Cincinnati Phase 0: Presentation of Findings

Introduction: What is Phase 0?

ioby directly supports residents rebuilding and strengthening healthy and sustainable neighborhoods. We blend 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.

Before we begin a deliberate phase of work in a new city, ioby strives to learn as much as possible about the civic landscape from the very people who we will eventually be supporting. We do not make any assumptions at the outset about the skills, needs, and resources of the neighborhood leaders whom we hope will eventually be using our platform and services. We aim to support and contribute to, rather than supplant or duplicate, the services of existing local technical assistance providers. The Phase 0 research reveals residents' goals for their community and helps us develop a strategy to best position our services toward those goals.

Research Objectives

ioby aims to identify opportunities and craft a strategy for our team to increase civic engagement and enable residents to complete projects that improve public spaces and make their neighborhoods stronger. To be successful in Cincinnati, ioby must first:

1) Improve ioby's understanding of Cincinnati's civic landscape
2) Assess competition
3) Measure the city against ioby's predictors of success
4) Evaluate potential demand for ioby's services
5) Identify neighborhoods where ioby's work may have the strongest impact
6) Recommend strategies to source ioby leaders
7) Build a timeline

Methodology & Limitations

- Research: ioby began researching neighborhoods in Cincinnati and cities in Northern Kentucky by examining a variety of materials, including local organizations' reports on the local civic landscape as well as macro-level data from the United States Census Bureau. Synthesizing these data clarified our understanding of the social and economic structures that are at work in the region. A complete list of works consulted can be found in the appendix of this report.

- Interviews: Through 43 interviews with resident leaders and community development

professionals across the region, ioby began to identify the context, opportunities and challenges involved in working in Cincinnati. Most interviewees were referred to us by People's Liberty.

- Survey: ioby designed a survey to uncover new perspectives on the civic landscape and asked community-based organizations to share it with constituents. The survey included questions about civic pride, attachment, trust in institutions, and the city's existing culture of giving to grassroots projects. ioby asked leaders of organizations to share the survey with constituents. We received 153 responses:

RACE/ETHNICITY (SELF-REPORTED)	COUNT	SHARE OF TOTAL
WHITE	90	59%
BLACK	16	10%
LATINX	1	0.6%
BROWN	1	0.6%
ASIAN	1	0.6%
BI-RACIAL	5	3%
NO RESPONSE	39	25%
TOTAL	153	100%

The demographics of survey respondents (59% white, 10% Black, 25% no answer) and interviewees reflect a severe sampling bias against people of color. Our survey and interview sample largely reflects the deep racial divides between Cincinnati's formal community development sector and local leaders who work closely with communities of color. To fully develop our strategy for working in Cincinnati, ioby should intentionally seek the perspectives and insights of more residents of color.

Interviews

To date, we have spoken to a sample of 43 leaders in Cincinnati and conducted extensive 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 as we begin our work.

NAME OF INTERVIEWEE	AFFILIATION
Allen Woods	MORTAR
Amy Thompson	Leadership Cincinnati
Aurore Fournier	People's Liberty
Chris Ashwell	Cincy Stories
Colleen Houston	ArtWorks Cincinnati
Derrick Braziel	MORTAR
Dr. Navdeep Kang	Mercy Health
Elida Kamine	Office of Council Member PG Sittenfeld
Elizabeth Bartley	Invest in Neighborhoods
Eric Avner	People's Liberty
Gary Dangel	Walnut Hills Redevelopment Foundation
Hannah Gregory	People's Liberty
Jacob Hodesh	People's Liberty
Jeanne Golliher	Cincinnati Development Fund
Joe Hansbauer	Findlay Market
Katherine Keough-Jurs	Department of City Planning
Katie Meyer	Renaissance Covington
Ken Smith	City of Covington, KY
Kevin Wright	YARD
Larry Falkin	City of Cincinnati
Linnea Gartin	ArtWorks Cincinnati
Liz Blume	Xavier, Community Building Institute
Margy Waller	OTR Community Council
Mary Burke Rivers	OTR Community Housing
Mary Delaney	Community Matters
Megan Trischler	People's Liberty
Nickol Mora	Public Allies
Paul Muller	Cincinnati Preservation
Pete Metz	Cincinnati Chamber
PG Sittenfeld	City Councilmember, City of Cincinnati
Ross Meyer	United Way of Greater Cincinnati
Ryan Mooney-Bullock	Green Umbrella
Samantha Conover	Price Hill Will
Sandra Okot-Kotber	ArtWorks Cincinnati
Sara Bedinghaus	3CDC
Shawn Braley	Cincy Stories
Steve Rock	500 Gardens of Madisonville
Tamara Harkavy	ArtWorks Cincinnati
Thea Munchel	Walnut Hills Redevelopment Foundation
Tia Brown	West End & Seven Hills
Tom DiBello	Center for Great Neighborhoods
Yvette Simpson	City Councilmember, City of Cincinnati (Fmr.)

Cincinnati's Assets & Challenges

Guided by the tenets of asset-based community development, ioby always aims to understand the existing conditions of a place before we make plans to grow our local presence. Early in our research, it became clear that Cincinnati's assets are numerous. They include:

- An existing and robust civic infrastructure anchored by a system of community councils and community development corporations (CDCs)

- Engaged and thoughtful funders who, following the example of People's Liberty, have begun writing grants to individuals in addition to organizations

- Unbounded civic pride that is shared across neighborhood boundaries

These assets have aided Cincinnatians as they have grappled with profound challenges in their neighborhoods. These include:

- The local impacts of national and regional trends and phenomena such as the opioid epidemic and economic transition in post-industrial cities

- Displacement stemming from gentrification

- The lasting and compounding impacts of decades-long disinvestment and segregation

- Poverty and food insecurity

![ioby]

Objective #1: Improve ioby's understanding of the city's civic landscape.

> "We had a housing program in Walnut Hills and we invited people to hear our presentation. We said that we wanted input, and at the end of the presentation, an older African American woman said, 'Oh, so you're not here to take our houses?' In her mind, we could. If you're of a certain age and you lived through that—urban renewal and highway projects—it's only a matter of time."
>
> - Kevin Wright, YARD

Displacement, Disinvestment, and Community Resilience

Cincinnati's recent history is marked with several instances of racially motivated displacement. In the 1950s, two urban renewal projects—Laurel-3 and Richmond 1—displaced more than 1,500 families from the West End neighborhood, which had been home to almost half of all African Americans living in Cincinnati.[1] Later, another urban renewal project in the Kenyon-Barr area (now called the Queensgate neighborhood) displaced about 6,000 Black families, more than any other urban renewal project in U.S. history. Houses of worship, Black-owned businesses, schools, and parks were also demolished for the Kenyon-Barr urban renewal project, under the guise of "slum clearance." At about the same time, several more urban renewal and infrastructure projects in Covington and Newport displaced hundreds more. The thousands of families who had been removed from their homes and neighborhood were forced to relocate across the city, including to Avondale, Over-the-Rhine, and Walnut Hills.

An exhibit by urban historian Anne Steinert, called *Finding Kenyon-Barr*, showcased the lasting impacts of urban renewal on communities.[2] The exhibit received considerable attention from neighborhood leaders in two of the city's majority Black neighborhoods, Avondale and West End. Residents of these neighborhoods have recently been embroiled in their own struggles against new city-backed development projects that they fear will cause families to be displaced or priced out of their neighborhoods.

To accommodate a new patient tower and garage, Children's Hospital bought and demolished over a dozen homes in Avondale. Despite concerted opposition from some

[1] University of Richmond, "Renewing Inequality: Family Displacements through Urban Renewal, 1950-1966. https://dsl.richmond.edu
[2] Swartsell, Nick. "Echoes of a Lost West End." *CityBeat*, November 6, 2017. https://www.citybeat.com/news/article/20981774/echoes-of-a-lost-west-end

groups, including the Avondale Community Council, the Hospital was ultimately successful and the project broke ground in September 2018. Across town, in 2018, West End residents organized to resist a proposal for a new Major League Soccer (MLS) stadium in the majority historically Black West End neighborhood that would take the place of an existing high school football field. Concerned residents argued the project would have considerable impacts on local traffic, noise, economic activity, and may cause local rent to increase and push long-time residents out. Organizers were unsuccessful in their attempts to block the proposal, but the city and FC Cincinnati agreed to sign a community benefits agreement that would require the team to make some concessions to the neighborhood. At the time of writing, it remains unclear whether and how the team will be kept accountable to these promises.

Some Avondale leaders who opposed the Children's Hospital's expansion, and West End leaders who opposed the plan to build a Major League Stadium, publicly drew comparisons between these newer projects and the Kenyon-Barr urban renewal project.[3] The degree of suspicion and the public demonstrations of distrust with which these leaders have responded to these plans for new development make it clear that histories of government-sponsored displacement and disinvestment still largely inform their perceptions of the civic landscape.

Despite the considerable destruction that urban renewal projects visited upon the city's Black neighborhoods, displaced and long-term residents have demonstrated a remarkable devotion to their home communities. Annual reunions in neighborhoods affected by urban renewal showcase Cincinnatians' strong attachment to place:

- In South Cumminsville, a neighborhood whose core had been removed for the construction of I-74, long-time residents and those who had been displaced for the construction of the highway still come together for an annual neighborhood reunion.[4]

- Every year, former residents of Dunbar—a majority Black, working-class neighborhood that was completely demolished for the construction of the Red Bank Expressway in 1970—come together for a picnic. These residents, many of whom now live in Madisonville, celebrate their shared history and recount their memories of Dunbar.[5]

