

AMPLIFYING OPPORTUNITY



CENTERSTATE
CORPORATION FOR ECONOMIC OPPORTUNITY

2022-2023 ANNUAL REPORT



AMPLIFYING OPPORTUNITY

AS THE PAST YEAR SHOWED US, ANYTHING IS POSSIBLE. THE SCALE OF MICRON'S HISTORIC INVESTMENT PUTS OUR COMMUNITY AT THE FOREFRONT OF SEMICONDUCTOR MANUFACTURING AND DRIVES UNTOLD FUTURE PROJECTS, INVESTMENTS AND INNOVATION.

We know our future will look very different from anything we have seen before. Global economic forces, growth of the datasphere, climate change, regulatory changes and the emergence of tech hubs will result in a wave of massive investment that will impact every aspect of our regional economy and our collective psyche.

Our community exemplifies where America is headed. There is a strong economic and social imperative to reinvest in places previously left behind and to extend a hand up, and an open door, to those who have been historically denied opportunity, equity and a chance at personal prosperity. Syracuse is uniquely poised to be a leader in this new economy and create a national model for smart growth.

While economic growth is no guarantee of greater shared prosperity, it is a necessary precondition to it. To meet this moment, we must elevate our efforts. We have to approach the new challenges before us with an innovative mindset to develop the strategies that will take us to a higher level of progress. Make no mistake, this work will be hard. But it is not impossible. We have the power and capabilities needed to determine the shape of our community's future.

We are proud of the leadership and vision that CenterState CEO has advanced in order to arrive at this moment of inflection. Just as our community needs to scale its efforts to achieve success, this organization must also grow and evolve.

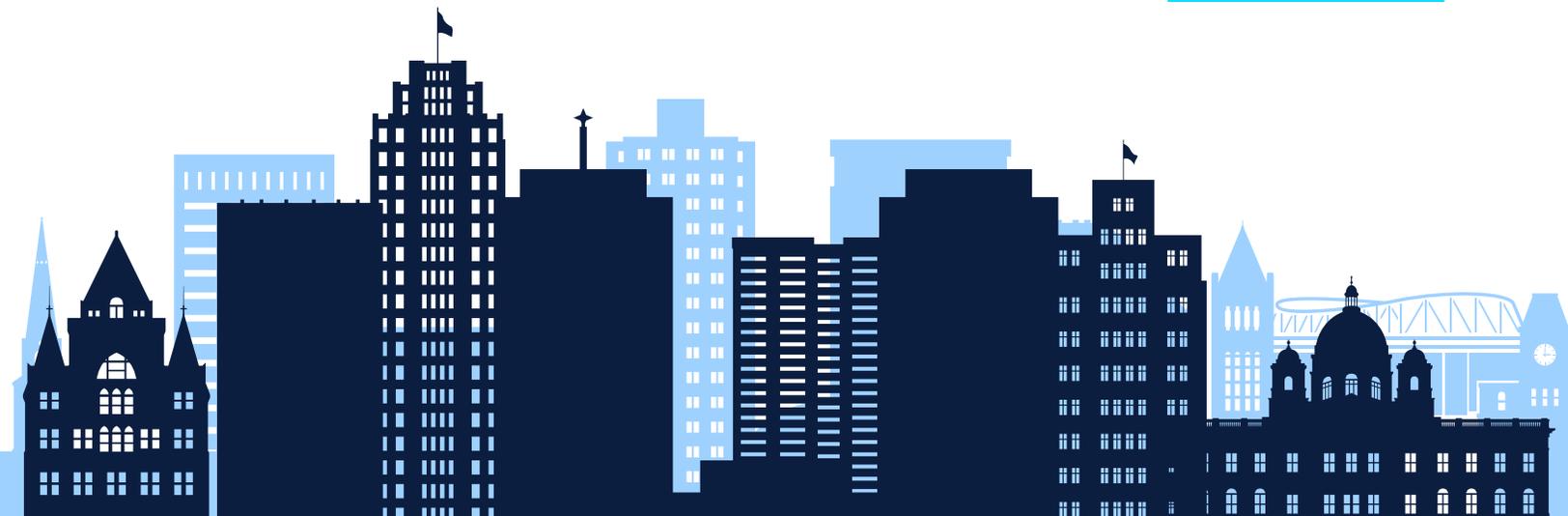
Through this year's report theme, Amplifying Opportunity, we highlight our efforts to restructure our organization, refocus our programs and projects and drive closer to our vision to create a place where businesses thrive and all people prosper.

We hope you find inspiration in our progress and share in our passion for advancing this work.



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

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



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

Collaboration. Integrity. Inclusion. Agility. Accountability.

Strategic Principles Guiding Our Work

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



CenterState CEO staff, March 2023.

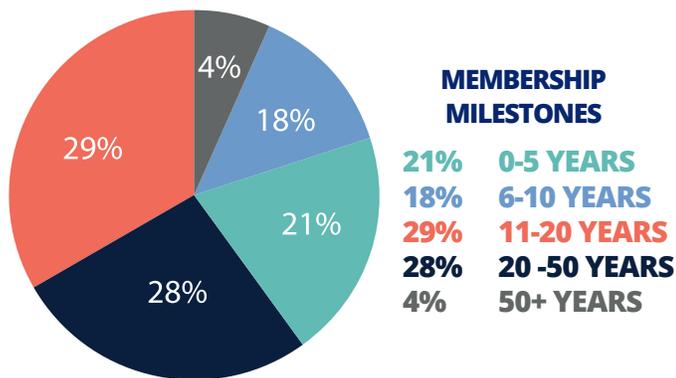
MEMBER & BUSINESS EXPERIENCE

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

CENTERSTATE CEO MEMBERSHIP

CenterState CEO members benefit from access to business development assistance, government advocacy and opportunities for connections to more than 1,500 businesses of all sizes across the region. They are also active and critical contributors to advancing CenterState CEO's mission.

Membership levels are tailored to help businesses navigate opportunities for growth. As a business grows, their support needs change; CEO provides advanced levels of membership to match those needs at every stage.



BROAD LEVELS OF MEMBERSHIP INCLUDE:

Click membership offers a digital chamber of commerce solution with easy access to on-demand networking, information and resources.

Partners benefit from services designed to facilitate their success, including access to programs that help them connect with other members, accelerate growth and profitability, develop staff knowledge and skills, and increase visibility for their company.

Investors are the region's most prominent business, academic and nonprofit leaders. This advanced level of membership offers an annual business review with CEO's dedicated team on solutions for business growth, and stronger opportunities for engagement in CenterState CEO's work. Investors help support the organization's strategic priorities for economic and community development.

Legacy Investors are committed to investing in the mission of CenterState CEO and are a force for positive outcomes for Central New York. This exclusive membership tier provides an opportunity for business leaders to be agents of change.

MEMBER RECOGNITION 2022

113

NEW MEMBERS WELCOMED

96

MILESTONES CELEBRATED BY CENTERSTATE CEO AMBASSADORS



CenterState CEO Ambassadors welcome new members and provide recognition to area businesses that are celebrating important milestones, expansions and grand openings. CenterState CEO & UMEA Ambassadors celebrate Hueber-Breuer Construction Co., Inc.'s 150th Anniversary. Request an Ambassador event or join the committee: ambassadors@centerstateceo.com.

421

ECONOMIC CHAMPIONS

\$1B+ IN INVESTMENTS
5,000+ EMPLOYEES HIRED
76 AWARDS AND ACHIEVEMENTS
5.8M SQUARE-FEET OF EXPANSIONS

121 NEW BUSINESSES
40 MILESTONE ANNIVERSARIES
52 ADVANCING DIVERSITY, EQUITY & INCLUSION

MEMBER & BUSINESS EXPERIENCE (CONT.)

CONNECTIONS

LEVERAGE CEO'S NETWORK

The Member and Business Experience team connects businesses to CenterState CEO's vast network of members and clients; public, private and nonprofit sector partners; as well as in-house expertise in research and data analysis; diversity, equity and inclusion services; talent recruitment resources and startup assistance.

Lotee Biologics



CenterState CEO has engaged with new ownership at Lotte Biologics following its acquisition of the Bristol Myers Squibb's pharmaceutical plant, as they begin to reinvest in the site and grow operations. CEO is facilitating connections to vendors and resources and bringing new local leadership into strategic conversations about the regional economy.

Photo credit: [Lotte Biologics](#).

The Garam Group

"As a local managed IT and VoIP firm, The Garam Group has benefited from our membership by making connections with other members, helping us meet new clients and expand our network. We've engaged in community discussions and utilized the great resources on Click. I've appreciated the opportunity to serve as Co-chair of the CenterState CEO Ambassador Committee celebrating the success of other local businesses. I'm thrilled to see the growth taking place in Central New York!"

- Michelle Salvagno, Client Relationship Manager,
The Garam Group

AMPLIFY YOUR MEMBER ENGAGEMENT

CenterState CEO is committed to improving its customer service for you and your employees. We want your feedback and input. We need your engagement and insight. We have always had outstanding people at your disposal. Now, we are working toward having enhanced systems and procedures that amplify your experience. There is incredible economic opportunity coming to our region. Our goal is to ensure that the members and partners, at all levels, benefit from this growth. Find out how we can create engagements and solutions for you to amplify your business and our community in the year ahead. Contact [Katie Toomey](#), vice president of Member Engagement, to learn more.

MEMBER & BUSINESS EXPERIENCE (CONT.)

