Cleveland Phase 0: Presentation of Findings

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Introduction. What is Phase 0?

ioby directly supports residents rebuilding and strengthening healthy and sustainable neighborhoods. We blend resource organizing and crowd-funding 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 that 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.

Components of Phase 0 in Cleveland:

1. Research (October 2015 – February 2016): ioby began researching the greater Buckeye area by examining a variety of materials, including the recent Sidewalks of Buckeye report on the local civic landscape and macro-level 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 greater Buckeye area. A complete list of works consulted can be found in the appendix of this report.

2. Interviews (October 2015 – February 2016): By conducting 27 interviews with resident leaders in the greater Buckeye area—including Buckeye, Mount Pleasant, and Woodland Hills—and across Cleveland helped ioby to identify the context, opportunities and challenges involved in working in the city.

3. Scope partnerships and finalize plan for Phase 1: Informed by our early successes in New York, Miami, and Memphis, ioby looks for partners who have a strong reputation of meaningfully engaging with community, experience working with asset-based community development, and a number of other areas of alignment with ioby's mission and work. Conversations with these early partners have played an important role in informing ioby's Phase 1 strategy for serving leaders in the greater Buckeye area.

4. Presentation of Initial Findings (February 2016): Applying a set of minimum criteria and predictors of success that we have developed based on our previous work in cities, ioby has begun to craft a two-year plan for working in the greater Buckeye area and throughout Cleveland. In this report, we identify the most challenging characteristics of the city's civic landscape and use the insights of local leaders to devise strategies for overcoming them.

Interviews

To date, we have interviewed a sample of 27 leaders in Cleveland 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 as we work in the greater Buckeye area.

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Name	Affiliation
Bianca Butts	• East End Neighborhood House
Bishara Addison	• At time of interview: CMSD
Calley Mersmann	• CMSD
Dan Moulthrop	• The City Club of Cleveland
David Jurca	• Cleveland Urban Design Collaborative (CUDC)
Derek Schafer	• West Creek Conservancy
Donald Black, Jr.	• acerbic
Erica Chambers	• Healthy Eating Active Living (HEAL)
Greg Peckham	• LAND Studio
Jacquie Gillon	• Western Reserve Land Conservancy
Jake Sinatra	• Cuyahoga Arts and Culture
John Gest	• Philanthropy Ohio
Judy Willard	• The Meeting Place Learning Center
Khrys Shefton	• Famicos Foundation
Kirby Broadnax	• Western Reserve Land Conservancy
Lee Kay	• Neighborhood Connections
Marka Fields	• Cleveland City Planning
Megan Van Voorhis	• Community Partnership for Arts and Culture (CPAC)
Michal Marcus	• Hebrew Free Loan Association
Nicole Thomas	• Cuyahoga Arts and Culture
Stephanie FallCreek	• Fairhill Partners
Tanese Horton	• The Centers for Families and Children
Thomas Fox	• CreativeMornings/Cleveland
Tom Bennett	• At time of interview: EDWINS Leadership & Restaurant Institute
William Tarter	• Cleveland Young Professional Senate
Evelyn Burnett	• Cleveland Neighborhood Progress
Tom O'Brien	• Neighborhood Connections

Why Cleveland?

A city that lost over half of its population since its peak in 1950, Cleveland's story is one of resilience, reinvention and, as we have seen in recent years, uneven resurgence. Investment has flooded the city's west side in recent years, while the mostly African American residents of the city's east side—including those in Buckeye, Mt. Pleasant, and Woodland Hills—are still waiting to share in the benefits. Central to this uneven growth are Cleveland's histories of structural racism and high-level political corruption, which many leaders cited as significant barriers to civic participation.

ioby is looking to make a long-term commitment to bringing our online crowd-resourcing platform and wrap-around services to neighborhood leaders in Cleveland. We believe that by supporting low-cost, place-based, community-led

projects, our model will be especially helpful to growing the greater Buckeye area's civic capacity and strengthening local leaders' efforts to restore their neighbors' sense that positive change is possible.

