

REGIONAL COUNCIL AWARDS: CNY RECEIVES SIGNIFICANT STATE SUPPORT

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Input Sought on Future of I-81

The Central New York (CNY) region was again awarded significant state support through the Regional Economic Development Councils (REDC) last month.

The state's announcement of an additional \$62.2 million investment in CNY for 77 projects will allow for further implementation of its strategic plans for growth, build on its strong track record of success and continue the region's forward momentum for the long term.

Six years into the program, the region has received the most funding to date—\$906.8 million, including winning \$500 million last year for its strategic plan, *CNY Rising*, through the Upstate Revitalization Initiative—out of all 10 council regions.

"This success is a testament to the quality of our plan and its projects, the strength of our partnerships and our inclusive, grassroots and data driven approach," said Rob Simpson, president of CenterState CEO and CNYREDC co-chair. "This funding has allowed regional businesses to expand and provide hundreds of new job opportunities."

Also in Round 6, Gov. Andrew Cuomo introduced the Downtown Revitalization Initiative (DRI), an effort to improve the urban vitality of city centers across New York state by investing \$10 million in 10 municipalities statewide. Downtown Oswego was selected as CNY's DRI recipient for its strategic investment and revitalization plan, which focuses on catalytic anchor projects and sustainable, small-scale investments with potential to leverage more than \$50 million in additional private investments, and to create and retain approximately 200 jobs.



CNYREDC co-chairs Dr. Danielle Laraque-Arena, president, SUNY Upstate, and Rob Simpson, president, CenterState CEO, accept their award at the Regional Council award ceremony in Albany.

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Nominate a Business of the Year

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Visit Syracuse Launches "OFFICIAL HOME OF WINTER" Campaign

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CenterState CEO Events

ECONOMIC FORECAST BREAKFAST, JANUARY 11

7:30 a.m. Registration; 8 a.m. Breakfast & Program

Nicholas J. Pirro Convention Center at Oncenter

See page 18 for details.



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GOVERNMENT RELATIONS

CNY Political Leadership Institute Classes Start Soon, Info Session January 18



The CNY Political Leadership Institute will offer a new class starting in February. The class teaches citizens about the local political process and how to become more active in the community, how to work on a campaign or run for office. Since the non-partisan classes began in 2010, 162 people have completed the program. Some PLI graduates have become committee people, campaign staff and candidates for (and won) a range of local offices including mayors, state assembly, county legislature, town clerk, county clerk, town supervisor, zoning board, town and school boards.

The cost of the eight-week program is \$100 for classes, supplies and dinner at each session; scholarships are available. Classes are led by experienced moderators with carefully chosen panelists and lecturers who share their experiences in a non-partisan approach. The program is co-chaired by Bill Sanford, owner of Brown and Sanford Consulting, LLC and former chair of the Onondaga County Legislature, and Joe Rossi, managing director of Park Strategies, LLC.

To learn more, attend a free informational session 6 to 8 p.m. January 18 at Dominick's Restaurant, 1370 Burnet Ave. in Syracuse (refreshments provided). Classes run 6 to 8 p.m. every Wednesday, February 1 through March 22.

Special thanks to this year's sponsors: Leadership Greater Syracuse, CenterState CEO, Syracuse Tomorrow, MIPAC (Manufacturing & Industry Political Action Committee), the Onondaga County Bar Association and PEC (Progressive Expert Consulting). Sponsorship opportunities are still available, contact Robin Macaluso at 315-422-5471. To register or for more information visit www.cnypolitics.org.

PROGRAM DATES

- February 1: Program Overview
- February 8: Getting on the Ballot
- February 15: Team Building
- February 22: Campaign Finance and Fundraising
- March 1: Messaging
- March 8: Media/New Media
- March 15: Get Out the Vote
- March 22: Wrap Up and Celebration

Input Sought on Future of I-81

As part of its process to make formal recommendations on the future of the Interstate 81, the New York State Department of Transportation (NYSDOT) recently narrowed options for the project to a Community Grid solution and a new Elevated Viaduct. NYSDOT also announced that a tunnel feasibility study will be part of a draft environmental impact statement to be released on the project in early 2017.

CenterState CEO and its I-81 Committee have advocated for a solution that supports creation of a transportation system that also increases economic growth and enhances quality of life. This includes:

Minimize Adverse Impacts - minimize the width of any roadbed and associated rights-of-way, the need for eminent domain, and avoid the demolition of historic buildings and relocation of residents and businesses.

Improve Linkages - create better access and improved linkages between downtown and University Hill, link center city assets to the suburbs, and connect the region to national and global markets.

Transportation Benefits - resolve traffic problems, not just relocate them.

Environmental Impacts - embrace the highest level of urban design, minimize construction disruption, lead to environmental improvements and result in generating additional land for development.

Transformational Approach - meet transportation needs while advancing the region's strategic goals, including benefits for the community and economy, neighborhood revitalization, and greater access to opportunity for residents and workers.

To learn more about the NYSDOT's proposed options, visit www.dot.ny.gov/i81opportunities.

CenterState CEO values your feedback. Please join us for CEO Talks - Examining NYSDOT Options for I-81, presented by UGI Energy Services, on January 5 (see p. 18) and take part in a meaningful discussion focused on the future of I-81. Attendance is limited to CenterState CEO members and registration is required. Or please share your thoughts by contacting Dave Mankiewicz at dmankiewicz@centerstateceo.com.



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CNY REDC ROUND 6 PROJECT HIGHLIGHTS continued from front page



Beak & Skiff Holding Company, LLC (Onondaga County)

Project will expand and upgrade the Beak & Skiff fresh cider operation in the town of Lafayette. The project includes construction of a new facility for storing and pressing fresh apples to cider; conversion of the existing facility to include an upgraded bottling line and finished product cooler; and construction of a pole barn to stage fresh apples ahead of moving them to the cooler.

Award: \$598,000 ESD grant, \$100,000 Excelsior Jobs Program tax credits
 Total Project Cost: \$3.09 million
 Jobs: 6 direct, 15 construction, 59 retained



Steri-Pharma, LLC (Onondaga County)

Steri-Pharma, LLC, a manufacturer of antibiotics used internationally to treat complicated bacterial infections, will expand operations at its Syracuse facility, adding a second sterile powder filling line and increasing warehouse capacity through the construction of new clean rooms, sterile production and filling areas and a new 18,500-square-foot building. This growth will allow Steri-Pharma to triple its existing production output, address future capacity needs and more than double its current workforce over five years.

