

VISION VELOCITY

CENTERSTATE | CEO

2025-2026 ANNUAL REPORT

VISION VELOCITY

MESSAGE FROM THE CEO & BOARD CHAIR

Vision to Velocity marks a bold new chapter for Central New York's economy. Fueled by Micron Technology's historic investment, growth is advancing at a pace and scale unlike anything we have experienced before. Together, we are moving decisively forward, building upon years of data-driven strategy, deep collaboration and a shared commitment to expanding opportunity.

Over the past several years, we have laid the groundwork for this new economic trajectory. In the last year alone, we [opened the INSPYRE Innovation Hub](#), giving entrepreneurs a dedicated space to access the resources they need to imagine, build and scale. At 90,000 square feet, it is the largest facility of its kind in New York state. It is already fully leased and teeming with new clients, new programs and new opportunities. ONRAMP, which launched in a temporary location in 2025, introduced its first cohort of workforce training programs in Syracuse. Demand has been strong, with programs quickly filling and waitlists forming. This initiative fulfills Gov. Kathy Hochul's commitment to equipping New Yorkers with the skills required for in-demand, good-paying careers.

Through an unprecedented public-private partnership, we also launched the [Housing CNY Fund](#). This innovative financing tool provides low-cost capital to support multifamily, mixed-income housing developments, unlocking projects that were previously stalled and expanding affordable housing options across the region. Collectively, these efforts represent more than \$240 million in investments that CenterState CEO is actively managing and advancing.

To meet the scale of opportunity ahead, CenterState CEO has evolved its leadership structure to better align with this pivotal moment. Separating the roles of president and chief executive officer allows for greater long-term strategic planning while also enabling us to strengthen internal operations.

As we step into this new era, our vision is no longer aspirational, it's accelerating. Now, we must convert that momentum into measurable, lasting impact. The horizon is no longer distant; it's here, with a brighter future squarely in sight.



Robert Simpson
Chief Executive Officer
CenterState CEO



Stephen D. Fournier
Chair, CenterState CEO
Market President-Central New York
KeyBank, N.A.

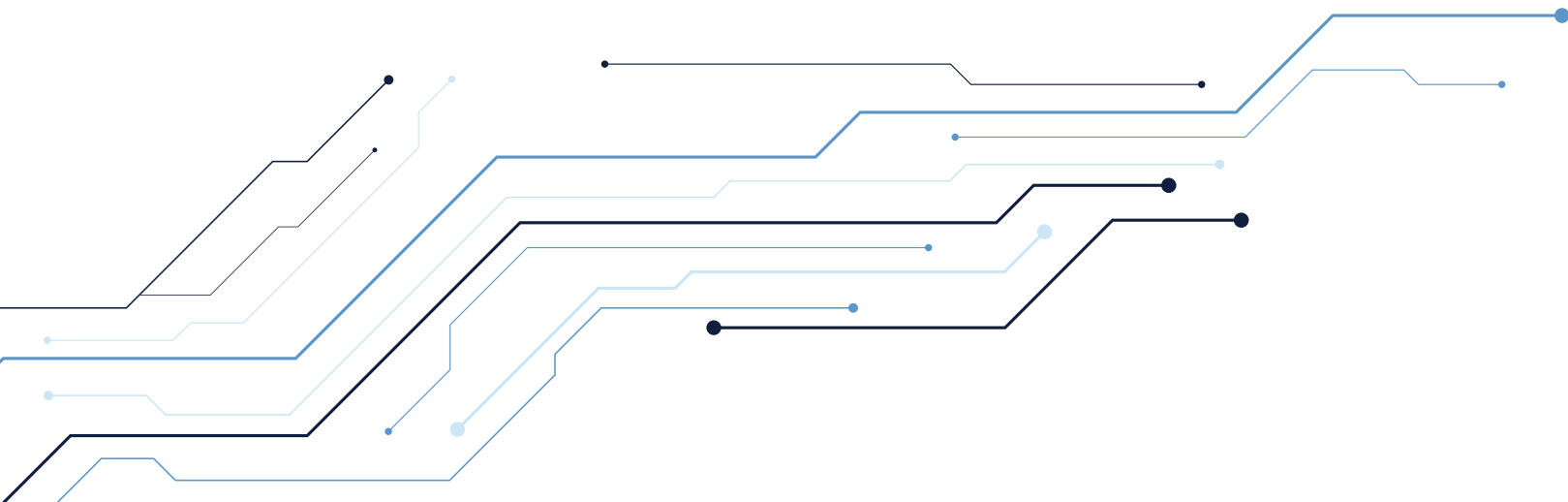
CenterState CEO is an independent nonprofit committed to creating inclusive, equitable and sustainable economic growth in Central New York. Our team of experts help our members, clients and businesses of all sizes start, scale, recruit and relocate. At our core, we are problem solvers working with our partners in public, private, and nonprofit sectors to find collaborative and innovative solutions to advance the region and its people. **We believe in the boundless possibilities of this region. That's why we work for Central New York.**

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 build awareness of CenterState CEO's brand and its partners.

Building a region where business thrives and all people prosper.



OPENING THE LARGEST INNOVATION HUB IN NEW YORK STATE

A Reimagined Space to Spark Bold Ideas, Accelerate Growth and Support All Entrepreneurs

CenterState CEO welcomed entrepreneurs, sponsors, supporters, and the broader community into INSPYRE Innovation Hub in 2025. The multi-story facility, formerly known as The Tech Garden, is the largest business incubator in New York state and among the top five largest by square footage in the country.

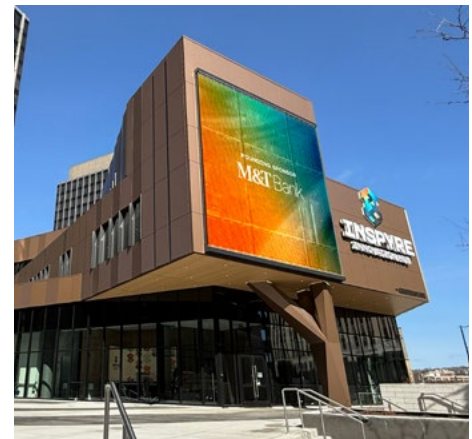
The \$32 million project includes a two-story addition, a new 5,000-square-foot roof terrace accessible to clients, coworking areas, an expanded hardware space for prototype and product development, and a new entrance.

Empire State Development provided \$16.6 million for the project through the region’s CNY Rising Upstate Revitalization Initiative. In addition to public sector support, INSPYRE Innovation Hub has received investment and private sector support from the Central New York business community.

This expansion builds on the legacy of innovation and entrepreneurial programming CenterState CEO has created over the last two decades. Whether it’s an entrepreneur looking for support, a startup testing industry-disrupting technology or a large regional employer looking for intrapreneurship opportunities, INSPYRE Innovation Hub by CenterState has the people and the resources that businesses need to find success.



CONNECT
Kelly Fumarola
kfumarola@centerstateceo.com
 Learn more about spaces in INSPYRE available to sponsor.



