

The background of the page is a large circle divided into two segments. The left segment is a dark grey color, and the right segment is a vibrant green color. The text is positioned at the bottom of the page, with the organization's name in white on the green background and the report title and year on a dark grey bar at the very bottom.

MIT Community Innovators Lab

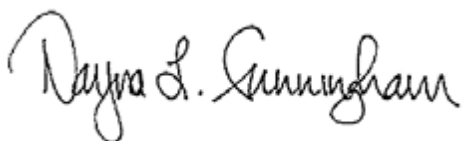
Annual Report 2012-2013

Friends,

The 2012-2013 academic year marked a period of significant accomplishments as well as resilience in the face of adversity for CoLab and our partners. The robust intensity of our staff and partners to tackle issues related to social marginality, wealth generation, and urban sustainability is inspiring and humbling. Never before has CoLab been more focused on our central mission to support communities working on equitable, democratic, and sustainable development. Today once disparate program areas are now coming together to share lessons and tools in new and exciting ways. Our focus on innovation is real and intentional as we continue to co-create and pilot new ways of addressing some of the world's most challenging problems.

The Boston Marathon bombings brought tragedy and uncertainty to our local region and campus. A month following the bombings CoLab hosted three significant events that together marked a major turning point for the lab. CoLab, along with the rest of MIT and Boston, has continued to work hard to move forward from these senseless acts. Along the way the city's grit, compassion, and fortitude have been at the forefront.

On behalf of the CoLab team, we are proud to be a part of the efforts presented in this report; grateful to our supporters, colleagues and partners; and eager to continue to advance this critical work in the year ahead.



Dayna 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

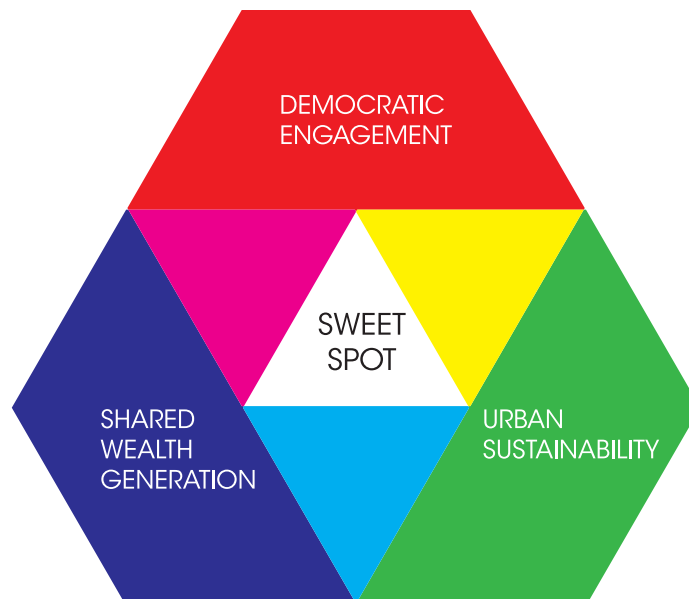
CoLab works with MIT students, faculty, staff, and technical resources to translate its vision and mission into practice by:

- Modeling: developing operational models of urban sustainability efforts that are participatory and generate shared wealth. Currently, this work is focused in the areas of energy efficiency, waste management and procurement needs of anchor institutions.
- Collaborative research, media and culture: generating new and relevant knowledge about urban sustainability with community partners 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.
- Linking: providing space for high-impact stakeholders across multiple sectors to explore common interests and develop transformative projects.
- CoLab has been working 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.

Definitions Of Terms And Acronyms

BCDI: Bronx Cooperative Development Initiative	MKCFP: Mel King Community Fellows Program
CAB: Community Advisory Board	NGO: Non-governmental Organization
COLAB: MIT Community Innovators Lab	RAAS: Southern Atlantic Autonomous Region
D-LAB: MIT Development through Dialogue, Design & Dissemination	SA+P: MIT School of Architecture and Planning
DUSP: MIT Department of Urban Studies & Planning	SPURS: Special Program for Urban and Regional Studies
GEDI: Green Economic Development Initiative	UN: United Nations
IAP: Independent Activities Period, MIT's January term	URBAN: Urban Research-Based Action Network
ITA: Aeronautical Institute of Technology	USP: University of São Paulo
MCP: Masters in City Planning	UTM: Universiti of Teknologi of Malaysia
	WVO: Waste Vegetable Oil

Sweet Spot: The intersection point between three value areas in urban planning: shared wealth generation, democratic engagement, and urban sustainability.





COLAB'S WORK

MODELING

Developing operational models of urban sustainability that are participatory and generate shared wealth.

Bronx Cooperative Development Initiative

The Bronx Cooperative Development Initiative (BCDI) was launched in 2011 following a year-long community engagement process led by Bronx-based institutions, grassroots organizations and civic leaders. The goal of BCDI is to establish an inclusive and sustainable borough-wide economic development vision and strategy and harness local capacity to implement that strategy. BCDI's efforts emerge from the long-standing frustration of Bronx-based organizations and leaders with previous development proposals that promised to bring meaningful economic returns to the borough and its residents but failed to deliver. Historically, economic development initiatives in the Bronx have narrowly focused on predominantly low-wage job creation without the potential for local residents to build equity or increase their monetary assets. As a result, these ventures concentrated wealth generated in the Bronx amongst a very few individuals and failed to improve the financial futures of the local workforce or strengthen the local economy.

BCDI is a community, labor and university partnership for which MIT CoLab has provided planning and education technical assistance since late 2011. This year CoLab completed a Bronx-wide development study that sought to understand the social and economic challenges, as well as the assets, in the borough. Its goal was to identify strategic opportunities for local stakeholder-driven economic development that harnesses local resources. This study was based, in part, on the work of the students of The Bronx Planning Studio, a DUSP practicum course offered in the Fall of 2012 (pg 18). Additionally, CoLab continued building a leadership development curriculum for Bronx leaders and residents, titled the "Economic Democracy Training Series". Developed at the request of community partners who identified a need for strengthening grassroots leaders' strategic capacity to participate in economic development, the series is intended to improve BCDI's ability to implement its inclusive vision. DUSP graduate students played a critical role in developing and prototyping this curriculum with BCDI's community partners and grassroots leaders.

CoLab Staff Leads: Nick Iuviene, Program Director, Just Urban Economies and Yorman Nunez, Program Coordinator, BCDI

Lead Faculty: J. Phillip Thompson, Associate Professor of Urban Politics

Student Affiliates: Rachael Tanner, Nicole Salazar, Maggie Tischman, Nene Veronica Igiyetseme, Katherine Mella, and Lawrence Barinner II



The Kuna Yala Zero Waste Program

The Kuna Yala Zero Waste Program was launched in 2013 with the creation of a program design that includes strategies that together achieve the near elimination of solid waste on four tourist islands in Kuna Yala Panama: Suitupu, Tupile, Yandup, and Mulatupo. Although the program proposal is designed to move the region towards zero waste, a final disposal site has been included in the overall project for the disposal of inorganic residual waste. The program design was built on local knowledge by incorporating information gathered from interviews and focus groups conducted on the islands in June 2013 by stu-

dents, MIT anthropologist James Howe, and CoLab's program lead Libby McDonald. The program design also used an economic analysis, created by Edgar Blanco from MIT's Engineering System's Division. The analysis looks at the profit-potential to overcome the challenges of transport costs incurred when delivering recyclable material to Panama City or Colon. Ultimately, the Kuna Yala Waste Management Program will reduce greenhouse gas emissions and provide work opportunities through the creation of small waste and recycling associations on each of the four program islands.

CoLab Staff Lead: Libby McDonald, Program Director, Global Sustainability Partnerships

Faculty/Instructor Affiliates: Jim Howe, Professor Emeritus, Anthropology; Edgar Blanco, Research Director, MIT Center for Transportation and Logistics; and Anna Young, Program Coordinator, D-Lab

Student Affiliates: Elli Blaine and Thomas Baade-Mathiesen



Image by: Thomas Baade-Mathiesen



Image by: Jim Howe



Image by: Anna Young.

RAAS Waste and Recycling Project

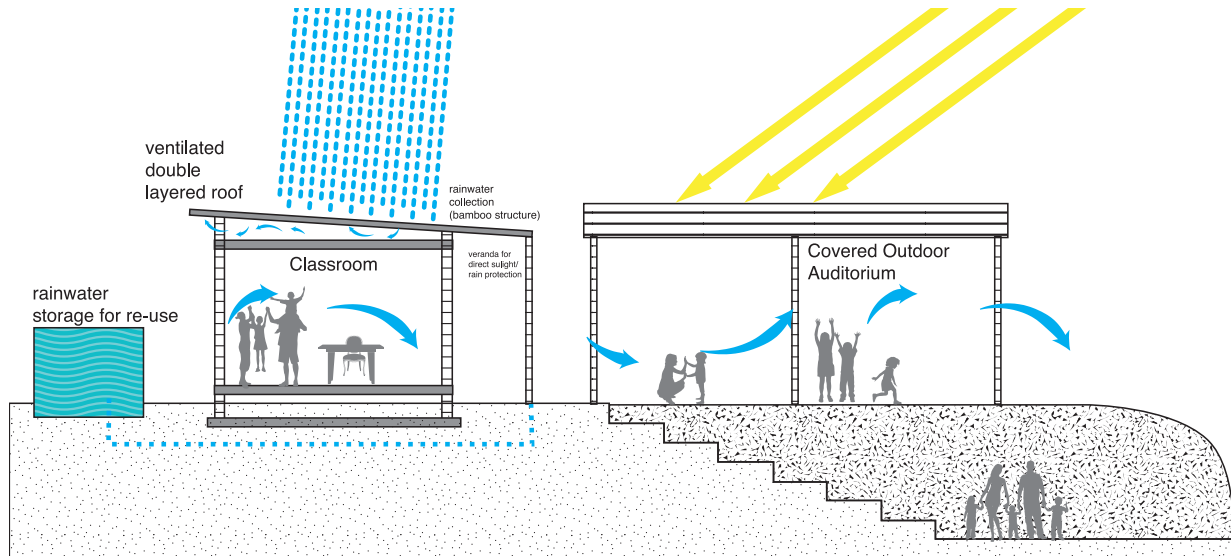
Wastepickers living in dumpsites in remote communities in the Southern Atlantic Autonomous Region (RAAS) of Nicaragua are some of the most marginalized people in the Western Hemisphere. Struggling to build sustainable waste sector businesses, they face a daunting challenge: it is nearly impossible to create economically viable recycling supply chains. Working in partnership with waste pickers, municipal governments, local businesses, the United Nations Development Program, the Inter-American Development Bank, and the locally-based NGO blueEnergy, CoLab has developed a regional zero waste program along Nicaragua's Caribbean Coastline that addresses the challenges of developing economically viable recycling businesses owned and managed by waste pickers.