Cincinnati's Black communities still feel the consequences of this government-sanctioned
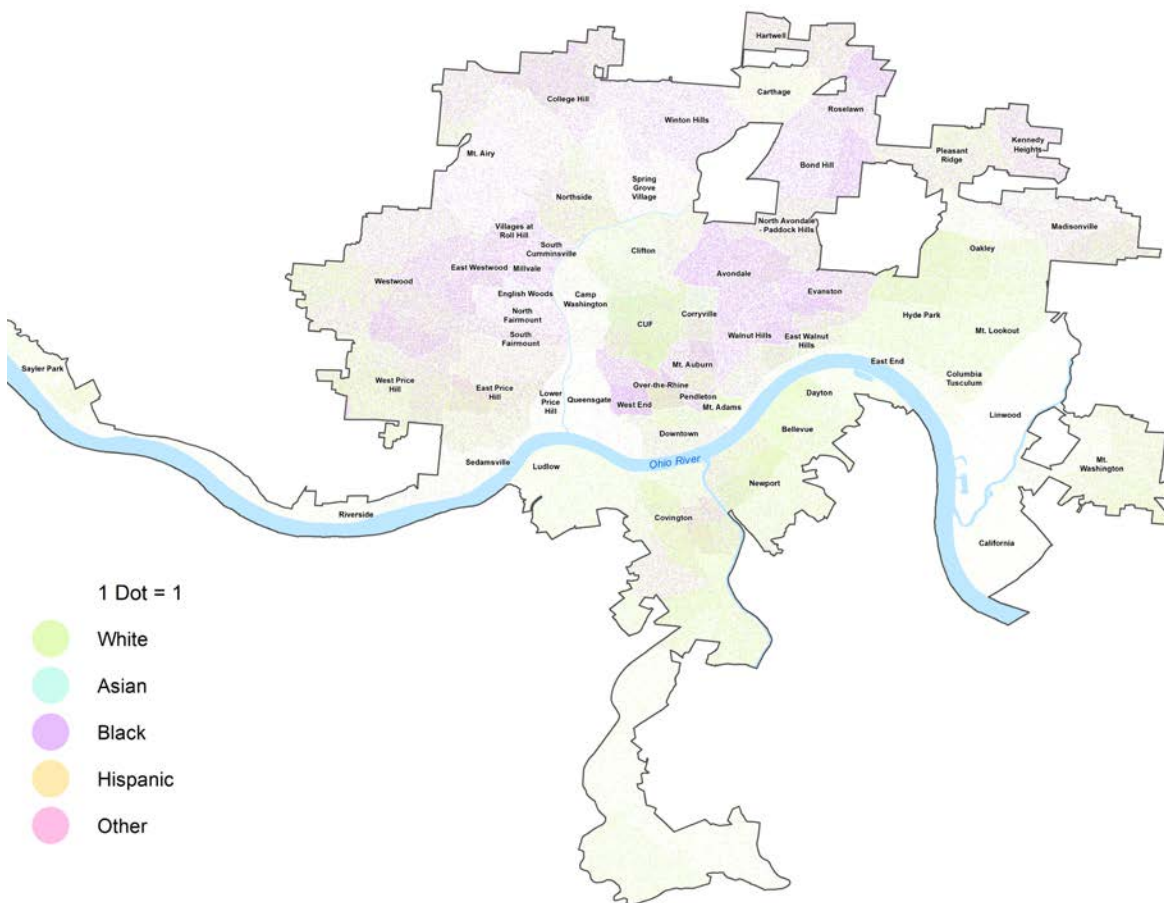
[3] Curnette, Mark. "More fake progress?" The Enquirer, February 19, 2018. https://www.cincinnati.com/story/news/2018/02/15/fc-cincinnati-mls-soccer-stadium-residents-wary-plan-even-west-end-gentrifies/328696002/

[4] Holthaus, David. "Our forgotten neighborhoods: South Cumminsville." WCPO, April 18, 2017. https://www.wcpo.com/longform/our-forgotten-neighborhoods-south-cumminsville

[5] Wilkinson, Howard. "Madisonville's Dunbar Neighborhood Gone, But Not Forgotten." WVXU Cincinnati, October 11, 2016. http://www.wvxu.org/post/madisonvilles-dunbar-neighborhood-gone-not-forgotten#stream/0

displacement today. Maps 1 and 2 below illustrate that people of color live in the neighborhoods with the lowest median household incomes. In addition, interviewees told ioby that the economic, social, and emotional impacts of uprooting families and forcibly separating neighbors have had profound and intergenerational impacts on Black Cincinnatians' financial security, community resilience, and trust in institutions.

MAP 1: RACIAL AND ETHNIC COMPOSITION OF CINCINNATI (2016)[6]

[Neighborhoods in Cincinnati remain markedly segregated.]

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[6] U.S. Census Bureau. "American community survey 5 year estimates by census tract, 2016. " https://factfinder.census.gov.

MAP 2: MEDIAN HOUSEHOLD INCOME (2016)[7]

▓	$0 - $30,000
▓	$30,001 - $50,000
▓	$50,001 - $65,000
░	$65,001 - $100,000
░	$100,001 - $165,250

[Neighborhoods with concentrations of people of color are among those with the lowest median household income.]

Community Governance and Organizing

Community council meetings have historically been residents' most accessible entrees to public discourse and civic life. These meetings are designed to offer opportunities for residents to hear from local organizations about community programming, learn from city staff about policy and land use changes, and share grievances and demands with public decision-makers. Councils vote on how to spend up to $6,800 that they receive each year through the City's Neighborhood Support Program. Projects funded through the program have included membership drives, beautification, youth summer employment, and networking workshops for community leaders.[8]

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[7] Ibid.
[8] City of Cincinnati, Communty & Economic Development. "Neighborhood Support Program." http://choosecincy.com/Community-Development/Community-Resources/Neighborhood-Support-Program

Some community councils have capacity and are capable of making change and inspiring residents to come to meetings, while others struggle to reach and turn out residents to meetings. Similarly, community development corporations' strength, reach, and influence vary greatly across Cincinnati's 52 neighborhoods. Many councils and CDCs are looking to reach young people who prefer to engage with their neighborhoods in ways that do not include coming to monthly meetings.

When ioby asked survey respondents to approximate the extent to which residents know what organizations are doing for their neighborhoods, responses averaged 68 out of a possible 100. Considering that most people who responded to ioby's survey were referred to us by local organizations (and are likely to have at least a weak connection to the civic sector), this suggests that a considerable share of Cincinnati residents are unaware of what community-based organizations are doing in and for their neighborhoods. Because community council meetings are the most commonly used fora for organizations to share information about programs with affected residents, it is likely that people who do not come to community council meetings remain unaware of these programs.

Interviewees told ioby that Cincinnati does have a long history of successful community organizing campaigns. Some pointed to successful organizing efforts for historic preservation; others pointed to community-driven campaigns for police reform after the shooting of Timothy Thomas, an unarmed Black teenager in Over-the-Rhine in 2001. Based on these conversations, ioby believes that Cincinnatians respond to organizers' calls to action when there is urgency behind the request, and when the call comes from someone whom they trust.

Distrust in Government, Trust in Funders

Most respondents to ioby's survey reported that they do not trust government to keep its promises to their neighborhoods. This finding is largely consistent with national research indicating that residents' trust in government is at an all-time low. In Cincinnati, this distrust seems to stem from common perceptions that city government:

- Is slow to respond to residents' demands;

- Does not have adequate funding to address neighborhoods' needs;

- Acts primarily in the interests of the wealthy and politically connected, often at the expense of long-time residents of color and low-income neighborhoods;

- Has a record of failing to meet the affordable housing needs of long-time residents, including and especially in Over-the-Rhine.
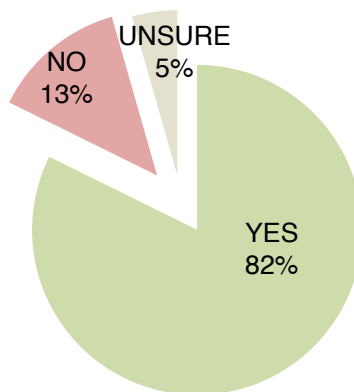
CHART 1: "Do you trust government to keep its promises to your neighborhood?"*

UNSURE
9%

YES
30%

NO
61%

Based on 148 survey responses

Conversely, respondents said that they generally trust foundations to keep their promises to their neighborhoods. Respondents reported that this trust stems from commonly held beliefs that foundations are motivated by producing tangible results rather than political capital, and that they generally follow through on funding commitments that they make to neighborhood leaders. Some respondents who said that they do not trust foundations to keep their promises reported that foundations tend to shift focus areas instead of making sustained commitments to programs and neighborhoods, and that they seem only to be funding programs that relieve symptoms, rather than root causes of social problems.

CHART 2: "Do you trust foundations to keep its promises to your neighborhood?"*

NO
13%

UNSURE
5%

YES
82%

Based on 113 survey responses

Barriers to Engagement

From survey responses and interviews with leaders, it is clear that Cincinnatians do not suffer from apathy or a lack of interest in civic activities such as volunteering, donating to a civic project, voting, and meeting with decision-makers. Instead, survey respondents reported that the chief barriers that prevent residents from becoming more civically engaged are a lack of knowledge about where to begin and a feeling that civic participation is too time-consuming for some people. About a third of respondents also believe that residents who do not participate in civic life are disheartened because they do not believe that their participation will result in any important changes.

Importantly, the city's history of systematically marginalizing and isolating people of color has severely impacted the racial makeup of civic leaders who have emerged in the region. Several interviewees shared that, although more than 43% of Cincinnatians identify as Black or African American, residents of color have largely been excluded from positions of power and influence.[9] To address underrepresentation, organizations such as the United Way of Greater Cincinnati, the Urban League, MORTAR, LISC, and Public Allies offer leadership development opportunities and career pipelines that are explicitly designed to encourage, support, and cultivate leaders of color.

CHART 3: "Which of the following barriers prevent people in your community from becoming civically engaged (i.e. volunteering, donating to a civic project, voting, meeting with a decision-maker)?"*

Barrier	Percentage
People think that they wouldn't enjoy being civically engaged.	10%
People feel that participating in civic life won't change anything, so it's not worth doing.	37%
Civic participation just takes too much time for some people.	48%
People don't know where to start.	56%
Apathy: people in my community just don't care enough.	16%

Based on 153 survey responses

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[9] U.S. Census Bureau.

Digital Divide

While data pertaining to high-speed broadband access in Cincinnati are scarce, interviewees told ioby that the digital divide in the city runs primarily along the lines of age. Young people, including those who do not have computers at home, are generally comfortable using digital tools and have access to Internet on their smart phones. People who have limited access and comfort with digital tools tend to be seniors. Libraries across Cincinnati have reliable access to computers with high-speed Internet access and many offer robust computer literacy programs for residents.

Poverty

As of 2013, Cincinnati ranked among the top ten cities in the country for the share of children living in poverty.[10] That year, 45.3% of Cincinnati's children lived below the poverty line.[11] Several interviewees were careful to point out that incidences of poverty are not evenly distributed across the region, and that people of color are more likely to live in neighborhoods with the highest concentrations of poverty. Since 2015, the Child Poverty Collaborative, a consortium of local organizations, has focused funders' attention on reducing the number of Cincinnati's families living in poverty. This shift appears to be resonating across the civic sector, as most interviewees named poverty among the most commonly discussed issues among leaders in the region.

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[10] National Center for Children in Poverty. "Researchers: Detroit, Cleveland, Buffalo, Cincinnati, Newark Lead Nation in Child Poverty." June 27, 2013. http://www.nccp.org/media/releases/pdf/release_153.pdf
[11] Ibid.

Objective #2: Assess competition.

