

# ALIGNED

LEADING AT THE PACE OF CHANGE



CENTERSTATE  
CORPORATION FOR  
ECONOMIC OPPORTUNITY

2023-2024 ANNUAL REPORT

# ALIGNED

**For decades, this community's civic and public sector leadership worked to regain Central New York's global economic relevance. Thanks to collaboration and data-driven strategies, our region's prospects for job growth and economic opportunity are real. Micron's investment alone will create as many as 50,000 new jobs over the coming decades.**

Our economic development pipeline, our region's sales funnel of potential opportunity, is approximately \$10 billion–20 times larger than it was five years ago. Today, the problem statement has shifted from how we ignite growth, to how we translate growth into even greater opportunity for all of our region's residents.

We are proud of the role CenterState CEO has played to get us to this moment. Through this year's report theme, *Aligned: Leading at the Pace of Change*, we highlight how our programs, projects and partnerships are driving impact, and reflect our deep commitment to moving us toward that brighter future.

This moment of progress is what many of us have always envisioned, worked toward and invested in. We have earned this moment of rebirth through tenacity, perseverance and creativity. As we look out on a new horizon, we must apply the same level of innovative thinking and partnership to lead at this new and rapid pace of change.



**Robert Simpson**  
**President**  
*Chief Executive Officer,  
CenterState CEO*



**David Schneckenburger**  
**Chair**  
*President, Thompson &  
Johnson Equipment Co., Inc.*

LEADING AT THE PACE OF CHANGE



**CenterState CEO is Central New York’s premier business leadership and economic development organization, committed to creating a region where business thrives, and all people prosper. Its vision is to be recognized as a visionary leader, effective advocate, exceptional employer and a force for positive outcomes for our community.**

**Collaboration. Integrity. Inclusion. Agility. Accountability.**

### Strategic Principles Guiding Our Work

- Business Competitiveness** : Support conditions and interventions that allow business to succeed, grow and thrive in a dynamic market.
- Community Prosperity** : Enhance community wealth, environmental sustainability, vitality and livability.
- Equity** : Reduce disparate socio-economic outcomes and conditions.
- Sustainability** : Carefully curate organizational wherewithal and mandate to lead.
- Continuous Improvement** : Embrace process improvements in furtherance of mission outcomes.
- Customer Service** : Provide customers exceptional stakeholder experiences.
- Talent Excellence** : Recruit, train, develop, engage and empower people to excel and thrive.
- Brand Awareness** : Champion and awareness of CenterState CEO’s brands and its partners.

# MEMBER & BUSINESS EXPERIENCE

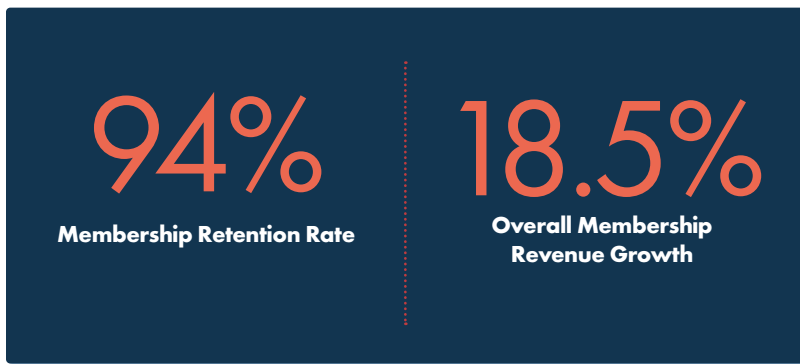
As upstate New York’s largest **membership organization**, CenterState CEO activates the region’s business network to unlock solutions, create opportunities and serve as a strategy and development partner for its members. Through responsive programs, facilitated connections, effective advocacy and timely, relevant information, CenterState CEO supports its members’ sustainable growth.

Membership creates the opportunity to connect with more than 1,500 businesses of all sizes across the region. As a business grows, their support needs change; CenterState CEO provides advanced levels of membership to match those needs at every stage to help businesses navigate opportunities for growth. Membership is also an investment in the future of the community. CenterState CEO leverages every \$1 of membership dues it receives into an additional \$4 of programmatic impact.

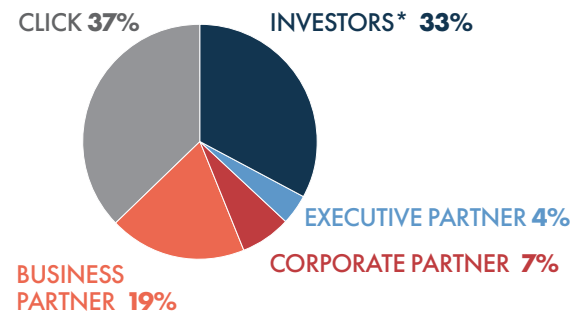


Members take advantage of exclusive opportunities to build connections at events and professional development programs. Pictured left, VIP Structures Signature Access Event. Pictured right, Google session on developing integrated marketing plans.

## MEMBERSHIP HIGHLIGHTS



## MEMBERSHIP LEVELS



\*Includes Legacy Investors. Read more on page 26.

## CELEBRATING THE BUSINESS COMMUNITY

CenterState CEO Ambassadors	Economic Champions
<b>64</b> Milestones Celebrated	<b>\$2.3B+</b> In Investments
<b>44</b> New Businesses/Locations	<b>870,000+</b> Square-Feet of Expansions
<b>20</b> Milestones/Anniversaries	<b>3,800+</b> Jobs Created
<b>369</b> Companies & Organizations	<b>124</b> New Businesses
	<b>56</b> Advancing Diversity, Equity & Inclusion
	<b>107</b> Awards & Achievements
	<b>52</b> Milestone Anniversaries

## GREATER OSWEGO-FULTON CHAMBER OF COMMERCE

The Greater Oswego-Fulton Chamber of Commerce (GOFCC) advances the business and community interests of the region through advocacy, member services and community enhancements. It is a fully integrated partner of CenterState CEO, enabling it to be strong chamber dedicated to the needs of the Oswego-Fulton community, while bringing the area prominently into the overall growth of the region.



### Event Spotlight: Network with a Purpose - Creating Connections in Oswego County

More than 80 people attended the event in fall 2023, hosted by the GOFCC in partnership with Operation Oswego County and Oswego County Workforce New York, and sponsored by the City of Oswego, Oswego Health and SUNY Oswego. The event brought together stakeholders from public, private and nonprofit sectors to showcase Oswego County as an attractive place to work, live and play and network with new and prospective hires.



## PROGRAMS & INITIATIVES



### OSWEGO-FULTON FARMERS MARKETS

**80+**  
Vendors

NEW MONTHLY THEMES & LIVE MUSIC / ENTERTAINMENT



### PROJECT BLOOM

**1,000**  
Flowers Planted

**60+**  
Volunteers

**100+**  
Businesses



### NOVELIS EMPLOYEE DISCOUNT KEY TAG PROGRAM

**100+**  
Participating  
Businesses (2023)

**42**  
New Participants  
(2023)



### OSWEGO HEALTH EMPLOYEE DISCOUNT KEY TAG PROGRAM

**68**  
Participating Businesses since 2024 Launch

## CELEBRATING THE BUSINESS COMMUNITY

**62** AMBASSADOR CELEBRATIONS (2023)

**44**  
Grand Openings

**12**  
Anniversaries

**6**  
New Locations



Here, **GOFCC Ambassadors** celebrate the grand opening of The Fuse Sushi & Noodles. Ambassadors celebrate the milestones of local businesses, including grand-openings, anniversaries and expansions.

# INCLUSIVE GROWTH

The **Inclusive Growth** team seeks to build a globally competitive regional economy while maintaining an unwavering commitment to economic inclusion in the community. This work includes a focus on starting, attracting and growing great companies, developing and driving workforce solutions that help businesses thrive and all people prosper, and catalyzing equitable and sustainable development in strategic places.