Cleveland meets each of the minimum criteria that we use to evaluate whether a city 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

- Civic leaders—in government, philanthropy and the social sector—are interested in taking an innovative approach to supporting community-led and place-based projects

- Civic leaders value authentic civic engagement, and are interested in building leadership capacity within communities

- Civic 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, strengthening sharing economies, and promoting social and environmental justice.

Primary Predictors of Success in the Greater Buckeye Area

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 the greater Buckeye Area: ✓

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 within each neighborhood in the greater Buckeye area feel connected to each other and report knowing their neighbors. According to the National Conference on Citizenship and the Corporation for National and Community Service, 89.3% of Clevelanders 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 neighborhoods and feel especially disconnected to Clevelanders on the west side of the city.

3. Weak sense of security: As referenced in the *Sidewalks of Buckeye* report submitted to Saint Luke's Foundation in 2015, residents of Buckeye often report that they feel unsafe, and many older residents are especially conscious and afraid of crime in their neighborhood. Perceptions of crime are far lower in Shaker Square and Larchmere.

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. Bianca Butts of the East End Neighborhood House told ioby, "The overwhelming majority do care about the neighborhood. Those who don't have the ability to be influenced by those who do. We're all clinging to hope."

5. Nuanced feelings of pride: Many in the city identify strongly with where they live, and many say that native Clevelanders often ask each other where they went to high school as a matter of introduction. Leaders told ioby that seniors native to Cleveland and millennials, both natives and new transplants, display the most pride in their city. Still, many reported that the recent efforts of investors and some residents to build Cleveland's brand have not been as successful in Buckeye as they have been in other neighborhoods, where private investment has surged. Local artist and organizer Donald Black, Jr. says that pride in Buckeye takes the form of turf wars and rivalry. Though this has not been the observation of every leader that ioby has interviewed in the area, Mr. Black observed that, for residents of Buckeye, "the goal seems to be to make it out."

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 the greater Buckeye area: ✓

- Cooperative environment overall: Almost every one of ioby's conversations with leaders in Cleveland has begun with a description of his or her partnerships with other leaders in community development and other civic disciplines. These partnerships are underpinned by organizational alignment and by deep social

connections. As William Tarter explained to us, Cleveland "thrives on relationships. How long a person has known another person is an integral part of building that trust to move projects forward."

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 the greater Buckeye area: **X**

- Through Sustainable Cleveland, the City has been building strong and intentional partnerships with community-based organizations in the greater Buckeye area. Leaders point to the Office of Sustainability and Marka Fields, the chief city planner for the southeast region of Cleveland as examples of helpful allies in government. Since 2009, residents' appreciation of the City's steps toward meaningful civic participation and inclusive sustainability planning has been evidenced by high turnouts at the annual Sustainable Cleveland Summits, hosted by the Office of Sustainability. 500-600 residents and business leaders come out each year to discuss strategies for sustainable growth, energy, water and land use, waste, transportation, and the City's Climate Action Plan.[2] Many residents, businesses, and organizations have also showcased their commitments to tackling climate change and neighborhood-scale improvement through their participation in the "I am Sustainable, Cleveland" poster campaign.

- Still, despite this support at the highest levels of local government for resident-led action, many leaders told ioby that bureaucratic hurdles continue to slow and even halt the implementation of their projects. For instance, leaders who led small-scale, creative placemaking projects through Neighborhood Connections' City Repair Cleveland program in 2013 were denied permits for their work, despite their organizations' deep ties to their communities and to city government. Additionally, many neighborhood leaders in the area remain distrustful of the City, recalling its recent history of corruption and the historic lack of attention and resources invested in low-income neighborhoods and communities of color. Recent incidents of police violence against people of color, including Tamir Rice and Tanisha Anderson, have significantly contributed to this distrust.

