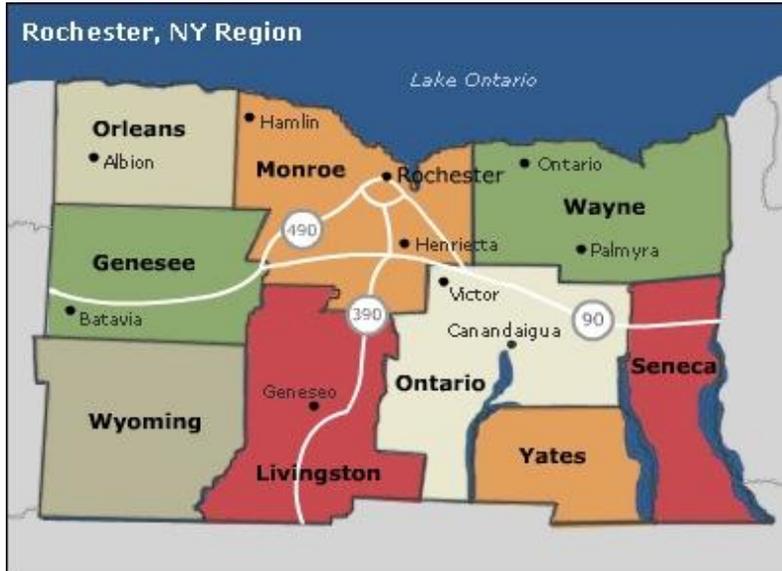


Greater Rochester Enterprise – Strategic Direction

- I. **Introduction:** Greater Rochester Enterprise (GRE) is a public-private partnership established to professionally market the Greater Rochester, NY Region as a competitive, high-profile place for business location and growth.
- II. **Area Served:** The Greater Rochester, NY Region includes nine counties surrounding the City of Rochester.



- **Population:** 1,193,363
- **Total Workforce:** 619,200
- **Geographic Size:** 9-county Finger Lakes Region
- **Counties:** Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates

- III. **Team Approach:** GRE has working relationships with Empire State Development (ESD), City of Rochester, and the 9 surrounding counties that add value to the economic development process in our region. We are continually refining our respective roles to capitalize on each organization's area of expertise to ensure we're working effectively to support our shared economic development goals.
 - a. County IDAs and City of Rochester manage relationships and financial resources available to attract, retain, and grow businesses
 - b. GRE researches the greatest business opportunities; generates and shares leads with ESD, County and City partners
- IV. **Vision:** Greater Rochester is the most *collaborative* region in the world, with a passionate focus on enhancing economic success.
- V. **Mission:** Greater Rochester Enterprise (GRE) supports business attraction and expansion, as well as entrepreneurship and innovation. GRE collaborates with companies, universities, not-for-profit organizations and government leaders to deliver a unified approach to regional economic development.
- VI. **GRE's Strategic Thrusts:** The Greater Rochester, NY Region's long history of innovation is a solid basis from which to support our business attraction efforts. From apple juice to geospatial imaging, many great innovations were born in this region. This is an incredibly resilient and entrepreneurial community. Despite corporate downsizings, our region has absorbed job losses by redeployment of people in small to mid-sized companies and have

considerable assets in the following *Tech-Based* and *Knowledge-Based* Operations:

- Advanced Manufacturing
- Food and Beverage Manufacturing
- Optics, Photonics and Imaging
- Life Sciences
- Research and Development
- Software, Software Services
- Telecom
- Business Services

VII. Sharpened Focus for Business Attraction Leverage this region's core assets to attract new businesses to the region:

a. **Target Sectors**

- Business Services
- Energy Innovation (wind, solar, fuel cell)
- Food & Beverage
- Life Sciences
- Software

b. **Target Geographies**

- United States
- Canada
- Western Europe

VIII. Competitive Advantages

- a. Size, breadth, and quality of higher education
- b. Proximity to major metropolitan areas without the high cost
 - Rochester is within 500 miles of 1/3 of the US and Canadian population
- c. Availability of Fresh Water
 - 7% of world's fresh water is right here
 - Other regions of the country envy our water supply
- d. Workforce – “Labor Cubed”
 - High caliber – skilled and educated
 - Available
 - Competitive wages

IX. Goals

- a. **Business Attraction:** Attract new business to the Greater Rochester, NY Region
- b. **Emerging Business:** Cultivate emerging businesses in the Greater Rochester, NY Region
- c. **Business Retention:** Support expansion of existing businesses to retain and create jobs, create new capital investment in this community.