

# ANNUAL REPORT 2009 - 2010





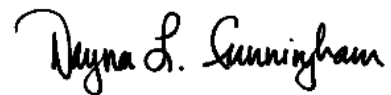
# INTRODUCTION

This first MIT Community Innovators Lab (CoLab) Annual Report covers activities from the spring of 2009 through the spring of 2010, a tremendously exciting time for CoLab. During this period, we launched innovative projects exploring the intersection of urban climate adaptation, community participation and shared wealth creation in the US and the Global South. Highlights include:

- CoLab initiated Leveraging the Stimulus, a partnership with leading community organizing groups and students. Using participatory planning, CoLab supported partners' efforts to make stimulus-funded programs more inclusive of low-income communities. With help from CoLab, two of our community partners won Department of Energy competitive grants;
- The Cartagena Practicum, a study of food system logistics in an informal urban market, led by CoLab staffer and Lecturer, Martha Bonilla, became the highest rated practicum in the MIT Department of Urban Studies and Planning's history;
- The Grease Project, led by CoLab Research Fellow Libby McDonald, won an MIT IDEAS competition award;
- CoLab launched its community media capacity. Our blog, CoLab Radio (<http://colabradio.mit.edu/>), became an open platform for students, partners, staff, and affiliates to share ideas about practice, theory, people and places. CoLab's video collection on our dedicated MIT TechTV (<http://techtv.mit.edu/collections/colab>), channel garnered approximately 500,000 views;
- Eleven community leaders working at the cutting edge of urban sustainability and shared wealth creation joined CoLab's Mel King Community Fellows Program and came to MIT for quarterly meetings with students, faculty, and other MIT experts to explore and share lessons about their work;
- Eight members of MIT's Department of Urban Studies and Planning faculty formed the CoLab Faculty Council to provide high level strategic guidance and technical expertise to CoLab on initiatives and projects;
- Six MCP students participated in the first CoLaborative Thesis Project led by CoLab Faculty Council member, Professor Lorlene Hoyt, assisted by CoLab staffer, Amy Stitely. Their work will be distributed in a volume in the Fall of 2012;

- Several faculty, including the Department of Urban Studies and Planning's Associate Professor, Phil Thompson, MIT Sloan's Professor Thomas Kochan, along with CoLab, participated in the founding of the Emerald Cities Collaborative, an unprecedented partnership between the largest community development, workforce development, and labor organizations in the U.S. to promote high quality job creation through the stimulus in ten target cities.

Details on these projects and others are included in the following pages. We are grateful to have the opportunity to share this report of the 2009-2010 academic year and look forward to continue working with all of our partners during the year (and years) ahead.



Dayna L. Cunningham  
Executive Director, CoLab

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# ABOUT COLAB

## Vision

CoLab supports communities working on equitable, democratic, and sustainable development in the US and globally.

## Mission Statement

CoLab uses the planning discipline to connect MIT faculty, staff, and students with civic leaders and residents to co-create innovative solutions to complex challenges of urban sustainability.

The premises underlying CoLab's work:

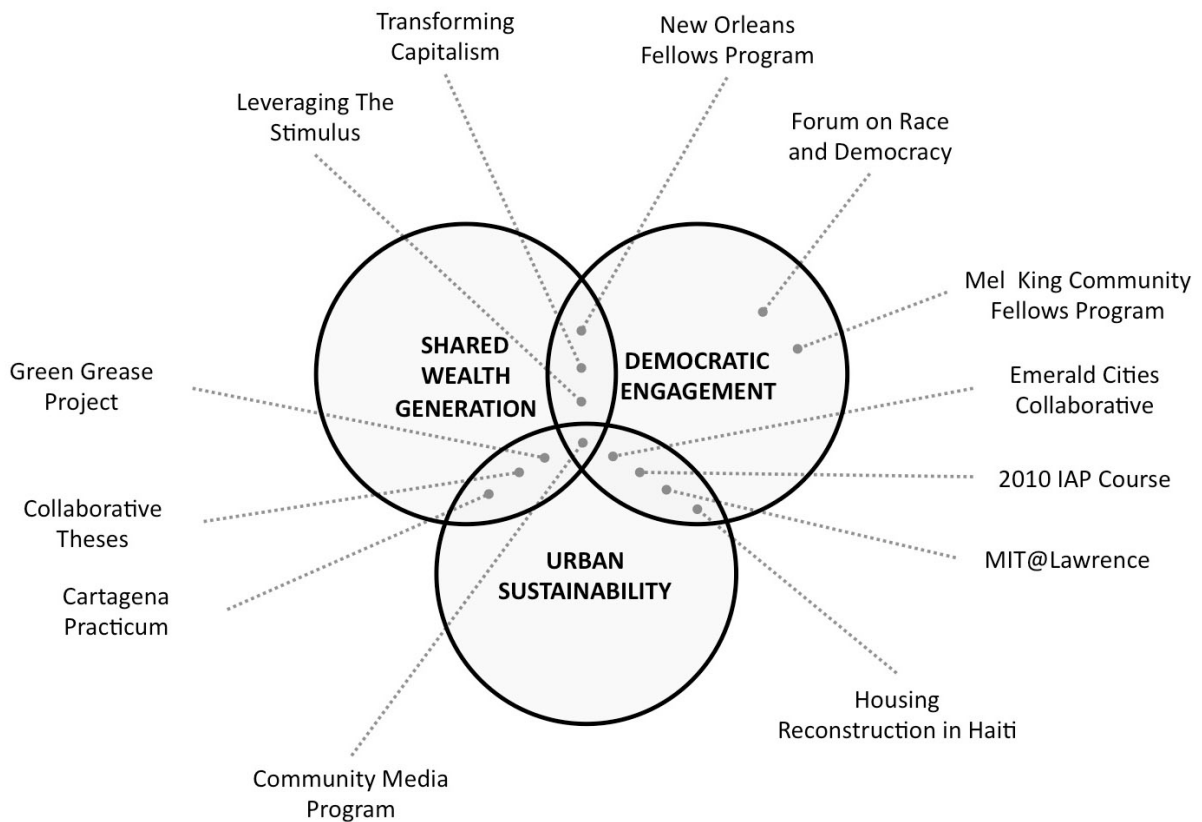
- Planning is a participatory discipline.
- Marginalized communities possess critical experience, insights and knowledge for driving innovation and addressing systems failures.
- Collaborative innovation is the most effective way to generate sustainable solutions to local and global problems.

## Work

CoLab translates its vision and mission into knowledge-creation, practice, teaching, service, and professional education by:

- Providing a space for students, faculty, and community partners to improve local and regional practice through inquiry, dialogue, collaboration, and reflection.
- Generating new and relevant knowledge about urban sustainability and co-crafting theories of community engagement, development, and social change.
- Preparing new cadres of planners with the commitment, skills, and ability to lead innovation across sectors and address systemic failures.

CoLab has been working to innovate with faculty, students and partners interested in exploring the emerging “Sweet Spot” of urban planning: the intersection between shared wealth generation, democratic engagement, and urban sustainability. The image below highlights where CoLab’s programs currently fall within this conceptual framework. CoLab efforts seek in practice to bring the programs closer to the “Sweet Spot.”





# PROGRAMS

## CREATING KNOWLEDGE WITH COMMUNITIES

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### Emerald Cities Collaborative

Supported by the Atlantic Philanthropies, Kendeda Fund, Ford Foundation, and Nathan Cummings Foundation, CoLab is a founding and active member of the Emerald Cities Collaborative (ECC), a consortium that brings together diverse organizations – including businesses, unions, community organizations, development intermediaries, social justice advocates, research and technical assistance providers – into an active partnership to green the U.S.’s metropolitan areas in high-road ways that advance equality of opportunity, shared wealth, and democracy within them. Because many of these groups have not worked together before or may even have antagonistic histories, ECC has spent much of the last 18 months establishing trust and mutual expectations. This process has required active facilitation and frequent in-person communication. CoLab contributed to this effort by hosting ECC’s December retreat, which was co-facilitated by MIT Faculty Chair Tom Kochan, and by helping to anchor the community engagement committee of Emerald Cities.

For the past year, several CoLab staffers and affiliates have been supporting ECC’s work to build inclusive partnerships comprising community groups, labor unions, city governments, and businesses on the ground in ten cities. This has entailed facilitating communication among partners, convening a community engagement meeting with community organizers from around the country, and participating in the process of defining shared visions and preliminary projects. Through dialogue anchored by site visits, ECC has begun to set clear expectations among local partners and begun to define how ECC and its national members can support local coalitions in their energy efficiency retrofit efforts. Along with PolicyLink, CoLab is helping to anchor a working group of national ECC members to ensure that the local partnerships maximize community participation and represent the diverse interests and stakeholders throughout the city. ECC is also working to establish a process and criteria for inclusion and identifying potential areas of improvement in the local partnerships themselves.

## Leveraging the Stimulus

As talk of the new American Recovery and Reinvestment Act began in the spring of 2009, a group of students approached CoLab staff seeking support for a project to map the flow of stimulus funding opportunities to low-income communities. An underlying assumption of the effort was that efficiency in reaching carbon reduction goals could not be achieved without equity, thus the importance of ensuring that all communities help shape, participate in and benefit from sustainability efforts. The effort sought to articulate principles that could help prevent a repetition of the New Deal blueprint that systematically excluded black and brown people from relief measures and reinforced poverty and social exclusion throughout U.S. society for each succeeding generation.

The team of more than 20 MIT students prepared diagrams and matrices that outlined how the stimulus funds could be leveraged to achieve sustainable, empowered, prosperous, and equitable communities. They created an extensive flow diagram and spreadsheet breaking down all green-related stimulus package funds. Building on this work, CoLab developed a comprehensive Plan Model that establishes guidelines and practices for equitable community development through the retrofitting of buildings in low-income communities. The result of this collaborative effort is a report entitled, “Leveraging the Stimulus: How to Retrofit Communities to Build Equity and Sustainability.”



**Community Leaders meet at Beloved Community Center in Greensboro, North Carolina to discuss what they can do to leverage stimulus funds for equitable and sustainable development on the local level. Photo by Barika Williams.**

On May 11, 2009, with support from the Nathan Cummings Foundation, Ford Foundation, Atlantic Philanthropies, and Kendeda Fund CoLab convened the group of student researchers with community leaders from across the nation to discuss efforts to ensure equitable deployment of stimulus money. A robust daylong exchange between the students and leaders enabled each group to inform, strengthen and refine their efforts.



**Students share their planning experiences and ideas with CoLab staff. Photo by Sebastiao Ferreira.**

In the summer of 2009, 13 student-practitioners were deployed to cities in eight states to work with community-based partner organizations. Using the Plan Model as a guide, they worked collaboratively with their partners to help cities leverage stimulus dollars at both neighborhood and citywide scales. Six projects emerged from the process that directly sought to leverage ARRA legislation. Four of the six explored how to form community-based coalitions and new kinds of partnerships to help community organizers and planners support meaningful engagement of local residents in sustainable economic development efforts. In June 2010, two of these communities, the cities of Greensboro, North Carolina and Camden, New Jersey, were awarded funds from the Energy Efficiency Conservation Block Grant (\$2,554,900 and \$780,200, respectively) from the Department of Energy.

#### **Leveraging the Stimulus student participants comment on their experiences:**

“The most exciting aspect of my work by far is the people at [the Beloved Community Center] and their heart and spirit. Nelson, Joyce and their

colleague Lewis Brandon embody the rich history of community organizing. Being around them one can't help but absorb their energy and learn from their knowledge of what it means to do lifelong community work."