> "One of the things that we've been able to do in the last couple of years, is understand organizationally what our lanes are and to stay in our own lanes. I think that what you're talking about is unclaimed territory; there's not a duplication issue at all."
>
> - Katie Meyer, Renaissance Covington

The notion of crowdfunding for projects to improve neighborhoods is not new to Cincinnati. Residents have already used for-profit crowdfunding platforms like GoFundMe and Patronicity to fundraise for their artistic endeavors and placemaking projects. In addition, through Kiva, operated locally in partnership with LISC Cincinnati, small business owners may raise up to $10,000 in zero-fee, zero-interest micro-loans.

ioby's intention is to supplement, rather than compete with, these crowdfunding platforms in Cincinnati. ioby differs from these platforms in four key ways:

- As a nonprofit, ioby is able to guarantee that all donations made on our platform are tax-deductible. For groups without 501(c)(3) status, we offer project-specific (Type C) fiscal sponsorship.

- ioby takes a hands-on approach to coaching leaders to success. Informed by organizing models such as asset-based community development (ABCD) and resource organizing, ioby's trainings and coaching are designed to build the confidence and fundraising capacities of grassroots leaders.

- We are mission-driven to focus on communities with the most need, and so we deliberately build networks of leaders in areas with histories of disinvestment.

- ioby stewards a national network of civically engaged neighbors that our leaders join when they run a campaign with us. We encourage our nationwide network to learn from each other, and are building out more robust systems for them to do so.

Objective #3: Measure the city against ioby's predictors of success.

ioby measures success by the number of leaders trained in online grassroots fundraising and supported on our platform, as well as the amount of citizen philanthropy funneled to projects led by neighbors and community-based organizations. Based on our experience working in Pittsburgh, Detroit, Cleveland, Memphis, and New York, ioby has identified five predictors of success.

1. CULTURE OF GIVING

Background: A strong culture of giving is characterized by general participation in charitable giving across income brackets and a general comfort with grassroots fundraising among would-be users of ioby's platform. This is measured using a combination of interviews, survey responses, and IRS charitable giving data.

Why this matters: In a city with a robust culture of giving, ioby leaders are more likely to succeed because they are more comfortable asking for donations and their neighbors are already accustomed to donating to charitable projects. For 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 in the city have felt comfortable making asks of donors and have had great successes in their grassroots fundraising campaigns.
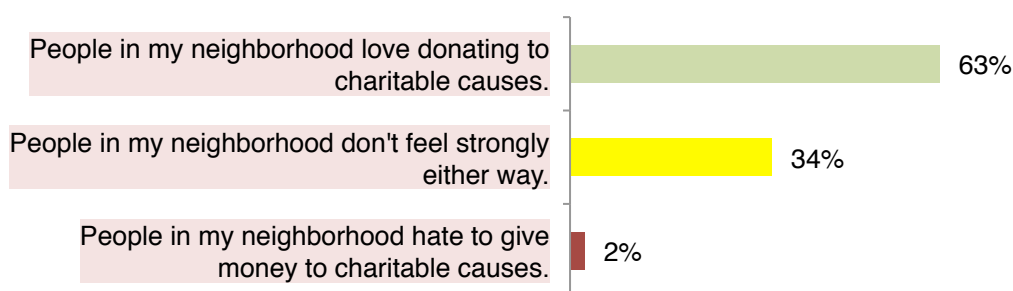
Finding in Cincinnati: **STRONG**

> "When it comes to charitable giving, we're punching above our weight class."
>
> *- Ross Meyer, United Way of Greater Cincinnati*

Most interviewees agreed that Cincinnati's residents are very generous, and that they tend to give to the United Way (primarily through payroll deductions), to their churches, and to the city's largest cultural institutions. Further reinforcing this point, 63 percent of survey respondents said that Cincinnatians enjoy giving to charitable projects that they believe will positively impact their communities.

CHART 4: "Are people in your neighborhood likely to donate to projects that they think are positively impacting the community?"*

People in my neighborhood love donating to charitable causes.	63%
People in my neighborhood don't feel strongly either way.	34%
People in my neighborhood hate to give money to charitable causes.	2%

Based on 122 survey responses

In their 2015 tax returns, Cincinnati residents reported that they give an average of 2.07 percent of their adjusted gross incomes to charitable organizations. This figure is considerably lower than the 2015 national giving ratio of 3.32 percent. Furthermore, in Cincinnati and Northern Kentucky, the share of income given to charitable organizations seems to increase as adjusted gross income increases. In other words, these findings seem to suggest that the region's highest-earning individuals give the most to charitable causes. This finding stands in stark contrast with the national pattern of giving ratio falling as adjusted gross income increases.

CHART 5: CHARITABLE GIVING BY INCOME & GEOGRAPHY (2015)[12]

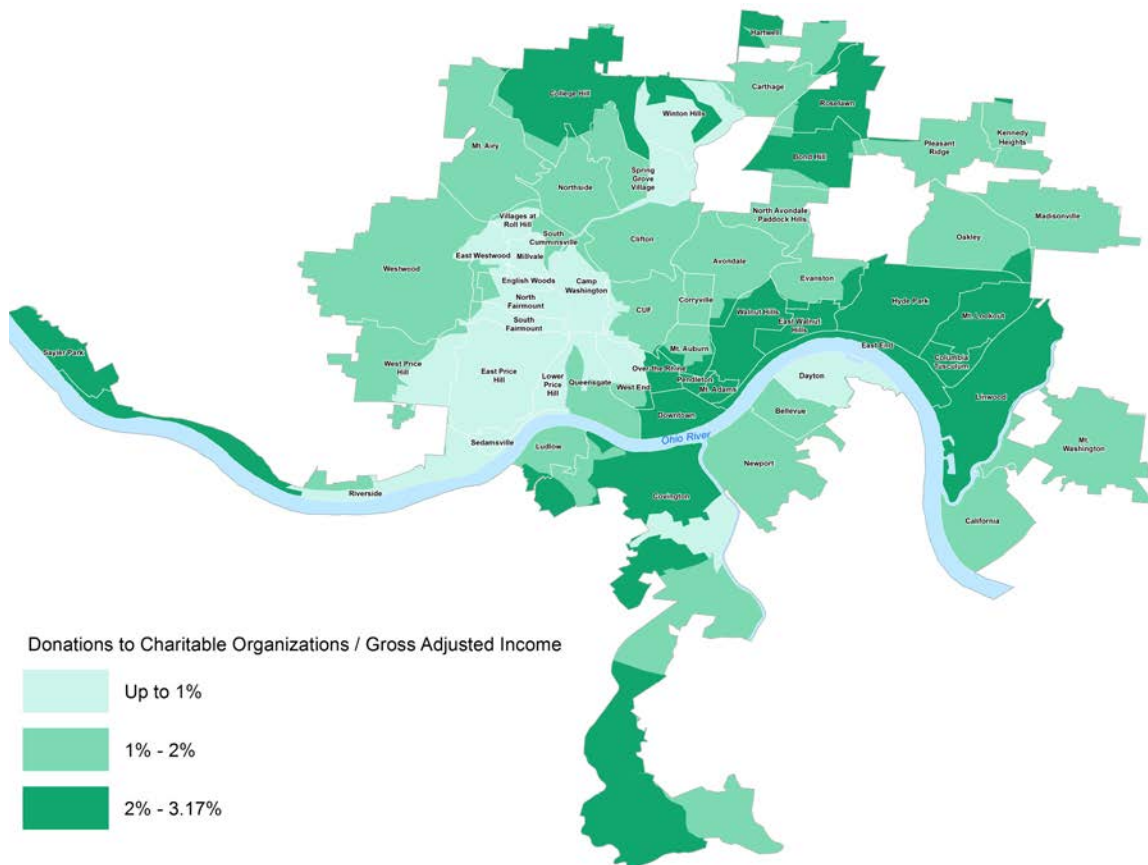| Adjusted Gross Income	United States	Northern Kentucky	Cincinnati
$1 under $25,000	8.61%	0.51%	0.38%
$25,000 under $50,000	5.29%	0.77%	0.71%
$50,000 under $75,000	3.79%	1.23%	1.23%
$75,000 under $100,000	3.35%	1.51%	1.53%
$100,000 under $200,000	2.65%	1.92%	2.07%
$200,000 or more	3.40%	2.69%	3.32%
TOTAL	3.32%	1.86%	2.07%

Surprised by the region's relatively low giving ratios, some interviewees posited that the data may be suggesting that lower-income residents do not tend to claim deductions for their charitable contributions. As illustrated in Map 3, the giving ratio—calculated using the same IRS data—also varies considerably across neighborhoods. Neighborhoods that

[12]Internal Revenue Service. "Individual Income Tax Returns: Selected Income and Tax Items by State, ZIP Code, and Size of Adjusted Gross Income, Tax Year 2015." https://www.irs.gov/statistics

give the largest shares of their incomes to charitable organizations include:

- Downtown
- Over-the-Rhine
- Pendleton
- Mt. Adams
- Walnut Hills
- East Walnut Hills
- East End
- Hyde Park
- Mt. Lookout
- Columbia Tusculum
- Linwood
- Covington, KY
- College Hill
- Roselawn
- Bond Hill

MAP 3: GIVING RATIO BY ZIP CODE (2015)[13]

Donations to Charitable Organizations / Gross Adjusted Income

- Up to 1%
- 1% - 2%
- 2% - 3.17%

[Giving ratios vary by neighborhood.]

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[13] Internal Revenue Service.

2. COOPERATIVE CIVIC SECTOR

Background: A cooperative civic sector is characterized by a culture of collaboration among organizations and government, where collaboration is born out of a mutually enforced creative or strategic ethos rather than from a funder.

Why this matters: ioby finds it easier to build meaningful connections to organizations and grassroots leaders in cities where nonprofit leaders are deeply committed to each other's success. For example, Memphis nonprofits have deeply interwoven staff, board and members, that are reinforced by social connections. Because Memphis boasts this supremely collaborative environment for nonprofits, our local partners and champions have had great success encouraging other organizations in the city to work with ioby.

Finding in Cincinnati: **MIXED**

> "One thing you'll love is that people will care about their communities. But it's a double-edged sword. It can be insular and exclusionary. It's something we're working on; people will ask, 'what high school did you go to' and think they can get to know you very quickly."
>
> - Yvette Simpson, Former Council Member

Like most of Cincinnati's professional communities, the nonprofit sector is insular. Leaders of organizations know each other well, and some are not open to newcomers disrupting the civic infrastructure. When asked to describe relationships among organizations, as well as between organizations and their funders, interviewees often characterized the civic sector as a very collaborative field, where partnerships are grounded in trust and mutuality.

Some interviewees pointed to People's Liberty as an example of a grant-maker that is effectively changing the nature of collaboration in the city's nonprofit sector. By making grants to individuals rather than to organizations, People's Liberty is setting a precedent for writing grants based primarily on the strength of an idea rather than on the reputation of an organization. For individuals whose professional networks are limited, this shift works strongly in their favor. An individual with an idea for her neighborhood may be awarded a grant without necessarily gaining the approval of a community council, CDC, or another gatekeeper organization. By disbursing funds directly to the individual who develops the idea, rather than requiring an organization to write the grant, People's Liberty reduces the chances that political or institutional barriers will discourage the individual or block the idea.

