



**CEO** CENTERSTATE  
CORPORATION FOR  
ECONOMIC OPPORTUNITY  
2014 ANNUAL REPORT





Robert M. Simpson  
President



Through this report, we highlight CenterState CEO's achievements from the last year and the new opportunities we face, as 2,000 member businesses, as a leading business organization, and, collectively as a region.

There is much work from the last year that we are truly proud of. One of the most visible examples of this work is our new home in the Pike Block. CenterState CEO is located in what were, for years, vacant blighted buildings at the heart of downtown Syracuse. At the traditional center of downtown, our new offices are now a showcase for the organization, a place where visitors have a true feel for the renewed vibrancy of Syracuse and the history that makes us so proud to call this region home.

Opportunities like this take vision, strategy, collaboration and hard work. The Pike Block – a \$29 million restoration of four buildings has produced new office space, 68 upscale apartments, and 25,000-square-feet of new retail in a project that directly connects the success of Armory Square with the heart of downtown. The Pike Block project is also a catalytic piece of a larger puzzle – more than \$300 million in development underway in what is now the region's fastest growing neighborhood.

We're proud to be a part of this exciting project, helping to advance the growth and development taking place along Syracuse's Main Street.

Just as years of hard work paved the way for this new space, the work of this organization and our members is creating transformational opportunities for the region.

Over the last year, together with partners across the region, we:

- Published the CenterState Agenda for Economic Opportunity, a metropolitan business plan to help our region and our businesses become more competitive on a global scale.

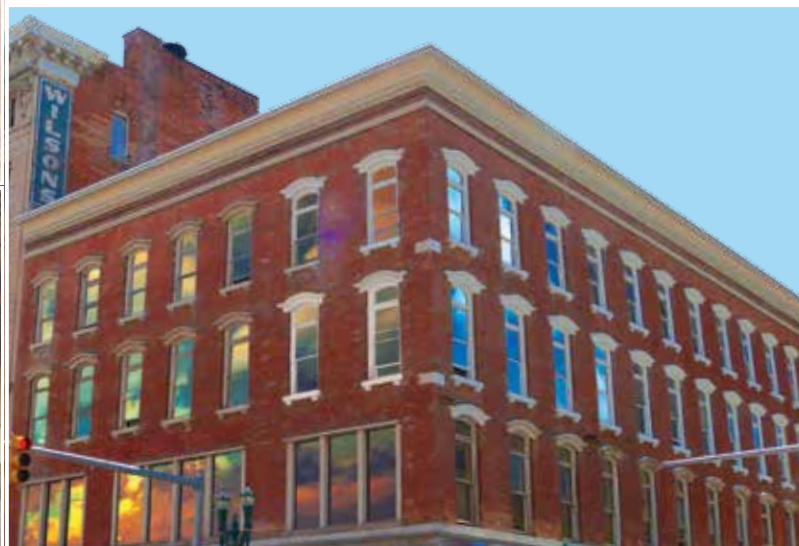
- Began implementation of the CenterState Metropolitan Export Initiative, a strategy to double exports from the region in five years.
- Won designation from the FAA as a Test Site for unmanned aerial systems, positioning our region to be a premier site for research and development of this next wave of aviation and sensor technology.
- Began expansion plans for The Tech Garden, recognized as one of the most successful business incubators in New York.
- Helped launch Armory Square Ventures, a locally-based investment fund focused on high-growth potential companies.
- Established Consensus, the commission on local government modernization, with Syracuse 20/20. With the goal of using a data-driven approach to create a more effective and efficient delivery of public services to the region.
- Extended regional tourism strategies and marketing efforts that helped the region experience significant growth in this sector, including a nine percent increase in tourism spending over three years.
- Assisted dozens of local businesses with major expansions and capital investments through the Central New York Regional Economic Development Council and the CenterState CEO Business Retention and Expansion committee.
- Expanded the CenterState Chamber Alliance, connecting member businesses with new benefits and opportunities across the region from Auburn to Utica.

Each accomplishment brings new opportunity, which requires new decisions and new action. As Nelson Mandela famously said, "After climbing a great hill, one only finds that there are many more hills to climb."

Together, we have climbed many important hills. The reward for this success is the opportunity to climb many more. Opportunity is at the heart of this organization. As you examine our report, we hope that you will find opportunities to climb with us.



From the Collections of the Onondaga Historical Association



CenterState CEO is a regional business leadership organization, chamber of commerce, and economic development strategist, based in Syracuse, New York. We represent 2,000 members of all sizes and serve as the primary

business resource and catalyst for development in a 12-county area. We advocate for smart business, facilitate regional growth and promote community prosperity through results-driven partnerships, planning and problem solving.

## Innovation. Collaboration. Transformation.

### Affiliates

- Benefit Specialists of New York
- CenterState CEO Foundation
- CenterState Development Foundation
- Central New York International Business Alliance
- Downtown Committee of Syracuse, Inc.
- Electronics Park, LLC
- Hancock Field Development Corporation
- New York State Urban Council
- NUAIR
- Syracuse Convention & Visitors Bureau
- SyracuseFirst
- Syracuse Tomorrow
- The Tech Garden
- University Hill Corporation

### Programs

- 40 Below
- Essential New York Jobs
- Fly Syracuse
- Grants for Growth
- Northside UP
- Project-ION
- Startup Labs
- Startup Weekend
- Syracuse Student Sandbox
- The Clean Tech Center

### Partnerships

- Brookings Institution
- CenterState Chamber Alliance
- Central Upstate Regional Alliance
- Commission on Local Government Modernization
- Ford Foundation
- Kauffman Foundation
- National Fund for Workforce Solutions
- New York Business Development Corporation
- Northside Business Alliance
- Surdna Foundation
- Syracuse Center of Excellence



Visit CenterState CEO's new offices in the Pike Block | 115 West Fayette Street, Syracuse, NY 13202

# CONNECTIONS

CenterState CEO facilitates connections leading to success for members and the region. From comprehensive member programs and benefits, to expertise and leadership in economic development, CenterState CEO builds valuable relationships.

## MEMBERSHIP

Achievement

EVENT ATTENDANCE

↑ 61%

17 EVENTS  
1,705 ATTENDEES

NETWORKING  
ATTENDANCE

↑ 27%



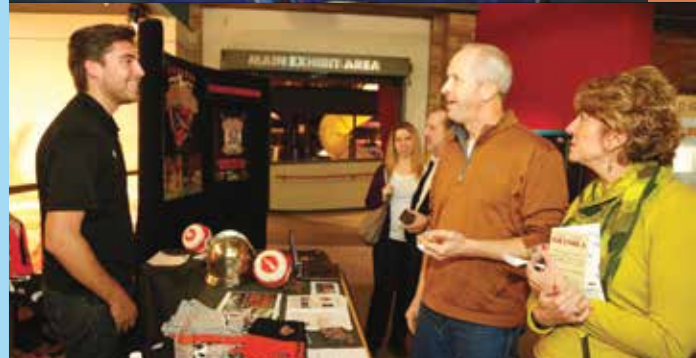
The CenterState Business Showcase drew **5,000** attendees to downtown Syracuse connecting them to more than **250** companies exhibiting some of the **best products and services** the 12-county CenterState region has to offer.