Over the 2012-2013 academic year, working in partnership with MIT's Center for Transportation

CoLab Staff Lead: Libby McDonald, Program Director, Global Sustainability Partnerships

Faculty Affiliates: Edgar Blanco, MIT Center for Transportation and Logistics, and Amy Smith, MIT D-Lab

and Logistics, CoLab has produced a comprehensive study of the recycling supply chain in the RAAS. With students from Program Director Libby McDonald's course D-Lab Waste (pg 18), technology and waste sector businesses have continued to develop in partnership with waste pickers and anchor institutions in the three program municipalities: Corn Island, Bluefields, and El Rama. Businesses currently in development include an innovative micro-enterprise that keeps plastic bottles off the tourist islands of Corn and Little Corn; a collection and recycling business in El Rama; and a piggery in Bluefields. Additionally, with D-Lab Schools, architecture students worked with the local community of waste pickers to design a waste management training center and a zero waste grade school for children who previously worked in the Bluefields' dumpsite alongside their mothers.



Adapted from Bluefields section view, original by Caroline James

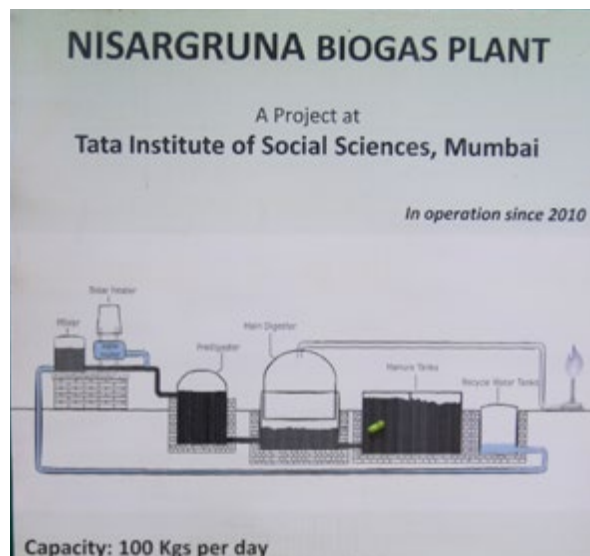
Women's Biogas Project

Finding alternative low-cost, low-carbon and renewable sources of cooking fuel is a critical challenge in many developing countries. CoLab is working in partnership with Stree Mukti Sanghatana to develop plans for a zero waste school that instructs waste pickers on how to create and implement appropriate technology and manage small businesses to support a network of biogas businesses co-owned by women waste pickers in Mumbai, India. The process, in which organic waste decomposes in the absence of oxygen, creates methane gas that is captured and used as cooking fuel. Not only does it provide an alterna-

tive to firewood and propane, but it prevents the release of methane, which is a potent greenhouse gas, into the atmosphere. The project, which uses Nisargruna biogas technology created by Dr. Sharad Kale of the Bhabha Atomic Research Centre, simultaneously creates jobs, improves working conditions, and promotes zero waste strategies. In the latter part of 2012 CoLab also began to work with Stree Mukti Sanghatana to develop another zero waste management school that would teach low-literacy waste pickers how to create and manage biogas facilities throughout the City of Mumbai.

CoLab Leads: Libby McDonald, Program Director for Global Sustainability Partnerships, and Research Affiliate Lucia Fernandez

Student Affiliates: Anna Gross and Claire Markgraf



Images by: Anna Gross

Green Grease Project

Disposal of used cooking oil is a major waste management challenge for waste pickers seeking to develop worker-owned enterprises. The oil is often dumped directly into the local waterway, creating daunting water pollution problems. At the same time waste cooking oil is tremendously useful as a low-cost biodiesel fuel source. Developed in partnership with the Biodiesel Club at MIT; the São Paulo chapter of Brazil's national union of catadores (Portuguese for waste pickers), Rede CataSampa; and students from University of São Paulo (USP) the Green Grease Project is an initiative focused on converting vehicles to run on waste grease, creating waste grease collection systems, and filtering waste vegetable oil (WVO) to prevent water contamination, lower operational costs, and expand income opportunities for São Paulo-based waste picking cooperatives. The Green Grease filtration system is a simple device used to improve the quality of the WVO that catadores collect from restaurants and households. Working closely with catadores from Rede CataSampa cooperatives,

students from MIT, USP, and the Aeronautical Institute of Technology (ITA), the Green Grease team developed a low-cost filtration system that is appropriate for use in the cooperatives. The system uses only locally available and recycled materials, such as plumbing parts and blue jeans, and removes 100% of solid particles and more than 85% of the water from the oil, which significantly increases its value.

In one phase of the program, the Green Grease Team hosted catadores from Rede CataSampa at MIT to participate in a series of workshops focused on improving technology development, business planning and media strategies using participatory planning methods. The project will draw to a close with a series of step-by-step training modules on video and in an online training program, which will be featured at ExpoCatador, Brazil's international convening of wastepickers hosted in São Paulo in January 2014.

CoLab Staff Lead: Libby McDonald, Program Director, Global Sustainability Partnerships

Student Affiliates: Angela Hojnacki (MIT), Janet Li (MIT), Marta Mareello (BU), Rajiv Rao (Georgetown), Devin Gladden (LSE), Aline Neves (USP), Walter Volpini (USP), Denis Ferreira (USP)

Web Link: <http://greengrease.scripts.mit.edu/home/>

COLAB'S WORK

COLLABORATIVE RESEARCH & LEARNING

Generating new and relevant knowledge about urban sustainability with community partners 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.

Green Economic Development Initiative

CoLab launched the Green Economic Development Initiative (GEDI) to advance the use of triple bottom line priorities of environmental sustainability, social justice and economic opportunity within the economic development field. This work was launched in collaboration with the 2012 Mel King Fellows class of 14 leading economic and community development practitioners. During 2012, GEDI completed two projects: (1) partnering with the City of Minneapolis to prepare an “Operational Energy Savings and Economic Development” strategy; and (2) preparing the report “Green Infrastructure and Economic Development: A Guide to Foster Opportunity for Marginalized Communities” from research on green infrastructure planning and development in New York City and Portland (OR).

During 2013, the GEDI team built on their successful work in Minneapolis to complete and publish Energy Efficiency Market Transformation strategies with four more local governments: Bellevue (WA), Cambridge (MA), Las Vegas, and

Passaic County (NJ). Bellevue and Las Vegas have organized committees comprised of leading members of the energy services sector, commercial real estate representatives, and government personnel to implement the recommended strategies. The GEDI team is now preparing a guidebook on creating a local energy efficiency market transformation strategy to help other communities benefit our experience in these five cities.

As part of GEDI the paper, “Transforming Economic Development”, was published. Co-developed with the 2012 CoLab Mel King Fellows it argues for a revitalized economic development practice that integrates environmental sustainability and social equity into its core mission and provides a vision and case studies on how economic development organizations can navigate this transformation. Members of the GEDI team also completed several presentations and training events in 2013 to disseminate this important work through presentations at conferences, podcasts, and a popular webinar series.

CoLab Staff Lead: Brendan McEwen, Program Coordinator, GEDI

Project Lead: Karl Seidman, Senior Lecturer, MIT DUSP

Student Affiliates: Tara Aubuchon, Amelia Carver, Andrew Pierson, Rebecca Silverman, Maggie Tishman, and Yuqi Wang

Mississippi Transportation Infrastructure Project

During the summer of 2013, two CoLab Research Fellows worked under the direction of CoLab Mel King Fellow alum, Derrick Johnson of One Voice, a Jackson-based NGO with which CoLab's partners, to provide research support for the Chairman of the Mississippi House of Representatives Transportation Committee, Representative Robert L. Johnson III of Mississippi's 94th district. As with many states, Mississippi faces a pressing lack of sustainable funding sources for transportation infrastructure construction and maintenance. Mississippi also has stark regional disparities in health and wealth outcomes. Both partners in Mississippi expressed an interest in understanding how transportation investments could play a

role in addressing these disparities. In response, CoLab's research fellows developed and submitted a set of recommendations for updating Mississippi's transportation infrastructure financing structure to Chairman Johnson in October 2013. During the Fall 2013 semester, CoLab hired two students to continue this work. This second phase of the research focused on the City of Jackson. CoLab researchers developed strategies to enable city leadership and community partners to use transportation investments to achieve economic, environmental and equity goals that the new progressive city leadership has put forth in its development plan. This report will be submitted in January 2014.

