MICHIGAN STARTUP EVERGREEN FUND: LANDSCAPE SCAN

ID Ventures

Updated May 9, 2023

Public Policy Associates is a public policy research, development, and evaluation firm headquartered in Lansing, Michigan. We serve clients in the public, private, and nonprofit sectors at the national, state, and local levels by conducting research, analysis, and evaluation that supports informed strategic decision-making.

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INTRODUCTION

Despite Detroit being ranked the "No. 1 Emerging Startup Ecosystem" by Startup Genome's 2022 Global Startup Ecosystem Report,[1] total venture funding in Michigan, like many Midwestern states, lags other regions as compared to coastal investment.

California, Massachusetts, and New York annually account for more than 73 percent of all venture funding nationally.[2] In terms of venture capital invested in the United States in 2022, the Great Lakes and Midwest region accounts for just 7.2 percent of all capital deals.[3] Michigan's venture capital rank when compared to gross domestic product (GDP) is 29th, trailing Minnesota (8th), Illinois (9th) and Ohio (25th) in the Midwest.[4] Additionally, raising funds from traditional venture sources has become more challenging recently, especially for startups outside traditional tech hubs or those with female or minority founders.[5]

Michigan's venture funding has been increasing faster than other states', to be sure; however, most private investors in Michigan do not have the capacity to fund early-stage, pre-seed companies. This type of funding is increasingly coming from public agencies, private foundations, or sometimes corporate foundations.

For Michigan to increase job creation and spur economic development, the state needs to be creative at generating more opportunity for entrepreneurs. To be more competitive the state of Michigan needs to invest more public funding in its startup ecosystem. Like other growing Midwest economies, Michigan simply needs more early-stage, pre-seed capital to turn its talent and innovation into jobs.[6]

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[1] Michigan Economic Development Corporation, Press Release, June 15, 2022, https://www.michiganbusiness.org/press-releases/2022/06/tji-detroit-ranked-no.-1-emerging-startup-ecosystem/.

[2] Chris Metinko and Gené Teare, "More Opportunity Than Capital: Venture Dollars Spread Throughout the US," Crunchbase News, May 20, 2021, https://news.crunchbase.com/venture/fastest-growing-states-venture-capital-investment/.

[3] Illinois 4.2%; Minnesota 0.9%; Ohio 0.9%; Michigan 0.5%; Indiana 0.4%; Wisconsin 0.2%. Source: 2022 Indiana Venture Report, accessed April 11, 2023, https://elevateventures.com/2022-indiana-venture-report/.

[4] "Venture Capital per GDP," U.S. News & World Report, accessed March 17, 2023, https://www.usnews.com/news/best-states/rankings/economy/business-environment/venture-capital.

[5] Mary Ann Azevedo, "Untapped Opportunity: Minority Founders Still Being Overlooked," Crunchbase News, February 27, 2019, https://news.crunchbase.com/venture/untapped-opportunity-minority-founders-still-being-overlooked/.

[6] John C. Austin, "The Rust Belt needs capital to turn talent and innovation into jobs," Brookings, August 14, 2018, https://www.brookings.edu/blog/the-avenue/2018/08/14/the-rust-belt-needs-capital-to-turn-talent-and-innovation-into-jobs/

Early-stage, pre-seed funding continues to be crucial for the creation and long-term success of startups in Michigan. Creating a publicly funded evergreen fund[7] would go a long way toward closing the gap in early-stage startups, spur future investment from the private sector, and help grow economic development. Additional funding is needed to support innovative technology-focused startups and would create funding opportunities for companies seeking pre-seed through Series A funding.

In 2023, to better understand the potential impact of additional early-stage, pre-seed funding on Michigan, ID Ventures (Invest Detroit) approached Public Policy Associates (PPA) a Lansing-based research and evaluation firm, to investigate publicly funded venture capital (VC) programs across the Midwest region and in key selected states.

PPA completed a policy-research and internet scan with a focus on best practices in select Great Lakes, Midwestern, and other states and a review of publicly available impact data. The scan primarily included cross-state research based on a list of states provided by ID Ventures staff. PPA also conducted a series of stakeholder interviews with state or local leaders to refine and provide detail regarding state efforts to improve venture capital ecosystems. From these discussions several themes arose. In addition to interviews, PPA examined both the structure and results from a sample of evergreen funds across the country.

This report addresses three topics:

- Key findings and recommendations
- Statewide models to emulate
- State and local examples of evergreen funding in action

[7] An evergreen fund has an open-ended structure with no termination date with capital being raised, repaid, or transferred on an ongoing basis. An evergreen fund is sometimes used to describe a fund with no end-date. The funds recycle or revolve allowing the funds to have additional impact beyond the initial investments. Source: https://www.investopedia.com/terms/e/evergreenfunding.asp

Ohio Entrepreneurial Leadership

Best practices in public venture capital and entrepreneurship. Ohio's innovative entrepreneurial ecosystem has been strengthened in recent years by a unique strategy of state support combined with direct investment in and development of key state and regional assets. More than anything else, Ohio's place as a world-class research and innovation hub has formed because of focused state funding and complementary entrepreneurial policies that have allowed private investors to follow and build upon publicly funded pre-seed and early-stage investments.

As a result of the state's public investment in early-stage venture, Ohio has become one of the fastest growing states for entrepreneurship.

Over the past decade, Ohio has set the standard for investing in and nurturing pre-seed and early-stage business activity. For example, from 2016 to 2020, Ohio's startup community estimated that the Buckeye State's venture development organizations produced a collective five-year impact of over $10 billion toward the state economy. During that span Ohio's six regional organizations returned $66 for every $1 in public funding invested while creating 10,570 jobs at a cost of $12,914 per job.

Additional public funding in Michigan's ecosystem would lead to longer-term returns and potentially draw additional, follow-on investment from outside the state. Michigan should follow Ohio's targeted approach and provide more direct state support to Michigan's venture development organizations—creating an evergreen approach that recycles capital and provides long-term support. This approach is a wise investment for one-time funds and will pay off over an extended period. Moreover, the state would be creating a model that can become self-sustaining over time without creating a fiscal cliff once federal funding and state surpluses diminish.

Ohio's approach over the last decade has benefited startups because of its robust, specialized services backed by private and public-sector partners. This public-private support has been coupled with investments in entrepreneurship and mentoring, by access to serial entrepreneurs and seasoned investors, and by helping aspiring entrepreneurs navigate funding and take advantage of hard-to-obtain funding at the pre-seed and early-stage levels.

