

LEAD. COLLABORATE. PARTNER.

2022 Three Rivers Development Corporation
and Foundation Annual Report

2022

Three Rivers
DEVELOPMENT CORPORATION

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Corning, New York 14830
607.368.9732 | 3riverscorp.com

ABOUT THREE RIVERS



The Three Rivers Development Mission:
“To facilitate and drive community and economic initiatives and collaborations that grow the regional economy and enhance the overall quality of life.”

Three Rivers was founded in 1966 by a committed group of Business and Community members. These members came together to form the development group with the key goal of maintaining and promoting the economic development of the area. The Three Rivers Foundation was established in 1969 to assist with capitol projects, loans and other community projects.

Today Three Rivers is recognized as an effective private sector vehicle for economic development. It has grown to play many different roles ranging from leader to a facilitator, collaborator and advocate for economic development in the three-county region of Steuben, Chemung and Schuyler Counties in New York’s Southern Tier.

Today there are 37 members committed to Three Rivers’ mission

Three Rivers is committed to maintaining a strategic and forward-looking posture to turn challenges into opportunities, embrace change and leverage the next wave of new ideas.

Looking to the future, Three Rivers will continue playing 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.

MESSAGE FROM THE CHAIR



Reflecting on 2022, never has our signature of **LEAD - PARTNER - COLLABORATE** rung more true! With workforce needs as the biggest business challenge for each of our members and nearly every business in our region, Three Rivers did all three to help the business community.

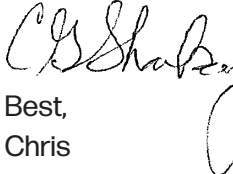
Three Rivers **LEAD**ed the initiative to bring leading labor economist Ron Hetrick of Lightcast to our SoFLX Workforce Summit. While the demographic data and economic trends were sobering, it set the stage to approach workforce in new ways.

We **PARTNER**ed with Steuben, Chemung and Schuyler counties as well as CSS Workforce NY, Corning Community College, our K-12 schools and other area employers to submit a grant request to New York’s Office of Strategic Workforce Development. The \$2 million proposal will employ Workforce Navigators to assist in getting the 50% of our adult population who are not participating in the workforce back into it, particularly helping our health care and manufacturing industries.

We explored new ground in the talent attraction space. Building on Finger Lakes Wine Country’s marketing in the Philadelphia market, Three Rivers launched its first social media campaign - pushing out messaging on career opportunities in our Southern Finger Lakes region. Taking advantage of the more than 6,000 visitors for Wineglass Marathon, Three Rivers **COLLABORATE**d with the Gaffer District and Finger Lakes Wine Country to remind those visitors about the benefits of the region via social media in the months after the October race.

While none of these efforts offer quick fixes to our workforce challenges, we know that long-term they make a difference.

2022 also marked the first year of our new board structure and topic-focused member meetings. I could not be more proud of the staff (small but mighty!) and appreciative of the board, our members and the new members we welcomed during the year. Looking forward to what a pandemic-free year in 2023 will bring!


