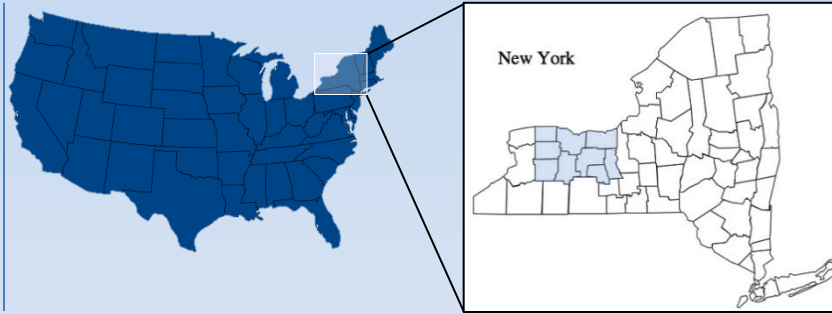


# Investing in Manufacturing Communities Partnership

## Greater Rochester / Finger Lakes Region Manufacturing Community



### The Community

Over the past twenty years, as the region's leading manufacturers such as Kodak, Xerox, and Bausch & Lomb downsized their operations, the Finger Lakes region witnessed hard times. But today, flying in the face of these setbacks, manufacturing in the Finger Lakes Region remains dominant and one of the top industries for employment in the area. Buoyed by the region's entrepreneurial spirit, intellectual capital, and infrastructure, the area's manufacturing sector is resurgent. The Finger Lakes Region aims to build on this momentum and harness its historic leadership in precision machining and optics, photonics, and imaging through a strategy that focuses on catalytic workforce development projects to prepare workers for success in 21<sup>st</sup> century manufacturing

### The Vision

The Finger Lakes Region seeks to strengthen its robust industrial cluster in photonics and precision manufacturing, transforming its historic leadership in these areas into a cluster of complementary cross-industry capabilities and diverse companies with global reach. In the short-term, the Finger Lakes Region will increase participation in its workforce training programs, strengthen its supply networks, increase the deployment of research into marketable products, ensure the availability of modern industrial space, attract foreign investment and increase exports, and develop and expand support for companies to access capital and improve operations. Given the strength of the region in photonics and precision manufacturing with over 120 photonics manufacturers and employing over 25,000 people, the world-class research institutions committed to implementing projects and monitoring progress, and the commitments already made to these goals, the region's long-term vision is both bold and realistic.

### The Strategy

**Workforce and Training:** The region projects that it will have 16,000 middle-skill positions opening up in coming years as its industry grows and many of its current workers retire. The Consortium will seek to increase participation in workforce training programs by raising awareness of available programs, addressing basic workforce skills, reducing the cost of training, and enhancing retention activities. These training programs include building on the efforts of the Pathways in Technology Early College High School (P-TECH) and the Finger Lakes Regional Center for Workforce Development to create a skills pipeline for in demand jobs.

**Supplier Network:** The Finger Lakes Region has undergone a dramatic shift from supply chains concentrated around a handful of large, national employers to supply chains built on a broad-based foundation of many smaller, homegrown companies. The coordination needs among this new, more diversified manufacturing base are significant. The Consortium will strengthen the region's supply chain networks through efforts to share knowledge and provide financial and marketing support.

**Research and Innovation:** In the last year alone, the Finger Lakes Region generated over 500 photonics patents. With such a rich wellspring of innovation in the region, the Consortium will focus on increasing the deployment of research into marketable products. Strategies include enhancing technology development and transfer, particularly through reforms to intellectual property policies at local research institutions, and streamlining access for industry to university labs and resources as well as the creation of test beds and critical technology acquisition programs.

**Infrastructure/Site Development:** The Consortium will ensure modern industrial space is available to attract and retain companies. It will reclaim brownfield sites for manufacturing, including eleven sites that it has qualified as "Build Now NY" sites, as well as investing in upgrades to existing infrastructure. Through these efforts, the Eastman Business Park, with over 1,250 acres and more than 100 buildings, will once again serve as an anchor for the region's manufacturing capabilities.

**Trade and International Investment:** The Consortium will attract foreign investment and increase exports by marketing the region to foreign companies through initiatives like the Greater Rochester Enterprise's international trade conferences and working to leverage state and federal programs for small business exports.

**Operational Improvement and Capital Access:** The Consortium will develop and expand support structures for companies to access capital and improve operations. The region plans to develop a Finger Lakes Small Business Expansion Fund and promote the use of Excelsior Tax Credits, New York State's economic development tax credit facility. The Consortium will also encourage coordination among the region's numerous business incubators and startup accelerators through the Finger Lakes Innovation Hot Spot Consortium and new and improved technology development and deployment tools at Eastman Business Park to support an entrepreneurial ecosystem.

### **The Partnership**

**Research Institutions:** University of Rochester, Rochester Institute of Technology

**Workforce Organizations:** Monroe Community College, Finger Lakes Community College, Genesee Community College, Finger Lakes Advanced Manufacturers Enterprise (FAME), Monroe #2-Orleans BOCES, Orleans - Niagara BOCES, Wayne-Finger Lakes BOCES, GLOW WIB (Genesee-Livingston-Orleans-Wyoming Counties WIB); Finger Lakes WIB (Ontario-Seneca-Wayne-Yates Counties WIB); Rochester Works (Monroe County WIB) **Regional Economic Development:** Genesee- Finger Lakes Regional Planning Council, Greater Rochester Enterprise, High Tech Rochester, Kodak's Eastman Business Park **Trade Associations:** Rochester Regional Photonics Cluster Rochester Technology and Manufacturing Association (RTMA) **Financiers:** Excell Partners, Inc.