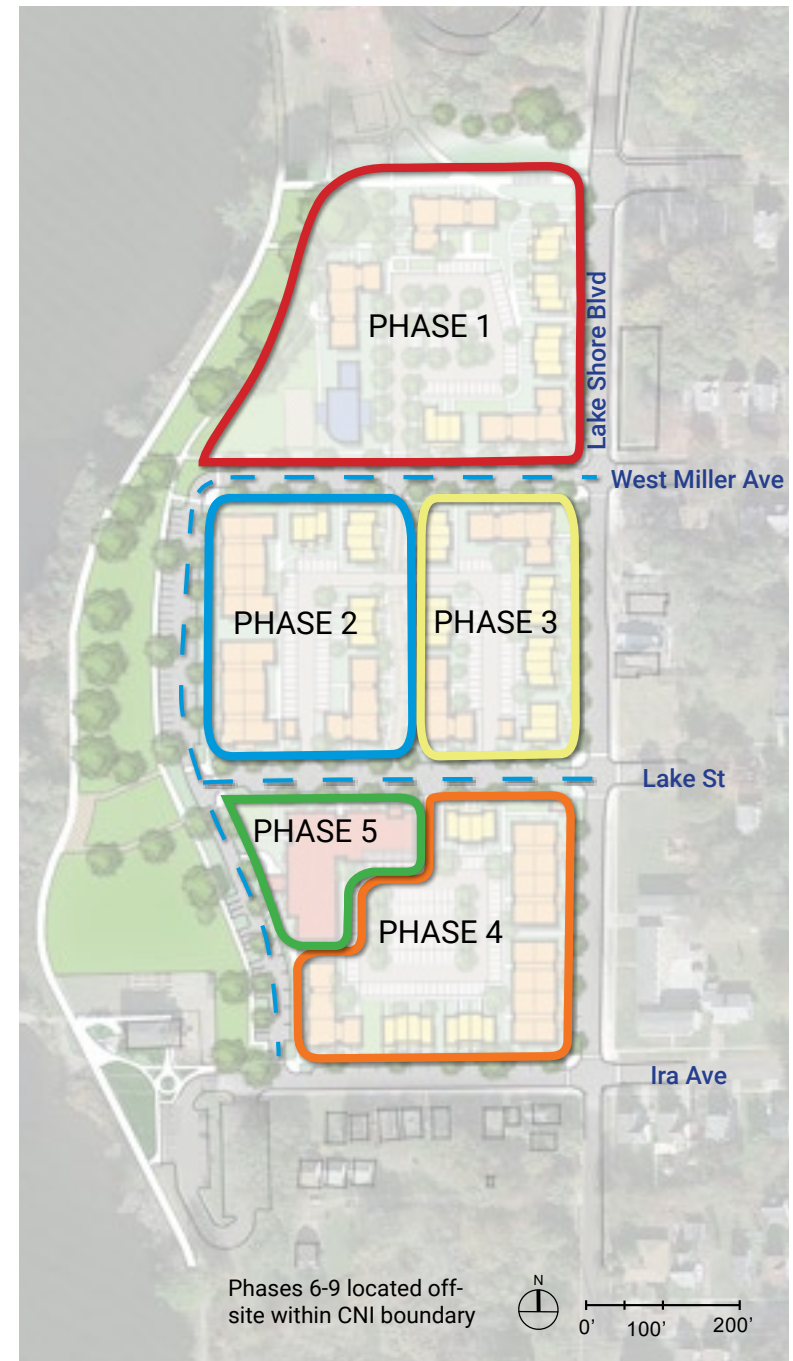


Figure 16: Building phasing diagram

Preliminary Housing Plan Sources and Uses

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7	Phase 8	Phase 9	Total
Total Units	64	65	43	72	60	45	44	44	44	481
Occupancy Type	Family	Family	Family	Family	Elderly	Family	Family	Family	Family	
Estimated Uses										
Construction	\$18,936,000	\$17,989,500	\$11,166,000	\$19,320,000	\$11,604,000	\$13,438,500	\$12,765,000	\$12,996,000	\$12,927,750	\$131,142,750
Construction Contingency	\$1,102,200	\$1,032,875	\$571,800	\$985,000	\$580,200	\$724,200	\$635,250	\$646,800	\$643,388	\$6,921,713
Developer Fee	\$1,750,000	\$1,750,000	\$1,290,000	\$1,750,000	\$1,750,000	\$1,350,000	\$1,320,000	\$1,320,000	\$1,320,000	\$13,600,000
A&E	\$701,517	\$681,293	\$513,655	\$791,724	\$538,069	\$602,398	\$610,961	\$619,524	\$616,994	\$5,676,135
Financing Costs	\$2,201,647	\$2,144,464	\$1,998,746	\$2,379,173	\$2,057,922	\$2,271,379	\$2,167,709	\$2,015,874	\$2,409,144	\$19,646,058
Reserves/Other	\$515,404	\$439,341	\$343,427	\$495,909	\$394,201	\$318,777	\$321,415	\$324,867	\$337,439	\$3,490,780
Acquisition	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Demolition	\$655,000	\$555,000	\$555,000	\$555,000	\$-	\$-	\$-	\$-	\$-	\$2,320,000
Relocation	\$300,000	\$300,000	\$300,000	\$300,000	\$-	\$-	\$-	\$-	\$-	\$1,200,000
Total Uses	\$26,161,768	\$24,892,473	\$16,738,628	\$26,576,806	\$16,924,392	\$18,705,254	\$17,820,335	\$17,923,065	\$18,254,715	\$183,997,436
Potential Sources										
1st Mortgage	\$3,471,350	\$2,400,889	\$2,293,843	\$2,783,197	\$2,064,459	\$1,728,029	\$1,819,782	\$1,865,659	\$2,033,874	\$20,461,082
AMHA Funds	\$5,157,818	\$5,358,984	\$1,153,185	\$8,741,009	\$207,333	\$1,959,625	\$1,998,453	\$2,055,306	\$2,218,741	\$28,850,454
HOME	\$-	\$1,000,000	\$500,000	\$1,000,000	\$-	\$-	\$-	\$-	\$-	\$2,500,000