In a city with limited philanthropic resources and hundreds of nonprofit organizations, some long-time leaders in the field are concerned that a culture of making grants to individuals will ultimately force organizations to compete with individuals for funding and attention. A different, equally plausible outcome of this shift in funding paradigm is that, as the need for formal backbone organizations wanes, the sector will see a diminishing number of new nonprofit organizations incorporating in the city. In the long run, some interviewees predicted that increased competition would force community-based organizations to merge and become more efficient.

3. OPENNESS TO GRASSROOTS FUNDRAISING

Background: To successfully motivate and prepare residents to crowdfund for their ideas, ioby depends on a general openness to the tenets of grassroots fundraising and asset-based community development. This includes willingness on the parts of residents and community-based organizations to ask neighbors, relatives, friends, colleagues, and strangers for donations to their projects.

Why this matters: ioby may predict the extent to which residents and leaders of community-based organizations will embrace ioby's model of online grassroots fundraising by looking at local examples of successful fundraising campaigns and by surveying residents about their proclivities for fundraising. Example: When ioby first set down roots in Cleveland, leaders of some community development organizations were already looking at how they might use crowdfunding to extend their reach to grassroots donors. This openness to grassroots fundraising enabled ioby to quickly grow our presence in Cleveland.

Finding in Cincinnati: **VERY STRONG**

The majority (56 percent) of respondents to the survey believe that people in their neighborhoods are "somewhat comfortable" or "very comfortable" asking their neighbors, friends, family, and colleagues for donations. Compared to only 21 percent of respondents who believe that their neighbors are "very uncomfortable" or "somewhat comfortable," this figure suggests that residents of Cincinnati may generally be open to ioby's model of grassroots fundraising.

CHART 6: "How comfortable are people in your neighborhood with fundraising from their neighbors, friends, family, and colleagues?"*
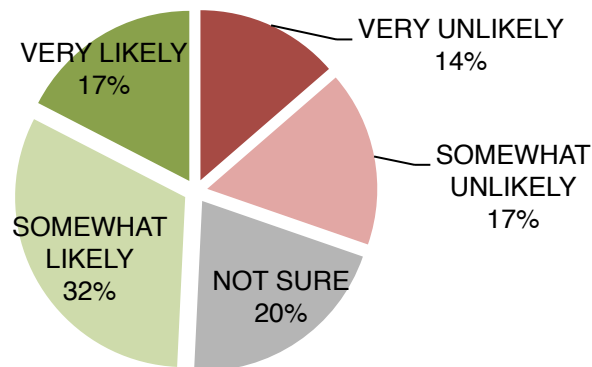

Based on 146 survey responses

To more accurately predict the degree to which ioby's model will be embraced, we must know how residents' proclivities for grassroots fundraising translate to their attitudes toward crowdfunding. Although ioby's approach to community development is shaped by the principles of asset-based community development and has been informed by grassroots fundraising tactics, the core functionality of our online platform is often described as a "crowdfunding" platform.

When asked how likely they are to crowdfund for a project that would improve their neighborhoods, about half of survey respondents said that they were either "very likely" or "somewhat likely" to crowdfund. For some respondents—particularly those who have limited knowledge of ioby's approach—the term "crowdfunding" may connote the use of digital tools and social media. For this reason, the prospect of crowdfunding can be daunting for residents with limited digital proficiency. ioby is encouraged to see that survey respondents are generally open to crowdfunding for projects in their neighborhoods.

This openness to grassroots fundraising has already laid the foundation for ioby's strong start in Cincinnati. Even before we have hired local staff to work in Cincinnati, ioby has heard from five leaders of local groups and organizations who are interested in using ioby's crowdfunding platform to fund their neighborhood projects.

CHART 7: "If you had an idea for a project that would improve your neighborhood in some way, how likely would you be to crowdfund for that project?"*

VERY UNLIKELY 14%
SOMEWHAT UNLIKELY 17%
NOT SURE 20%
SOMEWHAT LIKELY 32%
VERY LIKELY 17%

*Based on 132 survey responses

Importantly, ioby will not be the first organization in Cincinnati to create new opportunities for forward-thinking residents to participate in grassroots fundraising. For their "Fuel the Fire" program, Fuel Cincinnati hosts an event in the model of Detroit SOUP, an organization that was instrumental to ioby's growth in Detroit. Through their "Fuel the Fire" program, Fuel Cincinnati invites young professionals to purchase tickets to an evening gathering. Residents pitch their ideas and funding needs to the gathering of young professionals, who then vote for their favorite idea. The winning idea is awarded the proceeds of the evening's ticket sales. The success of Fuel the Fire is predicated on a deep and common understanding of the value of resident-led projects and collective giving. This may only benefit ioby leaders when they ask their neighbors to make small donations to their projects.

4. TRANSPARENT, ACCESSIBLE GOVERNMENT SERVICES

Background: ioby determines the transparency and accessibility of local government by examining the extent to which residents find it easy to obtain permission for projects in public spaces.

Why this matters: Because ioby projects take place in public spaces, our leaders often seek permits for their work. In cities where residents are easily able to obtain official permission to execute a project, ioby leaders are able to complete their projects more quickly and, often, with greater efficacy. Example: In Pittsburgh, the Office of Community Affairs and the Mayor's Bureau of Neighborhood Empowerment proactively educate residents at public fora in neighborhoods across the city about the kinds of permits that are required for projects in public spaces and assist them in navigating bureaucratic processes. The City of Pittsburgh's willingness to assist residents as they seek support for
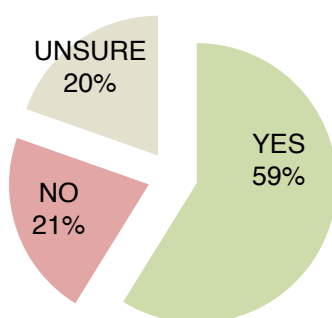
their projects has been an asset for ioby in the city.

Finding in Cincinnati: **MIXED**

> "It is hard to plan around schedules and changing officials. Infighting in the administration can hold up paperwork and legal documents and put projects in jeopardy."
>
> - Anonymous response to survey

Although interviewees reported that permits for resident-led projects in public spaces are difficult to obtain through the city's bureaucratic processes, public officials—particularly members of the City Council—are often willing to champion residents' projects so that they may have a higher likelihood of receiving the city's official support. In this informal system, a resident without personal connections to elected officials or other decision-makers in the city may find it difficult to obtain permission. Over half of survey respondents (59 percent) know of someone employed by city government who would be willing to help them earn official support for a neighborhood project, compared to only 21 percent who do not know of a government employee who might assist.

CHART 8: "If you had an idea for a project that would improve your neighborhood in some way, do you know of anyone in city government who would be willing to help you get the necessary approvals, permits, or resources to make it happen?"*

UNSURE
20%

NO
21%

YES
59%

Based on 153 survey responses

Most interviewees hold council members, who are elected at-large and serve a maximum of two four-year terms, in high regard. Many suggested that council members are generally well-regarded champions for the interests of vulnerable communities, and that they act in

good faith to keep the current mayoral administration accountable to residents' demands for their neighborhoods.

In Cincinnati, systemic barriers to obtaining permits are overcome by public officials who are willing to champion resident-led projects through bureaucratic obstacles. ioby would not characterize the city's services as "transparent" but may consider them to be "accessible," if only to residents with connections to people with positional power.

5. CIVIC PRIDE

Background: Civic pride refers to residents' demonstrable sense of pride to be from their city and neighborhood. ioby measures pride through interviews and survey.

Why this matters: When residents are proud to be from a neighborhood and a city, ioby is more likely to be able to motivate them to create and fund civic projects. Example: ioby has found that many New Yorkers have a strong pride in 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 personal and long-term interests in making their neighborhoods stronger and more sustainable.

Finding in Cincinnati: **VERY STRONG**

> "When I was growing up, we were making excuses. We were humble and down on ourselves and not singing the praises of how great we are. Over the last couple of years, we have been changing to be loud and proud."
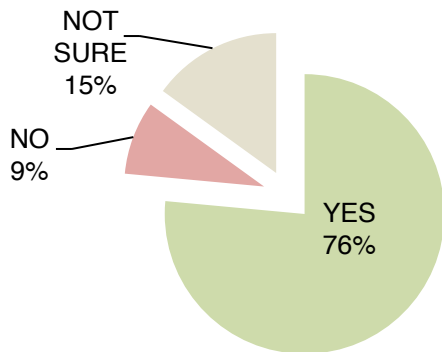>
> - Amy Thompson, Leadership Cincinnati

From survey responses, interviews, and informal conversations with residents, it is clear that Cincinnati's civic pride is profound. Upon careful examination, it is even clearer that this pride is rooted in a widespread belief that Cincinnati is experiencing a remarkable rebound after decades of population loss and disinvestment.

Interviewees whose families have lived in Cincinnati for generations admire their city's endurance through long periods of economic and social turbulence. Some reported that, as civil unrest and severe losses in manufacturing jobs contributed to a rapid decline in the city's population from 1960 through 2010, pride waned and young Cincinnati natives sought opportunities outside of the region. According to some interviewees, Cincinnatians' pride in their city hit a low point in 2001, when riots broke out after the police shooting of Timothy Thomas, an unarmed Black teenager in Over-the-Rhine. Interviewees agreed that

pride has rebounded over the last decade, and most Cincinnatians seem to attribute this new groundswell of pride to the recent economic resurgence of Over-the-Rhine.

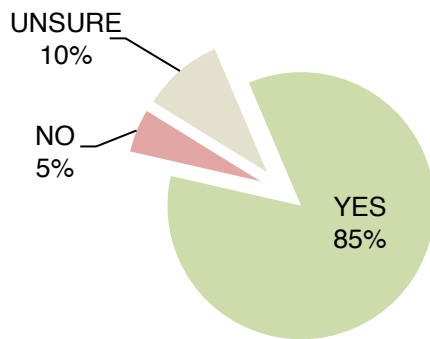**CHART 9: "Are people generally proud to be from Cincinnati?"***

* Based on 153 survey responses

To Cincinnatians, civic pride extends to their neighborhoods. Of 153 survey respondents from across Cincinnati, 85 percent felt that people are generally proud to be from their neighborhoods. To some newer residents of Cincinnati, neighborhood pride is transmissible; when residents see their neighbors expressing pride in their neighborhoods, they are more likely to feel the same pride. To long-term residents in neighborhoods that are still grappling with a lack of public and private investment, pride is rooted in fortitude:

> "There are neighborhoods that have largely been disinvested and have missed growth and opportunity. There are people who are proud because of their resilience through that."
>
> - Thea Munchel, formerly of the Walnut Hills Redevelopment Foundation

CHART 10: "Are people generally proud to be from your neighborhood?"*

*Based on 153 survey responses)

Comparing Cincinnati to ioby's Focus Cities (at the time of ioby's arrival)

When measured against other cities where ioby has hired local staff, Cincinnati appears to be a strong fit for ioby's services. We expect that our efforts to source and cultivate local leaders with ideas for their neighborhoods will benefit from Cincinnati's strong culture of giving, openness to grassroots fundraising, and remarkable civic pride. We expect that penetrating insular networks of civic leaders will be a challenge to our early growth in the region, and that we will encounter some bureaucratic resistance to resident-led projects in public spaces. These challenges are surmountable and are addressed individually later in this report.

