



Annual Report 2010–2011

Introduction

In the last year, the MIT Community Innovators Lab (CoLab) has witnessed the maturation of a variety of projects, some that CoLab continues to guide and others that are guided by our community partners. In both cases, we have been excited to see projects that began as ideas and conversations begin to take form in the world. The projects explore the intersection of urban climate adaptation, community participation and shared wealth creation in the U.S. and the Global South. **Highlights include the following:**

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■ CoLab continued progress on developing a Green Grease system to recycle waste vegetable oil in Brazil. Working with engineering students from Instituto Tecnológico de Aeronáutica in São José dos Campos and the engineering school at the University of São Paulo, MIT students spent two days in June 2011 on construction, discussion, and redesign to arrive at an elegantly simple device to filter waste vegetable oil that costs less than 150 *reais* (\$92 USD). In addition to developing a filtration system, CoLab has partnered with MIT's SENSEable Cities Laboratory to use GPS tracking devices to develop an effective collection system. Revenues for this business have tripled since June and now, two Sloan students will be using the filtration technology and research from the tracking devices to significantly accelerate the waste grease business plan for Rede CataSampa (a group of 300 waste pickers that have come together to form a trash-recycling cooperative in São Paulo).

■ CoLab's work helping launch the Lynn Coalition for Green Development (LCGD) as part of its Leveraging the Stimulus project has evolved into a new project partnership with the organization. Working with the North Shore Labor Council, CoLab is helping to test the feasibility of LCGD's model of sustainable and equitable development through an aquaponics demonstration project.

■ CoLab published a technical assistance series, *Regenerating Local Economies: Environment, Equity, and Entrepreneurship in America's Post-Industrial Cities* in October 2010. Titles in the series, which came out of MCP students' thesis research conducted as part of CoLab's CoLaborative Thesis Project, include:

- "Sustainable Economic Democracy: Worker Cooperatives for the 21st Century,"
- "City-Scale Retrofits: Learning from Portland and Oakland," and
- "Strengthening Local Economies and Civic Life: The Untapped Power of Small Businesses."

■ Based on his CoLaborative thesis research, CoLab research associate Nick Iuviene helped launch the Bronx Cooperative Development Initiative (BCDI). BCDI grew out of a year-long community consultation process with community organizing, community development, workforce and cooperative development organizations as well as local anchor institutions and CommonWise Enterprise (led by social/environmental entrepreneurs, it works to help revitalize communities and build shared wealth by developing worker owned businesses). BCDI's goal is to harness local assets and drive a comprehensive regional economic development strategy to benefit low and moderate-income residents of the Bronx while fostering a sustainable regional development plan.

Even as CoLab made exciting progress on ongoing projects, CoLab staff developed new work that advanced efforts to build environmentally-just enterprises that support shared wealth generation. CoLab also continued to expand its community media activities and its collaborative learning networks.

Highlights from these include:

■ Alexa Mills, founder of CoLab's main community media outlet and online learning platform, CoLab Radio, was recognized by Planetizen, as one of its twenty-five Top Thinkers in Urban Planning and Technology.

■ CoLab Radio's popularity continues to grow; it now receives approximately 6,000 hits a month, with an average viewer spending 4.5 minutes on the blog.

■ Three CoLab-sponsored projects won grants through competitive MIT grant-making processes, including: the IDEAS competition, the MISTI Brazil Travel Grant, the Carroll I. Wilson Grant, and a grant from CAMIT, MIT Council on the Arts.

■ Eleven pre-eminent community leaders, labor leaders, policy advocates, and activist scholars formed CoLab's Community Advisory Board to provide guidance and insight about CoLab's work from a community perspective.

■ CoLab partnered with Harvey Michaels, a lecturer in the Department of Urban Studies and Planning and an expert on energy efficiency, to launch the Energy Efficiency Strategy Project, which brought together over a dozen students engaged in research related to energy efficiency to develop case studies and memos. The project culminated in a public symposium that attracted eighty people including students, faculty, and industry leaders.

■ Diane Davis, a member of CoLab's Faculty Council launched a CoLab-supported initiative that blends research, classroom learning, and practical experience to develop innovative solutions to problems of income inequality and environmental sustainability. The Puerto Rico Practicum is beginning to examine comprehensive community development strategies designed to further preservation of waterways in San Juan.

Thank you for your ongoing support of CoLab. We look forward to collaborating with you 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.

Definition of Terms and Acronyms

CoLab: MIT Community Innovators Lab

CWE: CommonWise Enterprise

BCDI: Bronx Cooperative Development Initiative

DUSP: MIT Department of Urban Studies and Planning

ECC: Emerald Cities Collaborative

ESOP: Employee Stock Ownership Plan

GPS: Global Positioning System

GSD: Harvard University Graduate School of Design

HBCU: Historically Black Colleges and Universities

IAP: Independent Activities Period,
MIT's January term

LCGC: Lynn Coalition for Green Development

MCP: Masters in City Planning

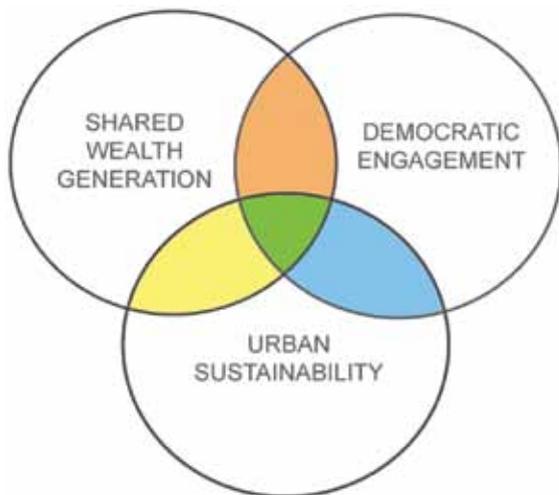
MKCFP: Mel King Community Fellows Program

RAAS: Region Autonoma del Atlantic Sur

SA+P: MIT School of Architecture and Planning

SPURS: MIT Special Program for Urban and
Regional Studies

UNCF: United Negro College Fund



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.

Emerald Cities Collaborative

The Emerald Cities Collaborative (ECC), a consortium that brings together diverse organizations—including businesses, unions, community organizations, development intermediaries, social justice advocates, research and technical assistance providers—into an active partnership to green the U.S.'s metropolitan areas in high-road ways that advance equality of opportunity, shared wealth, and democracy within them. CoLab holds a seat on the ECC national board. In that capacity, we continue to provide assistance with Emerald Cities' community engagement and leadership development strategies. In addition, we are working closely with the ECC Executive

Director to help develop ECC's New York City program focused on public buildings—public housing in partnership with the New York City Housing Authority and schools in partnership with the United Federation of Teachers. CoLab is helping to: 1) convene and facilitate discussions among key stakeholders and increase opportunities for stakeholder participation; 2) design implementation approaches that advance the “sweet spot”; and 3) support community engagement strategies.

Faculty affiliate: Phil Thompson

Web link: www.emeraldcities.org



Image by Amy Stitely



Tougaloo student leaders, led by Miss Tougaloo Mississippi 2011, perform a sustainable planning workshop on campus. Attendees also included Tougaloo faculty and staff, and partners from UNCF and MIT CoLab. Photo by Carlos Espinoza-Toro.

Greening Historically Black Colleges and Universities (HBCUs)

Since fall 2010 CoLab has been working in partnership with the United Negro College Fund (UNCF) and Tougaloo College to create and implement a roadmap for developing Sustainability Action Plans for HBCUs. As a critical training ground for the nation's African American leaders and thinkers, black colleges represent a strategic investment that can prepare a new generation of African Americans to be leaders in sustainability science and practice. This leadership will be vital to efforts to "green" cities that are increasingly becoming majority minority, and HBCU centers of excellence in science and technology will be a necessary resource to support these leaders. Sustainability initiatives targeted to a general university audience are not necessarily appropriate for HBCUs. Efforts such as the American College and University Presidents' Climate Commitment focus on carbon reduction and entail significant monitoring and reporting

requirements. CoLab staff member and DUSP alum Carlos Espinoza-Toro is helping develop an HBCU-specific approach to sustainability focused on revenue generation through reduced consumption, energy efficiency and recycling. In early community engagement efforts, MCP student, Aly Bryson and PhD student, Chris Jones, worked with Tougaloo faculty, students and administration to identify key priorities for further development. Through its partnership with UNCF, CoLab hopes that this approach may ultimately serve as a model for greening Minority Serving Institutions, more broadly including Indian Colleges and Hispanic-Serving Institutions.

