



Annual Report 2011–2012

Introduction

Friends,

During the 2011-12 academic year, CoLab, with our community partners, MIT faculty and students, used the discipline of participatory planning to help communities identify their own assets, begin building community-owned enterprises, support participation and improve ecological sustainability. Often, we worked in collaboration with faculty and students from partner universities. Together, we produced comprehensive asset mapping and a development plan for the Bronx; business plans for coops of women waste pickers seeking to move their towns in the Southern Autonomous Region of Nicaragua towards zero waste; recommendations for natural resource management in urban watersheds in Puerto Rico; and disaster recovery in Haiti. We continued to build the Urban Research-Based Action Network with community-engaged scholars nationwide and now have 900 active members! We launched #citychat, a monthly Twitter conversation on urban issues. As of the date of this printing, our last #citychat had caught the attention of over 40,000 twitter subscribers.

We learned a lot. We now know how painstaking it is to merge the practices, language, cultures and modes of operation for planning, business development and community organizing. These disciplines historically have been siloed and inaccessible to each other, but when combined make for a much more transformative community development process. We discovered more than we could imagine about how to provide appropriate small business training for people with low levels of literacy. We

strengthened our own skills, methods and tools to work with students from the Department of Urban Studies and Planning, the MIT School of Engineering, and the Sloan School of Management, both in the classroom and in the field, to respectfully and effectively create and share knowledge with community partners. We are now working with our CoLab Faculty Council to create a set of reflective practice materials to guide students and others seeking to be more intentional about extracting lessons for planning and development from the actual planning work they are doing.

We completed projects. In Massachusetts, our EE2020 partnership with Serrafix that sought to test a variety of models for cities to accelerate adoption of energy measures. Our Black College Energy Efficiency Roadmap report is now up on CoLab's website to serve as a guide for any Historically Black College or University to learn from our participatory sustainability planning effort with a college in Mississippi.

In 2012, we continued to gather with others seeking to better understand how base building and community-owned enterprise models could lead to a more robust economic democracy in the US and elsewhere, in the midst of a global economic crisis.

We could not do this work without our partners, faculty affiliates and council members, students and donors who ground us, guide us, and support us. Thank you for joining us on this fascinating journey.

Peace,



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.

Definition of Terms and Acronyms

BCDI: Bronx Cooperative Development Initiative

CAB: Community Advisory Board

CoLab: MIT Community Innovators Lab

DUSP: MIT Department of Urban Studies & Planning

ECC: Emerald Cities Collaborative

IAP: Independent Activities Period, MIT's January term

MCP: Masters in City Planning

MKCFP: Mel King Community Fellows Program

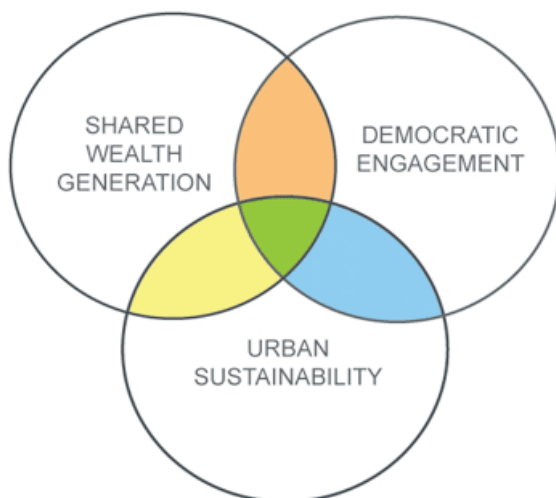
RAAS: Región Autónoma del Atlántico Sur

SA+P: MIT School of Architecture and Planning

URBAN: Urban Research-Based Action Network

USP: University of Sao Paulo

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

Many people in the Bronx face hardships every day: having to live in substandard housing, dealing with limited access to fresh food, and poor air quality. As a result, many members of the community, even young ones, suffer from diabetes, hypertension or obesity. All of these challenges are connected to poverty and inequality. Yet, within walking distance from where you live, there is likely to be a major institution spending billions of dollars per year, just not in the Bronx. The Bronx Cooperative Development Initiative (BCDI) was created to address these stunning contradictions.

BCDI seeks to harness local assets to create a comprehensive regional economic development strategy that is focused on building wealth, ownership, business leadership and civic engagement among low and moderate-income residents of the Bronx, while fostering an environmentally just and sustainable regional economy. BCDI hopes to achieve scale in this bottom up approach by building a network of community-owned enterprises that address procurement needs of local anchor institutions and the services and needs of the local community. A strong community education and engagement strategy seeks to prepare Bronx

residents and leaders to play an active role in shaping the local economy. CoLab is helping to provide planning expertise, designing a comprehensive development study, while supporting community engagement through developing a popular education curriculum in collaboration with grassroots community organizations. CoLab has also helped establish relationships with Bronx anchor institutions.

Led by CoLab Program Director and DUSP alum, Nick Iuviene, whose Master's thesis examined prospects for applying the lessons of Mondragon, Spain's cooperative development strategy in the Basque region that employs some 90,000 workers, and of the Cleveland Evergreen cooperative initiative to the Bronx, BCDI is now exploring relationships with leaders in both places.

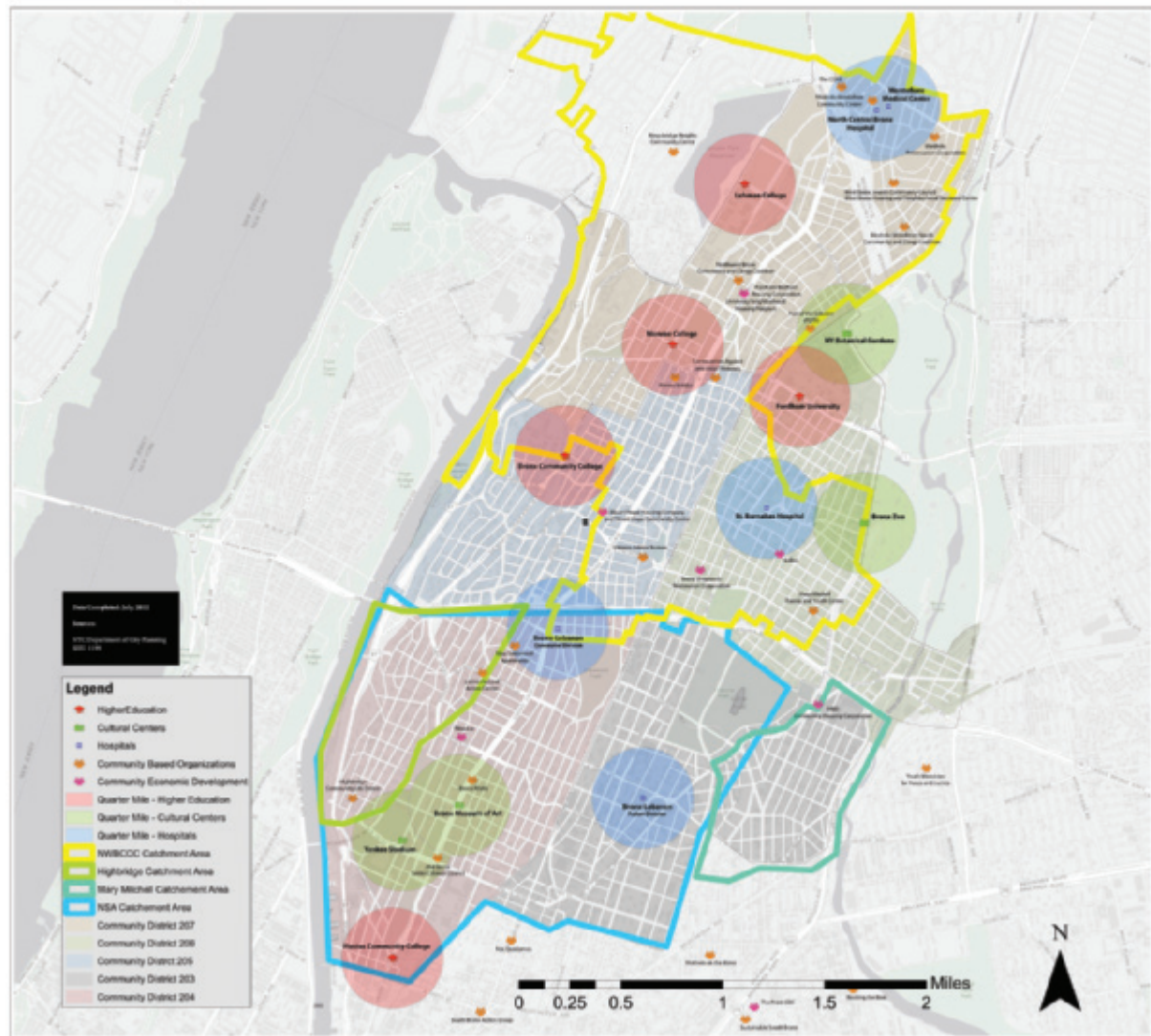
Nick Iuviene, Program Director, Just Urban Economics, leads this work.

