

2020-2021 ANNUAL REPORT

COMMIT

PROGRESS THROUGH PURPOSE-DRIVEN LEADERSHIP



**CENTERSTATE
CORPORATION FOR
ECONOMIC OPPORTUNITY**



Robert M. Simpson, President
Chief Executive Officer, CenterState CEO



Melanie Littlejohn, Chair
Vice President - New York Jurisdiction, National Grid

COMMIT

Progress Through Purpose-driven Leadership

In today's world, we are called upon to lead with purpose, and commit to a greater community consciousness to achieve economic growth, equitable prosperity and positive social change.

We have all been touched by the pandemic's hardships and rapidly evolving circumstances. Following a year of such profound uncertainty and disruption, the imperative to act with intentionality and commitment is even more critical if we are to accelerate the region's economic recovery. During the COVID-19 crisis thousands of people in our community lost their jobs; some businesses were forced to close while others saw operations severely curtailed. Others were lucky to see a surge in demand but were strained by their ability to scale in an environment where liquidity was sparse. Some found opportunities to respond to new market needs and grow their business, or provide critical support to their communities and neighbors in need.

As we begin the monumental challenge of returning to a sense of normal and rebuilding a robust and more resilient economy, we must do so while also facing, head-on, the glaring racial and socio-economic injustices and disparities that persist and prevent us from realizing a full and equitable recovery.

Despite these challenges, CenterState CEO remains focused on its unequivocal commitment to the businesses, organizations and people of this region. We are proud to have supported our members and partners across the community throughout this pandemic, and of our ongoing work to drive impact for the region. We see reason for hope and optimism. The number of new business development prospects is accelerating, as are new startups seeking support and growth resources from The Tech Garden. As we pursue these and other opportunities, we intend to do everything in our power to see that all our region's residents emerge from this crisis stronger and more prosperous.

Our organization has always found opportunity amid challenges and this time is no different. As we look ahead, we commit to advancing our long term vision by building on the data driven, focused strategies that have consistently guided our approach and success in the past. We thank you for your steadfast partnership and support, and look forward to continuing this important work, together.

Integrity. Inclusion. Agility. Collaboration.

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. Its vision is for a vibrant and globally connected region recognized as a place where **business thrives**, and **all people prosper**.

Organizational Partners

Business Solutions of NY	Downtown Committee of Syracuse	New York Land Bank Association
CenterState CEO Foundation	Downtown Syracuse Foundation	NUAIR
CenterState Development Foundation	East Genesee Regent Association	Syracuse Tomorrow PAC
Central New York Biotechnology Accelerator	Electronics Park, LLC	Upstate Minority Economic Alliance
Central New York International Business Alliance	Greater Syracuse Business Development Corporation	Visit Syracuse
Crouse Marshall Business Improvement District		

Programs

CEO Travel	Fly Syracuse	CNY Innovation HotSpot
Disney Institute	Generation Next	SyracuseFirst
Greater Oswego-Fulton Chamber of Commerce	GENIUS NY	Technology Commercialization Growth Fund
Racial Equity & DEI Training	Good Life CNY	The Clean Tech Center
Rising Executive Dialogue	Grants for Growth	The Tech Garden
Executive Leadership Development Series	i.6	Up Start
Export NY	Northside UP	Work Train Collaborative

Collaborations & Partnerships

Armory Square Ventures	New York Business Development Corporation	The Community Prosperity Partnership (with Allyn Family Foundation)
Brookings Institution	Northeast Hawley Development Association	The Build from Within Alliance (National Network for Up Start)
Central New York Regional Economic Development Council	Northside Business Partnership	The Syracuse Urban Partnership (Salt City Market)
City of Syracuse	Onondaga County	NYS Land Bank Association
InSourcing	Syracuse Center of Excellence	
Manufacturers Association of Central New York	Syracuse University Whitman School of Management	
National Fund for Workforce Solutions	TDO	

Funding Partners

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

ASSESS. RESPOND. MITIGATE. RECOVER.

The COVID-19 pandemic created unprecedented challenges for members and stakeholders. In response, CenterState CEO deployed a COVID-19 Rapid Response Team to launch a four-pronged approach: **Assess, Respond, Mitigate and Recover.**

ASSESS

Two business surveys tracked the immediate impacts of the crisis, and small businesses openings, employment by wage level, and consumer spending data was tracked to understand long-term challenges. The CenterState CEO team also launched an effort to contact more than 1,500 employers directly to best understand their needs at the pandemic's onset. Findings from these efforts are used to inform policy-makers and develop new, situationally-relevant programming.

RESPOND

CenterState CEO staff has responded to hundreds of calls and requests for support from members and community partners, adapted programming to address the challenges of the pandemic head-on, and continued to provide targeted, direct support for businesses. The [COVID-19 Business Resources webpage](#) was created to share relevant information and resources.

DIRECT BUSINESS ASSISTANCE | RESOURCE MATCHING | WORKFORCE CONNECTOR

- **40,000+** Pieces of Personal Protective Equipment Donated Through CenterState CEO's Efforts
- **65+** Companies Assisted in Applying for the Federal Stimulus Loan Programs
- **70+** Companies Consulted with on Capital Relief Issues
- **280+** Companies Consulted with About Their Business Needs
- **426** Available Jobs Identified and Directed to the NYS Department of Labor
- **35** Companies were Identified to Hire Displaced Workers
- In Coordination with SUNY EOC, Health Train Courses Were Moved Online



CenterState CEO provided more than 2,000 free personal protective equipment toolkits to small businesses across five Central New York locations, thanks to a generous grant from Excellus BlueCross BlueShield. The toolkits included hand sanitizer, protective masks, best practice tips and guideline posters from local partners: Lock 1 Distilling Company, Beak & Skiff/1911 Established, Dreissig Apparel, Inc., Oswego Industries and Dupli Envelope & Graphics.



Companies were assisted in redeploying manufacturing processes, products and services to meet demand for critical goods, including the production of hand sanitizer by many local distilleries.



Weekly webinars on relevant business-focused topics provided critical guidance, and access to key decision makers and experts.

MITIGATE

ADVOCACY

CenterState CEO coordinated with the region's federal delegation as stimulus packages were developed, and advocated for federal investments to mitigate economic fallout and support the region's recovery. Additionally, it advocated for New York State Essential Operations Designations to help many businesses safely remain open during the pandemic.

PRESERVATION OF CRITICAL INDUSTRIES

CenterState CEO worked with regional manufacturers and MACNY to advocate for best practice workplace safety standards in an effort to keep the region's plants up and running to preserve critical industry supply chains and employment.



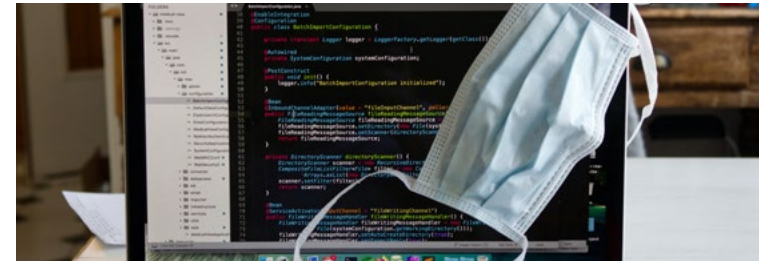
Marquardt Switches, in Cazenovia, began to manufacture the power switch for ventilators produced by Ford Motor Company in response to the sudden worldwide shortage caused by the pandemic, in addition to stepping up with donations of PPE and hose connectors to local hospitals. Photo credit: Marquardt Switches.

SMALL BUSINESS STABILIZATION GRANTS

Administered by CenterState CEO's with funding provided by the KeyBank Business Boost & Build Program powered by JumpStart, \$150,000 in stabilization grants were awarded to 31 small businesses negatively impacted by COVID-19. Of the recipients, 74% are women-owned. 64% are minority-owned. The grants helped mitigate loss caused by the crisis by providing immediate cash to cover payroll and other expenses incurred during the pandemic.

RECOVER

Since the onset of the pandemic, CenterState CEO has been prepared to lead during a sustained period of economic recovery, while maintaining a vision for a stronger future.