LIHTC Equity	\$11,040,100	\$11,040,100	\$11,040,100	\$11,040,100	\$11,040,100	\$11,040,100	\$11,040,100	\$11,040,100	\$11,040,100	\$99,360,900
CDBG	\$1,000,000	\$350,000	\$300,000	\$400,000	\$1,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,050,000
Deferred Developer Fee	\$612,500	\$612,500	\$451,500	\$612,500	\$612,500	\$472,500	\$462,000	\$462,000	\$462,000	\$4,760,000
State Aff Housing Funds	\$2,000,000	\$2,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$17,000,000
City Funds	\$2,880,000	\$2,130,000	\$-	\$-	\$-	\$1,005,000	\$-	\$-	\$-	\$6,015,000
FHLB AHP	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Other Federal Sources	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Total Sources	\$26,161,768	\$24,892,473	\$16,738,628	\$26,576,806	\$16,924,392	\$18,705,254	\$17,820,335	\$17,923,065	\$18,254,715	\$183,997,436

People

AMHA's Resident Services Department will hire a full-time People Manager who will be responsible for convening and coordinating the Summit Lake Service Coalition comprised of Summit Lake residents, Anchor Partners and AMHA staff as well as individual provider meetings. AMHA intends on entering into Memorandum of Understandings with each of the Anchor Partners and will also execute data sharing agreements with all partners in order to collectively request specific and agreed upon data from each area of need that will support overall measurements for the People Plan.

Part of the People Manager's role will also entail building relationships with Summit Lake Apartments residents and encouraging and supporting their involvement in all aspects of the People Plan. As part of AMHA's and the People partners' commitments to a resident-first approach, residents will sit side-by-side with the Anchor Partners in shaping and designing the delivery of services and providing feedback to guide program modifications.

