

# Economic Development

## Analysis of Labor Force and Economic Base

### Labor Force

The percentage increase in Fond du Lac County's labor force between 2020 to 2021 was higher than the State of Wisconsin's (see Table 20). Generally, Fond du Lac County appears to have benefited from the strong economy experienced during the 2020's as evidenced by the drop in the unemployment rate from 8.3% in 2010 to 3.2% in 2021. Conversely, the State's unemployment rate during that same time period decreased by almost the same percentages.

### Employment by Industry

While the jobs that are shown in Table 21 are with companies whose plants and offices are physically located in Fond du Lac County and Wisconsin, the people who have these jobs may or may not live in Fond du Lac County or Wisconsin. This data is referred to as "place of industry" employment data. People commonly work in counties other than where they live.

Manufacturing was the dominant industry in Fond du Lac County in 2020 comprising just over 22% of all industries. The Educational services, and health care and social assistance had the second highest percentage of jobs with 20.4%, and Retail trade were third with 10.3 %.

On a state level, in 2020 the top three industries were Educational services, and health care and social assistance (23.4%), Manufacturing (18.0%) and Retail trade (11.0%).

### Employment by Occupation

The categories for the types of occupations held by the residents of the village, county or state changed significantly between the 2010 and 2020 Census, making a comparison between the two time periods very difficult (see Table 22). However, comparisons can be made at the village, county, and state levels for the same year.

In 2010, the Village of Campbellsport generally had lower percentages than either the county or the state in the categories that are representative of white collar occupations, and higher percentages in service and blue collar occupations.

By 2020, the categories in which the village had a smaller percentage of persons employed than either the county or the state was in the Management, business, science, and Occupations and Service occupation related category. The three categories in which the village had a higher percentage than either the county or the state were: 1) Production, transportation, and material moving occupations, 2) Sales and office occupations and 3) Natural resources, construction, and maintenance occupations.

This data suggests that the people who live in Campbellsport may be affected more by the movement of manufacturing jobs to lower cost areas of production in foreign countries. At the

same time, some of the jobs in the areas traditionally thought to have been safe from being shipped overseas, like information technology, are being filled by workers in foreign countries.

## Travel Time to Work

Table 23 indicates that village, county, and state residents are experiencing the national trend of spending more time traveling to their workplace. In fact, Campbellsport residents in particular are spending more time commuting as they experienced the largest percent increase in persons traveling 20 minutes or more to work. This increase in travel time is supported by the population growth and increase in educational attainment experienced by the village from 2010 to 2020.

For example, 58.4% of Campbellsport residents spent 20 or more minutes traveling to work in 2000. That percentage increased to 72.1% by 2020. Comparatively, the county and state had percentage increases of 3.9 and 5.6 percentage points, respectively using the same approach. These numbers provide validation to the nearly 82% of community survey respondents who believed that the Village of Campbellsport needs substantial or some improvement for job opportunities.

## Average Weekly Wages

The highest average weekly wages in 2010 in Fond du Lac County were in the manufacturing, transportation and warehousing, and utilities (see Table 24). By 2020, the top three were: 1) utilities, 2) management of companies and enterprises and 3) professional, scientific and technical services. The column title "CPI 2020" is the 2020 wage adjusted for inflation. In comparing it with the actual wages for 2020, there were four sectors of the twenty-one identified that outpaces inflation.

The management of companies and enterprises, real estate and rental and leasing had the highest percentage gains between 2010 and 2020 within Fond du Lac County. This data also confirms the trend toward manufacturing is becoming less important and other industry sectors such as management of companies and enterprises and real estate and rental and leasing are becoming more important.

## Per Capita Income

The Village of Campbellsport had a larger percentage increase in per capita income between 2010 and 2020 than either the county or the state (see Table 25). In terms of actual dollars, however, the village's per capita income trailed both the county and state's in 2010 and 2020.

## Existing Economic Base

The major employers in the Campbellsport area are the Campbellsport School District, Drexel Building Supply, and West Bend Machine Works, Inc., Reliable of Milwaukee, Mueller Excavating, Perron Trucking, and Swenson Tool and Die.

