



# BREAK THROUGH

CEO

CENTERSTATE  
CORPORATION FOR ECONOMIC OPPORTUNITY  
ANNUAL REPORT 2016-2017



CENTERSTATE  
CORPORATION FOR  
ECONOMIC OPPORTUNITY

# BREAK THROUGH



OUR MEMBERS KNOW ALL TOO WELL THAT IN BUSINESS, BREAKTHROUGHS COME IN MANY FORMS. YET THEY ALL REQUIRE ELEMENTS OF INNOVATION, RISK, DETERMINATION, AND A COMMITMENT TO A BOLDER, FUTURE-LEANING VISION. THE RESULT IS FORWARD MOMENTUM AND TRANSFORMATIONAL GROWTH.

Likewise progressive communities must develop strategic, thoughtful and horizon-focused approaches to break through challenges and realize opportunities.

Right now our community is at an intersection with its future. For many years we have been engaged in a series of difficult dialogue on some of our most pressing challenges - high poverty rates, government fragmentation, infrastructure needs and sluggish economic growth. While these challenges often seem too daunting to act upon, we must. The price of inaction is too high.

With that in mind, this report, and our focus this year, is on the theme of **Break Through**.

By challenging long-held assumptions and working collaboratively, we can overcome barriers and move our economy forward.

Each year this report provides an overview of some of this organization's most significant and impactful accomplishments, and seeks to outline a path forward for the work ahead.

It also highlights members, projects and initiatives that have had their own breakthrough moment. In many cases, we are proud to have played a small part in their successes.

As you read our report, I hope that you will find inspiration to help your business or organization seize the new and exciting opportunities ahead. As difficult as it may sometimes seem, we can all achieve our breakthrough moment, and so can our entire region. So let's keep striving together.

Robert M. Simpson  
*President*



**CenterState CEO** is an independent and forward thinking economic development strategist, business leadership organization and chamber of commerce; dedicated to the success of its members and the prosperity of the region. Our vision is for a vibrant and globally connected region recognized as a place where business thrives and people prosper.

## **Integrity. Inclusion. Agility. Collaboration.**

### **Organizational Partners**

Benefit Solutions of NY  
 CenterState CEO Foundation  
 CenterState Chamber Alliance  
 CenterState Development Foundation  
 Central New York International Business Alliance  
 CNY Biotech Accelerator  
 Downtown Committee of Syracuse  
 Downtown Syracuse Foundation  
 Electronics Park, LLC  
 Greater Oswego-Fulton Chamber of Commerce  
 New York Business Development Corporation  
 Northeast Hawley Development Association  
 Northside Business Alliance  
 NUAIR Alliance  
 Syracuse Center of Excellence

Syracuse Tomorrow  
 SyracuseFirst  
 University Hill Corporation  
 Upstate Minority Economic Alliance  
 Visit Syracuse

### **Programs**

40 Below  
 The Clean Tech Center  
 CenterState Technology Fund  
 CEO Presents  
 CEO Talks  
 CEO Travel  
 Executive Dialogue  
 Executive Leadership Development Series  
 Export NY  
 Fly Syracuse  
 GENIUS NY  
 The Germinator  
 Grants for Growth  
 Northside UP  
 NYS Innovation Hot Spot  
 Student Sandbox  
 UP Start  
 The Tech Garden  
 Work Train Collaborative

### **Partnerships**

Armory Square Ventures  
 Brookings Institution  
 Central New York Regional Economic Development Council  
 Central New York Technology Development Organization  
 Consensus - the Commission on Local Government Modernization  
 Export-Import Bank of the United States  
 Manufacturers Association of Central New York

# BUSINESS & ECONOMIC DEVELOPMENT

*Making members, and the region, more competitive through economic development support, business attraction and retention efforts, and direct business resources.*

## ENGAGEMENT

In 2016, CenterState CEO supported large established regional corporations, mid-sized firms, small scale startups and sole proprietors with growth, expansion, and employee attraction and retention needs. Companies supported include: TCGPlayer.com, Empire Farmstead Brewery, Steri-Pharma, HillRom (Welch Allyn), Tessa Plastics, Gryphon Sensors, Heliohex, SpinCar, BioSpherix, HealthWay, and SAAB Defense and Security, among others.



*In 2016, Welch Allyn announced plans to create 100 jobs and expand its Skaneateles Falls facility. Credit: NYS Office of the Governor.*

### 2016 ENGAGEMENT ACHIEVEMENTS

1,100+ engagements with regional companies resulted in:

- **\$115M** in private capital investment
- Creation of **1,000+ jobs**
- **250 business to business** connections facilitated

### 2017 ENGAGEMENT GOALS

- **1,200** engagements
- **\$125M** in capital investment
- Creation of **1,600 new jobs**
- **500 business to business** connections facilitated



*In 2016, more than 7,500 individuals participated in CenterState CEO events and programs.*



## WHAT'S YOUR VISION?

*"We can have the greatest impact when we spend time with our members and learn about their business, goals and objectives, and help them make connections. Opening doors to a potential business partner, collaboration, or an opportunity is among the most important parts of what we do. Ultimately, we achieve our vision when we help our members achieve their own vision for growth."*

**Sandy Jurkiewicz**  
Membership Manager, CenterState CEO

## BUSINESS ATTRACTION

CenterState CEO actively pursues business attraction leads to bring firms and jobs to the region, touting the strengths of the region's industries, workforce, central location, market accessibility, and natural advantages.

### 2016 BUSINESS ATTRACTION HIGHLIGHTS

For companies new to the region:

- **100 jobs** created
- **\$50M+** in capital investment

### 2017 BUSINESS ATTRACTION GOALS

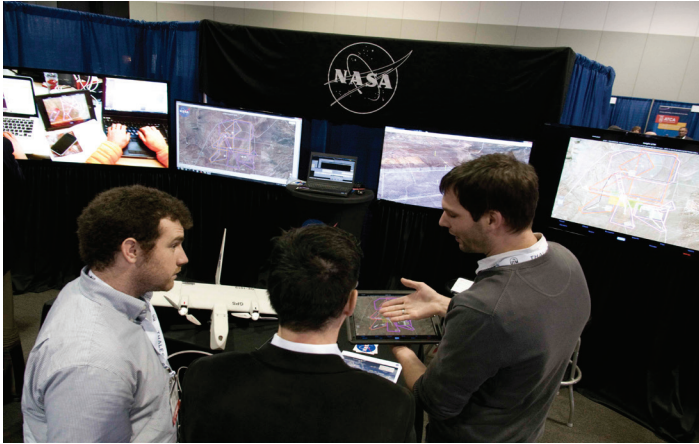
For companies new to the region:

- **250 jobs** created
- **\$75M** in capital investment

## Target Industries

**UNMANNED SYSTEMS-** Alongside industry leaders and local, state and federal partners – including the FAA and NASA – CenterState CEO is engaged in advancing Project UAS Secure Autonomous Flight Environment (Project U-SAFE), and other strategies to capitalize on unmanned systems, cross-connected platforms and emerging technology industry opportunities. To learn more about Project U-SAFE, turn to page 7.

CenterState CEO also operates the world's largest entrepreneurship accelerator targeting businesses in unmanned systems and the internet of things. To learn more, turn to page 8.



The 2016 UTM Convention attracted industry leaders from 18 countries across the globe to Central New York. See page 20 for more on UTM.

## BREAKTHROUGH COLLABORATION SEIZING GLOBAL MARKET OPPORTUNITIES

Through coordinated outreach with regional partners, CenterState CEO is showcasing the region's assets and sector expertise – including an FAA designated UAS test site, the GENIUS NY program, and New York State investments – to advance the unmanned systems industry in Central New York.