REOPENING RESOURCES

A [Back to Business Reopening Toolkit](#) was created to provide recommendations on how to develop safe, effective and thorough reopening plans. The Toolkit provides information and best practices for reopening safely. Within just 10 days of launch, the Reopening Toolkit page received 2,000+ visits. CenterState CEO also developed nine curated lists of member companies able to provide critical services, products and resources as businesses began to return to on-site operations and ensure the safety of their employees, customers and clients.

CLICK HERE
to access CenterState CEO's
Back to Business Re-Opening TOOLKIT

The Northside Business Partnership launched, "[Open for Business](#)" and "[Business Resource](#)" webpages showcasing Northside businesses and connecting them to capital and resources.

TOWARD A MORE EQUITABLE RECOVERY

The Racial Equity and Social Impact portfolio, led by Dr. Juhanna Rogers, was launched to help address the racial and socio-economic disparities and injustices so that as the community recovers from the crisis opportunities are realized by the whole community.

BUSINESS & ECONOMIC DEVELOPMENT

Business Development initiatives provide direct resources for business attraction, expansion and retention and offer connections, visibility and employee development opportunities to members across the region.

\$529M IN CAPITAL EXPENDITURES
2,100+ NEW JOBS COMMITTED

BUSINESS RETENTION & EXPANSION

In a year filled with turmoil, CenterState CEO provided much needed assistance, launching programs and publishing timely and valuable resources. CEO actively assisted members and the business community with project support and advocacy.

BUSINESS ATTRACTION

CenterState CEO helped advance key development projects in 2020 and strategically planned for projects in 2021. This year, it seeks to grow opportunities for XBE businesses (firms and organizations led by minority, women, veteran, disabled or other diverse individuals) in targeted industries, including unmanned systems, value added agriculture, advanced manufacturing, and transportation and logistics.

RETENTION & EXPANSION HIGHLIGHTS

3,000+ Engagements with Regional Companies Resulted in:

- **\$147M** Private Capital Expenditures
- **846** New Jobs Committed
- **900+** Business to Business Connections Facilitated

ATTRACTION HIGHLIGHTS

- **\$382M** Capital Expenditures
- **1,255** New Jobs Committed
- **\$750,000** In-state investments Attracted for 12 Companies, Which Will Create 300+ Jobs in 5 Years



CenterState CEO connected the new owners of Marathon Boat Group, of Cortland County, to resources, grants and suppliers. The owners invested significantly in the company and developed a new line of high-end boats, adding more than 40 jobs as a result, and still hiring. Company revenue is also up, and it is looking for additional manufacturing space. Photo credit: Marathon Boat Group.



The new Amazon Fulfillment Center, in Clay, will open in 2021. CenterState CEO coordinated with the company on the timing of the project, and connected the company to elected officials, local suppliers and contractors to maximize the regional impact of project, which includes the creation of 1,000 jobs and \$28 million in new tax revenue for local municipalities. Additionally, CenterState CEO brought Amazon's recruiting team together with 25+ Syracuse-area community organizations to learn about employment opportunities at local Amazon sites. CenterState CEO continues to facilitate conversations between Amazon and community groups to connect residents to these new jobs.

Leadership Lessons from 7 Inspirational Influencers
An interactive virtual spin on **7 Habits of Highly Successful People**

 Andy Breuer President, Hueber-Breuer Construction Co., Inc.	 Tamika Otis Director, Key Bank Business Boost & Build Program Powered by JumpStart
 Calvin L. Corriders Regional President, Syracuse Market, Pathfinder Bank	 Sheena Solomon Executive Director, The Gifford Foundation
 Stephanie Crockett Executive Vice President, Managing Director, Mower	 Michael Speach Jr. President & Head Chocolatier, Speach Family Candy Shoppe, Inc.
 Andreas Frank SVP, President Front Line Care, Hillrom	Moderator: Stan Linhorst Weekly Leadership Columnist, Syracuse.com and The Post-Standard

CenterState CEO re-envisioned its popular “7 Habits event” to a virtual format, attracting nearly 100 attendees for an engaging dialogue with seven community leaders who shared their “leadership lessons” for professional and personal success.

CONNECTIONS

Connecting businesses to resources was a primary focus of 2020. CenterState CEO quickly ramped up digital resources, virtual events and programming, including webinars that connected businesses to policy experts, information on critical COVID-19 information and resources, and tactical business solutions. It also connected businesses to each other and to solutions for their most critical needs.

8,200+
PARTICIPANTS

170
VIRTUAL EVENTS

COMMIT

PROGRESS THROUGH PURPOSE-DRIVEN LEADERSHIP

In order to advance the region as a place where business thrives and all people prosper, intentional development needs to take place in communities where, historically, there has been under-investment. Companies like Brackens Financial Solutions Network are doing their part by moving their offices into the Salina 1st project, a mixed-use development project on Syracuse’s near south side. Their new space creates direct investments in target neighborhoods and is driving impact across the community.

THE GREATER OSWEGO-FULTON CHAMBER OF COMMERCE



The Greater Oswego-Fulton Chamber of Commerce (GOFCC) advances business and community interests through advocacy, member services and community enhancements. The GOFCC is dedicated to creating a vibrant retail, commercial and residential environment through its many resources.

The GOFCC is a fully integrated affiliate of CenterState CEO, acting as an Oswego County office of CEO, enabling it to be a stronger chamber that provides concierge service to the local business community. The partnership positions Oswego County prominently in the overall growth and success of the region.



The GOFCC partnered with Eagle Beverage and Oswego Industries to provide reopening kits to the community.

The 2020 Farmers Markets were held safely and successfully, and its Small Business Stroll supported small businesses during the holiday season.

2020 IMPACT

The GOFCC's partnership with CenterState CEO has been invaluable in the wake of COVID-19, allowing it to better support the Oswego County business community and work alongside local leaders to navigate the early and ongoing impacts of the pandemic. The GOFCC retooled its operational process to respond to the hundreds of calls and requests for support it received from members and community partners.

2021 GOALS

The GOFCC will continue to enhance and build upon programs that better respond to the expressed needs of members, and will focus on the small business community with the launch of new incentive programs that foster connections and increase engagement of members. It will also host a variety of virtual training and educational sessions, networking events and roundtables with government officials.



In 2021, the GOFCC will host popular annual events, including the Golf Social, Oswego County Business Week, Small Business Stroll and the Farmers Markets.

The CNYIBA provides experienced export guidance to help 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 assists with pricing strategies, compliance and regulatory challenges, distribution strategies and execution of overseas contracts, and offers educational events and programs.

A PURPOSE-DRIVEN PARTNERSHIP

The CNYIBA and CenterState CEO work together to advance trade and drive economic impact for regional businesses looking to begin or expand their exporting efforts by connecting them to targeted exporting expertise and resources.

2020 IMPACT

The CNYIBA launched an Export-Import Council, in partnership with MACNY, for members to discuss issues and best practices around global trade.

CNYIBA IN 2020

- **100+** Regional Exporting Companies Connected to CNYIBA Services
- **6** Regional Exporting Companies Provided Direct Export Catalyst Program Consulting
- **15** Companies Referred to the TDO for the National Grid COVID-19 Fast Track MPP Program
- **180+** Hours of Foreign Trade Zone Consulting

2021 GOALS

In 2021, the CNYIBA will continue to provide valuable services to both exporters and importers in the region. Efforts will focus on the re-emergence of the Export NY program, as well as targeted educational programming to support the needs of importers.



The CNYIBA worked with businesses and CenterState CEO to identify suppliers of personal protective equipment and review contracts for critical supplies during the height of the COVID-19 crisis.

ECONOMIC INCLUSION

Economic Inclusion works to advance community prosperity in collaboration with a network of diverse community, business and government partners by supporting neighborhood revitalization and the economic empowerment of people through workforce and business development.

STRATEGIC INITIATIVES

SYRACUSE SURGE

After being selected as one of five winners nationwide for the JPMorgan Chase *AdvancingCities* Challenge in 2019, CenterState CEO has leveraged the \$3 million award to convene nearly 80 nonprofit, business and public sector partners to drive inclusive new economy workforce and small business development strategies. The *AdvancingCities* grants have also been used to attract approximately \$500,000 in follow-on investment.