*Elected officials, business community leaders, entrepreneurs and others integral to INSPYRE’s success attended the **grand opening** in September 2025, with a ribbon cutting to mark the occasion.*

INSPYRE SPONSORS & PARTNERS

- M&T Bank* | National Grid | Broadview Federal Credit Union | Community Bank
- Northland Communications | Hueber Breuer Construction Co. | Amazon | Pinnacle Family of Companies
- Beacon Bank | Tony Baird Electronics | Avangard | Waymo | Brackens Financial Solutions Network
- The Bonadio Group | Bowers CPAs & Advisors | Equitable
- Sapphire Recruitment | AmeriCU Credit Union

**Founding Sponsor*



Since its opening in September 2025, INSPYRE has hosted more than **2,800 people across more than 75 events in the space**. The building is fully leased, with 35 tenants occupying offices and growing their businesses in downtown Syracuse. All CenterState CEO's signature innovation and entrepreneurship **programs, services** and **accelerators** now operate out of INSPYRE including:

- Start It!**
- Fractional C-Suite**
- Cleantech Accelerator**
- Innovation Hot Spot**
- Mentor Program**
- GENIUS NY**
- Resource Pool**
- Up Start Accelerator**

Welcome Students

More than 200 students from across Central New York have visited the INSPYRE Innovation Hub since it opened. Students from Henninger High School, Liverpool High School, Marcellus High School, the STEAM High School and more have toured the space to learn about the expanding innovation and entrepreneurship opportunities available right in downtown Syracuse.



GET INSPYRED!

Join the Community



Be a Client
Complete a new client application to get started.

Attend an Event



INSPYRE Events
Hear from innovators and experts, gain new tools, skills and connections.

Stay Connected



INSPYRE Newsletter
Sign up for the newsletter to learn about programming and services.

EXPANDING PROGRAMMING AT INSPYRE

A Home for Entrepreneurs at Every Stage

CenterState’s expanded INSPYRE Innovation Hub provides more space and resources to support founders and innovators no matter their industry and at any stage of their business growth journey. The broadened slate of programming includes established accelerators and resources as well as new opportunities.

2025 CLIENT IMPACT

78

New Jobs

243

Full-time Employees

\$74.9M

Total Revenue

134

Anticipated New Hires in 2026

As reported by 51% of client companies in the past year.

GENIUS NY operated by CENTERSTATE

GENIUS NY is the world’s largest business accelerator competition for robotics and drones. The accelerator invests \$3 million in five startups each year. The program is funded by Empire State Development and administered by CenterState CEO, with support from National Grid. Since the program launch, it has invested **\$27 million in 47 uncrewed systems startups** and is a foundational piece of Central New York’s uncrewed aerial systems (UAS) industry center.



MEET THE ENTREPRENEUR Flox Intelligence

Flox Intelligence uses artificial intelligence and wildlife biology to create tools that are able to communicate with animals and keep them from entering potentially dangerous areas like airports, highways and more. As a member of GENIUS NY Cohort 9, Flox Intelligence has been working on their technology at INSPYRE Innovation Hub since October 2025. Since landing in Syracuse, Flox Intelligence has expanded its Central New York team and **raised more than \$3 million** during a Seed+ funding round. They are one of five teams competing for the \$1 million GENIUS NY grand prize at Innovation Night in May 2026.

CENTERSTATE | Cleantech Accelerator powered by nationalgrid

Cleantech Accelerator, powered by National Grid is a one-year program to support early-stage cleantech startups with ties to higher education and working in one of 12 eligible New York counties. The accelerator offers founders access to capital, mentorship, and a high-growth entrepreneurial community rooted in sustainability. **The program’s first cohort of four companies began in early 2026**, and is now working on validating technology, running pilot projects and preparing for commercialization.



CENTERSTATE | Start It

Start It! is a 10-session training program that helps aspiring entrepreneurs build the skills and knowledge to launch or grow a business. Participants develop a complete business plan with guidance from experienced instructors and local experts in law, finance, marketing and operations. The class creates a collaborative, empowering space for entrepreneurs to turn ideas into action.

35 people participated in Start It! programming in 2025.



"[Start It!] met all of my expectations and more. From the class time to the 1:1 mentor session provided to the workspace, this experience has really helped to set the foundation for my startup. Whether you're super new to the small business world or have operated a business before and are looking for some golden nuggets, this course is the one."

-Jamilah Damiani, Owner, Damiani Home Services



CENTERSTATE | Up Start Accelerator

Up Start Accelerator is a six-month intensive program to help Syracuse's rising entrepreneurs maintain momentum while building their business. Launched in 2025, it provides entrepreneurs who completed their business plan through Start It! with continued coursework, technical assistance, coaching and a community of like-minded entrepreneurs working together to strengthen their businesses. The program aims to elevate entrepreneurs who often face systemic barriers in business ownership, with a focus on Syracuse's Southside and Northside neighborhoods. **Five small businesses participated in the first round of the Up Start Accelerator, and recruitment for the second round is underway.**

CENTERSTATE | Mentor Program

The **Mentor Program** is designed to connect experienced professionals with the next generation of entrepreneurs and small business leaders. Mentors play a vital role in helping startups and early-stage companies grow by offering guidance, encouragement and real-world insights. The Mentor Program kicked off with **25 mentors in 2025.**



**MEET THE MENTOR
Joy Rinaldi**

"I want to give back, share the lessons I've learned the hard way, so others don't have to. We learn from each other, and that's how we grow."

With over two decades of experience in recruiting, sales, operations and team leadership, Joy Rinaldi knows what it takes to build a business from the ground up. She's passionate about helping entrepreneurs tackle real-world challenges like building a team and making smart business decisions. Her mentoring style is practical, adaptable and rooted in experience.

EVOLVING TO MEET THE NEEDS OF THE ENTIRE BUSINESS COMMUNITY

Introducing the CenterState CEO Network

Whether working with an established organization or one that is just launching its first venture, CenterState CEO is committed to providing guidance that is responsive, practical and tailored to the needs of businesses where they are and where they want to go.

That commitment is what drives the **CenterState CEO Network**, an expanded membership model designed to serve businesses of all sizes and stages.

Launched in 2026, the CenterState CEO Network blends traditional membership benefits with INSPYRE Innovation Hub support, offering credibility, advocacy, mentorship and resources. It provides both **members** and **clients** meaningful connections, expert guidance, and a collaborative community to help businesses grow faster, innovate smarter, and navigate change with confidence. Additionally, the new **Network Associate** option offers small businesses with less than five full-time employees, non-franchise restaurants or single location retailers a way to engage with the CenterState Network without joining a member or client tier.



“Furthermore is a better company, and we got there faster because of the connections and support we’re getting from CenterState at the INSPYRE Innovation Hub.”

Kathleen Avery Connell, Co-founder, Furthermore

“For over 40 years, CenterState CEO has been a vital link to the CNY Business community. From the events they hold to the ongoing educational seminars, our involvement with CenterState CEO is invaluable! Anyone in business in the CNY community should consider becoming a member!”

David Foor, President, Visual Technologies



JOIN OUR NETWORK



Learn which tier is right for you, or how to get the most out of your Network benefits.



CenterState CEO Network in Action

Resource Pool

The CenterState Resource Pool is an opportunity to be at the forefront of entrepreneurial growth. It creates a facilitated process for established businesses to connect to and collaborate with the small businesses and startups served by CenterState CEO's Inclusive Growth programming. To date, **the Resource Pool has made 50 unique connections** between businesses. It continues to grow with new tenants at INSPYRE Innovation Hub and will serve more clients this year as the coworking space is activated.

Ascend Capital

CenterState CEO's strategic partnership with Ascend Capital (formerly the Greater Syracuse Business Development Corporation) allows for better lending resources and services to regional small businesses. Together CenterState CEO and Ascend Capital leverage aligned investments, market opportunities and comprehensive support services to ultimately provide more streamlined resources and increase capital access for small businesses. Since partnering, Ascend Capital has seen an exponential increase in successful loan approvals and closings:



322%

Increase in Loan Approvals

\$3M

Improvement in Loan Closings

\$20M

Project Pipeline

As of March 2026.

NETWORK SPOTLIGHT Growth + Equity Fund

Chantel O'Hara, owner of **Khadijah's Kitchen**, received grant funding through CenterState CEO's Growth + Equity (G+E) Fund to scale her catering business. Originally a food truck, Khadijah's Kitchen has grown to operate through local vendor markets, pop-up retail, online sales and catering. Support through the CenterState CEO Foundation from donors like John Peter, of Peter's Discount Liquor, enabled this G+E Fund grant to help O'Hara reach her entrepreneurship goals.

