



**Three Rivers**  
DEVELOPMENT CORPORATION

# Comprehensive Report 2018-2023



# About Three Rivers

2018-2023

## MISSION:

"TO FACILITATE AND DRIVE COMMUNITY AND ECONOMIC INITIATIVES AND COLLABORATIONS THAT GROW THE REGIONAL ECONOMY AND ENHANCE 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 capital 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 facilitator, collaborator and advocate for economic development in the three-county region of Steuben, Chemung, and Schuyler Counties in New York's Southern Finger Lakes Region.

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.

**CURRENTLY, THERE ARE 34 MEMBERS COMMITTED TO THE MISSION OF THREE RIVERS.**

# Content

Although Three Rivers is a member-driven organization, our work goes well beyond impacting our supporters and elevates our community as a whole. **We focus on projects that make the Southern Finger Lakes a place that people want to be.** Sometimes that means workforce issues like childcare and job training. Other times it means quality housing, infrastructure, and asset development. We're proud to work with many partners in this arena and are grateful for the ongoing support of our members who make these efforts possible.

The following pages are a high-level overview of some of the work we have accomplished during 2018-2023. They show what issues have held importance for our community and how Three Rivers has responded to bring those issues into focus through initiatives, programs, and projects. We're privileged to be able to lead, partner, and collaborate on community and economic development initiatives for our region and look forward to continuing our work in the Southern Finger Lakes for many years to come.

-Kamala Keeley, President

## TABLE OF CONTENTS

About Three Rivers Development	02
Leadership	04
Admin Team	06
Structure & Service Area	07
Strategic Plan 2021-2023	08
Priority 1 Highlights	10
Priority 2 Highlights	12
Priority 3 Highlights	14
Priority 4 Highlights	16
Priority 5 Highlights	18

# Leadership 2024

Fred Arcuri, Chair\*, Manager of Economic Dev.  
Millicent Ruffin, Vice Chair\*, Senior Director  
Kamala Keeley, President\*, President  
George Welch, Sr., Secretary\*, Partner  
Tom Pisano, Treasurer\*, President & CEO  
Seth Adams, Owner/Manager  
Jason Bierman, Sen. VP/Chief Administrative Officer  
Susan Bull\*, President & CEO  
Garret Callahan, Store Manager  
Thomas Creath, President  
Chip Cummings\*, Producer  
Greg Cummings, Director  
Peter Dugo\*, President  
Michael German, President & CEO  
Christopher Giammichele, Commercial Banking  
Greg Green, Env./Gov. Affairs Manager  
Angela Hawken\*, VP Eastern Region  
Jamie Johnson\*, Executive Director  
Jeffrey Kenefick, Regional President  
Peter Krog, CEO  
Jonathan Lawrence\*, President & CEO  
Michael Mishook\*, VP& Regional Manager  
Peter Newman, Senior VP & Regional President  
Barry Nicholson, President  
Carly Norton\*, Gov./Comm.Relations Prog. Manager  
Kevin Quinn, Chief Commercial Banking Officer  
Jessica Renner, Regional President  
Gabe Rossettie, Partner  
Dr. Edmund Sabanegh\*, President & CEO  
John Sirianni, President  
Matthew Smith, President  
Sheldon Smith, Partner  
Tim Steed, Corporate Sec./Director Site/Civil Eng.  
Scott Swimley, Licensed Assoc. R.E. Broker  
Laury Ward, President  
Anne Welliver-Hartsing, President

Community Impact & Investment, Corning Incorporated  
Community Impact & Investment, Corning Incorporated  
Three Rivers Development  
Welch Firm, LLP  
First Heritage Federal Credit Union  
Warner's Way Real Property Services, LLC  
Corning Federal Credit Union  
Arbor Housing & Development  
Wegmans  
EDC Management  
The Dunn Group  
Larson Design Group  
Arnot Realty  
Corning Natural Gas  
Community Bank, N.A.  
Corelle Brands - Pressware  
Southern Tier Logistics  
Steuben County IDA  
Chemung Canal Trust Company  
Krog Corporation  
Arnot Health  
Labella Associates  
M&T Bank  
B Y Properties LLC  
NYSEG  
Five Star Bank  
Excellus Blue Cross/Blue Shield  
Rossettie, Rosettie and Martino  
Guthrie Health Care System  
Sirianni Hardwoods  
Corning Building Company  
Harter Secret & Emery LLP  
Hunt Engineers  
Howard Hanna Realty  
Finger Lakes Wine Country  
Welliver