Faculty Affiliate: Phil Thompson

Research Affiliate: Yorman Nunez

Student Affiliates: Rachael Tanner, Nicole Salazar, Justice Castaneda, Christine Curella, and Brendan McEwen

Base-building Catchment Areas and Anchor Institutions



Emerald Cities Collaborative

Cities nationwide will need to spend billions on energy efficiency and other sustainability measures in order to reduce costs, stay competitive and maintain well-being for their citizens. Will these efforts provide high road jobs, make low- and moderate-income communities more resilient, and ensure opportunities for all citizens to shape sustainability efforts? The Emerald Cities Collaborative (ECC) is a consortium of businesses, unions, government representatives, community organizations, research and technical assistance providers, development intermediaries, and social justice advocates, united around the goal of “greening” metropolitan areas in high-road ways that advance equal opportunity, shared wealth, and democracy. As a founding board member, CoLab continues to work closely with ECC national and local affiliates, lending strategic advice and technical support in the areas of: Community Engagement; Community-Labor Partnerships; Community-Utility Partnerships; and Energy Efficiency and Renewable Project Development.

This year, CoLab supported the national office in developing a new community college initiative. The goal is to support community colleges’ comprehensive investment in campus efficiency, workforce training, high-road job creation, green business incubation, and new curriculum development. CoLab also helped facilitate a partnership between Emerald Cities, the Community College System of New Hampshire, MIT, and KGS Buildings. Through this collaboration, the Community College System of New Hampshire is strengthening the capacities of its campuses in energy performance contracting, building commissioning, and advanced manufacturing.

CoLab Executive Director, Dayna Cunningham, serves on the Board of the Emerald Cities Collaborative.

Faculty Affiliate: Phil Thompson

Web Link: www.emeraldcities.org



Image by Drew Pierson

RAAS Waste and Recycling Project

Wastepickers living in remote areas are some of the most marginalized people in their communities. Women wastepickers on the Caribbean Coast of Nicaragua struggling to build economically viable recycling businesses face a daunting challenge: it is nearly impossible to get cardboard, plastic, paper and metal to markets in urban centers from remote areas. Working in partnership with waste pickers, community organizations, local businesses, regional governments, United Nations Development Program-Nicaragua, the Inter-American Development Bank, and the locally-based NGO BlueEnergy, CoLab has developed a regional zero waste project in Nicaragua's remote Southern Autonomous Region (RAAS) to build and strengthen waste picker businesses by addressing the logistical challenges. The goal is to provide reliable livelihood income for people living in extreme poverty.

Over the 2011-2012 academic year, working in partnership with MIT's Center for Transportation and Logistics, CoLab has produced a comprehensive study of the recycling supply chain. With students from the Sloan School of

Management, CoLab is co-creating an innovative business model for a regional recycling business co-owned by wastepickers from five nearby municipalities. With D-Lab Waste, CoLab is implementing three small waste sector businesses in partnership with waste pickers in El Rama, Bluefields, and Pearl Lagoon. Additionally, with D-Lab Schools, architecture students are working with the local community of waste pickers to design a grade school for children who previously worked in the Bluefields' dumpsite alongside their mothers.

Libby McDonald, CoLab's Program Director for Global Sustainability Partnerships, leads this work.

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

Student Affiliates: Luyao Li, Drew Pierson, Claire Markgraf, Anna Gross, Tatiana Berger, Maria Cassidy, Nancy Kim, Ivette Luna, Alex Marks, Terence Teo, and Nathalia Duque Ciceri



Images by Anna Gross and Claire Markgraf

Mumbai Women's Biodigester 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 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 alternative 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.

Libby McDonald, CoLab's Program Director for Global Sustainability Partnerships, leads this work.

Student Affiliates: Anna Gross and Claire Markgraf







Images by Marta Marello

Green Grease Project

Disposal of waste cooking oil is a major waste management challenge for wastepickers 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 and the Sao Paulo chapter of Brazil's national union of catadores (Portuguese for waste pickers), Rede CataSampa, the Green Grease Project is an initiative focused on collecting and filtering waste vegetable oil (WVO) to prevent water contamination, lower operational costs, and expand income opportunities for Sao 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, the University of Sao Paulo (USP), and the Aeronautical Institute of Technology (ITA in Portuguese) Green Grease developed a low-cost filtration system in May 2011 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 the solid

particles and more than 85% of the water from the oil, which significantly increases its value.

In July 2012, 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. Afterwards, a team of students traveled to Sao Paulo to work with the USP student team to launch appropriate WVO filtration businesses at Rede CataSampa waste picking cooperatives, expanding the use of the filtration system and working to establish a network of seven waste grease collection cooperatives.

Libby McDonald, CoLab's Program Director for Global Sustainability Partnerships, leads this work.

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

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

EE2020

Nationwide, energy efficiency initiatives often stall because of the difficulty of getting people, businesses and municipal governments to upgrade even when the services are free or the economic advantages are clear. In Massachusetts, where utility programs are under a mandate to spend aggressively on efficiency, this is a particularly important challenge. In spring 2011, CoLab developed a partnership with the Serrafix group to work on a Barr Foundation-supported project to launch scalable energy efficiency programs that reduce energy consumption by 20% by the year 2020. The project involved working with six Massachusetts mayors on:

- Building strategic city-utility partnerships;
- Penetrating the commercial sector;

- Deploying innovative community-based outreach; and
- Eliminating structural barriers to participation.

Serrafix is a mission-oriented consulting group that works to provide strategy, analysis, financing, and logistical know-how to find and implement energy improvement opportunities for buildings and transportation. With CoLab support, Serrafix was able to support the launch of six energy efficiency initiatives in the cities of New Bedford, Newton, Northampton, Somerville, and Pittsfield.

Amy Stitely, CoLab's Program Director for Urban Sustainability Partnerships, led this project.

Web Link: <http://serrafix.com/>

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.