CenterState CEO's Growth + Equity Fund provides grants and loans to entrepreneurs who work closely with CenterState CEO's small business development team or its partners but may not be able to access traditional financing. Since its launch, the **G+E Fund has distributed more than half a million dollars to entrepreneurs** through a combination of loans and grants, with loan capital making up a majority of the Fund's awards.



ADVANCING MICRON'S HISTORIC INVESTMENT

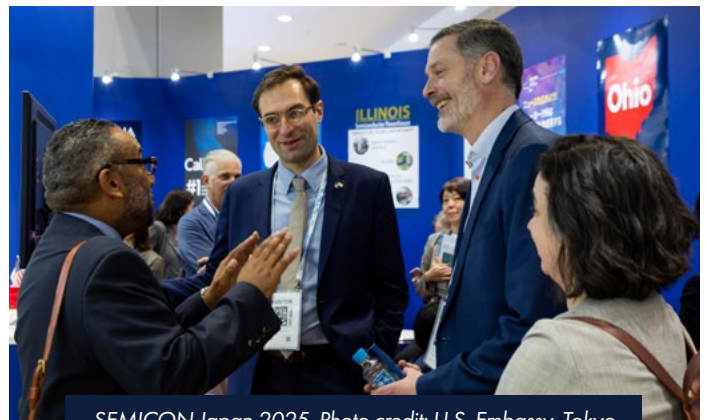
Micron Groundbreaking Signals a New Chapter for Central New York's Economy

CenterState CEO continues to support Micron by working alongside partners on workforce development initiatives, advancement of housing strategies, follow-on growth opportunities for existing Central New York businesses, and other efforts to ensure overall community benefit.

The past year marked an exciting milestone for Micron Technology's expansion in Clay, New York. CenterState CEO joined partners from across the country [to celebrate Micron breaking ground](#) on its \$100 billion project in Central New York. This is the largest private investment in New York history and a transformational moment for the state's economy. The project will anchor the region's advanced manufacturing hub, creating tens of thousands of jobs both directly and through the broader supply chain while strengthening America's semiconductor manufacturing capacity and national security.

On the path toward the historic groundbreaking, CenterState CEO led an effort in summer 2025 to garner support from more than 100 leaders—from financial, educational and health care institutions; manufacturing, construction and engineering firms; professional services firms; tech firms; nonprofits and small businesses—who joined CenterState CEO [in a letter to Syracuse.com](#) in support of Micron's project. CenterState staff also attended all sessions of the Micron DEIS hearing to deliver comments in support of the project.

CenterState CEO's ongoing efforts to attract additional investment for the region includes a trip to Japan in December 2025 to meet with semiconductor supply chain companies. CenterState leadership engaged in conversations with companies critically important to Micron's operations and explored opportunities to bring investment to Central New York and the U.S.



SEMICON Japan 2025. Photo credit: U.S. Embassy, Tokyo.



Photo credit: Office of the Governor.

FOLLOWING REGIONAL INVESTMENT

Tracking Economic Development Activity for the Next Opportunity

CenterState CEO's economic development pipeline monitors new and retained jobs, potential new projects, and capital expenditures by priority industries. Microelectronics and other Micron-related projects currently make up 25% of the pipeline.

2025 SUCCESS

27
Projects Won

\$572M
in Capital
Expenditures

293
New Jobs

580
Retained Jobs

January to December 2025.

ECONOMIC DEVELOPMENT PIPELINE

90
Projects

\$4.2B
in Investments

5,100
New Jobs

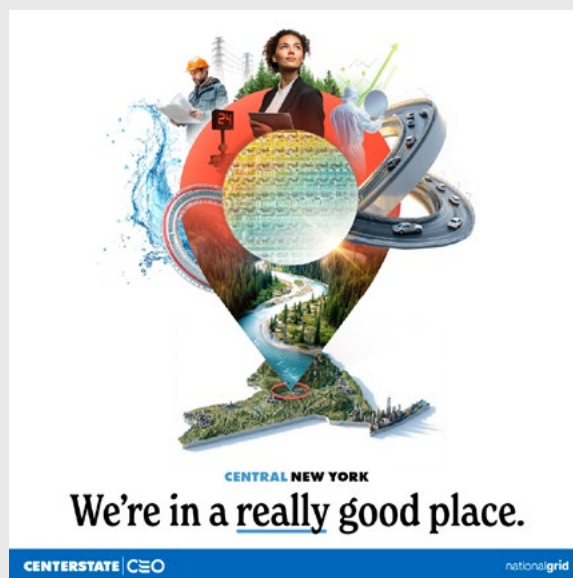
4,500
Retained Jobs

As of April 1, 2026.

Meeting the Microelectronics Moment: Business Attraction Campaign Targets Suppliers

The CNY Region is poised for unprecedented growth due to recent historic investments in the microelectronics industry. It is anticipated that 1 in 4 American-made semiconductor chips will be produced within 350 miles of Upstate NY by 2034, representing significant opportunities for manufacturers. As these businesses explore their next growth opportunity, CenterState CEO has launched a national multichannel marketing effort, with support from a National Grid, designed to position Central New York as a premier destination for Tier 1-3 semiconductor suppliers across the U.S.

The campaign, grounded in strategic insights and audience research through support from marketing firm Pinckney Hugo Group, shares how CenterState can assess the needs of companies, connect them with resources and guide them through every step of business expansion or relocation to Central New York. A [new webpage](#) informs on the industries driving growth in the region, and ways to connect with the experts at CenterState CEO to help businesses establish and grow in the region.



In its first five weeks, the campaign delivered more than **2 million impressions** to the target audience of people who may make or influence the decision to relocate or expand to Syracuse.

CREATING SOLUTIONS TO HOUSING CHALLENGES

A Historic Housing Fund for Central New York

Central New York is experiencing once-in-a-generation growth that promises transformative opportunities and thousands of new residents. To seize this moment, both families arriving to the region and those who already call Central New York home need access to housing that is affordable. The region must dramatically expand its housing supply to meet demand, stabilize costs and secure an inclusive, competitive and sustainable future.

The Housing CNY Fund

Launched in early 2026, the **Housing CNY Fund** will help the region’s housing market grow strategically, sustainably and equitably while providing ample housing opportunities and creating vibrant communities. The \$150 million public-private financing tool will provide low-cost capital to much needed multifamily, mixed-income housing projects, allowing projects to come off the sidelines and create more affordable housing options for Central New Yorkers. It is projected to support at least 2,500 new housing units over its initial seven-year term. It’s an intentional solution that will directly impact Central New York’s ability to increase its housing supply and preserve affordability in the region.



The Housing CNY Fund is the largest of its kind in New York State and among the most capitalized at launch nationwide. The loan fund is a unique public-private partnership between CenterState CEO, Empire State Development, the Community Preservation Corporation, regional financial institutions and private partners like Micron. **CenterState CEO is proud to have played a role in convening funding partners, identifying critical market gaps and helping select the fund manager.**

This effort showcases the community’s ability to unite around bold, market-driven solutions to complex challenges. By working together, the partners involved created something far more impactful than any one organization could achieve alone. The fund will be initially capitalized by the following partners:



CNY Housing Development Dashboard

In conjunction with Gov. Kathy Hochul’s announcement of the **Housing CNY Fund**, CenterState CEO announced the **CNY Housing Development Dashboard** sponsored by Erie Materials. This new tool equips members with actionable insights to better understand market conditions, identify challenges and uncover opportunities across the region’s housing landscape by bringing project-level data into one searchable platform.