CoLab Staff Lead: Alyssa Bryson, Program Director, Inclusive Regional Development

Student Affiliates: Paul DeManche, Jenna Morgenstern-Gaines, Shenhao Wang, Calli Cenizal and Elizabeth Irvin

Puerto Rico Research Initiative

Beginning with a generous gift in 2011 from MIT alumnus Jon Borschow (1972), CoLab has worked with community and academic partners in Puerto Rico to co-develop knowledge and action plans to strengthen opportunities for regional development. Over the past year, activities have focused on developing a collaborative research project to identify opportunities for community tourism development in the Castañer region, the historical center of coffee production for the island, which is now experiencing a sharp decline in income, employment, and population. Under the leadership of Professor Xav Briggs, CoLab staff worked with two graduate students in the MIT Department of Urban Studies and Planning, as well as colleagues at the University of Puerto Rico – San Juan and the Pontifical Catholic University of Puerto Rico – Ponce to coordinate this effort with the Puerto

Rican office of PathStone Corporation, a community development and human service organization focused on building a more resilient economy and society in central Puerto Rico.

Research involved site visits to the region; interviews with coffee farmers and regional stakeholders, including government agencies and community organizations; an original survey of past and potential visitors to the area; and a scan of global tourism initiatives that could shed light on opportunities and challenges for Castañer. The report, which includes both a summary of the research and a set of concrete recommendations, will be used both by PathStone and other regional entities to develop strategies and policies to support the development of sustainable community tourism initiatives.

CoLab Staff Lead: Alyssa Bryson, Program Director, Puerto Rico/Caribbean Development Initiative

Faculty Lead: Xavier de Souza Briggs, Associate Professor and Associate Department Head, MIT DUSP

Student Affiliates: Deepak Lamba-Nieves, Paul DeManche, and Sara Hess

Energy Efficiency Strategy Project

In 2013 the Energy Efficiency Strategy Project culminated in a practicum course in MIT's Department of Urban Studies and Planning. The students worked with and for real clients NSTAR Electric and Gas and the City of Cambridge. For the course the students developed a multifaceted pilot program to address the 84% of Cambridge households that live in multifamily dwellings. On April 26 they presented their proposals at the MIT Energy Innovations Symposium. The key features of the students' proposed program included streamlined energy audits; appointment of a single program implementer; providing attractive financing options to landlords; using community-based social marketing to promote the program benefits to Cambridge residents; and taking steps to increase household comfort while reducing environmental

impact for the tenants. This course and proposal highlights the aim of the Energy Efficiency Strategy Project's overall aim to support research that combines state of the art energy efficiency measures with a focus on community engagement.

Text co-opted from article "DUSP students develop energy efficiency plan for Cambridge" written by Kathryn M. O'Neill, MIT Energy Initiative Correspondent.

The full article appears in the Autumn 2013 issue of Energy Futures, the magazine of the MIT Energy Initiative (go to <http://mitei.mit.edu/publications/energy-futures-magazine/energy-futures-autumn-2013>).

CoLab Staff Lead: Brendan McEwen, Program Coordinator, GEDI

Project Director: Harvey Michaels, Energy Efficiency Lecturer and Research Scientist

MIT-UTM Malaysia Sustainable Cities Program

Launched in 2013, the MIT-Malaysia Sustainable Cities Program (MSCP) is a five-year effort, co-managed by faculty at MIT and the Universiti of Teknologi of Malaysia (UTM), with a multimillion-dollar grant from the Malaysian Ministry of Education. The goal of the program is to document sustainable city development efforts in Malaysia and use these research findings to create on-line video instructional materials to support the teaching of sustainable city development in universities in the global South. Ten Visiting Faculty members from around the world will be selected annually, beginning in early 2014, to join these efforts. They will spend half an academic year at UTM and half at MIT. In January each year, MIT graduate students and faculty will join

with UTM faculty and students to review and refine the direction of the research in progress.

The initial focus is on the port of Johor Bahru; Kuala Lumpur, especially the federal district of Putrajaya; the World Heritage city of George Town in Penang, and Kuching in East Malaysia. Through the program the goal is to learn more about the ways in which economic development efforts have been pursued while enhancing ecological sustainability; the strategies used to address underlying intercultural tensions in Malaysia as they relate to city development and natural resource management; and environmental quality improvement efforts that have been catalyzed as a result of planned city development.

Faculty Lead: Lawrence Susskind, Professor, MIT DUSP and Vice Chair, Program on Negotiation at Harvard Law School

CoLab Staff Lead: Bettina Urcuioli, Project Manager, Malaysia Sustainable Cities Program

Inclusive Regional Development

Countries in the Americas, like many around the world, are dealing with severe crises of socioeconomic inequality. In addition to having dire implications for the quality of life of residents, inequality, which increasingly is compounded by rapid urbanization and climate change, serves as a critical impediment to the development of the region as a whole. As many countries pursue decentralization, increased responsibility for addressing the impacts of inequality falls to local and regional institutions. Yet, access to technical information and tools is limited in the geographic and socioeconomic periphery, particularly among Afro and indigenous groups, women, and youth in isolated regions and mid-sized cities. Government leaders, planners, and activists in the periphery, often finding formal centers of knowledge production (such as universities) inaccessible, are left without urgently needed resources and technical expertise to effectively respond to planning and development challenges. However, with the right

knowledge and tools, these leaders may have opportunities to create world-class models of inclusive development with lessons for the entire globe about managing resources in an increasingly resource-scarce time.

In December 2013, with support from the Ford Foundation, CoLab will begin a one-year collaboration with academic and community partners in Colombia, Chile, and Peru to build the bases for a transnational learning network focused on generating tools, capacity, and leadership for inclusive regional development. Among other activities, the project will include the creation of a professional development program that supports leaders on the subnational level in building strategic stakeholder networks and leveraging regional resources, which will be piloted with Afro, indigenous, and women leaders in the Pacific Region of Colombia.

Faculty Lead: J. Phillip Thompson, Associate Professor of Urban Politics

CoLab Staff Lead: Alyssa Bryson, Program Director, Puerto Rico/Caribbean Development Initiative

COLAB COURSES

Gender and Planning Course

In the Fall semester of 2012, at the request of masters students in the MIT Department of Urban Studies and Planning, PhD student Mia White and CoLab's Alyssa Bryson co-taught a Gender and Planning course at MIT. During weekly discussions, students and instructors actively participated in facilitating and developing analytical skills towards comprehending how gender roles and identities affect, and are affected by, urban spaces and relationships (politics, economy, laws, design, etc.). The half-semester course used a

highly participatory design and consensus-based decision-making process, and students were actively engaged in shaping the course contents and structure. In October, students conducted a presentation of their individual and group projects, which included reflections on gender and planning practice, mapping gender-based disparities in access to services, and a history of gender studies in the Department of Urban Studies and Planning, among others.

Course Leads: Mia White, DUSP PhD candidate, and Alyssa Bryson, Program Director, Puerto Rico/ Caribbean Development Initiative



Image by: Alyssa Bryson

D-Lab Waste Course

In collaboration with MIT D-Lab, CoLab offered a course on waste management in low-income countries that will culminate in a January 2014 IAP trip to four islands in Kuna Yala, Panama where technology and entrepreneurship training modules will be implemented to support the creation of waste sector businesses aimed at moving the region towards zero waste. The D-Lab Waste course provides a multidisciplinary approach to managing waste in low and middle-income countries with strategies that diminish

greenhouse gas emissions and provide enterprise opportunities for people living in extreme poverty. Comprised of lectures, field trips, and guest speakers, the course examined waste management strategies in cities in Africa, India, and Latin America. Students also examined case studies of collection, recycling, and waste-to-energy businesses developed in low-income settings and conducted research on public policy that supports sustainable, integrated, solid waste management systems.

CoLab Staff Lead: Libby McDonald, Program Director for Global Sustainability Partnerships

Faculty Affiliate: Amy Smith, Founder and Co-Director, MIT D-Lab

The Bronx Planning Studio (Practicum)

In collaboration with the SPURS program and DUSP, CoLab offered a practicum planning studio led by DUSP Professor Phil Thompson and supported by CoLab Program Director Nick Iuviene and SPURS fellow Ofer Lerner. The practicum, a client project for the Bronx Cooperative Development Initiative (BCDI), sought to understand the strategic opportunities for inclusive, equitable and sustainable development in the borough. The course provided students an opportunity to sharpen their theoretical analysis of the political economy as well as learn a

methodology for analyzing the assets of a low-income region towards identifying equitable economic development strategies. The team took several trips to the Bronx to engage with community partners and other stakeholders, providing for an inclusive analysis and planning process. The student team worked in parallel to a business analysis team led by Jeffrey Hollender, co-founder of Seventh Generation Inc. The findings of these two teams were integrated into a final report that was provided to the BCDI partners.

Practicum Leads: Professor J. Phillip Thompson; Nick Iuviene, Program Director, Just Urban Economies; and Ofer Lerner, SPURS fellow

COLAB

MEDIA & CULTURE

CoLab Radio

In the 2012-2013 academic year, our blog site CoLab Radio (<http://CoLabradio.mit.edu/>) published more than 60 new volunteer contributors to its already diverse pool of 200 media makers globally and also published its 1,000th blog post entry. CoLab Radio's mission is to encourage the open sharing of ideas that serve a better future for all communities. CoLab Radio is a city and regional planning publication where people who are doing the daily work of improving communities can share their stories, document their projects, and express their ideas.