## ECONOMIC DEVELOPMENT

CenterState CEO leverages regional assets and networks to advance business expansion, incubation, attraction and retention in key sectors and industries where the region is strategically positioned to compete on a global scale. It also supports real estate development that creates opportunities and wealth for local residents, breathes life into distressed neighborhoods, and creates fruitful environments for companies.

### 2023 SUCCESS



### ECONOMIC DEVELOPMENT PIPELINE

As of April 1, 2024, CenterState CEO is tracking a significant level of investment interest in the region that includes:



Those projects include 39 attraction prospects and 51 retention/expansion opportunities. Within the pipeline, the **advanced manufacturing sector** makes up 75% of projects, a 56% increase since Q1 2023 and a reflection of the tremendous growth in Central New York within that sector.

Additionally, CEO is tracking a significant pipeline of housing related projects that includes an estimated **\$3 billion** in capital investments proposed to develop more than **9,000 units**. Read more about the recommendations of CenterState CEO's Housing Task Force given the exponential growth in the housing markets on page 22.

#### Industries

- Agriculture
- Professional Services
- Tourism
- Retail / Restaurants
- Transportation and Logistics
- Advanced Manufacturing
- Financial Services

#### Clusters

- UAS
- Smart Systems
- Climate Tech
- Syracuse Surge



Find out why there's never been a better time to grow and expand your business in Central New York, and learn more about how CenterState CEO can support your business' growth objectives.



In February 2024, Governor Kathy Hochul announced a significant expansion project for PPC Broadband, Inc./Belden’s, reflecting the tremendous growth within Central New York’s advanced manufacturing sector. PPC’s project represents an \$8 million investment that will create 100 jobs. CenterState CEO is proud to have supported the company’s project that will enable it to relocate its new aerial manufacturing line originally slated for an international location to New York State. Credit: Office of the Governor.

CenterState CEO’s Honora Spillane (pictured left), Dominic Robinson and Rob Simpson attended SEMICON West, the country’s largest trade show for the semiconductor industry. CenterState CEO and NYS partners were there to tout the region as a prime location for business opportunities in this and related industries, and to connect with supply chain companies that can support Micron Technology’s \$100 billion investment in Central New York.

## Community Investment

CenterState CEO’s community investment work spans all facets of its economic development efforts, bringing together critical elements of inclusive growth: people, place and business. It strives to ensure business development services benefit small, “main street” businesses and historically underserved communities, particularly within distressed neighborhoods where empty storefronts, a lack of goods and services, and the long-term impacts of systemic disinvestment have driven cycles of decline for vulnerable residents.

In the past year, CenterState CEO has begun to actively track more projects within the economic development pipeline to comprehensively include attraction prospects, foreign direct investment and urban mixed-use redevelopment, as well as small main street businesses, growth in companies within its accelerator programs, and more.



Sarah Ausby, owner of Ma’s Wings & Things, has made an amazing journey from homelessness to starting a thriving food business. Sarah officially launched after completing CenterState CEO’s Start It for Food Businesses training course. She then moved into the Up Start technical assistance program to receive help accessing necessary resources to move her business forward. Sarah has also been able to secure a grant through her work with CenterState CEO.

# INCLUSIVE GROWTH (cont.)

## WORKFORCE INNOVATION

CenterState CEO is focused on helping workers access career opportunities and building wealth through family sustaining employment, and helping employers succeed by connecting them to talent and supporting their talent development and retention strategies. Through collaborative partnerships, it is establishing best practices and building capacity in workforce-related systems to drive long term change.

In the newest Syracuse Surge workforce program, Surge Defense, more than **61% of participants** secured a union job after completing the program, with more undergoing the application process. Read more about Surge Defense and other Syracuse Surge workforce initiatives on page 18.



Surge Advanced Manufacturing (SAM) participants tour local worksites, such as Belden/PPC Broadband Inc.



Participants in the Syracuse Surge Electrical Mechanical Technician (ELM) program receive paid, tuition-free, hands-on training through partners Onondaga Community College and OCM BOCES.

## CENTERSTATE CEO EXPERTISE TAPPED FOR STATEWIDE ON-RAMP INITIATIVE

New York State has tapped CenterState CEO to lead the planning and design of the One Network for Advanced Manufacturing Partnerships (ON-RAMP) center in Syracuse, which is part of a new statewide workforce development initiative announced by New York State Governor Kathy Hochul in early 2024. ON-RAMP's flagship location in Syracuse will become a prominent workforce resource for job seekers and employers alike.

The center will be in the heart of Syracuse (exact location to be determined) and will serve as a beacon for local residents, especially within underrepresented communities, to access career opportunities in our most rapidly growing sectors. It will also engage manufacturing and construction employers (and unions) to help them recruit talent and inform training programs, while creating visibility for their companies. It will also serve as a platform for collaboration and coordination among training and community partners to scale the proven success of local collaborative workforce development.

The proposal was informed, in part, by **CenterState CEO's work with NYS Empire State Development on the federal Tech Hubs program, Syracuse Surge and Syracuse Build initiatives, and the Future Ready Workforce Innovation Consortium**. Since Gov. Hochul announced the ON-RAMP initiative, CenterState CEO has helped to convene a leadership team to guide the project. It has also secured a consultant to help the group of partners facilitate and create a plan.

The future Syracuse ON-RAMP center stands to play an important role in meeting demand for these two rapidly growing industries through a placed-based approach focused on developing "hidden talent" from underrepresented communities—sending a strong message that the jobs and opportunities on the horizon on the region are for everyone. This holistic approach aims to better leverage and align existing resources, as well as recruit and support prospective workers in a way that leads to higher rates of program completion and job placement within existing programs. [Read more.](#)



## INNOVATION & ENTREPRENEURSHIP

CenterState CEO helps entrepreneurs access programs, resources, funding, space and mentorship needed to start and grow successful businesses. Its dedicated business incubator, The Tech Garden, supports entrepreneurs and innovators at any stage of the business life cycle to help ensure the best chance for success.

As a convener for the entrepreneurial community, the Inclusive Growth team strives for increased equity and inclusion within the innovation ecosystem through programs and resources to meet each entrepreneur where they are in their startup journey, regardless of industry. CenterState CEO's technical assistance programs include: The Tech Garden (tenancy), The Clean Tech Center, Innovation Hot Spot, Up Start, Start It!, UAS Job Fund and the Growth + Equity Fund.

### PROGRAM SNAPSHOT

#### GENIUS NY



GENIUS NY grand prize winner, blueflite, makes their pitch at Innovation Night 2023.

**\$21 M**

Awarded to Date

**37**

GENIUS NY Companies to Date

**\$100M+**

Venture Capital Raised by GENIUS NY Companies

#### SYRACUSE SURGE ACCELERATOR



Syracuse Surge Accelerator teams and CenterState CEO staff.

**5**

BIPOC founders selected for a one-year accelerator

**\$90,000**

value of resources awarded to each startup

#### UP START



Graduates of CenterState CEO's Up Start Start It! Class, fall 2023.

**66**

Women and/or Minority-owned Businesses Supported (90% Minority, 60% Female) 2023

Read more about Up Start on page 15.

### INNOVATION HOT SPOT

Provides five years of corporate, personal income and sales tax incentives to qualifying companies, which receive entrepreneurial services through The Tech Garden as the regional Innovation Hot Spot, or through incubator partners, to help companies grow in Central New York. [Learn more.](#)



Innovation Hot Spot company Eco-Baggeez produces resealable sandwich bags made of sustainable, biodegradable compostable and recyclable paper. Eco-Baggeez are locally produced at the Alternative Industries through The Arc of Madison Cortland in Oneida, New York, contributing to the success of people with developmental disabilities. The company recently acquired an account with Wegmans Food Markets, and is in 80 of its 110 stores as of early 2024.

# RACIAL EQUITY & SOCIAL IMPACT

The **Racial Equity and Social Impact (RESI)** team works to ensure CenterState CEO's internal processes and external programs reflect the organization's value of inclusiveness. It leads its race and equity work, including diversity, equity and inclusion (DEI) services, for its staff, membership and beyond.