Events & Programs

CenterState CEO's events and programs connect businesses to experts, advice and each other. In 2022, CEO offered a new, six-part virtual Small Business Toolbox Series. More than 25 attendees benefited from resources and advice on entrepreneurial best practices and keys to success from 13 industry experts.

61
EVENTS

3,948
ATTENDEES

32.6%
INCREASE IN EVENTS
OFFERED

67.43%
GROWTH IN ATTENDANCE FROM PRIOR
YEAR



Members engage in Speed Networking.



Signature Access Events offer exclusive business connections at unique venues for executive-level members



Dynamic executives and community leaders are featured at Leadership Lessons from 7 Inspirational Influencers.



The 2022 Economic Champions Celebration welcomed a sold-out crowd of 800+ attendees to celebrate a record 421 companies and organizations for growth and achievements. The event featured energizing keynote remarks from Dr. Robert Simmons III, head of Social Impact and STEM Programs at Micron Technology.

PROGRAM SPOTLIGHT: EXECUTIVE LEADERSHIP DEVELOPMENT SERIES CELEBRATES 10 YEARS

CenterState CEO's Executive Leadership Development Series is a seven-month comprehensive leadership program that combines academic expertise from local colleges and universities with real world insight from some of the region's top business leaders to help executives and rising managers reach the next level by enhancing critical thinking, communication and empowerment skills.

[Learn more.](#)

125
ALUMNI

25
ACADEMIC & INDUSTRY
PARTNERS PARTICIPATED

MEMBER & BUSINESS EXPERIENCE (CONT.)

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



PROGRAM SPOTLIGHT: OSWEGO COUNTY RESTAURANT WEEK

More than **20 businesses** participated in Oswego County Restaurant Week in 2022, an important way the GOFCC partners to market the area and drive business to restaurants during the slower months.



GOFCC PROGRAM HIGHLIGHTS



50+
YEARS OF SERVICE

60+
VENDORS



1,000
FLOWERS PLANTED

65
HANGING BASKETS

65+
VOLUNTEERS

100+
BUSINESSES



100
BUSINESSES PARTICIPATED (2022)

35
NEW PARTICIPANTS (2022)

**EXPANDING TO OSWEGO
HEALTH EMPLOYEES IN 2023**

CELEBRATING THE BUSINESS COMMUNITY

The **GOFCC Ambassadors** celebrate the milestones of local businesses, including grand-openings, anniversaries and expansions. Presentations are posted to the GOFCC Facebook page, which saw a **351% increase** in engagement from 2021 – a huge boost in visibility.

40

AMBASSADOR CELEBRATIONS

8

ANNIVERSARIES

30

GRAND OPENINGS



The GOFCC celebrates the opening of a new branch with the Oswego County Federal Credit Union.

AMPLIFYING IMPACT IN 2023

Since its creation in January of 2017, the **GOFCC Advisory Committee** has informed the programs and service offerings of the chamber. Comprised of an intentional cross section of business owners and leaders in the Oswego community, the Committee will be deeply engaged in new programming and opportunities for membership throughout 2023.

STRATEGIES IN ACTION

NEW TOOLS SUPPORT THE MEMBER & BUSINESS EXPERIENCE

Click Brings On-demand Chamber Resources to Members' Fingertips

Click is the digital chamber solution created in direct response to members' feedback on the need for a space to access programs and events at times most convenient to them. In 2022, a new forum was enabled to allow for direct discussions amongst fellow members on relevant topics. This unlocks the ability to form peer and affinity groups to dive deeper into issues that matter most. The only thing missing in Click is you! **Download the app to start** getting more out of your chamber experience.

click Your Local Chamber Connection
Easy solutions. Expert resources.
Small business simplified.



SPECIAL TALK CNY EPISODES AVAILABLE ON CLICK

4,743 USERS ACTIVATED

405 MEMBERS USING THE PLATFORM

70+ RESOURCE LIBRARY ITEMS AVAILABLE



Access Click on your mobile device in an all new app.



The Click Resource Library offers videos, articles and e-books on a relevant business topics, from Human Resources and Business Strategy, to Marketing and more.

Talk CNY Podcast Shines a Spotlight on Opportunities and Expertise

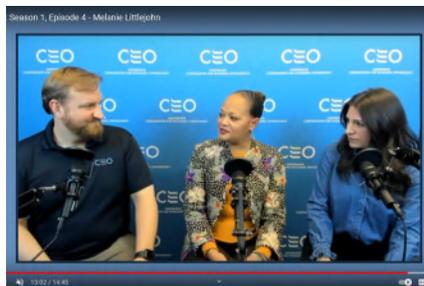
Talk CNY, presented by NBT Bank, is CenterState CEO's monthly podcast launched in early 2023, created to better inform members, partners and the community at large on the latest exciting opportunities happening in the region. Airing twice a month, it features leaders from across Central New York and CenterState CEO staff highlighting the organization's role in this growth trajectory.



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Find the latest episode, transcript or chat on [Click](#).



CenterState CEO President Rob Simpson kicked off the Talk CNY podcast in early 2023 with an optimistic outlook for the Central New York economy. Melanie Littlejohn, (center) vice president of Customer and Community Engagement for National Grid, New York, talks about the importance of companies investing in and acting on diversity, equity and inclusion work.

MEMBERSHIP IN ACTION

CONNECTIONS & EXPERTISE SUPPORT TRANSFORMATIONAL DOWNTOWN PROJECT

City Center

A highly visible redevelopment project at one of downtown Syracuse's prime but long neglected intersections has benefited from the expertise, connections and direct support from CenterState CEO. CEO members Hayner Hoyt, HII, Tompkins Community Bank and CXtec Inc., among others, are part of the transformation of City Center, at the prominent cross sections of South Salina, West Jefferson and South Clinton streets. The 180,000 square-foot redevelopment infuses a multi-million dollar investment from the developer and tenants into downtown.

As the lead developer on the project, **Hayner Hoyt's** \$40 million investment at City Center is bringing new companies, residents and renewed vibrancy to the core of downtown. CenterState CEO helped Hayner navigate unique grant challenges and opportunities, allowing for incentives to remain in place until the project was able to commence, and facilitated connections for commercial tenants. Upon the project's completion, Hayner Hoyt plans to move into 20,000 square-feet in the building as an anchor tenant.

Huntington Ingalls Industries (**HII**), a global engineering and defense technologies provider, announced in 2022 it will be among City Center's anchor tenants, occupying 50,000 square-feet of renovated space, and investing \$5.5 million. With the move, the company has committed to creating more than 80 new jobs. CenterState CEO advocated with ESD for state incentives that would catalyze the company's growth and support its move downtown. HII also looked to CEO for support to raise its profile in the community. CEO has helped HII make connections to other members and to opportunities for greater visibility in the community. HII will be operational in the new space in early 2023.

In 2016, **Tompkins Community Bank** opened its first Onondaga County location in Dewitt. As part of its efforts to grow and serve clients in Central New York, Tompkins has consistently utilized its membership and the CenterState CEO network to make direct connections and increase brand awareness through sponsorships. Given its success and growth in the Syracuse market to date, Tompkins will open a new office and branch downtown in City Center in early 2023. Tompkins also played a key role in the project as part of the lending team that enabled financing for Hayner Hoyt.

Additionally, technology hardware company **CXtec Inc.** announced plans to take 31,000 square feet of space in City Center. CEO provided assistance with ESD and helped the company as it evaluated options for new space, ultimately settling on City Center. It will move its headquarters and 100 jobs



City Center, in downtown Syracuse, nears completion. Photo credit: Downtown Committee of Syracuse.

to downtown Syracuse from the suburbs, with plans for further job growth.

Rounding out the anchor tenants is **Impel**, which will occupy 30,000 square-feet of space. Impel is scheduled to move in on Nov. 1. See more on Impel's story on page 17.

CenterState CEO organizational partner Downtown Committee of Syracuse has also played an integral role in supporting this project. Their partnership was instrumental in efforts to build connections to ensure this transformational project for downtown.

All told, the long vacant property will now welcome more than 350 employees to Syracuse's main street, creating new energy and adding to downtown's resurgence. The new commercial tenants have expressed that they expect the downtown location will help them recruit and retain talent.

"The redevelopment of City Center, which was once an eyesore for far too long, is a significant transformation on our city's main street and marks an important milestone for downtown Syracuse. From tech companies to professional services and retail, the fact that these companies are all choosing downtown as their home for growth highlights the success of regional economic development strategies that have been focused on place-based investments and attracting and supporting companies in high growth industry sectors. We are excited to welcome these companies and their employees to downtown, and support their growth."
-Rob Simpson, president, CenterState CEO

INCLUSIVE GROWTH

CenterState CEO believes equitable economic growth leads to long-term community prosperity. The Inclusive Growth team seeks to build a globally competitive regional economy while maintaining an unwavering commitment to economic inclusion in the community. It does this by attracting investment, building wealth and creating family-sustaining jobs while ensuring that individuals from historically marginalized communities are participating in every aspect of the economy.

CORE FOCUS

Start, attract and grow great companies, prioritizing those that make the region more equitable and globally competitive.

Develop and drive workforce solutions that help businesses thrive and all people prosper, prioritizing underrepresented and/or un- and underemployed individuals.

Catalyze equitable and sustainable development in strategic places, prioritizing neighborhoods and sites that have been historically subjected to disinvestment.

