

ioby in Washington, DC

Preliminary Assessment of Fit, March 2016



**A Plan for Enabling and Elevating Resident-Led
Change in Wards 5, 7, and 8**

Overview

Many barriers prevent the flood of recent investment that has benefited many neighborhoods in DC from reaching residents in Wards 5, 7, and 8. Histories of failed urban renewal projects and profound public and private disinvestment in African American communities have manifested in a number of physical and digital barriers to advancement, public health, and civic participation in these wards.

Working with the District Department of Energy and Environment, ioby hopes to enable residents in these wards to meaningfully participate in the dismantling of many of these barriers and the advancement of their own communities. ioby will connect new and existing neighborhood leaders to the capital they need to fund and create projects that align with the District's innovative Sustainable DC framework.

Specifically, ioby blends resource organizing and crowdfunding to help leaders of local projects find the resources they need within their own communities. Our vision is to create a future in which our neighborhoods are shaped by the powerful good ideas of our own neighbors. Our mission is to mobilize neighbors who have good ideas to become powerful citizen leaders who plan, fund and make positive change in their own neighborhoods.

ioby is looking to make a long-term commitment to bringing our online crowd-resourcing platform and offline services to neighborhood leaders in Washington, D.C. We believe that by supporting low-cost, place-based, community-led projects, our model will be especially helpful to growing civic capacity in Wards 5, 7, and 8 and strengthening local leaders' efforts to restore their neighbors' sense that positive change is possible.

Washington, DC, and particularly Wards 5, 7, and 8, meet each of the minimum criteria that we use to evaluate whether a place is the right fit for ioby's platform and services:

- History of neighborhood disinvestment (e.g. redlining, long-term population loss, mid-century urban renewal projects that resulted in social upheaval, or concentrations of high structural unemployment)
- People of color make up more than a third of the population
- City leaders—in government, philanthropy and the social sector—are interested in taking an innovative approach to supporting community-led and place-based projects
- City leaders value authentic civic engagement, and are interested in building leadership capacity within communities
- City leaders are interested in achieving and measuring social, economic and public health outcomes as components of a long-term vision for sustainability; We are particularly interested in working with cities that have stated goals of fighting public health epidemics like obesity and asthma, strengthening sharing economies, and promoting social and environmental justice.

Methodology

ioby began researching the District's civic landscape by examining a variety of materials, including data from the United States Census Bureau and The Chronicle of Philanthropy. Synthesizing these data clarified our understanding

of the social and economic structures that are at work in the area. A complete list of works consulted can be found in the appendix of this report.

Interviews

To date, we have interviewed a snowball sample of 21 leaders in DC and conducted deep research around the nonprofit sector, local philanthropy and existing similar initiatives. While these leaders provided ioby with a tremendous amount of insight, we are deeply committed to engaging with and learning from more leaders of color and longtime residents as we begin our work in Wards 5, 7, and 8.

Name	Affiliation at time of interview
Abigail Zenner	Advisory Neighborhood Commissioner, Glover Park
Adam Maynard	US Green Building Council
Allie Bird	DC Promise Neighborhood Initiative (DCPNI)
Brenda Richardson	Consultant (Formerly Deputy Chief of Staff to Councilman Barry)
Chris Karakul	Federal City Council
Darren Flusche	Toole Design Group
Delano Squires	Connect.DC
Dennis Chestnut	Groundwork Anacostia River DC
Don Edwards	Justice and Sustainability Associates, LLC
Doug Siglin	Federal City Council
Ed Stierli	National Parks Conservation Association
Elizabeth Lindsay	Byte Back
Jim Foster	Anacostia Watershed Society
Jonas Singer	Union Kitchen
Katie Blackman	Potomac Conservancy
Mary Brown	DC Promise Neighborhood Initiative (DCPNI)
Anonymous	International Downtown Association
Ronnie Webb	GreenScheme
Scott Kratz	11th Street Bridge Park, a project of Building Bridges Across the River
Anonymous	Washington Parks and People
Tina O'Connell	Friends of Kenilworth Aquatic Gardens

Primary Predictors of Success in DC

With our Phase 0 in Cleveland, ioby set out to understand how our model would add value to the citizen leader's experience in Buckeye, Larchmere and Mt. Pleasant. Indeed, we found that this area meets seven of the eight following criteria that we use to predict a successful roll-out of ioby's platform and services.