\*Member of Three Rivers Board of Directors, 2024

# 2018-2023

Seth Adams, Warner's Way Real Property Services (2022 - 2023)  
 Jason Bierman, Corning Credit Union (2018 - 2023)  
 Maureen Bower, Larson Design Group (2018)  
 Susan Bull, Arbor Housing & Development (2021 - 2023)  
 Craig Burton, Five Star Bank (2020 - 2023)  
 Thomas Carr, Elmira Savings Bank (2018 - 2019)  
 Thomas Creath, EDC Management (2018 - 2023)  
 Greg Cummings, Larson Design Group (2019 - 2023)  
 Jeff Eaton, Arbor Housing & Development (2018 - 2021)  
 Chris Giammichele, Elmira Savings Bank (2021),  
 Community Bank (2022 - 2023)  
 Jamie Johnson, Steuben County IDA (2018 - 2023)  
 Peter Krog, Krog Corporation (2018 - 2023)  
 Tim Laskowski, Sprague Insurance (2021 - 2023)  
 Denise Maxa, Corning Area Chamber of Commerce (2018 - 2022)  
 Dan Miller, Sprague Insurance (2020)  
 Mary Ann Morehouse, Realty USA (2018),  
 Howard Hanna Realty (2019 - 2023)  
 Carly Norton, NYSEG (2022 - 2023)  
 Jessica Renner, Excellus Blue Cross/Blue Shield (2018 - 2023)  
 Daniel Rourke, First Heritage Federal Credit Union (2018 - 2019)  
 Art Sable, Community Bank NA (2019)  
 Chris Sharkey, Corning Incorporated (2018 - 2023)  
 Matt Smith, Corning Building Company (2018 - 2023)  
 Sheldon Smith, Harter Secrest & Emery (2020 - 2023)  
 Tim Steed, HUNT Engineers (2020 - 2023)  
 G. Thomas Tranter, Jr., Corning Incorporated (2018 - 2019)  
 George Welch, Sr., Welch Firm, LLP (2018 - 2023)  
 Reed Yancey, Sprague Insurance (2019)

Fred Arcuri, Corning Incorporated (2020 - 2023)  
 Daniel Bower, HUNT Engineers & Architects (2018 - 2019)  
 Rachel Buchanan, NYSEG (2018 - 2021)  
 Dawn Burlew, Corning Incorporated (2019 - 2023)  
 Garrett Callahan, Wegmans (2018 - 2023)  
 Leslie Connolly, Harter Secrest & Emery (2018 - 2019)  
 Chip Cummings, The Dunn Group (2018 - 2023)  
 Peter Dugo, Arnot Realty (2018 - 2023)  
 Michael German, Corning Natural Gas (2018 - 2023)  
 Greg Green, Corelle Brands (2018 - 2023)  
 Angela Hawken, Southern Tier Logistics (2022 - 2023)  
 Jeff Kenefick, Five Star Bank (2018 - 2019),  
 Chemung Canal Trust Company (2020 - 2023)  
 Jonathan Lawrence, Arnot Health System (2018 - 2023)  
 Edward Michalek, Community Bank NA (2018)  
 Michael Mishook, LaBella Associates (2019 - 2023)  
 Peter Newman, M & T Bank (2018 - 2023)  
 Barry Nicholson, B Y Properties LLC (2018 - 2023)  
 Tom Pisano, First Heritage Federal Credit Union (2021 - 2023)  
 Gabe Rossettie, Rossettie, Rossettie, and Martino (2018 - 2023)  
 Ed Sabanegh, Guthrie Health Care System (2021 - 2023)  
 Joseph Scopelliti, Guthrie Health Care System (2018 - 2021)  
 John Sirianni, Sirianni Hardwoods (2018 - 2023)  
 Russell Smith, LeChase Construction (2018 - 2019)  
 Andrew Sprague, Sprague Insurance (2018)  
 Anders Tomson, Chemung Canal Trust Company (2018 - 2020)  
 Laury Ward, Finger Lakes Wine Country (2022 - 2023)  
 Anne Welliver-Hartsing, Welliver (2018 - 2023)  
 Bebette Yunis, Yunis Enterprises (2018)

## Chairperson & Presidents

Chris Sharkey, Chair of the Board, 2020 - 2023  
 G. Thomas Tranter, Jr. Chair of the Board, 2018 - 2019

Kamala Keeley, President, 2021 to present  
 Susan Payne, President, 2020 - 2021  
 Betsey Hale, President, 2018 - 2020

# Admin Team 2024



## KAMALA KEELEY, PRESIDENT

Kamala Keeley was named President of Three Rivers in July of 2021. Previously, Ms. Keeley served as President & Chief Executive Officer of the Chemung County Chamber of Commerce. Under her leadership, the Chamber was celebrated as The Business Council of New York State Chamber of the Year in 2018.

Ms. Keeley is a highly experienced executive and holds a successful history in non-profit organization management and economic development. She has extensive experience working with both the private and public sectors.

In her position, Ms. Keeley is responsible for setting corporate strategic policy direction with the Board of Directors, overall management and administration, planning and implementation of community and economic development projects, and consultant activities that support the strategic objectives of Three Rivers Development Corporation.

