



Commonwealth of Massachusetts

EXECUTIVE OFFICE OF HOUSING & ECONOMIC DEVELOPMENT

ONE ASHBURTON PLACE, ROOM 2101 BOSTON, MA 02108 www.mass.gov/eohed

CHARLES D. BAKER GOVERNOR KARYN E. POLITO LIEUTENANT GOVERNOR JAY ASH SECRETARY

TELEPHONE (618) 788-3610 FACSIMILE (618) 788-3605

OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT

Massachusetts Life Sciences Center Annual Report for 2017 Fiscal Year

The Massachusetts Life Sciences Center 2017 Annual Report complies with the requirements of the Office of Performance Management Oversight created by Chapter 240 of the Acts of 2010 – An Act Relative to Economic Development Reorganization. It includes goals set for the year and the performance metrics to evaluate goals, programs, and initiatives.

AGENCY OVERVIEW

General Description

The Massachusetts Life Sciences Center (MLSC) is a quasi-governmental investment agency that supports life sciences innovation, education, research & development, and commercialization in the Commonwealth of Massachusetts.

Mission

Our mission is to ensure that the life sciences in Massachusetts remains the most dynamic, verdant ecosystem of its kind in the world. These investments create jobs and support advances that improve health and well-being. Through our investments, programs, collaboration and partnerships, the MLSC is committed to creating jobs and economic impact, and supporting scientific advances that will improve the health and well-being of patients across the world.

Annual Budget

\$ 4.1 Million

FY2017 REPORT DETAILS

Goal: Increase investments in innovation infrastructure and maintain cutting-edge capabilities of previous capital investments.

Table with 3 columns: Strategy, Measurement(s), Outcome(s). Row 1: Launch the Capital program: competitive and discretionary. | Number of jobs (permanent and | More than 5200 jobs created in the building trades and life

	<p>construction) created</p> <ul style="list-style-type: none"> <li>Geographic distribution of the projects awarded</li> </ul>	<p>sciences.</p> <ul style="list-style-type: none"> <li>\$39M in capital funding was awarded to 63 awardees.</li> <li>Geographic distribution of the projects awarded: approximately 65% of capital awardees were outside the Boston/Cambridge area; approx. 35% located within the metro Boston area</li> </ul>
--	--------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Goal:** Expand the pipeline of out-of-state relocation prospects and accelerate business growth and development of early stage companies.

Strategy	Measurement(s)	Outcome(s)
<p>Launch and Implement new program called the Massachusetts Transition and Growth Program (MasTAG). Develop new initiatives to leverage third party investments for early stage companies.</p>	<ul style="list-style-type: none"> <li>Number of jobs created</li> <li>Types of jobs created</li> <li>Geographic diversity of jobs created and retained</li> <li>Dollar amount of leverage from third party investment</li> </ul>	<ul style="list-style-type: none"> <li>Fresenius Kabi Compounding has committed to creating 49 new-to-Massachusetts jobs in the first year of operations and 63 jobs over 3 years.</li> <li>Majority of the jobs at this facility will be in Biomanufacturing/Pharmaceutical Manufacturing.</li> <li>Fresenius Kabi has recently selected property in Canton, (South Shore) as the location for a new, state of the art, pharmaceutical compounding facility.</li> <li>Fresenius Kabi Compounding would be eligible for \$735,000 in grant funding over a three year period. With a capital expenditure of \$15.9 million from Fresenius Kabi, this would result in approximately 21:1 amount leveraged.</li> <li>While Fresenius Kabi Compounding's decision to locate in Canton is a success story, we have received significant feedback and have learned a number of lessons regarding ways to make the program more user-friendly.</li> </ul>

**Goal:** Increase educational and workforce development opportunities that lead to middle skills jobs in the life sciences.

Strategy	Measurement(s)	Outcome(s)
<p>Launch the Internship and STEM Equipment and Supplies Grant Programs. Expand funding eligibility for professional development of life science educators. Develop a High School Apprenticeship program based on the pilot program executed in fiscal year 2016.</p>	<ul style="list-style-type: none"> <li>• Number of internships completed</li> <li>• Percent interns and companies satisfied</li> <li>• Interns hired full time</li> <li>• Number of students trained on new equipment</li> <li>• Number of new or improved programming and curricula related to life sciences</li> </ul>	<ul style="list-style-type: none"> <li>• 522 college interns supported.</li> <li>• 70 interns hired full time post-internship.</li> <li>• 100% of companies reported that they would participate again.</li> <li>• 44 high school students participated in Apprenticeship Lab Training Program.</li> <li>• 80 schools received equipment grants totaling \$4M to enhance or establish new curricula.</li> <li>• 63 schools received teacher professional development funding totaling \$396,744.</li> </ul>

**Goal:** Spur regionalization by incentivizing commercial investment in areas of high growth potential; Stimulate placemaking by identifying and promoting the strengths of regional assets.

