

2023 Three Rivers Development Corporation
and Foundation Annual Report



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



I trust this letter finds you well. As we reflect on the challenges and triumphs of the past year, I am compelled to express my gratitude for the unwavering support and commitment that our community, especially our members, has shown towards Three Rivers Development.

In a time when headlines were dominated by conflicts, strikes, and collapses, Three Rivers stood as a beacon of collaboration and partnership. It was a year that showcased the strength of unity and collective purpose. Three Rivers continued its long history of providing vital support to key projects aimed at enhancing the quality of life

within our community and aiding businesses in attracting and retaining valuable employees.

Our success in these endeavors would not have been possible without the invaluable engagement, experience, and knowledge contributed by our member businesses. With a small but dedicated staff of just two people, Three Rivers relies heavily on the active participation of our members. The commitment and support extended by you and your fellow businesses in 2023 have played a pivotal role in advancing the organization’s mission and ensuring its continued success.

It has been a privilege chairing this board over the last three years. As I pass the torch of leadership to Fred Arcuri, I have full confidence that with his wealth of experience and dedication to this work, Three Rivers will reach new heights.

Your contributions have not only fueled the projects we undertook but have also reinforced the sense of community that sets Three Rivers apart. It is heartening to witness the positive impact we can achieve when businesses come together with a shared vision for the betterment of our community.

Wishing you a prosperous and fulfilling year ahead.

Best,
Chris



2023 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> |
| Christopher Giammichele | <i>Community Bank, N.A.</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> |
| Michael Mishook* | <i>Labella Associates</i> |
| Mary Ann Morehouse | <i>Howard Hanna Realty</i> |
| Peter Newman | <i>M&T Bank</i> |
| Barry Nicholson | <i>B Y Properties LLC</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</i> |

*Member of Three Rivers Board of Directors, 2023



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 MAINTAINS 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

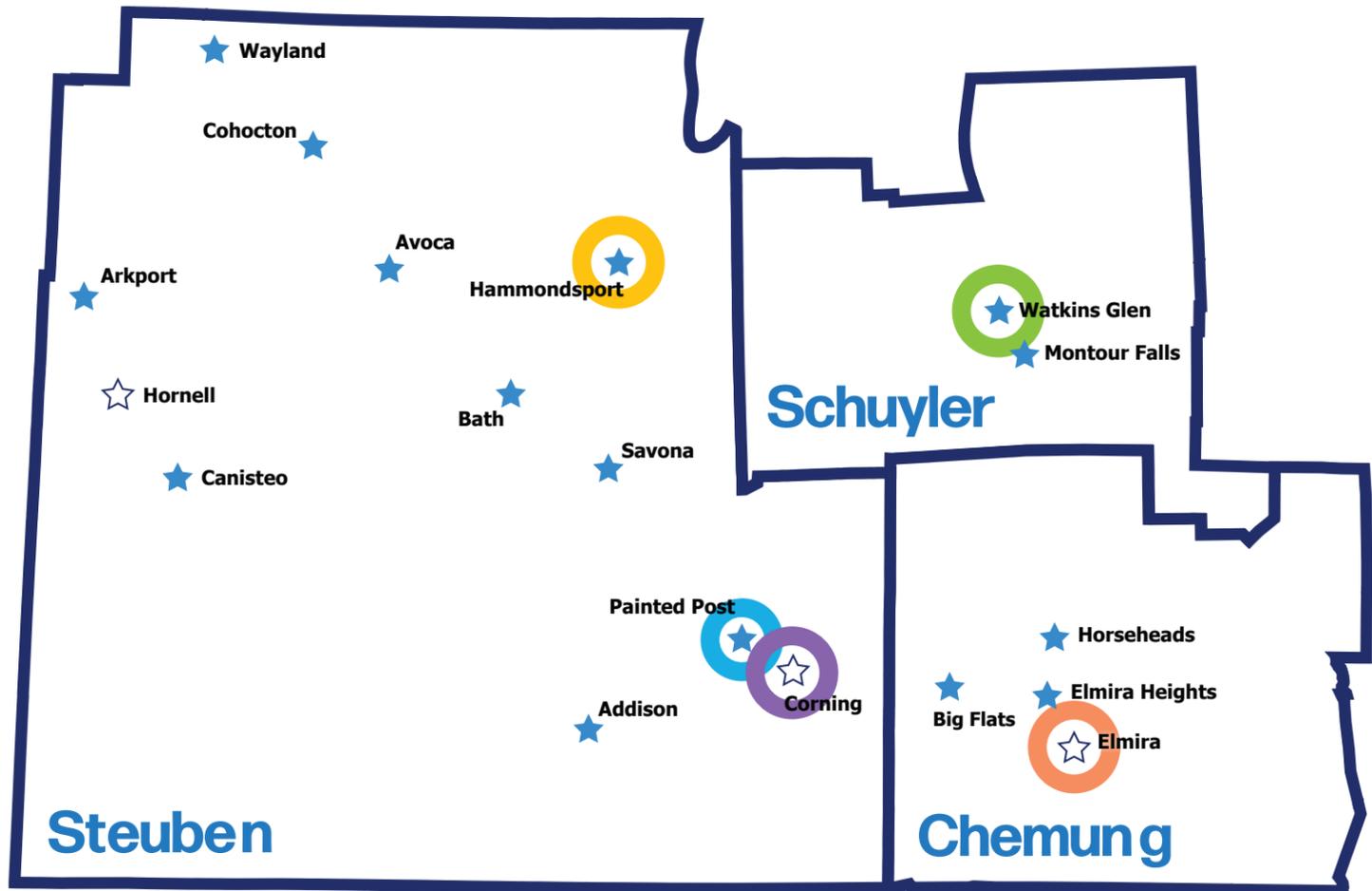
- PERFORMANCE INDICATORS**
- Number of businesses impacted
 - Market research & repositioning strategies provided to businesses
 - Leveraged investment in business development
 - Jobs impacted
 - New business start-ups