Award: \$3 million ESD grant, \$1 million Excelsior Jobs Program tax credits
 Total Project Cost: \$42 million
 Jobs: 77 direct, 250 construction, 48 retained



CIDEC, LLC (Cayuga County)

CIDEC, LLC, a cutting-edge dairy milking equipment company, will expand and consolidate its Batavia operations into its Auburn location. The project includes construction of a manufacturing and warehousing facility for new production of farm-related hygiene products and the addition of new offices and a training facility focused on robotics and high-tech automation. The expansion will allow the company to expand sales into Vermont and Massachusetts markets.

Award: \$240,000 ESD grant
 Total Project Cost: \$1.2 million
 Jobs: 7 direct, 27 retained



JD Farms (Madison County)

JD Farms, in cooperation with Morrisville State College, will build and equip an industrial biomass processing plant in Georgetown, Madison County. The facility will be used to process commodity crops such as hay, wheat straw, corn straw and industrial hemp into manufacturing components for all-natural animal bedding, biodegradable packaging material, nontoxic particle board and bio-fillers for a host of other eco-friendly consumer products.

Award: \$200,000 ESD grant
 Total Project Cost: \$810,000
 Jobs: 9 direct



Midtown Plaza (Oswego County)

Part of Oswego's Downtown Revitalization Initiative plan, Sutton Real Estate has proposed revitalizing a parking lot on a prominent downtown intersection into a \$9 million, mixed-use development with 24 market rate apartments and 20,000 square feet of commercial space.

Total Project Cost: \$9 million
 Jobs: 80 retained

Tech Garden partners with Launch NY to win \$245K

Launch New York Inc. (Launch NY) and The Tech Garden have recently teamed up to win a federal grant award of more than \$245,000 for a “Mentorship-Driven Seed Fund” initiative. The initiative will focus on providing seed funding to the Upstate New York entrepreneurial ecosystem.

“Launch NY is an important investment partner for us and we are happy to team up to support more seed fund initiatives in CNY” said Rick Clonan, VP of Innovation and Entrepreneurship at CenterState CEO. “We saw an opportunity to join forces that ultimately brings mentoring and service providers directly to start-ups that need qualified resources to be successful.

Launch NY provides a vast national network of entrepreneur-in-residences and when combined with The Tech Garden’s Resource Pool of local start-up friendly businesses more opportunities are available. This joint award further ensures that the most promising startups have access to high-quality business mentoring in combination with vital seed capital to advance their products and services.



LaunchNY

Imajion - The Tech Garden’s Newest Resident and Proud Veteran-Owned Business

United States Army veterans Charles Preuss and Mark Costa incorporated their virtual reality company, Imajion, in October and took up residence at The Tech Garden in November. Preuss established Imajion by participating in Entrepreneurship Bootcamp for Veterans - EBZ.

Pronounced *im-ă - jē - on*, the company is a VR/AR software solutions operation that works with athletes, first responders and the U.S. Department of Defense. The company builds state-of-the-art assisted learning experiences in virtual reality, which improves learning in a controlled environment.

The company has secured seed funding through a venture capitalist and boasts a workforce of eight.

“The entrepreneurial spirit and the startup resources available at The Tech Garden are unmatched in the public sector here in Syracuse,” Preuss says. “We’re thrilled and eager to be part of it.”



Charles Preuss, founder of Imajion, models a Microsoft HoloLens that uses Imajion software.

Full Circle Feed Wins \$10,000 in National Green America Contest

Tech Garden company Full Circle Feed recently won a “People & Planet Grand Prize Award” from Green America. Full Circle Feed received the most votes, earning the company a \$10,000 prize.

Full Circle Feed creates dog treats with vegetables, meats, fruits and breads from restaurant buffets that were prepared but not served.

“Full Circle Feed will use the funds to set up a more environmentally friendly production process and drying method,” said company founder Michael Amadori. “Instead of using electricity or natural gas we plan to use waste heat or biogas generated from anaerobic digestion to bake our

dog biscuits. This will greatly reduce our ecological footprint and give us the most sustainable dog treats on the market.”



Michael Amadori, owner of Full Circle Feed, exhibits his company’s Doggy Bag Treats at the Canine Carnival at Jamesville Beach.

GERMINATOR AWARDS \$100K TO EUPHONY

CenterState CEO recently awarded \$100,000 to Euphony during its final phase of the Germinator program. The competition's two finalist teams, Euphony and Life Source Health pitched for the top prize before a panel of judges during the final demo day at The Tech Garden.

"The \$100,000 prize is a significant investment in an emerging company especially when it is combined with the \$150,000 investments the team has received over the past 18 months of the program," said Robert M. Simpson, president of CenterState CEO. "We are excited to award them this prize as we know this company will return our investment through its contribution to the region's economy."

The startup competition began with six teams in early 2015. It has awarded \$600,000 in total investment during four "Green House," demo days that took place every couple of months. During the competition the companies also received access to resources, including marketing, intellectual property, sales, financing, and fundraising support and the potential for follow-on investments.

Euphony's text-to-speech solutions allow people with speech communication disorders to express emotions through speech. Already validated in a National Science Foundation project, EuphoniumTTS supplies novel, expressive computer voices in a ground-breaking speech therapy app. The founder and CEO of Syracuse-based Euphony is Fuz Eller.

Co-finalist LifeSource Health developed cutting edge software solutions for emergency medical professionals and first responders. They are particularly focused on applications for pre-hospital and emergency medicine. Additional Germinator teams included: Trainer Engine; Volu; Voss Vertical; and Sarita's.

Germinator would not be possible without private sector support and sponsors including Lead Sponsors: National Grid; M&T Bank; and CenterState CEO. Gold Sponsors were CPS Recruitment, Inc.; Hancock Estabrook LLP; TERACAI; Fust Charles Chambers LLP; and Pathfinder Bank.

The Germinator program has become a model for entrepreneurial support in the region. CenterState CEO's latest business competition and accelerator, GENIUS NY, follows a similar format as Germinator but focuses on unmanned systems. It will award up to \$2.75 million during the program, which starts this month. To learn more about GENIUS NY, visit www.geniusny.com.



The Germinator



Congratulations to Fuz Eller (far right), founder and CEO of Euphony, winner of \$100,000 in the Germinator competition. Pictured from left are: Steve Gorczynski, M&T Bank; Brian Anderson, National Grid; Rob Simpson, CenterState CEO; Rick Clonan, The Tech Garden/CenterState CEO; and Eller.

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\$30M INVESTMENT IN SYRACUSE-ROME DRONE CORRIDOR ANNOUNCED AT UTM CONVENTION

Onondaga County, Oneida County, CenterState CEO, the NUAIR Alliance and the Association for Unmanned Vehicle Systems International (AUVSI), in partnership with Empire State Development and the Air Traffic Control Association (ATCA), welcomed more than 700 people from 18 countries to the 2016 UTM Convention. The convention was held over three days in November at sites in Syracuse and Griffiss International Airport in Rome.