Strategy	Measurement(s)	Outcome(s)
<p>Increase relationship building with the municipality and regional economic development agencies by organizing regional visits, hosting information sessions for economic development officials, and working as a conduit between companies and municipalities. Launch the next round of the tax program with a sustained commitment to geographical diversity of new job growth. Utilize the MasTAG program to spur regional growth.</p>	<ul style="list-style-type: none"> <li>• Number of regional visits and information sessions held</li> <li>• Number of business development leads pursued with municipal partners</li> <li>• Number of municipalities engaged in business development opportunities</li> <li>• Geographic diversity and number of new direct jobs created</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Business Development leads pursued with municipal partners: 40</li> <li>• Number of municipalities engaged in BD opportunities: 25</li> <li>• Number of information sessions held for Tax Incentive Program: 5, as well as streaming on MLSC website</li> <li>• New Direct Jobs created: MasTAG: 49 Tax Incentive: 1,276 Total: 1,325</li> <li>• Geographic diversity of jobs created: approximately 60% of tax incentive awardees were outside the Boston/Cambridge area; approx. 40% located in Boston Cambridge</li> </ul>

**Goal:** Cultivate an integrated ecosystem and foster sector convergence. Enhance the network of industry partners to develop a robust and streamlined system of innovation, commercialization and production.

Strategy	Measurement(s)	Outcome(s)
<p>Increase diversity of commercial sectors by recruiting small, medium, and large companies to Massachusetts. Market the Commonwealth at trade shows, networking events and through other business development leads. Increase engagement with municipal partners to deepen knowledge of relocation and expansion opportunities.</p>	<ul style="list-style-type: none"> <li>• Number of companies contacted by the MLSC for recruitment purposes and percent that result in relocations and/or expansions in Massachusetts.</li> </ul>	<ul style="list-style-type: none"> <li>• For the Center's BD efforts this year we connected with more than 70 companies through introductions from the industry, outreach to specific companies depending on the stage of the company, and local networking events. We had around 30 wins* this year which includes expansion and new company arrival.</li> <li>• Trade Shows/Conferences: The Center had a presence at BIO International Conference, BioPharm America and Biotech Week Boston this year.</li> <li>• BIO 2017 San Diego: The</li> </ul>

		<p>Center researched and reached out to more than 100 companies during the planning stages of BIO 2017. Using BIO one-on-one partnering system we invited 60 companies to our pavilion for face-to-face meetings. At this year's BIO, we had 5 walk-in meetings with a real interest in relocating to MA, 20 scheduled meetings out of which we had 2 wins* and 14 real leads.</p> <ul style="list-style-type: none"><li>• BioPharm America/ Biotech Week Boston:</li><li>• Number of companies reached out to: 45</li><li>• Number of scheduled meetings: 2 (both the companies are still a potential lead for expansion in MA).</li><li>• *Wins include the number of companies that expanded their presence in the Commonwealth and the companies that established their initial physical presence in Massachusetts. There may not be a fixed timeline on which the Center gets in contact with a company and the company achieving the win status. Therefore it should be assumed that there is always a pipeline of prospect companies that the Center is actively pursuing and working with, in a fiscal year.</li></ul>
--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