ECONOMIC DEVELOPMENT

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

CenterState CEO played a direct role in the business attraction effort to bring **Micron Technology** to Central New York. Read more about those efforts—from site visits and marketing of regional assets, expertise and workforce solutions, to government advocacy and negotiating a landmark Community Investment Framework on page 28.

As of Q1 2023, CEO is tracking a significant level of investment interest in the region that exceeds that before the pandemic. It includes **45 active projects** (10 attraction prospects and 35 retention/expansion opportunities). Together, they represent **\$6.2 billion in capital investment, 11,700 new jobs and 12,400 retained jobs**. Of those, 48% are in the Advanced Manufacturing sector. As noted throughout this report, CEO is advancing a number of programs and initiatives focused on the skillsets of these jobs and preparing the region's workforce for these in-demand jobs.

INDUSTRIES

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

CLUSTERS

UAS
Smart Systems
Climate Tech
Syracuse Surge

PROJECT PIPELINE SNAPSHOT (2022)



CenterState CEO's economic development staff met several times with the leadership of the Food Bank of Central New York to discuss ESD grant opportunities to support its planned growth. Working together, CEO helped the Food Bank explain how its work supports the region's strategic priorities, identified project expenses eligible for grant support and collaborated with ESD staff to ensure a successful application. The Food Bank's \$6 million project will support a 60,000-square-foot expansion to build dedicated space for volunteers to sort and pack donations, increase storage for nonperishable items and expand office space. Photo credit: [Food Bank of Central New York](#).

INCLUSIVE GROWTH (CONT.)

Community Investment

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

Among the efforts to amplify this work, CenterState CEO created the **Growth + Equity Fund** to expand access to capital for startups led by founders from historically marginalized populations and neighborhoods that are also engaged in CenterState CEO's programs. Read how the Growth + Equity Fund is supporting small businesses Luminary, page 12, and Ali Fix It Construction, page 13.



CenterState CEO's **Start It!** program helps aspiring entrepreneurs learn about the business planning process, and develop a comprehensive and actionable plan by the end of the 12-week course. The program was delivered in close collaboration with the Syracuse Urban Partnership and Salt City Market the past two years with a focus on food sector businesses, and graduated two cohorts in 2022.

CLIENT SPOTLIGHT: TIFFANY MUNFORD, PUNCH & DIE METAL FABRICATION LLC

CenterState CEO has supported Tiffany Munford, owner of Punch & Die Metal Fabrication LLC, a sheet metal fabricator, in her relocation to a new facility in Syracuse's southside neighborhood. CenterState CEO staff have assisted Punch & Die in navigating the NYS Consolidated Funding Application, Excelsior Tax Credit, and Pandemic Small Business Recovery grant program. In addition, CEO's Surge for Small Business initiative helped Munford incorporate a new Enterprise Resource Planning software into Punch & Die's workflow to improve the company's profitability, long-term sustainability, resilience and efficiency.



Photo credit: Stan Linhorst | syracuse.com

STRATEGIES IN ACTION

SMALL BUSINESS SUPPORT ECOSYSTEM BUILDS CAPACITY TO SCALE & SUCCEED

Luminary Electrical

Shawni Davis is Syracuse's first female Black master electrician, with more than 15 years' experience in the field. Last year, she started her company, **Luminary Electrical**, a New York State MWBE Certified company that performs commercial and industrial electrical work. Luminary is an International Brotherhood of Electrical Workers Local 43 contractor.

Davis has a keen understanding of the market potential, and seeks growth opportunities through regional general contractors, larger union-affiliated electrical contractors, anchor institutions, public sector contracts and other small independent business owners. However, Luminary faced a need for additional access to capital to expand its staff, to fill mid-level functions of the company, as Davis has continued to act as a laborer, supervisor, administrator, manager and executive.

While Luminary had existing relationships with commercial banks, it was unable to secure enough loan capital to fund the growth of the company despite a good track record of contract performance and several quality contracts on the horizon.

The lack of existing market solutions, her high level of engagement with CenterState CEO programs, and other credentials, including strong potential for growth and opportunity to offer family-sustaining wages and job opportunities, made her an ideal fit for CenterState CEO **Growth + Equity** financing.

Through the support of CenterState CEO and the Greater Syracuse Business Development Corporation, Luminary was awarded a Growth + Equity loan for working capital to support new hires, operations and the purchase of equipment. Davis has already used the loan to hire staff. Additionally, the Surge for Small Business program has helped Davis with small business technology to help her become more profitable and sustainable.

To further support Luminary's success, CenterState CEO's **Surge XBE Exchange** is providing technical assistance to help the company meet opportunities on its horizon. CEO launched the Surge XBE Exchange in 2021, a Syracuse Surge procurement pilot program aimed at empowering diverse entrepreneurs and company owners to access business opportunities in smart systems, smart cities, high-tech manufacturing and other tech clusters. Its goal is to support XBEs (minority-, woman-, veteran- and/or disabled-owned businesses) and entrepreneurs like Davis as they seek business opportunities with established firms, including larger member businesses or anchor institutions, and scale their business.

Beyond her engagement with CenterState CEO, Davis has also actively leveraged the supports of other small business services in the area, including the Southside Innovation Center and Onondaga SBDC. Luminary is also a member of the Upstate Minority Economic Alliance, and was named 2022 Onondaga County Small Business of the Year.

Davis' story, and the potential for more companies like her to be part of rebuilding Syracuse's future, inspired officials to select her to introduce President Joe Biden as he visited Syracuse in October 2022 for the historic announcement of Micron's growth and investment in Central New York.

CenterState CEO is grateful for the opportunity to serve her on this journey!



Syracuse native Shawni Davis announces President Joe Biden as he welcomed Micron to Central New York in October 2022. Photo credit: Mike Groll/Office of Governor Kathy Hochul.

"For the people that have lived in this community [our] whole life, we understand how desperately we need this new beginning in the Syracuse and Central New York area. It means good paying union construction and manufacturing jobs for years to come. [Micron's] plant also means that when I go to speak to our high school and middle school students, which is our next generation of workers, I can say - you can get a job right here in Syracuse, you don't have to go away anymore. I'm able to also show them that a person that looks like them can be a part of rebuilding our city, our state, our country."

-Shawni Davis, CEO, Luminary Electrical

STRATEGIES IN ACTION

INNOVATIVE FINANCING SUPPORTS XBE BUSINESS GROWTH WHILE ADDRESSING COMMUNITY NEEDS

Ali Fix It Construction LLC

Syracuse's historic architecture is among its unique assets, but it often poses one of the community's greatest public health risks. Without proper abatement, the presence of lead in the city housing and buildings can cause irreparable harm to the long-term health of those exposed to it, and disproportionately impacts low-income communities and communities of color. In response to this, the city of Syracuse passed a new lead ordinance in 2020, accelerating the need for lead testing and remediation. CenterState CEO is working to ensure that firms contracted to do the testing and remediation reflect the demographics of the impacted communities.

With support from the Central New York Community Foundation, CenterState CEO's **Up Start** small business development program is building the capacity of city-based, minority-owned contractors to compete for lead testing and remediation projects. This partnership helps the city to mitigate this public health and environmental challenge while creating opportunities for contracting businesses owned by Syracuse residents of color, enabling them to increase earnings, build wealth and hire from the community. Three companies are receiving technical assistance and financial resources that will position them to take on most of the impending testing and mitigation work in the city's footprint, including **Ali Fix It Construction LLC (AFI)**.

AFI is a general contracting company founded in April 2021. The firm, owned by Durin Leckie, specializes in lead paint remediation and remodeling services for residential and commercial customers. Leckie is enrolled in the Up Start program and completed several technical assistance engagements to solidify his operations and capacity to take on additional projects. He has also applied for MBE status with the state of New York and the city of Syracuse, and expects those certifications to be in place during the second quarter of 2023.

Leckie has developed a strong relationship with key clients, including the city of Syracuse and Onondaga County lead programs, and continues to seek growth opportunities through private residential and commercial projects – but faced a need for growth capital to advance his business goals.

In early 2023, AFI was awarded one of the first **Growth + Equity Fund** loans through the CenterState CEO Foundation. The Growth + Equity Fund was developed by CenterState CEO in response to the need for more program options to address a spectrum of market inefficiencies and inequities, to finance innovators, entrepreneurs, and business owners who have traditionally struggled to access the funding they need to achieve their venture goals.



Durin Leckie (right), owner of Ali Fix It Construction, pictured with his team.

The Growth + Equity Fund loan provides critical working capital that will be directed toward expanding staff, securing a work vehicle, and purchasing other equipment to maximize AFI's market potential. In addition to the Growth + Equity Fund, Leckie has also received support in the form of a business line of credit from KeyBank.

The Growth + Equity Fund loan pool is made possible in part through the support of the Central New York Community Foundation, in their efforts to eradicate a critical public health crisis facing our community. The Community Foundation's support is specifically aimed at increasing the capacity of XBE (minority-, woman-, veteran- and/or disabled-owned businesses) lead remediation contractors so that the business community can respond to the increased market demand in a way that also creates equitable opportunities for historically marginalized entrepreneurs.

To maximize success, CenterState CEO will continue to work with AFI on a post-loan technical assistance plan designed to help Leckie with growth management, HR support/staff expansion, and continued assistance from qualified bookkeeping/operational professionals. CenterState continues to seek additional businesses to take advantage of this programmatic support.