Ohio's six regional venture development organizations (CincyTech, Rev1 Ohio, TechGrowth Ohio, The Entrepreneurs' Center, and JumpStart Northeast and Northwest), in partnership with the Ohio Third Frontier, a state-based program, have developed a model that Michigan should emulate.

The success of the Ohio strategy rests on state funding that has been significant and patient enough to allow for success to grow and build over time. Their returns on investment have been broader than traditional venture support, and distinct in their impact. As a result of public support, Ohio's approach has enabled growth to occur and has built a system where private capital can be attracted.

The goal has been to create the conditions where entrepreneurs at the earliest stages can graduate to more traditional capital investment. Michigan's venture system needs are higher than in recent years because of retrenchment of traditional financial institutions. Spending public resources now, in this manner, is more cost effective than larger one-time investments that have higher costs per job and result in fewer jobs created.

Other funds to support early-stage companies. Additionally, to support early-stage technology companies in underserved communities and populations in Ohio, the Ohio Department of Development is investing a portion of its SSBCI (State Small Business Credit Initiative) in two funds that are targeted at early- and pre-seed-stage companies: the *Ohio Early Stage Focus Fund* and the *Ohio Venture Fund*. The Ohio Early Stage Focus Fund will provide capital to professionally managed investment Funds to support early-stage technology companies in underserved communities and populations in Ohio. Meanwhile, the Ohio Venture Fund will provide investment capital to professionally managed investment Funds to support Ohio technology companies with pre-seed-stage capital through Series A financing rounds.

In 2023, Michigan has a chance to become a leader in venture capital, combining entrepreneurial support services and public support to create and nurture an entrepreneurial ecosystem that can grow over time, reinvest in new and growing assets, and develop a sustainable network of support for entrepreneurial activity across the state.

Michigan should follow Ohio's leadership in developing and growing venture opportunities across the state.

Key Findings and Recommendations

Five findings emerged from this research:

1. **Go big and give it time.** Fund managers described a sweet spot for initial funding of an effective evergreen fund. To be effective, funding must be both large and patient. Too little investment with expected returns in less than five years are less successful (e.g., Missouri and Wisconsin) than in states that have provided a large initial capital allocation and gave investment managers time to work with companies on expected returns (e.g., Ohio and Indiana). For a region with a population the size of Southeast Michigan initial funding in that region of the state should be sufficient to allow for an investment of $4 to $5 million per year over a period of six to eight years before receiving any substantial return on invested funds or economic impact. Based on conversations with local and state leaders, a fund becomes truly evergreen when future returns are significant enough to provide for robust future investments and overhead costs of operating the fund.

2. **Relationship with other equity funds.** All the funds explored, including the evergreen models, were operated by nonprofit or quasi-governmental organizations. In most cases these organizations also managed other more traditional venture or equity funds. Because of the unique nature of evergreen funds having public or philanthropic capital contributions, they also have a public purpose that private equity funds generally do not. Rather than maximum return on the initial investment (the goal of the private sector), the return for evergreen funds should be broader (including job creation, taxes generated, as well as follow-on economic impact). Leaders cautioned that the public purpose of evergreen funds should not be used to enhance the returns on other existing funds under management. Because of this dynamic some states have required a level of oversight from policymakers.

3. **Conditions, restrictions, and other strings attached.** Some of the leaders interviewed offered cautions about the burden of public-interest funds. Because there is some combination of state, federal and/or philanthropic funding involved in an evergreen fund, access to these funds often comes with specific conditions, such as restrictions against moving the company out of state or "clawback" provisions, and/or reporting requirements that require company financials or economic impact. In some cases, these restrictions make the use of evergreen funds less attractive to high-growth companies. The result can be that a fund is left with a second-tier portfolio of companies, which do not provide the level of returns necessary for an evergreen fund to be successful.

4. **Ongoing support of the entrepreneurial ecosystem.** Successful evergreen funds do not operate in a vacuum. As one fund leader said, "Capital is a necessary but insufficient ingredient in a vibrant entrepreneurial economy." In most of the states we studied, an evergreen fund was accompanied by support for the entrepreneurs in whose companies the fund was invested. Supports such as training, resource navigation, and mentoring increase the chances an early-stage, pre-seed company will be successful and make positive returns to the fund and or the economy.

5. **Investment decisions are independent from politics.** The more independent from political timelines and expectations the better the results according to evergreen fund leaders interviewed. Changes in political leadership can result in inconsistency in financial support from administration to administration or changes in locus of control of investment decisions. Political pressure to report the production of jobs, tax income, or other economic impact sooner than a growth-oriented company is capable of running is contrary to the long-term and patient investment philosophy of an evergreen fund. Of the organizations profiled, two models are worth consideration. Both were started with large initial investments and continue to provide return to the state in terms of jobs and economic development (**Ohio Third Frontier** and the **Indiana 21st Century Research and Technology Fund**). In both cases, a separate and independent decision-making body oversees and administers the public investment or through the state contracting with a third party to administer public investment.

The proposed **Michigan Startup Evergreen Fund** outlined within this report has identified several statewide models that validate the potential of public investment in Michigan's startup ecosystem. Following a similar model to the one offered for Michigan, Ohio Third Frontier contributed $10 billion to that state's economy over a five-year period (between 2016 and 2020) through partnerships with six regional venture development organizations. Over that time, the organizations returned **$66 for every $1 in public funding** and **created 10,570 jobs** at a cost of **$12,914/job** across all the regional partners.

As the rest of this report will show, the development strategy of investing public dollars into evergreen funds will produce more long-term jobs and economic growth than traditional industry recruitment strategies at a lower cost than other state programs. Attracting industry from outside of the state has the political benefit of being high profile and having relatively quick job-creation results. However, in the long term, more jobs, better return on public investment, and a stronger entrepreneurial economy and ecosystem can result from a well-designed, well-resourced, and well-run evergreen fund.

PROPOSED FUNDING

Summary

Over the past several years, state funding in the Michigan Economic Development Corporation (MEDC) budget to support early-stage investment in Michigan startups has been reduced by more than 40 percent. This funding has been critical to growing nonprofit- and university-backed funds, which provide early-stage, pre-seed capital and are often the first institutional investor in startups. These early investments are essential to creating and growing startups in Michigan and feeding the pipeline of later-stage venture capital investment that leads to established high-growth companies in Michigan.

