

PUBLIC NOTICE

AGENDA FOR REGULAR VILLAGE BOARD MEETING #1976
Tuesday, December 5, 2017 at 7:00 PM
Village Hall Board Room, 12621 W. Hampton Avenue

PLEASE TAKE NOTICE that a Regular Meeting of the Butler Village Board will be held on the 5th day of December, 2017 at 7:00 PM at the Village Hall Board Room, 12621 W. Hampton Avenue, Butler, Wisconsin, at which time and place the following items of business will be considered and possibly acted upon:

- I. Pledge of Allegiance
 - II. Roll Call
 - III. Persons Desiring to be Heard
 - IV. Consent Agenda:
Note: Prior to voting on the Consent Agenda, items may be removed at the request of any Trustee and be placed on the agenda under New Business.
 - 1) November 21, 2017 Regular Meeting Minutes
 - 2) Bartender's Licenses – None
 - V. Communications
 - VI. Committee Reports
 - 1) Building Board
 - 2) Finance Committee
 - 3) Park & Recreation Commission
 - VII. Report of the Administrator
 - VIII. New Business
 - A) Discussion and Possible Action on the Village Contributing the Printing Costs for the Caboose Printed Newsletter.
 - B) Discussion and Possible Action on approving the Poll Worker List from January 1, 2018 to December 31, 2019 according to Wisconsin Statute 7.30(4).
 - C) Discussion on results of Small Business Retention and Expansion Survey.
 - IX. Adjournment
- Dated: November 30, 2017

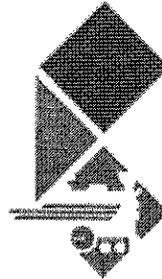
VILLAGE OF BUTLER

Patricia Tiarks, President

Kayla Chadwick, Administrator/ Clerk

Notice: It is possible that members of, and possibly a quorum of, other governmental bodies of the Village may be in attendance at the above-stated meeting to gather information. No action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to in the above notice. Please note that, upon reasonable notice, good faith efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, contact the Village Administrator /Clerk at 262-783-2525 at least 24 hours in advance of the meeting.

To: President Tiarks
Village Board of Trustees
From: Kayla Chadwick, Village Administrator
Date: November 30, 2017
Re: December 5th Supplemental Agenda



**VILLAGE OF
BUTLER**
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VIII. New Business

(A) Discussion and Possible Action on the Village contributing the printing costs to the Caboose printed newsletter.

Trustee Holdmann requested this item on the agenda. He has requested that the Village pay for the postage to mail the printed Caboose newsletter that he and Diana Armstrong have developed with the help of LPI. LPI has solicited enough advertisers to cover the printing of the newsletter but not the postage. Trustee Holdmann informed me that postage would be roughly \$1,000 annually.

(B) Discussion and Possible Action on approving the Poll Worker List for January 1, 2018 to December 31, 2019 according to Wisconsin Statute 7.30 (4).

State Statute requires the certification of our poll worker lists every two years.

Staff recommends approval.

(C) Discussion on results of Small Business Retention and Expansion Survey.

Included in your packet is the final report from UW-Extension from the Small Business Survey and the two symposiums that were held. We will discuss the results, action items, and the Village's involvement.

OF THE BUTLER VILLAGE BOARD

Minutes not formally approved until Regular Board Meeting on December 5, 2017.

Village President Patricia Tiarks called the Board Meeting to order at 7:00 PM at the Village Hall Board Room.

ROLL CALL

Present: Village President Patricia Tiarks, Trustees Marc Van Gompel, William Benjamin, Thomas Sardina and Michael Thew

Also Mark Holdmann via telephone at 7:06 PM

Also present: Administrator Kayla Chadwick and Police Chief Wentlandt

Excused: Gerald Orvis

PERSONS DESIRING TO BE HEARD:

Charlene Benjamin, 12920 W. Hampton Ave., reported on the Christmas Parade scheduled for December 2, 2017 and she needs 2 more volunteers.

