

PIVOT



**CENTERSTATE
CORPORATION FOR ECONOMIC OPPORTUNITY**

ANNUAL REPORT 2017-2018

PIVOT



CENTERSTATE
CORPORATION FOR
ECONOMIC OPPORTUNITY

Now more than ever, we recognize that foresight and a strategic mindset are only one part of a successful approach to enhanced growth. In order to stay competitive in today's economy, dynamic businesses must be agile to remain viable and relevant.

Likewise, progressive communities must be strategic and responsive to changes, unexpected challenges, and competition from other places in order to realize a vision for a better future. Driving economic growth and shared opportunity requires the intentional interconnection of programs, policies and systems. Communities must be willing to shift their approaches as social, demographic and economic forces change around them.

Central New York is no stranger to challenges and right now opportunities before us hold the potential to reshape our economic trajectory. How we respond to present circumstances and position ourselves to boldly embrace the future comes down to whether or not we truly understand and accept that change is needed.

Are we willing to act and shift course to meet the future head on?

This report, and our focus this year, explores how remaining agile and the willingness to shift direction can impact businesses and communities through the theme of *Pivot*.

Inside you'll find stories highlighting projects, initiatives and members that have risen to meet their own challenges by shifting their strategies in order to develop new business models, advance innovative technologies and break into new markets. We also share how we have engaged with these partners to support their growth and success.

The time is now. If our collective, recent successes have shown us anything, it is that daring to pivot towards bold, transformative and inclusive approaches can accelerate our economic trajectory and help us more effectively address our most entrenched challenges.

I hope as you read our Annual Report, you will find inspiration and the tools to help your business or organization meet new and exciting opportunities.

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

Business 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 PAC
University Hill Corporation
Upstate Minority Economic Alliance
Visit Syracuse

Programs

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
Grants for Growth
Northside UP
NYS Innovation Hot Spot
ProTrain
SyracuseFirst
Up Start
The Tech Garden
Work Train Collaborative

Partnerships

Armory Square Ventures
Brookings Institution
Central New York Regional Economic Development Council
Train Develop Optimize (TDO)

Consensus - the Commission on Local Government Modernization
Export-Import Bank of the United States
Manufacturers Association of Central New York

BUSINESS & ECONOMIC DEVELOPMENT

Business development initiatives provide direct resources for business attraction, expansion and retention.

ENGAGEMENT

CenterState CEO supports companies throughout the region in gaining access to capital and talent, through technical and business planning assistance, by connecting them to opportunities or resources for growth, and through educational opportunities for improved operations. Companies engaged include: Dupli Inc., Beak & Skiff Orchards, Crouse Hospital, Pioneer Companies / The State Tower Building, Morrisville College, Currier Plastics, Marquardt, VIP Structures, and the Everson Museum of Art, among others.

In 2017, nearly **9,000 individuals participated** in CenterState CEO events and programs.

2017 ENGAGEMENT ACHIEVEMENTS	2018 ENGAGEMENT GOALS
<p>1,200 engagements with regional companies resulted in:</p> <ul style="list-style-type: none"> • \$176.3M private capital investment • Creation of 817 jobs • 400+ business to business connections facilitated 	<ul style="list-style-type: none"> • 1,200 engagements • \$125M in capital investment • Creation of 1,600 new jobs • 500 business to business connections facilitated



Each year, the SyracuseFirst program hosts Buy Local Bash to promote shopping local and to support the region's independently owned businesses.



More than 200 people attended "Disney's Approach to Leadership Excellence" professional development course.



WHY PIVOT?

"In 2017, despite long odds, CenterState CEO worked with regional partners to respond to Amazon's request for proposals for its HQ2. We to presented three unique market assets: low cost of operations, a commitment to sustainable development, and industry

leading capabilities in the unmanned aerial systems sector. We also included the opportunity to positively impact the region's high concentrations of poverty. While this proposal wasn't successful with Amazon, it allowed us to rethink how we position ourselves as a region. It now serves as a blueprint for intentional growth as we pursue other large-scale opportunities."

Andrew Fish, Sr. Vice President, Business Development, CenterState CEO

PIVOT: A UNIFIED BRAND - UAS CENTRAL

CenterState CEO and its partners launched UAS Central. This new initiative further positions the region as a global leader in the development of unmanned systems. Partners from private industry, all levels of government and nonprofits are collaborating to build and promote the region at events in the United States, Canada and Europe.



Learn more about UAS Central at www.UASCentral.com.

BUSINESS ATTRACTION

CenterState CEO actively promotes the region's industries, workforce, strategic location, market accessibility and natural advantages to attract firms and jobs.

2017 BUSINESS ATTRACTION HIGHLIGHTS

- **314 jobs** created by companies new to the region
- **\$55M+** in capital investment by companies new to the region

2018 BUSINESS ATTRACTION GOALS

- **150 jobs** created by companies new to the region
- **\$25M** in capital investment by companies new to the region

Target Industries

UNMANNED AERIAL SYSTEMS: Building on its industrial heritage in aerospace and sensing systems, the region is growing an ecosystem around the unmanned aerial systems (UAS) industry linking business, startups, higher education and government investments.

In 2017, the state of New York announced the launch of a 50-mile corridor between Syracuse and Rome, NY, the world's largest, live-scale test bed for UAS. **CenterState CEO and its partners are using this corridor to drive business attraction and accelerate commercial operations in the region.**

AGRICULTURE: As more consumers in the United States seek year-round access to locally grown food products and foreign food demands increase significantly, this sector will expand. CenterState CEO is actively pursuing investments that:

- Identify land and other assets that set the region apart from competing locations.
- Extend the growing season and per acre yield through controlled environment agriculture.
- Expand the markets served by regional agriculture through extended shelf life processing facilities.



Advancing the unmanned systems industry is a key focus of CenterState CEO's business development efforts.

International Connections

UNITED STATES: Xponential, hosted by AUVSI, is the largest unmanned systems trade show in the United States. In 2018, CenterState CEO and nearly 20 partners will represent UAS Central at the conference in Denver. UAS Central will also be promoted at several other North American conferences throughout the year.

EUROPE: Countries across Europe are also experiencing a UAS revolution. As such, many companies headquartered in Europe are looking to grow in the U.S. To reach these companies, CenterState CEO attended

Commercial UAV in London in 2017 and will attend the Commercial UAV EXPO Europe in 2018.

CANADA: In 2017, CenterState CEO completed phase-two of a business attraction effort using Montreal-based Research on Investment to help identify and **contact 812** attraction prospects in Canada. **Forty-five pipeline companies** were also identified.

INNOVATION & ENTREPRENEURSHIP

CenterState CEO provides programs, resources and facilities as part of a vibrant innovation and entrepreneurship ecosystem. The Tech Garden provides a suite of support for entrepreneurs and innovators at any stage of the business life cycle.