## DIVERSITY, EQUITY & INCLUSION TRAINING

A suite of customized training services provides clients tools to advance DEI work within their organizations and workplaces, from the C-Suite to all levels of the employee spectrum.

### Client Spotlight: Healthy Alliance & United Way of the Greater Capital Region

The RESI team was brought on by Healthy Alliance and the United Way of the Capital Region to support its Changemaker leadership cohort, eight BIPOC-led community organizations, through a **year-long DEI training** in 2023. Workshops and networking sessions throughout the year focused on the challenges in serving as agents of change and brainstorming solutions to impact broader systems change.

Participants' conversations centered around the power of intention and the roles of each Changemaker's organization in advancing DEI work. They also explored deeper understandings of their own personal development and growth, as well as how they manage others. Feedback received from participants is being incorporated into future RESI programming.

### Client Spotlight: New York State Community Action Association, Inc.

The New York State Community Action Association, Inc. (NYSCAA) engaged the CenterState CEO RESI team for a **Racial Dialogue** session in 2023. **Nearly 50** people participated in two-hour sessions designed to engage staff at all levels around the issues of race and equity. The goal was to support staff while balancing the organization's social responsibilities to the community. Participants had the opportunity to identify their concerns and barriers to understanding race-focused issues and events, the reality and legacy of race/racism across systems, and the impact of remaining silent in the workplace. The sessions provide a safe space to share dialogue, facilitated by experienced trainers to guide participants through the sessions. After completing the Racial Dialogue, NYSCAA participants were asked to share something they learned, and how they will use the information moving forward.

*"This presentation was incredibly empowering and energizing. I will be taking the information Dr. Rogers discussed back to my agency's Social Justice Committee."*

*"I learned about the importance of creating a safe space to share both the qualitative and quantitative data. DEI work is not easy but there are opportunities to do it across all aspects, sometimes more than just at work, but also in our community. We can start small and work our way up. Conversations are important."*

## DEI TRAINING & CONSULTATION SERVICES FOR YOUR ORGANIZATION

CenterState CEO works with companies and organizations to provide the tools to advance DEI efforts within their workplaces, ultimately creating more just, equitable and welcoming communities. Get in touch to [learn more](#), and let us help you explore the DEI services that are right for your organization.

## EVENTS & PROGRAMS



The **Racial Equity & Social Impact Leadership Series** continued in 2023, including sessions focused on: *Men of Color: The Intersection of Culture, Authenticity and the Workplace*; *Women and Community Engagement*; and *The LGBTQIA+ Experience*. The panels featured leaders in their fields from across the region and nationally, engaging attendees in critical thinking, exposure to new perspectives and best practices for their own organizations.

Other significant events included the second annual **Race for Equity, Equity Day for Nonprofits** (read more on page 20), **GOFCC Equity Day: Exploring DEI Strategies for Employers and Teams**, and **Women Rising**.



As part of an Equity Day event organized by the Greater Oswego-Fulton Chamber of Commerce, CenterState CEO Senior Vice President Dr. Juhanna Rogers engaged participants in a meaningful dialogue on how to better implement DEI strategies into their practices.



Women Rising, a half day event held in March 2024, celebrated women's strength, resilience and ingenuity, featuring local and national speakers to empower and inspire attendees.

## DEI from Within

CenterState CEO remains committed to building a more inclusive workspace through **ongoing programming for staff** that creates spaces for dialogues about DEI. This year, staff lunch and learns included a session on women entrepreneurs and the importance of diverse representation for businesses in the community. CenterState CEO's annual all staff DEI training day included a high-energy, engaging presentation from Meshell Baker, CEO/founder of Meshell Baker Enterprises, focused on helping individuals find confidence.



In 2023, CenterState CEO's DEI Committee worked with local artist Jaleel Campbell (left) to commission a piece that represents the region's workforce and some of the jobs that have been a part of the community for generations. This piece, titled *Fabric of our City*, now hangs in the lobby as a visual reminder of its core focus on creating a vibrant, equitable business community.

# STRATEGY, POLICY & PLANNING

CenterState CEO's **Strategy, Policy & Planning** (SPP) team provides strategic direction for the organization and ensures that its collective activities advance its mission-based priorities. It builds consensus around strategic and large-scale regional collaborations, leads CEO's public policy and government affairs activity, partners with aligned regional organizations, provides research and analysis on the region's core economic indicators, assists in talent-related activities and leads CEO's air service development.

## 2023 HIGHLIGHTS

**70%**

Success rate policy/government affairs outcomes

**100+**

members brought together to create the NY SMART-I Corridor (learn more on page 16)

**\$439,900**

distributed through the Growth + Equity Fund, 2023-2024

(learn more on page 15)

## GOVERNMENT RELATIONS



Candidates running for various elected positions joined CenterState CEO members for its annual Meet the Candidates in the fall. This member-exclusive event is an opportunity for conversations in a relaxed atmosphere with those who will be on the ballot. Attendees included candidates for County Executive, Onondaga County legislature, Common Council and town offices.

## DATA, ANALYSIS AND POLICY



Recognizing the need to creatively and thoughtfully address the region's housing needs, CenterState CEO convened a Housing Task Force in summer 2023 to examine current, interrelated housing challenges. The Task Force includes a range of stakeholders, such as developers, housing advocates, nonprofits leaders and representatives from financial institutions. Read more on page 22.

## STRATEGIC REGIONAL COLLABORATIONS



CenterState CEO and representatives from the NY SMART I-Corridor team traveled to Washington D.C. to advocate for the Buffalo-Rochester-Syracuse corridor's federal Tech Hubs application. Learn more about Tech Hubs on page 16.

## TALENT STRATEGIES



In partnership with Advance Media New York, CenterState CEO launched [This Is CNY](#) in November 2023. The website is an information hub that highlights the quality of life in Central New York and can be a tool to attract needed talent to the region. Visitors can search [job openings](#) across the region and join the [talent network](#) for free to post a resume and connect with hiring managers.

# CEO IN ACTION:

## Bringing and Keeping Talent in Central New York

CenterState CEO members have long shared that talent attraction and retention is an ongoing priority and challenge. Now that the region is on a path to new growth, the need to attract and retain talent is even more imperative, and therefore remains an ongoing priority for CenterState CEO as it leads strategy discussions and examines creative solutions with its members.

### BOARD RETREAT PRIORITY: TALENT ATTRACTION

CenterState CEO underwent a board retreat process in 2023-24 with the theme: **Meeting the Moment: Building a Dynamic, Resilient and Equitable CNY Economy.** Board members joined several work groups with focus areas vital to Central New York's long-term success, such as talent attraction, and were tasked with identifying priorities and developing strategy recommendations. Following the retreat, the Talent Attraction Work Group returned this strategy:

#### Strategy: Unify and Expand Attraction and Soft-Landing Services

- Better align and integrate all existing talent attraction programming and initiatives under one coordinated approach (This is CNY, Generation Next, etc.).
- Improve messaging and in-region marketing on This is CNY.
- Expand wrap-around programming and attraction support.
- Create a resume bank program fed by regional HR leads.
- Establish in-person attraction efforts in targeted priority markets and in places with job contractions.
- Improve attraction one-on-one support for users of talent network.
- Expand Network with a Purpose and Generation Next programming. The group also recommended conducting additional market research on underlying issues impacting internship retention and explore potential for a CNY-only employer job fair.

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### CONCIERGE SERVICE & DUAL-CAREER FAMILY SERVICES

Among initiatives aimed at addressing common talent challenges identified by members, CenterState CEO created services to meet the needs of employers that are recruiting candidates who often have spouses, partners and family members also in need of employment.

Through its fee-based **concierge service**, CenterState CEO helps individuals or families moving to Central New York connect to places to live, health care or other services, and familiarize them with the exceptional assets that Central New York has to offer. These services are designed to acclimate a job candidate and their family to life in Central New York. Services can be offered pre- or post-hire.