In May 2017, CenterState CEO, NUAIR, The Tech Garden and a contingent of UAS industry partners will participate in AUVSI XPONENTIAL, the largest annual gathering of global leaders in the drone, intelligent robotic and unmanned systems industries.

Participation in this and other industry-leading events, along with a new branding effort in collaboration with New York State, are geared toward advancing high-quality business development prospects that will result in new jobs and economic opportunities for the region.

### REGIONAL UAS PARTNERS:

CENTERSTATE CEO • NUAIR ALLIANCE • MOHAWK VALLEY EDGE • EMPIRE STATE DEVELOPMENT • GRIFFISS INTERNATIONAL AIRPORT • ONEIDA COUNTY • ONONDAGA COUNTY • SYRACUSE UNIVERSITY • GYRPHON SENSORS • SRC • SAAB • C&S COMPANIES

**AGRICULTURE-** Agribusiness projects in the region over the past five years have led to more than \$350 million in capital investments, which have created a stronger agriculture sector and support the growth of the region's export economy. CenterState CEO is actively pursuing investments with a focus on:

- Extending the growing season and per acre yield through controlled environment agriculture (CEA) facilities.
- Expanding the markets served by Central New York agriculture through extended shelf life processing facilities.

## International Connections

**CANADA-** In 2016, Xahive, a cybersecurity company out of Ontario, opened an office in the thINCubator in Utica. Given the support they received and the opportunities here, company founders are expanding in Central New York. Additionally, CEO is in conversations with several companies identified by lead generation firm ROI with an interest in expanding into the Northeastern United States; a site visit is scheduled with a CEA company in early 2017.

**GERMANY-** CenterState CEO participated in Hannover Messe, the world's largest industrial trade show. CEO had 31 meetings with companies from seven countries, and meetings with three U.S. Government Country specialists from Germany, Belgium and Italy to learn how to improve prospecting in those countries.

**AUVSI XPONENTIAL-** In 2016, CenterState CEO, NUAIR, Griffiss and partners attended the convention, which resulted in 74 prospects and a certificate of authorization for one company to begin conducting tests at Griffiss under the direction of NUAIR.



The New York delegation at Hannover Messe, with representatives from CenterState CEO, Empire State Development, New York City Economic Development Corporation and Binghamton University.

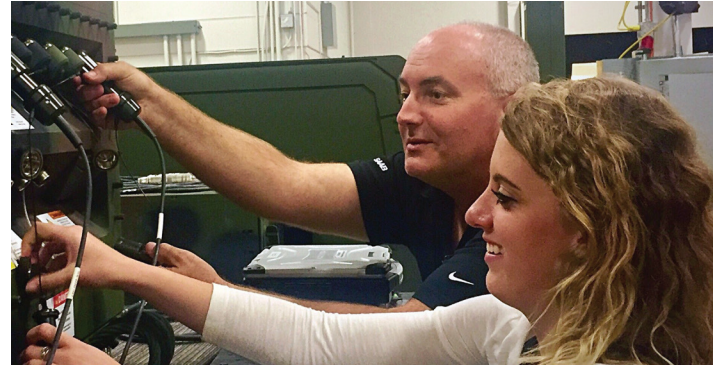
# A BOLD VISION FOR GROWTH: UNMANNED SYSTEMS

*Five years ago, CenterState CEO along with partners from business, government and academia across Central New York and the Mohawk Valley outlined a bold vision to position the region as a global leader in the unmanned aerial systems (UAS) industry. Today, that leadership has translated into one of the most exciting opportunities for our region in decades.*

## SAAB DEFENSE AND SECURITY USA

Saab Defense and Security USA is leveraging the momentum created by the region's growing UAS industry to advance its sensing and radar technology portfolio and grow its workforce locally.

In early 2017, the company announced it will invest \$55 million and **move its North American headquarters to East Syracuse**. The company will also begin a technology transfer program to develop new products. The company will more than double the size of its current 240-person workforce, and bring **260 new high-tech jobs** to Onondaga County.



Credit: Saab Defense and Security

### CenterState CEO Engagement

- *CenterState CEO advocated on behalf of the company with Empire State Development and Governor Cuomo's office to secure an incentive package to support the company's North American headquarters relocation and job growth.*
- *CEO assisted the company in site selection for expansion of its operations.*
- *CEO made B2B connections for the company with other leading sensing and defense companies in the region.*

## GRYPHON SENSORS

Gryphon Sensors, an SRC Company, is advancing opportunities in the UAS sector. In 2017 Gryphon will complete the first phase of a Unmanned Aerial System Traffic Management (UTM) test corridor for beyond visual line of site (BVLOS) commercial UAS operations. The corridor will run between Syracuse and the NUAIR Alliance's FAA-designated test site at Griffiss International Airport, in Rome.

The corridor will use a breakthrough monitoring system to detect drones and other small aircraft and could **attract businesses to Central New York and the Mohawk Valley** looking to test BVLOS. The project has already created **15 new jobs** at Gryphon; ongoing economic benefits to the community include additional jobs and new investments.



Credit: SRC Inc.

### CenterState CEO Engagement

- *Gryphon Sensors has been a lead partner in conceptualizing and executing the region's UAS strategy: Project UAS Secure Autonomous Flight Environment (U-SAFE).*
- *Gryphon supported GENIUS NY through sponsorship, mentoring and as a judge.*
- *Gryphon Sensors was the presenting sponsor of the 2016 UTM Convention, a showcase of the region's expertise in UAS technologies.*
- *The company is a strong NUAIR Alliance partner, and supports various UAS sensor testing projects taking place at Griffiss International Airport.*

*By building on the region's private sector expertise, broad industry partnerships, and an FAA-designated test site, the region is well positioned to capture a piece of the \$140 billion global marketplace for this sector, and realize the resulting jobs and economic opportunities.*

## BREAKTHROUGH OPPORTUNITY

### LEADING UAS INTEGRATION, STANDARDS & CERTIFICATION

With leadership from NUAIR and CenterState CEO, Project UAS Secure Autonomous Flight Environment (Project U-SAFE) is among the key initiatives to position Central New York as a national leader in the future of unmanned systems and commercial aviation.

Project U-SAFE will:

- Build the first integrated, low altitude UAS traffic management system for safe drone operation in the world.
- Develop the world's only dedicated systems standards testing and certification facility for drone airworthiness and cybersecurity, called NUSTAR (National Unmanned Aerial System Standardized Testing and Rating), NUSTAR will offer independent performance and safety benchmark testing for drones and drone-related products, helping draw industries involved in the production and use of drones to Central New York
- Allow for testing of small UAS and commercial applications to include package delivery, railway and power line inspection, precision agriculture and security applications, specifically surrounding airports.
- Establish leading policy research on the safe integration of UAS into our daily lives.



UTM Scenario Concept. Credit: NASA.

# INNOVATION & ENTREPRENEURSHIP

*CenterState CEO facilities, programs, and resources are part of a vibrant innovation and entrepreneurship ecosystem and provide an extensive menu of support for entrepreneurs and innovators that can be matched to almost any stage of the business life cycle.*

## PROGRAMS

### *The Germinator*

The Germinator, a two-year regional business competition, awarded \$600,000 in total investments since 2015 to six teams. Euphony Inc., was awarded the \$100,000 grand prize in 2016. The Germinator was made possible through lead sponsors National Grid, M&T Bank, and CenterState CEO, and sponsors CPS Recruitment, Inc., Hancock Estabrook LLP, TERACAI, Fust Charles Chambers LLP, and Pathfinder Bank.