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.



SoFLX in Action

As part of our regional recruitment efforts, Three Rivers tells the stories of individuals and families that have relocated to the Southern Finger Lakes (SoFLX) on our blog at www.SoFLX.com and through our social media channels. These stories show the scope and breadth of our community and highlight the opportunities our region offers to create the life you want to live.



 @sofingerlakes
  @SoFingerLakes
  @soflx





“Upstate New York is one of the best places to live in the world.”

- OLIVIA COFFEY, OLYMPIAN

A Journey Back Home Olympian Olivia Coffey is not new to the Southern Finger Lakes, but her amazing journeys have led her back here. “The older I get, the more I appreciate the quality of life and simple pleasures, of which this area has many,” noted Olivia, when speaking about what helped bring her back.

Building on a Dream Come True in SoFLX Orlando Rodriguez and his wife spent a couple of years looking for the right area to raise their kids in, including three different states. When a job came up in the region, they decided to check it out and, ultimately, that opportunity led to [Graft Wine and Cider Bar](#).

Finding Balance & Family Bliss in the Southern Finger Lakes For Alex and Vanessa Jankowski, one of the largest factors in their decision to move was to find a better work/life balance. After working high-stress jobs in downtown Boston, they were impressed by the lifestyle they saw in the region and now they enjoy the added time they have together as a family.

New Home and Endless New Experiences Rukundo Kambarami and her husband moved from Washington D.C. area. She commented “I love the fact that you can travel a short distance and be in the wilderness with few people around or walk to the park and be on the lake. There is little to no traffic and a great community. Also, it’s more affordable.”