- Barika Williams, DUSP alumna

"I'm most excited about the opportunities stimulus presents for Camden... The stimulus offers a once in a lifetime influx of funds that can really benefit the people that live here."

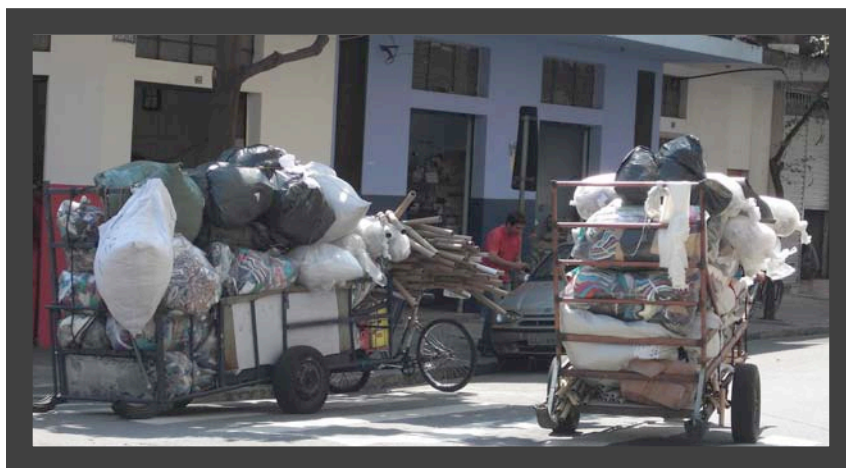
- Gayle Christiansen, DUSP alumna

"I've learned that when working on short term projects with loosely defined goals, it's important to be flexible and innovative, and to keep an eye out for small clues that can trigger big ideas. It's so important to have an internal wide-angle lens! I learned that listening to instincts and taking risks is important to creating great projects."

- Cyd McKenna, DUSP alumna

## Green Grease Project

Launched in January 2010 with support from the Nathan Cummings Foundation, the Green Grease Cativeira project began as a conversation among CoLab, members of the MIT Biodiesel Club and the local São Paulo chapter of Brazil's national union of catadores (waste pickers) exploring strategies for utilizing waste vegetable oil as fuel. The solution, which marries an innovative vehicle conversion technique designed to fit the needs of waste picker cooperatives with a novel implementation and dissemination strategy that extends into nine Brazilian cities, was recently awarded the \$3,000 prize at the prestigious MIT IDEAS competition.



Catadores collect recyclables on the streets of São Paulo. Photo by Becky Buell.

Catadores are among the poorest and most marginalized people in Brazil. They are mainly women, children, recent migrants, unemployed, disabled and the elderly. In nearly all cases, trash picking is last alternative to starvation. In Brazil, it is a way of life for an



estimated 500,000 people. In São Paulo, a group of 300 waste pickers has come together to form a trash recycling cooperative, the Rede CataSampa.

Seeking to leverage the catadores' skills, needs, and available resources, a team of MIT students led by CoLab Research Fellow Libby McDonald created an easy, low-cost diesel engine conversion method that, by nearly eliminating vehicle fuel costs, reduces cooperative expenses by 20%, boosting the catadores' income while reducing waste vegetable oil in rivers, streams, and lakes.

In August of 2010, the team ran a workshop in CRUMA, a well-established São Paulo cooperative, that taught catadores: 1) the simple, low-tech method for converting diesel engines to run on waste vegetable oil; 2) how to filter waste vegetable oil; and 3) the best modes of waste vegetable oil collection. In addition to teaching catadores the method of conversion, by using the cooperatives' twelve trucks as demonstration vehicles, work completed during the course of the workshop nearly eliminated fuel costs for the waste picker union's network of twenty co-ops.

In order to expand the project's impact, a team of two to three São Paulo catadores traveled to eight other cities where vehicles were converted and catadores were trained to maintain trucks, to properly collect waste vegetable oil, and to filter oil for their coops.

*The CoLab team, led by Libby McDonald, included Sara Barnowski, Ana Bonomi, Hossam El-Arsag, Sam Fox, Angela Hojnacki, and Ana Luisa Santos.*

### **A Green Grease participant discusses project impact:**

“Working on the Grease Project has been such a crazy journey. Our group started with the combination of work of Biodiesel@MIT, the student group on campus I'm involved in, and the Community Innovators Lab. The result was an amazing project to take a common waste and use it as a much-needed fuel through a simple conversion. It's part recycling and helping the environment, and part helping a marginalized community use all of their resources to better their lives. Working with CoLab will put me in the field, right in the middle of the action, to see how our projects are helping others, and I couldn't ask for more.”

- Angela Hojnacki, MIT Undergraduate (Mechanical Engineering)

## Housing Reconstruction in Haiti

On January 12, 2010, tragedy beyond imagination struck Haiti. Members of the MIT community were impacted by the immensity of the disaster and sought to assist in relief and recovery efforts. After receiving a request from the Haitian government to assist with the formulation of strategies for rebuilding the country's housing stock, CoLab began engagement with partners in Haiti in March, in coordination with an initiative supported by Oxfam America.

Over four days, CoLab delegation members, Phil Thompson (CoLab Faculty Council member), Paul Altidor (World Bank), Aseem Inam (MIT), Amy Stitely (CoLab staffer), David Quinn (SA+P student), and Kristal Peters (SA+P student), with significant support from Martha Bonilla (CoLab staffer) and Becky Buell (CoLab Research Affiliate), met with numerous government officials, representatives from NGOs and international organizations, and community members and visited several informal settlements and emergency camps in Port-au-Prince. Within a few days of their return, they completed a final report that framed an initial approach for housing stock redevelopment. The report was sent to the Haitian government in preparation for the International Donor's Conference in New York on March 30, 2010.

The initial housing recommendations in the report were well received, and the Haitian government approached CoLab requesting further assistance in developing its housing policy. In addition to this new task, CoLab is working with two communities in Port-au-Prince, Martissant and Belair, to establish grassroots development plans.

A key component of each of these projects is local capacity building to ensure that Haitians themselves can manage, sustain, propel and modify the work. One capacity-building strategy is collaboration with the Haitian diaspora in the US, finding mechanisms for consolidating and redirecting the resources of the diaspora to the benefit of local Haitian communities, not just individuals. CoLab is also developing opportunities for students interested in pursuing field research in Haiti. Oxfam America and the Service Employees International Union are supporting these efforts.

## MIT@Lawrence

MIT@Lawrence is an example of sustained engagement between faculty, students and staff of MIT and civic leaders, residents and community-based organizations in Lawrence, Massachusetts. The City of Lawrence is a struggling former mill city

located approximately 25 miles north of Boston. Lawrence, also known as “the immigrant city,” is one of the poorest cities in New England and faces a range of obstacles in its struggle for renewal: a dilapidated and contaminated industrial infrastructure, an older often neglected housing stock, a “tradition” of ethnic tension and a pervasive problem with trash. The Lawrence Practicum has long functioned as the cornerstone of this partnership.

## **2010 Lawrence Practicum**

In Spring 2010, eight MIT students worked in partnership with the City of Lawrence, Lawrence CommunityWorks and Groundwork Lawrence to develop a comprehensive plan to transform the City’s blighted alleyways and canals from “liabilities” into “assets.” Lawrence’s new mayor, William Lantigua, was especially interested in understanding the City’s entangled relationship with the Enel Corporation, a global corporation that owns the canals and alleyways.

To investigate and gain an understanding of alleyways and canals, students performed a physical inventory of both. They began documenting the condition, access points, and usage of alleyways throughout the city – 99 in all. They used these data to create a typology, which enabled stakeholders to understand how alleyways are used in different areas of the city and make more informed decisions about their future usage.

The inventory revealed that 65% of alleyways are grounds for illegal trash dumping and led students to focus on the issue of illegal dumping, specifically, what are the causes and how can it be prevented? This research led to recommendations for a more systematic approach to trash collection that is education and prevention-based and inclusive of the entire community.

The inventory also found that the canals had been neglected for many years and were littered with trash despite Enel’s obligation to pay into a yearly maintenance fund. Students worked with community partners to create a strategic plan that identifies stakeholders and their interests, suggests coalition-building strategies, presents background research on Enel, outlines tactics to pressure Enel, and provides a list of potential resources to support this effort.

The practicum culminated in a final presentation to Mayor William Lantigua, community partners, and more than 25 other stakeholders including the Director of Economic Development, the Director of Inspectional Services, several council members, police officers, community organizers, and residents. The Mayor and other city officials are currently using the practicum plan to inform next steps.

After each significant phase of the project, students participated in a series of reflective exercises to help realize their own biases and assumptions and identify breakthroughs in learning. Reflections were in the form of written exercises as well as video recordings, which were compiled into a video montage and are available on MIT's Tech TV and CoLab Radio.

*The MIT@Lawrence practicum team included Professor Lorlene Hoyt, Marianna Leavy-Sperounis, Alberto Herrera, Sebastiao Ferreira, Carlos Espinoza-Toro, Alexa Mills, Stefanie Ritoper, Anne Emig, Jeffrey Juarez, Robert Goodspeed, Lindsay Schubiner, Jingsi Xu, Alex Goldenberg, Polina Bakhtearov, and Dorian Dargan. For more information about the 2010 Lawrence practicum, see CoLab Radio (<http://colabradio.mit.edu/?cat=13>).*

## **Lawrence@MIT**

Working with youth is central to the MIT@Lawrence Partnership. The Lawrence@MIT initiative was created in 2006 to combat the high school dropout crisis and build a culture of civic engagement through the alliance of students, staff, and faculty with residents and rooted institutions in Lawrence. Lawrence@MIT connects teachers and students at the Lawrence Family Development Charter School with faculty, staff, and students throughout MIT.

The Lawrence@MIT initiative has two primary goals:

- Expand upon the content presented in the eighth-grade science classroom by using MIT's vast resources so students can meet or surpass the state's science MCAS achievement requirements, are prepared to achieve in high school and college, and have a greater interest in such fields as Science, Technology, Engineering, and Mathematics (STEM).
- Inspire eighth-grade students to set attending college as a personal goal by exposing them to what college students study, what it takes to get into college, and the college lifestyle.

Lawrence@MIT began as a nine-week program for a handful of teenagers who rode the bus to campus on Sundays for free SAT tutoring. Today, Lawrence@MIT is a sustained relationship of reciprocal knowledge with more than five dozen teenagers visiting campus every month to help with experiments in the Chemistry, Physics, Biology, and Civil Engineering departments, as well as the Edgerton Center, Toy Lab, and GAMBIT Lab. Students also take campus tours through the MIT Information Center and visit the MIT Museum. During the 2009-



2010 academic year, students visited the Spanish House undergraduate living group for a tour of dorm life and interacted with students in the MIT@Lawrence practicum course through an interactive lesson about the city's alleyways. For more information about this session, please visit: <<http://colabradio.mit.edu/?p=2781>>.

89.6% of Lawrence@MIT student participants are low income, 98.8% are minorities, and 92.8% did not learn English as a first language (2007 – 2008 LFDCS Annual Report). Growing up with this background, less than half of students in the city of Lawrence graduate high school and even fewer will attend college. Without an opportunity to strengthen their academic skills, many will not be able to find jobs that will allow them to move out of poverty. If students come to MIT and are engaged in science and technology topics, they may be more likely to believe that the subject matter is important to study further, leading them to want to attend college. By inviting young students to regularly explore MIT, learn the types of research taking place here, and interact with college students, this program is one opportunity to improve the high school graduation and college entrance rates in the city of Lawrence. It is also an opportunity for MIT to later realize its stated commitment to diversity by recruiting minority applicants from the greater Boston region.