To address the growing need for early-stage, pre-seed funding in Michigan, a collaboration of nonprofit funds that have proven experience and track records in this space are recommending that the State of Michigan create the **Michigan Startup Evergreen Fund**.[8]

The Fund would include **a large one-time total investment of $126 million to support four nonprofit- and university-backed funds to provide ecosystem**. The four active nonprofit early-stage funds in Michigan that do not currently receive funding from the MEDC include:

- Spark Capital (Ann Arbor SPARK)
- ID Ventures (Invest Detroit)
- Accelerate Blue Fund (The University of Michigan)
- Biotechnology Research Commercialization Corridor (BRCC) at Western Michigan University.

The Michigan Startup Evergreen Fund would provide these four organizations with at least 10 years of deployment capital to support Michigan startups and the returns would go back to the local fund(s) to support the goal of becoming evergreen. This funding supports long-term investment capital to Michigan's early-stage startups, growing and diversifying the economy, creating new jobs, and helping to strengthen a network to support and sustain the startup ecosystem.

[8] The full list of partners includes Accelerate Blue Fund (U-M), ID Ventures (Invest Detroit), Ann Arbor SPARK, BRCC (Western University), Wayne State University, Michigan Tech, and the Michigan Venture Capital Association.

- **How it Would Work.** This fund would provide for long-term capital in Michigan's early-stage startups, growing and diversifying the economy, creating new jobs, and helping build up a network to support and sustain the startup ecosystem. This would be accomplished by creating several evergreen models.[9]

- **Financial Investment.** The Fund would include a one-time total investment of $126 million for the purpose of providing capital support and filling the early-stage funding gap—flowing to universities and nonprofit organizations/funds to invest in early-stage startups. The targeted funding would go toward supporting innovative technology startups and creating opportunities for pre-seed through Series A companies.

- **Sustainability and Leverage.** The individual fund(s) would be structured as evergreen, where all returns would be recycled into the funds for future investment in Michigan—creating a strong, sustainable network of investment and support for Michigan that can continue. This public investment would lead to more new startups—leveraging private, public, and philanthropic funding and leading to more high-paying jobs for Michigan.

- **Capacity.** Not only do funds have the capacity to implement this now and build a sustainable network that will continue to pay off over the course of the next decade or more, but they are also in need of additional funding to ensure the state can support and keep startups in Michigan and not leave to go to other states. Moreover, the partners involved with this work are experienced fund managers with a proven track record of helping launch startups and creating jobs for economic impact.

- **Diversifying and Benefiting the Economy.** This proposed funding has the potential to create thousands of high-paying jobs and would diversify Michigan's economy. The principal beneficiary of this investment in the short-term would be the state and local governments because of expanded tax revenues.

[9] The funding would include: $40 million to the Accelerate Blue Fund; $35 million to Invest Detroit; $35 million to Ann Arbor SPARK; $15 million to Biosciences Research & Commercialization Center; and $1 million to Michigan Venture Capital Association. Out of the $126 million, $10 million each of the Invest Detroit and Ann Arbor SPARK funding will be allocated to invest in startups from universities across Michigan, with a special emphasis on those underserved by venture capital (e.g., Wayne State University and Michigan Tech). The $1 million of funding for the Michigan Venture Capital Association will go to support operations, programing, and the Venture Fellows program to grow the venture talent pool in Michigan and develop the next generation of fund leadership.

STATEWIDE MODELS TO EMULATE

During a recent five-year period (2016-2020), Ohio's total state funded venture impact contributed $10 billion[10] to the state's economy. This total includes: $3.74 billion in revenues; $3.39 billion in attracted capital; and $2.87 billion in exits. Over that same time, Ohio's venture development organizations (six are profiled below) returned $66 for every $1 in public funding.[11] During that same period, 10,570 client jobs were created at a cost of $12,914/job across all the regional partners.

All of this was achieved with financial support from the Ohio Third Frontier. Simply put, Ohio has become a hub for high-impact startups. The regional venture development organizations increase the capacity and connections for the entire venture ecosystem across the state. Moreover, funding in this sector has significantly enhanced equity by targeting and benefiting underrepresented entrepreneurs.

According to TechOhio, Ohio's place as an innovation center has been bolstered in recent years because of existing resources (including world-class health and medicine facilities), networking opportunities (attracting creative talent to the state), expanded funding (Third Frontier support for early-stage companies), mentoring and assistance (alumni networks and entrepreneurship programs at state colleges and universities), and access to world-class manufacturing (Ohio is an affordable place for companies to find talent).[12]

Since 2016, the Third Frontier has invested $221 million to the six regional venture development organizations. The most recent public funding to support venture in Ohio was approved in July 2022 for $83.2 million over three years through 2025.

Ohio Third Frontier

The Ohio Third Frontier (Third Frontier) is a state-based program that invests in Ohio startups. Among industry professionals, this model is considered by many in the field as the ideal statewide program among those profiled for measuring or building funds. Originally created in 2002 with a $1.6 billion state investment, the program supports early-stage companies.[13] The program was expanded in 2015.

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[10] State of Startups: Ohio, accessed April 11, 2023, https://www.bizjournals.com/columbus/partner-insights/state-of-startups-ohio/2022.

[11] Ibid. This number was based on a total state support of $136.5 million over 5 years with a $10 billion impact.

[12] "TechOhio Roundup: What Entrepreneurs Say They Love About Ohio," TechOhio: The Voice of Ohio Third Frontier, December 19, 2922, accessed April 11, 2023, https://weare.techohio.ohio.gov/2022/12/19/techohio-roundup-what-entrepreneurs-say-they-love-about-ohio/.

[13] "Third Frontier & Technology," Ohio Department of Development, accessed March 17, 2023, https://development.ohio.gov/business/third-frontier-and-technology.

The program's funds primarily focus on advanced manufacturing, advanced materials, biomedical or life sciences, energy, sensors, software, and information technology The initial goal of the program was to transform Ohio's economy away from a manufacturing economy toward technology-based economic growth.

Third Frontier is housed within the Ohio Department of Development and is governed by the Third Frontier Commission,[14] which is assisted by an Advisory Board[15] that guides the Commission. There are multiple fund areas that are included within the statewide program.