Opportunity

**New Programs and Events:** The addition of quarterly roundtable discussions, CEO Talks, will enable members to focus on key strategic initiatives that have a significant impact on the growth and sustainability of businesses in the region.

**Business to Business Marketplace:** Evolving from CenterState CEO's traditional business show, a new Business to Business Marketplace will provide even more opportunities for relevant business to business connections.

**A Stronger Alliance:** The enhancement of the CenterState Chamber Alliance, with a combined directory, more events and a focus on regional advocacy on critical business issues, will provide new opportunities for alliance members in the year ahead.



*"CenterState CEO networking events provide great opportunities to meet new people and reconnect with others. I always come away with solid sales leads, as well as contacts with companies that can provide the goods and services I need. For me, it's the best way to network and an extremely productive use of my time."*

**-Bob Kelleher, President, Speedpro of Central NY**



"Within a generation, China is on track to become the world's largest economy. The Asia Pacific region provides amazing opportunities for the well informed and well connected. Our connection to CAPPSTE means a connection to central government and that carries significant opportunity when conducting business in China."

**-Bryan Luce, President, Reliance Capital**



## BUSINESS ATTRACTION

### Achievement

In 2013, CenterState CEO gained **159** new business attraction leads from **20** countries, up nearly 25 leads over 2012.

40	<b>U.S.</b>
10	<b>Canada</b>
28	<b>Germany</b>
25	<b>Italy</b>
31	<b>China</b>
2	<b>India</b>
3	<b>Austria</b>
3	<b>Turkey</b>
6	<b>Russia</b>

1 each from South Korea, Sweden, Switzerland, UAE, Croatia, Czech Republic, Ireland, Portugal, Hungary, Netherlands and Poland

CenterState CEO sent a delegation to China in June 2013 to meet with **22 different businesses** and organizations to promote opportunities in the CenterState region. In September 2013, CenterState CEO hosted **15 visitors** representing **12 different** organizations from China. The International Executive Wellness Center was launched during this visit to advance prospects for medical tourism and new business opportunities.



**Business Prospects:** There are currently 71 prospects in the business attraction pipeline.

### Opportunity

**International Connections:** CenterState CEO will **contact 750 companies** over the course of the year as part of ongoing business attraction efforts with Canada. By the end of 2014, the goal is to reach 40 leads. Are there Canadian companies you do business with that you would like us to pursue? Let us help you connect with the right organizations.

**Industry Alliances:** CenterState CEO is working with two members, Anoplate and Tactair, to help organize an aerospace industry alliance given the region's high number of suppliers to the industry. The alliance will work to attract new businesses within the industry, and provide opportunities to help companies with common challenges such as R&D and workforce alignment.

**START-UP NY:** CenterState CEO and its higher education partners will leverage the strengths and research capabilities of colleges and universities to attract businesses with the opportunity to operate 100 percent tax free through the START-UP NY program.



# GROWTH

CenterState CEO's business expansion, retention and attraction efforts target the region's most competitive and emerging industry sectors, while also providing members the opportunity to connect with new clients, investors, strategic partners and valuable business resources.

## NUAIR



NUAIR, the Northeast UAS Airspace Integration Research Alliance, a coalition of **more than 40** public and private entities in New York and Massachusetts led by CenterState CEO and MassDevelopment, was designated to operate one of six Federal Aviation Administration unmanned aircraft systems (UAS) Test Sites in the U.S.

NUAIR team members have, to date, provided **more than \$800,000** of direct financial support and in-kind professional and technical expertise towards the successful application and start up of NUAIR operations.



Potential Economic Impact 2014-2017			
	Economic Impact	Job Impact	Tax Revenue Impact
Syracuse MSA	\$58,042,774	135	\$1,187,792
Utica-Rome MSA	\$48,466,362	208	\$4,409,293
Total	\$106,509,136	343	\$5,597,085

**UAS Business Support Services:** The Griffiss International Airport Test Site will offer expedited certification for commercial UAS manufacturers, distributors and researchers. Please contact us if your organization, clients or partners would like to discuss how the NUAIR Alliance and Griffiss International Airport UAS Test Site can support your product development, research or other needs. [www.nuair.org](http://www.nuair.org)

**Education and Community Engagement :** As a founding member of the Empire State Chapter of the Association for Unmanned Vehicle Systems International - the world's largest non-profit organization devoted exclusively to advancing the unmanned systems and robotics community, NUAIR is better positioned to educate and engage local businesses, students, schools, startups and interested community members in the advancement of automated technologies and policy.



*"NUAIR enables Saab Sensis to be actively engaged in shaping the future of aviation in the U.S. Through NUAIR, we have the opportunity to work with UAS developers as they draw upon our expertise in the safe management of air traffic to ensure the successful integration of UAS in commercial airspace. It also helps Saab Sensis attract and retain talented individuals who are drawn to working on the cutting edge of aviation."*

**-Ken Kaminski, President and CEO, Saab Sensis**

“By directly involving members of CenterState CEO in the organization’s business retention and expansion efforts, we are able to help the economic development staff cast a wider net in identifying and assisting companies throughout the region who could benefit from CEO’s programs and connections to a variety of resources. The work of the Committee is paying dividends by helping companies capitalize on opportunities and address challenges and I am pleased to participate in this initiative.”

**-Jim Fox, CEO and Chairman of the Board, O’Brien & Gere**



# BUSINESS RETENTION & EXPANSION

## Achievement

CenterState CEO and members of the Business Retention and Expansion Committee have identified multiple opportunities to assist companies with business growth or retention challenges. In the program’s first year, CenterState CEO provided direct **assistance on 25** specific projects anticipated to result in:

APPROXIMATELY  
**900**  
NEW JOBS

RETENTION OF  
MORE THAN  
**500**  
POSITIONS

MORE THAN  
**\$400**  
MILLION IN CAPITAL  
INVESTMENT



### Investment, New Jobs and Business Growth:

**Novelis** (Oswego County) - Working with Empire State Development, Operation Oswego County and other partners, CenterState CEO assisted Novelis in securing an additional \$225 million capital investment in its Oswego County aluminum plant. This expansion brings its three-year investment total to more than \$450 million, creating approximately 300 new jobs. Novelis is supplying product to companies such as Ford, BMW, Land Rover and Jaguar.