AMPLIFYING OPPORTUNITY IN 2023

To further efforts to support more businesses like AFI, CenterState CEO is collaborating with the **Greater Syracuse Business Development Corporation (GSBDC)** on opportunities to support of the Growth + Equity Fund. The GSBDC is an alternative lender providing SBA and other forms of loans and quasi-equity to companies in Central New York. GSBDC's lending products support fixed asset financing and working capital requests, focusing on job creation and economic growth.

INCLUSIVE GROWTH (CONT.)

WORKFORCE INNOVATION

CenterState CEO's Work Train initiative centers on **helping workers access career opportunities** and **build wealth** through family sustaining employment; **helping employers succeed** by connecting them to talent and supporting their talent development and retention strategies. Through collaborative partnerships, Work Train establishes best practices and builds capacity within workforce-related systems to drive long term change.

Work Train and its partners trained **89 job seekers in 2022**, primarily women and people of color, in tech-related jobs, including coding and high tech manufacturing. More than **800 health care workers** received digital upskilling in 2022. CenterState CEO also launched new tech training programs in partnership with Le Moyne College's ERIE 21 initiative, including year long certificates in coding, cybersecurity and a new Surge Coding Apprenticeship.

Systems Change Through Partnerships & Programs

Initiatives, programs and partnerships supporting this work include:

Syracuse Build is a mayoral initiative that connects job seekers from Syracuse's historically marginalized communities with career pathways in construction fields. In 2022, CenterState CEO worked closely with the Syracuse Build team to add new construction training programs, raise additional funding to sustain the initiative and deepen its impact. Syracuse Build is now fully staffed and administered by CNY Works, with a goal to align local government, anchor institutions, construction firms and unions in a network of community, training and workforce partners.



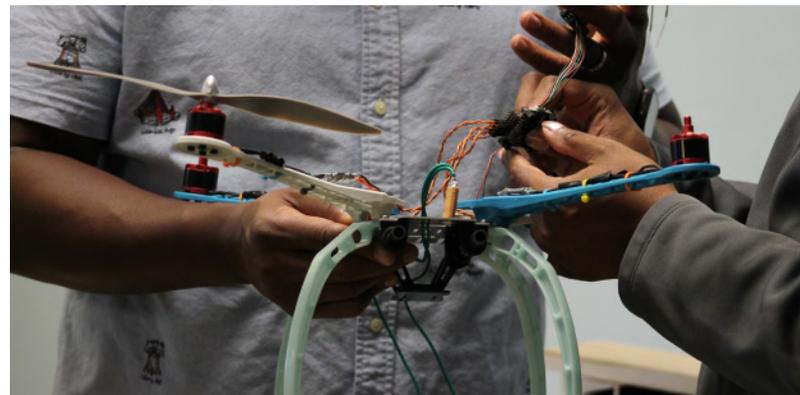
Pathways to Apprenticeship, a signature Syracuse Build program, prepares city residents to enter union apprenticeship. To date, over 60 women and people of color have been trained, all of which have continued training or gained employment. Building on this success, CenterState CEO is looking to double the size of the program in 2023 and replicate the model in other counties in anticipation of a surge in construction jobs in the region.

The **Syracuse Surge Coding Apprenticeship** helps women and people of color with mid-level coding skills enter careers in the software/coding industry. Each participant enters a full-time paid apprenticeship role with a local employer partner, and Work Train supports the students with ongoing technical training. Employers also engage in diversity, equity and inclusion workshops.



The Surge Coding Apprenticeship is delivered through a partnership with Le Moyne College's ERIE 21, an initiative to strengthen the region's capacity to generate homegrown talent to feed the growing demand for computational, software and engineering skills.

Surge Advanced Manufacturing (SAM) and Electrical Maintenance Tech (ELM) are paid Work Train/Syracuse Surge training programs designed to prepare Syracuse residents for careers in entry-level manufacturing assembly and technical manufacturing equipment maintenance roles. SAM covers blueprint reading, industrial math, technical skills, professional development and networking with employers. ELM focuses on preparing skilled workers for careers in mechanical or electrical maintenance, general factory maintenance and servicing large industrial equipment.



The Surge Advanced Manufacturing training program offers hands-on preparation for careers in clean high-tech advanced manufacturing.

INCLUSIVE GROWTH (CONT.)

WORKFORCE INNOVATION INITIATIVES SUPPORTED BY CENTERSTATE CEO

SYRACUSE BUILD	SYRACUSE SURGE CODING APPRENTICESHIP	SURGE ADVANCED MANUFACTURING	SURGE ELECTRICAL MECHANICAL TECHNICIAN
<p>100+ DIVERSE SYRACUSE JOB SEEKERS TRAINED IN CONSTRUCTION-RELATED SKILLS</p> <p>HVAC, building maintenance; preparation for union building trades apprenticeships</p>	<p>88.9% OF TRAINEES PLACED IN EMPLOYMENT</p> <p>Employer Partners DUMAC Excellus BlueCross BlueShield Lockheed Martin Terakeet Thales SUNY Upstate Medical University</p> <p>Training Partners Le Moyne College ERIE 21 Hack Upstate, Careers in Code</p>	<p>66.7% OF TRAINEES PLACED IN EMPLOYMENT</p> <p>Employer Partners Chimera Integrations, LLC Critical Path Integrators Cryomech Inc. ICM Controls Corporation Morse Manufacturing Company, Inc. NexGen Power Systems Onondaga County Water Authority PPC Broadband Punch & Die Metal Fabricators LLC United Radio</p>	<p>50% OF TRAINEES PLACED IN EMPLOYMENT</p> <p>Training Partners OCM BOCES Onondaga Community College SUNY Educational Opportunity Center</p>

AMPLIFYING OPPORTUNITY IN 2023

Additional workforce initiatives taking shape in 2023 include:

- Piloting a streamlined, community-based **Bridge Strategy** so individuals can more easily prepare for skilled training, including programs for career exploration in high-tech manufacturing, securing a GED/high school diploma, learning English and math, and/or addressing barriers to employment.
- Expanding **Commercial Drivers'** License training in the region to meet industry needs and create opportunities for jobseekers.
- Supporting **Micron's workforce development strategies** for construction and permanent jobs.

STRATEGIES IN ACTION

PREPARING PEOPLE NEW ECONOMY JOBS

Driving Inclusive Tech Industry Growth Through Syracuse Surge

Respondents to CenterState CEO's 2023 Economic Forecast cited the availability of skilled personnel and workforce among the top pressures for their business, with 72% expecting an increase in hiring. Right now, thousands of jobs are available at regional employers, with more on the way in the tech industry with Micron's impending arrival to Central New York.

National trends show similar workforce demands in manufacturing and tech. According to [Deloitte's 2023 Manufacturing Industry Outlook](#), job openings in the manufacturing industry are hovering near all-time highs, at 800,000, and manufacturers have increased their digital investment over the past few years, accelerating the adoption of emerging technologies. These firms are pursuing a range of talent attraction strategies to address workforce priorities.

Syracuse has an unprecedented opportunity to capitalize on these areas of growth, accelerate its potential as one of America's smartest cities and excel as a global leader in the New Economy.

CenterState CEO is actively partnering with the city of Syracuse, Onondaga County and leading local institutions to advance several **Syracuse Surge**-led workforce training and advancement programs focused on **both the needs of employers and unlocking the untapped potential of individuals** from historically underrepresented communities (often un- or underemployed) and creating opportunities for career paths and wealth generation. Syracuse Surge is the city of Syracuse strategy to drive inclusive economic growth through investments in talent; workforce development; minority, women, veteran and disabled owned (XBE) business development and community engagement.

To accomplish this dual mission, CEO actively convenes and collaborates with employers and training and community partners

to understand workforce needs, skills in demand and how to better reach and prepare more members of the community to fill these jobs. These paid programs include opportunities for training, career exploration and networking, and direct connections to employers to **create pathways to in-demand, local careers in high-tech manufacturing.**

Training partners work with local employers to design curriculum and programs to meet the specific needs of skills and jobs that are most in demand.



Morse Manufacturing leads a tour of their operations in Syracuse, to highlight career opportunities available in the industry.

Several local employers that offer full-time, livable wage jobs with career paths are actively partnering with these programs. They build relationships with participants early in the career exploration process, from participating in site tours and informational pop-up events, to engaging early in the application process, often conducting on-site interviews at the conclusion of the program.

New employer partners are always welcome. To learn more contact [Meghan Durso](#), senior manager of Industry Partnerships for Work Train, or [Laiza Semidey](#), Syracuse Surge workforce manager.



Job seekers network with industry leaders at a Syracuse Surge Pop-Up event, at the Salt City Market.

"Surge Advanced Manufacturing has contributed to bridging the gap between education and employment in the Syracuse community. Here at Bluefors (previously known as Cryomech), we currently employ four SAM graduates. It's a great way to allow people to learn a new skill that they can utilize in a long-term career. Manufacturing is an industry that people can do very well in that does not require a college degree. SAM helps to educate the community on these types of industries that are hidden gems! Recruiting is a tough area right now and this program has become a whole new avenue for us. We love working with the staff at CenterState CEO and thoroughly enjoy getting to know the graduates of each cohort and offering employment opportunities!"

- Kayla Gilbert, talent acquisition specialist, Bluefors Cryocooler Technologies, Inc.