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 wrap-around 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 the greater Buckeye area: **✓**

- To date, ioby has supported 13 groups in the greater Buckeye area, serving as fiscal sponsor in three cases. Additionally, almost everyone we interviewed pointed to projects like Healthy Eating Active Living (HEAL) and Making Our Own Space (MOOS) to suggest that grassroots groups in greater Buckeye are beginning to act on their innovative ideas and are ready to be connected to new sources of capital. Erica Chambers, HEAL coordinator, says, "I'm excited to work with ioby to help us get start-up capital and take HEAL to the

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next phase." ioby believes that this early showing of support is the start of a long and successful engagement with the area's grassroots leadership.

ioby has also been inspired by Cleveland's strong and growing record of community-led projects in vacant lots. Neighborhood CDCs, the Cuyahoga Land Bank, LAND studio, Cleveland Neighborhood Progress, Neighborhood Connections, and other community-based organizations and technical assistance providers have worked with block clubs, volunteer groups, and individual residents to create pocket parks, rain gardens, and other types of active and passive green spaces.[3] A large portion of ioby's most successful leaders in cities around the country has activated vacant space for public use, and we believe that Clevelanders will find tremendous value in using ioby's platform and services to activate many of the city's approximately 3,300 acres of vacant lots.[4]

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 the greater Buckeye area: ✓

- 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. The success of Neighborhood Connections, which has funded more than 2,300 place-based projects since 2003 with grants ranging between $500 and $5,000, presents strong evidence that there is a demand for funding at the deep roots for the kinds of placemaking and neighborhood improvement projects that ioby supports.[5] As in Memphis, Cleveland's neighborhood leaders understand the collective value of small, place-based projects that are varied in scope and deeply rooted in the communities that they serve.

Through our research, we found neighborhood leaders in the greater Buckeye area working on projects that fall neatly within each of our types:

- Placemaking
- 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.
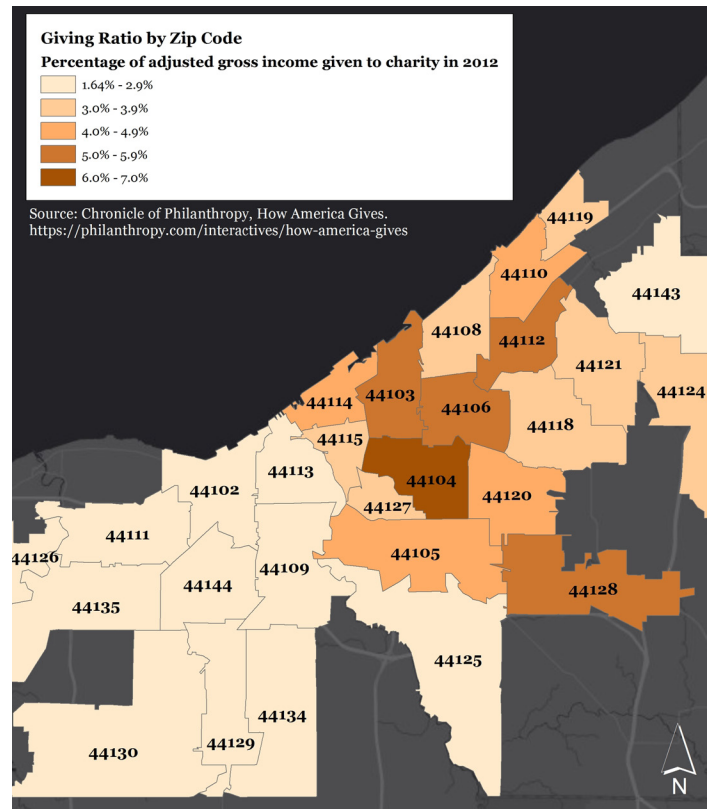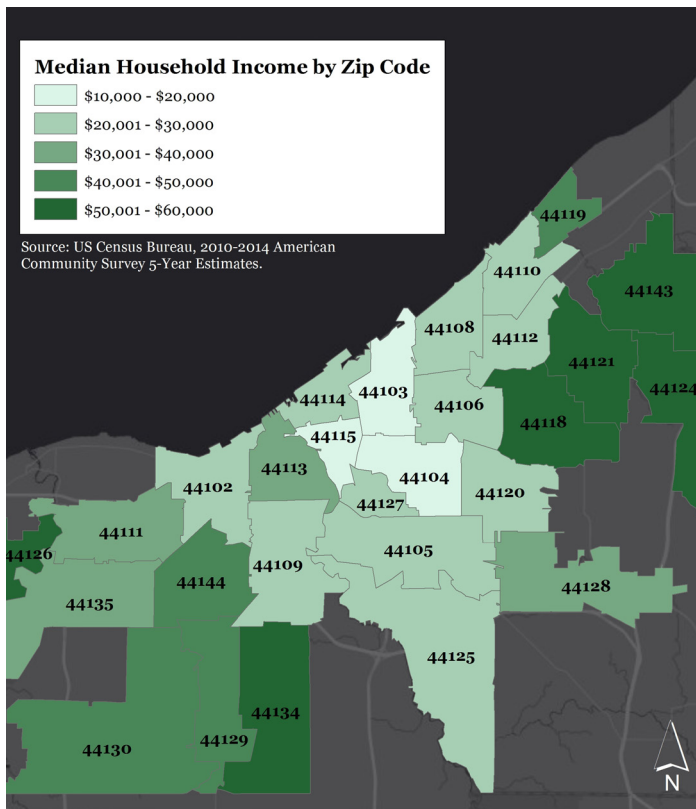
- Finding in the greater Buckeye area: **X**