CONSENT AGENDA:

- 1) October 17, 2017 Regular Meeting Minutes
- 2) October 30, 2017 Special Meeting Minutes
- 3) Current Invoices
- 4) October Statement of Revenues and Expenditures
- 5) Bartender's Licenses – Taylor P. Rusniak Kwik Trip
Judith A. White, Arribas
- 6) Appointment of New Agent for Kwik Trip 586, Taylor P. Rusniak
- 7) October Monthly Department Reports

Motion by Van Gompel; second by Benjamin to approve Consent Agenda. Motion carried unanimously.

COMMUNICATIONS: Administrator Chadwick informed the Board that the Village received a \$20,500 Playground Grant and an EAB (Emerald Ash Bore) grant of just over \$6,000.

COMMITTEE REPORTS

Building Board

Trustee Benjamin reported the following occupancy permit was approved:
JDog Junk Removal of Menomonee Falls., 12733 W. Arden Place

Finance Committee

Trustee Thew reported the current invoices were reviewed and approved. Trustee Thew reported the October Statement of Revenues and Expenditures were approved.

Library Board

Trustee Sardina reported the Library Board met on November 14 2017. Various items were discussed.

REPORT OF THE ADMINISTRATOR Administrator Chadwick informed Board that Village Hall will be closed on November 23rd and 24th due to the Thanksgiving holiday; the last day for leaf collection will be on Friday, December 1, 2017; reported on a water main break; holiday hours and tax collection.

NEW BUSINESS

- A) Public Hearing for the purpose of hearing comments of interested persons related to the proposed 2018 Budget.

The Public Hearing opened at 7:05 PM.

There were no comments.

The Public Hearing closed at 7:06 PM.

- B) Motion by Benjamin; second by Thew to approve Resolution 17-14; a Resolution to Adopt Individual Fund budgets in the Amounts Indicated for the Calendar Year 2018. Motion carried unanimously.
- C) Motion by Thew; second by Sardina to approve Resolution 17-15; a Resolution to adopt the following Individual Utility Fund Operating Budgets for the Calendar Year 2018. Motion carried unanimously.
- D) Motion by Sardina; second by Benjamin to approve Resolution 17-16; a Resolution Revising the Fee Schedule as Referenced by the Village of Butler Municipal Code. Motion carried unanimously.
- E) Motion by Van Gompel; second by Thew to approve Resolution 17-17; a Resolution to Place Delinquent Accounts, Unpaid Charges and Fees on the Tax Roll for the Year 2017. Motion carried unanimously.

ADJOURNMENT

Motion by Thew; second by Van Gompel to adjourn. Motion carried unanimously. The meeting was adjourned at 7:14 PM.

Submitted by:
Kayla Chadwick
Village Administrator/Clerk

Approval Date: _____

Correction/Amendment:

POLLWORKERS
January 1, 2018 to December 31, 2019

Name

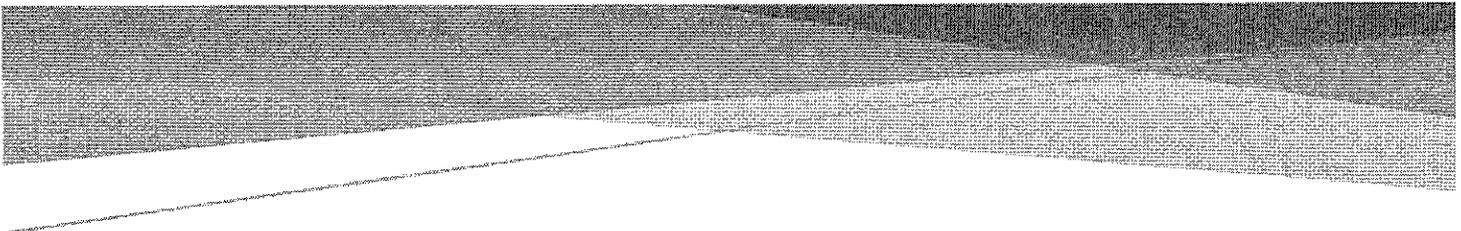
Benjamin	Charlene
Dietrich	Sharon
Endries	Janet
Ensslin (R)	Kathryn
Gerhardt	Kathryn M.
Gross	Geraldine
Hopkins	Susan
Ledger	Dorothy
Lundean	Karen
Schultz	Marilyn **
Tiarks	Pat **
Zoulek	Jean **
Zuba	Mike

** Chief Inspectors

Approved by the Village Board of the Village of Butler on the 5th day of DECEMBER, 2017.