Ms. Keeley has served on numerous local and regional leadership boards and currently sits on the Alliance for Manufacturing & Technology (AMT) Board of Directors, IncubatorWorks Board of Directors, REDEC Relending Corporation Board of Directors, Job Service Employer Committee (JSEC), and the Corning Community College Development Foundation Board.



## VALORY KEOUGH, ADMINISTRATIVE SPECIALIST

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.

# Structure

## THREE RIVERS DEVELOPMENT

### FOUNDATION, INC.

- Affiliate of the Corp. organized to help provide local housing, to prepare sound planning programs and encourage citizen participation in such plans, and to work with local governments to implement plans.
- 501c3
- Special Projects
- Corning Housing Partnership
- Workforce Focus
- Grant Applicant / Recipient

### CORPORATION

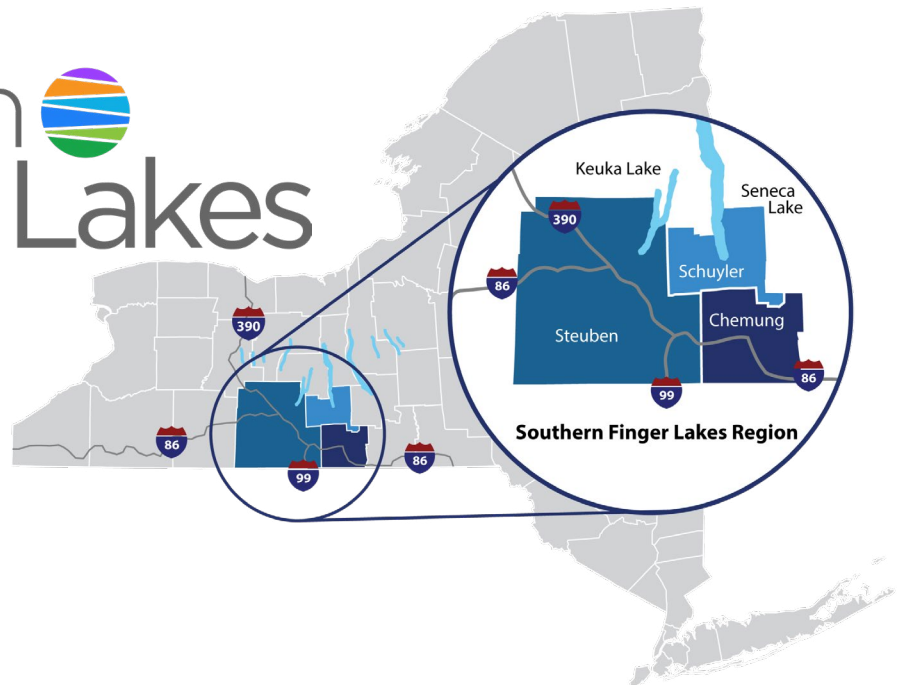
- Established to facilitate and drive community and economic initiatives and collaborations that grow the regional economy and enhance overall quality of life.
- 501c4
- Primary Organization
- Operations
- Management
- Member Supported

### REALTY CORP.

- For Profit Entity
- Exclusively for holding property
- No recent activity

# Service Area

Southern  Finger Lakes



# Strategic Plan

## STRATEGIC PRIORITIES FOR 2021-2023

- 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	<b>A</b> 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>B</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	<b>C</b> 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



**NOTE: THE 2021-2023 STRATEGIC PLAN IS CURRENTLY BEING UPDATED BY THE THREE RIVERS BOARD OF DIRECTORS AND IS SCHEDULED FOR COMPLETION IN 2024.**

2	<b>STRENGTHEN AND ACTIVELY PROMOTE THE REGION'S QUALITY OF LIFE ECOSYSTEM</b>		<b>PERFORMANCE INDICATORS</b>	
			<ul style="list-style-type: none"> <li>Dollar investment in housing new construction and revitalization</li> <li>Strategic plans for community revitalization</li> <li>Investment in community development projects</li> <li>Investment in tourism destination venues and lodging</li> </ul>	
	<b>TARGET YEAR</b>	<b>ACTION ITEM</b>	<b>THREE RIVERS ROLE</b>	<b>PARTNERS</b>
	2021	<b>A</b> 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.	<i>LEAD AND/OR COLLABORATOR</i>	Realtors, CHP, Arbor Housing, land banks, financial institutions, economic development agencies, county and municipal governments, contractors and developers
2021-2022	<b>B</b> Develop community development projects and attract investment to strengthen community cores, revitalize downtown districts and targeted Opportunity Zone areas, and support business development.	<i>LEAD AND/OR COLLABORATOR</i>	County and local governments, economic development agencies, STC, engineering and design firms	
2022-2023	<b>C</b> Attract investment to grow the tourism sector such as destination venues, lodging and visibility.	<i>COLLABORATOR</i>	Tourism agencies, chambers of commerce, economic dev agencies	

