

Detroit Phase 0: Presentation of Preliminary Findings

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ioby's Detroit Phase 0: Presentation of Initial Findings

Introduction. What is Phase 0?

To set down roots 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 about the skillsets, needs and resources of the neighborhood leaders whom we hope will eventually be using our crowd-resourcing platform. We do not aim to supplant or duplicate any technical assistance providers already working locally.

ioby's Phase 0 in Detroit is structured as follows:

1. Research (September 2014 – April 2015): Through 44 interviews with leaders who know the civic landscape of their city, ioby has begun to identify the context, opportunities and challenges involved in working in Detroit.
2. Presentation of Initial Findings (April – May 2015): Applying a set of minimum criteria and predictors of success that we developed based on our previous work in cities, ioby has determined that we should work intentionally in Detroit. In this document, we have identified the city's most challenging characteristics and, using a combination of ioby's findings in other cities and the insights of Detroit's civic leaders as a guide, we devised strategies for overcoming them.
3. Scope partnerships and craft plan for Phase 1 (May – July 2015): Our approach to working in any city hinges on our partnerships with mission-aligned organizations. On page 18 of this document, we have laid out a set of criteria that we use to determine whether a potential partner is a good fit. On pages 19-20, we have set an approximate timeline for formalizing plans for partnerships and building our high-level strategy for Phase 1.

Why Detroit?

Almost every leader we interviewed for our Phase 0 research asked us why ioby is interested in bringing our platform and services to Detroit. This question is certainly justified; most people we interviewed remembered at least a handful of national organizations and tech companies who came into the city, promising to improve Detroiters' quality of life and financial standing, only to shut down or exit the city months later. For us, this feedback for us only underscored a critical point of the Detroit Future City Strategic Framework's Civic Engagement component, that residents and leaders feel "a sense of hopelessness and skepticism" brought on by a legacy of corruption and a history of long public planning processes that have yielded few significant results. As the authors of the Detroit Future City Strategic Framework note, residents are tired of talking about making change; Detroiters want to see real, tangible improvements to their quality of life.

We believe that by supporting low-cost, place-based, community-led projects, ioby can help grow civic capacity and restore for communities the sense that positive change is possible. Small-scale and short-term ioby projects provide neighborhood leaders with opportunities for quick results and easy wins. Neighbors' confidence builds as they see noticeable gains come from their small donations and volunteer hours. Residents realize that incremental change can occur without herculean effort or external leadership, an attitude that is critical to building long-term civic capacity in a neighborhood.

ioby is looking to make a long-term commitment to bringing our crowd-resourcing tech platform and wrap-around services to neighborhood leaders in Detroit. Our goal is to give the city's residents the tools and skills that they

need to make positive changes in their own neighborhoods. Any approach that we take in Detroit must be aimed at enabling self-sustainability across the city's neighborhoods.

Detroit meets each of the minimum criteria that we use to evaluate whether a city is the right fit for ioby's platform and services:

- People of color make up more than a third of the population
- 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)
- 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.

In addition to these high-level indicators of fit, we also looked at the degree of existing “deep roots” activities—small-scale, hyper-local, relatively informal community efforts—to evaluate whether there is movement at the block and neighborhood scale around the kinds of projects that ioby's platform and services are designed to support. A typical ioby project is place-based, costs an average \$5,000 or less (but can range \$100-\$100,000) and has a measurable or tangible positive impact on the surrounding community. Through our research, we found neighborhood leaders in Detroit working on projects that fall within one or more of our typical project areas:

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

Primary Predictors of Success in Detroit

The primary objective of our Phase 0 in Detroit was to identify a fit for ioby's services. We set out to understand whether our model will add value to the citizen leader's experience. Indeed, we found that Detroit meets six of the eight following criteria that we use to predict a successful roll-out of ioby's platform and services. We typically require a city to meet five of these criteria before we begin scoping out a potential partnership.

1. **STRONG ATTACHMENT TO PLACE.** Residents' demonstrable sense of ownership of, belonging to, and pride in the city. **Example: We have found that many New Yorkers have a strong attachment to their**

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city. 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.