CoLab launched several new blog series and continued to develop previous ones. In the Contested Space series, twelve bloggers from nine different countries wrote about places in their cities that were tied up in conflict. Stories included an ever-changing Orthodox Cross in Bosnia, and a deserted rail station in Istanbul, among others. CoLab's ongoing series of street chairs — photos of discarded chairs from all over the world — was featured in *Fast Company*. In the past, CoLab's street chairs have been featured in *Atlantic Cities* and *Next American City*. CoLab Radio has published over 130 street chair photos.

In January of 2013, CoLab taught a one-week intensive course called People, Planning, and the Story: An Applied Media Workshop. Stefanie Ritoper of the UCLA Labor Center joined Alexa Mills and Aditi Mehta of CoLab to teach this class to MIT Planning students and practicing planners alike. Students learned how to tell stories about, and in collaboration with, residents who deal with major planning policy decisions in their everyday lives. Each student published a story at the end of the week.

CoLab also worked with *The Boston Globe* and the MIT Center for Civic Media to host The Neighborhood's Story, an event that was free and open to the public. The team of journalists who created "68 Blocks: Life, Death, and Hope in Boston's Bowdoin Geneva Neighborhood" talked to a diverse audience about how they went about telling the story of a place — an entire city neighborhood — rather than of one person or one isolated event. About 100 people, including practicing planners, local activists, real estate developers, students and professors from several different local universities, and independent media makers, came to learn and ask questions about the series.



Image by: Andrew Cook

In the fall of 2013, CoLab welcomed three new guest editors to curate blog series.

Dessen Hillman is currently publishing posts in which people describe their favorite public places. Anyone can contribute a post what it's like to spend time in their favorite place; Dessen supplements contributors' text and photos with a bird's eye view rendering of their favorite place in the context of its surrounding streets.



Image by: Dessen Hillman



Image by: Stephanie Ritoper

Andy Cook is telling the stories of the little farms making incredible new strides in cities across America through his new series, Greater Yield. The aim of this series is to elaborate on the different kinds of impacts urban agriculture can have on communities, outside of the realm of food security.

Nushelle de Silva is developing a special series on the construction of the first-ever highway built in her native Sri Lanka. She is working closely with groups on all sides of the highway controversy to generate blog posts by regular citizens on how the highway has changed everyday life in Sri Lanka.

CoLab Radio blog series on development and displacement in Sri Lanka

Posted on October 3, 2013

This semester, I will be editing a series of about six guest posts on CoLab Radio (<http://colabradio.mit.edu/>), a blog at MIT. I've proposed a series dealing with displacement in Sri Lanka (as opposed to in relation to the war). I was interested in projects including the new highway(s), the resettlement following the Lun project, and the relocation of the Manning Market vendors to Paliyagoda, to name just the urban upheavals as of late.

Source: <http://www.nushelledesilva.com>

In the fall of 2013, CoLab's Media Director Alexa Mills along with MIT Planning Department faculty J. Phillip Thompson and *Boston Globe* editor Steven Wilmsen taught "In This Building: Multimedia and Place-Based Storytelling". Students created multimedia stories about life in six different Boston-area buildings and presented their stories to an audience of about 50, including residents of almost every building studied as well as planning students and faculty.

CoLab Staff Lead: Alexa Mills, Program Director of Media Projects



COLAB'S WORK

LINKING

Providing space for high-impact stakeholders across multiple sectors to explore common interests and develop transformative projects.

Urban Research-Based Action Network (URBAN)

The Urban Research-Based Action Network (URBAN) is a multidisciplinary network that connects scholars, educators and community leaders to form research collaborations that produce knowledge relevant to support policy and practice initiatives that advance community change at the local level and beyond. It is a forum for sharing best practices, identifying lessons and raising standards in the field of collaborative research. Launched at CoLab, URBAN has strong roots and active local “nodes” in four urban areas in the U.S. — Los Angeles, New York City, and Boston; and an emerging node in the Bay Area. Over the last three years, in these nodes URBAN has developed strong relations among universi-

ties, schools, and community-based organizations. URBAN also has national “nodes” among education researchers, sociologists, and community planners, leveraging resources from its faculty base at UCLA, UC Santa Cruz, Pitzer College, University of Massachusetts Boston, the CUNY Graduate Center, Loyola University Chicago, University of Wisconsin Madison and MIT. URBAN works with a host of additional institutions to identify and mentor young scholars, predominantly scholars of color interested in generating community-based research projects, and linking projects across sites. In the last three years, URBAN has engaged more than one thousand participants through all of its nodes.

Forum on Race and Democracy

CoLab continues to host the Forum on Race and Democracy (the Network), an ongoing leadership convening among senior leaders across a range of movements including labor, civil rights, community development/ community building, environment, immigrant rights and organizational development. 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. During 2013, the Network helped to support development of the Mel King Community Fellows Class focused on community-labor relationships. Several members of the Network participated in the Fellows convenings.

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. The program builds upon a 40-year tradition of bridging practice-based knowledge and academic research. Fellows work in their home communities on projects of their choosing related to annual CoLab themes and make quarterly visits to MIT to interact with students and faculty, share lessons, access technical knowledge relevant to their projects, and strengthen their connections with each other.

Class of 2012

The 2012 Mel King Fellows comprised economic development practitioners and community activists convened to support the development of CoLab's Green Economic Development Initiative (GEDI). The Fellows work with GEDI was aimed at increasing the capacity of individual economic development practitioners to advance social, environmental, and economic change. The work by economic development professionals to achieve these Triple Bottom Line results has many challenges that the 2012 Class and GEDI were focused on addressing. Read the update on GEDI in this report on (pg 14) for a full account of the 2012 cohort's important accomplishments in this effort.



Class of 2013

For the 2013 class of Mel King Fellows, CoLab brought together a strategic grouping of labor and community leaders from around the United States. The class focused on the question of how social justice and labor movements in the US might benefit from innovative approaches to organizing workers' economic power and building labor-community collaborations. The goal is to investigate the role of people of color in the economy, build relationships among the leaders and jointly develop new frameworks for advancing worker power and economic democracy.



In May, the Fellows gathered for a two-day workshop to provide advanced observational, communication, and analytical skills for understanding new frameworks. In July, the fellows participated in a learning journey to Mondragon, Spain, one of the most significant long-term experiments in regional economic democracy. In October the fellows met for what was to be their last convening and decided on extending the program for 2014 to continue working on collaborative projects together that would start to implement the lessons learned during 2013.



Images by: Erik Flakoll

Members of the Class of 2013 include:

Pablo Alvarado	Executive Director	National Day Laborer Organizing Network
Laphonza Butler	President	SEIU/ULTCW
Denise G. Fairchild, Ph.D.	President & CEO	Emerald Cities Collaborative
George Goehl	Executive Director	National People's Action
Sarita Gupta	Executive Director	Jobs with Justice
Gerald Hudson	International Executive Vice President	SEIU
Vilma Linares – Vaughn	Chief of Staff	SEIU Local 1199 Healthcare Workers East
Fekkak Mamdouh	Co-Director	ROC United
Ai-jen Poo	Director	National Domestic Workers Alliance
Claudio Martinez	Executive Director	Hyde Square Task Force
Javier Morillo-Alicea	President	SEIU Local 26
Laine Romero-Alston	Program Officer	Promoting the Next Generation Workforce Strategies, Ford Foundation
Monica Russo	Executive Vice President	1199 SEIU
Saket Soni	Executive Director	New Orleans Workers' Center for Racial Justice
Veronica Turner	Executive Vice President	1199 SEIU
Kent Wong	Director	Center for Labor Research and Education, University of California, Los Angeles

COLAB

EVENTS

In the 2012–2013 academic year, CoLab staff, fellows, and student affiliates coordinated approximately 29 major events. They ranged from professional education programs for business leaders to convening groups of leading community activists and labor leaders to neighborhood meetings with local actors. As always, the common thread in all of these events and gatherings was to innovate around, collaborate on, or showcase work that is actively pursuing democratic engagement, wealth generation, and urban sustainability.

September 2012

- 1-7** Hosted an exhibition at the World Urban Forum in Naples, Italy on Urban Resilience in Situations of Chronic Violence, a collaborative research project developed by DUSP and the MIT Center for International Studies
- 19-21** 2012 Mel King Community Fellows Forum
- 20** Lecture - Dr. Richard Lester, MIT Japan Steel Industry Professor and Head of the Department of Nuclear Science and Engineering, on his book "Unlocking Energy Innovation: How America Can Build a Low-Cost, Low-Carbon Energy System" (MIT Press, 2011)
- 20** #citychat No. 5: Transforming Public Spaces
- 20** The Theory and Practice of Green Economic Development: Experiences from Across the USA and Around the World
- 24-28** Visiting Artist Joint Residency: Mel Chin and Rick Lowe. Artists and Community Planning (Co-Sponsored with MIT Visiting Artists Program)

October 2012

- 15** Bronx Planning Studio Strategy Workshop - Community Economic Development in the Bronx
- 18** #citychat No. 6: Financing an Urban Farm
- 19** Presentation at Rutgers University: Representing the City: Technology, Action, and Change

November 2012

- 7** Course Reflection and Presentation - Gender and Planning: A Critical Lens for the Theory and Practice of Planning
- 15** #citychat No. 7: Post-disaster Planning
- 16** Participant in WGBH Innovation IdeaLab

December 2012

- 5-6** Fix this Public Space with #oneidea
- 8** PUSH Buffalo/CoLab Economic Democracy Summit
- 11** URBAN.Boston and Dudley Street Neighborhood Initiative (DSNI) Public Community Meeting
- 13** CoLab Community Advisory Board Meeting
- 14-15** Forum on Race and Democracy Meeting

January 2013

- 7-10** People, Planning and the Story: An Applied Media Workshop
- 1/27-2/1** Research trip to Puerto Rico with Professor Xav Briggs and DUSP students

EVENT HIGHLIGHT:

Leveraging the Power of Anchor Institutions to Build Community Wealth: A Community Forum

CoLab was thrilled to welcome the Honorable Frank Jackson, Mayor of Cleveland, and numerous distinguished community leaders from Cleveland and faculty for the release of the MIT-University of Maryland Case Study on Cleveland’s University Hospitals Vision 2010 Program. A live webcast and Twitter chat ensured that all were able to participate in this great event highlighting the University Hospitals \$1.2B growth plan that focused on local job creation and procurement utilizing minority – and women-owned local businesses.