## Contacts

Travis McCready

**President & CEO**

**[TMcCready@masslifesciences.com](mailto:TMcCready@masslifesciences.com)**

**781-373-7718**

**Karyn Hoffman**

**Chief of Staff**

**[KHoffman@masslifesciences.com](mailto:KHoffman@masslifesciences.com)**

**781-373-7734**

**MLSC****FY17 Grant Authorizations/Awards****BOD Authorized Awardee**

---

Sep-16	MGH - MassCATS Equipment
Sep-16	Science from Scientists*
Sep-16	Dearborn Academy / Boston Plan for Excellence*
Sep-16	Lever, Inc - Berkshire Incubator*
Nov-16	FY17-18 Internship program
Nov-16	High School Apprenticeship program
Nov-16	UMass Dartmouth - SE Market Demand Analysis
Dec-16	Bristol Community College
Dec-16	Mt. Wachusett Community College
Dec-16	Framingham State University
Dec-16	Westfield State University
Dec-16	University of Massachusetts Lowell
Dec-16	BioBuilder
Dec-16	Dean College
Dec-16	Merrimack College
Dec-16	Smith College
Dec-16	Gloucester Marine Genomics Institute
Dec-16	Dana-Farber Cancer Institute
Dec-16	Harvard School of Public Health
Dec-16	Harvard Medical School
Dec-16	Institute for Protein Innovation
Dec-16	Bartlett High School
Dec-16	Baystate Academy Charter Public School
Dec-16	Boston Educational Development Foundation, Inc.
Dec-16	Bristol-Plymouth Regional Technical High School
Dec-16	Brockton High School
Dec-16	Brooke Charter High School
Dec-16	Cambridge Rindge and Latin School
Dec-16	Chelsea High School
Dec-16	Chicopee Comprehensive High School
Dec-16	Collins Middle School
Dec-16	Diman Regional Vocational Technical High School
Dec-16	East Boston High School
Dec-16	George Keverian Middle School
Dec-16	Global Learning Charter Public School
Dec-16	Gloucester High School
Dec-16	Goodrich Academy
Dec-16	Greater Lawrence Technical High School
Dec-16	Holyoke Public Schools (Holyoke High School & Dean Tech)
Dec-16	Jeremiah E. Burke High School
Dec-16	John D. O'Bryant School of Mathematics and Science
Dec-16	Lynn English High School
Dec-16	Madison Park Technical Vocational High School

Dec-16	Malden High School
Dec-16	Massachusetts Biotechnology Education Foundation
Dec-16	Matthew J Kuss Middle School
Dec-16	McCann Technical School
Dec-16	Medford Vocational Technical High School
Dec-16	Minuteman High School
Dec-16	Montachusett Regional Vocational Technical School
Dec-16	Nashoba Valley Technical High School
Dec-16	New Bedford High School
Dec-16	New Bedford Public Schools (Middle Schools)
Dec-16	Northbridge High School
Dec-16	O'Maley Innovation Middle School
Dec-16	Prospect Hill Academy Charter School
Dec-16	Quaboag Middle Innovation School
Dec-16	Quincy Public Schools (Middle Schools)
Dec-16	Richardson Middle School
Dec-16	Shawsheen Valley Technical High School
Dec-16	Sizer Charter School
Dec-16	Snowden International School
Dec-16	South High Community School
Dec-16	Southeastern Regional Vocational Technical High School
Dec-16	Springfield High School of Commerce
Dec-16	Springfield Renaissance School
Dec-16	TechBoston Academy (High School)
Dec-16	Tenney Grammar School
Dec-16	Veritas Preparatory Charter School
Dec-16	Whittier Regional Vocational Technical High School
Feb-17	Boys & Girls Club of Brockton*
Feb-17	Latino STEM Alliance*
Apr-17	Abiomed, Inc.
Apr-17	Acorda Therapeutics, Inc.
Apr-17	Alkermes, Inc.
Apr-17	Alnylam Pharmaceuticals, Inc.
Apr-17	Anika Therapeutics, Inc.
Apr-17	Astellas Institute for Regenerative Medicine
Apr-17	Berkshire Sterile
Apr-17	Blueprint Medicines Corporation
Apr-17	Commonwealth Diagnostics International, Inc.
Apr-17	EMD Holding Corporation
Apr-17	Fulcrum Therapeutics, Inc.
Apr-17	Ginkgo Bioworks, Inc.
Apr-17	Insulet Corporation
Apr-17	Kala Pharmaceuticals, Inc
Apr-17	ProTom International Holding Corporation
Apr-17	Radius Health, Inc.
Apr-17	Sage Therapeutics Inc.
Apr-17	Shire Human Genetic Therapies, Inc.

Apr-17	Siemens Healthcare Diagnostics Inc.
Apr-17	TESARO, Inc.
Apr-17	WAVE Life Sciences USA, Inc.
Apr-17	Confer Health, Inc.
Jun-17	Noonan Scholars*
Jun-17	Aldatu Biosciences
Jun-17	DS Labs (dba Kohana)
Jun-17	HydroGlyde Coatings, LLC
Jun-17	Lariat Biosciences, Inc.
Jun-17	Micro-Leads, Inc.
Jun-17	Platelet Biogenesis
Jun-17	Rebion (Formerly REBIScan)
Jun-17	Snapdragon Chemistry

