

An aerial night view of a city, likely Providence, Rhode Island, featuring a mix of historic and modern architecture. The scene is overlaid with large, semi-transparent geometric shapes in shades of blue and white, creating a dynamic, layered effect. The city lights are visible against the dark sky, with a body of water in the distance under a twilight sky.

LEAD *with* INTENTION

2018-2019
ANNUAL REPORT



CENTERSTATE
CORPORATION FOR ECONOMIC OPPORTUNITY

LEAD *with* INTENTION



CENTERSTATE
CORPORATION FOR
ECONOMIC OPPORTUNITY

Each year our Annual Report offers an overview of the many initiatives, programs and projects this organization has led to influence change. It also provides a call to action for the business community to engage with us as we work to drive transformational results for Central New York.

This report, and our focus this year, explores intentional leadership as a necessary force for linking programs, policies and systems to achieve true impact. When we **Lead with Intention**, we can drive innovation and maximize human potential to ensure more robust economic growth.

Driving economic impact and shared opportunity also requires participation by the business community. Their engagement can enhance their businesses' competitiveness, and lead to stronger communities.

Central New York is experiencing levels of economic growth and collaboration not seen in decades. At the same time, we recognize that this progress is not felt by all those who live and work here. Important opportunities before us can reshape this dynamic and accelerate our economic trajectory. Our ability to respond to present circumstances comes down to whether we act with intention and determination to boldly embrace a better future for all.

Inside you'll find stories highlighting projects, initiatives and members that have led their company or organization to achieve exceptional results. We also share how we have engaged with these partners to support their growth and success.

I hope as you read this Annual Report, you will find inspiration and tools to prepare your business or organization for exciting new 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.

www.centerstateceo.com

Integrity. Inclusion. Agility. Collaboration.

Organizational Partners

Business Solutions of NY
CenterState CEO Foundation
CenterState Development Foundation
Central New York International Business Alliance
Downtown Committee of Syracuse
Downtown Syracuse Foundation
Electronics Park, LLC
Greater Oswego-Fulton Chamber of Commerce
NUAIR Alliance
Syracuse Tomorrow PAC
Upstate Minority Economic Alliance
Visit Syracuse

Funding Partners

Allyn Family Foundation
Central New York Community Foundation
Empire State Development
Gifford Foundation
JPMorgan Chase
KeyBank Foundation
M&T Bank
National Fund for Workforce Solutions
National Grid
Reisman Foundation
United Way of Central New York

Collaborations & Partnerships

Armory Square Ventures
Brookings Institution
Central New York Regional Economic Development Council
City of Syracuse
CNY Biotech Accelerator
Manufacturers Association of Central New York
National Fund for Workforce Solutions
New York Business Development Corporation
Northeast Hawley Development Association
Northside Business Partnership
Onondaga County
Syracuse Center of Excellence
TDO

Programs

CEO Travel
Disney Institute
Executive Dialogue
Executive Leadership Development Series
Export NY
Fly Syracuse
GENIUS NY
Grants for Growth
Ignition Grants
Northside UP
NYS Innovation Hot Spot
SyracuseFirst
Technology Commercialization Growth Fund
The Clean Tech Center
The Tech Garden
Up Start
Work Train Collaborative

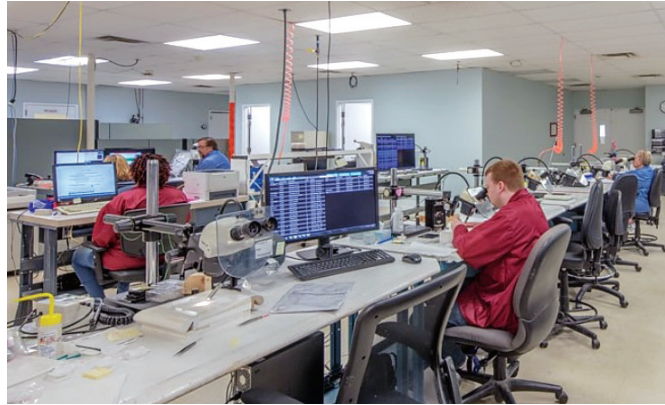
Business & Economic Development

The Business and Economic Development team is dedicated to the success of our member companies — and the region in which we live. Business leadership and economic development are at the core of CenterState CEO's mission.

► Business Retention & Expansion

Business development initiatives provide direct resources for business expansion and retention. CenterState CEO helps companies access capital, talent, technical and business planning assistance, and resources for growth. CenterState CEO has helped advance projects in targeted industries, including:

- **Advanced Manufacturing** – Knowles of Cazenovia, \$9 million expansion, 40 new jobs.
- **Value Added Ag** – Byrne Dairy, \$24 million expansion to Ultra Dairy, 250 jobs created or retained.
- **Transportation and Logistics** – Page Trucking, \$10.8 million reconstruction of corporate headquarters, 41 new jobs, expanded services.
- **Downtown Redevelopment** – Sutton Real Estate, East Lake Commons mixed-use project in Oswego, New York, \$28.6 million new construction with 72 new units of mixed income housing.



Knowles of Cazenovia is a wireless communication and electronic equipment manufacturer.

2018 Retention & Expansion Achievements

1,100 engagements with regional companies resulted in:

- \$270M private capital investment
- Commitment of 822 jobs
- 400+ business to business connections facilitated

2019 Retention & Expansion Goals

- 1,200 engagements
- \$200M in capital investment
- 1,000 new jobs
- 500+ business to business connections



Connections

CenterState CEO offers visibility, business resources, cost savings, employee development, training and educational opportunities, and connections for improved operations to nearly **2,000 members** across the region. In 2018, **nearly 10,000 individuals participated** in more than **100 CenterState CEO events** and programs.

Members have access to professional development and leadership training through CenterState CEO's partnership with the Disney Institute, which shares the operational secrets it's used to serve guests at its parks and resorts for more than 60 years. In 2018, a sold out audience attended CenterState CEO's Disney event "Approach to Quality Service." In 2019, Disney's Approach to Employee Engagement will be offered and will fill up quickly.

► Business Attraction

CenterState CEO actively promotes the region's industries, workforce, strategic location, market accessibility and natural advantages to attract firms and jobs. Three target industries being pursued with strategic marketing and attraction efforts, include: value-added agriculture; transportation and logistics; and unmanned aerial systems.

2018 Business Attraction Highlights

- 458 jobs created by companies new to the region
- \$58M+ in capital investment by companies new to the region

2019 Business Attraction Goals

- 150 jobs created by companies new to the region
- \$50M in capital investment by companies new to the region

LEAD *with* INTENTION:

Growing Targeted Industries

The UAS industry remains a strong focus of CenterState CEO's business development work. In 2018, significant returns on the investments of time and resources were realized, including:

- The UTM Corridor was expanded to unlock Beyond Visual Line of Sight operations.
- Six companies utilizing the UAS Job Fund incentive committed to creating nearly 200 new jobs.
- Unifly, a world leader in unmanned aerial systems traffic management, chose Syracuse as its North American corporate headquarters.
- Rounds 3-5 of the GENIUS NY program received funding commitments from New York State.
- Continued growth from existing UAS and sensor technology companies with 500+ jobs added in 2018.