3	<b>ADVOCATE FOR UPGRADES TO IT AND BASIC INFRASTRUCTURE NECESSARY TO SUPPORT BUSINESS DEVELOPMENT, JOB ATTRACTION AND ENHANCED QUALITY OF LIFE</b>		<b>PERFORMANCE INDICATORS</b>	
			<ul style="list-style-type: none"> <li>Dollar investment in basic infrastructure upgrades and extensions</li> <li>Miles of broadband extension</li> <li>Sites developed, including infrastructure and permitting</li> <li>Increased infrastructure capacity</li> </ul>	
	<b>TARGET YEAR</b>	<b>ACTION ITEM</b>	<b>THREE RIVERS ROLE</b>	<b>PARTNERS</b>
	2021-2023	<b>A</b> Upgrade and extend basic infrastructure important to business development, housing and downtown revitalization projects. Note: Basic infrastructure includes water, sewer, roads, broadband, etc.	<i>COLLABORATOR AND/OR ADVOCATE</i>	Economic development agencies in the region, STC Regional Planning Board, STN, counties and local municipalities.
2021-2023	<b>B</b> Develop quality sites available for new business development; including site identification, infrastructure development, and permitting.	<i>COLLABORATOR</i>	Economic development agencies in the region, commercial realtors, engineering firms.	

4	<b>ACTIVELY PURSUE THE RETENTION, GROWTH AND ATTRACTION OF BUSINESSES</b>		<b>PERFORMANCE INDICATORS</b>	
			<ul style="list-style-type: none"> <li>Number of businesses impacted</li> <li>Market research &amp; repositioning strategies provided to businesses</li> <li>Leveraged investment in business development</li> <li>Jobs impacted</li> <li>New business start-ups</li> </ul>	
	<b>TARGET YEAR</b>	<b>ACTION ITEM</b>	<b>THREE RIVERS ROLE</b>	<b>PARTNERS</b>
	2021-2023	<b>A</b> Business retention, repositioning and growth of existing businesses (BR&E) to assist in addressing business development issues and opportunities during and post COVID.	<i>COLLABORATOR</i>	Economic development agencies, area businesses
2022-2023	<b>B</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.	<i>COLLABORATOR</i>	Economic development agencies, regional businesses	
2022-2023	<b>C</b> Promote innovation, entrepreneurship and new business development.	<i>LEAD AND/OR COLLABORATOR</i>	Businesses, economic development agencies, IncubatorWorks, Corning Inc. innovation divisions	

5	<b>ATTRACT AND NURTURE FUTURE LEADERSHIP TO ENSURE THREE RIVERS' DEVELOPMENT MAINTAINS ITS LONG-TERM VIABILITY AND IMPACT ON THE REGION</b>		<b>PERFORMANCE INDICATORS</b>	
			<ul style="list-style-type: none"> <li>Board Development Committee is established</li> <li>Financial target set for 2025 and action plan is in place</li> </ul>	
	<b>TARGET YEAR</b>	<b>ACTION ITEM</b>		
	2021	<b>A</b> Establish a Board Development Committee.		
2022-2023	<b>B</b> Develop financial targets for 2025 and implement a strategy to achieve the targets.			

# Priority 1: Drive the Regional Workforce Initiative

"Our labor force is not keeping up with our population growth. . . . so we are feeling a lot of pain. We're seeing a lot of help wanted signs because we have this significant gap in the number of people that need to be working just to service our overall economy."

-Ron Hetrick, Author of The Demographic Drought

Three Rivers has provided valuable leadership to drive the Regional Workforce discussion.

Although there is no silver bullet solution for this regional- and national- issue, Three Rivers continues to work with partners like CSS Workforce NY, Greater Southern Tier BOCES, SUNY Corning Community College, area employers, and others to create initiatives and programs to address this ongoing "demographic drought".

This work began in earnest during the Innovation Workforce Development Initiative (2018-2020) that resulted in an Education & Training Asset Inventory and Integrated Workforce Development Strategy. From there followed an ongoing Talent Attraction effort fueled by the creation and promotion of the Southern Finger Lakes with [www.SoFLX.com](http://www.SoFLX.com) (2021), the Workforce Navigator Pilot Program (2022-2023), Healthcare Career Ladder (2021-2022), and more.

After reaching into the Philadelphia market for Engineering and Healthcare professionals (2022), Three Rivers continues to explore precision outreach opportunities to aid our regional recruitment efforts.



## Help to grow the future caregivers of the Southern Finger Lakes.

Be a part of the supportive health and wellness experts committed to fostering the learners and healers of their communities.

