

ONE» ROC

MOMENTUM

2023 » 2024 IMPACT REPORT





Dear friends,

It's my honor to share with you our annual Impact Report, the fifth since this innovative alliance was created in 2019.

As in previous reports, we document our progress to date and the exciting work that stands before us. We catalog the investments we're making, the impacts we're driving, the needles we're moving and the opportunities we're creating.

But for all the progress we continue to make together, let's be honest: The past year was different—fundamentally different. It marked an inflection point, a testament to the power of partnership, common vision, and working collaboratively (and strategically) across organizations and communities to create something more powerful than any of us could create individually.

The tide is turning.

Sure, we see it in the metrics, where relative to our 53-metro benchmark group, Greater Rochester's annual job growth rate has improved 25 positions since we began, regional GDP has improved 24 positions, labor force growth has improved 10 positions and unemployment has improved two positions.

More than the numbers, we feel it in the energy around this work. We're deepening our competitiveness. We're making the right investments. We're collaborating. We're telling the story of our success in ways we historically haven't. And the rest of the nation is taking notice, as The Wall Street Journal did in April when it recognized Greater Rochester as one of the country's top job markets.

We're proving we can do it. That we can compete with any region in the country—and win. We're proving it to them. And as importantly, we're proving it to ourselves.

This year's most visible manifestation of the power of partnership was successfully

securing a Regional Tech Hub designation from the U.S. Department of Commerce and the Economic Development Administration. Two years in the making, we had committed to building a consortium greater than the sum of its parts. Our vision, in partnership with Buffalo and Syracuse—and alongside industry, higher education, government, philanthropy, labor, workforce development and economic development organizations—was as unique nationally as its commitment was strong to advancing not just growth, but growth that elevates our entire region and expands opportunity for all.

The cutting-edge NY SMART I-Corridor strategy integrated the complementary assets of the upstate region in groundbreaking fashion. Our successful Phase 2 award—one of only a handful nationally—will bring tens of millions in new federal investment and lay the groundwork for accelerating a globally competitive semiconductor and microelectronics supply chain across our region by connecting the world-class innovations on our university campuses, catalyzing a new generation of startups, addressing acute workforce pipeline challenges and creating new growth opportunities for legacy manufacturers.

Together, we're meeting the moment.

While the past year was indeed an inflection point, in many ways our work is still just getting started. The vision we launched in 2019—informed by detailed study of the nation's best-in-class economic growth ecosystems—is becoming reality, bearing fruit and driving results.

We knew when ROC2025 was created that the work to build a more vibrant and thriving Greater Rochester wouldn't magically end on December 31, 2025. The year in our name was a touchstone, emphasizing the urgency of action and the pursuit of time-dependent goals. And while we've made progress, we're not yet where we need to be.

Which is why, with 2025 less than a year away, we're updating ROC2025's brand to reflect the

reality that this work—this alliance—is about more than progress toward a single point in time. It's about building for the future.

This work has always been about Greater Rochester. Yes, it's about driving key metrics and closing the performance gap with peer regions that plagued us for too long. But for five years, this innovative framework has aligned around one vision: Investing in a brighter future for Greater Rochester. One region. One approach. One goal.

That alignment is epitomized in our new identity, OneROC.

We're excited to build on the momentum and continue the work of building the nation's next "it" region for growth, prosperity and innovation—by modeling the collaborative spirit that has already put us on that path.



Joseph Stefko, Ph.D.
President and Chief Executive Officer
OneROC

OneROC is a coordinated capacity-building initiative to drive regional economic growth by dedicating more resources, enhancing the coordination and impact of current efforts, and positioning Greater Rochester to compete more effectively for jobs and investment.

Business Growth & Attraction

To more rapidly expand the number of employers and jobs in our region.

Regional Talent Strategy

To expand, deepen and diversify the worker pipeline that supports regional growth.

Downtown Innovation

To revitalize and activate the heart of Greater Rochester and enliven the downtown experience.

Regional Branding & Marketing

To shout Greater Rochester's story to the nation and ensure our region is increasingly part of the consideration set for employers and talent.