<b>Program</b>	<b>\$</b>
Discretionary	\$ 250,000
Discretionary	\$ 50,000
Discretionary	\$ 50,000
Discretionary	\$ 44,350
Internship	\$ 3,700,000
Apprenticeship	\$ 400,000
Discretionary	\$ 85,101
Capital	\$ 4,400,000
Capital	\$ 1,646,787
Capital	\$ 454,000
Capital	\$ 75,000
Capital	\$ 5,000,000
Capital	\$ 500,000
Capital	\$ 297,030
Capital	\$ 500,000
Capital	\$ 496,638
Capital	\$ 2,744,219
Capital	\$ 4,629,019
Capital	\$ 4,912,307
Capital	\$ 4,345,000
Capital	\$ 5,000,000
Equip & Prof Dev	\$ 16,112
Equip & Prof Dev	\$ 110,000
Equip & Prof Dev	\$ 222,415
Equip & Prof Dev	\$ 100,000
Equip & Prof Dev	\$ 109,988
Equip & Prof Dev	\$ 100,000
Equip & Prof Dev	\$ 105,000
Equip & Prof Dev	\$ 108,029
Equip & Prof Dev	\$ 105,579
Equip & Prof Dev	\$ 39,525
Equip & Prof Dev	\$ 99,951
Equip & Prof Dev	\$ 110,000
Equip & Prof Dev	\$ 59,629
Equip & Prof Dev	\$ 107,982
Equip & Prof Dev	\$ 109,154
Equip & Prof Dev	\$ 105,346
Equip & Prof Dev	\$ 93,410
Equip & Prof Dev	\$ 210,798
Equip & Prof Dev	\$ 105,700
Equip & Prof Dev	\$ 186,420
Equip & Prof Dev	\$ 57,312
Equip & Prof Dev	\$ 110,000

Equip & Prof Dev	\$ 26,000
Equip & Prof Dev	\$ 95,000
Equip & Prof Dev	\$ 40,530
Equip & Prof Dev	\$ 29,164
Equip & Prof Dev	\$ 99,516
Equip & Prof Dev	\$ 108,172
Equip & Prof Dev	\$ 99,697
Equip & Prof Dev	\$ 101,477
Equip & Prof Dev	\$ 110,000
Equip & Prof Dev	\$ 25,000
Equip & Prof Dev	\$ 110,000
Equip & Prof Dev	\$ 56,934
Equip & Prof Dev	\$ 21,000
Equip & Prof Dev	\$ 50,000
Equip & Prof Dev	\$ 121,890
Equip & Prof Dev	\$ 60,000
Equip & Prof Dev	\$ 110,000
Equip & Prof Dev	\$ 14,780
Equip & Prof Dev	\$ 101,600
Equip & Prof Dev	\$ 91,609
Equip & Prof Dev	\$ 99,996
Equip & Prof Dev	\$ 110,000
Equip & Prof Dev	\$ 40,040
Equip & Prof Dev	\$ 105,970
Equip & Prof Dev	\$ 49,679
Equip & Prof Dev	\$ 38,000
Equip & Prof Dev	\$ 109,342
Discretionary	\$ 50,000
Discretionary	\$ 50,000
Tax	\$ 750,000
Tax	\$ 495,000
Tax	\$ 1,500,000
Tax	\$ 1,875,000
Tax	\$ 225,000
Tax	\$ 750,000
Tax	\$ 370,000
Tax	\$ 525,000
Tax	\$ 330,000
Tax	\$ 1,200,000
Tax	\$ 270,000
Tax	\$ 300,000
Tax	\$ 1,650,000
Tax	\$ 150,000
Tax	\$ 150,000
Tax	\$ 150,000
Tax	\$ 1,500,000
Tax	\$ 3,000,000

Tax	\$ 2,058,000
Tax	\$ 1,800,000
Tax	\$ 735,000
Tax	\$ 150,000
Discretionary	\$ 50,000
MassRamp	\$ 200,000
MassRamp	\$ 290,000
MassRamp	\$ 200,000
MassRamp	\$ 145,250
MassRamp	\$ 200,000
	<u>65,695,445</u>

## Life Sciences High School Apprenticeship Challenge

Innovative after-school program that provides laboratory training to under-represented minority or economically disadvantaged students in metro-Boston and Worcester to prepare them for summer internships. Subsidize intern stipends for small businesses and academic researchers to enable hiring of high school students for summer internship.

<http://www.masslifesciences.com/programs/hsapprenticeship>

Contact

Karyn Hoffman

[Khoffman@masslifesciences.com](mailto:Khoffman@masslifesciences.com)

781-373-7734

Mass Life Sciences

## Life Sciences Capital Program

The Capital Program provides infrastructure funding in the life sciences through investments in research and development, incubators, workforce education and training.

