



Office of Performance Management Oversight (OPMO)

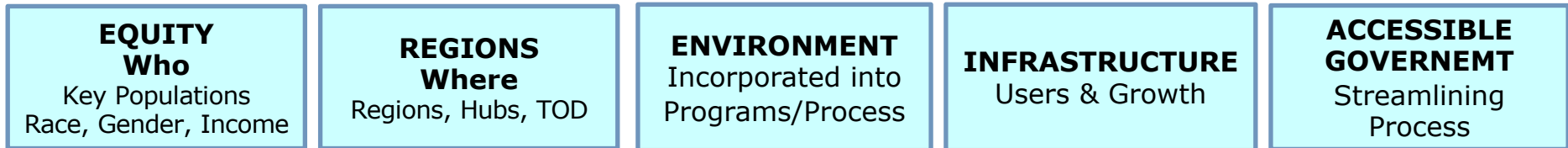
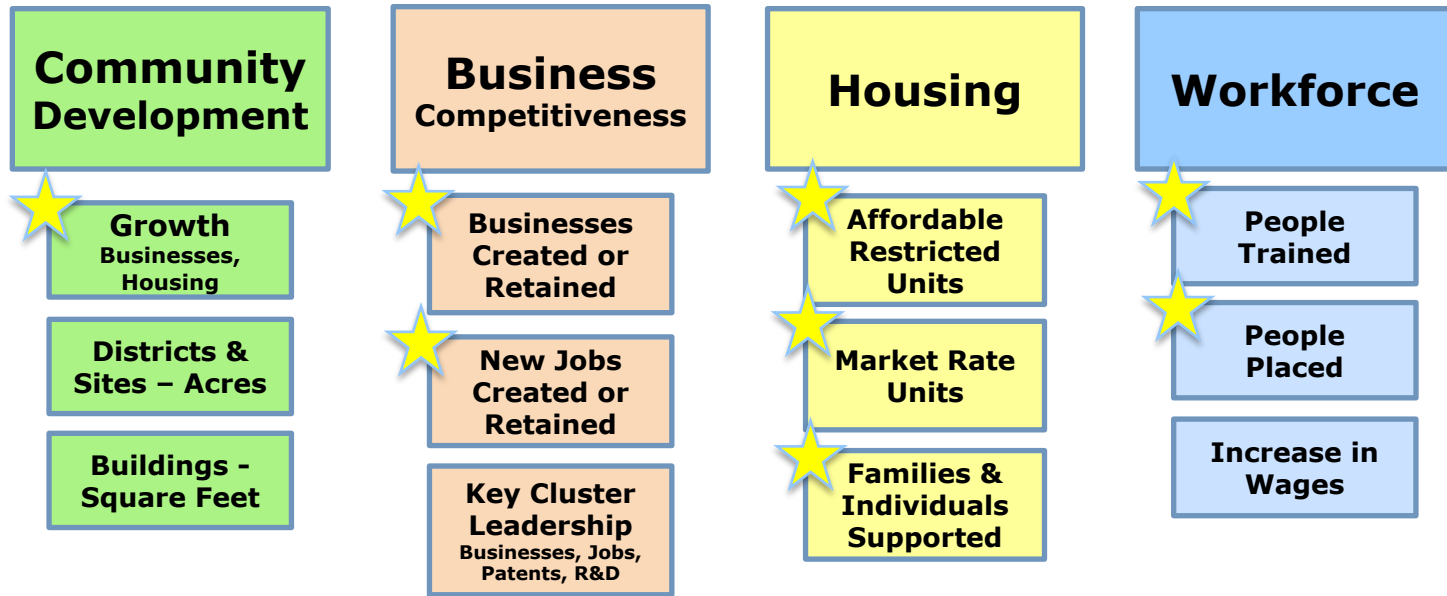
**MassDevelopment
FY2022 Report**



Economic Development Plan

Key Outcome Metrics

Economic Development Plan Pillars & Principals



Investment Leveraged from Other Sources - \$

Engagement & Technical Assistance – Contact with Individuals & Companies



Agency Mission

- **Mission:** MassDevelopment's mission is to stimulate economic development and industrial growth, increase employment, build communities, promote prosperity and general welfare, and eradicate blight across the Commonwealth.
- **Contribution to Partnerships for Growth:**
- Respond to the Housing Crisis: Preserve and produce more housing for families at all income levels, including market-rate housing in gateway cities.
- Support Business Competitiveness: Enable robust economic growth across communities, businesses and sectors. Foster an environment that encourages growth. Build on the strength of Massachusetts' innovation ecosystem. Capitalize on the strengths of small business, and support established and emerging clusters.
- Develop Vibrant Communities: Make targeted, impactful investments in communities and regions that add to their housing options and economic opportunities; remediate troubled sites; build vibrancy; and increase the capacity of regional and local partners to employ effective redevelopment and equitable growth.



