



MISSION

To invest in people through the built environment

VISION

We seek a holistic approach to address systemic issues in *order to improve the quality* of life within the Middlebury neighborhood by fostering choice in housing, job creation and community pride



RESTORING HOUSING

Developing a healthy housing pipeline that provides residents the power to choose the type of housing that fits their current context and future aspirations.



CREATING ECONOMY

Encouraging the adaptive reuse of our current assets to support entrepreneurship, career pathways, and engagement with anchor institutions.



SUPPORTING PLACE

Connecting people to the place they live and each other through the built environment.

LETTER FROM THE WELL CDC

Dear Friends,

January of 2022 feels like a decade ago. When the year began, we were still wrestling with COVID shutdowns and navigating how to stay healthy in public. We were asking ourselves questions we didn't use to ask: who should we see and how close do we get? Then, as a city, we sprinted from one traumatic situation to the next as we witnessed the tragic shooting of Jayland Walker.

At The Well CDC, we believe that we were created to be in real relationship with one another and grow in community. The communal trauma of 2022 cautioned us to not take this life for granted. We were reminded of the importance of safe, healthy, and vibrant neighborhoods as we think about the resiliency of a city.

I am encouraged by our staff, board, volunteers, and partners who worked together to advance our goals to Restore Housing, Create Economy, and Support Place in 2022. As we look toward 2023, the first year of our 10 Year Strategic Plan, we remember that everything we do here at The Well CDC is to enhance the vibrancy of the built environment and encourage the communal healing of people and place. We are grateful to work alongside you in a fight for the future of Akron as a place where all people can find stability and health.



Zac Kohl, Executive Director Ann Durr, Board Chair



Zac Kohl Executive Director



Ann Durr Chairperson of the Board





ACQUISITION | REHAB

ACCOMPLISHMENTS

- Increased our acquisition/rehab portfolio from
 61 to 83 units, purchasing a total of 22 units
- Increased our completed rehabs from 49 to 66 units, renovating 17 units
- 5 units received LEAD Abatement funding from the City of Akron and Summit County to reduce the impact of lead-based paints on childhood development
- 3 units **received Home Weatherization** funding from the County to support energy efficient insulation, furnaces, and hot water tanks

IN-FILL DEVELOPMENT

ACCOMPLISHMENTS

- Broke ground on our first new construction duplex, which was completed in January 2023!

PARTNERSHIPS

Carter Lumber, City of Akron, Cleanz Ohio Services LLC, Lowe's, Keenum Custom Countertops, Novatny Electric, Pennisula Architects, Preferred Drain and Plumbing, RJ Construction, Sherwin Williams, Summit County, Summit County Land Bank, Testa Builders, Wallace Construction, Western Reserve Community Fund

LOOKING FORWARD

Financial commitments from The Knight Foundation, The City of Akron, PNC Bank, and Western Reserve Community Fund have provided us with the ability to rehab an additional 75+ houses over the next several years. Additionally, we will see ground broken on new-build duplexes on vacant, often trash-filled, lots. We are grateful to partner with so many people who see housing as the basic building block for a safer, healthier, and more vibrant community!

Well CDC had the opportunity to purchase 3 homes after long-time homeowners passed away. We feel fortunate to honor their legacy through maintaining the level of stability that these homes provided their blocks for decades, All 3 of these heirs/ powers of attorney's were grateful, knowing that the homes would be cared for by a new generation. One expressed their gratitude for how we helped make the best of an unpleasant situation and has since contributed financially to the organization in honor of her mother."

"In the Summer of 2022. The

61 TO 83



COMMERCIAL REDEVELOPMENT

ACCOMPLISHMENTS

- 647 E. Market Street continued to develop into a strong community hub that centered our social enterprises - Compass and Akron Food Works - as inclusive connection points for folks of all walks of life. Non-profits, community partners, and individuals utilized our space for a plethora of events and office space. Lastly, the Middlebury Celebration with over 300 in attendance - was held in our backyard.
- Our "housing and workforce hub", at 221 Beaver Street, was further activated through intentional use of the space. In addition to housing all of The Well CDC's programming, including our Career Development program with on-site childcare and a Community Tool Library, our tenants provided a variety of community resources. Examples include a certified trade school through the work of Career Development and Placement Strategies; and access to mental health care through Healing Hearts.