WORK TRAIN

2020 ACHIEVEMENTS:

- Established a tech employer partnership with 30+ companies, in support of Syracuse Surge; new programming in digital customer service developed; and established a partnership with Hack Upstate and Le Moyne College to launch a coding bootcamp for low-income residents.
- Enhanced the ProTrain manufacturing program at SUNY EOC to provide in-demand skill development for higher paying jobs, including a “J-Standard” certificate in soldering.
- Supported Le Moyne College in launching the Welcome Back Center, an initiative to help international medical professionals obtain advanced clinical positions with regional health care employers.



In October 2020, CenterState CEO, Microsoft, the City of Syracuse and Syracuse University hosted the inaugural Syracuse Surge Summit, centered around tech innovators and talent solutions for CNY.



CenterState CEO, in partnership with the City of Syracuse, Onondaga County, Syracuse University, Upstate University Hospital, and several other partners developed Syracuse Build, an initiative focused on connecting job seekers from Syracuse’s historically marginalized communities with construction-related careers. CenterState CEO raised more than \$763,000 to launch the initiative, design programs and activate partners.

2021 GOALS:

- Accelerate and scale workforce efforts in tech to keep pace with a growing new economy.
- Launch Syracuse Build, to enable hundreds of Syracuse residents to access career pathways in construction.
- Advance innovations, especially in workforce transportation, to reduce barriers for workers and employers.

- **70** Employers Engaged (Across Four Industry Partnerships: Health Care, Construction, Tech and Manufacturing)
- **1,100+** Job Seekers Placed Since 2014

COMMUNITY INVESTMENT

2020 ACHIEVEMENTS:

CenterState CEO supported the advancement of several critical real estate development projects in Syracuse's South and North Side neighborhoods.

2021 GOALS:

Continue to help advance real estate development in Syracuse's South and North sides, with an emphasis on supporting minority developers.

Enhance small business services for underrepresented business owners, enabling growth through technology support, market opportunities and access to capital.

- **8** [Salt City Market](#) Merchants Trained Through Up Start and Supported in Opening Their Restaurants.
- **\$150,000** Awarded to 31 Small Businesses (74% are Women-owned, 64% Minority-owned)
- **77** Entrepreneurs Served



CenterState CEO contributed to the successful launch of the [Salt City Market](#), including administering training and other business services for Salt City Market merchants.



CenterState CEO's Northside Urban, in collaboration with St. Joseph's Health, the YMCA of Central New York, M.S. Hall and Associates, and several neighborhood partners, designed, developed and raised \$1.5M to launch the YMCA's [Northside Women's Wellness Center](#), which opened in 2021. Photo credit: YMCA of Central New York.

COMMIT

PROGRESS THROUGH PURPOSE-DRIVEN LEADERSHIP

The COVID-19 pandemic deepened the profound economic, racial and geographic disparities that the Economic Inclusion team has long worked to address. In the year ahead, CenterState CEO will work urgently toward an equitable economic recovery that builds wealth and resilience in communities where residents are economically vulnerable. As part of these efforts, a new Growth and Equity Fund will be launched to target businesses that have had challenges accessing traditional sources of capital, and provide the financial resources they need to succeed.

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.

THE TECH GARDEN IN 2020

- **24** New Members
- **5** XBE Members (firms owned and substantially operated by minority, women, veteran, disabled or other diverse individuals)
- **\$10.9M** Government Grants Invested
- **\$195,000** Tech Garden Fund of Funds Invested
- **108** Tech Garden Member Companies
- **411** New Jobs Created
- **\$100.9M** Non-Government Grants Invested
- **\$54M** in Annual Revenue



A \$16.5M expansion of The Tech Garden is planned to accommodate the growing demands by startups for incubation space and programming.

RESOURCES

MENTOR POOL

The newly formed Tech Garden Mentor Pool is a group of subject matter experts that support entrepreneurs.

ECOSYSTEM PARTNERS

The CNY Innovation Council strategizes to align resources for the benefit of aspiring and current entrepreneurs and business owners. In 2020, 23 innovation partners engaged to jointly serve entrepreneurs in Central New York.



Density uses sensors to monitor the number of people entering and exiting a room or building. It has raised nearly \$100M. *Density* has been a TTG member since 2014 and in late 2019 moved its manufacturing center from Texas to The Tech Garden. Photo credit: *Density*.

PROGRAMS

GENIUS NY

- **184** Full-time Employees Hired
- **\$25M** Follow-on Investment (Equity-based) Raised
- **\$7M** Follow-on Grant Funding Raised
- **21** Companies Continue to Grow Through These Investments, Including One Company Which was Acquired by Another GENIUS NY Company



SEED FUNDING PROGRAMS


8 Teams Funded with **\$229,398** Early-Stage Capital in 2020:

- 4 Ignition Grants (Ideation Stage - Entity Formation/Customer Discovery)
- 2 Pre-seed Grants (Acceleration Stage - Product Development)
- 2 Seed Notes (Incubation Stage - Go to Market)

CLEAN TECH CENTER

The Clean Tech Center is a NYSERDA-funded initiative focused on supporting companies commercializing environmental and clean energy technologies. Eleven companies are currently enrolled in the program.



 [Geopipe](#) won the GENIUS NY \$1M grand prize in 2020. 100+ watched the virtual GENIUS NY pitch finals on [YouTube](#). Photo credit: Geopipe.



[SparkCharge](#), a Clean Tech Center company, is building the first mobile, scalable, and intelligent EV charging infrastructure. In October 2020, the team was on ABC's Shark Tank and agreed to a \$1M investment from Mark Cuban and Lori Greiner. Photo credit: SparkCharge.

GRANTS FOR GROWTH

\$4.74 MILLION INVESTED IN 98 COMPANIES THROUGH GRANTS FOR GROWTH

(SINCE 2006)

EVENTS

50+ TTG EVENTS HOSTED + 14 PODCASTS

COMMIT

PROGRESS THROUGH PURPOSE-DRIVEN LEADERSHIP

Since 2004, CenterState CEO's Tech Garden has fostered the growth of more than 500 companies through its programs and resources, driving regional innovation and transforming the entrepreneurial landscape. As it looks to continue this impact, it is actively developing and implementing programming to target residents of under-invested areas of the community and connect them to opportunities in the tech sector. These efforts, in collaboration with the Economic Inclusion portfolio, are part of an intentional focus to attract and serve more women, minority, veteran, and other disadvantaged founders aspiring to create and grow their startups in CNY.

RACIAL EQUITY & SOCIAL IMPACT

The Racial Equity and Social Impact (RESI) portfolio is responsible for ensuring CenterState CEO's internal processes and external programs reflect the organization's value of inclusiveness, and leads its race and equity work, including diversity, equity and inclusion services, for its staff, membership and beyond.

PRIORITIZING RACIAL EQUITY WORK

The RESI portfolio was created in July 2020, promoting [Dr. Juhanna Rogers](#) to vice president of the division to lead the development and implementation of CenterState CEO's diversity, equity and inclusion (DEI) services and goals, including new DEI training and consulting services for the business community, enhanced partner/vendor engagement, and staff trainings.

DIVERSITY, EQUITY & INCLUSION TRAINING

In 2020, CenterState CEO launched customized [DEI corporate training services](#) for members, led by Dr. Rogers, for C-Suite leadership, managers and workers at every level of an organization. Participants are exposed to critical components of understanding racial realities to broaden one's personal and professional ideals and comfort level on matters of race, equity and social justice.

TRAINING COMPLETED IN 2020:

Member & Community Trainings

- **12** Companies Engaged, **1,800+** Participants
- **110+** Attended Race Equity & Social Impact Trainings & DEI Info Sessions

CenterState CEO Staff Trainings

- Business Development
- Management
- Diversity and Inclusion Council



The portfolio's Race & Equity Series was incredibly successful in providing a platform for CenterState CEO members to access DEI experts and build new networks to effect change.



CenterState CEO invites businesses to further their DEI goals by taking the Business Equity Pledge. The Pledge asks business [leaders](#) to commit to building welcoming, inclusive and equitable workplaces across Central New York.