## CoLaborative Theses<sup>1</sup>

During the 2009-2010 academic year, six graduate students in the Department of Urban Studies and Planning participated in the first ever CoLaborative Thesis Project. Conceived by CoLab Faculty Council member Lorlene Hoyt, the project aimed to transform the master's thesis in both process and product and to offer useful information and resources to a broad audience of community partners, policy advocates, and policy makers.

From October 2009 through May 2010, each student researched a different post-industrial American city and their use or potential use of stimulus funds for regenerating local economies. Students worked closely with community partners in each city to fully understand the opportunities and challenges in stimulating economic recovery. The group met regularly to share discoveries, learn across cases, and co-develop recommendations for action.

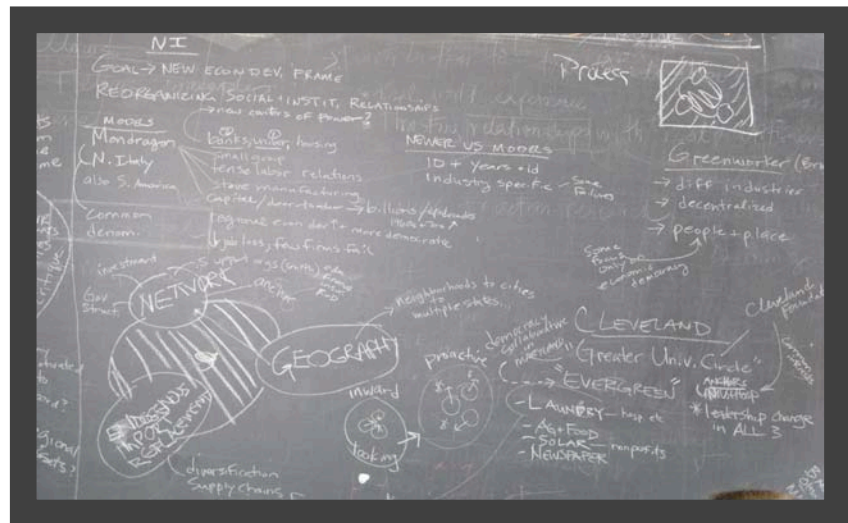
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<sup>1</sup> Content contributed by Scott Campbell:  
[http://sap.mit.edu/resources/newsletter\\_plan/](http://sap.mit.edu/resources/newsletter_plan/)

The CoLaborative Thesis students and topics were as follows:

- Leila Bozorg looked at the creation of the Green Impact Zone of Missouri, which attempts to concentrate and coordinate Kansas City’s stimulus funds within a 150-block area that is home to some of the city’s most impoverished families.
- Benjamin Brandin explored how the current flow of U.S. federal stimulus dollars into weatherization and energy efficiency building retrofits could create sustained, equitable economic growth in Oakland, California.
- Gayle Christiansen examined how post-industrial cities promote, grow, and sustain small businesses as part of a long-range economic development strategy. She looked closely at small business owners in Camden, New Jersey, and how they transform disadvantaged neighborhoods.

- Nick Iuviene developed a community-owned cooperative development framework for the Bronx by drawing upon lessons from the Mondragon Cooperative Complex in Spain and the Evergreen Initiative in Cleveland, Ohio.



Chalkboard notes from the thesis mini-retreat. Photo by Anne Emig.

- Marianna Leavy-Sperounis analyzed clean tech workforce development efforts in Lawrence and Lowell, two Massachusetts ‘Gateway’ cities that are frequently, yet mistakenly, identified as ‘urban twins.’
- Eric Mackres investigated what a community-labor partnership can offer to the greening of a city, presenting the Massachusetts Green Justice Coalition as one example of how to build partnerships that promote community-based energy efficiency.

In April 2010, CoLab hosted an open roundtable discussion to help students reflect on the CoLaborative Thesis process. Common themes that emerged included the root causes of inequities in cities and the role of governments and institutions in fighting those inequities. The roundtable discussion was the kick-off event for “CoLaborative Thesis Week” where all six students presented their findings to the public over an intense three-day period. These presentations, which attracted an audience of over one hundred students, staff, and faculty, led to sometimes heated discussions about the stimulus, shared wealth generation, the green economy, and the future of post-industrial cities.

In addition to the thesis, each student worked with CoLab media specialist Alexa Mills to prepare media pieces such as blog posts or short movies. CoLab also produced a series of How-To Guides that summarized key findings and outlined recommendations for urban planners looking to replicate these development strategies in other cities. Finally, Professor Hoyt is now working with the thesis writers and CoLab staff to produce an edited volume where each thesis is presented as a chapter on equitable green development. A series of webinars on the thesis research findings have been planned in coordination with PolicyLink for fall 2010.



The CoLaborative Thesis Group discusses Oakland, weatherization, and the stimulus. Photo by Anne Emig.

## CoLaborative Theses in the words of the writers:

“I found in the CoLaborative Thesis group the type of education I was expecting to get when I came to MIT but hadn’t found so far – the real digging into stuff, hands-on [work], and... this kind of horizontal structure. Here wasn’t just a professor telling you the right answer. You had people in this group all working together with you on something and thinking your points are valid and at the same time pushing you in a very different way. The Institute, to me, feels very cold. This was one place that was not cold and very inviting and respectful in an intellectual sense.”

- Gayle Christiansen, MIT alumna 2010

“The CoLab really is a conduit to the real world, at least it’s striving to be, and that is hugely valuable. I remember at so many points when I was struggling with my question and data, and Amy [Stitely] said, ‘what is it you want to ask? If you really want to be able to deliver something for your community partners then we might have to adjust. Let’s do something that is meaningful for you but also meaningful for them’. Had I not had someone to push against me in that capacity, I could have very well written a theoretical analysis and that is all it would have been.”

- Benjamin Brandin, MIT alumnus 2010

“We have a lot of faculty who say, ‘It’s just a masters thesis. Get it out, and get it done. It’s a requirement.’ The CoLab staff made it possible to turn what is ‘just a masters thesis’ into something that can be really useful and have meaning to people who are struggling with these kinds of issues in communities. It’s not just a thesis anymore. It’s an important piece of knowledge that we’re helping to develop.”

- Leila Bozorg, MIT alumna 2010

“I really enjoyed the collaborative part. It made it easier to dig into the questions I had. Bouncing ideas off of everyone. Exploring these topics. That was an incredible benefit... ”

- Nick Iuviene, MIT alumnus 2010

## STUDENTS LEARNING FROM PRACTICE

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### New Orleans Fellows Program

In the five years since Hurricane Katrina, students, faculty, and alumni from the Department of Urban Studies and Planning have worked on a range of planning and rebuilding efforts in New Orleans. CoLab's has helped support students to work with community partners via summer internships or yearlong fellowships during academic year. In the summer after the Storm, with support from the Nathan Cummings and Ford Foundations, CoLab deployed fifteen MIT student interns to the newly-formed Mayor's Office of Recovery Management. Students wrote 23 target area recovery plans, completed a survey of 8,000 parcels, drafted the GreenOLA sustainability plan, and wrote recommendations on food security and soil remediation.

Since then, DUSP Senior Lecturer, Professor Karl Seidman, CoLab, and the MIT Public Service Center have joined forces to create a one-year extended NOLA Fellows Program. This program places students with community partners who require sustained technical support on a carefully defined project. In 2009, the first year of the NOLA Fellows Program, five students worked with organizations based in Faubourg St. Roch, the Lower Ninth Ward, Broadmoor, and Broad Street. They worked on affordable housing finance strategies, a thermo-coupling business plan, main street revitalization, wetlands restoration, and youth organizing.

Last fall, a 2009 fellow, Jacqueline Dadakis, founded the NOLA@MIT student group. Its mission is to keep MIT engaged with New Orleans over the long term. In spring 2010, the group put together a three-part speaker series entitled, "Cambridge and the Post-Katrina Gulf Coast." The NOLA@MIT group brought twelve professionals from the gulf coast to participate in three panel discussions. The event drew an audience of over 150 students and faculty.

Another 2009 fellow, Aditi Mehta, created a digital story project with fifteen business owners and employees who work on Broad Street. During the summer, while working for Broad Community Connections, Aditi traveled up and down Broad Street interviewing people and distributing disposable cameras. In January 2010, she returned to New Orleans to curate an exhibition of their photos in a vacant storefront. Aditi made digital stories for each participant. The full series of stories was published on the CoLab Radio blog and allowed residents to see Broad Street through local eyes.

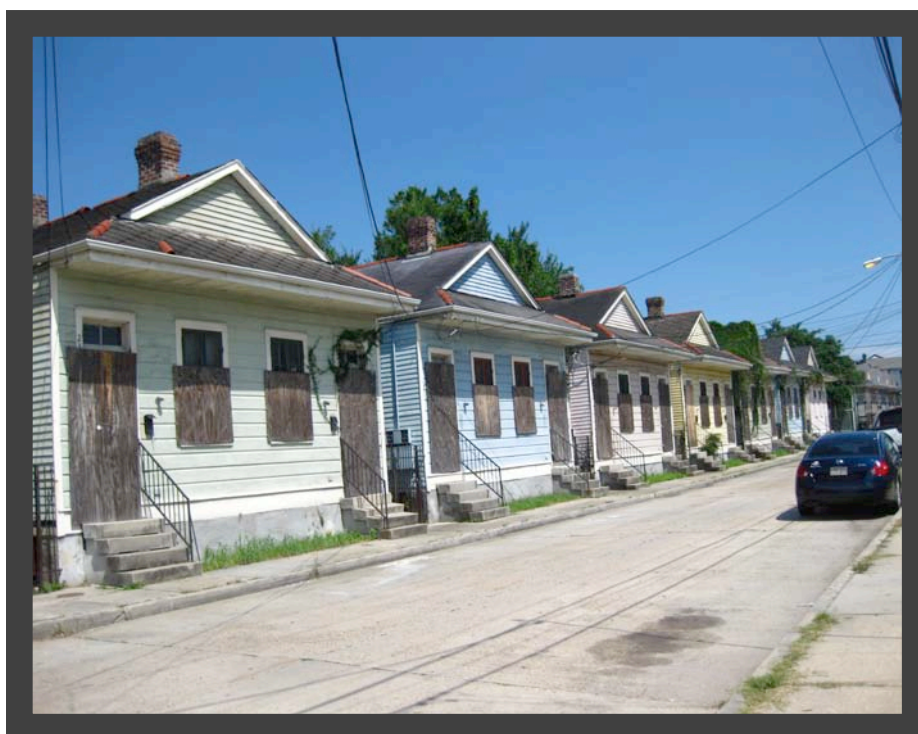


In addition, Jacqueline and Aditi worked with Washington University, St. Louis architects on a proposal for revitalizing an abandoned grocery store on Broad Street. Their proposal won second prize in the 2009 Chase Community Development Competition. As a result, Broad Community Connections was awarded \$15,000 to move forward with development.



**Broad Street residents and workers look at photos of their neighbors at the “Who’s on Broad?” gallery exhibition in January 2010. The exhibition was curated by 2009 NOLA Fellow, Aditi Mehta. Photo by Aditi Mehta.**

In 2010, CoLab and the MIT Public Service Center are providing programmatic support to another NOLA fellow, Laura Manville, who is working with the New Orleans Neighborhood Development Collaborative (NONDC). Laura looked at alternate housing finance strategies related to preservation, energy efficiency, and new market tax credits. Laura intends to build upon this work through her thesis where she will study how to make historic rehabilitation work in working-class neighborhoods.



