

Three Rivers
Development

Strategic Action Plan 2021-2023

December 2020

Thank You to the Strategic Planning Committee

Christine Sharkey, Committee Chair
Community Engagement & Corning Enterprises

Board Members:

Craig Burton, Five Star Bank

Jamie Johnson, Steuben County Industrial Development Agency

Jessica Renner, Excellus Blue Cross/Blue Shield

Matt Smith, Corning Building Company

Sheldon Smith, Harter Secrest & Emery

Staff:

Susan Payne, President

Three Rivers Development

Mission Statement

“To facilitate and drive community and economic initiatives and collaborations that grow the regional economy and enhance the overall quality of life.”

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Core Values and Operating Principles

1. Maintain a focus on delivering measurable impact against the strategic priorities to achieve long-term economic sustainability for the region.
2. Clearly define and practice those value propositions important to maintaining strong working relationships with regional partners and organizations.
3. Maintain a strategic and a forward-looking posture to turn challenges into opportunities, embrace change, and leverage the next wave of new ideas.
4. Play the role of convener and thought leader around issues impacting the region's long-term economic sustainability such as innovation, business growth, workforce, and quality of life factors important to talent recruitment and retention.
5. Demonstrate commitment, celebrate achievements and share information about initiatives at the local, state and national levels on diversity and social justice.

Strategic Priorities

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1. Provide the Leadership Necessary to Successfully Drive the Regional Workforce Initiative
2. Strengthen and Actively Promote the Region's Quality of Life Ecosystem
3. Advocate for Upgrades to IT and Basic Infrastructure Necessary to Support Business Development, Job Attraction and Enhanced Quality of Life
4. Actively Pursue the Retention, Growth and Attraction of Businesses
5. Attract and Nurture Future Leadership to Ensure Three Rivers' Development Maintains Its Long-term Viability and Impact on the Region

Strategic Priority #1. Provide the Leadership Necessary to Successfully Drive the Regional Workforce Initiative

Performance Indicators:

- Unemployment rate
- Labor force participation rate
- Usage of talent attraction tools by major employers
- Successes in talent recruitment by employers
- Post COVID workforce development strategy

Target Year	Action Item	Three Rivers Role	Partners
2021	A. Action plan to address the immediate impact of COVID-19 on unemployment, workforce participation and the need to fill jobs to support business sustainability.	Collaborator	CSS Workforce NY, BOCES, CCC, STC, county governments, economic development agencies
2021-2022	B. Talent attraction initiative in support of business recruitment efforts; particularly in target industry sectors including healthcare, advanced manufacturing, engineering and design, IT, R&D, and education.	Lead	Major employers, economic development agencies
2021-2023	C. Proactive workforce development strategy based on data and analysis to address the changing dynamics and opportunities in the post-COVID era.	Collaborator	STC, CSS Workforce NY, BOCES, CCC, county governments, economic development agencies

Strategic Priority #2. Strengthen and Actively Promote the Region's Quality of Life Ecosystem

Performance Indicators:

- Dollar investment in housing new construction and revitalization
- Strategic plans for community revitalization
- Investment in community development projects
- Investment in tourism destination venues and lodging

Target Year	Action Item	Three Rivers Role	Partners
2021 - 2022	A. Attract investment in housing development (single-family and market rate) and actively participate as appropriate in local municipal and county-wide housing revitalization initiatives in support of workforce recruitment and retention.	Lead and/or collaborator	Realtors, CHP, Arbor Housing, land banks, financial institutions, economic development agencies, county and municipal governments, contractors and developers
2021 - 2022	B. Develop community development projects and attract investment to strengthen community cores, revitalize downtown districts and targeted Opportunity Zone areas, and support business development.	Lead and/or collaborator	County and local governments, economic development agencies, STC, engineering and design firms
2022-2023	C. Attract investment to grow the tourism sector such as destination venues, lodging and visibility.	Collaborator	Tourism agencies, chambers of commerce, economic dev agencies

Strategic Priority #3. Advocate for Upgrades to IT and Basic Infrastructure Necessary to Support Business Development, Job Attraction and Enhanced Quality of Life

Performance Indicators:

- Dollar investment in basic infrastructure upgrades and extensions
- Miles of broadband extension
- Sites developed, including infrastructure and permitting
- Increased infrastructure capacity

Target Year	Action Item	Three Rivers Role	Partners
2021-2023	<p>A. Upgrade and extend basic infrastructure important to business development, housing and downtown revitalization projects.</p> <p>Note: Basic infrastructure includes water, sewer, roads, broadband, etc.</p>	Collaborator and/or advocate	Economic development agencies in the region, STC Regional Planning Board, STN, counties and local municipalities.
2021-2023	B. Develop quality sites available for new business development; including site identification, infrastructure development, and permitting.	Collaborator	Economic development agencies in the region, commercial realtors, engineering firms.

Strategic Priority #4. Actively Pursue the Retention, Growth and Attraction of Businesses

Performance Indicators:

- Number of businesses impacted
- Market research and repositioning strategies provided to businesses
- Leveraged investment in business development
- Jobs impacted
- New business start-ups

Target Year	Action Item	Three Rivers Role	Partners
2021-2023	A. Business retention, repositioning and growth of existing businesses (BR&E) to assist in addressing business development issues and opportunities during and post COVID.	Collaborator	Economic development agencies, area businesses
2022-2023	B. Business Recruitment: Prospect identification and business recruitment efforts that leverage the region's strengths and innovation assets, with a particular focus on supply chains.	Collaborator	Economic development agencies, regional businesses
2022-2023	C. Promote innovation, entrepreneurship and new business development.	Lead and/or collaborator	Businesses, economic development agencies, IncubatorWorks, Corning Inc. innovation divisions

Strategic Priority #5. Attract and Nurture Future Leadership to Ensure Three Rivers' Development Maintains Its Long-term Viability and Impact on the Region

Performance Indicators:

- Board Development Committee is established
- Financial target set for 2025 and action plan is in place

Target Year	Action Item
2021	A. Establish a Board Development Committee.
2022 - 2023	B. Develop financial targets for 2025 and implement a strategy to achieve the targets.

Targeted Top
Accomplishments
in 2021

Workforce	Role
Action plan to address the immediate impact of COVID-19	Collaborator
Talent attraction initiative in support of business recruitment (underway)	Lead

Quality of Life	Role
Development of community development projects positioned to attract investment; public and private (underway)	Lead and/or collaborator

Business Retention and Growth (during and post COVID)	Role
Strategies and direct support of business retention, repositioning and growth (underway)	Collaborator