1. **STRONG ATTACHMENT TO PLACE.** Residents' demonstrable sense of ownership of and belonging to their city. **ioby uses five indicators to measure attachment:**
 1. **Knowledge of place:** the degree to which residents know how and where to access basic services and are familiar with the histories of their neighborhoods.
 2. **Social ties:** the extent of residents' local social networks, accounting for both strong and weak ties to neighbors.
 3. **Security:** residents' sense of security, or the feeling that they are protected from any threats to their safety or quality of life. These may include: the threat of displacement, the threat of crime, the threat of natural disaster, and the threat of economic shock.
 4. **Hope:** the availability of opportunities for residents to better their lives and to identify with people who have similar lived experiences and aspirations.
 5. **Pride:** the extent to which residents feel proud to live in their neighborhood or city.

The value of attachment to ioby's work in New York:

We have found that many New Yorkers have a strong attachment to their city, and connect their personal identities to their borough. Our leaders in New York City are willing to spend time working with neighbors to fundraise for and implement an ioby project because they have a long-term interest in making their neighborhoods stronger and more sustainable.

Overall finding in DC: ✓

1. **Strong knowledge of place:** Many residents in the area have lived locally for many years, and are extremely familiar with the layout, character, and history of their neighborhoods.
2. **Strong social ties at the level of the neighborhood:** Residents feel connected to their communities and report knowing their neighbors. According to the National Conference on Citizenship and the Corporation for National and Community Service, 85.7% of DC residents reported in 2013 that they speak to their neighbors regularly.¹ Many leaders told ioby that some residents rarely engage with people outside of their immediate networks and neighborhood leaders feel especially disconnected to likeminded leaders in other wards.
3. **Weak sense of security:** Despite a downward trend in crime District-wide, residents say that perceptions and fears of crime in some neighborhoods in Wards 5, 7, and 8 remain more pronounced than in other areas of the city.
4. **Growing sense of hope:** Organizations and initiatives in the area are convening and connecting residents to knowledge and resources to enhance their quality of life. Recent private investment in Wards 7 and 8 have

started to bring new jobs and opportunities to advance, but many residents are worried that the investment could ultimately result in displacement as it becomes increasingly expensive to live in their neighborhoods.

5. **Nuanced feelings of pride:** Many in DC do not think that their neighbors are proud of where they live, but the presence of innovative grassroots organizations like USDAC, GreenScheme, and Byte Back—many founded or led by young people and longtime residents of Wards 5, 7, and 8—suggest that people are proud of their communities and invested in their progress.

2. **COOPERATIVE ENVIRONMENT.** An atmosphere of collaboration among organizations, where collaboration is born out of a mutually enforced creative or strategic ethos rather than from a funder. **Example:** Memphis non-profits have deeply interwoven staff, board and members, that are reinforced by social connections. Because Memphis boasts this supremely collaborative environment for non-profits, our local partner has had great success encouraging other organizations in the city to work with ioby.

- Finding in DC: ✓
- Cooperative environment overall: Almost every person with whom ioby has spoken in DC has described healthy and productive partnerships as core to his or her work. These partnerships, particularly among organizations servicing the same geographic areas, seem to be underpinned by organizational alignment and by deep social connections.

3. **WELL-CONNECTED LOCAL GOVERNMENT.** A local government that has strong ties to the social sector, either through interpersonal relationships or formal partnerships. **Example:** When the Mayor's Innovation Delivery Team invited ioby to work in Memphis, they introduced ioby to civically engaged individuals who helped us jumpstart our Phase Zero research. Having a government partner with a strong reputation on the ground helped ioby build trust with Memphians much more quickly than would have been possible on our own.