Wis. Statutes 7.30 (4)

Kayla Chadwick
Village Administrator



VILLAGE OF BUTLER SMALL BUSINESS RETENTION AND EXPANSION STRATEGIES PROGRAM

Summary Report – November 2017



VILLAGE OF BUTLER SMALL BUSINESS RETENTION AND EXPANSION (BR&E) PROGRAM

Background

In the 1970s and 1980s, UW-Extension Community Resource Development (CRD) educators often collaborated with local utilities in Business Retention and Expansion (BR&E) efforts. However, these efforts ceased to exist by the late 1990s as utilities discontinued funding for BR&E initiatives. Most of this BR&E effort focused on the largest companies in communities.

Key informant interviews with State economic development professionals that serve Wisconsin communities also revealed that their focus is on the larger employers. These economic development professionals indicated that they focus on larger employers and spend much less time with smaller companies. In 2016, 70.8% of all jobs in Waukesha County were held with companies that have 99 or less employees at their location (Table 1). From 2015-2016, job growth was also evident with Stage Two companies. Waukesha County jobs data is also comparable to the State of Wisconsin and the United States.

Table 1: Waukesha County Jobs

Jobs by Stages	2015	2016
Self Employed (1)	1.0%	1.0%
One (2-9)	24.0%	23.5%
Two (10-99)	44.6%	46.3%
Three (100-499)	21.7%	21.0%
Four (500+)	8.8%	8.3%
All	337.7K	362.5k

Source: youreconomy.org

In 2013, Jerry Braatz and Steve Chmielewski, UW-Extension CRD Educators, reconstructed the BR&E model to focus on small businesses. This outreach effort is important for local communities to better

understand and respond to local business needs. This approach also helps small businesses to grow and strengthen their community commitment. As communities learn about the issues of local businesses and local government, they can also determine ways to work together for the betterment of citizens, employees and employers.

UW-Extension’s approach in Waukesha County is to engage businesses with less than 100 Full Time Employees in communities with low-to-moderate household incomes as a strategy to support strengthening the community through the retention and expansion of existing businesses.

To address individual business technical assistance needs, small business participants became connected with the Small Business Development Centers at the Waukesha Center for Growth or local economic development staff personnel for assistance. Application of data findings from the analysis then help to drive development of technical workshops with the partnering community. In addition, the analysis informs development of business retention and expansion strategies in cooperation with economic development entities and local elected officials for implementation.

This project is aligned with the Waukesha County Economic Development Strategic Outcome #2: Identify the needs of businesses seeking to expand in or relocate to Waukesha County.

Research

Retention and prosperity of small businesses is extremely vital to economic stability and community growth, and expansion of existing businesses and operations has greater community impact over time with job creation and tax contributions in most communities (Gordon, 2001). From the literature review on successful strategies for adding jobs, studies of

state and national data concluded that job growth with existing businesses far exceeds job growth that results from attracting industries. To support business retention/expansion as a strategy, additional research on the migration or relocation patterns of Wisconsin businesses shows that keeping a business in the community is less costly than attracting a new one when considering fiscal cost per job created (Conroy & Deller, 2014).

Benefits of the program

Through face-to-face business survey visits, the BRE team helped identify and address individual ‘red flags’ or issues, and connected the need with the appropriate resource.

Survey responses aggregated for community planning, policymaking and development of two community workshops. Growth oriented businesses were also identified and referred to work with UW-Extension Strategic Research Team to learn about new and emerging markets/industries and search engine optimization.

Communities learned about small business challenges and future plans. Analysis of survey data assisted development and implementation of BRE strategies.