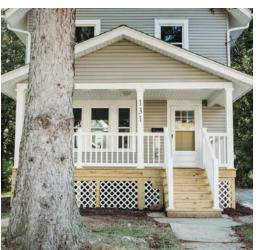
PARTNERSHIPS

Akron Parks Collaborative. The Business Doctor, Career Development and Placement Strategies, Citizens Akron, Elizabeth's Bookshop + Writing Centre, Healing Hearts, Working in Progress

LOOKING FORWARD

2023 will be an exciting year for commercial development! We'll move toward two projects that strengthen the economic base of our neighborhood, attract local entrepreneurs, and create spaces for neighbors and Greater Akron to grab a bite to eat or shop in the heart of Middlebury.

















THE WELL CDC | CIR 2022 6





CAREER DEVELOPMENT

ACCOMPLISHMENTS

2022 was a year of refinement for our trauma-informed career development program:

- Streamlined our course offerings to focus on our most in-demand class: Customer Service & Administration
- 79% percent of students completed the course. Of those, 48% were offered jobs or went on to higher education
- Added 20+ hours of facilitated conversations around mental health, a new soft skills workshop, and brought supportive community services into the classroom
- Supported parents in removing a childcare barrier through on-site child watch services during the program, renovating the child watch room to better support learning and safety, and partnering with Middlebury Kids Learning Center to provide off-site childcare during tours and interviews

- Worked with 43 students, increasing from 27 in 2021
- 97% of students identify as women

"A few months after graduation, one of our participants joined the staff at Project Learn as a Student Engagement Coordinator. As part of her new role, she now teaches the same customer service curriculum that she studied in our cohort! She serves not only as a teacher but as an incredible role model and mentor for our current students."

79%

48%

OFFERED JOBS OR

COMPLETED

THE COURSE

PARTNERSHIPS

Akron Summit County Public Library,
Akron Urban League, The City of
Akron, ConxusNEO, HER Beautiful
Mind, Healing Hearts, Middlebury
Kids Learning Center, NAACP, Ohio
Department of Job and Family
Services, Ohio Means Jobs, Project
Learn, PNC Bank, Stark State
College, Summa Health, Summit
County Public Health. The University
of Akron Counseling Department,
The University of Akron Legal Clinic,
United Way of Summit & Medina
Counties Financial Empowerment
Center, Wild Peaceful & Free

LOOKING FORWARD

We are entering 2023 with a renewed program that will allow us to advance the quality of life for our community and participants. We are excited to spread the message of trauma-informed workforce development, importance of mental health, and foster choice for participants as we add more employer partners and career connections, Lastly, we'll work hard to support job retention and advancement through new drop-in resume + interview clinics and an alumni program.



MATURE TENANCY + PATHWAYS TO HOME OWNERSHIP

ACCOMPLISHMENTS

We supported long-term stability and encouraged mature tenancy, the building block of home-ownership:

- Supported 20 families in accessing healthy rentals, increasing from 49 to 69 tenant families
- Developed a **Tenant Retention Committee to** help determine best possible steps for tenants in danger of losing housing. This allowed us to established payment plans for tenants to repay their balances in a timely manner
- Ended the year with 120 individuals on the housing waiting list which shows the community need for quality housing and interest in our supportive housing services
- Hosted 4 Home Maintenance Classes, including one in which participants gained experience with tools while making a child size Adirondack chair they were able to take with them

PARTNERSHIPS

EANDC, Fair Housing Advocates, Fair Housing Contact Services, PNC Bank, United Way Financial Empowerment Center

LOOKING FORWARD

In 2023, we will support Mature Tenancy through various means. First, we'll launch a resident-centered app where tenants can quickly pay rent and send in maintenance requests. Secondly, we will launch a bi-annual tenant orientation to review tenant rights, lease expectations, and introduce tenants to our other Resident Services + broader community resources. Lastly, we will begin laying the groundwork and identifying tenants to move forward on the Pathway to Homeownership.

FAMILIES HEALTHY

INDIVIDUALS HOUSING **WAITING LIST**

"A mom of 4 boys was introduced to The Well CDC through our Career Development program. After graduating the workforce class, she attended home ownership classes through EANDC and went on to get pre-approved for a loan. She reached out to us to see if we could help her purchase a home and we were able to start the homebuying process with her on a newly renovated home in Middlebury!"