**A view of Central City’s historic, but abandoned, housing stock. A 2010 NOLA fellow, Laura Manville, helped the New Orleans Neighborhood Collaborative draft a strategic plan for the Neighborhood Stabilization Program. Photo by Laura Manville.**

## **NOLA Fellows and community partners comment on their experience:**

“In planning, and in planning schools across the United States, New Orleans is such a case study. It’s a lesson in some class all the time, and if you are going to be a planner in this country, I think you have to have an understanding of what happened in New Orleans. When I actually had the opportunity to go down there and see what was happening, it blew my mind. It was nothing that the classroom could teach me.”

- Aditi Mehta, NOLA Fellow 2009 & MIT alumna 2010

“One of the unique things about the NOLA Fellows program is that it’s not an in-and-out, quick intervention. It’s a commitment to a sustained engagement between partners and students and the community. I feel like I’m part of MIT now because I did the New Orleans Fellows program.”

- Bernadette Baird-Zars, NOLA Fellow 2009 & MIT alumna 2010

“In the post-Katrina context, there were lots of universities that did work in New Orleans, but I think they had a hard time figuring out how to do that on a long-term basis... [The NOLA Fellowship Program] provides a platform for this ongoing relationship that doesn’t necessarily need a lot of infrastructure. Over a year and a half it was a really great conduit to do work that was meaningful and outcomes-oriented for both the non-profit partner and the student involved.”

- Jeffrey Schwartz, Executive Director of Broad Community Connections

## **2010 IAP Course**

During the MIT Independent Activities Period (IAP) in January 2010, DUSP Professor and CoLab Faculty Council member Lorlene Hoyt, with support from CoLab, offered a weeklong course on Action Research Methods to students in the MIT Department of Urban Studies and Planning and across the Institute. The team-taught course used an innovative format that integrated eleven community leaders participating in CoLab’s Mel King Community Fellows Program and fifteen students ranging from undergraduate to PhD levels in a classroom setting.

The course introduced structured reflection methods that allowed students and Fellows to understand, analyze, and reconsider their approaches to their work, and also gave the students and Fellows the opportunity to implement and observe the use of the method.

As the course was integrated into the kick-off week for the Mel King Community Fellows Program, Fellows were able to use their experience in the course to

inform their conversations and activities during the other program sessions, and students had the opportunity to observe and interact with the Fellows beyond the classroom setting. This integration helped to break down traditional student-practitioner boundaries.

On the final day of the course, students engaged in a reflection on the course and the methods covered in class, their relation to the larger field of action research, and their applicability to both research and practice. Both students and Fellows expressed high levels of satisfaction with the course.

## Cartagena Practicum

A core Department of Urban Studies and Planning requirement for Master of City Planning students is the practicum, a course that allows students to combine theory and practice in a client-based context.

Building on relationships with the city of Cartagena, Colombia, and working with Emeritus Professor, Ralph Gakenheimer and UC Berkeley Assistant Professor, Alejandro Guarín, DUSP Lecturer and CoLab staffer, Martha Bonilla developed a practicum dedicated to better understanding the food supply system in the city. In response to a request by the city's mayor, the team focused on the Bazurto Market, which provides 80% of all food consumed by Cartagena residents but is also overcrowded with vendors, causing significant congestion in a central part of the city. The project team, made up of faculty and students from both MIT and the Universidad Tecnológica de Bolívar in Cartagena, was charged with identifying key challenges and opportunities associated with moving the market to the outskirts of Cartagena, a key component of the mayor's plan for the city.

The MIT students examined case studies of the challenges and opportunities of urban food provision in developing countries globally. UTB students carried out preliminary research on food supply chains throughout the city of Cartagena. During the field stage of the course, the combined team conducted extensive interviews with suppliers and vendors in the market, ultimately developing a set of policy recommendations for the Mayor's office. The team also shared their results with a variety of market stakeholders who participated in the interviews.

### Practicum Products:

- Report containing policy advice for the Mayor
- Interactive map detailing supply chains
- Blog series featured on CoLab Radio



**Unique benefits of learning in action:**

- Adjusting hypotheses to reorient work
- Picking up on social and visual cues
- Building trust with partners
- Understanding the role of the physical environment
- Challenging tacit assumptions

Parallel to the food provision analysis, a media team developed an interactive map detailing the locations of key points in the supply chain of the various products studied. The map, posted on a website dedicated to the Cartagena Practicum, included photos and videos of vendors and products in the market, giving MIT partners and Cartagena residents alike

the opportunity to see the market in action. Students also documented their experience with blog posts on CoLab Radio, allowing a wide range of readers to follow and comment on their progress. More information on the Cartagena Practicum is available at < <http://cartagena.mit.edu/>>.

*The CoLab Team was coordinated by Martha Bonilla in collaboration with DUSP Emeritus professor, faculty Ralph Gakenheimer, MIT School of Engineering's, Edgar Blanco, Alejandro Guarín, and CoLab Community Media Specialist Alexa Mills. The student participants were Anya Brickman Raredon, Alyssa Bryson, Cassandra Campbell, Christophe Chung, Lina García, Elisha Goodman, Ben Hyman, Natalia Maya, Stefanie Ritoper, Héctor Salazar-Salame, and Shoko Takemoto.*

*The UTB team was led by Jorge Alvis in coordination with Luis Ignacio Morales and Mauricio Rodriguez. The student participants were Vanessa Arrieta Hurtado, Cileny Contreras Pérez, Vanessa Gómez Cadavid, Raymundo Marrugo Alcázar, Andrés Felipe Reyes Hernández, Susana Díaz Mercado, Santiago Estrada Otalvaro, Angélica Guzmán, Roberto Mangonez, Arcelio Pérez, and Jessica Villero Garcés.*

*The Practicum was sponsored by the Colombian MIT-Harvard Association, Latin American Center for Innovation & Logistics, MIT Center for Transportation & Logistics, MIT CoLab, MIT Department of Urban Studies and Planning, and Universidad Tecnológica de Bolívar Agenda Against Poverty.*

## BUILDING LEADERSHIP NETWORKS

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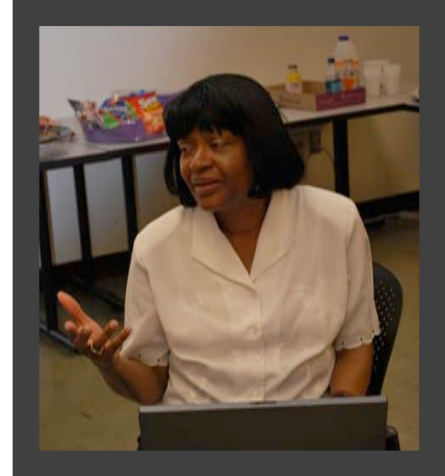
### Mel King Community Fellows Program

The Mel King Community Fellows Program (MKCFP) is dedicated to the legacy of Mel King, a still-active champion of activist planning in cities. Mel King initiated the Community Fellows Program in 1970 as an adjunct professor at MIT. Originally, the program offered Fellows a yearlong sabbatical at MIT, where they could reflect, conduct research, acquire skills, and build new relationships.

The 2010 MKCFP builds upon this 40-year tradition of bridging practice-based knowledge and academic research. However, current Fellows continue working in their home communities on carefully-defined projects and make quarterly visits to MIT to interact with students and faculty, share lessons, access technical knowledge relevant to their projects, and deepen their connections with each other. CoLab staff, students, and faculty affiliates support Fellows as they undertake self-directed mutual learning projects aimed at building equitable and sustainable communities as part of a larger agenda for social change.

For the January kick-off, Fellows came to the MIT campus for a weeklong meeting that included a class on Action Research that allowed systematic review of their own activist history and opportunities to explicitly articulate what they have learned about history, social dynamics, strategies, and tactics in social justice efforts. The class also gave students

from the Department of Urban Studies and Planning opportunities to learn from



**Mel King Community Fellow Joyce Johnson at MIT in April 2010. Photo by Aditi Mehta.**



**Fellows meet at MIT for the Second Mel King Community Fellows Meeting in April of 2010. Photo by Carlos Espinoza Toro.**



**Mel King Community Fellows Nelson Johnson and Derrick Johnson continue their discussion with CoLab Visiting Scholar Sebastiao Ferreira at MIT in April. Photo by Aditi Mehta.**

the powerful personal histories of the Fellows. In subsequent sessions, Fellows met with DUSP and other MIT faculty and participated in workshops on social media tools, financing energy efficiency, and community-labor alliances. Fellows also traveled to Cleveland, Ohio, to visit the Evergreen Cooperative Initiative to explore the use of community-owned cooperatives as an economic development strategy.

Through the use of online knowledge sharing tools, Fellows will continue to connect with students, collaborators, and each other.

#### **Fellows comment on the MKCFP:**

“[I]t has provided new ideas for the work we are doing. The strength of relationships has also been inspiring.”

“I have reflected on my own practice and learned from [the Fellows]. I have identified areas of collaboration with all of them.”

- Anonymous, from meeting evaluations

*The 2010 Mel King Fellows are Rev. Dr. William Barber, Greenleaf Christian Church, Goldsboro, NC; Rev. Scott Douglas, Greater Birmingham Ministries, Birmingham, AL; Penda Hair, Advancement Project, Washington DC; Derrick Johnson, Mississippi State Conference, NAACP; Joyce Johnson, Beloved Community Center, Greensboro, NC; Rev. Nelson Johnson, Beloved Community Center, Greensboro, NC; Dr. Jacquie Kay of WPI, Inc, Boston, MA; Burt Lauderdale, Kentuckians for the Commonwealth, London, KY; Malia Lazu, The Gathering for Justice, New York, NY; Juan Leyton, Neighbor to Neighbor, Boston, MA; and Penn Loh, Tufts University, Medford, MA.*

*The team charged with implementing the program has included Dayna Cunningham (CoLab Executive Director), Carlos Espinoza Toro (CoLab staffer), Sebastiao Ferreira (CoLab Visiting Scholar), Alexa Mills (CoLab staffer), Alyssa Bryson (SA+P student), Rob Goodspeed (SA+P student), and Polina Bakhteiarov (SA+P student).*

## **Forum on Race and Democracy**

Over the past three years, CoLab has helped build the Forum on Race and Democracy (the Network), an ongoing leadership development effort among twelve leaders across a range of movements including labor, civil rights, community development/community building, environment, immigrant rights and contemplative practice. A critical focus of the Network is on building strong labor-community relationships in which community involvement democratizes and strengthens labor and labor investment supports and strengthens community.

## **Transforming Capitalism**

The Transforming Capitalism (TC) project creates an additional learning platform. CoLab is working with the Presencing Institute (PI) to convene the TC Roundtable to engage practitioners and thought leaders working at the forefront of transforming capitalism by pioneering a green, inclusive, regenerative economy. More information is available at <<http://tc.presencing.com>>.

## **USING MEDIA TO GENERATE AND SHARE KNOWLEDGE**

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### **CoLab Community Media Program**

For the years leading up to 2009-2010, the CoLab Community Media program did a plethora of projects with community groups from several states and countries and the MIT community. The fruits of those projects include over 40 short movies, in-person media events, articles, and photo collections. For each piece of media CoLab produced in collaboration with its partners, CoLab established a relationship of trust and mutual intellectual growth.

### **CoLab Radio**

In 2009-2010, CoLab built a platform to host media projects in digital form so that CoLab could share with the world the dialogue it enjoyed with each of its media partners. The site, CoLab Radio, is now a place where people who are committed to improving cities and communities can express their ideas and share their projects.