Faculty affiliate: Phil Thompson

Student affiliates: Alyssa Bryson and Christopher Jones

EE2020

In spring 2011 CoLab developed a partnership with the Serrafix group to work with 12 Massachusetts city mayors and their respective chambers of commerce to launch energy efficiency programs that will reduce energy consumption by 20% over next ten years. 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. CoLab's Amy Stitely is working with Serrafix on this project, which is supported by a Boston-area foundation. Her focus is on building a template for partnerships between utility companies and municipal governments that achieve urban energy efficiency.

Web link: www.serrafix.com

Bronx Cooperative Development Initiative

The Bronx Cooperative Development Initiative (BCDI) is an effort to harness local assets and drive a comprehensive regional economic development strategy that is focused on building wealth, ownership, and business leadership among low and moderate-income residents of the Bronx while fostering an environmentally just and sustainable regional economy.

The aim of the BCDI is to pursue a comprehensive development model, focusing on building wealth broadly, increasing the influence local residents and leaders have in the economy, and building the institutional relationships in the Bronx necessary to bring this bottom up

approach to economic development to scale. The Bronx project embodies many elements of the CoLab "sweet spot" model. CoLab is helping to create opportunities for discussion among key stakeholders and support community engagement strategies. This effort is led by CoLab Research Associate and DUSP alum Nick Iuviene as part of his two-year appointment to develop a practical implementation strategy for cooperative development. This work emerged from Nick's DUSP Masters thesis, which was an analysis of the prospects for applying the lessons of Mondragon, Spain's cooperative development strategy and the strategy of the Cleveland Evergreen cooperative project to the Bronx.

Faculty affiliate: Phil Thompson

Student affiliate: Elaine Braisworth

Web link: <http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf>



Members of the LCGD assemble their homemade aquaponics system. Photo by Elisha Goodman.

Aquaponics in Lynn, Massachusetts

CoLab worked in partnership with the North Shore Labor Council coalition to develop and implement an aquaponics demonstration project in Lynn, MA. Aquaponics is agriculture that combines hydroponics, the method of growing plants in nutrified water instead of soil, and aquaculture, the cultivation of fish for food¹. Aquaponics not only produces plant and animal crops but also uses these fish and plants to recycle nutrients and waste in a sustainable, recirculating and

ever-connected system. Its internal recycling system between animals and plants incorporates the nutrient recycling system that is found in natural environments.² The purpose of the project is to test the feasibility of the sustainable and equitable development model of the Lynn Coalition for Green Development (LCGD). The model seeks to establish employee-owned businesses that create green jobs with family-sustaining wages and job security.

Student affiliate: Elisha Goodman

Web link: colabradio.mit.edu (Search "Aquaponics")

1. Diver, S. (2006). Aquaponics: Integration of Hydroponics with Aquaculture. ATTRA—National Sustainable Agriculture Information Service.
2. Wang, Chun Ying. (2011). What is aquaponics anyway? CoLab Radio blog post. Web link, <http://colabradio.mit.edu/what-is-aquaponics-anyway/>.

RAAS Waste and Recycling Project

Working in partnership with community organizations, local and regional governments, and the locally-based NGO blueEnergy, CoLab is seeking to develop a waste management and recycling program in the Region Autonoma del Atlantic Sur (RAAS). Designed to dramatically improve the living conditions and quality of life for the poorest region of the country (comprised of six ethnic groups and five municipalities), the participatory and integrated plan for solid waste management includes opportunities for enterprise

development. CoLab's Libby McDonald leads this project, which included a study group that focused on waste and recycling in the developing world.

Faculty affiliate:
Edgar Blanco (Engineering)

Student affiliates: Mike Tuori, Kristen Watkins, Connie Chen Lu, Evelin Enriquez, Kristin Kagetsu, Sarah Lince, and Paula Winicki

Manos Unidos—Managua Garbage Collection Cooperative

CoLab is working with a collection of cooperatives that uses horses and carts to collect garbage in neighborhoods in Managua that are not serviced by municipal collection. For fall 2011, in coordination with the new D-Lab

Waste Course, CoLab will recruit students to design a lighter, more manageable garbage collection cart.

Faculty affiliate: Gwynn Jones, D-Lab



Only a small percentage of residential waste is currently collected by three municipal workers in a trailer hitched to a tractor on the larger of the two Corn Islands in Nicaragua. Still the island's dump site is quickly overflowing, creating demand for a sustainable, comprehensive waste management system. Photo on left by Sarah Lince.

Green Grease Capivara

Developed in collaboration with the MIT Biodiesel Club and the local São Paulo chapter of Brazil's national union of catadores (waste pickers), Green Grease Capivara is a program focused on converting diesel engines to run on waste vegetable oil. The broader goals are to utilize waste vegetable oil as fuel for the catadores' vehicles, thus eliminating their vehicle fuel costs.

Working with two MIT students who traveled to São Paulo in March 2011, CoLab staff member Libby McDonald is expanding this award-winning 2010 project's impact by assisting Rede CataSampa cooperatives as they develop their grease collection and

filtration methods. The Rede CataSampa is a group of 300 waste pickers that have come together to form a trash-recycling cooperative in São Paulo. During summer 2011, students from the MIT Biodiesel Club partnered with four São Paulo catadores trained in the 2010 conversion workshop and traveled to eight additional cities where waste picker vehicles will be converted.

Student affiliates: Samantha Fox, Angela Hojnacki, Ana Bonomi, Ana Luisa Santos, Hossam El-Asrag, and Sara Barnowski

Web link: <http://web.mit.edu/greengrease/>

Forager—Year Ahead

CoLab's Libby McDonald is working with two PhD students from MIT's SENSEable Cities to use GPS devices that track the movement of garbage and waste pickers foraging for plastic, paper, and metal throughout the city of São Paulo. Information gathered during the November 2011 implementation period will be used to design an effective collection system for Rede CataSampa's seventeen-member waste picking cooperatives. This project complements the Rede CataSampa Green Grease project.

Faculty affiliate: Carlo Ratti (SENSEable Cities)

Student affiliates: Dietmar Offenhuber, David Lee, and Ciro Iorio

CoLab's Work

Collaborative Research and 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.

Energy Efficiency Strategy Project

In collaboration with MIT Research Scientist Harvey Michaels, CoLab staff member and DUSP alum Amy Stitely worked with more than a dozen students from the Department of Urban Studies and Planning, MIT Engineering Systems Division, MIT Sloan School of Management and Tufts University. In fall 2010, the group produced a collection of 16 case studies and 12 subject area memos about community-based energy efficiency drawing from lessons in Massachusetts, Chicago, Cleveland, Cincinnati, Charlotte, Greensboro, and other cities. In spring 2011, the group continued to discuss their research and find-

ings through regular lunch seminars and thesis dinners. In April, the project culminated in a public symposium that attracted a diverse audience. Approximately 80 people, including local elected officials, community organizers, students, faculty, and industry leaders attended the Symposium on Community-based Efficiency Innovations to hear students present their research and ideas. A series of theses and white papers generated through this project will be made available over the web and submitted to various journals for publication so they can support innovative policy advocacy.

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Faculty affiliates: Harvey Michaels (lead), Jim Buckley, and Karl Seidman

Student participants: Elena Alschuler, Erin Brandt (Tufts), Patrick Coleman, Robert Crauderueff, Kat Donnelly (MIT Engineering Systems Division), Kate Goldstein (MIT Building Technologies), Elijah Hutchinson, Chris Jones, Zico Kolter (MIT Computer Science and Artificial Intelligence Laboratory), Ryan Hammond (Sloan), Brendan McEwen, Jeffrey Mekler (MIT Engineering Systems Division), Ksenia Mokrushina, Liz Panella (Tufts), Lindsay Reul, Rosie Sherman, Ann Solomon, Stephanie Stern, Marcus Rozbitsky (Tufts), Lily Song, and Brittany Zwicker (Tufts)

Web link: <http://web.mit.edu/energy-efficiency/>



MIT Urban Planning Professor Phil Thompson captured this image in Port au Prince in March 2010 while there working with the Haitian Government and community organizations on post-earthquake recovery planning.

Housing Reconstruction in Haiti

Over the past year CoLab has continued to strengthen its engagement with partners in Haiti, and the Haitian Diaspora within the US. In coordination with an initiative supported by Oxfam America, a team led by CoLab Faculty Council member Phil Thompson traveled to Haiti and developed a set of proposals for Haiti's long-term involvement in the planning and reconstruction of these communities, including mapping and physical planning, housing reconstruction, job creation through rubble recycling, and development of innovative and accessible housing finance mechanisms. Local capacity building to ensure that Haitians themselves can manage, sustain, propel and modify the work is a key provision in these proposals. The CoLab team has also continued its efforts to support the development of Konbit for Haiti, an organization that seeks to consolidate and direct the resources of the diaspora to the benefit of local Haitian communities, not just individuals.