- In 2021, Third Frontier invested $73 million in 11 pre-seed funds.
- In 2022, Third Frontier awarded $83 million to organizations that fund and support early-stage companies.
- In 2023, the Ohio Department of Development has designated a portion of its $182-million State Small Business Credit Initiative (SSBCI) allocation to go toward its pre-seed fund partners (e.g., JumpStart Inc., highlighted below, anticipates receiving $30-$40 million).
- Using SSBCI dollars, the *Early-Stage Focus Fund* will accompany the Third Frontier *Pre-Seed Fund* and target investments to early-stage, tech-based companies in underserved communities and populations. This SSBCI investment is in addition to other SSBCI funding slated toward the *Ohio Venture Fund* that will provide capital to investment funds to invest in early stage, tech-based companies.
- Another example of Third Frontier's work is the *Ohio Innovation Fund (OIF)*, which was designed to bridge the gap between Silicon Valley and the Midwest by providing both venture capital and expertise.

[14] The 11-member Ohio Third Frontier Commission is composed of the director of the Ohio Department of Development, the chancellor of the Ohio Department of Higher Education, the Governor's science and technology advisor, the chief investment officer of JobsOhio, and six regional business or research representatives and one public-at-large representative appointed by the Governor. The Commission is responsible for the allocation of funds appropriated by the Ohio General Assembly to support programs and activities associated with the Ohio Third Frontier. Source: "Ohio Third Frontier Commission," Ohio Department of Development, accessed March 17, 2023, https://development.ohio.gov/about-us/boards-and-commissions/ohio-third-frontier-commission

[15] The members of the Advisory Board include representatives from industry, academia, and government, who advise on strategic planning, general management and coordination of programs associated with the Ohio Third Frontier. Source: "Third Frontier Advisory Board," Frank LaRose Ohio Secretary of State, accessed March 17, 2023, https://ohioroster.ohiosos.gov/board_view.aspx?ID=9919

- The OIF focuses on initial angel and seed-stage companies. OIF investment areas include medical technology, biopharma, cell and gene therapy, augmented and virtual reality, advanced manufacturing, software as a service, cybersecurity, and electric vehicle mobility. OIF investments have resulted in 5 unicorns[16] and more than 15 major exits.[17]
- Third Frontier also has a *Pre-Seed/Seed Plus Fund Capitalization Program,* which is designed to support Ohio-based angel and seed-stage funds that provide capital to startup and early-stage Ohio-based technology companies. The Ohio Third Frontier dollars leverage matching private investment.

In addition to the early-stage, pre-seed funding it provides, another key component of Third Frontier is the Entrepreneurial Services Provider (ESP) Program, which is designed to increase tech-based entrepreneurial development. The purpose of the ESP Program is to fill gaps in the entrepreneurial system for high-potential concept, seed, and early-stage technology companies.

The program provides both financial support as well as a regional network of service providers and their collaborators to assist technology startups and early-stage companies in achieving growth. The program also helps diversify the startup ecosystem by investing in minority, women, veteran, and rural entrepreneurs, and focuses on inclusive technology entrepreneurship. The ESP Program includes at least five partners:

1. CincyTech (Southwest Ohio)
2. Rev1Ventures for Columbus (Central Ohio)
3. TechGrowth Ohio (Southeast Ohio)
4. The Entrepreneurs' Center (Dayton, Ohio)
5. JumpStart Inc. (covers *both* Northeast and Northwest Ohio)

[16] Unicorn is the term used in the venture capital industry to describe a startup company with a value of over $1 billion. Source: "Unicorn: What It Means in Investing, With Examples," James Chen, Investopedia, updated May 31, 2022, https://www.investopedia.com/terms/u/unicorn.asp

[17] An exit is the process that allows investors to realize returns. Investors can exit at various stages and with different exit strategies. Source: "Exit Strategy Definition for an Investment or Business," Adam Hayes, Investopedia, updated March 20, 2023, https://www.investopedia.com/terms/e/exitstrategy.asp

Ohio's Regional Models

CincyTech, a public-private seed-stage investor, is funded primarily by Ohio Third Frontier.[18] From 2016 to 2020, CincyTech received $28.6 million in public support from Third Frontier with a total impact of $1.96 billion—a return of $68.53 for every $1 in public funding.[19] During that same period, 1,630 client jobs were created at a cost of $17,546/job. The organization has also received funding from outside grantors and investors, foundations, corporations, municipalities, and individual investors. CincyTech's founding partners include Cincinnati Children's Hospital Medical Center, the University of Cincinnati, and the Cincinnati USA Regional Chamber. Since launching, CincyTech has invested in more than 80 technology and health startups in southwest Ohio. The portfolio of companies has collectively created more than $1 billion in economic impact into the Cincinnati region. CincyTech has been involved in funding startups for more than 15 years with more than 100 venture funds co-investing in CincyTech portfolio companies.[20]

Rev1 Ohio, a Columbus-based program, has invested in more than 130 startups, positioning the city as a hub for startup growth.[21] From 2016 to 2020, Rev1 received $32.93 million in support from Third Frontier with a total impact of $2.06 billion—a return of $62.56 for every $1 in public funding.[22] During that same period, 2,099 client jobs were created at a cost of $15,688/job. Rev1 is specifically designed to fund startups as part of the innovation economy. Rev1 has a total startup impact of $4.1 billion (including: capital, review, and exits), and as of 2022 had $136 million in capital under management. Importantly, Rev1 has been successful at attracting outside funding for companies with co-investment from 26 states and 8 countries. Rev1's investments focus on the following areas: enterprise software as a service, digital health and health care IT, life sciences, food technology and agricultural technology, advanced materials and manufacturing, and alternative energy.[23]

TechGrowth Ohio is a $67-million public-private partnership composed of the Ohio Third Frontier program, Ohio University, and the private investment community.[24] From 2016 to 2020, TechGrowth received $6.7 million in support from Third Frontier with a total impact of $394.9 million—a return of $58.94 for every $1 in public funding. [25] During that same period, 374 client jobs were created at a cost of $17,914/job. TechGrowth, located in Southeast Ohio,

[18] CincyTech, accessed March 17, 2023, https://www.cincytechusa.com/.

[19] State of Startups: Ohio, accessed April 11, 2023, https://www.bizjournals.com/columbus/partner-insights/state-of-startups-ohio/2022.

[20] Ibid.

[21] Rev1 Ventures, accessed March 17, 2023, https://www.rev1ventures.com/.

[22] State of Startups: Ohio, accessed April 11, 2023, https://www.bizjournals.com/columbus/partner-insights/state-of-startups-ohio/2022.

[23] Ibid.

[24] TechGrowth Ohio, accessed March 17, 2023, https://www.techgrowthohio.com/.