- Finding in Detroit: X.
- Weak attachment overall: According to the Detroit Future City Strategic Framework, Detroiters' skepticism about the ability of their leaders to make change has gradually eroded their sense of belonging and commitment to their hometown.
- Many Detroiters told ioby that the youngest and newest transplants to Detroit feel the strongest sense of attachment, whereas long-time residents who have been jaded by their leaders' lofty promises of transformative change feel less attached to their city.
- Weak neighborhood identifiers: Neighborhood boundaries in Detroit are poorly and inconsistently defined, and can often be contentious. With organizations such as Community Development Advocates of Detroit (CDAD) and SOUP taking an increasingly local approach to convening leaders around community development aims, there does appear to be a growing sense of neighborhood pride among residents.

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 Detroit: ✓
- Cooperative environment overall: Many non-profit leaders report widespread but friendly competition for limited resources.
- The amount and kinds of funding available for nonprofits is changing as the city's largest foundations reprioritize. The "Grand Bargain" and the launch of the Detroit Future City strategic framework have changed funding levels and programs. Most nonprofit leaders are finding greater fundraising success and achieving better outcomes when they forge meaningful and strategic relationships—rather than compete—with mission-aligned organizations.
- Some young social sector leaders report a "changing of the guard," as leaders at established nonprofits turn over their roles to their younger colleagues. As a result, some say, old feuds and politics between organizations are put to rest and new collaborations are taking root.

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 0 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 Detroit: ✓
- Detroit residents are cautiously optimistic about Mayor Duggan's promises to restore basic services to the neighborhoods. Many leaders are heartened by the early successes of the Department of Neighborhoods, which makes practical use of the new District Council system by giving every council a public point person from the Duggan Administration. Many neighborhood leaders are still waiting to see how the Department of Neighborhoods and the District Council system will impact their work and their relationships to City Hall over the long term.
- A recent and well-publicized history of corruption in City Hall has bred skepticism among residents. For many Detroiters, fully trusting public leadership will require time and results.
- The Mayor has taken a proactive approach to providing basic services not seen since well before the City fell under emergency management in March 2013. As government begins to reoccupy its roles providing social services, maintaining of parks and public spaces, and collecting municipal data, nonprofit organizations that had sprouted to fill those voids are being forced to adapt. Many of these organizations are transitioning from their functions as direct service providers to taking on roles as government collaborators and consultants

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 Detroit: ✓
- The perception among leaders in Detroit's neighborhoods is that, with the exception of the Kresge Foundation and the Skillman Foundation, the attention of most local funders is directed toward Midtown and Downtown. Leaders of small projects outside of those neighborhoods who require timely, right-sized funding have limited options.
- While organizations like Michigan Community Resources and the Michigan Nonprofit Association provide tremendous technical assistance to start-up nonprofit ventures, fiscal sponsorship is not widely available to unincorporated groups looking to raise tax-deductible donations for discrete projects.