Program goals include retaining Massachusetts' leadership in life sciences; accelerating innovative research and scientific discovery that lead to new therapies and treatments to improve patient outcomes and enhancing resources available for quality education and training in the life sciences.

<http://www.masslifesciences.com/programs/capital/>

Contact

Karyn Hoffman

[Khoffman@masslifesciences.com](mailto:Khoffman@masslifesciences.com)

781-373-7734

Mass Life Sciences

## Life Sciences Internship Challenge

A workforce development program to enhance the talent pipeline for Massachusetts life sciences companies. Program facilitates the placement of college students and recent graduates considering careers in the life sciences in paid internships across the state throughout the year.

<http://www.masslifesciences.com/programs/internship/>

Contact

Karyn Hoffman

[Khoffman@masslifesciences.com](mailto:Khoffman@masslifesciences.com)

781-373-7734

Mass Life Sciences

## Life Sciences Accelerator Loan Program

The Accelerator Loan Program is a funding program intended for early-stage life sciences companies in Massachusetts. Accelerator loans bridge the gap in a company's capital-raising lifecycle, providing the company with time and resources to advance to a point at which it would become a good candidate for private investment.

<http://www.masslifesciences.com/programs/accelerator/faq/>

Contact

Karyn Hoffman

[Khoffman@masslifesciences.com](mailto:Khoffman@masslifesciences.com)

781-373-7734

Mass Life Sciences

## Life Sciences Neuroscience Consortium (MassCATS)

The Consortium is a pioneering new model of collaboration that bio-pharmaceutical sponsors with expedited access to Massachusetts' rich neuroscience resources. Consortium members are currently partnering with a multi-institutional effort to advance therapies to treat Alzheimers led by the MA Center for Alzheimer Therapeutics Science.

<http://alzdatalens.org/>

### Contact

Karyn Hoffman

[Khoffman@masslifesciences.com](mailto:Khoffman@masslifesciences.com)

781-373-7734

Mass Life Sciences

## Life Sciences STEM Equipment and Supplies Program

The STEM Equipment and Supplies Grant Program enables the purchase of equipment and supplies for high schools and middle schools in the Commonwealth in order to train students in life sciences technology and research, as well as addresses a funding gap in capital dollars for public and not-for-profit workforce training and educational institutions. The program also seeks to increase student achievement and student interest in STEM (Science, Technology, Engineering, and Math), as well as support the implementation of state STEM standards.

The program also offers funding for teacher professional development to ensure that all recipient schools have teachers that are trained to use the equipment and have access to relevant curricula that deploys the equipment in labs and activities that support learning goals throughout the academic year.

<http://www.masslifesciences.com/programs/equip>

Contact

Karyn Hoffman

[Khoffman@masslifesciences.com](mailto:Khoffman@masslifesciences.com)

781-373-7734

Mass Life Sciences

## Life Sciences MassRamp

Funding to support SBIR/STTR Phase I grant recipients to achieve critical milestones and provide funding for business needs not fundable under the federal program such as business model development, patent costs, marketing and sales research, etc.

<http://www.masslifesciences.com/programs/massramp>

Contact

Karyn Hoffman

[Khoffman@masslifesciences.com](mailto:Khoffman@masslifesciences.com)

781-373-7734

Mass Life Sciences



## Life Sciences Tax Incentive Program

In order to expand life sciences-related employment opportunities, promote health-related innovations and stimulate research and development, manufacturing and commercialization in the life sciences, MLSC offers tax incentives to companies engaged in life sciences research and development, commercialization and manufacturing in Massachusetts. In exchange for receiving the tax incentives, companies must create new jobs, hire and retain the employees for a period of 5 years.

<http://www.masslifesciences.com/programs/tax/>

Contact

Karyn Hoffman

[Khoffman@masslifesciences.com](mailto:Khoffman@masslifesciences.com)

781-373-7734

Mass Life Sciences

# COMMONWEALTH OF MASSACHUSETTS

Executive Office of Housing and Economic Development

## **OFFICE OF PERFORMANCE MANAGEMENT & OVERSIGHT**

---

### **The Massachusetts Life Sciences Center**

FISCAL 2017 ANNUAL PLAN

---

## **INTRODUCTION**

The Massachusetts Life Sciences Center Fiscal 2017 Annual Plan complies with the requirements of the Office of Performance Management Oversight created by Chapter 240 of the Acts of 2010 – An Act Relative to Economic Development Reorganization. It includes goals set for the year and the performance metrics to evaluate goals, programs, and initiatives. This plan also demonstrates alignment where applicable with the Commonwealth’s economic development plan and policy, [Opportunities for All](#).