This effort benefited an area that is primarily residential and is located in a census tract eligible for the U.S Department of Housing and Urban Development’s Community Development Block Grant program (at least 30.34% of residents are Low-Moderate Income households- Village of Butler Census Tracts: 0600, 0700).

Program Sponsor

Waukesha County Community Development Block Grant sponsored this effort.

VILLAGE OF BUTLER ECONOMIC AND DEMOGRAPHIC PROFILE

In the Village of Butler, the 2017 median household income (\$48,719) is much less than Waukesha County (\$80,325), and lower than the State median (\$56,369). With the influx of employees, the Village of Butler has a daytime population more than twice the Village’s total population (Table 2).

Table 2: Village of Butler Community Profile, 2017

Summary	Total
Total Population	1,838
Daytime Population	4,083
Workers	3,194
Residents	889
Median Household Income	\$48,719
Median Age	43.4
Population 25+ with Bachelor’s Degree	21.9%

Source: ESRI Community Profile

When looking at the North American Industry Classification System (NAICS) Codes in the Village of Butler, Manufacturing, Construction, Retail Trade, Other Services and Wholesale Trade make up over 67% of the business establishments. The additional 33% comprises a diverse mix of 13 industries. Based on the findings from the businesses who participated in the BRE survey, a high percentage were locally owned. Verifying the percentage of locally owned businesses and industries would be a valuable community-level indicator to use.

Table 3: Village of Butler Businesses by NAICS code, 2017

By NAICS Codes	Number of Businesses
Manufacturing	45
Construction	37
Retail Trade	30
Other Services (except Public Administration)	29
Wholesale Trade	25
Professional, Scientific & Tech Services	17
Administrative & Support & Waste Management & Remediation	12
Unclassified Establishments	10
Accommodation & Food Services	9
Finance & Insurance	8
Real Estate, Rental and Leasing	6
Educational Services	4
Health Care and Social Assistance	4
Transportation & Warehousing	3
Arts, Entertainment & Recreation	2
Information	2
Management of Companies & Enterprises	1
Utilities	1
Total	246

Source: ESRI Business Summary

VILLAGE OF BUTLER'S SMALL BUSINESS INTERVIEW PROCESS & RESULTS

The following survey results examine business needs to support community growth and development, and, identify opportunities for educational outreach to help enhance social capacity between public and private entities to develop and implement effective economic development strategies.

Between April and June, 2017, UW-Extension conducted the survey. The majority of surveys were conducted as business visits in cooperation with the Village of Butler President and a UW-Extension Community Development Educator.

Anticipated outcomes of this effort:

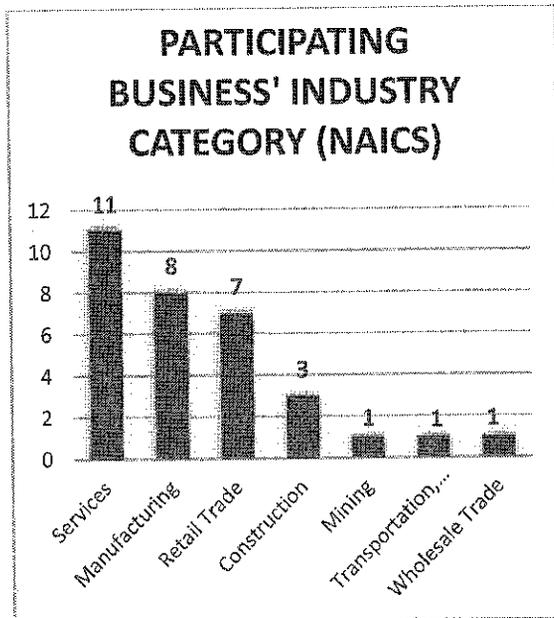
- Demonstrate how retention and prosperity of small businesses is vital to economic stability and community growth
- Assist creation of new community strategies to support business growth and development in low to moderate income areas

Companies with 99 or less full time employees were identified as potential participants as they made up 70% of total jobs in Waukesha County in 2016 (youreconomy.org), have potential for growth, and are often overlooked by state economic development professionals. In addition, survey visits also sought out businesses that were non-franchise, traffic generators, long standing, new with growth potential, minority/women owned, who serve downtown residents, and represent a mix of industries.