In 2019, CenterState CEO will work to secure additional funding for investments in the UAS ecosystem, and will launch a digital marketing campaign focused on the UAS Central brand.

Value-added Agriculture

The region's natural resources and proximity to major consumer markets are leveraged to pursue opportunities to attract and cultivate agriculture and food-related businesses. Successful efforts in 2018 include:

- Ground breaking on a \$65 million controlled-environment agricultural operation in Madison County will create an initial 118 jobs, with further expansion plans.
- A three-year food and agricultural competition focused on attracting and supporting new businesses and ideas. This is a first-of-its-kind multiregional collaboration between the Central New York, Southern Tier and Finger Lakes regions.

Transportation & Logistics

Transportation and logistics are among the fastest growing segments of the region's economy, with 13,000 people employed in the industry. Investments being made at the CSX Rail Yard, in DeWitt, will catalyze more international freight and accelerate the industry's growth. In 2018, four major deals were pursued, totaling more than 2 million-square-foot of operations and 1,000+ new jobs. In 2019, CenterState CEO will advocate for infrastructure investments to further support the movement of goods in and out of our region.

The region's UAS leadership and assets will be on display in 2019 at Xponential, hosted by AUVSI, the largest unmanned systems trade show in the United States. In 2018, CenterState CEO and nearly 20 partners represented UAS Central at the annual conference resulting in significant qualified business attraction leads.



Innovation & Entrepreneurship

CenterState CEO provides programs, resources and events 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, through four different phases of its Road Map.



The Road Map: The Tech Garden has engaged 100+ new members using its Road Map to support entrepreneurs. The Road Map is an approximately three-year process after which companies are encouraged to graduate from The Tech Garden and expand into the local community.

► The Road Map

Ideation

Phase one in the startup process provides entrepreneurs with guidance on available resources and how to find promising market opportunities. Startup companies can access grants for up to \$10,000. Startups stay in this phase for about six months. **12+ startups were in Ideation in 2018.**

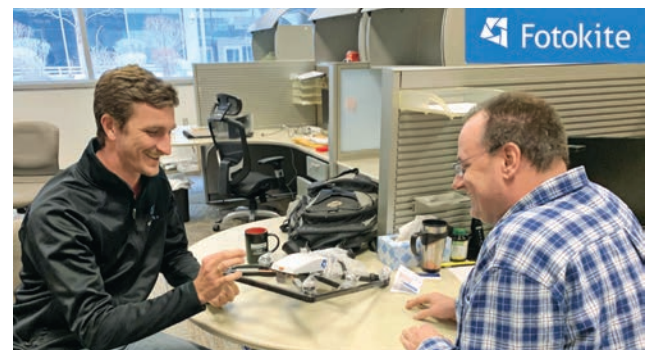
Acceleration

Phase two companies are provided the resources and programs needed to make them investor ready. This includes assisting with developing a strong business case, pitch deck and due diligence — and ultimately a minimum viable product (MVP). Startups stay in this phase for about 15 months. **35+ startups were in Acceleration in 2018.**

In 2018, **\$56 million** in outside investments were made in five current and former Tech Garden companies. A milestone considering the region was ranked last in 2004 for attracting such outside capital.

Incubation

Phase three is for investor ready entrepreneurs with a MVP, who are in pursuit of sales and/or an initial capital raise. Startups stay in this phase for about nine months. **20+ startups were in Incubation in 2018.**



Fotokite, the \$1 million grand prize GENIUS NY 2.0 winner has created five new jobs, recently closed a Series A round, and released its first product to the U.S market.

Expansion

This stage is for entrepreneurs with proven, successful and replicable business model, have made sales and/or raised an initial round of funding. They are ready to scale and operationalize their business. Startups stay in this phase for about six months. **Four startups were in Expansion in 2018.**



Recently completed Tech Garden renovations include a new Hardware Center. The first member to utilize the space, Density, moved its manufacturing facility to The Tech Garden from Texas. It builds an anonymous workplace analytics solution to count foot traffic in and out of businesses.

► Accelerator Programs



GENIUS NY

GENIUS NY

GENIUS NY is the world's largest business accelerator competition for unmanned aerial systems (UAS). The program is funded by Empire State Development and advances Central New York's position as an industry leader in UAS.

- **17 companies** participated to date.
- **\$9 million** invested in to date.

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.

- **12 companies** currently enrolled.
- Nearly **\$115,000 invested** in Clean Tech Center companies.
- Nearly **\$1.5M** follow-on funding.



This year, Sentient Blue won the \$1 million GENIUS NY grand prize; four remaining teams each received \$500,000.

► Events

Last year, The Tech Garden offered more than **50 events** to members, aspiring entrepreneurs and the community, and as a result saw an increase in membership.

Ideation Workshop invites aspiring entrepreneurs searching for their first or next big idea to learn how those ideas are realized into sustainable businesses.

Innovation Village gets entrepreneurs familiar with the resources and programs for startups in the Central New York entrepreneurial ecosystem.

Marketing Mavens Series

is an in-depth workshop that engages marketing professionals throughout the community to help startups better understand key marketing opportunities such as a SEO, content marketing, social media and more.

Drones Over Downtown

is a community event that raises awareness of the evolving drone ecosystem in Central New York. Now in its third year, Drones over Downtown attracts **more than 30 drone companies** from around the area and over **250 attendees**.



The Ideation Workshop was recently at SUNY Oswego where more than a dozen students learned about The Tech Garden and its startups.



LEAD *with* INTENTION:



Planned Tech Garden Expansion to Anchor Syracuse Surge, Innovation District

More than 15 years after The Tech Garden opened its doors as a technology incubator, the facility has reached capacity with a long waitlist of entrepreneurs seeking support. A planned expansion of The Tech Garden will fill the current needs of regional entrepreneurs and enable more startups to access programming. The expansion's vision is to add two stories and include more hardware, software and co-working spaces. A dedicated Drone Zone will cater to businesses looking to connect with the region's unmanned systems ecosystem. Enhancements to the Harrison St. side of the building and the patio will make it more welcoming.

Beyond The Tech Garden, this expansion will support an innovation district and the emerging tech corridor along Warren St., in downtown Syracuse. It is also part of the Syracuse Surge strategy, an approach proposed by city of Syracuse Mayor Ben Walsh, with support from Onondaga County Executive Ryan McMahon to better position the community to compete in today's global tech economy.

Economic Inclusion

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

▶ Work Train

Work Train, sponsored by a local funder collaborative, convenes partnerships between employers, educators and community organizations to develop lasting workforce solutions.

700+
Work Train
Participants
placed into
career pathways.
(2014-2018)

ProTrain

ProTrain, delivered through the SUNY Educational Opportunity Center, works with **17 local manufacturing employers** to provide foundational skills for entry-to mid-level jobs. In 2018 Work Train received funding from M&T Bank to develop targeted programming so ProTrain graduates can fill higher-skilled positions.

Health Train

Health Train creates career opportunities and develops talent pools for entry-and mid-level health care jobs. In 2018, Work Train received funding from Onondaga County's Alliance for Economic Inclusion and Ladders to Value, to scale and replicate its program in Cayuga and Oswego counties. Health Train will also continue its work with Loretto and St. Joseph's Health to improve the retention and advancement of workers.