Anchor Partners identified to date include:

- Akron Public Schools (education, transportation)
- OhioMeansJobs (employment)
- Cleveland Clinic/Akron General Hospital (health)
- Akron Children's Hospital (health)
- Direction Home Akron Canton (elderly)
- Goodwill Akron (disabled, employment, transportation)
- Akron Area YMCA (childcare, out of school time)
- Summit MetroParks (employment, out of school time)
- Akron-Summit County Public Library (out of school time, computer literacy, household supports)
- Summit Education Initiative (education, data)
- Minority Behavioral Health Group (mental health)
- Reach Opportunity Center (entrepreneurship, out of school time)
- AMHA Early Childhood Initiative (early childhood)
- AMHA JobsPlus (employment)

Neighborhood

The City of Akron through its Office of Integrated Development will continue its work to carry out the activities highlighted as community priorities in the recently completed Land Use Plan. The Office of Integrated Development will be responsible for communicating and coordinating the work of the different City departments needed to implement the Land Use Plan and the Transformation Plan.

Concurrently as that work is proceeding forward, AMHA and the City will work in partnership with the Summit Lake Community Development Corporation (CDC) to grow their capacity to implement strategies and activities that fall within their purview and focus area.

To keep the lines of communication and coordination open, AMHA and the City will come together for regular working sessions. Other partners will be invited to participate in these working sessions as needed to move the implementation work forward.

AMHA and the City will continue to participate in the Akron Civic Commons initiative and collaborate with the participating organizations. AMHA will identify opportunities to leverage the investments that will be happening through Akron Civic Commons and the implementation of the Transformation Plan.

Community Updates and Engagement

AMHA's Real Estate Department will be responsible for continuing to participate in and share project updates during regularly scheduled community meetings such as the Summit Lake Neighborhood Association, Summit Lake CDC, Summit Lake Community Council, and Akron Civic Commons.

In addition, AMHA and its implementation partners will continue to hold community and/or Summit Lake Apartments-specific meetings. At a minimum, AMHA will host annual community meetings to provide "State of the Transformation Plan" updates.

For Summit Lake Apartments residents, AMHA anticipates that there will be a series of meetings to solicit resident input and share information on key implementation activities. For example, AMHA will be seeking resident input on the relocation plan and will need to share information about relocation when the time comes. Additionally, as the housing plan is refined, resident input on unit plans, site amenities, interior finishes, etc. will be requested. Other areas for resident input could include certain management policies for the new development such as use of the community room.

People Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
<p>1 AMHA and its People partners, using a resident-first approach, work side-by-side with Summit Lake residents to design, inform and assess the services and programs available to Summit Lake residents that best meet the community's needs and support individual households.</p>			
*	<p>Convene a Summit Lake Service Coalition that includes Summit Lake residents and Anchor Partners</p>		
	<p><i>Establish shared goals, values, organizational commitments, and how the Coalition will work together, and codify in a Memorandum of Understanding or other document for shared accountability</i></p>	short	AMHA Resident Services, Anchor Partners, Summit Lake residents
	<p><i>Execute data sharing agreements with Anchor Partners to streamline the collection and sharing of information to assess impact of services provided and minimize resident fatigue</i></p>	short-medium	AMHA Resident Services, Anchor Partners
*	<p>Prioritize actions and activities that foster relationship and trust building between residents and between residents and service partners</p>		
	<p><i>Dedicate a full-time AMHA Service Coordinator to Summit Lake focused on outreach, information sharing and service connection</i></p>	short	AMHA Resident Services
	<p><i>Expand the Summit Lake Resident Ambassador program and their capacity as resident liaisons between residents and AMHA and resident to resident via community building and outreach activities</i></p>	short	AMHA Resident Services, AMHA JobsPlus
	<p><i>Host "Get To Know..." sessions that offer casual opportunities for conversation and connection</i></p>	short	AMHA Resident Services, Anchor Partners
*	<p>Maximize the use of existing space assets in Summit Lake - Reach Opportunity Center, Summit Lake Community Center, Summit Lake Nature Center, George Sisler Field and Summit Lake Apartments community room - to host services and programs</p>		
	<p><i>Streamline and remove barriers to accessing and reserving space whether by service partners or residents</i></p>	short	AMHA Resident Services, Reach Opportunity Center, City Recreation and Parks, Summit MetroParks
	<p><i>Publicize and recruit users to activate these spaces with priority given to those that serve Summit Lake residents</i></p>	short	AMHA Resident Services, Reach Opportunity Center, City Recreation and Parks, Summit MetroParks

People Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
2 (Household Supports) Summit Lake households are connected with resources that empower them to thrive.			
*	Work with local organizations like Goodwill Akron and Akron Public Schools to address transportation barriers to service access and employment		
	<i>Incorporate resident voice and perspective into transportation program development and refinement</i>	short	AMHA Resident Services, Goodwill Akron, Akron Public Schools
	<i>Pilot new transportation programs at Summit Lake</i>	short-medium	Goodwill Akron, Akron Public Schools
Focus on increasing financial literacy and achieving financial stability			
	<i>Connect residents with professional, one-on-one financial coaching offering individualized plans to address credit score improvement, debt reduction and asset building</i>	short	AMHA Resident Services, United Way of Summit & Medina, Akron Financial Empowerment Center
	<i>Expand local access to safe, no-fee banking services</i>	short	United Way of Summit & Medina, Akron Financial Empowerment Center
Link seniors and residents with a disability to local resources that empower them to live independently			
	<i>Facilitate resident engagement with the local Area Agency on Aging and Disabilities for screenings, in-person assessments and referrals</i>	short	AMHA Resident Services, Direction Home Akron Canton, Akron-Summit County Public Library
	<i>Help residents interested in working engage in services to address barriers and understand their workplace rights and eligibility for disability benefits</i>	short	AMHA Resident Services, AMHA JobsPlus, Goodwill Akron, OhioMeansJobs

People Spotlight

PRIOR-ITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
3 (Education) Summit Lake youth have access to effective programs and services throughout their educational life course			
Early childhood (birth to 5)			
Expand the number of local high quality childcare options for working, looking for work, and stay-at home parents			
	<i>Work with existing organizations offering more flexible childcare programs to assess the feasibility of locating a new facility in Summit Lake</i>	medium	AMHA Resident Services, Akron Area YMCA, AMHA Early Childhood Initiative, Summit Education Initiative
	<i>Support residents interested in providing childcare to obtain pre-licensing training and file the documents needed to become a licensed Type B Home through the Ohio Department of Job & Family Services</i>	medium	AMHA Resident Services, Summit County Department of Job & Family Services
Assist parents/caregivers with childcare enrollment and applying for childcare subsidies			
	<i>Aid parents with the childcare search process and evaluating appropriate options based on their needs</i>	short	AMHA Resident Services, AMHA Early Childhood Initiative, Summit Education Initiative
	<i>Remove barriers to applying for childcare financial assistance including understanding forms and providing copies of required documents</i>	short	AMHA Resident Services, AMHA Early Childhood Initiative
*	Prioritize local residents for childcare slots in Summit Lake		
	<i>Advocate with existing program providers to institute a neighborhood preference when filling program slots located in Summit Lake</i>	short	AMHA Resident Services, Community Action Akron Summit, Akron Public Schools
School-Age (5 to 17)			
*	Form a teen/tween advisory group to inform out-of-school time activities		
	<i>Recruit local youth to provide guidance to youth-serving organizations on program development including activities, structure and format</i>	short	Reach Opportunity Center, Students With a Goal, Summit Lake Build Corps, Akron Public Schools, Akron-Summit County Public Library, Boys and Girls Clubs of Northeast Ohio
	<i>Empower and mentor local youth to design, test and implement out-of-school time programs</i>	short	Reach Opportunity Center, Summit Lake Community Center, Summit Lake Nature Center, Akron-Summit County Public Library

People Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
Collaborate with local organizations to maximize the reach of available transportation options for Summit Lake students			
	<i>Research existing transportation options and explore what changes can be adopted to expand their reach and impact</i>	short	AMHA Resident Services, Goodwill Akron, Akron Public Schools, Summit Education Initiative
	<i>Establish agreements with organizations with transportation resources to address transportation barriers to youth engagement</i>	short-medium	AMHA Resident Services, Goodwill Akron, Akron Public Schools, Students With a Goal, Front Porch Fellowship on Miller Avenue, Akron Area YMCA
Transition Age Youth (14 to 22)			
Connect interested youth with post-secondary supports and mentoring			
	<i>Organize a mentoring program to introduce students to important post-secondary resources, expose them to college life, and offer a support network to ask questions</i>	short	AMHA Resident Services, Akron Public Schools, Stark State College, Akron Urban League
	<i>Match students and families with an Education Navigator who can provide information and help with applications for financial aid opportunities, and understand financial aid offers</i>	medium	AMHA Resident Services, Akron Public Schools, Stark State College
	<i>Provide on-going supports targeted to first-generation low-income students to help them stay in college and graduate</i>	medium	AMHA Resident Services, Akron Public Schools, Stark State College, University of Akron, Akron Urban League
*	Link youth with career exploration and youth employment programs		
	<i>Assist youth with registering and applying for summer youth employment programs</i>	short	AMHA JobsPlus, OhioMeansJobs
	<i>Connect youth that have graduated from high school or dropped out with support services and case management to build the skills needed to obtain and retain employment in fields of interest</i>	short	AMHA JobsPlus, OhioMeansJobs, Akron Urban League

People Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
4 (Health) Summit Lake residents are physically, mentally, emotionally and socially resilient			
Establish a satellite health facility in Summit Lake			
	<i>Identify potential facility operators and their space requirements</i>	medium	AMHA Resident Services, Reach Opportunity Center, Summit Lake Community Center, Cleveland Clinic/Akron General Hospital, Akron Children's Hospital, Summa Health, Minority Behavioral Health Group, ADM Board
	<i>Work with residents to determine which health services are most needed and potential barriers to be addressed (e.g. cost, hours of operation, health plan acceptance, etc.)</i>	medium	AMHA Resident Services, Reach Opportunity Center, Summit Lake Community Center, Cleveland Clinic/Akron General Hospital, Akron Children's Hospital, Summa Health, Minority Behavioral Health Group, ADM Board
*	Connect residents with free/low-cost specialized health services (e.g. vision, dental, mammograms, developmental assessments, etc.)		
	<i>Team up with health partners to identify mobile clinic opportunities available in Akron</i>	short	AMHA Resident Services, Cleveland Clinic/Akron General Hospital, Akron Children's Hospital, Summa Health, OPEN M
	<i>Collaborate with residents to determine best location, day, times and frequency of mobile clinics</i>	short	AMHA Resident Services, Cleveland Clinic/Akron General Hospital, Akron Children's Hospital, Summa Health, OPEN M
Expand the reach of the current Community Health Worker (CHW) program to serve all households			
	<i>Partner with health providers to recruit and train additional CHWs that are dedicated to serving the Summit Lake community</i>	medium	AMHA JobsPlus, Cleveland Clinic/Akron General Hospital, Akron Children's Hospital, Summa Health, Pathways HUB
	<i>Leverage CHWs to inform and help residents sign-up for the mobile clinics and satellite health facility appointments, access needed follow-up services, and serve as health care advocates if needed</i>	medium	AMHA JobsPlus
Form a Summit Lake Community Wellness Committee			
	<i>Empower residents and provide them with the resources to plan, organize and host on-site activities, clubs and events</i>	short	AMHA Resident Services

People Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
5 (Employment): Work-able Summit Lake adults are employed in living wage positions with benefits.			
Expand the reach and impact of current workforce programs in Summit Lake			
	<i>Increase the hours and days of the satellite OhioMeansJobs Center at the Reach Opportunity Center to provide greater access to OMJ's comprehensive employment services including job development, job placement, and post-placement supports</i>	short	Reach Opportunity Center, OhioMeansJobs
	<i>Partner with other existing program providers to assess participation and changes needed to increase local enrollment</i>	short	AMHA Resident Services, OhioMeansJobs, Project LEARN, Akron-Summit County Public Library, OPEN M, South Street Ministries, Akron Urban League
	<i>Recruit work-able residents to inform the services offered and hours of operation to best serve the needs of working and employment-seeking residents</i>	short	AMHA Resident Services
*	Prioritize the hiring of Summit Lake residents for local employment opportunities, i.e. redevelopment of Summit Lake Apartments, construction of new housing in the neighborhood, openings at Summit Lake Nature Center		
	<i>Establish a training and employment pipeline to prepare Summit Lake residents for anticipated future construction and non-construction jobs</i>	short	AMHA Resident Services, OhioMeansJobs, Project LEARN, Akron-Summit County Public Library, OPEN M, CONXUS NEO, Summit Metro Parks
	<i>Execute community benefits agreements that include local hiring preferences with entities engaged in development activity in Summit Lake</i>	short	AMHA Real Estate Department, City Strategic Initiatives Division, Summit Lake CDC, The Michaels Organization
Encourage residents to turn "side-hustles" into formal businesses			
	<i>Launch a merchants association for local small business owners and entrepreneurs to support networking, sharing of resources and experiences, and growth of Summit Lake-based businesses</i>	short	Reach Opportunity Center, Summit Lake CDC, Bounce, Akron Urban League
	<i>Connect entrepreneurial-focused residents with mentoring and business development resources</i>	short	Reach Opportunity Center, Bounce, Akron Urban League, HFLA of Northeast Ohio

Neighborhood Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
1 Tackle quality of life issues in the neighborhood			
*	Grow the work and activity of the Summit Lake CDC		
	<i>Build organizational capacity</i>	short	AMHA, City of Akron, other CDCs such as EANDC or Well CDC, Kenmore Neighborhood Alliance
	<i>Identify resources to support CDC activities, such as meetings, events, mailers</i>	short	AMHA, City of Akron, Akron Civic Commons
	<i>Continue and expand neighborhood clean-up efforts</i>	ongoing	Summit Lake CDC, Summit Lake Neighborhood Association, Akron Civic Commons, City of Akron, Keep Akron Beautiful
	<i>Continue to share information about CDC initiatives and serve as neighborhood resource for quality of life issues</i>	ongoing	Summit Lake CDC, Summit Lake Neighborhood Association
*	Support the establishment and growth of small businesses		
	<i>Convene a merchant's association to provide networking and mentoring opportunities for entrepreneurs and small business owners</i>	short	Reach Opportunity Center, Bounce
	<i>Incorporate retail/restaurant space in the new developments</i>	medium-long	The Michaels Organization, AMHA
	<i>Identify opportunities for small business pop-ups during community events</i>	short	Reach Opportunity Center, Summit Lake CDC
*	Implement programs to effectively address nuisance properties		
	<i>Develop a process to identify and report nuisance properties</i>	short	City of Akron
	<i>Identify Summit Lake as a priority area for targeted code enforcement efforts</i>	short	City of Akron
	Activate vacant lots with temporary and permanent uses		
	<i>Develop a process to identify and create pocket parks</i>	short	City of Akron, community groups including Summit Lake CDC and members of the Summit Lake Community Council
	<i>Implement mid-block greenways</i>	ongoing	City of Akron
	<i>Pilot low-maintenance pollinator plantings</i>	short	City of Akron

Abbreviations:

AMHA = Akron Metropolitan Housing Authority

EANDC = East Akron Neighborhood Development Corporation

METRO RTA = METRO Regional Transit Authority

Summit Lake CDC = Summit Lake Community Development Corporation

Neighborhood Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
2 Improve and expand the neighborhood housing stock			
*	Support existing homeowners with home improvements		
	<i>Establish a targeted homeowner rehabilitation program for Summit Lake</i>	short	City of Akron
	<i>Assist with property beautification</i>	short	Keep Akron Beautiful, Let's Grow Akron, Summit Lake CDC
	<i>Install porch lights</i>	short	Habitat for Humanity
	Address the quality of the existing rental housing stock		
	<i>Pilot landlord grant program</i>	short-medium	City of Akron
	Adopt tools and policies that minimize resident displacement from Summit Lake		
	<i>Market existing programs for homeowners</i>	short	City of Akron
	<i>Establish a non-displacement task force</i>	short	City of Akron, residents, Summit Lake CDC, Summit Lake Community Council
	Develop new housing	long	City of Akron, AMHA, developers
	<i>Package City land for RFPs</i>	short	City of Akron
	<i>Streamline process of obtaining City or Summit County Land Bank land</i>	short	City of Akron
	<i>Create advisory role for SLCDC in the approval of future development on City-owned land</i>	short	City of Akron, Summit Lake CDC
	<i>Develop community benefits agreements for future development on City-owned land</i>	short	City of Akron, Summit Lake CDC
3 Create safe passageways to neighborhood destinations			
	Improve Lakeshore Boulevard to be the front door to the neighborhood		
	<i>Install intersection improvements (painted crosswalks, signage, painted curb bumpouts, removable barriers)</i>	short	City of Akron
	<i>Upgrade bus stops at destinations points</i>	short-medium	Metro RTA, community partners such as Summit Lake Build Corps
	<i>Study and implement road diet</i>	long	City of Akron