Thirty-three small businesses completed the business retention and expansion survey in the Village of Butler. All participating businesses were locally owned, and most relocated to the Village (66%) from within Waukesha County and Milwaukee County (Figure 1). The most common business categories of the 33 surveyed businesses, based on the North American Industry Classification System (NAICS), were Services (34%), Manufacturing (25%), Retail Trade (22%), and Construction (10%). Wholesale, Transportation and Mining had the least representation (See Figure 2).

According to ESRI's Business Summary, the Village of Butler has had approximately 246 businesses in 2017 (Table 2). Manufacturing was the largest number of businesses (18%), followed by Construction (15%), Retail Trade (12%), Other Services (12%), Wholesale Trade (10%) and Professional Services (7%).

Figure 2: 2017 Village of Butler Survey Participants

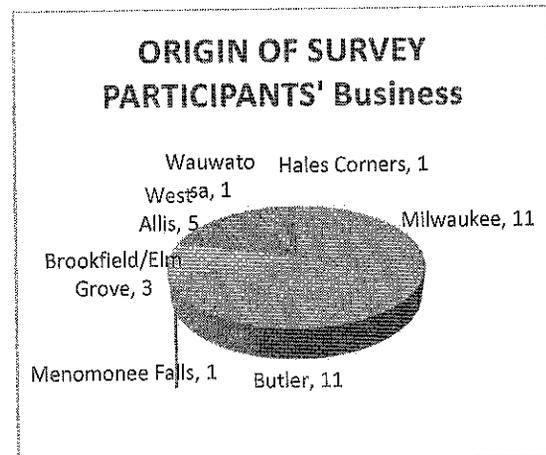


Of the 33 participating businesses, the total number of Full Time Equivalent (FTE) employees was 482. Approximately 30% of total employees live within a 15-minute drive of the business. A significant amount of employees who live close has been consistent with small businesses visited in neighboring communities that have a smaller geographic labor market when compared to larger employers. When asked how many employees they expect will be added in the next year, businesses surveyed said they expect to add a combined total of 65 FTE positions. In five years, the total anticipated net growth of employees is 143 FTE.

We asked what year the business' began operating, where it began, and (if relocated)

what year the business began operating in the Village of Butler. The median year the businesses began operating was 1985. The majority (66%) had moved from surrounding communities in Waukesha and Milwaukee Counties to the Village of Butler (Figure 3). The median year surveyed businesses began operating in the Village of Butler was 2001. Approximately 33% of businesses surveyed had started to operate in the Village of Butler.

Figure 3: Location Where Business Started

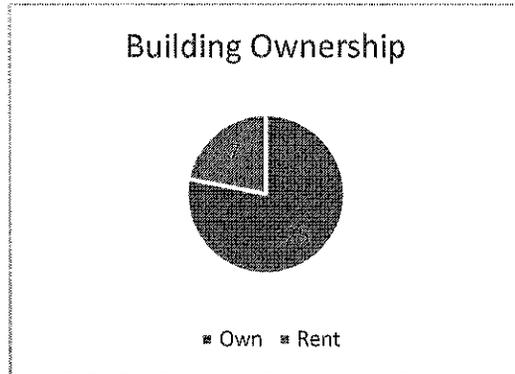


Businesses were also asked their top three reasons why they decided to operate in the Village of Butler. Of all responses, location was first (56%), followed by finding a building/space that met their needs (31%). The third shared reason was they found the Village of Butler to be business friendly with community support (10%).

Participants were then asked their top reasons for keeping the business in The Village of Butler. The number one response was having a great location (ex: access to freeway, proximity to Milwaukee, central location for customers). The second reason described Butler as a wonderful place with a business friendly environment (ex: nice community/industry friendly/not too much crime/nice area & relatively safe/friendly environment/Village of Butler local government leaves us alone). The third reason was proximity

for employees (ex: family from the area/employees live here). The fourth reason was that they own the building and the space is set up for their operating needs (Figure 4).