The CNY Housing Development Dashboard shares project status, estimated investment, affordability breakdowns and planned construction timelines. Tracked by the CenterState CEO Strategy, Policy and Planning team, a new URL and executive summary will be distributed exclusively to members of the CenterState CEO Network each quarter. Previous versions will be archived for reference.



CENTRAL NEW YORK’S CURRENT RESIDENTIAL PIPELINE

92
Total Projects

13.9K
Total Units in Pipeline

\$5.2B
Total Project Cost

As of April 1, 2026



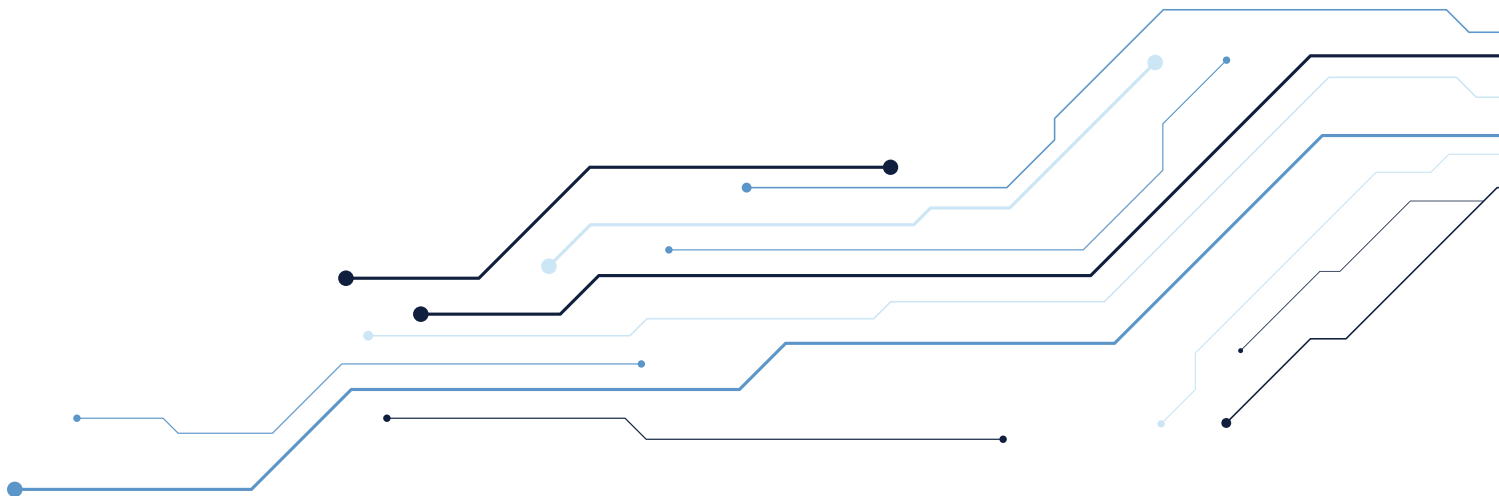
CONNECT

Skylar Richardson

srichardson@centerstateceo.com

Impact & Evaluation Coordinator

For more information about how to access the Housing Dashboard.



UTILIZING DATA TO ANALYZE AND GUIDE GROWTH STRATEGIES

Strategic Insight to Help Businesses Navigate What's Next

CenterState CEO uses economic data, information and insight from the business community and relationships with some of the most important policy think tanks in the U.S. to advance business development and inform strategies for regional growth. The Strategy, Policy and Planning team provides research, public policy and initiative development support to the CenterState CEO Network and key stakeholders for use in strategic and day-to-day decision making.

CenterState Signal

Launched in 2025, CenterState Signal is a quarterly column that takes a closer look at economic trends and their impact on the regional economy. Recent columns have featured explanation and analysis on the [Syracuse MSA's job growth](#), the [K-shaped economy](#) and more. CenterState Signal releases at the start of each quarter.



Economic Forecast Report

Each year, CenterState CEO produces the [Economic Forecast Report](#), a source of strategic insight on regional economic trends. The report includes the insight and projections of CenterState CEO members and business leaders from across industry sectors. It shares perspectives on company growth, employment trends, expected business impacts, the state of the region's economy, and major initiatives and investments taking place in the region.



CENTRAL NEW YORK ECONOMIC FORECAST SNAPSHOT

- **67%** described the **CNY region's economic health** in 2025 as good or excellent.
- **64%** believe their **business performance** in 2026 will be above average or excellent.
- **77%** shared they have a positive **economic outlook** for the CNY region in 2026.
- **84%** see their companies as beneficiaries of the anticipated **growth of CNY's technology sector**.

BUILDING OUT THE STATE'S SEMICONDUCTOR ECOSYSTEM

The NY SMART I-Corridor Brings Together 100+ Organizations to Create a Global Semiconductor Hub

This coalition of businesses, higher education institutions, economic development groups, community-based organizations and others is focused on growing Upstate New York's semiconductor industry. Convened by CenterState CEO, the Buffalo Niagara Partnership and OneRoc, this coalition is positioning the region as a global leader in semiconductor manufacturing, innovation and workforce development. The NY SMART I-Corridor is the only federally funded Tech Hub focused on the semiconductor industry.

2025 NY SMART I-CORRIDOR IMPACT SNAPSHOT

- Nearly **\$200,000** awarded in NY THRIVE Innovation Vouchers.
- **89 industry partners** engaged, **30+ training providers** and **75+ workforce support partners** connected through the Semiconductor Talent and Employer Partnership Upstate New York (STEP UP).
- **100+ companies** engaged and **12+ technical assistance projects** launched through the Supply Chain Activation Network (SCAN).
- Projects underway to support **9,000+ jobs**, **\$5.2B in annual investment**, and **\$18B in regional GDP** over the next decade.



CenterState CEO President Ben Sio responds to audience questions at Bridging the Gap: Activating the Semiconductor Supply Chain Network, hosted by the UB School of Management's Center for Supply Chain Analytics and the NY SMART I-Corridor Tech Hub.



Ajay Balan, senior manager, silicon planning at Micron Technology, addresses the audience on the topic of semiconductor demand at Bridging the Gap: Activating the Semiconductor Supply Chain Network. More than 150 people attended the conference to learn about efforts to strengthen domestic semiconductor manufacturing and foster collaborative partnerships across the supply chain.

PREPARING THE FUTURE WORKFORCE

CenterState CEO Partners for Creative Workforce Solutions

CenterState CEO convenes partners, aligns regional strategies and advances workforce initiatives that connect more residents to in-demand career pathways. Through this collaborative approach, the organization is expanding training access, strengthening employer pipelines and building a more inclusive, future-ready workforce for Central New York.

CNY ONRAMP

Funded by Empire State Development and supported by CenterState CEO, Central New York One Network for Regional Advanced Manufacturing Partnerships (ONRAMP) is a workforce innovation hub dedicated to addressing critical workforce skill gaps in the advanced manufacturing and construction industries in Central New York. Its mission is to provide local employers with a skilled workforce pipeline while ensuring equitable access to opportunities for historically underserved communities.

CNY ONRAMP welcomed its first cohort of Syracuse program participants at the beginning of 2026, with a goal of **training and upskilling 150 residents** for industry recognized credentials and access to high-demand employment opportunities in 2026. The cohort’s launch marks a major milestone for strengthening pathways into advanced manufacturing, building trades and adjacent high-demand industries.

The inaugural training takes place at a temporary location while CenterState CEO builds out the permanent facility at 1300 South Salina Street in Syracuse, formerly the Sears Building. A master developer will guide the next steps for redevelopment.