PROGRAMS

GENIUS NY

GENIUS NY, now in its second year, has attracted 12 UAS startups to Central New York. The program, which is the world's largest accelerator for UAS, advances Central New York's position as an industry leader. GENIUS NY is funded by Empire State Development and is run out of The Tech Garden.

GENIUS NY 2.0 began in January 2018 and welcomed six new teams from all over the world to Syracuse. In April, these teams received investments totaling **\$2.75 million, with the \$1 million grand prize investment** given to Fotokite of Switzerland. Quantify was awarded the second place prize of \$600,000; TruWeather was named third place, winning \$400,000; three finalists Precision Vision, Dropcopter and UsPLM, were each awarded \$250,000. The teams will use these investments to continue to develop their technologies and advance the UAS ecosystem in Central New York and the Mohawk Valley.



GENIUS NY grand prize winner, Fotokite of Switzerland developed a kite-like, tethered drone that can stay in the air almost indefinitely.

Grants for Growth

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

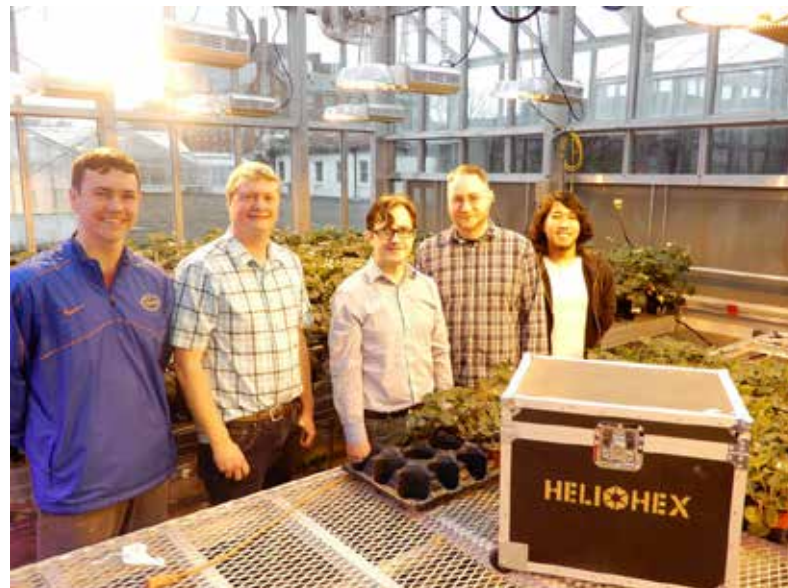
- **\$275,000** awarded to **9 teams** in 2017
- **\$4,675,000** awarded to **84 teams** over **16** rounds



The 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.

- **5 companies** currently enrolled
- **10 graduates**
- **37 new products** developed



Heliohex, a Clean Tech Center member and previous recipient of Grant for Growth, partnered with Cornell University to research better LED lighting for indoor plants.

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

RESOURCES

Each year, more than **100 companies engage in CenterState CEO programs and events** focused on ideation, acceleration, incubation and business expansion. Resources available at CenterState CEO's The Tech Garden include an array of mentors, advisors, investors and fee-based service providers. These resources make up a support system for growth and guides businesses through the entrepreneurial ecosystems - both in Central New York and in other innovation hubs.



The Tech Garden's Road Map for business growth.



WHY PIVOT?

"For more than a decade, The Tech Garden has been the region's innovation hub. To stay at the forefront of what businesses need to grow and transform their ideas into profitable companies, we have continuously looked at how we deliver programming. Just as the companies we support must remain

agile, we too must be willing to shift our approaches to remain responsive to the needs of our clients."

Rick Clonan, Vice President, Innovation & Entrepreneurship,
CenterState CEO

PIVOT: A NEW ROAD MAP TO SUCCESS

Over the past year, The Tech Garden has pivoted its approach to enhance its value proposition and better meet the needs of its 50+ members. The Tech Garden developed the Road Map which helped it evaluate and ultimately consolidate its programs, resources, and events. Additionally, it increased its focused on strengthening its core competency and network and improved how it tracks a startup's progress.

ECONOMIC INCLUSION

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

WORK TRAIN

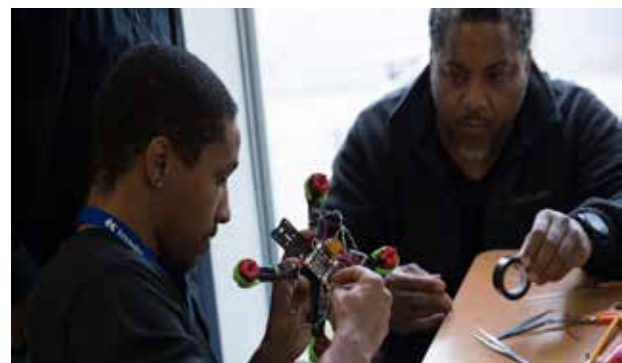
Work Train fosters shared prosperity in Central New York by connecting unemployed or underemployed individuals to career opportunities, while helping companies grow strong workforces. To achieve its goals, Work Train develops partnerships between employers, training providers and community organizations who collaboratively develop and deliver innovative workforce solutions. Work Train is funded by a collaborative of philanthropic partners, including The United Way of CNY, Allyn Family Foundation, CNY Community Foundation, Riesman Foundation, and Gifford Foundation – along with support from local and state government.

2017 WORK TRAIN JOB ACHIEVEMENTS

- Completed first of a three-year pilot phase
 - **500 individuals** placed
 - **80% job retention** rate after one year
- Expanded into Cayuga County

2018 WORK TRAIN GOALS

- **300+ workers** placed or advanced
- Strengthen strategies for incumbent worker advancement
- Expand to new industries



ProTrain participants using their soldering and problem solving skills to build drones.

PROTRAIN

In 2017, Work Train partnered with area employers, the Manufacturing Association of Central New York, and SUNY EOC to launch “ProTrain”. Short for “Production Training”, ProTrain prepares graduates to begin a career in manufacturing and provides the foundational skills needed to advance up the career ladder in industries across the manufacturing sector.

WELCOMING ECONOMIES CONVENING

CenterState CEO hosted the 5th Annual Welcoming Economies Global Convening in 2017, bringing together more than **400 leaders from across the country** committed to welcoming, retaining and empowering immigrants as valued contributors to the economy.



Attendees discussed workforce development, entrepreneurship and business at the Welcoming Economies Global Convening.



WHY PIVOT?

“In 2017, we completed our pilot phase of the Work Train initiative, and by most accounts, it was a resounding success. More than 500 un-or-underemployed individuals were placed on career pathways, and we also contributed to dramatic improvements in performance and employee retention for our employers. We are very proud of the outcomes we achieved over a three-year period, but we’re even more excited about the foundation we’ve built for the future. In Phase 1, we modeled best practices within our sponsored programs, many of which are now being sustained and institutionalized by program partners, like SUNY EOC. We also have partnered with employers, like Loretto, to sustain this work into the future. Meanwhile, our Work Train Funder Collaborative has approved Phase 2 of Work Train funds, which creates a pool of flexible capital to take this work to the next level through 2020.”