CENTERSTATECEOEQUNITY.COM

CenterState CEO developed www.CenterStateCEOEquity.com, sponsored by Berkshire Bank, to offer information, assessment tools and educational resources to support organizations' efforts to address racial equity in their workplaces and the community. The site offers a space to foster racial equity dialogue and solutions across the region.

WELCOMING & RETAINING DIVERSE TALENT GENERATION NEXT

[Generation Next](#) focuses on attracting and retaining diverse young professionals in Central New York, fostering opportunities for career advancement, and connecting diverse talent through social engagement and networking. In 2020, the initiative's programming was designed and implemented, launching the Tech & Culture Speaker Series and a gaming tournament to provide a unique window into tech career pathways and connections in the field with diverse professionals.

In 2021, Generation Next plans to further build a pipeline that connects diverse talent from the community to opportunities in Central New York through intentional alignment between the RESI and Economic Inclusion portfolios, as well as leveraging relationships with other organizations.

10 SPEAKER SERIES EVENTS &
1 GAMING TOURNAMENT
288 PARTICIPANTS IN 2020

2021 GOALS & PRIORITIES

The RESI portfolio is focused on sustainability and growth in 2021. This includes expanding reach through social media engagement and marketing, and working with more companies to advance systemic changes. Also, CenterState CEO will launch CNY 12, a yearlong cohort program focused on leading equity work in corporate spaces.



 One of Generation Next's most popular Tech & Culture Speaker Series events featured Kelsey Davis, the founder and CEO of CLLCTVE, who highlighted the distinct experience of women in tech.

COMMIT

PROGRESS THROUGH PURPOSE-DRIVEN LEADERSHIP

During the last year, CenterState CEO has leveraged the talents of its staff to build a new portfolio of services to help the community think about race, equity, diversity and inclusion. This work enables CenterState CEO to better meet the needs of business leaders in the community. Internal organizational efforts, at leadership and all staff levels, challenge cultural and operational norms. The organization's focus on metrics and accountability ensures benchmarks are met and outcomes produced, which supports a stronger community for all who live and work in Central New York.

RESEARCH POLICY & PLANNING

Research, Policy & Planning supports members with information to facilitate strategic and daily decision making, intelligent public policy analysis and business advocacy, as well as planning, revitalization and redevelopment.

PLACE MAKING, PLANNING & INFRASTRUCTURE ANCHOR INSTITUTIONS ROUNDTABLE

Anchor institutions, such as large medical and educational institutions, represent 58,000 regional jobs, a collective regional economic impact of more than \$16 billion and contribute 12% of total gross domestic product in Central New York, more than twice what they contribute in other places in the nation. 2021 roundtable initiatives include:

- Working with regional institutions to remove obstacles and support talent attraction.
- Supporting the institutions' prominent centers of research, which have significant opportunities to grow research budgets and foster high-quality job creation.
- Raising community awareness about anchor institutions' role in the region's economy, while also enhancing this impact through purchasing, employment and capital investments.



The community is closer to a resolution on Interstate 81, as the state emphasized the expectation to break ground in 2022. The state's preferred plan is the Community Grid, which will generate \$2 billion in capital construction over five years. The project will provide a significant economic stimulus to the region, while making transportation safer. I-81 also creates new opportunities for small business and potential employment for the region's residents.



POLICY & BUSINESS ADVOCACY

COVID-19 RESPONSE

Providing a strategic and coordinated voice for the business community is critical to their success and the economic growth of the region. During the COVID-19 crisis, CenterState CEO advocated on behalf of members and community stakeholders to drive forward needed relief, including federal stimulus and essential operations designations. Read more about these efforts on pages 4 and 5.

RESEARCH & DATA ANALYSIS

REGIONAL ECONOMIC INDICATOR TRACKING

CenterState CEO tracks indicators and conducts research to advance data-drive policy, plans and programs, including:

- Market research for members and new businesses, including demographic and market segmentation analysis using GIS.
- Industry research and analysis to track growth of regional clusters.
- Focus group research and analysis to identify members' changing needs and values.
- Occupational research to identify and track job growth, employment levels, and wages to better understand vulnerable workers and develop good jobs.
- Assist with program evaluation to track progress and identify complex systems change.
- Report local changes in income, wage distribution and poverty to identify emerging challenges and track progress.
- JPMorgan Chase collaboration through the Virtual Service Corps: identified priority industries within Syracuse Surge based on occupational strengths and industry diversity to continue to develop inclusive economic strategies.

2021 LEGISLATIVE AGENDA

CenterState CEO's annual [Legislative Agenda](#) includes state and federal legislative and policy priorities aimed at advancing the region's economic growth. It is developed with input from CEO's Government Relations Committee and issues identified by members. 2021's top five priorities include: support for an enhanced Angel Investment Tax Credit; COVID-19 relief to support businesses emerging from the pandemic; targeted federal investment in mid-sized markets for high-growth tech sectors and essential manufacturing; and transportation and infrastructure investment; and rejecting increases in New York's taxes and fees on corporations in order to maintain New York's competitive position.

COMMIT

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CenterState CEO's vision to be a place where business thrives and all people prosper speaks to the need for economic recovery and growth for regional businesses, while also making sure that the revitalization of the economy works for everyone. As 2021 begins, employment at the upper end of the salary range has recovered its jobs and is growing. Almost all of the lost jobs have been recaptured at the middle of the salary range and returned to pre-recession levels of employment. At the low end of the salary range many jobs have been lost and need to be restored, and workers adversely affected in the retail, restaurant, hospitality and service industries are in need of new prospects. CenterState CEO is focused on supporting efforts to reopen the economy safely, advance infrastructure investment policies, and increase job training and social and economic mobility strategies to help the region truly recover.

THE ALLYN FAMILY FOUNDATION

COMMIT TO: COMMUNITY PROSPERITY

The Allyn Foundation was founded in 1954 to improve quality of life in Central New York. Today, the foundation works alongside community partners to create sustainable social change.

The success of these efforts can be seen in the transformation of an underutilized corner of the city into [The Salt City Market](#). The \$25 million project, developed by the Allyn Family Foundation, includes a food hall, mixed income housing, and office space for nonprofits, including the Allyn Foundation. The food hall features eight merchants that participated in CenterState CEO's Up Start training program, which helped participants build business plans, test their concepts and provided technical assistance to help them build their businesses. More than a building, the market provides diverse entrepreneurs with physical space to launch their businesses, while also offering affordable living options for young professionals. All apartments within the building have been leased.

The Allyn Foundation is also partnering with the City of Syracuse, the Syracuse Housing Authority (SHA), the Syracuse City School District and CenterState CEO on [Blueprint 15](#), a newly formed nonprofit organization. Working with community residents, local leaders and other partners, Blueprint 15 envisions a revitalized East Adams Street neighborhood with 1,110 to 1,400 new mixed-income apartments that will be part of a diverse and highly amenitized community that is safe, vibrant and includes durable pathways out of poverty.

CenterState CEO is proud to partner with Allyn on its Community Prosperity portfolio and is grateful for Allyn's support of work that drives economic solutions within low-income communities.

SALT CITY MARKET VENDORS

- Baghdad Restaurant
- Big in Burma
- Cake Bar
- Erma's Island
- Farm Girl + Catalpa
- Firecracker Thai Kitchen
- Mamma Hai
- Miss Prissy's
- Pie's the Limit
- Salt City Coffee & Bar
- Soulutions
- Syracuse Cooperative Market



Support the market by dining in or ordering takeout.



Salt City Market. Photo credit: Allyn Family Foundation.

HEALTHWAY FAMILY OF BRANDS

COMMIT TO: GIVING BACK

The HealthWay Family of Brands, located in Oswego County, makes medical-grade air purification systems that capture and permanently remove viral and bacterial particles from the air. In 2020, the company saw a significant surge in demand for its products as health facilities, schools and building owners looked for ways to prevent the spread of COVID-19. In fact, the company saw annual sales increase more than 500% from 2019. To meet this growing demand, HealthWay added 40 employees and expanded its facilities to add approximately 10,000-square-feet of production space and 7,000-square-feet in warehouse space. Today, the company's air purifiers are used across industries and critical facilities globally, including Chicago and New York City school districts; Upstate University and Crouse hospitals; New York City hospitals; and more.