ONRAMP TRAINING PARTNERS

Jubilee Homes | Pathways to Apprenticeship | SUNY EOC | On Point | RISE | CNY Works

CNY ONRAMP Community Advisory Committee

The CNY ONRAMP Community Advisory Committee is composed of 11 diverse community leaders, partner organizations, and stakeholders. The group will advise on services, program relevance, outreach strategies, and long-term workforce development priorities as ONRAMP programming expands throughout 2026. **CenterState CEO leadership supported the creation of the Community Advisory Committee through partner engagement and operational assistance.**

“We are being prepared with the skills needed to fill roles such as with Micron and the city to replace pipes, and I am excited to be a part of the cohort.”

Hassan B., ONRAMP program participant

Future Ready Workforce Innovation Consortium

The Future Ready Workforce Innovation Consortium (FRWIC) aims to train, attract, retain and advance more diverse people in high-quality manufacturing and construction careers at Micron and other partner companies in Central New York. Currently, FRWIC includes over 100 Central New York organizations and is **co-led by CenterState CEO and Syracuse University**, in close partnership with NYS Department of Labor, Empire State Development, SUNY and NY Creates.



In 2025, FRWIC helped to expand MACNY’s manufacturing pre-apprenticeship programming, collaborated among partners to submit two national funding applications, and worked with employers to validate specific core foundational skills needed for entry and middle skill manufacturing jobs, with plans to pilot a scalable credential. The consortium continues to work among its partners to collect data and guide further collaboration for a more cohesive manufacturing and construction workforce ecosystem.

Syracuse Build’s Pathways to Apprenticeship

Developed in partnership with the Central Northern New York Building and Construction Trades Council and supported by CenterState CEO, Pathways to Apprenticeship prepares its participants for entry into registered union apprenticeship programs. Classes take place at CNY ONRAMP, and the curriculum includes hands-on learning, safety training and mentorship from local union members, giving participants the foundational knowledge and experience needed to begin a career in skilled trades. Since its launch in 2021, Syracuse’s Pathways to Apprenticeship has graduated **201 people across nine cohorts**.



With support through FRWIC, the programs has expanded to other counties. Tompkins County welcomed its first Pathways to Apprenticeship cohort in spring 2025, while Oswego County and the Mohawk Valley launched their first Pathways to Apprenticeship cohorts in fall 2025. To date, **53 people have graduated from these regional Pathways programs**. CenterState CEO is now working with the Binghamton–Oneonta Building & Construction Trades Council to launch a program in Broome County in 2026.

First Pathways Student Cohort

Syracuse City School District and Syracuse Build’s Pathways to Apprenticeship piloted a youth construction training program in summer 2025. The four-week program, supported by CenterState CEO and the Central and Northern New York Building Trades Council, provided 16 students the chance to explore opportunities in the building trades. The group celebrated with a graduation ceremony held at Elite Gaming.



REMOVING BARRIERS TO EMPLOYMENT

Bridge Program Increases Access to Degrees for In-Demand Careers

Bridge to Manufacturing Careers is a partnership between CenterState CEO, Westcott Community Center, North Side Learning Center, SUNY EOC, Blueprint 15, On Point and Onondaga Community College to help Central New Yorkers from underrepresented backgrounds access higher education opportunities that can lead to careers in advanced manufacturing. Participants join a learning community to explore careers in advanced manufacturing fields, connect to necessary supports, and develop skills needed to succeed in OCC’s Electromechanical Technology A.A.S degree program. This curriculum was developed in partnership with Micron, positioning graduates with the skills needed for careers in the semiconductor industry. Over three cohorts, **37 people have graduated** from the learning community and **26 went on to enroll in classes at OCC.**



The program’s “bridge” format allows for more adaptable programming that meets participants where they are. Whether it be improving math skills, learning more about the field of advanced manufacturing or mitigating common barriers to employment, Bridge to Manufacturing Careers is designed to guide individuals to a career path that fits into their lives at their own pace.

PROGRAM SPOTLIGHT Bridge to Manufacturing Careers

AP* began working with a Bridge Navigator in August 2025 to explore the program’s opportunity and see if it was a good fit for him. He showed a lot of interest in advanced manufacturing, asking many technical questions during information and engagement sessions. While engaged with the program, AP’s housing needs became critical, and the Navigator helped remove him from an unsafe living situation. The Bridge to Manufacturing program’s barrier mitigation services and supportive service connections were able to identify short-term housing for AP while he completed the Bridge Learning Community. AP completed the program at the end of 2025 and enrolled in Onondaga Community College during the spring 2026 semester. AP has since been able to secure on-campus housing, providing a more stable and conducive environment while he pursues his degree.

**Initials used to respect the privacy of participants.*



Vehicles to Work Addresses Transportation Barriers

Vehicles to Work (VTW) is [a joint program](#) of CenterState CEO and Westcott Community Center that helps jobs seekers secure transportation so they can get to union facilities and construction related job sites. By working with participants to restore drivers' licenses and repay fines and fees, as well as providing general vehicle literacy and more, Vehicles to Work helped **438 people** attain reliable transportation to their worksites in 2025. The program has expanded to serve residents in Ithaca, Oswego and the Mohawk Valley participating in the Pathways to Apprenticeship program and select OCM BOCES construction programs.

2025 VEHICLES TO WORK IMPACT SNAPSHOT



PROGRAM SPOTLIGHT Vehicles to Work

When RC* started with VTW in May 2024, he had two revocations and a suspension on his license. RC worked diligently with the VTW team to tackle outstanding issues and fines owed before requesting a reinstatement from the DMV. In December 2024, the DMV approved his request for reinstatement, and he quickly started the process to reapply for his license. At the end of January 2025, RC obtained his full license for the first time since 2014.

After enrolling in a skilled trades class in construction through OCM BOCES at the start of 2025, RC expressed interest in continued VTW technical assistance with car buying. VTW helped him develop a plan to repair credit issues, which he executed with his own funds, and create a budget once he purchased a car. VTW provided coaching and technical assistance throughout the entire car loan application process. In July 2025, RC purchased his car, securing the reliable transportation he needs to get to work.

**Initials used to respect the privacy of participants.*

ADVOCATING FOR CENTRAL NEW YORK'S FUTURE

Business Advocacy and Government Relations Efforts Support the CenterState Network

CenterState CEO's proactive business advocacy and government relations efforts focus on legislative issues that impact members; programmatic priorities and economic development strategies; and policies critical to enhancing the region's overall business climate. Staff works directly with representatives of the legislative and executive branches; advocates by generating calls, lobbying letters and testimony; secures meetings with government representatives; and serves as a resource for media and speaking events.

Government Relations Committee

Members of the Government Relations Committee (GRC) meet with elected officials and policy makers, explore issues, formulate positions, lead lobbying efforts and sponsor events such as the annual Issues Conference. In 2025, CenterState CEO's GRC members **engaged directly with more than a dozen commissioners and executives** leading key state agencies and authorities, state and federal elected officials, and subject matter experts in policy areas including: energy, environment, health care, economic development and more.



In February 2026, the GRC welcomed Jeanette Moy, Commissioner of New York State's Office of General Services to address Gov. Hochul's affordability initiatives, efforts to cut red tape, and modernize state agencies.



CenterState CEO's Fall Candidate Reception gave members exclusive access to interact directly with 12 candidates, including all of the candidates for mayor of Syracuse and many of the region's top races.

Legislative Agenda

Each year, CenterState CEO identifies local, state and federal legislative priorities that impact the organization’s work and region’s overall economy. These priorities are released in the annual [Legislative Agenda](#) and guide CenterState CEO’s advocacy work.

In 2025, CenterState CEO helped Syracuse and Central New York achieve legislative and policy successes in Albany. Notably, CenterState CEO led efforts to update and extend New York’s Historic Rehabilitation Tax Credit; extend and increase the cap for the State’s Minority and Women Owned Business Enterprise certification program; provided visible statewide advocacy for the adoption of new nuclear energy generation to meet growing demand and New York’s climate goals.