[25] State of Startups: Ohio, accessed April 11, 2023, https://www.bizjournals.com/columbus/partner-insights/state-of-startups-ohio/2022.

reported that it has worked with 2,388 entrepreneurs, generated more than $1 billion since 2007 (in local economic impact), and created or retained 854 jobs for the region (with an average salary of $50,769). Out of the more than 2,000 entrepreneurs engaged, 555 have qualified for operational assistance, and 100 have received financial support from outside Ohio (national support is key to the strategy). TechGrowth estimates that for every $1 in state support invested, $39 of economic activity results (1:39 ratio).[26]

The Entrepreneurs' Center (EC), a Dayton-based program, exists as a regional network of support for local startups—working with more than 1,000 entrepreneurs annually.[27] From 2017 to 2020, EC received $9.1 million in support from Third Frontier with a total impact of $209.5 million—a return of $23.02 for every $1 in public funding.[28] During that same period, 609 client jobs were created at a cost of $14,943/job. The EC currently has an operating budget of $5.82 million and employs more than 20 employees. The EC's Rotunda Fund is an open-ended fund for Dayton-area entrepreneurs. The fund does not require a stake, but rather is paid back over time through sales. The EC also manages the EC Angels, a group of more than 40 Dayton investors who are committed to supporting local startups and small businesses while leveraging investment opportunities for their own wealth generation.[29]

Organizational Profile

JumpStart Inc.

JumpStart Inc. is a venture-development and capital organization primarily based in Cleveland, Ohio[30] and operating in Northwest Ohio. The organization has nonprofit and for-profit initiatives. JumpStart provides capital and services to entrepreneurs. According to the organization's website, since 2010, JumpStart has served more than 6,500 companies and has produced over $10.3 billion in economic impact.

The Greater Cleveland Partnership estimates that because of JumpStart and others (e.g., North Coast Ventures), Cleveland-area startups raised $578 million in venture capital deals in 2022.

From 2016 to 2020, JumpStart *Northeast* received $58.5 million in support from Third Frontier with a total impact of $4.82 billion—a return of $82.39 for every $1 in public funding.[31] During that same period, 5,652 client jobs were created at a cost of $10,350/job.

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[26] Ibid.

[27] The Entrepreneurs' Center, accessed March 17, 2023, https://ecinnovates.com/.

[28] State of Startups: Ohio, accessed April 11, 2023, https://www.bizjournals.com/columbus/partner-insights/state-of-startups-ohio/2022.

[29] Ibid.

[30] JumpStart Inc., accessed March 17, 2023, https://www.jumpstartinc.org/.

[31] State of Startups: Ohio, accessed April 11, 2023, https://www.bizjournals.com/columbus/partner-insights/state-of-startups-ohio/2022.

Meanwhile, JumpStart *Northwest* received $655,000 from Third Frontier with a total impact of $29.4 million *since 2019* when it was established, with return of $44.89 for every $1 in public funding.[32] During that same period, 207 client jobs were created at a cost of $3,164/job.

In addition to capital, JumpStart provides technical assistance, education, and programs to help tech startups and small businesses grow. Its practice is making small pre-seed and seed investments in young technology startups, mostly in Northeast Ohio. It also provides access to a network of connections (e.g., investors and advisors to corporate clients).

JumpStart receives a mix of funding from charitable giving, public investment, and financial returns (reinvesting funds). JumpStart receives funding from Ohio Third Frontier and matches funding with self-sustained funding. Other private funding comes from KeyBank, The Cleveland Foundation, Burton D. Morgan Foundation, Stark Community Foundation, Toledo Community Foundation, and the cities of Cleveland and Toledo.

JumpStart has four additional funds relevant to this review:

- Evergreen Fund (a nonprofit focused on Northeast Ohio startups)
- Focus Fund (for female- or BIPOC-led, tech-based companies in or relocating to Ohio)
- Next Fund (for-profit venture fund for Series A tech startups in Ohio)
- Healthcare Collaboration Fund (wide variety of sectors, such as biomedical/life science, software/IT, advanced materials.

In 2023, it launched a new division, JumpStart Ventures, adding larger Series A[33] investments to its investments.

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[32] Ibid.

[33] Series A rounds raise $2 million to $15 million (in 2021, the median Series A funding was $10 million). Source: "Series Funding: A, B, and C," Nathan Reiff, Investopedia, updated February 24, 2022, https://www.investopedia.com/articles/personal-finance/102015/series-b-c-funding-what-it-all-means-and-how-it-works.asp.

JumpStart's Impact

- According to its impact report, in 2021 alone, JumpStart served 1,310 companies.
  - 656 were companies with a woman owner, founder, or leader.
  - 607 are companies with a Black or Latino owner, founder, or leader.
- JumpStart-funded startups and small businesses generated:
  - $59 million in state and local taxes.
  - $125 million in federal taxes.
  - 9,207 jobs.
  - $622 million in wages to support 6,190 households.
- JumpStart helped generate more than 825 patents, 229 provisional patents, and 679 patents pending in 2021.

Indiana's Venture Programs

The Indiana Economic Development Corporation (IEDC) partners with Elevate Ventures across its venture programs at the ideation stage, early stage, and growth stage. Through public investment, Elevate Ventures invests in high-potential companies designed to leverage private investment.

At the ideation stage, there are three funds:

- **Elevate Ventures Purdue Foundry Fund.** This fund provides funding to companies with a connection to Purdue University.

- **High -Potential Startup Grant.** This is a pre-seed program with awards between $5,000 and $25,000.

- **Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) Grant Matching.** Provides matching funds (up to $50,000 for Phase 1 and up to $75,000 for Phase 2) to companies that have received funding of phase 1 research and development grants (from federal agencies).

At the early-stage level, there are two Indiana-focused funds:

- **Indiana Angel Network Fund.** Supports seed and early investment alongside angel investors (up to $500,000).[34]

[34] "Angel investors are wealthy private investors focused on financing small business ventures in exchange for equity." Source: "Angel Investors," Business Owner's Playbook, The Hartford, Accessed April 11, 2023, https://www.thehartford.com/business-insurance/strategy/alternative-funding-startup/angel-investors.

- **Indiana Seed Fund.** Coordinates with private-sector fund managers across the Midwest (seed- and early-stage companies).