Agency Goals

- **Agency Goal 1:** Utilize cross-sector partnerships to accelerate economic growth within focused districts by engaging community members in actionable planning, implementing local economic development initiatives, and catalyzing follow-on public and private investment.
- **Agency Target for Goal 1:** Award funding to 2-5 TDI Equity projects; achieve FY22 aims in 5 active TDI Districts and 2 municipalities receiving regional support; support the retention or addition of at least 5-10 businesses per TDI district.
- **Results of Goal 1:** Awarded funding to 5 TDI Equity projects; closed out fellowships in three TDI districts, converted two partial districts into full districts, and extended one additional district for three years; supported the retention or addition of greater than 5-10 businesses per TDI district.
- **Agency Goal 2:** Develop vibrant communities by identifying and preparing sites for development, remediating troubled sites, increasing regional economic development knowledge and impact, and investing in regional real estate assets.
- **Agency Target for Goal 2:** Complete 33 total projects to support at least 200,000 square feet of potential development and at least 250 acres of potentially developable land, including 8 Brownfields community development closings, 10 Site Readiness awards, and 15 Underutilized Property Program awards.
- **Results of Goal 2:** Completed 42 total projects to support at least 2,591,166 square feet of potential development and at least 1,015 acres of potentially developable land, including 13 Brownfields Community Development closings, 9 Site Readiness awards, and 20 Underutilized Property Program awards.



Site Readiness Program

- **Program Description:** The Site Readiness program aims to boost the Commonwealth inventory of large, well-located, project-ready sites, to accelerate private-sector investment in industrial and commercial projects, and to support conversion of abandoned sites and obsolete facilities into clean, actively-used, tax-generating properties.
- **Program Budget:** \$5,708,694
- **Partnerships for Growth Goal Alignment:** Business
- **Fiscal Year Goal 1:** Continue to advance the readiness of prior program grantees through staff consultations, peer mentorship and additional investment (where applicable) such that a first group of sites can be marketed and sold to end users.
- **Fiscal Year Target 1:** Help at least three sites from FY17-FY21 attain readiness and be listed for sale or otherwise be made available for disposition, totaling at least 150 acres. Facilitate the sale of at least one of these sites to an end user.
- **Results of Goal 1:** Four sites from the FY17-FY21 funding rounds are currently in various stages of disposition, including two currently under contract, one currently out for RFP, and one in current negotiations for sale. In total, these sites represent 350 acres of land.



Site Readiness Program

- **Fiscal Year Goal 2:** Continue to grow the Site Readiness Program pipeline by identifying a group of promising sites for FY22 grants.
- **Fiscal Year Target 2:** Incorporate the program into the Commonwealth's One Stop for Growth application process. By December 2021, prepare a recommendation for the FY22 round grants including at least ten grantees and 250 acres of land.
- **Results of Goal 2:** Agency staff reviewed 27 applications in the Fiscal Year 22 grant round and recommended nine projects for funding, representing 665 acres of land.



Carriage Grove (Former Belchertown State School)

- **Program Description:** Carriage Grove is a new neighborhood in Belchertown with mountain views, master planned for up to 581,000 square feet of mixed-use development. Private investment projects include an assisted living facility and a private non-profit daycare. Project costs include clean up of abandoned buildings and tunnels of the former Belchertown State School (ongoing) and installation of new infrastructure (MassWorks 2018/19, Site Readiness Program and US E.D.A. 2020) to support new business and housing opportunities. Remaining buildings include the original power plant, which is targeted for removal in FY22, pending funding availability.
- **Program Budget:** \$3,440,000
- **Partnerships for Growth Goal Alignment:** Housing, Business, Communities
- **Fiscal Year Goal 1:** Open up 15 acres of land master planned for light industrial / commercial uses.
- **Fiscal Year Target 1:** Remove dilapidated structures and construct an access road and infrastructure to support the 15 acre area.
- **Results of Goal 1:** Completed design, permitting and bidding of the project to remove dilapidated structures and construct an access road and infrastructure. Construction to occur in FY23.



Carriage Grove (Former Belchertown State School)

- **Fiscal Year Goal 2:** Expand the diversity of housing opportunities at Carriage Grove and in Belchertown.
- **Fiscal Year Target 2:** Enter into a land disposition agreement with a residential developer for 101 units of mixed-income multi-family housing.
- **Results of Goal 2:** Entered into an LDA with BRISA Ventures LLC for approximately 101 units of mixed-income multi-family housing.