Best,
Chris

2022 MEMBERS AND BOARD OF DIRECTORS



- | | |
|--------------------------------------|---|
| Chris Sharkey, Chair* | <i>Corning Incorporated</i> |
| Dawn Burlew, Vice Chair* | <i>Corning Incorporated</i> |
| Kamala Keeley, President* | <i>Three Rivers Development</i> |
| George Welch, Sr., Secretary* | <i>Welch Firm, LLP</i> |
| Tom Pisano, Treasurer* | <i>First Heritage Federal Credit Union</i> |
| Seth Adams | <i>Warner's Way Real Property Services, LLC</i> |
| Fred Arcuri | <i>Corning Incorporated</i> |
| Jason Bierman | <i>Corning Federal Credit Union</i> |
| Susan Bull* | <i>Arbor Housing & Development</i> |
| Craig Burton* | <i>Five Star Bank</i> |
| Garret Callahan | <i>Wegmans</i> |
| Thomas Creath* | <i>EDC Management</i> |
| Chip Cummings* | <i>The Dunn Group</i> |
| Greg Cummings | <i>Larson Design Group</i> |
| Peter Dugo* | <i>Arnot Realty</i> |
| Michael German | <i>Corning Natural Gas</i> |
| Chris Giammichele | <i>Community Bank</i> |
| Greg Green | <i>Instant Brands</i> |
| Angela Hawken | <i>Southern Tier Logistics</i> |
| Jamie Johnson* | <i>Steuben County IDA</i> |
| Jeffrey Kenefick | <i>Chemung Canal Trust Company</i> |
| Peter Krog | <i>Krog Corporation</i> |
| Jonathan Lawrence* | <i>Arnot Health System Administration</i> |
| Tim Laskowski | <i>Sprague Insurance</i> |
| Denise Maxa | <i>Corning Area Chamber of Commerce</i> |
| Michael Mishook* | <i>Labella Associates</i> |
| Mary Ann Morehouse | <i>Howard Hanna Realty</i> |
| Peter Newman | <i>M&T Bank</i> |
| Barry Nicholson | <i>BarrYann, Inc.</i> |
| Carly Norton | <i>NYSEG</i> |
| Jessica Renner | <i>Excellus Blue Cross/Blue Shield</i> |
| Gabe Rossettie | <i>Rossettie, Rosettie and Martino</i> |
| Edmund Sabanegh* | <i>Guthrie Health Care System</i> |
| John Sirianni | <i>Sirianni Hardwoods</i> |
| Matthew Smith | <i>Corning Building Company</i> |
| Sheldon Smith | <i>Harter Secrest & Emery LLP</i> |
| Tim Steed | <i>Hunt Engineers</i> |
| Laury Ward | <i>Finger Lakes Wine Country</i> |
| Anne Welliver-Hartsing | <i>Welliver McGuire, Inc.</i> |

* Member of Three Rivers Board of Directors, 2022



THREE RIVERS ADMINISTRATIVE TEAM

Our staff acts as a resource to economic development and planning organizations, municipalities, developers, business owners, and visionaries who see the future of our region and want to be a part of its growth.