## **AGENCY OVERVIEW**

The Massachusetts Life Sciences Center (MLSC) is an investment agency that supports life sciences innovation, research, development and commercialization. The MLSC is charged with implementing a \$1-billion, state-funded investment initiative. These investments create jobs and support advances that improve health and well-being. The MLSC offers the nation’s most comprehensive set of incentives and collaborative programs targeted to the life sciences ecosystem. These programs propel the growth that has made Massachusetts the global leader in life sciences. The MLSC creates new models for collaboration and partners with organizations, both public and private, around the world to promote innovation in the life sciences.

**FISCAL YEAR 2017 ANNUAL PLAN** – below allows for 5 goals; agency can add or the delete number of rows. Last year’s plans ranged from 3 to 5 goals per agency.

Goal	Strategy	Metric
Increase investments in innovation infrastructure and maintain cutting-edge capabilities of previous capital investments.	Launch the Capital program: competitive and discretionary.	Number of jobs (permanent and construction) created and the geographic distribution of the projects awarded.
Expand the pipeline of out-of-state relocation prospects and accelerate business growth and development of early stage companies.	Launch and Implement new program called the Massachusetts Transition and Growth Program (MassTAG). Develop new initiatives to leverage third party investments for early stage companies.	Number of jobs created; types of jobs created; geographic diversity of jobs created and retained. Dollar amount of leverage from third party investment.
Increase educational and workforce development opportunities that lead to middle skills jobs in the life sciences.	Launch the Internship and STEM Equipment and Supplies Grant Programs. Expand funding eligibility for professional development of life science educators. Develop a High School Apprenticeship program based on the pilot program executed in fiscal year 2016.	Number of internships completed; percent interns and companies satisfied; interns hired full time; number of students trained on new equipment; number of new or improved programming and curricula related to life sciences.
Spur regionalization by incentivizing commercial	Increase relationship building with municipality	Number of regional visits and information sessions

<p>investment in areas of high growth potential; Stimulate placemaking by identifying and promoting the strengths of regional assets.</p>	<p>and regional economic development agencies by organizing regional visits, hosting information sessions for economic development officials, and working as a conduit between companies and municipalities. Launch the next round of the tax program with a sustained commitment to geographical diversity of new job growth. Utilize the MassTAG program to spur regional growth.</p>	<p>held; number of business development leads pursued with municipal partners; number of municipalities engaged in business development opportunities; geographic diversity and number of new direct jobs created.</p>
<p>Cultivate an integrated ecosystem and foster sector convergence. Enhance the network of industry partners to develop a robust and streamlined system of innovation, commercialization and production.</p>	<p>Increase diversity of commercial sectors by recruiting small, medium, and large companies to Massachusetts. Market the Commonwealth at trade shows, networking events and through other business development leads. Increase engagement with municipal partners to deepen knowledge of relocation and expansion opportunities.</p>	<p>Number of companies contacted by the MLSC for recruitment purposes and percent that result in relocations and/or expansions in Massachusetts.</p>

## **ADDITIONAL INFORMATION:**

The MLSC values its leadership role in driving the conversation around workplace diversity and is intent on furthering its commitment to cultivating a diverse, homegrown life sciences workforce that provides opportunities for underrepresented minorities. The Center recognizes that promoting and developing a workforce inclusive of a diversity of gender, race, ethnicity, socio-economic status, and educational attainment will ensure that our state's fastest-growing industry sectors can attract and retain the best and brightest talent. In fiscal year 2017, the MLSC will explore how it can continue to make investments in workforce development that are both specifically tailored to the unique needs of the life sciences industry and advance the training and retention of underrepresented minorities working in the life sciences industry. The MLSC looks forward to collaborating with its partners in government, academia, and industry to strengthen the Commonwealth's capacity to attract, train, retain and convene professionals of all backgrounds – and in doing so, enhance the competitiveness of the region.

## **CONTACTS:**

**Travis McCready, President & CEO**

[TMcCready@masslifesciences.com](mailto:TMcCready@masslifesciences.com)

**781-373-7718**

**Colin Donnelly, Director of Government Affairs**

[CDonnelly@masslifesciences.com](mailto:CDonnelly@masslifesciences.com)

**781-373-7726**