- The alignment of missions and activities between community development, philanthropy, and community-based organizers is uniquely strong in most of Cleveland. Grassroots leaders told us that they rely on their relationships with local CDCs in neighborhoods such as Ohio City, Broadway-Slavic Village, Tremont, and Detroit Shoreway for funding, support, and connections to residents. Underpinning the successes of many of the CDCs in the city is Cleveland Neighborhood Progress, a community development intermediary with strong ties to many of the communities that ioby will be serving. By contrast, CDCs in Buckeye, Mt. Pleasant, and Woodland Hills have struggled to meet the needs of residents. Many leaders in these neighborhoods have told us that ioby's model and our attention to building the capacity of neighborhood leaders to organize capital will be crucial to strengthening local community development work.

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 the greater Buckeye area: ✓

- Culture of giving is very strong: According to The Chronicle of Philanthropy, residents in the Cleveland metropolitan area gave 2.78% of their adjusted gross income to charity in 2012. This figure is significantly lower than the giving ratio in the greater Buckeye area (including the 44104 and 44120 zip codes), where residents gave an average of about 5.3% of their adjusted gross income in the same year. **The culture of giving is particularly strong among residents of greater Buckeye who earn less than $25,000 annually, who reported giving an average of about 9.92% of their income to charity.[6]**

  This culture of giving is reflected across the state of Ohio, where individual giving accounts for the majority of all charitable donations.[7] According to a report by Philanthropy Ohio in 2012, individual giving in the state amounts to about $6.1 billion, or about 78% of all charitable giving. By comparison, foundation giving amounts to $1.26 billion, or about 16% of all foundation giving.[8]

  ioby's conversations with technical assistance providers and grassroots grantmakers revealed a perception that charitable giving in Buckeye and surrounding neighborhoods is limited mostly to churches, and that residents do not donate with the same regularity to other community-based organizations. It will be important for ioby to be mindful of this perception, and to work closely with those organizations that are accustomed to receiving support from outside of the neighborhood to identify assets inside of the communities they are serving.

Above: Although they have low median household income compared to the remainder of Cleveland, zip codes 44104 and 44120 (the greater Buckeye area), give a relatively large portions of their adjusted gross income to charitable organizations. In fact, zip code 44104 gives the highest percentage of adjusted gross income of the entire city.

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 Cleveland: ✓

- Sustainable Cleveland 2019 and the Cleveland Climate Action Plan are extraordinary examples of city-led, participatory frameworks in sustainability planning and implementation. Sustainable Cleveland, stewarded by the Office of Sustainability, convenes and mobilizes many of the city's leaders, residents, and institutions around four foundations of sustainability: personal and social environment, natural environment, built environment, and business environment. The Cleveland Climate Action Plan includes a strategy for an 80% reduction in greenhouse gas emissions by 2050.[9] A number of stakeholders from nonprofit and community development organizations, government agencies, and philanthropy were engaged in the development of this plan.