- Finding in DC: ✓
- Since 2014, Sustainable DC staff and volunteers talked with over 14,000 people at over 250 events. The District Department of Energy & Environment (DOEE) makes a concerted effort to identify and attend events in Wards 5, 7, and 8, but believes that they are still lagging in engaging with residents in those three wards. DOEE has recently hired an Equity and Community Engagement Specialist to help address this issue.

Community support of the Sustainable DC Plan appears to be strong and, according to DOEE, has continued to grow over the past few years. Sustainable DC looks to moving beyond support to behavior change, and has launched several successful programs to this end. These include: the ambassadors program, which has recruited volunteers to speak to their neighbors about sustainability, a “Climate Photo Contest” that publicly showcases examples of climate change impacts that are currently affecting residents, and a “Smarter DC Challenge” that helps organizations and buildings reduce resource consumption.

Since 2010, the DC Office of Planning has supported community-led vacant storefront activations and creative placemaking projects through their Temporary Urbanism Initiative. To ioby, this ongoing effort to solicit innovative ideas for temporary installations in the public realm points to the District's eagerness to embrace many of the project types that ioby typically services.

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4. DEMAND FOR SERVICES. Unincorporated or informal networks of leaders who could benefit from ioby's fiscal sponsorship services and capacity-building trainings and support modules. **Example: During ioby's early growth in New York, we learned that neighborhood leaders were as excited about our offline services—fiscal sponsorship, grassroots fundraising trainings, and one-on-one project support—as they were about our online crowd-resourcing platform. Our success in every city hinges on leaders' demand for these services.**

- Finding in DC: ✓
- Many leaders told ioby that, although residents are working to make their neighborhoods stronger and more sustainable, they lack the funding and resources to do so. Dennis Chestnut, Executive Director of Groundwork Anacostia River DC, told ioby, "I know that what ioby is doing is needed tremendously, especially for those organizations and leaders who are doing on-the-ground work, the tangible work that a lot of times is in need of resources [...] even though there are resources that can be tapped, these smaller organizations are spending the time carrying out work they do and don't have the capacity that's needed to acquire funds."

Many leaders suggested that their organizations lack the experience and confidence to take on grassroots fundraising campaigns, and believe that ioby's suite of services—including one-on-one mentoring, fundraising trainings, and fiscal sponsorship for discrete, time-bound projects—would build their capacity to carry out meaningful and impactful work over the long term.

5. PROJECT AREA ALIGNMENT. Leaders in the social sector are engaging in areas of work that ioby supports (e.g. leaders take on projects dealing with placemaking, tactical urbanism, food, safer streets, etc.). **Example: Memphians' varied interests and approaches to neighborhood change have resulted in a rich assortment of projects on ioby. Because there are communities of leaders working on projects that fall into each of our eligible project types, we have been able to cast a wide net as we find new leaders in Memphis.**

- Finding in DC: ✓
- ioby spoke to a number of leaders who are involved in or support "deep roots" activities—small-scale, hyper-local, relatively informal community efforts—at the block and neighborhood scale. A typical ioby project is place-based, costs an average \$5,000 or less (but can range \$100-\$100,000) and has a measurable or tangible positive impact on the surrounding community. Through our research, we found neighborhood leaders in DC working on projects that fall neatly within each of our types:

- Placemaking, including parklets
- Food
- Safer streets and transit
- Neighborhood greening and environment
- Education
- Public art
- Public health

6. **STRONG COMMUNITY DEVELOPMENT INTERMEDIARIES.** Community development corporations or analogous entities that act as intermediaries for directing funds from city government to the neighborhoods. CDCs often also serve as the first stop for informal networks of neighbors looking to start a public space project or to receive information about planned changes coming to the neighborhood. **Example: Livable Memphis is a program within the Community Development Council of Greater Memphis, a consortium of CDCs, civically engaged individuals and community-based organizations. Because they work closely with both CDCs and residents and understand the obstacles to civic participation better than most other organizations in the city, Livable Memphis has been an invaluable resource to our leader recruitment and support teams.**

- Finding in DC: **X**
- Leaders told ioby that, despite the impressive work of a handful of community development intermediaries, including Enterprise Community Partners and the Local Initiatives Support Corporation (LISC), CDCs in Wards 5, 7, and 8 have lost strength and capacity in recent years. Although they are built to work at the city and regional scale, Enterprise and LISC invest in assets and programming at the scale of the block and neighborhood, filling roles that are typically played by local CDCs.