Kamala Keeley, President

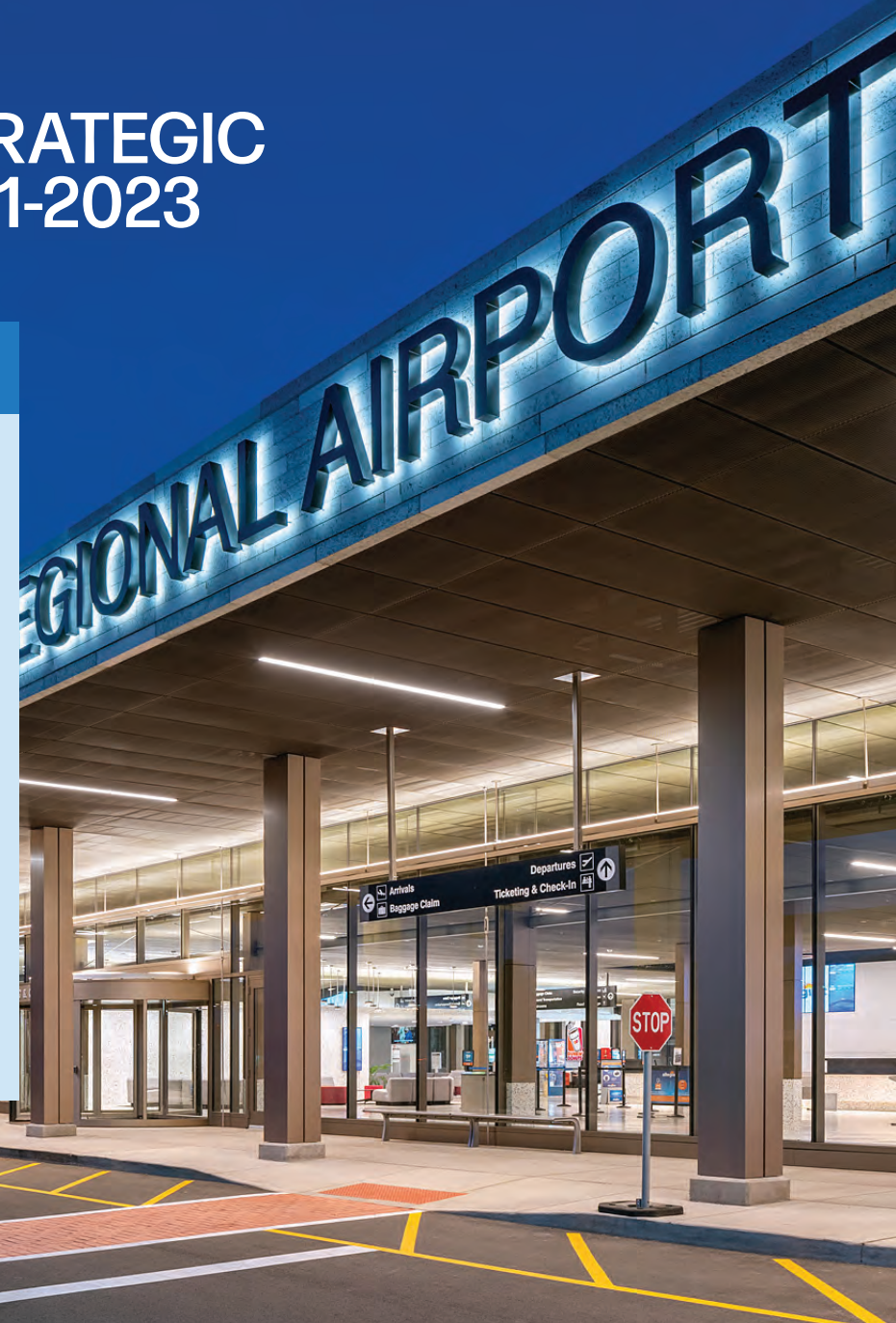
KAMALA KEELEY is President of Three Rivers Development Corporation. Kamala relocated to the Southern Finger Lakes Region from the Southwest in 2006 to join the Chemung County Chamber of Commerce, ultimately serving as President & CEO beginning in 2016 before joining Three Rivers in 2021. She has extensive experience working with both the private and public sectors and holds a successful history in non-profit organization management and economic development. Kamala is responsible for setting corporate strategic policy direction with the Board, overall management and administration, planning and implementation of community and economic development projects, and consultant activities that support the strategic objectives of the organization.



Valory Keough

VALORY KEOUGH joined Three Rivers in 2019 and works closely with the President in her position as Administrative Specialist. Prior to joining Three Rivers, Valory worked in the insurance industry for more than 20 years. Her managerial skill set was developed through 10+ years of experience in department management and office management. Valory is a lifetime resident of Steuben County and has strong ties to the community.

THREE RIVERS STRATEGIC ACTION PLAN 2021-2023



2021-2023 STRATEGIC PRIORITIES

- 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 MAINTAIN ITS LONG-TERM VIABILITY AND IMPACT ON THE REGION.

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

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	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

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	A Upgrade and extend basic infrastructure important to business development, housing and downtown revitalization projects. Note: Basic infrastructure includes water, sewer, roads, broadband, etc.	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.

4 ACTIVELY PURSUE THE RETENTION, GROWTH AND ATTRACTION OF BUSINESSES

- PERFORMANCE INDICATORS**
- Number of businesses impacted
 - Market research & 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