**Ultra Dairy** (Onondaga County) - CenterState CEO assisted the company in securing economic development funding to support a \$32 million expansion of its DeWitt plant.

**INFICON** (Onondaga County) – CenterState CEO worked closely with company leadership to obtain state and local support for a \$20 million expansion that will create 40 new high-paying jobs, and retain 240 existing positions.



**Marquardt** (Madison County) - CenterState CEO and Empire State Development worked with the company to secure designation of their Cazenovia facility as a Global Engineering and Design Center serving the company’s North American market.

## Opportunity



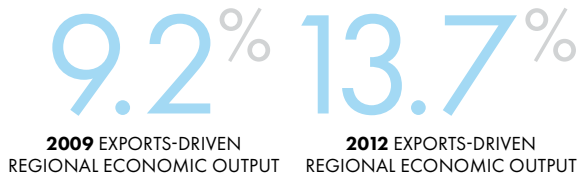
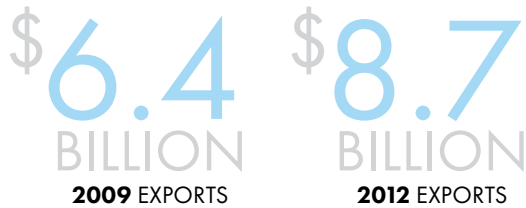


# EXPORTS

Achievement

In 2013, regional partners restructured the Central New York International Business Alliance (CNYIBA) to support implementation of the region's export plan and act as a point of contact for export assistance activities.

More companies are exporting and export services in the region are expanding:



# 100

IN 2013, CENTERSTATE CEO CONNECTED WITH 100 COMPANIES FROM THROUGHOUT THE REGION LOOKING TO BEGIN OR EXPAND THEIR CURRENT EXPORTS

- |   |                    |
|---|--------------------|
| <b>14</b> Syracuse  | <b>3</b> Pulaski   |
| <b>12</b> N. Syracuse   | <b>3</b> Auburn    |
| <b>4</b> E. Syracuse  | <b>2</b> Manlius   |
| <b>4</b> Utica  | <b>2</b> Liverpool |
| <b>1</b> Adams Center, Binghamton, Boonville, Cazenovia, Central Square, Clinton, Croghan, Homer, Lacona, Little Falls, New Hartford, Rome, Skaneateles |                    |

Opportunity

**CNYIBA:** A one-stop shop to provide tailored support to businesses, including: direct consultative services, peer mentoring and tag-a-long program, education and training, and overseas missions. Contact Director of Export Services Steven King, [sking@cnyiba.net](mailto:sking@cnyiba.net), to learn more, or visit [www.cnyiba.net](http://www.cnyiba.net).



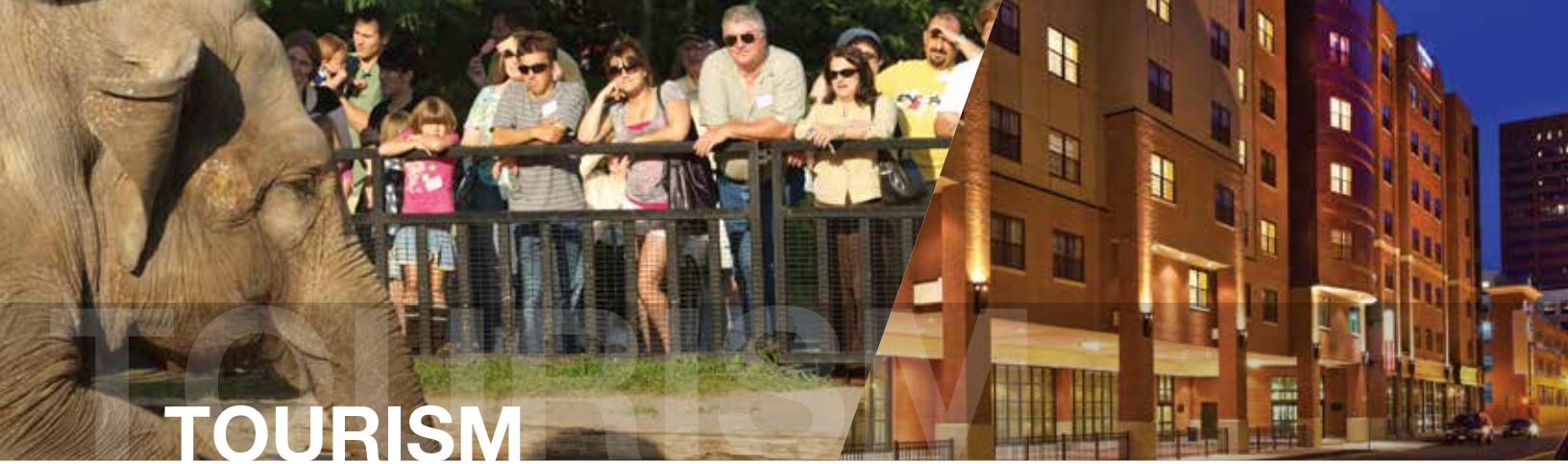
**Export Advocacy:** To further assist exporters, CenterState CEO advocates for increased support from both the state and federal levels for new trade missions, more export consultants, expansion of New York State Export Offices and private sector liaison officers.



**-Scott McCausland, VP Sales, Polaris Library Systems**

*"As we've considered expanding internationally, we have connected with the CNYIBA, who identified areas of assistance and delivered advocacy support. This support has been extremely helpful and beneficial in our initial engagement overseas. We greatly appreciate their support in helping us move a step closer to becoming an exporter."*





# TOURISM

## Achievement

In 2013, the Syracuse Convention & Visitors Bureau helped generate a **5.5 percent increase in overall hotel performance** over 2012 levels.

The anticipated travel spending more than doubled compared to 2012. Additionally, the total number of room **nights booked increased by nearly 400 percent**. In 2012, **travelers spent \$791,142,000** in Onondaga

County; an increase of more than nine percent over 2010. Tourism related tax revenues increased by two percent in the past year. Residents in Onondaga County experienced a tax savings of \$565 per household in 2013 because of tourism.

**In the Media:** The SCVB coordinated 100 earned media placements and more than 15 media familiarization tours for both domestic and international travel journalists. These targeted, earned media opportunities reinforce the message that Onondaga County is both a meetings and leisure destination.

**Local Events Calendar:** The SCVB and CNY Arts partnered to address the community's expressed need for a comprehensive regional events calendar. The calendar provides a vital support mechanism for an industry that annually generates over \$130 million in economic activity in the greater Syracuse area alone.