"A tenant and graduate of our Career Development program is learning to develop mature tenancy. She got behind on her rent payments but communicated with our Property Manager and worked with a financial coach through the United Way Financial Empowerment Center, ultimately developing a budget and making timely payments to get caught up. She has been excited to learn that budgeting is freedom and has begun saving for other financial goals."







AKRON FOOD WORKS

ACCOMPLISHMENTS

Akron Food Works entrepreneurs have started new businesses and continued to grow their existing ones, utilizing our space in such unique ways!

- Supported 47 Active Kitchen Members throughout the year, including 31 new businesses that started using the kitchen in 2022
- 60% Female Business Enterprises (FBE)
- 45% Minority Business Enterprises (MBE)
- Launched and held 24 Café Takeovers, where kitchen members "take over" Compass and invite the community to experience their food
- Hudson Kitchen Food Business Bootcamp was relaunched in 2 sessions with 7 businesses. providing a space for local industry experts to share their wisdom with new entrepreneurs

PARTNERSHIPS

EbaNee Bond. The Law Offices of H. Gambrell LLC, Nick Simontetti, North Akron CDC, Small Business Development Center (SBDC), US Foods, Vanessa Michelle

LOOKING FORWARD

Big things are cooking at Akron Food Works for 2023. We will launch a program to accelerate entrepreneurs who are ready to grow their food business, continue to utilize Compass as an outlet for kitchen users to sell with Cafe Takeovers, and dream with ecosystem partners on how we encourage more brick + mortar restaurants and consumer packaged goods. All this while continuing to improve our physical space through the installation of cold storage.

"[Hudson Kitchen Food Business Bootcamp] was amazing. This has helped me build my confidence to really try to start my business!"

- Carlea Bynum, Unpredictable Nights

"We wouldn't have the business we have without Akron Food Works... I would probably have to go about \$20,000 in debt. We were able to start with no overhead, which is absolutely awesome. It is literally so risk-free. [Akron Food Works] helps you."

- Steph Zakich, Entree by Fino

47 ACTIVE KITCHEN MEMBERS 24 CAFE TAKE-OVERS 60% ENTERPRISES







ACCOMPLISHMENTS

Compass continued to be a place for the Middlebury and Greater Akron community to gather, study and meet:

- Created a partnership with Akron Coffee Roasters, allowing us to focus on the basics of great coffee and unleash the creativity of our team to proudly say "Non-Profit Coffee Tastes Better!"
- Sold products from local businesses, including DeLiberato's Bakery, Hartzler Dairy, and Summit Croissants
- Held twenty-four Cafe Takeovers where Akron Food Works kitchen users were invited to develop a menu and sell through the Compass retail space
- Provided **coffee at local events**, including Highland Square PorchRokr and Akron Pride Festival
- Elizabeth's Bookshop + Writing Centre continued to be an incredible asset as "an innovative literacy center designed to amplify and celebrate marginalized voices"

PARTNERSHIPS

Akron Coffee Roasters, Elizabeth's Bookshop & Writing Center, DeLiberato's Bakery, Hartzler Dairy, Summit Croissants

LOOKING FORWARD

We look forward to building off the momentum that we started at the end of 2022 to have our most successful year yet. We'll hold Cafe Takeovers, explore events in partnership with Elizabeth's Bookshop, work with local businesses, and continue to provide great coffee + unique speciality drinks. Compass has been and will always be a place for connection where you can "Drink Coffee. Do Good". Stop in, we can't wait to see you!