Additionally, through its **dual-career family services**, CenterState CEO uses its network to introduce a candidate's spouse or partner to employers in need of their skills, and can make "warm contacts" with its network of 1,500 members and business connections, to help facilitate interviews for members of candidates' families.

[Learn more.](#)



The **Career Apprenticeship Initiative** - in partnership with the Kingston Economic Development Corporation, SUNY Oswego, Le Moyne College, Syracuse University and the Canadian Career Apprenticeship Initiative - aims to retain more of the Central New York region's college-educated talent. The pilot program offered liberal arts graduates a one-year apprenticeship with regional employers, who receive a \$5,000 salary reimbursement for agreeing to hire and train the student for a year. Ten CenterState CEO members agreed to provide entry level jobs, including: American Food & Vending, Brown & Brown, Community Bank, Crouse Health, Environmental Design and Research, Excellus, Lotte Biologics, Research and Marketing Strategies, Syracuse Housing Authority and SUNY Upstate Medical University. The program is operating again for the 2023-2024 year. Pictured at podium, Canadian CAI founder Alan Rottenberg at a program event at Le Moyne College. [Learn more.](#)

# CEO IN ACTION:

## CenterState CEO Breaks Ground on New Hub of Innovation

The 46,000 square foot, \$32 million expansion of CenterState CEO's The Tech Garden officially broke ground in August 2023. **Expanding CenterState CEO's business incubator facility will enable Syracuse to meet the pace of its rapid tech industry growth while reimagining who is served by the facility and how.** The expansion will create space for 35 additional resident startups and serve 100 more members. Additional programming will broaden the reach and impact to drive more equity and inclusivity in the entrepreneurial ecosystem.

Once a collapsed parking garage, The Tech Garden is now an integral part of Central New York's growing innovation and startup economy. It is a NYS Certified Innovation Hot Spot and is the key tech business incubator for the Central New York region.

Among partners showing their support for the project, Northland Communications became the exclusive connectivity provider of dedicated internet for the incubator and is the naming sponsor of its plaza-level theater. Now known as the Northland Communications Theater, it is the first newly named space within the facility and is a critical feature for engaging tenants and other external stakeholders. The theater space has been a hub for networking, learning and entrepreneurial activity for the regional startup community for more than 15 years.

"Being a good neighbor and an engaged community member is integral to Northland's core values," said Jim McCarthy, president of Northland Communications. "We're excited about the expansion and its potential to become an even more vibrant hub for innovation. By offering a platform for startups and entrepreneurs to thrive, we're not only shaping the future but also contributing to the prosperity of the regions we serve. Partnering with CenterState CEO has allowed us to strengthen the technological ecosystem, support local talent, and create a positive impact that resonates with the community."

The new facility is expected to open in 2025.

### BE PART OF THE FUTURE OF INNOVATION

There are a number of philanthropic and sponsorship opportunities for the business community and individual supporters to be part of the future of innovation in Central New York. We can find a level of engagement that works for you. If you are interested in learning more, please contact Kelly Fumarola at

[kfumarola@centerstateceo.com](mailto:kfumarola@centerstateceo.com).



The Tech Garden construction underway, spring 2024. Credit: TangoSquared.



Rendering of collaborative spaces inside the new hub of innovation.



Local public and elected officials join the expansion kick off and beam signing event.

# CEO IN ACTION:

## Helping Central New York's Entrepreneurs Reach their Potential

Small business is a vital part of the economy. However, starting a business can be a big task, especially for people from historically underserved communities. To better serve all members of the region interested in pursuing their dreams of entrepreneurship, **CenterState CEO identifies the challenges small business owners face and develops programs and partnerships that provide resources to help entrepreneurs grow.** Resources are focused on assisting entrepreneurs in the areas of: management, legal, financial, marketing, funding and real estate.

### UP START

CenterState CEO's Up Start Start It! Business Basics course, run in partnership with the Allyn Family Foundation, is a 12-session training program to help entrepreneurs build skills and accumulate the tools needed to launch their own business or refine their business model.



SINBUN owners Bri and Jake Lastrina graduated from the Salt City Market and CenterState CEO's Start It Class in 2021. Now, they are one of the newest tenants in the Salt City Market and operate a bakery in the McCarthy Mercantile. CenterState CEO's team provided SINBUN with financing, real estate assistance and business management support.



It Takes A Village owner Tanika Jones is joined by CenterState CEO's Andy Obernesser (R) and Erik Jankowski (L) at her first Halloween Trunk-Or-Treat event. CenterState CEO's team provided Jones with real estate, legal and funding support. Jones' business was one of the first funded from CenterState CEO's Growth + Equity Fund.

### GROWTH + EQUITY FUND

Despite financing options that exist through banks and community development financial institutions, various structural and regulatory barriers still prevent many business owners and property developers from accessing capital. **The Growth + Equity Fund (G+E Fund) was developed by CenterState CEO to address a spectrum of market inefficiencies and inequities by helping finance innovators, entrepreneurs and business owners who have traditionally struggled to access the funding needed to achieve their goals.**



This past year, the regional banking community made a series of investments through CenterState CEO Foundation that will help sustain and grow its small business development programming. Commitments from KeyBank, Community Bank and Visions FCU will assist entrepreneurs from historically marginalized communities through CenterState CEO's Up Start program and Growth + Equity Fund. These investments will help build a more vibrant and equitable small business ecosystem in Central New York.



### GROWTH + EQUITY FUND CONTRIBUTORS:

Allyn Family Foundation\* | AmeriCU\* | Armory Square Ventures\* | Bank of America\* | Build from Within Alliance | Central New York Community Foundation\* | Community Bank | John Peter\* | JPMorgan Chase Foundation\* | KeyBank\* | M&T Bank\* | Senator Gillibrand\* | State Assemblyman Stirpe\* | Visions Federal Credit Union

\*Growth + Equity Fund Funding Contributors

# CEO IN ACTION:

## Syracuse, Rochester, Buffalo and Ithaca Form Federally Recognized Tech Hub



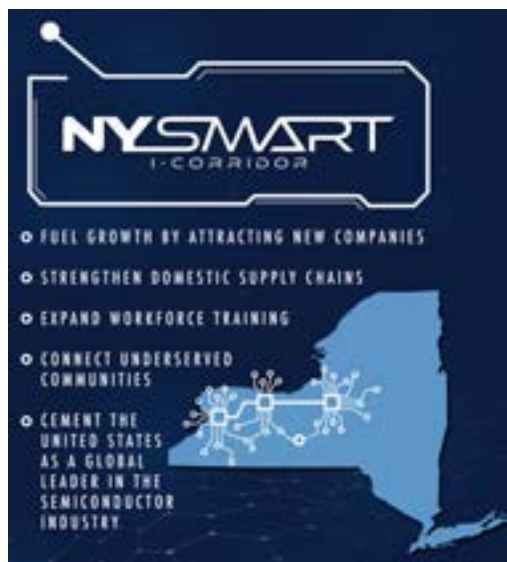
CenterState CEO President Rob Simpson joins local leaders at the federal Tech Hub designation announcement.

A consortium of partners from Syracuse, Rochester, Buffalo and Ithaca earned a federal Tech Hub designation as the New York Semiconductor Manufacturing and Research Technology Innovation Corridor (NY SMART-I Corridor) in 2023. The U.S. Economic Development Administration made just 31 Tech Hub designations across the country. Alongside our partners, the region is now competing for up to \$75 million in federal funding to support workforce development, innovation and supply chain activities in the semiconductor and related smart systems industry.

As the organization that submitted the designation application, **CenterState CEO partnered to lead the crafting of a compelling regional narrative that communicated the combined strength of all our partners' assets.** Application lead partners included the Buffalo Niagara Partnership in Buffalo, ROC2025 in Rochester and CenterState CEO in Syracuse.

