



CENTERSTATE
CORPORATION FOR
ECONOMIC OPPORTUNITY

EVOLVE

2014-2015 ANNUAL REPORT



EVOLVE



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The theme for this year's report is *Evolve: Progress through Continuous Innovation*, highlighting our recent achievements and how we are adapting programs to better support our members.

Whether it is the evolution of our strategies to support historic and emerging markets; finding new ways for our members to save money, advance their skills, and support each other through enhanced business-to-business connections; creating an even more impactful business competition to better meet the needs of entrepreneurs; or connecting people to quality jobs and new opportunities - there is much work from the last year that we are truly proud of.

It is also a fitting theme as CenterState CEO marks its fifth anniversary as an organization. As we celebrate this milestone, we reflect on how far we have come in accomplishing the goals of our merger. Over the last five years this organization has advanced strategic initiatives to improve our region's competitiveness, invested in new member benefit programs while reducing our overhead, and created a single, more effective voice for the needs of our members. We have evolved to increase organizational efficiency and effectiveness, improve and eliminate duplication of programs and services, and enhance regional economic development.

This organization is not alone in our ability to evolve. This report also includes stories of how our members have risen to meet their own challenges, and how their ability to adapt has paid off for them and the community. We also share how we have engaged with these partners to support their growth and success.

At the same time we reflect on the progress we have made, we are also prepared to embrace change as we move forward, which is why we are using this milestone to re-commit ourselves to the same process of innovation and continuous improvement that led to the formation of CenterState CEO five years ago. A new strategic plan, designed to keep us at the cutting edge of our field, will ensure that we remain responsive to the needs of our members; have new and sustainable revenue streams for our work; and are able to focus energy and resources on providing maximum value while also advancing our mission of improved economic growth and opportunity for our region.

It is my belief that evolution leads to and is a driver of growth. It requires vision and a willingness to innovate, adapt and affect positive change. If our collective, recent successes have shown us anything, it is that we have the ability to adapt and seize the opportunities before us. This is critical, now more than ever, as we have the opportunity to put forth a thoughtful and strategic plan to earn our share of Governor Cuomo's \$1.5 billion Upstate Revitalization Fund. I believe we have the tools to be competitive in this process because we have already laid the groundwork.

I am deeply optimistic about the plan we are creating for our organization's future, and our ability to take hold of the opportunities that lie ahead for our region. As you read our report, we hope that you will find inspiration and the tools to help your business or organization evolve to seize new exciting opportunities ahead.

Robert M. Simpson
President



CenterState CEO is a regional business leadership organization, chamber of commerce, and economic development strategist, based in Syracuse, New York. We represent 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
- Downtown Syracuse Foundation
- Electronics Park, LLC
- New York State Urban Council
- NUAIR Alliance
- Visit Syracuse
- SyracuseFirst
- Syracuse Tomorrow
- The Tech Garden
- University Hill Corporation

PROGRAMS

- 40 Below
- Essential New York Jobs
- Fly Syracuse
- Grants for Growth
- NYS Innovation Hot Spots
- Northside UP / Work Train Collaborative
- Up Start Syracuse
- Project-ION
- The Germinator
- Startup Weekend
- Syracuse University Student Sandbox
- The Clean Tech Center

PARTNERSHIPS

- Brookings Institution
- CenterState Chamber Alliance
- Consensus (Commission on Local Government Modernization)
- Export-Import Bank of the United States
- Heron Foundation
- Manufacturers Association of Central New York
- New York Business Development Corporation
- Northeast Hawley Development Association
- Northside Business Alliance
- Syracuse Center of Excellence
- Upstate Minority Economic Alliance



David Katleski, of Empire Brewing Company, joins CenterState CEO's Rob Simpson, Visit Syracuse's David Holder, and Luo Ping, vice president, JingWei Fu Tea Company, to raise a toast to the new Two Dragons beer

Think Local, Act Global

Empire Brewing Company

From his engagement with CenterState CEO, its affiliates, and programs, David Katleski, founder and president of Empire Brewing Company, is finding new opportunities for growth. By thinking locally and acting globally, Katleski is expanding his business here at home, and on the global stage.

In 2014 Katleski was part of a CenterState CEO-led trade mission to China to explore new business connections to penetrate the growing Chinese market. While there, Katleski met the founder of the JingWei Fu Tea Company, Ji Xianoming, and embarked on a plan to pursue the export and distribution of an Empire beer made with the tea to China, and to explore distribution of JingWei tea in the United States.

The result was a one-of-a-kind craft beer developed at the Syracuse brewery, named Two Dragons. Katleski plans to scale up production of the beer at his Empire Farmstead Brewery,

in Cazenovia, and further pursue its export.

The 20,000-square-foot, 22 acres Empire Farmstead Brewery will allow Empire to grow many ingredients for its beer. A 75,000 barrel capacity brewery on site increases capacity by tenfold. The brewery received a CNY Regional Economic Development Council grant of \$550,000 for the project.

CenterState CEO recognized the potential of this new project and connected Katleski with CEO member Feldmeier Equipment, which makes large-scale stainless steel tank systems for a number of industries. Katleski is now working with Feldmeier to design a custom brew house that will meet Empire's growth needs, and that Feldmeier can use as its flagship product to enter the brewery manufacturing market.

"CenterState CEO connected us with Empire to find new opportunities within the brewing industry. This is a new growth area for our company and we plan to use the system we developed for Empire as a showcase of what our company can do for other brewery operations."

- COLBY CLARK
OPERATIONS MANAGER, FELDMEIER EQUIPMENT

CenterState CEO Engagement

- SMARTS** - Empire Brewing Company employees have participated in several educational events hosted by the CNYIBA to learn more about exporting.
- CONNECTIONS** - In 2014, Visit Syracuse connected Empire to the world-famous Waldorf Astoria in New York City, which was looking for a craft brewer to incorporate its roof-top harvested honey into a beer. Empire was selected to develop Waldorf Buzz, now on tap at the Waldorf.
- LOCAL** - Katleski continues to be an active participant in two of the Downtown Committee of Syracuse's prominent annual events: Downtown Dining Week and the Syracuse Style Fashion Show. Both drive new energy to the urban center and Empire's business. Empire is also a founding member of SyracuseFirst.

Sweet Success

Corso's Cookies

Corso's Cookies is a homemade success story. The company started in the owner's kitchen in 2001 and has grown into a multi-million dollar company employing more than 50 people. Innovation has been critical to that success. By investing more than \$2 million in proprietary technology and manufacturing equipment to evolve the way it makes its products, the company has dramatically increased its output. Two years ago, Corso's made approximately 3,000 cookies a day. It now produces 20,000 per day and is the largest producer of specialty-decorated cookies in North America.

Corso's is the first U.S.-based decorated cookie manufacturer to obtain a Safe Quality Food certification, which permits the company to sell to major retailers; the company project 75 percent of sales will be retail by the end of 2015. By forming a wholesale affiliate, they now sell to major retailers, including Costco, Walmart, Walgreens, Target, Cracker Barrel Restaurants, and Barnes & Noble Cafés. Additionally, Corso's sells directly to consumers through CorsosCookies.com.

CenterState CEO is working with Corso's as the company looks to expand its facility by nearly 40,000 square-feet in the coming year.