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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'variedinterestsandapproachestoneighborhoodchangehave 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 Detroit: ✓
- Placemaking: With funding from the Kresge Foundation, CDAD and the Project for Public Spaces are seeding placemaking projects in each of the seven council districts. REVOLVE Detroit has rallied community leaders, building owners, local entrepreneurs and artists along the Livernois corridor. Through our conversations with neighborhood groups, it has become clear that these collaborations are indicative of the larger social sector's adoption of placemaking as a change-making paradigm.
- Food: The urban farming movement in Detroit is strong, with organizations such as the Detroit Black Community Food Security Network and the Detroit Food Policy Council leading the charge for food justice and sustainability.
- Safer streets and transit: Many leaders bemoan Detroit's lack of public transit options and high-quality bicycle and pedestrian infrastructure. Groups such as the Detroit Greenways Coalition, Sit On It Detroit (funded in part by Detroit SOUP), Back Alley Bikes, Detroit Bike City, Slow Roll Detroit, the Detroit Eastside Community Collaborative and local community development corporations are leading the movement for transportation alternatives in the neighborhoods. Additionally, Jefferson East, Inc. and the Knight Foundation are teaming to host an 8-80 Cities Immersion Week in June 2015 for residents in Lafayette Park, Rivertown, the Villages, the Marina District, and Jefferson-Chalmers to learn about safe, inclusive street design.
- Neighborhood greening and environment: Detroiters Working for Environmental Justice, Zero Waste Detroit, and the Greening of Detroit are among the many organizations across the city and Southeast Michigan working in the fields of sustainability and environmental justice.
- Public art: Detroit has a rich arts and cultural history. The Kresge Foundation and Midtown Detroit, Inc.'s most recent Art X Detroit festival included 55 public art events around the city, proving that the arts are thriving in Detroit. From the Heidelberg Project's block and neighborhood scale art installation projects to the Detroit Institute of Art and the Museum of Contemporary Art Detroit's commitment to robust community engagement, it is clear that the arts and the institutions that support them are remaining strong and increasingly accessible to residents in every neighborhood. By supporting and showcasing young artists through the Alley Project (TAP) in Southwest Detroit, Young Nation is taking a uniquely creative approach to youth and community development in a historically under-resourced area of the city. Finally, when 58 artists won small matching grants through the Knight Arts Challenge in 2014, they each committed to fundraising the remainder of their project costs. These artists' willingness to fundraise and the successes they had in raising local citizen philanthropy are indicative of a thriving independent arts sector, whose leaders are ready to take on grassroots fundraising campaigns.

6. 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 Detroit: ✓
- While not every neighborhood has an active community development corporation to direct city, state and federal development to local projects, the new Department of Neighborhoods has equipped each district with its own district office. Each district's manager and assistant manager act as intermediaries between neighborhood groups and City Hall.
- CDCs and economic development corporations in many neighborhoods with the highest rates of disinvestment have run low on funding and have been forced to lay off staff and cut programming. To make up for this loss, some heavily resourced economic development organizations have expanded their boundaries to be able to lend expertise and capacity to groups in these neighborhoods. For instance, Jefferson East, Inc. has expanded along the East Jefferson Corridor to provide expertise and capacity to small groups in five neighborhoods.

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 Detroit: X.
- Culture of giving is weak: According to The Chronicle of Philanthropy, Detroiters give 2.66% of their adjusted gross income to charity. This is below the national average of about three percent. Residents of Wayne County give 3.13% of their adjusted gross income to charity, while residents of neighboring Oakland and Macomb Counties give 2.52% and 2.49%, respectively.
- Detroit SOUP is fostering a culture of giving to grassroots projects by providing a forum for social entrepreneurs to pitch their ideas to local residents. (Residents pay a small dollar amount at the door and vote on the presenter to whom they would like to award their combined admission fees.) The organization now operates SOUPs in nine neighborhoods across the city.

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8. **USDN PRESENCE.** 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. In our exemplary partnership with Memphis and Shelby County, ioby is building the technical capacity for residents to create public private partnerships with the Department of Parks & Neighborhoods, aligned with the MidSouth Regional Greenprint.

- Finding in Detroit: ✓
- The Detroit Future City Strategic Framework is a shared vision for sustainable development in Detroit. Leaders in philanthropy, government and nonprofits have embraced the Framework and have used it to guide their programs.
- At the local level, CDAD convenes residents in a neighborhood-scale Strategic Framework process. This process helps community stakeholders develop and realize shared visions for their neighborhoods.
- Detroiters Working for Environmental Justice convened the Detroit Climate Action Collaborative (DCAC) to develop the city's first Climate Action Plan.

“Your technical assistance and training would be helpful to lots of nonprofits and community-based organizations in Detroit.”

-Malik Yakini

Phase 0 Research Procedure

To date, we have interviewed a snowball sample of 44 leaders in Detroit and conducted deep research around the nonprofit sector, local philanthropy and existing similar initiatives. Because we were reliant on specific leaders’ networks, the demographics of our final list of interviewees did not reflect the racial and ethnic makeup of Detroit as closely as we had hoped. Before making firm plans for our full rollout in Detroit, we will consult at least fourteen additional leaders—at least two from each council district—and prioritize conversations with more people of color. More information about the demographics of our interviewees can be found on page 10.