Build Ready

Work Train's newest industry training partnership, Build Ready, prepares workers to fill workforce gaps in the construction industry. Piloted in 2018, in partnership with Syracuse University and LeChase Construction, Work Train prepares workers for opportunities on the construction of the National Veterans Resource Center, serving as a pilot for the recently announced "Syracuse Build" initiative – a partnership between the City of Syracuse, Onondaga County and Syracuse University. To further these efforts, Work Train has received funding from the Ballmer Group,

via the National Fund for Workforce Solutions, to partner with the city of Syracuse Mayor's Office to build local talent strategies for the construction industry, just in time for billions of dollars in planned development over the next several years.



So'Unique Harrison, a recent graduate of Build Ready.

LEAD *with* INTENTION:

Translating Economic Growth into Shared Prosperity

The city of Syracuse, in partnership with Onondaga County, is working with New York state to launch Syracuse Surge, an unprecedented series of investments in tech infrastructure that will position Syracuse as one of America's "smartest" cities and a global leader in the New Economy. While this will bring welcome economic growth to our region, it is imperative that that economic growth translates into shared prosperity among all residents of the greater Syracuse community. This requires intentional leadership and strong partnerships. To begin addressing this challenge, CenterState CEO partnered with the city of Syracuse, Onondaga County, Syracuse University, Le Moyne College, the Allyn Family Foundation, and several local organizations and businesses. This team of cross sector partners began mapping out workforce and business development strategies that became the centerpiece of Syracuse's application for the JPMorgan Chase Advancing Cities Challenge, part of the \$500 million, five-year initiative to drive inclusive growth and create greater economic opportunity in cities. JPMorgan Chase announced in April 2019, that Syracuse is one of five winning cities, receiving \$3 million in philanthropic investments. CenterState CEO will serve as the lead agency for this grant and continue to help support an economic inclusion agenda for the new economy. The Advancing Cities Challenge launched in September 2018, attracted more than 250 proposals from 143 communities across 45 states and territories. The four other winning cities are Chicago, Ill., Louisville, Ky., Miami, Fla. and San Diego, Calif.

► Community Engagement and Empowerment



As director of Community Engagement and Empowerment, Dr. Juhanna Rogers plays a critical role facilitating engagement between the community and CenterState CEO's Economic Inclusion programs and initiatives — while deepening its relationships with partners.

Dr. Juhanna Rogers, director of Community Engagement and Empowerment at CenterState CEO.

► Community Investment

The Community Investment team works with neighborhood partners, and leaders in the private and public sectors, to create opportunities and build wealth in neighborhoods by bringing business, real estate and community development projects to fruition.



The 2018 Start It! class graduation at the Syracuse Dunbar Center, celebrated 37 graduates.

Up Start

Up Start works with small businesses and entrepreneurs to provide intensive entrepreneurial training. In 2018, it worked with **65 prospective entrepreneurs** and existing business owners, facilitating the opening of several neighborhood-based businesses.

The Northside Urban Partnership

Northside UP fosters the revitalization of Syracuse's Northside to create a vibrant and prosperous neighborhood that embraces the community's diversity. In partnership with the city of Syracuse, Northside UP was awarded **\$4.8 million for 18 projects** through the Restore New York program.

Northside UP and its partners are working with property owners to revitalize vacant mixed-use and commercial properties, with a focus on two signature projects within the North Salina Street historical district.



The Community Prosperity Partnership – (Top) CenterState CEO and the Allyn Family Foundation have teamed up for the Community Prosperity Partnership. (Below) The Salt City Market, the partnership's signature project, will open in 2020. It will feature diverse entrepreneurs who will incubate new restaurant businesses. The Market will transform a parking lot into a new, mixed-use building, which will house the Allyn Family Foundation headquarters, other nonprofit offices and offer mixed-income apartments.

The Southeast Gateway Partnership

In 2018, CenterState CEO was invited by neighborhood business and civic leaders, and Assemblywoman Pam Hunter, to lead this neighborhood-economic development initiative within the district immediately south of downtown Syracuse — Adams Street to Martin Luther King Jr Boulevard. This partnership was made possible by the investments of neighborhood stakeholders and a New York State grant by Assemblywoman Hunter.



Research Policy & Planning

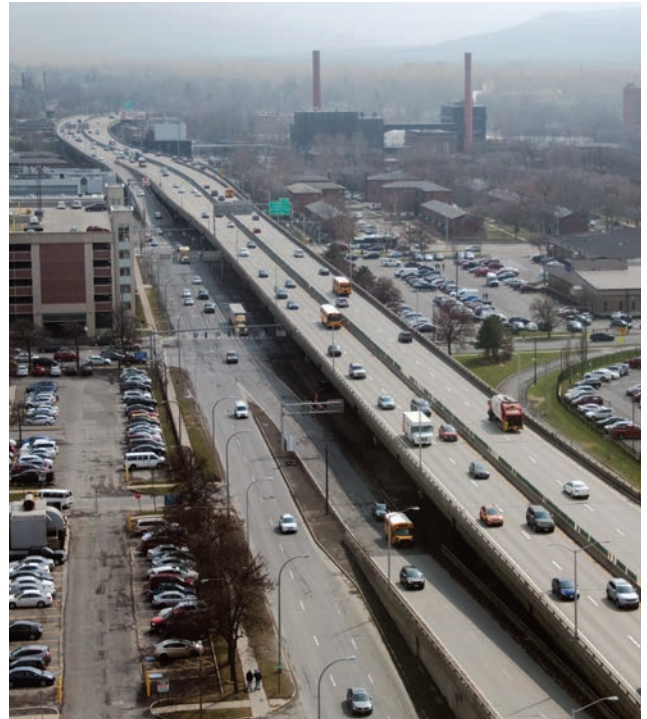
The Research, Policy & Planning portfolio supports members with strategic and daily decision making, intelligent public policy analysis and business advocacy, and expertise in place making, planning, urban revitalization and strategic property redevelopment.

► Place Making, Planning & Infrastructure

CenterState CEO is acutely focused on key 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 2018, CenterState CEO conducted extensive research, surveyed its board and members, and hosted numerous board and investor meetings in outreach efforts on the future of I-81. Following this in-depth review, CenterState CEO's board endorsed the "Community Grid *Plus*," which recommends building on the foundation of the NYSDOT's community grid proposal as the preferred solution, while addressing additional concerns raised by members and residents. The Community Grid *Plus* provides a new, pragmatic approach that utilizes economic, transportation and community solutions to achieve the values set forth by CenterState CEO at the onset of the current NYSDOT design phase, while advancing regional economic development goals and aspirations for the future.



2019 is a pivotal year for the I-81 decision. It will likely include the release of the final draft environmental impact statement (DEIS), final public comment and the state's recommendation for the future of the highway.