Figure 4: Building Ownership of Participating Businesses



Sales and Expansion:

The majority of businesses surveyed had previously identified opportunities to obtain new customers. The vast majority of participating businesses' current customers were local. Approximately half had customers from the mid-west region, a quarter had customers across the country, and a few identified having international customers. Non-local customers helps demonstrate these companies' ability to compete in other markets, bringing outside dollars back to the community.

- 88% have identified opportunities to gain additional customers
- 79% of customers are local, 52% regional, 27% National, 9% international
- 47% Increased annual profits; 47% stayed the same; 6% annual profits decreased

The Challenges faced with expanding include physical space, financing, and increasing sales.

- 66% have previously expanded

- 36% of businesses or property owners are planning building improvement/expansion projects or adding another location

Outlook for Additional Employees:

As of September 2017, the Milwaukee-Waukesha-West Allis, WI Unemployment rate was 3.4 according to the Bureau of Labor Statistics. With a low rate of unemployment, and an aging workforce, many businesses are having a difficult time filling their labor needs. Looking ahead:

- 48% of participants expect to hire additional employees in the next year
- 30% are uncertain if they will add additional employees in the next year

When asked about business retention and business needs, 33% responded they are considering moving, closing or selling. There are a couple of businesses that are nearing the point of decision making if they will remain or find another space that can better fit their needs. A few other businesses are beginning to plan for succession.

Businesses were asked their satisfaction with various community factors that ranged from energy costs to the permitting and inspector process. The following is the **ranked order of Village and community factors participants were extremely or somewhat satisfied with:**

1. Police Department (91%)
2. Fire Department (88%)
3. Village of Butler as a whole (85%)
4. Permitting and Inspector Process (55%)
5. Energy costs (36%)
6. Local Civic groups (36%)
7. Local Housing Supply (27%)
8. Incentives for businesses (24%)

The following factors ranked high as neither satisfied nor dissatisfied (neutral opinion):

1. Availability of Childcare (100%)
2. Local Housing Supply (67%)
3. Energy Costs (55%)
4. Incentives for business (52%)
5. Local Civic Groups (52%)
6. Permitting and Inspector Process (33%)

Village and community factors participants were somewhat or extremely dissatisfied with:

1. Incentives for business (21%)
2. Energy costs (9%)
3. Permitting and Inspector process (9%)
4. Local Civic Groups (9%)
5. Permitting and Inspector Process (9%)
6. Village of Butler as a whole (6%)

Top 3 business needs identified:

1. Labor
2. Expertise
3. Land/building/space

Business needs or concerns identified for public/private collective action:

1. Business attraction/incentives for retail - build up downtown area, see more restaurants. Most businesses are a destination place in a 'Mayberry-esque' community- fix up/make improvements to area appearance that have not been done for a long time to help area shine again.
2. Parking for visitors: meters described as uninviting and, road parking challenging w/ out parking lots for retailers. Loss of angle parking reduced number of available spots.
3. Address concerns with crime: Businesses say crime has risen recently taking more precautions locking retail business (challenge for walk-in

customers). Concern about additional crime from Milwaukee County.

4. Challenge of finding younger qualified employees to develop skills in trade work.
5. Municipal collaboration:
 - Engage the City of Brookfield to complete 124th St project and remove asphalt from old commercial parcel on Hampton Ave.
 - Build on annual efforts to clean up river and parcels in spring.
 - Replace removed trees.
 - Grow local businesses/networks – expanding outward to county, SE WI and statewide

The aggregated responses served to generate a picture of the business environment for village planning, resource development, and help to identify and support businesses seeking to expand in Waukesha County. The survey results also helped guide community-led research and the development of educational workshops that addressed community issues.

EDUCATIONAL WORKSHOPS

Symposium Planning Team – August 30, 2017

The purpose of this meeting was to review survey findings and further define topics to meet small business needs. The planning team included four business operators, the Village Administrator, Chief of Police, Village President, and one member of the Village Board of Trustees and the Butler Area Chamber of Commerce Director.