As demand grew for the company's air cleaning systems, owner Vinny Lobdell recognized the importance of paying his success forward and worked with CenterState CEO, the Greater Oswego-Fulton Chamber of Commerce, the Downtown Committee of Syracuse and the City of Syracuse to identify small businesses hard hit by the pandemic. As a result, the company donated 29 compact Intellipure Air Purifiers, which can protect up to 500 square feet and remove particles smaller than the coronavirus, to 18 local businesses, representing a \$20,000 direct investment. These HealthWay donations are in addition to two commercial units donated to the Syracuse DPW. As part of its community commitment, HealthWay also donated \$250 to each graduating senior at Pulaski High School to show support during the pandemic.

The company maintains a website aimed at helping the community learn about the businesses that are operating a HealthWay system to help make their spaces safer.

[Learn more.](#)



The HealthWay Family of Brands donated 29 compact Intellipure Air Purifiers to 18 local businesses and organizations. Shown is HealthWay Global President Vinny Lobdell Jr. the Onondaga Historical Association, a donation recipient.

JMA WIRELESS

COMMIT TO: INTENTIONAL INVESTMENT

Driving new investments into Syracuse's distressed communities and expanding the transformational growth of the city's neighborhoods is central to CenterState CEO's vision of creating a thriving and vibrant community. Building a more robust, inclusive and resilient Syracuse economy requires leadership from the business community, and collaboration with local government and community organizations. Such leadership is seen in targeted investments like those being made by JMA Wireless, which is redeveloping the former Coyne Textile factory, in Syracuse, into a 5G tech manufacturing campus. This \$25 million project will create more than 100 jobs with the possibility for many more, breathing new life and investment into Syracuse's Southside neighborhood, while at the same time supporting the city's efforts to position Syracuse as a high-tech community.

JMA models CenterState CEO's inclusive business development strategy to encourage investments in high-poverty neighborhoods that can both stimulate the local economy and employ residents who have the potential to succeed in an advanced manufacturing career.

CenterState CEO is working closely with JMA to connect with community and neighborhood organizations, to better understand how neighborhood needs can be addressed around the JMA campus. JMA is an important anchor in the Southeast Gateway neighborhood, and their investment will serve as a catalyst for new and innovative economic development projects.



JMA Wireless is transforming underutilized buildings in the Southside of Syracuse through a \$25 million development that will create hundreds of accessible jobs for people within community.

KEYBANK

COMMIT TO: EQUITABLE PROSPERITY

The COVID-19 pandemic created a significant economic crisis for many small businesses. Among those hardest hit were XBE small businesses – firms and organizations led by minority, women, veteran, disabled or other diverse individuals. KeyBank’s commitment to directly investing in its community has enabled many of these businesses to recover and thrive in Central New York. The [KeyBank Business Boost & Build Program powered by JumpStart](#), provided 31 small businesses in Onondaga County stabilization grants, administered through CenterState CEO’s Up Start program. The grants helped mitigate loss caused by the crisis by providing immediate cash to cover payroll and other expenses incurred during the pandemic.

Through KeyBank’s leadership and its focus on equitable prosperity, [Syracuse Small Business Emergency Relief Grants](#) of up to \$5,000 were prioritized for businesses that were ineligible for emergency relief funding through the U.S. Small Business Administration, particularly in the health and wellness, service, hospitality and lifestyle industries. These grants helped fill identified gaps in emergency relief funding early in the pandemic, particularly for businesses unable to access federal relief funding sources, and therefore providing needed capital to businesses disproportionately impacted by the public health and economic crisis. Of the businesses receiving grants, 74% are women-owned, 64% are minority-owned.

In addition, technical assistance was made available to all grant applicants, provided by KeyBank Business Boost & Build C.U.S.E. Collaborative partners, including CenterState CEO’s Up Start program, the South Side Innovation Center, WiSE Women’s Business Center and the Upstate Minority Economic Alliance.

Through its groundbreaking [Community Benefits Plan](#), KeyBank has invested \$284 million in the Central New York market supporting small businesses and home lending in low- and moderate-income communities, affordable housing and community development projects, as well as philanthropic efforts targeted toward education, workforce development and safe, vital neighborhoods.



Miss Prissy’s restaurant was among 31 small businesses in Onondaga County to receive COVID-19 stabilization grants through the KeyBank Business Boost & Build initiative. Shown: Dreamer Glen, owner, Miss Prissy’s, at the Salt City Market. Photo credit: Jessica Montgomery.

CEO CENTERSTATE CORPORATION FOR ECONOMIC OPPORTUNITY

SYRACUSE
Small Business Emergency Relief Grant Program

PROVIDED BY KeyBank Business Boost & Build powered by JumpStart

BERKSHIRE BANK | DIGITAL HYVE | KS&R NATIONAL GRID | ONEGROUP | CPS RECRUITMENT INC. UNITED WAY OF CENTRAL NEW YORK

COMMIT TO: BUSINESS LEADERSHIP IN EQUITY WORK

To fully root out systemic racism and intolerance and ensure the region is a place where business thrives and all people can prosper – regardless of color, race, religion or sexual-orientation – the community, and especially business leaders must deepen their commitment to social and economic equity and opportunity for all.

Business leaders have already begun to drive change in the community by committing to action. Members like Berkshire Bank, Digital Hyve, KS&R, National Grid, OneGroup, CPS Recruitment, Inc. and United Way of Central New York, to name a few, are investing in this work and taking tangible steps toward progress. Each has actively engaged in CenterState CEO's diversity, equity and inclusion (DEI) training and services within its newly formed Racial Equity and Social Impact portfolio, led by Dr. Juhanna Rogers. National Grid has engaged nearly 2,000 of its employees in these trainings, including the highest levels of its corporate leadership in the U.S. and abroad, and employees at all levels within various specialized divisions.

An investment made by Berkshire Bank enabled CenterState CEO to launch www.CenterStateCEOEquity.com to better engage the community and leaders in its diversity, equity and inclusion work. OneGroup has been a key supporter of CenterState CEO's Generation Next initiative, which focuses on attracting, retaining and fostering opportunities for diverse young professionals in Central New York. Additionally, Digital Hyve Co-founder Jeff Knauss established a need-based scholarship at SUNY Oswego and helped fund efforts to show solidarity to the Black Lives Matter movement.

These leaders recognize the need and opportunity to model the change desperately needed to ensure the region and all of its people can realize their greatest potential. Their engagement is evidence that the region's business community can create more equitable and welcoming workplaces and better opportunities for all who do and will call Central New York home.

Their collective efforts, along with the work of many others will ignite an era of progress for the region.

To learn more about CenterState CEO's racial equity and social impact work, including its DEI services, contact resi@centerstateceo.com.



Digital Hyve employees engage with CenterState CEO Vice President for Racial Equity and Social Impact Dr. Juhanna Rogers during a diversity, equity and inclusion training session. Photo credit: Digital Hyve.



Through support from Berkshire Bank, CenterState CEO developed an interactive, online toolkit to provide employers and their teams with DEI resources.

THE UNITED WAY OF CENTRAL NEW YORK

COMMIT TO: COMMUNITY & SOCIAL CONSCIOUSNESS

For nearly 100 years, The United Way of Central New York has been a vital community partner working collaboratively to drive impact and address some of the region's most pressing challenges. As Central New York faces the economic crisis caused by COVID-19, as well as those created by the glaring racial, socio-economic disparities and injustices confronting the region and country, its work has never been more critical. As a local nonprofit, the United Way of Central New York understands the unique needs of the community, and launched new programs and deployed critical resources to support those impacted most.

When the COVID-19 pandemic hit, the United Way immediately partnered with the Central New York Community Foundation, the Allyn Foundation, and others to create the CNY COVID-19 Community Support Fund, standing together with philanthropic partners to quickly respond and support emerging needs. Together, these partners raised \$1.8 million in funding for 120 pandemic-related projects in health, human services, mental health, food, childcare, transportation, and support for frontline responders. At the onset of the pandemic, the organization was also called upon by Onondaga County to coordinate all volunteer efforts, registering more than 350 people within two weeks.