CoLab Radio was launched in November/December of 2009 with content from members of the MIT Department of Urban Studies and Planning community who had long-term projects in various cities. These projects included:

- Art and Culture Mapping on the Los Angeles River by DUSP Master of City Planning student, John Arroyo
- Who's on Broad? The Broad Street, New Orleans Digital Story and Photography Project by Master of City Planning student, Aditi Mehta
- Small Business Owners Transform Place: the case of Camden, New Jersey by Master of City Planning student, Gayle Christiansen
- How to Move a Major Urban Market: the case of Bazaruto Market in Cartagena, Colombia series vision by CoLab Community Media Specialist, Alexa Mills, posts by multiple project participants

## COLAB RADIO IN NUMBERS

CoLab Radio has 42 active bloggers with an average of 2 comments per post. Many posts host lively discussions of 10 comments or more. The blog enjoys about 100 views per day with an average viewer spending 4.5 minutes on the blog. Visitors to the site tend to come from cities and countries currently featured on the site. CoLab hosts over 40 videos on TechTV (MIT's own version of YouTube). The collection has nearly a half a million views.

In March/April, CoLab Radio recruited its first contributions from community-based practitioners in Greensboro, North Carolina and Brooklyn, New York. In the summer of 2010, CoLab Radio more than doubled both its MIT- and community-based contributors. By June 2010, CoLab Radio had built a significant core of viewers and participants in the site. From this group, CoLab drew a set of exciting new contributors who were conducting fascinating projects related to urban planning and wanted to share their ideas with and gather feedback from a larger community of practitioners. The Summer Series participants made between three and ten posts each, and all of them actively participated in their colleagues' posts by (a) making comments and engaging in discussion under the posts, and (b) developing a relationship with one other assigned Summer Series blogger, a 'blogging buddy,' who would help develop post ideas. The Summer Series included over 15 contributors. Among them were:

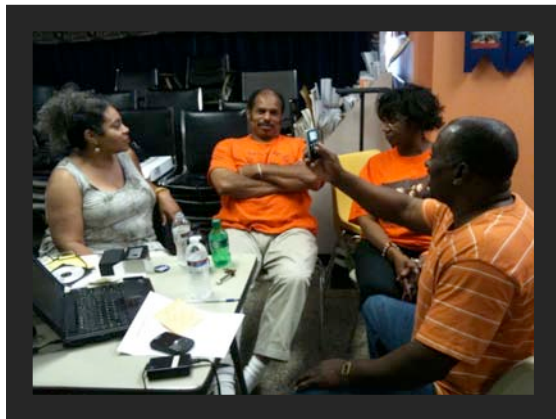
- Gender and Water: The Experience of Mainstreaming Gender in Governance of the Water and Sanitation Sector by Jordi Sánchez-Cuenca

- Collaborating Like a Designer: A Product Designer Explores Methods for Innovative Collaboration by Elizabeth Johansen
- Colombia's Political Economy: Observations from an American Intern in the Colombia Government by MIT MCP-candidate Ben Hyman
- Preparing for Disaster in the Face of Climate Change: Gathering community perspectives from the Mekong River Basin in Laos, Thailand, and Vietnam by MIT MCP-candidate Shoko Takemoto

Although web-based platforms like blog sites, twitter accounts, and video channels allow for seemingly endless statistics and metrics, CoLab is primarily interested in a different set of questions: What experience did the media-maker have? Did s/he experience personal or intellectual growth? Did the media produced reach non-internet users? How is the associated community using media to build dialogue about the documented issue? All are invited to participate in this process on CoLab Radio at < <http://colabradio.mit.edu> >.

### Media-Based Reflection

In the spirit of promoting community-to-community dialogue and lesson sharing, CoLab hosted a two-day media workshop in February 2010 in which community groups from several states came together to present and expand their media strategies. These groups face complex communication challenges in that (a) their constituencies have mixed internet access and therefore receive information in several different ways, and (b) people in their larger contexts often do not understand the breadth of work that they do, and therefore the groups need to rethink a messaging strategy that accurately depicts their work.



CoLab community partner Beloved Community Center (BCC) of Greensboro, North Carolina designed and implemented a community media workshop for its collaborating partners. Above, members of the Black Workers for Justice film their first movie. Photo by Alexa Mills.

Following this workshop, CoLab traveled to participants' organizations in Mississippi, North Carolina, and Boston to conduct follow-up workshops with larger groups of people. All of these follow-up workshops were extraordinarily well received.



## **Media Workshops**

In two MIT Department of Urban Studies and Planning classes this year, CoLab developed a new reflection methodology. In both the Lawrence Practicum and the Cartagena Practicum, participants used Flip cameras to record 1-minute interviews immediately after students completed *significant action*. The significant action was defined as a community visit, community meeting, or significant group research session. Both students and community members participated in the interviews. The groups watched these recorded reflections together and used the material to discuss their ideas and concerns.

## **Fall 2010: Portraits of Place**

CoLab Radio is planning a series called Portraits of Place. It will feature year-long series from any group or person who wants to publicly unearth the deepest meanings of his/her/their community through a gradually unfolding collection of stories, photos, soundscapes, videos, maps, drawings, or any other form of media or combination of forms. CoLab will prioritize series that emphasize and make space for authentic community voices and multiple contributors rather than ‘stories about place’ through the eyes of one person.

## **Unexpected Impacts of Creating Media**

In addition to getting the message out about an organization’s or individual’s project, the process of creating media is a learning journey of its own. Below are some comments from CoLab’s partners and affiliates on the impact of using this creative platform to express their work:

“I had a great experience participating as a blogger for CoLab Radio’s ‘Thesis Chronicles’ section. The opportunity allowed me to reflect on my thesis research regarding arts and cultural development along the Los Angeles River, engage with audiences outside of my immediate Los Angeles planning and cultural circles, and provided a contemporary venue to explore different perspectives on how to frame my research question and its relevance, beyond Los Angeles. Additionally, I found several key interviewees and River advocates among the readers of my posts and have now established new relationships with both community members and agencies along the Riverfront.”

- John Arroyo, Department of Urban Studies and Planning alumnus

“You really inspired us to kick up our thinking about messaging. We’re going back to our whole base. We’re going to have a communications retreat where we’re going to talk about what our narrative is at N2N, and

what our message should be. We're learning how to talk about ourselves with people other than ourselves."

- Corey Kurtz, Neighbor to Neighbor Massachusetts

"[The workshop] made me not afraid anymore to figure out how you use the Flip camera and when you use it. Now I'm more likely to capture stories. For example, I saw the guys playing basketball outside the other day, and I just went downstairs and captured that and related that to community building."

"We recognize that media and communications is going to be the thread that holds our communities together and our organizations together as we move in this next paradigm shift to media justice. You have to be intentional in how you use media. Now we understand that intentionality."

"Journalists don't understand social justice context. They understand how to tell a story, but they don't understand the story. Now we are learning how to tell the story. We have that support through CoLab."

- Demetria Ledbetter, Beloved Community Center

*The CoLab Media Program is led by Alexa Mills (CoLab Community Media Specialist). DUSP Student and alumni contributors have included Aditi Mehta, Danielle Martin, Rob Goodspeed, and Stefanie Ritoper.*



# EVENTS

In the 09-10 Academic Year CoLab staff, fellows, and student affiliates coordinated approximately 27 major events and attended or presented at approximately 15 events organized by the Lab’s partners and collaborators. The events ranged from departmental roundtable discussions on the 2009 U.S. federal stimulus package to in-house media trainings for individuals at community organizations. The Lab also coordinated two retreats for staff, fellows, and student affiliate to reflect on and strategize about past, current, and future projects and initiatives. The following is an overview of the past year’s activities.



CoLab’s Sebastiao Ferreira looks on as staff from the Mississippi NAACP, Neighbor to Neighbor Massachusetts, The Gathering for Justice, and the Beloved Community Center advise one another on their messaging strategies. These groups convened at CoLab in February 2010 to develop their organizational media programs. Photo by Danielle Martin.

## June 2009

- |    |   |
|----|---|
| 16 | CoLab Internal Media Training           |
| 30 | Emerald Cities National Partner Meeting |

## July 2009

- |    |   |
|----|---|
| 17 | Leveraging the Stimulus Summer Student Reflection Meeting |
| 23 | Emerald Cities Retreat on Movement Building               |

## August 2009

- |    |   |
|----|---|
| 4  | CoLab attends UCLA-LOSH Event: Working in Unity, Greening our Communities |
| 31 | CoLab Retreat   |

## September 2009

- |    |   |
|----|---|
| 14 | CoLab Leveraging the Stimulus Student Panel Discussion and Open House for Incoming Students |
| 25 | Reflection meeting for NOLA Fellows   |

## October 2009

- |    |   |
|----|---|
| 16 | CoLab Presents at MIT Energy Night Event  |
| 21 | CoLab Radio Blog Workshop                 |
| 23 | President Obama Visits MIT                |
| 26 | CoLab Open House for Prospective Students |

## November 2009

23 Departmental Discussion: What is Action Research?

30 NOLA@MIT meeting

## December 2009

1-3 Emerald Cities Retreat

4 Urban Lab Launch

## January 2010

4-8 Mel King Fellows Kick Off Week and Action Research Methods Class

10-26 Site work for Cartagena Practicum

## February 2010

3 MIT Department of Urban Studies and Planning Speaker Series:  
Ideas-in-Action: Reflecting on our Legacy, Planning our Future

17 Haiti Round Table Meeting

18-20 Media Workshop @MIT with Neighbor to Neighbor Massachusetts,  
Mississippi NAACP, Beloved Community Center, and Urban Labs

24 MIT Department of Urban Studies and Planning Speaker Series:  
Learning in Action – Cartagena Practicum Roundtable Discussion

26 Policy Link Meeting, Oakland, California

## March 2010

1	Green+Equity Panel Discussion, San Francisco, California
5	Grease Project Presentation at MIT's Energy Night Showcase event
4-8	CoLab Delegation travels to Haiti
3-10	NOLA@MIT Speaker Series: Cambridge and the Post-Katrina Gulf Coast
25	CoLab presents at IDEAS-Indonesia

## April 2010

5-9	Mel King Fellows at MIT
8	Discussion on Post-Disaster Engagement – Haiti
12	CoLab/MIT@Lawrence Open House for Admitted Students
13	HCED/The 2009 Economic Stimulus Package Round Table Discussion
21-23	New Strategies for an Old Crisis: Regenerating Local Economies CoLaborative Thesis Presentation and Discussion Series
30	CoLab Student Diversity Celebration

## May 2010

6	CoLab presents at Community-Based Energy Innovations Panel
11	CoLab Retreat

## June 2010

9	Summer Student Kick Off Meeting
11-12	Media & Movie-Making workshop in Raleigh, North Carolina with Beloved Community Center & partner organizations
18-19	CoLab presents at the Planners' Network Conference: Toward a Just Metropolis Conference
29-30	Media and Movie-Making workshop in Jackson, Mississippi with Mississippi NAACP

## July 2010

14	Mid-Summer Student Reflection Session
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## August 2010

11	End of Summer Student Reflection Session
31	CoLab Open House Dinner for Incoming Students

## PARTNERSHIPS

CoLab is built on a robust network of partnerships among an extensive group of stakeholders. Students, faculty, alumni, scholars, community organizers, government officials, and others are a part of this continuously growing community of important and evolving relationships. It is particularly inspiring to see the network grow as MIT students leave the Institute and continue their careers at a diverse array of organizations, some continuing to partner with CoLab in new ways.

## COLAB RESEARCH AFFILIATES, FELLOWS, AND SCHOLARS

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In addition to the Mel King Community Fellows program, CoLab hosts a diverse group of scholars, leaders, and community activists who are focused on planning issues related to CoLab's core mission and values.