Technology and Community Infrastructure in Haiti: CoLab also initiated a partnership with the MIT Geospatial Data Center to explore the transformative potential of technological infrastructure and community information

systems in community development practices. This partnership served as the basis for the January-term Independent Activities Period (IAP) course ESD.937: Geospatial Leadership, Fusing the State of Practice with State of the Art for Multidisciplinary Fieldwork in Non-permissive Environments, which was hosted by the University of Central Florida Institute of Simulation and Training in Orlando, Florida.

Zorange, Haiti, Exemplar Community Project: In parallel with the aforementioned projects, and on the basis of the preceding research on housing reconstruction in Haiti, a joint team from MIT SA+P and Harvard GSD was formed to submit a winning proposal to DeutscheBank and the Clinton Foundation for the development of the Exemplar Community in Zorange, 15 km north of Port au Prince. This work is ongoing, and has also been generously supported by Dean Adele Santos, MIT School of Architecture and Planning.

Faculty affiliates: Phil Thompson (MIT), Larry Sass (MIT), and Christian Werthmann (Harvard GSD)

Student affiliates: Kristal Peters, Anya Brickman Raredon, and Dan Weissman

Web link: www.konbitforhaiti.org

MIT@Lawrence

MIT@Lawrence is a longstanding partnership between MIT's Department of Urban Studies and Planning and Lawrence CommunityWorks, an example of sustained civic engagement between MIT faculty, students, and staff and civic leaders, community-based organizations, and residents in Lawrence, Massachusetts, one of poorest cities in the nation. MIT@Lawrence advances the idea of equity by supporting locally-led scholarship at the intersection of democratic engagement, shared wealth creation, and urban sustainability. In April 2011, MIT@Lawrence won the inaugural Massachusetts Campus Compact Presidents' Community Partnership Award for sustained innovative partnerships between member campuses and a local school or non-profit organization.

The MIT@Lawrence Practicum is the cornerstone of the longstanding partnership between MIT's Department of Urban Studies and Planning and (originally) Lawrence CommunityWorks, and now Lawrence City Hall and the Lawrence community at-large. During the fall 2010 semester, seven MIT students worked

in partnership with the City of Lawrence and a local developer/receiver to transform foreclosed and abandoned properties into community assets. The practicum culminated in a final presentation to Mayor William Lantigua and community partners, including the Director of Economic Development, the Director of Community Development, the Director of Inspectional Services, and leaders of local non-profit organizations. The Mayor and other city officials are using the students' recommendations to formulate next steps for improving foreclosed and abandoned property management practices.

The MIT@Lawrence practicum team included Professor Lorlene Hoyt, and students Jeffrey Juárez-Araniva, Polina Bakhteiarov, Huma Gupta, YeSeul Kim, Patricia Molina Costa, Giacomo Neri, Eric Schultheis, Najah Shakir, and Kathleen Thornton.

Web links: www.mitatlawrence.net; colabradio.mit.edu (Search "Lawrence Practicum")



MIT@Lawrence leaders, partners, and participants at the Massachusetts Campus Compact Gala and Awards Dinner at the University of Massachusetts Boston on April 12, 2011 where the project won the Presidents' Community Partnership Award.



MIT Students Polina Bakhteiarov and Najah Shakir host an informational table at the Massachusetts Campus Compact Gala and Awards Dinner at the University of Massachusetts Boston. Photo by Jeffrey Juarez.

Lawrence@MIT

Working with youth is central to the MIT@Lawrence partnership. Thus, the Lawrence@MIT initiative was created in 2006 to combat the high school dropout crisis and to build a culture of civic engagement through the alliance of MIT students, staff, and faculty with residents and rooted institutions in Lawrence.

Lawrence@MIT is a sustained relationship of reciprocal knowledge-creation with more than fifty teenagers visiting campus every month to help with experiments in departments, labs, and centers throughout

MIT, including in Chemistry, Physics, Biology, and Civil and Environmental Engineering, as well as with the Scheller Teacher Education Program, the Educational Studies Program, the Edgerton Center, the MIT Museum, Toy Lab, the Office of Engineering Outreach Programs, the Plasma Science Fusion Center, and the Singapore-MIT GAMBIT Game Lab.

92.2% of Lawrence@MIT students are low income, 99.5% are Black or Hispanic, and 41.8% are limited English proficient (2009–2010 LFDCS Annual Report).

*Web links: www.mitatlawrence.net; colabradio.mit.edu
(Search “Lawrence Practicum”)*

CoLab Courses

Fall 2011

D-Lab Waste Course (Fall 2011)

CoLab staffer Libby McDonald has developed a course and complimentary January 2012 IAP field trip on waste management with colleagues in MIT's D-Lab. The D-Lab Waste course provides a multi-disciplinary approach to managing waste in low- and middle-income countries with strategies that diminish greenhouse gas emissions and provide enterprise opportunities for marginalized populations. The course will be comprised of lectures, fieldtrips, and guest speakers and will include studying waste management strategies in cities in Africa, India, and Latin America. Students will also examine case studies of collection, recycling, and waste-to-energy businesses developed in low-income settings and conduct research on public policy that supports sustainable, integrated, solid waste management systems. Student teams will develop waste management strategies that will culminate in a two-week IAP trip to Nicaragua where students will work with a local NGO and the municipality, to assist in the implementation of waste management initiatives.

Faculty affiliate: Amy Smith, D-Lab

Student affiliates: Angela Hojnacki will be providing support to the waste grease segment of the course and Connie Chen Lu will support on organic-matter-to-compost segments.

Puerto Rico Research Initiative and Practicum Course

In 2011, CoLab began a research project focused on developing creative solutions to address long-standing socioeconomic problems in Puerto Rico. Carried out in collaboration with the MIT Center for International Studies and partners in San Juan such as the Center for the New Economy, the project aims to address a variety of issues that affect the island through a series of research and planning interventions. Issues to be addressed through the project include Puerto Rico's extensive poverty, very low labor force participation rates, low growth in productive sectors, and unsustainable land-use practices.

As a first step in developing the vision and focus of CoLab's involvement in Puerto Rico, DUSP Professor of Political Sociology Diane Davis will offer a practicum course at MIT in the fall 2011 semester. Through this practicum, Professor Davis and the CoLab team will work to develop partnerships with policy and planning stakeholders that will allow for a sustained engagement with communities in and around San Juan.

CoLab staff member Aly Bryson, a DUSP alum with a background in developing programs to encourage civic and economic participation in Latin American communities, is coordinating CoLab's efforts in Puerto Rico. DUSP PhD student Deepak Lamba-Nieves is lending his extensive knowledge of the development challenges on the island to help develop, guide, and support this project.

Faculty affiliate: Diane Davis

Research assistant: Deepak Lamba-Nieves (PhD student affiliate)

Spring 2011:

Shared Wealth Generation

CoLab Faculty Council Member J. Phillip Thompson worked with more than a dozen students in spring 2011 on an exploration of democratic wealth creation and its relationship to the current U.S. political environment. The students applied this knowledge to create concrete deliverables for partners in two distinct projects: 1) The CommonWise Enterprise (CWE) and 2) Desalinization Devices.

The CommonWise Enterprise seeks to link and support the vast sector of U.S. institutions that operate under democratic wealth creation principles, such as cooperatives and Employee Shared Option Plans (ESOPs). To support this goal, students developed a specific roadmap to help the CWE map the landscape of the sector and its financial intermediaries. Students focused on the human dimensions of this field to challenge the CWE to consider a guiding framework for investing in human capacity and human development. Students also proposed guiding questions for understanding and creating messages that are inclusive and effective.

The Desalinization Devices project seeks to understand the feasibility of the use of desalinization devices to provide access to uncontaminated water in Haiti. In their report the students discussed the feasibility of different water systems and delivered a set of recommendations for the application of desalinization devices in the urban settlement of Zorange on the outskirts of Port-au-Prince.

Faculty affiliate: Phil Thompson

Student affiliates: Elisha Goodman, Kevin Feeney, and Stefanie Ritoper

January 2011

IAP Courses on Action Research and Reflective Practice

Over the January 2011 MIT Independent Activities Period (IAP) CoLab Faculty Council member, Larry Susskind, led two six-hour sessions focused on reflective practice and action research. Reflective practice and action research are central themes of CoLab's pedagogical approach to its work with students and community partners to address urban development problems. These well-attended sessions introduced a new cadre of students to these important concepts. The reflective practice session sought to help students think about how planners can learn from their own field-based experience and build personal theories-of-practice. More information on this session is available at: <http://stellar.mit.edu/S/project/reflect-pract/>. The action research session focused on helping students and faculty think about whether, when and how to adopt an action research orientation in their work. More information on this session is available at: <http://stellar.mit.edu/S/project/action-research/>.