21st Century Research and Technology Fund

Indiana's 21st Century Research and Technology Fund (21 Fund) is for Indiana-based companies in a growth stage and supports efforts to encourage innovation and entrepreneurship through a variety of programs and initiatives. The 21 Fund makes direct investments (up to $2 million) and supports public-private partnerships to advance technology commercialization in Indiana.[35]

The 21 Fund was originally created in 1999 by Indiana's General Assembly to help diversify the state economy. The Fund is now part of the IEDC Small Business and Entrepreneurship Division and is directly managed by Elevate Ventures, under contract with the IEDC and the State of Indiana.

Examples of Impact

- According to the IEDC, in 2022, 218 companies committed to locate or expand in Indiana, investing more than $22.2 billion (+250% from 2021) in their operations and creating 24,059 new jobs with an average wage of $34.71/hour (+21.8% from 2021 and +27.6% of the state's average wage).[36]
- In 2022, Indiana's venture market surpassed $1 billion for the first time with companies attracting $1.4 billion (+186% from 2020) to power their growth.[37]
- Through Elevate Ventures in 2022, IEDC invested $21 million in 113 Indiana companies with investment and grant programs.[38]
- Since inception, and across all programs, Elevate Ventures has invested $146.8 million in Hoosier businesses, attracting $2.03 billion in capital from other sources (13.84-to-1 investment leverage ratio).[39]

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[35] "Innovation & Entrepreneurship," Indiana Economic Development Corporation (IEDC), accessed March 17, 2023, https://www.iedc.in.gov/program/innovation-entrepreneurship/venture-development.

[36] "$22B in 2022: Unprecedented Investment Powers Indiana's Economy of the Future," December 15, 2022, Indiana Economic Development Corporation (IEDC). https://www.iedc.in.gov/events/news/details/2022/12/15/22b-in-2022-unprecedented-investment-powers-indiana-s-economy-of-the-future.

[37] Ibid.

[38] Ibid.

[39] Ibid.

Organizational Profile

Elevate Ventures

Elevate Ventures is a venture capital firm [501(c)(3) nonprofit] based in Indianapolis, Indiana.[40] Elevate invests in high-growth startups and early-stage companies operating in the agriculture, life sciences, information technology, advanced manufacturing, and medical devices sectors. Elevate currently operates 11 funds, including the state's 21 Fund. Elevate Ventures is one of the largest sources of capital available to support startup and scale-up companies in the state.

Additionally, Elevate operates several statewide and regional pitch competitions, provides technical assistance through its Elevate Me and Elevate Origins programs, and invests in entrepreneurs-in-residence (EIRs). Elevate Me aims to reduce barriers for historically underserved entrepreneurs in Indiana and leverage collaboration to spur innovation, funding, and economic development amongst minority groups—specifically, Black, Brown, and female founders. Elevate Origins provides training for entrepreneurs in both pre-seed and seed tracks. The program helps entrepreneurs launch a startup.

Elevate Ventures' Impact

- Since its inception in 2011, Elevate Ventures has invested $136 million in 468 companies, leveraging an additional $1.7 billion from private sources.[41]
- Companies funded by Elevate employ upward of 3,000 people earning an annual average wage of $85,000.[42]
- Pitchbook has ranked Elevate the most active venture capital firm in the Great Lakes Region since 2017.[43]
- In 2022, Elevate Venture's activities included:[44]
  - 128 deals
  - $22.8 funded
  - 4,000 impacted companies
  - 86 counties
  - 3,305 portfolio employees
  - Average salary of $81,000 per employee

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[40] Elevate Ventures, accessed March 17, 2023, https://elevateventures.com/.

[41] Ibid.

[42] Ibid.

[43] PitchBook, accessed March 17, 2023, https://pitchbook.com/profiles/investor/54220-69.

[44] Indiana 2022 Venture Report, Elevate Ventures, accessed March 17, 2023, https://issuu.com/elevateventures/docs/ev_in_venture_report_2022_final?fr=sYTNiOTc2MjU4NQ

STATE AND LOCAL EXAMPLES OF EVERGREEN FUNDING IN ACTION

Missouri Technology Corporation

The Missouri Technology Corporation (MTC) is a public-private partnership created by the Missouri General Assembly to promote entrepreneurship and foster the growth of new and emerging high-tech companies.[45] The MTC has two main programmatic activities: (1) ecosystem building; and (2) being a state-sponsored venture capital program. The MTC operates as a nonprofit organization within but separate from state government.

MTC's IDEA Fund promotes the formation and growth of businesses that engage in the transfer of science and technology into job creation. The fund provides venture capital-based financing to eligible businesses through three programs that correspond to the stages of growth for promising early-stage high-growth potential businesses: (1) pre-seed capital stage financing; (2) seed capital stage financing; and (3) venture capital growth stage financing. Funding decisions are made on a quarterly basis through a multi-tiered, competitive application process.

MTC's Impact

- Over the past decade, as a state-sponsored venture capital fund, MTC has:
  - Invested over $45 million into over 140 early-stage Missouri-based high-growth technology-focused companies.
  - Raised over $1.1 billion in additional private capital (to date).
  - Represented 1,100 jobs (as of FY 2021) in the State of Missouri, including almost 270 new jobs.
- Additionally, through MTC's grant programs, it has supported:
  - Over 60 entrepreneurial-support organizations with over $30 million in state-funded matching grants.

Illinois

Illinois Growth and Innovation Fund

The Illinois Growth and Innovation Fund[46] is an evergreen, continuing or recurring fund that supports technology-enabled businesses based in or with significant workforce in Illinois. The portfolio includes technology-enabled businesses from a variety of fields.

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[45] Missouri Technology Corporation, accessed March 17, 2023, https://www.missouritechnology.com/.

[46] Illinois Growth and Innovation Fund, accessed March 17, 2023, https://www.ilgif.com/.

The Fund began in 2002 as Technology Development Account I (TDA I), with a legislative appropriation of $74 million to invest in Illinois Venture Capital firms. It was restarted and funded by current Illinois Treasurer Michael Frerichs in FY 2015-2016 with $222 million and in 2018 with $1 billion from the state's existing investment portfolio.

Impact

According to the Fund's annual report, the impact since January 1, 2016, has been:

- $604.8 million total committed.
- 1.49x multiple on invested capital.
- 21.4% internal rate of return.
- $25.4 billion invested in Illinois companies.
- 78 new offices opened in Illinois.
- 349 businesses owned by minorities, women, veteran, or disabled persons.
- $38.2 billion aggregate Generally Accepted Accounting Principles revenue.
- $233 million invested in minority- and women-owned funds.

