

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

Strengthening New England Smaller Cities

Federal Reserve Bank of Boston

Community Development Advisory Council's 2012 Regional Convening

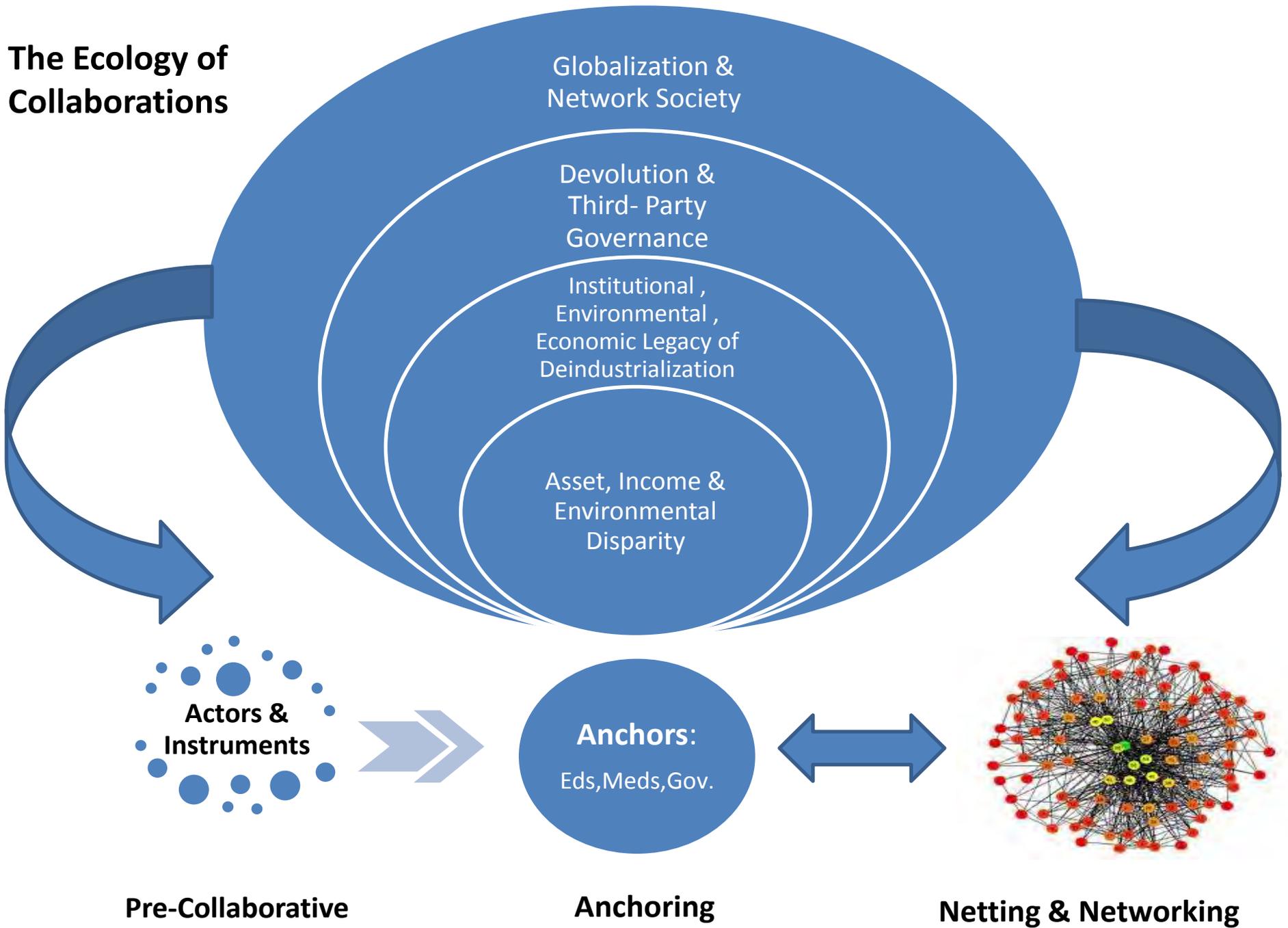
September 24, 2012

Lawrence, MA

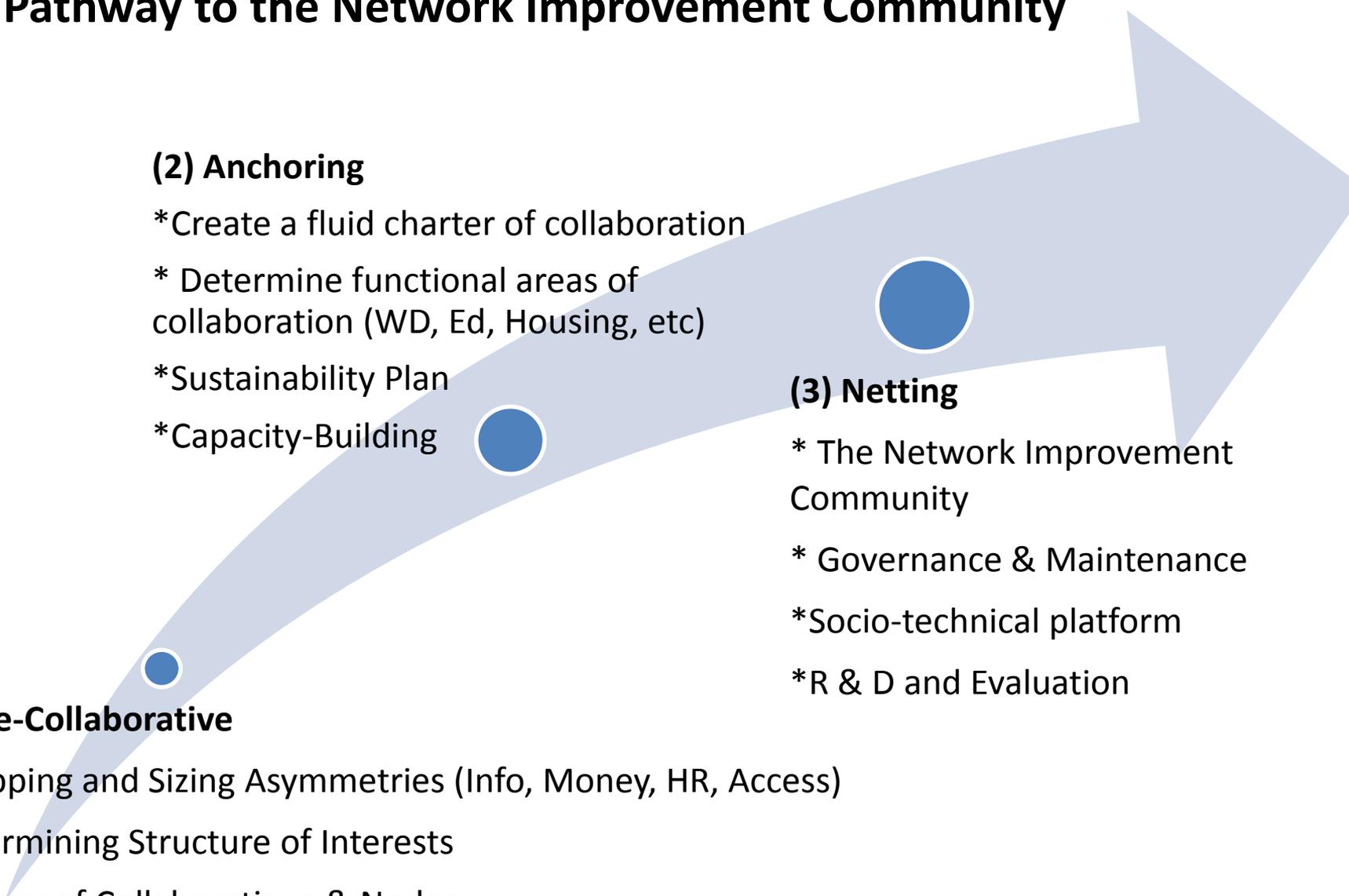
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The Ecology of Collaborations



The Pathway to the Network Improvement Community



(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

(1) Pre-Collaborative

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

Philosophical & Operational Spectrum of Anchor Activity

Fluidity of Project Design and Outcomes



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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