3,725
CUPS OF COFFEE

LOCAL
BUSINESSES

15K
TRANSACTIONS







AKRON HOPE

ACCOMPLISHMENTS

- Provided tutoring to 130+ students through Spring and Fall semesters
- Provided 500+ students with a holiday gift and adopted 26 families during Holidays of Hope
- Hosted 10+ Community Connection events to support increased relational connection and parent engagement
- Created a Mason Family Referral form to streamline our process of responding to family needs. We've connected 17+ families to basic needs assistance including toiletries, food, our housing application, and career development programming
- Started a monthly partnership with the Akron Canton Regional Foodbank's Pop Up Pantry, serving an average of 50 families at each event
- Engaged 10 Student Ambassadors in a Student Civic Engagement Cohort, ultimately supporting the creation of a mural at Mason CLC

PARTNERSHIPS

Mason CLC. Helen Arnold CLC. Akron Canton Regional Foodbank, Akron Public Schools, Bright Star Books, Citizen's Akron Church. Energy Harbor, United Way of Summit & Medina Counties. The University of Akron

LOOKING FORWARD

As a program that meets our community in the place they naturally connect, we plan to deepen our connection to the students, families, and teachers in 2023. Through listening we will respond to the needs of the schools, develop new partnerships. and grow our ability to connect individuals to our other Resident Services, such as quality housing and career development. We will continue to invest in tutoring, connection events, and student civic engagement.

Hope program worked alongside Mason CLC's Student Ambassadors to discuss how Mason CLC can be a place to connect people to people and be a welcoming place. Through multiple conversations, the students came up with the idea of creating a mural that read "You Are Welcome Here". We engaged with local artist, Stephanie Leonardi, to further develop their idea and completed the mural in May 2022! The mural still stands strong on E. Exchange Street, one of our main and busiest streets in the community, to help let our neighbors know that they are truly welcome in Middlebury."

"In Spring 2022, our Akron

STUDENTS IN FALL & SPRING





MIDDLEBURY BLOCK CHALLENGE + CELEBRATION

ACCOMPLISHMENTS

The Middlebury Block Challenge was brought back in 2022 as a way for neighbors to collaborate on a small beautification project that deepens their connection to one another and to Middlebury. The projects culminated at the Middlebury Celebration in August.

- Funded **6 projects of 5 or more neighbors** in each group through mini-grants
- Projects included garden beds, plants, flowers, porch staining, and front porch swings
- Hosted 300+ Middlebury residents and community members at the Middlebury Celebration. This free family event included food trucks, a photo booth, and a dj
- Two Akron Food Works entrepreneurs + one local business provided food for hundreds of attendees: Uncle Bacon's BBQ, 28th & South, and Henry's Creamery

LOOKING FORWARD

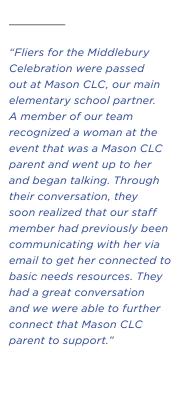
We are taking an intentional look at community engagement, exploring how we might build deeper relationships with an increased number of residents in 2023.

We'll provide at least 10 mini-grants for the Block Challenge to help neighbors create community on their street and hold another fun-filled Middlebury Celebration in the summer!

300+

MIDDLEBURY RESIDENTS & COMMUNITY MEMBERS

FINISHED PROJECTS
THROUGH
MINI-GRANTS







TRAINING AND **ACCOMPLISHMENTS**

STAFF UPDATES

- We were excited to welcome the following individuals to our staff in 2022: Kyle Koerner (Social Enterprise Manager), Marta Roueiheb (Workforce Manager), Joe Vassel (Housing Manager), Erica Banks (Akron Food Works Coordinator), Judy Brown (Akron Hope Coordinator), Anna Muntin (Compass Barista + Finance Coordinator), Jillian Hockwalt (AmeriCorps VISTA), Todd Schelerth (Fund Development Assistant), Shamari Fields (Compass Barista), Katherine Lawrence (Compass Barista), Annie Testa (Compass Barista)
- At the end of the year, Jen Meade was promoted to Fund Development Director and Kelly McHood to Associate Director

BOARD OF DIRECTOR UPDATES

- We offer a sincere thanks to Doug Kohl, KT Hampton, Angela Harper, and Stephanie Khurana for their years of service to the Middlebury community as exiting board members
- Warmest welcomes to Michelle De La Isla and David Griffing as board members who joined