The Community Grid *Plus* calls for:

- A comprehensive investment in modern public transit, including bus rapid transit, in parallel with any decision on I-81.
- Significant improvements to the I-481 corridor, and improvements to Bear Street in the Inner Harbor and elimination of the proposed I-81/I-690 full interchange, as well as the proposed additional lanes to I-81.
- An economic mitigation fund for key stakeholders and municipalities to prepare for the project's potential impact on local business.
- A locally led revitalization commission to ensure that redevelopment projects are inclusive, with strong MWBE and local participation, and to encourage mixed-use/mixed income projects.
- The highest quality design of all elements of the projects, consistent to and sympathetic with the area through which the improvements are built.
- A coordinated regional approach to shift truck traffic away from towns, villages, and drinking water supplies, and using the highway system and rail as the primary methods of moving goods.
- Revisiting the elimination of Thruway tolls in the Syracuse area, in order to encourage greater use of the Thruway as an east/west connector rather than I-690 and I-81.

► Policy & Business Advocacy

Legislative Agenda



CenterState CEO advocates for policies that will introduce efficiencies in governmental structures, as well as resolve regulatory or cost issues faced by members. Staff actively represents members' interests in Washington, Albany and local governments. Legislative issues and opportunities in 2019 include:

Federal

- Improving trade and tariff policies.
- Eliminating the taxation of public sector incentives.
- Restoration of the full federal tax exemption for state and local taxes.

State

- Continued support for development of the UAS corridor in Central New York.
- Continued progress on state tax reductions.
- Enhancement of the New York State Historic Preservation Tax Credit.

Regional and Local

- City of Syracuse and Onondaga County leaders are actively pursuing a range of proposals and initiatives related to government modernization and collaboration. CenterState CEO stands ready to contribute to these efforts.

► Research

CenterState CEO conducts research to ensure that its policies, plans and programs are data-driven and consistent with the needs of the community and its members. In 2018-2019, the **Talent Task Force**, a regional initiative led by the private sector and the CNY Regional Economic Development Council, CenterState CEO and the NYS Department of Labor, examined the challenge of recruiting talent that businesses need to thrive.

During 2018, CenterState CEO staff did in-depth statistical analysis, surveyed member firms and hosted focus groups to define the challenge and begin building solutions.

In 2019, CenterState CEO and its partner organizations, will work alongside the Talent Task Force to implement the recommendations. This provides an opportunity for members to engage and to address both their own demand and the wider needs of the community.

The Talent Task Force developed six strategies to address the community's talent needs:

- Distinguish Central New York as a national leader in the attraction, hiring and retaining of a diverse workforce.
- Accelerate tailored talent acquisition for the region's leading growth industries.
- Strengthen the region's ability to attract and serve international talent.
- Enhance the retention of critical skills and experiences of CNY's late career workforce.
- Unlock hidden pools of talent among non-traditional labor pools.
- Establish stronger feedback loops between employers and talent generators to fill current and future talent needs.

LEAD *with* INTENTION:

Opportunity Zones

CenterState CEO is closely tracking Opportunity Zone incentives created through the Tax Cuts and Jobs Act of 2018. The Opportunity Zones designated within the Central New York region include most of the cities of Auburn, Cortland, Fulton, Geneva, Herkimer, Ilion, Ithaca, Little Falls, Masena, Ogdensburg, Oswego, Potsdam, Rome, Syracuse, Utica and Watertown, and the village of Pulaski. Opportunity Zones hold the potential to attract private capital investment to low income communities by providing significant incentives for private investors. During 2019 CenterState CEO will work with its partners to promote the newly designated zones within the region, driving economic investments to communities that are historically overlooked.

CenterState CEO Members Lead with Intention



► All Seasonings Ingredients

Based in Oneida, New York, All Seasonings Ingredients serves the restaurant and wholesale foods industry with a range of spices and custom spice blends. In recent years, this second-generation company, led by Brendan Farnach, has significantly grown its customer base across the U.S. and increased market share through intentional efforts to create a niche in the market. It is focused on service and the ability to create custom spices for customers.

The company's growth has resulted in a need for more space and new employees to meet increased demand. The company is adding two new buildings to its campus in a \$3 million project in the coming year.

CenterState CEO is working with All Seasonings to identify opportunities to support this growth. Its Business Development team has advocated for All Seasonings through New York's Consolidated Funding Application process, interacted with key officials locally and in Albany to inform them of the significant benefits of the company's expansion, brought members of the CNY Regional Economic Development Council to tour All Seasonings, and helped to identify PILOT opportunities to further support the project.

► Interior Innovations

Interior Innovations, an office furniture, interior architectural solutions and space planning company will soon relocate to the Richmark building on Syracuse's east side. Interior Innovations, owned by Laura Cueva, is both a New York State Certified Minority Business Enterprise and New York State Certified Woman-Owned Business Enterprise.

Interior Innovations new offices will enable it to add six to 10 new employees. It also represents more than \$1 million in local investment to the city. Over the past five years, Laura Cueva has been strategic about growing her company in a way that has a positive impact on the community and creates employment opportunities for people in her neighborhood.

As a member of both CenterState CEO and the Upstate Minority Economic Alliance (UMEA), Cueva was recognized as a 2017 Business of the Year in the minority-owned category. In addition, UMEA provided her with connections to resources in the city of Syracuse and the Grow America Fund which helped educate her on the process to apply for investments. She also had the opportunity to meet Mayor Ben Walsh who is very supportive of the project.

These community partners helped her navigate the acquisition of her building to support her business growth. They also assisted with her application to the Syracuse Economic Development Corporation's 'Grow Syracuse Fund', an SBA 7A lending tool operated by the National Development Council, which is part of its National Grow America Fund portfolio. Cueva was the first recipient of that award in the city's history.

UMEA, the city of Syracuse and Grow America Fund also supported Cueva's successful Consolidated



Funding Application to the Central New York regional Economic Development Council with letters of support and advocacy for the project.

Cueva thanks the State of New York, UMEA, CenterState CEO, the city of Syracuse, Grow America Fund and the community for all their support in helping make her American Dream come true.

CenterState CEO Members Lead with Intention

► TCGplayer

Over the past few years, TCGplayer has become the leading marketplace for buying and selling new and used collectible cards from popular games like Magic: The Gathering, Yu-Gi-Oh! and Pokémon. As one of the fastest growing companies in Central New York, TCGplayer is infusing downtown Syracuse with new talent, new energy and a creative new corporate headquarters.

TCGplayer's rapid growth has created numerous new jobs in Syracuse, as the company has needed to add nearly 150 people to its workforce, now nearly 250 people. Chedy Hampson, the company's CEO, has intentionally cultivated a culture and environment that supports his current team's advancement while attracting new talent.

Hampson is also the chair of the regional Talent Task

Force, led by CenterState CEO. His engagement with the Task Force supports TCGplayer's talent needs while helping to drive talent solutions for regional businesses across industries. Beyond talent attraction strategies, Hampson will partner with CenterState CEO's Work Train initiative to pilot a new program that provides opportunities and training for entry-level employees to move into high-skill technology positions.

CenterState CEO is proud to have supported TCGplayer's growth, first as a member of The Tech Garden and later, when it was ready to expand, by connecting the company to investments from the Central New York Regional Economic Development Council. CenterState CEO has helped TCGplayer secure additional local funding and increase visibility for the opening of its new headquarters.