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Local Assets and their Relevance to ioby's Work

Prior to setting down roots in a city or region, ioby aims to understand how each social or economic characteristic affects our growth and tailor our strategies to meet the needs of citizen leaders and partners working on the ground Through data collected during our "Phase 0" research efforts, ioby has begun to understand the greater Buckeye area's many assets, and we have unpacked their relevance to our plans for growing our presence.

City Characteristics	Assets	Relevance to ioby's work
PERSONAL AND COMMUNITY RESILIENCE "All area neighborhoods have cycles with potential successes and challenges; however, resilient neighborhoods have committed comunity members posed for positive change." - Tanese Horton, The Centers for Families and Children "We have a storied history. We know we're going to take a couple on the chin every now and then. Whether it's a loss, home deterioration, crime—something is going to happen. It won't stop us from staying in our neighborhood and investing in our neighborhood. I do think we have resilience." - Bianca Butts, East End Neighborhood House	• Residents of Buckeye have withstood a number of shocks to their neighborhood's economy, social cohesion, and natural environment. Central to this resilience is a widely shared sense that neighbors can rely and lean on each other during times of personal and community crises. Indeed, ioby found resident leaders working with their neighbors to reverse the effects of structural and environmental racism that have historically stifled the area's progress. Despite the challenges that they face, residents of the greater Buckeye area remain committed to protecting, leaning on, and sharing in the successes of their neighbors.	Strong and trusting relationships are the foundations of ioby's work. ioby Leaders engage dozens of people around them in local civic life, converting friends and neighbors to donors, volunteers, teammates and ambassadors. Then, when the project is implemented, those same neighbors become stewards of the public good that they helped to create. This process of neighborhood-scale transformation—inspired by the tenets of asset-based community development (ABCD)—offers opportunities for leaders to learn their neighbors' strengths and vulnerabilities and bolsters existing community ties.

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City Characteristics	Assets	Relevance to ioby's work
CREATIVE CAPITAL "There are so many groups and nonprofit organizations doing great things here and they're not incorporated. The fact that Neighborhood Connections is here has been a real boon. " - Nicole Thomas, Cuyahoga Arts and Culture	• Leaders in the area are finding new and innovative ways to attract new and equitable economic development, create safe and attractive places for members of the community to meet, and improve public health. To demonstrate the abundance of creative ideas in the greater Buckeye area, many leaders pointed to an abundance of funders who support resident-led innovation locally. A number of regional, city and local funders and intermediaries offer capacity-building grants and trainings to the area's grassroots leaders, artists, and placemakers. These include: Cleveland Neighborhood Progress, Community Partnership for Arts and Culture (CPAC), the Cleveland Foundation and Neighborhood Connections, Saint Luke's Foundation, the Cleveland Colectivo, the Cleveland Climate Action Fund, the Ohio Arts Council, and the United Black Fund of Greater Cleveland.	Crowd-resourcing with ioby offers groups at the level of the "deep roots" opportunities to: • raise start-up capital in the forms of tax-deductible donations and volunteer hours; • acquire skills and build capacity to fundraise and organize; • leverage early fundraising victories for larger-scale support from local grantmakers.

City Characteristics	Assets	Relevance to ioby's work
CONNECTORS & CONVENERS "All the neighbors in this region are more powerful if they come together and share in problem-solving and combining assets." - Lee Kay, Neighborhood Connections "One of the things I'm doing with NLDP is connecting all of these people doing little projects all over the city. So many leaders come and work with us. I get to hear all about it and then connect them with each other." - Diana Sette, Neighborhood Leadership Development Program	• Organizations and initiatives like Neighborhood Connections, Neighborhood Leadership Development Program (NLDP), HEAL, and Sustainable Cleveland are driven by explicit missions to connect residents to each other, facilitate the share of knowledge and resources, and to mobilize neighbors around common goals. Many leaders working in direct social service, government, and community development told ioby that they are involved in connecting civically engaged residents of the greater Buckeye area to others doing similar work both locally and outside of their neighborhoods.	Consistent with our mission, ioby will cultivate a local community of leaders, donors, and volunteers in Cleveland. We hope to function as an important connector between residents from various neighborhoods who engage with ioby's platform and services, providing ample opportunities for convening and sharing best practices. We will learn from organizations that are already making these connections, as well as from local leaders who live on the intersections of the communities we serve.