The **2026 Legislative Agenda** lists 33 key issues across five strategic areas of focus that align with the organization’s work on behalf of CenterState CEO Members and the region. These proposals are developed through input from CenterState CEO’s Government Relations committee, member businesses, key constituencies, and staff.



FIVE STRATEGIC AREAS

- ▶ Business Competitiveness
- ▶ Community Prosperity
- ▶ Equity
- ▶ Sustainability
- ▶ Talent Excellence

TOP 5 STATE & FEDERAL PRIORITIES

- ▶ NYS Zero Emissions Tax Credit Program
- ▶ Five GW of New Nuclear Power
- ▶ Housing Abundance
- ▶ CLCPA Extension
- ▶ Autonomous Approvals

STAY INFORMED



Download the full 2026 Legislative Agenda

CONNECT

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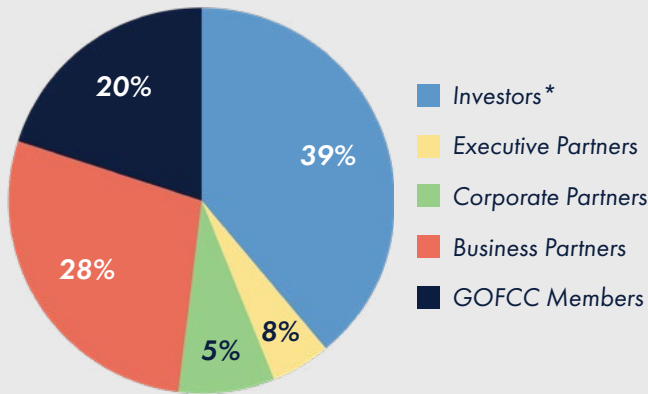
Senior Vice President of Strategy,
Policy and Planning
Learn more about CenterState CEO’s
government relations work.

CULTIVATING A STRONG REGIONAL NETWORK

The CenterState CEO Network Creates a Dynamic Ecosystem of Members and Clients

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. The CenterState CEO Network is designed to meet each business where they are in their business journey. CenterState CEO supports the sustainable growth of its Network through responsive programs, facilitated connections, effective advocacy and timely, relevant information.

CENTERSTATE CEO NETWORK SNAPSHOT



*Includes Legacy Investors

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 Learn more about CenterState CEO Network opportunities.



CenterState CEO 2026 Economic Forecast Breakfast.



Executive Leadership Development Series.



Signature Access Event at John A. Lally Athletic Complex.



Speed Networking.



INSPIRE Innovation Hub Grand Opening Reception.

AMBASSADORS

CENTERSTATE | CEO

60 Milestones Celebrated

37 Grand Openings & New Locations

21 Anniversaries

2 Renovations

GOFCC by CENTERSTATE

25 Milestones Celebrated

18 Grand Openings, New Locations & Expansions

4 Anniversaries

3 Program Launches, Dedications & DRI Project Completions



Devin's Rec Room celebrates the grand opening on Butternut St. in Syracuse.



Menzetti's Sports Bar celebrated its grand opening in Oswego.



CEO 2025

ECONOMIC CHAMPIONS

CELEBRATING THOSE PROPELLING OUR REGION FORWARD

353 Companies & Organizations Celebrated

\$1.4B in Investments

1.3M Square-feet of Expansions

4,800 Jobs Created

94 New Businesses

88 Milestone Anniversaries

156 Awards & Achievements

GREATER OSWEGO FULTON CHAMBER OF COMMERCE

The Greater Oswego-Fulton Chamber of Commerce (GOFCC), by CenterState CEO, supports businesses and organizations of every size through advocacy, access to regional and state resources, small business services, business development support, workforce innovation, networking and visibility. Through strategic initiatives, partnerships and events, GOFCC strengthens Oswego County’s position as a thriving place to live, work and grow.



Member Impact

Member engagement with the GOFCC is driving community impact by aligning workforce pipelines with employer needs, leading targeted industry cluster initiatives in partnership with stakeholders, strengthening small businesses through structured support, and providing education for access to capital. Collectively, this engagement **positions the GOFCC as a strategic driver of sustainable economic growth across the county.**



Oswego Fulton Farmers Market

For five months each year, the GOFCC’s Oswego and Fulton Farmers Markets serve as community hubs that advance equity and inclusivity, expand access to fresh, local food, and create welcoming social gathering spaces that support regional agriculture and small businesses. In 2025, **the GOFCC facilitated over \$5,000 in SNAP benefit spending**, which was doubled by matching incentive programs.



Leadership & Strategic Programming

The GOFCC team participates in and serves on more than a dozen community boards, committees and working groups, supporting strategic priorities that advance the region’s growth. Initiatives in the past year include the **Novelis Community Response Team, Oswego County Micron Strategy Steering Committee and Oswego County Minority Study.**



GOFCC Executive Director Sara Broadwell (seated center) joins members of the Oswego County Micron Strategy Steering Committee, led by chair, SUNY Oswego President Peter N. Nwosu (at podium).

STAY INFORMED



Scan to learn more about the GOFCC in their 2026 Annual Report.

A RENEWED COMMITMENT TO AN INCLUSIVE ECONOMY IN OSWEGO COUNTY

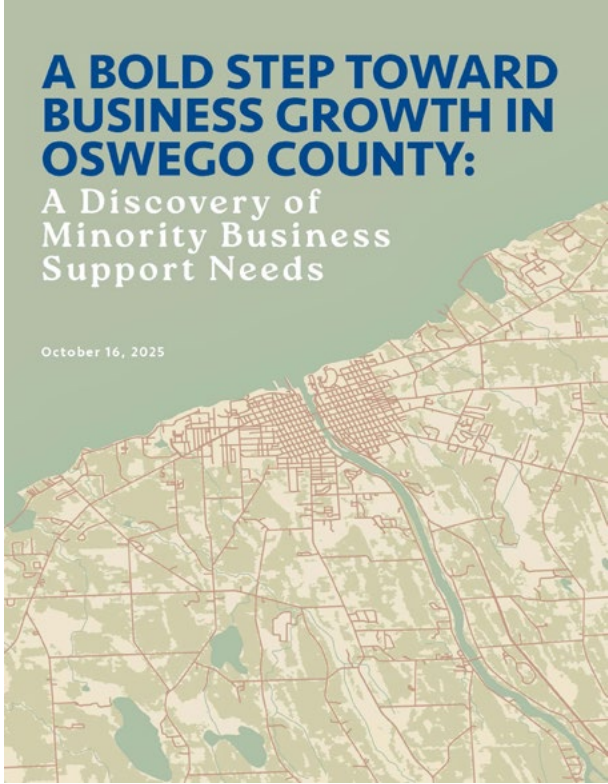
Examining Minority Business Needs in Oswego County

The Oswego County Minority Business Needs Support Study, released in March 2026, is a critical step toward expanding opportunity and strengthening support for minority- and women-owned businesses (MWBEs) across Oswego County. **A partnership between the GOFCC, Oswego County Federal Credit Union (OCFU), Upstate Minority Economic Alliance (UMEA) and Third Eye Network**, the study demonstrates that inclusive economic development is both an equity imperative and a competitive strategy.

The report’s interlocking recommendations are organized around sector development, institutional infrastructure and inclusive capital. The recommendations form a roadmap for equitable business expansion that ties minority business support directly to the county’s growth sectors and anchor institutions.