Illinois Ventures

Illinois Ventures[47] manages both return-focused venture funds and an evergreen fund for seed-stage tech startups from the University of Illinois System. It started in 2000. On average, the portfolio companies raise $40 in outside funding for each $1 invested by Illinois Ventures. During Illinois Ventures' 20-year history, it has invested in 87 early-stage companies. Additionally, Illinois Ventures has launched another fund, the Illinois Emerging Technologies Fund (not evergreen), which invests in the sweet spot of the best innovative ideas, experienced innovators, and knowledgeable syndicates of co-investors.

Illinois Clean Energy Innovation Fund

Managed by Evergreen Climate Innovations (formerly Clean Energy Trust),[48] this evergreen or revolving investment fund provides early-stage capital to green businesses that are based in Illinois, are in good standing with the Illinois Secretary of State and pass the fund administrator's application review and diligence process. This is a revolving investment fund seeded by a grant from the State of Illinois and the U.S. Department of Energy. Money from the Fund has been invested in high-potential, early-stage Illinois-based cleantech companies. The

[47] Started in 2002, the Fund supports the University of Illinois system (Urbana-Champaign, Springfield, and Chicago). It is a single-member LLC. Throughout its lifecycle, it has launched over 100 companies and currently maintains a portfolio of 30-35 companies with a limit of $105,000 per investment. Total assets annually are approximately $1,000,000.

[48] Illinois Environmental Protection Agency, Clean Energy Innovation Fund News, accessed date, https://epa.illinois.gov/topics/energy/clean-energy-innovation-fund.html.

Fund is designed to recycle returns on investments into new investments. The goal is to create an "evergreen" funding model that can persist into the future and provide needed early-stage capital to promising cleantech ventures.

As of 2022, the Illinois Clean Energy Innovation Fund has invested a total of $3.9 million in 13 Illinois-based companies, which have gone on to raise tens of millions of dollars in follow-on investments and currently employ over 250 people. It has reported a 4x to 5x compound impact on monies invested.

Colorado

Venture Capital Authority Fund

The Colorado Venture Capital Authority (VCA) supports access to venture capital for Colorado's entrepreneurs and startup businesses.[49] The VCA is not an agency of the state and is not subject to administrative direction by any agency or department of the state.

The VCA is governed by a board of directors that partners with professional fund managers to deploy capital. Colorado Office of Economic Development and International Trade staff provides administrative support to the VCA. The fund is designed to support small businesses located in and committed to staying in Colorado.

The VCA was originally founded in 2004 by the Colorado Legislature to fill a gap in private capital markets and provide seed- and early-stage capital to Colorado companies. The initial investment was $50 million in premium tax credits, which the VCA sold to insurance companies. The funds have been invested and returned to create an evergreen fund, which the VCA continues to target to fill gaps in the venture capital market in the state.

- Total currently cumulative committed: $37,375,000 across 4 funds.
- The VCA is slated to receive SSBCI 2.0 monies to invest in underserved startups (either Very Small Businesses and/or socially and economically disadvantaged individual (SEDI)-owned businesses).

The VCA is currently a partner in three active funds:[50]

- The Greater Colorado Venture Fund invests in early-stage startups in rural Colorado. This fund's mission is to inspire innovation in places formerly overlooked by established venture capital firms.
- FirstMile Ventures is focused on founder-driven businesses and seed-stage investments. This fund invests in Colorado technology businesses.

[49] "Venture Capital Authority," Colorado Office of Economic Development and International Trade, accessed March 17, 2023, https://oedit.colorado.gov/venture-capital-authority.

[50] Ibid.

- New Community Transformation Fund—Denver is focused on investing in startups and scaleups owned and/or operated by business leaders of color. The fund is focused on scalable early- to mid-stage businesses as well as transitioning companies in information technology, advanced manufacturing, food and agribusiness, biosciences, health/beauty/wellness, tourism, and aerospace industries. With funds from the VCA, the fund focuses on investing in early-stage businesses that have the potential to grow in urban enterprise zones.

Others

Florida Opportunity Fund

Originally funded by Florida's state legislature in 2008, the Fund is currently a wholly owned subsidiary of Enterprise Florida, Inc. Enterprise Florida, Inc. is a public-private partnership between Florida's business and government leaders and is the principal economic development organization for the state of Florida.[51]

Legislation passed by the Florida Legislature in 2007, collectively referred to as the Florida Capital Formation Act, provided funding for the creation of the Florida Opportunity Fund (FOF), initially as a Fund of Funds Program that invests in venture capital funds.

In 2009, The Florida Legislature expanded the Florida Opportunity Fund's mandate under the Florida Capital Formation Act to create direct-investment programs that invest in businesses and infrastructure projects. An initial capital appropriation of $29.5 million (for the Fund of Funds Program) from the state in 2008 has been leveraged with funds from federal sources to create three investment programs within FOF that aggregate to over $100 million of capital.

[51] Florida Opportunity Fund, accessed March 17, 2023, https://www.floridaopportunityfund.com/.

The Florida Opportunity Fund currently funds three initiatives:

- The Clean Energy Investment Fund. Since inception, there have been nine investment commitments totaling $32.5 million, and there were five active investments totaling $13 million as of June 30, 2022.[52]
- The Florida Venture Capital Program (FLVCP). In connection with the Small Business Jobs Act of 2010 and the State Small Business Credit Initiative, the FLVCP was funded with approximately $42 million. As of June 30, 2022, the FLVCP completed 21 investment commitments, and there are active investments in 9 companies.[53]
- The Fund of Funds Program. The State of Florida provided $29.5 million to initially capitalize the Fund of Funds Program. As of June 30, 2022, $31 million has been committed to investments in nine venture capital funds.[54]

New York Ventures

New York Ventures is the state's venture capital arm for innovative, expanding businesses. It supports early-stage technology and start-up companies through the *New York Venture Pre-Seed and Seed Matching Fund Program*.[55] The Program offers early-stage businesses equity investments from $50,000 up to $250,000 with matching from the private sector (there must be at least $1 of private-sector investment for every $1 New York Ventures invests). In addition to financial support, Empire State Development offers the tools and key introductions needed to help companies.

New York state has invested $135 million ($100 million in state plus $35 million in SSBCI funding) to a direct investment venture capital fund managed by New York Ventures that is actively deploying capital.[56] New York Ventures also manages three fully deployed venture capital legacy funds, including nine partner funds that invested in seed and early-stage companies across the state.