STRATEGIES IN ACTION

LEVERAGING THE INNOVATION ECOSYSTEM FOR STARTUP SUCCESS

Impel

Shifts in the innovation economy are positioning places like Syracuse to be hubs for startup growth. The ecosystem of support that exists in the region means that entrepreneurs have access to the resources they need to be successful, and their talent has the opportunity to balance careers and a high-quality, lower cost lifestyle. This combination has been an important formula of success for many regional startups in the past few years. These companies are attracting outside equity investments that further accelerates their growth and expansion of the tech sector in Central New York.

Impel, formerly SpinCar, which started at CenterState CEO's Tech Garden in 2011, is an example of this success model. The company, which sells software to auto dealerships so they can display 3D images of their vehicles online, grew out of The Tech Garden after tapping into its many startup resources including the **Innovation Hot Spot** program. This growth was capped off by a \$104 million investment in early 2023, led by Boston-based growth equity firm Silversmith Capital Partners, with participation from Wavecrest Growth Partners.

Impel's growth is impressive. Its sales have doubled over a two year period, hitting the \$50 million benchmark in 2022. Its team has more than tripled since 2018, going from 60 to 200, with a majority

located at its Syracuse headquarters at Icon Tower on S. Warren Street. The company expects its workforce to double by 2025.

To accommodate this growth, Impel has plans to move its headquarters to 30,000 square-foot of space at the new City Center project (see page 9 for more on the City Center story). CenterState CEO's economic development team has supported the company's expansion by providing insight into the New York state grant process via the consolidated funding application. Additionally, CenterState CEO provided strategic guidance to the company highlighting the new office's cost value proposition as a talent recruitment tool, and opportunity to reinforce Impel's competitive position as a Syracuse-based growing tech company.

Impel continues to be an active part of the region's innovation ecosystem. Founders Devin Daly and Michael Quigley have been frequent speakers at Tech Garden events and mentors to other entrepreneurs in Tech Garden programs. The company is also **collaborating with GENIUS NY** cohort five team Vumo (formerly Car Scanner) on opportunities to advance their technologies



Michael Quigley, Impel co-founder, president and chief strategy officer (left), and Devin Daly, co-founder and chief executive officer (right). Impel got its start in The Tech Garden. Recent growth includes a \$104 million investment in 2023, and plans to double its 200 person workforce. Photo credit: Zachary Holt | Impel.

INCLUSIVE GROWTH (CONT.)

INNOVATION & ENTREPRENEURSHIP

CenterState CEO helps entrepreneurs access programs, resources, funding, space, mentorship and events needed to start and grow successful businesses.

The region's innovation and entrepreneurship ecosystem is rich with companies developing globally relevant technologies right here in Central New York – from 5G to uncrewed systems to IoT. It has proven it can support the growth of companies from ideas to a unicorn, with more companies closing in on similar valuation benchmarks. As a further sign of this positive growth, inflow of venture capital to the Syracuse MSA jumped from a mere **\$27 per capita** (2000-2010) to **\$1,329 per capita** (2012-2021).

CenterState CEO's Inclusive Growth team also serves as a convener for the entrepreneurial community and strives for increased equity and inclusion within the innovation ecosystem. It does this through a suite of programs and resources to meet each entrepreneur where they are in their startup journey, regardless of industry.

ECOSYSTEM OF RESOURCES

Central New York startups are utilizing an ecosystem of resources to accelerate their growth. In 2022, 114 companies participated in one of CenterState CEO's technical assistance programs: The Tech Garden (tenancy), GENIUS NY, The Clean Tech Center, Innovation Hot Spot, Up Start, Start It!, UAS Job Fund and the Growth + Equity Fund.

These companies have leveraged direct investments and supports from these programs to secure additional follow on funding of **\$25.8 million** in government investment funds and **\$15.8 million** in non-government investment funds.

IMPACT METRICS 2022



PROGRAM IMPACT SNAPSHOT

GENIUS NY

\$18M
AWARDED TO DATE IN 32 STARTUPS

\$100M+
FOLLOW-ON FUNDING TO DATE

UP START

78
WOMEN AND/OR MINORITY-
OWNED BUSINESSES SUPPORTED
(88% MINORITY, 50% FEMALE)

INNOVATION HOT SPOT

\$68,450
AWARDED ACROSS 9 GRANTS

42 COMPANIES ENROLLED
21 NEW JOBS CREATED
\$4.7M+ INVESTMENTS OBTAINED

INCLUSIVE GROWTH (CONT.)

CLIENT SPOTLIGHTS

GENIUS NY

Wonder Robotics, an Israeli company that specializes in intelligent autonomous solutions for drones, is expanding into the U.S. market with a new operations center in The Tech Garden. The company is using its \$500,000 investment from the GENIUS NY accelerator to expand this new branch. *Photo credit: Wonder Robotics.*



Innovation Hot Spot

Geopipe creates immersive copies of the real world for gaming, simulation and architecture, built by AI. It received a National Science Foundation Small Business Innovation Research grant in the amount of \$500,000 to deepen its R&D into high-quality, game-and-simulation-ready digital twins and accelerate commercialization. Geopipe is also the 2020 GENIUS NY grand prize winner.



Up Start

Taste of Africa is a restaurant in Syracuse's Northside neighborhood owned by Ullys and Delvy Mouity, cousins who came to the U.S. as refugees from the Republic of Congo. In 2022, CenterState CEO staff worked with Ullys and Delvy to navigate the process of purchasing their building on Danforth Street - a neighborhood-scale mixed use building that is now home to their three business ventures and several residential units. The Mouitys also participated in the Up Start program to support their business plan, and continue to make improvements to the property to create a welcoming environment that celebrates the diversity of cultures and foods that exist in Central New York.



INCLUSIVE GROWTH (CONT.)



Central New York will have the space and programs needed to level up and better serve the community of the future. The building will receive an entirely new façade that will better reflect the world-class innovation ecosystem supported by the building.

THE TECH GARDEN EXPANSION BEGINS

The Tech Garden (TTG) expansion begins in late spring 2023 and will take 14 months. The building creates a new and improved CenterState CEO campus to support entrepreneurs and startups, including coworking areas, private tenant offices and an expanded hardware space for prototype and product development.

Beyond an expansion of incubator space, it creates an opportunity for CEO to reimagine who it serves and how, broaden its reach and impact, and drive more equity and inclusivity through the programs offered. In addition to incubation, acceleration and support of tech startups, it will serve non-tech startups and small businesses run by founders from underrepresented populations.

THE TECH GARDEN EXPANSION HIGHLIGHTS

46,000
SQUARE-FOOT
TWO-STORY ADDITION

SPACE FOR
35
MORE RESIDENT
STARTUPS (55 TOTAL)
AND TO SERVE 100
MORE MEMBERS
(200 TOTAL)

3,000-
SQUARE-FOOT
MEETING ROOM TO
SEAT UP TO 180

5,000-
SQUARE-FOOT ROOF
TERRACE
FOR UNCREWED AERIAL
SYSTEMS COMPANIES
TO LAUNCH AND TEST
DRONES

EXPECTED COMPLETION
FALL 2024

AMPLIFYING OPPORTUNITY IN 2023: SYRACUSE SURGE ACCELERATOR

The Syracuse Surge Accelerator, which launched in April 2023, creates opportunity for entrepreneurial teams led by BIPOC (Black, Indigenous and persons of color) founders to accelerate tech related startups in Syracuse. Today, fewer than 25% of tech startups in the U.S. have founders of color, a phenomenon fueled by structural and cultural barriers.

The Syracuse Surge Accelerator seeks to mitigate these barriers by providing culturally competent programming and access to capital at various stages of teams' development. This competitive program recruits BIPOC-founded teams to submit conceptual proposals to build scalable businesses around specific technologies or business needs. Teams are selected for an immersive 12-month experience within CenterState CEO's Tech Garden, with access to extensive programming and resources. The accelerator is designed to help companies grow, prosper and contribute to Central New York's smart systems business ecosystem, and is a core program of Syracuse Surge, the city's strategy for inclusive growth in the New Economy, which seeks to position Syracuse as an emerging market for business, technology and innovation.

Learn how you can engage with the Surge Accelerator through mentorship, product testing and contracting and consulting by contacting [Emad Rahim](#).

RACIAL EQUITY & SOCIAL IMPACT

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

DIVERSITY, EQUITY & INCLUSION TRAINING

RESI's vision is to implement diversity, equity and inclusion strategies to create racially inclusive work environments for historically marginalized Black, Indigenous and people of color (BIPOC) professionals. A suite of customized training services provides clients tools to advance DEI work within their organizations and workplaces, from the C-Suite to all levels of the employee spectrum.



Dr. Juhanna Rogers leads a Race Dialogue session with the affinity groups of the United Way of Central New York. Photo credit: Maria Ryle.

CLIENT SPOTLIGHT: SYRACUSE ORTHOPEDIC SPECIALISTS

RESI completed **C-Suite Experience** and **Lead for Change** trainings for Syracuse Orthopedic Specialists (SOS). SOS came to CenterState CEO seeking RESI services to better understand the challenges around DEI and how they show up in the workplace. While they had previously initiated some of these conversations, they recognized the limitation of trying to do this work on their own. The RESI trainings created an opportunity and space for staff to talk about these issues, and share their experiences and ideas, which were presented back to leadership. This enabled SOS leadership to have more intentional conversations about DEI and create paths toward change.

Since its engagement with RESI, SOS's leadership team has continued to deliberate on how to improve its hiring and recruitment efforts. While these conversations commenced before the RESI training, the Lead for Change Program served as a source of motivation for the participants, catalyzing greater action and resulting in changes at the company.