Dominic Robinson, Vice President, Economic Inclusion, CenterState CEO

NEIGHBORHOOD & BUSINESS DEVELOPMENT

Up Start

Up Start helps grow businesses within vulnerable communities, contributing to stronger neighborhoods and shared prosperity. The program connects existing businesses and aspiring entrepreneurs to the tools and networks that help them thrive.



In 2017, more than 40 Up Start entrepreneurs graduated from Start It!

2017 UP START HIGHLIGHTS

- **17 businesses** started or expanded
- **\$130,000 loaned** through Syracuse Cooperative Federal Character-Based Revolving Loan Fund
- **25+ businesses** received one-on-one technical assistance
- Launched the **Start It! Business Basics Food Entrepreneurs class** in partnership with the With Love restaurant incubator

2018 UP START GOALS

- Support **100+ businesses**
- **Scale program** with support from JP Morgan Chase and KeyBank
- Use the KeyBank Business Boost and Build program **grant powered by JumpStart** to help CenterState CEO, the South Side Innovation Center and the WISE Women's Business Center build a more comprehensive ecosystem

With Love Restaurant

CenterState CEO partners with Onondaga Community College's workforce development program on With Love, a restaurant incubator and restaurant management training center that welcomes a different aspiring Up Start food entrepreneur every six months. Up Start provides training, technical assistance, financing and real estate resources during the entrepreneur's With Love residency.

Northside UP

In collaboration with St. Joseph's Health, Northside UP harnesses the power of partnership to develop solutions that improve the health and strengthen the economy of the Northside. They work together with neighborhood stakeholders to create a vibrant and prosperous Northside community that embraces diversity and fosters opportunity.



In 2017, Northside UP:

- Advocated for solutions for I-81 that have negligible impact on historical structures, and improve connections to surrounding neighborhoods and transportation corridors.
- Facilitated a planning process to understand wellness opportunities and barriers and identify potential solutions.
- Assisted partners in transforming neighborhood commercial and residential properties.

Northside UP's plans for 2018 include:

- Continue to advocate for solutions to I-81 that will improve quality of life on the Northside.
- Develop a space to supports women's wellness in the neighborhood.
- Convene stakeholders, residents, developers and local government to revitalize Northside corridors.

PIVOT: REVITALIZING A NEIGHBORHOOD

In 2017, the Assumption Church on North Salina Street in Syracuse needed to sell a portion of its properties to focus on its core mission. Local developers Troy Evans of Common Space and Steve Case of Acropolis Development recognized the opportunity and partnered to purchase the properties. Together, they transformed the former church buildings into 29 residential apartments, offices, commercial and recreational spaces. Through this project they not only re-envisioned the buildings to attract new life to the neighborhood but their efforts helped support existing neighborhood residents and building tenants.

RESEARCH, POLICY & PLANNING

The Research, Policy & Planning portfolio supports 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

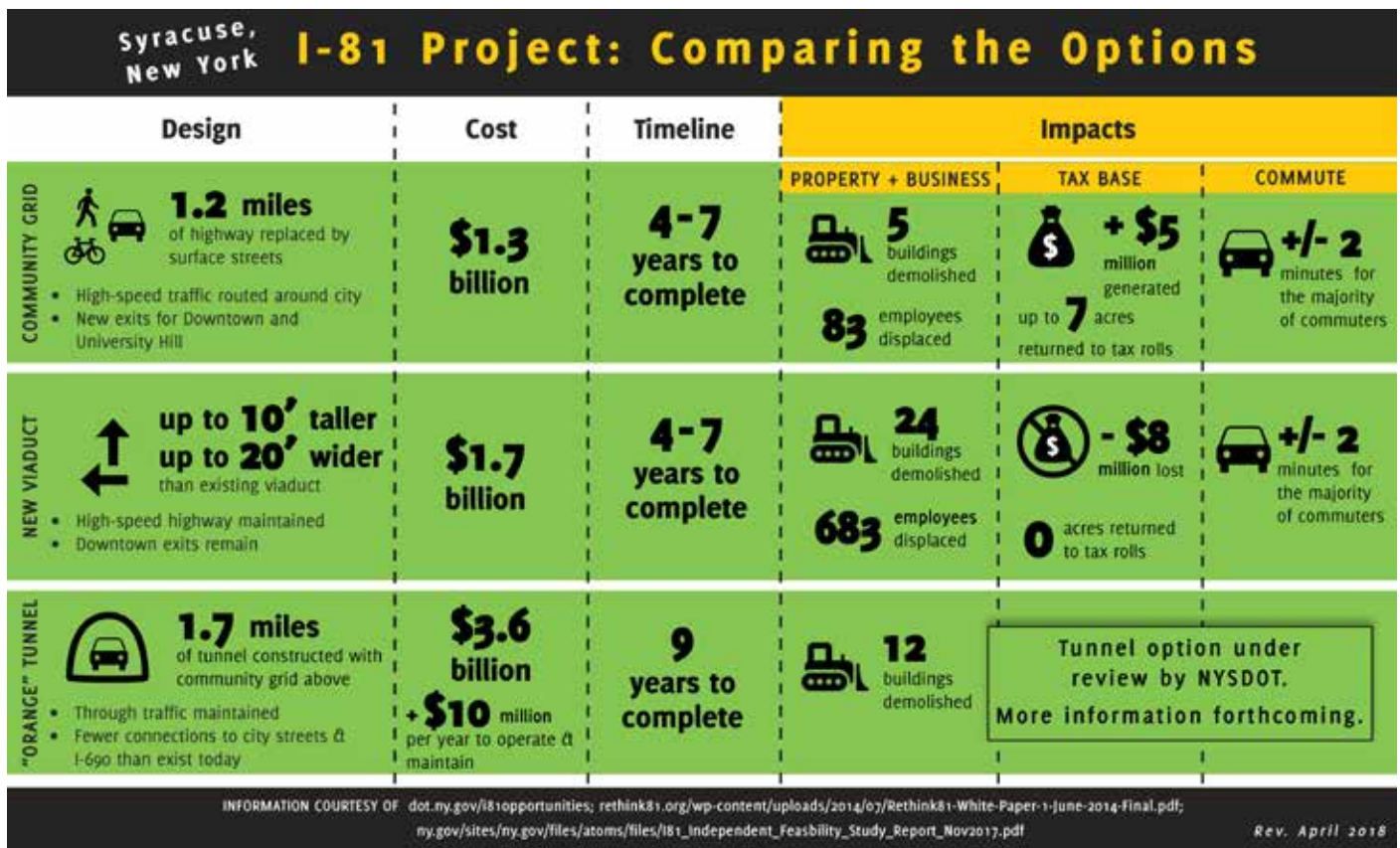
CenterState CEO is focused on key regional projects with potential to spur investment, build density, reduce sprawl and enhance regional infrastructure assets to strengthen the region's overall competitiveness.