The following educational topics were discussed to determine content for the Village of Butler's Small Business Symposium:

- Business attraction/mix
- Concerns with crime
- Labor needs
- Building on area efforts to improve properties
- Growing local networks
- Addressing downtown district needs

Discussion 1 – September 20, 2017

At the first session of the Village of Butler's Small Business Symposium, the topics addressed were local needs for labor, expertise, based on survey results and Planning Team input:

- Future trends, issues and resources in the regional labor market
- Partnership opportunities for small business and universities to work together to better understand data for expansion into new markets and industries

The first half of this session took a closer look at the regional labor workforce, and discussed strategies that businesses may want to consider for supporting their efforts. This topic was presented by Matt Kures, Community Development Specialist with UW-Extension's Center for Community and Economic Development.

The next topic raised awareness of the opportunities that exist to work with the Waukesha-Ozaukee-Washington (W-O-W) Workforce Development Center's Employer Relations Unit. Debbie Bartman, Employer Relations Specialist for the W-O-W Workforce Development Center presented this topic and engaged participants in further discussion on application of available resources.

The third topic focused on connecting with University Resources to add value and expertise to local businesses. Participants learned about opportunities to work directly with the Small Business Development Centers for technical assistance, and the Center for Technology Commercialization for new products and entrepreneur services. Participants also learned about working with the Center for Business Intelligence to obtain information needed for decision making as well as virtual services available. Other resources shared include accessing business activity at local/state/national level to better understand local economies, local trade companies, external trade companies and non-trade & health care institutions.

Evaluation results from Discussion 1

On a scale of 1 to 5, with one being the lowest and 5 the highest, we asked "To what extent do you agree or disagree that this symposium has increased your understanding of Regional Labor Market Issues?" Participants' mean score response was 4.5, which corresponds between "strongly agree" and "agree."

When asked what issue or opportunity business and village leaders could work together on for community impact, the following themes emerged:

- Increasing awareness of the Butler community and jobs available
- Addressing downtown development needs (revitalization)
- Understanding and addressing labor needs
- Facilitating job fairs and training

New information identified from the discussion that participants' planned to apply included:

- Job creation grants and reimbursement
- Contact with workforce development and taking advantage of their services
- Research websites to see what else they can offer for workforce development
- Resources that were presented with links to websites
- Workforce development job listing
- Regional Labor availability

Two growth oriented businesses were referred to UW-Extension's Center for Business Intelligence.

Discussion 2 – October 4, 2017

The second session of the Village of Butler's Small Business Symposium focused on addressing the following themes identified from the BRE survey:

- Creating a vibrant and attractive business district
- Low cost and effective strategies to address crime trends
- Different approaches/models for successful downtown districts
- Next steps: Drafting a shared vision for revitalization

Each topic was addressed with support from the following quest speakers: Chuck Law, Community Planning and Design Specialist, UW-Extension Local Government Center and David Wentlandt, Chief of Police, Village of Butler.

After presenting on each topic, participants divided into three groups to participate in small group discussion for a set amount of time. The groups then rotated topics to build on the previous groups response(s). Each group was asked to discuss different questions that pertain to the presentations, develop consensus and

record their responses. The questions then rotate so the group can now build on the responses of the previous group. The questions were then rotated a third time for each group to add to the previous responses. The following are the collection of responses gathered with each question:

1. You've been exposed to various models of downtown redevelopment in Wisconsin. How do you think it makes sense for the Village of Butler to organize it's efforts and why?

The only suggestion was that the village takes the lead on downtown improvements in cooperation with business operators.