Total funds pledged (through May 2024):

\$25.685M

+ 31 member companies and foundations
+ 21 board-level investor partners

MOMENTUM IN ACTION

Regional performance since the start of ROC2025

(ranked out of 53-metro peer group)



* Monthly data through April 2024

** Annual data through 2022

BUSINESS GROWTH AND ATTRACTION

Expanding Capacity, Enhancing Competitiveness

We're making significant capacity-building investments in a coordinated business growth ecosystem. Through investments in Greater Rochester Enterprise (GRE), our lead Alliance partner for business attraction, we're expanding the region's capacity to identify business growth prospects, cultivate site selectors, strengthen relationships with C-level executives, respond quickly to inbound business growth opportunities and conduct proactive outreach with high-growth targets. This includes attracting new companies and retaining/expanding existing ones, ensuring the employers who already call Greater Rochester home have the connectivity and support they need to thrive.

GRE's leadership of our business growth pillar has supported four straight record years of active project volume, totaling nearly 300 in calendar year 2023 alone, including 37 "wins," \$1.5 billion in investment and 4,000 jobs created/retained.

Compared to 2018 levels, GRE's total annual project volume and wins are up more than 80%.

KEY INVESTMENTS:

+ Expanded staff capacity, including two additional managing directors and a research and systems analyst

+ Activated an integrated CRM data management infrastructure

REGIONAL TALENT STRATEGY

Attracting and Retaining a World-Class Workforce

We're scaling one of the nation's most robust and integrated regional talent strategies. Through investments in Greater Rochester Chamber of Commerce (GRCC), our lead Alliance partner for talent strategy, we're advancing a portfolio of programs to attract and retain world-class talent to support economic growth in the region. Together, we're increasing the effective size of Greater Rochester's employable labor force, recruiting talent to the region, tapping into "hidden" pipelines, improving the retention rate of college graduates, and positioning the metro as a top-flight destination for the best and brightest.

GRCC's leadership of our talent strategy pillar has supported consistent improvement in our labor force growth benchmark ranking, which has risen by 19 points in five years—from 46th (out of 53 peer MSAs) in 2019 to 27th in March 2024. Greater Rochester ranked #1 among major upstate metros in year-over-year growth in the year ending March 2024.

Greater Rochester has led all major upstate metros in year-over-year labor force growth for three of the past four years.

KEY INVESTMENTS:

- + Campus ROC, which is increasing retention rates among the 19,000 students who graduate from the region's 19 colleges and universities each year
- + Greater ROC Relocate, the "next gen" version of Greater ROC Remote that serves as a concierge for remote work talent and others who are choosing to relocate to Rochester
- + Greater ROC Careers, the region's first comprehensive one-stop portal connecting job seekers and employers across all industries, firm sizes and skill levels
- + Veterans Connect, a partnership with Fort Drum and other military installations that connects regional employers to highly skilled "end of active duty" soldiers



DOWNTOWN INNOVATION

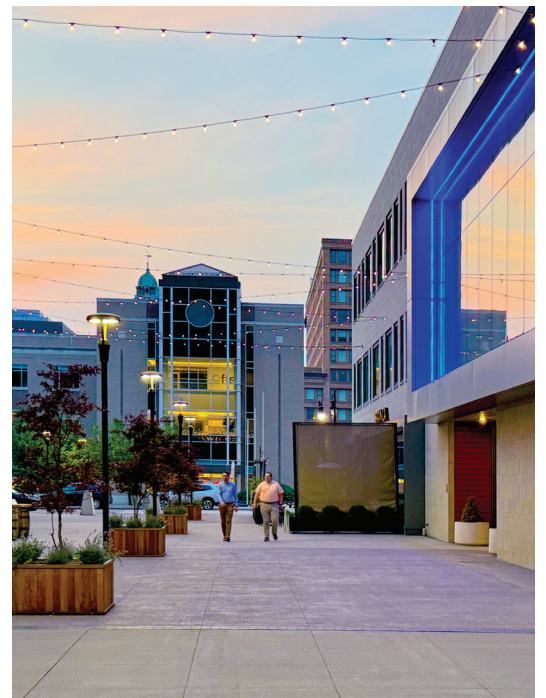
Building a More Vibrant and Active Downtown

We're driving a sea change in downtown Rochester, building on recent years' redevelopment momentum and leveraging an unprecedented public-private alignment to activate key spaces and bring more resources to enhance services in the central business district. Through investments in Rochester Downtown Development Corporation (RDDC), we're building capacity to advance placemaking efforts, coordinate marketing and programming, and strengthen promotion of activities throughout downtown and along the Genesee Riverway.