	Cincinnati	Cleveland	Pittsburgh	Detroit	Memphis	NYC
Culture of Giving	STRONG	STRONG	STRONG	MIXED	STRONG	STRONG
Cooperative Civic Sector	MIXED	STRONG	STRONG	STRONG	STRONG	MIXED
Openness to Grassroots Fundraising	VERY STRONG	STRONG	STRONG	STRONG	STRONG	STRONG
Transparent, Accessible Government Services	MIXED	MIXED	STRONG	MIXED	MIXED	MIXED
Civic Pride	VERY STRONG	VERY STRONG	VERY STRONG	STRONG	STRONG	STRONG

Objective #4: Evaluate potential demand for ioby's services.

> "Folks want to shape places, spaces or experiences where community can truly connect; whether that's around a meal, music or art, it's a connection that people want.
>
> - Megan Trischler, People's Liberty

Before determining ioby's approach to working in a city, we must predict the degree to which residents will be interested in using ioby's crowdfunding platform, grassroots fundraising coaching, and fiscal sponsorship service. This prediction hinges on the extent to which Cincinnati residents and community-based organizations have led and donated to the types of "DIY" and tactical urbanism projects that ioby tends to support.

Existing Culture of DIY Projects in Public Spaces

When asked to characterize Cincinnatians' interests in creative placemaking and "DIY" and tactical urbanism, most interviewees shared at least one story of residents who had identified a problem in their neighborhood and developed a thoughtful intervention to address it. These stories included, but were not limited to:

- Fowl Weather: In 2017, a resident painted duck footprints and motivational quotes on sidewalks. The resident used hydrophobic paint so that the footprints and quotes are only visible when it rains. According to the Catalytic Fund, which funded this project through its Nano Grant program (in partnership with Skyward and the Center for Great Neighborhoods), the footprints and quotes provide "a lot of enjoyment, conversation and community engagement during 'fowl weather'!"[14]

Fowl Weather Duck Footprints and Quote (*The Catalytic Fund)*

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[14] The Catalytic Fund. "2016 Nano-Grant Projects." http://thecatalyticfund.org/mynky-community-vibrancy-nano-grants/2016-nano-grant-projects/

- Pam Kravetz, an artist who leads "BombShells," a knitting and crocheting group that covers parking meters, buses, and other public amenities in yarn. This form of public art and tactical urbanism, called "yarnbombing" is meant to draw attention to the gray austerity of city blocks.

A bus that has been yarn-bombed by BombShells (*Kravetz, Pam)*

- Hacking Heroin: the Cincinnati City Council, Spry Labs, Cintrifuse, and 17A hosted a three-day hack-a-thon in 2017. Residents and practitioners in the fields of civic technology, public safety, healthcare, venture capital, and recovery services came together to develop new, technology-driven solutions to the heroin epidemic in Cincinnati.[15] The winning prize went to a group that prototyped a crowdfunding platform designed to support ideas for preventing and treating addiction.[16] As of October 2018, this platform is not yet active.

- Working with a grant from People's Liberty, Covington artist Emily Wolff painted a bright abstract mural and installed chandeliers in the Sixth Street railroad underpass that cuts off Covington's MainStrasse from the Mutter Gottes Historic District and Madison Avenue.

Emily Wolff's Chandeliers and mural in Sixth Street railroad underpass.

- West End Art Gallery: Beginning in 2017, Tia Brown, a West End resident, sought an opportunity to publicly showcase art created by her neighbors. For about one year, Tia installed pop-up galleries in any space that she could find, including community festivals, donated classrooms, and the Seven Hills Neighborhood Houses, where she works. She filled the back bedroom of her home with art supplies, applied for small grants to help formalize her efforts, and kept a close eye on West End properties. In January 2018, Tia rented a formerly vacant storefront on Baymiller Street and established the "West End Art Gallery." Almost all of the supplies in the gallery are donated, and a crew of local volunteers painted the space. Tia continues to volunteer her time running the gallery.

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[15] Carpenter, Julie. "Social innovation groups unite to tackle the heroin epidemic." *Soapbox Cincinnati*, July 25, 2017. http://www.soapboxmedia.com/innovationnews/072517-hacking-heroin
[16] Ibid.

> "I'd say that there's some willingness to take risks with their donations, but it's less about the individual project and more about relationships."
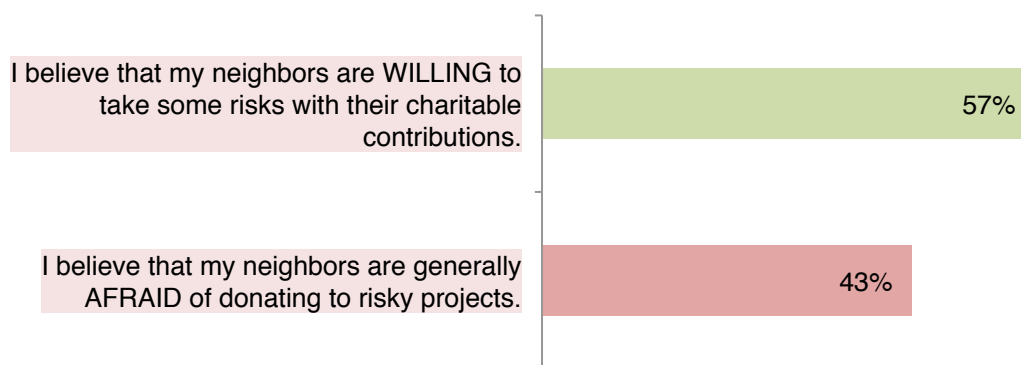>
> - Katie Meyer, Renaissance Covington

General Comfort in Donating to Risky Projects

Donations to grassroots projects are often characterized as risky, as the desired outcomes of a project led by a resident or group of neighbors are difficult to guarantee. For this reason, foundations prefer to fund projects led by organizations with technical expertise, experience completing similar projects, and capacity to comprehensively report outcomes. To fill gaps in funding for grassroots initiatives, ioby's crowdfunding platform and services have been carefully designed to connect residents with innovative and untested projects to unrestricted and patient capital from their neighbors, friends, relatives, colleagues, and strangers.

Just as ioby looks to precedents of resident-led projects in public spaces to determine demand for our services, we must also examine the degree to which residents of Cincinnati seem willing to donate to projects led by residents, groups of neighbors, and grassroots organizations. Most interviewees reported that Cincinnatians, particularly those who might be considered young professionals, are generous and willing to take risks with their charitable contributions. Over half (57 percent) of survey respondents agreed that people in their neighborhoods would feel comfortable donating to a project with a risk of failing.

CHART 11: "Would people in your neighborhood feel comfortable donating to a project that has a risk of failing?"*

I believe that my neighbors are WILLING to take some risks with their charitable contributions. — 57%

I believe that my neighbors are generally AFRAID of donating to risky projects. — 43%

Based on 119 survey responses

While this figure suggests that Cincinnatians are generally comfortable turning to each other for money, ioby knows that residents' degrees of comfort with grassroots fundraising vary based on their identities, experiences, and neighborhoods. Based on our work in other cities, ioby knows that people who have not contributed financially to a local civic project may demonstrate their attachment to and love for their communities in other ways. This includes volunteering and spreading awareness of grassroots work. To successfully work across communities in Cincinnati, ioby will need to equip and encourage community leaders to ask neighbors who are socially invested in their neighborhoods to donate to and claim shared ownership of the community's assets.

Some Cincinnati residents and community-based organizations have already crowdfunded for neighborhood improvement projects. For example, in 2018, ArtWorks Cincinnati successfully raised $15,000 to preserve the "Northside Bloom" mural in the Northside Business and Entertainment District. Additionally, through the micro-financing platform Kiva, LISC Greater Cincinnati has helped to secure free loans of up to $10,000 for several local entrepreneurs. These projects appear to be representative of a larger market for crowdfunding in Cincinnati. Of 153 survey respondents, 44 (29%) told ioby that they have crowdfunded for a project before.

Objective #5: Identify neighborhoods where ioby's work may have the strongest impact

Learning from our work in New York, Memphis, Detroit, Cleveland, Pittsburgh, and cities around the country, we know that ioby's services are most helpful to grassroots leaders working in neighborhoods with histories of disinvestment. To be most impactful, we aim to identify and support residents in low-income communities and communities of color across Cincinnati and Northern Kentucky.

While ioby aspires to work in every neighborhood across the city and region, it is helpful for us to understand how our approach might especially resonate with residents in neighborhoods where the effects of social and economic trends have been felt most strongly. To help us identify these neighborhoods, we assembled layers of data pertaining to race, poverty, and public health.

Neighborhoods Affected by Redlining & Urban Renewal

In a 1935 Federal Housing Administration (FHA) map, West End and College Hill appear to have been designated as "blighted," which would have indicated to lending institutions that mortgages in these neighborhoods are risky and unlikely to be considered eligible for FHA insurance. Because they were drawn along lines of race and rendered homeownership in Black neighborhoods virtually unattainable, redlining practices are widely considered to have reinforced patterns of segregation and trapped people of color in intergenerational cycles of poverty. Today, the majority of residents in College Hill and West End are Black, and portions of both neighborhoods are sites of concentrated poverty.

Two urban renewal projects—Kenyon-Barr/Queensgate, from 1959-1970 and Laurel 3-Richmond 1, from 1952-1963—resulted in the displacement of 6,459 families from the West End and Kenyon-Barr (now Queensgate) neighborhoods. About 96% of displaced families were families of color.[17] The City of Cincinnati relocated many of these residents to public housing units in the West End and Avondale neighborhoods.
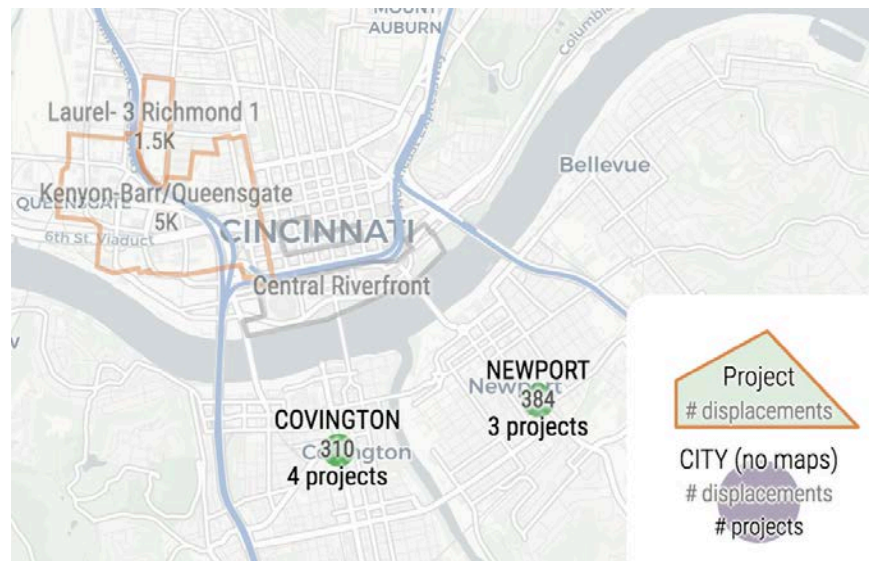
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[17] University of Richmond.