Faculty: Larry Susskind

Student affiliate: Farzana Serang (Organizer)

Student participants: Christian Asinelli (SPURS), Eva Balasova (SPURS), Patricia Costa, Elizabeth Hoffecker, Maryann Hulsman, Jenna Kay, Ksenia Mokrushina, Todd Schenk, Miriam Solis, Najah Shakir, and Danny Yadegar

Values and Practice IAP Workshop

CoLab staffer Amy Stitely and CoLab research affiliate Sebastiao Ferreira led a 1.5-day workshop in which they developed a new method for reflective practice that aligns strategic career plans with core personal values. Through the workshop, students were able to learn how to apply reflective practice and visioning tools to the

planning practice; understand the struggle between their values and their current professional activities; and design a plan and process for aligning professional practice with core personal values.

In the final component of the course, participants crafted their personal theories of change and their professional intentions. This exercise gave participants the opportunity to move beyond the mindset of critically analyzing change processes toward integrating theories of social change with their personal values to guide their future practice. Participants reported that the workshop was "transformative," "affirming" and "clarifying."

Student participants: Polina Bakhteiarov, Jenna Kay, Laura Manville, Miriam Solis, and Jennifer Wang (EECS)

Fall 2010

CoLab Affiliate Peer Support Sessions

CoLab's Amy Stitely hosted and organized bi-weekly coffee hours for students to present research related to social-equity issues for peer review and discussion. Students were writing on topics related to redistributive planning, engaging marginalized communities, and participatory processes. The group met bi-weekly in the spring and split their meetings between discussions about common issues related to the thesis writing process and discussions around thematic content. Topics covered ranged from scheduling and management, to data synthesis, the writing process, and dissemination strategies. Thematic discussions included:

- November: Why collaborate and share research discoveries?
- December: What is a learning community and what is the theory behind it? What is your thesis question and what values underlie your framing of this question? What do we have in common?

- February: Structuring the semester and operationalizing the commitment to support one another.
- March and April: Paired presentations for peer review.
- May: Partner feedback on rough drafts. Final reflection and celebration.

"Definitely hearing other people present their work and seeing that the way I was thinking about it wasn't too crazy, that the road that I was going down was not dissimilar to the road others were going down. Having a common experience around the thesis was really important."

—Kevin Feeney, MCP 11

"I think what was helpful was bringing the research process down to human size ... The other thing that was unspoken in this group was the common values. It was helpful to have a space to be able to talk about your research in a place where others understand you."

—Stefanie Ritoper, MCP 2011

Student affiliates: Aly Bryson, Mai Dang, Kevin Feeney, Laura Manville, Elizabeth Ramaccia, Stefanie Ritoper, Ann Solomon, and Athena Ullah

Cooperatives Study Group

CoLab staffer, Carlos Espinoza-Toro designed and ran an 18-person study group on cooperatives that included eight first and second year MIT graduate students and ten guests—leaders of not-for profit organizations and MIT alumni. The group came together based on informal conversations about the cooperative model as a means for building community wealth.

Student affiliates: Kevin Feeney and Elisha Goodman

Web link: <http://colabradio.mit.edu/cooperatives-shared-wealth-and-democracy/>

CoLab's Work

Media/Culture

CoLab Radio

In the 2010–2011 academic year CoLab expanded the Community Media Program to over 100 contributors from communities and the academy. CoLab staffer and DUSP alum Alexa Mills edited and published contributions from bloggers including students (high school, undergrad, masters, Ph.D.), professors, community leaders, activists, members of the clergy, environmentalists, public school teachers, homemakers, community organizers, unaffiliated artists, government officials, writers and photographers.

CoLab's blog site, CoLab Radio, hosted 64 blog series, which are multi-post features that follow specific themes. Several series have multiple contributors. The most popular

series was Thesis Chronicles, a collaboration between CoLab Radio and the Polis blog (Read more: <http://www.thepolisblog.org/2010/11/new-exchange-between-research-and.html>) that invited students to chronicle their theses and dissertations by blogging about their research as it unfolded. This year, Thesis Chronicles drew nine thesis writers from eight different universities (UPenn, UTexas at Austin, UNC Chapel Hill, Cornell University, the University of Melbourne, MIT, Swedish University, University of Toronto, Tufts University, and Berkeley) and four countries.

CoLab Radio receives approximately 6,000 hits a month, with an average viewer spending 4.5 minutes on the blog.

Faculty affiliates: Reuben A Buford May (Visiting MLK Scholar), Hector Hugo Hernandez (Visiting MLK Scholar), and Lorlene Hoyt

Primary student affiliate: Stefanie Ritoper; Additional student affiliates: Hossam El-Asrag (Aeronautics and Astronautics Ph.D.), Polina Bakhtearov, Sara Barnowski (undergrad, Environmental Engineering), Karin Brandt, Cassandra Campbell, Linda Ciesielski, Christophe Chung, Erica Dhawan (Sloan), Elisha Goodman, Zahir Dossa, Sam Fox (undergrad, Civil and Environmental Engineering), Rob Goodspeed, Evelin Henriquez (undergrad, Civil and Environmental Engineering), Angela Hojnacki (undergrad, Mechanical Engineering), Ben Hyman, Jeffrey Juarez, Stephen Kennedy Laura Manville, Aditi Mehta, Wataru Nomura, Atul Pokharel, Claudia Paraschiv (Architecture), Shoko Takemoto, Annis Whitlow Sengupta, and Michael Tuori

Web link: colabradio.mit.edu



Members of The Earth's Keepers Community Gardeners of West Philadelphia.
Photo by MIT Professor Anne Whiston Spirn.

West Philadelphia Media Project

CoLab's Alexa Mills conducted several workshops with Alia Walker of The Earth's Keepers Community Gardeners of West Philadelphia to help them develop a media program. Together, Alexa, Alia and a group of youth gardeners: created a blog site (Alexa taught the youth how to manage a WordPress site); began a media documentation program; and connected to a web designer who created a web site for

the Earth's Keepers. Several students in DUSP Professor Anne Spirn's class, as well as Aga Khan Professor of Islamic Architecture James Wescoat, contributed to a blog series about gardens in West Philadelphia.

Faculty affiliate: Anne Spirn

Web link: www.earthkeepers.org

Basurama—Trash Exhibit—Year Ahead

CoLab's Libby McDonald worked with two DUSP PhD students, curator Pablo Rey from the international art collective Basurama, and a Boston College professor and filmmaker to create an art exhibit on campus showing the realities of the formal and informal garbage system in nearby Boston neighborhoods. The exhibition, which was open through October, 2011, included video installations, GPS

mapping representative of the movement of trash throughout the city, and large-scale sculptures made of garbage.

Faculty affiliate: Ernesto Livon-Grosman (Professor and filmmaker, Boston College)

*Student affiliates:
Dietmar Offenhuber, Nancy Kim, and Pablo Rey (MIT Media Lab Fellow)*

CoLab's Work

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

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 2011

The Class of 2011 has been successful in establishing a learning community of leading community organizers from around the country (with a focus on the South and the Boston Area) interested in the “sweet spot”. By organizing convenings and providing technical support, CoLab has built a learning community for advancing financially self-sustaining community organizing models. The fellowship year culminated with a group trip to Mondragon, Spain to study the region’s network of worker-owned cooperatives—one of the largest examples of cooperative economic development in the world. The trip was designed to serve two purposes:

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1. To expose the Fellows to the possibilities of the transformative power of worker and community enterprise ownership. The region surrounding Mondragon was once one of the poorest in Spain. As a result of the Mondragon Cooperatives, in a span of several decades, the region became one of the most prosperous as well as economically stable and socially equitable.
2. To create a profound common experience among the Fellows to form a basis for establishing a geographically distributed learning network focused on community enterprise and wealth building.

Faculty advisors: Ross Gittell (University of New Hampshire), Karl Seidman (DUSP), Otto Scharmer (MIT Sloan School of Management), and Phil Thompson (DUSP)

Student affiliates: Polina Bakhteiarov, Alyssa Bryson, and Robert Goodspeed

Web link: colabradio.mit.edu (Search “Mondragon”)

Class of 2012—Year Ahead

The 2012 Mel King Community Fellows Program is devoted to convening leading economic development and community development practitioners from across the United States to define the issues that are critical for transforming the economic development field to address current challenges of environmental and economic sustainability. Fellows will engage in a collaborative process to identify the key research, new knowledge, tools, and professional capacities that are needed to achieve this meaningful transformation. The program will draw on Fellows’ experiences in their states, cities and communities in a process of collaborative learning, reflection and discussion guided by the overarching theme of transformation as well as other questions that emerge from the Fellows’ experiences. It is hoped that engagement with local practitioners and leaders can generate new solutions to current environmental and economic sustainability challenges more effectively than deploying current knowledge through existing institutional channels. Collaborative innovation, which uses team-based, reflection-centered problem-solving processes to address problems in real time as they emerge from practice, underlies the design of the 2012 Mel King Community Fellows Program.