For more information goto:  
[www.soflx.com/healthcarejobs](http://www.soflx.com/healthcarejobs)





\*Bolted text denotes Strategic Plan Performance Indicators.

# Highlights 2018-2023

## INNOVATION CORRIDOR WORKFORCE DEVELOPMENT INITIATIVE

Built on the Innovation Corridor Strategic Action Plan from 2015, Three Rivers compiled a Talent Supply & Demand Analysis, Education & Training Asset Inventory, and an Integrated Workforce Development Strategy. To fund the development of the strategy and implement key components, **Three Rivers leveraged an additional \$272,000 from regional partners including Chemung, Schuyler, and Steuben Counties.** Results of this regional partnership included the **construction of the SUNY Corning Community College Health and Education Complex** in downtown Corning, **major upgrades to SUNY CCC to support the STEAM Innovation Center Initiative, a Continuous Learning Initiative in Schuyler County, expanded GST BOCES presence in Elmira, the 480-student medical school, LECOM, on the campus of Elmira College,** and more.

## SOFLX WORKFORCE NAVIGATOR PILOT PROGRAM

Initially developed as part of a \$2 million proposal for the NYS Office of Strategic Workforce Development, the SoFLX Workforce Navigator program was intended to mitigate barriers to employment for the un and under employed in the region by providing essential resources, training opportunities, and life planning on an individual basis. When the program was not funded by NYS it was revised to **focus on the emerging workforce, ages 16-24, to help prevent them from falling into the disengaged workforce demographic.** Although met with great enthusiasm by all three counties, funding that had initially been allocated for the program in Chemung County was redirected and the program was put on hold.

## SOUTHERN FINGER LAKES RECRUITMENT WEBSITE (SOFLX.COM)

Three Rivers drove the creation of www. SoFLX.com, a regional recruitment and retention tool for employers in the Southern Finger Lakes. It also serves as a valuable resource for regional economic development agencies and chambers of commerce to supplement their business attraction and retention efforts. The site targets individuals being actively recruited from outside the region for available positions, those who know the region and are open to either new employment opportunities or have geographic flexibility in their current position, and individuals outside the region with jobs that allow remote work and may be interested in seeking a geographic change. **Site users include Arnot Health, SUNY CCC, Arnot Realty, Guthrie, Elmira College, Corning Inc., and other employers.** Currently, the website is being updated to align engagement with demographic interest and offer better metrics to track success.

## REGIONAL WORKFORCE SUMMIT WITH RON HETRICK

With the support of Steuben County IDA, LaBella Associates, Arnot Realty, and STEG, Three Rivers welcomed esteemed Labor Economist, Ron Hetrick, to present in-person his workforce crisis report, The Demographic Drought. This was one of the first large scale in-person events post-COVID and drew attendees from across the region. **The event helped prepare employers for new hiring and retention protocols defined by the new workforce demographic.** Bringing Mr. Hetrick to the region also offered the opportunity for Corning Inc. to secure a private session for Human Resource and Recruitment to learn more about current and evolving trends in workforce.

## HEALTHCARE CAREER LADDER

Healthcare is the largest industry sector employer in the region, supporting nearly 11,000 jobs. It is also one of the only industry sectors in the Southern Finger Lakes projected to show growth in the next several years. Uniquely, it offers significant opportunity for individuals to grow within the industry, both in degree and non-degree fields. Although the region has an abundance of job opportunities in the healthcare industry, they have been difficult to satisfy due to lack of labor force participation. In collaboration with Arnot Health, Guthrie, CSS Workforce NY, GST BOCES, and SUNY Corning Community College, **Three Rivers composed a detailed report on this chronic lack of workforce participation. Three Rivers then created branded marketing materials for those partners to use both internally and externally to encourage greater participation in healthcare opportunities.**

## PHILADELPHIA MARKETING INITIATIVE

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 web site traffic from the 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 the specific campaign geography increased by 124% and overall traffic to the site increased by 2,500%.**

✓ \*Bolted text denotes Strategic Plan Performance Indicators.

# Priority 2: Strengthen & Promote the Quality-of-Life Ecosystem

Understanding and promoting the lifestyle of the Southern Finger Lakes region is an important tool in our recruitment and retention efforts. With the creation of [www.SoFLX.com](http://www.SoFLX.com) came the responsibility to actively promote and develop quality-of-life factors unique to our region and within the areas of interest for individuals considering or having made the move here.

Proximity to experiences, activities, and assets; diverse career opportunities; a relaxed pace of life without giving up high quality healthcare and education; a thriving culture of innovation and entrepreneurship; access to nature and outdoor recreation; and the ability to have an impact in your community are all important factors in relocation and are readily available in the SoFLX region. Three Rivers actively works in the quality-of-life arena by developing assets, promoting the SoFLX lifestyle, educating employers on best practices, and planning for the future.