Interstate 81

CenterState CEO believes that investment in the economic base should take place simultaneously with the solution to Interstate 81. It also wants to proactively advocate to Albany and Washington decision makers before federal and state funding streams are modified that could impact the project.

It remains dedicated to finding a transformative solution that will:

- Overcome past mistakes and re-connect communities currently divided by the viaduct in the center of the city.
- Provide a long-term solution to serve the region's needs into the 21st century.
- Link the infrastructure construction to economic opportunities for all of the communities served by the interstate highway system in the Syracuse metro area.



POLICY & BUSINESS ADVOCACY

CenterState CEO advocates for progressive policies in Washington, D.C. and Albany to move the community forward, reduce costs, introduce efficiencies in governmental structures, and advance opportunities to resolve regulatory and cost issues faced by members. Key topics in 2018 include:

- Pro-economy and pro-jobs policies that increase business and regional competitiveness and support regional pro-growth priorities (regional economic development investments, tourism, Historic Preservation Tax Credits, tax policies, etc.).
- Support investment in economic development strategies and priorities.
- Support for the unmanned systems sector, UAS Central and the NUAIR Alliance.
- Support for local government modernization initiatives.
- Policies and legislation that further economic inclusion and overall community prosperity (minority and women-owned businesses, startups, innovation and entrepreneurship).



RESEARCH

CenterState CEO conducts research to support strategies that drive economic growth in Central New York. **In 2018, a major focus will be to increase talent attraction.** CenterState CEO will work in partnership with the Central New York Regional Economic Development Councils to identify shortfalls and maximize opportunities. It will develop solutions the community can use to become a magnet for talent, and engage those who have been on the sidelines of the economic recovery to update their skills to successfully participate in the labor force.



Central New York must develop and deploy new tactics to attract talent as increased economic opportunity creates new jobs, and as a significant percentage of the current workforce hits retirement age.

PLANNING

CenterState CEO focuses on driving initiatives and projects that support the continued revitalization of the center city including downtown, University Hill and the lakefront district. In addition, it seeks to support critical projects in the suburbs supporting members like Lockheed Martin through the redevelopment of Electronics Park and Honeywell through the reclamation of the waste beds near Onondaga Lake.



WHY PIVOT?

"This community must rethink its approach to the Interstate 81 project and envision a solution that is so much more than a project through the center of the city of Syracuse. This is

an opportunity to develop a broad and impactful infrastructure project that can address the challenges and needs of communities across Central New York. We should be evaluating how we can create a system of roads and highways that are transformational and serve as a model for other communities."

David Mankiewicz, Vice President, Research, Policy & Planning, CenterState CEO

PIVOT: INTENTIONAL, INCLUSIVE GROWTH

Building on the economic and residential recovery happening in Syracuse to drive growth beyond the center city into the residential neighborhoods is an opportunity CenterState CEO will advance in the year ahead. Shifting focus in order to extend impact beyond the urban center is needed as developments built half a century ago in the inner belt suburbs are reaching the end of their useful life. By changing course, properties that were once town and regional centers, but have become weakened, can be transformed into the next great opportunity areas for the region. By applying well researched strategies and learning from central city mixed use development and high quality urban design, experiences, stronger suburban and regional communities can become reality.

VIP STRUCTURES

Issues of poverty, unemployment and economic segregation are some of the greatest challenges facing Syracuse today. When the construction of a new Price Rite store was announced for South Avenue in Syracuse, community leaders realized the potential it had to be a test case to create targeted job opportunities for people in distressed communities. Partners from **CenterState CEO**, the Syracuse Housing Authority and the Urban Jobs Task Force reached out to David Nutting, CEO of VIP Structures, Inc., the developer of the Price Rite store, to engage his support.

Nutting knew traditional efforts to meet minimum requirements for minority and women-owned businesses often failed to achieve workforce inclusivity, because the workforce didn't reflect the community in which projects were built. To directly address this disparity, Nutting agreed to advance a plan that would ensure at least 25 percent of those working on the Price Rite project were minorities who lived within zip codes with high poverty rates.

While there was no legal requirement to comply with his request, Nutting sent VIP's subcontractors a letter outlining his goals and offered to assist in coordinating open interviews to help identify qualified talent. Together with the Urban Jobs Task Force and Syracuse Housing Authority, qualified applicants were connected to subcontractors, and Tradesmen International and Jubilee Homes assisted workers with transportation, licensing or training needs.

As a result, the Price Rite project had a **construction workforce of 29 percent minorities and residents from local zip codes with high poverty rates**. This effort serves as a replicable plan for intentional and inclusive development.



The new Price Rite store on South Avenue in Syracuse serves as model for inclusive development. Credit: VIP Structures.

UNITED RADIO

United Radio, is a local provider of service and sales of a variety of automotive electronics, public safety communication components and consumer electronics worldwide. It was founded in 1923 and over the years grew with the evolving radio industry. As radio systems became more reliable and required less service, United Radio knew it needed to shift its business model to enter new markets and continue to be viable.

As **CenterState CEO and its NUAIR Alliance** partner were quickly advancing the drone industry in the region, the company recognized the potential the unmanned aircraft systems (UAS) industry offered. It pivoted to meet the opportunity and United Radio has since **made investments to provide service, sales and certification training to other companies in the UAS industry.**

As a result of this new focus, United Radio has stayed true to its mission is to provide consistent, high-quality professional service to the electronic marketplace, while expanding its business to become an industry leader in emerging technologies.



United Radio's tower inspection in Onondaga County.



United Radio employee works on a drone in the company's service center.

PIVOT: MEMBERS DRIVE PROGRESS THROUGH INTENTIONALITY

ICM CONTROLS

ICM Controls is experiencing some of the most dramatic job growth in the company's history. In 2017, the company added more than 50 new jobs.

With high demand for its electronics across leading manufacturers in the HVAC industry, acquiring new talent became a top priority for ICM. **CenterState CEO's Business and Economic Development team** connected ICM with ProTrain, developed by **CEO's Economic Inclusion portfolio**. ProTrain helps match companies in need with qualified entry-level talent from distressed parts of our community.

ICM hired employees out of the first two groups of students to complete the ProTrain course of study. Jayvon Green, a twenty-one year old who encountered numerous struggles through his teenage years, was among the first group of students. After completing ProTrain in June 2017, he was hired as an assembler at ICM. Jayvon was proud, not just because he had landed a good job, but because it could be the start of a career. Eight months later, Jayvon took advantage of opportunities to advance at ICM and was promoted. Ultimately, he hopes to become an engineer.

With its pivot in approach to finding and developing talent, ICM has found a new stream to help it fill its pipeline for new, qualified employees. Additionally, **this new approach has enabled the company to save money on recruitment and increase its starting wages for entry-level positions.**



Jayvon Green, right, a graduate of CenterState CEO's ProTrain program, is now a full-time employee for ICM Controls. Pictured with Andrew Erickson, Instructor.