Report Recommendations:

- ▶ Establishing five industry “pods” in food and semiconductor manufacturing, child care, hospitality and tourism, retail, and construction trades.
- ▶ Creating a comprehensive MWBE directory and rotating MWBE office hours.
- ▶ Formalizing UMEA’s physical presence in Oswego County.
- ▶ Building a shared digital intake system (e.g., SourceLink Enterprise) and certification-acceleration programs.
- ▶ Expanding OCFU’s inclusive financial products such as micro-loans, revenue-based advances, and purchase-order financing.
- ▶ Developing a shared back-office service model and exploring a 700,000 square-foot Oswego County Center for Economic Gardening that integrates incubation, food manufacturing and co-working space.
- ▶ Leveraging the Port of Oswego, child care investment funds, and workforce pipelines—including “Build While You Learn” housing initiatives—to reinforce inclusive prosperity.



Project team members with CenterState CEO and GOFCC staff.

READ THE STUDY



Scan for the Minority Business Needs Support Study findings.

FOUNDATIONS

CenterState CEO Foundation

CenterState CEO Foundation’s 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.



The Foundation supports CenterState’s non-chamber programming. Supported activities are designed in collaboration with community partners and, while open to all, focus on tapping into hidden talent within historically marginalized populations, including women, veterans, individuals with low-to-moderate incomes, people of color, Indigenous people, and New Americans.



Bernard Washington celebrates the growth of BeeJay’s Experience, his Southern comfort food business launched with support from CenterState CEO’s Start It! and Up Start programs. Backed by a Growth + Equity Fund grant, he’s turning passion into opportunity and building a vibrant future for Syracuse’s small business community.

Invest CNY

Invest CNY is a 501c3 nonprofit organization operated by CenterState with a mission to unlock the economic potential of all Central New York’s people and places by attracting public and philanthropic capital. It coordinates and convenes partners to attract investments that enable implementation of projects of local and regional significance. Ultimately, this builds the community’s capacity to foster inclusive economic growth so that all people can benefit and prosper.



Among its priority focus areas, Invest CNY serves as fiscal sponsor for community-based projects with aligned missions, managing their funds and providing the capacity for grassroots leaders to manage the funding they attract to positively impact their communities. Projects sponsored over the last year include: [Food Access Healthy Neighborhoods Now!](#), [Fulton Block Builders](#) and [Oswego Renaissance Association](#).

GET ENGAGED



Scan to donate to the CenterState CEO Foundation.

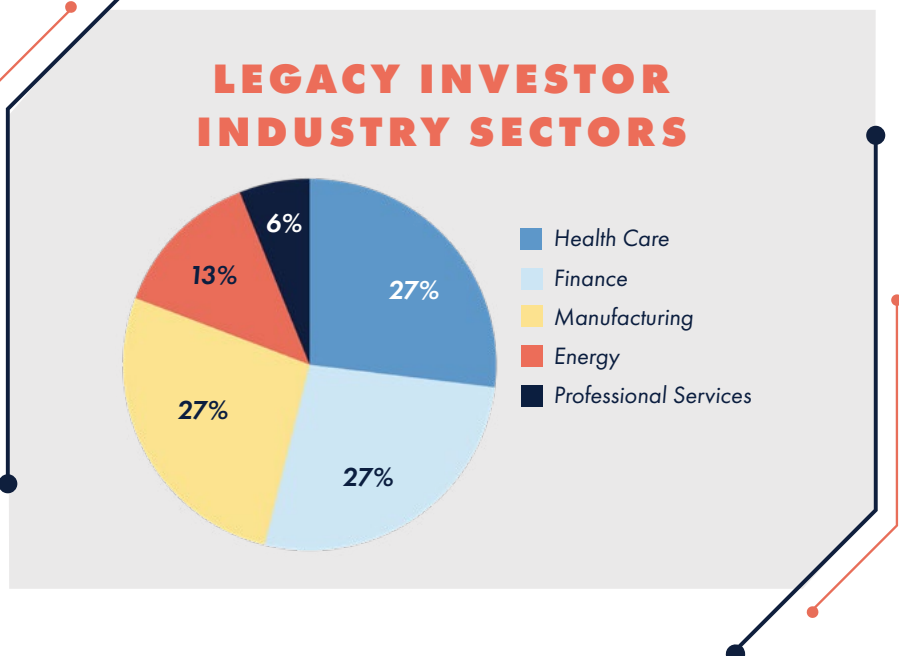


Subscribe to the Foundation’s newsletter.
(Scroll to bottom of page to complete the form.)

LEGACY INVESTORS

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


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Jess Abbott
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 Senior Vice President of Member and Business Experience
 Learn what it means to be a Legacy Investor.



*As of April 2026

PROGRAMS & INITIATIVES

CenterState CEO's develops, leads and supports programs and initiatives that deliver valuable services, expertise and resources, while advancing strategic priorities for the business community and region.

Business Programs & Resources

- › CenterState Cleantech Accelerator, powered by National Grid[^]
- › CenterState Growth + Equity Fund[^]
- › CenterState Resource Pool[^]
- › CenterState Start It! Business Basics[^]
- › CenterState Talk CNY, presented by NBT Bank[^]
- › CenterState Travel[^]
- › CenterState Up Start Accelerator[^]
- › Fractional C-Suite[^]
- › GENIUS NY^{*}
- › Mentor Program[^]
- › NYS Innovation Hot Spot[^]

Workforce Innovation & Talent Initiatives

- › Bridge to Manufacturing Careers[#]
- › CenterState Tech & Culture Network[^]
- › CNY ONRAMP[#]
- › Dual-career Family Services[^]
- › Executive Leadership Development Series[^]
- › Future Ready Workforce Innovation Consortium[#] (Construction & Manufacturing Industry Partnerships)
- › Leadership development training & inclusive talent strategies[^]
- › Organizational assessments[^]
- › Syracuse Build[#] (Pathways to Apprenticeship; OCM BOCES Forge Ahead)
- › This is CNY[#]
- › Upstate Build[#] (Oswego Build, Mohawk Valley Build, Tompkins Build)
- › Vehicles to Work[#]



Joined by businesses, staff and partners, the Downtown Committee of Syracuse celebrated its 50th anniversary supporting a vibrant city center with a proclamation from the mayor's office.

AFFILIATED ENTITIES

These organizations are operated by CenterState CEO and supported by staff but maintain a separate funding and/or governance structure.

- › Ascend Capital^{*}
- › CenterState CEO Foundation^{*}
- › Electronics Park LLC^{*}
- › Invest CNY^{*}
- › Syracuse Tomorrow PAC^{*}

ORGANIZATIONAL PARTNERS

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

- › 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
- › Fulton Block Builders
- › New York Land Bank Association
- › NUAIR
- › Upstate Minority Economic Alliance
- › Visit Syracuse



Fulton Block Builders is a neighborhood revitalization program that helps to fund property improvements. Invest CNY serves as Fulton Block Builder's fiscal sponsor.

