

Three Rivers Development Strategic Action Plan 2025-2027

I. 2025-2027 STRATEGIC ACTION PLAN WORKGROUP

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II. STRATEGY STATEMENT, MISSION, AND OPERATING PRINCIPLES

Strategy Statement: *We pursue growth opportunities that make people want to live and work in the Southern Finger Lakes Region. By serving as a thought leader and collaborator, we convene the subject matter experts in quality-of-life assets like Outdoor Recreation, Housing, Workforce, and Healthcare, needed to bring projects to completion. As a private organization with fewer restrictions, we have greater flexibility to serve the region.*

Mission: *To facilitate and drive community and economic initiatives and collaborations that grow the regional economy and enhance the overall quality of life.*

Operating Principles:

- 1. Play the role of convener and thought leader around issues impacting the region's long-term economic sustainability such as innovation, workforce, and quality of life factors important to talent recruitment and retention.*
- 2. Maintain strong working relationships with regional partners and organizations to foster collaboration and encourage new ideas and strategic opportunities.*
- 3. Focus on delivering measurable impact against the strategic priorities to achieve long-term economic sustainability for the region.*

III. 2025-2027 STRATEGIC PRIORITIES

Priority 1: Provide the leadership necessary to support the regional workforce environment.	How	Performance Indicators
<i>Proliferate workforce readiness and upskilling/reskilling opportunities.</i>	-Convene leaders from key agencies, local/regional businesses, education, and non-profits.	Participation and collaboration by key agencies, local/regional businesses, education, non-profits.
<i>Identify resources to help drive workforce opportunities and host data that informs actions.</i>	-Leverage existing relationships and forge new relationships to identify opportunities and resources	Greater regional collaboration in workforce arena.
<i>Actively pursue initiatives to attract and retain workforce talent.</i>	-Formalize Career Concierge program. -Use social media to connect with potential candidates. -Targeted outreach. -SoFLX website enhancements.	Formalize Career Concierge program with at least one company. Incorporate job search functionality into SoFLX.com. <ul style="list-style-type: none"> • Tracked engagement with potential candidates. • Create database of candidates. Track website and social media engagement and conversion stats. <ul style="list-style-type: none"> • Partner and employer use and promotion of SoFLX.com. • Post sharing on social media by partners.

Priority 2: Strengthen and actively promote the region's quality of life ecosystem.	How	Performance Indicators
<i>Continue to grow SoFLX into a go-to regional resource.</i>	<ul style="list-style-type: none"> -Increase SoFLX brand visibility through marketing, social media outreach, and partner organizations. -Continue to curate content and promote via social media. -Enhance website to improve user experience and gather data. 	<p>Increased visits and usage.</p> <p>More engagement and promotion by partners.</p> <p>More use by employers.</p> <p>Relevant content creation driven by engagement.</p>
<i>Attract investment to grow assets, build infrastructure, and foster community development projects in the region.</i>	<ul style="list-style-type: none"> -Work with new and established developers. -Utilize grant resources on state and federal levels. -Collaborate with partners like FLWC to market region. 	<p>Projects underway to enhance region.</p> <p>Potential project pitches developed proactively.</p> <p>Grant resources applied for and received.</p>
<i>Develop strategies to enhance Livability, Lovability, and Prosperity in the region.</i>	<ul style="list-style-type: none"> -Use methodologies outlined in America's Best Cities Report 2024 to concentrate on quality of place, regional vibrancy, and human capital. 	<p>Develop at least one strategy to improve region.</p> <p>Improved scoring for LLP metrics including: Walkscore, Tripadvisor, Bikescore, Lightcast, Chmura, etc.</p>

Priority 3: Actively support the retention, growth, and attraction of businesses.	How	Performance Indicators
<i>Collaborate on business attraction initiatives with regional partners.</i>	<ul style="list-style-type: none"> -Identify and promote shovel-ready sites. -Continue to share information and ideas with STEG, CCIDA, SCOPED, SCIDA, and ESD. 	<p>More partner engagement with SoFLX.com.</p> <p>Increase in partner driven initiatives.</p>
<i>Work with existing businesses to overcome obstacles to success.</i>	<ul style="list-style-type: none"> -Provide information on NYS programs, grants, etc. -Share resources, build relationships, and facilitate opportunities. 	Track sharing and engagement.
<i>Identify gaps in infrastructure to inform regional development goals.</i>	<ul style="list-style-type: none"> -Initiate and participate in studies and analysis to help assess regional needs and develop strategies. -Work with municipalities to understand development needs. 	<p>Set baseline for target number of studies.</p> <p>Review partnership with municipalities and others.</p> <ul style="list-style-type: none"> • Distribute survey to help rate effectiveness of engagement with municipalities and partners. • Use of studies and analysis by municipalities. • Projects identified by municipalities.
<i>Advocate for, explore, and communicate about opportunities to improve the business environment.</i>	<ul style="list-style-type: none"> -Act as a conduit for information and concerns between the business community and government agencies. -Support partners, organizations, and businesses in securing funding for projects and programs. 	<p>Track advocacy efforts and engagement by members.</p> <p>Track communications sent to members with opportunities.</p>
<i>Assist new company startups and existing businesses to meet the demands for the growing cleantech industry.</i>	<ul style="list-style-type: none"> -Collaborate regionally to develop cleantech corridor. -Continue relationship with New Energy NY. 	

Priority 4: Take action to ensure Three Rivers Development's long-term viability and regional impact.	How	Performance Indicators
<i>Focus on organizational stability.</i>	<ul style="list-style-type: none"> -Refresh organizational true value proposition and performance indicators every 3 years. -Recruit new members and retain existing. -Explore additional funding opportunities. 	<p>Current Strategic Plan.</p> <p>Identify sectors for representation in membership.</p> <p>Set target for number of new members annually.</p> <p>Member retention rates.</p> <p>Studies and projects supported by grant funding.</p>
<i>Continue to cultivate member activities and events.</i>	<ul style="list-style-type: none"> -Create opportunities for members to bring junior members, increased exposure to organization 	
<i>Identify membership development needs and assets.</i>	<ul style="list-style-type: none"> -Recruit members including those who are historically underrepresented in business. 	<p>Identify potential members and track outreach.</p> <p>Board engagement in new member outreach.</p>

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