

## **Structural/Programmatic Action Items (Group F)**

### ***F1 Leadership Dialogue***

***Responsible Organizations:*** Mayor, Town Supervisor, President of the Chamber of Commerce, School Superintendent

***Estimated Cost:*** minimal to none

***Estimated Time:*** immediate

Based on the success in the Village of Clyde, NY and other communities, it is recommended that the Mayor, Town Supervisor, President of the Chamber of Commerce, and School Superintendent meet regularly (monthly, bi-monthly, quarterly), though informally, to maintain lines of communication and brainstorm on challenges facing the community.

The idea is not that this group of leaders would necessarily be making decisions at these meetings, or view these meetings as yet another bureaucratic responsibility of the position, but rather as an opportunity to dialogue with others in local leadership capacities.

### ***F2 Civic Engagement***

***Responsible Organizations:*** Village officials, staff, boards, and committees, Chamber of Commerce committees, citizens of Arcade

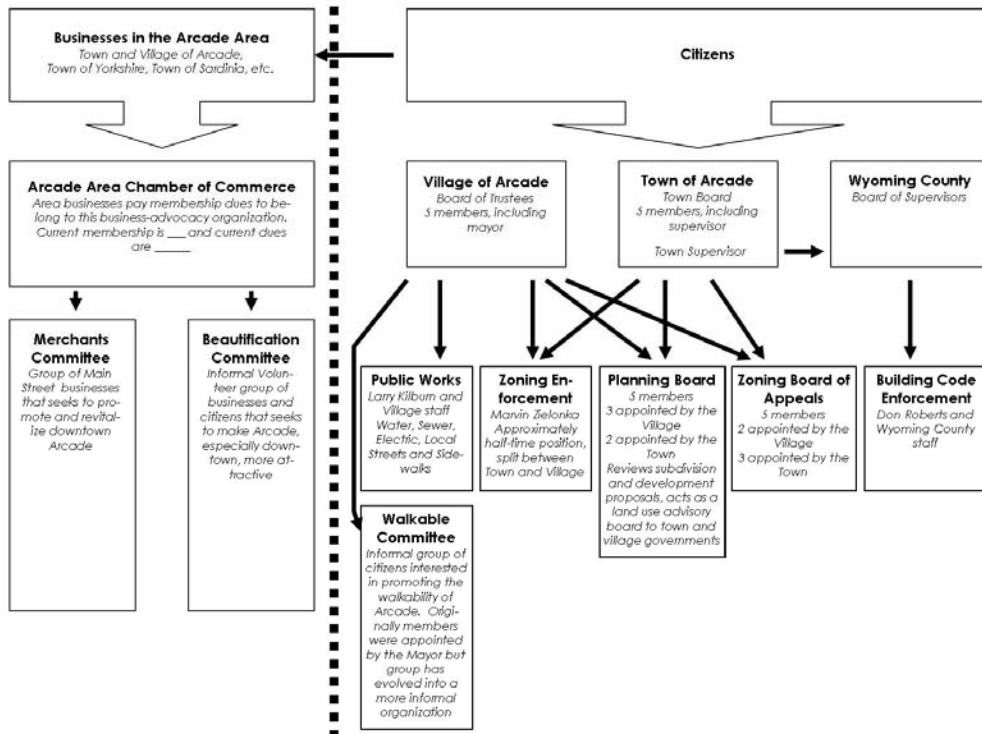
***Estimated Cost:*** minimal to none

***Estimated Time:*** immediate to 1-2 years

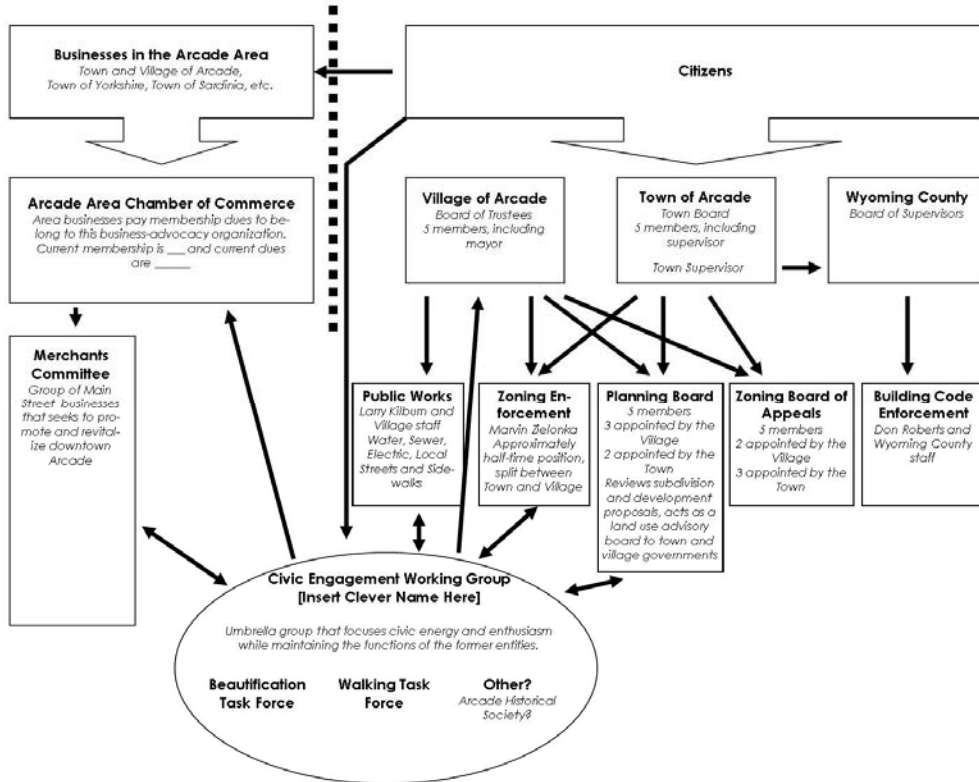
It appears that in Arcade, as in many communities, a small dedicated cadre of active citizens performs much of the volunteer/civic engagement work. Given that Arcade is a small community, it is crucial that all groups, especially the Chamber-sponsored Beautification Committee and the Village's Walkable Committee regularly communicate. A lack of communication means, at best, that different groups are diluting the available energy and enthusiasm of those citizens that partake in either group. At worst, it means that different groups are working at cross-purposes. The goals of having a walkable community and a beautiful community are so closely related that it begs the questions as to why there are two separate groups. The chart on the next pages attempts to show the existing organizational structure of various groups related to downtown vitality. A second chart shows suggested changes to the organizational structure that the various groups and the Village may wish to consider.

In the short term, it is recommended that these groups meet together at least a few times a year so that they are able to build upon and reinforce each other's activities. In the medium term, it is recommended that one group be formed, so that the aforementioned civic enthusiasm is not dissipated amongst a collection of committees but rather concentrated into a single entity that

## Existing Civic Structure (Relevant Entities)



## Proposed Civic Structure (Relevant Entities)



can focus on identified priorities with a laser-like focus, as has been the successful example of the Village of Hamburg's "Imagine Hamburg" group. Sub-committees or "task forces" of this overarching group can continue to perform the functions that are currently overseen by the Beautification Committee and Walkable Committee.

