



Marie Skłodowska-Curie RISE

MAPS-LED

Multidisciplinary Approach to Plan Smart Specialisation Strategies  
for Local Economic Development



# **Greentown Labs**

## **Final Report on the Policy Initiative**

Working Package No. 2 Cluster Policy and Spatial Planning

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**05.12.2016**  
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# REPORT OUTLINE

- A. THE CONTEXT AND THE AREA BEFORE THE INITIATIVE
- B. INITIATIVE LAUNCH AND OUTCOMES
- C. POLICIES, STRATEGIES, GOVERNANCE



**GREENTOWN LABS**



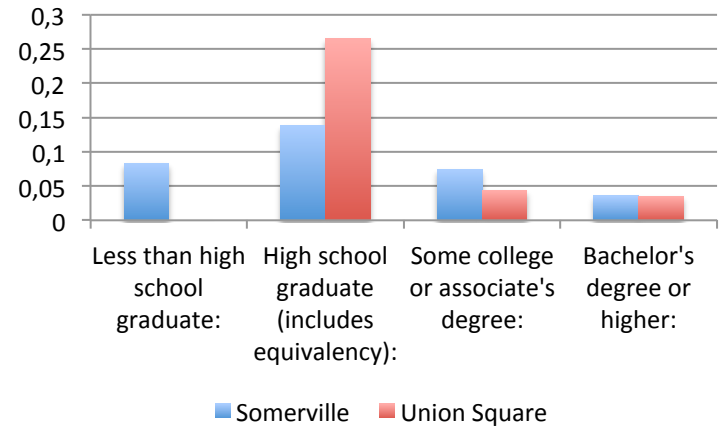
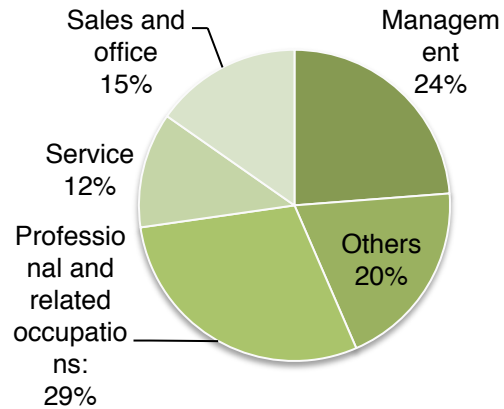
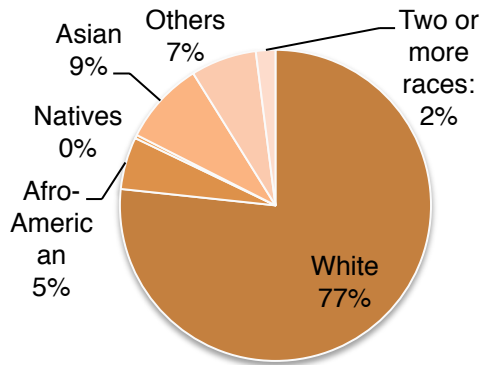
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*MAPS-LED First Mid-term Meeting*  
02.05.2016  
Northeastern University, Boston, MA, USA

# TERRITORIAL AND URBAN CONTEXT OF UNION SQUARE, SOMERVILLE

## DEMOGRAPHICS

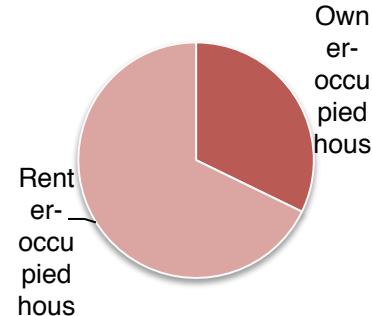
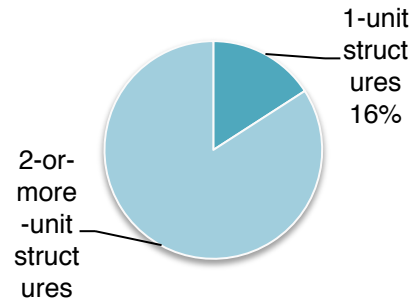


## BUSINESS

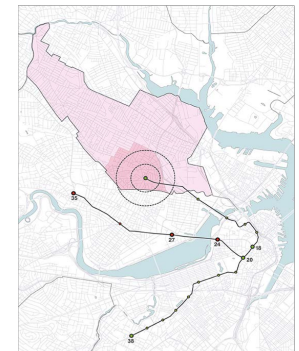
- ❖ 191-208 OPERATING FIRMS
- ❖ 988,640 S.F.
- ❖ 56% SERVICE-ORIENTED
- ❖ 24% RETAIL (VS. 62% TYPICAL)