CenterState CEO Engagement

- GROWTH** - Corso's Cookies was awarded \$400,000 in 2014 by the CNY Regional Economic Development Council to assist with its expansion.
- CONNECTIONS** - Corso's has a significant new opportunity with a national restaurant chain. Visit Syracuse is supporting the company by coordinating the company executives' visit.
- SMARTS** - The company is exploring international growth opportunities through CenterState CEO and CNYIBA programs such as Export NY.

Making Connections

Wireless Business Group



Wireless Business Group (WBG) was founded in 2006 with two partners, Sam Serianni and Tom Huegel, and two customers. Today, the company has four employees and dozens of customers across Central New York. By adapting its services to meet changing needs of customers, and adjusting its business model as its industry evolves, WBG has grown by a minimum of 10 percent each year. This year, the company is on pace to increase revenues by 15 to 20 percent.

To help customers streamline processes and control their wireless expenses, the small cellular consulting firm has advanced its software development to maintain leading-edge services. WBG has invested thousands of dollars to keep pace with the evolution of the cellular technology market. These efforts, along with establishing strategic

partnerships, have helped WBG save its clients significant time and money, leading to new opportunities and steady growth.

CenterState CEO Engagement

- CONNECTIONS** - WBG generated new leads and customers at CenterState CEO's B2B Marketplace.
- GROWTH** - In 2014 WBG became a CenterState Member Advantage partner, reaching new clients and business opportunities.
- SMARTS** - WBG has hosted seminars for CenterState CEO sharing best practices and industry experience with members.

Modern Manufacturing

Falk Precision

Since its inception in 1984, Falk Precision has provided diversified contract manufacturing services in metals, plastics and composites to a broad range of customers. This employee-owned company has evolved and positioned itself for growth by making investments in its team and capital equipment.

In 2007 the original owners created an employee stock ownership plan so employees could continue the company's original management structure. When the owners retired in 2010, what was scheduled as a 14 year process was accelerated and completed that year. At a time when most businesses would have avoided any major capital improvements, Falk Precision's leaders instead took a calculated risk and invested in new machine tool equipment. This investment has paid off in the form of new customers, enhanced support to current customers, and overall growth. The company now employs approximately 35, had a strong year in 2014, and projects an even better year in 2015.



CenterState CEO Engagement

- CONNECTIONS** - Falk Precision participated in CenterState CEO's 2014 B2B Marketplace, taking advantage of 22 pre-set appointments.
- SMARTS** - Falk has a dedicated NYS apprenticeship program, and supports CenterState CEO's Work Train efforts to create career pathways in manufacturing. It is able to lend its expertise and knowledge as CEO continues to evolve this program.
- GROWTH** - Falk is exploring growth through export opportunities, and is working with CenterState CEO and the CNYIBA to understand market opportunities.



Ephesus Lighting has emerged from the region's innovation ecosystem to achieve rapid growth, lighting the Super Bowl in 2015.

Illuminating the World

Ephesus Lighting

Ephesus Lighting is leading an evolution in lighting technology with its energy efficient LED innovations. From commercial, industrial, sports and entertainment venues, people are seeing more clearly while using less energy thanks to Ephesus' uniform light technology. Its products are environmentally friendly, RoHS compliant (made without mercury or rare earth metals) and are far more efficient than all other LED competitors.

The company's ability to leverage the unique assets and connections of CenterState CEO has helped it grow from The Tech Garden to lighting the 2015 Super Bowl in just under five years.

As a startup company, Ephesus began utilizing The Tech Garden's support services and industry contacts to drive its growth. The company demonstrated a precursor to its high output LED Arena Luminaire at The Tech Garden. As a part of NYSERDA Clean Tech Center at The Tech Garden, Ephesus connected with industry leaders, university research partnerships and incentives to further advance its technologies. When it was time to move from ideation to production, Ephesus was awarded \$150,000 through CenterState CEO's Grants for Growth

program. Relationships with local universities and access to matching funds enabled the company to scale its lighting solutions to meet production needs.

This strong performance in 2014 led to even greater opportunities in 2015. The worldwide exposure from Super Bowl XLIX has driven new contracts and opportunities. Ephesus has been selected to illuminate the new Minnesota Vikings Stadium, which will also host the 2018 Super Bowl, the 2019 NCAA Final Four basketball tournament, and many other major events.

Closer to home, Ephesus is part of new efforts to illuminate downtown Syracuse's skyline at their new company headquarters in Onondaga Tower, featuring Prism series colored LED fixtures shining on the building's façade, incorporating intelligent controls that allow for changing colors and patterns.

Ephesus currently employs more than 20 people in downtown Syracuse and more than 100 others at production and assembly facilities, while continuing to grow its workforce and bring new jobs to the region.

"LED lighting technology has evolved considerably in recent years, where LED is analogous to a laptop and metal halide lights to a typewriter. Through the innovation support system available in the region, Ephesus has been able to stay at the forefront of this new industry standard."

-MIKE LORENZ,
PRESIDENT, EPHEBUS LIGHTING INC.

CenterState CEO Engagement

- CONNECTIONS** – CenterState CEO has facilitated many local business connections on Ephesus' behalf.
- GROWTH** – In 2014, Ephesus graduated from The Tech Garden and moved into 7,500-square-feet of renovated office space at Onondaga Tower in Syracuse.
- INNOVATION** – Ephesus has taken advantage of Tech Garden innovation programs, including: Grants for Growth, the NYSERDA Clean Tech Center, and the Commercialization Assistance Awards.
- LEADERSHIP** – Ephesus was recognized as a CenterState CEO Economic Champion in 2011-2013.

Powering an Energy Evolution

National Grid

Meeting the complex challenges created by rapid technological changes, increased customer expectations and energy dependence isn't easy. But National Grid, from its home in one of Downtown Syracuse's most iconic buildings, is keeping pace with changes in the energy industry by developing forward thinking strategies to plan for the future energy needs of its customers, today.

National Grid is evolving its approach to energy distribution by linking customer needs and policy goals with technology and market solutions. The company's Connect21 strategy is committed to creating a more customer-centric, resilient, and environmentally-sound energy network, and promoting clean energy initiatives and microgrid technologies. The Connect21 framework will not only lower customers' bills, but will also reduce our collective carbon footprint. Initiatives include:

- a microgrid site at Clarkson University – an innovative energy partnership to add resiliency to the Potsdam-area electricity system;
- a 55 megawatt privately-owned biomass generating facility at Fort Drum;
- the Marcy Nano center, the largest shovel-ready semiconductor site in the world; and
- solar panel installations at Onondaga County's water treatment plant.

National Grid employs 2,300 people, locally. In 2014, its Central New York division invested \$2.6 million in 24 economic development grants, and \$800,000 in community organizations.



CenterState CEO Engagement

- LEADERSHIP** – Melanie Littlejohn, National Grid's regional executive director, serves as chair of the public engagement committee for Consensus, the commission on local government modernization.
- INNOVATION** – National Grid is a strong supporter of CenterState CEO's programs, and has invested in The Tech Garden's infrastructure to promote an environment of innovation, as well as CEO's Startup Labs and The Germinator business competitions.
- SMARTS** – Many companies within the NYSERDA Clean Tech Center at The Tech garden are incubating next generation technologies with potential to contribute to better, smarter microgrids developed by industry leaders like National Grid.