### *GENIUS NY*

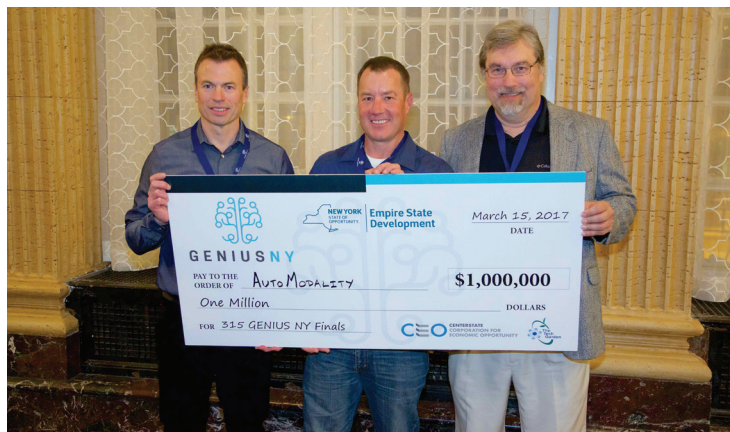
GENIUS NY is the world's largest business competition focused on **unmanned systems, cross-connected platforms and other technology-based sectors**. Administered by CenterState CEO and supported by Empire State Development, it invests more than \$3 million in six companies while providing support including stipends, housing, resources, programming and connections.

The first six teams arrived for the one-year in-residence accelerator program in January 2017. In March they were awarded a total of **\$2.75 million**, with the **\$1 million grand prize investment** given to Automodality, of California. Ascent Aerosystems was awarded the second place prize of \$600,000; OmniMesh was named third place, winning \$400,000; three finalists, Akrobotix, EZ3D and SkyOp, were each awarded \$250,000.

**The teams have already begun hiring**, developing their technology platforms and utilizing these investments to accelerate their growth in the region.



*Euphony is developing text-to-speech solutions to allow people with speech communication disorders to express thoughts and emotions through speech. The company is a resident member at The Tech Garden and has already hired one full-time employee. Credit: 325 Productions.*



*GENIUS NY grand prize winner, AutoModality is focused on inspection of agriculture and infrastructure assets.*

## BREAK THROUGH OPPORTUNITY ADVANCING FUTURE-LEADING INDUSTRIES

In March 2017 New York State committed an additional **\$5 million to support** a second round of GENIUS NY. The advancement of the GENIUS NY program strongly aligns with CNY Rising, the region's award-winning strategic plan to generate robust economic growth, which calls for major investments in the UAS industry. By investing in startups in the UAS sector, Central New York is creating a hub for high-tech jobs and investments.



# GENIUS NY



## RESOURCES

Each year, as many as **100 companies** engage in CenterState CEO programs and events focused on ideation, growth, acceleration and business expansion.

Resources available through CenterState CEO's The Tech Garden include access to funding opportunities and an array of **mentors, advisors, investors, and fee-based service providers** to provide business support to entrepreneurs and startups.

In 2017, The Tech Garden launched a new website featuring a 3-D virtual facility tour; updated program, resource and member sections; and a new events calendar. The site receives nearly 100 views per day. Seven new staff members have also been added at The Tech Garden since 2016 to aid with the skills, knowledge and connections entrepreneurs need.

### CLEAN TECH CENTER

The Clean Tech Center is a NYSERDA clean technology incubator that provides ready access to investors, development partners, mentors and commercialization resources to scale and grow.

- 11 companies in program
- 9 graduates
- **\$23 million** in private investment leveraged to date
- 34 new products developed

### GRANTS FOR GROWTH

Grants for Growth is a unique CenterState CEO seed program that, through direct support from NYS Senator John DeFrancisco, invests in innovative applied research projects between universities and industry to improve business competitiveness and create jobs.

- **\$575,000** awarded to 7 teams in 2016
- \$4.4 million awarded to **75 teams** over 15 Rounds

## FACILITIES

CenterState CEO and its partners manage several business incubators and R&D spaces specializing in future-setting industry sectors, such as digital and bio technologies. Combined, these facilities offer more than 150,000 square feet of space for companies to advance research and development projects and grow.

- The Tech Garden
- The Clean Tech Center
- CNY Biotech Accelerator
- Syracuse Center of Excellence



Syracuse Center of Excellence (CoE).



The Tech Garden is the region's leading technology campus. It's home to more than 28 resident member companies and an additional 35 virtual members, who together employ nearly 200 people.



### WHAT'S YOUR VISION?

*"Every city focused on fueling transformation and growth needs a place where ideas can be nurtured and developed in an atmosphere where failure and success are viewed only as stepping stones to one's ultimate goal. At The Tech Garden, our goal is to create a place entrepreneurs and startups can rely on to provide essential resources to help turn their bold vision into reality, ultimately creating successful businesses."*

**Rick Clonan**

*Vice President of Innovation & Entrepreneurship, CenterState CEO*

# LOCAL GROUND BREAKING INNOVATIONS, GLOBAL IMPACT

*Globally recognized companies are developing break through innovations and technologies to improve lives here, across the country and around the world. CenterState CEO's business development and exporting initiatives support the growth and expansion of these companies by helping them access new customers, open markets and make capital improvements.*

## BIOSPHERIX

BioSpherix, Ltd., of Parish, New York, manufactures advanced equipment for growing and processing cells. Its machines and leading-edge technologies are being used around the world to create medical breakthroughs.

A few years ago doctors used a BioSpherix cell production system to **grow stem cells**, from bone marrow, into a trachea, and transplanted it into a two-year old girl who was born without one. The company is hoping to bring this kind of medical advancement to SUNY Upstate's pancreatic surgery center through its new partnership with the hospital.

The company is also advancing the clinical side of its business by utilizing its machines to support and advance gene and cellular therapies. Through groundbreaking medical innovations and local partnerships BioSpherix has forged a path for growth and is poised to seize new opportunities.



Credit: BioSpherix

### CenterState CEO Engagement

- *The CNYIBA and CenterState CEO helped the company evaluate exporting inquires and ensure it worked within trade guidelines and laws.*
- *CEO connected the company to local medical and research community partners, including SUNY Upstate.*
- *CenterState CEO helped the company evaluate venture capital investment opportunities.*

## HEALTHWAY

HealthWay Home Products is a family-owned manufacturer of medical-grade air cleaning and filtration systems in Pulaski, New York, with a focus on systems for large scale facilities. Recently, it launched a portable system to mitigate indoor air pollutions in smaller spaces, like homes and offices, up to 750 square feet.

The company's groundbreaking technology is said to be 40 times more efficient than HEPA filtration standards, combating three pollutant categories, and reducing exposure to airborne toxins and allergens.

This innovative air-cleaning equipment is built here in Central New York but is being **sold in more than 30 countries**, including places like China and India, where fast industrialization has increased pollution.



Credit: HealthWay

### CenterState CEO Engagement

- *CenterState CEO is actively working with HealthWay on efforts to re-shore production of its filtration units by connecting the company to potential incentives and resources.*
- *CEO and the CNYIBA assisted in identifying a program to generate significant annual savings for export sales.*
- *CEO and the CNYIBA supported training for two of the company's export professionals through Export NY.*

# BUILDING COALITIONS TO BREAK DOWN BARRIERS TO OPPORTUNITY

*CenterState CEO is engaged in community-based models of workforce development to create a more inclusive economy. To that end, Work Train, a community workforce initiative strategically housed within and led by CenterState CEO, was launched. Work Train is a workforce intermediary that convenes partnerships between employers, educators and community partners to develop lasting workforce solutions. To date, efforts have focused on connecting employers with open positions they struggle to fill, with those that need jobs.*

## LORETTO

In 2014, Loretto's challenge to hire more than 100 Certified Nursing Assistants (CNAs) for its newly built Cottages at Garden Grove in Cicero, New York led them to a breakthrough opportunity, not just for the company itself but also for the community. By taking a new approach, and partnering with Work Train, Loretto was able to identify, prepare and place more than 80 individuals into the open CNA positions.