### Reinforcing Regional Tourism Partnerships:

The SCVB's leadership within the newly formed Finger Lakes Regional Tourism Council is extending the reach of the SCVB's message and resources, drawing in new visitors and tourism dollars to the community. The SCVB's involvement with campaigns like Brew Central are creating new connections between agricultural tourism businesses and visitors highlighting the region's thriving micro-brewing industry. Promotional opportunities through targeted programs like "I Love Fresh Air," a magazine and companion website, highlight the region's abundance of outdoor opportunities. [www.LoveFreshAir.com](http://www.LoveFreshAir.com).



## Opportunity

**Branding a Destination:** The SCVB recently began a year-long process of branding Syracuse as a world-known destination. Building a defining brand helps drive tourism by allowing visitors to connect more effectively with the region. It also builds a community's sense of pride, which is critical for attracting tourists and future residents.

**Attracting International Travelers:** Syracuse's central location makes it an ideal stopping point for international travelers visiting New York City and Niagara Falls. The SCVB is pursuing marketing Syracuse as a convenient and ideal destination for these travelers, who will increase hotel bookings and increase room tax dollars for the county.



*"Before our trip to Syracuse, I hadn't thought of it as a family destination. I was surprised to find a first-rate zoo, beautiful public spaces and a resurgent downtown."*

**-Stephen Johnson, Canadian Journalist, Ottawa Family Living**

# UNIVERSITY HILL

Achievement

**\$400 million** in capital investments was recently completed or is underway, including the Gateway Building at SUNY ESF; SUNY Upstate Medical University's Neuroscience Research Building, and new cancer center; the Spinal Cord Injury Center at the Veteran's Administration Medical Center; and Syracuse University Law School's Dineen Hall.



Opportunity

**Hub of Growth:** University Hill's growth is directly linked to the revitalization of the center city with significant educational and medical investment. The Hill offers new, high paying jobs, and START-UP NY makes the Hill a highly competitive location for business.

**Medical Tourism:** CenterState CEO, the University Hill Corporation and the SCVB are working to advance medical tourism for the region. The effort examines the potential to attract Ontario residents for medical procedures in Syracuse and the region. Bringing more patients to the market will bring new revenue into the health care system by maximizing underutilized assets.



*"One of the many great assets of Central New York is our comprehensive, wide-ranging healthcare delivery system. The high-quality, low cost and overall efficiency we provide presents tremendous opportunities to establish and grow a first-class medical tourism program for our region."*

**-Dr. Paul Kronenberg, President, University Hill Corporation**

## REGIONAL BUSINESS PLAN

Achievement

Culminating an intensive period of research, planning and development, CenterState CEO and the Brookings Institution, along with 17 regional partners, released its **CenterState Agenda for Economic Opportunity**.



Opportunity

### Key Findings:

- The region holds strong potential to excel in new technology fields
- Growth in global markets can boost the region's exports and global fluency
- The region's innovation ecosystem is still emerging and requires new investment
- The region must retain and expand a skilled workforce, grow economic opportunity and develop employer-driven approaches to align workers and jobs
- The 21st century economy requires modernizing local government

Based on these findings, the Agenda recommends eight top-level strategies designed to drive growth. Four initiatives are already the focus of major implementation efforts:

- Establish the Data to Decisions Innovation Alliance
- Launch a Regional Seed and Venture Fund
- Establish a Commission on Government Modernization
- Implement the CenterState Export Initiative

[centerstateopportunity.com](http://centerstateopportunity.com)



*"Central New York has a strong history of regional collaboration, and now it's taking that to new heights with the CenterState Agenda for Economic Opportunity. This business plan identifies key market opportunities and specifies mutually reinforcing strategies to make CenterState the place where firms and people in targeted advanced industries will want to locate and succeed, leading to continual innovation and growth. The execution of this unique, 12-county collaboration, will put CenterState New York on the global map by strengthening the region's distinctive assets for long-term economic success."*

**-Amy Liu, Senior Fellow and Co-Director, Brookings Institution Metropolitan Policy Program**

# LEADERSHIP

CenterState CEO members set a strategic agenda to address the region's most pressing issues and to shape its economic future. Through robust partnerships and member engagement, CenterState CEO provides effective business leadership, advancing regional priorities.



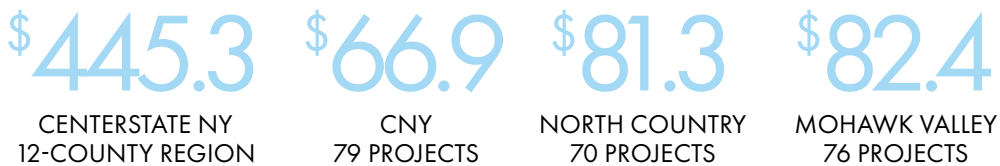
## Achievement

Through three rounds of the Regional Economic Development Council (REDC) process, CNY has received **\$264.4 million in funding**, second among the 10 regions across New York state.

Round 3 brought **\$66.9 million for 79 projects to CNY**, furthering the region's REDC success of the last two years:

- 92 percent of Round 1 and 2 projects are underway or are on schedule
- The \$196 million awarded to CNY in Round 1 and 2 has the potential to leverage more than \$790 million in private investments

REDC ROUND 3 AWARDS ACROSS THE REGION (in millions)



## Leveraging Investments:

Governor Cuomo's 2014-15 Executive Budget includes funding for a fourth round of REDC awards. This round will also link the work of the Council with START-UP NY to attract businesses from around the world through the Global NY initiative. With its best-in-class track record for leveraging investment, providing a strong ROI, successfully completing projects and its existing Metropolitan Export Initiative, the CNY region is well positioned to take advantage of these new REDC opportunities.

## Opportunity

# I-81



## Achievement

With input from members, CenterState CEO identified key principles to achieve the greatest possible community benefit from the redevelopment of Interstate 81 through Syracuse:

- A more unified city, linking economic engines throughout Syracuse and the suburbs
- A minimized footprint, reducing the need for eminent domain and demolition of businesses and neighborhoods
- Convenient access to and throughout the city for residents, commuters, and visitors
- Safety
- Walkability
- Mass transit considerations
- Phased construction to minimize disruption
- High standards for design, built for the 22nd century

CenterState CEO shared these principles in testimony and meetings with state officials leading the project to determine the future of I-81.

CenterState CEO also shared valuable questions submitted through #81Questions, a campaign to gain member and public input into the project.

## Transformational Infrastructure:

I-81 is a transformational opportunity for the region - a chance to create a solution that meets transportation needs while advancing strategic goals.

**I-81 Funding Advocacy:** The federal government will provide the majority of funds for this project. It is crucial that sufficient funding is available to support whichever option is most preferred and most beneficial to our community.

## Opportunity



# GOVERNMENT MODERNIZATION

Achievement



**Consensus:** the Commission on Local Government Modernization - was formed to examine every level of service in Onondaga County as it explores solutions to make public services more responsive, more effective and more efficient.