Creating Tomorrow's Technology

SBB - Sullivan, Bazinet, Bongio

SBB, Inc., founded in 2000, is a small, but rapidly growing manufacturer of cleanroom products and packages. The company builds on the region's legacy of advanced HVAC expertise evolving within the industry to deliver the world's most advanced cleanroom technology. In 2014, SBB doubled its revenues with sales of \$9 million, and is forecasting continued growth of 30 percent, yearly, for the next three years.

SBB recently established a strategic joint partnership with a German company named Daldrop, positioning both companies to adapt and benefit from anticipated changes in the pharmaceutical industry; which is expected to consolidate and standardize worldwide manufacturing.

SBB currently employs 33 people at three Syracuse locations, and is in the process of a \$3.14 million consolidation and expansion project. When completed, the 130,000-square-foot building in Clay will be home to all of SBB's New York operations. This new facility will also enable SBB to advance its operations and grow even further, creating at least 23 new jobs.



CenterState CEO Engagement

- CONNECTIONS** – CenterState CEO introduced SBB to its member INFICON, who contracted with the company for work related to INFICON's expansion project.
- GROWTH** – In 2014 SBB was awarded \$350,000 through the Regional Economic Development Council to support its expansion. CenterState CEO worked with the company to utilize this competitive program, and identify a new, larger location in the region to support its growth.
- SMARTS** – SBB is a participant in CEO's Executive Development Leadership Series.





SRC's ground-based sense and avoid technology - the first of its kind in the country - is making the NUAIR Griffiss International Airport test site a strategic location for the emerging UAS industry.

Redefining Possible®

SRC, Inc.

SRC, Inc. is a not-for-profit research and development company with expertise in defense, communications systems, cyber security, manufacturing, and radars and sensors. In the past 10 years, SRC has experienced considerable growth and today employs almost 1,000 people throughout the country. The company continues to evolve by exploring opportunities around the world, and innovating and developing new sensing technologies.

SRC's ability to leverage global opportunities created an additional \$3 million in export sales last year.

The company has successfully overcome challenges such as strict regulations for selling defense technologies to foreign entities, and the difficulty to obtain the licenses to export systems.

Throughout its history, SRC has adapted to market shifts through technology innovation. It has helped to establish nearly 20 high-tech companies. In 2006, it formed SRCTec, a high-tech manufacturing subsidiary that provides manufacturing and logistics support

for electronics systems. Its most recent subsidiary, Gryphon Sensors, LLC, creates an entrée into commercial sensors, leveraging SRC's strong reputation and leadership in the Unmanned Aircraft Systems (UAS) sector.

It was SRC's experience in UAS technology that helped drive one of the greatest growth opportunities for the region – becoming one of six UAS test sites in the country. SRC's unique proficiency and knowledge led the team and recognized how the region could benefit from the growing industry's research, testing, certification and demonstrations if it were to become a UAS test site.

As an active member of CenterState CEO, SRC encouraged the organization to take a leadership role in organizing regional assets and resources to compete for one of six highly coveted Federal Aviation Administration (FAA) UAS test sites. As a result, CenterState CEO took steps to form the Northeast UAS Airspace Integration Research (NUAIR) Alliance, which received FAA UAS test site designation in 2013. Learn more at www.srcinc.com and www.gryphonsensors.com.

CenterState CEO Engagement

- CONNECTIONS** – To create the NUAIR Alliance and put forth a competitive application, CenterState CEO brought together political leaders and UAS industry experts including SRC, SaabSensis, Lockheed Martin, and Rome Labs. It also engaged partners from the region's many academic institutions.
- LEADERSHIP** - SRC, SaabSensis, Lockheed Martin, with additional support from National Grid and the Onondaga Civic Development Corporation, provided the funding for the NUAIR Alliance to hire an expert consulting firm to successfully guide the test site application process.
- SMARTS** - With the support of SRC, NUAIR hosted its inaugural NUAIR Industry Days in 2014. Over the two-day event, 100 attendees and 50 exhibitors drew on their expertise to examine how the region can best maximize innovation, job and investment opportunities associated with the UAS industry.
- INNOVATION** – SRC's ground-based sense and avoid radar system is being tested and deployed at the Griffiss International Airport as the NUAIR test site begins its work assisting the FAA with the safe integration of UAS into the National Air Space.

Technology + People = Growth

Sutherland Global Services

Sutherland Global Services provides customer management services to large corporations and is downtown Syracuse's largest private employer, with approximately 1,000 employees. With a significant growth trajectory, it recently added 200 positions in Syracuse to continue serving new clients and markets. To stay competitive and continue to attract top-level talent, Sutherland established a work environment that provides training and skills development for employees.

The company's ability to provide clients with unique, analytics-driven solutions and services has enabled it to retain 98 percent of its client base for nearly 30 years. By evolving to keep pace with the changing needs of its customers, the company has seen sales increase from \$378 million in 2009 to \$900 million in 2014. The company is on pace to continue this growth and hit more than \$1 billion in sales by 2016.



CenterState CEO Engagement

- CONNECTIONS** – Sutherland hosted 32 key decision makers of an important client in Syracuse. CenterState CEO connected the company with its member Ultimate Arrival to provide transportation for the visitors. Sutherland received excellent service at a competitive cost while Ultimate Arrival benefitted from the new business relationship. Visit Syracuse also helped coordinate dining and lodging for Sutherland's clients.
- LEADERSHIP** – Nearly 40 percent of Sutherland's employees use CENTRO's services. When faced with possible reduction of CENTRO services, CenterState CEO advocated for maintaining CENTRO services that Sutherland employees and other area residents and workers rely on.

Not Just Aluminum, A Hometown Brand

Novelis Inc.

There's a pretty good chance that the beverage can your holding or the car you are driving was made with aluminum from Novelis. The company, which employs nearly 1,000 people in Oswego, is the global leader in aluminum rolled products and the world's largest recycler of aluminum.

As more of the world's leading auto makers make the move to aluminum, the company is evolving through innovation and investments to meet this new auto industry trend. Most notably, Novelis is playing a crucial role in the next generation of America's bestselling vehicle: the Ford F-150. The 200,000-square-foot expansion of Novelis' Oswego facility and innovative closed-loop recycling process allows it to recycle aluminum back into the same product, again and again, preserving the value of the alloy and maximizing environmental benefits. This unique process enables the company to adapt to demands in the auto industry, which must address increasing consumer, regulatory and environmental pressures to create lighter, more fuel efficient vehicles.

Novelis has invested \$400 million in its Oswego plant over the last five years, with plans to add 250 jobs. This investment also provides an economic boost to the local community. Local contractors, suppliers and small businesses – including staffing firms, restaurants, real estate agents – benefit from the company's expansion.



CenterState CEO Engagement

- CONNECTIONS** – Novelis connected with more than 30 companies during the 2014 B2B Marketplace.
- GROWTH** – CenterState CEO played a leading role in identifying and delivering economic development incentives and support for each phase of Novelis' expansion.
- LEADERSHIP** – CenterState CEO worked with the company and state and federal agencies to ensure timely approval of required permits and compliance with appropriate environmental rules, allowing Novelis to maintain project schedule and deliverables.
- SMARTS** – Novelis is focused on leadership training and skills development for its employees utilizing CenterState CEO programs. In 2014 it sponsored the leadership training and education session at the B2B Marketplace.