"The Buffalo, Rochester and Syracuse SMART I-Corridor region has a generational opportunity to build a globally leading semiconductor cluster, as one in four American-made chips will be produced within 350 miles of the I-Corridor by 2033," said Rob Simpson, president of CenterState CEO. "No other area will account for a greater share of domestic production, which represents a critical capacity building opportunity for the region. To meet this moment, leading civic institutions across our region have partnered to co-design solutions that will catalyze efforts through five component projects. This proposal when executed will transform our economic competitiveness for generations while also impacting more immediate national security challenges. This corridor is poised and ready to lead, and we thank Senator Schumer for sharing our vision and providing unwavering support for this application."

Proposals for all five component projects were submitted to the federal government by NY SMART I-Corridor consortium members at the end of February. Funding decisions are expected to be announced this summer.



### COMPONENT PROJECTS

**STEP (Semiconductor Talent & Employer Partnership):** A unified front-door for employers to access semiconductor talent.

**NY SMART I-Corridor C3 (Commercialization & Collaboration Center):** An innovation one-stop-shop to assist businesses bringing new semiconductor technologies to market.

**SCALE (SemiConductor Advancement, Leadership, and Entrepreneurship):** Initiative: A shared venture studio to attract capital to the semiconductor entrepreneurship ecosystem.

**SCAN (Supply Chain Activation Network):** A supply chain network that expands capacity of existing and potential suppliers through scaling manufacturing support.

**SMART I-Corridor Innovation Office:** A governance structure to connect and coordinate across the I-Corridor region.



# CEO IN ACTION : TTM Technologies Expands in CNY



Credit: TTM Technologies



Credit: TTM Technologies

TTM Technologies, a leading global manufacturer of technology solutions, intends to invest up to \$130 million to build a greenfield, high-tech manufacturing facility in DeWitt. The project is expected to bring an estimated 400 new jobs to the area and further enhance Central New York's current smart systems supply chain. The company identified a 24-acre property adjacent to its existing facility in DeWitt for the expansion. The increased campus size will also allow for additional expansion capacity already being considered for future phases of development.

TTM selected the Syracuse region for this significant expansion and investment after a competitive site selection process that involved 16 states. **CenterState CEO worked for nearly two years with TTM's executives and consultants to make a strong case for their project to be located in Central New York. CenterState CEO partnered closely with Empire State Development, Senator Schumer's office and Onondaga County on the successful attraction effort.**

TTM will build ultra-high density interconnect printed circuit boards in Central New York, which are crucial to the U.S. semiconductor industry, and important to addressing the rapidly increasing U.S. Defense demand for capability and capacity in the United States. It will be one of the largest manufacturing sites in North America for this technology. TTM's expansion and growth further solidifies Central New York as a hub for a trusted and resilient national microelectronic supply chain. This investment builds on the recent federal Tech Hubs and Defense Manufacturing Community designations, and Micron Technology's ongoing work in Clay.

Now a CenterState CEO Legacy Investor, TTM is committed to being an agent of change and a force for positive outcomes for Central New York.

*"None of this is accidental. Years of strategic investments, thoughtful leadership and a commitment to innovation by numerous businesses and partners make successes like TTM's possible. This project is further proof of what we can achieve when we work together and should eliminate any doubt that Central New York's future is full of opportunity."*

*-CenterState CEO President Rob Simpson*

# CEO IN ACTION:

## Syracuse Surge Workforce Creates New Career Paths

In fall 2023, **34 people completed Syracuse Surge Workforce** programming. Candidates graduated from one of three programs: Surge Advanced Manufacturing (SAM) hosted by SUNY EOC, Electrical Mechanical Technician (ELM) hosted by OCC and OCM BOCES, or Surge Defense hosted by SUNY EOC. The programs align employers and training providers to prepare a local workforce with tech skills for today's economy. SAM and ELM are both multi-week, paid programs providing entry and mid-skill training for advanced manufacturing. This was the first class for Surge Defense, a paid, 13-week program that prepares people for careers in clean, high-tech assembly jobs in government contracting facilities.

### SURGE DEFENSE

Surge Defense directly addresses the hiring challenges faced by the community's defense manufacturers and the high barriers to employment in defense manufacturing, such as undergoing a federal background check and inadequate public transportation access to facilities. Employer partner Lockheed Martin worked with SUNY EOC to design a training curriculum that aligned with the company needs.

Lockheed Martin also modified its internal practices, adjusting job requirements after a skill analysis of its positions and expanding its recruiting pools. Lockheed Martin recognized that the talent market will not correct itself. By acknowledging the present problems and putting in the work to find a solution, Lockheed Martin was able to expand its talent pipeline.

Its commitment to making the defense manufacturing industry more accessible helps it fill open positions it needs to grow. It also makes these careers more attainable to all members of the Syracuse community.

"Syracuse Surge's commitment to excellence and opportunity has been a guiding light for many of us, proving that education is not a privilege reserved for a select few but a right that should be accessible to all," said Miquel Velez, a Surge Defense graduate. "The journey doesn't end here. Armed with the knowledge and skills acquired through Syracuse Surge, we are now prepared to face challenges of the professional world. Let our journey inspire hope and may our success be a testament to the transformational power of education."

The first Surge Defense class included 13 graduates. The first group of graduates began working at Lockheed Martin in Jan. 2024. Others are working through the application process to hopefully take a position later this year.



On the day of their graduation ceremony, participants in Syracuse Surge Workforce programming had an opportunity to interview with regional employers, including Anoplate, TTM Technologies, Critical Path Integrators, Bluefors, United Radio, Belden/PPC and LOTTE Biologics.



Surge Defense participants tour Lockheed Martin's facilities. Credit: Lockheed Martin.

# CEO IN ACTION:

## Syracuse Surge Accelerator Empowers BIPOC Entrepreneurs

CenterState CEO launched the Syracuse Surge Accelerator in 2023, a new program that addresses the lack of diversity in the technology industry and helps strengthen a city-wide, collaborative effort to make Syracuse America's Smartest City. The program empowers Black-Indigenous-Persons of Color (BIPOC) entrepreneurs to launch and accelerate new or existing tech-related startups within the city of Syracuse.

Five startups began the 12-month accelerator in August: Sign-Speak, Talkadot, Clutch Delivery, HippoH Apparel, and Certainty Labs. All five finalists are from upstate New York. Surge Accelerator Program Director Dr. Emad Rahim said the group's sharing of personal experiences has been important and informative in driving change.

"Their vulnerability led to some breakthrough understandings about discrimination, ageism, and sexism as it relates to lending practices by investors, issues in securing partnerships and contracts with companies and government agencies, and obstacles in attracting more diverse talent outside of their current networks. These important conversations will help us shape our programs and influence who we welcome to facilitate our mastermind sessions and workshops," Dr. Rahim said.



Surge Accelerator teams participate in workshops with topics and speakers focused on the unique needs and challenges faced by BIPOC startup founders, and mastermind sessions designed to connect them with minority thought leaders from different business industries.

### The programs key features include:

- Culturally competent programming and support to grow social capital.
- Access to capital through monthly living stipends and mini-ignition grants.
- Intensive supports and training.
- Customer discovery and market development.



*"I had a completely different understanding of who my primary customer was when I first went into Surge [Accelerator]. Where we are now, I have a multi-segmented customer market that I'm preparing for."*

*-Hasan Stephens, HippoH Apparel*



*"The accelerator, the members are amazing. They've got great ideas, and they've got great experiences outside of my own that I can kind of borrow from. Ultimately, the thing that really sticks out to me is that there's great intention with every little thing that happens. You know they're intentional about it and thoughtful about it, and that's been very, very helpful."*

*-Dr. Brandy Young, Certainty Analytical Labs*



# CEO IN ACTION:

## CenterState CEO Brings DEI Training to Nonprofit Partners

Nonprofit leaders, managers and employees joined CenterState CEO's Senior Vice President for Racial Equity and Social Impact Dr. Juhanna Rogers and other leading experts for a day focused on incorporating inclusion, equity and leadership strategies in community organizations. The event made it possible for nonprofits with limited budgets to take part in diversity, equity and inclusion work.