Faculty advisor: Karl Seidman

Forum on Race and Democracy

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

Transforming Capitalism

The Transforming Capitalism (TC) project creates an additional learning platform. CoLab is working with the Presencing Institute (PI) to convene the TC Roundtable to engage practitioners and thought leaders working at the forefront of transforming capitalism by pioneering a green, inclusive, regenerative economy.

Web link: tc.presencing.com

CoLab Distributed Network

One of CoLab's biggest assets is its network of students, faculty, activists, and leaders from around the world who are committed to helping communities. The CoLab Distributed Network project seeks to find meaningful ways to keep CoLab affiliates engaged in, informed of, and connected to CoLab activities beyond individuals' most active tenure at the Lab (e.g. while a student is pursuing a degree at MIT). CoLab staff members are undertaking development of a new in-house contact management system and web site and CoLab is investing in the videoconferencing technology to be able to support live on-line convenings. In addition, in 2012, CoLab will launch an annual in-person event to bring the Network together.



CoLab's Community Media Specialist, Alexa Mills, provides training to the Mel King Fellows on how to blog about their experiences while visiting the Mondragon Spain Cooperatives. Photo by Carlos Espinoza-Toro.

U.R.B.A.N.

A group of urban scholars and activists, along with the Miller-McCune Center for Research, Media and Public Policy, and SAGE Publications, have established the Urban Research-Base Action Network (URBAN), a multi-disciplinary network of scholars and practitioners committed to the use of community-based research for collaborative generation and testing of knowledge. With a special emphasis on public higher education institutions, URBAN will create physical and virtual spaces where thinkers of all stripes, academic and non-academic, can have evidence-based discussion to explore and debate major research questions, future visions and policy solutions in urban communities. URBAN will seek to network prestigious urban research institutions offering scholars and activists opportunities to learn about, and collaborate on, urban fieldwork and action-research, using the neighborhoods where they work and live as crucibles of experimentation, innovation and knowledge creation. Other potential members of the urban research network include policy research centers, progressive think tanks, individual researchers, community-based organizations, and other non-governmental organizations.

Events

In the 2010–2011 Academic Year CoLab staff, fellows, and student affiliates coordinated approximately 27 major events and attended or presented at approximately 12 events organized by the Lab’s partners and collaborators. The events ranged from convenings of the Mel King Community Fellows to presentations at national conferences. The Lab also coordinated one retreat for staff, fellows, and student affiliates to reflect on and strategize about past, current, and future projects and initiatives.

The following is an overview of the past year’s activities.

June 2010

- 2 Colab Faculty Council Meeting

- 18-19 Colab Presents at the Planners’ Network Conference: Toward a Just Metropolis Conference

- 9 Summer Student Kick Off Meeting

July 2010

- 8-11 Forum on Race and Democracy Convening

- 14 Mid-Summer Student Reflection Session

- 19-23 Mel King Community Fellows Convening

August 2010

- 11 End Of Summer Student Reflection Session

- 31 Colab Open House Dinner for Incoming Students

September 2010

- 7 Colab Faculty Council Meeting

- 22 New Orleans Summer Student Reflection Session

- 29 Cooperatives Study Group First Monthly Meeting

October 2010

- 5 NOLA@MIT Info Session

November 2010

- Presented at UNCF Campus
- 4-5 Climate Action Plan Training for HBCUs in Atlanta
-
- 8 CoLab Open House Event for Prospective Students
-
- 9 MLK Visiting Fellows Lunch
-
- Site Visit and Media Training at
- 12 The Earth's Keepers Community Garden in Philadelphia
-
- 18-19 Cleveland Cooperatives Site Visit with Emerald Cities Collaborative
-
- 23 Action Research Colloquium Pt 1

December 2010

- 1 Project for Human Rights and Justice Presentation
-
- 3 Values and Research Session with MCP2 Affiliates
-
- 9 Colab Faculty Council Meeting
-
- 23 Action Research Colloquium Pt 2
-
- 16 Colab Community Advisory Board Meeting
-
- 17-19 Forum on Race and Democracy Convening

January 2011

- 7-8 MIT Independent Activities Values and Practice Workshop
-
- 20-21 CoLab Staff certified through LEED (Leadership in Energy and Environmental Design) professional accreditation
-
- 26-27 MIT Independent Activities Reflective Practice
-
- 27-28 MIT Independent Activities Action Research

February 2011

- 3-4 Research Seminar on Puerto Rico and the Caribbean Basin
-
- Community Media Presentation at Harvard Law Professor Lani Guinier's Law and Social Movement Class
-
- 4
-
- 8 First Energy Efficiency Thesis Dinner
-
- 9-11 Tougaloo College Site Visit
-
- 14 First Colab Peer Support Thesis Writers Session
-
- Site Visit and Media Training at The Earth's Keepers Community Garden in Philadelphia
-
- 15
-
- 17-18 Colab Retreat
-
- 16-18 Urban Affairs Association Conference, New Orleans LA

March 2011

- 13 Facilitated Reflection Session for City to City New Orleans

April 2011

- 7-8 Mel King Community Fellows Convening
-
- 8 Planningtech@Dusp Conference on the Intersection Of Urban Planning and Technology
-
- 28 Community Engagement Working Session for Duke Energy
-
- 29 Community Innovations in Energy Efficiency Symposium

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

Martha has returned to Bogota, Colombia to found and run El Centro de Estudios Urbanos y Regionales (CEUS) (The Center for Urban and Regional Studies) at the Universidad del Rosario.

CEUS is an innovation laboratory where students, faculty and researchers can work with communities, local associations, foundations, and municipalities, and explore new questions about urban life, particularly in emerging cities. She is also building a knowledge network for change-makers working in cities.

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Becky Buell

Over the 2010–2011 academic year, Becky provided ongoing support to CoLab on international programming and partnership development. In that capacity, she continued to serve in a

strategic advisory role to CoLab on inclusive waste management, supporting framing of CoLab's Nicaragua partnership, developing relationships for CoLab at a senior level with UNDP, IADB and municipal governments, and supporting CoLab staff to assume leadership of the Nicaragua program. Becky also provided ongoing support on strategy for engagement with wastepickers in São Paulo, Brazil and served in an advisory role on development of CoLab's waste management curriculum for IAP 2011.

Becky also played a leadership role on CoLab engagement for reconstruction in Haiti, including: strategic support for development of Konbit an Haitian-American NGO supporting reconstruction in Haiti; framing a partnership between MIT, SEIU, and Konbit for housing reconstruction in Haiti; securing a planning grant for the program; supporting staff and volunteers; developing a proposal for submission to the Clinton-Bush Fund for Haiti which was approved by the Interim Haitian Reconstruction Committee (pending approval by CBF board).

Becky continues to develop Just Energy as a case study in inclusive renewable energy enterprise in South Africa.



Katrin Kaufer

In 2011, Katrin published her timely and groundbreaking case on Triodos Bank as part of her larger study, "Banking as If Society Mattered." The current public discussion focuses on

how to regulate financial institutions so that the negative externalities of their operation can be reduced. By contrast, in her study, Katrin examines banks that use their unique position in society (made most apparent when governments intervene to save banks in crisis because their failure puts the economy at risk), as leverage for affirmatively addressing social and environmental challenges. Triodos Bank's mission is to "finance companies, institutions and projects that add cultural value and benefit people and the environment, with the support of depositors and investors who want to encourage corporate social responsibility and a sustainable society." Katrin maps the cycle of product innovation that Triodos undertakes to ensure continuous connection to its mission. That cycle often begins with a societal crisis or event, for example, the Chernobyl nuclear disaster sparked Triodos's push to develop financial products for renewable energy. However, when Triodos recognizes the crisis or event, it reacts by connecting to a concerned community, inventing a financial product, matching it to its mission, prototyping the product, establishing internal operational structures for the product and then evaluating it against systemic or societal impact.

Katrin is now working to develop the Global Alliance for Banking on Values, a network for learning and knowledge-creation for institutions using finance to deliver sustainable development to underserved people, communities and the environment.