► YMCA

For 160 years, the YMCA of Greater Syracuse has served many of Central New York residents through fitness and community programs across multiple locations. The YMCA has been intentional in its efforts to innovate and adapt, responding to the needs of an increasingly diverse community. The YMCA's 2018 strategic plan reflects this commitment to better serve different populations and contribute to the health and well-being of the community.

The YMCA aligned its efforts with CenterState CEO's Northside Urban Partnership (Northside UP), St. Joseph's Health, M.S. Hall and Associates, and other community partners to develop a plan for improving women's wellness within Syracuse's Northside neighborhood. Community engagement and research revealed that many women in the neighborhood felt isolated in their homes and unable to access outlets for exercise. Working with women from diverse ethnic and

socio-economic backgrounds, these partners identified a strong desire for a welcoming, culturally appropriate space on the Northside focused on women's health and well-being. The process revealed an opportunity to create a neighborhood-based, women's-only wellness space that includes fitness equipment, programming and on-site child care. The partners identified a Northside location for the center and are developing architectural designs.

Based on the YMCA of Greater Syracuse's strategic plan and its deep community commitment, it emerged as the obvious choice as the lead operating partner for the space. This model represents an opportunity for the YMCA to pilot new strategies for better serving the community — and will inform future health and wellness strategies on the Northside and beyond.

CenterState CEO Members Lead with Intention



► Salina 1st LLC

Salina 1st LLC is a \$6.8 million mixed-use development project, located near the corner of S. Salina and Burt streets, in Syracuse with new mixed-income residential units, and commercial space — including light manufacturing, office and retail space. The project is spearheaded by the intentional leadership of developers Emanuel Henderson, Eli Smith and Gail Montplaisir. Their vision is to build on downtown Syracuse's resurgence by driving investments to Syracuse's near south side and the southern end of downtown.

Engaging across several portfolios, CenterState CEO has worked with Salina 1st at each stage of the development process. During the initial planning stages, CEO's Economic Inclusion team made introductions with members of the community, and facilitated coordinated planning opportunities with other potential developments to ensure the project aligned with the neighborhood's goals and future direction. The Business and Economic Development team made key introductions with public sector

economic development partners and assisted Salina 1st through the approvals process. UMEA stood shoulder to shoulder with the development team from inception to approvals, making introductions to professionals in various fields such as grant writing and environmental remediation. Together, CenterState CEO and UMEA were instrumental in helping Salina 1st successfully navigate New York's Consolidated Funding Application process. Salina 1st received critical support with \$1.3 million in assistance to help close the project's market funding gap. CenterState CEO also introduced the group to additional potential private-sector equity investors. In keeping with its commitment to underserved emerging areas of Syracuse, Pathfinder Bank is providing debt financing for the project. With construction expected to begin in 2019, the project will be at the leading edge of an anticipated \$200 million in new investment in the area.

The project will serve as an important anchor and catalyst for additional investment in an area of the city which has historically lacked this kind of development.

► LeRoi, Inc.

LeRoi, Inc., a high-end body jewelry manufacturer in Oswego County, continues to thrive. In late 2018, owner, Terry LeRoi and Oswego Mayor Billy Barlow, announced the business was moving to downtown Oswego and bringing 40 employees to the community. The move provided much needed room for the business to expand and create new jobs. In 2019, LeRoi will open a second business in Oswego, an Aqua Spa Float Center.

These businesses, and the jobs and investments associated with them, are evidence of LeRoi's intentional commitment to strengthening the business community in Oswego. In recognition of these efforts, the Greater Oswego-Fulton Chamber of Commerce (GOFCC) awarded LeRoi the Community Investor Award at its 2019 Annual Meeting.



The GOFCC, in partnership with CenterState CEO, also worked with LeRoi to identify several spaces to accommodate the company's significant growth. Support included facilitating discussions to expedite a resolution with a local municipality around a utility services issue. The GOFCC has plans to celebrate the grand opening of the Aqua Spa Float Center later this year.

► Northeast Information Discovery, Inc.



Northeast Information Discovery (NEID) is a woman-owned small business headquartered in Canastota, New York. Founded in 2011, the software company focuses on the research and development of advanced computer network operations and intelligence, surveillance, and reconnaissance capabilities for

unmanned systems. Its focus on solving challenges related to cybersecurity for unmanned systems has supported the company's growth.

The company has invested in the expansion of its offices to meet growing demand. It acquired a new 6,000 square-foot facility, 1,000 square-feet of incubator space, and a 5 acre lot for future expansion.

Given its growth, it currently needs to hire 40 additional high-tech employees, adding to the 13 new full-time associates brought on in 2018. Combined, this represents more than a 150% increase in staff for the company.

With its ongoing need for talent, NEID has been intentionally finding solutions to the company's recruitment needs by engaging with the Talent Task Force. CenterState CEO has also supported their recruitment and talent growth by connecting NEID to the New York UAS Central Job Fund initiative.

A wholly-owned subsidiary of CenterState CEO, BSNY has helped small employers to plan, protect, grow and succeed, for more than 40 years. From employee benefits to personal data security, BSNY provides integrated, affordable and customized solutions for entrepreneurs, small employers, freelancers, and nonprofit organizations.

► 2018 Highlights

BSNY efforts focused on refining offerings for solopreneurs and small startups. Micro enterprises might be small businesses, but their benefits needs can loom large. BSNY now offers a complete and flexible suite of products and services tailored specifically to this important segment of the market.

INTENTIONAL EVOLUTION: Integrated Business Solutions

BSNY is working to become even more closely aligned with CenterState CEO's Membership Department with plans to expand its inventory of partner products and services. Health insurance will remain a core focus, but small- and medium- sized businesses need more support and resources as they create jobs and wealth for the region. As needs change, BSNY will continue to adapt but, while maintaining its goal to make business better.



► 2019 Outlook

- Expand retiree and Medicare benefits consulting services.
- Provide clients more online service options for better and faster access.
- Create a more personal service for every small business to enhance engagement.

Connect with BSNY for:

- Local, in-person consultation and service
- Comprehensive business planning
- Health insurance
- Supplementary and voluntary benefits
- Retirement plans
- Employee self-service portal
- Full service onboarding and exit management system
- Employer compliance (IRS & DOL)
- New hire background and reference checks
- Employee assistance program
- Payroll and bookkeeping service
- Full service human resources support

The CNYIBA provides experienced export guidance to assist companies target international markets and buyers; build connections to regional, national and international export resources; create export plans; find logistics resources and secure overseas payments. It offers assistance with pricing strategies, compliance and regulatory challenges, distribution strategies and execution of overseas contracts, and offers educational events and programs.

► 2018 Highlights

- Connected with **100+** regional exporting companies.
- Provided over **150 hours** of direct Export Catalyst Program consulting to six regional exporting companies.
- Provided export introductory sessions for more than **15 new to export** companies to help them start selling overseas.
- Helped **six** companies increase their exporting skills and knowledge through the award winning ExportNY training program.
- Hosted **18** events to educate exporters on market opportunities, industry best practices, trade and current events, including meetings with the Undersecretary of Commerce for International Trade at the U.S. Department of Commerce, and the Consul General for Canada.
- Supported and funded regional exporters using International Trade Administration grants so they could attend trade shows, buyer's missions and travel to ASEAN nations.