A Journey Back Home:
Watkins Glen



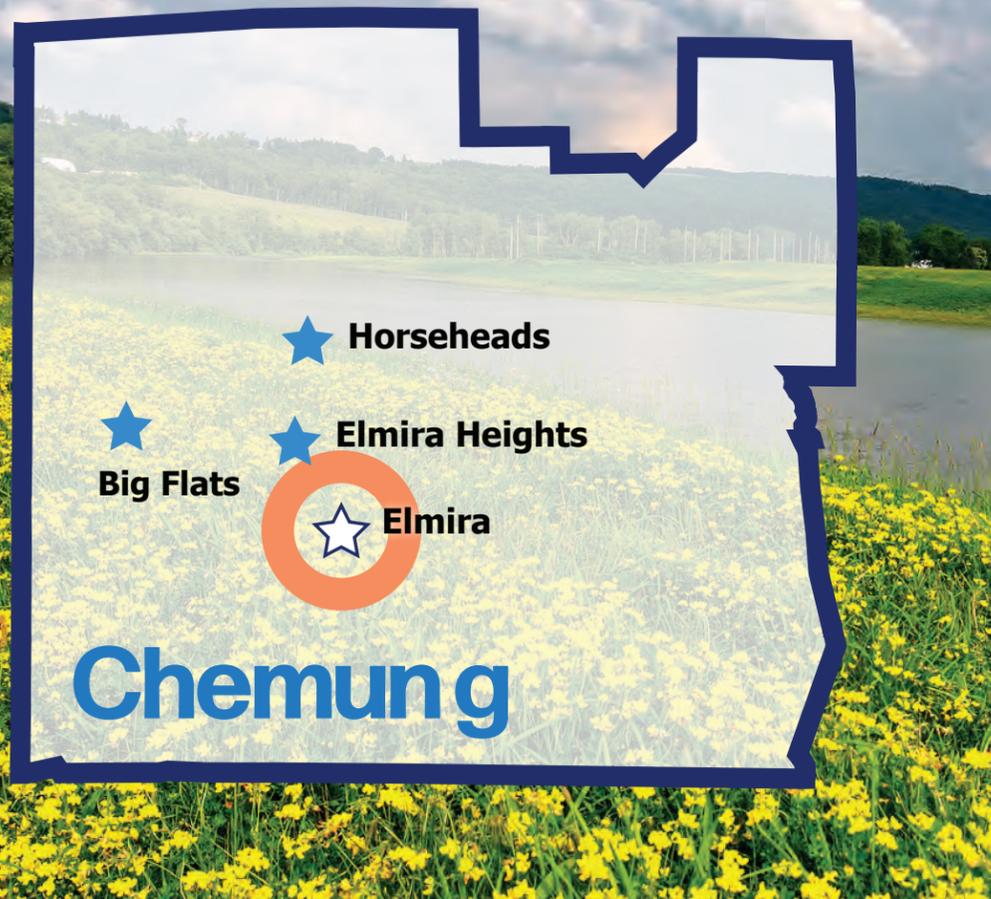
Building on a Dream Come True in SoFLX:
Watkins Glen



Finding Balance & Family Bliss in the Southern Finger Lakes:
Watkins Glen



New Home and Endless New Experiences:
Watkins Glen



“There is a strong supportive community presence here. I love how the community rallies behind a new business.”

—LATEKA COOKE-DAVIS, ENTREPRENEUR AND BUSINESS OWNER

Back Home Sweet Home

For Erin Panosian, one of the biggest advantages of living here is also what initially concerned her the most about moving here - adjusting to life in a small town. “I’ve found that being in a smaller area means there is less competition and more opportunity for growth.”

Move to Bigger Dreams and a Happier Place

LaTeka Cooke-Davis relocated to Elmira in 2020 with the goal to start her own business, [The Juice Collective](#). It also provided her with a more affordable, calmer way of life and the quality healthcare she hadn’t been able to access on the West Coast. Her second business location is opening soon.

There’s No Place Like Home in SoFLX

Because Dante Acquavella has lived in the area before, they had a preconceived notion of what it would be like to relocate permanently. “As a member of the LGBTQIA+ community, I was concerned about how open, accepting, and welcoming the area would be but,” they said, “a lot has changed over the course of the past two decades. Significant progress has been made.”

Big City Dreams Come True in Small Town, NY

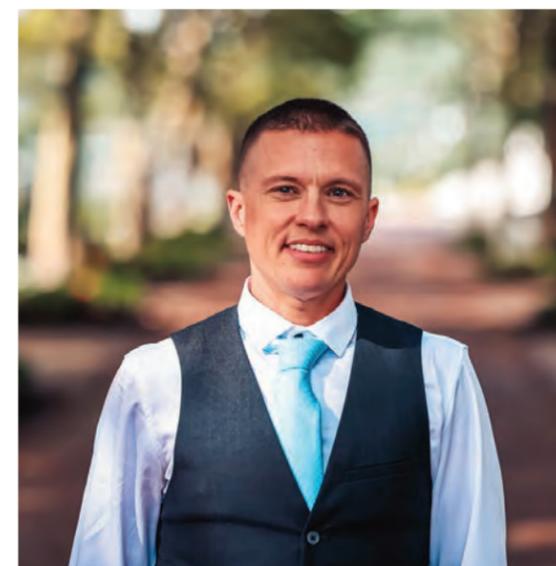
Crystal Moran and Anddy Reynoso moved to the region to launch their Dominican restaurant, [Boricana](#). “I feel like the cost of living here is very affordable,” Crystal shared, “and if you connect with the right people they will assist with your goals and dreams.” She added, “I’m seeing more diversity, and more small businesses of all cultures opening.”