In response to the need for greater community dialogue around issues of race, equity and inclusion, The United Way of Central New York launched the [21-Day Racial Equity Habit Building Challenge](#), in 2020. The program engaged 3,500+ participants from across the community on a daily basis through a series of articles, videos and dialogues. As a follow-up to that successful program, The United Way of Central New York started a [CNY Equity 12-Week Journey](#) to dive even deeper into these necessary conversations.

In addition to its equity work, The United Way's Community Program Fund supports local nonprofits, its partnerships drive impact to those most in need, and its collaborative initiatives address the community's most complex issues. The United Way is also a critical partner in supporting CenterState CEO's efforts to combat poverty, and is a critical funding partner, serving as the fiscal agent for Work Train.

The United Way is a leader driven by a vision to create social change necessary for a more equitable and prosperous community.



Following the [21-Day Racial Equity Habit Building Challenge](#), the United Way of Central New York created an online resource library so the community could continue to learn and explore the topic.



United Way of Central New York delivers personal care items donated through their CNY Care Package Project to Samaritan Center (Dec. 2020). Photo credit: United Way of Central New York

DOWNTOWN COMMITTEE OF SYRACUSE, INC.



The Downtown Committee of Syracuse, Inc. is a private, nonprofit professional downtown management organization representing all property owners and tenants within the central business district. It seeks to improve downtown's image, strengthen its economic base, increase its attractiveness and assure that downtown Syracuse continues to be clean, safe, welcoming, inclusive and accessible.

A PURPOSE-DRIVEN PARTNERSHIP

The Downtown Committee plays an essential role in keeping downtown dynamic and vibrant through its many programs. As organizational partners, CenterState CEO and the Downtown Committee share this vision and work together to advance opportunities to drive regional economic development initiatives.

2020 IMPACT

In September 2020, the Downtown Committee partnered with Mower to launch "[Put the 'U' Back in Syrac_se](#)" to raise awareness about how people could safely and responsibly return to their favorite downtown places and businesses. The campaign's creative concepts were developed by Mower, while Onondaga County, the City of Syracuse and Visit Syracuse worked with the Downtown Committee team to develop the public message, which together engaged more than 300 people in a downtown scavenger hunt, involved the partnership of more than 90 area businesses, and stirred momentum on [various social channels](#) throughout the community.

2021 GOALS

To continue to support downtown's reopening, the Downtown Committee launched the Downtown Re-Emergence Fund, established by the Downtown Syracuse Foundation. The fund will support initiatives focused on rebuilding the heart of the community, while promoting restaurants, retail, cultural and service businesses and all that contributes to downtown Syracuse's viability, vitality and vibrancy.

BUSINESSES HELP PUT THE U BACK IN SYRAC_SE

"Uniting a community around a common goal is not always easy. Providing a fun and engaging promotion to get people interested and involved is just what downtown Syracuse needed. Seeing new faces and connecting with families is the foundation of a small business like Sweet on Chocolate."

~Adam Mazzoni, Owner, Sweet on Chocolate

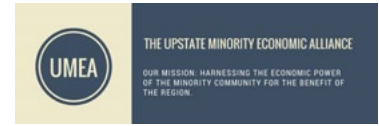


"Put the 'U' Back in Syrac_se" chalk murals, designed by local artist Ally Walker, ignited social media feeds as neighbors showed off how excited they were to return downtown.
Photo credit: The Downtown Committee of Syracuse.



M&T Bank contributed \$20,000 to the Downtown Re-Emergence Fund, which has raised \$70,000+ to date. Photo credit: The Downtown Committee of Syracuse.

UPSTATE MINORITY ECONOMIC ALLIANCE



The Upstate Minority Economic Alliance (UME A), founded in 2015, is Central New York’s first and only minority chamber of commerce in the 16-county, upstate New York region. Its mission is to harness the economic power of the minority community for the benefit of the region. It also seeks to create greater regional prosperity through enhanced minority economic opportunity.

A PURPOSE-DRIVEN PARTNERSHIP

CenterState CEO and UME A work together to advance opportunities for UME A’s members and stakeholders, engage in strategic networking and collaboration, and to advance shared goals.

2020 IMPACT

In 2020, UME A hired Me’Shae Rolling as its executive director, a key step to moving the organization and its mission forward.

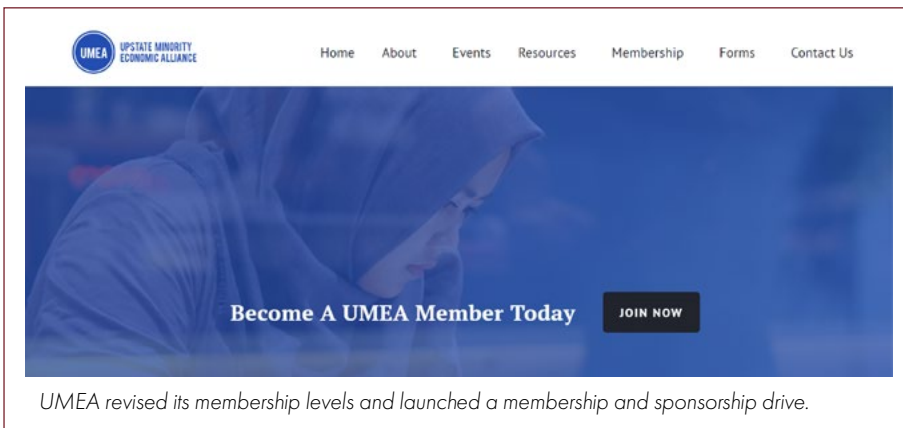
During the past year, UME A connected with nearly 460 entrepreneurs and business owners through its 2020 Pandemic Webinar Series, focusing on topics and resources including MWBE Certification, Paycheck Protection Program, Economic Injury Disaster Loan and Access to Capital technical assistance.

2021 GOALS

In the coming year, UME A will support member businesses to advance contracting opportunities for service professionals and the minority construction trade. This is critically important given several major infrastructure and development projects about to begin in the region.



UME A Executive Director Me’Shae Rolling (right) presents a congratulatory certificate from UME A and CenterState CEO to Winnie’s Soul Delicious Owner Dawn Evette, which opened in Syracuse during the pandemic. Photo credit: UME A.



UME A revised its membership levels and launched a membership and sponsorship drive.

VISIT SYRACUSE



Visit Syracuse, the region's largest destination marketing organization, and home of the Visit Syracuse Film Office, works with planners worldwide to host events in Onondaga County, drives leisure travel through marketing campaigns and media relations, and promotes, develops, and increases film and television production, strengthening positive awareness and direct visitor spending throughout Central New York.

A PURPOSE-DRIVEN PARTNERSHIP

As an organizational partner of CenterState CEO, Visit Syracuse plays a vital role in Onondaga County's economic development strategy through its focus to grow the area's tourism industry, working to generate short-term and future income for businesses, employment for residents and tax revenue for local government.

2020 IMPACT

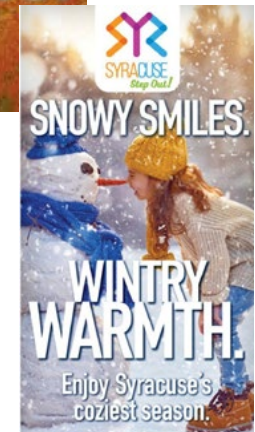
Visit Syracuse partnered with LP&M Advertising to develop an ongoing campaign inviting visitors from throughout NYS to safely Step Out! and experience the richness of outdoor recreation, "quick getaway" opportunities, and family fun.

2021 GOALS

As COVID-related restrictions continue to decrease, Visit Syracuse will roll-out new, more robust sales and marketing efforts to showcase the beauty and accessibility of the region.



Visit Syracuse's Step Out! campaign won gold in the 2020 Service Industry Awards for Outstanding Tourism Digital Marketing.
Photo credit: Visit Syracuse.



As part of its on-going marketing, Visit Syracuse has been building-out its video and photo assets to complement the current inventory. Photo credit: Visit Syracuse.

ELECTRONICS PARK, LLC

EPLLC

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. It is a modern, multi-tenant, mixed-use industrial park with a unique campus-like atmosphere. Current tenants include Lockheed Martin, Laboratory Alliance of CNY, Best Western Hotel, Gallagher Electric, LLP, and Integrated Medical Devices.