## Campbellsport Area Chamber of Commerce

The Campbellsport Area Chamber of Commerce, with the assistance of the Fond du Lac County Envision Greater Fond du Lac promotes the business interest within the community. Envision Greater Fond du Lac provided a list of businesses they felt would do well in Campbellsport. The list includes:

- ❖ Pet Grooming/Doggy Daycare
- ❖ Coffee Shop
- ❖ Fitness Facility/Spa/Rehabilitation Center
- ❖ Fast Food
- ❖ Ice Cream/Candy Store
- ❖ Bakery
- ❖ Liquor/Wine/Smoke Store
- ❖ Bait Store
- ❖ Tourism type Services/Store – We are in the heart of the Kettle Moraine
- ❖ Niche/Specialty Store
- ❖ Internet/Computer Service
- ❖ Cleaning Services
- ❖ Quilting Shop/Supplies
- ❖ Internet Auction/On-line Services
- ❖ Jewelry Store
- ❖ Children’s Store/Children’s Resale Clothes shop
- ❖ Cleaning Services Residential/Commercial
- ❖ Catering Services
- ❖ Bike Shop/Bike Rental – the Eisenbahn State trail runs thru our village

A second list of reasons to open a business in Campbellsport:

- ❖ Small town atmosphere.
- ❖ Local newspaper provides support and encouragement.
- ❖ Aggressive, active chamber provides energy and growth opportunities.
- ❖ Ten mile service area includes a fast growing population over 15,000
- ❖ Reasonable rent/purchase price
- ❖ Friendly people
- ❖ Large pool of qualified labor at multiple levels of pay and qualifications
- ❖ Kettle Moraine Area excellent source of tourism dollars
- ❖ Eisenbahn State trail excellent source of tourism dollars
- ❖ Great school system
- ❖ Low crime rates

## Local Government’s Ability to Retain and Attract Business

### Location

The geographic location of a community is one of the most important factors in determining the ability of a local government to attract or retain business. Traditionally, communities that were near natural resources used in the manufacturing of a product had an advantage over those that

were not. Today, the definition of a natural resource has been broadened to describe the environment in which people choose to live. Many types of service firms are not dependent on access to raw, physical resources (or for that matter, their customers) and choose to locate in areas where natural resources such as lakes, rivers and woods create an attractive environment in which to live and work. The Village of Campbellsport is such an area.

## Infrastructure

The Village of Campbellsport has demonstrated its commitment to providing the infrastructure needed by businesses through the recent and planned improvements to the water and wastewater systems. Housing for residential properties and other potential development areas are also being planned to address the future needs of the community going forward.

## Regulatory Issues

The Village of Campbellsport seeks to strike a balance between the needs of business expanding or locating in the community and the needs of the community. Zoning and building codes help to ensure the health, safety, and welfare of the community are protected and maintained. Currently the Village is not aware of any regulatory issues negatively affecting businesses that can be addressed directly by the Village. The Village staff are working to promote new growth opportunities and identify areas that are available to meet the needs of potential businesses.

## Organizational

The Campbellsport Area Chamber of Commerce, with the assistance of the Fond du Lac County Envision Greater Fond du Lac are the organizations through which much of the economic development planning for the Village occurs.

## Sites for New or Expanding Businesses

Site for future commercial development are located along the east side of CTH "W" on the north side of the village and on the east and west side of CTH "V" on the south side. Redevelopment opportunities are available along Main Street on the west side of the village.

An area for future industrial use is east & west of CTH "W" on the southwest side of the village and just west of County Hwy V, immediately to the west of the existing industrial area.

## Use of Brownfield Sites

The Wisconsin Department of Commerce (DOC) defines brownfields as, a property where expansion, redevelopment or reuse is complicated by real or potential contamination. Brownfields vary in size, location, age and past use; a brownfield can be anything from a 500-acre former automobile assembly plant to a small, abandoned gas station. At this time, one brownfield site has been identified in the Village of Campbellsport.