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ioby's Strategies to Overcome Local Challenges

Five 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. The greater Buckeye area faces a wide digital divide, physical and psychological isolation of its most vulnerable populations from the rest of the city, damages from a history of disinvestment, a relative scarcity of civically engaged individuals, and an over-reliance on philanthropy. 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.

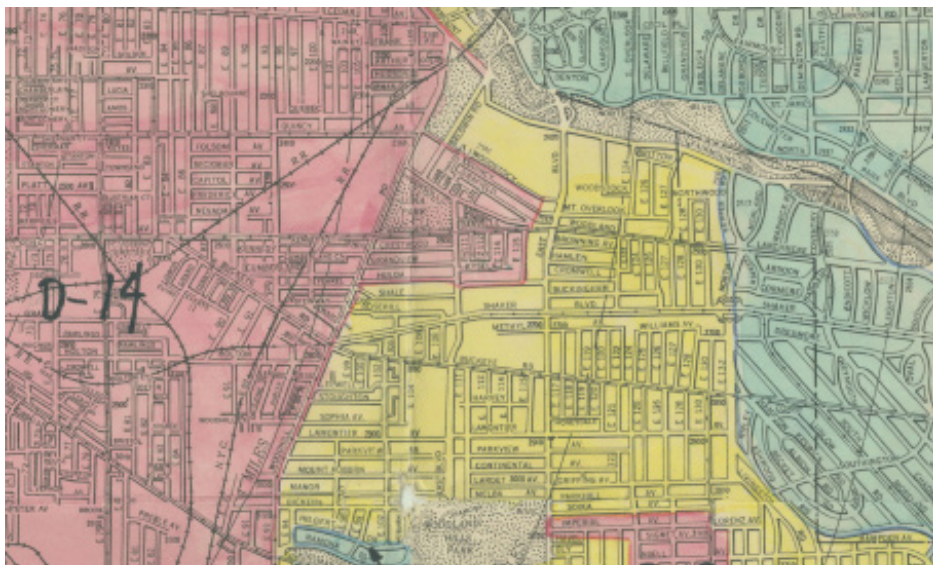| Characteristic of the Greater Buckeye Area	Associated Challenges	ioby's Strategies
WIDE DIGITAL DIVIDE ALONG AGE LINES We just got done doing a survey north of University Circle. We asked people how they receive information from us. Flyers and word of mouth." – Khrys Shefton, Famicos Foundation "The digital divide is huge. Many people don't have laptops and computers at home. They rely heavily on phones and the library system." - Erica Chambers, HEAL According to the U.S. Census Bureau's 2014 American Community Survey, 33.5% of residents in Cleveland do not have broadband connections at home. Many who we interviewed suggested that most residents in the greater Buckeye area, particularly Gen X and younger, rely on their mobile phones as their primary means of connecting to Internet. Many who we interviewed suggested that, of all residents in the greater Buckeye area, senior populations are most likely to be engaged in civic work and the least likely to have access to or comfort using digital tools.	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.	1. Work with the Rice Branch of the Cleveland Public Library—widely considered to be a thriving and accessible community hub for the greater Buckeye area—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, CDCs, and local businesses where donors can write checks or give cash to ioby projects. 4. Beta test mobile ready platform improvements so that more Clevelanders can access ioby on their mobile devices.