2. Of the people in the room, who is missing from this discussion that could provide additional resources?
 - Butler Community Foundation
 - More people (fresh faces/ideas)
 - Village Board
 - Orton Foundation
 - Leadership- who is in charge?
 - Business owners
 - Residents
 - DPW
 - Need a village champion combined with a consultants vision
 - Waukesha County Business Alliance
 - Chamber of Commerce
 - Milwaukee 7
 - Implementation (*more input needed*)
 - Survey residents/local employees (ex: retail needs)
 - Daytime/nighttime employee spending needs

- Incentives for businesses (recruitment and retention)
 - Identify areas for improvements
 - Parking
3. Visioning requires that you begin to articulate goals for downtown development. What would you say is the goal of redeveloping the downtown area?
- More retail stores vs office concept
 - Redo facial structure of buildings to conform to age of buildings
 - Cohesive goal between all organizations (BACC/Village/businesses)
 - Fostering business to business collaboration/cross promotion
 - Connect Community
 - Successful businesses
 - Thriving businesses
 - Destination
 - Larger tax base
4. Establishing a façade improvement grant program might be an important part of the Village’s efforts to improve the overall look and function of the commercial district. What challenges or impediments would prevent you from improving the exterior of your property?
- Cost
 - Zoning laws
 - Local government
 - Space
 - Historic buildings
 - Time
 - Funding sources
 - Logistics > Execution
- Common flow with neighboring businesses
 - Material constraints
 - Seasons
 - Rentals vs. Ownership
 - Crime
5. As you consider next steps in redeveloping your downtown, how can UW-Extension assist and support you?
- Resources and guidance
 - Statistics
 - Where to get finances to fund projects
 - Feasibility studies to make sure project will succeed (protect return on investment)
- Evaluation results from Discussion 2
- On a scale of 1 to 5, with one being the lowest and 5 the highest, we asked “To what extent do you agree or disagree that today’s program better prepared you to address an issue or concern?” Participants’ mean score response was 4.36, which corresponds between “strongly agree” and “agree.”
- When asked what issue or opportunity business and village leaders could work together on for the betterment of the community, the following themes emerged:
- Identify business needs and wants
 - Involvement of everyone
 - Getting business owners on board and to participate in the discussion
 - Possibly forming a committee-based communications group to link different facets of community issues
 - Moving forward with some type of development plan
 - more retail-façade improvement
 - Promote Butler as a place to shop and visit

- [Attracting] new businesses to community & façade [improvement]
- Village board needs to become more involved

Two additional businesses were also referred to UW-Extension's Center for Business Intelligence.

FINAL RECOMENDATIONS

The planning team met November 2nd to review and determine priority projects for the community to pursue and develop an implementation plan for short and long term success. The results of this project, as well as the Priority Projects identified below will be reviewed on December 5, 2017 with the Village Board of Trustees to develop support for implementation.

Priority Project #1:

Increase community's background knowledge on tools to create a vibrant and attractive business district. The Village will coordinate with local and state UW-Extension specialists to plan and offer a follow up workshop with business operators to learn more about opportunities that exist for the community to work together for commercial revitalization. This follow up workshop will be planned in December 2017 for a session in January or February 2018.

Priority Project #2:

The Village of Butler plans to take action steps to create an Economic Development Committee to determine the vision/goals and structure for community to work together on commercial and industrial revitalization in 2018. This will help prioritize budget items for 2019 to also further support for the industrial tax base.

Priority Project #3:

Based on interest in building improvement, the Village of Butler will develop a façade improvement grant for 2019. This proposal will be submitted to the Waukesha County Community Development Block Grant program in 2018 to leverage investment and support commercial revitalization.

Priority Project #4:

Based on identified needs and challenges for business workforce needs, the Village will begin to look more closely at addressing longer-term employment issues and opportunities to collaborate with regional resources to address this need. This was identified as a 2-year strategy that will follow Priority Project #2.

Resources:

Conroy, T., Deller, S. 2014. Wisconsin Establishment Migration: 2000-2011. Retrieved from: <https://trinity.aae.wisc.edu/thewisconsinconomy/wp-content/uploads/sites/11/2015/01/MigrationReport-FINAL.pdf>

Darger, M., Tuck, B., Bennet, J. Lessons learned from a generation of community-driven business retention and expansion programming. *Community Development*. February 6, 2017. Retrieved from: <http://www.tandfonline.com/doi/full/10.1080/15575330.2017.1284877>

Gordon, G. 2001. Retention and Expansion of Existing Businesses. West Virginia University Extension Service, Morgantown, WV.