Neighborhood Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
	<i>Create a gateway at highway underpass on the north end</i>	short-medium	City of Akron, ODOT, Akron Civic Commons, community partners such as Summit Lake Build Corps
	Create gateways that connect the larger Summit Lake neighborhood		
	<i>Neighborhood streets</i>	short	City of Akron, community partners such as Summit Lake Build Corps
*	Make neighborhood streets pedestrian- and bicycle-friendly		
	<i>Study and implement improvements to Old Main Street and Miller Avenue</i>	long	City of Akron
	<i>Install intersection improvements (painted crosswalks, signage, painted curb bumpouts, removable barriers) at priority locations</i>	short	City of Akron
	<i>Pilot chicanes and stormwater curb extensions on east-west streets</i>	short-medium	City of Akron
	<i>Continue to expand bike routes</i>	ongoing	City of Akron
	<i>Improve sidewalks and help property owners make repairs</i>	ongoing	City of Akron
	<i>Continue to increase tree planting</i>	ongoing	City of Akron
4 Invest in parks and open spaces designed for the community			
*	Maintain and activate existing parks with year-round programming and events		
	<i>Maintain playground and ball fields and address environmental conditions such as shade and drainage</i>	short	City of Akron, Summit Metro Parks
	<i>Develop year-round programming and events for all ages</i>	short	City of Akron, Summit Metro Parks, Akron Civic Commons, community groups including members of the Summit Lake Community Council, Summit Lake CDC
	Develop new open space in the neighborhood		
	<i>Develop new wetland open space and walking trail</i>	medium-long	City of Akron, Summit Metro Parks
	<i>Explore opportunities for new park and open space away from the lake</i>	medium-long	City of Akron, Summit Metro Parks, Summit Lake CDC
	<i>Develop new lakefront open space across from Summit Lake Apartments</i>	long	AMHA, City of Akron, Summit Metro Parks

Summit Lake Apartments Spotlight

PRIORITY	RECOMMENDATIONS	TIME FRAME (Short: 1-3 years, Medium: 3-5 years, Long: 5+ years)	PARTNERS
1 Redevelop the Summit Lake Apartments site as a mixed-income community			
	Integrate the Summit Lake Apartments site with the neighborhood		
	<i>Build out new street network and underground utilities</i>	medium-long	AMHA, City of Akron
	<i>Convey AMHA land west of new lakefront road to the City for open space</i>	short	AMHA, City of Akron, Summit Metro Parks
	Preserve and expand affordable housing and diversify housing with a range of housing types and mix of incomes		
	<i>Develop diverse housing types with resident input</i>	short	AMHA, The Michaels Organization
	<i>Finalize housing development plan</i>	short-medium	AMHA, The Michaels Organization
	Design for connectivity, sustainability and safety		
	<i>Utilize design guidelines in the development of the site and buildings</i>	short	AMHA, The Michaels Organization
	Develop relocation plan for all residents desiring to return		
	<i>Engage residents in development of relocation plan</i>	short	AMHA
2 Develop new housing off-site to bring the energy of new development deeper into the neighborhood			
	Develop new housing off-site		
	<i>Work with the City to identify and secure parcels for development</i>	short-medium	City of Akron, AMHA
	<i>Explore using Project-Based Vouchers for replacement housing opportunities</i>	short	AMHA
	<i>Develop diverse housing types based on parcel size and assembly</i>	medium-long	AMHA, The Michaels Organization



DANIEL HERRIGAN, MAYOR