### Martha Bonilla

Martha is an Urban Planner and a knowledge-based Development Economist. Her specialty is in consensus building. Ms. Bonilla studies the knowledge innovation process from invention in research through action in entrepreneurial start-ups and in innovation ecosystems generally. She holds graduate degrees in Urban Studies and Planning from MIT; in Economics from Colombia; in Promotion of Investment from Japan; and in Consensus Building from Switzerland. She has more than fourteen years of experience leading projects associated with urban and regional planning, innovation, and institutional capacity building.

Martha's work with CoLab involves creating experiences for students and communities in Latin America that take advantage of rapid urbanization and environmental challenges. In this work, Martha seeks to create opportunities for low-income communities to improve their standard of living through economic development. Her project foci include regional and rural systems efficiency of food markets, food chain distribution for low-income neighborhoods, mobility, health, and sanitation.

## Rebecca Buell

As a CoLab Research Fellow, Becky's work focused on the interface between green markets and social inclusion, exploring the policies, partnerships and business models that facilitate wealth generation for low-income communities. Toward this goal, Becky developed work in three areas over the course of the year:



### Inclusive Recycling

- A monograph on the experience of waste pickers in São Paulo as a way to understand how the formal and informal economies relate in urban areas. “The formal-informal nexus in informal economies: lessons from the catadores of São Paulo.”
- Project management of a collaborative research project with WIEGO, GAIA, and the global waste pickers’ movement looking at the contribution of inclusive recycling efforts to climate change mitigation. The waste pickers presented the paper at the Copenhagen Summit in December 2009.
- A seminar for the Cartagena practicum group on the informal sector, also presenting the case of the catadores to help the group consider the formal-informal links for street vendors in Cartagena.
- Supervision and support to the development of CoLab’s work on innovations for inclusive recycling.

### Renewable Energy

- A monograph on the development of Just Energy, a social enterprise that aims to secure an ownership stake for low-income communities in South Africa in major wind farm developments. “How Just is Just Energy: An analysis and recommendation on how Just Energy and the wider movement of social enterprise can contribute to social justice.”
- Supervision of MIT undergraduate, Zahir Dossa, in a project to develop a model for calculating community contribution in renewable energy projects.
- A seminar in DUSP Professor Phil Thompson’s course presenting Just Energy as an example of community wealth generation.

### Haiti Housing Reconstruction

- Project management of team led by DUSP Professor Phil Thompson to produce a framework for housing reconstruction in Haiti. Writer of paper,

“A Framework for Housing Reconstruction for a Sustainable, Inclusive and Resilient Haiti.”

- Support to SEIU for development of national strategy on Haiti, and development of new diaspora NGO, Konbit in Miami.

## Sebastiao Ferreira



Sebastiao is a Brazilian who has lived in Peru most of his life. In the 1980s he co-managed a Peruvian NGO focused on rural and urban development, and in the 1990s he became an independent consultant in strategic planning for cities and major institutions. He has worked with national and local governments throughout Latin America as well as foundations, microfinance institutions, companies and international development organizations, with a diversity of constituencies, such as peasants, public authorities, businessmen and development practitioners.

Sebastiao's work involves development of cognitive methods for community-based knowledge capture and creation, and development of mechanisms for detecting and promoting innovative initiatives in communities. He has written six books in the last 20 years, including "Creación de Futuros," a study of strategic thinking in communities and organizations. His present inquiry is how to stimulate innovation in communities, primarily in disenfranchised sectors, and how to promote institutional support to creative people.

## Judith Flick

During the 2009 – 2010 period, Flick dedicated most of her time to two large-scale leadership projects, as well as the compilation of several tools developed and used by the Presencing Institute ([www.presencing.com/tools](http://www.presencing.com/tools)). Each of the projects was underpinned by the U-process as described in “Theory U, Leading from the Future as It Emerges” by C. Otto Scharmer, 2007, and took place under Scharmer’s direct leadership.



The first project, “Public Health Systems Reform and Leadership Development in Namibia,” is a two- to three-year long project aimed at profound systemic changes in the Namibian public health system. It aims to multiply the process across the continent and possibly also translate it into other sectors, once proven successful. The main leverage point identified for the systemic change was cross-sector leadership with the U-process as the underlying framework.



The second project, “Innovative, Dynamic, Education and Action for Sustainability (IDEAS) in Indonesia,” is a leadership program developed by United in Diversity (UID) in collaboration with MIT. It brings together leaders from across several sectors over a period of a year. The second course started in 2010.

### **Katrin Kaeufer**

As part of her fellowship, Dr. Kaeufer has focused on case studies of members of the Global Alliance for Banking on Values (<http://www.gabv.org>), socially responsible and green financial institutions. All members of the Alliance seek profitability through social responsibility, some of them on the triple bottom line. The Alliance has combined assets of over \$14 billion and serves over seven million customers in 20 countries. The objective of the case studies is to better understand the operations of these financial institutions: how they develop financial products, what capacities they develop, and what practices they use to achieve their objectives.



The research identified a product innovation process that, in several phases, develops profitable financial products that serve the banks’ mission and goals. It also identified five levels of socially responsible banking. These levels differ depending on how deeply value-based practices are anchored in the organization. To move successfully toward ecosystem awareness, socially responsible and green banks have developed business practices and capacities that allow them to innovate along societal challenges and shifts.

This case study shows that financial institutions hold the potential to address societal challenges by putting profitability in service of these challenges. This has implications for how a bank operates, and points at different levels of how this form of banking can be translated into business practices and organizational capacities. In its most effective form, socially responsible and green banking requires the ability to perceive problems and challenges from the perspective of the whole socio-ecological system.

### **Deborah Kobes**



Deborah Kobes is the National Policy Director and first staff member of the Emerald Cities Collaborative, a consortium of diverse organizations – businesses, unions, community organizations, development intermediaries, social justice advocates, research and technical assistance providers — united

around the goal of “greening” our metropolitan areas in high-road ways that advance equal opportunity, shared wealth, and democracy within them. Prior to Emerald Cities, she consulted for CoLab in several capacities. She has also been a National Science Foundation Graduate Research Fellow, Brookings Research Fellow in the Metropolitan Policy Program at the Brookings Institution, and a Research Associate at the Urban Institute as part of the Urban-Brookings Tax Policy Center. Deborah received her PhD in Urban Political Economy and Governance from MIT and a B.S.E. in Civil Engineering and Architecture from Princeton University.

## Uyen Le

As a student, Uyen Le worked with a team of Master in City Planning students who are working directly with community-based organizations and local municipalities in order to help these communities locate and qualify for appropriate stimulus funds. Through the CoLab, Uyen is also working as the Research Director and Emerald Cities Partnership convener with the California Construction Academy on topics related to green jobs and building retrofits.



Uyen has four years of experience working directly with Vietnamese American communities on community organizing, community-based planning, economic development, and housing advocacy. Uyen worked in the Gulf Coast after Hurricane Katrina as a Dan Than fellow for the National Alliance of Vietnamese American Service Agencies (NAVASA). Following her fellowship, Uyen continued to provide consulting services to Gulf Coast communities in the areas of market analysis, industry analysis, and small business development.

Uyen graduated from the Massachusetts Institute of Technology with a Master degree in City Planning and from the University of California, Berkeley with a Bachelor degree in Political Science.

## Elizabeth McDonald



Libby McDonald is a writer and a documentary filmmaker. She recently published the book *The Toxic Sandbox: The Truth About Environmental Toxins and Our Children's Health* (Penguin, 2007) and was featured on more than 60 radio shows, talking about how environmental pollutants impact the social, cognitive, and physical development of our children. Libby has written, directed, and produced film and television for two decades. Film and TV credits include *New School Order*

(Sundance Film Festival Official Entry & national PBS broadcast), *The Forbidden Land* (National PBS Broadcast), *Terror Town* (funded by ITVS) and the PBS weekly TV show *Bookmark with Lewis Lapham*. An advocate for children, Ms. McDonald launched and served as director of The Learning Community Charter School, an alternative K-8 public school for disadvantaged children in Jersey City, New Jersey and Lakeside Preschool, a Waldorf-inspired school in the Adirondack Mountains. Libby is currently leading CoLab's work in the Green Grease project.

With support from local partner organizations, in the fall of 2010 Libby will be introducing similar recycling and waste to energy projects in five municipalities located on the Caribbean Coast of Nicaragua.

### Hinrich Mercker



During the 09-10 academic year, Mercker's project work and research focused on leadership development in the field of climate change. Together with a team at InWEnt (Capacity Building International, Germany) he co-created and designed a Climate Leadership Programme (CLP).

The Climate Leadership Programme's main objective is to bring together high-potential leaders from business, government and civil society to jointly develop the capabilities required to lead profound innovation and organizational transformation in the context of climate change. InWEnt will carry out the 2010-2011 program cycle in cooperation with the University of the Witwatersrand (South Africa) and the Center for Climate Risk and Opportunity Management (Indonesia). Mercker's research focuses on this pilot program cycle and on future leadership development issues in the field of climate change.

The CLP applies a methodology called 'presencing' which is inspired by the management and leadership concept "Theory U" ([www.theoryu.com](http://www.theoryu.com)) developed by Dr. C. Otto Scharmer, who is a Senior Lecturer at the Massachusetts Institute of Technology (MIT). 'Presencing' combines innovative leadership and change management tools and new learning methodologies with personal leadership development. The CLP pairs this approach with technical expertise and most recent scientific and technological findings on climate change. It will provide participants with a core set of skills they can use to achieve profound innovations and change. See 'Presencing Institute' section for more information.

## Wenda Tai

Wenda Tai is the Managing Director of Emerald Cities Collaborative. Prior to Emerald Cities, she worked in higher education helping interdisciplinary programs and initiatives move from the start-up to the institution-building stage. Her work focuses on developing best practices for capacity building, resource management and sustainable growth. Wenda also worked for the Massachusetts Port Authority as a senior policy analyst on strategic land use planning at the airport and revenue-enhancing business arrangements for the airport and the seaport. Wenda began her career in grassroots advocacy, community organizing and union drives in New York City. Wenda has a BA in linguistics/anthropology from Barnard College, Columbia University, and a Master in Public Policy from Harvard's Kennedy School of Government.

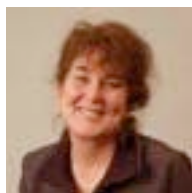
## Manish Srivastava

Manish works with the Presencing Institute and CoLab on Transforming Capitalism (TC), an action research project that aims at uncovering the root-causes of current economic, social and ecological crisis and gathering insights for co-creating a green regenerative economy. As a Research Fellow, he has been working with the core group in developing an ongoing body of knowledge, practices and a global community of practitioners working on deep personal and systemic transformation (Presencing processes). TC has conducted over 30 generative dialogue interviews and three MIT roundtables with thought leaders from diverse fields (including corporate CEOs, UN chiefs, non-profit leaders, union leaders, spiritual teachers, professors, writers, community organizers, etc).



Apart from co-creating and publishing new knowledge, TC is also co-hosting an online Community-of-Practice of 4200+ global change makers at Presencing Institute (<http://community.presencing.com>). The community members, representing nationalities across the world, are engaging in ongoing dialogue and harvesting new insights, tools and practices leading to deeper inquiry (<http://digest.presencing.com>) in systemic change for a sustainable future.

