Between Satellites and Sidewalks: 
The Collaborative Space in The Small and Mid-Size City

Strengthening New England Smaller Cities
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The Ecology of Collaborations

Globalization & Network Society

Devolution & Third-Party Governance

Institutional, Environmental, Economic Legacy of Deindustrialization

Asset, Income & Environmental Disparity

Anchors: Eds, Meds, Gov.

Pre-Collaborative

Anchoring

Netting & Networking
The Pathway to the Network Improvement Community

(1) Pre-Collaborative
* Mapping and Sizing Asymmetries (Info, Money, HR, Access)
* Determining Structure of Interests
* History of Collaborations & Nodes

(2) Anchoring
* Create a fluid charter of collaboration
* Determine functional areas of collaboration (WD, Ed, Housing, etc)
* Sustainability Plan
* Capacity-Building

(3) Netting
* The Network Improvement Community
* Governance & Maintenance
* Socio-technical platform
* R & D and Evaluation
Philosophical & Operational Spectrum of Anchor Activity

Fluidity of Project Design and Outcomes

Commercial/Proprietary  Service/Non-Proprietary
Learning Traps for Collaborations in the Small & Mid-Size City

1) **The Problem of Scalability**: Bifurcated Asset Base of the Non-Profit Sector
2) **Network Actors**: Cheerleaders vs. Weavers and Builders
3) **Building and Hosting Systems of Indicators**: Layered Approach; Upstream/Downstream
4) **The Politicos and the Patronage Game**: Democratic Engagement vs. Ward Politics
5) **The Piñata Projects**: Inward Looking vs. Outward Looking Organizations
6) **The Legacy “Lock-in” of Urban Decay**: Brownfields: Weak Administration; No-Resources; Poverty; No regional outlook.
7) **The Misuse of Empowerment Speech**: Anchors and “Out-of-Towners”.
8) **The New Mix of Ethnic/Racial Groups**: Understand the Multiple Streams and Diversity
9) **The New Talent**: Where is it? How to mentor it?
10) **Accountability**: YES—You should fire people when they do not do their job.
11) **Always Poised for Adaptation**: No Single Organizational Pathway for Continuity.
Thank You

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