Deborah Kobes

During 2010–2011, as a fellow at CoLab and staff member of Emerald Cities, much of Deborah's work focused on the cross-section of partnership building, collaborative learning,

and developing technical assistance around energy efficiency retrofits. Her role involved facilitating communication among national experts, identifying barriers to projects and strategic concerns, and developing educational materials. Among other things, Deborah worked with MIT PhD students in the Building Technology program in the early stages of developing several types of services for local organizations interested in implementing deep energy efficiency retrofits in urban buildings, including: 1) *Analyzing entire cities or large neighborhoods/districts to select large-scale opportunities for energy efficiency retrofits;* 2) *Identifying barriers to adopting neighborhood level retrofits and developing solutions;* and 3) *Assessing providers to help design and implement particular retrofit options in buildings after project selection.*

As Emerald Cities expanded its efforts to build inclusive partnerships comprising community groups, labor unions, city governments, and businesses in ten cities, Deborah worked to facilitate communication among partners, and supported convenings that helped to guide the groups as they began to define shared visions and preliminary projects.

Deborah helped develop policy approaches to support equity and inclusion in local ECC efforts, for example, policies to ensure that low-income neighborhoods and buildings with pre-existing conditions such as lead or asbestos are not excluded from retrofit programs.



Uyen Le

During the 2010–2011 academic year Uyen developed a piece for the CoLab Radio with DUSP student Stefanie Ritoper on the Top 5 Ways to Create Good Jobs.

In this piece, Uyen combined

existing research along with interviews with experts in order to develop a list of the Top 5 Ways to Create Good Jobs, with specific focus on the construction industry.

Uyen also submitted a successful joint application with CoLab and the Beloved Community Center in Greensboro, NC in order to become the technical assistance (TA) providers to the Emerald Cities Collaborative (ECC). The TA Uyen and her colleagues will be providing is focused on community organizing and civic engagement. The application won approval from ECC for both the rapid response category and the longer term training categories, meaning this group will be doing «just-in-time» responses as well as more comprehensive and longer term trainings for Emerald Cities local councils located in at least six cities across the United States.



Aditi Mehta

From July 2010 to October 2010, Aditi worked full-time at CoLab, creating content, as well as managing and editing posts for the Summer Series, Portraits of Place Series, and Photo Series on

the Lab's blog site, CoLab Radio. The Who's On Broad Project was completed in August 2010 with the release of an interactive map of Broad Street in New Orleans, which Aditi also profiled on CoLab Radio. In October, she traveled to New Delhi, India to attend the Urban Typhoon workshop in Khirkee Village. The workshop brought together architects, activists, planners, artists, and village residents to brainstorm the future of the area. There Aditi shared her activities and observations via CoLab Radio through written essays, media pieces, and photographs. Since then, she has been working with CoLab Radio editor, Alexa Mills, in visioning a new series for the blog and has helped recruit and select the latest cohort of bloggers. Lastly, Aditi is working on an interactive art project based on the Street Chairs photo series. She has mailed over 40 chair posters to people in different cities all over the world. The recipients hang their chairs posters in a public space in their neighborhood on the same day and send photos of their installation that are then profiled on CoLab Radio. This is an experimental Pop-Up Show.



Hinrich Mercker

From June 2010 to May 2011 Hinrich's work and research focused on leadership development in the field of climate change. Together with a team at Deutsche Gesellschaft für

Internationale Zusammenarbeit (GIZ) he co-created and designed a second phase of the Climate Leadership Programme (CLP) for executives from South Africa and Indonesia.

The Climate Leadership Programme's main objective is to bring together high-potential leaders from business, government and civil society to jointly develop the required capabilities for leading profound innovation and organisational transformation in the context of climate change.

GIZ will carry out the 2011/2012 second programme cycle in cooperation with the University of the Witwatersrand (South Africa) and the Center for Climate Risk and Opportunity Management (Indonesia).

The CLP applies among others a methodology called 'presencing' which is inspired by the management and leadership concept "Theory U" (www.theoryu.com) developed by Dr. C. Otto Scharmer, Senior Lecturer at MIT. 'Presencing' combines innovative leadership and change management tools and new learning methodologies with personal leadership development. The CLP pairs this approach with technical expertise and most recent scientific and technological findings on climate change. It will provide participants with a core set of skills they can use to achieve profound innovations and change. Hinrich's research is focusing on this pilot programme cycle and on future leadership development issues.



Manish Srivastava

Manish spent the 2010–2011 period on a learning sabbatical that included self-directed action-research with leading institutions including the Presencing Institute and Society for Organizational

Learning, focusing on presencing, emerging leadership consciousness and sustainability. He presented papers at Global OD Forums and delivered guest lectures at Indian Institute of Management, Ahmadabad (IIMA), ISABS and Udai Pareek HR Labs in India.



Wenda Tai

During the 2010–2011 academic year, Wenda’s research and practice focused on building the capacity of Emerald Cities Collaborative (ECC), nationally and locally.

At the national level, ECC built the foundation for a sustainable organization. This included setting up an effective infrastructure, and developing a thoroughly researched business plan that integrated all aspects of the organization, from communications, technology, finance, human resources to policies and protocols. The plan (along with objectives and metrics) was fully vetted with both board members and funders to ensure successful implementation over the next 5 years.

At the local level, Wenda helped develop and launch ECC’s inaugural training institute for the local council members of the first 10 Emerald Cities. This was an intensive year-long “project-based” program to help each local council start and complete a major retrofit project in 2012. The training was customized to meet the unique ECC brand—a “high-road” development process that advanced equal opportunity, shared wealth, and democracy. Organized on a quarterly basis, an average of 30 participants (representing unions, community organizations, municipal agencies, and small businesses) participated in each session. Project completion is the short-term outcome. The long-term result will be strong local leaders skilled in designing and implementing sustainable development programs that are scalable, equity-based and supportive of union jobs. These leaders can then share their expertise, provide cross-training, and continue to build local capacity.

The knowledge base of CoLab staff and affiliates, particularly its expertise in civic and community engagement and its collaborative research with the Presencing Institute, has been a tremendous resource in developing the curriculum for Emerald Cities Collaborative’s inaugural Training Institute.



Catherine Tumber

Catherine Tumber spent most of the year revising and making publication-ready her book *Small Gritty, and Green: The Promise of America’s Smaller Industrial Cities in a Low-Carbon World*,

published by the MIT Press. In the fall, she also met with two students interested in MA thesis ideas she had drawn up at CoLab’s request, and continued consulting with one of them as he prepared for a grant-funded summer research trip. Tumber attended two conferences: Smart Growth Massachusetts’s Great Neighborhoods Summit (June 23) and a forum on Collaboration and Leadership in Smaller Industrial Cities, sponsored by the Federal Reserve Bank of Boston and MassINC (July 13). She produced two articles, one (for a humanities journal) on the place of small cities in Lewis Mumford’s cultural criticism, the other (for a high-profile national magazine) on the revival of manufacturing in smaller U.S. industrial cities—places that our most influential urban analysts, wedded to the notion of ever-agglomerating, knowledge-industry-based megaregions in the global economy, have all but given up on. She is also making arrangements to give talks based on her book this fall and next spring, at the Federal Reserve Bank of Boston, Ball State University, the Center for Community Progress annual meeting in New Orleans, and other venues.

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 (BICU)	Bluefields, Nicaragua	
Center for the New Economy	San Juan, Puerto Rico	http://www.grupocne.org/
The Earth's Keepers	Philadelphia, PA	http://www.earthkeepers.org/
Emerald Cities Collaborative	Washington, DC	http://emeraldcities.org/
The Enabling City	Global, based in Toronto, Canada	http://enablingcity.com/
Fundacion Gertulio Vargas	São Paulo, Brazil	http://portal.fgv.br/
Giral	São Paulo, Brazil	
Groundwork Lawrence	Lawrence, MA	http://www.groundworklawrence.org/
Kentuckians for the Commonwealth	London, KY	http://www.kftc.org/
Konbit for Haiti	Miami, FL	http://www.konbitforhaiti.org/
Lawrence City Council	Lawrence, MA	http://www.cityoflawrence.com/city-council.aspx
Lawrence Community Development Department	Lawrence, MA	http://www.cityoflawrence.com/community-development.aspx
Lawrence Community Works	Lawrence, MA	http://www.lcworks.org/
Lawrence Family Development Charter School	Lawrence, MA	http://www.lfdcs.org/
Lawrence History Center	Lawrence, MA	http://www.lawrencehistorycenter.org/
Lawrence Inspectional Services Department	Lawrence, MA	http://www.cityoflawrence.com/inspectional-services.aspx
Lawrence Mayor's Office	Lawrence, MA	http://www.cityoflawrence.com/office-of-mayor-lantigua.aspx
Lynn Coalition for Green Development	Lynn, MA	