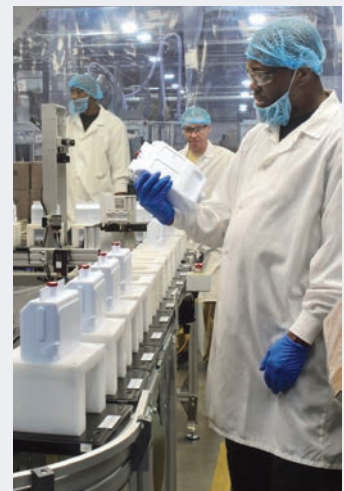
In collaboration with CenterState CEO, financial support was provided for five regional exporters to attend and exhibit at the Singapore Airshow. This opportunity generated many new contacts and business opportunities for attendees.

► 2019 Outlook

- The CNYIBA will continue its outreach and direct support to **100+** regional exporters in 2019.
- **Host 15+** export events to educate exporters and support their business needs.
- Continue targeted support to **65+** CNYIBA export members by enhancing and expanding CNYIBA membership benefits.
- Provide financial support and grants to exporters to help them identify overseas buyers, and support their travel, trade show costs, and product certification to expand exporting.

INTENTIONAL GLOBAL GROWTH: Currier Plastics

When Currier Plastics, a design, blow and injection molding plastics company in Auburn, New York, was looking to expand its business globally, it reached out to the CNYIBA for guidance. The CNYIBA helped Currier craft a target strategy to align needed resources to connect to international markets. As CNYIBA members, several Currier staff participated in the ExportNY training program managed by the CNYIBA, TDO and Syracuse University. This program helped them find buyers, gain a deeper understanding of export procedures and regulations, and increase its confidence in exploring the significant opportunities of going global. The CNYIBA also connected them to grants to help pay for trade shows, travel, certification, and marketing expenses, and will continue to support them in 2019.



Electronics Park is a landmark 181-acre office/industrial business park conveniently located six miles from downtown Syracuse. Originally built in 1946 for General Electric, Electronics Park is now used for engineering, research and development. Electronics Park LLC's mission is to ensure the park is a modern, multi-tenant, mixed-use industrial park with a unique campus-like atmosphere. Current tenants at the Park include Lockheed Martin, Laboratory Alliance of CNY, Best Western Hotel, Gallagher Electric, LLP, and Integrated Medical Devices.

▶ 2018 Highlights

- Continued business development and government relations support to Electronics Park's anchor tenant, Lockheed Martin.
- Completed infrastructure enhancements including **1,200 feet of fire main upgrades**.
- Planted **25 new trees** to enhance the campus atmosphere of the complex.



Green spaces give Electronics Park a campus-like feel.



Electric vehicle charging stations will be installed within the park in 2019, thanks to support from National Grid.

▶ 2019 Outlook

- Update the Electronics Park Strategic Redevelopment Plan to accommodate new land use opportunities and better attract high-growth businesses to the park.
- Dredge the park's pond to enhance its quality and create better public spaces.
- Continue infrastructure upgrades, including additional fire main installation to support the park's tenants.

INTENTIONAL BUSINESS DEVELOPMENT: Lockheed Martin Corp.



Lockheed Martin is a thriving company and one of the region's largest private employers with approximately 1,600 people locally and more than 4,000 in New York state. Through intentional leadership, Lockheed Martin has won major contracts for its Electronics Park operations, helping secure its presence in Central New York. In 2018, it received significant contract awards from the U.S. Navy for the Surface Electronic Warfare Improvement Program and towed array sonar systems, as well as from the U.S. Army for the TPQ-53 radar program. These contracts, and numerous others, have positioned the company for further growth in the region.

THE GREATER OSWEGO-FULTON CHAMBER OF COMMERCE

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

► 2018 Highlights

- **15 percent increase in membership** in the past year, with a 90 percent retention rate. This high response is due to more comprehensive programs and services offered to make member businesses more competitive.
- Introduced **more than 12 new events** and programs, including training and educational sessions, networking events and roundtables with government officials.
- The chamber's new Summer Celebration attracted people to Bayshore Grove, in Oswego, and featured a dunk tank benefitting local charities.



Community-wide events like Tunes in June in Fulton and the Oswego and Fulton Farmer's Markets, sponsored by Oswego Health, were held to connect the community to local businesses.

► 2019 Outlook

- The GOFCC will bring CenterState CEO's Work Train program to Oswego County to create solutions that benefits businesses and addresses the persistent challenge of un-and under-employment in the county.
- Three new programs will respond to the expressed needs of members, including Oswego County Restaurant Week; Small Business Week; and Project Pine, a winter beautification program.
- Through a new partnership with the Fulton Block Builders and CenterState CEO, volunteers will continue to revitalize Fulton neighborhoods, one block at a time.
- The GOFCC, CenterState CEO, Operation Oswego County and the County of Oswego will partner to execute a new countywide Economic Advancement Plan.



The inaugural Oswego County Restaurant Week, presented by Eagle Beverage Company, held in March was an incredible success, with more than 33 businesses participating.



Project Bloom, presented by Pathfinder Bank, will help beautify Oswego County spring 2019.

INTENTIONAL STEWARDSHIP: Project Bloom

Encouraging investment and community pride is critical to Oswego County's economic growth. With this in mind, Project Bloom, a community beautification program in Oswego and Fulton returns in 2019. GOFCC and volunteers will plant flowers, hang flower baskets and clear public gardens. As the presenting sponsor, Pathfinder Bank will rally its employees to help beautify the community. On planting day, the chamber and Pathfinder Bank will dedicate the berm and city of Fulton entryway to a lifelong chamber advocate and community champion, Jan Rebeor.

DOWNTOWN COMMITTEE OF SYRACUSE

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

► 2018 Highlights

- New business is driving growth in the heart of the city, with **22 new retail businesses opened this year**.
- **Downtown housing** thrives with 2,145 residential units. Nearly **70** were completed in the past year and **180+** are under construction.
- Downtown's residential population increased by **5%**, with more than **3,900** people now calling downtown home.
- Six downtown properties were awarded New York Main Street grants totaling \$470,000 that will result in a mix of affordable and market-rate residential units, new retail businesses and improved facades.
- Warren Street has become a **Tech Corridor** with the growth of Tech Garden programs, significant investments in companies such as SpinCar, and new additions, including TCGplayer and SIDEARM Sports.

► 2019 Outlook

- Significant redevelopment is underway in downtown's southern gateway. Construction will soon start at 484 South Salina St., providing crucial linkages between downtown's adjacent neighborhoods.
- **500** downtown housing units are planned for construction over the next three years.
- An increased emphasis on the development of more diverse and affordable housing units in downtown includes support for the development of affordable housing units at five buildings through the Downtown Committee's New York Main Street grant program.
- Announced projects, such as the expansion of Common Space on South Warren St., will build off the popularity of shared living areas and increased social interactions with the addition of co-living spaces and membership to Syracuse CoWorks.