At the convention, Gov. Andrew Cuomo announced a \$30 million investment to develop a 50-mile flight traffic management system between Syracuse and Griffiss International Airport in Rome to advance the Unmanned Aircraft Systems industry in Central New York. Within the 50-mile corridor, strategic investments will accelerate industry growth by supporting emerging uses of Unmanned Aircraft Systems (UAS) in key Central New York industries, including agriculture and forest management, transportation and logistics, media and film development, utilities and infrastructure, and public safety.

This new corridor will create opportunities for the world’s leading sensor companies to deploy, test and validate their systems in support of UAS Traffic Management (UTM), for data integrators to test their software on multiple sensing platforms, and for industry leading platforms to test and validate their technologies in a fully instrumented, beyond visual line of sight capable environment.

“The unmanned systems industry represents a \$140 billion marketplace,” said Robert Simpson, president of CenterState CEO. “Hosting this convention shows that this region has a leading role in its global development and the recently announced \$30 million investment signals the ongoing commitment from the state to further build this industry and attract new business to the region.”

UTM is a comprehensive research effort led by NASA to safely integrate low-altitude unmanned aircraft into the national airspace. The 2016 UTM Convention featured speakers and keynote briefings from the Federal Aviation Administration (FAA), NASA and other federal agencies, as well as industry and academic organizations. The program included workshops on developing beyond visual line of site operations in New York; strategy sessions related to policy, research and development, and technology in UAS applications and airspace integration; and flight demonstrations in Syracuse and the Griffiss International Airport, the region’s FAA designated test site, managed by the NUAIR Alliance.

NASA is collaborating with the NUAIR Alliance, which manages the FAA UAS test site at Griffiss International Airport, to develop the UTM system being commissioned by New York State and NUAIR for this 50-mile corridor. This is expected to engage numerous industry collaborators that will build on the already strong presence of UAS related firms in Central New York and the Mohawk Valley.



Lockheed Martin’s unmanned aerial vehicle, the K-MAX helicopter, engages in a collaborative unmanned firefighting and search-and-rescue demonstration at Griffiss International Airport in Rome during the UTM Convention.

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NYS Science and Technology Center at SU; SU College of Engineering and Computer Science; and Lockheed Martin MST.

WORK TRAIN MODEL ENHANCES HEALTH TRAIN PROGRAM

Relying on the collective expertise of cross-sector partnerships, Work Train helps develop training and workforce solutions that meet the needs of businesses and increase access to good jobs for unemployed and underemployed individuals. The Health Train Partnership is an application of this model which creates career opportunities in health care, while building a strong talent pool for entry- and mid-level jobs within the region's health care institutions.

In 2016, Work Train built capacity and increased funding sustainability for Health Train by embedding it into SUNY Educational Opportunity Center (EOC). SUNY EOC's first year of implementing Health Train proved a great success, graduating 132 participants and placing 119 individuals in jobs. This 90 percent job placement rate is in line with the rate Health Train has maintained since 2014, showing the successful transfer of key programmatic elements. In 2016, 191 Central New York residents were engaged in the Health Train program and assessed as job-ready or received workforce training to assist them with workforce readiness skills.

Work Train continues to work with the Health Train Partnership—made up of employers and community partners—to grow and expand the Health Train model in ways that foster shared community prosperity.



Omolara Somaye
Graduate, SUNY EOC Health Train
Powered by Work Train

“ I thank God for where I am for now . . . Working as a Patient Care Technician at St. Joseph's is a great opportunity for me. In the next three years I see myself becoming a psychiatric nurse. That's where I see myself. ”



— NOMINATE —

2017 Business of the Year

**Nominations Now Open for
CenterState CEO's Business of the Year Awards
in the Following Categories:**

Businesses with 1-50 Employees — Businesses with 50+ Employees — Minority Owned Businesses
Community Involvement — Non-Profit Agency

Nominations are due January 30, 2017.

A questionnaire will be emailed to nominated companies.

Completed questionnaires are due February 27, 2017.

Awards made at CenterState CEO's Annual Meeting on April 25, 2017.

To nominate visit:

www.centerstateceo.com/business-of-the-year

Syracuse University Provost Addresses Annual Meeting

More than 300 business and community leaders joined the University Hill Corporation (UHC) for its 53rd Annual Meeting in late November at Drumlins Country Club. The meeting featured a keynote presentation by Dr. Michele G. Wheatly, vice chancellor and provost at Syracuse University. Wheatly joined Syracuse University last summer from West Virginia University, where she served as provost from 2010 to 2014.

Wheatly is recognized as a national thought leader on building partnerships around education, economic development and health care. Her work on universal access to STEM has received Congressional recognition, and she co-convened the National Science Foundation (NSF) conference for presidents/provosts of ADVANCE information technology institutions. This unique expertise has prepared her well to support the growth and evolution of programs at Syracuse University, as well as other University Hill partner organizations and institutions.

Meeting attendees also heard from David Mankiewicz, president of University Hill Corporation. His address highlighted the vital role collaboration and partnerships play in the growth of the University Hill area. He also shared the status of capital projects being built by University Hill Corporation members.

Both reports can be viewed at www.University-Hill.com.

Crane at Crouse Health Signals Emergency Room Changes

Crouse Health is building a new 52,000-square-foot emergency department. The \$37.2 million Pomeroy Emergency Services project will add one floor to the hospital's emergency department area, delivering additional capacity to support increasing needs in the region. New York state awarded the project \$1 million in funding as part of the Regional Economic Development Council (REDC) initiative.

"We are well underway and ahead of schedule," said Jeff Tetrault, vice president of facilities management at Crouse. "The first of several phases of the project will be complete midway in 2017. Phase II, which entails renovation of the current emergency department to allow for the relocation of our Prompt Care, will be complete by 2018."

Crouse is also preparing to open a new patient care unit in January in the Memorial Building that will feature all private patient rooms. It is also expanding its Neuroscience Institute, which will be completed this year. These two projects represent an investment of \$10 million and are part of dozens of projects underway on University Hill.



Dr. Michele G. Wheatly



An aerial view of the new 52,000-square-foot emergency department now under construction at Crouse Health.

Thank You UHC Annual Meeting Sponsors

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2016 SBA EMERGING LEADERS GRADUATE

Congratulations to recent graduates of the U.S. Small Business Administration 2016 Emerging Leaders Initiative. Small business participants celebrated the completion of an eight-month class, held at the Tech Garden and taught by Tech Garden entrepreneur-in-residence John Liddy.