Back Home Sweet Home:
Town of Elmira



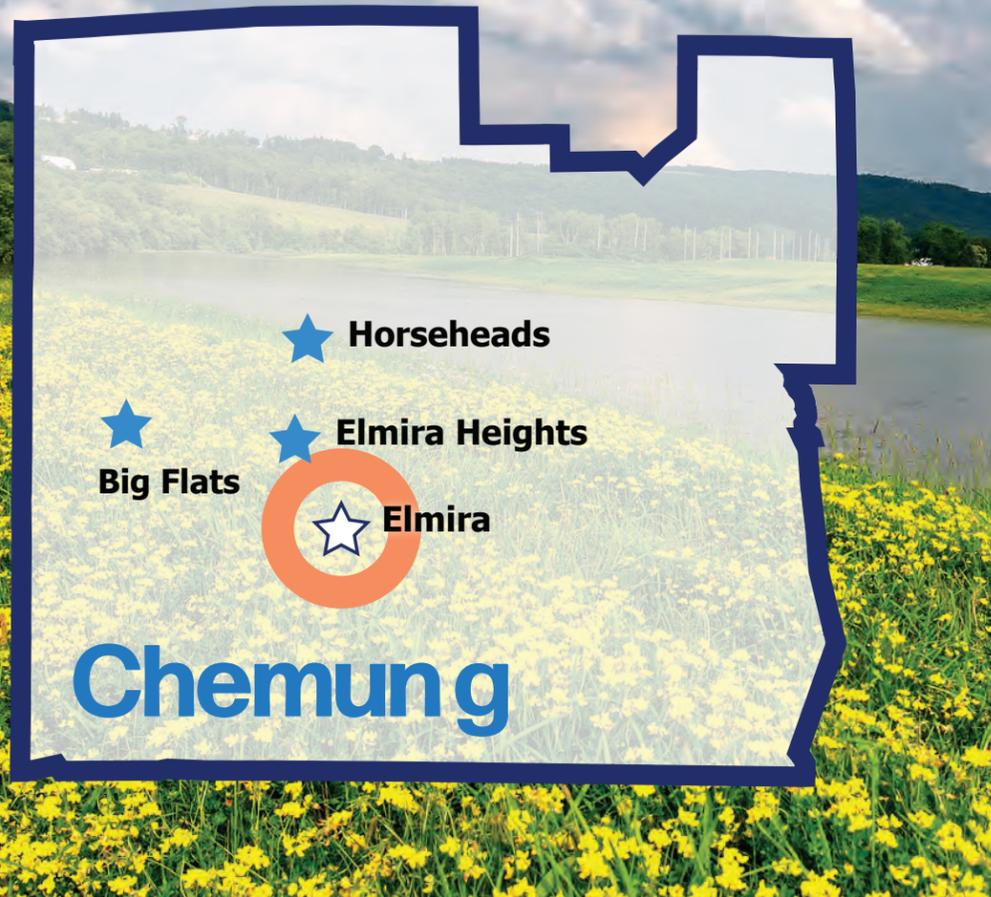
Move to Bigger Dreams and a Happier Place:
Elmira



There’s No Place Like Home in SoFLX:
Elmira



Big City Dreams Come True in Small Town, NY:
Elmira



Locals Return Home, Bringing Inspiration & New Business Andrew Sowers and Evan Olson, two entrepreneurs who made their way back home, created a new co-working space, [ElmiraWorks](#). “We believe that Elmira has the potential to attract a cohort of young entrepreneurs and remote workers, and we’re doing our part to help build the infrastructure needed to support them,” Andrew said.

Where Faith Found a Home While Rev. Gary admits that Elmira has plenty of challenges he also feels that is absolutely the best thing about it and he has a lot of hope in the newcomers making the area their home. “Enthusiastic new residents can have an impact as entrepreneurs, community activists, and even as homeowners restoring property.”

Return to Where the Grass is Greener Kara Collins appreciates the quality of life in the region. “I have been able to buy a home and appreciate that everything is so convenient,” she shared. “After commuting 1.5 hours each way every day and taking multiple trains/subways, I often would arrive home after 8 pm and exhausted. You can get to most places here in 20 minutes or less!”