7. **CULTURE OF GIVING.** Higher than average participation in charitable giving. **Example: The average household in Memphis donates about 5.58% of adjusted gross income to charity, a figure considerably higher than the national average of about three percent. Coming from Memphis’ culture of giving, most ioby leaders have felt comfortable making asks of donors and have had great successes in their grassroots fundraising campaigns.**

- Finding in DC: **✓**
- The culture of giving in DC is very strong, particularly in lower-income neighborhoods. Charitable giving in Wards 7 and 8 is considerably higher than in neighborhoods with higher median household incomes. Residents in these wards give more than 7.0% of their adjusted gross income to charitable organizations, or more than double the 2.89% that residents give District-wide.²

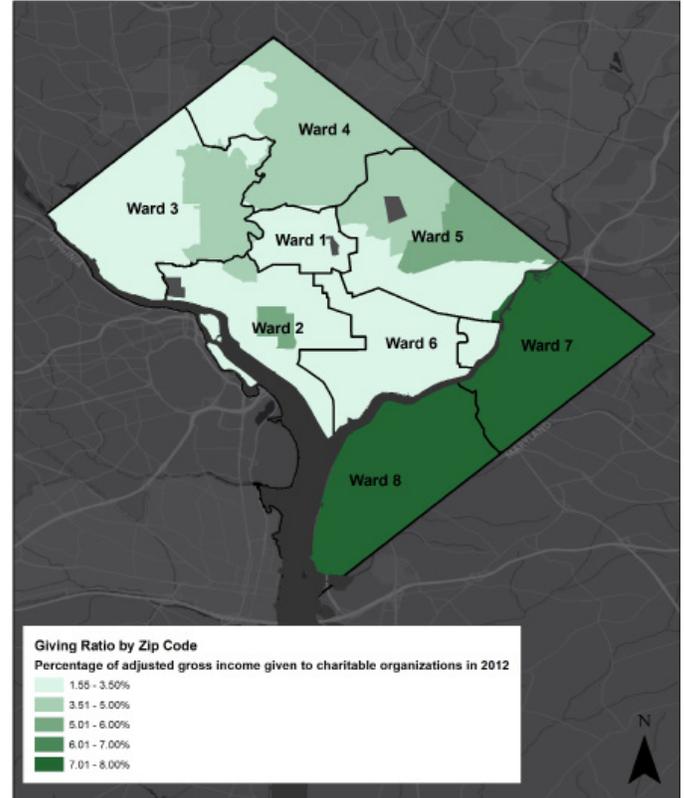
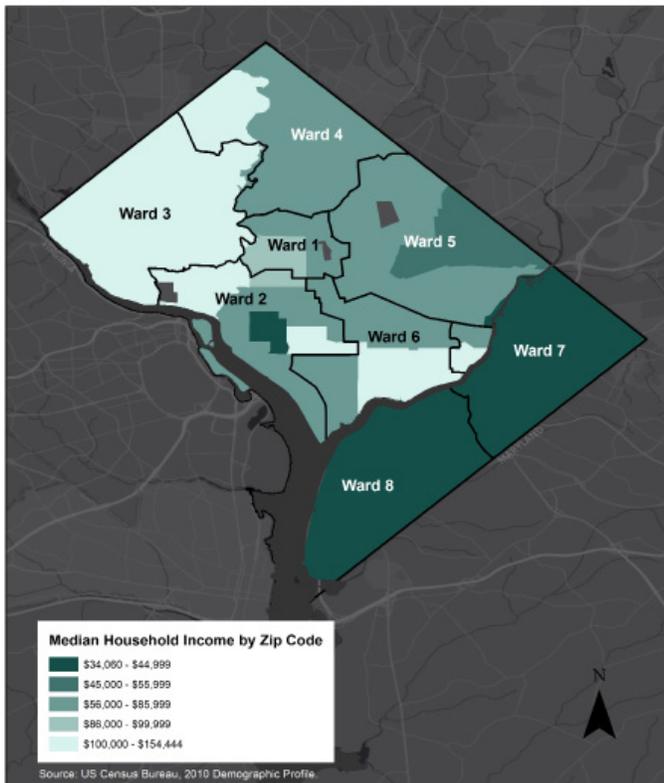
Households in Wards 7 and 8 with incomes of up to \$25,000 each year give one and a half to two times as much of a percentage of their incomes to charitable organizations than their higher-income neighbors. Most importantly, lower income residents to the east of the Anacostia River give twice the percentage of adjusted gross income to charitable organizations than residents earning the same amount in other wards.