The program is an intensive executive-level training that focuses on executives of businesses—with revenue between \$400,000 and \$10 million—that are poised for growth. The goal is for business leaders to spend time working on their business rather than in their business by having them create a growth action plan for the next three years, work with experienced mentors, attend specialized workshops and develop connections with their peers, city leaders and the financial community.

The program is a collaboration of the SBA Syracuse District Office with CenterState CEO, CNY TDO, City of Syracuse Office of Neighborhood and Business Development, Downtown Committee of Syracuse, Inc., MACNY, Onondaga County Office of Economic Development, Onondaga SBDC, SUNY ESF, Syracuse SCORE, Syracuse University, The Falcone Center, The Tech Garden and the WISE Women's Business Center.

The SBA's outreach has resulted in entrepreneurial success that generates new jobs, attracts investment and provides a more sustainable economic base.

Recruitment for the 2017 Emerging Leaders Initiative starts in February; classes begin in April. It will be the program's seventh year in Syracuse. For information, contact emergingleaders@sba.gov or visit www.sba.gov.



U.S. Small Business Administration

CenterState CEO Member Grads

Morgan Marzano, China Towne Furniture & Mattress

David Rice, Critical Link, LLC

Randy Sabourin, Metro Fitness

Andrew Schuster, Ashley McGraw Architects

Michael Speach, Speach Family Candy Shop

Peter Wiles, Mid-Lakes Navigation Co., Ltd.

CENTERSTATE CEO ECONOMIC CHAMPION

M&T Bank

As Central New York transforms its unique strengths into globally competitive assets, strong leadership from local banks is essential to pursue vital projects.

M&T Bank plays a central role in financing the projects leading the region into the future. As a bank headquartered in Upstate New York for 160 years, M&T understands the need to support projects driving economic growth – the kind that create jobs and make the community a better place to live and work.

M&T makes loans to customers it knows and whose intent it understands. And they hold many of these loans on its own balance sheet.

The Pike Block, consisting of four historic buildings in the heart of downtown Syracuse, is just one example of this commitment. M&T stood behind the leadership of CenterState CEO, and the work of VIP Development, to help finance much of the more than \$25 million investment transforming abandoned buildings into a vibrant commercial and residential complex.

Through M&T's recent financing of the Barclay Damon tower, a nearly vacant downtown building has been redesigned creating a vibrant new presence for the Syracuse skyline. And the recent reopening of the Marriott Downtown Syracuse, a more than \$60 million project, shines as an example of how a strong local bank can step up to support a redevelopment vision for the benefit of our entire community.

M&T Bank is committed to helping drive the community's future success. Visit www.mtb.com.

M&T Bank



M&T Bank provided financing for the Barclay Damon tower redesign in downtown Syracuse.

This feature of CEO Essentials spotlights local companies who are "Economic Champions" because of their success in adding jobs, expanding their products or services, gaining national recognition or contributing to the success of our region in special ways.

2017 Will Be A Busy Year!



Stay tuned for information about the March Progress Breakfast, focused on arts in the community. Check www.downtownsyracuse.com/progressbreakfast for updates.

Downtown Dining Weeks February 15 – March 1

Next month, more than two dozen restaurants will dish out the once-a-year deal of three courses for \$25 or less! Menus from participating restaurants will be posted to www.DowntownSyracuse.com.



Downtown Cleanup for Earth Day Saturday, April 22

Last year, a record 330 volunteers helped give downtown a spring cleaning as part of Earth Day. To participate, contact mail@downtownsyracuse.com or 315-470-1953.



Downtown Living Tour Saturday, May 20

On Saturday, May 20, see the newest, finest and most unique examples of urban living. Check back with the Downtown Committee at <http://downtownsyracuse.com/downtownlivingtour> for updates as planning for the 11th Annual Downtown Living Tour continues.



Downtown Farmers Market Opening Day: Tuesday, June 13

7 a.m. to 3 p.m. every Tuesday through October 10

Every Tuesday, from mid-June through mid-October, dozens of the region's best farmers and produce dealers set up shop in and around Clinton Square for the Downtown Farmers Market. With recipe cards from the Onondaga County Public Library and cooking demonstrations from the Food Bank of Central New York, the market is a forum for wellness and healthy living.



Syracuse Arts & Crafts Festival July 27, 28, 29

Centered around historic Columbus Circle each July, the Syracuse Arts & Crafts Festival draws more than 50,000 visitors each year. It's a three-day showcase of more than 160 talented artists, craftspeople and entertainers from the United States and Canada.



Hanging Flower Basket Program

This June marks seven years since the Hanging Flower Basket Program started. Last year, more than 350 baskets were installed throughout Cathedral, Clinton, Hanover and Armory squares and the heart of downtown. Sponsor a basket with a tax-deductible donation of \$50 per basket. Mail a check to the Downtown Syracuse Foundation, Inc. at 115 W. Fayette St. in Syracuse, or pay by credit card at: www.downtownsyracuse.com/flowers



Partners in Planting Program

This spring, the Downtown Committee is bringing back its Partners in Planting Program, combining employee engagement and downtown beautification. Young Leaders United – a division of the United Way – already signed on for a third season, in partnership with Pioneer Companies and the Downtown Committee. To participate, contact 315-422-8284 or email mail@downtownsyracuse.com. For more information, visit www.downtownsyracuse.com/flowers.



Visit Syracuse Launches “OFFICIAL HOME OF WINTER” Campaign, Wintry Fun at Destiny, New Videos and a Chance to Win

As one of the snowiest cities in the country, Syracuse usually wins several snowfall awards each year. But this city doesn't shut down for winter. Instead, residents bundle up and plunge right in. Here, winter is loved, defended and welcomed, which is illustrated in a new campaign by Visit Syracuse.

“Winter is a badge of honor for Syracuse and Central New York and it is time to tell the rest of the world all about it,” said Visit Syracuse President David Holder. “One of the most important rules in marketing is to own what you are. We own winter.”

Visit Syracuse launched this new endeavor to make winter lucrative for the tourism industry and for all local businesses. While the rest of the world braces for the coldest months of the year, Visit Syracuse is rolling out the “ice” carpet for winter and changing the conversation.

In December, the county's official destination marketing organization kicked off the new winter campaign introducing Syracuse as the **Official Home of Winter** (including trademark).

Visit Syracuse also hired Break the Ice Media to manage and promote the campaign. Their staffers installed a display as big as the season at Destiny USA and introduced a video series on “Winter himself.” Visit Syracuse is also engaging regional tourism partners (including ski resorts) to help build the campaign.