Support at a glance

In 2018, the Downtown Committee:

- Filled 591 stats and information requests
- Provided 519 real estate assists
- Generated 116 earned media stories
- Engaged 2,665 people in contests
- Grew to more than 18,000 subscribers across social-media platforms
- Performed 75 speaking engagements
- Provided 4,195 hours of security foot patrol
- Removed 79,035 gallons of litter
- Installed 330 hanging flower baskets thanks to sponsor support
- Attracted 154,916 people to Downtown Committee events



A pop-up food hall attracted nearly 400 people as neighborhood entrepreneurs served up tasty treats.



*Downtown's first **Employee Appreciation Week** featured free food, wellness and fitness classes, store specials and office competitions including, Tug-of-War. The event highlighted downtown's quality of life and diverse businesses.*

INTENTIONAL REDEVELOPMENT: The Redhouse Arts Center

The Redhouse Arts Center's move in March 2018 to the heart of downtown Syracuse signaled the first phase of City Center redevelopment. The new 40,000-square-foot space enables enhanced programming, onsite set-building, attracts new audiences and new partnerships. It is also a part of the Redhouse's conscious effort to raise the visibility of the role the arts play in downtown's revitalization.



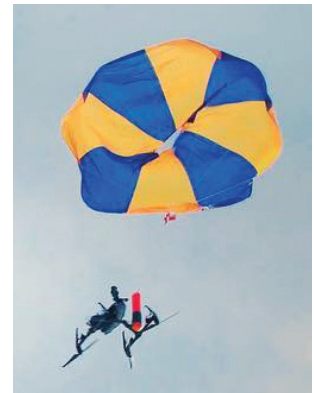
THE NUAIR ALLIANCE

The Northeast UAS Airspace Integration Research Alliance (NUAIR Alliance) is a New York-based nonprofit coalition of private and public entities and academic institutions that provide unsurpassed expertise in aeronautical research, UAS operations and safety management. Headquartered in Syracuse, New York, NUAIR manages operations of the New York UAS Test Site at Griffiss International Airport in Rome, New York, one of just seven Federal Aviation Administration (FAA)-designated UAS test sites in the U.S., which is responsible to the FAA and National Aeronautics and Space Administration to conduct operations for unmanned aircraft systems (UAS) testing. NUAIR is recognized as a leader in technology and applications development in building the case for safe UAS operations in the nation's airspace. NUAIR provides safety, airworthiness, technical, operational and customer support.



► 2019 Outlook

- Continue to build out the 50 mile corridor and will host a series of test flights designed to mimic real life scenarios, like public safety, search and rescue, infrastructure inspection and precision agriculture. A capstone demo is scheduled for September.
- Attract new partners to add testing capabilities and drive economic benefits for the region.
- Expand its small UAS consulting for local agencies, municipalities and companies looking to use unmanned vehicles commercially for search and rescue operations.



The successful test at the New York State UAS test site of Indemnity Parachutes for DJI Drones demonstrates the ability to safely and reliably fly over people as well as sensitive locations. Likewise, the first-of-its-kind test flight with Airborne Collision Avoidance System for small drones demonstrated leading-edge detect and avoid systems for both manned and unmanned aircraft.

► 2018 Highlights

- The New York UAS Test Site hosted **732 flights**, totaling **132 flight hours**. Since 2015 it's hosted more than **2,000 flights** totaling 500 hours of flight time.
- **15 new industry** partners joined the NUAIR Alliance with key expertise critical to the safe integration of UAS into the national airspace system, including: highly advanced radars and sensors, unmanned traffic management and integrated analytics.
- Under NASA sponsorship, a successful year-long UAS technology flight research project was conducted that explored six scenarios to test the response of an unmanned aircraft for nominal and emergency conditions.
- Hosted the first New York UAS Symposium welcoming **more than 300 industry leaders** from around the world to advance policy and outline solutions needed to advance the UAS industry.

INTENTIONAL INDUSTRY LEADERSHIP: NUSTAR

The National Unmanned Aircraft System Standardized Testing and Rating (NUSTAR) initiative, will begin tests to verify compliance of unmanned traffic management (UTM), drone safety and performance standards. This effort is key to the region's ability to support Beyond Visual Line of Site (BVLOS) UAS operations. The NUSTAR program will validate compliance requirements concerning detect and avoid operations for small UAS; standards for UAS airworthiness; universal vehicle registration; and remote ID and tracking capability. This investment in technology advancement, participation in standards development, regulation compliance, intellectual property, and specialized knowledge, puts Central New York at the forefront of the UAS industry locally, nationally and internationally. Furthermore, it complements the New York UAS Test Site and UTM corridor, and provides NUAIR with the capability to attract high quality organizational programs and partners.

UPSTATE MINORITY ECONOMIC ALLIANCE

The Upstate Minority Economic Alliance (UMEA) is the only chamber of commerce in the Upstate and Central New York region for minority business owners and professionals of color. Its mission is to create greater regional prosperity through economic development and to enhance economic opportunities for minority professionals and business owners.

► 2018 Highlights

- Welcomed new members who benefit from UMEA and its partnership with CenterState CEO.
- Further expanded partnerships to include private and public investment in the chamber.
- Fulfilled a key strategic initiative by creating and delivering executive programming.
- Coordinated state contracting opportunities for regional entrepreneurs.
- Built a landscape for minority developers to successfully navigate and increase their likelihood of access to capital.
- Increased advocacy efforts to recognize talent among minority professionals of color.
- Hosted the organization's first annual meeting, during which minority professionals of color were recognized for their success and commitment to the community.

► 2019 Outlook

- Expand programming into Cayuga and Monroe counties.
- Increase membership.
- Fast track MWBE application efforts with New York state to increase the pool of MWBE enterprises ready to respond to project opportunities.
- Provide entrepreneurial assistance to individuals.
- Increase awareness of chamber benefits, services and partnerships.



Laura Cueva owner of Interior Innovations recently purchased the former Richmark building on Syracuse's east side. The NYS certified MBE & WBE contract furniture dealer views the state's recent REDC Award funding in her business as an incentive to invest in her neighborhood.



In May 2018, nearly 250 people attended UMEA's first Community Engagement Awards which recognizes public, private, and corporate institutions that support and contribute to the success of the region's MWBE firms.

INTENTIONAL ADVOCACY Community-based Development

With any of the proposed alternatives to the I-81 viaduct, major redevelopment will occur with the potential to affect real estate, infrastructure and communities. In addition, Opportunity Zones and new federal tax legislation will impact the landscape of development in distressed neighborhoods, creating the potential to address poverty and blight. The Upstate Minority Economic Alliance, in partnership with its membership, will continue to advocate for community-based project development, and inclusive employment and contracting opportunities. UMEA's goal is to ensure jobs created by development projects are filled by local MWBE contractors and residents in order to ensure a dynamic shift of wealth in the Central New York region.

VISIT SYRACUSE

Visit Syracuse leads the production of more than \$855 million in direct visitor spending annually, strengthens the positive awareness of Syracuse and Onondaga County as a convention and visitor destination, and stimulates economic development for the community.