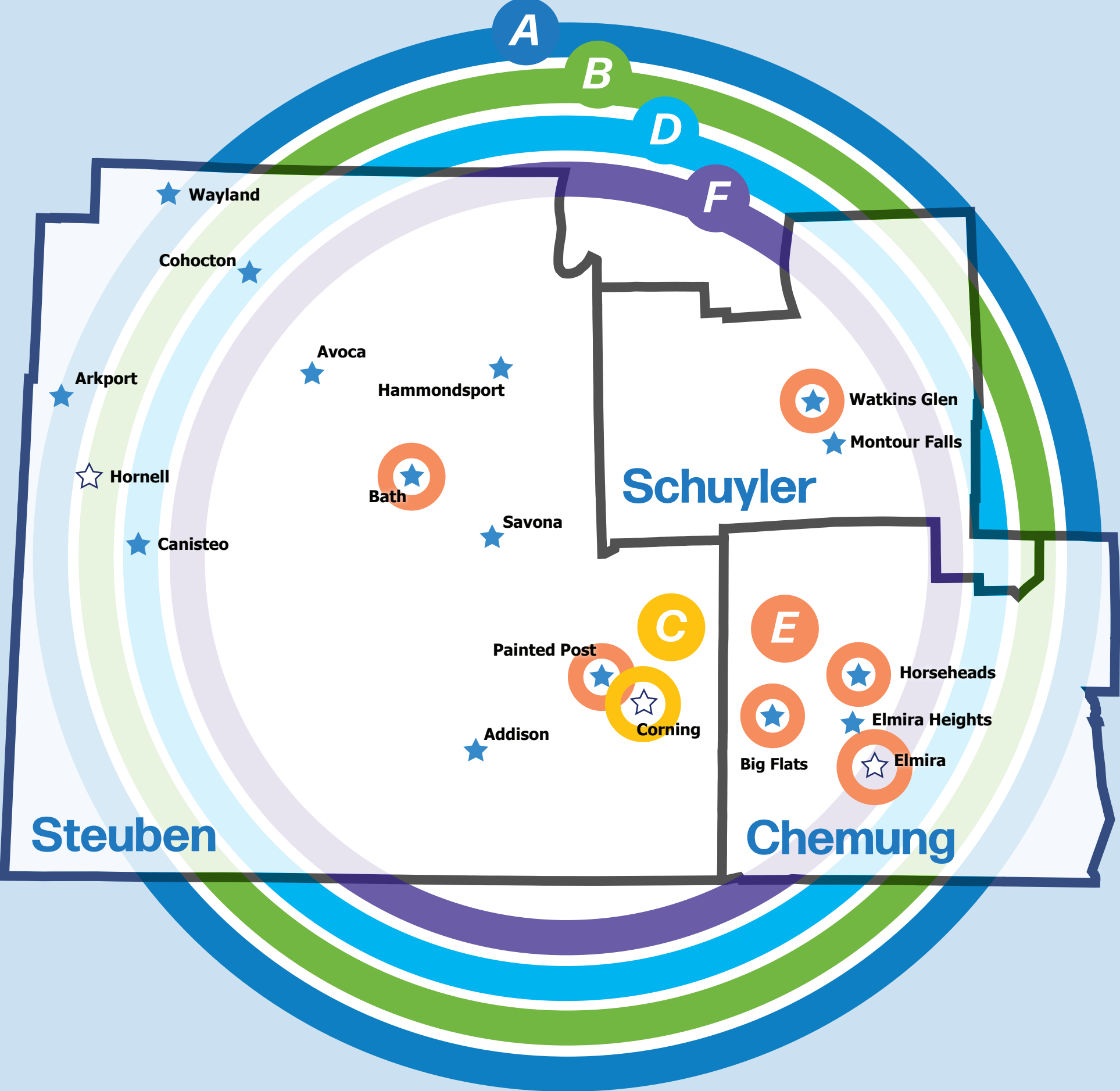
5 ATTRACT AND NURTURE FUTURE LEADERSHIP TO ENSURE THREE RIVERS' DEVELOPMENT MAINTAINS ITS LONG-TERM VIABILITY AND IMPACT ON THE REGION

- 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.

INVESTMENTS IN INITIATIVES AND PROJECT COLLABORATIONS

- A** Drive the Regional Workforce Initiative
 - B** Attract Talent
 - C** Invest in Community Revitalization
 - D** Promote Regional Quality-of-Life
 - E** Business Retention, Recruitment, and Growth
 - F** Community & Infrastructure Development and Advocacy
-  City
 -  Village
 -  Chemung County
 -  Steuben County
 -  Schuyler County