PATHFINDER BANK

Pathfinder Bank is a 158-year-old community bank, based in Oswego. Its focus is on being a community bank that understands what it means to give back to the community. With this in mind, the bank made the decision to evolve its products and services and begin providing capital to local businesses in distressed parts of Syracuse. Pathfinder also recognized the need for affordable housing and, in 2017, worked with the Federal Home Loan Bank to become a member of the First Time Home Buyers' Club. Through this program, **Pathfinder provides grants of up to \$7,500 for homebuyers who meet eligibility requirements.**

To introduce more easily accessible traditional banking services in under-served parts of the community, Pathfinder is working in conjunction with **CenterState CEO, UMEA**, and the Alliance for Economic Inclusion to form a New York State-sponsored Banking Development District on Syracuse's south side.

In 2017, Pathfinder added 21 new employees and grew by nearly 20 percent. Pathfinder's leadership credits this growth to intentional strategies that facilitate new opportunities in under-represented parts of the community.



PIVOT: MEMBERS DRIVE PROGRESS THROUGH INTENTIONALITY

KPH HEALTHCARE SERVICES

In 2018, KPH Healthcare Services, Inc., originally founded as Kinney Drugs, will celebrate 115 years in business. The company's longevity can be attributed to its willingness to shift direction and diversify its services and approaches to meet the health care needs of its customers.



As one of the largest employee stock ownership plan companies in the region, ownership rests in the hands of KPH's 3,900 employees.

Today, KPH Healthcare Services is located in communities across 35 states and is a provider of a broad range of pharmaceutical and health care services through four distinct units: Kinney Drugs; ProAct Inc.; HealthDirect Pharmacy Services and Noble Health Services, Inc.. These units enable the company to offer customers pharmacy benefits; access to a mail-order pharmacy; and pharmacy services for residents in long-term care facilities, assisted living housing, and for those with complex and chronic conditions. **CenterState CEO** has worked with the company to connect these health care benefits to its members to support KPH Healthcare Services.

Building on its organizational structure, broad geographic reach and strong position in the health care industry, KPH Healthcare Services has continued to grow, **hiring 276 people and making capital investments exceeding \$20 million in 2017 alone.**

NASCENTIA HEALTH

In 2017, Nascentia Health took significant steps to advance its mission by bringing together, VNA Homecare, VNA Homecare Options, Home Aides of Central New York, and all their affiliated organizations and foundations under a new unified system.

Its new structure resulted in significant growth with the company making **capital investments of more than \$11 million in 2017.** In early 2018, it opened a new



In early 2018, Nascentia Health opened the doors of its new \$13 million state-of-the-art headquarters located at 1050 West Genesee Street, in Syracuse.

headquarters facility to provide a centralized location for its nearly 550 employees, who travel across its 48-county service area to connect to patients. Additionally, it hired nearly 200 people in the past year and currently has open positions. To help fill these open jobs, **CenterState CEO** is working with Nascentia Health on its talent task force.

By shifting to a new collaborative structure and creating a central location, the company is better positioned to serve the community. Its staff can more easily address a patient's immediate needs, support long-term medical and lifestyle choices, and leverage leading-edge in-home care technologies to provide more effective care.

By remaining dynamic as the health care needs of the community evolved, Nascentia Health is well-positioned for continued growth.

The NUAIR Alliance works to advance unmanned aircraft systems (UAS) development and accelerate UAS industry economic development in the region. NUAIR manages one of seven federally-designated UAS test sites in the United States, and is at the forefront of public policy development, commercialization and safe integration.

2017 HIGHLIGHTS

UAS Test Flights – NUAIR completed **620+** test flight operations and **103 hours** of flight time in 2017. It has conducted **1,500+** test flights, including large unmanned aircraft, since its designation as a test site in 2013.

Training – NUAIR has supported the training of the New York State Police, New York County Sheriff's Offices, the New York Department of Environmental Conservation and several local police and fire departments.

UAS Integration Pilot Program - The state of New York, with support from NUAIR, **60+** state, local, tribal, community, and industry partners (including several Fortune 50 corporations), submitted an application for the competitive UAS Integration Pilot Program.



The first phase of the 50-mile Beyond Visual Line of Sight drone corridor was launched in 2017.

2018 OUTLOOK

Phase II of Project UAS Secure Autonomous Flight Environment (U-SAFE) – Complete the Unmanned Traffic Management 50-mile test corridor connecting Rome, NY, to Syracuse.

NASA Collaboration - NUAIR, and partners will work together to test and demonstrate airspace management technologies, which is essential to full UAS integration.

UAS Central – NUAIR will help advance efforts to create a more cohesive business attraction and marketing effort around New York state's UAS ecosystem.



NUAIR demonstrated a safe multi-vehicle sUAS operation in Class D airspace.



WHY PIVOT?

"NUAIR continuously works to increase its focus on the development of UAS policy and standards. Central to this effort is the establishment of the national unmanned systems

testing and rating (NUSTAR) initiative. Through NUSTAR, we will objectively measure UAS performance and test systems against industry consensus standards."

Major General Marke F. "Hoot" Gibson (ret), Chief Executive Officer, NUAIR Alliance

PIVOT: EXCEPTIONAL TALENT DRIVES UAS GROWTH

During the past year the NUAIR Alliance has attracted highly qualified talent to ensure programs and efforts are advanced for the benefit of the region. In 2017 it welcomed Major General Marke F. "Hoot" Gibson (ret) as its new chief executive officer. Gibson previously served as senior advisor on Unmanned Aircraft Systems Integration to the deputy administrator of the Federal Aviation Administration. Gibson oversees the organization's efforts to safety integrate UAS into the National Airspace System .

In 2018, it welcomed Andy Thurling as its chief technology officer. Thurling previously served as the director of product safety and mission assurance at AeroVironment, in Simi Valley, California. He leads technical research on current and future UAS technologies.

The Downtown Committee of Syracuse Inc., encourages growth in the city center and helps keep downtown clean, safe and attractive for businesses, residents, employees and visitors.

2017 HIGHLIGHTS

New Business Openings continue to drive growth in the heart of the city, with the opening of **24 new retail businesses**.

Downtown Housing continues to thrive, with **five buildings renovated in 2017**. There are **73 units** currently under construction, with another **130 units** expected to come online in the next year.

The Residential Population has increased by **77 percent since 2007**, with more than **3,600 residents** now calling downtown home.

2018 OUTLOOK

NY Main Street Award The Downtown Committee received a \$500,000 grant through the New York Main Street program to support seven revitalization projects which invest a combined total for more than \$11 million into Downtown Syracuse. Over the next two years, these funds will support building renovations and façade improvements to convert vacancies into shopping and dining destinations, new residential addresses and offices. The redevelopment targets properties along the Salina and Warren Street corridors.