These 44 leaders include:

Name	Affiliation
Sarah Szurpicki	• New Solutions Group
David McGhee	• Skillman Foundation
Danielle Williams	• Skillman Foundation
Sue Mosey	• Midtown Detroit, Inc.
Dan Carmody	• Eastern Market
Kimberly Faison	• At time of interview: Southwest Solutions, Current: Ralph C. Wilson, Jr. Foundation
Kelly Cleaver	• YNPN Detroit
Josh Elling	• Jefferson East Business Association
Michael Forsyth	• REVOLVE Detroit - Livernois
Pastor David Bullock	• Famous Highland Park preacher
Cassandra Verras	• Zachary and Associates
Diane Van Buren	• Zachary and Associates
Sarah Pappas	• Urban farmer
Allison Voglesong	• Arab American Chamber of Commerce
Chris Dorle	• At time of interview: Detroit Future City
Amy Kaherl	• Detroit SOUP
Peter Benedetto	• Kiva Detroit, Michigan Corps
Anya Sirota	• ONE Mile
Deborah Odette	• Detroit Institute of Arts
Elysia Borowy-Reeder	• Museum of Contemporary Art Detroit
Malik Yakini	• Detroit Black Community Food Security Network
Biba Bell	• Artist, Knight Arts Challenge grantee
Mary Austin	• Westminster Church
Kimberly Hill Knott	• Detroiters Working for Environmental Justice
Erik Howard	• Young Nation
Graig Donnelly	• At time of interview: Detroit Revitalization Fellows, Current: TechTown Detroit
Matt Yamasaki	• Civil engineer, Detroit native
Dan Kinhead	• At time of interview: Detroit Future City, Current: SmithGroupJJR

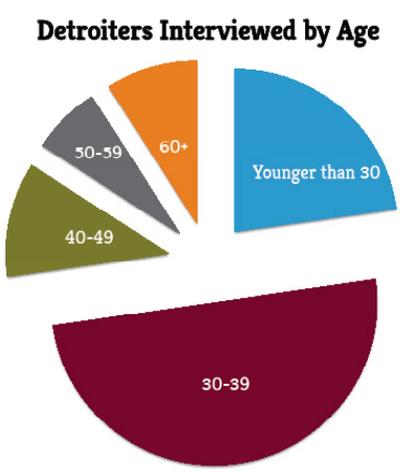
Name	Affiliation
Ceara O'Leary	• Detroit Collaborative Design Center
Jill Ferrari	• Michigan Community Resources (MCR)
Erica Raleigh	• Data Driven Detroit
Diana Flora	• Data Driven Detroit
Tom Woiwode	• Community Foundation for Southeast Michigan
Ebrahim Varachia	• Patronicity
Joe Rashid	• Brightmoor Alliance
Spencer Olinek	• At time of interview: Detroit Economic Growth Corporation, Current: Pacific Gas and Electric Company
Becki Kenderes	• SOUP Grandmont Rosedale
Gabriela Santiago-Romero	• SOUP - Livernois Corridor
Mike Rafferty	• Michigan Nonprofit Association
Joanna Dueweke	• SOUP - East Jefferson
Brittany Sanders	• SOUP - Central Communities
Michelle Leppek	• SOUP - Hamtramck
Jermaine Ruffin	• Michigan State Housing Development Authority (MSHDA)
Sarida Scott	• Community Development Advocates of Detroit (CDAD)

“We have this narrative that resources are depleting, that scarcity is our problem. The reality is that we live in one of the richest regions in the country, but there’s a disconnect between the city and the suburbs. Some of our best solutions include thinking about how we can expand the pool of resources.”