Now, as that first cohort of employees are looking to grow at Loretto, the company is again partnering with Work Train to develop career pathways to advance CNA's and other frontline workers into more advanced careers, such as Licensed Practical Nurses. Work Train has initiated a partnership with On Point to provide retention and advancement supports to CNAs and Home Health Aids who are Work Train graduates.

Through this partnership, Loretto and Work Train are **creating new career opportunities for un-and under-employed individuals** in Central New York and helping to address issues related to poverty, one of the community's most entrenched challenges.



## CenterState CEO Engagement

- *The Work Train-sponsored "Health Train" initiative has placed more than 225 candidates into jobs at Loretto since mid-2014. Relative to other external candidates, and the industry as a whole, Health Train referrals into Loretto have retained their jobs at a higher rate.*
- *Work Train has supported Loretto/PACE and ACMG Credit Union in developing support programs for HHA's, including financial counseling, car buying education and access to special financing packages.*
- *Work Train engaged Cooperative Federal Credit Union to help develop financial education and onboarding assistance for Work Train graduates, including help with completing tax withholding forms and understanding financial choices that are made during the onboarding process.*

# ECONOMIC INCLUSION

*Through an ecosystem of diverse community, institution and business partners, the Economic Inclusion portfolio connects people to opportunities through place-based programs focused on creating jobs and career pathways, and through community and neighborhood development.*

## WORK TRAIN

Work Train develops partnerships and programs that connect unemployed or underemployed individuals to career opportunities, while helping companies grow strong workforces.

### 2016 WORK TRAIN ACHIEVEMENTS

- **132 individuals** referred to employers
- **119 hired** by employers
- **90%** job placement rate

### 2017 WORK TRAIN GOALS:

- **275 job placements/advancements** in target industries (health care, manufacturing)
- Launch **2 new workforce** partnerships and programs in manufacturing
- Establish a resource center for **immigrant and refugee medical professionals**, creating access to opportunities for clinical jobs in the Syracuse area

## Health Train

The Health Train partnership seeks to create career opportunities, while creating a strong talent pool for job vacancies within the area's health care institutions. In 2016 evaluations show that **74.2 percent** of respondents credited Health Train for directly helping them **get their job**; 37.9 percent stated it assisted in **obtaining additional responsibilities**, such as new tasks or a leadership role.

The partnership, which consists of the Syracuse SUNY Educational Opportunity Center, the SEIU 1199 Training and Upgrade Fund, and On Point, works with Loretto, St. Joseph's Health, Crouse Hospital, SUNY Upstate and VNA Homecare to help them meet their goals.



Since graduating Health Train in 2015, Marina Burgos (left) and Omolara Somaye (right) have been gainfully employed at St. Joseph's Health. Seen here with Danielle Szabo (center), Work Train director of programming.

## RESEARCH AND STRATEGY

### New Americans Report

CenterState CEO conducted a year-long study with the New American Economy on the role of new Americans on the Syracuse Metro's economy. The report documents the critical impact immigrants and refugees have through population growth, workforce participation, business ownership, tax contributions, and spending power. In 2014, foreign-born residents contributed **\$1.7 billion to the metro area's GDP**, \$140.4 million in federal taxes and \$93.9 million in state and local taxes; 1,681 foreign-born entrepreneurs in Syracuse generated \$22.3 million in business income.

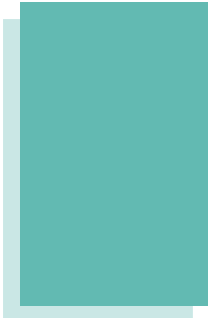


## WHAT'S YOUR VISION?

*"Imagine what would happen if we spent more time driving toward a vision of shared prosperity. As a region, we must adopt an agenda that goes beyond providing services to impoverished communities, and make strategic investments that spur economic growth opportunity where it's needed most - from inner city Syracuse to rural communities in Central New York - and harness the talent and energy of the countless residents currently sitting on the sidelines of our economy."*

**Dominic Robinson**

Vice President of Economic Inclusion, CenterState CEO



## NEIGHBORHOOD & BUSINESS DEVELOPMENT

### Up Start

Up Start helps develop businesses within low-income neighborhoods and underrepresented communities. Its **Start It! Business Basics Class** features community-based entrepreneur instructors.

#### 2016 UPSTART HIGHLIGHTS

- **8 new businesses** launched through Up Start
- **38 Up Start entrepreneurs** graduated from the 12-week Start It! Business Basics
- Embedded the Start It! class at The Tech Garden, Jubilee Homes and Home Headquarters

#### 2017 UPSTART GOALS

- **Train 100 entrepreneurs** and businesses through Start It! Business Basics
- Establish or **expand 25+** minority owned businesses within low-income communities
- **Support 5+** neighborhood real estate projects



Sarah Robin is an Up Start graduate and With Love's first Restaurateur in Residence, featuring Pakistani cuisine.

### With Love Restaurant

With Love is a restaurant incubator and restaurant management training center, cycling a different aspiring Up Start food entrepreneur every six months to highlight their cuisine and learn skills to run a business. With Love is a partnership between Onondaga Community College (OCC), CenterState CEO and Onondaga Industrial Development Agency, which collaborated to redevelop a formerly vacant restaurant space for the program.

### Northside UP

In partnership with St. Joseph's Health and robust network of neighborhood stakeholders, the Northside Urban Partnership (Northside UP) continues to contribute to the revitalization of Syracuse's near North Side.

In 2016, Northside UP:

- **Received a \$200,000** Trinity Transforming Communities Initiative grant to develop a Northside neighborhood wellness center over three years.
- Facilitated a dynamic partnership between St. Joseph's Health and OCC to develop a neighborhood-based health care training center, targeting community residents.

Northside Up's plans for 2017 include opportunities such as:

- A Northside Wellness Center.
- Working with community and institutional partners to develop vacant and underutilized properties into productive and programmed spaces that meet community needs.
- Work with neighborhood stakeholders and NYS DOT to develop a **plan for I-81** that minimizes negative impacts on the Northside.

*In 2016, the Sarah and Richard Pietrafesa Training Center was unveiled, offering professional development and educational programs in health care.*

## BREAKTHROUGH OPPORTUNITY ENGAGE IN CENTERSTATE CEO'S INCLUSION WORK

- **Learn** – Attend the 5th Annual Welcoming Economies Global Convening, Oct. 24, 2017, hosted by CenterState CEO in Syracuse, bringing together more than 350 leaders from across the country committed to welcoming, retaining and empowering immigrants as valued contributors to the economy.
- **Participate** – Engage in intimate conversations on issues of inclusion and poverty during the Economic Inclusion portfolio's member engagement series.
- **Mentor** - Serve as an industry mentor or professional service provider to an Up Start entrepreneur or business looking to launch or grow their business.



# RESEARCH POLICY & PLANNING

*Supporting members with strategic and day-to-day decision making, intelligent solution-oriented public policy analysis and business advocacy, and expertise in place making, planning, urban revitalization and strategic property redevelopment.*

## INFRASTRUCTURE

CenterState CEO is focused on key regional projects with potential to spur investment, build density, reduce sprawl and enhance regional infrastructure assets to strengthen the region's overall competitiveness.

### Interstate 81

In 2016, CenterState CEO's I-81 Committee worked toward a recommendation for the future of the highway. CEO's goal is to facilitate the adoption of a plan that will be transformative for the region, and for a solution that will serve the region's needs into the 21st century, while re-connecting the division through the center of the city. CEO members and staff will continue to work with state and local government officials to adopt, fund and implement a solution.



*NYS DOT rendering of a community grid option for I-81, looking north over Almond Street. Credit: NYS DOT.*

### Inland Port

Throughout 2016, CenterState CEO engaged with the State of New York and its members to establish an Inland Port. Manufacturers and agricultural companies that ship goods need a cost competitive solution to move Central New York products to international markets. Modern and efficient infrastructure is needed to attract logistics and warehousing operations facilities, investment and jobs. By the end of 2017, the creation of a real Inland Port must begin to meet the needs of businesses for greater global engagement.