Leveraging the Power of Anchor Institutions to Build Community Wealth: A Community Forum

Release of MIT-University of Maryland Case Study on Cleveland’s University Hospitals Vision 2010 Program

FORUM
Wednesday
May 8, 2013

4:00-6:00 pm
Panel Presentation
Q+A
Reception to follow

Wong Auditorium
Building E-51
70 Memorial Drive
Cambridge, MA 02139

Welcome + Introduction

Dayna L. Cunningham
Executive Director,
MIT Community
Innovators Lab

Adèle Naude Santos
Dean, MIT School of
Architecture and
Planning

J. Phillip Thompson
Associate Professor,
MIT Department of Urban
Studies and Planning;
co-author of case study

Ted Howard
Executive Director,
The Democracy Collaborative,
University of Maryland;
co-author of case study

Remarks by Principals

Honorable Frank G. Jackson III
Mayor,
Cleveland,
Ohio

Thomas F. Zently III
CEO,
University
Hospitals

Steven D. Standley
Chief
Administrative
Officer,
University
Hospitals

Responses by Experts

Philip Clay
Moderator
Professor, MIT
Department of Urban
Studies and
Planning; Chancellor, MIT
(2001-2012)

Xavier de Souza Briggs
Associate Professor,
MIT Department of Urban
Studies and Planning;
Associate Director of Office
of Management and
Budget (2008-2012)

Rebecca Henderson
John and Natty McArthur
University Professor,
Harvard University;
Harvard Business School,
General Management and
Strategy Units;
Co-Director, the Business
and Environment Initiative

Thomas Kochan
George Maverick Bunker
Professor of Management, MIT;
Professor of Engineering
Systems; Co-Director of the
Institute for Work and
Employment Research at the
MIT Sloan School of
Management; Chair, MIT
Faculty (2009)

#anchorpower

Live video streaming:
<http://bit.ly/W6nuB>

MIT School of
Architecture + Planning

University Hospitals’ Vision
2010 Case Study funded by the
Cleveland Foundation



Images by: Justin Knight

February 2013

2/22-3/20 New Approaches to Social Science Discussion Group (And Their Implications for Doctoral Study in the Applied Social Sciences). Led by DUSP Professor Larry Susskind.

March 2013

- 2** URBAN.Boston meeting at VietAID, Dorchester
- 4-6** Presentation at 2013 Urban Affairs Association Annual Conference, San Francisco, California
- 28** COLOMBIA, land of light: Documentary + Discussion with Santiago Escobar Jaramillo

April 2013

- 9** #citychat No. 8: Transit Equity in Growing Cities & the Istanbul Case
- 9** Gar Alperovitz Book Talk
- 11** Book Talk: Undocumented and Unafraid, Tam Tran, Cinthya Felix, and the Immigrant Youth Movement (UCLA Labor Center, 2013). Authors Kent Wong, Director of UCLA's Center for Labor Research and Education and Sofia Campos, National Chair of United We Dream (sponsored by MIT CoLab and SCC, and funded by DUSP Student Council). Discussed the new generation of undocumented youth who are coming out, organizing, advocating for change in immigration policy, and building a new civil rights movement.
- 30** Book Talk: Behind the Kitchen Door. Author, Saru Jayaraman, co-founder of the Restaurant Opportunities Center United, and Director of the discussion on the Tipped Minimum Wage Campaign

May 2013

- 1** The Neighborhood's Story: Boston Globe team's multimedia series on the Bowdoin-Geneva neighborhood

- 2** Facilitated discussion on the urban renovation model of Medellín, Colombia in the IDG/SPURS conference entitled, Unconventional Wisdom: Learning in International Development Practice

- 6** Webinar - Engaging Stakeholders to Improve Energy Efficiency Programs

- 8** Leveraging the Power of Anchor Institutions to Build Community Wealth: A Community Forum

- 9-10** 2013 Mel King Fellows Community and Labor Delegation

- 20-24** Comfama/CoLab Professional Development Program: Sustainable Development and Social Inclusion in the Innovation Economy

June 2013

- 23-26** Participated in John Gaventa event in Nova Scotia

July 2013

- 15-19** Class of 2013 Mel King Community Fellows Trip to Mondragon Spain

EVENT HIGHLIGHT:

Comfama/CoLab Professional Development Program: Sustainable Development and Social Inclusion in the Innovation Economy

In May of 2013, CoLab hosted a group of 38 preeminent business and government leaders from Medellín, Colombia for a five-day seminar designed to introduce participants to concepts, practices, and tools that will allow them to use innovation to expand social inclusion and advocate for sustainable development solutions. The group was convened as part of the Social Management program of Comfama, a private entity run with public oversight in Medellín that reaches more than four million people per year in the delivery of wide-ranging services such as housing, health, education, employment training, and recreation in the region of Antioquia. Previous installments of this program had been conducted at Harvard, Columbia, Johns Hopkins, and the Complutense in Madrid. CoLab was happy to bring this illustrious group to MIT for the first time, to mark the beginning of a long-term partnership.



Images by: Martha Stewart

COLAB

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

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. Following are descriptions of their work over the past year.

Martha Bonilla



Martha worked in Colombia building networks to create local capacity for participatory planning in urban revitalization processes. She developed a monograph entitled, "Madrid's

Urban Growth." This monograph shows Madrid's challenges today, after investing an incredible amount of resources on transportation infrastructure with very low citizen participation. Martha also helped develop a proposal to create a joint summer class between CoLab and the SUR Group (Urban and Regional Sustainability Research Group) at Universidad de los Andes in Bogota. Martha's other activities included serving as an adviser of FUPAD.org in its model for communities' interventions in areas of post conflict and advising undergraduate students from low-income areas to prepare their applications for graduate programs in the United States. Lastly, she is writing a paper that explores community learning and decision making process in The Colombian Public Transportation System (BRT) comparing the cases of Bogota and Cali.

Thomasina Williams



Thomasina's work is in exploring leadership and economic development strategies for tapping into and cultivating the innate resilience within local communities, and non-traditional

models for funding social justice work. Related to this, during the 2012-2013 academic year Thomasina worked with CoLab on the Bronx Cooperative Development Initiative (BCDI), an anchor-institution-based project to aims to harness local assets in the Bronx to drive comprehensive regional economic development. She also began studying strategies for introducing more individual donors to BCDI's type of work around building wealth, ownership, and business leadership among low and moderate-income residents, while fostering an environmentally just and sustainable regional economy.

Becky Buell



Becky continued her work on energy and climate change, including a review of the evidence on effective climate change communications, the state of public opinion on

climate change, and the implications for organizations working on engaging the public on climate change. She has supported a range of environment and development NGOs and coalitions on strategies for effective campaigning on climate change in the critical period leading up to the 2016 UN Summit, and worked with pension funds and institutional investors on approaches to reducing climate risk in energy-related portfolios. This latter piece resulted in a report, "Systems not Silos: Investor Perspectives on the Energy System". She has also developed work on how health reform and economic austerity is transforming health systems globally, and has facilitated several multi-sector dialogues that explore collaborative approaches to improving cost effectiveness and improved outcomes in health systems. This resulted in a series of regional reports on health reform in Europe, Emerging Markets and the US, and a global report on the implications for drug discovery and development, "Pathways to Value: Pharma in a Changing World."

Ernest McKinley English



Ernest has been developing creative platforms that directly engage communities—The Emagination Collaboration. His focus is on leveraging public participation for the greater

good and development of communities, while enhancing brand awareness for companies. The latter, in an ongoing collaboration with CoLab, is how he envisions substantially funding sustainable projects in communities around the world, utilizing the interactive art and advert making process as the catalyst for global unification.

Zahir Dossa



Zahir successfully defended his dissertation entitled “A Positive Approach to Sustainability” and earned his Ph.D. In his research, Zahir proposes a new framework for measuring sustainability

performance, demonstrates how sustainability innovations are formed through positive ethical networks, and develops a framework for determining the trajectory of sustainable initiatives. Putting theory into practice, Zahir implemented a business model he constructed in his doctoral research that more closely connects producers to consumers via Internet-based strategies, thereby returning profits to the stakeholders that matter most. Through a transparent, cooperative model, The Argan Tree sells all-natural beauty products infused with argan oil sourced from its 60-woman cooperative in Morocco. The Argan Tree builds upon the efforts of its sister company, Argania: a Moroccan gourmet cooperative.