## Catherine Tumber



Catherine Tumber spent the 09-10 academic year researching and writing a book for the MIT Press on the promise of America's smaller industrial cities in a low-carbon future. She spent the fall of 2009 traveling extensively throughout upstate New York and the Midwest, where she visited more than twenty cities, and wrote the manuscript draft during the spring semester. She also published two book reviews [David Owen's *Green Metropolis* (for the *Wilson Quarterly*) and Bethany Moreton's *To Serve God and Wal-Mart* (for the *Boston Phoenix*)] and revised a previously published essay for a collection edited by urban historian James C. Connolly called *After the Factory: Reinventing America's Small Industrial Cities* (Lexington Books, forthcoming fall 2010). Tumber's public presentations included a talk at Providence's first annual sustainability festival, organized by the RI AIA and the Apeiron Institute, serving as host for an online "salon" discussion of *Green Metropolis* for [FireDogLake.com](http://FireDogLake.com). She also attended a number of conferences and talks: Joan Fitzgerald (MIT), Robert Forrant (MassINC), Marc Draisen (Lincoln Institute of Land Policy), Reimagining a More Sustainable Cleveland Environmental Planning Studio (Kent State's Cleveland Urban Design Collaborative), and the Innovative Cities Conference (UMass Lowell).

## COMMUNITY PARTNERS

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CoLab works with numerous individuals from local, statewide, national, and international organizations. Below is a list of some of the Lab's community partner organizations.

NAME	LOCATION	WEBSITE
<b>Advancement Project</b>	Washington, DC	<a href="http://www.advancementproject.org">www.advancementproject.org</a>
<b>Beloved Community Center</b>	Greensboro, NC	<a href="http://www.belovedcommunitycenter.org">www.belovedcommunitycenter.org</a>
<b>blueEnergy</b>	Bluefields, Nicaragua	<a href="http://www.blueenergygroup.org/?lang=en">www.blueenergygroup.org/?lang=en</a>
<b>Broad Community Connections</b>	New Orleans, LA	<a href="http://www.broadcommunityconnections.org">www.broadcommunityconnections.org</a>

<b>Camden Empowerment Zone</b>	Camden, NJ	<a href="http://www.camdenez.org">www.camdenez.org</a>
<b>Emerald Cities Collaborative</b>	Washington, DC	<a href="http://www.emeraldcities.org">www.emeraldcities.org</a>
<b>Figueroa Corridor Community Land Trust</b>	Los Angeles, CA	<a href="http://www.communitylandtrust.net">www.communitylandtrust.net</a>
<b>Fundação Getulio Vargas</b>	São Paulo, Brazil	<a href="http://www.portal.fgv.br">www.portal.fgv.br</a>
<b>Giral</b>	São Paulo, Brazil	
<b>Green Blocks</b>	Boston, MA	
<b>Konbit for Haiti</b>	Miami, FL	<a href="http://www.konbitforhaiti.org">www.konbitforhaiti.org</a>
<b>Lawrence Community Works</b>	Lawrence, MA	<a href="http://www.lcworks.org">www.lcworks.org</a>
<b>Lynn Coalition for Green Development</b>	Lynn, MA	
<b>Mississippi State Chapter, NAACP</b>	Jackson, MS	<a href="http://www.naacps.org">www.naacps.org</a>
<b>Municipalidad de Cartagena</b>	Cartagena, Colombia	<a href="http://www.cartagena-chile.cl/portalcartagena_archivos/Paginas/municipio2.htm">www.cartagena-chile.cl/portalcartagena_archivos/Paginas/municipio2.htm</a>
<b>Municipality of Bluefields</b>	Bluefields, Nicaragua	
<b>Neighbor to Neighbor Massachusetts</b>	Boston, MA	<a href="http://www.n2nma.org">www.n2nma.org</a>
<b>New Orleans Neighborhood Development Collaborative</b>	New Orleans, LA	<a href="http://www.nondc.org">www.nondc.org</a>
<b>Oxfam America</b>	Haiti	<a href="http://www.oxfamamerica.org">www.oxfamamerica.org</a>

<b>Oxfam GB</b>	Brazil, Colombia	<a href="http://www.oxfam.org.uk">www.oxfam.org.uk</a>
<b>PolicyLink</b>	National	<a href="http://www.policylink.org">www.policylink.org</a>
<b>Prodepour</b>	Port-au-Prince, Haiti	
<b>Rede Catasampa/ Movimento Nacional de Catadores de Materiaes Reciclaveis</b>	São Paulo, Brazil	<a href="http://www.catasampa.org/index.php">www.catasampa.org/index.php</a>
<b>Regional government of the RAAS (Southern Atlantic Region)</b>	Bluefields, Nicaragua	
<b>REOS Partners</b>	São Paulo, Brazil	<a href="http://www.reospartners.com">www.reospartners.com</a>
<b>UCLA Labor Center</b>	Los Angeles, CA	<a href="http://www.labor.ucla.edu">www.labor.ucla.edu</a>
<b>Union of Minority Neighborhoods</b>	Boston, MA	<a href="http://www.unionofminorityneighborhoods.org">www.unionofminorityneighborhoods.org</a>
<b>Universidad Tecnológica de Bolívar Agenda Against Poverty</b>	Cartagena, Colombia	<a href="http://www.unitecnologica.edu.co">www.unitecnologica.edu.co</a>

## **FACULTY ADVISORY COUNCIL**

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Convened in 2010, the CoLab Faculty Council provides strategic counsel on CoLab's mission, programs and activities and their integration within the Department of Urban Studies and Planning and SA+P. The nine members of the Council meet four times per year to advise and provide critical feedback to CoLab staff, faculty affiliates, and fellows on overall program direction, major research themes, ways to strengthen practice-based scholarship, support faculty and student research related to CoLab's mission, and produce deliverables that complement the research and professional training goals of the faculty, Department, School and Institute.



The current members of the Council are:

<b>NAME</b>	<b>TITLE</b>	<b>WEBSITE</b>
<b>Diane Davis</b>	Professor of Political Sociology	<a href="http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=dedavis">http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=dedavis</a>
<b>Amy Glasmeier</b>	MIT Department of Urban Studies and Planning Department Head and Professor of Geography and Regional Planning	<a href="http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=amyglas">http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=amyglas</a>
<b>Lorlene Hoyt</b>	Associate Professor of Urban Planning and MIT@Lawrence Partnership Director	<a href="http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=lorlene">http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=lorlene</a>
<b>Caesar McDowell</b>	Professor of the Practice of Community Development	<a href="http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=caesar">http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=caesar</a>
<b>Karl Seidman</b>	Senior Lecturer in the Department of Urban Studies and Planning	<a href="https://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=seidman">https://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=seidman</a>
<b>Anne Spirn (Chair)</b>	Professor of Landscape Architecture and Planning	<a href="http://www.annewhistonspirn.com/">http://www.annewhistonspirn.com/</a>
<b>Larry Susskind</b>	Ford Professor of Urban and Environmental Planning, Head of Environmental Policy and Planning, and Vice Chair of the Program on Negotiation at Harvard Law School	<a href="http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=susskind">http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=susskind</a>
<b>Phil Thompson</b>	Associate Professor of Urban Politics	<a href="http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=jt71">http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=jt71</a>
<b>Larry Vale</b>	Ford Professor of Urban Design and Planning	<a href="http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=ljvale">http://dusp.mit.edu/p.lasso?t=5:1:0&amp;detail=ljvale</a>

## MIT PARTNERS

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CoLab works with individuals from centers, departments, and schools across the Institute to support communities working on equitable, democratic, and sustainable development in the U.S. and globally. Below is a list of some of the Lab's most engaged partners at MIT.

<b>NAME</b>	<b>WEBSITE</b>
<b>Center for Future Civic Media</b>	<a href="http://civic.mit.edu">http://civic.mit.edu</a>
<b>D-Lab</b>	<a href="http://d-lab.mit.edu">http://d-lab.mit.edu</a>
<b>MIT Center for Transportation and Logistics</b>	<a href="http://ctl.mit.edu">http://ctl.mit.edu</a>
<b>MIT Public Service Center</b>	<a href="http://web.mit.edu/mitpsc">http://web.mit.edu/mitpsc</a>
<b>MIT@Lawrence</b>	<a href="http://mitatlawrence.net">http://mitatlawrence.net</a>
<b>NOLA@MIT</b>	<a href="http://nola.mit.edu/wiki/Main_Page">http://nola.mit.edu/wiki/Main_Page</a>

## PRESENCING INSTITUTE

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Over the past three years CoLab has worked with the Presencing Institute (PI) on four joint projects: Transforming Capitalism, Awareness-based Leadership Capacity-building, Leveraging the Stimulus, and Emerald Cities Collaborative. Building on these collaborative efforts, a new project focused on leadership development and capacity building for labor/community partnerships has emerged. Working with PI's Otto Scharmer and Katrin Kaufer, CoLab seeks to integrate PI's Theory U methodology into its projects and strategic organizational planning.

Theory U seeks to advance the individual and, importantly, collective capacity to access different levels of awareness in social interaction so as to facilitate the shifts in behavior that enable humans to create more generative social structures.

For more information on PI and Theory U, visit:  
<<http://www.presencing.com/index.shtml>>.

## STUDENT AFFILIATES

Part of CoLab's evolving role at MIT is to provide a home base in MIT's Department of Urban Studies and Planning for undergraduate, masters and PhD students interested in planning projects focused on equity, democratic engagement, economic development, and urban sustainability. MIT attracts some of the most talented and innovative students in the world, and CoLab has the great fortune of engaging them. Many students will go on to have great impacts in the world throughout their professional careers. The table below showcases the diversity of student interests and the CoLab projects that they contribute to.

FIRST	LAST	RESEARCH INTERESTS	COLAB PROJECT(S)
John	Arroyo	Master of City Planning: Urban art and culture; the Los Angeles River	Media Program
Bernadette	Baird-Zars	Master of City Planning	NOLA Fellows
Polina	Bakhteiarov	Master of City Planning: Youth engagement, community ownership, education, environmental risk assessments	Mel King Community Fellows; MIT@Lawrence
Sara	Barnowski	Environmental Engineering	Green Grease Project
Andrea	Betancourt	Master of City Planning: Social business models	Inclusive recycling
Ana	Bonomi	Exchange student, Fundação Getulio Vargas: Social enterprise creation	Green Grease Project
Megan	Bowman	Master of City Planning	Leveraging the Stimulus
Leila	Bozorg	Master of City Planning: Green development and poverty alleviation	CoLaborative Theses
Benjamin	Brandin	Master of City Planning: Equitable and sustainable economic development, weatherization and energy efficiency building retrofits	CoLaborative Theses; Leveraging the Stimulus
Caroline	Brun	Engineering and Systems Division	Inclusive Sustainable Waste System Policy
Alyssa	Bryson	Master of City Planning: Gender, migration and violence in marginalized urban communities	Mel King Community Fellows; Cartagena Practicum
Gayle	Christiansen	Master of City Planning: Small business contributions to community development; Camden, New Jersey	CoLaborative Theses; Leveraging the Stimulus; Media Program