## Highlights 2018-2023



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

- OLIVIA COFFEY, OLYMPIAN

### SOFLX STORIES

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](http://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. This type of intimate and personal social media storytelling is in line with the quality and style engagement attractive to Millennials, Gen Z, and others. Additional **campaigns targeted visitors for the holiday season and participants in the Wineglass Marathon via partnership with Finger Lakes Wine Country.**



### THE SOFLX STANDARD

To recognize the importance of best practices critical for regional employers to be more competitive in the labor market, Three Rivers launched the SoFLX Standard. **Three Rivers created the Standard specifically to inform employers on best practices for adjusting their recruitment, hiring, and retention procedures to reflect work/life balance and provide 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 SoFLX Region.



\***Bolded text denotes Strategic Plan Performance Indicators.**

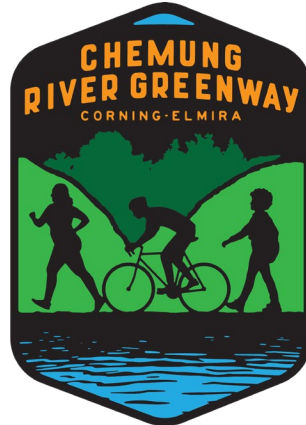
# Highlights 2018-2023



## TANGLEWOOD CANOPY WALKWAY

With the undeniable importance of quality-of-life in regional workforce recruitment and retention efforts, Three Rivers plays 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 \$2.6 million in funding for their highly anticipated Tree Canopy Walkway** scheduled for construction in 2025 and targeted for completion in 2026. 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.**



## CHEMUNG RIVER GREENWAY

Three Rivers applied for and **received a \$50,000 Appalachian Regional Commission (ARC) grant to evaluate the feasibility of a community-supported, multi-use trail between Corning and Elmira.** This multimodal trail will offer opportunities for walking, cycling, and non-motorized transit along the 20-mile reach between the two cities. In addition to creating a new outdoor asset, it will generate small scale economic development and enhance regional quality-of-life. The study, being completed in partnership with LaBella Associates, is slated for completion in Q4 of 2024. Public support for the proposed trail has been overwhelmingly positive.



## CORNING HOUSING PARTNERSHIP (CHP)

Three Rivers serves in an administrative role for the Corning Housing Partnership (CHP). CHP is 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.** As of 2024, the CHP program is officially on hold while the City of Corning completes their Comprehensive Plan.

**"The quality of life of an area is considered to be an important ingredient for the attraction and retention of key personnel. Public sector investments in quality of life not only make the community a more attractive place to live but also contribute indirectly to economic prosperity."**

Glaser, M. A., & Bardo, J. W. (1991). "The impact of quality of life on recruitment and retention of key personnel." *The American Review of Public Administration*, 21(1), 57-72. <https://doi.org/10.1177/027507409102100104>

✓ \*Bolted text denotes Strategic Plan Performance Indicators.

# Priority 3: Infrastructure Development

Infrastructure development across the region is essential for ongoing economic efforts and helps to support business development, job attraction, employee retention, and enhanced quality-of-life. Three Rivers collaborates with partners like economic development agencies, Southern Tier Central Regional Planning Board, Southern Tier Network, counties and local municipalities to assist in basic infrastructure important to business development, housing, and downtown revitalization projects including water, sewer, roads, broadband, and more. Three Rivers also assists partners in developing quality sites for new business development, infrastructure, and permitting.

Most importantly, Three Rivers advocates for and assists in the development of quality housing at the affordable, workforce, market rate, senior, and even luxury levels. Quality housing for all demographics is essential in the regional effort to retain existing workforce and to attract the talent we need to remain competitive in the national economy. Infrastructure development discussions have also provided the opportunity to connect with developers both within and outside the community, bringing new potential investors into the region.

## Highlights 2018-2023



**FORMER CORNING HOSPITAL SITE REDEVELOPMENT**



Three Rivers assisted partners including SCIDA, Guthrie, SUNY CCC, City of Corning, Corning Enterprises, Empire State Development, and others in the revitalization of the former Corning Hospital site.

After the 100 year-old hospital was demolished and the site was made shovel ready, SUNY CCC constructed a **state-of-the-art Health Education Center** to house its expanding nursing and community health programs. In the next phase, Riedman Companies constructed a **96-unit, market-rate apartment complex followed by an additional 35 apartments** in phase three. Phase four completed the revitalization with the construction of First Heritage Federal Credit Union's new headquarters building.

**This multi-year development represents a more than \$50 million investment in the City of Corning.**



**FORMER STEUBEN COUNTY COURTHOUSE**

Three Rivers worked diligently to support the revitalization of the former Steuben County Courthouse into housing and **completed a Building Conditions Assessment and Environmental Phase I** to aid Steuben County in securing a new developer for the property. It is now **slated to be developed into housing**. Showcasing the property to potential developers helped Three Rivers form relationships with new developers to the region who now have interest in completing future projects in the Southern Finger Lakes.