Uyen Le



Uyen Le is currently the Compliance and Outreach Representative at the International Brotherhood of Electrical Workers Local Union 11. Uyen completed a strategic plan report for the City

of Los Angeles and the Los Angeles Workforce Investment Board to identify the needs, strengths, trends, opportunities, and strategies of the construction workforce in Los Angeles. The survey and interview-based report focused on creating quality career opportunities in disadvantaged communities while improving local infrastructure and reducing greenhouse gas emissions. Uyen also completed an analysis of and outreach for California’s Assembly Bill 1565 implementation plan, which will increase construction contracting opportunities for well-qualified contractors while increasing apprenticeship and hiring opportunities for local communities. She also developed educational materials related to AB 1565 for over 70 school districts in Los Angeles County. Uyen is also a member of the California Investor-Owned Utilities’ Workforce Education & Training Advisory Committee. This committee oversees the research and drafting of a statewide workforce development plan related to energy efficiency, renewable energy, demand response, and other utility-funded energy initiatives.

Lucia Fernandez



Lucia bridged her work and experience with the global informal recycling partners into the MIT community. She has supported the D-Lab Waste course by advising students,

contributing to the development of the syllabus, and delivering lectures based on her research around decentralized and inclusive waste management. Her interest in bio-digestion of organic waste has helped the Indian women organization SMS to work closely with CoLab as well as the new Solar Cities Initiative with MIT biogas specialists. As part of her main interest in zero waste strategies and the empowerment of the informal recycling sector, Lucia participated with waste pickers representatives at the Green Jobs and Sustainability Conference of the International Labour Organization. Her contacts within this organization and her experience have enriched an E-waste workshop hosted at MIT.

Holly Jo Sparks



Holly Jo’s focus has been on expanding support for cooperatives and community-based initiatives through research, education, and building capacity. She was lead organizer for

the Eastern Conference for Workplace Democracy (July 2013), which focused on democratic community economic development through worker cooperatives, and how to create meaningful, humanizing jobs while building community-based wealth. She also presented at a cooperative training and education conference on strategies for organizing new housing cooperatives and expanding existing ones. Holly Jo began research on best practices across the United States that promote cooperative development, particularly in low-income sectors, including aging and independence, education, community health care and affordable housing. This study will be used to guide decision-makers and lenders concerning new policies and tools related to advancing community development using the cooperative business model.

Patricia Molina Costa



Patricia continued work on building and coordinating the Urban Research-Based Action Network (URBAN). During its second year of development, she continued the consultation and outreach process, assisting with the creation of new local (Bay Area node) and professional association nodes (in Sociology, Urban Planning, Education, and Public Health). She worked on consolidating the infrastructure of the network, working with URBAN Co-Chairs on strategic planning, with the National Planning Committee on coordinating the work of the different local and discipline nodes, and with URBAN Fellows on sharing lessons and resources across nodes. She was also actively engaged in the Boston node.

Planning Committee, which organized four public meetings to connect local engaged scholars and community leaders.

In collaboration with David Overfelt, she worked on a Call for Papers for a Special Issue of SAGE Publications' journal *Critical Sociology* that will critically assess community-based research from a multi-disciplinary perspective.

Patricia collaborated in other CoLab projects, providing mapping and participatory planning tools and strategies. She organized the workshop "Leveraging Community Knowledge", at "Representing the City: Technology, Action, and Change" symposium in the Edward J. Bloustein School of Planning and Public Policy (Rutgers University), and was the organizer of the symposium "Community-University Partnerships in Boston: The Experience of the MIT-DUSP GreenHouse Studio".

Lily Song



Lily composed a discussion paper on the topic of secondary cities in Southeast Asia, providing a comprehensive overview of their importance; highlighting opportunities entailed by more "dispersed" or "diffuse" modes of urbanization, with an eye toward broader access to urban services and greater social equity, accountability, and participation; and examining the implications of urban growth on housing, health and sanitation, environment and transport in terms of posed urban governance challenges. This document was used as a background paper for the participants of the Asia Development Dialogue, a joint collaboration among Oxfam Great Britain, Chulalongkorn University (Thailand) and Lee Kuan Yew School of Public Policy (Singapore) funded by the Rockefeller Foundation. Additionally, Lily composed entries for CoLab Radio pertaining to issues of social marginality, urban inequality, and transformative planning in Southeast Asia and other developing urban contexts.

Jennifer Vanica



Jennifer wrote her new book, "Enduring Change", where she details the risk-taking trial-and-error study of philanthropy in community change. In a neighborhood known in the early 1990s for its gang violence, highschool drop-out rate, and widespread blight, the book charts the journey to ask residents to step out of their homes to address the decades of disinvestment. Starting with the initial goals of securing a major grocery store and getting rid of a contaminated factory site, resident teams would work to bring down the barbed wire and bring up a project that they planned, designed, built, managed, and owned. Jennifer describes the tension in her role as the head of a charitable foundation, a world intrinsically about haves and have-nots, which ultimately made the journey's focus about changing their own process, tools, and roles.

Katrin Kaeufer



Katrin, together with MIT senior lecturer Otto Scharmer, co-authored the book “Leading from the Emerging Future: From Ego-to Eco-system Economies”.

In the book, Scharmer and Kaeufer analyze eight structural disconnects that together create the disruptive changes that dominate today’s economies and with that societies. The disconnect: (1) between the financial and the real economy; (2) between the infinite growth imperative and the finite resources of planet earth; (3) between the Haves and the Have Nots; (4) between institutional leadership and people; (5) between GDP and well-being; (6) between governance and the voiceless; (7) between actual ownership forms and best societal use of property, and (8) between technology creation and real societal needs.

The book is based on action research in different sectors by the authors. The book proposes a framework of economic thought that identifies different stages and logics of economic thought, each of which devises a different solution to the principal problem facing each modern economy: How do you coordinate collaboration processes that are characterized by a division of labor? A state-centric model (1.0), a free-market model (2.0), a social market model (3.0), and a co-creative Eco-system model (4.0). The authors suggest a road-map for the evolutionary path of key institutions and societal systems from 1.0 to 4.0. In parallel, Katrin continued her work with financial institutions that are aiming to address these disconnects by using finance as a vehicle for societal change. Katrin also brought this research into the classroom at DUSP.

Katya Fels Smyth



As founder and CEO of the Full Frame Initiative (FFI), Katya’s work focuses on changing systems so that people and communities experiencing poverty, violence and trauma

have the tools, supports and resources they need to thrive. Over the past year, her work has continued to help public systems and programs reflect the strengths and voices of those people most impacted. Major projects include a partnership with the Missouri Division of Youth Services to strengthen treatment and transition planning for youth leaving the juvenile justice system. The project achieved a key milestone, with treatment plans now framed around youths’ and families’ assets and challenges in FFI’s Five Domains of Wellbeing, a framework for human well-being. This same framework is being used by several Massachusetts state agencies to support a better government response to survivors of domestic and sexual violence who are homeless. In collaboration with Professor Ceasar McDowell, FFI provided a site in California for MIT graduate student RJ Williams to develop a methodology to more efficiently identify organizations using a “Full Frame Approach.” Work published this year includes “The Bear and the Ladle”, a two-part piece published by Gates Foundation, Hewlett Foundation and LiquidNet sponsored Markets For Good (October 2012) that examines whether the quest for data is moving us further away from the good we intend.

Community Partners

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
1199 SEIU United Healthcare Workers East	New York, NY	http://www.1199seiu.org/
Advancement Project	Washington, DC	http://www.advancementproject.org/
Beloved Community Center	Greensboro, NC	http://belovedcommunitycenter.org/
blueEnergy	Bluefields, Nicaragua	http://www.blueenergygroup.org/?lang=en
Bluefields Indian and Caribbean University (BICU)	Bluefields, Nicaragua	
Center for a New Economy	San Juan, Puerto Rico	http://www.grupocne.org/
Center for the Study of Race, Politics, and Culture, University of Chicago	Chicago, IL	http://csrpc.uchicago.edu/
Center for Urban Research and Learning, Loyola University	Chicago, IL	http://www.luc.edu/curl/
City of Bellevue - Environmental Stewardship Initiative	Bellevue, WA	http://www.ci.bellevue.wa.us/environmental.htm
City of Cambridge Community Development Department	Cambridge, MA	http://www.cambridge-ma.gov/CDD/climateandenergy/municipalsustainability.aspx
City of Las Vegas	Las Vegas, NV	http://www.lasvegasnevada.gov/sustaininglasvegas/
City of Minneapolis Department of Community Planning and Economic Development	Minneapolis, MN	http://www.minneapolismn.gov/cped/index.htm
Conservation Trust of Puerto Rico	San Juan, Puerto Rico	http://fideicomiso.org
Consortium for Worker Education	New York, NY	http://www.cwe.org/
CUNY Public Science Project	New York, NY	http://web.gc.cuny.edu/che/groups/psp.html
EcoDistricts (formerly Portland Sustainability Institute)	Portland, OR	http://ecodistricts.org

Name	Location	Website
Emagination Collaboration	New Orleans, LA & Boston, MA	http://emaginationcollaboration.virb.com/
Emerald Cities Collaborative	Washington, DC	http://emeraldcities.org/
Fundação Gertulio Vargas	São Paulo, Brazil	http://portal.fgv.br/
Giral	São Paulo, Brazil	
Green Worker Cooperatives	Bronx, NY	http://www.green-worker.coop/
Kentuckians For The Commonwealth	London, KY	http://www.kftc.org/
KGS Buildings	Cambridge, MA	http://www.kgs-buildings.com/
Mississippi State Chapter, NAACP	Jackson, MS	http://naacpms.org/
Mothers on the Move	Bronx, New York	http://mothersonthemove.org/wordpress/
Municipality of Bluefields	Bluefields, Nicaragua	
Municipality of Corn Island	Corn Island, Nicaragua	http://www.corn-island.gob.ni/
Municipality of El Rama	El Rama, Nicaragua	http://www.elrama.gob.ni/
Neighbor to Neighbor Massachusetts	Boston, MA	http://n2nma.org/
New England Resource Center for Higher Education, University of Massachusetts Boston	Boston, MA	http://www.nerche.org/
New York City Office of Long-Term Planning and Sustainability	New York, NY	http://www.nyc.gov/html/planyc2030/html/about/who-we-are.shtml
North Carolina State Chapter, NAACP		
Northern Manhattan Coalition for Immigrant Rights	New York, NY	http://www.nmcir.org/
Northwest Bronx Community and Clergy Coalition	Bronx, NY	http://northwest-bronx.org/
Operation Paydirt/Fundred	Nation-wide	http://www.fundred.org
Passaic County, New Jersey	Passaic County, NJ	http://www.passaiccountynj.org