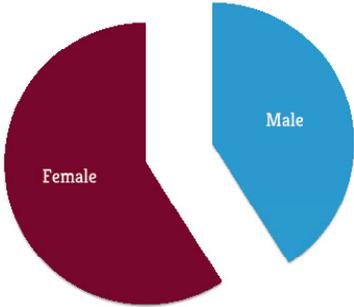
- Graig Donnelly

Demographic Breakdown of Phase 0 Interviewees

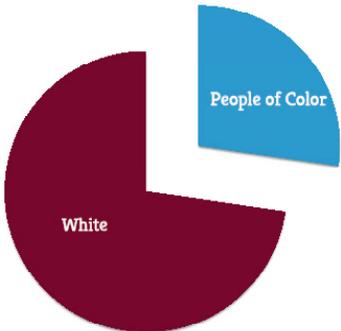
As discussed above, three characteristics stand out to ioby as being particularly nuanced and require us to take an especially thoughtful approach to finding, training, and supporting citizen leaders. Where a city is experiencing high rates of vacancy and disinvestment, a strained relationship between city government and its constituents, or a shrinking population, ioby must be sensitive to pervasive financial instability, a fundamental distrust of leadership, skepticism of new or outside organizations, and other contexts that impact ioby’s reception.



Detroiters Interviewed by Gender



Detroiters Interviewed by Race



Three Greatest Challenges

Three of Detroit's challenges stand out to ioby as being particularly complex. Detroit is facing consistent population loss, high rates of vacancy and disinvestment, and a strained relationship between city government and its constituents. As such, ioby must be sensitive to pervasive financial instability, a fundamental distrust of leadership, skepticism of new and outside organizations, and other contexts that impact ioby's reception.

1. Population Loss and Disinvestment

Philanthropy, government, and the social and private sectors in Detroit face a unique set of challenges associated with the loss of over 60% of the city's population since its peak in 1950.

Challenges	Strategies
<p>1. In cities that have historically benefited from heavy concentrations of industry and philanthropy, civically engaged residents are often accustomed to looking outside of their neighborhoods—to government, foundations and big business—for leadership. For ioby's model to be successful, we require a certain degree of willingness to take a localized, asset-based approach to making change.</p> <p>2. Because it is primarily concerned with maintaining basic services on a shrinking tax base, city government has little time to commit to executing long-term sustainability plans and approving citizen-led projects. As a result, permitting processes for projects that fall under the jurisdiction of more than one agency move slowly.</p> <p>3. As residents move out and funding for community-based organizations dry up, neighborhood-scale civic infrastructure weakens.</p>	<p>1. To build a sense of agency in target communities, ioby organizes Asset-Based Community Development workshops that help map the various resources available within a community. This encourages civically engaged individuals to look to each other for support, as well as lay the foundations for successful crowd-resourcing campaigns in the medium- and long-term. Additionally, ioby leads workshops around ideas like Tactical Urbanism to highlight opportunities to link citizen-led activity to government investment. Emerging leaders learn how to leverage small, short-term and neighbor-funded projects to attract new investment in the area.</p> <p>2. ioby trains neighborhood leaders in effective advocacy and permitting systems in order to reduce the number of staff hours that government must commit to reviewing and authorizing permits. At the same time, ioby seeds project types that contribute to the city's long-term goals and recruits projects from high-priority neighborhoods.</p> <p>3. To reach potential leaders where community development corporations are absent or weak, ioby identifies government agencies or citywide organizations that maintain close working relationships with block and neighborhood leaders. ioby also undertakes a targeted outreach campaign that uses a combination of offline and online media to reach civically inclined individuals in these neighborhood. Where appropriate, ioby works with agencies charged with bolstering talent retention in the city to inspire young people to stay and do work in their neighborhoods.</p>

2. High Rates of Vacancy

With population loss in Detroit come heightened rates of vacancy and disinvestment, which bring remarkable challenges of their own. Of the 375,025 properties mapped by Motor City Mapping as of May 2015, 49,968 (13.32%) of properties are unoccupied. ioby has a great deal of experience working in high-vacancy neighborhoods. In Memphis, ioby has been working with the Mayor’s Innovation Delivery Team (MIDT) for over a year to mitigate the effects of vacancy. A 2010 survey of properties by the University of Memphis found that the percent of properties that have been neglected or abandoned was as high as 54.97% in many of the neighborhoods in the city’s core. This rate has decreased steadily in recent years, but remains high in many areas.

During ioby’s Phase 0 in Detroit, ioby spoke to 40+ neighborhood leaders, giving us insight into how we can most responsibly serve a city suffering from continued disinvestment and high vacancy. Based on what we have learned from Detroiters—whose finances, safety, and overall quality of life have been impacted by vacancy and disinvestment—ioby has developed a core set of strategies to be tailored to meet their needs.