Characteristic of the Greater Buckeye Area	Associated Challenges	ioby's Strategies
PHYSICAL & PSYCHOLOGICAL ISOLATION "Our group is called 'Bridging the Tracks' because there's a train track that goes between the neighborhoods, and our goal is to connect people across those physical boundaries but also across those made-up ones that we have. Our logo has Shaker, Buckeye, Larchmere, and Woodland Hills now, and when we painted one of the logos in a mural, someone came up and said, 'Why do you want to be connected to Buckeye?'" - Kirby Broadnax, Western Reserve Land Conservancy Despite the depth and fortitude of the relationships between residents in the same communities, leaders told us that the networks of many residents do not extend beyond the boundaries of their own neighborhoods. These feelings of isolation from other neighborhoods in Cleveland are especially strong in Buckeye, where the tracks and trenches for Rapid Transit physically separate Buckeye from Larchmere and Shaker Square's strong commercial district.	1. Long-time residents who feel cut off and ignored by other neighborhoods in Cleveland 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 the greater Buckeye area has its own identity and experiences Cleveland'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.	1. Explore the distinctions between the civic landscapes of the neighborhoods in the greater Buckeye area in more detail. 2. Identify, support, and learn from leaders looking to bridge the divides between neighborhoods, including the group behind the "Bridging the Tracks" project and Neighborhood Connections' team of "Community Network Builders." 3. Connect ioby Leaders from Buckeye to leaders from outside of the neighborhood, particularly those with project development and implementation expertise.

Characteristic of the Greater Buckeye Area	Associated Challenges	ioby's Strategies
HISTORY OF DISINVESTMENT "Chain restaurants leave the neighborhood, gas stations operate and then they leave, schools close down, stores close down, the street doesn't get fixed. I feel like the things that are out of the control of their community affect things that are in their control." - Donald Black, Jr., local artist and co-founder of acerbic The greater Buckeye area is still grappling with the effects of redlining in the mid-20th century, and many told ioby that commercial disinvestment continues today. The U.S. Census Bureau's 2014 American Community Survey shows that these neighborhoods suffer from high poverty rates (54.5% of families in the 44104 zip code and 27.8% of families in the 44120 zip code live below poverty), high unemployment, high rates of commercial vacancy along commercial corridors, and rapid population loss. Many residents say that the area suffers from "brain drain," or the loss of its brightest and most creative young people to neighborhoods and cities where economic opportunities are more readily available.	1. The legacy of disinvestment, particularly in Buckeye, has engendered feelings of hopelessness, and has damaged residents' feelings of attachment to their neighborhoods. 2. Residents often feel discouraged from civic life by the sense that they cannot rely on the stability of their built environment.	1. Focus on equity-building processes: Enable community ownership of assets through collaborative, team-led campaigns on ioby's crowd-resourcing platform. 2. Focus on equitable outcomes: Intentionally identify, train, and coach ioby Leaders working on projects that improve quality of life by enhancing community assets.

Characteristic of the Greater Buckeye Area	Associated Challenges	ioby's Strategies
LIMITED LEADERSHIP & CONFIDENCE "A group of younger residents/merchants (mostly in their 30s and 40s) are taking an activist, hands-on approach to neighborhood issues. [...] They also have other responsibilities, including jobs and families, that dominate their time and limit how much they can devote to neighborhood activism. In one discussion during the storefront phase, participants began informally referring to this group as "The Seven" – a reference to the approximate number of people involved." - *Sidewalks of Buckeye*, a report commissioned by Saint Luke's Foundation	1. Only a handful of leaders in the greater Buckeye area feel that they have the time, resources, and skills to participate in civic work at the block and neighborhood scales. 2. Residents lack confidence in their abilities to affect change without support from large funders and other decision-makers. This confidence will be critical to motivating more people to participate in local civic life and building long-term civic capacity in a neighborhood.	1. 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. 2. Give neighborhood leaders opportunities to showcase quick results and easy wins to neighbors and other stakeholders.

Above: A 1936 map from the Federal Home Owners' Loan Corporation, with large portions of Cleveland's east side redlined.

Source: The Ohio State University, Gardner Family Map Room, "Federal Home Owners' Loan Corporation (HOLC) Maps (Redlining Maps) for Ohio Cities."

Next Steps & Deliverables

Beginning in March 2016, ioby's newly hired Cleveland Action Strategist will use the findings of this Phase 0 Report as a guide and begin to identify neighborhood leaders Buckeye, Mt. Pleasant and Woodland Hills with ideas and funding needs. 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, ioby expects that:

1. More residents of the greater Buckeye area 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 Cleveland, 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 community development initiatives. As a result, membership in block clubs and 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 Cleveland 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—Sustainable Cleveland and the Cleveland Climate Action Plan—that affect their block, and understand citywide impact of their own neighborhood projects.

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