Participatory Planning & Community Mapping Toolkit

CoLab is committed to planning as a participatory discipline so that community residents can be involved in any decision-making process affecting their lives. Community members possess valuable knowledge and insights about the challenges they face. However, it is difficult to harness local knowledge without the necessary tools to communicate and to visualize it. To this end, CoLab is consulting with experts in this field and developing a range of participatory planning and community mapping tools and methodologies to support our work and that

of our partners. Among our partners are The Community Research Lab at Healthy City in California, meipi.org co-founder Pablo Rey, and urban planner James Rojas. As part of this effort, we have lectured on Participatory Planning for DUSP courses, conducted a participatory visioning workshop for students over MIT's Independent Activities Period, and organized a stakeholder mapping exercise with catadores visiting MIT from Sao Paulo.

Patricia Molina Costa, CoLab Research Fellow, leads this work.



Image by Patricia Molina Costa

Green Economic Development Initiative

Most cities, regions, and states in the USA are served by some form of economic development organization, responsible for supporting businesses and fostering economic activity. They provide workforce training programs, finance, help businesses navigate regulations, and recruit new businesses to their communities. These organizations often recognize the importance of nurturing a healthy environment and of providing opportunity to disadvantaged people. However, they need viable strategies to make these goals a reality. GEDI was created to help economic development practitioners foster a greener, more just, economy.

In January 2012, working with DUSP Professor Karl Seidman, CoLab launched the Green Economic Development Initiative (GEDI), an effort to support economic development organizations pursuing the triple bottom line of environmental sustainability, social justice and economic opportunity. GEDI has engaged a broad network of practitioners spanning state, regional and local economic development agencies; chambers of commerce; unions; community development financial institutions; industry associations; utilities; and non-profit organizations. GEDI is focusing on three projects:

- A market transformation strategy to grow nascent markets for building commissioning services, an underutilized energy efficiency service with great potential to realize economic and environmental benefits.
- A study of the potential for low-income

and otherwise disadvantaged workers and small businesses to benefit from municipal investments in green stormwater management infrastructure and how cities' green infrastructure processes can incorporate an economic development agenda.

- Guidance for economic development practitioners on the structure of energy industries and how they can better incorporate sustainable energy initiatives into their traditional roles and policy advocacy.

The 2012 Mel King Community Fellows cohort has been central to GEDI's inception. The group is comprised of economic development and community development practitioners from across the United States, selected for their leadership in pursuing innovative strategies to integrate environmental sustainability and social equity into their practice. The GEDI team members have engaged closely with these Fellows to define the critical issues faced in transforming the economic development field. Moreover, the Fellows have been instrumental in shaping the scope and content of GEDI's initial projects.

Brendan McEwen, CoLab's Project Coordinator for the Green Economic Development Initiative, leads this work.

Faculty Affiliate: Karl Seidman (Director)

Student Affiliates: Bill Dong Wang, Micah Davison, Tara Aubuchon, Andrew Pierson, and Jessica Garz

Puerto Rico Research Initiative

Once hailed as a development success story due to its rapid economic growth in the decades following the Second World War, Puerto Rico is now faced with a series of severe challenges in the form of stagnated growth, unemployment, and dependence upon foreign transfers. In many ways a “tale of two economies,” the island boasts impressive results in quality of life indicators, such as literacy rates, years of schooling, and life expectancy, yet half of the population lives in poverty according to US measures (Collins, Bosworth, Soto-Class 2006). Traditional responses to these economic ills have resulted in development policies that prioritize attracting investment from foreign firms, at times at the expense of supporting sustainable local development. This has led to a large divergence between the economic reality of the majority of the population and the policies designed as solutions to these problems, as well as a general mistrust of government institutions. With increased pressure on natural resources and heightened societal unease as a result of the global recession, a new approach to development that prioritizes comprehensive, equitable growth in Puerto Rico is urgently needed.

With support from the Foundation for Puerto Rico, CoLab has been engaged since early 2011 in a multi-year, MIT-wide research and engagement effort to contribute solutions for the severe economic challenges faced by the island. As part of the MIT effort, using a combination of practice-based learning, research, and technical assistance, CoLab has engaged key stakeholders on the island to explore innovative approaches to combat socioeconomic inequality. A central area of CoLab involvement on the island is supporting community-led natural resource management. Beginning with the Puerto Rico Practicum, held in the Fall semester of 2011, CoLab has engaged environmental NGOs, community organizations, academic institutions and research groups in



Image by
Alyssa Bryson

discussions about the role that communities can play in shaping urban development on the island, especially as it relates to the natural environment. This has involved technical assistance, relationship-building and coordination to support collaboration across diverse organizational interests where there have not been long histories of shared work. In addition to building the partnerships necessary to convene these discussions, CoLab staff and student affiliates have worked with partners to conduct research on how to assess the impact of community-led planning and development initiatives, both in terms of the local results as well as the broader implications for civic engagement and economic democracy. Our ultimate aim is to build both the key relationships and empirical arguments necessary to support community involvement in decision-making on the island.

Alyssa Bryson, Program Director, Puerto Rico/Caribbean Development Initiative, leads CoLab's participation in this project.

Faculty Affiliates: Diane Davis (MIT), Xav Briggs (MIT), and Criseida Navarro (University of Puerto Rico)

Student Affiliates: Deepak Lamba Nieves and Jody Pollock

Web link: <http://puertorico.mit.edu>



Image by Alyssa Bryson

Energy Efficiency Strategy Project

If you are sitting in a building right now, stop and think about all the ways its energy consumption could be reduced. Improved insulation, heating and cooling systems, lighting, building controls, and other strategies, could provide greater comfort, lessen environmental impacts, and save you money. The Energy Efficiency Strategy Project recognizes that energy efficiency is the cheapest, safest, cleanest, quickest to deploy, and most job-intensive energy resource available. And so we are working to develop the innovative strategies, utility programs, business models, and regulations to unlock efficiency's full potential.

Since January 2010, CoLab has been collaborating with MIT Research Scientist, Harvey Michaels, and more than a dozen students from DUSP, MIT Engineering Systems Division, MIT Sloan School of Management and Tufts University on developing innovative strategies for increasing urban energy efficiency. Together, they have generated a collection of theses, papers, case studies and reports about community-based energy efficiency, drawing from lessons in Massachusetts, Chicago, Cleveland, Cincinnati, Charlotte, Greensboro, Los Angeles, and other cities. Their research has been useful for informing local and national policy and programs.

Participating students share their research at an annual spring symposium that is co-hosted by Michaels and CoLab. Here, presenters discuss innovations for opening efficiency markets to new entrants. Major themes include: Transparency, Democratization, and Collective Action.

Energy Efficiency Strategy Project alumni now hold leadership positions at the US Department of Energy, the American Council for an Energy Efficient Economy, the Metropolitan Area Planning Council, and Massachusetts Department of Energy Resources. Others work for municipal governments and consulting firms. The project has thus given birth to a network of community energy planners.

Amy Stitely, CoLab's Program Director for Urban Sustainability Partnerships, led this work.