Equity Day for Nonprofits was made possible through the funds the raised through the CenterState CEO Foundation at the 2022 Race for Equity. In its second year, CenterState CEO's 2023 Race for Equity raised more than \$27,000 to help organizations access and engage in diversity, equity and inclusion work for their organizations. The event highlights the deep commitment of the organization, and the community, to fostering equity and inclusion and building a more welcoming and prosperous region for all.



Pictured (l to r), the 2023 Race for Equity drivers: Maarten Jacobs, Allyn Family Foundation; Simeon Etta, Above the Rest Consulting, LLC; Susan Crossett, CPS Recruitment; Dr. Juhanna Rogers, CenterState CEO; Ben Sio, CenterState CEO; Meg Tidd, VIP Structures; Franklin Fry, Redhouse Arts Center; and William M.X. Wolfe, Esq., Harris Beach PLLC.

## Redeveloping Syracuse's Chimes Building with a Focus on Community



Credit: Downtown Committee of Syracuse

Redevelopment of 500 South Salina Street, also known as the Chimes Building, is the latest investment in downtown Syracuse's southwestern corridor. Led by the Allyn Family Foundation with collaborators like CenterState CEO, this is a chance to expand a vision of benevolent commercial real estate development and long-term community prosperity.

To accomplish this, a new not-for-profit, SEED Syracuse, Inc., was formed in 2023. SEED Syracuse, Inc. acts as a stabilizing force in neighborhoods by developing mixed-use, mixed-income properties on critical commercial corridors in areas in need of renewal and rehabilitation, thereby directly preventing further deterioration. Stabilizing and redeveloping deteriorating properties in distressed neighborhoods is critical to reducing disinvestment, catalyzing other redevelopment, and improving the quality of life for residents and locally-owned businesses.

This approach differs from traditional real estate development in that the vision is longer and broader. The Allyn Family Foundation is investing in the building and community upfront, believing that even if the profit doesn't return in five or 10 years, it will in 20, along with a more vibrant downtown.

**As a project collaborator, CenterState CEO is assisting with project management and business development in the building's future commercial space.** The first-floor commercial space will be redeveloped to enhance the streetscape and bring new business to the intersection. The businesses to fill those spaces will ideally be ones that add goods or services that are currently absent downtown. Above the commercial space, the building will be redeveloped into mixed-income housing, with a planned 152 units.

In addition, the Chimes project team includes two "Developers-in-Residence," funded by the Allyn Family Foundation and KeyBank. This one year position is an opportunity for developers from underrepresented backgrounds to learn more about major construction and redevelopment projects and then use that knowledge to advance their own business or support others.

*"I am hopeful the kind of mission driven investment, like we are seeing with the Chimes building, will inspire others to do the same, and this program, Developer-in-Residence, is a step towards empowering others to do the same."*

**-Lauren Bolden, Developer-in-Residence**

*"I feel like this has been one of the most purposeful assignments I have had the privilege of being a part of. My voice, perspective, and even expertise had been excluded more times than I can count as a Black man working in the city of Syracuse. "*

**-John Giles Jr., Former Developer-in-Residence**

*(Giles has since stepped away from his role as a Developer-in-Residence to take a full-time position in his field of study)*

# CEO IN ACTION:

## CenterState CEO Task Force Recommends Policies to Meet Housing Challenge

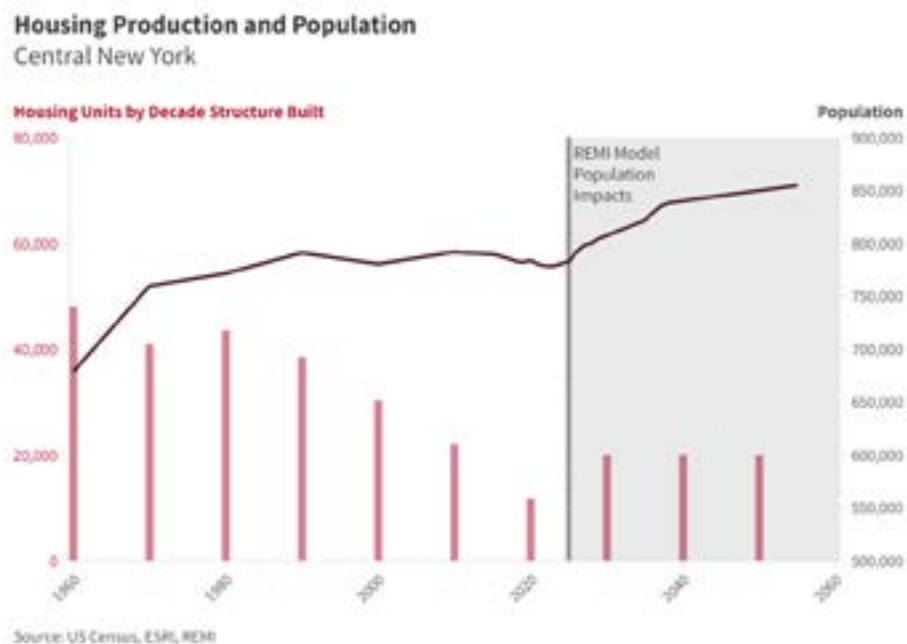
Since Micron Technology announced its plan to invest \$100 billion in Central New York to build four new chip megafabs, CenterState CEO recognized the need to address the area's housing challenges now. Often, cities don't have the advantage of planning for exponential growth until they're in it. However, Central New York has an opportunity to try to meet the region's significant demand for housing without creating unsustainable, inequitable conditions that often result from significant economic investment.

**CenterState CEO convened a Housing Task Force in summer 2023 to examine the interrelated challenges of low supply, increasing costs, regulatory restrictions, and limited capital availability, and make policy recommendations on solutions** that can be implemented in the context of current laws and economic conditions, while maintaining equity as a core tenant. The Housing Task Force includes a range of stakeholders, such as developers, housing advocates, nonprofits leaders and representatives from financial institutions.

### DATA FINDINGS:

Among the data impacting the challenges and opportunities related to the current and future demand in the housing market, as well as policy landscape:

- Micron Technology's investment alone is expected to create more than 76,000 new residents in the region by 2055.
- In Onondaga County, only 3% of all residential zoned land, and only 1% of such land outside of the city of Syracuse, is currently zoned for multi-family residential development.
- The private sector is eager to accommodate demand. CenterState CEO is tracking nearly \$3 billion in proposed housing development projects totaling nearly 9,000 units.
- More than 50% of the region's renters are paying more than 30% of their household income for housing; rents have increased by 57% over the past seven years.
- 2,500 new units of housing are needed each year to meet growing demand, more than six times the current pace of development (currently 350 unites per year).



Following several months of discussion and study, CenterState CEO’s Housing Tasking Force offered four central policy recommendations:

### 1. GETTING TO “YES” IN OUR BACKYARD

Missing middle housing—a range of multi-unit or clustered housing types—is strongly supported by the market and community due to affordability, quality, size, and attractiveness. To get more of this in-demand housing to the market, municipalities, developers and builders must be brought together and supported so that needless and costly regulations are eased, and proposed designs match the desires and vision of the community.

### 2. GET CLARITY ON CHANGING MARKETS

CenterState CEO welcomes and supports the critical ongoing and forthcoming housing strategies and analyses in Central New York from the City of Syracuse, Onondaga County, and a regional study from Empire State Development. To support missing middle housing development, local markets will need feasibility studies to understand the impacts of zoning and land-use changes and the ongoing population and demographic shifts driven by new employment in the region.

### 3. DEVELOP TOOLS TO INCREASE THE AVAILABILITY OF CAPITAL

The intricate challenge of financing the construction or rehabilitation of missing middle housing aligns well with the expertise of Community Development Financial Institutions (CDFIs). Therefore, a pivotal strategy component should involve promoting and building CDFI capacity, which could address challenges, particularly within the 80-120% of the Area Median Income range.