Enjoying the Bliss of a Slower Pace For Emma Miran, moving from a large place like NYC, she was concerned that she might find it boring and lacking in things to do. “I think the perception of the area is that there are a lot of older people who are retired and that there isn’t much happening,” Emma said. “But I don’t find that to be the case.”



Locals Return Home, Bringing Inspiration & New Business:
Elmira



Where Faith Found a Home:
Elmira



Return to Where the Grass is Greener:
Town of Elmira



Enjoying the Bliss of a Slower Pace:
Elmira



“It’s an absolutely beautiful place to live. I feel like I’m on vacation just driving from home to the grocery store because of so many stunning views.”

- CHARLIE TREICHLER, FARMER AND CIDERMAKER

Peace of Mind and Growing Dreams in SoFLX

Chef Kaylenne Brown and her family moved to Corning from Hampton, VA and were surprised by the ease of relocation. Chef Kay recalls, “It wasn’t difficult to relocate to the area. We had been on the search for housing, which is always a hit or miss, but we were successful and love where we are now.”

Finding Success and Love in SoFLX

Benjamin Fleischman came to the area to attend Elmira College and found a place he felt at home. “The idea that there are no opportunities in the local area is wrong because there are a plethora of different

avenues collegiate graduates and high-school graduates can take.”

Bringing Creativity and Colorful Inspiration to SoFLX

Sarah Shirley returned to the area after 30 years in NYC. Sarah did have some concerns about moving back, “however,” she said, “I find the culture in Corning to be quite inclusive and creative. There are a lot of people here who care and want to make a difference.”

Finding Home Across the Ocean

The Weber family relocated to Corning from Germany and have felt entirely welcome. They also agree that Corning is an excellent place to raise kids. “The town is safe. We have no concerns when walking Market Street at any time of day or night. Our daughter is thriving in an excellent school.”



Peace of Mind and Growing Dreams in SoFLX:

Corning



Finding Success and Love in SoFLX:

Corning



Bringing Creativity and Colorful Inspiration to SoFLX:

Corning



Finding Home Across the Ocean:

Corning



A Story of Love and Finding Home Charlie Treichler and Joshua Jenkins moved to the region to start their own business, [Sylvan Farm and Cidery](#). Their concerns about community were quickly alleviated, Josh said. "It may be more spread out than most people who live in dense areas are used to, but there are so many amazing people living here, and seemingly continuing to move here, that I have let go of those fears."

Happily Ever After in Finger Lakes Stephanie Ferree, originally from the Bronx, finds that one of the greatest advantages of living here is the amount of space and the ease of day-to-day living. "When I moved here, I couldn't believe people my age were buying homes, but this area allows young people to be more independent. Money goes a long way here."

Finding Community and Home in SoFLX Brian Lee Whisenhunt and Mitchell Smith moved to the Finger Lakes from Midland, TX. "After all that time away from bodies of water, large trees, and lush vegetation, we spent the first summer in the Finger Lakes in a little bit of shock. Honestly, we were both enraptured by the verdancy of this region and couldn't get enough of the natural beauty of it."



A Story of Love and Finding Home:
Hammondsport



Happily Ever After in Finger Lakes:
Painted Post



Finding Community and Home in SoFLX:
Painted Post



Strategic Action Plan Update/Investments in Initiatives and Project Collaborations

PRIORITY 1

Drive the Regional Workforce Initiative

Three Rivers continued to provide leadership to drive the Regional Workforce Initiative through various strategies.

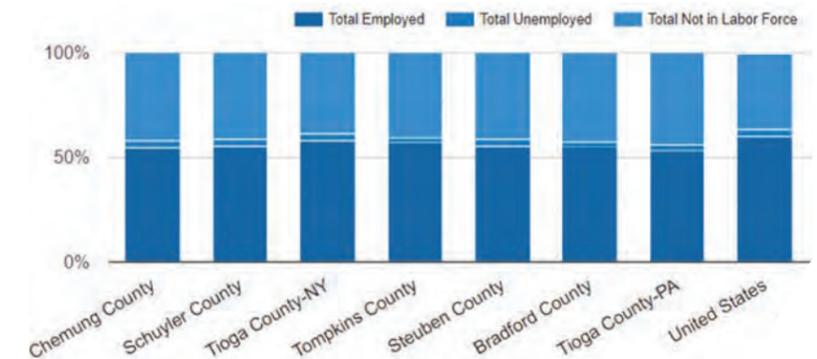
The SoFLX Workforce Committee drafted the revised Workforce Navigator Pilot Program which was met with enthusiasm across the region. The Committee continues to look for ways to fund the pilot program or enact key strategies to activate the disengaged workforce.