RDDC's leadership of our downtown pillar has supported consistent improvement and evolution of downtown Rochester. Today, residential occupancy stands at 94%, the numbers of residential units and downtown residents are at record highs, downtown welcomed more than 17.4 million visits in 2023 (a 13% increase over the prior year) and downtown's weekday average visitor volume increased 11% year over year.

KEY INVESTMENTS:

- + Activated Partnership for Downtown Rochester, which defined a community-informed vision for downtown to inform planning and prioritization of services to drive vibrancy
- + Seed capital for an enhanced services district
- + Regional Revitalization Partnership support for Main Street Business Activation initiative
- + Downtown Definitely event series



GREATER > ROC

IT'S GREATER THAN YOU KNOW



REGIONAL BRANDING AND MARKETING

Telling Our Greater Story to the World

We're leading the most significant, coordinated regional branding and marketing campaign in the region's history. The Greater ROC initiative is reclaiming and reasserting our story on the local and national stage, elevating our visibility and reputation as a place to live, work, play, and start or grow a business. Through investments in Greater ROC, we've enabled a fully integrated, multi-channel and tactic-rich campaign that connects and amplifies the region's brand identity and key messaging across all economic development verticals to support business attraction, talent attraction and tourism. We'll continue to celebrate our region and tell our story—loudly and unapologetically—for the world to hear.

In 2023 alone, the Greater ROC campaign secured a 42% increase in impressions (to 52.5 million), 74% increase in video views (to 15.3 million) and 33% increase in social media followers. The in-region "net promoter score"—those "extremely likely to recommend the region"—increased 10 points, and 97% of the out-of-market audience felt the campaign "makes me want to learn more about Greater Rochester."

KEY INVESTMENTS:

- + Design and activation of Greater ROC brand identity and regional marketing campaign
- + Ongoing support for in-region and out-of-market paid media



COLLABORATION THAT OPTIMIZES

OneROC isn't another economic development organization. It's a collaborative vehicle for investing to build and sustain a truly world-class framework that helps Greater Rochester thrive. Our innovative Alliance structure was specifically designed to coordinate capacity-building investments that deepen the horsepower of our regional economic growth ecosystem. We maximize the support of investor partners by keeping our costs low, with our treasury functions, technology support and office space all provided on an in-kind basis by our Alliance partners.

OneROC conducts all of its capacity-building work through our Alliance organizations' existing infrastructures, partnering to deliver new and expanded programming across our four pillars: Business Growth & Attraction, Regional Talent Strategy, Downtown Innovation and Regional Branding & Marketing. This innovative model ensures that investor-partner support goes where it's intended: to advance the competitiveness and horsepower of Greater Rochester's economic-growth ecosystem without the need for a new organization.

INVESTOR PARTNERS

Alesco Advisors*

Baldwin

Richardson Foods*

Billitier Electric

Buckingham
Properties

CDC of Upstate
NY Inc.*

Constellation
Brands*

Dixon Schwabl +
Company

Elmer W. Davis Inc.

Excellus BlueCross
BlueShield*

ESL Charitable
Foundation*

Farash Foundation

Five Star Bank*

Gallina
Development*

Konar Foundation*

KPMG LLP

LeChase
Construction*

M&T Bank
Charitable
Foundation*

Mother Cabrini
Health Foundation

New York/Empire
State Development

Paychex Charitable
Foundation*

Pike Construction
Services*

Ralph C. Wilson
Jr. Foundation

Riedman
Foundation*

Rochester Gas
and Electric*

Rochester Institute
of Technology*

Rochester
Regional Health*

Sands Family
Foundation*

United Way
of Greater
Rochester and
the Finger Lakes

University
of Rochester*

Upstate
National Bank

Wegman
Companies Inc.

Wegman Family
Charitable
Foundation*

Wilmorite*

*Denotes board-level investor

Leadership

Robert Sands, Chairman

Dr. Joseph Stefko, President & CEO

Board of Directors

VOTING MEMBERS

Robert Sands
as Chair of Greater
Rochester Chamber
of Commerce

Todd Liebert
as Chair of Greater
Rochester Enterprise

Steve Dubnik
as Chair of
Rochester Downtown
Development Corp.