Charitable Giving by Income Bracket in Wards 5, 7, and 8 (% of Adjusted Gross Income)

Source: Chronicle of Philanthropy, *How America Gives* (2012)
<https://philanthropy.com/interactives/how-america-gives#search>

Income bracket	Zip code and Ward					DC Average
	20018 (Ward 5)	20017 (Ward 5)	20019 (Ward 7)	20020 (Wards 7 and 8)	20032 (Ward 8)	
Up to \$25,000	13.43%	14.62%	14.4%	13.63%	15%	7.54%
\$25,000-50,000	8.35%	8.6%	9.6%	10.61%	10.44%	5.41%
\$50,000-75,000	6.5%	6.98%	7.56%	8.15%	7.48%	4.16%

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Above: Although they have low median household income compared to the remainder of the District, Wards 5, 7, and 8 give a relatively large portion of their adjusted gross income to charitable organizations. (Sources: U.S. Census Bureau; Chronicle of Philanthropy, How America Gives report, 2012)

8. **SUSTAINABILITY PLAN.** A citywide sustainability plan with which ioby can align citizen-led projects. **Example:** In each city, we have benefitted from connecting ioby's block level projects as implementation opportunities for citywide or regional sustainability plans. ioby has worked with the NYC Office of Long-Term Planning and Sustainability, the Miami-Dade County Office of Sustainability, the City of Memphis Mayors Innovation Delivery Team, and the Shelby County Office of Sustainability, serving as a flexible facilitator between citizens and municipalities or counties.

- Finding in DC: ✓
- With the launch of the Sustainable DC Plan, the District Department of Energy & Environment (DOEE) brought residents, civic organizations, and the private sector together around a shared vision of sustainability. The Sustainable DC Plan is broad in scope, intentionally going far beyond a typical climate or environmental plan. Throughout the Plan's development and implementation, DOEE has prioritized intensive community engagement. Geographically, Wards 5, 7, and 8 have been less engaged; demographically, African Americans have been consistently underrepresented in community engagement. A new Equity and Community Engagement Specialist has been hired to focus on this challenge, and DOEE is supporting ioby's efforts to extend conversations about long-term sustainability to a wider and more diverse group of people.

ioby's Strategies for Overcoming Local Challenges

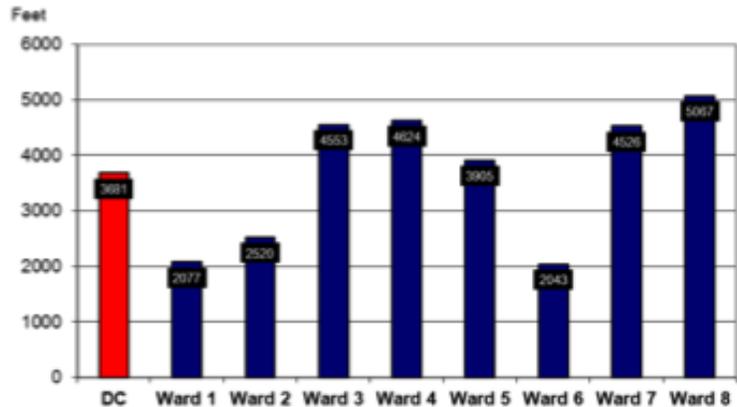
Three characteristics stand out to ioby as being particularly nuanced and require us to take an especially thoughtful approach to finding, training, and supporting citizen leaders. Wards 5, 7, and 8 suffer from physical and psychological isolation from the rest of the city, damages from a history of disinvestment, and a wide digital divide. As such, ioby must be sensitive to limitations on the ease of access to our services, common feelings of powerlessness, and other contexts that impact ioby's reception.