Faculty Affiliate: Harvey Michaels (Director)

Student Affiliates: Elena Alschuler, Kate Goldstein, Elijah Hutchinson, Christopher Jones, Brendan McEwen, Ksenia Mokrushina, Nikhil Nadkarni, Lindsay Reul, Genevieve Rose Sherman, and Bill Dong Wang

CoLab Courses

Fall 2011

Puerto Rico Practicum

In Fall and Winter, 2011-12, CoLab offered the Puerto Rico practicum, a client-based practical course that deployed teams of students to examine the dynamics of environmental conservation and watershed management in the city of San Juan. Conducted by MIT faculty in coordination with students and faculty at the Graduate School of Planning of the University of Puerto Rico (UPR), coursework was focused on developing recommendations for the Conservation Trust of Puerto Rico, concerning their recent acquisition of the old Aqueduct of San Juan in the Río Piedras watershed. MIT-UPR student teams gathered information about the social, physical, and economic conditions of targeted communities along the watershed, documenting stories of community members' relationships with the river in their own neighborhoods. CoLab and UPR partners held a public meeting to discuss student findings with broad-based involvement from large environmental, governmental, and educational institutions and community leaders from various neighborhoods along the river. This open forum acted as a critical space for dialogue and assisted the Conservation Trust in reframing its definition of conservation in urban areas. Student reports, including an interactive map of the river with interviews of community leaders, can be found on the CoLab web site at <http://web.mit.edu/colab/work-project-puerto-rico.html>.

CoLab Staff Lead:
Alyssa Bryson

Faculty Affiliate:
Diane Davis

Teaching
Assistants: Deepak
Lamba Nieves &
Maria Victoria del
Campo



Image by
Alyssa Bryson

D-Lab Waste Course

CoLab offered a course and complimentary January 2012 IAP field trip on waste management in collaboration with colleagues in MIT's D-Lab. 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. Student teams developed waste management strategies and, in a two-week IAP trip to Nicaragua, partnered with the local wastepickers, a local NGO and the municipality, to assist in the implementation of waste management initiatives that move regions towards zero waste.

CoLab Staff Lead: Libby McDonald

Faculty Affiliate: Amy Smith, D-Lab

Student Affiliates: Angela Hojnacki and Connie Chen Lu



Image by Patricia Molina Costa

January 2012

IAP 2012: 11.S955 – CoLab-orative Methods for Planning with Communities

The goal of this three-day intensive workshop was to introduce students to a variety of methodologies and approaches for effectively engaging communities in participatory planning processes. The workshop's underlying assumption was that planners must have the tools and skills to engage critically important voices of marginalized groups in the process of making planning decisions. Through hands-on exercises, students were exposed to community media, participatory visioning, and reflective practice and had the opportunity to reflect on how they could use these methodologies when working in the field. Students attending the workshop brought a great diversity of backgrounds and expertise, which generated robust discussion about issues at the heart of inclusive planning such as distribution of power, the role of the planner, the search for neutrality or the advocacy mission of the profession.

CoLab Staff Leads: Alexa Mills, Patricia Molina Costa (Fellow), and Amy Stitely

Faculty Affiliate: Ceasar McDowell

Web link: <http://web.mit.edu/colab/news-colab-orative-methods.html>

Spring 2012

11.S943 Democratic Wealth Generation

Taught by DUSP Professor Phil Thompson, this course examined literature and practice regarding community-owned enterprise as an alternative means of increasing community wealth, participation and development. The class examined the use of cooperatives, credit unions, land trusts, and limited stock ownership enterprises for increasing community participation and empowerment.

CoLab Staff Lead: Nick Iuviene

Faculty Affiliate: J. Phillip Thompson

CoLab's Work

Media & Culture

CoLab Radio

Every person has a story worth sharing. But who gets to speak for whom, and how does the speaker impact the story we hear? Often, those whose stories say most about the state of humanity are least likely to speak on a far-reaching platform. CoLab creates media projects in which all people, powerful and powerless, can speak for themselves – for the sweeping policies and systems that mark their lives.

In the 2010-2011 academic year, CoLab doubled the number of volunteer contributors to its Media Program. CoLab's blog site, CoLab Radio, now enjoys a community of 200 contributors from communities and the academy with published work from students and professors from around the world, city and regional planners, activists, technologists, community leaders of all stripes, photographers and artists. The newly-founded "CoLab Radio News Network," is a global community of bloggers publishing features on current events from a community and planning perspective.

CoLab also launched a quarterly magazine, Paper Radio, which covers a specific topic related to equitable planning in every issue. CoLab staff and partners are welcome to guest-edit an issue of Paper Radio. The first issue, Says who?, dealt with the relationship between the storyteller and story. The second issue, Trash, is a collection of articles about global innovations in community-based waste management today.

Via its popular Twitter account, CoLab launched #citychat, a monthly conversation about cities. Each month CoLab interviews leaders from another Twitter account on a planning issue, such as "Tinkering with Public Space." Interested Twitterers join in with their own ideas and questions. Thousands more observe the chat as it unfolds. Future chats will employ crowdsourced brainstorming for specific planning issues in specific places.

Alexa Mills, CoLab's Program Director, Media Projects and Executive Editor of CoLab Radio, leads this work.





Image by Zach Hyman

The International Street Chairs Pop-up Show

CoLab's Aditi Mehta started collecting images of lone, discarded chairs left on sidewalks and street corners in 2008. She began publishing them on CoLab Radio, and soon others started contributing their chair images. With over 40 chair photos from many different countries on file, CoLab executed an international chair exchange. Each chair photographer received a large printed version of another chair photo. Chair photos from Boston were posted in

Qatar, and chair photos from Brazil appeared in Los Angeles. People in approximately 30 cities stopped to look at and respond to chair photos by writing on them, photographing and tweeting them. CoLab continues to receive photos of discarded chairs and couches from all over the world. Atlantic Cities featured the chair project in August of 2012.

Web Link: <http://colabradio.mit.edu>

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Images by Jason Yung, Aditi Mehta, and John Arroyo.

CoLab's Work

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

URBAN

Far too much of the research conducted in universities stays on dusty shelves and in inaccessible scholarly journals, minimizing its potential impact on society. Meanwhile, struggling communities are organizing to improve their quality of life but often have insufficient resources to make sense of the structural challenges they face. The Urban Research-Based Action Network (URBAN), a multidisciplinary, distributed network of scholars and practitioners of community-based research, was created to promote research that addresses the issues that marginalized communities face through collaborative partnerships between scholars and community activists. Going into its second year of development, URBAN is poised to become a robust source of collaborative knowledge-creation and a powerful resource for struggling urban communities. Based on the legacy of activist scholar Marilyn Jacobs Gittell, URBAN was founded in 2010 to strengthen academic-practitioner relationships, connect traditionally siloed issue areas, and create mechanisms to

increase scholarly recognition of collaborative community-based research.

In 2011-12, URBAN has undergone an exploratory phase including a mapping of the broad parameters of the field of community-based research and a lengthy consultation and diagnostic process with many of its foremost scholars and other agents. Building on what was learned during that process, URBAN has implemented an effective and efficient infrastructure, including a national planning committee, local nodes (in Los Angeles, New York, Boston and soon in San Francisco) and discipline nodes (most advanced in the American Sociological Association and the American Education Research Association). We have also launched a communications strategy, starting with the first URBAN Newsletter.

Research Fellow: Patricia Molina Costa

Student Affiliate: Karina Michman

Forum on Race and Democracy

CoLab continues to host 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.

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 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.

Class of 2012

The 2012 Mel King Fellows comprised economic development practitioners and community activists convened to support the development of CoLab's new Green Economic Development Initiative (GEDI). CoLab hosted the Fellows in January and September of 2012 for multi-day conferences, providing an opportunity to co-create green development strategies and share insights with students and faculty. Additionally, Fellows shared practices monthly via teleconference. With CoLab's GEDI, the Fellows are authoring a white paper entitled Transforming Economic Development, providing guidance to the economic development field on integrating triple bottom line priorities into economic development practice. In 2013, the Fellows will gather in Kentucky to explore efforts to develop strategies for economic transition to an alternative energy future from a coal dominated economy.