Name	Location	Website
PathStone Development Corporation	San Juan and Ponce, Puerto Rico	http://www.pathstone.org
PolicyLink	Oakland, CA	http://www.policylink.org
Presencing Institute	Cambridge, MA	http://www.presencing.com/
Prodepour	Port-au-Prince, Haiti	
Proyecto Enlace del Caño Martín Peña	San Juan, Puerto Rico	
PUSH Buffalo	Buffalo, NY	http://www.push-buffalo.org/
Raons Públiques	Barcelona, Spain	http://www.raons-publicques.org/
Rede Catasampa/Movimento Nacional de Catadores de Materiais Recicláveis	São Paulo, Brazil	
Regional Government of the RAAS (Southern Atlantic Region)	Bluefields, Nicaragua	
REOS Partners	São Paulo, Brazil	http://www.reo-sparkers.com/
SAGE Publications	Thousand Oaks, CA and London, UK	http://www.sagepub.com/home.nav
Serrafix	Boston, MA	http://www.serrafix.com/
Service Employees International Union	Washington, DC	http://www.seiu.org/
Talloires Network, Tufts University	Medford, MA	http://talloiresnetwork.tufts.edu/
The Boston Globe	Boston, MA	http://www.bostonglobe.com/
The Enabling City	Global, based in Toronto, Canada	http://enablingcity.com/
The Point CDC	Bronx, New York	http://thepoint.org/index.php
The Polis Blog	Global	http://www.thepolis-blog.org/
UCLA Institute for Democracy, Education, and Access	Los Angeles, CA	http://www.idea.gseis.ucla.edu/
UCLA Labor Center	Los Angeles, CA	http://labor.ucla.edu/

Name	Location	Website
Union of Minority Neighborhoods	Boston, MA	http://www.unionofminorityneighborhoods.org/
United Nations Development Programme	International, in coordination with Managua, Nicaragua program	http://www.undp.org/
Universidad Austral	Valdivia, Chile	http://www.uach.cl
Universidad del Valle	Cali, Colombia	http://www.univalle.edu.co/english/
University of Puerto Rico, Río Piedras	San Juan, Puerto Rico	http://www.uprrp.edu
University of São Paulo (USP)	São Paulo, Brazil	http://www5.usp.br/en/
USC Center for the Study of Immigrant Integration	Los Angeles, CA	http://csii.usc.edu/
Visible Hands Corporation	Bogotá, Colombia	http://www.manos-visibles.org

CoLab Faculty Council

The CoLab Faculty Council provides strategic counsel on CoLab's mission, programs and activities and their integration within the Department of Urban Studies & Planning and School of Architecture and Planning. The eight 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.



Eran Ben-Joseph

Professor and DUSP Department Head



Karl Seidman

Senior Lecturer



Xavier Briggs

Associate Professor
Associate Department Head



Anne Whiston-Spirm (Chair)

Professor of Landscape Architecture and Planning



Ceasar McDowell

Professor of the Practice of Community Development



Larry Susskind

Professor
Vice Chair, Program on Negotiation at Harvard Law School



Phil Thompson

Associate Professor of Urban Politics



Larry Vale

Ford Professor of Urban Design and Planning

CoLab Community Advisory Board

Convened to help provide guidance and insight about CoLab's work from a community perspective, the CoLab Community Advisory Board (CAB) is comprised of fourteen pre-eminent community leaders, labor leaders, policy advocates, and activist scholars. The CAB engages in in-depth discussion with staff on selected projects and provides critical guidance from many different disciplinary and community perspectives.

The role of this group is to:

- Provide a link between the Institute and activism
- Support CoLab's effort to tackle aspects of the "sweet spot" framework
- Expand CoLab's learning network and engage experts in CoLab's work
- Provide a sounding board and accountability mechanism to CoLab staff and affiliates
- Create a space for mutual reflection about the shared project of social transformation



Gar Alperovitz

Lionel R. Bauman Professor of Political-Economy, University of Maryland



Penda Hair

Founder and Co-Director, Advancement Project



Jose Alvarez

Leadership and Organization Development Consultant



Gerald Hudson

Executive Vice President, SEIU



Angela Blackwell

Founder and CEO, PolicyLink



Stewart Kwoh

President and Executive Director Asian Americans Advancing Justice – Los Angeles



Jose Calderon

Professor Emeritus, Sociology and Chicano Studies, Pitzer College



Otto Scharmer

Senior Lecturer at MIT, founding Chair of the Presencing Institute, and a founding member, MIT Green Hub



Douglas Foy

Founder and President,
Serrafix



Miguel A. Soto Class

President, Center for a New
Economy



Kent Wong

Director, UCLA Labor Center



Juan Leyton

Consultant



Lani Guinier

Bennett Boskey Professor of
Law, Harvard Law School



Peter Sigrist

PhD Candidate, Cornell University
and Author of Civic Nature



MIT Partners

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.

Name	Web site
Biodiesel@MIT	
Center for Civic Media	http://civic.mit.edu/
D-Lab	http://d-lab.mit.edu/
Housing Community and Economic Development Program Group	http://dusp.mit.edu/hced/program/overview
International Development Group @MIT	http://dusp.mit.edu/idg/program/overview
MIT Center for International Studies	http://web.mit.edu/cis/index.html
MIT Center for Real Estate	http://mitcre.mit.edu/
MIT Center for Transportation and Logistics	http://ctl.mit.edu/
MIT Department of Materials Science and Engineering	http://dmse.mit.edu/
MIT Energy Efficiency Strategy Project	http://web.mit.edu/energy-efficiency/
MIT Energy Initiative	http://mitei.mit.edu/
MIT Engineering Systems Division	http://esd.mit.edu/
MIT Political Science Department	http://web.mit.edu/polisci/
MIT Public Service Center	http://web.mit.edu/mitpsc/
MIT Sloan School of Management	http://mitsloan.mit.edu/
SENSEable City Laboratory	http://senseable.mit.edu/

Faculty and Scholars

CoLab works with professors and scholars from across MIT and beyond. Additionally, CoLab Faculty Council members are engaged in a range of projects beyond their participation in the Council. Current collaborators and their associated projects include:

Name	Organization/Affiliation	CoLab Project(s)
Edgar Blanco	MIT Center for Transportation and Logistics	RAAS Waste and Recycling Project
Xavier Briggs*	MIT Department of Urban Studies and Planning	Puerto Rico Research Initiative
Caitlin Cahill	City University of New York	URBAN
Jose Calderon**	Pitzer College, California	URBAN
Cathy Cohen	University of Chicago	URBAN
Michael Dawson	University of Chicago	URBAN
Ross Gitell	University of New Hampshire	URBAN
Ross Gittell	University of New Hampshire	Mel King Community Fellows Program
Lani Guinier**	Harvard University	URBAN
Charles R. Hale	University of Texas at Austin	URBAN
Ange-Marie Hancock	University of Southern California	URBAN
Gwyn Jones	MIT D-Lab	Manos Unidos—Managua Garbage Collection Cooperative
Marta Lopez-Garza	California State University, Northridge	URBAN
Harvey Michaels	MIT Department of Urban Studies and Planning	Energy Efficiency Strategy Project

Name	Organization/Affiliation	CoLab Project(s)
Kathe Newman	Rutgers University	URBAN
Enrique Ochoa	California State University, Los Angeles	URBAN
Gilda L. Ochoa	Pomona College, California	URBAN
Manuel Pastor	University of Southern California	URBAN
Carlo Ratti	SENSEable City Lab Oratory	Forager
Pablo Rey	Fellowship at Media Lab	Basurama Trash Exhibit
Beth Richie	University of Illinois at Chicago	URBAN
Rogelio Saenz	University of Texas at San Antonio	URBAN
Karl Seidman*	MIT Department of Urban Studies and Planning	Green Economic Development Initiative, Mel King Community Fellows Program
Amy Smith	MIT D-Lab	D-Lab Waste Course, RAAS Waste and Recycling Project
Larry Susskind*	MIT Department of Urban Studies and Planning	Creating Innovative Learning Platforms, MIT Malaysia Sustainable Cities Program
Phil Thompson*	MIT Department of Urban Studies and Planning	Shared Wealth Generation Course, URBAN
Gerald Torres	University of Texas at Austin	URBAN
Angela Valenzuela	University of Texas at Austin	URBAN
Abel Valenzuela Jr.	University of California, Los Angeles	URBAN

Name	Organization/Affiliation	CoLab Project(s)
Mark R. Warren	University of Massachusetts Boston	URBAN
Kent Wong**	University of California, Los Angeles	URBAN
Emilio Zamora	University of Texas at Austin	URBAN

*Member of the CoLab Faculty Council

**Member of the CoLab Community Advisory Board

Student Affiliates

CoLab provides a home base in MIT's Department of Urban Studies & 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. Below is a list of CoLab's Student Affiliates from the 2012-2013 academic year.