A visitor to Destiny USA checks out the fun new display that explains why Syracuse owns winter.



WINTER DISPLAY

The display, located on the third level of Destiny USA (pictured above), beside TGI Friday's, includes a huge Official Home of Winter wall, with six fun characters participating in winter activities. A path of snowflakes leads mall-goers to the display.

WINTER CONTEST

Destiny USA guests are encouraged to enter the WInter Photo Contest by taking a photo of themselves as one of the characters at the winter wall by sharing the photo on Twitter, Instagram or Facebook and including three hashtags: #CNY #HomeOfWinter #DestinyUSA. A prize will be awarded every week and all winners will be entered into a grand prize drawing at the end of March.

WINTER VIDEO SERIES

A new video series introduces the world to an underappreciated figure called Winter – who is more than just a season. In fact, he's a burly, lumberjack-esque individual who is looking to be appreciated for the frosty fun that he brings. Viewers are learning about the bitterness he holds toward his siblings Spring, Summer and Autumn; and the pure joy he gets from dumping inches (OK, maybe feet) of snow on unsuspecting cities. Find the video at www.visitsyracuse.com/winter.

FIVE WAYS TO OWN WINTER

- 1 Create winter themed promotions, products, menu items and savings and share with Visit Syracuse through the Extranet. To learn more about the Extranet or for login information, contact Justin Lynch at JLynch@VisitSyracuse.com.
- 2 Participate in the photo contest at Destiny USA. Visit the winter display on the third floor (next to TGI Fridays), snap a photo and upload to social media using the hashtags **#OfficialHomeofWinter #DestinyUSA #CNY**. Or submit your favorite winter photos using the same hashtags.
- 3 Get engaged on social: Use the **#OfficialHomeofWinter** in your social media posts portraying positive messages about Syracuse and Central New York.
- 4 Like and share the winter video series on Visit Syracuse's facebook page, www.facebook.com/SyracuseNY
- 5 Display the Official Home of Winter window cling provided by Visit Syracuse (coming soon).

MEMBER ESSENTIALS



Berkshire Bank receives national recognition for volunteerism from American Bankers Association. **Berkshire Bank Foundation** awards nearly \$10 million to nine Central New York nonprofits. **Berkshire Bank** expands its services in Vermont by acquiring an independent financial planning and investment services firm.

Dominion Foundation awards **Mohawk Valley Community College** a \$25,000 grant. **MVCC** opens new Mandia Family Learning Commons.

Haylor, Freyer & Coon name Robert J. Rayo president of the insurance agency.



Two beers made by **Empire Brewing Company** are now on tap at Panda Brew in Beijing, China.

VIP Structures to redevelop former Post-Standard building on Clinton Square in Syracuse.

Welch Allyn plans a \$12.7 million expansion in Skaneateles.

Syracuse University Chancellor Kent Syverud appointed to the Homeland Security Academic Advisory Council. **SU Chancellor Syverud** also appointed to the Middle States Commission on Higher Education.



The Independent Insurance Agents & Brokers of New York (IIABNY) appoints Lisa Lounsbury as interim president and CEO.

Red House Arts Center forms new management team to oversee rapid growth.

Mack Bros. Boiler and Sheet Iron Works marks 130 years in business on Syracuse's west side.

Wegmans announces timetable on 12,350-foot expansion of DeWitt store, which will include larger eating area and should be complete by late 2017.

Wegmans tops a new Fortune Magazine list of "Best Workplaces in Retail." **Wegmans** makes Glassdoor Inc.'s list of top places to work in 2017.

Syracuse Stage announces slate of new officers and board trustees.

Camillus-based **Aquarii** LED lighting finding success in venues across the country.



Turning Stone Resort and Casino moves ahead with plans to open a 300,000-square-foot shopping center.

Onondaga Community College offers free tuition to students from two high schools as part of pilot program to help families pay for college.

Lockheed Martin demonstrates its latest technology at the three-day Unmanned Aircraft System Traffic Management Convention.

The Cameron Group announces Which Craft Bottle Shop will open a new location at Township 5.

Destiny USA announces its new \$48 million hotel will be an Embassy Suites by Hilton. **Hueber-Breuer Construction** completes the concrete-pouring phase of the 209-room hotel. **Kraze Burger**, which got its start serving American burgers in South Korea, opens at **Destiny USA** food court.



New York State Broadcasters Association elects Ed Levine, CEO of **Galaxy Communications** in Syracuse, board chairman.

Everson Museum of Art opens new exhibit in its newly renovated ceramics gallery.

Cornell University names Martha E. Pollack as its new president. **Cornell University** awarded \$7 million in U.S. Department of Transportation funding over five years to lead research on transportation innovations.



Housing Visions opens 49 newly built apartments for working class households.

Hayner Hoyt Corp. praised for its support in building houses for A Tiny Home for Good, a local nonprofit that provides housing for people facing homelessness.

Black Friday shoppers at **Destiny USA** treated to a new **Gannon's Ice Cream** location in the Canyon area.

Excellus BlueCross BlueShield predicts use of telemedicine among patients will surge in years to come.

Dig Safely announces plans to build a \$5 million plus call center and training facility in DeWitt, which would be designed by **QPK Design**.

Community Bank enters into agreement to acquire Northeast Retirement Services.

BioSpherix founder Randy Yerden talks about the success his company has had making and selling cell incubation and processing systems.

New "With Love" **Onondaga Community College** training restaurant opens on Syracuse's North Side.

The Digital Hyve, digital marketing agency, expands with an office in Rochester.

Former provost and vice president of **SUNY Oswego**, Dr. Lorrie Clemo, named president of D'Youville College.

Mohawk Global Logistics helps Downtown **Decorations** deliver the holidays.



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Buy Local Bash

SyracuseFirst's seventh annual Buy Local Bash, presented by AmeriCU Credit Union, was a great success. More than 700 people attended the event at the Regional Market in Syracuse where 120 vendors showed their local products and services.

This festive event spreads awareness and support for SyracuseFirst's mission of educating the community about the importance of buying local, and kicks off Buy Local Month, which supports local businesses during the holidays.

The Buy Local Bash wouldn't be possible without the support of its sponsors:

AmeriCU Credit Union (presenting sponsor); BlueRock Energy (community champion sponsor); China Towne Furniture and Mattress (lounge sponsor); KMase Productions (local music sponsor); HighPoint Advisors and Cazenovia Farmers Market (community champion sponsors); Pal Joey; CSM Finishing; The Marrone Law Firm; The Lab Creative; Greater Syracuse Association of Realtors; Gardner & Capparelli; The Basics & Comfort Foods and CH Insurance (sustainable business sponsors). Media sponsors included: Plus Sign & Graphics; Galaxy Communications; Syracuse Woman Magazine; Tech Geekery and Alexis Emm Photograffi. The next Buy Local Bash will take place November 20, 2017.