Downtown Public Art Guide - Designed to complement the Downtown Committee's self-guided historic walking tour brochure, "A Guide to Public Art in Downtown Syracuse" gives visitors a new tool to explore nearly 50 public art pieces. As part of the Connective Corridor's \$650,000 initiative, several new pieces will be added this year.



Since 2010, more than \$650 million has been invested in redevelopment projects throughout Downtown Syracuse.



Stay current on all things happening downtown through the Downtown Committee's weekly electronic newsletter and on its social media pages. Visit downtownsyracuse.com to learn more.



WHY PIVOT?

"Over the past decade, Downtown Syracuse has welcomed more residents through the development of high-quality apartments. This created a need for us to think differently about how we engaged these new constituents through our programs. It also has caused us to expand our businesses development and attraction approaches to be sure those who are moving into

downtown have the services they need. By understanding downtown's changing needs and being willing to expand our focus we have driven further growth, and a shared sense that downtown is a vibrant community."

Merike Treier, Executive Director, The Downtown Committee of Syracuse, Inc.

PIVOT: CHANGING DEMOGRAPHICS = NEW OPPORTUNITIES

Over the past year, the Downtown Committee established a resident committee (currently 150 members strong), added evening and weekend security patrols, and increased weekend public space maintenance activities in response to the needs of its growing residential and visitor population. By being responsive and agile, the Downtown Committee is able to ensure downtown remains vibrant for all who live, work and visit.

University Hill is the premier education and medical complex, employing more than 22,000 people and educating over 25,000 students. The University Hill Corporation encourages growth, promotes the area, and coordinates projects and programs among its members.

2017 HIGHLIGHTS

Investments in University Hill, from projects underway in 2017 or to be launched in 2018, totals more than \$500 million. Additionally, another \$350 million is anticipated by the end of 2020.

2017 Projects Include:



The new emergency room suite at Crouse Health.



Three new student housing projects were under construction in 2017.

2018 OUTLOOK

Talent - Growth of the University Hill area is driving significant talent needs. Right now, there are more than 1,200 open positions on University Hill. Making sure the community can recruit and retain talent is critical. If all open positions were filled, it could generate new payroll for the community in excess of \$60 million per year.

R&D District - University Hill Corporation is working to establish a research and development district in partnership with the Syracuse Center of Excellence in Environmental and Energy Systems and the Central New York BiotechAccelerator. This project holds the potential to advance the regional economy technology areas such as medical devices, environmental controls and systems, and unmanned aerial systems.

Housing Investment - University Hill is emerging as one of the fastest growing residential districts in the region with more than \$150 million of new housing development underway, and three new projects anticipated in 2018.

Diversifying the Hill - The purpose of the organization is to unite institutions and agencies to provide community, educational, networking and recruitment opportunities to increase workplace diversity among organizations located on University Hill. The platform provided through this initiative will allow participating organizations to do more together as a community when focusing on how they attract talent, work, grow and network on the hill.

2018 Projects Include:



Syracuse University National Veterans Resource Center.



SUNY Upstate Medical University's Nappi Longevity Wellness Center

PIVOT: DIVERSIFIED GROWTH

University Hill is seeing more mixed-use growth with residential, commercial, office, service and research and development centers. This shift creates new opportunities for jobs, tax base enhancement and economic dynamism.



The Upstate Minority Economic Alliance (UME A) is the only Chamber of Commerce in the Upstate & Central New York region for minority business owners and professionals of color. It creates greater regional prosperity through economic development and to enhanced economic opportunities for minority professionals and business owners.

2017 HIGHLIGHTS

- To enhance economic opportunity across the region UMEA released its three year strategic plan outlining capacity building and sustainability as its leading priorities.
- UMEA secured its first major awards, which enabled it to provide training for minority business owners, increase outreach through community forums, host networking events and assist in securing loans for minority entrepreneurs.
- It welcomed more than **100 new members**.



UME A developed a series of collateral materials to highlight the impact minority-owned businesses have on the regional economy, and to educate members on how to drive the most benefit from their participation with the chamber.

2018 OUTLOOK

- Through its alliance with CenterState CEO and other partners, UMEA offers its members greater opportunity to connect, network and collaborate.
- By developing and executing a targeted policy and approach to government advocacy, UMEA will address issues of priority to minority businesses owners.



In June 2017, Rickey T. Brown was announced as UMEA's first executive director.



WHY PIVOT?

"Everyone has a plan, until they get punched in the face." -Mike Tyson

"While jarring in its sheer candor, failing to pivot in any environment is a recipe for disaster. Inevitably, we plan for success. However, the best prepared among us are those that not only conceive failure, but those

that know how to pivot when there is a deviation from their journey or an obstacle in their path. UMEA's role is to support businesses in our community so they are prepared and able to shift direction when needed or if an opportunity arises. This helps them be more competitive and drives greater economic opportunity in the region."

Rickey Brown, Executive Director, Upstate Minority Economic Alliance

PIVOT: HARNESSING THE ECONOMIC POWER OF MINORITY-OWNED BUSINESSES

There are more than 10,000 minority-owned businesses in the region and combined, Black and Latinos have a buying power of more than \$170 billion, which is why UMEA's mission to harness the economic power of the minority community is so critical. As the region's first and only minority Chamber of Commerce, UMEA connects, and gives voice to, businesses and business owners that it has not always been able to engage, and has the ability to advance economic opportunity across its 16-county region.

The Greater Oswego-Fulton Chamber of Commerce (GOFCC) is a membership organization that advances the business and community interests of the region through advocacy, member services and community enhancements.

2017 HIGHLIGHTS

The Chamber developed a business toolkit to provide new resources to its members, and hosted several successful events:

- Annual Meeting
- Small Business Breakfast
- Golf Social
- Holiday Social
- Quarterly social events including business after hours
- Town hall forum with local elected leaders

It also enhanced communications channels for its membership, and increased social media engagement through Facebook, LinkedIn and Instagram.



In 2017, the Chamber participated in more than 30 ribbon cutting and milestone celebrations. In 2018, it will continue to celebrate the milestones of its 350+ members.

2018 OUTLOOK

This year, the Chamber will provide members with a new suite of programs designed to increase member engagement, streamline processes and better showcase the support it provides members including:

Dual Membership Program – To facilitate better connections between the Chamber and CenterState CEO members, there will be new opportunities to increase engagement and networking. Additionally, members will be listed in both directories and can attend both organizations’ events.

All Access Event Pass – This newly launched program provides members with a prepaid voucher to attend events, like training and education, roundtables and networking events, and gain the most out of their membership.

Member Referral Incentive Program– This program rewards members for helping sign new business to the Chamber. Both the original member and the new member receive an All Access Event Pass for their organization.



The Chamber recently launched a new website with enhanced resources and navigation for its membership.



WHY PIVOT?

“This past the year we’ve worked to create a new business model to add value to the Chamber. Our members have benefited from greater access to business-to-business connections across the region, and more comprehensive programs and services to help small businesses become more competitive. 2017 was a year

of tremendous success for our Chamber, region and our business community because we were willing to chart a new course.”

