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Office of Performance Management Oversight
Fiscal Year 2021 Report

Background

The Office of Performance Management and Oversight (OPMO) was created by Chapter 240 of the Acts of 2010 – An Act Relative to the Economic Development Reorganization. The objective of this Office is to improve the effectiveness of the economic development efforts of the Commonwealth by measuring the performance of all public and quasi-public entities engaged in economic development.

The following represents the agencies that comprise the OPMO:

- Commonwealth Corporation (CC)
- Community Economic Development Assistance Corporation
- Massachusetts Development Finance Agency (MassDevelopment)
- Massachusetts Ventures (MassVentures)
- Massachusetts Clean Energy Center (MCEC)
- Massachusetts Convention Center Authority (MCCA)
- Massachusetts Cultural Council (MCC)
- Massachusetts Growth Capital Corporation (MGCC)
- Massachusetts Life Sciences Center (MLSC)
- Massachusetts Office of Business Development (MOBD)
- Massachusetts Office of International Trade and Investment (MOITI)
- Massachusetts Office of Travel and Tourism (MOTT)
- Massachusetts Port Authority (MassPort)
- Massachusetts Small Business Development Center (MSBDC)
- Massachusetts Technology Collaborative (MTC)

All agencies under the OPMO are required to submit an agency plan for each fiscal year, including goals and performance measurements. Agencies are also required to submit an annual report. These reports are available on the [OPMO website](#).

Agency plans and subsequent reports demonstrate alignment with the Commonwealth's economic development plan and policy – Partnerships for Growth– which includes four priority policy areas.



In each priority policy area outlined in Partnerships for Growth, OPMO has identified key agencies involved in executing those areas. The outcomes of these programs contribute to our state's economic success, and the results and alignment contribute to the implementation of the Commonwealth's economic development plan.

The following FY2021 report will demonstrate the outcomes related to each area of Partnerships for Growth:

1. Respond to the Housing Crisis

EOHED aims to enhance regional mobility through the expansion of transit-oriented developments. This aspect of the plan will lessen the burden of living costs and proximity to economic hubs for commuters. Market-rate and workforce housing will be prioritized in Gateway cities and struggling markets. Updated zoning practices focusing on housing developments in proximity to transit options are paramount to leveling out the barriers to entry for new developments and supporting commuters. There will also be an emphasis on tenant rights and providing flexibility to local housing authorities.

Agencies

- Community Economic Development Assistance Corporation
- Massachusetts Development Finance Agency (MassDevelopment)

2. Build Vibrant Communities

This section seeks to empower localities by providing the necessary tools for community improvements. This includes providing financial assistance for the redevelopment of buildings. A small-town development fund for infrastructure and statewide broadband upgrades is imperative toward helping rural communities. Regional and municipal planning grants will support locally-driven growth. The Site Readiness Program will provide capital funding for public and private site developments. EOHEd also plans to enhance the existing tools to support promising investment properties in our Gateway Cities.

Agencies

- Community Economic Development Assistance Corporation
- Massachusetts Development Finance Agency (MassDevelopment)
- Massachusetts Office of Business Development (MOBD)
- Massachusetts Cultural Council (MCC)
- Massachusetts Office of Travel and Tourism (MOTT)
- Massachusetts Port Authority (MassPort)

3. Support Business Competitiveness

EOHEd will support growth and job creation by strengthening private and public partnerships. Innovation and tech funding will support cluster growth such as blockchain and cyber security. The expansion of advanced manufacturing beyond M2I2's current scope will be instrumental in supporting economic growth across the Commonwealth.

Agencies

- Massachusetts Development Finance Agency (MassDevelopment)
- Massachusetts Ventures (MassVentures)
- Massachusetts Clean Energy Center (MCEC)
- Massachusetts Convention Center Authority (MCCA)
- Massachusetts Cultural Council (MCC)
- Massachusetts Growth Capital Corporation (MGCC)
- Massachusetts Life Sciences Center (MLSC)
- Massachusetts Office of Business Development (MOBD)
- Massachusetts Office of International Trade and Investment (MOITI)
- Massachusetts Export Center (MEC)
- Massachusetts Small Business Development Center (MSBDC)
- Massachusetts Technology Collaborative (MTC)

4. Train a Skilled Workforce

This economic plan aligns workforce training programs with employer needs and existing skill gaps. Employers across the Commonwealth emphasized the need for expanded vocational education and skilled workers in manufacturing, trades, technology, and life sciences.

Agencies

- Commonwealth Corporation (CC)
- Massachusetts Development Finance Agency (MassDevelopment)
- Massachusetts Clean Energy Center (MCEC)
- Massachusetts Life Sciences Center (MLSC)

- Massachusetts Technology Collaborative (MTC)

Partnerships for Recovery

In October 2020, the Baker-Polito Administration released a \$744 million comprehensive strategy to stabilize and grow the Massachusetts economy in the wake of the COVID-19 pandemic and its effects. The plan focused on supporting the reopening of the economy, working to maintain Massachusetts' competitiveness, and investing in our communities, including in housing. In particular, [Partnerships for Recovery](#) included five key recovery efforts:

1. Getting Massachusetts back to work
2. Supporting small businesses
3. Revitalizing downtowns
4. Supporting housing equity and stability
5. Fostering innovation

This plan supported the Administration's efforts to deliver programs to meet the pressing needs of individuals, families, communities, and businesses impacted by the COVID-19 pandemic.