William Gunther
as Chair of
Visit Rochester

Martin Birmingham
Five Star Bank

Jim Bourdeau
Constellation
Brands

Dan Burns
M&T Bank

Alex Castro
(At-large director)
PathStone Corporation

Ginny Clark
Sands Family
Foundation

Dr. Richard
"Chip" Davis
Rochester
Regional Health

Andy Gallina
Gallina Development

Bill Goodrich
LeChase Construction

James Gould
Alesco Advisors

Dr. Seanelle
Hawkins
(At-large director)
Urban League
of Rochester

Rufus Judson
Pike Construction
Services

Howard Konar
William & Sheila
Konar Foundation

Dr. Sarah
Mangelsdorf
University of Rochester

Kenneth Marvald
CDC of Upstate
New York Inc.

Faheem Masood
ESL Federal
Credit Union

Martin Mucci
Paychex

Dr. David Munson
Rochester Institute
of Technology

James Reed
Excellus BlueCross
BlueShield

David Riedman
Riedman Foundation

Joseph Sayre
Rochester Gas &
Electric Corporation

Erin Tolefree
Baldwin
Richardson Foods

Joseph Wesley
Wegman Family
Charitable Foundation

Thomas Wilmot
Wilmorite

NONVOTING MEMBERS

Rep. Joseph Morelle
U.S. House of
Representatives

Hon. Adam Bello
Monroe County
Executive

Hon. Malik Evans
Mayor, City
of Rochester

Vincent Esposito
Empire State
Development

Steve Hyde
Genesee County IDA

Brian Pincelli
Wayne County IDA

ALLIANCE ORGANIZATIONS



Greater Rochester Enterprise is an economic development organization committed to attracting new capital investments and creating regional wealth and new jobs throughout the region.



Greater Rochester Chamber of Commerce passionately serves, promotes and advocates for members to secure economic prosperity throughout the Greater Rochester region.



Rochester Downtown Development Corporation drives economic vitality—accelerating development by marketing assets that attract businesses and investments—creating a more vibrant and inclusive community.



Visit Rochester is the official tourism promotion agency for Monroe County, marketing Greater Rochester as a preferred destination to grow and maximize visitor spending and economic vitality.

PUBLIC SECTOR PARTNERS

Additionally, our public sector partners are vital to accelerate economic growth:

EMPIRE STATE DEVELOPMENT

MONROE COUNTY

CITY OF ROCHESTER

FINGER LAKES REGIONAL ECONOMIC DEVELOPMENT OFFICES/IDAS



Rich Brainerd Photography

REGIONAL TECH HUB



On July 2, 2024, President Biden, the U.S. Department of Commerce and the Economic

Development Administration announced the inaugural federal funding awards through the Regional Tech Hub program. Among the handful of regions receiving awards was the OneROC co-led NY SMART I-Corridor consortium spanning the Rochester, Buffalo and Syracuse region, focused on semiconductor technology.

The Tech Hubs program was created as part of the federal CHIPS and Science Act of 2022, aimed at strengthening U.S. economic and national security by investing directly in regions with the assets, resources, capacity and potential to transform into globally competitive innovation centers over the next decade. In October 2023, the NY SMART I-Corridor was designated as a hub, along with 30 other bids nationally, and became eligible to apply for a share of \$10 billion in authorized Phase 2 funding.

For nearly three years, OneROC served as a lead convener of the NY SMART I-Corridor bid, advancing an unprecedented and historic joint strategy among the three large upstate metros. In total, the consortium spans more than 100 member institutions, including economic development organizations and chambers, universities, community colleges, industry partners, workforce development, labor, philanthropy, equity-focused organizations and government. OneROC's President and CEO will serve as the hub's first Regional Innovation Officer, overseeing coordination of the federal investments and regional governance.

Leveraging the generational demand that will be created by Micron Technology's \$100 billion investment in Central New York—and an unparalleled array of assets in microelectronics, optics, photonics, imaging



and advanced manufacturing—the I-Corridor strategy focuses on building a world-class regional semiconductor ecosystem over the next decade.

“With this Tech Hubs Designation highlighting the region as one of only a few in the country primed to be the next Silicon Valley in critical technology ... America’s semiconductor manufacturing industry truly couldn’t be in better hands.”

U.S. Senate Majority Leader Charles E. Schumer

More than \$40 million in new federal funding, alongside a more than \$200 million workforce commitment from New York State, will enable targeted and rapid investments in talent production, supply chain buildout and university-led lab-to-market innovations to meet the moment.