New York Ventures invests in the following sectors: climate technology, health technology and life sciences, agriculture technology systems, advanced manufacturing, software as a service, data, and artificial intelligence and other critical technologies. They primarily fund seed and Series A rounds and co-invest, which means they do not lead rounds. Investment requires commitment to building a diverse workforce in New York, generating new jobs, and other economic activity. The fund considers firms looking to relocate.[57]

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[52] Ibid.

[53] Ibid.

[54] Ibid.

[55] "New York Ventures: Venture Capital Investment in New York State," Empire State Development, accessed March 17, 2023, https://esd.ny.gov/venture-capital.

[56] Ibid.

[57] Ibid.

Texas Certified Capital Company Program

Administered by Texas Treasury Safekeeping Trust Company, the Texas Certified Capital Companies (CAPCOs) are government-sponsored, private venture capital companies formed to stimulate job creation and to increase the availability of growth capital for small and expanding businesses located within the State of Texas. The CAPCO program is not a grant program. A CAPCO can, however, provide investment funds as an alternative to traditional bank financing for a business if it qualifies by meeting certain criteria under the statutory guidelines.

The Comptroller's Office and the Texas Treasury Safekeeping Trust Company are responsible for administering the $400 million CAPCO program. CAPCO, funded by insurance premium tax credits, supports economic development and generates tax revenues for the state through business growth and job creation.[58] To date, the Texas Legislature has authorized two CAPCO programs, in 2005 and 2007. The 2007 legislation allowed an additional $200 million in investment credits and added low-income community businesses as an investment option for CAPCOs in Programs One and Two.[59] Since the program's inception, the Comptroller's Office has approved 10 venture capital companies as CAPCOs under Program One and 9 venture capital companies as CAPCOs under Program Two.

Ben Franklin Technology Partners

Ben Franklin Technology Partners (BFTP) is an initiative of the Pennsylvania Department of Community and Economic Development. The program provides technical assistance, funding, and network connections to new and established tech businesses within the state. The work is organized into four geographic regions across Pennsylvania.

The initiative covers four regional centers and accelerates the growth of technology-based industries across the Commonwealth. As a statewide initiative, BFTP leverages Pennsylvania's colleges and universities to promote collaboration among companies, academia, private investors, and government to build and develop technology-based industries.

Since its inception, BFTP has invested in more than 4,500 technology-based companies and boosted the state economy by more than $25 billion, helping to generate 148,000 jobs through investments in client firms and spinoff companies in Pennsylvania.[60]

Pennsylvania's Venture Investment Program also provides loans to venture capital firms to provide funding to companies based in Pennsylvania. It has been funded at least twice by the state and is currently operating on loan interest from venture capital firms. The Program is a $60-million fund designed to provide loans to companies looking to make investments in

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[58] Office of Texas Comptroller, the Texas Certified Capital Company Program, accessed March 17, 2023, https://comptroller.texas.gov/programs/systems/capco/.

[59] Ibid.

[60] Ben Franklin Technology Partners, accessed March 17, 2023, https://benfranklin.org/.

companies located in the Commonwealth. It allocates 50% of the funds available to venture capital partnerships, which operate locations in historically underserved areas of Pennsylvania.[61]

Maryland Technology Development Corporation

TEDCO identifies, invests in, and helps grow technology and life science-based companies in Maryland.[62] It provides funding, networking, and mentorship to startups and entrepreneurs in Maryland. TEDCO has various funding programs, including Maryland Innovation Initiative and Seed Investment Fund. Funding is through state appropriation. TEDCO is an independent instrumentality of the State of Maryland, established by the Maryland General Assembly in 1998.[63]

The Maryland Innovation Initiative was created as a partnership between the State of Maryland and five Maryland academic research institutions (Johns Hopkins University; Morgan State University; University of Maryland, Baltimore; University of Maryland, Baltimore County; University of Maryland, College Park). The program is designed to promote commercialization of research conducted in partnership universities and leverage each institution's strengths.

TEDCO's Seed Fund is a $1-million annually awarded fund that is designed to help early-stage, emerging Maryland companies overcome obstacles by leveraging TEDCO's deep operational and investment experience. The Seed Fund invests in promising companies and investments can range from $100,000 to $500,000.[64]

According to TEDCO, the organization had helped deliver $1.6 billion of economic impact to the state as of 2018 and had supported the creation of approximately 7,800 jobs. A key driver of future economic growth is the successful launch and sustainability of startups and emerging tech and life science companies that are the lifeblood of Maryland's economy.[65]

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[61] "New PA Venture Capital Investment Program," Pennsylvania Department of Community and Economic Development, accessed March 17, 2023, https://dced.pa.gov/programs/new-pa-venture-capital-investment-program/.

[62] TEDCO | Maryland Entrepreneur Funding and Investments, accessed March 17, 2023, https://www.tedcomd.com/.

[63] Ibid.

[64] Ibid.

[65] Ibid.

Invest Nebraska

Invest Nebraska was created in 2001 with the passage of the Nebraska Venture Capital Forum Act and the Business Innovation Act (enabling legislation). Invest Nebraska partners with the Nebraska Department of Economic Development to fund startups. An eligible business must have less than 500 employees and funds must be expended within 24 months of the awarding decision.

Since 2012 over 130 venture capital firms have invested in high-growth Nebraska entrepreneurs.[66] In 2021, Invest Nebraska invested over $300 million in venture capital through 40 deals. A 2020 economic report found that for each $1 of funding, $5.75 was generated in private investment funding, $9.77 of revenue was generated, and the annual economic impact was $17.23.[67]

MassVentures

MassVentures is a quasi-public corporation, venture capital firm focused on fueling the Massachusetts innovation economy by funding early-stage, high-growth Massachusetts startups.[68] The program provides venture capital funding and mentorship to life science and tech startups in Massachusetts. The firm claims to fill a critical gap in the state's innovation ecosystem by providing venture capital, grants, and business advice to founders who often lack access to this support.

MassVentures has helped companies leverage over $3 billion in follow-on capital in the last five years, and related companies employ approximately 10,000 workers in the Commonwealth of Massachusetts.[69]

[66] "2022 Nebraska Venture Capital Report," Invest Nebraska, accessed March 17, 2023, https://www.investnebraska.com/2022-venture-report.

[67] Ibid.

[68] MassVentures, accessed March 17, 2023, https://www.mass-ventures.com/.

[69] Ibid.

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