PRESENTED BY:



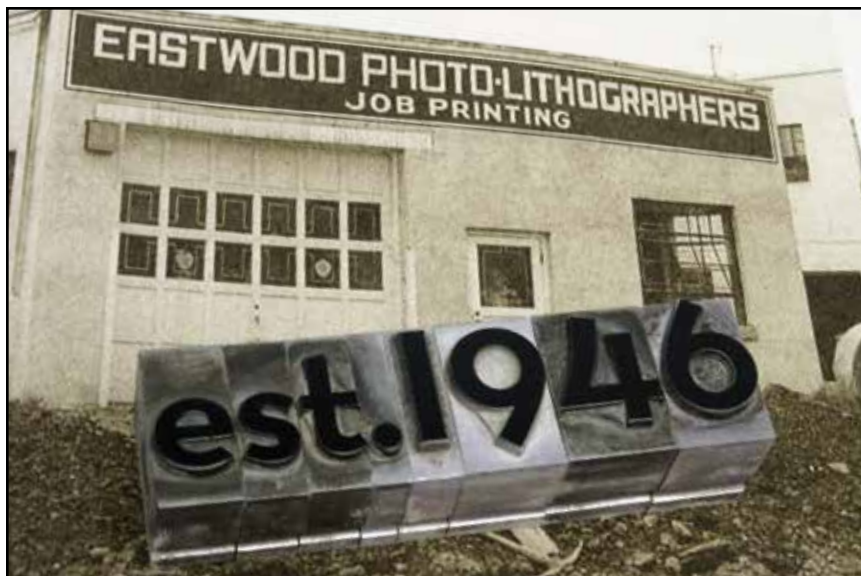
Cazenovia Farmers' Market displays "GOOD and LOCAL" products at SyracuseFirst's Buy Local Bash. Their winter market is held at the American Legion Hall in Cazenovia on the third Saturday of every month.



Attendees sampled a variety of locally produced foods and beverages.

Photos courtesy of Wainwright Photography.

With a 10% SHIFT we can create nearly \$130 million in new economic activity and \$24 million in new tax revenue without spending additional monies or tax dollars. Make the 10% SHIFT pledge at shift.syracusefirst.org, or contact Chris Fowler at cfowler@centerstateceo.com to learn more.



Please join Eastwood Litho in celebrating its 70th year in business. We would like to thank all of our loyal customers for helping us to get to this milestone.

Thank you.



www.eastwoodlitho.com



CENTERSTATE CEO AMBASSADORS

CenterState CEO Ambassadors welcome new CEO members, and provide recognition to businesses celebrating important milestones. If your company or organization will be celebrating a special event in the near future, or if you are interested in becoming an Ambassador, please contact Sharon Abert at 315-470-1810 or sabert@centerstateceo.com.



Loretto celebrates 90 years of providing care in Central New York.



Stewart's Shops has opened a new store in Liverpool at the corner of Bear and Buckley roads.

Grand Openings

At Home, Destiny USA

ByPass Market, 2789 Cold Springs Road, Baldwinsville

Elder Transitions and New Justice Services, 400 Leavenworth Ave., Syracuse

Anniversaries

Air Innovations, Inc., 7000 Performance Drive, North Syracuse, 30th

Herkimer County Community College, 100 Reservoir Road, Herkimer, 50th

Milton J. Rubenstein Museum of Science and Technology (The MOST), 500 S. Franklin St., Armory Square, Syracuse, 35th

Phoebe's Restaurant & Coffee Lounge, 900 E. Genesee St., Syracuse, 40th

The Little Tea Cart, 208 E. Jefferson St., Syracuse

Quality Inn & Suites, 454 James St., Syracuse

CountryMax, 2964 State Route 31, Baldwinsville

Pioneer Warehousing & Distribution, 7640 Edgecomb Drive, Liverpool, 40th

Subcat Music Studios, 219 S. West St., Syracuse, 5th

Syracuse SCORE, Eastside Business Center, 1201 E. Fayette St. Syracuse, 50th

Vince's Gourmet Imports, 440 S. Main St., North Syracuse, 10th

WISE Women's Business Center, The Tech Garden, 235 Harrison St., Syracuse 10th

DELTA HIGH ALTITUDE BUSINESS AFTER HOURS AT SHERATON SYRACUSE UNIVERSITY HOTEL

More than 75 guests attended the Delta High Altitude Business After Hours at the Sheraton Syracuse University Hotel & Conference Center. CenterState CEO Partners and Investors enjoyed networking during the holiday gathering.



John Revette (center), senior project engineer/project manager at The Chazen Companies, is the lucky winner of two round-trip tickets on Delta Air Lines. Pictured with Revette are Katie Carroll and Jim Van Woert of Delta Air Lines.



EXECUTIVE LEADERSHIP DEVELOPMENT SERIES, INFORMATION MEETING JANUARY 6

CenterState CEO is offering members a comprehensive leadership program in 2017. The Executive Leadership Development Series helps executives and rising managers reach the next level by enhancing critical thinking, communication and empowerment skills.

The program is presented by CenterState CEO with a curriculum that combines academic expertise from local colleges and universities with real world insight from some of the region's top business leaders.

There is an information meeting at 9 a.m. January 6 at Columbia College of Missouri - Hancock Field. To register, visit www.centerstateceo.com/events. For additional information or an application, contact Lisa Metot at 315-470-1870 or lmotot@centerstateceo.com.



Pictured from left is the Executive Leadership Development Series Class of 2016, including Tyler Cagwin, Commonfund Mortgage Corp.; Greg Mills, EMPOWER Federal Credit Union; Matt Hoskins, Synapse Partners, LLC; Robert Clancy, Advanced Automation Corporation; Heather Schroeder, Downtown Committee of Syracuse; Tricia Sticca, Northland Communications; Frankie Quarles, Syracuse Community Health Center, Inc.; David Lloyd, Novelis Inc.; and Shannon Fults, CenterState CEO. Not pictured are Sabrina Webster and John King, KeyBank N.A.



Important Dates

Information session: **January 6**

Application deadline: **January 31**

Decision day: **February 10**



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NEW PARTNERS

Please join us in welcoming new CenterState CEO Partners. During the next 12 months each new member will be contacted by a volunteer from CenterState CEO's Ambassador Committee, chaired by Colette Powers, UBS Financial Services, Inc., The Austin & Alesandro Group. Stephanie Powers, Jefferson Clinton Hotel, is vice chair.