CONNECTIONS

From expertise and leadership in economic development, to comprehensive member programs and benefits, CenterState CEO builds valuable relationships in a way that meets the evolving dynamics of the business community and leads to success for the region.

MEMBERSHIP



MEMBER ADVANTAGE, an exclusive member-only program, launched in 2014 to save businesses money and time through collective buying power. Learn how you can save at memberadvantageny.com

“Member Advantage helped lower our payroll expenses through ADP. Not only did we save money, but they included services to help us acquire, train and manage employees to maintain a culture of integrity. These extra services would have cost us upwards of \$10,000 a year in human resources expenses.”

- JOHN TIMMERMAN, CEO, GOOD MONSTER

CHAMBER ALLIANCE: In 2015, the CenterState Chamber Alliance will expand its presence to the north and south with new regional partners. The Alliance builds a broader regional network to create greater visibility for members, expands the collective buying power of members, and creates a stronger business advocacy voice for members and the region.

**CENTERSTATE
CHAMBER
ALLIANCE**

CenterState CEO
Greater Utica Chamber of Commerce
Cayuga Chamber of Commerce
Cortland County Chamber of Commerce



EVOLVE HOW YOU MAKE BUSINESS LEADS

The B2B Marketplace provides attendees with stronger, direct, high-level connections and leads through a structured forum where buyers and sellers can engage with key decision makers during pre-set appointments. With expectations established prior to the event, outcomes are enhanced.

Don't miss the next B2B Marketplace; learn how you can be a part of this exciting event at CenterStateB2BMarketplace.com

2014 B2B MARKETPLACE

- More than **50** exhibitors
- Over **550** appointments
- **75%** rated their experience as good or excellent
- **90%** of participants made qualified leads
- **75%** expect future business opportunities from leads made at the event
- **100%** of those surveyed will participate in some form next year



“Businesses must continually evolve how they build connections and grow. Likewise, we must also adapt our programs to facilitate that trend. Transforming the traditional business showcase into a B2B Marketplace took a leap of faith on the part of CenterState CEO and our members. By encouraging and facilitating targeted connections in this new format, we responded directly to the expressed needs of businesses.”

-JANE AMICO, VICE PRESIDENT OF MEMBER SERVICES, CENTERSTATE CEO



BUSINESS ATTRACTION

INTERNATIONAL CONNECTIONS: A 2014 CenterState CEO trade mission to China focused on establishing new connections and relationships to support businesses looking to penetrate the growing Chinese market. The regional delegation met with more than 25 organizations across the cities of Xian, Beijing, Wuxi, Foshan and Shanghai, including government officials, business owners, banks, attorneys, not-for-profits and universities.

INDUSTRY ALLIANCES: CenterState CEO and the NUAIR Alliance’s participation in the Association for Unmanned Vehicle Systems International (AUVSI) annual trade show generated significant attention for the regions UAS test site and more than 35 leads from this event. AUVSI is the world’s largest non-profit organization devoted exclusively to advancing the unmanned systems and robotics industries. More than **50 domestic and foreign companies** are looking to build and test at NUAIR’s site.

108

In 2014, CenterState CEO gained 108 new business attraction leads from around the globe, with 87 existing prospects/leads in the pipeline. Highlights include:

- 57 U.S.
- 25 Canada
- 7 Germany
- 2 France
- 14 China
- 1 Czech Republic
- 1 South Africa
- 1 United Kingdom



CONVENTIONS & GROUP EVENTS: Visit Syracuse makes connections between conventions and group events and the region’s economic development target markets. The Central New York region is known for attracting major events with a dedicated and passionate following that have a significant impact on travel spending in the region, including the AQS Quilt Week, Eastern Winery Expo, and US Rowing Northeast/Mid-Atlantic Regional Championship – booked for 2015.

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 to achieve growth

BUSINESS RETENTION AND EXPANSION

SUPPORTING BUSINESS GROWTH: CenterState CEO is focused on the recruitment of new companies, the expansion of existing employers, the retention of firms with business challenges, and providing growth opportunities for companies across industry sectors. CEO accomplishes this work through its Business Retention and Expansion Work Group, engagement with the CNY Regional Economic Development Council and targeted outreach efforts by its economic development staff. This comprehensive approach has yielded significant results, many of which are highlighted across this report.



DATA TO DECISIONS: Implementation of the CenterState Agenda for Economic Opportunity's recommendations to grow the region's capacity in the Data to Decisions (D2D) technology platform is underway. The effort is focused on enabling and securing the "Internet of Things" - everything from smart phones and tablets, to home automation and UAS. These objects with embedded intelligence and sensors often lack secure systems design and assurance. A regional group is building upon the region's capacity, assets, and expertise in D2D to advance this effort, including more than 50 businesses, the Air Force Research Laboratory in Rome, and the intellectual capabilities of academic institutions such as Cornell, Syracuse, and Clarkson Universities.

HUBS OF GROWTH

UNIVERSITY HILL continues to be a dynamic area of growth. More than **\$450 million** in capital investments were completed in 2014, or are underway in 2015. Among them:

- \$56 million renovation at Hutchings Psychiatric Center, resulting in 50 additional beds.
- Conversion of the former Rosewood Heights housing project into 94 market rate apartments.
- \$5.7 million development of Skyler Commons, an 80-unit student apartment complex.



- \$36 million SUNY Upstate Medical University Academic Building, including an on campus location for the College of Nursing and a 400 seat auditorium.
- \$35 million Crouse Hospital emergency room project to accommodate 74,000 patients, annually.

DOWNTOWN SYRACUSE continues its development boom, with **\$367 million** in projects currently planned and underway, and remains a retail destination, with 18 new retail businesses opened in 2014.

With a 99% residential occupancy rate, Downtown Syracuse remains a highly sought after neighborhood to call home. A recent housing market analysis showed a conservative demand for 727 additional units than what the current market offers. More than 435 are currently planned or under construction.



Accents of Armory Square.

"From high demand for residential space, to new retail businesses and office tenants moving downtown, to the renewed commitment of longtime businesses, evidence of downtown's evolution is everywhere. That transformation has a ripple effect across the region – people can see what was, and re-imagining what could be."

-MERIKE TREIER, EXECUTIVE DIRECTOR, DOWNTOWN COMMITTEE OF SYRACUSE



GROWING GLOBALLY

TRADE MISSIONS: CenterState CEO's 2014 trade mission to China included the signing of a memorandum of understanding with Wuxi New District to work together to promote business attraction. The mission also explored partnerships in:

FOREIGN DIRECT INVESTMENT – to identify partners interested in investing in the U.S., particularly through the EB-5 economic development program.

EXPORTS – to build export opportunities, with a focus on agricultural products.

TOURISM – to further promote Chinese tourism in the U.S.

ENTREPRENEURSHIP – to develop mutual supports for early-stage programs such as venture investing, referrals and opportunity sharing.