Following the experience, SOS representatives noted, "A volunteer committee, including C-Suite training participants, has been created to advance policies/procedures for implementing RESI related goals. The committee is reviewing recruitment practices to meet diverse hiring goals. SOS now encourages employees to include preferred gender pronouns when introducing themselves and on email signatures. SOS has also been working with the Upstate Minority Economic Alliance, Le Moyne College and the Syracuse City School District to increase the diversity of its applicant pool."

AMPLIFY YOUR DEI ACTION PLAN

Is your company creating or enhancing a DEI plan to coincide with CNY's growth? [Let us know.](#) We engage a team of experts from some of the country's most prominent institutions and dynamic organizations to help you get the most out of our customized RESI's [DEI trainings and consultation options.](#)

Look for DEI resources to support your professional and business growth goals on the [CenterState CEO Equity](#) website and [Click](#) digital platform.

Take the Pledge! The [Central New York Business Equity Pledge](#) seeks to build and promote more inclusive and equitable workplaces in the region, and to drive progress on community wide equity goals that will lead this effort for years to come. Join 73 businesses and organizations that have taken the pledge.

RACIAL EQUITY & SOCIAL IMPACT (CONT)

LEADING RACIAL EQUITY WORK

CONNECTING MICRON TO CNY'S DIVERSE LEADERS

Micron Technology has made DEI one of its top priorities. The RESI team has actively collaborated with Micron's DEI team to introduce the company to Syracuse's diverse community members and assist in its goal to engage and learn about community needs.



CenterState CEO's RESI team, the Upstate Minority Economic Alliance, members and community partners hosted Micron's Vice President and Chief Diversity Officer Fran Dillard, as the company makes engaging with the area's diverse community a priority as it advances its planned growth in Central New York.

DEI Council & Committee

CenterState CEO's DEI Committee helps build a more inclusive workspace through ongoing programming, professional development and creating spaces for dialogues that discuss the implementation of DEI principles within CenterState CEO's work.

In 2023, the committee will host staff lunch and learns during cultural heritage months, and its annual internal all staff DEI training, to promote equity initiatives throughout the organization.



CenterState CEO staff at its 2022 annual DEI training.

COMMUNITY EVENTS & PROGRAMS

Race for Equity

CenterState CEO hosted its first Race for Equity event at the Pineview Run racetrack, in Lafayette, New York. Ten local "celebrity" drivers raised funds through the CenterState CEO Foundation to help nonprofit organizations access and engage in DEI work through RESI. Thanks to the Race for Equity drivers and donors, the event was a success and allowed for the creation of the first **Equity Day for Nonprofits**, bringing together a cross section of nonprofit leaders to discuss equity and inclusion strategies, tactics and plans, and how they intersect with the services and resources they provide to our community.

This year, RESI will also host the 2023 Race for Equity, and a retreat to connect DEI professionals to discuss expanding equity initiatives.



2022 Race for Equity drivers, from left: Gail Cowley, Jeremiah Poulsen, Emily Zaengle, William M.X. Wolfe, Eric Jackson, Tim Murphy, Eli Smith, Bertram Lawson, II, Kevin Schwab and Dr. Juhanna Rogers.

RESI Leadership Sessions

Six DEI focused panels were held in 2022-23 on topics of Inclusive Workspaces: The Latinx Experience; Inclusive Communications: Representation Matters; Advancing Female Leaders: The Power of Mentorship; Men of Color; Women and Community Engagement; and The LGBTQI+ Experience. They engaged nearly 200 community attendees. The panels were led by talent from across the region and nationally.

STRATEGY, POLICY & PLANNING

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

STRATEGIC PLANNING

ENGAGING IN I-81 REDEVELOPMENT STRATEGIES

In May 2022 the New York State Department of Transportation (NYSDOT) and the U.S. Federal Highway Administration released the Record of Decision for the I-81 project stating the preferred plan for its replacement is the Community Grid. CenterState CEO has been supporting the project by working with the city of Syracuse on its "Reconnecting Communities" grant application, submitted in 2022 and will be underway in 2023, to bridge the divide between the east and west sides of the city created when I-81 was built. CenterState CEO is also working with the city to train workers for the massive \$2.25 billion project, which creates a significant opportunity for individuals to secure good paying jobs in a long-term construction project.

DEVELOPMENT & FUNDRAISING

In 2022, SPP led CenterState CEO's continued engagement with the region's smart systems coalition. Made up of over 100 individuals representing 30 industry, public, nonprofit and workforce partners, the coalition collaboratively developed a "CenterState NY Smart and Equitable Communities Innovation Engine" proposal submitted to the National Science Foundation's Regional Innovation Engines program in early 2023. The proposed Engine focuses on nine industry-driven research projects interwoven with community demonstration initiatives: vacant property security, energy efficient buildings, urban air quality, health care access and a public IoT network. CenterState CEO anticipates that the winners will be announced by early summer.

PLANNING & DEVELOPMENT

PREPARING FOR MICRON

With Micron Technology's planned development in Central New York, CenterState CEO is engaged in addressing the project's anticipated challenges and opportunities—from day care and infrastructure needs—to health care, hospitals and housing. With 50,000 new jobs likely to emerge in Syracuse because of the project, the community must move quickly to build new housing for Micron, its suppliers and other projects resulting from continuing economic growth in the region. CenterState CEO is in contact with developers who are considering building new units in the area, talking to municipalities about their housing needs, and identifying sites where new housing could be built in the community. A multi-dimensional strategy is needed to meet the housing demand, including renovation of existing units, repurposing of older commercial property, the development of town centers championed by Onondaga County Executive Ryan McMahon, and infill development on sites with existing infrastructure in place to support new development. To support Micron and its supplier's growth, the pace of approvals and new projects must quicken, and sources of financing must be identified. A goal is to deliver new units without driving up the price of existing housing or undermining the region's quality of life, valuable open space, recreational areas and agricultural land.



Micron's impending arrival to Central New York calls for a multi-dimensional strategy to address housing demands and other anticipated growth.

STRATEGY, POLICY & PLANNING (CONT)

POLICY & GOVERNMENT AFFAIRS

EFFECTIVE ADVOCACY

2022 was a successful year for CenterState CEO's public policy and government relations efforts. Highlights include the passage of New York's nation-leading Green CHIPS Act into law, providing incentives vital to attracting Micron to the region. In Washington, CenterState CEO staff actively advocated for passage of the CHIPS for America Act and attended its White House bill signing ceremony. Read more on page 28.

CEO also successfully advocated for new funding to prepare shovel ready development sites and \$50 million in first-time state budget support for land bank initiatives to help address New York's housing shortage.



The 2022 Candidate Series and Meet the Candidates reception gave members an opportunity to connect directly with elected officials and candidates for office. Members participated in an evening of informal conversations with candidates for elected offices, including the U.S. Congress, New York State Assembly and Senate, and several local contests, at a reception at the Rosamond Gifford Zoo.

Thank You 2022 and 2023 Advocacy Sponsors:

Excellus BlueCross BlueShield | Fotokite | Home Builders and Remodelers of Central New York | JMA Wireless | Kinney Drugs | Quadrant Biosciences



PARTNERSHIP SPOTLIGHT: ADVANCING CROSS-BORDER ECONOMIC DEVELOPMENT

As a result of CenterState CEO's partnership with the **Central New York Biotechnology Accelerator** (CNYBAC), the **Kingston-Syracuse Pathway** (KSP) was created to facilitate relationships between the Syracuse metropolitan area with Kingston, Ontario, the Kingston Economic Development Corporation (KEDCO) and Queen's University and its School of Medicine. This partnership creates "soft landing" services on both sides of the border, where CenterState CEO supports Kingston-based businesses seeking to enter the U.S. market by providing space, contacts and connections, and KEDCO supports U.S.-based businesses interested in entering the Canadian market. The Partnership has also developed an annual medical exchange conference, in Kingston in 2022 and in Syracuse in 2023. See page 30 for more about our organizational partners.

RESEARCH & METRICS

MEDICAL & EDUCATIONAL INSTITUTIONS ECONOMIC IMPACT

A recent analysis conducted by CenterState CEO on the economic impact of medical and educational institutions in Central New York highlights their critical role as employers, generators of economic activity through their purchasing power, and investment drivers through capital projects and research activities. Beyond fulfilling their respective missions to educate, heal or provide services, these institutions are proven economic engines of prosperity. Report findings include:

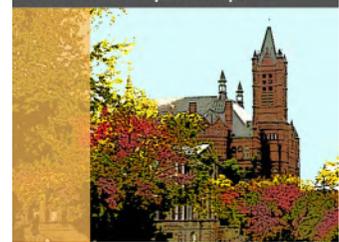
EMPLOYMENT

- **53,728** people employed.
- **\$71,184** average annual wage.
- **85%** more people employed at educational and health care institutions as a percentage of total employment within Central New York than the U.S. average.
- Nearly **4x** employment in colleges and universities in CNY than the U.S. average.

GDP & PRODUCTIVITY (2021)

- **\$5.5 billion** in GDP for the region.
- **11.3%** industry share of regional GDP, compared to 5.2% for the U.S.