A PURPOSE-DRIVEN PARTNERSHIP

Together, Electronics Park and CenterState CEO work to support continued operations of local businesses, including its largest tenant, Lockheed Martin Corp.

2020 IMPACT

In 2020, EPLLC continued its infrastructure update projects, including installation of 1,200 feet of fire main installation and the upgrade of its streetlight system to LED lighting.

2021 GOALS

In 2021, EPLLC will continue to support the growth of Lockheed Martin Corp., which recently announced new programs will be moved to the Electronics Park facility resulting in capital investments and the addition of new jobs to the Park.



Lockheed Martin is a thriving company and one of the region's largest private employers with approximately 1,750 people locally. The company was awarded a \$3 billion U.S. Army contract in 2020 to build its next generation of radars for short-range air defenses - the single largest contract in the history of the local plant, expected to bring more local jobs to the area. Following that announcement, the U.S. Navy awarded the company with a \$812 million contract for electronic systems that defend its aircraft carriers, cruisers and destroyers from anti-ship missiles. Photo credit: Lockheed Martin Corp.

THE NUAIR ALLIANCE



NUAIR is a nonprofit organization that provides expertise in unmanned aircraft systems (UAS) operations, research and integration. NUAIR manages the NY UAS Test Site at Griffis International Airport and is responsible for the advancement of New York's 50-mile UAS corridor between Syracuse and Rome, facilitating UAS testing and commercial drone operations.

A PURPOSE-DRIVEN PARTNERSHIP

NUAIR advances commercial drone operations and economic development in New York. In partnership with CenterState CEO, it attracts local and national companies within the unmanned systems industry to test and spur the adoption and advancement of drone technology, and to stimulate the Central New York economy.

2020 IMPACT

In 2020, NUAIR completed the biggest and most technologically complex drone operation in the NY UAS Test Site's history, a high-density operation of 18 aircraft within 0.2-square-miles of airspace over downtown Rome.

2021 GOALS

NUAIR will continue to advance New York's 50-mile UAS corridor with a focus on local and national organizations looking to utilize drones to provide more efficient and cost effective services to New York residents.



Through the NY UAS Test Site, NUAIR is helping to lead technological advances that support the safe integration of UAS in the national airspace. Photo credit: NUAIR.



Building on previous successes, NUAIR supported the COVID-19 Humanitarian UAS Response Partnership (CHURP) test flight, which was a delivery of COVID-19 test kits across Syracuse. Photo credit: NUAIR.

NEW YORK LAND BANK ASSOCIATION, INC.

NEW YORK LAND BANK
ASSOCIATION

The New York Land Bank Association (NYLBA) supports land banks across the state to inform local governments, citizens and stakeholders on the operation of land banks in their respective communities; foster and promote the sharing of information and resources among land banks; and provide technical assistance, guidance and government relations support to the state's land banks.

A PURPOSE-DRIVEN PARTNERSHIP

Land banks are focused on the return of vacant, abandoned, underutilized and tax-delinquent properties to productive use. CenterState CEO partners with and supports the New York Land Bank Association to advance mutual interests in creating communities that thrive and help people prosper. By supporting and partnering with the NYLBA, CenterState CEO is helping communities address distressed properties and turn them back into productive use.

2020 IMPACT

Collectively, New York's land banks have acquired 1,000+ properties, demolished 545 blighted structures, and returned 1,050 properties to productive use, leveraging more than \$133 million in private investment to generate more than \$2.1M in local taxes, annually.

2021 GOALS

Land banks are widely acknowledged as one of the most crucial community development tools for revitalizing neighborhoods and driving post-COVID-19 economic recovery. In the year ahead, the NYLBA will continue to learn from and partner with land banks and organizations across the county to fight blight and property abandonment within communities.



*The Greater Syracuse Land Bank partners with local developers to get abandoned properties, like this one on Griffith Street, in Syracuse, renovated and returned to taxable status.
Credit: Syracuse Land Bank*

GREATER SYRACUSE BUSINESS DEVELOPMENT CORPORATION



The Greater Syracuse Business Development Corporation (GSBDC), a private nonprofit founded in 1964, is one of the premier economic development financing organizations in Central New York whose primary purpose is to assist businesses in upstate New York with their startup, expansion and financing needs. It is a “one stop shop” for businesses seeking non-conventional sources of financing.

A PURPOSE-DRIVEN PARTNERSHIP

The GSBDC partners with CenterState CEO to better align CEO’s growth, competitiveness and community prosperity programming with GSBDC’s growth funding resources and expertise. The partnership is also built on CenterState CEO’s goal of bringing new non-traditional lending and investment resources to the companies in Central New York that need it most.

2020 IMPACT

Despite the challenges of the pandemic, in 2020 GSBDC was able to help facilitate 16 projects with a combined value of more than \$5 million. Those projects saw the creation of approximately 50 new jobs in the community.

2021 GOALS

Working with its partners, GSBDC plans to further assist new clients and industries in accessing post-pandemic growth capital.



CNY Racing is one of the projects completed in 2020 with support from GSBD. Photo credit: GSBDC.

CENTRAL NEW YORK BIOTECHNOLOGY ACCELERATOR



The Central New York Biotechnology Accelerator (CNYBAC) at SUNY Upstate Medical University, is a New York State certified business incubator offering state-of-the-art wet and dry laboratory space, coordinated resources, targeted mentorship and education to individuals and startup companies involved in the commercialization of biotech innovation.

A PURPOSE-DRIVEN PARTNERSHIP

CenterState CEO supports CNYBAC's operation by providing staff and technical assistance to the accelerator and its tenants. CNYBAC is also a participant in New York State's Hotspot program, through a contract with CenterState CEO's Tech Garden.

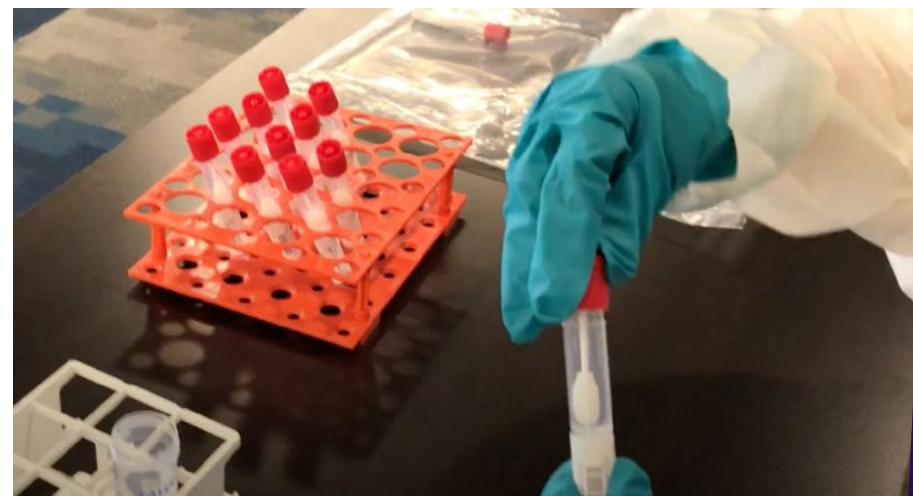
2020 IMPACT

The CNYBAC again sponsored its annual Medical Device Innovation Challenge (MDIC), attracting competitors from across the U.S. to gain access to the resources of the CNYBAC and to the technical assistance provided by mentors. The MDIC supports development of a pipeline of ideas for commercialization and prepares startups to advance innovations from concept to market. Many of the startups located in the accelerator are beginning to grow out of the facility and into the community.

2021 GOALS

In 2021, CNYBAC will partner with CenterState CEO to:

- Develop investment, graduation space and business development efforts.
- Engage SUNY Upstate Government Relations and CenterState CEO in investor, government and community outreach tours and meetings to generate knowledge of the CNYBAC.
- CEO and CNYBAC will work together to communicate to industry SUNY Upstate's and client research activity that has commercial potential, and their interest in collaborating in its development.
- Work with the University in meeting its goal to assist minority, disabled, veteran and women business enterprises in securing more business opportunities.
- Manage the Empire State Development funded MDIC.
- Engage more mentors through CenterState CEO.
- Continue to grow the Kingston (Ontario, Canada)/Syracuse Partnership with Queens University and Kingston Economic Development to provide entrepreneurs with "soft landing" spots in each region.