MEDICAL TOURISM: A cooperative effort between CenterState CEO, University Hill Corporation and Visit Syracuse, led by member hospitals and physician practices is analyzing the potential for medical visitation for Eastern Ontario. A comprehensive marketing strategy is underway, and a new website to help customers find services in the region will be developed by Visit Syracuse. CenterState CEO also continues to explore a pilot program to bring Chinese patients here in 2015, with its counterpart in China, CAPPSTE.



VISIT SYRACUSE'S GLOBAL FOCUS ON CANADA, UNITED KINGDOM AND CHINA:

A campaign targeting the Canadian market provided a test for the new Syracuse. Do Your Thing. brand, with an overwhelmingly positive response. Repeat website visits grew from 2,800 in 2013, to 142,000 in 2014, an increase of 4,900%. By working with state and national tourism programs, I Love NY and Brand USA, Visit Syracuse has also developed specific promotional material targeting the UK and Chinese markets, and has undertaken three trade missions to China to market the region's luxury outlet stores, university concentrations and agricultural amenities.

EXPECTED OUTBOUND TRAVEL

SPENDING FROM CHINA

2014 **\$164 BILLION**
2019 **\$264 BILLION**

61% INCREASE

ENGAGING THE REGIONAL EXPORT COMMUNITY

Since its launch, the CNY International Business Alliance (CNYIBA) has led engagement and outreach to **120+ exporters** from Watertown and Lowville, to Ithaca and Cortland, and Auburn to Little Falls, assisting with export business plans, mentoring, and leading trade missions.

CNYIBA
IN 2014

LED 7 REGIONAL COMPANIES ON A TRADE MISSION

TO SINGAPORE, MALAYSIA, VIETNAM, INDONESIA, PHILIPPINES. CONNECTED 50+ COMPANIES WITH

EXPORT SERVICES

EVOLVE YOUR GLOBAL REACH

The CNYIBA is the one-stop-shop for all regional companies who are exporting or wish to start. Prior to its restructuring in partnership with CenterState CEO, the region lacked a primary point of contact for export assistance activities. The CNYIBA now offers services including, mentoring, direct consultative projects, educational programs, training and overseas trade missions. **To take advantage of consulting services, educational events and trade missions, contact Steven King, CNYIBA Director, sking@cnyiba.net, or visit www.cnyiba.net.**

CenterState CEO works with public and private partners on smarter solutions for effective regional economic development, ranging from initiatives to grow target industries, to innovative workforce solutions, to training, education, and leadership programs that help businesses and their employees increase their competitive advantage.

TRAINING AND EDUCATION

SKILLS DEVELOPMENT: Utilizing a combination of executive forums, discussions with local industry experts, and seminars training and education sessions advance skill sets and accelerate personal and professional growth.



Members learn about digital marketing during a CEO training seminar.

BUSINESS COMPETITIVENESS: 2014 featured several **Export and FDI education opportunities**. CEO partnered with the Federal Reserve Bank of New York to host an EB-5 seminar for businesses looking to tap into foreign direct investment opportunities through this economic development program. Additionally, in 2014, the CNYIBA:

- Held **6** educational events and participated in **20+** regional export promotion events
- Facilitated **15** companies through the award-winning ExportNY program

THOUGHT LEADERSHIP: Members take part in meaningful community dialogues through CenterState CEO's various committees and focus groups. A new quarterly luncheon roundtable series, called **CEO Talks**, covers a range of topics, from inside looks at CEO trade missions, to how changes in the health care industry are impacting your business.

Have an idea for a topic? [Contact Imetot@centerstateceo.com](mailto:Imetot@centerstateceo.com).



CEO President Rob Simpson shares his experience from the China trade mission during CEO Talks.

LEADERSHIP SKILLS: Professional development programs like Executive Dialogue and the **Executive Leadership Development Series (ELDS)** offer executives and rising managers the opportunity to share best practices, and advance critical thinking, communication and empowerment skills.



Executive Leadership Development Series 2014 Graduates.

ELDS CURRICULUM IS SUPPORTED BY:

- Syracuse University's Whitman School of Management & University College
- Le Moyne College
- Empire State College
- Columbia College of Missouri
- SUNY Oswego
- Leadership Greater Syracuse

61.5% INCREASE IN ELDS ENROLLMENT SINCE 2013

EVOLVE YOUR SKILLS

CenterState CEO continues to evolve how it supports businesses through training and education opportunities. By leveraging the strengths of CEO's full suite of programs members find resources to grow, regardless of business size, industry or stage of development. Additional opportunities are provided by its affiliates, including The Tech Garden, SyracuseFirst, CNYIBA and Northside UP. [Contact us to find out how we can help you.](#)



WORKFORCE DEVELOPMENT

WORK TRAIN, CenterState CEO's initiative to address the workforce needs of regional employers and create job opportunities and career pathways for low-income residents, evolved from CEO's successful Green Train and Health Train programs piloted on Syracuse's Northside.



This year, Work Train became part of the National Fund for Workforce Solutions (NFWS), which awarded the program a \$100,000 grant to continue scaling up its efforts.

The program is utilizing strong industry partnerships in health care and manufacturing, plus direct support from the region's philanthropic community to have an impact. In 2014, Loretto had an urgent need to fill 100 enhanced Certified Nursing Assistant (CNA) positions to open its new, The Cottages at Garden Grove, skilled nursing community. Individuals were referred to Loretto through Work Train and placed in its paid training program. As a result, nearly 50 Work Train graduates were hired by Loretto, which continues to work with the program to fulfill more hiring needs.

WORK TRAIN SUPPORTERS:

United Way of CNY; the Allyn Foundation, the CNY Community Foundation, the Reisman Foundation, and Gifford Foundation; the Onondaga Civic Development Corporation, Empire State Development Corporation and New York State Assemblyman Al Stirpe.

WORK TRAIN AT LORETTO:

57 INDIVIDUALS REFERRED
47 PARTICIPANTS HIRED
82% PLACEMENT RATE

Evolve your employee recruiting.
Contact Pascale Mevs,
pmevs@centerstateceo.com



GREEN TRAIN:
100% GRADUATION
RATE & 90% JOB
PLACEMENT RATE

2014

GREEN TRAIN SUCCESS:
GRADUATED 13 CLASSES
180 PARTICIPANTS
98% GRADUATION RATE
81% JOB PLACEMENT RATE

2009-2014

EVOLVE OPPORTUNITY FOR ALL

Recognizing that poverty and inequity are perhaps the region's most significant barriers to economic growth and long-term prosperity, CenterState CEO is evolving the traditional model of economic development through an integrated focus on business, workforce, and community development.

Efforts to date have brought together a broad collaboration of organizations and leaders to radically improve quality of life within Syracuse's Northside neighborhood by piloting and adapting programs to advance community solutions.

That work now serves as a template for developing larger partnerships, with a broader reach, and an even greater commitment to furthering prosperity within distressed communities in the region. Moving forward, strategic efforts will continue to translate economic growth into economic opportunity, increased wealth, and improved quality of life.