Acropolis Development



Steve Case
247 W. Fayette St., Suite 315
Syracuse, NY 13202 315-802-6959
www.acropolisdevelopment.com

Arquette Properties

Arquette agents provide exceptional residential real estate service to buyers and sellers of single family, townhome, condominium, luxury and waterfront property throughout Greater Syracuse. Clients enjoy a concierge level of service provided by the most experienced and professional team of licensed agents in CNY.

John Arquette
104 Salt Springs Road
Fayetteville, NY 13066 315-446-4100
www.johnarquette.com

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At Home, the home décor superstore, provides customers with the broadest assortment of home décor products to suit any style, at any budget, for any reason to redecorate.

James McGuire
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Syracuse, NY 13204 315-450-0511
www.athome.com

Central New York Postal Customer Council

The Central New York Postal Customer Council (CNYPPCC) is the premier USPS business mailer partnership program. Its mission is to improve customer service and plays a key role in fostering mutually beneficial relationships with local mailing industry partners.

Jill Van Hoesen
5640 E. Taft Road
Syracuse, NY 13220 315-661-2451
www.cnyppcc.org

Department of Business Development, City of Syracuse

The Department of Neighborhood and Business Development works to preserve and enhance Syracuse neighborhoods and commercial centers by administering federal, state and local funding programs, engaging with and providing support to encourage residential development and economic growth and leveraging resources to create thriving neighborhoods, communities and business districts throughout the city of Syracuse.



Honora Spillane
201 E. Washington St., 7th floor
Syracuse, NY 13202 315-473-3275
www.syr.gov.net/neighborhood_and_business_development.aspx

Drive Research

Drive Research is a market research company in Syracuse providing services such as online surveys, focus groups, customer experience, voice of customer, employee surveys and intercept surveys. Drive transforms data to insights to action. Visit the website for more information.

George Kuhn
1 Steeplechase Lane
Baldwinsville, NY 13027 315-303-2040
www.DriveResearch.com

Empire Dermatology, PLLC

Dr. Brian Raphael, a native of Syracuse, is a board-certified dermatologist and fellowship-trained dermatologic surgeon, a skin cancer specialist and is also extensively trained in skin disease and cosmetic procedures. He is fellowship trained in Mohs Micrographic Surgery for skin cancers and facial reconstruction as well as cosmetic dermatology including injectables, lasers and other non-invasive cosmetic procedures.

Patricia Madden
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A romantic Finger Lakes resort in historic Geneva on Seneca Lake in the heart of wine country. Geneva On The Lakes's Italian Renaissance architecture, exquisite formal gardens, 29 Stickleby furnished guest suites and studios, a creative and acclaimed kitchen and a 35-year tradition of friendly hospitality make the hotel "the crown jewel of the Finger Lakes".

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www.knoxbox.com

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Providing an array of services to individuals, children and families, Liberty Resources is one of Central New York's most diverse and trusted human service agencies. Six primary programmatic systems include: community clinics for mental health and primary care; behavioral health; child welfare community treatment services; intellectual disabilities services; and integrated care management.

Carl Coyle
1045 James St.
Syracuse, NY 13203 315-425-1004
www.liberty-resources.org

Maguire Dodge Ram of Syracuse



The Maguire Family of Dealerships is a local family owned car dealership group that is dedicated to the community and the environment. The first dealership opened in 1977 in Trumansburg. Maguire now has 10 locations with 18 automotive brands. Maguire has dealerships in Ithaca, Trumansburg, Watkins Glen and Syracuse.

Frank Vanderpool
959 Hiawatha Blvd. W.
Syracuse, NY 13204 315-487-6211
www.maguiredodgeramsyracuse.com

Oneida Air Systems, Inc.



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Jeffrey Hill
1001 W. Fayette St.
Syracuse, NY 13204 315-476-5151
www.oneida-air.com

Paradise Energy Solutions

Paradise Energy Solutions is a full service solar installation company that provides turnkey grid-tied solar installations throughout the Central New York region for businesses, farmers and homeowners. Paradise Energy Solutions is focused on helping customers build a sustainable future for their families.

Stephen Capousis
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Liverpool, NY 13088 315-729-9960
www.paradiseenergysolutions.com

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MEMBER MILESTONES

CenterState CEO would like to thank the following members for reaching membership renewal milestones in January, and for supporting CenterState CEO for many years to enrich and improve the business community.

60 YEARS

HSBC Bank USA, N.A.

55 YEARS

Costello, Cooney & Fearon, PLLC
Greater Syracuse Association of Realtors
KeyBank N.A.
Stevens Office Interiors
Syracuse Chiefs Baseball Club

50 YEARS

Crouse Hospital

35 YEARS

XTO Incorporated
Dal Pos Architects, LLC
O'Connell Electric Co.
Sutor Acoustical Co., Inc.

30 YEARS

GHD Consulting Services, Inc.
Hospice of Central New York

25 YEARS

Carr Recruiting

20 YEARS

New York Air National Guard 174th Attack Wing
Excellus BlueCross BlueShield
The Image Press

15 YEARS

A.A.A. Exterminators/The Critter Ridders
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Pyrotecnico Vitale Family Fireworks

10 YEARS

Shady Brook Plaza
Productivity Leadership Systems, LLC

5 YEARS

Lettergraphics
HealthWay
Commonfund Mortgage Corp.
Pemco Group, Inc.
Port of Oswego Authority
Housing Visions
Housing Visions Consultants
Housing Visions Construction Company

EVENTS

Economic Forecast Breakfast

Wednesday, January 11

7:30 to 10:30 a.m.

Nicholas J. Pirro Convention Center at Oncenter

Register by January 8 at
www.centerstateceo.com/events

or contact Lisa Metot at 315-470-1870 or
lmotot@centerstateceo.com.

Join hundreds of fellow CenterState CEO members, business leaders and executives for the presentation of the region's 2017 Economic Forecast.

Keynote Speaker, **Gary Keith**, chief economist for M&T Bank, will present an overview of trends in the national and state economies, and their impact on the region.



Cost: \$40 for members or \$400 for a table of 10; \$50 for non-members or \$500 for a table of 10. After January 6, the cost is \$45 for members or \$450 for a table of 10; \$55 for non-members or \$550 for a table of 10.

PRESENTED BY:

M&T Bank

CORPORATE SPONSORS:



MEDIA SPONSORS:



Register online at www.centerstateceo.com/events

CEO Talks – Examining NYS DOT Options for I-81, January 5

8:30 to 9:30 a.m.