## POLICY & BUSINESS ADVOCACY

CenterState CEO advocates for progressive policies in Washington D.C. and Albany to move the community forward, reduce costs and introduce efficiencies in governmental structures, and resolve regulatory and cost issues faced by members. Key topics in 2017 include:

- support for ridesharing legislation
- cost saving reforms to the state's workers compensation system
- supporting local leadership in government modernization
- support of zero emission tax credits for nuclear power
- enacting state and federal policy and funding to support the unmanned systems industry
- support of the Central New York Regional Economic Development Council
- increasing funding for Upstate public transit
- new investments for the 174th Air National Guard Attack Wing
- reforming insurance law to bring more call center jobs to New York
- growing MWBE-certified companies
- establishing license reciprocity for out of state medical technicians



**Get Involved:** Engage with the Government Relations Committee and the RPP steering group to help staff prioritize and implement the policies, plans and projects needed for regional growth. Contact Deb Warner, VP of Government Relations at 315.470.1845.

## PLANNING

CenterState CEO is focused on rebuilding the center city of Syracuse, and the growth and vitality of Downtown, University Hill, and the Lakefront. CEO is committed to supporting long term partners, such as Lockheed Martin, in the continued redevelopment of Electronics Park, and will work with members such as Honeywell in the reclamation of the waste beds along Onondaga Lake.



### WHAT'S YOUR VISION?

*"Central New York faces critical decisions about its future in 2017. The business community must be assertive in what it needs to be successful, and make clear its preferred proposed solutions. Opportunities in national and international markets will not wait while the region remains stagnant on critical infrastructure and projects.*

*CenterState CEO provides a rallying point to break through old ways of thinking as the region rises to meet today's challenges and opportunities."*

**David Mankiewicz**

*Vice President, Research, Policy & Planning, CenterState CEO*

### BREAK THROUGH CHALLENGE MISSED OPPORTUNITIES THROUGH INACTION

Establishing an inland port in the region is an important- yet fleeting - economic opportunity. New York State and Central New York have spent years debating and discussing the development and location of an inland port. At the same time, other more aggressive competitors and regions are breaking through barriers and accelerating efforts to capitalize on these opportunities. The South Carolina Port Authority not only opened its first Inland Port in Greer, South Carolina in 2013, but recently broke ground on a second in Dillon, South Carolina, expected to open early 2018.

# MODERNIZING LOCAL GOVERNMENT

*We must do better. This is the vision driving the work of Consensus, the commission on local government modernization in Onondaga County. The commission has released 50 recommendations for more effective, efficient local government services, improved structures for economic growth, and more inclusive, responsive representation. The recommendations identify up to \$32.8 million in potential annual savings and more than \$117 million in potential revenue.*

With strains on local government budgets, high levels of concentrated poverty and lagging economic growth, the commission has provided a blueprint for the community to take the lead in New York in reforming government services and structures so they will effectively, and sustainably, serve future generations. The commission is urging the community to make its voice heard through a public referendum its most ambitious recommendation – the creation of a new metropolitan government – would **transform Syracuse into the 2nd largest city in New York and the 38th largest city in the nation.**

In the meantime, there are opportunities to gain efficiencies and improve services through many of the other recommendations in the report, found at [www.consensuscny.com](http://www.consensuscny.com). Some of these recommendations are already producing benefits.

Consensus **US**

By the people, for the future.





# MODELING COLLABORATION & EFFICIENCY

## ONONDAGA COUNTY WATER AUTHORITY

Few things are more important to the health and economic vitality of a community than water; water infrastructure is an essential asset. Recognizing that ensuring reliable access to clean, cost-effective water is critical to a successful future, Consensus recommended the combination of closely aligned water operations to allow for more coordinated planning and operation while opening opportunities for cost savings. In 2016, the Onondaga County Water Authority and the Metropolitan Water Board moved forward with plans to **consolidate and streamline operations, with estimated efficiencies of \$500,000 to \$1 million annually**. These savings will allow the community to better maintain, improve and secure its vital water infrastructure.



### CenterState CEO Engagement

- *OCWA is an active partner on CenterState CEO's Government Relations Committee.*
- *OCWA representatives regularly engage in CEO's investor meetings and High Altitude events.*

## ONONDAGA COUNTY LIBRARY SYSTEM

In 1976, the Syracuse and Onondaga County library systems came together to create a countywide library network. Each of the 32 libraries today maintains its local character and strong connections to individual communities and neighborhoods, while residents benefit from the resources and efficiencies derived from libraries working together in a unified system.

One of its keystone assets, **Onondaga County's Central Library** in downtown Syracuse, recently underwent an \$8.7 million renovation. The project represents a forward-thinking effort to create a community resource that is more than just a book repository: creating a new street level presence on South Salina Street, adding a makerspace, kid's area, and community rooms.

The Central Library is a showcase and a hub for the many vital roles the library system plays, and **serves as a model for adaptation and innovation** to align with community goals. Acting on a recommendation including in the preliminary Consensus report in 2016, the libraries have waived library fines for children, in keeping with a broader community effort to increase early childhood reading proficiency.

Additionally, the libraries are also partnering with economic inclusion entities on job readiness assistance, digital inclusion programming, and in some cases, hiring social workers to be present at specific neighborhood libraries.



### CenterState CEO Engagement

- *The Library is an important partner for the Downtown Committee of Syracuse, and its recent capital investments contribute to downtown's revitalization.*
- *The library is an active partner with CenterState CEO's economic inclusion efforts.*
- *In 2017 the Central Library served as host to a CenterState CEO investor meeting.*

*Through programs focused on business services, economic development and attention to the public realm, the Downtown Committee partners with CenterState CEO to encourage growth in the city center.*

## 2016 HIGHLIGHTS

**New Business Openings** continue, with **17 new retail businesses**. New companies and their employees also moved Downtown: SUNY Upstate Finance & IT (400 employees); Arcadis Engineering (250 employees); expansions include TCGPlayer.com and Terakeet.

**Downtown Housing** continues to thrive, with **seven buildings renovated** and 173 new units.

**Residential Population** increased by approximately 10 percent, with **172 residential units under construction** and expected to come online in 2017.



Mackenzie Hughes relocated its offices to The Galleries office tower now renamed to Mackenzie Hughes Tower.

## 2017 OUTLOOK

Prominent structures slated for new life in 2017 include renovations at the State Tower Building, adding 52 apartments and Class A office space, and 89 apartments and a new restaurant at Icon Tower.

**Underutilized structures slated for renovations** will lead to a South Salina Street rebirth:

- The long-vacant Addis Building will be converted into Class A commercial and residential spaces.
- The Empire Building will undergo a \$10 million renovation, adding 52 apartments.
- Significant enhancements to the Sibley's Building will change the face of Salina Street.

- The Chimes Building will undergo conversion into retail and residential spaces.
- A 120-room extended stay Hyatt Place will begin construction next to the Marriott Syracuse Downtown.

As Downtown's residential population has increased 43 percent in the last 10 years, the Downtown Committee is focused on the needs of downtown's residents. This includes:

- Continued focus on **retail attraction**, specifically in the Convention District surrounding the Marriott Syracuse Downtown.
- Advocacy for the **Community Grid alternative for I-81** as the solution that best supports the city center's continued revitalization.