**Consensus Is Led By Three Co-Chairs:** former SUNY-ESF President Neil Murphy, retired Bond, Schoeneck & King Partner Catherine Richardson and former Congressman Jim Walsh. The commission enjoys bi-partisan support at the local and state levels, including a \$250,000 grant secured by State Senator John DeFrancisco, with support from State Senator David Valesky.



### Public Engagement:

Public participation sessions hosted by Consensus, along with participation from local governments, educators, businesses, civic organizations, labor, not-for-profits and other critical stakeholder groups, will ensure an inclusive process that turns data-driven analytic research into a representative set of recommendations for improving the region's governance and quality of life.

Opportunity



*"We need to gather solid data, analyze information, and consider every avenue for effective, sustainable service delivery that meets our community needs. This commission is about developing the best possible recommendations for the public to consider."*

**-Neil Murphy, Co-Chair, Consensus**

# TRAINING & EDUCATION

# 20%

**INCREASE IN TRAINING & EDUCATION PROGRAM ATTENDANCE**

The Executive Leadership Series introduced in 2013, with 13 companies, helps executives and rising managers enhance critical thinking, communication and empowerment skills.

In 2013, CenterState CEO increased its training and education program attendance by more than 20 percent.

The SCVB held training programs on social media and destination packaging for more than 40 tourism related businesses.

Achievement



**Member Savings:** Through CenterState CEO's affinity program, members enjoy exclusive cost savings on products and services businesses need most, controlling expenses while supporting other member businesses at the same time.

**New Training Programs:** Through input from member surveys, Training and Education programs will focus on topics businesses and their employees have indicated are critical to professional growth and business success.

**Supporting Executives:** Expansion of the Executive Dialogue program, with new groups, will enable more top level executives in non-competing industries to have confidential peer-to-peer discussions on topics that matter most to businesses.

Opportunity

## Achievement

Following years of advocacy by CenterState CEO, seven land banks have been formed in New York state, including Syracuse and Onondaga County.

CenterState CEO convened a summit among New York's seven Land Banks in 2013 to share best practices and identify opportunities for collaboration. The group also launched the Association of New York Land Banks, which CenterState CEO now administers.

**Renewing Communities:** Lands Banks established across New York are beginning to deliver on its promise to assist municipalities in addressing the persistent issue of abandoned and tax delinquent properties.

The Attorney General's Community Revitalization Initiative, for which CenterState CEO was a key advocate, has made \$20 million in grant funds available to New York's Land Banks to address issues of foreclosure, vacancy and blight.

## Opportunity



## Achievement

Convenient, affordable air service to an interconnected global economy is a high-priority for business. CenterState CEO conducts its Air Service Development efforts and the Fly Syracuse campaign with Syracuse Hancock International Airport to attract new flights, encourage its use, and promote the airport as a gateway to the region.

# FLY SYRACUSE

**Maximizing Capacity:** Additional flights and capacity announced by Delta Air Lines to New York – JFK and Minneapolis.

New airport concessions to further improve the passenger experience, including new shopping, dining and beverage options, such as Middle Ages Brewery and Johnny Rockets restaurant.

## Opportunity

**2,011,690** TOTAL PASSENGERS AT SYRACUSE HANCOCK INTERNATIONAL AIRPORT IN 2013  
**1.4% INCREASE FROM 2012**

### Contributing to growth at Syracuse Hancock International Airport:

- Arrival of Allegiant Air, introducing non-stop flights to Tampa/St. Petersburg
- Additional flights and capacity to key destinations, including: New York – LaGuardia, Minneapolis and Atlanta
- Completion of a \$50 million airport expansion and security project, reducing security wait times and providing an improved passenger experience
- Transfer of operations to the new Syracuse Regional Airport Authority, enabling valuable cost savings and greater efficiency.
- A new airport website, [www.FlySyracuse.com](http://www.FlySyracuse.com)



# LEGISLATIVE AGENDA

## Achievement

Key legislative, policy, and programmatic achievements in the past year for which CenterState CEO advocated include:

- Creation and funding of Innovation Hot Spots, with designation secured for The Tech Garden
- Designation by the FAA as a Test Site for Unmanned Aerial

### Systems

- Increased state investment in tourism, including reinventing the I Love NY program
- Workers Compensation and Unemployment Insurance administrative and regulatory improvements that reduce costs to business and bring more balance to the process

CenterState CEO also advocated for funding on several key initiatives, which was ultimately secured for:

- Regional Economic Development Councils
- Military Base Retention Fund award of \$100,000 to CenterState CEO to support and communicate the economic impact of the 174th Attack Wing
- Consensus Government Modernization Commission
- Metropolitan Business Plan

**Business Advocacy:** The 2014 Legislative Agenda advocates for issues that directly impact business, including NYS tax and regulatory reform, increased funding for economic development initiatives (Regional Economic Development Councils, NUAIR), infrastructure (I-81), tourism (I Love NY, Market NY and Taste NY), and innovation (Angel Investor Tax Credit).

### Get Engaged:

- Request a copy of the 2014 Legislative Agenda and utilize the staff contacts for each issue to get involved. Use CenterState CEO's 2014 Lobbying Directory to interact with local, state and federal representatives.
- Join CenterState CEO's Government Relations Committee, open to all members.
- Support and contribute to Syracuse Tomorrow, CenterState CEO's non-partisan political action committee.

## Opportunity

# INNOVATION

Innovation is a cornerstone of growth for any organization, whether it's a tech start-up or a 100-year-old company. CenterState CEO offers an extensive innovation portfolio that includes comprehensive commercialization and tech transfer programs, access to funding and partnerships for research and development, and creates connections with new talent.



## THE TECH GARDEN

Achievement

Recognized as a New York State Innovation Hot Spot, one of only five in the state

Innovation programs and work spaces, like the National Grid Power Up Suite for hack-a-thons, Startup Weekends and Startup Labs Syracuse

Higher than ever demand for space, **100% occupancy** in 2013

Opportunity



**TTG2:** The Tech Garden is expanding by **18,300-square-feet** in AXA Tower I to maximize its Innovation Hot Spot designation and accommodate expanded programs, resulting in more opportunities to grow businesses and mentor entrepreneurs. Innovation Hot Spots will allow companies to access tax benefits and connect to a strong set of partner programs in the region.

**Angel Tax Credits:** CenterState CEO is working with Senator DeFrancisco and Assemblywoman Lupardo to enact a NYS Angel Tax Credit to inject local dollars into the innovation ecosystem. The Tech Garden will host new events for Angel training, pitch events and Meetups to connect Angel Investors with entrepreneurs and investment leads.