Members of the Class of 2012 include:

- Rob Bennet (Oregon), Executive Director, Portland Sustainability Institute
- Keith Bisson (Maine), Director Northern Heritage Development Fund, Coastal Enterprises, Inc. (CEI)
- Adam Freed (New York), Director, Global Securing Water Program, Nature Conservancy
- Bob Gough (South Dakota), Intertribal Council on Utility Policy (COUP)
- Andrew Kellar (New Hampshire), Entrepreneur in Residence (EIR), The Green Launching Pad
- Eric Nakajima (Massachusetts), Senior Innovation Advisor, Executive Office of Housing and Economic Development, Commonwealth of Massachusetts
- Yorman Nunez (New York), Board Member, Northwest Bronx Community and Clergy Coalition
- Sara Dillon Pennington (Kentucky), New Power Campaign Organizer, Kentuckians For The Commonwealth
- Andre Pettigrew (Washington DC), Executive Director, Climate Prosperity Project, Inc.
- Cathy Polasky (Minnesota), Director of Economic Policy and Development, City of Minneapolis
- Shanna Ratner (Vermont), Principal, Yellow Wood Associates, Inc.
- Wilnelia Rivera (Massachusetts), Policy and Political Director, Neighbor to Neighbor Massachusetts
- Desiree Sideroff (Washington), Vice President, Consumer Lending Products, Craft3, formerly Enterprise Cascadia
- Elizabeth Thorstensen (Washington DC), Vice President, Knowledge Management & Economic Development Practice, International Economic Development Council
- Adam Zimmerman (Washington), Executive Vice-President, Craft3, formerly Enterprise Cascadia

Faculty Affiliate: Karl Seidman

Events

In the 2011–2012 academic year, CoLab staff, fellows, and student affiliates coordinated approximately 39 major events. They ranged from convenings of the Mel King Community Fellows to art installations on campus to Twitter training sessions for planners. The following is an overview of the past year's activities.

June 2011

29-30 CoLab Strategic Planning Meeting

July 2011

8-10 Forum on Race and Democracy Convening

15-23 Mel King Community Fellows Learning Journey to Mondragon Spain

August 2011

7-9 Emerald Cities Collaborative Training, Atlanta, Georgia

30 CoLab Open House for Incoming Students' Orientation to DUSP

September 2011

21-22 CoLab Retreat

30 Trans Trash, an MIT Exhibition on Garbage

30 CoLab hosts a table at MIT International Development Fair

October 2011

3 Lecture on Planning in Puerto Rico by Lucilla Marvel

23-28 The International Street Chairs Pop-Up Show

26-29 Presencing Institute Lab for Global-Local Change Makers

November 2011

3--5 Forum on Race and Democracy Convening

4 CoLab Community Advisory Board Meeting

9-16 Puerto Rico Practicum Field Work with MIT and University of Puerto Rico students

15 Lecture on Designing Community Media Projects to MIT India by Alexa Mills and Aditi Mehta

December 2011

5 URBAN Convening in Austin, Texas

8-9 Class of 2011 Mel King Community Fellows Convening

12 CoLab Year-end Student Luncheon

15 CoLab Faculty Council Meeting



Image by Nick Iuviene

January 2012

- 2-20** D-Lab Waste Field Work and Student Final Presentation in Bluefields, Nicaragua

- 11** 11.S953 Action Research: What is it and Why is it Important to DUSP Students and Faculty?

- 12** URBAN Convening in Los Angeles, California

- 16-3** Puerto Rico Practicum Field Work and Student Final Presentations

- 17** 11.S954 Reflective Practice: Building Personal Theories of Practice Through Systematic Reflection on Our Own Experience

- 23-26** 11.S951 Reflective Practice in Green Economic Development

- 23-27** Class of 2012 Mel King Community Fellows Convening

- 28** URBAN Convening in New York, New York

- 31-2** 11.S955 CoLab-orative Methods for Planning with Communities

February 2012

- 13** CoLab Green Economic Development Initiative and Mel King Community Fellows Information Session

- 17** Spring Study Group on Capacity Building begins

- 17** Democratic Wealth Generation class begins

- 29** Presented CoLab Media Program & CoLab Radio at "Social Media on a Shoestring", an MIT-wide event on Media

May 2012 Energy Efficiency Innovation Symposium: Community Enablement Strategies, by CoLab and the Energy Efficiency Strategy Project

This student symposium focused on how to extend the recent community efficiency momentum generated by ARRA/stimulus. Thesis presenters discuss strategic innovations in engagement models, information tools, utility-community partnerships, and public policy.

Presenters:

- Brendan McEwen: Community-Based Outreach for Residential Programs
- Ksenia Mokrushina/Bill Dong Wang: GreenHaus:

CDC Driven Efficiency in Dorchester

- Rosie Sherman: Microgrids: Sharing Energy Generation Infrastructure in Commercial Districts.
- Amy Stitely (CoLab): Municipal Governments in the Lead
- Lindsay Reul/Kate Goldstein: Mapping to Communicate Efficiency Opportunity
- Nikhil Nadkarni: Rating and Disclosing Home Energy Performance
- Elena Alschuler: Smart Energy Now: Operational Efficiency in Downtown Charlotte

Alumni Discussants: Erin Brandt (Metropolitan Area Planning Council), Jackie Dadakis (Clean Energy Solutions), Eric Mackres (ACEEE), Josh Sklarsky (Peregrine Energy)

March 2012

- 1 Whose city? Redevelopment and Governance in Boston
- 2 Green Grease: The Future of Oil Recycling
- 26 Lecture on Designing a Community Media Project at Emerson College
- 31 Presentation at Yale Puerto Rican Student Association Conference

April 2012

- 2-6 Trash Into Art: 2012 Yunus Challenge Art Installation
- 11 Development, Environment & Community: A New Model for the Piedras River Watershed, Student Presentation
- 15 URBAN Session at the American Educational Research Association
- 18-19 URBAN Session at the Urban Affairs Association Conference
- 19 Presentation on Puerto Rico watershed work in Environment and Economic Development class

May 2012

- 9 Energy Efficiency Innovation Symposium: Community Enablement Strategies
- 10 Conversation on Values-Based Education
- 15 URBAN Convening in Chicago, Illinois
- 17 Twitter for Planners
- 18 Global Niche Markets and Local Development: Fairtrade Farmer Organizations in Paraguay's Sugar Industry
- 25 Participatory Planning Methods with James Rojas

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.

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.



Martha Bonilla

Over the past year Martha, has been working closely with CoLab on three different projects in

her professional role as Director of the Centro de Estudios Urbanos at the Universidad del Rosario. First, she worked with CoLab to develop a seminar on ICT and poverty reduction policy for Colombia. This seminar responds to a request from the Colombian government. Second, Martha joined the CoLab team exploring a possible DUSP practicum class to be held in Cali, Colombia on waste, water and urban revitalization. Finally, Martha also worked with CoLab on a model for peace villages in Colombia.



Becky Buell

Over the 2011-12 academic year, Becky moved forward the development of several structured dialogues

and networks on global sustainability and social equity. These included the EnergyFuture, a dialogue between energy industry executives and pension funds invested on the long term social and environmental trends that will impact value in the sector. Becky conducted the mid-term review of the Gates Foundation-funded Inclusive Cities Network, and she continued to provide advisory support on CoLab's inclusive waste management program. Becky also began framing a new program on "urban resilience" to engage private sector entities and multilateral organizations in rethinking strategies in rapidly growing urban areas in developing countries.