COLLABORATIONS & PARTNERSHIPS

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

- › APEX Accelerator
- › Armory Square Ventures
- › Blueprint 15
- › Brookings Institution
- › Build from Within Alliance
- › Central-Northern New York Building & Construction Trades Council
- › City of Auburn
- › City of Syracuse
- › Cortland County Business Development Corporation
- › Council for Adult & Experiential Learning
- › Central New York Community Foundation
- › CNY Regional Economic Development Council
- › CNY Works
- › Empire State Development
- › Griffiss Institute
- › Integrated County Planning of Oswego County
- › Ithaca Area Economic Development
- › Le Moyne College ERIE 21
- › Manufacturers Association of Central New York
- › National Fund for Workforce Solutions
- › New Growth Innovation Network
- › New York Business Development Corporation
- › North Central Small Business Development Center
- › Northside Learning Center
- › NY SMART I-Corridor Tech Hub
- › OCM BOCES
- › On Point for College
- › Onondaga Community College
- › Onondaga County
- › Operation Oswego County
- › Oswego County Workforce New York
- › OUT Syracuse
- › SEED Syracuse
- › SUNY Syracuse Educational Opportunity Center
- › SUNY Oswego
- › Syracuse Center of Excellence
- › Syracuse Community Center Collaborative
- › Syracuse Procurement Collaborative
- › Syracuse Regional Airport Authority
- › Syracuse University
- › TDO
- › U.S. Small Business Administration
- › Westcott Community Center
- › WISE Women’s Business Center
- › Working Solutions

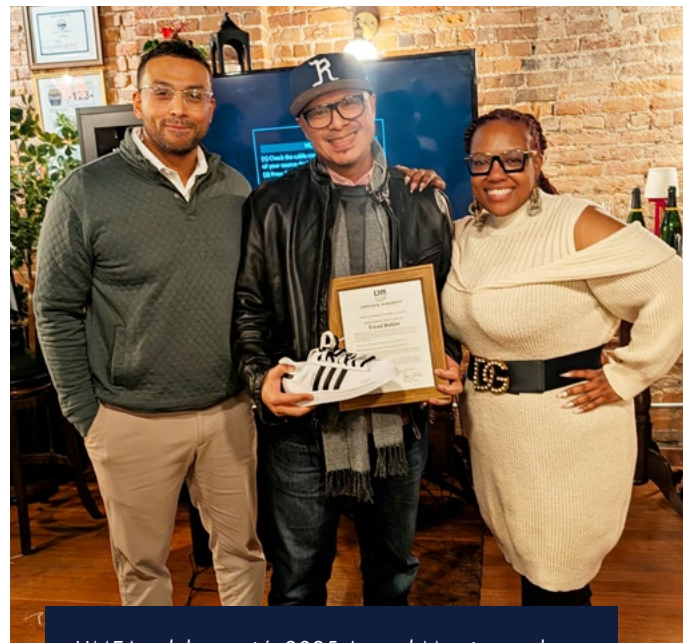
^ CenterState CEO program

* operated by CenterState

supported by CenterState



An MQ-9 Reaper flight over Syracuse was demonstrated using NUAIR’s FAA-accepted surveillance network — a milestone proving third-party infrastructure is ready to strengthen U.S. airspace security.



UMEA celebrates it’s 2025 Annual Meeting and minority and women owned businesses leaders in Central New York.

FINANCIAL SNAPSHOT

ASSETS

Current Assets

Cash & Cash Equivalents	\$ 12,138,102
Investments/Receivables/Prepaid	\$ 13,059,064
Other Assets	\$ 3,540,812
Total Current Assets	\$ 28,737,977

Property & Equipment

Net Property & Equipment	\$ 32,223,983
Total Property & Equipment	\$ 32,223,983

Total Assets **\$60,961,960**

LIABILITIES & NET ASSETS

Current Liabilities

Accounts Payable /Accrued Expenses	\$ 2,801,846
Deferred Revenue	\$ 13,336,718
Line of Credit	\$ 3,645,907
Total Current Liabilities	\$ 19,784,470
LT Liabilities	\$ 298,769

Total Liabilities **\$20,083,239**

Net Assets

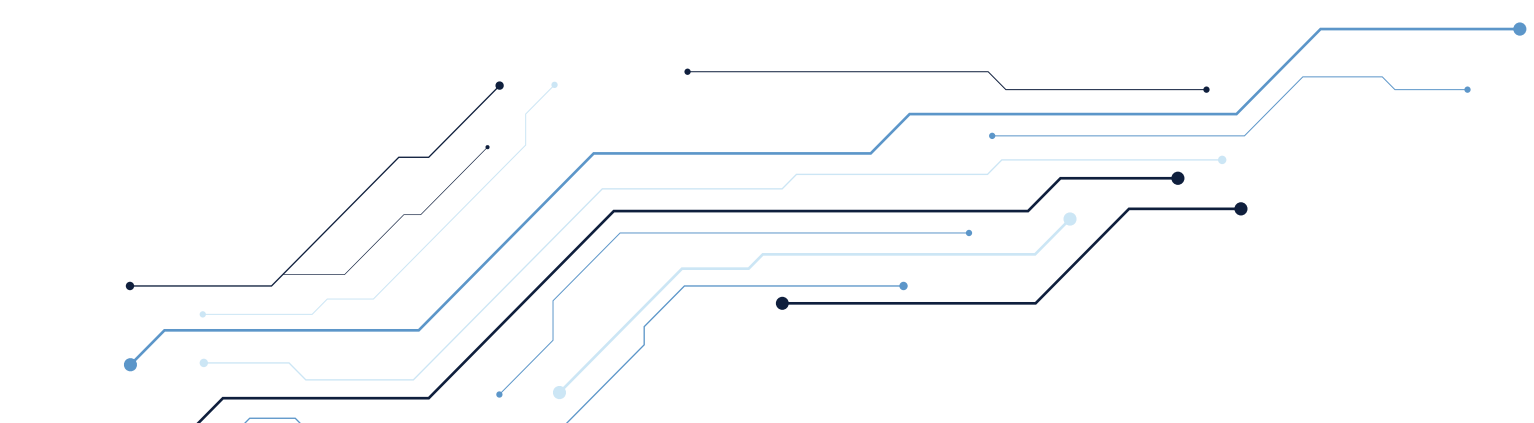
Unrestricted Net Assets	\$ 40,849,039
Restricted Net Assets	\$ 29,682
Total Net Assets	\$ 40,878,722

Total Net Assets & Liabilities **\$60,961,960**

KEY PERFORMANCE INDICATORS

Current Ratio	1.27%
Debt Ratio	33%

**As of Dec. 31, 2025, preliminary and unaudited*



EVENTS & PROGRAMS



SUNY OCC receives the 2025 Community Visionary Award.



GOFCC 2025 Golf Social at Oswego Country Club



Investor Meeting at WCNY focuses on CNY's defense and manufacturing sector.



Members support CenterState's annual winter clothing drive honoring Nancy Premo.



CenterState's Dr. Juhanna Rogers helps support the creation of CNY ONRAMP's Community Advisory Committee.



CenterState CEO staff attend the 2026 Drones & Robotics AI Summit in New York City.



Talk CNY by CenterState, presented by NBT Bank, hosts local leaders to discuss topics impacting community growth.



Micron hosts conversation on AI at CenterState's INSPYRE Innovation Hub.



CenterState CEO receives grant from Bank of America to support its housing initiatives.



CenterState CEO's 2025 Summer Golf Classic at Turning Stone Resort Casino.



CenterState's INSPYRE Innovation Hub launches Day Passes for coworking.



Arcovo AI Founder Jeff Knauss is the inaugural speaker for the INSPYRE Fireside Chat Series, presented by M&T Bank.



Waymo visits CenterState's INSPYRE Innovation Hub.



Waymo's Annabel Chang is the featured speaker at the 2025 Annual Meeting.



CenterState CEO's Dr. Juhanna Rogers leads the Art For All event hosted in partnership with CNY Arts.

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**, Minority Leader, U.S. Senate
- ▶ **Kirsten E. Gillibrand**, U.S. Senate
- ▶ **John Mannion**, 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 A. Griffo**, New York State Senate
- ▶ **Rachel May**, New York State Senate
- ▶ **Christopher J. Ryan**, New York State Senate
- ▶ **Carl E. Heastie**, Speaker, New York State Assembly
- ▶ **William A. Barclay**, 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
- ▶ **Brian Miller**, New York State Assembly
- ▶ **Al Stirpe**, New York State Assembly
- ▶ **J. Ryan McMahon II**, Onondaga County Executive
- ▶ **Sharon F. Owens**, 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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Connect with CenterState CEO