STRATEGIC GOALS:

- INCREASE EMPLOYMENT
- START & GROW NEIGHBORHOOD-OWNED BUSINESSES
- BUILD COMMUNITY WEALTH
- IMPROVE COMMUNITY HEALTH
- ENABLE STRONG SOCIAL NETWORKS
- REDUCE BLIGHT AND FOSTER INVESTMENT

"CenterState CEO's progressive approach integrates people-centered and place-based economic development. By tapping into the talent that's often obscured within our community, we can unlock the potential within our underserved populations, and spur economic development from the ground up. This ultimately makes for a stronger, more resilient community and local economy."



-DOMINIC ROBINSON, VICE PRESIDENT OF
COMMUNITY PROSPERITY, CENTERSTATE CEO



LEADERSHIP

Through robust partnerships and member engagement, CenterState CEO leads a strategic agenda to advance regional priorities, address the region's most pressing issues, and shape its economic future.

ECONOMIC DEVELOPMENT



	Round 4 Awards	4-Year Total
CNY REDC	\$80.2 M	\$344.6 M
CenterState NY	\$116.7 M	\$562.0 M

CNYREDC PROJECTS ARE LEVERAGING \$1 BILLION IN PRIVATE INVESTMENT

REGIONAL ECONOMIC DEVELOPMENT COUNCIL (REDC): Round 4 of the state's competitive REDC process brought \$80.2 million to Central New York for 85 catalytic projects, bringing the region's four-year total to \$344.6 million, more than any other region.

Central New York and the Mohawk Valley also submitted a joint plan to grow global trade and investment through the state's Global NY program. This effort will enable the CNY IBA to expand export assistance to more firms in the region.

HANCOCK AIRPARK CAPITAL IMPROVEMENTS COMPLETE:

Hancock Field Development Corporation (HFDC), an affiliate of CenterState CEO, completed capital improvements to transform the former Hancock Air Force Base into the largest shovel-ready site in Onondaga County, now ready for new development. The project serves as an incredible model of efficiency, collaboration and effective planning as CenterState CEO used minimal resources to redevelop and re-vision this land.

Leveraging \$12 million in federal and state aid, including an \$8 million grant from New York State Assemblyman Al Stirpe, CenterState CEO has driven \$42 million in additional private investment. In 2014 development responsibility was transferred to Onondaga County for additional light industrial and commercial growth.

INTERESTED IN CONTRACTING OPPORTUNITIES FOR CNY REDC FUNDED PROJECTS?

CenterState CEO and SyracuseFirst want to help project sponsors procure and source from local businesses as they implement their projects. Learn more at: <http://tinyurl.com/REDCform>

Hancock Airpark

87.5 acres added to tax rolls
\$42 million in private investment
11 companies and tenants
750 jobs

EVOLVE

REGIONAL STRATEGIES FOR TRANSFORMATIVE GROWTH

In 2015, Central New York will combine its regional council success with the forward thinking recommendations of the CenterState Agenda for Economic Opportunity to design a strategic investment plan as part of Governor Cuomo's **Upstate Revitalization Fund**.

- \$500 million regional awards will support transformative plans that leverage significant outside investment, create new jobs, and enhance net wealth generation.
- Investments will advance key priorities:
 - Strengthen regional industry concentrations
 - Grow exports and foreign direct investment
 - Develop employer-driven approaches to align workers and jobs
 - Cultivate opportunity rich environments
- Build a world-class innovation and entrepreneurship ecosystem
- Invest in high priority/strategic infrastructure initiatives that lead to job creation
- Support diverse populations
- Build effective public and civic institutions

**Be part of the conversation.
Share your vision for the future of our region.
#ThinkBigCNY**

ADVOCACY



CONSENSUS, THE COMMISSION ON LOCAL GOVERNMENT MODERNIZATION, is actively seeking community engagement as it works to develop a set of recommendations in Onondaga County to make government: easier to use, more responsive, more cost effective, and better at service delivery.

After gathering data with the support of the Center for Governmental Research, the commission released its "Preliminary Baseline Review: Who Does What & What it Costs," providing a clearer understanding of the number and types of local government, the costs associated with those governments, and the nature and extent of services delivered by local governments. Consensus is expected to make its recommendations by the end of 2015.

EVOLVE

ONONDAGA COUNTY GOVERNANCE

Community engagement is critical to developing outcomes and exploring a wide range of solutions for more effective government in Onondaga County. The commission is holding events throughout the county to engage the public and gain input on community priorities, options to enhance local government services and potential recommendations. [Learn how you can be a part of this critical community conversation at consensusny.com.](http://consensusny.com)

INTERSTATE 81: CenterState CEO seeks a transformative solution to the redevelopment of I-81 that will meet the region's transportation needs while having a positive impact on the community's economy and sustainability. CEO wants to ensure that any replacement for the elevated viaduct minimizes the width of the roadway; avoids the need for further eminent domain; does not require the displacement of families, commercial businesses or institutions; nor requires the demolition of historic properties; and does not simply relocate traffic issues from the city to the suburbs.

CenterState CEO and its affiliates submitted comments to the NYS Department of Transportation on the plan for consideration prior to the release of NYSDOT's final scoping report, which will likely narrow the options that are recommended for further evaluation. CEO is also advocating with federal representatives for adequate funding so that the new I-81 optimizes the direct and indirect economic and community impacts of its new configuration.



EVOLVE

COMPETITIVE INDUSTRIES THROUGH REGIONAL EXPERTISE

CenterState CEO affiliate NUAIR, the Northeast UAS Airspace Integration Research Alliance, is leading the future of the unmanned aircraft systems (UAS) industry as one of six Federal Aviation Administration (FAA) test sites in the U.S.

Thanks to a \$4 million REDC award, NUAIR is installing a Ground Based Sense and Avoid system at Griffiss International Airport, in Rome, to track UAS in the air and provide first of its kind testing capability in the country. The project will utilize equipment manufactured by SRC, Inc. and SaabSensis. C&S Companies will also conduct the environmental work for this project.

CenterState CEO and NUAIR are also working to formulate UAS policy, legislative actions, and funding authorization for UAS research and development in FY 2016.

[Learn how the NUAIR test site can support the product development, research or other needs of your organization, clients or partners at nuair.org](http://nuair.org)

"NUAIR's work is an exciting example of how, as a region, we are evolving the technology and expertise developed by local companies to grow the UAS industry in our region, while having a leadership role with the future of aviation."



-LARRY BRINKER, EXECUTIVE DIRECTOR & GENERAL COUNSEL, NUAIR ALLIANCE

NUAIR'S FIRST YEAR: **900** TEST SITE INQUIRIES LED TO **14** FAA CERTIFICATES OF AUTHORIZATION. **50+** TEST FLIGHTS OF PRECISION AGRICULTURE; WILDFIRE FIGHTING; PIPELINE PATROL; DOT AND DEC MISSIONS; AND UAS PLATFORM R&D TOOK PLACE



INNOVATION

From tech startups to 100-year-old companies, innovation is a cornerstone of growth for any organization. CenterState CEO's extensive innovation portfolio includes comprehensive commercialization and tech transfer programs, access to funding and R&D partnerships, and connections to the region's top talent.

THE TECH GARDEN II OPENS: After two years at 100% capacity and a growing waiting list, The Tech Garden opened a second location in the AXA Towers. The 18,000 square-foot expanded footprint allows for greater support of more businesses through a suite of services and programs. The space is 70% occupied within its first six months of opening.