Transformative Development Fund - TDI Equity

- **Program Description:** MassDevelopment's Transformative Development Initiative (TDI) is a place-based development program for Gateway Cities designed to enhance local public-private engagement and community identity, to stimulate an improved quality of life for local residents, and to spur increased investment and economic activity. Along with new tools in the Commonwealth of Massachusetts' Transformative Development Fund, we use existing Agency finance products and real estate services to coordinate with private and public-sector landowners, enterprises, and investors. TDI Equity is a portion of the program used to make equity investments in properties with potential to spur transformative development in and around a TDI District.
- **Program Budget:** \$2,605,902
- **Partnerships for Growth Goal Alignment:** Housing, Business, Community



Transformative Development Fund - TDI Equity

- **Fiscal Year Goal 1:** Catalyze follow-on investments in districts through the equity investment program (these are public or private investments assisted and/or impacted by TDI). For the first time this year, Equity Investment funding can be used for grants or loans, so we expect a significant increase in new projects.
- **Fiscal Year Target 1:** Commit funding to 2-5 projects that will create or retain 2-5 businesses in TDI districts, create new housing opportunities in TDI Districts, and redevelop at least approximately 50,000 square feet of underutilized or vacant space in TDI districts.
- **Results of Goal 1:** Funded redevelopment of 5 projects across 4 TDI Districts. 4 of the 5 projects are rehabilitating significant “main street” buildings that had been vacant or blighted, and one is new construction on a prominent vacant lot. Funding will create spaces for approximately 14 new businesses and help preserve space for 2 more. New businesses will include a supermarket in an underserved area and 7 businesses that will have the chance to affordably “rent to own” their own space for the first time. These five projects represent 65,830 square feet of new development.



Transformative Development Fund - TDI Fellows

- **Program Description:** The TDI Fellows Program, a cornerstone of the Initiative, enhances a district's economic development capacity by providing additional expertise and leadership. The Fellows work full-time in their host municipalities as lead community organizers for two to three years, and serve as an extension of MassDevelopment's regional teams. Fellows have professional backgrounds in community and economic development, planning, law, architecture, and workforce and business development. Each Fellow's specific work plan is outlined in a memorandum of agreement between the TDI District and MassDevelopment.
- **Program Budget:** TBD
- **Partnerships for Growth Goal Alignment:** Business, Community
- **Fiscal Year Goal 1:** Continue to make progress on fellow and district workplans, and continue to strengthen TDI partnerships in the last year of the TDI commitment within the full districts.
- **Fiscal Year Target 1:** Achieve FY22 aims in 5 active TDI Districts and 2 municipalities receiving regional support.
- **Results of Goal 1:** Fellows in Lawrence, Chicopee, and Fitchburg successfully closed out their fellowships and transferred control of projects to local leaders and partners. Attleboro and Hyannis achieved their FY22 objectives and successfully converted into full TDI Districts. Fall River partnership has achieved its key FY22 goals and has been extended for three years.



Transformative Development Fund - TDI Fellows

- **Fiscal Year Goal 2:** Strengthen TDI partnerships through business retention.
- **Fiscal Year Target 2:** Support the retention or addition of 5-10 businesses per TDI district.
- **Results of Goal 2:** Through TDI Local, we disbursed \$588,600 to 9 programs in 7 districts, each supporting at least 5-10 businesses with growth and retention. TDI Fellows also engaged in direct technical assistance with over 20 key businesses in districts.



Brownfields Redevelopment Fund

- **Program Description:** The Brownfields Redevelopment Fund helps to transform vacant, abandoned, or underutilized industrial or commercial properties. In most cases, redevelopment is complicated by real or perceived environmental contamination and liability.
- **Program Budget:** \$2,600,000
- **Partnerships for Growth Goal Alignment:** Housing, Business, Community
- **Fiscal Year Goal 1:** Provide access to capital for assessment and remediation of contaminated sites in Economically Distressed Areas, leading to increased job creation, elimination of blight, and an increased tax base – while improving the morale, health, and safety of affected communities.
- **Fiscal Year Target 1:** Assess and/or remediate 3 sites with the capacity to host a total of 50 new jobs upon redevelopment. Reclaim 7 acres, allowing for the rehabilitation or construction of up to 100,000 square feet of commercial or industrial job-producing space.
- **Results of Goal 1:** Five Brownfields projects are projected to help with the creation of 350 new jobs upon redevelopment and allow for the retention of 104 existing jobs. These awards cover 24.135 acres of land to be restored to productive reuse.