Challenges	Strategies
<ol style="list-style-type: none"> 1. Extraordinary financial strain on remaining neighbors who are left to pay the tax and utility bills for basic services in the neighborhood. 2. Current ownership of open space is often difficult to track down (e.g. vacant land may belong to government, land bank, speculator, or private owner). 3. High rates of crime, which results in neighbors feeling unsafe in open spaces. 4. A feeling of helplessness or alienation that either hinder citizen participation or results in protest rather than productive projects. 	<ol style="list-style-type: none"> 1. ioby partners with local institutional funders to match donations to projects in high-vacancy neighborhoods. By decreasing the amount that ioby leaders in these neighborhoods will need to fundraise, ioby and match funders give residents an incentive to start ioby projects. 2. Motor City Mapping and Data Driven Detroit maintain databases of parcels, which include information on ownership and property conditions. By working with Loveland Technologies and Data Driven Detroit, ioby can help leaders with limited web access locate this information quickly and easily. 3. ioby and partners stage public events and convene large numbers of neighbors in highly visible locations. Co-sponsorship with a local neighborhood organization increases turnout. 4. ioby seeds small, temporary demonstration projects in high-vacancy neighborhoods. ioby then leverages relationships with local media outlets to publicly celebrate projects’ successes and inspire new leaders to start projects.

3. Strained Relationship Between City and Residents

Where ioby aims to align with government, every strain on the relationship between the City and its residents can be a significant obstacle to ioby's ability to work within communities. ioby's ability to lower barriers to civic participation becomes exceedingly limited when government systems are popularly seen as inaccessible, entrenched or corrupt. As the Duggan Administration grows the capacity of city government to work in neighborhoods, Detroiters' perceptions of government are changing and improving. Still, many residents remain skeptical as new relationships crystalize between the City and neighborhood leaders.

Challenges	Strategies
<p>1. Impaired communication between government and citizens can result in government being unaware of the intention, value or strategy behind community-led projects. This can mean delayed or denied permits, and projects blocked or removed from public spaces.</p> <p>2. Fear of being penalized by law enforcement for using guerrilla tactics to activate public spaces is particularly strong among communities of color and low-income neighborhoods.</p> <p>3. Mistrust of government can result in a feeling of general civic apathy among neighbors and a decreased turnout to public visioning or planning sessions.</p> <p>4. Civic participation where citizens feel disconnected to the City can often be limited to electoral cycles, protests, and NIMBY-style organizing.</p>	<p>1. By training leaders to build something positive for their neighborhoods, ioby encourages a proactive approach to interacting with government. At the same time, we equip government to allow for and respect citizen-led projects.</p> <p>2. To alleviate leaders' fears around leading unsanctioned activities in heavily patrolled public spaces, ioby works with strategic individual allies within city government to sanction and encourage citizen-led demonstration projects.</p> <p>3. ioby's citizen-led approach to neighborhood change is especially appealing to residents who feel they cannot rely on government to provide timely and appropriate investment in public space and infrastructure. With partners, ioby hosts a series of crowd-resourcing and project implementation trainings to make the case for civic participation in an under-resourced neighborhood.</p> <p>4. ioby works with agencies to expedite permitting for projects that serve the city's sustainability goals and that increase citizens' access to decision makers. Depending on funding and our government partner's level of commitment to reduce obstacles to civic participation, this strategy may include embedding a facilitator inside of government who is tasked with smoothly guiding ioby leaders' efforts to access permits and public resources.</p>

Additional Challenges and Strategies

Through data collected during our “Phase 0” research efforts, we have identified certain additional characteristics of Detroit that may pose challenges to a productive partnership. Prior to setting down roots in the city, ioby intends to understand how each characteristic affects our work and tailor our strategies to meet the needs of citizen leaders and partners working on the ground.