STRATEGIC ACTION PLAN UPDATE/INVESTMENTS IN INITIATIVES AND PROJECT COLLABORATIONS



PRIORITY 1 Drive the Regional Workforce Initiative

Three Rivers provided leadership to drive the Regional Workforce Initiative through multiple initiatives spanning the year. The SoFLX Workforce Committee was formed to create strategies to engage a greater percentage of the workforce eligible population and to reskill and skill up the existing and emerging workforce. Their important discussions and research made it possible for Three Rivers to develop more than \$2 million proposal for the recently launched Office of Strategic Workforce Development Pay for Performance Grant to fund the SoFLX Workforce Navigator Initiative. With the support of the Steuben County IDA, LaBella Associates, Arnot Realty, and STEG, the region welcomed esteemed labor economist, Ron Hetrick, to present in-person his workforce crisis report, *The Demographic Drought*. Three Rivers also continued developing and promoting the regional Healthcare Career Ladder including producing deliverables for use by Healthcare and Education partners.

The mission of the Regional Workforce Group is to create strategies to engage a greater percentage of the workforce eligible population and to reskill and skill up the existing and emerging workforce.



SoFLX Workforce Committee

Chris Sharkey, Co-Chair, Corning Incorporated

Jamie Johnson, Co-Chair, Steuben County IDA

Fred Arcuri, Corning Incorporated

Hillary Austin, Elmira City School District

Phyllis Balliett, CSS Workforce NY

Belinda Hoad, Institute for Human Services

Kelly Houck, Greater Southern Tier BOCES

Kamala Keeley, Three Rivers Development

Josh Michal, CAF USA

Bill Mullaney, Corning Community College



PRIORITIES 1 & 2 Attract Talent

Three Rivers engaged East Shore Marketing to generate a digital campaign in the Philadelphia metro area to build awareness of the Southern Finger Lakes as an area that offers abundant career opportunities within a region offering a rich quality of life. The campaign successfully increased SoFLX brand awareness and website traffic from the campaign geographical target area. Cumulative campaign performance highlights included a campaign delivery total of nearly 11 million impressions and 15,000 total engagements. Website traffic from campaign geography increased by 124K% and overall traffic increased by 2.5K%.

To help craft future campaigns and direct overall efforts, the SoFLX Marketing Committee was assembled. Social Media engagement through Brave World Media continued and SoFLX Stories, a blog telling the individual stories of those who live, work, and play in the region, was launched, featuring 10 unique stories through the course of the year.

[@sofingerlakes](#) [@SoFingerLakes](#) [@soflx](#)

SoFLX Marketing Committee

- Seth Adams, Warner's Way Real Property Services, LLC**
- Cori Belles, Guthrie**
- Briana Fagner, Southern Tier Logistics**
- Kamala Keeley, Three Rivers Development**
- Tim Laskowski, Sprague Insurance**
- Christina Roberts, Finger Lakes Wine Country**
- Chris Sharkey, Corning Incorporated**



“14 years ago we fell in love with the area and saw the potential that the region had. The region has bloomed tremendously and I am glad to be part of this community.”

ORLANDO RODRIGUEZ
 Owner & Chef, GRAFT Wine and Cider Bar, Watkins Glen
 read more of Orlando's story at [SOFLX.com](#)



PRIORITY 2

Promote Regional Quality of Life
The SoFLX Standard

To recognize the accomplishments of employers in the Southern Finger Lakes region to be more competitive in the labor market, Three Rivers Development launched the SoFLX Standard. Three Rivers created the Standard specifically to award to companies that are adjusting their recruitment, hiring and retention procedures to reflect the importance of work/life balance and providing a better quality of life for current and future employees.

More than sixty employers and stakeholders from the three counties participated in in-depth interviews and surveys to provide their perspectives on the employment landscape as well recruitment and retention efforts in the Southern Finger Lakes Region. The SoFLX Standard is an extension of the SoFLX website, [www.SoFLX.com](#), created to showcase the unique character of the region.



PRIORITY 2

Invest in Community Revitalization
Corning Housing Partnership

Established in 2016, the Corning Housing Partnership is a public/ private partnership between the City of Corning, Corning Enterprises, Three Rivers Development Foundation, and Arbor Housing and Development. Three Rivers functions in an administrative role and as a strong community advocate.

The overall goal is to transform neighborhoods and increase property values in the city of Corning by investing in housing rehabilitation projects. Investments made through the CHP initiative not only result in the enhanced visual appearance of the target neighborhoods, but also strengthen property values and overall desirability among new buyers and tenants.