Lake Effect Applications, a new Tech Garden II resident, is creating jobs in the coveted, fast-growing mobile gaming industry.

GRANTS FOR GROWTH: Since 2006 Grants for Growth has supported innovative applied research projects between universities and industry to improve business competitiveness, accelerate technology transfer and create jobs.

115

JOBS CREATED

407

JOBS EXPECTED BY PROJECT COMPLETION

\$68,143

AVERAGE SALARY PER JOB CREATED

46

PROJECTS

\$1.6M

IN TOTAL REVENUE BY PORTFOLIO COMPANIES

\$425K

AWARDED IN 2014 AND 2015

ARMORY SQUARE VENTURES (ASV), the first new venture capital fund focused on providing new capital for early stage companies in upstate New York in more than 10 years, held its first closing in 2014, and made two investments:

- Agronomic, a Cornell University spin out that provides nitrogen allocation recommendations for farmers.
- Clerio, a University of Rochester spin out that provides next generation vision correction technology.

ASV anticipates additional institutional closings and will actively add new portfolio companies in the coming months.

ASV TEAM EXPANDS
TWO NEW VENTURE PARTNERS AND AN ASSOCIATE BRING A COMBINED 70 YEARS OF OPERATING AND INVESTMENT EXPERIENCE TO THE FUND.

UP START SYRACUSE empowers urban neighborhood and minority entrepreneurs to start businesses. The pilot program was made possible by a \$85,000 CNY Community Foundation grant. Looking ahead, in partnership with the Onondaga County Civic Development Corporation, CenterState CEO will develop and implement a platform to scale the UP Start model and establish enhanced resources for emerging entrepreneurs and business owners from underserved neighborhoods and minority communities.

13 COMPANIES INCUBATED
8 ACTIVELY SELLING THEIR PRODUCTS
5 MORE SELLING IN EARLY 2015



Thirteen companies (11 minority-owned businesses) from the Up Start Syracuse pilot program are now in the incubation stage, working towards establishing sustainable businesses that will positively impact Syracuse neighborhoods.



THE GERMINATOR: CenterState CEO and The Tech Garden kicked off its new business competition, The Germinator. Well ahead of the industry standard, the program merges the long-term support of an incubator with the investment and services of an accelerator. The two-year program encourages participants to establish roots in the region through a suite of support services, multiple rounds of funding, training, mentoring, and Tech Garden incubation space.

CENTERSTATE CEO BUSINESS COMPETITIONS

9 COMPETITIONS SINCE 2007

\$2.25 MILLION AWARDED THROUGH 2017



The Germinator

\$600,000 GRAND TOTAL DISTRIBUTED AMONG SIX PARTICIPANTS OVER TWO YEARS

\$250,000 INVESTMENT IN GRAND PRIZE WINNER

\$150,000 INVESTMENT IN RUNNER UP

\$130,000 INVESTMENT IN "BEST OF THE REST" WINNER

EVOLVE THE INNOVATION ECOSYSTEM

Just ten years ago the space now occupied by The Tech Garden was a dilapidated parking garage. During that same time, the region lagged significantly in the start-up and growth of new companies. Fast forward to today, and The Tech Garden has become a thriving center of progress – a place where entrepreneurs who dare to dream that their ideas can become a business reality, call home.

- It now supports **70 companies** with more than **175 employees**.
- It is one of New York State's Innovation Hot Spots, allowing eligible businesses income and sales tax abatement for their first five years - a critical time when businesses need every dollar possible to grow.
- Programs CenterState CEO has grown over the last decade are revitalizing the region's entrepreneurial spirit – evidenced by the demand for more incubation space and programs which led to its recent expansion.



Clean Tech Center graduate Rapid Cure Technologies demos its energy-curable technologies.

The Tech Garden is just one example of how CenterState CEO has evolved the region's innovation resources. Its annual business competition has been completely redesigned. **The Germinator** now creates the region's most comprehensive competition, awarding more funds to more companies, with support services that prepare entrepreneurs to grow their business and ensure long-term success. The impact of these investments, programs, and partnerships are creating a stronger regional economy through innovation.

Contact us to learn how you can be part of the action: seth@thetechgarden.com

"To support regional entrepreneurs at any stage of their growth with continued effectiveness, we must grow as well, with an eye towards constantly evolving our programs to best suit their changing needs. With the help of community partners and a robust network of programs, The Tech Garden has become a successful hub of innovation, technology, entrepreneurship, and startup businesses."

-SETH MULLIGAN, VICE PRESIDENT OF INNOVATION SERVICES, CENTERSTATE CEO



Through collaborative partnerships and targeted programs, CenterState CEO is committed to supporting local businesses, revitalizing neighborhoods and communities, and creating a welcoming destination for residents and visitors, alike.

TOURISM

Delivering a Destination Promise The Syracuse Convention & Visitors Bureau - now known as **Visit Syracuse** - has unveiled the new regional destination brand, which grew out of a need to find a fresh new way to capture what visitors and residents tell us they enjoy about this region: authentic character, cultural gems, and unmatched outdoor spaces in a place to connect and reconnect with what matters. Extensive research, including interviews with stakeholders, residents and customers, revealed diversity of the region and its personalized appeal as the primary brand building blocks. The result of capturing those emotions is one simple message: **SYRACUSE DO YOUR THING.**

In its work to implement the perfect brand for the region, Visit Syracuse hired BCF, a company known for its success with destination branding. It then turned to local artist Jason Evans to build on the vibrant look and momentum of the previous logo by enhancing it with four colors representing the personal appeal of the region: tranquility/trust (blue), energy/active (orange), creativity/individuality (purple) and optimism/cheer (green). Evans also made sure the logo embraced the region by designing it from the regional code, SYR.

The resulting brand enables everyone to customize the message and define what his or her thing is, setting the stage for customer groups to celebrate unique and diverse interests.



Photo Courtesy of Daylight Blue Media



Green Travel Writer Yoli Ouyi doing her thing and enjoying the great outdoors at Onondaga Lake Park.



For the Onondaga Historical Association, "History is our Thing."

EVOLVE YOUR PASSION FOR SYRACUSE

Community members are already using the brand to showcase what they do and to tell our collective story. Members are encouraged to integrate the brand into their own company messaging.

Learn how at visitsyracuse.org/BrandingMaterials, and share how you #DoYourThing.



"Branding is exactly what the name implies and, if done properly, can be extraordinarily powerful. Syracuse is a destination where visitors and residents are known to celebrate their passions. Do Your Thing is a bold, open-ended, action-based challenge to over-used, under-effective slogans like 'Something for Everyone.' The fact that the brand is not derived from us, but from our customers – visitors – enables the brand to reflect authority and power."

-DAVID HOLDER, PRESIDENT, VISIT SYRACUSE



SUPPORTING LOCAL BUSINESS

BUY LOCAL BASH: SyracuseFirst's Buy Local Bash, held at the historic Landmark Theatre in downtown Syracuse, encourages local buying during the holiday season and year round. Nearly 90 locally-owned, independent businesses and more than 700 people attended the fifth annual event, which showcased retail, wellness and service business through a new Local Marketplace.