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

PIVOT: A BETTER WAY TO DO BUSINESS IN OSWEGO COUNTY

Greater Oswego-Fulton Chamber of Commerce continues to shift its approach to meet the needs of its members and the business community. This year, it will continue to foster existing relationships, expand its network and enhance its communications programs. Additionally, it will launch a series of new programs highlighting the organization and opportunities for its members.

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.

2017 HIGHLIGHTS

Marketing- Web-based traffic increased significantly driving knowledge of Syracuse as a destination.

- **184, 239 users** visited visitsyracuse.com
- **2.57 page clicks** per session with each session lasting nearly 2.5 minutes

Communications - Website traffic translated into requests for additional information and communications.

- **242 e-newsletter** sign ups
- **8,813 page views** to the blog (up by 438 percent from 2016)



Sales- Targeted sales efforts directly impacted knowledge of the market.

- **100+** future events booked that will generate 38,685 overnight stays and \$35 million in estimated travel spending.

2018 OUTLOOK

Visit Syracuse App - This new digital tool will promote the Sip on Syracuse Beverage Trail and local venues.

Sales - New efforts will target bringing conventions to the market. Additionally, there will be a focus on attracting leisure travelers, as well as visitors from Canadian markets. The goal is to increase room night volume by 10 percent year over year.

Texting Service - This new service will enable Visit Syracuse to address visitor needs anytime.

Visitors Guide - Released twice a year with spring-summer and winter-fall editions available in print and digital formats.

The official Home of Winter - Syracuse is the **#officialhomeofwinter** but will also be marketed as a four season destination.



Visit Syracuse team members showcase the destination to New York state Fire Chiefs officials who booked Syracuse for their annual expo in 2019, 2020 and 2021. The convention returns to Syracuse after 13 years and will drive more than 4,100 room nights.



WHY PIVOT?

"As a native Central New Yorker I have always been passionate about sharing all this region has to offer. In my new role as president of Visit Syracuse, I'm excited to use that enthusiasm and help our team rethink how we highlight this vibrant destination. As part of this effort, Visit Syracuse will launch a number of new digital tools

this year to engage tourists and residents, and to drive impact for our partners and local businesses."

Danny Liedka, President, Visit Syracuse

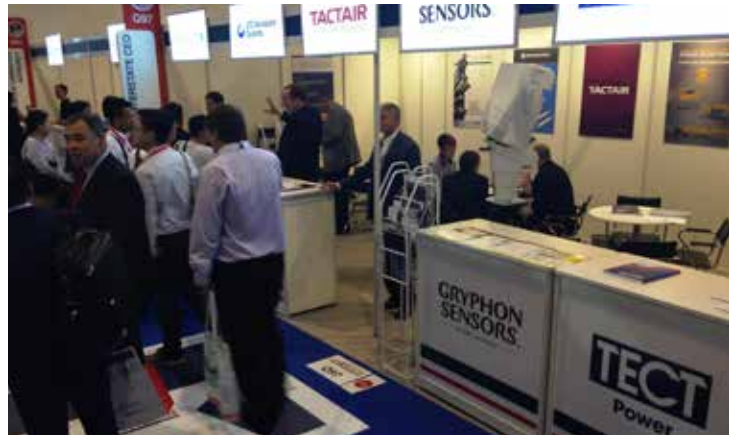
PIVOT: SEIZING THE CRAFT BEVERAGE MARKET

New York state has seen explosive growth in the craft beverage industry. Visit Syracuse recognized the need to shift its approach to better connect visitors to the more than 1,000 craft beverage producers. Through the launch of its "Sip on Syracuse" program, local beverage enthusiasts can navigate the beverage trail with a new road map and passport or with the recently released Visit Syracuse app. Users can share their experiences with others as they virtually "punch" their passport ticket.

The Central New York International Business Alliance (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. It also offers assistance with pricing strategies, compliance and regulatory challenges, distribution strategies and execution of overseas contracts, and offers educational events and programs.

2017 HIGHLIGHTS

- **400+** outreach and export assistance engagements with **100+** regional exporters.
- Hosted or partnered on **19** regional export events.
- **60** Central and Northern New York companies are now CNYIBA members.
- Assisted **11** regional exporting companies through ExportNY.
- Helped resolve issues by connecting exporting companies to regional and national specialist export resources.



The CNYIBA and CenterState CEO provided support to five regional aerospace companies, so they could attend the Singapore Air Show, Asia's largest aerospace event, in February 2018.

2018 OUTLOOK

Opportunities on the horizon in 2018 include:

- **19+ export** educational events and two award winning ExportNY training programs planned.
- CNYIBA annual meeting with guest speaker from the U.S. Department of State who will talk about trade agreements.
- Continuation of the Export Outreach program to assist companies new to exporting, current exporters and mature exporters in need of special resources, guidance and connections.
- Ongoing special projects for several industry clusters in Central and Northern New York, including: aerospace, brewers, distillers and wineries.



WHY PIVOT?

"Export business represents nearly nine percent of our region's economic output. Companies who are willing to expand their business by exporting goods or services can realize significant revenue growth. Shifting focus to think and act globally can impact

the bottom line and strengthen a company's U.S. business base, while also contributing to a healthier long-term future."

Steven King, Executive Director, CNYIBA

PIVOT: THE EXPORT OPPORTUNITY

The resources and support provided by the CNYIBA have been critical for many businesses learning to shift approaches as policy changes at the federal level, including, the renegotiation of NAFTA, and new tariffs that have caused some turbulence, instability and uncertainty for exporters.

Electronics Park is a landmark 181-acre office/industrial business park managed by Electronics Park LLC. It is conveniently located six miles from downtown Syracuse, and is used for engineering, research and development. Tenants include Lockheed Martin, Laboratory Alliance of CNY, Lifetime Benefit Solutions, Best Western Hotel, Gallagher Electric, LLP, and Integrated Medical Devices.



2017 HIGHLIGHTS

- Provided business development and government relations support to Lockheed Martin, Electronics Park's largest tenant, to help the company's continued growth in Central New York.
- Completed significant infrastructure projects, which totaled nearly **\$1 million** including: fire main upgrades, road repairs and fencing.
- Completed a **1.6 mile walking trail** on the park campus for use by tenant employees.



Approximately 20 acres of land are available within Electronics Park for development. Building sites range in size from one to seven acres. Approximately five acres of land is available for such uses as a restaurant, health club, bank and day care center.

2018 OUTLOOK

- Develop a re-use plan for Building 3, the former E-Lab, which is approximately **110,000 square feet in size and 2.5 stories**.
- Continue infrastructure upgrades to enhance operations and support the park's tenants.
- A number of enhancement projects are planned for 2018 to support the campus' vibrant and welcoming atmosphere. This includes planting trees throughout the campus.



WHY PIVOT?