MAP 4: HISTORIC REDLINING MAP (FHA, JUNE 1935)[18]

[College Hill and the West End are marked as "blighted," indicating that they have been redlined by the FHA.]

MAP 5: URBAN RENEWAL PROJECTS IN CINCINNATI & NORTHERN KENTUCKY[19]

[The boundaries of Kenyon-Barr/Queensgate and Laurel-3 Richmond 1 urban renewal projects. The number under each project name indicates the approximate number of families who were displaced by the project.]
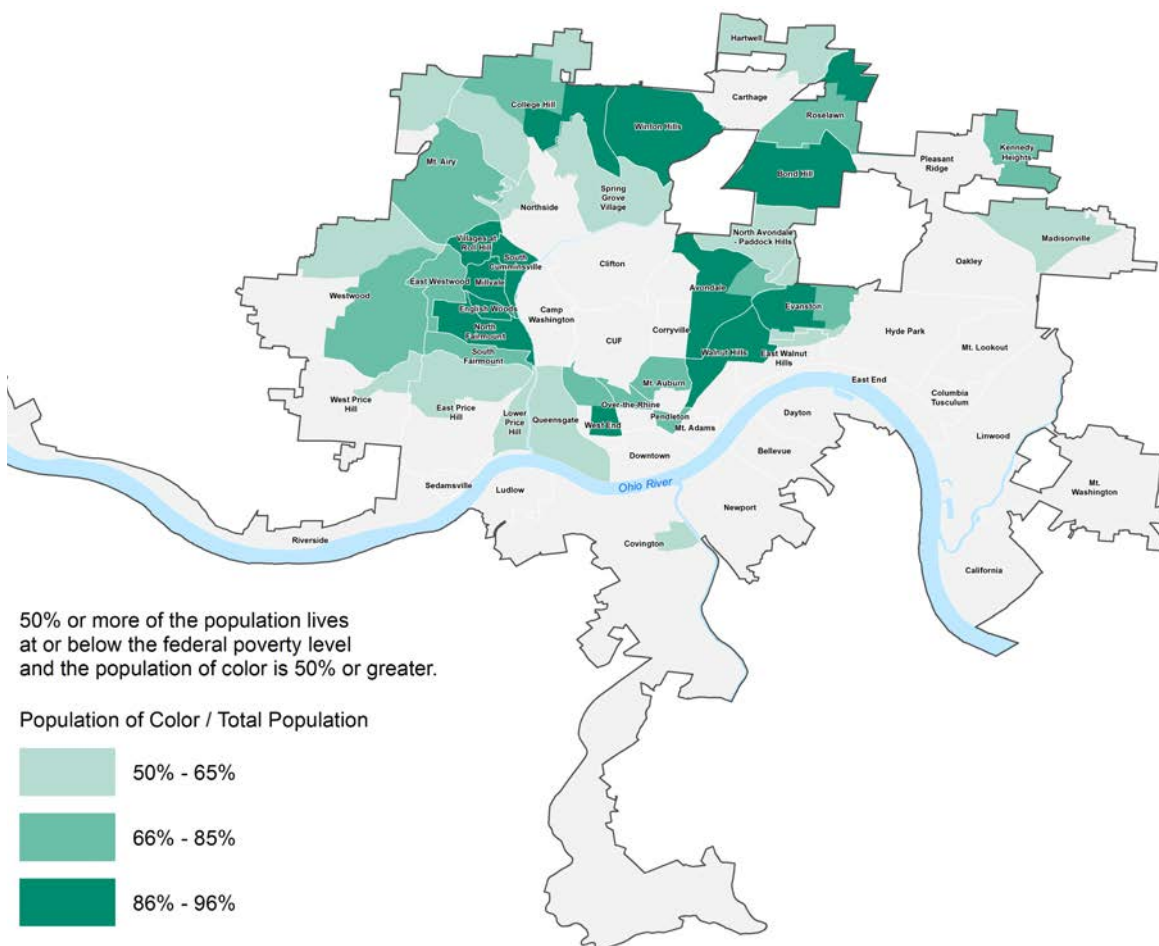
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[18] The Ohio State University, University Libraries. "Maps & Geospatial Data." http://guides.osu.edu/maps-geospatial-data/maps/redlining/
[19] Ibid.

People of Color & Areas of Concentrated Poverty

Communities of color are still grappling with the long-term, intergenerational effects of the widespread displacement of families of color that followed urban renewal projects in the mid-twentieth century. Interviewees told ioby that these projects permanently fractured Black residents' trust in government to protect their interests, and have formed the lens through which many Cincinnatians of color still perceive the city's economic development and planning initiatives. The impacts of forceful displacement, private and public disinvestment, and systematic denial of decision-making power have severely restricted economic mobility for Black residents for decades. Map 5 reveals the profound economic impacts of racial segregation. Some neighborhoods, including Villages at Roll Hill, South Cumminsville, Millvale, West End, Walnut Hills, Bond Hill, and the eastern portions of Avondale almost entirely comprise people of color.

MAP 6: PEOPLE OF COLOR IN AREAS OF CONCENTRATED POVERTY[20]

50% or more of the population lives at or below the federal poverty level and the population of color is 50% or greater.

Population of Color / Total Population

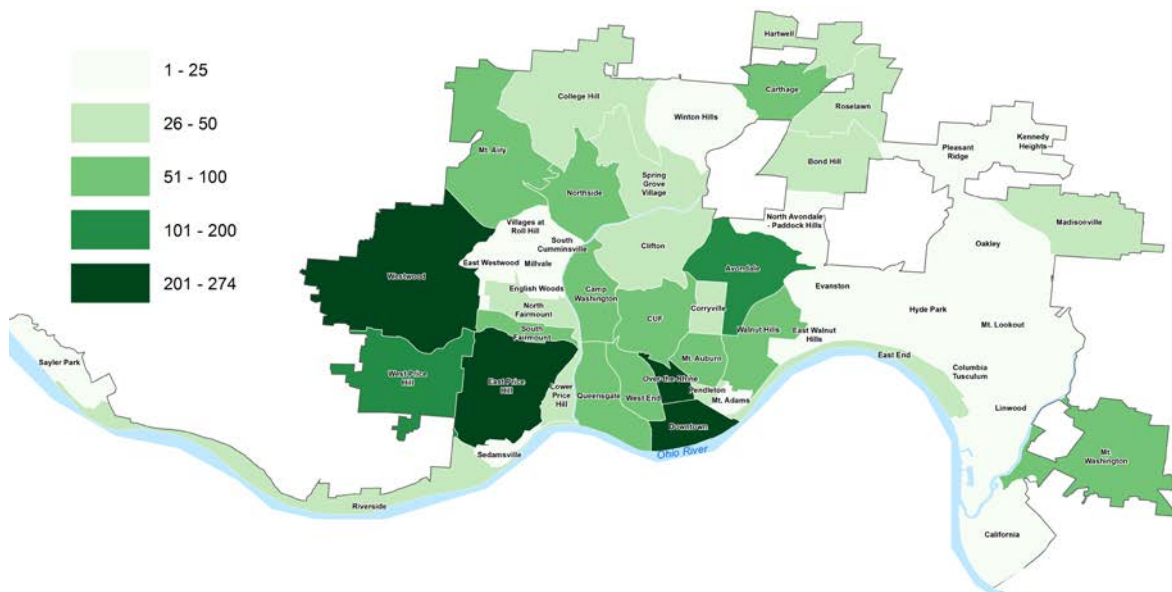|	
	50% - 65%
	66% - 85%
	86% - 96%

[More than half of residents in Villages at Roll Hill, South Cumminsville, Millvale, West End, Walnut Hills, Bond Hill, and the eastern portions of Avondale are living at or below the poverty line. Most residents of these areas identify as people of color.]

[20] U.S. Census Bureau.

Measuring the Opioid Epidemic Across Neighborhoods

Interviewees widely acknowledged that the opioid epidemic has had profound and lasting impacts on Cincinnati's neighborhoods. We mapped the frequency of heroin overdoses to understand the distribution of these impacts across neighborhoods in Map 8, as well as the specific areas where overdoses have tended to occur most commonly in Map 9. While it is problematic to infer these residents' neighborhoods of origin from these data, we see that Price Hill and Over-the-Rhine contain sites where residents frequently overdose. Given the urgency and importance of this problem in these neighborhoods, we might expect local leaders to pursue community-driven programs designed to prevent and stem addiction. ioby may play an important role in connecting these leaders to funding, technical assistance, and resources that these leaders need in order to address the epidemic at a neighborhood scale.
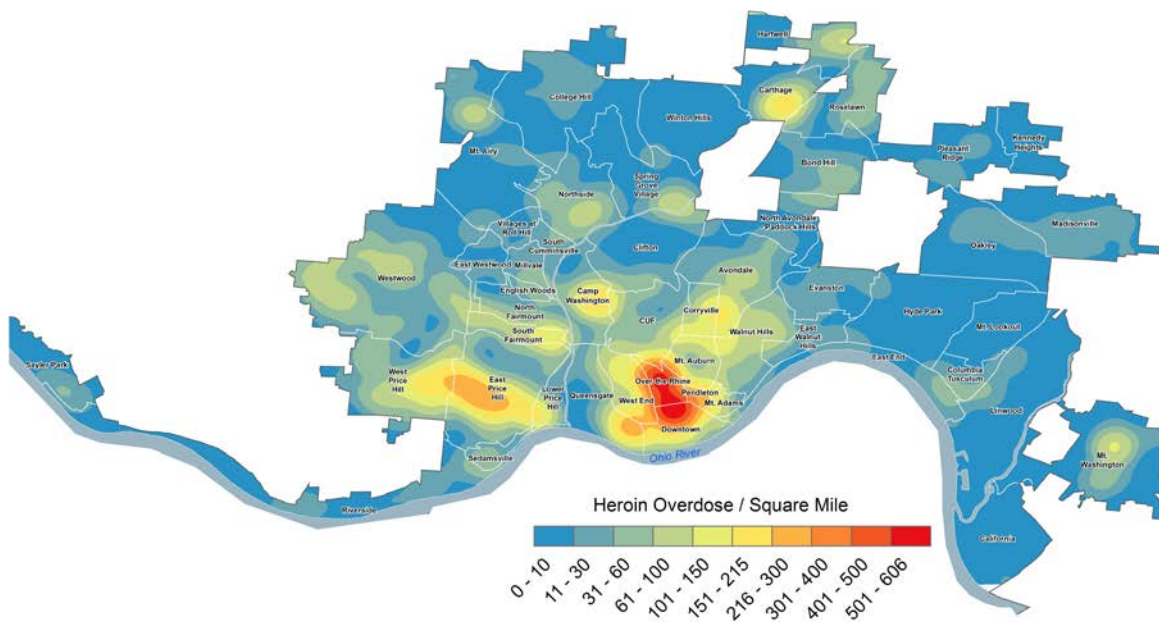
MAP 7: NUMBER OF HEROIN OVERDOSES BY NEIGHBORHOOD, 2017[21]

[More than 200 people overdosed in Downtown, Over-the-Rhine, Westwood, and East Price Hill in 2017. Data related to overdoses were not available for municipalities in Northern Kentucky.]