EVOLVE

YOUR LOCAL SPENDING POWER, MAKE THE 10% SHIFT

When local businesses thrive, economic activity increases, wealth is retained and everyone benefits. SyracuseFirst's 10% SHIFT campaign encourages individuals and companies to shift 10 percent of their spending to locally-owned, independent businesses. Making the Shift 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.



1,000+ people have taken the pledge.

You can too at shift.syracusefirst.org.

"The 10% Shift campaign benefits everyone in our community from the trickle-down effect, and is a concept everyone can embrace. We are proud to be a part of the SyracuseFirst SHIFT, and join together with the community as we work toward creating a vibrant local economy."

-MADELYN HORNSTEIN, CPA, MANAGING PARTNER & CEO, DERMODY, BURKE & BROWN, CPAs



REVITALIZING NEIGHBORHOODS



DOWNTOWN COMMITTEE Celebrates 40 Years in 2015. The community is encouraged to #CelebrateDowntownSyr all year, and spotlight everything that has fostered downtown's evolution – from its history to its people, projects, and accomplishments. Join the conversations on Facebook, Twitter and Instagram.



DOWNTOWN DINING WEEK celebrated its 11th year mid-winter celebration by continuing to dish out quality and diversity across a record 27 local restaurants in 2015, adding 6 new participating restaurants this year.

2014 NORTHSIDE NY MAIN STREET GRANT PROJECTS

- 3** PROJECTS COMPLETED
- \$77,253** FUNDS AWARDED
- \$37,461** LEVERAGED IN MATCHING FUNDS
- \$114,714** TOTAL INVESTED
- 3** ADD'T PROJECTS UNDERWAY



BEAUTIFUL BASKETS: The Downtown Committee's hanging flower basket program expanded for the fourth straight year in 2014, with more than 334 baskets lining the streets of the center city.



NORTH SALINA STREET REVITALIZATION: New York Main Street Grants are improving the streetscape through façade and storefront renovations on Syracuse's Northside. Since 2009, a total of \$456,066 (\$277,253 in grants, \$178,813 in matching funds from the owner) has been invested across 10 projects.

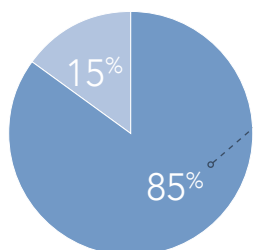
CEO MEMBERSHIP

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

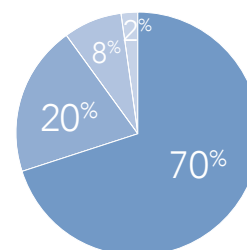
INVESTORS: Investors are the region's most prominent business, academic and not-for-profit leaders. These forward thinkers set, support and implement the organization's development agenda. Sharing a perspective that extends well beyond their own employees and organization, Investors drive a unified vision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

PARTNERS: Partners are the region's small to mid-sized businesses that are poised for growth. These businesses and their employees benefit from a full suite of services specifically designed to facilitate their success, including access to programs that help them save money, connect with other members, accelerate growth and profitability, develop staff knowledge and skills, and increase visibility for their company.

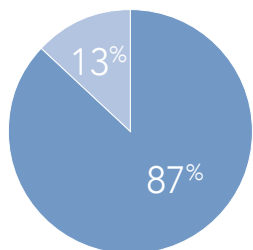
Membership Levels:
Partners (5 Tiers) 85%
Investors 15%



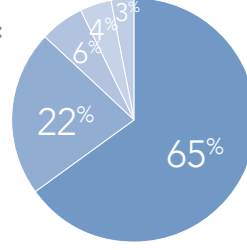
Partners (5 Tiers):
Basic 70%
Business 20%
Corporate 8%
Executive 2%



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 2014

ASSETS	Amount
Current Assets	
Cash & Cash Equivalents	\$836,057
Investments/Receivables/Prepaid Expenses	\$7,338,021
Other Assets	\$765,718
Total Current Assets	\$8,939,796
Property & Equipment	
Net Property & Equipment	\$2,087,410
Total Assets	\$11,027,206
LIABILITIES & NET ASSETS	
Current Liabilities	
Accounts Payable/Accrued Expenses	\$4,565,145
Deferred Revenue	\$1,055,283
Total Current Liabilities	\$5,620,428
Total Liabilities	\$5,620,428
Net Assets	
Unrestricted Net Assets/Retained Earnings	\$5,358,271
Temporary Restricted	\$48,507
Total Net Assets	\$5,406,778
Total Net Assets & Liabilities	\$11,027,206

CHANGE IN NET ASSETS	Amount
Total Revenue	\$13,277,497
Total Expenses	\$13,486,840
Revenue in Excess of Expenses	(209,343)
EBITDA	\$43,837

KEY PERFORMANCE INDICATORS	
Current Ratio	1.59
Profitability	-1.58%

Preliminary and Unaudited

165

NEW MEMBERS WELCOMED

113

MILESTONES CELEBRATED BY CENTERSTATE CEO AMBASSADORS

261

COMPANIES RECOGNIZED AS ECONOMIC CHAMPIONS BY CENTERSTATE CEO FOR:

COLLECTIVE HIRING OF

2,369

EMPLOYEES

EXPANDING BY

2

MILLION-SQUARE-FEET

INVESTMENTS OF

\$1.1

BILLION

5 YEARS



CENTERSTATE CORPORATION FOR ECONOMIC OPPORTUNITY

2015

40 YEARS



Downtown Committee of Syracuse

2015

10 YEARS



The Tech Garden

2014

53 YEARS



the hill UNIVERSITY HALL CORPORATION

2015

95 YEARS



Syracuse University

2014

3 YEARS



MAKING FUTURE SKIES SAFER: NUAIR

2015

30 YEARS



Benefits Specialists of NY

2014

125 YEARS



CENTERSTATE CHAMBER OF COMMERCE

2014

19 YEARS



ELECTRONICS PARK, LLC

2015

5 YEARS



northside

2015

5 YEARS



SyracuseFirst

2014

10 YEARS



40

2014

1 YEAR



CNYIBA

2015

24 YEARS



New York State Urban Council Inc.

2015

12 YEARS



Syracuse GROW

2014

Facebook

35.6%

INCREASE IN FOLLOWERS

811

CURRENT LIKES

598

LIKES LAST YEAR

348K

IMPRESSIONS

5,093

ACTIVE SOCIAL MEDIA FOLLOWERS

LinkedIn

571

CURRENT FOLLOWERS

383

FOLLOWERS LAST YEAR

49%

INCREASE IN FOLLOWERS

Twitter

3,711

CURRENT FOLLOWERS

2,236

FOLLOWERS LAST YEAR

66%

INCREASE IN FOLLOWERS

58.3%

INCREASE FROM LAST YEAR

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. Kathleen C. Hochul, Lieutenant Governor, New York State
Hon. John Katko, U.S. House of Representatives
Hon. Charles E. Schumer, United States Senate
Hon. Kirsten E. Gillibrand, United States Senate
Hon. Carl E. Heastie, 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 B. Magnarelli, New York State Assembly
Hon. William A. Barclay, Deputy Minority Leader, New York State Assembly
Hon. Al Stirpe, New York State Assembly
Hon. Sam Roberts, New York State Assembly
Hon. Joanne Mahoney, Onondaga County Executive
Hon. Stephanie Miner, Mayor, City of Syracuse



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