Challenge #1: Limited Mobility

“Urban trauma in Wards 7 and 8 has created a barrier for social, educational and economic equity. The question is who is willing to extend an olive branch to help us get there.”

- Brenda Richardson, longtime DC resident

- Neighborhoods in Wards 5, 7 and 8 are among the least walkable in DC, with WalkScores ranging from 56 (in Ward 8) to 67 (in Ward 5). This range falls far below the District-wide WalkScore of 74.³
- The average distance of households to a Metrorail station in Ward 8 is the highest of any ward, and the average distance of households to a station in Wards 5 and 7 are higher than the District-wide measure (as shown in the chart below).⁴
- Limited access to cars also impairs mobility in Wards 7 and 8. The percentage of households in Wards 7 and 8 with access to a car are considerably lower than the citywide average. Car access in Ward 8 is the lowest of any ward in the city, with only 52% of households reporting that they have access to a car.⁵



Source: Distance of Metrorail

Anticipated challenges to ioby's work

1. Long-time residents who feel cut off and ignored by other neighborhoods in the District may be less motivated to participate in any programs or initiatives aimed at bringing people together across geographic or social divides.
2. Each neighborhood in Wards 5, 7, and 8 has its own identity and experiences DC's civic environment differently. ioby must not assume that a strategy for engagement and encouraging resident participation in one neighborhood will be the right fit for another.

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ioby's strategies to account for limited mobility

1. Explore the distinctions between the civic landscapes of the neighborhoods in each ward in more detail.
2. Identify, support, and learn from leaders looking to bridge the divides among neighbors and between neighborhoods. (For a complete list of ioby's potential partners, see pages 12-13.)
3. Connect ioby Leaders in Wards 5, 7, and 8 to leaders from outside of the neighborhood, particularly those with project development and implementation expertise.

Challenge #2: History of Targeted Displacement and Disinvestment

"Neighbors will pull together and neighbors can do amazing things, but the truth of the matter is that they're doing that under the conditions of assault [...] You can't, from generation to generation, get ahead if capital is being extracted from your community."

– Don Edwards, Justice and Sustainability Associates, LLC

- Urban renewal projects in Southwest DC in the mid-Twentieth Century displaced thousands of Black families forcing them to move across the Anacostia River, to Wards 7 and 8.
- The construction of Interstates I-495 and I-295 in the 1960s cut off many Ward 7 and 8 neighborhoods from the Anacostia River and the rest of the District. Routes 1 and 29 similarly isolate many neighborhoods in Ward 5.
- The drug epidemic of the 1980s and early 1990s devastated many of DC's neighborhoods, and disproportionate affected African American communities in Wards 5, 7, and 8. The District's efforts to stem drug-related crime during this time resulted in high rates of incarceration, which in turn had lasting economic and social impacts on the city's most vulnerable communities.
- By the early 2000s, more than 10% of home purchases in most Ward 5, 7, and 8 neighborhoods were financed by subprime mortgages.⁶ After the housing market collapse later in the decade, the foreclosure rates in those same neighborhoods were some of the highest in the District.⁷

Anticipated challenges to ioby's work

1. Residents of Wards 5, 7, and 8 are grappling with the long-term effects of displacement, mass incarceration, and foreclosure. Neighborhood leaders who are fighting poverty and hunger in their communities may not have time or resources to commit to sustainability and resilience projects.
2. The legacy of disinvestment in Wards 5, 7, and 8 may have engendered feelings of hopelessness, and has damaged residents' feelings of attachment to their neighborhoods. Residents may also feel discouraged from civic life by the sense that they cannot rely on the stability of their built environment. (Note: our assumptions about the psychological impacts of disinvestment are based on ioby's experience in other cities. As we begin to work in DC, ioby hopes to learn more about residents' feelings of attachment and hopefulness.)