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[21] City of Cincinnati. "Cincinnati Area Geographic Information System (CAGIS)." http://cagismaps.hamilton-co.org/CAGISPORTAL.

MAP 8: HEAT MAP, HEROIN OVERDOSES ACROSS CINCINNATI[22]
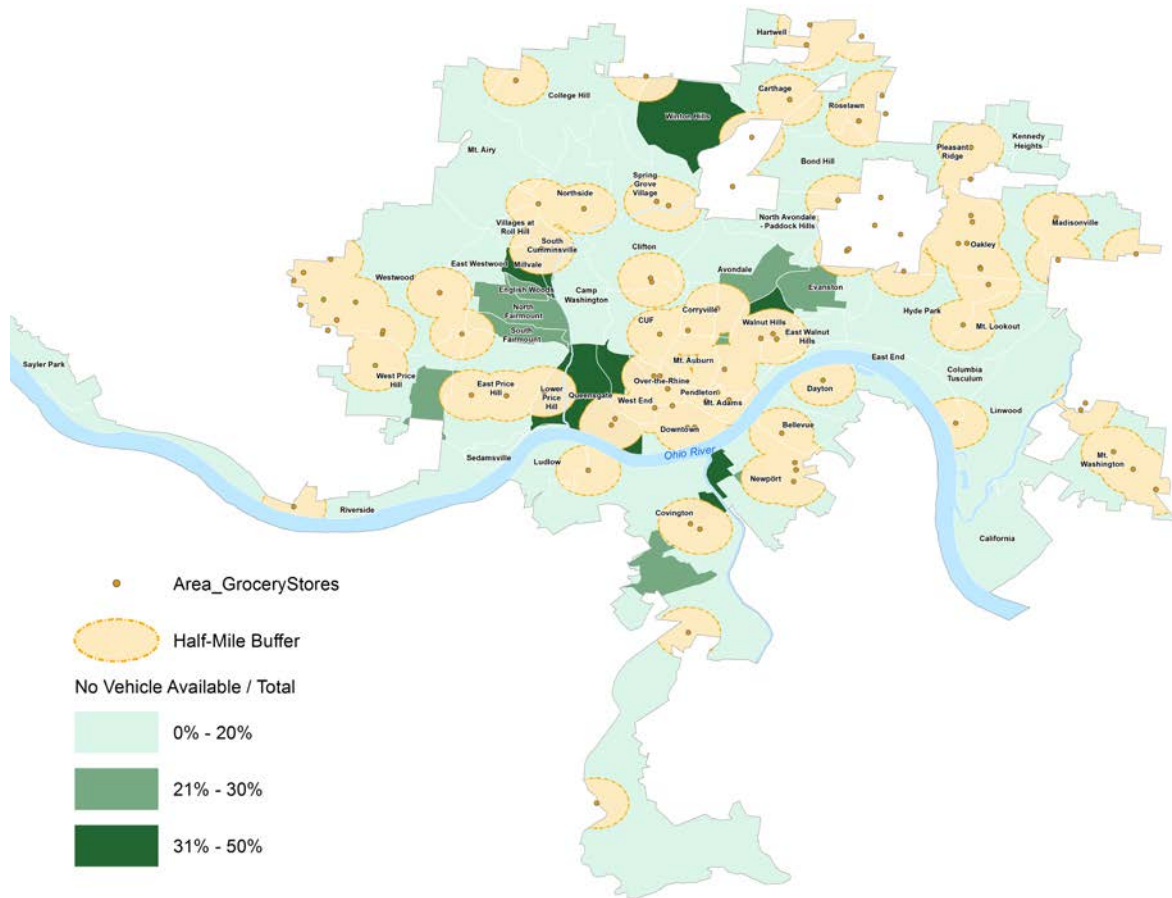

[East Price Hill and Over-the-Rhine contain sites where residents frequently overdose.]

Neighborhoods with Limited Access to Healthy Food

Residents in sizeable portions of College Hill, Bond Hill, Avondale, Westwood, Covington, and Camp Washington live farther than a half-mile from a grocery store. For residents who do not own a vehicle, living a considerable distance from a grocery store may severely restrict access to fresh and healthy food. Areas with limited access to grocery stores, where large shares of households report that they have no vehicle available, include portions of West End, Walnut Hills, Millvale, Winton Hills, and western Newport, KY. A considerable portion of projects supported on ioby's platform have concerned access to food, and we expect to work with leaders in these areas who are looking to build new gardens, farms, and food-related social enterprises.

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[22] Ibid.

MAP 9: CINCINNATI'S FOOD DESERTS[23]

[Residents of West End, Walnut Hills, Millvale, Winton Hills, and western Newport, KY have limited access to grocery stores, and large shares of households report that they have no vehicle available.]

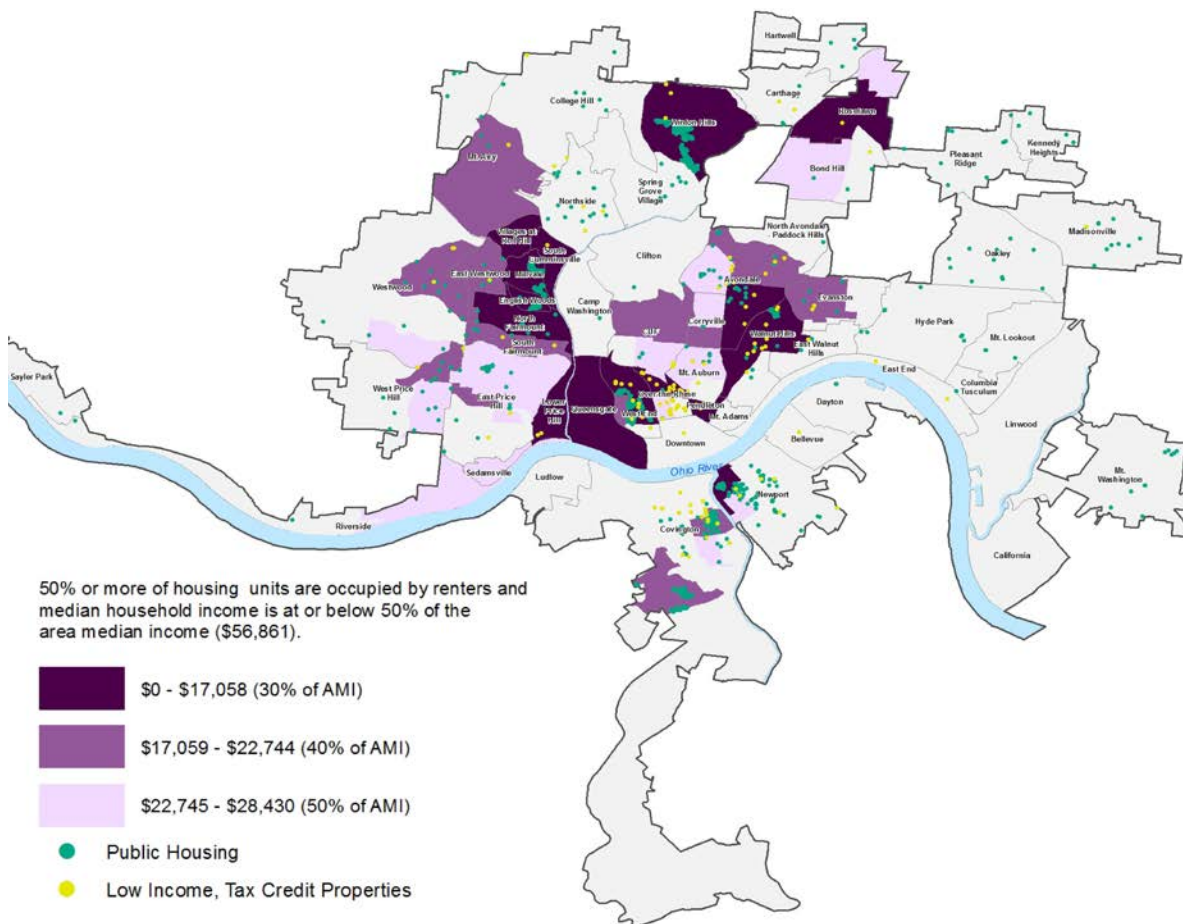## Neighborhoods Struggling with Gentrification and Displacement

Several interviewees told ioby that Walnut Hills is slated for new investment, and some referred to the neighborhood as the "new Over-the-Rhine." The neighborhood's residents are bracing for the kind of top-down investment that Over-the-Rhine has received in recent years, encouraged by government and fueled with private sector funding. Some fear that new investment and attention will result in rising rents, and that the influx of new, higher-income residents will displace long-time members of the community.

ioby anticipates that residents in other neighborhoods may share similar concerns. By highlighting areas that have both high concentrations of low-income residents and a large share of renters, Map 10 may suggest where communities may feel most vulnerable to displacement. (Although the locations of public housing developments are noted, this map

[23] U.S. Census Bureau.

does not account for the share of low-income renters who may be less vulnerable because they live in public housing units or receive housing subsidies.) We anticipate that residents of these areas may seek funding through ioby's crowdfunding platform for projects that would mobilize long-time residents, stem displacement, and stabilize their neighborhoods.