The Wisconsin Department of Natural Resources provides funding to brownfield projects that promote economic development and have a positive effect on the environment. Grants and Tax Credits are the financial incentives for site redevelopment. More information on Wisconsin's Brownfields program is available at:

<https://dnr.wisconsin.gov/topic/Brownfields/rrsm.html>

## Applicable County, Regional, and State Programs

### County Programs

The Fond du Lac County Economic Development Corporation now known as Envision Greater Fond du Lac is a public partnership available to assist with economic development efforts in the Village of Campbellsport. Envision Greater Fond du Lac provides free and confidential assistance in the following areas:

- ❖ Existing business development
- ❖ Business attraction and recruitment
- ❖ Entrepreneurial assistance
- ❖ Community services
- ❖ Workforce initiatives

For more information on the Envision Greater Fond du Lac, go to their web site at:

[Envision Greater Fond du Lac \(envisiongreaterfdl.com\)](http://envisiongreaterfdl.com)

### Regional Programs

The East Central Wisconsin Regional Planning Commission prepares a Comprehensive Economic Development Strategy (CEDS) covering the ten counties in its region. The most recent update was completed in 2019.

The document contains a review of the Commission's economic development efforts, an overview of the region's economy and the development strategy for the region. The development strategy includes goals, objectives and strategies and a ranking of economic development investment projects submitted by communities in the region. Preparation of this plan ensures that the East Central Region Planning Commission maintains Economic Development District (EDD) status through the federal Economic Development Administration (EDA), allowing community and regional projects, supporting the goals identified in the document, to apply for funding through a variety of EDA programs. In addition, the CEDS provides a framework for regional economic development by presenting a series of goals, objectives and performance measures along with an analysis of socioeconomic trends, transportation access, regional geography and resources. The Village of Campbellsport did not submit any economic development investment projects for inclusion in the CEDS.

### State Programs

The Wisconsin Economic Development Corporation (WEDC) is committed in creating and maintaining a business climate that allows you to maximize your potential for developing new businesses. Working with more than 600 statewide partners, including regional economic development organizations, academic institutions, and industry groups, we're enhancing our communities, supporting business development, advancing industry innovation, tapping global markets, and developing a talented workforce to help Wisconsin realize its full economic potential.

WEDC offers a number of programs in support of economic development. The programs are too numerous to list here. Some of the programs provide direct assistance to a business, others fund the business through the local community, while other programs provide direct assistance to a community. Information on these programs is available at:

<https://wedc.org/>

The Wisconsin Economic Development Corporation has managers located throughout the state to work with local communities and businesses in identifying the resources available from the state and other sources.

The Wisconsin Small Business Development Center (SBDC) provides business management education programs at an affordable fee. Counseling, to address individual business needs, is available without cost to the small business client. SBDC offices are located at the University of Wisconsin-Oshkosh. Information on the programs and services offered by the SBDC may be found at:

[www.wisconsinsbdc.org](http://www.wisconsinsbdc.org)

## Findings and Recommendations

- ❖ The national trend of the services sector replacing the manufacturing sector as the largest employer will benefit the Village of Campbellsport, as many of the jobs can be located in smaller communities.
- ❖ The emergence of sectors other than manufacturing as offering high paying positions should be considered by the Village of Campbellsport as it targets businesses to start up and expand in, or relocate to, the community.
- ❖ The combination of an attractive environment created by the Kettle Moraine and the Milwaukee River, and its location with respect to the City of Fond du Lac area to the north, and the City of West Bend and the northern suburbs of Milwaukee to the south, provides the Village of Campbellsport with a strong package to market to future residents and businesses.
- ❖ The increase in travel time suggests that people are willing to commute from Campbellsport to jobs in the urban areas.
- ❖ Village officials should work with the Envision Greater Fond du Lac in analyzing how the strategies from the NEW Economic Opportunity Study can be implemented to the benefit of Campbellsport.
- ❖ The Village of Campbellsport should support the project developed by the Campbellsport Area Chamber of Commerce and Envision Greater Fond du Lac.
- ❖ The Campbellsport Area Chamber of Commerce needs to be more visible for visitors.
- ❖ The Village of Campbellsport should cooperate and work with the private sector to develop future industrial areas in the community.
- ❖ Strong economic development programs are characterized by partnerships. The Village of Campbellsport is fortunate to have, or have access to, many other organizations that are or may be part of its economic development efforts including the Campbellsport Area Chamber of Commerce, Envision Greater Fond du Lac, the Wisconsin Economic Development Corporation, and the Wisconsin Small Business Development Center.

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