 \*Bolted text denotes Strategic Plan Performance Indicators.

# Highlights 2018-2023



## NORTHSIDE PLACE AND PARISH HEIGHTS

The revitalization of Corning's Northside has been an important focus for Three Rivers' over the past several years. Although Northside Place was originally intended as single-family homes, COVID-19 related construction cost increases meant a pivot to a **\$9.2 million investment in 24 single-family rental homes**. Housing Visions' Parish Heights redevelopment of the former St. Vincent's De Paul Church campus will provide the community with **affordable apartments and a daycare facility**. The projected **\$20 million development will further ongoing neighborhood revitalization efforts**.



## STEBEN COUNTY HOUSING DEMAND ANALYSIS

In 2020, Three Rivers undertook a **study to understand and forecast the single-family and market rate housing demand in Steuben County**. The analysis confirmed Steuben County's qualities as a place to live and work and documented the lack of inventory in quality single family housing units to meet the demand of moderate and middle-income households and first time home buyers as an economic development barrier. **The study recommended a focus on rehabilitation of the existing housing stock together with investments in neighborhoods and community cores, and new construction in approved subdivisions.**

## CONSULTING WITH MUNICIPALITIES AND NON-PROFITS ON ARPA FUNDS AND TAXES GENERATED THROUGH ENERGY PROJECTS

Three Rivers collaborated with local municipalities and non-profit organizations on possible uses for American Rescue Plan Act (ARPA) funds and **supported regional and local projects designed to enhance and grow existing Businesses and Infrastructure**. The cash infusion ARPA funds brought into the region provided one of the best opportunities to leverage economic development in decades.

With the significant and very lucrative development of wind turbine energy in Steuben County, Three Rivers partnered with SCIDA and LaBella Associates to define opportunities for municipalities to **leverage tax revenue generated from energy production for long-lasting community infrastructure investments**.



## CITY OF ELMIRA DOWNTOWN HOUSING UPDATE

Three Rivers **analyzed and forecast the demand for market rate housing in the City of Elmira's downtown core**. The analysis revealed a forecast for a minimum of 230 units and potentially 300 additional units for the period 2021-2024. With a continued desire for an urban lifestyle this number has the potential to reach a total demand for 500 to 645 units during the period 2021-2027. The demand is being generated by empty nesters, physicians and other health care professionals, medical residents, LECOM students, and new talent relocating to the area including college faculty, executives and senior management level professionals, engineers, scientists, and IT professionals.

✓ \*Bolted text denotes Strategic Plan Performance Indicators.

# Priority 4: Business Retention, Growth, and Attraction

Three Rivers regularly assists 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, some of the businesses, non-profits, and developments Three Rivers has been privileged to connect directly with to help work towards their long-term goals include:

Arnot Art Museum

Arnot Health

Beecher Emission Solution Technologies

CAF USA

The Carriage House Inn & Tommy Hilfiger Archive

Clemens Center

Finger Lakes Wine Country

Guthrie Health Care Systems

Historic Midtown Building

IncubatorWorks

Lake Erie College of Osteopathic Medicine (LECOM)

Mercury Integrated Manufacturing

RYE Bar & Restaurant

Southeast Steuben County Library

Southern Tier Logistics

SUNY Corning Community College

## Highlights 2018-2023



**THE CARRIAGE HOUSE INN & TOMMY HILFIGER ARCHIVE**

Three Rivers has been instrumental in the creation of this new destination for the region. From early planning stages using information gained from the Corning & Elmira Boutique Hotel Feasibility Study by Camoin Associates, to writing the business plan and generating meetings with potential funding resources, to current work necessary for the Round 8 RESTORE NY grant application, Three Rivers has been a driving force. When completed, **this \$6 million project will house The Tommy Hilfiger Archive, 19 upscale boutique hotel rooms, and three one-bedroom long-term, exquisitely furnished apartments.**



**DOWNTOWN ELMIRA INVESTMENT PROSPECTUS**

Three Rivers was an active participant in **development of a Highest and Best Use strategic planning effort for the City of Elmira's Opportunity Zone 7.** Working in collaboration with Southern Tier Economic Growth (STEG), Three Rivers developed an investment prospectus for transformational projects that demonstrate the value of Elmira's downtown development and provides strategies for targeted investments. The prospectus showcases how downtown Elmira continues to grow in recognition as a destination for healthcare education, technology and innovation, advanced manufacturing, and quality of life.



 \*Bolted text denotes Strategic Plan Performance Indicators.