Partners in Workforce Development engaged with Three Rivers to help clear barriers to enrollment in the SUNY College Prison Education System (CPEP) and to assist in the revitalization of the Greater Southern Tier STEM Learning Network. Three Rivers supported efforts like the Southern Tier Economic Growth (STEG) application for the EDA Recompete Grant to create training and workforce opportunities in Chemung County that would benefit the region.



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**
- Ernie Hartman, IBEW**
- Belinda Hoad, Institute for Human Services**
- Kelly Houck, Bath Central School District**
- Kamala Keeley, Three Rivers Development**
- Josh Michal, CAF USA**
- Bill Mullaney, Corning Community College**
- Stacy Saglibene, Greater Southern Tier BOCES**
- Eddie Vanstine, IHS**



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.

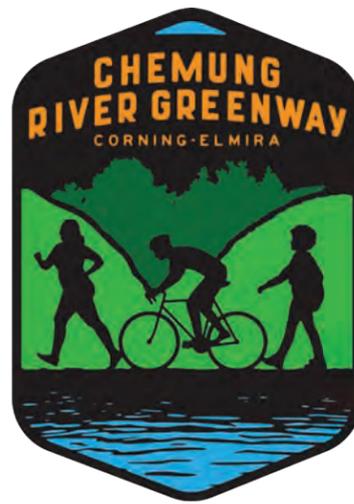
PRIORITY 2

Strengthen and Actively Promote the Region's Quality-of-Life Ecosystem



With the undeniable importance of quality-of-life in regional workforce recruitment and retention efforts, Three Rivers played a key role in developing assets for a more vibrant and desirable community.

As outdoor recreation asset development continues to be top of mind for existing and potential employees, Three Rivers worked with the Tanglewood Nature Center Canopy Committee to secure more than \$1.6 million in funding for their highly anticipated Tree Canopy Walkway scheduled for construction in 2024 and targeted for completion in 2025. In addition to the construction phase, data indicates this tourism, educational, and recreational project will generate 18 jobs, \$480,118 in earnings, and more than \$1.6 million in sales annually.



Three Rivers formed a Steering Committee and began the Chemung River Greenway Feasibility Study, slated for completion in 4Q of 2024, with

the help of consultants LaBella Associates. This multi-modal trail will offer walking, cycling, and non-motorized transit along the 20-mile reach between Corning and Elmira. In addition to creating a new outdoor asset, it will generate small scale economic development and enhance regional quality-of-life.

Chemung River Greenway Feasibility Study Steering Committee

Fred Arcuri, Corning Incorporated

Kamala Keeley, Three Rivers Development

Jill Koski, Southern Tier Economic Growth (STEG)

Christina Oldroyd, Finger Lakes Wine Country

Chelsea Robertson, Southern Tier Central (STC) Regional Planning & Development Board

Sheldon Smith, Harter Secrest & Emery LLP

Southern Finger Lakes (SoFLX) marketing and promotion continued to be a priority for Three Rivers and there were multiple efforts to grow engagement and build awareness. SoFLX Stories of individuals and families that have relocated to the region hosted on social media platforms continued to draw significant interest and attention. Additional campaigns targeted visitors for the holiday season and participants in the Wineglass Marathon via partnership with Finger Lakes Wine Country.

Three Rivers Development worked with several partners in developing a more vibrant community including:

Arnot Art Museum

The ARTS Council of the Southern Finger Lakes

Capriotti Properties

Clemens Center

The Queen City Lodge

Southern Finger Lakes Pride

PRIORITY 2 & 3

Invest in Community Revitalization and Infrastructure



With housing development for various demographics at the forefront of regional needs, Three Rivers worked on enhancing housing stock in Corning and beyond.