The Corning Housing Partnership was also essential in supporting the Housing Visions revised proposal for the Parish Heights redevelopment of the St. Vincent's Campus on the North Side.



PRIORITIES 2 & 3

Community and Infrastructure Development & Advocacy

Three Rivers engaged in discussions and initiatives intended to improve community assets, quality of life, and infrastructure. Activities included:

- Submitting a \$50,000 ARC grant to evaluate the feasibility of a community-supported, multi-use trail between Corning and Elmira.
- Testifying on behalf of the region to request the state slow the projected timeline for the implementation of the CLCPA.
- Meeting with stakeholders and agencies to provide input on the Sayre Revitalization Initiative.
- Supporting proposals for the:
 - Optical Technology AAS Program at SUNY Corning Community College
 - Village of Elmira Heights NY Forward
 - Consortium of SUNY Community Colleges Career Pathways for Health Care and Social Assistance Industry



PRIORITY 4

Business Retention, Recruitment, and Growth

Three Rivers assisted regional businesses in their pursuit of opportunities for expansion, reinvention, and sustainability. Working with partners in Economic Development, including Steuben County IDA, STEG, and SCOPED, Three Rivers was privileged to connect directly with the following businesses and developments to help work towards their long-term goals:

- Southern Tier Logistics Business Park
- The Clemens Center
- Beecher Emission Solution Technologies
- RYE Bar & Restaurant
- The Carriage House Project
- The Historic Midtown Building Project

Additionally, Three Rivers helped coordinate tours of workforce and economic development sites including the Monroe Community College FWD Center, Oakdale Commons Revitalization Project, and Johnson City Victory Lofts.

PRIORITY 5

Three Rivers Leadership & Development

Three Rivers successfully moved to a 13-member Board of Directors as outlined in the recently updated bylaws. Committees comprised of talent from the Membership were created as needed to address specific project, programming, and initiative needs. All Members of Three Rivers were encouraged to attend the 6 regularly scheduled discussion and networking Member Meetings throughout the year. Guests at Member Meetings included:

- **Marc Cohen**, *Chief of Staff, Greater Rochester Chamber of Commerce*
- **Paula Tarallo**, *President, East Shore Marketing*
- **Amy Grossman**, *President, Grossman Public Relations*
- **Michael Cocquyt**, *Planner, LaBella Associates*

2022 Board of Directors

Chris Sharkey, *Chair*
Corning Incorporated

Dawn Burlew, *Vice Chair*
Corning Incorporated

Kamala Keeley, *President**
Three Rivers Development

George Welch, Sr., *Secretary*
Welch Firm, LLP

Tom Pisano, *Treasurer*
First Heritage Federal Credit Union

Susan Bull
Arbor Housing & Development

Craig Burton
Five Star Bank

Thomas Creath
EDC Management

Chip Cummings
The Dunn Group

Peter Dugo
Arnot Realty

Jamie Johnson
Steuben County IDA

Jonathan Lawrence
Arnot Health System Administration

Michael Mishook
Labella Associates

Edmund Sabanegh
Guthrie Health Care System

**Ex-officio Member*





Active Community Engagement

Three Rivers is involved in several state and regional community and economic development organizations including the New York Business Council, New York State Economic Development Council, Chemung County Chamber of Commerce, Corning Chamber of Commerce, Watkins Glen Chamber of Commerce, Finger Lakes Wine Country, and SCOPED. In addition, Three Rivers actively collaborates with many other regional organizations such as Steuben County IDA, STEG, Chemung County IDA, Town of Erwin IDA, CSS Workforce New York, Steuben County Conference and Visitors Bureau, Southern Tier Central Regional Planning and Development Board, Corning Community College, GST BOCES, and more.

Three Rivers' administrative team also serves on several boards of directors including:

- Alliance for Manufacturing & Technology (AM & T)
- Corning Community College Development Foundation
- Corning Housing Partnership
- IncubatorWorks
- Job Service Employers Committee (JSEC)
- REDEC Revolving Loan Funds

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