Sebastiao Ferreira

Sebastiao's work during 2011-2012 was focused on improving his understanding of

the cognitive conditions for local innovation in less developed countries. For this work, Sebastiao was invited as a speaker to international conferences on knowledge commons, local innovation systems and international development in Klagenfurt (Austria), York (UK), Brasilia (Brazil), and Lima (Peru). His article "Evolution and Future of the Knowledge Commons: Emerging Opportunities and Challenges for Less Developed Societies," published in the September of 2012 issue of the KM4Dev Journal, presents some of Sebastiao's findings in this field.



Uyen Le

Uyen focused on energy efficiency research related to workforce development and financing. She

was the lead researcher and co-author of the book *Beyond Green Jobs: Building Lasting Opportunities in Energy Efficiency* (March 2012). Uyen also started a separate research project on the size, practices, and impacts of the informal economy on the construction industry. Her research has included researching existing methodologies and studies, developing indicators and assumptions about informality using publicly-available data sets, and interviewing/surveying stakeholders in the construction industry who are impacted by informality.



Katrin Kaeufer

Dr. Kaeufer looks at unintended consequences as a result of behavioral patterns in our economic system, and argues that what is missing to cope with the pressing challenges of our time is the capacity – as an individual, an organization but also as a society – to act and lead from emerging future possibilities.

Dr. Kaeufer conducted case studies and interviews, and summarized her research in a forthcoming book in collaboration with Dr. C.O. Scharmer, Sloan School of Management. Together with Zahir Dossa, a PhD Student at DUSP, Dr. Kaeufer submitted the manuscript, "Understanding sustainable innovation through positive ethical networks and crises," to the *Journal of Business Ethics* which has been accepted for publication in the Special Issue on Positive Organizational Ethics. Dr. Kaeufer works with a network of value-based banks, the Global Alliance for Banking on Values. The network represents banks from Bangladesh, Peru, Bolivia, the Netherlands, Germany, Canada, Mongolia, Uganda, and the United States.



Patricia Molina Costa

Patricia's work as a Fulbright Fellow in Colab focused on building and

coordinating the Urban Research-Based Action Network (URBAN), a platform that facilitates community-based research, teaching and learning for action across disciplinary lines, connecting scholars and activists across U.S. cities. She has also collaborated with several CoLab projects providing mapping, participatory planning and community engagement tools and strategies.



Jennifer Vanica

During the 2011-2012 academic year, Jennifer worked on a draft of her monograph, "Leading Questions," which

distills the lessons from her 20-year journey heading a comprehensive revitalization effort in an area of severe blight and historical disinvestment in San Diego's southeastern multi-cultural neighborhoods. She dissects the role of resident ownership on community transformation, looking in-depth at the "big idea" behind the comprehensive revitalization effort that became a high impact anchor project -- The Village at Market Creek, a vibrant center of culture and commerce that was planned, designed, built, managed, and owned by community stakeholders.



Yorman Nunez

Yorman, who is also a 2012 Mel King Community Fellow, has spent his time working as one of the

lead coordinators for the Bronx Cooperative Development Initiative (BCDI), an effort that seeks to harness local assets in the Bronx, to develop wealth, ownership, and business leadership among low-income residents. He focuses on the development of BCDI's multi-sector stakeholder table and community engagement platform. For his work in the Bronx, Yorman draws on his past experience as a community organizer working on economic development issues and as a field director on various political campaigns.



Thomasina Williams

Thomasina's interest is in amplifying and cultivating three areas of work in local

communities: (1) political empowerment; (2) social enterprise; and (3) personal transformation. Over the course of the 2011-2012 academic year, Thomasina led a joint research project with CoLab that examined the civic engagement infrastructure in local Black and Latino communities in five states: Florida, Michigan, Ohio, Pennsylvania and Wisconsin. The study concluded with a number of recommendations for tapping into the rich knowledge of community residents and cultivating the potential that exists within local communities by developing their internal capacities to better address the challenges they face.

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
Advancement Project	Washington, DC	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	Bluefields, Nicaragua	
Center for the 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/
Climate Prosperity Initiative	Washington, DC	climateprosperityinc.org
Coastal Enterprises	Wiscasset, ME	http://www.ceimaine.org/
Conservation Trust of Puerto Rico	San Juan, Puerto Rico	http://www.fideicomiso.org
Consortium for Worker Education	New York, NY	http://www.cwe.org
Craft3	Seattle, WA	craft3.org
CUNY Public Science Project:	NYC, NY	http://web.gc.cuny.edu/che/groups/psp.html
Design that Matters	Cambridge, Mass.	http://www.designthatmatters.org/
Emerald Cities Collaborative	Washington, DC	http://emeraldcities.org/
The Enabling City	Global, based in Toronto, Canada	http://enablingcity.com/
Enlace Project of the Caño Martín Peña	San Juan, Puerto Rico	

Name	Location	Website
Foundation for Puerto Rico	San Juan, Puerto Rico	http://foundationforpuertorico.org/
Fundacion Gertulio Vargas	Sao Paulo, Brazil	http://portal.fgv.br/
Giral	Sao Paulo, Brazil	
The Green Launching Pad	Durham, NH	http://greenlaunchingpad.org/
GreenWorker Cooperatives	Bronx, NY	http://www.greenworker.coop
Inter American Development Bank	Washington, DC	http://www.iadb.org/en/inter-american-development-bank,2837.html
Intertribal Council on Utility Policy	Ft. Pierre, SD	http://www.intertribalcoup.org/
Kentuckians for the Commonwealth	London, KY	http://www.kftc.org/
KGS Buildings	Cambridge, MA	http://www.kgsbuildings.com/
Konbit for Haiti	Miami, FL	http://www.konbitforhaiti.org/
MAPA Group	Washington, DC	http://www.mapagroup.net
Mississippi State Chapter, NAACP	Jackson, MS	http://naacpms.org/
Mothers on the Move	Bronx, NY	mothersonthemove.org
Municipality of Bluefields	Bluefields, Nicaragua	
Municipality of Corn Island	Corn Island, Nicaragua	http://www.cornisland.gob.ni/
Municipality of El Rama	El Rama, Nicaragua	http://www.elrama.gob.ni/
Municipality of Pearl Lagoon	Pearl Lagoon, Nicaragua	
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/
Northwest Bronx Community and Clergy Coalition	Bronx, NY	http://www.northwestbronx.org
PathStone Development Corporation	San Juan and Adjuntas, Puerto Rico	http://www.pathstone.org
Planning Corps	New York, New York	http://planningcorps.org/
The Point CDC	Bronx, NY	http://www.thepoint.org



**Location of CoLab
Community Partner
Organizations**

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Name	Location	Website
PolicyLink	Oakland, CA	http://www.policylink.org
The Polis Blog	Global, based in Ithaca, NY	http://www.thepolisblog.org/
Portland Sustainability Institute	Portland, OR	pdxinstitute.org
Prodepour	Port au Prince, Haiti	
PUSH Buffalo	Buffalo, NY	www.pushbuffalo.org/index.html
Raons Públiques	Barcelona, Spain	www.raonspublicues.org/
Rede Catasampa/Movimento Nacional de Catadores de Materiaes Reciclaveis	Sao Paulo, Brazil	www.catasampa.org/index.php
Regional government of the RAAS (Southern Atlantic Region)	Bluefields, Nicaragua	