ioby's strategies to work in the context of disinvestment

1. Be mindful of residents' time constraints and priorities, and assist leaders to lessen the time burden of leading a grassroots fundraising campaign.
2. Focus on equity-building processes: Enable community ownership of assets through collaborative, team-led campaigns on ioby's crowd-resourcing platform.
3. Focus on equitable outcomes: Intentionally identify, train, and coach ioby Leaders working on projects that improve quality of life by enhancing community assets.
4. Lead workshops and facilitate one-on-one mentoring relationships, linking successful leaders to their neighbors who may lack the confidence and skills to lead projects of their own.
5. Give neighborhood leaders opportunities to showcase quick results and easy wins to neighbors and other stakeholders.

Challenge #3: The Digital Divide

"DC residents in low-income neighborhoods are civically engaged. We just try to give them some insight into how being online can help."

- Delano Squires, Connect.DC

"In Ward 5, 7, and 8, where, on average, close to three out of every ten residents live in poverty, the average home broadband adoption rate is less than 65 percent. The average broadband adoption rate for the other five wards, where fewer than 2 out of every 10 residents live in poverty, is 85 percent."

- Building the Bridge: A Report on the State of the Digital Divide in the District of Columbia, Office of the Chief Technology Officer of the District of Columbia (2015)

- According to a report from the District's Office of the Chief Technology Officer, over 160,000 DC residents—or more than 26.6% of the population—do not have a high-speed Internet connection at home.⁸
- In DC, digital literacy—the knowledge of and ability to navigate basic technological functions—is an important barrier to broadband adoption. The Office of the Chief Technology Officer's Connect.DC initiatives and organizations such as Byte Back, United Planning Organization (UPO), The H.O.P.E. Project, and Latino Economic Development Center (LEDC) offer trainings and workshops to build digital literacy.⁹

Anticipated challenges to ioby's work

1. Successful ioby Leaders typically spend a minimum of about three hours each week online, posting and maintaining their campaign pages, engaging with our staff, and communicating with their donors. Potential leaders without a broadband connection at home are not able to access or navigate ioby.org on a consistent basis.
2. The majority of donations to campaigns on ioby come from donors who live in the neighborhood where the project will take place. Potential project donors and volunteers who do not have access to a computer at home are less likely to be able to access and give to ioby leaders' campaign pages.

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ioby's strategies to account for the digital divide

1. Work with the DC Public Library to reserve times for ioby Leaders to access email and ioby.org on public computers and to offer tech trainings, specially tailored for ioby leaders.
2. Equip leaders who will be relying on in-person asks to fundraise, with mobile payment devices in order to accept credit card donations without a desktop computer. (This strategy was successfully piloted in Memphis.)
3. Set up stations with a trained ioby representative at places of worship, libraries, and local businesses where donors can write checks or give cash to ioby projects.
4. Beta test mobile ready platform improvements so that more DC residents can access ioby on their mobile devices.

ioby's Roadmap

Beginning in summer 2016, ioby's newly hired DC Action Strategist will use the findings of ioby's early stage research and begin to identify neighborhood leaders across DC with ideas and funding needs. The Action Strategist will have deep local knowledge of the civic landscapes of Wards 5, 7, and 8, and will commit to identifying permanent pathways for leaders to find and take advantage of our platform and services.

ioby's DC Action Strategist will work closely with the District Office of Energy and Environment and Sustainable DC Ambassadors to reach residents in the city's most heavily disinvested neighborhoods. The Action Strategist will also be involved in the District's ongoing efforts to support and expedite parklet and temporary urbanism projects as a means of achieving community-led neighborhood improvement.