### WHAT'S YOUR VISION?

*"Our vision is to create a vibrant, thriving, safe, diverse and accessible downtown community. A strong downtown center is an economic development tool for attraction and retention of companies, and serves as a tourism draw, increasing the number of overnight visitors and spending in*

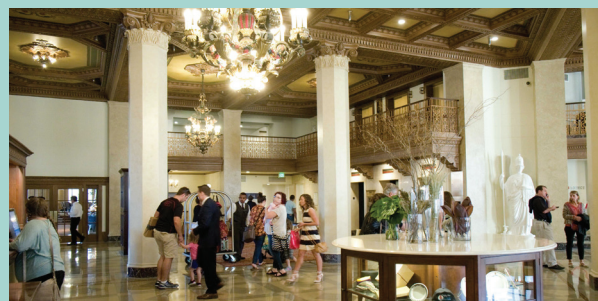
*Onondaga County. Residents add activity past the typical daytime hours and drive new opportunities to attract businesses focused on serving a residential population."*

#### **Merike Treier**

*Executive Director, The Downtown Committee of Syracuse, Inc.*

### BREAKTHROUGH MOMENT A VISION REALIZED

Downtown's breakthrough moment this last year was the Hotel Syracuse re-opening as the Marriott Syracuse Downtown with 270 rooms – a symbol of resurgence, a beacon of activity in downtown's southern end, and a significant change to the southern gateway welcoming new visitors.



*CenterState CEO coordinates strategic economic development efforts with University Hill Corporation to support regional growth. The University Hill Corporation encourages growth, promotes the area, and coordinates projects and programs among its members.*

## 2016 HIGHLIGHTS

The decision on the future of **I-81** will directly impact University Hill. The University Hill Corporation (UHC) has coordinated its members' response to the project, focusing on eight priorities:

- Access to the highways
- Supporting transit solutions
- Minimizing demotion and relocation
- Maintaining existing east/west connections to downtown
- Sustainability
- Capital cost minimization
- Developing a credible maintenance plan
- Minimizing construction impact

UHC has worked with the City on its Rezone Syracuse process, and is addressing the challenge of an influx of purpose-built student housing projects, seeking to strike a balance between attracting private investment and stabilizing the adjacent neighborhood.



*CenterState CEO and UHC partner with the Syracuse Center of Excellence and the CNY Biotech Accelerator (pictured) to encourage entrepreneurial growth and the expansion of research redevelopment activities on University Hill. Credit: CNY Biotech Accelerator*

## 2017 OUTLOOK

**Talent** - University Hill offers a wealth of talented researchers, graduate students, and medical and academic expertise that can attract related business in medical research and development, creating a significant growth strategy for the region.

**Capital Investment** - In the last three years more than \$600 million has been invested in University Hill largely by the medical and educational institutions, and another \$600 million is anticipated by the end of 2018. Together, these projects will exceed **\$1 billion in new investment** on the Hill and have a ripple effect on growth throughout the community. New projects include:

- Crouse Hospital's Emergency Room, campus-wide renovations at Hutchings, SUNY-ESF's new research building, Syracuse University's National Veterans Resource Complex, and SUNY Upstate's new Health and Wellness Center.
- Three student-oriented, mixed-use housing projects.
- Redevelopment of Syracuse University's Carrier Dome and the Archbold Athletic Complex.



*Credit: SUNY Upstate Medical University.*

## BREAKTHROUGH OPPORTUNITY MEDICAL TOURISM

Medical tourism is an important opportunity for all the region's hospitals and physician groups. The Hill's ability to connect its high quality medical facilities to those seeking care can drive new revenue. There is a strong attraction for patients outside the region because of the quality, cost, and access to medical services that exist in Central New York.

*The Northeast UAS Airspace Integration Research Alliance (NUAIR) works with CenterState CEO to advance Unmanned Aircraft Systems (UAS) development and economic opportunities. The Alliance leads 100+ partners in managing one of seven federally-designated UAS test sites in the United States, and is at the forefront of public policy development, public acceptance, commercialization, and safe integration of UAS technology.*

## 2016 HIGHLIGHTS

**UTM Corridor** – Governor Cuomo announced a **\$30 million investment** to develop a 50-mile UAS traffic management (UTM) corridor between Syracuse and Rome, managed by the NUAIR Alliance. The project will allow for safe testing of drone operations beyond visual range of the drone operator. NUAIR, working closely with the FAA and NASA, is developing new concepts, technologies, and safety processes to open the drone market for commercial drone industry systems and software companies.

**2016 UTM Convention** – CenterState CEO and NUAIR showcased the region as a UAS leader by bringing **700** industry-leading experts and keynote speakers from around the world to the region to collaborate on UTM concepts for integrating drones into the global airspace.



2016 UTM Convention in Syracuse.



DJI Search and Rescue Challenge. Credit: Eric Miller, NUAIR Alliance.

**FAA Test Site** – With New York State funding, the Griffiss UAS-Test Site has developed a state-of-the-art operations control and data center, designed to assure future commercial drone operations concepts, will meet or exceed federal aviation safety standards.

The UAS test site operated **626 UAS flights in five states and at two international airports**, up from 66 test flights in 2015. These included a test of the NASA UTM system, which validated UTM initial standards development and continues NUAIR’s support of FAA-NASA UTM activities.

The test site hosted DJI, the world’s leading maker of small UAS, for its annual **DJI Search and Rescue Challenge**. AutoModality, from San Rafael, California, claimed the \$100,000 prize. AutoModality went on to win the GENIUS NY grand prize in 2017 (see page 8) and is now growing its business in Central New York.

## 2017 OUTLOOK

Ongoing efforts in 2017 include:

- Working cooperatively with FAA, NASA, and industry on a 2017 two-year pilot project to develop a Rome-to-Syracuse UTM corridor. Once built the corridor will operate years into the future
- Utilizing the test site’s infrastructure and flight test evaluations to inform federal protocols, policies and regulations.
- Ongoing R&D for UAS ground-based detect and avoid capability to support Beyond Visual Line of Sight UAS operations.
- Participation in working groups with FAA, NASA, and industry leaders to support a wide range of UAS operations.

*The CNYIBA provides experienced export guidance to help companies identify target markets and international buyers; build connections to regional, national and international export resources; create export plans; find logistics resources and secure overseas payments – all to enhance the global sales of businesses and grow the region's \$8.6 billion in annual exports.*

## 2016 HIGHLIGHTS

- More than **220 outreach** and export assistance engagements with 100+ regional exporters.
- Offered members assistance with pricing strategies, compliance and regulatory challenges, distribution strategies, execution of overseas contracts, and educational events and programs.
- Hosted or partnered on **18 regional export** events.
- CNYIBA membership **grew to 55** Central and Northern New York companies.
- Assisted **11 regional exporting** companies through the Award winning Export NY educational program.
- Tested the new **JPMorgan Chase Export Catalyst Pilot Program**, created by the CNYIBA and supported by a grant from JP Morgan Chase, to offer direct export assistance to regional companies. The program assesses export knowledge gaps and provides the participating company with in-house export staff, training and assistance finding overseas buyers.



*CNYIBA members toured the Maher Terminal at the Port of New York and New Jersey, one of the busiest ports in the world, to learn how thousands of ocean shipping containers are loaded, unloaded, and inspected daily. The trip also explored how to work effectively with U.S. Customs and Border Protection.*

## 2017 OUTLOOK

Opportunities on the horizon in 2017 include:

- **Increased interactions** with regional exporters, including bimonthly Exporter Luncheon events and bimonthly Exporter Monday events, opportunities to see firsthand how exporters in the region manage their exports.
- 6-9 educational **export events**.
- Two **Export NY** sessions (Feb. - May; Sept. - Dec 2017).
- Ongoing development of the Export Catalyst Pilot Program to produce improvements in regional exporters' sales.