Image by Alyssa Bryson

Name	Location	Website
REOS Partners	Sao Paulo, Brazil	http://www.reospartners.com/
SAGE Publications		http://www.sagepub.com/home.nav
Serrafix	Boston, MA	http://www.serrafix.com/
Service Employees International Union	Washington, DC	http://www.seiu.org/
Storm Water Infrastructure Matters Coalition	New York, NY	http://swimmablenyc.info/
Stree Mukti Sanghtana (SMS)	Mumbai, India	www.streemukthisanghatana.org
Tallories Network, Tufts University	Boston, MA	http://talloiresnetwork.tufts.edu/
Tougaloo College	Tougaloo, MS	http://www.tougaloo.edu/
UCLA Institute for Democracy, Education, & Access:	Los Angeles, CA	http://www.idea.gseis.ucla.edu/
UCLA Labor Center	Los Angeles, CA	http://labor.ucla.edu/
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/
United Negro College Fund	Fairfax, VA	http://www.uncf.org/
University of Puerto Rico Graduate School of Planning	San Juan, Puerto Rico	http://graduados.uprrp.edu/planificacion/
University of Sao Paulo	Sao Paulo, Brazil	http://www.usp.br/internacional/home.php?idioma=en
Urban Bricolage	Lyon, France	http://urbanbricolage.tumblr.com/
USC Center for the Study of Immigrant Integration	Los Angeles, CA	http://csii.usc.edu/

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.

The current members of the Council are:



Xavier Briggs

Associate Professor of
Sociology and Planning



Amy Glasmeier

MIT Department of Urban
Studies & Planning
Department Head and
Professor of Geography
and Regional Planning



Caesar McDowell

Professor of the
Practice of Community
Development



Karl Seidman

Senior Lecturer in the
Department of Urban
Studies & Planning



Anne Spirn (Chair)

Professor of Landscape
Architecture and
Planning



Larry Susskind

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



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 thirteen 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

In the 2011-2012 academic year, CoLab welcomed two new members to the board: Mike A. Soto Class, President of the Center for the New Economy in San Juan, Puerto Rico, and Peter Sigrist, author, Civic Nature.



Gar Alperovitz

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



Jose Alvarez

Leadership and Organization Development Consultant



Angela Blackwell

Founder and CEO, PolicyLink



Jose Calderon

Professor Emeritus, Sociology and Chicano Studies at Pitzer College



Douglas Foy

Founder and President,
Serrafix



Lani Guinier

Bennett Boskey
Professor of Law,
Harvard Law School



Penda Hair

Founder and
Co-Director, Advance-
ment Project



Gerald Hudson

Executive Vice
President, SEIU



Stewart Kwoh

President and Executive
Director, Asian Pacific
American Legal Center
of Southern California



Otto Scharmer

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



Peter Sigrist

PhD Candidate, Cornell
University and Author
of Civic Nature



Mike Soto

President, Center for the
New Economy



Kent Wong

Director, UCLA Labor
Center

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	Website
Biodiesel@MIT	http://web.mit.edu/biodiesel/
Center for Civic Media	http://civic.mit.edu/
D-Lab	http://d-lab.mit.edu/
Housing Community & Economic Development Program Group	http://web.mit.edu/dusp/hced/index.html
International Development Group @MIT	http://web.mit.edu/dusp/idg/
MIT Center for International Studies	http://web.mit.edu/cis/index.html
MIT Center for Real Estate	http://web.mit.edu/cre/
MIT Center for Transportation and Logistics	http://ctl.mit.edu/
MIT Department of Materials Science & Engineering	http://dmse.mit.edu/
MIT Department of Political Science	http://web.mit.edu/polisci/
MIT Department of Urban Studies & Planning	http://dusp.mit.edu/
MIT Energy Efficiency Strategy Project	http://web.mit.edu/energy-efficiency/
MIT Energy Initiative	http://web.mit.edu/mitei/
MIT India	http://web.mit.edu/misti/mit-india/
MIT Public Service Center	http://web.mit.edu/mitpsc/
MIT School of Architecture and Planning	http://sap.mit.edu/
MIT Sloan School of Management	http://mitsloan.mit.edu/
MIT Special Program for Urban & Regional Studies (SPURS)	http://web.mit.edu/spurs/www/index.html
Social Media at MIT, Office of the Vice President for Institute Affairs	http://mitsocialmedia.wordpress.com/

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 & Planning	Puerto Rico Research Initiative and Practicum
Jim Buckley	MIT Department of Urban Studies & Planning	Energy Efficiency Strategy Project
Caitlin Cahill	City University of New York	URBAN
Jose Calderon**	Pitzer College, CA	URBAN
Pietro Calogero	San Francisco State University	Media Projects
Cathy Cohen	University of Chicago	URBAN
Diane Davis	MIT Department of Urban Studies & Planning	Puerto Rico Research Initiative and Practicum
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
Annette Kim	MIT Department of Urban Studies & Planning	Media Projects, Visiting Artists project

Name	Organization/Affiliation	CoLab Project(s)
Marta Lopez-Garza	California State University, Northridge	URBAN
Harvey Michaels	MIT Department of Urban Studies & Planning	Energy Efficiency Strategy Project
Kathe Newman	Rutgers University	URBAN
Gilda L. Ochoa	Pomona College, California	URBAN
Enrique Ochoa	California State University, Los Angeles	URBAN
Manuel Pastor	University of Southern California	URBAN
Carlo Ratti	SENSEable City Lab	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 & Planning	Green Economic Development Initiative, Mel King Community Fellows Program
Amy Smith	Founder and Co-Director	MIT D-Lab
Larry Susskind *	MIT Department of Urban Studies & Planning	Creating Innovative Learning Platforms
Phil Thompson *	MIT Department of Urban Studies & 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
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. The table below showcases students' diverse interests and the CoLab projects to which they contribute.

Name	CoLab Project(s)
Elena Alschuler	Energy Efficiency Strategy Project
Sara Barnowski	Green Grease Capivar & Media Program
Tatiana Berger	D-Lab Waste and RAAS Waste and Recycling Project
Ana Bonomi	Green Grease Project
Daniel Broid	Puerto Rico Practicum
Chiara Camponeschi	Media Program
Maria Cassidy	D-Lab Waste and RAAS Waste and Recycling Project
Justice Castaneda	Democratic Wealth Course, CoLab Methods Course
Keren Charles	Social Justice Landscape Analysis
Christine Curella	Democratic Wealth Course
Iris de La O	Social Justice Landscape Analysis, Puerto Rico Practicum
Victoria Del Campo	Puerto Rico Research Initiative and Practicum
Paul DeManche	Puerto Rico Practicum
Jocelyn Drummond	Hospital Community Benefits



Image by Alyssa Bryson

Name	CoLab Project(s)
Evelin Enriquez	RAAS Waste and Recycling Project
Alexandra Fallon	Green Grease Project
Samantha Fox	Green Grease Project & Media Program
Kate Goldstein	Energy Efficiency Strategy Project
Anna Gross	D-Lab Waste and RAAS Waste and Recycling Project
Megan Hazen	Media Program
Evelin Henriquez	Media Program
Angela Hojnacki	Green Grease Project & Media Program
Maryann Hulsman	Social Justice Landscape Analysis
Elijah Hutchinson	Energy Efficiency Strategy Project
Ciro Iorio	Forager
Chris Jones	Energy Efficiency Strategy Project, Greening Historically Black Colleges and Universities
Kristin Kagetsu	RAAS Waste and Recycling Project
Stephen Kennedy	Media Program
Nancy Kim	Basurama Trash Exhibit/D-Lab Waste and RAAS Waste and Recycling Project
Ryan Kurlbaum	CoLab Methods Course