Three Rivers continued to serve in an administrative role for the Corning Housing Partnership (CHP), a public/ private partnership between the City of Corning, Corning Enterprises, Three Rivers Development Foundation, and Arbor Housing and Development initiated in 2016. Investments made through the CHP initiative met the goal of transforming neighborhoods and increasing property values in the City of Corning by enhancing the visual appearance of target neighborhoods and strengthening property values and overall desirability among new buyers



and tenants. To date, the \$1.9 million invested in CHP has leveraged a total of more than \$3.2 million in neighborhood housing revitalization. To help alleviate housing concerns for seniors and neighborhood blight, CHP supported Housing Visions in their Parish Heights redevelopment on the North Side.

In addition to CHP, Three Rivers worked diligently to support the revitalization of the former Steuben County Courthouse and completed a Building Conditions Assessment and Environmental Phase 1 to aid Steuben County in securing a new developer for the property. Three Rivers also partnered with developers, municipalities, and property owners to begin the process of developing market-rate and affordable housing options in Erwin and Corning.

Three Rivers supported partner efforts to enhance infrastructure, downtowns, neighborhoods, and housing across the region, including:

Village of Bath

Corning Guthrie Hospital

Elmira Downtown Development

Elmira Heights

Steuben County Habitat for Humanity

PRIORITY 4

Business Retention, Recruitment, and Growth



Three Rivers assisted regional businesses in their pursuit of opportunities for expansion, reinvention, and sustainability while also supporting new ideas for growth.

A Corning/Elmira Boutique Hotel Market Study was started to better frame The Carriage House development into the Tommy Hilfiger Archive and 14-Room Boutique Hotel in Elmira. The market study is still in process and Corning sites are also being investigated for their potential to satisfy regional demand for this unique lodging opportunity. In a competitive market like Finger Lakes Wine Country, every percentage share of the tourism economy matters.

Three Rivers' relationship with the state was important in facilitating discussions for potential FAST NY grant recipients in the region, including Southern Tier Logistics (STL) Business Park. The STL site has tremendous potential to help attract new manufacturing, clean/green energy developers, and supply chain opportunities within the region.



Three Rivers committed to supporting the Binghamton University NENY Tech Hub as a consortium partner. As part of this commitment, Three Rivers will help advance the core pillars of the Tech Hub by:

- Leading workforce development initiatives;
- Partnering with non-profits and education to provide more opportunity for marginalized communities;
- Collaborating on projects to improve regional capacity and infrastructure for clean energy development.

During the year, Three Rivers connected directly with RYE Bar & Restaurant, CAF USA, IncubatorWorks, Mercury Integrated Manufacturing, and others to assist in their unique efforts. Three Rivers is also privileged to work closely with our Economic Development partners across the region, including STEG/CCIDA, SCOPED, SCIDA, and others.



PRIORITY 5

Three Rivers Leadership Development, & Long-Term Viability



Three Rivers continues to work towards its long-term goals, including leadership development and strategic planning. The scheduled retirement of Chair Chris Sharkey and other Board Members at the end of 2023 meant Three Rivers leadership secured new Board Members to maintain presence, purpose, and organizational flow.

With the current Strategic Plan phasing out in 2023, leadership set the goal for updates to the plan in 2024. Leadership also began the process of revising the Bylaws for both the Foundation and Realty Corporation to align with the revised Bylaws for the Corporation. Dues Structure was investigated in an in-depth report which will help to drive the 2024 Strategic Plan discussions.

Committees comprised of talent from the Membership were created to address specific projects and all Members had the opportunity to participate in the 6 regularly scheduled discussion and networking meetings throughout the year. Guest presenters at Member Meetings included:

- **Congressman Nick Langworthy**
- **Ryan Silva, Executive Director of NYS Economic Development Council**
- **Judy McKinney Cherry, Co-Chair of the Regional Economic Development Council**

2023 Board of Directors

Many thanks to departing Board Members Chris Sharkey, Dawn Burlew, and Craig Burton

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Corning Incorporated

Dawn Burlew, Vice Chair
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Kamala Keeley, President*
Three Rivers Development

George Welch, Sr., Secretary
Welch Firm, LLP

Tom Pisano, Treasurer
First Heritage Federal Credit Union

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The Dunn Group

Peter Dugo
Arnot Realty

Jamie Johnson
Steuben County IDA

Jonathan Lawrence
Arnot Health System Administration

Michael Mishook
Labella Associates

Carly Norton
NYSEG

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 Business Council of New York State, New York State Economic Development Council, Chemung County Chamber of Commerce, Corning Area Chamber of Commerce, Watkins Glen Area 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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