### 4. BUILD COMMUNITY STRENGTH

Advocating for a healthy housing market includes supporting housing for a diverse mix of incomes and socio-economic backgrounds. Supply-driven solutions such as missing middle housing, are generally helpful in addressing affordability. However, specific initiatives are also needed that build community strength and support shared prosperity in communities. This includes providing new and additional funding to address growing homelessness in Central New York and additional funding to enhance existing transit, support housing near transit, and other transit-oriented development.



To prevent the further loss of affordable and attainable housing in the region and support shared prosperity as the region grows, a greater variety of housing is needed in addition to single-family detached houses. This includes “missing middle housing,” such as townhomes, small apartment houses and other small-scale housing types. Credit: [Opticos Design](#).

# FOUNDATIONS

**CenterState CEO Foundation and Invest CNY** (aka the CenterState Development Foundation) are CenterState CEO-affiliated not-for-profit organizations led by a diverse board of community and business leaders. These organizations are focused on attracting investment and philanthropic partnerships to achieve greater regional prosperity.

## BECOME A SUPPORTER

Read more about the foundations and how you can contribute at [www.centerstateceo.com/Foundations](http://www.centerstateceo.com/Foundations), or contact [Kelly Fumarola](mailto:kelly.fumarola@centerstateceo.com), CenterState CEO Foundation and Invest CNY executive director.

## CENTERSTATE CEO FOUNDATION

CenterState CEO Foundation's **CENTERSTATE CEO FOUNDATION** mission is to attract philanthropic support for CenterState CEO programs that remove barriers to economic prosperity for people and places. These programs help residents access quality jobs, inclusive workplaces and entrepreneurship opportunities, as well as build vibrant neighborhood business centers.

Supported activities are designed in collaboration with community partners and focus on engaging historically marginalized populations, including women, people of color, Indigenous people, veterans, New Americans and individuals with low-to-moderate incomes.

### Supported initiatives include:

- Small Business Support: Up Start, Syracuse Surge Accelerator, CenterState CEO Growth + Equity Fund
- Workforce Innovation: Work Train
- DEI Education and Support



Scan to Donate to the CenterState CEO Foundation.



Participants in the Syracuse Surge Advanced Manufacturing workforce development program tour local worksites and explore career paths to the semiconductor industry, such as Morse Manufacturing, in Syracuse.



CenterState CEO's Growth + Equity Fund supported Black Cub Productions, a local, independent, full-service communications agency started by two young African American entrepreneurs upon graduation from Syracuse University. The company is committed to making culturally appropriate content, representative of and relevant to diverse audiences, with an ambition of creating "the Silicon Valley of storytelling" in Syracuse. The support from the Growth + Equity Fund will enable the business to further scale.



## INVEST CNY

Invest CNY's (aka the CenterState Development Foundation) mission is to unlock the economic potential of all Central New York's people and places by attracting public and philanthropic capital.



Originally incorporated in 1981 as the Metropolitan Development Foundation, Invest CNY is a 501c3 nonprofit organization that has historically served as a vehicle to attract investment and implement projects of local and regional significance.

### Priority focus areas include:

- Fiscal sponsorship of aligned community projects.
- Attracting investment to support the region's growth.
- Participating in redevelopment projects where no market solution exists.



Among its priorities, Invest CNY engages partners to attract investments that restore, revitalize and enhance neighborhoods and communities.

## FUNDERS & SUPPORTERS

Current and past institutional philanthropic supporters of the Foundations and other funders include:

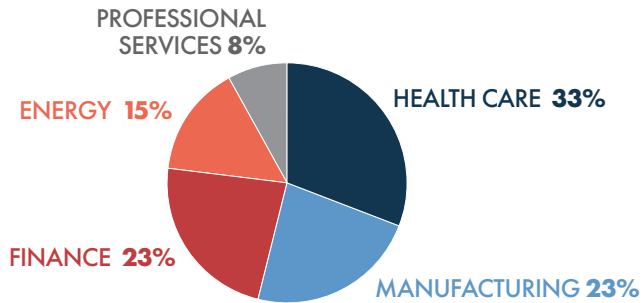
- |  |   |
|--|---|
| Alliance for Economic Inclusion*                                   | JPMorgan Chase Foundation*                  |
| Allyn Family Foundation*   | KeyBank*                                    |
| AmeriCU*   | M&T Bank*                                   |
| Armory Square Ventures*  | Microsoft Philanthropies*                   |
| American Rescue Plan Act administered by City of Syracuse          | National Fund for Workforce Solutions*      |
| Bank of America*   | National Grid                               |
| Berkshire Bank*  | NBT Bank                                    |
| Central-Northern New York Building and Construction Trades Council | New York State Department of Transportation |
| Central New York Community Foundation*                             | Onondaga County                             |
| City of Syracuse*  | John Peter*                                 |
| Community Bank N.A.*   | Rhapsody in Green Fund*                     |
| The Dorothy & Marshall M. Reisman Foundation*                      | Richard S. Shineman Foundation*             |
| Empire State Development   | Alan Rottenberg*                            |
| The F.B. Heron Foundation*   | Snow Memorial Trust*                        |
| Ford Foundation*   | Surdna Foundation                           |
| Gifford Foundation*  | Ten to the Ninth Plus Foundation*           |
| Greater Syracuse H.O.P.E.  | U.S. Department of Energy                   |
|  | U.S. Economic Development Administration    |
|  | United Way of Central New York*             |
|  | Visions Federal Credit Union*               |
|  | Workforce Development Institute             |

\*Supporters of the CenterState CEO Foundations

# LEGACY INVESTORS

CenterState CEO wishes to thank and recognize its **Legacy Investors\*** for supporting its work and their commitment to investing in the mission of the organization. This exclusive membership tier provides an opportunity for business leaders to be agents of change and a force for positive outcomes for Central New York.

**LEGACY INVESTOR  
INDUSTRY SECTORS**



**BOND** SCHOENECK & KING  
**Community BANK**  
**Constellation**  
**CROUSE HEALTH**  
**Excellus**  
**KeyBank**  
**M&T Bank**  
**Micron**  
**nationalgrid**  
**SAAB**  
**ST. JOSEPH'S HEALTH**  
A Member of Trinity Health  
**UPSTATE MEDICAL UNIVERSITY**  
**TTM Technologies**

\*As of March 2024

**LEARN WHAT IT MEANS TO BE A LEGACY INVESTOR**  
Contact: **Andrew Fish** [afish@centerstateceo.com](mailto:afish@centerstateceo.com)

# EVENTS & PROGRAMS



CenterState CEO Economic Champions Keynote Speaker Ian Bancroft



CenterState CEO Staff at the Syracuse Workforce Run 2023



CenterState CEO, local leaders at trade mission to Taiwan



Business After Hours, Mansion on James, 2023



Members connect at Speed Networking



The GOFCC joins Gov. Hochul to open Splash Indoor Water Park Resort, in Oswego. Credit: Office of the NYS Governor



CenterState CEO Ambassadors celebrate opening of Fireside by the River, in Baldwinsville



Syracuse Surge Accelerator Mastermind Session



Guests gather to hear the 2024 Economic Forecast for the region



Leadership Lessons from 7 Inspirational Influencers



CenterState CEO Podcast Talk CNY, featuring people and projects moving the economy forward



Executive Leadership Development Series graduates 2023



CenterState CEO Investor Meeting February 2024



Innovation Night 2023



CenterState CEO Staff holiday gathering 2023



Micron's April Arnen speaks at CenterState CEO's 2023 Annual Meeting



CenterState CEO Golf Classic 2023

# ORGANIZATIONAL PARTNERS

**CenterState CEO's Organizational Partners are independent organizations aligned in their mutual interest to advance economic development in Central New York and beyond. CenterState CEO provides operational support services, co-location or others benefits, and collaboration on strategic priorities.**



## **CENTRAL NEW YORK BIOTECH ACCELERATOR**

As part of SUNY Upstate Medical University, the Central New York Biotech Accelerator (CNYBAC) is a state certified business incubator. It provides business acceleration services, access to industry-specific development resources and mentors to innovators in the bioscience field, helping advance CenterState CEO's mission to grow important industry sectors and the entrepreneurial ecosystem. CenterState CEO provides staff support, technical assistance and promotes the space to prospective tenants. The CNYBAC is a NYS Innovation Hot Spot participant through a contract with CenterState CEO's The Tech Garden.