ORGANIZATIONS AND COMMITTEES

- Zac Kohl served on the United Way Community Impact Task Force
- Curtis Minter, Jr. served on Akron Children's Hospital Community Health Needs Assessment Committee
- Kelly McHood and Marta Roueiheb served in the National League of Cities Equitable Economic Mobility Initiative cohort alongside the City of Akron and Summit County Public Health
- Marta Roueiheb served on the planning committee for Akron Community Foundation's On The Table Challenge; and Women's Endowment Fund to plan their Economic **Empowerment Forum**
- Jen Meade served the on the College and Career Academies of Akron Steering Committee for Akron Public Schools
- Kyle Koerner and Erica Banks served on the Elevate Greater Akron, Spark Akron committee

AWARDS

- Zac Kohl and The Well CDC received the Bishop William M. Cosgrove Justice Award from The Catholic Commission of Summit County
- Jen Meade received the 5 Under 35 from The University of Akron

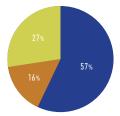
TRAVEL

- Zac Kohl joined the Greater Akron Chamber and 40 other Akron leaders on a trip to Syracuse, NY; went to San Francisco, CA with the DRK Foundation; and attended the Enterprise Community Partners' 40th **Anniversary National Conference** in Washington DC
- Zac Kohl and Curtis Minter, Jr. were invited by Knight Foundation to the Infrastructure Innovation Summit led by Data-Smart City Program at Bloomberg Center for Cities at Harvard University
- Kelly McHood presented at Government in Action State and Local Roundtable hosted by the National League of Cities and National League of Counties in Washington DC

TRAINING AND CERTIFICATIONS

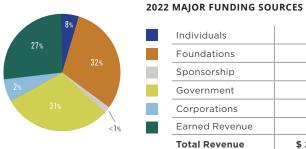
- Staff trained in the Racial Equity Institute Training: Phase 1, hosted by ThirdSpace Action Lab
- Marta Roueiheh was trained in Mental Health First Aid
- Reuben Auck and Joe Vassel took a Lead Abatement Contractor certification

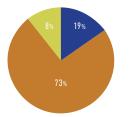




2022 REVENUE

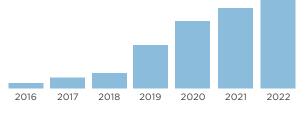
2,500,556
\$ 674,126
\$ 396,998
1,429,432





2022 EXPENSES

Total Expenses	\$ 1,637,307
Fundraising	\$ 137,334
Program	\$ 1,191,174
Operating	\$ 308,799



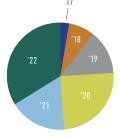
\$187,576 \$791,963

\$27,211

\$763,152 \$56,528

\$674,126

\$ 2,500,556



CAPITAL INVESTMENTS IN PROPERTIES

Total Investment	\$ 6,472,488
2022	\$ 2,305,626
2021	\$ 1,071,368
2020	\$ 1,537,503
2019	\$ 1,062,223
2018	\$ 384,846
2017	\$ 110,922

YEAR OVER YEAR ASSET GROWTH

2016	\$522,474	2020	\$4,467,985
2017	\$870,755	2021	\$6,521,861
2018	\$1,113,367	2022	\$7,684,133
2019	\$3,168,335		•



Foundations, Corporations, and Churches

Akron Community Foundation

American Family Insurance Dreams Foundation

Bath Church

Bath Volunteers for Service

Berlin Family Foundation

Citizens Akron Church

Charles E. & Mabel M. Ritchie Memorial

Foundation

ConxusNEO

Dominion Energy Charitable Foundation

Downtown Akron Kiwanis Foundation Inc.

DRK Foundation

DWA Recreation

Energy Harbor Corporation

GAR Foundation

Gertrude F. Orr Trust Advised Fund

Grimco. Inc.

Hahn Loeser & Parks LLP

Harry K. and Emma R. Fox Charitable Foundation

Helen F. & Louis Stolier Family Foundation

Henry V. and Frances W. Christenson Charitable Foundation

Highlands Philanthropy

Huntington Akron Foundation

Intech Karting LLC

Knight Foundation

Key Bank Foundation

Leadership Akron

Lehner Family Foundation

Lisle M. Buckingham Endowment

M. G. Oneil

Martha Holden Jennings Foundation

Mary S. and David C. Corbin Foundation

Millennium Fund

Northern Ohio Golf Charities Foundation, Inc.

PNC Bank

Portage Community Bank

Prospect Foundation

R.C. and Katherine M. Musson Charitable Foundation

Rizzi Distributors Inc.