Name	CoLab Project(s)
Deepak Lamba-Nieves	Puerto Rico Research Initiative and Practicum
Marisa Lau	Social Justice Landscape Analysis, Future of Urban Economies
David Lee	Forager
Luyao Li	D-Lab Waste and RAAS Waste and Recycling Project
Connie Chen Lu	RAAS Waste and Recycling Project
Ana Luisa Santos	Green Grease Project
Ivette Luna	D-Lab Waste and RAAS Waste and Recycling Project
Claire Markgraf	D-Lab Waste and RAAS Waste and Recycling Project
Alexander Marks	D-Lab Waste and RAAS Waste and Recycling Project
Alpita Masurkar	Media Program
Yasuhiro Matsui	CoLab Methods Course
Brendan McEwen	Energy Efficiency Strategy Project, Democratic Wealth Course, CoLab Methods Course
Aditi Mehta	Media Program
Jeffrey Mekler	Energy Efficiency Strategy Project
Karina Milchman	URBAN
Nikhil Nadkarni	Energy Efficiency Strategy Project
Aditya Nochur	CoLab Methods Course
Dietmar Offenhuber	Forager & Basurama Trash Exhibit
Andrew Pierson	D-Lab Waste and RAAS Waste and Recycling Project
Jody Pollock	Puerto Rico Practicum and Puerto Rico/Caribbean Development Initiative
Elizabeth Resor	CoLab Methods Course
Lindsay Reul	Energy Efficiency Strategy Project
Nicole Salazar	Puerto Rico Practicum, Media Projects, Democratic Wealth Course, Bronx Cooperative Development Initiative



Image by Patricia Molina Costa

Name	CoLab Project(s)
Melissa Sapuan	CoLab Methods Course
Farzana Serang	Social Justice Landscape Analysis
Shomon Shamsuddin	Future of Urban Economies
Tendelle Sheu	Green Grease Project
Miriam Solis	Social Justice Landscape Analysis, Future of Urban Economies
Lily Song	Energy Efficiency Strategy Project
Abby Spinak	Future of Urban Economies
Rachel Tanner	Democratic Wealth Course, Bronx Cooperative Development Initiative
Julia Tierney	Puerto Rico Practicum
Mike Tuori	RAAS Waste and Recycling Project & Media Program
Ann-Ariel Vecchio	Puerto Rico Practicum
Kristen Watkins	RAAS Waste and Recycling Project, Puerto Rico Practicum, Media Program
Mia White	Future of Urban Economies
Paula Winicki	RAAS Waste and Recycling Project, Puerto Rico Practicum
Patricio Zambrano Barragán	Puerto Rico Practicum

CoLab Staff

The projects described in this report are made possible by the hard work and dedication of CoLab's staff. The 2011-2012 academic year team members include:

Name	CoLab Project(s)
Jasmine Bellitti	Administrative Assistant
Alyssa Bryson	Program Director, Puerto Rico/Caribbean Development Initiative
Dayna Cunningham	Executive Director
Carlos Espinoza-Toro	Project Manager*
Nick Iuviene	Program Director, Just Urban Economies
Libby McDonald	Program Director, Global Sustainability Partnerships
Brendan McEwen	Project Coordinator, Green Economic Development Initiative
Alexa Mills	Program Director, Media Projects and Executive Editor, CoLab Radio
Christina Ruhfel	Communications and Operations Manager
Amy Stitely	Project Director, US Sustainability Partnerships*

**As of the printing of this report, core "CoLabbers" (as staff are fondly referred to) Carlos and Amy have left CoLab for other professional adventures. Amy is now the Director of the Public Housing Policy and Program Development for Massachusetts. We miss them greatly and wish them the best in their future endeavors!*

Disseminating Knowledge

Paper Radio Issue #1: Says who?

A collection of articles, in which the writer has a unique and personal relationship to her topic, comprised the first issue of Paper Radio, a periodic paper version of CoLab Radio posts that fit together around a theme. Says who? was the first theme.

Link: http://colabradio.mit.edu/wp-content/uploads/2012/02/PaperRadio1_SaysWho.pdf

Paper Radio Issue #2: Trash

A collection of articles focused on CoLab's work in waste management. Includes an interview with Ed Humes, author of "Garbology: Our Dirty Love Affair with Trash"

Link: http://colabradio.mit.edu/wp-content/uploads/2012/08/PaperRadio_Trash_Final_sm.pdf

Issue #1: Urban Research-Based Action Network (URBAN) Newsletter

First issue of the URBAN Newsletter included a progress update on the project. See page 22 for a complete description of URBAN.

Link: <http://us5.campaign-archive1.com/?u=fb4b83ef63226b63b643e3b1f&id=db5443090c>

The Role of Local Governments and Community Organizations as Energy Efficiency Implementation Partners

Alschuler, Elena; Brandt, Erin; Mackres, Eric; and Stitely, Amy. February 2012, published by ACEEE. White paper presenting eight case studies from communities across the country, showcasing how local governments and civil society can support energy efficiency efforts through enabling policies and program partnerships.

Link: <http://www.aceee.org/white-paper/the-role-of-local-actors>

EE2020 Toolkit: How to Launch Scalable Energy Efficiency Initiatives in Your City

Stitely, Amy and EE2020 consulting team. Handbook for mayors, city leaders, and community activists who seek guidance on either starting or accelerating energy efficiency retrofits in their communities.

Link: <http://web.mit.edu/colab/pdf/work/ee2020-toolkit-2012.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 2011–2012 academic year.

CoLab's Director of Media Projects Received Two Fellowships in 2012

CoLab Director of Media Projects and Executive Editor of CoLab Radio, Alexa Mills, was selected as a Fellow at the Whole Thinking Retreat at the Center for Whole Communities. Mills was one of 60 fellows selected out of 350 nominees. She was also chosen as a Fellow at the Institute for Journalism and Natural Resources at the Maumee Valley Institute in Ohio.

Two CoLab Alumni win 2012 Excellence in Public Service Award

The MIT Department of Urban Studies and planning honored two CoLab alumni, Benji Power (MCP '09) and Stefanie Ritoper (MCP '11), for their commitment to public service. Benji is the Director of Community Building and Organizing for Neighborhood Housing Services of South Florida, where he is working on federally funded redevelopment projects in the Brownsville neighborhood of Miami. Stefanie is the Communications Director at the California Construction Academy in the UCLA Labor Center. The Center recently published the book, *Beyond Green Jobs: Building Lasting Opportunities in Energy Efficiency*.

Institutional Development

CoLab's projects are made possible by the generous support of several foundations and partner organizations. Since 2007, CoLab has raised more than \$6 million in programmatic grants and general support. Incoming grants and gifts over the 2011–2012 academic year totaled \$1.4 million. Currently the Lab is supported by grants and gifts from the Kendeda Fund, SAGE Publications, the W.K. Kellogg Foundation, the Rockefeller Brothers Fund, the Atlantic Philanthropies, and the MIT Office of the Dean of Graduate Students. Generous support from MIT alumnus Jon Borschow (1972) has enabled CoLab and the Center for International Studies to develop the MIT-Puerto Rico Initiative. A gift from Jeffrey Hollender, founder of Seventh Generation, is supporting CoLab's work on the Bronx Cooperative Development Initiative.

Acknowledgements

The Community Innovators Lab thanks partners and supporters, staff and affiliates for their contribution to the creation of this report. Lead authors include Alyssa Bryson, Dayna Cunningham, Nick Iuviene, Libby McDonald, Brendan McEwen, Alexa Mills, Patricia Molina Costa, Christina Ruhfel, and Amy Stitely.



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Cover Photo: Nick Iuviene