MAP 10: AREAS VULNERABLE TO DISPLACEMENT[24]

[Areas that are potentially vulnerable to displacement include Lower Price Hill, South Cumminsville, Millvale, Over-the-Rhine (above Liberty Street), Walnut Hills, West End, Avondale, Roselawn, and western Newport, KY.]
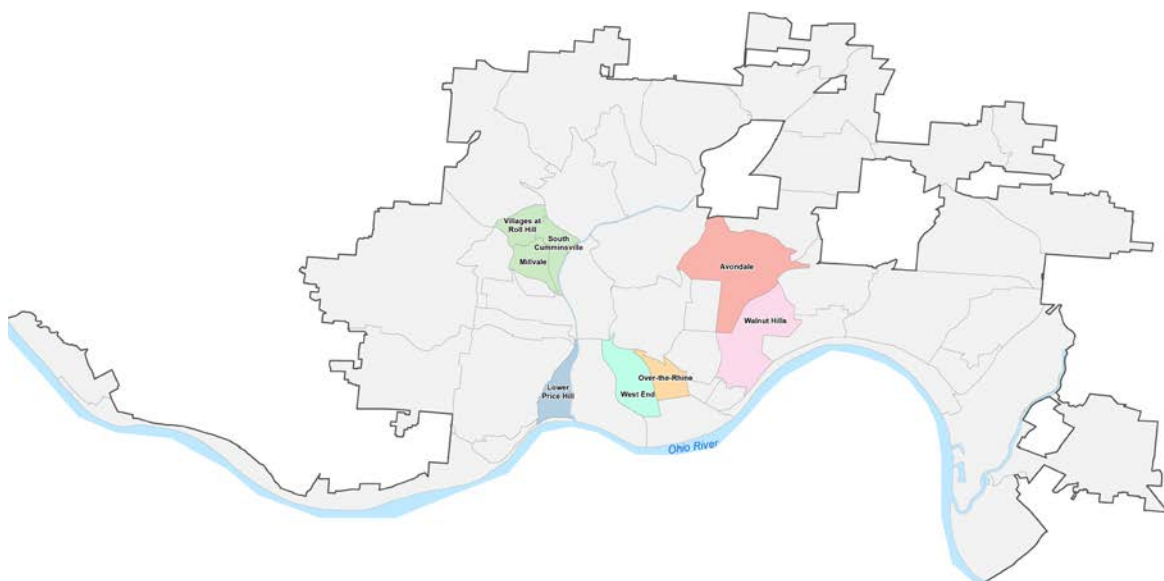
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[24] U.S. Census Bureau.

Neighborhoods where ioby's work may have the strongest impact

Based on these data, ioby identified eight neighborhoods where we believe our approach to encouraging and equipping new civic participation and leadership may have the greatest impact:

1. Lower Price Hill
2. West End
3. Over-the-Rhine, north of Liberty Street
4. Avondale
5. Walnut Hills
6. Villages at Roll Hill
7. Millvale
8. South Cumminsville

MAP 10: CINCINNATI NEIGHBORHOODS WITH HIGH POTENTIAL FOR IMPACT

[Neighborhoods where ioby expects to have most impact are areas of concentrated poverty, majority people of color, vulnerable to displacement, and subjects of conversations about public health, poverty, and gentrification.]

As described above, each of these neighborhoods appears to be contending with the long-term impacts of disinvestment on economic stability and public health. By working with residents to develop and fund their ideas for these neighborhoods, ioby aims to inspire and equip neighbors to create lasting change together.

While ioby plans to work with leaders across the city and region, we have a special interest in training, supporting, and learning from leaders in these areas. Over time, we hope to deepen our understanding of how demographic, social, public health, and economic trends

have impacted residents and their families in these areas. As our staff continues to learn from conversations with residents of these neighborhoods, local demands and interests will continue to inform our strategies for identifying, motivating, and supporting resident leaders.

The Work Ahead

ioby aims to make a responsible and effective plan for working in Cincinnati that would create new opportunities for civic participation and leadership. To avoid redundancy and build on the city and region's existing civic infrastructure, ioby must determine the extent to which Cincinnati's residents are already comfortable engaging in civic spaces and understand their reasons for doing so.

Each of the neighborhoods where ioby expects to have the strongest impact is home to communities that have been overlooked or disinvested by government and the private sector. Civil discourse in some areas is still dominated by conversations about how to encourage new investment, and leaders in other areas are now grappling with the effects of gentrification on cost of living. Of course, the likelihood that a resident will participate in local governance and conversations about public life depends on the disposition, identity, perceptions, and passions of the resident. While it is impossible for ioby to extrapolate the attitudes and motivations of all residents of a neighborhood, we have learned that many Cincinnatians in neighborhoods with the highest potential of impact from ioby's engagement in the city and region share: 1) firm senses of self-reliance and self-determination that frame their relationships to institutions and public space, and 2) common interests in stemming the displacement of longtime residents and preserving neighborhood identity.

Objective #6: Recommend strategies to source ioby leaders.

When developing a strategy to grow ioby's presence in a city, we ask the following questions:

How do we reach people and present our services in these target neighborhoods?

In Cincinnati, we plan to hire a City Action Strategist with a deep personal connection to the city and/or region and who is well connected to the local civic sector. This person will need to be comfortable and experienced with working in neighborhoods with histories of disinvestment, including in low-income communities and communities of color.

How do we attach to and work with forms of civic participation that are already working? (e.g. Public meetings, charrettes, etc.)

ioby will form strategic partnerships with organizations and agencies led by people who have already earned the trust of civic leaders and potential users of ioby's platform. ioby is already in the early stages of building a partnership with Invest in Neighborhoods to augment community councils' reach. Together, Invest in Neighborhoods and ioby will cohost a series of online grassroots fundraising trainings for members of community councils who are interested in using ioby's tools to accelerate resident-driven projects in their neighborhoods. By positioning crowdfunding as an effective supplement to community councils' outreach and community-building activities, ioby hopes that neighborhood leaders will perceive ioby to be an important addition to the city's civic infrastructure.

Should we make plans to source specific project types in neighborhoods? Which types and in which neighborhoods?

The types of projects that ioby supports in a neighborhood will vary based on residents' assets, needs, passions, and urgent funding needs. We predict ioby will be asked to support a variety of projects, including campaigns for:

- Housing stabilization initiatives in neighborhoods where residents are especially vulnerable to displacement (e.g. Lower Price Hill, Over-the-Rhine, Walnut Hills)
- Addiction prevention and treatment initiatives in neighborhoods that are contending most vigorously with the opioid epidemic (e.g. Price Hill, Over-the-Rhine)
- Community-led placemaking projects to activate the grounds of the Villages at Roll Hill apartments

How do we reach across the digital divide?

When asked to describe any ways in which local leaders are attempting to shrink the digital divide, several interviewees recommended that we work closely with the Public Library of Cincinnati and Hamilton County. Libraries in the region offer computers and high-speed broadband for public use. ioby may invite residents who do not have access to Internet at home to use computers at local libraries as they set up and manage their crowdfunding campaigns.

How can we penetrate potential partners' and leaders' social and professional networks?

Given Cincinnatians' local pride and strong social and professional networks, it may be difficult for ioby to build trust with residents and community leaders. As we begin to grow our presence in Cincinnati, ioby will likely need to depend on referrals from highly regarded organizations in the region. These include introductions to community leaders from our funders, as well as the United Way of Greater Cincinnati, Starfire Council, Invest in Neighborhoods, and Green Umbrella.

How can we help residents navigate City processes?

Because their projects usually take place in public spaces, ioby leaders often seek formal permission for their work from city hall. Interviewees told ioby that members of the City Council are often asked to help neighborhood leaders navigate permitting processes. ioby's local staff should develop strong working relationships with Council members who understand the value of supporting risky and community-led projects, and who are able to steward proposals for grassroots projects through the city's bureaucracies.

Depending on their interest, ioby may also help government decision-makers in Cincinnati and Northern Kentucky refine community engagement strategies in order to be more efficient, meaningful, and impactful. Cities including New York, Cleveland, and Los Angeles have used ioby's civic crowdfunding platform and services to encourage and support residents as they fund and build new projects in their neighborhoods. By committing to coproducing projects with communities, cities that partner with ioby fundamentally change the ways in which residents are engaged in long-term planning and project delivery. For more information about ioby's partnerships with cities, visit ioby.org/gov.

How do we circumvent barriers to civic participation in order to reach the deep roots?

Survey respondents told ioby that the following barriers most commonly prevent people in their communities from becoming civically engaged:

1. **People don't know where to start**

   To address this barrier, ioby should create resources that help residents understand how to create and fund projects for their neighborhoods. We may position civic crowdfunding as a first step for residents hoping to become more civically engaged by: helping leaders create their campaign pages, sharpening leaders' grassroots fundraising skills, and connecting them to technical experts in the city and across the country who can assist with implementation.

2. **Civic participation just takes too much time for some people.**

   ioby will need to make the case to residents that participating in a crowdfunding campaign as a donor, volunteer, or member of a fundraising team, is an easy, time-effective, and low-barrier way to become more civically engaged. We should also aim to identify residents who have recently identified and articulated problems in their neighborhoods, so that we can connect them to our resources while they still have time and attention to devote to a project. We may do this by attending community meetings where residents are already engaged in finding solutions to local problems.

3. **People feel that participating in civic life won't change anything, so it's not worth doing.**

   By sharing stories of leaders who have successfully funded and built projects in their own neighborhoods, ioby can inspire residents to take action. At the same time, we should encourage leaders to fund and deliver projects quickly in Cincinnati so that residents understand that they are able to make meaningful changes without much difficulty.

Objective #7: Build a timeline.

Over the next two years, ioby will create permanent pathways for leaders to find and take advantage of our platform and services.

In the near term (fall 2018 - winter 2019):

- ioby's Brooklyn-based City Partnerships Director will work with Invest in Neighborhoods to lead a series of meetings with members of community councils who might be interested in crowdfunding for local projects. This will help ioby understand how we can position our crowdfunding services inside the community development structures that already exist in Cincinnati's neighborhoods.
- ioby will become a member of Green Umbrella in order to provide resources and information to other member organizations that are currently working to make Cincinnati stronger and more sustainable.
- ioby's Brooklyn-based team of Leader Success Strategists will coach and mentor leaders in Cincinnati who have already begun developing ioby campaigns to fund their work.

In the long term (2019 - 2021):

- When funding is secured, ioby will hire a Cincinnati Action Strategist to identify leaders, prepare them to crowdfund, and connect them to experts in their fields. Using the blended on-the-ground and digital model successfully implemented in NYC, Memphis, Detroit, Cleveland, and Pittsburgh, the Cincinnati Action Strategist will use the findings of this Phase 0 Report as a guide and begin to identify neighborhood leaders across the city and region with ideas and funding needs.

Outputs

In the long term, ioby expects that with an on-the-ground organizer in Cincinnati:

1. More Cincinnatians 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 by the community. 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 Cincinnati and the region, 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.

Outcomes

Over the longer term, we expect that:

1. Previously disengaged residents will contribute to existing community development initiatives. As a result, membership in neighborhood and citywide community development organizations 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 Cincinnatians 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 that affect their blocks, and understand citywide impact of their own neighborhood projects.

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Contact

For more information, please contact:

Erin Barnes, Co-Founder and CEO
ioby
540 President Street, 3rd Floor
Brooklyn, NY 11215
917-464-4515, ext. 2
erin@ioby.org