# Highlights 2018-2023



**SOUTHERN TIER LOGISTICS BUSINESS PARK**



**STRATEGIC PLAN UPDATES FOR NON-PROFITS**

Three Rivers' has been engaged with Southern Tier Logistics in their expansion efforts for several years. While originally a tenant at the HOST Center, Southern Tier Logistics eventually purchased the site and has been redeveloping it into a shovel ready business park modeled on successful sites owned and operated by their affiliate, Ohio Logistics, in Findlay, OH. Three Rivers was critical in facilitating discussions with Empire State Development to orient them to this **more than \$226,000,000 project with major infrastructure improvements and new construction**. This relationship helped Southern Tier Logistics to **secure a \$4 million FAST NY grant from the state**. Three Rivers also helped with relationships at the Federal level which helped in their successful **designation as a Foreign Trade Zone (FTZ)**. The Southern Tier Logistics site has tremendous potential to help attract new manufacturing, clean/green energy developers, and supply chain opportunities within the region.

Three Rivers assists area non-profits in developing sustainable and strategic action plans. Most recently, **Three Rivers worked closely with the Clemens Center to update their Strategic Plan to best position them for success**. Previously, Three Rivers led the **Strategic Planning process for Finger Lakes Wine Country** as they looked at their overall positioning and purpose in the region to find ways to best support the tourism economy.

**“Three Rivers is and has been an important partner in Economic Development in Steuben County, helping drive economic development planning and facilitating the development of projects throughout the three County region. Through the years, the organization has played a key role in reimagining Corning’s downtown through numerous changes and advanced redevelopment efforts such as the Corning Hospital redevelopment. In addition, Three Rivers has promoted economic development planning efforts throughout the region including the I86/I99 Blueprint, Steuben County’s first Economic Development Strategy and the I86 Innovation Corridor Strategy all of which have helped secure new investment and job growth in our region.”**

**-Jamie Johnson, Executive Director, Steuben County IDA**

**BRR&E PARTNERSHIP WITH STEUBEN COUNTY INDUSTRIAL DEVELOPMENT AGENCY (SCIDA)**

The COVID-19 crisis accelerated and intensified the need by many regional businesses to develop strategies to replace lost revenues and pursue new opportunities for growth. Three Rivers and SCIDA recognized the importance of assisting regional companies to prioritize business building to enable them to grow faster and respond with greater resilience to volatility and economic shocks in the future. To support these efforts, the **Business Recruitment, Retention, Repositioning and Expansion (BRR&E) initiative** was launched.

**TOWN OF ERWIN EXIT 43 ECONOMIC DEVELOPMENT PLAN**

With the active support of Three Rivers, the Town of Erwin undertook the **development of the I86 Exit 43 Victory Highway Economic Development Strategic Action Plan**. The plan identifies the “highest and best use” development opportunities that will result in removal of pockets of suburban blight, create jobs, grow the size and diversity of consumer groups, complement existing businesses, and contribute to the **long-term sustainability of the Town of Erwin through sales tax, property tax and other revenue sources**.

 \*Bolted text denotes Strategic Plan Performance Indicators.

# Priority 5: Leadership & Sustainability

Three Rivers leadership understands the importance of ensuring the organization's long-term viability and impact on the region. They also realize that attracting and nurturing future leadership and keeping the sustainability of the organization top-of-mind is critical to the work the Three Rivers accomplishes in the Southern Finger Lakes Region.

Although Three Rivers has had three different Presidents and two Board Chairs in the past six years, the work has remained a constant thanks to the commitment of its Members. Even the unexpected difficulties experienced during the height of the COVID-19 pandemic didn't prevent Three Rivers from making a difference in the region, as outlined in this extensive report.

Three Rivers remains committed to its role as Leader, Collaborator, and Partner to the region and its many champions, including economic development agencies, chambers of commerce, tourism promotion associations, destination marketing entities, municipalities, and, of course, the business community that drives our regional economy.

## Highlights 2018-2023

### BOARD OF DIRECTORS RESTRUCTURING

In 2021, Three Rivers **established a Board Development Committee** and, in 2022, streamlined the Board of Directors to 13 as recommended by the committee and as outlined in the newly adopted revised Bylaws.

Board Development Committee:

BARRY NICHOLSON  
B Y Properties, LLC

CHRIS SHARKEY  
Corning Incorporated

DAWN BURLEW  
Corning Incorporated

GABE ROSSETTIE  
Rossettie, Rosettie, Martino

GEORGE WELCH  
Welch Law Firm

JEFFREY KENEFICK  
Chemung Canal Trust Company

MATT SMITH  
Corning Building Company

### STRATEGIC PLANNING

Three Rivers continues to work towards its long-term goals, including strategic planning. 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.**

### PARTNERSHIPS & PARTICIPATION

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, SUNY Corning Community College, GST BOCES, and more.

# Three Rivers

DEVELOPMENT CORPORATION