## THE CLEAN TECH CENTER

Achievement

Renewed in 2013 by NYSERDA for four additional years  
Clean Tech Center companies **employ 110**, with **54 jobs created**

33

COMPANIES SERVED  
BY THE PROGRAM

24

NEW PRODUCTS  
COMMERCIALIZED

\$17M

IN PRIVATE CAPITAL RAISED  
BY THE PORTFOLIO

Technology

**Advancement:**

In addition to its work with emerging companies, The Clean Tech Center offers new services and opportunities for mature businesses, such as scholarships for radiation curing technologies in partnership with SUNY ESF.

Opportunity



"In order to grow early-stage startups, entrepreneurs need programs that offer tailored resources as well as effective mentorship to help companies meet their traction goals. Startup Labs Syracuse provided us with the right tools and support of the company that enabled us to achieve our next phase of rapid growth."

**-Nick Nickitas, CEO, Rosie  
(2013 Startup Labs Winner)**

The Startup Labs Syracuse portfolio grew to **eight companies** over the past two years. Previous winner, Rosie, is **now in 19 grocery stores** across the northeast, including Nojaim Brothers Supermarket in Syracuse and P&C Fresh, based in Ithaca and Cortland, and is coming soon to additional locations throughout upstate New York, Boston and Philadelphia. Rosie now has full and part-time employees and interns, and more than 4,100 users have signed up.



2014 finalists Centscerc and Regattable got their start at a Syracuse Startup Weekend; Crowsnest Labs is a previous Hack Upstate participant.



"National Grid is passionate and dedicated to serving our customers and communities across Central New York. National Grid is proud to support Tech Garden programs through economic development initiatives like our CleanTech Incubation funding that fosters innovation, provides world-class incubation facilities, and helps entrepreneurs to accelerate and grow their businesses in the region."



**-Melanie Littlejohn,  
Central New York  
Regional Executive,  
National Grid**

**Investing in Innovators:** The Startup Labs Syracuse competition maximizes the support and investment for young entrepreneurs in the region through cash prizes and support services that includes a robust network of experienced mentors to help launch their business. With these tools and resources, finalists are well positioned to attract investors and grow their ideas into successful businesses.



## ARMORY SQUARE VENTURES



Initiated by CenterState CEO, a new fully independent, returns-oriented venture capital fund, Armory Square Ventures, will raise \$30 to 40 million to target the most promising entrepreneurs, businesses and innovations. The first round of investment funding

has already been secured.

Somak Chattopadhyay has fully assumed the duties of managing partner for the fund, which will hold its fund closing and begin to make investments in 2014.

**Capital Attraction:** By attracting private investment and new capital from outside of Central New York, the fund will provide new resources for homegrown entrepreneurs, development of early-stage companies, and the creation of the next generation of industries.

Armory Square Ventures is exploring high growth investments and is headquartered in Syracuse, with a second office in New York City.



"Venture funds provide a conduit to talent and capital from other high growth regions. I sincerely believe that Central New York's amazing assets, including the country's top universities, seasoned entrepreneurs, and programs run through organizations like CenterState CEO, will help Armory Square Ventures in its mission of supporting emerging ventures while generating world class returns for our investors."

**-Somak Chattopadhyay, Managing Partner, Armory Square Ventures**



# LOCAL

CenterState CEO's commitment to local businesses and neighborhoods is marked by collaborative partnerships that drive comprehensive urban revitalization through business development, infrastructure improvements and targeted workforce programs.



## REVITALIZING NEIGHBORHOODS

Achievement



### Downtown Syracuse

**Development Boom:** **\$313 million** is currently being invested.

**Fastest-Growing Neighborhood:** More than **450 residential units** are currently planned or under construction in downtown Syracuse; interest in downtown living is so strong that the Downtown Committee sold a record 2,600 tickets for its 2013 Downtown Living Tour.

**Flower Power:** The Downtown Committee's hanging flower basket program expanded for the third straight year in 2013, **up to 222 baskets**.

**Retail Destination:** **16 new** retail businesses opened in downtown Syracuse in 2013.



### Northside

**New York Main Street Grant:** Grant funds were used to install "Gateway to Many Nations" banners along North Salina Street, install trash receptacles, renovate four residential apartments and complete façade renovations.

**DISHES:** This recurring community dinner event funds creative public projects that enliven the city of Syracuse. Five groups have received a \$1,000 micro-grant, one group received a smaller 'On the Road' micro-grant, and a second micro-grant prize has been introduced, bringing total funds awarded to \$5,734 for seven projects.

Opportunity

### Community Renewal:

\$200,000 from the New York State Department of Housing and Community Renewal was awarded to the Downtown Committee and will assist with residential and commercial mixed-use property improvements along Jefferson and South Warren streets.

Main Street funds will be used to renovate mixed-use properties along the North Salina Street corridor.





“Health is about so much more than physical well-being; it’s about access to things like the right food, education and employment. Northside UP’s Health Train and Green Train Programs continue to provide residents of our Northside and Westside neighborhoods with opportunities to pursue a pathway to employment, which we believe contributes to the improvement of community health.”

**-Kathryn Ruscitto, President, St. Joseph’s Hospital Health Center**



# WORKFORCE ALIGNMENT

Achievement

**Green Train:** Operating on Syracuse’s North Side and Near West Side, has **graduated 12 classes** totaling **170 participants** since 2009, with a **graduation rate of 92 percent** and **job placement rate of 76 percent**. In 2013, the program had 24 graduates, 92 percent graduation rate and 80 percent job placement rate.

**Health Train:** A program geared toward the health care industry, has successfully replicated the Green Train model. In 2013, Health Train graduated 10 people in its third class, all of whom have been placed in jobs at St. Joseph’s Hospital Health Center. To date, 38 people have graduated and 37 of those graduates remain at St. Joseph’s Hospital Health Center, a **97 percent graduation rate and 97 percent job placement rate**.

Green Train and Health Train are poised to grow in scale and be replicated through emerging partnerships with local philanthropic organizations and the National Fund for Workforce Solutions.

**Salt Works:** A social enterprise created in partnership with the Near West Side Initiative, Syracuse University, and Habitat for Humanity, in which Near West Side neighborhood residents – graduates of Northside UP’s workforce training programs – create artisan furniture from reclaimed materials. The pilot program launched in September 2013.

To date, workforce and entrepreneurial programs on the Northside have helped to establish ten businesses.

IN 2013

24  
GRADUATES

92%  
GRADUATION  
RATE

80%  
JOB PLACEMENT  
RATE

**An Empowered Northside:**

Northside UP’s work will continue with the development of strategies to scale up its initiatives within the greater Syracuse area, including an expanded workforce development platform and enhanced UP Start Syracuse small business development program.

Opportunity



“Through Green Train, I learned both book knowledge and hands-on experience. If I don’t get a job right away, I know I can find jobs. Now I know how to do small jobs, how to estimate, how to price materials, and how to build.”