Medical & Educational Institutions Roundtable Economic Impact Report



STRATEGY, POLICY & PLANNING (CONT)

TALENT

CONCIERGE & DUAL-CAREER FAMILY TALENT RECRUITMENT SERVICES

In response to requests from members, CenterState CEO initiated a new program to support families making a career move to Central New York. When a candidate considers a move to the region to take a new position, a spouse or partner often also wants to continue their career here. CenterState CEO uses its network of more than 1,500 members and business connections to find opportunities for a spouse or partner, offering a “warm contact” with individuals in those firms to facilitate interviews for candidates’ family members. CEO will provide relocation information or concierge services to individuals or families moving to Central New York.

GOOD LIFE, CNY

Aiding in regional efforts to attract new talent into the area, CenterState CEO continues to lead the Good Life CNY program. Since its launch in 2019, more than 470,500 unique individuals have visited www.goodlifecny.com. With its targeted outbound digital marketing the effort has seen the strongest resonance and response for its ads in New York City, Philadelphia, Boston, Washington D.C. and Hartford, Connecticut. Despite this, nearly 5,500 jobs are currently open with employers listing positions on Good Life CNY.

AIR SERVICE DEVELOPMENT

In 2022, Syracuse Hancock International Airport welcomed more than 2.5 million passengers, nearing 2019 pre-pandemic levels. Helping to meet increased demand, new low-fare airline Breeze Airways arrived in Syracuse, offering nonstop flights to Las Vegas, Tampa and Charleston, South Carolina. CenterState CEO staff works closely with the Syracuse Regional Airport Authority to attract new flights to Syracuse, and members provided crucial travel data that was instrumental in the effort to land Breeze Airways.

These are the top 10 cities Gen Z is moving to

1. Washington, D.C.
2. Columbia, South Carolina
3. Boston, Massachusetts
4. Atlanta, Georgia
5. Austin, Texas
6. Nashville, Tennessee
7. Syracuse, New York
8. Philadelphia, Pennsylvania
9. Madison, Wisconsin
10. Tampa, Florida

SOURCE: Today's Homeowner



USA Today ranks Syracuse as one of the top 10 cities where Generation Z is moving (February 2023).



Southwest Airlines’ announcement that it will launch daily, nonstop service between Syracuse and Orlando starting fall 2023 came on the heels of a visit to the region by a delegation from the airline. Their familiarization tour included connecting with businesses at CenterState CEO’s Signature Access event and a breakfast presentation to a group of CenterState CEO members and other community members. Southwest representatives said the visit was helpful in their efforts to better understand and grow in the Central New York market.

AMPLIFY YOUR TALENT ATTRACTION EFFORTS

CenterState CEO can help your candidate and their families connect to places to live, health care and educational services, as well as familiarize them with the exceptional assets that Central New York has to offer.

Connect with us at talent@centerstateceo.com.

CENTERSTATE CEO FOUNDATIONS

CenterState CEO Foundation and CenterState Development Foundation are nonprofit affiliates of CenterState CEO. Led by a diverse board of community and business leaders, the foundations are focused on developing the philanthropic partnerships necessary to develop, scale, and replicate successful community prosperity initiatives

CENTERSTATE CEO FOUNDATION

CenterState CEO Foundation's mission is to support CenterState CEO's community-focused activities, such as inclusive workforce development strategies and support for entrepreneurs from historically excluded populations and/or disinvested neighborhoods.

INITIATIVE SPOTLIGHT: CENTERSTATE CEO'S GROWTH + EQUITY FUND

CenterState CEO Foundation has attracted funding from a variety of philanthropic sources to build and deploy the CenterState CEO Growth + Equity Fund, a program designed to provide business supports and expand access to capital for startups led by founders from historically marginalized populations and neighborhoods.

Read how the Growth + Equity Fund is supporting small businesses Luminary, page 12, and Ali Fix It Construction, page 13.

Thank You Growth + Equity Fund Founding Contributors:

[Allyn Family Foundation](#) | [AmeriCU](#) | [Armory Square Ventures](#) | [Bank of America](#) | [Build from Within Alliance](#) | [Central New York Community Foundation](#) | [John Peter, Peter's Discount Liquor](#) | [JPMorgan Chase Foundation](#) | [KeyBank](#) | [M&T Bank](#) | [Senator Gillibrand](#) | [State Assemblyman Stirpe](#)



DONOR SPOTLIGHT: JOHN PETER, PETER'S DISCOUNT LIQUOR

John Peter, owner, Peter's Discount Liquor, wished to support other small businesses, which led him to become a founding contributor to the CenterState CEO Growth + Equity Fund. Through his donation to the CenterState CEO Foundation, Peter has helped support entrepreneurs achieve new levels of growth, such as Tanika Jones, owner of It Takes a Village Family Daycare. Jones (left), and Peter (right) stand in front of the facility that will house her new daycare center. Peter's donation in support of the Growth + Equity Fund enabled Jones to access a mini "ignition" grant to cover soft costs related to renovating her new facility.

AMPLIFY YOUR IMPACT: BECOME A FOUNDATION SUPPORTER

Read more about the foundations and how you can contribute at www.centerstateceo.com/Foundations, or contact [Kelly Fumarola](#), CenterState CEO Foundation and CenterState Development Foundation executive director.



CENTERSTATE CEO FOUNDATIONS (CONT.)

CENTERSTATE DEVELOPMENT FOUNDATION

The CenterState Development Foundation (CDF) is a 501c3 nonprofit that fulfills a key role in CenterState CEO's efforts to improve the region's economic viability and quality of life. Since its predecessor, the Metropolitan Development Foundation (MDF), was incorporated in 1981, CDF has served as a vehicle to fund and implement many economic development projects with local and regional significance.

PROJECT SPOTLIGHTS

The Pike Block

CDF played a lead role in the transformation of the 300 block of South Salina. MDF Property Holdings acquired the properties, packaged them, and negotiated their redevelopment as one project. The Pike Block is home to CenterState CEO, residential apartments, restaurants and retail establishments. This project helped spark further investments and redevelopment along Salina Street, which can be seen today with new retail, dining and occupied commercial space.



Greater Syracuse Land Bank

Through a \$800,000 grant from the Ford Foundation, CDF collaborated with regional partners on the creation of various regional land use strategies, including the Greater Syracuse Land Bank. The Land Bank continues to play an important strategic role in developing Syracuse's neighborhoods especially given the unprecedented growth anticipated to result from the Micron project. Photo credit: [Greater Syracuse Land Bank](#).



FOUNDATION SUPPORTERS & FUNDING PARTNERS

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

Alliance for Economic Inclusion*
Allyn Family Foundation*
AmeriCU*
Armory Square Ventures*
American Rescue Plan Act administered by City of Syracuse
Bank of America*
Berkshire Bank*
Central New York Community Foundation*
City of Syracuse*
Empire State Development
The F.B. Heron Foundation*
Ford Foundation*
Gifford Foundation*
Richard S. Shineman Foundation*
Snow Memorial Trust
Surdna Foundation*
The Dorothy & Marshall M. Reisman Foundation*

Greater Syracuse H.O.P.E.
John Ben Snow Foundation
John Peter, Peter's Discount Liquor*
JPMorgan Chase Foundation*
KeyBank*
M&T Bank*
Microsoft Philanthropies*
National Fund for Workforce Solutions*
National Grid
NBT Bank
New York State Department of Transportation
Onondaga County
Central-Northern New York Building and Construction Trades Council
U.S. Department of Energy
U.S. Economic Development Administration
United Way of Central New York*
Workforce Development Institute

**Supporters of the CenterState CEO Foundations*

CENTERSTATE CEO'S ROLE IN MICRON'S HISTORIC COMMUNITY INVESTMENT IN CENTRAL NEW YORK

On Oct. 4, 2022, Micron Technology, Inc. announced Central New York's White Pine site, in Clay, will be home to its semiconductor manufacturing facility. The project will result in an up to \$100 billion investment by Micron over the next 20-plus years and the creation of 9,000 new high paying Micron jobs. This is the largest private investment ever made in New York's history, and one of the largest industrial manufacturing investments in the history of the United States.

BUSINESS ATTRACTION

CenterState CEO worked directly and tirelessly for more than a year and a half, alongside lead partners Empire State Development and Onondaga County, to bring this project to Central New York. Its economic development team supported and hosted multiple site visits with company representatives. This effort included sharing our community's history of self-led revitalization efforts, which aligned to Micron's vision as a company.

COMMUNITY INVESTMENT & WORKFORCE INNOVATION

In addition to its historical capital investment and promise of jobs, Micron committed to a [\\$500 million Community Investment Framework](#). **CenterState CEO was part of negotiation efforts with Micron to ensure these commitments were included in this transformative deal.** Micron will invest \$250 million through this fund over the duration of the project, targeting investments in workforce development, education, community assets and organizations, and affordable housing. New York state will invest \$100 million, and \$150 million will come from local, other state and national partners.

This framework validates many CenterState CEO-led regional strategies and initiatives, as it requires the community to scale the effective and creative workforce development solutions it has collaboratively led for several years. For example, Micron will encourage construction contractors and subcontractors to use Syracuse Build as a first source model to identify candidates for hiring from disadvantaged populations. Syracuse Build is a mayoral initiative CenterState CEO helped develop, including bringing together resources and partners for the initiative.

Additionally, commitments related to housing and transportation reinforce CenterState CEO's policy positions on smart growth and I-81. Micron's commitment also focuses on how socially and economically disadvantaged individuals can benefit from this unprecedented opportunity, with a goal that 30% of Micron's eligible construction spend and 20% of its ongoing eligible operating spend be awarded to companies owned by these communities.

Micron has also looked to CenterState CEO's expertise in developing workforce programs and strategies that are crucial to ensuring the project's investments reach across the community equitably.