Mohawk Global Logistics, 123 Air Cargo Road, Hancock International Airport, North Syracuse

David Mankiewicz, CenterState CEO senior vice president of research, policy and planning, will provide an overview of the NYS DOT's options for the I-81 project, the timeline for a decision, and the work of CenterState CEO's I-81 Committee. Take part in a discussion about how each option addresses key goals and issues established by the organization and its I-81 Committee for the project's outcome: transformational approach, minimize adverse impacts, improved linkages, transportation benefits, environmental impacts. Sponsored by UGI Energy Services.



Cost: Free; attendance is limited to CenterState CEO members and registration is required. Contact Karen DeJoseph at 315-470-1997 or kdejoseph@centerstateceo.com.

Executive Leadership Development Series Information Session, January 6

9 to 10 a.m.

Columbia College of Missouri - Hancock Field

This series helps executives and rising managers reach the next level by enhancing critical thinking, communication and empowerment skills. The program is presented CenterState CEO with a curriculum that combines academic expertise from local colleges and universities with real world insight from some of the region's top business leaders.



CENTERSTATE CORPORATION FOR ECONOMIC OPPORTUNITY

Cost of Information Session: Free. Contact Lisa Metot at 315-470-1870 or lmotot@centerstateceo.com.

CNY Political Leadership Institute Information Session, January 18

6 to 8 p.m.

Dominick's Restaurant, 1370 Burnet Ave., Syracuse

Learn about the local political process and how to become more active in the community, how to work on a campaign or run for office. The program is co-chaired by Bill Sanford, owner of Brown and Sanford Consulting, LLC and former chair of the Onondaga County Legislature, and Joe Rossi, managing director of Park Strategies, LLC.



CENTERSTATE CORPORATION FOR ECONOMIC OPPORTUNITY

Cost: Info meeting is free; refreshments provided. Register at www.cnypolitics.org or contact Robin at robin@leadsyr.org.

Business After Hours and Showcase...Meet the Finalists, January 19

5 to 7 p.m.

Dinosaur Bar-B-Que, 246 W. Willow St., Syracuse

Meet the six teams selected as GENIUS NY finalists. The technology-based startups from around the country are competing for more than \$2 million in funding to develop their companies related to unmanned systems. Learn more about their exciting new ventures and help welcome them to Syracuse as they make this their new home for growth. Attendees have a chance to win two tickets on Delta Air Lines. Sponsored by OBG.



GENIUS NY



Cost: \$15 for members; \$25 for non-members. Contact Karen DeJoseph at 315-470-1997 or kdejoseph@centerstateceo.com.

Creating a Magnetic Brand as a Professional Speaker, presented by Arel Moodie, March 14

8:30 to 10 a.m.

The Tech Garden, 235 Harrison St., Syracuse

Learn how to create a magnetic brand as a professional speaker that attracts clients to hire you; how speakers often repel potential clients without even knowing it (and how to fix this); how to position yourself as the perfect solution to clients' most pressing problems, so that they want to work with you; and the client attraction elements you need to start immediately booking presentations.

Cost: \$20 for members; \$25 for non-members. Contact Karen DeJoseph at 315-470-1997 or kdejoseph@centerstateceo.com.

Speed Networking, March 22

7:30 a.m. Registration; 8 to 10 a.m. Program

TERACAI, 217 Lawrence Road East, N. Syracuse

Bring your business cards and be prepared to engage in small group dialogue while building relationships with other CenterState CEO members. There is time for informal networking and sharing your one- to two-minute pitch. Space is limited; please pre-register.



Cost: \$15 members; \$25 non-members. Contact Karen DeJoseph at 315-470-1997 or kdejoseph@centerstateceo.com.

CENTERSTATE CEO MEMBERS LEAD 40 UNDER FORTY

40 Under FORTY, produced by BizEventz, Inc., a division of The Business Journal, recognizes 40 ambitious, hard-working, civic-minded individuals, who are younger than 40 and who are driven, talented and amazing individuals who go above and beyond at their workplace and in the community.

CenterState CEO congratulates its members among the 40 Under Forty 2016 honorees:



John Condon

Brown & Brown Empire State

Michelle Cooper

Oneida Nation Enterprises, Turning Stone Resort Casino

Jason Covey

Covey Computer Software, Inc.

Tina D'Agata

Dermody, Burke & Brown CPAs LLC

Melissa Zomro Davis

Small Business Development Center at OCC

Jason Evans

Ashley McGraw Architects

Ann Fordock

OCRRA

Daniel Griffin

Grossman St. Armour CPAs PLLC

Timothy Hyle

Preferred Mutual Insurance Company

Ryan Jones

Advanced Business Systems, Inc.

Kara Keyes

Le Moyne College

John King

Key Private Bank

Lauren Kochian

Milton J. Rubenstein Museum of Science & Technology

Lindsey Mancinelli

Loretto / PACE CNY

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SRC, Inc.

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Bradley Raphael, MD

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Sarah Stephens

Synapse Property Resources

Meghan Tidd

VIP Structures

Clifford Tsan

Bond, Schoeneck & King PLLC

Jason Wasulko

SRC, Inc.

Joshua Werbeck

Bousquet Holstein PLLC

Ryan York

Pinnacle Investments, LLC

CEO PRESENTS SPEAKER JOHN STAGE SAYS SLOW GROWTH IS BEST



Dinosaur Bar-B-Que founder and owner, John Stage, captivated 100 CenterState CEO members during CEO Presents, a CenterState CEO biannual speaker series.

Stage shared numerous stories on how he built a nationally known brand that includes a catering division complete with mobile barbeque rigs, award-winning barbeque sauces and rubs and a cookbook that was voted cookbook of the year by the National BBQ Association.

Stage said he had to make mistakes to be able to make the right business decisions later on and that purposely growing his business slowly has worked best for them. But it was his cookbook, *Dinosaur Bar-B-Que: An American Roadhouse* (Ten Speed Press; 2001), that put them on a national stage.

Stage opened his first Dinosaur Bar-B-Que in 1988 in Syracuse and has expanded with locations in Rochester and Troy, New York City, Newark, New Jersey and Stamford, Connecticut. Soon they will open new restaurants in Brooklyn and Buffalo.

CEO Presents is presented by VIP Structures and media sponsor News Radio 570 WSYR.

PRESENTED BY:



John Stage shares his progression from humble beginnings barbequing out of a cut 55-gallon drum to successful entrepreneur with nationally known products and an award-winning cookbook.



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Since the start of the program in 2003, over 139 organizations have received \$6.9 million in Main Street program incentives to transform unrealized potential and to implement unique projects that impact their competitive viability, attract investment, and capitalize on their distinct development potential.

www.nationalgridus.com