► 2018 Highlights

- A record year for visitors to Syracuse, included:
 - The United States Bowling Congress Open Championships held in January to July attracted more than **40,000 visitors** and generated a local **economic impact of approximately \$75 million**.
 - Record attendance at the New York State Fair with more than **1.2 million visitors**, including an estimated **100,000 visitors** from outside the area.
 - **73 contracted meetings**, conventions and events resulted in more than **46,600 room nights** booked.
- The Stamped Syracuse App launched to support the craft beverage industry and the beverage trail.
- Social media engagement continues to increase with more than **300,000 impressions** in the past year, highlighting a significant interest from visitors.



The Oncenter Convention Center, in Syracuse was transformed into a bowling center for the USBC.



The popular bi-annual Visitors Guide reflects a more modern, magazine-style design in an effort to inspire and inform visitors through experiential photography and storytelling.

► 2019 Outlook

- Three major conferences will welcome guests to Syracuse in 2019, including:
 - North American Travel Journalists Association 17th Annual Conference & Marketplace.
 - NYS Association of Fire Chiefs 113th Annual Conference.
 - International Trails Symposium, which selected Syracuse because it was named “One of America’s Top 20 Green Cities” by National Geographic’s Green Guide.
- Syracuse Nationals celebrates 20 years of The Largest Car Show in the Northeast.
- Visit Syracuse’s Preble Visitors Center (I-81N) and the I Love NY Welcome Center at Destiny USA will see an increase in marketing focus.

INTENTIONAL GROWTH: Expanding the TV & Film Industry

The film commission is now part of Visit Syracuse, opening new opportunities for the industry and for promoting the destination. In 2018, seven movies with roughly \$10 million in production budgets were filmed in the region. They spent approximately \$7 million on items like local labor, accommodations, food and beverage, catering, location fees and equipment rentals. In 2019, film production revenues are projected to increase by 10% as movies locally produced will be supported by a growing number of Qualified Production Facilities and NYS tax incentives.



Films produced in Onondaga County will now be branded with the Visit Syracuse Film logo. Watch for it in upcoming releases.

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 the CenterState New York 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 are the region's most prominent business, academic and nonprofit 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 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 to help them save money, connect with other members, accelerate profitability, develop staff knowledge and skills, and increase visibility for their company.

Member Profile

MEMBERSHIP LEVELS:

36%

INVESTORS

64%

PARTNERS

PARTNERS-LEVEL MEMBERS:

23%

**EXECUTIVE/
CORPORATE**

22%

BUSINESS

55%

BASIC

Financial Snapshot*

ASSETS

Amount

Current Assets

Cash & Cash Equivalents \$ 738,870

Investments/Receivables/ 5,915,439

Prepaid Expenses

Other Assets 327,607

Total Current Assets \$ 6,981,916

Property and Equipment

Net Property & Equipment 272,573

Total Assets \$ 7,254,489

LIABILITIES AND NET ASSETS

Current Liabilities

Accounts Payable/ \$ 5,118,781

Accrued Expenses

Deferred Revenue 1,063,436

Total Current Liabilities \$ 6,182,217

Total Liabilities

\$ 6,182,217

Net Assets

Total Net Assets 1,072,273

Total Net Assets & Liabilities \$ 7,254,489

KEY PERFORMANCE INDICATORS

Current Ratio 1.13%

*As of December 31, 2018 (preliminary and unaudited)

2018 Member Achievements

153
NEW
MEMBERS
WELCOMED

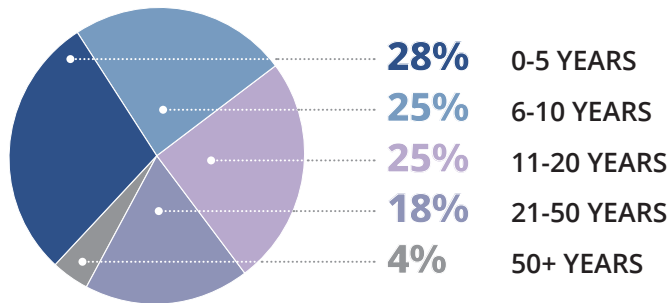
98
MILESTONES
CELEBRATED
BY CENTERSTATE CEO
AMBASSADORS

289 COMPANIES
RECOGNIZED
AS
ECONOMIC CHAMPIONS FOR:

82
NEW
BUSINESSES

\$750K
IN
INVESTMENTS

MEMBERSHIP MILESTONES



2,600+ EMPLOYEES
HIRED

1.2M
SQUARE FEET
OF EXPANSIONS

68
MILESTONE
ANNIVERSARIES

2018 Social Lookback

12,816 ACTIVE SOCIAL
MEDIA FOLLOWERS
28% INCREASE FROM
LAST YEAR

 **6,166** CURRENT
FOLLOWERS **4%**
5,935 FOLLOWERS
LAST YEAR INCREASE IN
FOLLOWERS

 **2,623** CURRENT
FOLLOWERS **44%**
1,826 FOLLOWERS
LAST YEAR INCREASE IN
FOLLOWERS

 **1,018** CURRENT
FOLLOWERS **84%**
553 FOLLOWERS
LAST YEAR INCREASE IN
AUDIENCE

 **2,937** CURRENT
FOLLOWERS **31%**
2,242 LIKES
LAST YEAR INCREASE IN
AUDIENCE

 **72** CURRENT
SUBSCRIBERS **132%**
31 SUBSCRIBERS
LAST YEAR INCREASE IN
AUDIENCE

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:

Charles E. Schumer, United States Senate

Kirsten E. Gillibrand, United States Senate

John Katko, U.S. House of Representatives

Anthony Brindisi, U.S. House of Representatives

Andrew M. Cuomo, Governor, New York State

Kathleen C. Hochul, Lieutenant Governor,
New York State

Letitia James, New York State
Attorney General

Thomas DiNapoli, Comptroller,
New York State

Andrea Stewart-Cousins, Majority Leader,
New York State Senate

Carl E. Heastie, Speaker,
New York State Assembly

Robert Antonacci, New York State Senate

Rachel May, New York State Senate

Patty Ritchie, New York State Senate

Joseph Griffo, New York State Senate

William A. Barclay, Deputy Minority Leader,
New York State Assembly

Marianne Buttenschon, New York State
Assembly

William B. Magnarelli, New York State Assembly

Al Stirpe, New York State Assembly

Pamela Hunter, New York State Assembly

Gary Finch, New York State Assembly

John Salka, New York State Assembly

Brian Manktelow, New York State Assembly

Ryan McMahon, Onondaga County Executive

Benjamin Walsh, Mayor, City of Syracuse

CENTERSTATE CEO 2018 LEADERSHIP

James Fox, P.E., Chairman

Chairman and Chief Executive Officer, OBG

Robert Simpson, President

CenterState CEO

Melanie Littlejohn, First Vice Chair

Regional Executive Director - Upstate New
York, National Grid

Susan LaVallee, Vice Chair

Senior Vice President, AXA

Orrin MacMurray, Vice Chair

Chairman, The C&S Companies

Evelyn Ingram, Secretary

Director of Community Relations, Wegmans

Stephen Fournier, Treasurer

District President, KeyBank, N.A.



**CENTERSTATE
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