Name	CoLab Project(s)
Tara Aubuchon	Green Economic Development Initiative
Lawrence O. Barriner II	Community Media Program
Amelia Carver	Green Economic Development Initiative
Calli Cenizal	Mississippi Transportation Infrastructure Project
Juan Constain	Puerto Rico Research Initiative, Comfama Social Management Course
Andy Cook	Community Media Program
Nushelle de Silva	Community Media Program
Victoria Del Campo	Puerto Rico Research Initiative
Paul DeManche	Puerto Rico Research Initiative, Mississippi Transportation Infrastructure Project, Just Urban Economies & Mel King Community Fellows
Erica Dhawan	Community Media Program
Laurel Donaldson	Community Media Program

Name	CoLab Project(s)
Natalia Duque Ciceri	RAAS Waste and Recycling Project
Denis Ferreira	Green Grease Project
Devin Gladden	Green Grease Project
Anna Gross	RAAS Waste & Recycling Project, 2010-2011 D-Lab Waste Course, Mumbai Women's Biogas Project
Sara Hess	Puerto Rico Research Initiative
Dessen Hillman	Community Media Program
Angela Hojnacki	Green Grease Project, Community Media Program
Maryann Hulsman	Social Justice Landscape Analysis
Nene Veronica Igietseme	Just Urban Economies
Ciro Iorio	Forager
Elizabeth Irvin	Mississippi Transportation Infrastructure Project
Chris Jones	Greening Historically Black Colleges and Universities & Energy Efficiency Strategy Project
Nancy Kim	Basurama Trash Exhibit
Deepak Lamba-Nieves	Puerto Rico Research Initiative
David Lee	Forager
Janet Li	Green Grease Project
Connie Chen Lu	RAAS Waste and Recycling Project
Marta Mareello	Green Grease Project
Claire Markgraf	RAAS Waste and Recycling Project, 2010-2011 D-Lab Waste Course, Mumbai Women's Biogas Project
Aditi Mehta	Community Media Program, URBAN
Katherine Mella	Just Urban Economies
Karina Milchman	URBAN
Jenna Morgenstern-Gaines	Mississippi Transportation Infrastructure Project

Name	CoLab Project(s)
Alinie Neves	Green Grease Project
Dietmar Offenhuber	Forager & Basurama Trash Exhibit
Drew Pierson	RAAS Waste and Recycling Project, Green Economic Development Initiative
Jody Pollock	Puerto Rico Research Initiative, Gender and Planning Course
Rajiv Rao	Green Grease Project
Ruth Sappelt	Community Media Program, RAAS Waste and Recycling Project
Tendelle Sheu	Green Grease Project
Rebecca Silverman	Green Economic Development Initiative
Terence Teo	RAAS Waste and Recycling Project
Maggie Tishman	Just Urban Economies
Mike Tuori	RAAS Waste and Recycling Project, Community Media Program
Walter Volpini	Green Grease Project
Shenhao Wang	Mississippi Transportation Infrastructure Project
Yuqi Wang	Green Economic Development Initiative
Mia White	Gender and Planning Course

CoLab Staff

The projects described in this report are made possible by the hard work and dedication of CoLab's staff. The 2012-2013 academic year team members include:

Name	Title
Jasmine Bellitti	Administrative Assistant
Alyssa Bryson	Program Director, Puerto Rico/Caribbean Development Initiative
Dayna Cunningham	Executive Director
Nick Iuviene	Program Director, Just Urban Economies
Libby McDonald	Program Director, Global Sustainability Partnerships
Brendan McEwen*	Associate Director, Green Economic Development Initiative
Alexa Mills*	Program Director, Media Projects and Executive Editor, CoLab Radio
Yorman Nunez	Program Coordinator, Bronx Cooperative Development Initiative
Christina Ruhfel	Communications and Operations Manager
Bettina Urcuioli	Project Manager, Malaysia Sustainable Cities Program

**As of the printing of this report, core "CoLabbers" (as staff are fondly referred to) Brendan and Alexa have left CoLab for other professional adventures. Brendan is now the Sustainability Manager for the City of Richmond, British Columbia. Alexa is pursuing a Fulbright award — she'll be teaching media courses in two different countries and plans to produce some media as well. We miss them greatly and wish them the best in their future endeavors!*

DISSEMINATING KNOWLEDGE

Bronx Cooperative Development Initiative Study

By Phil Thompson, Ofer Lerner, Nick Iuviene, Dayna Cunningham, Jody Lee Cornish, Jeffrey Hollender and the Fall 2013 Bronx Planning Studio Students. October 2013. Forthcoming.

Community Tourism as an Economic Development Strategy: Analysis and Recommendations for Puerto Rico's Route 123 Region

Prepared by Xav Briggs, Alyssa Bryson, Paul DeManche, and Sara Hess. Forthcoming.

Financing Urban District Energy Systems: Trends and Policy Implications for Portland

Prepared by Karl Seidman and Drew Pierson. January 2013.

Link: <http://web.mit.edu/CoLab/pdf/tools/gedi-financing-urban.pdf>

Green Infrastructure and Economic Development: Strategies to Foster Opportunity for Marginalized Communities

Prepared by Brendan McEwen, Tara Aubuchon, Harriette Crawford, Micah Davison, and Karl Seidman. March 28, 2013.

Link: <http://web.mit.edu/CoLab/pdf/tools/gedi-green-infrastructure-economic-development.pdf>

Leveraging the Opportunity of the Affordable Care Act: A Hospital-Funded Community Organizing and Planning Process (White Paper)

By Dayna Cunningham, Executive Director, MIT Community Innovators Lab; and Penda Hair, Co-Director, Advancement Project. August 2012.

Link: http://web.mit.edu/CoLab/pdf/papers/Hospital_Community_Benefits.pdf

Operational Energy Savings and Economic Development: Growing Markets for Building Energy Saving Services

Prepared for the City of Minneapolis Department of Community Planning and Economic Development. November 26, 2012.

Link: http://web.mit.edu/CoLab/pdf/tools/gedi-oes_ed.pdf

Transforming Economic Development: Integrating Environmental Sustainability & Equity into Practice

Prepared by Karl Seidman, Tara Aubuchon, Emily Brown, Cathy Polasky, and Liz Thorstensen. August 2013.

Link: <http://web.mit.edu/CoLab/pdf/tools/Transform%20ED%20final%20report%20edited%200907.pdf>

AWARDS & RECOGNITION

CoLab staff, student, faculty, and community partners work tirelessly on all of the projects described in this report. Their passion for their work is evident in the accolades that they received over the 2012–2013 academic year.

CoLab Research Affiliate Receives “25 under 25” Award

CoLab Research Affiliate, Ernest McKinley English, was selected as one of Boston’s Top Young Innovators in 2013 as part of Boston.com’s The Hive “25 under 25” award winners. The award, which was announced in the Boston Globe, was an acknowledgment of Ernest’s role as a young thought leader and innovator in the Greater Boston area. Ernest is the driving force behind the Emagination Collaboration, a participatory arts organization and agent for social change.

CoLab Partner Receives Demonstration Grant from Talloires Network

Universidad Austral, a CoLab partner institution, was selected for a Demonstration Grant from the Talloires Network’s Youth Economic Participation Initiative in recognition of their innovative work on entrepreneurship training in Southern Chile. In the year ahead, CoLab will work with colleagues at Austral to build out their programming to strengthen their articulation with indigenous networks and women’s associations.

CoLab’s Director of Media Projects Awarded Fulbright

CoLab Director of Media Projects Alexa Mills was awarded a Fulbright grant in 2013. The Fulbright Specialist Program (FSP) promotes linkages between U.S. scholars and professionals and their counterparts at host institutions overseas. The program awards grants to qualified U.S. faculty and professionals, in select disciplines, to engage in short-term collaborative two – to six-week projects at eligible institutions in over 140 countries worldwide. Shorter grant lengths give Specialists greater flexibility to pursue projects that work best with their current academic or professional commitments.

INSTITUTIONAL DEVELOPMENT

CoLab's projects are made possible by the generous support of several foundations and partner organizations. Over the course of the 2012-2013 calendar years CoLab has increasingly diversified its funding sources and continues to seek new ways to generate revenue in order to support the important work described in this report.

Since 2007, CoLab has raised more than \$7.4 million in programmatic grants and general support. Incoming grants, gifts, revenue, and program support over the 2012–2013 academic year totaled approximately \$2 million. Currently the Lab is supported by grants and gifts from the

Ford Foundation, Kendeda Fund, SAGE Publications, the Rockefeller Foundation, the W.K. Kellogg Foundation, the Rockefeller Brothers Fund, the Surdna Foundation, the MIT Office of the Provost, and the MIT Office of the Dean of Graduate Students. Generous support from MIT alumnus Jon Borschow (1972) enabled CoLab and the Center for International Studies to develop the MIT – Puerto Rico Initiative. The MIT International Science and Technologies Initiative, the MIT Itaú Fund for Research on Sustainability, and MIT Tata Center for Technology + Design have all provided support for CoLab's international waste management and sustainability work.



ACKNOWLEDGEMENTS

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MIT Community Innovators Lab

Department of Urban Studies & Planning
School of Architecture + Planning
Massachusetts Institute of Technology
Building / Room 9-419
77 Massachusetts Avenue
Cambridge, MA 02139
Phone: 617-253-3216
Fax: 617-258-6515
E-mail: CoLab-info@mit.edu
Website: <http://web.mit.edu/CoLab/>
Blog: Colabradio.mit.edu
Cover: Daniel Ontaneda