**- Fumiyaiki Yoshioka, Green Train Graduate**



# SUPPORTING LOCAL BUSINESSES

Achievement

# 125

ATTENDEES WELCOMED AT REGION'S FIRST NEW ECONOMY SUMMIT

ATTENDANCE AT THE BUY LOCAL BASH AND TECH MEETS TASTE INCREASED BY

# 150

PEOPLE



**SyracuseFirst**  
think local. buy local. be local.

### UP Start Syracuse:

Pilot entrepreneurship program launched in fall 2013 to help establish businesses within targeted districts in the city of Syracuse, filling vacant storefronts, and restoring a sense of ownership within the community. The program is designed to help aspiring entrepreneurs overcome the barriers of starting a small business.

The program is a partnership with The Tech Garden, Pro Literacy, SUNY EOC, Cooperative Federal Credit Union, Small Business Development Center and Catholic Charities of Onondaga County.

In November, **more than 200 people** came out to celebrate the launch of the program, **raising more than \$4,000** towards seed funds for the entrepreneurs. **Eighteen aspiring entrepreneurs** received business training from the SBDC Fast Track Program and the UP Start Seminar, provided by SUNY EOC and Cooperative Federal Credit Union.





"I started by shifting my food purchases to local options that I knew I could commit to year round. Little by little, my whole view point towards buying everything changed. Instead of thinking of convenience and price first, I started thinking about relationships I have in the community and the impact that my choice could have."

**-Marty Butts, Small Potatoes**



Opportunity



**Make The 10% Shift:** Shifting 10 percent of spending to locally-owned, independent businesses has the potential to generate two to three times as much economic activity in local communities than if that money had been spent exclusively at national chains.

**In Onondaga County alone, that could generate:**

**\$135** MILLION IN NEW ECONOMIC ACTIVITY      **1,200** NEW JOBS      **\$24** MILLION TAX IMPACT

[shift.syracusefirst.org](http://shift.syracusefirst.org)



**UP Start Syracuse:** The UP Start Syracuse program has potential to launch the next generation of urban entrepreneurs. Seven enterprises are currently being incubated in 2014, with the intention that they become stand alone businesses by 2015. CenterState CEO members are encouraged to get involved as consultants or mentors.

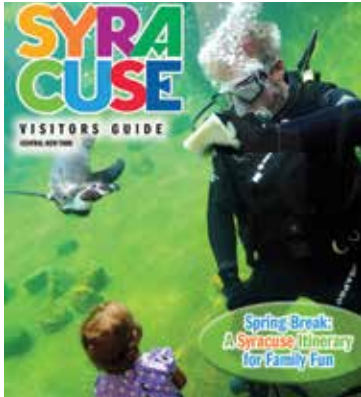
Contact Sarah Pallo at [spallo@northsideup.org](mailto:spallo@northsideup.org).

# YEAR IN REVIEW

## Connections



CenterState Business Showcase Draws 7,000; Features CBS Sports' Greg Gumbel & ESPN's George Bodenheimer



Syracuse CVB and Syracuse Media Group Partner to Print 20,000 Visitor Guides Each Season



SyracuseFirst and CenterState CEO Host Tech Meets Taste Event for 200 People



CenterState CEO Expands Business Opportunities with China



CenterState Chamber Alliance Clambake Connects 1,000 Regional Partners



CenterState CEO Travel Explores Portugal, Cuba, and England

## Innovation

**The Tech Garden's Startup Weekend Launches 15 Businesses, Awards \$3,500**



The Tech Garden's Hack Upstate Event Draws 75



Grants for Growth Round 10 Awards Nearly \$400K to Six Companies



Northside UP Empowers Urban Entrepreneurs Through UP Start Syracuse

**The Tech Garden Creates Targeted Programs to Support New Angel Investor Tax Credit**

## Innovation



Rosie Wins First Startup Labs Syracuse Competition



Regattable Wins \$1,000 Top Prize at Syracuse Student Sandbox Demo Day

## Leadership

**New Markets Tax Credit Reauthorized for 2012-13 with CenterState CEO Driving a Focus on Upstate Projects**



CenterState CEO Releases Regional Business Plan: CenterState Agenda for Economic Opportunity



CenterState Region Awarded \$113.9 Million During REDC Round III to Fund 195 Projects

**CenterState CEO Helps Launch Commission on Local Government Modernization**



CenterState CEO Seeks Input from Members on the Future of I-81 Using #81 Questions



CenterState CEO Board Elects Deborah Stanley, President, SUNY Oswego, as New Chairman



650 High-Level Partners and Investors Took Advantage Of Four Delta High Altitude Events, Getting A Behind The Scenes Look At Key Regional Projects

## Smarts



CenterState CEO's Constant Contact Seminar Offers Email Marketing Tips to More Than 85 People

**2013 Legislative Agenda Focuses on Jobs, Exports, Immigration, and Manufacturing**

# Smarts



CenterState CEO's Annual 7 Habits of 7 Highly Successful People Draws More Than 100

**CenterState CEO and Benefit Specialists of NY Ensure Members Understand and Have Access to Health Care**

**Great Business Begins Downtown Teaches Entrepreneurs to Become Part of Downtown's Momentum**



2013 Economic Forecast Breakfast Attracts 540; Report Suggests Steady, Modest Growth

# Local



SyracuseFirst and AmeriCU Present Region's First New Economy Summit including the Sparky Mortimer Humanitarian Award and AmeriCU Local Visionary Award

**Downtown Committee Annual Meeting Highlights \$210 Million in Development**



University Hill Celebrates Groundbreaking of Syracuse VA's VanKeuren Square Housing



Syracuse CVB Helps Iron Girl Syracuse Grow from 463 participants to 1,500



AmeriCU Dining Week Features 23 Downtown Restaurants



More than 125 Volunteers Participate in the Downtown Committee's 2013 Earth Day Cleanup



More Than 800 Attend SyracuseFirst's Buy Local Bash



Downtown Living Tour Attracts 2,600 to Explore Downtown Living



AmeriCU Syracuse Arts & Crafts Festival Attracts 50,000 Visitors Over Three Days

# Growth



CAPPSTE Launches International Executive Wellness Center at The Tech Garden

**The Syracuse CVB landed the 2018 USBC Open Championships. The event will generate 200 jobs and \$70 million in travel spending.**

**CEO Helps Members Find and Host Talented Interns Through Project-Ion.**



CNY International Business Alliance Gives Businesses Tools Needed to Grow Through Exports

# Recognition



CenterState CEO Ambassadors Recognize 139+ Business Milestones

**Syracuse Selected as One of 20 Finalists Competing in the Bloomberg Challenge**



CenterState CEO Vice President of Operations Lori Dietz Recognized For Hancock Airpark Efforts



Startup Labs Syracuse Finalist SnagMobile featured in Entrepreneur Magazine and FoxBusiness.com



Carol Eaton, VP of Marketing, Syracuse CVB, Recognized as 2014 NYS Outstanding Tourism Executive of the Year



CenterState CEO Celebrates 2013 Business of the Year Recipients: Tops Friendly Markets, Syracuse University, Terakeet, and Onondaga Historical Association

# CEO MEMBERSHIP

Membership in CenterState CEO is open to any business within the 12-county CenterState New York footprint. Members receive direct benefits from a wide range of programs and services, and use CEO's, its many work groups and task forces as a vehicle for government advocacy and to promote business, economic and community development. CenterState CEO offers two broad levels of membership.