By 2030, the I-Corridor will be in the middle of the densest network of semiconductor chip manufacturing in the nation, with 25% of American-made chips manufactured within 350 miles—the largest such concentration in the country. The Tech Hub strategy aligns the region and makes critical investments that will position Upstate New York to fully realize the next decade’s growth opportunity.

Tech Hub Strategy Components

Supply Chain

Provide capital and technical assistance to “pivot” legacy manufacturers into the semiconductor supply chain to create new growth opportunities, fill key gaps and concentrate local supply chain

Innovation

Activate a joint IP architecture across the region’s research universities, directly connect in-region industry to campus IP, and subsidize access to key university equipment and facilities for early-stage ventures

Workforce Development

Leverage NYS’s \$200 million ON-RAMP investment to rapidly train new workers and fill thousands of new positions in the construction trades and semiconductor technician roles

Governance

Formalize the unprecedented cross-region consortium through a robust and geographically balanced governing board and project leadership structure

REGIONAL REVITALIZATION PARTNERSHIP

OneROC serves as the Rochester coordinator for Regional Revitalization Partnership (RRP), a unique \$300 million co-investment among the State of New York, Ralph C. Wilson Jr. Foundation and local philanthropies focused on commercial corridor revitalization, placemaking and workforce development across the cities of Rochester, Buffalo and Niagara Falls. At full

implementation, RRP will drive \$80 million into transformational projects in the City of Rochester.

Rochester’s Phase 1 RRP portfolio will invest more than \$30 million to advance nearly a dozen projects, including:

KEY INVESTMENTS:

- + Redevelopment of one of downtown Rochester's most blighted blocks at Main and Clinton into Harper's Corner, a mixed-use residential and commercial property
- + Site preparation work for the planned High Falls State Park, a 40-acre park extending from High Falls to the Bausch + Lomb Bridge
- + Programmatic and physical expansion of NextCorps, the region's largest startup incubator and business accelerator
- + Creation of a commercial corridor program focused on West Main and the western gateway to downtown Rochester, investing in a neighborhood plan, design guidelines, property improvement and small business support
- + Activation of a Main Street business program to catalyze renovation and re-occupancy of vacant street-level storefronts in downtown Rochester
- + Development of the Greenwood Project to enhance neighborhood stabilization and create hubs for services, workforce and economic development, and small business support in Rochester's northeast gateway



CREATING ONEROC»

Five years ago, the launch of ROC2025 ushered in a renewed sense of urgency to drive our region's growth forward—an urgency that was firmly embedded in our name.

By 2025, we would build and resource a new approach to regional growth, one informed by the nation's best-in-class models of economic development.

By 2025, we would fully activate a coordinated, multi-agency capacity-building plan to support Alliance organizations and build more competitive firepower.

By 2025, we would dedicate \$20 million in new resources to make critical ecosystem investments that enhance the reach and impact of our regional growth activities.

By 2025, we would significantly expand our ability to compete for talent, jobs and investment.

By 2025, we would launch the single largest and most coordinated regional branding and marketing campaign in our history, increasing our visibility and reputation.

And by 2025, we would begin to see demonstrable progress closing our performance gap with peer metros in metrics like job creation, labor force, regional GDP and more.

Through countless partnerships, unprecedented collaboration and significant new investment, we've done it. And the impacts are beginning to show.

But we're not done. We're satisfied, but not content.

When ROC2025 was born, we all knew that the work to build a more vital Greater Rochester wouldn't magically end on December 31, 2025. We're building this region for the long term. Leveraging new opportunities. Creating more jobs and income growth. And connecting everyone in our region to it.

With 2025 approaching, we've taken stock of ROC2025's brand and place over the past year. The world has changed in myriad and unpredictable ways since this work began, but our mission and focus have not. In fact, the urgency of our work is even greater today as we continue to recover from a pandemic and attract and retain jobs and talent in arguably the most competitive economic environment in history.

The investments we've made give our region more competitive horsepower than ever before. We'll continue driving forward as One region with One vision.

And we'll do it as OneROC.



Rich Brainerd Photography

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ACCELERATING
GREATER

Contact us to find out how you can get involved.
Learn more at OneROC.com | info@OneROC.com

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