### WHAT'S YOUR VISION?

*"Our vision is to develop the capacity of regional companies to generate meaningful increases in revenues from exports of their goods or services."*

**Steven King**  
*Export Consultant, CNYIBA*

### BREAKTHROUGH MOMENT BETTER STRATEGIES, BETTER OUTCOMES

CenterState CEO created a step change in export assistance when it brought together the CNYIBA, the Brookings Institution and regional partners to develop a Metropolitan Export Initiative. This initiative created a new perspective for exporting in the region, allowing for the development of stronger programs and assistance for regional exporters.

# GREATER OSWEGO-FULTON CHAMBER OF COMMERCE



*The Greater Oswego-Fulton Chamber of Commerce (GOFCC) advances the business and community interests of the region through advocacy, member services and community enhancements. The GOFCC is now a fully integrated affiliate of CenterState CEO.*

## 2016 HIGHLIGHTS

In response to member feedback for greater access to elected officials, the chamber hosted a monthly Monday morning roundtable, providing opportunities for members to meet with local, state and federal elected officials, including Congressman John Katko, Assemblyman Will Barclay, Mayor William Barlow and Mayor Ron Woodward.

Through increased outreach efforts, the chamber welcomed more than **40 new members**, increased member retention and expanded opportunities for business to business connections.

Overall event attendance increased by **20 percent** at major events, including the Annual Meeting, Small Business Breakfast and Holiday Social.

## 2017 OUTLOOK

On Jan. 31, the Board of the Greater Oswego-Fulton Chamber of Commerce (GOFCC) voted unanimously to officially enter into a new partnership with CenterState CEO. The GOFCC is now a fully integrated affiliate of CenterState CEO, enabling it to have a stronger chamber, dedicated to the needs of the community, while bringing it more prominently into the overall growth and success of the region.

The former Greater Oswego-Fulton Chamber of Commerce (GOFCC) board of directors has evolved to become an 18 person Advisory Board for the Chamber, and is poised to guide the chamber's strategic priorities in 2017 and beyond. CenterState CEO's board of directors, with strong representation from Oswego County nominated by its Executive Committee, will provide official oversight for the GOFCC.

With the chamber operating under a new business model it will have **increased opportunities; financial stability and efficiencies; a broader advocacy voice, and a stronger link to regional and state resources.**

Feedback from a 2017 member survey will be used to ultimately shape more comprehensive programs to enhance business to business connections across the region, and help small businesses become more competitive.



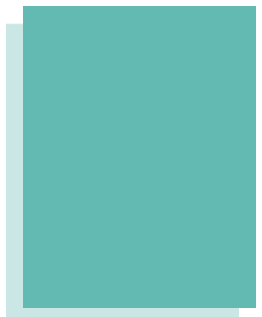
*Greater Oswego-Fulton Chamber of Commerce 2017 Annual Meeting.*



## WHAT'S YOUR VISION?

*"Through our new solidified partnership with CenterState CEO, I envision providing a robust offering which our community and members have never experienced. There's a new momentum in Oswego County, and I'm extremely excited about the direction we are headed as a chamber and as a business community."*

**Katie Toomey**  
Executive Director, Oswego-Fulton Chamber of Commerce



*As an affiliate of CenterState CEO, Onondaga County's official marketing organization, Visit Syracuse, leads the production of more than \$855 million in direct visitor spending annually, strengthens the positive awareness of Syracuse and the County as a convention and visitor destination, and stimulates economic development for the community.*

## 2016 HIGHLIGHTS

**Conventions** – Booked 70 future events that will produce 27,773 overnight stays and generate **\$22.9 million** in travel spending (a 12 percent increase over 2015).

**PR** – Assisted **265 journalists** resulting in media placements including: Huffington Post, Redbook Magazine, Ansa (Italian publication), Out.com, Epoch Times, Boston Globe, Dujour, Meetings Today, Forbes, InStyle Restaurants, Beer & Brewing, AAA Car & Travel Magazine and more.

**New Website** - Engagement on VisitSyracuse.com performs **175.78 percent** better than the national average as people stay on the page almost 40 seconds longer than the national average!

**Social Media** – Prompted more than **27,600 social media engagements** and over 210,000 digital interactions with potential travelers and customers

**Fishing University**– A segment on America's original "How To" fishing program, Fishing University, will highlight Syracuse and air throughout 2017 on the Outdoor Channel, WFN and the Sportsman Channel.



## 2017 OUTLOOK

**Organization** – In 2017 Visit Syracuse, Inc. will operate under new governance, revised structural deployment and a longer-term strategic direction.

**World's Greatest** – The show will feature the Visit Syracuse team and highlight Syracuse as one of the world's greatest destinations for winter, architecture, history and food.

**Prospecting** – Changes to venues and hotels add to the capabilities of Syracuse to host meetings, conventions and events; the emphasis for 2017 is to drive more into prospective event opportunities for partners.

**New Markets** – Medical tourism, domestic and international travel trade, food and beverage and new sports are all viewed as prospective high growth opportunities for the future.

## BREAKTHROUGH MOMENT: RE-ENVISIONING OUR (SNOWY) ASSETS

In order for destinations to be competitive in the tourism world, they must build on their unique attributes. Central New York does winter better than anyone; which is why Visit Syracuse launched the trademarked Official Home of Winter campaign to help make winter lucrative for the tourism industry and for all businesses in the region.

The campaign embraces, rather than shies away from, this defining aspect of our culture. To align the winter campaign with overall marketing efforts, Visit Syracuse will now publish two annual, 100-page Visitor Guides representing the seasons: Winter (November – March) and Not Winter (April – October).



*Meet Winter, an underappreciated figure looking to be appreciated for the frosty fun that he brings to town, part of Visit Syracuse's campaign designating Syracuse the #OfficialHomeofWinter.*

*A wholly owned subsidiary of CenterState CEO, for more than 40 years BSNY has helped small employers manage the people side of their business. BSNY provides integrated, affordable and customized solutions for employee benefits, payroll, human resources, compliance, and retirement savings.*

## 2016 HIGHLIGHTS

- Introduced **Employee Navigator** technology platform for 24/7/365 employer and employee access.
- Enhanced the network of BSNY providers to include a full spectrum of employee benefits and human resources, and other business solutions.
- Introduced the only chamber sponsored small employer **401(k) program** in Upstate New York.
- Expanded the number of chamber affiliates providing BSNY services to their members.

### BSNY's Focus Includes:

- Local, In-person Consultation & Service
- Health Insurance
- Supplementary & Voluntary Benefits
- Retirement Plans
- Employee Self-Service Portal
- Complete Online HR Database & Platform
- Full Service Onboarding & Exit Management System
- Employer Compliance (IRS & DOL )
- New Hire Background & Reference Checks
- Employee Assistance Program
- Integrated Payroll Service
- Full Service Human Resources Support



## 2017 OUTLOOK

Clients often say that health insurance is only one part of a small employer's people management strategy, and small employers can easily be overwhelmed by the rules, regulations and costs associated with the people side of their business.

To better meet these needs, in 2016 BSNY searched for additional partners that shared its philosophy of total client commitment, local support and service, and affordable state of the art products. Turns out there were many great partners just waiting to be asked! Now BSNY is **partnered with chambers and associations around Central New York** to offer their small business members assistance, expertise and streamlined benefits.

In 2017 BSNY will expand its online **"ask the expert"** training series and develop new product and service offerings.



## WHAT'S YOUR VISION?

*"We want this to be a region where businesses of all sizes can thrive. To achieve this vision we provide products that help employers in Central New York attract, retain, protect, and develop their greatest asset – their people."*

**Frank Caliva**  
SVP & Chief Operating Officer, CenterState CEO



*SyracuseFirst helps independent local businesses and entrepreneurs thrive by facilitating collaboration and connections.*

### 2016 HIGHLIGHTS

- **More than 120 businesses and organizations** and 700 people participated in the largest **Buy Local Bash**. The annual event brings together community members and local merchants at a shopping and tasting event to highlight the locally owned, independent businesses. This unique event brings awareness to SyracuseFirst's mission, and kicks off support of local businesses during the holidays. Additionally, the first Buy Local Bash vendor & sponsor mixer was held with more than 50 attendees.
- More than **200 attendees** interacted with representatives from more than 40 businesses, organizations, cafes, restaurants, and startups, ranging from energy solutions to legal services and distilled beverages to farmstead cheese at the annual **Tech Meets Taste** event in July 2016.
- Social media reach **increased by 20%** since 2015, for a total of nearly 29,000 social media contacts.