CenterState CEO worked closely with Micron and key stakeholders to ensure extensive community investment commitments were included in this transformative deal. Photo credit: Mike Groll/Office of Governor Kathy Hochul.



As part of its community investment commitments, Micron is bringing its Chip Camps to Central New York schools. The camps provide hands-on STEM activities related to semiconductor manufacturing and engineering jobs for students entering 8th or 9th grades. Photo credit: Micron Technology.

POLICY & ADVOCACY

CenterState CEO also worked with federal leaders to help ensure the **CHIPS and Science Act** was passed.

The Act aims to increase the nation's global competitiveness in the semiconductor industry and stands to lead to the reshoring of American production of these devices, and ultimately the creation of thousands of jobs and greater economic prosperity – including right here in Central New York region.



CenterState CEO President Rob Simpson attended the Rose Garden ceremony as President Joe Biden signed the landmark CHIPS and Science Act into law. During the signing ceremony, President Biden was introduced by Josh Aviv, founder and CEO of SparkCharge. Aviv started SparkCharge while a student at Syracuse University, and utilized local startup resources including the NYSERDA Clean Tech Center at CenterState CEO's Tech Garden.

MICRON (CON'T)

CenterState CEO also advocated strongly at the state level for the passage of **Green CHIPS**, a critical part of attracting Micron to Central New York. It provided New York State's leadership with key insights as it developed and passed this new legislation, which has the ability to position the region and state to attract even more transformative projects. Green CHIPS is an amendment to the Excelsior Tax Credit program that allows the state to offer up to \$500 million a year in state tax credits to chip companies that build new factories in New York state with a focus on reducing carbon emissions and greenhouse gases.

The legislation reflects the leadership of **Governor Kathy Hochul**, and efforts by **Senators John Mannion** and **Jeremy Cooney**, and **Assemblyman Al Stirpe** to ensure its passage. CenterState CEO is proud to have brought its strong advocacy voice to these elected leaders to bring Green CHIPS to fruition.

It also sets a new standard for semiconductor manufacturing, requiring projects to commit to significant worker and community investments. Under Green CHIPS, these projects must include partnerships for workforce training, pay prevailing wage on construction, and include community benefits. Companies must create at least 500 net new jobs and spend at least \$3 billion in capital investments over 10 years. Green CHIPS will also drive opportunities in Albany, Marcy/Utica, and western New York, creating a ripple effect across the state, helping solidify New York's position as a global leader in semiconductor manufacturing and related technologies.

STRATEGIC LEADERSHIP

Micron's historic investment is the result of two decades of focused, collaborative efforts made by the leaders of this community to create a place that could support a project of this scale. It would not have happened without the work of local, county, state and federal partners who came together to land this monumental project, including **U.S. Senate Majority Leader Charles Schumer**, **Governor Kathy Hochul**, **Empire State Development**, **Onondaga County Executive Ryan McMahon** and other leaders worked to ensure that the necessary legislation, site conditions and community assets were in place to secure this project.

The scale of Micron's investment puts Central New York at the forefront of semiconductor manufacturing and drives untold future projects, investments and innovation. CenterState CEO welcomes Micron as its newest partner. Through a collective focus on advancing this once-in-a-generation opportunity, Central New York will lead the way.



AMPLIFYING OPPORTUNITY IN 2023 & BEYOND

CenterState CEO continues to work with Micron to ensure its success here, and is actively engaged alongside other lead partners in preparing for its immediate and long term needs and impacts. It is focused on the development of equity-driven workforce strategies and partnerships, the identification and development of diverse supply chain and contractor pipelines, and the strategic attraction and placement of suppliers.

[Learn more](#) about engaging in the Micron project.

ORGANIZATIONAL PARTNERS

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

CENTRAL NEW YORK BIOTECH ACCELERATOR



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

DOWNTOWN COMMITTEE OF SYRACUSE



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



As the steward of the Downtown Special Assessment District, the Downtown Committee plays an essential role to make sure downtown is clean, attractive, safe and vibrant.

ELECTRONICS PARK

EPLLC

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

GREATER SYRACUSE BUSINESS DEVELOPMENT CORPORATION



The Greater Syracuse Business Development Corporation (GSBDC) is a private nonprofit that assists businesses in Upstate New York with startup, expansion and financing needs. It partners with the U.S. Small Business Administration, local and regional economic development agencies and the region's banks and credit unions to provide financing for fixed asset projects and working capital. The GSBDC partners with CenterState CEO to better align CEO's growth, competitiveness and community prosperity programming with GSBDC's growth funding resources and expertise.

ORGANIZATIONAL PARTNERS (CONT)

NEW YORK LAND BANK ASSOCIATION, INC.



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

NUAIR



NUAIR provides expertise in uncrewed aircraft systems (UAS) operations, research and integration; manages the New York UAS Test Site at Griffiss International Airport; and is responsible for the advancing New York's 50-mile UAS corridor between Syracuse and Rome, for UAS testing and commercial drone operations. CenterState CEO supports NUAIR by providing leadership and cross-industry collaboration. Together they work to attract local and national companies within the UAS industry to test and spur the adoption and advancement of drone technology, and to stimulate the Central New York economy.



In October 2022 NUAIR announced that the New York UAS Test Site secured approval from the FAA to fly UAS beyond visual line of sight across the entire 50 miles of airspace within New York's Drone Corridor. This gives NUAIR the ability to fly civilian drones from Syracuse International Airport to Griffiss International Airport, in Rome, without visual observers - helping unlock the full economic potential of commercial drone and advanced air mobility. Photo credit: NUAIR.

UPSTATE MINORITY ECONOMIC ALLIANCE



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



UMEA hosted a discussion and reception, sponsored by OneGroup and Community Bank, with Micron executives. (L-R) Bo Machayo, director, U.S. Federal Government and Public Affairs, Micron Technology; Me'Shae Rolling, executive director, UMEA; Fran Dillard, VP and Chief Diversity Inclusion Officer, Micron Technology; Heather Baldwin, VP of Procurement - Indirect/Real Estate, Micron Technology; Dr. Robert Simmons III, EdD, Head of Social Impact and STEM Programs, Micron Foundation. Photo credit: Black Cub Productions, LLC.

VISIT SYRACUSE



Visit Syracuse, Inc. is focused on the area's business of leisure tourism; meetings and conventions; sporting and special events. Visit Syracuse leads the generation of nearly \$900 million in direct visitor spending annually to the local economy. The Visit Syracuse Film Office works to promote, develop and increase film and television production in Central New York. Visit Syracuse and CenterState CEO work to highlight Syracuse, Onondaga County and Central New York as a great place to live, work, play and visit.



Having worked on dozens of films, with many more in development, Visit Syracuse Film Office strives to make the Syracuse area a staple in the entertainment and film industry. Photo credit: Visit Syracuse.

PARTNERSHIPS, PROGRAMS & INITIATIVES

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

ORGANIZATIONAL PARTNERS

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

PROGRAMS & INITIATIVES

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

COLLABORATIONS & PARTNERSHIPS

- Armory Square Ventures
- Brookings Institution
- Build from Within Alliance
- Business Solutions of NY
- Central & Northern New York Building Trades Council
- CNY Regional Economic Development Council
- CNY Works
- City of Syracuse
- Community Center Collaborative
- Le Moyne College ERIE 21
- Manufacturers Association of Central New York
- National Fund for Workforce Solutions
- New Growth Innovation Network
- New York Business Development Corporation
- Northeast Hawley Development Association
- Northside Business Partnership
- OCM BOCES
- Onondaga Community College
- Onondaga County
- On Point for College
- SUNY Syracuse Educational Opportunity Center
- Syracuse Center of Excellence
- Syracuse Regional Airport Authority
- Syracuse University
- Syracuse Urban Partnership
- TDO

FINANCIAL SNAPSHOT

ASSETS

Current Assets

Cash & Cash Equivalents	\$5,690,817
Investments/Receivables/Prepaid Expenses	\$ 11,148,410
Other Assets	\$ 2,745,242
Total Current Assets	\$ 19,584,469

Property and Equipment

Net Property & Equipment	\$738,226
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Total Assets **\$ 20,322,695**

LIABILITIES AND NET ASSETS

Current Liabilities

Accounts Payable/Accrued Expenses	\$6,197,42
Deferred Revenue	\$724,415
Total Current Liabilities	\$ 13,431,842

Total Liabilities **\$ 6,890,853**

Net Assets 6,890,853

Total Net Assets 6,890,853

Total Net Assets & Liabilities **\$20,322,695**

KEY PERFORMANCE INDICATORS

Current Ratio 1.46%

*As of December 31, 2022 (preliminary and unaudited)

LEGACY INVESTORS

CenterState CEO wishes to thank and recognize its Legacy Investors* for supporting its work and committing to being agents of change and a force for positive outcomes for Central New York.



* As of April 2023

AMPLIFY YOUR IMPACT

Contact us to learn more about what it means to be a Legacy Investor: Andrew Fish, afish@centerstateceo.com or Katie Toomey, ktoomey@centerstateceo.com.



ACKNOWLEDGMENTS

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

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



**CENTERSTATE
CORPORATION FOR ECONOMIC OPPORTUNITY**

115 W. Fayette St. Syracuse, NY 13202
P: 315.470.1800 | F: 315.471.8545
ceo@centerstateceo.com | www.centerstateceo.com

Connect with CenterState CEO