## Investors:

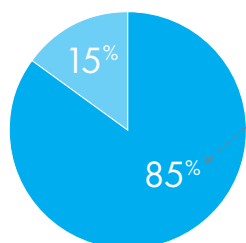
Investors are the region's most prominent business, academic and not-for-profit leaders. These forward thinkers set, support and implement the organization's development agenda. Sharing a perspective that extends well beyond their own employees and organization, Investors drive a unified vision of innovation, collaboration and transformation.

## Partners:

Partners benefit from a full suite of services specifically designed to facilitate the success of small - and medium-sized businesses. Members have access to programs that save them money, connect them with other members, accelerate growth and profitability, develop staff knowledge and skills, and increase visibility for their company.

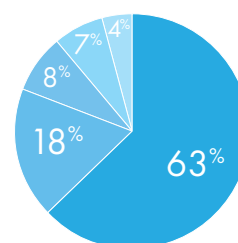
### Membership Levels:

Partners (5 Tiers)	85%
Investors	15%



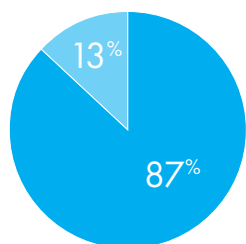
### Partners (5 Tiers):

Business	18%
Corporate	8%
Enterprise	63%
Entrepreneurial	7%
Executive	4%



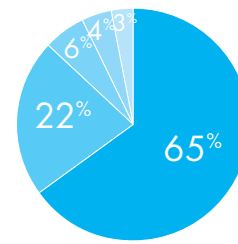
### Employee Profile:

≤ 50 Employees	87%
≥ 51 Employees	13%



### Employee Distribution:

1-10:	65%
11-50:	22%
51-100:	6%
101-200:	3%
201+:	4%



## Year End 2013

### ASSETS:

#### Current Assets

Cash & Cash Equivalents	\$1,848,940
Investments/Receivables/Prepaid Expenses	\$4,711,769
Other Assets	\$227,153
<b>Total Current Assets</b>	<b>\$6,787,862</b>

#### Property and Equipment

Net Property & Equipment	\$3,590,285
<b>Total Assets</b>	<b>\$10,378,147</b>

### LIABILITIES & NET ASSETS:

#### Current Liabilities

Accounts Payable/Accrued Expenses	\$2,253,815
Current Portion of Long Term Debt	\$1,056,115
Deferred Revenue	\$1,049,603
<b>Total Current Liabilities</b>	<b>\$4,359,533</b>

#### Long Term Liabilities

Long Term Notes Payable	\$335,715
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#### Total Liabilities

**\$4,695,248**

#### Net Assets

Unrestricted Net Assets/Retained Earnings	\$5,623,490
Temporary Restricted	\$59,409

#### Total Net Assets

**\$5,682,899**

#### Total Net Assets & Liabilities

**\$10,378,147**

### CHANGE IN NET ASSETS:

Total Revenue	\$10,025,666
Total Expenses	\$9,890,121
Revenue in Excess of Expenses	\$135,545
Taxes, Corporate	(\$145,426)
<b>Net Revenue</b>	<b>(\$ 9,881)</b>

### KEY PERFORMANCE INDICATORS:

Current Ratio	1.56
Debt to Net Assets Ratio	0.83
Profitability	1.35%
General Overhead Rate	8.99%

*Preliminary and unaudited*

EVENTS	2013 attendees	2013 # of events
Annual	5,027	6
Government Relations	150	7
Networking	1,705	17
Training & Education	688	29
Executive Dialogue	67	9
Investor Meetings	465	4

Total **8,102** **72**

In 2013, membership   
engagement events  
increased by **2,938**  
attendees, a **61.2%**  
**increase from**  
**2012**

Engagement



**50+**  
EVENTS  
HOSTED

**6,800+**  
ATTENDEES ENGAGED

Affiliate Events

NEW MEMBERS WELCOMED

**236**

**139**

MILESTONES CELEBRATED  
BY CENTERSTATE CEO  
AMBASSADORS

**271**

COMPANIES RECOGNIZED  
AS ECONOMIC CHAMPIONS  
BY CENTERSTATE CEO FOR:

COLLECTIVE HIRING OF

**3,091**

EMPLOYEES

EXPANDING BY

**1.7**

MILLION-SQUARE-FEET

INVESTMENTS OF

**\$1.2**

BILLION

Member Achievements

Facebook Fans

**91.7%**

INCREASE IN FOLLOWERS

**598**

CURRENT LIKES

**312**

LIKES LAST YEAR

**304,000+ impressions | 240,000 stories created About CEO**

LinkedIn

**383**  
FOLLOWERS

**3,217**

ACTIVE SOCIAL MEDIA FOLLOWERS

Twitter

**1,430**

FOLLOWERS  
LAST YEAR

**2,236**

CURRENT  
FOLLOWERS

**56.4%**

INCREASE IN  
FOLLOWERS

Social

## Acknowledgments

*CenterState CEO, its directors, and members would like to express their appreciation to the many public sector partners who provide both leadership and financial support for our efforts across the region:*

Hon. Andrew M. Cuomo, Governor, New York State  
Hon. Robert J. Duffy, Lieutenant Governor, New York State  
Hon. Daniel Maffei, U.S. House of Representatives  
Hon. Charles E. Schumer, United States Senate  
Hon. Kirsten E. Gillibrand, United States Senate  
Hon. Sheldon Silver, Speaker, New York State Assembly  
Hon. Dean Skelos, Temporary President & Majority Coalition Leader, New York State Senate  
Hon. David J. Valesky, Deputy Leader, Independent Democratic Conference, New York State Senate  
Hon. John A. DeFrancisco, New York State Senate  
Hon. Patty Ritchie, New York State Senate  
Hon. William A. Barclay, Deputy Minority Leader, New York State Assembly  
Hon. Al Stirpe, New York State Assembly  
Hon. William B. Magnarelli, New York State Assembly  
Hon. Sam Roberts, New York State Assembly  
Hon. Joanne Mahoney, Onondaga County Executive  
Hon. Stephanie Miner, Mayor, City of Syracuse



CENTERSTATE  
CORPORATION FOR  
ECONOMIC OPPORTUNITY

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