City Characteristics	Associated Challenges	ioby’s Strategies
<p>LARGE, AUTOMOBILE-ORIENTED CITY</p> <p>“Detroit is huge. There are 129 square miles of Detroit city proper and 700,000 people here. It’s kind of like being able to fit New York City, San Francisco, and Chicago in city limits with the fraction of the people. What you’ll find is that it’s the world’s biggest small town.”</p> <p>- Deborah Odette, Detroit Institute of the Arts</p> <p>Detroit is low density, automobile-oriented and, in most neighborhoods, car traffic makes it dangerous to travel by foot or by bike.</p>	<ul style="list-style-type: none"> Residents who do not walk or bike are typically less intimately familiar with their neighborhood’s public spaces. As a result, these residents are less likely than their biking or walking neighbors to want to start ioby projects. Partners, leaders, and donors are unevenly and thinly dispersed around the city, so that reaching and convening ioby’s community will be difficult. Compared to high-density cities, low-density cities need more projects and more investment to become truly sustainable over the long term. 	<ol style="list-style-type: none"> Scope out partnerships with organizations such as Community Development Associates of Detroit, Michigan Community Resources, and Detroit SOUP, who maintain strong relationships with block and neighborhood leaders. Undertake a concerted public outreach campaign that uses a combination of offline and online media to reach civically inclined individuals in low-density neighborhoods. Work with partners to understand the effects of sprawl on neighborhood sustainability, and help leaders identify short- and medium-term opportunities for mitigating the effects of automobile-oriented plans.

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City Characteristics	Associated Challenges	ioby's Strategies
<p>DIGITAL DIVIDE</p> <p>"The digital divide is a chasm, not a crack. [It] occurs in two ways: there are those who don't know how to use a computer, and those who don't own a computer."</p> <p>- Dan Pitera, Detroit Collaborative Design Center</p> <p>Detroit ranks second among the least connected cities in the nation. 39.9% of households in Detroit do not have Internet access, and 56.9% do not have a broadband connection. (For comparison, 32.3% of households in Memphis do not have Internet access, and 45.9% do not have a broadband connection.)</p>	<ul style="list-style-type: none"> • Potential leaders are not able to access or navigate ioby.org in order to post and run a crowd-resourcing campaign. • Potential project donors and volunteers are unable to access and give to ioby leaders' campaign pages. 	<ol style="list-style-type: none"> 1. Partner with organizations such as Detroit Allied Media to offer web access, computers, and tech trainings for ioby leaders in libraries, CDCs, local businesses, and other community gathering spaces. 2. Equip leaders in limited-access neighborhoods, who rely on in-person asks to fundraise, with mobile payment devices in order to accept credit card donations without a desktop computer. 3. In limited-access neighborhoods, 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.

City Characteristics	Associated Challenges	ioby's Strategies
<p>WEAK CULTURE OF GIVING</p> <p>"In most other regions, corporations and individuals are more coordinated in the way they give their dollars. The feeling here is that someone who lives in the suburbs is more willing to give to a cause 6,000 miles away."</p> <p>- Graig Donnelly</p> <p>Detroiters give 2.66% of their gross adjusted income to charity, compared to the national average of about three percent;</p> <p>Many neighborhood leaders agree that the majority of individual gifts seem to go either to local faith-based institutions or to a small number of well-known institutions in Downtown and Midtown Detroit.</p>	<ul style="list-style-type: none"> A weak culture of giving to grassroots campaigns is an indicator that potential leaders will feel uncomfortable asking for donations. 	<ol style="list-style-type: none"> 1. Provide robust grassroots fundraising trainings for ioby leaders aimed at building their confidence to make asks. 2. Work with partners to understand existing barriers to giving (e.g. financial, geographical, technological) and use those findings to tailor ioby's donor and volunteer experience to be easier and more inviting.