Name	Location	Website
Mississippi State Chapter, NAACP	Jackson, MS	http://naacpms.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/
Neighbor to Neighbor Massachusetts	Boston, MA	http://n2nma.org/
PolicyLink	Oakland, CA	http://www.policylink.org
The Polis Blog	Global, based in Ithaca, NY	http://www.thepolisblog.org/
Presencing Institute	Cambridge, MA	www.presencing.com
Prodepour	Port au Prince, Haiti	
Raons Públiques	Barcelona, Spain	http://www.raonspublicues.org/
Rede Catasampa/Movimento Nacional de Catadores de Materiaes Recicláveis	São Paulo, Brazil	http://www.catasampa.org/index.php
Regional government of the RAAS (Southern Atlantic Region)	Bluefields, Nicaragua	
REOS Partners	São Paulo, Brazil	http://www.reospartners.com/
Service Employees International Union	Washington, DC	http://www.seiu.org/
Tougaloo College	Tougaloo, MS	http://www.tougaloo.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 São Paulo (USP)	São Paulo, Brazil	http://www.usp.br/internacional/home.php?idioma=en

CoLab Faculty Council

Convened in 2010, the CoLab Faculty Council provides strategic counsel on CoLab's mission, programs and activities and their integration within the Department of Urban Studies and Planning and School of Architecture and Planning.

The nine members of the Council meet four times per year to advise and provide critical feedback to CoLab staff, faculty affiliates, and fellows on overall program direction, major research themes, ways to strengthen practice-based scholarship, support faculty and student research related to CoLab's mission, and produce deliverables that complement the research and professional training goals of the faculty, Department, School and Institute.

The current members of the Council are:



Diane Davis

Professor of Political Sociology



Lorlene Hoyt

Associate Professor of Urban Planning and MIT@Lawrence Partnership Director

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Amy Glasmeier

MIT Department of Urban Studies and 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 and Planning



Phil Thompson

Associate Professor
of Urban Politics



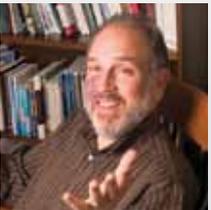
Anne Spirn, Chair

Professor of Landscape
Architecture and Planning



Larry Vale

Ford Professor of Urban
Design and Planning



Larry Susskind

Ford Professor of Urban and
Environmental Planning, MIT;
Director of Public Disputes
Program, Harvard Law; and
Visiting Professor Program on
Negotiation, Harvard Law

CoLab Community Advisory Board

Convened in December 2010 to help provide guidance and insight about CoLab's work from a community perspective the CoLab Community Advisory Board (CAB) is comprised of eleven 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

The Community Advisory Board meets once per year. Current members are:



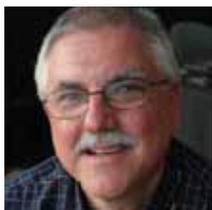
Gar Alperovitz

Lionel R. Bauman Professor of Political-Economy at the University of Maryland; Co-founder of the Democracy Collaborative, an organization devoted to developing community wealth-building approaches to local and national democratic reconstruction.



Angela Blackwell

Founder and chief executive officer of PolicyLink, a national research and action institute that works collaboratively to develop and implement local, state, and federal policies to achieve economic and social equity.



Jose Alvarez

Partner, Alvarez Porter Group, a leadership and organization development firm working in the fields of labor relations, human resources, leadership development, strategic management, group facilitation, conflict management, managing diversity, and changing and developing organizational systems and structures.



Jose Calderon

Professor Emeritus in Sociology and Chicano Studies at Pitzer College. Jose is focused on connecting his academic work with community organizing, student-based service learning, participatory action research, critical pedagogy, and multi-ethnic coalition-building.



Douglas Foy

Co-founder and President of Serrafix, a strategic consulting firm focused on energy, transportation, and climate change. Foy also served as the first Secretary of Commonwealth Development in the administration of Massachusetts Governor Mitt Romney. Prior to that, he served for 25 years as the President of the Conservation Law Foundation.



Stewart Kwoh

President and Executive Director of the Asian Pacific American Legal Center of Southern California (APALC). Under Stewart's leadership, the APALC has become the largest and most diverse legal assistance and civil rights organization serving Asian Pacific Americans in the United States.



Lani Guinier

Bennett Boskey Professor of Law at Harvard Law School. In her scholarly writings and in op-ed pieces, she has addressed issues of race, gender, and democratic decision-making, and sought new ways of approaching questions like affirmative action while calling for candid public discourse on these topics.



Otto Scharmer

Senior Lecturer at MIT and Co-Founder of the Presencing Institute, an organization advancing awareness-based social technologies and supporting individuals, groups, organizations and societies by making social technologies available to change makers, innovators, and local communities around the world.



Penda Hair

Co-Founder and Co-Director, the Advancement Project. With offices in Washington, D.C. and Los Angeles, Advancement Project supports, and strengthens, the work of community organi-

zations and lawyers engaged in projects to advance racial and social justice, and to broaden democratic participation.



Kent Wong

Director of the UCLA Labor Center, where he teaches Labor Studies and Asian American Studies. The UCLA Labor Center has been a leading force for immigrant rights, worker rights, and labor and community coalitions in Los Angeles.

Gerald Hudson



Executive Vice President, Service Employees International Union (SEIU). With 2.1 million members, SEIU is the largest health care and property services union, and the second-largest public services union in the country.

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 Future Civic Media	http://civic.mit.edu/
D-Lab	http://d-lab.mit.edu/
Housing Community and Economic Development Program Group	http://web.mit.edu/dusp/hced/index.html
International Development Group @MIT	http://web.mit.edu/dusp/idg/
Martin Luther King Visiting Scholar Program	http://web.mit.edu/mlking/visiting/
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 and Engineering	http://dmse.mit.edu/
MIT Energy Efficiency Strategy Project	http://web.mit.edu/energy-efficiency/
MIT Energy Initiative	http://web.mit.edu/mitei/
MIT Public Service Center	http://web.mit.edu/mitpsc/
MIT Sloan School of Management	http://mitsloan.mit.edu/
MIT@Lawrence	http://mitatlawrence.net/
NOLA@MIT	http://nola.mit.edu/wiki/Main_Page

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 on 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
Jim Buckley	MIT Department of Urban Studies and Planning	Energy Efficiency Strategy Project
Reuben Buford May	MIT Dr. Martin Luther King Jr. Visiting Professor Program	Creating Community Media
Diane Davis	MIT Department of Urban Studies and Planning	Puerto Rico Research Initiative and Practicum
Ross Gittell	University of New Hampshire	Mel King Community Fellows Program
Hector Hernandez	MIT Dr. Martin Luther King Jr. Visiting Professor Program	Creating Community Media
Lorlene Hoyt*	MIT Department of Urban Studies and Planning	Creating Community Media and MIT@Lawrence
Gwyn Jones	MIT D-Lab	Manos Unidos—Managua Garbage Collection Cooperative
Harvey Michaels	MIT Department of Urban Studies and Planning	Energy Efficiency Strategy Project
Carlo Ratti	SENSEable city lab	Forager
Pablo Rey	Fellows at Media Lab	Basurama Trash Exhibit
Karl Seidman*	MIT Department of Urban Studies and Planning	Energy Efficiency Strategy Project and Mel King Community Fellows Program
Anne Spirn*	MIT Department of Urban Studies and Planning	West Philadelphia Media Project
Larry Susskind*	MIT Department of Urban Studies and Planning	Creating Innovative Learning Platforms
Phil Thompson*	MIT Department of Urban Studies and Planning	Spring 2011: Shared Wealth Generation, Mel King Community Fellows Program, and Greening Historically Black Colleges and Universities (HBCUs)

*Member of the CoLab Faculty Council

Student Affiliates

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

Name	CoLab Project(s)
Elena Alschuler	Energy Efficiency Strategy Project
Polina Bakhteiarov	MIT@Lawrence
Sara Barnowski	Green Grease Capivara and Community Media Program
Ana Bonomi	Green Grease Capivara
Erin Brandt	Energy Efficiency Strategy Project
Alyssa Bryson	Mel King Community Fellows, CoLab Affiliate Peer Support Sessions, and Greening Historically Black Colleges and Universities
Cassandra Campbell	Community Media Program
Chiara Camponeschi	Community Media Program
Keren Charles	Social Justice Landscape Analysis
Christophe Chung	Community Media Program
Linda Ciesielski	Community Media Program
Patrick Coleman	Energy Efficiency Strategy Project
Robert Crauderueff	Energy Efficiency Strategy Project
Mai Dang	CoLab Affiliate Peer Support Sessions
Iris de La O	Social Justice Landscape Analysis
Erica Dhawan	Community Media Program