*Local businesses and startups prep for Tech Meets Taste. Credit: Joann Cucci.*

### 2017 OUTLOOK

SyracuseFirst is committed to engaging local residents in determining the future of the community by both shifting consumer choices to increase consumer spending at locally owned businesses, and by driving attention to issues facing the local business community.

As a region with a rapidly aging workforce, the region is in need of new business growth. As business owners retire, jobs and resources will need to be substituted to keep the region competitive and reinventing itself. SyracuseFirst will focus on new business, startup connections and support.



*The Lab Creative joins local vendors at the 2016 Buy Local Bash.*

# CENTERSTATE CEO MEMBERSHIP

*CenterState CEO members benefit from a variety of programs and services, access to business development assistance, government advocacy, and opportunities for promotion and connections to nearly 2,000 businesses of all sizes across Central and Northern New York. Members are also part of CenterState CEO's efforts to enhance business competitiveness, economic development and quality of life in the region.*

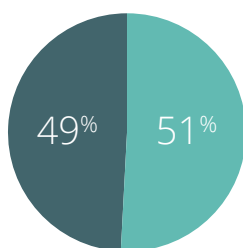
CENTERSTATE CEO OFFERS TWO BROAD LEVELS OF MEMBERSHIP.

**INVESTORS:** The region's most prominent business, academic and not-for-profit leaders. These forward thinkers set, support and implement the organization's development agenda. Sharing a perspective that extends well beyond their own employees and organization, Investors drive a unified vision to build a region where business thrives and people prosper.

**PARTNERS:** The region's small to mid-sized businesses that are poised for growth. These businesses and their employees benefit from a full suite of services specifically designed to facilitate their success, including access to programs that help them save money, connect with other members, accelerate growth and profitability, develop staff knowledge and skills, and increase visibility for their company.

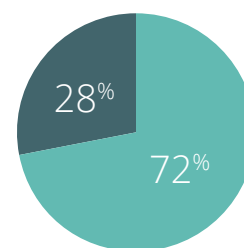
### Membership Levels:

Investors 51%  
Partners 49%



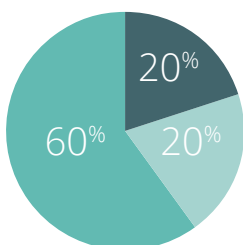
### Membership Revenue:

Investors 72%  
Partners 28%



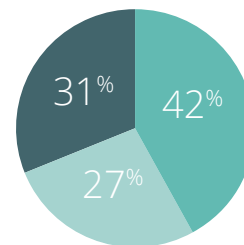
### Partner-level Members:

Executive/Corporate 20%  
Business 20%  
Basic 60%



### Partner-level Revenue:

Executive/Corporate 42%  
Business 27%  
Basic 31%



ASSETS	Amount
<b>Current Assets</b>	
Cash & Cash Equivalents	\$720,778
Investments/Receivables/Prepaid Expenses	\$5,510,699
Other Assets	\$127,643
<b>Total Current Assets</b>	<b>\$ 6,359,120</b>
<b>Property and Equipment</b>	
Net Property & Equipment	412,609
<b>Total Assets</b>	<b><u>\$6,771,729</u></b>
<b>LIABILITIES AND NET ASSETS</b>	
<b>Current Liabilities</b>	
Accounts Payable/Accrued Expenses	\$4,289,702
Deferred Revenue	1,819,367
<b>Total Current Liabilities</b>	<b>6,109,069</b>
<b>Total Liabilities</b>	<b>6,109,069</b>
<b>Net Assets</b>	
Unrestricted Net Assets/Retained Earnings	499,894
Temporary Restricted	162,767
<b>Total Net Assets</b>	<b>662,660</b>
<b>Total Net Assets &amp; Liabilities</b>	<b><u>\$6,771,729</u></b>

CHANGE IN NET ASSETS	Amount
Total Revenue	\$9,005,000
Total Expenses	\$9,202,000
Revenue in Excess of Expenses	<b>(197,000)</b>
<b>EBITDA</b>	<b><u>- 0 -</u></b>

KEY PERFORMANCE INDICATORS	
Current Ratio	1.04 %
Profitability	-2.19 %

\*As of December 31, 2016 (preliminary and unaudited)

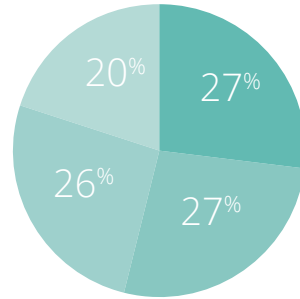
# MEMBER ACHIEVEMENTS

**147**

NEW MEMBERS WELCOMED

**95**

MILESTONES CELEBRATED BY CENTERSTATE CEO AMBASSADORS



MEMBERSHIP MILESTONES

27% 0-5 YEARS  
27% 6-10 YEARS  
26% 11-20 YEARS  
20% 20+ YEARS

**234** COMPANIES RECOGNIZED AS **ECONOMIC CHAMPIONS** FOR:

**3,163**

EMPLOYEES HIRED

**\$652.6**

MILLION IN INVESTMENTS

**68**

NEW BUSINESSES

**1M**

SQUARE FEET OF EXPANSIONS

**55**

MILESTONE ANNIVERSARIES

## SOCIAL REACH

**8,926**

ACTIVE SOCIAL MEDIA FOLLOWERS

**16.1%**

INCREASE FROM LAST YEAR



**25.6%** INCREASE IN FOLLOWERS

**1,386** CURRENT FOLLOWERS

**1,030** FOLLOWERS LAST YEAR



**11%** INCREASE IN AUDIENCE

**2,076** CURRENT LIKES

**1,848** LIKES LAST YEAR



**14.1%** INCREASE IN FOLLOWERS

**5,464** CURRENT FOLLOWERS

**4,692** FOLLOWERS LAST YEAR

**9** EVENTS LIVE TWEETED

## ACKNOWLEDGMENTS

***CenterState CEO, its directors, and members would like to express their appreciation to the many public sector partners who provide both leadership and financial support for our efforts across the region:***

Hon. Charles E. Schumer, United States Senate  
Hon. Kirsten E. Gillibrand, United States Senate  
Hon. John Katko, U.S. House of Representatives  
Hon. Claudia Tenney, U.S. House of Representatives  
Hon. Andrew M. Cuomo, Governor, New York State  
Hon. Kathleen C. Hochul, Lieutenant Governor, New York State  
Hon. Carl E. Heastie, Speaker, New York State Assembly  
Hon. John Flanagan, Majority Leader, New York State Senate  
Hon. David J. Valesky, Deputy Leader, Independent Democratic Conference, New York State Senate  
Hon. John A. DeFrancisco, New York State Senate  
Hon. Patty Ritchie, New York State Senate  
Hon. William B. Magnarelli, New York State Assembly  
Hon. William A. Barclay, Deputy Minority Leader, New York State Assembly  
Hon. Al Stirpe, New York State Assembly  
Hon. Pamela Hunter, New York State Assembly  
Hon. Joanne Mahoney, Onondaga County Executive  
Hon. Stephanie Miner, Mayor, City of Syracuse



**CENTERSTATE  
CORPORATION FOR ECONOMIC OPPORTUNITY**

**Leading Business and Economic Growth in CenterState New York**

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