<b>Christophe</b>	<b>Chung</b>	Master of City Planning: Food and water access in developing countries	Media Program; Cartagena Practicum
<b>Pat</b>	<b>Coleman</b>	Master of City Planning: Community organizing, local energy efficiency efforts	2010 Summer Internship
<b>Jackie</b>	<b>Dadakis</b>	Master of City Planning	Leveraging the Stimulus; NOLA Fellows
<b>Hossam</b>	<b>El-Arsag</b>	Engineering	Green Grease Project
<b>Anne</b>	<b>Emig</b>	Master of City Planning	MIT@Lawrence
<b>Sam</b>	<b>Fox</b>	Environmental Engineering	Green Grease Project
<b>Elisha</b>	<b>Goodman</b>	Master of City Planning: Agriculture, system dynamics, local knowledge capture, cooperatives	Leveraging the Stimulus
<b>Rob</b>	<b>Goodspeed</b>	Master of City Planning: Role of information systems in democratic governance	Mel King Community Fellows; MIT@Lawrence
<b>Angela</b>	<b>Hojnacki</b>	MIT Undergraduate: Mechanical Engineering	Green Grease Project
<b>Benjamin</b>	<b>Hyman</b>	Master of City Planning: International macroeconomic policy	Cartagena Practicum; Media Program
<b>Nick</b>	<b>Iuviene</b>	Master of City Planning: Cooperatives and community-labor partnerships	CoLaborative Theses; Leveraging the Stimulus
<b>Marianna</b>	<b>Leavy-Sperounis</b>	Master of City Planning: Clean tech workforce development	CoLaborative Theses; MIT@Lawrence
<b>Ana Luisa</b>	<b>Santos</b>	Mechanical Engineering	Green Grease Project
<b>Eric</b>	<b>Mackres</b>	Master of City Planning: Community-labor partnerships, community-based energy efficiency	CoLaborative Theses
<b>Laura</b>	<b>Manville</b>	Master of City Planning	NOLA Fellows
<b>Cyd</b>	<b>McKenna</b>	Master of City Planning	Leveraging the Stimulus
<b>Aditi</b>	<b>Mehta</b>	Master of City Planning: The role of media in urban planning and communities	Media Program; NOLA Fellows
<b>Kristal</b>	<b>Peters</b>	Master of City Planning	Reconstruction in Haiti

<b>Benjamin</b>	<b>Power</b>	Master of City Planning	Leveraging the Stimulus
<b>Stefanie</b>	<b>Ritoper</b>	Master of City Planning: The role of media in urban planning and communities	Media Program; Cartagena Practicum
<b>Najah</b>	<b>Shakir</b>	Undergraduate, Department of Urban Studies and Planning	Leveraging the Stimulus
<b>Lily</b>	<b>Song</b>	Doctoral Student, Urban Planning: Shaping market structures, work arrangements, labor conditions around green retrofits	Leveraging the Stimulus
<b>Kristopher</b>	<b>Swick</b>	Architecture	Leveraging the Stimulus
<b>Shoko</b>	<b>Takemoto</b>	Master of City Planning: Disaster preparedness	Media Program; Cartagena Practicum
<b>Athena</b>	<b>Ullah</b>	Master of City Planning	Leveraging the Stimulus
<b>Annis</b>	<b>Whitlow Sengupta</b>	Doctoral Student, Urban Planning: Immigration and ethnic identity, and the civic role of culture in community building and shared wealth generation	Leveraging the Stimulus; 2010 IAP Course; Mel King Community Fellows; CoLaborative Theses
<b>Barika</b>	<b>Williams</b>	Master of City Planning	Leveraging the Stimulus

# PUBLICATIONS

## Plans and Reports

**A Framework for Housing Reconstruction for a Sustainable, Resilient and Inclusive Haiti** by the CoLab Delegation to Haiti, March 2010.

*Report to the Haitian government detailing an initial approach for housing stock redevelopment.*

**Guidelines and dissemination plan for waste veggie oil car conversion implementation in waste picker cooperatives in Sao Paulo, Brazil** by the MIT Student IDEAS Competition Winners and Libby McDonald, May 2010.

**Just Green Investment: The Scholarship of Engagement in a Moment of Crisis** (tentative title) by Lorlene Hoyt, Kate Levitt, Lily Song, and the CoLaborative Thesis Group, forthcoming, 2011.

*Book in which each CoLaborative Thesis is presented as a chapter on green development.*

**Leveraging the Stimulus: How to Retrofit Communities to Build Equity and Sustainability** by the Leveraging the Stimulus Project Team, October 2009.

*“Plan Model” that presents guidelines and practices for equitable community development through the retrofitting of buildings in low-income communities.*

**On-Bill Repayment: Understanding and Advocating for an On-Bill Repayment System** by Uyen Le, January 2010.

*Report that describes on-bill repayment systems, and argues that they are one of the best ways to ensure that the costs of energy efficiency retrofits and associated administrative costs will be re-paid in an efficient, equitable, and simple manner.*

**Retos y Oportunidades para la Acción en Bazarro: Análisis de Cuatro Cadenas de Abastecimiento e Implicaciones para la Ciudad de Cartagena** by the Cartagena Practicum Participants, Martha Bonilla, and Alejandro Guarín, March 2010.

*Final report from the Cartagena Practicum developed for the city mayor detailing the results of the supply chain analysis and background research, as well as policy recommendations for the urban food market system to minimize the negative impacts of reform on the community and capitalize on emerging possibilities.*

**Taking Back Lawrence: Cleaning and Transforming the Canals and Alleyways** by the Lawrence Practicum Participants, May 2010.

*Report created for Mayor William Lantigua's office that provides a strategic plan to inform efforts to transform the City's blighted alleyways and canals from liabilities into assets. It includes a comprehensive catalogue and typology of alleyways and canals, recommendations to reduce illegal dumping, stakeholder analysis, coalition-building strategies, background research, and potential resources to support the effort.*

## Guides and Manuals

**Regenerating Local Economies: Environment, Equity, and Entrepreneurship in America's Post-Industrial Cities** by the CoLaborative Thesis Writers, Amy Stitely, and Lorlene Hoyt, forthcoming, September 2010.

*Series of How-To Guides based on the CoLaborative Theses and written for community partners and urban planners who are working to build a more equitable and sustainable economy. The four guides are as follows:*

- **City-Scale Retrofits: Learning from Portland and Oakland** by Benjamin Brandin, Amy Stitely, and Lorlene Hoyt.
- **Strengthening Local Economies and Civic Life: The Untapped Power of Small Businesses** by Gayle Christiansen, Amy Stitely, and Lorlene Hoyt.
- **Sustainable Economic Democracy: Worker Cooperatives for the 21st Century** by Nicholas Iuviene, Amy Stitely, and Lorlene Hoyt.
- **Network Power: Building Collaborative Partnerships for Energy Efficiency and Equity** by Eric Mackres, Amy Stitely, and Lorlene Hoyt.

**Waste Vegetable Oil Conversion How-To Video** by the MIT Student IDEAS Competition Winners and Libby McDonald, September 2010.

*Video that offers step-by-step guidelines to convert waste picker trucks to run on grease.*

**Waste Vegetable Oil Conversion Manual** by the MIT Student IDEAS Competition Winners and Libby McDonald, August 2010.

*Manual that outlines steps for converting a truck to run on WVO.*

## Blog Series<sup>2</sup>

**Adventures in a Vegetable Grease Car** by Dayna Cunningham, Summer 2010.

**Art & Culture Mapping on the LA River** by John Arroyo, Jan - May 2010.

**Camden: Small Businesses Transform Place** by Gayle Christiansen, Jan - May 2010.

**Coal Industry: Kentucky to Colombia** by Kentuckians for the Commonwealth, Summer 2010.

**CoLab Philosophy** by CoLab Staff and Affiliates, Feb 2010 – Ongoing.

**Collaborating like a Designer** by Elizabeth Johansen, Summer 2010.

**Collaborative Thesis Project** by CoLab Staff and Affiliates, Feb 2010 – Ongoing.

**Colombia Political Economy** by Ben Hyman, Summer 2010.

**Finding Brotherly Love: Refugee Integration in Philadelphia** by Karin Brandt, Summer 2010.

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<sup>2</sup> The entire collection of blog posts, videos, and photos is available at <http://colabradio.mit.edu/>



**Food Fever and Fresh Food Access in Philadelphia** by Alissa Weiss, Summer 2010.

**Gender and Water** by Jordi Sanchez, Summer 2010.

**Haiti** by CoLab Staff and Affiliates, Jan 2010 – Ongoing.

**Historic Preservation in NOLA** by Laura Manville, Summer 2010.

**Greening Greensboro: The Beloved Community Approach** by Demetria Ledbetter and Tim Gwyn, Oct 2009 - May 2010.

**Lawrence** by Lawrence Practicum Participants and CoLab Staff, Jan - May 2010.

**Media Mindfulness** by Danielle Martin, Alexa Mills, and Stefanie Ritoper, Feb 2010 – Ongoing.

**Nepali Classes at MIT** by Atul Pokharel, Summer 2010.

**Preparing for Disaster in Laos, Thailand, Vietnam** by Shoko Takemoto, Summer 2010.

**The Library and Society** by Aditi Mehta, Summer 2010 – Ongoing.

**The Urban Labs** by Malia Lazu, Summer 2010.

**Urban Food Markets: Bazurto in Cartagena, Colombia** by Cartagena Practicum Participants, Jan - June 2010.

**Waste Pickers Movement in Sao Paulo, Brazil** by Sara Barnowski, Ana Luisa Santos, Sam Fox, Hossam El-Asrag, Caroline Brun, Angela Hojnacki, Ana Bonomi, and Libby McDonald, Mar - Aug 2010.

**What Makes People Listen** by Stefanie Ritoper, Summer 2010.

**Who's on Broad (The Broad Street Story Project)** by Aditi Mehta, Jan - July 2010.

**Who's on Newbury Street** by Alexa Mills, Summer 2010 – Ongoing.

## Websites

### **Cartagena Practicum Website**

<http://cartagena.mit.edu/>

*Public website presenting the information collected to develop recommendations for the intervention in the Bazurto Market, including an interactive map of product supply chains to add a spatial dimension to the analysis. Launched in March 2010 by the Cartagena Practicum participants.*

### **Green Grease Project Website**

<http://web.mit.edu/greengrease/index.html>

*Public website offering a conversion manual, a how-to film, a blog of student activity implementing WVO technology in Brazil, and a description of partner organizations. Launched in July 2010 by the MIT Student IDEAS Competition Winners and Libby McDonald.*

## **BUILDING INSTITUTIONAL SUPPORT**

CoLab's projects are made possible by the generous support of several foundations and partner organizations. Since 2007, CoLab has raised more than \$3 million in programmatic grants and general support. In the 2009-2010 academic year, CoLab received a combined \$1.3 million in grants and gifts from the Nathan Cummings Foundation, the Kendeda Fund, the Ford Foundation, the Atlantic Philanthropies, the MIT Office of the Dean of Graduate Students, and the Service Employees International Union.

Nearly all of CoLab's staff and fellows are working to build financial support for the Lab's work. Last Spring several CoLab staff members, student affiliates, and fellows participated in an in-house training session on the fundamental components of effective fund-raising. Later in the spring two staff members and a student affiliate presented on the Lab's work and funding needs in MIT's Resource Development Office's Brown Bag Lunch Series. CoLab staff members also meet regularly with colleagues in MIT's Office of Foundation Relations to review potential grant opportunities.

For the 2010-2011 academic year, we are looking forward to building support for several emerging projects. At the same time, we have begun examining the Lab's enterprise model in an effort to explore new possibilities for building institutional support.

## **ACKNOWLEDGEMENTS**

The Community Innovators Lab thanks key partners and supporters, CoLab Faculty Council members, staff and affiliates for their contribution to the creation of this report. Lead authors include Polina Bakhteiarov, Aly Bryson, Dayna Cunningham, Anne Emig, Carlos Espinozo-Toro, Sebastiao Ferreira, Lorlene Hoyt, Deborah Kobes, Aditi Mehta, Alexa Mills, Christina Ruhfel, Amy Stitely, and Annis Whitlow Sengupta.

In particular, thanks to Christina Ruhfel for initiating this important process and Alyssa Bryson for her tremendous effort in bringing this report into reality.

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