ServeOhio

Sisler McFawn Foundation

Swagelok Foundation

Synthomer Foundation

Tom, Mary and Becky Babcox Family Foundation

T.J. Strauss Consulting

The Glenn R. and Alice V. Boggess Memorial Foundation

The J.M. Smucker Company and Subsidiaries

The Mary S. and David C. Corbin Foundation

The Maynard Family Foundation

Thomas R. Fuller & Associates

Tigersharks Swim Club Boosters

United Way of Greater Cleveland

United Way of Summit and Medina County

W. Paul Mills and Thora J. Mills Memorial Foundation

Western Reserve Community Fund

Women's Endowment Fund

Government

City of Akron

County of Summit

Summit County Land Bank

Summit County Public Health

Scott and Charlene
Gary and Margaret
Reuben and Heidi A
Melinda and Phil Ba
Elizabeth Bartz
David and Carmen
Rob and Alyssa Bri Tracy Carter
Thomas Clark
Lori Cooke
Sawyer Dawley and
Rich and Jackie De
Jim and Ann Durr
Dale Gilbert
Thomas and Marga
David Griffing
John Judge
AJ and Michelle Hil

Individual Contributions above \$1,000

ne Altman Doug and Kathy Kohl t Anderson Zac and Beth Kohl Auck Robert Malone Bartholomae David and Linda Maynard Jim and Mindy McCartney n Beasley Bill and Loraine McCue Sean Michael O'Connor riggs Scott and Joan Oldham Charlene Ostafi Dave Pavlich Roger and Sally Read nd Tvlier Lee John Reyes eqer Richard Hogan and Carolyn Vliet Charles and Jackie Ridley aret Gower Steven Schloenbach Brad and Renee Schroeder James Staley Don Treap Richard and Laurie Hillebrand Steve and Holly Wilt Ean Johnson Dianne Wright

Key Volunteers

Morgan Heavilin

Ariel Kent Myija Brown Becca Kahle Rownia Watson Beth Kohl Sally Schafer Brooke Kellev Sandy Kline Cynthia Bell Sienna Furno Stephanie Zende Dan and Emily Kamwesa Dan Ocepek Roberta Rogers Deborah Endris Volunteer Don Treap Groups Jennifer Cook Josh Smith CESO Inc. Julia and James Talbert Goodyear Karlie Keys Hoban Kathy Kohl United Way Day of Action Kody Meade University of Akron, Construction Management Kristina O'Connor Association of America Lisa Kane Student Chapter Megan Vermillion University of Akron Make A Difference Day Melinda Mace Wadsworth Chapel Mick & Janet Pera Youth Group

BOARD OF DIRECTORS



Ann Durr Chairperson



David Griffing



David Maynard



AJ Hill *Treasurer*



KT Hampton



Nate Ollish



Rachel Bridenstine



Angela Harper



Dan Roberson



Tracy Carter



Dameon Jackson



James Talbert



Michelle De La Isla



Sue Lacy



STAFF MEMBERS

Zachary Kohl Executive Director

Kelly McHood

Associate Director

Jen Meade Fund Development Director

Curtis Minter, Jr.

Operations Director

Reuben Auck Housing Manager

Joyce Fox
Property Manager

Kyle Koerner
Social Enterprise Manager

Chris Norris

Maintenance Manager

Marta Roueiheb
Workforce Manager

Joe Vassel Housing Manager

Erica Banks
Akron Food Works
Coordinator

Judy Brown

Akron Hope Coordinator

Anna Muntin Compass Barista + Finance Coordinator

Olivia Noland Fund Development Coordinator

Jillian Hockwalt

AmeriCorps VISTA

Todd Schelerth
Fund Development Assistant

Shamari Fields Compass Barista

Katherine Lawrence Compass Barista

Annie Testa Compass Barista

Shelley Goodrich Finance Director

Brenda Colter
Workforce Manager

Kelly Ashley QuickBooks & Data Entry Coordinator

Madeline Leong
Compass Coordinator

Rob Moore Housing Coordinator

Aaron Uhl Housing Coordinator

Arell Tee AmeriCorps VISTA

Noah Peeples Compass Barista

Zach Schar Compass Barista

Will Rodriguez
Compass Barista

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Compass

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