## **DOWNTOWN COMMITTEE OF SYRACUSE**

The Downtown Committee of Syracuse, Inc. is a private, nonprofit professional downtown management organization whose mission is the revitalization of downtown Syracuse. The Downtown Committee serves as an advocate for its constituents and a catalyst for growth through programs focused on district improvements and development, public space, engagement, and business retention and recruitment. CenterState CEO works with the Downtown Committee on shared economic development goals, recognizing that a strong downtown is integral to the vibrancy of the region.



*Downtown Committee Executive Director Merike Treier, far right, takes part in the City Center ribbon cutting in October 2023, a project that has added to downtown's vibrancy, and has raised its profile as a destination to attract and retain talent, thanks several high profile tenants.*

## **EPLLC**

## **ELECTRONICS PARK**

Electronics Park LLC oversees redevelopment of properties within Electronics Park and its day-to-day operations. Electronics Park is a landmark 181-acre office/industrial business park located six miles from downtown Syracuse. Together, Electronics Park and CenterState CEO work to support continued operations of local businesses, including its largest tenant, Lockheed Martin Corp.



## **GREATER SYRACUSE BUSINESS DEVELOPMENT CORPORATION**

The Greater Syracuse Business Development Corporation (GSBDC) is a private nonprofit that assists businesses in upstate New York with startup, expansion and financing needs. It partners with the U.S. Small Business Administration, local and regional economic development agencies and the region's banks and credit unions to provide financing for fixed asset projects and working capital. 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.

## NEW YORK LAND BANK ASSOCIATION, INC.



The New York Land Bank Association (NYLBA), Inc. was established to support land banks across the state, which are focused on the return of vacant, abandoned, underutilized and tax-delinquent properties to productive use. CenterState CEO partners with the NYLBA to help communities address distressed properties and turn them back into productive use, and advance the mutual interest in creating communities that thrive and help people prosper.

## NUAIR



NUAIR is a New York-based nonprofit delivering next generation UAS/AAM solutions. From inception to acceleration, it helps deliver advanced UAS commercial outcomes and builds the aviation ecosystem on a proven network of systems, from incubators to investors and customers to partners. CenterState CEO supports NUAIR by providing leadership and cross-industry collaboration. They work to attract local and national companies within the UAS industry to test and spur the adoption and advancement of drone technology, to stimulate the Central New York economy.



In 2023, NUAIR created the NUAIR Center of Excellence headquartered at Syracuse Hancock International Airport. The Center of Excellence serves as a hub for advancing efforts to integrate uncrewed aerial systems into the airspace, and advancing UAS-related economic development opportunities. Credit: NUAIR.

## UPSTATE MINORITY ECONOMIC ALLIANCE



The Upstate Minority Economic Alliance (UMEA) is a nonprofit whose mission is to harness the economic power of the minority community for the benefit of the upstate and Central New York region, with a vision to create greater regional prosperity through enhanced minority economic opportunity. UMEA is an affiliate chamber of CenterState CEO. Through this alliance, UMEA and CenterState CEO advance shared goals to create a more inclusive economy.



Collins Barber & Beauty Shop was the 2023 Minority-owned Business of the Year, presented by CenterState CEO in partnership with UMEA.

## VISIT SYRACUSE, INC.



Visit Syracuse leads the generation of nearly \$900 million in direct visitor spending annually to the local economy, and as Central New York's largest Destination Marketing Organization, works to deliver short-term and future income for businesses, employment for residents and tax revenue for local government. The Visit Syracuse Film Office promotes, develops and increases film and television production in Central New York. Collectively, Visit Syracuse and CenterState CEO work to highlight Syracuse, Onondaga County and Central New York as a great place to live, work, play and visit.

# PARTNERSHIPS & PROGRAMS

CenterState CEO benefits from many community and organizational partnerships that advance opportunities, enable success of program and initiatives, and collectively create greater impact in the region.

## ORGANIZATIONAL PARTNERS

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

## PROGRAMS & INITIATIVES

- CEO Travel
- Click
- Dual-career Family Services
- Executive Leadership Development Series
- EPIC Buildings Accelerator
- Fly Syracuse
- Generation Next
- GENIUS NY
- Growth + Equity Fund
- Northside UP
- NYS Innovation Hot Spot
- Racial Equity & DEI Training
- Southeast Gateway Initiative
- Syracuse Build; (Programs: Pathways to Apprenticeship)
- Syracuse Surge (Programs: Syracuse Surge Accelerator, Syracuse Surge XBE Exchange, Surge for Small Business, Surge Learning Community, Surge Coding Apprenticeship, Surge Defense, Surge Advanced Manufacturing, Electromechanical Technician)
- Talk CNY, presented by NBT Bank
- Tech & Culture
- The Clean Tech Center
- The Tech Garden
- The Tech Garden Fund of Funds (Grants for Growth, Ignition Grants, Pre-seed funding, Seed funding, Match funding)
- This is CNY
- Up Start
- Work Train Collaborative

## COLLABORATIONS & PARTNERSHIPS

- Armory Square Ventures
- Brookings Institution
- Build from Within Alliance
- Central & Northern New York Building Trades Council
- CNY Regional Economic Development Council
- CNY Works
- City of Syracuse
- Community Center Collaborative
- Future Ready Workforce Innovation Consortium??
- Le Moyne College ERIE 21
- Syracuse Center of Excellence
- Syracuse Regional Airport Authority
- Syracuse University
- Syracuse Urban Partnership
- SEED Syracuse
- Manufacturers Association of Central New York
- National Fund for Workforce Solutions
- New Growth Innovation Network
- New York Business Development Corporation
- Northeast Hawley Development Association
- Northside Business Partnership
- OCM BOCES
- Onondaga Community College
- Onondaga County
- Onondaga Small Business Development Center
- On Point for College
- SUNY Syracuse Educational Opportunity Center
- Tech Hubs
- TDO
- U.S. Small Business Administration
- WISE Women's Business Center

# FINANCIAL SNAPSHOT\*

## ASSETS

### Current Assets

Cash & Cash Equivalents	\$16,348,392
Investments/Receivables/Prepaid	10,970,221
Other Assets	4,029,212
<b>Total Current Assets</b>	<b>\$ 31,347,825</b>

### Property and Equipment

Net Property & Equipment	2,202,952
--------------------------	-----------

**Total Assets** **\$ 33,550,777**

## LIABILITIES AND NET ASSETS

### Current Liabilities

Accounts Payable/Accrued Expenses	\$6,835,269
Deferred Revenue	\$17,640,124
<b>Total Current Liabilities</b>	<b>\$24,475,393</b>

### Total Liabilities

**\$24,475,393**

### Net Assets

**Total Net Assets** 9,075,382

### Total Net Assets & Liabilities

**\$33,550,775**

## KEY PERFORMANCE INDICATORS

Current Ratio 1.28%

\*As of Dec. 31, 2023 (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:*

Charles E. Schumer, Majority Leader, U.S. Senate  
Kirsten E. Gillibrand, U.S. Senate  
Brandon Williams, U.S. House of Representatives  
Claudia Tenney, U.S. House of Representatives  
Kathleen C. Hochul, 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  
Mark Walczyk, New York State Senate  
Carl E. Heastie, Speaker, New York State Assembly  
William A. Barclay, Minority Leader, New York State Assembly  
Pamela J. Hunter, New York State Assembly  
John Lemondes, Jr., New York State Assembly  
William B. Magnarelli, New York State Assembly  
Al Stirpe, New York State Assembly  
Brian Miller, 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 & Village Mayors



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CORPORATION FOR ECONOMIC OPPORTUNITY**

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