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## HOUSING



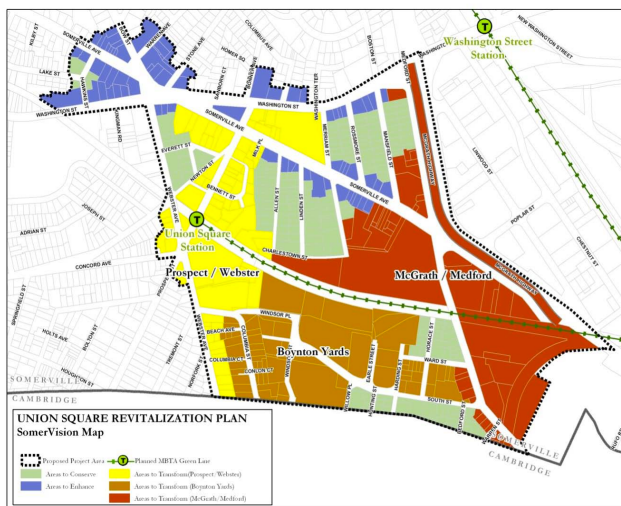
## CIRCULATION



## UNION SQUARE

- ❖ FAULTY
- ❖ PARCELIZATION
- ❖ INCOMPATIBLE
- ❖ LAND USES

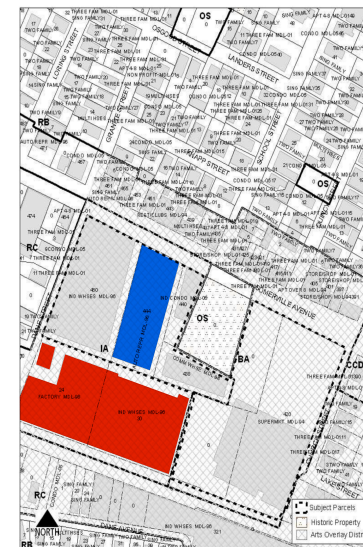
- ❖ NEW ZONING
- ❖ DISTRICTS
- ❖ SOMERVISION
- ❖ NEIGHBOURHOOD PLAN



## DANE ST/SOMERVILLE AV

### FORMER INDUSTRIAL COMPLEX

1. PRESERVE THE AREA
2. ENHANCE EMPLOYMENT
3. SUPPORT GREEN TRANSITION



SomerVision	Union Square	Objectives	% SomerVision	GTL
30,000	15,465	New Jobs	51.55%	240
125	12.32	Acres of New Public Space	9.86%	-
6,000	2,349	New Dwelling Units	39.15%	-
1,200	470	New Affordable Housing units	39.17%	-
50%	50%	Trips by Walking, Biking, or Transit	(same)	-

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# Launch of Greentown Labs and Its Impact in the Area

- **Clean-Tech Incubator: 2011**
- **CIC: 4 start-ups**
- **Sea Port: 7 Co. → 17 Co.**
- **Few Space Too Expensive**
- **Somerville: 2013**
- **447/30,000 sq. feet  
prototyping space: 43 Co.**

**GTL**

- 512 Direct-288 Indirect Job Places
- Hosting 100 Co.
- 45,000 sq. feet Lab Space
- Start-ups Water Club

**Somerville as  
a start-up hub**

- Fab Labs & Engineering Residence
- Start-up Zar
- Non-Compete Agreement
- Pilot Test Areas (MassCEC)
- Physical Connections (T expansion)

Universities → Accelerators → Incubators → Market

- No-Competition Policy
- Spatial Proximity for Former Member Co.
- Networking Hub
- Business Services for Clean-Tech Industry



- Prototyping Space & Services (machine shop, low-cost software, Artisan Asylum)
- Educational & Business Formation Programs
- Acceleration Programs (Greentown Launch, Manufacture Initiative)
- Networking Events (EnergyBar, etc.)

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# Policy Intervention and Challenges

## Public-Private Partnership

- Attract Innovative Business Activities in the Area
- New Employment Opportunities
- Requalification of Ames Old Manufacturing Area
- Part of the Business Improvement District
- Perfect Conditions of Development for GTL

## Financial Instruments for Attraction

- \$ 300,000 loan from the City of Somerville
- \$ 300,000 grant from MassCEC
- Commercial Loan from Rockland Trust Company

**Requirements: Not less than 51% of new employees of GTL have to be from moderate or low income level.**

## Challenges for Clean-Tech Industry

- Less Venture Capitalists because Clean-Tech Risky Market (mix of radical & incremental innovation)
- Public support in the initial part of the R&D process for fostering new Technology-Based Firms
- Horizontal and Vertical Networking for Knowledge Exchange and Technology Transfer

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# Conclusions

- **A mature clean technology ecosystem**
  - GTL as a key actor
  - Dense network
  - Knowledge-based economy
  - Innovation as a leader for the development of clean technology industries
- **An important public engagement**
  - All levels of government
  - Funding for research in radical innovation (NSF, SBA)
  - Support start-up formation and specialised employment growth (MassCEC)
  - Build business development infrastructures
- **A sound policy mix coupled with a leading role of private initiatives and a territorially-led vision can internalize positive externalities of (radical) innovation.**



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## INTERVIEWS

- MICAELAH MORRIL, *Director of Manufacturing Initiative at Greentown Labs (GTL)*
- MAGGIE THEROUX, *Senior Cluster Development Specialist at Environmental Protection Agency (EPA)*
- PATRICIA BURKE, *Project Manager in Innovation & Industry Support at Massachusetts Clean Energy Center (MassCEC)*
- EDWARD O'DONNELL, *Director of Real Estate at Boston Redevelopment Authority (BRA)*
- RONALD WHITFIELD, *Faculty Member at Northeastern University*
- TIFFANY SKOGSTROM and RICH BIZZOZERO, *Director of Massachusetts Office of Technical Assistance and Technology at Executive Office of Energy and Environmental Affairs*
- MICHELE BERNIER, *Commercialization Program Manager at Massachusetts Technology Transfer Center (MTTC)*

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# Thank you!

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