Community One-Stop for Growth

In FY2021, the Executive Office of Housing & Economic Development, along with partner agencies, launched the Community One Stop for Growth, a new platform that changes the way community and the Commonwealth funds economic development projects. The One Stop combines grant programs from three state agencies into a single, streamlined application with a collaborative, interagency review process. Applicants now only need to complete one application to expose their project to multiple funding sources, saving valuable staff resources. The cross-agency review creates a more efficient process for allocating funds by establishing clear communication channels between programs. This ensures that projects are funded by the most appropriate source and eliminates funding overlaps between the programs. The inaugural round of the One-Stop resulted in 196 grant awards to projects across 122 communities. Approximately \$88.6 million in grant funds were awarded, including over \$21.7 million to rural and small towns and \$28.8 million to Gateway Cities.

Highlighted COVID-19 Relief and Recovery Initiatives

- Massachusetts Growth Capital deployed \$687M in emergency grants to small businesses through the Small Business Relief Grant Program, reaching 15,112 small businesses across the Commonwealth. The program focused on reaching underserved businesses, and over the duration, 43% of MGCC grants were awarded to minority-owned businesses and 46% for women-owned enterprises.
- The Massachusetts Life Science Center adapted its programs. This included offering opportunities for remote participation for students (including underserved high school students) in the internship and High School Apprenticeship Challenge programs to ensure they could benefit from the programs. Some MLSC award recipients are working on initiatives directly related to combatting the COVID-19 pandemic.
- MassDevelopment worked with borrowers to help them manage debt service and lower costs with refinancing, given the continued disruptions for businesses due to COVID-19. MassDevelopment also released an RFP for the Collaborative Workspace program that allows applicants to utilize grant funds for COVID-related health and safety upgrades.

- Massachusetts Cultural Council deployed \$10M in Cultural Organization Economic Recovery grants to support nonprofit cultural organizations negatively impacted by the pandemic, allowing 155 organizations to retain 1,991 employees.

Lending Activity

The following OPMO agencies have lending activity included in their FY2021 reports.

Agencies

- Community Economic Development Assistance Corporation
- Massachusetts Development Finance Agency (MassDevelopment)
- Massachusetts Clean Energy Center (MCEC)
- Massachusetts Growth Capital Corporation (MGCC)

Analysis of Lending Activity

In FY2021, the four agencies above originated 88 loans totaling \$71.8M. On average, these loans were \$815,653.92 in size and were disbursed in 45 municipalities in regions across the Commonwealth. MassDevelopment provided the most by loan amount (\$45.6M) and by loan count (42 loan units), followed by Community Economic Development Assistance Corporation (37 loans for \$24.4M). Overall, demand for lending was low in FY2021, given the availability of federal funds (including forgivable loans) to support businesses recovering from the pandemic. This year, the Northeast region of the Commonwealth received the most in terms of loan volume (\$21.8M), followed by Greater Boston (\$12.9M), and Central Massachusetts, the Cape, and Islands, Pioneer Valley followed (ranging from \$7M to \$9.4M), with the Berkshires region receiving the lowest total (\$2.3M). Please see below for further details.

Loan Overview	
Total Number of Loans	88 Loans
Total Amount of Loans	\$71,777,545
Average Amount of Loans	\$815,653.92
Number of Municipalities	45 Municipalities

Agency Overview	# of Loans	Amount of Loans	Average Loan Amount
Community Economic Development Assistance Corporation	37	\$24,364,620	\$658,503.24
Massachusetts Clean Energy Center (MCEC)	3	\$450,000	\$150,000
Massachusetts Development Finance Agency (MassDevelopment)	42	\$45,612,925	\$1,086,022.02
Massachusetts Growth Capital Corporation (MGCC)	6	\$1,350,000	\$225,000

Total	475	\$111,222,799.68	\$234,153.26
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Agency and Type of Loan	# of Loans	Amount of Loans
Community Economic Development Assistance Corporation	37	\$24,364,620.00
Accessibility Affordable Housing Grant	3	\$500,000.00
Community-Based Housing	8	\$4,066,397.00
Facilities Consolidation Fund	13	\$5,359,289.00
Housing Innovations Fund	13	\$14,438,934.00
Massachusetts Clean Energy Center	3	\$450,000.00
Clean Energy Loan	3	\$450,000.00
Massachusetts Development Finance Agency	42	\$45,612,925.00
CARES Revolving Loan Fund Loan	4	\$1,535,000.00
Charter School Loan	2	\$4,296,000.00
Commercial Loan	4	\$3,489,232.00
Emerging Technology Fund Loan	3	\$4,500,000.00
Equipment Loan	4	\$2,327,000.00
Export Loan Guarantee	2	\$812,000.00
Mortgage Insurance Guarantee	7	\$5,489,980.00
Real Estate Loan	14	\$22,609,605.00
Revolving Loan Fund	2	\$554,108.00
Massachusetts Growth Capital Corporation	6	\$1,350,000.00
Micro-Business Loan	3	\$150,000.00
Small Business Loan	3	\$1,200,000.00
Grand Total	88	\$71,777,545.00

Region	# of Loans	Amount of Loans	Percent
Berkshire	3	\$2,297,000.00	3%
Cape and the Islands	2	\$7,020,450.00	10%
Central	12	\$9,411,196.00	13%
Greater Boston	20	\$12,984,982.00	18%
Northeast	26	\$21,817,044.00	30%
Pioneer Valley	12	\$7,050,150.00	10%
South East	13	\$11,196,723.00	16%
Grand Total	88	\$71,777,545.00	100%