As stated previously, the words we use frame ideas and concepts. It is recommended to try to avoid using the term "committee." The word "committee," in modern usage, has seemingly acquired a negative connotation of bureaucratic inaction. "Committees are where good ideas go to die," as one saying goes. Therefore, it may be better to refer to "working groups" or "task forces." These are terms that imply energy, motivation, and progress toward a goal.

### ***F3 Governmental Administration/Leadership/Communication***

***Responsible Organizations:*** Village officials, staff, and boards, Chamber of Commerce (business community) and citizens

***Estimated Cost:*** minimal to moderate

***Estimated Time:*** immediate to 1 year

There is a perception among some downtown building owners and merchants that Village government administration is carried out in a capricious, impolite, and unprofessional manner. Whether or not that is true, the perception is there, and in this case, perception is as important as reality.

The village government, from the elected leaders on down through the staff and boards, should address these concerns. This can be done through outreach to business and property owners, education about village laws, codes, and regulations, opportunities for assistance, and a thorough review of village procedures. There may also be an opportunity for staff development with regard to customer service training. It is imperative that the village provide leadership and develop a "booster" mentality to promote community development. It is also critical to ensure that every person that lives in, does business in, or visits Arcade is made to feel that the village administration and staff is open, accessible, professional, and working to improve the community.

### ***F4 Capital Improvement Limited Partnership (CILP)***

***Responsible Organizations:*** Citizens of Arcade

***Estimated Cost:*** local public money: minimal to none, individually contributed money: moderate

***Estimated Time:*** 2-5 years

To engage the community through the most effective means possible (their pocketbooks), a

CILP was formed in the Village of Clyde, NY (population 2,269). The idea was to let the community invest in its own downtown and feel committed to its success. A limited partnership was formed and shares of \$1,000 each were sold to local citizens. This raised a total of \$85,000, which was used to leverage an additional \$205,000 loan from the U.S. Department of Housing and Urban Development (HUD). With these monies, the CILP was able to purchase and renovate three buildings that had been viewed as the worst eyesores in the community and turn them into great community assets.

Clyde's program is an inspiring model that Arcade might seek to emulate since it relies, to a large degree, on local effort, initiative, and organization, rather than waiting for a "silver bullet" solution to the community's challenges.

It is recommended that the Arcade Hotel be a priority for this capital improvement partnership. The current owners appear unwilling or unable maintain the property in a condition that benefits the greater community. The location is perhaps the most prominent in the center of the village and the decaying appearance of the large building negatively affects the entire area.

A renovated Arcade Hotel could be leased to a restaurant/pub operator and the upper floors turned into leaseable office or residential space.