ioby's Detroit Phase 0: Presentation of Initial Findings

City Characteristics	Associated Challenges	ioby's Strategies
<p>HIGH INEQUALITY</p> <p>"We have this narrative that resources are depleting, that scarcity is our problem. The reality is that we live in one of the richest regions in the country, but there's a disconnect between the city and the suburbs. Some of our best solutions include thinking about how we can expand the pool of resources."</p> <p>- Graig Donnelly</p> <p>City suffers from severe income inequality and economic segregation.</p>	<ul style="list-style-type: none"> • Leaders' immediate networks are unable to make financial contributions, or leaders have the perception that they are unable to do so. • Citizen philanthropists in a high-income neighborhood are physically and socially separated from leaders in other areas of the city. • A history of pronounced social and economic disparities could cause a challenging "us/them" dynamic that could present in residents of low-income neighborhoods feeling unable to make change for themselves. 	<ol style="list-style-type: none"> 1. Grounded in the principles of Asset-Based Community Development, train leaders in prospecting and making appropriate asks of donors with varying abilities to give. 2. Leverage media relationships to offer a public platform (e.g. print, television, radio, and online) for ioby leaders to reach donors citywide. 3. Assess whether leaders will benefit from citizen philanthropy from outside their neighborhoods. If appropriate, leverage matches for projects in lower-income neighborhoods.

Finding Strong Partners

Learning from our early successes in New York, Miami and Memphis, ioby looks for the following five characteristics to determine whether an organization will be a strong strategic partner:

Local partner has a strong reputation of working with community	✓
Partner can introduce us to potential ioby Leaders	✓
Partner clearly understands ioby service design	✓
Partners has a familiarity with Asset Based Community Development or values community ownership and funding of local projects	✓
Partner has a familiarity with using demonstration projects	✓

ioby has identified four organizations with which we see a natural alignment. Each of these organizations meets all five of the above criteria:

- Michigan Community Resources (MCR): The organization’s new Neighborhood Exchange is a platform for sharing best practices and expertise among small non-profit ventures.
- Community Development Advocates of Detroit (CDAD): CDAD convenes residents to develop neighborhood community development plans (Strategic Frameworks).
- Detroit SOUP: In addition to the citywide SOUP, the organization hosts microgranting dinners to award creative projects in nine neighborhoods in Detroit. The mission of Detroit SOUP is to promote community-based development through crowdfunding, creativity, collaboration, democracy, trust and fun.
- Detroit Future City Implementation Office: The Implementation Office is housed in Detroit Economic Growth Corporation, and is tasked with seeding projects that align with the Detroit Future City Strategic Framework.

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Next Steps

With the completion of this document, we conclude the first two activities of our Phase 0 in Detroit. From May through July 2015, ioby will scope partnerships and craft a plan for Phase 1 of our rollout.

Phase 0 at a Glance:

Step	Timeline	Status
1. Research	September 2014 - April 2015	✓
2. Presentation of Initial Findings	April - May 2015	✓
3. Scope partnerships and craft plan for Phase 1	May - July 2015	

Timeline for Final Step of Phase 0: Scope Partnerships and Craft Plan for Phase 1 (May - July 2015)

Scope Citywide Partnerships (May - June 2015)

Timeline

1. Meet with CDAD, SOUP, MCR and Detroit Future City Implementation Office to clarify areas of alignment in mission and services.
2. Work with each potential partner to determine whether organization is best suited to: house ioby staff, serve as a partner in recruitment, or provide technical assistance to ioby leaders.
3. Formalize a plan for short- and long-term collaboration with each partner.

Develop District-Level Recruitment Plans (May - July 2015)

Timeline

1. Conduct interviews with at least two neighborhood leaders in each council district, prioritizing conversations with people of color.
2. Pull from Phase 0 findings (Challenges & Strategies) and insights from partners to build leader recruitment strategies in each of the seven council districts, Hamtramck, and Highland Park.

Looking Ahead: Projected Timeline for Phase 1 Launch

- July – August 2015: Host trainings and informational meetings to introduce ioby to potential leaders and partners.
- August – September 2015: Hire two local staffers, each with a 5+ year history in doing community based work and rich personal and professional connections in the community.
- September – October 2015: Using each district leader's recruitment plan as a guide, local staff will begin to recruit, train and support ioby Leaders. As leaders begin to complete campaigns, local staff will track successes and report outcome to partners.

Contact

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“I think Detroit needs you, and I think that the key piece of this is making sure that folks in neighborhoods are empowered as opposed to what's happening now, where they're being overlooked.”

-Pastor David Bullock