"Electronics Park is a terrific example of this community creating opportunity by being agile and able to shift direction when it was needed. Today, Electronics Park sits as a prime development site for a

number of innovative and growing companies because we took the bold move to help transform the site and develop a shared vision for a progressive business park."

Lori Dietz, Executive Director, Electronics Park LLC

PIVOT: A NEW VISION FOR GROWTH

The Electronics Park site served as General Electric's post-war radio and television design and production center. In the early 1990s, General Electric sold the facility to Martin Marietta. Later, during the mid-1990s, Martin Marietta's successor company, Lockheed Martin, explored ways in which excess space at the park might be used. As a result, the property was transferred to Empire State Development Corporation and Electronics Park, LLC was formed to manage the property. Today, Electronics Park is an engineering, research and development hub and its anchor tenant, Lockheed Martin is a thriving company employing approximately 1,500 people.

Business Solutions of New York (BSNY), is a wholly owned subsidiary of CenterState CEO. For more than 40 years it has helped employers to plan, protect, grow and succeed. From employee benefits to personal data security, BSNY provides integrated, affordable and customized solutions for entrepreneurs, small employers, freelancers and not-for-profits.

2017 HIGHLIGHTS

- Introduced convenient and money saving monthly service bundles.
- Introduced personal information protection solutions to defend employees, their families and employers from evolving cyber threats that cause data breaches and financial losses.
- Introduced a concierge medicine service that affordably fills the treatment gaps often found in high deductible and self-insured health plans.

Connect with BSNY for Business Solutions:

- | | |
|---|--|
| • Local, In-person Consultation & Service | • Full Service Onboarding & Exit Management System |
| • Comprehensive Business Planning | • Employer Compliance (IRS & DOL) |
| • Health Insurance | • New Hire Background & Reference Checks |
| • Supplementary & Voluntary Benefits | • Employee Assistance Program |
| • Retirement Plans | • Payroll and Bookkeeping Service |
| • Employee Self-Service Portals | • Full Service Human Resources Support |

2018 OUTLOOK

- Introduce scalable cybersecurity solutions to protect client's networks and digital assets from a growing landscape of threats.
- Increased focus on programs and services to support second stage growth.
- Expand employer and employee self-service capabilities that provide 24/7 access to a suite of business solutions.



WHY PIVOT?

"The business of business can be overwhelming, but BSNY helps our clients understand and solve many of the most confusing and expensive inhibitors to their growth. BSNY's targeted solutions allows small- and medium-sized enterprises to focus on

their business and shift back-office operations to BSNY. That enables us to drive a stronger regional economy."

Frank Caliva, Sr. Vice President & Chief Operating Officer, CenterState CEO

PIVOT: CREATING BETTER BUSINESS SOLUTIONS

During the past year, BSNY has continued to evolve its services to meet the growing needs of its clients. As regulatory changes and shifting markets create confusion and uncertainty for the health care industry, BSNY has expanded its product focus to continue to deliver value through an updated suite of security, human resources and benefit solutions.

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 2,000 businesses of all sizes across the CenterState region. Members also drive CenterState CEO's vision for a vibrant and globally connected region where businesses thrive and people prosper.

CENTERSTATE CEO OFFERS TWO BROAD LEVELS OF MEMBERSHIP

INVESTORS

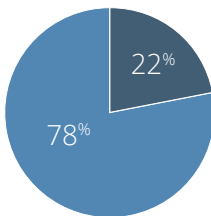
INVESTORS are the region's most prominent business, academic and not-for-profit leaders. Sharing a perspective that extends well beyond their own employees and organization, these forward thinkers work to set and support the organization's strategic priorities for economic and community development.

PARTNERS

PARTNERS are 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.

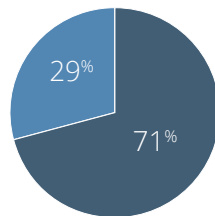
Membership Levels:

Investors	22%
Partners	78%



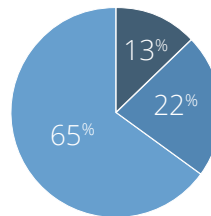
Membership Revenue:

Investors	71%
Partners	29%



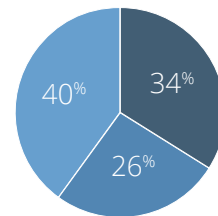
Partners-level Members:

Executive/Corporate	13%
Business	22%
Basic	65%



Partner-level Revenue:

Executive/Corporate	34%
Business	26%
Basic	40%



FINANCIAL SNAPSHOT*

ASSETS	Amount
Current Assets	
Cash & Cash Equivalents	\$ 654,710
Investments/Receivables/Prepaid Expenses	\$ 6,227,591
Other Assets	\$ 200,005
Total Current Assets	\$ 7,082,306
Property and Equipment	
Net Property & Equipment	\$ 350,604
Total Assets	\$ 7,432,910

LIABILITIES AND NET ASSETS	
Current Liabilities	
Accounts Payable/Accrued Expenses	\$ 4,690,171
Deferred Revenue	\$ 1,990,611
Total Current Liabilities	\$ 6,680,782
Total Liabilities	\$ 6,680,782
Net Assets	
Total Net Assets	\$ 752,128
Total Net Assets & Liabilities	\$ 7,432,910

KEY PERFORMANCE INDICATORS

Current Ratio	1.06%
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*As of December 31, 2017 (preliminary and unaudited)

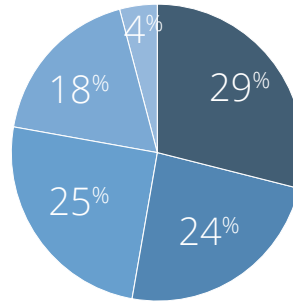
MEMBER ACHIEVEMENTS

98

NEW MEMBERS WELCOMED

98

MILESTONES CELEBRATED BY CENTERSTATE CEO AMBASSADORS IN 2017



MEMBERSHIP MILESTONES

29% 0-5 YEARS
24% 6-10 YEARS
25% 11-20 YEARS
18% 21-50 YEARS
4% 50+ YEARS

289 COMPANIES RECOGNIZED AS ECONOMIC CHAMPIONS FOR:

5,111

EMPLOYEES HIRED

\$975K

IN INVESTMENTS

66

NEW BUSINESSES

1.95M

SQUARE-FEET OF EXPANSIONS

42

MILESTONE ANNIVERSARIES

SOCIAL 2017 LOOKBACK

10,003

ACTIVE SOCIAL MEDIA FOLLOWERS

12%

INCREASE FROM LAST YEAR



31.7% INCREASE IN FOLLOWERS

1,826 CURRENT FOLLOWERS

1,386 FOLLOWERS LAST YEAR



7.6% INCREASE IN AUDIENCE

2,242 CURRENT LIKES

2,076 LIKES LAST YEAR



8.6% INCREASE IN FOLLOWERS

5,935 CURRENT FOLLOWERS

5,464 FOLLOWERS LAST YEAR

10 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. Benjamin Walsh, Mayor, City of Syracuse



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