Name	CoLab Project(s)
Zahir Dossa	Community Media Program
Cedric Douglas	Community Media Program
Hossam El-Asrag	Green Grease Capivara and Community Media Program
Evelin Enriquez	RAAS Waste and Recycling Project
Alexandra Fallon	Green Grease Capivara
Kevin Feeney	Spring 2011: Shared Wealth Generation, CoLab Affiliate Peer Support Sessions, and Cooperatives Study Group
Samantha Fox	Green Grease Capivara and Community Media Program
Kate Goldstein	Energy Efficiency Strategy Project
Elisha Goodman	Spring 2011: Shared Wealth Generation, Cooperatives Study Group, Community Media Program, and Aquaponics In Lynn, Massachusetts
Rob Goodspeed	Mel King Community Fellows and Community Media Program
Huma Gupta	MIT@Lawrence
Ryan Hammond	Energy Efficiency Strategy Project
Megan Hazen	Community Media Program
Evelin Henriquez	Community Media Program
Angela Hojnacki	Green Grease Capivara and Community Media Program
Maryann Hulsman	Social Justice Landscape Analysis
Elijah Hutchinson	Energy Efficiency Strategy Project
Ben Hyman	Community Media Program
Ciro Iorio	Forager
Chris Jones	Greening Historically Black Colleges and Universities and Energy Efficiency Strategy Project
Jeffrey Juárez-Araniva	MIT@Lawrence, Community Media Project

Name	CoLab Project(s)
Kristin Kagetsu	RAAS Waste and Recycling Project
Stephen Kennedy	Community Media Program
Nancy Kim	Basurama Trash Exhibit
YeSeul Kim	MIT@Lawrence
Deepak Lamba-Nieves	Puerto Rico Research Initiative and Practicum
Marisa Lau	Social Justice Landscape Analysis
David Lee	Forager
Sarah Lince	RAAS Waste and Recycling Project
Connie Chen Lu	RAAS Waste and Recycling Project
Ana Luisa Santos	Green Grease Capivara
Laura Manville	NOLA Fellows, Community Media Program, and CoLab Affiliate Peer Support Sessions
Jeffrey Mekler	Energy Efficiency Strategy Project
Patricia Molina Costa	MIT@Lawrence
Giacomo Neri	MIT@Lawrence
Wataru Nomura	Community Media Program
Dietmar Offenhuber	Forager and Basurama Trash Exhibit
Liz Panella	Energy Efficiency Strategy Project
Claudia Paraschiv	Community Media Program
Atul Pokharel	Community Media Program
Elizabeth Ramaccia	CoLab Affiliate Peer Support Sessions
Lindsay Reul	Energy Efficiency Strategy Project

Name	CoLab Project(s)
Stefanie Ritoper	Spring 2011: Shared Wealth Generation, Community Media Program, and CoLab Affiliate Peer Support Sessions
Marcus Rozbitsky	Energy Efficiency Strategy Project
Eric Schultheis	MIT@Lawrence
Annis Sengupta	Community Media Program
Farzana Serang	IAP Courses on Action Research and Reflective Practice, Social Justice Landscape Analysis
Najah Shakir	MIT@Lawrence
Tendelle Sheu	Green Grease Capivara
Peter Sigrist	Community Media Program
Miriam Solis	Social Justice Landscape Analysis
Ann Solomon	Energy Efficiency Strategy Project and CoLab Affiliate Peer Support Sessions
Lily Song	Energy Efficiency Strategy Project
Stephanie Stern	Energy Efficiency Strategy Project
Shoko Takemoto	Community Media Program
Kathleen Thornton	MIT@Lawrence
Laura Tolkoff	Community Media Program
Cydney Trice	Community Media Program
Mike Tuori	RAAS Waste and Recycling Project and Community Media Program
Athena Ullah	Leveraging the Stimulus and CoLab Affiliate Peer Support Sessions
Kristen Watkins	RAAS Waste and Recycling Project
Paula Winicki	RAAS Waste and Recycling Project
Brittany Zwicker	Energy Efficiency Strategy Project

CoLab Staff

The projects described in this report are made possible by the hard work and dedication of CoLab's incredible staff. Current team members include:

Name	Title
Jasmine Bellitti	Administrative Assistant
Aly Bryson	MIT-Puerto Rico Initiative Program Associate
Dayna Cunningham	Executive Director
Carlos Espinoza-Toro	Program Manager
Nick Iuviene	Research Associate
Libby McDonald	Green Hub Global Program Associate
Alexa Mills	Community Media Specialist
Christina Ruhfel	Communications and Operations Manager
Amy Stitely	U.S. Green Hub Program Director

Disseminating Knowledge:

Papers, Reports, Tools

On-Bill Repayment of Efficiency Investments by Uyen Le, January 2010.

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

Link: http://web.mit.edu/colab/resources/On-Bill_Repayment.pdf

CoLab Equity Screen (working draft) by CoLab Team, February 2011.

This working draft of the CoLab Equity Screen is being developed as a planning tool to help community activists and others monitor and implement equity measures in green development projects.

Link: http://web.mit.edu/colab/docs/resources/colab_equity_screen.pdf

Banking As If Society Mattered: the Case of Triodos Bank by Dr. Katrin Kaufer, January 2011.

As intermediaries between borrowers and lenders, banks hold a unique position in an economic system, and in society in general. Socially responsible and green banks operate on the assumption that this unique position provides them with a leverage for addressing social and/or environmental challenges. This case study presents the example of Triodos Bank, based in the Netherlands, and explores the potential role of banks in addressing societal challenges.

Link: <http://web.mit.edu/colab/resources/Triodos-Bank.pdf>

“Working at Planning’s Sweet Spot: Sustainability as a Mode of Shared Wealth Creation and a Vehicle for Deepening Democracy” presented at the “Towards A Just Metropolis” conference in San Francisco, CA in June 2010.

Network Power: Building Collaborative Partnerships for Energy Efficiency and Equity (forthcoming)

Near-completion of a multi-semester comprehensive examination of community-utility partnerships for energy efficiency in collaboration with MIT Senior Lecturer, Harvey Michaels, a nationally known-expert on utility energy efficiency initiatives and Penn Loh, a Mel King Community Fellow and senior lecturer at Tufts University. This project involves 20 students looking at 20+ case studies across 10 states to advise utilities, community residents, and local governments on effective energy efficiency strategies.

Awards and 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 2010–2011 academic year:

PhD Affiliate, **Lily Song**, selected as a J. Robert Beyster Fellow through the Rutgers School of Management and Labor Relations. Research for her dissertation builds upon the democratic wealth generation projects that CoLab is pursuing with partners in Cleveland and Los Angeles.

MCP Affiliate, **Elisha Goodman** won an IDEAS competition grant for her aquaponics project in the Niger Delta based on her work in Lynn, MA.

Green Grease Capivara won \$5,000 at IDEAS last year and a follow-on project to create a grease filtration business in Boston won a \$5,000 award at this year's IDEAS Competition. Phase Two of the Green Grease Project was funded with a grant from Legatum and from a Tau Beta Pi Service Engineering Fellowship.

Forager won two 2011 grants to support implementation in the fall: the MISTI Brazil Travel Grant and the Carroll I. Wilson Grant.

Trans-Trash won a \$3,000 grant from CAMIT, MIT Council on the Arts.

Planetizen chose **CoLab Radio** as a Top Urban Planning Twitter Feed, <http://www.planetizen.com/twitterfeeds>. The feed is managed by CoLab Radio editor, Alexa Mills.

Alexa Mills was chosen by Planetizen as a Top Thinker in Urban Planning and Technology, <http://www.planetizen.com/techthinkers>.

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 \$4.8 million in programmatic grants and general support. In 2010–2011, CoLab raised foundation commitments of \$1.8 million over three years. Currently the Lab is supported by grants and gifts from the Nathan Cummings Foundation, the Kendeda Fund, the Atlantic Philanthropies, the MIT Office of the Dean of Graduate Students, and the Presencing Institute. Generous support from MIT alumnus Jon Borschow 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 CommonWise project.

Acknowledgements

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Community Innovators Lab

Department of Urban Studies and Planning

School of Architecture + Planning

Massachusetts Institute of Technology

Building / Room 7-307

77 Massachusetts Avenue

Cambridge, MA 02139

Phone: 617-253-3216

Fax: 617-258-6515

E-mail: colab-info@mit.edu

Website: www.colab.mit.edu

Blog: colabradio.mit.edu