In 2020, CNYBAC and CenterState CEO member Quadrant Biosciences worked in close cooperation with SUNY Upstate Medical University to devise a highly effective saliva test for the coronavirus.

CROUSE MARSHALL BUSINESS IMPROVEMENT DISTRICT



The Crouse Marshall Business Improvement District (CMBID) is a special assessment district created in 2001 to maintain improvements and address future opportunities for the district. Crouse Marshall is located in the heart of the University Hill area and is a bustling commercial district that features a diverse mix of local eateries, specialty shops and services.

A PURPOSE-DRIVEN PARTNERSHIP

CenterState CEO supports the CMBID, and its mission, by providing staff for the CMBID board and managing the finances of the district. The Downtown Committee of Syracuse also provides support by hiring maintenance and security staff.

2020 IMPACT

To contribute to the attractiveness of the district, environmental maintenance staff pick up trash, plow snow, pull weeds, remove graffiti and repair and replace capital items. Additionally, each spring 20+ colorful flower planters are placed throughout the district.

2021 GOALS

In 2021, the CMBID will:

- Continue to provide maintenance and security services to businesses, institutions and organizations in the district.
- With the support of the City of Syracuse, undertake a marketing program to inform the public of the reopening of shops and service providers in the district.
- Provide repairs and aesthetic improvements to maintain the appearance and functionality of the district.
- Provide a forum for the discussion of issues, professional management and future planning for the district.



A security officer, hired by CMBID, patrols the district. The officer is a former Syracuse police officer who now provides security for the businesses and others.

EAST GENESEE REGENT ASSOCIATION



The East Genesee Regent Association (EGRA) is an organization of property owners, businesses, nonprofits and churches dedicated to the improvement of the East Genesee Business District, located at the base of the University Hill, in Syracuse. The district serves as an accessible resource for students, employees and residents of the area.

A PURPOSE-DRIVEN PARTNERSHIP

CenterState CEO provides staff to EGRA to support its activities, which include promoting the area, planning for its future and encouraging its development.

2020 IMPACT

Throughout 2020, EGRA supported its members through the pandemic by providing:

- Information on the openings and closings of major institutions in the area.
- Updates on the status of the I-81 project, which will have a significant impact on the district.
- Monitoring of proposals for large scale development.

2021 GOALS

With funding from the City of Syracuse, EGRA will help its members promote their reopening and businesses through new marketing initiatives. In 2021, EGRA seeks to create more member value by:

- Providing effective advocacy for the neighborhood on critical issues such as the construction of I-81, the adoption of ReZone Syracuse and securing infrastructure improvements.
- Creating a campaign to inform the public regarding the reopening of its commercial businesses, cultural organizations and nonprofit institutions.
- Strengthening the security and addressing the appearance of the neighborhood.
- Keeping members informed through meetings, newsletters and special forums.



For more than 25 years, EGRA has held a holiday event for children who are residents in the district. While the event had to be modified in 2020, EGRA raised funds to purchase presents and food for the families in the area. Photo credit: Boys & Girls Clubs of Syracuse.

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 more than 1,500 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

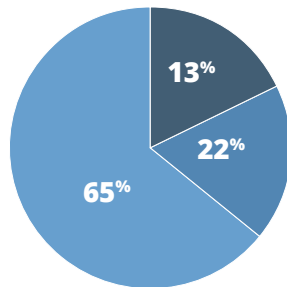
Investors are the region's most prominent business, academic and nonprofit leaders. Sharing a perspective that extends well beyond their own employees and organization, these forward-thinkers work to set and support the organization's strategic priorities for economic and community development.

PARTNERS

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.

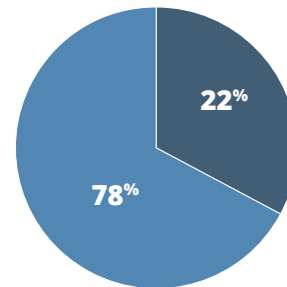
PARTNERS-LEVEL MEMBERS

Executive/Corporate	18%
Business	18%
Enterprise	64%



MEMBERSHIP LEVELS

Investors	33%
Partners	67%



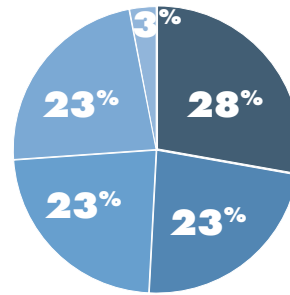
2020 MEMBER ACHIEVEMENTS

81

NEW MEMBERS
WELCOMED
IN 2020

40

MILESTONES CELEBRATED
BY CENTERSTATE CEO
AMBASSADORS IN 2020



MEMBERSHIP
MILESTONES

28%	0-5 YEARS
23%	6-10 YEARS
23%	11-20 YEARS
23%	20-50 YEARS
3%	50+ YEARS

295 COMPANIES RECOGNIZED AS ECONOMIC CHAMPIONS FOR:

2,400+

EMPLOYEES HIRED

\$752M

IN INVESTMENTS

88

NEW BUSINESSES

5.68M

SQUARE-FEET OF
EXPANSIONS

40

MILESTONE
ANNIVERSARIES

FINANCIAL SNAPSHOT*

ASSETS

Amount

Current Assets

Cash & Cash Equivalents	\$ 1,937,033
Investments/Receivables/Prepaid Expenses	\$ 9,967,427
Other Assets	\$ 467,815

Total Current Assets \$ 12,372,275

Property and Equipment

Net Property & Equipment	\$ 828,494
--------------------------	------------

Total Assets \$ 13,200,769

LIABILITIES & NET ASSETS

Current Liabilities

Accounts Payable/Accrued Expenses	\$ 4,109,503
Deferred Revenue	\$ 4,113,784
Total Current Liabilities	<u>\$ 4,113,784</u>

Total Liabilities \$ 8,223,287

Net Assets \$ 4,977,482

Total Net Assets \$ 4,977,482

Total Net Assets & Liabilities \$ 13,200,769

KEY PERFORMANCE INDICATORS

Current Ratio 3.01%

*As of December 31, 2020 (preliminary and unaudited)

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:

Elected Officials

Charles E. Schumer, Majority Leader, United States Senate
Kirsten E. Gillibrand, United States Senate
John Katko, U.S. House of Representatives
Elise Stefanik, U.S. House of Representatives
Claudia Tenney, U.S. House of Representatives
Andrew Cuomo, Governor, New York State
Kathleen C. Hochul, Lt. Governor, New York State
Letitia James, Attorney General, New York State
Thomas DiNapoli, Comptroller, New York State
Andrea Stewart-Cousins, Majority Leader, New York State Senate
Joseph Griffo, New York State Senate
John W. Mannion, New York State Senate
Rachel May, New York State Senate
Patty Ritchie, New York State Senate
Carl E. Heastie, Speaker, New York State Assembly
William A. Barclay, Minority Leader, New York State Assembly
Pamela Hunter, New York State Assembly
John Lemondes, Jr., New York State Assembly
William B. Magnarelli, New York State Assembly
John Salka, New York State Assembly
Al Stirpe, New York State Assembly
J. Ryan McMahon II, Onondaga County Executive
Benjamin Walsh, Mayor, City of Syracuse
Members of the Onondaga County & Regional Legislatures
Members of the Syracuse Common Council
Town Supervisors

CenterState CEO 2020 Leadership

Melanie Littlejohn, Chair
Vice President - New York Jurisdiction, National Grid

Robert Simpson, President
Chief Executive Officer

Evelyn Ingram, First Vice Chair
Director of Media and Community Relations, Wegmans Food & Pharmacy

Thomas Schneider, Vice Chair
President & Chief Executive Officer, Pathfinder Bank

Susan Crossett, Treasurer
Chief Executive Officer, CPS Recruitment, Inc.

David Schneckeburger, Secretary
President, Thompson & Johnson Equipment Co., Inc.



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