Brownfields Redevelopment Fund

- **Fiscal Year Goal 2:** Provide access to capital for assessment and remediation of contaminated sites in Economically Distressed Areas, leading to increased housing production at all affordability levels and elimination of blight, while improving the morale, health, and safety of affected communities.
- **Fiscal Year Target 2:** Assess and/or remediate 5 sites, with the capacity to host a total of 75 new housing units. Reclaim 5 acres, allowing for the rehabilitation or construction of 100,000 square feet of new housing developments.
- **Results of Goal 2:** Eight Brownfield Projects are projected to create 556 units of housing. This includes 360 affordable and 196 market rate units of new housing. These awards cover 35.35 acres of land reclaimed for a productive reuse.



Collaborative Workspace Program

- **Program Description:** The Collaborative Workspace Program accelerates the pace of new business formation, job creation, and entrepreneurial activity in communities by supporting infrastructure that fuels community-based innovation. In FY22, eligible collaborative workspace applicants may apply for Fit-out and Seed Grants for building improvements, equipment purchases, or planning and feasibility activity and analysis.
- **Program Budget:** \$1,240,000
- **Partnerships for Growth Goal Alignment:** Business, Community
- **Fiscal Year Goal 1:** Fund capital improvements at CoWork facilities leading to increased membership and participation in the innovation economy, and the activation of community-based spaces.
- **Fiscal Year Target 1:** Improve and support 10 coworking spaces, serving 100 members and activating 10,000 square feet.
- **Results of Goal 1:** Twenty-Eight (28) FY22 Collaborative Workspace grants increased their existing square footage by over 22,589 square feet and added 881 new members. In addition, each grantee reported increased community collaboration and access directly as a result of the grant awards.



Military

- **Program Description:** Since 2015 the MASS-TF (via MassDevelopment) has sought to support and strengthen our six Military installations and the defense communities that surround and abut them. This has involved a combination of advocacy for new federal work and missions at installations, soliciting of federal grants, and targeted investments under the 2014 Military Bond Bill. Each of these actions has helped the Commonwealth improve its position with the federal government, and helps us retain and grow the estimated 57,000 jobs and \$13B in economic activity associated with the bases. These initiatives directly lead to stronger communities, fostered innovation, increased housing, improved workforce, and the strengthening of key industries and sectors.
- **Program Budget:** \$5,410,000
- **Partnerships for Growth Goal Alignment:** Business, Community, Workforce
- **Fiscal Year Goal 1:** Sustain funding and complete construction of the UMass Aviation Training Center at Westover Air Reserve Base.
- **Fiscal Year Target 1:** Employ 4-6 professional staff and host 10-12 students daily (in addition to industry partners) at the Aviation Training Center. Occupy 1.5 acres and 18 to 20 parking spaces that would otherwise have been underutilized.
- **Results of Goal 1:** N/A



Military

- **Fiscal Year Goal 2:** Compete nationally to secure the F-35 aircraft at Barnes Air National Guard Base, Westfield, MA.
- **Fiscal Year Target 2:** Securing the F-35 would protect 1,648 jobs and \$198m in economic impact, and create opportunity for increased federal investment of up to \$140m, along with up to 50 additional active duty and National Guard jobs.
- **Results of Goal 2:** N/A



State Piers

- **Program Description:** Through a long-standing agreement that pre-dates MassDevelopment, the agency manages the Gloucester (Jodrey) State Pier under an agreement with the Commonwealth through its Department of Conservation and Recreation; the current agreement expires in 2039. Through a separate agreement executed in December 2017 and currently set to expire June 2022, the agency manages the Fall River and New Bedford State Piers. All three assets are commercial properties under DPA (Designated Port Authority) regulations and therefore serve the industries of commercial fishing, water transportation and hospitality, bulk marine freight, international import and export, and associated marine uses.
- **Program Budget:** Currently Undefined
- **Partnerships for Growth Goal Alignment:** Commerce, Business
- **Fiscal Year Goal 1:** Perform necessary immediate repairs to stabilize and maintain assets for current uses. Identify long-term uses and management structure for each property to maximize state and private investment effects on the economy. Identify options to reduce long-term capital needs while pursuing potential capital sources.
- **Fiscal Year Target 1:** Facilitate the retention or creation of 150-200 jobs at the Gloucester, New Bedford, and Fall River State Piers.
- **Results of Goal 1:** All jobs have been retained at all properties, and increased in New Bedford based on the return of Cargo operations that have seen monthly ship calls at New Bedford since December 2021, totaling greater than 200 jobs created or retained.