Potential Government Partners

ioby is currently discussing opportunities to collaborate with the following partners in District and federal government (* denotes potential partners for whom ioby has already given trainings to constituents):

DC Great Streets
DC Department of Transportation
DC Office of Planning
Office of the Chief Technology Officer, Connect.DC
DC Department of Parks and Recreation*
National Parks Service, National Capital Region*

Potential Nonprofit Partners

DC Promise Neighborhood Initiative (DCPNI)
GreenScheme
Byte Back
US Department of Arts and Culture (USDAC)
11th Street Bridge Park
Federal City Council
GroundWork Anacostia River DC
Potomac Conservancy
Anacostia Watershed Society
Washington Parks and People
George Washington University
Friends of Kenilworth Aquatic Gardens
Bread for the City
DC Public Libraries

Select Near and Medium-Term Strategies

- Partner with Byte Back, Connect.DC, and DC Public Libraries to offer web access, computers, and tech trainings for potential ioby leaders.
- Train partners' constituents in online grassroots fundraising and ask partners and previous ioby Leaders to refer neighbors to ioby's crowd-resourcing platform and services. Equip leaders in neighborhoods with limited web access, who will be relying on in-person asks to fundraise, with mobile payment devices in order to accept credit card donations without a desktop computer.
- In low-access neighborhoods, set up stations at places of worship, libraries, and local businesses where donors can write checks or give cash to ioby projects. A trained ioby representative at those stations would then make a card donation on the donor's behalf and print a tax-deductible receipt.
- Ask local funders for matching funds for sustainability projects in neighborhoods with extremely limited access to capital.
- To begin to control for economic segregation, ioby should train leaders in prospecting and making appropriate asks of donors with varying abilities to give.
- Leverage media relationships to offer a public platform (i.e. print, television, radio, and online) for ioby leaders in low-income neighborhoods to reach donors citywide.

Expected Deliverables

In the near term ioby expects that:

1. More residents of DC will lead projects at the neighborhood scale that are concerned with making their neighborhoods stronger, safer and more sustainable. These projects will be designed by residents, funded by neighbors, and implemented through neighbors' sweat equity. Public spaces in neighborhoods will have more stewards invested in positive change.
2. Neighborhood-scale leaders will become better equipped to fundraise, use digital communications, and organize their communities.
3. Leaders will have a network of likeminded people doing similar work around DC, to whom they can turn for peer support.
4. New, previously untapped sources of citizen philanthropy will become available to civic groups working to make their neighborhoods better.

Over the longer term, we expect that:

1. Previously disengaged residents will contribute to existing environmental and community development initiatives. As a result, resident participation in community-based organizations and citywide efforts to steward equitable and sustainable development will expand and diversify, and the civic sector will grow to be more connected.
2. City agencies will be better positioned to make smart decisions and policies for DC based on authentic input from community leaders, the ingenuity of residents who live closest to the problems in the community and small-scale demonstrations that build community buy-in.
3. Residents will feel more ownership over citywide initiatives such as Sustainable DC that affect their block, and understand citywide impact of their own neighborhood projects.

Endnotes

1. Corporation for National and Community Service, “Volunteering and Civic Engagement in Washington, D.C.” <https://www.volunteeringinamerica.gov/DC>.
2. Chronicle of Philanthropy. “2012 Chronicle of Philanthropy Study - How America Gives.” <https://philanthropy.com/interactives/how-america-gives#search>.
3. Walk Score, “Washington D.C. Neighborhoods on Walk Score.” https://www.walkscore.com/DC/Washington_D.C.
4. Comey, Narducci, and Tatian. “State of Washington, D.C.’s Neighborhoods, 2010.” The Urban Institute, Prepared for the Office of Planning, the Government of the District of Columbia. Washington, November 2010.
5. Neighborhood Info DC, “Neighborhood Profiles: 2012 Council Wards.” A project of the Urban Institute. <http://www.neighborhoodinfodc.org/wards/wards.html>.
6. Comey, Narducci, and Tatian.
7. Ibid.
8. District of Columbia Government, “Building the Bridge: A Report on the State of the Digital Divide in the District of Columbia.” Connect.DC, Office of the Chief Technology Officer. Washington, 2015.
9. Ibid.

Additional Works Consulted

- DC Office of Planning, “Temporary Urbanism Initiative.” <http://planning.dc.gov/page/temporary-urbanism-initiative>
- District of Columbia Government, “Sustainable DC Plan,” 2013.
- Sustainable DC, “Take Action.” <http://www.sustainabledc.org/get-involved/>
- U.S. Census Bureau, 2010 Demographic Profile. factfinder.census.gov.

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